



Strategic Urban Animal Management Plan
2012/13 – 2017/18

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1. Executive Summary

1.1 Background

As a result of the 2004 review of the Dog and Cat Management Act 1995, the importance of urban animal management plans was formally recognised and it is now mandatory for all South Australian Councils to develop and implement 5 Year Urban Animal Management Plans (UAMP) by 2007.

Council is now preparing this 2012/13-2017/18 plan to set the direction for the management of urban animals within our community for the next 5 years as required under the Act.

The plan will be routinely reviewed, to ensure its alignment to Council's strategic directions over the life of the plan.

1.2 Strategic Outline

The Council's management of urban animal issues has an impact on the health, well-being and lives of the whole community and the welfare of animals in the City. The 2012/13-2017/18 Strategic Urban Animal Management Plan is therefore designed for everyone within City of Prospect, both animal owners and non-owners. Dogs and cats represent by far the most significant number and type of animals and have the most significant impact on our community, our environment, our health and well being.

The objectives of the Act are to:

- Encourage responsible dog and cat ownership
- Reduce public and environmental nuisance caused by dogs and cats, and
- Promote the effective management of dogs and cats (including encouragement for the de-sexing of dogs and cats).

The Plan's mission is to build on the foundation established through the strategies currently used by the Council and create an environment which encourages responsible pet ownership, and where people and pets integrate safely and harmoniously within our community.

This Plan contains recommendations for a wide range of actions to be undertaken by the Council to achieve these objectives. It provides a sound basis and direction from which it can plan and make future decisions over the next five years. It identifies strategies and actions to implement the mission, aims and objectives, including:

- Educating and promoting responsible pet ownership
- Highlighting the importance of de-sexing of dogs and cats
- Obtaining the right pet and pet friendly housing
- Reducing dog attacks and bite avoidance
- Managing dog faeces in public places
- Reviewing existing dog 'off leash' and 'on leash' areas
- Reducing the numbers of dogs wandering at large
- Promoting the importance of dog socialisation and training
- Reducing dog barking and nuisance
- Encouraging responsible cat management
- Reviewing Officer image & staff training
- Meeting our Corporate Responsibilities
- Risk Management
- Service Levels

1.3 Education, prevention, encouragement and enforcement

This plan emphasises the proactive combination of education, prevention, encouragement and enforcement to achieve Council's objectives. Education and promotion are key priorities in changing attitudes to result in an increase in responsible pet ownership in the future. At the same time Council must be proactive in investigating and implementing preventative measures where possible and by providing encouragement to members of our community to comply with our policies and regulations.

2. Mission Statement

To create an environment which encourages responsible pet ownership where people and pets integrate safely and harmoniously within the Prospect community.

3. Aims

- To provide effective management and a suitable environment for all urban animals within the community.
- To develop innovative and proactive approaches to urban animal management.
- To encourage responsible animal ownership focusing predominately on dog and cat ownership.
- To increase public safety through the reduction of public and environmental nuisance caused by animals.

4. Objectives

This section outlines the objectives of the Urban Animal Management Plan and how these objectives will be implemented.

4.1 Provide effective management and a suitable environment for all urban animals within the community.

- Operate in accordance with the Dog and Cat Management Act.
- Continued change of emphasis from only enforcement to a proactive approach, of "education, prevention, encouragement and enforcement".
- Effective use of local statistics and demographics where appropriate when making decisions and influencing policy directions.
- Review of Council policies / guidelines concerning all urban animals in our community.
- Establish, encourage and coordinate relationships with neighbouring Councils and community and environmental stakeholders and be aware of impacts on the City of Prospect.
- Improve community recognition and understanding of the role of Animal Management Officers.

4.2 Develop an innovative and proactive approach to urban animal management

- Research 'best practice' methodology for dealing with urban animal management issues.
- Effective use of statistics when making decisions and influence policy directions.
- Summarise and present our data to other council departments for consideration when they are reviewing policies.
- Consider trialling new initiatives and different approaches to animal management.

