



**Washington County  
Auditor's Office**

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**Audit of the  
Bonnie L Hays Animal Shelter**

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Final Report  
July 15, 2019



John Hutzler, CIA, CGAP, CCSA  
County Auditor

# AUDIT OF ANIMAL SERVICES

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# AUDIT OF ANIMAL SHELTER EXECUTIVE SUMMARY

## Why we audited the Animal Shelter

We undertook this audit to provide management a detailed analysis of the shelter's capacity to provide the Association of Shelter Veterinarians (ASV) minimum level of acceptable care.

## What we found

Over the past decade, management and staff of the Bonnie L. Hays Animal Shelter have significantly improved the quality of care for animals in shelter.

To achieve what the ASV considers a minimum level of acceptable care, additional improvements are necessary

The demand for housing at the animal shelter has been on the decline since 2012.

Staff capacity for daily care and staff capacity for flow-through are more than adequate.

However, limitations of the facility and certain shelter practices prevent the shelter from providing what the ASV considers the minimum level of acceptable care.

Management action can address many of the issues identified in our review.

Addressing other deficiencies may require remodel or replacement of the facility.

## What we recommend

The shelter should install transfer doors in kennels used to house dogs restricted to kennel,

The County should securely enclose its outdoor exercise yard.

The shelter should provide dogs housed longer than two weeks with places to hide within their kennels and opportunities to play in the secured outdoor space.

The shelter should provide all cats with places to hide.

The shelter should develop a robust foster care program.

Animal Services should transfer cats held more than two weeks to foster care or to a facility equipped to provide appropriate long-term care.

The County should include the animal shelter in its facilities master planning process

Animal Services management should ensure that shelter staffing remains adequate to provide higher levels of care as it implements the audit recommendations.

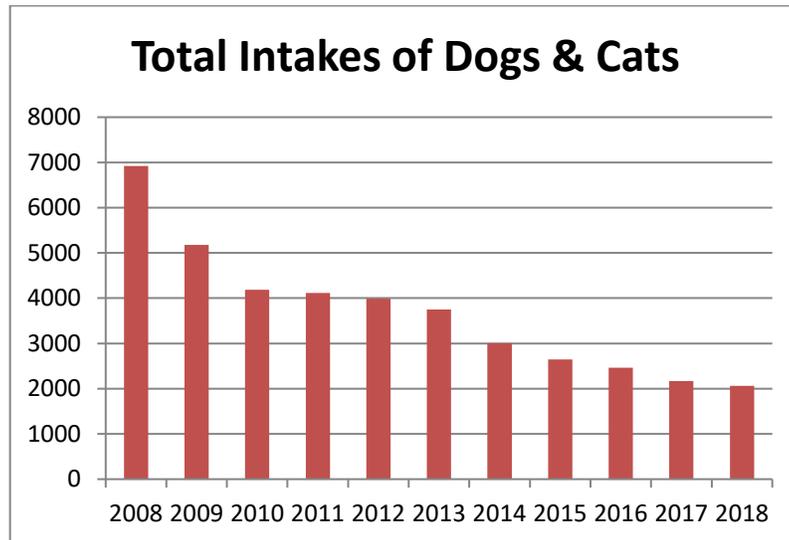


A handwritten signature in black ink, appearing to read "John H. Hays", is written over the seal.

**BACKGROUND**

Animal Services is a division of Washington County's Health and Human Services Department (HHS). Animal Service operates the Bonnie L. Hays Animal Shelter, constructed in the mid-1990s. In 2018 Animal Service sheltered about 2,100 dogs and cats, and returned about 950 lost pets to their owners. The number of dogs and cats passing through the shelter has declined significantly over the past decade. (See Figure 1)

*Figure 1*



Beginning in 2004 leaders of more than twenty animal welfare organizations came together to develop the Asilomar Accords. Named for the location of the initial meeting in Asilomar, California, the Accords express the common goal of significantly reducing the euthanasia of healthy and treatable dogs and cats in this country.

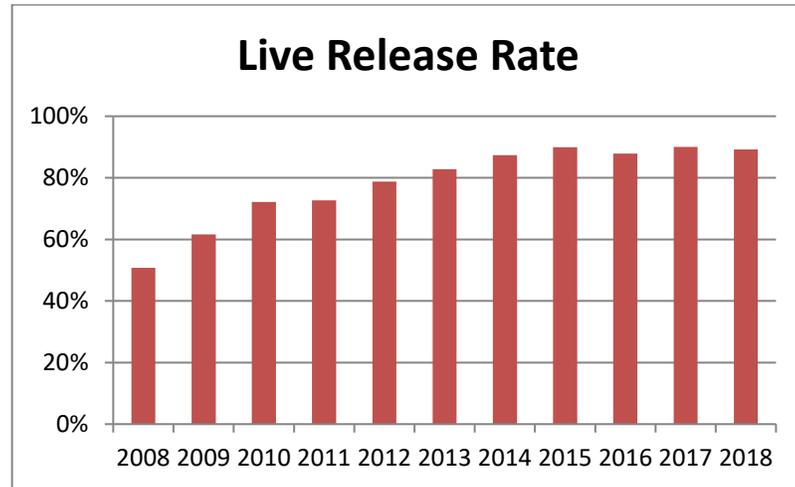
Washington County Animal Services is a founding member of the Animal Shelter Alliance of Portland (ASAP), a community coalition of animal welfare organization in the metropolitan Portland area committed to the Asilomar Accords. In 2008 the ASAP committed to the guiding principles of the Asilomar Accords.

ASAP's ultimate goal is to end the euthanasia of healthy, social, and treatable companion animals, as well as feral cats, in its community. Collaboration among coalition partners facilitates the transfer of an animal to the partner best suited to treat and adopt out that animal, thereby maximizing the live release rate of each of the partners and the community as a whole.

Animal Service appears to have implemented effectively the Asilomar Accords as applied locally by the ASAP community

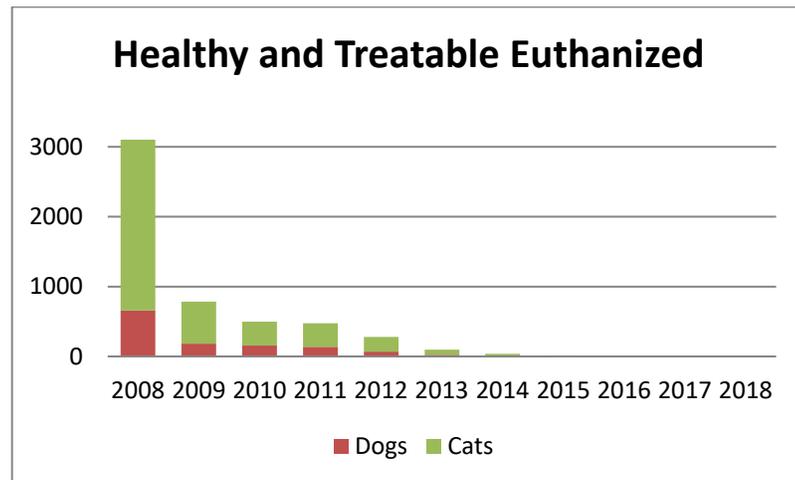
coalition. The Animal Shelter's live release rate has risen from 51% in 2008 to 89% in 2018. (See Figure 2)

**Figure 2**



Animal Service has substantially achieved the ultimate goal of the Accords - to end the euthanasia of healthy and treatable dogs and cats. (See Figure 3)

**Figure 3**



Animal Service attributes its success in this area to:

- Reductions in intake due to the effectiveness of its spay and save programs in reducing unplanned births in cats,
- The willingness of its partner agencies in the region to accept transfers of animals from Animal Service. (Over the last five years, partner agencies, both inside and outside ASAP, that are better positioned to treat animals or arrange for their adoption have accepted the transfer of more than 2,900 cats and dogs from the Bonnie L. Hays shelter.), and
- Ending the practice of routinely providing owner-requested routine euthanasia services. (In 2008 there were more than

1200 owner requests to euthanize pets. From 2016 to 2018 the shelter averaged fewer than 20 such requests per year.)

