

To the Los Alamos County Council:

After much research and deliberation, the members of the ASAC have approved the following report to the Council. This report completes the initial tasks for the Committee outlined in the ASAC Charter, Section II, Subsection A. The initial tasks are listed in the report with the Committee's responses incorporated.

Respectfully submitted,

Wendee Brunish, Chair
Linda Zwick, Vice Chair
Melissa Bartlett
Wendy Marcus
Mary Timmers
Sally Wilkins
Jennifer Young

June 11, 2019

**REPORT OF THE
ANIMAL SHELTER AD HOC ADVISORY COMMITTEE
TO THE LOS ALAMOS COUNTY COUNCIL**

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Animal Shelter Ad Hoc Advisory Committee Members

Wendee Brunish, Chair

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Mary Timmers

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The members brought extensive and varied experience to the Committee and have a combined 48,000 hours of volunteer experience. Their experience includes, but is not limited to:

- Behavioral evaluation
- Training, from basic obedience to search and rescue
- Program coordination with other shelters and rescue organizations
- Mobile adoptions
- Foster programs
- Fund-raising
- Examination of legal issues

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REPORT OF THE ANIMAL SHELTER AD HOC ADVISORY COMMITTEE TO THE LOS ALAMOS COUNTY COUNCIL

EXECUTIVE SUMMARY

The Animal Shelter Ad Hoc Advisory Committee was formed from applicants from the community at large. Committee members were appointed by the County Council to (1) describe the current operational structure of the Animal Shelter, (2) consider other alternative structures and related costs for an Animal Shelter, and (3) make a recommendation on shelter operations to the Council. In this report, the Committee presents the Animal Shelter's current organizational structure and level of function, difficulties that need to be addressed, and a recommendation for overcoming these difficulties and improving this community resource.

The Committee found several issues with the current organizational structure. They are as follows.

Issue 1. The Los Alamos County Police Department (LAPD) is in charge of the Shelter operations. It is staffed by Animal Control Officers who have been trained in animal control responsibilities but not Shelter operations. Shelter operation training includes animal welfare best practices, shelter animal behavioral evaluation (for both public safety and adoption matching), enrichment and behavioral modification, adoption counseling, surrender prevention, and public education and outreach, whereas Animal Control training focuses heavily on law enforcement areas, such as cruelty and bite investigations, nuisance complaints, and disaster preparedness. Depending on available staff, training, and conflict with AC duties, the ability of the LAPD to keep up with the demands of these Shelter operations varies considerably; often they are done poorly or not done at all.

In this operational model, the Shelter has been chronically under-staffed. This is causing multiple problems that impact both the quality of citizen experiences at the Shelter and the ongoing care of the animals resident there. The animals at the Shelter are legally owned by Los Alamos County, and it is the duty of the County to provide the highest standard of humane care for the animals while they are under the ownership of the County.

Issue 2. The Animal Shelter's funding is part of the LAPD budget. This results in a situation where law enforcement priorities may cause a shift in funding away from Shelter animal welfare needs.

The funding issues not only affect the staffing level, they also affect the Shelter's ability to provide medical care for its resident animals. There is not enough funding to support anything more than limited medical care.

Issue 3: Animal Control priorities sometimes directly conflict with Shelter operational priorities. For example, when the LAPD Animal Control Officers must go out on a call, the Shelter may be left with no staff onsite and must be closed. This results in irregular hours at the Shelter and diminishes the ability of (1) the public to adopt animals and (2) the volunteers to do their work. Surveys indicate that this is greatly frustrating to both the public and the volunteers.

Issue 4: A robust volunteer program existed before 2017 when the LAPD took over the program. The LAPD has limited experience in developing and running a volunteer program, which has raised some concern with Committee members. Currently, the LAPD's volunteer training consists of an orientation and a short video followed by a multiple-choice quiz; this is not an adequate training program for volunteer knowledge or safety. The previous training program, which evolved over the years to include a set of three classes, supervised hands-on interactions with animals, and mentoring, resulted in a high level of skill among volunteers.

Issue 5: Under LAPD, the Shelter suffers chronic staffing and funding shortages. The current LAPD staffing plan provides one Shelter Manager and three Public Service Aide Animal Control Officers, who are required to split their time between Police duties and Shelter duties. The Shelter is currently only open to the public 6 days a week for 6 hours a day, and often there is only one person on duty. This person also must respond to animal control calls, and therefore, the shelter is often closed during regular operating hours. The limited staff and limited hours open to the public do not allow adequate time to both properly care for the resident animals and provide consistent, high-quality customer service.

On average, there are 10 dogs and 12 cats at the Shelter. This number of resident animals requires approximately 3 hours every morning to perform just basic cleaning and feeding and does not include other tasks such as administrative record keeping. Normal shelter operations (not animal control) tasks include, but are not limited to, the following.

Daily Shelter Operations

Cleaning: Perform daily cleaning of dog kennels, indoor and outdoor runs, cat room, litter boxes, and food and water bowls; laundering animal bedding; and washing toys. Also, clean work areas and public areas, like the public bathroom, lobby, kitchen, etc..

Feeding/Watering: Provide resident animals with food and water, sometimes multiple times a day.

Medicating: Administer medications and other needed treatments.

Providing Enrichment: Provide animals with enrichment activities to alleviate the stress of living in a shelter environment.

Evaluating and Tracking Daily Behavior: Note and communicate changes in animal behavior, especially changes that affect adoptability or indicate signs of stress.

Interacting with the Public: Provide customer service both in person and on the phone.

Maintaining Records: Update official records and informational white boards of the status of each animal in the shelter in terms of animal care, exercise, medications provided, adoptions, and surrenders.

Managing the Volunteer Program: Train, supervise, schedule, and manage shelter volunteers to make best use of their time and skills.

Additional Tasks

Evaluating: Assess animals for adoptability.

Deep Cleaning: Sanitize to prevent the spread of disease

Arranging Appointments and Transport: Get animals to veterinarian and grooming appointments.

Training: Use standard, accepted methods to train animals as needed (including behavior modification).

Performing Animal Welfare Outreach: Interact with Shelter customers, including adopters and those surrendering animals, and the general public in a variety of animal welfare situations, such as surrender prevention, companion animal care, and human education activities.

Performing Other Activities as Needed: Setting up adoption events; maintaining an internet, press, and social media presence; creating and updating procedures and checklists; and training new staff.

Conclusions

The Committee looked at a number of operations models and has developed a recommended solution for changes to the current structure. The Committee's recommended solution is to move Shelter operations to the Los Alamos County Community Services Department. Animal Control, i.e., law enforcement functions, would remain under the auspices of the LAPD.

The Community Services Department is a customer-service organization that is designed to provide a wide range of social services to the citizens of Los Alamos County. This department also has extensive experience developing and running volunteer programs. Moving the Shelter operations to the Community Services Department (1) removes the threat of a budget that is reduced or limited as a result of differing police priorities, (2) allows additional training in Shelter operations and animal welfare that does not involve law enforcement priorities, and (3) allows Shelter operations staff to focus on animal care instead of law enforcement.

Under the Community Services Department, the Shelter will need three full-time operations personnel and a full-time Shelter Manager (a total of four personnel) to ensure that the Shelter can maintain regular open hours and the level of care that should be provided to County-owned Shelter animals are entitled.

Therefore, the Committee's recommendation is that Shelter operations be moved from LAPD and put under Community Services and that funding be provided for three full-time operations personnel and one Shelter manager. The current budget for the Shelter is \$372,540.00. The budget for the model recommended above is \$380,540.00. There would also be a net increase to the County for the salaries of the Animal Control Officers who would still fall under the LAPD budget. Detailed budget figures are provided in the full report.

REPORT OF THE ANIMAL SHELTER AD HOC ADVISORY COMMITTEE TO THE LOS ALAMOS COUNTY COUNCIL

1. INTRODUCTION

In September 2018, the Los Alamos County Council appointed a seven-member Animal Shelter Ad Hoc Advisory Committee (“ASAC” or “Committee”) to “serve as an advisory body to the County Council . . . on the organizational structure of the Los Alamos County Animal Shelter (“Shelter”), policies and procedures appropriate for the Shelter, and other issues that the Committee and County staff determine are material to the organization and operation of the Shelter.” (Animal Shelter Ad Hoc Advisory Committee Charter, Section I, Purpose.)

To complete the Committee’s assigned scope of work, Committee members created several three-person working groups with overlapping membership to investigate areas of interest, including budgets, volunteer and staff interviews, and public input. This material is presented in the appendices at the end of the report.

The following initial tasks were assigned to the Committee; the Committee’s findings and recommendations are detailed in this report.

1. Describe the current operational structure of the shelter.
2. Consider other potential operational structures for the shelter.
3. Provide high-level estimates of costs to the County for the potential operational structures, and compare those cost estimates to the costs of the current operational structure of the Shelter.
4. Provide a recommendation to the Council as to what type of organizational structure best meets high standards for the humane treatment of animals while providing a high-level of service to the citizens of the County.
5. Provide a report to Council on the above within six (6) months of the appointment of the Committee members.
6. The above report shall also contain suggestions as to other Shelter issues the Committee believes should be addressed after completion of the Committee’s initial task.

2. MISSION

ASAC’s stated mission is to provide a recommendation to the Los Alamos County Council, with high-level cost estimates, as to what type of organization structure best meets high standards for the humane treatment of animals while providing a high level of service to the citizens of the County. This recommendation should be aligned with the needs and expectations of our citizens and the local animal rescue community

3. VISION

ASAC’s vision is that the County will (1) adopt best practices for shelter animal welfare; (2) provide excellent service for surrender, reclaiming, and adoption of pets; and (3) be a good

partner to other shelters, rescues, and humane organizations in our community to maximize our impact on animal homelessness.

4. SCOPE OF WORK

This section discusses the Council's assigned tasks in detail.

1. The Current Operational Structure of the Shelter

The Los Alamos County Animal Shelter is operated and funded by the Los Alamos Police Department (LAPD) under its Animal Control unit. The funding and the full-time-equivalent staff positions (FTEs) are derived from and controlled by the LAPD's budget and FTE cap.

The Animal Control unit has a total of four staff, three of whom are Public Service Aides (PSAs) whose primary duties are animal control. Animal Control's primary functions include

- addressing citizen complaints (barking dogs, etc.),
- picking up roaming dogs,
- investigating bite cases, and
- investigating cruelty cases.

In cases of bites or other dangerous dog cases, these activities take precedence over animal shelter functions. The three Animal Control PSAs also have duties at the animal shelter, including feeding and cleaning and handling surrenders, reclaims, and adoptions with members of the public. In addition, Animal Control officers must document investigations and serve as court witnesses for custody, cruelty, and dangerous dog cases.

The fourth staff member is the Shelter Manager, who is primarily responsible for shelter operations. This position was only added 3 years ago; the first Shelter Manager left the position, and a second Shelter Manager was hired recently. Both individuals holding the position had some animal control experience, but the first had most of their experience at a high-kill shelter where time and funding did not allow for the development of high-quality public service programs and animal welfare protocols. The second individual has some prior shelter experience but again has no recent experience and no experience with the development of programs and animal care protocols based on current best practices.

This shelter structure has been in place since Los Alamos County was incorporated.

2. Other Potential Operational Structures for the Shelter

Based on research, animal shelters fall into three funding models and two operational models. The funding models are

1. publicly owned and operated (by a city or county),
2. privately owned and operated (by a non-profit organization), and
3. a combined structure using both public and private resources.

The operational models are

1. a traditional shelter (catching and holding stray animals, accepting surrenders of unwanted and homeless animals, adopting out animals, etc.) and
2. a transfer-only shelter (surrendered and stray animals are held for a specified length of time till they become shelter property and then are transferred to a traditional shelter for adoption).

The most common operational/funding model is the traditional shelter that is publicly owned and operated by a city or county. This is followed by a traditional shelter that is run as a joint operation between a public entity and a private humane society, with the resources provided by each entity varying with the situation. Publicly owned and operated transfer-only shelters can be found but do not appear to be as common.

Publicly Owned and Operated Traditional Animal Shelters

Traditional publicly owned and operated animal shelters generally combine two functions: shelter and animal welfare operations and law enforcement of animal-related ordinances and laws. In this model, all funding for the shelter and animal control is budgeted and controlled by the public operating entity. Both operations are often combined into a single facility and organizational structure. The functions and activities are not necessarily contradictory, but there will be a constant tension between them as their goals and emphasis differ and the two sides ultimately are competing for funding out of the same organization.

Combined Publicly-Privately Operated Traditional Shelters

“Combined shelters” use the combined resources of privately operated, non-profit humane societies to run and manage shelter operations through cost-sharing contracts with public entities that provide animal control and law enforcement functions. Thus, law enforcement/animal control and animal sheltering functions are split and are supported by separate and different funding streams. The resources provided by each organization are divided in various ways.

For example, the public entity can support shelter operations by providing a physical facility and infrastructure as part of the cost-sharing contract. All other costs are provided by the humane society running the shelter through active fund-raising. Both the Espanola and Santa Fe Humane Societies operate their shelters in this way.

In the past few years, the County issued requests for input (RFI) to solicit interest from non-profit animal welfare organizations in running the Los Alamos Animal Shelter. No responses were received.

Privately Owned and Operated Animal Shelters

Privately owned and operated shelters are run by humane societies and dedicated rescue organizations and obtain all of their operating funds through a wide range of fund-raising activities, such as donations, benefit events, grants, endowments, etc. Their only function is to shelter homeless and stray animals and find them adoptive homes. There is no animal control or law enforcement function associated with these.

Transfer-Only Animal Shelters

Transfer-only animal shelters are animal control/law enforcement facilities that are not designed for long-term physical and behavioral care and eventual adoption of homeless and

stray animals. They are owned and operated by public entities such as cities or counties, and there are contracts in place for other traditional shelters to receive animals from the transfer-only facility. Animals are kept only long enough to become public property and then are transferred to a receiving traditional shelter. These shelters are found in areas, such as small towns, that do not have the resources to sufficiently fund or staff a traditional animal shelter.

3. High-Level Cost Estimates for Potential Operational Structures and a Comparison of Those Cost Estimates with the Costs of the Current Operational Structure of the Shelter

As part of the Animal Shelter Ad Hoc Advisory Committee tasking, the Budget Subcommittee prepared budget estimates for a number of operational models for the Los Alamos Animal Shelter.

Maintain Current Structure

The current Animal Shelter budget under the Police Department is \$372,540, including salaries and benefits for three Animal Control Officers. Their primary duty is to respond to animal control issues such as picking up stray animals, responding to nuisance animal calls and dog bites, etc. When they are not responding to animal control calls, the officers work at the Animal Shelter and execute normal shelter operational duties such as feeding animals, cleaning cages and dog pens, transporting animals to veterinary appointments, and interacting with the members of the public who are seeking animals to adopt or surrendering animals. Table 1 provides a breakdown of the current costs.

Given the random nature of Animal Control calls, the current model of operation can leave the Shelter unattended during normal business hours, leading to missed opportunities for the public to visit and perhaps adopt animals. There also are reports of volunteers who have been walking dogs being locked out of the Shelter upon their return from an outing, which has a negative impact on both the dog and the human.

A relatively simple option to improve the operation of the shelter and its level of customer service would be to add additional staff in the category of Shelter employees that are not Animal Control Officers to more fully cover the operational hours of the Shelter. It is estimated that the cost of salary, benefits, and training for a single shelter employee is on the order of \$70,000, and two additional shelter employees would be required to cover the operational hours; this would be a total additional cost of about \$140,000. Table 2 provides a breakdown of the costs of this enhancement to the Shelter operations.

Table 1.Current Shelter Costs (\$).

	Salary	Benefits	Total
Shelter Manager	62,000	19,840	81,840
Public Service Aide #1	50,000	16,000	66,000
Public Service Aide #2	50,000	16,000	66,000
Public Service Aide #3	50,000	16,000	66,000
Professional Services (Animal Medical Care)			60,000
Communications/Freight-Other			100
Advertising			1,000
Membership and Dues			400
Printing and Binding			200
Travel and Training Costs			7,000
Other Services/Expenses			200
Supplies-Fuels-Gasoline			
Supplies-Automotive			
Supplies-Office			500
Supplies-Uniforms/Badges/Access			1,600
Supplies-Other Operational			8,000
Warehouse Withdrawal-Inventory			5,000
Equipment <\$5,000			
Furniture <\$5,000			4,200
Computer Equipment <\$5,000			
Other Tools/Furn/Equip <\$5,000			
Computer Software			4,500
I/F-Cont-Svcs-Other			
IDC-Vehicles			
IDC-General Insurance			
Bank/Fiscal Charges			
Total			372,540

Table 2. Enhanced Staffing Shelter Costs (\$).

