

Animal Control/Shelter Recommendations, Kim Staton August, 2007

120 tasks identified		
	Oct. 2007	Jan. 1, 2008
Completed:	55	58
In Process:	65	62

Status	Status	Operation
As of	As of	
Oct-07	Jan-08	CRISIS MANAGEMENT VS. PREVENTION
P	P	Identify and develop prevention programs designed to reduce numbers of animals in the community,
P	P	Enhance the level of pet care and ownership responsibility, and reduce pet relinquishment.
P	P	Develop a strategic plan(s) to address the many animal welfare issues that exist in your community
P	P	Continue the effort on a local level to raise money for a new, well designed animal shelter.
		FACILITY
P	P	Have the concrete floors in the existing shelter repaired and resealed.
C	C	Start segregating incoming animals from those available for adoption and house sick or exposed animals from all others.
P	P	The light fixtures should be inspected, repaired as needed, and covers installed to protect them from the moisture.
C	C	Routine cleaning process to include hallways, offices, vehicles, equipment, door knobs, counter tops, desks, vents, windows, light fixtures etc.
P	P	Purchase at least one bank, 12 cages
C	C	Have the ductwork throughout the building professionally cleaned and increase air exchange/flow into animal housing areas.
C	C	Remove and discard any porous items such as scratching posts, toys, etc.
P	P	Take steps to ensure access to the shelter by disabled individuals in keeping with ADA mandates.
		SAFETY and HEALTH ISSUES/OSHA REGULATIONS
P	C	Develop a comprehensive MSDS notebook and make sure all employees are aware of safety precautions that must be taken
C	C	Develop and implement written safety protocols, provide training for staff, and hold them accountable for established guidelines
C	C	Put up posters in an employee designated area informing them of Federal "Right to Know" laws pertaining to safety
C	C	Ensure that all containers are properly identified with regard to contents and concentration
P	P	Use fluorescent tape or paint to indicate the presence of grates to help avoid tripping
C	C	Ensure that staff are using disinfectants in keeping with proper dilution recommendations, not in a concentrated form
C	P	Provide training for staff on animal behavior, handling, and zoonosis
P	P	Make rabies pre-exposure vaccines available to staff who come into contact with animals on a regular basis
C	C	Consult with the City Safety Officer to have an inspection of the shelter conducted in an effort to identify additional safety issues
P	P	Consult with the local Health Department on how to best determine the presence of harmful molds in the building and pursue testing
P	P	Provide ladders or step stools for staff to use in reaching high places that need to be cleaned. Remove or repair damaged furniture
C	C	Install at least one eye wash station
C	C	Provide a well-stocked first aid kit at the shelter and each Officer should have first aid kit on his/her Animal Control vehicle
P	P	Conduct an inventory of all control poles, traps, nets, etc., as soon as possible and equipment, repair or replace
		ANIMAL VACCINATIONS
C	C	Develop written guidelines outlining vaccination protocols and make sure staff are properly trained on proper administration
C	C	Vaccinate animals that are 5 weeks of age and older upon entry to the shelter.
C	C	Cats and kittens should be vaccinated against Feline Viral Rhinotracheitis, Calici, and Panleukopenia (FVRCP)
C	C	Dogs and puppies should be vaccinated against Distemper, Adenovirus 2, Parainfluenza, and Parvo virus (DA2PP)
P	P	Dogs and puppies should also be vaccinated against Bordetella Bronchiseptica (Kennel Cough) using an intranasal vaccine
P	P	Dogs/puppies and cats/kittens should also be vaccinated against rabies
		CUSTOMER SERVICE
C	C	Develop and implement written guidelines on customer service and hold staff accountable for following them
C	C	Provide training to staff on how to provide not just good customer service, but excellent customer service
C	C	Establish a code of conduct for staff that should include prohibitions on the use of inappropriate language and conversations
C	C	Emphasize to staff the importance of always having someone in the animal housing areas to ensure that customers are assisted
C	C	Emphasize the importance of animal monitoring, and spot cleaning is continual

		STAFFING
C *	P	Hire five full time staff in the kennels during hours the shelter is open and two on days it is closed (<i>*Four full time to date, supplemented by Job Service part-time</i>)
C	C	Two people at the counter during all hours the shelter is open to the public.
C	C	Four (4) full time ACO's is adequate
C	C	Actively recruit for the position of Director of Operations
		BUDGET/FEE SCHEDULES
P	P	an absolute minimal level of funding should be \$420,000.
P	P	The City and County provide funding at the \$4.00 per capita rate if a non-profit group assumes operation responsibilities
		efforts should be made to fundraise and develop a donor base in order to supplement City/County funding
		Fee structure
P	P	Eliminate the lifetime unaltered registration fee
P	P	Revise the ordinance to include provisions for mandating that pets be spayed/neutered upon 3 rd impoundment prior to return to the owner
P	P	Establish a spay/neuter fund whereby as portion of registration, boarding, and reclamation fees collected for unaltered animals is used to subsidize a local voucher program.
P	P	Discontinue Senior discounts for any unaltered animal, most especially multiple animal hobby breeders
P	P	Discontinue the \$200.00 adoption s/n fee and instead charge an adoption fee that is not refundable
		ANIMAL CARE
C	C	Provide training to staff on how to evaluate animal health
P	C	Establish procedures for reporting suspected sick or injured animals to the veterinarian to ensure these animals are examined during the morning visit
C	C	Make provisions for suspected sick or injured animals to be examined and treated by a veterinarian as soon as possible to include provisions for night time emergencies
P	C	Provide a consistent, quality diet to sheltered animals. This will save money in the long run and will also reduce diarrhea in housed animals
P	P	Purchase larger cages as needed for adult cats
P	C	During slow times, have staff walk dogs as needed and record information on exercise animals have received
C	C	Use the UC Davis Shelter Medicine website, www.sheltermedicine.com , as a resource of information regarding animal care, vaccination and sanitation protocols
		TRAINING
		Provisions for the following training need to be made as soon as possible.
C	C	Animal behavior
C	C	Animal handling
P	P	Use of Equipment
C	C	Disease Recognition and Zoonosis
P	P	Euthanasia Certification
C	C	Animal health assessment
C	P	Additional training on shelter health protocols/sanitation
P	P	Stress management/compassion fatigue
C	C	Customer service
P	P	Use of computer software
P	P	Animal and human first aid
P	P	ACO's will also need to attend the National Animal Control Association's levels I, II, and III,
		SHELTER SANITATION
C	C	A-Z cleaning of the entire building to include proper disinfecting
C	C	All food should be stored away from chemicals and kept covered
C	C	Provide oversight to ensure staff are following established procedures
C	C	Provide sufficient staffing resources to ensure procedures can be followed
C	C	Make sure all new staff are trained on proper sanitation practices and given a copy of established procedures.
		EUTHANASIA
P	P	get staff certified in euthanasia
C	C	Any veterinarian that is used in the interim should be required to follow the recommendations outlined in the 2000 AVMA Panel Report on Euthanasia
P	P	Have a sufficient number of staff certified to ensure this responsibility can be rotated among staff

