



# Animal Services Update

Nikki Sassenus, Director

Jesse Kent, Assistant to the City Manager



# Animal Services Audits and Reviews

Review	Key Findings
<b>2018 Review by Animal Shelter Services</b>	<ul style="list-style-type: none"><li>• Lack of SOPs and best practices</li><li>• Improper cleaning and sanitation</li><li>• Need for volunteer program development</li><li>• Review of contracted veterinary services, department management, staffing levels, and capacity for care</li></ul>
<b>2023 City Auditor's Canine Care Practices Investigation</b>	<ul style="list-style-type: none"><li>• Lack of staff training</li><li>• Inadequate documentation</li><li>• Inadequate health monitoring</li></ul>
<b>2024 Review by Shelter Savvy</b>	<ul style="list-style-type: none"><li>• Strengths:<ul style="list-style-type: none"><li>• Open adoption policy, Dedicated staff, Strong foster program</li></ul></li><li>• Areas for Improvement:<ul style="list-style-type: none"><li>• Internal Communications, Staffing, Behavioral management of animals, Community Cats</li></ul></li></ul>
<b>2024 Review by Industry Expert</b>	<ul style="list-style-type: none"><li>• Enhance pathway planning and monitor animal progress</li><li>• Review euthanasia cases and length of stay for early intervention opportunities and behavioral support</li><li>• Strengthen foster and marketing program</li></ul>
<b>2024 City Auditor's Operational Review</b>	<ul style="list-style-type: none"><li>• Verification of animal care is hampered by understaffing and poor tracking</li><li>• Veterinary services management needs improvement for cost-effectiveness</li><li>• Communications and public information could be improved</li><li>• Lack of formal guidelines for officer expectations and asset management</li><li>• Fees are outdated and inconsistently enforced</li></ul>

# In Summary

Findings	Actions
Update and align SOPs with practices	Developing and updating SOPs
Reinforce standards with staff	Organization reset of mission and staff expectations
Develop animal care monitoring and documentation	Developed a comprehensive record of care and proactive interventions
Further engagement of the community and expand programming	Developing of new programming and deepening partnerships
Improve facility functionality	Lasting facility improvements and shelter expansion and remodel

