



Shelter Medicine
SCHOOL OF VETERINARY MEDICINE
UNIVERSITY OF WISCONSIN-MADISON

Franklin County Dog Shelter and Adoption Center Recommendations

EXECUTIVE SUMMARY

The Shelter Medicine Program at the University of Wisconsin-Madison visited the Franklin County Dog Shelter and Adoption Center as part of a year-long consultation partnership. The goal of the consultation is to provide recommendations and training that will further support FCDSAC on the path to becoming a model of excellence in progressive animal sheltering.

We envision a shelter that is a resource for pet owners in the community; a place for assistance, advice and, compassion. Positive approaches to animal control offer community members assistance to correct an underlying problem (e.g. a hole in a fence or a broken gate). As a result, compliance with laws is improved, and people are supported to be better pet owners. Animals would come to the shelter only when no other alternative is available. The model shelter envisioned maximizes lifesaving potential through efficient use of resources, while supporting and engaging animal caregivers in the community and providing a safety net for animals who are temporarily without a home or in need of assistance. Animal care within the shelter prioritizes animal well-being, limiting stress, and reducing exposure to infectious disease.

Progressive animal sheltering recognizes that an animal shelter is not the best place for an animal to stay, so strategies are selected that focus on stabilizing communities and animal care givers; keeping pets in their existing homes; or efficiently finding new homes whenever necessary and appropriate. Keeping pets in homes and out of the shelter means there are fewer animals who need care and rehoming, and each animal spends only as long as is needed in shelter care.

For each individual dog, efficient movement through the shelter means less risk of illness or behavioral problems. Decreasing length of stay in shelters supports physical and behavioral health and contributes to decreases in daily population, which helps the shelter to operate within their capacity for care. Functioning beyond capacity for care is associated with poor health, creating an unhealthy cycle of crowding and disease. Having fewer dogs to care for improves the ability to provide care that truly meets the needs of the animals. Providing care that truly meets the needs of animals protects behavioral and physical well-being.

Recommendations for FCDSAC focus on three primary approaches to accomplish those objectives:

1. Reduce the number of dogs admitted to the shelter to only those who need sheltering, e.g. the injured or truly in need of a new home.
2. Reduce the length of time dogs stay in the shelter by removing barriers to adoption and reclaim.
3. Increase the quality of housing and care provided to dogs during their stay in the shelter to improve the well-being of both dogs and staff alike.

Implemented together, the recommendations outlined below will help to support human-animal relationships in the community and reduce the number of dogs in the shelter at any given time while allowing the same number (or even more) to be helped over time. Caring for fewer dogs at any given time will allow more resources for every individual and will better enable staff and volunteers to pay closer attention to animal well-being, limit stressors, and reduce exposure to infectious disease, all of which will keep the population as a whole healthier.

INTRODUCTION

We would like to preface this report by thanking the entire staff at Franklin County Dog Shelter and Adoption Center; Erik Janas; Kris Long; Kenneth Wilson; and other members of the County Administration that made this visit possible. Although our presence slowed down day-to-day activities, we were always met with openness and smiling faces. The staff went above and beyond our expectations, answering our questions and providing us with material we requested for the consultation.

The shelter is currently doing excellent work and has an admirable live release rate. The work put into at-risk breeds of dogs, notably pitbulls and pitbull-like dogs, is a great contributor to this success. Additionally, this success shines a light on your community, and its willingness and openness to adopting all types of dog. It is also reinforced by the passionate and dedicated volunteers at your shelter. We would like to commend you on the fantastic photographs the shelter is using to advertise the dogs available for adoption. The staff's dedication and love for animals is apparent in daily interactions, from the staff directly handling animals, to management and administrators. The provision of veterinary care by the team at SOS is exceptional, and the integration with county employees for everyday activities and providing animal care appears seamless.

Your overall length of stay is commendable and has been stable over the years. We have noted, however, that there is room for improvement in length of stay for adoptable dogs, as many of these dogs have an extended stay in the shelter.

Our final recommendations in this report will be presented as "Destination Postcards". These Postcards are goals that we believe the shelter can achieve, improving the quality of care for the animals in the shelter and providing the best service to the community. They are vivid pictures from the near-term future that show what could be possible. Certain Postcards will be goals that can be completed in a short term, while others may take more time and resources to achieve.

