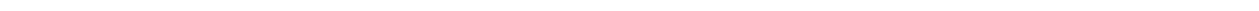


# FAIRFIELD COUNTY DOG ADOPTION CENTER & SHELTER

Strategic Plan  
2018 - 2021



## ***Overview***

The 2018-2021 Fairfield County Dog Adoption Center & Shelter strategic plan is designed to provide guidelines for management decisions as the organization moves into the future. The plan uses important information such as the mission, purpose, and core values of the dog shelter to create an organizational lens through which future activities can be examined and scrutinized.

The plan was developed by collecting data and input from various key stakeholders throughout Fairfield County. The plan utilizes information from those stakeholders to create a series of strategic themes to focus on in the coming years. Those themes are then used to create strategic goals which can then be measured by examining the status of work that is underway and identifying key future actions necessary to accomplish those goals.

The strategic plan is intended to be a living document which can be altered as needed when faced with new problems. This allows the organization to maintain flexibility in efforts to solve key problems which may have yet to arise. The information in the plan should be thought of as a GPS unit that helps us keep moving in the right direction to our goals even if new roadblocks pop up along the way.

## ***Mission***

It is the mission of the Fairfield County Dog Shelter to provide an environment of continuous improvement; emphasizing excellent service and safety for the community; showing dogs in our protection care and compassion with innovative, yet sustainable means; all while maintaining a standard of the utmost integrity.

## ***Purpose***

It is the purpose of the Fairfield County Dog Shelter to embrace the dogs of the community; to keep lost or adoptable dogs safe until they can find their way home; to protect Fairfield County through the enforcement of State Animal Control

Laws, and to continue to provide the community with education opportunities on the importance of pet safety and population control.

### ***Core Values***

- To support an environment of continuous improvement
- Embrace the importance of collaboration and teamwork
- Measure performance in critical areas to hold ourselves accountable
- Provide excellent service to the people and animals of Fairfield County
- Serve as professionals with honor, transparency, and integrity

### ***SWOT Analysis***

A SWOT analysis is a tool used to analyze an organization's Strengths, Weaknesses, Opportunities, and Threats. The analysis is useful in that it is used to examine both internal factors (strengths and weaknesses) and external factors (opportunities and threats). In addition, a SWOT forces an organization to look at the good and bad, as well as the present and future. This approach is particularly useful to develop a list of mission and future-focused organizational goals.

This SWOT was developed using the input of numerous stakeholders including customers, shelter staff and volunteers, rescue organizations, local veterinarians, shelter interns, and other partners. The information was collected via electronic surveys, interviews, small group meetings, full staff meetings, and conversations with customers.

# Fairfield County Dog Shelter SWOT Analysis

<p><b>Strengths</b></p> <p>Passionate and dedicated staff and volunteers</p> <p>Strong relationships with local veterinarians</p> <p>Organizational integrity</p> <p>Professional standards</p> <p>Increased standards of care</p> <p>Social media use</p>	<p><b>Weaknesses</b></p> <p>Lack of expertise in medical care</p> <p>Resources for providing emergency care to dogs in critical care moments</p> <p>Limited quarantine capabilities in the shelter</p> <p>Lack of ability to perform advanced animal behavior modifications and training</p> <p>Limited number of revenue streams</p> <p>Aging facilities and equipment</p>
<p><b>Opportunities</b></p> <p>Community support for Dog Shelter</p> <p>Numerous avenues for professional development</p> <p>Local veterinarians support of creating an externship with Ohio State Veterinary College</p> <p>Numerous chances to participate in community events</p> <p>Dog Licensing</p> <p>Potential partnerships with other public agencies</p>	<p><b>Threats</b></p> <p>Increasing expenses to care for dogs</p> <p>Expanding demands on services</p> <p>Irresponsible and inhumane dog owners</p> <p>Backyard breeders</p> <p>Employee safety</p> <p>Increased crime and decreased compliance with dog laws</p> <p>Opiate epidemic</p>

## **Strategic Themes**

### ***Strategic Theme1:***

Develop organizational capacity for treatment and care of dogs

### ***Strategic Goals***

- Continue to improve the quality of care for animals in the shelter
- Ensure a safe, healthy, and humane environment for the animals who come into our care
- Advance our capabilities to efficiently and effectively handle various medical concerns
- Internalize our medical processes to minimize wait time, curb emergency expenses, and maximize our ability to diagnose and treat medical concerns of dogs in our care

### ***Current State***

- Lease of a medical space for the intake and quarantine of dogs
- Vaccinations provided on intake and throughout the process
- All dogs are seen by a veterinary professional and spayed or neutered if appropriate
- Using external vet services to examine and treat medical conditions
- Providing for the medical and behavioral needs of dogs after being seen by a vet

### ***Future Actions***

- Hire professionals with veterinary medicine experience
- Utilize new facility to reduce the risk of cross-contamination and demand of veterinary services
- Complete in-service training to improve triage care

## ***Strategic Theme 2:***

Continue to create and retain a highly qualified team of mission-focused professionals

### ***Strategic Goals***

- Be competitive in recruiting, developing, and retaining talent
- Create a culture that values, respects, and encourages our employees' goal-oriented development.
- Support a culture that focuses on individual and team accountability
- Provide access to current and relevant training and professional development
- Utilize goal-oriented evaluation systems to establish and maintain high-performance standards.

