



Save Adoptable Animals Report & Recommendations

**Lane County's Save Adoptable Animals Task Force
September 19, 2007**



**Save Adoptable Animals
Report & Recommendations
(Final Task Force Version)**

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SAATF Report Summary

In response to community concerns regarding the treatment and care of animals moving through the Lane County Animal Regulation Authority system, the Board of Lane County Commissioners created the Save Adoptable Animals Task Force (SAATF) on May 2, 2007 and asked the Task Force to identify programs and practices that could achieve the goal of not killing adoptable animals that do not have serious medical or behavior problems.

The SAATF used the document referred to as Resolution “C” (presented by Commissioner Bill Fleenor to the Lane County Board of Commissioners on April 11, 2007) as a reference to develop a number of its recommendations for saving adoptable and treatable animals, as well as researching progressive shelter programs and policies from other sources, and drawing on the animal welfare experience of the Task Force.

In utilizing certain Resolution “C” recommendations, the SAATF has:

- Placed ten of those recommendations into an order of priority in saving adoptable animals
- Identified a number of recommendations that would require additional resources to implement beyond what is currently available
- Developed an appendix (Appendix A) that expands on those recommendations and will help inform and assist the County in implementation

Several additional recommendations were added by the SAATF later in the process and are included in the Recommendations section.

Background

The roots of the SAA Task Force date back at least to 2001 when community concerns began surfacing regarding animal welfare issues.

- 2001 Three town-hall meetings on animal welfare were facilitated by Commissioner Bill Dwyer to discuss animal welfare issues with the community.
- 2002 Lane County Animal Regulation Task Force established in response to rising community concerns over animal over population and euthanasia issues.
- 2003 Lane County Animal Regulation Task Force delivers a comprehensive report “Findings and Recommendations.” Recommendations begin implementation.
- 2006 National shelter advocate Nathan Winograd visits LCARA shelter and holds community seminar on the subject of saving adoptable and treatable animals. Commissioners Faye Stewart and Bill Dwyer assisted in sponsoring this seminar.
- 2006 Commissioner Pete Sorenson invites community to town hall meeting on animal welfare issues.
- 2007 Resolution “C” introduced by Lane County Commissioner Bill Fleenor. This Resolution contained recommendations for adopting a No Kill/Neuter/Adopt philosophy for Lane County. The Resolution was neither adopted nor rejected.
- 2007 Lane County Save Adoptable Animals Task Force (SAATF) created by Lane County Commissioners and charged with developing programs and practices that could achieve the goal of not killing adoptable animals in the LCARA facility.

Task Force Charge

Attached to the Board order establishing the SAATF is the Charge which provided the task force with its direction and duties:

“Within 90 days of the first meeting, the 2007 Save Adoptable Animals Task Force shall develop recommendations to establish programs and management practices that could achieve the goal of not killing adoptable animals that do not have serious medical or behavioral problems. The recommendations should come in two categories. Those that can be implemented within existing resources and those for which additional resources are necessary. To the greatest extent possible the programs should be based upon objective criteria and data which can be measured. These recommendations will be forwarded to the Board for their consideration.

Each Commission member will appoint one member to the Task Force and those five individuals would appoint two additional members. The Task Force meetings will be open to the public and the public meeting law shall apply. LCARA staff shall attend all meetings to answer questions and provide information on best management practices to achieve the proposed goal.”

Task Force Members

Members appointed by Commissioners:

Jennifer DuMond-Biglan (Commissioner Pete Sorenson appointment)
C.T. Fulkerson, Co-Chair (Commissioner Bill Fleenor appointment)
Ann Jensen (Commissioner Bobby Green appointment)
Molly Sargent, Co-Chair (Commissioner Bill Dwyer appointment)
Lorraine Still (Commissioner Faye Stewart appointment)

Members appointed by the SAATF:

Barbara Gunther
Diana Robertson

Also in attendance at most of the SAATF meetings, and available to answer questions, were Mike Wellington, Manager of Lane County Animal Regulation Authority and Rob Rockstroh, Director of the Health and Human Services Department. In addition, all of the Task Force meetings have been attended by a number of interested citizens, and many of those individuals have provided public comments.

Task Force Meetings

The Task Force met six times during the July-September 90-day period. This did not include a June meeting in which the additional two members were added. The two additional members brought the group up to the seven-member complement established by the Lane County Commissioners. In addition to twice-monthly Task Force meetings, the Co-chairs and facilitator also met twice monthly to set the agenda for the coming meetings.

Appendix “A”

Appendix “A” provides additional information on a number of the Recommendations contained in the Report. Task Force members volunteered for or accepted these assignments and expanded on those recommendations in writing. The purpose of the write-ups is to enrich the Recommendations, thereby providing the Lane County Animal Regulation Authority with additional information.

Recommendations

The Recommendations that the SAATF rated as their “top ten” Priority Recommendations are listed first (in priority order), followed by Additional 20 Recommendations organized under two categorical headings. **The Purpose of the ranking is to assist Lane County in targeting its resources on the areas that the SAATF believes will produce the greatest effect in saving adoptable animals.**

We ask the Lane County Commissioners to approve LCARA as a Save Adoptable and Treatable Animals shelter as outlined in this SAATF Report. We understand that the SAATF was asked to work within a fairly tight 90 day “window” to produce this report, because the Commissioners and the citizens of Lane County wanted life-saving policies and programs implemented at LCARA as soon as possible. The TF acknowledges that some of the recommendations may benefit from some additional research, and will require the assistance with implementation and review, therefore we urge the Board of Commissioners to establish a Lane County Animal Review Board (LCARB) that will immediately follow the services of the SAATF.

The LCARB shall, in addition to Board of County Commissioner directives, assess both the adequacy of current animal service operations, and recommend opportunities for program improvements; the LCARB shall also advise the Board and the Manager of LCARA on model and state-of-the-art animal welfare, care control programs and facilities within a regional and national scope of review.

Top Ten Priority Recommendations:

01 Euthanasia: That LCARA develop a written Euthanasia Policy, and that a Euthanasia Review Panel is established that provide a systematic, uniform, deliberative process that is based on standard, verifiable and stringent medical/behavioral non adoptability criteria. Additional resources will be required for operating the Panel, but may not be needed for writing the Policy. Also See **Transparency Recommendation.**

02 Foster/Rescue Programs:

The Foster Program would encourage and utilize volunteers, supervised by the LCARA Volunteer Coordinator, to care for special needs or other shelter animals

in their homes until they can be returned to the shelter or adopted out via adoption events, free national adoption websites, etc. In most cases, LCARA would be responsible for the expenses, including vaccinations, spay/neuter, microchip, etc. and would receive the adoption fee when the animal is adopted. Cost factor: Additional resources will be needed. Additional Resources will be required.

The Rescue Program would encourage and utilize rescue organizations and experienced foster/rescue individuals. After site inspection/visit and approval by the LCARA Volunteer Coordinator, ownership of the animal(s) would be transferred to the Rescuer, who would then be responsible for all expenses including spay/neuter, microchip, medical fees, etc. The Rescuer would retain the adoption fee when the animal is adopted. Some additional resources will be required.

- 03 Trap/Neuter, Return or Release Programs:** Promote trap/neuter, return (and monitor) or release programs throughout the community to discourage/minimize feral cats from being impounded and killed at LCARA. Additional resources will be required.
- 04 Spay/Neuter Programs:** Spay or neuter all LCARA animals before adoption. Actively promote, and when possible expand, Lane County's low income/no income spay/neuter voucher programs. Additional resources will be required.
- 05 Volunteer Participation:** Promote and fully accommodate volunteer participation programs that are complimentary to, and not in conflict with, prevailing staffing patterns. No additional resources will be required.
- 06 Enhanced Treatment:** Promote enhanced medical/behavior treatment, including fostering or rescue, prior to euthanasia consideration. Develop a comprehensive program for caring for sick and injured animals. Ensure individualized and humane treatment of impounded animals. Additional resources are required.
- 07 Cooperation/Networking:** Promote maximum cooperation with the widest possible number of humane animal rescue and adoption organizations (and individuals) for enhanced shelter animal placement. No additional resources will be required.
- 08 Enhanced Adoption Program:** Promote adoption through implementing both internal and external policies and procedures, including regular off-site adoption events, cultivation of foster networks, expanded adoption promotion programs, enhanced pet showcasing, etc. Some additional resources are required.
- 09 Review and Revise Dog Licensing Codes:** Revise licensing codes to reduce or eliminate limits on number of companion animals allowed per household. Expand dog licensing marketing/outreach program striving for universal county-wide

canine licensure. Encourage intergovernmental dialogue of the issue. No additional resources will be required.

- 10 Shelter Animal Care:** Introduce programs that strive to reduce and limit shelter kennel stress, including regular handling, grooming, play and socialization, along with appropriate bedding and toys. No additional resources will be required.

Additional Recommendations have been organized under two categorical headings: Revitalizing LCARA and Animal Care & Behavior.

