

**Tentive Agenda**  
**NOTICE OF PUBLIC MEETING**  
**A MEETING OF THE ANIMAL CARE SERVICES ADVISORY BOARD WILL BE HELD AT**  
**The Animal Care Services Facility, 4710 State Highway 151, San Antonio, TX 78227**

**On Wednesday, January 20, 2010 AT 6:30 PM TO CONSIDER THE FOLLOWING MATTERS:**

**ANIMAL CARE SERVICES ADVISORY BOARD MEETING**  
**William White, Chair**

At any time during the Animal Care Services Advisory Board Meeting, the Board may meet in Executive Session regarding any of the matters posted below in compliance with the Texas Open Meetings Act (Attorney-client, Personnel, Security, Real Estate) under Chapter 551 of the Texas Government Code.

1. Call to Order

CONSENT AGENDA, ALL TO BE DISCUSSED AND VOTED ON AT ONCE:

2. Approval of Tentative Meeting Agenda
3. Approval of minutes from December 16 and November 18, 2009 Animal Care Services Advisory Board Meeting.
4. Orientation Packet

REGULAR AGENDA

5. ACS Employee of the Month -- *presented by Randy Murdock, Board Vice-Chair* 5 Min.
6. Citizens to be Heard
7. Committee/Standing Committee Announcements
  - a. Selection of Walk-through participants for next inspection
  - b. Walk through Report
8. Subcommittee Reports
9. Consortium of Partners Report - *presented by Gavin Nichols, San Antonio Area Foundation* 10 Min.  
Report regarding consortium's community education and awareness campaign on pet owner responsibility, including spaying and neutering; reduction of stray and homeless animals; best practices of animal care organizations; implementation of effective public policy and ordinances; fundraising; and the fostering of further development of consortium partners.
10. AAPAW Report - *presented by Sallie Scott, Secretary* 5 Min.
11. Friends of Animal Care Services -- *Presented by Sallie Scott, Board Secretary* 5 Min.
12. Advisory Board Policies and Procedures -- *Presented by Bill White* 15 min
13. Staff Report
  - a. Update on Chapter 5 Ordinance, Debbie Allen 10 min
14. Director's Report - *presented by Gary Hendel, ACS Director* 30 Min.  
Report regarding dead animal statistics; shelter population and adoption statistics; volunteer orientations, hours and training; ACS personnel information; ACS media contacts and coverage of ACS issues; Chapter 5 enforcement including animal permits, Veterinary Manager's report; Financial report by staff regarding ACS revenue collected, expenditures and donations, Board Recommendations Report, and Policy & Prioritization Report.
15. Announcement of date for the next ACS Advisory Board meeting.

**DISABILITY ASSISTANCE NOTICE**

This meeting site is accessible to persons with disabilities. Parking is available. **Auxiliary Aids and Services are available upon request Interpreters for the Deaf must be requested forty-eight [48] hours prior to the meeting.** For Assistance, Call (210) 207-7245 Voice/TTY.  
Esta reunión es accesible a personas incapacitadas. Se hará disponible el estacionamiento. **Equipo y servicios adicionales (interpretes para los sordos) se harán disponibles si se pide con cuarenta y ocho (48) horas de anticipación a la reunión.** Para asistencia llame al (210)207-7245 por voz/servicio de TTY.



## City of San Antonio Animal Care Services Meeting Minutes

**DAY:** 12/16/09  
**TIME:** 6:30 pm  
**LOCATION:** ACS - 4710 State Highway 151

<b>Members Present:</b>	Bill White, Rita Braeutigam, Sallie Scott, Mona Thaxton, Randy Murdock, Charles Pruski, Pamela Hernandez, Carole Abitz, Gary Hendel, Vincent Medley, and T.C. Broadnax.
<b>Members Absent:</b>	John Bellet, David Garza

1	Call to Order	Meeting was called to order at 6:43 pm by Bill White.
2	Consent Agenda	<p>Chair and Board Members discussed last month's meeting minutes. There were several items that needed correction on the Meeting Minutes, and T.C. Broadnax asked the Board to clarify how the flavor of the minutes are to be completed monthly; through verbatim or through synopsis style. Other Board members commented (Rita Braeutigam and Carole Abitz) and both were in agreement to complete meeting minutes through synopsis style. Gary Hendel, Director of Animal Care Services commented on the minutes and apologized on how they were completed.</p> <ul style="list-style-type: none"> <li>Chair made a motion to revise the minutes and review at next months meeting. T.C. Broadnax seconded the motion. Motion passed.</li> </ul>
4	Employee of the Month	<p>Ana Paniagua, Animal Care Veterinarian Technician</p> <ul style="list-style-type: none"> <li>Jacy Peralta announced Ana's accomplishments and dedication to the organization.</li> </ul>
5	Citizens to be Heard	<p>Citizens to be Heard:</p> <ul style="list-style-type: none"> <li>Deanna Lee, President of AAPAW. Deanna spoke on behalf of AAPAW regarding Saturday's, December 5, 2009 event at Lifetime Fitness/ The Rim. She addressed her concern about how the department only brought 5 animals to the event.</li> <li>Elizabeth Perkins. Ms. Elizabeth Perkins withdrew her request.</li> <li>Barbara Martino. Ms. Barbara Martino withdrew her request as well. She was representing the Adoption Committee.</li> <li>John Bachman. Mr. John Bachman spoke on his concern regarding animals being ready for adoption. His issues were addressed in a conversation from earlier when Ms. Deanna Lee spoke. Mr. Hendel had made a decision during that conversation and stated that no less than 20 animals would be at each adoption event.</li> </ul>
6	Committee/Standing Committee Announcements	N/A
7	Subcommittee Reports	Subcommittee Report attached in packet. No report made.
	a. Adoption Subcommittee	
	b. Operations Strategic Plan Report	<ul style="list-style-type: none"> <li>Operations Committee Report: Sallie Scott reported. Sallie read through the report. See Attachment I</li> <li>Shelter Walk-Through Report: This month's walk through was conducted on December 1, 2009. Mona Thaxton read through the report. Report is attached, see Attachment II.</li> </ul>

### 8. Consortium of Partners Report

Gavin Nichols reported on the following. See Attachment III

### 9. AAPAW Report

Sallie Scott spoke on behalf of the AAPAW Report. The following points were addressed:

- The Board of AAPAW met on Monday, December 7th. Those present were Deanna Lee, Sallie Scott, Lynne Bunten, Gary Hendel, Marcy Lynch, and Tom Vietch. Chris Montgomery was also in attendance.
- The first ever cancellation occurred of an AAPAW Adoption event on December 5th because of the windy, cold conditions. The event was rescheduled for Saturday, December 12th in front of Lifetime Fitness at The Rim.
- Pucks and Paws at the Rampage Game was Saturday, November 28, 2009 at the AT&T Center. Animals were adopted and a good time was had by all the four-legged friends in attendance.

#### **10. Friends of Animal Care Services**

- Report Concluded. Board Member Sallie Scott did not provide an official written report however did comment on her newsletter.

#### **11. Shannon Espy's Report**

- Dr. Espy made a report on "Big Fix" mass spay/neutering within the community. She provided the Board with a picture powerpoint and then opened up the floor to questions. Another mass spay/neuter event will be held on January 9, 2010.

#### **12. Director's Report**

- Director highlighted items in his report. Report attached. See Attachment IV.

#### **13. Dr. Strong's Report: "Shelter Capacity and Adoption Driven Capacity"**

- Dr. Strong was introduced.
- Dr. Strong commented on Dr. Newbury's credentials and gave her shelter capacity/adoption capacity report. (Report Included, See Attachment V)
- Dr. Strong mentioned that every animal in ACS is adoptable.
- Presented and answered questions regarding Shelter Capacity.

#### **14. Next Meeting Date**

The next meeting date was selected and will be held on January 20, 2010

#### **15. Adjourn**

The meeting adjourned at 8:58 P.M.

**OPERATIONS COMMITTEE REPORT****December 16, 2009****Sallie Scott, Randy Murdock, Deanna Lee & John Bachman**

The Committee did not meet so the list was emailed to Gary Hendel, Director, and Vincent Medley, Asst. Director with the following responses.

1. **Website** – There apparently is a technical problem with the site and a higher up in the organization from Chameleon along with a technical person will be coming into San Antonio to “make it right”?

Noted San Antonio Animal Care Services is at the bottom of the list (why not put Animal Care Services, San Antonio, Texas, which would put it first)

Went to Adoptions/dogs – put in female/older than 1 year/medium size/no color preference – two came up with breed mix wrong. Then put in female/older than 1 year/large/no color preference – said there were none available. Put in female/older than 1 year/small/no color preference and Ginger came up – thought she had been adopted.

