

Innovation in Action

Progress Report
Second Quarter FY 2014



CITY OF SAN ANTONIO
**ANIMAL CARE SERVICES
DEPARTMENT**



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MISSION STATEMENT

Animal Care Services' mission is to encourage responsible pet ownership by promoting and protecting the health, safety, and welfare of the residents and pets of San Antonio through education, enforcement, and community partnership.



Amarissa Makes A Wish

In March, the staff of Animal Care Services got to participate in something very special. A remarkable young lady named Amarissa (pictured on the front cover) was granted a wish by the Make-A-Wish Foundation. The one wish she wanted above all others wasn't to go to Disney World or meet a famous celebrity. Amarissa wanted to run an animal shelter. Our Director, Kathy Davis, stepped aside and Amarissa took over as ACS Director for the day. We even changed the name of ACS to "Amarissa Cares Shelter."

During her tenure as executive director, Amarissa led a meeting with the leadership team at ACS (and like a very wise leader, she brought treats for her staff), she toured the kennels, assisted with adoptions, helped out in the vet clinic, helped our volunteer groomer make some dogs pretty and comfortable, and learned how to take pictures of our pets to help get them adopted.

Amarissa is also working on her own website to help pet owners find resources that will help them keep their pets or responsibly re-home them instead of taking them to an animal shelter. This might have been Amarissa's wish, but having her here touched all of us in many ways and we are so happy she is working hard to help make our dreams of being a no-kill city come true! Thank you for sharing your special day with us, Amarissa!



THE DIRECTOR'S DESK

As we reach the midpoint of Fiscal Year 2014, the Department continues to reach new heights and into new and exciting territory that we have not seen in the past. Using the Department's Strategic Plan with an eye towards supporting three critical priorities: 1) Enhanced Enforcement; 2) Controlling the Stray Population; and 3) Increasing the Live Release rate as our guiding light, the department continues to see many successes.

ACS closed out FY 2013 with a historic Live Release rate of 77%. Through the first half of FY 2014, the department has achieved an average Live Release rate of 83% for all pets. Furthermore, January brought us our highest Live Release rate ever – nearly 86%! In March, over 90% of all cats had positive placement. We expect this trend to continue over the next few months and are confident to be able to declare that San Antonio has achieved the national standard of “No Kill” with our cats. While maintaining the 90% rate will be a task during the high intake months of summer, this milestone represents the continual progress the department is making. This success is in large part due to the TNR efforts of ACS and Best Friends Animal Society as well as our spay/neuter partners.



While we celebrate our success, there is still more work to be done. We were accepted as a challenger in the 2014 ASPCA Rachael Ray \$100K Challenge where we will compete this summer with 50 other shelters from across the country to be the shelter who has the highest increase in lives saved over the same time period last summer. WHEN we win the \$100,000 grand prize, not only will we be the only municipal shelter to ever win, but we'll be the only organization to win the Challenge TWICE (we won the Grand Prize in 2012). We look forward to utilizing our amazing partnerships with our rescue groups along with a creative marketing campaign and themed adoption events to save thousands of lives this summer.

Identified in the FY 2014 First Quarter Progress Report, the department continues to implement a myriad of initiatives in line with our three core objectives of the department's Strategic Plan that help get our pets out the door quicker through the reduction in the stray hold period for those with an identified live outcome, control of the stray population by requiring spay/neuter after the first impoundment, and holding pet owners more accountable through the adoption of civil citations, just to name a few. A detailed update on these initiatives are listed on pages 4 and 5 of this report.

In February, in partnership with the Animal Defense League (ADL), we broke ground on additional kennels on the ADL campus housing pets solely from ACS – increasing our kennel capacity and ability to secure additional positive placement for over 3,000 pets a year. In addition, our Field Management staff have developed a Field Training Academy giving all new Animal Care Officers a thorough, hands-on, and practical approach to best practices in relation to enforcement, animal welfare, and providing superior customer service as they protect both the citizens and pets of San Antonio.

We are thrilled to continue to have the support of ACS staff, volunteers, ACS Advisory Board members, City Council, community partners, and the public.

Thank You,

A handwritten signature in cursive script that reads "Kathy Davis".





KEY INITIATIVES - UPDATE

On the heels of the most successful year in shelter history, ACS proposed a multitude of new initiatives which support an increase in live release, enhanced enforcement, while encouraging responsible pet ownership. The following is an update on several key Department Initiatives.

Brackenridge Facility

In FY 2010, City Council approved the building of a new \$5.4 M ACS facility in Brackenridge Park on the former grounds of the City's Animal Care Facility. In a cost-saving measure estimated at almost \$2 M per year, the City partnered with San Antonio Pets Alvie! (SAPA!) to operate and manage the Paul Jolly Center for Pet Adoptions and Petco Pavilion and Pet Shotz to operate and manage the Spay + Neuter Clinic. The City broke ground on the facility in October 2012 and opened for business on October 26, 2013. The facility will provide 3,000 live placement outcomes rescued solely from ACS and 4,000 free or low-cost spay/neuter surgeries provided to the community all in the first year of operation. Through the first five months of operation (March), SAPA! has adopted almost 1,200 pets and Pet Shotz has provided over 1,500 free or low-cost surgeries!

