



***Outstanding Animal Control Programs:
Moving Toward No-Kill
Video Transcript***

October 2013

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[Beginning of Audio]

Scott Trebatoski: There are a handful of you who know me in my work personality, and there is nobody here who knows me in my home personality. I'm an incredible introvert at home. I'm an incredible extrovert at work.

[Laughter]. I have to have some people who keep me on track. If I go zipping it through the slides, don't worry about it. The handout has absolutely everything that's there.

When I gave them the choice of two different presentations, they liked them both so I tried to merge them together. There is probably more information here than I will be able to go through. Don't worry if I flip through real quick or don't hit what you can read on the slides anyway. They are all there in your packet. Let's start with Jacksonville Animal Care and Control, and this is what it was called before I joined the organization. They had a 17 percent live release rate. On the right, you

can see they cleaned all their cages with the animals still in them. They had six or seven dogs per run, and mass housed the cats.

The thought was, the more animals we have here, the more animals that will be able to be sent out alive, but their statistics weren't showing that. I'm going to tell you after 12 years of doing this and putting in some business models, right sizing your population will increase your adoptions tremendously. You've got to have the amount that your shelter can take – give or take a small percentage. When you warehouse like this, more animals die, more animals get sick, there are so many more problems that it's just crazy.

When I came to Jacksonville, it had the lowest reputation in the state for any major city. All of my colleagues were saying, "Don't you dare go there. It's going to ruin your reputation. We need you other places." I've always been one to take on the challenge. I thought if it's the worst, there is nowhere else to go but up, right. You can't get any worse than worse. There were close to 20,000 shelter deaths when I was taking over. The public hated animal control. To tell you the truth, when I did my interview there, I could tell you why.

During my interview, I actually gave them some pointers and the intro management actually made some changes before I got there that actually

helped me. They depopulated the shelter before I got there. It was a tragic few weeks for that shelter, but it set us on the right track to achieving the numbers that we achieved now. They always had negative news stories, so we weren't allowed to talk to the press without going through the PIO. And they pretty much nixed all the stories, which for me is a problem because I like to get out the positive message.

I was very lucky because one time that my PIO was sick, we happened to have a bust of a cruelty case, and someone the media got a tip and met me at the site. *[Laughter]*. When we got the good PR, they said, you know what, would you mind handling your PR? I was like that's what I've been trying to do for the last year so it was a serendipitous thing. Employee morale was pretty much non-existent, but the employees that were there were really good employees.

I thought I was going to have to get rid of the entire staff in order to move forward. I only had to get rid of five key people over the first year in order to get us – almost everybody who is there has been there or they've moved on. We needed to rebrand. This is what they used to have. Their badges didn't even match each other. The logo patch, whatever you want to call it, was horrible, and that was what everybody knew. That was animal care and control, and I knew we had to – that we weren't going to be doing that anymore, so we had to rebrand.

We rebranded to animal care and protective services. We built a new shelter. It was actually under construction, as you'll see that this is out on the outside of the building. I designed a new patch showing a more modern look of animal control, still showing the enforcement, but also somewhat friendly and reflecting that we are a community organization. I think all these little subtle things help you staff feel better about themselves as well.

One of the biggest problems you have is people that don't have a clear vision or a clear mission. It's what I see constantly when I'm out talking to animal control facilities is they are just trying to trudge day-to-day, and not thinking ahead. That's been indoctrinated into them over a long time, but if you don't know where you're going, you've gone no way to lie out a path to get there. If you are only trying to go day-by-day, you're never going to improve.

Now the one thing I'm going to say is I know a lot of people always say, "Jeez, we'd love to have you in our community." It's not always quite that easy. I got run out of town in my first community while I was agency of the year. You got to find the right match, and sometimes the upper level people are not ready for a change. Jacksonville has been very, very good to me. Like I said, the philosophy was more animals on hand, more

would get adopted. So we decided you to establish a daily maximum population. Like I said, they depopulated the shelter before I got there, and then we actively managed the population.

At the time, we were only saving 17 percent, so we had to start looking at which ones are saleable easily, and which ones are going to take us more time and effort, which we don't have right away. We want to get from 17 percent to 20 percent, to 25 percent. So we start going for the low-hanging fruit. We started fast tracking the really aggressive animals to make room for new animals, as they came in, to start concentrating on what we do.

