

## Pawsitive Outcomes Implementation Plan - Draft 3

**Goal: Increase the Live Outcome Rate to 90% Within 5 Years**

**San Marcos Regional Animal Shelter**



<b>Objectives</b>	
<b>1</b>	<b>Ambitious spay/neuter efforts</b>
<b>2</b>	<b>Progressive adoption policies</b>
<b>3</b>	<b>Shelter diversion strategies</b>
<b>4</b>	<b>Transparency</b>
<b>5</b>	<b>Trap/Neuter/Release cat program (TNR)</b>
<b>6</b>	<b>Reduce animal intake</b>
<b>7</b>	<b>Increase rescue/transfer outcomes</b>
<b>8</b>	<b>Un-socialized cat solutions</b>
<b>9</b>	<b>Control/prevent illness and disease at the shelter</b>
<b>10</b>	<b>Robust volunteer program</b>
<b>11</b>	<b>Unified/countywide vision and strategic partnerships</b>
<b>12</b>	<b>Foster program</b>
<b>13</b>	<b>Community involvement and empowerment</b>
<b>14</b>	<b>Lifesaving vision</b>
<b>15</b>	<b>Target safety net programs</b>

## **Pawsitive Outcomes Implementation Plan - Draft 3**

### **History:**

On December 12, 2018, San Marcos City Council directed staff to develop a plan to achieve a 90 percent live outcome rate at the San Marcos Regional Animal Shelter within five years. To help save more animal lives at the shelter, a committee was established by city staff and stakeholders at the beginning of 2019 and tasked with developing the plan to present to Council on June 18, 2019.

### **About the Committee:**

The Pawsitive Outcomes Implementation Plan Committee is made up of 20 members representing various groups and organizations within Hays County. There are two representatives from each group: Hays County, City of Kyle, City of Buda, Mutt Strutt, Hays County Animal Advocates, PALS, PAWS, the Animal Shelter Advisory Committee, shelter staff and shelter volunteers.

### **Process:**

Over the course of several months, the committee met approximately twice monthly to learn from each other and to discuss possible solutions. In between meetings, the committee members completed additional activities which would eventually lead to the creation of the first draft. The committee reviewed similar strategic plans from other shelters and also received a presentation customized for San Marcos by Target Zero/Maddie's Fund. Citizen feedback has been received at the three public input meetings, through the community online survey, and email. All of that will be considered not just by the implementation plan committee, but also by the San Marcos City Council and the governing bodies of our regional partners.

The Pawsitive Outcomes Implementation Plan is designed for incremental progress so that funding, process changes, and program development can hopefully occur at the same pace. In the plan, certain strategies have been identified as low-cost/high-impact. Others have been classified according to ease or difficulty of implementation, length of time until impact, and estimated cost.

As a regional partnership, additional meetings have been held so that all government partners can discuss and improve operations, contract language, cost sharing, and a unified front in addressing the pet overpopulation issue in Hays County.

### **Community Involvement:**

Pet overpopulation is a societal problem which must be addressed with the commitment and dedication of the community.

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<b>Objective 1: Ambitious spay/neuter (high volume, low cost)</b>	
<b>a.</b>	Increase owner responsibility
<b>b.</b>	Reduce the population of stray/homeless pets
<b>c.</b>	Keep free-roaming cats out of the shelter **
<b>d.</b>	Develop a consortium of partners
<b>e.</b>	Analyze data to better target strategies
** = idea may be rejected by both the community and government partners	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy to moderately difficult to start up</li> <li>• Key components are public education, awareness, support and buy-in.</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Moderate amount of time to make arrangements and educate the public</li> <li>• In theory, each surgery should result in fewer litters born in the community.</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Overall, fewer animals entering the shelter</li> <li>• Of those, 50% are already spayed/neutered</li> </ul>
<b>Resources Needed</b>	<ul style="list-style-type: none"> <li>• If community spay/neuter is done at the shelter, add in staff time (administrative and Vet Techs) and supplies</li> <li>• If community spay/neuter is contracted and off-site, need administrative staff time and contract services funds</li> <li>• Seek grants to defray taxpayer spending</li> <li>• Estimate \$85/animal, so every \$20,000 would fund approximately 235 surgeries</li> </ul>

