Shelter Update: 5 Years In

April 6, 2010
The Foundation for Change

- Created a Strategic Plan
- Developed a Workforce Plan
- Established Cultural Change Policies
- Developed programs to expand the shelter’s resources beyond its walls
- Created 501C3 Organization – FFCAS
- Established Contracts needed to support programs
We strive toward the day when no healthy, treatable or rehabilitatable companion animal will be euthanized for lack of space or other resources.
Strategic Goals
A Quick Review

1. Improve the quality of care provided to animals in the shelter
2. Develop organizational capacity
3. Create and maintain a model facility
4. Communicate effectively and timely within the Shelter
5. Decrease the Shelter’s intake of unwanted animals
6. Decrease the shelter’s euthanasia rate and increase the positive release rate
7. Improve the quality and quantity of Shelter adoptions
8. Raise citizen awareness with regard to sharing our space with wildlife
9. Develop a positive, visible presence in the community
Goal #1: Improve the quality of care provided to animals in the shelter.

Objectives:

1.1 Maintain accurate medical and tracking records and provide supportive medical care.

1.2 Reduce stress for shelter cats and dogs
Goal #1:
Improve the quality of care provided to animals in the shelter.

Objectives:

1.3 Provide all cats and dogs that become the shelter’s property with standard vaccinations, a microchip, grooming, flea treatment, dewormers and screening test. Stray dogs receive bordatella on intake.

1.4 Provide quality care for rabbits, other small mammals, reptiles, birds and livestock by ensuring proper feeding, exercise and housing.
Results for Goal #1: Improve the quality of care provided to animals in the shelter.

- Vaccination protocol
- Animal Care classes for staff/volunteers:
  - Neonatal kitten care
  - Rabbits
  - Ferrets
  - Small mammals
  - Turtles
Results for Goal #1: Improve the quality of care provided to animals in the shelter.

- Cat condos
- Cat cleaning protocol
- Kennel decks for dog runs
- Blankets for every animal
- Large dog exercise area
- Morning dog walking by caretakers
- Increased volunteer dog walking
Results for Goal #1: Improve the quality of care provided to animals in the shelter.

- Adoption ordinance change
  - Microchipping dogs
  - Animals receive rabies prior to adoption
  - Adoption fee changes
- Vaccinations upon intake
- Rabbit cages, veggies daily
Goal #2: Develop organizational capacity.

Objectives:

2.1 Develop an organizational infrastructure that supports the achievement of the organization’s vision and goals.

2.2 Increase volunteer participation.

Objectives (continued):

2.3 Ensure caretaker competency and consistent training.

2.4 Develop excellent customer service skills and expertise across all areas of the organization.

2.5 Ensure professional development of staff that will enhance organizational operations.
Results for Goal #2: Develop organizational capacity.

- Established Community Outreach Position
  - Outreach Manager hired
- Established Kennel Manager Position
  - Kennel Manager hired
- Created Lead Adoption Counselor Position
  - LAC hired
- Created two part time Kennel Attendant Positions
- Established a new ELT Volunteer Services Coor. Position
- Created and developed foster program
- Established ELT position to assist with phones, front desk, Monday RTOs
- Developed training program for all new staff
- Provided training opportunities for shelter staff
- Provided management training for shelter supervisors
Results for Goal #2: Develop organizational capacity.

- Changed staff evaluations to support vision
- Established an inmate program to support kennel functions
- Recruited volunteers & fosters
- Increased volunteer hours and retention
- Increased number of volunteers
- Established volunteer mentoring program
- Expanded volunteer opportunities
- Provided volunteer enrichment sessions
- Utilized volunteer interests and skills for special events, rabies clinics, etc.
Results for Goal #2: Develop organizational capacity.

- Provided customer service training for front desk staff
- Provided training and enrichment for staff:
  - HSUS conferences
  - VFHS conferences
  - Chameleon conferences
  - Ayrshire Farms
  - Petfinder.com
  - Best Friends
  - Training by Deepwood Staff for vaccination techniques
Goal #3: Create and maintain an efficient, model facility that goes beyond being compliant with all state codes and meets community expectations for an animal resource center.

Objectives:

3.1 Be known for being responsive.

3.2 Demonstrate a high standard of cleanliness.

3.3 Secure speaking positions at local, state and national conferences.

3.4 Develop and implement model programs to improve shelter operations, animal care, increase positive release rate, decrease intake and euthanasia.