Revitalizing LCARA

- **Revised Shelter Hours:** Expand shelter hours to accommodate working citizens and families to boost public access for animal redemption, adoption, dog licensing, and all other animal services.
- **Transparency:** Provide full transparency to the public in all matters of animal disposition, including but not limited to making available an “Intent to Euthanize” notification system on a timely basis to all interested parties. Provide clear, candid and transparent language in both formal and informal communications by LCARA staff. Terms including “euthanasia,” “Un-adoptable,” “killing,” etc., are to be used with care and accuracy.
- **Policies & Procedures Manual/ Institute Upgraded Policies:** Establish, implement, and maintain, a state-of-the-art Save Adoptable and Treatable Animals written standards, policies and procedures manual for staff reference.
- **Image:** Develop an ongoing public relations program that also benefits from the changes in LCARA’s image (new dress code, customer-friendly hours of operation, new animal welfare programs, etc.).
- **LCARA Name Change: Rename the Lane County Animal Regulation Authority (LCARA) to Lane County Animal Services (LCAS)** to better reflect the many services that the agency provides in addition to the regulation of animals: abuse and neglect investigations, animal sheltering, adoptions, education, low income spay/neuter assistance, etc. This name change will also make the name less intimidating to users and the community.
- **Utilize the term “Save Adoptable and Treatable Animals”:** To communicate the philosophy, system and/or goals of saving as many adoptable and medically/behaviorally treatable animals at LCARA as possible.
- **Animal Accounting:** Provide a clear accounting on the LCARA website, on a daily basis, for convenient access by members of the public, of every animal that is brought in to the shelter. An email notification is to be provided to interested individuals on a weekly basis.

- **Ordinance Review:** Determine which ordinances are difficult to enforce and counter-productive to saving adoptable animals. This includes pet limits; cat licensing; feeding stray animals and breeding bans.
- **Website:** Update LCARA's website, on a timely basis, and regularly review and expand its educational content. A volunteer committee could assist with recommendations.
- **Post Positions:** Post extra-help positions at LCARA so volunteers will have an opportunity to apply for them.
- **LCARA Commitment:** Develop a verified, proactive and measurable commitment to a Save Adoptable and Treatable Animals philosophy and related life-saving programs by LCARA management and staff. Review and revise all job descriptions of LCARA staff to include the full range of services that relate to Saving Adoptable Animals.

Animal Care & Behavior

- **Holding Times:** Holding times for all adoptable or medically and behaviorally treatable impounded animals shall not be based upon any statutory minimum days or hours, but rather, on exhausting all available resources including comprehensive community outreach.
- **Animal Redemption:** Ensure that reasonable efforts are made by shelter personnel to reunite pets with their owners, including but not limited to, checking for microchips, tattoos and identification tags and following through by making every reasonable effort to contact the owner directly.
- **Nutrition Program:** Develop and maintain an appropriate nutrition program for young, old and special shelter animals to insure a balanced and healthy diet. Train staff as needed.
- **Flea Care, Worming and Vaccine Program:** Develop and maintain a well-documented flea care, worming and vaccine program for dogs and cats upon entering the LCARA facility. Train staff as needed.
- **Temperament or Behavior Testing:** Temperament or behavior testing will be used to determine adoption readiness or need for further socialization or foster care - not as an automatic pass/fail method to determine euthanasia. Whenever possible, staff will solicit professional, qualified dog or cat behaviorists to assist with evaluations and rehabilitation.
- **Creative Approaches:** Utilize creative and innovative approaches to save animal lives, which may include rewarding staff and volunteers for demonstrating initiative and commitment.

- **Pet Retention and Rehabilitation:** Shelter staff and volunteers are strongly encourage to introduce programs that can solve medical, environmental, or behavioral problems to help keep animals with their owners. This can be done with outreach, media spots, websites, public presentations, and in-shelter materials that show the public that LCARA can be a source of reliable animal-related advice.
- **Euthanasia Requests:** Euthanize an animal upon owner request only when qualified LCARA staff or a veterinarian has made an independent determination that the animal is irremediably suffering or cannot be rehabilitated. Counsel owners about alternatives to euthanasia or other viable programs for these animals.
- **Education Programs:** Facilitate programs at the high school level to inspire students and their families to participate in the many volunteer opportunities at LCARA and with other animal welfare organizations in the community (this program can be developed and implemented by volunteers).

Existing or Additional Resources Needed

The following table indicates which recommendations can be implemented within exiting resources and which will possibly require additional resources. At one end of the continuum 13 of the recommendations/issues would not require additional resources. At the other end, eight recommendations would require additional resources.

Recommendations/Issues	Existing Resources	Additional Resources
Mission	X	
Euthanasia Review Panel		X
Foster Program		X
Trap/Neuter/Release		X
Low Income/No Income Spay/Neuter		X
Volunteer Participation/Volunteer Coordinator	X	
Cooperation/Networking	X	
Adoption Program (Enhanced)	X	X
Revise Licensing Codes	X	
Pet Retention/Rehabilitation	X	
Revise Shelter Hours		X
Holding Times	X	
Transparency	X	
Animal Redemption	X	
Temperament Testing		X
Humane Treatment	X	
Enhanced Treatment		X
Policies/Procedures Manual/Upgraded Policies	X	
Dog Licensing (Expanded)/Shelter Animal Care	X	
Image	X	

Conclusion

Over the past thirty years Americans have benefited from major advances and improvements in communications, health care, and other technologies.

It is clearly time that our Lane County residents enjoy the community-wide benefits that come from having a County Animal Services Department that is at the forefront of progressive animal welfare and public safety practices and provides truly safe “sheltering” experience to stray and abandoned animals.

We, the members of the Save Adoptable Animals Task Force would like to thank the Board of County Commissioners for entrusting us with the responsibility of studying the issues surrounding animal welfare, control and reform, and making recommendations which we are confident will save adoptable and treatable animals at LCARA, and will improve the community’s trust in this agency in particular, and in Lane County government in general.

We urge you to adopt this report in its entirety, as it is based on well-established animal welfare practices and principles that have been proved nationwide to save adoptable and treatable shelter animals and increase public participation and support.

Definition of Terms

- Adoptable:** An animal who has manifested no sign of a major behavioral or temperamental defect that could pose a health or safety risk, or otherwise make the animal unsuitable for placement in an appropriate home.
- Treatable:** A shelter animal that has medical and/or behavioral issues that cause it to be considered not “adoptable” at the present time, but that could become adoptable with reasonable efforts as determined by a veterinarian, behaviorist or other qualified personnel.
- Feral Cat:** An unsocialized cat. That is one that was either born outside and never lived with humans, or a house cat that has strayed from home an over time has thrown off the effects of domestication and reverted to a wild state.
- TNR:** Trap, Neuter, Return and Monitor. To humanely trap, neuter and return feral cat to its original location, with ongoing care and feeding from its feral cat caretaker.

APPENDIX A

SAATF Member Reports

Mission Statement – Ann Jensen
Euthanasia Review Panel – Diana Robertson
Foster Program – Task Force
Trap/Neuter Return and Monitor Programs – Barbara Gunther
Low Income/No Income Spay/Neuter Programs – Barbara Gunther
Volunteer Participation – Jennifer Biglan
Cooperation – C.T. Fulkerson (develop networking programs for Rescue Groups)
Adoption – Task Force (enhanced Program)
Review & Revise Dog Licensing Codes – Ann Jensen
Institute Programs to Enhance Pet Retention and Rehabilitation – Jennifer Biglan
Revised Shelter Hours – Ann Jensen
Holding Times – Diana Robertson
Transparency – Diana Robertson
Animal Redemption – Lorraine Still (reuniting lost animals with their owners)
Temperament/Behavior Evaluation – Jennifer Biglan
Humane Treatment – C.T. Fulkerson
Enhanced Treatment – Barbara Gunther
Policies and Procedures Manual/Institute Upgraded Policies – Molly Sargent
Enhanced Licensing Program – Ann Jensen
Image – C.T. Fulkerson

Mission Statement

Develop Mission Statement: Lane County Animal Regulation Authority has prepared and submitted the following mission statement for review.

Mission Statement Lane County Animal Regulation Authority

Lane County Animal Regulation Authority is committed to insuring public and animal health, safety and quality of life within our community; to bring about and maintain an environment in which people and animals can live harmoniously. Our efforts are directed toward the following goals:

- Prevent animal neglect, cruelty, and irresponsibility through public education and training of animal laws, ordinances, and codes.
- Improve animal related public health and safety programs through public education and training.
- Enforce animal laws, ordinances, and codes with discretion, fairness, and equality.
- Provide high standards in shelter care for the animals in our possession.
- Use progressive adoption programs within the shelter, off-site adoption locations, Media, and through the use of technology.
- Place all adoptable animals in a safe and loving home.
- Create and maintain stable resource opportunities.
- Maintain progressive and positive relations with the community, offering community involvement and volunteer opportunities.
- Eliminate the euthanasia of healthy adoptable animals.
- Provide a unified, harmonious, and safe working environment.
- Be a leader in the animal welfare profession.

