MADISON COUNTY
ANIMAL CARE

Animal Care and Control Follow up

Overview

- Introduction
- KRS law outlines role of Animal Shelter and Animal Control
- Financial Overview of Shelter operations
- Bennett Legacy Donation
- Current staffing model
- Citizen rescue group expressed concerns and brought those to Fiscal Court on 8/27/24.
- Volunteer Policies

State Animal Control and Sheltering Objectives

- The Kentucky Revised Statues require the governing body of each county to have an Animal Control Officer and animal sheltering services that meet the minimum care standards.
- Animal Control programs should be designed to ensure that pet owners exercise proper care and control of their animal so that they do not pose a threat or nuisance to the community.
- Some issues a community will encounter are complaints of;
  - spread of disease and injury: bites, rabies, and other zoonoses.
  - vehicle damage
  - public nuisance: barking, howling, and spreading trash.
  - unsanitary conditions: animal waste
  - property damage: digging in lawns and gardens, chasing, injuring or killing livestock, pets and wildlife.
- Animal sheltering provides safe, humane housing for dogs and cats which have become separated from their owner, confiscated for cruelty cases, or impounded for law violations on the part of their owner. It also provides one location for the reporting of lost and found pets.

KRS REQUIREMENTS

- Maintains an animal shelter, enters into an intergovernmental agreement for the establishment of a regional animal shelter, or contracts with an entity authorized to maintain sheltering and animal control services, to provide services that:
- Segregate male and female animals by species in runs and holding areas;
- Provide separate runs or holding areas for ill or injured animals. An ill or injured animal shall be treated with proper veterinary care or euthanized;
- Provide quarantine for dogs and cats presented to the shelter when quarantine by the owner is not feasible or desirable, the cost of quarantine to be borne by the animal owner at the shelter's regular housing costs and fees. Quarantined dogs and cats shall be held in isolation for observation of symptoms of rabies for a period of ten (10)days from the date the dog or cat bit a person.
- Provide holding areas with protection from the weather, including heated quarters during cold weather. Holding areas shall be free of debris or standing water; shall provide adequate lighting, ventilation, and sanitary conditions to promote a safe, healthy environment; and shall provide adequate space to allow for normal movement, including standing to full height, sitting, turning, and lying down in a natural position without coming in contact with the top or sides of the enclosure or another animal;

KRS REQUIREMENTS

- Provide runs and cages built of materials which can be readily cleaned and disinfected, including floors made of an impervious material;
- Provide access to the public for no less than twenty-four (24) hours in one (1) week, with the hours that the facility is open to the public posted in a visible location;
- Employ euthanasia methods specified as acceptable for that species by the most recent report of the American Veterinary Medical Association Panel on Euthanasia;
- Provide potable, uncontaminated water to every animal at all times, and palatable, uncontaminated food daily; and
- Maintain a record on each animal impounded. Records shall be maintained for a period of two (2) years and shall include:
- a. Date impounded;
- b. Location found or picked up;
- c. Sex of animal and spay or neuter status, if known;
- d. Breed or description, and color; and
- e. Date reclaimed, adopted, or euthanized.

Financial Overview

Funding for the animal shelter typically comes from a combination of sources, but primarly from the General Fund.

1. County Budget Allocation: The shelter often receives a portion of the county's budget designated for animal services. This allocation covers operational costs such as staff salaries, utilities, and .
2. Donations and Grants
3. Adoption Fees: Revenue generated from adoption fees contributes to the shelter's funding. These fees help cover the costs of caring for animals, including vaccinations, spaying/neutering, and microchipping.
4. Partnerships and Sponsorships: Collaborations with local businesses, veterinary clinics, and other organizations can result in financial or in-kind contributions. These partnerships provide resources that support the shelter's programs and initiatives.

Each funding source plays a crucial role in ensuring the Madison County animal shelter can continue its mission of providing care, shelter, and adoption services for animals in need within the community. Budget has increased 41%.

FY22	FY23	FY24	FY25
$265,789	$315,748	$303,181	$374,890

Generousity of Mr. Tony Bennett Donation

- In 2019, Mr. Bennett left the balance of his estate to Madison County Fiscal Court and the Madison County Animal Shelter.
- Money was designed to be used for the animal shelter in an impactful way.
- Intially, there were conversations and ideas around using the money to improve the spay/neuter program.
- Judge Taylor wanted to ensure the generousity of Mr. Bennett made a significant impact on the shelter, and Madison County and the team decided that to truly impact change, the County would invest General Fund dollars in improving the spay/neuter program and through grants and allow his donation to have an even greater impact.
- It was put in a designated investment account at that time in an effort to grow the fund and be used for a major shelter project (like a new shelter).
- The money has remained in the account, UNTOUCHED, since that time.
- As we embark on a new shelter, this donation is designate an area of the shelter, the medical clinic, with Mr. Bennett's name to honor his legacy.

