



# Humane Society of Ventura County

## Report and Recommendations



In late 2024, the Humane Society of Ventura County (HSVC) leadership and board engaged Outcomes for Pets Consulting to provide an assessment of the current operations at HSVC and to make recommendations in several areas including shelter operations, humane enforcement, community engagement, public services, and future expansion.

As part of this effort, Kristen Hassen and Jackson Galaxy conducted a site visit from January 28 to January 30 to gain insight into HSVC's history, current challenges, and future opportunities. This report details their findings and recommendations and has been reviewed by the Executive Director and Board President.





# Purpose of the Report

**This report offers key recommendations for the executive director and board in three vital areas: operations, community engagement, and organizational structure.**

The strategies outlined in this report reflect the guiding principles shared by the executive director and board, which include:



Expanding the circle of support to engage more community members and stakeholders.



Operating efficiently and effectively to maximize resources and streamline workflows.



Increasing impact for pets and people through proactive programs and services.



Serving as a leader in animal welfare innovation by implementing progressive, research-backed practices.



# Strategic Framework

Based on our findings, we identified five functional categories that will shape HSVC's strategic direction:

**Serve as a community pet support center.**

Expand education and resources, as well as volunteer and foster opportunities.

**Build a humane community.**

Provide animal protection and humane enforcement as well as services that help struggling pet owners.

**Provide altered, vaccinated pets for adoption.**

**Act as a sanctuary for animals without viable outcome pathways.**

**Become an exceptional place to work and volunteer.**

Foster a supportive, inspiring, fulfilling workplace culture.



# How to Use This Report

This report is structured into three sections:

## Part 1

### Key Findings

A brief summary of HSVC's current state.

## Part 2

### Recommended Strategic Priorities

A high-level framework for HSVC's growth and evolution, considering the expertise and vision of the board and executive director.

## Part 3

### Action Plan

Clear, immediate steps aligned with HSVC's existing functional areas, ensuring ease of implementation.



**PART 1**  
**KEY FINDINGS**

## Shift in Animal Intake

HSVC has reduced the number of dogs it intakes and outcomes and increased the number of cats and kittens.

## Underutilized Capacity

HSVC has both the space and staff capacity to take in and adopt at least double the number of cats and dogs it takes in currently.

## Shelter-Focused Care

There is a greater focus on caring for the animals at the shelter than getting those same animals into foster or adoptive homes.

## Policy Gaps

There is a lack of clear, up-to-date policies and procedures that are broadly understood and adhered to by all staff.

## Undefined Roles

There is a lack of up-to-date job descriptions with measurable performance metrics as well as individual and team goals.

## Motivated Staff

Staff members are generally positive and eager to expand programs and services. They expressed enthusiasm and excelled at creative problem-solving.

## Leadership Optimism

There is a genuine excitement about the new executive director and the potential direction of the organization.

## Facility Limitations

The current facility needs to be renovated in order to continue to humanely house cats, dogs, and horses.

## Program Growth

There are a significant number of programs that need further development. These include the foster program and pet support services.



**PART 2**  
**RECOMMENDED**  
**STRATEGIC PRIORITIES**



# Strengthen Leadership and Organizational Strategy





- 🐾 Reconfigure the organizational chart. Our recommended interim organizational structure for HSVC is shown below.
- 🐾 Simplify the chain of command to improve accountability and streamline decision-making.
- 🐾 Set clear performance goals and timelines for staff, volunteers, and programs, fostering a results-driven culture.
- 🐾 Train managers and supervisors to effectively and consistently onboard new employees, evaluate their performance, and lead with fairness.
- 🐾 Create a positive workplace culture by establishing a staff-wide agreement on values, expectations, and accountability.



[Click to view detailed org chart](#)



## Improve Animal Flow and Shelter Operations

-  Increase adoptions and foster placements by building a high-volume volunteer and foster network.
-  Move animals through the system efficiently to avoid long shelter stays and improve outcomes.
-  Expand adoptions into high-traffic areas to increase placement rates and reduce the length of stay.
-  Transform the current facility into a community pet resource center and engagement hub.









## Engage the Community and Grow Volunteer Support

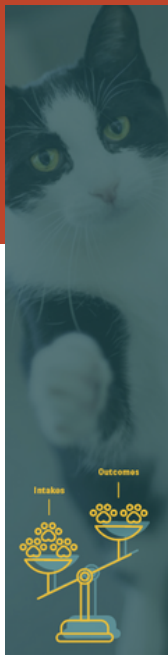
-  Simplify volunteer onboarding by removing barriers to entry and offering quick, accessible training.
-  Boost community involvement by hosting public events, strengthening outreach efforts, and forming local business partnerships.
-  Increase fundraising and visibility by hiring a dedicated storyteller and investing in paid social media marketing for long-stay pets.
-  Develop specialized volunteer roles to support key needs, such as adoption counseling, dog enrichment, and foster mentorship.





