



# OC Animal Care Strategic Plan - 2018

**Vision:** A safe, compassionate community for all.

**Mission:** To provide refuge and care for animals, foster the human-animal bond and promote safety in our community.

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## Strategic Priority 1: Animal Care, Enrichment, and Placement

Goals:	Success Measures:
<b>1. Every animal in the shelter receives daily, varied enrichment.</b>	a) One hundred percent of all dogs qualified (retention met, healthy, friendly) are in daily playgroups. (Small dogs by Summer 2018; large dogs by Fall 2018 with occasional playgroups before then, as staffing permits). b) 100% of dogs are provided in-kennel enrichment tailored for their needs daily by June 2018. c) Every adoptable cat is taken out of his or her housing unit for enrichment at least three times per week by Summer 2018. d) 100% of cats receive appropriate enrichment tailored for their needs daily and are housed in portalized or large cages by Fall 2018.
<b>2. Every animal's care and status is tracked in order to demonstrate ongoing, daily care and comfort during their stay.</b>	a) Every "must" outlined in ASV Guidelines for Standards of Care in Animal Shelters is implemented and occurring at OCAC by Spring 2019. b) 100% of "should and ideally" ASV Guidelines for Standards of Care in Animal Shelters practices are implemented by Summer 2021. c) 100% of animal enrichment activities are tracked by Fall 2018.
<b>3. Options for moving animals quickly through the system to live outcomes are maximized.</b>	a) Average length of stay (LOS) of 8 days for most "Fast Track" animals and 15 days for most "Slow Track" animals by January 2019. Animals may stay beyond this LOS but all efforts are made to decrease roadblocks to movement of animals to live release. b) 75% of medical animals (any animal under veterinary care at OCAC) placed for public adoption while undergoing treatment. c) Increase number of fosters able to house animals with medical conditions by 50% by Summer 2018. d) Length of stay for cats with upper respiratory infections is reduced by 20%, as cats recover quicker through targeted medical fosters.
<b>4. More animals that enter OCAC are saved annually.</b>	a) Live release rate for dogs will remain over 90%. b) Underage kitten transfers will increase by 10% by December 2018. c) Live release for cats will increase by at least 5% each year with a target of 85% or higher by December 2020.

Goals:	Success Measures:
	<p>d) Live release rates for kittens will increase to at least 70% by the beginning of 2019. Staff will evaluate annually and adjust up as needed.</p> <p>e) Owner requested euthanasia for dogs and cats decreases to 2% of intake by 2019 (and is monitored).</p> <p>f) Owner surrenders for dogs and cats are increasingly referred to our diversion program instead of shelter intake. A baseline for this metric will be recorded at the end of 2018 and shall increase by 10%. This metric will be evaluated annually to determine next target.</p>
<b>5. Reunite more lost pets with their owners.</b>	<p>a) Increase RTO (Return to Owner) rate for dogs to 45% and RTO for cats to 5% by December 2019.</p> <p>b) Licensing compliance of 60% or greater by 2019.</p> <p>c) Increase TNR (Trap-Neuter-Return) rate for cats to 20% by 2019. (Numbers will be evaluated at the end of 2018; if we have significantly increased our TNR cats by that time, this metric may be increased.)</p>

### Overview of Department Roles in Reaching These Goals:

Executive	Customer Service
<ul style="list-style-type: none"> <li>Identify and assign leads to accomplish new rounds and pathway planning procedures.</li> <li>Support training in ASV Guidelines for Standards of Care in Animal Shelters at all-hands meetings.</li> <li>Track live release and LOS data to ensure that goals are being met.</li> <li>Ensure ASV Guidelines for Standards of Care in Animal Shelters and ASV Guidelines for Spay-Neuter Programs are implemented and track data components.</li> </ul>	<ul style="list-style-type: none"> <li>Establish messaging with COT and Shelter teams so that the public receives a consistent answer on OC Animal Care procedures for Adoption, Redemption, etc from all staff and volunteers.</li> <li>Implement methods to increase RTO rate for all animals.</li> </ul>
Shelter Services	Field Services

<ul style="list-style-type: none"> <li>● Establish team on setting procedures in place to meet animal care components of ASV Guidelines.</li> <li>● Oversee enrichment, animal care, and placement protocols.</li> <li>● Evaluate the Owner Surrender process and monitor the types of animals accepted for standard Owner Surrender and euthanasia.</li> </ul>	<ul style="list-style-type: none"> <li>● Increase RTO efforts in the field and work with COT to participate in enrichment programs, including playgroups and fostering of kittens.</li> <li>● Evaluate procedures to try and reduce length of stay on animals with special holds.</li> </ul>
<b>Community Outreach (COT)</b>	<b>Veterinary Services</b>
<ul style="list-style-type: none"> <li>● Engage the community and elected officials to increase the public's participation in foster, rescue and volunteer programs as well as increase funding to support additional enrichment and staffing.</li> <li>● Work with Shelter Services to provide enrichment to animals through the engagement of volunteers.</li> <li>● Proactively engage with rescue organizations to increase live release opportunities.</li> <li>● Work with Shelter Services and Veterinary Services on moving animals to live release expeditiously.</li> </ul>	<ul style="list-style-type: none"> <li>● Proactive treatment and identification of illnesses, working on recognizing and moving special needs medical animals into foster with the COT program.</li> <li>● Work with the other groups to move underage kittens through the shelter faster to live release.</li> </ul>
<b>Rabies &amp; Business Licensing</b>	
<ul style="list-style-type: none"> <li>● Work with the other teams to give more detailed information about impound of animals under quarantine.</li> <li>● Work with owners to ensure their animals receive enrichment items while under quarantine at OC Animal Care.</li> </ul>	

## Department Detailed Actions

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Institute daily Pathway Planning rounds to be conducted by the COT, Vet and Shelter team in order to determine the best options for each animal	Create Protocol and deliver to staff.	Lead: Executive  Team: Shelter Services, Community Outreach and Veterinary Services	Animal Behaviorist	<ul style="list-style-type: none"> <li>Consistent Pathway Planning rounds by November 2017 for dogs</li> <li>Consistent rounds by November 2018 for cats</li> </ul>
Send key staff members to train on canine behavioral evaluation and modification/training for dogs.	<ol style="list-style-type: none"> <li>Search for training programs which would augment/increase staff skills in this area</li> <li>Secure training and send staff to at least 2 trainings annually</li> </ol>	Lead: Executive  Team: Shelter Services and Community Outreach		Initial training scheduled and completed by December 2017. Target completion date for all staff is January 2019
Lead team to create “fast track”/“slow track” systems to prioritize animals	<ol style="list-style-type: none"> <li>Create Protocol</li> <li>Establish regular management team meetings to check on progress</li> </ol>	Lead: Executive  Team: Shelter Services, Community Outreach and Veterinary Services	Rescue Community	<ol style="list-style-type: none"> <li>Protocol for dogs completed and approved by Upper Management by November 2017.</li> <li>Regular management team meetings to review and discuss progress by October 2018</li> </ol>
Improve managed intake process.	<ol style="list-style-type: none"> <li>Create protocol and schedule for surrenders.</li> <li>Utilize report to track reasons for surrender to target specific community needs.</li> <li>Work with community partners to increase</li> </ol>	Lead: Executive  Team: Shelter Services, Community Outreach and Veterinary Services	OC Shelter Partners	<ol style="list-style-type: none"> <li>July 2018</li> <li>September 2018</li> <li>January 2019</li> </ol>

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	programs which will keep pets in their home.			
Develop criteria for Owner Requested Euthanasia (ORE)	<ol style="list-style-type: none"> <li>1. Post information to the website to make sure information is clear to the public</li> <li>2. Increase fee for ORE</li> </ol>	Lead: Executive  Team: All Departments	Board of Supervisors/City Partners	<ol style="list-style-type: none"> <li>1. Website information reviewed and updated by July 2018</li> <li>2. Fee change dependent upon Fee Study completion – Target August 2018</li> </ol>
Work with the team to create additional diversion programs for cats and underage kittens to reduce and manage intake.	<ol style="list-style-type: none"> <li>1. Research effective programs</li> <li>2. Meet with the team to determine feasibility and needs for the different programs</li> <li>3. Implement programs with new P&amp;P's</li> </ol>	Lead: Executive  Team: All Departments		<ol style="list-style-type: none"> <li>1. 12/2017</li> <li>2. 03/2018</li> <li>3. 08/2018</li> </ol>
Ensure the ASV Guidelines for Standards of Care in Shelters and Spay/Neuter Guidelines are implemented across departments.	<ol style="list-style-type: none"> <li>1. Meet with the teams to outline their role in executing the guidelines</li> <li>2. Check on progress/compliance monthly</li> </ol>	Lead: Executive  Team: Shelter Services, Veterinary Services, Field Services		<ol style="list-style-type: none"> <li>1. Fall 2018</li> <li>2. Summer 2019</li> </ol>

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Institute updated owner contact protocols to include e-mail and address update lookup/verification	<ol style="list-style-type: none"> <li>1. Update redemption policy to include emailing customer's letters</li> </ol>	Lead/Team: Customer Services		June 2018

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	2. Protocol to include request to look-up address information in Accurint			
Create a script for ORE, Owner Surrender (OS) and Pathway protocols to ensure consistent messaging to the public and reduce misunderstandings	Work with Shelter, Vet and COT to create accurate scripts to distribute to staff and update the website	Lead: Customer Services  Team: Customer Services Veterinary Services, Community Outreach and Shelter Services		September 2018
Develop scripts and training for staff to divert Owner Surrenders from the shelter and give customers additional resources over the phone.	Have all pertinent Customer Service staff attend the "Adoption and Placement", "Keeping Pets in Homes", "Managed Admission" and "Enrichment and Behavior" webinars from ASPCA	Lead: Customer Services  Team: Shelter Services, Community Outreach and Field Services	OC Shelter Partners	June 2018

