

ACAD – Strategic Plan for Fiscal Years 2019-2021: Status – August 25, 2019

GOAL 1-Provide shelter, care and second chances for pets, none of whom are turned away

<p>Objective 1.1</p> <p>Reduce length of stay</p>	<p>Strategy:</p> <ul style="list-style-type: none"> ➤ Pets will be spayed and neutered and ready to go home with their adopters the same day of surgery ➤ Promote Rescue Partners through incentives, including use of the Division social media platforms by highlighting the partnership and pets rescued from ACAD, including out-of-County rescues and “sister-shelters” ➤ Reclaim fees will be modified to include a “courtesy period” so that pets who are quickly picked up from the shelter, will be returned without any incurred fees, as long as they are spayed or neutered 	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ Same day spay and neuter surgeries for adoption implemented July 2018 ➤ Promotion of Rescue Partners on social media platforms initiated in November 2018 ➤ Request For Information (RFI) in development for Pompano shelter facility to be run by 501 3(c). Proposal would pull 30 cats and 30 dogs per month and facilitate transports to northern shelters - ETA Fall 2019
<p>Objective 1.2</p> <p>Develop larger “Return to Field” program for all healthy outdoor cats</p>	<p>Strategy:</p> <ul style="list-style-type: none"> ➤ A Part-Time relief vet will be hired to perform additional surgeries ➤ Revise the workflow of RTF rooms at the shelter consistent with newly developed Standard Operating Procedures (SOPs) ➤ Monitor disease protocols and track in Chameleon the outcome of each re-released cat 	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ A Part-time relief vet has been hired. ➤ GET TIPPED program implemented February 2019. To date approximately 380 RTF cats have been processed. ➤ RTF Feral Cat rooms have been in use since January 2019 ➤ Disease protocols are being monitored through the Geo-Mapping process

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	<p>Strategy:</p> <ul style="list-style-type: none"> ➤ The Division will obtain quotes and pricing from local networks and prepare a targeted campaign for social media ➤ Posters and flyers will be distributed by Volunteers and Animal Care Officers to local Pet Supermarket stores, veterinary offices, and areas of high kitten intake ➤ Emphasis will be placed on certain target markets, such as senior communities and students, to become Foster Parents. ➤ ACAD website will also be updated with new videos, foster care information, flyers etc. ➤ Information on ACAD website will be shared with Broward Call Center, field officers, and customer service staff, to prevent unnecessary impoundments of kittens from the field. ➤ Admission staff will provide foster kits to Good Samaritans who find kittens and encourage them to foster until they are ready to be sterilized and adopted ➤ ACAD will engage all 31 municipalities to post information about our kitten campaign on their respective websites 	<p><u>Status: August 25, 2019</u></p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ ACAD website was updated with new videos and materials. Advertisements were posted on Facebook. Information was placed in County communication newsletters. ➤ ACAD staff received updated foster education in workshop format and PowerPoint during April/May 2019 ➤ Foster Milk Kits are currently pre-assembled and ready in the Admission lobby ➤ Kitten banner ad -- featured in May/June on CBS and Local 10 -- received approximately 600,000 views. South Florida Comcast Kitten TV :30 ad ran 975 times. ➤ There are currently 442 cats/kittens in Foster Care ➤ Letters and flyers were sent out to all 31 municipalities in March 2019
<p>Objective 1.4</p> <p>Vaccinate all pets entering the shelter for disease prevention</p>	<p>Strategy:</p> <ul style="list-style-type: none"> ➤ The Division will prepare and finalize SOPs regarding vaccinations and the flow of pets through the shelter ➤ Pet vaccinations and outcomes will be tracked in Chameleon 	<p><u>Status: August 25, 2019</u></p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ Vaccination protocols are currently being implemented and SOPs have been written ➤ Animal flow SOPs were finalized in October 2018

