AMERICAN PETS ALIVE!
GAP ANALYSIS WORKBOOK

Getting Started

What is this workbook for?

This workbook is intended to assist animal welfare professionals as they make efforts to save the lives of companion animals. In animal welfare, both the work of getting started and increasing your impact, can be overwhelming, and at times, disheartening. There are many issues impacting the companion animals in your care, which can make deciding on specific steps to take a challenge. Because of this, the scope of the issues can be intimidating and can create inaction. Establishing a clear focus and identifying initial (and next) steps is key to avoiding this derailing dynamic.

In this workbook, we guide you step by step to make lifesaving institutional improvements tailored to the challenges in your community.

Now is the time to make a commitment to the animals in your care, and to assert that every animal's death will inform the future of your organization and lead you to make the necessary changes needed to save more animal lives.

This workbook is for you if:

- You want to make informed decisions for your organization in order to increase live outcomes while building a sustainable, lifesaving model that will carry your organization long into the future.
- You believe that the number of unnecessary deaths in your shelter or rescue is a crisis and that there are effective ways you can use to fight this crisis and save animal lives.
- OR -- You understand that animal shelters run against a time clock and time lost means animal lives are lost.
- You want to maximize the effort of your organization, use data, No Kill best practices and proven strategies to create a strategic plan that will move your community toward No Kill success.
- You set high standards!

What is Ampa?

Mission and Vision

American Pets Alive! is a national organization with the mission to urgently save the lives of animals from unnecessary death in shelters. AmPA! was born out of Austin Pets Alive!, the nonprofit animal shelter in the the largest No Kill City in the nation.

AmPA! champions and abides by the Austin No Kill Model, which is composed of the data-driven protocols, programs and tools developed by Austin Pets Alive! and Austin Animal Center. Our programs help communities save more lives faster. We accelerate your development into a true No Kill community by providing flexible opportunities for in-depth education and hands-on training in the proven most-effective strategies — with expert support all along the way.

Our vision is a world in which all shelter animals are valued and given a true chance at life. We believe our role in this movement is to be an innovative and trusted leader in creating a world where shelters have the tools, resources and knowledge necessary to be safe havens for animals until their families are found.

Together, we can end the unnecessary deaths of shelter animals.

Our Approach

We champion and abide by the Austin No Kill Model, which is composed of the data-driven protocols, programs and tools developed by Austin Pets Alive! and Austin Animal Center. These methods have saved more than 60,000 Austin pets since 2008 with a laser-like focus on saving the pets that wouldn't be saved otherwise.

No Kill Strategic Planning

Community engagement, data, and innovation are the key components that drive and sustain success in No Kill communities throughout the U.S. At American Pets Alive!, we focus on how these elements can be replicated and customized in your community. No Kill strategic planning is about setting high standards for your organization and committing to making change to end animal shelter related deaths.

No Kill Strategic Planning is the process of utilizing data in order to make implement programs and policies necessary to increase live animal outcomes and decrease animal deaths in your community.

You can save more lives in your community. We are going to show you how, step-by-step!

3 Steps of a No Kill Strategic Plan

1 **Understanding No Kill Fundamentals**

Everything you need to know about No Kill Best Practices and AmPA's 12 Ingredients of Lifesaving.

2 **Gap Analysis**

Gather data, then, compare your data to Best Practices, dig deeper into the data by identifying the groups of animals that are dying

3 **Devise Strategy**

Identify the No Kill Gap in your community and decide which of the 12 Ingredients to focus in order to close the gaps.

While you'll be starting with just couple ingredients, if you follow the AmPA guidelines, you'll begin to see lifesaving success, immediately.

Questions before you begin

How long can I expect it to take?

We encourage you to act with urgency, you can perfect your lifesaving elements later-- to start, we suggest implementing change quickly. The only way to improve something is if you already have it built. Remember we are working against the shelter timeclock, time lost means animal lives are lost, too.

What are the worksheets for?

This workbook is meant to be a tool to guide you through each step. In each section you find activities and worksheets. These worksheets are meant to be used! They will help you gather information and know what to do with it. Some of these worksheets are simple and other require you to pull data from your organizations software system or get out a calculator and crunch numbers.

Why should I use my data?

- Data analysis is the only way to truly know which types/groups of animals are dying
- Looking at data is the best way to identify the "gaps" in lifesaving
- Reporting your data with full transparency builds trust with your community
- Grant and community funders ask for this information
- Data comparison will show you where your organization compares to national best practices

What do you need to complete this workbook?

- Interest in increasing live outcome/decreasing death
- A data collection software system like ShelterLuv, Chameleon or Petpoint or the income/outcome of each animal on spreadsheet
- Animal-by-animal data from your organization for 1 week in January and 1 week in July, that include reason for death
- Access to the internet

STEP 1

Understanding No Kill Fundamentals

Before you develop your plan, you must have a clear understanding of the No Kill Fundamentals that are necessary to reach 90% or greater live release rate in your community. In order to make the changes to your organization, you must first understand how No Kill animal sheltering operates. What are the best practices? What are the ingredients? What does No Kill look like when you look at data?

In this section you will learn

- No Kill Best Practices for Animal Outcomes and Intake Best Practices
- The 12 Ingredients of the Lifesaving Recipe
- Examples of live release reports from No Kill shelters

Charts and Worksheets Provided

Chart 1: Outcome Best Practices

Chart 2: Income Best Practices

Chart 3: The 12 Lifesaving Ingredients

No Kill Best Practices

The No Kill Best Practices are YOUR goals. They are benchmarks set by the leaders of No Kill animal sheltering. They give you a goal with which you will can compare to your own organization. In order to see what needs to change in your own organization, you need to first understand the Best Practices of other shelters.

Animal Outcome Best Practice

Every animal that's taken into your shelter has an eventual outcome. An animal outcomes is what happened to an animal who is no longer in the custody of your organization. Animals leave the organization either alive or dead.

4 OUTCOME CATEGORIES

Adoption and Shelter Neuter Return(SNR): the category for an animal that leaves the shelter with an adopter or through a shelter neuter return program.

Return to Owner(RTO): the category for when an animal is reclaimed after being intaked into the shelter

Transfer-out: the category for an animal that has been transferred or transported to another organization, rescue partner or region and is no longer in your custody.

Death: the category for an animal that was euthanized (including owner requested euthanasia), died in care, or was lost/missing.

Chart 1: Outcome Best Practices

Illustrates No Kill Best Practices for animal outcomes and the percentages for each outcome at some of the Nation's leading No Kill animal organizations.

Best Practices for outcomes may differ slightly for Small/Medium shelters (with annual intake of less than 15,000 animals) and Large shelters (with annual intake of over 15,000 animals). Small/Medium shelters may be able to adopt out a larger percentage of their animals, and Large shelters may depend on Transfer/Transport more heavily.

HINT: What remains the same across all sizes and categories of shelters is the percentage of animal deaths. Only 5% of animals have death as an outcome in each category.

Chart 1: Outcome Best Practices

HINT: What remains the same across all sizes and categories of shelters is the percentage of animal deaths. Only 5% of animals have death as an outcome in each category.