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Establish a program that tracks and documents daily enrichment for all animals in the shelter.	<ol style="list-style-type: none"> <li>1. Train staff on the importance of enrichment.</li> <li>2. Establish a team to formalize enrichment program. To include types of enrichment, enrichment log, frequency of enrichment items, sanitizing, utilization of volunteers for program</li> <li>3. Train staff and volunteers</li> </ol>	Lead: Shelter Services  Team: Shelter Services and Community Outreach	Volunteers and Behaviorist	<ol style="list-style-type: none"> <li>1. Done, 6/2017</li> <li>2. 02/2018</li> <li>3. 07/2018</li> </ol>

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Develop a "Fast-Track"/"Slow Track" report to ensure we are maximizing the population based on our "Capacity for Care" (C4C).	<ol style="list-style-type: none"> <li>1. Discuss with supervisory staff to establish information needed to assist with the placement of animals on the surgery log.</li> <li>2. Work with IT to upload the reports needed</li> <li>3. Evaluate daily reports to look at shelter population and assist with decision making</li> </ol>		IT, Administration and Chameleon support	10/2018
Develop owner surrender process, with criteria for animals accepted, set appointments and list all paperwork needed to owner surrender an animal.	<ol style="list-style-type: none"> <li>1. Work with vet staff to develop criteria.</li> <li>2. Work with clerical to establish calendar</li> <li>3. Train all staff on procedure</li> </ol>	Lead: Shelter Services  Team: Shelter Services and Customer Services	IT	<ol style="list-style-type: none"> <li>1. 5/2018</li> <li>2. 5/2018</li> <li>3. 6/2018</li> </ol>
Communicate with other departments to identify special needs animals and the resources to help them.	Create logs and reports to help identify those animals needing special enrichment.	Lead: Shelter Services  Team: Shelter Services, Veterinary Services and Community Outreach		6/2018
Provide every cat double-sided housing units daily as space permits.	Continue to ensure cats have double-sided housing as space permits			Completed
Work with Vet staff and Rabies desk for observation log for any animal under QT.	<ol style="list-style-type: none"> <li>1. Meet and establish what information is needed for log.</li> <li>2. Design log.</li> <li>3. Train staff.</li> </ol>	Lead: Shelter Services  Team: Shelter Services, Veterinary Services and Rabies Department		07/2018
Track staff/volunteer actions for each kennel to ensure animals	<ol style="list-style-type: none"> <li>1. Create a log where staff and volunteers will add</li> </ol>	Lead: Shelter Services		<ol style="list-style-type: none"> <li>1. 1/2018</li> <li>2. 3/2018</li> </ol>



Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
are provided clean, comfortable cages consistently.	information about an animal's behavior, enrichment and conditions of the cages. 2. Train staff and volunteers on the use of the log 3. Ensure there is a log for each cage and that each log is completed daily	Team: Executive Services, Shelter Services, Community Outreach and Customer Services		3. 9/2018 4. Completed by Q4 2018
Expand the existing "Trap Neuter Release" (TNR) program to include "Community Cats"	1. Redefine the eligibility for TNR and update P&P's and forms appropriately 2. Work with COT to expand Volunteers/Partners to release cats 3. Work with Vet Staff and COT to create a surgery schedule 4. Train staff and volunteers on the updated program requirements 5. Put information up on the website and share with partner cities with re-launch of program	Lead: Shelter Services  Team: Field Services, Veterinary Services, Community Outreach and Shelter Services		1. 04/2019 2. 07/2019 3. 10/2019 4. 11/2019 5. 01/2020 6. Implemented 01/2020

Field Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Increase RTO efforts in the field	<ol style="list-style-type: none"> <li>1. Begin tracking the number of RTOs in the field.</li> <li>2. Create reports identifying RTO statistics for past 3 years</li> <li>3. Hold meetings to brainstorm with staff on ways of increase RTOs in the field</li> </ol>	Lead/Team: Field Services	IT, Administration	1. 12/2018
Work with COT to participate in enrichment programs such as dog playgroups and fostering of kittens	<ol style="list-style-type: none"> <li>1. Identify number of staff available to participate in dog playgroups and times of availability</li> <li>2. Incorporate language on Fee Resolution that will allow for underage kittens to be transferred to non-profit groups or veterinary clinics</li> <li>3. Begin utilizing dispatch and overnight staff to bottle feed kittens until transfer to a non-profit or veterinary group can be arranged</li> </ol>	Lead: Field Services  Team: Field Services, Community Outreach, Veterinary Services, Shelter Services	Rescue Groups, Outside Veterinarians	<ol style="list-style-type: none"> <li>1. 12/2018</li> <li>2. 05/2018</li> <li>3. 01/2019</li> </ol>
Evaluate procedures surrounding special holds to identify opportunities for increased efficiency	Examine cruelty and dangerous/vicious hold procedure.	Lead: Field Services  Team: Field Services, Shelter Services, Veterinary Services		05/2018 Implemented by 06/2018
Ensure that Field Staff have the proper equipment and materials to safely and comfortably transport animals (bedding, etc.)	<ol style="list-style-type: none"> <li>1. Establish a list of materials which should be available and maintained on each ACO vehicle</li> </ol>	Lead/Team: Field Services	Veterinary Services for ASV Guidelines	<ol style="list-style-type: none"> <li>1. 12/2017</li> <li>2. 02/2018</li> </ol> Implemented by April 2018

Field Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	2. Create an animal transport policy and work with staff to get input into policy prior to final approval			

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Recruit volunteers for specific programs such as Bark in the Park, Kong, dog playgroups, and dog walkers	<ol style="list-style-type: none"> <li>1. Increase the number of orientations to at least 2 per month</li> <li>2. Create a list of special skills to identify where volunteers could assist</li> </ol>	Lead/Team: Community Outreach	Public, Volunteers, Human Resources	11/2018
Train volunteers in delivering specific enrichment	<ol style="list-style-type: none"> <li>1. Create enrichment training protocol</li> <li>2. Train volunteers</li> </ol>	Lead: Community Outreach  Team: Shelter Services and Community Outreach	Public, Volunteers	11/2018
Determine roadblocks for movement to rescue transfer/adoptions	Identify a process for non 501c(3) rescues to pull animals	Lead: Community Outreach  Team: Community Outreach, Customer Services, Executive	County Counsel	1/2019
Identify the needs of shelter animals in conjunction with other shelter staff and provide volunteer assistance to provide or supplement those needs.	1. Work with kennel manager to identify specific positions within the shelter where volunteers can assist.	Lead: Shelter Services and Community Outreach  Team: All Departments	Human Resources, Employees Union, County Counsel	<ol style="list-style-type: none"> <li>1. 05/2018</li> <li>2. 07/2018</li> <li>3. 08/2018</li> <li>4. 08/2018</li> </ol>

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	<ol style="list-style-type: none"> <li>2. Develop position descriptions and training</li> <li>3. Work with other managers to identify specific needs/positions for volunteers</li> <li>4. Develop position descriptions and training</li> </ol>			Implemented by 09/2018
Implement programs to specifically target underage kittens (i.e. "Wait until 8", "Milkman Program")	<ol style="list-style-type: none"> <li>1. Research and draft "Wait Until 8" and "Milkman" program P&amp;P's</li> <li>2. Gather necessary tools to implement programs (through Amazon Wishlists or purchase with donation money)</li> <li>3. Train staff and volunteers</li> <li>4. Publish information to the OCAC website and share with City Partners</li> </ol>	<p>Leads: Shelter Services and Community Outreach</p> <p>Team: All Departments</p>		<ol style="list-style-type: none"> <li>1. 10/2018</li> <li>2. 12/2018</li> <li>3. 12/2018</li> <li>4. 01/2019</li> <li>5. Implemented by 01/2019</li> </ol>
Focus on special needs animals on a case-by-case basis to exhaust possible positive outcomes, including options to place more animals into foster homes.	<ol style="list-style-type: none"> <li>1. Work with other shelter employees in kennels and vet to develop a more detailed evaluation process which defines the special requirements (short and long term) of the animal, including medications, therapy, etc. to support the medical needs program.</li> </ol>	<p>Lead: Community Outreach</p> <p>Team: Community Outreach, Shelter Services and Veterinary Services</p>	Adoption Partners/ Rescues, Veterinarians and medical needs program	12/2018

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	2. Look for options to fundraise to expand the program.			
Make more dogs available for adoption to the public without restrictions.	1. Create a "counseling and observation form" whereby the dog's traits and behaviors are shared in a softer way for the adopter. 2. Create a report that can be generated as an observation form from Chameleon.	Team: Community Outreach, Shelter Services and Behaviorist (There is no lead, team works as a cohesive unit)	Public, Adoption Partners, Rescues, Behaviorist, County Counsel	1. 06/2018 2. 07/2018 Implemented by Summer 2018
Add section to website for people who want to surrender – explaining process, offering alternatives, link to OC Shelter Partners etc.	Work with customer service and kennel staff to develop the language and post to our website about alternatives to owner surrender, push information out to social media	Lead: Community Outreach  Team: Community Outreach, Shelter Services, Field Services and Customer Services	County Counsel, OC Shelter Partners	06/2018

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Collaborate with COT and ACOs to expand kitten bottle feeder program.	Meet with field and COT Review written protocol Education and training for Volunteers	Lead: Veterinary Services  Team: Veterinary Services, Field Services, Shelter Services and Community Outreach		08/2018
Collaborate with COT on medical fosters	1. Meet with COT on medical fosters. 2. Develop a protocol 3. Work towards implementation	Veterinary Services and Community Outreach		01/2019