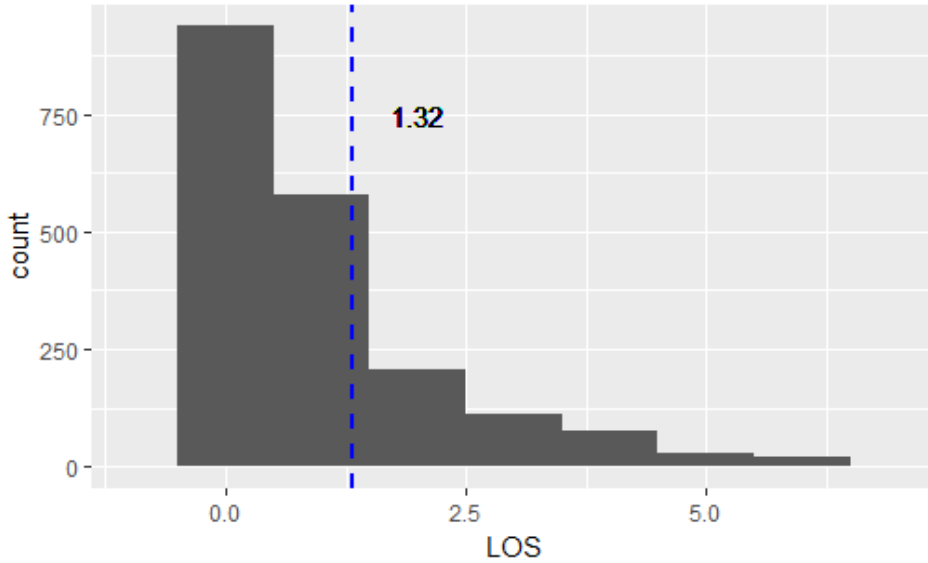
BACKGROUND/ DATA ANALYSIS

FCDSAC is a municipal shelter for dogs in Franklin County, Ohio. Intake is approximately 10,000 dogs per year, with a downward trend for both strays and owner surrenders since 2013. This data translates to a per capita intake of 7.9 dogs per 1000 residents (based on 2016 census and shelter data), which is an exceptionally high rate. In contrast, Animal Care Centers of New York City, an open admission shelter with a contract to provide animal control services for a population of 8 million residents, had an intake of 9,730 dogs in 2016, a per capita rate of 1.14. Contra Costa County Animal Services serves a population of 1.1 million people - similar to Franklin County - and took in just 5,314 dogs in 2016 for a per capita intake of 4.8 per 1000 residents. In 2016, San Francisco Animal Control served a population of 870,887 and admitted 2,558 dogs, for a per capita intake of 2.9. The reasons for a high rate of intake are complex, but they suggest that an effort at intake diversion is likely to be a successful intervention to reduce shelter intake.

Since 2013, the number of dogs adopted at FCDSAC has increased annually, while the number of dogs euthanized has decreased. The proportion of dogs with live-release outcomes has risen to an admirable level over the past three years, with over 90% of dogs having live outcomes as of October 2017. This outcome is exemplary and represents significant efforts at lifesaving by the staff, volunteers and people of Franklin County.

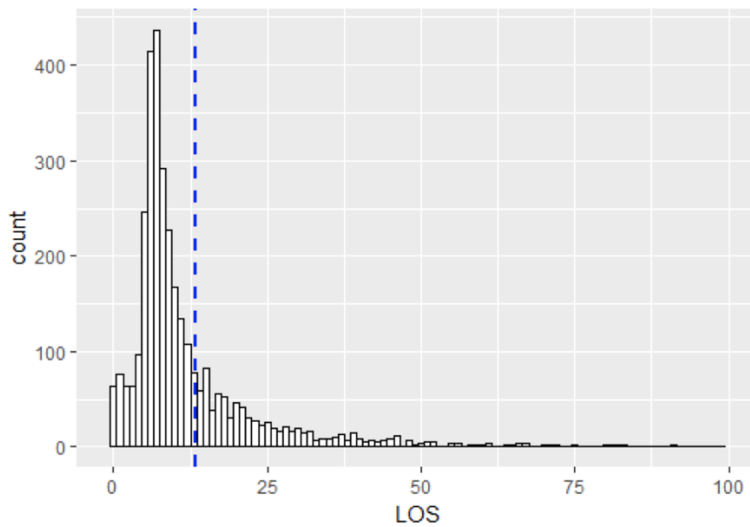
The average length of stay (LOS) in shelter for dogs in 2017 is approximately 8.7 days for all live outcomes (return, transfer, and adoption) combined. The vast majority of lost/stray dogs that are reclaimed by their owner are returned to their owner before spending a second night in the shelter (over a third of dogs taken in as "stray").

