

#	Priority	Function	Section	Recommendation	Comments
1	Short term	Shelter Statistics; Animal Intake	2.1	Determine and implement a cutoff point between when an animal is categorized as an adoption return and when it is categorized as an owner-surrender. Also determine when a finder of a stray animal should be classified as the owner. Update the Standard Operating Procedures to reflect the decisions.)	
2	Short term	Shelter Statistics; Animal Intake	2.1	To operate properly and have accurate statistics, ACC must always record all intake categories, hold dates, and all other intake information accurately in the Chameleon software system. For a recommended solution, please see Intake Processing Section.	All the intake information is recorded in Chameleon
3	Short term	Shelter Statistics; Animal Intake	2.1	Animals first housed in another animal shelter or rescue organization and then transferred in to ACC should be input in the Chameleon software system as a "Transfer" in. The subcategory can be set up as the reason for the transfer (e.g., aggression, bite, euthanasia request, unable to adopt, rescue return, etc.). Chameleon can be contacted directly for assistance if ACC does not know how to add new subcategories. The "due-out" dates should be dependent on the reason for transfer (e.g., if the animal is a bite case still under quarantine, then the due-out date should reflect the remainder of the 10-day bite quarantine hold; if a Rescue Group is turning in animals because they cannot adopt them out, then the due-out date would be the same as intake). The shelter or Rescue Group agency's unique Person ID in Chameleon should always be stored on the transferred animal's record	this one is about transferred animals and how they are added to the Chameleon. This is being done.
4	Short term	Shelter Statistics; Animal Intake	2.1	A new Chameleon kennel statistics report should be developed to report only live animal intakes and their outcomes. This is also the report that should be provided to the Advisory Board. To ensure the statistics are correct, animals impounded already deceased should not be combined in the same Chameleon category or subcategory as animals impounded alive.	
5	Short term	Shelter Statistics; Animal Intake	2.1	Some transferred animals are being outcomed as "Rescue Group," while others are shown as a "Transfer." Record transfers to all other animal shelter agencies and Rescue Groups as a Transfer in outcome statistics. <sup>3</sup> The Person ID of the Rescue Group or shelter should always be stored on the animal record so that Chameleon reports can be written.	
6	Immediate-High Priority	Shelter Statistics; Owner Requested Euthanasia	2.3	<i>Discontinue making all owners of surrendered animals check off and initial the "ORE" box. If ACC continues to provide the Owner Requested Euthanasia (ORE) service, animals should only be categorized as ORE if the owner or another shelter brings the animal to ACC specifically with the intention of having the pet euthanized due to a serious health problem, old-age-related problems, or a serious behavioral issue. The owner or shelter (only if they already have legal ownership) should fill out a newly created ORE form for each animal they are requesting euthanasia for. form should spell out that the owner is requesting euthanasia for the animal, transferring all rights to ACC, and it should also state that if the animal is found not to have a serious medical or behavior problem that ACC may decide not to euthanize it.</i>	
7	Immediate	Shelter Statistics; Owner Requested Euthanasia	2.3	All Owner Requested Euthanasia (ORE) animals should have same-day euthanasia unless a manager or Veterinarian determines it has a treatable condition or if the animal is turned in at the very end of the day. If turned in at the end of the day, the euthanasia should take place the next morning, unless it is an emergency situation. The animal should be scanned for a microchip by office staff and any chip should be traced. (If there is a discrepancy in the microchip registration, some shelters will not accept the animal for euthanasia until the owner resolves it.) If no discrepancy in ownership exists, a Chameleon Animal ID should be created, and a photo should be taken/uploaded by the office staff. A kennel card with photo should be printed and stapled to the ORE form. The paperwork and animal should then be taken by an Animal Caregiver directly to the euthanasia room. The Veterinarian should then be handed the ORE paperwork so that she can perform the euthanasia. Since the animal is being euthanized as a request of the owner due to serious health, old age issues, or behavioral issues, many shelters do not require any additional managerial signatures. However, if ACC decides another signature is necessary, it should require only one additional managerial signature that should be able to be obtained during intake. On the occasion that the Veterinarian or manager determines that the animal being euthanized may be treatable, instead of euthanizing the animal they should discuss the situation with the proper members of shelter management to determine how to best handle the process for the animal.	since all intakes are schedule we just schedule OREs on the days the veterinarian will be in the shelter.
8	Immediate	Shelter Statistics; Live Release Rates	2.4	ACC should report the Asilomar live release rate to the Advisory Board once Owner Requested Euthanasia is being properly recorded. For additional report recommendations, see the Advisory Board Section.	

Completed  
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9	Immediate	Shelter Statistics; Unknown Outcomes	2.5	<p>Ensure that staff members are recording all animals with their proper outcomes on the day that the outcome occurs. On a daily basis, members of management should check a daily intake and outcome summary and detailed report from the prior day. Members of management should also attempt to resolve any issues noticed during kennel inventory. If the managers cannot figure out where an animal is or what happened to it, it should be recorded in Chameleon as "Missing" instead of clearing an animal out of inventory by recording only an outcome date.</p>	Animals have been processed on Chameleon daily.
10	Medium/Long Term	Shelter Facility; Building	3.1	<p>Reconfigure the play yard fencing so that there is a walkway near the building, with a gate on the end and an entrance into the pen, so that people exiting the building do not walk through the play yard. Consider dividing the play yard in half to make two outdoor pens. To prevent potential theft and secure the building, put a keypad lock on the back door. Change the code frequently and only give the code to authorized volunteers who need to come into the shelter before it is open to the public. Allow potential adopters escorted by a staff member or volunteers to use the play yard as a "get acquainted" pen when the indoor Get Acquainted Room is full.</p>	We are not planning on changing our working hours. It seems to be working fine and attending the public.
26	Medium term	Shelter Operations; General Operations; Hours of Operation	4.1.3	<p>Change the public hours of operation to Monday, Wednesday, and Friday from 11:00 a.m. to 6:00 p.m., Tuesday and Thursday from 11:00 a.m. to 7:00 p.m., and from 11:00 a.m. to 5:00 p.m. on weekends. Another option would be to be open from 11:00 p.m. to 7:00 p.m. on all weekdays.</p>	
12	Short term	Shelter Facility; Signage	3.2	<p>Place two large signs, one on each side of the brick front of the building, that both state "Adoptions Entrance," with an arrow pointing toward the adoptions doors, and "Animal Intake and Lost/Found Entrance," with an arrow pointing toward the intake and lost/found door. If these signs require more than a month to install, obtain inexpensive, temporary, freestanding signs to use until the permanent ones can be permanently affixed. Also place a sign on the Adoptions entrance glass door that reads "Adoptions Entrance," with the hours of operation, and a sign on the Intake and Lost Found door that reads "Animal Intake and Lost/Found Entrance," with the correct hours of operation.</p>	
13	Short term	Shelter Facility; Signage	3.2	<p>Place a large sign on the animal intake entrance doors that reads something like: "STOP. If you are bringing in an aggressive dog or a dog that has bitten, please leave the dog in your car. After the dog is secured in your vehicle, come in this entrance and notify a staff member." Once the owner finishes filling out the paperwork to turn in the aggressive dog, the side gate should be opened and the owner should drive the dog to the back garage entrance. An Animal Caregiver should then take the dog out of the car using a catch pole. During very hot weather, procedures should be put into place to ensure the dog is not left in a hot vehicle (e.g., owner can be told to fill out the paperwork in the car with the air conditioning running or a staff member can verify that the owner lives in the jurisdiction and that the dog will be accepted and then allow the pet owner to drive the dog to the back garage entrance to fill out the rest of the paperwork there).</p>	
14	Short term		3.3	<p>Move the Volunteer Coordinator's office into the current cat Get Acquainted Room. For more information, see Volunteer Coordinator Location Section.</p>	
15	Short term	Shelter Facility; Interior and Primary Enclosures	3.3	<p>Shelter staff should attempt to move dogs out of the shelter as expeditiously as possible so that dogs can be kept in double-sided cages. Since dogs in the 300s and 400s are being walked by volunteers, the priority for double-sided cages should be the dogs kept in the 500s and 600s, with the highest priority being dogs that have been in the shelter for more than two weeks. Whenever possible, the dogs in the dog Bite Quarantine Room should also be housed in double-sided (side-by-side) cages. The shelter should strive to keep as many of the dogs as possible in double-sided kennels in all areas of the shelter.</p>	With lower number animals are being housed in double sided kennels. we are changing the cleaning products that are used, assuring the same efficacy and reducing the cost.
29	Medium term/long term	Shelter Operations; General Operations; Purchasing	4.1.6	<p>Compare current prices for supplies and medication with other vendors, especially those that offer animal shelter discounts. (See Appendix E—Sample Vendor List for suggested vendors.)</p>	
17	Short term	Shelter Facility; Safety Issues	3.4	<p>Increase safety measures by using washers to permanently screw in the vertical latches on the large stainless dog cages, placing thick carabiners on glass cages, repairing the broken latches on the broken dog bowl holders, and placing locks keyed alike on all cages and kennels that house aggressive and bite quarantine dogs.</p>	

