1. **The meeting was called to Order at 4:10**  
   Present  
   Tamara Barrick  
   Suzanne Droubie (Chair)  
   Patty Peth  
   Rhonda Pina joined at 4:20  
   Absent Erin O’Donnell, DVM  

   The committee stood and recited the Pledge of Allegiance

2. **Call to Audience – 3 minutes or less. Please refrain from repeating comments of prior speaker.**  
   **Speaker 1**  
   Ann Fuller spoke regarding a recent incident while she was walking her two dogs on leash. She stated that her neighbors dog came through the open gate and attacked her dog which later died. She voiced concern that the officer didn’t appear to be able to verbalize the process and it is her understanding that the neighbors was only given a warning. Sara gave Ann her card to call to discuss the process of next steps when a dog on dog attack happens.

   **Speaker 2**  
   Jane Sherain then chose to speak and voiced that this is a similar almost identical complaint that the board has heard before. She asked the full committee address this. She wants someone to call her to discuss the ordinance laws that doesn’t allow the animal control officers to act as a police officer.

   This was the end of call to the Audience.

3. **Subcommittees**  
   **A. Breakout subcommittee sessions (30 minutes)**  
   **a. Strategic Plan Committee**  
   - Review annual marketing plan  
     Sarah distributed the Marketing plan for the sub committee to review and discussed how this plan will assist in developing key points  
   - Develop key points, format and distribution list  
     The committee shared several ideas for communicating with community leaders. Rhonda suggested reaching out to Jessica Hynd, constituent services for Oro Valley for input on format.
   - Complete quick SWOT  
     The committee performed a SWOT analysis that was documented on poster sheets. The SWOT will be compared to the SWOTs done by PACC Leadership to help prioritize opportunities.

4. **The meeting was adjourned at 5:30.**
SWOT ANALYSIS BY PACCAC STRATEGIC PLANNING SUBCOMMITTEE

4/11/2019

STRENGTHS

The mission resonates with the community
High level of care for animals
Building aesthetics: welcoming, engaging, shows we care, energizing
Outreach: community engagement, supporting pet owners, involvement with persons facing homelessness, school education programs
Nationally recognized
Modern and aggressive clinic
Provide beyond basic care: developed programs, solution based plan
Customer service
Friends of PACC
Community support, high level of concern for animals
Regional relationships with partners
Policies that have been developed
Volunteers: the number and their level of dedication/passion
Data driven decisions
GIS maps

WEAKNESSES

Policies aren’t complete
Staff is spread too thin – take on too much
Government regulations
Not enough time for proper training
Employee and volunteer burnout
Staff and volunteer connections are loose/lacking
Communication
Staff and volunteer retention
Volunteers: gaps between organizational need and what volunteers are actually doing
THREATS

Size of the county
Budget constraints
Laws/legal constraints
Op Eds and ‘investigative’ reporting
Limited donors
What animals do after adoption
Call volume
Volunteers: retaining, opinion

OPPORTUNITIES

Stay as the preferred adoption organization in the community
Continue to change the ‘pound’ perception
Differentiate PACC from other organizations
Proactive adopter support: follow ups and training
Process and customer mapping to improve efficiencies
Volunteers: improving relationships and assignments
Hours: complete a fiscal analysis of being able to take strays/emergencies earlier in the day