# Optimize Data, Technology, and Shelter Efficiency

-  Transition to a new shelter software system to streamline operations, simplify adoptions, and increase donations.
-  Standardize data tracking using the Shelter Animals Count glossary to ensure consistency and accuracy.
-  Develop performance dashboards to track individual and team progress in real-time.
-  Integrate lost pet and post-adoption follow-up tools like Petco Love Lost, Petsel, and Adopt-a-Pet Rehome to improve outcomes.



2025 Shelter Animals Count Data Basics Workbook

## Common Calculations

Population Balance Calculation: The percentage of total intakes...

The Population Balance Calculation (PBC) is a simple formula...

Here's what different PBC percentages mean:

- 100%: The shelter is in balance. Animals are leaving at or near the same rate as they are entering.
- Under 100%: The population is increasing. For example, 95% means 5% more animals entered the shelter than left it, so more animals are staying.
- Over 100%: The population is decreasing. For example, 105% means 5% more animals left than entered, reducing the shelter's population.

### Example

From January to June 2024, the overall PBC was 94.2%, indicating that more animals entered the shelter than were leaving...

Start Count: The number of animals in your care on the first day of the reporting period.

End Count: The number of animals in your care on the last day of the reporting period.

### When tracking data

When tracking data, consider these key points for measuring organizational metrics:

Beginning Count Total In Care    Ending Count Total In Care

Beginning Count In Foster    Ending Count In Foster

Beginning Count In Shelter    Ending Count In Shelter

Length of Stay (LOS): Calculated as the number of days from intake to the date an animal has a permanent outcome.

### Example

An example of Length of Stay: A pet arrives at your organization on January 1st and is adopted on January 15th. Their length of stay would be 14 days.



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of days that an animal has been in the organization's care from the date of the initial intake and has not had a...

You have a pet in your shelter that arrived on May 1st. The pet is still in your care at the shelter on May 31st. This would equate to 30 days.

Multiple animals, you can use averages or medians to understand population trends. The central value for the group but can be influenced by outliers. For example, if one animal has a much longer or shorter stay than the others, it can distort the average.

Other choices when outliers are present because they represent the middle value in the data, providing a more accurate picture of typical trends.

These metrics that are just one part of assessing outcomes and should not be used as the sole measure of success. Shelter Animals Count recommends prioritizing the outcome measurement at the community level as to the shelter level.

Percentage of animals with an outcome that leave with a live outcome. Calculated as live outcomes/total outcomes.

Percentage of animals entering an organization that do not leave by a non-live outcome. It is calculated by taking your non-live outcomes divided by Total intakes.

Stage of total intakes that are a...

Other intakes: 10%

20% Transfer In

21% Reintroduced to owner

Outcome Type Rates: The percentage of total outcomes that are a specific outcome type.

How to Calculate:  $[\text{Outcome Type}] / \text{Total Outcome}$

Considerations: Understanding what outcome types make up the majority of your organization's total outcomes allow your organization to identify areas of strength and improvements for programming.

8% Shelter Euthanasia

5% Died in Care

0% Lost in Care

1% Other Live Outcomes

15% Return to Owner

1% Return to Shelter

2% Return to Field

74% Adoption

If adoptions are decreasing as a percentage of total outcomes, what outcomes increased? Is there a need for concern or program changes. Here is an example of what an organization's outcome type rate could look like.

Understanding what your organization's intake consists of allows for better program development. Here is an example of what an organization's intake type rate could look like.

2025 Shelter Animals Count Data Basics Workbook

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Click to Download



## Enhance Animal Care and Enrichment



Expand and improve dog kennels to safely house more dogs and allow for co-housing where appropriate.



Increase enrichment opportunities by replacing traditional behavior modification programs with field trips, overnight fosters, and playgroups.







Implement a behavior tracking system for cats to ensure better matchmaking and successful adoptions.



Vaccinate all incoming cats and kittens to prevent disease spread and improve health outcomes.



## Innovate and Expand Humane Enforcement and Pet Support Services

-  Increase known information on confiscated animals using a standardized intake form.
-  Renegotiate agreements with Ventura County to charge boarding fees for confiscated animals.
-  Increase support for pet owners in crisis by expanding the Angel Fund, offering temporary pet housing, and providing essential supplies.
-  Support homeless pet owners by distributing pet go-kits, leashes, and transportation vouchers for veterinary care.

