



Community Wide Plan for
Indianapolis/Marion County Animal Welfare

YEAR ONE ACTION PLAN

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OUR VISION

INDIANAPOLIS/MARION COUNTY HAS A UNIFIED AND EFFECTIVE NETWORK OF ANIMAL WELFARE ORGANIZATIONS THAT IMPROVES HEALTH, SAFETY, AND QUALITY OF LIFE FOR DOGS AND CATS WHILE CREATING COLLABORATIVE AND SUSTAINABLE COMMUNITY ENGAGEMENT AND IMPROVED PUBLIC HEALTH.



GOAL ONE:

**IMPROVED PET CARE
AND RETENTION**



STRATEGY 1A:

Increase access to and knowledge of available veterinary services, including spaying and neutering, routine care, and emergency treatment.

2025 BENCHMARK:

Accurate and updated list of available vet services is live on the virtual hub.



ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• IT skills	<ul style="list-style-type: none">• Identify the information we want to collect• Opt-in and contact option to maintain accuracy	<ul style="list-style-type: none">• Identify:<ul style="list-style-type: none">▪ what information is to be collected▪ how it's going to be collected▪ who it's going to be collected from• Collect information• Coordinate with virtual hub team to publish information

STRATEGY 1B:

Increase access to basic pet care supplies and resources, including immediate food support, behavior counseling, and crisis fostering.

2025 BENCHMARK:

Accurate and updated lists of available food support, behavior counseling, and crisis fostering is live on the hub.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• IT skills	<ul style="list-style-type: none">• Identify the information we want to collect• Opt-in and contact option to maintain accuracy	<ul style="list-style-type: none">• Identify:<ul style="list-style-type: none">▪ what information is to be collected▪ how it's going to be collected▪ who it's going to be collected from• Collect information• Coordinate with virtual hub team to publish information

STRATEGY 1C:

Actively collaborate with human services organizations to provide community resources, tools, and support systems that can assist all pet owners/caretakers in keeping their dogs and cats for life.

2025 BENCHMARK:

Human Services organizations that are a priority for success in this strategy have been identified and relationships have begun to be built.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• Landlords*• Mayor's Neighborhood Advocates• Property owner licensing groups• CDC's• Aging and In-Home Solutions (CICOA)*• Contacts in Social Services**• All hospital systems	<ul style="list-style-type: none">• Having a master list of human services organizations and contact information• Identify range of different types of organizations• Document human services organizations on virtual hub*	<ul style="list-style-type: none">• Gathering information on organizations• Agree on shared approach and message• Identify who asks the question/establishes relationship• Reach out!

GOAL TWO:

**INCREASED COMMUNITY EDUCATION
AND ACTIVE ENGAGEMENT**



STRATEGY 2A:

Create and maintain a centralized and accessible virtual hub with resources for pet owners/caretakers, animal welfare professionals, veterinary staff, volunteers, and community members seeking support and care for animals.

2025 BENCHMARK:

The Hub is live with current and accurate information.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• Marketing/Outreach experience****• IT expertise• Identify who will maintain and update***	<ul style="list-style-type: none">• Spec virtual hub for approval by the board• Exposure - make people aware and make engaging content (media/videos & how-to's)****• Plan for communicating virtual hub with the public*• List of links to participating rescues, organizations, welfare and support groups• Translation of text/documents for multiple language access• What is the hub platform**• Identify change management group	<ul style="list-style-type: none">• Brand virtual hub (logo/name)• Create virtual hub• Developer/Creator (find)• Spec content• Market the site

STRATEGY 2B:

Provide education and resources to future pet owners/caretakers and youth.

2025 BENCHMARK:

A standardized adopter support and informational packet has been created and is in use.



ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• Lost and Found expertise• Design and communications expertise• Foster/Adoptions program managers*• Marketing experience• Ability to speak and write and second language**• Behavior expert for decompression information	<ul style="list-style-type: none">• Gathering of information*• Researching best practices**• Know your audience demographics• Identify subject matter experts for dog decompression, lost and finds, etc...• Identify all local shelters and rescues that adopt dogs and cats for distribution• Select the most crucial topics so attention is not lost (concise)*****	<ul style="list-style-type: none">• Draft virtual/hard copy• Translate into Spanish• Distribute

STRATEGY 2C:

Cultivate an expanding network of diverse community members to actively support animal wellbeing efforts by contributing their time, talents, and financial resources.

