



## CAIT Strategic Plan 2006-2011

*(Updated 02-11-11)*

*Our mission is  
to improve the lives of companion animals and  
reduce the surplus of cats and dogs in Tennessee  
by promoting humane education and spay/neuter initiatives.*

A= &lt; \$999

B= \$1,000+

C = \$5,000+

D =\$10,000+

	Ongoing		Done
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## Goal 1: To develop and encourage diverse partnerships and collaborations across the state.

### Objective 1.1 Build relationships with a majority of elected state public officials by June 2009.

Action Steps	Deadline	Done	Responsible	\$	Resources
Identify legislative districts and officials. - DONE. NEEDS UPDATING	12-05-06	1-05-07	• Legislative Committee – Trammell	A	• <a href="http://www.tn.gov">www.tn.gov</a>
Develop fact sheets for use in educating public officials on companion animal related topics facing Tennessee. - Now done thru monthly conference calls while the legislature is in session - Holds seminars in the spring for citizens to meet and talk with state lobbyists	12-31-07		• Legislative, Sterilization, & Education Committee Chairs	A	• CAIT Committees • Nat'l Orgs • Public Websites
Initiate at least two reports yearly to legislators regarding CAIT legislative activities (one to legislature and one to division captains?) - No action from committees	08-30-07		• Legislative Committee – Committee Chair	A	• Committee reports • Legislative network • Fact sheets
Develop a network made up of a local liaison in each legislative district who can educate elected officials on companion animal related issues. - Have possible contacts in approximately half of the counties in the state, 06-06-07 - NOW DONE THRU MONTHLY CONFERENCE CALLS	12-31-07	Ongoing	• Legislative Committee	A	• <a href="http://www.tn.gov">www.tn.gov</a>

**Objective 1.2 Establish partnerships with statewide and regional stakeholders by June 2009.**

Action Steps	Deadline	Done	Responsible	\$	Resources
<p>Meet with Ag Extension agents to explore potential partnerships and projects.</p> <ul style="list-style-type: none"> <li>- Meet with Hamilton County and Knox County agents to discuss DART training</li> <li>- District II training on “Disaster Response: Sheltering Companion Animals”, March 20-21, 2010.</li> <li>- <b>Discussion of class in March 2011 for Ag Agents, Shelter Managers and ACO’s in development</b></li> </ul>	09-01-07	09-01-09	<ul style="list-style-type: none"> <li>• Education Committee <ul style="list-style-type: none"> <li>○ Jennings</li> </ul> </li> </ul>	A	<ul style="list-style-type: none"> <li>• UTIA Contact list</li> </ul>
<p>Meet with public health officials to explore potential partnerships and projects (dog bite, the link, etc.).</p> <ul style="list-style-type: none"> <li>- Currently working on animal ordinance revision for Knox City and County, 05-20-08</li> <li>- Pet Friendliest Community project in Knox County</li> <li>- <b>Assisting with training class for DART members across TN</b></li> </ul>	07-01-07; ongoing		<ul style="list-style-type: none"> <li>• Education Committee <ul style="list-style-type: none"> <li>○ Jennings</li> </ul> </li> </ul>	A	<ul style="list-style-type: none"> <li>• Veterinary Public Health faculty</li> <li>• Regional Public Health Department Directors</li> </ul>
<p>Develop educational presentations for the Animal Control Association of Tennessee (ACAT) / Tennessee Humane Association (THA) annual conference.</p> <ul style="list-style-type: none"> <li>- Will present at conference in October 2007.</li> <li>- Posted presentations on CAIT website; 05-20-08</li> <li>- CONTINUES WITH EUTHANASIA &amp; CHEMICAL CAPTURE CLASSES</li> <li>- <b>Annual conference October 2011 in Franklin TN</b></li> </ul>	11-01-07	10-19-07	<ul style="list-style-type: none"> <li>• Education Committee <ul style="list-style-type: none"> <li>○ Jennings</li> </ul> </li> </ul>	B	<ul style="list-style-type: none"> <li>• CAIT Speakers Bureau</li> </ul>

