

Table 1

| Indicator | Value | Formula | | Value | Indicator | | | | |
|--|---------------------------|--|---------------|-----------------|---|---|--|--|--|
| Dogs in Shelter per day | 70 | 18 minutes per animal for basic clean and feed and medicate (A9-A13) | 18 | 1260 | Number of minutes needed | | | | |
| Minutes Needed per day | 1260 | divide by 60 | | 21 | Number of Hours needed per day | | | | |
| Hours needed per day | 21 | divide by 8 hours per day per employee | | 2.6 | Employees per day | | | | |
| Employees per day | 2.625 | 7 days per week | | 18.4 | Total employee days needed | | | | |
| Employee days needed | 18.375 | Days worked per week =5 | | 3.7 | # FTE Needed for basic dog care | | | | |
| Additional duties per week | 2235.521918 | minutes per week A16-22 | Divided by 60 | 37 | Hours per week for additional duties | | | | |
| Average work week | 40 | | | 0.9 | # FTE for Extra care | | | | |
| TOTAL # FTE for Dogs Needed | | | | 4.6 | | | | | |
| Current budgeted FTE for Dogs (this does not include extra help) | | | | 2 | This only reflects budgeted, not actual number in Job | | | | |
| Shortage | | | | 2.606467466 | FTE Shortage | | | | |
| Volunteers per day needed to be scheduled daily to cover time off and shortage | | | | 3 | Assume 8 hour shifts per volunteer | | | | |
| Volunteer hours per day needed to be scheduled to cover time off and shortage | | | | 24 | | | | | |
| | | | | | | | | | |
| ASSUMPTIONS | | | | | | | | | |
| Basic AWS Duties | Minutes needed per animal | Average Animals per day | | minutes per day | Total Minutes per week | Assmptions | | | |
| Moving dogs for cleaning | 3 | 70 | | | | | | | |
| Cleaning cage | 5 | | | | | | | | |
| Feeding dogs | 3 | 70 | | | | | | | |
| Enrichment | 5 | 70 | | | | | | | |
| Dishes/Laundry | 2 | 70 | | | | | | | |
| Medicate | 5 | 10.5 | | 52.5 | 367.5 | 15% population on meds | | | |
| Redemption Assistance | 15 | 1.4 | | 21.5 | 150.2 | | | | |
| Intake processing | 20 | 2.4 | | 47.8 | 334.5 | | | | |
| Adoption Assistance | 30 | 0.6 | | 18.2 | 127.2 | | | | |
| General facility cleaning | | | | 60 | 420 | | | | |
| Euthanasia | 25 | 0.3 | | 8.0 | 56.1 | | | | |
| Vet Assistance | 7 | 7.4 | | 51.7 | 362.1 | Average daily intake + est. daily med exams (5) | | | |
| Behavior Evaluation Dogs | 25 | 2.4 | | 59.7 | 418.1 | | | | |
| Cats = ASPA | | | | | | | | | |
| Rabbits = BUNS | | | | | | | | | |

Table 1

| Indicator | Value | Formula | Value | Indicator | | | | |
|--|---------------------------|--|---------------|-----------------|--|---|--|--|
| Dogs in Shelter per day | 88 | 18 minutes per animal for basic clean and feed and medicate (A9-A13) | 18 | 1584 | Number of minutes needed | | | |
| Minutes Needed per day - Dogs | 1584 | divide by 60 | | 26 | Number of Hours needed per day | | | |
| Hours needed per day - Dogs | 26.4 | divide by 8 hours per day per employee | | 3.3 | Employees per day | | | |
| Employees per day - Dogs | 3.3 | 7 days per week | | 23.1 | Total employee days needed | | | |
| Employee days needed - Dogs | 23.1 | Days worked per week =5 | | 4.62 | # FTE Needed for basic dog care | | | |
| Cats in shelter per day | 65 | 10 minutes per animal | 10 | 650 | # minutes needed for cat care per day | | | |
| Minutes Needed per day - cats | 650 | divide by 60 | | 11 | Number of Hours needed per day - cats | | | |
| Hours needed per day - cats | 10.83333333 | divide by 8 hours per day per employee | | 1.4 | Employees per day - cats | | | |
| Employees per day - cats | 1.354166667 | 7 days per week | | 9.5 | Total employee days needed - cats | | | |
| Employee days needed - cats | 9.479166667 | Days worked per week =5 | | 1.895833333 | # FTE Needed for basic cat care | | | |
| Additional duties per week include rabbit care | 8024.569863 | minutes per week A28-36 | Divided by 60 | 134 | Hours per week for additional duties | | | |
| Average work week | 40 | | | 3.343570776 | # FTE for Extra care Dogs, cats, rabbits | | | |
| TOTAL # FTE Needed for Dogs, Cats, Rabbits | | | | 9.9 | | | | |
| Current FTE budgeted, not including extra help | | | | 5 | | | | |
| Shortage | | | | 4.85940411 | SHORTFALL | | | |
| Volunteers per day needed to be scheduled daily to cover time off and shortage | | | | 2 | Assume 8 hour shifts per volunteer | | | |
| Volunteer hours per day needed to be scheduled to cover time off and shortage | | | | 16 | | | | |
| ASSUMPTIONS | | | | | | | | |
| Basic AWS Duties | Minutes needed per animal | Average Animals per day | | minutes per day | Total Minutes per week | Assmptions | | |
| Moving dogs for cleaning | 3 | 88 | | | | | | |
| Cleaning cage | 5 | | | | | | | |
| Feeding dogs | 3 | 88 | | | | | | |
| Enrichment Dogs | 5 | 88 | | | | | | |
| Dishes/Laundry Dogs | 2 | 88 | | | | | | |
| Medicate Dogs | 5 | 13.2 | | 66 | 462 | 15% population on meds | | |
| Redemption Assistance | 15 | 1.4 | | 21.7 | 151.6 | Average RTO per day | | |
| Intake processing | 20 | 8.8 | | 175.5 | 1228.2 | All Animals | | |
| Adoption Assistance | 30 | 2.3 | | 68.5 | 479.3 | | | |
| General facility cleaning | | | | 60 | 420 | | | |
| Euthanasia | 25 | 1.9 | | 48.4 | 339.0 | | | |
| Vet Assistance | 7 | 16.8 | | 117.4 | 821.9 | Average daily intake + est. daily med exams (8) | | |
| Behavior Evaluations Dogs | 25 | 5.1 | | 127.3 | 891.3 | On intake | | |
| Behavior evaluation Cats | 5 | 2.3 | | 11.6 | 81.4 | On Intake | | |
| Rabbit Care | 10 | 45 | | 450 | 3150 | Ave daily census est. 45 | | |
| Cat Care | 10 | 65 | | 650 | 4550 | Ave daily census cat =65 | | |

