

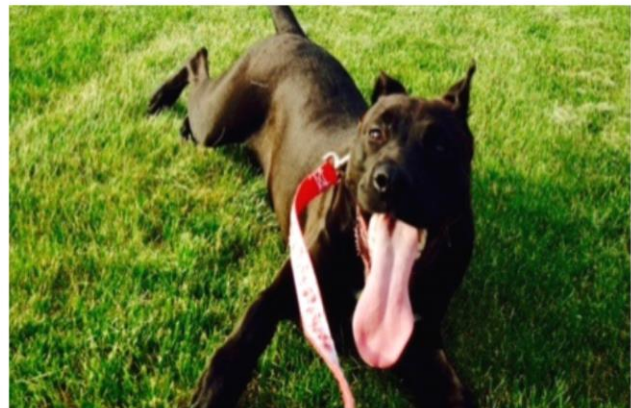


Animal SERVICES

ANIMAL WELFARE AND ADOPTION
OF WINNEBAGO COUNTY

STRATEGIC PLAN

2017 and Beyond



VISION

Winnebago County Animal Services is a respected community leader and credible resource for the care and protection of animals and people in Winnebago County.

MISSION

We will professionally and compassionately provide our community with humane shelter care, rabies control, enforcement of animal laws, adoption services and the promotion of responsible pet ownership.

GOALS

- Customer service excellence
- Motivated, knowledgeable workforce
- Effective organizational practices
- Community Collaboration
- Fiscal responsibility



COMMITMENTS

We will provide protective enforcement services in compliance with state and local laws and municipal agreements.

We will provide humane sheltering and high quality medical care for stray, unwanted, abused and neglected pets.

We will work harmoniously with the local veterinary association, local veterinary clinics, animal welfare organizations and certified rescue groups.

We will use all available resources to find loving homes for adoptable pets and advance community education for responsible pet ownership.

We will demonstrate respect, sensitivity and understanding toward all people and animals.



VALUES

Customer Service

- Consistently delivering services in a courteous, fair, efficient, and knowledgeable manner

Public Safety

- Proactive enforcement of animal control to prevent the spread of rabies and animal related injuries

Compassion

- Recognizing, sympathizing with and acting on behalf of the needs of animals and people

Collaboration

- Cooperatively joining forces to carry out the mission of Animal Services

Education

- Promoting a fundamental knowledge of animal care, behavior, health, advocacy, and legislation

Community Involvement

- Engaging with the community to achieve excellence in pet ownership, animal welfare, and adoption



Programs and Services

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- Enforcement of state statutes and local ordinances
 - Rabies control
 - Adoption services
 - Low income spay/neuter assistance
 - Spay/neuter to support the local humane society
 - Community education
 - Pet licensing
 - Lost pet services
 - Kibble Korner liaison
 - Stray animal pick up
 - Microchip clinic
 - Limited wildlife removal
 - Animal redemption
 - Owner relinquishment
 - Facilitation of the transfer of animals to rescue groups
 - Low income requested euthanasia
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GOAL 1:



Customer service excellence

Strategy A: Administrative Services

Dave Kaske, Deputy Director

1. Offer online general adoption application approval valid for 30 days
2. Offer online lost animal identification
3. Offer 24 hour hold for adoptions
4. Standardize response protocols for call takers
5. Provide computer access in the lobby for lost and adoptable animal review
6. Adjust fee collection hours of operation to better serve the public
 - a. Open early for tag purchase, submission of adoption application, scheduled counselling, stray intake
 - b. Purchase new sign
 - c. Train staff
7. Follow the county process to adjust fees for reclaims
8. Analyze the cost/benefit of online registration
9. Capital project: Create a separate entrance for fee collection services

Strategic Measures:

- Utilization of online adoption approval
- Validated customer complaints received via e-mail, phone, in person, website and Social Media
- Reclaim fee collection
- Public transaction traffic rates



Strategy B: Adoption, Foster, Transfer Services

Donna Apgar, Adoption Services Coordinator

1. Hire 2 part time adoption specialists
2. Implement owner release counseling services
3. Improve the acquisition and posting process for quality photos for adoptable cats/ dogs
4. Automate post adoption thank you
5. Revise post adoption feedback survey
6. Identify trends in peak adoption service times
7. Capital project: Create a separate entrance for adoption customers
8. Capital project: Space for an adoption/Foster/ Transfer services

Strategic Measures:

- Adoption rates
- Owner release rates
- Adoption traffic rates
- Post adoption survey (telephone follow up)

Strategy C: Protective Enforcement Services

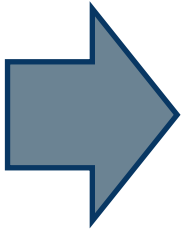
Jennifer Stacy, Director

1. Create a process for officers and call takers to better inform public on prioritization of calls
2. Create a process for alerting patrons to the possibility of being summoned for a dangerous dog hearing
3. Create a process for routine after-hour update to patrons awaiting response
4. Improve communication throughout the investigation process

