

White Paper:

# **Brevard County as a No-Kill Entity**

**Presented by**  
**Brevard No Kill Coalition**

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## Introduction

Local citizens of Brevard County met in January 2008 to discuss Brevard County becoming a No Kill entity with regards to homeless animals.

Many were shocked to hear of the number of animals killed each year in Brevard County's two shelters, the North Animal Care Center (NACC) and the South Animal Care Center (SACC) and want to see Brevard adopt the "No More Homeless Pets" concept and agree to the precepts of the ***Declaration of the No Kill Movement*** in the United States.

- In 2007 alone, the total number of cats and dogs Taken In at the two County Shelters was 15,841; of this **9,632 were Euthanized which equates to 61% KILLED.**

The transition to a **No Kill Community** may in fact save the county money by utilizing the proven programs we suggest here and in the process Brevard will become a more humane place to live, for all of us.

According to the No Kill Advocacy Center's website, "In the last decade, several progressive shelters have put into place a bold series of lifesaving programs and services which have dramatically reduced the death rate in their communities. The resulting success proves that there is a formula for lifesaving, and that if we are to achieve a No Kill nation, it is incumbent upon shelters nationwide to embrace the programs and services which have been proven to save lives."

The No Kill Advocacy Center is the nation's first organization dedicated solely to the promotion of a No Kill nation. And it is the only national animal welfare agency that is staffed by people who have actually worked in and created a No Kill community. In support of this effort, The No Kill Advocacy Center created a Declaration for communities to sign, engendering a new goal and mindset for all people involved in "sheltering" animals.

## Proposal

The Brevard No Kill Coalition is asking the Brevard County Commission to sign the **Declaration of the No Kill Movement in the United States** and commit to making Brevard County a No Kill entity within five years by implementing the guidelines provided.

It is time for Brevard County to join other communities that no longer consider it acceptable to kill adoptable pets and feral cats, including those that can be medically treated and rehabilitated. Other communities have successfully implemented programs that have significantly decreased and even ended the killing of adoptable, treatable and rehabilitable animals. Brevard County can and should too.

This program will require reallocation of existing resources to implement changing mission and goals to a more service-oriented and animal-friendly approach.

A shelter that kills thousands of animals each year and that does not implement any plans to save lives will still be killing at least the same number, and probably more, the next year and every year thereafter. However, by implementing life-saving plans, we can decrease the number of animals that are being killed in our shelters and use that money to save lives instead of paying for lethal injections that are also traumatic to the County employees who are required to give those injections.

**No kill (a definition)** – a policy that no animal that is adoptable, healthy, treatable or rehabilitable will be killed in our county run shelters. This would include feral cats under a Trap-Neuter (TNR) program, with euthanasia reserved only for unhealthy and untreatable animals.

**Summary** - Local citizens of Brevard County met in January 2008 to discuss ways to make the County a No Kill entity with regards to homeless animals. Many were shocked to hear of the number of animals killed each year in Brevard County's two shelters, the North Animal Care Center (NACC) and the South Animal Care Center (SACC) and want to see Brevard adopt the No More Homeless Pets concept and agree to the precepts of the Declaration of the No Kill Movement in the United States.

**Statement of Problem** - As can be seen from the statistics found in **Appendix A**, Brevard County's record for saving lives of adoptable pets given into their care is excessively low. Animals come into the shelters healthy but wind up being killed because they become sick in the shelters. The animals are being euthanized when they became ill within a short time of entering the shelters. The illnesses they have are mostly treatable if the resources (reduction of stress, modification of environment, medications and the time to medicate the animals) were applied.

No Kill in Brevard is possible by implementing **Successful No Kill Community Strategies and Solutions (Appendix B)**. These Strategies and Solutions have been implemented and proven successful in: Tompkins County, NY, NMHP of Utah, NMHP-Hillsborough County, FL, Jacksonville Humane Society, FL and NMHP-Gainesville, FL. The Brevard No Kill Coalition is asking the Brevard County Commission to sign the **Declaration of the No Kill Movement in the United States (Appendix C)** and commit to making Brevard County a No Kill entity within five years by implementing the guidelines provided.

