

**SEMINOLE COUNTY GOVERNMENT  
AGENDA MEMORANDUM**

**SUBJECT:** Animal Control Board – SCPALS Report Recommendations

**DEPARTMENT:** Public Safety      **DIVISION:** Animal Control

**AUTHORIZED BY:** Ken Roberts      **CONTACT:** Mike Wittmer      **EXT.** 5202

<b>Agenda Date</b> <u>10/26/04</u>	<b>Regular</b> <input type="checkbox"/>	<b>Consent</b> <input type="checkbox"/>	<b>Work Session</b> <input type="checkbox"/>	<b>Briefing X</b>
	<b>Public Hearing – 1:30</b> <input type="checkbox"/>		<b>Public Hearing – 7:00</b> <input type="checkbox"/>	

**MOTION/RECOMMENDATION:**

Staff is seeking direction from the Commission as how to proceed with the request from the Animal Control Board regarding SCPALS recommendations.

**BACKGROUND:**

In its continuing effort to address the needs of the animal population, the Board of County Commission, in January 2003, recommended a task force be formed to help bring additional insight in the matter. The Seminole County's Promise to Animal Life Sanctity (SCPALS) task force began meeting in September of 2003 to look for ways to reduce the homeless pet population and ways to lower the euthanasia rates in the county by increasing spaying and neutering, adoption rates, and pet retention. SCPALS met for over six months discussing and researching the matter. This effort resulted in the development of a final report that was submitted to County staff and the Animal Control Board (attached). The Animal Control Board (ACB) performed a cursory review with no comments. On October 5, 2004, a special work session was held by the ACB to conduct a more detailed review and make recommendations on the report. The board had previously viewed the document; therefore, the discussion centered on funding. It was concluded that the board could endorse the SCPALS report with the caveat that in order to implement the recommendations, current facilities must be updated prior to moving forward with any other project. The board also concluded that staff needed to identify a potential funding source.

Staff identified that revenue generated from our pet license program is deposited into the general fund in accordance with Resolution 2001.R.71. A portion of that revenue is used for sterilization rebates, with the balance remaining deposited in the general fund. Actual operations of this division are approximately \$1.2 million in 03/04. The current budget in 04/05 is \$1.3 million, or a 3.9% increase. Our sterilization rebate program provides an incentive

<b>Reviewed by:</b>	_____
<b>Co Atty:</b>	_____
<b>DFS:</b>	_____
<b>Other:</b>	_____
<b>DCM:</b>	<u>SW</u>
<b>CM:</b>	<u>MB</u>
<b>File No.</b>	<u>BPSQ1</u>

to residents to spay or neuter their pets by offering a \$25.00 rebate to help offset the cost of the spay/neuter procedure.

Following is a summary of pet license revenues less rebate payments.

	<u>Revenue</u>	<u>Rebate Payments</u>	<u>Unused Revenue</u>
FY01/02	\$98,666	\$38,225	\$60,441
FY02/03	\$92,170	\$42,350	\$49,820
FY03/04	\$86,902	\$50,775	\$36,127
			\$146,388

The 3 years of unused rebate revenue of \$146,388 has offset the general fund expenditures. Therefore, the average yearly unused rebate revenue of \$48,796 would need to come from general fund if the Board decides to use the funds for the SCPALS recommendations.

The Animal Control Board has requested we provide them with an answer as to whether or not the redesignation of these funds would be feasible.

The final page of this document is the Animal Service Comparison Report, which we have included for your general information.

**Seminole County's  
Promise to Animal Life  
Sanctity  
(SCPALS)  
Recommendations**

3.25.04  
J. Alford  
K. Charles

## MISSION

To promote and protect the health, safety and welfare of all animals and people in Seminole County.

## THE VISION

A County where all adoptable animals have a home...and where citizens gather to enjoy the animals. Establishing a community where citizens participate in activities of learning, recreation, and relaxation with their pets free from the dangers and nuisances of irresponsible pet ownership. Creating a state of the art multi-use facility encompassing these goals for residents and animals that instills...

A place of safety and a sense of place.

In January 2003, the Seminole County Board of County Commissioners (BCC) recommended a task force comprised of a group of citizens, later to be known as Seminole County's Promise to Animal Life Sanctity (SC PALS). The group began meeting in September 2003, in order to look for ways to reduce the homeless pet population and lower euthanasia rates in Seminole County by increasing spaying and neutering, adoption rates and pet retention. For the last six months, the committee has spent countless hours researching what works in other communities and organizations, surveying citizens and talking with local veterinarians to come up with innovative ideas.

As a result of our research and through the independent evaluation of Animal Services by the Humane Society of the United States (HSUS) at the request of SC PALS, there are several issues that need to be addressed within Animal Services. (See HSUS Report attachment A)

SC PALS makes the following immediate shelter recommendations and recommendations in the areas of spaying and neutering, higher adoption rates and increasing pet retention.

### Immediate Recommendations

The Seminole County Animal Services (SCAS) shelter is in need of improvement. The shelter was designed and built when "catch and kill" was the animal control methodology norm. The shelter is not conducive to disease control or showcasing animals for adoption.

1. Vaccinations – Vaccinations of *all* animals – including strays - immediately upon intake by SCAS, preferably with the nasal vaccine protocol (for cats) as recommended by several local veterinarians. This will reduce illness within the shelter and increase adoptability. In addition, this will keep owned animals healthy while waiting to be reclaimed. Owners are currently reclaiming pets that have been exposed to bacteria and viruses while at SCAS which presents health and liability issues for the County.
2. Air-Filtration and Ventilation System - As reported by the HSUS, the current facility has an ineffective air exchange and in most animal housing areas, it lacks any type of air exchange or ventilation. The ventilation fans are incapable of pulling air from the area at the recommended rate of 12-15 complete fresh air exchanges per hour (for both dog and cat areas). As a result, there is an increased experience of the spread of disease and a higher incidence of sick animals. If the facility is unable to keep animals healthy, there will be a negative impact on increasing adoption numbers and ultimately, reducing euthanasia numbers. Mr. Mike Wittmer, Manager of SCAS, has informed us that facilities management is currently looking into this issue that was identified in the HSUS report.
3. Veterinary Services - Restructure delivery of veterinarian services by replacing the retired veterinarian who is currently providing part-time services at a rate of \$28,000/year, with a full-time veterinarian trained in juvenile spay/neuter (as was endorsed in 2000 by the North American Veterinarian Medical

Association) and current vaccine protocols. This will allow the county to operate a full-time spay/neuter clinic as well as provide immediate relief to animals requiring emergency care. In the long term, this will save the county money. As an example, in the 1998-1999 budget year, Orange County spent \$154 to pick up, house and destroy an animal as opposed to \$36 to spay/neuter it.

4. Flea Treatment - A flea treatment program for all incoming animals to SCAS needs to be instituted. This reduces numerous health issues and helps make pets more adoptable.
5. Procedure Manual - An updated Standard Operating Procedure Manual needs to be supplied and adhered to.

### **Additional Recommendations**

1. Staffing - In order to become a model program, SCAS will require additional staffing. A Volunteer Coordinator/Community Outreach person experienced with progressive animal welfare agencies is needed. This position will increase SCAS' presence and revenues, ultimately paying for this position by instituting satellite programs for pet adoptions, coordinating volunteers, holding educational seminars and working with area veterinarians. The county has already experienced positive results by utilizing volunteer coordinators in other departments.

Two additional full-time employees will be needed to collect licensing fees and provide additional support in the shelter. With stricter collection of licensing fees these positions would pay for themselves. SCAS is currently licensing only 7 percent of the estimated 200,000 pets in Seminole County. Based on conservative math, the department is currently losing more than \$1,000,000 annually. SC PALS believes that a 30 percent compliance rate is realistic and can easily generate \$300,000 a year. This higher compliance rate can be accomplished through education and enforcement of the current licensing laws, which is not presently possible because of limited staff. These funds can be designated to pay for the three newly hired employees and the remainder should be utilized to help pay for future spay and neuter programs. (See attachment B). SC PALS also recommends reviewing and possibly increasing, the fines and late fees for citizens who are not in compliance with the licensing laws.

2. Quarantining - All new animals should be isolated from the general population by setting up temporary holding areas. A possible solution is to consider obtaining a portable trailer from the Seminole County School Board. It also needs to be considered that disease will be spread when the same staff member handles both sick and healthy animals. A possible solution is to assign an employee to treat only sick animals and use proper sanitary procedures between handling each animal. Currently the shelter's sallyport is being used as a "healthy" hold area but the majority of cats housed there are still becoming infected with severe upper respiratory infection demonstrating that this method is ineffective.
3. Evacuation Plan - Establish an evacuation plan and shelter for citizen with pets and livestock (this is currently under review by SCAS). These services can be accomplished through community involvement and volunteer programs.
4. CHAMP Conference - SCAS senior management should enroll and attend the August 2004 CHAMP Conference (Conference on Homeless Animal Management and Policy) in Orlando. (See attachment C.) This is a two-day, \$200 class that helps educate government agencies that are entrusted with animal welfare.
5. Disinfecting - Recruit a team of volunteers to come in and thoroughly disinfect all cat holding areas to eradicate the deadly viruses in the adoption room, the stray/feral cat area, the sally port, the treatment

room and the dog run area that is being currently used to house cats.

6. The American Humane Association (AHA) - Contract with AHA or another organization to do a comprehensive, independent shelter evaluation. (See attachment D).

### **Increasing Spay/Neuter**

It is no secret that cats and dogs can multiply at incredible rates. As the human population increases in the county the animal population will grow exponentially if not properly managed. The way to cut off an infusion of unwanted animals is to:

1. Spay/Neuter Clinic - Establish a spay/neuter clinic to be utilized for every intact animal adopted at SCAS. One suggestion is to utilize a portable building similar to those used for classrooms.
2. Spay/Neuter Programs - Establish a low or no cost spay/neuter program available to all citizens of Seminole County. Without an inexpensive and convenient way for residents to fix their animals it will be only a matter of time before public safety and health issues become impacted. Research has shown that it costs taxpayers more money to catch, house, and euthanize an animal than it does to have it spayed or neutered. The state of Minnesota found that every \$1 invested in such a program resulted in a \$19 savings in animal control costs over a ten-year period.
3. SC PALS as a Non-Profit - Set up SC PALS as a non-profit organization to assist SCAS by securing grants and collecting donations. This was recommended in January 2003 by the Seminole County BCC and requires obtaining a 501(C) 3 certification.
4. Animal Awareness Week - Establish a Seminole County “Animal Awareness Week” that promoted spay/neuter and other programs to preempt “kitten season”. “Animal Awareness Week” can be promoted in the media with neighboring counties, some of which are already doing this. Ideally, this would be in January when cats are beginning to breed. The following activities can be included:
  - a) Creative Essay Writing Contest - within the Seminole County Public Schools.
  - b) The county can award \$250.00 to \$500.00 in educational grants to different age groups for stories written about the homeless animals and how to be a good steward for both wildlife and companion animals.
  - c) Bring Your Pet to Work Day – This can be a day sanctioned by the county. Major employers and county offices could create a media blitz on all local channels as a kickoff to the “Animal Awareness Week.”
  - d) Public Schools and the Media – They can help educate the public regarding spay/neuter and responsible pet ownership. Teachers can plan programs during the week around animal safety, spay/neuter, and responsible pet ownership.
  - e) SGTV - Create and run several educational programs on spay/neuter and responsible pet ownership. These videos could be used throughout the year in the schools for on-going educational programs. They would promote and educate students on how spay/neuter creates a healthier pet and helps stop the homeless pet cycle.

