

Strategic Plan Framework

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**ANIMAL CARE
SERVICES**





DEVELOPMENT OF THE ACS STRATEGIC PLAN

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

Phases

1

DISCOVERY

January – May 2022

2

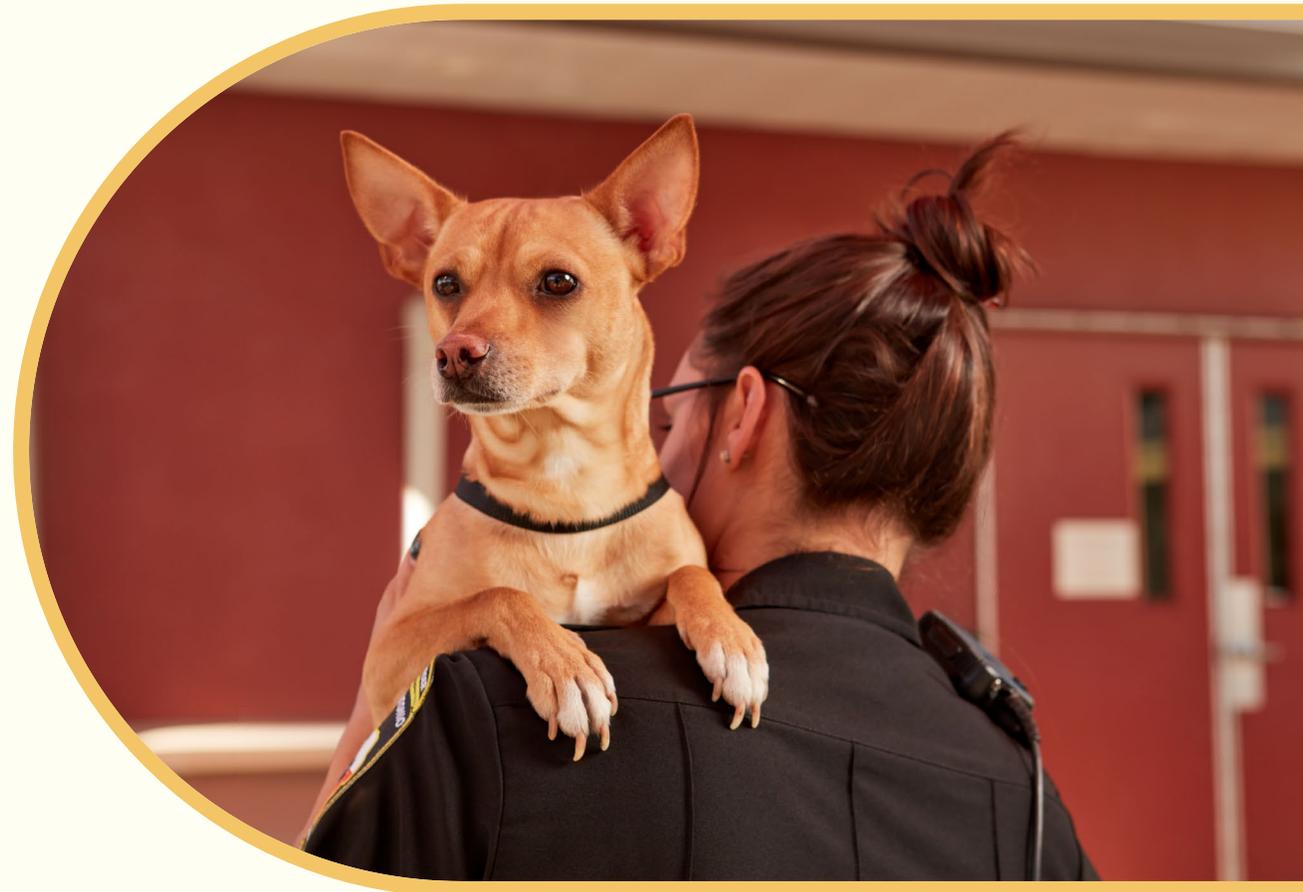
