



**ANIMAL CARE
SERVICES**

Strategic Plan in Brief

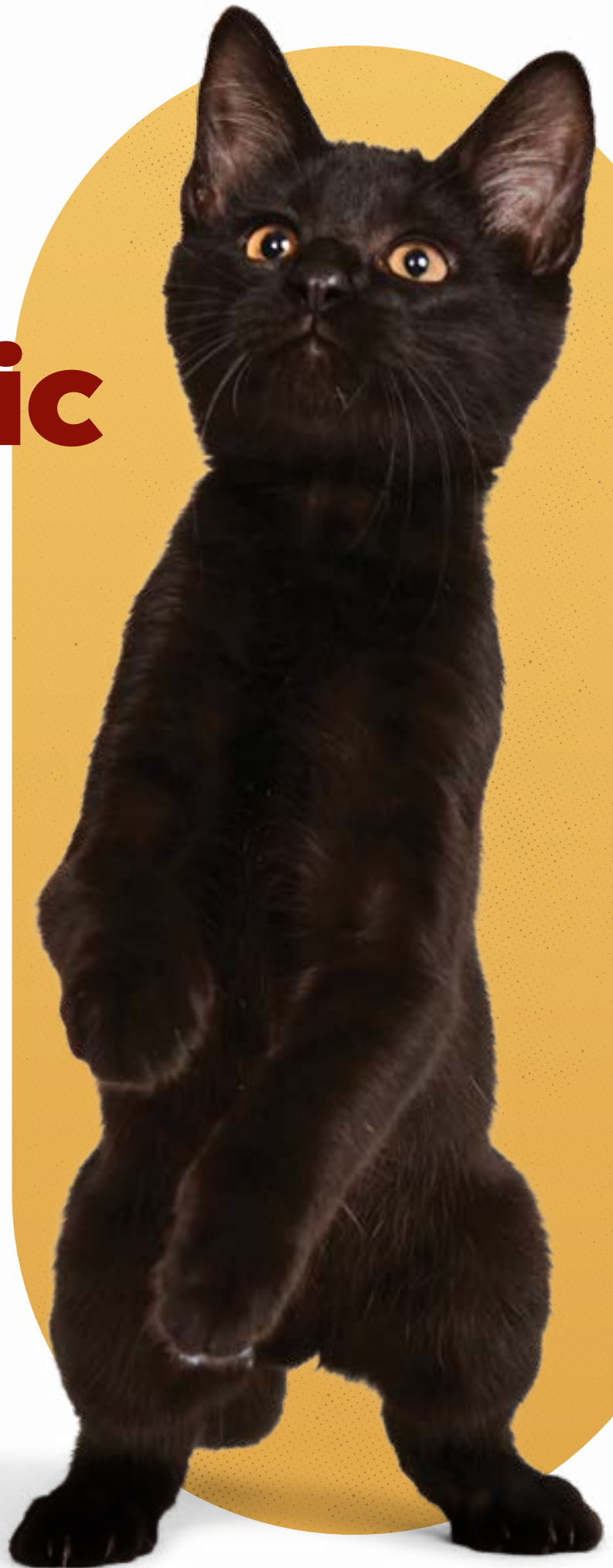
STRATEGIC PLAN OVERVIEW

The plan is comprised of five focus areas. They are the overarching priorities that will direct the efforts of Animal Care Services (ACS) in the coming years. Each focus area has a few broad, longer-term goals that ACS will strive to achieve. Each goal has its own objectives with specific tactics, actions and measures for success.



**LEARN MORE
ABOUT THE
STRATEGIC PLAN.**

saacs.net





SUPPORT A SAFE COMMUNITY FOR THE PEOPLE IN THEIR NEIGHBORHOODS.

Advance public safety through strong processes and partnerships to boost guardian accountability and promote a sense of security in our communities.

GOAL 1 | PERSONAL SAFETY

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

- **Objective 01:** Reduce the stray/roaming population through spay/neuter.
- **Objective 02:** Increase responsiveness and compliance of “bites” and “dangerous” investigations.
- **Objective 03:** Expand community presence in the field through community-oriented programs.

GOAL 2 | PUBLIC SAFETY

Advance a comprehensive system to positively impact community accountability.

- **Objective 01:** Increase accountability of civil and criminal citations.
- **Objective 02:** Increase compliance through proactive corrective actions and provision of resources.
- **Objective 03:** Increase first response to resident calls for service.



PROTECT THE SAFETY AND HUMANE TREATMENT OF PETS.

Protect and respect pets by nurturing community compassion, reducing potential dangers from humans and animals, and supporting an enforceable standard of care.

