Component – Policies/ Procedures	Pros	Cons
Intake – open	>No animal is ever turned away > Serves as an important community service; All lost and homeless animals have a place to go	>Unpredictable intake >Potential Increased use of euthanasia for space >Inadequate staffing for peak intakes >Requires the most funding and resources >Overcrowding leads to disease or behavioral issues >Currently supporting more area than can be managed out of current facility > Prioritizes impound over other solutions
Intake – limited	>Control intake based on space/high need >Positive alternative to surrender program http://www.tailsinc.com/2012/07/the-shelter-voice-open-admission-vs-limited-admission/ https://www.millioncatchallenge.org/resources/managed-admission > Fewer animals to manage; improves live outcomes >Forces community members hoping to relinquish their pets to seek solutions elsewhere	>Currently the only place that can manage sick or injured >Animals may just be set free or taken outside of the area >Frowned upon by taxpayers who view this as an important community service (like the fire department, parks & rec, etc.); short-cut to improving live outcome numbers without doing more work or building new programs >Requires advanced customer service & problem solving skills >Upset/angry pet owners
Intake – scheduled	>Still serves as an important community service >Enables staff to better manage flow & space >Helps ensure the best possible outcome for their pet >Allows time to access available community resources (training, pet deposit, fencing, etc.) to resolve issue >Some will rehome on their own while waiting https://bestfriends.org/no-kill-calculator-	>Inconvenient if limited days/hours >Requires advanced customer service & problem solving skills >Upset/angry pet owners >Most people calling ACOs for help, expect help immediately >This will not work for ACOs performing their regular duties; a regional animal shelter funded by taxpayer dollars from all partner entities should be an open intake facility without limits

	programs#ManagedIntake https://www.maddiesfund.org/managed-admission-learning-track.htm https://www.millioncatchallenge.org/resources/managed-admission	
Shelter Diversion – fosters	>Successful method to saving lives; less pets in shelter >Increases the shelter's capacity without cost >Helps animals recover medically and overcome minor behavior issues >Creates partnership between shelter and community >Reduced time spent in shelter = reduced stress, illness, expense >Fosters will know a pet's true personality; promote their pets on social media and provide info/photos/videos for bios >Some fosters fail & end up keeping the pet >Finder fosters can be utilized during stray hold	>More to manage; responsible for more than what's in shelter >More training materials to develop >More liability concerns (dog bites, mauls or kills person or another animal; personal pet contracts disease from stray, etc.); unknown health/vacc status & demeanor of a stray >Dependent on the community and availability/reliability of fosters; shortage of enough "properly" vetted fosters; vetting takes time that most do not have >ACOs have a high call volume; no time to find a foster to take >Requires transparency (fosters don't want to put their love & energy into an animal if they don't get to follow their journey once they're back at the shelter) >Requires a robust adoption program to keep them moving through the system >Fostered animals can be harder to get adopted since they aren't physically at the shelter (requires a captivating online presence and off-site adoptions)
Shelter Diversion – chip readers throughout community	>Cost effective; reduces intake & euthanasia >Empowers the community to be involved (already a good network coordinating lost and found) >Improves public perception of animal services >Saves cage space for animals truly in need >Can pair other initiatives and outreach (finder to foster	>Chip reader locations may be closed evenings/weekends >Need training for use of chip readers >Chip information may not be registered/current; may take additional research to find owner >Requires marketing and public awareness

	program, microchipping/updating) https://bestfriends.org/no-kill-calculator-programs#RTOField	
Shelter Diversion – case manage owners; offer resources	>Proven success >A dedicated position can resolve many issues. >Shifts mentality from impound to community resource center; improves public perception >Resolves issues at the root – training, pet food, vet care, pet deposit, lack of fence, etc. >Builds trust between shelter and community; allows more animals in the community to be better-served >Saves cage space for animals truly in need >Improved satisfaction for staff, owner, & pet	>Added cost: staff oversight, contractor payments, other resources > Requires more advanced customer service and problem solving skills >Requires willingness/time to have a conversation with the pet owner
Post Photos Upon Intake	>Can be streamlined with the daily intake process >Improves owner reclaim rate >Lost & found groups can direct people to the shelter's website for quick reclaims >Transparency; improves community trust, perception >Shows transition of animal's condition from when it was brought into shelter to point of adoption >Shows public how many animals are received; promotes need for additional volunteers & resources	>Requires staff time unless volunteers are allowed to do it >In sensitive cases, or those involving law enforcement, photos can't be posted > Often times photos at initial intake may not represent the animal in good condition. Animals may be sick or injured and the perception of adoptable animals may be skewed
Post Photos After Stray Hold	>Most photos already available from intake >Better quality photos taken during stray hold creates interest immediately and aids in pre-adoptions. >Adopters, fosters, rescues get a visual of the animal	>Requires staff time unless volunteers are allowed to do it >Waiting until after stray hold to post pics greatly reduces the number of animals that can be reclaimed, rescued, fostered, adopted