2018

$190,897.27

2024

$237,429.41

Current Staffing Model - 7.5

01

Director

Began May 8

02

Animal Control Officers

Jan. 2023
June 2024

3.5

Kennel Technicians
(1 vacancy)

February is longest serving

01

Receptionist/
Adoption-
Rescue
Assistant

Began May 8

Review of the Shelter Operations Timeline

Challenges

- 2/3 Animal Control Officers had to be separated
- Plans for new shelter initiated/announced

Hiring

- Fiscal Court agreed to temporarily modify hours until staff could be hired.
- 'New Director interviews
- 'Director last day 2/26
- Kennel Tech 1 no showed 3/1
- Kennel Tech 2 quit following shift 3/8

Looking up

- Hired new Director 5/8
- Training of staff
- Review of documentation process
- Set goals for first 6 months
- Visits to other shelters
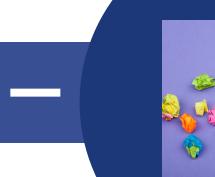
Changes

- Changed cleaning procedures to KennolSol for improved disease contamination
- MOA for Richmond sheltering

Jan. 2024

April 2024

June 2024

Aug. 2024

Sept/Oct 2023

Staffing Changes

- Director asked to discontinue Inmate program because of issues
- Director resigns due to work/life balance

Feb/March 2024

Re-Build

- Kennel Techs hired
- Training for all staff
- Spay/Neuter grant awarded
- Spring Adoption event
- STarted spay/neuter prior to adoption.

May 2024

Operational Follow-up

- Feasability study of new shelter began
- Hired another ACO
- HR interviews of "rumors," with each employee individually
- Daily huddles implemented
- Mentorship
- SOP review

July 2024

Performance Improvement

- Meetings with citizens
- Implemented new processes including new vaccine protocol, weights at intake, medical documentation in AnimalTracks
- Adoption event

How To Be Effective in Performance Improvement

01

Set Clear Goals

02

Communication

03

Regular check-ins

04

Determine Root Causes

Allegations

Increasing euthansia

NOTTRUE - Actually decressing

Not working with Rescues

NOTTRUE

Animal cases not pursued

NOTTRUE - Any law enforcmeent officer by any jurisdiction can file charges.

Environment issues

OPPORTUNITIES - Implemented new cleaning protocols and products to decrease disecase, and improve smell.

Management

OPPORTUNTIES - More staff needed, more social media, not answering phones, volunteers

Donation/Finances

NOT TRUE - Donations mismanaged,

06

05

04

03

02

01
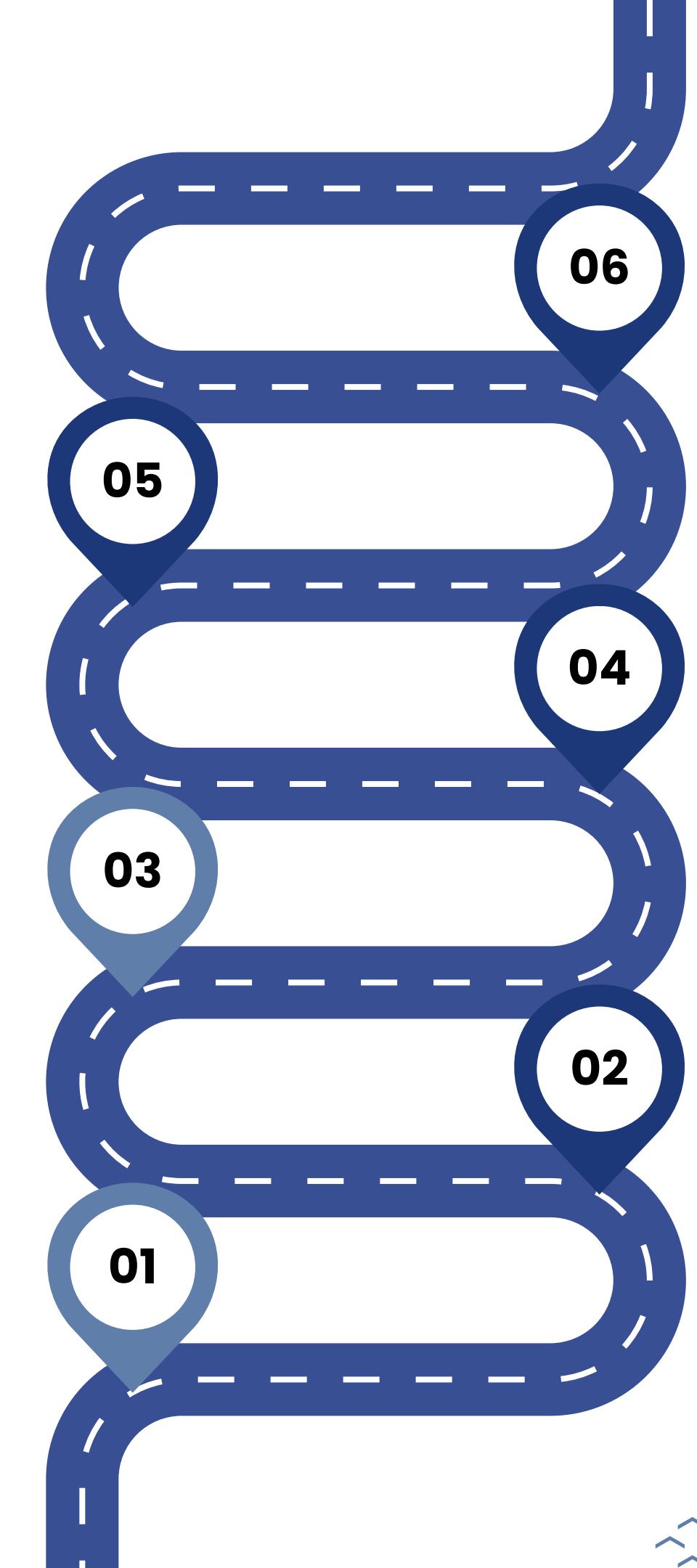
COMPLAINT: Increase in Euthansia Numbers - NOT TRUE