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Provide enrichment for medical animals	<ol style="list-style-type: none"> <li>1. Meet with COT and Kennels to discuss ideas</li> <li>2. Create procedures and review</li> </ol>	<p>Lead: Veterinary Services</p> <p>Team: Veterinary Services, Shelter Services, Community Outreach</p>		<ol style="list-style-type: none"> <li>1. July 2018</li> <li>2. Fall 2018</li> <li>3. Completed by 11/2018</li> </ol>
Create a tracking system for any observations made by volunteers, the public or kennel staff for vet staff to investigate.	<ol style="list-style-type: none"> <li>1. Create a log for staff and volunteer observations to be placed in each animal section for vet staff daily review</li> <li>2. Create a form for the public or volunteers to complete about non-urgent observations (i.e. scratching ear, nail trim, etc) for vet staff to follow up on</li> <li>3. Create the P&amp;P and train staff</li> <li>4. Information in kennels for the public about the program</li> </ol>	<p>Lead: Veterinary Services</p> <p>Team: Veterinary Services, Shelter Services and Community Outreach</p>		08/2018
Track ORE Appointments	<ol style="list-style-type: none"> <li>1. Work with Customer Services to create an appointment calendar for ORE</li> <li>2. Implement appointment process</li> </ol>	<p>Lead: Veterinary Services</p> <p>Team: Veterinary Services and Customer Services</p>		<ol style="list-style-type: none"> <li>1. 06/2018</li> <li>2. 09/2018</li> </ol>
Implement "ASV Guidelines for Standards of Care in Animal Shelters" and track progress and metrics to measure success	<ol style="list-style-type: none"> <li>1. Review ASV Guidelines to determine compliance</li> <li>2. Train staff on guidelines</li> <li>3. Plan on how to meet guidelines with staff</li> <li>4. Add/update P&amp;P's to align with the guidelines</li> </ol>	<p>Lead: Veterinary Services</p> <p>Team: Veterinary Services, Shelter Services, Field Services and Community Outreach</p>		<ol style="list-style-type: none"> <li>1. 10/2017</li> <li>2. 05/2018</li> <li>3. 07/2018</li> <li>4. 12/2018</li> <li>5. 06/2019</li> </ol>

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	5. Track progress toward all guidelines			
Implement "ASV Guidelines for Spay-Neuter Programs" and track progress	1. Review ASV Guidelines to determine compliance 2. Train staff on guidelines 3. Plan on how to meet guidelines with staff 4. Add/update P&P's to align with the guidelines 5. Track progress toward all guidelines	Lead/Team: Veterinary Services		1. 10/2017 2. 05/2018 3. 07/2018 4. 12/2018 5. 06/2019

Rabies & Business Licensing Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Implement enrichment for quarantine animals and create enrichment messaging in Quarantine mailer sent to owners	Create procedures and review	Lead: Rabies Control  Team: Rabies Control, Community Outreach, Shelter Services, Veterinary Services, Customer Services		Fall 2018

## Strategic Priority 2: Stakeholder Engagement and Marketing

Goals:	Success Measures:
<b>1. Make the adoption process customer-friendly, easy and efficient.</b>	a) Adopter satisfaction of at least 85% as captured in post-adoption surveys. b) Streamline adoption process so that it only takes 10 minutes at the window to complete a customer's transaction by Fall 2018, as measured by periodic time studies, or by using potential new technology. c) Assess the visitation process and implement a new, more customer-friendly process by Fall 2018, as captured in feedback from customer surveys. d) 80% of requested visits with adoptable animals are accommodated within 15 minutes of request, as measured by periodic time studies, or by using potential new technology.
<b>2. Adoption Partners are engaged and relationships enhanced.</b>	a) Conduct yearly survey showing a 10% increase in satisfaction annually by adoption partners to at least 85% by 2020. Utilize the survey conducted by JVR in Fall 2016 as the baseline for rate of satisfaction.
<b>3. Volunteers are engaged in almost every aspect of shelter operations to provide needed support to achieve OCAC goals.</b>	a) Increase volunteer engagement by 50% by February 2019. b) Increase training provided for all key areas of volunteer involvement by 25% by February 2019 c) Create a tiered infrastructure for volunteer engagement whereby current volunteers have written position descriptions and schedules by Fall 2018. d) Expand volunteer program to include additional responsibilities and duties to support staff and animals by Summer 2018.
<b>4. Public feels welcome at the shelter, has a positive experience, and clear ways to help.</b>	a) All staff receives comprehensive customer service training – refresher for current staff, onboarding for new staff by Spring 2019. b) 75% of enrichment items are received through direct donations or the Amazon Wishlist by Summer 2019. c) A fund specifically devoted to helping owners reclaim their lost pets is created by 2019, with at least \$50,000 annually to help shelter animals be reunited with their families.



<b>Goals:</b>	<b>Success Measures:</b>
<b>5. The Community has access to increased information sharing and transparency to increase understanding and support for OCAC.</b>	a) Proactive, consistent social media messaging increases followers on Facebook page by 10% by December 2018. b) New feature (i.e. before and after story, adoption happy ending, highlighted program, etc.) on social media every month by Fall 2018. c) Transparency to the public is offered through sharing and posting of monthly animal outcomes as well as progress towards goals on OCAC website by Summer 2018.
<b>6. Contracting cities recognize the great service provided by OCAC and want to be part of it.</b>	a) OCAC retains all current contract cities and these cities report a satisfaction rate of 75% or higher with services by January 2019. b) Non-Contract cities recognize the positive impact OCAC has on the community and request to join our program by January 2020.
<b>7. Engage the veterinary community to encourage the relationship between vets and shelter animals.</b>	a) Partnership with veterinary hospital groups implemented by Fall 2018 to ensure veterinary aftercare of animals following adoption, decreasing returns by 5% at the end of 2019. b) Continue engagement at Veterinary Medical Association forums for sharing ideas and increased partnership between private veterinarians and the shelter, as demonstrated by more veterinarians represented at shelter events.

### Overview of Department Roles in Reaching these Goals:

<b>Executive</b>	<b>Customer Service</b>
<ul style="list-style-type: none"> <li>● Create an environment where staff and stakeholders are actively engaged and support OC Animal Care's Mission/Vision.</li> <li>● Support managers and communicate with HR and the BOS to facilitate program changes, including position changes and volunteer responsibilities.</li> <li>● Promote the program to cities, elected officials and the veterinary community through positive stories and transparent reporting.</li> </ul>	<ul style="list-style-type: none"> <li>● Facilitate staff customer service trainings.</li> <li>● Work with the entire team to streamline processes and reduce customer frustration.</li> <li>● Monitor data on customer satisfaction and track progress.</li> <li>● Work with Noble Friends and OCCR Accounting to create a fund to assist owners in reclaiming their lost pets.</li> </ul>

Executive	Customer Service
<ul style="list-style-type: none"> <li>• Create and continue to support a service oriented culture with staff and volunteers.</li> <li>• Share monthly data and goals progress with the public.</li> <li>• Engage the veterinary community to create additional awareness and support for shelter animals.</li> </ul>	
Shelter Services	Field Services
<ul style="list-style-type: none"> <li>• Work with Community Outreach and the Customer Service Team to establish volunteer involvement and enhanced adoption processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent Social Media messaging system to communicate positive stories of animal control to the public.</li> <li>• Conduct more presentations to contract cities and the public.</li> <li>• Create a system to update the community on positive outcomes on different calls for service.</li> </ul>
Community Outreach	Veterinary Services
<ul style="list-style-type: none"> <li>• Increase Social Media presence and marketing of shelter and volunteer programs. Increase visibility of shelter needs and donation opportunities including the Amazon wishlist.</li> <li>• Work with Shelter staff to identify roles for the volunteers to assist in meeting goals.</li> <li>• Review and work with Adoption Partners to increase live release options. Conduct an annual survey to check on Adoption Partner satisfaction and to obtain feedback from the rescue community on our programs.</li> <li>• Build the volunteer and foster programs to engage more public.</li> </ul>	<ul style="list-style-type: none"> <li>• Work on streamlining processes in an effort to reduce adoption times.</li> <li>• Work with COT to develop protocols on involving the volunteers in the medical area.</li> <li>• Promote positive stories on the medical program animals.</li> <li>• Engage veterinary community through partnerships and education of customers on the importance of continued veterinary care after adoption or redemption.</li> </ul>
Rabies & Business Licensing	
<ul style="list-style-type: none"> <li>• Conduct educational seminars with city leaders and zoning officials to facilitate a closer working relationship with contract cities and promote a more efficient department.</li> </ul>	

## Department Detailed Actions

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Continue to update presentations about OCAC's program and services, stats, for cities, nonprofits, including new programs and opportunities for partnerships with community members.	<ol style="list-style-type: none"> <li>1. Work with Team to gather important statistical information and positive stories/programs from each section for the presentation</li> <li>2. Schedule at least 20 presentations to different stakeholders annually</li> </ol>	Lead/Team: Executive	Cities/Elected officials/non-profit and private businesses	<ol style="list-style-type: none"> <li>1. 06/2018</li> <li>2. 1/2019</li> </ol>
Develop annual report on programs and statistics	<ol style="list-style-type: none"> <li>1. Decide what information should be included in annual report</li> <li>2. Design format</li> <li>3. Decide on release (Digital/print)</li> </ol>	Lead/Team: Executive	Marketing Agency	12/2018
Proactively outreach to contract cities with OCAC achievements and share reports with them.	Create a quick, "Hot-Topic" 1-page report format for elected officials and city staff which the team could update statistics as well as milestones or positive stories about the department on a quarterly basis	Lead: Executive  Team: All Departments		07/2018
Presentation to VMAS	Attend monthly VMAS and report pertinent information to both OCAC and VMA	Lead: Executive	SCVMA	10/2018