Now if you go to our shelter, you'll see some relatively aggressive animals that we're working with to get adopted because we're at that point. We weren't at that point when I first got there. It is expensive to be state-of-the-art, and the problem was they were spending a lot of money inefficiently. Well, not a lot of money. Let me put it another way: A lot more money than I'm spending now, they were spending inefficiently by getting the most expensive drugs, the most expensive cleaning chemicals, and we were taking in 25,000 animals with a five million dollar budget and 62 employees, and only saving 17 percent of the animals.

Right now, I have a three million dollar budget, 44 employees, and we're saving close to 90 on our good months. It drops a little during kitten

season, but we'll get there eventually. We have to go back to the basics when I came in. We went science-based on the cleaning methods and we actually found Wysiwash, which is a product that we use, and it cut our cleaning expenses by about \$100,000.00 a year compared to using TriFectin on everything.

We alternate products over time so that you don't get anything that's building up resistance, but we also needed to know that there was a proper contract time. You can't just spray the stuff on and rinse it off. It's got to have some time to actually do work. Then when we have a chance, we actually will deep clean a run. You'll see the runs. You may even see them deep cleaning the run.

When everything is vacant, we can power up a power washer. We could use some harsher chemicals. We pick up the grates and we do everything. We just blast that place down where you can't really do that when animals are in there, one for the water, and, two, you don't want the airborne stuff going on. They didn't have any sick bays. They didn't have any place to separate the aggressive animals. Even when they built the shelter, they didn't.

We have to sort of make use of the shelter because when they design the shelter, they were thinking in the old school of thought, and we were moving a new school of thought. While you will like the shelter, if I had

been here to redesign it, it would have been a little bit – still a little better than it is. One of the biggest problems is the employees didn't know what they were supposed to be doing. They didn't know what the role of animal control officer was. They didn't know what the role of a kennel person was or a vet tech.

Because they didn't know what they were supposed to be doing, the job descriptions reflected that as well. Because when HR came, and I'm a former HR professional, they interview the employees, the employees tell them what they do, and then they go write job descriptions. Well, if the employees don't know what they're doing, they write really crappy job descriptions and it perpetuates because now this is what is expected of the people. First thing I did is I came in and said I know what they're supposed to be doing, so let's rewrite all the job descriptions.

HR said, "Well, you can't do that because what happens if the people in those positions don't qualify?" I said, well, then we'll have to find them a new spot because I'm not going to let that hold us back. Realistically, everybody qualified. We had a couple – we had to maybe enhance their skills for HR. But being an HR professional, I knew exactly what to tell them. Now everybody is, and they have got a much clearer understanding.

The other problem was they didn't have all the people in the right spots. They had a fantastic kennel manager, and guess where she was working. She was the supervisor of animal control...didn't do a very good job at that; didn't want to do that job. When I told her she was moving to the kennel, she didn't want to do that job either. I convinced her that skill set was right for that, and just to trust me. The only other alternative was she'd have to be looking for another job. That's the advantage of being the guy in charge, you can tell them what you want them to do and they don't always have a lot of choice. We are civil service so we do have some job protections, but that doesn't mean I can't move them around to do whatever I want.

That's where I think a lot of the organization – it lacked guidance. We matched the people up with their skills; we had to go through a lot of new training, and we wrote new job descriptions. Here is the biggest thing, and I think you heard it from Dr. Farrell, and that's the first time I saw Dr. Farrell's presentation. I really, really like it because it's a business model, and it's the same thing that I'm telling you need to do in control and you need to do in your animal welfare.

You have to have a business model. Business models don't mean you don't care for the animals. In fact, I will tell you our business model means more animals leave alive. In order to tell what you're doing, in

order to tell what you're not doing, you've got to establish measures. You've got to establish processes and track them. My employees, if you talk to them on the tour, will tell you he asked us to track everything. We don't even know what he's doing.

Sometimes they'll ask, they'll say, "What am I – why do you want that information?" Sometimes I have to say I don't know. I don't need it right now, but if I need it down the road, I want to have a historic pattern that I can go look at. If you don't save it now, then I have to only go forward and guess at what I'm doing rather than going backward. That's just, again, expectations, telling them it's going to make their job better, you know, motivating the employees.

Type of metrics we use now, we monitor the average length of stay, daily inventory and population, officer productivity, and customer contacts, the live release rate, adoptions transfers and fosters, the three main ways animals are going out besides feral freedom. Adoptions, which are made what hour of the day to determine what hours, what days we should be open. Euthanasia reasons. As our numbers of euthanasias have gone down, our explanations have gotten more and more detailed, where when I first came, we might have had ten different descriptions, behavior, medical are very, very broad.