ENGAGEMENT

May – December 2022

3

FINALIZATION

January – Summer 2023





COMMUNITY INPUT

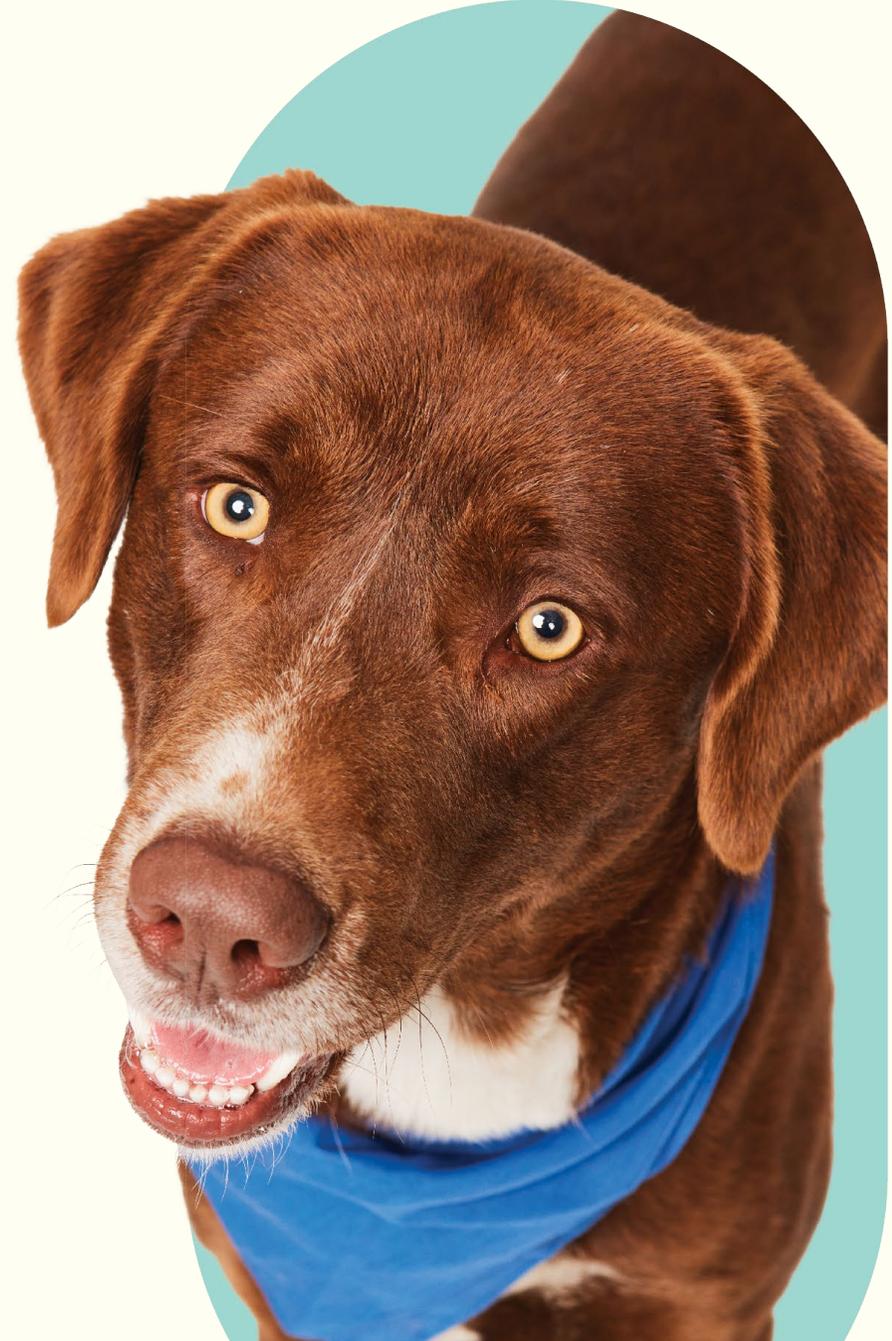
Community Survey

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.

3,100+ Survey Responses

In-Person (13%) | Digital (87%)