<p>Partner with Tennessee Veterinary Medical Association for up to 6 continuing education events.</p> <ul style="list-style-type: none"> <li>- Southern Region Conference, Sept 13-16,07</li> <li>- TN State Conference October 18-19,2007</li> <li>- Budget prepared and potential speakers identified</li> <li>- Dr Chassy speaking at 2010 TVMA Conference on Shelter Medicine, 02-25-10 thru 02-28-10</li> <li>- <b>Supports at least 1 seminar at the yearly conference and 1 seminar at a local VMA</b></li> </ul>	01-01-08; ongoing		<ul style="list-style-type: none"> <li>• Education Committee <ul style="list-style-type: none"> <li>○ New</li> <li>○ Jennings</li> <li>○ Hammon</li> <li>○ Strand</li> </ul> </li> </ul>	C	<ul style="list-style-type: none"> <li>• TVMA Executive Board</li> <li>• Regional VMA officers (<a href="http://www.tvmanet.org">www.tvmanet.org</a>)</li> </ul>
<p>Increase the number of participating shelters in Tennessee that serve as sites for training in shelter operation and animal care.</p> <ul style="list-style-type: none"> <li>- Update contact list for shelters thru survey, phone calls, and site visits; begun 02-01-07, ongoing</li> <li>- Student worker assigned to update the database, 05-27-08</li> <li>- Information emailed to shelters in TN regarding student externships, 05-20-08</li> <li>- <b>Visiting shelters monthly and developing individual SOP's for that specific shelter</b></li> </ul>	01-01-09		<ul style="list-style-type: none"> <li>• Sterilization Committee</li> </ul>	B	<ul style="list-style-type: none"> <li>• Shelter survey</li> </ul>
<p>Facilitate training in shelter operation and animal care in partnership with ACAT/ THA or other shelter based organizations.</p> <ul style="list-style-type: none"> <li>- Organizing the state conference to provide 2 -3 days of training workshops, dual tracks; 05-20-08</li> <li>- Animal Care &amp; Control Conference, Oct 8-9, 2009.</li> <li>- <b>Animal Care &amp; Control Conference, Oct, 2011</b></li> </ul>	01-01-09		<ul style="list-style-type: none"> <li>• Jennings</li> </ul>		<ul style="list-style-type: none"> <li>• Education Committee</li> <li>• Sterilization Committee</li> <li>• Legislative Committee</li> </ul>

**Objective 1.3 Establish partnerships and collaborations with the majority of community based and private animal welfare organizations throughout the state by June 2009**

Action Steps	Deadline	Done	• Responsible	\$\$	Resources
Develop a comprehensive statewide list of community based and private animal welfare organizations. - Update contact list for shelters thru survey, phone calls, and site visits; begun 02-01-07; ongoing; - Posted on CAIT website, 10-01-07 - Student worker assigned to update the database, 05-27-08 <b>- ONGOING; Website and database updated daily</b>	01-01-07		• Jennings	A	• Existing lists
Identify a humane educator in each of the combined statistical areas (CSA's) in Tennessee - Gathering information from Alice Dollar regarding teachers trained to use LTSL	03-01-07		• Education Committee –Slemmer	A	• Contact network • Various lists
Collect selected statewide sheltering and spay/neuter program data in TN. - Spay neuter survey began 02-01-07 <b>- Beginning survey in late Feb 2011</b>	03-01-07 & annually		• Sterilization Committee –Jennings; email, fax –Gordon; phone calls –Baxter; mailings	A	• Shelter survey • Comprehensive list from 1.3.1
Compile and publish statewide sheltering and spay/neuter program data. - Spay neuter survey began 02-01-07 - Analyzing data as of 06-19-07 - Completed analysis 07-01-07 <b>- Beginning survey in late Feb 2011.</b>	03-20-07 & annually		Sterilization Committee Weimer	A	Survey data CAIT website CAIT newsletter

Identify teachers who have used Learning to Save Lives (LTSL) and assist in dissemination of the curriculum across the state.	06-01-07		• Education Committee –Slemmer	B	• News Sentinel
Identify and recruit a liaison in each of the CSA's of TN, to facilitate communication between CAIT and companion animal organizations.  - Replaced with the cait_info@yahooogroup.com. Emails are sent daily to all recipients  - New recipients added as requested.	12-01-07		• Jennings	A	• Contact network • Various lists
Provide conflict management training for appointed liaisons	12-01-08		• Strand	A	• Existing training materials

