

Subject	Chapter		Response to Recommendations	Priority	Policy or Procedure Change	Budget Impact scale of 1 - 4 (4 = high)	Notes
Task Force	1.0 – Task Force		Develop a task force to review the HSUS study and create a working plan of action	x		0	complete
Shelter Maintenance	2.1 – Shelter grounds		Solicit bids to surround perimeter with fence and fence off extra dog runs – this is a budget item.	1		3	
Shelter Maintenance	2.2 – External & Directional Signage		*Install clear directional signage to Animal Intake in the parking lot. This will reduce the number of animals brought into the Lobby. *Provide signage on the front door directing people to other resources when the shelter is closed. Include the names, phone numbers, and Web addresses of any relevant agencies, i.e., emergency veterinary hospitals, etc. (Traffic Engineering should be able to put a couple more signs – This goes for the actual facility and the area leading to it.)	1		0	
Shelter Maintenance	2.3 – Parking areas/walkways		Maintain current SOP – no recommendations			0	
Shelter Maintenance	2.4 – Waste disposal		Clean and disinfect animal traps after each use and store away from the elements to prevent deterioration	1		0	implemented
Shelter Maintenance	2.4 – Waste disposal		Date and rotate bags of animal feed to reduce the risk of spoilage and infestation	3			
Shelter Maintenance	2.5 – Building security		Unlock cages at closing – I would recommend if there is no way the animals can get out.	1	Y	0	implemented
Shelter Maintenance	2.6 – General safety issues		Maintain current SOP – no recommendations			0	
Shelter Maintenance	2.6 – General safety issues		Determine which hazards present in the shelter require Personal Protection Equipment (PPE) and then require employees to use it. According to OSHA, COTAS must also train employees required to wear equipment to do the following: (see recommendations pg 6)	3			
Shelter Maintenance	2.6 – General safety issues		Use “Wet Floor” signs consistently where wet floors exist to help avoid potential falls and injuries. A sign should be in place in any area where water or urine is present in a walkway	2			
Shelter Maintenance	2.7 – Emergency procedures/disaster preparedness		Participate in any drills or training provided by the city and conduct in-house fire and disaster preparedness drills at least once a year to include a partial evacuation of the public, staff, and animals to an area of safety. When an emergency arises, staff must be at the ready, armed with the proper knowledge, training, and equipment necessary to put the plan into action. If these actions have not been planned, practiced, and reviewed prior to an incident, they will be useless and the plan will not work.	2	Y	1	
Shelter Maintenance	2.7 – Emergency procedures/disaster preparedness		Install a back-up generator.	1		4	
Shelter Maintenance	2.7 – Emergency procedures/disaster preparedness		• Develop SOPs and prepare staff for emergencies/disasters such as chemical spills, flooding, tornadoes, gas leaks, etc. The plan should include specific methods for removing animals in the event that animal evacuation is feasible. For instance, slip leashes with snap closures should be on hand (one for at least the average number of dogs) to lead dogs to a specified location and then used as temporary tie-outs. • Make specific staff members responsible for specific species (example: [name of staff members] responsible for cats, [name of staff members] responsible for dogs, etc.). Although it would be emotionally devastating for the staff to leave the animals behind during a catastrophic event, evacuating the animals should be part of the plan only if they can be removed without jeopardizing human safety. In all cases, staff should exit and then follow the instructions of emergency personnel.	2			
Shelter Maintenance	2.7 – Emergency procedures/disaster preparedness		• In addition to planning for an emergency at COTAS, the staff should be prepared to assist in the event of a disaster in the community. A disaster preparedness plan should include working with other shelters, rescue groups, veterinarians, zoos, breeding facilities, boarding facilities, and individual pet owners • Hold fire drills quarterly, and record the dates of these drills in a log	2			
Shelter Maintenance	2.8 – Facility maintenance		• Conduct regularly scheduled walk-throughs of the facility to identify areas requiring maintenance. • Establish an overall preventive program for areas requiring maintenance. City personnel should work with the shelter to target specific areas at certain times of the year. For example, a routine should be established to test all HVAC systems prior to seasonal changes to ensure that they are functioning properly. • Schedule regular inspections of plumbing, electrical, and HVAC systems. • Closely monitor the animal housing areas and equipment to ensure a professional standard of care. • Plan for the normal wear and tear of the facility, equipment, and furnishings so that donations can be solicited or discount purchases made.	2			
Shelter Interior Design & Layout	3.1 – Human service areas	3.11 – Reception/Lobby	Improve signage to the Animal Intake Area, so that it can be easily found from the parking lot	1		2	
Shelter Interior Design & Layout	3.1 – Human service areas	3.11 – Reception/Lobby	• Remove the partition at the customer service window, if management believes this would not create a significant safety risk for staff. This would create a more welcoming atmosphere in the lobby. (on long term plan) • Remove the podium and replace it with a small wall-mounted kiosk for visitor sign-in. (complete) • Increase the selection of educational materials in the lobby. Make sure to include information in both Spanish and English regarding rabies vaccination, spay/neuter, local and state laws pertaining to animals, responsible pet ownership, behavior and training, list of local veterinarians, and upcoming events. Providing written materials is an easy way to educate the public. Continually develop educational and informational materials for public use, or take advantage of materials made available by national organizations, including The HSUS. Be sure that all educational materials are branded with the name and address of COTAS. • Assign a staff member to stock and straighten the educational literature displays on a daily basis. • Display COTAS’s service fees on a professionally created sign in the Service Lobby	3			