In 2010 the Association of Shelter Veterinarians published Guidelines for Standards of Care in Animal Shelters. Leading organizations in the animal welfare field promptly endorsed the guidelines.

The ASV based its Guidelines on the "Five Freedoms," originally developed in 1965 in the United Kingdom to address welfare concerns in agriculture, but now recognized as applicable across all species and situations. The Five Freedoms for Animal Welfare include:

1. Freedom from Hunger and Thirst: by ready access to fresh water and a diet to maintain full health and vigor;
2. Freedom from Discomfort: by providing an appropriate environment including shelter and a comfortable resting area;
3. Freedom from Pain, Injury, or Disease: by prevention or rapid diagnosis and treatment
4. Freedom to Express Normal Behavior: by providing sufficient space, proper facilities, and company of the animal's own kind; and
5. Freedom from Fear and Distress: by ensuring conditions and treatment that avoid mental suffering.

The Guidelines address twelve areas of shelter operations:

1. Management and record keeping,
2. Facility design and environment,
3. Population management,
4. Sanitation,
5. Medical health and physical wellbeing,
6. Behavioral health and mental wellbeing,
7. Group housing,
8. Animal handling,
9. Euthanasia,
10. Spaying and neutering,
11. Animal transport, and
12. Public health.

Based upon those principles the ASV Guidelines identify "unacceptable," "must," "should," and "ideal" practices for shelter operations. "Unacceptable" highlights practices that must be corrected as soon as possible to provide an acceptable level of care. A "must" indicates that without adherence to this recommendation, a shelter cannot deliver a minimum level of acceptable care.

“Should” implies a strong recommendation. Best practices are identified in the Guidelines as “ideal” or “best.”

In February 2018 the Auditor's Office released its report on Animal Services. Among the findings from that audit was that Animal Services followed most, but not all, of the Association of Shelter Veterinarians (ASV) Guidelines for Standards of Care in Animal Shelters. That finding was based, in part, on acknowledgements by the then Manager of Animal Services that the Bonnie L Hayes Animal Shelter did not meet certain of the ASV guidelines.

The auditors recommended that Animal Services initiate a planning process to determine how it would provide at least the minimum level of acceptable care to animals in shelter (as defined by ASV Unacceptable and Must criteria) while not euthanizing healthy and treatable companion animals. As first steps in that process, the auditors recommended that Animal Services:

- a) assess its current capacity to provide that minimum level of care,
- b) project the demand for shelter care,
- c) identify the gaps between its current capacity to care and projected demand, and
- d) identify options for reducing that gap.

The response to that recommendation did not provide reasonable assurance that Animal Services would refrain from certain practices that the ASV considers unacceptable or implement certain practices that the ASV identifies as mandatory if a shelter is to deliver a minimum level of acceptable care. When it became clear we were at an impasse on this important issue, we decided to conduct a focused audit of Animal Shelter operations with the specific objective of quantifying the shelter's capacity to house and care for cats and dogs in accordance with the most critical ASV guidelines.

In our 2018 audit, we found that Animal Services followed most, but not all, of the Association of Shelter Veterinarians (ASV) guidelines. Although it also had implemented 83% of the Should practices and most of the Ideal practices, to achieve at least the ASV's minimum level of acceptable care Animal Services needed to address the Unacceptable and Must practices with which it did not consistently comply. Since that report, Animal Services has worked to address the shelter's compliance with ASV guidelines, conducted an internal analysis of capacity for care, and projected demand for care.

We conducted this audit to determine the capacity of the Bonnie L

Hays Animal Shelter to provide the minimum acceptable level of care for cats and dogs as define by the Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters. We engaged JVR Shelter Strategies, LLC (JVR), experts in animal shelter capacity for care, to assist in this audit.

## **FINDINGS & RECOMMENDATIONS**

The ASV Guidelines identify several factors that determine capacity for care, including “the number of appropriate housing units, staffing for programs or services, staff training, average length of stay, and the total number of reclaims, adoptions, transfers, releases, or other outcomes.” Our findings and recommendations address those factors that relate directly to the issue of whether the Bonnie L Hays Animal Shelter provides what the ASV considers a minimum level of acceptable care – housing capacity, staff capacity, length of stay and outcomes.

***Housing Capacity (Dogs)*** The ASV defines housing capacity as the number of animals who can be adequately housed within available primary enclosures. The guidelines provide that primary enclosures must provide sufficient space to allow each animal to make normal postural adjustments and to sit, sleep and eat away from areas of their enclosures where they defecate and urinate.

The Bonnie L. Hayes Animal Shelter has 48 kennels for dogs – 24 in the holding area and 24 in the adoptions area. The number of kennels has remained the same since the shelter was built. All 48 kennels are large enough to meet ASV guidelines, and the number of dogs in shelter has not exceeded that number on a single day in the past five years. The average number of dogs held overnight in the shelter has declined from 36 in 2012 to 15 in 2017 and 2018.

Although they are large enough, holding kennels do not satisfy the ASV mandatory guidelines. To minimize the risk of spreading disease when stray dogs of unknown health status arrive at the shelter, staff usually do not remove them from their kennels during the hold period. Since those kennels lack transfer doors to confine the animal to one side of the kennel while staff clean the other side, staff usually spray down kennels in holding while the animal is inside - an unacceptable practice. As a result, the shelter does not provide the ASV's minimum level of acceptable care for dogs confined to kennel. On an average day in 2018, a majority of dogs in shelter fell into this category.

**We recommend that the County install transfer doors in kennels to which dogs are confined during cleaning.**

***Housing Capacity (Cats)*** The housing capacity for cats has changed significantly in the past year. During the July 2018 site visit, JVR determined that only six primary enclosures were adequate for cat housing. Most units were too small to meet ASV Guidelines. Dr. Robertson recommended that the shelter install portals between pairs of cat cages to provide housing units that would satisfy ASV Guidelines. She determined that, by doing so, the shelter could provide 26 adequate primary enclosures.

We observed during our July 2018 visit that shelter management had obtained portals to allow the shelter to join two cat cages into a single housing unit. The Facilities Division had not yet installed those portals. When we returned in April 2019, the Facilities Division had installed portals between the smaller cages, raising the number of appropriately sized cat housing units to 26 cats.

Data from 2017 indicates that, although the average daily population of cats in shelter was 21.8, the number of adult cats housed in the shelter exceeded 26 on 52 days. In 2018 the average daily population declined slightly to 21.3. If cat admissions and daily populations continue to decline, 26 housing units should be sufficient to accommodate all cats in appropriately sized housing units on all but a few days each year.

Operating beyond an organization's capacity for care is an unacceptable practice. ASV Guidelines provide that a shelter must have policies to maintain adequate capacity for housing. Without such a policy, the shelter is likely to revert to housing cats in unsuitable housing units when populations exceed 26.