Small and Medium Shelters
Total Intake < 15,000

Transfer
10.0%

Death
5.0%

RTO
15.0%

Adoptions and SNR
70.0%

Large Shelters
Intake Over 15,000 Animals

Death
5.0%

Transfer
15.0%
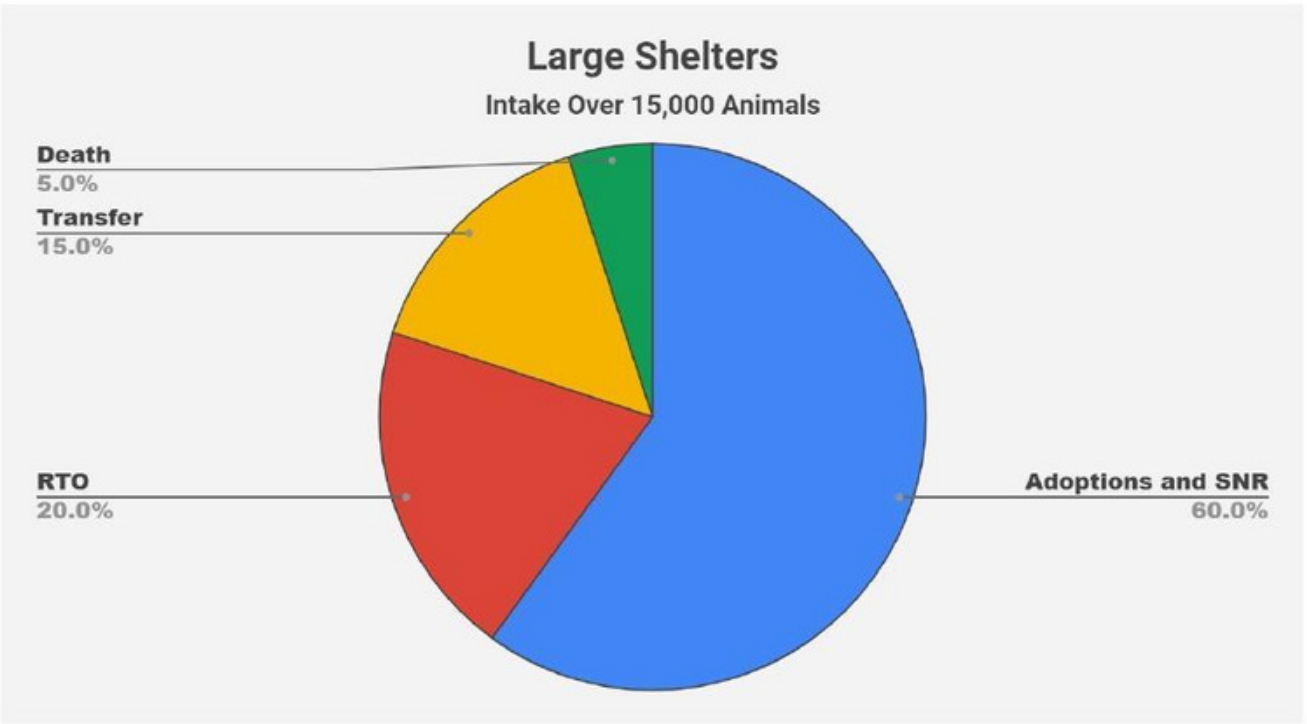
RTO
20.0%

Adoptions and SNR
60.0%
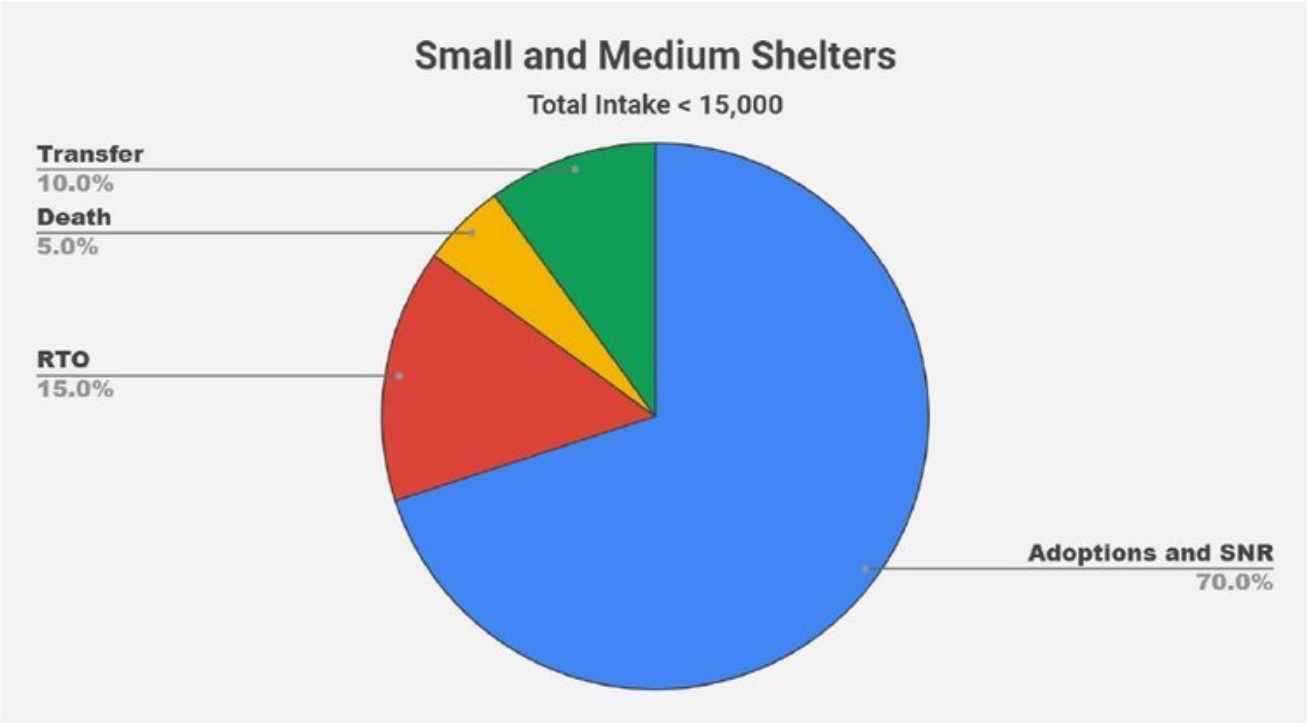
Chart 2: Animal Intake Best Practice

This best practice is based on trends seen in high performing and aspiring No Kill communities. Looking at these trends we have determined that the Best Practice for intake is 13-15 animals per every 1,000 human residents.

No Kill Communities and Aspiring No Kill Communities Intake Data								
	Intake					Intake per 1000		
Community	Cat	Dog	Total	Population	Live Outcome	Cat	Dog	total
Williamson County	3,730	3,574	7,304	547,545	94%	7	7	13
Kansas City	3,694	5,859	9,553	1,532,947	94%	8	12	20
Lynchburg	2338	1667	4005	157,820	96%	14	10	24

Austin Historical Intake Data								
	Intake			Travis County		Intake per 1000		
Year	Cat	Dog	Total	Population	Live Outcome	Cat	Dog	total
2017	6,294	9,412	16,445	1,226,698	96.93	5	8	13
2015	7,287	10,368	17,655	1,178,292	93.45	6	9	15
2011			16076	1,062,000	90.57			15

Understanding the 12 Ingredients of the Lifesaving Recipe

Although there is not a one size fits all recipe for lifesaving, there are 12 ingredients that every truly No Kill community has implemented. These 12 ingredients are t*he* pieces of the larger puzzle *of* No Kill success.

Examples: A list programs or policies, that exist elsewhere, that serve as examples of programs you can follow in order to reach success towards each Ingredient. These examples are not meant to be comprehensive but meant to provide context about the many different options out there that can be confusing.

Results: This is the overall goal for each AmPA Fundamental and relates to the status you reach when you are over 90%.

Key Performance Indicator (KPI): A quantifiable regular measurement used to set goals and track organizational performance and success towards the results above.