2019

240

2022

238

2023

469

2024

153 (YTD)

230 (Annualized)
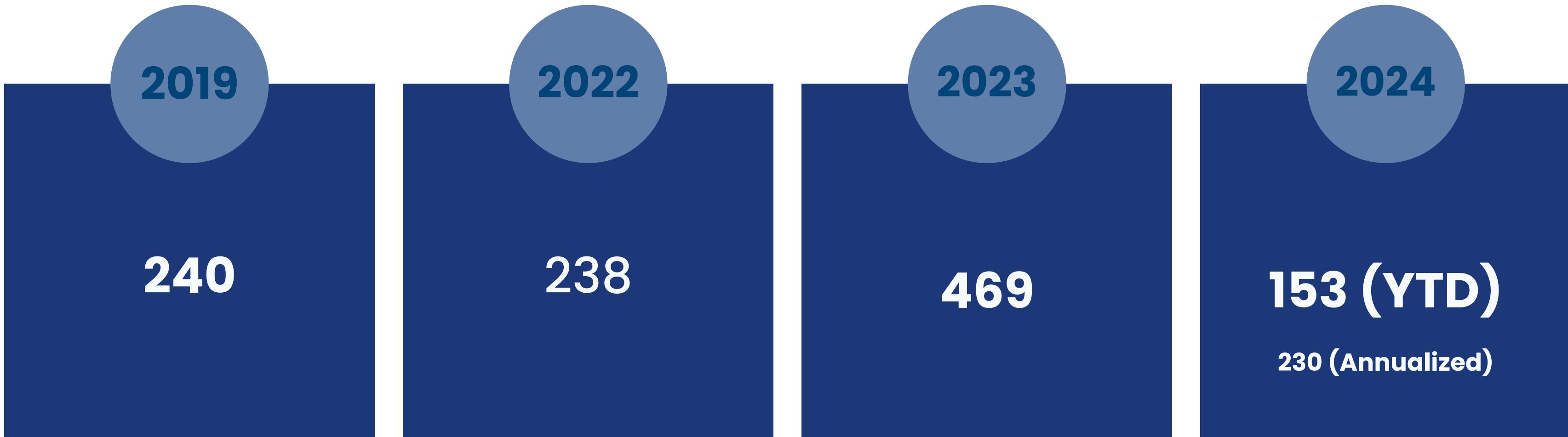
- **89 from previous leadership (58%) in first 2 months.**
- **New leadership was very concerned about numbers and started implementing new procedures (vetting, vaccines, decisions on intake)**
- **51% decrease from previous year**

COMPLAINT: Euthansia Numbers - NOT TRUE
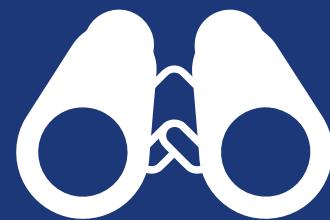
March 1 - August 31, 2023