5. Feral Cat Management Program - Cats have become the number one companion animal, and the most killed in American shelters. Much of the over population in Seminole County can be attributed to feral cats. This presents a significant cost to the county. Presently, SCAS will give citizens traps to capture feral cats and when a cat is trapped and brought back to SCAS it is usually killed. Regardless of your views of the humaneness of this procedure, this method does not even begin to scratch the surface of the problem. SCAS does not have the staff to trap even a small percentage of the feral cats in Seminole County and few citizens will assist if they know the cats will be killed. A non-lethal solution to this exponentially increasing problem is needed. Feral cat management, also called Trap/Neuter/Return (TNR), is the only successful method for solving this problem. After identification of a feral cat colony, volunteers trap the feral cats, have them sterilized, vaccinated and identified, and then return them to their colonies. Any cats and kittens with the potential for socialization are fostered and offered for adoption. Volunteers continue to feed and oversee the colonies, which become stable due to sterilization and eventually the numbers dwindle to nothing due to natural causes. This is a program where the labor and cost is shifted to the citizens. Feral cats and their caregivers should be exempt from leash laws. Those who work to end animal overpopulation by employing TNR and providing care to feral cat colonies should be neither persecuted nor prosecuted. These programs are funded by private rescuers and help reduce shelter intakes and resources. This program is being adopted more and more throughout the nation. For an example, an extensive program is in place in Alachua County and, closer to home, Orange County has a program in place as well. University of Central Florida has had a program in place for 10 years and has seen its feral cat population reduced drastically. In addition, Hillsboro County is in the process of putting a similar program in place. Seminole County can look to these programs to model their own program to meet the needs of its citizens.
  
6. Program Implementations - Consider the implementation of other successful programs such as the FIREPAW (The Foundation for Interdisciplinary Research and Education Promoting Animal Welfare) program (see attachment E). The program outlines that for the cost of \$.85 to \$1.00 per person there can be a significant reduction in the number of animals relinquished and killed at SCAS.

The New Hampshire spay/neuter program is a statewide program that provides low cost spay/neuter to all low-income pet caretakers. Seminole County must provide a way for its low-income citizens to be able to have their pets sterilized. Statistics show that low-income citizens are unable to have their pets sterilized due to current spay/neuter costs (average \$150.00 in Seminole County – taken from a phone survey of 15 veterinary clinics in Seminole County).

### **Increase Adoption Rates**

Seminole County's cat adoptions are drastically less than dog adoptions even though cat intakes are higher than dog intakes. Thirty eight percent of adoptable dogs and seventy six percent of adoptable cats never leave the shelter alive. (See attachment F). To help improve adoptions SCAS should:

1. Healthy Start - Establish a "Healthy Start Foster Program" to get puppies, kittens and pregnant animals into healthy environments until ready for adoption. This will reduce infections and illnesses of juvenile animals and will lead to revenue-generating adoptions rather than having the expense of destroying the animals. This can be accomplished by the newly created Volunteer Coordinator position. Hillsborough County has started this program with excellent results and their Director, Bill Armstrong, will be happy to share their program information.
2. Operating Hours - Change the hours of operation of SCAS to make them more "citizen friendly". Currently, SCAS hours of operation all but exclude most working families. We need to stagger employee hours to accommodate more public accessibility. This will increase adoptions, reclamation of animals and revenue. Studies of hundreds of shelters throughout the United States have shown that

extending hours has increased adoptions and access by the public to attend educational seminars and classes.

3. Community Awareness - Raise community awareness to increase adoption, licensing and responsible pet care through education, media and marketing, i.e. using the county and city water bills as an avenue to bring awareness to these problems.
4. Dog Adoptions - Increase dog adoptions by working out ways with the newly established volunteer program to showcase them at local area PetSmarts and other offsite locations.
5. Rescue Groups - Improve the networking of rescue groups with the county to reduce costs, overcrowding and to increase adoptions. Develop formal, objective criteria and application standards for rescue groups to encourage animal adoptions. Orange County currently vaccinates, tests, de-worms and sterilizes their animals. Rescue groups can then redeem them for a \$5 fee. A recommended annual fee of \$100 can be charged to offset the cost of investigation and licensing of the rescue groups. In return rescuers will be able to adopt animals for \$5 each that have been sterilized, micro-chipped and vaccinated which enhances public safety and population control.

### **Increase Pet Retention**

1. Public Education - Increase public education and awareness. The public needs to be better educated on how to care for and keep their animals. SCAS currently has some of these programs in place but they are limited in making a substantial countywide difference due to staff restrictions. Both staff and volunteers can handle the countless ways to accomplish educating the public and some of the simplest ways are as follows:
  - a) Visit schools and educate the children.
  - b) Improve relationships with the media. Many times SCAS does not appear in the Orlando Sentinel while other animal welfare agencies do.
  - c) Utilize the free services of InsideSeminole.com. They are offering to put an entire section on their website that will promote SCAS and its programs, including a countywide “Pet Lost and Found Section” where people can instantly place ads.
  - d) Utilize SCAS vehicles as moving billboards by painting or decaling them with signs such as “Follow me to Adopt a Pet” or “Save Lives—Spay and Neuter”.
  - e) Provide additional information and public awareness videos on SGTV.
  - f) Provide informational pamphlets in pet stores, veterinarian offices and other places where people and pets come together.
  - g) Provide Public Services Announcements to billboard companies, radio and television stations, and other media outlets, which will provide free advertising to the public.
2. Micro-chipping - Establish a micro-chipping program as part of licensing and have an incentive program to encourage people reclaiming animals to microchip their pets. Micro-chipping is a method of identifying an animal by inserting a tiny, glass capsule under the skin of the pet. This capsule contains an identification number that can be scanned by shelters or veterinarians to identify ownership of the animal. Micro-chipping is a simple procedure that can be done by a vet or shelter personnel.

This can also become another revenue generating program with an owner reclamation fee charged, i.e. \$50 for a non-micro-chipped animal as opposed to \$25 for a micro-chipped animal.

## Revenue and Enforcement

1. Fee Based Operation - Develop a plan to set up SCAS as a fee-based, revenue-generating operation where revenue collected can be used to develop new programs and enhance existing ones. This will minimize future impact on the general funds.

Raise the rates of intact animal licenses to \$50 and lower the sterilized license fee to \$5; this can be a deciding factor in sterilization and would likely generate an additional \$1,000,000 per year while at the same time reduce the overhead costs of sheltering and killing surplus animals. Other departments in Seminole County like the Solid Waste Department and the Water Department are already operating on a fee-based system with great success.

2. Enforcement - Review the County's Animal control ordinances and amend same to accomplish the purposes set forth in the SC PALS recommendations. The ordinance needs to be amended to impose the new increased licensing fees and fines, as well as to generally review the ten-year-old law.

Increase education of county and local law enforcement agencies with regard to the Seminole County Animal Control Ordinance. Further, the county should encourage the Seminole County Sheriff's Department to enforce the ordinance on a full time basis whereas the Sheriff's Department currently answers for SCAS on weekends only.

3. Work with Veterinarians - There can be a great bond between SCAS and local veterinarians. The main goal of both groups is public safety and animal health. SCAS' mission should not be to take any business away from our area animal doctors; in fact, more business can be directed their way. When residents come in to get the spay or neutering service (see Future Goals, in section 2 below) it will be a requirement that they designate a veterinarian in their area to keep their animal up to date with the required shots or any other service that they may want. Veterinarians will be notified that a resident has selected them and the vets can mail them friendly reminders when the next inoculation date approaches.

Establish a plan so veterinarians can collect the yearly licensing fee and submit it back to SCAS with the rabies certificate. A staff member or volunteer will have the duty to double check the records to verify that the pet owner has complied with the program and if not to take the appropriate action as directed. The pet owner will not be required to stay with that veterinarian but they should be asked to notify SCAS of any changes in future care.

## Future Goals

1. New Facility - A new, state of the art multi-purpose facility is needed.

The HSUS visited SCAS and assisted with a free shelter evaluation. Here are some of their findings: The 2002 population of Seminole County is estimated at 381,000 people. The county's population has grown considerably since the current facility was initially designated for use. Some of the problems that have occurred in the current facility, as a result of this growth, are specifically:

- a) Unhealthy animals
- b) Low adoption rates
- c) High euthanasia rates

The current facility lacks the following segregated areas for animals:

- a) Healthy hold (for new arrivals)
- b) Court hold (for long-term animal holds)
- c) Isolation (for animals that arrive at the facility sick or become sick while at the facility)
- d) Adoption area
- e) Post-adoption housing area

One of the reasons the facility experiences a high level of unhealthy animals resulting in higher euthanasia rates is that sick animals are held in areas that are not conducive to their effective isolation and/or the area in which they are housed, even if isolated, it is not properly ventilated to encourage recovery and prevent further infections. As a result of these compromised health protocols, there is more liability for the county in the effort to prevent disease spread.

For these reasons alone a new facility would be required. There are however additional community enhancing items that can be built into the building such as operating/recovery rooms, more administrative space and educational areas. The facility should follow the existing philosophy that Seminole County uses on its newer construction projects... "Built for today but planned for the future."

SC PALS, after obtaining its non-profit status, will be able to contribute substantial financial resources in the construction of such a facility. SC PALS already has contacted organizations and individuals who can secure grants and create fundraising events that would offset the counties expenditures.

2. Sterilization Programs – The only true way to humanely control the exploding animal population will be to provide a countywide free or low cost sterilization program for all residents. This program can be funded solely within the department by the fees generated from the community and with help from SC PALS or other organizations.
3. Mobile Clinic – Provide a mobile clinic that can travel to low income, outlying and other targeted areas of the county to provide sterilization and vaccination services to the residents. The vehicle would also become a mobile classroom that can educate the public about all aspects of pet ownership and responsibility. It can be parked at schools, shopping centers, major events, and anywhere the public congregates in numbers. Funding for this program can also be collected in fees, donations, and from support of other non-profit organizations like SC PALS. Agencies all around the State and Country are experiencing great results with their mobile outreach programs.
4. Parks & Venues – People and their pets will need a place to play especially as Seminole County continues to build-out the remaining undeveloped land. Cities and high-density areas will be building upward with apartments and high-rise condominiums that have no backyards or places for the pets and their owners to exercise. Planning and development of parks that will allow pets is crucial to a well-planned society.

Venues can be designed for multi-use activities that provide daily recreation or special events that can attract tourism and revenue. Dog shows, equestrian and other animal events are very popular and draw thousands of people to the area, which in turn generates tourism revenue and boosts the local economy. The venues can also be used as triage points in the event of catastrophic disasters and be implemented into the evacuation programs that were mentioned earlier in this report.

