



2004 Strategic Plan



L. Brooks Patterson-Oakland County Executive

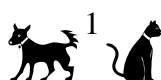


Oakland County Animal Shelter
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I. Introduction

A. Background - Oakland County Animal Shelter is a Division of Oakland County government consisting of three units: Administration, Animal Control and the Oakland Pet Adoption Center.

The **Administration** unit provides for the running of both the *Animal Control* and *Oakland Pet Adoption Center* operations and management; the unit provides division interface with the County Board of Commissioners, county administration, the local units of government, other shelters and rescue groups.

The **Animal Control** unit is made of 9 deputized officers (with a minimum of 100 hours of training) with 9 special equip vans that provide animal control responsibilities to 26 municipalities (see Appendix for geographic coverage). Rabies control and responding to animal related citizen complaints is the primary function of this unit. The Animal Control unit responds to resident calls concerning over 1000 animal bites annually, they retrieve stray dogs and livestock. In addition Animal Control is responsible for the investigation and prosecution of animal cruelty. Their role and function has been recently popularized on television by a series call "Animal Cops". Finally, this unit inspects and licenses kennels in Oakland County in accordance with state law. Kennels must meet regulations governing dog kennels in order to have a license issued. The regulations pertain to but are not limited to making sure housekeeping is clean and free of debris that veterinary service is provided when needed, that the facility is structurally sound and safe for the animals and that the animals are properly feed everyday.

The **Oakland Pet Adoption Center** is the facility located at 1700 Brown Road in Auburn Hills. The Adoption Center houses companion animals which have been picked up as strays by the Animal Control unit and residents, in addition to owner surrendered animals. Animals that are picked up as strays are kept for 5-7 days so that owner identification can occur. After this time, if an owner claim is not made, companion animals that are healthy and have a good temperament are made available for adoption.





The Oakland Pet Adoption Center also

- administers the dog licenses program and cat registration program,
- provides rabies clinics,
- provides off site adoption events,
- administers the CATS (Companion Animals Touching Seniors) foster program,
- provides educational opportunities for the care of companion animals,
- provides medical services and spay and neutering for homeless animals, and
- provides training for homeless animals – (program in development)

B. Purpose of the Strategic Plan - Oakland County has traditionally provided a well run animal protection and shelter service. However, residents expect, and the county is ready, to provide state of the art leadership in the area of companion animal welfare and care facilities. The foundation of such an effort is based upon:

- Oakland residents placing great value and care for their companion animals and those that are homeless and the belief that euthanasia to overpopulation is not the humane response,
- the desire to reduce government expenditures due to inadequately addressing the root cause of companion animal overpopulation,
- the desire to work in cooperative and establish collaborative relationships with not for profits companion animal rescue groups, private animal health care providers and private companies providing animal supplies and services.

This Strategic Plan sets forth the Vision, Mission, Values, and Goals of the Oakland County Animal Shelter Division and its operations. It identifies the needed improvements both physical and operational, sets priorities for implementation along with a short-term schedule for those priority item improvements. Systematically following the strategic plan will result in facilities and services, within 5-years, that are state-of-the-art.

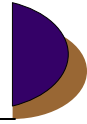
C. Recent Improvements – Since the beginning of 2003 many improvements have been undertaken. The following is a summary list:

