

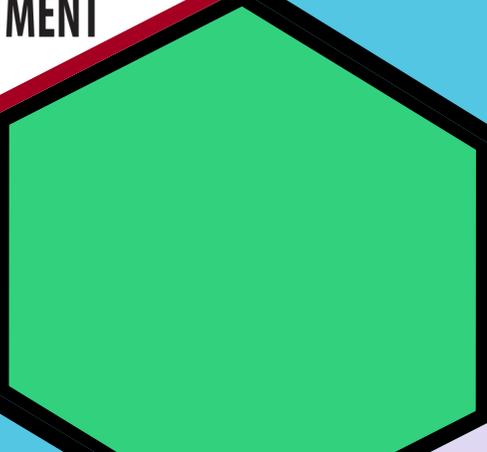
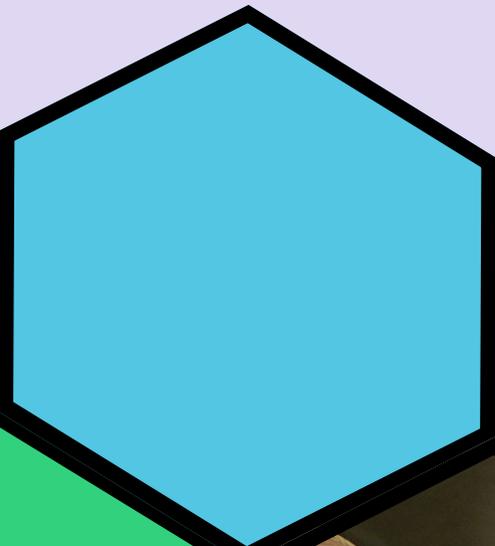
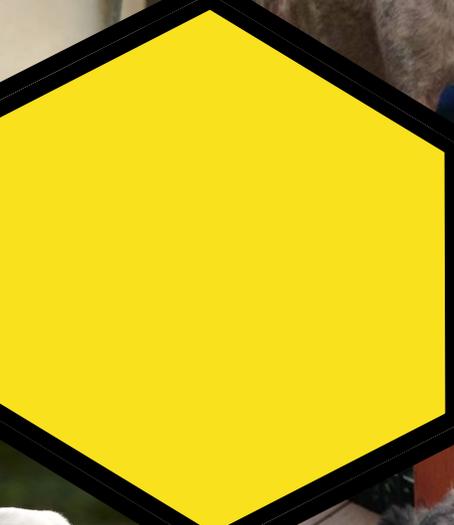


Progressing Through Change



Annual Report

Fiscal Year 2014



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HAPPY TAILS!



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.



Volunteer Program Spotlight

The ACS Volunteer program began a new project this past year in conjunction with the National Comfort for Critters program. This program asks volunteers to make blankets for shelter pets so they have something comfy and familiar to go with them to their new homes, thereby reducing stress. ACS took this program one step further and has organized monthly blanket-making parties. Our blankets are used primarily for our foster pets. Every foster pet is sent home with one of these blankets, instructing the foster parent to send the blankets with them when they are adopted. Since the program began in May 2014, volunteers have completed 670 blankets out of yarn, fleece and even old t-shirts!

ACS loves our volunteers and we would not be able to carry out our daily tasks - and special projects - without their help. We are always in need of animal lovers who can volunteer their time to bathe, groom, walk and socialize with our furry companions. However, there are many other ways to help as well: photography, groundwork, administrative work, off-site events, laundry, greeting, and much, much more.

Stop by our Volunteer Coordinator's Office in the Annex Building, click on the Volunteering tab on the ACS website, call (210) 207-6644, or email Jeanne.Saadi@sanantonio.gov for more information.



THE DIRECTOR'S DESK

The department closed out FY 2014 on a historic high. Using the Department's Strategic Plan supporting three critical priorities: 1) Enhanced Enforcement; 2) Controlling the Stray Population; and 3) Increasing the Live Release rate as our guiding light, I am thrilled with the many successes FY 2014 brought not only the department - but the residents and pets in our community.

ACS achieved a Live Release Rate of over 81% for the year. More ACS pets found placement this year than ever before! The last few months of the Fiscal Year brought the ASPCA Rachael Ray \$100K Challenge. ACS competed in the Challenge with 50 other Shelters from across the country - and we came in third place!

While we came in 3rd for the greatest number of pets rescued above last year's amounts, we saved far more lives than any other participant in the Challenge. There are so many great stories from this summer, so many great pets and never enough time to thank everyone for the huge amount of hard work. The Challenge brought an avenue that we all could rally around. We could not have been more thrilled with our achievement. We grew as an organization and we surpassed our own goal.

Identified in previous FY 2014 Progress Reports, the department has made great strides with our FY 2014 initiatives in line with our three core objectives of the department's Strategic Plan. These initiatives 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 recap on these initiatives is listed on pages 4 and 5 of this report.

Once again, Animal Care is one of the City Manager & City's top priorities and we are grateful for the continued support from City Council through the new year's budget process which allows us to maintain the department's funding in key programs and services including community spay/neuter surgeries, our HVPP/RPIP rescue programs, staff to bolster our dispatch and field enforcement and resources to maintain an 80% Live Release Rate in FY 2015.

To our outstanding, amazing, tremendous Partners, Volunteers, Fosters, and Adopters, Thank you. Every pet you loved, every pet you re-homed made this our most successful year ever. To our Advisory Board, we couldn't have done it without your continued, steadfast support. To ACS Staff - you are the shining stars. No matter the situation, no matter the task - you came through every single time. I applaud your tenacity, your courage, your strength, your compassion, and your dedication to making better things happen for our pets. I could not be more proud of each and every one of you. I thank you from the very bottom of my heart for the honor of working with you.

While we take a moment to regale in the highs of FY 2014, let it only be for a moment as we once again, put our best foot forward and continue on in the great work we are tasked with in FY 2015.

Thank You,

Kathy Davis





FY 2014 KEY INITIATIVES

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.

