



Public Animal Welfare Services Floyd County, GA

SHELTER ASSESSMENT

**SARA PIZANO, MA, DVM
PROGRAM DIRECTOR**

**CAMERON MOORE
PROGRAM MANAGER**

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INTRODUCTION

The Target Zero Team was invited to Floyd County to do a shelter and community assessment in January of 2017. Prior to the onsite visit, research was done that included the reviews of state laws, local ordinances, Standard Operating Procedures, historical statistical data and a Best Practice presentation was given to shelter leadership.

This report is a result of that research and onsite observations at the shelter as well as interviews with staff and area non-profits. The Target Zero team was also able to meet with county leadership to further understand and discuss perceived obstacles to lifesaving programs and discuss basic Best Practice principles outlined in this report.

The Target Zero team also hosted a public meeting during the assessment week that was attended by area shelters, rescue group volunteers and non-profits who also heard the Best Practice presentation. The director from Carroll County, Georgia, part of the Target Zero Fellowship, also spoke about the transformative lifesaving programs established at her public shelter within the last year.

In addition, Target Zero collaborates with many national and regional animal welfare organizations and a representative from Best Friends Animal Society attended the public meeting. While the director of Fix Georgia Pets was not able to attend the presentation, the director recommended that Floyd County be reviewed for a potential Target Zero Fellowship.

The Target Zero team looks at all operational processes within the municipal framework as they relate to the current community services, enforcement, shelter intake and outcome along with current allocations with a keen focus on making recommendations to create the most efficient organization. Public shelters exist to protect people from dangerous animals and protect animals from dangerous people but within the scope of enforcement responsibilities municipal shelters also have the obligation to create lifesaving programs.

The Target Zero team applauds Floyd County leadership for funding the building of the new 18,000 square foot animal shelter and appreciates the magnitude of the project. Though the purpose of this assessment is to make recommendations to improve the operation, many positive attributes include but are not limited to:

- Newly elected and supportive commissioners
- Dedicated staff interested in implementing Best Practices
- Supportive animal welfare community that includes Animal Companion Rescue Foundation, Good Shepard (dog rescue) and Floyd Felines
- Impressive save rate for dogs through rescue with Animal Companion Rescue Foundation assisting with many medical cases
- Potential for onsite spay/neuter
- Cat adoptions with natural light and condos
- 2 adoption cat rooms in lobby
- Divider doors in dog adoption runs
- Inside and outside visiting rooms
- Participants of the Kuranda bed shelter donation program
- Have a designated bathing and grooming room that is already being utilized
- Inmates provide all cleaning services daily
- Open weekends until 5pm and until 6pm 4 week day evenings

- 8 local veterinarians offer complimentary office visit for new adopters
- In excess of \$100,000 worth of pet food donated
- Standard Operating Procedures in place
- Plans to equip officers with lap tops for use in the field
- Shelter Pro software in place
- Currently developing a Request for Proposal for a non-profit to operate all services and programs with the exception of enforcement
- Veterinarian Technician students from Berry College come to the shelter 5 to 7 times a year for socialization with the animals
- Partnership recently created with photography students from Berry College to take pictures of shelter pets

Recommendations in this assessment report are based on a variety of Best Practices shared by Best Friends Animal Society, The Humane Society of the United States (HSUS), The American Society of the Prevention of Cruelty to Animals (ASPCA), Alley Cat Allies and The Million Cat Challenge (see **Resources**).

Leadership should read and follow the Association of Shelter Veterinarians [Guidelines for Standards of Care in Animal Shelters](#).

The goal of Target Zero is to help create responsible public and shelter policies that productively decrease intake by solving problems for constituents and achieve/maintain a 90% live outcome of shelter pets, within the scope of the municipal organization. Consultants acknowledge that advanced medical cases beyond hope and large, aggressive dogs that cannot be safely rehabilitated, would be humanely euthanized.

TECHNOLOGY, DATA AND STATISTICAL ANALYSIS

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- Shelter Pro software in place but underutilized
- Rescue and adoption numbers not analyzed separately so unable to assess status/success of each program
- Intake type not tracked separately so unknown trends or potential for success of Safety Net program (see **Safety Net**)
- Staff does not have email addresses or access to computers with the exception of the secretary and director

Year	Dog Intake	Dog Save Rate	Cat Intake	Cat Save Rate	Combined Save Rate
2014	2,245	89.90%	1,932	53.31%	73.01%
2015	2,150	87.75%	1,968	60.82%	74.89%
2016	1,983	94.55%	1,593	71.62%	84.34%

Figure 1: 2016 save rates are through December 31, 2016.

Live Release vs Euthanasia of Shelter Dogs and Cats

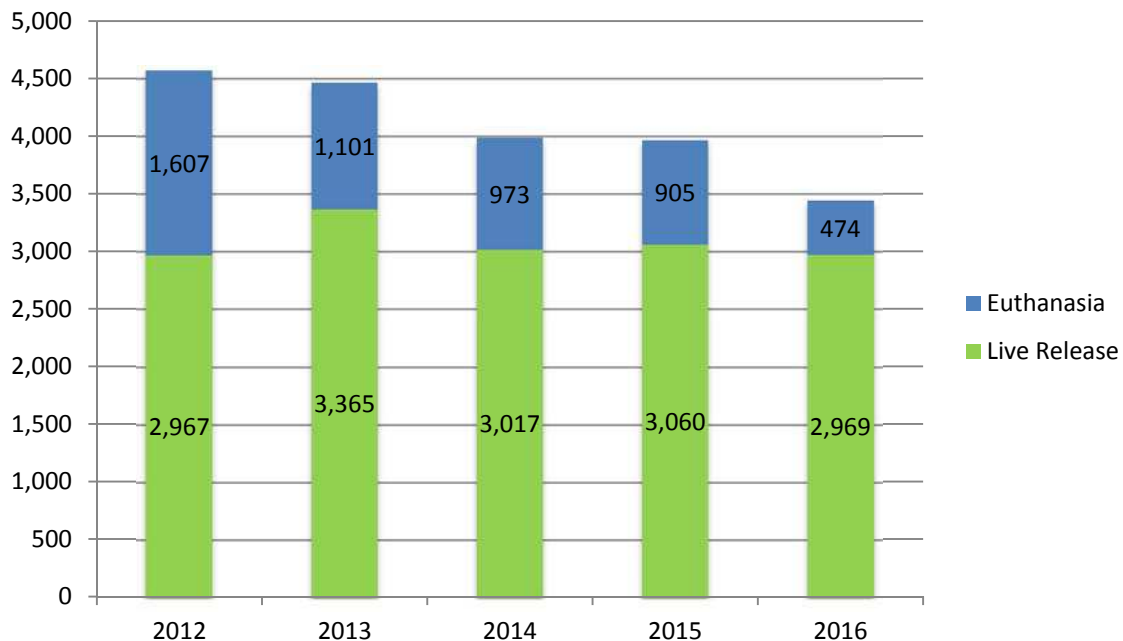


Figure 2: Depicts positive trend of decreasing intake and euthanasia since 2012. 2016 save rates are through December 31, 2016.

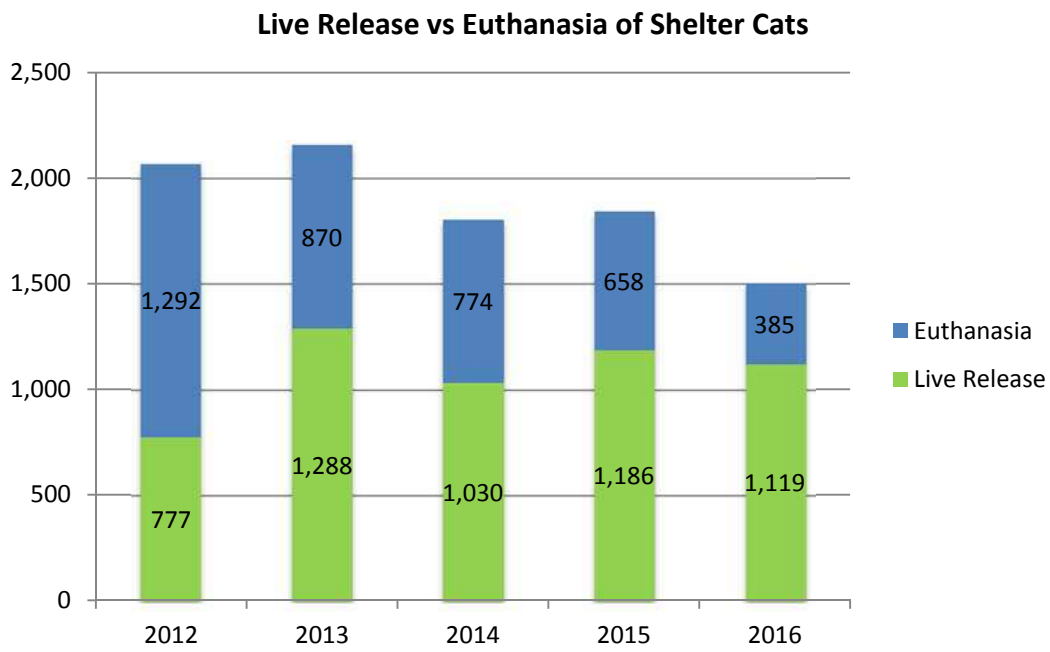


Figure 3: Depicts positive trend of decreasing intake and euthanasia since 2012. 2016 save rates are through December 31, 2016.

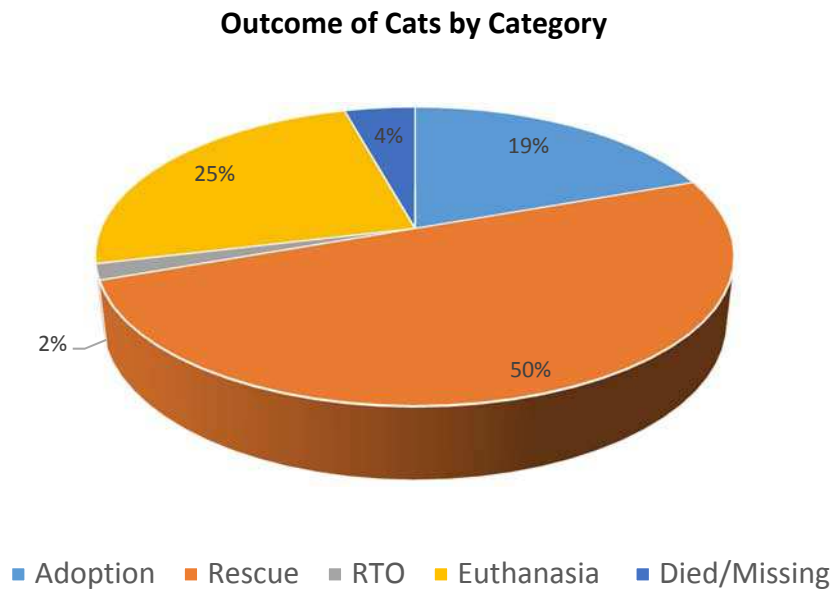


Figure 4: Depicts the percentage of outcome for cats by category for 2016.