# Recent Improvements and Initiatives

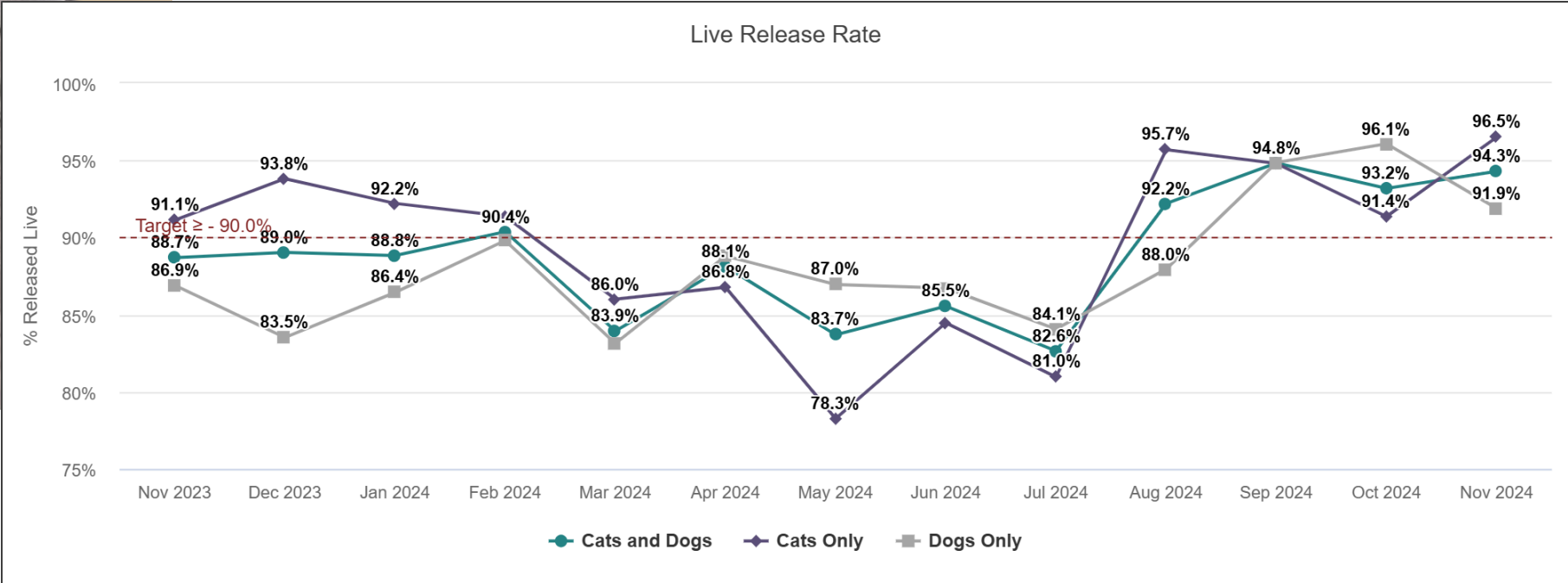


- SOP Implementation
  - Prioritized and implemented SOPs in critical areas- feeding, weight management, intake, cleaning
  - Review and update of department SOPs
- Staff Training
  - Level setting of key expectations and non-negotiables to ensure focus on our key priorities of service and excellence
  - Dedicated in-house training time on Wednesdays
  - Daily staff briefing
  - Participation in conferences, networking opportunities, and external learning opportunities

# Recent Improvements and Initiatives



- Euthanasia Policy
  - Previously, no formal decision-making mechanism
  - Developed to ensure limited, consistent, and humane practices are in place
  - Review of suggested best practices and policies from a variety of sources and feedback from industry experts
  - Reviewed with Animal Services Advisory Committee
  - Will bring to Council in FY25 Q2 for adoption



# Operational Enhancements

## Daily Health and Wellness Monitoring System

- Electronic barcode system
- Comprehensive record of animal care activities
- Active management of employee work

The screenshot displays the 'Supervisor Daily Dashboard' with a focus on 'Daily Work'. The interface includes a sidebar for 'Animal Services Management' with options like 'Daily Work', 'Weekly Monitoring', 'Inventory', 'Off-Site Animals', and 'Animal Records Viewer'. The main content area shows 'Checks Remaining' with a count of 12. Below this is a section for 'Today's Animal Checks' which includes a table for 'Today's Animal Intake Watch List' and a section for 'Today's Animal Welfare Checks Needed'.