263
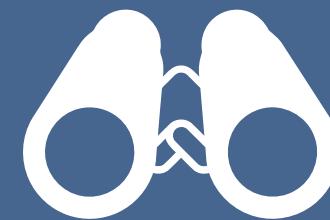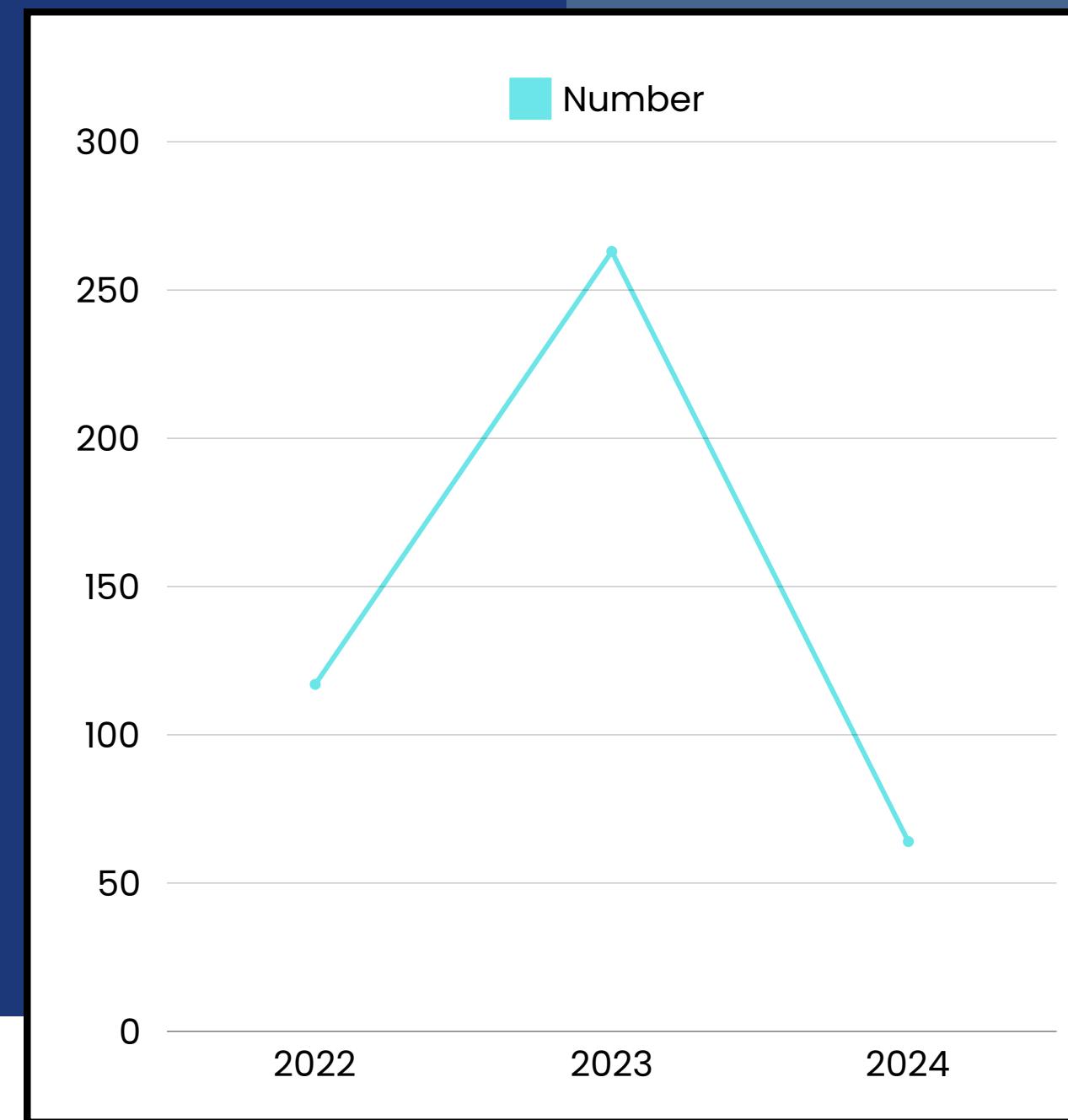
March 1 - August 31, 2024

64

COMPLAINT: Missing animals because numbers aren't sequential/missing – NOT TRUE

The number is an animal ID/identifier it is not a counter.

There will be times when a number is not sequential, that does not indicate an animal is missing.

If you were to pick up an animal on the side of the road and take it home that is not yours, how would it be accounted for, we can only identify animals we intake.

FACTS

If an ACO starts an intake and doesn't finish it until later, it will provide a new identifier when the animal was intaken.

Previous leadership had intakes done on paper and then put in the tracking system later. We identified this during this audit.

We believe these things contribute to this accusation.