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Create a service oriented culture through establishing core values and reinforcing them with policies, employee training and support.	<ol style="list-style-type: none"> <li>1. Establish Core Values which connect to the Mission, Vision and Strategic Plan</li> <li>2. Create staff training on the Core Values</li> <li>3. Encourage continued training opportunities for customer service and teambuilding</li> <li>4. Establish regular communications with staff about team/individual successes which support the core values</li> </ol>	Lead: Executive  Team: All Departments	HR, OCCR Training Team	<ol style="list-style-type: none"> <li>1. 06/2018</li> <li>2. 07/2018</li> <li>3. 09/2018</li> <li>4. 12/2018</li> </ol>
Work with the SCVMA and CVMA to schedule quarterly trainings and seminars at the new shelter for pet owners and other community partners at the new shelter.	<ol style="list-style-type: none"> <li>1. Establish a list of topics which will help keep pets in their homes/educate owners on necessary vet care</li> <li>2. Solicit the vet community to get presenters for topics</li> <li>3. Schedule and advertise quarterly training/seminars</li> </ol>	Lead: Executive  Team: Executive, Veterinary Services, Shelter Services, Customer Services	SCVMA, CVMA, other veterinarians in the area	<ol style="list-style-type: none"> <li>1. 12/2018</li> <li>2. 04/2019</li> <li>3. 10/2019</li> <li>4. Regular meetings scheduled by January 2020</li> </ol>

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Develop and implement adoption surveys to measure improvement in adoption experience.	Develop survey, look to other shelters and organizations for guidance on the questions.	Lead: Customer Services Team: Community Outreach, Shelter Services and Customer Services	IT	Initial new survey in July 2018

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Share adoption successes with the public on a daily basis.	Develop and implement a method to track total adoptions daily and make that information available on the website and at the shelter	Lead: Customer Services  Team: Customer Services, Community Outreach and Shelter Services	IT	Winter 2019
Implement "Ride Along" for volunteers in phone room and counters.	1. Create a short 1 page FAQ sheet on each job function in the department 2. Work with COT to schedule dates/times for ride-alongs	Lead: Customer Services  Team: Customer Services and Community Outreach	County Coounsel, Risk Management	1. 7/2018 2. 09/2018
Incorporate P&Ps and Mission/Vision into customer service training.	1. Update P&P's 2. Create a training program and reference sheet for staff	Lead: Customer Services  Team: Other Departments		Winter 2019
Create public list of department's needs, train staff so they are aware of ways public can help.	1. Work with COT to create a list of regular items which are always needed as well as seasonal items for staff to communicate to customers. 2. Train staff on items needed for the shelter as well as the volunteer program so that they are able to clearly communicate that information to the public	Lead: Customer Services  Team: Customer Services, Community Outreach and Shelter Services		1. 06/2018 2. 07/2018

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Develop a customer service survey and gear training on areas where improvements are needed.	Develop survey, look to other shelters and organizations for guidance on the questions.	Lead/Team: Customer Services	IT	Initial new general customer service survey in Summer 2018

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Establish a list of duties which can be assigned to volunteers.	<ol style="list-style-type: none"> <li>1. List of duties currently assigned to Kennel Attendants.</li> <li>2. List of those duties the County is comfortable with being assigned to a volunteer.</li> <li>3. Meet with staff to determine what they feel would allow them time for improved customer service and improve animal care</li> <li>4. Create a list of "volunteer job descriptions" with COT</li> </ol>	Lead/Team: Community Outreach and Shelter Services		Fall/2018
Investigate the current adoption process for redundancies and lag time in an effort to decrease time spent on process	<ol style="list-style-type: none"> <li>1. Research and discuss processes used at other shelters</li> <li>2. Change of process in new shelter Policy and procedures</li> <li>3. Train staff on new procedures</li> </ol>	Lead: Shelter Services  Team: Shelter Services, Customer Services, Veterinary Services	IT, Chameleon	09/2018
Comprehensive customer service training	Continue with training on a quarterly basis, to include	Lead/Team: Shelter Services		7/2018

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	customer service training specifically for shelters.			
Social Media	Assign a staff member to provide success stories to COT for publication, this will include all different species cared for at OCAC.	Lead: Shelter Services  Team: Shelter Services and Community Outreach		8/2018

Field Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Consistent social media messaging system to communicate positive animal control stories to the public.	Assign social media to a Supervising Animal Control Officer and have them provide one story per month to COT.	Lead: Field Services  Team: Field Services and Community Outreach		10/01/2017 – Completed
Conduct presentations to contract cities and the public.	<ol style="list-style-type: none"> <li>1. Arrange/schedule service presentations to contract cities. Allow staff assigned to specific areas to participate.</li> <li>2. Track participation in community events to meet annual goals in terms of the number of public events conducted for which Field Services has participated.</li> </ol>	Lead: Field Services/Executive  Team: Field Services, Executive, Community Outreach	Contract Cities	<ol style="list-style-type: none"> <li>1. 03/2018</li> <li>2. 01/2019</li> </ol>
Create a system to update the community on positive outcomes for their various calls for service.	Work to establish an outcome postcard system and corresponding reports that can be used to update reporting	Lead: Field Services  Team: Field Services, Shelter Services		10/2018

Field Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	parties about positive outcomes.			

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Train volunteers as greeters and assistants.	<ol style="list-style-type: none"> <li>1. Tour the new shelter site and get an idea of the needs and where best to place greeters and assistants</li> <li>2. Train new volunteers and implement new program.</li> </ol>	Lead/Team: Community Outreach	Volunteers	<ol style="list-style-type: none"> <li>1. 1/2018</li> <li>2. 2/2018-3/2018</li> </ol>
Train volunteers to help public visit with pets they are considering for adoption.	<ol style="list-style-type: none"> <li>1. Meet with kennel and customer service managers to create a plan for training the volunteers in giving out proper information about the animals and secure in handling dogs and cats around the public.</li> <li>2. Provide customer service training.</li> </ol>	Lead: Community Outreach and Shelter Services  Team: Customer Services, Shelter Services and Community Outreach	H.R., Employee's union, County Counsel	02/2019
Outreach to community partners for continued support to share and celebrate the partnership.	Reach out to organizations to garner support for our shelter programs, possibly in conjunction with the contracted fundraising source we will have.	Lead/Team: Community Outreach	Outside organizations, County Counsel	10/2018
Shift processing of Adoption Partner transfers to COT team to	<ol style="list-style-type: none"> <li>1. Hire an additional staff member to work with the</li> </ol>	Lead: Community Outreach	H.R., BOS	7/2018



Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
avoid partners having to go to customer service.	Rescue Coordinator and adoption partners. 2. Work with Customer service, kennels and vet managers to decide what that process will be.	Team: Community Outreach, Shelter Services, Customer Services		
Identify shelter needs and partner volunteers with special skills to fulfill those needs by 2019.	1. Work with managers to define those roles and needs 2. Develop training modules for specific sections and tasks for the volunteers	Lead: Community Outreach  Team: Customer Services, Shelter Services, Veterinary Services, Community Outreach	H.R., Employee's union, County Counsel	1/2019
Recognize volunteers for their work in all areas; recognize staff for their good work with volunteers, particularly areas of collaboration between volunteers and staff.	Work with other managers to create a program to recognize collaboration between staff and volunteers.	Lead: Community Outreach  Team: Community Outreach and Management Team		9/2018
Develop creative ways to showcase OCAC work: <ul style="list-style-type: none"> <li>Follow a family through adoption</li> <li>Learn about a specific department</li> <li>Highlight program (Kong, etc.) (Dog goes through medical procedure)</li> <li>Employee of week/month/year video</li> </ul>	Reach out to other media outlets to post positive and/or engaging stories.	Lead: Community Outreach  Team: All Departments	Other media outlets, City partners	10/2018

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
<ul style="list-style-type: none"> <li>Animal cruelty before and after</li> </ul>				
Create process for regularly updating data on OCAC website.	Develop a schedule to review and update the website on a quarterly basis with management.	Lead: Community Outreach Team: All Departments	County PIO's, County Counsel	01/2019
Promote OCAC through city websites and mailers (water bill, etc.).	Reach out to County PIO's for information on getting cities onboard to post OCAC info.	Lead/Team: Community Outreach	County PIO's, City contacts	6/2018
Advertise avenues to help and constantly invent new ways for the public to contribute (Amazon wish list, fundraising campaigns, sponsorships)	Work with contracted fundraiser to generate money for projects/supplies.	Lead/Team: Community Outreach		12/2018
Add information on our website about specific enrichment items needed for the shelter pets and add a link to the Amazon Wishlist as well as a sheet for Customer Service Staff	Work with the shelter and vet teams to create an ongoing list of enrichment items needed. Once list is created, add the items to the Amazon Wishlist and update website as needed.	Lead: Community Outreach  Team: Veterinary Services, Shelter Services and Community Outreach	City partners	07/2018
Translate materials into other languages.	1. Evaluate what languages are needed (i.e. Spanish, Vietnamese, Korean)	Lead/Team: Community Outreach	County translators and some volunteers	12/2018

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	<ol style="list-style-type: none"> <li>2. Ask for assistance from the County to have documents translated</li> <li>3. Distribute materials and post to the website</li> </ol>		utilized to translate materials	
Set up regular meetings with other county agencies (SSA, HCA, OA, and Housing) to create a comprehensive care protocol for people with animals by 2019.	<ol style="list-style-type: none"> <li>1. Solicit input from other agencies to gauge interest.</li> <li>2. Create a meeting schedule and goals for the group</li> <li>3. Work toward community programs</li> </ol>	<p>Lead: Community Outreach</p> <p>Team: Community Outreach and Customer Services</p>	Other County Agencies, non-profit groups, County Counsel, BOS	1/2019
Create small dog playgroup program run solely by volunteers with program guidelines and protocols to allow selected volunteers to serve as "group leaders". Schedule playgroups at least once per week.	<ol style="list-style-type: none"> <li>1. Playgroups would run at least once per week with program guidelines and protocols to allow selected volunteers serve as "group leaders".</li> <li>2. Bring the "Dogs Playing for Life" Organization to the shelter for another training session for staff and volunteers.</li> </ol>	<p>Lead: Community Outreach</p> <p>Team: Community Outreach and Shelter Services</p>	HR, County Counsel, Employee's Union	<ol style="list-style-type: none"> <li>1. January 2019</li> <li>2. Fall 2018</li> </ol>
Under 18 Volunteer Enrichment Program	Create projects for volunteers under the age of 18 and create enrichment centers where they can come in and make toys for and give them to the animals	Lead/Team: Community Outreach		04/2019
Continue to recognize volunteers at least monthly for their work in	Volunteers receive weekly, monthly recognitions in email form to all staff, on the	Lead: Community Outreach		Ongoing (Annual Recognition in January/February each year)