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<b>Objective 2: Progressive adoption policies</b>	
<b>a.</b>	Encourage more people to adopt from the shelter
<b>b.</b>	Animals to be showcased even while on stray hold or awaiting medical, with an adopter waitlist *
<b>c.</b>	Animal behavior / training program
<b>d.</b>	Streamline the adoption process
* = low-cost/high-impact	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Moderately difficult to start up</li> <li>• Some policies and procedures will need to be revised or developed</li> <li>• Increase advertising &amp; post animals as soon as they enter the shelter</li> <li>• Offer some training for adopters</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Can implement a couple things quickly (public awareness campaigns and off-site adoptions)</li> <li>• Will need to build programs for continuous improvement to numbers</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Adoption rates steadily increase</li> <li>• Lower returns due to minor behavior issues</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Staff to help with advertising/posting, off-site adoptions, and trainers to provide training class</li> <li>• Yearly salaries and associated expenses for promotions and adoptions staff</li> <li>• Satellite adoption centers across county (not required; only if funding is available)</li> </ul>

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<b>Objective 3: Shelter diversion strategies (finder-to-foster or positive alternatives to shelter surrender/PASS)</b>	
<b>a.</b>	Increase owner responsibility and return to owner
<b>b.</b>	Encourage microchipping, data updates, and use of scanners throughout the county *
<b>c.</b>	Keep free-roaming cats out of the shelter **
<b>d.</b>	Initiate pet retention efforts, to include an animal behavior/training program
<b>e.</b>	Update Animal “Control” to “Protection” or “Resource”
<b>f.</b>	Create a large dog program
<b>g.</b>	Analyze data to focus efforts
* = low-cost/high-impact	
** = idea may be rejected by both the community and government partners	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Moderately difficult due to the variety of programs to set up and the people to train</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Moderate time to build programs and train people</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Decreased intake associated with keeping more animals in the home, microchip-assisted return to owner, and fewer owner surrenders</li> <li>• Decrease in percentage of large dogs in adoption</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Microchip scanners, pet retention funds and supplies (fence repair, crates, training, etc.)</li> <li>• Yearly salaries and associated expenses (people to help with large dog program)</li> </ul>

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Objective 4: Transparency	
<b>a.</b>	Post photos upon intake
<b>b.</b>	Keep intake open
<b>c.</b>	Use technology to make intake and details accessible online
<b>d.</b>	Moratorium on euthanasia for certain reasons
<b>e.</b>	Open selection adoptions
<b>f.</b>	Analyze data to target strategies
<b>g.</b>	Ensure accurate record-keeping
<b>h.</b>	Count every animal euthanized
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy to moderate</li> <li>• Changes to policy and training staff/shift in mindset</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Short amount of time to see some impact; as trust and relationships grow, so will the impact</li> <li>• Moderate amount of time to implement new software and develop programs</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Increased community support/confidence/engagement (volunteers, donors, community partners)</li> <li>• Grants from other organizations</li> <li>• Improved/streamlined communication &amp; trust between shelter, ACOs and community</li> <li>• Increased adoptions and return to owner</li> <li>• All animals that need a place are taken in</li> <li>• Consistent posting of intake photos and information on website</li> <li>• Use of statistics to make all decisions</li> <li>• No animals killed for certain reasons</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Yearly salaries and associated expenses (staff time for posting and adoptions; volunteers can help)</li> <li>• Technology/software (intake, photos, track adopter interest, data tracking and analysis)</li> <li>• Programs to divert intake and to place/house animals</li> </ul>

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Objective 5: Trap/Neuter/Release cats (TNR) **	
<b>a.</b>	Reduce the population of stray/homeless pets
<b>b.</b>	Keep free-roaming cats out of shelter **
<b>c.</b>	Barn cat program
<b>d.</b>	Microchips *
<b>e.</b>	Analyze data
<b>f.</b>	Educate the public about the benefits of TNR * (where instituted)
* = low-cost/high-impact	
** = idea may be rejected by both the community and government partners	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy to moderately difficult</li> <li>• Volunteers are key to maintaining</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Spay/neuter as quick as possible to reduce reproduction</li> <li>• Most impact will be realized after a long period of time</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Reduced intake</li> <li>• Increased live outcome rate for Barn Cats</li> <li>• Microchip-assisted return to owner</li> <li>• Reduction of percentage of free roaming cats in shelter</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Spay and neuter funds</li> <li>• Traps (and training on proper use of traps)</li> <li>• Yearly salaries and associated expenses</li> </ul>

