

# FUNDACION FAAN

Making Cuenca the  
“City That Cares”  
about Animal Welfare

5 YEAR  
STRATEGIC  
BLUEPRINT



[faanecuador.org](http://faanecuador.org) 

[info@faanecuador.org](mailto:info@faanecuador.org) 

096-920-9764 

[gala.faanecuador.org](http://gala.faanecuador.org) 

# Table of Contents

## FAAN's 5 year Roadmap

**00**

### **Introduction**

---

**01**

### **Section 1: Defining Excellence in the Modern Animal Welfare Landscape**

---

- 1.1 The Ecuadorian Mandate: A Legal and Moral Catalyst for Innovation
- 1.2 Benchmarking Against the Best: Learning from Global and Regional Leader

**02**

### **Section 2: Pillar I - The Sanctuary as a Foundation for Well-Being**

---

- 2.1 Creating a Community Animal Resource Center
- 2.2 A Turning Point for FAAN

**03**

### **Section 3: Pillar II - Proactive Population Management in a No-Kill Reality**

---

- 3.1 Stemming the Tide: A Community-Centric Spay/Neuter Offensive
- 3.2 The Foster Network: Sanctuary Without Walls
- 3.3 Managing the Front Door: Intake Diversion and Community Support

**04**

### **Section 4: Pillar III - Championing the Individual: Quality of Life for Every Animal**

---

- 4.1 From Rescue to Rehabilitation: A Center for the Healing
- 4.2 Combating Kennel Stress: A Comprehensive Enrichment Mandate
- 4.3 Investing in the Caregivers: Building a Resilient Team

**05**

### **Section 5: Pillar IV - Ensuring a Sustainable Future**

---

- 5.1 Beyond Donation: A Diversified and Resilient Funding Strategy
- 5.2 Transforming a City: An Integrated Education and Outreach Plan
- 5.3 Leading with Data: A Framework for Transparency and Continuous Improvement

**06**

### **Section 6: An Actionable Roadmap to Excellence - 5 year plan**

---

- 6.1 Implementation

**07**

### **Works Cited**

---

## From Ambition to Benchmark: A Strategic Roadmap for FAAN to Become South America's Leading Animal Welfare Organization



### Executive Summary

The Fundación Familia Amor Animal (FAAN) has articulated a bold and commendable vision: to become the best animal sanctuary in South America. This report provides a comprehensive, data-driven strategic roadmap to transform that ambition into a measurable reality. Operating within Ecuador's unique and progressive legal framework—which prohibits the euthanasia of healthy and treatable animals and constitutionally recognizes animal rights—presents not a limitation but a profound opportunity. This mandate compels FAAN to innovate beyond conventional sheltering models and establish a new benchmark for animal welfare defined by exceptional quality of life, proactive community-wide solutions, and long-term organizational sustainability.

This roadmap is built upon four foundational pillars, each containing a suite of actionable recommendations derived from international best practices and tailored to the specific context of Cuenca, Ecuador.

#### **1. The Super Dogs Sanctuary as a Foundation/Physical Place for Well-being:**

The new Super Dogs Sanctuary will be more than a shelter; it will be a state-of-the-art Community Animal Resource Center. This involves implementing evidence-based design for animal well-being and integrating revenue-generating social enterprise components, such as a public veterinary clinic and training services, to ensure financial resilience.

#### **2. Proactive Population Management:**

To operate effectively without euthanasia as a population control tool, FAAN must shift from a reactive rescue model to a proactive, preventative strategy. This requires launching high-volume, low-cost spay/neuter initiatives, building a large-scale foster network to exponentially increase capacity, and implementing intake diversion programs that keep pets in their homes and out of the shelter system. In 2025, This will consist of two spay/neuter campaigns and the continued launch and support to Community Brigades. These campaigns and brigades will be expanded in 2026.

#### **3. Championing the Individual Animal:**

Excellence is measured by the well-being of each animal. This pillar focuses on establishing robust medical and behavioral rehabilitation programs to address the needs of at-risk, senior, and medically challenged animals. A comprehensive enrichment mandate is critical to combatting the stress of long-term confinement and ensuring every animal has the opportunity to thrive.

4. **Ensuring a Sustainable Future:** Long-term success requires a sophisticated organizational infrastructure. This involves diversifying funding streams beyond individual donations to include major grants and corporate sponsorships, launching an integrated community education plan to transform public attitudes toward animal welfare, and embedding a culture of data-driven management and transparency to measure progress and build donor trust.

By systematically implementing the strategies outlined in this report, FAAN can transcend its current operational model to not only achieve its vision but also become a global leader in the humane, effective, and sustainable practice of animal sheltering, truly making Cuenca the "City that Cares." As a World Heritage City and Tourist Destination, the care of our animal friends is a critical component of how residents and visitors perceive our City.

“THE GREATNESS OF A NATION & ITS MORAL PROGRESS  
CAN BE JUDGED BY THE WAY ITS ANIMALS ARE TREATED.”

-Gandhi

## 01 - Section 1

# Defining Excellence in the Modern Animal Welfare Landscape

The aspiration to become "the Best Animal Welfare Organization in South America" requires a clear and modern definition of excellence. As a note, the organization refers to our work at the SuperDogs Sanctuary as well as population prevention and education. Historically, an animal shelter success was often measured by rudimentary metrics such as adoption numbers. Today, leading animal welfare organizations are evaluated on a holistic set of criteria encompassing animal well-being, community integration, financial sustainability, and data transparency. For FAAN, this modern definition is uniquely shaped by Ecuador's progressive legal framework, which provides both a challenge and a distinct strategic advantage.

However, for an organization operating under a legal prohibition of euthanasia for population control, a simple save rate is an insufficient and largely irrelevant metric. The true measure of excellence shifts from whether an animal is saved to how an animal lives. This elevates the standard from "no-kill" to "thriving." The primary challenge for FAAN is not avoiding euthanasia, but preventing the warehousing of animals in conditions that lead to chronic stress, behavioral deterioration, and a poor quality of life, a chief concern often raised about the no-kill movement.<sup>4</sup>

To establish a framework for measuring this higher standard, FAAN should adopt the internationally recognized principles of animal welfare. The foundational "Five Freedoms" provide a baseline for care: freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury, or disease; freedom to express normal behavior; and freedom from fear and distress.<sup>5</sup>

# 1.1 The Ecuadorian Mandate: A Legal and Moral Catalyst for Innovation

Ecuador's legal landscape regarding animal welfare is among the most progressive in the world and provides FAAN with a unique and powerful platform. The prohibition on euthanasia for non-medical reasons is the most immediate operational parameter, but it is the broader legal context that offers a strategic catalyst. In a landmark ruling in 2022, the Constitutional Court of Ecuador recognized animals as subjects of rights under the country's constitutional "rights of nature".<sup>8</sup> This decision affirmed that animals possess inherent rights, including the right to exist, the right to life, the right to health, and the right to physical and mental integrity.<sup>9</sup> The court explicitly stated that animals should be protected from a perspective that focuses on their "individuality and intrinsic value," and it ordered the national legislature to draft new legislation based on these principles.<sup>9</sup>