	Salary	Benefits	Total
Shelter Manager	62,000	19,840	81,840
Public Service Aide #1	50,000	16,000	66,000
Public Service Aide #2	50,000	16,000	66,000
Public Service Aide #3	50,000	16,000	66,000
Shelter Employee #1	40,200	12,864	53,064
Shelter Employee #2	40,200	12,864	53,064
Professional Services (Animal Medical Care)			60,000
Communications/Freight-Other			100
Advertising			1,000
Membership and Dues?			400
Printing and Binding			200
Travel and Training Costs			9,000
Other Services/Expenses			200
Supplies-Fuels-Gasoline			
Supplies-Automotive			
Supplies-Office			500
Supplies-Uniforms/Badges/Access			2,200
Supplies-Other Operational			8,000
Warehouse Withdrawal-Inventory			5,000
Equipment<\$5,000			
Furniture <\$5,000			4,200
Computer Equipment <\$5,000			
Other Tools/Furn/Equip <\$5,000			
Computer Software			4,500
I/F-Cont-Svcs-Other			
IDC-Vehicles			
IDC-General Insurance			
Bank/Fiscal Charges			
Total			481,268

Move Shelter Operations to a Civilian Department

Another option that the Committee has been considering is moving Animal Shelter management from the LAPD to the Community Services Department. The drivers for considering this option are described in detail later in this report. The Shelter budget would remain largely the same as it was under the Police Department. The three original Animal Control Officer positions would remain the same but be organizationally and physically moved to direct LAPD operations. Three new positions would become three shelter workers who are specifically not responsible for animal control and whose sole focus would be on the care and well being of the animals at the Shelter. There would be additional costs to the County in that the three Animal Control Officer positions would remain on the payroll and there would be three additional staff positions. The cost of the Animal Control Officer salary, benefits, and training is roughly \$230,000. The three additional PSA positions are estimated to cost roughly the same amount. However, it should be noted that the Animal Control Officers that would be fully dedicated to law enforcement functions under this model could be temporarily reassigned to other duties as needed as they would no longer be performing Shelter duties. In addition, the Shelter would have to purchase its own vehicle, adding a one-time cost of \$40,000 plus annual maintenance and replacement costs of \$8,000. Thus, this option would cost the County roughly \$238,000 more per year. The cost breakdown is detailed in Table 3.

Table 3. Shelter Costs under Community Services (\$).

	Salary	Benefits	Total
Shelter Manager	62,000	19,840	81,840
Shelter Employee #1	50,000	16,000	66,000
Shelter Employee #2	50,000	16,000	66,000
Shelter Employee #3	50,000	16,000	66,000
Professional Services (Animal Medical Care)			60,000
Communications/Freight-Other			100
Advertising			1,000
Membership and Dues?			400
Printing and Binding			200
Travel and Training Costs			7,000
Other Services/Expenses			200
Supplies-Fuels-Gasoline			
Supplies-Automotive			
Supplies-Office			500
Supplies-Uniforms/Badges/Access			1,600
Supplies-Other Operational			8,000
Warehouse Withdrawal-Inventory			5,000
Equipment <\$5,000			
Furniture <\$5,000			4,200
Computer Equipment <\$5,000			
Other Tools/Furn/Equip <\$5,000			
Computer Software			4,500
I/F-Cont-Svcs-Other			
IDC-Vehicles			8,000
IDC-General Insurance			
Bank/Fiscal Charges			
Facility Maintenance			
Utilities			
Total			*380,540

*Overall County budget would have to increase by \$230,000 to cover Animal Control Officers in the Police Department.

Make the Shelter a Transfer-Only Station

The Committee also studied the option of operating the Shelter as a transfer-only shelter. In this option, stray animals would be housed for the requisite time for owners to reclaim their roaming pets from the Animal Shelter. If an animal is not reclaimed in the time allotted, the animal would be transferred to another shelter that would provide appropriate care and enrichment until such time as the animal is adopted. Members of the public would not be able to adopt animals at this type of shelter but would be able to surrender animals.

Presumably, this model would reduce the number of staff required to operate the Shelter as it would not generally be open to the public. Shelter operations staff would be needed only for cleaning and feeding the temporary residents and walking dogs. Strays presumably would not be spayed or neutered before transfer, and therefore, there would not be significant medical expenses if other medical care is not provided to intakes.

The Shelter budget would decrease by about \$66,000 per staff position eliminated and about \$60,000 for reductions in medical expenses. However, there would be costs involved with transferring animals to other shelters at either a fixed price per year or on a per-animal basis. The Santa Fe Animal Shelter provided an estimate of \$120 per animal transferred. An estimate of \$200 per animal was used in the Committee's budget analysis to be conservative. The net Shelter budget reduction would be on the order of \$150,000 if two staff positions were eliminated. Table 4 summarizes the costs for a transfer-only option.

Table 4. Transfer-Only Shelter Costs(\$).

	Salary	Benefits	Total
Shelter Manager	62,000	19,840	81,840
Public Service Aide #1	50,000	16,000	66,000
Public Service Aide #2		0	0
Public Service Aide #3		0	0
Professional Services (Animal Medical Care)			5,000
Communications/Freight-Other			100
Advertising			1,000
Membership and Dues?			
Printing and Binding			
Travel and Training Costs			1,500
Other Services/Expenses			200
Supplies-Fuels-Gasoline			
Supplies-Automotive			
Supplies-Office			500
Supplies-Uniforms/Badges/Access			
Supplies-Other Operational			8,000
Warehouse Withdrawal-Inventory			5,000
Equipment <\$5,000			
Furniture <\$5,000			4,200
Computer Equipment <\$5,000			
Other Tools/Furn/Equip <\$5,000			
Computer Software			4,500
I/F-Cont-Svcs-Other			
IDC-Vehicles			
IDC-General Insurance			
Bank/Fiscal Charges			
Facility Maintenance			
Utilities			
Contract Cost to Transfer to Another Shelter			50,000
Total			227,840

4. Recommend the Organizational Structure that Best Meets High Standards for the Humane Treatment of Animals While Providing a High Level of Service to the Citizens of Los Alamos County

The Committee narrowed organizational structure options down to three and recommends one option. For a shelter organizational/operational structure, the Committee recommends moving the shelter operations to a civilian department, likely Community Services, while leaving Animal Control functions with the LAPD (Option A below).

We considered, but did not accept, two other options in addition to our recommended option in order to be thorough in executing our tasking.

- Option B, “Maintain the current operational structure but increase the shelter budget (as separate from Animal Control budget) to fund a full-time shelter manager and three full-time animal shelter staff with no animal control or other law enforcement responsibilities.”
- Option C, “If the citizens of Los Alamos County and their elected representatives do not wish to authorize the funding, operational changes, revised priorities required to establish and maintain an outstanding animal shelter, the County should establish contracts to transfer all potentially adoptable pets to other shelters in New Mexico and nearby states as soon as any mandatory hold period has been observed so that the animals may be held in humane conditions and be quickly matched with appropriate adopters.”

Even though these two options were not accepted, we discuss them below for completeness.

Option A: Move the shelter operations to a civilian department, likely Community Services, while leaving Animal Control functions with the LAPD.

Increase the Shelter operational budget (as separate from the Animal Control budget) to fund a full-time shelter manager and three full-time animal shelter staff. As noted earlier, the Shelter requires two personnel to staff the shelter from 8 a.m. to 6 p.m. Monday through Friday and 8 a.m. to 4 p.m. Saturday and Sunday (at least 64 hours/week) to fulfill minimum animal welfare and customer service requirements. The increased budget will also cover increased animal welfare activities, community outreach, and behavioral evaluations and modification. This enhancement will ensure that (1) Shelter animals are humanely housed and treated; and (2) the public receives outstanding customer service; and (3) the pets adopted from our shelter are safe, healthy, loving family pets.

Pros: Moving Shelter operations (NOT animal control functions) to another County department would provide a clear separation of priorities, staff, training, and budgets. This also would ensure that fluctuating LAPD needs would not negatively impact shelter animal care and services to the public. Shelter staff responsibilities would be clear, and training would support and enhance their abilities to carry out their operations tasks. Staff satisfaction would be greater without frequent conflicting priorities and daily disruptions. An added benefit would be that these “shelter operations only” positions would attract a larger, better-qualified pool of applicants for these more rewarding jobs.

The public would receive service from dedicated, trained animal-welfare professionals. Staff would have both the training and the time to ensure the welfare of the Shelter's resident animals, to implement appropriate goals and metrics, and to use data to develop new programs to both decrease length of stay and better serve the public. This move to a department with extensive experience in developing and running volunteer programs would allow the development of a fully realized volunteer program with a dedicated coordinator who could implement continuing training, clear communication about the status of every animal every day, and enhanced enrichment opportunities for the animal, which would provide a rewarding experience for volunteers.

Cons: Increased budget to pay for increased staff. One-time costs such as new vehicles and new equipment may be incurred. There is a potential increase in yearly costs to pay for facility improvements to facilitate enrichment and increase adoption rates.

Option B: Maintain the current operational structure but increase the shelter budget (as separate from Animal Control budget) to fund a full-time shelter manager and three full-time animal shelter staff with no animal control or other law enforcement responsibilities.

The Shelter requires two personnel to staff the shelter from 8:00 a.m. to 6:00 p.m. on Monday through Friday and 8:00 a.m. to 4:00 p.m. on Saturday and Sunday (i.e., at least 64 hours/week) to fulfill minimum animal welfare and customer service requirements. The increased budget will also cover increased animal welfare activities, community outreach, and behavioral evaluation and modification to ensure that Shelter animals are humanely housed and treated; that the public receives outstanding customer service in all their interactions with the Shelter; and that animals adopted from the Shelter are safe, healthy, loving family pets.

Pros: Increased staff and resources. Minimal disruption to current operations.

Cons: Having the shelter under the auspices of the LAPD leads to several intrinsic issues that are difficult to overcome. These include the fact that the operational and financial priorities of the LAPD understandably emphasize law enforcement. Shelter staff are encouraged to spend more time on cruelty cases, public safety (citations for barking or roaming dogs and dog bites) than on the welfare of the adoptable dogs and cats at the Shelter. These priorities will likely continue without new perspectives that emphasize modern shelter metrics, enhanced enrichment, and reduced-length-of-stay programs.

Training currently provided to shelter staff also focuses heavily on law enforcement areas, such as cruelty and bite investigations, nuisance complaints, and disaster preparedness, with little or no training provided in the equally crucial areas of shelter management, animal welfare best practices, shelter animal behavioral evaluation (for public safety and adoption matching), enrichment and behavioral modification, adoption counseling, surrender prevention, public education and outreach, and many other things that are essential elements of a high-quality shelter.

The lack of written policies and procedures specific to animal care and welfare makes it hard to ensure that the dogs and cats will receive excellent care, or even consistent basic care, from day to day. This is exacerbated by the lack of communication between the supervisor, the employees, and the volunteers, as well as the lack of one-on-one training for volunteers to

work with animals with specific complex needs. In addition, keeping the Shelter budget as part of the Police Department budget enables the threat that law enforcement priorities will cause a shift in funding away from the Shelter and its needs. This option perpetuates the need to use volunteers to help provide basic care instead of using them for enrichment activities that improve animal welfare and decrease stress. (As an example, for the past 20 years, cat room cleaning, feeding, and care have been done almost solely by volunteers.)

Option C: If the citizens of Los Alamos County and their elected representatives do not wish to authorize the funding, operational changes, revised priorities required to establish and maintain an outstanding animal shelter, the County should establish contracts to transfer all potentially adoptable pets to other shelters in New Mexico and nearby states as soon as any mandatory hold period has been observed so that the animals may be held in humane conditions and be quickly matched with appropriate adopters.

The Los Alamos County Animal Shelter will be a holding facility, not an adoption facility. Citizens may surrender or reclaim their animals, but no pets will be available for adoption.

Pros: Decreased budget and staff needed. Adoptable animals will be transferred to shelters with trained shelter management professionals, animal training and behavioral staff, on-site veterinary care, robust volunteer programs, adoption matching and adoption counseling programs, and quality daily enrichment protocols.

Cons: Los Alamos County citizens would no longer be able to adopt pets in the County, and volunteer opportunities at the shelter would be minimal. The facility will be underutilized relative to its original purpose and design. There also appears to be little, if any, public support for this type of shelter based on comments received in various venues.

5. Report to Council (to Be Provided within 6 Months of the Appointment of the Committee Members)

This is the tasked report. The Committee requested and received extensions of the 6-month window in order to more completely respond to each of the initial tasks listed in the Charter.

6. Suggestions on Other Shelter Issues the Committee Believes Should Be Addressed after Completion of the Committee's Initial Task

During the course of its work, the Committee encountered several other issues and concerns. We discuss these below and either offer suggestions for mitigation or are preparing suggestions at this time.

Establish a Permanent Oversight Board for the Animal Shelter

Regardless of which option is chosen, a permanent oversight board to review Los Alamos County Animal Shelter policies and procedures should be established to ensure that public input is heard and acted on and that high standards of animal care and customer service are maintained. The oversight board should also review and analyze shelter data to identify positive and negative trends, help set goals, and recommend changes that will make efficient use of resources while maintaining high standards and meeting goals.

Review the Los Alamos County Animal Control Ordinance

Although the Animal Shelter Ad Hoc Advisory Committee was not tasked with evaluating the County ordinances related to animals (Chapter 6), the committee recommends a review of Los Alamos County's ordinance regarding animals. The Committee feels that this is an important task because literature regarding governmental control and management of animals describes two varying approaches to management of animals in governmental entities. In *Best Practices in Local Animal Control Ordinances*, Reese and Remer, *State and Local Government Review 2017*, Vol. 49(2), pages 117-126, it is stated:

A variety of approaches can be taken regarding the structure of animal control programs and how the function is defined in local ordinances. And, the various options speak to how animal control is seen and what types of values are emphasized in local policy. Animal control can be viewed as a law enforcement responsibility, a community service, a public health program, or as an animal welfare function... Depending on which concept is emphasized, animal control responsibilities might be the purview of the police department, public works, health department, or a separate animal welfare unit, respectively. Cities that emphasize public health or police functions might have ordinances that stress nuisance abatement and the control of dangerous dogs while those that see animal control as primarily about animal welfare will likely stress animal cruelty regulations and the responsibilities of owners to ensure that their pets are safe, healthy, and well cared for.

[We can provide a copy of this article and related articles to the Council if desired. This article also references a book that we believe is a very useful resource: Stephen Aronson, *Animal Control Management: A New Look at a Public Responsibility*, 2010.]

A reading of the Los Alamos County Ordinance indicates a strong leaning toward animal control and oversight solely by the Police Department, with few provisions speaking to animal welfare. In addition, many of the provisions of the ordinance appear to be outdated even though some amendments to the ordinance have been made over time.

Based on the values evident in both the Committee members and the general public of Los Alamos County, we recommend a review and rewrite of Chapter 6 of the Los Alamos County Ordinances. The City of Albuquerque's HEART (Humane and Ethical Animal Rules and Treatment) Ordinance is a good example of an animal welfare-focused ordinance (<https://www.cabq.gov/pets/education-resources/heart-ordinance/heart-ordinance-text>).

A Lack of Written Animal Care and Welfare Policies

The lack of written policies and procedures specifically related to the care of the animals in the Shelter makes it difficult to ensure that the dogs and cats receive excellent care, or even consistent, care from day to day. This is exacerbated by a lack of documentation for communications between the supervisor and the employees on a variety of animal-welfare-related subjects and activities and the lack of one-on-one training for volunteers to address specific, complex situations.

Care of Animals in Specific Legal Circumstances

There are two other categories of animals that might be in the shelter: bite quarantines and “courtesy holds” for pending court cases. In the past, these animals have been considered “evidence” and were sometimes severely restricted in their ability to have human interactions, to interact with other dogs, or to leave their kennels. We have been told that humane policies for these cases have been developed. Training staff and volunteers and enforcing clearly written policies and procedures for the humane care of these animals is an important step in ensuring that these animals will not suffer from isolation.

Facility Infrastructure Issues

There are several issues with Shelter facility itself that should be addressed.

1. The air handling system was not designed to exchange air efficiently, nor was it designed to isolate quarantine rooms to prevent the spread of contagious diseases among the animals.
2. There are temperature control problems with the heating and cooling systems that should be addressed.
3. There is a lack of outdoor play areas for the dogs.
4. Facility security improvements are needed to ensure animal safety.

Animal Care Issues

There is a chronic inconsistency in the level, availability, and quality of animal care, including lack of basic care, lack of disease risk mitigation, and emotional suffering resulting from social isolation. This appears to result from the chronic shortage in staff with a resulting dependence on volunteers to perform animal welfare and cleaning to ensure they get done.

The Inherent Conflict between Law Enforcement and Animal Welfare Activities

The inherent conflict in priorities between law enforcement and animal welfare needs often results in lapses in animal care and poor service to the public, especially when staffing and budget shortages are added to the equation. Frequent unannounced closures during normal shelter hours lead to public frustration and lost adoptions. They have also placed volunteers in potentially unsafe situations when they are walking a shelter dog and get locked out of the shelter. The 24/7 coverage requirement for animal control ensures that these lapses will continue as long as the shelter is operated by the LAPD.

The current level of staffing contributes to all of these issues; however, we want to caution that the addition of extra staff and additional resources alone will not address all aspects of these problems. Clear priorities with regard to animal welfare and public service need to be established. The lack of knowledge and ongoing training about modern animal welfare practices implementing behavior modification, surrender prevention, educational outreach, and adoption counseling also need to be addressed. The development of shelter goals, effective metrics, trends analyses, and a strategic improvement process are also essential in moving toward the shelter that our community deserves and can be proud of.

Finally, we are concerned about the lack of highly trained and experienced behavioral assessors at the shelter. We are concerned that if the only metric at the shelter is “live release rate” and if that is not coupled with a deep understanding of animal behavior, dangerous dogs could be, and probably are being, adopted out into our community and surrounding communities.

