



What we will Cover • Why Do a Community Assessment • Community Assessment Steps: • Determine what information is needed • Gather information • Analyze information you gathered • Assess challenges and opportunities • Tips: • Exploring specific options • Creating and implementing a plan • Assessing progress

Why do a Community Assessment Benefits?



Why do a Community Assessment

Benefits include:

- Best use of resources
- Gather more resources/supporters:
 - Donors/foundations
 - Government officials
 - Board of directors
 - Shelter leadership
 - Media
 - Public at large
- Strategic focus for quicker results
- Getting reluctant parties on board



Why do a Community Assessment

Desired Outcomes?

Does it have to take a long time?



Determine What Information is Needed

- Geographic focus
- Data
- Numbers of animals by meaningful categories
- Services available
- Demographic information
- Resources



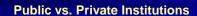
Determine What Information is Needed

- Why you should consider involving others?
- Who needs to be involved?



Gathering Information: Where to obtain statistics?

- Ask shelter management
- Websites
- Annual Reports
- Formal shelter assessments
- Public officials
- Public Information Requests
- Governmental agencies
- Organizations (Maddie's Fund, NAIA)





Gathering Information:

What animal statistics are needed?

- Source of incoming animals:
 - Owner surrender
 - Field/stray
 - Transferred animals (in and outside area separate)
- Disposition of animals:
 - Adoption
 - Transfer (in and outside area separate)
 - Return to owner (RTO)
 - Return to Field (RTF, SNR, TNR)
 - Euthanasia
 - Lost or died in shelter, and "unknown"
- · Incoming and disposition by:
 - Species

 - Age
 Zip code of origin
 - By month



Gathering Information: What animal statistics are needed?

- Surrender reasons—valuable in helping to identify needs
- · Average length of stay
- · Euthanasia reason
 - Space
 - Temperament
 - Health
 - Feral
 - Other



Gathering Information: What animal statistics are needed?

It's important to identify:

- Unique animals. Some animals could be counted twice if transferred from one agency to another.
- Animals from outside of the designated



Gathering Information:

What animal statistics are needed?

There is no standard statistical reporting methodology

- Asilomar Accords (community matrix to classify animals)
- National Federation of Humane Societies
- Save Rate
- Live Release Rate
- Statistics per 1,000 residents (admissions, adoptions, deaths)

Benefits and drawbacks to each method

"Noses in, noses out" - Brenda Barnette



Gathering Information:

What animal statistics are needed?

There is no national repository of information

- Shelter Animals Count recent effort
- · Maddie's Fund
- National Animal Interest Alliance Shelter Project
- Regional data/reports such as:
 - California Sheltering Report
 - Denver Metro Animal Coalition
 - Some states' Department of Agriculture or State Veterinarian



Gathering Information:What other information is needed?

Resources at the disposal of each agency

- Non-profit IRS Form 990
 - GuideStar
 - Charity Navigator
 - National Animal Interest Shelter Project
- Government-funded facilities
 - Contracted or government run
 - Online or request budget
- Facility capacity and average occupancy levels
- Staffing levels



Gathering Information:

What other information is needed?

Programs and services, goals, results from each agency, including but not limited to:

- Admissions policies
- Adoption programs and promotion
- Volunteer programs
- Spay/neuter programs
- Transport programs
- Rescue partnerships/programs
- Foster care programs
- RTO, RTF and TNR programs
- · Micro-chipping and other ID efforts
- Pet retention/surrender mitigation programs (help lines, managed admissions, low-cost vet care assistance, pet food banks, etc.)



Gathering Information: What other information is needed?

Policies of each agency

- Hours of operation (adoption, redemption)
- Hold periods
- Rescue/transfer policies
- Pet adoption screening and fees
- Animals selection/placement policies
- Behavior evaluations
- Time lag between adoption and taking pets home
- Trap-Neuter-Return programs and Return-To-Field policies
- Return-to-Owner policies (in field, follow-up on ID, fees, etc.)



Gathering Information:What other information is needed?

Ordinances, Codes, Statutes



Review all local and state statutes regarding animals, including:

- Shelter release of animals, mandatory minimum hold periods, spay/neuter requirements, standards of care
- Mandatory spay/neuter
- Feral cats
- Animal bites and quarantine
- Dangerous animals
- · Pet limit laws
- License fees (including differential for S/N pets), penalties, compliance rates
- · Impound fees and policies

Gathering Information: What other information is needed?

Community

- Population
- Demographic data: poverty levels
- Economic conditions
- Calls for service by type/priority by zip code
- Crime reports/arrest data related to animals by zip code
- Incoming animal data (impound/surrender) by zip code and species
- Dog license data, compliance, rabies vaccination records, by zip code
- Animal related business licenses by zip code (vets, trainers, groomers, boarding, pet supply stores, pet stores selling live animals, etc.)
- Dog parks
- Estimate of community/feral cat populations

Gathering Information:

What other information is needed?

