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## **Lane County Animal Services Implementation Plan for Save Adoptable Animals Task Force Recommendations**

On October 31, 2007, the Board of Commissioners instructed H&HS staff to report back within 60 days in response to recommendations from the Save Adoptable Animals Task Force. This report describes actions that can be taken within *currently available* County resources to implement the fundamental components of the Task Force's recommendations.

The Task Force acknowledged that some of the recommendations will require additional resources in order to implement them. Actions aimed at these recommendations, as well as other options that would meet the recommendations of the Task Force, but which require resources in order to implement, are listed at the end of this report for consideration by the Board of Commissioners. Staff have provided rough cost estimates for some of these enhancements, should the Board wish to consider allocating resources for these additional strategies.

### **Recent Changes in LCAS**

The staff at Lane County Animal Services (LCAS) continues to work hard in order to meet its mission of insuring public and animal health, safety, and quality of life within our community. The division has a broad responsibility encompassing prevention of cruelty and neglect, enforcement of laws, providing high quality care for animals in our possession, and placing adoptable animals in safe and loving homes.

County staff are committed to working with the community in order to better serve the people and animals in Lane County. Attached to this report is a summary of data from LCAS, including data from the last four years. Highlights of some other recent changes include:

- In May of 2007, the Board of Commissioners transferred the Animal Services Division from the Department of Management Services to the Health & Human Services Department, providing a new administrative and management structure to support the work of the existing staff.
- The staff has developed a volunteer information packet, agreement, and orientation process in order to strengthen the LCAS volunteer program.
- On October 31, 2007, the Board of Commissioners officially changed the name from Lane County Animal Regulation Authority to Lane County Animal Services, and established the new LCAS Advisory Committee.
- The department has hired the newly created Volunteer Coordinator who is transitioning from her current duties as an Animal Welfare Officer.
- The department is changing the hours of operation within current resources to allow some additional access to the kennel for people who work traditional hours, resulting in the kennel and office being open until 6:00 pm Tuesday through Friday, as well as all day on Saturday.

- On November 29, 2007 a small team is meeting with architects, including national expert Larry Gates, to begin the next steps of facility planning in order to develop specific options for improved facilities for LCAS.
- Staff is working with the new LCAS Advisory Committee to plan a January 2008 community forum to review the implementation plan and changes to date, and to facilitate continued work with the community to improve services to animals.

### **Task Force Recommendation Implementation Plan**

***1. Euthanasia Policy/Review: That LCARA develop a written Euthanasia Policy, and that a Euthanasia Review Panel be established on an ongoing basis, that develops and utilizes a process based on standard, verifiable medical/behavioral non-adoptability criteria.***

| <b>Action</b>   | <b>Date</b>                          | <b>Cost</b> |
|---|--------------------------------------|-------------|
| A. Develop and adopt written euthanasia policy specifying behavioral checklist completed on every animal, final approval for euthanasia from manager, and allowing private parties to request euthanasia for own pets.                        | 11/07                                | Staff Time  |
| B. Establish Intent to Euthanize Panel to include three staff which will need to review any cases of proposed euthanasia of adoptable animals prior to euthanizing. (This will be reviewed by the Advisory Committee when they are convened.) | 12/07                                | Staff time  |
| C. Establish Euthanasia Review Panel as subcommittee of the LCAS Advisory Committee to review abstracts of euthanasia during each month. This committee will report any recommendations or learning through the LCAS Advisory Committee.      | 12/07 (1 <sup>st</sup> full meeting) | Staff time  |

***2. Foster/Rescue Programs: The Foster Program fully utilizes volunteers to care for "special needs" or other shelter animals in their homes until they can be returned to the shelter or placed in a permanent home via LCARA outreach adoption programs. The Rescue Program fully utilizes rescue organizations and rescue individuals to assume ownership and full responsibility of LCARA animals(s).***

| <b>Action</b>   | <b>Date</b> | <b>Cost</b> |
|---|-------------|-------------|
| A. Volunteer Coordinator develops a plan to recruit and retain volunteers as foster families. | 01/08       | Staff time  |
| B. Establish criteria for animals that are appropriate for fostering.                         | Completed   | Staff time  |
| C. Finalize application forms for foster families.  | 01/08       | Staff time  |