Require Microchip – all animals	>Reliable, often less painful method of permanent, unalterable identification >Increased chance of reuniting lost/stolen animals with their owners >Saves money (fewer animals, less time spent in shelter and fewer euthanized) >Allows tracking of dangerous dogs, pets involved in custody disputes and criminal cases >Can pair with aggressive outreach to underserved communities; free or low-cost if funding available	>Cost to pet owners (unfairly penalizes low-income people) > Requires owners to register chip & update contact information >Short-term inflammation/sensitivity at implantation site; improper implantation can result in serious/life-threatening issues >Documented incidences cancer and other tumors >Documented incidences of microchip migration or loss >Excessive government regulation >Doesn't work for community cats (no owner)
Require Microchip – only those leaving shelter	>Improves owner reclaim >Helps with repeat offenders; reduces recidivism >Opportunity to offer reduced or eliminated impound fees if owner agrees to the microchip	>Additional/excessive fees could deter owner from reclaiming >Community cat caregivers may not want to be deemed "the owner" (especially if there are pet limits and registration requirements
Require License – all animals	>Could be additional revenue >Accountability for breeders >Safety net for returning pets that aren't microchipped >Encourages proper care (since registration requires proof of vaccination)	>Increased adoption & reclaim costs; unfair for low-income >Could increase intake/reduce reclaim (cost to taxpayers) >Unenforceable for free-roaming, unowned cats >Unnecessarily burdensome for pet owners & staff >Redundant if pets are already microchipped >Excessive government regulation creates distrust
Require License – only those leaving shelter	>Tracking animals and knowing spay/neuter status > Could be additional revenue >Accountability for breeders >Encourages responsible pet ownership >Encourages proper care (since registration requires proof of	>Inconsistent requirements in neighboring jurisdictions creates confusion for public >Increase in adoption costs >Unnecessarily burdensome for pet owners >Burdensome for shelter staff

	vaccination)	
Require Sterilization – all animals	>Addresses pet overpopulation at the source; decreases number of unwanted litters; >Promotes community of healthy pets with improved temperament/behavior (fewer surrenders) >Option for fee based license/exemption for breeders	>Increases cost to pet owners; hindrance to reclaim >Possible backlash from breeders & community >Possible pet surrender to avoid fines/enforcement; >Additional cost to offer this service free or low-cost to public >May not work for community cats (no owner)
Require Sterilization – only those leaving shelter	>Helps with the overpopulation problem by keeping animals from multiplying >Ensures the shelter isn't contributing to the overpopulation problem by releasing intact animals back into the community	>Increase in shelter costs may translate to increase in adoption fees >If you only sterilize the shelter animals, the other animals in the community will continue to multiply
Adoption Scrutiny – matching	>Careful matching is critical to adoption success. The wrong animal with the wrong family often results in a return to the shelter (or worse) >Helps match animals based on adopter lifestyles >Volunteers can help match, make kennel cards with personality details, etc. >The matching process can include a meet and greet >Helps prioritize harder to adopt animals https://www.austinpetsalive.org/09/the-apa-matchmaker-program/ https://www.maddiesfund.org/matchmaking-working-with-adopters-and-pets.htm	>Too much scrutiny is a deterrent to adoptions >Requires time & training (staff & volunteers) to be an effective & efficient match-making adoption counselor >Requires time spent creating bios and kennel cards with details about each pet >Too much scrutiny can be considered harassment or discrimination; procedures / flow chart needed >Asking people to fill out an application before they interact with or select a pet is prohibitive
Adoption Scrutiny – landlord approval	>Gives shelter confidence in the adoption success; eliminates returns; ensures best home for animal >Landlord can restrict breed, size/weight to protect property >Gives tenant permission to house and keep the pet	>Hinders adoptions and keeps pets in shelter unnecessarily >Destructiveness does not always relate to size >Tenants may try to sneak pets in and risk eviction