If the definition of “adoptable” includes not only those animals in good health, but those animals with treatable medical and/or behavioral problems, then there will be the need to treat these animals rather than kill them. This will lead to increased costs, which could be significant. Some of the behavioral and medical issues can be dealt with by judicious use of foster homes where rehabilitation and training can be provided, but there will be a need for increased spending on veterinary care.

Euthanasia Review Panel

“Euthanasia Review Panel: Establish a ‘Euthanasia Review Panel’ that provides a systematic, uniform, deliberative process that is based on standard, verifiable and stringent medical/ behavioral non-adoptability criteria”.

This panel develops protocols to be followed by the LCARA staff when determining if it is appropriate to euthanize an animal.

The panel also reviews cases after animals are euthanized (to intentionally end the life of an animal suffering from an untreatable, medical or behavioral disease or condition), or “killed” (to intentionally end life of an animal).

Recommend that the panel consist of the following:

- 1 LCARA Kennel Staff
- 1 LCARA Field Staff
- 1 Veterinarian (volunteer)
- 1 Certified Veterinary Technician (volunteer or LCARA employee)
- 1 Certified Pet Dog Behaviorist (volunteer)
- 1 Person experienced in Feral Cat rescue/resources (volunteer)
- 1 Person experienced in Domestic cat rescue/resources (volunteer)
- 1 Member of LCAS Task Force / Advisory Committee (volunteer)

Panel total of 8 members, with others in training for transition (volunteer). The group should meet every 2 weeks for the first year, or until Panel agrees that questionable Euthanasia’s have decreased to the point that a meeting/review once per month is sufficient. Members of the public should be welcome, and provided with reasonable access to the records that the Panel is reviewing. Cost: 2 – 4 hours salary per LCARA staff on panel, plus 2 – 4? hours Administrative staff for records preparation. Benefit: Vastly increased public trust and moral and financial support of LCARA in particular, and Lane County government in general.

Foster Program

The following points need to be addressed in developing a functional Foster Program:

- Marketing (getting the word out)
- Home Inspections of potential foster homes
- Time Limits (how long an animal stays in the foster home)
- Rule and Regulations
- Alternatives to Fostering including rescue programs and qualified rescue individuals

If LCARA is going to avoid killing dogs and cats for space, then a network of foster homes may provide the extra capacity and holding times that LCARA cannot. Foster homes can be utilized to:

- a. house puppies and kittens too young to be eligible for adoption
- b. provide dogs with extra time to allow behavioral retraining
- c. provide safe housing until specific breed rescue groups could accommodate the animals.
- d. as resources permit, provide dogs and cats with time and space for medical treatment and rehabilitation.
- e. Serve as extra capacity for LCARA during times of temporary overload.

Foster homes should be licensed by LCARA after consideration of the species housed, the property location, the management practices of the property occupant, and the potential for nuisance. Such license could also be revoked by LCARA if violations of noise, nuisance, or trespass ordinances were shown. These licenses would supercede the present zoning regulations regarding numbers of animals.

Such a program could be administered by the Volunteer Coordinator, with inspections, as needed, by the Volunteer Coordinator. Since the Volunteer Coordinator position is already approved, and additional field inspector hours could be funded from fees charged for such licenses, there will be little or no impact on existing resources.

Obviously, animals located in Foster homes would remain the property of LCARA, and would be returned to LCARA once they were ready for adoption, or to recognized rescue groups.

Sample Foster Application/Contract Draft attached:

Lane County Animal Services
3970 W. 1st Ave.
Eugene, OR 97402
(541) 682-3647

SAMPLE FOSTER NETWORK APPLICATION/CONTRACT

Applicant's Name _____ **Age, if under 21** _____

Foster/Rescue Organization name, if any _____

Are you a (501)(c)(3) Organization? _____ Informal Group _____ Individual _____

Street Address _____ City _____ State _____ Zip _____

Mailing Address, if different _____

Home Phone _____ Cell Phone _____

Email Address _____

Employer _____ Work Phone _____

2nd Employer (if applicable) _____ Work Phone _____

Type of Animal Interested in fostering: Dogs _____ Cats _____ Other _____ Type(s) _____

Special Breed only? If so, list _____

1) Please fully explain your foster program to date: what type & how many animals have you fostered in the past? (If this is your first time fostering, welcome aboard! You will be given an initial orientation and be paired with an experienced volunteer to answer ongoing questions.)

2) What is your budget for routine expenses for **each** animal fostered? (food, etc.) \$ _____

3) What is your budget for routine & emergency medical care for **each** animal? (In some cases, LCAS can provide for medical care) _____

4) Who will be the veterinarian(s) for these animals? _____

5) Please **fully** describe where you will keep any fostered animals (use back of form if necessary)

6) How much time are you able to spend with each foster animal daily? _____

7) How long will these animals be alone daily? _____

8) What will you do with the animals while you are away on vacation or out of town? _____

9) If fostering dogs, do you have a fenced yard? _____ if yes, what type of fencing and how high? _____

10) If fostering dogs, will the dog ever travel in a pickup truck? _____ If yes, where will the dog ride? _____

11) If fostering dogs, are you planning to take them to obedience training? _____ If yes, where? _____ If no, why not? _____

12) If behavior problems do occur, are you committed to working with these animals to correct the problem? _____ How do you plan to do this? _____

13) If you currently own other animals, please provide the following information:

Type of Animal	How many?	Breed		Altered?		Vaccines Current?	Where kept? Exact location, please (garage, run, etc.)

____ I have additional animals, and have _____ listed their info on back of form _____ list attached

14) Do you rent or own your home? _____

15) If you rent, we will need to obtain your landlord's permission. Name & phone number of landlord: Name(s) _____ Phone # _____

16) Personal references who are familiar with your knowledge and ability to care for shelter animals:

1) Name: _____ Phone #(s) _____ / _____
 Relationship to you _____ why chosen _____

2) Name: _____ Phone #(s) _____ / _____
 Relationship to you _____ why chosen _____

17) Veterinarian references:

1) Name of Vet and clinic: _____ Phone # _____

2) Name of Vet and clinic: _____ Phone # _____

- * I agree to provide for each foster animal's physical needs, including adequate food, shelter and veterinary care, for as long as the animal is in my care.
- * I agree to provide for each animal's emotional needs and to provide any training and/or rehabilitation necessary for the animal to be successfully adopted.
- * I agree to arrange to have any unaltered foster animal spayed/neutered within 30 days or, in the case of very young or sick animals, as soon as medically possible. I agree to let the Foster Coordinator know if there is any other reason I cannot alter the animal within 30 days.
- * I agree that if for any reason I am unable to care for the animal I will alert the Foster Coordinator to see if another placement for the animal can be found, and if not I will return the animal to LCAS, having given LCAS as much advance notice as possible.
- * I agree to allow LCAS staff and/or Foster Program Volunteers to do an initial visit to my home to see the conditions under which the animals will be housed, and for an annual home visit update each year thereafter, or as needed, to ensure the welfare of the animals. It is understood that these inspections will be conducted in a mutually respectful way.
- * If there are documented allegations of neglect and/or abuse, I agree to allow LCAS staff to inspect my home and all animals in my care at any time. I agree that should the Animal Welfare Officer(s) inspecting my home be concerned about the conditions that the fostered animals are being kept in, LCAS has the right to either remove the LCAS foster animals from my care and consider revoking my LCAS Foster status and/ or to work with me to bring the conditions up to the standard required for the animals' optimal health and welfare.
- * I agree to return the foster animal to LCAS when space becomes available at the shelter or at offsite adoptions venues for the animal to be displayed for adoption.
- * I agree that if I find a potential adopter for the animal, the adoption will still be done through LCAS.
- * Once an animal from LCAS is released to my care, I take full responsibility for the animal and release Lane County Animal Services from all liabilities associated with this animal for as long as the animal is in my care.
- * I will immediately inform the LCAS Foster Coordinator if any of the above information changes significantly.

Applicant's Signature _____ **Date** _____

Parent's Signature, if applicant under 18 years of age _____ Date _____

Foster Coordinator:

**Lane County Animal Services
3970 W. 1st Ave.
Eugene, OR 97402
(541) 682-3647**

Trap/Neuter Return and Monitor Programs

The front line is the front desk and how sincere the staff is in general with the public regarding saving animals lives. I (Barbara Gunther) may not be here today if the San Francisco SPCA counter staff didn't have the "square-one" information I needed when I visited that day. There were several informational brochures a client could take with them so that they may learn more "on their own." The staff was able to put me in touch with volunteers who would teach this "newbie" the how's of trap, neuter, return and colony maintenance.

In my first t-n-r experience a different incentive was used. The SPCA paid me \$5 per cat admitted to their clinic. A rebate program of sorts, they also did it with rottweilers and pit bulls. The clinics were also quite accessible as the feral cat clinics were held five days per week. How could one not become involved? Someday s/n will be accessible and affordable in Eugene. On that front we have recently improved, gaining weekly opportunities for s/n procedures through Greenhill Humane Society GHHS, but it is still not enough to really address the needs of the animal and human community at this point.