COMPLAINT: Not working with Rescues - Special Releases Data Comparison- NOT TRUE

2019

105

2022

221

2023

250

2024

151

227 (annualized)
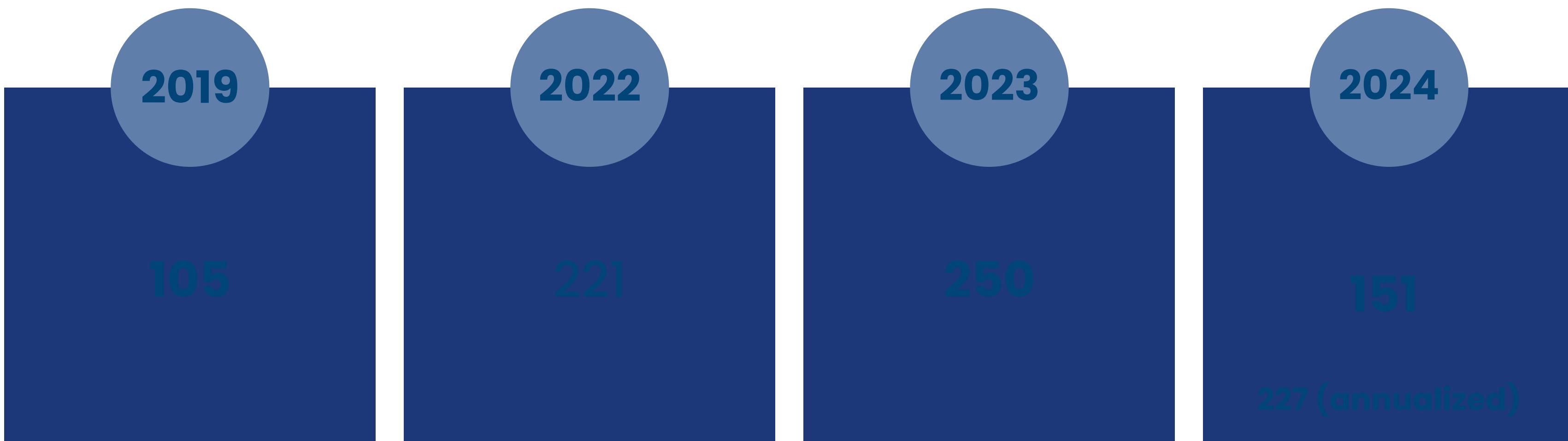
- **53 Owners reclaimed**
- **98 went to rescue (12 different groups)**

COMPLAINT: Animals just dying - All In-Shelter Deaths Comparison and Reasons - NOT TRUE

2022

44

2023

27

2024

33

50 (annualized)
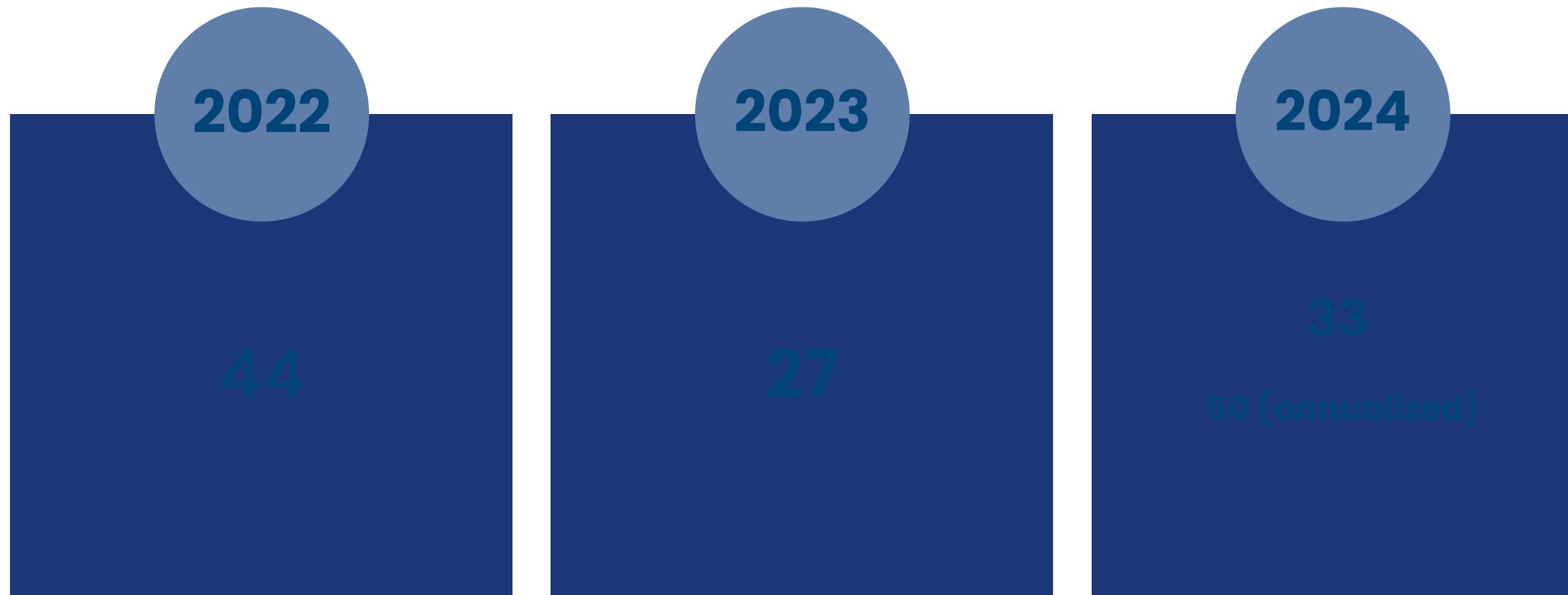
- 13 puppies (8 weeks or less) brought in sick and high-risk.