**We recommend that shelter management adopt written policies and protocols that define maximum housing capacity based on the number of animals who can be adequately housed within available primary enclosures and ensure the number of animals housed does not exceed that capacity. .**

ASV Guidelines also require that a shelter provide cats with places to hide. Shelter staff provide a place to hide only if they judge a cat to be "shy," and rarely in the adoption area where they want cats to be seen.

**We recommend that the shelter provide all cats with places to hide.**

***Staff Capacity for Care*** The National Animal Care and Control Association (NACA) recommends shelter staffing be sufficient to allow 15 minutes per

day per animal for daily care (feeding and cleaning). Based upon its observations and timing of daily care functions, JVR found that shelter staff were far more efficient than the NACA standard.

#### Animal Services

Staff spent an average of 7.6 minutes per day for daily cleaning and feeding per dog and only 3 minutes per cat. JVR also observed and timed staff performing intake functions, behavioral assessment and outcomes (adoptions, transfer and return to owner).

Management also performed its own internal assessment of staff capacity for care. Although they employed slightly different methodologies, both the consultant and Animal Services management determined that staff capacity for care at current levels of care is more than adequate to provide care and flow-through processing for the number of animals currently passing through the shelter.

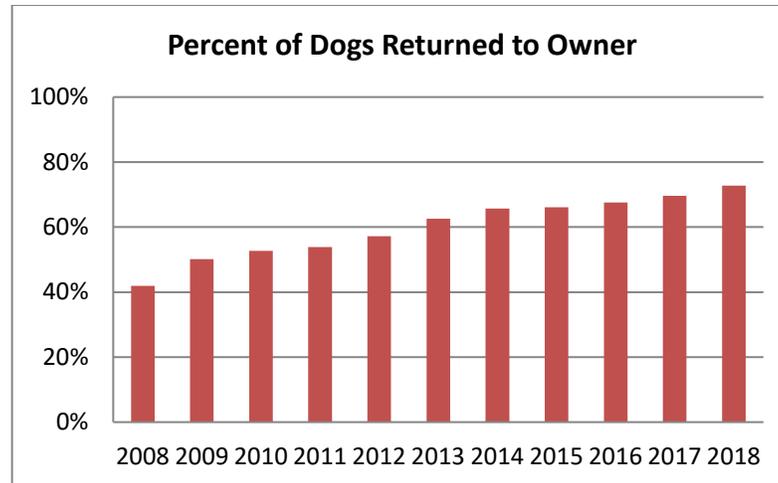
However, we make no recommendation for reductions in shelter staffing. Implementation of audit recommendations will undoubtedly impact staffing requirements.

For example, limiting the number of cats in shelter to the number of suitable housing units will reduce the number of animals requiring care, but larger cat cages with places for cats to hide will require more cleaning time per animal. Cleaning kennels equipped with transfer doors will increase cleaning time, since dogs must be moved side to side to clean each half of the kennel.

Each of our recommendations could impact staffing requirements. While staffing appears to be sufficient to absorb some increases in cleaning time per animal, ...

**Animal Services management should ensure that staffing remains adequate to provide higher levels of care as it implements the audit recommendations.**

***Length of Stay (Dogs)*** We found that the shelter had reduced the average length of stay for dogs from 7.2 days in 2012 to 4.9 days in 2018, due primarily to increases in the proportion of dogs promptly returned to their owners. (See Figure 4)

*Figure 4*

In 2018, over 72% of dogs admitted to shelter were returned to their owners in an average of 1.8 days. Of those, 52% were returned to their owners on the day of admission, and 23% were returned to owner the day after admission.

On an average day in 2018, the shelter housed 16 dogs overnight. Of those, nine had been in shelter a week or less. Four had been in the shelter more than one, but less than two, weeks. Only three had already spent at least two weeks in the facility.

Dogs who stayed in the shelter long-term did not receive the minimum level of acceptable care. The ASV guidelines require that “Dogs [staying longer than 1-2 weeks] must be provided with daily opportunities for activity outside of their runs for aerobic exercise. On an average day in 2018, three dogs had been there more than two weeks, and four had been there for more than one week but less than two weeks. Because the outside exercise yard is not securely fenced, most dogs that stay beyond the holding period are walked daily only on leash to eliminate. This does not satisfy the requirement for aerobic exercise.

**We recommend that the County securely enclose the shelter’s exercise yard, and that Animal Services provide dogs held long-term with daily opportunities for aerobic exercise in that secure space.**

ASV Guidelines also require that animals housed long-term have opportunities to hide, play, rest, feed and eliminate. Dogs staying long-term do not have opportunities to hide or play.

**We recommend that the shelter provide dogs housed longer than 2 weeks with places to hide within their kennels and opportunities to play in the secured outdoor space.**

***Length of Stay (Cats)*** We found that the shelter had reduced the average length of stay for cats from 10.1 days in 2014 to 7.8 days in 2018. The average number of cats held overnight in shelter had declined from 57 in 2012 to 21 in 2018.. On an average day in 2018, 13 of the 21 cats in the shelter had been there less than a week. Five had been there more than one, but less than two weeks, and three had already spent more than two weeks in shelter.

ASV Guidelines require that alternatives to traditional cage housing (e.g., large enriched cages, home or office foster care, room housing) must be provided for any animal staying in a shelter long-term. Cats must be allowed an opportunity to exercise and explore in a secure enriched setting. Although the shelter has a significant enrichment program, it cannot currently provide such alternatives to traditional cage housing within the facility. Since it cannot provide minimally acceptable long-term care for cats,

**Animal Services should put processes in place to transfer any cat admitted to shelter more than two weeks earlier to foster care or to a facility equipped to provide appropriate long-term care. If it needs to hold animals long-term, the County should either remodel or replace the shelter to provide alternatives to traditional cage housing.**

***Outcomes (Cats)*** ASV Guidelines also require that shelter policies provide a means of balancing admissions with the outcomes available. Shelters must make appropriate interventions before animal numbers exceed the capacity for housing.

A public shelters options for controlling admissions are limited. The shelter tries to control admissions by encouraging those who find stray cats to keep them until their owners claim them and to assume ownership if the owner does not claim them. However, as a public shelter, it cannot simply refuse to admit animals subject to impoundment.

The significant decline in admissions over the past decade has greatly reduced pressure on the shelter. However, achieving a proper balance between admissions and outcomes may depend on increasing outcomes.

In 2012 and 2013, the shelter placed a total of 448 cats in foster homes. By 2017 and 2018, the two-year total of foster placements had fallen to 123. Increasing the number of foster placements could improve the balance of outcomes with admissions. Maintaining a standing list of county residents willing to foster cats would position the shelter to respond promptly to a sudden influx of admissions.

**We recommend that the shelter develop a robust foster care program to better balance admissions and outcomes and control cat populations within housing capacity.**

*Other matters* Housing before and after surgery does not satisfy ASV requirements. Enclosures must be secure and provide a flat surface that is clean, dry and warm with adequate space for the animal to turn around, while allowing for safety at various stages of sedation and anesthesia and good visibility by the staff.

The prep/surgery/recovery area is too small to accommodate such enclosures.

