

**Galveston County Animal Services Strategic Plan
(2014 - 2019)**

Priority 1: Promote Live Release

Goal One: Increase animal adoptions

- Partner with entities that will work with ARC to promote animal adoptions.
- Update rescue groups application, guidelines, and code of conduct.
- Continue to recruit and invite rescue groups to sign up with ARC to assist with the live release of impounded animals.
- Explore and implement affordable ways that will result in increased animal adoptions.
- Seek funding to sponsor animal adoptions.
- Continue and explore new programs that assist with animal adoptions (e.g. Senior for Senior, Sponsor a Heart).
- Review and coordination of return to owner program (e.g. animal identification, outreach in field service procedures, instructions on website etc...).
- Promote adoptable animals via social media, advertisement and other marketing events.

Goal Two: Promote Foster Program

- Continue to recruit and invite foster families to sign up with ARC to assist with the live release of impounded animals.
- Develop guidance for the foster program; work with foster families to promote animal adoptions (informing foster families of offsite adoptions, etc.)

Priority 2: Promote Responsible Pet Guardianship

Goal One: Promote Spay or Neuter of Pets

- Community outreach through public education
- Collaborate with partners to promote affordable spay/neuter options
- Case management activities to increase responsible pet guardianship (e.g. follow-up activities to insure that spay/neuter occurs).

Goal Two: Increase Awareness regarding Pet Registration in Galveston County

- Educate citizens on requirement regarding pet registration within the county
- Collaborate with local veterinarians to explore options for collection of registration fees.

Goal Three: Educate Public on Responsible Pet Guardianship

- Offer information on website and social media
- Develop brochure on pet guardianship
- Explore options of pet owner citizenship training/seminars.
- Carry out outreach in schools of Galveston County for responsible pet guardianship.

Goal Four: Surrender Intervention

- Post resource list on website of entities (rescue groups, referrals) to assist pet guardian with other options.
- Create list of referrals or alternatives for owner turn ins, (e.g. listing on website, social media, brochure, etc.)
- Educate public through outreach activities on surrender intervention.

Priority 3: Enhance Community Collaboration

Goal One: Collaborate with local veterinarians

- Explore options to acquire part time veterinarian that is funded by budget or other resources for spay/neuter program.
- Work with local Veterinary Medical Association for collaboration of veterinarians to provide in kind services (spay/neuter, microchip, and provide rabies vaccine to adoptable animals).
- Explore options to recruit veterinarians to assist with vetting animals for adoption fairs

Goal Two: Expansion of Volunteer Program

- Develop a structured volunteer program to assist with animal adoptions, surrender interventions and live release programs.
- Hire full-time volunteer/animal adoption coordinator
- Continue to recruit and train volunteers to assist with ARC activities.

Goal Three: Partner with Rescue Groups

- Update rescue groups application, guidelines, and code of conduct.
- Continue to identify and invite new rescue groups to sign up with ARC to assist with the live release of impounded animals.
- Build productive relationships with animal rescue groups that will help to promote ARC goals and objectives.
- Promote animal rescue through outreach and education.

Priority 4: Improve and Enhance Resources

Goal One: Explore options to develop spay/neuter suite at ARC.

- Seek available funding (i.e. grant funds) that can support the development of a surgery suite at the ARC.

Goal Two: Seek opportunities to collaborate with entities that can offer classes at ARC

- Explore working with entities that can assist with animal training or education, ACO basic course, etc...).

Goal Three: Cremation Services

- Hire full-time cremation specialist.
- Cross train employees on crematory process.
- Implement operation of crematorium.
- Develop cremation service program to offer to public.

Priority 5: Strengthen the Efficiencies and Effectiveness of Business Practices

Goal One: Track trends in deficiencies, compliance reports, and audits related to ARC.

- Monitor through internal audits, state audits, and quality assurance processes and make recommendations to address deficiencies and noncompliance.

Goal Two: Evaluate and make recommendations to reduce employee-related injuries, accidents, and related agency expenses.

- Examine employee related injury trends over past several years (incidents and agency cost)
- Recommendation to address trends, including specific trainings for preventable incidents
- Implement training program to improve the safety of employees, public, and the animals

Goal Three: Evaluate and make recommendations to improve financial reporting, tracking of animals, inventory, and management of special programs that promote animal adoption.

- Reconcile ShelterPro counts with actual physical counts in shelter
- Explore shelter management software options
- Explore additional grant funding
- Provide monthly reports showing the number of incoming and outgoing animals so as to monitor trends, etc...

Goal Four: Assess and evaluate public/customer feedback regarding the quality of services by ARC staff in all areas.

- Develop assessment tools that are user friendly and available for public
- Track trends in complaint data and report to Advisory Committee and United Board of Health
- Make recommendations to improve the quality of customer services

Priority 6: Improve Animal Control and Field Operations

Goal One: Provide safe environment for the community

- Explore options of increasing field staff by 1 full time ACO to cover peninsula and mainland areas within the interlocal agreement.
- Review options for streamlining service areas into districts to provide better service to entities apart of Interlocal Agreement.
- Explore conducting animal sweeps in areas of concern

Goal Two: Review and provide recommendations for improvement on response time of calls

- Monitor response times through quality assurance tools and internal audits.

Goal Three: Educate public on Animal Services policy and codes as it relates to animal control

- Outreach and education at schools and public events.

Priority 7: Developing a Competent and Professional Workforce

Goal One: Develop employee training programs that are specific to each position

- Orientation of roles and responsibilities for each position.
- Effective communications with public members and best practices for excellent customer service.
- Develop competencies for new employees
- Explore options for training of each position (local training, DVD, website, etc...)

Goal Two: Implement continuing education section in staff meetings

- Develop program review of animal diseases, identification, sanitation, outbreak control and management, surrender intervention techniques, courtroom etiquette, etc...).
- Explore opportunities to provide additional continuing education for staff within county or contiguous counties.

Goal Three: Continue efforts to recruit and retain qualified employees.

- Perform market-based salary analyses on, at minimum, positions with highest turnover rate and greatest difficulty recruiting.
- Review and update standard operating procedures.

Priority 8: Continue to Strengthen the Credibility of ARC

Goal One: Improve public perceptions about quality of care of animals and customer service in the ARC.

- Continue transparency on issues or concerns by public
- Maintain open communication between outside groups and ARC management.
- Post reports and other pertinent information on website, Facebook, etc.

Goal Two: Engage the public and partners in addressing shared goals.

- Maintain and convene community group meetings to address various priority animal related issues, utilizing electronic technology to share ongoing information.
- Engage animal interest groups and public volunteers to participate in any new and existing services at ARC.
- Explore opportunities for improved communications through print, television, radio (GDN, municipal channel, local media sources).