	>Process can be streamlined so individual approvals are not needed; example, request apartments post their guidelines on their website for staff to verify	>Waiting for landlord approval can take too much time >Better option might be to have the adopter sign that they guarantee they can keep the pet where they live >Requires multiple trips by adopters who aren't aware of this requirement; frustrates the community & consumes resources
Adoption Scrutiny – other people in the house	>Confirms compatibility, especially with small children. >Making sure everyone in the household is in agreement to have a pet and matching pets with lifestyle may make for a better match	>Requires multiple trips by adopters who aren't aware of this requirement; frustrates the community & consumes resources >Not all family members can make the time to come in >Hinders adoptions and keeps pets in shelter unnecessarily
Adoption Scrutiny – other animals in the house	>Better chance of compatibility; reduces returns >Assists the adoption counselors in matching >Can pair with trial periods / foster to adopt	>Requires multiple trips by adopters who aren't aware of this requirement; frustrates the community & consumes resources >It takes time to acclimate & for pets to warm up to each other , especially in the shelter environment >Possible exposure to illness, injury, & stress >Staff time required to assess
Open Cat Rooms or Areas	>Increased play, socialization, enrichment opportunities and less stress; some cats do better in communal housing >Allows adopters to view cats in more natural environment; >Easy to retrofit into shelter >Projects a friendly and welcoming vibe	>Increased risk of illness, injury, escape, or death >Requires increased staff monitoring for signs of issues >Adequate space needed >Not all cats like this option
Unlocked Cat Kennels	>Allows public to interact with cats with no wait and no staff time required (= increase adoptions) >Projects a friendly and welcoming vibe	>Staff/volunteer might still need to enforce rules (also use signage for use of hand sanitizer, safety precautions, etc.) >Too many cats out at one time may result in chaos, spread of illness, or injury
Volunteers Allowed to Open Kennels - cat	>Frees up staff time and assists potential adopters >More likely to adopt if able to view and interact with animals	>Volunteers must be trained and experienced to control illness, prevent injury, etc. >May require additional protocols

		>Liability issues
Volunteers Allowed to Open Kennels - dog	>Frees up staff time and assists potential adopters >More likely to adopt if able to view and interact with animals	>Time and resources to build a volunteer team; train them to control illness, prevent injury, etc. >May require additional protocols & liability waivers >Risk of dog bites from a fearful or reactive dog
Mission Statement – revise?	>Good but may need to update with any new goals >Requires a county-wide paradigm shift; requires an initial time investment - retraining, revised job descriptions, SOPs, resources	> No change needed; mission statement aligns with the community and shelter's shared vision of saving/protecting animals; includes all aspects of animal sheltering/animal control
Name Change – from Animal Services to Animal Care, or?	>"Animal Care" sets a better tone and sounds animal driven; Presents a softer service being offered >Change Animal Control to Animal Protection to align with proactive, resourceful approach to save lives >Suggest a name change from San Marcos Regional Animal Shelter to Hays County Regional Animal Shelter to identify as a county-wide operation (intake, reclaim, volunteers, fosters, adopters, etc.)	>Regional might not be needed if we don't support all areas >Time and resources spent updating website and materials
Transparency - high	> ASPCA strongly supports a requirement that key records & data be maintained by all shelters, both public & private, routinely reported to an appropriate central entity, and made available to the public.[6] >Builds trust with community & government partners >Aligns with the progressive shelters and transparency is a crucial component of the no-kill model >Improves the return to owner rate >Highlights the animals that most need saving >Taxpayers are entitled to know what is happening at a public service they are paying for	>Community backlash but it will subside when they see the improvements > Establishing and running a business typically requires some guidelines and restricted information. The risk of transparency is it may affect the perception. Any negative perception may get exaggerated and become more of a focal point than the overall mission