APPENDICES TO THE ANIMAL SHELTER AD HOC COMMITTEE REPORT

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Appendix 1: Shelter Tour Notes and Observations

Wendee Brunish, Melissa Bartlett, Jennifer Young

Tour date: November 1, 2018

Cat Care

1. Cats free in cat room engaging in normal behaviors
2. No solution to inadequate ventilation in cat room yet which causes rapid spread of disease
3. However, cats with upper respiratory infections (URIs) or other diseases are kept in back until asymptomatic for several days
4. Cat meet and greet room has been cleaned and decluttered and furnished for its original intended use
5. Cat toys are rotated to keep interest
6. Cat room did have some smell of wet kitty litter
7. Daily logs for enrichment although there was no sign of visual, aural, or olfactory stimulation—maybe we missed it
8. New cat kennels which provide easier cleaning are on a ‘wish list’
9. White board with list of cats and their status

Dog Care

1. Did not hear any calming music or book narration
2. Kennels were clean
3. Kennels were marked with dog assessment info—it is not clear to us that the assessors are fully trained and certified by SAFER
4. Assessment information was color-coded, but we did not see status written in black on tags, kennels, etc., as people with color blindness may have trouble differentiating the status by color.
5. White board with list of dogs and their status and their play groups
6. Another white board for daily information about walks
7. Instant pots used to prepare broth for dog food
8. Dog kennels had beds and blankets, if appropriate.
9. Daily logs to ensure enrichment
10. Note: One dog was locked in the outdoor part of the kennel in the cold without any water.
11. Outdoor dog kennels are clean and ready for occupancy
12. Outdoor kennels had visual barriers to reduce barking and frustration

13. Solar shades are old and frayed, new ones needed

Rest of Shelter

1. Meet and greet room in front lobby enhances safety and staff interaction—some concerns expressed about unplanned dog-to-dog reaction or encounters in lobby
2. Medical room now in old food room, equipped with scale, dishwasher, and other equipment
3. Food storage in old medical room—food is stored appropriately and it looks like the serious vermin problem has been addressed. We recommend snap traps as being more humane than glue traps.
4. White board with feeding instructions seems clear and up to date
5. Rearrangement of toys, blankets, etc., seems neat and logical
6. Consider use of surveillance to ensure animal welfare and safety as the shelter is closed and unstaffed about 14 hours per day

Vet Care/Sterilization

1. Vet provides vet check and vaccinations at the shelter
2. Emergency care and sterilization still require transport
3. We are concerned about the practice of adopting out unsterilized animals with only a \$25 deposit to ensure sterilization compliance

Volunteer program

1. Training by video followed by short quiz
2. Not clear how volunteers are trained for more advanced activities
3. We are concerned about legal issues related to staff augmentation when volunteers clean cages and kennels and feed animals
4. No clear signage for emergency evacuation in an emergency
5. Volunteer sign-in log available—not clear if volunteer time is being logged by shelter or if volunteer observations are noted by staff
6. Volunteer ID badges and lanyards will soon be available again—not clear how volunteers and their training level are currently identified by staff

Programs/Records

1. ASPCA Checklist to measure progress—we think an outside evaluation by APNM or the NM Animal Sheltering board would carry more weight
2. Checklists for daily care not seen on kennels or in logs
3. Daily logs for each cat and each dog to record all enrichment activities—see attached

4. Animals are transferred in to meet citizen demand—we are concerned about the health checks and sterilization status of transferred animals as this has historically been a major issue
5. Animals not adopted or with behavioral issues or transferred to other shelter with behavioral programs or rescue programs—we are concerned that dangerous animals are being transferred and/or that animals are being transferred to trainers with questionable credentials and training methods
6. Dog behavior assessments and other evaluations should be videotaped and available for viewing by experts.

Appendix 2: Questions for Sergeant Roberts

1. Could we get copies of written procedures, daily checklists, kennel cards that are used to guide and monitor animal care on a daily basis?
2. Do you have procedures for collecting a complete health and behavioral history for surrendered animals?
3. Please describe the adoption follow-up procedures to help prevent problems and returns.
4. Could we get a copy of the behavioral assessment that you are using, details on how it is administered, how many certified assessors you have, and a copy of some of the results of the assessment?
5. Please describe how volunteers access the shelter, schedule their visits, and determine what activities are needed in working with staff.
6. What are the current vet care protocols that deal with vaccinations and spay/neuter appointments as well as sickness and injury.
7. Please describe how you deal with social isolation issues for quarantined and untested dogs, sick animals or young litters, or animals slated for euthanasia.
8. How do you recruit, certify, and support foster homes?

Sgt. Roberts responded to these questions through emails that we have included in this appendix.



Answer questions

1 message

Roberts, Daniel

Mon, Nov 26, 2018 at 3:17 PM

>

Good Afternoon,

I hope you had a great Thanksgiving. I have copied the questions you provided me below, answered them, and also attached several documents for you to look at.

1. Could you get copies of written procedures, daily checklists, kennel cards that are used to guide and monitor animal care on a daily basis?

a. Please see the attached checklist, they include the medical cards, the enrichment log, and the daily water and food log which are filed out daily.

b. Attachments:

no checklist for adoptions (packet, food, etc)
no daily checklist for shelter procedures, for inc. hands on check, outdoor time, overall proc like cleaning
i. Daily Check paperwork to include, enrichment, medical, food, water, and report card

2. Do you have procedures for collection a completes health and behavioral history for the surrendered animals?

a. We have the owners fill out a surrender form, which is attached, and goes over the different animal behaviors and tendencies. We also call the vet clinic that the animal has been using. This allows us to get past medical records and see the medical history of said animal, once they are faxed over.

b. Attachments:



Answer questions

1 message

Roberts, Daniel

Mon, Nov 26, 2018 at 3:17 PM

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b. Attachments:

- i. Owner surrender paperwork and questionnaire

3. Please describe the adoption follow-up procedures to help prevent problems and returns.

a. We send the attached form via e-mail. Once the owner fills out the form, it is automatically e-mailed back to the shelter staff. This is a relatively new procedure and has been used since late Sep. We are still trying to iron out the details, and doing it as we can. I am trying to implement a better schedule.

b. Attachments:

- i. Adoption email follow-up, response, and filled out questionnaire

4. Could we get a copy of the behavioral assessment that you are using, details on how it is administered, how many certified assessor you have, and a copy of some of the results of the assessment?

a. Please see the attached behavior assessment. We use SAFER evaluation that is through ASPCA. We have been trained by Sue Sternberg twice over the last year specifically towards behavioral evaluations. PSA Lenderman is trying to get certified through ASPCA, She has completed a majority of the assessments and needs to have the video portion completed. Behavioral assessments are placed on the board notifying all volunteers and staff.

b. Attachments:

- i. Filled out SAFER evaluation

5. Please describe how the volunteers access the shelter, schedule their visits and determine what activities are needed in working with staff.

a. Volunteers can come and go whenever they would like, as long as there is a County employee there. We do not do scheduling for the volunteers. There are some ways where we notify shelter needs. We have a volunteer e-mail group notifying of possible needs or events which may be available to volunteers. They must complete

the training/ orientation prior to becoming a volunteer

6. What are the current vet care protocols that deal with vaccinations and spay/neuter appointments as well as sickness and injury?

a. We send out the upcoming medical appointments on the Daily report to all shelter staff. This shows all the future appointments and what is scheduled. We currently try to use the veterinary clinics which are approved by the county. We use ACLA, Ridgeview, Espanola Valley Humane Clinic for normal vaccinations and appointments. If an animal is injured after hours, we use the Smith Veterinary clinic and Santa Fe Emergency clinic. We are working on trying to get Valley Vet, Arroyo Secco, and Oso Mobile approved by the County. We no longer use Cottonwood Vet due to billing issues. Our PSA's transport the animals to and from the vet.

7. Please describe how you deal with social isolation issues for quarantined and untested dogs, sick animals or young litters, or animals slated for euthanasia.

a. We have the enrichment program for all animals regardless if they are in isolation or quarantined. For bite cases, where the animal is mandated to stay for 10 days, the owner is allowed to come and visit, feed and play with the animal as long as it is not outside the kennel area. Untested dogs are worked with and walked by staff. Young animals are usually placed into foster homes as soon as possible to maintain constant contact. Animals are worked with in any way possible prior to euthanasia. We try to do behavioral assessments, work with improving behavior traits, put in supervised play groups, and work with possible trainers. If we are at the point where all of this is not working, we do not hold the animal for a long period of time, and try to euthanize as a last resort after training does not help. Staff stays with the animal prior to and during the euthanasia, giving special treats before the time.

8. How do you recruit, certify, and support foster homes?

a. We have the foster agreement which is attached. We would like to do more house visits prior to the fostering, but lack of staff does not allow to do many of these. In these instances, we tend to use the same homes multiple times over the years. We also have used vet techs or individuals who worked at the Vet clinics. When someone is fostering, the shelter staff sit down and go over in detail the specific needs of each animal prior to release. They go over the behavior assessment and medical needs. They are given emergency numbers for support or direction, if needed.

b. Attachments:

i. Foster paperwork, email looking for foster and describing condition of animals






Please let me know if you need anything else.

Thank you



Sgt. Daniel Roberts
Los Alamos Police Department
2500 Trinity, Los Alamos, NM, 87544

5 attachments

-  **Question 1 Daily Checks.pdf**
2216K
-  **Question 2 Surrender Paperwork.pdf**
1120K
-  **Question 3 Adoption followup.pdf**
1053K
-  **Question 4 Safer Eval.pdf**
1534K
-  **Question 8 Foster Paperwork.pdf**
2471K

C9ts

Daily Welfare Inspection

Date	Task	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
	Feed Am							
	Feed Pm							
	Water Am							
	Water Pm							
	Toys/ Bed							
	Clean							

Date	Task	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
	Feed Am							
	Feed Pm							
	Water Am							
	Water Pm							
	Toys/ Bed							
	Clean							

Date	Task	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
	Feed Am							
	Feed Pm							
	Water Am							
	Water Pm							
	Toys/ Bed							
	Clean							

12095

Daily Welfare Inspection

Date	Task	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
	Feed Am							
	Feed Pm							
	Water Am							
	Water Pm							
	Toys/ Bed							
	Clean							

Date	Task	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
	Feed Am							
	Feed Pm							
	Water Am							
	Water Pm							
	Toys/ Bed							
	Clean							

Date	Task	Sun	Mon	Tues	Weds	Thurs	Fri	Sat
	Feed Am							
	Feed Pm							
	Water Am							
	Water Pm							
	Toys/ Bed							
	Clean							

Medication: _____ ID #: _____ Animal's Name: _____

Reason for giving medication: _____

Taken to the Vet (date and place): _____

[illegible]



Pet Report Card

AID/Name: _____ Today's Date: _____

My Groomer Was: _____

Staff () Volunteer ()
Veterinary Clinic () Professional Groomer ()

My Spa Services Today Included:

Los Alamos County Animal Shelter

226 East Road
Los Alamos NM 87544
505-662-8179 Phone
505-661-4552 Fax

My Ears, Eyes & Teeth



___ Excellent
___ Needed cleaning
___ Should see a vet

Groomer's Comments:

My Skin & Coat



___ Excellent
___ Some Tangles
___ Matted ___ Dry Skin

Recommended brush
type is: _____

Recommended brushing
is ___ times per week

My Behavior



___ Excellent
___ I could benefit from
some training classes.

Groomer's Comments:

Los Alamos County Animal Shelter

226 East Road
Los Alamos, Nm 87544
Phone: (505) 662-8179



Owner Release

Case ID	11-03-2018 6
Species	Cat Id#: 4493
Pet Name	Spider
Primary Breed	Bombay
Crossbreed	Short Hair
Gender	Female/not Sterilized
Fee	\$0.00
Bites	No
Dangerous	Yes

RELEASE OF ANIMAL TO THE SHELTER

In accordance with county code and policies, the following rules are in effect at the shelter regarding animals released to the shelter by owners who do not want or can no longer keep said animal.

1. No guarantee can be given as to the number of days the animal will be held before euthanasia is scheduled.
2. No guarantee can be given that the animal will be placed with a new owner.
3. In the event the animal is placed with a new owner the name of the previous owner will not be released to the new owner, except if marked YES below.
4. No information will be given to the previous owner as to the disposition of the animal
5. No guarantee will be given that the animal will or will not be euthanized.
6. Previous owners who wish to recover an animal that has been released to the shelter must go through the adoption process.

I _____ (please print clearly) being the lawful owner of the animal described below, hereby give the same to the Los Alamos County Animal Shelter and relinquish all rights, title, and interest to said animal, and agree to hold harmless the County of Los Alamos and any employee of same for any liability arising out of any dispute concerning ownership of said animal and disposition thereof. I understand that the shelter agrees to accept and dispose of said animal as provided by the above rules.

I FURTHER CERTIFY THAT SAID ANIMAL HAS NOT BITTEN ANYBODY WITHIN THE LAST TEN DAYS.

Signature of Owner: _____ Date: _____

Address: _____ Phone: _____

E-Mail: _____

Can the New owners contact you for more information? Yes _____ NO _____

Professionalism - Integrity - Accountability - Respect - Teamwork - Communication
Printed by operator 2183 using Shelter Pro, 11-26-2018 13:08:31

1/2017

Los Alamos County Animal Shelter

226 East Road
Los Alamos, Nm 87544
Phone: (505) 662-8179



Owner Release

DESCRIPTION OF ANIMAL

Name: _____ (Please circle) Dog or Cat Breed: _____

Color/Markings: _____

(Please circle) Male or Female (Please circle) Intact or spayed/neutered Age: _____

PET PROFILE [in order to help us best match your pet to a new family, please be truthful]

How long have you owned this pet: _____ # of previous owners this pet has had: _____

Training: [Please circle] Housebroken Obedience commands: _____

Crate Trained Leash Trained

Where did you acquire this pet: [Please circle] This Shelter Friend/Relative Newspaper/website
Found/Stray

Pet store Breeder (Please give name) _____ Other rescue or shelter (Please give Name):

Why are you giving this pet to the shelter?

What does this pet like?

What does this pet not like?

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1/2017

Los Alamos County Animal Shelter

226 East Road
Los Alamos, Nm 87544
Phone: (505) 662-8179



Owner Release

Is this pet current on all other vaccines (DHPP and Bordatella for dogs, FVRCP and FFIV/FELV for cats)?

[Please Circle] Yes No Unknown

Does this pet have any known medical problems including special diet or medications? If yes explain:

DOGS ONLY:

Is your dog on heartworm preventive? Date of last test: _____ Date of last preventive pill: _____

Does this dog bark: At Strangers? Yes No When alone? Yes No Excessively? Yes No

Has this pet displayed tendencies to climb, jump, or dig under a fence? Yes No

Has this dog ever aggressively injured another dog? Yes No

Has this dog displayed aggression towards a human, including growling, nipping, or biting? Yes No

If yes to the above questions, explain circumstances:

CATS ONLY:

Has your cat been recently tested for FIV and FELV? Date of last test: _____ Date of last vaccine: _____

Is this cat litter box trained? Yes No

Does this cat scratch or claw furniture? Yes No

Los Alamos County Animal Shelter

226 East Road
Los Alamos, Nm 87544
Phone: (505) 662-8179



Owner Release

What does this pet do when unhappy, afraid, or stressed?

What do you perceive as your pet's best qualities?

What do you perceive as your pet's worst qualities?

How does this pet react to women? [Please Circle]: Enjoys Ignores Hides/Runs

Aggressive Unknown/other: _____

How does this pet react to men? [Please Circle]: Enjoys Ignores Hides/Runs

Aggressive Unknown/other: _____

How does this pet react to children over 8? [Please Circle]: Enjoys Ignores Hides/Runs

Aggressive Unknown/other: _____

How does this pet react to children under 8? [Please Circle]: Enjoys Ignores Hides/Runs

Aggressive Unknown/other: _____

How does this pet react to dogs? [Please Circle]: Good w/females Good w/males Ignores Hides/Runs

Aggressive Unknown/other: _____

How does this pet react to cats? [Please Circle]: Enjoys Ignores Hides/Runs

Aggressive Unknown/other: _____

Has this pet been kept [Please Circle]: Inside Outside Both

MEDICAL HISTORY

Name and phone # of Veterinarian: _____

Is this pet current on its rabies vaccine? [Please Circle] Yes No Unknown

Professionalism - Integrity - Accountability - Respect - Teamwork - Communication
Printed by operator 2183 using Shelter Pro. 11-26-2018 13:08:31

1/2017

Sent from my iPhone

On Sep 16, 2018, at 9:38 AM, Lenderman, Alysha

wrote:

Hello,

Thank you for adopting your new cat or dog from Los Alamos County Animal Shelter and giving a homeless animal a second chance! We would like to hear from you! please complete the adoption follow up form by clicking the link at the bottom of this email.

Los Alamos County Animal Shelter has matched thousands of families with companion animals, giving us the experience and knowledge to make your adoption a success. We hope you will be very happy together!

If you need advice or guidance along the way, or simply want to let us know how your new companion is settling in, please use the following information to guide you or to reach us.

Los Alamos County Animal Shelter wants to keep in touch so we can help you bond with your new companion.

If you have immediate questions, we encourage you to look through your dog or cat adoption packet. Most common questions—such as what vaccines your cat or dog has received—can be found in your adoption paperwork found inside the packet.

If you have questions that aren't answered in the adoption packet, please **call 505-662-8179** or send us an email at police-psa@lacnm.us

Share your story:

We again thank you for giving a homeless animal a loving home. When an animal leaves the Los Alamos County Animal Shelter for his or her 'new beginning' we feel great joy for them and their new family.

But it doesn't end there for us. It makes our day when we hear how cats and dogs we've cared for at LACAS are getting on in their new homes.

We'd LOVE to know how things are going, and hope you'll keep in touch as you and your new companion settle into your forever life together.

There are many ways you can reach us with your updates:

- E-mail us with photos, links to video and details of your adventures together
- Post a message on our Facebook page, <https://www.facebook.com/LosAlamosAnimalShelter/>
- Post photos on Instagram, Twitter, or Facebook with #adoptLACpets

We hope your adoption experience with Los Alamos County Animal Shelter has been a positive one, and we've made you feel like a member of the LACAS family. If you'd like to continue supporting us, we'd encourage you to explore other ways to get involved such as volunteering, becoming a foster care provider, or participating in one of our shelter events!