INITIATIVE	DESCRIPTION	UPDATE
<p>Civil Citations</p>	<p>In November 2013, City Council approved the amendment of Chapter 5 and Chapter 20 of the City Code to adopt the “Civil Citation” process (in addition to criminal citations, if applicable) for animal care and control ordinance violations.</p> <p>Civil citations give ACS the authority to impose administrative penalties in order to provide an equitable, expeditious, effective, and inexpensive method for enforcement activities in an effort to reduce recidivism and enforce responsible pet ownership.</p>	<p>This change has allowed for a quicker process through the municipal court system (approximately 1 month versus 2 months to 2 years within in the criminal system) and incremental, increased fines for repeat offenders.</p> <p>Our Officers have spent 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 the fiscal year, the department issued 2,822 civil citations, the municipal court has held over 1,667 citations as “liable” and enforced those penalties.</p>
<p>Spay/Neuter Requirement for First Impoundment</p>	<p>In November 2013, City Council approved the amendment of Chapter 5 of 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.</p> <p>This ordinance change holds owners accountable while reducing the additional birth of unwanted litters of our community’s roaming and loose pets.</p>	<p>Tracking and reporting mechanisms were established in February 2014 to assist with enforcement efforts. In the first eight months following implementation (Feb-Sept) 131 pet owners complied and sterilized their pets within 30 days of their conditional release. An additional 603 pet owners were issued citations for not complying within 30 days. Enforcement continues with those pet owners who are not in compliance.</p>
<p>Stray Hold Period Reduction</p>	<p>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 one (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. This ordinance also requires that ACS cannot perform any euthanasia services on healthy/treatable pets until three (3) full days, not including day of impoundment.</p>	<p>The reduction of the stray hold period has allowed ACS to increase capacity by freeing up valuable cage space one day earlier and has provided additional time in the shelter for pets without a guaranteed live outcome such as adoption, rescue, or foster.</p> <p>The average Live Release rate for the 6 months preceding implementation (July–December 2013) was 78.11%. The average Live Release rate for the 6 months following implementation (January-June 2013) was 83.13%. 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. Furthermore, the department’s Fiscal Year Live Release Rate (81%) is a full 4 percentage points higher than FY 2013 (77%)</p>



FY 2014 KEY INITIATIVES

INITIATIVE	DESCRIPTION	UPDATE
<p>ACS Stray Kennels at Animal Defense League</p>	<p>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.</p>	<p>Pre-construction began in January followed by an official groundbreaking ceremony in mid-February with City Manager Sheryl Sculley, Deputy City Manager Erik Walsh, District 10 City Councilman Mike Gallagher, ACS Director Kathy Davis, ACS Advisory Board President Mona Thaxton and ADL Executive Director Janice Darling and ADL Board President.</p> <p>Construction on the 2 adult dog and 1 puppy kennels are on target to finish in November 2014 with official grand opening ceremony taking place on November 21, 2014.</p>
	   	
<p>Close Brooks Facility</p>	<p>In January 2014, the department extended the contract with Brooks Development Authority for 1 year to end January 2015 for use of kennels at the Southside Auxiliary Shelter. ACS will close the Brooks Facility with available capacity being offset by the opening of the Stray Kennels at the Animal Defense league,</p>	<p>ACS is on target to close the Brooks Facility by the end of November 2014. Part of the transition includes moving the office trailer housed at the Brooks to the 151 Main Campus, placing all Disaster equipment at an alternate location, and opening Observation Kennel (Building #2) at 151 Main Campus.</p>



FY 2014 KEY INITIATIVES

Media

Animal Care Services continues to seek expanded platforms to create awareness of the Department and efforts have paid off in FY 2014 with a record breaking year. The shelter has achieved a number of high profile media stories in nationally recognized outlets including pieces on live release in the Humane Society of the United States' Animal Sheltering Magazine and a Best Friends Animal Society magazine profile on community cats.

A focused marketing campaign incorporated radio advertisement and non-traditional promotions like billboards featuring City Council members urging spay/neuter messages. Media outlets included some of the community's highest rated like 98.5 The Beat (KBBT), KJ 97.3 (KAJA), Fox San Antonio (KABB) and more. While this year's marketing campaign saw more than 10 million gross media impressions or "touches" overall, media interactions based on pitches and requested interview numbered 871 for FY 14. This included more than half a dozen supportive editorials in the San Antonio Express News which help guide public agenda.



The marketing campaign will continue in FY 15 with a focus on a "leash, not loose" message as well as a targeted effort on increasing spay/neuter in high-need neighborhoods. In addition, the department will be unveiling a completely re-designed department website allowing for users to access valuable information quickly with an eye for enhancing the user experience on the over 1 million visits to the ACS website in FY 2014.

CNSI

The Comprehensive Neighborhood Sweeps Initiative (CNSI) completed its third consecutive year offering all-inclusive services and programs emphasizing responsible pet ownership offered to targeted areas within the community. Through staff/volunteer block walking efforts, over 21,000 homes were provided information on free sterilization services, City ordinances, and low-cost vaccination clinics resulting in 2,300 free rabies vaccinations/city licenses administered and issued. These efforts were followed by an enforcement period conducted by ACS Sweeps Officers where just under 850 roaming animals were impounded off of City streets. ACS will continue the highly successful program in FY 2015 in 10 more targeted areas.

CNSI Area	Area A	Area B	Area C	Area D	Area E	Area F	Area G	Area H	Area I	Area J	TOTAL
<i>Council District(s)</i>	4	2	3	5	1	6	2	3	5	4	
Block Walk Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sep	
Volunteers	28	12	12	10	40	15	69	73	7	20	286
Homes Visited	2,742	1,849	1,915	2,400	1,214	2,041	2,345	3,400	1,052	2,370	21,328
Rabies Vaccines Administered	161	185	340	235	257	245	345	191	322	240	2,300
City Licenses Issued	161	185	340	235	257	245	345	191	322	240	2,300
Violations Issued	6	16	10	30	14	10	10	-	63	6	165
Return-to-Owner (Field)	-	1	4	10	2	2	1	-	32	2	54
Animals Impounded	64	89	37	178	44	62	75	58	216	26	849

DIVISION SPOTLIGHT



Animal Cruelty Investigations

ACS Animal Cruelty Investigators regularly provide a voice for the voiceless. A specialized team with the Field Operations division respond to and investigate thousands of complaints every year for animal cruelty and neglect in the City. Our team of 4 Cruelty Investigators will respond to a call, assess the situation, and determine if an act of cruelty has taken place, within the scope of national, state, and local laws. If a violation is confirmed, our Investigators will begin the process of collecting evidence, interview pertinent parties, and putting together a case for potential prosecution.

This year, 2 (now former) Cruelty Investigators were promoted to Field Operations Supervisors. ACS welcomes two new Cruelty Investigators. Officer Joey Cortez, promoted from within as a very successful San Antonio Animal Care Officer, and Officer Chris Marcione, a retired Air Force Kennel Master, both bring great expertise and continued professionalism to an often tough and demanding job.

The following are highlights of several cruelty cases exemplifying their hard work in our community.

Michael Hernandez, was charged with beating two German shepherd puppies - killing one and severely injuring the other - plead guilty to felony animal cruelty and received 15 months jail time. This is a landmark case, as he had no prior criminal history and was sentenced by a judge and not a jury. The surviving puppy, appropriately named Justice by ACS staff, was adopted shortly after the incident.

