

# **CITY COUNCIL WORK SESSION**

Tuesday, June 18, 2019




# Presentation

Proposed **implementation plan** to guide the San Marcos Regional Animal Shelter to **achieve & sustain a 90% live outcome rate**

***Mission Statement: To care for, protect & find quality homes for abandoned & neglected animals, aid in the reduction of pet overpopulation, & provide community education for the mutual benefit of animals & people.***

# Background

## San Marcos City Council Work Session - November 7, 2018

- ❖ Regional partnership overview
- ❖ Core service needs
- ❖ Options for moving forward
  1. Stay on current course
  -  2. Take a more focused approach – regional partnership
  3. Take a more focused approach – as a single entity

# Background, Continued

## Option 2: More Focused Approach; Continue Regional Partnership



Adopted on December 12, 2018

- ❖ Adopt Resolution to bring back, within 6 months, an implementation plan with timeline



Focus of this work session

- ❖ Work with community and regional partners to develop a comprehensive implementation plan to achieve 90% within the next 5 years

In Progress: Develop a focused approach with our community and regional partners to incrementally implement intervention programs in each community and start allocating additional funding each year for the live outcome implementation plan

# Next Steps

- ❖ Council to review and consider plan
- ❖ Elected officials to discuss budget and policy
- ❖ Staff to plan out implementation steps
- ❖ Begin to fund core services October 2019
- ❖ Continue to work with government partners

New  
facility,  
staffing levels,  
animal training,  
outreach & events

Ambitious rescue, adoptions,  
fosters, high-volume spay/neuter,  
intake reduction, cat solutions, chip  
updating, volunteer task forces, donations,  
grants, collaborative partners, engagement

Animal control, safety, clean/sterilize, microchipping,  
adoptions, pet licensing, stray intake, rabies control,  
owner surrender, owner reclaim, ill/injured animals, spay/  
neuter, rescues/transfers, community education

Ideal

Expanded

Core Services

## Core Services

- ❖ Animal control
- ❖ Safety
- ❖ Clean/sterilize
- ❖ Microchip
- ❖ Pet licensing
- ❖ Stray intake
- ❖ Owner surrender
- ❖ Rabies control

- ❖ Adoptions
- ❖ Technology/photos
- ❖ Rescues/transfers
- ❖ Spay/neuter
- ❖ Ill & injured animals
- ❖ Owner reunions
- ❖ Fosters

- ❖ Shelter facility
- ❖ Staffing
- ❖ Customer experience
- ❖ Animal training
- ❖ Outreach & events

**These core services represent the “Yr 0” focus areas before the implementation plan starts**

# Implementation Plan Process

## **January 2019, Committee formed with 2 members from each:**

- ❖ Government partners (Hays County, Kyle, Buda)
- ❖ Animal shelter staff
- ❖ Volunteers
- ❖ Animal welfare organizations (PALS, PAWS, Hays County Animal Advocates, and Mutt Strutt)

## **February to May 2019, Committee work:**

- ❖ Research, assignments, public input, and professional input

**During this time, meetings were also held with the government partner leaders to discuss operations, contracts, funding, facilities, and the progress of the implementation plan development.**



# Implementation Plan Process

The Pawsitive Outcomes Implementation Plan Committee:

- ❖ Established a process plan and timeline
- ❖ Assessed the pros and cons of potential components
- ❖ Incorporated feedback from 3 public input meetings
- ❖ Viewed a presentation & data from Target Zero/Maddie's Fund industry expert
- ❖ Identified priorities, action items, and timelines
- ❖ Assisted with identifying costs and benchmarks of success
- ❖ Over the course of 3 months: 6 meetings, 5 assignments, and 5 plan drafts

***Documentation of the implementation plan work can be found online at [www.sanmarcostx.gov/implementationplan](http://www.sanmarcostx.gov/implementationplan)***

# The Result!

- ❖ 12 objectives to support our goal of achieving and sustaining a 90% or higher live outcome rate at the San Marcos Regional Animal Shelter
- ❖ The Implementation Plan Committee is to be commended for their hard work and dedication to the task at hand!
- ❖ Objective 5 (cat solutions) is currently not supported regionally; staff recommendation is to initiate TNR/SNR/RTF if/when it can be implemented county-wide.

# 12 Objectives

1. Ambitious spay/neuter efforts
2. Progressive adoption initiatives
3. Reduce animal intake / shelter diversion strategies
4. Transparency
5. Un-socialized cat solutions, including TNR and SNR (Trap/Neuter/Return and Spay/Neuter/Return programs)
6. Increase rescue/transfer outcomes
7. Control/prevent illness and disease at the shelter
8. Robust volunteer program
9. Unified/countywide vision and strategic partnerships
10. Robust foster program
11. Community involvement and empowerment
12. Target safety net programs

## Objective 1

### Ambitious Spay/Neuter Efforts

a.	Provide responsible owner assistance (for spay/neuter, training, fencing, food, vet care, etc.)
b.	Keep free-roaming cats out of the shelter ** (pending participation from other government partners)
c.	Develop a consortium of partners (for education/awareness, spay/neuter voucher distribution and acceptance)
d.	Increase public awareness
e.	Analyze data to target strategies (target areas where the most strays/litters are found)
** = controversial issue	

## Objective 2

### Progressive Adoption Initiatives

a.	Create/hire 3 new positions (Adoption Initiatives Coordinator and two Adoption Techs)
b.	Streamline the adoption process* (policy/procedure revisions)
c.	Foster program, including finder to foster (asking community members to take in lost/found pets while we attempt to find permanent homes)
d.	Create a large dog program
e.	Animals to be showcased even while on stray hold or awaiting medical, with an adopter waitlist *
f.	Animal behavior/training program (better prepare animals to be adoptable; train the trainer, use volunteers)
g.	Increase public awareness
h.	Analyze data to target strategies
* = low-cost/high-impact	