This legal reality fundamentally reframes FAAN's mission and its relationship with the community and potential funders. The organization is not merely a charity performing acts of kindness; it is an institution acting as a custodian for beings with constitutionally protected rights. This distinction is a powerful tool. It transforms the narrative from one of simple compassion to one of civic duty and legal responsibility. This framework provides immense moral and legal authority that can be leveraged in multiple ways:

- **Fundraising and Grant Writing:** Grant proposals can be framed not just around saving lives, but around upholding the nation's highest legal and ethical principles, aligning FAAN's work with national policy, education and the creation of collaborative tools such as a dating/app to match dogs at various shelters with prospective donors and maximizes the emergency of AI technology. This AI tool/app can be used city-wide by any animal welfare organization to support and increase fostering and adoption. and making a compelling case for support from both domestic and international funders interested in law, environmental rights, and social progress.<sup>10</sup>
- **Government and Municipal Relations:** FAAN can position itself as a key partner to municipalities in fulfilling their legal obligations under the environmental code, which includes establishing plans to manage animal populations and promote responsible ownership. In 2025, FAAN's Board of Directors will reach out to the City of Cuenca and Province of Azuay to explore partnership opportunities to work together to "Make Cuenca the City that Cares".
- **Public & Community Education:** FAAN's Educational programs and Media campaigns will be designed to inform citizens that responsible pet ownership is not just a personal choice but a reflection of their responsibility to uphold the constitutional rights of animals, fostering a deeper and more resonant cultural shift. Campaigns geared toward the Ecuadorian population particularly the next generation, allows FAAN to become a global pioneer in Animal Welfare Education. Current and future FAAN Education programs address K-12 students including our hands-on kindness curriculum and a creative problem-solving session for high school students that engages them in animal advocacy as well as teaches the students creative problem solving. Both programs have been successfully delivered by FAAN in 2023, 2024 and 2025./ Additionally Community Fairs offering Adoptions, and Recruiting Volunteers, Fosters and Donors are and will continue to be scheduled regularly.

- **FAAN's Population Restricted & Branded as the Sanctuary for the Most Vulnerable/Senior Dogs:** There are several animal welfare organizations in Cuenca and the Province of Azuay. Each of these organizations does its part to care for abused and abandoned animals and spay/neuter pet owned dogs, yet many if not all are at full capacity. ARCA for example, specializes in high volume and low-cost spay/neutering; Segunda Oportunidades focuses on and is quite successful at pet adoption (Adopting 20 of 50 dogs in their care in one year.) Due to our distant location in Tarqui, FAAN must develop protocols where most of our residents may live for months or even years and are assessed to have unfortunately a lower adoption probability.

The Board has expressed great interest reaching out to review collaboration opportunities with other respected animal welfare organizations in Cuenca as collaboration is a repeated request from animal welfare donors. This will impact our intake protocol Example: decline to admit puppies or smaller dogs which have a greater probability of a quick adoption and refer to another organization that specializes in adoption. FAAN would then specialize in the most vulnerable, senior and less adoptable dogs. It is important to recognize that FAAN currently has a very low low adoption rate due to several factors:

- 1) Distance from the Sanctuary for adopters
- 2) Limited staff and volunteer capacity in the fostering/adoption program
- 3) Size, Age and Medical conditions of many of the dogs in our care.

This is an area requiring significant and innovative approaches to both fostering and adoption including video adoptions, sponsorship by soccer teams and schools and us of AI technology for matching adopters with dogs in the sanctuary.



## 1.2 Benchmarking Against the Best: Learning from Global and Regional Leaders

To become the best, FAAN must learn from the best. While no single organization provides a perfect template, several global and regional leaders offer valuable models in specific areas of excellence. This report will draw upon the successes and challenges of three key benchmark organizations:

- **Best Friends Animal Society (USA):** As a pioneer of the no-kill movement in the United States, Best Friends provides the gold standard for professionalization, data-driven strategy, and network building. Their comprehensive annual reports offer a model for financial and operational transparency, tracking key metrics like national save rates, shelter intake, and adoptions.<sup>3</sup> Their focus on providing resources and grants to a network of over 4,400 partners demonstrates a scalable, collaborative approach to creating systemic change.<sup>11</sup> FAAN should emulate their commitment to accountability and data-informed decision-making.

- **Austin Pets Alive! (APA!) (USA):** APA! is renowned for its role in making Austin, Texas, the largest and longest-running no-kill city in the United States.<sup>13</sup> Their key lesson for FAAN is their model of acting as a "safety net" for the municipal shelter, specifically targeting the most at-risk animals—those with significant medical and behavioral challenges who would otherwise be euthanized.<sup>14</sup> This focus on the most difficult cases is directly relevant to FAAN's mission to care for senior and medically challenged dogs.<sup>16</sup> Furthermore, APA!'s practice of publishing detailed monthly operational reports provides an exceptional model for transparency and community accountability.<sup>15</sup>
- **Territorio de Zaguates (Costa Rica):** As a prominent and internationally recognized no-kill sanctuary in Latin America, Territorio de Zaguates ("Land of the Strays") offers the most direct regional comparison. It is both an inspiration and a cautionary tale. Its success lies in its brilliant branding and marketing, particularly the "When you adopt a mutt, you adopt a unique breed" campaign, which celebrated mixed-breed dogs and captured global attention.<sup>18</sup> However, its operational model—a vast, free-roam sanctuary housing over 1,800 dogs—highlights the immense logistical and financial challenges of large-scale, long-term care in a donation-based system.<sup>20</sup> For FAAN, Territorio de Zaguates demonstrates the power of a unique brand identity while underscoring the critical need for a more diversified and sustainable operational and financial plan to avoid being overwhelmed by the sheer scale of the problem.

## 02 - Section 2

### Pillar I - The Sanctuary as a Foundation for Well-being

**“SUPERDOGSSANCTUARY”  
WHERE UNDERDOGS BECOME SUPERDOGS**

The physical sanctuary which has been named “SuperDogs Sanctuary” by FAAN is the bedrock of an animal welfare organization's mission. It is more than a building; it is a strategic asset that can either enable or constrain every aspect of animal care, public engagement, and financial sustainability. As FAAN moves from its temporary facility, described as having basic infrastructure of fencing, cardboard, and pallets <sup>22</sup>, to constructing "Ecuador's most modern and sustainable animal sanctuary" <sup>23</sup>, it has a once-in-a-generation opportunity. This opportunity is not just to build a better facility, but to design a comprehensive Community Animal Resource Center that physically embodies its mission and secures its future.

