

**City of Carson City
Agenda Report**

Date Submitted: December 10, 2013

Agenda Date Requested: December 19, 2013

Time Requested: 10 minutes

To: Carson City Board of Supervisors

From: Health & Human Services (Nicki Aaker)

Subject Title: To present and discuss the status of the Carson City Animal Services' Task Force Matrix, which was developed from the recommendation provided by the Humane Society of the United States report, July 2010. *(Cindy Hannah)*

Staff Summary: The Humane Society of the United States (HSUS) conducted a voluntary, on-site visit of the animal services facility in July 2010. The City Manager appointed an Animal Services' Advisory Board to review the report and develop a list of priorities from the report's recommendations. A CCAS (Carson City Animal Services) Task Force Matrix was developed with item descriptions and prioritized. The status of the items within this matrix is being presented to the board as information only.

Type of Action Requested:

(check one)

☐ Resolution

☐ Ordinance

☐ Formal Action/Motion

☒ Other (Specify) Information Only

Does This Action Require A Business Impact Statement: ☐ Yes ☒ No

Recommended Board Action: Presentation and discussion only.

Explanation for Recommended Board Action: No Action Required.

Applicable Statue, Code, Policy, Rule or Regulation: N/A

Fiscal Impact: N/A

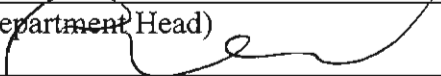
Explanation of Impact: N/A

Funding Source: N/A

Alternatives: N/A

Supporting Material: Humane Society of the United States (HSUS): Shelter Evaluation Update; Introduction from the Humane Society of the United States (HSUS) Report; Carson City Animal Services' Task Force Matrix

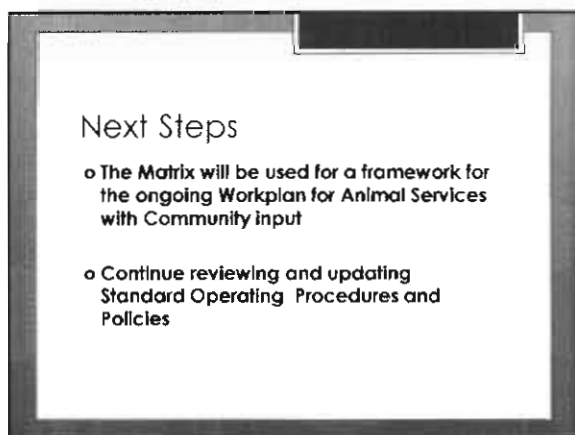
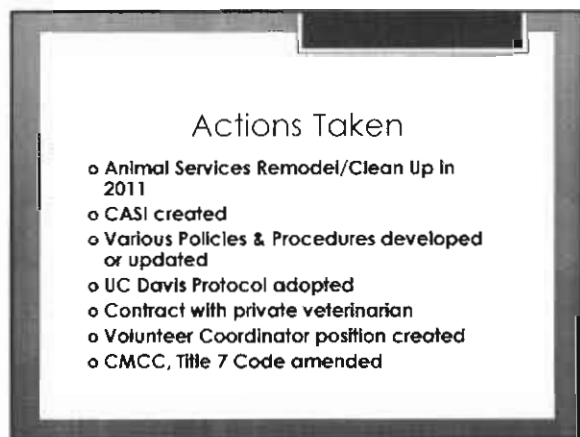
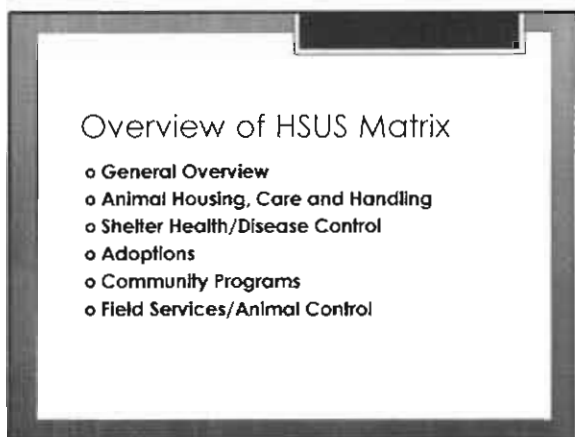
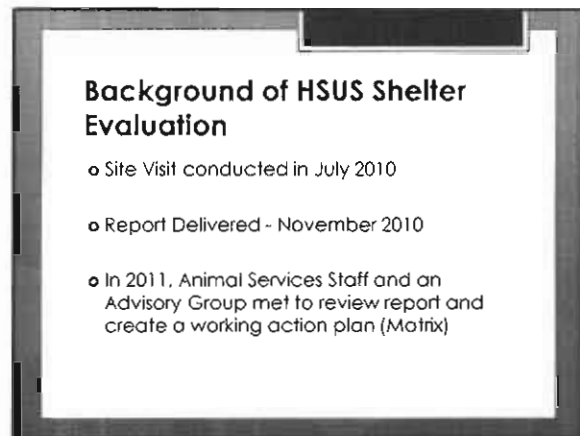
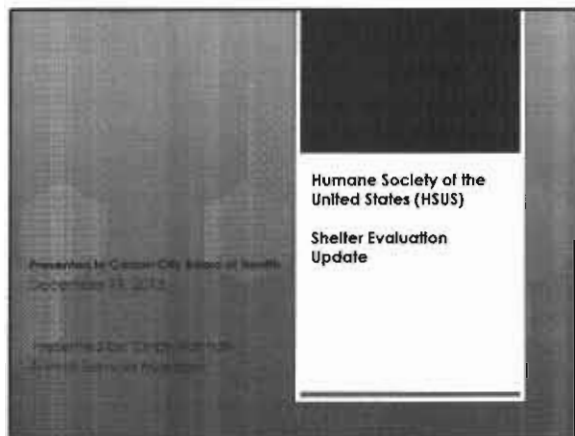
Prepared By: Nicki Aaker, MSN, MPH, RN

Reviewed By:  Date: 12-10-13
(Department Head)
 Date: 12/10/13
(City Manager)
 Date: 12/10/13
(District Attorney)
 Date: 12/10/13
(Finance Director)

Board Action Taken:

Motion: _____ 1) _____ Aye/Nay
2) _____

(Vote Recorded By)



INTRODUCTION

The Humane Society of the United States (HSUS) believes that the objective examination of shelter procedures and operations is best accomplished through independent consultations. The HSUS is the nation's largest animal protection organization and is uniquely positioned to serve local humane societies and animal care and control agencies.