**Proposal** - The Brevard No Kill Coalition recommends the immediate implementation of the following programs by all publicly funded or subsidized animal shelters in the County:

### **Successful Guidelines for Brevard County Becoming a No-Kill Entity**

- Formal, active commitment by shelter directors, management, and staff to lifesaving programs and policies, and dedication to promptly ending mass killing of shelter animals, including feral cats.
- Upgrading and/or replacement of existing shelters, with the aim to improve conditions and increase the comfort and health of sheltered animals, improve working conditions for employees and volunteers, and to improve the display conditions of adoptable animals to the potential adopters.
- High-volume, low-cost/no-cost spay and neuter services accessible for both domestic pets and feral cats, to reduce aggression and suppress their wandering instincts and mandate that animals be spayed or neutered before adoption;
- A foster care network - Rescue group access to shelter animals; public shelters to work with humane animal adoption organizations to the fullest extent to promote the adoption of animals and to reduce the rate of killing. This will include underage, traumatized, sick,

injured, or other animals needing refuge before any sheltered animal is killed, unless the prognosis for rehabilitation of that individual animal is poor or grave.


- Shelters are open to the public during hours that permit working people to reclaim or adopt animals during nonworking hours; Furthermore that BASE and its shelters take full advantage of the internet to promptly post pictures and details of “found” animals on their internet site to help facilitate the timely return to their homes. Comprehensive adoption programs that operate during weekend and evening hours and include offsite adoption venues;
- Volunteer programs to socialize animals, promote adoptions, and help in the operations of the shelter. Implement a Volunteer Coordinator (reclassify a desk position; 40 hour position can bring in 240 volunteer hours).
- Medical and behavioral rehabilitation programs. Every animal in a shelter receives individual consideration, regardless of how many animals a shelter takes in, or whether such animals are healthy, under-aged, elderly, sick, injured, traumatized, or feral; An end to the use of temperament testing that results in killing animals who are not truly vicious (e.g., shy/timid cats and frightened dogs) but who can be placed in homes, or are feral cats who can be returned or released into existing colonies or barns;
- Pet retention programs to solve medical, environmental, or behavioral problems and keep animals with their caring and responsible caregivers. An end to owner-requested killing of animals unless the shelter has made an independent determination that the animal is irremediably suffering or cannot be rehabilitated;
- An aggressive Trap-Neuter-Return or Release (TNR) programs for feral cats. To include: An end to the policy of accepting trapped feral cats to be destroyed as unadoptable, and implementation of TNR as the accepted method of feral cat control by educating the public about TNR and offering TNR program services; and Abolishment of trapping, lending traps to the public to capture animals, and support of trapping by shelters, governments, and pest control companies for the purposes of removing animals to be killed;
- Documentation before any animal is killed; that all efforts to save the animal have been considered, including medical and behavioral rehabilitation, foster care, rescue groups, neuter and release, and adoption.
- Shelters provide care and treatment for all animals in shelters to the extent necessary, including prompt veterinary care, adequate nutrition, shelter, exercise, and socialization;
- Shelters are held accountable for and make information publicly available about all the animals in their care
- The repeal of unenforceable and counter-productive animal control ordinances such as cat licensing and leash laws, pet limit laws, bans on feeding stray animals, and bans on specific breeds.
- Brevard County passing and aggressively enforcing tough anti-dog-fighting laws
- Shelters and humane organizations discontinue the use of language that misleads the public and glosses over the nature of their actions, such as “euthanasia,” “unadoptable,” “fractious,” “putting them to sleep,” and other euphemisms that downplay the gravity of ending life and make the task of killing easier;

**Resources Required** - The above programs will not necessarily require additional funding from the County. It will require reallocation of existing resources to implement changing mission and goals to a more service-oriented and animal-friendly approach. With implementation of more volunteers and utilization of rescue groups, tax dollars will be saved. The current budget for salaries alone is \$2,048,139, this does not include benefits, which amount to another \$994,349; a total of \$3,042,488. Once

again, implementation of a volunteer coordinator (40 hours a week) can bring in an additional 240 volunteer hours per week.