2017 Length of stay (in days) of reclaimed stray dogs with average



The **average** LOS for dogs who are adopted is 13.3 days, with many dogs being adopted within 10 days. While this number is admirable, a subset of adoptable dogs is staying for a significantly longer period of time. In 2017, 50% of adopted dogs stayed longer than 13 days, with 17% (n=563, or nearly 1 in 5) staying longer than 25 days.

LOS FOR ADOPTED DOGS (mean = 13.3 days)



As an example, on a single day in October 2017, there were 109 dogs available for adoption, of which 8 (7.3%) had been in care 20-29 days; 19 (17.4%) for 30-49 days; and 17 (15.6%) for longer than 50 days. This data means that 40% of dogs available for adoption had been in care for over 20 days. FCDSAC does not have the resources needed to house dogs for long-term care, so efforts focusing on reducing length of stay for these dogs is paramount, or - better yet - on avoiding their intake at all whenever possible.

In September 2016 an outbreak of disease was reported in dogs in FCDSAC. Many recommendations for response were offered from both within and outside the Franklin County community. The UWSMP assisted in helping staff at FCDSAC find life saving methods to evaluate and minimize risk for the dogs in the shelter while also safely releasing dogs into the community through rescue groups and adoptions. As is often the case, the outbreak response provided an opportunity to begin exploring some of the challenges the shelter was experiencing as well finding new efficiencies or practices that could improve care for the dogs.

RECOMMENDATIONS

Intake

When the shelter becomes a safety net for only those dogs who truly need a new home, there are fewer dogs in the shelter and providing excellent care becomes more attainable. Proactively promoting services and resources that allow owners to keep their animals will help reduce the shelter's population and will strengthen FCDSAC's relationship with members of its community. By providing appointments to those surrendering their dogs, you will demonstrate a commitment to ensuring each dog receives optimal care, and that their stay at the shelter will be as short as possible. The current per capita intake rate of 7.9 is exceptionally high, and it is very likely that interventions focused on assisting people with keeping their pets will be a successful way to reduce shelter intake.

1. Implement intake by appointment for owner surrenders.
 - a. Managing intake will allow FCDSAC to have more control over shelter capacity at any given time while still serving citizen's needs.
 - b. The number of daily appointments should be scheduled according to current capacity and daily population rounds.
 - i. When all appointments are full, it is important to recognize that you are not saying "no" to people but instead simply saying "not now" or "not today".
 - ii. Staff should be empowered to admit an animal without an appointment when it is needed and in the best interest of the animal.
 - c. Article: <http://www.maddiesfund.org/assets/documents/Institute/Cats%20by%20Appointment%20Only%20Waitlist%20Guide.pdf>
 - d. Article : https://s3.amazonaws.com/sharedlibrary/ckeditor_assets/attachments/23/is_shelter_intake_always_the_best_way_to_help_expo_2017_compressed.pdf
 - e. Article: <https://millioncatchallenge.org/resources/managed-admission>
2. Promote intake diversion through alternative programs.
 - a. Offer spay/neuter and other medical services to people who need assistance in keeping their pet as an alternative to surrender.
 - b. See articles in Field Services section listed below.
3. Review and discuss surrender paperwork with owners.
 - a. The shelter will have a more thorough understanding of dog's history and will be able to identify opportunities to divert intake.
 - b. Identify animals who will need veterinary exam or behavior assessment.
 - c. Working by appointment will improve the gathering of relevant information.
4. Eliminate unattended overnight dropboxes.

- a. This practice should be avoided per the [Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters](#) (p.11).
 - b. Offer alternatives to unattended dropboxes, such as scheduled appointments, calling dispatch, or an overnight warden when the shelter is closed. Animals that are injured or suffering should be taken to an affiliated emergency clinic. All of this information should be made available to the public.
5. See the Medical section below for specifics on intake exams and process

Animal Care

At FCDSAC, the [Five Freedoms](#) are afforded to every dog who needs shelter care as recommended by the [ASV Guidelines for Standards of Care in Animal Shelters](#). The housing allows for normal behavior and freedom from fear and distress. Staff and volunteers monitor the wellbeing of dogs during their stay and respond promptly when needed to provide freedom from hunger and thirst; and pain, injury, and disease. All dogs are walked outside to provide opportunities for expression of normal behavior and to prevent the distress of having to eliminate near where they rest and eat. Enrichment programs for dogs provide the staff opportunities to practice kindness.