**The County should include the animal shelter in its facilities master planning process to address deficiencies that may require capital investment to remodel or replace the existing shelter. Any redesign or replacement of the shelter should include expansion of this area to accommodate appropriate housing before and after surgery.**

Animal Service's staff are committed to providing the highest level of care possible despite the limitations of the shelter facility. Management reported that staff do what they can to mitigate the adverse effects of those practices that do not comply with ASV Guidelines. We observed that shelter staff know every animal by name and provide significant and varied enrichment opportunities for animals in their care.

## **OBJECTIVES, SCOPE & METHODOLOGY**

We conducted this audit to determine the capacity of the Bonnie L Hays Animal Shelter to provide the minimum acceptable level of care for cats and dogs as define by the Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters.

We engaged JVR Shelter Strategies, LLC, (JVR) to assist in this audit. The JVR team was composed of Jyothi Robertson, DVM, DABVP (Shelter Medicine), Ross Mauck, and Nellie Goetz, DVM. The team and the auditor conducted a three-day site visit in July 2018 to observe facility operations and collect data on staff time

required to perform various shelter functions relating to daily care and flow-through processing. The auditor conducted an additional site visit in April 2019.

JVR analyzed the records of over 9500 dogs and 9500 cats admitted to the shelter from 2012 through 2017. After JVR had completed its work, we analyzed the records of an additional 1152 dogs and 989 cats admitted to the shelter in 2018.

The scope of our audit includes the care provided to animals in shelter during FY2018-19. We limited the scope of our report to findings and recommendations regarding whether shelter practices satisfy the ASV Guidelines' Unacceptable and Must criteria that define the minimum acceptable level of care. However, the consultants' report, attached as Appendix A, offers additional findings and recommendations to improve the quality of care provided to animals in shelter.

## COMPLIANCE WITH AUDIT STANDARDS

We conducted this performance audit in accordance with generally accepted government auditing standards, except that we have not had an external peer review. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence provides a reasonable basis for our findings and conclusions based on our audit objectives.



signed:

Audit Team: County Auditor: John Hutzler, CIA, CGAP, CCSA  
Reviewer: Keith Shoop, CGAP

**SUMMARY OF AUDIT  
RECOMMENDATIONS**

- 1. The shelter should adopt written policies and protocols that define maximum housing capacity based on the number of animals who can be adequately housed within available primary enclosures and ensure the number of animals housed does not exceed that capacity.**
- 2. The shelter should install transfer doors in kennels used to house dogs restricted to kennel, so that staff can confine the dog to one side of the kennel while cleaning the other side.**
- 3. The shelter should securely enclose its outdoor exercise yard and provide dogs held longer than two weeks with daily opportunities for aerobic exercise.**
- 4. The shelter should provide dogs housed longer than two weeks with places to hide within their kennels and opportunities to play in the secured outdoor space.**
- 5. The shelter should provide all cats with places to hide.**
- 6. The shelter should develop a robust foster care program to better balance admissions and outcomes and control cat populations within housing capacity.**
- 7. Animal Services should put processes in place to transfer any cat admitted to shelter more than two weeks earlier to foster care or to a facility equipped to provide appropriate long-term care. If it needs to hold animals long-term, the County should either remodel or replace the shelter to provide alternatives to traditional cage housing.**
- 8. The County should include the animal shelter in its facilities master planning process to address deficiencies that may require capital investment to remodel or replace the existing shelter. To achieve ASV minimum level of acceptable care, remodel or replacement should provide appropriate housing for each animal, before and after surgery.**
- 9. Animal Services management should ensure that shelter staffing remains adequate to provide higher levels of care as it implements the audit recommendations.**



July 1, 2019

**TO:** John Hutzler, County Auditor

**FROM:** Robert Davis, County Administrator  
Sia Lindstrom, Sr. Deputy County Administrator

**SUBJECT:** Response to 2nd Audit of Animal Services

We have reviewed your draft report provided to us on June 17, 2019 regarding your recent audit of Animal Services which was initiated on April 9, 2018. We have worked with the Animal Services Division of HHS on the attached response. As noted, we generally agree with your findings and mostly agree with your recommendations.

We appreciate the work the Auditor's Office undertook to assess the important animal sheltering services provided within the Animal Services Division. HHS values continuous quality improvement and the recommendations in your report support our intention to ensure we provide quality services throughout HHS, which includes Animal Services.

Thank you for your work on this audit. We appreciate the collaboration of the Auditor's Office with the staff at Animal Services. We are confident that the actions we will take based upon your recommendations will result in improvements to our Animal Services operation!

**Cc:** Marni Kuyl, Health and Human Services Director  
Mjere Simantel, HHS Assistant Director  
Randy Covey, Animal Services Manager



July 1, 2019

**TO:** Bob Davis, County Administrator  
Sia Lindstrom, Deputy County Administrator

**FROM:** Marni Kuyl, Director  
Department of Health and Human Services

**SUBJECT: HHS RESPONSE TO THE ANIMAL SERVICES AUDIT**

**Overview:**

We have reviewed the Animal Services 2nd audit report and are providing a response from the Department of Health and Human Services (HHS).

We appreciate the work the Auditor undertook to assess the important animal shelter services provided within the Animal Services program. HHS values continuous quality improvement and the recommendations in the report support our intention to ensure we provide quality services throughout HHS. We generally agree with the audit report, and our response below describes our intentions for addressing each recommendation and our plan for accomplishing the improvements where applicable.

Animal Services firmly believes that significantly more than a minimum level of acceptable care is provided to shelter animals under all Federal and State laws and County codes. All legal and normally accepted definitions of minimum care are met and exceeded daily. Although not required by any Federal, State or County laws or ordinances, Animal Services embraced the Association of Shelter Veterinarians (ASV) Guidelines that are the focus of this audit shortly after they were created in 2010. Animal Services has implemented most of those guidelines because they represent the very best standards of Shelter Care in the industry. Staff commitment and ability to fully implement the guidelines has been primarily limited by challenges created by the current facility. The *unacceptable* or *must* areas in the ASV guidelines identified during the audit as “not met” are mitigated by Animal Services in ways that are intended to address the related concerns without compromising other aspects of the ASV guidelines.

**Background:**

As noted in the report, Animal Services staff take pride in operations that include a myriad of animal care and control responsibilities. Animal Services is responsible for enforcing the Washington County Animal Services code, licensing dogs, regulating dangerous dogs, investigating animal abuse and neglect, educating the public about animal issues, sheltering stray animals, adopting strays to new homes and returning lost pets to their owners. The manager, supervisors, staff and volunteers are all deeply committed to ensuring the best possible care and treatment of animals, rapid response to animal cruelty, and protection of the public from zoonotic public health risks and dangerous dogs.

As a founding member of the Animal Shelter Alliance of Portland (ASAP), Animal Services is also familiar with and committed to striving toward excellence in shelter operations by implementing, to the best of their ability based on staff, facility and other resources, both the Asilomar Accord standards and the ASV guidelines.

Animal Services staff and leadership accomplish these goals by supporting a competent workforce that includes volunteers, participating in the ASAP, and engaging and participating in national shelter and animal welfare trainings and groups such as the National Animal Care and Control Association (NACA), the Humane Society of the United States (HSUS), the Association of Shelter Veterinarians (ASV), The Association for Animal Welfare Advancement (TheAAWA), the American Society for the Prevention of Cruelty to Animals (ASPCA), and others. Animal Services policies, procedures and practices are designed to ensure a high level of care for all animals in the shelter that is balanced with a safe environment for our staff, volunteers, visitors and the animals.