Table 1

| Indicator | Value | Formula | Value | Indicator | | | | |
|--|---------------------------|--|---------------|-----------------|--|---|--|--|
| Dogs in Shelter per day | 37 | 18 minutes per animal for basic clean and feed and medicate (A9-A13) | 18 | 666 | Number of minutes needed | | | |
| Minutes Needed per day - Dogs | 666 | divide by 60 | | 11 | Number of Hours needed per day | | | |
| Hours needed per day - Dogs | 11.1 | divide by 8 hours per day per employee | | 1.4 | Employees per day | | | |
| Employees per day - Dogs | 1.3875 | 7 days per week | | 9.7 | Total employee days needed | | | |
| Employee days needed - Dogs | 9.7125 | Days worked per week =5 | 1.9425 | | # FTE Needed for basic dog care | | | |
| Cats in shelter per day | 20 | 10 minutes per animal | 10 | 200 | # minutes needed for cat care per day | | | |
| Minutes Needed per day - cats | 200 | divide by 60 | | 3 | Number of Hours needed per day - cats | | | |
| Hours needed per day - cats | 3.33333333 | divide by 8 hours per day per employee | | 0.4 | Employees per day - cats | | | |
| Employees per day - cats | 0.41666667 | 7 days per week | | 2.9 | Total employee days needed - cats | | | |
| Employee days needed - cats | 2.91666667 | Days worked per week =5 | 0.58333333 | | # FTE Needed for basic cat care | | | |
| Additional duties per week include rabbit care | 3174.485616 | minutes per week A28-36 | Divided by 60 | 53 | Hours per week for additional duties | | | |
| Average work week | 40 | | | 1.32270234 | # FTE for Extra care Dogs, cats, rabbits | | | |
| TOTAL # FTE Needed for Dogs, Cats, Rabbits | | | | 3.8 | | | | |
| Current FTE budgeted, does not include extra help | | | | 2 | | | | |
| Shortage | | | 1.848535674 | SHORTFALL | | | | |
| Volunteers per day needed to be scheduled daily to cover time off and shortage | | | | 3 | Assume 8 hour shifts per volunteer | | | |
| Volunteer hours per day needed to be scheduled to cover time off and shortage | | | | 24 | | | | |
| ASSUMPTIONS | | | | | | | | |
| Basic AWS Duties | Minutes needed per animal | Average Animals per day | | minutes per day | Total Minutes per week | Assmptions | | |
| Moving dogs for cleaning | 3 | 37 | | | | | | |
| Cleaning cage | 5 | 37 | | | | | | |
| Feeding dogs | 3 | 37 | | | | | | |
| Enrichment Dogs | 5 | 37 | | | | | | |
| Dishes/Laundry Dogs | 2 | 37 | | | | | | |
| Medicate Dogs | 5 | 5.55 | | 27.75 | 194.25 | 15% population on meds | | |
| Redemption Assistance | 15 | 1.0 | | 15.0 | 104.7 | Average RTO per day | | |
| Intake processing | 20 | 3.6 | | 71.2 | 498.2 | All Animals | | |
| Adoption Assistance | 30 | 1.0 | | 30.0 | 210.0 | All Animals | | |
| General facility cleaning | | | | 60 | 420 | | | |
| Euthanasia | 25 | 0.7 | | 18.7 | 130.9 | | | |
| Vet Assistance | 7 | 8.6 | | 59.9 | 419.4 | Average daily intake + est. daily med exams (5) | | |
| Behavior Evaluations Dogs | 25 | 2.3 | | 58.3 | 408.0 | On intake | | |
| Behavior evaluation Cats | 5 | 0.5 | | 2.7 | 19.0 | On Intake | | |
| Rabbit Care | 10 | 11 | | 110 | 770 | Ave daily census est. 11 | | |
| Cat Care | 10 | 20 | | 200 | 1400 | Ave daily census cat =20 | | |

How Much Medical Staff Do You Need?

Maximizing Your Veterinary Medical Program

We all know that providing adequate veterinary care is an essential life-saving tool for shelters, but is there a magic number of veterinary personnel for every facility? Learn a system created as part of the UC Davis Fellowship Group to help shelters evaluate their medical staffing needs and maximize their ability to save lives.

Presenters: Erica Smedberg, DVM, Dane County Humane Society; Sandra Newbury, DVM, National Shelter Medicine Extension Veterinarian, UC Davis School of Veterinary Medicine

The Association of Shelter Veterinarian's Guidelines for Standards of Care in Animal Shelters provides recommendations the sheltering community can utilize when working to improve current practices. Using these Guidelines at Dane County Humane Society in Madison, Wisconsin, we created a tool to assess capacity for care in our shelter's veterinary medical program.

When discussing Capacity for Care, the Guidelines state that "Adequate staffing must be available to ensure that each critical point of service (e.g., vaccination or medical evaluation, spay/neuter surgery, or a physical move to adoption) is delivered promptly. Delays resulting in even one to two additional days of care may result in crowding and poor animal welfare in facilities that operate near maximum capacity. Expected demand for these critical points of service should be estimated based on the expected numbers of animals who will need each service and the length of time it takes to complete each procedure (e.g., number of animals needing evaluation or spay neuter surgery prior to adoption). Operating beyond capacity for care will result in unwanted outcomes including: delays or failure to provide necessary care; use of substandard housing; increases in staff and animal stress; haphazard mixing of animals; increased risk of infectious disease exposure; and increases in negative interactions between animals." (Newbury, et al, 2010; p 13)

Determining what "adequate staffing" is isn't always simple, especially in larger shelters that offer complex care for many animals. Assessing the capacity for care using our Excel tool will take time initially but will quickly prove to be invaluable. This tool will be available for download free of charge from the UC Davis Koret Shelter Medicine Program website at www.sheltermedicine.com. We created this system with the idea that other shelters would be able to edit and adapt it to suit their particular situation. We used the following guidelines when creating our tool:

1. Identify all tasks at a level of detail so that task can be assigned
2. Identify all current or possible responsible individuals (staff, volunteer, other)
3. Identify current responsibilities specific to each position (including current volunteers or unfilled volunteer positions) at a level of detail so that tasks can be scheduled
4. Assign time allocations to each task (may fluctuate seasonally)
5. Prioritize tasks
6. Assign tasks to positions
7. Identify current problems with completing tasks
 - a. Insufficient training
 - b. Insufficient time
 - c. Resistance to change
8. Problem solve if capacity is not adequate
 - a. Improve efficiency with current staff
 - b. Add staff or volunteers
 - c. Reduce number of tasks

The system uses an Excel spreadsheet that lists individual tasks and categorizes them in a sortable format (i.e. if you want to see all the tasks performed by technicians, you can sort the column by "T;" if you want to see the tasks that take the most time, you can sort that column too). Formulas are embedded in the spreadsheet to calculate the number of minutes spent on each task in several different ways. At a glance, you will be able to see how much time (on average) your technician spends each time s/he performs a task, as well as how many minutes per day and per week they spend performing that task. At Dane County Humane Society, we learned that our technicians spend, on average, 42 minutes per week checking voicemail. Three minutes each time really adds up!

How do YOU use this tool?

The majority of the tasks that are performed in a shelter's medical clinic are included but you may delete or add tasks as needed. You may need to adjust the "responsible party" for each task and then should have your staff time themselves to come up with an average number of minutes to complete each task. Insert the numbers into the spreadsheet and have fun choosing different columns to sort!

Unexpected benefits:

- Identified many tasks currently being performed by paid technicians that could be performed by well-trained, reliable volunteers. *Ask your staff to highlight tasks that they are currently doing that could be completed by volunteers.*

- Uncovered inefficiencies in current practices and identified solutions. For example, technicians were walking through the cat kennels to identify cats that needed a rabies vaccine (a red dot was placed on the card once the vaccine was given). They were unaware that a time-saving computerized report could be obtained. *You have to identify inefficiencies before you can fix them!*
- Tool easily can be converted to a training checklist for new employees. *There will be a second sheet on the Excel spreadsheet that will contain an easy-to-modify training checklist with columns to identify progress through training.*

We hope you enjoy discovering the ways the Guidelines for Standards of Care in Animal Shelters can be used along with this system to maximize your efficiency and be the best that you can be!