**Can PAWSitively San Antonio be put on website?**

2. **Real Mascots** – What about putting pictures of a pre-selected “fuzzy”, “medium-sized” dog of mixed breed with a personality in his/her face and a pre-selected mixed breed cat on printed material.
3. **Signs on Cages** – Have not kept up with this. System used needs to be posted in each kennel. **New System:** Green Sleeve - adoption, Orange Sleeve – rescue (will be implemented) then put profile behind it for owner surrender, have people doing adoption events fill out a profile, and employees working with the animals add to the profile. Shelter operations have been briefed on writing more appealing descriptions. – Jacy Peralta – January 15, 2010. **Why so long?**
4. **Too Few Animals for Adoption** – Requested Dr. Newberry’s onsite inspection report. **Can this report be made available?**
5. **Request Script for 311 Operators** – Laura Cantu has rewritten the script and met with 311 managers. **Our committee has requested a copy of this script. Are the 10-15 questions available?**
6. **Duties and Responsibilities** – The Committee actually wants the duties and responsibilities of persons holding various positions
7. **Policies & Procedures** – complete and T.C reviewing –**anticipated date for Ops Committee.**
8. **Request 72-Hour History** – intake, disposition, #s going each place, truck runs, euthanasias, return to owner, owner surrenders – Said this is ongoing – this is a history to determine why there are so many empty cages/runs. **This is currently not possible due to the technical problems experienced.**

**Animal Care Services Advisory Board  
Shelter Walk-Through Report  
from Tuesday, December 1, 2009**

**Participants: Committee Chair, Bill White, Charles Pruski and  
Mona Thaxton**

**11:30 a.m., intermittent rain/mist**

**Observations (consolidated):**

**PUBLIC AREA:**

**Lost pet binder has been replaced and is in more visible position for visitors. Information rack well stocked. Visitors greeted and directed by Security Officer at door, sign-in sheet readily accessible (though "Sign In" sign on stand missing). Employees professional and courteous.**

**Suggestions : (1) Lost Pet information pages could be DATED upon inclusion and removed over time (2 months, perhaps); owners notified to continue to update if desired.**

**(2) Consideration should be given to providing a workstation with access limited to pet search web sites. This could be an older obsolete computer that is donated or acquired from City inventory.**

**Note: On the day we visited (and even more on Wednesday, Dec. 2) a large puddle of water had formed covering the concrete sidewalk area just inside the main entry gate. A small drop inlet should be installed.**

**KENNELS:**

**Overall: Facilities clean and in order within normal schedule of activities (i.e. some fecal matter/urine present in kennels following morning feeding noted just before next cleaning scheduled). Staff seemed to be available in all kennels except "Adoption" temporarily inhabited by the "Porter St. Pit Bulls". No raised beds for those 26+ dogs were in place at time of visit.**

**HOSPITAL:**

Dr. Draper out until January according to staff. Dr. Strong gave update on Parvo cases; said they seem to have dropped precipitately and have not affected puppy adoption rate even at height of problem.

**Shelter Rounds:**

Dr. Strong invited group to observe shelter rounds. We were accompanied by Debbie Allen, Heather Guthrie and Sabrina Steenbeke, Frank Carrizales (?) (Animal Care Supervisor)

Sallie: note: wonderful gentleman, long-term employee and I may have his name wrong.

Exceptional opportunity to observe difficult process staff encounter every day regarding retention/"release" of dogs. Staff observed to be professional, courteous, kind, knowledgeable and compassionate.

Debbie Allen helpful in acquainting new member (Mona) with citation procedure and answered questions about public's attitude to her and to field AC officers.

Observation: ACSAB needs to do all it can to lift these people up and make them feel appreciated. A cruelty case that had come in day of visit had been a particular challenge to AC officers, vet, techs and other staff. San Antonio is fortunate to have employees of the caliber we do who continue to operate under remarkable stress day in and day out.

**EBI:**

Standing water still near entrance by incinerator, which was operating. EBI employee on shift explained that about 1/3 of euthanized animals now being processed through incineration with remainder continuing to be sent to the landfill. Limited capacity of incinerator (i.e. approx. 1,000 lbs. per cycle, cycle of approx 8-10 hours plus) cited. Any mistakes in these figures due to observer's failure to retain appropriate information, not to employee interviewed. Facility clean; Dr. Strong explained feral cat handling procedure.



**Consortium Animal No Kill Progress Report  
November 2009**

**I. INCREASE COMMUNITY AWARENESS AND OWNER RESPONSIBILITY**

**Awareness campaign**

The Drew/Walker agency took the two leading concepts for a new name and logo to focus groups for their feedback. It is crucial that "non-animal people" understand the concept, what we are trying to get them to do, and how we want them to treat their animals. The people interviewed understood and appreciated "Talk About It" over the "Fix San Antonio" message. Our next step is to get Consortium approval.

**Education**

As reported last month, educators at Texas A&M San Antonio are nearing completion of the Responsible Pet Ownership/Service Learning curriculum. They have scheduled a presentation of the new curriculum to the quarterly meeting of area school district superintendents, a press conference, and an area-wide teacher workshop for December 12<sup>th</sup>. The Responsible Pet Ownership curriculum along with a few of the lesson plans have been published on the Texas A&M University—San Antonio website. The lesson plans are tied to the Texas Essential Knowledge & Skills ("TEKS") standards. More lesson plans will be published by December 12<sup>th</sup>. Of note is that this curriculum can be used by public, private, parochial, and even home schools.

**II. REDUCE THE NUMBER OF STRAYS/HOMELESS ANIMALS**

**Spay/Neuter**

Statistics for November are not included in this report, not all clinics have reported their statistics for November at this time.

**Pet Retention**

As reported last month, development of an area-wide Pet Registry system is underway. It is being developed as an integrated component of [www.SApets.com](http://www.SApets.com). Full development of the system is estimated to be 6 months.

**III. PROMOTE BEST PRACTICES AMONG ALL ANIMAL CARE ORGANIZATIONS**

**V. SECURE NEEDED HUMAN AND FINANCIAL RESOURCES**

We are standing up the Fundraising Task Force, led by Peter Holt.



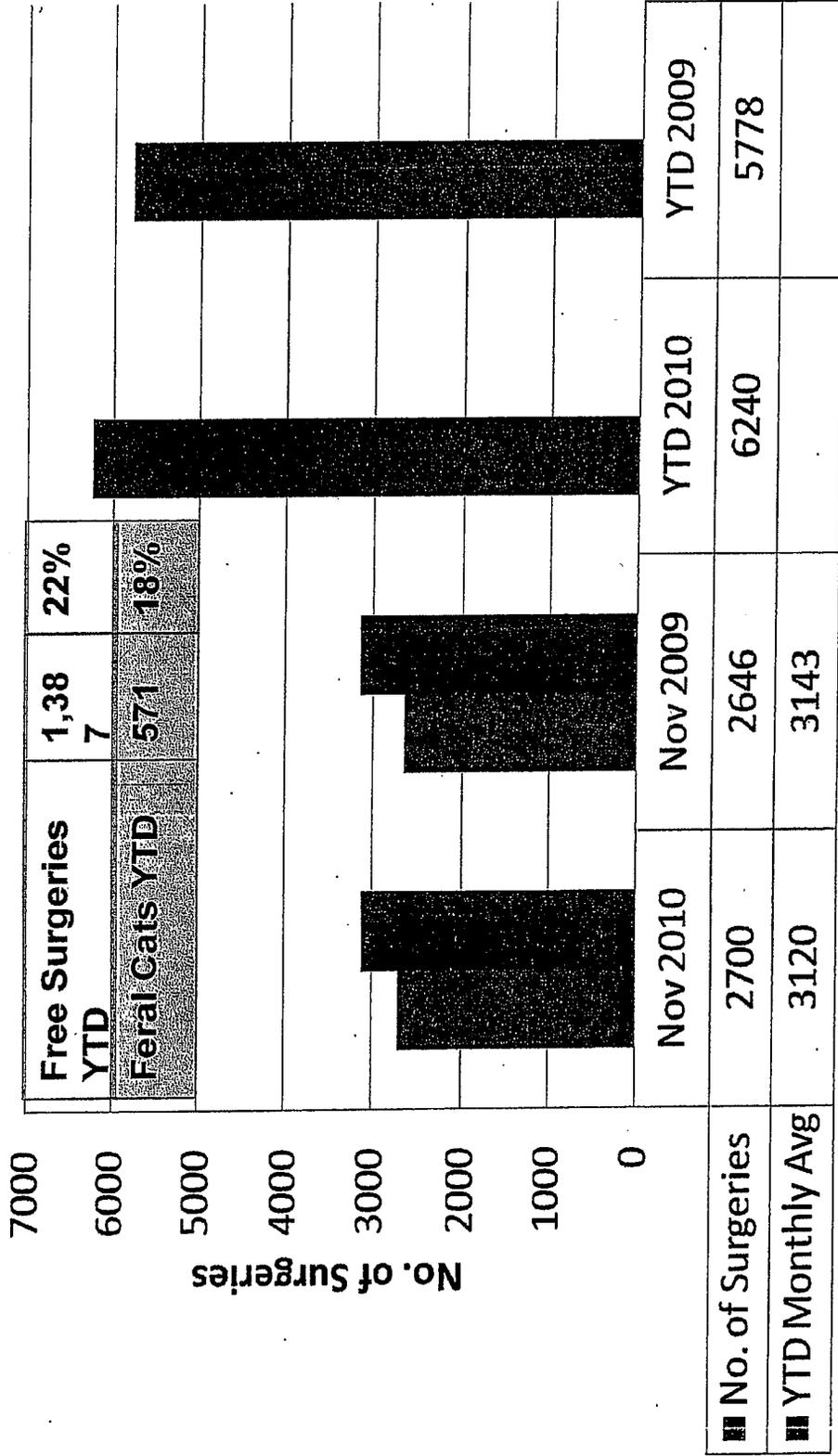
San Antonio Area Foundation  
Your Community Foundation

## VI. FOSTER DEVELOPMENT OF CONSORTIUM OF PARTNERS

### Consortium

The next Consortium meeting will be January 13, 2010.