- 12 puppies (8 weeks or less) brought in sick and high-risk.

- 19 (8 weeks or less) brought in sick and high-risk. (58%)
- 2 seniors
- 1 died having brought in injured
- 11- puppies (8 weeks-1 year)

COMPLAINT: Lack of Facebook Engagement – We can do better.
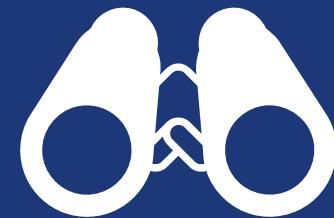

June 8– September 5, 2023
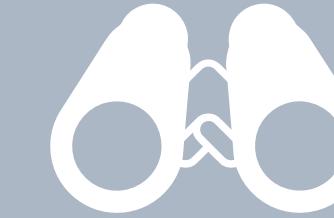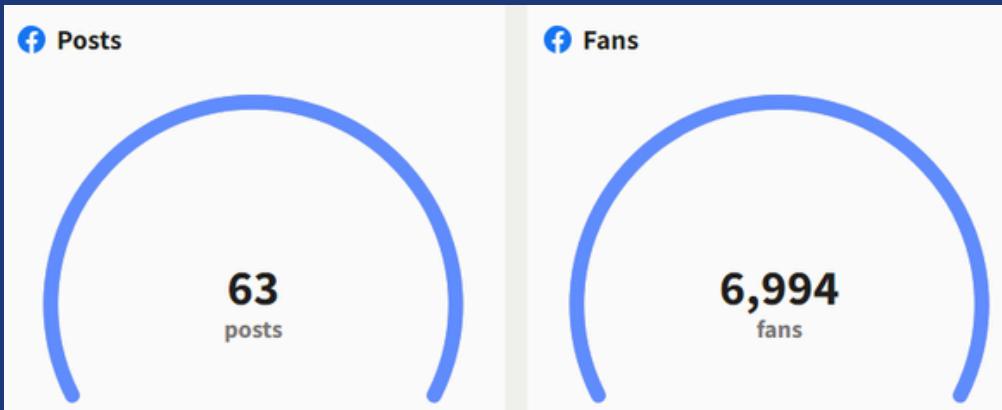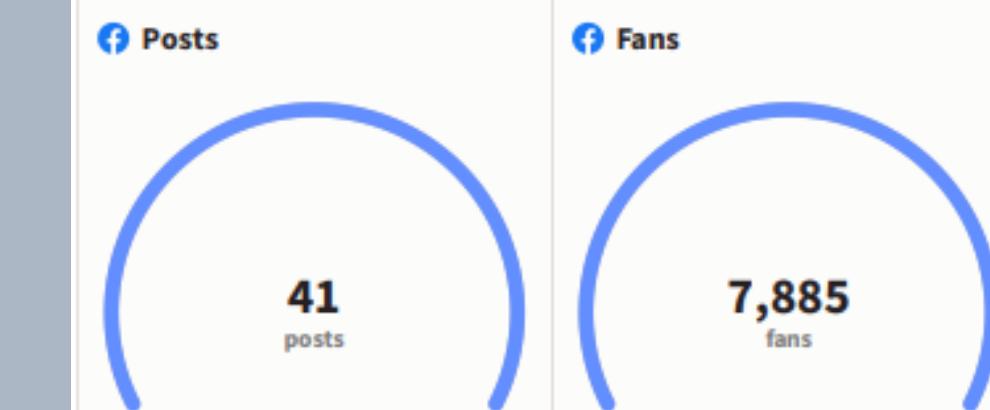
Posts — 63 posts