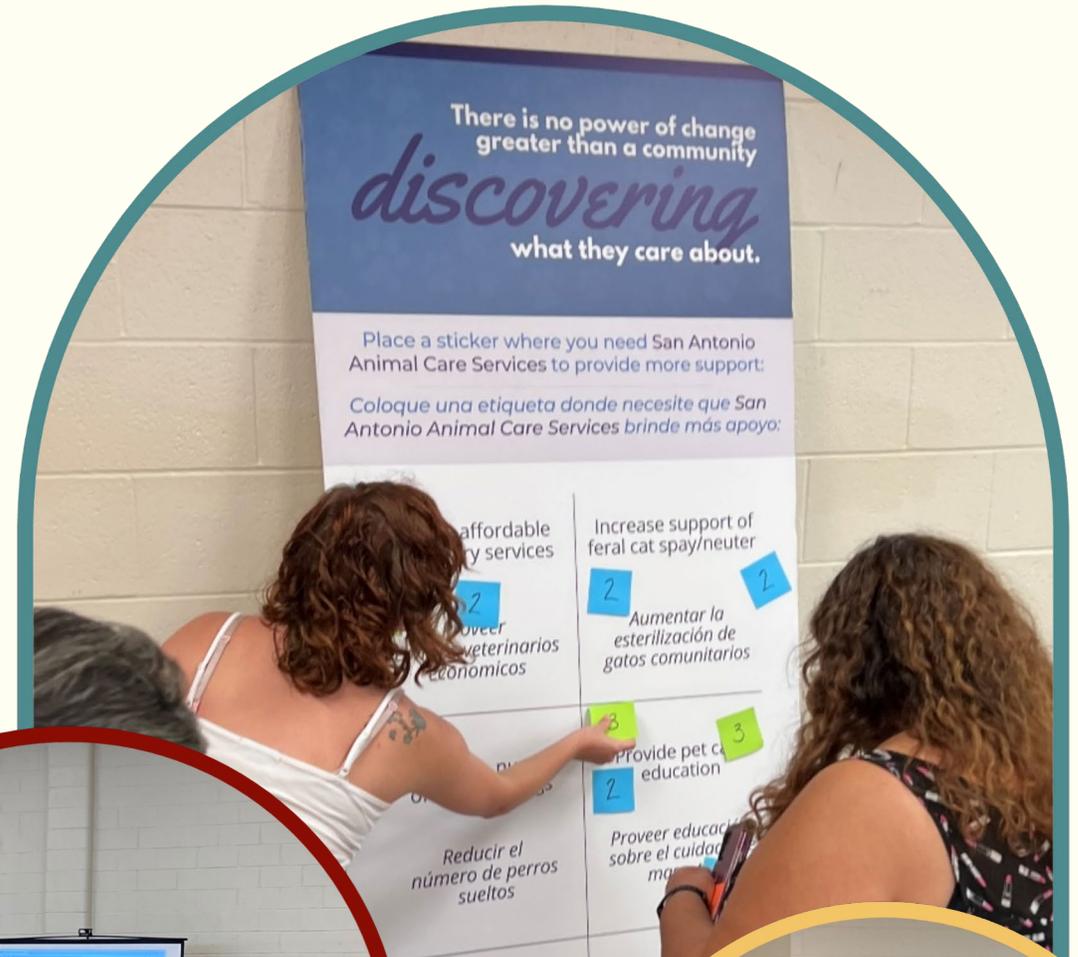




COMMUNITY INPUT

In-Person Meetings

- Concerns about stray and roaming dogs
- Public safety of humans and animals
- Increase lifesaving options
- Need for spay/neuter services
- Boost public awareness of ACS





COMMUNITY INPUT

Partner Focus Group

- 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 San Antonio community
- Access to vet services for residents and partners
- Lifesaving options must be strengthened in San Antonio





STAFF FEEDBACK

Survey and Retreat Input

Programmatic Feedback:

- Strengthen education and outreach.
- Provide community training classes.
- Increase access to low-cost veterinary services.

Organizational Feedback:

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





STAFF FEEDBACK

Stakeholder Interviews

- Provide accessible low-cost veterinary services, as well as more resources to keep pets and their families together.
- Encourage professional growth and development in ACS staff.
- Identify unified goal and mission for ACS.
- Redefine role of ACS in the community.





ADVISORY BOARD FEEDBACK

Interview and Retreat Input

- Reduce stray/roaming pet population.
- Make spay/neuter and low-cost veterinary 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.

"CHANGING THE CULTURE OF HOW PETS ARE VIEWED IN THE COMMUNITY."