Arabella sat patiently in her kennel at ACS as she was passed over - day after day. Through no fault of her own, Arabella had a severe case of demodex mange—her fur was patchy, was super skinny, and had a pretty bad skin infection. Out of time and space, SAPA! rescued Arabella and transferred her to the Paul Jolly Center for Pet Adoptions at Brackenridge. After being overlooked again, a lovely lady named Laura stopped at her kennel, knelt down and saw the beauty and happiness in her eyes. Arabella jumped for joy and after a walk around the adoption center—had an instant connection. Laura and Arabella are the best of friends and with a little medication, high quality food, and lots of love and attention—Arabella has gained 15 pounds and all of her fur—revealing a soft, white coat.

The premier Brackenridge facility allows pets—often harder to place—the time they need to find their furever home as well as provides a centralized location for residents to receive low-cost veterinary services.



Stray Hold Period Reduction

ACS' ability to impound pets is dependent upon our kennel capacity. Some of the key external factors controlling our capacity include: the number of available kennels at ACS, required stray hold period, humane housing standards, and the speed that pets are picked up from the shelter, just to name a few. In December 2013, City Council approved the amendment of Chapter 5 of the City Code to reduce the mandatory stray hold period by 1 day for pets with an identified live outcome placement. Pets without an identified live outcome are still held for a minimum of three full days. The reduction of the stray hold period allows ACS to increase capacity by freeing up valuable cage space one day earlier and provides additional time in the shelter for pets without live outcome.

The average Live Release rate for the 2 months preceding implementation (November & December) was 79.76%. The average Live Release rate for the 2 months following implementation (February & March) was 83.36%. While we acknowledge the seasonality aspect affecting the department's Live Release rate, the additional time the department is able to give pets in the shelter has increased due to this initiative.

KEY INITIATIVES - UPDATE



1st Impoundment Spay/Neuter Requirement

In November 2013, City Council approved the amendment of Chapter 5 of the City Code to require all roaming pets that are returned to their owner following their first impoundment to be altered within 30 days of conditional release. This ordinance change holds owners accountable while reducing the additional birth of unwanted litters of our community's roaming and loose pets. Tracking and reporting mechanisms were established in February 2014 to assist with enforcement efforts.

In the first two months following implementation, over 180 pets were issued a notice requiring sterilization. Today, 28 pets complied and were sterilized within 30 days of their conditional release. An additional 143 pet owners were issued citations for not complying within 30 days; of the 143, 9 pet owners then complied and sterilized their pet. Enforcement continues with those pet owners who are not in compliance.



Civil Citations

In November 2013, City Council approved the amendment of Chapter 5 and Chapter 20 of the City Code to adopt the "Civil Citation" process for animal care and control ordinance violations. Civil citations give ACS the authority to impose administrative penalties in order to provide an equitable, expeditious, effective, and inexpensive method for enforcement activities. This process allows for a quicker process through the municipal court system (approximately 1 month versus 2 months to 2 years within in the criminal system), increased fines for repeat offenders and allows our Officers to spend less time in Court and more time in the Field responding to call-for-service requests. From January 2014 when full implementation began through the end of March 2014, the department issued over 500 civil citations.

Increased Kennel Capacity at Animal Defense League

In FY 2013, ACS partnered with the Animal Defense League (ADL) to fund the building of additional kennels on the ADL campus using \$2.2 M in Bond Funds from the 2012 Bond Program. This project will increase ACS' capacity by an additional 3,000 pets annually and ensure those pets live outcome. These kennels will be operated and maintained by ADL for an initial 25-year lease.

Pre-construction began in January followed by an official groundbreaking ceremony in mid-February with the City Manager, Deputy City Manager, District 10 City Councilman, ACS Director & Advisory Board President and ADL Executive Director and Board President. Infrastructure is already in place with the foundations of the new kennel buildings currently being poured. Construction is on target to finish in November 2014.





KEY INITIATIVES - UPDATE

Media

The second quarter of the year continues with robust media and marketing presence for the shelter. Key to the consistent growth and success of the Public Information Office division has been strategically pitched story ideas and creative events. A high profile article in the Express-News followed five dogs (including both pictured on the right) through the ACS system in a honest look at the everyday life of the shelter and its pets. A collaboration between ACS and the Animal Defense League also saw major media play with a fun press event to highlight the new ADL/ACS kennel project. Finally, Animal Care Services worked on a heartwarming story with the Humane Society of the United States and a local family whose young daughter was living with kidney disease. ACS was able to make this young lady the “director for the day” at ACS to support her love of animals and motivation to create a greater awareness of the pet overpopulation issue.



Photos Courtesy of the San Antonio Express-News

Who Rescued Who?

Angel is a beautiful yellow lab who our officers found with a permanent hind end injury after being hit by a car. Her accident caused her to not have full function of her back legs and could only use her front legs. An anonymous donor purchased a special “doggie wheelchair” for her – decked out with a blue frame and all-terrain wheels. With a few adjustments for a better fit, Angel began speeding around campus with our staff running after her. We had to find Angel the perfect home; with some great press and local media stories – we did just that.



Angel found a wonderful home with a boy who knows what it is like to be different. Last year, Michelle Morales adopted Hunnie from ACS. Hunnie had a birth defect that caused her front legs not to form correctly. She returned the next day for Hunnie's companion, Lucky because she couldn't bear to think of the two not being together anymore. Originally, she adopted Hunnie for her son Adam who has Down Syndrome, but Hunnie and Lucky bonded more quickly with Michelle’s father so they are now living a very spoiled life on his ranch.