Live Release vs Euthanasia of Shelter Dogs

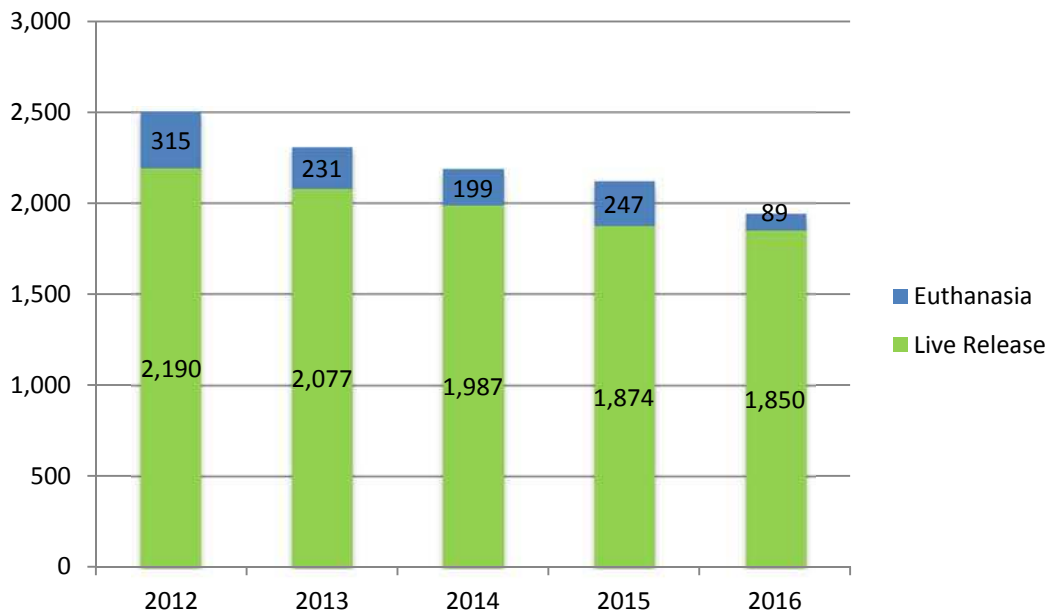


Figure 5: Depicts positive trend of decreasing intake and euthanasia since 2012. 2016 save rates are through December 31, 2016.

Outcome of Dogs by Category

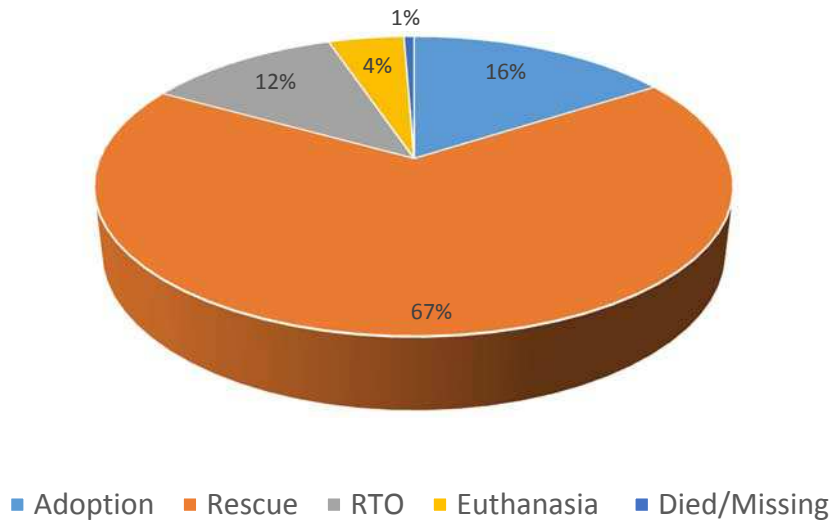


Figure 6: Depicts the percentage of outcome for dogs by category for 2016.

RECOMMENDATIONS

The efficient use of technology as it relates to the enforcement and shelter operation cannot be understated. Shelter Pro is an adequate software system but is not utilized to the fullest potential. All essential data should be entered into the software in real time and reports created to assist leadership in monitoring the success or need for improvement of programming. It appears that baseline information is not routinely tracked nor considered valuable.

The nationally accepted Basic Animal Data Matrix from Shelter Animals Count is considered an outline of the minimum data points every organization should be capturing for intake and outcome of shelter pets (attachment 1).

These include the source such as stray or owner surrender, however, as an enforcement agency, it is also important to know whether the stray pet was brought to the shelter by the public or an officer, as well as where the animal came from. 'Outcome' refers to the path the pet left the shelter such as return to owner, adoption, rescue transfer, foster, return to outside home or euthanasia. Floyd County must constantly strive to be as fiscally responsible as possible. The analysis of these trends over time with respect to each of these categories is absolutely essential when developing/evaluating programs and allocating limited resources.

Other helpful reports include intact animals so the surgery list can be created easily, animals missing a picture or preventive care, community cats ready for transfer to a non-profit partner, etc.

With respect to outcome, Floyd County has not fully developed an adoption program and several staff commented that people in Floyd County were not interested in adoptions. Consultants submit that the lack of outreach, absence of pictures of all shelter pets on the website and adoption search engines has provided a barrier for a successful adoption program (see **Open Adoptions**).

Leadership should consistently strive to create the most streamlined operation possible and staff assigned email addresses. Communication among staff, in particular leadership and enforcement staff often in the field, is paramount. All staff should be held accountable with regards to the county policies regarding social media, emails and internet use, as opposed to a blanket ban on email use.

BUDGET, BASELINE FUNDING AND GRANT OPPORTUNITIES

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- Budget for new facility in development at the time of the assessment
- Current draft of the \$518,000 annual budget does not include spay/neuter, microchipping, food, vaccinations, medical care for pets other than cruelty cases, heartworm tests, Feline Leukemia/Feline Immunodeficiency Virus (FeLV/FIV) tests or utility costs of the new facility
- Cost analysis needed for running the incinerator
- Money set aside for public dog park on property but no baseline budget allocations for basic, standard care of shelter pets
- No history of applying for grants
- Draft Request for Proposal (RFP) for a non-profit to provide all services with the exception of enforcement that includes spay/neuter, adoptions, rescue, volunteers, education, publicity and fundraising but no budget was provided at the time of the assessment
- National Spay Alliance Foundation submitted proposal for collaboration one year ago, results pending

RECOMMENDATIONS

Floyd County leadership is applauded for the completion of the new animal shelter. While it is challenging to project expenses for utilities, for example, a cost analysis of using the gas incinerator should be done. It is likely that a cost savings would be generated from taking the bodies to the landfill.

The county is responsible for providing basic care for shelter pets in the hopes of a positive live outcome. At this time, animals are admitted to the shelter by an officer or the public but there has been no allocation to care for them properly and no proactive lifesaving programs with the exception of a few rescue partnerships and an adoption contract if a member of the public comes to the shelter (see **Rescue Program** and **Open Adoptions**). Fortunately, these rescue groups have proven highly effective along with the Animal Companion Rescue Foundation that provides most medical care for pets in need.

Although Floyd County is tasked with enforcement of animal laws, it also bears the responsibility to provide basic standard care and line item allocations should include those for food, preventive care on intake (booster vaccination for felines, booster vaccination and kennel cough vaccination for canines, dewormer, flea/tick control), spay/neuter, microchipping and basic medical care. Donations, such as the recent \$100,000+ food donation and vaccinations are welcome but unlikely to be repeated consistently each year.

Leadership must position all programs to reduce or eliminate the cycle of intact and stray animals. Part of the baseline budget for every shelter must be the inclusion of spay/neuter for adopters and sterilization a requirement for all animals reclaimed by their owners. Adoption and Return to Owner fees should not be viewed as revenue to recuperate costs of services and microchipping/registering all pets leaving the shelter should be mandatory (see **Return to Owner** and **Open Adoptions**). Monies should not be invested in a public dog park while there is no allocation for live outcome programs for shelter pets. That money should be redirected for spay/neuter and a host of other immediate baseline needs.

The Target Zero team was encouraged to learn about the Request for Proposal for a non-profit to operate the shelter programs, however, it was unclear if the chosen organization was responsible for all financial support or a budget allocation would be provided. In any event, there appeared to be no allocation to add live outcome staff at this time. It may prove unrealistic to assume that a single non-profit could operate the entire shelter without ongoing financial assistance from the county. Onsite spay/neuter may have already been put in place if a collaboration with the National Spay Alliance Foundation was established during 2016. This was a missed opportunity that could have potentially supplemented baseline care.

In the meantime, an RFP will take time to complete and establish so consideration should be given to utilizing the onsite spay/neuter clinic twice weekly with a contract veterinarian and 2 staff, for example, that could prepare animals for surgery and use the balance of their time to concentrate on other live outcome programs.

Leadership should research and keep abreast on all grant opportunities now available for open admission public shelters. Many national funders, such as the Petco Foundation and Best Friends Animal Society are interested in helping organizations start new lifesaving programs. In order to be eligible the shelter must apply to become a Petco Foundation partner and a Best Friends Network partner.

Public~Private partnerships and collaborative community efforts are highly favored among funders as well and Floyd County already has several strong partnerships making the organization a good candidate (see **Resources**). Data, however, must be tracked appropriately as funders are strict about accurate statistics. Shelter leadership should also join the Million Cat Challenge as there are opportunities for donations and connections to other resources through a list-serve. A formal volunteer program and up to date Amazon

Wish List provides great opportunities for outreach and supplementing staff and needed supplies, thus decreasing costs of care.

RESPONSIBLE PUBLIC POLICY

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- 3 day stray hold and running at large clause for all animals
- In November 2015 passed Feral Cat Requirements and Enforcement
- City of Rome ordinance defines any pit bull terrier, Staffordshire bull terrier or any mix as vicious
- Court date for non-compliance scheduled at time of adoption

RECOMMENDATIONS

Laws and ordinances are created with the best of intentions to achieve a particular goal, but many of these outdated public policies are not in line with current knowledge of Best Practices that are based on actual data and studies. In the case of healthy outside cats, friendly or feral, brought to the shelter by a Good Samaritan or an officer, much evidence supports that the traditional approach of admitting them to the shelter so their owners can 'find' them or euthanizing them for population control are not effective. Although stray and owner surrendered cats were not reported separately, only 1.6% of the total was reunited with their owners and ongoing complaints regarding cats show that there is no resolution for constituents.

Community Cat Diversion involves diverting all outside cats, friendly or feral, to spay/neuter/ear tip/rabies vaccination and return to their original location as opposed to admitting to the shelter and holding for a stray period (see **Felines~ Community Cat Diversion, Housing and Husbandry**).

