



# ACS Fiscal Year 2018 Annual Report



The Fiscal Year 2018 ACS Mosaic is comprised of over 300 photos representing ACS staff, partners, and community support.

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## The Director's Desk

Increasing community involvement has been a viable goal of Animal Care Services (ACS), and during Fiscal Year 2018 ACS participated in more community involvement opportunities than any previous fiscal year. Community feedback is crucial to developing new pilot programs to better serve the needs of our local communities. It was truly a pleasure to host and meet the San Antonio residents that attended our numerous Meet the Director events. Our discussions have directly impacted how we will provide more free and low-cost services to San Antonio pet owners. This fiscal year ACS debuted the interactive live educational web series "The Dish". Each episode welcomed a guest with expertise within their field, and offered a live question and answer session. In addition to these events, ACS participated in community summits and rescue summits which lead to adding five new rescue partners to assist with live placement for ACS pets. ACS set a new annual record high of 91.6% in FY 2018 awhile impounding over 1,000 more animals. Proactive programs and practices have been the largest contributors to this success.



ACS Director  
Heber Lefgren

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In addition to the record breaking annual live release rate, ACS achieved record annual success in proactive field officer calls for service, citations written, spay and neuter surgeries, and pets returned to owners. San Antonio becoming safer and more pet friendly thanks to the hard work from devoted partners, volunteers, fosters, and ACS staff. One significant by product of recent success is less dead animals picked up by Solid Waste Management. Dead animal pick ups are nearly 6% lower than last fiscal year, and have decreased by 23.6% since the implementation of the adjusted strategic plan in fiscal year 2015. None of this could have been achieved without community support. I sincerely express my greatest thanks to everyone that has contributed to the ACS municipal shelter and improving the lives of San Antonio pets. THANK YOU!!!!



*Rita Braeutigam*

ACS Advisory Board Chair

Rita Braeutigam

## Chair's Corner

Another fiscal year has ended at Animal Care Services. It is rewarding to review the last year and see how far we have improved as a community. The success ACS achieved this fiscal year was possible thanks to the community involvement from residents that share the same love for animals. Records are made to be broken, and if ACS is going to improve upon recent accomplishments, the shelter will need more support from San Antonio residents than ever before. One of the most gratifying ways to get involved is by fostering a pet. Fostering pets creates an immediate impact on shelter space challenges and prepares the pet to become accustomed to living in a loving home.

Additionally, ACS volunteer opportunities have been revamped for fiscal year 2019 making it easier for first-time volunteers to register. I invite individuals, families, businesses and social groups to participate in any of the rewarding volunteer opportunities and share your experiences with others. Spread the word about the importance of responsible pet ownership. Be part of the solution

## FY 2018 Action Plan Update

### Deterring Illegal Puppy Sales

ACS has recently increased its aggressive approach towards stopping illegal puppy sales. Under the revised Chapter 5 City Ordinances from fiscal year 2016, it is illegal to sell puppies within the city limits without a permit. ACS has the authority to assign citations for every infraction on every animal. Currently, the ACS permits and cruelty divisions are investigating a case from the 4th quarter of fiscal year 2018 that may have the owner charged upwards of \$10,000. ACS was informed about the owner's illegal methods and negative reviews. This individual is a repeat offender and they continuously drive around the city with advertisements promoting puppy sales on their vehicle. ACS is committed to improving the lives of all Pets in San Antonio and encourages residents to report to 311 if they witness or suspect illegal puppy sales within the city limits.



## Volunteer Program Improvements

The ACS volunteer program has been reworked and will continue to evolve over the course of Fiscal Year 2019. The original volunteer application process required new applicants to complete copious amounts of paperwork, patiently wait for several days during the background check process, and then adjust their schedule to attend a general onboarding presentation. In Fiscal Year 2019, ACS has streamlined the application process by creating a digital application that is supported on mobile devices. Additionally, ACS is developing digital training materials for new volunteers awaiting confirmation from an approved background check. The training will include basic tutorials to familiarize volunteers with common shelter practices and the ACS code of conduct. Lastly, all divisions that utilize volunteers will assign liaisons to provide special training within their specific subject matter expertise. The volunteer liaisons can support volunteers to easily move from one assignment to another and allow them to receive specialized training in the areas of their interests. ACS greatly appreciates all volunteers and is eager to meet the new volunteers and provide them with more tools for success.