## **Conclusion**

Seminole County is regarded as one of the most progressive counties in the country. We have set the bar so high in the quality of life that we provide to our citizens, that other counties use us as the example to follow. While this high standard reflects on most of our programs and procedures, when it comes to Animal Services, it is obvious that without addressing the problems outlined in this report we cannot attain the high standards that the county has become accustomed to nor meet the humane standards embraced by most citizens today.

When you look at Seminole County Animal Services, we can either try to catch up and follow the lead of other counties, or we can stay true to form and create a department that will enhance our community and that other communities will envy.

Exhibit A

THE HUMANE SOCIETY OF THE UNITED  
STATES

REPORT TO THE SEMINOLE COUNTY ANIMAL  
CARE AND CONTROL TASK FORCE

**THE HUMANE SOCIETY  
OF THE UNITED STATES.**

January 2004

**SC PALS Committee**  
*Seminole County's Promise to Animal Life Sanctity*  
*C/O Rob Frank, Deputy County Manager*  
*1101 East First Street, Sanford, FL 32771*

February 5, 2004

Ms. Kate Pullen  
Humane Society of the United States  
2100 L St. NW  
Washington, DC 20037

Dear Ms. Pullen:

On behalf of the SC PALS Committee, I would like to thank you for visiting Seminole County Animal Services and the excellent report that you prepared for SC PALS as a result of that visit. It will be of benefit when SC PALS prepares their presentation to the Seminole County Board of County Commissioners.

I would like to clarify a statement your report made on page 22 regarding the Committee's recommendation to do a photo-op of your visit. Before you changed the date of your visit, we had hoped to get a good photo op of your visit with the County Commissioners and Mike Wittmer at SC Animal Services. A group photo, smiles, and handshakes. In fact when the new date of your visit fell on the day of Seminole County's Board of County Commissioners meeting, we had hoped to see if we could get the picture of everyone at the County Commissioners' Chambers. Unfortunately your schedule would not accommodate. The purpose of this was to draw attention to the exceptional community involvement our County Commissioners have with their constituents and all facets within Seminole County Government.

I am sorry that so many of your visits to other Counties and Communities reflect, as you put it "acrimonious", situations. So much so, that you assume and automatically draw such conclusions about Seminole County.

We here in Seminole County are blessed that we have involved and progressive Commissioners and County Staff. What better way to show our appreciation of your visit than a good story reflecting the spirit of our Community.

Sincerely,



Katrina Stamm, Chairman  
SC PALS -Seminole County's Promise to Animal Life Sanctity

Cc: SC PALS Committee Members  
Seminole County BOCC

## BACKGROUND:

The Humane Society of the United States (HSUS) was contacted by a member of the task force that was established through Seminole County to report back with recommendations on the direction of the Seminole County Animal Control. The task force member was looking for information on sheltering programs to assist the task force and The HSUS sent information available on sheltering programs, guidelines, and a copy of the International Cities and Counties Management Association Report on Animal Control. As the conversation continued, the concept of having a person from HSUS tour the facility, meet with the staff and then provide observations and suggestions to the task force which may help as the Seminole County evaluates current resources.

The HSUS offered that resource to the task force. The HSUS Southeast Regional Office (SERO) staff that serve the state of Florida and staff from HSUS headquarters routinely provide assistance and advice on sheltering.

The HSUS contacted the director of the Seminole County Animal Control, Mr. Mike Wittmer, who both accepted and appreciated the idea.

Mr. Sandy Christensen, of The HSUS SERO and Kate Pullen, from HSUS headquarters, visited the shelter on November 19, 2003. <sup>1</sup>We offered to meet with the task force November 18<sup>th</sup> to officially understand the scope and breadth of issues that are being discussed.

The HSUS staff met with three members of the task force (either in person or through conference call). During these conversations, the concerns of the task force were presented to HSUS. The HSUS team also met with county staff working at the animal shelter and the following concerns were communicated from both parties:

- Unhealthy animals
- Lack of focused community spay and neuter program
- Lack of coordinated feral cat program
- Ordinance review and incorporation of concepts such as microchips as pet ID mechanism

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<sup>1</sup> HSUS staff bio's and regional office map

- Adoption rates
- The need for a focused wildlife education and rehab program
- Dangerous dogs
- Ineffective volunteer

The members of the task force, when asked, indicated the following was working well:

- With a very limited budget, staff have been able to make the facility work to the best of their ability
- The effort to transport adopted animals to area veterinarians for pre-adopt spay and neuter
- County sponsored TV to promote adoption
- Response to the growing community and service demands apparently without the same increase in funding as other county programs that also serve the entire population have enjoyed

In addition to the above list, The HSUS was impressed with the effort to conduct humane education programs for the community on responsible pet care.

This report provides observations of The HSUS staff and suggestions for the animal control agency, the county, and the task force. Please note that this HSUS visit was not a complete evaluation of the operation, which would require a more in depth time frame and scope that is far outside the ability of the short visit conducted. With that in mind, The HSUS respectfully makes the following observations.

## FACILITY

On November 19, 2003 The HSUS team spent approximately 5 hours touring the operations of the Seminole County Animal Control. This consisted of observation and discussion with key personnel. Seminole County Animal Control is located in the County professional park with other county buildings. It was during which time the population of Seminole County was 253,000. In 2002, the population was 381,000 and Seminole County Animal Control is handling a larger number of animals in a facility that was built for fewer animals and a completely different program. The concept behind municipal animal control was not focused on adoptions and animal health as it is today.

During the visit to Seminole County Animal Control the HSUS staff focused on operations, facility design, structure and use. It is often suggested that simply cleaning up the facility in preparation of that visit will cover up any issues, problems, or lack of procedures. The HSUS staff have conducted many shelter tours and evaluations and are considered experts in shelter operations. No amount of pre-visit cleaning can cover up a lack of standard operating procedures, policy, staff training, etc. for those who know what to look for. It was very evident during the visit that the Seminole County Animal Control has in place strong and effective standard operating procedures, protocols, and training for staff. Observations reflecting this include the following:

- The facility was clean and organized; the space available was utilized to the best it could be by the management and staff.
- The staff was attempting to isolate animals according to modern application of isolation and separation even though the facility was not designed to provide for that level of care.
- There was a flow to the day; staff appeared to be diligent and needed minimal intervention from management.

## FACILITY LIMITATIONS

The HSUS applauds the agency and staff for attempting to apply modern concepts of sheltering in a facility designed to be no more than a hold and disposition facility. The majority of the concerns communicated by members of the task force are directly connected to the facility not being designed correctly resulting in:

- Unhealthy animals
- Lower adoption rates
- High euthanasia rates

In the opinion of The HSUS team there is no lack of effort, desire, or attempt on the part of the staff to keep animals healthy, encourage adoption, and reduce euthanasia. In fact the attempts of the staff to hold animals longer, treat animals with URI and kennel cough, and even to transport adopted animals to the vet prior to release to the new home are making it more difficult to manage the animal population and keep the population healthy and adoptable because those efforts are being attempted in a facility that does not really allow this to happen.

The current facility does not provide for the many different rooms modern animal management methods call for each species housed. There should be separate rooms, with the proper number of cages/runs to accommodate the numbers of animals handled by the agency. The current facility lacks the following animal areas:

- Healthy hold (for new arrivals)
- Quarantine (rabies observation)
- Court hold (long term animal holds)
- Isolation (animals arriving sick or becoming sick at facility)
- Adoption
- Post adoption housing

For example, the staff is trying to treat cats with URI because the public expects them to do that in lieu of euthanasia. However, there is not a specific area in the facility available to properly separate the sick cats undergoing treatment away from the healthy population. Due to this public pressure the staff (following proper animal health procedure) has moved sick cats with URI to the only available area, the sally port, for the following correct reasons:

- so the cats are separated from the other healthy cats to prevent further disease transmission
- The only place in the shelter that provides separate air and separate room is the sally port

While everyone involved admits that holding these cats in a sally port is not the best situation, if the public is pressuring the agency to treat and not euthanize there are no other options with the current facility design.

There is a similar situation with the staff transporting animals to the vet for pre adopt spay or neuter surgery. To properly manage the animal population, when an animal is adopted and waiting for transport to an area vet (up to two days) that animal is moved from the adoption section to open up a run for another dog waiting on the stray side that is adoptable. This is smart and necessary in order to manage the population and keep adoptable animals available on the adoption wing.

The adopted dogs must be housed somewhere, so the staff moves these animals back to the stray hold side to a bank of cages that are now reserved for these surgery dogs. However, these runs are now not usable for incoming strays (original purpose) which causes the staff to double up incoming strays. This practice greatly compromises the health and disease probability by housing dogs together with possible contagious diseases and unknown backgrounds.

The HSUS applauds the effort of Seminole County Animal Control staff to facilitate the surgery of adopted animals and is in no way suggesting that this policy, which is proactive and forward thinking, should stop. However, we do want to illustrate that this policy has far reaching ramifications that open the agency up to criticism due to the limits of the facility to properly house and segregate the animals.

From the perspective of The HSUS there is no other way to handle the situation than the way the agency has responded. However, with compromised health protocols there is more liability for the county and the effort to prevent disease spread, keep the animals healthy, and promote adoptions is made more difficult.

The current facility has ineffective air exchange and in most animal housing areas, it lacks any type of air exchange or ventilation. The ventilation fans in the dog area appear to be incapable of pulling air from the area at the recommended rate of 12-15 complete fresh air exchanges per hour. The cat housing areas

should have the same exchange rates. Many animal housing rooms contained stagnant, non-moving air and ineffective air exchanges that were actually adding to the disease spread. The limits of the facility to keep animals healthy will result in a negative impact on any desired adoption program.

#### **GENERAL DISCUSSION ON ISOLATION/SEPERATION:**

The concept of isolation and separation allows an agency to manage the animal population more effectively, and in the process protects the public and insures a healthier environment for the animals. Ideally, isolation and separation protocol should be as follows:

1. Evaluation and vaccination at intake or a triage area. This process allows the staff to place animals in the facility upon entry based on the animal and its health.
  - If sick, housed in isolation for the stray period.
  - If a bite case or aggressive, held in quarantine (only if healthy).
  - If healthy and/or possibly adoptable, held in healthy hold for at least two days. The only exception may be for cats that are surrendered by their owners and are adoptable, healthy, calm, relaxed, current on vaccinations, and preferably altered. These cats may immediately be moved to adoptions. Although this exception can be made for dogs as well, it is preferable for cats because they do not generally need the waiting period for full temperament evaluations like dogs do. However, those cats needing time to acclimate to the facility should be housed in the "off view" area until ready to place in the public area.
2. After an animal is determined to be healthy and adoptable, he should be moved from healthy hold to adoptions. If there is no room in adoptions, the decision to euthanize that animal or an animal in adoptions to make room must be made. The current practice of doubling up new arrival animals is problematic as that practice increases the risk of disease transmission in the facility.
3. There needs to be a place where all incoming animals are triaged. It should be a priority to do this the day the animal comes in. After the staff examines an animal, he would be housed in healthy hold, quarantine, or (sick) isolation depending on the outcome of his exam. The healthy hold area would allow the animal time to acclimate to the shelter and time for

the staff to observe and evaluate the animal. If a dog were considered adoptable and healthy, he would be moved from healthy hold to the designated adoption kennels. This would be the only kennel area where the public could go to view adoptable animals. Cats would be moved from healthy hold to the adoption room after it is determined that they are adoptable.