- Establishment of an operating room at the Oakland Pet Adoption



Operating Room established in 2003





- Center equipped to perform on-site spay and neutering.
- Establishment of a presence on the Oakland County website.
- Purchase of a digital camera, installation of software and initiation of listing of adoptable pets on www.petfinder.com
- Participation in “What’s Happening” in the Oakland Press which features adoptable animals.
- Site assessment and recommendations for improvement of the Oakland Pet Adoption Center by the architectural firm of HarleyEllis provided pro bono.
- Establishment a fenced “Bark Park” on the grounds of the Oakland County Pet Adoption Center to provide additional humane care and exercise for the homeless animals.
- Establishment of six sheltered dog runs to provide exercise for the homeless dogs.
- Establishment of a cat registration program to enable the return of stray cats to their owners.
- Establishment of a gift certificate program so that the gift of a companion animal can be given with a redeemable certificate and the perspective owner can select the animal appropriate to their needs and desires.
- Establishment of VISA/Master Card credit card payment at the Oakland Pet Adoption Center.
- Collaboration to establish the not-for-profit Oakland Pet Fund to provide non-government funding supporting a comprehensive approach in eliminating needless euthanasia of dogs, cats and other companion animals in Oakland County.
- Initiated new hours of the Oakland County Pet Adoption Center to respond to hours when residents can better visit the center.
- Initiated new weekend adoption events.
- Initiated the CATS (Companion Animals Touching Seniors) program where Oakland County Pet Adoption Center provides food, litter, medicine and a cat in need of TCL to an Oakland County senior citizen that provides a loving foster home until the cat is well and ready for adoption.





- Established a program which included the hiring of a full-time licensed Vet Tech and part-time Vet Tech Assistant to assist in the medical care and attention of the animals.
- Established new cleaning protocols to reduce the spread of disease within the Oakland Pet Adoption Center.
- Established new medical treatment protocols for Stray and Feral Cats following those suggested from Maddie's Fund.
- Established new management procedures to inventory stock and deliveries.
- Undertook a program with the Oakland County Personal Division for staff training.
- Updated the Policy Manual and forms.





II. Vision

Vision - Oakland County companion animals are assured a loving and caring home for their natural life, free from suffering due to abuse, neglect, and ignorance. Oakland County citizens, their property, and neighborhoods are safe from the dangers and nuisances of irresponsible pet guardianship.

Oakland Pet Adoption Center is a happy home bustling with joyful activities and love from caring staff and volunteers for adoptable¹ companion animals waiting to be matched with a guardian family. The beautiful landscaped grounds of the center, with kennel runs and Bark Park provide for daily outdoor exercise and socialization with other animals. The “meeting gazebo” offers a relaxed atmosphere for potential guardian families with pets to meet with a potential new family pet one-on-one with direct access to the Bark Park for an opportunity of play for everyone.

The Oakland Pet Adoption Center is clean, smells fresh and is free of disease. Visitors are greeted with staff smiles and hellos, attractive signage, flowered walkway, giant pet graphics and wagging tails and happy purrs. All companion animals are spayed or neutered in addition to being properly groomed, and micro-chipped prior to leaving the center and joining their guardian family. The grounds of the Pet Adoption Center host a variety of programs and activities from rabies and health clinics to special adoption fairs, pet safety classes and Mutt Olympics.

The Oakland Pet Adoption Center is supported by a host of cooperative and collaborative relationships with volunteers, various not for profit rescue and funding groups and private animal health care providers and companies providing animal supplies and services. An army of foster care families provide temporary homes to animals recovering from illness/injury or in need of socialization. Animals which have not been adopted after a reasonable time or have difficult situations or habits for guardian family adoption are transferred to the Oakland Animal Sanctuary. A satellite facility to the Oakland Pet Adoption Center is the “Manners Camp & Spa” which provides a home for animals in need of treatment² or rehabilitation. Manners Camp & Spa offers a variety of training programs including those coordinated through the courts which prepare an

¹ **Adoptable** – Adoptable are “those animals eight weeks of age or older that, at or subsequent to the time the animal is impounded or otherwise taken into possession, have manifested no sign of a behavioral or temperamental defect that could pose a health or safety risk or otherwise make the animal unsuitable for placement as a pet, and have manifested no sign of disease, injury, or congenital or hereditary condition that adversely affects the health of the animal or that is likely to adversely affect the animals health in the future.” Healthy (adoptable) animals may be old, deaf, blind, disfigured or disabled.