GOAL 1 | SAFETY FROM ANIMALS

Keep animals safe from other animals.

- **Objective 01:** Reduce the stray/roaming population.
- **Objective 02:** Protect community health of animals against diseases.
- **Objective 03:** Increase responsiveness and compliance of “aggressive” investigations.

GOAL 2 | STANDARD OF CARE

Establish a community standard of care for San Antonio’s pets, and promote pet-friendliness within the community.

- **Objective 01:** Advance a community-led standard of care.
- **Objective 02:** Assist residents in meeting the standard of care.
- **Objective 03:** Revise Chapter 5 to enhance the legally required standard of care.

GOAL 3 | SAFETY FROM HUMANS

Enforce the humane treatment of animals.

- **Objective 01:** Increase capacity to investigate “cruelty” cases appropriately.
- **Objective 02:** Eliminate illegal, inhumane breeding.
- **Objective 03:** Increase accountability of civil and criminal citations.





SUPPORT THE PLACEMENT OF PETS FOR LIFE.

Provide exemplary shelter care for pets, grow lifesaving options, and create strong foundational resources that keeps families and pets together.

GOAL 1 | SHELTER PREVENTION

Provide services and resources to keep pets in their homes.

- **Objective 01:** Decrease the number of owner-surrenders.
- **Objective 02:** Increase the number of pets reunited with their owners.

GOAL 2 | SHELTER CARE

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

- **Objective 01:** Increase quality of life and placement capability through enrichment.
- **Objective 02:** Grow the foster program for harder to place animals.
- **Objective 03:** Enhance Shelter Medicine and animal care.
- **Objective 04:** Improve campus facilities and physical spaces.

GOAL 3 | SHELTER PLACEMENT

Provide lifesaving placement options for animals in the shelter.

- **Objective 01:** Diversify live placement options through transport, adoption and rescue.
- **Objective 02:** Deliver comprehensive marketing of placeable animals.
- **Objective 03:** Enhance foster and adoption support.



FOSTER POSITIVE CONNECTIONS WITH OUR COMMUNITY.

Extend the shelter's positive impact through support for lifesaving programs and motivating individuals to make informed and compassionate decisions regarding animal care and welfare.

GOAL 1 | INCREASE AWARENESS OF ACS

Expand resident recognition of ACS as a community resource.

- **Objective 01:** Define what ACS does.
- **Objective 02:** Create a multipronged marketing strategy.
- **Objective 03:** Limit the spread of misinformation.

GOAL 2 | COMMUNITY TRUST

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

- **Objective 01:** Build the ACS brand and reputation.
- **Objective 02:** Match customer service to strategic needs.
- **Objective 03:** Improve methods of sharing information with the community.

GOAL 3 | COMMUNITY RESPONSIBILITY

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

- **Objective 01:** Leverage community action.
- **Objective 02:** Increase access to humane pet education.



CHAMPION A HEALTHY AND THRIVING WORKFORCE.

Recruit and retain passionate, competent staff by providing the tools and resources to further the ACS mission and create an environment where people feel a sense of belonging.

GOAL 1 | PROFESSIONAL HEALTH

Attract, develop and retain quality employees.

- **Objective 01:** Fulfill the department's staffing needs.
- **Objective 02:** Develop a comprehensive training and staff-development program.
- **Objective 03:** Grow ACS presence and knowledge-sharing relationships in the animal welfare industry.

GOAL 2 | STRUCTURAL HEALTH

Support dynamic teams with the tools and space needed for success.

- **Objective 01:** Provide staff with necessary physical resources.
- **Objective 02:** Provide adequate operational structures and facilities.
- **Objective 03:** Develop organizational resilience.

GOAL 3 | PERSONAL WELL-BEING

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

- **Objective 01:** Support mental health needs and compassion-fatigue prevention.
- **Objective 02:** Support a healthy intersection of work and personal life.
- **Objective 03:** Support physical health.



Development Process



COMMUNITY

Engagement Strategy

Survey: 3,100+ Responses

- 42 In-Person Stations: Equity Focus on Council Districts 1-5
- Public Awareness: Television, Radio, Print and Digital Channels
- Community Organizations, Pet-Oriented Businesses and City of San Antonio Department Partners

In-Person Meetings: 5 Meetings

- Facilitated meetings at various locations
- Approximately 150 total participants

Partner Focus Group: 27 Partner Participants

- National and Local Organizations Representation
- ACS Partners
 - Veterinary
 - Volunteers and fosters
 - Rescue partners



STAFF

Engagement Strategy

Staff Survey, Leadership Interviews and Departmental Retreat

- 164 Surveys, 79 Responses (48% of employees)
- 11 interviews with ACS leadership
- Captured Programmatic and Organizational Feedback