# Spay/Neuter Surgeries (Fiscal YTD)



This data is for the high volume clinics only: ACS, ADL, SNAP, and SpaySA

**City of San Antonio  
Department of Animal Care Services  
Director's Report  
December 16, 2009**

**Community Campaign**

As a decision looms on the direction of the community No Kill marketing campaign, staff from Animal Care Services attended a Consortium of Partners Task Force meeting to hear a presentation on the final choices. Based on that presentation and research done by the pr firm, the task force chose a theme entitled "Let's talk about it" with a sub slogan of "Build a healthy city for pets and people." The task force's decision will be put in front of the Consortium of Partners for discussion and vote in January with work on the campaign itself expected to kick off thereafter.

**Holiday Donations**

Animal Care Services is partnering with several City departments and community businesses to solicit donations for the dogs and cats at the shelter. Cultural Affairs, City Council, Metro Health and the Convention and Visitors Bureau have all agreed to collect donations for the shelter pets in brightly gift wrapped donation boxes delivered to their work areas. Staff from Public Works, Communications and Public Affairs has also offered to collect supplies for the shelter. Petco and Sea World will also be soliciting bedding, toys and treats for the pets at ACS. Some of the donations will be delivered to the dogs and cats at the shelter when Santa Paws comes for a visit (and media event!) December 17th.

**Shelter Construction**

Director Hendel met with city architect Betty Feldman and Dale Lange and gave them the go ahead to solicit for designs for our new kennel building. Feldman estimates that the bid process, approval, award and construction will require 16-18 months for final completion.

**Holiday Outreach**

In an effort to boost community outreach during the holidays, Animal Care Services will participate in more than 10 events in the next two weeks. In addition to appearances by the ACS Mascots, the department will be hosting information tables and adoption events to highlight the shelters dogs and cats. ACS is promoting holiday adoption specials to boost adoption rates but is stressing the need for residents to make an informed decision. Both the Director and the Assistant Director served as "Santa" during the PetCo "Pet Photo with Santa" program this past weekend. Several hundred dollars were raised for ACS.

**Live Release Meeting**

12 individuals representing the ACS Board, the ACS Board Adoption Subcommittee, SNAP and two private rescue organizations (Snipsa and another), plus 5 staff (Jacy, Melissa McMahan, Sabrina Steenbeke, Heather Guthrie and myself) have met twice to go over our adoption and rescue capability and process. The third meeting is scheduled for January 16 and will result in to do items and specific goals.

**ACS Innovation and Reform Implementation**

Gary Hendel and Vincent Medley met with Natalie Balderama and Marc Castro, to discuss the switching of management staff responsibilities. This switch will create a division in the department dedicated to live release. Senior Management Analyst Melissa McMahan will oversee the division, which includes the adoption, rescue/foster, guardian angel and volunteer

programs. Placing Melissa at the helm will add an outreach aspect to the program. Furthermore, Melissa's budget oversight and department benchmarking experience will enable these programs to be data driven divisions. This is congruent with the IRT recommendations. The switch also places Jacy Peralta into the role of clinic manager. Jacy's background is clinic operations and we believe this move will significantly improve the efficiencies and discipline of the clinic. Jacy will continue to serve as Shelter Manager with overall responsibility for kennel operations.

#### **Adoption Trailer**

I am requesting permission to purchase a 14' towable trailer to be used exclusively for outreach adoptions. Total cost will be approximately \$10k with funds coming from our donation account.

#### **Paws for Smiles**

Animal Care Services is working with a local business on what will be an annual large scale adoption event. The partnership with the Smile Center began last year with a single adoption event and has grown to include four separate adoption events on one day in early January. ACS staff has begun planning the events which will feature adopt-a-thons at each of the Smile Center locations throughout San Antonio. In addition to adoptable pets, each event will feature live radio remotes and appearances by Chips and Salsa who will arrive at each location in a limousine with the Smile Center's mascot. The cost of each event as well as advertising will be covered by the Smile Center.

# Shelter Capacity and Adoption Driven Capacity

Dr. Sandra Strong

## Introduction:

In October 2009, Animal Care Services was fortunate enough to have Dr. Sandra Newbury, a nationally recognized shelter medicine expert, come to San Antonio for a brief shelter consultation. Dr. Newbury is the National Shelter Medicine Extension Veterinarian and holds positions with UC Davis Veterinary School, Wisconsin School of Veterinary Medicine and the ASPCA. In addition to providing consultation services for shelters throughout the U.S., Dr. Newbury is also the chief editor of the Guidelines for Standards of Care for Shelter Animals from the Association of Shelter Veterinarians. Finally, Dr. Newbury is considered the leading expert on shelter statistics and as such she is partnering with shelter software companies to provide better tools for reporting numbers.

## Shelter capacity:

It is a basic concept in shelter medicine that the shorter the hold period for an animal the greater the number of animals that can be held and cared for. Instead of measuring numbers of *animals*, shelter experts say we should be looking at *animal care days* and *daily* population. Daily population numbers are driven by intake and average length of stay per animal.

For example: If we take in 5 animals daily and hold them 5 days, this gives a population of 25 animals to care for daily. If we take in 5 animals daily and hold them 10 days this gives a population of 50 animals to care for daily. When the length of stay doubles, so does the daily animal inventory. The longer the length of stay until adoption or rescue, the less capacity we have to get other adoptable animals in and out. Some shelters simply overcrowd animals in an attempt to hold more. At ACS, we have taken a stand to not crowd animals and hold them inhumanely. *"As average care days and daily population increase so does infectious disease and with increases in illness, animal welfare commonly suffers and resources are not used to their best life saving effect. A vicious cycle is created with a high risk of disease, long shelter stays, and increased care days leading to crowding which further feeds the cycle."* (Newbury, 2008) When animals leave the shelter faster, the overall population is healthier and this can lead to an increase in adoptions.

### **The plan for Animal Care Services:**

Currently, Animal Care Services has the capacity to take in approximately 10,500 adult stray dogs annually. Last year, we took in 17,500 dogs and 74% of the time animals were not singly housed. Based on this, a key recommendation from Dr. Newbury was ACS should no longer "select" and completely work up dogs for adoption; evolving our adoption practice to support a truly open selection process. This process allows adopters to walk through all kennels in order to choose a pet and to spay/neuter the animal only after selection.

We have already been operating an open selection process for adoption and combined with a *robust* guardian angel foster program should allow ACS to place more animals into homes in less time. At the very least, ACS should maintain our current adoption numbers while decreasing the average length of stay to adoption which increases overall carrying capacity for the shelter. Reducing the length of stay also reduces infectious disease transmission and the cost associated with treating or adopting out diseased animals. Infectious disease may have a negative impact on adoptions and transfers because of fears and public opinion. Also, highly adoptable animals may get sick and miss out on a chance to find a home.

Currently, ACS employees no longer pre-select animals and have them "worked up" for adoption. Instead, the public selects the animal they want for adoption; usually during the stray hold. We then provide the medical testing and surgery for the animal and the adopter can pick the animal up on the release date or shortly after. This process has been implemented for one month and we will monitor adoption statistics and trends to see how it is working. So far, in November, after starting open selection, we have seen the first monthly increase in adoption of adult dogs for all of 2009 compared to 2008. It is too early to tell if that increase is due to the change in process as adult dog adoptions have been down *throughout the year as compared to last*. Puppy adoptions have been erratic. Falling numbers for transfers to other agencies has had the biggest negative impact on live release this year.

We will still evaluate and provide animals for outside adoption events but those animals need to be placed into foster care or guardian angel homes if they are not adopted at an outside event. ACS simply does not have the capacity to house these animals long term. It is also much healthier for the animal to be in a home and out of the stressful shelter environment. To put it simply, ACS is using kennels to house stray, unneutered animals and can only perform the testing and surgery after they have been selected by a citizen for adoption. Our hope, based on Dr. Newbury's recommendations, is that we will reduce our average hold time and increase adoptions at the same time.

### **Adoption Driven Capacity:**

Because cats are historically harder to adopt, we are using adoption driven capacity to manage our cattery. We are trying to limit our cat inventory to a level that supplies demand for adoptions

but reduces the number of cats being cared for. This reduction in total cats allows more space to be used for our adoptable animals and keeps them healthier. Based on the number of cats we are currently able to find homes for we need 10 cats on a daily basis available for adoption. Instead of holding cats long term, we need to select the number of cats we can transfer or adopt out on a monthly basis.. We are working with Dr. Newbury/UC Davis to evaluate monthly statistics which can reflect seasonal population changes as most shelters see an increase in kitten populations in the spring and summer months. We want to optimize our process so that we have kittens ready for adoption or transfer during these high volume times. All cats are extremely vulnerable to disease and stress in the shelter environment and holding cats long term compounds these issues.

Holding cats in small under-enriched cages also creates problems for feline health and well-being. ACS is working on a plan to increase the space allotted per cat and are in the process of building an indoor/outdoor cattery to provide enrichment opportunity. *"Using Adoption Driven (AD) capacity as a guideline for daily population should help to move animals efficiently through the shelter system, avoiding prolonged stays which may lead to stress, crowding, and a vicious cycle of disease. Adoption driven capacity is calculated as the number of historical or expected adoptions for the month multiplied by the target for length of stay to adoption and divided by the number of days in the month."* (Newbury, 2008)

Working in partnership, ACS staff and the advisory board have implemented innovative ways to address the cat population both in and out of the shelter through the revision of the chapter 5 ordinance. We can all be proud of this accomplishment and its innovations. I would encourage you to view Dr Newbury's feline lecture at: [http://www.sheltermedicine.com/documents/sawa\\_2009.pdf](http://www.sheltermedicine.com/documents/sawa_2009.pdf)

### **Reflections on Capacity:**

As an open intake municipal shelter, there is limited time for the animals that enter the facility and ACS is committed to humane housing. We routinely need to confiscate large numbers of animals that are being abused or treated inhumanely throughout San Antonio. In addition, the public views ACS as the shelter where animals are brought that have no other alternative whether it is due to neglect, hoarding, an owner dying, an owner arrested, animal abandonment, or simply injured on the street. We need to have capacity to house and provide for these animals.