Likewise, codifying extensive requirements for feral cats and colonies does not achieve the goal of decreasing the overall population, as all efforts should be focused on providing subsidized spay/neuter programs and not on mandatory reporting. It is recommended that the Feral Cat Requirements and Enforcement section be revised with requirements for Community Cat Diversion that include sterilization. Community cats should be exempt from the 3 day stray hold since they would be returned to their 'outside' home, as well as the running at large and abandonment clauses. Community cats should also be ear tipped as the universal sign that cats are sterilized and have been vaccinated at least once against rabies.

Breed specific legislation is another area that has not resulted in achieving intended goals of protecting the public against dangerous dogs. There is absolutely no evidence, scientific or otherwise, that dogs with certain physical characteristics, such as those of the American Stafford terrier or pit bull type dogs are inherently aggressive. In fact, there is much evidence to conclude that breed is not a correlated risk factor for aggression but abuse, neglect and tethering are.

Dogs entering the shelter should be evaluated as individuals and based on their observed or known behaviors, not judged based only on their appearance. As per the National Canine Research Council, organizations that *do not endorse* breed specific discrimination include but are not limited to the:

- Centers for Disease Control
- National Animal Control Association
- American Bar Association
- Humane Society of the United States
- National Association of Obedience Instructors
- Best Friends Animal Society
- ASPCA
- American Veterinary Medical Association
- American Animal Hospital Association
- American Humane Association

In addition, in 2012, the insurance giant State Farm repealed a ban in the state of Ohio and in annual tests by the American Temperament Testing Society, pit bulls consistently scored higher than many other popular breeds including golden retrievers (atts.org).

It is strongly recommended that the breed specific legislation banning pit bull type dogs be eliminated from the code as language already addresses dangerous dogs.

ENFORCEMENT PROGRAM

STATUS~OPPORTUNITIES FOR IMPROVEMENT

Call Type	# in 2016
C-1 Animal who's owner is know	658
C-2 Animal without know owner	1,466
C-3 Bite case/rabies follow up	125
C-4 Female in heat	11
C-5 Vicious animal	333
C-5NPH vicious animal "not properly housed/confined"	47
C-6 Injured/sick animal	211
C-7 Dead animal removal	201
C-8 General cruelty	117
C-8ABAN abandoned animal	73
C-8FWS Food, water or shelter violations	248
C-9 Euthanize (1 injured cat, 1 injured dog, 1 raccoon)	3
C-10 Rabies suspect	7
C-11 Animal in trap, needs to be reset	249
C-12 Cat case (could be an owned cat or stray, additional C-1 or C-2 would also be applied)	829
C-13 Livestock loose	60
C-14 Wildlife issue	59
C-15 Nuisance, mostly used for barking dog complaints	141
C-16 Set trap request	105
C-17 Return/remove trap	19
C-19 Foul odor	3
C-20 Citation required	58
C-30 Anonymous complaint	183
C-50 Impound owner animal	58
C-55 In the area of "_____"	273
Total Calls Responded To:	5,537

- In 2016, potential 1,202 calls or 21% (C-11, C-12 and C-16) of officer time spent delivering, setting up or picking up cat traps, transporting healthy cats to the shelter.
- 201 dead animal pick up calls that officer had to respond to and take inmates away from the shelter because of supervision rules
- C-55 calls are miscellaneous so cannot be categorized from general report
- Only one microchip scanner kept in on-call box but plans to purchase new \$35 scanner for each truck
- ACOs handwrite cards for secretary to enter pertinent information into Shelter Pro then secretary responsible to place cage card with pet by the end of the day
- Shelter pets have no neck bands with identification

RECOMMENDATIONS

Floyd County is tasked with the enforcement of animal laws and should therefore be laser focused on protecting the public and animals alike. Having said that, tasks performed by staff that does not support those goals should be redirected.

Setting traps for and transporting healthy community cats to the shelter does neither, yet 21% or 1,202 of the calls in 2016 were in those categories. Anecdotally, officers reported that over 70% of their time was spent dealing with those types of calls. Diverting outside cats to spay/neuter/ear tip/vaccination is the only known effective way to decrease the cat population in the community and in the shelter, while increasing community immunity against rabies and providing a solution to end their exponential reproduction. When these programs are implemented correctly, shelters universally see a drastic decrease in complaint calls related to cats.

The shelter is fortunate to have inmates available daily for all sanitation duties. However, the officer assigned to supervise the inmates must also respond to calls for dead animal pick up. This leads to two issues. First, because there is a supervisor to inmate ratio that must be maintained, inmates must often leave the shelter with their supervisor. Second, officers are called for bodies too large for them to pick up themselves and do not have the proper vehicle/equipment to do so. In a meeting with county leadership, this was mentioned as a task that was likely to be transitioned to another department.

Reuniting pets in the field must be an ongoing goal of the officers and each truck must be equipped with a microchip scanner. If a pet is admitted to the shelter, the officers should enter all pertinent information in Shelter Pro and generate a cage card that stays with the pet. Leadership reports that officers will be issued tough books in the near future, making this streamlined process possible. Since there are no dedicated intake staff, officers should also provide preventive care for each pet (unless too aggressive to handle) and upload a picture of the pet in the shelter software in real time on intake.

Implementing a Community Cat Diversion program and transitioning dead animal pick up to another department, will provide ample time for officers to use their time more efficiently and even contribute to other lifesaving programs. Floyd County is responsible for the housing, care and outcome of stray and dangerous pets, rabies suspects and court cases. An identification neck band should be placed on each pet entering the shelter unless they are too aggressive.

COMMUNITY PROGRAMS

VOLUNTEER PROGRAMS

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- Staff reports there are a 'few' volunteers
- There is no formal volunteer program or coordinator

RECOMMENDATIONS

The value and importance of a formal volunteer program cannot be overemphasized. Volunteers can provide enrichment, socialization, exercise, behavior modification, enhance the care of the shelter pets, assist with adoptions, transfer of pets to rescue groups, bathe and groom dogs, fundraise and more.

A robust formalized volunteer program can supplement the work of limited staff.

Volunteers must be educated about the shelter and be provided with an orientation beyond the education of working with inmates. At this time, since there is no designated staff person to oversee a volunteer program, leadership should consider a train-the-trainer type program whereby volunteers are providing the shelter orientation and on the job training.

The Humane Society of the United States Volunteer Management for Animal Care Organizations at animalsheltering.org/topics/volunteer-management, is a helpful guide when designing this program. A standard release of liability should be provided by the Floyd County attorney's office.

TARGETED SPAY/NEUTER

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- No information on website regarding spay/neuter services but recommends
- Nearest high volume spay/neuter programs ±60 minutes away (National Spay Alliance Foundation and West Georgia Spay Neuter Clinic)
- No subsidized targeted spay/neuter in Floyd County
- Non-profit Sterile Feral organization focuses on sterilizing community cats around commercial properties
- Non-profit Fix Georgia Pets sponsored 500 community cat surgeries in 2015/2016

RECOMMENDATIONS

Part of productively reducing shelter intake is providing accessible services to target groups. Studies prove that most animals entering shelters are intact and from low-income households. Therefore, by providing low-income pet owners subsidized spay/neuter services, intake at the public shelter decreases (*Getting to Zero*, Peter Marsh). In general, the tipping point is 5 subsidized surgeries per 1,000 residents.

In Floyd County with 96,000 residents, a minimum of 500 surgeries must be subsidized annually (± 250 cats and ± 250 dogs) to decrease shelter intake.

The owner must be income qualified and any co-pay kept under \$20 or preferably free. Income qualifying pet owners should be simple and streamlined in an effort to remove all barriers to service with as few steps as possible. When scheduling the appointment with the service provider, the client would be instructed to bring proof of qualification. Pet owners on government assistance automatically qualify and can simply show their Medicaid, Food Stamp, WIC or SSI documentation.

For those in need but not on government assistance, qualification may be done based on income if they earn less than 250% of the poverty level (2017 Federal Poverty Level Chart can be found online). For those individuals, copies of their W2's, previous year tax returns, current paystubs or other income verifying documentation can be used.

Partnerships could be created with Sterile Feral, the National Spay Alliance, Fix Georgia Pets and private practice veterinarians to provide surgeries and receive reimbursement from the county. This proactive program may be funded by a county allocation, grants or donations.

Targeted spay/neuter programs that include low-income pet owners, community cats, large breed dogs and pets from high intake areas are showing the direct inverse correlation between the number of targeted surgeries and shelter intake/euthanasia.

Many targeted spay/neuter programs, such as the ones below, are proving the inverse relationship between subsidized surgeries and decreased shelter intake/euthanasia.

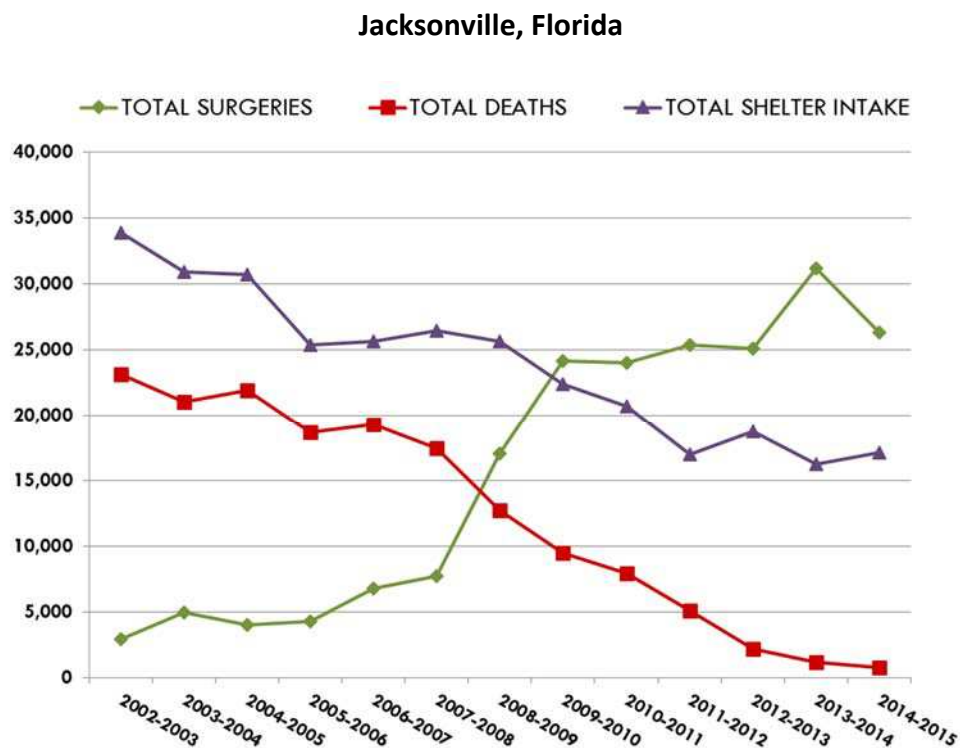


Figure 7: Inverse Relationship between targeted spay/neuter and shelter intake/euthanasia in Jacksonville, Florida.