4. If a healthy, stray animal coming in through the triage process is determined to be aggressive or unpredictable or is being held for quarantine (stray or owner surrender), the animal would be housed in the dog quarantine area or in the cat quarantine cages. If the dog quarantine area is full and the animal is not sick, he would be held in one of the healthy hold kennels until the stray period is complete. Quarantine cages must be marked appropriately so staff knows which animals are being held for quarantine. This healthy hold area is an "off view" area and the public would only be allowed in if escorted. This would reduce liability for the county.

The isolation and separation concept of managing the population will provide the staff with the space flexibility they need, protect the public from potential bites, and protect the agency from unnecessary liability issues. It would also allow staff to make better euthanasia decisions, and allow the agency to present adoptable animals to the public instead of every animal without regard of its adoptability.

In order for the isolation and separation concept to work, it must be strictly adhered to. Some organizations make the mistake of bending the rules by not using space as it is designated. There may be times when the healthy hold cages/kennels are full and instead of making a decision to euthanize an animal that has been at the facility to make room, some agencies make the mistake of placing a healthy animal in the isolation room. This negates the entire reasoning and benefits that result from the isolation and separation concept by exposing healthy animals to sick ones. Not only do these need to be separate holding areas for each species, but the air exchange must be top notch and prevent any of the same species air to be shared from room to room, otherwise the agency is just spreading disease and virus via the air ducts.

## ADOPTION PROGRAM

It is outside the scope of this report to provide observations of the adoption program, staffing levels, or budget allocation. However, the following discussion, templates, and formulas to assist Seminole County are offered.

### GENERAL DISCUSSION

The purpose of an adoption program, whether conducted by a private animal protection agency or a municipal animal control agency, should be to find responsible, lifelong homes for animals suitable as companions. Such matchmaking requires knowledge of both the animals to be placed and their prospective adopters.

The HSUS believes strongly that it is not a kindness to animals for an agency to place them in homes where they will fail to receive adequate care and companionship, food, water, shelter, or veterinary care when necessary. Nor is it a benefit to the community for an agency to place animals where they will be allowed to roam the streets, violate animal control laws, or add their offspring to the surplus of unwanted animals who already burden the community.

When seeking to place homeless animals into new homes, shelters face stiff competition from pet stores, breeders, and sources of free animals. According to the 2002 survey by the American Pet Products Manufacturers Association, 18 percent of cat owners and 18 percent of dog owners obtained their animals at shelters. The rest took in strays, bred their own animals, or acquired pets through friends, relatives, breeders, newspapers, and pet stores. Comparable surveys by the American Animal Hospital Association (AAHA) and The HSUS revealed that as few as 14 percent of persons with dogs or cats acquired them through shelters.

Taking a cue from these statistics, shelters are examining ways to break down historical barriers that stand in the way of relationships with veterinarians, dog trainers, groomers, social service workers, law enforcement agents, breed-placement groups, breeders, and neighborhood free-roaming-cat caretakers. Not only can these people amplify and complement existing shelter services, they can also boost a shelter's image in the community as a reliable

source of new animal companions. Studies have shown that prospective pet owners generally stay away from an animal shelter for a variety of reasons:

- Ignorance of the surplus animal problem;
- Impulse buying and impulse accepting;
- Perceived quality of animals;
- Unfamiliarity with the animal shelter, the location or services provided;
- Misconceptions about the animal shelter;
- Inconvenience of hours and/or location of the shelter.

In addition, The HSUS has held focus group sessions with people who owned purebred puppies purchased from pet stores. While all felt that adopting from a shelter was the right thing to do for humanitarian reasons, nearly all believed that shelters had only mixed-breeds and/or older dogs, and therefore were not good sources of particular breeds. Participants also expressed concern that the adoption process was too invasive, that the health of shelter animals was questionable, and that little is known about the animals' temperaments or backgrounds.

Shelters cannot hope to overcome some of these obstacles very easily – many preconceived notions about shelters and shelter animals are so deeply rooted in the American psyche that they are taking decades to change. But other problems may have more achievable solutions – perhaps something as basic as noting any improvements made and helping to correct a shelter's lack of visibility (or negative image) in the community.

However, increasing adoptions demands careful regard for the adoption process in an effort to ensure that healthy animals are placed in responsible homes. Although certain adoption criteria (such as whether or not a landlord will allow pets) are absolute, most are meant to serve as guidelines, enabling counselors to work within each set of circumstances individually.

One of the keys to program success is to have consistent approaches, policies, and procedures in order to avoid any allegations that the agency is either overly liberal, arbitrary or discriminatory. Evaluation of potential adopters can be based on three basic criteria: 1) commitment to the life and needs of the animal; 2)

compassion and a desire for mutual companionship; and 3) capability of providing the essentials of a healthy, happy life for the animal.

The adoption process should be a positive, friendly, and educational process – never an opportunity to either “get an animal out of the shelter” or for the “adoption police” to find fault with a person’s lifestyle. But there are certain circumstances under which a requested adoption should not occur. Because potential adopters often initially view a refusal as a rejection or accusation, counselors must be honest and direct, as well as courteous and understanding.

If done appropriately, explaining the rationale for adoption denial can serve as an educational experience, and not a demeaning one. When staff fails to do this correctly, the potential adopter leaves without a true understanding of the message and will simply acquire an animal elsewhere. Some municipal animal control agencies have had the long held and now passé policy that people cannot be denied adoption. This is changing across the country as agencies understand that they do have the right to not place an animal in a situation that is not appropriate.

Animal shelters should be aware of their legal and ethical responsibilities regarding the adoption of any animal. Good adoption policies will help your agency make the best decisions for the animals being adopted and will assure the community that all potential adopters are treated fairly and equally.

The following matrix was developed by The HSUS as a template for agencies to develop a matrix of their own to assist with the decision of what animals could be considered adoptable or what resources may be needed to facilitate adoptions.

<b>Category</b>	<b>Status</b>	<b><i>Euthanasia....</i></b>
<b>Adoption Potential</b>	Animals who, given the space, time, staff, money or availability of an appropriate home could live well in a new home.	<i>...is most often due to a lack of resources and / or appropriate homes.</i>
<b>Medical – Treatable</b>	Animals in good physical condition with treatable, non-contagious medical conditions such as skin problems, bad flea or mite infestations, a broken limb, abscess, or problems that could be fixed	<i>...is most often a result of lack of resources, space or time to treat the animal.</i>

	with treatment and / or time.	
Medical - Contagious	Animals in good physical condition with a medical condition such as an upper respiratory infection, kennel cough, ringworm or a less severe case of mange that may be very treatable but highly contagious in a shelter environment	<i>...is most often not only because of the symptoms of the illness, but also to prevent contamination of others.</i>
Physical Condition	Animals in general poor overall condition and/or health, (for example, old, thin, weak).	<i>...is often the eventual result as these animals are often poor candidates for adoption placement due to the extensive medical rehabilitation necessary.</i>
Unweaned - Too Young	Animals who are too young to survive on their own or in a shelter setting, needing extensive care and socialization.	<i>...is often the result due to the labor-intensive nature of care and lack of foster homes.</i>
Breed	Animals of breeds who are banned or at an increased risk in a community (such as areas where dogfighting occurs).	<i>...may be performed if no other options are available.</i>
Behavior Problems	Animals with behavior problems such as chewing, inappropriate urination, separation anxiety, timidity, destructiveness, or lack of socialization.	<i>...is generally due to a lack of an appropriate placement that will provide a commitment to adequate training, socialization, and the proper environment.</i>
<b>Category</b>	<b>Status</b>	<b>Euthanasia...</b>
Kennel-Stress	Animals with a marked change in behavior due to stress as a result of an extended stay in the shelter.	<i>...is generally performed for humane reasons to prevent further suffering.</i>
Space	Animals who would continue to make good adoption candidates but whose cage space is needed for others.	<i>...is generally necessary when space in the shelter is unavailable and room must be made for other animals needing housing and care.</i>
Not suitable for Adoption	Certain species of animals, or animals with a serious condition that is not suitable for rehabilitation.	<i>...is appropriate even if the resources (space, time, money, staff, isolation) and a potential home is available</i>

Medical - Untreatable	Animals with a terminal illness or injury, severe chronic illness, or other serious medical condition.	<i>...is appropriate to eliminate ongoing suffering for the animal.</i>
Behavior Issues	Animals who are extremely shy, timid, high-strung, stressed, or distressed.	<i>...is generally necessary due to an unlikely chance for successful adjustment into a new home.</i>
Aggression	Animals who are showing signs of aggression, have attacked another animal or person, or have a history of aggression.	<i>...is generally appropriate for humane, safety, ethical and liability reasons.</i>
Feral or Unsocialized	Animals who have not and can not be handled and do not adjust to the shelter setting.	<i>...is generally appropriate for animals with no hope of socialization.</i>
Court Order	Animals who have been ordered for euthanasia at the direction of a judge, hearing officer or other public official with that authority.	<i>...is performed to comply with this ruling.</i>

## STAFFING

When agencies are asked to provide more services and expectations of those services increase, the staffing levels must also be evaluated.

The HSUS provides the following formula for kennel caretaking only:

$$\begin{array}{r} \text{Times 5\% =} \\ \frac{\text{_____}}{\text{(Human Population)}} \end{array} \begin{array}{r} \text{_____} \\ \text{(Incoming Animal} \\ \text{Population)} \end{array}$$
$$\begin{array}{r} \text{Divided by 365 (days per year) =} \\ \frac{\text{_____}}{\text{(Incoming Animals Per Year)}} \end{array} \begin{array}{r} \text{_____} \\ \text{(Incoming Animals Per Day)} \end{array}$$
$$\begin{array}{r} \text{Times five}^{(1)} \text{ (day holding period) =} \\ \frac{\text{_____}}{\text{(Incoming Animals Per Day)}} \end{array} \begin{array}{r} \text{_____} \\ \text{(Animals in Shelter Per Day)} \end{array}$$
$$\begin{array}{r} \text{Times fifteen (minutes)}^{(2)} \text{ =} \\ \frac{\text{_____}}{\text{(Animals in Shelter Per Day)}} \end{array} \begin{array}{r} \text{_____} \\ \text{(Number of Minutes Needed)} \end{array}$$
$$\begin{array}{r} \text{Divided by 60 (minutes) =} \\ \frac{\text{_____}}{\text{(Number of Minutes Needed)}} \end{array} \begin{array}{r} \text{_____} \\ \text{(Number of Hours Needed)} \end{array}$$
$$\begin{array}{r} \text{Divided by three}^{(3)} \text{ (hours) =} \\ \frac{\text{_____}}{\text{(Number of Hours Needed)}} \end{array} \begin{array}{r} \text{_____} \\ \text{(Staff Needed Per Day)} \end{array}$$

## FUNDING

With tight local and state budgets money for animal care and control is most always on the end of the allocation. However, it is imperative that municipalities understand that public health and safety is critical to the entire population. The animal care and control agencies that have the strongest programs have received proper funding to achieve those goals. The HSUS recommends a strategic planning process through which the budget needs, program evaluation and application are to be considered.