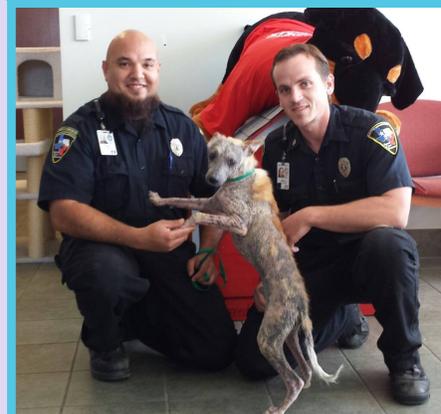
Second, Robert Smotherman plead guilty to felony animal cruelty in the stabbing and shooting death of his dog, Whiskey. Whiskey was described by our responding officer as friendly and mild mannered, despite having two large caliber gunshot wounds and multiple stab wounds. Sadly, Whiskey was gravely injured and did not survive. Mr. Smotherman's sentencing is scheduled for November 2014.

After a call came in to 3-1-1 from a concerned citizen, Cruelty Investigators discovered Rusty, a Basenji mix, who was found motionless and barely alive in his owners backyard who neglected him to near death. Rusty had almost no hair due to severe malnutrition and mange among of myriad of other health conditions. Without hesitation, Kelly, an ACS foster and volunteer, stepped in and committed to the long term treatment and rehabilitation necessary to bring Rusty back to good health. Rusty's story garnered attention from local media as well as from over 1,200 fans on his Facebook page (Rusty the San Antonio Miracle Dog) who monitor his progress. While Rusty still has some lingering minor medical issues stemming from his previous life, Rusty is now available for adoption. Criminal charges for both of Rusty's former owners are now pending.

In addition, the Bexar County DA's office's new fiscal year budget includes funding for a dedicated animal cruelty prosecutor and cruelty unit providing specialized knowledge in animal cruelty and much faster response from the DA's office on cases ACS file. This is a major step forward for ACS and will be the start of a new era in animal cruelty investigations in San Antonio and Bexar County.

Also announced are plans by the FBI to add animal cruelty offenses to the national database as a reportable offense. This is going to help highlight how many offenses occur across the country and these numbers are used by agencies to determine where to assign officers. In addition, overwhelming research shows the close relationship between animal cruelty crimes and the prevalence to commit other types of violent crimes.

ACS Animal Cruelty Investigators are committed to bringing animal abusers to justice and rely on citizens to report neglect or abuse in our community by calling 3-1-1.

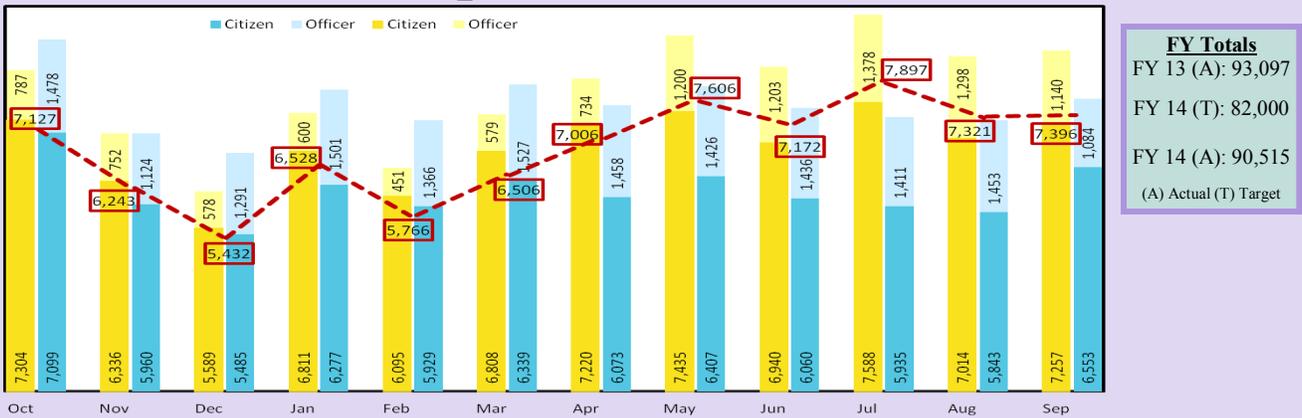




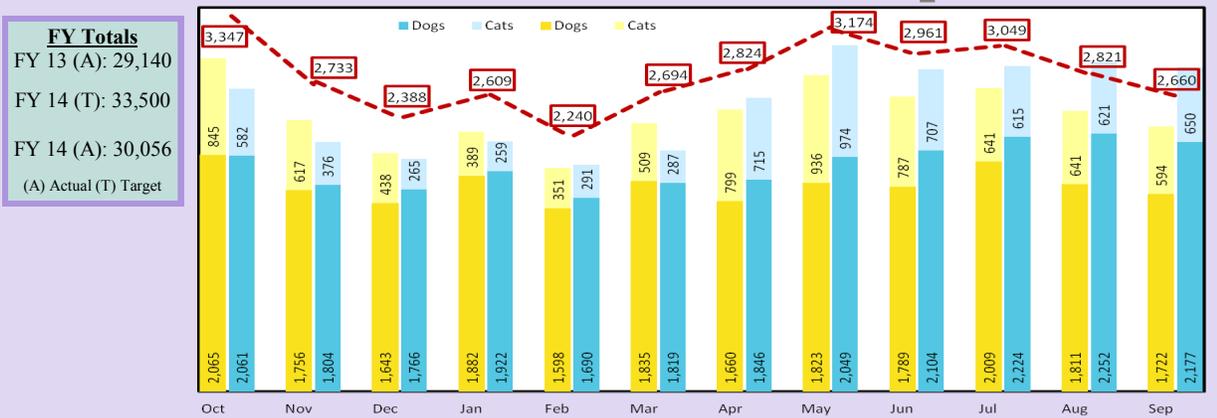
ENFORCEMENT INDICATORS

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. In FY 2014, the department received 93,097 call-for-service requests including a 54.7% increase in Officer-initiated calls, impounded 30,056 pets including a 9.4% increase in dogs, and issued 5,331 citations and warnings - a 5.1% increase over FY 2013.