Recognizing the need within the animal sheltering community for professional, standardized analysis, The HSUS has developed the Shelter Evaluation Program, a service created to effectively assist local humane societies and animal care and control agencies in managing their way to success.

In March 2010, The HSUS provided a proposal for a review and evaluation of select areas of Carson City Animal Services' current operations, services, and programs. A site visit was conducted July 20th through 22nd, 2010.

The team for this evaluation included the following HSUS representatives:

Kimberly Intino, CAWA, Director, HSUS Shelter Services

Penny E. Cistaro, HSUS Consultant

Notes:

The HSUS team would like to applaud Carson City Animal Services for taking this initial step towards improving services for both the people and animals of Carson City. We are optimistic that positive change will result from the collaboration of those overseeing, working for, and working with Carson City Animal Services.

Included in this report are many recommendations, some requiring substantial change, which we understand can be overwhelming. To start, we suggest reviewing the report several times and forming a task force in order to prioritize the recommendations. Some of the recommendations can be implemented immediately with just a change in procedure while others may take months or even years. Indeed, it will be an ongoing process.

The recommendations are derived from the expertise of The HSUS team as well as The HSUS's guidelines, which are based on what has been identified as best practices in the sheltering field. The recommendations in this report have been carefully chosen for the agency based on the environment at the time of the site visit. While this report has been written specifically for Carson City Animal Services, some of the recommendations are those that we would make for any agency receiving a report.

The HSUS team has attempted to make recommendations that are feasible; however, unbeknownst to The HSUS team, Carson City Animal Services may have already tried some of them in the past, and some may not be achievable with available resources. In short, The HSUS

*Shelter Evaluation Program
Carson City Animal Services*

team does not imply that Carson City Animal Services must implement every recommendation to be successful.

The observations included in this report are based on information gathered by The HSUS team from discussions with staff, local officials, and community members, and information such as standard operating procedures (SOPs), forms, statistics, etc. The HSUS has tried to ensure the integrity of the observations and the information used to derive them, but recognizes that some of the statements made to The HSUS team may not have been accurate.

By their nature, our reports focus on areas that need improvement, but the observations throughout this report are not meant to be unfavorable; rather they should be viewed as a snapshot of where the agency was at the time of the site visit and they should be used as a departure point to where management wants the agency to go. In addition, we do our best to highlight areas that are commendable. Unfortunately, some agencies that have received evaluations have been unfairly criticized by individuals and groups taking observations and recommendations out of context and using them to target individual shelter staff. Some of the issues discussed in this report are not uncommon in sheltering agencies around the country, and The HSUS urges those reading the report to use it as a tool for positive change.

Footnotes are included for reference purposes only. Footnotes with a "*" after the entry are included in the Appendix in the back of the report.

Please note that hereafter Carson City Animal Services will be referred to as "CCAS". The HSUS would like to thank the people involved with CCAS for their assistance and cooperation with The HSUS team. We are extremely pleased to assist in their efforts to improve programs and services for both the animals and humans within their community, and we remain available as a continued resource. With that in mind, The HSUS respectfully presents the following report.

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

CCAS TASK FORCE MATRIX

1.0 General Overview

1.1 Shelter Exterior and Grounds

*This whole section is considered after animal care; its importance is foremost related to the first thing the public sees when coming in and it is important to be presented well.

** Comments in italics are comments inserted within the last 6 months based on research into the issues.

Page	Item number	Item description	Category	Comment	Priority	Time	Status
3	1	Develop year round grounds maintenance schedule	Training	City Parks/maintenance for lawns, cemetery, trees, snow removal	3	April, 2011	Completed - Public Works
3	2	Organize shelter "Clean up Day"	Outreach	Suggestion to incorporate into the volunteer program	3		<i>Completed</i> <i>Ongoing maintenance</i>
3	3	Place park benches in front of facility and grassy areas	Physical		3	N/A	Completed by staff
3	4	Relocate trash container	Physical		3	N/A	Completed by staff
3	5	Paint white lines in visitor parking lot	Physical		3	April, 2011	<i>Completed by Public Works</i>
4	6	Consider removing chain link cages in front of entrance	Physical		3	N/A	Completed by staff

1.2 External and Directional Signage

*Entire section is considered a "3"

Page	Item number	Item description	Category	Comment	Priority	Time	Status
4	1	Mount identifying sign on front gate	Physical		3	N/A	Completed by staff
4	2	Post sign on main entrance door listing hours and services offered	Physical		3	N/A	Completed by staff

1. Most important, do now
- 1a. Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

5	3	Post sign on left side of entrance welcoming and thanking public for visiting	Physical		3		Completed by staff
5	4	Remove the sign that directs people not to bring animals in the office	Physical		3	N/A	Completed by staff
5	5	Place identifying sign on cat room door	Physical	Public will inquire from within	3		N/A
5	6	City should install multidirectional signs on major intersections	Physical	In Process; State has denied signs on their streets	3		To contact Public Works/Streets

1.3 Hours of Operation

Page	Item number	Item description	Category	Comment	Priority	Time	Status
6	2	Consider opening kennels for adoption at 11:00 a.m.	Training	Open at noon for cleaning/staffing	2	N/A	Completed Now Open at 11:00am
6	3	CCAS should consider opening until 7 p.m. at least one evening a week	Training	The group did not consider this important at this time	4	N/A	N/A