It is not acceptable for animals to suffer in our community but neither is it acceptable for those animals to continue to suffer once in our care. ACS staff has the responsibility to provide care, even short-term, for these animals. I continue to work with Animal Care Services because I believe this organization is dedicated to relieving suffering of our community's homeless animals. *"Euthanasia for space" is euthanasia due to community overpopulation: the number of "unwanted" animals admitted to shelters minus the number of people who step up to reclaim, rescue or adopt.*" (Hurley)

### **Shelter Rounds:**

Lastly, I want to encourage and invite members of the advisory board to attend daily shelter rounds. ACS implemented this program in March 2009 in an effort to more properly address population management and animal welfare. Please review the attached information on Shelter Rounds from the UC Davis Veterinary University Shelter Medicine Extension program.

### **Daily rounds and Flow Through planning**

Daily rounds is a systematic process by which animal needs are identified, decisions are made and follow through is supervised by a staff person with training and authority to make population management decisions based on knowledge of the needs of each individual and the organization as a whole. Daily rounds may be the single most important tool for population management in shelters.

### **In order to implement daily rounds:**

1. Identify a veterinarian with knowledge, training & authority sufficient to implement & supervise daily rounds.
2. Evaluate all animals on or before their "due out" date.
3. Explicit decisions must be made and acted upon for each animal with clear deadlines & expectations either prior to the due out date, on the "due out" date, or within a short defined period following the "due out" date.
4. Implement a clear system to communicate the decisions and actions required based on daily rounds.
5. Implement a system, with supervision and accountability that ensures enactment of decisions and actions communicated through the daily rounds process.
6. Identify problem areas where insufficient capacity exists to allow prompt action to be taken once flow-through decisions have been made.

### **Instructions for daily rounds**

**Assess each animal daily and ensure that all needed steps have been taken for that animal that day, including:**

- Transfer of strays to appropriate holding facility
- Behavioral and/or medical assessment to determine adoptability
- Spay/neuter surgery or other medical procedures required before adoption
- Movement from areas such as isolation or quarantine to adoptable area as soon as the animal is recovered
- Rescue group contact and pick-up
- Behavioral and/or medical care to alleviate suffering and improve Adoptability
- Euthanasia – decision and performance

The daily assessment should include the shelter manager, veterinarian and/or director working together at least once a week. The assessment should include a look at the overall condition of each ward (smell, cleanliness, noise, overall presentation to adopters) and attention to each animal's paperwork, cage/kennel, and an assessment of the animal's physical and mental condition:

**Paperwork:** is there any indication on the paperwork that the animal has a behavioral or physical condition that will present special challenges for adoption (e.g. a description that the animal was surrendered for a serious behavior problem)? If so, is there information for adopters describing what steps have been taken to mitigate the problem, or other information that might encourage the animal to be considered for adoption?

**Cage/kennel:** what is the condition of the animal's environment? Is there evidence of illness, such as diarrhea or sneeze marks on the walls? Is it humane for the amount of time the animal has been held? If the animal has been in that kennel for more than one month, does it have enrichment equivalent to that expected in an adoptive home (e.g. room to stretch to full length, choice of hard and soft surfaces for resting, toys and access to human contact and exercise)?

**Animal:** Is there any evidence of illness or kennel stress? Is there anything about the animal's behavior or appearance that might deter adopters, such as a very dirty or matted hair coat or aggressive barking at by-passers? If so, what measures are being taken to alleviate or further evaluate these problems? A more extensive evaluation of each animal's physical and mental condition and adoptability should be made every two weeks. This should include taking the animal out of the kennel, running hands over the body to look for weight loss, sores or other physical problems, and reassessment of the animal's overall well being. Ideally animals should also be weighed every two weeks while in the shelter, as weight loss or gain is a common problem in long-term housed animals.

### ***Pathway planning***

Along with implementation of daily rounds, pathways can be identified to help efficiently track animals toward particular outcomes.

For many shelters, pathways fall in three general categories

1. Adoption
2. Transfer or rescue
3. Euthanasia.

Reclaim is also a possible pathway but most commonly cannot be planned for.



## City of San Antonio Animal Care Services Advisory Board Meeting Minutes

DAY: 11/18/09  
 TIME: 6:30 pm  
 LOCATION: ACS - 4710 State Highway 151

Members Present:	Bill White, Rita Braeutigam, Carole Abitz, Pamela Hernandez, Randy Murdock, Mona Thaxton, Sallie Scott, John Bellet, David Garza, Charles Pruski, Dr. Shannon Espy Gary Hendel, Vincent Medley, and T.C. Broadnax.
Members Absent:	N/A

1	Call to Order	Meeting was called to order at 6:37 pm by Bill White.
2	Consent Agenda	Chair called for motion on Consent Agenda. Motion of the floor by Rita Braeutigam to approve the Consent Agenda. Seconded by Sallie Scott. Motion passes unanimously by a voice vote.
3	Employee of the Month	<p>Carlos Acosta, Animal Care Attendant</p> <ul style="list-style-type: none"> <li>• Vincent Medley, ACS Assistant Director, spoke briefly introducing the employee, Carlos Acosta, by addressing his accomplishments over the last month.</li> <li>• Chair White asked that additional employees recognized through-out the month be added to agenda.</li> </ul>
4	Officer Nomination	No Report.
5	Citizens to be Heard	<ul style="list-style-type: none"> <li>• John Bauchman stated that he found it difficult to find Board Reports on our website. The Board Meeting Agenda as well as the Board Meeting minutes should be posted monthly on our website and easily accessible to others.</li> <li>• Several citizens signed in on Citizens to be heard intending to view the meeting and not speak.</li> </ul>
6	Subcommittee Reports a. Adoption Subcommittee b. Operations Strategic Plan Report	<p style="text-align: center;">Chair, Sallie Scott Members: Randy Murdock, Deanna Lee, and John Bachman</p> <p>A meeting was held with the Director, Gary Hendel, on Monday, October 12, 2009, in the Conference Room at ACS with committee members, Sallie Scott, Deanna Lee, and John Bachman in attendance. Randy Murdock was out of town.</p> <p>Please note the new format: This will help the Director in addressing concerns and getting them completed.</p> <p>First column lists Areas of Concern;</p> <p>Second column lists Comments on the Areas of Concern;</p> <p>Third column is Gary's response; and the</p> <p>Fourth and Fifth column were added for Gary Entitled Follow Up and Person Assigned/Date to be Completed.</p>

There are 29 items listed in your packet. Highlighting a few:

# 3: Policies and Procedures were to be completed by Vincent Medley by October 19th, then to be reviewed by the Director.

# 5: New system of "green-sleeved" for adoption, etc. should be posted in the kennels.

To give as much information as possible to the potential adopter, in addition to the kennel card, a profile on the animal given by an owner (if any) should be placed with the kennel card. Kennel employees could add their comments as well as volunteers taking animals out to adoption events.

#6: It was suggested that names for animals come from a baby-naming book, which is there but needs to be used.

#7: Too few animals up for adoption.

Answer: There are 245 kennels. With intake at 70/day with a 3-day hold overlapping taking up 210 kennels, that leaves space for only 35 adoption dogs.

#8: The script for 311 operators about ACS is 42 pages long.

Answer: The 10-15 list of answers to situations most frequently met with was promised by October 13th.

#10: Request 72-hour history - intake, disposition, #s going to each place, truck runs, euthanasia's, return to owner, and owner surrenders.

Answer: This report will be based on past history and be ready by October 16th.

#11: Employees out on floor to greet. We suggested a doorbell be installed to ring in the back room of each kennel.

Answer: This will be investigated.

#13: Nametags for employees. These will be first name only with one-inch high letters.

Answer: The process to begin October 14th.

#14: Supervisors' pictures and name posted.

Answer: This will be on both sides of the glass and was to be initiated by October 19th.

#19 & #20: Crematorium. When it rains, the controls are getting wet and cages with animals awaiting EBI are exposed to rain.

Answer: Proper temporary covers will be provided while getting estimates on cost for permanent ones.

#24: Pet Care Brochure in Spanish.

Answer: Gary will get translated, then the committee will do test marketing.

You can read all 29 items at your convenience.

## 7. Off-Site Facility Subcommittee

No Report Provided.

## 8. Public Relations / Education Strategic Plan Subcommittee

No Report Provided.