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18	Short term	Shelter Facility; Dog Kennel Watering System	3.5	Reset the water timer to a shorter time (e.g., one minute) and longer frequency (e.g., every three hours). Tighten the water valves so that water either drips or trickles out slowly instead of gushing out. There is no need to displace the current water in the bowl, so just ensure that the total volume of water that comes out each time is only the amount needed to fill the water bowl approximately three-quarters full.	
19	Immediate	Shelter Operations; General Operations; Software System	4.1.1	Switch to using a different Chameleon cage card that displays both the animal's intake and due-out or available dates so staff can determine, at a glance, when hold periods have expired. Chameleon has numerous cage card designs that can be utilized.	The current kennel card has the due out date on it already We don't feel like we need to change our intake form. We have a behavior sheet that owners fill out when surrender a pet, which provides helpful information to direct the animal to adoptions or rescues.
20.1	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Either continue to use the current intake form, along with the newly developed Owner Requested Euthanasia form, or develop new shelter intake forms for owner-surrender, stray animal turn-in, etc. If desired, these forms can be printed on different color paper to easily tell them apart. Ensure that behavior and health information from the intake forms is being recorded in Chameleon during intake processing. File these forms in intake after all the pertinent information is put into Chameleon. (See Appendix D—Sample Stray Animal Intake Form.)	
27	Short term	Shelter Operations; General Operations; Phones and Computers	4.1.4	For a more prompt field response, reconfigure the phone system's auto-attendant to provide a new message starting at 9:00 a.m., or whenever the first office staff member is scheduled to arrive at the shelter (which should preferably be at 8:00 a.m.). The message should tell callers to call police dispatch or 9-1-1 if it is an emergency situation, to press 1 if the caller needs non-emergency assistance in the field, such as if they see a stray animal running loose, and for all other callers to either leave a message or call back when the shelter opens; this will also entail allowing callers to leave a message. Field services calls should be answered by office staff starting when they arrive so ACOs can promptly respond to early morning non-emergency field calls. The regular office hours auto-attendant message can then be utilized when the shelter opens to the public.	Our phone message was already changed
28	Short term	Shelter Operations; General Operations; Kennel Inventory	4.1.5	Perform kennel inventory after morning shelter cleaning is complete to ensure animals being moved around during cleaning are put back in the correct place. The manager should give inventory sheets to each Animal Caregiver for the section they cleaned. They should notify a manager of any discrepancies so they can be quickly reconciled.	
38	Short term	Shelter Operations; Capacity for care	4.4	Perform the steps necessary to reduce the number of animals impounded and to move sheltered animals out more expeditiously to increase the capacity of care. During times of crisis due to overcrowding, the shelter should transfer as many animals as possible to Rescue Groups, hold adoptions promotions, place animals in foster homes, and implement additional recommendations found in this report to maximize capacity without compromising care.	animals have been moving out fast and we are at the lowest number in the shelter history. Care givers arrive at 5am and building doesn't open until 10am.
39	Short term	Shelter Operations; Capacity for care	4.4	Animal Caregivers should be scheduled to have four hours to clean and feed before opening to the public.	We do house animals that come in from the same household together. For safety reasons we prefer to not do that otherwise.
40	Short term	Shelter Operations; Capacity for care	4.4	Allow compatible healthy dogs from the same household to share one double-sided dog kennel. Allow compatible healthy dogs past their stray holds or surrendered dogs at least five days after intake vaccinations to share a double-sided kennel if they are both altered or are the same sex. Monitor closely and feed on separate sides of the kennel, if necessary.	

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41	Short term-High Priority	Shelter Operations; Population Management	4.5	The Kennel Supervisor or their superior (currently the Operations Manager) should always perform a daily kennel round (also known as a daily walkthrough) at least once per day, seven days a week, performing tasks in the list in this section.	
42	Short term-High Priority	Shelter Operations; Population Management	4.5	The Kennel Supervisor, their superior, and/or a Population Manager, once hired, should perform a daily population round, seven days a week, performing tasks in the list in this section.	
43	Short term-High Priority	Shelter Operations; Population Management	4.5	Pathway planning for animals with behavioral or medical needs should be made daily by either a pathway planning team or a senior manager assigned to the task. Spay/neuter schedules should be created by non-veterinary staff members, preferably using Chameleon, so that adoptable animals are being altered the day they become available. The Chameleon surgical list can then be reviewed by the medical team to finalize the order of the list, maximize efficiency, and double-check appropriateness.	
44	Short term-High Priority	Shelter Operations; Population Management	4.5	Obtain a copy of Crystal Reports and assign and train a shelter staff member or Information Technology Department staff member to write Chameleon reports. (This may not be necessary if the new Animal Services Director that the County hires knows how to write Crystal Reports.)	
24	Long term	Shelter Operations; General Operations; Software System	4.1.1		
31	Medium term/long term	Shelter Operations; General Operations; Purchasing	4.1.6	To save money, consider switching to Found Animals Foundation microchips, which cost \$4.95 per microchip with online registration included. Since approximately 2,500 animals were adopted or reclaimed in 2018, this would result in a savings of \$12,500 per year over Avid microchips with registration. ACC's current scanners work on Found Animals Foundation microchips. See the following website: <a href="https://www.foundanimals.org/microchip-registry/lead-form/">https://www.foundanimals.org/microchip-registry/lead-form/</a> .	We have a good experience with Avid, therefore we are not planning on changing our microchip contract now.
35	Medium term	Shelter Operations; Staff; Job Positions	4.2.1	Hire a new Kennel Manager or Kennel Supervisor so two members of management oversee the kennel, or have the new Population Manager perform the duties of a Kennel Manager or Supervisor. (See Population Management Section.)	
48	Short Term	Shelter Operations; Operational Issues; Redemption of Lost Pets	4.6.2	Have people looking for lost pets sign in on a log that includes the owner name, driver's license or ID number, and information about what kind of pet they lost, when they lost it, and where they lost it prior to allowing them to look through the shelter or redeem a pet. To attempt to reunite more pets with their owners, update the ACC lost pet webpage to state something similar to: "If you have lost a pet in St. Louis County, please perform the steps listed below. If you see your pet at our shelter, come to the shelter immediately with your driver's license or state ID and bring proof of ownership (e.g., veterinary records, adoption/purchase receipt, pictures of your pet, etc.):	started on January 31, 2020. We have a folder in the intake area where people put their information and what animal they are looking for.
53	Short term	Shelter Operations; Operational Issues; Lost and Found	4.6.6	1. Look at the photos of found pets at St. Louis County ACC to see if we may have your pet. [include link to only photos of St. Louis County ACC stray pets] If your pet has been lost for more than six days, also look at the photos of adoptable pets. [include link to photos of St. Louis County ACC adoptable pets] 2. Look at the photos of lost pets found at other animal shelters in the area to see if another shelter may have your pet. [include link to stlostpets.com] 3. If you live in or near Florissant, visit Florissant Animal Control to see if they have your pet. [include link to <a href="https://www.florissantmo.com/topic/index.php?topicid=106">https://www.florissantmo.com/topic/index.php?topicid=106</a> ] 4. Not all pets may be pictured online at all times, so visit our shelter in person every few days to look for your lost pet. 5. [List additional tips for finding a pet, including hanging signs, posting on social media, etc. Example: <a href="https://missionreunite.org/missing-pet-resources#1039097b-27dc-4f01-96df-4b07fc902df4">https://missionreunite.org/missing-pet-resources#1039097b-27dc-4f01-96df-4b07fc902df4</a> ]	We added a tab on our website that takes the customer straight to the page where the found pets are. We also added an informative flyer I what to do when you lose your pet on our website.

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100	Medium term	Animal Placement and Volunteer Programs; Adoptions	5.1	Dogs should be taken to off-site adoption events.	We cannot take animals off site for adoptions due to liability.
107	Medium term	Animal Placement and Volunteer Programs; Volunteer Program; Software System	5.3.1	Update the volunteer webpage to tell people to visit the shelter to visit prior to applying to volunteer. Update the Volgistics online volunteer application to find out potential volunteers' special skills and areas of expertise and to also suggest they visit the shelter prior to applying to volunteer.	
109	Medium term	Animal Placement and Volunteer Programs; Volunteer Program; Job Duties	5.3.3	Develop additional volunteer duties including kennel cleaner, shelter greeter, and adoption counselor assistant and implement them on a tiered level basis based on the needs of the shelter after the volunteer has successfully completed the previous tier without issue.	
32	Immediate	Shelter Operations; General Operations; Fees	4.1.7	Unless the owner has shown signs of being neglectful or irresponsible, the Shelter Director should be authorized to waive or reduce redemption fees in certain confiscate situations and situations where the pet owner cannot otherwise afford to reclaim their pets. This is especially important for difficult-to-adopt pets. Many shelters will allow pet owners to reclaim their pets for free if the shelter is first allowed to spay or neuter the pet, if the pet has not already been spayed or neutered.	
54	Short term	Shelter Operations; Operational Issues; Lost and Found	4.6.6	Callers should never be told that their lost pets are not at the shelter. They should instead be told that because not all photos may be online and because their pet could currently be on an animal control truck, that the staff cannot provide that information and the pet owner needs to follow the directions on the ACC lost pets page to search for the pets online and to also come to the shelter themselves to look.	refers to Florissant AC and transferring animals to us, which it will not happen anymore since they are closed.
126	Medium/Long Term	Proactive and Marketing Programs; Proactive Programs; Reduced Cost Spay/Neuter Vouchers	6.1.1	Discontinue the current spay/neuter coupon voucher program and instead implement a targeted spay/neuter voucher program to provide free spay/neuters available at low-cost spay/neuter clinics (or Veterinarians that would meet their prices for the program). The targeted program may include all bully breeds, animals from targeted zip codes, and cats and dogs over 30 pounds from low-income pet owners that participate in an assistance program. Also provide a portion (e.g., up to 20 percent) of the annual funding for TNR, only for the feral and community cats found and returned in the jurisdiction. Create an online application and a paper application so pet owners do not have to visit the shelter in person to apply or receive a voucher. Discontinue requiring an appointment to be made first. Distribute flyers about the program and/or applications in the field and at locations that provide services to low-income pet owners.	There is currently no plan to change the voucher program. Other targeted program through our ACC Board are likely to be implemented
127	Medium term	Proactive and Marketing Programs; Other Proactive Programs	6.1.3	Implement additional proactive programs with a priority on those that will directly impact the live release rate.	Staff was trained this week to enter citations and bite records on Chameleon
130	Medium term	Proactive and Marketing Programs; Social Media, Marketing, and Website; Social Media	6.2.1	Create Twitter and Instagram accounts for the shelter and make similar posts there as well. Consider setting up a shelter rescue Facebook page.	Done. We already have an Instagram and Twitter accounts.
155	Medium term	Field Operations; Operations	9.5	Since the ability to use Chameleon in the vehicles is so beneficial, the County should attempt to identify a better/quicker method for ACOs to login on laptops and to also ensure they stay logged into Chameleon until they log out. When that is corrected, laptops with Chameleon access should be utilized in the animal control vehicles again. A mount for the laptops would also be helpful, even if it is just a Velcro strip on the laptop and center console.	