Public opinion about pets, animal shelters, pet adoption, spay/neuter

How can you gather information on public opinion?

- · Look for existing studies or research
- Interviews
- Surveys
- Focus groups



Gathering Information:What other information is needed?

Comparison/benchmarking data from other communities



Analyze Information You Gathered

Look at the data in a variety of ways, such as:

- Per 1,000 residents
- · Live release rate
- Save rate
- · Cost per animal saved
- Assets available
- Comparisons to similar or nearby communities
- · Mapping programs
- Charts and graphs
- Trend identification



Analyze Information You Gathered

Delve into area where more information may provide insight into opportunities, such as:

- Primary reasons animals are entering shelters
- Primary reasons animals are euthanized in shelters



Assess Challenges and Opportunities

Use a framework to review and discuss challenges and opportunities:

- SWOT analysis: Strengths, Weaknesses, Opportunities and Threats
- PEST analysis: Political, Economic, Social and Technological factors

This will give you an opportunity to:

- Examine all the facts without assigning blame
- Create a climate of accountability



Assess Challenges and Opportunities

Define the challenges and opportunities within your community.

- Highlight recurring themes
- Consider possible actions and explore their expected results/impact
- Identify most impactful actions
- Identify questions



Assess Challenges and Opportunities



"Efficiency is doing things right; effectiveness is doing the right things."

- Peter Drucker

Tips for Creating Your Plan: Set specific objectives

Goals may include:

- Percentage live-release-rate
- Per 1,000 resident shelter admissions, adoptions, deaths
- Saving all the healthy animals, then treatable animals



9

Tips for Creating Your Plan:

Strategies to overcome obstacles & make the most of opportunities

- Targeted spay/neuter approach
- Programmatic formula to execute prescribed programs
- Balancing intake, shelter flow, and positive outcomes
- · Increase out flow, reduce intake

"Lifesaving Impact Test"



Tips for Creating Your Plan:

Strategies to overcome obstacles & make the most of opportunities

Research programs that have worked well in other places:

- · Increasing pet adoptions
- Pet retention/surrender mitigation
- Managed admissions
- Improving shelter care and flow
- · Accessible OR targeted spay/neuter
- TNR, RTF/SNR
- RTO
- Pet ID and reunification programs
- Partnerships
- Expanding foster care capacity / kitten nursery
- RFP for animal services includes benchmarks
- New developments



Is there potential to increase adoption?

A 2009 study conducted by the Shelter Pet Project found that 17 million American households plan to acquire a pet within the next year.



Is there potential to increase adoption?

Animal Adoptions in Shelters per Thousand People

- Albemarle County, VA sustained adoptions at over 22 per 1,000 residents.
- Washoe County, NV sustained adoptions at over 20 per 1,000 residents for past 7 years
- Colorado, all shelters combined, performed 17 adoptions per 1,000 people in 2013
- Monmouth County, NJ, and Kitsap County, WA, had an adoption rate of 14 per 1,000 people.



Is there potential to increase adoption?

Communities in Virginia - 2013

Fluvanna Co. 97% save rate 14 PTR adoptions Albemarle Co. 96% save rate 23 PTR adoptions

Powhatan Co. 96% save rate

Rappahannock Co. 96% save rate

King George Co. 91% save rate

Fairfax Co. 90% save rate

Augusta Co. 83% save rate 11.5 PTR adoptions

Arlington Co. 80% save rate

Rockingham Co. 47% save rate 9 PTR adoptions

Statistics from Virginia Dept of Agriculture



Where should we put resources?

U.S. pet-ownership estimates from the APPA for 2012 Dogs

83.3 million—Number of owned dogs

47 %—Percentage of households that own at least one \log

70 % —Percentage of owners with one dog

20 % —Percentage of owners with two dogs

10 % —Percentage of owners with three or more dogs

1.47—Average number of owned dogs per household

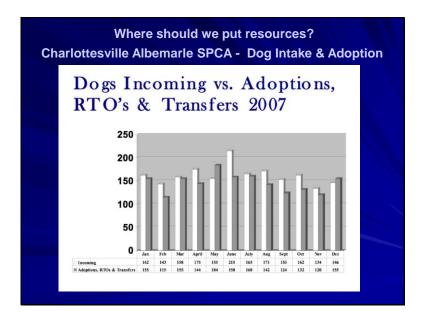
20 % —Percentage of owned dogs adopted from animal shelters