## 2.1 Designing for Life: International Standards for Shelter Architecture

A state-of-the-art shelter prioritizes the physical and psychological well-being of its residents through evidence-based design. The Association of Shelter Veterinarians' (ASV) Guidelines for Standards of Care in Animal Shelters provides a comprehensive framework for this approach, emphasizing features that reduce stress, prevent disease, and promote positive behaviors.<sup>6</sup>

Key architectural elements that must be incorporated into FAAN's SuperDogs Sanctuary:

- **Double-Compartment Housing:** This is a non-negotiable standard for modern shelters. Each kennel should consist of two distinct spaces connected by a guillotine door, allowing a dog to move between an indoor resting area and an outdoor elimination area. This design leverages a dog's natural instinct to keep its sleeping space clean, which dramatically reduces stress, improves sanitation, and simplifies daily cleaning protocols.<sup>25</sup>
- **Acoustic Control:** The constant noise of barking is a significant environmental stressor for shelter animals, contributing to anxiety and behavioral decline. It is also a primary driver of compassion fatigue in staff and volunteers. The facility design must incorporate sound-dampening materials such as acoustic panels, solid kennel walls instead of chain-link, and thoughtful separation of housing pods to mitigate noise levels.<sup>6</sup>
- **Ventilation and Disease Control:** To prevent the spread of airborne pathogens like kennel cough, the shelter must be equipped with a high-quality HVAC system that provides a high rate of air exchange (typically 10-15 exchanges per hour) and does not recirculate air between animal housing areas. Proper drainage systems are also essential for maintaining hygiene.<sup>6</sup>
- **Varied Housing Options:** A one-size-fits-all approach to housing does not meet the diverse needs of a shelter population. The new facility should include a variety of enclosure types: quiet, secluded kennels for fearful or reactive dogs; larger indoor/outdoor runs for high-energy dogs; separate, biosecure maternity suites for mothers and puppies; and group housing rooms for compatible dogs, which can provide valuable social interaction.<sup>25</sup>



## 2.2 Creating a Community Animal Resource Center

To become the "best sanctuary" FAAN must transcend the traditional role of simply housing homeless animals. The new facility should be envisioned as a vibrant, multi-purpose hub for animal welfare in the Cuenca region—a destination for the entire community. This aligns with and expands upon FAAN's existing vision, which includes eventual plans for an eco-tourism area and educational components.<sup>22</sup> By integrating public-facing services into its design, FAAN can deepen its community impact and create new revenue streams. The campus should be designed with distinct zones to manage animal flow and public access effectively, incorporating the following spaces:

- **On-site Veterinary Clinic:** An on-site clinic is essential for providing timely, high-quality medical care to sanctuary residents, from intake examinations and vaccinations to spay/neuter surgeries and treatment for illness or injury. This clinic can also be designed with a separate public entrance to serve as a low-cost wellness and spay/neuter clinic for community pets, generating earned income to support the shelter's mission. This may be particularly relevant in the Tarqui area where limited medical capacity exists and the City of Cuenca has indicated support for this service.
- **Behavioral Rehabilitation and Training Center:** This includes dedicated, quiet spaces for conducting behavioral assessments and implementing modification plans for fearful or reactive dogs.<sup>26</sup> It should also feature an indoor/outdoor training areas that can be used for dog training, volunteer workshops, and public dog training classes, another potential source of revenue.
- **Enrichment Zones:** The well-being of long-term residents depends on robust enrichment. The facility design must include multiple secure, well-drained outdoor play yards for exercise and group play sessions.<sup>25</sup> Additionally, creating sensory gardens with various textures and non-toxic plants, and "real-life rooms" for meet and greeting areas, provides crucial mental stimulation and allows staff to observe how a dog might behave in a home environment.<sup>28</sup>
- **Public-Facing Adoption and Education Areas:** These areas will be welcoming and physically separate from the primary animal housing to create a positive experience for visitors. It should include comfortable "meet-and-greet" rooms, a retail space for pet supplies, and a classroom for hosting educational workshops for schools and community groups. There will be walking areas for potential adopters/visitors and enrichment time.
- **Grooming Area/Super Dogs/Photo and Video Studio:** Due to the distance of the shelter, the grooming area also includes a photography/video studio and the Foundation will explore Virtual Meet and Greets into adoption protocols.
- **Future Thinking Tourism:** While not in the initial phase of the new sanctuary design, an area has been set aside for potential tourism. This may become event more relevant with the movement of Cuenca's Airport to Tarqui. As such glamping domes will be positioned on the long-term architectural plan.

## 2.3 A Turning point for FAAN

The very act of designing and building a new facility presents a critical strategic inflection point. This is the moment to embed a sustainable, diversified operational model directly into the physical infrastructure of the organization. By moving beyond the concept of a "shelter" and embracing the vision of a "Community Animal Resource Center," FAAN will fundamentally rebrand itself. This shift has profound implications for financial sustainability.

The capital campaign to fund this new campus is not merely an appeal for charity to "build a shelter for homeless dogs." Instead, it becomes a compelling investment proposition for donors to "help build a self-sustaining community institution that will champion animal welfare for generations." This forward-looking vision, which integrates mission-driven programs with revenue-generating social enterprise, is far more attractive to sophisticated philanthropic investors and foundations who prioritize long-term impact and organizational resilience.<sup>30</sup> The physical blueprint of the new facility is, therefore, the blueprint for FAAN's future financial health.

### 03 - Section 3

## Pillar II - Proactive Population Management in a No-Kill Reality

Operating successfully within Ecuador's strict no-kill legal framework requires a fundamental shift in strategy. The sanctuary cannot simply be a passive recipient of homeless animals; it must become an active agent in managing the community's entire animal population. The key to long-term success lies in proactively reducing the number of animals entering our front-door. This involves a three-pronged approach: a massive community-wide sterilization effort that includes street dogs, the creation of a vast foster network to serve as a "shelter without walls," and the implementation of intake diversion programs that provide owners with the resources to keep their pets.

### 3.1 Stemming the Tide: A Community-Centric Spay/Neuter Offensive

The most significant and lasting way to reduce the number of homeless animals is to prevent their birth. Ecuador has a large population of free-roaming dogs, with studies in Quito indicating a human-to-stray-dog ratio as high as 58:1 in some areas.<sup>32</sup> This is compounded by a culture where widespread pet sterilization is a relatively recent concept.<sup>34</sup> FAAN's current model of working with a "network of community veterinarians" is a positive step requires enhancement with community spay and neuter campaigns, focused on homeless animals.