	>Transparency makes it easy to help >Positive outlook for adopters who may like info & history on the facility they are adoption from	
Transparency – mid (sensitive subjects/cases)	> Generating public support that positively impacts the shelter in resolved cases of animal cruelty or neglect >There are some situations where sensitive cases should be kept from the general public	CF: Generating public outcry and social media nastiness in cases of animal cruelty and neglect that are suspected but unresolved
Euthanasia – dangerous or aggressive	>Increased owner, staff and public safety >Despite intensive behavioral training, some animals' behavior cannot be improved >Allows more room in shelter for more-adoptable dogs >Long-term maintenance of dangerous or aggressive animals at a shelter strains the shelters' financial resources and limits other programs >Criteria must be established for both cats and dogs. No-kill should be responsible	>Some aggressive animals can be helped by a good trainer, veterinary behaviorist, foster and/or medication >Inadequate history for some animals can result in euthanasia before an animal's behavior/emotional state is fully assessed >No accepted/common definition of "dangerous or aggressive"; variation in assessment and protocols; subjective >Cats don't pose the same threats as dogs would >All animals, including aggressive and severely ill/injured (untreatable) must be included in the shelter's numbers
Euthanasia – terminal condition	>Criteria should include quality of life, suffering, and life expectancy >No-kill should be humane >It can be said that this is the most humane thing to do for the animal	>Community backlash >Need clear guidelines and protocols >It is possible to find hospice fosters, rescues, and adopters >If the animal is not suffering, why kill it? >All animals, including aggressive and severely ill/injured (untreatable) must be included in the shelter's numbers
Euthanasia – long stay (define)	> Too much time in a shelter can make animals sick, depressed, crazy (further reducing chance of adoption) >Not necessarily efficient/cost-effective to have one animal taking up cage space and resources that could be spent on	>Other options are available (training/behaviorist) >Unclear how to define "long-stay" >No-Kill means that all healthy and treatable animals are saved by

	many others	implementing programs fully and correctly– fosters, adoption outreach, rescue outreach, labeling and cage cards, bio writing, creative marketing, dog walkers, socialization, behavior training,
Euthanasia – after code red to rescues	>Makes space in the shelter and preserves resources for more adoptable dogs >Tough decisions have to be made once the shelter is full and there is no response to the request for help	>May be euthanizing animals that could be adopted if space is available; or animals that only have minor health issues >Need standards; # of rescues to be contacted? How much notice? How easy will it be for rescue groups to pull animals?
Euthanasia – illness or injury requiring advanced treatment and/or cost (define)	>Prevents suffering if unable to remedy >Considers quality of life, as defined by 5 Freedoms >Re-allocation of funds and resources to other animals >Requires staff time to do pleas and coordinate rescue	> Many rescue options exist for complex cases; options for foster during treatment, with proper resources/programs, pleas >Need standards for "too ill/injured to be saved" >The community rallies behind sick/injured animals and should be enabled to help >All animals, including aggressive and severely ill/injured (untreatable) must be included in the shelter's numbers
Animal Care Matrix for Vet Techs– ill, injured	>Good practice to establish medical protocols >Empowered and well-trained vet techs can help immensely with illness prevention, assessing urgency of cases, identifying issues before they spread, etc.	None
Trap/Neuter / Return Cats	>Reduces populations in specific feral cat colonies >Already collect location data upon intake >Most effective with consistent efforts county-wide across multiple local jurisdictions >Addresses the issue that community cats have made up one of the largest groups of cats dying at the shelter; most humane and cost effective >Shifts focus from impound to problem solving, community education, and most importantly spay/neuter to keep the free-roaming cat population under control; builds trust & communication between APOs and trappers/caregivers;	>Community backlash – must create written resources and educate the public >Resources required (staff & volunteer time and resources) >May take focus away from potentially adoptable pets >Requires diligence (sterilize all cats in a colony; maintain documentation

	>Once sterilized, many cats lose the urge to roam and fight, eliminating most nuisance behaviors (such as yowling, spraying, roaming, and reproducing). >It helps the shelter. TNR keeps unadoptable cats out of the shelter, reducing shelter killing and freeing up valuable space and resources for other cats in need. >It improves the lives of cats. Through TNR, outdoor cats are able to continue living healthy, happy lives without the stresses associated with mating. https://www.maddiesfund.org/lets-keep-community-cats-in-the-community.htm	
Barn Cat Program	>Saves cat lives & reduces litters; those adopted out are healthy, fixed, vaccinated and micro-chipped >Adoption fees waived or affordable >They're a natural, organic method of pest control >Rescue partners can help >Provides a live outcome for the feral/unsocial community cats that for whatever reason cannot be returned to their outdoor environment they are already familiar with (which is always preferable); >Fairly inexpensive program	>Most of these cats are considered feral and unsocialized, so it may be difficult to continue proper care and vaccinations >Can be very inhumane if done improperly; requires proper relocation protocols/equipment >Requires accurate assessment of behavior and proper handling/housing (training and written protocols/checklists). >Requires marketing/outreach to find barn homes
Infrastructure to Expand/Contract Ops Based on Intake	>Plenty of options: boarding at vets, flexible kennel configurations, off-site kennel runs, off-site kennels for moms with litters to reduce illness and stress; use of group home environment; use of regular partners >Allows for consistent intake procedures regardless of capacity	>Multiple locations makes it more difficult to keep track of and care for the animals >More money and resources won't solve all of the problems; must also focus on customer service, leadership, transparency, responsiveness, detailed & accurate documentation, community building, improved public perception, empowered staff and volunteers, moving animals efficiently through the shelter