Give us your feedback

Your constructive feedback about our adoption process helps us improve the adoption process and the information we provide.

Please take a few moments to complete an adoption follow-up survey at :
<https://form.jotform.com/LACAS87544/LACASadoption-followup>

Lenderman, Alysha

From: Lenderman, Alysha
Sent: Friday, September 21, 2018 2:33 PM
To: Police - PSA
Subject: FW: Adoption follow up from Los Alamos County Animal Shelter

From:
Sent: Monday, September 17, 2018 9:15 PM
To: Lenderman, Alysha
Subject: Re: Adoption follow up from Los Alamos County Animal Shelter

Dear Alysha

You weren't at the shelter, we missed you and the inevitable happened :)

In August 14th we learned we could move to LA rather than just coming on the weekends. So Barbara and Bennet joined our family.

We have been training them to not bark and tried to socialize them with other dogs but that has been harder. They are ok when we take them in a dog bag and are happy in crate.

We want to come see you with them sometime soon.

Anna

Submission Date 2018-09-19 16:30:49

Name

What type of animal did you adopt most recently? Kitten or Cat

Did you rename your new animal(s)? Yes

What did you rename the pet(s)? Callisto

4 Digit animal ID number or shelter given name Cissa

How did you find your new pet? At the shelter

How old was the pet when you adopted him/her? 2-6 months

Do you still have the pet you adopted from the Los Alamos County Animal Shelter? Yes

Where is the animal now? Lives with me

What are the reasons you no longer have the animal? Check all that apply None, I still have the animal

How well is the animal adjusting in your new home? 5 / 5

How would you rate your pet's behavior so far?

Is your pet having behavioral issues? No

What types of issues is your pet demonstrating? NONE of these
If anything, she has discovered toilet paper rolls

Are any of these behavior problems NEW (those not identified at the time of adoption)? No

Please enter any additional comments:

Does your new pet have any health problems? Yes

Have you taken your new pet to a Veterinarian or have you scheduled an appointment? Yes

What type of health issues is your pet experiencing? please check all that apply: Skin or Coat
Ringworm

Are any of these health conditions NEW (those not identified at the

time of adoption) ?

If yes, please explain:

At the time of the adoption, how satisfied were you with each of the following?

	Not Satisfied	Somewhat Satisfied	Satisfied	Very Satisfied
Cleanliness of the shelter	-	-	-	✓
Condition of animals	-	-	-	✓
Staff knowledge	-	-	-	✓
Value for amount you paid	-	-	-	✓
Overall adoption experience	-	-	-	✓
Service provided to you	-	-	-	✓

How likely are you to refer a friend or family member to Los Alamos County Animal Shelter?

5 / 5

What staff member assisted you with your adoption?

Please enter any additional comments...

We were warned before taking her home that she might have caught ringworm from another kitten. She is currently being treated, but the vet likes how it's clearing up :) We absolutely love our kitten and dote on her. I am so glad I adopted her!

Do you need a staff member to contact you in reference to this form?

No

Email

Phone Number

()

Los Alamos County Animal Shelter

226 East Road
Los Alamos, Nm 87544
Phone: (505) 662-8179



Foster Agreement

Case ID 10-06-2018 3
Species Dog Id#: 4430
Pet Name Igor
Primary Breed Chihuahua
Crossbreed Mixed Breed
Gender Male/sterilized

Proof of Spay/Neuter - Not Required

Proof of Vaccination - Not Required

Reason Fostered: _____

Foster care refers to a pet(s) being placed in a foster home for the purpose of providing specialized treatment for a designated amount of time. Pet(s) may be placed in foster care for a variety of reasons, including but not limited to, being pregnant, too young for adoption, in need of special feeding or care, recuperating from surgery or illness, being treated for disease, and needing socialization or training.

The Los Alamos County Animal Shelter ("Shelter") will provide an explanation below of what it knows about the pet's behavior, medical history and needs to the Foster Caregiver. The Shelter makes no warranties or claims as to the health, temperament or disposition of the pet(s).

Comments: _____

I, _____, (please print name clearly), agree to be responsible for the above animal, providing all care for a term not to exceed six (6) months. This includes, but is not limited to: 1) providing adequate food, water, shelter, safe containment and humane treatment for the animal(s) at all times; 2) monitoring the animal(s) and providing proper care & socialization to increase possibility for adoption; 3) calling or emailing the Shelter at least once a week to advise on progress; 4) notifying the Shelter within 24 hours of any major change in the fostered animal's health or animal being lost; and 5) provide all necessary medical and dental care.

By signing this form I understand and recognize that fostering an animal could involve certain inherent hazards, and I do hereby agree to assume the risk attendant to such activities, to include, but not limited to, being scratched, bitten, or tripped or damaged/loss of personal or real property. I take full responsibility for all foster pets and their actions while in my care. I hereby completely release and entirely discharge the Shelter from any and all claims and causes of action that I or another might have or bring relating to or arising from any injury or damage related to my fostering of Shelter animals. I further understand and agree that all rights, title and interest to the said animal are still held by the Shelter or to a person as yet unidentified, and upon the completion of this short-term foster care period I will return the above animal to the Shelter. This Foster Care Agreement transfers no ownership rights.

Fostering is a responsibility and a privilege. The requirements below are created to ensure the safety and health of the animals and to inform me of my responsibilities.

1. I agree that, when taking an animal to foster, I will maintain possession of the animal for the entire duration of their foster time. If I am unable to continue fostering, I will arrange with Shelter to return the animal to the Shelter. I will not give a foster animal to another party without the Shelter's prior knowledge and consent.
2. I agree to permit a representative of the Shelter to visit my home to examine the area where the foster animal(s) will be kept.
3. I agree to keep foster animal(s) separated from my own pets for the duration of their stay, for the health and safety of my own pets, as well as those in foster care. If I fail to do so, I assume all responsibility of any additional expense as a result of not keeping my own pets separated from the foster animal(s) and will not hold the Shelter accountable.
4. Upon request by the Shelter, I will return the foster animal(s) to the Shelter within 24 hours or less, or as otherwise agreed

Professionalism - Integrity - Accountability - Respect - Teamwork - Communication
Printed by operator 2183 using Shelter Pro, 11-01-2018 09:23:21

1/2017

Los Alamos County Animal Shelter

226 East Road
Los Alamos, Nm 87544
Phone: (505) 662-8179



Foster Agreement

upon by the Shelter.

5. I agree to foster the animal(s) for the length of time deemed necessary by the Shelter.
6. I agree to schedule a time, with the Shelter, when I will return the foster animal(s), for any reason. If I cannot keep the scheduled time, I agree to notify the Shelter, as soon as possible, in order to reschedule for the next most convenient time.
7. I agree to provide the foster animal(s) with necessary medical and/or dental services including, but not limited to, providing prescribed medication(s).
8. I understand that if any foster animal(s) under my care dies, the body must be returned to the Shelter or verification of death signed by a licensed veterinarian must be provided, as determined by the Shelter.
9. I fully understand and agree that the ultimate disposition of any animal(s) under this foster care agreement is at the sole discretion of the Shelter.

I have read the requirements above and I agree to provide foster care in strict compliance with these requirements.

Printed Name: _____

Signature: _____ Date: _____

Address: _____

Phone #: _____

Released By: _____

Lenderman, Alysha

From: Lenderman, Alysha
Sent: Saturday, September 22, 2018 10:28 AM
To:

Cc:
Subject: Bottle Puppy supplies / foster needed
Attachments: 42247811_1928225317267691_751707946399825920_n.jpg; 42321921_247053782679767_650911192881037312_n (1).jpg

Hello everyone!

Yesterday 5 puppies were surrendered to the shelter after their mom passed away. The owner was unable to fulfill the bottle feeding requirements for them and did not know anyone that could help... so they are under our care and currently being fostered by PSA Lenderman. Here is what we know: the puppies are 2 weeks and 4 days old today and they have taken to the bottle quite well. We are looking for 1 to 2 foster homes for this litter. They can go as a group of 5 (which to be honest is a bit of work but manageable) or a group of 2 and 3 (a little more manageable but still a bit of work)

Foster requirements will be:

- In person meeting with PSA Lenderman to go over puppy care instructions.
- NO outdoor time AT ALL due to young age and susceptibility to diseases/illnesses (they are doing great with puppy pads and would need to be kept in an exercise pen or large crate)
- Ability to feed puppies with bottle every 3-4 hours. This is through the night as well... so please only volunteer to help if you are able to meet this need for these guys for the next ~2 weeks
- Puppies are currently on 3 oz bottle per feeding at this time, don't let them fool you – they will eat more but it will give them a stomach ache and they will throw up
- Puppies need to be kept separate from other animals in the home.
- Foster care agreement must be signed and approval from department head will be needed before puppies can be released to foster home.

We have already had a couple volunteers ask how they can help without fostering the puppies... so, if you are unable to help foster but would like to help with supplies here is a small list of what can be donated for these little ones:

(Items that are not used for these puppies and ones are re-usable will be returned to the shelter and kept on hand for future puppy needs)

Puppy milk replacer (powder formula only) :

These little puppies have gone through ½ of a 28oz can in one day, the local pet store is sold out and the local vet clinics only had one can! They need to stay on Esbilac powder formula as the canned Esbilac upset their stomachs.

- 5# bag:
 - https://www.amazon.com/Esbilac-Milk-Replacer-Puppies-Lbs/dp/B0002ASRY7?crid=VSFBPFO1OC86&keywords=esbilac+puppy+milk+replacer+5+lb&qid=1537630185&srefix=esbilac+pu%2Caps%2C168&sr=8-2&ref=sr_1_2
- 12oz canister:
 - https://www.amazon.com/Pet-Ag-Esbilac-Powder-12oz/dp/B00UCV9GQG?crid=VSFBPFO1OC86&keywords=esbilac+puppy+milk+replacer+5+lb&qid=1537630255&srefix=esbilac+pu%2Caps%2C168&sr=8-5&ref=sr_1_5

Puppy pads:

- <https://www.amazon.com/AmazonBasics-Training-Puppy-Pads-Regular/dp/B00MW8G62E?th=1>
- Any brand/size is great...
- Under pads for humans also work well for puppy pads if you happen to have any laying around ☺

Baby bottles:

- Dr Browns work best for these puppies we have 2 bottles but if they go into 2 different foster homes it would be great to have a few extras to provide the fosters!
 - https://www.amazon.com/Dr-Browns-Original-Newborn-Feeding/dp/B001IXYOD2?crid=2248MC67VBMLY&keywords=dr%2Bbrowns%2Bbottles&qid=1537630467&s=Baby&srefix=Dr%2Bbrowns%2B%2Cpets%2C185&sr=1-4&ref=sr_1_4&th=1

Bottle nipples:

- Dr. Browns level 2 nipples will be needed for these little guys quite soon! (they didn't have any in stock at our local smiths when we went to get the initial bottles)
 - https://www.amazon.com/Dr-Browns-Original-Wide-Neck-Nipple/dp/B015UICLY7?keywords=dr%2Bbrowns%2Bbottles%2Bstage%2B%2Bnipples&qid=1537630590&s=Baby&sr=1-2-fknull&ref=sr_1_fknull_2&th=1

Bottle brushes

Baby bottle warmer

Puppy care instructions:

Do not give puppies baths as they cannot regulate their body temperatures. You may use a baby wipe or a damp cloth to clean up puppies when they become soiled.

Bottle Feeding:

Level one and level two nipples should only be used for this litter of puppies. Do not change or alter the nipple holes. The holes should only be big enough for a few drops of milk drip out when the bottle is held upside down, if any – the level one and two nipples work perfectly! If the nipple holes are altered/enlarges or if too many holes are punched in the cap, the puppies tend to inhale the formula into their lungs rather than ingest it, this can cause serious health concerns. You want to ensure that the puppy does not ingest too much air which can cause it to become bloated and colicky.

We feed the formula slightly above room temperature: you can make it with warm water, use a bottle warmer if you have one, or soak the bottle in hot water for a minute or two checking the milks temperature on your wrist before feeding the puppy. DO NOT use a microwave as it can cause hot spots throughout the milk in

the bottle. Always feed pups the way momma dogs do - with the pup resting on its stomach in your hand or on a towel - not upright or upside down as you would a human infant. Gently insert the nipple into the pup's mouth, these puppies latch on without any assistance. From then on, the pup should suck on its own.

Some can have a tendency to over-feed puppies. Its human nature to want to gratify infants with food. I have found that it is usually safer to give them a little less than they are willing to drink (currently 3 oz). Wait an hour, then give them a bit more if they have not laid down and started to sleep. If puppies settle and begin to sleep do not wake them to feed more. Over-feeding can lead to pneumonia when milk is inhaled into the lungs rather than swallowed into the stomach. It can also lead to diarrhea and bloat.

**It is much safer to feed smaller amounts more frequently than larger amounts less frequently. If milk bubbles out of your puppy's nose it is flowing too rapidly from the bottle. This is usually due to too large a hole(s) in the nipple, incorrect size of nipple (if using a level two go back to a level one) or over-feeding.

Clean feeding bottle between each use to ensure puppy health. Including popping the nipples out of the plastic holder and cleaning the seal around the base.

How Much Milk Should I Feed ?

For the next 4/5 days puppies should stay on 3 oz per feeding.

After that the puppies can go up to 3.5 oz per feeding for a 2/4 days

Then puppies (if still seeming hungry after the 3.5 oz) can be moved up to 4 oz per feeding

- At 3.5-4 weeks of age we can start trying to get the puppies to eat a formula/canned puppy food gruel – please speak to PSA Lenderman before attempting to put puppies on gruel. It is important that the puppies still get bottles while they start the gruel eating process.

***These amounts are always only a rough estimate. Feed the puppy until its belly is gently rounded or pear-shaped - never more. As long as it is slowly but steadily gaining weight and not bony, everything is going fine. You will get to a point where you do not have to get up at night to feed when all is going well once they are at least 3 – 3.5 weeks old. (the puppies will let you know if they are hungry)

How Often Should I Feed ?

Puppies are currently eating every 3-4 hours. I have had to get up throughout the night to feed these little ones due to their feeding schedule is not set in place yet... they are getting there it is just time and patience.

At 3 weeks of age, 4 feedings per day will be needed (depending on the puppies).

At 5 weeks of age, the puppy should be eating some solid foods. At this age feed it formula 2-3 times a day. Puppies that are hungry and need feeding will whine a lot, move their heads from side to side and suckle on each other and on objects in their nest box.

Burping The Puppy

After each feeding hold the puppy upright with its tummy against your wrist or arm and pat it gently until it burps - releasing trapped air. Nursing bottles that do not release enough milk can lead to more air being trapped and swallowed. Some of the puppies may burp as soon as they finish eating, if they are not doing so, you need to release the air through burping. If the puppy should bloat or become colicky, please call PSA Lenderman for puppy care advise.

Helping Your Puppy Eliminate

These puppies are going potty on their own without much needed assistance... but if you notice that the puppy is not urinating or defecating please follow the instructions below:

Normal puppy stools are yellowish brown with a jam-like consistency. After every feeding, gently massage the anus and urinary orifice with a baby wipe, cotton ball or Kleenex moistened with warm water until they urinate and defecate.

Be very gentle when you do this and don't worry if no urine or stool is produced after every feeding. By the time the pup is three weeks old it should be able to do without your help.

Weaning – You Are Almost To The Finish Line !

At between 3 and 4 weeks of age, puppies should begin accepting fine textured solid foods. This will consist of a pate canned puppy food mixed with formula in a soupy consistency.

By 4.5 to 5.5 weeks, the puppy should be weaned! Canned puppy food in chicken and beef flavors typically are recommended. You can place some food on your finger and smear a bit on the roof of the puppy's mouth to clue it in. Puppies soon get the idea. We do not recommend feeding puppies very pungent foods because it may make them into fussy eaters later in life. Early experiences will mold the puppies food preferences.

This is the same time you should begin to offer formula to the puppy in a bowel. The earlier puppies eat on their own the better. do not feed the puppies human baby foods because many are too low in calcium. This can cause developmental concerns and can cause weak teeth and bones. Although many puppies will eat as early as four weeks of age, some take an additional two or three weeks before they have much interest in solid foods.

Please let me know if you are able to help foster these little ones or if you have any questions about them!

*PSA Alysha Lenderman
Los Alamos Police Dept.
Ph. (505) 662-8179*



Appendix 3: Shelter Staff Interview Summary

Sally Wilkins and Melissa Bartlett

- All interviewees agreed that the biggest need at the shelter is more staff than the current two filled positions. The type of staffing needs are seen a little differently depending on the perspective of the person interviewed, but all felt that four full-time staff employees is a minimum.
- The current staff and supervisor appear to get along well. One would hope that new staff will fit compatibly into this working group.
- The staff members felt more public outreach through adoption follow-ups, home visits, public education, and neighborhood patrols is beneficial. Higher visibility of the Animal Control staff through positive interactions with the public in the field promotes positive community awareness.
- A vigorous volunteer program is appreciated by the staff. A volunteer coordinator is seen as necessary. Coordination requires staff time or a paid part time position or a county concession to permit a volunteer to coordinate the program.
- In addition, there were some requests for upgrades or physical changes such as a large securely fenced area for dog exercise and interaction with potential adopters; an area for birds, reptiles, and small pets that could double as a second large dog quarantine; on-site medical attention; and safer doors on the dog kennels.
- This all translates into a bigger budget for the shelter.