The Animal Control Management Report - Published by the International City/County Management Association (ICMA), provides a wealth of practical information about funding, structuring, and running an effective animal care and control program that protects both citizens and animals. The ICMA also recommends that animal control agencies be funded between \$4 and \$7 per capita per year. The more progressive agencies are funded at the level closer to the \$6/\$7 range.

## OUTREACH ISSUES

During the course of this visit, The HSUS team was not able to conduct a full review of all issues under discussion by the task force. However, we offer the following general information for the task force and the county as discussions continue..

### GENERAL DISCUSSION

The act of sheltering animals in any community can be described as both reactive and proactive. The aspects of animal control that are reactive are: adoption, sheltering, transfer to breed placement partners, fostering animals, and euthanasia. The problem of animal population issues and the number of animals needing reactive services will never be solved by just focusing on these important but reactive aspects of animal control/animal welfare.

The solution to reducing the numbers of animals being born, relinquished, and ultimately euthanized is not in the reactive aspect but the proactive aspect of animal control. These proactive services are:

- ✓ Humane education
- ✓ Spay / neuter programs that are targeted and effective

The most productive and effective humane education programs focus their outreach in schools and in the zip codes that generate the most calls for service. Evaluation of the areas of the community that generate the most animal relinquishment also is effective. Changing the mores and attitudes about animals, their care and explaining the "why" behind spay and neuter to the youth is critical to changing the animal population reality in any community.

A successful education program is not dilute but focused. Many groups use the issues that are problematic in the community to determine the topics addressed. For example:

- Citizens not understanding what the terms "spay" or "neuter" mean
- Dog bites
- Rabies concerns with public health and safety
- Why spay and neuter?
- Basic pet care

Develop programs ([www.NAHEE.org](http://www.NAHEE.org)) around targeted topics and offer to provide classes (number to be determined) to all members of a particular grade within one year. This way, for instance, all fourth graders in the area have heard three talks on the same topics.

The more these presentations use core teaching standards of learning (SOL) to get the program in the schools. The effort to work through the school board to target a specific grade level through the system is well worth the effort. While it may be easier to just deal with individual teachers, the impact is lessened as the agency is all over the map talking to all age groups, which means that your programs must be changed for the audience and again, there is no structure or way to measure the impact.

### SPAY AND NEUTER PROGRAMS

More and more municipalities are realizing that the only way to keep a cap on the ever growing animal control budget is to be part of the solution and to actively fund not only the reactive aspect of animal control, but also to fund and staff the proactive programs. Targeted community spay and neuter programs are critical for any community.

Instead of rolling funds generated via fines and tickets into the general account, more and more agencies are taking those funds (the budget of animal control, just like the police and fire departments will always need to be subsidized by the municipality) and using them for targeted spay and neuter programs coordinated through animal control to provide these services to the citizens of the county that need assistance.

There is a win/win component to this type of program in that there will be fewer animals needing the services of animal control, resulting in less tax dollars going to the ever growing budget to react to the problem, and the county is perceived by the citizens as being proactive and responsible. It is a proactive county that can state the following: "To date we have spayed approximately XX female animals. If these animals were left intact and assuming they would have each had two litters with 5 offspring for the next 4 years, that would equal XXX unwanted animals born in Seminole County. We have prevented suffering, relinquishment and saved tax dollars by being proactive".

The HSUS would strongly encourage Seminole County to explore such programs to begin actively changing the animal population in the county.

### VOLUNTEER PROGRAM:

While the long list of benefits offered by a volunteer program is immediately compelling, the pitfalls of a quickly conceived and/or poorly managed program can be crippling to an agency.

Difficulties involving volunteers are rarely brought about by the volunteers themselves; they nearly always arise as a direct result of a shelter's own planning and policies, or lack thereof.

Municipal animal care and control agencies generally recruit fewer volunteers than private ones, but the conflicts are often equally problematic. In every case, communication is the key. A poorly developed program designed to compensate for staff shortages will often detract from the efforts of full-time staff and rarely help the animals in the shelter. If the ship is already sinking, bringing aboard more passengers will only hasten the descent.

More often than not, hastily organized programs leave shelters with dozens of ineffective, uncommitted volunteers who stop by only on rare occasions to walk a dog or two; or worse, a handful of well-meaning but ill-informed volunteers who seek to change the shelter's philosophy and eventually undermine its mission. What's more, a few unhappy volunteers who quit in frustration may tell others of the shelter's failing program, ruining your organization's reputation in the process.

For some shelters, a volunteer program is not worth the investment. Certain animal care and control facilities, for example, do without volunteer programs because liability concerns or labor issues make it impractical or impossible to place volunteers in positions of responsibility. Other humane organizations lack the resources necessary to oversee such a program. Simply put, a shelter can be successful without volunteers.

But if an agency is interested in investing in the many benefits that volunteers can bring to its shelter and the animals, remember that volunteers will give their time and talents free. Just remember that agencies need to invest plenty of time and energy into the program. It takes a great deal of work to recruit, screen, train, and retain volunteers in an animal shelter.

To ensure that staff and volunteers understand their respective roles in the organization, The HSUS provides the following questions to consider<sup>2</sup>:

- What positions will be assigned to volunteers? What will their job descriptions consist of? What duties will they not be allowed to perform?
- What will be the minimum age for volunteers?
- Will volunteers wear uniforms, color-coded clothing, or name tags?
- Will volunteers be allowed to work directly with the public? How much contact will they have with the animals?
- What areas of the shelter will volunteers be permitted to work in?
- How, when, and where will orientations be conducted? How many hours of training will be required? Will it vary by position?
- How will volunteers record the time they donate? Will there be a certain minimum time commitment? Number of hours per week? Number of months the person will promise to participate?
- How will staff-volunteer conflicts be resolved? What will be the protocol for reviewing and dismissing volunteers?
- What actions will be taken if a volunteer is injured "on the job"?
- Will your shelter provide separate insurance coverage for volunteers or will coverage be provided under the shelter's general policy?

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<sup>2</sup> HSUS training manual on volunteer management

## TASK FORCE

### GENERAL DISCUSSION:

It is always preferable for various groups involved and interested in animal care and control efforts within a community to work well together. However, differences of opinion, philosophical disagreements, mission-based differences and high emotions often stand in the way of complete harmony. And clearly, community opinion is significant to the overall perception of an agency, and ultimately, the success of its animal care and control programs and services.

- It is imperative that any task force be established with a sunset provision and be established with thought, planning and clearly defined goals. Without the above infrastructure the desired goals and the approach to achieve those goals can lead to a culture of finger-pointing and/or the implication of insurmountable bureaucracy in response to both community requests and legitimate agency needs. This can hinder decision-making, impede information flow, create a sense of helplessness, discourage initiative, and in general contribute to an overall sense of disorder and impotence.
- If a task force is to be made up of area groups involved in animal protection, it must be understood that there are obvious fundamental differences in the missions of the different entities who come to the table. A primary function for municipal animal control includes the protection of the public health and safety, whereas most humane organizations have at the core of their mission statements the prevention of cruelty to animals. Clearly, these concepts are not mutually exclusive, and the work of various agencies can, and will, frequently overlap.
- Members of this group should be selected either to represent knowledgeable, interested constituencies and/or to mirror the geographic, ethnic, racial and/or demographic mix of the community, depending on the intended purpose of the committee. It is just as important to have experts in sheltering on the group as well as persons expert in planning, project management and of course, these discussions and goals cannot be effective unless the key persons working at the local shelter are fully represented on the task force.

- Although the purpose and format of the committees vary, nearly all operate in some type of an advisory capacity, with final decisions remaining in the hands of elected officials or their administrative designees. The committees usually have terms of office and a voting structure so that the “official” opinion of the group can be determined and registered. A viable statement of purpose, guidelines for membership, composition and terms, and general rules for operation must be developed.
- In order to facilitate collegial working relationships, it is critical that ground rules be established to ensure that a culture of finger pointing will not exist. The responsibilities, scope of work, and limitations of any advisory group should be committed to writing and distributed to all interested parties.
- A more formal structure, including a list of agencies and constituencies to be represented, a leadership protocol, a meeting schedule and specific duties might encourage more positive and healthy dialogue as well. It should be made clear that, while input from advisors is encouraged and appreciated, their role is advisory and not governmental. Likewise, management must make a concerted effort to communicate regularly and openly with members of the advisory group, to participate actively in discussions and meetings, and to provide feedback with regard to implementation of advisory group ideas.
- There must be the understanding to agree to disagree and to place certain desired programs and ideas to the ‘back burner’. To ensure proper and necessary prioritization is completed, communication must be honest and open in both directions, otherwise, relationships deteriorate and neither the animals nor the citizens in the community are well-served. By working together in areas of common concern (pet overpopulation, public education, local legislation, etc.), agencies can pool resources and avoid duplication of services.
- The product that has been the most successful coming from this type of group is the development of a strategic plan for the community (sheltering agency, veterinarians, citizens, funding level) that clearly prioritized the needs that must be met to achieve the goals of the community).

The HSUS has worked with and observed many groups put together to address real or perceived problems with animal care and control around the country; however, the situation in Seminole County was confusing in the following ways:

The HSUS team found it confusing that the task force wanted media to accompany and interview HSUS staff when we visited the shelter. We felt that would exploit our visit and is not a common request of a task force. We more often expect that type of request when there is finger pointing and an acrimonious situation.

The HSUS felt that the task force could benefit from the knowledge that key staff have as the county moves forward on recommendations for future growth and services. Without the perspective of the professionals responsible for the day-to-day operation there is a true risk that issues could be evaluated in a vacuum.

## STRATEGIC PLAN FOR SEMINOLE COUNTY

It is the opinion of The HSUS that members of the Seminole County Animal Control staff and the task force members are on the same page relating to the frustrations, desires to grow the program and possibly the vision of the agency as it enters into the process of asking how they will respond to the growing needs of the citizens and animals of Seminole County. The areas that need attention are (but not limited to):

- Addressing deficiencies with the physical plant;
- Ensuring and promoting humane animal care;
- Animal triage area and appropriate housing areas;
- Disease prevention instead of just disease control;
- Minimizing unrealistic expectations of the agency;
- Increasing staffing levels;
- Decreasing pet overpopulation/relinquishment; and
- Increasing adoptions.

The HSUS feels strongly that Seminole County should:

- ✓ Newly define its vision, and develop a new mission statement that articulates this vision. Many agencies now develop vision statements to guide everything they do. Keep in mind that, a vision statement is very different from a mission statement: a mission comes from the head, a vision from the

heart. Vision is the agency's fantasy, core values, highest ideals and wishes. A vision is like a lighthouse which illuminates rather than limits, gives direction rather than destination. A mission describes the actual steps taken to reach that vision.