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<p>Objective 1.5</p> <p>Increase ACAD adoption events at the shelter and offsite</p>	<p>Strategy</p> <ul style="list-style-type: none"> ➤ A full-time Program Coordinator hired by ACAD will conduct offsite events ➤ An Adoption Van may be acquired via grant funding, donations, or capital budget requests ➤ An analysis will be conducted for POR FY16 to FY18 of all adoptions to identify optimum attendance to shelter and off-site events, and to adjust timing and scope of events accordingly to maximize adoptions ➤ Monthly adoption event goals will be set for shelter staff and volunteers 	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ An analysis was conducted to identify the most effective adoption locales and events. ➤ Adoption van under consideration by County Administration for Fiscal Year 2020 ➤ Monthly adoption event goals have been set so that there is an internal event each month and an off-site event each weekend. ➤ 41 adoption events have been conducted since January 2019. Events for 2020 are being planned ➤ 4 Mega-Adoption events are planned as part of the Petco Grant
<p>Objective 1.6</p> <p>Implement pet enrichment programs</p>	<p>Strategy</p> <ul style="list-style-type: none"> ➤ A full-time enrichment supervisor has been hired to conduct playgroups and enrichment programs ➤ Additional Kennel Staff is being hired to assist with playgroups, as well as additional trained volunteers ➤ Dog assessments and playgroups will be conducted daily ➤ Playgroups will enlist the assistance of trained shelter staff 	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ Previous supervisor left for new position. New hire started August 25, 2019 ➤ Full-time playgroups will start again September 2019 ➤ Training of staff and volunteers has taken place.

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<p>Objective 1.7</p> <p>Update practices, including technology, to best identify our pets</p>	<p>Strategy:</p> <ul style="list-style-type: none">➤ Conduct an analysis of the shelter data from FY17 to FY19 to classify and recognize different categories of pets as “Healthy;” “Treatable and Manageable;” “Treatable and Rehabilitatable;” and “Unhealthy and Untreatable.” (See Appendix A).➤ Utilize the shelter data analysis to identify which pets are most at risk by:<ul style="list-style-type: none">• Age• Species• Size (adult dogs only)• Specific Problem	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none">➤ Pet Evaluation Matrix SOP and Data Entry Procedures for classifying health categories of pets based on the Asilomar Accords has been completed. Health statuses for euthanized animals are captured based on industry standards.➤ Analysis of Shelter Intake and Outcome FY2016 – 3rd Quarter 2019 has been completed. The “Analysis of the Shelter Intake and Outcome” highlights intake and outcome trends, identify high-risk areas and at-risk pets for targeted intervention such as vaccinations, spay/neuter services, and other resources.
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<p>Objective 1.8</p> <p>Capacity for Care and Sanitation Protocols</p>	<p>Strategy:</p> <ul style="list-style-type: none">➤ Incorporate Best Friend's qualitative and quantitative approach to reach an optimum level of capacity for care: reduce the number of shelter pets to recommended numbers and hire additional staff as needed in order to suitably handle kennel inventory levels➤ Train Volunteers to assist Animal Care staff as needed➤ Continue to focus on reducing shelter intake through managed intake, pet retention programs, foster and rescue programs➤ Enhance shelter enrichment program to embrace more volunteers in support of adequate playtime for each dog➤ Continue to enhance diversion support in Intake and Field➤ Conduct a professional workload analysis and review SOPs to ensure that proper sanitation protocols are being followed	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none">➤ Conduct workload analysis and review sanitation. SOPs were updated in March 2019➤ New animal care Kennel staff on-boarded during May 2019 (5 full-time, 8 part-time)➤ New cleaning SOP implemented in April 2019.➤ Volunteers work with Staff to move dogs while staff is cleaning
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Goal 2- Provide an opportunity for lost pets to be reunited with their owners.

Objective 2.1

Establish an effective “Help Line” for the community

Strategy

- Recruit volunteers for the Help Line
- Develop scripts and training material for volunteers to assist shelter staff disseminate helpful information to residents
- Provide owners spay/neuter and educational alternatives to fines
- Offer reduced fees or other alternatives for reclaims
- Offer spay/neuter services as an incentive for reclaiming a pet
- Waive fees, at the Director’s discretion, if the owner has already spayed/neutered their pet
- Continue conversation-based adoptions to ensure adopters are supported through the adoption process, and that the needs and lifestyles of new adopters are addressed in order to prevent pets being returned to ACAD

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Schedule for Implementation:

- **Help Line is behind schedule - new target for implementation is October 2019**
- **Alternatives to owner reclaims such as waiver of reclaim fees - new time frame September/October 2019.**
- **Reduced reclaim fees for pets spayed and neutered is in place and ongoing. We offer payment plans for pets to be quickly reunited with their owners.**
- **RTO SOP review in process - this project is incomplete**

GOAL 3-Continued and enhanced low-cost spay/neuter, vaccination and licensing services