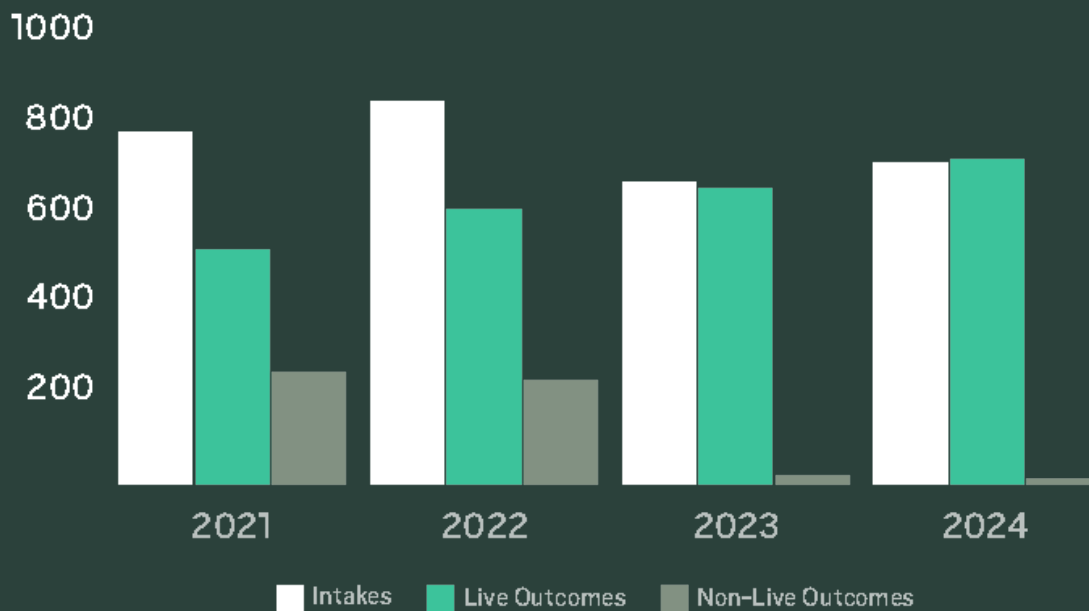




**PART 3  
DETAIL  
RECOMMENDATIONS  
BY FUNCTIONAL AREA**

# Humane Society of Ventura County

## Total Intakes and Outcomes



## Data and Technology

Please review the four-year data trends summary document to see past and current intakes and outcomes.

[HSVC Four-Year Data Trends](#)

### Shelter Software

Explore shelter software options and transition to a more appropriate software system. We recommend ShelterLuv which allows you to solicit donations at the time of adoption and even more importantly, allows the organization to perform paperless foster and adoption placement.

[ShelterLuv](#)

### Standardize Data

Utilize the data categories defined in the Shelter Animals Count data glossary. This includes only using the intake types transfer-in, owner surrender, stray, confiscate, or owner request for euthanasia. It also includes only using the outcome types adoption, return-to-owner, transfer, died, missing, euthanized. Everything else should be a subtype or reason.

[Animal Welfare Glossary](#)

## Share Data

Track and report monthly and annual data trends. Click the link below to use our monthly template to collect information from the appropriate staff members.

[Monthly Data and Reporting Basics](#)

## Streamline Operations with Technology

Implement Petco Love Lost for lost pet reunification, Petszel for post-adoption follow-up, and Adopt-a-Pet's Rehome for self-rehoming.

[Petco Love Lost](#)

[Petszel](#)

[Adopt-A-Pet Rehome](#)

## Performance Dashboards

Create a visible tracking system for individual performance. For example, consider tracking how many adoptions were completed by each adoption counselor and how many pets each humane officer kept in their homes with support and education.

	October 2024	November 2024	December 2024			
<b>Data Point (broken up by type and species. Should compare to the same month 2019 and beyond to show longer term trends).</b>						
1						
<b>Intakes and outcomes by type and species</b>						
2						
3 Beginning and end count						
4 Number in foster						
5 Number in shelter						
6 Average length of stay						
7 Average days in care						
<b>Volunteer program</b>						
8						
9 Number of current, active volunteers (minimum 6 hours per month)						
10 Number of new volunteers onboarded						
11 Number of volunteer hours (not including foster)						
12						
<b>Foster program</b>						
13						
14 Number of active foster caregivers						
15 Number of animals sent to foster during the month						
16 Number of animals adopted from foster homes						
17 Number of animals currently in foster						

[Monthly Data Report Template](#)





# Personnel

## Key Performance Indicators

Write key performance indicators for each staff position.

[KPIs for volunteers and foster coordinator resource](#)

## Time and Motion Study

Assign staff to complete a simplified time and motion study for a period of 10 business days to determine how staff members are spending a majority of their time and if their job description matches their real job duties.

## Standardize and Update Job Descriptions

Create updated job descriptions with key performance indicators and SMART goal deliverables for each position. Below is a link to an example of an updated job description for the volunteer coordinator with specific, measurable responsibilities.

[HSVC Volunteer Coordinator Job Description](#)

## Management Training

Create a supervisor/manager core competencies checklist and enroll supervisors and managers into training in the following areas:

- Onboarding and training for new employees
- Daily task management
- Evaluating and recognizing staff performance and conduct
- Equity and fairness in management
- Documenting and counseling employees
- How to use SOPs
- What NOT to do as a supervisor or manager

[Core Competencies Checklist](#)



## Marketing and Development



Create a budget for boosted social media posts for hard-to-adopt animals.