Appendix 4: Volunteer Interview Summary

Melissa Bartlett

- Volunteers do feel appreciated, and they like working with the animals.
- Volunteers do a lot of the essential cleaning and busy work because of low staffing. This time could be better spent with the animals.
- Volunteers are not allowed in the shelter if staff are not there, which is frustrating for them. Also, shelter hours are inconvenient and irregular due to lack of staff. There are cases of volunteers getting locked out while walking a dog.
- More hands-on volunteer training would be useful. Types of training include animal behavior, how to do tasks like put a harness on a dog, enrichment for cats, and interacting with potential adoptees.
- Better daily communication about the animals' status/background and what tasks need to be done. There were some complaints of walking dogs that have already been walked.
- More staff would solve many of the above issues.
- It seems like volunteers are underutilized. Could they do laundry, answer phones, update record book, give baths, stuff Kongs?

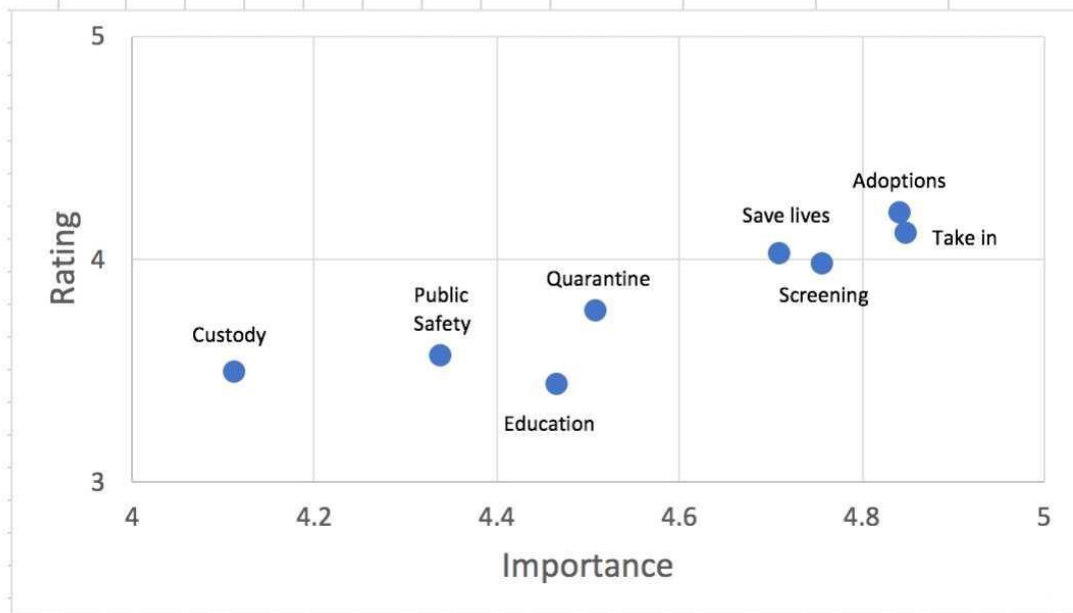
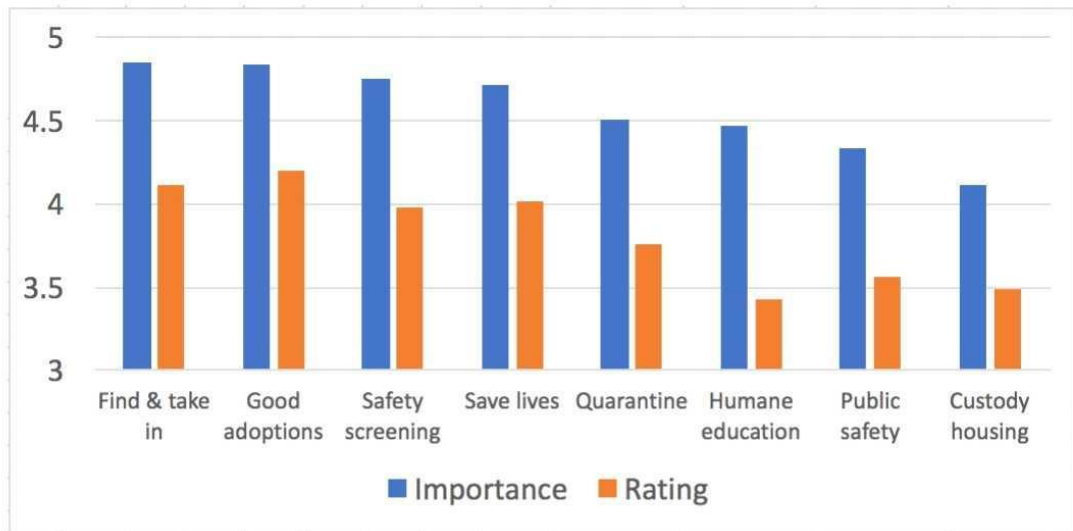
Appendix 5: Summary of Public Survey Comments

The survey started on January 23, 2019. The deadline for participation was 5:00 PM on February 13, 2019.

This topic has 327 visitors and 259 responses: 94 registered responses and 165 unregistered responses. That's 13.0 hours of public comment @ 3 minutes per response. There were 98 comments. The survey started on January 23, 2019. The deadline for participation was 5:00 PM on February 13, 2019.

- Comments that were generally positive towards the shelter out-numbered the negative ones by roughly two to one. Most were positive toward the shelter and felt it was a community asset. Several stated they had positive experiences in adopting animals.
- There were several complaints about the inconvenient hours of the shelter or it being closed at times when they were listed as open.
- How staff interacts with the public is critical in the perception of the shelter. Reactions to staff members were about equally divided between positive and negative, but all of them were memorable.
- There were some complaints about ill-behaved dogs and their owners, such as barking dogs, off-leash dogs, and dog waste that is not picked up.
- The need for better communication was listed several times. This included not only between staff, volunteers, and the public but also in better community access via Facebook, websites, newspapers, online forms, etc.
- A few mentioned they felt that Animal Shelter should be separate from the Police Department and Animal Control.
- A handful mentioned Friends of the Shelter (FOS) and wished they were still in charge of instructing and managing volunteer operations
- A small number of comments were directed toward the policy of taking in dogs from outside Los Alamos County.
- Two people complained that Shelter fees were too high compared with the Espanola Shelter.

The results are presented graphically on the next page.



Appendix 6: “Every Nose Counts—Using Metrics in Animal Shelters. A Maddie’s Guide” by J. M. Scarlett, M. Greenberg, and T. Hoshizaki

“Shelters invest many resources toward collecting and storing information and this investment should maximally benefit each shelter. Therefore, we strongly encourage shelters to use their data to assist in setting goals and evaluating progress towards their achievement.”

Intake

- Reasons for surrender
- Be sure and record multiple reasons for surrender
- Calculate intake rate per 1000 people in your intake area
- Track intake rate per 1000 people in your intake area over time

Outcomes

- Outcomes include return to owner, adoption, transfer out, and lost/died/euthanasia
- Live Release Rate (LRR) is commonly used but need to use alternative metrics such as “Save Rate” (intake-euthanasia/intake)
- When calculating LRR or other metric, be sure and accurately calculate “still-in-shelter number”
- Analyze outcomes by species, age, source, etc. to better understand your processes

Flow and Capacity

- Length of stay = # of outcomes - # of intakes +1
- Average Length of Stay = Sum of LOS for each animal/total number of animals
- Goal is to minimize Average Length of Stay (ALOS)
Reasons to minimize ALOS include: 1) Reducing stress/risk/suffering, 2) reducing spread of disease, 3) minimizing behavioral deterioration, 4) reducing cost and increasing efficiency, and 5) reducing need for co-housing, which contributes to 1-3 above
- Increased ALOS caused by
 1. insufficient staffing—delays in intake, medical care, behavioral assessment, spay/neuter
 2. illness—inefficient cleaning, more exposure
 3. overcrowding —poor intake management, ineffective marketing, too many choices for adopters
 4. no animal movement planning, no systematic monitoring
- Dynamic Housing Capacity
 - humane capacity
 - depends on staff capacity profile
 - depends on species, age, size, etc. of animals

- other factors like weather
- Adoption-driven capacity
 - decrease in ALOS leads to increased DHC on adoption floor
 - fewer animals on adoption floor can lead to reduced ALOS
 - calculate care-day ALOS

Medical Data

1. History plus Intake exam plus Diagnosis/treatment plus Daily checks
2. Take preventative steps
3. Analyze Incidence trends
4. Establish New protocols
5. Reduce Calculated risk

Attachments

Attachment 1. Still in shelter

Attachment 2. ALOS

Attachment 3. Care-Day ALOS

Attachment 4. Dynamic Housing Capacity

Attachment 5. Staff capacity

Attachment 6. Medical at-risk calculation

Attachment 7. Suggested Frequency for Monitoring Various Metrics in Your Shelter

Attachment 1.

TABLE 4.4 OUTCOME PROFILE FOR SEIZED ANIMALS (2014)

OVERALL SEIZED OUTCOMES = 234
SHELTER DESCRIPTION: Open Admission
ANIMAL CONTROL CONTRACT: YES
CRUELTY INVESTIGATION: Yes

OUTCOME CATEGORY	TOTAL = 545*		TOTAL = 1,587*	
SOURCE	#	% Outcome Eligible	#	% Outcome Eligible
Released Alive	21	87.5	61	29.0
Adoptions	21	87.5	0	29.0
Transfers-out	0	—		—
Returned To Owner	0	—	40	19.0
Not released alive or lost	3	12.5	105	50.0
Euthanized	3	12.5	102	48.6
Died in shelter	0	—	3	1.4
"Lost"	0	—		
**Still in Shelter	0	—	4	1.9

* Animals seized in 2014 and those seized animals still in the shelter on 1/1/14
** Includes animals still in shelter system on 12/31/14

SUMMARY

All shelters should be collecting and analyzing the outcomes of their animals on a regular basis. We strongly recommend that shelters use a category that includes animals still in the shelter's care at the end of any time period when examining outcomes. We have encountered too many shelters where the population in the shelter begins to creep upwards over time until it exceeds the shelter's capacity to provide good care. By regularly monitoring animals remaining in the shelter, administrators and staff can act early (if necessary) to curb a rising census before the facility becomes overcrowded.

We also strongly recommend that the numbers of animals with various outcomes be divided by animals that are outcome-eligible. The outcome-eligibles are those animals that are "at risk" of experiencing an outcome. When calculations are made using this approach, the shelter can report the chance or probability that animals in the shelter's care will experience an outcome within specific time frames. We believe that most people looking at shelter outcome rates (regardless of how they are calculated) interpret the information as the chance of the animals experiencing particular outcomes. Also, we believe that Boards of Directors, donors, and the general public are in-

terested in what shelter's care, no alive). Other app come rates (e.g. or intake-based) different question clearly the basis their outcome me Many shelte Release Rate (reg late it), almost to evaluating their optimal welfare is with one or even a high live release r

Attachment 2.

PART I. ANIMAL FLOW

**TABLE 5.4 SHELTER FLOW PROFILE
FOR DOGS AND CATS (ALL AGES) (2014)**

TIME FRAME: 2014 SHELTER DESCRIPTION: Open Admission ANIMAL CONTROL CONTRACT: Yes, 5 day hold for strays CRUELTY INVESTIGATION: Yes				
INDICATORS OF FLOW	AVERAGE LOS**		AVERAGE LOS	
	O-S*	STRAY	O-S*	STRAY
Time from entry to exit	22	25	29	30
Time to adoption	24	21.5	32	35
Time to euthanasia	11	14.5	9	7
Time to transfer***	17.5	8	--	--
Time to return-to-owner	--	2	--	4
Time to first exam	1.5	1.5	2	2
Time to S/N	6	6.5	5.5	8.5
Time ON adoption floor	16	13.5	24.5	25

* O-S : owner/guardian surrender. Excludes unweaned animals in foster care, legally held and special program animals (e.g., pets of domestic violence victims, seized animals).

** LOS : length of stay calculated using the intake-based method.

*** Shelter does not transfer cats.

As in previous chapters, we suggest creating a **Shelter Flow Profile** that provides a quick summary of the average time animals take to common events.



THE ANNUAL SHELTER FLOW PROFILE

WHAT AND WHY? The annual **Shelter Flow Profile** (Table 5.4) serves to summarize time-to-event data each year. It provides a summary of the average (or median – see Appendix 1) time animals spend in a shelter, and it also breaks down the length of time (or speed) it takes for animals to experience com-



mon events (e.g., neuter surgery, highlight positive animal flow trends, decrease transfer to animal control, period of five days owner-surrendered. In shelter information, large transport reflect transit require more medical treatment, recommend transfer animals, unweaned in special program, other intake (e.g., ing the ALOS be most helpful seasonally). and problem data in the program most helpful to meet your needs. Ideal transfer cause shelter control) that

Attachment 3

Care-day ALOS is calculated by averaging the lengths of stay of all cats during a particular period of time that they were in the shelter.

To clarify the differences among these three methods, look at calculating the average length of stay for the month of June using Figure 5.8.

USING THE INTAKE-DATE METHOD The lengths of stay for cats entering the shelter in June (cats #5 – 12) are summed and divided by the number of cats entering the shelter in June.

INTAKE-DATE ALOS

$$224/8 = 28.0 \text{ DAYS}$$

USING THE OUTCOME-DATE METHOD The lengths of stay for cats leaving the shelter in June (cats #1 – 4; 9 – 12) are summed and divided by the number of cats leaving the shelter in June.

OUTCOME-DATE ALOS

$$202/8 = 25.3 \text{ DAYS}$$

USING THE CARE-DAY METHOD In order to estimate the average number of days spent in the shelter in June by all 12 cats in the shelter, the total number of care-days must be divided by the total number of cats in the shelter. (A **care-day** is a day or fraction of a day that an animal spends in the shelter and requires care and cage space. Two cats spending 2 days in a shelter contribute 4 care-days to the total number of care-days for cats in that period).

So, cat #001 spent 28 days in the shelter (i.e., June 28-June 1+1) in June; cat #002 spent 20 days in the shelter (June 20-June 1+1) in June; cat #007 spent 17 days in the shelter (June 30-June 14+1) in June; etc. Summing over all 12 cats, 201 care-days (or cage-days) were occupied in this shelter during June. Divide this number by the number of cats that were in the shelter (i.e., 12 cats in this example) to obtain the ALOS of cats in the shelter in June. The

care-day based calculation of average length of stay (ALOS) in the shelter for these cats was 16.8 days.

CARE-DAY ALOS

$$(201/12) = 16.8 \text{ DAYS}$$

To summarize, the methods of calculating ALOS based on intake-date (or outcome-date) omit animals that did not enter (or exit) during the period of interest, yet occupied cage space during the time frame. In the example above, notice that of the 12 cats in the shelter in June, only 8 entered during June and the intake-date ALOS uses only these 8 cats. Similarly, the ALOS of cats leaving the shelter in June uses only the 8 cats that exited in June. Therefore, each of these calculations fails to include 4 cats that spent time in the shelter and occupied cage space in June. Also, both of these ALOS calculations include time the cats spent in the shelter outside of the month of June.

The results of the three methods of ALOS calculation for this hypothetical shelter are summarized below.

INTAKE-DATE ALOS

$$= 28.0 \text{ (224/8) DAYS}$$

OUTCOME-DATE ALOS

$$= 25.3 \text{ (202/8) DAYS}$$

CARE-DAY ALOS

$$= 16.8 \text{ (201/12) DAYS}$$

Of the three possible calculations of ALOS, the care-day based ALOS is the most appropriate when calculating housing capacity. It represents the

T
T

1	Using each
2	Sum
3	Obtaining the
4	Dividing the

ALOS of animals during a period of housing capacity (month), it is a capacity estimate.

OBTAINING CARE-DAY ALOS

Most shelters use the intake-date method to get the number of animals in the shelter (June). The method to obtaining the number of animals spent in the shelter is listed in Table 5.7.

HELPFUL HINT In Table 5.7, the count (approximate) of each day. Remember from other methods to identify the method. By summing the total, you get the shelter. Dividing

Photo credit: Penny

Attachment 3 (cont.)

TABLE 5.7 ANOTHER APPROACH TO ESTIMATING THE CARE-DAY ALOS FOR ANIMALS IN A SHELTER DURING A PERIOD OF TIME

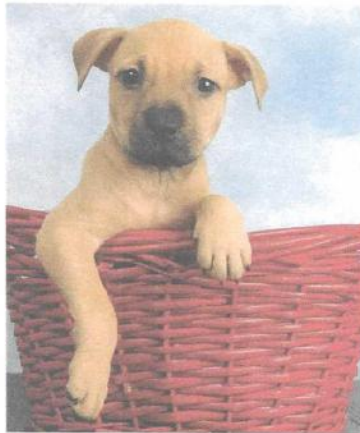
1	Using shelter software, obtain animal count data for animals in the shelter for each day in the period of interest.
2	Sum the daily counts to obtain the total number of care-days provided.
3	Obtain the number of animals entering the shelter during the period and add that to the number present on day 1. These are the animals housed during the period.
4	Divide the number of total care-days by the number of animals in the shelter during the period. This is an estimate of the care-day ALOS during the period.

ALOS of animals in the shelter (or particular area) during a period of time. When predicting needed housing capacity for short periods of time (e.g., month), it is critical to use the care-day method or capacity estimates may be biased.

OBTAINING THE CARE-DAY ALOS

Most shelters will need a shelter software package to get the numbers needed to estimate the care-day ALOS of animals during a particular period (e.g., June). The method described above is one approach to obtaining the total number of care-days that animals spent in a shelter. Another approach is suggested in Table 5.7.

HELPFUL HINTS When using the approach in Table 5.7, the count in step # 1 must include (or closely approximate) ALL animals that were in the shelter each day. Remove counts of animals in foster or from other offsite locations. (Check your software to identify the report that provides this information). By summing the counts across all days in the period, you get the total care-days for animals in the shelter. Dividing this number by the total number



of animals in the shelter during the period provides an estimate of the care-day ALOS. Notice that this approach could be used to get the care-day based ALOS for specific areas in the shelter as well. The information used in each step would pertain to the area of interest. This will be discussed further in the Capacity section of this chapter.