Fans — 6,994 fans

Inbound messages > Sentiment

62 %	Neutral	676
26 %	Positive	290
12 %	Negative	129

June 8 – September 5, 2024

Posts — 41 posts

Fans — 7,885 fans

Inbound messages > Sentiment

|		
50 %	Neutral	412
37 %	Positive	308
12 %	Negative	102
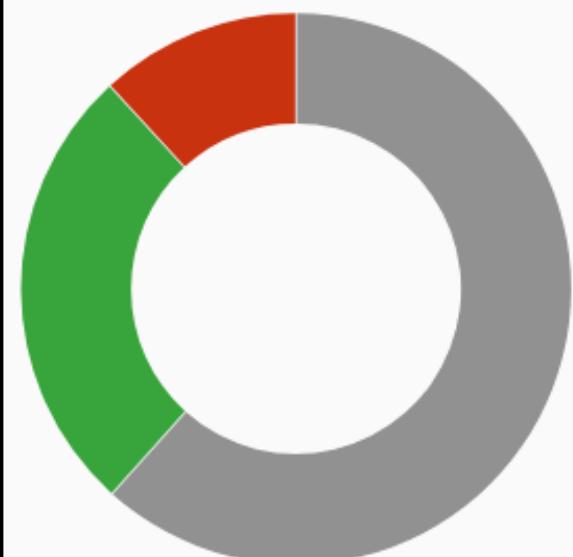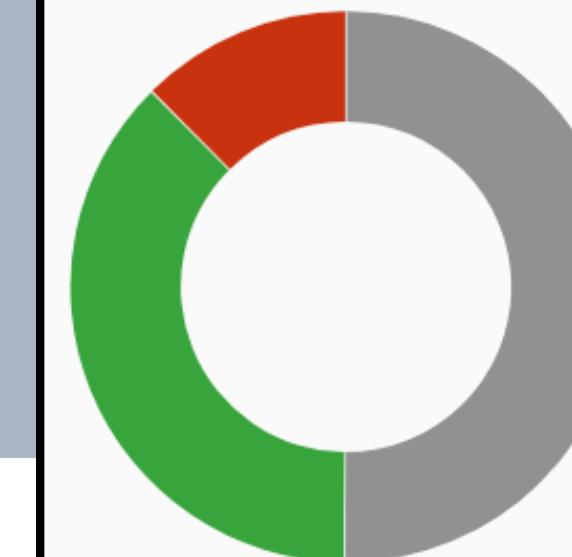
COMPLAINT: Phone Calls Not Answered - We can do better
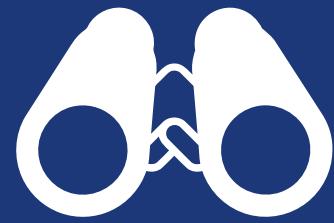
NEEDS IMPROVEMENT - ACTION TAKEN

- Maggie made a change in phone system in June for main line to roll to her desk phone after 5 rings and before voicemail.
- Expectation was set for 24-hour call back
- Text back saying we received your call and ACO will be following up.
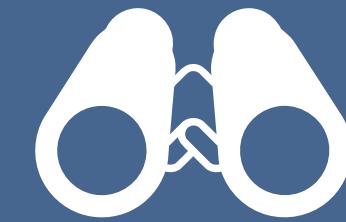
June 8 – September 5, 2024

Total Inbound Calls = 3722

Answered by Voicemail = 1935 (52.00%)

Answered Calls = 1302 (35.00%)

Total Disconnected Calls = 412 (11.00%)

Total Holiday Calls = 73 (2.00%)

COMPLAINT: Special Adoption Events Not Taking Place – NOT TRUE
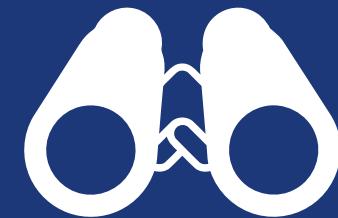
2022 and 2023

6/4/22 – Animal Shelter – 10
8/6/22 – Lowes – 5
9/10/22 – TSC – 1
11/5/22 – Peddlers - 0
12/19/22 – Santa

4/15/23 – EKU –
8/19/23 – Aracadian - 4
9/16/23 – TSC - 0
Photos with Santa
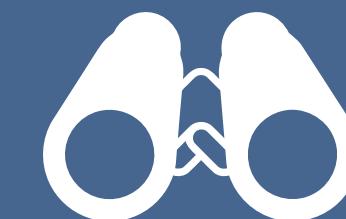
2024

2/14/24 – Valentine's Date -2
4/13/24 – Adoption Pawty – 5
8/10/24 – TSC - 0
9/8/24 – Adoption Goals

Already Planned
10/25/24 – Howl-a-Ween
11/15/24 – Thankful Day Out
Photos with Santa

COMPLAINT: Hours of Operation (Saturday hours)