### Spay and Neuter Comparative Analysis

ACS conducted best practices research during the second and third quarters of FY 2018. ACS compared the current shelter performance measures with five of the largest municipal animal shelters in Texas. Research was conducted to review the shelter's scale of operations, and evaluate opportunities for improvement. From this research ACS identified a need for additional field officers, and received the necessary budget improvements to add more officers in FY 2019. During the fourth quarter of FY 2018 ACS began a comparative analysis of municipal shelter spay and neuter metrics between five of the largest municipal animal shelters in Texas and several other cities outside of Texas. ACS performed more surgeries in FY 2018 (41,951 total surgeries) than in any previous fiscal year. ACS hopes to use the results from spay and neuter comparative analysis to determine the best method to increase spay and neuter surgeries within San Antonio.

## FY 2018 Performance Review



ACS began Fiscal Year 2018 with the action plan goals to increase transparency & communications, improve customer service, increase training, and diversify the live animal placement portfolio. To increase transparency and communications, ACS reviewed the existing shelter management software and added improvements to existing reports. The ACS Field Division added a district officer to oversee Council District 1, and launched the In-Field Microchipping Pilot Program to improve customer services. The pilot program was originally for district officers only, but increased training was added to involve all in-field officers. ACS set annual records in proactive field officer calls for service, citations written, spay and neuter surgeries, and pets returned to owners. ACS received additional funding to continue the existing pilot programs and add new ones that are featured in the Fiscal Year 2019 Budget Overview on the next page.

## Fiscal Year 2019 Budget Overview

### Puppy Mill Enforcement Pilot Program

An Animal Cruelty Specialist will be added in Fiscal Year 2019 to combat illegal sale of puppies online, roadside, and at outdoor markets. At any moment, there are over 2,000 on-line advertisements for the sale of puppies within San Antonio. Only a few owners have obtained the required sellers permit, and some are practicing inhumane or improper animal handling techniques. Under this new pilot program, ACS anticipates ACS Field Operations will investigate approximately 450 incidents, issue 200 citations, and conduct approximately 25 sting operations. Greater compliance is expected from those selling puppies online, and ACS is hopeful that this pilot program will lead to a reduction in the number of individuals choosing to sell dogs in San Antonio.



### Improving Non-Emergency Response

ACS received additional funding in Fiscal Year 2019 to improve the response rate to non-emergency service requests, and allow officers additional time for critical conversations with residents that are not being responsible. ACS received 78,148 citizen calls for service during Fiscal Year 2018, which was considerably higher than the Fiscal Year 2017 total of 68,522. Three animal care Officers and one management analyst will be added to bolster the existing animal care officer roster. The additional staff members are expected to respond to 3,000 calls for service. Through this initiative, ACS expects compliance to the overall service level agreement increase from 80% to 85%.



### K9s for Warriors Pilot Program

In Fiscal Year 2019, ACS plans to establish a partnership with K9s For Warriors. K9s For Warriors is a nonprofit organization that trains rescue dogs to become service animals for veterans suffering from PTSD. Under this pilot program, ACS would lease property to K9s for Warriors who would then rescue dogs from ACS. This pilot program aims to transport 200 additional large and harder to place dogs each year. ACS is working with K9s For Warriors, and if approved the pilot program will be brought to City Council for consideration during the new fiscal year. The success of this pilot program would result in future expansion as ACS continues to diversify its animal rescue portfolio.



## Statistical Analysis

Analysis of the annual metrics for Fiscal Year 2018 will be a comparison of the results for Fiscal Year 2018 and the average of respective metric totals for the previous three years (Fiscal Year 2015, Fiscal Year 2016, and Fiscal Year 2017). Annual Fiscal Year 2018 targets are displayed to gauge the actual performance of each metric during the course of the recent fiscal year.