As we're getting down, now medical probably has 15 or 16 subcategories because I need to know is the skin condition demodex, or is the skin condition sarcoptic mange, or is the skin condition an unknown skin condition. Is it upper respiratory? What type of worms? I need to know exactly what is out there. The same thing with behavior; we no longer had behavior as an option. The only thing behavior-related is we do safer testing.

If they don't meet our standards in safer, we will actually use that as our reason for euthanasia, failed safer or not – I think it's not for adoption, safer, something like that, but then that also shows me where if that becomes a big population, I know where I need to work. Our biggest population of euthanasia in the last few years has been kittens: neonates and the young ones that are too young for sterilization. Once we measured that and we knew that, and we didn't know it was just kittens but it's actually a subgroup, our community got together because we work in a great coalition, and we opened a nursery.

We have a nursery that helps bridge that to get them up to – about a thousand animals a year go through that nursery. It's run by the human society and it's been a huge godsend for us. We've learned, you know, we've tried to handle too many neonates the first year, the mortality rate

was high, and yet animal services was putting down an animal that might only be a pound away from surgery. We started shifting that around.

Denise will be here on Saturday from JHS, and I would encourage you to talk to her about that. It's a really neat program. We also, at animal services now have started a big foster program, including people who have no intention of fostering when they bring their animal in, but I've always had the good or bad. It's just me. I'm very straightforward. I'm very in your face. Some people like it and some people don't. The problem I had with us taking in animals was us telling people, "Oh yes, we're going to do the best we can to place the animal."

When they brought in an animal that just bit their kid and has a history of biting four or five animals, what I told my staff is when you find that out, you tell them. Really? It bit your kid. You've been irresponsible. You really think we're going to find that animal a new home. We're going to euthanize it if you leave it here. You have the choice of trying to take it back home and getting its behavior or finding someone who can deal with this dog, but it will not be placed. Don't come here thinking this is the nice way for you to get of your responsibility.

A lot of people cry in intake, a lot of people have issues, but some of those people will take the dogs back. Some of those people will leave the dogs.

Some of those people that leave the dogs, I suspect won't own a dog again, which is actually the better thing for the community. If I made that point and they are unwilling to put that kind of care in, they don't need another dog. So that's a future savings for us. One of the things that has irritated me from the beginning coming from a management perspective, my MBA is actually in organizational management is sort of an important part, and along with that one: HR.

We have this arbitrary holding period, and we are holding cats for five days for owners to reclaim, but statistically, owners were reclaiming them within 48 hours that they weren't being reclaimed, and that went for dogs as well. I had to compromise when I first came here because of course the public thinks the reason we have holding periods it stop animal control from euthanizing animals. I had to try to tell them a little different, so we negotiated and we got to where since the reclaim rate for cats was less than one percent, we only had a one-day holding period.

I actually got this idea from Dr. Pizano, who now works for TZI (Target Zero Institute), is that she would put the animals right in adoptions right away because you want them moving through quickly. You don't want them getting sick. The cats don't come in sick, but they get sick before they go out. You've got to move them through faster. We went to a quote/unquote "one day holding bay", and that's actually the day they

come in because they got to go to surgery the next day. It's really an arbitrary one-day holding period, but our cat adoptions have gone up more than 400 percent since I made that change. We rarely have upper respiratory.

Now, that doesn't mean that some of these cats don't go home and break with upper respiratory because they are getting home faster than the upper respiratory catches up with them, but what we find is two-fold. One – sometimes the people think maybe they got it at their house and they don't even tell us about it. The other side is that we can talk them through that. They are attached to the animals. They won't bring the animals back. We've not had any problems with that at all. One of the ways we've been working things through is if let's say we have that aggressive dog, and we know there is nothing you can do about it.

Let's say – and we've had two of these unfortunately in the past couple of years. It was involved in a fatality. Why do I want to hold that dog for extended periods of time? We've sort of narrowed it down. We still hold animals a long time. You'll see animals – well, not anymore because we have our adoption event. Prior to our adoption event, you would have seen animals that were 30-45 days in adoption. That's not uncommon. We give them as much chance as we can in order to move them through, but the ones that aren't going to be move through, they have a relatively

short holding so that we can move on and use that cage for some other animal.

That's one of the problems with this management. Your cage is a value to you. If you don't move your animals through those cages, that's all kinds of more animals that you're not being able to save. My goal has always been the quicker we get them out, the better. When I first took over in Jacksonville, it was a case where they had like a \$60.00 or \$80.00 adoption fee, and rescues paid half of that to take animals out. I said, well, why we are charging rescues money to take animals out because for every day they sit in the kennel, it cost me \$18.00 to care for them.