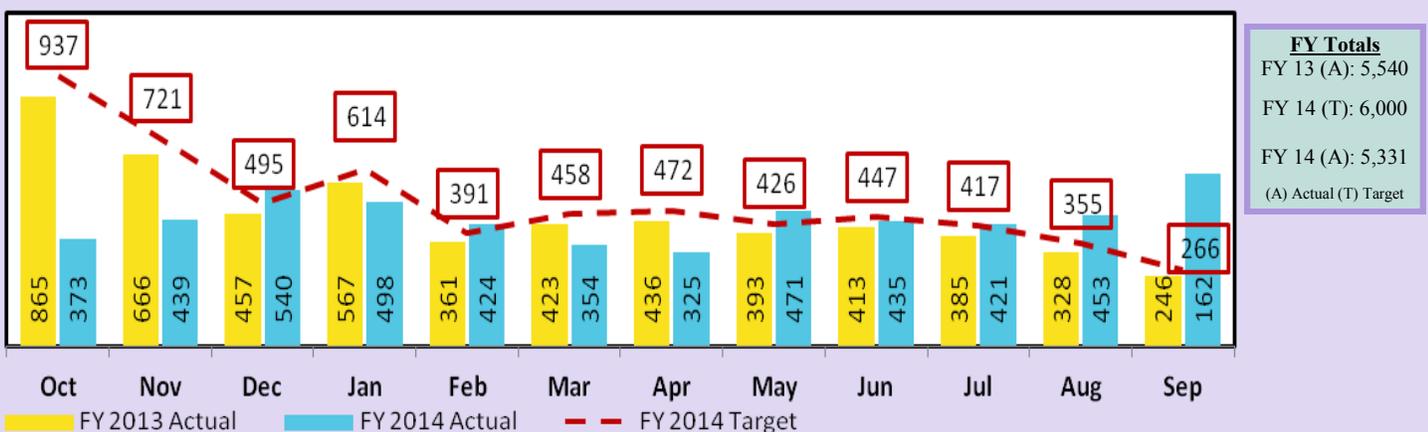
Call-for-Service Requests



Impoundments



Violations

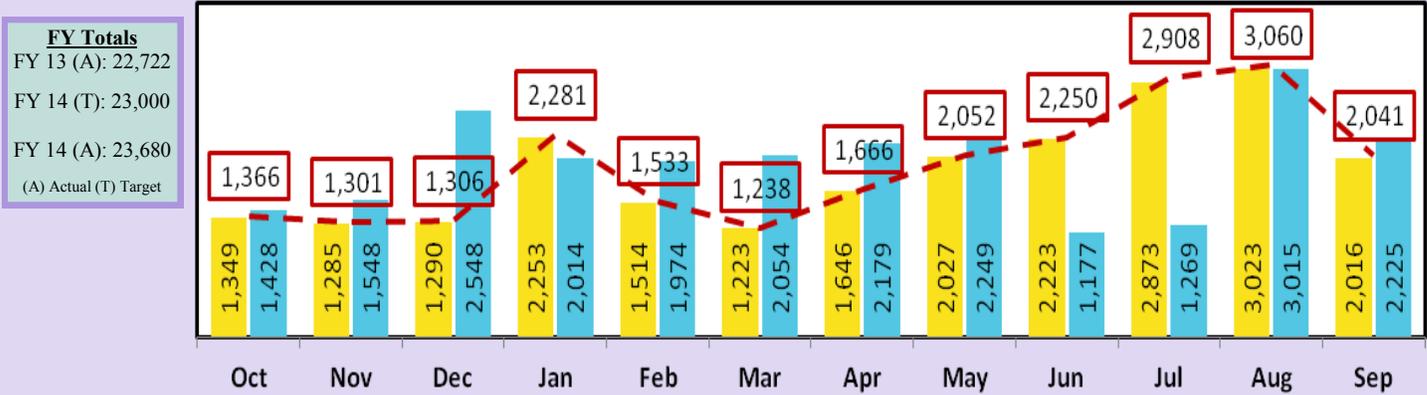


ENFORCEMENT INDICATORS

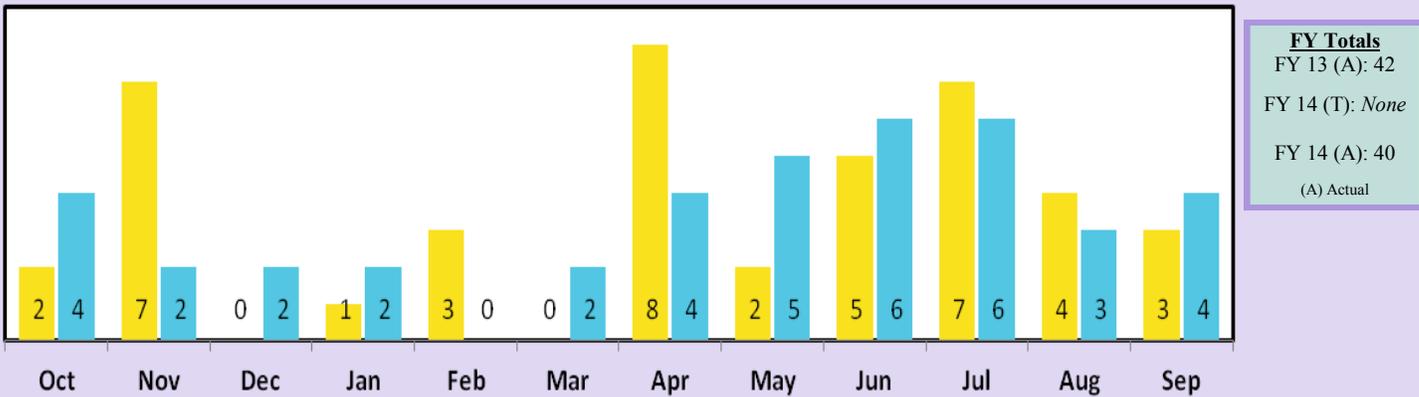


Additional measurements used to evaluate ACS' first strategic priority of enhanced enforcement include the number of city licenses issued, the number of dogs designated as aggressive/dangerous and the number of cruelty cases filed with the District Attorney's Office. The last two measurements are included to show that ACS views enhanced enforcement as important and will take steps to ensure public safety as well as laws are being followed. In FY 2014, the Department issued 23,680 city licenses (a 4.2% increase over FY 2013), designated 40 dogs as aggressive or dangerous, and filed 42 animal cruelty cases.