Live Outcome Rate – include severely ill	>Consistent with benchmarks & transparency (Target Zero acknowledges that certain large breed shelter dogs may have non rehabilitative aggression issues and other shelter pets are too critically ill to save. It is estimated that both of those groups could add up to 10% of the shelter animals, so a goal of a 90+% live release rate is considered reasonable. >Accountability and counting every life	>Community backlash if not included; need to build trust >What does "severely ill" mean? There needs to be clear guidelines or this is completely subjective >Open intake shelters must take even the worst animals who cannot be saved and it counts against the shelter in the rate
Live Outcome Rate – include severely injured	>Consistent with benchmarks & transparency https://www.shelteranimalscount.org/who-we-are/about "By having clear, tangible data to share with your stakeholders – from the public, to elected officials, to funders, and many more – you have the ability to tell the story of the true impact your programs and services have on the animals you care for, as well as the community at-large.	>Community backlash if not included; need to build trust > Open intake shelters must take even the worst animals who cannot be saved and it counts against the shelter in the rate >What does "severely injured" mean? There needs to be clear guidelines or this is completely subjective
Live Outcome Rate – include owner requested euthanasia	>Consistent with benchmarks & transparency >Highlights the need for this community service for citizens - mostly who cannot afford vet services, or in an emergency >Would appease the group of people that are totally against euthanasia; would also improve your numbers	>Community backlash; need to build trust >Owner requested euthanasia should still be assessed by staff and documented >Open intake shelters must take even the worst animals who cannot be saved and it counts against the shelter in the rate >If an owner requests his animal be euthanized, it should be honored
Live Outcome Rate – include dangerous and aggressive	>Consistent with benchmarks & transparency >Would appease the group of people that are totally against euthanasia; would also improve your numbers	>Community backlash; need to build trust >Open intake shelters must take even the worst animals who cannot be saved and it counts against the shelter in the rate >Dangerous/aggressive needs to be defined >A dangerous/aggressive animal should not be fostered or adopted out. It is irresponsible to adopt a dangerous animal out to anyone; someone could get hurt. >The cost of keeping the animal & the space it will occupy

		>Keeping it in a kennel constantly might even drive it to be more dangerous
Rescue Vetting – minimum	>Verifies their medical protocols, time in business, and any complaints or issues >Minimizes risk of rescues not properly caring for the animals placed in their care >Expands pool of rescues to get animals out of the shelter quicker	>Minimal vetting may not be enough to detect issues >Community backlash if something happens to animals we sent to a particular rescue and only did minimal vetting
Rescue Vetting – maximum	>Verifies their medical protocols, time in business, and any complaints or issues >Ensures proper animal care at rescue; best attempt to prevent animal hoarding cases	>Too cumbersome; results in fewer rescues available >Time consuming for staff >May frustrate rescue partners and they will pull animals elsewhere from shelters that are more cooperative

Component – Initiatives	Pros	Cons
Microchip Events (Insert & Update Registry)	>Easy to do anywhere with the right marketing >Assists with owner reclaim (especially if paired with creative outreach in target zip codes) >Low-cost life-saving initiative; will decrease shelter intake and reserve space for those that need it >Proactive and progressive initiative to prevent animals from entering shelter and to save lives >Save taxpayer $ in the long run	>Cost of staff time and chips (if subsidized) >Requires marketing of the events
Off-Site Adoptions	> Exposure for the pets and raises awareness for those that don't visit the shelter; visibility for shelter >Already have adoption trailer >Promotes adoptions but also opportunities for volunteers, fosters, donors	>Staff time and effort even if volunteers assist >Constant monitoring of animals, volunteers and the public in a variety of environments >Requires advance planning and preparation
Animal Behavior/Training	>Trained animals are more adoptable and less likely to injure people or other animals >Trained animals may be more calm at the shelter >Can use a contract trainer, on an as-needed basis, to control cost >Easy and necessary to correct timid, unsocial, or minor behavioral issues >All staff can learn from it and be able to differentiate between serious behavioral/aggression issues and things that can be corrected >Can create tip sheets for new/inexperienced pet owners and folks wanting to surrender their pets	>Financial/budgetary cost (trainers/behaviorists on staff or contract; additional shelter techs >Must also train volunteers (to reinforce training) and adopters (to ensure training is retained and not lost) >Requires clear SOPs and written resources at the shelter and also widely available to the community