## Objective 3

# Reduce Animal Intake / Shelter Diversion Strategies

a.	Provide responsible owner assistance for pet retention (referrals/resources for spay/neuter, training, fencing, food, vet care)
b.	Encourage microchipping, data updates, and use of scanners throughout the county *
c.	Keep free-roaming cats out of the shelter ** (pending participation from other government partners)
d.	Create a large dog program
e.	Update “Animal Control” to “Animal Protection”
f.	Increase awareness/use technology to provide owner tips, online tutorials, online posting/network of lost/found
g.	Finder to foster program (asking community members to take in lost/found pets while we attempt to find permanent homes)
h.	Analyze data to focus efforts
* = low-cost/high-impact	
** = controversial issue	

## Objective 4

### Transparency

a.	Post photos upon intake
b.	Keep intake open for owner surrenders and strays / expand capacity (improvement/expansion at current facility and possible satellite centers)
c.	Use technology to make intake and details accessible online
d.	Moratorium on euthanasia for certain reasons
e.	Open selection adoptions/waitlist
f.	Ensure accurate record-keeping
g.	Count every cat and dog euthanized

## Objective 5

### Un-Socialized Cat Solutions, Including TNR/SNR (Trap/Neuter/Return, Spay/Neuter/Return Programs)

a.	Keep free-roaming cats out of the shelter TNR/SNR/RTF** (pending participation from other government partners)
b.	Barn cat program
c.	Analyze data to target strategies
d.	Increase public awareness on the benefits of barn cats, SNR/TNR/RTF *
e.	Increase Vet Tech staffing
* = low-cost/high-impact	
** = controversial	

*Staff recommends waiting to implement objective 5 until it is supported county-wide and can be implemented successfully.*



## Objective 6

### Increase Rescue / Transfer Outcomes

a.	Use technology to coordinate efforts (online forums, email, networked system)
b.	Develop a consortium of rescue/transfer partners
c.	Implement an animal behavior/training program
d.	Increase Vet Tech staffing
e.	Ensure disease control and vaccinations

## Objective 7

### Control / Prevent Illness and Disease at the Shelter

<b>a.</b>	Make building/environment improvements and expand capacity
<b>b.</b>	Increase Vet Tech staffing
<b>c.</b>	Expand/involve Veterinary partners
<b>d.</b>	Incorporate Veterinary interns
<b>e.</b>	Partner with drug companies
<b>f.</b>	Refine protocols and procedures
<b>g.</b>	Expand foster program (foster, train fosters to take medical cases, and finder to foster – community members take in lost/found animals while we find permanent homes) *
* = low-cost/high-impact	

## Objective 8 Robust Volunteer Program

<b>a.</b>	Tiered volunteer program *
<b>b.</b>	Create job descriptions (ex: volunteer photographers) *
<b>c.</b>	Volunteers post pictures (if allowed) *
* = low-cost/high-impact	

## Objective 9 Unified / Countywide Vision and Strategic Partnerships

a.	Keep intake open for owner surrenders and strays / expand capacity (improvement/expansion at current facility and possible satellite centers)
b.	Develop a consortium of partners to involve and empower the community
c.	Network with surrounding shelters for available space
d.	Analyze data countywide to target strategies

## Objective 10

### Robust Foster Program

a.	Use technology/social media to recruit and train fosters
b.	Add a dedicated position (Foster Coordinator)
c.	Foster to adoption program *
d.	Focus on at-risk/special needs populations (large dogs, neonatal kittens, medical cases, seniors)
e.	Add dedicated position to develop foster program
f.	Finder to foster program (community members take in lost/found animals while we find permanent homes) *
g.	Animal behavior/training program specific for fosters
h.	Analyze data to target strategies
i.	Develop a foster medical fund (including donations specific to this cause)
* = low-cost/high-impact	

## Objective 11

### Community Involvement and Empowerment

a.	Use technology for community involvement
b.	Provide responsible owner assistance for pet retention (referrals/resources for spay/neuter, training, fencing, food, vet care to help owners keep their pets instead of surrendering them to the shelter)
c.	Update “Animal Control” to “Animal Protection”
d.	Develop a consortium of partners
e.	Increase public awareness
f.	Encourage microchipping, data updates, and use of scanners throughout the county *
g.	Analyze data to target strategies
h.	Tiered volunteer program
* = low-cost/high-impact	

## Objective 12

### Target “Safety Net” Programs

a.	Bottle feeding volunteers and fosters
b.	Create a large dog program
c.	Promotions of the long-stay animals *
d.	Fundraising for medical cases
e.	Partner with rescues and vets
f.	Train volunteers to work with unsocial and fear-based animals ** (pending liability/risk assessment by all partners)
g.	Add dedicated positions (Foster Coordinator and Rescue Coordinator)
* = low-cost/high-impact	
** = controversial	

# **City Council Considerations:**

- ❖ **Implementation Plan Committee Work**
- ❖ **Public Input (3 public input meetings, 417 surveys, emails)**
- ❖ **Discussions with Government Partners / Elected Officials**
- ❖ **Resource Allocation for Yr 0 / Core Services and Each Implementation Year Thereafter**



## Next Steps

1. If council is agreeable to this plan, meetings will be scheduled with our government partners / elected officials
2. Further assess components with inherent risk or liability, and/or those that require regional cohesion (Trap/Neuter/Return, Spay/Neuter/Return, dangerous/aggressive dog rehabilitation).
3. Fund “Yr 0” / core services for FY20
4. Incremental implementation of the objectives based on annual funding allocations.



***QUESTIONS?***