1.4 Building Security

Page	Item number	Item description	Category	Comment	Priority	Time	Status
6	1	Develop SOPs for building security. Include opening, closing and alarm-setting procedures	Training	No current alarm system	4	N/A	Ongoing
7	2	Contact Stanley Systems to address malfunctions in alarm system	Outreach	Stanley Contract Ended/ possible new security system with remodel	4	N/A	Completed
7	3	Advise staff on how to respond to dangerous situations such as security breach	Training	Write SOP/Security Breach 1/12/13	4	April, 2011	Completed (In old SOP Aggressive Person) Revised 2/23/10
7	4	Consider alarm systems for windows and doors in rear kennel buildings	Physical	Possible consideration for remodel	4	June, 2011	In planning stage
7	5	Ensure outside of building is well-lit	Physical	Currently enough for staff	4	N/A	Not feasible unless all new underground installed for parking lot

1.5 Emergency Preparedness/Disaster Procedures

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

Page	Item number	Item description	Category	Comment	Priority	Time	Status
8	1	Review and enhance evacuation plan SOP	Training	<i>Currently being reviewed and updated by Staff</i>	1	ASAP	Completed
8	2	Update staff training procedures and post them appropriately	Training		1	By April 30, 2011	Training complete
8	3	Staff should actively participate in drills	Training		1	By May 31, 2011	Completed
8	4	Install outside lockbox to allow fire and police personnel access afterhours in case of emergency	Physical	Installed key card gate	1	By March 1, 2011	Completed

1.6 General Safety and OSHA

Page	Item number	Item description	Category	Comment	Priority	Time	Status
9	1	Employer's responsibility to ensure the safety and welfare of employees	Training		1	By May 1, 2011	Completed
9	2	Place OSHA compliant labels on all secondary containers for chemicals	Physical		1	By May 1, 2011	<i>Completed</i> <i>As of 12/1/13 reviewed new MSDS labeling</i>
9	3	Provide eye wash stations in readily accessible locations	Physical		1	N/A	Completed
10	4	Determine which hazards necessitate the use of PPE then require to do so	Training		1	By May 1, 2011	<i>Completed</i>
10	5	Develop and offer a formal safety training program	Training		1	By May 1, 2011	<i>Ongoing</i>
10	6	Consider purchasing information stations	Physical		1	By May 1, 2011	<i>Completed</i>
10	7	Assemble safety training manual to distribute to employees	Training		1	By May 1, 2011	<i>In process</i>
11	8	Ensure all chemicals being used have a MSDS	Training		1	By May 1, 2011	<i>Completed</i>
11	9	Include volunteers in all safety training	Training		1	By May 1, 2011	<i>Ongoing</i>
11	10	Refer to additional safety resources online	Training		1	By May 1, 2011	<i>Completed</i>

1. Most important, do now
1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

11	11	Clearly mark fire extinguishers with identifying signs	Physical		1	By May 1, 2011	Completed
11	12	Increase the number of first aid kits available	Physical		1	Ongoing supply	Completed
11	13	OSHA has strict regulations on decibel levels	Training	Ear plugs have been addressed. A local audiologist was consulted and we were advised on proper ear plugs	1	By May 1, 2011	Completed

1.7 Faculty Maintenance

Page	Item number	Item description	Category	Comment	Priority	Time	Status
13	1	CCAS responsibility to ensure equipment kept in functional manner	Training	Facility Maintenance when needed	4	Ongoing	Ongoing
13	2	CCAS management should a City maintenance schedule program	Training	Need Schedule with facility maintenance/parks/snow removal	4	May, 2011	Completed
3	3	Develop SOP for maintenance requests and systems	Training	Determine process for work order form other city departments	4	April, 2011	City's process

2.0 Animal Housing, Care, and Handling

2.1 Ventilation/Temperature (HVAC)

Page	Item number	Item description	Category	Comment	Priority	Time	Status
14	1	Heating, cooling, and humidity control systems serviced regularly	Physical	To be included with remodels	4	June, 2011	Completed / Ongoing
14	2	Circulating air must always be in operation in animal housing areas	Physical	To be included with remodels	4	June, 2011	Ongoing
15	3	Vents, air ducts and filters should be cleaned/replaced monthly	Physical	To be included with remodels	4	June, 2011	On City Maintenance Schedule
15	4	Evaluate effectiveness of window unit in procedure room	Physical	To be addressed with kennel remodel	4	June, 2011	Ongoing

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

2.2 Dog Housing

Page	Item number	Item description	Category	Comment	Priority	Time	Status
16	1	Inspect all runs to ensure they are in good condition/Repair all damages	Physical	This will be addressed when the ceiling is being replaced in the kennels	2	June, 2011	Ongoing
16	2	Install metal panels on chain link of outside runs to prevent nose-to-nose contact	Physical	To be addressed with kennel remodel	2	June, 2011	Ongoing
16	3	All guillotine doors checked for leaks and repaired as needed	Physical	To be addressed with kennel remodel	1a	June, 2011	Done
16	4	Adequate drainage and plumbing	Physical	May not be possible with current kennels	2	N/A	New underground plumbing system needed N/A to this BLDG
16	5	Floors should be sealed and non-porous	Physical	To be addressed with kennel remodel	3	June, 2011	Completed
16	6	If beds cause space or hygiene issue consider replacing	Physical	Currently being done	1a	N/A	Ongoing