Grow Volunteer Base (Job Corps, TX State, Habitat for Humanity, Employers)	>The community has shown they want to help SMRAS >Already have a good base of volunteers through groups and organizations; just need to access >Can use empowered volunteers for projects and large tasks that can be completed by a group in a day or over a period of time; Creates team-building and camaraderie around a worthwhile cause.	>Staff time to establish and manage; best to keep process simple and flexible for schedules Requires coordination and leadership to effectively manage volunteers and use their time/skills/talents to have the greatest impact
Implement Volunteer Tiers – special projects	>Once a good base of volunteers is established, the superstars will be easily identified for the development of the tiers >A small group of empowered and trained volunteers can do the work of a full-time staff member; helps new programs take off; gives extra attention to harder to adopt and special needs animals, boosts team morale; fosters creative ideas; builds trust between the shelter and the community; ensures more people know how to perform various roles (making programs/departments more sustainable)	>Staff time required to manage >Hard for staff to give up control to others (can be scary) >Requires that more time and resources be spent on training; volunteers can be overly critical and cause an uproar if they see something they don't like/spread rumors based on not having all the information
Strengthen Regional Peer Shelter Support	>Utilizes resources and suggestions readily available >Plenty of leaders in the region and the country that can offer advice, support, protocols, info about programs/rescue partners, etc. >Additional benefit of promoting for each other and transferring animals based on who has space	>First need to overcome reputation of lack of support of no-kill movement >Initial investment of time to grow a network of support (but ultimately critical to life-saving and relationship building)
Ambitious Spay/Neuter in Community	>PALS already has a facility and can expand >PAWS already established a volunteer vet program >Proactively and significantly reduces unwanted litters; reduces roaming and reduces shelter intake	>Can be a huge expense/investment >Requires staff time to coordinate & target worst areas >Requires finding vets willing to do the work >Requires location with adequate capacity Requires community outreach and volunteers

	>Improves pet behavior throughout community which decreases surrender; improves pet health & wellness; non-surgical options available for male dogs; risk of euthanasia outweighs risk of anesthesia >Initial investment that pays off big in the long run.	
Volunteer-Driven Special Projects	>Many volunteers desire ownership of specialty projects; often function as "unpaid employees" >Empowered volunteers can get a lot done; builds trust between the shelter and the community >Can recruit/match based on skill level & passion >If managed right, volunteer turnover will be minimal	>Establishment and coordination >Must create protocols, training, and job descriptions >Requires continuous communication
Enhance Network of Non-Profit Providers	>Large nonprofits like Maddie's and Best Friends *want* to give you money if you can prove your mission >They are a vital source for fund-raising and can often solicit specific donations that aren't budgeted. It also increases community awareness and involvement. >Can use this network to disperse public service announcements about spay/neuter/microchipping; build base of volunteers/fosters/donors/adopters, etc	>May need a grant writer for some of these functions >The donations may be limited or restricted by timing and availability. >Requires staff time to grow a network of support
Use of Technology – identify problem areas	>Good way to keep the public informed on intakes, current events, adoption specials, shelter needs, etc. >Systems are available to allow volunteers to assist with limited access to the system >Can find systems that are user friendly >Basic worksheets in Google Drive can assist in tracking and managing programs. >Can scrutinize data and make a plan to save the animals most identified to need saving	>Extensive manpower, training, and funding >Not everyone is tech savvy >Can experience breaches in privacy >Relies on good record-keeping; the data is only as good as the documentation and entry.