	Saturday Hours Visitors and Adoptions					
Open Date	Visitors	Adoptions	Rescue Pickups	Owner Claim	TOTAL OUT	NOTES
7/9/2022		5	2		7	
8/12/2022		2		1	3	
9/10/2022	2	0	0	0	0	
10/8/2022	1	1	0	0	1	
11/12/2022	0	0	1	1	2	
12/10/2022	1	1	0	0	1	
1/14/2023	3	2	0	0	2	
2/11/2023	0	0	0	0	0	
3/11/2023	1	1		1	2	
4/15/2023			0	0	0	**Spring Adoption Event
5/13/2023	1	1	1	1	3	
6/10/2023	0	0	0	0	0	
7/8/2023	2	2	0	0	2	
8/12/2023		0	0	0	0	
9/9/2023		0	0	0	0	**Adoption Event
10/14/2023		0	0	0	0	

COMPLAINT: Special Adoption Events Not Taking Place – NOT TRUE
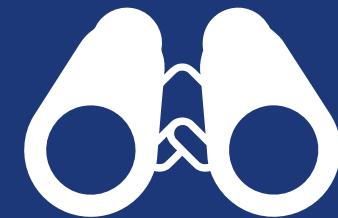
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Photos with Santa

COMPLAINT : Lack of Volunteer Program - True

We don't have and have never had a strong volunteer program for a number of reasons.

It is not because we aren't appreciative of people who have a willingness to help, but because we have to have structure, volunteers willing to serve the need and a willingess to agree to policies, procedures and waive liability.

01

02

03

04
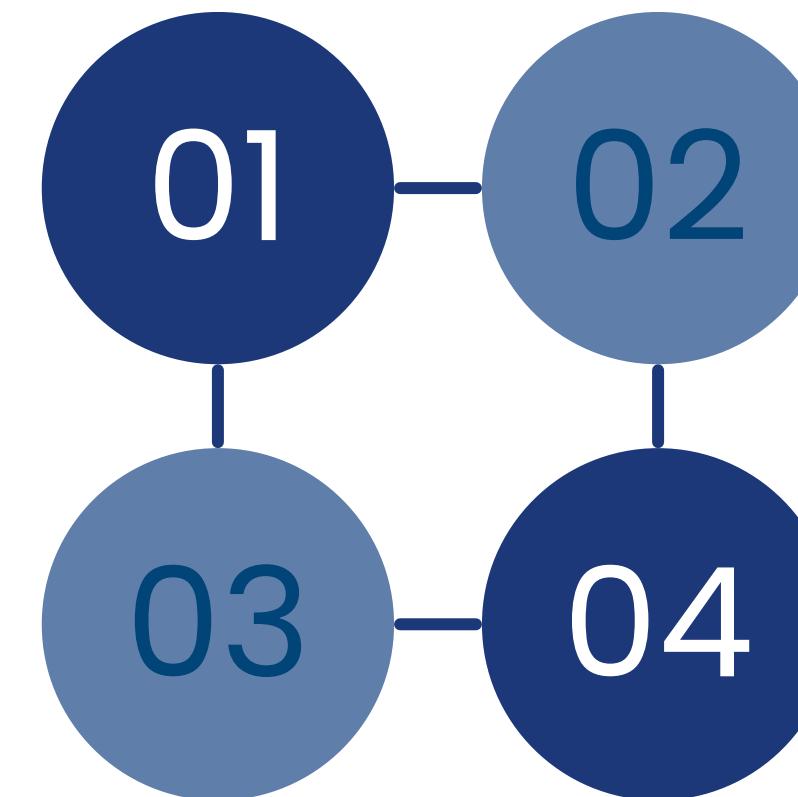
There is liability to an animal shelter and this need to be something the Fiscal Court weighs in on as well because there can be major implications, just as we have experienced previously.

We have always encouraged our shelter leadership to develop a structured program that assists them and the needs of the shelter.

Where are we going from here: Roadmap to Success

Setting and Maintaining Expectations

Continue to mentor and train staff to understand expectations and hold them accountable.

Working with Experts

Continue to utilize the expertise of trained profesionals in our community through vet and other qualified partners.

Building for the Future

A new shelter is piviotal to improve facility challenges, septic system, aging infrastrcture

Monitoring

Trust your team to deliver results but monitor succes and outcomes to ensure vision is being implmented

Roadmap Process

Management

Establish efficient processes for producing and delivering products or services. Manage resources.

01

Customer Service

Provide excellent customer service to build loyalty and satisfaction. Address customer inquiries.

02

Financial

Monitor financial performance, manage budgets, and track expenses. Make strategic financial decisions.

03

Evaluation

Evaluate business performance, identify areas for improvement, and plan for future growth.

04

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ANIMAL CARE