REFERENCES:

Newbury, et al. Association of Shelter Veterinarian’s Guidelines for Standards of Care in Animal Shelters, 2010

UC Davis Koret Shelter Medicine Program website www.sheltermedicine.com

NOTES:

See below for an excerpt from the Excel tool. Here we are viewing the Morning Tasks, sorted by those performed by a technician. There are duplicate tasks listed when they can be performed by more than one individual. If a volunteer is available to do Morning ICU Care (clean/feed), then the technician would not be performing that task on that day. By duplicating tasks, it allows us to sort the “Responsible Person” column to come up with all tasks performed by that person. Additional columns can be added to include Priority Level and Level of Difficulty, to further aid you in assessing your medical capacity for care.

| Responsible Person | | TASK TYPE | TASK | TIME (minutes) | FREQUENCY (times per day) | Total Time per day | Frequency (per week) | TOTAL TIME PER WEEK |
|--------------------|--------------------|-----------|---------------------------------|----------------|---------------------------|--------------------|----------------------|---------------------|
| | | | Morning Tasks | | | | | |
| D | | MT | ICU Rounds | 15 | 1 | 15 | 5 | 75 |
| M | | MT | ICU Rounds | 15 | 1 | 15 | 5 | 75 |
| T | | MT | Check phone messages | 3 | 2 | 6 | 7 | 42 |
| T | | MT | Check AMS email | 5 | 2 | 10 | 7 | 70 |
| T | | MT | Morning ICU treatments | 10 | 1 | 10 | 7 | 70 |
| T | | MT | Print S/N holds | 5 | 1 | 5 | 5 | 25 |
| T | | MT | ICU Rounds | 15 | 1 | 15 | 5 | 75 |
| T | | MT | Print med boards | 5 | 1 | 5 | 5 | 25 |
| T | | MT | Turn on x-ray processor | 1 | 1 | 1 | 5 | 5 |
| T | | MT | Morning ICU care (feed/clean) | 30 | 1 | 30 | 7 | 210 |
| T | | MT | Fill trifectant basin | 1 | 1 | 1 | 7 | 7 |
| T | | MT | Check vaccine refrigerator temp | 2 | 1 | 2 | 7 | 14 |
| | Total Tech Minutes | | | 77 | | 85 | | 543 |
| V | | MT | Morning ICU care (feed/clean) | 30 | 1 | 30 | 7 | 210 |
| V | | MT | Fill Trifectant basin | 1 | 1 | 1 | 7 | 7 |
| V | | MT | Print med boards | 5 | 1 | 5 | 5 | 25 |
| V | | MT | Turn on x-ray processor | 1 | 1 | 1 | 5 | 5 |

D= doctor, M= manager, T= technician, V= volunteer

MT= Morning Task

| Task Type | Primary Responsible Party | Task | Time (minutes) | Frequency (times per day) | Total Time per Day (minutes) |
|-----------|---------------------------|-------------------------------------|----------------|---------------------------|------------------------------|
| AM | A | [None assigned] | 0 | | 0 |
| AM | A | [None assigned] | 0 | | 0 |
| AM | D | Daily Planning | 5 | 1 | 5 |
| AM | D | Clinic Rounds | 15 | 1 | 15 |
| AM | D | Check email for urgent messages | 15 | 1 | 15 |
| AM | M | Daily Planning | 5 | 1 | 5 |
| AM | M | Clinic Rounds | 15 | 1 | 15 |
| AM | M | Check email for urgent messages | 15 | 1 | 15 |
| AM | S | Check email for urgent messages | 15 | 1 | 15 |
| AM | S | Check/record voice messages | 20 | 2 | 40 |
| AM | S | Respond to voice messages | 30 | 2 | 60 |
| AM | T | Turn on x-ray processor | 1 | 1 | 1 |
| AM | T | Check vx refrigerator temp | 2 | 1 | 2 |
| AM | T | Mix new Trifectant | 2 | 1 | 2 |
| AM | T | Check phone messages | 3 | 2 | 6 |
| AM | T | Call emergency clinic for transfers | 3 | 1 | 3 |
| AM | T | Check clinic email | 5 | 2 | 10 |
| AM | T | Print S/N holds | 5 | 1 | 5 |
| AM | T | Daily Planning | 5 | 1 | 5 |
| AM | T | Daily Planning | 5 | 1 | 5 |
| AM | T | Daily Planning | 5 | 1 | 5 |
| AM | T | Print med boards | 5 | 1 | 5 |
| AM | T | Morning clinic treatments | 10 | 1 | 10 |
| AM | T | Clinic Rounds | 15 | 1 | 15 |
| AM | T | Clinic Rounds | 15 | 1 | 15 |
| AM | T | Clinic Rounds | 15 | 1 | 15 |
| AM | V | Fill Trifectant basin | 1 | 1 | 1 |
| AM | V | Morning clinic care | 30 | 1 | 30 |
| SP | A | [None assigned] | 0 | | 0 |

| | | | | | |
|----|---|---|-----|----|-----|
| SP | A | [None assigned] | 0 | | 0 |
| SP | D | Informed consent - owned animals | 10 | 1 | 10 |
| SP | D | Pre-surgical/CVI exams on dogs | 4 | 3 | 12 |
| SP | D | Pre-surgical exams on owned animals | 4 | 3 | 12 |
| SP | M | [None assigned] | 0 | | 0 |
| SP | M | [None assigned] | 0 | | 0 |
| SP | S | [None assigned] | 0 | | 0 |
| SP | S | [None assigned] | 0 | | 0 |
| SP | T | Turn on oxygen | 0.5 | 1 | 0.5 |
| SP | T | Turn on scavenger | 0.5 | 1 | 0.5 |
| SP | T | Turn on surgery tables | 0.5 | 1 | 0.5 |
| SP | T | Place liners in kick buckets | 2 | 1 | 2 |
| SP | T | Set up all anesthesia machines | 5 | 1 | 5 |
| SP | T | Leak check all anesthesia machines | 5 | 1 | 5 |
| SP | T | Heat rice socks/snuggle safes | 3 | 1 | 3 |
| SP | T | Choose and test ET tubes for sx patient | 1 | 15 | 15 |
| SP | T | Check isoflurane levels/refill if needed | 2 | 1 | 2 |
| SP | T | Collect cats & weigh | 4 | 10 | 40 |
| SP | T | Collect dogs & weigh | 4 | 5 | 20 |
| SP | T | Fill out surgery cards | 4 | 15 | 60 |
| SP | T | Remove controlled drugs from safe | 2 | 1 | 2 |
| SP | T | Fill in surgical log with patient ID, procedure and weight | 1 | 15 | 15 |
| SP | T | Calculate drugs for each patient and fill in surgical log | 2 | 15 | 30 |
| SP | T | Draw up and label premedications | 2 | 5 | 10 |
| SP | T | Draw up and label induction drugs | 1 | 15 | 15 |
| SP | T | Draw up and label additional meds (i.e. carprofen, buprenorphine) | 1 | 15 | 15 |
| SP | T | Draw up vaccines for surgical patients | 5 | 1 | 5 |
| SP | T | Label FeLV/HW tests | 2 | 5 | 10 |