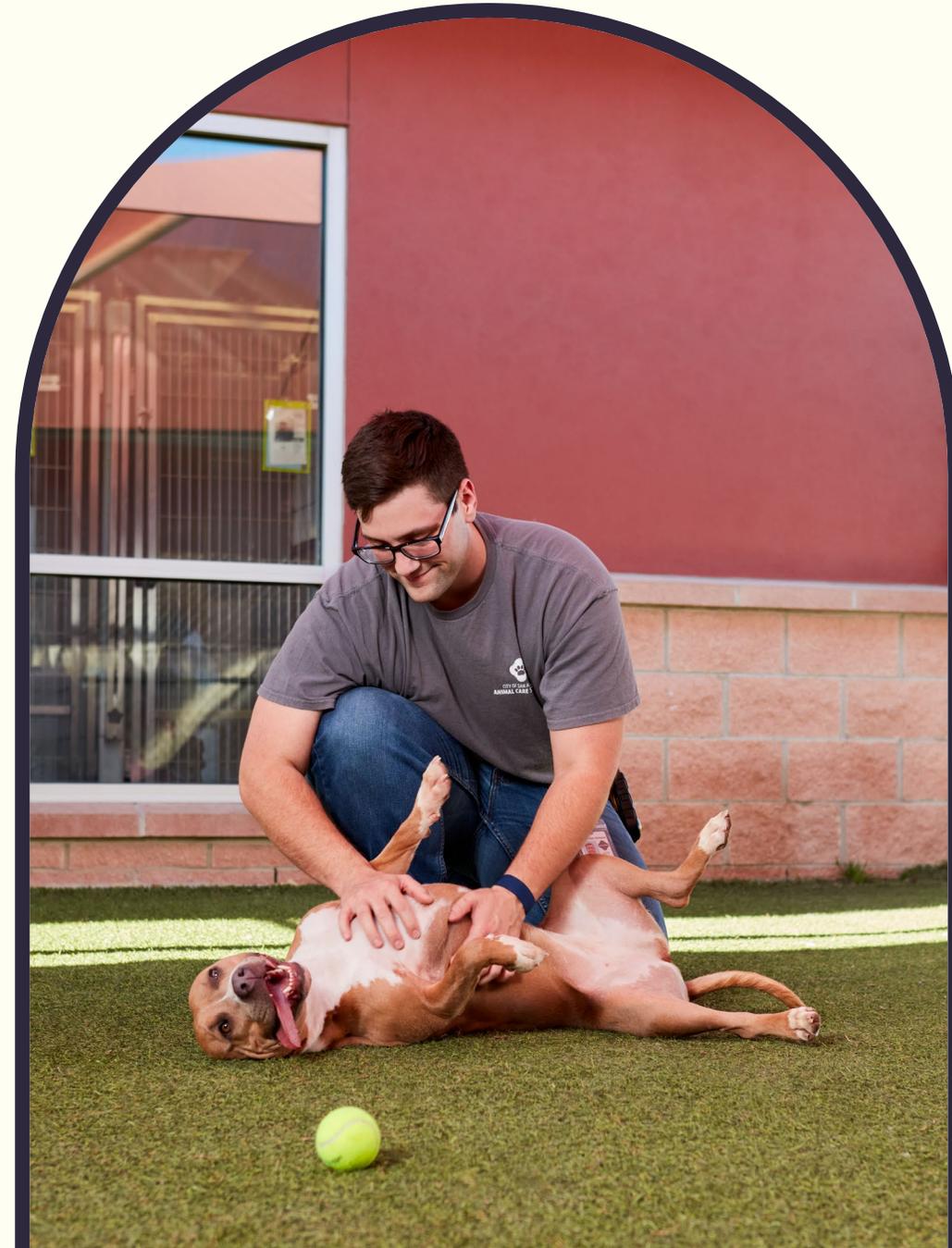




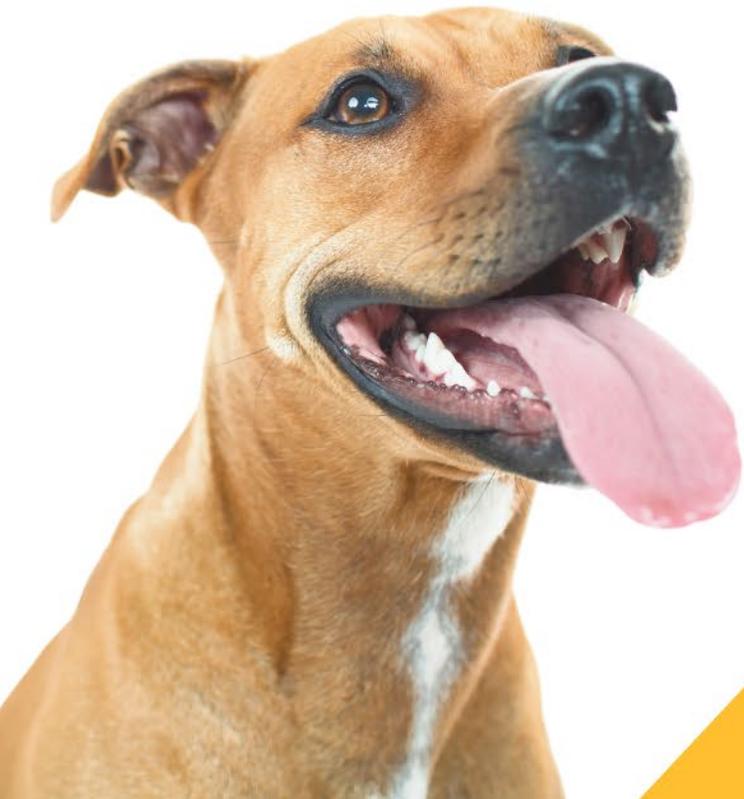
BEST PRACTICE RESEARCH

Results

- Partnerships for placement of animals
- Community assistance and resources for pet owners (e.g., pet pantries, fence repairs, vaccinations, microchips, etc.)