Consider hiring a dedicated storyteller to share stories about the programs and animals.



Create directed donation funds to support particular programs.

## Culture

### Workplace Culture Agreement

Facilitate a workplace culture agreement process, involving staff, board members and volunteers to create an organization-wide culture and conduct agreement and a system of reward and recognition for demonstrating the values.

#### Three Steps to Improve Shelter Culture

### Incentivize Leadership

Allocate a budget for staff to pursue conference participation, training, and professional development and/or include a professional development and learning stipend as an additional benefit.

# Intake

## Determine Intake Guidelines

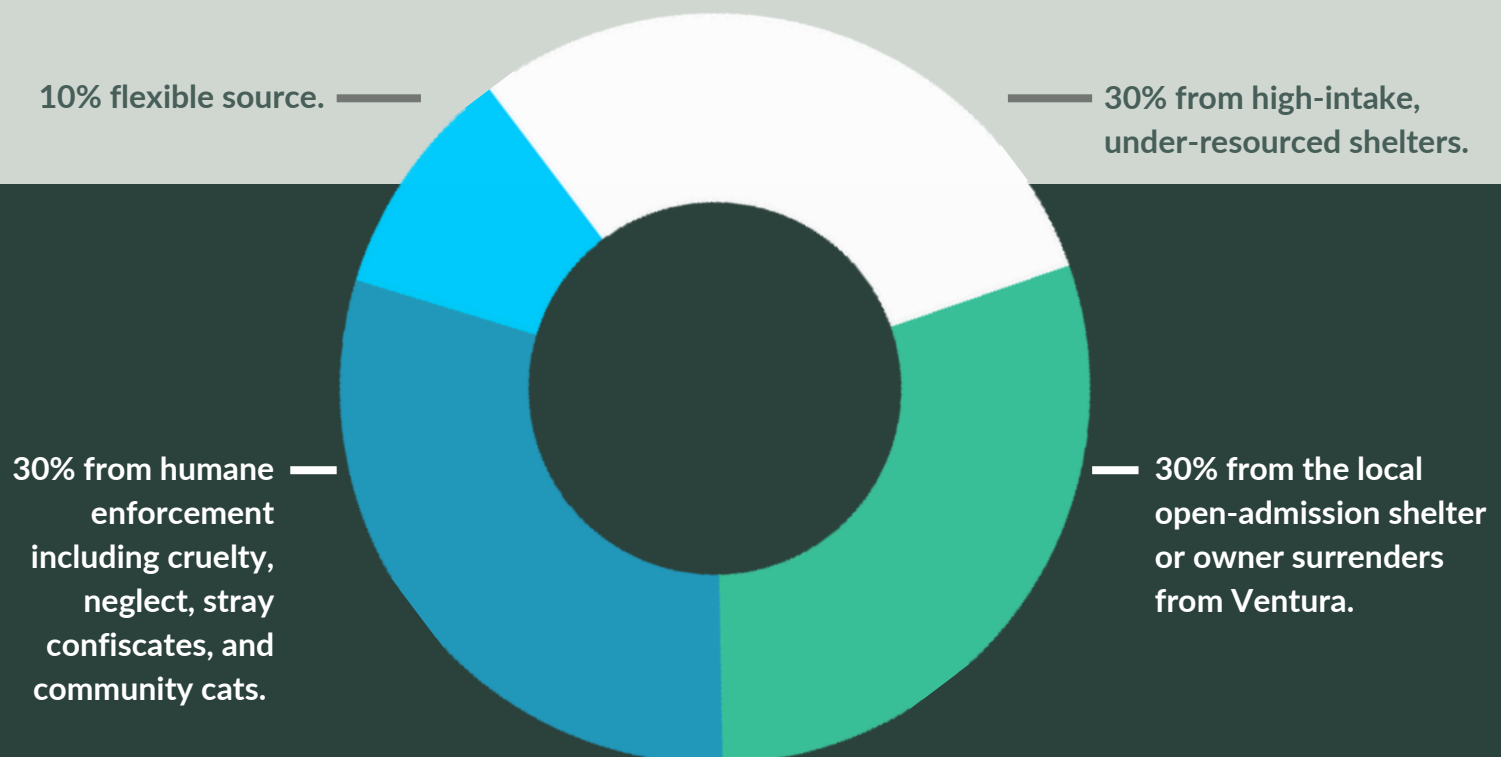
Develop an intake SOP with guidelines for what animals are taken in, by who, from where, and why and determine monthly intake goals for cats and dogs. Reconsider the practice of taking in healthy stray animals unless there is a formal agreement to intake strays and transfer them to the County on the same day.

Intake Survey

## Create Useful Intake Surveys

Update and digitize intake surveys to get meaningful information about animals at intake.

