

From: [Bland, Don](#)
To: [Garza, Jason](#)
Subject: new shelter model
Date: Tuesday, April 21, 2020 8:33:00 AM
Attachments: [image001.png](#)
[New Shelter Model CMO and Council.docx](#)

Here is my draft of what I want to send to ACM for approval. I would like to add the decision tree that we formulate to it first. See if you see anything that needs to be added or deleted.

Thanks



Don Bland, CFRE

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With a FY2019 return to owner rate of 18% from the shelter and a public RTO of 50%, before we were closed, the citizens have a higher success rate by keeping the pets in the area where they were found.

What we would like to see going forward:

- Only take in sick, injured, bites, cruelty, aggressive and those animals that truly need a shelter, placing them into foster homes as soon as possible.
- Developing a “lost animal” report and map like the current “found animal” report and map.
- Do not accept strays at the shelter. If the finder who was willing to capture someone’s pet, and not participate in locating its home, have Animal Protection go to the area and locate the owner. Only accept strays through field APO pickup. Of the 19,000 animals that came into AAC during 2019, 14,000 were strays delivered to the shelter by the public.
- All owner surrenders must call and make an appointment. We will provide them with Positive Alternatives to Shelter Surrender (PASS), to work on prior to their appointment date. Our goal will be to resolve the issue allowing the pet to remain in the home or someone’s else’s home and never come into the shelter.
- Heavily market the National Rehoming site hosted and administered by Adopt-A-Pet. Each pet that gets rehomed through this site, when the site is linked on our AAC webpage, benefits the shelter also. Adopt-A-Pet will pay the shelter \$125.00 for every successful pet rehomed.
- Mandatory microchipping of pets. This data was gathered prior to the Fire Stations and Parks & Rec Centers having scanners. They received the scanners and then we closed to the public. Once we reopen these resources will also make a difference. (this can be added later)

The handful of animal advocates that have the big voices, will complain about this model, but the data supports it. With Council and ACM/CMO support, along with the data and proof that it gets animals back home rather than sitting at the shelter, a large information campaign will need to be launched. APA through National Animal Welfare grant makers, has received financial assistance to spearhead this portion of the model.

From a resources point, we have always been thinly staffed at the shelter and rely on thousands of hours in temporary help each year to care for the volume of animals that sit at the shelter. With this new model, the staff that we currently have will be able to care for those that truly need us. We will need to rework our organizational chart and move positions to assist in Foster, Public Resource Center and expand our customer contact abilities.

APA and 4 other shelters from around the Nation are looking at this model currently and several of the animal funding organizations are interested in assisting. I understand that Dr.

Ellen Jefferson has already spoken with Council Member Pool, who was very interested also.

Next steps:

- Obtain ACM/CMO support for new model trial extension
- Send memo to Council and Commission on program extension
- Get Commission support of trial
- Submit to Council for approval

From: Ellen Jefferson
To: [Mary Ippoliti-Smith](#)
Cc: [Steve Porter](#); [Amy Zeifang](#); [Damianoff, Greg - ARA](#); [Rory Adams](#); [Maggie Lynch](#); [Rebecca Guinn](#); [Laurie Peek](#); [Michelle Icahn](#); [Kristen Hassen](#); [Teresa Johnson](#); [Powell, Paula J.](#); [Katherine Hahn](#); [Bland, Don](#); [Michele Figueroa](#)
Subject: "charter" document for today's meeting
Date: Tuesday, April 7, 2020 9:07:11 AM
Attachments: [image.png](#)
[Animal Social Services Prototype Working Group Charter.docx](#)

*** External Email - Exercise Caution ***

Hi Everyone,

We pulled together the thoughts from the last meeting and I'd like you to try to look it over before we meet. It is important that we are all on the same page as we try to build a prototype community in each of our cities. When we meet, we can go over any concerns/questions about this document and then see if we have enough time to start tackling the "how" of getting this done.