## Goal 2: To reduce the surplus of unwanted cats and dogs in Tennessee.

**Objective 2.1** *Identify underserved areas of the state regarding spay/neuter services and explore practical solutions by June 2008.*

Action Steps	Deadline	Done	Responsible	\$\$	Resources
Develop summary information from US Census data on socioeconomic factors by county as a measure of underserved areas  - A link was put on the CAIT website	04-01-07		• Jennings	A	• Student worker • Census.gov
Identify licensed vets in each county and counties in which they practice  - Information taken from the tn.gov website for licensed professionals in the state  - A link was put on the CAIT website. This is already updated by the TN Board of Veterinary Examiners as needed.	12-19-07	07-01-07	• Chassy	A	• TN Board of Examiners • www.tn.gov

Develop resources for animal friendly license plate grant applicants - Posted an example application, FAQ's and tips on CAIT website - <b>Done each April once info is received from TN State Dept</b>	01-30-08	05-14-08	• Jennings	A	• Grant writing workshops • www.tn.gov
Develop a "Best Practices" packet for small shelters - <b>Distributing the Shelter Standards released Jan 2011 by the Association of Shelter Vets</b>	06-30-08		• Chassy • Jennings	B	• Humane Alliance • National Orgs

**Objective 2.2 Increase numbers of spays/neuter services for low income citizens and other target populations throughout Tennessee by at least 5% per year, beginning in 2008 (using 2007 as a base line).**

Action Steps	Deadline	Done	Responsible	\$\$	Resources
Expand <b>UTCVM FREE spay neuter hotline</b> to include options for residents outside the "Nine County" area. - Working to establish an 800 number for TN residents 08-01-07 - Created a 1 yr budget 10-01-07 - Seeking funding from PetSafe 11-01-07, will hear in January 2008. - Secured funding from PetSafe for \$17,000 for hotline, student worker and advertisements, 04-01-08 - Hired student worker to answer the phone 20 hrs/ wk, 05-27-08 - <b>Hired Jaime Norris In May 2010; persons the hotline 30 hrs per week</b>	Revisit 06-30-07	05-27-08	• Jennings • Fundraising Committee		• Current hotline
Establish partnerships with private veterinary practitioners and UTCVM students during externships to offer more spays/neuters of companion animals. - Located licensed veterinarians in TN; 02-01-07	08-01-07		• Sterilization Committee –Gordon	A	• TN Board of Examiners list • Dr. Brace's list of currently approved externship sites in TN

<ul style="list-style-type: none"> <li>- Requested list of UTCVM graduates practicing in TN, 05-20-08</li> <li>- <b>Continuous clinic visits and outreach at UTCVM Annual Conference</b></li> </ul>					
<p>Determine a baseline number of spay/neuter surgeries for low income citizens</p> <ul style="list-style-type: none"> <li>- Begin with results from spay neuter survey; 03-01-07</li> </ul>	01-31-08		<ul style="list-style-type: none"> <li>• Sterilization Committee</li> </ul>	A	<ul style="list-style-type: none"> <li>• Shelter survey</li> </ul>
<p>Increase the number of spay/neuter surgeries offered by private veterinary practitioners to low income animal owners.</p> <ul style="list-style-type: none"> <li>- <b>Continuous clinic visits and outreach at UTCVM Annual Conference</b></li> <li>- <b>Planning Summer 2011 spay/neuter clinics as “In Clinic Clinics”</b></li> </ul>	12-31-08		<ul style="list-style-type: none"> <li>• Sterilization Committee</li> </ul>	A	
<p>Work with private practitioners, community-based groups and animal control agencies to increase the number of feral cat spays/neuters</p> <ul style="list-style-type: none"> <li>- Discussion with Middle and West TN representatives to establish a Feral TN program; 10-26-07</li> <li>- Workshop planned for state conference, 10-10-08</li> <li>- <b>Planning Summer 2011 spay/neuter clinics as “In Clinic Clinics”</b></li> </ul>	03-01-09		<ul style="list-style-type: none"> <li>• Sterilization Committee</li> <li>• Education Committee <ul style="list-style-type: none"> <li>○ Pennington</li> <li>○ Slemmer</li> </ul> </li> <li>• Legislative Committee</li> </ul>	A	<ul style="list-style-type: none"> <li>• Feral Fixin’</li> <li>• CAIT Speakers Bureau</li> </ul>
<p>Organize spay/neuter clinics based on the Rural Area Veterinary Services (RAVS) model in underserved counties in Tennessee involving UTCVM students, staff and faculty, and private practitioners in those counties.</p> <ul style="list-style-type: none"> <li>- Began discussions with Loudon County Humane Society, 05-14-08</li> <li>- <b>Planning Summer 2011 spay/neuter clinics as “In Clinic Clinics”</b></li> </ul>	03-01-10		<ul style="list-style-type: none"> <li>• Sterilization Committee</li> <li>• Fundraising Committee</li> </ul>	D	<ul style="list-style-type: none"> <li>• Tammy Rouse</li> <li>• TN Spay Neuter Mobiles</li> </ul>