## 9. Consortium of Partners Report

- Animal Care Services will be working on a new logo for "No Kill" efforts. Drew Walker Agency is currently working on poster work. The goal is to finish and have the PR task force of Consortium review it after Thanksgiving. Completion should take place and the new logo should be ready for the Fundraising Task Force Kickoff Party; scheduled for December 10<sup>th</sup> and for the Responsible Pet Ownership Agreement Event, which will be at Texas A & M, San Antonio on December 12, 2009.
- Six "Spay and Neuter" billboards were installed. The SA billboards were replaced with six spay/neuter billboards that say, "Fix One, Save Hundreds – Spay/Neuter Your Pet." Locations are at Marbach and 410, Perrin Beitel and 410, I-35 and New Braunfels, I-10 and Wurzbach. Two Spanish language billboards with the same photos at Laredo and 35 and Loyer and 37.
- Recognition of two Consortium members took place: Ann Reeves and Zadio Christabel of Sea World.
- Spay/Neuter Report given. In October, 3,540 spay/neuter surgeries took place. This is compared to 3,132 that were done in October of last year. This totaled a 13% increase over the last year. At our four spay/neuter clinics, 753 of those surgeries were free and 325 of those surgeries were feral cats.
- Report Concluded. No additional questions were asked.

## 10. AAPAW Report

AAPAW report presented by Sallie Scott, Board Secretary

Sallie stated the following:

The AAPAW Board met on Monday, November 9, 2009. Those present were Deanna Lee, Sallie, Shelley Lewis, Lynn Buntun Gary Hendel, Mollie Walker, Marcy Lynch, Dr. Ariana Finkelstein, Gavin Nichols, and Chris Montgomery. Gavin Nichols and Chris Montgomery were also in attendance and will plan a strategic planning retreat. We are finishing the 2009 SAAF Grant after sponsoring three free spay/neuter days of Spay SA. The remainder may be used to target - getting rescued animals spayed/neutered. AAPAW, Pet Awareness and Welfare formerly Training Wheels Program is getting donations and participating in sweeps. Pucks and Paws at the Rampage Game is Saturday, November 28, 2009, at the AT&T Center at 6:00p.m. There will be animals for adoption and info booths. People can attend the game with their pets. Protocols are being set up for future adoption events; groups are checked for current vaccinations and at times have been asked to leave if not in compliance. Also, groups with sick-looking animals have also been asked to leave. There was an adoption event on Saturday, November 7<sup>th</sup> at Petco on Bandera and 1604 with 41 animals adopted and 21 pending home visits. AAPAW will have a booth Thursday, Friday, Saturday, and Sunday and the Auto and Truck Show this weekend. December 5<sup>th</sup> is the Mega adoption event at Lifetime Fitness at the RIM and will be from 11:00 a.m. to 4:00 p.m. To date, there have been over 1,000 animals adopted from AAPAW's adoption events.

## 11. Friends of Animal Care Services

- Sallie introduced copies of "PAWSitively San Antonio." This is the first of many newsletters highlighting ACS and the animal-welfare community.
- Friends of ACS has been working with Laura Cantu and Tom Dupnick on the San Antonio Area Foundation grant spaying/neutering about 200 dogs and cats at ACS.
- An account at Frost Bank has been set up for donations to the ACS Community Center.
- On the next edition to "PAWSitively San Antonio," Sallie mentioned Jan Suche has offered to do the photos, and they are going to highlight one of the pictures of the sign for the ACS Community Center on the front of the site.
- Questions for Sallie were opened up and answered.

- Report Concluded.

#### 12. Director's Report

- Contract with the City of Elmendorf. This contract will allow Animal Care Services to do enforcement in Elmendorf.
- Licensing Program has been worked on aggressively. Animal Care Services is working with Pet Data and within in 3 months this program should be up and running. Two websites have been marked: Salicenseyourpet.com and Salicienciasumascota.com. These websites can promote animal licensing to all residents. ACS has also been working with Seasonal Lawn Foundations for marketing purposes.
- Gary discussed the Guardian Angel Program
- Statistics. IT will be working on balancing the software.
- Chair opened up for questions to be opened up and answered. No Questions Asked from floor.
- Report Concluded.

#### 13. Next Meeting Date

The next meeting date was selected and will be held on December 16, 2009.

#### 14. Adjourn

The meeting adjourned at 8:45 P.M.

**Animal Care Services Advisory Board  
Walk-through Report**

**Walk-through participants: Sallie Scott and Pamela Hernandez**

**Time of Day: Noon until 4 p.m., Wednesday, December 30, 2009**

According to its by-laws, Animal Care Services Advisory Board is charged with the duty of visiting and inspecting Animal Care Services facilities operated by City of San Antonio. This task is performed on a periodic, unannounced basis by Board members on a rotating basis, with group observations reported to the Board Chair.

**Informational Sign** greets the public with up-to-date information.

**The Directory sign** was easy to read. **An annoying and unsightly puddle of water** greeted us as we stood in front of the Administration Building. **This needs to be taken care of immediately.**

**Reception Area:**

People were greeted as they arrived. The information racks were well stocked. The new name tags are easy to read and help visitors. The area was clean and neat except for the mop and bucket observed next to the front door. The wall displaying pictures of employees at ACS is a welcome addition to the facility. The donation station is really great - Dollars for Dogs/Coins for Cats. The Lost and Found Book was neat but needs to be dated. We announced our arrival and Athena Barr offered to escort us through the facility. We met up with Jacy Peralta and others to continue the tour. We were told that a group of people decide which animals are to be euthanized.

**Administration Offices:**

There were several offices that didn't have a sign displayed outside. Perhaps there is a transition of people and positions.

**Outside Area:**

The "Please Pick Up Pet Waste" sign and accompanying bag dispenser is a much needed addition. More flooding problems were observed in front of the kennels. The great expanses observed need landscaping - volunteer, Donna Irwin, Master Gardeners, has offered to help. Several areas were observed with mounds of dirt. These are unsightly and need to be cleaned up.

**Storage Sheds:**

Several storage sheds were observed. What is stored in them and who is held responsible if something is missing? They looked neat and organized on the outside.

**Cages/Runs:**

Many of these extra runs were observed sitting on the ground. Can these be used with covers on the proper surface?

**Play Yards:**

The new covers look great. However, where were the dogs in the play yards?

**Volunteer Area:**

The suggestion box is a good way to solicit responses from volunteers especially if read and acted on. The Volunteer Board gave great information. We were shown that the volunteers have their own email addresses to contact about volunteer activities. We were shown the lockers where volunteers can put their stuff and the donations coming into the facility.

**Display Cases:**

This is a wonderful addition to the kennels. This one looked great. Another one had stuff falling down to the bottom and thus unreadable.

**Informative Sign:**

It was nice to see the "Stray Overflow Dogs" sign to inform guests.

**Grooming Area:**

There were two grooming tables seen filed with "stuff". A cage dryer is available. Washing facilities are there as well as a washer and dryer. So where are the groomers???

**EBI:**

The cages outside EBI were not sheltered from the weather. This needs attending immediately. The EBI Room was neat and clean. A puppy was about to be euthanized.

**Kennels:**

The kennels were clean and in order. The green sleeve was noted for adoption and the orange sleeve was visible for rescue. The explanation of the color code was in prominent places in the kennels. Possibly, this could be handed to guests upon entering. Blankets and toys were obviously missing. Dry erase boards had been added in some places. Information sign was observed upon entering one kennel. New eye-wash machines were observed. The sign "Please DO NOT Take Pictures of the Animals" was posted and it was explained that all the pictures of the animals are on Pet Harbor under Lost & Found. The reason still remains a mystery as to why there is this restriction. Kennel #1 is completely empty.

**Kennel Card** includes name & physical description; history/observations related to personality, needs. Internal info can be on the back, smaller, coded.

**Miscellaneous:**

New time clocks were seen as a great addition. The employee of the month wall was seen but with only one picture.

**Livestock Area:**

Goats were observed awaiting determination.

**Cat Area:**

A beautiful new enclosure for the cats has been completed. The most disturbing of all was that there was only one cat in the cat room. Stuffed animals occupied all the remaining cages. This is an outrage considering all the cats needing shelter on the coldest days of the year. Cat isolation was observed in the back of EBI. This is a great place to put it.

Foster puppies were observed in great shape.

**Empty Runs/Cages:**

**This subject has been repeated many, many times - why are we always asking why there are so many empty runs/cages and never get a realistic answer!!!**

**When is Kennel #1 going to be soundproofed so it can be filled with dogs?**

Gary Hendel needs to make sure his employees follow through with his instructions.

**Sallie Scott & Pam Hernandez**

## Consortium Animal No Kill Progress Report December 2009

### I. INCREASE COMMUNITY AWARENESS AND OWNER RESPONSIBILITY

#### **Awareness campaign**

The Drew/Walker agency took the two leading concepts for a new name and logo to focus groups for their feedback. It is crucial that "non-animal people" understand the concept, what we are trying to get them to do, and how we want them to treat their animals. The people interviewed understood and appreciated "Talk About It" over the "Fix San Antonio" message. Our next step is to get Consortium approval.

#### **Education**

### II. REDUCE THE NUMBER OF STRAYS/HOMELESS ANIMALS

#### **Spay/Neuter**

Statistics for December are not included in this report, not all clinics have reported their statistics for December at this time.

#### **Pet Retention**

As reported last month, development of an area-wide Pet Registry system is underway. It is being developed as an integrated component of [www.SApets.com](http://www.SApets.com). Full development of the system is estimated to be 6 months.

### III. PROMOTE BEST PRACTICES AMONG ALL ANIMAL CARE ORGANIZATIONS

### V. SECURE NEEDED HUMAN AND FINANCIAL RESOURCES

We are standing up the Fundraising Task Force, led by Peter Holt.