But, Adam still needed a companion so when Michelle saw Angel's story, she had a feeling Angel might be the perfect buddy for Adam. She placed a call to ACS to see if she Angel was still available. Michelle couldn't wait for a return call, she drove straight down to ACS knowing that if Angel was still here, then it's a sign. And boy was it meant to be.

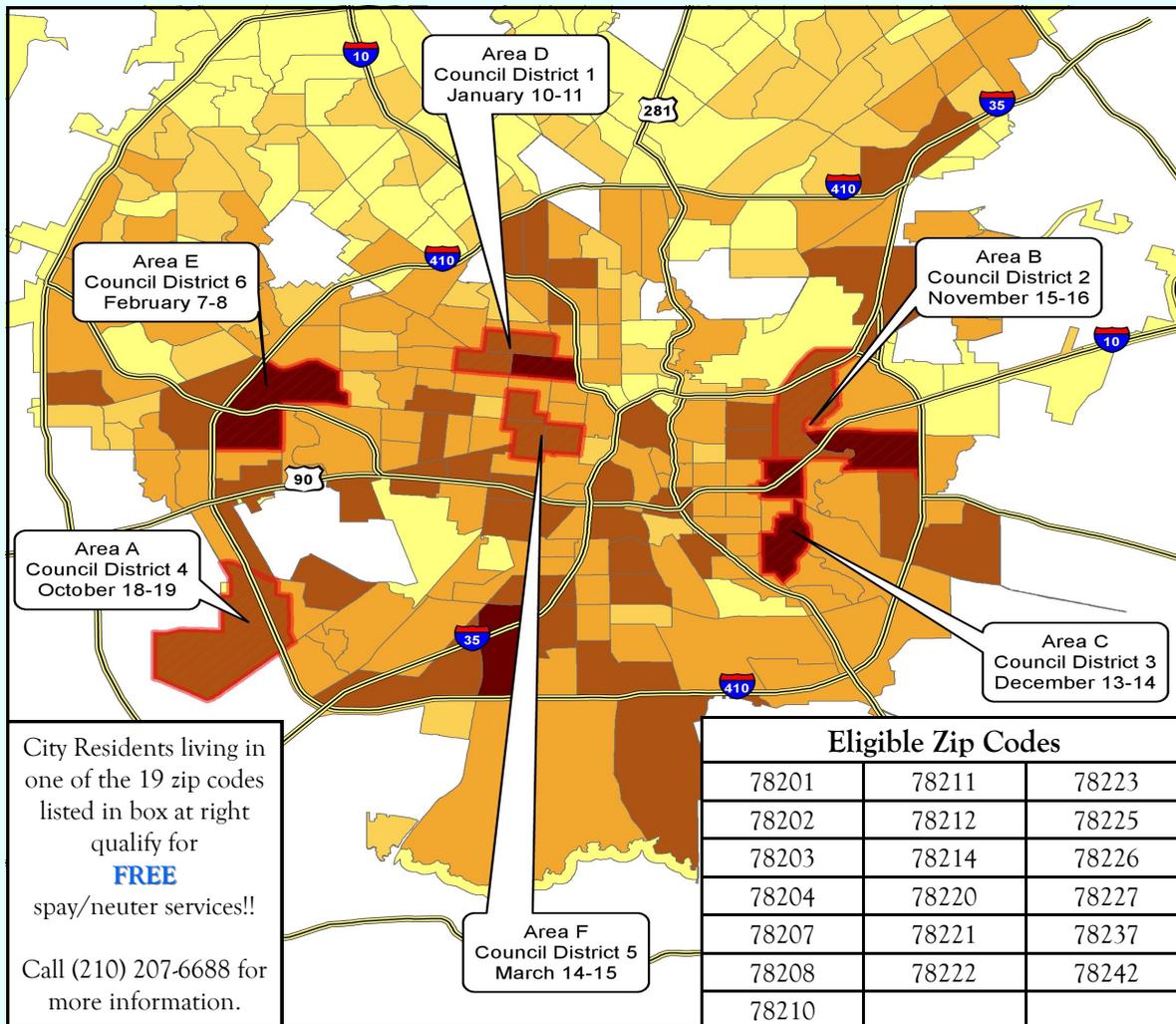


Adam and Angel have built a friendship like no other. She lies beside him not asking to be cuddled and Mom notes that Adam will just hold her hand while he watches his movies. He has become more social and takes Angel for walks in her doggy stroller. The Morales family recently found out that Adam has very severe sleep apnea, requiring him to sleep on a recliner. Instead of wanting Mom; Adam asks for Angel!" Begs the question: Who Rescued Who?



The Comprehensive Neighborhood Sweeps Initiative (CNSI) continues its third consecutive year in its all-inclusive services and programs emphasizing responsible pet ownership offered to targeted areas within the community. Through staff/volunteer block walking efforts, over 14,200 homes were provided information on sterilization services, City ordinances, and low-cost vaccination clinics resulting in over 1,200 free rabies vaccinations/city licenses administered and issued. These efforts were followed by an enforcement period conducted by ACS Sweeps Officers where 470 stray and roaming animals were impounded off of City streets. ACS will continue the program in 4 more targeted areas throughout the remainder of FY 2014.