- Partnering with Lincoln Memorial University's Vet Tech program, to host summer clinics (2010, 2011)					
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**Objective 2.3 Facilitate at least 6 sterilization events per year beginning Jan 2007.**

Action Steps	Deadline	Done	Responsible	\$\$	Resources
Host at least four events to sterilize feral cats. - 02-24-07; 72 cats      - 04-14-07; 96 cats - 08-25-07; 61 cats      - 09-29-07; 78 cats - 03-29-08; 60 cats      - 08-23-08; 86 cats - 09-27-08; 76 cats      - 08-22-09; 75 cats - 10-24-09; 86 cats      - 04-17-10; 71 cats - 07-17-10; 113 cats      -08-21-10; 63 cats <b>- Next events: Feb 26 &amp; March 26, 2011</b> <b>- 2 events/ semester; 1-2 summer events</b>	12-31-07 & annually		<ul style="list-style-type: none"> <li>• Sterilization Committee</li> <li>• Fundraising Committee</li> </ul>	D	<ul style="list-style-type: none"> <li>• KFCF</li> <li>• UTCVM working group</li> </ul>
Host one spay/neuter day event for dogs of low income citizens and/or animal organizations in the Nine County area. - Discussing partnership with Young Williams Mobile beginning in Spring '08 <b>- Started VPHO and now schedule surgeries with Young Williams or private vets</b>	12-31-07		<ul style="list-style-type: none"> <li>• Sterilization Committee</li> <li>• Fundraising Committee</li> </ul>	D	<ul style="list-style-type: none"> <li>• Purina donations</li> <li>• SpayKnox</li> <li>• Area orgs</li> </ul>
Hold a sterilization event in honor of Spay Day Tennessee. - Partnered with HSUS to provide \$5,000 in surgeries to underserved areas in TN, 02-01-08	02-28-08 & annually		<ul style="list-style-type: none"> <li>• Sterilization Committee</li> <li>• Fundraising Committee</li> </ul>	C	

- Feral Fixin' Feb 26<sup>th</sup>, 2011

### Goal 3: To raise awareness of companion animal issues in hopes of motivating people to take action.

**Objective: 3.1** Educate youth on responsible stewardship of companion animals in Tennessee annually, beginning with the 2007-08 school year.

Action Steps	Deadline	Done	Responsible	\$\$	Resources
Identify teachers who have used Learning to Save Lives (LTSL) and assist in dissemination of the curriculum across the state.	06-01-07		• Education Committee –Slemmer	B	• News Sentinel
Meet with Ag Extension and 4-H leaders to explore potential partnerships and projects to increase awareness among TN farm families about the needs of companion animals.  - Conducted a class to 4H summer project students: 06-28-07, 06-16-08, 06-16-09, 06-12-10,  - <b>Ongoing each summer</b>	07-01-07		• Education Committee ○ Jennings	A	• UTIA Contact list
Provide quality educational materials that target children in veterinary offices  - Working with UTCVM IR on redrawing existing coloring sheets 12-03-07	12-31-07		• Education Committee ○ Slemmer	B	• Coloring sheets • IR
Develop the K-2 curriculum for the “Learning to Save Lives” series  - Working as of 06-01-07  - Concepts sent to artist at News Sentinel 10-31-07  - In final stage of production, 05-20-08  - COMPLETED 2008	05-01-08		• Jennings, Lively		• Alice Dollar • Anik Vasington