| | | | | | |
|----|---|---|-----|----|-----|
| SP | T | Label microchips | 1 | 15 | 15 |
| SP | T | Assist DVM with canine presurgical/CVI exams | 2 | 5 | 10 |
| SP | T | Shelter feline presurgical exams PRN | 3 | 5 | 15 |
| SP | V | [None assigned] | 0 | | |
| SP | V | [None assigned] | 0 | | |
| ST | A | [None assigned] | 0 | | 0 |
| ST | A | [None assigned] | 0 | | 0 |
| ST | D | Pre-surgical/CVI exams on dogs | 4 | 3 | 12 |
| ST | D | Pre-surgical exams on owned animals | 4 | 3 | 12 |
| ST | D | Spay/Neuter Surgery (avg. per morning) | 180 | 1 | 180 |
| ST | D | Spay Day- consent, exams, surgery | 480 | 1 | 480 |
| ST | D | Dental extractions | 45 | 1 | 45 |
| ST | D | Special procedures: dental extractions, lump removals, cytology, radiographs, | | | 0 |
| ST | D | Spay/Neuter Surgery (avg. per morning) | 180 | 1 | 180 |
| ST | D | Dental extractions | 45 | 1 | 45 |
| ST | D | Special procedures | | | 0 |
| ST | M | [None assigned] | 0 | | 0 |
| ST | M | [None assigned] | 0 | | 0 |
| ST | S | [None assigned] | 0 | | 0 |
| ST | S | [None assigned] | 0 | | 0 |
| ST | T | Administer premeds | 2 | 5 | 10 |
| ST | T | Tech 1 Prep animal (induction & prep) | 5 | 15 | 75 |
| ST | T | Tech 2 Prep animal (induction & prep) | 5 | 15 | 75 |
| ST | T | Place microchip | 1 | 15 | 15 |
| ST | T | Draw blood for HW +/- FeLV/FIV | 1 | 15 | 15 |
| ST | T | Nail trim, check/clean ears | 2 | 15 | 30 |
| ST | T | Move animals into surgery, hook up to iso and monitors | 3 | 15 | 45 |
| ST | T | Open packs, blade, drape, suture | 2 | 15 | 30 |
| ST | T | Monitor anesthesia | 3 | 15 | 45 |
| ST | T | Dental cleanings | 25 | 1 | 25 |

| | | | | | |
|-----|---|---|----|----|----|
| ST | T | Tidy up surgery (turn off tables, lights, empty kick buckets) | 3 | 1 | 3 |
| ST | T | Tidy up prep area | 5 | 1 | 5 |
| ST | T | Feed pediatric patients post-op | 5 | 1 | 5 |
| ST | T | Data entry (surgery, drugs, microchip, rabies, CVI)-per animal | 5 | 15 | 75 |
| ST | T | Copy SNAP surgical paperwork | 10 | 1 | 10 |
| ST | T | Add up controlled drug totals from surgery log and enter in main drug log | 10 | 1 | 10 |
| ST | T | Put away controlled drugs | 2 | 1 | 2 |
| ST | T | Post-op pain control: med sheet | 5 | 5 | 25 |
| ST | T | Post-op pain control: enter in computer | 3 | 5 | 15 |
| ST | T | Print S/N hold list for next day | 3 | 1 | 3 |
| ST | T | Update kennel cards with S/N and rabies vx info | 10 | 1 | 10 |
| ST | T | Return surgical animals to cages | 5 | 1 | 15 |
| ST | T | Turn off oxygen, bleed line, turn off scavenger | 3 | 1 | 3 |
| ST | T | Clean anesthesia tubes/bags | 10 | 1 | 10 |
| ST | T | Prepare post-op pain meds TGH | 10 | 1 | 10 |
| ST | V | Surgical laundry- wash/dry | 4 | 2 | 8 |
| ST | V | Fold surgical laundry | 4 | 2 | 8 |
| ST | V | Wrap drapes and surgical towels | 5 | 1 | 5 |
| ST | V | Surgical recovery | 4 | 15 | 60 |
| ST | V | Clean surgical pack | 5 | 10 | 50 |
| ST | V | Wrap surgical pack | 4 | 10 | 40 |
| ST | V | Autoclave surgical packs | 5 | 2 | 10 |
| ST | V | Make post-op signs for kennels and place on recovery kennels | 1 | 5 | 5 |
| ST | V | Surgical laundry- wash/dry | 4 | 2 | 8 |
| ST | V | Fold surgical laundry | 4 | 2 | 8 |
| ST | V | Wrap drapes and surgical towels | 5 | 1 | 5 |
| MED | A | [None assigned] | 0 | | 0 |

| | | | | | |
|-----|---|---|----|---|----|
| MED | A | [None assigned] | 0 | | 0 |
| MED | D | Cat medical rounds | 90 | 1 | 90 |
| MED | D | Data entry from cat rounds | 60 | 1 | 60 |
| MED | D | Clear fungal/mite check dogs as indicated and enter notes | 10 | 1 | 10 |
| MED | D | Build procedure list | 5 | 1 | 5 |
| MED | D | Dog medical rounds | 15 | 1 | 15 |
| MED | D | CVI exams | 3 | 4 | 12 |
| MED | D | Ringworm exams | 5 | 3 | 15 |
| MED | D | Post-adoption exams | 20 | 1 | 20 |
| MED | D | Diagnostics on special cases | 15 | 1 | 15 |
| MED | D | Labwork interpretation | 5 | 1 | 5 |
| MED | D | Special case planning | 20 | 1 | 20 |
| MED | D | Urgent care of animals | 60 | 1 | 60 |
| MED | D | Review records for ER &/or surrenders | 5 | 1 | 5 |
| MED | D | Discuss euthanasia decisions | 10 | 1 | 10 |
| MED | D | Rabies quarantine exams | 7 | 1 | 7 |
| MED | D | Euthanasia sign-off | 5 | 1 | 5 |
| MED | M | [None assigned] | 0 | | 0 |
| MED | M | [None assigned] | 0 | | 0 |
| MED | S | [None assigned] | 0 | | 0 |
| MED | S | [None assigned] | 0 | | 0 |
| MED | T | Cat medical rounds | 90 | 1 | 90 |
| MED | T | Data entry/Follow-up from cat rounds | 60 | 1 | 60 |
| MED | T | Assist with CVI exams | 6 | 4 | 24 |
| MED | T | Heartworm test (collection/packing) | 2 | 4 | 8 |
| MED | T | Implant microchip (non-surg pts) | 2 | 4 | 8 |
| MED | T | Data entry for CVI, HW, Rabies, chip | 5 | 4 | 20 |
| MED | T | Fill out CVI forms | 5 | 5 | 25 |
| MED | T | Give rabies vaccines to shelter animals | 10 | 4 | 40 |
| MED | T | Enter rabies vaccine info in computer | 3 | 4 | 12 |
| MED | T | Print & stamp rabies certificates + tags | 4 | 4 | 16 |