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Objective 6: Reduce animal intake	
<b>a.</b>	Increase owner responsibility
<b>b.</b>	Increase return to owner
<b>c.</b>	Keep intake open for those who need it
<b>d.</b>	Use technology
<b>e.</b>	Pet retention efforts
<b>f.</b>	Update Animal “Control” to “Protection” or “Resource”
<b>g.</b>	Encourage microchipping, data updates, and use of scanners throughout the county *
<b>h.</b>	Finder to foster program *
* = low-cost/high-impact	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy to difficult due to the number of components and programming involved</li> <li>• Easy: d, g, h; Moderate: b, c, e, f; Difficult: a</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• 1-2 years: b, c, d, e, f, g, i</li> <li>• 3+ years: a, h</li> </ul>



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<p><b>Success Benchmarks</b></p>	<ul style="list-style-type: none"> <li>• RTO increase by 10% year 1 and 20% year 2 (both in field and via shelter)</li> <li>• Reduce intake of strays by 10% year 1 and 20% year 2</li> <li>• Increase in RTF of community cats of 90%</li> <li>• Decrease of “barn cats” (those not RTF’d) by 50% year 1</li> <li>• Decrease owner surrenders by 20% in year 1 and 30% in year 2</li> <li>• Attempt made to provide resources to potential owner surrenders to enable them to keep their pets</li> <li>• Increase in microchip placement via shelter by 50% year 1 and doubled by year 2</li> <li>• Increase foster-finders by 30 in year 1</li> <li>• No animals turned away (except during emergencies-weather, mechanical malfunctions)</li> <li>• Cost savings, more chipped animals, higher vaccination rate (for rabies)</li> </ul>
<p><b>Resources / Cost Estimate</b></p>	<ul style="list-style-type: none"> <li>• Yearly salaries and associated expenses (humane educator in schools, part-time, \$25,000; ACO for education, more thorough intake, field RTO; \$100,000 for several part-time positions to include Foster/Rescue Coordinator, Volunteer/PASS Coordinator; more funds for shelter Vet; more shelter staff to keep pace with population growth; part-time position (\$20,000 or grant) to do hands on pet retention or to oversee volunteers; staff time to insert microchips</li> <li>• Foster kits (\$40/foster kit x 50 = \$2,000 + staff time to enter data)</li> <li>• Microchips (\$4 x total intake)</li> <li>• Trainers: \$25/hr (\$10,000/yr)</li> <li>• Marketing costs (unless volunteers are allowed to use social media)</li> <li>• Infield microchip scanners</li> <li>• Name change costs (update website and printed materials)</li> <li>• Cost of technology (Petpoint software about \$290/month) to post on website; training on technology</li> <li>• Grants and volunteers can reduce costs</li> <li>• Define municipalities supported, divert funds to replace contract fees (Kyle/Buda do their own shelter)</li> </ul>

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<b>Objective 7: Increase rescue/transfer outcomes</b>	
<b>a.</b>	Use technology to coordinate efforts
<b>b.</b>	Develop a consortium of rescue/transfer partners
<b>c.</b>	Implement an animal behavior / training program
<b>d.</b>	Ensure disease control / vaccinations
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy to reach out and start</li> <li>• Moderately difficult to expand/maintain (need to build relationships and trust)</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Short to mid time frame</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Significant increase in the number of animals transferred out of shelter</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Yearly salaries and associated expenses (staff to take photos, communicate with rescues, social media and oversee volunteers)</li> </ul>