Photo credit: Penny Adams

FLOW & CAPACITY 95

Attachment 3 (cont.)

TABLE 5.8 DAILY COUNT FOR DOGS (JULY 1 – JULY 7, 2014)

DATE	CARE-DAYS
7/1/2014	171
7/2/2014	163
7/3/2014	165
7/4/2014	161
7/5/2014	162
7/6/2014	161
7/7/2014	162
TOTAL	1145

An example showing a care-day based ALOS calculation is provided below:

The daily dog count for a 7-day period in a shelter is shown in Table 5.8. A total of 180 dogs (171 present on July 1 plus 9 that entered) resided in the shelter for some amount of time during the period (Table 5.9). Therefore, these 180 dogs stayed an average of 6.4 days ($1145/180 = 6.4$ days) during the period.

HELPFUL HINT In the example presented, the calculations of ALOS were restricted to animals in the shelter; this is particularly important when ALOS is incorporated into calculations of housing capacity (see next section). If the goal is to monitor ALOS for all animals or other subsets, this restriction would not be necessary.

TABLE 5.9 EXAMPLE OF AVERAGE LENGTH OF STAY CALCULATION BASED ON CARE-DAYS FOR THE MONTH OF JULY

DESCRIPTION OF DATA	VALUES
Time frame	7/1 - 7/7
Sum of the daily counts of dogs (care-days) in the shelter during the period	1145 care-days
Total intake for the period	9
Total dogs in shelter on July 1 at 12 a.m.	171
$\frac{\text{Total care-days}}{\text{\# of animals that were housed}} = \text{ALOS}$	
Rearranging the formula and plugging numbers in:	
$?? \text{ ALOS} \times (9 + 171) = 1145 \text{ care-days}$	
Solving for ALOS	
$1145 \text{ care-days} / 180 \text{ dogs} = 6.4 \text{ days}$	

SUMMARY Key to monitor trends in the shelter. Remember, and outcome date-pass time in the shelter of interest. The advantage of being able almost immediately software packages.



Photo Credit: iStock

Attachment 4.

during the winter, a shelter with a fixed number of housing units might humanely house 10 cats (all adults), but that same shelter might also humanely house 22 cats in the summer (3 adults and 19 kittens). This makes determining what we call "static capacity" challenging.

Dynamic housing capacity (DHC), in contrast, incorporates a time dimension and relates to the estimated maximum number of animals that a shelter can humanely house in a given period of time (e.g., the month of July). Over time, it can vary for the same reasons as static capacity, but is also influenced by how long animals stay in the shelter and the length of the time period of interest. The dynamic housing capacity of a shelter can be estimated by understanding the relationship between the number of humane housing spaces, the average length of stay (ALOS) of animals, and the length of the period of interest. Formula 3 defines the relationship.

$$\begin{aligned}
 &\text{FORMULA 3} \\
 &\text{DYNAMIC HOUSING} \\
 &\text{CAPACITY (DHC)} \\
 &= \\
 &(\text{NUMBER OF HUMANE} \\
 &\text{HOUSING UNITS}) \\
 &\times \\
 &\text{THE NUMBER OF DAYS IN} \\
 &\text{THE PERIOD OF INTEREST}) \\
 &\div \\
 &\text{AVERAGE LENGTH OF STAY}
 \end{aligned}$$

When using Formula 3, the number of housing spaces in the shelter must be estimated for the period of interest. These housing spaces must be humane. We refer to these basic housing units as Humane Housing Units (HHUs). One HHU is a cage, run, room, space in a room or other form of housing (including foster homes) that meets or exceeds current guidelines for housing an animal in shelters referenced by ASV (2010). We use the terminology, Humane Housing Unit, to emphasize that inappropriate housing

(e.g., too small to enable animals to express normal behaviors) should not be counted when determining capacity. Since not every housing unit is humane for every animal, the shelter needs to have guidelines as to the number of animals with particular characteristics (e.g., age, group, sizes) that can be humanely housed in each of their housing spaces. (Shelters probably have these already, but they may not be explicitly defined and widely understood).

Notice that when the number of humane housing units is multiplied by days in a time frame, the result is the total cage-days available for housing. In a sense, it is a shelter's "housing currency" and a shelter can choose how it wishes to utilize that currency. The shelter can house a few animals for a long time (have a long ALOS) or more animals for a short time (have a short ALOS) during any time period. Managing the ALOS is critical to efficiently using housing space and saving lives.



Photo Credit: Adrian Budnick

FLOW & CAPACITY 95

Attachment 5.

TABLE 5.16 CALCULATION OF THE AVERAGE NUMBER OF HOURS DEVOTED DAILY TO BASIC CARE FOR ANIMALS IN A SHELTER

STAFF MEMBER	SUN	MON	TUES	WED	THURS	FRI	SAT	TOTAL HOURS
Chris	8:30-6:00	8:00-5:00	OFF	OFF	8:30-6:00	8:30-6:00	8:30-6:00	40
Marilyn	OFF	OFF	OFF	8:30-6:00	8:30-6:00	8:30-6:00	8:30-6:00	32
Mike	8:30-6:00	8:00-12:30	8:00-5:00	8:30-6:00	OFF	OFF	OFF	28
Sharon	8:30-6:00	8:00-12:30	8:00-12:30	OFF	OFF	12:30-6:00	12:30-6:00	28
Brenda	Front desk	Front desk	8:00-5:00	8:30-6:00	8:30-6:00	OFF	OFF	25.5
Dave	OFF	OFF	8:30-11:30	8:30-11:30	8:30-11:30	8:30-11:30	8:30-11:30	15
Shawna	8:30-12:30	8:00-12:30	OFF	OFF	OFF	8:30-12:30	8:30-12:30	16
Total								184.5

Total weekly hours = 184.5 hours for basic care
 Average hours for daily basic care for animals = $184.5 \div 7 = 26.4$ hours
 The maximum number of animals per day is 79 in the spring;
 Therefore: $26.4 \text{ hours} \div 79 = 0.33$ hours per animal per day
 (within recommended guidelines)

animal care each week as shown in Table 5.16. Sum those hours to obtain the total time weekly provided for basic animal care and divide the total time weekly by 7 to estimate the average time for care per day. Lastly divide this number by the maximum number of animals that will require care per day during the period. This last number will approximate how many staff

hours each animal can receive each day when the shelter is most full (0.33 hours in Table 5.16). Compare the recommended number of hours for basic care to those actually provided by your staff.

If you find that staff time for basic care is less than that suggested in the guidelines, the shelter should consider an investment in additional staff

positions, or a reduction in staff. If your shelter is not meeting the minimum estimate, increasing this number in the future.

Of course, and behavioral needs vary widely among shelter over time and behavior. The quality of meeting the needs of animals for disease or death, or for surgery, or for socialization and socialization, often largely provide to have the many physical needs (ASV, 2010) to meet even the goals to address the plans implemented.

HELPFUL HINTS

care have responsibilities. Also, it is in standards when positions are most helpful age group because more time for basic care (cleaning). Of these calculations:

Numbers can approach your shelter's governing body needed staff, a staff capacity as recommended guidelines.

Attachment 6.

**TABLE 6.5A EXAMPLE OF THE CALCULATION
OF THE CUMULATIVE INCIDENCE OF URI
AMONG CATS IN A SHELTER IN JULY**

DESCRIPTION OF DATA	VALUES
Time frame	July
Number of newly diagnosed URI cases that developed in the shelter during July	26
Cats that entered in July with URI	7
Cats in the shelter at the start of July 1 with URI	9
Cats in the shelter on July 1 that had recovered from URI while in the shelter prior to July 1	2
Total intake of cats in July	98
Total cats in shelter at the start of July 1	42
CI = # of newly diagnosed cases / population at risk	
Number of newly diagnosed cases = 26	
Population at risk: [(cat intake – those entering with URI) + (cats in the shelter on July 1 – cats with URI on July 1 – cats recovered from URI while in the shelter prior to July 1)]	
Plugging into the formula:	$CI = 26 / (98 - 7) + (42 - 2 - 9)$ $= 26 / 122$ $= 0.213 \text{ or } 21.3 \%$

that have been vaccinated since vaccination histories are often questionable; many vaccinations (e.g., respiratory) provide limited protection; and vaccinations in the shelter may not yet have induced a protective immunity. Also, since we have rarely observed a second URI in cats while in a shelter, we consider cats that have recovered from URI in the shelter immune for purposes of incidence calculations. If second infections occur frequently in your shelter, cumulative incidence of second infections can be calculated separately using cats that have recovered from a first infection in the denominator.



Photo Credit: iStock

122 MEDICAL DATA

Data for a theoretical example used in Table 6.5A and steps to calculate the cumulative incidence of URI in a shelter.

INTERPRETATION: The cumulative incidence of URI in this shelter was 21.3%. This means that for every 10 cats in the shelter, approximately 2 cats developed URI in July. As discussed in Appendix A, the cumulative incidence is a perfect measure of the risk of developing disease.

HELPFUL HINTS: The cumulative incidence is a measure of the number of factors associated with the development of disease.

A Hachment 7.

**TABLE A3.1 SUGGESTED FREQUENCY FOR
MONITORING VARIOUS METRICS IN YOUR SHELTER**

All reports are done separately for dogs and cats	Annually	Quarterly	Monthly	Weekly
INTAKE				
Annual Intake Profile	✓			
Intake by day of the week by source			✓	✓
Trends in intake	✓	✓	✓	
By age group, source	✓	✓	✓	
Returned adoptions	✓		✓	
Intake by jurisdiction	✓			
Intake by health status	✓	✓		
Intake by breed	✓			
Intake by spay/neuter status	✓			
Intake by reasons for surrender	✓			
Intake by human population	✓			
Intake by geographic location (GIS) in the community	✓			
OUTCOMES				
Annual Outcome Profile	✓			
Rate-Based Live Release Rate	✓		✓	
By source, age group	✓		✓	
Adoption rate	✓		✓	
Return-to-owner rate	✓	✓	✓	
Transferred-out rate	✓	✓	✓	
Returned to community rate	✓		✓	
Still-in-shelter rate			✓	✓
Euthanasia rate	✓		✓	
Mortality rate	✓		✓	
Lost/Other rate	✓			
Reasons for euthanasia	✓			
Outcomes by health status	✓			
Adoptions by day of week			✓	✓

176 APPENDIX 3: TIMING OF ANALYSES

All reports
CAPACITY
Staff Capa
Average d
By loca
Inventory num
AVERAGE L
Annual ALC
ALOS
By bree
Average tim
Average tim
Average tim
Average tim
Average tim
MEDICAL DA
Annual Medi
* Trends in in
By age gr
* Trends in in
* Trends in in
Euthanasia di
Mortality due
Prevalence of
Number of S/I
On shelter
On private
Percentage of
disposition
General health
*If those diseases are i

Attachment 7 (cont.)

TABLE A3.1 CONTINUED

All reports are done separately for dogs and cats	Annually	Quarterly	Monthly	Weekly
CAPACITY				
Staff Capacity Profile	✓		✓	
Average daily inventory*			✓	✓
By location			✓	✓
*Inventory: number of animals present at a specific time of day (e.g., midnight) each day.				
AVERAGE LENGTH OF STAY (ALOS)				
Annual ALOS Profile	✓			
ALOS	✓		✓	
By breed, source, age	✓		✓	
Average time to adoption	✓		✓	
Average time to euthanasia	✓		✓	
Average time in foster care	✓		✓	
Average time on the adoption floor	✓		✓	
Average time to spay/neuter	✓		✓	
MEDICAL DATA				
Annual Medical Profile	✓			
* Trends in incidence of URI in cats	✓		✓	
By age group	✓		✓	
* Trends in incidence of canine respiratory complex	✓		✓	
* Trends in incidence of other disease(s)/signs	✓			
Euthanasia due to disease	✓		✓	
Mortality due to disease	✓		✓	
Prevalence of FeLV, FIV, heartworm disease	✓			
Number of S/N surgeries performed:				
On shelter-owned animals	✓		✓	
On privately owned animals	✓		✓	
Percentage of shelter animals sterilized at final disposition	✓		✓	
General health status at entry and exit	✓		✓	

*If these diseases are of interest to your shelter. The frequency of monitoring will depend on the magnitude of the problem.

Appendix 7: Los Alamos County Ordinances, Chapter 6

Chapter 6 - ANIMALS

FOOTNOTE(S):

--- (1) ---

Cross reference— Environment, ch. 18; removal of dead animals, § 32-13; application of chapter to persons propelling pushcarts, riding animals or driving animal-drawn vehicles, § 38-5 [\(Back\)](#)

State Law reference— Dogs and domesticated animals, NMSA 1978, § 77-1-1 et seq. [\(Back\)](#)

ARTICLE I. - IN GENERAL

FOOTNOTE(S):

--- (2) ---

Editor's note— Secs. 1—11 of Ord. No. 02-076, adopted April 25, 2006, amended art. I in its entirety, in effect repealing §§ 6-1—6-16 and enacting similar new provisions in lieu thereof as §§ 6-1—6-20. Formerly, such provisions derived from the 1985 Code; Ord. No. 85-13, adopted in 1985; Ord. No. 85-99, adopted June 19, 1989; and Ord. No. 02-032, adopted June 24, 2003.

Sec. 6-1. - Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Attack means dangerous behavior toward any person or other domesticated animal resulting in physical injury.

Bite means a puncture, tear or indentation of the skin inflicted by the teeth of an animal.

Dangerous animal means any animal that, without justification, attacks a person or another domestic animal causing physical injury or death, or behaves in a manner that a reasonable person would believe poses an unjustified imminent threat of serious injury or death to one or more persons or domestic animals and livestock. In the case of the animal being a dog, the dog's breed shall not be the sole consideration in determining whether or not it is dangerous.

Designated voice and sight control area means areas appropriately posted after designation by regulation of the parks division to be a voice and sight control area for dogs.

Designated dog-training zone means any area appropriately posted after designation by regulation of the parks division to be a dog-training zone.

Dog pack means three or more dogs running together.

Dog park means any fenced off-leash dog play area designated by parks for that purpose.

Domestic or pet animal means any animal commonly kept as a pet in family households in the United States, and any animals commonly kept for companion or commercial purposes or protection or for sale to others for such purposes including, but not limited to dogs, cats, rabbits, rodents, birds, reptiles, fish, and any other species of animals that are sold retained as a household pet but shall not include skunks, and any other species of wild or exotic animal that may be further restricted by law.

Exotic animal means an animal which is rare or different from ordinary domesticated animals and is not indigenous to the state and is not commonly found in pet stores.

Keeper means the owner or any person who keeps or has control or custody of an animal for more than six days, provided that this term shall not apply to veterinarians or kennel owners temporarily maintaining on their premises animals owned by others.

Livestock means animals defined as livestock by the New Mexico Livestock Board.

Menace means the actions of a dog, not on the property of its keeper or person having charge of the dog, that is unprovoked, hostile or dangerous behavior toward a person or a domestic animal by growling, barking or doing some other act likely to cause fear in the person of bodily harm to the person or that person's domestic animal.

Quarantine means to detain or isolate an animal suspected of being infected with rabies.

Stray means any animal without an identifiable keeper.

Unattended dog means not in the physical presence and within sight of a keeper who shall be a person of such age and maturity to be reasonably responsible therefor. An owner or keeper inside an enclosed structure shall not be considered to be in the physical presence of a dog not in the enclosed structure.

Voice and sight control means the keeper has the ability to control the dog by voice command and the dog must respond immediately to that command. Further, the dog must remain within sight of the keeper. Even in designated voice and sight control areas in Los Alamos, the dog must be on a leash unless it meets the requirements of voice and sight control.

Wild animal means any animal that is wild by nature and cannot normally be domesticated or controlled; including any animal regulated by the New Mexico Department of Game, the United States Fish and Wildlife, and/or the USDA.

Working dog means any dog, regardless of breed, that is being trained or used for the purpose of guarding, herding detection, search and rescue, dog sports, assistance of people as service dogs, or assistance of the police.

(Ord. No. 02-076, § 1, 4-25-2006; Ord. No. 02-247, § 1, 9-30-2014)

Cross reference— Definitions, § 1-2.

Sec. 6-2. - Proximity to human habitation.

- (a) In residential agricultural district (R-A) any animal, except swine and unaltered male goats, may be kept in accordance with the following:
 - (1) All pet animals shall be kept in such a manner as to not constitute a nuisance to the surrounding area as follows:
 - a. No offensive noise or odor shall be produced;
 - b. Areas devoted to pets or small animals, including accessory buildings and structures, shall be constructed and maintained to discourage the concentration and breeding of insects or rodents.
 - (2) Livestock, may be kept not closer than 45 feet to any residence regularly used for human habitation. Also, livestock may not be kept or confined within 60 feet of the line separating the residential agricultural district from an adjacent residential district. Areas devoted to livestock, including accessory buildings and structures, shall be constructed and maintained to discourage the concentration and breeding of insects or rodents.
- (b) In all residential districts excluding the residential agricultural (R-A) districts of Pajarito Acres and La Senda, animals may be kept in accordance with the following:
 - (1) No livestock shall be kept within 200 yards of a residence regularly used for human habitation.
 - (2) All pet animals shall be kept in such a manner as to not constitute a nuisance to the neighborhood as follows:
 - a. No offensive noise or odor shall be produced; and

- b. Areas devoted to small animals including accessory buildings and structures, shall be constructed and maintained to discourage the concentration and breeding of insects or rodents.