Objective 3.1

Increase spay/neuter, vaccination, and licensing services

Strategy

- Increase the number of SNIP partners by engaging in direct marketing
- Provide SNIP vouchers for free sterilizations to Rescue Partners that rescue ACAD pets
- Establish focus areas by identifying neighborhoods with a high concentration of unvaccinated pets and unlicensed pet owners
- Explore the use of current SNIP partners' mobile clinics for "Neighborhood Sweeps" and vaccination efforts in focused areas
- Conduct bi-monthly Rabies Clinics throughout the community, with emphasis given to focus areas, including the refurbished Pompano shelter location
- Collaborate with local municipalities, with emphasis given to focus areas to increase the awareness of spay/neuter and licensing services by adding it as a link under the municipal official website
- Increase licensing sales to support the Sterilization Trust Fund by hiring a new part-time veterinarian for additional Rabies Clinics in underserved areas
- Advise income-challenged owners of pets in need of medical care that financial assistance may be available through the Broward County Animal Care and Advisory Committee's medical assistance program
- Continue to partner with HSBC on grant applications to fund low-cost accessible

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Schedule for Implementation

- **Recruitment efforts to engage new SNIP partners are occurring and will be conducted throughout FY 2019 and beyond.**
- **Develop a Rescue profile in the Animal Care WebPortal for each partner that rescues a pet from our shelter. Implementation not on schedule - revised ETA January 2020.**
- **Bi-monthly Rabies Clinics launched in June 2019.**
- **Explore contract amendments with current SNIP mobile clinics to add a full range of vaccinations. Target date to be finalized by the Board during Fall 2019**
- **Analysis of current and past licensing sales is begin conducted**
- **Grant funding, of approximately \$360,000, was procured through Petco, Best Friends, and private donors for pet retention services.**
- **Analysis of licensing incomplete. ETA October 2019.**
- **Geo-mapping results are being used to identify areas where spay/neuter and licensing services are needed**

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	<p>sterilization programs, especially for cats and large-breed dogs that represent a large proportion of animal intake at the shelter</p> <ul style="list-style-type: none">➤ Continue to advance the partnership with HSBC to provide low-cost sterilization programs and services, especially targeting locations producing a high number of stray dogs or community cats	
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GOAL 4-Engaging volunteers and donors to assist in our mission

Objective 4.1

Implement larger scale Foster Program

Strategy

- Increase the number of foster volunteers by conducting weekly recruitment events
- Expand current volunteer job descriptions to include all supportive positions to shelter staff and operations
- Engage the Florida Department of Corrections (FDC) to approve The Kitten 101 foster program with low classification, non-violent inmates
- Engage more local schools and universities to approve community hours through foster programs for students
- Participate in Best Friends Mentorship Program

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Schedule for Implementation

- **Recruitment efforts to engage new volunteers are underway and weekly on-boarding commenced April 2019.**
- **FDC has provided initial approval of the Kittens 101 program and location for program in discussion with FDC**
- **Currently, recruitment is taking place to hire a new Foster Coordinator. Foster Program goals and objectives will be reviewed once the position is filled**

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<p>Objective 4.2</p> <p>Volunteer participation in all areas of the shelter</p>	<p>Strategy</p> <ul style="list-style-type: none">➤ Increase the number of volunteers by conducting weekly on-boarding➤ Specific job descriptions have been expanded to include volunteer veterinary-related services that help ACAD staff with daily routine animal check-ups➤ Engage local schools and universities to approve volunteer programs for students➤ All job descriptions have been expanded to include all areas of the shelter to provide supportive positions to shelter staff and operations➤ Participate in Best Friends Mentorship Program to help advance the volunteer program to the highest level of best practices.	<p><u>Status: August 25, 2019</u></p> <p>Schedule for Implementation</p> <ul style="list-style-type: none">➤ Volunteers have increased from 35 active members in June 2018 to over 350 active volunteers➤ New volunteer handbook with Best Friends input is being edited ETA September 2019➤ Volunteers have been assigned to the Clinic to assist staff with cleaning, preparing surgical packs and syringes, and assisting with pets in recovery
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Goal 5-Increased community educational outreach and partnerships that promote pet retention and decrease shelter intake.