### Increasing the Live Release Rate

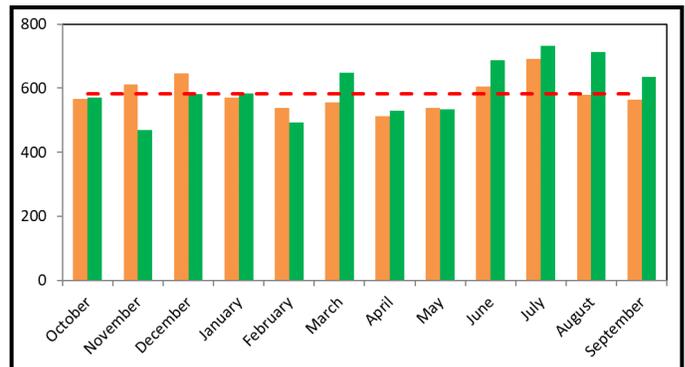
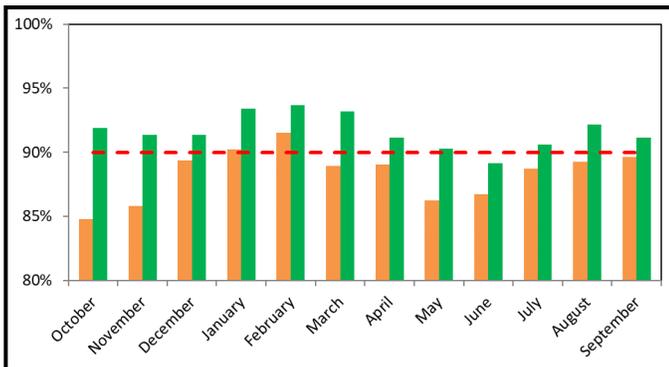
In FY 2014, ACS achieved an 81% live release rate, which was the highest live release rate ever achieved during the department's 60-year history. Just a short four years later and ACS boasted a 93.8% Live Release rate during the second quarter of FY 2018. While there are some metrics that are scaled lower than last year, this year ACS achieved live placement for 92% of all pets. This annual achievement is the largest percentage of live placement for pets than ever before. 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.

#### Live Release Rate

FY18 Annual Goal: 90%  
 FY18 Annual Results: 92%  
 FY15-FY17 Annual Avg. Results: 88%

#### Adoptions

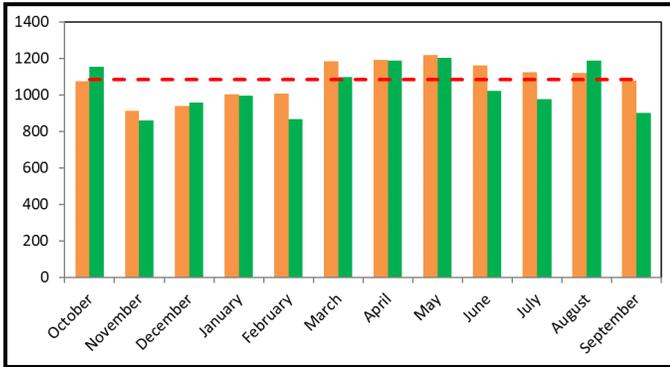
FY18 Annual Goal: 7,000  
 FY18 Annual Results: 7,176  
 FY15-FY17 Annual Avg. Results: 6,975



## Increasing the Live Release Rate (Cont.)

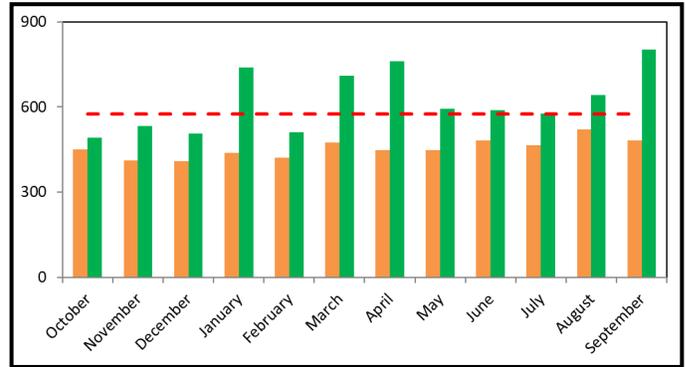
### Rescues

FY18 Annual Goal: 13,000  
 FY18 Annual Results: 12,403  
 FY15-FY17 Annual Avg. Results: 13,014



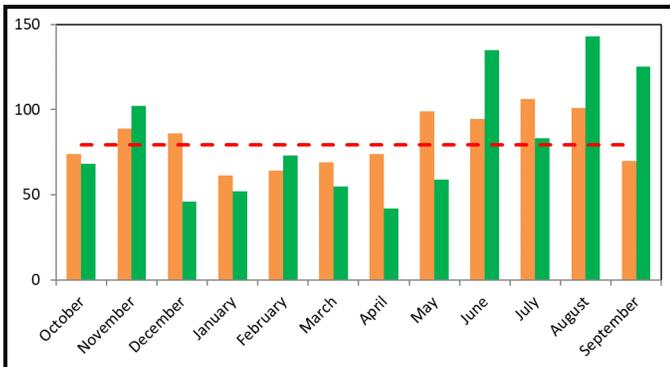
### Return To Owner (Overall)