Significant milestones to date include the following:

1. A full-time volunteer coordinator has been hired to improve Animal Services ability to address some of the ASV guidelines related to workforce and volunteers.
2. All cat kennels have had portals installed to allow more flexibility in housing options and help ensure compliance with the ASV guidelines.
3. Routine, scheduled transports with ASAP partners have been monitored and refined to help manage the animal population in the shelter.
4. Staff have been empowered to regulate intake of cats by establishing daily limits on strays that can be brought in by citizens.
5. A 2<sup>nd</sup> Certified Veterinary Technician was added to the staff to support the medical team responsible for performing a myriad of animal health, exam, surgery, and disease prevention duties.

**Response to the Audit Recommendations:**

**Audit Recommendation #1:** The shelter should adopt written policies and protocols that define maximum housing capacity based on the number of animals who can be adequately housed within available primary enclosures and ensure the number of animals housed does not exceed that capacity.

**Response:**

Animal Services agrees with this recommendation and will draft policies and protocols by October 1<sup>st</sup> with a goal of adopting the final version by December 1<sup>st</sup> of 2019.

**Audit Recommendation #2:** The shelter should install transfer doors in kennels used to house dogs restricted to kennel, so that staff can confine the dog to one side of the kennel while cleaning the other side.

**Response:**

Animal Services agrees that kennels with transfer doors that would allow dogs to be moved easily from one kennel to the next is a necessary and pressing need. By October 15, 2019 a proposal to accomplish this goal will be drafted, with an expectation that it will be identified as a priority and implemented in the most reasonable and efficient manner possible.

**Audit Recommendation #3:** The shelter should securely enclose its outdoor exercise yard and provide dogs held longer than two weeks with daily opportunities for aerobic exercise.

**Response:**

Animal Services agrees that a secure, outdoor exercise yard is essential to providing the best long-term care possible for dogs that meet appropriate health and behavior standards. Criteria for determining those standards will be drafted by December 1<sup>st</sup> with a goal of adopting the final version by March 1<sup>st</sup> of 2020. Plans for funding secure outdoor exercise yards have already been developed and our goal is to have the yards available for use by March 1<sup>st</sup> of 2020 as well.

**Audit Recommendation #4:** The shelter should provide dogs housed longer than two weeks with places to hide within their kennels and opportunities to play in the secured outdoor space.

**Response:**

Animal Services agrees with this recommendation and will take steps to implement it in full by February 1<sup>st</sup> of 2020.

**Audit Recommendation #5:** The shelter should provide all cats with places to hide.

**Response:**

Animal Services agrees that all cats should have a place to hide and will implement this recommendation immediately. A guideline will be established for staff by September 1<sup>st</sup>, 2019 that will allow some flexibility in this regard when staff safety, the ability to monitor a cat's health and welfare, or other extenuating circumstances might take priority.

**Audit Recommendation #6:** The shelter should develop a robust foster care program to better balance admissions and outcomes and control cat populations within housing capacity.

**Response:**

Animal Services has a kitten foster program in place and we use our ASAP and animal rescue partners to balance admissions with timely and appropriate outcomes. Serious consideration will be given to create a new position of Foster Coordinator if it is determined that our partners are unable to provide adequate placement options.

**Audit Recommendation #7:** Animal Services should put processes in place to transfer any cat admitted to shelter more than two weeks earlier to foster care or to a facility equipped to provide appropriate long-term care. If it needs to hold animals long-term, the County should either remodel or replace the shelter to provide alternatives to traditional cage housing.

**Response:**

Animal Services agrees with this recommendation and will put processes in place as recommended by March 1<sup>st</sup> of 2020. A guideline will be established for staff by that same date that will allow some flexibility in this regard that takes into consideration an individual cats health and behavior and an assessment of its adaptability to the shelter setting and housing provided. Challenges to this recommendation will include seizure of large numbers of cats that may require that they be held in custody long-term while a criminal investigation or other legal proceeding is pending. In cases like that, options for using foster homes or transferring cats to other locations are limited by available resources, willing partners, and legal considerations related to chain of custody, liability, and risk.

**Audit Recommendation #8:** The County should include the animal shelter in its facilities master planning process to address deficiencies that may require capital investment to remodel or replace the existing shelter. To achieve ASV minimum level of acceptable care, remodel or replacement should provide appropriate housing for each animal, before and after surgery.

**Response:**

By September 1st, 2019 Animal Services will identify professional consulting resources that could be engaged to provide an evaluation of the current facility and options for remodel or replacement. Said evaluation will include considerations necessary to meet the ASV guidelines for all manner of animal housing and length of stay requirements. Animal Services will provide the findings to CAO for consideration within the county's facilities master plan and work with the CAO to determine the best route forward to address the concerns related to animal shelter upgrades, remodel, or replacement.

**Audit Recommendation #9:** Animal Services management should ensure that shelter staffing remains adequate to provide higher levels of care as it implements the audit recommendations.

**Response:**

Animal Services agrees with this recommendation and will take all reasonable steps necessary under County budget and operational guidelines to ensure staffing remains adequate or even robust to provide the highest level of care possible for the animals housed at the Bonnie L. Hays Animal Shelter.



## Appendix A: Bonnie L. Hays Animal Shelter Audit

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Medicine)

[www.shelterstrategies.com](http://www.shelterstrategies.com)



## Washington County Recommendations - Bonnie L. Hays Animal Shelter

*Recommendations are based on observations performed at a single site visit by JVR Shelter Strategies. They are to be viewed as dynamic and to serve as a guide for next steps. Note that observations noted may have been a one time occurrence and that recommendations can change with time as the field of shelter medicine expands its scientific understanding of these principles. Hyperlinks to resources are embedded in the document to serve as clarification and illustration of specific concepts.*

Components	Observations	Recommendations
<b>Animal Intake and Flow</b>		
<b>Population Management</b>	The population is managed through daily observations from staff and close communication with all team members. A formal plan does not exist and formal rounds do not occur.	<ul style="list-style-type: none"><li>● Create a formal population plan that clearly outlines hold periods for specific intake statuses, time at which key activities such as spay/neuter and behavior assessments occur, and review dates for evaluating animals.</li><li>● Consider a <a href="#">weekly rounds</a> option as a more formal process to include determinations on which animals need improved marketing for increasing live release opportunities and ways to increase enrichment for specific animal needs.<ul style="list-style-type: none"><li>○ Given the size of the shelter and the close contact staff already has with all animals, a formal daily rounds may not be necessary. This is inherently already being accomplished through the daily monitoring that occurs.</li></ul></li><li>● <a href="#">C4C calculations</a> are being calculated currently</li></ul>



Components	Observations	Recommendations
<b>Animal Flow Thru</b>	Flow thru decision occurs at intake and at behavior assessment with information on owner vs stray. Decision to transfer vs place in adoption occurs after behavior assessment. Behaviors assessments completed on both dogs and cats prior to move to adopt, except for kittens/puppies.	<ul style="list-style-type: none"><li>● <a href="#">Continue to choose pathways at intake.</a></li></ul>
<b>Hold Periods</b>	There is a 72 hour hold for stray and a 7 day hold for owned animals. Cases/Bites/Quarantine vary.	<ul style="list-style-type: none"><li>● No changes recommended</li></ul>