## Recommend Guidelines for Shelter Intake Sources



## Define Capacity-for-Care (space)

A minimum of one animal per housing unit up to 1.5 animals per housing unit. Diversifying the types, ages, and conditions of animals you pull will increase adoptions and enable HSVC to move animals more efficiently through the system.

### Capacity-for-Care Explained

#### NOTE

*HSVC was well below capacity-for-care during our visit based on ASPCA and UC Davis calculations and the National Animal Care and Control Association staffing guideline of 15 minutes of care per animal, per day standard.*

With 46 kennels, there can be a minimum of 44 dogs on site at any time, with two kennels reserved for emergency humane enforcement intakes (per officers they only need two kennels for dogs for this purpose).

## Focus on Flow

Consider creating an intake and animal flow coordinator staff position.

## Reunite Lost Pets Without Shelter Intake

Follow the guidelines recommended in Petco Love's Lost Lost Pet Reunification toolkit and use their facial recognition platform as an alternative to internal lost and found reporting.

### Lost Pet Reunification Toolkit

**Do You Provide Remote Support to Help Get Lost Pets Home?**

Does your website explain to lost pet finders how to get a shelter? Can lost pet finders call the shelter and speak how to get a found pet back home? If you're like most sites "No" to these two questions. Simply by updating your website reporting info, you can significantly reduce the number of

**Here are some tips for providing better remote support:**

- Make sure the link to the lost and found page is on your website home page.
- Feature a Petco Love Lost button on your home page. Link one of the first two sections on your lost and found.
- Provide a telephone number and/or email address if questions.
- Create a question and answer link on your lost and found questions.

The vast majority of lost pet finders can get lost pets home have to do our part to make this possible.

Petco Animal Care Center (PACC) started using Petco Lost and Found platform on May 1, 2022, and have found the diversion of animals coming into the shelter and return. They now have 77% more found reports than the national average, having doubled their previous RTD rates. Below

**Exercise: Lost Pet Intake Role Play**

and assign each group an exercise to role play. ask them to model a 'good' and 'bad' response, 'strong' and one or more group members give feedback. Once it is completed, reserve time. What do you think we can learn from this? Is bad more often? What could we change in our? more effectively help lost pets get home?

medium, shaggy doggy they have just found in sitting there and they appeared sleepy. The bring their dogs to home. The dogs are in good for do you see?

A kitten by the side of a busy road that is limping willing to hold onto the kitten but wanted to and a heart. They tell you they found a cat on the right now because they took to home for work. I would keep him, but I'm going to be great with him."

That is barking at all of the other dogs and across the room, "I found this dog and I need customers who are both surrendering their

**FROM INTAKE TO ENGAGEMENT:** Keeping and Getting More Lost Pets Home

The workbook was created in collaboration with Kristin Heenan of Outcomes for Pets Consulting.

petco love



# Animal Care and Enrichment

## Remove Small Dog Runs

Remove the small, outdoor dog runs and replace them with larger dog runs that can safely accommodate two or more dogs.

## Spend More Time Getting Long Stay Animals Out


Keep a spreadsheet of every animal with a length of stay greater than 30 days with information about history, behavior, and needs to simplify the counseling process. For example, you need to know if dogs have lived or played with other dogs, if a cat has lived with children, if a dog walks very well on a leash. One of the staff created this at one point but it is not in use at this time.

## Start a Dog Day Out Program


Replace behavior modification and 'training' with dog day out field trips, overnight foster field trips, and other opportunities for dogs to leave the premises.

[Dog Day Out Starter Guide](#)

## Reduce Care Time to Focus on Outcomes

 Feed dogs once daily instead of twice and provide food enrichment in lieu of a second feeding. This approach is backed by recent research on once vs. twice per day feeding.

[One-Daily Feeding Article](#)

 Provide chew enrichment and stuffed animals for every single-housed dog that simply stays in the kennel with the dog.

 Provide more and diversified enrichment to animals with lengths of stay longer than 30 days.



# Humane Education

## Identify Program Goals

Determine the purpose and objectives of the humane education program. For instance, based on historical data, set goals for the type and number of events.

## Draft a Standard Curriculum

Create a standard humane education curriculum that is in alignment with the mission and vision of the organization.



# Vet Services

For animal victims of cruelty and neglect, the staff veterinarians should consider performing initial exams on site rather than contracting out this service.



## Cats and Kittens

### Assess the Current State of the Program

Assign the cat program lead to complete the cat program self-assessment and discuss with the leadership team.

Cat Program Self-Assessment

### Elevate Cat Manager Position

Formalize the responsibilities of the cat manager/coordinator position to include:



Marketing and promotion of adoptable cats.



Adoption and foster counseling.



Prioritizing harder-to-place cats for foster care.



### **Barn Cat Placement**

Develop a barn cat program on the equine side of the facility.



### **Increase the Number of Cats in Care**

Increase the capacity for cats to at least 20 cats on site and at least 50 in foster.



### **Track Cat Behavior in Shelter**

Implement a behavior tracking system for each cat, with a binder that can go home with the cat when adopted.



