

What is our vision for the future?

- Changing how we measure "success" and progress and shifting resources to respond to changes.
- Expectation of innovation
- Recruiting people into the industry differently-focus on supporting people in addition to supporting animals

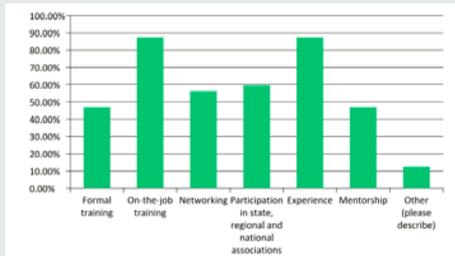
What is our vision for the future?

- Consolidation and collaboration at the local and regional level
- Sharing resources nationally-for emerging leaders and shelters
- Looking for live outcomes regardless of intake-transfers? Teaching or graduating shelters in addition or instead?

What is our vision for the future?

- Quality in sheltering to completely fulfill the Five Freedoms, in concert with quantity.
- Address trend of "rich getting richer and poor getting poorer" in animal welfare.
- Let's start talking about some elephants! (advanced behavior, "pit bulls," efficacy of community cat programs)

What do emerging leaders need?



Absorb Knowledge

Keep Talent

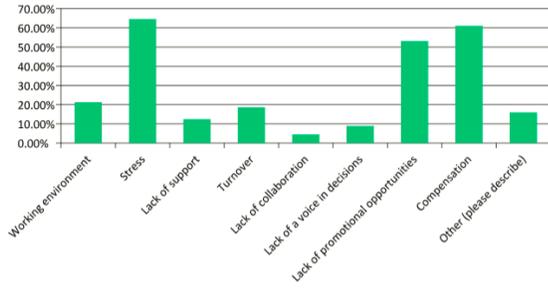
Bridge Gap Between Municipal & Nonprofit

Improve Climate of Our Profession

Absorbing Knowledge from Veterans

- Organizational and industry historians and record keeping
- Consolidated venues for sharing what works
- Personal mentorship
- Identify changing mission in animal welfare

What factors are keeping talent from developing or leaving animal welfare?



Other: Cost of living in area, millennial mindset, and time.

What concerns do veteran professionals have about incoming leaders?



What would make a senior management position most desirable to you?



Keeping Talent in Animal Welfare

- Hire for values
- Give leadership and training opportunities early and often
- Invest in training, development, and networking
- Provide opportunity to reasonably challenge and spark creativity
- Give (and take) feedback! Create goals for individuals often.
- Compensate competitively
- Focus on leadership development and succession planning

What do you need from veterans to continue success?

- Acceptance, inspiration, trust
- More time with them!
- Willingness to put resources behind ideas
- Communication about the future of the business
- Board politics advice!
- Break down silos within organization

How confident are you in the next generation of leaders?