**Supervisor Daily Dashboard > Daily Work**

**Checks Remaining**

Count  
**12**

**Today's Animal Checks**

**Today's Animal Intake Watch List**

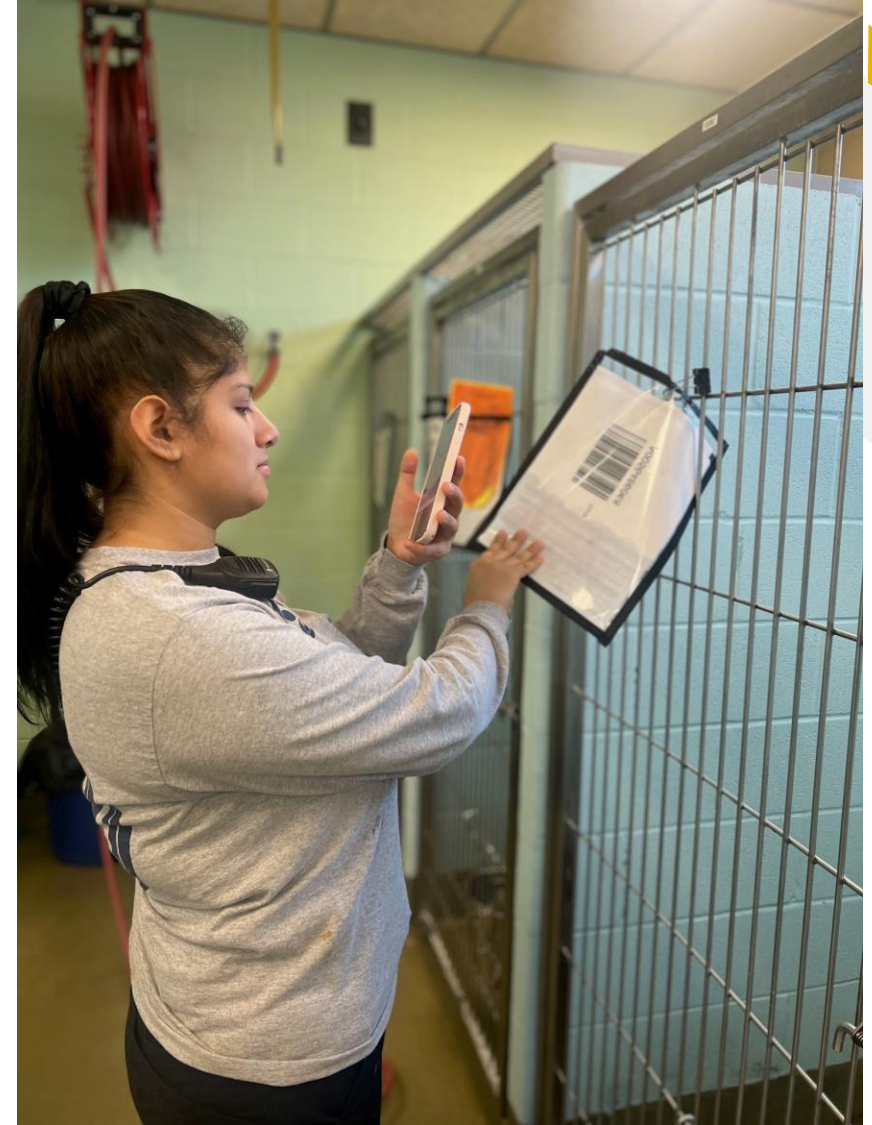
Animal ID ↑	Animal Name	Created By	Stage	Ate Today	Drank Water Today	Fed and Watered Time	Notes	Pet Point Link
Location (from Inventory Link)								
Small Animal Room 1								
A0057530270	Koopa Troopa	Brenna Wright	Available	✓	✓	1/1/2025 7:59am	Hides, I don't think this...	<a href="#">PetPoint</a>
Location (from Inventory Link)								
Stray Dog 2								
A0057545667	Dior	Crystal Ususan	Stray Hold	✓	✓	-	Only urinated, Also did not...	<a href="#">PetPoint</a>
A0057545679	Jack	Crystal Ususan	Stray Hold	✓	✓	-	Only urinated and did not...	<a href="#">PetPoint</a>

**Today's Animal Welfare Checks Needed**

Animal ID	Animal Name	Health and Wellness	Wellness Check Conducted By	Created By	Pet Point Link	Location (from Inventory Link)
-----------	-------------	---------------------	-----------------------------	------------	----------------	--------------------------------

# Operational Enhancements

- Communication and accountability
- Reduce LOS, promote positive outcomes
- Proactive approach, early identification and interventions