If we're charging them \$40.00, it doesn't take very many days of them sitting in the kennel, and I'm losing money at \$40.00. I convinced the city who is much more business minded than I would have expected, that the thing to do is move them through. We waved the fees. They go out totally vetted and everything. We do ask them to license the pet, but that license can be then transferred to the next owner just because we know sometimes those owners won't come back.

They have been real good about it because that's a lot cheaper than paying the \$40.00. But as you'll see, hopefully we'll get to that slide and it's in your packet anyway. We went from 300 animals a year being rescued to over 6,400 animals. *[Applause]*.

That's how you have to move animals through a public shelter. You don't have the time; you don't have the money to have them sit there for long periods of time because you got to quote/unquote "make money". For every animal that's adopted at \$80.00, you've already sunk 40 times that amount, at least 400 dollars into them, plus their holding period, plus the feed, plus if they get sick. So the faster they get through – what I like to say is what you do in animal control, what you do in government sheltering is you try to stop the bleeding.

Realistically, this is also the case for some of your rescues. I recently have been doing some work with TZI, and to go down and to see, oh, we get \$300.00 an animal and we're making all this money. I say, well, how long are the animals in the cages? Well, some of them might be here six months. How much does it cost you per day to keep that animal? Well, \$10.00, figure it out. You are losing money. So reduce that, move them through faster, and you've got to think of the bigger picture. For every day that that stays in that cage, that's another animal you can't rescue from somewhere else.

I think we pretty much went through that stuff. When I first got there, we had – we have what I like to call silos. Every section operated independently, and they sometimes worked against each other, which was

a real problem for me because I think, out of anything, I've done probably ten or fifteen different careers in my life. This is the longest career I've had at 12 years because I get bored and I move on when I get bored. That is why animal control sort of kept me because it's never boring.

[Laughter]. That is the one thing I could say about it.

Animal control, or animal shelter and animal welfare is probably the most integrated job that I've ever worked in. Even though I can tell you there are other places that will tell you they are integrated, there is nothing that goes on from your field operations to your kennels to your veterinary service to intake, that doesn't affect each and every other one of those functions. There is not – you can't pick something out in that group that doesn't affect another function. So we had to sort of mandate cross training, especially for the animal control officers because they are not in the shelter very long.

Their offices, their vehicle, they have a computer in it, and they move on. When I hire a new animal control officer, they'll spend a couple of months in the kennel and weeks in the veterinary area and probably a month in intake. It's probably six months before they ever see the road. But that investment upfront pays huge dividends down the road. Well, you know, oh, the kennel, all they do is pick up poop. Well, wait until you find out what the kennel really does. It's a whole lot more complicated than that.

They are our first line of defense for disease. They are our first triage for the animals. There are all kinds of things. We do that. On occasion, you know, god forbid anybody should mention that in earshot of me that they have forgotten that they don't just pick up poop because they will be back getting a refresher course in working the kennels. *[Laughter]*. They usually leave that very humble, and the kennel staff usually loves them because they've made up for all the bad things they've said to them that I didn't hear, and they know that I respect the kennel work enough to do that.

No business plan or model is how you are going to fail, so you've got to do something. One of the things that also irritate me, and this is one of my greatest pet peeves currently, and I know some of you are going to be totally on the opposite side of this. The adoption process is designed to protect the animals. We've got to scrutinize the adopters. We got to make sure that these are going to the best possible home. The problem with that is there really aren't that many bad homes or people coming to you that are the bad people. That's probably five percent at the outmost.

You are changing your policy for 95 percent of the population in order to concentrate on that five percent. Do you want to know what our adoption process is at animal care? We pull up and see if they have any complaints

against them in our system. We take their driver's license and scan it into our system. We talk to them about their new dog, take their money, and let the dog go. That's all we do. We don't – you know, contracts, who is going to enforce a contract? All it does is create paperwork. It's an illusion, and it's just a waste of time.

Questionnaires, how are you going to keep this dog? That can be accomplished while you're taking their money, while you are doing that. That can all be verbal, and if a flag goes up, then we discuss that. In most cases, if there is a problem person, and animal control is going to see them probably more than rescues are, we will eventually catch up with that person. It's a very rare case that that happens, but maybe since I've been here, we've probably placed close to 80,000 or 90,000 animals, and we probably have had three that have come back as cruelty cases. Two of those were gotten at such a point that they could be saved and one wasn't.