LCARA needs to continue to educate the public and themselves. The staff should be persuaded to study the programs of progressive animal control agencies, be it through books, videos or online sessions. Petsmart Charities offers a variety of free webinars that LCARA staff can benefit from. With this newly acquired information the staff could guide the public in alternate solutions to stray cats they have found.

I would like to demonstrate TNR to feral cat colony care-givers. Particularly care-givers who can take charge of the colonies themselves once advised. Proper colony maintenance goes hand-in-hand ultimately teaching the public by setting good examples. However, I think the positive spin needs to start at the Lane County Animal Services with staff being truly supportive of feral cat trap, neuter, return and monitoring programs. LCARA needs to be able offer helpful information to the public. Information which is vital in getting the public started in a life saving direction.

Low income/No Income Spay Neuter Programs

Lane County has three or more non-profit groups utilizing the spay/neuter suite at GHHS serving low-income clients, foster groups and stray animals. There are countless individuals that are also involved in spay/neuter of feral/stray cats and dogs through the Eugene S/N Clinic and private practice veterinary clinics at a substantially higher expense. The concerned citizens are already trying to make a difference. The expense doesn't seem to be an obstacle for some of these dedicated people, but for much of the general population, I believe it is.

The Lane County low-income/no-income spay/neuter voucher program has set the income level set far too low for working people to participate in, those who are not on public assistance. Currently Lane County Animal Services (LCARA) offers up to four,

\$25 vouchers per year, per household. This is not enough of an incentive to get people involved in altering, for example, a colony of feral cats. The income poverty guidelines are set by Oregon Employment Department. If a person is making \$10K annually, they don't have \$25 for one, needless to say four spay/neuter procedures. We must make it possible for working people to alter their animals.

Lane County only allows four vouchers per year. If a low-income family's cat has a litter of 5 kittens, who should get altered this year? Obviously the mom and however many females that are born. It's not good enough to let the remaining cats have to wait to the following year. If put-off in this manner now, they will most likely not be altered and contribute to the overpopulation problem that we already have.

The Lane County low-income/no-income spay/neuter voucher program needs to be reconstructed. If we really want to stop the killing of surplus animals we must offer no-cost spay/neuter vouchers that are obtainable only to Lane County residents, without the income discrimination or limits on the number of vouchers that can be obtained. One would have to prove their residency in a way that cannot be falsely presented. This no-cost service would be funded primarily through the county and utilize innovative fund raising techniques such as the EBAY auctions that the Feral Cat Coalition of Oregon held in 2006. I do not have the data from the FCCO EBAY auction proceeds at this time. However if LCARA were to fully embrace the No-Kill philosophy it would become the gem that would greatly attract enhanced donation revenues.

Volunteer Participation

Additional Resources Necessary for Volunteer Coordinator: To develop a successful SAA Program there are numerous projects that must be developed and implemented at LCARA. One of the most important is a full time, salaried Volunteer Coordinator. Fortunately, with the support of the Commissioners this position was approved and Human Resources is now in the process of developing a job description in anticipation of advertising for and recruiting a qualified candidate.

To assist this Volunteer Coordinator in developing an extensive group of volunteers, I have attached a Roster in excess of one hundred citizens that have indicated their desire to participate in this program. These potential volunteers attending Commissioner Workshops, Town Hall Meetings and public hearings this past year have provided their contact information for use by the Volunteer Coordinator.

In addition I have also attached a list of Committees that was developed by LCARA and NKCC to provide LCARA with the necessary support to develop a Save Adoptable Animal operation.

It is recommended that the Volunteer Coordinator establish this project as a number one priority. This program can be implemented within existing resources.

No Additional Resources Necessary: Develop volunteer manual and policies and train both volunteers and staff on the policies.

According to Campaign Consultation, Inc., organizations can create a welcoming environment for new volunteers (which will aid in volunteer retention) by implementing the following effective practices:

- Involve staff in volunteer program design. Know why your organization/initiative needs volunteers. Identify and design valuable volunteer assignments.
- Survey staff about their feelings and attitudes regarding volunteers in their organization.
- Provide time for discussion to ensure that staff sees relevance of volunteers' contribution to the organization's mission and to staff's own work.
- Create staff "buy-in" about the importance of volunteers to the organization.
- Adopt agency policy that supports volunteers. Share the policy with volunteers and staff during orientation.
- Implement a communication plan that includes volunteers.
- Define staff and volunteer roles and responsibilities clearly. This should include job descriptions and evaluations for volunteers.
- Provide tools and training for staff to monitor and manage volunteers effectively.
- Include evaluation of staff's work with volunteers in performance plans and appraisals.
- Make a plan for showing appreciation. This can include ideas such as making gifts for volunteers, hosting recognition events, or spotlighting volunteers in feature stories in newsletters or local newspapers.

Evaluation of current volunteer environment

- What does a new volunteer encounter when they enter LCARA? Who greets new volunteers? Are they made to feel welcome and appreciated as a member of the team?
- How does the staff feel about working with volunteers at LCARA?
- Is there space and office equipment for volunteers?
- Are there clear volunteer policies and rules?
- Are volunteers offered training and education?
- Is there a volunteer appreciation program in place to recognize outstanding volunteer work?

Resources:

Volunteer Management for Animal Care Organizations, By Betsy McFarland
<https://gateway.hsus.org/asopubs/ItemDetail.cfm?itemID=1007&Audience=1>

The Humane Society University Volunteer Management Certificate program, can be completed online. \$99 per session, with a total of 5 sessions.
http://www.humanesocietyu.org/degrees_and_certificates/certificates/volunteer_management.html

Cooperation (Develop networking programs for rescue groups)

Develop an extensive networking program with all humane animal adoption, fostering, volunteer and rescue organizations for the placement of shelter animals. It is critical that all employees, volunteers and others work harmoniously to provide the best possible animal services to the community.

I envision this task being the responsibility of the Volunteer Coordinator that can be implemented within existing resources.

Adoption (Enhanced Program)

The rescue network needs to be broadened. The rescue groups will need to meet specific criteria and be approved by an actual site visit to the home.

There needs to be continued support and development of additional off-site adoption opportunities for healthy/altered animals. Positive examples include the Animals Inc. Animal Well Fairs and the Save the Pets off-site adoption programs. In addition the following areas need to be defined and expanded upon:

- Marketing that includes customer service and appearances (image)
- Offsite Venues (see above) particularly including up-scale locations
- Help with animal behavior problems/challenges
- Follow up provided: 3 days, 3 weeks, three months, 1 year (3331)
- Animals will need to be spayed and neutered before being offered for adoption
- Free health insurance (e.g., Pet Point insurance)

Sample Rescue Network Application/Contract draft follows:

Lane County Animal Services
3970 W. 1st Ave.
Eugene, OR 97402
(541) 682-3647

SAMPLE RESCUE NETWORK APPLICATION/CONTRACT

Applicant's Name _____ Age, if under 21 _____

Rescue Organization name, if any _____

Are you a (501)(c)(3) Organization? _____ Informal Group _____ Individual _____

Street Address _____ City _____ State _____ Zip _____

Mailing Address, if different _____

Home Phone _____ Cell Phone _____

Email Address _____

Employer _____ Work Phone _____

2nd Employer (if applicable) _____ Work Phone _____

Type of Animal Interested in Rescuing: Dogs _____ Cats _____ Other _____ Type(s) _____

Special Breed only? If so, list _____

1) Please fully explain your rescue program to date: what type & how many animals you have rescued in the past? Did you have them spayed/neutered, vaccinated, etc. before adopting them out? How long were they in your program? What resources did you use to find them new homes, etc.? (Use back of form, if needed, or attach additional pages, brochures, etc.)

If this is your first rescue, welcome aboard! You will receive an orientation and be paired with an experienced volunteer to answer ongoing questions.

2) What is your budget for routine expenses for **each** animal rescued? (food, etc.) \$ _____

3) What is your budget for routine & emergency medical care for **each** animal? _____

4) Who will be the veterinarian(s) for these animals? _____

5) Please **fully** describe where you will keep any rescued animals (use back of form if necessary)

6) How much time are you able to spend with each rescued animal daily? _____

7) How long will these animals be alone daily? _____

8) What adoption venues do you have available for the rescued animals? _____

9) What will you do with the animals while you are away on vacation or out of town? _____

10) If rescuing dogs, do you have a fenced yard? _____ if yes, what type of fencing and how high? _____

11) If rescuing dogs, will the dog ever travel in a pickup truck? _____ If yes, where will the dog ride? _____

12) If rescuing dogs, are you planning to take them to obedience training? _____ If yes, where? _____ If no, why not? _____

13) If behavior problems do occur, are you committed to working with these animals to correct the problem? _____ How do you plan to do this? _____

14) If you currently own other animals, please provide the following information:

Type of Animal	How many?	Breed		Altered?		Vaccines Current?	Where kept? Exact location, please (garage, run, etc.)