FY18 Annual Goal: 6,900  
 FY18 Annual Results: 7,455  
 FY15-FY17 Annual Avg. Results: 5,452



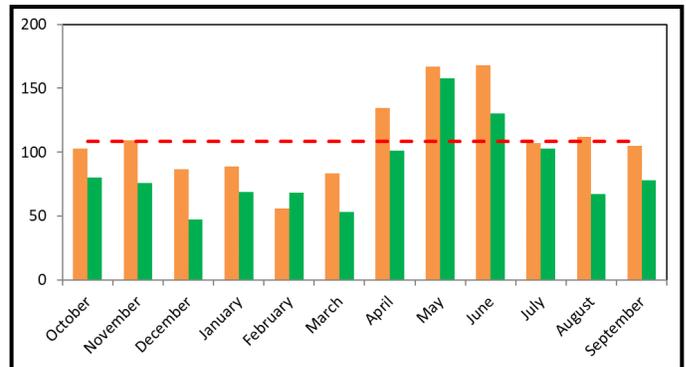
### Trap Neuter Release

FY18 Annual Goal: 950  
 FY18 Annual Results: 983  
 FY15-FY17 Annual Avg. Results: 987



### Pets Fostered

FY18 Annual Goal: 1,300  
 FY18 Annual Results: 1,034  
 FY15-FY17 Annual Avg. Results: 1,321

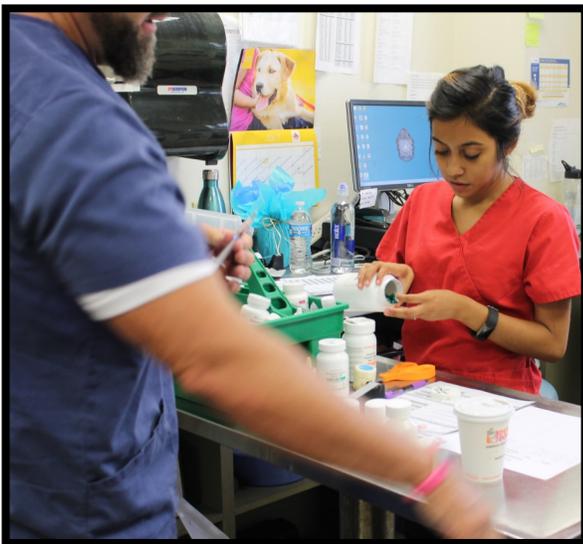


## Increasing Opportunities for Live Release Placement

Managing kennel space and maximizing the time each pet has to find placement are crucial factors to the ACS live release rate. This quarter more than ever, ACS has witnessed progress generated by the 2015 Microchip Ordinance and efforts made by ACS Rescue Partners. The additional microchips have led to more pets being returned to their owners, which in turn decreases unnecessary impoundment at the shelter. Although the cumulative rescue outcome total is lower than FY 2017, the increase in pets returned to owners and adoptions has led to a lower population of dogs in need of a rescue group. Pets returned to owners has increased by nearly 8% since Fiscal Year 2017, and ACS will hire additional field officers to continue this improvement in Fiscal Year 2019.

## Control the Roaming Animal Population

Animal Care Services' (ACS) strategic priority to control the animal population includes any program that reduces or manages the stray animal population. The total spay and neuter surgeries performed by ACS and partners are directly affected by the total number of pets impounded. Although total impoundment is slightly less than in FY17 ACS performed over 800 more surgeries during the third quarter of FY18 than in FY17. In addition the metric of dead animal pickup is used as an additional benchmark of the number of animals roaming free. The decrease in dead animal pick-up is a reflection of the impact of the proactive programs and services provided by ACS and the community.