Waco, Texas

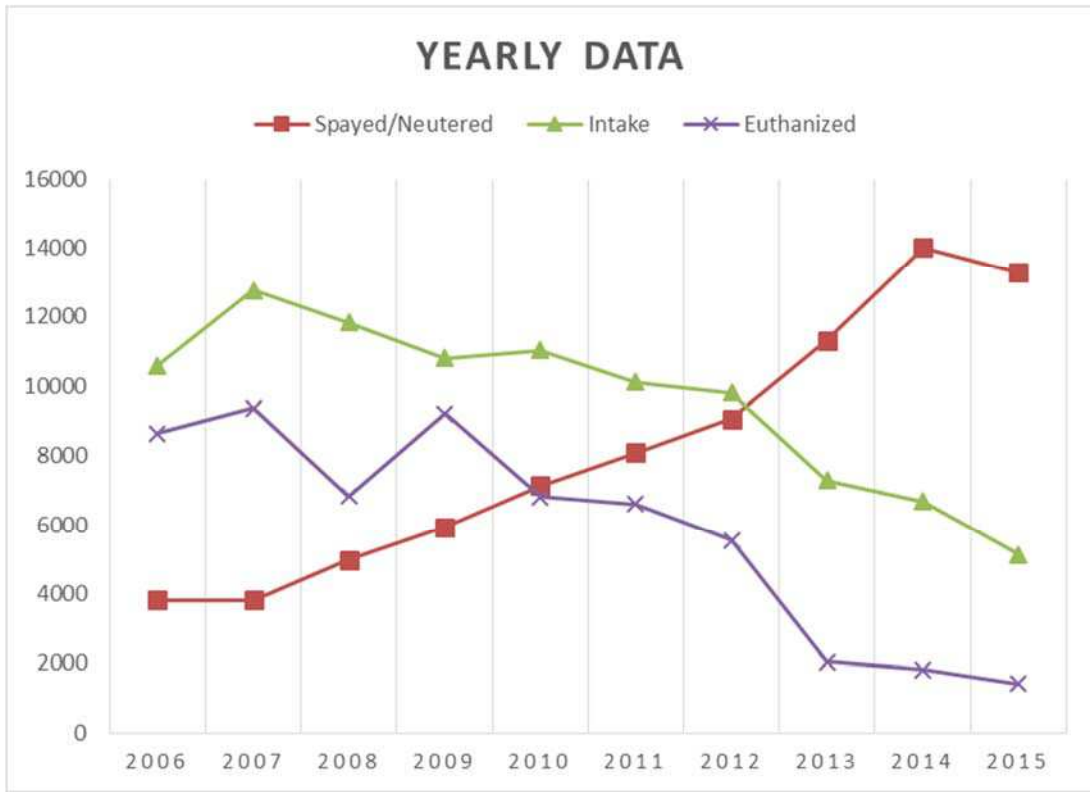


Figure 8: Inverse Relationship between targeted spay/neuter and shelter intake/euthanasia in Waco, Texas.

Huntsville, Alabama

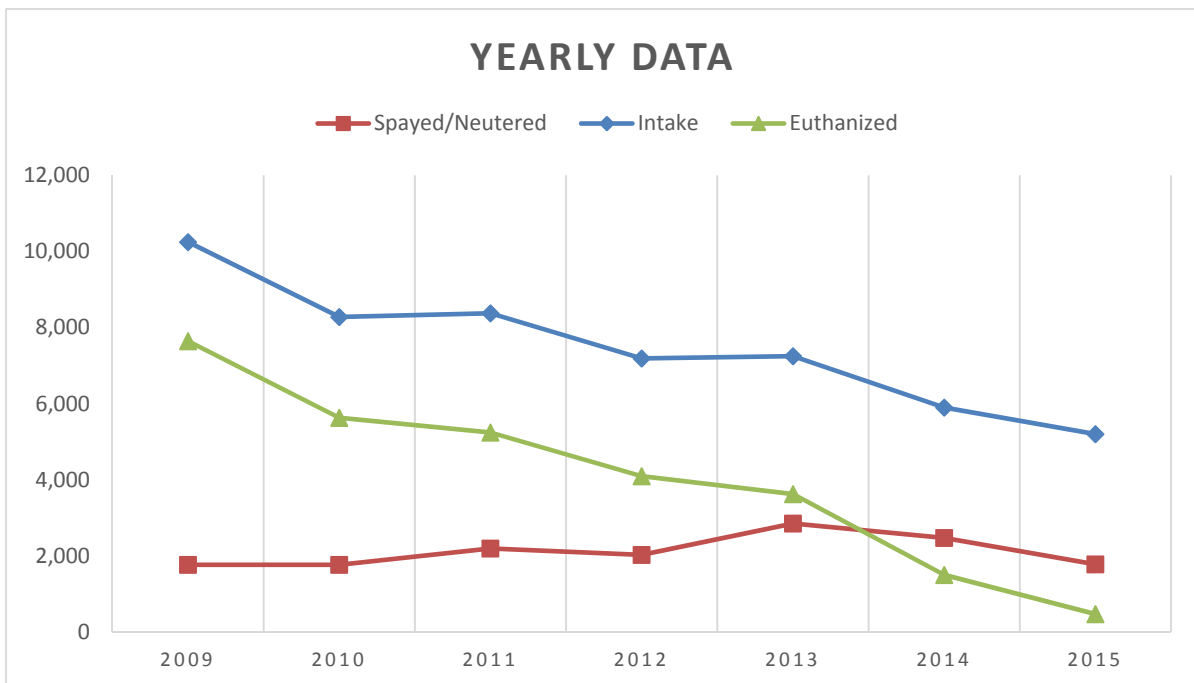


Figure 9: Inverse Relationship between targeted spay/neuter and shelter intake/euthanasia in Huntsville, Alabama.

Indianapolis, Indiana

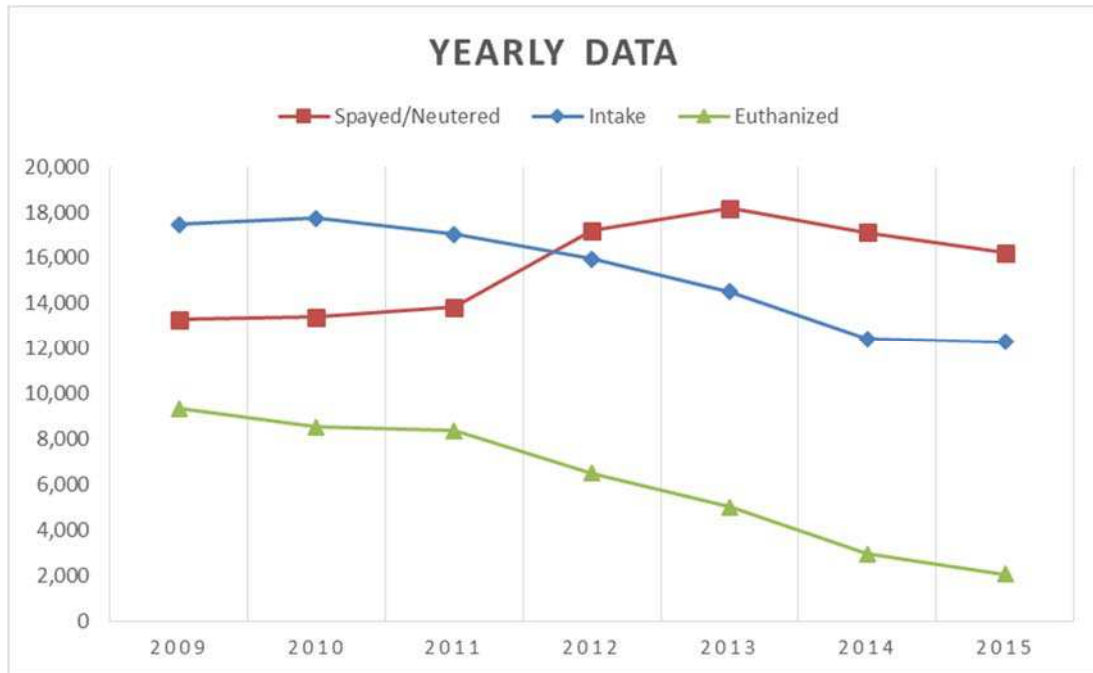


Figure 10: Inverse Relationship between targeted spay/neuter and shelter intake/euthanasia in Indianapolis, Indiana.

MANAGED INTAKE, SAFETY NET AND GOOD SAMARITAN FOSTER PROGRAM

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- No Safety Net program, Good Samaritan foster program or managed intake
- No charge for owner to surrender, easy process as opposed to adoption process

RECOMMENDATIONS

We now know there are many simple and free strategies that can productively decrease shelter intake while keeping animals and people safe and providing solutions for pet owners.

A 2015 study done by the ASPCA showed that 30 to 40% of pet owners surrendering to shelters would have kept their pets if they had temporary assistance. Also, in 2015, a Maddie's Fund survey showed that even though open admission shelters need the most help, they are the least likely to ask.

With this knowledge, we can see the great potential to ensure that shelters are used as a last resort and not the first option. Safety Net programs can be volunteer or staff driven and include a call back service for pet owners needing assistance before arriving at the shelter. Requiring appointments to surrender their pets to the shelter provides an opportunity for a Safety Net volunteer to intervene and identify the challenge. Leadership reported that they are considering scheduling owner surrenders.

Volunteers may network in the community and raise funds to assist pet owners with minor veterinary bills, crisis housing/foster care, subsidized spay/neuter, behavior advice and training. Services may be in kind, donated or associated with a cost and there is already ample donated food at the shelter to start a food bank that will likely expire if not used soon.

The Target Zero Fellow in Brevard County, Florida is operated by the Sheriff's Office. In the first year of the Safety Net program, a dedicated staff person has been successful helping 80% of the canines and 80% of the felines outside the shelter, thereby dramatically reducing intake of owner surrenders.

When there are no options other than surrender to the shelter, an owner must be required to schedule an appointment and be charged a fee to surrender. This is commonly called managed intake and allows limited shelter resources to be used most effectively. National funders, such as the ASPCA, have awarded grants for such programs in 2016.

RESPONSIBLE SHELTER PROGRAMS

SPAY/NEUTER OF SHELTER ANIMALS

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- As per county ordinance, adopters are financially and physically responsible for sterilization after adoption
- Newly constructed onsite spay/neuter but no staff allocated to operate

RECOMMENDATIONS

With the responsibility to house, care and adopt or send shelter pets to rescue groups, comes the responsibility to provide basic services. Knowing that the majority of animals entering shelters are intact, leadership must design all programs with the goal of breaking the cycle.

Basic standard Best Practice includes sterilization in the adoption fee that should not be viewed as a revenue source to recuperate cost of services.

Ideally, all pets should be sterilized prior to release and a cost analysis of employing a contract spay/neuter surgeon several times a week should be considered as the Request for Proposals to operate the shelter will take time to establish. In general, 2 support staff are needed per veterinarian in surgery.

A more labor intensive program would entail the temporary outsourcing of spay/neuter prior to adoption without increasing the length of stay in the shelter. Length of stay in any shelter is correlated with increased infectious disease rates, costs of care and euthanasia. All effort should be made to place shelter pets in the best live outcome option in the shortest period of time.