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<b>Objective 8: Un-socialized cat solutions</b>	
<b>a.</b>	Reduce the population of stray/homeless animals
<b>b.</b>	Implement/expand the barn cat program
<b>c.</b>	Implement Return To Field (RTF) where allowed **
<b>d.</b>	Conduct education and outreach related to community cats *
<b>e.</b>	Encourage microchipping, data updates, and use of scanners throughout the county *
<b>f.</b>	Analyze data to target efforts
<b>g.</b>	Trap Neuter Release (TNR) program
* = low-cost/high-impact	
** = idea may be rejected by both the community and government partners	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Moderately easy: b, c, d (especially compared to other cat issues like neonatal or sick/injured)</li> <li>• Difficult: a (especially as an attempt to address as a unified/countywide vision)</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Immediate decrease in cat euthanasia</li> <li>• 1-2 yrs: b, c, d</li> <li>• Will take a long time to see a reduction in stray/homeless pet population and cat intake</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Reduced intake, euthanasia, stray population, and number of free-roaming cats in and out of shelter</li> <li>• Cost savings; reallocation of resources/manpower to other initiatives</li> <li>• Fewer nuisance complaints, happy staff &amp; public (once cats are fixed, problem behaviors reduce)</li> <li>• Reduced incidents of illness at the shelter</li> <li>• Increased number of microchipped and vaccinated (for rabies) cats</li> <li>• Decrease in calls for removal or surrender of strays by 20% year 1</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Traps, crates, printed educational materials</li> <li>• Free spay/neuter services</li> <li>• Yearly salaries and associated expenses: TNR Coordinator; part-time humane educator in schools (\$25,000); ACO position who educates (grant or funded by all entities); Rescue Coordinator; 1 additional Adoption Counselor</li> </ul>

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Objective 9: Control/prevent illness and disease at the shelter	
<b>a.</b>	Make building/environment improvements
<b>b.</b>	Increase Vet Tech staffing
<b>c.</b>	Veterinary partners
<b>d.</b>	Incorporate Veterinary interns
<b>e.</b>	Drug company partners
<b>f.</b>	Protocols / procedures
<b>g.</b>	Train fosters to take medical cases *
* = low-cost/high-impact	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Difficult</li> <li>• Need space at the shelter, veterinary partners willing to help, vet techs, protocol/procedure changes</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Moderate to long term</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Ability to spay/neuter more animals</li> <li>• Updated policies/best shelter practices</li> <li>• Veterinary oversight</li> <li>• Expansion and improvement in the shelter building</li> <li>• Expansion and improvement in the shelter's partners</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Renovation to increase space in surgery and treatment area</li> <li>• Additional Veterinary time to oversee and assist staff</li> <li>• \$ Millions</li> </ul>

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Objective 10: Robust Volunteer Program	
<b>a.</b>	Tiered volunteer program *
<b>b.</b>	Create job descriptions (ex: volunteer photographers) *
<b>c.</b>	Volunteers post pictures (if allowed) *
* = low-cost/high-impact	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy to start</li> <li>• Moderately difficult to build a whole program</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Some immediate impact; most impact when more developed</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Growth AND maintenance of volunteer participation</li> <li>• Consistent number of volunteers on a daily basis</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Advertising</li> <li>• Yearly salaries and associated expenses (staff to train and oversee)</li> </ul>

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<b>Objective 11: Unified/countywide vision &amp; strategic partnerships</b>	
<b>a.</b>	Maintain open intake
<b>b.</b>	Develop a consortium of partners to involve and empower the community
<b>c.</b>	Network with surrounding shelters for available space
<b>d.</b>	Analyze data countywide to target strategies
<b>e.</b>	Reduce the population of stray/homeless pets
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Moderate to difficult</li> <li>• Will need time to develop partners</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Moderate amount of time to build relationships and programs</li> <li>• Keeping intake open can be done quickly but must balance with proper animal care</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Trust, communication, involvement, and consistency between partners</li> <li>• All pets in need are admitted</li> <li>• Conduct regular checks on the use of data to target strategies</li> <li>• Satisfaction surveys</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Yearly salaries and associated expenses (build relationships, develop programs, analyze data )</li> <li>• Programs to divert intake, including staff to oversee volunteer component</li> <li>• Invest in software; data analyst to analyze and track data</li> </ul>

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Objective 12: Foster program	
<b>a.</b>	Keep intake open
<b>b.</b>	Use technology to recruit and train fosters (social media)
<b>c.</b>	Foster to adoption program *
<b>d.</b>	Focus on at-risk/special needs populations (large dogs, neonatal kittens, medical cases, seniors)
<b>e.</b>	Add dedicated position to develop foster program
<b>f.</b>	Finder to foster program *
<b>g.</b>	Animal behavior / training program specific for fosters
<b>h.</b>	Analyze data
<b>i.</b>	Develop a foster medical fund
* = low-cost/high-impact	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy: b, c, d (utilize already available resources and then build on it)</li> <li>• Moderately difficult: a, e, f</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Not long if using resources already available</li> <li>• Moderate amount of time for more complex aspects</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Number of: fosters; cats and dogs fostered; fosters trained for medical, age, or behavior</li> <li>• Increased capacity for animals (reduced euthanasia due to space/behavior/ medical/too young)</li> <li>• Reduced incidents of illness; save all neonates</li> <li>• Increase in adoptions (more thorough and accurate biographical information to promote; expanded marketing reach; abused/neglected animals learn to love &amp; trust again; fewer shelter returns)</li> <li>• Increase live outcome rate of cats/large dogs by 10%</li> <li>• Decrease average length of stay by 10 days</li> <li>• Successfully raise funds to cover sick and injured</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Yearly salaries and associated expenses (training, foster oversight, promotion, coordination)</li> <li>• Trainers</li> <li>• Foster kits (\$40 each)</li> <li>• Supplies: training materials, establish kitten nursery.</li> </ul>