<b>Animal Intake Selection</b>	Animals are typically not taken in as owner surrenders (cats) unless there is some other extenuating circumstance. Owners are given other resources to divert intake.	<ul style="list-style-type: none"><li>● Continue with <a href="#">limiting owner surrenders</a>.</li><li>● <a href="#">Managed intake or admissions</a> is an increasingly recommended way to keep animals in people's homes by offering alternate solutions including community resources to help owners. To accomplish effectively, shelters look to develop relationships with partnering agencies and organizations.</li><li>● The shelter is currently doing an effective job of forming partnerships and offering alternatives to the public. They also demonstrated that they will take animals under extenuating circumstances and are sensitive to helping the community.</li></ul>
<b>Animal Intake Procedures</b>	Vaccination, deworming, flea/tick preventative, weight are taken at intake. A wood's lamp screen is completed on cats/kittens at intake. A cursory physical exam is done at intake. Photo is taken and animal is scanned for microchip. The intake kennel card does not always go with the animal. The animal is placed in a cage and then the intake staff completes the paperwork and tapes the paperwork to the door. Staff place the paperwork on the animal cage as time permits, with lag times of up to 2 hours noted after the animal had been taken in prior to having a kennel card placed on	<ul style="list-style-type: none"><li>● Continue to designate one person for <a href="#">intake</a>. Consider having an additional volunteer or staff person assist with inputting intake data during peak morning hours so that there is no lag time in data input.</li><li>● Complete intake paperwork immediately. If staff is unable to input all data, at minimum print a photo cage card along with animal ID to take with the animal when placing in housing unit.</li><li>● All animals should have identification on their housing units when placed in the housing unit.</li></ul>



	the cage.	<ul style="list-style-type: none"> <li>● Photo capture procedure for intake can be improved by mounting a camera or equivalent to make the process more efficient.</li> </ul>
<b>Standard Intake Treatments</b>	Standard intake treatments were given. Appropriate products utilized with good coverage for internal and external parasites, infectious vaccine-preventable disease, etc.	<ul style="list-style-type: none"> <li>● Continue to provide broad coverage for parasites and vaccine-preventable disease.</li> <li>● Verify that the <a href="#">Wood's lamp</a> that is utilized has appropriate coverage. More details on performing the test in a shelter setting can be found at the <a href="#">UW-Madison Shelter Medicine Program site</a>.</li> </ul>
<b>Scanning</b>	Scanning for microchips completed multiple times using appropriate scanners.	<ul style="list-style-type: none"> <li>● Continue to scan animals as currently performed.</li> </ul>
<b>Return to Owner (RTO)</b>	RTO constitute a large portion of the shelter population. Staff check facebook regularly to see if lost or found animals are noted and respond to those posts online.	<ul style="list-style-type: none"> <li>● The largest component of live release comes from RTO and appears to be processed in a expedited, efficient manner.</li> <li>● Consultants did not evaluate the volunteer program so perhaps this is already occurring, but consider having a volunteer scheduled to check facebook on a regular basis (similar to scheduling of volunteers for other tasks), so that staff can decrease some of the time spent in this platform.</li> </ul>
<b>Animal Care</b>		
<b>General</b>	Staff are very caring and sensitive to animal needs. Animals are known by name and animal preferences	



	were considered when providing daily care.	
<b>Animal Identification and Tracking</b>	Animals do not receive cage cards or affixed identification on intake.	<ul style="list-style-type: none"> <li>● Require staff to put animal card on cage at the time of impound</li> <li>● Kennel cards should be removed immediately if an animal is leaving the cage and not returning (e.g., euthanasia, adoption)</li> <li>● Kennel card and papers should move with animal through the shelter</li> </ul>
<b>Nutrition and Feeding</b>	<p>A mix of food is given to animals - primarily from donations.</p> <p>Dry and wet are given if necessary. Quantities are not specifically measured by weight. Small dogs are given large kibble sometimes based on what is donated and what is available.</p> <p>Staff observe feeding daily and make note of amount eaten on daily observation charts.</p>	<ul style="list-style-type: none"> <li>● Since food is donation-based, it is difficult to calculate exact quantities for animals.</li> <li>● Continue to monitor food intake daily to vary the diet if an animal is not eating sufficient quantity or is losing weight.</li> <li>● Continue to give treats and place <a href="#">treat/food portions</a> on kennels to provide to animals.</li> </ul>
<b>Disease surveillance</b>	<p>Cats and kittens are screened for ringworm with a wood's lamp.</p> <p>Dog's with diarrhea are tested for CPV and a fecal sample is also collected at the time of intake.</p>	<ul style="list-style-type: none"> <li>● Continue to screen animals when appropriate.</li> <li>● Continue to train staff in infectious disease and conduct formal reviews to ensure that everyone has similar knowledge.</li> </ul>
<b>Exotics</b>	The shelter typically does not house exotic animals.	



<b>Rabbits</b>	Rabbit handling skills were appropriate.	<a href="#">Rabbit housing</a>
<b>Pest Control</b>	No pests or flies noted during the site visit. The shelter is kept clean and without strong odors.	
<b>Veterinary Services</b>		
<b>Adequacy (after hours care, availability of vet hours for medicine, surgery)</b>	Efficient and thorough given the number of staff and space available. Space is more of a constraint than staffing in surgical area.  DVM's surgical skills were excellent with surgical times in line with expectations for a high volume surgeon.  Not currently tattooing male patients. (cats or dogs)	<ul style="list-style-type: none"> <li>● Consider administering microchip to animals while anesthetized.</li> <li>● Tattoo all male patients.</li> <li>● If a facility redesign occurs at a future date, consider improving the medical area by expanding both the prep area and surgical area. A minimum number of surgical tables should be two in a surgery suite for high volume surgery. Typically, at least two prep tables and a wet table would be located in the surgical preparation area, with separate areas for clinic or in-house medical exams.</li> </ul>
<b>Rounds</b>	CVT was very efficient and thorough. She did incision checks in the morning and completed medical rounds that did not require the DVM.	<ul style="list-style-type: none"> <li>● Recommend having an extra person to help with rounds to hold the animals.</li> </ul>
<b>Medical Record Keeping</b>	The veterinarian keeps thorough records of all surgeries, exams, procedures.	<ul style="list-style-type: none"> <li>● Continue to document all procedures.</li> <li>● Consider utilizing administrative staff or volunteer staff to assist with some of the documentation to free-up some of the vet's time for other duties such as training staff, medical procedures, and surgeries.</li> </ul>



<b>Diagnosis and Treatment</b>	Treatment protocols were comprehensive and clearly documented. Staff are provided training on disease.	<ul style="list-style-type: none"> <li>● Additional training should be offered as CE for the medical team and kennel staff to have opportunities to increase their knowledge of shelter medicine topics.</li> <li>● Consider opportunities to attend national conferences such as HSUS Expo and ABVP.</li> </ul>
<b>Spay/Neuter</b>		
<b>Spay/Neuter for Adoption</b>	Excellent overall surgical skills. Veterinarian spends considerable time performing technical duties. More time is spent on records than in surgery	<ul style="list-style-type: none"> <li>● Consider increasing the number of volunteers assisting the medical team.</li> <li>● Streamline surgical paperwork</li> </ul>
<b>FACILITY</b>		
<b>General</b>	The facility is an older building that is being maintained adequately. Minimal sound proofing. Older construction of housing units that do not allow for ease of cleaning. Does not have a separate space for behavior assessments or training. Currently performed in the euthanasia space. Isolation areas are minimal and do not provide adequate housing for minimizing stress and spread of disease.. Quarantine areas are not appropriately designed to minimize human contact with animals.	<ul style="list-style-type: none"> <li>● Consider performing a facility needs assessment to review options for renovating versus rebuilding the facility and determine a budget for these changes.</li> <li>● While an assessment is occurring, consider some immediate modifications to improve the current facility such as completing the installation of portals in feline housing units and improving the outdoor dog play yard so that it can be used for its intended purpose.</li> </ul>