Strategic Measures:

- Validated customer complaints
- Call response times

GOAL 2:

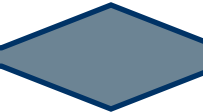


**Motivated, knowledgeable
workforce**

Strategy A: Professional Development

Jill Sullivan, Veterinarian Administrator

- 1. Kennel techs**
 - Completion of animal handling class 2x per year
 - Cross train in each area within 1 year of hire
 - PPE training 1 x per year
 - Safety training as needed
 - Chameleon training
 - Vet tech and vet assistant program assistance (tuition reimbursement)
- 2. Patrol Officers**
 - Area map training
 - Ongoing report writing
 - Completion of animal handling class 2x per year
 - 5 officers per year to complete local certifications (ACTS, CACI)
 - Sheriff's personal protection class every 3 years
 - PPE training 1x per year
 - Post-accident driver safety course
- 3. Admin Clerks**
 - Yearly customer service training
 - Yearly de-escalation training
 - Yearly phone etiquette training
 - Ongoing script training
- 4. Vet tech, Veterinarians**
 - Maintain yearly continuing education points

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5. Leadership team
 - SAWA CAWA Certification within 3 years
 - Yearly seminar
 6. Adoption specialists
 - Completion of Animal Handling class
 - Ongoing Animal training education
 - Chameleon training

Strategic Measures:

- Completion of target development goals
- Chameleon error rates via Postmaster
- Safety compliance ranking
- Employee injury rates
- Patrol report improvement (not sure how to track)

Strategy B: Positive employee relations

Jill Sullivan, Veterinarian Administrator

1. Recognition and certifications
 - Birthday and holiday recognition
 - Incentives during staff shortages
 - Acknowledgement rewards
 - Quarterly stress relief days
2. Healthy organizational communication
 - Hold all staff enrichment meetings 4 x per year
 - Establish healthy cross department communication channels
 - Maintain daily huddles, weekly check in meetings for front line staff
 - Hold agenda driven monthly department meetings
 - Hold agenda driven monthly leadership team meetings
 - Hold post incident problem solving meetings



3. Positive supports

- Implement monthly compassion fatigue support group
- Initiate Wellness programs for North campus
- Capital need: Adequate break room
- Capital need: Men's and Women's employee restrooms/locker rooms
- Capital need: Men's and women's public restrooms with multiple stalls

Strategic Measures

- Turnover
- Sick
- Absence
- Contractually confirmed grievances

Strategy C: Accountability / transparency

Jill Sullivan, Veterinarian Administrator

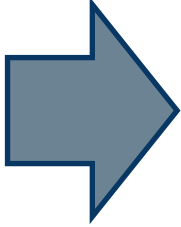
1. Implement a comprehensive best practice performance management system with goal alignment
2. Publish quarterly service reports on website
3. Report out on strategic plan progress quarterly

Strategic Measures:

- Performance management goal completion rate
- Public FOIA requests
- Quarterly strategic plan progress report



GOAL 3:



Effective organizational practices

Strategy A: Administrative Services

Dave Kaske, Deputy Director

1. Update SOP's with Union approval
2. Retrain information retrieval and input to eliminate redundant information input
3. Add 1 FOIA officer
4. Provide email for all staff members
5. Capital need: Climate controlled document storage area
6. Capital need: Wireless capability throughout the building
7. Capital need: Automated tag engraving
8. Capital need: 2 additional credit card readers

Strategic Measures:

- SOP progress %
- Call volume
- Missed calls
- Registration entry error reports

Strategy B: Protective Enforcement Services

Jennifer Stacy, Director

1. Implement after hours call activity number generation
2. Revamp Chameleon reporting and auditing processes
3. Implement scheduled equipment checks for repair and replacement
4. Provide email for all staff members
5. Capital need: 3 separate garage bays equipped with washers
6. Capital need: 3-5 vehicles
7. Capital need: GPS in vehicles

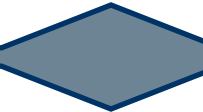
Strategic Measures:

- Procedural error report
- Equipment report

Strategy C: Kennel and Medical Services

Eddie Jackson, Kennel Operations Manager
Jill Sullivan, Veterinarian Administrator

1. Update SOP's with Union approval
2. Improve the acquisition and posting process for quality photos for stray cats/ dogs
3. Provide email for all staff members
4. Fully implement safety program within 1 year
5. Sanitation upgrades:
 - Capital Need: Laundry facility: new machines and a space
 - Capital Need: Physical separation in dog areas
 - Capital need: Overhead hose reel system
 - Capital need: Disinfectant application system
6. Technology upgrades
 - Tablets
 - Computer in Euthanasia room
 - Webcam for quality animal photos