2.3 Cat Housing

Page	Item number	Item description	Category	Comment	Priority	Time	Status
17	1	Replace/Repair veneer cage doors	Physical	The veneer kennels were removed	1	N/A	Done
18	2	Remove fiberglass bank of cages in main cat room	Physical	Kennels replaced with stainless steel	1	N/A	Done
18	3	Consider purchasing cages or retrofitting current stainless steel cages	Physical		2	By May 1, 2011	Done
18	4	Supply cages with resting shelf/porch	Physical	May not be done due to space	3	N/A	N/A
18	6	Refer to Nevada Revised Statutes 2009 for animal housing requirements	Physical			By May 1, 2011	
18	7	Remove feral cat dens from cages and alternatively provide shoeboxes	Physical	Group did not feel this to be necessary	4		Completed
18	8	Discontinue aluminum litter pans for stainless steel pans	Physical	Group has no problem with aluminum litter pans	4		N/A

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

18	9	Immediately replace door to cat holding/kitchen/laundry room and keep it closed	Physical	This will be addressed with remodel	1	By April, 2011	Completed
19	10	Place automatic closure on door leading to back parking lot to eliminate slamming	Physical	This will be addressed during remodel	1a	By April, 2011	Completed
19	11	Install rod with shower curtain to eliminate stress on animals when others are brought into room	Physical	Group did not consider this necessary	4		N/A

2.4 Other Housing

Page	Item number	Item description	Category	Comment	Priority	Time	Status
19	1	Shelters must provide housing for a variety of animals. (i.e. birds, reptiles, etc.)	Training	More housing areas with remodel	4		Completed to degree possible in current location
20	2	Develop written SOP addressing care/housing of every species	Training	Embedded into many different policies	4		Completed / ongoing
20	3	Provide necessary training and equipment	Training		3		Completed
20	4	Animals should not be housed in the front lobby	Training	Already been addressed and is not being done anymore	1		Completed
20	5	Examples of caging	Training		4		Completed
21	6	Ensure aviary and corrals are regularly maintained	Physical	May be done by volunteers?	3		Outside Aviary removed and corrals cleaned
21	7	When housing birds in dog runs cover tops with mesh material, provide large dog crate with straw for nesting box	Physical	Birds are not housed in dog runs/ they will be housed in bird cages or aviary	3		Completed

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

2.5 Animal Care and Enrichment

Page	Item number	Item description	Category	Comment	Priority	Time	Status
23	1	Upon arrival, every dog should receive a behavior/temperament evaluation	Training	Update training / SOP	1	By 3/31/11	The form is in petpoint
23	2	Enrichment programs should be developed for every animal in shelter	Outreach	Incorporate in Volunteer Program	3		Ongoing
24	3	Consider developing "real life room" that can imitate a home environment	Physical	N/A	4	N/A	Not practical in this facility
25	4	Any dog experiencing aggression must be evaluated and placed in foster care if possible or euthanized	Training	Animals with a bite history will not be placed in a foster home	1	N/A	Actions have been taken to euthanize aggressive animals
25	5	Always cover traps/carriers with towel when transporting	Physical	Update SOP	1a	By 3/31/11	Staff advised
25	6	Remove cats from carriers and place in cages as soon as possible	Physical	Update SOP	1a	By 3/31/11	Staff advised
25	7	Pay attention to stress factors in housing areas	Training	Update training / SOP	1a	By 3/31/11	Staff advised
25	8	Make note of cats that are stressed and/or not adjusting well	Training	Update training / SOP	1	By 3/31/11	Staff advised to notify
25	9	Do not allow cats to roam freely during cleaning	Training	This is no longer the practice	1	N/A	Done
25	10	First tend to animals whose cages are extremely dirty or who are in distress	Physical	Update SOP (Changed 11/4/13)	1a	By 3/31/11	Staff advised
26	11	Food should not be given to animal that has been anesthetized	Training	Update SOP	1	By 3/31/11	Staff advised
26	12	If music is to be played, it should be played softly in animal areas	Training	The group felt that the animals are not bothered by loud music.	4	N/A	Comments were made by those in the veterinary business and they saw no problem with music

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

2.6 Animal Handling/Equipment

Page	Item number	Item description	Category	Comment	Priority	Time	Status
30	1	Animal handling SOP should be separated into dog and cat SOPs	Training	Update SOP		3/31/11	In process
30	2	Animal handling techniques should be standard part of training	Training	Continue training		Ongoing	Ongoing
30	3	Develop in house training program	Training	Continue training		Ongoing	Ongoing
30	4	Staff should have access to all equipment	Training	Staff does have access		N/A	N/A
31	5	Inspect all control poles to ensure cables are smooth/release appropriately	Physical	Update equipment list		By 3/31/11	Ongoing
31	6	Ensure a high-quality cable cutter is accessible to allow for quick removal of cable	Physical	Part of equipment list		By 3/31/11	Ongoing
31	7	Never use control pole on a cat	Training	This is not done		N/A	N/A
32	8	In emergencies when control pole is only option, never loop cable around only the cats neck	Training	This is not done		N/A	N/A
32	9	Place all handling equipment on a weekly maintenance program	Training	Update equipment list		By 3/31/11	Ongoing
32	10	Recommended that measures be implemented to assist with identification	Training	This is done		N/A	Completed

2.7 Feeding Protocols

Page	Item number	Item description	Category	Comment	Priority	Time	Status
35	1	All animals should be fed types and amounts of food appropriate	Training	Protocol from UC Davis adopted	1	N/A	Completed
36	2	Continue to leave cats dry food all day long	Physical		1	N/A	Completed
36	3	Imperative cats with upper respiratory infections have canned food	Physical	Dry food is moistened	1	N/A	Completed

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

36	4	Establish system to oversee dietary habits	Training	Form has been developed	1	Ongoing	Daily rounds checkoff sheet completed
36	5	CCAS must establish feeding protocols	Training	Adopted UC Davis protocol	1	N/A	Completed
36	6	Consider participating in Hill's Science Diet Feeding Program	Training	This was looked into and deemed not fit for our shelter	4	N/A	N/A