	<p>Outdoor play areas are not utilized for play due to inadequate fencing. There is a lack of storage areas. Housing for overnight police animals is not appropriately sized or designed to allow for sufficient separation of species and individual animals. No separation of intake and adoptions area.</p> <p>Staff is doing an excellent job of maintaining animal health and well-being within the constraints of this facility.</p>	
<b>Play Yards, Get Acquainted Areas</b>	<p>Puppies meet &amp; greet in cat room. Yard is not fenced in so it is not currently being used effectively. Front outdoor area is used for meet &amp; greets with dogs.</p>	<ul style="list-style-type: none"><li>● Fence the play yards to allow for utilization of this space. Since dog units do not have transfer doors, walking dogs becomes the best way to clean the runs without getting animals wet. An outdoor renovation could include making multiple smaller runs in the side yard area that would give the dog an opportunity to be outside during cleaning. This minor addition should be a cost-efficient way to provide increased enrichment and exercise to the dogs.</li><li>● If the front meet &amp; greet area is sanitized in between people, it could be used effectively for puppies.</li></ul>
<b>Cat Housing</b>	<p>Current housing should be improved to allow for separation of food, bedding, and litter. Some smaller cage banks exist in the surgery area with</p>	<ul style="list-style-type: none"><li>● <a href="#">Portalize</a> existing cages to accommodate cats and kittens with sufficient space allocations.</li><li>● Discontinue utilization of smaller cage banks in</li></ul>



	<p>18 inches height. Some cats appeared stressed in adoptions without opportunities to hide.</p>	<p>isolation for cats. These may be used for younger kittens if necessary.</p> <ul style="list-style-type: none"> <li>● Consider vertical housing options for cats as well as the horizontal portals since some cage banks have three housing units per row.</li> <li>● Provide hiding boxes or <a href="#">curtains</a> so that cats have the opportunity to hide if they choose.</li> <li>● Consider increasing <a href="#">out of cage opportunities</a> for cats including potentially creating an <a href="#">outdoor catio</a>.</li> </ul>
<b>Dog Housing</b>	<p>Dogs have single compartment indoor runs. Dog holding for overnight consists of runs in a shed and crates for cats. Dog quarantine has individual runs without transfer doors. Some holding dogs remain in the run while it is being cleaned/sprayed down. While staff do their best to dry the kennels with towels after cleaning, this is not an acceptable practice in the ASV Guidelines for Standards of Care because of increased risk of disease exposure, increased stress, and increased exposure to chemicals.</p>	<ul style="list-style-type: none"> <li>● Do not clean runs with animals in them.</li> <li>● Consider <a href="#">redesigning the facility</a> to have indoor/outdoor runs with transfer doors or room/like settings to allow for appropriate cleaning of the housing units and improved quality.</li> <li>● Creating transfer doors in the existing quarantine runs, if feasible, may be a temporary solution to appropriately handling animals under quarantine (see quarantine below).</li> <li>● Consider finding a separate area for cat overnight intake that does not have them in close proximity to dogs.</li> <li>● Improve housing for dogs in holding who are not removed from kennel.</li> </ul>
<b>Isolation Procedures and Facilities</b>	<p>There is a good ISO scale in place (created by Dr. and CVT) to record how each animal is doing each day. The</p>	<ul style="list-style-type: none"> <li>● Moving cats out of ISO should be a priority. Consider not placing cats in ISO at all unless</li> </ul>



	<p>scale is a flow-chart to see if the animal is getting better or worse and how quickly it is getting better.</p> <p>Cats are moved out of ISO after 3 days of showing no clinical signs, however, staff mentioned that when they are busy with other things, moving the cats out of ISO is less of a priority.</p> <p>Feline isolation area is a closed room with little air circulation and many housing units in close proximity to each other without portals.</p> <p>Isolation contains feline housing units that are too small in height dimension to appropriately house an adult cat.</p>	<p>housing improves or absolutely necessary. Since the primary causative agent of <a href="#">feline URI</a> is activated by stress, it is often less stressful to keep cats in their existing housing unit and treat cage-side.</p> <ul style="list-style-type: none"><li>● Consider redesigning isolation to allow for better flow, natural lighting, fresh air, and appropriate housing unit size.</li><li>● As a temporary measure, consider installing portals to increase space allocation per cat.</li><li>● Reserve the smaller kennels for small kittens only, if necessary.</li><li>● Current housing does not allow for cleaning of kennel unit without physically removing the animal or interacting with the animal, thereby increasing risk of disease spread and stress.</li></ul>
<b>Quarantine</b>	<p>Canine quarantine has single compartment runs in a centralized area.</p>	<ul style="list-style-type: none"><li>● The current housing for quarantine necessitates that housing units are cleaned while animals are still residing in them. This is an unacceptable practice in the ASV Guidelines for Standards of Care so adjustments should be made to stop this practice from occurring.</li><li>● If transfer doors can be built in existing housing structure, consider placing horizontal transfer doors between two adjacent runs.</li><li>● A complete redesign of this area should take into consideration ease of cleaning, larger size dimensions, and access to fresh air/natural light.</li></ul>



<b>Other</b>	Intake/adoption/reclaim at the same desk. Pay fees at the admin area across the hall.	
<b>Cleaning and Disinfection</b>		
<b>Dog Kennel Cleaning</b>	<p>Cleaning is dependent on the specific person cleaning. Hold animals are cleaned by staff; adoptable animals cleaned by volunteers.</p> <p>Dogs are removed from cages when feasible and a second staff person cleans and dries run while dog is outside.</p> <p>When second staff person not available, kennel is sprayed with the dog in the run.</p> <p>Quarantine areas are sprayed with dogs in the run when unable to remove the dog or move to another kennel.</p> <p>Accelerated hydrogen peroxide is used for cleaning.</p>	<ul style="list-style-type: none"> <li>● Remove all animals from run prior to cleaning.</li> <li>● Create a consistent policy that is followed by all staff and volunteers.</li> <li>● Consider allowing volunteers to walk dogs in their hold periods (especially repeat animals that return and are known to be vaccinated).</li> <li>● Continue to use accelerated hydrogen peroxide.</li> <li>● Options for dog cleaning include the following: <ul style="list-style-type: none"> <li>○ Two staff per dog so that dog gets walked while unit cleaned.</li> <li>○ Move dog to clean run adjacent or across from dog while the dirty run is cleaned.</li> <li>○ Utilize volunteers when feasible.</li> </ul> </li> </ul>
<b>Cat Cage Cleaning</b>	<p>Cat housing units are spot cleaned daily unless extremely soiled.</p> <p>Cages are deep cleaned in between cats.</p>	<ul style="list-style-type: none"> <li>● <a href="#">Spot cleaning</a> is efficiently occurring in cat adoption and holding areas.</li> </ul>
<b>General staff behavior</b>	<p>Kennel staff are careful to not scare animals during cleaning, although this invariably did occur when spraying runs while the animal is housed inside.</p> <p>Staff is proficient at marking down any abnormalities they see prior to cleaning the runs/cages and obtaining</p>	