- Mandatory spay/neuter services
- TNR surgeries at own facility or at partner facilities
- Behavior and 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



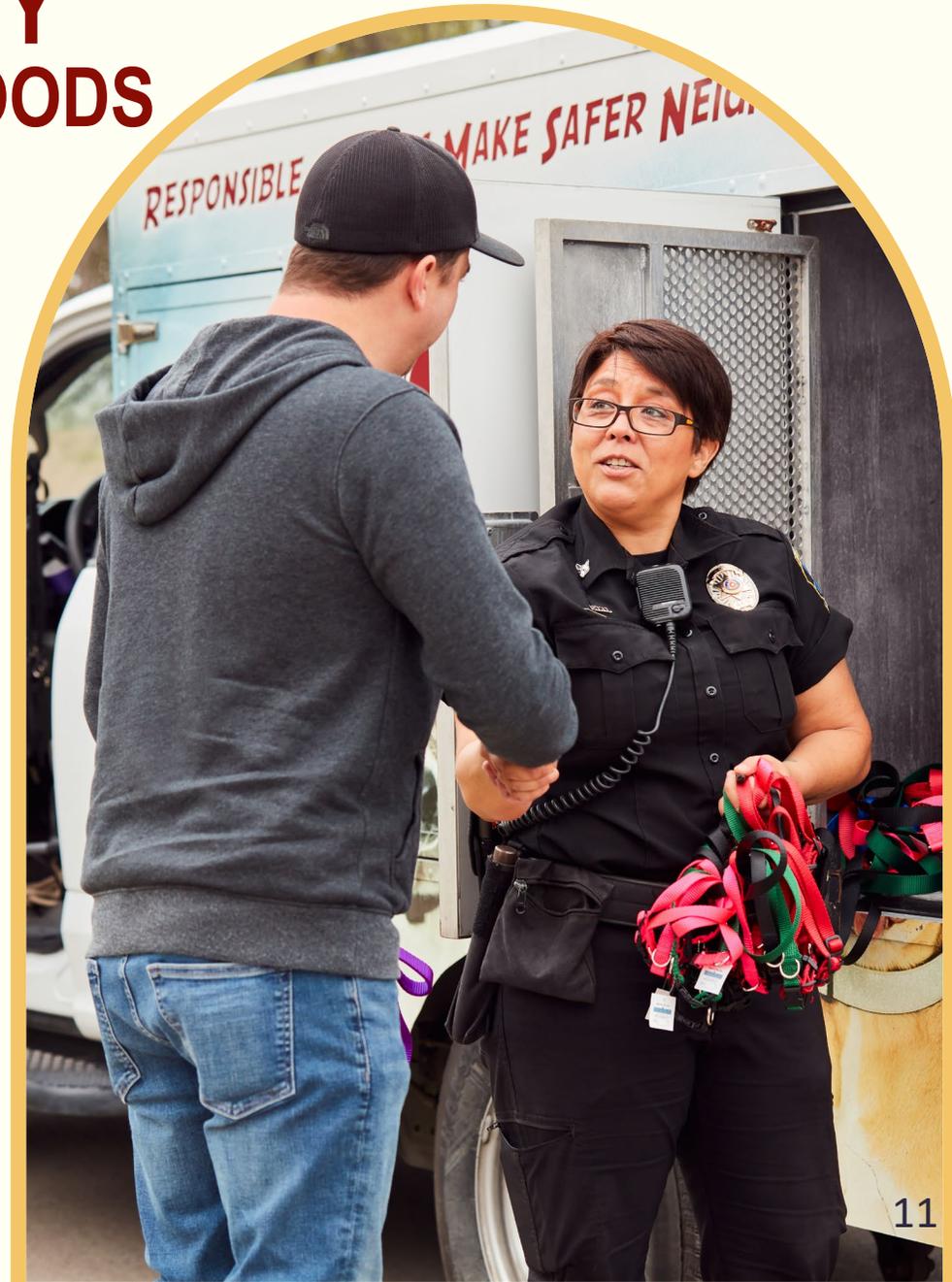
SUPPORT A SAFE COMMUNITY FOR PEOPLE IN THEIR NEIGHBORHOODS

Goal 01:

Personal Safety – Empower people to feel safe from animals while walking and playing in their neighborhood.

Goal 02:

Public Safety – Advance a comprehensive system to positively impact community accountability.





PROTECT THE SAFETY AND HUMANE TREATMENT OF PETS

Goal 01:

Safety from Animals –
Keep animals safe from
other animals.

Goal 02:

Standard of Care –
Establish a community
standard of care for San
Antonio pets, and promote
pet-friendliness within the
community.

Goal 03:

Safety from Humans –
Enforce the humane
treatment of animals.





SUPPORT THE PLACEMENT OF PETS FOR LIFE

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 lifesaving placement options for animals in the shelter.





FOSTER POSITIVE CONNECTIONS WITH OUR COMMUNITY

Goal 01:

Increase Awareness of ACS – Expand resident recognition of Animal Care Services (ACS) as a community resource.

Goal 02:

Community Trust – Grow the trust between ACS and the San Antonio community through elevated transparency.

Goal 03:

Collective Responsibility – Foster resident action and engagement through community-based education and solutions.





EMPOWER A HEALTHY AND THRIVING WORKFORCE

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





IMMEDIATE ACTION





IMMEDIATE ACTION BITES POLICY

Bite Cases at ACS:

- ACS receives approximately 3,500 bite calls annually
- Criminally cite for unrestrained off property
- New Home Quarantine policy





IMMEDIATE ACTION DANGEROUS DOGS

Dangerous Dog is a designation defined by state law

- Refocused Field Operations on Dangerous Dogs
- Expanded compliance hearings with Municipal Courts
- Simplify and improve access to make reporting easier for residents
- Coordinate with SAFFE Officers on Dangerous Dog process



103 Dangerous Dogs

43 in compliance

15 out of compliance for administrative issues

45 out of compliance for safety issues



IMMEDIATE ACTION CANVASSING DEPLOYMENT

Proactive Community Oriented

- Made up of Animal Community Officers and Case Management (CASA) Coordinators
- 6 week pilot in District 2 and 3 in January and February

1

Focused Approach

High density, multi-bite, critical aggressive

2

Return Pets to Owners

Prevent free roaming pets

3

Resources

Humane restraints, microchips, education





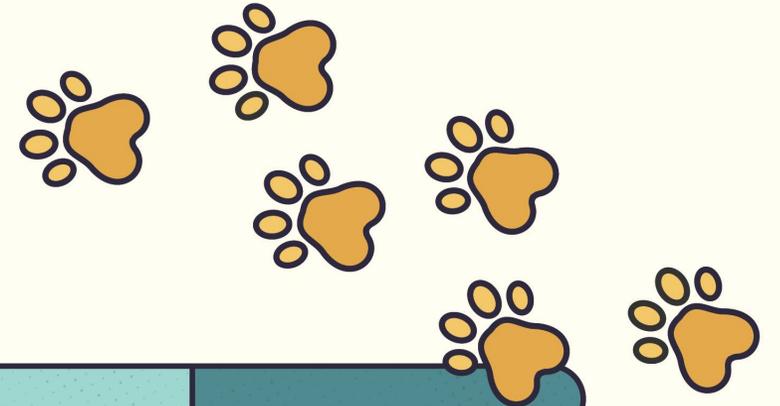
IMMEDIATE ACTION STATE LEGISLATION

HB 1653: Increase second violation from Class C to Class B misdemeanor for Dangerous Dog non-compliance

SB 2226: Protection for people who complete a Dangerous Dog form through open records



Next Steps



MARCH 22
City Council "B"
Session

APRIL 13
City Council
Goal Setting

MAY 10
Trial Budget

MAY-JUNE
Community
Budget Survey

SEPTEMBER
Strategic Plan
Adoption through FY
2024 Budget Process

Strategic Plan Framework

MARCH 22, 2023



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