### **Set Goals for the Number of Cat Volunteers**

Assess the shelter's volunteer base and work on increasing the number of consistent volunteers, especially for daily tasks like cleaning and feeding.



### **Utilize All Available Spaces**

Assess the viability of using the former aviary as a cat enrichment and exercise space and/or a barn cat housing space.



### **Create More Cat Housing Spaces**

Build simple indoor/outdoor enclosures to house cats in a congregate setting rather than in cages indoors.

# Volunteer

## Grow the Volunteer Program

Review this volunteer information and resource list with the volunteer coordinator to determine the strategic priorities and determine how to expand the volunteer program to effect the greatest change.

## Remove Barriers to Entry

Remove the pre-service training requirement for new volunteers in favor of asking volunteers to complete necessary training within their first 30 to 90 days of service.

## Invite Volunteers to Share Photos and Videos

Remove the language in the agreement that prohibits volunteers from sharing information about animals.

## Remote Volunteer Orientation

Create a remote volunteer orientation that is no more than 30 minutes and make this accessible on the website.

## Show Up and Volunteer

Schedule standard volunteer orientations (eg. every Saturday at 9 am) for new volunteers where people can simply show up and sign up, receiving training on the spot.



## Web Page

On the volunteer web page, remove the photo collage and the paragraph text and simply let people know why you need volunteers, the possible roles, and how to complete an interest form. You should also let them know the steps in the process to manage peoples' expectations.

### HSVC Volunteer Webpage

## Specialty Volunteer Programs

Create volunteer positions for specialty function, including:

- Shelter greeter table volunteer
- Dog day out field trip volunteer
- Foster mentor volunteer
- Play group volunteer
- Cat marketing adoption volunteer

## Helpful Resources

Pedigree Foundation 'Fostering Connections' toolkit for expanding your volunteer and foster programs.

**PART 2: Get All the Help You Need**

In this first section, we'll show you how to get as many volunteers as you need. If you're struggling to find volunteers and fosters, or if you're not getting the most out of your current volunteers, read ahead.

**Website: Your Digital Foundation**

Take a closer look at your volunteer and foster pages. These pages are the first point of contact for the very people you're trying to recruit. Many organizations have a dedicated page, but the good news is this can be done on your existing website. The key is to make it easy for people to help.

When people visit a website to offer help or donate, they're looking for a way to get involved that their assistance is needed and a simple way to get involved that's different.

Too often, websites lead with what volunteers can't do, rather than what they can do. When lengthy requirements and restrictions come up, it's better to put up a "Keep Out" sign instead of an invitation.

**Flexible Volunteer Opportunities**

Whether you're a shelter or rescue, a volunteer or just love a dog, there's a way for you to get involved. Our program has opportunities for you to contribute your time and talent in a way that works for you.

**Long-Term Volunteering**

Looking to contribute regular volunteer time? Consider joining any of our long-term volunteer programs.

**Corporate Group Volunteering**

Looking for a fun team-building activity for a corporate or community group? Schedule a visit to our program with us!

**PART 5: Building the Future**

When an organization starts somewhere, and every shelter and foster program share one goal: to make it easy for people to help.

When revitalizing an existing program, your focus should be on creating clear paths for involvement.

Make it possible to start helping within 48 hours. New volunteers can drop in and assist with basic tasks. Encourage volunteers to build community and share updates. Assign experienced helpers with newcomers. Offer individual and program-wide training. Use social media and boost posts to reach new audiences. Streamline the foster process — remove barriers between programs. Simplify the foster placement process. Implement training steps. Communicate about ways to improve foster placements. Make it easy for volunteers to access anytime. Encourage volunteer integration. Show appreciation — from thank you notes to public appreciation.

**FOSTERING CONNECTIONS**

**A Guide to Strengthening Volunteer and Foster Programs**

For foster programs, set goals that aim high for recruitment and foster progress at least once per quarter. Here are some examples:

- Increase the number of foster homes by 10% in the next quarter.
- Increase the number of foster homes by 10% in the next quarter.
- Increase the number of foster homes by 10% in the next quarter.

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This workbook was created in collaboration with  
Kristen Hassen of Outcomes for Pets Consulting.

**PEDIGREE FOUNDATION**

### Fostering Connections Toolkit

# Foster

## Use Maddie's Foster Resources

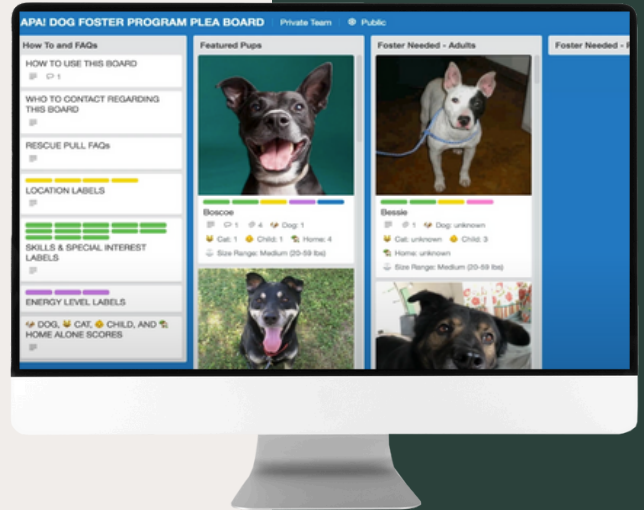
Follow the recommendations and protocols from Maddie's Fund to expand the existing foster program to become a model, high-volume foster program.