(Ord. No. 02-076, § 1, 4-25-2006)

Sec. 6-3. - Animals at large.

- (a) No person shall allow any domestic animal to roam or stray or to be off the keeper's premises unless it is at all times under physical restraint of a responsible person of sufficient age and maturity to be able to physically restrain the animal.
- (b) All unattended domestic animals shall at all times be confined or physically restrained. Such confinement or restraint shall not allow the animal access beyond the boundaries of the premises available for the exclusive private use of the animal's keeper.
- (c) Except within the premises available for the exclusive private use of its keeper all domestic animals other than working dogs shall at all times be confined or physically restrained on a secure leash.
- (d) Domestic animals that are under voice and sight control in a designated area, animals that are classified as working dogs, and animals roaming within dog parks or training within a designated dog training zone or on a designated dog training field shall not be deemed animals at large and are expressly permitted to be off-leash under said conditions.
- (e) Every animal in heat shall be confined to a building or other secure enclosure so that contact with male of the same species will be prevented except for intentional breeding purposes. Keepers who do not comply with this section may be required to place such animal in a boarding kennel or veterinary hospital at the keeper's expense.

(Ord. No. 02-076, § 1, 4-25-2006; Ord. No. 02-247, § 2, 9-30-2014)

Sec. 6-4. - Dogs—Voice and sight control.

- (a) When in designated voice and sight control areas including R-A zoned areas of the county, the stable area, Los Alamos County Trail Network trails which are on county land and areas as further indicated in the attached maps, a dog shall at all times be under voice and sight control of its keeper if not confined or restrained by leash.
- (b) Keepers must have a leash for each dog under voice and sight control in their possession at all times.
- (c) No more than two dogs may be under voice and sight control per keeper at any time.
- (d) If a dog runs up to people, other dogs, horseback riders, cyclist, inappropriately chases wildlife, or will not consistently respond to its keeper immediately upon command, the dog must be leashed.
- (e) Dogs shall be leashed on all trails within 100 yards of trail heads regardless of the fact that the area is designated a voice and sight control area.
- (f) Voice and sight control requirements include:
 - (1) The dog must be attended by a responsible person of such age and maturity to be reasonably responsible therefore.
 - (2) The dog must never:
 - a. Charge, chase, or display aggression towards any person, or behave in a way that any reasonable person may find harassing or disturbing;
 - b. Charge, chase or display aggression towards any dog or other animal;
 - c. Charge, chase, or disturb wildlife or livestock;
 - d. Charge, chase, or display aggression towards cyclists, joggers, equestrians;

- e. Fail to come to and stay with the keeper immediately upon command by that person regardless of the distraction; and
 - f. Leave its keeper's field of vision at any time.
- (g) The parks division shall formulate and issue regulations for designation of designated voice and sight control areas, dog-training zones and dog parks and shall post signs appropriate therefore.
- (Ord. No. 02-076, § 2, 4-25-2006; Ord. No. 02-247, § 3, 9-30-2014)

Editor's note—

The maps indicated above have not been set out in the Code, but are on file in the office of the county clerk.

Sec. 6-5. - Animals at large; penalty.

Any person violating the provisions of section 6-3 shall, upon conviction, be fined a minimum of \$25.00. A greater fine or other penalty may be imposed in accordance with section 1-8.

(Ord. No. 02-076, § 3, 4-25-2006)

Sec. 6-6. - Unreasonable animal noise prohibited.

- (a) No person shall own or keep any animal, licensed or not, which by barking or making of other noises, continuously for more than ten minutes, either day or night, causes annoyance to the neighborhood or to passersby except such noises made by livestock, whether from commercial or noncommercial activities on land which is properly zoned to allow keeping of livestock, and such sounds made in facilities licensed under and in compliance with the provisions of this Code.
 - (b) It shall be affirmative defense under this section that the animal was intentionally provoked to make such noise.
- (Ord. No. 02-076, § 3, 4-25-2006; Ord. No. 02-247, § 4, 9-30-2014)

Sec. 6-7. - Impounding.

Any animal impounded may be redeemed by its owner or keeper under provisions of section 6-15. If the owner or keeper has not claimed the animal within a period of five days, the chief of police or a person designated by him shall notify the owner by mail that the animal will be declared abandoned. Such declaration of abandonment may be made ten days after sending such notice, and the animal may be disposed of under the provisions of section 6-16.

(Ord. No. 02-076, § 4, 4-25-2006; Ord. No. 02-247, § 5, 9-30-2014)

Sec. 6-8. - Removal of excrement.

- (a) It shall be unlawful for the keeper of any dog or cat to fail to promptly remove and dispose of in a sanitary manner excrement deposited by the dog or cat.
- (b) Animal excrement shall not be placed in storm sewers or street gutters, but shall be disposed of in a sanitary manner.
- (c) It shall also be unlawful under this section to permit excessive animal excrement to accumulate on any property to the degree that it becomes offensive or injurious to health or constitutes a nuisance.
- (d) Failure to remove and properly dispose excrement can result in fines up to \$500.00 and/or 90 days in jail as pursuant to section 1-8 of this Code.
- (e) Nothing in this section 6-8 is intended or shall be deemed to prohibit an owner or keeper of an animal from adequately providing by alternative arrangements for the removal of excrement by working dogs in performance of their duties or livestock at public events.

(Ord. No. 02-076, § 4, 4-25-2006)

Sec. 6-9. - Menacing behavior.

- (a) It shall be unlawful for any owner or keeper to permit a dog or any other animal when not on the property of its keeper to menace the persons or domestic animals of others.
- (b) If a person is found guilty in municipal court of keeping or owning a menacing dog or other animal, in addition to any other court ordered mandates, the court may require as a condition of probation or a suspended sentence that the animal and its keeper attend training sessions, or specialized training conducted by an animal behaviorist, veterinary behaviorist or other recognized expert in the field. The court may mandate completion of the training or any other treatment deemed appropriate by an expert. The keeper of the dog or other animal shall be responsible for all costs associated with the evaluation and training ordered under this section.
- (c) Assault on working dogs.
 - (1) No person shall knowingly cause, or attempt to cause, physical harm to a working dog.
 - (2) No person shall engage in any conduct that is likely to cause serious physical injury or death to a working dog.
 - (3) No person shall inhibit or restrict the ability of a working dog to assist the assisted or served person.
 - (4) In addition to any other sanction or penalty imposed for the offense under this section, whoever violates subsection (c)(1), (2), or (3) of this section is responsible for the payment of all of the following:
 - a. Any veterinary bill or bill for medication incurred as a result of the violation this section;
 - b. The cost of any damaged equipment that results from the violation;
 - c. If the violation did not result in the death of the working dog that was the subject of the violation and if, as a result of that dog being the subject of the violation, the dog needs further training or retraining to be able to continue in the capacity of a working dog, the cost of any further training or retraining of that dog; and
 - d. If the violation resulted in the death of the working dog that was the subject of the violation or resulted in serious physical harm to that dog to the extent that the dog needs to be replaced on either a temporary or a permanent basis, the cost of replacing that dog and of any further training of a new working dog.

(Ord. No. 02-076, § 4, 4-25-2006; Ord. No. 02-247, § 6, 9-30-2014)

Sec. 6-10. - Bites; impounding.

- (a) Every case of an animal biting a person shall be reported to the animal control officer who may order the offending animal to be confined at any time during the ten days next following the bite. Confinement shall be at the animal shelter, a veterinary hospital or an approved kennel; provided, however, that if the animal has a current rabies vaccination and the area involved is not under quarantine for rabies, the animal may be confined at the keeper's home. No animal shall be impounded if it has a current rabies vaccination and it is determined that the animal is not a dangerous animal or if it is a working dog and the bite occurred in service as such. No animal shall be placed for adoption during the ten-day period following a bite.
- (b) Any expenses incurred by the confinement of such animal shall be assumed by the keeper. If the animal is confined and, after ten days next following the bite, no rabies is found to be present or suspected, the animal may be released to the keeper upon payment of any pickup fees and boarding fees which may be due.
- (c) If at any time during the ten-day period the animal dies, its head shall be submitted to the state scientific laboratory for confirmation of rabies.

(Ord. No. 02-076, § 5, 4-25-2006; Ord. No. 02-247, § 7, 9-30-2014)

Sec. 6-11. - Reserved.

Editor's note—

Ord. No. 02-247, § 8, adopted September 30, 2014, repealed § 6-11, which pertained to dangerous animals and derived from Ordinance No. 02-076, § 6, 4-25-2006. See Code Comparative Table.

Sec. 6-12. - Penalty.

The penalty imposed for violation of this article shall include a fine not to exceed \$500.00 or imprisonment not to exceed 90 days. Every day of any violation of this section constitutes a separate offense. The municipal judge may suspend, in whole or in part, the execution of sentence or may place the defendant on probation for a period not to exceed one year on terms and conditions the municipal judge deems best to ensure the safety of the public concerning the disposition of an animal judicially determined to be dangerous, up to and including the animal's removal and banishment from the boundaries of the county or its humane destruction. In no case where an animal has bitten a person shall the animal be destroyed or removed from the jurisdiction of the municipal judge or the animal control officer for a period of at least ten days or until a rabies determination has been made. Section 6-6 shall be strictly complied with.

(Ord. No. 02-076, § 6, 4-25-2006)

Sec. 6-13. - Abandonment.

No person shall abandon any animal within the county.

(Ord. No. 02-076, § 7, 4-25-2006)

Sec. 6-14. - Impounding of animals at large and strays.

- (a) It is the duty of any police officer and the animal control officer to impound or arrange for the impoundment of any animal found running at large, in violation of this chapter, and any pet or domestic animal which appears to be abandoned by its keeper or which appears to have become lost. Any citizen shall have the same authority as is granted in this section to a police officer and shall immediately inform a police officer of such impoundment.
- (b) Animal control officers, in performance of their duties, may enter upon accessible private property, for the purpose of apprehending animals running at large and stray animals; provided, however, that except in cases of emergency, private property shall not be deemed to be accessible for this purpose if the property is the interior of a dwelling unit or if reasonable expectations of privacy are otherwise indicated.
- (c) The animal control officer and police officers, upon impounding or receiving any animal, shall register such animal by entering the breed, color and sex of the animal, the license number, if known, and the time and place such animal was apprehended into the registry kept for this purpose.
- (d) If the keeper of an impounded animal is known, a reasonable effort must be made to notify the keeper immediately. If the keeper of the animal is not known or cannot be contacted, notice of the impoundment shall be posted in a conspicuous place at the animal shelter.
- (e) The animal control officer, upon impounding a wounded animal, may procure necessary veterinary care for the animal. Costs of such care shall become the obligation of the keeper.

(Ord. No. 02-076, § 7, 4-25-2006)

Sec. 6-15. - Redemption of impounded animals.

Unless the animal has been impounded for observation under this chapter, any impounded animal may be redeemed by its keeper immediately upon payment to the county of a pickup fee and a boarding fee as prescribed in sections 6-122 and 6-123.

(Ord. No. 02-076, § 7, 4-25-2006; Ord. No. 02-247, § 9, 9-30-2014)

Sec. 6-16. - Adoption of unclaimed animals.

All impounded animals shall be redeemed within the times prescribed in this article. Any animal, except one impounded under section 6-10, not redeemed within the required period, shall become the property of the animal shelter and may be placed for adoption upon payment of adoption fees as prescribed in this chapter or the animal may be humanely destroyed and properly disposed of. However, no such animal shall be placed for adoption during any quarantine period which may have been imposed by this chapter.

(Ord. No. 02-076, § 7, 4-25-2006; Ord. No. 02-247, § 10, 9-30-2014)

Sec. 6-17. - Unwanted animals.

The Los Alamos County operated animal shelter will accept any dog or cat, which the keeper no longer wants or cannot keep, and will place such animal for adoption for a period of five days after which time it may be humanely destroyed. The owner or keeper of the animal must be a resident of Los Alamos County.

(Ord. No. 02-076, § 7, 4-25-2006)

Sec. 6-18. - Interference with officers or county animal shelter.

It is unlawful for an unauthorized person to take or let out any animals from the county animal shelter, or to take or attempt to take from any police officer or animal control officer any animal seized by the officer in compliance with this chapter, or in any manner interfere with or hinder such animal control officer or police officer in the discharge of duties under this chapter.

(Ord. No. 02-076, § 9, 4-25-2006)

Sec. 6-19. - Cruelty to animals.

- (a) It is unlawful for the keeper of any dog, cat or other pet or animal to willfully or through negligence injure or mistreat such pet or animal, by excessive beating, kicking or other physical abuse; failure to provide food, water or veterinary care; failure to provide clean shelter or other areas of confinement of adequate size; exposure to extreme heat or cold, or other acts of cruel and inhumane treatment.
- (b) It is unlawful for any person to kill or injure any dog, cat or other pet or animal, by shooting, striking, kicking, poisoning or by any other means, except in defense of person or property, or as otherwise provided in this chapter. No person shall harass or taunt any dog, cat, pet or other animal which is on the premises of its keeper. However, nothing in this subsection shall apply to a licensed veterinarian in the use of euthanasia when authorized by the pet's keeper or police officers in the performance of their duty.
- (c) It is unlawful for any person to cause, instigate or promote any fight in which two or more animals are engaged for the purpose of injuring, maiming or destroying themselves or another animal.
- (d) It is unlawful for any person to sell, offer for sale, barter or give away any live animal as a premium, prize, award, novelty or incentive to purchase merchandise. It is unlawful to color, stain or dye any chicken, duckling or fowl.
- (e) It is unlawful for any person to trap, for commercial or recreational use, furbearing animals using strangulation snares, steel-jaw traps or other body-gripping animal traps from all lands owned by the county. This subsection does not apply to trapping performed by government officials carrying out their official duties.

(Ord. No. 02-076, § 9, 4-25-2006; Ord. No. 02-247, § 11, 9-30-2014)

Sec. 6-20. - Wild and exotic animals.

No person shall receive, purchase, own or keep wild or exotic animals without first applying for and receiving from the New Mexico Department of Game and Fish, United States Fish and Wildlife, and/or USDA permit to do so.

(Ord. No. 02-076, § 11, 4-25-2006)

Secs. 6-21—6-50. - Reserved.

ARTICLE II. - DOGS AND CATS

DIVISION 1. - GENERALLY

Sec. 6-51. - Vaccination of dogs and cats required.

Any owner or keeper of a dog or cat four months of age or older shall have the animal vaccinated against rabies in accordance with applicable New Mexico Department of Health Regulations.

(Code 1985, § 7.12.050; Ord. No. 02-032, § 2, 6-24-2003; Ord. No. 02-076, § 12, 4-25-2006)

State law reference— Similar provisions, NMSA 1978, § 77-1-3.

Sec. 6-52. - License procedure; certificate.

No license shall be issued for any dog unless a certificate from a licensed veterinarian is presented to the county by the keeper showing that such animal has been vaccinated for rabies.

(Code 1985, § 7.12.060)

Sec. 6-53. - Dogs and cats brought to the county.

Any dog or cat four months of age or older brought into the county shall be securely confined by its keeper until vaccinated against rabies, which vaccination shall be administered within one week after entry into the county unless the keeper has a certificate of vaccination issued by a veterinarian outside of the county, and such vaccination conforms to the requirements of this state.

(Code 1985, § 7.12.100; Ord. No. 02-076, § 13, 4-25-2006)

Sec. 6-54. - False and stolen documents.

It is unlawful for any person to transfer rabies tags from one animal to another or to make use of a stolen certificate or tag.

(Code 1985, § 7.12.110; Ord. No. 02-076, § 13, 4-25-2006)

Secs. 6-55—6-80. - Reserved.

DIVISION 2. - LICENSE

Secs. 6-81, 6-82. - Reserved.

Editor's note—

Sec. 14 of Ord. No. 02-076, adopted April 25, 2006, deleted the provisions of former §§ 6-81, 6-82, which pertained to requirements for license and duplicate copies of application constitutes, tags, and issuance, and derived from the 1985 Code.

Sec. 6-83. - Information.

Any person applying for a dog license shall furnish the following information on an application form provided by the county: name and address of keeper; and description of dog: breed, name, sex, date of birth, markings, estimated weight, certification, date of last rabies vaccination.

(Code 1985, § 7.12.030; Ord. No. 02-032, § 3, 6-24-2003)

Sec. 6-84. - Procedure; dogs and cats affixing tags.

The keeper shall cause the valid rabies tag to be affixed to the collar or harness of the dog or cat for which it was issued and to be worn there at all times when the animal is off the keeper's premises in accordance with 7.4.2.8 NMAC unless such animal is securely confined in a motor vehicle, or being kept at a kennel, veterinary hospital or training class. Animals participating in training, organized competitions or matches are not required to wear such tags during the time of the training or event. In all cases where the animal is not wearing the tag the keeper must have the tag or current valid rabies vaccination certificate in his or her possession at the time of the event.

(Code 1985, § 7.12.040; Ord. No. 02-076, § 15, 4-25-2006)

Secs. 6-85—6-87. - Reserved.

Editor's note—

Sec. 16 of Ord. No. 02-076, adopted April 25, 2006, deleted the provisions of former §§ 6-85—6-87, which pertained to duplicate licenses, duration of license, and fees for license and derived from the 1985 Code; and Ord. No. 02-032, adopted June 24, 2003.

Secs. 6-88—6-120. - Reserved.

ARTICLE III. - LICENSE AND PERMIT FEES

FOOTNOTE(S):

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Editor's note— Sec. 17 of Ord. No. 02-076, adopted April 25, 2006, deleted the provisions of former §§ 6-121, 6-122 which pertained to license fees and duplication license fees and derived from the 1985 Code; and Ord. No. 02-032, adopted June 24, 2003. Sec. 18 of the same ordinance enacted a new § 6-121 as set out herein and renumbered former §§ 6-123—6-125 as §§ 6-122—6-124. Sec. 20 of the same ordinance deleted the provisions of former § 6-126 which pertained to a permit fee for wild and exotic animals and derived from the 1985 Code.