1. Daily Monitoring of every dog by kennel attendants.
 - a. Consider a "Doggy Wellness Hour" program, such as practiced in Orange County, FL (annual intake ~20,000 animals)
 - i. Each day from 2 to 3 p.m. is "Doggy Wellness Hour" when the kennels are closed to the public for feeding time. The staff uses that time to observe the dogs' food consumption, health, temperament, and well-being. Dogs who are not eating are helped out with hand feeding, wet food, and medical evaluation.
 - b. Cage-side monitoring sheets. Examples are included in appendix.
2. Implement a medical-concern reporting system. (Paper is an option initially, but we recommend eventually using Shelter Buddy to report non-urgent medical concerns). Kennel attendants need to be able to report concerns without having to track-down and verbally inform a veterinarian or technician.
 - a. See example of a written concern in Appendix
 - b. Hang bins in each ward and by the medical exam room for staff to place their write-ups.
 - c. Technicians and veterinarians should check these bins on a regular basis throughout the day and before leaving.
3. Hand-feeding and quiet kennels protocols are recommended.
 - a. http://www.animalfarmfoundation.org/files/Click-for-Care_MAR2016.pdf
4. Place treat buckets on all kennels and remove "do not feed" signs.
5. Every dog should get walked outside daily.
 - a. Involve kennel attendants as well as volunteers.

Sanitation

Clear, step-by-step sanitation protocols that include spot-cleaning save staff time, minimize the use of and exposure to chemicals, and decrease likelihood of disease transmission. Saving time on cleaning duties allows staff to have more positive interactions with dogs, such as walking and enrichment. Staff report greater job satisfaction when afforded opportunities for kindness.

1. Discontinue the use of quaternary ammonium compounds and convert to accelerated hydrogen peroxide (Rescue™).
 - a. Install mixing station so that staff no longer need to dilute concentrated disinfectant. <http://ogenasolutions.com/product-category/dilution-equipment-mixing-solutions/>
 - b. Regularly check dilutions of Rescue foamers and dilution station.
 - c. Train staff on benefits of accelerated hydrogen peroxide.
 - d. If the Virkon currently in stock cannot be returned to manufacturer/ distributor, then we recommend using remaining inventory in the medical clinic.
2. Develop/ implement spot cleaning sanitation protocol with assistance from UWSMP.
 - a. Sample protocol included in Appendix.
 - b. Training for kennel attendants.
 - c. Keep same bedding and toys if not soiled.
 - d. Post one-page protocol summary in each ward.
3. Update full cleaning protocol for use between dogs with assistance from UWSMP.
 - a. Post one-page protocol summary in each ward.
 - b. Training for kennel attendants.
4. Real Life Room cleaning.
 - a. Short term- volunteers or staff walk dogs and each dog gets two rooms.
 - b. Long term- modify rooms to make double-sided (see Housing recommendations).
5. Real time shift supervisor for kennel attendants.

Behavior:

Staff members and volunteers work together to provide enrichment, stimulation, and behavior plans catered to the individual needs of each dog. Programs are in place to promote quiet behavior by dogs when in their kennels while also providing opportunity to express normal behavior through playgroups. Essential out-of-kennel time is offered for each dog in order to maintain mental as well as physical well-being. Being walked outside and given time and space for play are understood to be essential for meeting the Five Freedoms. Behavior is understood to be fluid and is reevaluated and monitored by trained personnel through day-to-day interactions.

1. Continue brief informal assessment of dogs.
 - a. Utilize assessments to better provide for individual needs and create behavior plans.
2. Start using diary/journaling for bigger picture understanding of individual behavior.
 - a. Utilize Shelter Buddy if possible.
3. Schedule time for behavior to be rechecked and adjust plan to ensure needs are being met.
 - a. Create consistent enrichment plans with staff and volunteer involvement.
 - i. <http://www.uwsheltermedicine.com/library/resources/enrichment-recommendations-for-both-dogs-and-cats-in-shelters>
 - ii. http://www.animalfarmfoundation.org/files/Kennel_Enrichment_MAR2016.pdf
 - b. Train volunteers to be able to perform additional enrichment plans for dogs needing beyond-typical protocol.
4. Start "quiet kennel" routine with treat buckets.