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|--|---------|------------|
| D. Establish a committee to work with the Volunteer Coordinator to support and plan the expansion of the foster program. | 01/08   | Staff time |
| E. Utilize the LCAS website and media releases to notify rescue organizations about available animals.                   | Ongoing | Staff time |
| F. Maintain updated list of rescue groups, including those working with feral cats.                                      | Ongoing | Staff time |
| G. Develop a process for credentialing rescue programs, and maintain a data base of those programs.                      | 03/08   | Staff time |
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**3. Trap/Neuter, Return or Release (TNRR) Programs: Promote trap/neuter, return (and monitor) programs throughout the community to sharply decrease the number of feral cats from being impounded and killed at LCARA.**

| Action  | Date    | Cost       |
|---|---------|------------|
| A. Place information about TNRR on the LCAS website, in the lobby, and in media releases.               | 03/08   | \$500      |
| B. Offer support (e.g., cat food) as incentives for altered, monitored colonies.                        | Ongoing | Minimal    |
| C. Further educate front office staff about TNRR so they are able to promote this option to the public. | 01/08   | Staff time |
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**4. 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.**

| Action  | Date    | Cost   |
|---|---------|--|
| A. Ensure all animals will be spayed/neutered before adoption, unless medically prohibited. (Assumes a voucher program. Enhanced S/N could include contract vet, employee vet, mobile S/N clinic. Costs for these models can vary greatly.) | 12/07   | 1000 animals per year averages \$73,000 per year |
| B. Solicit donations from the community to add more vouchers and to work with vets on potential pro bono services.  | Ongoing | Staff time                                       |
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**5. Volunteer Participation: Promote and fully accommodate volunteer participation programs that are complementary to, and not in conflict with, prevailing staffing patterns at LCARA.**

| Action  | Date      | Cost             |
|---|-----------|------------------|
| A. Develop and refine policies to clearly delineate volunteer roles and duties.                 | Completed | Staff time       |
| B. Volunteer Coordinator to develop recruitment and recognition strategies for LCAS volunteers. | 1/08      | \$1,000 per year |
|   |           |                  |

**6. Enhanced Treatment: Promote enhanced medical/behavioral treatment of shelter animals at LCARA, including fostering or rescue, prior to euthanasia consideration. Ensure individualized and humane treatment of shelter animals.**

| Action   | Date    | Cost       |
|--|---------|------------|
| A. Develop a written policy on behavioral testing, including the possibility of sending an animal elsewhere for remediation (Assumes pro bono services or adding resources to purchase testing). | 01/08   | Staff time |
| B. Identify qualified rescue resources for rehabilitation; monitor rescue group services.  | Ongoing | Staff time |
| C. Enhancement in medical treatment will require additional resources, see options on page 6-7.  |         |            |
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**7. Cooperation/Networking: Promote maximum cooperation with the widest possible number of humane animal rescue and adoption organizations (and individuals) for increased shelter animal placement.**

| Action  | Date  | Cost       |
|---|-------|------------|
| A. Assign the Volunteer Coordinator and Supervisor to work with adoption, foster, rescue and other volunteer organizations to enhance opportunities for adoptions | 12/07 | Staff time |
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**8. Enhanced Adoption Program: Promote adoption through implementing both internal and external policies and procedures, including regular off-site adoption events, expanded adoption promotion programs, etc.**

| Action  | Date  | Cost       |
|---|-------|------------|
| A. Focus more staff time on interviewing potential adopters to improve the initial match with animal and decrease returns | 2/08  | Staff time |
| B. Volunteer Coordinator recruit volunteers to staff more off-site adoptions  | 2/08  | Staff time |
| C. Develop policy on rescue organizations to expand the   | 12/07 | Staff time |