A shelter that kills thousands of animals each year and that does not implement any plans to save lives will still be killing at least the same number, and probably more, the next year and every year thereafter. However, by implementing life-saving plans, we can decrease the number of animals that are being killed in our shelters and use that money to save lives instead of paying for lethal injections that are also traumatic to the County employees who are required to give those injections.

**Conclusion** - It is time for Brevard County to join other communities that no longer consider it acceptable to kill adoptable pets and feral cats, including those that can be medically treated and rehabilitated. Other communities have successfully implemented programs that have significantly decreased and even ended the killing of adoptable, treatable and rehabilitatable animals. Brevard County can and should too.



**THE FACTS: LIFE AND DEATH AT BREVARD COUNTY ANIMAL SHELTERS (North and South Animal Care and Adoption Centers: NACC and SACC) 1/1/07 - 12/31/07**

	Total Intake*	Adopted out	Returned to owner (Lost)	EUTHANIZED (destroyed)	PERCENT DESTROYED
SACC CATS	6,281	1,308	142	3,707	59
SACC DOGS	3,684	1,355	768	1,281	35
SACC TOTAL	9,964	2,663	910	4,988	50
NACC CATS	3,742	112	59	3,363	90
NACC DOGS	2,135	180	476	1,281	60
NACC TOTAL	5,877	292	535	4,644	79
TOTAL CATS	10,023	1,420	201	7,070	70
TOTAL DOGS	5,818	1,535	1,244	2,562	44
TOTAL BOTH	15,841	2,955	1,445	9,632	61

\*Live cats and dogs; does not include other species (907), dead-on-arrival (390), or owner euthanasia requests (691) - Total intake was 17,829.

SACC and NACC are county shelters and are "open admission" shelters that take EVERY animal brought to them by anyone, at any time, for any reason, including those turned away by "No-Kill" shelters.

**THE TOTAL NUMBER OF ANIMALS EUTHANIZED ANNUALLY IN BREVARD IS ABOUT 10,000.**

**HIGH EUTHANASIA RATES ARE NOT A SHELTER PROBLEM.  
THEY ARE A COMMUNITY PROBLEM**

**Appendix A**  
**Background Statistics**  
(Directly from Brevard County Animal Services)

In 2007 alone, the total number of Cats and Dogs Taken In at the two County Shelters was 15,841; of this **9,632 were Euthanized which equates to 61% KILLED.**

The population of Brevard County has on average, increased by 1.02% each year, from 2004 until 2007, and is projected to increase by an average of 1.016% until the year 2015.

- **Total “Intakes of Animals”** (not just cats and dogs) has averaged 3.083% of the human population from 2004 until 2007; or an **average intake of 16,574 animals**
- **Total “Adoptions”** has averaged 0.512% of the human population from 2004 until 2007, or **an average of 2,754 adoptions per year** or 16.659% of total intakes; NOTE : *this has been increasing due to more aggressive adoption events sponsored by Animal Guardians*
- **Total “Euthanized”** has averaged 1.718% of the human population from 2004 until 2007, **an average of 9,239 lives ended** or **55.631% of the total number intakes of animals**
- **Total “Returned to Owner”** has averaged 0.297% of the human population from 2004 until 2007, **an average of 1,592 animals returned to their owners** or 9.629% of the total number of intakes.