Chart 2: The 12 Lifesaving Ingredients

Chart 3: The 12 Lifesaving Ingredients

#	Ingredient	Definition	Program and Policy Examples	Results/Impact	Key Performance Indicator
1	Lifesaving Vision	Prioritizing the No Kill philosophy in your communications and instituting a culture of lifesaving in your organization.	Workplace culture agreements, municipal No Kill resolution, organizational core values, annual report on website charting progress towards goal, tying Lifesaving into overall city strategic planning	Documented No Kill policies at every level, including staff, volunteers, city leadership	Workplace culture agreement signed by 100% of staff & volunteers annually, documented vision statement from shelter leadership, example documents in place by X date
2	Immediate Make Ready	Making all animals available for adoption, foster, or transfer immediately, in order to compete with the timeclock that is set on euthanasia for space. An "every second matters" approach to finding placement for an animal.	Timely medical treatment protocols, making injured and sick animals available to foster or adopt with follow up care, all animals viewable with photos published ASAP, etc.	Maximized live outcomes through adoption, foster and transfer placement, increase in transfer partnerships	100% of animals in the shelter have photos on site same day as intake, daily shelter spay/neuter number equals daily intake numbers, decreasing the number of animals on hold every quarter, "at risk" list updated hourly and disseminated
3	Targeted Safety Net Programs	Developing proven lifesaving programs that address the entirety of each high-need population.	Neonatal kitten or puppy programs, Barn cat placement, FelV adoption program, Large dog behavior program, parvo program, ringworm program, etc.	Meeting the best practice save rate for the targeted population, process in place to address the entirety of the high-needs groups of animals who were previously killed and dying	Decreasing number/percent of euthanized/died/killed of each population each month, save rate increases for each group even if transferred out, documented protocols and training on how to handle these populations by X date
4	Population-based Foster Program	Cultivating a large network of fosters to increase your capacity to meet your shelter needs for cage space. Programs should appropriately reflect the number of animals in your care and provide for fast-as-possible turnaround time for adoption once in foster.	Diversified foster programs for cats and dogs, communication and philosophy of team around "fosters = cages" so that as cage space is pushed ot move faster, foster space is pushed too	A foster program that includes 3.5% of the annual dog population and 7% of the annual cat population at peak time and is balanced (increased/decreased) based on adequate dog capacity at the shelter and progressive adoptions (they work together)	Increase in the amount of animals living in foster every month until hit the goal, # of foster applications per month, # of conversions from application to full foster home, # of repeat foster homes, LOS in foster by type of animal, etc

Chart 2: The 12 Lifesaving Ingredients

#	Ingredient	Definition	Program and Policy Examples	Results/Impact	Key Performance Indicator
5	Progressive Adoption Policies	Implementing adoption policies that focus on increasing shelter live release rates and safely removing barriers to adoption. Moving animals out the shelter as fast as they come in to prevent death for space.	Open, conversation-based adoption counseling, reduced fees and adoption specials, full day adoption hours 7 days a week, constant creative adoption marketing, etc.	Results: Meet best practice of adopting 40 to 75% of intake (depending on size of shelter- as long as adoption+transfer+SNR = 75% total)	On a monthly basis, measure Increasing adoptions on weekend by month, adoption inquiries per month], foot traffic, and conversion of visitors to adopters, decreasing wait times in adoption process
6	Community Cat SNR	Releasing all outdoor healthy cats back to their communities after spay and neuter.	Feral Freedom Program, SNR Program, SCRAP Cat Program, community cat programs	All cats that can live outdoors are released, no viable clawed cats over 2 months of age are euthanized	Number of SNR surgeries each day matches number of cats eligible for release, cat holding time is less than 48-hours, no reports of spread of illness from shelter to community cats brought into shelter
7	Intake Diversion	Identifying solutions and resources outside of the shelter to keep animals in homes or habitats.	Pet Resource Center, PASS Programs, Managed Intake, Return in field, Found Foster Program, Animal Protection Officers provide resources to keep pets with families	Shelter is reserved for animals who truly need shelter and intake meets best practice of 13-15% of human population size in that community per year.	On a monthly basis measuring: number of interactions with community members in field without citation number of dogs returned in field (at least 5%), number of feral cat calls left in community, number of kitten calls left with their mothers, number of found fosters, # of successful alternative placements
8	Progressive Return to Owner Policies	Policies that prioritize reuniting people and pets before and after they enter the shelter.	Waived or reduced reclaim fees, empower Animal Protection Officers to have the option to return animals to their homes after they've been in the shelter and/or without bringing them into the shelter (return in the field), proactive call to possible owners programs	Result: shelters reach the industry standard of 15-20% of all animal intake being return to owner, increase in the # of pets that Animal protection returns in field (5% is Austin's number)	Monthly increase in: % of RTO, # of pets that Animal Protection Officers return in field, # of methods that are used to reach possible owners, # of "drop offs" from shelter back to owners

Chart 2: The 12 Lifesaving Ingredients

#	Ingredient	Definition	Program and Policy Examples	Results/Impact	Key Performance Indicator
9	Large Scale Transfer/Transport	Developing and maintaining partnerships with outside organizations who will support your shelter's lifesaving vision by helping to move animals from shelter to permanent home.	Examples: Make at-risk animals available to rescue partners, incentives and in-kind support provided to rescue partners, implementation of programs that prevent disease spread while waiting on transport/transfer and in new shelter	Result: Meet Best Practice of 10-30% of intake transferred out (depending on size of organization and total live outcomes through adoption/transfer/SNR must equal 75%)	Monthly analysis of: increasing % of intake transferred, decreasing # of days on rescue hold, increasing # of animals that rescue partners commit to pull each year (in advance), decrease in partner complaints.
10	Disease Prevention	Identifying, rectifying and adequately overseeing procedures where disease can spread. Procedures in place to control how animals physically move through the shelter from intake to outcome, addressing disease when it occurs.	Intake diversion/straight to foster, intake vaccine protocols, appropriate flow implementation, 72 hour quarantine before movement amongst general population, flow charts to show where each type of animal moves, the immediate review process of movement, oversight when animal breaks	Ending the practice of culling animals when suspect diseases outbreak and confidence in live outcome focused disease management	Monthly decrease in # died in care, # euthed for contagious illness, # complaints from people who take your pets. Increase in written protocols, training and oversight of disease prevention.
11	Appropriate Capacity for Large Adult Dog Population	Planning for live release of the large dog population in your community, including their placement and shelter wellness needs while in your care.	Large, adult dog foster programs that house 35-40% percent of all large breed dogs at any one time, procurement of addition of large kennels to support dog intake (1 kennel per 25 dogs (of any size taken in) or 1 kennel per 40 dogs if unrelated dogs are routinely doubled), Daily Enrichment Programs for dogs with longer length of stay, volunteer, adoption and advocacy programs	Result: Large adult dogs are not killed for issues that are solvable.	Monthly decrease in LOS in shelter for large, adult dogs. Increase in # of adoptions of large breed adult dogs, # of times each large breed longer-stay dog gets out of kennel per day, # of enrichment activities per LS dog per day. Kennel capacity calculation above - recheck annually. Decrease in large breed adult dog euthanasia for any reason monthly.
12	Euthanasia List Scrutiny & Sharing	Preventing unnecessary deaths of animals by providing quality control, checks and balances and ensuring there is no duplication of efforts within the community.	Public posting of euthanasia list, 24 hour At Risk List Posting Protocol, policies and procedures to ensure the shelter director is aware of and approves of any and all deaths, policies to ensure that no single person has the power to euthanize without question,	No animal dies that truly doesn't need euthanasia for irremediable, terminal suffering or demonstrated, unmanageable, community safety issue.	Increase in % of animals saved daily/weekly/yearly. Decrease in # of pets dead weekly. Documentation of reasons , plan for prevention, plan of action. Weekly review and action plan for # of pets dead with no shelter director permission,

STEP 2
Gap Analysis

Now that you understand No Kill Best Practices and the 12 Ingredients for Lifesaving, it's time for you to start collecting YOUR data and analyzing it. The AmPA! Gap Analysis guides you through a series of worksheets and activities that will help you to evaluate your organization's current state. What is your live release rate? Which animals are still dying in your community? Where are the gaps in lifesaving? How do you compare?