_____ I have additional animals, and have _____ listed their info on back of form _____ list attached

15) Do you rent or own your home? _____

16) If you rent, we will need to obtain your landlord's permission. Name & phone number of landlord:

Name(s) _____ Phone # _____

17) Personal references who are familiar with your knowledge and ability to rescue, care for, and find appropriate new homes for shelter animals:

1) Name: _____ Phone #(s) _____ / _____

Relationship to you _____ why chosen _____

2) Name: _____ Phone #(s) _____ / _____

Relationship to you _____ why chosen _____

18) Veterinarian references:

1) Name of Vet and clinic: _____ Phone # _____

2) Name of Vet and clinic: _____ Phone # _____

* Once an animal from LCAS is released to my care, I take full responsibility for the animal and release Lane County Animal Services from all liabilities associated with this animal. I retain the right to return the animal to LCAS at any time.

* As a Rescue Resource for LCAS, I agree to take full financial responsibility for all animals released to me.

* I agree to provide for each animal's physical needs, including adequate food, shelter and veterinary care, for as long as the animal is in my care.

* I agree to provide for each animal's emotional needs and to provide any training and/or rehabilitation necessary for the animal to be successfully adopted.

* I agree to spay/neuter any unaltered animal that is released to me from LCAS within 30 days or, in the case of very young or sick animals, as soon as medically possible. I agree to let the Rescue Coordinator know if there is any other reason I cannot alter the animal within 30 days. I agree that all animals rescued from LCAS will be spayed/neutered before being placed anywhere else.

* I agree to make every effort to place the animal in a responsible home with people who intend to love and keep the animal for the duration of its life. I agree to at least one visit to the adopter's home whenever possible, and to follow-up with phone calls and/or e-mails to make sure the placement is working well. I agree to take the animal back if the placement does not work out, and to make every attempt to find another suitable home for the animal.

* I agree that if for any reason I am unable to care for the animal and/or place the animal in a suitable new home, I will first alert the Rescue Coordinator to see if another placement for the animal can be found, and if not I will return the animal to LCAS, having given LCAS as much advance notice as possible.

* I agree to allow LCAS staff and/or Rescue Program Volunteers to do an initial visit to my home to see the conditions under which the animals will be housed, and for an annual home visit update each year thereafter, or as needed, to ensure the welfare of the animals. It is understood that these inspections will be conducted in a mutually respectful way.

* If there are documented allegations of neglect and/or abuse, I agree to allow LCAS staff to inspect my home and all animals in my care at any time. I agree that should the Animal Welfare Officer(s) inspecting my home be concerned about the conditions that the rescued animals are being kept in, LCAS has the right to either remove the LCAS rescued animals from my care and consider revoking my LCAS Rescue status and/ or to work with me to bring the conditions up to the standard required for the animals' optimal health and welfare.

* I have attached a copy of the adoption application or contract I will use for these animals; or I agree to use the attached adoption contract for each adoption.

* I will immediately inform the LCAS Rescue Coordinator if any of the above information changes significantly.

Applicant's Signature _____ **Date** _____

Parent's Signature, if applicant under 18 years of age _____ Date _____

Rescue Coordinator:

**Lane County Animal Services
3970 W. 1st Ave.
Eugene, OR 97402 (541) 682-3647**

Review & Revise Dog Licensing Codes

In order to prevent the killing (or euthanasia) of adoptable animals in Lane County's Animal Shelter, two things must happen. The inflow of adoptable animals into the shelter must be cut, and there needs to be a way to move adoptable animals from the shelter back into permanent homes. Ways to decrease the inflow include:

1. Discouraging unplanned breeding of domestic dogs and cats
2. Improving owner retention of pets
3. Making it easier to reunite lost pets with their owners.

The way to move adoptable animals from the shelter into permanent homes means removing those barriers that prevent people from owning animals. This includes facilitating the adoption process by using readily accessible sites, providing assistance and counseling to new owners, and removing or modifying the legal constraints against animal ownership.

County Codes:

Lane Co. Animal Control Regulations: Requires individual dog licenses except when property is licensed as a commercial or non-commercial kennel. Code is silent on cats.

Zoning & Planning: Generally OK for up to eight dogs except in areas specifically zoned for less. May obtain non-commercial kennel license. No more than two dogs may be used for breeding. No physical standards for kennels regarding setbacks, construction, etc. Commercial kennel may be either boarding or breeding kennel. There appear to be no codified requirements for construction, setback, or management. No restrictions or requirements listed regarding cats that I could find. No regulations regarding pet stores that I could locate.

City Codes:

Eugene – Animal control requires kennel license for more than two adult dogs. Land use regulations state non-commercial kennel not a permitted use in residential zone. This effectively prohibits more than two adult dogs in any residential zone in Eugene or the Urban Growth area. No regulations regarding cats.

Springfield – Prohibits more than three adult dogs per household in residential zones. No regulations regarding cats.

Coburg. No information regarding animal control regulations available at this time.

Cottage Grove. Maximum of three adult dogs without kennel license. Allows for kennel license, but does not give specifications on how to obtain.

Veneta. No information regarding animal control regulations available at this time

Lowell. No information regarding animal control regulations available at this time.

Creswell. Must have kennel license if more than three adult dogs on property. Number of dogs with Non-commercial kennel varies with lot size from five to twelve.

Dunes City. No regulations regarding number of dogs, except that a kennel license is required for more than three adult dogs. No mention of cats.

Florence. No limits on numbers of dogs and cats. Does require dogs be licensed. Cats must be properly maintained.

Junction City. No limits on numbers of animals per city clerk. No information on other animal regulations.

Oakridge. City regulations do not give absolute numbers, but prohibit all animals running at large, including cats.

Westfir. No information regarding animal control regulations available at this time

Issues:

Restrictions on dog ownership, particularly within the Cities of Eugene and Springfield preclude many otherwise suitable homes from being licensed as foster/rescue homes. Many dog owners, particularly within cities, own more than the two or three dogs considered suitable by City land use departments. These people may have lived with this number of animals for years without the enforcement agencies hearing complaints. However, these people are universally fearful that these enforcement agencies will descend onto their property, and force removal of their dogs. Fear of city or county planning departments has also been repeatedly cited as a reason why people do not purchase dog licenses. During a county wide effort a couple years ago to require veterinarians to report rabies shots to LCARA resulted in many people expressing fear to the area's Kennel Clubs that having this information available to County agencies would result in action by City and County planning departments enforcing the applicable limits.

Suggested changes and/or additions to County Codes.

Allow for additional numbers of dogs if the property size and location, and the operating characteristics of the animal owner are such that nuisance conditions are not created or maintained. This would include such items as noise, sanitation, freedom from disease, and avoidance of trespass onto adjoining property. This could be done by a special licensing as discussed under the section on enhancement of dog licensing. This licensing program would also provide additional income to LCARA, from sale of licenses, and might even allow for some additional inspection hours.

Enhanced Licensing:

There are three provisions under this section that would greatly enhance the ability of LCARA to reunite a lost animal with its owner, to differentiate owned animals from strays, and to minimize the number of animals killed for space.

1. Record microchip information on all dogs licensed through LCARA. This will allow positive identification of any dog impounded at LCARA who may have lost their collar. This would involve a very minor adjustment to the license application form to include the microchip number, and a minor tweak to the tracking software used by LCARA to include the microchip number as well.
2. Develop a network of licensing sites – possibly through grooming shops, pet shops, and veterinary offices. The license application could be amended to include the rabies tag number, expiration date, and veterinarian. Information on spaying or neutering could also be included, with the veterinarian's name listed so that spot checks could be done to verify the data. This verification could be assigned to volunteers, resulting in no impact on Lane County personnel.
3. Greatly increase the information available to the general public regarding the need to license pets. Posters and applications could be available in many different retail establishments. Most radio and TV stations will do public service announcements. Maybe feature an occasional story about an animal reunited with its owners because the license or microchip gave information about where the owners live.

With increased licensing, there will be a need for additional personnel to input the data into LCARA's record system. However, the increased revenue from license sales could be applied toward additional data entry personnel, resulting in no net increase to LCARA's budget. Or, perhaps, the Union could see its way clear to allow this very basic form of data entry by volunteers.

Institute Programs to Enhance Pet Retention and Rehabilitation

- Follow-Up calls to adopters to provide valuable resources prior to relinquishment.
- Development of a behavior helpline or behavior resource center:
 - This could be a local network of trainers who are willing to answer calls from a message machine set up at LCARA, or volunteers trained to answer basic questions, or mail behavior & training information.
- More information given to adopters upon adoption about the individual dog they are adopting, list of local trainers, basic training tip sheets, what to expect when they bring a dog home, etc.
- Required training for dogs who have displayed certain behavior issues during the behavior evaluation.
- Development of a foster network for dogs with minor behavioral issues that are trained to understand body language, use positive reinforcement, and can work through a training program with a dog prior to adoption.
- Emphasis on training & puppy development by shelter staff upon adoption.

Revised Shelter Hours

Revised shelter hours: Expanded shelter hours to accommodate working citizens and families to boost public access for animal redemption, adoption, dog licensing, and all other animal services.