To make a meaningful impact, FAAN must adopt and lead a high-quality, high-volume spay/neuter (HQHVSN) offensive. This model focuses on performing a large number of surgeries efficiently and safely, making sterilization accessible and affordable for the entire community. The Association of Shelter Veterinarians has developed comprehensive medical guidelines for such programs, ensuring high standards of care.<sup>35</sup>

Implementation should follow a multi-faceted strategy:

- **Stationary Clinic:** The on-site veterinary clinic in the new facility should be designed to accommodate HQHVSN days, serving both shelter animals and publicly owned pets at a subsidized cost. Studies show that nonprofit spay/neuter clinics primarily serve low-income clients whose pets would otherwise remain unsterilized, thus increasing access to care rather than competing with private practitioners.<sup>36</sup>
- **Twice a Year implement the Animal Census Project, possibly in conjunction with the City and other animal rescue organizations:** The technology/phone app and step by step process already exists. This census project/minga and app engages community in caring for the animals in their neighborhoods and tracks the population and health of community dogs via 2-hour roving volunteer assessment.

It is particularly helpful when conducted before and after spay/neuter campaigns in specific neighborhoods.

- **Mobile Outreach through Designated Community Brigade Neighborhoods:** To reach remote and underserved communities, FAAN should develop a mobile "Spay Waggin'." This model has been successfully used by organizations like WVS in the Andean regions of Ecuador to bring free veterinary services, including sterilization and vaccinations, directly to isolated populations.<sup>37</sup> This initiative is donor dependent.
- **Building Local Capacity:** Rather than relying on foreign volunteer veterinarians for the long term, FAAN should adopt the model used by Humane Society International (HSI) in Latin America. HSI focuses on training local veterinarians in HQHVSN techniques, building a sustainable, in-country network of skilled professionals. HSI has already provided such training to veterinarians from UrbanAnimal, the municipal animal welfare program in Quito, demonstrating the model's applicability in Ecuador. A call to action is to explore all resources available through Cuenca's Universities as well as visiting veterinarian programs. One of our volunteers has reached out to Jessica Gonzales of Animal Balance who works in the Galapagos for technical support and Kassia Gooding has joined FAAN to replicate here extensive spay/neuter work on the coast.



## 3.2 The Foster Network: Sanctuary Without Walls

In a system where capacity cannot be created through euthanasia, a robust foster network is the single most critical tool for managing the sanctuary population. Foster homes exponentially increase an organization's capacity for care, allowing it to save more lives than its physical walls can contain.<sup>39</sup> Furthermore, placing animals in a home environment provides a much-needed respite from the stress of the kennel, allows for the gathering of crucial behavioral information that aids in adoption, and helps animals practice the skills needed to live successfully with a family.

FAAN's goal should be to build one of the largest and most effective foster networks in South America by implementing the following blueprint:

- **Dedicated Coordination:** A successful large-scale foster program requires professional management. FAAN must designate a full-time Foster Coordinator, either a paid staff member or a highly dedicated volunteer lead, responsible for recruitment, onboarding, communication, and support.<sup>39</sup>
- **Aggressive and Diversified Recruitment:** Recruitment must be a continuous, proactive effort. Strategies should include posting flyers at veterinary clinics and pet stores, leveraging social media with compelling stories of foster animals, hosting informational events, and reaching out to community groups, local businesses, and even senior living facilities to find potential caregivers.<sup>41</sup>
- **Lowering Barriers with Tiered Opportunities:** Many people are hesitant to make a long-term foster commitment. By offering a range of options, FAAN can attract a wider pool of participants. These can include:
  - **Emergency Fostering:** Short-term (1-3 days) care for new intakes.
  - **Weekend "Sleepovers" or "Doggy Day Out":** Allowing community members to take a dog for a weekend or an afternoon hike.
  - **Medical Fostering:** Providing a quiet home for an animal recovering from surgery or illness.
  - **"Fospice" Care:** Offering a loving home for a terminally ill animal's final weeks or months.
- **A Comprehensive Support System:** Foster caregivers are volunteers who must feel valued and supported. FAAN must provide a comprehensive support system that includes a detailed foster handbook, all necessary supplies (food, crates, medical care), and clear protocols for both routine questions and emergencies. Creating a private, dedicated communication channel, such as a Facebook or WhatsApp group, is an effective way to build a sense of community, allow fosters to share advice and photos, and provide a direct line to the Foster Coordinator.<sup>39</sup>

## 3.3 Managing the Front Door: Intake Diversion and Community Support

The most effective way to manage the shelter population is to prevent animals from needing to enter the shelter at all. This requires providing a "safety net" of services that support pet owners in the community, addressing the root causes of animal surrender. This approach is a core component of the "No-Kill Equation" and has been successfully implemented by leading shelters to reduce intake and save more lives.<sup>4</sup> FAAN should develop a suite of intake diversion programs, including:

- **Pet Retention Counseling:** Many surrenders are due to solvable problems. FAAN should establish a hotline or in-person counseling service where staff or trained volunteers can provide advice on common behavioral issues (e.g., house soiling, barking), landlord disputes, or affordable veterinary care options.
- **Community Pet Food Bank:** Financial hardship is a common reason for surrender. A pet food bank that provides temporary, free pet food can be the crucial support that allows a family to keep their beloved companion through a difficult time. Fundraisers can be conducted specifically for this purpose.
- **Managed Admissions:** Rather than accepting all owner surrenders on a walk-in basis, or rescue situation, FAAN will transition to a managed admission system with clear protocols and communication of the dogs we accept into the sanctuary. This process allows us to control the flow of incoming animals, preventing sudden overcrowding and ensuring that resources are available for each new arrival. A FAQ has been developed to provide information to pet owners and rescuers providing alternatives.

## 04 - Section 4

### Pillar III - Championing the Individual: Quality of Life for Every Animal

Achieving the status of "best sanctuary" is ultimately determined by the quality of care and the quality of life provided to each individual animal. This is particularly true in a no-kill environment, where the shelter becomes a long-term home for some residents. FAAN has already demonstrated a commitment to this principle by focusing on "at risk, senior, and medically challenged dogs".<sup>16</sup> To reach the next level of excellence, this commitment must be formalized into sophisticated, evidence-based programs for medical rehabilitation, behavioral modification, and environmental enrichment, while also addressing the well-being of the human caregivers who make it all possible.

## 4.1 From Rescue to Rehabilitation: A Center for Healing

A leading shelter functions as a hospital and rehabilitation center, not just a holding facility. It must have the capacity to heal both physical and psychological wounds.

