





CITY OF SAN



ACS Strategic Plan Briefing

Presented by: Shannon Sims, Director

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STRATEGIC PLAN FRAMEWORK

-Draft-

PRESENTED BY: SHANNON SIMS JANUARY 18, 2023





"A strong, comprehensive vision for the future."

ENGAGEME

May **10** c '22

Development of the ACS Strategic Plan

During the FY 2022 budget process, ACS shared with the City Manager's Office and the City Council a proposal to develop a new strategic plan, which would provide the department with a strong, comprehensive vision for the future.

FINALIZATIO

Jan **-N** Apr '23

Engagement Strategy

- Encompassed grass-roots approach; including 42 in-person survey stations throughout Libraries, Parks, Senior Centers, partner locations & ACS Campus
- In-person collection sites focused on districts
 1-5 where 20% or more of households do not have adequate internet access
- Secured media coverage through television, radio, print, and digital outlets



COSA Partners











3,100+

Survey Responses

Inperson (13%) & digital (87%)



COMMUNITY INPUT

Survey Results

Survey participants ranked the following as their top ACS-related priorities:

- Controlling animal overpopulation through spay/neuter
- Enforcement of animal-related laws
- Increasing the Live Release Rate/finding placement for pets impounded at ACS

In-Person Meetings

Concern about stray & roaming dogs

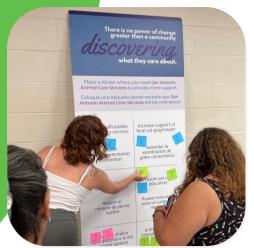


Public safety of humans & animals

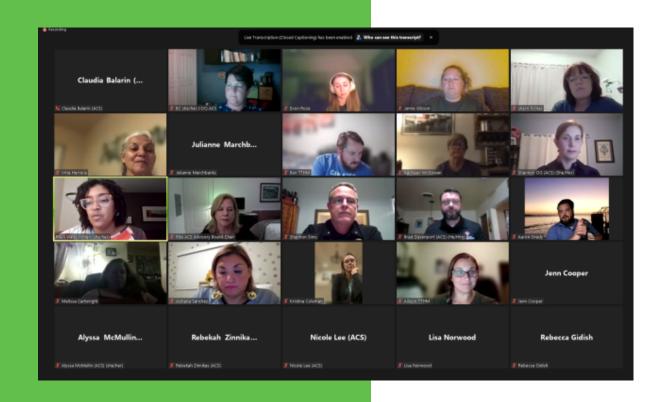
Increase life-saving options



Need for spay/neuter services



Boost public awareness of ACS



Partner Focus Group

27 Partner Attendance – National and local partners, ACS Veterinary partners, ACS Volunteers, & ACS Foster Volunteers.









Partner Focus Takeaways

- Misinformation about ACS in community
- It is hard to get "live help" with the right team at
- ACS
- Increase education to support humane pet care
- Rise of pet disease in SA community
- Access to vet services for residents & partners

Life-saving options must be strengthened in SA



STAFF FEEDBACK

Survey & Retreat Input



Programmatic Feedback:

- Strengthen education & outreach
- Provide community training classes
- Increase access to low-cost vet

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Organizational Feedback:

- Establish a cohesive goal for ACS
- Improve communication at all levels
- Address burnout in staff
- Increase professional development opportunities



STAFF FEEDBACK

Leadership-

- Provide <u>accessible</u> lowcost vet services, & more resources to keep pets & their families together
- Encourage professional growth & development in ACS staff

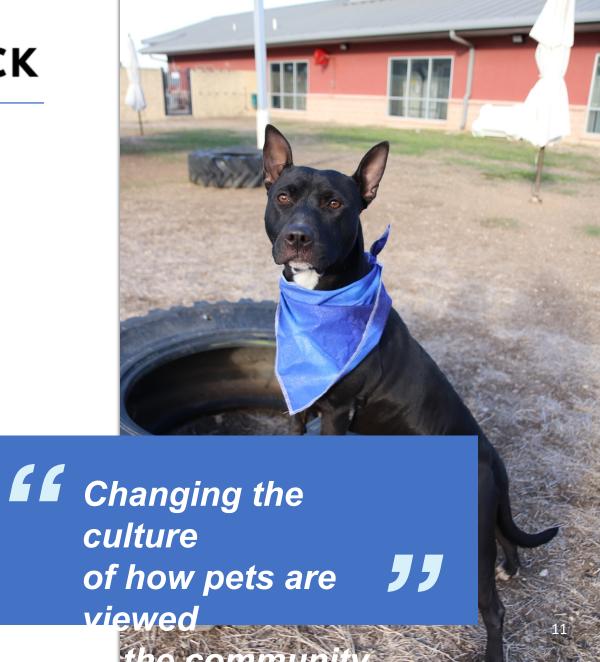
Identify unified goal and mission for ACS