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57	Short term	Shelter Operations; Operational Issues; Florissant Animal Control	4.6.7	To protect the animals in ACC from contagious diseases, the County should give FAC a 60-day notice that ACC will stop accepting any animal from FAC until FAC starts to vaccinate all incoming animals with either a DHPP/DA2PP for dogs or an FVRCP for cats within a few hours of intake, as per the Association of Shelter Veterinarians guidelines and the recommendations of all animal shelter experts. ACC should also require that FAC bring proof of the vaccinations (vaccine peel-off bottle labels or vet clinic receipt) and proof that the vaccinations were performed on the intake date (not just prior to transfer) for each animal. As a condition of accepting the animals, ACC should also require that FAC always use a disinfectant in the following chart that is effective and reliable against non-enveloped viruses such as parvo at the required dilution rate and contact time: <a href="https://www.aspcapro.org/sites/default/files/shelterdisinfectant_poster.pdf">https://www.aspcapro.org/sites/default/files/shelterdisinfectant_poster.pdf</a>	refers to Florissant AC and transferring animals to us, which it will not happen anymore since they are closed. refers to Florissant AC and transferring animals to us, which it will not happen anymore since they are closed.
58	Short term	Shelter Operations; Operational Issues; Other Animal Shelters	4.6.8	Ensure that all animal shelters that hold animals and then transfer them to ACC provide preventative vaccinations on intake and disinfect with a product that inactivates unenveloped viruses. ACC should request that all shelters and Rescue Groups that transfer animals to its shelter provide medical records for the transferred animals that show proof of vaccinations, treatments, and dates, and paperwork that documents all attempts to contact owners of stray pets with identification.	
61	Short term	Shelter Operations; Cleaning and Disinfection; Products	4.7.1	Update the SOPs to list each disinfecting product, the ounces per gallon dilution that should be used, and the required contact time necessary to kill unenveloped viruses before rinsing or wiping dry.	
62	Short term	Shelter Operations; Cleaning and Disinfection; Products	4.7.1	Measure and draw fill lines with permanent marker on the outside of all containers and tubs used to dilute Rescue to ensure it is properly diluted.	
63	Short term	Shelter Operations; Cleaning and Disinfection; Products	4.7.1	Bleach should not be poured straight from the bottle directly on the kennel floor and instead should always be properly diluted before use.	
64	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	To prevent disease transmission, cat cage cleaning Standard Operating Procedures (SOPs) should be updated and enforced to properly clean and disinfect cages:	
64.1	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Cat cleaning SOPs should be divided into spot-cleaning and full cleaning. Spot cleaning means that cats are either moved to another compartment or are left in their cages while the cage is cleaned. No disinfectant should be used inside the cage during spot-cleaning. Spot cleaning should be performed on a daily basis, and full cleanings should be performed when the cage is very dirty or when a cat has permanently vacated a cage.	
45	Immediate	Operational Issues; Stray Hold Times	4.6.1	Discontinue holding tagged and chipped stray animals or declawed/partially declawed cats for 10 days and hold them instead only for the legally mandated six-day stray hold period. For pets with identification, make at least three documented attempts, at different times on more than one day, to contact the owner by phone on all listed phone numbers, including leaving messages. Always send an impound notification letter to the owner of pets with ID in the next outgoing mail from the time the animal is impounded. Make a Chameleon memo note (not a hold memo) of all owner information, the name of the implant agency/organization that purchased the microchip, and all attempts to notify the owner.	
46	Immediate	Operational Issues; Stray Hold Times	4.6.1	Hold surrendered animals for a 24-hour minimum period before euthanasia as per the County ordinance; however, make the surrendered animal immediately available for rescue, adoption (if altered, chipped, vet checked, etc.), and spay/neuter surgery.	

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47	Immediate	Shelter Operations; Operational Issues; Redemption of Lost Pets	4.6.2	Allow pet owners to use photos if they do not have written proof of ownership unless the pet has identification that is registered to someone else whom the shelter cannot contact or unless there is some other discrepancy or concern. Check to ensure the pet matches the photo, the date of loss, and the general location of loss. Allow a manager to approve reclaims in some circumstances where the pet owner does not have written proof or photos.	
64.2	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Staff members should always wear gloves when cleaning and should change gloves between each cage cleaning.	
49	Immediate	Shelter Operations; Operational Issues; Microchip Issues	4.6.3	Discontinue picking up or taking in animals just because the animal has a microchip that was originally implanted by ACC.	
50	Immediate	Shelter Operations; Operational Issues; Microchip Issues	4.6.3	Continue to contact other shelters and Rescue Groups for any impounded animal originally chipped by them once past any hold period to see if they will take the animals back.	
51	Immediate	Shelter Operations; Operational Issues; Jurisdiction	4.6.4	ACC should continue to only accept stray animals that were found inside ACC's jurisdiction and should only accept owned animals from residents who live in ACC's jurisdiction.	
52	Immediate	Shelter Operations; Operational Issues; Confiscate Hold Times	4.6.5	If an animal is confiscated due to the owner being arrested for a non- animal related matter (e.g., DWI with dog in the car), hospital stay, eviction, or a similar reason, then ACC should immediately attempt to track down the owner (in hospital, jail, etc.) using the owner information the ACOs should have obtained from the police, relatives, neighbors, etc. when they confiscate the animals. Inform the owner that either they will need to reclaim the animal within 10 days or a friend or family member will need to claim the animal within 10 days. Provide a short extension to the deadline if needed to make arrangements. Waive all reclaim fees, if necessary. If asked, provide the owner with referrals to boarding facilities that may be lower cost or non-profit rescues or shelters that might help. If the owner does not reclaim the animal within the designated hold period, the animal should be made available for adoption or rescue.	
64.3	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Cats should be contained in one compartment or in their cage and not allowed to run around the room during the spot- cleaning process. If a full cleaning is needed for an occupied single-sided cage, the cat should be removed and placed in a cardboard cat carrier with their Animal ID written on it or placed into an empty clean cage that is disinfected afterward.	
64.4	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	All cat rooms should be cleaned in order of susceptibility to disease and risk of transmission, ending with the animals that carry the highest risk of transmitting disease. Therefore, the order of cage cleaning in all cat rooms should be: healthy kittens, healthy adult cats, sick kittens, sick adult cats, then felines with very contagious diseases.	
55	Immediate	Shelter Operations; Operational Issues; Florissant Animal Control	4.6.7	Even though Florissant Animal Control (FAC) staff work seven days a week, they are driving animals to ACC only once a week. ACC should practice managed admission for animals from FAC and should accept no more than three animals or one litter of animals from FAC on any day. That way, if FAC has 20 individual animals that it needs to transfer to ACC in a week, it will need to bring over no more than three each day so that ACC is not overwhelmed with more animals than it has room for on any given day. Managed admission is a common practice that is used in the overwhelming majority of animal services shelters that Citygate surveyed in the Animal Services Comparison Chart. For more information about managed admission, see Owner-Surrenders Section.	
56	Immediate	Shelter Operations; Operational Issues; Florissant Animal Control	4.6.7	ACC should require FAC to bring paperwork that documents its attempts to contact the owner of any tagged or microchipped animal so that ACC does not have to repeat the process. ACC should also require FAC to bring a copy of any bite reports to help in making pathway decisions about an animal.	refers to Florissant AC and transferring animals to us, which it will not happen anymore since they are closed.

#	Priority	Function	Section	Recommendation	Comments
64.5	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Bedding should never be shaken out over the floor and instead should be shaken out over the newspaper or over a trashcan, with care to not touch the bedding to the trashcan if the bedding is being returned to the cage.	
64.6	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Tools and items used during cleaning, such as dust pans or spray bottles, should not be placed down inside the cages. Items that will be returned back into the cage, such as water bowls or bedding, should not come into contact with the floor or any non-disinfected item/surface before being placed back into cages.	
59	Immediate	Shelter Operations; Cleaning and Disinfection; Cleaning and Disinfecting Products	4.7.1	Discontinue using Pine-o-lene at ACC. Discard or relocate the drum of Pine-o-lene to another County building to ensure it is never used around animals. Ensure products purchased in the future are made specifically for use in animal shelters or are known to be safe for use at animal shelters. Many shelters use Dawn dishwashing detergent as a general degreaser and purchase kennel deodorizers made specifically for that purpose. (ACC was made aware of this recommendation prior to release of this report.)	
60	Immediate	Shelter Operations; Cleaning and Disinfection; Cleaning and Disinfecting Products	4.7.1	Ensure the staff is trained and the Standard Operating Procedure states not to mix disinfectants and not to apply one disinfectant after another before first thoroughly rinsing and drying.	
64.7	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	During full cleanings, Rescue should be diluted to kill unenveloped viruses and should be left on the surface for the proper contact time (five minutes for eight ounces per gallon of Rescue or 10 minutes for four ounces per gallon) prior to being wiped and dried.	
64.8	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	After cage cleaning is completed, the floor in the cat rooms should be swept and mopped with Rescue diluted to kill unenveloped viruses.	
64.9	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	The cat Get Acquainted Room should be cleaned as part of the daily cat adoption room cleaning process. All toys that cannot be disinfected should be removed and replaced with new toys or newly disinfected toys. Disinfectable toys should be sprayed with Rescue and left on for the appropriate amount of time before drying. The floor should be swept and mopped with Rescue diluted to kill unenveloped viruses.	
65	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Because carpeted cat trees cannot be properly disinfected, many experts do not recommend using them in open admission animal shelters and instead recommend using only products that can be disinfected at least daily. One product designed specifically for use in open admission animal shelters is the Kuranda Cat Tower in Figure 9. If ACC decides that the risk of ringworm is low and they would like to continue to use carpeted cat trees, the trees should be frequently discarded and replaced, preferably with brand new cat trees.	
66	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Managers should frequently observe staff while they are cleaning and disinfecting to ensure that Standard Operating Procedures are being followed, rather than just relying on a checklist and checking the rooms afterward to see if they visually look clean.	
67	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Current Standard Operating Procedures state that feral cats should be removed with a net when their cages are too dirty. Best practices are to place a feral cat den in each feral cat cage and to close the den's portal with a den hook or other tool during cleaning so the cat cannot escape. The den can also be closed and carried when a feral cat needs to be moved. The feral cat cages are currently too small to hold both a litterbox and a feral cat den, but the dens should be purchased and used once portals are installed into the cages. Sources for feral cat dens includes: <a href="https://www.livetrap.com/index.php?dispatch=products.view&amp;product_id=31195">https://www.livetrap.com/index.php?dispatch=products.view&amp;product_id=31195</a> <a href="https://www.animal-care.com/product/feral-cat-small-mammal-den/">https://www.animal-care.com/product/feral-cat-small-mammal-den/</a>	