Shelter Interior Design & Layout	3.1 – Human service areas	3.12 – Office/Dispatch Areas	Prohibit the presence of food in the all customer service areas. Schedule lunches so that staff members are able to eat away from their work areas	2		0	
	3.1 – Human service areas	3.12 – Office/Dispatch Areas	Restrict staff traffic in the Service Office and Lobby	2			
	3.1 – Human service areas	3.12 – Office/Dispatch Areas	Disallow the use of tobacco products and socializing in offices	2			

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Shelter Interior Design & Layout	3.1 – Human service areas	3.13 – Handicapped access	Install a push-button automatic door opener to make entering the building easier for those with disabilities. Ensure that the facility complies with the ADAAG, which cover the construction and alteration of facilities in the private sector (places of public accommodation and commercial facilities) and the public sector (state and local government facilities).	2		3	
Shelter Interior Design & Layout	3.1 – Human service areas	3.14 – Internal signage	<ul style="list-style-type: none"> • Invite people who are unfamiliar with shelter operations and the facility's layout to comment on the informational and directional signs within the facility. Make modifications based on their ability to complete a variety of routine customer-oriented activities. • Internal signage should comply with the ADAAG, which has requirements for character proportion and height • Install a gate/chain barrier in the Dog Kennel to restrict visitors' access to only those dogs available for adoption. Only pet owners searching for their lost animal should be permitted into the Stray Runs. • Provide pens and paper in the Adoption Runs for visitors to use to write down animals' numbers 	4		0	
Shelter Interior Design & Layout	3.2 – Animal Service Areas	3.21 – Ventilation/Temperature (HVAC)	Under advisement; we don't know yet if this will be a budget item	1		4	bid for testing rcvd
Shelter Interior Design & Layout	3.2 – Animal Service Areas	3.22 – Night surrender	Research conducted and changes are under consideration for redesign	3		2	
Shelter Interior Design & Layout	3.2 – Animal Service Areas	3.23 – Animal exam room	Keep the room clear of clutter – no human food in the refrigerator.	1	Y	0	
Shelter Interior Design & Layout	3.2 – Animal Service Areas	3.24 – Dog Housing	Seal all guillotine doors. Repair flooring (warranty?). Secure gates to prevent escapes.	3		2	
Shelter Interior Design & Layout	3.2 – Animal Service Areas	3.25 – Cat Housing	Use signs to tell visitors to use hand sanitizer. Keep the door closed between cat room and dog kennel at all times. Professional sign could have small/insignificant budget impact (\$20-\$50).	1		1	
Shelter Interior Design & Layout	3.2 – Animal Service Areas	3.26 – Small Animal housing	If COT gets any other mammals, maintain SOP for them.	x	Y	0	
Shelter Interior Design & Layout	3.2 – Animal Service Areas	3.27 – Wildlife/Exotic housing	Develop written SOP that includes a policy that disallows auctioning of exotic animals and expedites the euthanasia of injured animals. Keep exotic animals somewhere safe and away from others.	1	Y	0	
Shelter Interior Design & Layout	3.2 – Animal Service Areas	3.28 – Farm animal/equine housing	Develop SOPs addressing all aspects of accepting, housing, transfer, and euthanasia of farm animals	3	Y	2	
Shelter Operations	4.1 – General Operations	4.11 – Hours of Operation	Discontinue closing the shelter for two consecutive days or evaluate alternatives to provide more coverage based on staffing and financial limitations.	1		4	
Shelter Operations	4.1 – General Operations	4.11 – Hours of Operation	Survey the community to determine appropriate hours of operations (Research of 20 cities the same size as Tulsa showed that 17 were open 6 or 7 days a week. All major Tulsa animal rescue organizations are open 6 - 7 days	1		1	
Shelter Operations	4.1 – General Operations	4.12 – Telephone System	Program after-hours phone system to end after appropriate message (vs ringing continuously)	x			
Shelter Operations	4.1 – General Operations	4.12 – Telephone System	After-hours phone message has been changed to roll to "Shelter is currently closed" 3/08	x			
Shelter Operations	4.1 – General Operations	4.12 – Telephone System	Change clinic phone message to a friendly message Clinic message has been changed 3/08	x			
Shelter Operations	4.1 – General Operations	4.12 – Telephone System	Clinic message has been changed 3/08	x			
Shelter Operations	4.1 – General Operations	4.12 – Telephone System	Update phone messages to include important events at shelter/designate one staff member for task	x			
Shelter Operations	4.1 – General Operations	4.12 – Telephone System	Need to follow up at 3/08	x			
Shelter Operations	4.1 – General Operations	4.14 – General Record-Keeping/Shelter Statistics	All general record keeping and stats will be upgraded with implementation of new software	1			
Shelter Operations	4.1 – General Operations	4.14 – General Record-Keeping/Shelter Statistics	Train and require staff to collect better descriptions and information about animals upon intake using The City of Tulsa language vs. the Shelter	1	Y	1	