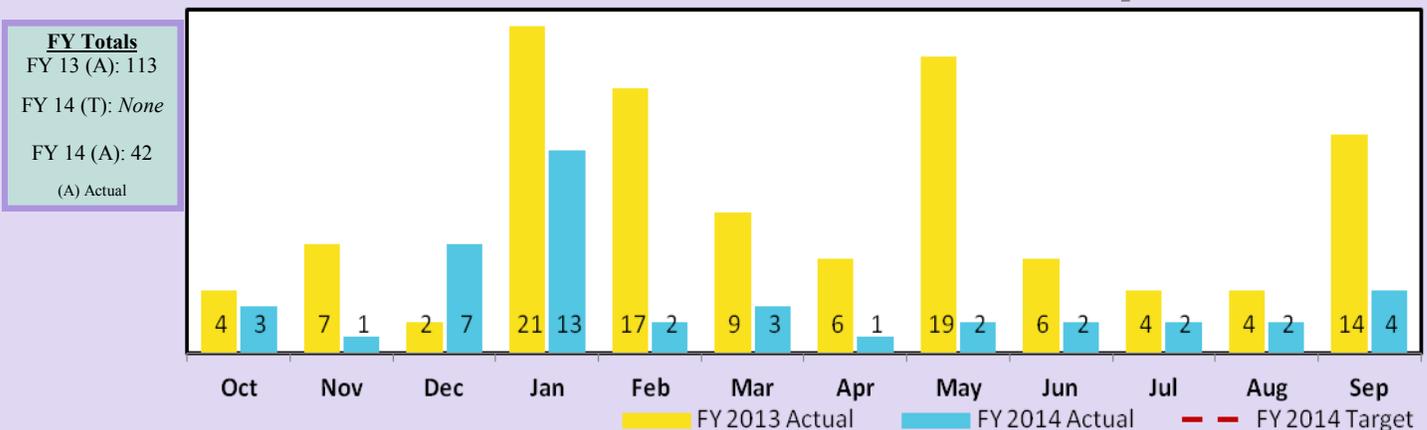
City Licenses



Aggressive/Dangerous Dog Designations



Cruelty Cases Filed

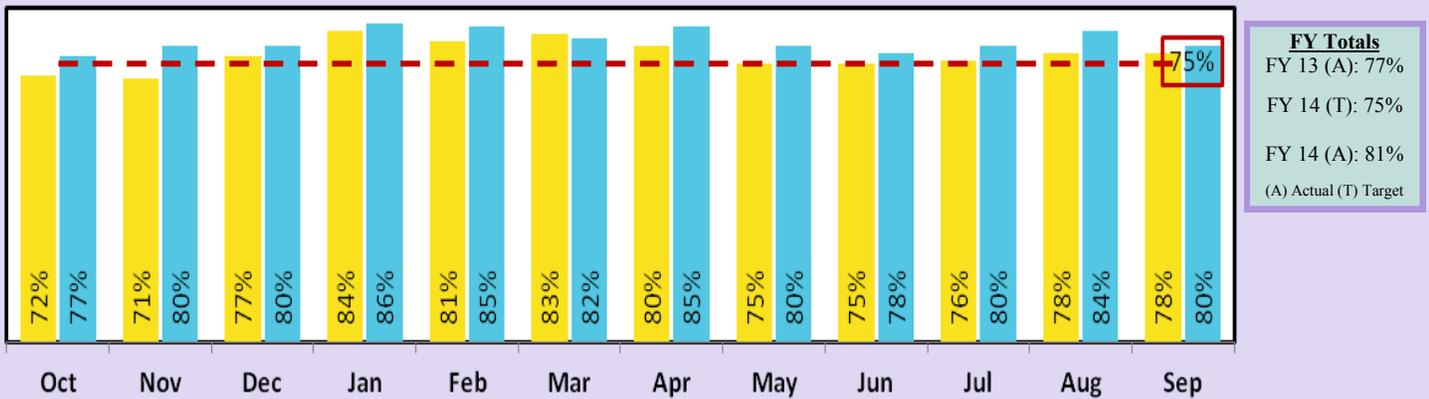




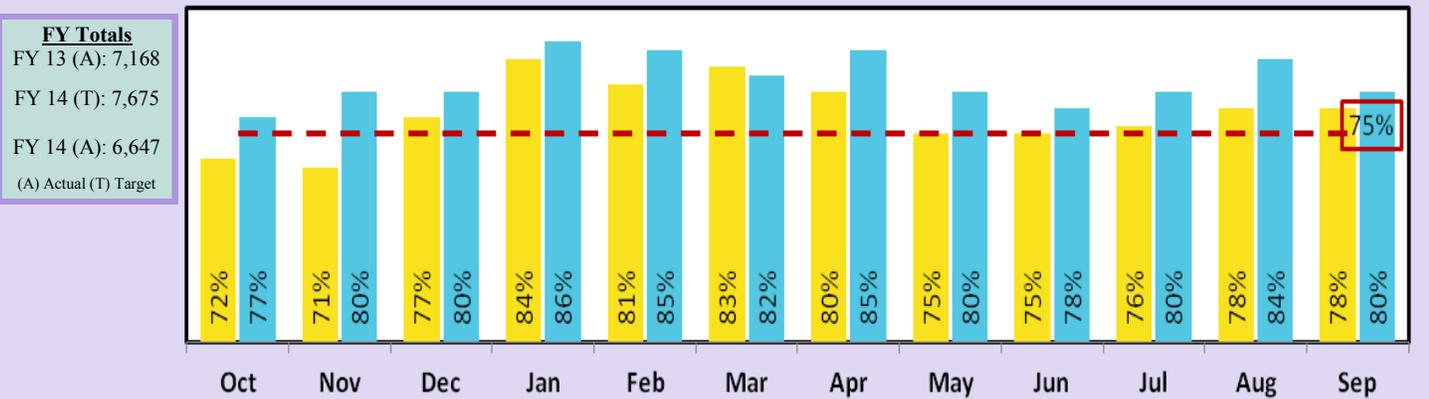
LIVE RELEASE INDICATORS

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 FY 2014 rate set the bar even higher with a 81% Live Release rate. In FY 2014, 6,647 pets went to their forever homes, and 13,835 pets were transferred to our Rescue partners.