In this section you will:

- Collect and analyze big picture data from your organization
- Collect and analyze animal by animal data from your organization
- Identify the resources in your organization that contribute to positive animal outcomes
- Identify the gaps in your organization where animals are dying and slipping through the crack
- Compare your data to No Kill Best Practices and see what increases need to be made to your intakes and outcomes

Worksheets Provided

There are 6 worksheets in this section. They are meant to be completed in order.

Worksheet 1: Yearly Data Matrix

Worksheet 2: Live Release Rate

Worksheet 3: Animal Outcomes Comparison

Worksheet 4: Animal Intake

Worksheet 5: Euthanasia Analysis

Worksheet 6: Large Adult Dog Capacity

Using Raw Data

First, it's important to note that throughout this section you will be asked to pull data from your organization's software system. All of the data you will be asked to use, should be raw data.

Raw data means that every animal is counted regardless of the reason for intake or the reason for death, killing or euthanasia. We insist you count animals all animals, including those whose owners brought them in for end of life services (owner requested euthanasia), animals with behavioral challenges and sick and injured animals, regardless of severity.

You may have been using other reports in the past, but for the purposes of these exercises follow the instructions how we have written them, with raw data.

Big Picture Data

Worksheet 1 and 2 are meant to show you the big picture of what's happening in your organization. These are like a bird's eye view of all the animals entering and leaving the shelter.

Worksheet 1: Yearly Data Matrix

This data matrix shows you the big picture of your organization. We ask that you use information from a full year, if possible. This year can be the last 12 months, or the last full calendar year, depending on your preference.

We will be asking you to collect the following information:

- Total intake numbers broken down by type, age and intake type including:
- Total live outcome numbers for all animals broken down by species, age and outcome type including:
- Total other outcomes, broken down by species, age and outcome type including: died, lost or missing and euthanized (including owner requested euthanasia and 'unhealthy/untreatable')

Big Picture Data

Worksheet 1: Yearly Data Matrix

Worksheet 1: Yearly Data Matrix						
Fill in the categories below based on 12 consecutive months of data.						
Intake Types	**Kitten* (up to 16 weeks)**	**Cat**	**Puppy* (up to 16 weeks)**	**Dog**	**Other**	**Total (all animals)**
Over the Counter						
From the Field						
Returned to Shelter						
Transfer-In						
Confiscate						
Owner Euthanasia Request (ORE)						
Total Live Intake:						
1.2 Live Outcome Types	**Kitten* (up to 16 weeks)**	**Cat**	**Puppy* (up to 16 weeks)**	**Dog**	**Other**	**Total (all animals)**
Adoption						
Return to Owner						
Transfer-Out						
SNR						
Working Cat Placement						
Total Live Outcomes:						
Other Outcome Types	**Kitten* (up to 16 weeks)**	**Cat**	**Puppy* (up to 16 weeks)**	**Dog**	**Other**	**Total (all animals)**
Died in care						
Euthanized (INCLUDE ORE)						
Missing/Lost						
Total Other Outcomes:						

*If possible, separate 'Puppies' from 'Dogs' and 'Kittens' from 'Cats.' If this is not possible, include 'Puppies' in 'Dogs' and 'Kittens' in 'Cats.'

Worksheet 2: Live Release Rate

Your live release rate is probably the information that people will most often ask to see from your organization. This information gives you a snapshot of the percentages of animals leaving your shelter alive. Use this worksheet to guide you through calculating your organizations live release rate. **Live Release Rate is calculated by Live outcomes/All Outcomes.**

Worksheet 2: Calculating Your Live Release Rate
Live Outcomes/All Outcomes = Live Release Rate
This worksheet uses information from **Worksheet 1: Yearly Data Matrix**

Table 2.1

First, calculate **Live Outcomes + Other Outcomes=Live Outcomes**

	Kitten	Cat	Puppy	Dog	Other	Total (all animals)
(A) Live Outcome Totals						
(B) Other Outcomes Total						
(C) ALL Outcomes:						

Table 2.2

Next, use the information in Table 2.2 to calculate **Live Release Rate= (A) Live Outcomes / (C) Other Outcomes**

	Kitten	Cat	Puppy	Dog	Other	Total (all animals)
(A) Live Outcomes						
(C) ALL Outcomes						
Live Release Rate*:	%	%	%	%	%	%

*hint: to make this number a percentage, move the decimal point to the left 2 numbers, so that .71 becomes 71%

No Kill Best Practices Worksheets

In this section, you will find two worksheets that will help you to compare your organization's data with the No Kill Best Practices for animal outcomes and intake.

Worksheet 3: Outcome Comparison

The Outcome Comparison Worksheet helps you compare:
- Your organization's outcome percentages by outcome type and species
- How your outcome percentages compare to no kill best practices

Worksheet 3: Animal Outcome Comparison
There are x tables in this worksheet. Go in numerical order to complete this activity.
This worksheet uses information from **Worksheet 1: Yearly Data Matrix**

Table 3.1 Your Organization's Outcomes

First, fill in the your organization's outcome information using **Worksheet 2: Basic Data**

Then use this chart to find the total numbers for each category

Outcome Type	Cats	Dogs	Total
Example	10	20	30
Adoptions and SNR			
Return to Owner			
Transfers			
Death			
Total Outcomes			

Worksheet 3: Outcome Comparison (Cont.)

Table 3.2 Your Organization's Percentages

First, use the information in Table 3.1 to fill-in **'Category Totals'** and **'All Animal Outcomes'**

Next, divide: **Category Totals / All Animal Outcomes = Percentage**

Outcome Type	Category Total	All Animal Outcomes (this will be the same number for each row)	Percentage= Category Total/All Animal Outcomes
Example	30		%
Adoptions and SNR			%
Return to Owner			%
Transfers			%
Death			%

Table 3.3 Your Organization Outcomes vs Best Practices Perecentages

Step 1: Use Table 3. 2 to fill-in **'Your Percentages'**

Step 2: Calculate the difference in % between your organization's percentages and Best Practice

Outcome Type	Your Percentages	Best Practice %	Difference +/-
Example	10%	20%	10%
Adoptions and SNR		45%	
Return to Owner		20%	
Transfers		30%	
Death		5%	

Worksheet 4: Animal Intake

The No Kill Best Practice for animal intake suggests your organization intake 13-15 pets per every 1,000 residents. In order to calculate the animal intake goal for your organization, you need to find the human population for the area you serve. If you don't have this information, you can find it by using an internet search engine like Google.

For this exercise you need the population of the community your serve. This information can be found through a simple google search, if you do not have it.