Sorry to be so rushed on this. Hopefully this will allow us to make sure we are all talking about the same thing:)

I've attached a word doc and you can also click on this link to make comments directly in the document so everyone can see - that will help facilitate discussion so don't be shy!

https://docs.google.com/document/d/14r73StZEqEJwWfUzs5hPcw_6OL0_V97TLJNE8_IBZa0/edit?ts=5e8bb118

I really appreciate all of you being here and talking about this subject. It is truly monumental in animal sheltering and I'm excited to be a part of it.

Thanks!

Ellen

On Mon, Apr 6, 2020 at 8:31 AM Mary Ippoliti-Smith <[REDACTED]> wrote:

Hi Ellen,

We can't make a meeting at 10 am (PT) on Tuesdays. That is our All Staff check in to make sure everyone is handling C19 as well as possible followed by our Senior Management Team check in. So we won't be able to attend your meeting tomorrow.

Mary

Mary Ippoliti-Smith

Executive Leadership Team

C/O: 510-453-4773

Want to increase lifesaving?

Connect with us at [Maddie's Pet Forum](#), use [Maddie's Shelter Compass](#) tool to increase lifesaving success and take advantage of free online training with [Maddie's University](#)!



On Mon, Apr 6, 2020 at 6:01 AM Ellen Jefferson <[REDACTED]> wrote:

This event has been changed with this note:

"Sorry, I had the timezone off by 2 hours! I hope that noon works for everyone."

Prototype City Planning

When **Changed:** Tue Apr 7, 2020 10am – 11am Pacific Time - Los Angeles

[more details »](#)

Where <https://zoom.us/j/7298832862>, ([map](#))

Calendar Mary Ippoliti-Smith

Who

- Ellen Jefferson - organizer
- Mary Ippoliti-Smith
- [REDACTED]
- [REDACTED]
- greg.damianoff@houstontx.gov
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Laurie Peek
- [REDACTED]
- kristen.hassen@pima.gov
- [REDACTED]
- powellpj@elPASOTexas.gov
- Katherine Hahn
- don.bland@austintexas.gov
- michele.figueroa@pima.gov

<https://zoom.us/j/7298832862>

link to spreadsheet

<https://docs.google.com/spreadsheets/d/1Pv5EmukKnXwUIFx1sfpBVIebFRjBkScGSD7FvCIGz1A/edit?usp=sharing>

Going ([REDACTED]) [Yes](#) - [Maybe](#) - [No more options »](#)

Invitation from [Google Calendar](#)

You are receiving this email at the account [REDACTED] because you are subscribed for updated invitations on calendar Mary Ippoliti-Smith.

To stop receiving these emails, please log in to <https://www.google.com/calendar/> and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to send a response to the organizer and be added to the guest list, or invite others regardless of their own invitation status, or to modify your RSVP. [Learn More](#).

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Ellen Jefferson, DVM

Executive Director, Austin Pets Alive!

Maddie's® Director of Lifesaving Leadership at American Pets Alive!

Charter

Members: Ellen Jefferson, DVM, Kristen Hassen, Mary Ippoliti-Smith, Amy Zeifang, Laurie Peek, DVM, Michelle Icahn, Rebecca Guinn, Paula Powell, Teresa Johnson, Don Bland, Greg Damianoff, Steve Porter

Purpose:

- Use the disruption to shelter systems brought on by COVID-19 as an opportunity to re-envision the way shelters operate.
- Create and implement a new model for operating large, high-volume animal services agencies
- Build a model of sheltering that decenters the government agency as a repository and long term housing site, resulting in an eventual reduction in municipal shelter operating budgets.
- Utilize foster care as the primary means of housing unowned and lost pets.
- Employ a One Health/One [Welfare](#) approach to sheltering in terms of services provided, method of interaction, and scope of onsite vs remote services.
- Commit to providing a range of remote and tele-health services to the public, in order to get more pets home faster, help struggling owners keep pets and reduce intake to only the pets who truly need immediate sheltering services.
- Create a new set of comprehensive animal services functions to better meet the needs of pets living in the community.
- Leverage the community's willingness to embrace a change in the way that shelters handle animals.
- Act on the situation at hand with COVID-19 where a new normal must take shape.
- Prevent the "old model" from being able to be reinstituted after the COVID-19 pandemic is over.
- Use data to drive decisions and strategy
- Replicate this model in communities, nationwide.