### VI. FOSTER DEVELOPMENT OF CONSORTIUM OF PARTNERS

#### **Consortium**

The next Consortium meeting will be January 13, 2010.

**Alamo Area Partners for Animal Welfare (AAPAW)**  
**Report to the ACS Advisory Board**  
**January 20, 2010**  
Sallie Scott, Secy

The AAPAW Board meeting was held on Monday, January 11, 2010. Matt Bennett, formerly shelter manager at the Animal Defense League now with Wildlife Rescue & Rehabilitation, was unanimously voted onto the Board. Matt will be working on a community intake website.

Adoption events throughout the year have been planned. The next adoption event will be February 12 - 14 in conjunction with PetSmart Charities.

A Pet Registry is being developed with Jay Pennington.

Kevin Glowski, with Big Dawgs, has agreed to chair a Pet Retention Committee.

A second strategic planning session was held on Tuesday, January 19th, with Gavin Nichols facilitating.

**Friends of Animal Care Services  
Report to ACS Advisory Board  
January 20, 2010**

Sallie Scott, President of Friends of Animal Care Services, led a tour of facilities for Gary Hendel, Director of ACS; Bill White, Chairman of the ACS Advisory Board; and Laura Cantu, Management Analyst for ACS for the purpose of showing possibilities for the new ACS Community Center to be built in Brackenridge Park, across from the zoo.

On Tuesday, January 5th, the Herbst Veterinary Clinic in Boerne was toured. This is an example of a 12-year-old metal building with a stone veneer and drywall effectively used inside. The building was in great shape.

Next, we went to the Hill Country SPCA in Fredericksburg. The architect, John Klein, met us at the shelter for a tour. Highlighted feature is the welcoming lobby with fireplace and leather sofa and chairs. A courtyard brought in plenty of light and makes the lobby feel that you are in a home. Stone is used to further enhance the welcoming feel and look of the shelter. The architect was most helpful by pointing out the features he was proud of and also things he would have done differently.

Finally, we traveled to Universal City to see their municipal shelter. Sallie had been a consultant on that project. After her presentation and recommendation of several architects, they used Bill Meade from Shelter Planners of America. This shelter features a courtyard that provides a homey feeling and brings in plenty of light. The tour of the shelter provided great suggestions.

Completing the tour, Bill White and Sallie Scott, who took pictures throughout the day, will combine photos for future use.

**Animal Care Services Department  
2010 ACS Advisory Board Policy Issues**



<b>Priority:</b>	<b>Topic:</b>
1.	<p>Chapter 5 overview and discussion of possible changes</p> <ul style="list-style-type: none"> <li>• Spay/Neuter requirements</li> <li>• Licensing and pet registration requirements</li> <li>• Vaccinations requirements</li> <li>• Breeders/litter permits</li> <li>• Animal sales (newspaper, internet)</li> <li>• Fines and fees</li> </ul>
	New Building for Facility or Retrofitting: \$500,000
2.	<p>Adoption program, procedures and process improvements</p> <ul style="list-style-type: none"> <li>• Strategies to improve adoptions</li> <li>• Green sleeves</li> <li>• Breed identification</li> <li>• Pictures</li> </ul>
3.	<p>Live release program and procedures</p> <ul style="list-style-type: none"> <li>• Strategies to improve program participation</li> <li>• Transfers to rescue</li> <li>• Foster program</li> <li>• Guardian Angels program</li> </ul>
4.	<p>Balancing animal care and animal control</p> <ul style="list-style-type: none"> <li>• Animal care priorities (education, outreach, enforcement, investigations)</li> <li>• Animal control priorities (spay/neuter, stray population, sweeps, etc.)</li> <li>• Briefing on animal care best practices, brainstorming and discussion</li> </ul>
5.	<p>Humane housing and shelter medicine</p> <ul style="list-style-type: none"> <li>• Kennel capacity, disease control and intake policies</li> <li>• Animal medical care costs escalation and pet insurance options</li> </ul>
6.	<p>Animal awareness, outreach efforts and ideas</p> <ul style="list-style-type: none"> <li>• Animal awareness day</li> <li>• Councilmember education; information and statistics</li> <li>• Microchipping, spay/neuter and vaccination programs</li> </ul>
7.	Citizen engagement and outreach
8.	<p>Public/Private partnership opportunities</p> <ul style="list-style-type: none"> <li>• Veterinarian community</li> <li>• Business community and large employers</li> </ul>

**Animal Care Services Department  
2010 ACS Advisory Board Policy Issues**

9.	TNR program assessment and policy discussion
10.	Briefing and discussion on wildlife issues
11.	Interlocal Agreements with Bexar County municipalities <ul style="list-style-type: none"><li>• Animal sales</li><li>• No Kill Initiatives</li><li>• Calibrating ordinances and programs</li></ul>

**City of San Antonio**  
**Department of Animal Care Services**  
**Director's Report**  
**January 20, 2010**

**Community Campaign**

The San Antonio Area Foundation is revamping the Own Up SA campaign and is evaluating several replacement themes. One leading candidate is a theme entitled "Let's talk about it" with a sub slogan of "Build a healthy city for pets and people." The new campaign is expected to move forward this Spring.

**Holiday Donations**

Animal Care Services partnered with Cultural Affairs, Public Works, Communications & Public Affairs, City Council, San Antonio Police, Metro Health and the Convention and Visitors Bureau to solicit Christmas donations for the dogs and cats at the shelter. Sea World and several local Girl Scout troops and schools also delivered donations of bedding, toys and treats for the animals at ACS. To highlight the donation drive and holiday adoptions as well, ACS received a visit from "Santa Paws" during a well attended media event December 17<sup>th</sup>.

**Shelter Construction**

We are proceeding with the design and construction of our new 60 kennel dog shelter to the rear of our facility adjacent to EBI. We are still in the design process and I will share the design with this Board when it's complete. We are also evaluating purchasing or leasing off site property to renovate into a kenneling building. One site is located on Malone St. and can hold 200 kennels. Scenarios to provide manpower to both projects are under development.

**Holiday Outreach**

In an effort to boost community outreach during the holidays, Animal Care Services participated in numerous adoption and outreach events during the holidays. In addition, the shelter promoted holiday adoption specials to boost adoption rates resulting in a very productive December with 234 adoptions realized (per Chameleon report). Both the Director and the Assistant Director served as "Santa" during the PetCo "Pet Photo with Santa" program and several hundred dollars were raised for ACS.

**ACS Innovation and Reform Implementation**

ACS has met with Marc Castro several times and has implemented a number of his recommendations. Clinic and Shelter operations have been effected with the transfer of Jacy Peralta's management responsibility to include Clinic operations. We have transferred direct responsibility for Adoptions/Rescue/Foster and Volunteers to Sr. Management Analyst Melissa McMahan. We are calling this new group our Live Release Team.

### **Adoption Trailer**

Animal Care is pursuing the purchase of a 14' towable trailer to be used exclusively for outreach adoptions. Total cost will be approximately \$10k with funds coming from our donation account.

### **Spay/Neuter Van**

Animal Care has reviewed the work of the first mold inspector and will be getting a second opinion on remediation. The return of the S/N Van is expected to occur by the end of March.

### **Science Diet Contract**

I met with legal and purchasing regarding the Science Diet dog food offer of free food. Both are in agreement that we can accept the donation on a *trial basis* and to provide acknowledgement to the public that Science Diet is being used by San Antonio ACS. Purchasing wants the department to go out to bid next year to verify that this is the best deal we can make on pet food and we'll need to get any contract with Science Diet approved by City Council. Science Diet asked for our ok to put a link to Science Diet Co. on our ACS website and the City has weighed in, saying this is not acceptable due to privacy and security issues but that we can describe our relationship with Science Diet on the site.

### **Paws for Smiles**

Animal Care Services is working with a local business on a series of adoption events. The partnership with the Smile Center began last year with a single adoption event and has grown to include at least three separate adoption events scheduled for this year. In addition to adoptable pets, each event will feature live radio remotes and appearances by Chips and Salsa. The cost of each event as well as advertising will be covered by the Smile Center.

### **Live Release Committee**

12 individuals representing the ACS Board, the ACS Board Adoption Subcommittee, SNAP and two private rescue organizations (Snipsa and Homeward Bound), plus 5 staff (Jacy, Melissa McMahan, Sabrina Steenbeke, Heather Guthrie and myself) have met three times to go over our adoption and rescue capability and process. Specific goals and "To do" items have been recently established. A Live Release Team headed by Melissa McMahan is working on these issues internally.

### **Kennel Management**

In order to protect the young from diseases commonly carried by unvaccinated animals entering our shelter; we are now using Building 1 for puppies and mothers with newborns. This will allow us to free up much needed space in our other buildings for additional stray adult dogs.

# Animal Care Services Department



## STAFF REPORTS- JANUARY 2010

### SUMMARY

#### Adoptions Program:

A total of 234 animal adoptions were realized during the month of December 2009. During the month of December, ACS has been participating in numerous offsite adoption events. During this period, ACS also transferred 122 animals to various rescue groups.

#### Volunteer Program:

During the month of December 2009, Interim Volunteer coordinator Danni Alcantera reported the following: ACS volunteers worked a total of 715.57 hours at offsite events/locations and at the shelter.

#### Shelter Manager's Report:

According to our kennel statistics for December 2009 Animal Care Services took in a total of 1,554 animals. Of these 1,554 animals the numbers are as follows:

- 1,136 Stray animals
- 105 Owner surrendered
- 313 Combination of Confiscate, disposal requested, euthanasia requested, foster, Observation heads, Owner Surrender, Returns, Spay/Neuter and transfers.