² **Treatable** - A treatable animal is “any animal that is not adoptable but that could become adoptable with reasonable efforts.” Sick, injured, traumatized, infant or unsocialized, these animals need appropriate medical treatment, behavior modification and/or foster care to turn them into healthy animals ready for placement.





animal to be adoptable and a healing environment for animals recovering from injury or medical treatment.

Oakland County Animal Control is staffed by well trained, polite deputies that serve as health officials, with state of the art equipment protecting Oakland County families, children and animals from irresponsible pet guardianship and the spread of rabies. Animal Control promotes pet guardian education, training and companion animal health care to prevent the spread of dangerous disease and nuisances' behavior.

Mission – The Oakland Pet Adoption Center

To eliminate the euthanasia of dogs, cats and other companion animals which are adoptable and/or treatable³ in Oakland County and to promote the health, happiness and wellbeing of pets and animals. With the assistance of private, non-governmental funding, we do this by providing:

- A humane shelter and adoption center
- Homeless pet medical care
- Pet sterilization
- Adoption events
- Pet owner education
- Companion animal behavior training
- Health and immunization clinics
- Foster guardian programs
- Pet advocacy

Values

We are dedicated to the principles of integrity and professionalism, as well as the protection, preservation and welfare of all animals.

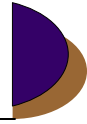
We are committed to providing our pet guardians with services of high value and at a fair price.

It is imperative that each member of our team reacts to the problems of the public promptly, respectfully and with sensitivity.

It is our desire to perpetuate an environment that promotes trust, respect and teamwork.

³ **Non-rehabilitatable** - Non-rehabilitatable animals are neither healthy (adoptable) nor treatable. They include 1) cats and dogs for whom euthanasia is the most humane alternative due to disease, injury or suffering that can't be alleviated; 2) vicious cats and dogs, the placement of whom would constitute a danger to the public; and 3) cats and dogs who pose a public health hazard.





III. Goals

The following goals are identified for each of the units within the Division. Following each goal are the tactics to achieve the goals. The goals and the tactics are set in priority order.

A. Oakland Pet Adoption Center

Goal 1. Provide a clean, safe, disease-free, healthy environment for the companion animals while housed at the Center.

Short-Term Tactics (1-3 years)

Tactic a. Replace all fiberglass cages with stainless steel cages that can be reliably disinfected.

Tactic b. Replace cat cages with those that have dividers to reduce the spread of disease from fluids.

Tactic c. Obtain a software program to manage kennel records with data base capabilities so that reports can be generated and statistics obtained to better understand animal problems to generate targeted programs.

Tactic d. Install air conditioning in the kennels.

Tactic e. Install a quarantine area with separated ventilation systems to contain and control the spread of disease.

Tactic f. Become a facility which participates in the MSU, Ohio State and Purdue Veterinary intern rotation program.

Tactic g. Develop on-site testing capabilities to immediately identify typical medical problems and begin immediate treatment.

Tactic h. Equip space with grooming facilities and collaborate with outside agencies to establish a grooming training program where students can refine techniques on adoption center animals.



Mid-Term Tactics (4- 6 years)

Tactic i. Install indoor-outdoor runs and community socialization rooms to provide year around exercise facilities.





Tactic j. Design and build a state-of-the art Pet Adoption Center geographically central to Oakland County Population incorporating “pack” living facilities & socialization rooms fashioned after Best Friends, showcasing companion animals for adoption; facilities designed to keep the animals healthy and happy.

Goal 2. Improve the Oakland Pet Adoption Center so that it is of the quality and comfort level expected by Oakland County residents and creates an atmosphere conducive to adoptions.

Short-Term Tactics (1-3 years)

Tactic a. Continue to expand the hours and days open to the public.

Tactic b. Institute an attire protocol for staff of golf shirts with Pet Adoption Center logo and colors with Dockers slacks.

Tactic c. Improve the front entrance and walkway consistent with the recommendation identified in the *Design Concepts of Physical change Opportunities, Lobby and Site – August 2003*.