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<b>Objective 13: Community involvement and empowerment</b>	
<b>a.</b>	Use technology for community involvement (Facebook, etc.)
<b>b.</b>	Pet retention efforts
<b>c.</b>	Animal “Control” to “Protection” or “Resource”
<b>d.</b>	Develop a consortium of partners
<b>e.</b>	Encourage more people to adopt from the shelter
<b>f.</b>	Encourage microchipping, data updates, and use of scanners throughout the county *
<b>g.</b>	Analyze data to target strategies
* = low-cost/high-impact	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Moderately difficult</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Moderate amount of time due to training volunteers</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• More animals stay in homes or returned to owner</li> <li>• Volunteer involvement/utilization</li> <li>• Positive public involvement and reactions to shelter and staff</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Yearly salaries and associated expenses</li> </ul>



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Objective 14: Lifesaving Vision	
<b>a.</b>	Update Animal “Control” to “Protection” or “Resource”
<b>b.</b>	Operate according to progressive core values
<b>c.</b>	Conduct public education and outreach *
<b>d.</b>	Use technology and data to analyze which animals are most at risk
* = low-cost/high-impact	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy (mindset shift) to moderately difficult (coordinating many people/agencies)</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Immediate for some; a moderate, more gradual transition for others</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Community support due to transparency and public education/outreach</li> <li>• Decreased intake</li> <li>• Increased live outcome rate, RTO, transfers, adoptions</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Advertising/promotion</li> <li>• Yearly salaries and associated expenses</li> </ul>

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<b>Objective 15: Target Safety Net Programs</b>	
<b>a.</b>	Bottle feeding volunteers and fosters (for in-shelter and out-of-shelter feeding)
<b>b.</b>	Large dog program (training, matchmaking, SOP for evaluating in shelter and with fosters)
<b>c.</b>	Program to promote the long-stay animals *
<b>d.</b>	Fundraising to help the sick and injured animals (specific cases as pleas)
<b>e.</b>	Partner with rescues and vets
<b>f.</b>	Train volunteers to work with unsocial and fear-based animals
* = low-cost/high-impact	
<b>Ease of Implementation</b>	<ul style="list-style-type: none"> <li>• Easy: c, d</li> <li>• Others can be replicated but may still be difficult; require resources, education, volunteer recruitment/coordination, time to implement new programs</li> </ul>
<b>Time Until Impact</b>	<ul style="list-style-type: none"> <li>• Initial impact at 6 months to 1 year</li> <li>• Otherwise, 1-2 years (develop programs, evaluate, improve, and expand resources and participation)</li> </ul>
<b>Success Benchmarks</b>	<ul style="list-style-type: none"> <li>• Program implementation and/or growth</li> <li>• Increased volunteer base (and tiers) and community support</li> <li>• Consistent number of volunteers assisting with these efforts</li> <li>• Decreased euthanasia due to space/behavior/medical/too young/time</li> <li>• Increased adoptions; reduced LOS</li> <li>• All bottle babies find a BBF</li> <li>• Decreased euthanasia of big dogs or behavioral dogs by 10% in year 1 (5% each year after)</li> <li>• 50% of meds and care funded for heartworm, URI ortho cases</li> <li>• Increase in transfer rate to organizations (other than APA and PAWS) by 20% in year 1</li> </ul>
<b>Resources / Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Salaries and associated expenses (Animal Behaviorist, Foster Coordinator, Rescue Coordinator)</li> <li>• Technology to target resources</li> <li>• Materials, supplies, training, transport costs</li> <li>• Marketing county-wide</li> </ul>