- a. http://www.animalfarmfoundation.org/files/Click-for-Care_MAR2016.pdf
- 5. Schedule Dogs Playing for Life training for staff and volunteers to hold large playgroups.
 - a. <https://dogsplayingforlife.com/>
- 6. Designate a staff member to be in charge of coordinating rescues as an independent entity from the behavior department.
 - a. Establish rules for rescue groups to save staff time.
 - i. For example, there should be a timeframe to pick up after a rescue group has committed to a dog.
- 7. Advanced behavioral rehabilitation should not be attempted, as the shelter is not equipped to perform this type of intervention.

Adoptions:

A customer friendly environment creates opportunities for increased positive outcomes for dogs. Community members are welcomed, encouraged to adopt, and supported in their success. The process is one that assists potential adopters in making a thoughtful, informed decision on which dog is the best for their family. The approach to adoptions is conversation-based, with an emphasis on placing dogs into homes rather than screening out applicants. The presumption is made that potential adopters have good intentions and can make informed choices when given assistance by the shelter.

- 1. Implement open adoptions.
 - a. Provide counselors and front desk staff with training and resources regarding open adoptions to alleviate concerns regarding these procedures.
 - i. <https://www.animalsheltering.org/page/adopters-welcome-manual>
 - ii. Step by step implementation process including how to shift perceptions: <https://www.animalsheltering.org/page/adopters-welcome-diy-action-plan>
 - b. Eliminate counselor selected behavior and veterinary agreements.
 - c. Require supervisor approval if adoption staff declines an adoption.
 - d. Suggest, rather than require, that potential adopters walk dogs for interaction and to gain an understanding of the potential new pet.
 - e. Questionnaire vs adoption application to help match potential adopters with dogs.
- 2. Create a customer-friendly environment.
 - a. Counselors should have a conversation with potential adopters when they arrive about what they are looking for in a dog.
 - b. Positively categorize dogs so adopters and counselors have some guidance.
 - c. Provide more guidance to public about navigating the kennels.
 - d. Allow potential adopters to meet as many dogs as they need to in order to find the right fit for their family.
- 3. Have adoption counselors perform post-adoption follow-up calls, in order to provide staff with knowledge and resources of what to share with adopters (i.e. remind new adopters of the 2-week policy to bring in dogs with medical concerns).
- 4. Eliminate technicians having to explain medical details of healthy dogs to adopters and write a script so that adoption counselors can do it.

- a. Handouts can be created as needed for common conditions.

Medical:

FCDSAC is fortunate to have a terrific resource in Dr. DeHaan and Shelter Services of Ohio (SOS), which provide quality veterinary care at a great value. This relationship ensures care by veterinarians and support staff with knowledge and experience in shelter medicine. Monitoring and treatment protocols are periodically reviewed and updated as needed to ensure all dogs receive the medical care and treatments that they require. Modifying veterinarian staffing hours and diverting sick/ injured animals when veterinary staff is not onsite will increase staff quality of life and quality of care provided.

1. Continue to provide veterinary care through contracted services.
 - a. Shelter Outreach Services of Ohio (SOS) is currently providing great care at an excellent value.
2. Authority to run medical program should be given to the contracted veterinarian. It is a recommended structure that the contracted veterinarian becomes the Medical Director with oversight and management of the medical program and its budget.
 - a. We will continue to work and consult with the Medical Director during this transition.
3. Optimize veterinarian time and reduce medical bottleneck by having veterinarians examine only animals flagged with medical concerns. A thorough screening exam can be performed by a trained technician and an assistant at the time of intake.
 - a. Trained technicians can perform comprehensive intake exams and administer all preventive care at intake. This includes vaccinations, flea and tick treatment, and deworming, in addition to heartworm or other testing as needed.
 - i. All concerns will be noted and the animal will be put on list for veterinarian exam.
 - b. Dogs who are apparently healthy will not need an exam by a veterinarian unless a medical concern develops during their stay.
 - c. Provide training to technicians to recognize 'red flag' medical conditions (e.g. hit by car) and bring patient immediately to veterinarian.
 - d. Assign two technicians or veterinary assistants to intake at any time animals are being received.
 - i. Intake treatments should occur at time animals are brought in, not the following day.
 - e. Intake form sample is provided in the Appendix.
4. Allow medical department to provide more advanced procedures (mass removals, orthopedic surgeries, dentistry, etc.) for dogs going to rescue.
 - a. Providing these additional medical services will decrease LOS by increasing a dog's chance of going to rescue and will increase the number of dogs available for rescue.
 - b. These treatments and procedures will not come into direct competition with local veterinarians, as the patients would not have been treated by them.
 - c. Contractor can bill rescues directly for services, not costing shelter additional resources.
5. Allow medical department to provide spay/neuter and other medical procedures for owned animals as an intake diversion effort.
 - a. These treatments and procedures will not come into direct competition with local veterinarians, as the patients would not have been seen by them regardless.
 - b. The cost of services will likely be offset by those saved by deferring intake.