Tactic d. Improve the sales counter (see appendix) consistent with the recommendation identified in the *Design Concepts of Physical change Opportunities, Lobby and Site – August 2003*, including painting, large pet graphics, children’s furniture, information & education rack.

Tactic e. Replace the flooring throughout the Pet Adoption Center.

Tactic f. Install a new outdoor and indoor Wayfinding system which helps the public find the Pet Adoption Center, leads them to the front door and directs them through the center to the public areas.

Tactic g. Improve the Bark Park so that the use can be expanded and serve as a facility for pet-owners, adoptions, educational sessions, health clinics, behavior training, etc; including utilities (waterlines, irrigation, well, lighting), restrooms, gazebo, walking trails, connecting sidewalks.





Tactic h. Install landscaping to improve aesthetics and provide screening of utilities and incompatible surrounding uses.

Tactic i. Remove and dispose of the old incinerator.

Mid-Term Tactics (4- 6 years)

Tactic j. Expand the center to provide meeting rooms so that potential guardians can spend time and have space with potential family pets.



Goal 3. Increase adoptions and reduce the time companion animals stay at the Center.

Short-Term Tactics (1-3 years)

Tactic a. Expand the volunteer program with additional foster guardians.

Tactic b. Increase and expand the website to feature adoptable animals, direct e-mail those interested in a particular breed/size when they become posted, etc.

Tactic c. Continue to collaborate with area rescues and participate in more adoption events.

Tactic d. Expand the Vet satellite adoption program throughout the county.

Tactic e. Microchip all animals prior to adoption.

Mid-Term Tactics (4- 6 years)

Tactic f. Work with area shopping centers to provide storefront space to showcase animals available for adoption.

Tactic g. Purchase and staff a mobile adoption vehicle (similar to a bookmobile) that can be deployed to various fairs, events, shopping centers, etc.



Tactic h. Obtain land and facilities to implement Manners Camp & Spa to house animals that are “treatable” until ready for adoption. Establish through the courts training programs such as cell dogs.

B. Animal Control

Goal 1. – Equip Animal Control Officers with up-to-date equipment and training to provide efficient and effective service in providing mandated functions.

Short-Term Tactics (1-3 years)

Tactic a. Establish a new updated dispatch center with supporting equipment including: computer – hardware, software (records management system), radios to effectively respond to calls and incidents.

Tactic b. Provide on-going deputy training, education and membership in Michigan Association of Animal Control Officers.

Tactic c. Provide deputies with direct access to LEIN to streamline the warrant process.

Tactic d. Equip existing vehicles with on-board computers (tied to a record management system – achieve a paperless record system), digital cameras, Geographic Positioning System capabilities which can interface with the CLEMIS program, and microchip reading equipment.

Tactic e. Transition department vehicles to four wheel drive trucks.

Mid-Term Tactics (4- 6 years)

Tactic f. Purchase and obtain training on tranquilizer equipment for unusual and challenging safe animal retrieval.

C. Administration

Goal 1. – Provide the needed support to the Oakland Pet Adoption Center and Animal Control for efficient and effective operations.

Short-Term Tactics (1-3 years)

Tactic a. Update the county website to provide internet purchase of dog licenses and cat registrations.





Tactic b. Upgrade the telephone system with switchboard capabilities to route calls and provide basic information (hours, location, emergency numbers etc.) at all times.

Tactic c. Increase staff to include a Volunteer coordinator.

Tactic d. Collaborate with the Oakland County Pet Fund, county shelters and rescue organizations to document the extent of the pet overpopulation problem and causes in order to design targeted effective programs which eliminate the causes so that the county can obtain a pet population balance.

































































Tactic e. Provide promotional and educational material which describes the Pet Adoption Center and services. Make the material available on the website and in the education/information rack.

Tactic f. Prepare a marketing plan for the Adoption Center.

































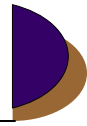
IV. Timeline

The following timelines schedules the strategic improvements.