4.3 Encourage responsible dog and cat ownership

- Encourage and provide community education concerning pets in the environment in conjunction with other animal agencies.
- Encourage de-sexing, socialisation, training and micro-chipping.
- Obtain maximum registration and identification, re-uniting pets to owners where possible.
- Encourage keeping cats inside at night, de-sexing and identification and increase the awareness of the impacts of cat ownership on the community.
- Encourage selection of the right pet to suit lifestyle and circumstances and appropriate provisions for the keeping of pets eg. fencing, adequate yard.
- Promote the welfare of dogs and cats in the community.
- Recognise and promote the large percentage of responsible pet owners within our community.

4.4 Increase public safety through the reduction of public and environmental nuisance caused by dogs and cats.

- Ensure adherence to the "dogs on leash on streets, roads and footpath" provisions in the Dog and Cat Management Act.
- Assist with advice for residents for nuisance caused by barking dogs, if appropriate.
- Reduce the number of dog attacks and harassments through bite avoidance education and encourage the reporting of all dog attacks.
- Reduce the number of dogs wandering at large to minimise public nuisance and increase public safety.
- Encourage dog owners to pick up dog faeces and carry dog waste bags to reduce the amount of dog faeces in the environment.
- Explore ways to address the nuisance/harassment issues of dogs frightening people from inside their properties, particularly in circumstances where a dog may be able to access the public through the fence or where the fence is not secure or effective.

5. Animal Management Strategies

There are a series of fundamental principals which underline all our animal management strategies:

- Council believes the strategies should encourage the Prospect community to take ownership of issues and the Council should wherever possible facilitate self help strategies for the community.
- Council acknowledges the potential to build significant social capital within our community by implementing the strategies and will take every opportunity to maximise this.
- Council recognises the importance of community consultation and will seek feedback wherever possible. Council acknowledges the benefits of educating the younger members of the community and engaging them in a campaign towards willing compliance.
- Council aims to continually seek out innovations and technological advancements that will assist in achieving the aims and objectives.
- Council will look for opportunities to work collaboratively with our neighbouring Councils and stakeholders to maximise the effectiveness of the strategies.

Strategy 5.1

Education and Promotion of Responsible Pet Ownership

A strategy to encourage and provide community education concerning pets in our environment.

A combination of education, encouragement and enforcement is seen to be a successful method of animal management. The Dog and Cat Management Board promotes this method and has developed many educational initiatives and regular media advertising campaigns which promote key issues. A singular method of enforcement may not provide a total solution to dog owner and dog related problems.

Educate our community and promote the following issues:

- Responsible pet ownership, costs and benefits
- De-sexing, registration and identification of dogs
- Selecting an appropriate pet to suit lifestyle and circumstances and appropriate fencing and housing
- Dog attack, bite avoidance and reporting of all dog attacks in public places and private property
- Faeces management and environmental and social effects
- Dogs 'off leash' and 'on leash' provisions
- Dogs wandering at large & effective control
- Socialising and training
- Dog barking and nuisances
- Cat management including de-sexing and identification
- Animal Management Officer image
- Corporate responsibilities

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Promote Responsible Pet Ownership and Educate Pet Owners and the Community on Responsible Practices	Develop Council brochures, pet information kits for the education of the community	12/13	MRS TLCS	Community and Planning	Brochures and Information kits developed.
	Distribution of educational material/ new dog owner packs to Veterinary Clinics, and Pet Shops	12/13	MRS TLCS		Packs distributed to Vets and Pet Shops within Council
	Create a more interactive website including links to other appropriate websites - the Dog and Cat Management Board, Pet care, Animal Welfare League, Select a pet and newsletters from Dog Association and Obedience Clubs	12/13	MRS TLCS	Business and Economic Development	Website updated
	Promote responsible pet ownership at Council events including the use of the D&CMB trailer.	Annually	MRS TLCS	Community and Planning	Animal Management displays and use of D&CMB trailer at Council events
	Approach local vets to discuss Council officers attending Puppy School sessions to create relationships and educate new owners	13/14	MRS TLCS	Local Vets	Process discussed with local vets

Strategy 5.2

De-sexing, registration and identification of dogs and cats

A strategy to increase identification of dogs through an increase in dog registration, (so more pets will be reunited with owners and less dogs placed in shelters) and promotion of the benefits of de-sexing of both dogs and cats.