6. Implement medical concern reporting system (see "Animal Care" section above).
7. Modify current treatment cards/ process.
 - a. Switch treatment cards to treatment sheets kept in a binder, organized by ward.
 - b. Sample treatment sheet included in Appendix.
 - c. Keeping in order by ward in binder will more easily allow editing treatments and finding specific sheet.
 - d. Long-term recommendation is to have the treatments scheduled in Shelter Buddy.
8. Implement protocol to ensure all animals are receiving their prescribed medication.
 - a. Perform a quick walk-through after medications have been distributed in each ward. Animals that have not eaten their medication should be pillied if it can be safely performed; if not, medical treatment should be adjusted as needed.
9. Reduce medication given three times daily as much as possible.
 - a. Adding the extra treatment times is currently a large time strain on technicians.
 - b. Treatments given three times daily should be the exception, not the rule.
 - c. For some medications, higher doses can be given every 12 hours instead of every 8 hours.
10. Extend hours to include veterinarian staffing between 5:30-10pm.
 - a. Veterinarians often get called or need to return to the shelter for emergencies at these times.
 - b. Modifying the veterinarian's schedule will allow for scheduled hours instead of veterinarians returning on-call.
11. Investigate alternatives for emergency care for 10pm-8:30am time frame.
 - a. Outsourcing intakes in need of emergency care between these hours will greatly improve staff quality of life and patient care.
 - b. Veterinarian can still be on-call to answer questions and dictate plan to outsourced clinic.
 - c. Currently there are only four on-call technicians that cover every shift.

Population Management

Animal flow through the shelter is optimized by proactive population management and monitoring. As length of stay is decreased, there are fewer dogs in care at any given time. Fewer dogs translates in turn to reduced stress and to less exposure to infectious disease, with more resources available for attention to overall well-being. Active shelter population management by the medical and leadership teams allows dogs to be visible to adopters or rescues early in their stay.

1. Implement daily population rounds as a team.
 - a. Teamwork will allow quick recognition of animals that are being held up in their flow-through, reassessment of decision making, assessment of population and current capacity as a whole, and assurance that the needs of individual animals are being met.
 - b. Rounds should be done with a laptop or tablet to access Shelter Buddy and to review each patient's record as needed.
 - c. Rounds should be attended by the shelter manager, a veterinarian or lead technician, and a member of behavior team.
2. Eliminate behavior and medical bottleneck.

- a. Dogs who are behaviorally and medically sound during intake exam should be moved straight to adoption floor and scheduled for surgery at next available appointment.

Field Services

FCDAS wardens are a resource for animals and people in the community who need help, keeping both safe. Positive and progressive approaches, such as offering resources and assistance to dog owners to correct underlying problems, will accomplish the goal of public safety and promote responsible pet ownership. By adopting a philosophy of helping people, wardens develop positive relationships with people in the community and ultimately are more effective at preventing dog related injuries such as bites and reduce dogs running at large.

1. Shift to positive approach over primarily punitive and focus to preventive from reactive.
 - a. Emphasis is on returning dogs home instead of bringing to the shelter when picked up in field whenever possible.
 - b. Post found dog signs in area when impounding dogs to shelter. Wardens can carry blank signs and fill out in field. <http://www.petbond.com/flyerentry.php> (5+5+55 rule)
 - c. Offer resources to owners while in the field when dogs are escaping containment.
 - i. Beyond Fences (formerly Coalition to Unchain Dogs) <https://beyondfences.org/i-want-to-start-a-similar-group/>
 - d. Resources are offered when needed for low/ no cost spay/neuter and subsidized veterinary care.
 - e. Recommend waiving fees any time it is a barrier to reclaim.
2. Resources
 - a. ASPCAPro article- <https://www.aspcapro.org/resource/saving-lives/involving-community-through-proactive-animal-control>
 - b. ASPCA webinar- <https://www.aspcapro.org/webinar/201401211/proactive-community-animal-control>
 - c. Animal Sheltering article- <https://www.animalsheltering.org/blog/can-you-work-bias-free-your-community>
 - d. Animal Sheltering article- <https://www.animalsheltering.org/magazine/articles/putting-friendly-face-animal-control>
 - e. Article on non-judgemental RTO <https://www.animalsheltering.org/blog/return-owner>