Advisory Board

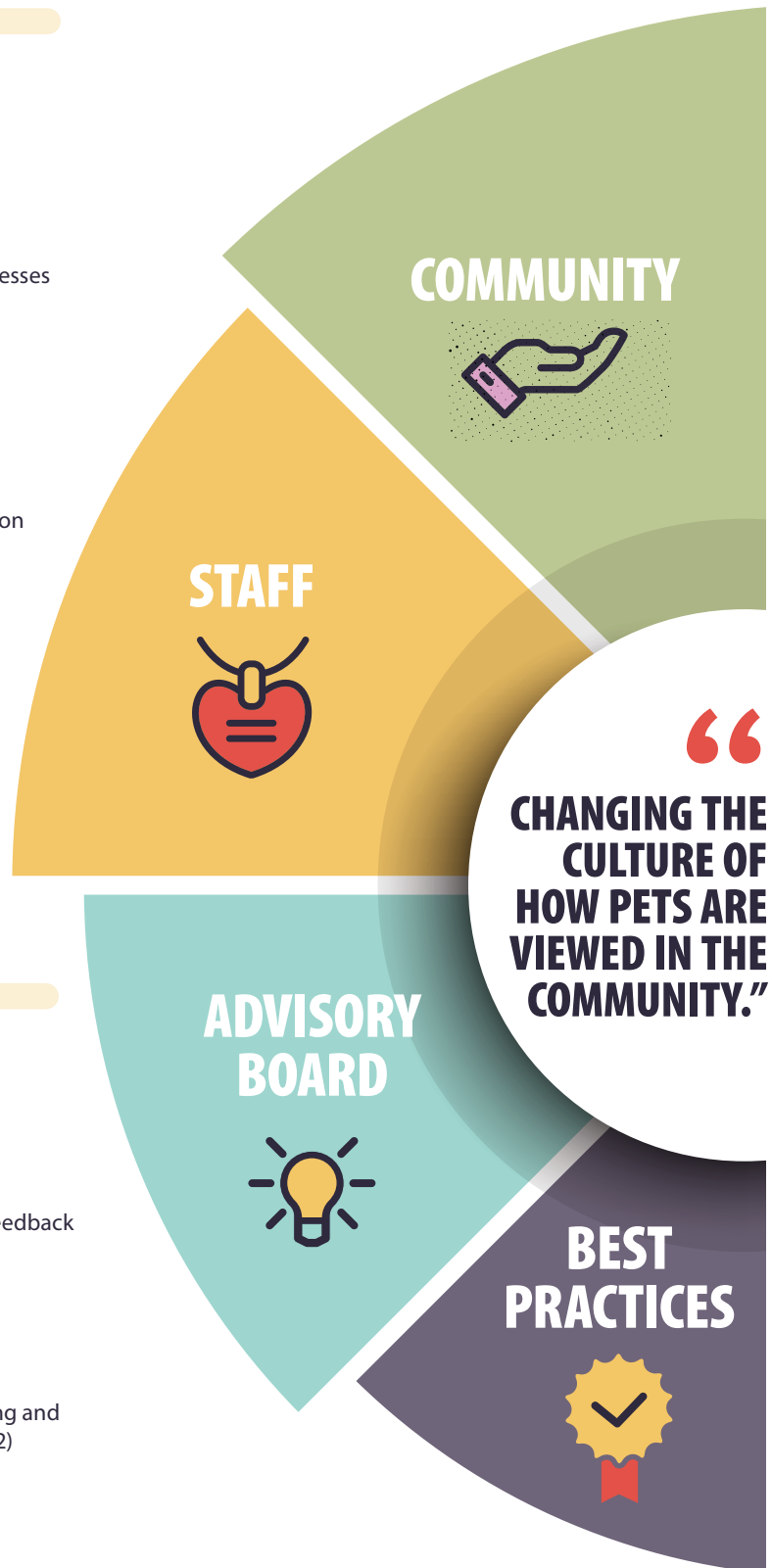
ACS Advisory Board Interviews and Retreat

- 11 Interviews (Spring 2022)
- Full ACS Advisory Board Member Retreat, Voting and Non-Voting/Ex-Officio Members (Summer 2022)

Best Practice Research

Research

- Gain insights into trends and challenges among peer cities and other cities with different demographic profiles and population sizes.



COMMUNITY



STAFF



ADVISORY BOARD



“
CHANGING THE
CULTURE OF
HOW PETS ARE
VIEWED IN THE
COMMUNITY.”

BEST PRACTICES