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| list of approved rescue organizations for use with LCAS animals |      |            |
| D. Pursue options on free health insurance for adopted animals  | 2/08 | Staff time |
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**9. 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.**

| Action   | Date  | Cost       |
|--|-------|------------|
| ** This recommendation would also require revision of City of Eugene Code  |       |            |
| A. Invite representatives from the County and all Cities to discuss limitations on dog ownership and cat overpopulation in the County, with an eye toward code changes | 03/08 | Staff time |
| B. Engage new LCAS Advisory Committee in recommending policy options/code changes to the County and Cities   | 01/08 | Staff time |
| C. Gather more information about the Multnomah County model for issuing provisional licenses through other outlets   | 12/07 | Staff time |
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**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.**

| Action  | Date    | Cost       |
|---|---------|------------|
| A. Continue to recruit volunteers for handling, grooming, and socializing animals | Ongoing | Staff Time |
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**Additional Recommendations to be Implemented as Resources and Time Permit:**

The recommendations below were also included in the task force report, and will be addressed as time and resources allow. Some of the items have already been addressed, or are in process.

Specifically, the Board of Commissioners changed the name to LCAS on October 31, 2007. Additionally, staff have designated a space in the volunteer check-in area for

posting information about open positions at LCAS. Finally, the classification specifications for Animal Regulation Manager, Animal Regulation Supervisor, Animal Welfare Officer, and Kennel Attendant have been reviewed and language changes have been identified to address the full range of duties associated with saving adoptable animals.

- ✓ Name Change: from LCARA to Lane County Animal Services (LCAS)
- ✓ Post Available Positions at LCARA
- ✓ LCARA Commitment/Revise Job Descriptions
  - Revised Shelter Hours
  - Operational Transparency
  - Policies and Procedures Manual/Institute Upgraded Policies
  - Improve LCARA's image
  - Fully Utilize the Term "Save Adoptable and Treatable Animals"
  - Animal Information Reporting
  - Animal Code and Ordinance Review
  - Website Improvements/Updates
  - Expand Holding Times
  - Animal Redemptions
  - Shelter Animal Nutrition Program
  - Flea Treatment, Worming, Vaccine Program
  - Appropriate Temperament or Behavioral Testing
  - Creative Approaches
  - Pet Retention and Rehabilitation
  - Euthanasia Request Review
  - Education Programs

**Further Options With Additional Resources:**

Additional resources are necessary in order to fully implement the recommendations in the Task Force report. While the recommendations above can be implemented within the current LCAS budget, other important changes are dependant on increased funding. The department will work to develop additional revenue through a combination of grant writing, increased license revenue, donations from the community, and pro bono services. The items below represent important changes that could be implemented with new revenue, along with a rough estimate of the funds necessary for implementation.

| Action  | Cost  |
|---|---|
| 1. Provide no-cost spay or neuter for cats in the TNRR effort.                      | \$45-\$65 per cat                           |
| 2. Expand access to Vet services and/or vouchers for people with no or low incomes. | \$146,000 would double the voucher program; |

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|  | \$50,000<br>would provide<br>contracted vet<br>hours |
| 3. Expand medical staff to alter all animals on-site at LCAS.  | See costs for<br>#4 and #5<br>below                  |
| 4. Create a Vet Tech position, providing regular exams at intake on all animals (temp/pulse/respiration); vaccinations, assessment of all animals using most current techniques; determine when animals need to be seen by a veterinarian.   | \$80,000 for<br>full time                            |
| 5. Hire or contract with a veterinarian and two vet techs, providing on-site spay and neutering for all animals; on-site vaccinations and microchipping for all animals; assessment and care for injured animals picked up by Animal Welfare Officers; provide expanded low cost or no cost spay and neuter. | \$250,000 plus<br>facility costs                     |
| 6. Add a medical treatment area (needed for option #4 or #5 above); providing improved isolation space; space for volunteer veterinarians to see LCAS animals.   | To be<br>determined                                  |
| 7. Expand kennel hours of operation<br>Office 7:30 – 6:30 six days/week<br>Kennel 10:00 – 6:30 six days/week   | \$119,802<br>\$144,831                               |
| 8. Develop and implement marketing plan, including increased PSAs and advertisements   | Scalable,<br>depending on<br>amount<br>purchased     |
| 9. Create an animal adoption center more centrally located in Eugene to promote and adopt animals  | To be<br>determined                                  |
| 10. Spay and neuter all animals prior to offering them for adoption  | Averages \$73<br>per animal                          |
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# Lane County Animal Services Quarterly Reports

## Fiscal Year 2006 -2007

### Year-To-Date Comparisons