# Operational Enhancements

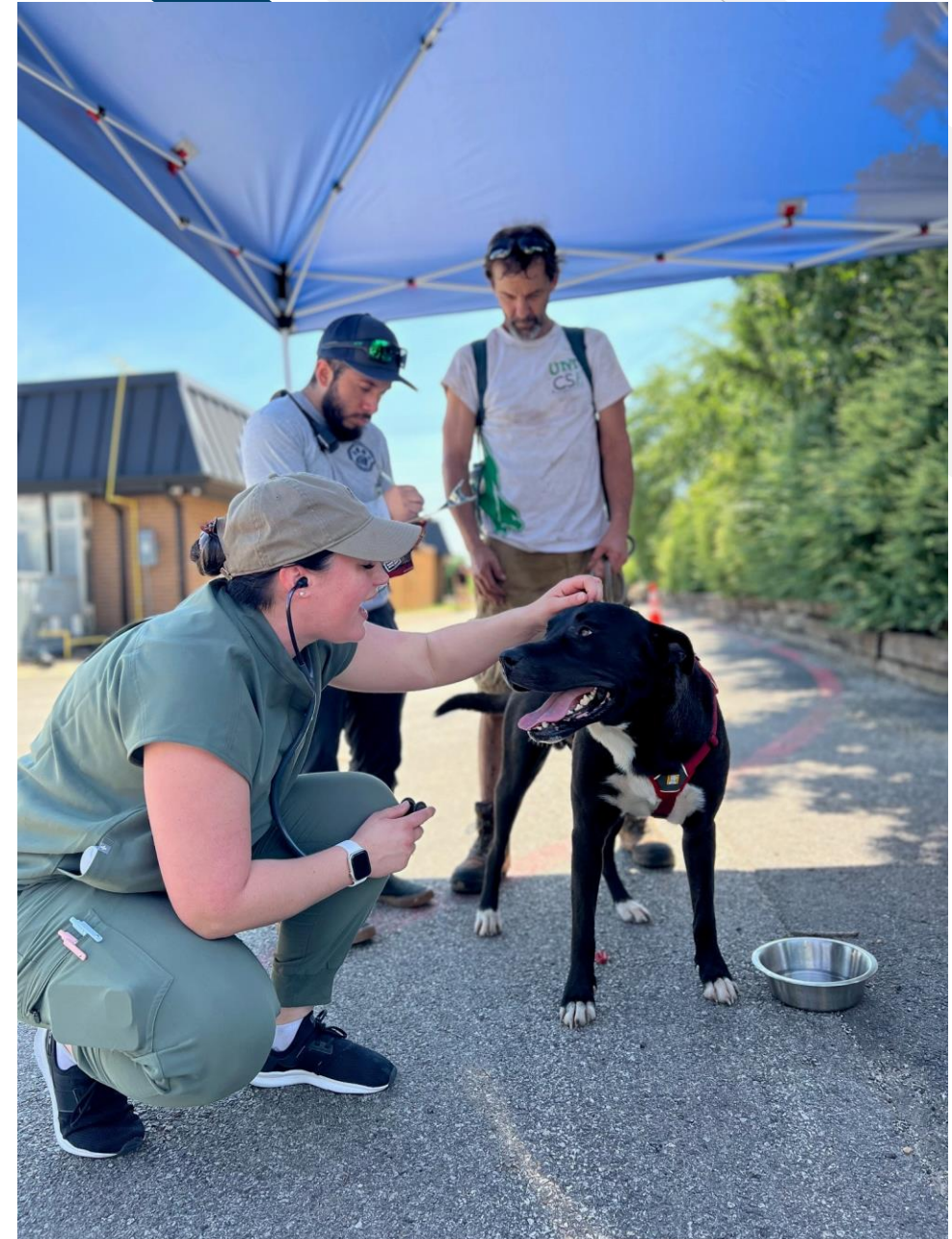
- Staffing and Capacity for Care
  - Addition of two Animal Care Technicians FY25
  - Addition of Behavior, Enrichment, and Placement Coordinator FY25
  - Reclassification of one Lead Customer Service Representative to two Part-Time Customer Service Representatives
- Documentation/ Records Retention
  - Daily Health and Wellness Monitoring System
  - Training Records
  - Case Management Module utilization
  - Leveraging technology





# Program Improvements

- Information Sharing
  - Performance Scorecard Dashboard
  - Email communications platform
  - Public Safety Communication
  - Website
- Education
  - Elementary Career Days
  - Scout Programs
  - Social Media
- Community Outreach
  - Targeted vaccination and microchip clinics
  - Food Pantry



# Program Improvements



- Volunteer Program
  - Implemented updated training and on-demand training materials
  - Monthly orientations
  - New management software- streamline scheduling, check-in, and tracking
  - 2,000 hours of volunteer help since June 2024
- Foster Program
  - Over 500 kittens placed in calendar year 2024
  - Fostering Dogs
- Rescue Placement
  - Eliminating barriers

# Operational Enhancements

- Urgent Placement List
  - Focus on placement for identified animals- foster, rescue, transfer
  - LOS, mental, and physical wellbeing
- Closer coordination with partners
  - Denton Animal Support Foundation
  - Denton Area Running Club
  - Rescues

DAS Urgent Placements

Report abuse Sign up

Filter Sort

**A0056917995**

Photos and Videos

Name  
Spud

About me  
Spud is a lively 2-year-old American Pit ...