- ✓ Once the agency's mission has been revisited and a vision developed, County officials and agency management need to work together to develop a strategic plan for achieving both. This plan should identify specific short-term goals with immediate objectives, including a timetable for operating tasks. The most important role of a strategic plan is to give specific focus to human energy, and meaning to the day-to-day work.
- ✓ Commit the resulting plan to writing. This provides a document (strategic plan) that can be used to share the details with others, and a reminder of decisions down the road when minds are blurred by the pressures of day-to-day activity. It also serves as a basis for reviewing progress, setting operational priorities, making decisions concerning allocation of unanticipated or lacking funds, and reviewing individuals and the agency. Most of all it serves as a map to keep everyone on the same page about where the agency is going and the steps to get there. The document need not be long or formal, or follow any specific format for long range planning. The important point is to commit to writing key ideas, goals and objectives in a document that all agree reflects the decisions and outcomes of group decisions.
- ✓ The strategic plan is a fluid document that is updated as goals are achieved and program expands. This document also keeps everyone working from the same page in regards to outcomes and process. The strategic plan during development should also be the place where programs that cannot yet be undertaken are written down and documented - in the "parking lot". This reminds everyone of other needs that can be considered when there is time, money and energy. The one thing a strategic plan does for any program is to keep the focus narrow and on target. Often the needs are so great agencies try to do everything and the result is a dilute, strained program(s) that are ineffective due to lack of time and energy, and results which translate into burnout and dissolving the program.

- ✓ It is within this process where plans and approaches to the other issues raised by the task force can be addressed:
  - ✓ Ordinance review
  - ✓ The need for a focused wildlife education and rehab program
  - ✓ Dangerous dogs
  - ✓ Lack of coordinated feral cat program
  - ✓ Building a new facility or major renovation of the existing facility
  
- ✓ Communicate the vision and goals to everyone involved in the agency and its operations. Remember to reinforce the vision and goals regularly to existing and new staff.
  
- ✓ This process cannot happen, nor will it be successful without equal and active participation of the key staff in charge of the agency and managing the day-to-day activities.

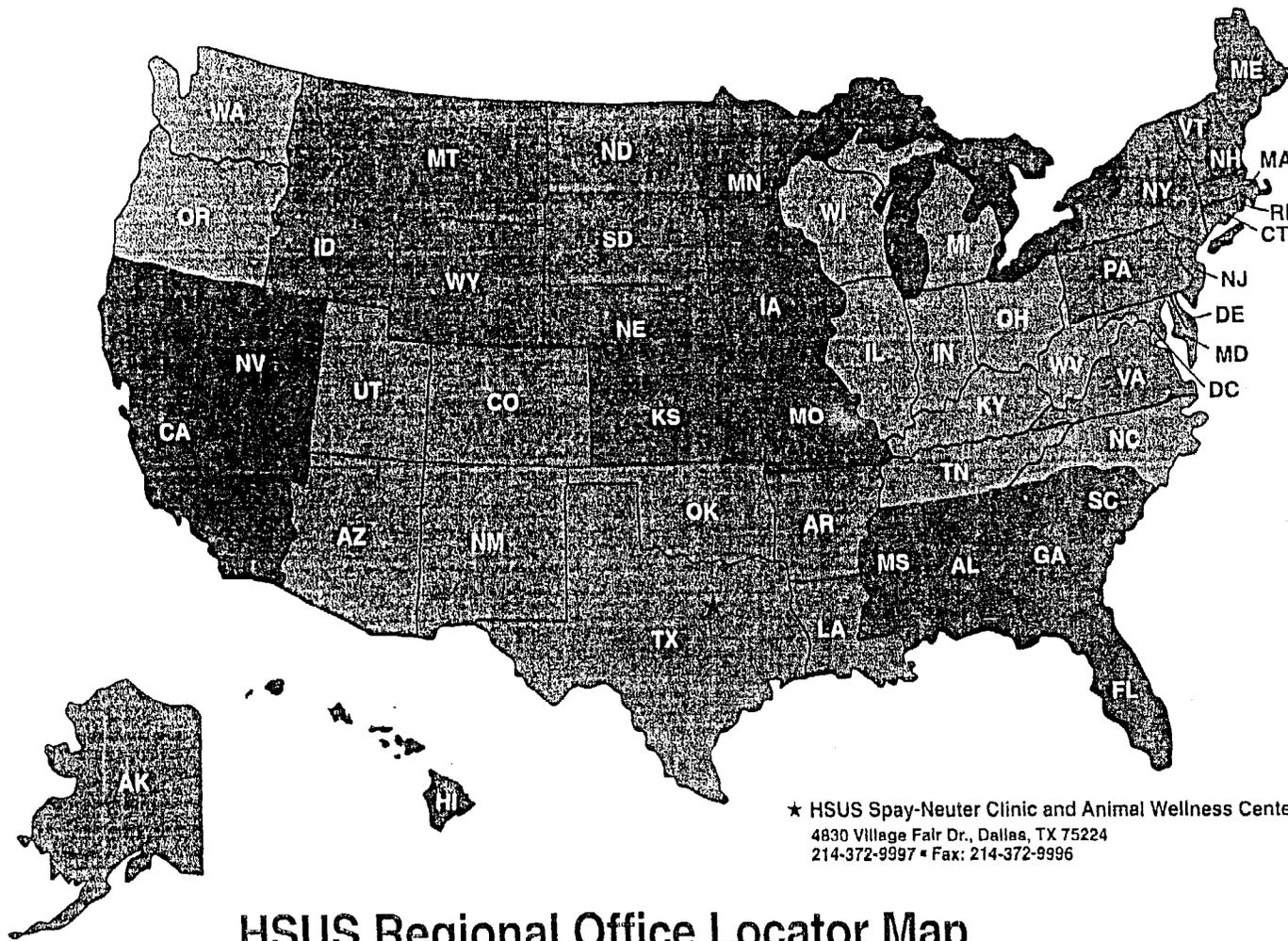
### CONCLUSION

The HSUS is hopeful this brief report is helpful as the community moves forward in developing a strategic plan/goals and cooperative methodical approach to achieving those goals. The resources of The HSUS are available to the task force and members of the staff as this process moves forward.



Mr. Sandy Christiansen is the Program Coordinator in The Humane Society of the United States' (HSUS) Southeast Regional Office and has eleven years experience in the field of animal care and control. Prior to his position with The HSUS, Christiansen was the Director of the Humane Law Enforcement Department at the Humane Society of Rochester and Monroe County in western New York. Christiansen was also employed as Director of Animal Services in Rochester, New York and Director of Operations at the Animal Protection Society of Orange County in Chapel Hill, North Carolina supervising both shelter and field operations.

Ms. Pullen assists staff and directors of animal care and control agencies around the country, with policy recommendations, animal care issues, animal adoption, shelter image and euthanasia issues. The Animal Sheltering Issues staff also writes protocols and suggested policy to assist shelters. Prior to joining The HSUS, Ms. Pullen was, for seven years, the executive director of the Animal Welfare League of Alexandria, a non-profit organization with the city's animal control contract. Ms. Pullen also served as the ED for the Humane Society of Baltimore County before joining the staff in Alexandria. Ms. Pullen holds a BA degree in Business Administration, and has over 15 years experience working in animal shelters. She has been a speaker and trainer on various animal care and control topics nationally and internationally.



★ HSUS Spay-Neuter Clinic and Animal Wellness Center  
 4830 Village Fair Dr., Dallas, TX 75224  
 214-372-9997 • Fax: 214-372-9996

## HSUS Regional Office Locator Map

If you live in a state that is served by one of our ten regional offices, you have access to valuable information and services specific to your area. HSUS staff will provide you with information and assistance on legislation, cruelty investigations, shelter operations and procedures, shelter evaluations, education, and much more.

When you need assistance from The HSUS, your regional office should be your first contact. If you live in the District of Columbia, Maryland, or Virginia, contact The HSUS's national headquarters at 2100 L St., NW, Washington, DC 20037, 202-452-1100. Your call will be routed to the appropriate department. You can visit our website at [www.hsus.org](http://www.hsus.org).



### CENTRAL STATES REGIONAL OFFICE

States served: IL, KY, NC, TN, WI  
 800 West 5th Ave., Suite 110, Naperville, IL 60563  
 630-357-7015 • Fax: 630-357-5725

### GREAT LAKES REGIONAL OFFICE

States served: IN, MI, OH, WV  
 745 Haskins Rd., Suite G, Bowling Green, OH 43402  
 419-352-5141 • Fax: 419-354-5351

### MID-ATLANTIC REGIONAL OFFICE

States served: DE, NJ, NY, PA  
 Bartley Sq., 270 Rt. 206, Flanders, NJ 07836  
 973-927-5611 • Fax: 973-927-5617

### MIDWEST REGIONAL OFFICE

States served: IA, KS, MN, MO, NE  
 1515 Linden St., Suite 220, Des Moines, IA 50309  
 515-283-1393 • Fax: 515-283-1407

### NEW ENGLAND REGIONAL OFFICE

States served: CT, MA, ME, NH, RI, VT  
 1787 Rte. 112  
 Mailing address: P.O. Box 619  
 Jacksonville, VT 05342-0619  
 802-368-2790 • Fax: 802-368-2756

### NORTHERN ROCKIES REGIONAL OFFICE

States served: AK, ID, MT, ND, SD, WY  
 490 North 31st St., Suite 215, Billings, MT 59101  
 406-255-7161 • Fax: 406-255-7162

### PACIFIC NORTHWEST REGIONAL OFFICE

States served: OR, WA  
 5200 University Way, NE, Suite 201, Seattle, WA 98105  
 206-526-0949 • Fax: 206-526-0989

### SOUTHEAST REGIONAL OFFICE

States served: AL, FL, GA, MS, SC  
 1624 Metropolitan Circle, Suite B  
 Tallahassee, FL 32308  
 850-386-3435 • Fax: 850-386-4534

### SOUTHWEST REGIONAL OFFICE

States served: AR, AZ, CO, LA, NM, OK, TX, UT  
 3001 LBJ Freeway, Suite 224, Dallas, TX 75234  
 972-488-2964 • Fax: 972-488-2965

### WEST COAST REGIONAL OFFICE

States served: CA, HI, NV  
 5301 Madison Ave., Suite 202  
 Mailing address: P.O. Box 417220  
 Sacramento, CA 95841-7220  
 916-344-1710 • Fax: 916-344-1808

### HEADQUARTERS SERVICE AREAS

States served: DC, MD, VA  
 2100 L St., NW, Washington, DC 20037  
 202-452-1100 • Fax: 202-778-6132





The most common obstacle to establishing an effective animal care and control program—as it is to some degree for virtually all government programs—is the problem of funding. As a general rule, in 2001, adequate funding of an animal care and control program costs at least \$4 per citizen annually. However, city and county officials are often tempted to strip down animal control programs to the point of ineffectiveness, or they insist that pet registration (licensing) and other fees pay for all or most of the program.