	samples as necessary.	
<b>Behavior and Enrichment</b>		
<b>Stress Reduction and Enrichment</b>	<p>A full-time behavior/enrichment/outreach coordinator has been hired who focuses on enrichment. Enrichment is given in the form of scents, tastes, toys. Enrichment is given to both long-term and short-term stay animals. Some dogs during stray hold did not have enrichment opportunities.</p>	<ul style="list-style-type: none"><li>● Provide <a href="#">enrichment opportunities</a> for animals during stray hold also. Since these dogs are typically not taken out of their runs and do not have double sided runs, they are limited in their ability to get exercise. Enrichment can still be provided to these dogs in addition to scent and taste samplings in the form of toys, <a href="#">reading programs</a>, and other in-kennel enrichment.</li><li>● Consider walking dogs in their stray hold and allowing them to get exercise in outdoor areas once that area has proper fencing.</li><li>● Consider expanding <a href="#">dog play group</a> opportunities for longer-term dogs once a play area is appropriately designed.</li></ul> <p>Enrichment articles below:</p> <p><a href="http://sheltermedicine.com/library/resources/enrichment-recommendations-for-both-dogs-and-cats-in-shelters">http://sheltermedicine.com/library/resources/enrichment-recommendations-for-both-dogs-and-cats-in-shelters</a></p> <p><a href="https://bestfriends.org/resources/cat-enrichment">https://bestfriends.org/resources/cat-enrichment</a></p>



<p><b>Assessments</b></p>	<p>All animals considered for adoptions and transfer receive behavior assessments.          Behavior assessments are performed by daily care staff.          Staff receive training at conferences and specific training events.          Staff do behavior assessments for cats cage side and using the cat socialization room.          Staff conduct behavior          Behavior assessments are not conducted on animals that are showing overt signs of aggression or severe stress.</p>	<ul style="list-style-type: none"> <li>● Continue offering additional training to staff on the utilization of behavior assessments and in general on animal behavior.</li> <li>● Assessments should be regarded as only one component of an overall behavior history for an animal. Continue <a href="#">monitoring animal behavior daily</a>.</li> <li>● There are various articles regarding the utilization of behavior assessments including the following, some of which question the utility of relying solely on behavior assessments. This shelter does a good job of balancing the assessment with daily observations/interactions when making a determination on adoption versus rescue:</li> </ul> <p><a href="http://www.sheltermedicine.vet.cornell.edu/Resources/Assessment.cfm">http://www.sheltermedicine.vet.cornell.edu/Resources/Assessment.cfm</a></p> <p><a href="http://www.maddiesfund.org/behavioral-assessment-in-animal-shelters.htm">http://www.maddiesfund.org/behavioral-assessment-in-animal-shelters.htm</a></p> <p><a href="http://www.journalvetbehavior.com/article/S1558-7878(16)30069-7/pdf">http://www.journalvetbehavior.com/article/S1558-7878(16)30069-7/pdf</a></p>
<p><b>Outcome Programs</b></p>		
<p><b>Adoptions</b></p>	<p>There were few dogs available for adoption at the time</p>	<ul style="list-style-type: none"> <li>● Consider marketing programs that might</li> </ul>



	<p>of the site visit.          Front intake staff serve as adoptions counselors and customer service.          Separate area exists for processing fees.</p>	<p>increase the options for adoption for adult cats.</p> <ul style="list-style-type: none"> <li>● The director is very familiar with materials from HSUS including one of the most comprehensive documents on adoptions: <a href="#">HSUS Adopters Welcome</a> manual which outlines excellent options for moving animals to live release.</li> </ul>
<b>Foster Care</b>	<p>Foster program is not currently utilized extensively for dogs. It primarily is focused on kittens and occasionally adult cats.</p>	<ul style="list-style-type: none"> <li>● Consider expanding the foster program for long-term animals that are housed in the shelter. Since the current facility design is not overall conducive to optimizing health for animals beyond a two-week stay, consider moving these animals to a foster situation.</li> <li>● There are many resources for expanding <a href="#">foster programs</a> as this is one of the best ways of moving animals to live release.</li> <li>● Consider foster for <a href="#">animals with slight behavior concerns</a> if this population is unable to be transferred quickly to a partner organization.</li> <li>● Consider hiring a full-time or part-time foster coordinator to develop this program.</li> </ul>
<b>Data</b>		
Data Monitoring	Data is stored in Chameleon.	<ul style="list-style-type: none"> <li>● Conduct monthly inventory audits to check the data with increased frequency by using a daily.</li> <li>● Calculate capacity for care calculations and SAC (Shelter Animals Count) data on a monthly basis to determine trends.</li> <li>● Continue to store age / birthdate information in</li> </ul>



		Chameleon to assist with process determination in the future.
<b>Recommendations to Reduce Gaps in C4C or Improve Processes to Maintain C4C and/or ASV Guidelines</b> <i>Note that there are few gaps in C4C and those that exist pertain to the facility. Staffing numbers are deemed appropriate based on C4C calculations. Recommendations above also reflect C4C and Guidelines but are pulled out additionally here for clarity.</i>		
<b>Facility</b>	<ul style="list-style-type: none"> <li>● Install vertical and horizontal portals in cat cages.</li> <li>● Fence outdoor areas.</li> <li>● Consider a renovation of canine areas to allow for horizontal transfer doors.</li> <li>● Longer term solution: consider a facility needs assessment to determine cost for renovation vs rebuild.</li> <li>● Longer term solution: new facility should include an increased medical space, behavior assessment location, separate intake/adoptions areas, canine housing units with indoor/outdoor or transfer door set-up, feline housing units with larger compartments or room-like settings, meet n' greet areas, noise abatement, storage areas, outdoor play yards and outdoor catios.</li> <li>● In order to meet feline housing limitations, consider increasing foster program substantially to house the majority of cats/kittens.</li> <li>● As a caveat, although our data analysis demonstrates that the cat housing area does not meet the ASV Guidelines recommendation for space requirements per cat, there are other solutions that would allow for adequate space per cat, such as changing the configuration of cages to allow for another bank of cages or adding new banks to existing areas not currently housing cats. These options should be considered in a facility needs assessment where measurements are taken to determine optimal housing unit configuration and potential repurposing of spaces. It is not unusual for shelters to have suboptimal spaces for cats during peak season, due to the high numbers of cats entering facilities. Shifting this population using intake diversion and robust foster programs will also help maintain population levels at appropriate levels.</li> </ul>	
<b>Animal Care</b>	<ul style="list-style-type: none"> <li>● Increase kennel staff allocated to dog areas or increase volunteer support with holding/walking dogs to ensure that runs are not cleaned with animals in them.</li> <li>● Creating safe outdoor areas where dogs can be placed during cleaning may be an alternate solution to holding dogs while cleaning, until new kennels are designed that allow for movement of dogs to the other</li> </ul>	



	side of the run while cleaning occurs.
<b>Staffing</b>	<ul style="list-style-type: none"><li>● Consider a full-time person running foster program/volunteer program and a separate person running the behavior/enrichment program to build the foster options for long-term cats (and dogs) and increase the capacity of that program.</li><li>● Consider increasing the medical technical team to include one more technician to assist with intake, medicine, and surgical procedures to free time for the doctor to concentrate on non-technical duties.</li></ul>