CNSI Area	Area A	Area B	Area C	Area D	Area E	Area F	TOTAL
Council District(s)	4	2	3	5	1	6	N/A
Block Walk Month	Oct	Nov	Dec	Jan	Feb	Mar	N/A
Volunteers	28	12	12	10	40	15	117
Homes Visited	2,742	1,849	1,915	2,400	1,214	2,041	14,261
Rabies Vaccinations Provided	161	185	340	235	257	245	1,202
City Licenses Issued	161	185	340	235	257	245	1,202
Violations Issued	6	16	10	30	14	10	32
Return-to-Owner (Field)	-	1	4	10	2	2	19
Animals Impounded	64	89	37	178	44	62	474





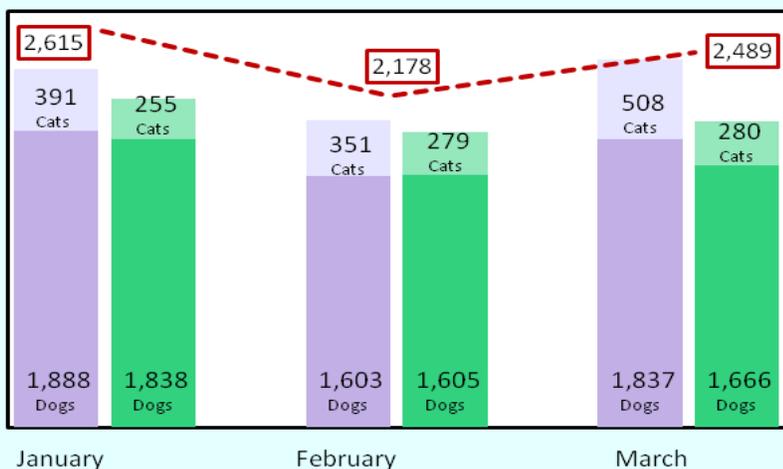
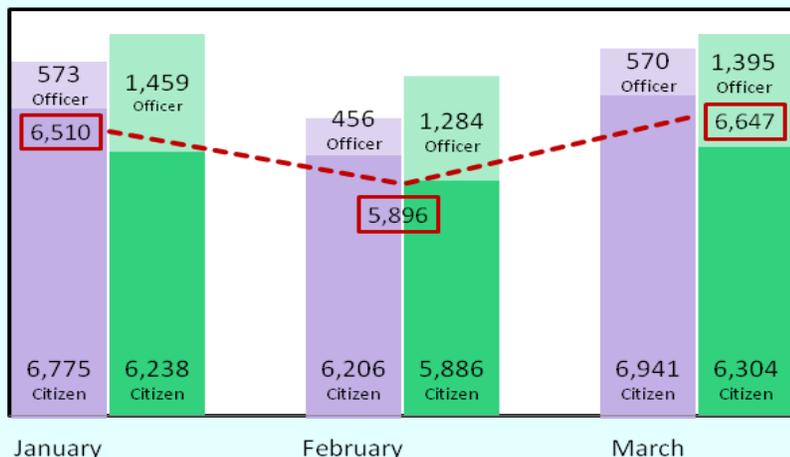
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ENFORCEMENT INDICATORS

Animal Care Services' (ACS) first strategic priority is to enhance the department's enforcement efforts. Animal Care Services is responsible for protecting the health and safety of citizens and their pets in San Antonio. During the second quarter of FY 2014, the department received 22,566 call-for-service requests, impounded 5,877 pets, and issued 1,253 citations and warnings.

Call-for-Service Requests

This measurement compares the total call-for-service requests received in the second quarter of FY 2014 to those received in FY 2013. This measurement also includes the FY 2014 monthly target amount. While there is an increase in total call-for-service requests, the increase can be attributed to an increase in the number of Officer-initiated requests and Officer follow-up calls. There is a decrease in the overall number of Citizen-initiated requests.

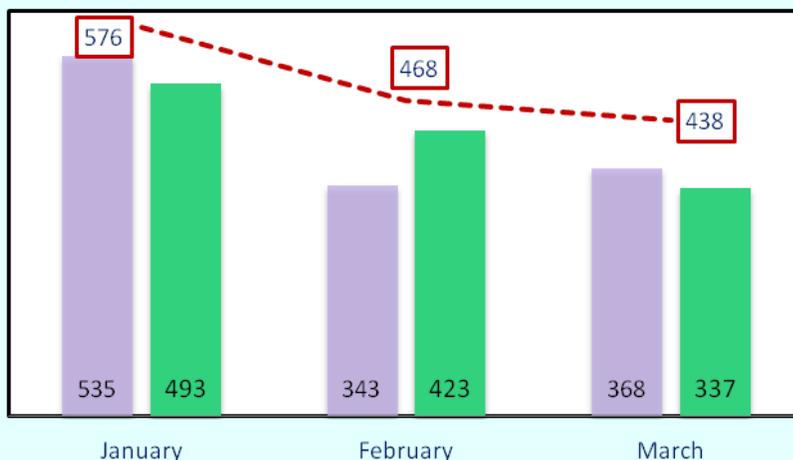


Impoundments

This measurement provides the total number of pets impounded at ACS. This measurement includes field and over-the-counter (OTC) intake as well as those pets impounded and returned-to-owner while in the field. The department's Year-to-Date (YTD) actual is 12,728 pets, which is 18.6% (2,367) lower than the YTD target of 15,095 pets. The decrease in impounds is due, in part, to the reactive nature of OTC intake, the positive effects of the City's Trap-Neuter-Return (TNR) cat program, and the County bringing in less pets than allotted as part of their contract with ACS. **There is an increase in FY 2014 over FY 2013 in the number of dogs impounded.**