CANINES~HOUSING AND HUSBANDRY

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- Small dog and puppy enclosures and quarantine runs with no divider doors
- Inmates may work in teams while one inmate holds dog on a leash and other inmate cleans single enclosure
- Divider doors in adoption runs kept closed so dog(s) sequestered on one side to reduce cleaning time
- Dogs not provided with toys or enrichment
- Runs/enclosures not dried after cleaning process

RECOMMENDATIONS

Dog runs with divider doors are considered Best Practice design, however, the purpose of the doors is to sequester dogs on one side *only* during the cleaning process thereby giving them ample space the remainder of the day. Dogs will tend to relieve themselves on one side leaving the other side where they can eat and rest on a clean surface.

In the area with single enclosures, the 'move one down' system is recommended. During the assessment, there were many open runs and enclosures but in the spring and summer, it will not likely be possible for inmates to hold dogs for one another.

The 'move one down' process involves putting one dog at the end of a row in an alternate location that may be an outside play area (preferably) or a crate. The first enclosure is thoroughly cleaned and dried and the neighboring dog moved into the sanitized enclosure. The first dog can then be moved to the opposite end of the row. It is imperative that runs/floors/beds are dried before replacing dogs. When utilizing the 'move one down' system, care must be taken to ensure that cage spaces coordinate with cage spaces in Shelter Pro.

Enrichment is crucial for pets in shelters that provide mental stimulation and prevent boredom. Providing interactive toys, soft blankets or towels and social interaction with people is imperative. Some companies have shelter programs, such as those found at kongcompany.com and all shelters should have an Amazon Wish List on the home page of their website. Only items that can be disinfected should be used.

When the volunteer program is developed, dogs may be walked or exercised outside and consideration should be given to create outdoor play yards for shelter dogs as opposed to using funds for a dog park for the public. Outdoor play yards could be lined with artificial grass for easy disinfection, provided some shade and give a space to run and play.

FELINES~ COMMUNITY CAT DIVERSION, HOUSING AND HUSBANDRY

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- No Community Cat Diversion
- All 'fractious' cats euthanized on intake, use rabies pole to restrain
- No feral dens
- 3 day stray hold, subject to running at large
- Shor-Line cat condos but sequestered in one compartment, small litter box cubby and plexiglass enclosed
- Dry food only fed twice daily but food not left in cage

- Thoroughly cleaning with disinfectant done daily

RECOMMENDATIONS

Community Cat Diversion programs make sense for shelters, the public and is a crucial lifesaving strategy. The basis of the program is to use common sense and assess an incoming cat 'found' outside by their healthy body weight. Though the shelter employee or Good Samaritan may not know the cat's food source, the cat clearly does. In fact, Good Samaritans have been trained to bring pets to shelters they see outside with the goal of reuniting them with their owners when in fact, the cats are not lost but allowed access to the outside.

Sterilizing, ear tipping and vaccinating an outside cat against rabies and returning him to the area where he came from should be considered a 'return to outside home'. Since these cats are cared for based on their healthy body weight, they should be exempt from the stray hold period, abandonment or leash laws.

This program is supported philosophically and financially by all reputable national organizations to include the Best Friends Animal Society, PetSmart Charities, the ASPCA, the Humane Society of the United States, Alley Cat Allies, the Association of Shelter Veterinarians and the Million Cat Challenge. Leadership should join the Million Cat Challenge list-serve to learn how progressive shelters are operating and about Best Practice strategy successes.

In addition, the Centers for Disease Control does not recommend euthanizing *any* species that could potentially carry rabies as a method of prevention. Stopping the population growth by sterilizing and vaccinating cats returned to their outside home increases community immunity that is not addressed by trap and euthanize.

This program has only benefits including:

- Targeting the solution and stopping the reproduction cycle, thus decreasing the overall number of outside cats and their unwanted mating behaviors
- Returns cats to their outdoor home where they had a known food source(s)
- Increases community immunity against rabies
- Decreases the number of cats entering the shelter and ultimately losing their lives
- Increases the chance of reuniting cats with their owners
- Increases the adoption chance of those cats that do enter the adoption program (indoor only, declawed cats, young kittens)
- Conserves limited shelter resources (time, staff, money, supplies, cage space, etc.) for other proactive and lifesaving programs for shelter dogs and cats
- Decreases the number of free roaming cats so less zoonotic potential of rabies and intestinal parasites
- Less free roaming cats means less wildlife at risk
- No need to test for Feline Immunodeficiency Virus (FIV) or Feline Leukemia Virus (FeLV) since sterilized cats are unlikely to spread these diseases even if positive

There are several key reasons why Community Cat Diversion makes sense operationally, financially and morally:

- Studies prove that cats are seven to ten **7-10** times more likely to find their way home or be adopted from the street than a shelter
- It will drastically decrease cat intake and therefore cost of care
- Every community that implements Community Cat Diversion programs virtually eliminates complaint calls regarding cats since behaviors associated with mating are eliminated
- This program offers a solution by ending the reproduction of cats returning to their 'outside home' instead of trying to manage the symptoms by trapping and euthanizing
- Community Cat Diversion is successful in many hundreds of communities across the country as well as many municipalities in Georgia such as Carroll County, Cobb County, metro Atlanta and Columbus to name a few

It is crucial that all shelter staff understand the very basic and simple components of this program before it is started. In a national survey sponsored by Alley Cat Allies, a Harris poll showed that 81% of respondents did not want community cats euthanized. When this program is rolled out with informed staff and volunteers, the culture in the community will eventually change as the public becomes educated.

The Target Zero team appreciates the current capacity issues in surgery but when this program is developed, the ideal turnaround time is:

- Day 1: Enters the shelter only if Good Samaritan will not take directly to spay/neuter
- Day 2: Spay/neuter, ear tip, rabies vaccination, deworming, flea control if needed
- Day 3: Release to their original outside home by ACOs, designated shelter staff or other non-profit partners (Floyd Felines has already expressed an interest in transferring cats to their organization for this program)

During the 3-day period, feral cats may be held in humane traps and given food/water. This type of temporary housing is the least stressful and safest for the cats and staff. If cats must wait longer than 3 days in the shelter for surgery, a feral den in an appropriately sized cage is a better option.



Figure 11: Example of a feral cat housed in a humane trap on PCV pipes with food/water awaiting next day surgery or release.



Figure 12: An example of a feral den with a plexiglass front door that should face the back or side of the cage and a circle opening on the side for the cat to access food/water and litter box while awaiting surgery or release.

If a fractious cat does need to be euthanized, the cat should be sequestered in a feral den or a trap with a trap divider (see picture below).



Figure 18: Sample TD2 Small Trap Divider offered for sale at trucatchtraps.com

Rabies poles should never be used to restrain cats. Feral dens and traps are effective tools to keep staff safe.

Many communities across the country have adopted this program and virtually eliminated complaints about cats as well as preserved valuable and limited enforcement time to focus on true public safety issues.

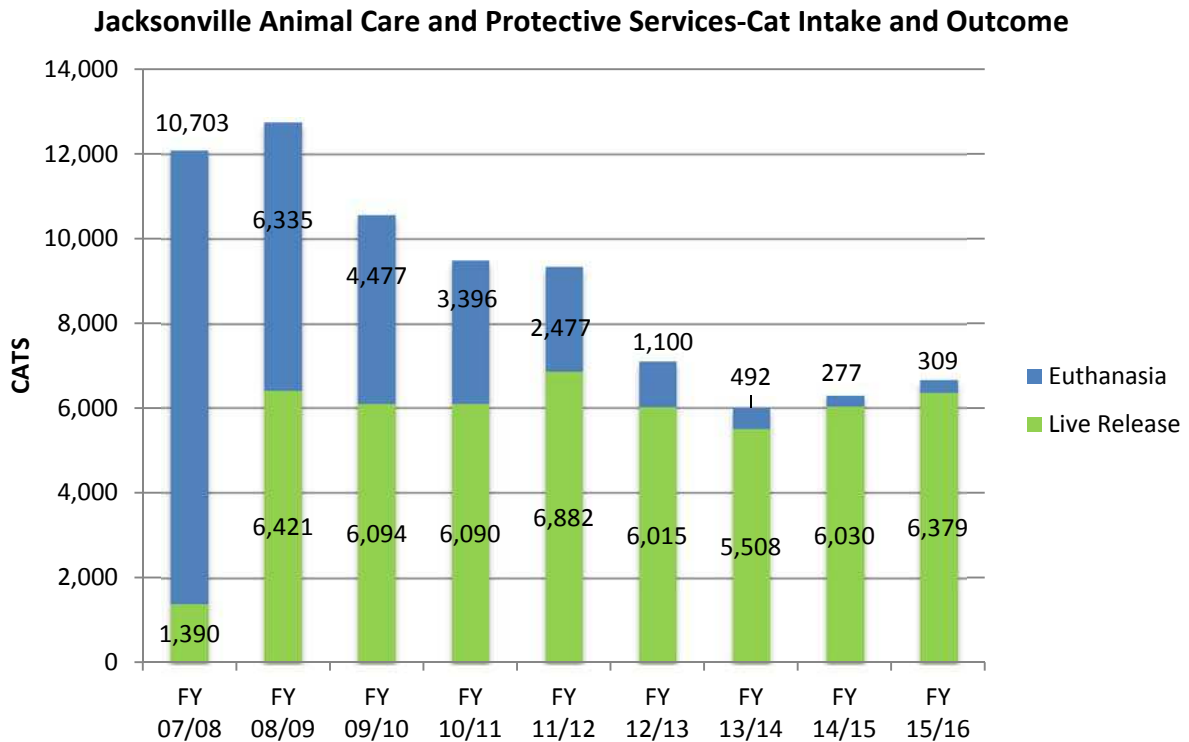


Figure 13: Shows decreasing intake/euthanasia of cats after Community Cat Diversion program (called Feral Freedom) in Jacksonville, Florida in August 2008.