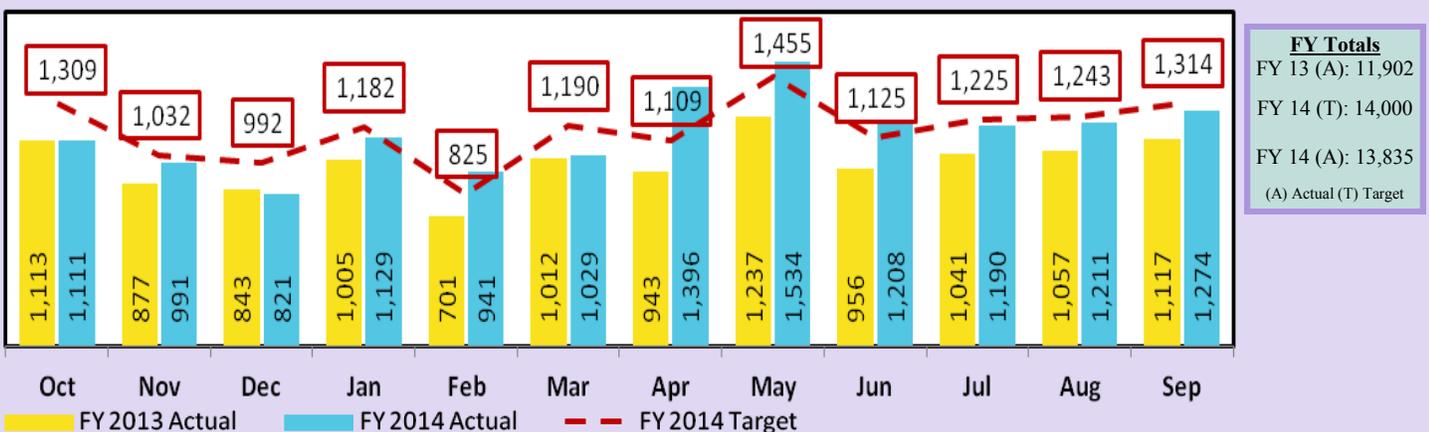
Live Release Rate



Adoptions



Rescues

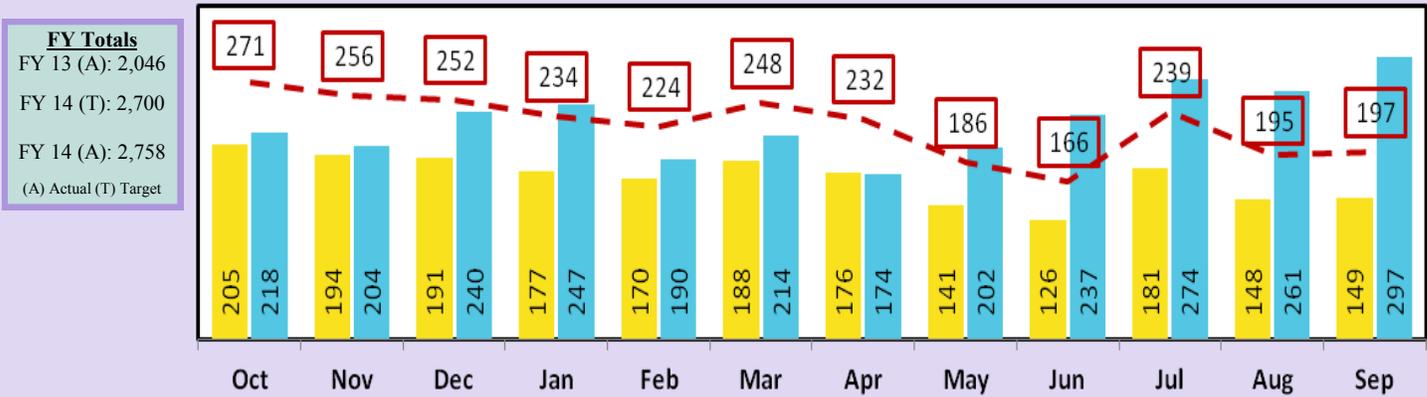


LIVE RELEASE INDICATORS

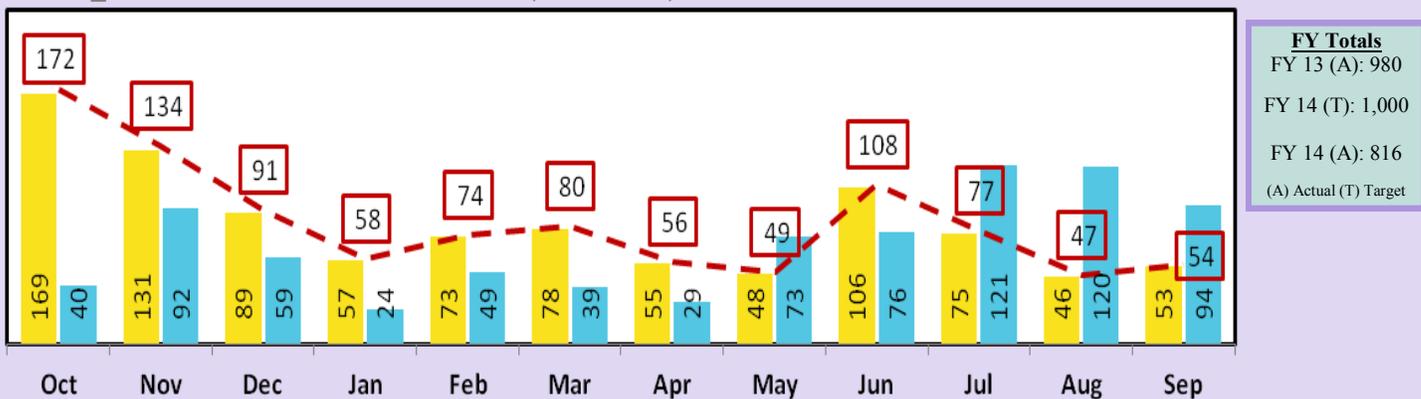


Additional measurements used to evaluate ACS' second strategic priority of increasing its Live Release rate include Return-to-Owner (RTO), Trap-Neuter-Return (TNR), and Foster. In FY 2014, 2,758 pets were returned to their owner (RTO) and 816 cats were placed in the Trap-Neuter-Return (TNR) program. 1,403 pets entered into the ACS Foster Program, alleviating shelter capacity and allowing ACS to humanely care for more pets.

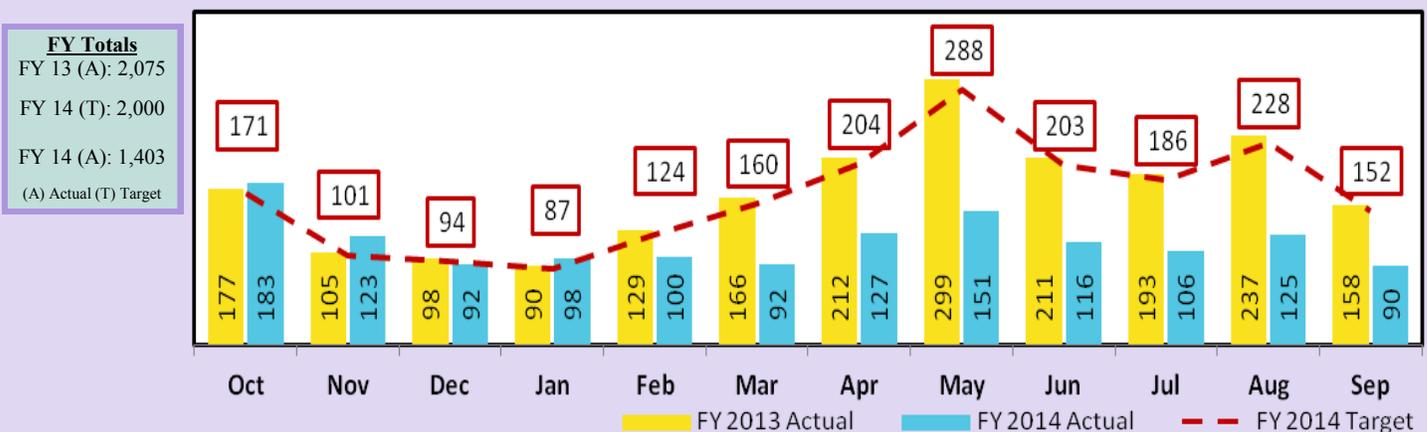
Return-to-Owner's (RTO's)