The present shelter hours of 10:00-5:30 Tuesday through Saturday with a one hour closure for lunch, and Saturday hours of 10:00 to 5:30, with a one hour closure for lunch, and no open hours on Sunday or Monday provide a total of 30 hours per week of time the administrative staff is available to the public to handle licensing, adoptions, and other office functions, and 35 hour per week the kennel is open to the public, since the kennel itself does not close during the lunch hour. This does make access impossible for anyone working full time Monday through Friday, and increases the difficulty for those required to work on Saturday. Since the owner of a missing pet must visit the shelter to determine whether his/her pet has been impounded, this could mean that someone whose pet is impounded on Tuesday could not verify whether the animal is there until the weekend, resulting in long stays for the animals, and increased costs to the county to house these animals.

Ideally, the shelter would remain open most evenings until 8:00 PM or so, and would be open both Saturday and Sunday. However, with the present staff, there is no way those hours could be maintained. Coverage is minimal during the week, and sickness,

vacation, etc., further decrease the number of staff available at any time. Expanding the open shelter hours to those suggested above would add another twenty hours of time the shelter would need to be staffed. Minimum staffing would be at least one kennel attendant and one or two office staff. Increasing staff to this level would require a significant increase in LCARA's expenditures. However, it should remain a long term goal to increase staffing to this level.

Field officers are also on duty only Tuesday through Saturday between 8:40 AM and 5:40 PM. There is a rotation of officers for on-call emergencies during closed hours. Ideally, there would be seven day a week coverage by field officers, with someone available for emergency responses on a twenty four hour basis.

Holding Times

“Holding Times: Holding times for all adoptable or medically and behaviorally treatable impounded animals shall not be based upon on any statutory minimum days or hours, but rather, on exhausting all available resources”.

- 1) Cats must have the same minimum holding period as dogs, which should be clearly communicated to the public and media. All cats are to be evaluated by trained cat behaviorist(s) (whether staff or volunteers) to determine if cat is scared or feral.
- 2) Temporary kennels/cat cages are to be set up during times of need.
- 3) Management to work with Union regarding volunteer help.
- 4) Expanded holding times will require LCARA to be vigilant with vaccinations, cleaning and other disease control procedures.

Recommend that a check-list be developed (and revised, as new resources become available) that is kept in each animal's records, and is easily accessible by the public, including, but not limited to:

_____ Veterinarian consulted (full report included in animal's records)

_____ Behaviorist consulted (full report included in animal's records)

_____ shelter contacted: date: _____ result: _____

_____ shelter contacted: date: _____ result: _____

_____ rescue group contacted: date: _____ result: _____

_____ rescue group contacted: date: _____ result: _____

_____ rescue group contacted: date: _____ result: _____

_____ other _____
_____ other _____

Cost: any additional costs in animal care, Vet. expenses, etc. could be offset by special donations, i.e. Guardian Angel campaigns, Sponsor an Animal, etc. Volunteers utilized at no cost where feasible. Also Adoption fee revenue would increase.

Benefit: Vastly increased public trust and moral and financial support of LCARA in particular, and Lane County government in general.

Transparency

“Transparency: Provide full transparency to the public in all matters of animal disposition, including but not limited to making available an “Intent to Euthanize” notification system to all interested parties.”

The dispositions of animals that enter the shelter include:

- 1) Being returned to the original owner
- 2) Being adopted by a new owner
- 3) Dying at the shelter (for medical reasons, without human intervention)
- 4) Being transferred to a shelter, rescue organization or rescue individual
- 5) Being euthanized or killed.

Presently, the shareholders in Lane County Animal Regulation Authority (LCARA), the tax-payers, do not have convenient access to the records showing the disposition of animals whose care they are funding. They are forced to go down in person to LCARA, or fax a “Request to Access Public Records” form to them, wait for the staff to copy the “Impound form” records and pay a substantial fee of approx. \$1 – \$1.50 per record requested.

In order to provide adequate customer service and transparency from LCARA, this information should be available to the public 7 days per week, 24 hours per day via LCARA’s website.

Further, a computer should be made available at LCARA, perhaps in the Cattery, for members of the public to access when visiting or volunteering at LCARA. The donation of a computer could be requested from the public, if necessary.

If LCARA’s current \$60,000+ custom software can’t provide this report, I/we would recommend that PetPoint software be reviewed for consideration as a replacement. PetPoint software is a fully featured shelter software system is available to all shelters and rescue organizations at no charge that purchase 24Petwatch microchips (which LCARA currently does). A report of this type can be produced in less than 5 minutes.

I have consulted with Tamara Barnes, of the local rescue group Cat's Cradle, who has familiarized herself with PetPoint software, and she would be pleased to meet with the Task Force and LCARA staff to demonstrate this software.

Cost: Negligible (est. one-time 15 minutes training per staff member, 5 min. per day for report)

Benefit: Vastly increased public trust and moral and financial support of LCARA in particular, and Lane County government in general.

Animal Redemption (reuniting lost pets with their owners)

- 1) Owners can help by licensing and micro-chipping their pets
- 2) Lane County Animal Services (LCARA) may already be doing some of all of the following, but these recommendations are listed anyway:
 - User Friendly Hours
 - Provide booklet /pamphlet outlining things owners can do to find their lost pets. The "pamphlet" should not only be available on the LCARA website, but hard copy should be mailed upon request and hard copies should also be available at the shelter.
 - Tags/collars can come off. LCARA must check, without exception, every animal that comes in for a micro-chip, and follow up on same.
 - By the same token, if an animal comes in with a rabies tag, but no license, the trail to the owner via the rabies tag must be followed.
 - If an animal comes in with a license or with a rabies tag from another jurisdiction, the trail must be followed to help locate the owner.
 - It seems some people know nothing about LCARA. Even that it exists! Let alone what services it provides. LCARA must not be bashful about providing this information wherever possible: on their website, in all ads, spot radio and TV public service announcements. (Note: I believe the new name for what was formerly LCARA, is a step in the right direction insofar as public relations and providing a more positive image are concerned).

Temperament/Behavior Evaluation

One possible definition of temperament: General attitude a dog displays towards people or other individuals.

Behavior Assessment Tests

ATTS: www.atts.org

C-BARQ: Canine Behavioral Assessment & Research Questionnaire:

<http://w3.vet.upenn.edu/cbarq> (only useful in the case of relinquishment from owner)

Puppy Aptitude Test: www.volhard.com

SAFER test: <http://www.emilyweiss.com/certification.html>

Assess-a-Pet: <http://www.suesternberg.com/03programs/03assessapet.html>

Recommendations & Ideas:

-Identify specific goals for behavior evaluations:

- to more accurately match potential owners with dogs

- to identify behavior issues before placement to set owners and dogs up for adoption success and provide resources for pet owners. Decide if these behavior issues affect the dog's adoptability.

- to identify serious aggressive or threatening behavior that may make a dog unsafe

“Temperament” and personality are often seen as part of the permanent makeup of the animal –they are who the animal is. “I believe dogs are born with inherent qualities,” says Sue Sternberg, creator of the Assess-a-Pet temperament evaluation and author of *Great Dog Adoptions: A Guide for Shelters*. “Some are born more fearful, confident, energetic, and this is part of their temperament. It can be modified with care, environment, and training, but the basics remain.” It is this elemental, hard-to-change part of the dog that the valuation attempts to reveal. (*Putting your behavior evaluation program to the test by Julie miller Dowling, Animal Sheltering Magazine September – October 2003*)

-Owner relinquished evaluations. Have all owners relinquishing animals to LCARA fill out a confidential behavior evaluation form, such as the C-BARQ listed above, and also ask owners to perform a portion of a behavior test. Handle the dogs feet, teeth, hug/restrain the dog, as a requirement for relinquishment to the shelter.

-Review current assessment methods and study other organizations programs, such as the Sacramento SPCA, San Fransico SPCA, Animal Humane Society, etc.

-Staff training on dog body language and animal behavior.

-Staff training on behavior evaluation and temperament testing through certified accredited programs.

-Change of name from Temperament Testing to Behavior Evaluation: A behavior evaluation should be done on all dogs in the shelter ideally prior to adoption to gather information about the dog's personality and/or temperament to better place/match dogs with potential adopters. This evaluation should be used as an information gathering

process rather than a pass/fail test except in situations where extreme aggression is noted, which in most cases will be apparent without an evaluation.

-A study by Hennessy in 1996 on plasma cortisol levels addressed the idea of when is the best time to perform a behavior evaluation based on dogs' blood cortisol levels over time. Cortisol levels showed no significant reduction until day 4, and remained high until day 10. A dog's stress level will have a significant impact on how they test at the shelter and should be taken into consideration when testing. When possible tests should be administered between 4-5 days after intake by a staff member who is certified in testing and has extensive knowledge about canine body language.

-In shelter training and behavior modification, stress reduction programs, and care for all animals will have a huge impact on the ability of animals to stay in the kennel for longer periods of time if necessary.

Consistent Terminology: Adoption of terminology to be used at LCARA by either the shelter director or Lane County; what is adoptable, treatable, unadoptable?