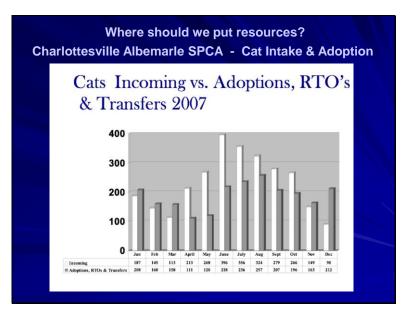
\$231 —Average annual amount spent by dog owners on routine vet visits

83 % —Percentage of owned dogs who are spayed or neutered

Even—Proportion of male to female owned dogs

Where should we put resources? U.S. pet-ownership estimates from the APPA for 2012 Cats 95.6 million—Number of owned cats 46 %—Percentage of owners with one cat 31 %—Percentage of owners with two cats 24 %—Percentage of owners with three or more cats 2.11—Average number of owned cats per household 26 %—Percentage of owned cats adopted from an animal shelter \$193—Average annual amount spent by cat owners on routine vet visits 91 %—Percentage of owned cats who are spayed or neutered 73 % vs. 62 %—Difference in number of owned female cats and owned male cats, respectively







Demonstrating the Value of Pet Adoptions Scott Trebatowski Jacksonville Animal Care and Protective Services A New Look at Animal Adoptions: Simple Calculations Dogs (dverage annual): Cats (average annual): o \$220 Food o \$254 Food o \$ 96 reats o \$ 47 Treats o \$ 126 Toys o \$148 jf oys o \$226 Veterinary Care o \$368 Veterinary Care o \$159 Medicine o \$ 53 Medicine o \$ 22 Grooming o \$ 66 Grooming o \$255 Boarding/Pet Sitting o \$273 Boarding/Pet Sitting \$532 Miscellaneous o \$278 Miscellaneous • \$1896 Per Dog \$1227 Per Cat Figures are based upon various sources including the Veterinary Medical Association, American Pet Products Manufacturer's Association, Bloomberg Report, ASPCA, HSUS

Demonstrating the Value of Pet Adoptions Scott Trebatowski Jacksonville Animal Care and Protective Services Simple Calculations: City of Jacksonville Adoption & Rescue (2011) Dogs 4,333 Cats 2,462 x \$1,896 x \$1,227 \$ 8 215,368/yr \$ 2,020,874/yr Annual Economic Impact: \$ 11,236,242 Averag Life Expectancy: 11 years Total Eonomic Impact: \$ 123,598,662

=		
A Nev	v Look at Anima	al Adoptions:
	Advanced	Calculations
o \$1 o \$:	(mne time costs): Add \$680 Puppy 750 Fencing 285 Dog House 45 Crate 225 Initial Misc. Exp	 Add \$464 Kitten \$ 225 Cat Condo \$ 30 Carrier \$ 153 Initial Misc Exp.
o Ad	d \$2305 First Year	 Add \$ 408 First Year
D Ad	d \$ 680 Puppy 1st yr	Add \$464 Kitten 1st yr

Demonstrating the Value of Pet Adoptions Scott Trebatowski Jacksonville Animal Care and Protective Services A New Look at Animal Adoptions: Cumulative Effects Ten Year Economic Impact 2002: \$ 5,030,000 x 10 2003: \$ 5,719,500 x 9 \$51,475,500 2004: \$ 5,166,000 x 8 \$41,328,000 2005: \$ 4,681,500 x 7 \$32,770,500 2006: 10,273,500 x 6 \$61,641,000 2007: 8,463,000 x 5 \$42,315,000 2008: 10,192,500 x 4 \$40,770,000 2009: 12,060,000 x 3 \$36,180,000 2010: 13,488,000 x 2 \$26,976,000 2011: \$11,236,250 x 1 11,236,250 TEN YIEAR \$394,992,250 TOTAL: \$39f.1,992,250 x 6% = \$23,699,535 in sales tax alonie

Dogs (annual average)	Cats (annual average)
\$254 Food	\$220 Food
\$96 Treats	\$47 Treats
\$148 Toys	\$126 Toys
\$368 Veterinary care	\$226 Veterinary care
\$159 Medications	\$53 Medications
\$66 Grooming	\$255 Pet Sitting/Boarding
\$273 Boarding/Pet Sitting	\$178 Miscellaneous
\$332 Miscellaneous	Total: \$1,105 per Cat
Total: \$1,696 per Dog	7 3,000 per 2 m

Demonstrating the Value of Pet Adoptions Nevada Humane Society Washoe County Economic Impact of Pet Adoption

Total Nevada Humane Society Pet Adoptions in 2011: 9,340 (all animals)

3,560 Dogs X \$1,696 = \$6,037,760 5,491 Cats X \$1,105 = \$6,067,555



Annual Economic Impact: \$12,105,315

Average Life Expectancy of a Pet: 11 years

Total Economic Impact: \$133,158,465

Demonstrating the Value of Pet Adoptions

The Value of Pet Adoption

- Service to the community:
 - Economically
 - Socially: Benefits children, families, single people and seniors
- Help humane organizations fulfill their purpose of saving animals' lives



Is there potential to reduce admissions? Tipping Point 2013: Radically rethinking our response to cats Dr. Kate Hurley UC Davis Koret Shelter Medicine Program www.sheltermedicine.com www.facebook.com/sheltermedicine UC DAVIS KORET SHELITER MEDICINE PROGRAM www.sheltermedicine.com



Is there potential to reduce admissions?

