



ANIMAL CARE AND CONTROL

AGRICULTURAL COMMISSIONER'S OFFICE

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Sonoma County Animal Care & Control - Strategic Planning Overview August 4, 2009

The Strategic Planning Process was developed with Animal Care and Control staff to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats present in the Animal Care and Control Division (ACC). It is designed to establish realistic goals, clearly define the purpose of the organization, and support its future development. The Management Audit was a helpful guide during the preparation and building of this Strategic Plan, intended to transition the ACC to a new culture. Many of the audit recommendations have been implemented; however, they are not static objectives. By incorporating these recommendations into the Strategic Plan, it ensures that the determinations of the audit are incorporated into the continuous improvement and culture of the organization. Many of the short-term and long-range goals are built on this Plan. The first steps have been to establish a new vision and mission statement and assess the following eight critical areas. Strategic Planning will be ongoing.

I. Vision:

"Create a balance between the population of domestic animals and responsible homes to care for them within the County of Sonoma."

II. Mission Statement:

Our mission is to:

- Protect the health and safety of people and animals.
- Investigate and prosecute animal cruelty, abuse and neglect.
- Educate the public about responsible domestic animal ownership.
- Reduce pet overpopulation through spay/neuter programs.
- Provide a safe environment for animals in need.
- Place adoptable animals into caring homes.

III. Critical Areas Covered: Each area was reviewed. Following are accomplishments for FY 08/09, and goals for both FY 09/10 and FY 10/11.

1. Fiscal Stability (funding sources were reviewed)

- Review funding sources annually; create budget plan for FY 09/10 and 10/11
- Donation agenda item resolution passed to allow acceptance of donations for specific spay/neuter and animal welfare programs. Administration procedures and protocols implemented; donation pamphlet created for ACC mailings, distribution at meetings, and in donation centers - implemented June 2009

- Outreach and fundraising events – to be planned for FY 09/10 and FY 10/11
 - Dog licensing process – to be evaluated and streamlined in FY 09/10
 - Implemented by FY 10/11
 - New Dog License issuance evaluated and streamlined to be more customer service oriented - completed June 2009
 - Evaluate new Dog License process FY 09/10
2. Customer Satisfaction (review of internal and external customers)
- New dog licensing procedures updated - Courtesy Notice mailed out allowing 30-day grace period post due date; includes letter explaining licensing process, provides information about the importance of keeping rabies shots and licensing current – implemented June 2009
 - Phone Tree - Script streamlined; Spanish translation - implemented June 2009
 - Review, update and track quarterly - FY 09/10 and FY 10/11
 - Spay/Neuter Hotline - Implement Spanish translation script FY 09/10
 - Update and review quarterly FY 10/11
 - Customer Service Training - on an annual basis, and discussed at monthly meetings FY 09/10 and FY 10/11
 - Evaluate and implement team building within the organization FY 09/10 and FY 10/11
 - Implement a Customer Service Complaint Survey at the counter FY 09/10 and FY 10/11
 - Complaints – Establish a baseline; reduce number of citizen complaints FY 09/10
 - Evaluate and develop an outline for the public education program on animal welfare and spay/neuter programs; outreaching to the unincorporated, underrepresented, and Spanish speaking communities FY 09/10
3. Regional Leadership:
- Recruit and hire new ACC Director FY 09/10 - completed June 2009
 - Re-establish Animal Welfare Committee FY 09/10
 - Incorporate the Animal Welfare Committee in the Animal Welfare topics ongoing FY 09/10 and FY 10/11
 - Organize and schedule outreach, education, fundraising events (for donation programs) to community regarding ACC activities - assigned to Volunteer Coordinator FY 09/10 and FY 10/11
 - Expand the existing Countywide spay/neuter programs FY 09/10 and FY 10/11
 - Create and implement plan: county-wide outreach and advertising program to inform citizens of available spay/neuter programs and services, including voucher services subsidies FY 09/10 and FY 10/11
 - Invite input from interested constituents on future spay/neuter program planning FY 09/10 and FY 10/11
 - Increase the number of veterinary hospitals participating in the low-cost spay/neuter program FY 09/10 and FY 10/11

- Annual report to Board of Supervisors regarding spay/neuter program FY09/10 and FY10/11
 - Increase the release of hard to place animals (older and larger) dogs FY 09/10 and FY 10/11
 - Improve current public education program to include attainable goals FY 09/10
 - Further explore, improve, and increase public sector partnerships - Partnerships have been established with the Sonoma County Humane Society, Coins to Help Abandoned and Neglected Equines (CHANGE), Pets Lifeline in Sonoma, Forgotten Felines, and other rescue groups and shelters FY 09/10
 - Work with Office of Emergency Services to update and improve response to emergency situations FY 09/10 and FY 10/11
4. Skilled, Competent, & Diverse Workforce:
- Open and Professional Workplace - implement annual training FY 09/10 and FY 10/11
 - Complete 100% of Employee Performance Evaluations in timely manner - FY 09/10 and FY 10/11
 - Identify training needs for staff and prepare annual plan FY 09/10 and FY 10/11
5. Essential Infrastructure:
- Currently under “Facilities Needs Assessment Review” - final report expected FY 09/10
 - Identify a plan for when and how the needed improvements will be implemented (ongoing) FY 09/10 FY 10/11
 - Designed, fabricated, received, and installed 42 custom stainless steel, two-sided “cat condo” feline habitats. These habitats are state-of-the-art, meet current industry standards for humane cat sheltering, are aesthetically pleasing, and greatly reduce infectious disease problems in the cat population – June 2009 evaluate this need FY 09/10
 - Prepare annual operations plan for FY 09/10 and FY 10/11
6. Accountability/Transparency:
- Complete accurate reports – ISD in the process of completing comprehensive assessment of Chameleon software program (implemented two years ago), to improve efficiencies, identify and classify data issues, identify reporting problems, and implement staff training FY 09/10
 - Publish statistics and other related information on ACC website FY 09/10
 - Review, track and update Transfer Agreement between agencies annually FY 09/10 and FY 10/11
7. Continuous Improvement:
- Review and revise all procedures on an ongoing or as-needed basis for improved efficiency, cost-effectiveness and customer service FY 09/10

8. Information Technology:

- Complete all mandated reports and other related information through Chameleon. (This program went live in July 2007, before proper reports were created. Due to lack of a functioning program, ACC has been unable to produce state mandated reports for two years. Reliable information is not available for management purposes. ACC has requested a comprehensive assessment of Chameleon software program by ISD to improve efficiencies, identify and classify data issues, identify reporting problems, and implement staff training. The assessment is currently underway and due for completion by end of August 2009.) FY 09/10
- Research the implementation of web-based licensing and renewals FY 09/10
 - Implementation of web-based licensing and renewals FY 10/11