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
all areas with a larger annual formal ceremony.	volunteer's Facebook page, certificates presented, and recognition on our website in addition to the annual volunteer luncheon.	Team: Community Outreach, Shelter Services, Veterinary Services, Customer Services		

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Integrate volunteers into veterinary medical areas	<ol style="list-style-type: none"> <li>1. Meet with COT</li> <li>2. Discuss procedures and volunteer availability</li> <li>3. Set up training and work on procedures</li> </ol>	Lead: Veterinary Services  Team: Veterinary Services and Community Outreach		<ol style="list-style-type: none"> <li>1. Summer 2018</li> <li>2. Summer 2018</li> <li>3. Fall 2018</li> </ol>
Streamline adoption exams to help reduce adoption time	<ol style="list-style-type: none"> <li>1. Review current procedures</li> <li>2. Evaluate current procedure in new shelter</li> <li>3. Implement any changes</li> </ol>	Lead/Team: Veterinary Services		<ol style="list-style-type: none"> <li>1. Winter 2017</li> <li>2. Spring 2018</li> <li>3. Spring/Summer 2018</li> </ol>
Medical cases posted on social media	Meet with staff to gather input and establish guidelines and ensure that cases which meet them are shared with COT	Lead: Veterinary Services  Team: Veterinary Services, Community Outreach		Fall 2017 - Completed
Engage in community events and shelter tours	<ol style="list-style-type: none"> <li>1. Meet with COT</li> <li>2. Collaborate with COT Supervisor to see what events are available</li> </ol>	Lead: Veterinary Services  Team: Veterinary Services, Community Outreach		<ol style="list-style-type: none"> <li>1. April 2018</li> <li>2. Summer 2018</li> </ol>
Contract with VCA for aftercare of adopted animals	Move agreement with VCA forward, include information in adoption materials	Lead: Executive, Veterinary Services		Fall 2018

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
		Team: Executive, Veterinary Services, Customer Services, Shelter Services		

Rabies & Business Licensing Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Develop and schedule city presentations on business licensing to city staff.	<ol style="list-style-type: none"> <li>1. Meet with the group and establish what needs to be presented.</li> <li>2. Prepare power point presentation.</li> <li>3. Seek approval from Director and Assistant Director</li> </ol>	<p>Lead: Business Licensing</p> <p>Team: Business Licensing, Executive</p>		<ol style="list-style-type: none"> <li>1. 11/2017</li> <li>2. 8/2018</li> <li>3. 8/2018</li> </ol>
Engage the business licensing community to assist OCAC in establishing best practices.	<ol style="list-style-type: none"> <li>1. Identify the different animal related business groups</li> <li>2. Determine the context of each specific meeting.</li> <li>3. Establish needed changes to the rules and regulations prior to meeting the business groups</li> <li>4. Establish dates for meetings</li> <li>5. Develop invitation and make contact with business leaders/owners/operator</li> <li>6. Meet with different business groups</li> </ol>	Lead/Team: Business Licensing	Business Community, County Counsel, Publishing Services	<ol style="list-style-type: none"> <li>1. 12/2017</li> <li>2. 4/2018</li> <li>3. Summer 2018</li> <li>4. 12/2018</li> <li>5. June 2019</li> <li>6. June 2020</li> </ol>

Rabies & Business Licensing Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	7. Update rules and regulations based current state and federal laws.			
Rabies Control will implement annual training seminars for OC Animal Care staff and pertinent staff employed by outside agencies in Orange County.	<ol style="list-style-type: none"> <li>1. Create Power Point presentation</li> <li>2. Secure guest speakers and venue</li> <li>3. Invite internal and external customers to attend</li> <li>4. Develop applicable handouts to assist officers in proper quarantine procedures</li> </ol>	Lead/Team: Rabies Control	OC Public Health Lab  OC Epidemiology & Assessment Center	Fall 2018
Rabies Control is expanding public education at the September Rabies Clinic in observance of World Rabies Day on Sept. 28 of each year.	<ol style="list-style-type: none"> <li>1. Secure sponsorship for 100 free rabies vaccines &amp; ensure Dr. Kopit will participate.</li> <li>2. Secure private and public entities that would like to assist by manning educational booths at the event.</li> <li>3. Create vouchers for vaccines, prepare educational and promotional handouts for the public.</li> <li>4. Advertise the event on social media and OC Animal Care website.</li> </ol>	Lead/Team: Rabies Control	Noble Friends  Dr. Kopit  Vector Control  OCEPC	September 2017 completed

Rabies & Business Licensing Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Rabies Control will create cheat sheet to post online instructing veterinarians on what quarantine circumstances require rabies vaccination.	<ol style="list-style-type: none"> <li>1. Create Word document to include instruction on when veterinarians should or should not vaccinate an animal after a possible rabies exposure.</li> <li>2. Have OC Animal Care Veterinary Staff approve the contents of the document</li> <li>3. Post document to the OC Animal Care website for reference.</li> </ol>	Lead/Team: Rabies Control	Outside Veterinarians	Fall 2018

### Strategic Priority 3: Culture and Organizational Development

<b>Goals:</b>	<b>Success Measures:</b>
<b>1. OCAC departments communicate consistently and understand each other's goals.</b>	a) Roundtable meetings between the sections are held every month by August 2018.
<b>2. Goals are defined within departments and each person understands their role in the goals.</b>	a) 90% of staff report that they are informed and understand their role by Fall 2018.
<b>3. Staff are highly trained and report they are informed and understand their roles.</b>	a) 90% of staff report they are informed and understand their roles and demonstrate that they consistently follow policies and procedures by Spring 2019. b) Each staff member has a defined job description with measurable goals. c) Performance reviews conducted annually to determine that staff follow written SOP's, and progress meetings held every 6 months. d) Annually review program protocols and written SOP's, with staff training by Fall 2019.
<b>4. Visitors and customers of OCAC have professional and respectful interactions with all staff.</b>	a) All staff is trained on excellent customer service and are given the tools to succeed by Summer 2018 b) Customer complaints decrease 25% and positive reviews on Yelp, Google increase by 50% by January 2019. c) By Fall 2018, staff create a system to respond and attempt to resolve any complaints or negative reviews on Google and Yelp. d) Create a comprehensive Customer Service training program and Policy & Procedure (P&P) for all staff, with specifics for each area by Spring 2019.
<b>5. Create a positive organizational culture, which encourages cooperation and customer service for staff and volunteers.</b>	a) Create cultural agreement for all staff and volunteers by Fall 2018. b) All staff and volunteers are trained on a cultural agreement that guides their service at the shelter by December 2018.



## Overview of Department Roles in Reaching these Goals:

<b>Executive</b> <ul style="list-style-type: none"> <li>Clearly communicate OC Animal Care's values, vision and staff expectations with the entire team, including volunteers and community stakeholders.</li> <li>Create a cultural agreement for all staff at OC Animal Care.</li> <li>Ensure that communication is consistent across all departments.</li> <li>Establish regular meetings with Management staff; encourage cooperation and teamwork across all departments. Monitor culture and employee satisfaction through feedback surveys.</li> <li>Work with HR to develop job descriptions and conduct performance reviews.</li> <li>Ensure all staff receive Customer Service Refresher training once annually and that policies and procedures are reviewed with staff.</li> </ul>	<b>Customer Service</b> <ul style="list-style-type: none"> <li>Create a customer service focused culture, increasing staff's awareness of positive interactions with the public by tracking and responding to complaints and feedback on Yelp, Google and other Social Media platforms.</li> </ul>
<b>Shelter Services</b> <ul style="list-style-type: none"> <li>Establish routine meetings with sections that have crossover to provide open communication to all staff.</li> <li>Train all shelter services staff on written SOP's and updates on a scheduled basis.</li> </ul>	<b>Field Services</b> <ul style="list-style-type: none"> <li>Work to update job classification descriptions to match the current duties of utilized positions.</li> <li>Review and update policies and procedures to ensure clear and consistent information and responsibilities.</li> <li>Involve staff in the review and update of policies and procedures.</li> </ul>
<b>Community Outreach</b> <ul style="list-style-type: none"> <li>Increase communication with other departments, provide additional staff training and increase staff meetings.</li> </ul>	<b>Veterinary Services</b> <ul style="list-style-type: none"> <li>Meet with managers, supervisors, and line staff to encourage department communication, understanding of goals and roles.</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure that volunteers sign cultural agreement and contribute positively to the environment at OC Animal Care.</li> </ul>	
<b>Rabies &amp; Business Licensing</b>	
<ul style="list-style-type: none"> <li>• Rabies Control will implement cross training in an effort to increase staff awareness of what other sections are responsible for.</li> <li>• Rabies Control will meet with staff to gain input on what items may be considered when creating cultural agreement.</li> </ul>	