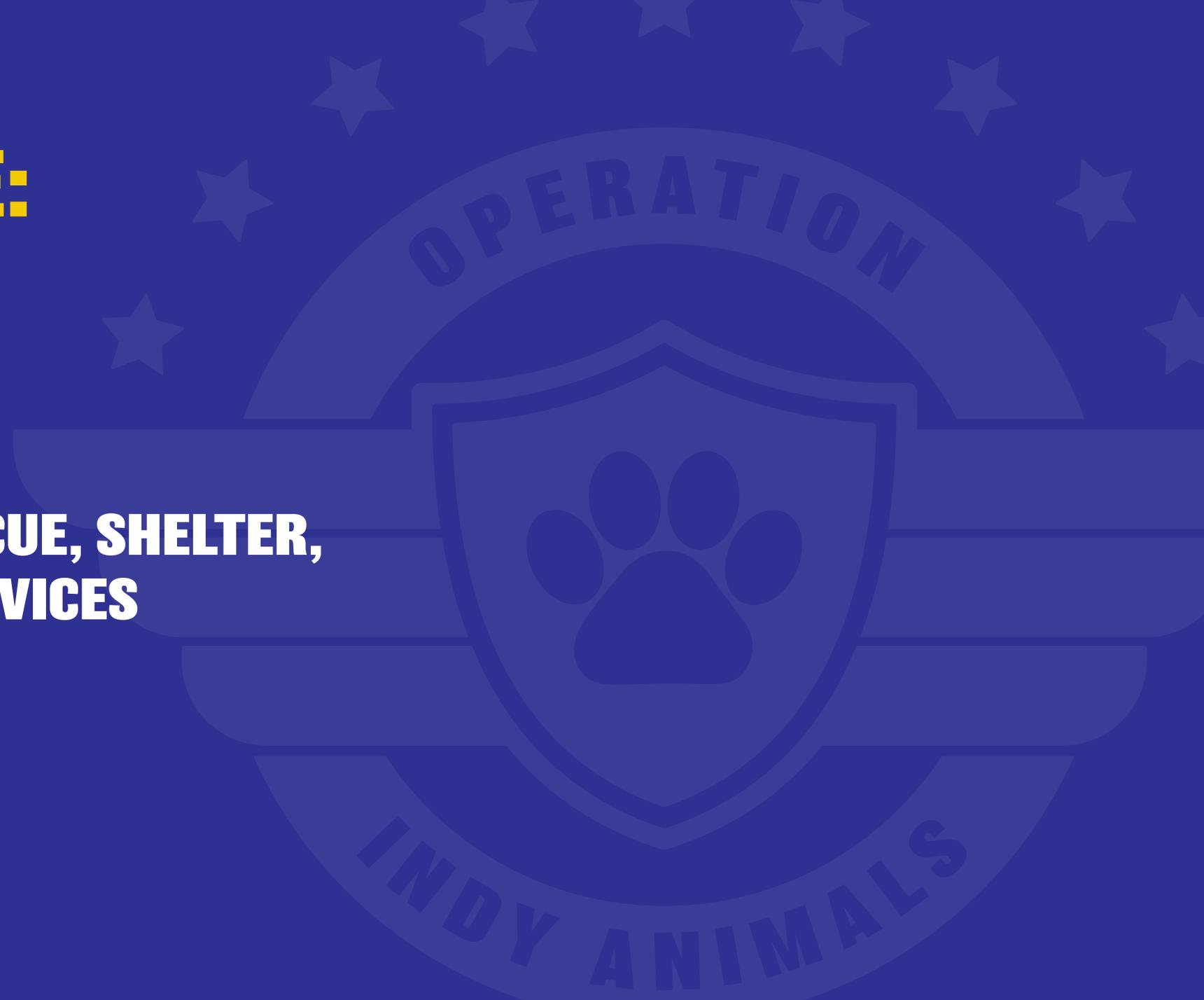
2025 BENCHMARK:

A plan for engaging community advocates is established.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• Neighborhood leaders within the neighborhoods with high numbers of strays/IACS cases• Language specialty**• Health Department	<ul style="list-style-type: none">• Knowing/connecting with community advocates and organizations***• Identify who/type of advocates we need to engage***• Set cadence for review and updates• Put together marketing team*• Engage Spanish speaking community - information in Spanish**	<ul style="list-style-type: none">• List neighborhoods• Identify information source for neighborhoods• Identify advocates (2)• Create plan for engaging neighborhood advocates

GOAL THREE:

**COORDINATED RESCUE, SHELTER,
AND ADOPTION SERVICES**



STRATEGY 3A:

Create a coordinated, community-wide system of entry for all unwanted and stray dogs and cats to access shelter, safety, medical care, rehabilitation, and fostering and adoption opportunities.

2025 BENCHMARK:

A single 24-hour access point (for network intake and rapid response) for all citizens who have found a stray has been created.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• IT/process person• Emergency vet, rescues	<ul style="list-style-type: none">• Method of communication (phone tree, etc..)• Integrating emergency vet clinics in 24 hour access• Determine if 24 hour access can be linked link to hub• Determine if IACS or IMPD can fill the 24 hour need• Building appropriate resources• MOU's and agreements on who can take which cases (ex. medical, behavioral)*• Sheltering capacity to meet community needs*	<ul style="list-style-type: none">• Identify the access point• Create the rapid response process

STRATEGY 3B:

Provide each sheltered dog and cat with a tailored and timely care plan utilizing coordinated community resources.