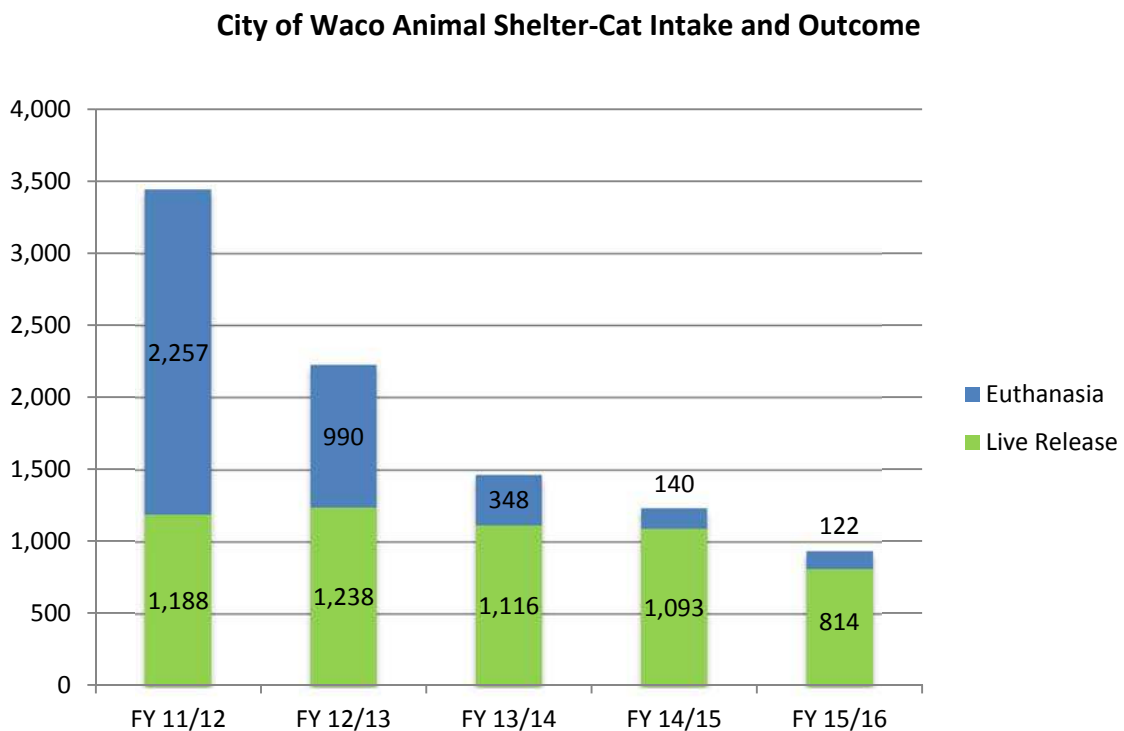


Figure 14: Shows the decrease in shelter intake and euthanasia after the Community Cat program began in October of 2013 in Waco, Texas.

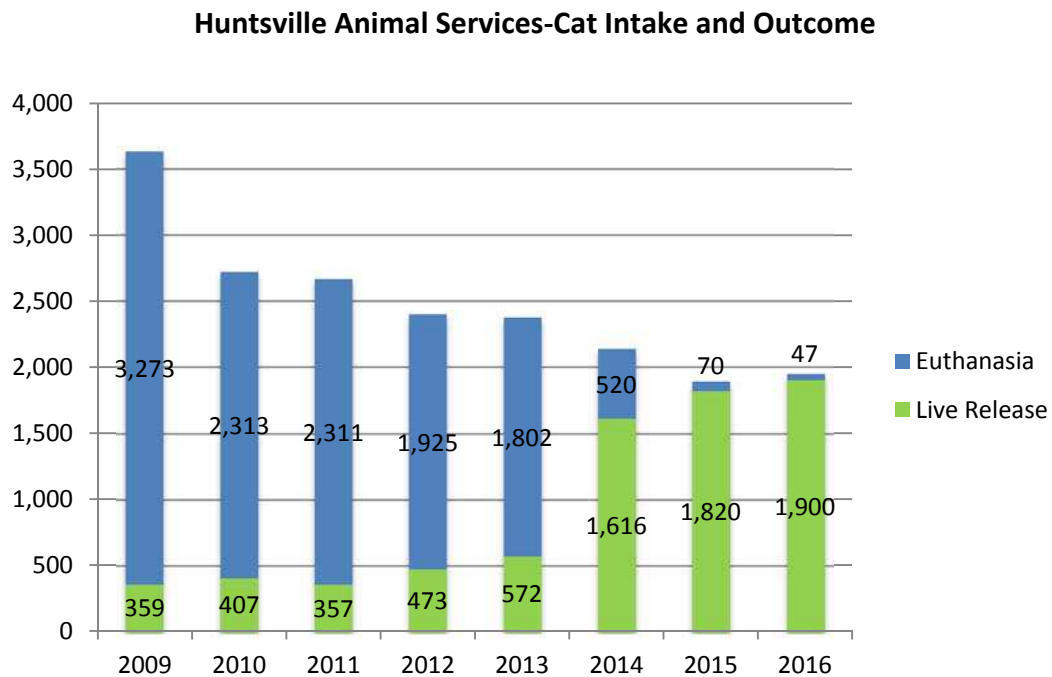


Figure 15: Shows decrease shelter intake of cats after income targeted spay/neuter began in 2009 and increased live release of cats after the Community Cat Diversion program began in April 2014 at Huntsville Animal Services. 2016 figures are through December 31, 2016.

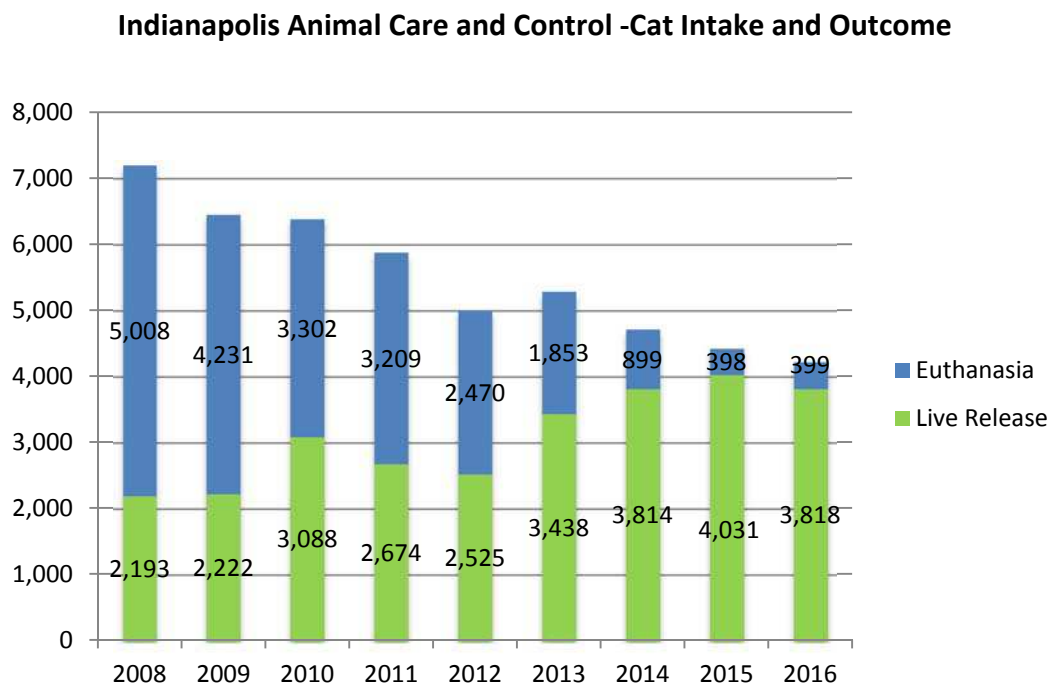


Figure 16: Shows the dramatic decrease of cat euthanasia numbers after the Community Cat Diversion Program was implemented in August 2013. 2016 figures are through December 31, 2016.

Greenville County Community Cat Intake by Source

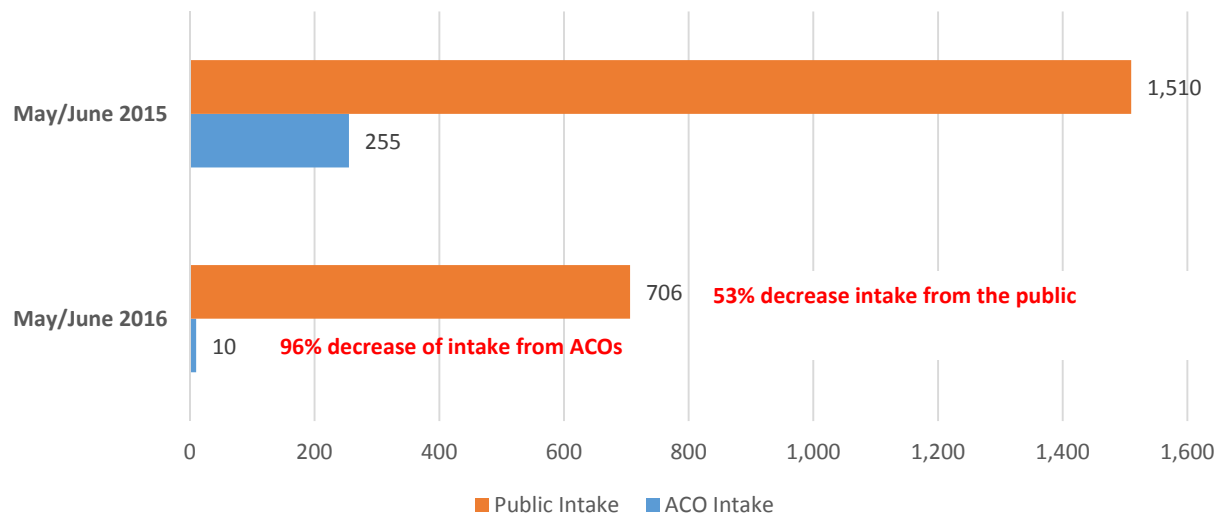


Figure 17: Shows the comparison in intake from the public and animal control officers in a 2 month period before and after Community Cat Diversion implemented.

Only indoor owner surrendered cats with no other alternative intake should enter the shelter system, which should be a fraction of the historical number. Proper housing and enrichment reduces stress and therefore the incidence of upper respiratory infections in cats. Less than 12 square foot of space per cat is considered inhumane housing.

In the current non-public areas where cats are housed in stainless steel cage banks, a simple portal may provide access to 2 small cages thus providing the most humane housing for those cats.



Figure 18: Shows an example of stainless steel cages retrofitted with one porthole between two cages. <http://www.sheltermedicine.com/library/manufactured-portals-order-information-and-instruction-for-installation>

In adoptions, cats should have access to both the top and bottom sections of the condos with the litter box placed on the bottom floor. Many adult cats are too large to fit in the cubby meant for the litter box. When shelter cats are not able to stand, lay down and squat to use the litter box normally, it increases their stress level that increases the upper respiratory infection rates. During the assessment, leadership made these changes.

Cats are comforted by smells and items they have become accustomed to. It is not necessary to fully disinfect an enclosure during the cats' stay and likewise, items such as toys, blankets and beds that are not soiled, should remain with the cat. A simple spot clean, changing litter, etc. is sufficient while the cat remains in his enclosure.

The concept of spot cleaning cats was introduced during the assessment and shelter leadership very receptive. This protocol was implemented during the assessment week as was feeding canned food once daily and leaving dry food in the cage. Cats prefer to graze and eat small amounts as opposed to eating large meals.

Enrichment for shelter cats is as important as it is for dogs. Interactive toys, especially those that can be disinfected, like ping pong balls, work well. Companies, such as Imperial cats, have shelter programs for Scratch 'n Bits (imperialcat.com/giveback.php) (see **Resources**).