According to a national survey conducted for Alley Cat Allies by Harris regarding stray cats; most Americans don't believe killing is humane. Eighty-one percent (81%) of Americans believe that leaving a stray cat outside to live out his life is more humane than having the cat caught and killed. ([www.alleycat.org](http://www.alleycat.org))

Animal control and shelters claim that it is best to kill stray cats now, because they may suffer “bad” deaths sometime in the future. These agencies make decisions every day about the fate of stray cats, and carry them out with taxpayer dollars – yet their policy of killing is in direct opposition to the humane values of most Americans.

The result of this policy of killing is that **70-73% of all cats entering animal shelters are killed** in the United States, according to the most comprehensive research to date. In fact, “euthanasia” at animal pounds and shelters is the number one documented cause of death for cats in this country.

# SUCCESSFUL CAMPAIGNS

ORGANIZATIONS THAT HAVE  
IMPLEMENTED THE NO-KILL &  
NO MORE HOMELESS PETS  
PHILOSOPHY



## Tompkins County, NY

Tompkins County [www.sPCAonline.com](http://www.sPCAonline.com) is the first open admissions shelter to adopt the no-kill philosophy. No-kill does not mean they never kill. They only kill when it is in the best interest of the animal, such as when animals suffer from untreatable medical conditions or severe and intractable behavioral issues.

In 2000-2002, Tompkins County, NY went from a shelter:

- That was killing 100% of feral cats to killing none
- That was killing healthy dogs and cats to killing none
- That was killing treatable sick/injured dogs and cats to killing none
- That spayed/neutered 10% of animals prior to adoption to 100% spay/neuter
- That reduced the death rate by 75%
- That increased volunteers from 12 to 181
- That increased number of animals fostered from a handful to close to 800 per year
- That reduced number of employees from 16 to 12

Tompkins County's secret to fundraising: 1. Do good things for animals; 2. Tell people about it; 3. Ask people for their help.

## No More Homeless Pets of Utah

NMHP of Utah [www.utahpets.org](http://www.utahpets.org) began their 5 year program in 2000 with the following results in the first 3 years:

- Number of animals destroyed down 19% over the baseline year, 1999
- Approximately 19,000 dogs and cats spared from being killed
- Adoptions up 43% statewide and adoptions done by no-kill organizations were up 156%
- Approximately 30,400 discount spay/neuter vouchers were used
- The Big Fix mobile clinic performed 17,300 surgeries

NMHP of Utah documented everything they did and created an excellent reference document called “What Worked - What Didn’t -What’s Next, A Review of Year Three of the NMHP in Utah Campaign”.

This document can be viewed at the following website:

<http://www.bestfriends.org/nomorehomelesspets/pdf/whatworked3.pdf>

## No More Homeless Pets - Hillsborough Co., FL

- In 2004, the Humane Society went no kill for space and the animal services became the only open admissions shelter in the county.
- Animal Services intake peaked in FY2005 with over 36,000 animals going into the facility. However, the following, year- FY2006 they saw a 4% drop in intake, considering that they had been seeing an increase of 3-7% a year, they figure that the drop was actually much larger. In FY2007 they saw another decrease of 7.2% in intake.
- They think that one of the main reasons that intake is going down is that low cost sterilization surgeries have increased over 29% in the past two years. They have a number of programs that actively assists low income pet owners and those who will not get it done unless they can get it for low cost.

No More Homeless Pets – Hillsborough Co., FL [www.tampapets.org](http://www.tampapets.org)

## Jacksonville Humane Society

- First year as a no-kill shelter (October 2005 to October 2006) intake dropped from 12,000 dogs/cats to 3,000. They no longer kill animals to make space
- Jacksonville HS partners with Jacksonville Animal Care and Control. 42% of their yearly intake comes from Jacksonville ACC
- Community-wide, they have a 17% overall decline in admissions and 20.3% decline in overall euthanasia
- Promotes consistent media coverage about their move to a no-kill facility to educate the public and get the word out
- Their SPAY/JAX, Spay/Neuter Program started in 2003 and since then, they have seen a 7% yearly decline of intakes

Jacksonville Humane Society [www.jaxhumane.org](http://www.jaxhumane.org)

## Other Successful County/City Organizations:

- **No More Homeless Pets – Gainesville, FL (Alachua County)**  
[www.nmhp.net](http://www.nmhp.net) has also adopted the no-kill philosophy and have contracts for Animal Control. Alachua County's figures posted in 2005 showed a decrease in the number being euthanized by 40%. Monroe County states they do not euthanize unless it's medically necessary or the dog is too dangerous to help.