[Maddie's Foster Resources](#)

## Make Everyone a Foster Coordinator

Empower and train all staff members to process foster placements and make every animal available for foster or adoption.

[Trello for Foster Management](#)



## Automate Foster Pet Management

Utilize a technology like Trello for foster pet placement and management.

## Goals and Benchmarks

Set performance goals for the foster program. We recommend between 30% and 50% of cat and dog intake goes to a foster placement of some kind. This can include field trips, weekend fosters, kittens/puppies, medical foster, or behavioral foster.

## Dog Foster Program

The foster coordinator should oversee both cat and dog foster placement and ensure both dogs and cats are prioritized for foster placement.

## Long Stay Animals

Prioritize long-stay cats and dogs for immediate foster placement and consider subsidizing foster placement for these pets and/or boosting social posts to increase their chances of finding a foster home.

[Subsidizing Foster Placement](#)

## Foster Web Page

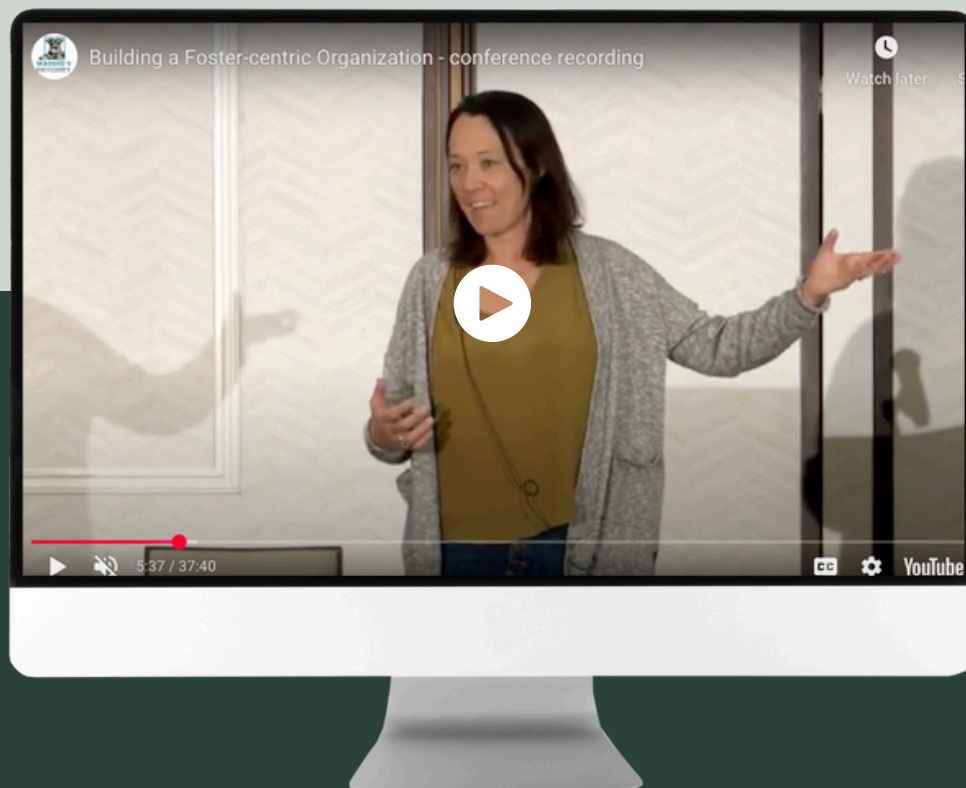
On the foster web page, remove the requirements to foster a pet (which can simply be incorporated into the sign-up process) and simplify the page to describe why fosters are needed, the most common foster needs (medical, neonate, short-term dog foster, animals that are scared, shy, or shut-down in the shelter, etc). Include some examples and testimonials from foster caregivers. Remove the kitten video from this page and lay out the steps in the process to foster so potential foster caregivers know it is easy to get started. Remove any barriers to entry and allow people to simply show up/sign-up and foster.

HSVC Foster Page

## Foster-to-Adoption

Empower foster caregivers to get their animals adopted directly from foster as opposed to having them come back to the shelter for adoption.