Timeline					
Activity	2004	2005	2006	2007	2008
Oakland Pet Adoption Center					
Goal 1					
a. Replace fiberglass cages	 				
b. Replace cat cages	 	 			
c. Kennel management software	 				
d. Kennel air-conditioning		 			
e. Create quarantine area		 			
f. Veterinary school intern rotation		 			
g. On-site testing	 				
h. Grooming facilities & equipment	 				
i. Indoor/outdoor runs				 	 
j. State of the art/ new Center				 	 
Goal 2					
a. Expanded hours	 				
b. Attire protocol	 				
c. Entrance improvements	 				
d. Sales counter improvements		 			
e. Flooring replacement		 			
f. Wayfinding signage		 			
g. Bark Park improvements		 	 		
h. Landscaping		 			
i. Remove old incinerator	 				
j. Meeting rooms for adoptions				 	
Goal 3					
a. Expand Volunteer program	 				
b. Expand website for adoptions	 				
c. Collaborate with rescues	 				
d. Expand Vet satellite adoption		 			
e. Microchip animals			 		
f. Shopping center store front				 	
g. Mobile adoption vehicle				 	
h. Manner Camp & Sap					 
Animal Control					

































Activity	2004	2005	2006	2007	2008
Goal 1					
a. New dispatch center	 				
b. Deputy training	 				
c. Access to LEIN		 			
d. On-board computers		 			
e. 4 Wheel drive vehicles		 	 	 	 
f. Tranquilizer equipment				 	
Administration					
Goal 1					
a. Internet licenses purchase	 				
b. Upgraded telephone system		 			
c. Volunteer coordinator		 			
d. Pet Fund collaboration	 				
e. Promotion/Ed. Material		 			
f. Marketing plan			 		



V. Sources of Funding

Activity	County General Fund	Grant	Donation* or No cost	Pet Fund
<i>Oakland Pet Adoption Center</i>				
Goal 1				
a. Replace fiberglass cages				
b. Replace cat cages				
c. Kennel management software				
d. Kennel air-conditioning				
e. Create quarantine area				
f. Veterinary school intern rotation				
g. On-site testing				
h. Grooming facilities & equipment				
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h. Manner Camp & Sap				
<i>Animal Control</i>				
Goal 1				