#	Priority	Function	Section	Recommendation	Comments
68	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Disposable litterboxes should be used and discarded daily in all cages that house sick cats. If the shelter can afford it, disposable litterboxes should be used in all cat cages except in the Cat Adoption Room. Many animal shelters use cardboard boxes as litterboxes, either purchased or obtained, while others use half-size disposable steam pans. Steam pans can occasionally be used for more than one day in healthy cat cages before they need to be discarded. There are many sources and different sizes available. The following examples cost between 20 and 25 cents each: <a href="https://www.samsclub.com/sams/half-steamtable-pan-36-ct/prod20994197.ip?xid=plp_product_1_1">https://www.samsclub.com/sams/half-steamtable-pan-36-ct/prod20994197.ip?xid=plp_product_1_1</a> <a href="https://www.webstaurantstore.com/choice-1-2-size-foil-deep-steam-table-pan-case/612613245.html">https://www.webstaurantstore.com/choice-1-2-size-foil-deep-steam-table-pan-case/612613245.html</a>	
69	Short term	Shelter Operations; Cleaning and Disinfection; Cat Cage Cleaning	4.7.2	Managers who oversee the cat and dog areas, and their managers, should be required to read and watch basic training information about disinfection and disease prevention. The managers should also train all staff who handle animals, including Animal Control Officers, in disinfection and disease prevention basics so that they understand the importance of following Standard Operating Procedures. Suggestions include the following links, though recent studies made after some of these were written have determined that Rescue disinfectant is effective against ringworm, so it is currently the most widely recommended product for animal shelters. Additional training at the Humane Society of the United States Expo and other animal welfare classes and conferences are also recommended: <a href="https://www.shelternet.org/assets/docs/shelter-standards-oct2011-wforward.pdf">https://www.shelternet.org/assets/docs/shelter-standards-oct2011-wforward.pdf</a> <a href="https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&amp;site=sheltermedicine&amp;search%5Bslug%5D=sanit+ation-in-animal-shelters">https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&amp;site=sheltermedicine&amp;search%5Bslug%5D=sanit+ation-in-animal-shelters</a> <a href="https://www.youtube.com/watch?v=PyR8gsKpEcl">https://www.youtube.com/watch?v=PyR8gsKpEcl</a> <a href="https://www.aspcapro.org/webinar/20170711/shelter-sanitation-1">https://www.aspcapro.org/webinar/20170711/shelter-sanitation-1</a> <a href="https://www.aspcapro.org/webinar/20170718/shelter-sanitation-2">https://www.aspcapro.org/webinar/20170718/shelter-sanitation-2</a> <a href="https://www.maddiesfund.org/disease-prevention-in-the-shelter.htm?p=topic80">https://www.maddiesfund.org/disease-prevention-in-the-shelter.htm?p=topic80</a>	
70	Short term	Shelter Operations; Cleaning and Disinfection; Dog Kennel Cleaning	4.7.3	To prevent disease transmission, dog kennel and cage cleaning Standard Operating Procedures should be updated and enforced to properly clean and disinfect:	
70.1	Short term	Shelter Operations; Cleaning and Disinfection; Dog Kennel Cleaning	4.7.3	All visible feces left on the floor of the dog kennels should be removed prior to applying disinfectant.	
70.2	Short term	Shelter Operations; Cleaning and Disinfection; Dog Kennel Cleaning	4.7.3	Apply the Rescue disinfectant to all surfaces in the kennel using either a power wash hose-end foamer using the correct metering tip for the shelter's pounds per square inch and gallons per minute or by using a hand-held foamer.	
70.3	Short term	Shelter Operations; Cleaning and Disinfection; Dog Kennel Cleaning	4.7.3	The disinfectant should be left on the surfaces for the proper contact time to kill parvo (10 minutes for Rescue if diluted at four ounces a gallon, five minutes for Rescue if diluted at eight ounces a gallon, and 10 minutes if using a half cup of bleach per gallon). The disinfectant should then be rinsed and the kennel dried.	
70.4	Short term	Shelter Operations; Cleaning and Disinfection; Dog Kennel Cleaning	4.7.3	To save time and the amount of disinfectant used, until dogs can be housed in double-sided kennels, it is recommended that kennel cleaning procedures be changed to move all friendly dogs housed in individual kennels in the 300s and 400s into the stainless steel cages on the far side of the room when cleaning their kennels instead of moving them into the cages on the other side of their guillotine. The stainless cages are much smaller than the kennels, so applying the disinfectant will take less time, the amount of disinfectant used will be much less, and the drying process will take less time. This should also be done in the 500s and 600s for animals friendly enough to handle. One Animal Caregiver should be able to handle each room instead of pairing up in twos.	We are moving dogs to stain steel kennels in order to clean the runs.
70.5	Short term	Shelter Operations; Cleaning and Disinfection; Dog Kennel Cleaning	4.7.3	Managers should frequently observe staff while staff is cleaning and disinfecting to ensure that SOPs are being followed, rather than just relying on a checklist and checking the rooms afterward to ensure they visually look clean.	

#	Priority	Function	Section	Recommendation	Comments
70.6	Short term	Shelter Operations; Cleaning and Disinfection; Dog Kennel Cleaning	4.7.3	Sick or emaciated dogs should not be placed in the outside kennels during very cold weather. Outside kennels should be disinfected between uses.	already implemented
70.7	Short term	Shelter Operations; Cleaning and Disinfection; Dog Kennel Cleaning	4.7.3	Animal Caregivers should check for messes every 15 minutes and spot clean as necessary. Volunteers should also be trained to spot clean dog kennels in public access areas.	
71	Short term	Shelter Operations; Cleaning and Disinfection; Other area cleaning	4.7.4	All cages, carriers, crates, feral cat traps, and vehicle animal holding compartments should be disinfected to kill unenveloped viruses between uses by different animals.	
72	Short term	Shelter Operations; Cleaning and Disinfection; Other area cleaning	4.7.4	All tools, tables, and other items that either come into contact with a new animal or are used in an animal's cage should also be thoroughly disinfected to kill unenveloped viruses between each new animal. Catch poles should also be disinfected daily.	
73	Short term	Shelter Operations; Cleaning and Disinfection; Other area cleaning	4.7.4	The Dog Processing Room floor and other floors/hallways where newly arriving dogs are walked should be disinfected daily with an amount of disinfectant required to kill unenveloped viruses. Specific areas of floors should also be disinfected to kill unenveloped viruses when they are visibly soiled with organic material and immediately after being walked on by an animal with a known contagious disease like parvo.	
74	Short term	Shelter Operations; Cleaning and Disinfection; Other area cleaning	4.7.4	As per the current Standard Operating Procedures, after washing, dishes should be soaked in a bleach or Rescue solution diluted to kill unenveloped viruses prior to placing them in the dishwasher.	
75	Short term	Shelter Operations; Cleaning and Disinfection; Other area cleaning	4.7.4	Dog and cat toys should be disinfected between uses by different animals.	
76	Short term	Shelter Operations; Cleaning and Disinfection; Other area cleaning	4.7.4	All animal holding compartments on animal control vehicles should be disinfected to kill unenveloped viruses between each animal.	
77	Short term	Shelter Operations; Feeding	4.8	Ensure staff members are initially feeding dogs the amount of food that the Veterinarians are recommending per feeding, then allow the staff to tailor the amount of food based on the animal's age, activity level, weight, and condition (e.g., a young, very active dog may need more than recommended, while a sedate, overweight senior citizen dog of the same size may need less). Veterinarians should specify how much each underweight dog should be fed at each feeding and for how many days they should be fed that amount before the amount is adjusted. Update the Standard Operating Procedures to reflect any changes in feeding policies.	
79	Short term-High Priority	Shelter Operations; Intake Processing	4.9	To prevent intake errors, two Animal Caregivers should be permanently assigned to serve as the Intake Coordinators. These staff members should preferably have several years of animal handling experience at ACC, at a veterinary clinic, or at another shelter. They should be knowledgeable in how to properly handle and restrain animals, animal breeds, aging animals, etc., and also be experienced in Chameleon or be assigned to be fully trained by someone who is trained in all of those areas. The Intake Coordinators should either each be scheduled five days a week, overlapping so that one staff member arrives early and one stays late on the busiest days, or they could each be scheduled for four 10-hour days, with one day overlapping on busiest day of the week. During overlap time, the Intake Coordinators can be performing other animal shelter duties. Managers should act as a back-up to the Intake Coordinators when needed, or one Animal Caregiver can be trained to serve as a back-up when an Intake Coordinator is out sick or on vacation.	We will not have one intake coordinator. Animal caregivers are trained to do intakes, and ACO are trained to do it too.

Completed  
 Immediate: 25 out of 25

Completed  
 Short-term: 88 out of 92  
 Medium-term: 14 out of 27

Completed  
 Long-term: 2 out of 5

#	Priority	Function	Section	Recommendation	Comments
79.1	Short term-High Priority	Shelter Operations; Intake Processing	4.9	<p>All animals brought in by Animal Control Officers (ACOs) from the field or brought by people to the shelter should be taken to the Intake Coordinator in the enclosed intake room, along with all paperwork, with the exception of Owner Requested Euthanasia, which should go directly to the euthanasia room. (See Euthanasia Section.) Office staff should continue to initially input information into Chameleon for animals turned into the shelter.</p> <p>The intake room door should be closed during intake processing. For accuracy, the Intake Coordinator assigned for the day should perform all intake processing, including vaccinations, health exams, and Chameleon data entry. Experts advise that the full intake process should take approximately 15 minutes per animal. ACC is taking in an average of 12 animals a day, though sometimes they arrive in groups or are spread apart. Intake Coordinators should be able to handle 12 animals in approximately three hours, so they should have sufficient time for intake processing. ACOs should continue to administer an FVRCP or distemper/parvo vaccination to animals brought in after hours, and unless they are aggressive, those animals can be temporarily housed for a few hours in the intake cages until the Intake Coordinators arrive in the morning to perform the rest of intake processing. Animals can also be housed in the intake cages if the Intake Coordinator is on a lunch break.</p>	<p>We will not use cages in intake, it is not necessary to leave any animal waiting. They can be added to the system and housed in a regular kennel immediately after arrival.</p> <p>done by our kennel specialists.</p>
79.2	Short term-High Priority	Shelter Operations; Intake Processing	4.9	<p>79.3 If the animal is very easy to handle, then the Intake Coordinator can perform intake processing alone. Otherwise, an Animal Caregiver should assist for safety reasons. If the dog is aggressive, the ACO or Animal Caregiver should hold it on a catch pole while as much of intake that can be performed safely occurs. If necessary, the fence in the garage can be used for administering the distemper/parvo shot for those animals. Feral cats that will not be immediately trapped/neutered/released and instead will be housed in the shelter should be vaccinated, either using</p>	<p>We do not have an intake coordinator just to do that.</p> <p>done by our kennel specialists.</p>
79.3	Short term-High Priority	Shelter Operations; Intake Processing	4.9	<p>a small squeeze cage or by vaccinating the cat in the feral cat cage room since they have built-in squeeze cages.</p>	<p>We do not have an intake coordinator just to do that.</p>