# Successful No-Kill Community Strategies & Solutions

**Volunteers - Adoptions - Humane Education  
Promotions & Advertising - Fundraising  
Spay/Neuter Program - Other Key Programs  
Resources & Helpful Links**

**NOTE:** The information provided in this report was collected from the following organizations' websites: Tompkins County SPCA; Humane Society of Greater Miami; Humane Society of Austin & Travis County; Jacksonville Humane Society; No More Homeless Pets in Utah; First Coast No More Homeless Pets; No More Homeless Pets Gainesville, FL; PETsMART Charities; ASPCA; HSUS & Best Friends Animal Society

# Volunteers

- Involve the community
- Develop a strong volunteer/foster base
- Be flexible and always be recruiting
- Provide proper training for volunteers: adoption counselors, dog walkers, cat socializers, foster parents, groomers, behaviorists
- Create a Policy & Procedure Manual
- Use volunteer committees to help run special events
- Formally recognize volunteers

# Adoptions

- Sponsor 2 Super Adoptathons a year
- Expand Internet link of adoptable pets to other heavily visited web sites
- Increase shelter hours/days open to public
- Present adoptable animals at businesses on a regular basis
- Create cheerful adoption areas where the public can view and interact with animals
- Work closely with rescue groups



# Humane Education

- Develop a public education program
- Participate in community events
- Give presentations at area local schools to promote and reinforce positive messages about animal welfare
- Provide a web link of animal-related topics: health and behavioral issues, training, etc.
- Offer pamphlets that provide animal care and adoption information

# Promotions & Advertising

- Create local media relationships
- Strategically place posters with pictures/bios of adoptable pets available at shelter weekly or bi-weekly at area businesses
- Advertise through billboards and large ads in Yellow Pages
- Hire marketing firm, or recruit college students majoring in Marketing to help as a project, to provide needed data to target areas and focus advertisements
- “Cause Marketing Campaign” to build partner-ships with local businesses and organizations for fundraising events and animal shelter campaigns

# Fundraising

- Financial Supporters: Corporate sponsors and individual donations
- Grants: Maddie's Fund, PETsMART Charities
- Fundraising Events: Drawings, pet walks, Halloween costume parties, Easter pet parades, Black Tie & Tails Balls
- Donation jars at area businesses
- Tabling at local events

# Spay/Neuter Programs

- Focus spay/neuter program on primarily low-income communities
- Mobile spay/neuter vehicles to visit communities on a regular schedule
- \$10 co-pay program for pet owners on local, state or federal government assistance
- Support local Trap Neuter Return groups

# OTHER KEY PROGRAMS

- Rescue group access to shelter animals
- TNR Program
- Medical and behavioral rehabilitation program
- Pet Retention Program to help keep pets with their caregiver
- Public Relations/Community Involvement Program
- Record-keeping – log everything. Records can help determine what works and what doesn't, areas needing improvement, etc.