	>Supports the continuous design and re-evaluation of programs meant to save lives >Use of technology can be used to document thoroughly at intake; assess conditions surrounding transport to shelter and behavior; train staff >Assess dispatch records to identify repeat offenders, problem neighborhoods, and do some proactive work in these areas (whether it is free spay/neuter, microchip, fixing fences, dog houses, free pet food, lists of low-cost vet resources, hanging flyers, etc.) >Use data to target the people who won't necessarily see posts on the website and social media http://www.maddiesfund.org/using-data-to-make-austin-a-no-kill-city.htm	
Use of Technology – network shelter capacity monitoring	>To allow rescues at least 48 hours for pick up when in Code Red >Real-time entry and updates >Automatically photographed from the field >Cameras to monitor animals; assess space remotely >Automatic calculations (space available/intake room) >Enables rescue partners and fosters to market types and sizes of animals to expedite flow >Ability to check microchips on the spot and return pets right away rather than bringing to the shelter >Monitoring statistical data regarding intake and disposition to help in making a strategic plan and constantly improving/evolving	>Staff time until more systems are automated >Technology expense >This is not the overall solution; still requires marketing, leadership, empowering and training staff in all key areas of the shelter's operation; foster program, improved website with information about the adoptable animals, photos of ALL animals posted upon intake, quick response to rescues wanting to pull animals, a robust adoption program, volunteer program, and passion for saving animal lives

Partner With Non-Profits - human health outreach and projects	>Expands your adopter/foster pool & volunteer base >Increases pet retention in populations with mental illness or physical challenges 4a feel good effect #8 >Improved community mental and physical health >May improve overall sense of community >Dog walking may result in higher dog adoptions >Good way to reach communities involved in things like microchipping/vaccinations/spay-neuter that may not otherwise reach certain populations >Creative ways to build a relationship with difficult target areas; example, hold festival there; partner with other organizations (not animal related) that are valued and trusted – church groups, food bank, youth groups, music/dance groups; have conversations about animal care and provide resources.	>Requires coordination with other agencies >Increased costs and staff time >Hard to justify expense without immediate/tangible results
Partner With Non-Profits – grant writing	>Once you develop program templates, they can be tweaked for specific funding projects >Grant writers are out there seeking work; volunteer grant writers too	>Staff time, training, development of programs >Coordination and working closely with each contact to exchange data, ideas, results
Partner With Non-Profits – animal family planning	>More relationship building/partnerships = better >Once the framework is created, outreach is something volunteers can assist with also.	>Staff time and leadership to grow networks and collaboration
Partner With Non-Profits – pet food bank	>Existing model programs already exist; just need to duplicate at SMRAS – utilize donated food that can't be use – expired, opened, etc. >The more relationship building and partnerships, the better. If the framework is created, outreach is something volunteers can assist with also. >Helps shelter	>Staff time to create, implement, and promote >Staff time and leadership to grow a network of support >May not be a consistent source

Partner With Businesses – foster/adoption programs	>Recruitment of businesses to manage foster kittens will help especially during peak kitten times >More visibility for the animals to get adopted >Can promote all initiatives and animals in the shelter by posting display board of available animals in lobby >Building robust foster & adoption programs are crucial and outreach is how to get there. If the framework is created, outreach is something volunteers can assist with also.	>Time & resources to develop the program, train, manage, and track all kittens in the program >Concern for the safety of the animals being outside of the shelter in a business. People potentially coming in that do not like animals to the businesses. Bite/Scratch concerns >Staff time and leadership to grow a network of support
Partner With Businesses – sponsorships	>Can develop and promote events/programs that support the shelter and the public in reaching goals >Additional resources, donations, and promotion of adoptable animals >The more relationship building and partnerships, the better. If the framework is created, outreach is something volunteers can assist with also.	>Staff time and resources used in the development of events >Time consuming; needs dedicated person; cost >It takes work and leadership to grow a network of support

Other ideas & comments:

~Progressive adoption policy   ~Limited intake is for strays only   ~Scheduled intake is for owner surrenders only

~Sheltered community cats   ~Shelter diversion should include all 3 together (fosters, case manage/resources, chip readers in community

~Education of community (HSUS Pets for Life)   ~Name change suggestion: Hays County Animal Center   ~Prevent disease/vaccinate

~Re: Euthanasia for long stay: fewer long stays if implement programs, streamline flow, outreach, & transparency

~Transport program; get animals to pet-deficient areas (other states & Canada; www.doobert.com)

Compiled from individual committee member input ~ February 2019

Pawsitive Outcomes Implementation Plan Committee

San Marcos Regional Animal Shelter