Modify/ expand the “Learning to Save Lives” curriculum for use in 4H and other youth organizations. - Teaching a class to 4H summer project students, 06-16-08 - <b>Developing After School Programs for local schools in Knox County area regarding Responsible Pet Ownership</b>	12-31-08		<ul style="list-style-type: none"> <li>• Education Committee</li> </ul>	B	<ul style="list-style-type: none"> <li>• Existing curriculum</li> <li>• Dollar</li> </ul>
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**Objective: 3.2 Develop a multi-media educational campaign for the general public by December 2009.**

Action Steps	Deadline	Done	Responsible	\$\$	Resources
Develop The Speakers Bureau series of PowerPoint presentations on companion animal topics for use at community events - 12 presentations completed 02-01-07 - Posted on CAIT website 08-01-07 - DOWNLOADS REPORTED TO T'	01-01-07	08-01-07	<ul style="list-style-type: none"> <li>• Education Committee             <ul style="list-style-type: none"> <li>○ Jennings</li> <li>○ Mahurin</li> </ul> </li> </ul>	A	<ul style="list-style-type: none"> <li>• Volunteers</li> <li>• National orgs</li> </ul>
Develop and distribute Spay Day Tennessee promotional materials. - <b>Ongoing</b>	02-01-07		<ul style="list-style-type: none"> <li>• Education Committee             <ul style="list-style-type: none"> <li>○ Slemmer</li> </ul> </li> </ul>	A	<ul style="list-style-type: none"> <li>• UTCVM IR</li> <li>• UTCVM Media Relations</li> <li>• National Orgs</li> </ul>
Develop and distribute 5 Public Service Announcements to area media outlets. - Working with Instructional Video 02-01-07 - Distributed 4 PSA's across TN 07-01-07; need to assess if they are being played - Meeting with Sandra Harbison 06-2008 for tips on air time	07-01-07	07-01-07	<ul style="list-style-type: none"> <li>• Education Committee             <ul style="list-style-type: none"> <li>–Taylor</li> <li>–Pennington</li> </ul> </li> </ul>	B	<ul style="list-style-type: none"> <li>• UTCVM IR</li> <li>• Pets 911</li> <li>• UTCVM Media Relations</li> </ul>

- NOT MUCH SUCCESS; OTHE PROGRAMS DEVELOPED					
Develop a TV series on companion animal issues. - NO PROGRESS	12-31-09	No action	<ul style="list-style-type: none"> <li>• Education Committee <ul style="list-style-type: none"> <li>–Cann</li> <li>–Slemmer</li> <li>–Vlna</li> </ul> </li> </ul>	D	<ul style="list-style-type: none"> <li>• Instructional Video</li> </ul>

#### Goal 4: To increase the involvement of the UTCVM students in companion animal welfare initiatives

**Objective: 4.1** *Develop a plan to increase learning and community service opportunities for UTCVM students that demonstrate the profession's role in the community by December 2008.*

Action Steps	Deadline	Done	Responsible	\$\$	Resources
Develop shelter medicine externship and volunteer opportunities for UTCVM students. - Received copy of externship requirements from Deans office, 10-28-07 - Posted to national org email groups 11-15-07 - Working with Shelter Medicine Club to increase student participation, 12-01-07 - Emailed CAIT contacts with externship info, 06-01-08 - <b>Currently in discussions with UTCVM, local shelters and donors on developing an Intern and Resident position to supervise vet externs</b>	01-01-08		<ul style="list-style-type: none"> <li>• Dr Brace</li> <li>• Dr DeNovo</li> <li>• Dr New</li> <li>• Jennings</li> </ul>	A	<ul style="list-style-type: none"> <li>• Sterilization survey</li> </ul>
Develop and implement a Shelter Medicine elective for UTCVM	01-01-08	10-31-07	<ul style="list-style-type: none"> <li>• Dr Brace</li> </ul>	D	<ul style="list-style-type: none"> <li>• Chassy</li> </ul>