3.0 Shelter Health/ Disease Control

3.1 Veterinary Staff/Contracts

Page	Item number	Item description	Category	Comment	Priority	Time	Status
39	2	Written SOPs should be developed	Training	Updated SOPs <i>We now contract with a private vet</i>	1a	By 3/31/11	We currently contract with a local vet
39	3	Request veterinarians provide all medical records for the animals treated	Training	Vets do provide this information	1a	N/A	N/A
39	4	CCAS provide additional training to animal care staff	Training	Microchip and physical assessment training completed or in process	1a	April, 2011	Ongoing
39	5	Consider centralizing care of all shelter animals to one vet	Training	Would like the option to work with any vet in town who agrees to pre set prices	2	April, 2011	Completed
39	6	Veterinarian should work in combination with shelter management	Training	Shelter Vet in process of hire	2	N/A	Completed
40	7	Veterinarian should: Provide on-site services, regularly scheduled rounds, etc.	Training	Contract is in process for a veterinarian Includes weekly rounds	1	Feb. 15, 2011	Completed
40	8	CCAS should provide as much detail as possible to assist veterinarian	Training	CCAS does provide anything to assist Vet	1	N/A	N/A

1. Most important, do now
1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

3.2 Incoming Animal Examinations/Vaccination Protocols

Page	Item number	Item description	Category	Comment	Priority	Time	Status
41	1	Upon arrival each animal should receive: evaluation, scan for microchip, etc.	Physical		1	N/A	Completed
42	2	Trained staff member shall perform such evaluations	Training	Continued updated training	1	Ongoing	ongoing
42	3	Examination should take place in a room that is dedicated to do so	Physical	The room is part of the main building improvements	2	April, 2011	Completed
42	4	Ensure that kittens receive booster vaccines at appropriate intervals	Physical	Staff trained in vaccination protocol and administration	1	N/A	Completed
42	5	Develop and use easy form to record results	Training	Petpoint/kennel card	1	N/A	Completed

3.3 Illness Recognition and Treatments

Page	Item number	Item description	Category	Comment	Priority	Time	Status
45	1	Participate with contracted veterinarian in developing SOPs	Training	In progress		3/31/11	Ongoing
45	2	Crucial that care of all animals be monitored and treatment provided	Training	Ongoing and Vet referral		N/A	Completed
45	3	Assign appropriate staff to administer and record medications	Physical	Staff and Vet assigned		N/A	Completed
45	4	Update health care forms	Training	in Petpoint system		N/A	Completed
46	5	Include space to document both normal and abnormal behavior	Training	On rounds checkoff sheet		N/A	Completed
47	6	All medical treatments should be documented in chronological order	Training	On medical record and computer		N/A	Completed
47	7	Records should be available to all staff	Training	Records are available to appropriate staff		N/A	Completed
47	8	Staff must monitor and document changing needs on animals undergoing treatment	Training	This is monitored daily rounds checkoff		N/A	Completed
47	9	Conduct a daily evaluation of health status on all animals	Training	Daily rounds checkoff		N/A	Completed

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

47	10	Develop a program recognizing and reporting common diseases	Training	Training/SOP		3/31/11	Ongoing
47	11	Train staff how to triage sick/injured animal	Training	Training/VET		3/31/11	Ongoing
47	12	Ensure all kittens remain nourished and hydrated	Physical	This is always done		N/A	Completed
47	13	Examine the healthiest animals first to prevent spread of diseases	Physical	This is done		N/A	Completed
47	14	Advise all adopters of animals medical condition	Training	This is done		N/A	Completed

3.4 Isolation and Separation

Page	Item number	Item description	Category	Comment	Priority	Time	Status
48	1	CCAS should review overall layout of animal housing areas	Training	Building remodel	1	March 1, 2011	Completed
49	2	Housing areas should separate: species, sick from injured, etc.	Training	Will be accomplished with building improvements	1	April 30, 2011	Completed
49	3	Consider placing administrative trailer on property to relocate to	Physical	Officers and manager moved into trailer by end of January	1	N/A	Completed
49	4	Convert animal service director office to cat quarantine	Physical	This will be converted to the adoptable cat materials room	2	April 30, 2011	Completed
49	5	Cat holding/kitchen/laundry room should be healthy cat holding area	Physical	This will be cat isolation area	2	April 30, 2011	Completed
49	6	Euthanasia/procedure room should become isolation for cats with a contagious disease	Physical	This will remain a procedure room and will be remodeled by summer	2	June, 2011	Completed
50	7	Consider relocating euthanasia room to small building adjacent to current euthanasia/procedure room	Physical	Considering with kennel remodel	4	June, 2011	Completed
50	8	No animals should be housed in the euthanasia area	Training	Animals are no longer housed here	1	N/A	Completed
50	9	Lobby and front office should remain as is, but relocate equipment and supplies to administrative trailer	Physical	Remodel	1		Completed
50	10	ACO office should be incoming examination room	Physical	Remodel	1		Completed

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

50	11	First (front) kennel section for adoptable dogs	Physical	Fence to be installed	1	June, 2011	Completed
50	12	Second section for healthy hold/ healthy dogs in stray quarantine	Physical	Fence to be installed	1	June, 2011	Completed
50	13	Close door between second and third section and use third as isolation for sick dogs	Physical	Will section off dogs east and west instead of north and south with fence installed to segregate	2	June, 2011	Completed
50	14	Install fencing to limit public's movement through the outside dog areas	Training	Planned with dog kennel remodel	3	June, 2011	Completed