Objective 5.1

Enhance counseling and alternative resources during potential surrender situations

Strategy

- Staff and volunteers will collect and share information and options for pet retention alternatives
- Establish focus areas by identifying neighborhoods which result in a high concentration of intake and low return to owner
- The shelter website will be updated to provide a comprehensive list of resources
- Staff will engage in counseling in situations involving a potential pet surrender
- A list of available resources (medical, food, training behaviors, etc.), re-homing opportunities information, and links on our website will be offered to the pet owner
- If appropriate, a list of Rescues that specialize in specific breeds/pets will be provided
- Utilize the Help Line volunteers to collect and disseminate information
- Continue and improve utilization of mass communication techniques including television, radio, general advertising, social media and community outreach with emphasis given to focus areas, for educational outreach to support all aspects and measures of Division programs.
- Provide comprehensive information to residents/municipalities regarding surrender options—other than ACAD--for rehoming a lost pet

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Schedule for Implementation

- **Website is updated on a monthly basis with information on services, new breed specific rescues, and programs**
- **Due to budget restraints new educational brochures in both English and Spanish are now expected November 2019**
- **Help Line is to be volunteer driven. Scheduled ETA is November 2019**
- **Based on Geo-Mapping results, communication efforts will be focused on areas with the highest Intake numbers. Communication will include HOA meetings, schools, local events and municipal websites/newsletters**
- **A list of breed-specific rescues is available in the Admitting Lobby**

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<p>Objective 5.2</p> <p>Increase community engagement of Field Officers to encourage pet retention</p>	<p>Strategy</p> <ul style="list-style-type: none">➤ Field Supervisors will establish a rotating schedule for Animal Care Officers (ACOs) for each area/section➤ Field Supervisors will spend time on the road with ACOs to better build a relationship with officers and understand the needs of the community➤ ACAD will implement staffing modifications to improve response times and enforcement. This includes revising ACO schedules, with deliberate coverage in high call areas, allowing more ACOs in the field to coordinate faster responses➤ Supplies and resources will be provided to the Field Officers to directly assist pet owners in the field and in their assigned communities➤ Field Officers will be given the opportunity to attend community-based meetings in order to discuss neighborhood animal control issues and improve relations between officers and the community➤ The transport of pets to Pet Supermarket stores will be reduced and considered a lower priority call. A dedicated staff member and volunteers will assist with transport to Pet Supermarket, or similar locations	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none">➤ Field Officer community engagement programs have begun➤ Reduction in number of transports to stores is being practiced.➤ New policies and community outreach education programs in place as of March 2019➤ Field Officers attend educational events at schools and job fairs
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<p>Objective 5.3</p> <p>Transfers from Municipalities</p>	<p>Strategy:</p> <ul style="list-style-type: none"> ➤ Meet with municipal Animal Control management and Officials to discuss ways to mitigate animal intake within their community ➤ Discuss ways to minimize transfer to ACAD ➤ Where needed, establish a Memorandum of Understanding (MOU) which details the transfer of pets to ACAD 	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ Initial municipal animal control staff meetings behind schedule - ETA October 2019 ➤ MOU's on schedule - ETA Fall 2019
<p>Objective 5.4</p> <p>Increase Marketing efforts</p>	<p>Strategy:</p> <ul style="list-style-type: none"> ➤ Promote ACAD programs and policies through social media. Staff will contribute videos, stories, and happy endings currently not known by members of the public ➤ Incorporate recommendations from Best Friends and local marketing experts and resources ➤ Prepare specific “calls to actions” to give citizens tangible ways to get involved in the shelters’ efforts in achieving and sustaining No-Kill status 	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ Marketing campaign for Kitten season has commenced and on-going through Sept. 2019 ➤ Strategic and focused marketing efforts will continue through 2019 ➤ Field Officers currently placing ACAD information door hangers ➤ Staff have participated in Community Events, School and HOA meetings. Social media will be a main source of information and education

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Goal 6-Create and maintain a supportive workplace culture to enhance training and professional development among staff

Objective 6.1

Clear expectations for all ACAD positions/Improved Communications

Strategy

- Support continuing education and training for all staff by seeking partnerships with National Animal Welfare organizations for training opportunities and conferences
- Encourage staff to pursue grants and scholarships that will enhance and grow best practices and skill sets
- Develop and implement employee award and recognition programs
- Solidify the chain of command to ensure decisions are clearly conveyed and understood by staff, and feedback from staff is properly addressed through the correct path
- Host quarterly meetings for all staff
- Share monthly reports outlining important stats and stories and distribute them to the entire staff via email and posts on bulletin boards