| | | | | | |
|-----|---|---|----|---|----|
| MED | T | Medical board- tech exams | 60 | 1 | 60 |
| MED | T | Medical check- healthy cats | 5 | 7 | 35 |
| MED | T | Take radiographs | 12 | 1 | 12 |
| MED | T | Develop and label radiographs | 5 | 1 | 5 |
| MED | T | File radiographs | 5 | 1 | 5 |
| MED | T | Assist with misc. procedures | 20 | 1 | 20 |
| MED | T | Assist with RW exams | 7 | 3 | 21 |
| MED | T | Data entry from RW exam | 5 | 3 | 15 |
| MED | V | [None assigned] | 0 | | 0 |
| MED | V | [None assigned] | 0 | | 0 |
| LAB | A | [None assigned] | 0 | | 0 |
| LAB | A | [None assigned] | 0 | | 0 |
| LAB | D | Ringworm exams | 5 | 4 | 20 |
| LAB | D | Urinalysis- sediment | 5 | 1 | 5 |
| LAB | D | Cytology | 5 | 1 | 5 |
| LAB | M | [None assigned] | 0 | | 0 |
| LAB | M | [None assigned] | 0 | | 0 |
| LAB | S | [None assigned] | 0 | | 0 |
| LAB | S | [None assigned] | 0 | | 0 |
| LAB | T | Heartworm tests (paperwork and packing) | 7 | 5 | 35 |
| LAB | T | Call lab for pick up | 2 | 5 | 10 |
| LAB | T | Data entry lab results | 5 | 1 | 5 |
| LAB | T | Fecal exams | 4 | 4 | 16 |
| LAB | T | Urinalysis | 10 | 1 | 10 |
| LAB | T | Take & set up fungal recultures | 5 | 1 | 5 |
| LAB | T | Read skin scrapes | 3 | 1 | 3 |
| LAB | V | [None assigned] | 0 | | 0 |
| LAB | V | [None assigned] | 0 | | 0 |
| RW | A | [None assigned] | 0 | | 0 |
| RW | A | [None assigned] | 0 | | 0 |

| | | | | | |
|----|---|--|-----|----|-----|
| RW | C | Stock FIT supplies | 20 | 1 | 20 |
| RW | C | FIT rounds | 20 | 1 | 20 |
| RW | C | AM injectable txs when necessary | 5 | 1 | 5 |
| RW | C | Nebulize FIT cats if no vol available | 5 | 1 | 5 |
| RW | C | Dip in-shelter "dip & go" cats | 7 | 2 | 14 |
| RW | C | Set up cages in appropriate area | 5 | 1 | 5 |
| RW | C | Make med sheet | 3 | 1 | 3 |
| RW | C | Update folders/whiteboards | 5 | 1 | 5 |
| RW | C | Update computer records | 5 | 1 | 5 |
| RW | C | Dip & warm kittens if needed | 7 | 1 | 7 |
| RW | C | Vaccinate & deworm FIT kittens | 5 | 10 | 50 |
| RW | C | Weigh & adjust meds for FIT kittens | 3 | 10 | 30 |
| RW | C | Update Petpoint with vx/med info | 5 | 10 | 50 |
| RW | C | Train volunteers | 120 | 1 | 120 |
| RW | C | Cover empty shifts when needed | 60 | 1 | 60 |
| RW | C | Stock derm lab | 5 | 1 | 5 |
| RW | C | Package and send tx cultures to UW Lab | 5 | 1 | 5 |
| RW | D | Correspond with owners of FIT pts; culture updates | 10 | 1 | 10 |
| RW | D | FIT Center rounds | 20 | 1 | 20 |
| RW | M | [None assigned] | 0 | | |
| RW | M | [None assigned] | 0 | | |
| RW | S | Contact new volunteers | 10 | 1 | 10 |
| RW | S | Email volunteer update | 10 | 1 | 10 |
| RW | S | Address vol concerns/suggestions | 15 | 1 | 15 |
| RW | S | Update volunteer contact list | 10 | 1 | 10 |
| RW | S | Yearly updates of derm spreadsheets | 60 | 1 | 60 |
| RW | T | Check RW Action Plan 2-3 x week | 3 | 1 | 3 |
| RW | T | List RW action items for DVM | 3 | 1 | 3 |
| RW | V | Culture and dip FIT cats | 6 | 1 | 6 |

| | | | | | |
|----|---|---------------------------------------|----|----|----|
| RW | V | Medicate for RW | 3 | 15 | 45 |
| RW | V | Medicate for RW & URI | 6 | 8 | |
| RW | V | Clean common areas, tasks as assigned | 15 | 1 | 15 |
| RW | V | Feed and clean cats | 10 | | 0 |
| PM | A | [None assigned] | 0 | | 0 |
| PM | A | [None assigned] | 0 | | 0 |
| PM | D | [None assigned] | 0 | | 0 |
| PM | D | [None assigned] | 0 | | 0 |
| PM | M | [None assigned] | 0 | | 0 |
| PM | M | [None assigned] | 0 | | 0 |
| PM | S | [None assigned] | 0 | | 0 |
| PM | S | [None assigned] | 0 | | 0 |
| PM | T | Evening clinic care and treatments | 15 | 1 | 15 |
| PM | T | Shut off x-ray processor | 1 | 1 | 1 |
| PM | V | [None assigned] | 0 | | 0 |
| PM | V | Empty garbage and recycling | 10 | 1 | 10 |
| CT | A | Clean dog scale | 3 | 1 | 3 |
| CT | A | Sweep office floors (3) | 20 | 1 | 20 |
| CT | A | Mop office floors (3) | 20 | 1 | 20 |
| CT | A | Clear floors of mats, carts, etc | 10 | 1 | 10 |
| CT | A | Sweep floors | 25 | 1 | 25 |
| CT | A | Scrub and squeegee floors | 45 | 1 | 45 |
| CT | A | Clean and scrub prep sink/table | 10 | 1 | 10 |
| CT | A | Clean dog recovery kennels* | 30 | 1 | 30 |
| CT | A | Clean cat recovery kennels* | 30 | 1 | 30 |
| CT | A | Take garbage/recycling to dumpster | 10 | 1 | 10 |
| CT | A | Empty offices garbage/recycling | 5 | 1 | 5 |
| CT | A | Empty Shop Vac | 3 | 1 | 3 |
| CT | A | Clean surgical supply cart | 20 | 1 | 20 |
| CT | A | Deep clean surgical tables | 10 | 1 | 10 |
| CT | A | Clean AMS rugs/mats | 7 | 1 | 7 |

| | | | | | |
|------|---|--|----|---|----|
| CT | D | [None assigned] | 0 | | 0 |
| CT | D | [None assigned] | 0 | | 0 |
| CT | M | [None assigned] | 0 | | 0 |
| CT | M | [None assigned] | 0 | | 0 |
| CT | S | [None assigned] | 0 | | 0 |
| CT | S | [None assigned] | 0 | | 0 |
| CT | T | Take garbage/recycling to dumpster | 10 | 1 | 10 |
| CT | T | Deep clean surgical tables | 10 | 1 | 10 |
| CT | T | Clean dog recovery kennels | 30 | 1 | 30 |
| CT | T | Clean cat recovery kennels | 30 | 1 | 30 |
| CT | T | Restock surgical supplies | 5 | 1 | 5 |
| CT | T | Empty & clean vacuum filter | 15 | 1 | 15 |
| CT | T | Take surgical waste to freezer | 3 | 1 | 3 |
| CT | V | Take towels/blankets to laundry room | 5 | 2 | 10 |
| CT | V | Take dishes to Kitchen | 5 | 1 | 5 |
| CT | V | Restock dishes and toys for ICU | 5 | 1 | 5 |
| CT | V | Restock towels/blankets in AMS | 5 | 1 | 5 |
| CT | V | Clean tops of ICU cages | 30 | 1 | 30 |
| FOST | A | [None assigned] | 0 | | 0 |
| FOST | A | [None assigned] | 0 | | 0 |
| FOST | D | Sick foster exams | 15 | 1 | 15 |
| FOST | D | Answer foster department questions | 5 | 4 | 20 |
| FOST | M | [None assigned] * | 0 | | 0 |
| FOST | M | [None assigned] | 0 | | 0 |
| FOST | S | [None assigned] ** | 0 | | 0 |
| FOST | S | [None assigned] | 0 | | 0 |
| FOST | T | Assist with foster exams (take history, weigh, vx, deworm) | 15 | 4 | 60 |
| FOST | T | Assist with sick foster exams | 15 | 1 | 15 |
| FOST | T | Enter foster exams/compile meds as needed | 10 | 4 | 40 |
| FOST | T | Check record for needed vx/tests prior to appt. | 3 | 4 | 12 |