P	P	Provide compassion fatigue training to all staff who perform euthanasia as needed
P	P	Develop guidelines for the actual euthanasia process to include how euthanasia decisions are made
P	P	Make provisions for staff to receive continued assistance with euthanasia even after certification to ensure safety and proficiency
		STANDARD OPERATING PROCEDURES
C	C	Assign the task of developing and implementing SOP's to the Director of Operations once hired
C	C	Get input from staff before finalizing guidelines
C	C	Prioritize procedures so that most critical issues are addressed initially, leaving those that are less significant for later
C	P	Make sure that established procedures are in keeping with accepted animal care practices and laws pertaining to animal care, euthanasia, vaccinations, etc
C	P*	Make sure staff have necessary training (<i>*new staff since original date, need retraining</i>)
C	P	Provide necessary resources in terms of staff, equipment, etc
		RECORD KEEPING/COMPUTER INFORMATION
P	P	Have the City IT person review the ARK program and train staff on how to make better use of it
P	P	Run a back up of the system daily if possible
P	P	Gradually reduce the amount of paperwork in the shelter so that staff become accustomed to use of the computer
P	P	Start placing a copy of each animal's paperwork on the cage/kennel
P	P	Establish a routine for certain reports to be generated, animal inventory report
		DRESS CODE
C	C	Establish a written dress code for all staff and ensure compliance
C	C	Prohibit staff from wearing shorts, stained or worn clothing, or suggestive clothing to work
C	C	Provide professional looking uniforms for office and kennel staff
C	C	Provide name tags for all staff and require them to be worn at all times while at work
		LOST AND FOUND
P	P	Assign the task of comparing lost/found ads to shelter inventory daily and also comparing lost/found ads on the board at the shelter and in the local newspaper
P	P	Assign Animal Control Officers the task of licensing canvassing during down time or consider hiring one ACO for the sole purpose of canvassing
P	P	Make sure that staff record identification information on any impounded animal and start immediately trying to contact the owner
P	P	Encourage the County to pass licensing requirements such as those already in place in Great Falls
		VOLUNTEER PROGRAMS
P	P	Write a job description for a Volunteer Coordinator
P	P	Recruit for and hire a volunteer coordinator. This can be a paid position or in rare cases, a volunteer position
P	P	Develop written job descriptions for each volunteer position
P	P	Plan on using volunteers for many different positions and don't limit them to just walking and grooming dogs,
P	P	Develop an internal volunteer training program
C	C	Volunteers should be required to submit an application
P	C	Hold volunteers accountable much in the same way you hold staff accountable
P	P	Develop an effective volunteer recognition program
P	P	Make suggested changes to existing volunteer application
P	C	Obtain a copy of the HSUS volunteer manual from Dave Pauli, dpauli@hsus.org or Betsy McFarland, bmcfarland@hsus.org
		HUMANE SOCIETY/ANIMAL CONTROL/SHELTER MODELS
P	C	Each organization that has or will play a role in animal control/welfare/sheltering in Great Falls must seriously evaluate their given resources
P	P	Inasmuch as possible, organizations need to pool resources in order to have the most significant positive impact
P	P	Each organization should operate with transparency to the public and in their interactions with each other
P	P	After each organization has decided what role they can/want to play, this needs to be communicated openly and clearly to other vested parties understanding that flexibility is important
		MEDIA AND PUBLIC RELATIONS
C	C	Introduce yourself to someone from the various media sources in your community
C	C	Ask for media assistance in promoting adoptions, spay/neuter, responsible pet ownership, licensing, vaccinations, how to avoid dog bites
C	C	Approach the media when there is a problem, especially when you know they will inevitably be approaching you
C	C	Be open and honest in your dealings with the media and general public and admit and take responsibility for mistakes

		ADOPTIONS
P	C	Review existing applications and make noted corrections/changes
P	P	Establish guidelines for how the information will be interpreted and used
P	P	Review animal profile forms and make necessary changes/corrections
P	P	Incorporate adoption guidelines into the SOP manual and ensure that staff are aware of properly trained on protocols
P	C	Hold staff accountable for following guidelines
		Status = C=Completed, P=In Process