The Animal Intake Worksheet will help you calculate:
- A goal for animal intake # per your human population
- Determine how many animals your organization intakes per 1,000 residents

Worksheet 4: Animal Intake

Worksheet 4: Your Intake Goal	
This worksheet uses information from Worksheet 1	
Intake Best Practices suggest that 13-15 animals be served per every 1,000 residents	

Table 4.1 Use the equation below to calculate your intake per 1,000 residents			
Step 1: Divide your animal intakes by your total human population			
Step 2: Multiply the answers from Step 1 by 1,000			
Step 3: Fill in your answers to determine your **Current Intake per 1,000 residents**			
	Cat	Dog	All Animals
Total Intake			
-----------Divided By--------------			
Your Human Population			
Answer			
-----------Multiply Answers Above By 1,000 --------------			
	Cats	Dogs	All Animals
Current Intake per 1,000 residents:			

Table 4.2 Your Organization's Goal Intake		
Use the equation: (A) Best Practices X (B) Your Population= Your Goal Intake		
Intake Best Practice	Your Human Populatio	Intake Goal= Best Practice x Your Pop.
0.014		

Table 4.3 Your Organization's Intake Vs. Goal Intake		
Step 1: Use information above for Current Total Intake and Intake Goal		
Step 2: Calculate the difference		
Current Intake for All Animals	Intake Goal	Gap +/-

Animal by Animal Data Worksheets

Now that you have completed the big picture data section, you are ready to dive deeper into animal by animal data. This is the next step to getting a good picture of where your organization is currently and which animals are still dying.

Worksheet 5: Euthanasia Analysis

The Euthanasia Analysis worksheet asks you to review the complete records of all animals that died during a 1 week period in January and during a 1 week period in June.

In shelters, animal deaths are often recorded with a cause that does not accurately capture the complete picture of the animal's condition. This in-depth analysis of your "snapshot" data will allow you to evaluate the record of each animal and group them into categories.

The categories included in the Euthanasia Analysis provide a way to evaluate the groups of animals by their biggest identifying factor, which will impact how that sub-population of animals can be addressed in your organization.
There are 3 tables in this worksheet.

Worksheet 7: Euthanasia Analysis

Pull Animal by Animal data for 1 week in January and 1 week in June. Also, pull all intake for the same weeks.

Table 7.1 Intake Type		Dogs	Cats	Totals
January	From the Field			
	Over the counter			
June	From the Field			
	Over the counter			
Totals:				

Worksheet 5: Euthanasia Analysis (Cont.)

Table 7.2 Dog Deaths			
DOGS			
Category	January Week	June Week	Totals
Large Adult Dogs (Over 12 weeks and over 30lbs)			
Behavior			
Medical			
Space			
No notes			
Total Lrg Adult Dog Deaths:			
Moms and Pups			
Neonatal (< 7 weeks old)			
Puppies (7-16 weeks) (not captured above)			
Nursing moms/puppy groups			
No notes			
Total Moms and Pups			
All Other Dogs			
Behavior			
Parvo			
Distemper			
URI			
Injured/Ill (not contagious)			
Small adult dogs (excluding medical)			
No Notes			
Total All Other Dogs			
Total Dog Deaths (all categories)			

Table 7.3 Cat Deaths			
CATS			
Category	January Week	June Week	Totals
Cats (over 12 weeks old)			
Healthy			
URI/Calici			
Ringworm			
Injured / Ill (not contagious)			
Fractious			
Behavior Other			
No notes			
Total Cats (over 12 weeks			
Moms and Kittens			
Neonatal (< 7 weeks old)			
Nursing moms and kittens			
No notes			
Kittens (7-12 weeks old)			
Healthy			
URI/Calici			
Ringworm			
Injured / Ill (not contagious)			
Fractious			
Behavior Other			
No notes			
Total Moms and Kittens			
Total Cat Deaths (all categories)			

Worksheet 6 : Large Dog Capacity

Want to know if you have enough space to house all the dogs in your care? This worksheet will help you determine how many kennels you need to adequately house the population of large dogs your organization serves.Keep these numbers in mind as you move through the next section. Additionally, use this information to think about how you might acquire more space for your dogs, if adequate space is not readily available in your facility. Foster homes, abandoned shelters or racetracks in your area, in-kind donations or start co-housing dogs, if you don't already.

Worksheet 5: Large Dog Capacity

This worksheet uses information from **Worksheet 1: Basic Data**

Table 5.1 : Large Dog Capacity Calculation

To determine what capacity you need for dogs, complete the calculations in the chart below.

Single Dog Housing: Annual Dog Intake/25 = # of Kennels Needed

Co-housing: Annual Dog Intake/40= # of Kennels Needed

	Annual Dog Intake	Divided by	# of Kennels Needed
Single Dog Housing		/25	
Co-housing		/40	

You successfully completed Step 2! You are well on your way to making big changes in your organization. You should now have an understanding of the the big picture of your organization, as well as an in-depth understanding of the populations that are most at risk in your organization. In the next section we will show you how to use this information to start making big changes to your organization's lifesaving.

STEP 3
Devise a Strategy

In Step 1 we asked you to understand No Kill Fundamentals and in Step 2 we asked you to gather information about your organization. In Step 3 you are going to put this information together and form a data-driven strategy. This next section is meant to be completed in the order written.

In this section you will learn

- In this section you will:
- Compare your organization's outcomes to best practice
- Determine the 3 most vulnerable animal populations your organization
- Decide which programs and policies to implement to increase live outcomes for your most vulnerable animal populations
- Set goals and KPI's for each program and policy
- Breakdown the number of positive outcomes needed for each population of animals to start closing your gaps in lifesaving

Charts and Worksheets Provided

The following charts are provided as PDF Downloads at--------

Chart 4: Outcome Ingredients Flow

Chart 5: Filling the Gaps

Worksheet 7: Outcomes Feasibility

Worksheet 8: Vulnerable Populations

Worksheet 9: Selecting Ingredients

Worksheet 10: Your Lifesaving Recipe

Worksheet 11: Animals Per Program

Worksheet 7: Feasibility Check

You understand best practices and you know your organization's outcome data. How do you compare to best practices? Which Outcome category needs the most attention and houses the most potential for change at your organization? Worksheet 7: Feasibility Check will help you compare your outcomes to best practices outcomes. You will set a lifesaving goal and see how many animals it will take to close a gap in lifesaving.

Worksheet 7: Feasibility Check

Worksheet 6: Outcomes Feasibility

Calculate the Best Practice numbers your organization would have for each outcome type by multiplying the total number of outcomes your organization had last year by the Best Practices percentage for each outcome

Ex: Return to Owner Best Practice 7000 animals outcome last year X .15 = 1050

*This worksheet uses information from **Worksheet 3. Your Outcome and Worksheet 4. Intake***

Table 6.1 Best Practice Goals

Use the equation: Total Outcomes X Best Practice = Annual Goal.

Use your annual goal to calculate the difference: Total Outcomes - Your Annual Goal = Difference

	Total Outcomes	Best Practice	Your Annual Goal	Difference +/-
Adoption		INSERT #		
RTO		INSERT #		
Transfer		INSERT #		
Death		INSERT #		

Table 6.2 Outcome Feasibility

What would it take for your organization to meet the benchmark set by best practices? Use this table to calculate your 6 month, 1 month and 1 week goals.

Use Your Annual Goal calculated in Table 6.1 t complete the table.

	Your Annual Goal	6 Month Goal = (annual/2)	1 Month Goal = (annual/12)	1 Week Goal= (annual/52)
Example	3000	1500	250	58
Adoption				
RTO				
Transfer				
Death				

Chart 4: Ingredients by Outcome

Every outcome type has a series of Ingredients associated with its success. Chart 4 illustrates which ingredients correspond to each outcome type. Pay special attention to which ingredients apply to your organization's largest outcome gap, one or more of these ingredients will be your starting place.