Redefine ACS's role in the community

ADVISORY BOARD FEEDBACK

Interview + Retreat Input

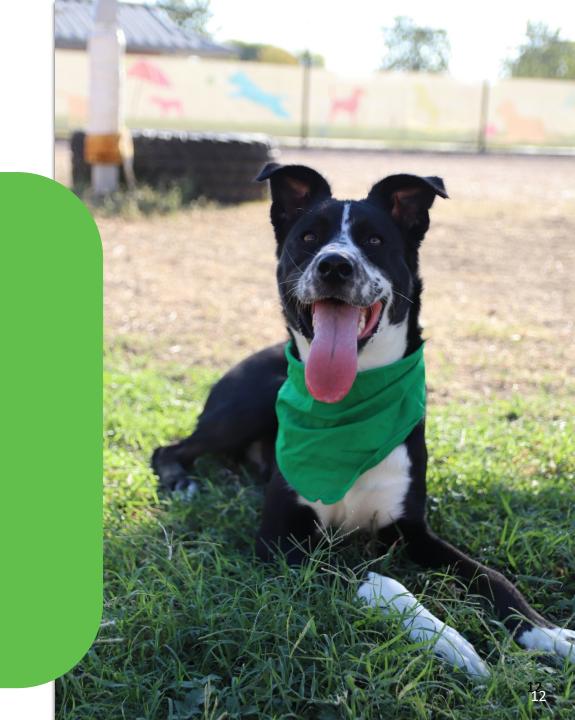
- Reduce stray/roaming pet population
- Make spay/neuter & low-cost vet services more accessible
- Increase community awareness of responsible pet care
- Increase community awareness of ACS as a resource
- Keep pets in homes through assistance or intervention



BEST PRACTICE RESEARCH

Results

- Partnerships for placement of animals
- Community assistance and resources for pet owners – pet pantries, fence repairs, vaccinations, microchips
- Mandatory spay/neuter
- TNR surgeries at own facility or at partner facilities
- Behavior & enrichment programs to make pets more adoptable
- Keeping pets out of shelters through proactive managed intake programs



Focus Areas

Support a safe community for people in their neighborhoods



Support the placement of pets for life

Protect the safety & humane treatment of pets

Foster positive connections with our community

Empower a healthy & thriving workforce

Support a Safe community

for people in their neighborhoods

FOCUS AREA

GOAL 01: PERSONAL SAFETY

Empower people to feel safe from animals while walking & playing in their neighborhood.

GOAL 02: PUBLIC SAFETY

Advance a comprehensive system to positively impact community accountability.

Protect the safety ENAMAME treatment of pets

FOCUS AREA 🕗

GOAL 01: SAFETY FROM ANIMALS

Keep animals safe from other animals.

GOAL 02: STANDARD OF CARE

Establish a community standard care for San Antonio pets and promote petfriendliness within the community.

GOAL 03: SAFETY FROM HUMANS

Enforce the humane treatment of animals.

GOAL 01: SHELTER PREVENTION

Provide services and resources to keep animals in their homes.

GOAL 02: SHELTER CARE

Provide the highest standard of care for pets in the shelter.

GOAL 03: SHELTER PLACEMENT

Provide life-saving placement options for animals in the shelter.



FOCUS AREA ③

Foster positive Onnections with our community

FOCUS AREA 🐠



Expand resident recognition of ACS as a community resource.

GOAL 02: COMMUNITY TRUST

Grow trust between ACS & SA community through elevated transparency.

GOAL 03: COLLECTIVE RESPONSIBILITY

Foster resident action & engagement through community-based education and solutions.

Empower a health riving workforce

FOCUS AREA 🍮

GOAL 01: PROFESSIONAL HEALTH

Attract, develop, and retain quality employees.

GOAL 02: STRUCTURAL HEALTH

Support teams with the tools and resources needed for success.

GOAL 03: PERSONAL WELLBEING

Equip employees for enhanced work-life balance and better personal health.

NEXT STEPS

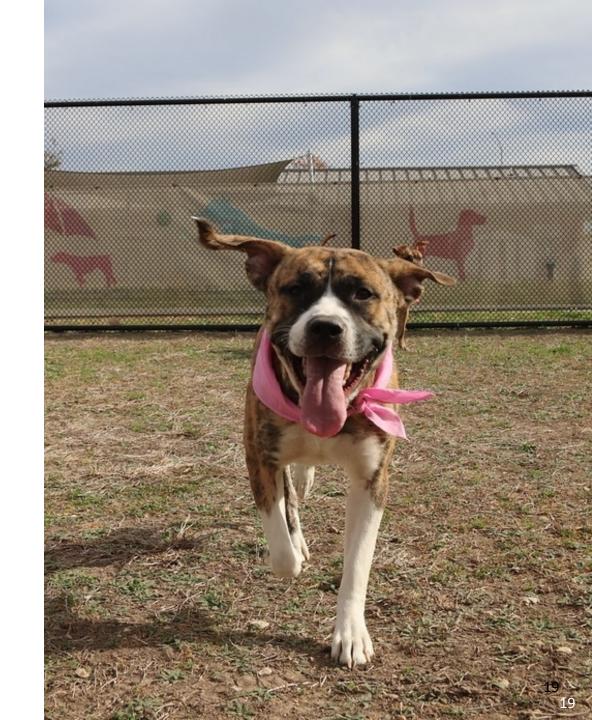
January - April
Develop action plans for Goals

Late February
Begin individual Council briefings

March City Council "B" Session

April
City Council Adoption

May ACS Advisory Board Adoption



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