2025 BENCHMARK:

Triage and emergency care response time is less than 24 hours for ill or injured dogs and cats in shelters and rescues.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• Central organizing• Private veterinary medicine*• Shelter veterinary medicine*• IACS rescues	<ul style="list-style-type: none">• Create a process*• Create list of vets*• All shelters conduct daily rounds• Define: triage emergency care**• How are intake partners collaborating?• Objective criteria for assessment	<ul style="list-style-type: none">• Define triage emergency care and expectations for tracking• Identify “who” is participating within the vet community• Create a structure for level of care

STRATEGY 3C:

Develop and test a community-wide emergency response protocol for sheltering dogs and cats during disasters, including disease outbreaks and extreme weather.

2025 BENCHMARK:

A network of animal sheltering options is in place, so no pet is left outside during extreme weather. (Examples: human shelters, hotels, boarding kennels, etc.)

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">HotelsPrivate Kennels, boarders*Indy HumaneExperience with disaster response*CERT membersCollaborating with human service organizationsIACS enforcement	<ul style="list-style-type: none">LegislationCompile list of rescues, hotels, kennels willing to help	<ul style="list-style-type: none">Integrate a compiled list of hotels, human shelters, etc. that are willing to participate

GOAL FOUR:



**STRONGER LEGISLATION
AND ENFORCEMENT**



STRATEGY 4A:

Enact enforceable animal welfare laws that are effective in reducing overpopulation and improving pet wellbeing.

2025 BENCHMARK:

A list of potential needed laws or topics of potential laws have been developed/identified and prioritized.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• City/County Prosecutor**• Experience with writing law• Humane Society of the United States	<ul style="list-style-type: none">• Put complete list of animal ordinances and laws on hub• Understanding lobbying needs for the state• CWP legislative team identifies needed changes and writes up new formal proposals• Understanding who does what regarding state and city code*• Obtain ordinance sponsor on the City-County Council****• Look at best practices/what other states and municipalities have done*****	<ul style="list-style-type: none">• Put complete list of animal ordinances and laws on hub• CWP legislative team identifies needed changes and writes up new formal proposals

STRATEGY 4B:

Improve enforcement of animal welfare laws to increase compliance while being supportive, equitable, and effective in preventing re-offenses.

2025 BENCHMARK:

A plan for educating the community focused on supporting the enforcement of animal welfare laws is in place.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">•	<ul style="list-style-type: none">• Educate neighborhood associations on existing laws and who to contact*• Education and willingness at IMPD to work animal cases• Get HOA's, apartment and rental portfolio owners on board*	<ul style="list-style-type: none">• Prioritize what we mean by "community"• Build relationships (with police) to increase assistance• Prioritize topics

GOAL FIVE:

**CLEAR LEADERSHIP, ACCOUNTABILITY,
AND SUSTAINABILITY**



STRATEGY 5A:

Identify a lead organization and implementation structure that will govern and support all involved organizations to consistently manage the plan's progress and success.

2025 BENCHMARK:

A committee to oversee the implementation of the Community Wide Plan and develop the long-term governance structure has been created.



ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">•	<ul style="list-style-type: none">•	<ul style="list-style-type: none">• Identify committee job description and structure• Create priority list of qualifications for committee• Recruit/interview individuals with qualifications• Determine the committee

STRATEGY 5B:

Track and share key metrics with the community and local government that measure the plan's progress and provide accountability.

2025 BENCHMARK:

Key Performance Indicators (KPIs) have been established for the Community Wide Plan.

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• Communication to stakeholders• People who do fundraising	<ul style="list-style-type: none">• Board decides key metrics***• Buy-in by Mayor/city heads and state legislators***• What data are all organizations already collecting• Accountability process• Determine the key platform for where KPI's are reported*• Make sure every organization is using the same set up for indicators***	<ul style="list-style-type: none">• Identify and define metric

STRATEGY 5C:

Develop and secure diversified funding to support the work of the plan and build sustainability for continued coordination and success.

2025 BENCHMARK:

A plan to fund the Community Wide Plan has been created. (Plan includes the budget, potential funding sources, timeline of funding needs, etc.)

ESSENTIAL SKILLS/PERSONNEL	POTENTIAL ACTIONS	HIGH PRIORITY ACTIONS
<ul style="list-style-type: none">• Financial reporting expert*• Grant writing expertise	<ul style="list-style-type: none">• Quarterly report on usage of funds• Identify what organization will hold the funds**• Bank account• LLC who owns the account*	<ul style="list-style-type: none">• Determine structure and contents of funding plan• Gather budget and timeline from each working group• Coordinate all information to create/draft full timeline, budget, and potential funding opportunities/funders• Identify how funds will be collected, held, distributed, and reported

ENGAGEMENT OPPORTUNITIES

This work can only be truly successful with the support and active participation of the community. Community Members and Animal Welfare Leaders are invited to engage with this work in the following ways:

1: Invest time in implementing the Goals and Strategies by joining a Work Group that is focused on accomplishing a specific Annual Benchmark. The following skills, expertise, experiences are needed to support successful implementation:

- Fund Development
- IT Skills
- Marketing Skills

2: Financially support the efforts of the Community Wide Plan by making a donation of any size to:

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