INGREDIENTS BY OUTCOME

Return To Owner

- Euthanasia List Scrutiny & Sharing
- Progressive Return to Owner (RTO)
- Intake Diversion

Adoption and SNR

- SNR
- Progressive Adoption Policies
- Appropriate Capacity for Dog Population
- Disease Prevention
- Population-Based Foster Program
- Targeted Safety Net Programs
- Euth List Scrutiny & Sharing
- Immediate Make Ready
- Intake Diversion

Transfer

- Immediate Make Ready
- Intake Diversion
- Euthanasia List Scrutiny & Sharing

Death

- Targeted Safety Net Programs
- Euthanasia List Scrutiny & Sharing
- Intake Diversion

Lifesaving Culture

Worksheet 8: Vulnerable Populations

Now it's time to refer back to Worksheet X: Euthanasia Analysis. Where do you see the 2-3 largest number of total deaths in a subcategory? For example, Adult Cats who are categorized as 'healthy.'

You will start to make changes in your organization based on which pets are most at risk at death. The animals who are most at risk of death are the animals who are dying in the largest numbers. Often times, the animals who are dying at the largest rate will be the easiest to start to make organizational change to save.

Find the 3 largest numbers based on category of death from Worksheet X: Euthanasia Analysis-- these are your starting place. Use this information to fill in the Worksheet X: Vulnerable Populations.

Worksheet 7: Vulnerable Populations will show you how to:

- Calculate the death rate for each vulnerable population
- Calculate an estimated annual goal for each of your most vulnerable population of animals
- Breakdown your annual goals into 6 month, 1 month, 1 week and 1 day goals

Worksheet 8: Your Organization's Most Vulnerable Pets					
This worksheet uses information from **Worksheet X: Euth Analysis**					
Table 8.1 Your 3 Most Vulnerable Populations					
Step 1: Use Worksheet 7: Euth Analysis to find the Populations with the highest number of total deaths over January and June					
Step 2: Use Worksheet 7: Euth Analysis to fill in the total intake for the weeks on January and June. The number will be the same in each row.					
Use the equation Total Subpopulation Deaths/Total Intake= Death Rate (move the decimal place over two numbers, for example, .032 becomes 32%)					
Population (subcategory, species)	# of Deaths in January	# of Deaths in June	Total Population Deaths	Total Intake for January and June (this number will be the same in each row)	Population Death Rate
Healthy, Adult Cats	38	59	97	300	32%
1.					
2.					
3.					
Total:					

Worksheet 8: Vulnerable Pets (Cont.)

Table 8.2 Lifesaving Goal

Step 1 Fill in the Death Rate Percentage for each Population from table 8.1

Step 2 Use Worksheet 1: Basic Data to fill in your Annual Intake. This number will be the same for each row.

Step 3. Use the calculation Population Death Rate X Annual Intake = Annual Lifesaving Goal

The Annual Lifesaving Goal will be the # of animals it takes to close this gap for each vulnerable population of animals.

Population	Population Death Rate	Annual Intake	Annual Lifesaving Goal
Healthy, Adult Cats	0.32	1000	320
1.			
2.			
3.			
Total:			

Table 8.3 Goal Breakdown

Use the table provided to set 6 month, 1 month, 1 week and 1 day goals.

Population	Annual Lifesaving Goal	6 months = (annual /2)	1 month= (annual/12)	1 week = (annual/52)	Per day = (annual/365)
Healthy, Adult Cats					
1.					
2.					
3.					
Total:					

Chart 5: Filling The Gap

This flowchart will help you to determine which ingredients to start with, based on your vulnerable populations.

How it works: find your vulnerable animal population on the chart, listed below each population are all of the possible ingredients that may contribute to helping this particular population of pets leave your shelter alive. To find more information about each Ingredient Refer back to Chart 1: The 12 Lifesaving Ingredients.

Chart 5: Filling the Dog Gaps

Filling the GAPS

LARGE ADULT DOGS

BEHAVIOR:
-Targeted Safety Net Programs
-Population-Based Foster Program
-Appropriate Capacity
-Intake Diversion

MEDICAL:
-Targeted Safety Net Programs
-Population-Based Foster Program
-Appropriate Capacity
-Disease Prevention
-Immediate Make Ready

SPACE:
-Appropriate Capacity
-Population-Based Foster Program
-Intake Diversion
-Large Scale Transfer/Transport
-Immediate Make Ready

OTHER DOGS

BEHAVIOR:
-Immediate Make Ready
-Population-Based Foster Program
-Progressive Adoption Policies
-Appropriate Capacity for Large Adult Dog Population

PARVO/DISTEMPER/URI
-Immediate Make Ready
-Disease Prevention
-Population-Based Foster Program
-Targeted Safety Net Programs

SMALL DOGS
-Immediate Make Ready
-Progressive Adoption Policies
-Intake Diversion

INJURED/ILL (NOT CONTAGIOUS)
-Immediate Make Ready
-Disease Prevention
-Progressive Adoption Policies
-Targeted Safety Net Programs

MOMS AND PUPS

NEONATAL (>7 weeks):
-Targeted Safety Net Programs
-Population-Based Foster Program
-Disease Prevention

PUPPIES (over 12 weeks):
-Immediate Make Ready
-Targeted Safety Net Programs
-Progressive Adoption Policies

NURSING MOMS/PUP GROUPS:
-Intake Diversion
-Targeted Safety Net Programs
-Population-Based Foster Program
-Disease Prevention

Euthanasia List Scrutiny & Sharing

Chart 5: Filling the Cat Gaps

Filling the GAPS

KITTENS (7-12 WEEKS)

HEALTHY:
-Intake Diversion
-Population-Based Foster Program
-Community Cat SNR
-Progressive Adoption Policies
-Immediate Make Ready

URI/CALICI:
-Immediate Make Ready
-Targeted Safety Net Programs
-Disease Prevention

RINGWORM:
-Immediate Make Ready
-Targeted Safety Net Programs
-Disease Prevention

INJURED/ILL (NOT CONTAGIOUS):
-Immediate Make Ready
-Targeted Safety Net Programs
-Disease Prevention

FRACTIOUS:
-Immediate Make Ready
-Community Cat SNR

MOMS AND KITTENS

NEONATAL (>7 weeks):
-Targeted Safety Net Programs
-Population-Based Foster Program
-Disease Prevention

KITTENS (over 12 weeks):
-Immediate Make Ready
-Targeted Safety Net Programs
-Progressive Adoption Policies

ADULT CATS

HEALTHY:
-Intake Diversion
-Population-Based Foster Program
-Community Cat SNR
-Progressive Adoption Policies
-Immediate Make Ready

URI/CALICI:
-Immediate Make Ready
-Targeted Safety Net Programs
-Disease Prevention

RINGWORM:
-Immediate Make Ready
-Targeted Safety Net Programs
-Disease Prevention

INJURED/ILL (NOT CONTAGIOUS):
-Immediate Make Ready
-Targeted Safety Net Programs
-Disease Prevention