California Legislature Defines No-Kill

What is Adoptable? [1834.4. \(a\)](#)

"No adoptable animal should be euthanized if it can be adopted into a suitable home. Adoptable animals include only those animals eight weeks of age or older that, at or subsequent to the time the animal is impounded or otherwise taken into possession, have manifested no sign of a behavioral or temperamental defect that could pose a health or safety risk or otherwise make the animal unsuitable for placement as a pet, and have manifested no sign of disease, injury, or congenital or hereditary condition that adversely affects the health of the animal or that is likely to adversely affect the animal's health in the future."

Adoptable dogs may be old, deaf, blind, disfigured or disabled.

What is "Treatable"? [1834.4. \(b\)](#)

"No treatable animal should be euthanized. A treatable animal shall include any animal that is not adoptable but that could become adoptable with reasonable efforts."

Sick, traumatized, infant or unsocialized dogs need appropriate medical treatment, behavior modification and/or foster care to turn them into healthy animals ready for placement. See [Maddies Fund](#).

What is "Unadoptable"? [1834.4. \(a\)](#)

"Unadoptable" or "non-rehabilitatable" means animals that are neither adoptable or treatable. By way of exclusion, SB1785 defines "unadoptable":

- 1) Animals eight weeks of age or younger at or subsequent to the time the animal is impounded;
- 2) Animals that have manifested signs of a behavioral or temperamental defect;
- 3) Those that could pose a health or safety risk or otherwise make the animal unsuitable for placement as a pet and
- 4) Animals that have manifested signs of disease, injury, or congenital or hereditary condition that adversely affects the health of the animal or that is likely to adversely affect the animal's health in the future.

■ Rescues and Animal Control Define No-Kill Terms ■

A widely accepted definition of "unadoptable" or "non-rehabilitatable" is set forth as follows:

- 1) Animals for whom euthanasia is the most humane alternative due to disease, injury or suffering that can't be alleviated;
- 2) Vicious dogs, the placement of whom would constitute a danger to the public; and
- 3) Dogs who pose a public health hazard.

Additional Resources:

Body Language Videos:

- The Language of Dogs, Understanding Canine Body Language and Other Communication Signals, DVD, by Sarah, Run Time: 2 Hrs. 13 Min. \$39.99
- Am I Safe? The Art & Science of Canine Behavior Assessments DVD set by Sarah Kalnajs, Run Time: 3 Hrs. 44 Min., \$49.95

<http://www2.vet.upenn.edu/research/centers/cias/research.html>

http://www.paw-rescue.org/paw/pettips/dogtip_temperament.php

Humane Treatment

Although LCARA Staff Members have been employees for many years the humane techniques used in handling of dogs and cats continues to evolve. It is important and advisable that LCARA Staff be current on the most humane methods of handling and caring for the animals.

It is recommended that animal behavioral and handling seminars be made available on a continuing basis to insure individualized and humane treatment of impounded animals.

Additional resources would be necessary to establish this project.

Enhanced Treatment

I would basically recommend that animal behaviorists and trainers within our community be called upon to advise staff on a continuous basis regarding alternatives to an animals pending euthanasia. Experienced foster homes could be employed to give the animal the chance to exhibit its true, un-stressed nature at little cost to the county. A volunteer coordinator who would create such life-saving programs would be priceless in this endeavor.

Policies and Procedures Manual/ Institute Upgraded Policies

Establish, implement and maintain state-of-the-art Save Adoptable and Treatable Animals program focused on written standards, policies and procedures manual for staff reference, compliance and accountability.

Striving to reduce and limit kennel stress, including regular handling, grooming, play and socialization, along with appropriate bedding and toys.

There is a Policy and Procedure Manual currently under development by LCARA, which should include, but not be limited to, the following:

Including but not limited to these policies and procedures;

1. Volunteer duties:

- a. What volunteers are allowed to do and what they are not allowed to do

2. Animal care:

a. Exercise

Each dog is to be walked/exercised/played with (as appropriate) a minimum of twice a day (by volunteers)

Each cat is to be let out of its cage to exercise/play a minimum of twice a day (by volunteers)

b. Environmental enhancement

All dogs and cats to have beds, blankets or platforms on which to sleep.

Each animal has at least one toy (as appropriate); chewers may have hard rubber “Kong” toys

c. Socialization

All animals to have some kind of socialization twice daily (by volunteers)
Dogs- walks, training/Cats- petting, playing with toys (by volunteers)

d. **Animal Training**

All staff to carry cat and/or dog “treat pouches” on their person. Dogs to be encouraged to come to the front of the kennel and told to sit with a promise of a treat from passing staff, increasing their adoptability and trust in people. Some cats can also be “trained” to trust with a bribe of cat treats. Volunteers to be in charge of teaching dogs and cats appropriate behavior. The volunteers shall be trained by an animal behavior specialist

3. Intake procedures

All animals received, shall upon intake be:

Tested and vaccinated appropriately for contagious diseases
Checked for obvious medical problems i.e.: teeth, ears, parasites, weight, nails, skin problems etc. and noted in their file, (possibly by knowledgeable volunteers)
Treated for parasites, groomed as necessary for the animals health and comfort (by volunteers)
Checked for microchips, tattoos, identifying marks etc (by volunteers)

4. Humane treatment

At the time of intake, all animals will immediately be:

Treated with respect and compassion whether or not they are friendly, elderly, sick or injured. (they are our charges, not our prisoners)
Socialized at least twice a day
Kept in a clean environment
Kept in a stress reducing environment
pheromone delivery system
recordings of calming sounds (dogs laughing) yeah I know that sounds crazy
cats and dogs in separate housing
Fed fresh nutritious food
Have fresh water available
Have fresh air or adequate ventilation
Removed from their cages or moved to another section with a divider while the kennels/cages are being cleaned and disinfected
Given medical treatment to alleviate suffering and pain when appropriate

5. Animal behavior manual

6. Adoption Procedures

All animals shall be spayed/neutered before leaving the shelter
Interviewing the potential adopter
Choosing the appropriate pet
Checking adopter’s credentials (home check by volunteers)
Fee reductions for certain cases
Follow up adoption check via phone/home visit (by volunteers)

7. Pet retention

- Interviewing the owner of the animal to be relinquished
- Getting the animal's history
- Possible problems that can be solved
- Housetraining, chewing objects, roaming, barking, etc
- Pet friendly housing (compiled by volunteers)
- Animal behaviorist referral
- Training class referral
- Veterinary referral
- Spay and neuter assistance

8. Sanitation and disease control

- Using appropriate disinfectants (Kennel Kare Super Concentrate to kill Parvo)
- How to use a quarantine area efficiently
- Who should be quarantined

9. Public relations (between staff and the public)

- Telephone etiquette
- Lost and found animal reports
 - Taking lost and found animal reports on the phone, internet etc
 - Assisting owners by informing them about what they can do to help find their pet/ or the owner
 - Fliers, call vets, groomers, feed stores, placing lost and found ads in newspapers, craigslist etc.
- Checking shelter logs for callers regarding their lost or found pet
- Checking kennels and cages for callers of lost pets

10. Behavior testing

- Who should do the testing
- When to test
- What the test results mean

11. Staff education

- All staff dealing with animals must take an animal behavior course focused on dealing with frightened animals (local course available for a nominal fee)
 - Recognizing animal body language
 - Learning calming signals
 - How to approach a frightened dog/cat
- All front office staff to take a course in public relations/compassion for people and animals

12. Record keeping

- The importance of keeping accurate shelter records**
- Public inquiries
- Systems that work

Sources

Nathan Winograd's www.nokilladvocacycenter.org
Reforming Animal Control

The Humane Society of the United States www.animalsheltering.org/index.html

The Virus that Never Dies? By Kate Hurley, D.V.M., M.P.V.M.

Quieter Shelter Dogs? It's a Laughing Matter By Carrie Allan

Vaccination Station: The Finer Points of Shelter Protocols

By Kate F. Hurley, DVM, MPVM

Interpreting Animal Behavior for Safe Handling Online Course (\$35)

Animal Shelter Operations Boot Camp Workshop

Form a Puppy Protection Brigade without an isolation ward

By Brenda Griffin, D.V.M., M.S., D.A.C.V.I.M.

You Never Know Until You Ask, adoption promotion By Nancy Lawson

Enhanced Licensing Programs

There is probably not much chance of increasing LCARA's operating funds from the County's General Fund. Licensing represents a major potential income source that could be used to increase hours and services. At present, the rate of dog licensing is estimated to be less than 20% of all dogs. There were 14,863 licenses issued in FY 2006. There were also 89 non-commercial and 13 commercial kennels, as well as 25 commercial breeding kennels licensed.

At this time LCARA has an optional cat licensing program whereby cat owners are allowed, but not required, to license their cats. Persons who surrender cats to LCARA are charged a \$40.00 relinquishment fee for owned cats and a \$20.00 fee for stray cats.