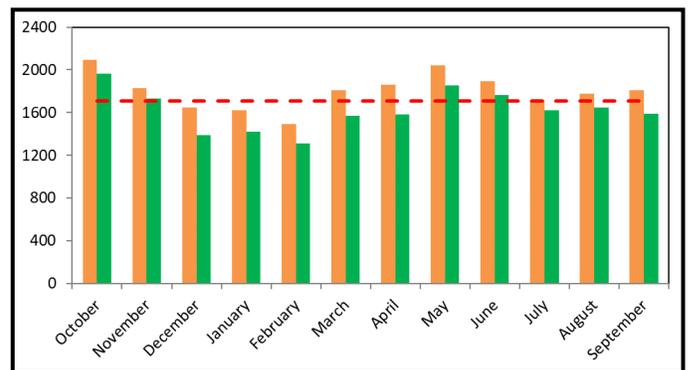
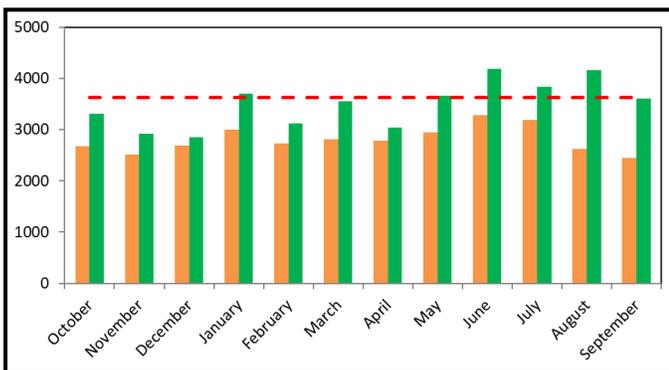


### Total Spay & Neuter Surgeries

FY18 Annual Goal: 43,455  
 FY18 Annual Results: 41,951  
 FY15-FY17 Annual Avg. Results: 33,690

### Deceased Dog/Cat Pick-up

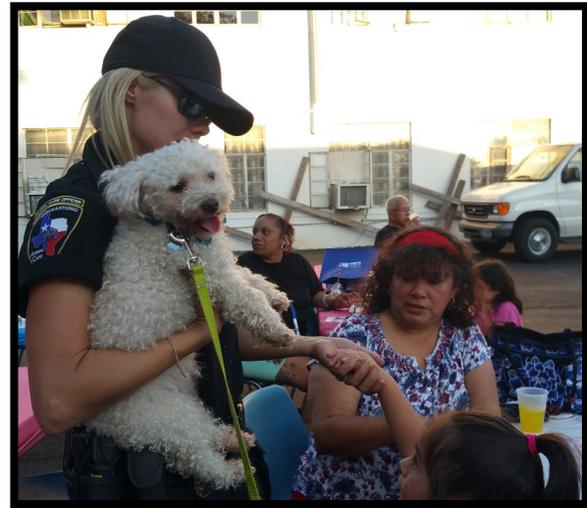
FY18 Annual Goal: Less than 20,500  
 FY18 Annual Results: 19,447  
 FY15-FY17 Annual Avg. Results: 21,594



\* In this metric a lower number means a greater success.

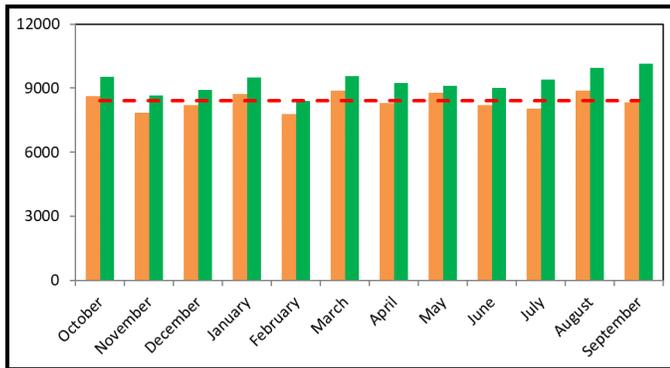
## Enhanced Enforcement

Animal Care Services' (ACS) strategic priority of enhanced enforcement is largely measured by the work performed by our ACS Field Division. Animal Care Officers record their total proactive calls for service, total animal impoundments, pets returned to owners, and citations written. In addition, ACS has two teams designated to complete investigations related to dangerous/aggressive dogs and animal cruelty cases. In an effort to better serve the community, ACS has committed to taking proactive measures to increase the safety and protection of citizens and their pets. This has led to an increase in dangerous/aggressive dog designations, violations written, pets returned to their owners by field officers, and cruelty cases filed.