## Department Detailed Actions

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Schedule monthly roundtable meetings, set agenda in advance.	<ol style="list-style-type: none"> <li>1. Draft Agenda</li> <li>2. Schedule Meetings</li> </ol>	Lead: Executive		08/2017
Develop bi-annual organizational survey to ascertain climate, what's working, what's not, and measure improvement year-to-year.	<ol style="list-style-type: none"> <li>1. Create Survey</li> <li>2. Submit Survey to HR</li> <li>3. Launch Survey</li> <li>4. Run Numbers</li> </ol>	Lead: Executive	HR, Union	09/2018 start date with an implementation date of 01/2019
Review and update job descriptions.	<ol style="list-style-type: none"> <li>1. Review Job Descriptions</li> <li>2. Update as needed</li> <li>3. Submit to HR for approval</li> <li>4. Present to BOS</li> </ol>	Lead: Executive	HR, BOS, Union	01/2019
Supervisors meet with each team member to outline expectations.	Monthly staff meetings at all levels	Lead: Executive  Team: Executive, Management Team		12/2018

<b>Executive Activities/Actions</b>	<b>Steps</b>	<b>Lead and Team Members</b>	<b>External Partners</b>	<b>Target Date (e.g. Q2 '17)</b>
Staff participates in developing/updating policies and procedures.	<ol style="list-style-type: none"> <li>1. Team meetings on P&amp;P's</li> <li>2. Gather input</li> <li>3. Update P&amp;P's</li> </ol>	Lead: Executive  Team: Executive, Management Team	HR, Union	09/2018
Tie P&Ps into goals/training.	<ol style="list-style-type: none"> <li>1. Use updated P&amp;P's to draft training modules</li> <li>2. Conduct training seminars</li> </ol>	Lead: Executive  Team: Executive, Management Team		01/2019
Create a cultural agreement for staff.	<ol style="list-style-type: none"> <li>1. Create a survey about culture and staff expectations.</li> <li>2. Meet with staff in small groups to gather feedback</li> <li>3. Create document based on survey and staff feedback</li> <li>4. Submit to HR for approval</li> <li>5. Deliver to staff</li> </ol>	Lead: Executive  Team: Executive, Management Team	HR, Union	Fall 2018
Schedule annual Customer Service training for all staff	<ol style="list-style-type: none"> <li>1. Ensure all staff registers for Annual Customer Service training refresher</li> </ol>	Lead: Executive  Team: Executive, Management Team	HR	Fall 2018

<b>Customer Service Activities/Actions</b>	<b>Steps</b>	<b>Lead and Team Members</b>	<b>External Partners</b>	<b>Target Date (e.g. Q2 '17)</b>
Create a comprehensive, animal-industry centric customer service training program to offer at on-boarding and also annual refresher	<ol style="list-style-type: none"> <li>1. Research other successful customer service programs.</li> <li>2. Utilize research to create a training module</li> <li>3. Deliver training to staff</li> </ol>	Lead/Team: Customer Services	HR, Training & Development	Begin development in June 2018 with an implementation date of December 2018

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Create a way to track and celebrate adoptions daily.	<ol style="list-style-type: none"> <li>1. Create a team in the customer service department to research and propose celebratory methods to the group.</li> <li>2. Meet with the entire team to gain feedback on tracking and celebrating</li> <li>3. Test methods and implement the most effective method based on customer, volunteer and staff feedback</li> </ol>	Lead: Customer Services  Team: Shelter Services, Customer Services, Community Outreach		09/2018
Quarterly awards for exceptional service	<ol style="list-style-type: none"> <li>1. Develop award criteria</li> <li>2. Staff and Supervisor nominations</li> </ol>	Lead/Team: Customer Services		10/2018 begin date with implementation 12/2018
Discuss challenges and successes with customers in daily briefings to give staff an opportunity to work on the best ways to help our customers	<ol style="list-style-type: none"> <li>1. Meet with supervisory team to discuss opportunities and format</li> <li>2. Present to staff in briefing</li> </ol>	Lead/Team: Customer Services		01/2019

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Set monthly meetings with other departments to provide open communication to all staff.	Determine who needs to meet, what the topics of discussions will be and how to proceed with each area discussed. Ask for	Lead: Shelter Services  Team: All Departments		10/2018

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	volunteers for line-staff meetings.			
Re-write of all Policy and Procedures.	Review procedures for new shelter, establish a team to help with the new procedures, train staff	Lead/Team: Shelter Services		01/2019
Implement training from Animal Friendly – Customer Smart.	Set up training schedule	Lead/Team: Shelter Services		Fall 2018

Field Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Work to update all applicable field services job classification descriptions to match the current duties of utilized positions.	<ol style="list-style-type: none"> <li>1. Update job classifications</li> <li>2. Identify job classifications which necessitate the creation of new job classification descriptions</li> <li>3. Work with HR to draft and obtain approval for creation of new job classifications.</li> </ol>	Lead/Team: Field Services		<ol style="list-style-type: none"> <li>1. 03/01/2018</li> <li>2. 10/1/2018</li> <li>3. 12/31/2018</li> </ol>
Review and update policies and procedures to ensure clear and consistent information and responsibilities. Involve staff in the review and update of policies and procedures.	<ol style="list-style-type: none"> <li>1. Solicit input from staff regarding policy and procedure updates or new policies and procedures</li> <li>2. Complete policy and procedure updates. Obtain approval of updated policies and procedures from HR.</li> <li>3. Train staff on new policies and procedures</li> </ol>	Lead/Team: Field Services		<ol style="list-style-type: none"> <li>1. 12/31/2017</li> <li>2. 09/01/2018</li> <li>3. 09/01/2018</li> </ol>

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Increase staff meetings to improve communication.	Set meetings for once a month to discuss any concerns, ideas and review policies	Lead/Team: Community Outreach	Occasionally invite volunteers, Adoption Partners, rescues, fosters to discuss concerns, changes etc.	01/2018 begin monthly staff meetings
Schedule yearly Customer Service refresher training	Select a date for training	Lead/Team: Community Outreach		Fall 2018
Review policies and procedures and assign updates as needed.	During monthly staff meetings select one or two policies and procedures to review as a team and update if needed	Lead/Team: Community Outreach	H.R., County Counsel, Employee's Union	10/2018
Define the roles of staff so they have a clear understanding of their job duties	Define roles and job duties	Lead/Team: Community Outreach	H.R., OCEA County BOS	01/2019

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Increased communication between departments	<ol style="list-style-type: none"> <li>1. Manager meetings with the Director</li> <li>2. Roundtable with all supervisors</li> </ol>	Lead: Veterinary Services  Team: All Departments		Fall 2018
Communication with line staff on updates, P&Ps, and current roles	Weekly meeting	Lead/Team: Veterinary Services		12/2018

Rabies & Business Licensing Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Rabies Control will implement a series of cross trainings in an effort to increase staff awareness of how others roles impact the Rabies Program.	<ol style="list-style-type: none"> <li>1. Work with the Rabies Specialist and other sections to schedule sit a longs for the Rabies Specialist.</li> <li>2. Schedule one sit a long per month for 4 months.</li> </ol>	Lead: Rabies Control  Team: All Departments		June 2018
Rabies Control will meet with staff to gain input on what items may be considered when creating cultural agreement.	<ol style="list-style-type: none"> <li>1. Meet with staff to gain input on what they feel would be beneficial to add to the agreement.</li> <li>2. Provide input to management for consideration.</li> </ol>	Lead/Team: Rabies Control		08/2018
Participate in roundtable meetings between sections	<ol style="list-style-type: none"> <li>1. Work with section managers to coordinate.</li> <li>2. Minutes to be taken at each meeting to ensure solid communication.</li> </ol>	Lead: Rabies Control  Team: All Departments		March 2018

## Strategic Priority 4: Fiscal Stewardship and Sustainability

Goals:	Success Measures:
1. Increase revenues from dog licensing in OCAC's service areas	a) Licensing compliance of 60% or greater by 2019.
2. Increase volunteer engagement to assist with daily shelter duties and events	a) Enhance volunteer engagement by providing more structure and resources to support volunteers in their work through elevation of volunteer leaders by July 2018. b) Increase number of active volunteers by 50% in 2019.
3. Engage in fundraising campaign to increase donor base, and an increase of donations to the shelter	a) Establish a fundraising initiative by 2019 that generates funds to enable OCAC to support and expand current operations.
4. Complete fee study to gather a more accurate estimate of costs for program services	a) Bring recommendations from the Auditor Controller fee study to Board of Supervisors for implementation in 2018.
5. Investigate alternative dog license tag programs to lower costs and encourage increased compliance	a) Investigate and if appropriate bring to the Board for consideration a revenue-based dog tag system to reduce calls to reunite animals with their owners by 25%.