Green: Completed  
 Orange: In progress

#	Priority	Function	Section	Recommendation	Comments
79.4	Short term-High Priority	Shelter Operations; Intake Processing	4.9	<p>The Intake Coordinator should perform complete intake processing on every animal. Intake processing should include the following steps:</p> <p>The animal record should be created in Chameleon, if not already created by the office staff. If the animal was picked up in the field, the animal record should be associated to that field activity in Chameleon. The handwritten intake form (stray, owner-surrender, etc.) should be read and any pertinent information from the intake form, especially regarding behavior or health, should be recorded in Chameleon. Intake categories and subcategories and any hold periods that have already been assigned should be checked for accuracy and corrected, if needed. The Animal ID should be written on the handwritten intake form, and it should be placed in a file cabinet.</p> <p>Animals should be weighed.</p> <p>Puppies, small dogs, and cats should be placed on the stainless steel table. Dogs can be hooked to the dog photograph wall.</p> <p>The Intake Coordinator should note gender. Feral and semi-feral cats or aggressive animals that are unable to be sexed should be labeled as "U" for unsexed. This can be updated at the time of spay/neuter surgery.</p> <p>The Intake Coordinator should note breed. This should be based on what the animal most looks like rather than just what an owner says.</p> <p>The Intake Coordinator should determine the age of the animal. This is usually accomplished both by looking at the animal's teeth and by looking at the animal's appearance, especially if it is a young puppy or kitten.</p> <p>The animal should be scanned for microchips. If an ID tag or chip is found, a hold/notify should be placed into Chameleon, along with the tag or chip number.</p> <p>A photograph of the animal should be taken for identification purposes.</p> <p>The Intake Coordinator should perform a brief health examination, looking at the animal's ears, skin, teeth, and overall condition. The Intake Coordinator should request a Chameleon veterinary check for any health issues noticed. The Intake Coordinator should alert the shelter Veterinarian immediately about any seriously sick or injured animals. The animal should be vaccinated and dewormed per protocol and should receive flea treatment if fleas are observed. All treatments should be noted in Chameleon.</p> <p>The Intake Coordinator should use Chameleon to automatically create reminders for the veterinary staff per protocol for when any additional vaccinations and dewormings are due. If the animal was unable to be vaccinated due to temperament, a Chameleon reminder</p>	<p>Done. If an animal needs a vet check, vet staff is informed immediately.</p>
80	Short term-High Priority	Shelter Operations; Intake Processing	4.9	<p>The Intake Coordinators should communicate any pertinent information about the incoming animal to the proper staff member. For example, they should email or text the Veterinary team and Kennel Supervisor to inform them about a heavily pregnant animal that might begin labor soon, or email the Rescue Coordinator if an animal enters that might be able to be quickly transferred to a Rescue Group.</p>	<p>When an animal arrives injured or looking ill the vet staff is informed as well as the director. We have put a bucket with Accell at the intake area so the floors can be mopped frequently. we have a brochure with resources to give to people wanting to surrender their dogs, and we also have been asking why they want to surrender and try to help with a better advise so they can keep their pet.</p>
81	Short term-High Priority	Shelter Operations; Intake Processing	4.9	<p>The Intake Coordinator should clean and disinfect all exam surfaces and cages in the Intake Processing Room between each animal to kill unenveloped viruses. At least daily, the Intake Coordinator should clean and disinfect the floor and everything in the room to kill unenveloped viruses.</p>	
84	Short term	Shelter Operations; Owner-Surrenders	4.10	<p>In an attempt to find an alternative solution, provide owner-surrender counseling over the phone and in person for all pet owners wanting to surrender their pet. Most shelters train one or two knowledgeable staff members to specialize in providing the surrender counseling service, which they attempt to perform over the phone prior to the owner bringing the pet to the shelter. Create and provide resource handouts.</p>	

#	Priority	Function	Section	Recommendation	Comments
85	Short term	Shelter Operations; Owner-Surrenders	4.10	<p>Update the ACC website to provide resources and alternatives to turning in pets to the ACC shelter. Examples include:  <a href="https://www.okc.gov/departments/animal-welfare/programs-and-services/surrender-a-pet">https://www.okc.gov/departments/animal-welfare/programs-and-services/surrender-a-pet</a>  <a href="http://www.acctphilly.org/programs/considering-surrendering-your-pet/resources-for-struggling-owners/">http://www.acctphilly.org/programs/considering-surrendering-your-pet/resources-for-struggling-owners/</a>  <a href="https://multcopets.org/rehoming-information">https://multcopets.org/rehoming-information</a> <a href="https://www.memphistn.gov/cms/One.aspx?portalId=11150816&amp;pageId=12126022">https://www.memphistn.gov/cms/One.aspx?portalId=11150816&amp;pageId=12126022</a>  <a href="https://louisvilleky.gov/government/animal-services/pet-resources">https://louisvilleky.gov/government/animal-services/pet-resources</a>  <a href="https://www.nashville.gov/Health-Department/Animal-Care-and-Control/Animal-Surrender.aspx">https://www.nashville.gov/Health-Department/Animal-Care-and-Control/Animal-Surrender.aspx</a>  <a href="http://www.keepyourpet.com/vet-care-assistance/">http://www.keepyourpet.com/vet-care-assistance/</a> <a href="https://www.nycacc.org/sites/default/files/pdfs/Rehome_Your_Pet.pdf">https://www.nycacc.org/sites/default/files/pdfs/Rehome_Your_Pet.pdf</a>  <a href="https://www.kingcounty.gov/depts/regional-animal-services/rehoming-a-pet.aspx">https://www.kingcounty.gov/depts/regional-animal-services/rehoming-a-pet.aspx</a></p>	<p><a href="http://www.stlouiscoco.com/portals/8/docs/health/animal%20control/Before%20Surrendering%20Your%20Pet.pdf">http://www.stlouiscoco.com/portals/8/docs/health/animal%20control/Before%20Surrendering%20Your%20Pet.pdf</a></p>
86	Short term	Shelter Operations; Owner-Surrenders	4.10	<p>Implement a managed admission process (admission by appointment) for owner-surrendered animals. The managed admission process can be waived for urgent situations. ACC should attempt to schedule no more than three surrenders per day, and they should be scheduled two weeks out to encourage owners to try to find other solutions. Examples of managed admission animal services shelters can be found in the links in the previous recommendation. An example of a Standard Operating Procedure from another animal services shelter can be found in Appendix F—Sample Managed Admission SOP.                      More information about managed admission can also be found at the following websites:  <a href="https://www.maddiesfund.org/managed-admission-learning-track.htm">https://www.maddiesfund.org/managed-admission-learning-track.htm</a>  <a href="https://www.millioncatchallenge.org/resources/managed-admission">https://www.millioncatchallenge.org/resources/managed-admission</a>  <a href="https://www.maddiesfund.org/Documents/Institute/Cats%20by%20Appointment%20Only%20Waitlist%20Guide.pdf">https://www.maddiesfund.org/Documents/Institute/Cats%20by%20Appointment%20Only%20Waitlist%20Guide.pdf</a>  <a href="https://s3.amazonaws.com/sheltermedicine/ckeditor_assets/attachments/101/shelter_handshake_hsus_2015.pdf">https://s3.amazonaws.com/sheltermedicine/ckeditor_assets/attachments/101/shelter_handshake_hsus_2015.pdf</a></p>	
11	Medium/Long Term	Shelter Facility; Building	3.1	<p>Attempt to find a state-licensed farm animal Rescue Group that is willing to house farm animals during their hold periods for St. Louis County and formalize an agreement with them.</p>	
87	Short term	Shelter Operations; Enrichment	4.11	<p>Move animals through the shelter expeditiously to reduce stress and prevent behavioral problems from occurring.</p>	
88	Short term	Enrichment	4.11	<p>Obtain music to play in the shelter. Do not play music or books on tape all day.</p>	
89	Short term	Shelter Operations; Enrichment	4.11	<p>Ensure all dogs have a durable chew toy, including those in quarantine and medical isolation rooms. Also ensure the toys are disinfected between uses by different animals.</p>	
90	Short term	Shelter Operations; Behavior	4.12	<p>Perform any needed behavior assessment test on day five of the stray hold period for all stray dogs and on day two for surrendered dogs, unless they need an additional day or two to settle down. Do not change the status of the animal from “stray” to “evaluation” in Chameleon so their photos are removed the website and instead utilize another method to track which animals need an evaluation. For instance, some shelters place a behavior hold in Chameleon on all animals that are not obviously friendly during intake processing and remove the holds as soon as the behavior assessment is completed, while others simply stamp the cage cards with “behavior assessment completed” for those that passed their intake behavior assessment so it is easy to tell which animals still need one.</p>	
91	Short term	Shelter Operations; Behavior	4.12	<p>Others just write on the cards or make notes in Chameleon.</p>	
92	Short term	Shelter Operations; Behavior	4.12	<p>Discontinue performing formal behavior assessments on cats and instead make pathway decisions based on their observed behavior during intake and their observed behavior on a daily basis with staff.</p>	
93	Short term	Shelter Operations; Behavior	4.12	<p>Ensure ACC’s behavior assessments and decisions reflect the latest scientific research and expert recommendations.</p>	
94	Short term	Shelter Operations; Behavior	4.12	<p>Update ACC’s behavior evaluation program and Standard Operating Procedures, as needed.</p>	
93	Short term	Shelter Operations; Behavior	4.12	<p>Allow Intake Coordinators to fast-track obviously friendly puppies and dogs instead of requiring a formal behavior assessment.</p>	
94	Short term	Shelter Operations; Behavior	4.12	<p>Managers should train select Animal Caregivers to perform dog behavior assessment tests. Managers can reevaluate any dogs that fail any portion of the test or if Animal Caregivers are unsure or want second opinions.</p>	