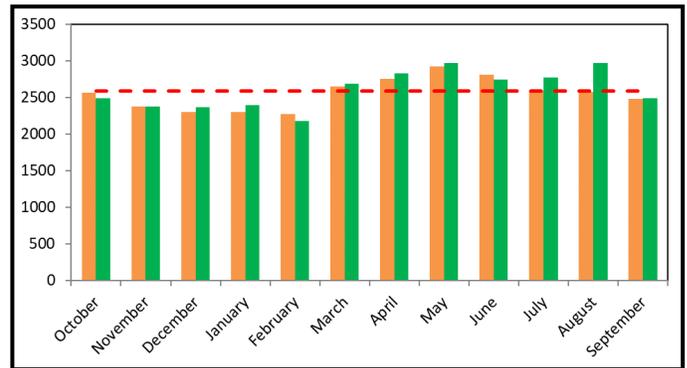
### Calls for Service Requests

FY18 Annual Goal: 101,000  
 FY18 Annual Results: 111,470  
 FY15-FY17 Annual Avg. Results: 100,636



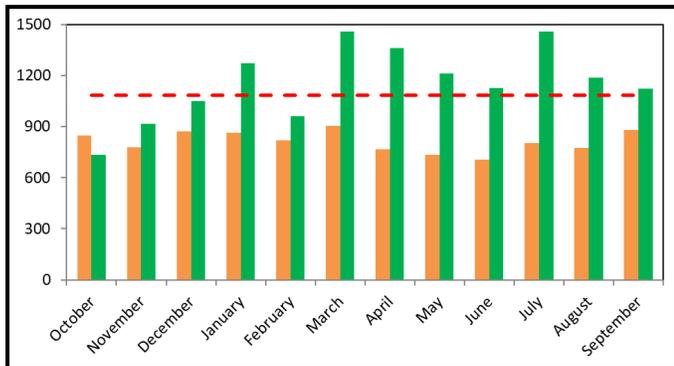
### Impoundments

FY18 Annual Goal: 31,000  
 FY18 Annual Results: 31,230  
 FY15-FY17 Annual Avg. Results: 30,556



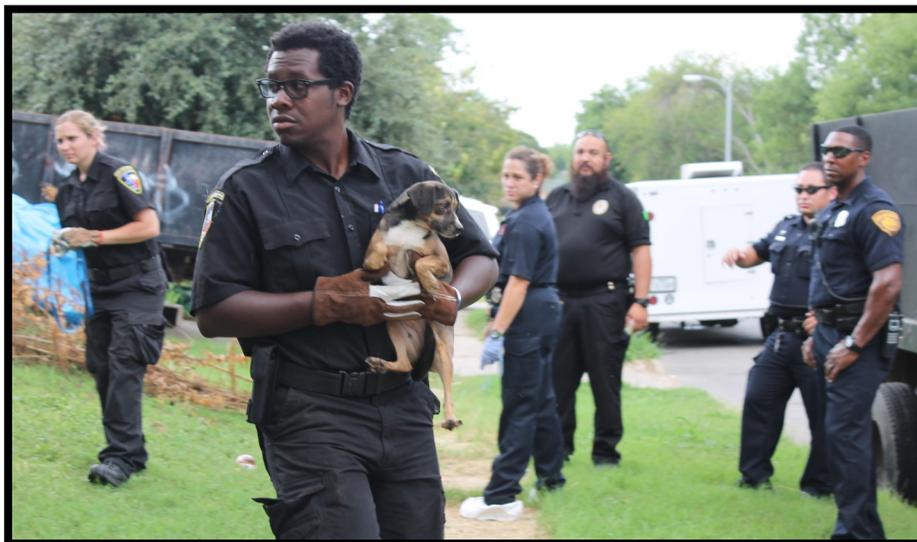
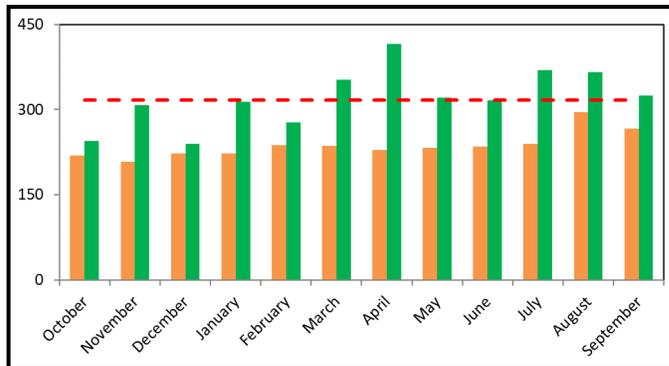
### Citations Written