- **Medical Program:** The on-site veterinary clinic is the cornerstone of this capacity. FAAN must establish and adhere to rigorous medical protocols based on the ASV Guidelines.<sup>6</sup> This includes comprehensive intake examinations for all new arrivals, standardized vaccination and deworming schedules, effective quarantine and isolation procedures to prevent disease outbreaks, and the ability to provide both routine and advanced medical and surgical care. In 2025, FAAN will activate the FAAN affiliated Vet Program and establish quarterly visits to the sanctuary by participating veterinarians and vet-techs. In 2026, FAAN will seek funding for a FTE Medical Supervisor.
- **Behavioral Program:** Many dogs enter shelters with behavioral challenges stemming from abuse, neglect, or lack of socialization. These issues are often exacerbated by the stress of the shelter environment and can become significant barriers to adoption. A formal behavior modification program is essential. This program should be overseen by a certified professional trainer or behaviorist and include:
  - **Standardized Intake Assessments:** Using proven tools to evaluate each dog's behavior upon arrival to identify issues such as fear, anxiety, resource guarding, or reactivity.<sup>26</sup>
  - **Individualized Modification Plans:** Developing written, goal-oriented plans for each dog with behavioral needs. These plans must utilize modern, humane, positive reinforcement-based techniques, which are scientifically proven to be the most effective and ethical methods for changing animal behavior.<sup>44</sup>
  - **Empowering Volunteers:** Creating an advanced training track for dedicated volunteers, teaching them force-free handling skills and how to assist in implementing daily training and enrichment protocols for specific dogs.<sup>44</sup>



## 4.2 Combating Kennel Stress: A Comprehensive Enrichment Mandate

For an animal, particularly a long-term resident, life in a kennel can be a source of chronic stress. This stress is not merely unpleasant; it is physiologically damaging and can lead to a decline in both physical and mental health. Stressed dogs are more susceptible to illness and often develop undesirable behaviors like incessant barking, spinning, or barrier frustration, making them less appealing to potential adopters.<sup>4</sup> Therefore, a robust enrichment program is not a luxury; it is a form of essential medical and psychological care designed to promote well-being and maintain adoptability. FAAN must implement a structured, multi-faceted enrichment plan for every dog, every day.



This framework should include:

- **Physical Enrichment:** Daily opportunities for exercise are crucial. This includes structured leash walks, off-leash time in secure play yards, and, for socially compatible dogs, participation in well-managed group play sessions. Playgroups are highly effective as they allow dogs to burn physical and mental energy and practice normal social behaviors.<sup>29</sup>
- **Cognitive Enrichment:** Dogs need mental challenges to prevent boredom and frustration. This can be provided through food-dispensing puzzle toys (like KONGs), scent work games (hiding treats in a play yard), and short, positive training sessions to teach basic manners like "sit" or "leave it".<sup>28</sup>
- **Sensory Enrichment:** The monotonous kennel environment can be made more stimulating through sensory inputs. This includes rotating novel scents (e.g., a small spray of vanilla or lavender extract in the kennel), playing calming classical music to reduce stress, and providing a variety of toys and chew items.<sup>49</sup>
- **Social Enrichment:** Positive human interaction is vital. This involves calm, gentle petting, grooming, and simply sitting quietly with a dog in its kennel. Training staff and volunteers to read canine body language is key to ensuring these interactions are stress-reducing and positive for the animal.<sup>28</sup>

## 4.3 Investing in the Caregivers: Building a Resilient Team

The intense emotional and physical demands of animal welfare work, particularly in a high-volume, sanctuary that cares for many difficult cases, place staff and volunteers at extremely high risk for compassion fatigue, burnout, and secondary traumatic stress.<sup>52</sup> These are not signs of personal weakness but are predictable occupational hazards. Research indicates that while staff at no-kill shelters report high levels of compassion and satisfaction, they can also experience higher levels of burnout and stress than those at other facilities.<sup>55</sup> This creates a critical paradox: as FAAN becomes more successful in its lifesaving mission, the emotional and psychological burden on its human team will inevitably increase.

Failing to proactively manage the well-being of the human caregivers is a direct threat to the well-being of the animals. High staff turnover leads to a loss of institutional knowledge, inconsistent animal care, and ultimately, organizational failure. Therefore, a program to support human resilience is as critical as any animal care program. This is not an operational expense; it is a fundamental investment in mission sustainability.

FAAN must implement a formal staff and volunteer wellness program that includes:

- **Education and Training:** Providing regular, mandatory training on the signs, symptoms, and management strategies for compassion fatigue and burnout.<sup>56</sup>
- **Adequate Staffing and Resources:** Ensuring appropriate staffing levels to prevent chronic overwork and providing the necessary tools and equipment to perform tasks safely and efficiently. Currently the FAAN Sanctuary is severely under-resourced with only one full-time employee and daily support by FAAN's volunteer President. In 2025, the addition of 1 full-time caretaker is strongly recommended, followed by a full-time veterinarian/vet-tech, and an Executive Director who will support various components of the sanctuary and the Foundation.



- **A Supportive Culture:** Fostering a work environment where it is safe and encouraged to discuss emotional challenges without judgment. This includes regular team meetings to debrief difficult cases and celebrate successes.
- **Clear Policies and Boundaries:** Implementing clear, written protocols for all major operational decisions (e.g., intake, medical treatment). This reduces the burden of difficult choices falling on a single individual and helps staff set healthy boundaries between their work and personal lives.

# Pillar IV - Ensuring a Sustainable Future

A world-class sanctuary cannot be sustained on passion alone. It requires a robust, professionalized organizational infrastructure capable of funding its ambitious programs, transforming its community, and proving its impact through transparent data. FAAN has built a strong foundation of community support, but to achieve its vision of becoming the best in South America, it must evolve into a sophisticated, resilient, and data-driven organization.

## 5.1 Beyond Donations: A Diversified and Resilient Funding Strategy

FAAN's current funding model appears to rely heavily on the generosity of individual donors, matching grant campaigns, and fundraising events like the "Gala FAAN-tastica".<sup>58</sup> While this is an excellent starting point and demonstrates strong community engagement, over-reliance on a single funding category creates vulnerability. A sustainable financial future requires a diversified strategy that builds multiple streams of revenue.<sup>30</sup> This strategy should include:

- **Sophisticated Grant Writing:** FAAN must move beyond reactive grant opportunities to a proactive, strategic grant writing program. This involves identifying national and international foundations whose missions align with FAAN's work—not just in animal welfare, but also in areas like community development, public health, and environmental protection (given the link between domestic animals and wildlife).<sup>10</sup> Successful proposals will require compelling narratives backed by hard data on program outcomes, demonstrating a measurable impact and a clear plan for the use of funds.<sup>10</sup> FAAN'S partnership with Social Vision, a US 501-C-3 organization opens the door for US funding and grants.
- **Corporate Sponsorships:** A formal corporate sponsorship program can provide a significant and reliable source of funding including in-kind donations. FAAN will develop tiered sponsorship packages offering businesses various levels of recognition in exchange for their support. Opportunities can include sponsoring major events, specific programs (e.g., "The Official Sponsor of the FAAN Foster Network"), or physical spaces in the new Community Animal Resource Center (e.g., a sponsored kennel wing, play yard, or the veterinary clinic).<sup>62</sup>
- **Government Partners:** A key component of achieving fundamental improvement in animal welfare requires public and private support. The guidance and support of governmental partners in Cuenca/Azuay are critical to success. This support can range from legal enforcement of animal abuse regulations, sponsorship of spay/neuter campaigns for homeless animals, education events, sponsorship of foodbanks, adoption events and provision of materials, equipment and financial support for building the sanctuary infrastructure.