#	Priority	Function	Section	Recommendation	Comments
95	Short term	Animal Placement and Volunteer Programs; Adoptions	5.1	Allow all dogs in the Dog Adoption Room (300s) and Dog Pre- Adoption Room (400s) to be seen for potential adoption. Always leave the door between those two rooms propped open. The dogs in both of those rooms should all be friendly, healthy, and adoptable. When there is space available, the 300s and 400s should include friendly, healthy, and adoptable dogs that are past their holds but not yet altered. Also allow cats that are past their stray holds but not yet altered to be placed in the Cat Adoption Room (100s) as well. All of these animals should have their status set to available in Chameleon so they appear on the website.	
96	Short term	Animal Placement and Volunteer Programs; Adoptions	5.1	Potential adopters should be allowed to interact with and sign up to adopt any of the animals in the Adoption and Pre-Adoption Rooms. If the animals are not yet altered, they should proceed with a regular adoption, collect the adoption fee, and place the animal on the surgery schedule. The adopter should be given paperwork informing them when to pick up the animal after it is altered.	
97	Short term	Animal Placement and Volunteer Programs; Adoptions	5.1	Potential adopters should always fill out the adoption questionnaire and receive adoption counseling prior to adopting an animal. Adoption Counselors should continue to use the open adoptions method of screening, which does not require landlord checks or veterinary references, but written adoption policies should also be established and used during screening.	
104	Short term	Animal Placement and Volunteer Programs; Rescue Groups	5.2	ACC should develop a Rescue Group Transfer Agreement that is signed by the Rescue Group every time an animal is transferred to rescue. A cage card and medical records for each animal should be stapled to the transfer agreement. All animals transferred to a Rescue Group or another physical animal shelter should be logged into Chameleon as a "Transfer" with the Rescue Group's Person ID attached. Standard Operating Procedures should be updated to reflect all of the steps necessary to transfer an animal to a Rescue Group.	
				ACC should develop a Rescue Group application for any new group that would like to apply to rescue animals. Examples of applications are:  <a href="http://fultonanimalservices.com/images/articles/FCAS%20Rescue%20Form.pdf">http://fultonanimalservices.com/images/articles/FCAS%20Rescue%20Form.pdf</a>  <a href="http://support.sdhumane.org/site/Survey?ACTION_REQUIRE D=URI_ACTION_USER_REQUESTS&amp;SURVEY_ID=22707">http://support.sdhumane.org/site/Survey?ACTION_REQUIRE D=URI_ACTION_USER_REQUESTS&amp;SURVEY_ID=22707</a>  <a href="http://aggielandhumane.org/wp-content/uploads/2015/10/AnimalRescueAPP-22.pdf">http://aggielandhumane.org/wp-content/uploads/2015/10/AnimalRescueAPP-22.pdf</a>  <a href="http://www.oaklandanimalservices.org/wp-content/uploads/2017/08/transfer-partner-agreement.pdf">http://www.oaklandanimalservices.org/wp-content/uploads/2017/08/transfer-partner-agreement.pdf</a>	
105	Short term	Animal Placement and Volunteer Programs; Rescue Groups	5.2		
106	Short term	Animal Placement and Volunteer Programs; Rescue Groups	5.2	ACC should have a webpage encouraging Rescue Groups to become partners. The webpage should include a link to ACC's Rescue Group application.	
108	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Dress Code	5.3.2	Order volunteer t-shirts that have the shelter name on the front and "volunteer" in large lettering on both the front and back. Require all volunteers to wear a t-shirt whenever they are volunteering at the shelter or at off-site events. If the budget allows it, provide one free t-shirt to all current active volunteers, defined as people who currently volunteer at least once a month. Provide volunteer t-shirts at cost to all other current and future volunteers, unless there is enough money in the budget to provide one for free to all volunteers. Allow volunteers to purchase additional t-shirts at cost. If volunteers also continue to wear name badges and aprons, ensure they both display the word "Volunteer" in large lettering.	
110	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Interview, Forms and SOPs	5.3.4	Implement a volunteer liability waiver.	
111	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Interview, Forms and SOPs	5.3.4	Update the Volunteer Standard Operating Procedure to remove information that is no longer accurate (such as referring to color-coded dots unless they are re-implemented) and to add additional necessary information and sections covering chain-of-command and discipline.	

#	Priority	Function	Section	Recommendation	Comments
112	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Interview, Forms and SOPs	5.3.4	Ensure the realities of working in an open admission animal shelter are openly discussed in the volunteer orientation and in the Volunteer Standard Operating Procedure. Consider interviewing all volunteers prior to accepting them into the volunteer program or prior to promoting them to a Tier 2 job.	
113	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Volunteer Coordination Location	5.3.5	Move the Volunteer Coordinator's office into the current cat Get Acquainted Room. Remove the built-in bench in the room and provide a computer hook-up. Ensure ventilation is adequate. Remove the cat, cat tree, and litterboxes from the very large cat condo in the center of the cat adoption room (which was only holding one cat during Citygate's observation). Place a chair in that cage and use it for a cat Get Acquainted Room so potential adopters can visit with a cat they may want to adopt.	
114	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Volunteer Coordination Location	5.3.5	The Volunteer Coordinator should supervise all volunteers, handle their concerns or complaints, handle any required vet checks, and ensure they have necessary supplies so they do not have to go to other staff members or managers. The Volunteer Coordinator should also counsel and discipline volunteers, when appropriate.	
115	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Volunteer Rules and Chain Command	5.3.6	It is extremely important to structure and manage the volunteer program so that it can function properly. Update the Volunteer SOP to state that volunteers report to the Volunteer Coordinator and must follow their chain-of-command. Add volunteer rules, regulations, and a disciplinary section. The Volunteer Coordinator should actively enforce the chain of command, rules, regulations, and discipline policy.	
116	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Other Volunteer Issues	5.3.7	Ensure new volunteer programs and ideas are approved by senior management prior to implementation.	
117	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Other Volunteer Issues	5.3.7	Obtain foldable metal crates. Schedule off-site pet adoptions events at the same regular locations in an attempt to get more pets adopted, especially long-term residents. Preference should be given to PetSmart and Petco locations, if possible, so that the animals can go home with the new owner.	We have metal crates. But we can't do off site adoptions.
118	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Other Volunteer Issues	5.3.7	Animal Caregivers should walk "staff only" dogs and dogs in the non- public rooms when they have time and/or should put the dogs in the outdoor pens, disinfecting the pens between uses and prioritizing dogs that have been in the shelter for more than two weeks.	We enclosed the intake area. Just waiting to put a door there.
16	Medium term	Shelter Facility; Interior and Primary Enclosures	3.3	Enclose the Intake Processing Room so that it meets requirements for proper intake of animals, or utilize another room for intake. For more information, see the Intake Processing Section.	
25	Medium term	Shelter Operations; General Operations; Standard Operating Procedures	4.1.2	Standard Operating Procedures need to be corrected and updated. SOPs also need to be enforced. The individual veterinary SOPs should be incorporated into the one comprehensive SOP. Additional specific SOP recommendations will be found in the related section of this document.	we are updating the SOPs.
101	Immediate-High Priority	Animal Placement and Volunteer Programs; Rescue Groups	5.2	Heartworm tests should be performed immediately for any approved Rescue Group that requests them if it is willing to take a dog on that same day, or by the next day for Rescue Groups unable to take the animal right away. The Kennel Supervisor or a trained Animal Caregiver should perform the test if no one in the veterinary program is available.	
102	Immediate-High Priority	Animal Placement and Volunteer Programs; Rescue Groups	5.2	All treatable sick or injured animals past any hold should be available for immediate transfer to an approved in-State licensed Rescue Group.	
103	Immediate-High Priority	Animal Placement and Volunteer Programs; Rescue Groups	5.2	All animals should be available for immediate rescue once past any legal hold periods unless they are seriously aggressive or have an untreatable medical problem. This does not mean they should all go on the urgent list, though some may need to go on there during times of high intake when there is no space. While finding rescue for the urgent list and animals that need special care (young puppies or kittens, sick or injured animals) should be highest priority, the Rescue Coordinator should also try to find rescue for all of the other animals at ACC, especially medium- and large-breed dogs since kennel space for them is the most scarce.	

#	Priority	Function	Section	Recommendation	Comments
119	Short term	Animal Placement and Volunteer Programs; Volunteer Program; Other Volunteer Issues	5.3.7	<p>Animal Caregivers assigned to other rooms may need to assist during busy times in the dog adoption rooms to ensure spot-cleaning is being performed at least every 15 minutes. Volunteers should also assist with spot-cleaning. Create a webpage to provide instructions to people who find neonatal kittens. Examples are found at the found at the following websites:</p> <p><a href="https://www.cityofrochester.gov/article.aspx?id=8589969445">https://www.cityofrochester.gov/article.aspx?id=8589969445</a></p> <p><a href="https://www.nashville.gov/Health-Department/Animal-Care-and-Control/Lost-and-Found-Resources/Guidelines-for-Found-Kittens.aspx">https://www.nashville.gov/Health-Department/Animal-Care-and-Control/Lost-and-Found-Resources/Guidelines-for-Found-Kittens.aspx</a></p> <p><a href="https://multcopets.org/if-you-find-kittens">https://multcopets.org/if-you-find-kittens</a></p> <p><a href="https://www.cityofsacramento.org/Community-Development/Animal-Care/Feral-Cats">https://www.cityofsacramento.org/Community-Development/Animal-Care/Feral-Cats</a></p> <p><a href="https://dallascityhall.com/departments/dallas-animal-services/Pages/orphaned_kittens.aspx">https://dallascityhall.com/departments/dallas-animal-services/Pages/orphaned_kittens.aspx</a></p>	We made a flyer containing all the steps to be followed if a neonatal kitten(s) is found including resources to how to care for them in case the mother is not around. It is on our website.
123	Short term	Animal Placement and Volunteer Programs; Feral Cats; Young Kittens	5.5.2	<p><a href="https://www.fairfaxcounty.gov/animalshelter/catintake">https://www.fairfaxcounty.gov/animalshelter/catintake</a></p> <p><a href="http://nycacc.org/sites/default/files/sites/default/files/2018-01/Stray%20cats%20flyer.pdf">http://nycacc.org/sites/default/files/sites/default/files/2018-01/Stray%20cats%20flyer.pdf</a></p>	We made a flyer containing all the steps to be followed if a neonatal kitten(s) is found including resources to how to care for them in case the mother is not around. It is on our website.
124	Short term	Animal Placement and Volunteer Programs; Feral Cats; Young Kittens	5.5.2	<p>Because the mother cats of neonatal kittens are almost always around and because their survival rate is not high without their mother, people who enter the shelter with litters of neonatal kittens or who call an ACO to pick up litters of very young kittens should be told to instead follow "found a kitten outside" instructions on the shelter's website and to place the kittens back and wait a few hours to see if the mother returns. They should be told that if the mother cat does not return after several hours then to take care of the kittens themselves, find a Rescue Group that will care for them, or as a last resort, bring the kittens back to the shelter.</p>	We made a flyer containing all the steps to be followed if a neonatal kitten(s) is found including resources to how to care for them in case the mother is not around. It is on our website.
30	Medium term/long term	Shelter Operations; General Operations; Purchasing	4.1.6	<p>Purchase microchips with registrations to ensure that all animals microchipped by ACC are registered to the owner at the time of reclaim or adoption. This costs \$9.95 if purchased directly from Avid. (Adoption returns can also be re-registered to new owners at the time of the next adoption.) When using Avid chips, this means that the adopter or person reclaiming should fill out the Avid paper registration form while they are still at the shelter and ACC should mail the pre-stamped form with the microchip sticker on it in the next outgoing mail. (ACC was made aware of this recommendation during Citygate's on-site evaluation.)</p>	
125	Short term	Animal Placement and Volunteer Programs; Feral Cats; Young Kittens	5.5.2	<p>Hang the Alley Cat Allies poster near the intake desk for reference. An example is provided at the following website:</p> <p><a href="http://4fi8v2446i0sw2rpq2a3fg51-wpengine.netdna-ssl.com/wp-content/uploads/2016/08/KittenOutdoors_Poster.pdf">http://4fi8v2446i0sw2rpq2a3fg51-wpengine.netdna-ssl.com/wp-content/uploads/2016/08/KittenOutdoors_Poster.pdf</a></p>	
34	Medium term	Shelter Operations; Staff; Job Positions	4.2.1	<p>Develop a formal training program plan for management and staff.</p>	