FY18 Annual Goal: 13,000  
 FY18 Annual Results: 13,860  
 FY15-FY17 Annual Avg. Results: 9,751



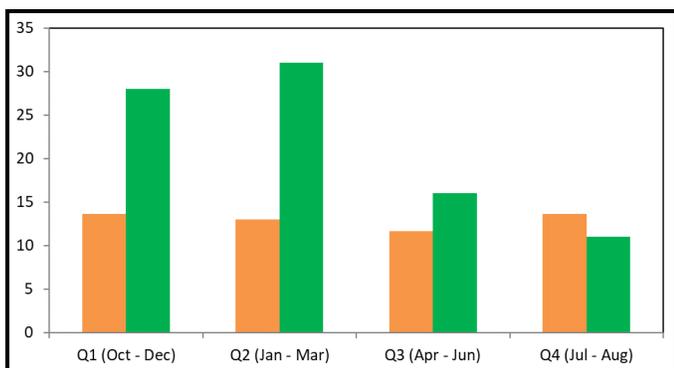
### Pets Returned to Owner in the Field

FY18 Annual Goal: 3,800  
 FY18 Annual Results: 3,848  
 FY15-FY17 Annual Avg. Results: 2,845



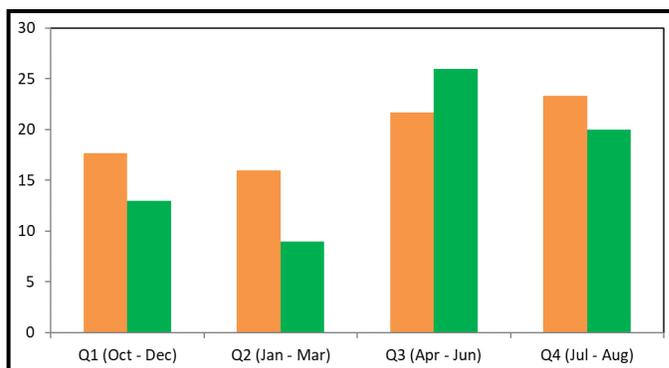
### Aggressive/Dangerous Designations

FY18 Annual Results: 86  
 FY15-FY17 Annual Avg. Results: 52



### Cruelty Cases Filed

FY18 Annual Results: 68  
 FY15-FY17 Annual Avg. Results: 79



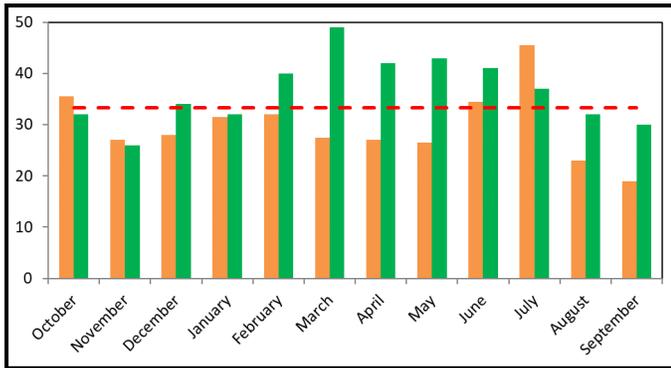
## Engage and Educate the Community

The ACS strategic priority to engage and educate the community is the objective of the Education & Outreach Division. The Education & Outreach Division began in FY 2016, and therefore statistics will be averaged for FY 2016 and FY 2017. During the third quarter of FY 2018, the Education & Outreach division attended over 40% more educational events and experienced a dramatic increase in media interactions. The rise in media interactions in the month of May is due to an animal case involving ACS intervention of the illegal ownership off feral bobcat cubs, which received national attention. The original target for total schools visited was designed with the intention that ACS would be awarded only one presentation during a school visit. ACS has tracked total educational presentations during Fiscal Year 2018, and is committed to making necessary adjustments to more accurately display the achievements of the Education & Outreach Division.



