Why Move Toward No Kill?

1. Saves money
2. It’s easier on staff
3. It’s the right thing to

Wrong! It costs more than 10x as much for a live release
Wrong! Staff has to work harder in multiple areas and cross-train in various shelter disciplines
Correct! Changing values

What do you see?

What do you see?

A Glass Half Full?
What do you see?

*A Glass Half Empty?*

What do I see?

*A Glass That’s Full!*

You have limited resources that are declining or staying the same? Live with and make the best possible plans.

It is, what it is!

*The New Full!*

Base your programs on your resources. Find efficiencies and stop doing things that waste money versus results.
The Old Jacksonville
“Animal Care & Control”

Don’t feel like the burden is too high and you’ll never get there

Jacksonville, as of November 28, 2008:
- One of lowest reputations of animal control agencies in Florida
- Poor historic results with close to 20,000 shelter deaths every year
- Extremely poor public perception and engagement/Volunteers worked against the shelter
- News stories were always negative
- Employee morale non-existent

Out with the Old in with the New…

We had:
No Vision
No Clear Mission

Did not have a clue of what the role of public sheltering and animal control was or should be in the Jacksonville community
Old Philosophy: More animals you have on hand the more will be adopted w/o regard to the designed shelter capacity

New: Keep the right number of animals and move them through the system as quickly as possible – make adoption and placement simple and less restrictive (being shelters is the #1 cause of companion animal deaths in this country).

Old Philosophy: Use the most expensive ‘state of the art’ medical and cleaning products because that means best care and shelter health

• Yet animals were kept in cages while cleaning took place?
• Foot baths used but no disinfection of hallways?
• Top drugs used but equipment not cleaned between animals/surgeries?

New: Stick to the science – simple effective methods and do not allow deviation from strict cleaning and care protocols – this is NOT an area for employee creativity.

Back to Basics:

• Science-based cleaning methods and products
• Alternate products over time; special use products for specific needs
• Proper contact time, rinsing, squeegee & beds/blankets
• Move animals – clean cage only [Deep clean when run is vacant]
• Separate aggressive and sick animals
• Catch changes in behavior and health quickly [involve appropriate staff]

Follow these guidelines and soon you can do your victory dance like Uga!

If you don’t know your focus or you have a misguided focus, your job descriptions will reflect that and ultimately misguided performance measures will serve to reinforce what isn’t working!

Get the right people, with the right skills into the right positions!
The main reason most enterprises fail is their failure to measure progress

METRICS seem like a lot of work and most of us hate statistics, but every successful transition from old school to modern innovations has a strong metric component.

Types of Metrics now used:

- Average length of stay
- Daily inventory/population
- Officer productivity & customer contact
- Live release rate
- Adoptions, transfers and fosters
- Adoptions made by day/hour
- Euthanasia reasons – detailed

** Metrics are fluid & changeable as needs change or additional information is needed (hundred of possibilities for measures).

Have you established arbitrary holding periods or do they relate to what’s really going on?

Most stray holds are 5-7 days, but national averages show nearly 95% of dog owners reclaim their pets within 48-72 hours.

Does your cat return to owner rate justify any holding period for cats without microchips or other positive owner ID?

- Each day an animal is in the shelter more $ is wasted – could be used elsewhere
- Stop thing fees earn you money – STOP THE BLEEDING by getting the animals out as quickly as possible!
- Are cats getting sick from stress or shelter and then not being available for adoption?
No Business Model or Plan

How do you expect to get anything accomplished?

Old Philosophy: Adoption process designed to 'protect animals' was laborious & refusals were common (pets not sterilized until adopted = delays)

NEW:
1. Make adoptions simple, inexpensive and ready to go right then – in Jacksonville we just take information from their license and talk with them
2. Accept that most people are by nature good & research has shown most people that intend on mistreating animals will not get them from shelters
3. Dog fighters DO NOT get animals from shelters & DO NOT use bait dogs

Goal: Get them out of the shelter into homes quickly – remember the shelter is the #1 risk of companion animal death

Old Philosophy: Rescues limited to ‘accepted’ 501c3 organizations & $40 charged per animal for rescue

STOP MAKING UNNECESSARY WORK FOR YOURSELF AND CREATING PAPERWORK YOU NEVER GO BACK TO – BECOME PAPERLESS

NEW:
1. If they want to help – let them help
2. "Stop the Bleeding" – the only way you 'make money' on adoptions or animal placement is when you stop paying for boarding and care
3. The shelter can’t do it without the community and coalitions/rescues (become PET PLACEMENT PARTNERS, not shelter and rescues)