Violations

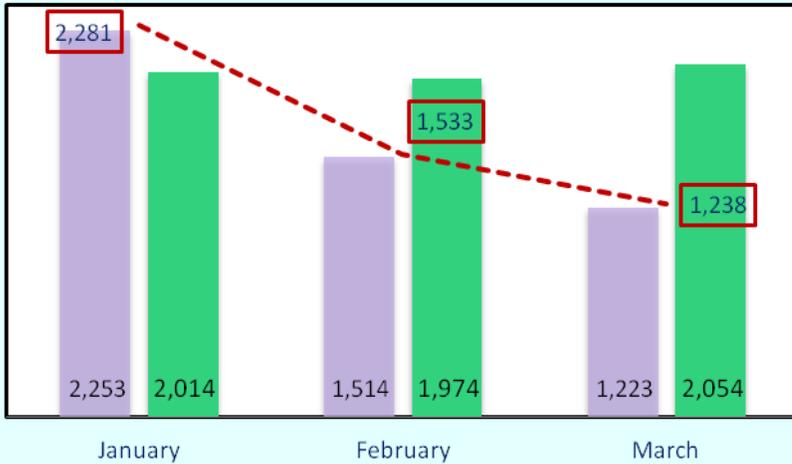
This measurement lists the total number of citations and warnings issued to those in violation. Examples of violations include: no licensing and/or rabies vaccination, animal bite, and roaming free of restraint. The department's YTD actual is 2,608, which is 25.6% (669) lower than the YTD target of 3,277 citations and warnings.



ENFORCEMENT INDICATORS



Additional measurements used to evaluate ACS' first strategic priority of enhanced enforcement include the number of city licenses issued, the number of dogs designated as aggressive/dangerous and the number of cruelty cases filed with the District Attorney's Office. The last two measurements are included to show that ACS views enhanced enforcement as important and will take steps to ensure public safety as well as laws are being followed. During the second quarter of FY 2014, the Department issued 6,042 city licenses, designated 4 dogs as aggressive or dangerous, and filed 18 animal cruelty cases.

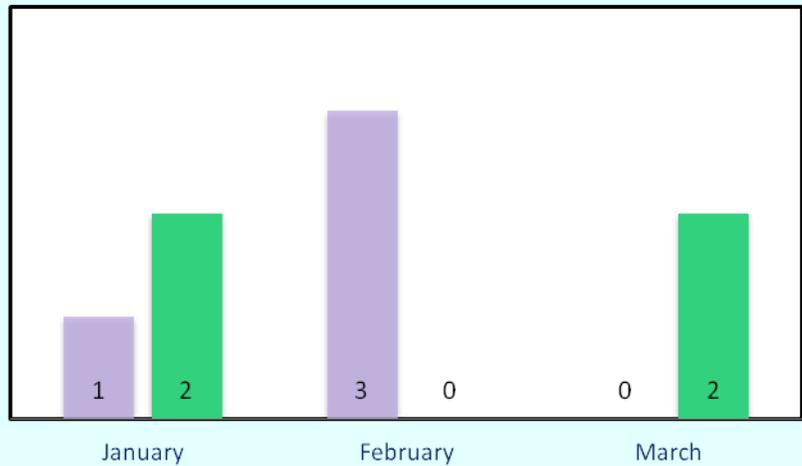


City Licenses

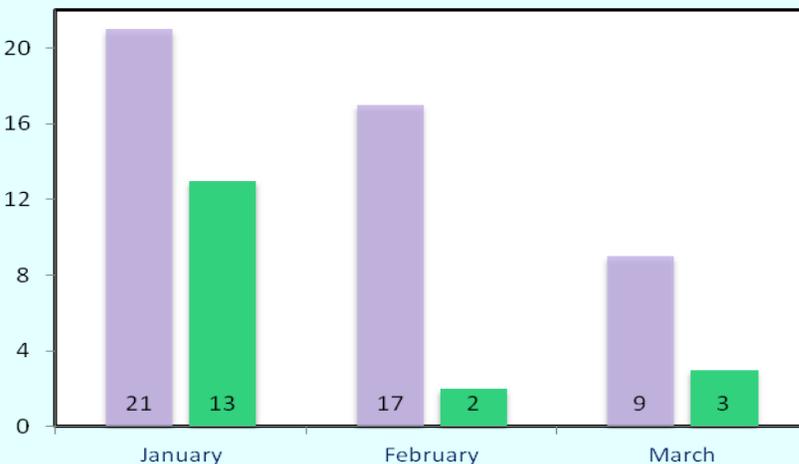
This measurement shows the total number of licenses issued by ACS in the second quarter of FY 2014. This includes licenses purchased at ACS, online, as well as any offsite licensing events. The department's YTD actual for FY 2014 is 11,566, which is 22% (2,541) higher than the YTD target of 9,025 licenses.

Aggressive/Dangerous Dog Designations

This measurement provides the total number of animals designated as aggressive, dangerous, or are part of a serious bodily injury case.



*This measurement does not include investigations, but rather actual designations only. There are no targets established. This measurement is for information purposes only.