### ***Current State***

- Three OPOTA certified Humane Officers
- Two Nationally Certified Animal Control Officers
- All field officers completed numerous training from ASPCA
- Recruiting Law Enforcement Technology Students for entry-level positions
- Utilize goal-oriented performance evaluations

### ***Future Actions***

- Introduce team building activities
- Continue to examine position descriptions and organizational needs
- Institute a monthly staff in-service training
- Recruit professionals from the veterinary care field
- Increase participation in county training and leadership development opportunities

### ***Strategic Theme 3:***

Develop and support communities of responsible and humane pet owners through a cultural shift to proactive, preventative animal welfare measures

#### ***Strategic Goals***

- Create and support initiatives that aim to produce humane and responsible pet ownership
- Promote and enforce dog licensing
- Support legislation which promotes humane and responsible animal care
- Create and promote education and collaboration opportunities designed to promote the concepts of humane and responsible community care for animals
- Create incentives for responsible dog ownership while enforcing laws which aim to deter irresponsible and inhumane treatment

#### ***Current State***

- Implemented a new licensing system to encourage Spay/Neuter
- Holding non-licensed dog owners accountable
- Random and blanket license checks throughout the county
- Responding to all complaint calls to ensure issues are being addressed

#### ***Future Actions***

- Offer microchipping service to help reconnect pets with owners
- Look for opportunities to encourage vaccinations through local programs
- Identify and encourage licensing public information campaigns

### ***Strategic Theme 4:***

Remain focused on creating the best possible outcome for every dog that enters the care of our shelter

### ***Strategic Goals***

- Continue to make redemption a priority by maximizing efforts to return dogs to their original owners
- Provide services which aim to keep dogs from entering our custody in the first place
- Continue to evaluate, improve, and support our dog adoption program as a means for finding new homes for our dogs
- Develop and foster relationships with rescue organizations for dogs which may not be quite ready for adoption due to medical or behavioral conditions
- Continue to focus efforts toward creating positive outcomes for all dogs and limit euthanasia to only dogs which are deemed unfit for release due to unmanageable medical or behavioral concerns

### ***Current State***

- Web-based Lost and Found Services
- Scanning dogs for microchips in the field
- Utilizing Social media to return dogs home or help find new homes
- Foster relationships with rescue groups and partners

### ***Future Actions***

- Work with behavior experts to help rehabilitate more dogs
- Hire a veterinary-technician to care for dogs
- Offer low-cost microchipping upon redemption



### ***Strategic Theme 5:***

Ongoing financial stability and sufficiency. Responsibly obtain, maximize, and allocate financial resources

#### ***Strategic Goals***

- Closely monitor expenditures to ensure their appropriateness and connection to our mission
- Monitor and evaluate revenue streams to ensure they are sufficient and sustainable
- Examine opportunities for partnerships with non-profit entities to support our mission and strategic initiatives
- Identify and pursue grant opportunities which support our mission and strategic path
- Seek opportunities to limit the medical expenses that come with responsible animal care

#### ***Current State***

- Ensuring the appropriate amount of supplies are utilized to reduce waste
- Strong internal control mechanisms in place
- Utilizing volunteers and internships through external partners to help complete tasks

#### ***Future Actions***

- Create partnerships with external partners to create corporate and community service based volunteer opportunities
- Identify grant opportunities for areas of operation
- Be receptive to non-profits that wish to work as partners in reducing costs or raising funds

- Internalize veterinary care to reduce service expenses

***Strategic Theme 6:***

Transparency, accountability, and continue to advance and embrace our roles as public stewards

***Strategic Goals***

- Seek opportunities to be visible in our communities to develop positive relationships with citizens
- Hold ourselves accountable to perform by creating goal-oriented performance measures
- Create opportunities for easier access to public monitoring of our performance measures
- Encourage and welcome feedback about our performance from stakeholders
- Identify the best hours of operation alternative to maximize our ability to serve the public needs while maintaining financial restraint

***Current State***

- Participation in local after-school programs
- Completing goal oriented evaluations
- Renewed hours of operation to better meet public needs
- Participating in public events to be visible in the community

***Future Actions***

- Continue to examine hours of operation to best meet the public need
- Promote Shelter Statistics to demonstrate performance
- Utilize surveys and social media to monitor our effectiveness in delivering quality service