Reasons for non licensure of dogs include:

1. Ignorance that licensing is required, or ignorance about how to obtain a license.
2. Anti taxation philosophy by some dog owners
3. Fear of punitive action by county or city zoning departments
4. Inability to pay licensing costs

Since the rabies reporting program was instituted in Eugene, the names of several hundred dog owners names have been submitted to LCARA by veterinarians who have administered rabies vaccinations. LCARA then sends a letter to the owner citing the law requiring licensing, and enclosing an application for license. Response to these letters has produced mixed responses, but of those persons who return license applications, the usual explanation is that they did not know licenses were required, or did not know how to go about obtaining them. Better publicity about licenses

should be a priority of LCARA – possibly through volunteer efforts. Posters explaining licensing requirements should be in every pet store, grooming shop, and veterinarian’s office, as well as license applications. LCARA might also investigate the possibility of allowing these businesses to provide applications for licenses, and, possibly even issue licenses. This would be similar to sporting goods stores selling hunting and fishing licenses.

There is a segment of the population that feels they should not be charged additional taxes, including licensing fees. This is also the population that is not likely to change its mind about the need to obtain licenses, so enforcement of licensing provisions may require penalties for non-compliance if increased educational outreach does not work. Late fees are one example.

In order to provide adequate Foster Homes and permanent adoptions, there needs to be a way that suitable homes may contain more animals than currently allowed. Some form of additional licensure should be available. Under present regulations, many potential foster homes could not be considered because the property owner already owns or houses the maximum number of animals allowed by law. In order to accomplish this, the governing bodies of both cities and counties must recognize that the optimal number of animals that a property can support is determined by such factors as breed, property size, management practices of the resident, etc., rather than by a single arbitrary number. See section on licensing for discussion of a foster home license, and for allowing additional animals on large acreages.

In addition to the licenses currently required, LCARA should have the ability to issue a Foster home /rescue license. This license would allow animals in excess of those currently allowed under various City and County regulations to be kept, on a temporary basis, provided strict compliance with existing state and county laws governing noise, sanitation, and running-at-large are observed. Such license would be issued by LCARA, after consideration of such issues as breeds kept, size of property, and the property owner’s animal handling practices, and could be revoked for repeated violation of laws governing animal care and control. In the unincorporated portion of the county, where lot sizes exceed one acre, it may be more realistic to set limits for animals according to the acreage owned or controlled by the animal owner.

These licensed foster/rescue homes could then be used as a place to house animals from LCARA if they are too young for adoption, or while undergoing medical or behavioral therapy, or while awaiting pickup by a recognized breed rescue organization, in addition to serving as extra housing during times of shelter overload until permanent placements could be obtained.

Cat registration could be encouraged, with an appropriate fee. Substantial discounts should be offered for spayed or neutered cats.

Consideration should be given to allowing an implanted microchip to serve as the identification for a licensed animal. In this manner, concerns about safety of animals wearing collars can be resolved. If each animal entering LCARA or picked up by an Animal Control officer in the field was scanned for a microchip, and the animal license records at LCARA contained information about the owner's address and phone number, owned animals could be quickly returned to their owners. It would require a minor expenditure to amend the current license application and record to include microchip information, and each field officer would have to possess a scanner. Also, as part of the impounding process, or when a reported stray is turned in, scanning for a microchip should be done when the animal is turned into LCARA. This change in licensing procedures would require additional resources to input and maintain the information, as well as for a few additional scanners. This might make registration (or licensing) more acceptable to cat owners, since most cats do not wear collars or tags. However, if the cat was microchipped, and the record was available at LCARA, cats turned in as strays might be able to be reunited with their owners.

We recommend that LCARA provide, or facilitate, low cost microchip clinics for both cats and dogs (the total fee to be no more than \$5:00-\$20.00), to encourage residents to microchip their animals.

Reconsideration could be given to imposing a pet food tax at the retail level, with the net income from this tax going totally to LCARA. In this way, all pet owners would pay their share of LCARA costs, whether they license their animals or not.

Image

With the proposed name change from LCARA (Lane County Animal Regulation Authority) to "LCAS" (Lane County Animal Services) it would be timely to introduce this progressive, all exclusive service that LCAS offers to the residents of Lane County with a new look to compliment this change.

It is recommended that the entrance and waiting-room be refurbished and painted inside and out with a new logo prominently displayed at the entrance reflecting this new look. A new dress code should be implemented to reflect a customer friendly appearance.

The existing dress code of the employees in the kennel is intimidating to residents and is confused with the County Sheriff dress code. The khaki and olive uniforms with gold badges should be replaced with a more pleasant colored apparel in the shelter and for the office staff.

It is recommended that the LCAS employees and volunteer dress code be similar to the blue theme used by the County in their " Lane County Working for You" Campaign and all vehicles should be a complementary color with the new LCAS logo prominently displayed on the vehicles.

By effecting these changes as soon as possible we would be in a position to highlight the many animal services available at LCAS and begin a public awareness campaign to inform the community of the new look and services available. These changes would require additional funding with estimates developed by LCAS staff.

APPENDIX B

Recent Changes at LCARA

After LCARA moved organizationally into the Health & Human Services Department, some positive changes were put into motion promptly. These changes were communicated to the SAA Task Force and were favorably received.

- The image of LCARA is relaxing, as the name is proposed to be changed to Lane County Animal Services (LCAS). Heretofore, some citizens had mistakenly identified LCARA with the Lane County Sheriffs Department (similar vehicles and uniforms). The new name better reflects the enhanced animal care services beyond enforcement. In addition, LCARA facility staff and volunteers can opt to wear shirts with LCARA logos which further relax the image. Plans are underway to freshen and brighten up the waiting and administrative office areas which serve as the public entry point to LCAS. In addition, new entry doors for customers with either dogs or cats will be part of an initial remodeling effort.
- Thanks to the Commissioner's vision and funding of a progressive new position, LCARA will soon have a full time Volunteer Coordinator on board to assist with many of the operation's animal welfare services that require volunteer participation to meet increasing needs.
- Electronic credit card processing has been installed on-site to make payments faster and more convenient for LCARA customers.
- The cat quarantine area has been restored and is separated from the dog quarantine area by again providing the cats with their own room.
- Health & Human Services staff is currently researching model policies and procedures from other public sectors animal regulation programs in hopes of identifying best-practice improvements.
- Health & Human Services is also looking into expanding hours of operation to make the facility more compatible with customers work schedules, and thus more user-friendly.

APPENDIX C

Lifesaving Matrix for Shelter Dogs & Cats*

In order to facilitate accurate data collection and assure consistent reporting on the condition of individual animals in the community, the following definitions have been developed:

Savable		Non-Savable	
Healthy	Treatable	Irremediably Suffering	Vicious/Dangerous Dogs

No matrix can conceivably cover every condition or combination of conditions that might affect an individual animal. These definitions should be utilized based on a candid and realistic assessment of each animal's condition and not based on subjective and often self-serving notions of adoptability. In cases of doubt, the default shall always be a preference for lifesaving. Additionally and importantly, an animal deemed non-savable may still be successfully cared for, transferred or adopted to an individual or organization capable of providing sanctuary or hospice care.

Savable: "Savable" shall include animals who are healthy or who have treatable medical conditions

Healthy: "Healthy" shall include an animal who is not sick or injured; or who is not a vicious dog.

Conditions such as fleas, ear mites, or pregnancy do not change an animal's status from being healthy since they are resolved through professionally standard routine shelter care, such as flea preventative and spay or neuter surgery, and do not require out of the ordinary care. Healthy also include animals who are exhibiting behaviors considered normal for the species such as house soiling, territorial marking, barking, chewing, digging or scratching behavior. Likewise feral and free roaming cats who are inhibited in social interactions with humans are not exhibiting abnormal behavior for the species. As long a feral or free roaming cat is healthy, he meets the definition.

An animal does not have to be cute and cuddly or easy to place to meet this definition. Healthy is not the same as easy to adopt. The animal may be blind, deaf, old, or

Treatable:	<p>missing a limb, but as long as the animal is healthy, she meets the definition.</p> <p>“Treatable” shall include any animal that is sick or injured whose prognosis for rehabilitation of that illness and/or injury is excellent, good, fair, or guarded. AN animal does not have to be “cured” to be treatable. For instance, a diabetic cat may never be cured but she is likely to live a normal life if given insulin shots.</p>
Non-Savable:	<p>“Non-Savable” shall include: (1) animals who are severely sick or injured and whose prognosis for rehabilitation is poor or grave and (2) vicious or dangerous dogs.</p>
Irremediably Suffering:	<p>“Irremediably Suffering shall include any animals with a medical condition who have a poor or grave prognosis for being able to live without severe unremitting pain.</p>
Vicious Dog:	<p>“Vicious Dog” is a dog who has a propensity to or history of causing grievous bodily harm to people even when the dog is not hungry, in pain, or frightened, and whose prognosis for rehabilitation of that aggression is poor or grave.</p>
Dangerous Dog:	<p>“Dangerous Dog” is a dog adjudicated to be vicious by a court of competent jurisdiction and where all appeals of that judicial determination have been unsuccessful</p>

* The Lifesaving Matrix was developed by the No Kill Advocacy Center