Really on the grand scheme of things, if I had a tighter adoption process, more animals would have died because I refused to give them to good owners – questioning if they were good owners. I also don't believe that rescues necessarily have to be a 501(c)(3). Someone who wants to help one animal, that's good enough for me. We waved the \$40.00 fee. In fact, my biggest push in the coming year is going to be adoption ambassadors, and I don't know whose turn that is.

I know I borrowed it from somebody, where we're basically going to foster these animals out to individuals and allow them to place the animal and allow them to do whatever they want, keep whatever revenue they decide they want to try to make from it, and just move on with not having our staff have to do that. A lot of those we know since we've already piloted this, end up in those homes as their pets. A lot of them also get adopted and a lot of these people have become volunteers at your big events because they like to see the people matched up with the dogs.

One of the biggest issues that all of you will face because I know we still face it is over the years, the government, animal control, made surrender of animals easier than the adoption process. The whole theory was, well, we're getting them to a better place, send your animals to us when you don't want them anymore, and we helped feed irresponsibility by doing that. Now you've got to start taking the track going the other way. You've got to start reeducating people.

We've instituted an intake fee to help offset some of the cost of taking people's animals. I have asked my city council to tremendously increase that, and I'm really challenging them to think outside the box. We currently charge \$25.00. It costs us \$185.00 roughly to move an animal from intake to adoption, so I'm asking city council to change that to

\$185.00. They pay the full cost. What it's done – even the \$25.00 has done, it encourages people to go ask their friends and their neighbors rather than coming to us immediately.

We still get a lot of animals in. Our surrender rate is still fairly high. We know we've encouraged some of these people to find new homes. We've sometimes got these people to keep their dogs, especially when they know they're going to be euthanized, and they say, "Well, I'm having such problems." Well, what problems are you having? Is it resources? Do you need to talk to a behavior person? Did you just lose your job and you need food? We can get you food. Are you having medical veterinary issues? Well, I can talk Rick into giving you some inexpensive, *[laughter]*, medical care.

You know, we all work together and they are two food banks in the city, one at the humane society and one at Rick's group, and we do meals on wheels for pets. We call it Pet Meals on Wheels so that people that are housebound don't have to feed the other meals that they get to their animals. The animals actually get proper food. Again, we are only asking for identification.

In Florida, it may be different than other places, but you don't own your driver's license in Florida. On the back of their license it says: "This is the

property of the state of Florida.” As a government agency, we’re an arm of the state of Florida so I can demand your driver’s license at any time because it’s not your property.

We get in a lot of arguments with people because they don’t believe that, but we scan them and I actually now have their picture, their address, and whatever. So now if they just surrendered the neighbor’s dog that has been barking all night, when the neighbor comes in, we also have very broad public records requests. I can give them a picture of the person, *[laughter]*, who brought in the dog, along with where they live, and they can take it up with that person. We’ve not had too many problems with that. I won’t say that we haven’t had any, but we haven’t had too many.

We are moving into variable pricing and other incentives to try to get the dogs that are difficult to move, give them incentives for people to take them out, and to maybe collect a little higher revenue for the ones that are in such high demand to kind offset some of our costs. I’d like to get to a point where we are bringing in enough money with the highly adoptable animals that I can actually start paying rescues a stipend to take an animal because I know it’s going to take them a while to get that adopted. That’s my future plan.

Like I say, *[inaudible]* rescues aren't just groups, they are individuals. We welcome anybody who comes into our shelter as if they are responsible until they prove otherwise. The rescues have no fee for a fully vetted, except or the license fee, which is transferable. We now do pet retention, counseling. Thanks to Rick, he's got a person that is sort of piloting that program for me to show the city or the county that it's working. He did it before with another employee, then I ended up hiring him after – you know, it's sort of a trial basis.

It's hard sometimes to get governments to think about that. But when I can show – what I just reported to my council, the person I have from Rick, who is doing pet retention. And what the impact of those animals would have been through the shelter. She's been there less than six months, and she has already saved the city \$86,700.00 in expenses that were avoided by those animals not coming through. It's going to be real easy for me to argue – give me \$20,000.00-\$30,000.00 for that person when they are saving \$200,000.00-\$300,000.00 a year.