According to our kennel statistics for December 2009 Animal Care Services:

- Transferred 122 canines, felines
- Euthanized 1,032 animals
- Returned to owner 119 animals

**Animal Care Services**  
**Director's Report For the Advisory Board**  
**Dec-09**

<b>Fiscal Year 2010 Budget</b>			
<b>Revenue Collected</b>	<b>Projected</b>	<b>YTD Collected</b>	<b>% Collected</b>
Licenses	\$ 105,711	\$ 22,755	22%
Bexar Cty Interlocal Agreement	\$ 727,000	\$ 181,250	25%
Other Interlocal Agreements		\$ 833	#DIV/0!
Inspection Fees		\$ 500	#DIV/0!
Training Fees	\$ 2,700	\$ -	0%
Animal Control Fees	\$ 50,418	\$ 12,733	25%
Animal Processing - Non City	\$ 17,590	\$ 900	5%
Spay/Neuter	\$ 82,531	\$ 4,349	5%
Vaccine	\$ 99,514	\$ 20,921	21%
Permits & Other	\$ 600	\$ 200	33%
Owner Surrender Fees	\$ 26,216	\$ 12,410	47%
Adoption Fees	\$ 135,000	\$ 31,393	23%
<b>Total Revenue Collected</b>	<b>\$ 1,247,280</b>	<b>\$ 288,244</b>	<b>23%</b>
<b>Expenditures</b>	<b>Allocated</b>	<b>YTD Expended w/Carryfws</b>	<b>% Expended</b>
Personal Services	\$ 5,008,449	\$ 1,227,034	24%
Contractual Services	\$ 405,695	\$ 196,994	49%
Commodities	\$ 608,931	\$ 230,957	38%
Scheduled Line Items/Other Exp	\$ 1,492,960	\$ 375,063	25%
Capital Outlay	\$ -	\$ 23,893	#DIV/0!
<b>Total Expended</b>	<b>\$ 7,516,035</b>	<b>\$ 2,053,941</b>	<b>27%</b>
<b>Donations</b>			
ACS-ADOPTION CENTER	237000000061	\$ 100.00	
ACS-CHURCHILL FUND	237000000120	\$ 17,458.30	
ACS-FACILITY DONATION FUND	237000000040	\$ 649.06	
ACS-FOSTER PROGRAM	237000000062	\$ 140.00	
ACS-GENERAL OPERATIONS	237000000060	\$ 862.89	
ACS-LICENSING FEES	237000000000	\$ 1,637.87	
ACS-SPAY/NEUTER	237000000064	\$ 8.00	
ACS-VOLUNTEER SERVICES	237000000100	\$ 50.00	
ACS-FRIENDS OF ANIMAL CARE	237000000161	\$ 9,450.00	
<b>Total</b>		<b>\$ 30,356.12</b>	



## Animal Care Services Department

### ACS VOLUNTEER HOURS DECEMBER 2009

TOTAL SHELTER HOURS	81.14
TOTAL OFFSITE HOURS	400
TOTAL COMMUNITY SERVICE HOURS	183.49
TOTAL GROUP HOURS	29.97
TOTAL CO-OP HOURS	20.97
TOTAL ROTC HOURS	0
TOTAL OVERALL HOURS	715.57
HOURS-FTE	4.47

# Animal Care Services Department



## DEAD ANIMALS PICK UP REPORT: DATA

1,157 DEAD DOGS
THERE WERE 900 DEAD CATS
THERE WERE 411 MISCELLANEOUS DEAD ANIMAL MIXTURE PICK UPS



# Animal Care Services Department

## PIO REPORT DECEMBER 2009

### **Santa Paws/Christmas Adoptions and Donations**

Animal Care Services received widespread coverage and plentiful donations following a coordinated media effort to increase awareness of the shelter's programs during the holidays. Adoptions numbers saw a significant rise in December during this effort thanks to increased publicity and lowered adoption fees. In addition, Animal Care Services saw positive feedback (both on tv and through our partners) on a Santa Paws media event and expansive donation drive with several City departments.

### **Churchill**

After four months, there's a happy ending to the story of Churchill, the burned Old English Bulldog. ACS received positive and widespread coverage of Churchill's adoption by one of his caretakers in addition to the ending of months of court wrangling. Churchill's abuser has pled true to a state jail felony of animal cruelty and will be incarcerated in a juvenile facility for a yet to be determined amount of time. ACS was also able to parlay the coverage into an additional opportunity to promote the newly established Churchill's fund which collects donations to fight animal cruelty.

### **"People training" with a pet trainer**

In an effort to increase responsible pet ownership and highlight the shelter, ACS has entered into a partnership with a certified pet dog trainer from the Palms Pet Resort in Helotes. The trainer approached the department about offering a free educational event for local pet owners who were experiencing difficulties with their pets. A theme of "Keeping People with their Pets" was created with an emphasis on increasing owner retention, thus moving towards No Kill. Taking an unusual angle to increase community and media interest, the "people training" session is scheduled for January 30<sup>th</sup> in the ACS Annex.

### **Paws for Smiles/Smile Center partnership**

Garnering media attention from four different television stations and the Express News, ACS had another successful "Paws for Smiles" adoption event in partnership with the Smile Center in early January. In addition to numerous adoptions, the department received several thousand dollars in free advertising courtesy of our partners. ACS has identified additional opportunities to partner with the local dental chain in innovative ways including a Tooth Fairy event in the summer and a Blessing of the Animals in the fall. The upcoming events may incorporate clinic staff that can perform "doggie dental" screens to compliment the human checkups taking place.

### **Tour for Life-ACS/AAPAW Partnership**

Animal Care Services has once again been tapped to lead the community's Tour for Life event with the renowned North Shore Animal League out of New York. Tour for Life is a national adoption campaign that travels across country promoting permanent pet placements. The annual event was once the providence of the Humane Society but Animal Care Services was approached last year to take over--speaking to the shelter's increased prominence in the community. Animal Care Services will be partnering with AAPAW to host this year's Tour for Life April 17<sup>th</sup> in order to include as many local animal agencies as possible. Petco San Pedro near North Star Mall has been confirmed as the event location.

Animal Care Services generated (22) media stories since the last advisory board meeting December 16, 2009. (6) News releases were issued to local media outlets. \*PIO reports include events/information during the time period between advisory board meetings.



# Animal Care Services Department

## ACS SCHOOL VISIT STATISTICS DECEMBER 2009

For the Month of December 2009 the stats are as follows:

Number of Schools: 9

Professional Presentations: 0

Number of Presentations: 60

Community Events/ Health Fairs: 0

Number of Children: 5,500

Number of Adults: 61

Schools Visited by Council Districts:

District 1: 2

District 2: 2

District 3: 2

District 4: 2

District 5: 1

District 6:

District 7:

District 8:

District 9:

District 10:

Bexar County/ Surrounding Metro: 0

For the 2009 - 2010 School Year the Stats are as follows:

Number of Schools Visited: 33

Professional Presentations: 6

Community Events/ Health Fairs: 2

Number of Presentations: 208

Bexar County/ Surrounding Metro: 2

Number of Children: 17,550

Number of Adults: 415



## Animal Care Services Department

### Schools Visited by Council Districts:

District 1: 5  
District 2: 3  
District 3: 13  
District 4: 5  
District 5: 10  
District 6: 2  
District 7: 1  
District 8: 0  
District 9: 0  
District 10: 0

These numbers do not reflect the Texas A&M San Antonio Service Learning Press Conference.

All of the presentations are primarily focused on Safety around Animals, Responsible Pet Ownership, Spay/Neuter the importance of Microchipping and the wonderful Volunteer Opportunitites available at Animal Care Services.









**ANIMAL CARE SERVICES ADVISORY BOARD RECOMMENDATIONS**  
Updated: 1/8/2010

AREAS OF CONCERN	REQUESTOR RECOMMENDATION/RESPONSE	RESPONSE	STAFF ASSIGNED	Status	Projected Completion Date	Actual Completion Date
Website	<p>Comments were made by the Board regarding the current website and suggestions were made for the new one. Board suggested easier navigation to find pets for adoption, lost pets, and especially animals that are in the shelter. Suggested not to breed first but by size, weight, breed, then color. Pet Portal was suggested. Suggested calling Jay Pennington. Have link to approve rescue. Have Pet of the Week. Adoption page should be a marketing tool. Need Synopsis of Chapter 5.</p>	<p>A committee has been formulated to work on the websites issues. The first meeting to be held on 1/13/2010. The purpose of this committee is to have all updates done monthly and discuss issues that have been occurring on the site.</p>	<p>Natalia Fernandez/Melissa McMathen</p>	<p>On-going</p>	<p>1/15/10</p>	<p>On going as a daily duty.</p>
Real Mascots	<p>The City is redoing the template and this will be ready in a couple of weeks. Natalia Fernandez is taking suggestions for the new website. Also an additional staff member will be placed to aid with the calendar. He/she will email all animal groups on the 15th of each month to post the events by the 1st of each month.</p>	<p>Animal Care Services has decided against utilizing real mascots.</p>	<p>Lisa Norwood</p>	<p>Completed.</p>	<p>1-Jan-2010</p>	
Sign in Kennels	<p>No picture??</p>	<p>Dry Erase boards have been purchased to place more signs regarding animals in the kennels.</p>	<p>Jacy Peralta</p>	<p>Complete.</p>	<p>20-Nov-2009</p>	<p>12/21/09</p>