3.5 Create a model facility that serves the County’s needs.
Results for Goal #3: Create and maintain an efficient, model facility that goes beyond being compliant with all state codes and meets community expectations for an animal resource center.

- Purchased new phone system
- Established Monday redemptions
- Implemented new shelter hours based on customer traffic patterns
- Purchased a lighted sign
- Presented at local and state conferences; Tufts University; Va. Veterinary Assoc. Mtg; Civic Association Meetings
- Researched cleaning products and established product rotation protocol;
- Revised SOPs for maintaining a clean facility
Results for Goal #3: Create and maintain an efficient, model facility that goes beyond being compliant with all state codes and meets community expectations for an animal resource center.

- Visited area shelters and other high profile model shelters around the Country to identify state of the art facilities and practices
- Participated in all Shelter renovation planning
- Held special adoption events
  - ExtravaCATza! (since 06)
  - Petstock (since 08)
  - Home 4 the Holidays (since 05)
Goal #4: Communicate effectively and timely within the shelter and the ASD.

Objective:
4.1 Ensure that all staff members are aware of key activities in every area of shelter operations.
Results for Goal #4: Communicate effectively and timely within the shelter and the ASD.

- Held functional area staff meetings as needed
- Conducted mediated team building
- Invited guest speakers from alternative dispute resolution center
- Created message board in receiving for urgent animal needs communication
- Utilized email to communicate important information to all staff
- Provided roll call training to Animal Control
Goal #5: Decrease the shelter’s intake of unwanted animals.

Objectives:

5.1 Ensure 100% compliance for shelter adoptions, including pediatric spay/neuter.

5.2 Provide information and resources for citizens to enable affordable sterilization of dogs and cats.
Goal #5:
Decrease the shelter’s intake of unwanted animals.

Objectives (continued):

5.3 Raise community awareness/consiousness with regard to the causes and consequences of pet overpopulation.

5.4 Provide education and assistance to pet guardians thinking about surrendering pets.
Results for Goal #5: Decrease the shelter’s intake of unwanted animals.

- Pre-adoption spay/neuter
- Pediatric spay/neuter
Results for Goal #5:
Decrease the shelter’s intake of unwanted animals.

- Spay/neuter Program
  - Owned dogs and cats
  - Outdoor cats
  - Low-income animals
  - Pit Bulls
  - “High-risk” animals

- Helping Community Cats Classes

- Animal Friendly License Plate Funding
Goal #6: Decrease the shelter’s euthanasia rate and increase the positive release rate.

Objectives:

6.1 Reduce the number of animals requiring euthanasia by expanding resources and options.

6.2 Increase the shelter’s positive release rate.
Results for Goal #6: Decrease the shelter’s euthanasia rate and increase the positive release rate.

- Foster program
  - Neonatal foster care program
  - Treat ringworm
  - FIV+ cats
- 80+ rescue partners
- Pit Bull adoption policy improved
- Friends of the Fairfax County Animal Shelter
Goal #7: Improve the quality and quantity of County shelter adoptions.

Objectives:

7.1 Improve adoption retention rates.

7.2 Improve overall adoption rates.
Results for Goal #7: Improve the quality and quantity of County shelter adoptions.

- SAFER temperament tests
- Canine-ality
- Animal profiles for surrendered pets
- Animal files
- Chameleon notes
- Adoption folders
- Pit Bull home visits
- Declaw policy
Results for Goal #7:
Improve the quality and quantity of County shelter adoptions.

- Petfinder.com
- Informational flyers, etc.
  - Petharbor.com
  - Adoption policies and procedures
  - Adoption & Spay/neuter fees
Goal #8:
Raise citizen awareness with regard to sharing our space with wildlife.

Objectives:

8.1 Provide wildlife humane education for residents and staff.

8.2 Work with and maintain media coverage about wildlife issues.
Goal #9: Develop a positive visible presence in the community.

Objectives:

9.1 Develop and enhance media relations.

9.2 Be visible in an organized and positive way.

9.3 Expand presence in community activities.
Results for Goal #9: Develop a positive visible presence in the community.

- 100% transparency
- VDACS online data
- Work with FCPD PIO
- Positive presence in the media
  - Channels 4, 5, 7, 9 and 8
  - The Washington Post
  - The Examiner
  - Etc.
Results for Goal #9: Develop a positive visible presence in the community.

- Brand/logo
- Staff uniforms
- Brochures
- Community events
- Low-cost rabies clinics (on the road)
- In-shelter rescue adoptions