3.5 Cleaning and Disinfection

Page	Item number	Item description	Category	Comment	Priority	Time	Status
53	1	Develop SOPs for cleaning and disinfection procedures	Training	Using UC Davis protocols	1	December, 2010	Completed
53	2	HSUS recommends that CCAS adopt cleaning protocols	Training	Using UC Davis protocols	1	N/A	Completed
54	3	Scrub runs with either a detergent/ disinfectant combination	Physical	SOP revision	1	3/31/11	Completed
54	4	Develop and implement a schedule for the use of degreaser	Physical	SOP revision	2	3/31/11	Completed
54	5	The uses of detergents/disinfectants for cats are similar to those outlined for dogs	Training	SOP revision – being reviewed for updates	1	3/31/11	Completed
55	6	Train staff on types of chemicals used	Training	SOP revision	1	3/31/11	Completed
55	7	Post instructions about dilutions and contact times	Training	SOP revision	1	3/31/11	Completed
55	8	Provide staff with appropriate measuring tools wherever disinfectants are mixed	Physical	Update SOP	1	3/31/11	Completed
55	9	Pay attention to the misuse and overuse of bleach	Training	Update SOP	1	3/31/11	Completed
55	10	Use correct bleach formula	Training	Update SOP	1	3/31/11	Completed
56	11	Make sure animals are not exposed to water or disinfectant	Training	Update SOP	1	3/31/11	Completed
56	12	Runs and cages should be cleaned from top to bottom	Physical	Update SOP	1	3/31/11	Completed

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

56	13	Ensure that all materials and equipment are thoroughly cleaned	Physical	Update SOP	1	3/31/11	Completed
56	16	Do not allow cats to roam freely during cleaning	Physical	They may go into the new cat play area	1	N/A	Completed
56	17	Seal all concrete with an epoxy paint and consider re-treating kennel floors	Physical	To be part of remodel	3	June, 2011	Ongoing
56	18	The tops of cages should be free from anything that could collect dust/dirt	Physical		1	November, 2010	Completed
56	19	Do not interrupt cleaning process unless there is an emergency	Training	Update SOP	1	3/31/11	Completed

3.6 Rabies Quarantine/ Zoonoses

Page	Item number	Item description	Category	Comment	Priority	Time	Status
58	1	Develop SOPs on zoonoses	Training	Update SOP	1	3/31/11	Completed 11/12/13
58	2	Train staff regarding zoonoses control and rabies	Training	Training/Update SOP	1	3/31/11	Ongoing
58	3	Provide staff with laminated card on exposure to zoonotic diseases	Training	Training/Update SOP	1	3/31/11	Ongoing
58	4	Immediately provide staff with face masks and eye goggles	Physical	SOP to be updated	1	N/A	Completed
58	5	Provide all staff with pre-exposure rabies prophylaxis	Physical	This has always been standard practice	1	N/A	Completed
58	6	A daily supervisory check should be performed on all animals	Training		1	January, 2011	Form developed; completed ongoing
58	7	Disinfect any areas or equipment exposed to quarantined animals	Physical	Update SOP	1		Completed
58	8	Install metal panels on outside of runs to prevent nose-to-nose contact	Physical	Will be looked at when kennels are remodeled	3	June, 2011	n/a at this time

1. Most important, do now
- 1a. Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

4.0 Adoptions

4.1 Selection Criteria/Behavioral Assessments

Page	Item number	Item description	Category	Comment	Priority	Time	Status
59	1	Write SOPs to include adoption/ euthanasia selection criteria	Training	Update SOP	1	3/31/11	In process
59	2	Consider establishing categories similar to HSUS protocols	Training	Will adopt Cat Matrix is HSUS report And adopt a similar dog matrix	1	3/31/11	Completed
61	3	Use variables of age, health, temperament, physical condition, etc to guide adoption	Training	Update SOP	1	3/31/11	Completed
61	4	Offer only the best selection of animals in adoption areas	Training	Update SOP	1	3/31/11	Completed
61	5	Perform a basic assessment to determine temperament	Training	Update SOP	1	3/31/11	Completed
61	6	Research recognized behavior/temperament assessments	Training	Update SOP	1	3/31/11	Completed
62	7	Train staff to conduct behavior/ temperament assessments	Training	Update SOP	1	3/31/11	Completed
62	8	Perform complete behavior/ temperament assessments on all dogs	Training	Update SOP	1	3/31/11	Completed
62	9	Limit number of cats in main cat room to maximum of 30	Training	Remodel/space allowed	1a		n/a
62	10	Assign staff to assess temperament of cats	Training	Will adopt Cat Matrix is HSUS report And adopt a similar dog matrix	1	3/31/11	Completed
62	11	Carefully evaluate the reason for surrender when considering making owned animals available for adoption	Training	Will adopt Cat Matrix is HSUS report And adopt a similar dog matrix	1a	3/31/11	Ongoing
62	12	Encourage staff and volunteers to interact with dogs and cats in a consistent manner	Physical	Update SOP	1a	3/31/11	Completed

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

4.2 Adoption Process & Policies, Sterilization Services, and Lost & Found

Page	Item number	Item description	Category	Comment	Priority	Time	Status
66	1	Establish written goals and objectives for the adoption program	Training	SOP	1	3/31/11	Ongoing
66	2	Conduct interviews before adopters select a cat/dog	Training	SOP	2	3/31/11	Ongoing
66	3	Require potential adopters to complete a short adoption application	Training	SOP	1	3/31/11	Ongoing
66	4	Develop SOPs and guidelines to assist staff in approval process	Training	SOP	2	3/31/11	Ongoing
66	5	Maintain applications by date for those who did not find the cat/dog they were looking for	Training	Review sign in contact sheet	3		On Going
66	6	Develop a shelter-wide program to encourage strong client service	Training	Training/SOP	2	3/31/11	In Progress
66	7	Develop a "Homecoming Packet" for new adopters	Training	Should include feeding guidelines; what the owner needs; list of local vets	2		Completed
67	8	Create signage in lobby or attach to packet that communicates fees	Training		2		Completed
67	9	Keep lost/found binder and bulletin board up to date	Training	Entered and searched in petpoint	2		Completed
67	10	Revisit the no discrimination policy with City officials	Training	Training/HR	2		
67	11	Discontinue allowing adoptions to occur directly from veterinary hospital	Training		2		Completed
67	12	Schedule a follow up survey for adopted animals	Training	SOP	3	3/31/11	Ongoing
67	13	Implement the same follow up system for sterilization compliance	Training	Training/Code Compliance	2	3/31/11	n/a
67	14	Make it standard practice to review incoming and lost/found animals at all times	Training	Search in petpoint/SOP to be made	2	3/31/11	Ongoing
68	15	Promote responsible cat ownership practices	Training	Possible ccmc changes? Handout supplied	2	April, 2011	Ongoing