**ANIMAL CARE SERVICES ADVISORY BOARD RECOMMENDATIONS**  
Updated: 1/8/2010

<b>Signs on cages (appealing descriptions)</b>	Have not kept up with this.	New System: Green sleeve-adoption, Orange Sleeve-rescue, then put profile behind it for owner surrender, have people doing adoption events fill out a profile, and employees working with the animals add to the profile. Shelter Operations have been briefed on writing more appealing descriptions.	Jacy Peralta/Melissa McMahon	In process	15-Jan-2010	On going as a daily duty.
<b>Too few animals up for adoption</b>	Will find out how many are green sleeve vs. #here for 3 day holds. Working with adoptions to market more healthy adoptable animals	Will find out how many are green sleeve VS. # here for 3 day holds. Working with adoptions to market more healthy adoptable animals. Laura has re-wrote the script and met with 311 managers.	Jacy Peralta	In process	03/01/2010	On going process.
<b>Request script given to 311 operators</b>	Laura has re-wrote the script and met with 311 managers.	Laura has re-wrote the script and met with 311 managers.	Laura Cantu	Complete		
<b>Open Sunday afternoons for adoptions</b>	Open on Sundays for Adoptions.	Jacy is working on trying to accommodate this opportunity by reviewing staff assignments and hours	Jacy Peralta	Complete	12-Nov-2009	
<b>Need Job Descriptions</b>	Met with Diana and is currently being completed.	Laura has sent an email out to all department managers to provide her with daily job duties of certain employees. i.e. Vet Technician, Animal Care Attendant, Cashier	Laura Cantu	Complete.	1/6/2010	1/7/10
<b>Need Policies &amp; Procedures</b>	Vincent has completed and will give to TC for review on Friday.	Vincent has completed and will give to TC for review on Friday.	Vincent Medley	Complete		
<b>Names for Animals</b>		Baby name books have been purchased. Shelter employees were briefed in regards to utilizing the resources available while naming the animals.	Jacy Peralta	Complete		

**ANIMAL CARE SERVICES ADVISORY BOARD RECOMMENDATIONS**  
Updated: 1/8/2010

<p><b>Request 72 hour history – intake, disposition, #s going to each place, truck runs, euthanasias, return to owner, owner surrenders</b></p>	<p>This will give us the timeframe to determine why there are so many empty cages/runs to determine why this happens so often.</p>	<p>Will do a report through Natalia for past history. This will show the progression of animals coming in and their disposition. Will also assign Natalia to review the data input and analyze for mistakes.</p>	<p>Natalia Fernandez</p>	<p>On-going</p>	<p>1/15/2010</p>	<p>On going.</p>
<p><b>Employees out on floor to greet</b></p>	<p>A doorbell could be installed if someone needs assistance. When does this person start?</p>	<p>Currently, awaiting facilities for installation due to it being an electrical issue. Meanwhile, department has purchased Cow bells and they are being utilized in lieu of the door bells.</p>	<p>Laura Cantu/Jacy Peralta</p>	<p>In process</p>	<p>March 1, 2010</p>	
<p><b>Name tags for employees</b></p>	<p>Need name tags with first name only for employees, esp. for feedback about service.</p>	<p>Shelter operations have been briefed about projecting a more professional image and steps have already been taken. Nametags have been ordered, waiting on order.</p>	<p>Jacy Peralta/Laura Cantu</p>	<p>Complete.</p>	<p>15-Dec-10</p>	<p>1-Dec-2009</p>
<p><b>Supervisors pictures and names</b></p>	<p>Put up slide-in slots (like HEB manager) with a picture of the Supervisor along with name.</p>	<p>Laura has researched picture holders and has purchased these items. Currently, awaiting paint job and installation of Information Center.</p>	<p>Laura Cantu</p>	<p>Complete.</p>	<p>16-Dec-2009</p>	<p>28-Dec-2009</p>
<p><b>Blanket &amp; toys in runs</b></p>	<p>Have implemented a policy change for concern. New policy will be reflected in policies and procedures handbook.</p>	<p>Have implemented a policy change for concern. New policy will be reflected in policies and procedures handbook.</p>	<p>Jacy Peralta</p>	<p>Complete.</p>	<p>13-Dec-2009</p>	
<p><b>No evacuation plan posted in kennels</b></p>	<p>Completed creation of fire and evacuation plans. Awaiting feedback from risk management in regards to placement of posted evacuations.</p>	<p>Completed creation of fire and evacuation plans.</p>	<p>Jacy Peralta/Laura Cantu</p>	<p>Complete.</p>	<p>6-Nov-2009</p>	

**ANIMAL CARE SERVICES ADVISORY BOARD RECOMMENDATIONS**  
Updated: 1/8/2010

<b>MSDS Sheets</b>	Shelter employees were given training in regards to the MSDS Sheets and are available to each employee	Jacy Peralta	Complete	20-Oct-2009	
<b>Heather Higginbotham's position</b>	Will she be returning or be replaced? Heather Guthrie (doing two jobs) needs an assistant in the interim.	Diana Padilla/TC	Complete	15-Jan-2010	14-Dec-2009
<b>Cages for animals awaiting euthanasia</b>	These cages are exposed to the weather in cold setting. These animals need some level of comfort in their last moments of life.	Jacy Peralta/Laura Cantu	In process	March 1, 2010	
<b>Need for more approved rescue groups</b>	There are currently only 8-10. There used to be between 30-40 groups. Are there anymore groups?	Melissas McMahen	In process/ On going	15-Jan-2010	Ongoing on a Monthly basis.
<b>Water buckets</b>	Water buckets are clipped onto the chain link fencing too high for small dogs to reach. Some of the buckets are too high even when sitting on the floor for tiny dogs. These dogs should be in another area (caged) or have shorter water dishes.	Jacy Peralta	Complete		
<b>Pet Tip Signs in Kennels</b>	I gave examples from San Diego Humane Society. This would make the kennels look a lot more people friendly. This is a great marketing tool.	Vincent Medley/Laura Cantu	In process	Feb. 12, 2009	

**ANIMAL CARE SERVICES ADVISORY BOARD RECOMMENDATIONS**  
Updated: 1/8/2010

Pet Care Brochure	Examples were given to Vincent to review and evaluate if ACS can utilize.	Will check with Nadia	Gary/Lisa	Complete.
Crematorium	When raining, the controls were getting wet. This is a danger to employee. Rainwater pooling in area by EBI facility doors where electrical connection for incinerator is located. Open space between roof of EBI and roof over crematorium. Dangerous situation exists.	The Crematorium is almost complete. ACS is now just working on a surrounding awning "tarp" around the back of the EBI building. Currently, we are going through the competitive bid process.	Laura Cantu	In process  March 1, 2010
Signage on blgs that can be changed if needed	#'s on buildings are not sufficient. Need slide in name	All signage requested has been posted, as well as a Facility Directory has been placed with a map of the facility.	Laura Cantu	Complete
Board Minutes	Minutes reviewed and correct prior to meeting. identify reviewer	Minutes are to be reviewed by the Director's Office and are approved by Assistant City Manager's Office prior to creating agenda packets.	Laura Cantu/Maria Kiese	On going.  On going.
Policies and Procedures	Provide Advisory Board with written policies and procedures for adoptions.	Adoption Policies and procedures are currently being revised by Melissa McMahon and Sabrina Steenbeke.	Melissa McMahon	In process  1/15/2010
Better Pictures for Adoptable Animals	Need better pictures for adoptable animals. Only the intake pictures are posted. develop a process and procedure.	Melissa has had the adoption staff go through and retake pictures of the adoptable animals. This has been a daily duty for the staff.	Melissa M. Vincent Medley	Complete.  12/20/09 On going as a daily duty.

**ANIMAL CARE SERVICES ADVISORY BOARD RECOMMENDATIONS**  
Updated: 1/8/2010

<b>Classification of Healthy/Unhealthy Animal</b>	Explore/develop a process for oversight and review on how animals are classified as healthy/treatable/unhealthy/treatable.	A detailed chart is used by specialists to classify animals.	Jacy Peralta	Complete	
<b>ACS Cards</b>	A detailed chart is used by specialists to classify animals.	Currently, evaluating the costs for cards. Will be placing an order as soon as vendor is chosen.	Laura Cantu	Complete	12/8/2010
<b>Carriers for Adopted Cats</b>	Provide collar and leash/carrier for adopted	All adopted cats receive cardboard carriers.	Jacy Peralta	Complete	
<b>Policy for Potential Adopters</b>	Change policy requiring potential adopters to prove vaccinations/spay/neuter of other pets.	Department currently requires adopters to obtain vaccinations and permits within 21 days after the adoption.	Gary Hendel	Complete	
<b>Strategy to Partner with Rescue Groups</b>	Need to create strategies to establish/partner with more approved rescue groups.	Department is scheduling follow workshops to build on the recent Placement Partner Summit. Three 3 hour workshops have been conducted.	Gary Hendel	In process/ Ongoing	12/2009
<b>Potential Adopters</b>	Potential adopters coming to see dogs to adopt are told the animal is ready when it has not been spayed/neutered.	Due to recent parvo outbreaks within the shelter and an increased awareness regarding animal health and safety, ACS will sterilize animals pre-selected by community members for adoption.	Melissa M.	In process/On going	On going

Last meeting held was on 1/12/2010. This is an ongoing item.