POPULATION MANAGEMENT

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- No population management
- No veterinarian on staff or contracted
- No snap tests for parvo virus
- Not fully vaccinating on intake
- Only medical care provided for cruelty cases at private veterinarian, all others may be helped by non-profit Animal Rescue Foundation
- No staff dedicated to live outcome (return to owner, adoption, rescue or foster)
- Standard Operating Procedures not in line with Best Practice, last updated in 2005

RECOMMENDATIONS

Designated staff and/or volunteers should be working to ensure each pet entering the shelter has a plan for live outcome with the shortest length of stay in the shelter. Once efforts have been made through Safety Net, managed intake, Good Samaritan foster care and/or community cat diversion, there will be far fewer animals in the shelter annually.

A variety of adoption and lost and found search engines reach an unlimited number of people in real time so it is imperative that a picture of each pet be taken on intake and auto uploaded to the website and linked to those search engines. Not only will this process likely increase the number of pets adopted and sent to rescue groups but reunite more pets with their owners.

Until such time that the county hires employees designated for live outcome programs or a contract is in place with a non-profit, volunteers should be recruited to advocate for shelter pets via social media.

Vaccinating canines on intake with a booster and kennel cough vaccinations and felines with a booster vaccination *on intake* are standard essential practices for every shelter.

Standard Operating Procedures are in place but in need of updating so they reflect basic, standard Best Practices. If Floyd County becomes a Target Zero Fellow, this can be done by the Target Zero team in collaboration with the shelter leadership.

EFFECTIVE LIVE OUTCOME PROGRAMS

OUTREACH/SOCIAL MEDIA

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- Very few pictures of shelter pets on website or adoptapet.com but those not in real time
- Local newspaper photographs pets weekly as well as photography students from the local college
- Non-profit Chestnut Mutts takes and posts pictures on their Facebook page
- Shelter Facebook page not utilized anymore due to negative comments and lack of dedicated staff to keep it up
- No other social media outlets
- Lack of outreach limits life saving potential of return to owner, adoption and rescue programs

RECOMMENDATIONS

Floyd County continues to be focused on an enforcement program but now must also embrace the responsibility to create, develop and fund a basic lifesaving program for those pets that do enter the shelter, in addition to the current rescue partnerships.

In our culture today, technology is utilized to reunite pets with their owners, find new homes for pets, showcase shelter pets, network with rescue partners and raise money and awareness for shelter pets. Floyd County is obligated to create a basic social media program that must include taking pictures of all shelter pets on intake. Posting those pictures in real time on the county website, a Facebook page and auto uploading to all search engines such as adoptapet.com, petfinder.com is considered basic standard Best Practice with the exception of court cases, dangerous dogs and community cats being returned to their outside home.

The county should capitalize on the help of non-profit groups already working on social media outreach but the absence of pictures taken on intake makes this an arduous and time consuming task that could be streamlined.

RETURN TO OWNER

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- 11% or 228 out of 1,983 dogs returned to their owners in 2016
- 1.6% or 27 out of 1,593 cats returned to their owners in 2016

RECOMMENDATIONS

The return to owner rate for cats at 1.6% is unfortunately typical in shelters and the proof that a stray hold for community cats has not lead to the intended goal of reunification. A Community Cat Diversion program should be considered 'return to outside home' as studies show cats are 7 to 10 times more likely

to find their way home from the street or find a new home as opposed to entering a shelter (see **Felines~Community Cat Diversion Program**).

The return to owner rate for dogs is a dismal 11%, yet not surprising with the lack of microchipping for all shelter pets and return to owners and no social media outreach or live outcome program. This is far below the national average of 26% reported by the ASPCA. A social media program alone and embracing a community minded approach to animal control will increase this percentage (see **Resources**).

An owner reclaiming his pet at the shelter should be incentivized to sterilize, rabies vaccinate and microchip the pet. For example, an owner could be charged the standard adoption fee with the same services (\$35 or 40), all-inclusive or offered a fee of several hundred dollars without services. Currently, the director does have the authority to negotiate return to owner fees but high fees and punitive measures likely add to the low return to owner rate.

OPEN ADOPTIONS

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- Adopter must pay for sterilization after adoption, not covered in adoption fee
- Added work for secretary to follow up with compliance
- Adoption contract
 - First 4 of 7 paragraphs threaten citations
 - Given court date for non-compliance of spay/neuter that will be cancelled when adopter provides proof
 - No information educating adopters about vaccinations, deworming, heartworm test for dogs or FeLV/FIV test for cats
 - If rent, must provide written letter from landlord
- Fees for felines is \$35 for booster vaccination only
- Fees for canines is \$40 for booster vaccination and deworming only
- No longer including microchipping
- Adopters can be denied
 - If adopter lives in an apartment complex or mobile home community unless they provide written authorization as phone calls from landlords will not be accepted
 - If adopter's children are not present or if animal is said to not be good with children
 - If animal is said to not be good with other animals and the adopter has pets
 - If someone in the household has previously adopted 3 animals within a 12 month time frame because of a fear that pets are being sold
 - If a person has surrendered an animal in the past
- Staff perception is that people in Floyd County are not interested in adoption but there is no outreach for the community to learn about shelter animals, no social media and a threatening adoption contract

RECOMMENDATIONS

The entire adoption program at the Floyd County shelter is in direct conflict with basic standard Best Practices and a philosophical cultural shift is needed to transition policies from enforcement/punitive approach to a life saving approach.

The Humane Society of the United States Adopters Welcome Guidelines must be required reading for all county leadership, budget analysts, county attorneys, shelter staff, rescue partners and volunteers.

There are no restrictions or charges to surrender a pet to the shelter, yet many barriers and threats of citations, including a scheduled court date for anticipated non-compliance of sterilization that is included in the adoption contract.

Everything about the adoption program should be reversed. First, the public should be able to search online and see all shelter pets when searching for a lost pet or new pet to adopt. Second, Floyd County has the responsibility to prevent unwanted litters and the basics must be included in the current adoption fees (booster vaccinations, kennel cough vaccine for canines, deworming, flea/tick control, spay/neuter, microchip, heartworm test for dogs over 7 months and FeLV/FIV test for felines). Adoption specials with lower pricing will decrease the length of stay and result in more adoptions, with fee waived recommended for cats.

Adoption fees must not be viewed as a revenue generator to cover cost of services or to screen potential adopters. Open adoptions means having a conversation with a potential adopter and making the best match. Floyd County has designed the adoption program like an enforcement program, expecting the worst from people. Leadership must understand that the general public coming to adopt is typically a separate population of people than those the enforcement team deals with on a regular basis.

Floyd County needs the community to embrace the shelter and pets so the program should be welcoming and friendly. For the most part, people can be trusted and landlord checks waste time for staff that could be doing more productive tasks. Helping people chose the right pet for their family and behavior in the shelter cannot always be a true judge. Being a resource for an adopter and educating them about introducing a new pet into their home with adults, children and other pets is the key piece.

Finally, the adoption contract should outline the responsibilities of both parties and serve to educate the adopter about the booster vaccinations, importance of seeing a veterinarian and heartworm prevention for dogs, etc., none of which is currently included. Full disclosure of any medical or behavioral concerns should also be part of the adoption package.

With a change in philosophy regarding the adoption program, more animals will be saved in a shorter period of time.

RESCUE PARTNERSHIPS

STATUS~OPPORTUNITIES FOR IMPROVEMENT

- No designated rescue coordinator on staff
- One dog and one cat rescue group that staff reports is responsible for the majority of lifesaving

RECOMMENDATIONS

The shelter currently depends almost exclusively on a few rescue groups responsible for the majority of lifesaving. Effort must be made to expand the number of rescue partners assisting the shelter while developing the adoption program. Both of these will reduce the workload and dependency on single rescue organizations.

As the Target Zero team recommends, Floyd County has an approval process in place beginning with an online application for potential rescue partners. Technology should be utilized to communicate with rescue partners, highlighting shelter pets. Rescue partners have been very effective in helping pets in need but should also be encouraged to transfer pets they can place in a permanent home quickly.

Rescue partners, in particular in Floyd County, are currently the most critical life saving pathway for shelter pets. No fees should be charged to transfer pets and any help should be offered to enable groups to transfer more pets. This will be more feasible when there is onsite spay/neuter and a veterinarian in the shelter.

During the assessment, Target Zero connected shelter leadership with a contact from the Best Friends Atlanta Pet Adoption Center, and 8 puppies transferred. Another group, Atlanta Humane Society, transferred 8 cats. Rescue partnerships blossom when the shelter communicates the need for help and creates a streamlined process.

EXECUTIVE SUMMARY

It is an exciting time in Floyd County with respect to animal welfare and the Target Zero team truly appreciates the enthusiasm of leadership and invitation to help take the organization to the next level. The new 18,000 square foot facility provides ample space for enforcement responsibilities, humane housing and lifesaving programs. While the enforcement program is developed, there remain many areas of opportunity to work smarter, not harder, such as creating a Community Cat Diversion program that will enable the organization to solve problems for constituents and reallocate officer time that should be focused on true public and animal safety issues.

The Request for Proposals for the shelter operation should be addressed as soon as possible to continue to capitalize on the several public~private partnerships already in place. Three non-profit animal rescue groups have done an exceptional job with over 2,000 pets transferred in 2016. This is compared to the 616 animals adopted directly from the shelter, highlighting the great opportunity and need for the county to develop an effective open adoption program. This includes opening to the public for live outcome on Wednesdays, when there is no reason to close as the same number of staff and inmates are available and replacing the current adoption contract with educational and welcoming language as opposed to threats of enforcement consequences.

Leadership should be attending national and regional conferences to learn more about the proven Best Practices in this report. The Humane Society of the United States will be hosting the annual EXPO in Fort Lauderdale, Florida from May 9 through May 12 and Best Friends will host their conference in Atlantic City, NJ from July 13 through 15. In the meantime, the Association of Shelter Veterinarians *Guidelines for Standards of Care in Animal Shelters* should be used as the gold standard and staff view the plethora of webinars available online (see **Resources**).

Leadership should join the Association of Shelter Veterinarians and Million Cat Challenge and also become a Petco Foundation partner and Best Friends Network partner for educational purposes as well as potential funding opportunities.

The Target Zero team would welcome Floyd County as a Fellow. As a Target Zero Fellow, our team would provide ongoing assistance with the development and implementation of recommendations in this assessment. This includes but is not limited to program development, training, assistance with updating

the Standard Operating Procedures, networking, ordinance revisions and collaboration with the legal teams from national organizations, contract revisions and links to potential funding.

All Target Zero services are provided pro bono and there is no legal contract that would need to be approved. County leadership would agree via an email confirmation to work directly with the Target Zero team, provide monthly statistics and agree to work towards Community Cat Diversion, Open Adoptions and onsite spay/neuter, in particular. The Target Zero team appreciates the position of the municipality and that some recommendations may take longer than others while some may require legal approval and/or funding.

Congratulations once again on the completion of the new shelter, the outstanding lifesaving rescue partnerships and the dedicated staff. Floyd County is perfectly positioned to become a leader in the state of Georgia for shelter reform and Target Zero looks forward to a fruitful partnership.