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



Fosters

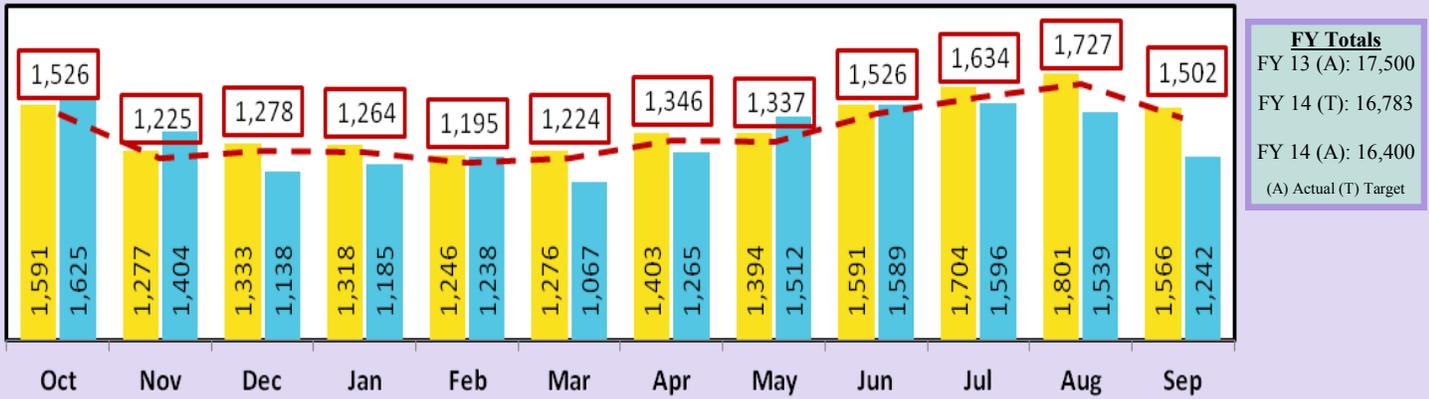




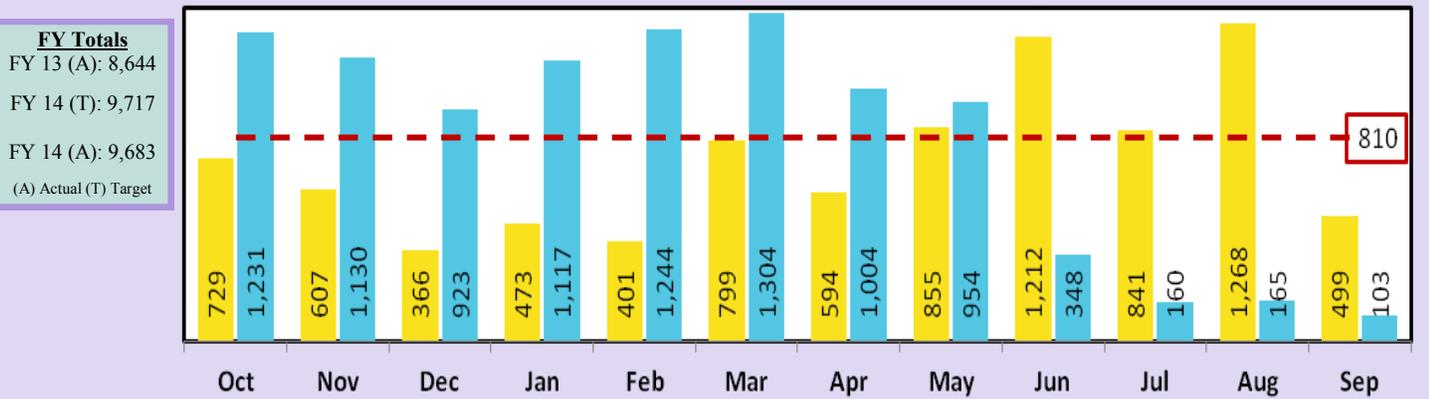
CONTROL INDICATORS

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. In FY 2014, ACS completed 16,400 in-house surgeries. Our partners added to that number by performing 9,683 surgeries funded by ACS. 25,409 deceased dogs and cats were picked up by the City's Solid Waste Management Department, an 8% reduction over last fiscal year.

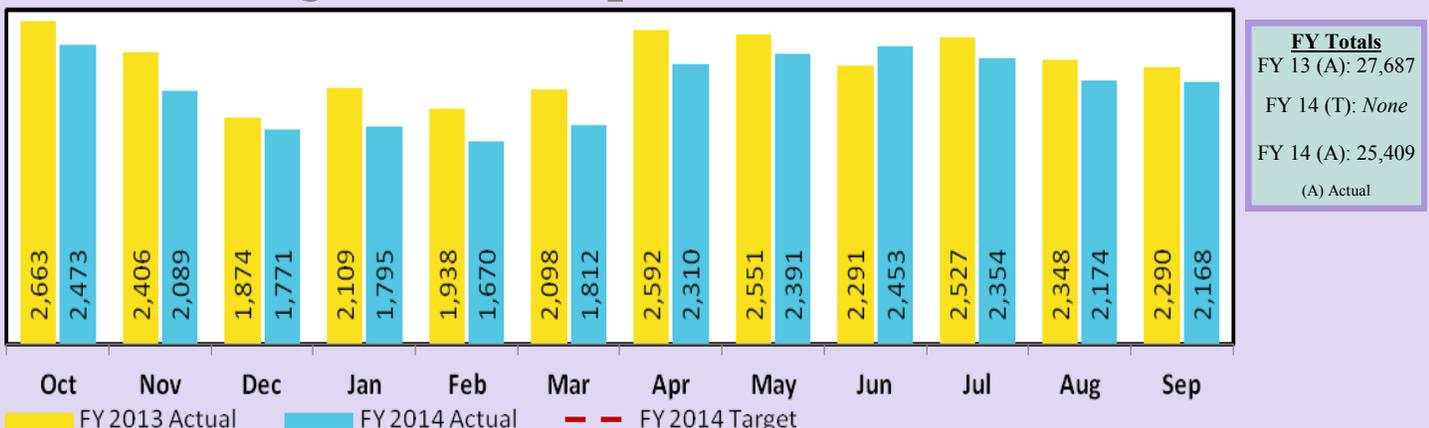
Surgeries (ACS)



Surgeries (Partners)



Deceased Dog/Cat Pick-Up



FY 2014 RECAP



In FY 2014, the ACS Adopted Budget totaled \$11.26 million, an increase of \$220,000 from the FY 2013 Revised 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%). This allocation increased the department's FY 2014 Revised Budget to \$11.29 M.

The FY 2014 Actuals show the department over budget approximately \$150,000. While the department was funded for a 75% Live Release rate, ACS ended FY 2014 with a historic 81% Live Release Rate - increasing the resources needed to associated with the additional pets who found positive placement in FY 2014.

The Adopted Budget for FY 2015 is \$11.64 M for an anticipated 80% Live Release Rate.