Cruelty Cases

This measurement provides the total number of cases of animal cruelty against an offender filed with the Bexar County District Attorney's Office.

*This measurement does not include investigations, but rather actual cases filed with the DA only. There are no targets established. This measurement is for information purposes only.

Legend: ■ FY 2013 Actual ■ FY 2014 Actual - - - FY 2014 Target

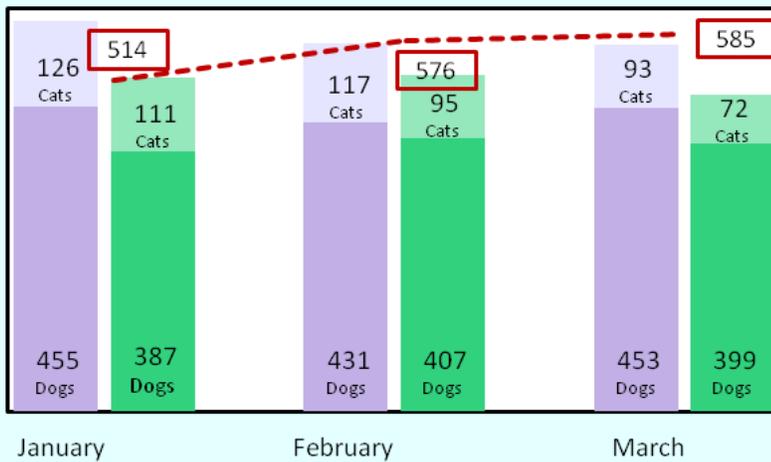
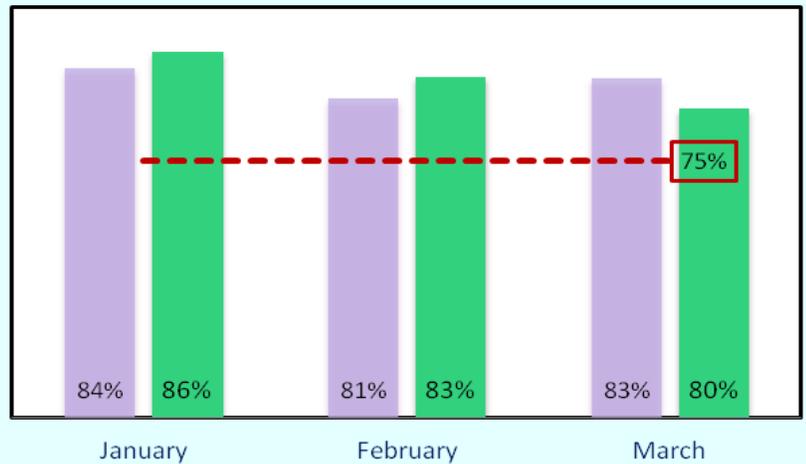


LIVE RELEASE INDICATORS

Animal Care Services' (ACS) second strategic priority is to increase its "Live Release" rate. The Live Release rate is calculated as the percentage of Adoptions + Rescues + Return-to-Owners (RTOs) + Trap-Neuter>Returns (TNRs) out of the total number of dogs and cats outcomed. In FY 2013, ACS achieved a 77% live release rate, the highest in the department's 60-year history. However, the department's Year-to-Date (YTD) FY 2014 rate is setting new precedence—with a 81% average Live Release rate. In the second quarter, 1,468 pets went to their forever homes, and 3,069 pets were transferred to our Rescue partners.

Live Release Rate

This measurement compares the FY 2014 Live Release rate to the FY 2013 actual and FY 2014 target. Live Release rate includes the total Adoption, Rescue, Return-to-Owner (RTO), and Trap-Neuter-Return (TNR) statistics. The department's YTD Live Release rate is 81.5%, which is 4.3% higher than the FY 2013 YTD of 77.2%.

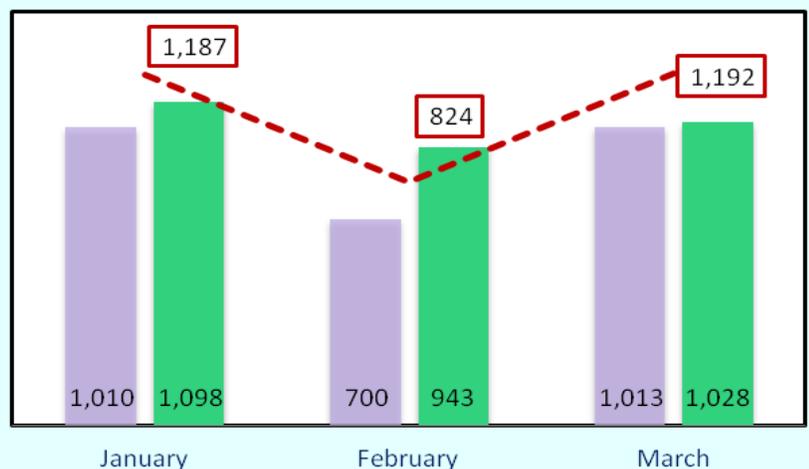


Adoptions

This measurement lists the total number of pets adopted at ACS (including any satellite or offsite locations) during the second quarter of FY 2014. The department's YTD actual is 3,080, which is 9% (276) lower than FY 2013 YTD of 3,356 adoptions. As part of the shelter's entrance into the ASPCA Rachael Ray \$100K Challenge, the department is planning an aggressive Summer adoption campaign and expects to meet or exceed the department's FY 2014 total adoption target.