A 1990 survey of 100 Colorado municipalities by the Colorado Municipal League showed that registration fees alone funded more than 75 percent of the cost of animal control in 11 percent of municipalities and less than 25 percent of the cost in 72 percent of the cities.<sup>1</sup> Today, the situation is no different: the percentage of animal control costs recouped through registration/licensing programs varies greatly according to jurisdiction. Other circumstances—such as state laws that require local governments to transfer some monies from dog registration/license fees to the state—complicate matters.

Local officials can instead recognize that this governmental responsibility is vital to public health and safety, and they can be proactive in their approach. Margaret Smith, shelter director for largely rural Lake City/Columbia County, Florida, commented, “If a city commissioner says they don’t have the money, I tell him that someday someone will sue the city for negligence as a result of an avoidable dangerous-dog attack or a rabies exposure. This could cost the city a whole lot more than a good animal control program that would minimize such risks.”<sup>2</sup>

Cities and counties can manage animal-related problems in a fiscally responsible way. As other programs such as parks and motor vehicles are funded, animal control can be funded partially through user fees. Pet registration (license) fees for dogs and cats are the most important of these user fees. Dog and cat owners should shoulder much of the burden of animal control costs; furthermore, irresponsible dog and cat owners should be assessed the largest part of that burden. Therefore, a provision such as differential licensing,

**Lane County**  
OREGON

Department of Animal Regulation Authority

**Licensing procedures**

**FEES**

	1YR	2YR	3YR
Regular (not spayed/neutered):	\$25.00	\$45.00	\$65.00
Spay/neuter and/or Senior Citizen (65+):	\$10.00	\$17.00	\$25.00
Non-Commercial Kennel:	\$25.00		
County Commercial:	\$100.00		
County Commercial Breeder (1 to 10):	\$200.00		
County Commercial Breeder (over 10):	\$300.00		
Service Animal:	NO CHARGE		

Photo from www.co.lane.or.us/animal\_reg/license\_prochtm

Differential licensing, which rewards responsible pet ownership through lower fees, is sensible public policy.

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45 workshops!

SEE A LOT

at more than  
60 exhibits!

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with more than  
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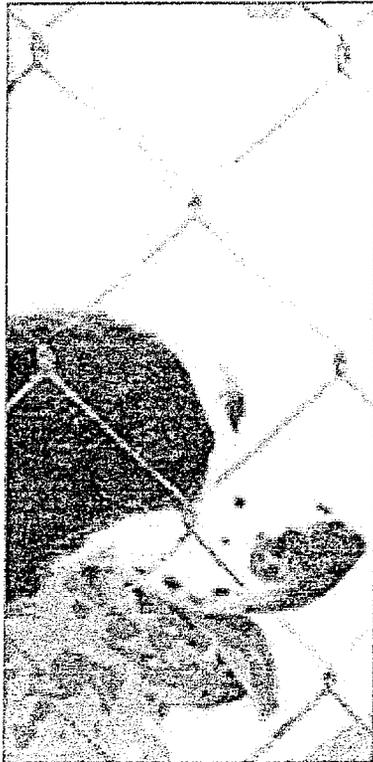
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presented by The Pet Savers Foundation

59 S. Bayles Ave. • Pt. Washington, NY 11050 • 516.883.7767 • 516.944.5035 fax

American Humane Association's

**SHELTER  
CONSULTATION AND  
EVALUATION SERVICES**



*Protecting  
Children & Animals  
Since 1877*

AMERICAN  
HUMANE  
ASSOCIATION™

*www.americanhumane.org*

**WE CAN HELP.**

Whether it's recommendations on renovations, working with the board and executive staff, or showing kennel technicians a new trick or two, AHA's experience working with animal shelters can help. We can visit your facilities, see firsthand your frustrations, and share with you possible solutions.

On-site visits allow us to spend quality time with you, your staff, and board; something a manual can't do. We can see your day-to-day operations in progress, participate in resolving conflicts, work directly with your board, and help you discover, and overcome, the obstacles you've had to live with.

At AHA, we recognize the unique struggle each shelter faces in maintaining, or even achieving, a professional operation within a tight budget. That's why we'll tailor these inspections and evaluations to *your* needs, and our recommendations to *your* resources.

*Our consultation and evaluation programs are designed to meet your needs. We work closely with agency staff to define what areas require review.*

### **Scope**

Shelters are complex organizations. Each individual program and department of your organization has an effect on the whole. Therefore, it is crucial that your AHA Consultant or Evaluation Team have an understanding of your organization prior to their visit.

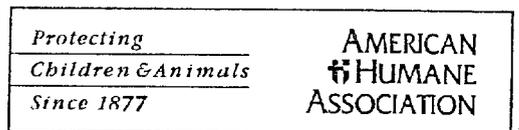
After working with shelter personnel to define the areas/programs to be evaluated, your AHA Consultant or Evaluation Team will prepare a list of documents they will require prior to their visit. The documents may include such items as budgets, newsletters, financial statements, organizing documents (i.e. bylaws), operations manuals, employee handbooks, job descriptions, adoption agreements, and marketing materials.

### **Cost**

After an initial discussion about your organization and your needs, AHA will submit a brief proposal for your review detailing the time and resources necessary to complete an evaluation or consultation.

### **Customized For You**

AHA Shelter Evaluation and Consultation programs will be designed to meet *your* needs. Our services are flexible. From a one day/one person consultation on the development of your board to a complete organizational review by a team of shelter professionals, we can put the resources of the American Humane Association to work for your organization.



*www.americanhumane.org*  
*800-227-4645*

*63 Inverness Drive East*  
*Englewood, CO 80112-5117*

American Humane Association © 2001

The following list is just a sample of the areas AHA can evaluate for your organization:

### *Shelter Operations*

- Customer service
- Animal intake procedures
- Adoption programs
- Physical plant review & evaluation (regarding current operations)
- Animal health protocols including health screening, vaccinations, treatment protocols, euthanasia protocol, and decision making
- Disease control and cleaning protocols
- General facility cleaning and maintenance
- Feeding and nutrition programs
- Animal housing
- Animal behavioral programs
- Shelter disaster preparedness plans
- Record keeping
- Large animal sheltering
- Safety compliance

### *Community Outreach*

- Marketing
- Humane education
- Volunteer programs
- Strategic partnerships
- Community disaster preparedness plans
- Community/Public relations
- Spay/Neuter programs

### *New Shelter Planning & Construction*

- Renovation or new construction
- Site plans
- Site evaluation
- Preparing for, and understanding, capital campaigns

### *Field Services*

- Animal control programs
- Licensing and ordinance enforcement
- Cruelty investigations

### *Administration and Human Resources*

- Organizing an animal welfare agency
- Resource allocation
- Human resource management
- Employee policies and procedures
- Staffing levels
- Staff recruitment and retention
- Staff stress management
- Staff training
- Board development
- Board relations
- Board member manuals
- Conflict management
- Strategic planning
- Innovations in animal welfare work

# AMERICAN HUMANE ASSOCIATION

63 Inverness Drive East  
Englewood, Colorado 80112  
800/227-4645

## SHELTER CONSULTATION AND EVALUATION SERVICES

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### *Overview*

What makes a successful animal care agency? How do you determine your community needs in developing an operating philosophy for your shelter that not only meets the current demands of the community but is proactive in solving animal related issues and problems?

The trends facing animal care agencies are multi faceted and have multi dimensional solutions. In monitoring trends in the animal welfare industry, American Humane understands that “one size” does not fit all. The climate for facilitating change within the organization depends on many factors including funding, leadership, community involvement and socioeconomic pressures. Many issues are within the agency’s ability to change. Others are not.

The goal of the animal shelter consultation and evaluation program is to take into consideration a shelter’s current needs and develop a strategic plan for change, utilizing proven management tools for implementation. American Humane works with the agency to develop a proactive and long term approach to not only evaluating the agencies current programs but also to have a toolbox of resources to draw from to implement any changes/suggestions based on our evaluation. Agencies have utilized our evaluation and subsequent report in a variety of arenas, including:

- A **performance evaluation** of the agencies services and operations;
- Addressing **target specific** issues such as increasing animal adoptions, fundraising and networking in the community;
- Developing strategic plans and steps for implementing a major **operating philosophy** change, such as going from an open door to limited admission policy and limited or no euthanasia.

## *History*

Throughout American Humane's 125-year history, animal care organizations and the animal sheltering community have looked to us for guidance and support. They want to know how their practices "measure up" to American Humane's standards and to the rest of the country's trends. Agencies look to American Humane to establish and have the knowledge of best practices and protocol regarding shelter operations and how to solve their community's animal welfare issues about pet overpopulation, animal abuse and neglect, and animal control problems.

We have performed these services in many ways:

- Informally: via discussions at conferences and workshops; correspondence; emails; and phone calls.
- Formally: requests for onsite visits to evaluate programs and operations and to offer support/advice regarding American Humane's policy and position and overall knowledge regarding best practices for the animal sheltering community/industry.
- Professional publications: a variety of publications for shelter support including our operational guide; how to's for shelter staff; pet care pamphlets and the information on our website and links to other support information, including our DC office.
- Training opportunities: regional training centers regarding shelter operations and management; animal abuse investigation training; fund raising; volunteer management; and our national conferences.
- Networking: maintaining the list serve via our Shelter Central; compiling the directory of shelters; and links to collaborative organizations.

Our most prominent endeavor over the years was the Standards of Excellence-Five Star Program, where participating shelters were evaluated in five different areas of their operations and able to achieve a five star rating from American Humane. This program was launched in 1985 and was discontinued in the early 90's. In retrospect, American Humane's attempts to evaluate and conduct an on site visit to the nation's nearly 6000 animal care and control agencies, was a tremendous undertaking. Turn over with key staff and leadership; funding challenges; and changing of operating philosophy; all affected the baseline of where the shelter was granted the original Standards of Excellence. Follow up was extremely tedious. Funding was limited to grant sources and shelters' participation was limited to those that could afford the one to two day original consultation. Our attempts to have a minimum standard that all shelters needed to strive to meet through the Standards of Excellence program was in theory a great idea but funding and staffing limitations, made the implementation costly and tedious.

One of the successful venues for agencies utilizing American Humane's expertise has been an on site shelter visit. Our proactive approach retains a vested interest in the success and implementation of our recommendations. For current shelter evaluations, we request shelters to provide two or three key questions regarding areas that they would like us to cover and address.

## ***Goals-Product Package***

We understand that the organizations time along with the financial investment is a huge endeavor and commitment. We address this issue in the following ways:

- Stream lined package that is easily marketable and explainable to the shelter community and to the public at large;
- Materials that are clear and concise;
- Unique marketing niche, not duplicating materials from other national agencies;
- Uniform methodology of on site evaluation and follow up report and materials.

Our team of shelter experts provide an on site evaluation. The template for the report is then taken back to an internal team for feedback and final recommendations and edited for distribution to the agency. Supplemental resource materials are included not only from American Humane but other organizations considered to have “best practices” within a particular operation such as board development or fundraising. We also provide networking opportunities to other groups that have successfully addressed a component of the operation.

## ***Need/Demand***

It is estimated that there are over 6000 animal care and control agencies in the United States. With the increase in pet adoption networks (rescue groups and breed specific placement partners), the number of shelter assistance groups could greatly add to that number. Literally, we have sheltering agencies and mini shelters helping those agencies with their placements.