FRACTIOUS:
-Immediate Make Ready
-Community Cat SNR

Euthanasia List Scrutiny & Sharing
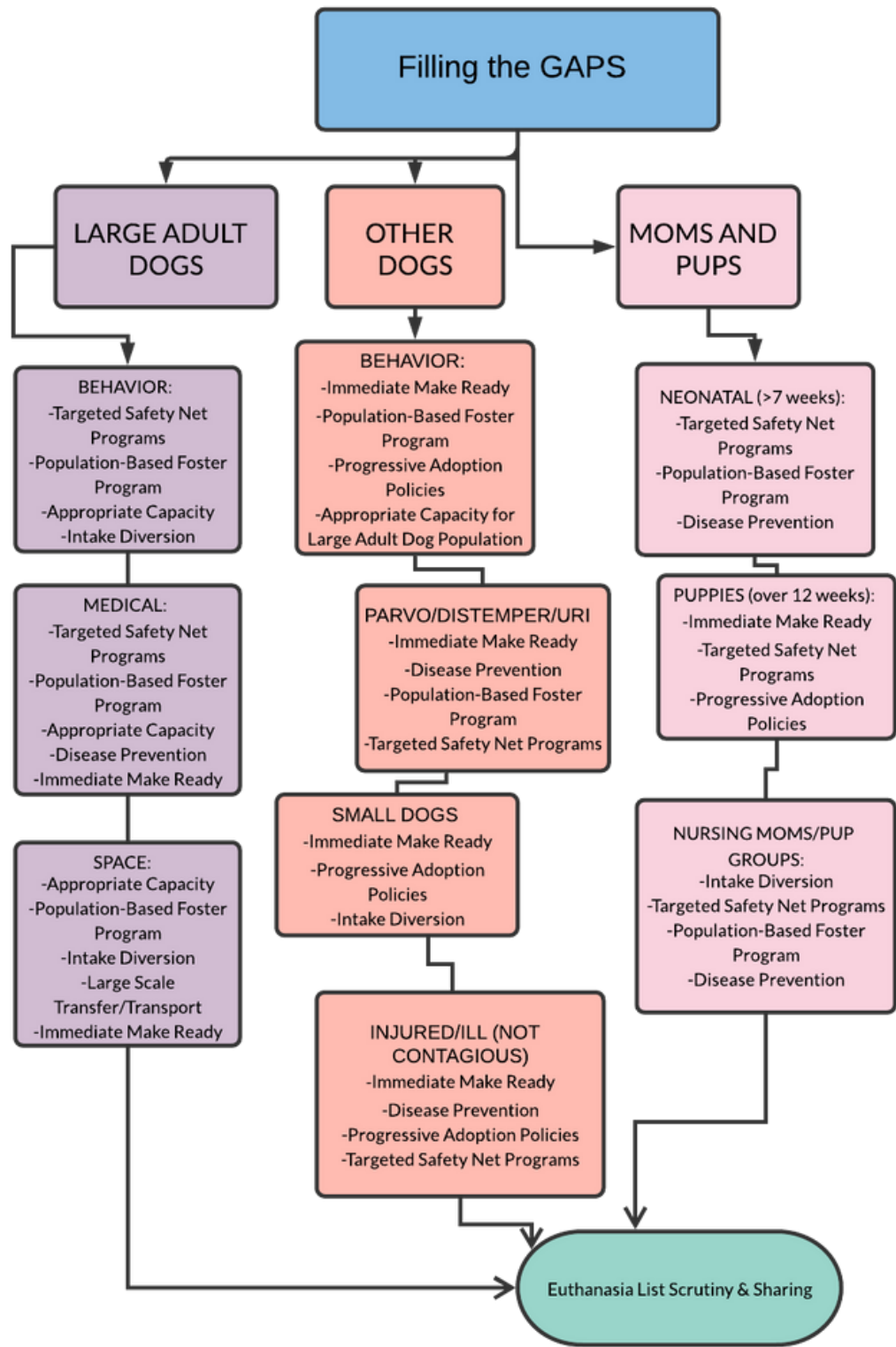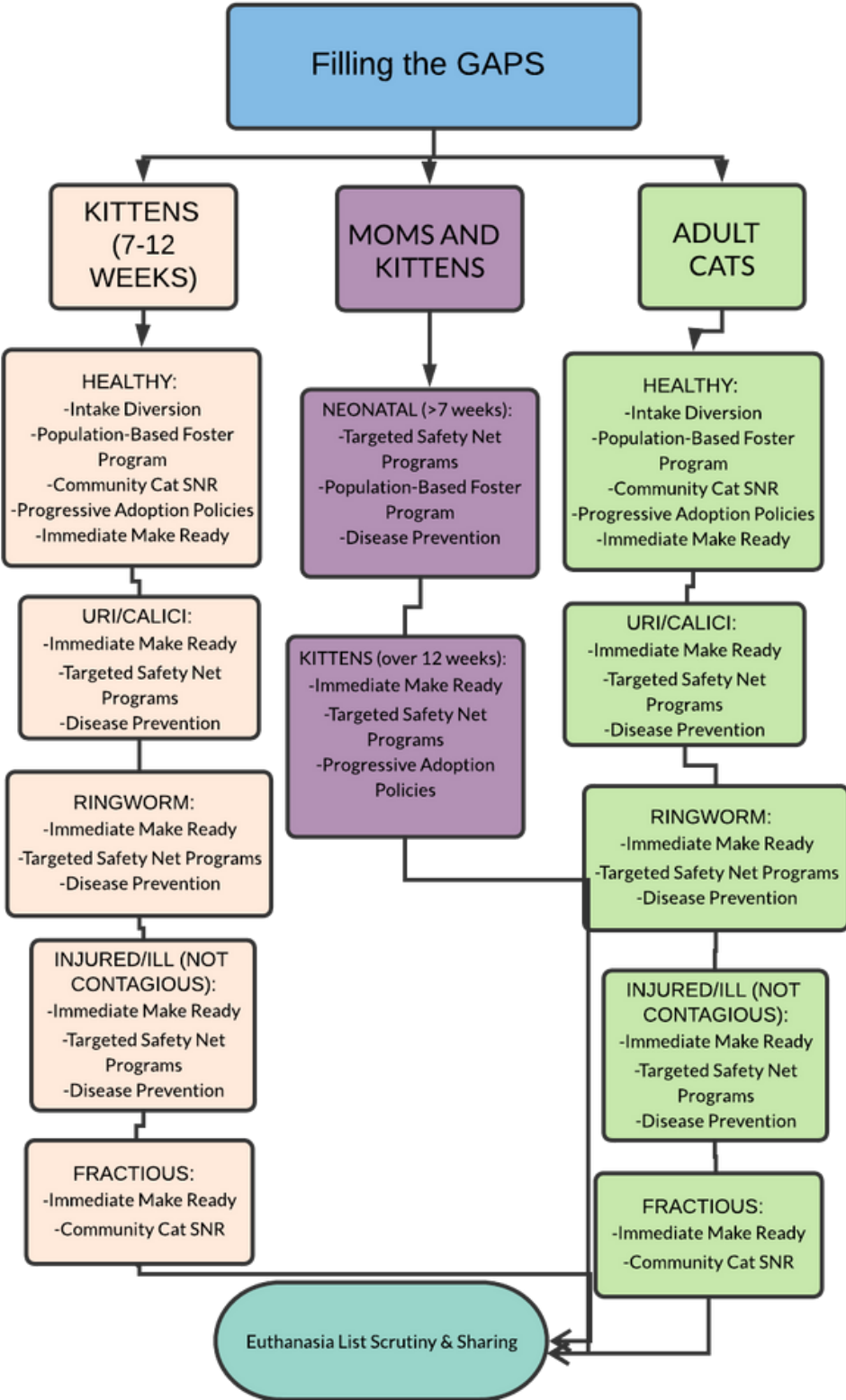
Planning Your Recipe

Now that you know which animal populations you are starting with, you need to decide how to help them.

HINT: There is no one-size-fits-all equation for lifesaving. For example, if at you're organization healthy, adult cats are the most likely to die, implementing intake diversion policies, in tandem with immediate make ready may solve this problem and increase lifesaving. Alternatively, you may decide to decrease intake through implementing intake diversion and increase live outcomes through implementing an SNR program.