| | | | | | |
|------|---|---|----|---|-----|
| FOST | T | Give vx/ dewormers to fosters before release as needed; enter in record | 5 | 1 | 5 |
| FOST | T | Instruct families on treatments/meds | 3 | 2 | 6 |
| FOST | T | Answer foster dept. questions | 10 | 4 | 40 |
| FOST | V | [None assigned] *** | 0 | | 0 |
| FOST | V | [None assigned] | 0 | | 0 |
| WL | D | Trauma/ Urgent care | 20 | 1 | 20 |
| WL | D | Anesthesia and exam +/- rads | 30 | 1 | 30 |
| WL | D | Recheck exams | 10 | 1 | 10 |
| WL | D | Special surgeries | 90 | 1 | 90 |
| WL | D | Euthanasia (dangerous/difficult species) | 15 | 1 | 15 |
| WL | D | Medical consult | 5 | 3 | 15 |
| WL | D | Protocol development | 90 | 1 | 90 |
| OT | A | [None assigned] | 0 | | 0 |
| OT | A | [None assigned] | 0 | | 0 |
| OT | D | Answer foster dept. questions | 5 | 4 | 20 |
| OT | D | Answer adoption dept. questions | 3 | 3 | 9 |
| OT | D | Read/Respond to email | 30 | 2 | 60 |
| OT | D | Read/Respond to email | 30 | 2 | 60 |
| OT | D | Research unusual cases | 10 | 1 | 10 |
| OT | D | Investigate new protocols/ideas | 60 | 1 | 60 |
| OT | D | Correspond with potential 4th year veterinary student externs | 10 | 1 | 10 |
| OT | D | Consult with adopters' DVM | 10 | 1 | 10 |
| OT | D | Contact other clinics for vet assistance | 10 | 1 | 10 |
| OT | D | Veterinary Technician training | 60 | 1 | 60 |
| OT | M | Read/Respond to email | 60 | 3 | 180 |
| OT | M | Arrange pt transport to other clinics | 20 | 1 | 20 |
| OT | M | Invoice staff/volunteers as needed | 2 | 1 | 2 |
| OT | M | RW post-adoption calls, schedule appointments | 15 | 1 | 15 |
| OT | M | Contact/schedule post-adoption procedures | 10 | 1 | 10 |

| | | | | | |
|-----|---|---|----|---|----|
| OT | M | Alert development to special cases/stories | 5 | 1 | 5 |
| OT | M | Monthly report of shelter tx stats | 20 | 1 | 20 |
| OT | M | Monthly report of treatments/ procedures/tests done by AMS | 40 | 1 | 40 |
| OT | M | Monthly report of service stats for Maddie's Fund reporting | 5 | 1 | 5 |
| OT | M | Monthly report of surgical numbers/breakdown | 60 | 1 | 60 |
| OT | S | Correspond with potential AMS interns | 5 | 1 | 5 |
| OT | S | Train new volunteers as needed | 30 | 1 | 30 |
| OT | T | Answer adoption dept. questions | 2 | 3 | 6 |
| OT | T | Enter ExCA reports as needed | 5 | 1 | 5 |
| OT | T | Read/Respond to email | 10 | 1 | 10 |
| OT | T | Clinic Inventory | 30 | 1 | 30 |
| OT | T | Place order for Clinic/Wildlife center | 60 | 1 | 60 |
| OT | T | Fill out purchase orders | 15 | 1 | 15 |
| OT | T | Distribute order to other departments | 5 | 1 | 5 |
| OT | T | Update HG/FL list (incl foster) | 15 | 1 | 15 |
| OT | T | Unpack weekly order | 60 | 1 | 60 |
| OT | T | Sort medical donations (small) | 20 | 1 | 20 |
| OT | T | Contact volunteers as needed | 10 | 1 | 10 |
| OT | T | Mix new Trifectant for spray bottles | 5 | 1 | 5 |
| OT | V | Enter POs into tracking spreadsheet | 25 | 1 | 25 |
| OT | V | Divide Revolution (selamectin) | 60 | 1 | 60 |
| OT | V | Put microchips into envelopes | 30 | 1 | 30 |
| OT | V | Divide itraconazole into 25 mg doses | 70 | 1 | 70 |
| OT | V | Put together SNAP tests | 20 | 1 | 20 |
| MTG | A | [None assigned] | 0 | | 0 |
| MTG | A | [None assigned] | 0 | | 0 |
| MTG | C | [None assigned] | 0 | | 0 |
| MTG | C | Ringworm Program Meeting | 90 | 1 | 90 |
| MTG | D | Ringworm Program Meeting | 90 | 1 | 90 |

| | | | | | |
|-----|---|---------------------------------------|----|---|----|
| MTG | D | Weekly Meeting with Clinic Mgr | 60 | 1 | 60 |
| MTG | D | Weekly Meeting with Clinic Mgr | 60 | 1 | 60 |
| MTG | D | Weekly Clinic Meeting | 60 | 1 | 60 |
| MTG | D | All-Staff meeting | 90 | 1 | 90 |
| MTG | D | S/N Committee Meeting | 60 | 1 | 60 |
| MTG | D | Disaster Planning Meeting | 90 | 1 | 90 |
| MTG | D | Other meetings as needed | 60 | 1 | 60 |
| MTG | M | Weekly Meeting with Clinic Mgr | 60 | 1 | 60 |
| MTG | M | Weekly Clinic Meeting | 60 | 1 | 60 |
| MTG | M | Weekly Leadership Team Meeting | 90 | 1 | 90 |
| MTG | M | Weekly Mtg with Animal Ops Mgr | 60 | 1 | 60 |
| MTG | M | Leadership Team + Supervisors Meeting | 90 | 1 | 90 |
| MTG | M | S/N Committee Meeting | 60 | 1 | 60 |
| MTG | M | Disaster Planning Meeting | 90 | 1 | 90 |
| MTG | M | Strategic Planning Meeting | 6 | 1 | 6 |
| MTG | M | Other meetings as needed | 60 | 1 | 60 |
| MTG | S | Weekly Clinic Meeting | 60 | 1 | 60 |
| MTG | S | Leadership Team + Supervisors Meeting | 90 | 1 | 90 |
| MTG | S | S/N Committee Meeting | 60 | 1 | 60 |
| MTG | S | Other meetings as needed | 60 | 1 | 60 |
| MTG | T | Weekly Clinic Meeting | 60 | 1 | 60 |
| MTG | T | Weekly Clinic Meeting | 60 | 1 | 60 |
| MTG | T | Weekly Clinic Meeting | 60 | 1 | 60 |
| MTG | T | Weekly Clinic Meeting | 60 | 1 | 60 |
| MTG | T | All-Staff meeting | 90 | 1 | 90 |
| MTG | T | All-Staff meeting | 90 | 1 | 90 |
| MTG | T | All-Staff meeting | 90 | 1 | 90 |
| MTG | T | All-Staff meeting | 90 | 1 | 90 |
| MTG | T | Volunteer Trainers Meeting | 60 | 1 | 60 |
| MTG | T | Volunteer Trainers Meeting | 60 | 1 | 60 |
| MTG | V | [None assigned] | 0 | | 0 |
| MTG | V | [None assigned] | 0 | | 0 |