Old Philosophy: Surrender was easier than adoption & people given false sense of what might happen to pets left at shelter

NEW:
1. Stop enabling bad owner behavior & easing the owner’s responsibilities!
2. Start charging owners for their impact on your costs
3. Tell them the truth – if the animal has a 75% chance of euthanasia tell them up front rather than “we'll do the best we can to place the pet”
**Pet retention counseling**

**Hours for intake based on staffing**

Complete Honesty at intake counter by all staff

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Old Philosophy: ACOs responded up to 7 times to single issues while "trying to work things out" – no restriction on types of animals/calls

**NEW:**
1. Work to resolve good owner’s issues
2. Stop wasting time on bad owners – cite them!
3. You don’t have time to follow up every call so work to resolve the first time you’re out there
4. Return to owner in the field saves $ and build huge amounts of good will for good owners
5. Do cost–benefit analysis on call types & results

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**An Example**

The Results

Animal Care & Protective Services

*Never stray from hope.*

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<table>
<thead>
<tr>
<th>2007</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intake: 24,243</td>
<td>Intake: 13,349</td>
</tr>
<tr>
<td>Budget: 5 Million</td>
<td>Budget: 3 Million</td>
</tr>
<tr>
<td>Staffing: 62 Employees</td>
<td>Staffing: 44 Employees</td>
</tr>
<tr>
<td>Average Daily Pop.: 633</td>
<td>Average Daily Pop.: 280</td>
</tr>
<tr>
<td>&quot;Euthanasia&quot; 19,663</td>
<td>&quot;Euthanasia&quot; 2,143</td>
</tr>
<tr>
<td>Died in Shelter: 504</td>
<td>Died in Shelter: 188</td>
</tr>
</tbody>
</table>
TEN THINGS TO REMEMBER IN BUILDING YOUR SUCCESS

Calls Completed Per Officer

Citizen Contacts Per Officer

Comparison of intake, placement, shelter deaths

High results at lowest costs
#1

**METRICS: MEASURING LEADS TO SUCCESS**

Gather as much information and record it – you don’t know what you might use it for in the future

Measure results – successes, areas to improve, etc.

Change as your organization changes – keep same metrics but continue to add new ones as you think of them

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#2

**COMMUNITY COALITION BUILDING**

Eliminate duplication of efforts

Give up some control

Check your ego – who cares who gets credit

Your partners may be able to get grants

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#3

**INCREASE PET PLACEMENT PARTNERSHIPS**

Release sterilized animals to rescues – FREE

Make being part of program easier

Do joint events/adopt-a-thons

Promote rescues onsite & adoption events

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#4

**1ST COME, 1ST SERVED**

Everyone has equal chance at all animals

“Ties” go to adopters

No holds
SIMPLIFY ADOPTION, FOSTER, RESCUE PROCESSES
Focus on 95%+ that are good people/owners
Eliminate unused paperwork (why do you have an adoption contract?)
Make the process short and pleasant

RE-FOCUS OVER-THE-COUNTER INTAKE
Increase cost for surrenders (charge for cost of placing animal - their taxes pay for animal control not an easy place to discard animals)
Make surrender hours based on your staffing
Assist owners with alternatives (Retention)
Be honest when the pet will be put down

MAKE SMART BUSINESS DECISIONS/COST-SAVINGS
Eliminate holding periods for cats, kittens & puppies due to low reclaim rates
Modify way you use holding period - sterilize before "holding period" is over
Stop the bleeding of money loss on placement - move them out as fast as possible

ENGAGE COMMUNITY
Through social media
Friends of Jacksonville Animals
Proactive positive media on animal control
Make the "pound" the happy shelter environment (eliminate odors, paint, etc.)
Expand Foster & Volunteer Programs
#9
COMMUNITY CAT MANAGEMENT PROGRAM
It's the elephant in the room — what to do?
Try pilot programs or get others to do so
If the community doesn't want it — let them know the cost in lives that you will never be able to save

#10
BE CREATIVE!
Young kitten & puppy nursery
(Provided by Jacksonville Humane Society)
Foster Adoption Ambassadors — allow people to rehome animals directly
Changed focus to shorter stays = lower costs of care not worrying about income/revenue
Prioritize enforcement based on

“If you believe you can, or if you believe you can't — you're right”  Henry Ford

Euthanasia Totals by Calendar Year

What do you see?