#	Priority	Function	Section	Recommendation	Comments
129	Short term-High Priority	Proactive and Marketing Programs; Social Media, Marketing, and Website; Social Media	6.2.1	Discontinue photographing all adopted pets and just post several times a week about special pets that have been adopted, along with a few other public relations posts such as those about donations, special events, and volunteer groups. Instead, photograph pets for adoption if there is not already a high quality photograph. Post individual dogs and cats for adoption on Facebook at least three times per day. We recommend a ratio of at least five posts of individual dogs or cats for adoption to every one post about a pet that has been adopted or an educational or public relations post. Ensure the adoptable animal photos are high quality and that the accompanying text highlights the animal's unique attributes and markets the pet for adoption. Also include the pet's name, the name and address of the shelter, and an email address people can email for more information about the pet.	
131	Short term	Proactive and Marketing Programs; Social Media, Marketing, and Website; Marketing	6.2.2	Both ACC and St. Louis County should implement marketing methods specifically to promote pet adoptions from the shelter.	
132	Short term	Proactive and Marketing Programs; Social Media, Marketing, and Website; Marketing	6.2.2	Change unpleasant or non-typical animal names instead of keeping the original name. <del>Staff recommend the following recommendations to the new website:</del>	Started early 2020. We have a bucket with names that the staff pulls from to name animals.
				<p>Pets for Adoption – Open Adoptions do not require a meet and greet so remove that recommendation. Update the sentence that says the pet costs \$40 to include that the cost includes the spay/neuter, vaccinations, microchip, and heartworm or feline leukemia test. Remove the “Pet Adoption Center Provides” section which lists what the \$40 covers so that the search of pets is moved up. Since Chameleon search strings are static, replace the search boxes with two graphical searches—one graphic that says “See the Dogs for Adoption” and one graphic that says “See the Cats for Adoption.” Allow more pets to be displayed per page in the graphical search string. Update the search display to remove the date when the pet first arrived at the shelter.</p> <p>Description of Pets for Adoption – Adoption Counselors should write a marketing description in Chameleon (Petharbor) for all long-term residents to try to attract adopters.</p> <p>Owner-Surrender Page – Add a page to provide numerous alternatives to surrendering a pet to the shelter. For more details, see all of the examples listed in the Owner-Surrenders Section.</p> <p>Lost &amp; Found Pets – Update this page as recommended in the Redemption of Lost Pets Section.</p> <p>Rescue Group Page – Add a page to encourage Rescue Groups to apply to rescue animals from the shelter and include an online application. For more details, see all of the examples listed in the Rescue Group Section.</p> <p>Special Events – Add a page to list dates of vaccination and microchip clinics, off-site adoption events, and other special events. This page should be created so that someone from the shelter can easily update the calendar of events, as needed.</p>	We do not think it is in the best interest of the animal or the adopter to skip the meet and greet part of the process.
133	Short term	Proactive and Marketing Programs; Social Media, Marketing, and Website; Website	6.2.3	Feral Cats and Kittens – Add a page to refer people who see feral cats to call one of the local feral cat trap/neuter/return groups and to provide instructions about what to do if they find newborn or young kittens. For examples of other kitten website pages, see the Young Kitten Section.	

#	Priority	Function	Section	Recommendation	Comments
137	Short term	Euthanasia	7	Discontinue having a member of the office staff create the euthanasia list. The Kennel Supervisor, Operations Manager, or another position that directly supervises the animals in the kennel should create the euthanasia list. The list should be created on a daily basis if there are any severely aggressive or medically untreatable animals due out. The Kennel Supervisor or person creating the list should start by adding seriously aggressive animals that are past their hold periods with no owner plans to reclaim to the list. The Kennel Supervisor should communicate with the Veterinarians to determine if any animals need to be added to the euthanasia list for medical reasons. The Veterinarians should also always add a memo in Chameleon if they think an animal should be placed on the euthanasia list for medical reasons. Additional animals that the Kennel Supervisor has determined need to be added should also be added. The Kennel Supervisor should then look in Chameleon to ensure that all animals added to the euthanasia list are past any due-out dates, that Chameleon records are checked for holds and that multiple, documented attempts in Chameleon have been made to contact any owners of animals with ID or that are confiscate holds and that owners have not indicated they plan to reclaim. The preliminary euthanasia list should then always be passed to the Rescue Coordinator before it is passed to anyone else, who should remove any animal (unless it has a serious aggression issue) that they think may be eligible for rescue or for which they are already in the process of being rescued, unless a reasonable time has passed with no rescue. If the Rescue Coordinator is off duty for the day, then their manager should be responsible. Once the Rescue Coordinator has viewed the list and removed any animals, the Kennel Supervisor or person creating the list should then create a final euthanasia list and sign off on each animal on the list. The list should then be passed on for one additional managerial signature and the Shelter Director's signature or it can be provided directly to the Shelter Director for approval and signature for each animal, removing any animal that they do not approve. Many shelters require a total of only two managerial signatures for approval of an animal on the euthanasia list.	
138	Short term	Euthanasia	7	Behavior comments made by staff, including veterinary staff, in the animal's record should be strictly regarding observed behavior, not the staff's opinion of pathway planning, unless the staff member is a member of management who is responsible for pathway planning.	
139	Short term	Euthanasia	7	Update the Euthanasia SOP to simplify it and to reflect that a member of management who oversees the animals should create the euthanasia list. In addition, the SOP should include that a checklist for each animal should be checked off prior to euthanasia which should include: (a) all memos have been read in Chameleon and there are no holds or pending rescue or adopters; (b) numerous documented attempts in Chameleon have been made to contact owners of chipped or tagged animals, confiscated animals, and any implant agency; (c) the animal has been held for any required hold period; (d) all of the required managerial signatures have been obtained; (e) the animal was removed from the correct cage and matches the photograph on the cage card; and (f) the animal has been rescanned for microchips in the euthanasia room.	
142	Short term	Medical Program; Medical Health and Physical Well-Being Services	8.1	ACC management should revise and enforce the Standard Operating Procedures to provide proper cleaning and disinfection and ensure sick animals are separated from healthy animals. Animals should receive a brief intake exam that assesses overall condition, skin, ears, etc., which can be performed by Animal Caregivers during the intake process.	we were able to designate room 600 just for sick dogs, so they do not contaminate healthy pets on the adoption floor.
143	Short term	Medical Program; Medical Health and Physical Well-Being Services	8.1	The Medical Team should develop Standing Veterinary Orders (SVOs) directed at the common infectious diseases encountered at animal shelters. These SVOs should include canine distemper, parvovirus, panleukopenia, ringworm, and canine infectious respiratory disease. The SVOs should include steps to accurately diagnose, an action plan for isolation, and a plan to eradicate the disease. The SVOs would be directed primarily for the Registered Veterinary Technicians to initiate treatment but would also include guidelines for veterinary assistants and other staff. (Sample SVOs are included in Appendix K—Sample Standing Veterinary Orders.)	Medical team does have a Standing Veterinary Orders (SOVs). Vet staff requests kennel staff help as needed and medications are being given at 6am.
144	Short term	Medical Program; Medical Health and Physical Well-Being Services	8.1	One or two Animal Caregivers should be assigned as Veterinary Assistants to help with surgical pack preparation, recovery monitoring, assistance during rounds, medicating animals, etc. Morning medication of animals should occur later than 5:00 a.m., which is the current time.	

#	Priority	Function	Section	Recommendation	Comments
147	Short term	Field Operations; Dispatch and Database		Request caller name, address, and phone number on field activity calls. If the caller asks why the information is needed, explain it is in case the ACO needs more detailed information to find the pet, to let them know they were unable to locate the pet so they should call back if they see it or if they need to ask more questions about the situation. If the caller does not want to provide the information, then record the caller as an anonymous caller in 9.1 Chameleon.	
121	Immediate	Animal Placement and Volunteer Programs; Feral Cats; Trap/Neuter/Return	5.5.1	Do not return trapped/neutered/returned feral cats to their location during extreme weather conditions.	
122	Long term	Animal Placement and Volunteer Programs; Feral Cats; Trap/Neuter/Return	5.5.1	Provide a portion of the County spay/neuter money to fund feral cat TNR surgeries for feral cats located in the jurisdiction. See Spay and Neuter Voucher Section.	We are currently doing some TNR. It is not with the vouchers but still we are doing.
153	Short term	Field Operations; Operations		Disinfect truck animal holding compartments between each animal to kill unenveloped viruses using spray foam applicators. Replace bedding used in the trucks after each use.	
20	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Discontinue using the current handwritten intake card form and other unnecessary pre-software system forms/methods and instead utilize the Chameleon software system. Steps necessary to implement will include:	
20.2	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Instead of using the file box, determine new methods for tracking animals. For instance, many shelters use the hold/notify hold button field in Chameleon for tagged or chipped animals. Staff members then run a Chameleon hold/notify report to see which animals entered with identification so they can notify the owners. Each attempt to contact the owner should be documented in a memo in Chameleon (not in the hold memo), and the hold should be removed after the notification process is completed.	
36	Medium term	Shelter Operations; Staff; Job Positions	4.2.1	Hire or assign three staff members to be Adoption Counselors. (See Adoptions Section.)	
37	Medium term	Shelter Operations; Animal Handling and Safety	4.3	Develop a safety plan to prevent future dog bites. Obtain additional safety equipment such as catch poles and muzzles during intake processing.	
20.3	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Ensure the shelter has all Chameleon reports necessary for operations, including a daily, detailed, live animal intake and outcome report showing location, animal ID, type of animal, animal name, intake date and due-out date, etc.; hold reports; animal inventory reports with intake and due-out dates displayed, etc. Ensure the shelter has all Chameleon outcome forms necessary for operations, such as reclaim and adoption agreements. (Chameleon receipts can be generated instead of paper receipts even when using the Tyler Cashiering system.)	
20.4	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Discontinue using the physical filing box, the handwritten daily log of incoming animals, and the metal ID tags kept in the cage card holders. If desired, print the cage cards of bite quarantine animals on red paper or stamp the cards with a red bite quarantine stamp during intake processing to easily differentiate them from non-bite animals.	