Scope:

- In scope:
 - Kennel usage
 - Over the counter intake
 - Field intake and citations
 - Foster programs
 - Medical care for at-risk animals
 - Shelter medical programs
 - Behavior programs and support for at-risk animals
 - Adoptions
 - Resources
 - Database
 - Surveys, data collection
- Out of scope:
 - Rabies quarantine

- COVID-19 exposed separated holding
- Cruelty seizures or other legal cases

Objectives:

- Intake of healthy strays and owner surrenders as it existed in February, doesn't exist anymore and shelters transition to a case management approach, providing services and support to owners, finders and community members who want to help.
 - Intake services occur following remote support and counseling and are reserved for sick and injured pets, animals who are impounded due to cruelty and neglect, owned pets whose owners have no other viable options and dogs that pose an immediate threat to public safety.
 - Checklist-based needs assessment and triage counseling for pet owners.
 - Intake-to-placement programs so most pets go directly to foster and pre-adoptive homes instead of entering the shelter system.
 - rehoming occurs directly from foster or original home
- Create only “purpose employed” kennel spaces to address needs such as hospitalization, boarding, rehabilitation (behavior), legal holds, quarantine. No kennel space for rehoming, stray hold or intake.
- Fundamentally shift shelter clinics into community clinics serving owned pets at risk, community-owned animals, fostered pets and kennelled animals.
- Turn the entire community into the ‘shelter,’ providing a range of service to support community members who help.
- Write, implement and train staff to perform a new set of customer service functions and learn a new way of interacting with the community.

Assumptions: Every member of the prototype working group...

- can envision a completely different operating model than what existed in the past
- will change their org chart to accomplish the new work
- Is committed to a new shared terminology and to sunset use of old terminology.
- Is committed to reworking their budget and staffing functions.
- Will provide, share and collect data to understand the impact, successes and challenges of new ways of operating.

Constraints:

- Timeline for implementation and habitualization is only as long as COVID-19 pandemic lasts in each city
- People are already starting to complain about lack of infrastructure to support lost and found and abandoned pets during COVID
- Elected officials may respond to complaints by returning to the old model
- We need real-time data to determine if the change is working and animal shelters are historically not that good at data collection
- State law currently prohibits medical care for animals not owned by the shelter (except spay/neuter)

Time/Decision Points: (add dates?)

- Local government resolution to pilot prototype
- Pilot org charts completed and shared
- Modified budget shared
- Community messaging
- Temporary stay in state laws regarding stray impounds and mandatory sterilization
- Data collected

Measurement Criteria/Quality:

- Shelter kenneled animals are only those with purpose specified needs
- Intake of healthy strays and owner surrenders as it existed in February, doesn't exist anymore and the number of animals entering the foster system + those kenneled is <50% of current "intake" numbers.
 - Have data to support that lost and found, or non-surrendered pets are as safe as if shelter operated in the old way.
- "Homes" (original, temporary, new) are overall satisfied with the process
- Community Hospital is seeing roughly the same numbers of pets as they were when all sheltered but most are in homes (original and temporary)
- Hotline/Front Desk/Remote: 100% dedicated to serving people through the new process
- Field Officers: "Purpose" positions that do not round up strays but instead:
 - legal investigations,
 - bite remediation,
 - field support -driving pets to homes, delivering supplies, mediating neighbor disputes, helping to hang signs, fixing fences
 - microchip insertion
- Care staff -50-70% (same as kennel use reduction) redeployed to in-field foster placement and support
- Behavior staff redeployed to offer 50% community/foster support, 50% rehabilitation in kennels