

**Galveston County Animal Services Strategic Plan
2020 - 2025**

Priority 1: Promote Live Release

Goal One: Increase animal adoptions

- Partner with entities that will work with ARC to promote animal adoptions.
- 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 Program, Black Animal Program, Heal A Heart, 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.
- Increase live release by 3% each year
- Consider hiring a full time Adoption Counselor to reduce returns and increase adoptions

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.
- Further develop guidance plans for the foster program; work with foster families to promote animal adoptions (informing foster families of offsite adoptions, etc.)
- Explore Good Citizen Program to encourage finders to keep animals in their homes until adopted/rescued.

Goal Three: Partner with Rescue Groups

- Continue to identify and invite new rescue groups to sign up with ARC to assist with the live release of impounded animals.
- Continue to build productive relationships with animal rescue groups that will help to promote ARC goals and objectives.
- Promote animal rescue through outreach and education.
- Explore options to begin mass transports to other organizations and/or States

Goal Four: Explore A Return to Field Program

- Explore options to return trapped cats back to the field
- Continue to promote the Working Cat Program

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.
- Continue to promote and encourage microchipping

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.
- Community outreach about the importance of vaccinations
- Continue to host and promote the ARC's low-cost public pet vaccine clinics
- Enhance marketing techniques for communication (flyers, media, social media)

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.
- Consider hiring a full time Surrender Intervention Coordinator
- Explore ways to reduce the overall intake

Priority 3: Enhance Community Collaboration

Goal One: Collaborate with area entities:

- Explore ways to use area entities to assist with County Registration compliance.
- Educate the public about the "shelter world" environment via social media.

- Continue to explore entities to partner with to promote live release and/or funding.
- Continue to partner with the local city governments to educate the public.
- Create a 501c3 non-profit organization (ARC Pet Allies)
- Work with local Veterinary Medical Association for collaboration of veterinarians to provide in kind or discounted services (spay/neuter, microchip, and provide rabies vaccine to adoptable animals).
- Continue to recruit veterinarians to assist with vetting animals for adoption fairs

Goal Two: Expansion of Volunteer Program

- Continue to improve the volunteer program to assist with animal adoptions, fostering, surrender interventions and live release programs.
- Create online applications, forms and schedules to increase participation.
- Continue to recruit and train volunteers to assist with ARC activities.

Priority 4: Enhance Animal Resources, Strengthen Business Practices, and Build a Professional Workforce

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.
- Continue to host and promote the ARC’s low-cost pet vaccine clinics to raise funds for the surgery suite.
- Consider full time veterinarian and surgical staff for the surgery suite
- Consider a public wellness clinic, once the surgery suite is successful
- Create a 501c3 non-profit organization (ARC Pet Allies)
- Increase the fund balance reserve for emergencies
- Consider changing the part time vet tech to full time to match the daily needs of the ARC

Goal Two: Cremation Services

- Continue to cross train employees on crematory process.
- Continue to promote the cremation service program to offer to public.

Goal Three: 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.
- Continue to review shelter data and intake numbers
- Create a list of shelter needs every year and submit to the Advisory Committee.

Goal Four: 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

- Continue training initiatives to improve the safety of employees, public, and the animals

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

- Continue to reconcile shelter software counts with actual physical counts in shelter
- Explore additional grant funding
- Continue to provide monthly reports showing the number of incoming and outgoing animals to monitor trends, etc....

Goal Six: 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
- Create a satisfaction survey for the public to use to express their comments/concerns.
- Continue to explore ways to make recommendations to improve the quality of customer services.

Goal Seven: 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...)
- Continue to work with entities that can assist with animal training or education, ACO basic course, etc...).
- Continue to implement continuing education section in staff meetings
 - Review of animal diseases, identification, sanitation, outbreak control and management, surrender intervention techniques, courtroom etiquette, etc...).

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

- Continue to provide a healthy and positive work environment.
- Continue to support employees for growth within the organization.
- Review employee turnover and retention data and present to the Advisory Committee
- Review and update standard operating procedures.

Priority 5: Improve Animal Control and Field Operations

Goal One: Provide safe environment for the community

- Continue to conduct animal sweeps in areas of concern, including Bolivar.
- Continue to explore ACO trainings and continuing education.
- Create a recommended schedule for vehicle upgrades.
- Educate the public on Public Health and Safety concerns regarding animals (social media, media, etc.)

- Explore ways to promote a “One Health” idea between the public and animals

Goal Two: Continue to explore ways to improve 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, public events and via social media.