## Recommended Learning



Building a Foster-Centric Organization

# Outcomes

## Situate Staff in Close Proximity to the Animals

Reduce the number of administrative staff in offices and increase the number of staff members working in the animal areas who can provide adoption counseling and can complete adoptions. Use tablets or laptops to access the shelter software anywhere on the premises.

## Adoption Application

Ensure the adoption application is available online for people who wish to complete them prior to visiting the shelter.

## Update Kennel Card Design

Update to provide meaningful information about the animals. Check out this article from Humane Pro about how to do it.

### HumanePro Kennel Card Basics


#### BEFORE



#### AFTER

HOWDY, MY NAME IS  
**Baxter**

ID #: 4862001      Intake Date: 11/03/19



SEX  
**Male**

AGE  
**Young adult**

WEIGHT  
**24 lbs**

COLORS  
**White, Brown, Black**

I CAN DO ALL OF THESE THINGS:

- go for car rides
- play with other dogs
- entertain myself
- hang out with kids
- go out on the town
- go swimming

MORE ABOUT ME:

This sweet, gentle and loving young adult is a perfect 24 lbs. Baxter loves learning new commands, cuddling up with his person and rolling over for lots of belly rubs. He especially loves his favorite fluffy hedgehog toy and car rides, and he doesn't mind kids, either!

#### THE BASICS

List factual, identifying information like name, gender and weight. Optionally include intake date, ID number and physical descriptions.

#### SAY CHEESE

Feature a good quality, color photo that shows the animal's true personality.

#### BREVITY IS KEY

Use bullets or small icons to quickly highlight the animals' characteristics and skills.

#### ONE OF A KIND

Share a blurb about what makes the animal special. Use information gleaned from staff, volunteers or foster caregivers.



# Humane Enforcement

## Get Animal Intake Information

Create a humane enforcement intake assessment form to provide as much information as possible about confiscated animals.

## Negotiate Contracts

Renegotiate agreement with Ventura County to charge a per diem boarding fee for confiscated animals.

## Consider a Rebrand

Explore the idea of calling officers 'Animal protection officers.'

## Document Officers Work to Share with the Public

Assign a part time 'beat reporter' to shadow officers and share stories as appropriate.

## Assign Intake to the Humane Enforcement Section

Create an intake coordinator position that works under the humane enforcement section.

## Send Court Case Animals to Foster

Prioritize animals held for court cases for foster placement.



# Pet Food Pantry - Pet Support Center

## Shift to a Pet Support Model

Change to a pet support model to focus on intake diversion efforts.

### Intake Diversion Example

## Explore Owned Pet Support Programs

Explore models of owned pet support including Downtown Dog Rescue, My Pitbull is Family's North Minneapolis Pet Resource Center, Pets for Life, and Pima Animal Care Center's Pet Support Center.

### Downtown Dog Rescue

### North Minneapolis Pet Resource Center

### Pima County Animal Care Center

## Leverage Donation Resources

Contact Ventura County to access donations provided by Chewy.



## Launch a Safety Net Foster Program

Start a safety net foster program to offer temporary housing or foster housing to pet owners in crisis.

### Safety Net Foster Program

## Secure Essential Supplies

Find a source for crates, go-kits for people experiencing homelessness, blankets, collars, leashes, water bottles, and back packs. These items are crucial to providing intake diversion support and helping the most vulnerable pet owners.

## Expand the Angel Fund

Increase the Angel Fund from \$100 to an 'up-to' amount of \$500 to \$1,000 depending on the case. Create an assistance request form instead of providing a live response to calls for assistance. Create guidelines for what funding can be used for and provide a certain number of vouchers to humane enforcement officers to prevent and solve medical neglect.

### Assistance Request Form

## Offer Transportation Support

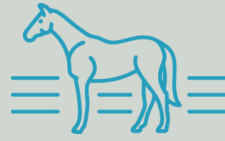
Provide uber vouchers to assist people who need transportation to get their pet to the veterinarian.

# Equine

## Define Equine Program Goals



**Shelter and adoption:**  
Temporary housing for adoptable horses.



**Training facility:**  
Housing and training horses

## Set Intake Criteria for Horses

Determine the appropriate sources for horses. Limit intake to horses with a good prognosis who are victims of cruelty or neglect.

## Reduce Costs for Unadoptable Horses

Consider moving unadoptable horses to a pasture-board or field-board setting to reduce unnecessary expenses.

## Discontinue Staff-Led Horse Training & Riding

Cease the practice of allowing staff to ride and train horses given that there is significant liability involved in training horses and training is unlikely to impact the adoptability of a horse in care for a short period of time. In addition, there are no appropriate, safe places to ride horses on the property.

## Redefine Equine Staff Roles

Transition the equine staff to customer-service and humane education staff, engaging volunteers, visitors, and community members to participate in caring for the horses and learning about how they arrived, and promoting them for adoption.

## Develop Revenue Streams for Horse Care

Explore opportunities to generate revenue to support the upkeep of the horses including incorporating them into birthday parties, camps, or equine therapy.



# *Thank You*

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