| | | | | | |
|-----|---|---|-----|--|--|
| PRN | A | [None assigned] | 0 | | |
| PRN | A | [None assigned] | 0 | | |
| PRN | D | Necropsy | 45 | | |
| PRN | D | Cruelty cases- diagnostics, documentation | 120 | | |
| PRN | D | Shelter staff training | 30 | | |
| PRN | M | Change out dosimeter badges | 10 | | |
| PRN | M | Update licenses with distributors | 20 | | |
| PRN | M | Anesthesia machine service | 60 | | |
| PRN | M | Radiograph developer service | 10 | | |
| PRN | M | Radiograph machine service | 40 | | |
| PRN | M | Yearly Staff Reviews | 90 | | |
| PRN | S | Staff Reviews | 90 | | |
| PRN | S | Assist with development videos | 20 | | |
| PRN | T | Check medical stock for expiration | 60 | | |
| PRN | T | Sort donations of medical supplies | 120 | | |
| PRN | T | Check foster email as needed | 30 | | |
| PRN | V | [None assigned] | 0 | | |
| PRN | V | [None assigned] | 0 | | |

| Frequency (per week) | Total Time per Week (minutes) | Alternate Responsible Party | Comments |
|----------------------|-------------------------------|-----------------------------|----------------------------------|
| | 0 | | |
| | 0 | | |
| 5 | 25 | | |
| 5 | 75 | | All medical staff attends rounds |
| 5 | 75 | | |
| 5 | 25 | | |
| 5 | 75 | | |
| 5 | 75 | | |
| 5 | 75 | | |
| 5 | 200 | | |
| 5 | 300 | | |
| 5 | 5 V | | |
| 7 | 14 | | |
| 1 | 2 V | | |
| 7 | 42 V | | |
| 7 | 21 | | |
| 7 | 70 | | |
| 5 | 25 V | | |
| 5 | 25 | | |
| 5 | 25 | | |
| 5 | 25 | | |
| 5 | 25 V | | |
| 7 | 70 | | |
| 5 | 75 | | |
| 5 | 75 | | |
| 5 | 75 | | |
| 7 | 7 T | | |
| 7 | 210 T | | |
| | 0 | | |

| | 0 | | |
|---|-----|---|---|
| 2 | 20 | | WI law req. DVM speak with O prior to any procedure |
| 3 | 36 | | |
| 2 | 24 | | techs do pre-op exams on shelter cats |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| 5 | 2.5 | V | |
| 5 | 2.5 | V | |
| 5 | 2.5 | V | |
| 5 | 10 | V | |
| 5 | 25 | | |
| 5 | 25 | | |
| 5 | 15 | V | |
| 5 | 75 | | |
| 5 | 10 | | |
| 5 | 200 | V | |
| 5 | 100 | V | |
| 5 | 300 | | |
| 5 | 10 | D | |
| 5 | 75 | V | |
| 5 | 150 | | |
| 5 | 50 | V | |
| 5 | 75 | V | |
| 5 | 75 | V | |
| 5 | 25 | V | |
| 5 | 50 | V | |

| | | | |
|-----|-----|----|---------------------------------------|
| 5 | 75 | V | |
| 5 | 50 | V | |
| 5 | 75 | D | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| 3 | 36 | | |
| 2 | 24 | | techs do pre-op exams on shelter cats |
| 3 | 540 | V | |
| 0.5 | 240 | | Every other Saturday |
| 3 | 135 | | Can be much higher in summer |
| | 0 | | |
| 3 | 540 | VV | |
| 3 | 135 | VV | Can be much higher in summer |
| | 0 | VV | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| 5 | 50 | D | |
| 5 | 375 | | |
| 5 | 375 | V | |
| 5 | 75 | V | |
| 5 | 75 | V | |
| 5 | 150 | V | |
| | | | |
| 5 | 225 | V | |
| 5 | 150 | V | |
| 5 | 225 | V | |
| 5 | 125 | | Time listed for high season |

| | | | |
|---|-----|---|----------------------------------|
| 5 | 15 | V | |
| 5 | 25 | V | |
| 5 | 25 | V | |
| 5 | 375 | V | |
| 5 | 50 | V | |
| 5 | 50 | | |
| 5 | 10 | | |
| 5 | 125 | | |
| 5 | 75 | V | |
| 5 | 15 | V | |
| 5 | 50 | V | |
| 5 | 75 | V | |
| 5 | 15 | V | |
| 5 | 50 | V | |
| 2 | 20 | | TGH= to go home |
| 5 | 40 | T | |
| 5 | 40 | T | |
| 5 | 25 | T | |
| 5 | 300 | T | |
| 5 | 250 | T | Active time |
| 5 | 200 | T | |
| 5 | 50 | T | Est. 5 min total work full cycle |
| 5 | 25 | T | |
| 5 | 40 | T | |
| 5 | 40 | T | |
| 5 | 25 | T | |
| | 0 | | |

| | 0 | | |
|------|-----|---|---|
| 2 | 180 | T | Highly variable with season |
| 2 | 120 | T | |
| 3 | 30 | T | Dogs with FC signs are kenneled until cleared |
| 5 | 25 | | |
| 5 | 75 | T | Highly variable with season |
| 5 | 60 | | |
| 2 | 30 | | |
| 0.12 | 2.4 | | As needed |
| 1 | 15 | | |
| 4 | 20 | | |
| 1 | 20 | | Highly variable with season |
| 1 | 60 | | Highly variable with season |
| 4 | 20 | | |
| 2 | 20 | | |
| 4 | 28 | | |
| 3 | 15 | | Highly variable with season |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| 1 | 90 | D | Highly variable with season |
| 1 | 60 | D | |
| 5 | 120 | | |
| 5 | 40 | | |
| 5 | 40 | | |
| 5 | 100 | | |
| 5 | 125 | V | Highly variable with season |
| 5 | 200 | D | |
| 5 | 60 | | |
| 5 | 80 | | |

| | | | |
|-----|-----|---|--|
| 5 | 300 | D | |
| 5 | 175 | D | Highly variable. 0 min/wk in winter to 8 hrs/wk in summer! |
| 2 | 24 | D | |
| 2 | 10 | D | |
| 1 | 5 | | |
| 4 | 80 | T | |
| 2 | 42 | V | |
| | 0 | D | |
| | 0 | | |
| | 0 | | |
| 0 | 0 | | |
| 0 | 0 | | |
| 2 | 40 | | |
| 1 | 5 | | |
| 3 | 15 | | |
| 0 | 0 | | |
| 0 | 0 | | |
| 0 | 0 | | |
| 0 | 0 | | |
| 5 | 175 | V | |
| 5 | 50 | V | |
| 5 | 25 | T | |
| 5 | 80 | T | |
| 3 | 30 | D | |
| 3 | 15 | T | |
| 0.5 | 1.5 | D | est. scrape done q other wk |
| 0 | 0 | | |
| 0 | 0 | | |
| | 0 | | |
| | 0 | | |