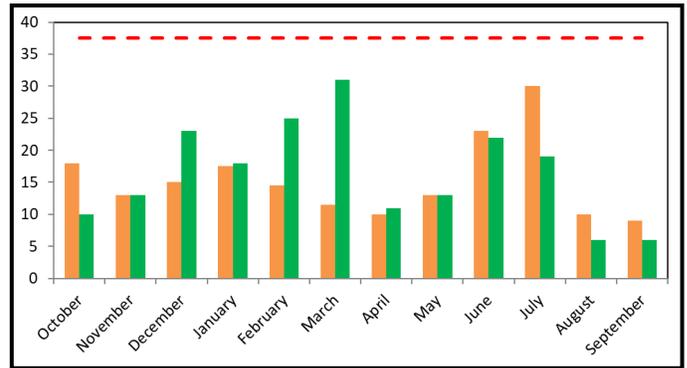
### Education Events

FY18 Annual Goal: 400  
 FY18 Annual Results: 438  
 FY16-FY17 Annual Avg. Results: 357



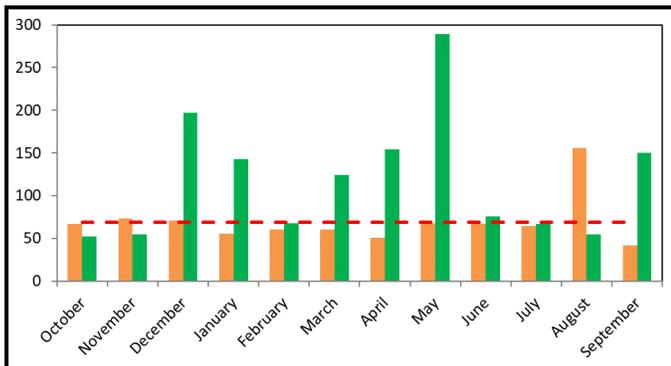
### Schools Visited

FY18 Annual Goal: 450  
 FY18 Annual Results: 197  
 FY16-FY17 Annual Avg. Results: 185



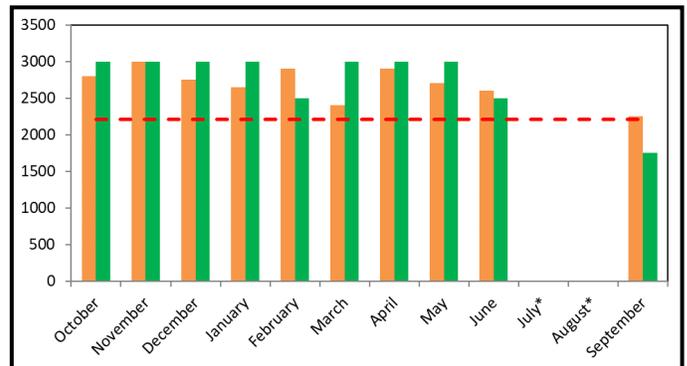
### Media Interactions

FY18 Annual Goal: 830  
 FY18 Annual Results: 1,430  
 FY16-FY17 Annual Avg. Results: 835



### CNSI Homes Visited

FY18 Annual Goal: 26,500  
 FY18 Annual Results: 27,750  
 FY16-FY17 Annual Avg. Results: 26,950



\*CNSI Program breaks during July and August due to weather conditions.



## *Animal Care Services*

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4710 State Highway 151  
San Antonio, TX 78227

Main Phone: 210-207-4738  
Fax: 210-207-6676

Adoption Center Hours:  
Monday - Friday: 11:00 am - 7:00 pm  
Saturday/Sunday: 11:00 am - 5:00 pm  
(Last Adoption 30 minutes prior to closing)

Pet Drop-Off Hours: (Based on space availability)  
E-mail [ACS Intake](#) to begin pet drop-off process  
Tuesday - Friday: 11:00 am - 6:30 pm  
Saturday: 11:00 am - 4:30 pm  
Sunday/Monday: CLOSED

*Our 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.*

### **Upcoming Events:**

<b>ACS CLOSED for Thanksgiving</b> 4710 State Highway 151, San Antonio TX	<b>11/22/18</b> <b>All Day</b>
<b>ACS Adoption Special! \$15 Dogs &amp; \$5 Cats</b> 4710 State Highway 151, San Antonio TX	<b>11/28/18</b> <b>All Day</b>
<b>Volunteer Event! Community Block-Walk</b> Contact <a href="mailto:acseducation@sanantonio.gov">acseducation@sanantonio.gov</a>	<b>12/8/18</b> <b>8am-12pm</b>
<b>ACS Holiday Hours for Christmas Eve</b> 4710 State Highway 151, San Antonio TX	<b>12/24/18</b> <b>11am-3pm</b>
<b>ACS CLOSED for Christmas</b> 4710 State Highway 151, San Antonio TX	<b>12/25/18</b> <b>All Day</b>