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7. Safety upgrades:
 - Capital Need: Lift table in exam room
 - Bite handling gloves, muzzles
 - Additional cat bags
 - Tyvek suits
 - Floor safety in freezer area
 - Capital Need: Portable animal hoist
 - Capital Need: Floor coating
 - Capital Need: Divide dog kennels to reduce noise
 8. Medical Services
 - FIV/ FeLV testing for cats
 - Capital Need: Add 2nd table to surgical area
 - Capital need: Medical equipment to support 2nd surgical table
 - Add a vet tech position to support 2nd surgical table
 - Capital Need: Post-surgical warming equipment
 - Capital need: Anesthetic monitoring equipment
 9. Capital Project: Disaster emergency holding facility
 10. Capital need: Exotics room
 11. Capital need: Indoor outdoor kennels for dogs
 12. Capital need: Community cat room
 13. Capital need: Ongoing supply of Kuranda beds for all dogs and cats
 14. Capital need: 2-sided dog runs

Strategic Measures:

- SOP progress %
- Employee injury rates
- Animal infection rates
- Cleaning times per area
- # of animals in house
- Kennel cough infection rates
- Sick owner returns of cats and dogs
- Spay Neuter surgery totals
- Surgical complications



Strategy D: Adoption, Foster, Transfer Services

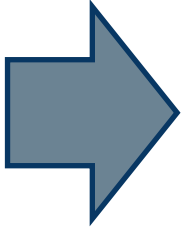
Donna Apgar, Adoption Services Coordinator

1. Develop standard operating procedures
2. Collaborate with volunteer auxiliary to enhance recruiting efforts
3. Further integrate volunteers into enrichment services
4. Expedite volunteer orientation and training process
5. Technology upgrade: Tablets
6. Capital need: Space for adoption services department
7. Add full time animal trainer/ behavioral specialist position
8. Capital need: Temp testing/ training area

Strategic Measures:

- SOP completion progress
- Length of stay
- Adoption rates
- # of volunteers
- # of volunteer hours

GOAL 4:



Community collaboration

Strategy A: Provide ongoing education and awareness activities

Donna Apgar, Adoption Coordinator

1. School programs
 - Wildlife interaction
 - Bite prevention
 - General information
 - Responsible pet ownership
2. Shelter tours and open houses
3. Social Media promotional calendar

Strategic Measures

- Donations
- Open house attendance
- Social Media likes and shares on promotions

Strategy B: Conduct spay/neuter promotions in collaboration with GRVMA and legitimate animal groups

Jill Sullivan, Veterinarian Administrator

1. Pit bull promotion
2. Cat promotion

Strategic Measures

- Voucher Pitbull spay neuters
- Voucher Cat spay neuters
- Voucher sold vs. used



Strategy C: Cultivate collaboration with legitimate animal groups

Jill Sullivan, Veterinarian Administrator

1. Continually increase the number of rescue group partnerships
2. Collaborate with local TNR programs in compliance with state and local regulations

Strategic Measures

- Rescue group pull rates

Strategy D: Proactively promote WCAS to boost awareness of positives

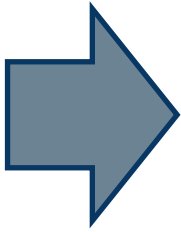
Donna Apgar, Adoption Coordinator

1. Social Media
2. Website
3. Newspaper
4. TV/Radio spots
5. Events
6. Shelter tours

Strategic Measures

- Activity reports
- Likes, shares on Social Media
- Website hits
- Media stories +/-
- Attendance at events and tours

GOAL 5:



Fiscal responsibility

Strategy A: Actively promote donation opportunities

Jill Sullivan, Veterinarian Administrator

1. Hire a fund development specialist
2. Promote fundraising project opportunities to local colleges
3. Establish a donation marketing plan
4. Actively promote donations on website and social media
5. Work collaboratively with the Care4Pets foundation

Strategic Measures

- Donations

Strategy B: Address negative benefit transactions

Jill Sullivan, Veterinarian Administrator

1. Discontinue or increase fees for dead animal pick up
2. Discontinue or increase fees for wild animal pick up

Strategic Measures

- Quarterly cost analysis of wild animal transactions
- Quarterly cost analysis dead animal transactions



Strategy C: Improve internal efficiencies

Jill Sullivan, Veterinarian Administrator

1. **Capital need: Immediate check approval system**
2. **Purchase an automated employee time tracking system**
3. **Reduce overtime to less than 10%**
4. **Implement inventory controls for medical and non-medical supplies in all departments**

Strategic Measures

- **Overtime**
- **Supply usage**
- **Supply cost**