Boosting Return to Owner Rate:

- RTO in the field
- Evening & weekend redemption
- · Volunteer "Pet Detectives"
- Post pets online (Craig's List, etc.)
- Promote microchipping & ID
- · Leniency or billing for fees
- Policies that support caring citizens
- Track goals with an RTO board
- Posters where pets picked up



Is there potential to reduce admissions?

Animal Humane New Mexico Managed Admissions Video

Is there potential to reduce admissions? Surrender By Appointment Statistics Intakes dropped from 34,500 to 24,500 Feline intakes dropped from 20,000 to 12,000 Feline Adoption rate increased from 50.7% to 71.7% Feline Placement rate increased from 54.0% to 76.0% Felines Euthanized for URI dropped from 1279 (6.4%) to only 52 (0.4%), and we want that lower! Adult cat length of stay dropped from 31.3 days to 11.0 days

©Animal Humane Society 2013

Benchmarks

Is Animal Services adequately funded in your community?

- Average in the US: \$8 per capita for animal services. There are exceptions;
- Multnomah County, Oregon, spends \$16 per capita HSUS, 2009





Benchmarks

How do intake numbers in your community compare to others?



Animals Handled

- Animal Services handles, on average around, 30 animals per 1,000 people - HSUS, 2009
- Communities in the Northeast typically handle less than 20 animals per 1,000 people HSUS, 2009
- Shelter intake national average: 14 dogs & cats per 1,000 people Animal People

 Animal People
 Newspaper 2009

Benchmarks

How do euthanasia and save rates in your community compare to others?

Euthanasia Rates

- Community shelters euthanize about 12.5 animals per 1,000 people HSUS, 2009
- 7.8 animals per 1,000 residents Maddie's Fund, 2009

Save Rates

• Average: 58% - Maddie's Fund, 2009



Benchmarks

Calculating and Understanding Save and Live-Release Rates

What is Your Rate? Understanding the Asilomar Live Release Rate, ASPCA Live Release Rate and Save Rate

- National Federation of Humane Societies, March 2011

Explains

- What you can learn from each way of analyzing data
- How to calculate the rates
- Provides additional insights into data collection, reporting and analysis



Tips for Creating Your Plan:

Consider taking on a Big Hairy Audacious Goal

- Gets stakeholders "out of thinking too small"
- Create a sense of urgency



What does success look like?

Tips for Creating Your Plan:

Define steps/goals to get you there:

- SMART—specific, motivational, accountable, relevant, timely and tangible
- Goals may fall into different categories, requiring governmental action, agency action or needing outside support
- Limit to 5 goals

Create an action plan:

- Be aware of unintended consequences
- Re flevible
- Assign tasks and due dates to individuals

"When everyone is accountable, no one is accountable."

Tips for Implementing Your Plan





Tips for Implementing Your Plan:

Leader needs to create and communicate an inspiring vision

- Engage and inspire people with a positive vision of where we're headed,
- Share issues/challenges,
- Explain how we can overcome them,
- Tell people what they can do to help

"People don't remember what you say, they remember how you make them feel."

- Maya Angelou



			_
			-
			 -
			_
			 _
	 		 _
	 		 _
	 		 _
	 	 	 _
	 		 _
	 		 _
	 		 _
			 _
•			-
			 _
			_
•			
			 -
	 		-
	 	 	 _







National Animal Interest Alliance Shelter Project (opposition group)

RESOURCES – email to request full list with links Companion Animal and Chicago Communities: A Strategic Assessment for the City of Chicago, March 2010 DePaul University. Funded by Best Friends. (2008 –10) Community Assessment: Indianapolis Animal Welfare April 2008 HSUS Shelter Advocate Tool Kit (2012) Community Assessment and Planning for the Humane Movement by Aimee St. Arnaud for Best Friends Animal Society What is Your Rate? Understanding the Asilomar Live Release Rate, ASPCA Live Release Rate and Save Rate National Federation of Humane Societies Shelter Animals Count California Sheltering Report Virginia Department of Agriculture and Consumer Services Online Animal Reporting Asilomar Accords Maddie's Fund No Kill Progress Searchable Database National Animal Control Association staffing recommendations