5.2.1 De-sexing

Dog and cat owners should be encouraged to have their pets de-sexed, irrespective of whether it is a male or female animal. De-sexing animals has the following benefits:

- Reduction of excessive, unnecessary and unplanned breeding.
- Reduction of the likelihood of aggressive behaviour, predominantly in male unde-sexed dogs. Reduction of dogs wandering at large.
- Improved temperament and significant reduction of life threatening diseases in both male and female dogs.
- Statistics indicate that in the City of Prospect 64% of registered dogs are de-sexed. Council will aim to increase the percentage of de-sexed registered dogs to 66%. Council currently provides a 40% concession on registration fees for de-sexed dogs. Consideration over the course of the plan should be given to provide greater incentive and reward for de-sexing of dogs.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Promote the benefits for de-sexing and low priced opportunities	Promote the benefits of de-sexing to new dog owners with information at vets and first registration/ provide information on Council website	14/15	MRS TLCS	Local Vets/ Customer Service/ Business and Economics	Information included in new dog owner pack. Council website updated
	Investigate seeking opportunities where possible to assist with low price de-sexing and micro chipping of dogs and cats through local vets	14/15	MRS TLCS	Local Vets	Feasibility report provided to council

5.2.2 Registration and Identification

Legislation in SA requires all dogs over 3 months of age to be registered.

Council cannot expect to sustain an acceptable level of animal management services without obtaining maximum dog registrations as the registration fees received pays for the service provided by Council. This can therefore be a very important issue and is a key factor controlling all other effective and successful animal management strategies. The Dog and Cat Management Board endorses the micro chipping of dogs and cats as a support identification method to the collar and disc.

Dog registration ensures that:

- Owners are registered as well as their dogs.
- Adequate funding is available for Council to carry out responsibilities under the Act.
- Responsible dog owners and the rest of the community do not have to financially support irresponsible dog owners.
- Significant likelihood of pets being re-united with their owners.
- Dog owner being contacted in the event of the dog being involved in an accident which may result in veterinary treatment.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Actively promote dog registration including incentives and rebates	Consider free first year registration for all dogs	14/15	MRS TLCS		Report to Council detailing cost/benefits
	Approach local vets to allow for registration on-site (In conjunction with first year free registration will allow vets to ensure all new dogs are registered on the spot)	14/15	MRS TLCS	Local Vets	Documentation detailing process provided to local vets for consideration.
	Provide a scaled dog registration refund for deceased dogs between 1 st July and 31 st December to promote registration of elderly dogs	12/13	MRS TLCS		Report to Council detailing cost/benefits. Endorsed initiatives actioned.
Monitor and enforce dog registration at regular intervals	Conduct biannual dog registration door knock surveys to maximise dog registration and assist with maintaining accurate data	Biannually	MRS TLCS		Door knock surveys carried out biannually

KPI: Reduce number of unregistered dogs wandering at large.

Strategy 5.3

Selecting an Appropriate Pet and Planning for Pet Friendly Housing

Encourage responsible attitudes towards pet ownership and selection of a suitable pet to suit lifestyle and circumstances while encouraging an appropriate environment and housing.

Selecting an Appropriate Pet

The decision to acquire a pet is a very important one for the owners, animals and the community in general. Often unwanted dogs and cats become statistics, being given away, turned loose or relinquished to animal shelters. Other types of pets may be a better option for some people within the community.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Promote selection of suitable pets to residents	Promotion of 'Select a Pet' website to assist in selecting an appropriate breed	12/13	MRS TLCS	Business and Economics	Council website to have easy to find links directing users towards appropriate websites
	Provide information to our community at local events via stands brochures and the use of the Dog and Cat Management Board information trailer	Annually	MRS TLCS	Community Safety Officers to attend and educate community at Council events	Community Safety Officers to attend and educate community at Council events

KPI: Reduce number of dogs impounded at AWL and not reclaimed by their owner.

Strategy 5.4

Dog Attack, Bite Avoidance and Reporting of Dog Attacks

A strategy to reduce the number of dog attacks and harassments and encourage the reporting of all dog attacks and harassments.