- **Memorial Garden for Pets on the Grounds of the Sanctuary:** A peaceful memorial garden for pet-owned dogs and our own dogs of FAAN will be maintained. Pet owners can pay a fee to have their dog's name and picture planted in this garden.
- **Virtual Adoptions/Sponsorship—Monthly-Re-occurring Income:** FAAN will focus on regular monthly and annual virtual adoptions of the Superdogs of FAAN through an innovative add campaign that will launch in October 2025. Additionally, it is strongly recommended that Adoption Fees are encouraged to help cover medical expenses.
- **Social Enterprise and Earned Income:** As detailed in Section 2, the new sanctuary will be designed to generate its own revenue. Services offered to the public—such as a low-cost veterinary wellness clinic, the planned memorial garden, dog training classes, grooming services, or a retail store for pet supplies such as airtags—can be explored as a steady income stream that directly subsidizes the organization's charitable work, reducing its dependence on donations.<sup>30</sup>
- **Legacy Giving:** FAAN has already established the "Heir of the Dog" Legacy Society, which is a critical component of long-term financial planning.<sup>65</sup> This program should be actively and continuously promoted to supporters as a way to make a lasting impact on animal welfare in Cuenca.
- **Signature Events:** Gala FAAN-TASTICA has a branded positive impact on our capital campaigns. After the 2025 event, an assessment will be made as to whether this is an annual or bi-annual event. / FAAN's smaller special events such as Christmas in July, Minga's and events at restaurants and at the sanctuary should be scheduled to engage community as donors, volunteers, adopters.

## 5.2 Transforming a City: An Integrated Education and Outreach Plan

FAAN's stated goal is to "make Cuenca known as 'The City that Cares' about animal welfare".<sup>16</sup> Achieving this vision requires more than rescuing individual animals; it requires a deep and sustained public education campaign to foster a community-wide culture of responsible pet ownership. This campaign should be a core program, not an afterthought.

Key components should include:

- **Youth Education:** The most effective way to create long-term cultural change is to educate the next generation. FAAN should expand on its existing bilingual coloring book <sup>23</sup> The Education Team has been developing a comprehensive, age-appropriate curriculum on animal welfare and responsible pet ownership. This curriculum can be offered to local schools, a strategy proven effective by successful animal welfare organizations in other parts of Latin America.<sup>67</sup>

- **Community Outreach and Policy:** FAAN should partner with municipal authorities to promote and support the enforcement of responsible pet ownership ordinances, drawing on legal frameworks and public campaigns from countries like Chile and Colombia as models.<sup>69</sup> This includes promoting pet registration, microchipping, and sterilization as civic responsibilities.
- **Strategic Marketing and Branding:** To capture the hearts and minds of the community, FAAN needs a professional, bilingual marketing strategy. A powerful opportunity exists to emulate the creative branding of Costa Rica's Territorio de Zaguates.<sup>19</sup> By celebrating Cuenca's unique mixed-breed dogs—perhaps branding them as "Zaguates Cuencanos" or a similar term—FAAN can build a sense of local pride and shift the public perception of street dogs from a nuisance to a cherished part of the city's unique identity, thereby encouraging adoption and better care. The FAAN Branding and Marketing Team are also exploring successful sanctuary campaigns including Big Dog Ranch and the Asher House. The SuperDogsSanctuaryBrand will launch in October, 2025.

## 5.3 Leading with Data: A Framework for Transparency and Continuous Improvement

The claim of being "the best" must be substantiated with objective, verifiable data. A commitment to transparency builds donor trust, facilitates strategic planning, enables continuous improvement, and provides the concrete evidence needed for high-level grant applications.<sup>10</sup> While FAAN has begun this process with the publication of its 2023 Annual Report and 2024 Roadmap <sup>72</sup>, this practice must be formalized and expanded.

The following steps are essential:

### **1. Adopt Shelter Management Software:**

Implementing a modern software system is crucial for efficiently tracking detailed data on every animal from intake to outcome.

### **2. Establish a Key Performance Indicator (KPI) Dashboard:**

FAAN's leadership will define a set of core metrics to track on a monthly and annual basis. This dashboard will be the central tool for measuring progress against strategic goals.

### **3. Publish an Annual Impact Report:**

Each year, FAAN will publish a comprehensive, public-facing report modeled on those from leading organizations like Best Friends Animal Society. This report should include not only heartwarming success stories but also the unvarnished data from the KPI dashboard.

The following table provides a recommended structure for FAAN's annual KPI dashboard. This tool translates the aspirational goal of being "the best" into concrete, measurable targets, allowing for internal accountability and clear communication of impact to all stakeholders.

| <b>Key Performance Indicator (KPI)</b> | <b>Previous Year</b> | <b>Current Year</b> | <b>Goal</b> | <b>International Benchmark</b>             |
|--|----------------------|---------------------|-------------|--|
| <b>Population &amp; Capacity</b>       |                      |                     |             |  |
| Total Live Intake (Dogs)               |                      |                     |             | <i>Varies by community size</i>            |
| Total Live Intake (Cats)               |                      |                     |             | <i>Varies by community size</i>            |
| Average Daily Population               |                      |                     |             | <i>Should not exceed Capacity for Care</i> |
| Capacity for Care (Calculated)         |                      |                     |             | <i>Shelter-specific calculation</i>        |
| Average Length of Stay (Days)          |                      |                     |             | <i>Goal: Decrease year-over-year</i>       |
| <b>Live Outcomes</b>                   |                      |                     |             |  |
| Adoptions                              |                      |                     |             | <i>Goal: Increase year-over-year</i>       |
| Returned to Owner/Guardian             |                      |                     |             | <i>Goal: Increase year-over-year</i>       |
| Transferred to Rescue Partner          |                      |                     |             | <i>Maintain strong partnerships</i>        |
| <b>Live Release Rate (LRR)</b>         |                      |                     |             | <b>&gt; 90%</b>                            |
| <b>Community Programs</b>              |                      |                     |             | <b># of Persons /attendees</b>             |
| Animals in Foster Care (Avg. Daily)    |                      |                     |             | <i>Goal: Increase year-over-year</i>       |
| Spay/Neuter Surgeries (Total)          |                      |                     |             | <i>Goal: Increase year-over-year</i>       |
| Community Education                    |                      |                     |             | <i>Goal: Increase year-over-year</i>       |
| <b>Animal Well-being</b>               |                      |                     |             | Rating/Animal Health Assessment            |
| Medical Expenses per Animal            |                      |                     |             | <i>Reflects commitment to</i>              |
| % of Animals on Behavior Plan          |                      |                     |             | <i>Goal: 100% of identified animals</i>    |
| <b>Financial &amp; Human Resources</b> |                      |                     |             |  |
| Total Revenue                          |                      |                     |             | <i>Goal: Meet/Exceed Budget</i>            |
| Total Expenses                         |                      |                     |             | <i>Goal: Meet/Exceed Budget</i>            |
| Revenue Diversification (%)            |                      |                     |             | <i>Goal: Increase % from</i>               |
| Active Volunteers / Volunteer Hours    |                      |                     |             | <i>Goal: Increase 20 year-over-year</i>    |

# 06 - Section 6

## An Actionable Roadmap to Excellence: 5-year plan

Transforming FAAN into the benchmark for animal sanctuary in South America is an ambitious, multi-year endeavor. It requires a phased, strategic approach that builds foundational capacity before scaling programs and establishing regional leadership. This roadmap outlines a logical progression over a five-year horizon.