# Resources & Helpful Links

- No Kill Advocacy Center: [www.nokilladvocacycenter.org](http://www.nokilladvocacycenter.org)
- The No Kill Community Coalition: [www.nokillcoalition.org](http://www.nokillcoalition.org)
- Best Friends Animal Society: [www.bestfriends.org](http://www.bestfriends.org)
- Alley Cat Allies: [www.alleycat.org](http://www.alleycat.org)
- No More Homeless Pets in Utah: [www.utahpets.com](http://www.utahpets.com)
- Spay/USA: [www.spayusa.org](http://www.spayusa.org)
- Petfinder: [www.petfinder.com](http://www.petfinder.com)
- No More Homeless Pets – Hillsborough Co., FL: [www.tampapets.org](http://www.tampapets.org)
- No More Homeless Pets – Gainesville, (Alachua Co.) FL: [www.nmhp.net](http://www.nmhp.net)
- Tompkins County, NY SPCA – [www.spcaonline.com](http://www.spcaonline.com)
- Charlottesville, VA SPCA – [www.caspca.org](http://www.caspca.org)
- First Coast No More Homeless Pets, Tampa, FL – [www.fcnmhp.org](http://www.fcnmhp.org)

# The Declaration of the No Kill Movement in the United States

## September 2005

### I. Preamble

One hundred and fifty years ago, societies for the prevention of cruelty to animals and other humane organizations were founded to establish standards for humane treatment of animals, to promote their rights, and to protect them from harm. This marked the formal beginning of the humane movement in the United States.

The scope and influence of these early humane organizations were testament to the public's concern for animals. It did not take long for them to set their sights on the abuse of homeless animals and cruel methods of killing by public pounds. It was common practice at the time for city and town dogcatchers to beat, drown, or shoot homeless animals.

Many humane agencies responded by entering into animal control contracts with towns and cities to ensure that the killing was done more humanely. But in taking on municipal animal control duties, these agencies abandoned their lifesaving and life-enhancing platforms when those beliefs conflicted with their contractual responsibilities. In the current era, where laws require killing by even more "humane" methods, these contradictions have become starker.

Increasingly, the practices of both humane societies and municipal animal control agencies are out of step with public sentiment. Today, most Americans hold the humane treatment of animals as a personal value, which is reflected in our laws, cultural practices, the proliferation of organizations founded for animal protection, increased per capita spending on animal care, and great advancements in veterinary medicine. But the agencies that the public expects to protect animals are instead killing more than five million animals annually.

Lifesaving alternatives to the mass killing of animals in shelters have existed for decades. These lifesaving methods are based on innovative, humane, nonlethal programs and services that have proven that the killing can be brought to an end. Too many of these agencies, however, remain mired in the kill philosophies of the past, unwilling to or hampered from exploring and adopting methods that save lives. This is a breach of their public trust, a gross deviation from their responsibility to protect animals, and a point of view that we, as caring people and a humane community, can no longer accept or tolerate.

We assert that a No Kill nation is within our reach—that the killing can and must be brought to an end. It is up to each of us working individually and together to implement sheltering models that have already saved tens of thousands of animals in progressive communities. If we work together—with certainty of purpose, assured of our own success, with the commitment that "what must be done, will be done"—the attainment of our goals will not be far off.

## II. No Kill Resolution

**Whereas**, the right to live is every animal's most basic and fundamental right;

**Whereas**, societies for the prevention of cruelty to animals and other humane organizations were founded to establish standards for humane treatment of animals, to promote their rights, and to protect them from harm;

**Whereas**, traditional sheltering practices allow the mass killing of sheltered animals;

**Whereas**, every year shelters in the United States are killing millions of healthy and treatable animals who could be placed in homes, and are also killing millions of feral cats who do not belong in shelters;

**Whereas**, life always takes precedence over expediency;

**Whereas**, the No Kill movement in the United States has successfully implemented new and innovative programs that provide alternatives to mass killing;

**Whereas**, lifesaving change will come about only if No Kill programs are embraced and further developed;

**Whereas**, failure to implement No Kill programs constitutes a breach of the public's trust in the sheltering community;

**Now, therefore, be it resolved** that No Kill policies and procedures are the only legitimate foundation for animal sheltering; and,

It is incumbent upon all shelters and animal groups to embrace the philosophy of No Kill, to immediately begin implementing programs and services that will end the mass killing of sheltered animals, and to reject the failed kill-oriented practices of the past.