FY 2014 Budget Summary



FY 2014 Record Breakers!

24,060

Total Live
Release Outcomes

813

Most Adoptions in One
Month (Aug. 2014)

2,758

Return to Owner's

14,750

Volunteer Hours



FY 2015 KEY INITIATIVES

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 overview on several key Department Initiatives.

STRATEGIC PRIORITY	INITIATIVE	DESCRIPTION
ENHANCED ENFORCEMENT	Pet License as Registered Microchip	<p>Despite the issuance of over 30,000 free licenses and over 65,500 purchased licenses over the last three years, the renewal rates for the City’s Licensing Program has been below expectations—and is therefore part of the reductions for the FY 15 Adopted Budget saving nearly \$70,000 in operating costs.</p> <p>The department will pursue the research and ordinance amendment to utilize registered microchips as the required pet license, contingent upon ACS Advisory Board recommendation and subsequent City Council approval.</p>
	Pet Abandonment Enforcement Initiative	<p>Provides funding to implement Pet Abandonment Enforcement Initiative. This would allow for ACS to make proactive attempts to collect fees for pet owners who abandon their pets. Of those pets quarantined last year, 35% were owned pets whose owners chose not to take responsibility and reclaim them once the quarantine period ended. ACS will hold pet owners more accountable by invoicing for services provided regardless if they chose to reclaim their pet or not.</p>
	Dispatch Staffing Level	<p>The FY 2015 Adopted Budget provides funding to add an additional full-time dispatcher to improve the quality of dispatching call-for-service requests to Animal Care Officers.</p>
	Call-for-Service Requests Response Time	<p>Improve responses to call-for-service requests to obtain 95% level for Priority 1 and 2 calls.</p>
	Bite Case Quarantines	<p>Implement processes and efficiencies in improving Bite Case performance to obtain quarantine of 90% of all pets involved in an animal-related bite.</p>
CONTROLLING THE STRAY POPULATION	Clinic Staff Surgeons	<p>ACS will hire two in-house Staff Veterinarians that will allow the department to continue perform the high level of spay/neuter surgeries completed daily in addition to more specialized surgeries for pets needing additional medical treatment prior to positive placement.</p>

FY 2015 KEY INITIATIVES



STRATEGIC PRIORITY	INITIATIVE	DESCRIPTION
CONTROLLING THE STRAY POPULATION	ACS TNR/SNR Program	The highly successful Best Friends Animal Society Community Cat grant-funded program ends in April 2015. Through the continued education of best practices, ACS will implement a TNR/SNR (Trap-Neuter-Return/Shelter-Neuter-Return) Program. The FY 2015 Adopted Budget provides funding for an additional Animal Care Specialist to carry out duties related to TNR/SNR. The implementation of the in-house program will also include the mapping of procedures and policies to insure a smooth transition from Best Friends to ACS.
	Maintain 80% Live Release Rate	The FY 2015 Adopted Budget provides funds needed to maintain 80% Live Release Rate for all pets in our care. Additionally, the department has set a goal to maintain 90% or above Live Release Rate for both our cat and puppy (under 4 months) populations.
INCREASING THE LIVE RELEASE RATE	Microchip Process/Return-to-Owners	Continue to improve department processes to locate microchipped pets and return pets to their owner within 24 hours.

FY 2015 Budget Summary

The FY 2015 Adopted Budget has allocated \$11.65 million, a 3% increase over FY 2014, for an anticipated 80% Live Release Rate. This year's budget includes both cost-saving measures through efficiencies resulting in the reduction of several currently vacant positions as well as the addition of new programs/services aligned with the Department's goals and mission.

General Fund	FY 2012	FY 2013	FY 2014	FY 2015
Adopted Budget	\$9.45 M	\$10.91 M	\$11.26 M	\$11.65 M
Revised Budget	\$9.64 M	\$11.04 M	\$11.29 M	-
Change (\$)	-	\$1.4 M	\$220 K	\$364 K
Change (%)	-	15%	2%	3%
Staffing Levels	129	136	130	127
Change	-	+7	(6)	(3)
Change (%)	-	5%	(4%)	(2%)





HAPPY TAILS!

The ACS Dude Ranch

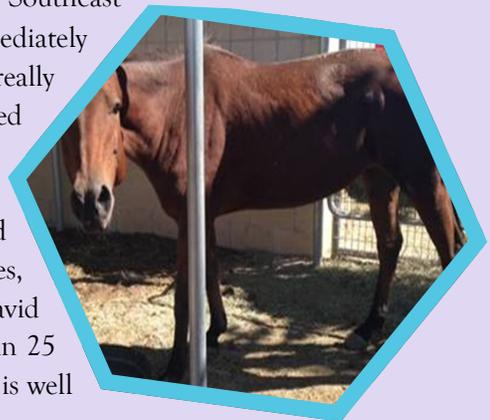
While ACS cares primarily for cats and dogs, the department is also equipped to care for abandoned, abused, or neglected livestock -including horses, donkeys, goats, sheep, pigs, chickens, and the like. Over 50 equines have come through ACS in the last 2 Fiscal Years. A few of our most recent cases are highlighted below.

Marshmellow, a gray draft horse, was re-homed after being retired from pulling carriages downtown. After a year in his new home, he was discovered in poor conditions. Our Animal Care Services Cruelty Investigators stepped in to get Marshmellow immediate care. Due to Marshmellow's emaciated condition, additional medical intervention was necessary to save his life. The investigation is still ongoing and criminal cruelty charges are pending.



Blake, a sorrel quarter horse stallion came into ACS emaciated and with a severely ulcerated eye injury that became infected. Blake's owners who attempted rescue him but did not have the proper knowledge or resources to care such a horse, so ACS seized him.

ACS picked up **Maxine**, an Arabian cross mare, roaming a neighborhood in Southeast San Antonio. Maxine had a huge open wound on her left hind leg and was immediately apparent that she was in intense pain. Despite being in distress, Maxine had a really sweet temperament and was very well behaved and easy to handle. We discovered she was suffering from a condition called laminitis - an incredibly painful condition where the hoof wall separates from the foot - requiring extensive treatment and rehabilitation. We were able to give her some initial pain relief and basic care at ACS. Through networking and working with local equine rescues, ACS was able to get Maxine into the Hoof Project Foundation, operated by David Hood, DVM, PhD, who is an Equine Practitioner and Researcher for more than 25 years. Maxine will receive the most modern, cutting edge care available until she is well enough to go back to rescue.



Our success with our non-traditional animal population is based on the positive relationships built with Dr. Ben Espy, our resident equine veterinarian and horse expert and several equine rescues including BlueBonnet Equine Humane Society and Triple Me Mac Horse Rescue who have taken the vast majority of our horse which has resulted in a **100% Live Release Rate** of healthy/treatable equines even in the most severe conditions.

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

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