Rescues

This measurement lists the total number of pets transferred to approved ACS rescue partners in the second quarter. Approved ACS rescue partners are organizations who assist in finding new homes for pets from ACS. The department's YTD actual is 5,939, which is 4% (274) lower than the YTD target of 6,212 rescued pets. In conjunction with the Spring & Summer puppy/kitten season, the department expects to meet or exceed the FY 2014 target of rescued pets.



FY 2013 Actual
 FY 2014 Actual
 FY 2014 Target

LIVE RELEASE INDICATORS



Additional measurements used to evaluate ACS' second strategic priority of increasing its Live Release rate include Return-to-Owner (RTO), Trap-Neuter-Return (TNR), and Foster. In the second quarter, 646 pets were returned to their owner (RTO) and 107 cats were placed in the Trap-Neuter-Return (TNR) program. 297 pets entered into the ACS Foster Program, alleviating shelter capacity and allowing ACS to humanely care for more pets.

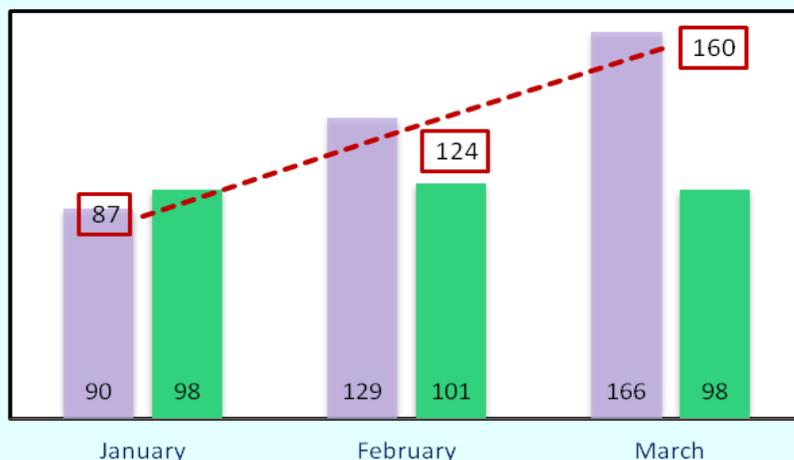
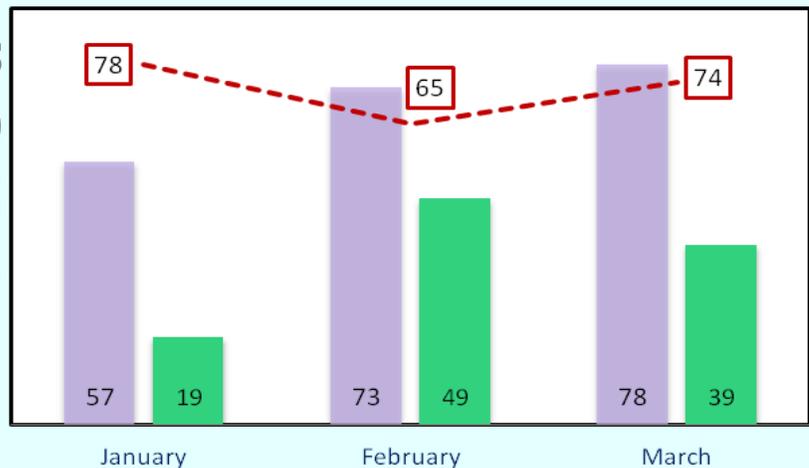


Return-to-Owner's (RTO's)

This measurement compares the total number of pets that were returned to their owner (RTO). This measurement includes pets returned-to-owner at the shelter as well as impounded and returned-to-owner in the field. The department's YTD actual for FY 14 is 661 RTO's, which is 12% (71) more than the FY 2013 YTD actual of 590 RTO's. The department's RTO rate has increased from 6% of total live outcomes in FY 2012 to just over 12% of total live outcomes in FY 2014 YTD.

Trap-Neuter-Return's (TNR's)

This measurement compares the total number of cats that have entered into a Trap-Neuter-Return (TNR) program through ACS or through a grant with Best Friends Animal Society. The department's YTD actual is 278 TNR's, which is 38% (173) less than the YTD target of 451 TNR's. More cats cannot be entered into either TNR program because of the decreased feline intake and high live release outcomes. Our Live Release rate for all healthy/treatable cats for FY 14 YTD is just over 99%, a remarkable achievement.



Fosters

This measurement compares the total number of pets entering into the ACS Foster Program. The department's YTD actual is 702, which is 5% (35) less than the YTD target of 737 fostered pets.

Over time, as the Live Release Rate rises, the need for, and number of fosters may continue to decrease.

*This measurement does not affect the Live Release rate as animals in foster are still under ACS' care.. This measurement is for information purposes only.



CONTROL INDICATORS

Animal Care Services' (ACS) third strategic priority is to improve the control of the stray pet population. Through continued efforts such as increased spay/neuter surgeries, Comprehensive Neighborhood Sweeps Initiative (CNSI), and improved licensing, the City should see a reduction in roaming pets as well as lower pet intake over time. During the second quarter of FY 2014, ACS completed 3,519 in-house surgeries. Our partners added to that number by performing 3,637 surgeries funded by ACS. 5,277 deceased dogs and cats were picked up by the City's Solid Waste Management Department.