#	Priority	Function	Section	Recommendation	Comments
78	Medium term	Shelter Operations; Intake Processing	4.9	<p>One room at the shelter should be utilized as the intake room so that the intake process is unified and systematic. Discontinue using the garage for Animal Control Officers performing intake processing. All intake processing should occur either in the current shelter Intake Processing Room or, if desired, in another room that is remodeled and used. If using the current intake room, it should be reconfigured to make it more conducive to intake processing:</p> <p><input checked="" type="checkbox"/> In one of the entryways, construct a door that can be closed. The other entrance area and all of the half walls should be converted to full, solid walls. This will not involve any structural changes, so it may even be possible to find someone experienced in construction willing to perform the labor as a pro bono volunteer.</p> <p>Bring a stainless steel table into the room to examine cats and small dogs.</p> <p>Remove the full-sized fridge since only four trays of vaccine are kept in there at a time. Replace with a smaller fridge stored under the desk or under the stainless steel table.</p> <p>Remove one of the two desks to free up space, placing the computer on that desk on a wall-mount next to the current desk to use as a backup computer.</p> <p>Set up a corner or wall area as a dog photograph area, with a hook in the wall to hold a leash.</p> <p>Move the step-on scale and small scale into the room.</p> <p>Hang shelves in the room to hold supplies.</p> <p>Move a bank of four cages either in the room or right outside the room to use to temporarily hold an animal while another animal is being processed.</p>	
20.5	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Use Chameleon to print out reclaim agreements and rabies certificates and to generate receipts for transactions instead of handwriting that information. Tyler Cashiering can also still be used, as is the current practice.	
20.6	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Contact Chameleon for assistance and guidance, if needed, for any of these tasks.	
21	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Send at least one member of management to the Chameleon Annual Training Conference or obtain training for at least one member of management directly from Chameleon so that they can teach staff. Another form of Chameleon training can be obtained if necessary. (Citygate was informed that the County is planning to hire a new Animal Services Director, so this may not be necessary if the new Director is fully trained in Chameleon and can train the managers.)	
99	Medium term	Animal Placement and Volunteer Programs; Adoptions	5.1	Hire three new, permanent Adoption Counselor positions. These Adoption Counselors should be very knowledgeable about pet care, breeds, heartworm prevention, and other animal-related issues. They should be given a desk and an indoor location where they can sit down privately with customers, screen adoption applications per the Adoption Policy Standard Operating Procedure, and counsel the customers about the adoption. They should also be allowed to process the adoption, accept adoption fees, respond to emails and calls about animals for adoption, and take photos. When the Adoption Counselors are busy with customers, Animal Caregivers should continue to handle the visitation with pet owners and provide educational information, but should pass the potential adopter on to the Adoption Counselor to perform adoption counseling and approve and finalize the adoption.	Done Deceased animals are removed before other animal walks in the room.
135	Immediate	Euthanasia	7	Deceased animals should be removed from the euthanasia room prior to bringing a live animal into the room. The Euthanasia Standard Operating Procedure should be updated to ensure this is performed.	
22	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Utilize the Chameleon "Visual Kennel" to identify empty cages and kennels during intake processing and Chameleon "Quick Kennel" (if it works well with the cinder block walls in the building). Contact Chameleon directly for assistance.	
23	Short/medium term	Shelter Operations; General Operations; Software System	4.1.1	Update Standard Operating Procedures to reflect the changes.	
33	Short term	Shelter Operations; Staff; Job Positions	4.2.1	Obtain walkie-talkies for shelter staff for communications and safety reasons.	

#	Priority	Function	Section	Recommendation	Comments
82	Short term-High Priority	Shelter Operations; Intake Processing	4.9	Additional information about intake room design and intake processing can be found at the following websites: <a href="https://www.uwsheltermedicine.com/library/resources/shelter-intake-and-pathway-planning">https://www.uwsheltermedicine.com/library/resources/shelter-intake-and-pathway-planning</a> <a href="https://s3.amazonaws.com/sheltermedicine/ckeditor_assets/attachments/101/shelter_handshake_hsus_2015.pdf">https://s3.amazonaws.com/sheltermedicine/ckeditor_assets/attachments/101/shelter_handshake_hsus_2015.pdf</a>	
83	Short term	Shelter Operations; Intake Processing	4.9	As per best practice, the Standard Operating Procedures should be updated to include a written intake procedure with details for the steps described in the previous recommendation.	
98	Short term	Animal Placement and Volunteer Programs; Adoptions	5.1	Educational handouts should be developed and included in the information being provided to adopters. Develop a formal foster home program. Develop the necessary forms and policies. When rescue cannot be found, seek foster homes for underage animals, animals with treatable diseases, animals that need behavioral modification, etc. Consider also allowing longstanding foster homes to foster friendly court case animals. Additional information about foster home programs can be found at the following websites:  <a href="https://www.aspcapro.org/resource/saving-lives-foster-care/customizable-guides-cat-dog-foster-homes">https://www.aspcapro.org/resource/saving-lives-foster-care/customizable-guides-cat-dog-foster-homes</a>  <a href="https://www.maddiesfund.org/topic-foster-programs.htm">https://www.maddiesfund.org/topic-foster-programs.htm</a>  <a href="https://www.aspcapro.org/adoption-placement/foster-care">https://www.aspcapro.org/adoption-placement/foster-care</a>	
120	Short term	Animal Placement and Volunteer Programs; Foster Homes	5.4	<a href="https://www.aspcapro.org/resource/how-use-online-orientation-more-foster-parents-less-staff-burden">https://www.aspcapro.org/resource/how-use-online-orientation-more-foster-parents-less-staff-burden</a>	
128	Short term-High Priority	Proactive and Marketing Programs; Social Media, Marketing, and Website; Social Media	6.2.1	The social media duty should be assigned to specific staff that are very proficient in writing high quality posts. Some shelters have one designated person make all social media posts and others split the duties into having an Adoptions Counselor(s) make posts about pets for adoption and another staff member make the less frequent educational and public relations posts. The Euthanasia Standard Operating Procedure should be updated to list the multiple methods necessary to verify	
136	Short term	Euthanasia	7	death prior to disposing of a body.	
140	Short term	Euthanasia	7	The Euthanasia SOP should be updated and integrated into the one comprehensive SOP.	
141	Short term	Euthanasia	7	A professional therapist should be available through County insurance for staff members needing stress relief due to compassion fatigue.	
145	Short term	Medical Program; Spay/Neuter Practices and Protocols	8.2	If any animals need to be altered, spay/neuters should be performed seven days a week or whenever a Veterinarian is staffed. RVTs should perform morning medical rounds when there is only one Veterinarian present. Record all field activities in the Chameleon software system, whether dispatched by the shelter using Chameleon's dispatch screen or by an emergency police dispatch system. Also ensure all memos and notes about the field activity	
148	Long term	Field Operations; Dispatch and Database	9.1	are recorded in Chameleon as well.	
149	Long term	Field Operations; Vehicles	9.2	Make a plan to replace the current animal holding inserts in the trucks, preferably by installing permanent animal holding compartments with heating and air conditioning in either the current trucks or in new trucks.	
134	Medium/Long Term	Proactive and Marketing Programs; Grants	6.3	ACC should research the various animal shelter grant opportunities and senior management should apply for grants whenever they may be helpful to improve operations and increase the live release rate.	
151	Long term	Field Operations; Training	9.4	Provide field management and Animal Control Officers with additional training opportunities.	
152	Immediate	Field Operations; Operations	9.5	Scan all friendly animals for microchips in the field and return the animal in the field, whenever possible. Ensure all animals returned in the field are logged into Chameleon with intakes (stray) and outcomes (returned in the field).	
146	Short term	Medical Program; Spay/Neuter Practices and Protocols	8.2	The medical program design and job task designations need to be reevaluated to improve efficiency.	

Completed  
 Immediate: 25 out of 25

Completed  
 Short-term: 88 out of 92  
 Medium-term: 14 out of 27

Completed  
 Long-term: 2 out of 5

#	Priority	Function	Section	Recommendation	Comments
154	Immediate	Field Operations; Operations	9.5	Create bite records for all bites in Chameleon. Record all citations in Chameleon.	Done. We have created a bite report on Chameleon.
150	Medium term	Field Operations; Safety and Equipment	9.3	Provide ACOs with bullet-proof vests and other equipment, along with training for their use. Replace the flimsy vehicle ramps with a more durable option.	
156	Immediate	Planning and Direction; Advisory Board	10.1	Discontinue providing the current MS-Excel spreadsheet of statistics to the Advisory Board and instead provide a new Advisory Board report. The new report should contain the intake data for live canines and felines with percentages in a chart similar to the one seen in the Animal Intakes Section and an outcome report for those live canine and feline intakes with percentages similar to the one provided in the Animal Outcomes Section. Discontinue providing a "Euthanasia Rate Shelter Decision" and "Overall Live Release Rate" and only report the Asilomar live release rate [Live Outcomes divided by (All Outcomes minus unhealthy/untreatable Owner Requested Euthanasia)] in the report once Owner Requested Euthanasias are being properly recorded. The Chameleon Kennel Statistics report that supports all of the data and provides more detail should be stapled to the new report so the Advisory Board can see the detailed data. In addition, the report should contain additional information that the Advisory Board may want to review, such as calendar year-to-date live intakes and outcomes, the number of spay/neuter vouchers issued for the month, a list of all animals transferred in from other shelters by agency and reason, number of animals being held due to court cases, number of animals in foster homes and a beginning and end-of-month count of animals (instead of detailed information about the number of animals in each room which is currently being reported).	

Green: Completed  
 Orange: In progress