Primary Breed  
Terrier, American Pit Bull

Age  
2y 3m

Sex  
Male

Days in Shelter  
105

Tags  
High energy Does well with car rides

Reason for expedited placement  
Length of stay Mental state General

**A0056486068**

Photos and Videos

Name  
Lucy

About me  
Lucy is a 1-year, 4-month-old American ...

Primary Breed  
Terrier, American Pit Bull

Age  
1y 5m

Sex  
Female

Days in Shelter  
63

Tags  
Food motivated Knows basic comman

Reason for expedited placement  
Kennel reactive Length of stay Ment

**A0057198676**

Photos and Videos

Name  
Rain

About me  
Rain is an energetic and spirited Alaskan...

Primary Breed  
Alaskan Husky

Age  
2y 3m

Sex  
Female

Days in Shelter  
62

Tags  
Good with dogs of all sizes Jumps on

Reason for expedited placement  
Length of stay Mental state Kennel

**A0056547169**

Photos and Videos

Name  
Suzie+

About me  
Suzie is a vibrant and energetic Labrador...

Primary Breed  
Retriever, Labrador

Age  
1y 4m

Sex  
Female

Days in Shelter  
57

Tags  
Jumps on people Good with small dog

Reason for expedited placement  
Medical Length of stay

**A0057247314**

Photos and Videos

Name  
Maple

About me  
Maple is a vibrant and energetic 1-year...

Primary Breed  
Terrier, American Pit Bull

Age  
1y 0m

Sex  
Female

Days in Shelter  
54

Tags  
Dominant over other dogs Good with

Reason for expedited placement  
Length of stay Behavioral Mental st

**A0057024129**

Photos and Videos

Name  
Rufus

About me  
Rufus is a 4-year-old American Staffords...