We have limited intake dollars, and we based them on our staffing. Why should I base my intake dollars on how easy it is for you to come in and surrender you animal? I need to match it to my staffing, so we are open 8:00 to noon Tuesday through Friday. Believe it or not, almost as many people surrender from 8:00 to noon as they did when we were open all

day. Because if that is the only thing they are going to do, they are going to make the change to get there. They are going to grumble a little bit about it, but some of those other people will find other ways to get animals.

Why are we making it so easy? We aren't the best placed. More animals die coming through our door than not coming through our door. We're a little different now, but I'm just going to talk in general. But I also tend to be sort of in your face, and you'll see it in intake, and I'm going to warn you there are graphic pictures in our intake. It freaks people out, but I try to show the people what really is going on. You want to see what's going on in your community. You can watch *Animal Planet* and say, "Oh, look how bad it is there." Guess what? It's worse than that in your backyard. You'll see some graphic pictures. We have a sign up that tells what the euthanasia risk. This is when we were overcapacity, I believe. We had our euthanasia listed as very high. I think you'll probably see it now as moderate because we just came from an adoption event so we have some space. We try to be real upfront. This makes a lot of people cry. I've had some people who've complained to staff, who come back to me because – the people didn't want to complain to me, but they wanted to voice their opposition to this.

Again, I believe all the information – don't ask a question you don't want the answer for because I'm going to tell you the answer whether you like the answer or not. City council has learned that very well in my city too because sometimes they'd ask questions that they don't –. I'm going to flip through some of these just to get to this one. The year before I started, roughly 24,000 animals were coming through the shelter. A five million dollar budget, 62 employees – and actually it bumped up to 64 shortly after I started.

Their average daily population was 633, even though our old shelter and our new shelter had exactly the same capacity. Euthanasia was close to 20,000 animals; animals that were simply dying in kennels were over 500. Owner surrenders were close to 6,000. Our life release across the board was 4,300, and our adoptions were 2,600. Our pet placement partners are what we call our rescues and individuals were only 379. Take a look at this year, we've cut the intake down quite a bit, but we've also lost a lot of budget and a lot of space

We keep an average population that's very close to our capacity. Our euthanasia at our shelter alone was only 2,150 this year. We had 189 animals die in the shelter, and those were primarily animals that we normally would have euthanized for humane reasons, but we tried something to save them and it didn't work, or those are neonates that we

we've tried to hang onto long enough to get a foster home. So, really, there aren't animals dying in the shelter in the kennels, they are dying because we're trying to save animals that we wouldn't have tried to save before.

Our owner surrenders are down. A couple of years ago though, our owner surrenders were still close to 5,000 even though we had the hours change. I believe this is mostly due to our counseling and retention programs. Our live release rate is 82.2 percent. Our adoptions only went up slightly, but that's one of the things we're going to have to realize. Every location is going to have its maximum amount of animals that can be placed from that location, whether it's a rescue.

If you don't get out and do things like these events and get out to different venues or to have rescues, you're never – I'm never going to adopt 10,000 animals from our shelter. One, its location is not ideal, although it's not a bad location. And, two, you just physically aren't going to move that many animals through quick enough. Our pet placement partners take on almost 6,000 more animals than they did when I first started. *[Applause]*.

To show you, it doesn't mean that we're not doing enforcement because that's one of the things people say, well, you can't have – those two are contradicted. You can't have high release rate and have no enforcement.

In fact, we are the opposite. You can see our enforcement – the number of

calls completed by an officer has gone up substantially. The reason it drop tailed off at the end there is because we lost a few and had to move a few into work intake in the last budget. We lost 18 people. We had to make some adjustments. That drop was there.

You also see our concentration on – I'll tell you that the dip that is in the middle there in 2010, that's two years after I started, that's when I weeded out the people who would not fit in the organization. You saw a drop in population, and it's gone back up. You can see we are doing a really good job enforcement. That's why we are the enforcement agency of the year for the last three years. Here, we'll just show – this is where I'll end.

There are a lot more slides for you, including some slides that sort of show you how you can take this into your community and do it.

You can look at the intake come down, and the live release going, and the shelter deaths going down substantially. You are starting to see the live release go down only because you are seeing the intake go down. It's not like the slide that Rick had where you've got intake and live release approaching each other, although live release is going down and intake is going down. When those two match, that means zero animals are dying. You've got to watch that in that way.

I am going to wrap up. You've got a lot more slides. Take a look at them. We do have a question and answer at the end if there is anything in those slides that you want me to talk to you about, feel free to approach me during this or at the end during question and answer. I will be here all weekend as well with the conference. So I appreciate your time.

[Applause]

[End of audio]