| | | | |
|------|-----|---|--|
| 1 | 20 | V | FIT= Felines in Treatment (DCHS Ringworm treatment facility) |
| 5 | 100 | S | Variable with season |
| 1 | 5 | | |
| 1 | 5 | | |
| 1 | 14 | | |
| 3 | 15 | | |
| 3 | 9 | | |
| 2 | 10 | | |
| 2 | 10 | | |
| 2 | 14 | | Some vols aren't comfortable with the tiny kittens |
| 0.5 | 25 | | |
| 1 | 30 | | |
| 1 | 50 | | |
| 1 | 120 | V | |
| 1 | 60 | V | |
| 1 | 5 | | |
| 1 | 5 | S | |
| 0.5 | 5 | T | |
| 1 | 20 | T | |
| | 0 | | |
| | 0 | | |
| 1 | 10 | | |
| 1 | 10 | | |
| 1 | 15 | | |
| 0.25 | 2.5 | | |
| 0.08 | 4.8 | T | |
| 2 | 6 | V | |
| 2 | 6 | V | |
| 2 | 12 | T | |

| | | | |
|---|-----|---|---|
| 7 | 315 | | per cage, est. 15 cages; daily tx |
| | | | twice daily tx |
| 7 | 105 | | |
| | 0 | T | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| 7 | 105 | A | time depends on # of dogs in clinic- need walking |
| 5 | 5 | V | |
| | 0 | | |
| 7 | 70 | T | |
| 5 | 15 | T | |
| 2 | 40 | | |
| 1 | 20 | | |
| 2 | 20 | T | |
| 7 | 175 | T | |
| 2 | 90 | T | |
| 3 | 30 | T | |
| 2 | 60 | T | |
| 2 | 60 | T | |
| 2 | 20 | T | |
| 2 | 10 | T | |
| 3 | 9 | T | |
| 1 | 20 | T | |
| 2 | 20 | T | |
| 2 | 14 | T | |

| | | | |
|------|-----|---|---|
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| 5 | 50 | V | |
| 1 | 10 | | |
| 3 | 90 | | |
| 3 | 90 | | |
| 5 | 25 | V | |
| 1 | 15 | | |
| 5 | 15 | V | |
| 7 | 70 | T | |
| 7 | 35 | T | |
| 7 | 35 | T | |
| 7 | 35 | T | |
| 0.25 | 7.5 | T | |
| | 0 | | |
| | 0 | | |
| 5 | 75 | | Highly variable with season |
| 5 | 100 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| 5 | 300 | V | Highly variable. 0 min/wk in winter to 8 hrs/wk in summer |
| 5 | 75 | V | |
| 5 | 200 | V | Highly variable. 0 min/wk in winter to 8 hrs/wk in summer |
| 5 | 60 | | |

| | | | |
|------|------|---|---|
| 5 | 25 | | |
| 5 | 30 | | |
| 5 | 200 | | |
| 0 | 0 | | |
| 0 | 0 | | |
| 1 | 20 | | Times listed for high season. |
| 2 | 60 | | Times listed for high season. |
| 3 | 30 | | Times listed for high season. |
| 0.25 | 22.5 | | Times listed for high season. |
| 0.1 | 1.5 | | Times listed for high season. |
| 5 | 75 | | Times listed for high season. |
| 0.1 | 9 | | Year-round |
| | 0 | | |
| | 0 | | |
| 5 | 100 | | |
| 5 | 45 | | |
| 5 | 300 | | based on 2 FT DVMs |
| 5 | 300 | | based on 2 FT DVMs |
| 3 | 30 | | Variable with season |
| 0.5 | 30 | | |
| 0.5 | 5 | | Mostly April/May |
| 0.25 | 2.5 | | As needed |
| 0.25 | 2.5 | M | |
| 0.25 | 15 | | Monthly |
| 5 | 900 | | 15 hrs |
| 1 | 20 | D | |
| 1 | 2 | | Avg- variable with season |
| 1 | 15 | T | Highly variable with season; 0-30 minutes per week. |
| 0.25 | 2.5 | T | |

| | | | |
|------|------|---|-----------------------------|
| 1 | 5 | D | |
| 0.25 | 5 | | |
| 0.25 | 10 | | |
| 0.25 | 1.25 | | |
| 0.25 | 15 | | |
| 1 | 5 | D | |
| 1 | 30 | | Approx. extra time to train |
| 7 | 42 | | |
| 3 | 15 | | ExCA= Emergency Clinic |
| 7 | 70 | | |
| 1 | 30 | M | |
| 1 | 60 | M | 60-90 min |
| 1 | 15 | M | |
| 1 | 5 | | |
| 3 | 45 | | All dogs get HG/FL monthly |
| 1 | 60 | V | |
| 0.5 | 10 | V | Large donations in PRN tab |
| 1 | 10 | | |
| 1 | 5 | V | |
| 1 | 25 | M | |
| 0.25 | 15 | T | |
| 1 | 30 | T | |
| 0.08 | 5.6 | T | |
| 1 | 20 | T | |
| | 0 | | |
| | 0 | | |
| | 0 | | |
| 0.04 | 3.6 | | Twice yearly |
| 0.04 | 3.6 | | Twice yearly |

| | | | |
|------|------|--|---------------|
| 1 | 60 | | |
| 1 | 60 | | |
| 1 | 60 | | |
| 0.25 | 22.5 | | Monthly mtg |
| 0.25 | 15 | | Monthly mtg |
| 0.08 | 7.2 | | Quarterly mtg |
| 0.25 | 15 | | |
| 1 | 60 | | |
| 1 | 60 | | |
| 1 | 90 | | |
| 1 | 60 | | |
| 0.25 | 22.5 | | Monthly mtg |
| 0.25 | 15 | | Monthly mtg |
| 0.08 | 7.2 | | Quarterly mtg |
| 0.08 | 0.48 | | Quarterly mtg |
| 0.25 | 15 | | |
| 1 | 60 | | |
| 0.25 | 22.5 | | Monthly mtg |
| 0.25 | 15 | | Monthly mtg |
| 0.25 | 15 | | |
| 1 | 60 | | |
| 1 | 60 | | |
| 1 | 60 | | |
| 1 | 60 | | |
| 0.25 | 22.5 | | Monthly mtg |
| 0.25 | 22.5 | | Monthly mtg |
| 0.25 | 22.5 | | Monthly mtg |
| 0.25 | 22.5 | | Monthly mtg |
| 0.25 | 15 | | Monthly mtg |
| 0.25 | 15 | | Monthly mtg |
| | 0 | | |
| | 0 | | |

Table 1

| 2015 | May | June | July | August | September | October | November | December |
|---|-----|------|------|--------|-----------|---------|----------|----------|
| Animal Intake Data | | | | | | | | |
| Kittens < 8 weeks | | | | | | | | |
| Kittens 8-16 weeks | | | | | | | | |
| Kittens 16 weeks - 12 mo | | | | | | | | |
| Cats 13 months - 5 year | | | | | | | | |
| Cats 6-10 years | | | | | | | | |
| Cats 10+ years | | | | | | | | |
| Puppies < 8 weeks | | | | | | | | |
| Puppies 8-16 weeks | | | | | | | | |
| Puppies 16 weeks to 12 mo | | | | | | | | |
| Dogs 13 months to 5 years | | | | | | | | |
| Dogs 6-10 Years | | | | | | | | |
| Dogs > 10 years | | | | | | | | |
| # spayed/neuter cats > 6 mo | | | | | | | | |
| # spayed/neutered dogs > 6 mo | | | | | | | | |
| # O/S Cats | | | | | | | | |
| # O/S Dogs | | | | | | | | |
| All Rabbits | | | | | | | | |
| Other - small animal | | | | | | | | |
| Other Large Animal | | | | | | | | |
| Intake by zip code | | | | | | | | |
| Intake by subtype | | | | | | | | |
| Return Rate | | | | | | | | |