## III. Statement of Rights

We acknowledge the following:

- Sheltered animals have a right to live;
- Feral cats have a right to their lives and their habitats;
- Animals, rescuers, and the public have a right to expect animal protection organizations and animal shelters to do everything in their power to promote, protect, and advocate for the lives of animals;
- Animal protection groups, rescue groups, and No Kill shelters have a right to take into their custody animals who would otherwise be killed by animal shelters;
- Taxpayers and community members have a right to have their government spend tax monies on programs and services whose purpose is to save and enhance the lives of all animals;
- Taxpayers and community members have a right to full and complete disclosure about how animal shelters operate.



## IV. Guiding Principles

No Kill is achieved only by guaranteeing the following:

- Life to all healthy animals, and to all sick, injured, or vicious animals where medical or behavioral intervention would alter a poor or grave prognosis;
- The right of feral cats to live in their habitats.

These conditions can be achieved only through adherence to the following:

- Shelters and humane groups end the killing of healthy and treatable animals, including feral cats;
- Every animal in a shelter receives individual consideration, regardless of how many animals a shelter takes in, or whether such animals are healthy, underaged, elderly, sick, injured, traumatized, or feral;
- Shelters and humane organizations discontinue the use of language that misleads the public and glosses over the nature of their actions, such as “euthanasia,” “unadoptable,” “fractious,” “putting them to sleep,” and other euphemisms that downplay the gravity of ending life and make the task of killing easier;
- Shelters are open to the public during hours that permit working people to reclaim or adopt animals during nonworking hours;
- Shelters and other government agencies promote spay/neuter programs and mandate that animals be spayed or neutered before adoption;
- Public shelters work with humane animal adoption organizations to the fullest extent to promote the adoption of animals and to reduce the rate of killing;
- Shelters provide care and treatment for all animals in shelters to the extent necessary, including prompt veterinary care, adequate nutrition, shelter, exercise, and socialization;
- Shelters are held accountable for and make information publicly available about all the animals in their care.

## V. No Kill Standards

The implementation of these lifesaving procedures, policies, and programs must be the immediate goal of every shelter, and animal control and animal welfare agency:

- Formal, active commitment by shelter directors, management, and staff to lifesaving programs and policies, and dedication to promptly ending mass killing of shelter animals;
- Immediate implementation of the following programs by all publicly funded or subsidized animal shelters:

- High-volume, low- and no-cost spay/neuter services;
  - A foster care network for underaged, traumatized, sick, injured, or other animals needing refuge before any sheltered animal is killed, unless the prognosis for rehabilitation of that individual animal is poor or grave;
  - Comprehensive adoption programs that operate during weekend and evening hours and include offsite adoption venues;
  - Medical and behavioral rehabilitation programs;
  - Pet retention programs to solve medical, environmental, or behavioral problems and keep animals with their caring and responsible caregivers;
  - Trap-Neuter-Return or Release (TNR) programs;
  - Rescue group access to shelter animals;
  - Volunteer programs to socialize animals, promote adoptions, and help in the operations of the shelter;
  - Documentation before any animal is killed that all efforts to save the animal have been considered, including medical and behavioral rehabilitation, foster care, rescue groups, neuter and release, and adoption.
- An end to the policy of accepting trapped feral cats to be destroyed as unadoptable, and implementation of TNR as the accepted method of feral cat control by educating the public about TNR and offering TNR program services;
  - An end to the use of temperament testing that results in killing animals who are not truly vicious (e.g., shy/timid cats and frightened dogs) but who can be placed in homes, or are feral cats who can be returned or released;
  - Abolishment of trapping, lending traps to the public to capture animals, and support of trapping by shelters, governments, and pest control companies for the purposes of removing animals to be killed;
  - An end to owner-requested killing of animals unless the shelter has made an independent determination that the animal is irremediably suffering or cannot be rehabilitated;
  - The repeal of unenforceable and counter-productive animal control ordinances such as cat licensing and leash laws, pet limit laws, bans on feeding stray animals, and bans on specific breeds.