Surgeries (ACS)

This measurement provides a comparison of the total number of spay/neuter surgeries performed at ACS for the second quarter of FY 2014 to the same time period of FY 2013. The department's YTD actual for FY 2014 is 7,686, which is 5% (380) more than the YTD target of 7,306 surgeries.



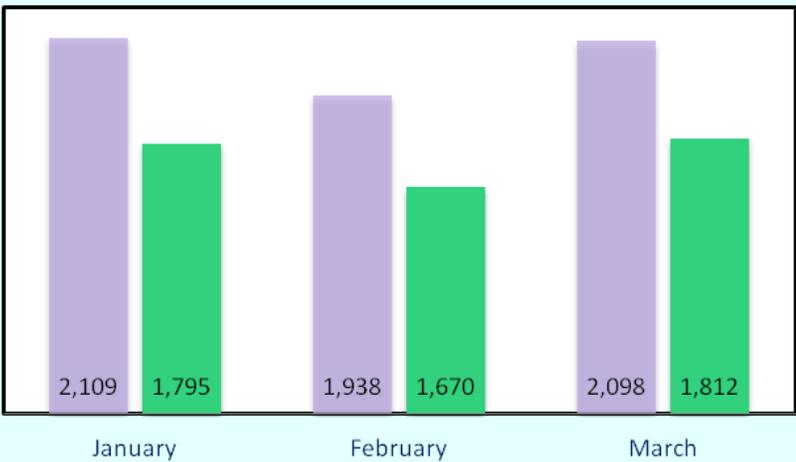
Surgeries (Partners)

This measurement lists the total number of free spay/neuter surgeries funded by ACS (\$515,000) and performed by one of our 5 spay/neuter partners benefitting residents in 22 targeted zip codes.. The YTD actual is 6,921, which is 30% (2,061) more than the YTD target of 4,860 surgeries.

Through the end of March, over 70% of total funding for the Fiscal Year has been utilized. The department is working with our spay/neuter partners to make any programmatic changes for the remainder of the fiscal year.

Deceased Dog/Cat Pick-Up

This measurement provides the number of deceased dogs or cats picked up the City's Solid Waste Management Department.



*In Department Progress Reports prior to FY 14, this measurement depicted all deceased animal pick-up (including livestock, rodents, etc.). In an effort, to place a more centralized focus, the department will now be reporting dog & cats only. This measurement does not include established targets. This measurement is for information purposes only.

Legend: █ FY 2013 Actual █ FY 2014 Actual - - - FY 2014 Target

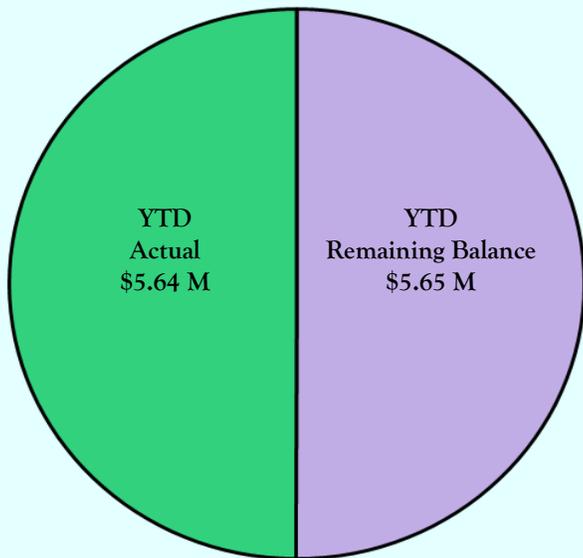
FISCAL REPORT



In FY 2014, the ACS Annual Budget totals \$11.26 million, an increase of \$350,000 from the FY 2013 Adopted Budget. The City's Office of Management and Budget requested an additional \$30,000 from City Council to allow ACS to continue performing great work while maintaining our Live Release rate well above what the department was budgeted for (75%).

The FY 2014 YTD actuals show the department slightly over budget. From October through March, ACS has spent \$5.642 million which is \$12,000 more than the department's planned amount (\$5.630 M). The department continues to identify a variety of cost-saving measures and expects to end the year on target.

FY 2014 Budget Summary



FY 2014 ACS Adjusted Budget: \$11.29M



FY 2013 Actual

FY 2014 Actual

Doing a Good Turn Daily

Local Boy Scout Ryan Rodriguez contacted us asking what he could do for his Eagle Scout project that would benefit Animal Care Services. It just so happened that, at that same time, we were in need of some cat trees for our offsite cat adoption centers in two of our local Petco's. However, we are unable to use the carpet and twine trees that are commercially sold because they can't be cleaned and sterilized. We needed something that can be cleaned, sanitized, and can be used longer term.

Ryan took a look at both spaces and built these two amazing structures out of PVC pipe and vinyl cloth. The cats instantly loved them! Ryan came up with the design, ordered the materials, and constructed them with the help of his family and some other boy scouts. We are beyond thrilled with the result! Our furry feline friends now have a comfortable place to lounge and hang out while they patiently wait for their forever home.

Ryan's even working on a blueprint pamphlet and corresponding video to help other cat owners build their own playground for their cats! Thanks, Ryan, for your generosity!





CITY OF SAN ANTONIO
**ANIMAL CARE SERVICES
DEPARTMENT**

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