Worksheet 9: Selecting Ingredients

This worksheet will help you to decide which ingredients and which programs you will need to implement to increase lifesaving and decrease death for the most vulnerable population of pets.

Use the Selecting Ingredients Worksheet to point out trends in your potential ingredients. Notice if there is more than one, two or three place that ingredients show up on your worksheet. Is this a good place to start? Will it have the most lifesaving impact?

Remember, ingredients are not programs, ingredients are the overarching goals that all organizations need to implement for No Kill succes. Programs and policies are what the ingredients are made of, they are what you will implement to begin to incorporate all of the lifesaving ingredients into your organization.

Use Chart 3: The Lifesaving Ingredients to jog your memory about some examples and types of programs that falls under each ingredient. Use the brainstorming space on the bottom of the worksheet to start to determine which programs have the greatest impact in your organization, why?

What do you think will increase live outcomes and decrease death the fastest in your organization? Whatever the answer, do that.

Worksheet 9: Selecting Your Ingredients

Worksheet 9: Selecting Ingredients						
Use Chart X to determine which ingredients you need to start with based on your most vulnerable populations of pets.						

Table 9.1 Your Recommendations

Use Worksheet X: Euth Analysis: Where do you see the highest number in subpopulations? Find the largest 3 numbers and fill out the information below.

	Sub Population	Flowchart Recommendation	Flowchart Recommendation	Flowchart Recommendation	Flowchart Recommendation	Flowchart Recommendation
Example	*Healthy, Adult Cats*	*Intake Diversion*	*Pop-based foster programs*	*SNR*	*Progressive Adoption*	*Make-Ready*
#1.						
#2.						
#3.						

Table 9.2 Where to Start. Use the space below to brainstorm your findings.

What are the trends you see? Was something suggested twice? Three times?

_____

_____

_____

_____

_____

Which ingredients will you start with? What programs? Why?

_____

_____

_____

_____

_____

_____

What surprised you?

_____

_____

_____

_____

_____

_____

Worksheet 10: Your Lifesaving Recipe

Now it's time to make your own Lifesaving Recipe! First, look back through all of the data you have collected. Be creative. You will be implementing 1-5 new programs in your organization.

Worksheet 9: Lifesaving Recipe will ask you to:

Now that you know which animal populations you are starting with, you need to decide how to help them.

- Determine which programs you will implement and which populations of animals these programs will impact
- Identify the results and impact of each program selected
- Determine how you will qualify success in numbers, setting Key Performance Indicators for each program
- Start to think about who will be responsible for the programs at hand
- Brainstorm about what resources you already have to put into this program and what resources you will need

Worksheet 10: Your Lifesaving Recipe	
This worksheet uses information from Chart X: The 12 Ingredients and Worksheet 9: Which Ingredients	
Table 10.1 Be Specific Use Chart X 12 ingredients to help you think of ways to address your organization's gaps in lifesaving	
Which programs will you implement? (be specific)	Which subpopulation will this program address? How?
#1.	
#2.	
#3.	
TIP: If 1 program does not address an entire subpopulation of animals, select programs that in tandem will. For example, if you are working to serve Healthy, Adult Cats-- Immediate Make Ready IN TANDEM with SNR may fill your gap.	

Worksheet 10: Your Lifesaving Recipe (Cont.)

Table 10.2 Your 3 R's

Use this table to take a closer look at the ingredients you have decided to use. Which population will be addressed? Which program will tackle the issue? What the results/impact and Key Performance Indicators will be? We gave you extra space, too.

	Ingredient	Subpopulation Addressed	Program and Policy Examples	Results/Impacts	Key Performance Indicators	Who is Responsible	What resources are needed?	What resources exist?	Notes
Question:	Which Ingredient?	Which population will this address?	Which program or policy will you implement?	What will the impact be? Results?	How will you measure success?	Who will oversee this program?	What do you need to get started?	What do you already have that you can use?	
EXAMPLE	SNR	Healthy, Adult Cats	SNR Program, starting a program to send cats back	No healthy adult cats will be euthanized.	Cat holding time less than 48 hours, increase in live	Cat Manager	More traps, more scheduled vet time for	Trapper volunteers from TNR Program,	
#1									
#2									
#3									

Worksheet 11: Animals Per Program

You selected programs based on data, now you need to determine how many animals will be impacted through program implementation with the first year. You may have selected multiple programs or policies to implement for each population. List each out population and the programs or policies you have selected to address each, with your estimated goals for each. Next, compare these goals to the Annual Population Goal you set in Worksheet 7.

Do the numbers match up? Do the numbers of animals you are estimating your programs will serve equal the goals you set for each population? Are they less than your annual goals for each population? How might you adjust these numbers?

Hint: You can always decrease intake

Based on your findings we give you space to readjust your goals, see what they look like program by program broken down by monthly, weekly and daily goals.

Worksheet 11: Animals Per Program

Worksheet 11: Program Goals
Use this worksheet will help you set goals match the number of vulnerable animals your program should serve
*This worksheet uses information from **Worksheet 8: Vulnerable Populations and Worksheet 10: Your Lifesaving Recipe***

Table 11.1 Population #1

Step 1: Use 1 table per each population of animals. Fill in the Population addressed, the programs or policies you have decided to implement and the estimate number of animals you plan to serve annually through each program.

Step 2: In each Table enter the annual population goal from Worksheet 8: Vulnerable Populations

Step 3: Calculate the difference between the estimated # and your annual Goal.

Population Addressed	Programs/Policies	Estimated of Animals Served	Annual Goal for Population	Difference +/-	Adjusted Program Goal
			Worksheet 8: Vulnerable Populations Table 8.1		
Total:					

Table 11.2 Population #1

Population Addressed	Programs/Policies	Estimated of Animals Served	Annual Goal for Population	Difference +/-	Adjusted Program Goal
			Worksheet 8: Vulnerable Populations Table 8.1		
Total:					

Table 11.3 Population #2

Population Addressed	Programs/Policies	Estimated of Animals Served	Annual Goal for Population	Difference +/-	Adjusted Program Goal
			Worksheet 8: Vulnerable Populations Table 8.1		
Total:					

Worksheet 11: Animals Per Program (Cont.)

Table 11.4 Goals Breakdown for Programs

Fill in Annual Goals from Table 8.3. Use the equations to break down the goals

Program	Annual Program Goal		6 months = (annual/2)	1 month= (annual/12)	1 week = (annual/52)	Per Day = (annual/365)
SNR	582		291	49	11	2
#1						
#2						
#3						
Totals:						

Whats Next?

Congratulations on completing the workbook! You should have a comprehensive idea of the next steps necessary to increase lifesaving at your organization.

What if I can't fill the gaps?

If you feel like you can't build the programs or policies right now, there is another way to decrease death-- decrease the number of animals your organization takes in or serves.

Start Again!

Now that you have a plan to implement programs and policies in your organization, you will start to see an increase in live outcome and decrease in death immediately.

We recommend pulling data and using the worksheets provided in Step 1 a month after you have completed the exercises. This way you can look at the impact your programs are having on your organization.

Once you feel ready to make even more changes in your organization, restart the workbook and implement more lifesaving programs and policies.

12 Ingredients

Eventually, your organization will implement all 12 of the Lifesaving Ingredients and be well on your way to running a successful, sustainable No Kill Organization.

American Pets Alive Resources

Visit americanpetsalive.org/resources for more resources to help your community achieve No Kill Success! Join us at the annual American Pets Alive! Conference and apply for an apprenticeship with Maddie's® Lifesaving Academy. We're here to help.