Sec. 6-121. - Failure to display rabies tag.

The fine for not having a rabies tag properly affixed to the animal as described in section 6-84 will result in a fine of \$25.00.

(Code 1985, § 7.16.010; Ord. No. 02-032, § 5, 6-24-2003; Ord. No. 02-076, § 18, 4-25-2006)

Sec. 6-122. - Redemption of impounded animals.

Redemption by the keeper of an impounded animal in accordance with section 6-10 shall be subject to the following fees: pickup fee, \$20.00; boarding fee, \$5.00 for each calendar day, in whole or in part, of confinement.

(Ord. No. 74-64, § 1, 1982; Code 1985, § 7.16.030; Ord. No. 02-076, § 19, 4-25-2006; Ord. No. 02-247, § 12, 9-30-2014)

Sec. 6-123. - Redemption of impounded exotic animals.

Redemption by the keeper of an impounded exotic animal shall be subject to reimbursement by the keeper for actual costs incurred by the county for pickup and boarding.

(Code 1985, § 7.16.040; Ord. No. 02-076, § 19, 4-25-2006)

Sec. 6-124. - Adoption of impounded animals.

- (a) Animals may be adopted from the animal shelter as prescribed in this chapter upon payment of the following:
 - (1) \$35.00 for cats seven years and older;
 - (2) \$50.00 for cats six months to seven years;
 - (3) \$75.00 for cats less than six months;
 - (4) \$60.00 for dogs seven years and older;
 - (5) \$75.00 for dogs six months to seven years;
 - (6) \$100.00 for dogs less than six months.
 - (7) Adoption fees may be reduced by half where a determination has been made by animal control division director that adoptability has been compromised by:
 - a. The animal's length of stay in the shelter;
 - b. The animal's health condition(s); or
 - c. The animal is part of a bonded pair, threesome or foursome.
- (b) No unsterilized animal shall be released from the animal shelter to an adopting person unless a sterilization agreement has been signed and a sterilization deposit has been paid, as provided in subsections (d) and (e) of this section.
- (c) In addition to the adoption fee charged, a sterilization deposit of \$25.00 shall be imposed on the adoption of each unsterilized animal from the animal shelter.
- (d) Unsterilized animals less than six months of age shall be released only upon payment of the adoption fee and a sterilization deposit and after the adopting person has signed an agreement stating he will have the adopted animal sterilized when it is no older than six months of age.
- (e) Unsterilized animals over the age of six months shall be released only upon payment of the adoption fee and a sterilization deposit and after the adopting person has signed an agreement stating he will have the animal sterilized within 30 days of the date of adoption.
- (f) The sterilization deposit shall be reimbursed only upon presentation of a receipt from a veterinarian that the adopted animal has been sterilized within the timeframes provided in subsections (d) and (e).

(Ord. No. 02-093, § 1, 1-8-2008; Ord. No. 02-247, § 13, 9-30-2014)

Appendix 8: Animal Shelter Policies

401 Animal Intake			
Effective Date:	June 15, 2017	Rescinds: Amends:	All Prior
Distribution:	ALL PERSONNEL	Re-evaluation Date:	January 1, 2018
Related CALEA Standards:			

I. PURPOSE

The purpose of this General Order is to establish guidelines and standard procedures for receiving animals into the Los Alamos County Animal Shelter.

II. POLICY

It is the policy of the Los Alamos County Police Department to provide care for animals that are picked up roaming within the County of Los Alamos, or that are given up for adoption by their owners who reside in Los Alamos County, or that are quarantined for any reason in the Los Alamos County Animal Shelter.

III. DEFINITIONS

None at this time.

IV. PROCEDURES

- A. The intake process for animals into the Shelter are (as applicable):
 1. Secure medical treatment for the animal, if needed.
 2. As soon as practical, the animal will be immunized, if needed.
 3. All animals taken into the shelter will be placed in a kennel.
 4. The animal will be given food and water.
 5. Conduct scan/search of animal for identifying microchip and/or tattoo as soon as possible.
 6. Cross reference any tag information to locate owners, and contact owners, if possible.
 7. Treat animal immediately if fleas and ticks are visible.
 8. Place information regarding the animal on the kennel where the animal is placed.
- B. The Animal Shelter RMS will be updated with every animal taken into the Shelter with the following information:
 1. Animal Shelter ID Number
 2. Date and time the animal was placed at the Shelter
 3. Case and/or Event Number
 4. Name of person receiving or taking the animal
 5. Description of animal to include:
 - a. Type or species of animal
 - b. Gender, if known
 - c. Breed, if known
 - d. Color(s)
 6. Location where animal was picked up roaming or where turned over to Animal Control
 7. Rabies and microchip information
 8. Reason animal taken in

401 Animal Intake

402 Adoption, Fostering, and Releasing of Animals from Animal Shelter			
Effective Date:	June 15, 2017	Rescinds: Amends:	All Prior
Distribution:	ALL PERSONNEL	Re-evaluation Date:	January 1, 2018
Related CALEA Standards:			

I. PURPOSE

The purpose of this General Order is to provide consistency and accountability for the release, adoption, and fostering of animals from the Los Alamos Animal Shelter.

II. POLICY

It is the policy of the Los Alamos County Police Department to release animals from the Los Alamos Animal Shelter by adoption, fostering, reclaimed, or transferred out of the Animal Shelter.

III. DEFINITIONS

None at this time.

IV. PROCEDURES

- A. Animals may be released from the shelter for the following circumstances after rabies tag information is obtained, if possible:
 1. Animal was reclaimed.
 2. Animal has been adopted.
 3. Animal has been transferred.
 4. Animal has been fostered.
 5. Animal has been euthanized.
- B. The following procedures will be followed when the owner claims an animal:
 1. A positive identification of the owner and the animal being claimed is made.
 2. Pick up, sterility, and boarding fees are collected if applicable.
 3. A reclaim agreement is signed by the owner.
 4. Citations issued, at the discretion of the Public Service Aide (PSA).
 5. The owner provides verification of current rabies vaccinations or may be issued a citation for failure to provide rabies vaccination.
 6. Receipts for all money transactions is/are issued by the attending PSA.
- C. Shelter fees can include:
 1. Pickup fees
 2. Boarding fees per day
 3. Veterinarian fees
 4. Sterility fees
 5. Adoption fees
 6. Medical service fees
 7. Other applicable fees

402 Adoption, Fostering, and Releasing of Animals from Animal Shelter

404 Shelter Animal Environment			
Effective Date:	June 15, 2017	Rescinds: Amends:	All Prior
Distribution:	ALL PERSONNEL	Re-evaluation Date:	January 1, 2018
Related CALEA Standards:			

I. PURPOSE

The purpose of this General Order is set standards for a safe and sanitary environment for animals, employees, volunteers and the public at the Animal Shelter.

II. POLICY

It is the policy of the Los Alamos County Police Department that the Animal Shelter will be maintained in a clean and sanitary condition. All animals at the shelter will be checked on, fed and watered daily. It is the policy of the Los Alamos County Police Department to seek or provide emergency medical care for injured or sick animals while in our care. This care will be provided in cooperation with local organizations capable of providing licensed veterinarian services.

III. DEFINITIONS

None at this time.

IV. PROCEDURES

A. Cleaning:

1. Housing Areas:

- i. Each day an employee or volunteer will clean and disinfect all kennels, dishes, beds, litter boxes and feeding dishes. The bedding will be washed as appropriate. Kennels will be spot cleaned throughout the day.
- ii. Outside exercise areas will be kept in a clean manner on a daily basis.

2. Portable kennels and carriers:

- i. After each use, each portable kennel or carrier will be disinfected and rinsed thoroughly with water.

3. Equipment/Facility:

- i. All equipment including vehicles, toys, restraints, bedding, and other gear will be kept clean and properly maintained.
- ii. The facility will be kept clean at all times by any means including sweeping, mopping, dusting, and trash removal.
- iii. Staff shall ensure, to the degree possible, conditions leading to vermin and insects will be addressed.

B. Feeding of animals

404 Shelter Animal Environment

406 Disposal of Dead Animals			
Effective Date:	June 15, 2017	Rescinds: Amends:	All Prior
Distribution:	ALL PERSONNEL	Re-evaluation Date:	January 1, 2018
Related CALEA Standards:			

I. PURPOSE

The purpose of this General Order is to establish procedures concerning the disposal of dead animals so as to avoid contamination of facility, equipment, live animals, and humans with diseases transmitted from animal carcasses.

II. POLICY

It is the policy of the Los Alamos County Police Department to dispose of dead animals in a safe manner to avoid contamination of live animals and humans with diseases transmitted from animal carcasses.

III. DEFINITIONS: None at this time.

IV. PROCEDURES

A. General handling of all dead animals.

1. The animal's carcass should be picked up using a shovel or snake tongs.
2. The carcass should be placed in a plastic bag, and the bag tightly tied.
3. If fleas or ticks are seen, a flea powder should be spread over the dead animal and left for a short time. The employee will then return to pick up the dead animal and dispose of it.
4. The employee should wear proper protective attire while handling all dead animals.
5. The dead animal will be placed in an empty compartment in the animal control truck.
6. All dead animals will be properly disposed of and examined if necessary.

B. Domestic Animals

1. In the event that a domestic animal is found or reported dead outside of its owner's residence, every effort shall be made to notify the owner of the animal to come to the scene and dispose of their animal. If the owner cannot be located within a reasonable period of time, the animal will be placed in a plastic bag and transported to the Los Alamos County Landfill or to veterinary clinic for examination/disposal.
2. A case will be assigned and a report taken for animal at large. Appropriate citations to the owner may be issued at the discretion of the Officer.

C. Livestock

1. In the event that a large animal (livestock) is found or reported dead, the animal's owner should be identified and notified.

406 Disposal of Dead Animals

409 Animal Trapping and Relocation			
Effective Date:	June 15, 2017	Rescinds: Amends:	All Prior
Distribution:	ALL PERSONNEL	Re-evaluation Date:	June 15, 2017
Related CALEA Standards:			

I. PURPOSE

The purpose of this General Order is to try to prevent animals from creating a health hazard, causing any destruction to property or becoming a nuisance to the public.

II. POLICY

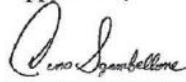
It is the policy of the Los Alamos County Police Department to attempt the humane trapping and transport of domestic animals as well as to trap, transport and relocate unprotected species of wild animals so as to try and assure the safety of the public as well as the animal.

IV. PROCEDURES

A. The following procedures will be followed for trapping animals:

1. Upon the availability of the proper trap, a PSA will place a trap at a business or residence upon the request of the resident.
2. Upon the successful trapping of the target animal(s), the PSA will relocate the animal, unless the animal is sick or otherwise restricted from relocation.
3. If there are additional animals needing to be trapped, the PSA will return the trap and attempt to trap additional animals.
4. If a trap has been set and an animal has not been trapped in a one -week period, the PSA may recover the trap.
5. In the event that other residents are waiting for a trap to become available no one trap will remain at a location for more than a one -week period.
6. Residents requesting trapping services will be responsible for monitoring the trap and notifying the Public Service Aids when an animal has been trapped.
7. Traps will not be left at a residence in which the resident will be out of town.
8. Residents using their own traps are responsible for relocation and release of trapped animals.

Approved by:


Dino Sgambellone
Chief of Police

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409 Animal Trapping and Relocation

410 Euthanasia			
Effective Date:	June 15, 2017	Rescinds: Amends:	All Prior
Distribution:	ALL PERSONNEL	Re-evaluation Date:	January 1, 2018
Related CALEA Standards:			

I. PURPOSE

The purpose of this general Order is to establish guidelines to determine which animals and at what point a decision is made to euthanize the animal and to ensure that animals needing to be euthanized are done so in a humane manner.

II. POLICY

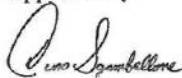
It is the policy of the Los Alamos County Police Department to euthanize animals that are determined to be un-adoptable, have a serious illness, have a serious/life-threatening injury, or are determined to be dangerous.

I. DEFINITIONS: None at this time.

IV. PROCEDURES

- A. All attempts will be made to place all healthy sociable animals in good homes by means of adoption or foster care. Animals that cannot be placed because of illness, injury, or that are determined to be dangerous may be euthanized. When an animal is to be euthanized, the following procedures will take place:
 1. In Shelter:
 - i. Shelter volunteers may be notified prior to the scheduling the euthanasia to ensure last minute accommodations have not been found for the animal.
 - ii. Approval will be obtained from the Chief of Police or designee.
 - iii. An appointment will be made with a local veterinarian.
 - iv. The animal will be transported to the veterinarian and euthanized by the veterinarian.
 - v. The carcass of animal will be placed in double plastic bags and transported to the landfill or cremated by the veterinary clinic and disposed of, or returned to the owner if requested.
 - vi. A Chief's Report shall be completed.
 2. Out of Shelter:
 - i. During emergency situations, animals will be humanely euthanized. The Officer shall notify the CDC prior to firing their weapon. The officer shall notify proper authorities, will properly dispose of the carcass, and complete a Chief's Report.

Approved by:



Dino Sgambellone
Chief of Police

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410 Euthanasia

412 Volunteer Shelter Programs			
Effective Date:	June 15, 2017	Rescinds: Amends:	All Prior
Distribution:	ALL PERSONNEL	Re-evaluation Date:	January 1, 2018
Related CALEA Standards:			

I. PURPOSE

The purpose of this General Order is to establish guidelines and procedures to enhance the quality of life for animals housed in the Los Alamos County Animal Shelter (Shelter); to find proper homes for all adoptable animals at the shelter; and to educate the public on responsible pet ownership.

II. POLICY

It is the policy of the Los Alamos County Police Department to utilize the efforts of the members of the Volunteer Shelter Program (VSP) for the benefit of the animals housed at the Shelter.

III. DEFINITIONS

Volunteer Shelter Program Members – means individuals at least eighteen (18) years of age that have signed a waiver of liability who without compensation or expectation of compensation, performs tasks at the direction of the Department or on behalf of the County of Los Alamos; or Individuals sixteen (16) to eighteen to (18) years of age that have signed a waiver of responsibility which is co-signed by their parent or legal guardian who without compensation or expectation of compensation, performs tasks at the direction of the Department or on behalf of the County of Los Alamos; parents must also sign a waiver of liability; or individuals under sixteen (16) years of age accompanied by a parent or legal guardian who have signed a waiver who without compensation or expectation of compensation, performs tasks at the direction of the Department or on behalf of the County of Los Alamos. The designation of intern may be applied to some volunteers at the discretion of shelter staff. Volunteers are not considered employees of Los Alamos County.

Short Term Volunteer- must meet the same requirements as VSP members but the term of volunteering is 60 Days or less.

IV. PROCEDURES

- A. All Volunteers must be approved by the County prior to volunteering at the Shelter.
- B. Volunteer screening. All Volunteers must successfully complete the following:
 1. Complete and submit an application form approved by County, and demonstrate an ability to be around animals.
 2. Receive, read and comply with relevant County policies and procedure manuals. Volunteers must sign and submit an acknowledgment and waiver form
- A. As requested by the Department, Volunteers may assist the Shelter staff with the following functions:
 1. Welfare of the animals;
 2. Provide supplies and care for the animals to enhance their quality of life;
 3. Provide additional care for special needs animals such as those needing extended medical care; or special diets

412 Volunteer Shelter Programs


7. Visitors. Volunteers may not bring friends or children to the Shelter during their scheduled volunteer hours.
8. Media. Volunteers are not permitted to speak to the Media on behalf of the County Animal Shelter and must refer Media personnel to the County Animal Shelter Manager, or County Manager's Office.

D. Shelter Access Outside Normal Hours.

1. Access to the Shelter is prohibited for Volunteers unless prior approval in writing is granted by the Shelter Manager or Police Chief or designee. Outside normal hours' access is only granted under the following conditions:
 - i. The purpose of requesting after-hours access is for volunteer activities that cannot be performed or completed during regular Shelter hours. Volunteers may not use after-hours access for personal business or activities.
 - ii. A written request must be submitted and contain the names of those Volunteers seeking access outside normal hours, the purpose of their after-hours activities, and the reason why these activities cannot occur during normal hours.
 - iii. Volunteering outside normal hours without County staff member present is generally not permitted, but may be addressed on a case-by-case basis.
 - iv. If permission for after-hours access is granted, Volunteers agree to the following rules and expectations:
 - a. Entry doors may NOT be left open or ajar.
 - b. Only the approved individuals may be present in the approved areas.
 - c. The last person that leaves the Shelter must notify the Police Department Dispatch that they have vacated the Shelter.
 - d. All rules, restrictions, and directions received by the Shelter Manager, Police Chief or designee.
2. Those approved to be in the Shelter outside normal hours should limit their presence to their assigned area.

Those with approved access before the Shelter has opened or after the Shelter has already closed may contact the Police Department for Shelter access.

Approved by:


Dino Sgambellone
Chief of Police

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Appendix 9: Animal Shelter Ad Hoc Advisory Committee Resource List

1. Best Friends Humane Animal Control Manual, <https://bestfriends.org/resources/humane-animal-control-manual>
2. “Guidelines for Standards of Care in Animal Shelters,” The Association of Shelter Veterinarians, 2010, <https://www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf>
3. “Every Nose Counts—Using Metrics in Animal Shelters,” <https://www.vet.cornell.edu/hospitals/maddies-shelter-medicine-program/shelter-resources/every-nose-counts-using-metrics-animal-shelters>