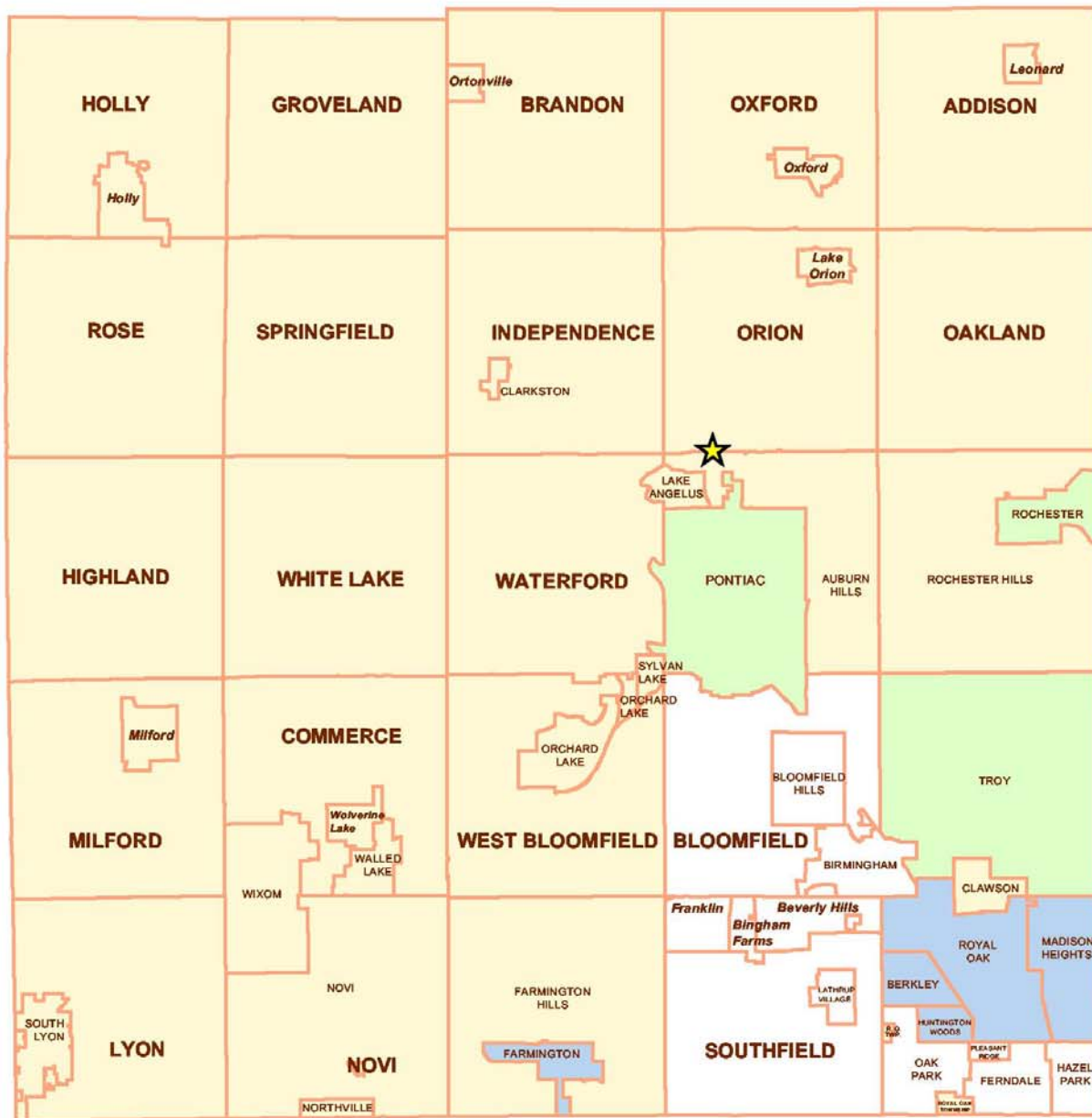



Activity	County General Fund	Grant	Donation* or No cost	Pet Fund
a. New dispatch center	 			
b. Deputy training	 			
c. Access to LEIN	 			
d. On-board computers	 			
e. 4 Wheel drive vehicles	 			
f. Tranquilizer equipment			 	
Administration				
Goal 1				
a. Internet licenses purchase	 			
b. Upgraded telephone system	 			
c. Volunteer coordinator	 	 		
d. Pet Fund collaboration			 	
e. Promotion/Ed. Material		 	 	 
f. Marketing plan	 			

* Donation may be time/materials from volunteers, private business or labor from trustees/boot camp.




VI. Appendix





Oakland County Michigan
L. Brooke Patterson, County Executive



Oakland County Animal Control Service Areas

Animal Control Service Areas

- Service Area
- User: Oakland County Shelter for Disposal, Speciman Shipping
- User: Oakland County Shelter for Disposal, Board, Care, & Speciman Shipping
- Oakland County Animal Control Center

CITY Village **TOWNSHIP**

Map Created on July 7, 2003

Oakland County
Animal Control Center

1700 Brown Road
Auburn Hills, MI 48326
Phone: (248) 391-4103
Web: <http://www.co.oakland.mi.us/anmictr>

General Office Hours:
Monday: 10:00 a.m. to 5:45 p.m.
Tuesday: 10:00 a.m. to 4:45 p.m.
Wednesday: 10:00 a.m. to 4:45 p.m.
Thursday: 10:00 a.m. to 4:45 p.m.
Friday: 10:00 a.m. to 5:45 p.m.