### 6.1 Implementation

#### Phase 1 (Year 1-2025): Building the Foundation



The first year is dedicated to strategic planning, capacity building, and launching the capital campaign for the new facility. The focus is on putting the essential systems and personnel in place for future growth.

#### Key Actions:

- **Sanctuary Design & Successful 2025 Capital Campaign:** Finalize the architectural plans including complete budget with donations for the new Community Animal Resource Center, ensuring all design elements from Section 2 are included. /November 2025
- **Create a 2026 Operating Budget:** that includes staffing and operations of the new sanctuary./November 2025
- **Expand Volunteer Capacity:** including Virtual Volunteers through Linked-IN and innovative campaign for Cuenca Volunteers. Set-Up Monthly/Weekly Volunteer Dates/November 2026
- **Establish a Partnership with a Community Partner/ US 501-C-3/Social Vision:** to expand giving opportunities with US Donors/Complete./Complete
- **Activate Community Brigades and FAAN Affiliated Vets Network:** The design of both of these programs is complete. Focus will be on recruitment of participating events in each neighborhood and the launch and support of community brigades./October 2025
- **Develop and execute a successful capital campaign plan:** including tiered corporate sponsorship packages and materials for major donor cultivation as well the successful execution of “Gala FAAN-TASTICA-Old Hollywood on November 22nd”

- **Marketing/Branding:** Create a Brand Messaging template for both the Ecuadorian Community and International Donors including the branding of SuperDogs by FAAN/October 2025
- **Strategic Planning:** Formally adopt this roadmap, including the KPI Dashboard, as the organization's guiding strategic plan. Establish baseline metrics for all KPIs.

## Phase 2 (Years 2-3): Launching and Scaling Programs

With the foundation laid and construction underway, the focus shifts to building out and scaling the core programs that will define FAAN's operational excellence.

Key Actions:

- **Shelter Construction:** 2026/ 1st Quarter Oversee the construction and outfitting of the new facility, ensuring adherence to the approved designs.
- **Move the Dogs/2026 May:** It is important we prioritize relocating the dogs to their new home. This is priority 1
- **Data Management:** Research, select, and implement a modern shelter management software system. Begin the process of digitizing all existing animal records and training staff and key volunteers on its use. / February 2026
- **Build Adoption/Foster Network:** Officially create the position of a Foster /Adoption Coordinator. Develop the foster handbook, support protocols, and launch a year-round, aggressive recruitment campaign to significantly expand the number of active foster homes. Begin the Professional Photography/Video Sessions for the Dogs of FAAN and actively promote fostering, adoption, particularly for our top 10, highly adoptable pups. Transition from manual adoption/volunteer intake to an online system with Monday.com/February 2026
- **Program Staffing:** Recruit and hire key personnel for the new facility, including staff and volunteers, provide much needed support to our President and Current Staff Member.
- **Launch of Clinical Services:** Begin on-site spay/neuter services for the shelter population. Procure and outfit a mobile veterinary unit and launch the first community-based HQHVSN clinics in targeted neighborhoods.
- **Formalize Animal Well-being Programs:** Implement the standardized protocols for behavioral assessment, enrichment, and medical care for all animals. Begin advanced training for volunteers participating in these programs.

- **Data Transparency:** At the end of Year 2, publish the first official Annual Impact Report, including the full KPI Dashboard, to establish a new standard of transparency.
- **Expand Education Programs:** Roll out the finalized youth education curriculum in partnership with local schools. Launch wide-scale public awareness campaigns on responsible pet ownership, using data from the shelter to highlight community needs.
- **Launch AI Driven Adoption/Doggie Data APP:** for the City of Cuenca to increase city-wide adoptions/Offer as open source model for other communities with subscriptions fee

### Phase 3 (Years 4-5): Community Transformation and Leadership

With the new facility fully operational and core programs scaled, FAAN's focus expands from internal excellence to broader community impact and regional leadership.

Key Actions:

- **Full Operational Capacity:** Operate all programs at full capacity, including the public-facing social enterprise components (vet clinic, training classes). The sanctuary has no single point of failure via over-reliance on any singular volunteer/staff member. All procedures are documented.
- **Measure Community Impact:** Conduct a follow-up animal census (as planned in the 2024 roadmap 73) to measure the impact of the HQHVSN program on the free-roaming dog population in Cuenca.
- **Establish Regional Leadership:** Use the proven success of its model and the hard data from its KPI dashboard to position FAAN as a thought leader. Begin hosting regional workshops and training sessions for other animal welfare organizations in Ecuador and neighboring countries, sharing best practices in humane, no-kill sheltering and population management.
- **Explore Tourism:** Potential as a Revenue Source

By following this deliberate, phased approach, FAAN will manage its growth sustainably, build a powerful and resilient organization, and achieve its vision of becoming not just a shelter, but a transformative force for animal welfare in South America.