SUMMARY OF ACTION STEPS

FLOYD COUNTY ASSESSMENT JANUARY 2017	PROGRESS UPDATE
TECHNOLOGY, DATA AND STATISTICAL ANALYSIS	
2016 save rate 84% for dogs and cats	
2016 save rate 72% for cats	
2016 save rate 95% for dogs	
Utilize Shelter Animals County Basic Animal Data Matrix	
Track intake of stray animals from the public and officers	
Create report for intact animals in the shelter, animals missing a picture or preventive care, etc.	
Communicate with shelter leadership and officers via email	
Update Standard Operating Procedures in line with current Best Practices	
BUDGET, BASELINE FUNDING AND GRANT OPPORTUNITIES	
Create budget that includes line items for facility operation, food, vaccinations, spay/neuter, microchipping, vaccinations, tests (heartworm, FeLV/FIV, parvo), flea/tick control and basic medical care	
Cost analysis of incinerator versus landfill for bodies	
Re-allocate money for public dog park for baseline shelter budget needs	
Research grant opportunities	
Apply to become a Best Friends Network Partner	
Join Shelter Animals Count (also a requirement for the Best Friends Network Partnership)	
Apply to become a Petco Foundation partner	
Join the Million Cat Challenge list-serve	
Include sterilization and microchipping in the current adoption fees	
Finalize the Request for Proposals and allocate a budget line item to help fund non-profit to operate shelter programs	
Meet with National Spay Alliance regarding spay/neuter partnership and use of onsite surgery suite	
Hire contract veterinarian and 2 support staff to perform surgery onsite until RFP finalized	
Update Amazon Wish List and advocate through social media	
RESPONSIBLE PUBLIC POLICY	
Revise Feral Cat Requirements and Enforcement with the assistance of Target Zero and attorneys from national animal welfare organizations	

Exempt community cats from 3 day shelter stray hold, running at large and abandonment	
Eliminate Breed Specific Legislation	
Eliminate requirement for adopter to be responsible for spay/neuter	
ENFORCEMENT PROGRAM	
Assign a point person to handle calls regarding outdoor cats	
Create pilot Community Cat Diversion program with the approval of county leadership with Floyd Felines	
Discontinue setting traps and picking up outside cats unless injured, rabies suspects or part of court case or transporting for spay/neuter and release to outside home	
Transition responsibility of dead animal pick up to appropriate department	
Equip each truck with a microchip scanner	
Once officers have lap tops, require they enter all pertinent information in Shelter Pro along with a picture in real time that are auto uploaded to website and search engines	
Require officers place a cage card and neck band with each pet on intake	
Require officers vaccinate and deworm all pets on intake until dedicated staff in place	
COMMUNITY PROGRAMS	
VOLUNTEER PROGRAMS	
Create formal volunteer program using the HSUS Volunteer Management for Animal Care Organizations	
Identify a core group of volunteers to oversee program	
Establish job descriptions, guidelines and Standard Operating Procedures	
Ensure all information is current on website	
TARGETED SPAY/NEUTER	
Contact Fix Georgia Pets regarding spay/neuter funding	
Meet with National Spay Alliance Foundation, West Georgia Spay/Neuter Clinic and Sterile Feral to create budget and plan to subsidize 500 low-income surgeries and community cats	
MANAGED INTAKE, SAFETY NET AND GOOD SAMARITAN FOSTER PROGRAM	
Meet with area non-profits to create a Safety Net plan that includes in-kind services and supplies	
Establish surrender prevention hotline with volunteers	
Require appointments for owner surrenders 2 days during the week from 11am to 2pm (schedule appointments a minimum of 2 weeks from point of contact)	
Establish fee for owner surrenders	

Offer Good Samaritans supplies and spay/neuter/vaccinations when fostering found pets	
Send key staff to Brevard County Sheriff's Office to learn about effective Safety Net program	
RESPONSIBLE SHELTER PROGRAMS	
SPAY/NEUTER OF SHELTER ANIMALS	
Utilize on site surgery suite and sterilize animals before leaving shelter without increasing their length of stay	
Include spay/neuter of adopted pets in current adoption fee	
CANINES~HOUSING AND HUSBANDRY	
Keep divider doors open so dogs have access to both sides except when cleaning	
Use 'move one down' system in areas with single enclosures	
Ensure runs dried prior to moving dogs back	
Provide toys that can be disinfected	
Register for Kong shelter donation program	
Utilize volunteers to exercise and socialize dogs	
Create outdoor play yards with artificial grass and shade	
FELINES~COMMUNITY CAT DIVERSION, HOUSING AND HUSBANDRY	
Establish pilot program for Community Cat Diversion	
Create partnership with Floyd Feline to transfer outdoor cats instead of admitting to the shelter	
Purchase feral dens and utilize for all feral or fractious cats	
Purchase trap dividers (forks) for cat traps	
Discontinue restraining cats with rabies poles	
Allow one cat access to 2 condo compartments in adoptions	
Place larger litter box on bottom floor as opposed to cubby	
Install portals in stainless steel cages	
Spot clean cats only	Implemented at time of assessment
Provide dry food continuously	Implemented at time of assessment
Provide small amount of canned food daily	Implemented at time of assessment
Provide toys/enrichment	Implemented at time of assessment
POPULATION MANAGEMENT	
Create live outcome team to ensure there is a plan of action for shortest length of stay for each shelter pet	
Acquire parvo, FeLV/FIV and heartworm tests	Shelter staff met with local veterinarian and ARF shortly after assessment to potentially purchase these tests.
Allocate funding for medical care of shelter pets	
House all animals in adoption areas where public can view with the exception of dangerous dogs, court cases, community cats, quarantine, etc.	

EFFECTIVE LIVE OUTCOME PROGRAMS	
OUTREACH/SOCIAL MEDIA	
Develop plan with county IT department, current volunteers and rescue partners to expand social media reach	
Re-open Facebook page	Done shortly after assessment
Utilize social media to engage volunteers, advocate/showcase shelter pets for return to owner, adoption and rescue and increase donations	
RETURN TO OWNER	
11% of total in 2016 for dogs	
1.6% of total in 2016 for cats	
No financial incentive to spay/neuter/microchip	
OPEN ADOPTIONS	
19% cats adopted in 2016 or 306 as opposed to 786 transferred to rescue	
16% dogs adopted in 2016 or 310 as opposed to 1,312 transferred to rescue	
Increase number animals adopted	
Read/abide by the HSUS Adopters Welcome guidelines	
Include sterilization and microchip in current adoption fees	
Revise adoption contract and remove language threatening enforcement action throughout contract and just include at the end above the signature space	
Use contract to educate new adopter	
Host frequent adoption specials and events	
Eliminate requirements for landlord checks, dog and children meet and greets and attempt to make the best match by engaging potential adopters	
RESCUE PARTNERSHIPS	
Designate staff person as point person for rescue groups	
Increase number of rescue partners	During assessment week, created partnerships with Best Friends – Atlanta Pet Adoption Center and the Atlanta Humane Society.

RESOURCES

Grant Opportunities (this list is not all inclusive)

ASPCA
American Humane Association
Animal Farm Foundation
Banfield Charitable Trust
Bernice Barbour Foundation
Best Friends Animal Society
Bissell Pet Foundation
Greg Biffel Foundation
Humane Society of the United States
Petfinder Foundation
Petco Foundation
PetSmart Charities

Helpful Websites

target-zero.org (Target Zero)
shelternvet.org (The Association of Shelter Veterinarians)
aspcapro.org (The American Society for the Prevention of Cruelty to Animals)
animalsheltering.org (Humane Society of the United States)
bestfriends.org (Best Friends Animal Society)
alleycatallies.org (Alley Cat Allies)
millioncatchallenge.org (Million Cat Challenge)
petmicrochiplookup.org (AAHA Universal Pet Microchip Look Up)
shelteranimalscount.org (Shelter Animals Count)
American Temperament Testing Society (atts.org)

Helpful Books

Infectious Disease Management in Animal Shelters, Lila Miller, DVM & Kate Hurley, DVM
Shelter Medicine for Veterinarians and Staff, Lila Miller, DVM & Steven Zawistowski, PhD, CAAB
Getting to Zero, Peter Marsh
Replacing Myth with Math, Peter Marsh

Helpful Guidelines

The Association of Shelter Veterinarians Veterinary Medical Care Guidelines for Spay-neuter Programs (shelternvet.org) with checklist for guidelines at <http://www.aspcapro.org/checklist>

The Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters (shelternvet.org)

Adopters Welcome, Humane Society of the United States (animalsheltering.org)

The Five Freedoms: <http://www.aspcapro.org/resource/shelter-health-animal-care/five-freedoms>

Managing Heartworm Disease in Shelter Animals (<https://www.heartwormsociety.org/veterinary-resources/veterinary-education/ahs-board-speaks-out/281-managing-heartworm-disease-in-shelter-animals>)

Humane Society of the United States Volunteer Management for Animal Care Organizations
<https://www.animalsheltering.org/topics/volunteer-management>

Enrichment for Cats

Stress Reduction: Happy and Healthy Shelter Cats on a Fast Track to Adoption
<http://www.maddiesfund.org/stress-reduction-happy-and-healthy-shelter-cats.htm>

UC Davis Koret Shelter Medicine Program:
<http://www.sheltermedicine.com/library/facility-design-and-animal-housing>

Cat Cage Modifications: Making Double Compartment Cat Cages using a PVC Portal:
<http://www.sheltermedicine.com/shelter-health-portal/information-sheets/cat-cage-modifications-making-double-compartment-cat-cages->

Elevated beds:
<http://www.sheltermedicine.com/shelter-health-portal/information-sheets/building-an-elevated-bed-for-use-in-shelter-cat-housing>

Kuranda Shelter Shopping Account/Donate a Bed Program:
<https://kuranda.com/humane>

Simple Shelter Enrichment for Cats:
<http://ufsheltermedicine.com/files/2011/11/simple-shelter-enrichment-for-cats.pdf>

Scratch N Bits Shelter Donation Program
<http://www.imperialcat.com/adoptacat.php>

Enrichment for Dogs

Simple Shelter Enrichment for Dogs:
<http://ufsheltermedicine.com/files/2011/11/simple-shelter-enrichment-for-dogs.pdf>

Organized Play Groups for Dogs, see centerforshelterdogs.org

Animal Farm Foundation – Everyday Enrichment Ideas:
<http://www.animalfarmfoundation.org/pages/Everyday-Ideas>

Kuranda Shelter Shopping Account/Donate a Bed Program:
<https://kuranda.com/humane>

Kong Pet Partner Programs:
<https://www.kongcompany.com/pet-partner-programs/shelter-registration/>

Amazon Wish List: create a shelter account and add items to your wish list that donors can purchase and ship directly to the shelter (toys, treats, bedding, canned or dry food, items needed for kitten and puppy fosters, grooming supplies, microchip scanners). www.amazon.com