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Schedule for Implementation

- **Completed review and revision of job descriptions to better match shelter needs and staff in February 2019**
- **Employee award and recognition program developed in April 2019**
- **"All-staff" quarterly meetings established in April 2019.**
- **Staff "bulletin board" project commenced, where staff shares stories, thank you notes, and stats with colleagues.**

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	<p>Strategy:</p> <ul style="list-style-type: none"> ➤ Meet with Supervisors to plan training schedule for County Call Center staff ➤ Development of a standardized list of questions for each call type to ask callers ➤ Training sessions will be conducted in small groups so as not to disrupt Call Center operations ➤ Review option of establishment of ACAD in-house dispatch position to work in conjunction with Call Center staff 	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ Meeting with Supervisors was held in June 2019 ➤ FAQ script is scheduled to commence September 2019 ➤ Call Center training occurred June 2019 ➤ In-house dispatch option is still under review
<p>Objective 6.3</p> <p>Mandated training for Officers</p>	<p>Strategy:</p> <ul style="list-style-type: none"> ➤ Review the dates of initial certification for all ACAD ACOs ➤ Determine which ACOs have received CE training credits within the last two years ➤ Based on certification/CE information, determine which staff has to renew the Florida Animal Control Association (FACA) certification program, or acquire CE training ➤ Establish an SOP to ensure proper CE training is provided annually 	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none"> ➤ Status of ACO training completed. Training ETA May 2020 ➤ CE Training SOP incomplete and under development.

Goal 7-Develop collective partnerships that support our 501(3)c Rescue Partners

Objective 7.1

Formalize an agreement with strategic partners, non-profit organizations, and national partners to be part of a “Coalition” or “Alliance”

Strategy:

- Identify community leaders to participate in the Alliance and integrate with national, state and regional networks
- Prepare a draft document stating the guiding principles and commitments of the BCACA
- Obtain a commitment from partner agencies and organizations to build regional and community partnerships and publicize the Alliance
- Promote collaboration among all animal care and rescue organizations
- Identify and establish relationships with out-of-County rescue transport partners to organize and transport pets to northern No-Kill shelters

Status: August 25, 2019

Schedule for Implementation

- **Transports to out-of-County and northern regions of the country utilized and partnerships established**
- **To date, there have been three transports this year.**
- **Principles and Commitment guide incomplete - ETA Fall 2019**

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<p>Objective 7.2</p> <p>Increase Community Support/Outreach</p>	<p>Strategy:</p> <ul style="list-style-type: none">➤ Based on Best Friend’s recommendations, develop a fundraising strategy that identifies ways to engage individuals and organizations➤ Increase number of events in the community to benefit ACAD and its pets➤ Explore Advantage Marketing opportunities that can help provide support for shelter needs and events➤ Continue “Town Hall” Meetings on a bi-annual basis or when feasible➤ Identify opportunities to attend Community functions➤ Establish bi-monthly meetings with Volunteers and Staff	<p>Status: August 25, 2019</p> <p>Schedule for Implementation</p> <ul style="list-style-type: none">➤ A fundraising strategy is currently being drafted based on Best Friend’s recommendations➤ Meetings with Volunteers and staff commenced in February 2019➤ Volunteer meetings established are twice a month➤ Rescue partner meetings are last Saturday of every month. Second 2019 Town Hall meeting date TBD
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Goal 8-Reduce animal abuse and cruelty

Objective 8.1

Identify improvements to Division animal abuse and cruelty procedures and enforcement options

Strategy:

- Conduct a complete review of current SOPs to prioritize investigations of animal abuse and cruelty
- Partner with Broward County Sheriff's Office (BSO) to implement Public Service Announcements (PSAs) and public relation campaigns against animal abuse and cruelty
- Work with the community and our Field Officers to prevent, identify, and report abuse and cruelty
- Update Animal Care Website to include a link to BSO anti-cruelty brochures and contacts
- Work with the Animal Care Advisory Committee and the community to revise Chapter 4 Code of Ordinances for implementation of effective animal care public policies

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Schedule for Implementation

- **A review of current SOPs has been conducted**
- **Update of Animal Care Website to occur by end of year**
- **Review of Chapter 4 will presently be conducted with the Animal Care Advisory Committee (ACAC) - projected to be implemented in 2020-2021 after recommendations from the ACAC**
- **BSO partnership TBD, including website**
- **Field staff now practicing Community engagement**