### Overview of Department Roles in Reaching these Goals:

Executive	Customer Service
<ul style="list-style-type: none"> <li>• Work with a team of professionals to create a foundation supporting OC Animal Care.</li> <li>• Establish fundraising opportunities and long-term partnerships with non-profits.</li> <li>• Research and apply for grants to support additional programs.</li> <li>• Establish a fundraising initiative to generate funds for OC Animal Care.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase licensing awareness and work with the communities to encourage constituents to comply with licensing requirements.</li> <li>• Investigate an alternative dog license program and bring to the Board of Supervisors for approval as appropriate.</li> </ul>



<b>Shelter Services</b>	<b>Field Services</b>
<ul style="list-style-type: none"> <li>Research and apply for grants to purchase additional supplies and equipment.</li> <li>Educate staff to inform the public on various ways they can donate to the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure staff is accurately tracking actions with the correct Accounting Code, making fee studies as accurate as possible.</li> <li>Conduct trainings on license fee amounts, proper form completion and licensing requirements with staff so they are well informed and able to sell licenses and calculate fees quickly.</li> </ul>
<b>Community Outreach</b>	<b>Veterinary Services</b>
<ul style="list-style-type: none"> <li>Continue to increase advertisement for volunteers, increase orientations/trainings to expand the number of volunteers actively engaged with OC Animal Care.</li> </ul>	<ul style="list-style-type: none"> <li>Provide COT with detailed information about animal needs</li> <li>Work processes to recruit skilled volunteers to assist OC Animal Care Staff</li> </ul>
<b>Rabies &amp; Business Licensing</b>	<b>OCAC Procurement</b>
<ul style="list-style-type: none"> <li>Ensure accuracy of regular fee studies and work to ensure full cost recovery for programs.</li> </ul>	<ul style="list-style-type: none"> <li>Work with purchasing and contracts to ensure we are able to get the lowest pricing possible, while ensuring delivery of quality services and supplies.</li> </ul>

## Department Detailed Actions

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Identify potential donors and long-term strategies for continued financial support	<ol style="list-style-type: none"> <li>Complete feasibility Study with Convergent</li> <li>Apply recommendations</li> </ol>	Lead/Team: Executive	Convergent, BOS	09/2018
Creation of a foundation to support OC Animal Care	<ol style="list-style-type: none"> <li>Supply needed information to outside</li> </ol>	Executive	Outside professionals, BOS	01/2019

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	professionals who are creating non-profit foundation			
Continue to research programs or opportunities to reduce the cost burden to contract cities and the County while still increasing services.	<ol style="list-style-type: none"> <li>1. Network and collaborate with other Animal Welfare Professionals to compare and share ideas/programs</li> <li>2. Attend trainings with HSUS, CACDA and SAWA</li> <li>3. Apply for grants and scholarship opportunities to offset training costs</li> </ol>	Lead/Team: Executive	HR, Animal Welfare Agencies and Organizations	Summer 2019
Research and apply for grants to help support special needs animals, facilitating adoption to the community or transfer to rescue groups.	<ol style="list-style-type: none"> <li>1. Research grant opportunities available to shelters</li> <li>2. Identify key person on staff to coordinate and apply for grants; send them to grant writing training</li> <li>3. Regularly apply for grants</li> </ol>	Lead/Team: Executive	BOS, CEO	<ol style="list-style-type: none"> <li>1. December 2018</li> <li>2. Fall 2018</li> <li>3. December 2019</li> </ol>

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Advertising Campaign for Dog Licensing	Work with COT to launch a campaign for both print and on-line.	Lead: Customer Services  Team: Customer Services, Community Outreach	Local businesses and other County/City agencies	01/2019
Potential Amnesty program	1. Generate statistics on licensing (including expired and collections accounts) 2. Propose license amnesty for 2019, after move in to new shelter	Lead/Team: Customer Services		Summer 2019
Administrative Citations for continued non-compliance	1. Research and write proposal for an Administrative Citation program	Lead/Team: Customer Services	County Counsel	Summer 2020
Investigate Alternative Dog tag programs and bring to the Board for approval as appropriate	1. Research program options and write and ASR to propose changes which help increase revenue and return of pets to their owners	Lead/Team: Customer Services	County Counsel	Winter 2018

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Create an inventory system for shelter services (food, cleaning supplies, etc.) to more accurately track use.	Work with OCAC procurement desk to set up a tracking system	Lead: Shelter Services  Team: Shelter Services, Procurements		01/2019
Submit a regular list of needed enrichment items for COT to post on the Amazon wishlist	Research enrichment items and e-mail COT monthly with an updated list for OCAC's Amazon wishlist.	Lead: Shelter Services  Team: Shelter Services, Community Outreach		10/2018

Field Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Work to support fee study by tracking work, leading to more accurate fees.	<ol style="list-style-type: none"> <li>1. Meet with supervisors and email staff for input on job code use.</li> <li>2. Discuss job code use with supervisors and staff to determine the best practice to ensure consistent job coding of time based on activity types. This will ensure time is accurately tracked and that fee study calculations made with job coding totals reflect true costs associated with each activity type.</li> <li>3. Create an updated master job code list that includes an</li> </ol>	Lead/Team: Field Services		12/1/2017

Field Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	explanation of when to use each specific job code.			
Conduct trainings on license fee amounts, proper form completion and licensing requirements with staff so they are well informed and able to sell licenses and calculate fees quickly.	Schedule dates for trainings and complete scheduled trainings.	Lead/Team: Field Services		07/2018

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Increase advertisement for volunteer needs through our website, social media, newspapers	Reach out to media sources, plan an advertising campaign to draw interest in volunteerism	Lead/Team: Community Outreach	Media outlets, civic groups, retirement communities	07/2018
Marketing to social media and the website about helping out the shelter through donations and Amazon wishlists	Create a marketing campaign to focus on and increase donations to the shelter to support programs	Lead – Community Outreach Team –Community Outreach		07/2018

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Collaborate with COT on ways to help increase volunteer program.	Update COT on special need animals which could benefit from foster (medical and underage)	Lead: Veterinary Services  Team: Veterinary Service, Community Outreach		07/2018

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Collaborate with COT to create list of volunteer positions to support vet staff.	<ol style="list-style-type: none"> <li>1. Send list of duties and required skills to COT for recruitment of specialized volunteers.</li> <li>2. Create a P&amp;P for the program</li> </ol>	<p>Lead: Veterinary Services</p> <p>Team: Veterinary Services, and Community Outreach</p>		06/2018

Rabies & Business Licensing Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Review current fee study to calculate full cost recovery. Have a consistent methodology throughout OC Animal Care.	<ol style="list-style-type: none"> <li>1. Review current fee study.</li> <li>2. Conduct a new time study with current salaries.</li> <li>3. Assess any new processes.</li> </ol>	Lead/Team: Business Licensing and Rabies Control		12/2018

Procurement Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Product comparison for cost savings. Establishing new standing contracts that will lower prices if purchased in bulk.	<ol style="list-style-type: none"> <li>1. Each unit to provide cost comparison among vendors for same product</li> <li>2. If product is ordered multiple times, establish contract with vendor as cost savings measure</li> </ol>	Lead/Team: Procurement		01/2019

Procurement Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Work with Purchasing to add clause in contracts that vendor will match lower pricing	Contract revisions to include clause that vendor will either price match or allow us to purchase from other vendor (example: vaccine products if listed as part of contracted item we can only order such item from that vendor regardless if the items is found cheaper elsewhere).	Lead/Team: Procurement	Purchasing	Spring 2019
Contact vendors for possible donated items for the shelter and work with IT, Purchasing, and Program for a possible in-kind receipt	<ol style="list-style-type: none"> <li>1. Contact vendors for possible donated items for the shelter.</li> <li>2. Work with Purchasing and Program to make sure there is are no legal ramification for receiving items</li> <li>3. Work with IT for possible in-kind receipt for vendor tax deduction as incentive</li> </ol>	Lead/Team: Procurement	Vendors, Animal related businesses, IT	06/2019

## Strategic Priority 5: New Shelter Onboarding

Goals:	Success Measures:
1. OCAC staff prepare and execute a smooth transition from the old shelter to the new shelter.	a) Regular meetings set with roles and responsibilities identified by October 2017 <b>Completed.</b> b) Comprehensive move plan developed by November 2017 <b>Completed.</b> c) Move accomplished by (one month post construction completion – Estimated March 2018) <b>Completed.</b>
2. OCAC staff develops new protocols and work flows for new shelter.	a) Work flows developed based on blue prints by (3 months before move) <b>Completed.</b> b) Protocols drafted for new shelter by (2 months before move), finalized by 12 months after move in, revised as needed after move in.
3. OCAC staff plays an active role in planning and participating in the new shelter grand opening.	a) Awesome grand opening for volunteers, contract cities, community and Board members. <b>Completed.</b> b) Clear the old shelter adoption event held prior to move to extensively reduce the number of animals needing to be moved to new facility 1 week prior to scheduled move. <b>Completed.</b> c) Tours planned and conducted at and after opening
4. OCAC staff plans tour of new shelter to engage stakeholders	a) Tailored tours developed and scheduled by two months after move for following groups: grand opening, media, vet community, contract cities, volunteers, ACCOC, rescue partners.

### Department Roles in Reaching these Goals:

Executive	Customer Service
<ul style="list-style-type: none"> <li>● Get OCAC team connected and integrated into county planning for new shelter</li> <li>● Provide oversight for a smooth move; manage timeline, keep staff informed of progress, etc.</li> <li>● Keep BOS and county executives informed of move plans</li> <li>● Manage press briefings and updates</li> </ul>	<ul style="list-style-type: none"> <li>● Plan how customer service operations will happen in new shelter</li> <li>● Determine how to transition and move to new facility</li> <li>● Provide the canvassing team information which can be shared with the public about the new shelter and the grand opening.</li> </ul>



Shelter Services	Field Services
<ul style="list-style-type: none"> <li>Plan for animal move to new shelter</li> <li>Animal care P&amp;Ps for new shelter</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate work flows for each job classification/assignment</li> <li>Update or create policies and procedures as needed for move</li> <li>Provide field staff with information which can be given to the public regarding the new shelter and grand opening. Make sure field staff are informed</li> <li>Assist with the transport of animals to the new facility.</li> </ul>
Community Outreach	Veterinary Services
<ul style="list-style-type: none"> <li>Communicate and coordinate with external stakeholders such as volunteers, adoption partners, etc. on plans for new shelter and engage them in helping</li> <li>Plan a massive pre-move adoption event to reduce number of animals who must be moved</li> </ul>	<ul style="list-style-type: none"> <li>Connect and engage staff in the new shelter move</li> <li>Work with kennels to ensure a smooth move to the new shelter</li> <li>Evaluate P&amp;Ps for the new shelter.</li> </ul>
Rabies & Business Licensing	Procurement
<ul style="list-style-type: none"> <li>Plan for move to new shelter</li> </ul>	<ul style="list-style-type: none"> <li>Contact current vendors to renegotiate/rebid/amend contracts for new shelter</li> <li>Develop move plans for each OCAC unit</li> </ul>