Many of our constituents look to American Humane as being the one of the oldest and more knowledgeable of the national animal welfare agencies. Shelters look to American Humane to give them advice and guidance. The need is seen daily via our multitude of phone calls, correspondence and on line requests for assistance.

## ***Resources-Evaluation Team***

Currently, our in house staffing resources for shelter consultations include: Jodi Buckman; Joan Casey; Doug Fakkema; and Jennifer Orme. With well over a decade of combined experience, our team has incredible knowledge and expertise. Detailed biographies of the key team members are included.

## *Follow up training*

We provide agencies with a questionnaire, three months, six months and one year after the consult to have them identify their successes and areas of concern. This is used as an internal tool to keep the agency on track with their initial consult. As part of the consultation package we also provide reduced cost training opportunities for lead/key staff at regional and national conferences through out the year. We encourage the shelters evaluated to become regional training centers for American Humane for future events.

## *Measuring Outcome*

How does the agency and American Humane determine our success after an initial consultation? Agencies indicate that improved relations and morale along with a working business plan has been a continual process to monitor their success: Additional, we look at:

- Statistics-adoption rate improving; less animals coming in;
- Favorable Press-articles promoting shelter services, etc.;
- Budget/Financials-Increase in funding; charitable gifts;
- Staff retention;
- Initiation of new programs/procedures;

## THE ONLY CURE IS PREVENTION:

### A COMPREHENSIVE PROGRAM TO END SHELTER OVERPOPULATION IN AMERICA

OBJECTIVE	GOAL	PROGRAMS NEEDED TO REACH GOAL	FUNDS YEAR/ RESIDENT	SOURCES OF FUNDS	AGENCIES RESPONSIBLE TO IMPLEMENT PROGRAMS	LEGISLATION NEEDED TO REACH GOAL
1. Reduce over-breeding of pets in low-income households	Increase pet sterilization rate in low-income households to equal that of all other households	Targeted neutering assistance subsidies for low-income pet guardians	\$ .35	Public (CAP fee)	Public agencies or non-profit agencies under contract with public agencies	Companion Animal Population Control Fee (CAP fee) on unsterilized pets
2. Reduce homing failures of household pets	Reduce pet homing failures by 20%	-Subsidized pet behavior counseling programs for low-income pet guardians -Pet behavior hotline -Pet behavior information distributed to all adopters	\$ .15	Private	Community Coalition of Humane Societies, veterinarians, breeders, and pet shops	Requirement that shelters, pet shops and breeders distribute pet behavior information to all pet adopters
3. Reduce unintended litters of household kittens	Reduce by 50% the number of household cats who have a litter of kittens	"Prevent A First Litter" Community Education Campaign	\$ .05	Private	Community Coalition of Humane Societies veterinarians, trainers, breeders, and pet shops	Requirement that shelters and pet shops distribute Prevent a First Litter info with kitten adoptions
4. Reduce future breeding of pets adopted from shelters	Decrease future breeding of shelter adoptees by 95%	Sterilization programs for pets adopted from shelters	\$ .15	Private	Public and private pet adoption agencies	Requirement that all shelter adoptees be sterilized prior to transfer
5. Reduce shelter euthanasia of unsocialized cats	Reduce euthanasia of unsocialized cats by 75%	-Neutering subsidies -Socialization/placement program subsidies	\$ .15	Public (CAP fee)	Community Coalition of Humane Societies & protection groups	Requirement that outside cats be sterilized and microchipped
6. Increase number of lost pets returned to their guardians	Increase dog return-to-guardian rate to 20%; Increase cat return-to-guardian rate to 10%	-Increased dog licensing through rabies certificate notice to licensing agency -Microchipping of shelter adoptees	\$ .05	Private	Public and private shelters	Req't of rabies shot notice to licensing agency Req't that shelter adoptees be microchipped

SOLUTIONS TO OVERPOPULATION OF PETS

- 10,000 -  
 ✓✓ Annual F

	CATS	DOGS	LIVESTOCK	OTHER	TOTAL
INCOMING ANIMALS, ALIVE	5,386	4,003	41	1,532	10,962
RETURN ADOPT ANIMALS, ALIVE	54	174	0	3	231
<b>SUB-TOTAL</b>	<b>5,440</b>	<b>4,177</b>	<b>41</b>	<b>1,535</b>	<b>11,193</b>
INCOMING ANIMALS, DEAD	1,832	917	16	948	3,713
<b>TOTAL</b>	<b>7,272</b>	<b>5,094</b>	<b>57</b>	<b>2,483</b>	<b>14,906</b>
	CATS	DOGS	LIVESTOCK	OTHER	TOTAL
INCOMING ANIMALS ORIGINATION, ALIVE					
STRAY	4,429	3,194	26	1,393	9,042
SURRENDER	785	586	15	124	1,510
RETURN ADOPT ANIMALS	54	174	0	3	231
QUARANTINE, REDEEMED	50	113	0	0	163
PROTECTIVE CUSTODY	56	92	0	14	162
BORN AT SHELTER	66	18	0	1	85
<b>TOTAL</b>	<b>5,440</b>	<b>4,177</b>	<b>41</b>	<b>1,535</b>	<b>11,193</b>
	CATS	DOGS	LIVESTOCK	OTHER	TOTAL
INCOMING ANIMALS DISPOSITION, ALIVE					
ADOPT	685	1,038	18	66	1,807
REDEEM	162	1,227	3	5	1,397
TRANSFER TO RESCUE	306	289	17	171	783
RELOCATE TO NATURE	0	0	0	656	656
EUTHANASIA	4,112	1,581	5	485	6,183
<b>TOTAL</b>	<b>5,265</b>	<b>4,135</b>	<b>43</b>	<b>1,383</b>	<b>10,826</b>
	CATS	DOGS	LIVESTOCK	OTHER	TOTAL
EUTHANASIA					
ANIMAL SERVICES' DECISION	4,045	1,437	5	479	5,966
PRIVATE REQUEST	67	144		6	217
COMMERCIAL REQUEST	0	0	0	0	0
<b>TOTAL</b>	<b>4,112</b>	<b>1,581</b>	<b>5</b>	<b>485</b>	<b>6,183</b>
EUTHANASIA RATE FOR DOGS & CATS PER 1,000 POPULATION	14.42				
	CATS	DOGS	LIVESTOCK	OTHER	TOTAL
ANIMAL BITE INVESTIGATIONS					
DOG	498				
CAT	286				
OTHER	44				
<b>TOTAL</b>	<b>828</b>				
	CATS	DOGS	LIVESTOCK	OTHER	TOTAL
ANIMAL BITE SHELTER QUARANTINE					
QUARANTINED & REDEEMED	50	113	0	0	163
QUARANTINED & STRAY	100	70	0	18	188
QUARANTINED & SURRENDER	15	30		1	46
<b>TOTAL</b>	<b>165</b>	<b>213</b>	<b>0</b>	<b>19</b>	<b>397</b>

*national 20*

*50% are relinquished by owners  
 \$10*

ANIMAL SERVICES COMPARISON

Contact Person

Elaine RiCharde  
(407) 665-5203  
Seminole County

Rebecca Wilson, Manager  
(386) 248-1790  
Volusia County

Bradley Campbell  
(407) 352-4918  
Orange County

Laurie Whiting  
(321) 633-2024  
Brevard County

Marjorie Boyde  
(352) 343-9688  
Lake County

<b>How many facilities and runs do you have and what species of animals/reptiles do you pick up?</b>	We have 1 facility with 110 runs. Seminole County picks up all animals (live and dedeased) and reptiles, including livestock, excluding bears. The City of Casselberry pick up their animals and transport them to our facility.	No shelter, they contract with 2 area Humane Society's for \$113 for a 3 day stay at which time the animals are then put up for adoption or euthanized. They only pick up dogs and cats in the unincorporated portion of the county.	Their shelter houses 12,000 in 120 dog runs. They pick up dogs, cats, rabbits, ferrets etc. (small animals). They have a contract with an outside company for the pick up and disposal of deceased animals.	They have 2 facilities (North - 40 runs & South - 72 runs). They pick up all live animals including whales and otters.	They have 1 facility with 60 runs. They pick up all live animals with the exception of alligators, bears or poisonous snakes (no deceased animals).
<b>When was the last time you had expansion to the kennel area?</b>	No. Original building built in 1989.	N/A	They use an average of \$200,000 per year to update or improve the existing shelter (adding a Kitty Condo this year) and are in the process of building a new facility on the east side of town (\$8,000,000).	Yes, small projects to upgrade/expand the existing facilities. No large expansion projects.	They have been in the current facility for 10 years. Minimal upgrades have been done to their facility.
<b>How was it funded?</b>	General Fund	N/A	General Fund	General Fund	General Fund
<b>Do you have a spay/neuter clinic?</b>	No. The adoption fee includes the charges to have the animal spayed or neutered before delivery of the animal to the new owner.	One of the Humane Society's have a Mobile Clinic (bus) that does low cost spay/neuter for low income residents.	Yes, they have a mobile unit (bus) that offers low costs spay/neuter services (free to those below the poverty level) and rabies vaccinations. They also have an in-house spay/neuter clinic with a full time Vet.	No.	No, but in the process of trying to start one in-house.
<b>How is it funded?</b>	N/A	By that facility.	General Fund	N/A	General Fund
<b>How much is you annual budget?</b>	\$1,379,593 (a 4.5% increase over 2003/04)	\$1,000,000	\$5,000,000	\$3,400,000	1,128,005
<b>How is it funded?</b>	General Fund	MSD Tax on Unincorporated County	General Fund	General Fund	General Fund
<b>Do your pet licenses fund any particular part of the facility?</b>	Yes, to offset sterilization rebate program.	Helps to offset the sterilization rebate program.	No Pet Licenses sold in Orange County.	Yes, offsets the shelter expenses.	They roll back into the General Fund
<b>Do you have a sterilization rebate program?</b>	Yes, \$25 per dog or cat.	Yes/ \$42 (designed after our program). Budget \$135,000 (1/3 funded from pet licenses).	No, they have the in-house clinic and mobile clinic for sterilization.	No.	No
<b>How many employees do you have?</b>	24 full time employees plus occasional volunteers.	7 field officers, 1 field supervisor, 3 office/dispatchers, 1 manager.	68 full time plus volunteers and part time workers.	55 full time and 5 part-time employees.	21 full time employees
<b>How many animals do you pick up each year?</b>	13,376 (2003/04)	3,800( 2003/04)	14,257 (2003/04)	15,908 (2003/04)	12,000 (2003/04)
<b>How many animals are adopted each year?</b>	2,737 (2003/04)	N/A (the Human Society takes care of this).	3,051 (2003/04)	2,177 (2003/04)	912 (2003/04)
<b>How many animals are euthanized each year?</b>	4,193 (2003/04)	The two Humane Society facilities euthanize approximately 15,000 animals per year.	9,226 (2003/04)	9,227 (2003/04)	7,736 (2003/04)
<b>How many animals are reclaimed by their owners?</b>	1,388 (2003/04)	N/A	965 (2003/04)	1,695 (2003/04)	721 (2003/04)