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

4.3 Community Adoption Partners

Page	Item number	Item description	Category	Comment	Priority	Time	Status
69	1	CCAS management should meet with CTSPCA representative to review partnership	Training	Infrastructure; policies in place	2		<i>In Process</i>
69	2	CCAS should enhance its current rescue group program by forming small committee	Training	TBD with volunteer coordinator	2		<i>Ongoing</i>
72	3	CCAS should send letters to placement partners	Training	TBD with volunteer coordinator	2		<i>Complete</i>
72	4	Utilize a form releasing CCAS from any and all liabilities	Training	TBD with volunteer coordinator	2		<i>Ongoing</i>
72	5	Agency should not wait until it has an animal in need before contacting placement partner	Training	TBD with volunteer coordinator	2		<i>Complete</i>
72	6	Involve staff and volunteers in the placement partner program	Training	TBD with volunteer coordinator	2		<i>Complete</i>
72	7	Require animal housing and care standards from placement partners	Training	TBD with volunteer coordinator	2		<i>Ongoing</i>
73	8	Inspect every placement facility or foster home as part of screening process prior to transfer of animal	Training	TBD with volunteer coordinator	2		<i>Ongoing</i>
73	9	Insist on sterilization prior to release or by obtaining a signed agreement	Training	TBD with volunteer coordinator	2		<i>Ongoing</i>
73	10	Research participation in PetsMart Charities transport program called Rescue Waggin	Training	TBD with volunteer coordinator	2		<i>In Process</i>

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

4.4 Foster Care Placement and Volunteers

*The volunteer program is placed as a "2" only in that it falls behind animal care at the shelter; all members felt this to be a high priority

Page	Item number	Item description	Category	Comment	Priority	Time	Status
74	1	Consider questions regarding current foster care program	Training	TBD with volunteer coordinator	2		Ongoing
74	2	Foster care requires a high level of supervision and maintenance	Training	TBD with volunteer coordinator	2		Ongoing
75	3	Person in charge of foster program should keep record-keeping systems	Training	TBD with volunteer coordinator	2		Complete
75	4	Monitor and document the health and well-being of foster animals by visiting homes and calling foster parents	Training	TBD with volunteer coordinator	2		Ongoing
75	5	Determine the foster family's role (if any) in assisting with adoption	Training	TBD with volunteer coordinator	2		Ongoing
75	6	Ensure CCAS has appropriate liability insurance	Training	TBD with volunteer coordinator	2		Completed
75	7	Ensure foster parents complete an application, pass a home check, etc	Training	TBD with volunteer coordinator	2		Complete
76	8	Consistently maintain records for any animal in foster care.	Training	TBD with volunteer coordinator	2		Complete
76	9	Provide foster parents with an understanding of shelter policies	Training	TBD with volunteer coordinator	2		Complete
76	10	Record the statistics on the number of animals being fostered and reasons why	Training	TBD with volunteer coordinator	2		Ongoing
76	11	Discontinue routinely allowing pregnant animals to be fostered	Training	We should be spaying these animals	2		Complete
76	12	Consider fostering cats with URI	Physical	We do not feel it is right to send this animal into a private home	4		Complete
76	13	Create a volunteer manual	Physical	TBD with volunteer coordinator	2		Complete
77	14	Establish code of conduct that volunteers are required to follow	Training	TBD with volunteer coordinator	2		Complete
77	15	Develop formal volunteer recognition program	Training	TBD with volunteer coordinator	2		In Planning

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

77	16	Implement same program to recognize exceptional work by staff	Training	TBD with volunteer coordinator	2		In process
77	17	Meet with staff to determine their comfort levels with volunteers	Training	TBD with volunteer coordinator	2		Ongoing
77	18	Designate supervisors and staff to plan and oversee departmental assignments	Training	TBD with volunteer coordinator	2		In process
77	19	Specifically earmark funds in budget for the program	Training	Request for a full time employee to do this program	1		Funding approved February 2 nd
77	20	Develop written procedure for volunteers	Training	TBD with volunteer coordinator	2		Complete
78	21	Create volunteer jobs that are meaningful	Outreach	TBD with volunteer coordinator	2		Ongoing
78	22	All volunteers need to attend a formal training class	Training	TBD with volunteer coordinator	2		Complete / Ongoing
78	23	Conduct a survey of current volunteers to identify their needs	Training	TBD with volunteer coordinator	2		In process
78	24	Explore quarterly "brown bag" dinners with community speakers	Outreach	TBD with volunteer coordinator / Management	2		In process
78	25	Keep in mind volunteers will need to know much of what staff will need to know when issues arise	Training	TBD with volunteer coordinator	2		Ongoing

5.0 Community Programs

5.1 Promotion/Humane Education/Special Events

Page	Item number	Item description	Category	Comment	Priority	Time	Status
82	1	City should update website with prominent link to animal services from the homepage	Training		1	N/A	Completed
82	2	City should repair all broken links on its website and expand search box	Training			N/A	Completed
83	3	CCAS should update Petfinder to make sure animals are current	Training	No longer pet finder, now pettango.com			Completed
83	4	CCAS should search name under Google and remove all old pages	Training				Completed