Primary Breed  
Terrier, American Staffordshire

Age  
4y 2m

Sex  
Male

Days in Shelter  
54

Tags  
Dominant over other dogs Destructive

Reason for expedited placement  
Length of stay Mental state Kennel

**A0057278692**

Photos and Videos

Name  
Kali

**A0057289510**

Photos and Videos

Name  
Brittany

**A0057299697**

Photos and Videos

Name  
Cruz

**A0057305358**

Photos and Videos

Name  
Sammy

**A0056571528**

Photos and Videos

Name  
Archie

**A0057330923**

Photos and Videos

Name  
Knuckles

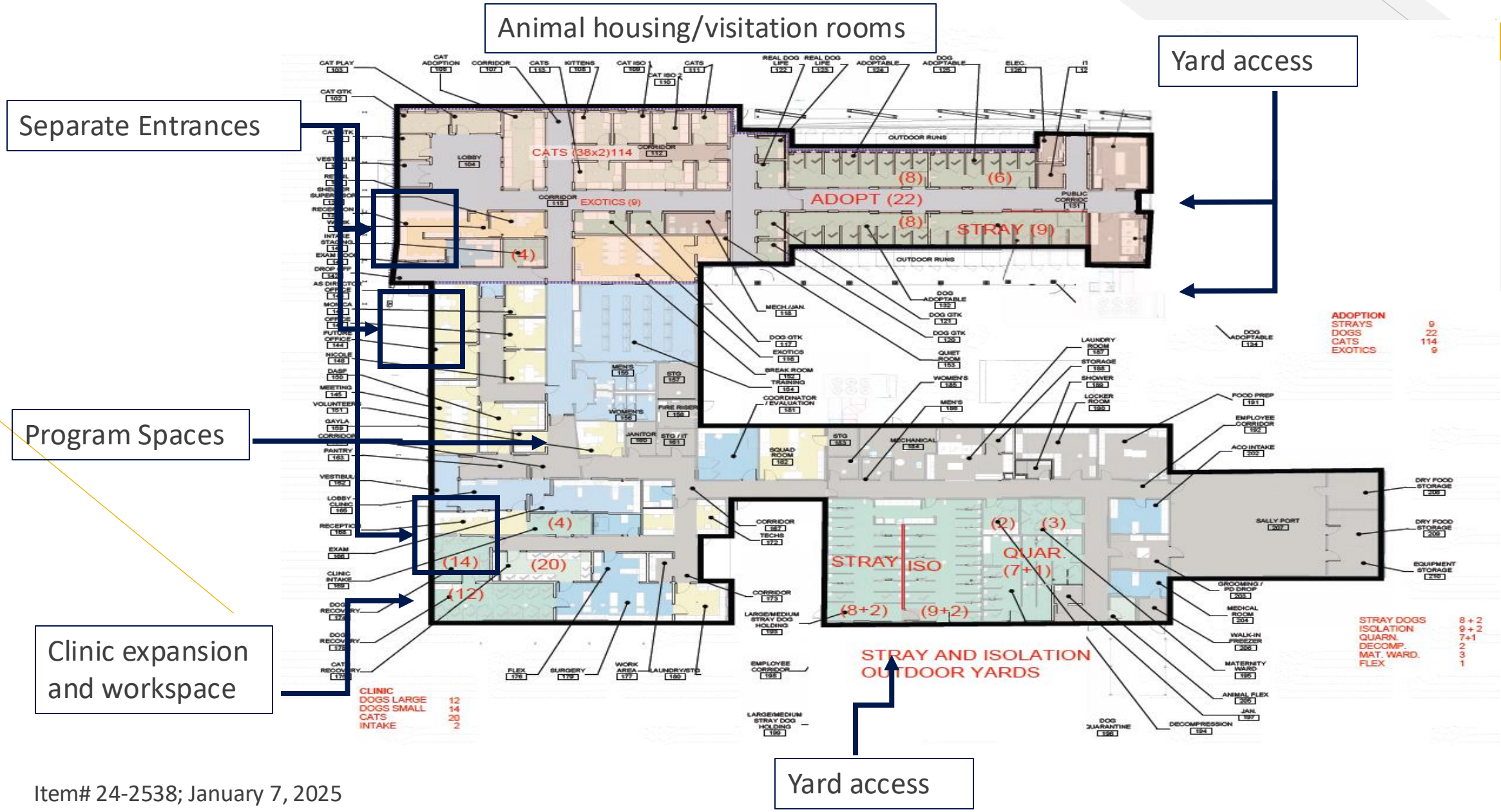
# Shelter Facility



Audit Identified Concerns	PM Over Last Year	In-Progress
<ul style="list-style-type: none"> <li>• Single entrance</li> <li>• Access to play yard</li> <li>• Program space</li> <li>• Air exchange</li> <li>• Facility access</li> </ul>	<ul style="list-style-type: none"> <li>• Paint and FRP in high traffic areas</li> <li>• Turf and outdoor runs for Dog Iso area</li> <li>• X-Ray room conversion</li> <li>• Squad room upgrades</li> <li>• Lighting in large yard</li> <li>• 3 dip sink in food prep room</li> </ul>	<ul style="list-style-type: none"> <li>• Badge access control</li> <li>• Additional runs in large yard</li> </ul>

- Bond 2024 Renovation/Expansion Project Scope
  - Expand facility including dog adoption and stray holding
  - Replace HVAC
  - Separation of sick and healthy populations
  - Relocate veterinary services
  - Renovate housing rooms for greater efficiency
  - Relocate exercise yards closer to animal housing

# Bond Project Conceptual Plan



Separate Entrances

Program Spaces

Clinic expansion and workspace

Animal housing/visitation rooms

Yard access

Yard access

ADOPTION	9
STRAYS	22
DOGS	114
CATS	9
EXOTICS	

STRAY DOGS	8 + 2
ISOLATION	9 + 2
QUAR.	7 + 1
DECOMP.	2
MAT. WARD.	3
FLEX	1

CLINIC	12
DOGS LARGE	14
DOGS SMALL	20
CATS	2
INTAKE	

# Additional Completed, Ongoing, & Scheduled Work

- Chapter 6 Animals City Ordinance Updated
- Reorganization of Management Team
- Veterinary Services Evaluation
- Fee Schedule Update
- Enhanced, Formal Documentation
- Volunteer and Foster Program Expansion
- Continued Staff Training and Development
- Additional review, update and development of SOPs
- Targeted Intake Diversion
- Enhanced Animal Welfare –pathway planning, play groups, placement





# Questions