students. - Began 1 <sup>st</sup> elective Fall 2007 10-31-07 - Seeking funding to sponsor the elective each semester 11-30-07 - <b>Now offered each semester. Currently 16 enrolled, Spring 2011.</b>			<ul style="list-style-type: none"> <li>• Dr DeNovo</li> <li>• Dr New</li> <li>• Jennings</li> </ul>		<ul style="list-style-type: none"> <li>• Miller</li> <li>• National Orgs</li> <li>• Other CVMs</li> <li>• Assoc Shelter Vets</li> <li>• Yahoo list serves</li> </ul>
Developed a <b>Cultural Awareness Elective</b> for UTCVM veterinary students - <b>Offered every semester. Fall 2010- Homeless Populations; Spring 2011 - Appalachian Population</b>		07-01-10	<ul style="list-style-type: none"> <li>• Jennings, Howard</li> </ul>	A	<ul style="list-style-type: none"> <li>• UTCVM</li> </ul>
Increase the number of approved participating shelters in Tennessee that serve as sites for shelter medicine externships. - <b>Currently in discussions with UTCVM, local shelters and donors on developing an Intern and Resident position to supervise vet externs</b>	01-01-08		Sterilization Committee	A	<ul style="list-style-type: none"> <li>• Sterilization survey</li> <li>• Dr Brace's list of approved shelters</li> </ul>

**Objective: 4.2** *Develop demonstration projects aimed at promoting companion animal health that also protect the human population from animal-borne diseases by January 2010.*

Action Steps	Deadline	Done	Responsible	\$\$	Resources
Evaluate participating in Homeless Connect to determine needs of companion animals of homeless individuals that are not being met. - <b>Evolved into a monthly clinic to address needs of pets belonging to homeless, underserved or working poor populations in Knox County</b>	09-01-07		<ul style="list-style-type: none"> <li>• Dr New</li> <li>• Teri-Lee James</li> </ul>	A	<ul style="list-style-type: none"> <li>• Existing programs</li> <li>• Medical and related literature</li> </ul>
Evaluate impact of Feral Fixin' events on feral cat populations	01-01-08		<ul style="list-style-type: none"> <li>• Dr New</li> </ul>	A	<ul style="list-style-type: none"> <li>• Data collected at events</li> </ul>

<ul style="list-style-type: none"> <li>- Student participation summer 07</li> <li>- Preliminary data collected on 2 colonies, 08-30-07</li> <li>- <b>Proposals recently submitted for a Summer 2011 COE student and NimBIOS student</b></li> </ul>			<ul style="list-style-type: none"> <li>• Jennings</li> <li>• Lisa Muller</li> </ul>		<ul style="list-style-type: none"> <li>• Caretaker observations</li> </ul>
Design a system to assist in intervention of multiple animal cruelty or neglect situations (e.g. hoarding) <ul style="list-style-type: none"> <li>- <b>Developed on a case by case basis as needed</b></li> </ul>	01-01-10		<ul style="list-style-type: none"> <li>• CVM Department Heads</li> <li>• Jennings</li> </ul>	A	<ul style="list-style-type: none"> <li>• ICS- DART</li> <li>• HSUS</li> <li>• Gary P.</li> </ul>

**Goal 5: To become financially self sustaining through the generation of funding from extra mural sources.**

**Objective: 5.1 Achieve long term financial sustainability and project possible growth by June 2011.**

Action Steps	Deadline	Done	Responsible	\$	Resources
Secure from CAIT committees project descriptions and associated budget estimates in a format that can be readily used by UTCVM Development Office <ul style="list-style-type: none"> <li>- <b>Ongoing as needed</b></li> </ul>	04-01-07 & annually	12-01-07	<ul style="list-style-type: none"> <li>• Fundraising Committee</li> <li>• Tedford</li> </ul>		<ul style="list-style-type: none"> <li>• Eldridge</li> <li>• Committee Chairs</li> </ul>
Identify potential external sources of funding for programmatic expenses and administrative expenses. <ul style="list-style-type: none"> <li>- <b>Ongoing as needed</b></li> </ul>	07-01-07 & annually	07-01-07	<ul style="list-style-type: none"> <li>• Fundraising Committee</li> <li>• Tedford</li> </ul>		<ul style="list-style-type: none"> <li>• National orgs</li> </ul>
Prepare and submit proposals <ul style="list-style-type: none"> <li>- <b>Ongoing as needed</b></li> </ul>	08-01-07 & as needed		<ul style="list-style-type: none"> <li>• Tedford</li> <li>• New</li> <li>• Jennings</li> </ul>		<ul style="list-style-type: none"> <li>• Eldridge</li> <li>• Hampstead</li> </ul>