The issue of dog attacks and harassment is concerning to the community, particularly in relation to children and the elderly. A concern for Council is the number of unreported attacks and the fact that the majority of attacks occur on private property.

While a minority of dogs are involved in attacks and harassment, all dogs have the potential to bite, regardless of size, age, breed or temperament, particularly in situations where they are frightened, dominant, protective or possessive.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Increase dog attack reporting. Increase public awareness of dog behaviour. Reduce dog attacks within the City of Prospect	Promote and encourage the formal reporting of all dog attacks and harassments at information fairs and when verbal complaints are lodged	Annually	MRS TLCS		Dog attack verbal reports are followed up formally in writing
	Educate residents through the Prospect Magazine the importance of controlling their dog	Annually	MRS TLCS	Community and Planning	Active education program in magazine
	Provide information to the public at community events regarding adequate housing and exercise practices to reduce the possibility of dog attacks	Annually	MRS TLCS	Participation at Council community events	Participation at Council community events

KPI: Reduce the number of dog attacks where medical/ veterinary assistance is required.

Strategy 5.5

Faeces Management

A strategy to encourage dog owners to pick up dog faeces from public places in order to reduce the amount of dog faeces harming our environment and spoiling the enjoyment of others.

Faeces Management

The management of dog faeces is an important environmental and community issue. Tonnes of dog faeces pollute waterways and public places each year and degrade our waterways and land based ecosystems while also posing a risk for animals.

While the Council provides some dog waste dispensers, installation and ongoing maintenance are significant and the duty of refilling and supplying courtesy bags is ongoing.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Encourage responsible faeces disposal	Develop and or promote educational material to the community on responsible dog faeces disposal	13/14	MRS TLCS	Business and Economics	Material developed and displayed
	Provide 'pooch pouches' to dog owners at Customer Service desk.	Annually	MRS TLCS	Customer Service	Pouches available at counter
	Monitor and enforce legislation with the use of warnings and expiations to offenders	Annually	MRS TLCS		Legislation enforced – expiations reported on monthly
	Provide additional dog waste dispensers in Parks, Gardens and Reserves where issues are identified.	15/16	MRS TLCS	Infrastructure and Environment	Additional dispensers provided

KPI: Reduction in number of faeces complaints

Strategy 5.6

Dog 'On Leash' - 'Off Leash'

A strategy to address the human/dog relationship to ensure coexistence and safety.

Dogs on leash - streets, roads and footpaths

All dogs must to be on a leash when in a public place “means a place to which the public has access”. This means places such as streets, roads, footpaths, shopping centre car parks etc but does not include parks and reserves.

Parks and Reserves

The City of Prospect made a by-law in 2001 requiring dogs in public places (including parks and reserves) to be on a leash except in areas which Council has, by resolution, declared to be exempt from the operation of the by-law.

Council has subsequently resolved that dogs can be exercised off-leash at a number of parks, reserves and ovals in the area at specified times in the morning and evening.

Community Consultation would be undertaken prior to any changes being made to the current arrangements for exercising dogs off-leash or providing a dedicated off-leash area(s).

Dogs being exercised off-leash are still required to be under effective control as defined by the Act.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Provide appropriate dog exercise areas	Investigate installation of further fenced 'dog friendly exercise area where dogs are regularly exercised.	16/17	MRS TLCS	Infrastructure and Environment	report provided to council
Provide dog behaviour information on site at parks and gardens	Place signs displaying off-leash area behaviour rules be displayed at parks and reserves where dogs can be exercised off-leash.	15/16	MRS TLCS	Infrastructure and Environment	Signs placed at parks
Provide and advertise dog park locations	Develop and or provide information brochures for distribution at local vets and Council chamber providing information on exercise parks throughout Prospect.	12/13	MRS TLCS	Community and Planning	Brochures developed and distributed
Patrol and enforce legislation	Actively patrol parks at times issues arise to educate and enforce correct animal control.	Annually	MRS TLCS		Officers prioritising and attending parks during active times

Strategy 5.7

Dogs Wandering at Large & Effective Control

A strategy to reduce the number of dogs wandering at large to reduce public nuisance and increase public safety.

Dogs wandering at large can be a threat to the dog and to the community.