## 07 - Works Cited

1. Is your community no-kill? - Best Friends Animal Society, accessed August 11, 2025,
2. Here's what's happening in animal shelters across the U.S. | Best Friends Animal Society, accessed August 11, 2025,
3. 2023 National Data Report | Best Friends Animal Society - Save Them All, accessed August 11, 2025,
4. Establishing and sustaining no-kill communities: best practices for animal services directors - Pepperdine Digital Commons, accessed August 11, 2025,
5. Guidelines for the design and management of animal shelters | ICAM Coalition, accessed August 11, 2025,
6. Guidelines for Standards of Care in Animal Shelters | NIH OACU, accessed August 11, 2025,
7. The Guidelines for Standards of Care in Animal Shelters, accessed August 11, 2025,
8. Rights of nature - Environmental Code of Ecuador - Animal Legal & Historical Center, accessed August 11, 2025,
9. Constitutional Court of Ecuador Recognizes Animal Rights in Landmark Ruling - Harvard Law School - ALPP, accessed August 11, 2025,
10. Grant Writing for Animal Nonprofits: Resources and Tips, accessed August 11, 2025,
11. 2023 Annual Report - Best Friends Animal Society, accessed August 11, 2025,
12. Annual Report 2023: Best Friends Animal Society, accessed August 11, 2025,
13. Our Impact - Austin Pets Alive!, accessed August 11, 2025,
14. Our Numbers - Austin Pets Alive! accessed August 11, 2025,
15. 2023.03 License Agreement Report March - Austin Pets Alive! accessed August 11, 2025,
16. FAAN-Ecuador volunteer opportunities - Volunteer Match, accessed August 11, 2025,
17. Item 3 Austin Pets Alive! December 2023 Report | Animal Advisory Commission, accessed August 11, 2025,
18. Territorio De Zaguates: Land of The Strays, accessed August 11, 2025,
19. Territorio de Zaguates - Wikipedia, accessed August 11, 2025,
20. Territorio de zaguates, accessed August 11, 2025,
21. How do we run the greatest no-kill shelter in the world? - Territorio De Zaguates, accessed August 11, 2025,
22. Celebrate World Animal Day with FAAN - YapaTree, accessed August 11, 2025,
23. Media/Resources - FAAN Foundation, Animal Rescue, Dog Adoption, Donate and Volunteer in Ecuador, accessed August 11, 2025,
24. Defining 'good quality of life' for pets in shelters, accessed August 11, 2025,
25. Animal shelter housing: How to make it better, accessed August 11, 2025,

26. Canine Behavior - Maddie's Fund, accessed August 11, 2025,
27. Behavioral Training - Los Angeles County Animal Care Foundation, accessed August 11, 2025,
28. Shelter Programs and Enrichment Ideas - Who Will Let the Dogs Out, accessed August 11, 2025,
29. Kennel Enrichment - Animal Farm Foundation, accessed August 11, 2025,
30. Rescue Group Best Practices: Funding your organization | HumanePro by Humane World for Animals, accessed August 11, 2025,
31. Social Enterprise as a Model to Improve Live Release and Euthanasia Rates in Animal Shelters - PubMed Central, accessed August 11, 2025,
32. Estimating the Dog Population, Responsible Pet Ownership, and Intestinal Parasitism in Dogs in Quito, Ecuador | Journal of Shelter Medicine and Community Animal Health, accessed August 11, 2025,
33. Estimating the Dog Population, Responsible Pet Ownership, and Intestinal Parasitism in Dogs in Quito, Ecuador | Journal of Shelter Medicine and Community Animal Health, accessed August 11, 2025,
34. The dogs of Ecuador | Field Notes: The Media School Travel Blog - Indiana University Bloomington, accessed August 11, 2025,
35. The Association of Shelter Veterinarians' 2016 Veterinary Medical Care Guidelines for Spay-Neuter Programs in - AVMA Journals, accessed August 11, 2025,
36. Characteristics of clients and animals served by high-volume, stationary, nonprofit spay-neuter clinics in - AVMA Journals - American Veterinary Medical Association, accessed August 11, 2025,
37. Providing accessible veterinary care in Ecuador // WVS, accessed August 11, 2025,
38. Strengthening veterinary capacity to create sustainable spay/neuter programmes in Latin America - ICAM Coalition, accessed August 11, 2025,
39. Foster Programs Training Playbook | Best Friends Animal Society - Save Them All, accessed August 11, 2025,
40. How to Build a Successful Foster Program - Michelson Found Animals, accessed August 11, 2025,
41. How to Build a Successful Foster Program for Pets - Positive Impressions, accessed August 11, 2025,
42. 3 Tips for Keeping Foster Families Engaged - ASPCApro, accessed August 11, 2025,
43. Breaking down barriers and saving lives in Florida's animal shelters, accessed August 11, 2025,
44. Rehabilitation & Training Program - Animal Haven, accessed August 11, 2025,
45. Behavior Modification in Dogs - Dog Owners - Merck Veterinary Manual, accessed August 11, 2025,
46. Understanding How Dogs Learn: Importance in Training and Behavior Modification - VIN, accessed August 11, 2025,
47. Training and Behavior Modification for Shelter Dogs - Veterian Key, accessed August 11, 2025,

48. Characteristics and Welfare of Long-Term Shelter Dogs - PMC, accessed August 11, 2025,
49. Dog Enrichment Resources - ASPCApro, accessed August 11, 2025,
50. Enrichment for Dogs in Shelters | Best Friends Animal Society, accessed August 11, 2025,
51. The Daily Change-Up | ASPCApro, accessed August 11, 2025,
52. Compassion Fatigue: A Plague Among Animal Workers, accessed August 11, 2025,
53. Compassion Fatigue in the Animal-Care Community - WBI Studies Repository, accessed August 11, 2025,
54. Compassion fatigue | HumanePro by Humane World for Animals, accessed August 11, 2025,
55. Measures of Well-Being in U.S. Animal Shelter Staff During 2023, accessed August 11, 2025,
56. Compassion Fatigue - BISSELL Pet Foundation, accessed August 11, 2025,
57. Animal shelters and animal welfare: Raising the bar - PMC, accessed August 11, 2025,
58. Donate to Save Animals in Ecuador, accessed August 11, 2025,
59. Do you believe in second chances?, accessed August 11, 2025,
60. Save the date, save an animal! - GringoPost, accessed August 11, 2025,
61. Five Tips for Successful Grant Writing - ASPCApro, accessed August 11, 2025,
62. Sponsorships - PAWS, accessed August 11, 2025,
63. Business & Group Support - Dane County Humane Society, accessed August 11, 2025,
64. Corporate Opportunities - Kentucky Humane Society, accessed August 11, 2025,
65. Heir of the Dog: Leaving a Legacy to FAAN Animal Welfare - GringoPost, accessed August 11, 2025,
66. Thank you from the Dogs of FAAN and the "FAAN-atics" - GringoPost, accessed August 11, 2025,
67. Fundación Pacto Animal - SPCA International, accessed August 11, 2025,
68. Corporación de Defensa de los Derechos de los Animales - SPCA International, accessed August 11, 2025,
69. Ley de Tenencia Responsable de Mascotas y Animales de Compañía (Ley Cholito) - ChileAtiende, accessed August 11, 2025,
70. Estrategia Nacional Tenencia Responsable de Mascotas como una Herramienta para la Conservación de la Biodiversidad, accessed August 11, 2025,
71. LINEAMIENTO CON LAS ESTRATEGIAS SECTORIALES PARA LA TENENCIA RESPONSABLE DE PERROS Y GATOS - Ministerio de Salud y Protección Social, accessed August 11, 2025,
72. FAAN 2023 Annual Report and 2024 Roadmap - Cuenca - GringoPost, accessed August 11, 2025,
73. FAAN Foundation, Animal Rescue, Dog Adoption, Donate and Volunteer in Ecuador, accessed August 11, 2025,