1. Most important, do now
- 1a. Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

83	6	Contact local teachers that may be interested in receiving KIND News	Outreach	Would like to see if local SPCA could do this	4		Identify funding source
83	7	Incorporate information from "An Animal Care and Professionals Guide to Classroom Presentations"	Training	Will depend on staff time (possible volunteer coordinator to implement	4		Currently by informal presentations
83	8	Should continue to cultivate relationships with local veterinarians and other animal welfare groups	Outreach		1	N/A	Ongoing

6.0 Field Services/Animal Control

6.1 General Overview

No Recommendations for this Section

6.2 Operating Policies, Procedures, and Field Officer Training

Page	Item number	Item description	Category	Comment	Priority	Time	Status
87	1	Ensure that CCAS staff members have copies of current job descriptions on file	Training		1	April, 2011	Completed
87	2	In addition to meetings, provide targeted hands-on training to new hires	Training		1	Ongoing	Ongoing
87	3	CCAS is commended for having written SOPs and copies to providing copies for officers to carry in the field	Training		1	April, 2011	In revision

1. Most important, do now
1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

6.3 Communications/Dispatch/Officer Accountability Procedures

Page	Item number	Item description	Category	Comment	Priority	Time	Status
88	1	Create SOPs for taking and dispatching calls so there will be uniformity in information taken	Training		1a	April, 2011	In revision
88	2	Provide front office staff with training on City ordinance so they can advise callers	Training		1a	April, 2011	Completed / Ongoing as changes to code
88	3	Create a list of questions that callers must answer so dispatch can determine the nature and severity of each call	Training		1a	April, 2011	Completed
88	4	Maintain statistics on incoming calls based upon geographic area and type of complaint	Training		1	N/A	Already being done
88	5	Require each officer to have a field/truck logbook	Training		1	April, 2011	Completed

6.4 Vehicles/Equipment/Uniforms

Page	Item number	Item description	Category	Comment	Priority	Time	Status
90	1	Display CCAS name, phone number, address, and website prominently on both sides of each vehicle	Physical	Will go to vital signs or similar place and get metal signs for vehicle doors	1	By March 15, 2011	Completed
91	3	Routinely inspect, repair or replace and damaged or ill-functioning equipment	Physical	Form to perform weekly vehicle checks	1a	3/31/11	Ongoing
91	4	Consider using animal control poles designed by The Ketch All Company or Animal Care Equipment & Services Inc. (ACES)	Physical	This has already been in use	4	N/A	Completed

1. Most important, do now
1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

6.5 Emergencies/After Hours/Law Enforcement Backup and Relations

Page	Item number	Item description	Category	Comment	Priority	Time	Status
91	1	Create SOPs for all aspects of emergency/ after-hours procedures	Training	Update SOP	1a	3/31/11	In progress / Reviewed
91	2	Asses current work schedules and make adjustments if necessary	Training	Adjustments were made in December. Normal staff hours now Tue-Sat 8-5	1a	Ongoing if needed	Completed
92	3	Continue to maintain good working relationships with other departments	Outreach	N/A	1	N/A	Completed and ongoing

6.6 Forms/Record Keeping

Page	Item number	Item description	Category	Comment	Priority	Time	Status
92	1	Begin using Petpoint system to its fullest capacity to minimize paperwork	Training	Continued webinars for new info	1	January, 2011	Completed and ongoing

6.7 Animal Handling

Page	Item number	Item description	Category	Comment	Priority	Time	Status
93	1	Develop SOPs for animal handling	Training	Update SOP	1	3/31/11	Completed
93	2	Require training for staff and volunteers regarding animal handling	Training	Update SOP	1	3/31/11	Ongoing
93	3	Research HSUS, NACA, AHA and other groups seminars, textbooks and guides to animal handling	Outreach	Training	2	Ongoing	Ongoing
93	4	Management must observe and coach staff to handling techniques	Training	Training	1a	Ongoing	Ongoing

1. Most important, do now
1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

6.8 Animal Control Ordinance Review and Licensing

Page	Item number	Item description	Category	Comment	Priority	Time	Status
94	1	Review ordinances yearly to gauge effectiveness of the animal control program	Training	Changes to CCMC title 7	1	April, 2011	As needed – May 2013, Nov. 2013
95	2	Contact HSUS for examples of progressive animal-related ordinances	Outreach	Researching	4	April, 2011	Ongoing
95	3	Provide ACOs with educational information for distribution to the public	Training	ACO's do this	1	N/A	Completed
95	4	Encourage the sterilization and licensing of pets during public encounter	Training		1	N/A	Completed
95	5	Include a provision that addresses chaining and tethering dogs	Training	CCMC title 7 changes	1	April, 2011	Completed
95	6	Require mandatory microchipping for all animals reclaimed or adopted	Training	CCMC title 7 changes	2	April, 2011	Completed

1. Most important, do now
- 1a: Important, smaller project
2. Do after 1
3. Do after 2
4. Not applicable or considered priority

6.9 Wildlife Issues

*The group felt animal services should not be handling wildlife calls and that it certainly was not our place to euthanize trapped raccoons, etc.

Page	Item number	Item description	Category	Comment	Priority	Time	Status
97	1	Expand written SOPs to include all aspects of capturing, transporting, temporarily housing and euthanizing	Training	Should cease handling wildlife	1	April, 2011	Completed (not in CCMC) update SOP
97	2	Discontinue suggesting trapping and picking up a trapped animal who is not causing damage to property	Training	Institute immediately	1	April, 2011	To update SOP and CCMC
97	3	Immediately discontinue referring nuisance wildlife calls to companies that offer wildlife removal services	Training	Referrals to State Wildlife	1	N/A	We don't refer, we give options
97	4	A trained professional should determine if the site and conditions are appropriate for release of wildlife animals because relocating can be a death sentence for them	Training	Staff should not be relocating wildlife	1	N/A	Completed