During fireworks and intense storm conditions dog owners should be encouraged to securely confine their pets.

A combination of education, encouragement and enforcement and by maximising dog registration and identification will ensure more impounded dogs are returned to owners with less risk to the animal and to the community.

Effective control is described in the Act as the dog is in control by means of a chain, cord or leash that does not exceed 2 metres in length, or by command, the dog being in close proximity to the person and the person being able to see the dog at all times.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Reduce the incidents of dogs wandering at large (WAL)	Enforce appropriate legislation under the Dog and Cat Management Act.	Annually	MRS TLCS		Decrease in Wandering at large incidents
	Promote owner responsibilities and the consequences of dogs wandering at large through the Prospect Magazine and at community events.	Annually	MRS TLCS	Community and Planning	Magazine and community events used to educate public
Reduce incidents of nuisance dog issues at local parks	Educate community and promote the meaning of 'effective control'.	Annually	MRS TLCS	Community and Planning	Decrease in nuisance dog issues at local parks

Strategy 5.8

Dog Barking Nuisance

A strategy to manage nuisance caused by barking.

Barking complaints make up a significant percentage of complaints received by council's compliance department and are often complex and very difficult to deal with effectively.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Reduce dog noise and nuisance incidents	Develop and or promote educational material to the community on identifying the causes and ways to reduce dog noise and nuisance issues.	14/15	MRS TLCS	Community and Planning D&CMB	Material developed and distributed to community
	Promote and encourage options that allow neighbours to attempt to resolve this issue before Council is involved, provide advice and assistance to help resolve the issue with their neighbour.	14/15	MRS TLCS		Processes developed that encourage neighbours to resolve issues in person
	Promote long term noise nuisance abatement through dog behaviour training.	Annually	MRS TLCS		Animal training facilities promoted to community

KPI: Reduction in the number of dog barking complaints received by Council.

Strategy 5.9

Management of Cats

A strategy to encourage responsible cat ownership and support the de-sexing and identification of cats as a means of cat control.

Council receives relatively few complaints regarding cat problems.

Council's current involvement in cat management is as follows:

- hire of cat cages (refundable deposit applies)
- referral to C.A.T.S. (Cats Assistance to Sterilise).
- provision of education/promotional information on responsible cat ownership

Under the provisions of the Dog and Cat Management Act 1995 if a member of the public finds an unidentified cat (no collar with identification tag with contact details to determine the owner of the cat, or no microchip tattoo in the inside of the cat's ear) then they may trap this cat only if it is found on their property. A person is not authorised to enter another person's property without the consent of the occupier or owner (in the case of Council or Crown land). If the cat is identified then it must be released. Where it is alleged that insanitary conditions result from excessive cats on a property Council may investigate and take the necessary steps to have the owner or occupier of the property address the insanitary conditions.

The State Government has consulted Councils on their views regarding cats in the community with a survey distributed to all South Australian Councils. It was indicated that legislation relating to dogs would be completed before the issue of cats is seriously considered. Before a direction is proposed a more detailed consultation process will be instigated by the Government on the issue of effective cat management.

Resources, costs, staffing and enforcement to provide additional cat management services will need to be considered seriously and consultation with the community is anticipated.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Reduce the public and environmental health impact of feral and domestic cats wandering	Promote the use of cat runs and enclosures to prevent cats from wandering and causing nuisances	Annually	MRS TLCS		Information and advice distributed to public, foyer, fairs, vets.
	Identify feral cat 'hot spots' and liaise with local residents to instigate trapping and removal strategies.	Annually	MRS TLCS		Identified 'hot spots' are entered into yearly plan for trapping program

KPI: Reduction in the number of nuisance cat complaints.

Strategy 5.10

Animal Management Officer Image & Staff Training

A strategy to improve community recognition and understanding of the role and services provided by Animal Management Officers, including the provision of adequate training to respond to all aspects of animal management in the community.

5.10.1 Officer Image

City of Prospect through its Animal Management Officers offer education, encouragement and enforcement of the various Acts and Legislation relating to Animal Management. Animal Management Officers will act with courtesy and professionalism while at the same time providing the opportunity for educational, promotional and proactive initiatives.