Housing/ Facility

FCDSAC has a modern, thoughtfully designed facility. Ensuring double compartment housing for every dog at FCDSAC will help achieve the Five Freedoms. Separation of food, water, and resting areas from elimination areas enable dogs to keep their living areas clean, reduces stress, allows normal behaviors, improves welfare, and increases appeal to adopters. Provision of play areas inside will allow for expression of normal behaviors at all times of the year.

1. Adjust double-sided kennel setup – move food and water to be on same side as bedding.
 - a. It has been shown that when dogs are given double compartment housing the vast majority will choose to eliminate on one side, separate from their eating/ sleeping area. This behavior is one that should be strongly encouraged. Having to eliminate on side with food and water is stressful and could discourage eating and drinking.
2. Make all housing that is currently single-sided (i.e. “real life” rooms) into double compartment.

- a. Convert Real Life Rooms to double-sided housing separated by a guillotine door. Until that remodeling can be done, each dog can be given two rooms.
 - b. Convert 4 square kennels to double-sided housing.
 - c. Convert some double-sided runs to 4 compartment housing.
3. Convert one of wards to indoor group playroom

Capacity

Every animal receives the care and resources they need while in the shelter, whether it is medical needs for an injury, physical needs such as toys and bedding, or time from staff/ volunteers to work on behavioral issues such as shyness. Having fewer animals in the shelter means that every animal present has more resources available to them. The number of animals in the shelter is dependent on the rate at which animals arrive and leave. By focusing efforts on these pathways, FSDSAC can help more animals overall while housing fewer at any given time.

1. Relative Capacity: Fewer dogs in the shelter=easier to implement.
2. Dedicate 20 runs for surgery recovery.
3. Turn one ward into indoor play group space.
4. Increase intake-diversion programs.
 - a. See "Intake" and "Medical" sections for more details.
 - b. Temporary housing for pets of people facing crisis- medical emergency, fire/ disaster displacement, loss of housing.
 - c. Domestic abuse intervention temporary housing.
5. Short term recommendations to decrease population:
 - a. Hold an adoption event (in-shelter or out of shelter).
 - b. Promote true open adoptions.
 - c. Decrease intake: reduce field pickups and implement managed intake.
 - d. Promote pathways to transfer animals through rescue.
 - e. Establish a foster program that reaches beyond current employees
 - f. Open selection- decrease length of stay in one pathway make further impact.
6. Long term recommendations to decrease population:
 - a. Implement true open adoptions and evaluate staff frequently to ensure that what is being taught is actually being applied
 - b. Divert intake (see "Intake" and "Medical" sections) as much as possible and manage intake for owner surrenders.
7. Consider contracting out unused wards to a boarding facility once population is smaller.

Staffing Recommendations

The staff at FCDSAC is a team, working together to help the people and animals of Franklin County. They have jobs that they are trained to do, have clear expectations, and are recognized for their contributions. As a result, they look forward to coming to work. The staff feels pride in their work and know that what they are doing has impact.

1. Have regular staff meetings.

2. Hire a second Assistant Director
 - a. Both assistant directors would oversee different departments (e.g. Medical, Intake and Population management vs Animal Control, Operations, Adoptions, etc.)
3. Provide CE to staff, especially kennel attendants, to learn more about role.
4. Kennel attendants need real time supervisor and support.

Staffing requirements depend directly on the daily population of animals in the shelter. In our destination postcard for FCDCAS, we envision a much lower daily population, achieved through the practices of open adoptions and managed intake. Because we foresee this substantial reduction in population, an outline of ideal staffing needs for every department has not been included since these will fluctuate with time. Current staffing requirements can be estimated using the following calculations:

- **Basic care** (cleaning kennels and feeding) Some estimations of basic care use an average of about 15 minutes/day for every individual dog
 - Basic formula: $\text{Daily population} \times 15\text{min/dog} = \text{Daily staffing requirement}$
 - If you have 100 dogs in the shelter, you will need 25 hours of staff time per day for basic care. (e.g. 3 employees with 8 hour shifts, 1 employee with a 4 hour shift dedicated entirely to basic care)
 - This formula assumes that employees are using spot cleaning and animals are in double-sided housing.
 - The best practice for making these estimates would be to time your staff doing the procedures, as they are described in your protocols, in your environment, at a pace that is not hurried or rushed.
 - This formula does not include time needed to walk dogs outside, provide enrichment, monitoring or any other types of care.
- **Intake** (see earlier section for details): Intake should always be performed by a team of at least two people to maximize efficiency and reduce risk of injury.
 - Intake staffing needs can be estimated by calculating the time needed for an intake exam as well as the monthly daily average of intake.
 - If an intake exam takes 15 minutes and you have an average of 10 intakes/day, you will require 5 hours of staff time dedicated to intake (2.5 hours x 2 employees)
 - Average intake can fluctuate on a monthly basis, and it is important to schedule extra hours for busier times of the year.
 - Implementing managed intake will allow the shelter to plan intake staffing hours according to the expected daily intake.
- **Medical**
 - Medical staffing needs fluctuate greatly on the daily population needs.
 - Periods of disease outbreaks or extenuating circumstances (hoarding cases that require multiple medical interventions or spay/neuter that surpass capacity, multiple critical cases, etc.) can create bottlenecks to flowthrough in the shelter and require more medical staffing.
 - A contracted medical service allows a flexibility in veterinary hours and will continue to allow you to respond to these circumstances in an 'as-needed' basis.
- Here are some useful resources concerning staffing:

- <http://www.uwsheltermedicine.com/library/resources/staffing-levels-and-capacity-for-care>
- <http://www.uwsheltermedicine.com/library/resources/calculating-shelter-capacity>

Volunteers

A thriving volunteer program is essential to help FCDSAC meet its mission and to ensure that the Five Freedoms are met for all animals its care. Creating a strong and organized volunteer program infrastructure with a clear leader to reinforce guidelines and expectations is critical for a successful volunteer program.

1. Implement Volgistics to help manage volunteers: recruiting and online application forms, scheduling, tracking volunteer records, training, hours and awards received, and communication.
2. Allow dog walking volunteers into building early in the morning for dog walking each day.
3. Structure dog walking system to require that all handle-able dogs get walked by staff or a volunteer at least once every morning and once every evening.
4. Support and consistent reinforcement of volunteer rules, expectations, and disciplinary action from volunteer coordinator and upper management.
5. Create a required, regular schedule of volunteers needed for each key daily volunteer roles. This schedule will help ensure that all dogs get walked with the assistance of volunteers and avoid miscommunications about who is at the shelter when. Volunteers should think of their shifts like a job shift, in that they can cover for one another when they are unable to make a shift.
6. Consistent use of Bark Notes cage side for consistent communication and tracking of dogs' behavior.
7. Establish a culture of learning, feedback, and continuous improvement for all volunteers.

Resources:

1. <https://www.volgistics.com/animal-shelters.htm> Video Tutorials: <https://www.volgistics.com/video-tutorials.htm>
2. Join Animal Sheltering volunteer management discussion group <https://www.animalsheltering.org/content/join-volunteer-management-discussion-group>
3. ASPCA Pro Volunteer Management 101, 201 webinars, etc
4. Maddie's Fund Volunteer Management and Engagement Apprenticeship (not currently accepting applications)
5. Dane County Humane Society has a great volunteer program that can be used as a mentor to help implement more structure to Franklin County Dog Shelter Volunteer program with the guidance from UW Shelter Medicine Program.

Other:

1. Pets for Life <https://www.animalsheltering.org/page/tools-bring-pets-life-your-community>
 - a. Tag giveaways
 - b. Sweeps and pre-sweeps
 - c. S/N
 - d. Medical services
2. Implement foster program and consider combining with rescue work to take off of behavior duties

CONCLUSION

Our UW Shelter Medicine program team looks forward to the opportunity to continue working directly throughout the coming year with the FCDSAC to implement the recommendations outlined here to create a valuable resource for dogs and people in the community; a place for assistance, advice and compassion. The work from our ongoing partnership will focus on helping to support human-animal relationships in the community and reduce the number of dogs in the shelter at any given time while allowing the same number (or even more) to be helped throughout the year. Caring for fewer dogs at any given time will allow more resources for every individual and will better enable staff and volunteers to pay closer attention to animal well-being, limit stressors, and reduce exposure to infectious disease, all of which will improve welfare and keep the population as a whole healthier.