## Department Detailed Actions

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Ensure OC Animal Care staff, as well as the rest of the County and community partners, including media are informed of the move and important dates.	<ol style="list-style-type: none"> <li>Talk with OCCR HQ re: overall plan and points of contact</li> <li>Coordinate with County PIO for County to start coordination</li> <li>Create and distribute information about the</li> </ol>	Lead/Team: Executive		<ol style="list-style-type: none"> <li>12/2017</li> <li>01/2018</li> <li>01/2018</li> </ol>

Executive Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	move and services to cities, other agencies and community partners			
Create and distribute a master move plan to all OCAC staff	<ol style="list-style-type: none"> <li>1. Set up meetings with staff and determine needs/inter dependencies</li> <li>2. Complete plan and roll out completed version to all staff during follow-up meetings</li> </ol>	Lead/Team: Executive	Cecelia Varela, IT, Procurements	<ol style="list-style-type: none"> <li>1. Ongoing meetings</li> <li>2. 02/2018</li> </ol>
Records retention and purge training	<ol style="list-style-type: none"> <li>1. Meet with OCCR Custodian of Records to discuss retention training</li> <li>2. Purge training with staff</li> </ol>	Lead/Team: Executive	Custodian of Records	<ol style="list-style-type: none"> <li>1. 08/07/2017 Completed</li> <li>2. 09/2017 Completed</li> </ol>

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Begin scanning all records into digital index to reduce amount of file storage	<ol style="list-style-type: none"> <li>1. Complete scanning of all documents into the shared drive for access.</li> <li>2. Start scanning all kennel office documents weekly</li> </ol>	Lead/Team: Customer Services	IT	11/2017
Coordinate with Auditor Controller to ensure that cash is moved properly	Schedule a meeting to go over cash handling requirements for the move and communicate	Lead: Customer Services  Team: Customer Services and Accounting	Accounting, Auditor Controller	February 2018

Customer Service Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	requirements with the rest of the team.			
Work with COT and Shelter on Adoption/redemption policies and procedures in new location (includes logistics)	<ol style="list-style-type: none"> <li>1. Schedule team meeting to discuss new procedures</li> <li>2. Perform walk-through tests at new shelter</li> <li>3. Write protocol</li> </ol>	Lead/Team: Shelter Services, Community Outreach, Customer Services		<ol style="list-style-type: none"> <li>1. 01/2018</li> <li>2. 01/2018</li> <li>3. 06/2018</li> </ol>

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Review current procedures and develop new animal care P&P's for new facility.	Re-write policy and procedures as needed to be reflected new shelter.	Lead/Team: Shelter Services		01/2019
Create appropriate Chameleon reports/fields to make the movement of animals a team process.	Work with team, Chameleon and IT to establish reports needed to streamline the move process.	Lead: Shelter Services  Team: Shelter Services and Executive	IT, Chameleon	06/2018
Practice new cleaning methods associated with the kennels at the new shelter.	Runs will be squeegeed and staff will need to flush the waste down the new system in the shelter. This will need to be completed several times daily	Lead/Team: Shelter Services	Contractors, Facilities Maintenance	02/2018
Set up teams for the move.	Establish who will be where, doing what and how.	Lead/Team: Shelter Services		11/2017
Order all supplies and equipment needed to operate in new facility	<ol style="list-style-type: none"> <li>1. Look at all new processes in new</li> </ol>	Lead: Shelter Services		<ol style="list-style-type: none"> <li>1. 01/2018</li> <li>2. 02/2018</li> <li>3. 03/2018</li> </ol>

Shelter Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	shelter and order all needed new supplies. 2. Look at areas in the new shelter for storage of supplies and equipment. 3. Train staff on new procedures and where to locate all supplies and equipment needed.	Team: Shelter Services, Procurements		

Field Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Evaluate work flows for each job classification/assignment by walking through each job type to determine barriers or changes in daily routines resulting from the shelter move.	1. Create a workflow sheet, list, chart, or diagram for each job classification/assignment 2. Present workflow to supervisors and staff to solicit input	Lead/Team: Field Services		01/2018 – In process
Update or create policies and procedures as needed for operating at the new shelter.	See Strategic Priority #3. Incorporate information from workflow exercises as noted above.	Lead/Team: Field Services		09/01/2018
Provide field staff with information which can be given to the public regarding the new shelter and grand opening. Make sure field staff are informed	Regular update emails or other communications to ensure field staff are up-to-date on the new shelter timeline	Lead: Field Services  Team: All Departments		10/01/2017 (at least monthly thereafter)

Community Outreach Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Prepare/inform adoption partners about our move and changes.	COT team to meet with management team to coordinate what those changes will be.	Lead/Team: Community Outreach	Adoption Partners, Rescues	1/2018
Planning and scheduling tours of shelter for partners and volunteers.	Meet with other sections and get input and level of involvement, COT team to then develop plan	Lead/Team: Community Outreach	Volunteers, Adoption Partners	1/2018
Train corps of volunteer "tour guides" who can conduct new shelter tours upon opening.	Tour of new shelter prior to opening, create a simple P&P and job description for the "docent" position	Lead/Team: Community Outreach	Volunteers	1/2018
Increase number of volunteers scheduled to assist the shelter and customers on a daily basis over the first month after opening.	Schedule adequate volunteers to handle increased customer and foot traffic at the new shelter	Lead/Team: Community Outreach	Volunteers	01/2018
Plan a pre-move adoption event to help clear animals from the shelter	<ol style="list-style-type: none"> <li>1. Set a date for an adoption event the week prior to the move.</li> <li>2. Create flyers, distribute to staff, media and city partners</li> <li>3. Schedule volunteers to assist with the event.</li> </ol>	Lead/Team: Community Outreach		02/2018

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Involving staff in move to new shelter	<ol style="list-style-type: none"> <li>1. Keeping staff updates with new shelter information.</li> <li>2. Set up staff tours of the new shelter so new work flow can be established and visualized before move.</li> <li>3. Involve team in the moving process.</li> </ol>	Lead/Team: Veterinary Services	IT, OCCR	Spring 2018
Schedule additional pre-empt surgeries prior to grand opening	Based on number of available animals schedule additional vets to complete s/n surgeries in preparation of increased interest in adoptions at Grand Opening	Lead: Veterinary Services  Team: Veterinary Services and Shelter Services		02/2018
Address update for certificates	Update the address on all vet staff certificates in January so that posted information is correct	Lead/Team: Veterinary Services		03/2018
Audit Medical Supplies and Equipment	Audit medical supplies to determine which items will be moved to the new shelter and what will need to be disposed of/sent to surplus	Lead/Team: Veterinary Services		09/2017 and ongoing
Drug log and controlled substance permit update	Determine when controlled substance and veterinary premises permit needs to be ordered so that they are	Lead/Team: Veterinary Services		03/2018

Veterinary Services Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
	active at the new shelter upon move in.			
Work with Shelter Services on transport of medical animals	Strategize with the shelter team to arrange transport of the medical animals during the move.	Lead: Veterinary Services Team: Veterinary Services and Shelter Services		02/2018
Medical Supplies delivered to new shelter	<ol style="list-style-type: none"> <li>1. Go through inventory</li> <li>2. Place an order for delivery to the new shelter so that medical supplies and medications are at the new facility when we move</li> <li>3. Unpack at new facility and stock shelves</li> </ol>	Lead: Veterinary Services Team: Veterinary Services and Procurements		<ol style="list-style-type: none"> <li>1. 12/2017</li> <li>2. 01/2018</li> <li>3. 02/2018</li> </ol>
Update forms	<ol style="list-style-type: none"> <li>1. Update all forms related to vet services with the new address and phone information, ensure up to date</li> </ol>	Lead: Veterinary Services Team: Veterinary Services and Procurement		<ol style="list-style-type: none"> <li>1. 01/2018</li> </ol>

Rabies & Business Licensing Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Rabies Control is assessing processes, developing business continuity plans and creating messaging applicable to the move.	<ol style="list-style-type: none"> <li>1. Using floor plans, assess current processes and make any procedural changes necessary.</li> <li>2. Create business continuity strategies for the Rabies Desk as it must remain operational.</li> <li>3. Create messaging for internal and external customers to ensure awareness of move.</li> <li>4. Update all forms and purge old documents.</li> </ol>	Lead/Team: Rabies Control		March 2018
Pack up Business Licensing (BL) files. Color code and number each box. Work with moving coordinator for a smooth transition.	<ol style="list-style-type: none"> <li>1. Have separate boxes for each type of business.</li> <li>2. Color code each box and number.</li> <li>3. Have a point person at current shelter to ensure all of BL boxes are secured and loaded on to moving trucks.</li> <li>5. Have point person at new location to ensure that BL boxes are placed into the proper areas.</li> </ol>	Lead: Business Licensing  Team: Business Licensing Procurement		2/2018



Procurement Activities/Actions	Steps	Lead and Team Members	External Partners	Target Date (e.g. Q2 '17)
Establish necessary contracts for new shelter	<ol style="list-style-type: none"> <li>1. Determine contracts needed for new shelters</li> <li>2. Create sole sources and updated scope of work for each vendor needed for new shelter</li> <li>3. Submit to purchasing for processing</li> </ol>	Lead/Team: Procurement	Current contracted vendors, OCCR Facilities	<ol style="list-style-type: none"> <li>1. 12/2017</li> <li>2. 01/2018</li> <li>3. 02/2018</li> </ol>
Move Plans	<ol style="list-style-type: none"> <li>1. Determine what each unit needs to have moved</li> <li>2. Designate a contact person per unit</li> <li>3. Establish deadlines for these designees to complete packing for each unit</li> <li>4. Establish delivery schedule per unit</li> <li>5. Determine what is being left behind for destruction</li> </ol>	Lead/Team: Procurement	Movers	<ol style="list-style-type: none"> <li>1. 9/2017</li> <li>2. 11/2017</li> <li>3. 12/2017</li> <li>4. 2/2018</li> <li>5. 2/2018-10/2018</li> </ol>