5.10.2 Staff Training

Animal Management Officers attend training on the various components of their roles through a variety of means.

1. Staff training on procedures, standard responses and educational material, recognition of opportunities to reach dog and cat owners and dispensing accurate information and referral.
2. Identify training needs through staff personal development programs.
3. Registrar of Dogs to receive necessary training, guidance and assistance to carry out obligations under the Dog and Cat Management Act 1995.
4. Attendance at Urban Animal Management conferences by animal management officers to keep updated with the latest trends in urban animal management.
5. Participation from animal management officers taking partial ownership and involvement in the implementation and monitoring of initiatives and recommendations in the plan.
6. Develop and maintain standard operating procedures for animal management.
7. Continue to focus on customer service training
8. Encourage mediation skill development for all officers.
9. Adequate training of officers in OHS & W.

Proposed Activity:

Action	Task	Target Date	Responsible Person	Other Departments	KPI
Encourage and support the continuous professional development of staff	Animal Management Officers to attend Community, Council and Conference events where possible.	Annually	MRS TLCS		Community Safety Team members attend training and conferences
Encourage and promote and develop professional partnerships with other local Council inspector groups	networking with other Councils to identify best practice techniques through CAIN and SAMOF forums	Annually	MRS TLCS		Community Safety Team members attend organised inspectorial cross council forums and meetings

Strategy 5.11

Corporate Responsibilities

Risk Management

A strategy to maintain a risk management plan about animal management in the community.

Risk management is a fundamental subject in Council operations and has also been identified by the Dog and Cat Management Board as an important issue.

Proposed Activity:

1. Obtain legal advice where necessary for example in relation to dog on/off leash provisions.
2. Undertake risk management analysis where appropriate and address risks.
3. Continual development and training of officers to ensure appropriate investigation and action is facilitated.

Strategy 5.12

Service Levels

A strategy to ensure appropriate levels of service for the management of pets to meet the needs of the community.

City of Prospect covers an area of approx 777 hectares, with a residential population of 21,105 (2010 Estimated Residential Population). In the 2010/11 financial year 2790 dogs were registered.

An authorised officer is available 24 hours for picking up dogs wandering at large and other urgent situations.

Proposed Activity:

1. Review and adjust service levels where necessary in line with adopted recommendations of the Strategic Urban Animal Management Plan.
2. Investigate options to address communication difficulties in our community.

6. Community Consultation

Elected Members, stakeholders, members of the Strategic Urban Animal Management Plan reference group, local residents and staff are invited to provide feedback on the draft plan which will be considered for the final 2012/13-2017/18 City of Prospect Strategic Urban Animal Management Plan.

7. Policies and other relevant information

This Strategic Urban Animal Management Plan is in line with Council's Strategic Directions which refer to a City where the elected members, Council staff and the community work in a collaborative and participatory environment. The Plan clearly outlines the direction to be pursued by Council as well as more specific goals and key actions.

Other Council policies which impact on the area of animal management are:

- Cat/possum traps
- Dogs/Impounding of Dogs
- Dogs – Persistent Offenders/Prosecutions
- Seizure and Impounding – Recovery of Costs

These policies should be read in conjunction with this Plan.

8. Implementation Strategies

Reporting Structure

Performance on achievement of the Strategies and Key Performance Indicators set in the plan may be reported annually to Council.

Resources

The funding of this Plan will be in accordance with the Annual Budget of the Council.

Section 26 (3) of the Dog and Cat Management Act 1995 requires that *“money received by a Council under this Act must be expended in the administration or enforcement of the provisions of this Act relating to dogs”*.

Council's income from the administration and enforcement of the Act is presently derived from four principal sources, i.e. general rate revenue, dog registration, expiation fees and fines for breaches of the Act. Expiation fees are applied by Regulation under the Dog & Cat Management Act, whilst fines are applied as a result of court action. Dog Registration Fees are set by Council, with approval of the Minister.

Partnerships

To achieve optimum outcomes, partnerships with stakeholders within the community will be pursued.

Stakeholders can make a significant contribution to the success of Council's aims and objectives within this plan and we should continue to work with and assist them to grow and develop.