Shelter Operations	4.1 – General Operations	4.14 – General Record-Keeping/Shelter Statistics	Ensure that Daily Availability Report is compiled and utilized to verify every animal's location and status each morning	1	Y	1	
Shelter Operations	4.1 – General Operations	4.14 – General Record-Keeping/Shelter Statistics	Incorporate intermediate-level shelter statistics (see page 27)	2			
Shelter Operations	4.1 – General Operations	4.14 – General Record-Keeping/Shelter Statistics	Emphasize the burden of responsibility for pet overpopulation must be shared by community	2			
Shelter Operations	4.1 – General Operations	4.15 – Incoming Animal Identification and Procedures	Cease the use of Euthanasia Runs as temporary holding area for relinquished animals	1	Y		
Shelter Operations	4.1 – General Operations	4.15 – Incoming Animal Identification and Procedures	Cease using glue tags for animal identification. Use either paper collars, Hollister insert bracelets, Martingale Collars and temporary tags. Cage tags with animal id number or tab bands (paper collars). Martingale collars would be suitable for socialization.	1	Y	1	\$2,200
Shelter Operations	4.1 – General Operations	4.15 – Incoming Animal Identification and Procedures	Ensure all forms are in English and Spanish	3		3	
Shelter Operations	4.1 – General Operations	4.15 – Incoming Animal Identification and Procedures	Create a Pet Personality Profile to collect behavioral information on animals relinquished by owners. Information should be recorded into Avimark and available to potential adopters upon request. New commitment card for owner relinquishment. Animals/different color for easy identification. Information could be included in adoption papers received by new owners.)	1	Y	2	
Shelter Operations	4.1 – General Operations	4.15 – Incoming Animal Identification and Procedures	Track the reasons for surrendering or returning adoption animals. (d	3	Y	1	
Shelter Operations	4.1 – General Operations	4.15 – Incoming Animal Identification and Procedures	Ensure that all forms are in both English and Spanish	4		1	
Shelter Operations	4.1 – General Operations	4.15 – Incoming Animal Identification and Procedures	Reformat the Animal Commitment Card to gather more accurate and detailed information. Breed, sex, color, size, age and coat length. Include stray/owner relinquished	x	Y		
Shelter Operations	4.1 – General Operations	4.15 – Incoming Animal Identification and Procedures	Train ACOs and office staff to suggest options other than relinquishment. Spaying/neutering and behavioral training should be discussed and promoted. This should occur whether owners telephone or visit the shelter	1			
Shelter Operations	4.1 – General Operations	4.16 – Lost and Found Procedure	Investigate the benefits, costs and facility's capabilities in offering to alter animals that are being reclaimed by their owners. Dependent upon clinic staffing; would recommend ordinance change to require sterilization or certificates for unsterilized animal to cover costs for sterilizations performed.	3			

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Shelter Operations	4.1 – General Operations	4.16 – Lost and Found Procedure	Implement a standardized procedure for capturing lost and found animal information and cross checking against reports already on file. Because the general public is poorly educated on breed identification, an initial cross-check system should rely on only a few physical factors such as coat color, coat length, gender, and size. If the initial cross-check produces a possible match, then other factors such as breed, age, and location lost/found should be used.	1	Y	2	
Shelter Operations	4.1 – General Operations	4.16 – Lost and Found Procedure	Make one staff member responsible for daily checking of lost reports to animals in facility, checking lost and found ads in newspaper against animals in facility and found reports	4	Y	2	
Shelter Operations	4.1 – General Operations	4.16 – Lost and Found Procedure	Replace bulletin board system with binder system for Lost and Found Pets. The lost and found reports should be kept in separate three-ring binders with pictures, if available; two (one lost and one found) for dogs and two (one lost and one found) for cats. Each binder should be sub-divided by sex. For example, the lost dog binder should be divided by lost male and lost female dogs. This is a simple and easy-to-follow system that may increase return-to-owner rates. (due to space and design this is not recommended - instead a bulletin board is available)	3			
Shelter Operations	4.1 – General Operations	4.16 – Lost and Found Procedure	Require customers to complete a lost report before looking for their animal. Then when people claim that they found their pet at the shelter, the information on the lost report can be used to determine if in fact the animal is really theirs.	3			
Shelter Operations	4.1 – General Operations	4.16 – Lost and Found Procedure	Develop a long-term program for working with pet owners who have lost an animal. Many animal care and control agencies have had overwhelming success with such programs, resulting in greatly increased return-to-owner rates. Well-trained volunteers could be used to assist office staff with (see recs)	4			
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Provide dogs with a towel, blanket, washable dog bed or resting bench. (currently using towels, blankets, but not for all dogs.	1	Y	3	
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Provide all cats with a disposable cardboard box to use as a bed.	1	Y	1	
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Remove all collars from incoming dogs and attach them to run or mark with intake number and store for identification. (can be stored in paper envelopes with log# in file cabinet)	2	Y	1	
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Provide all dogs with a Kong or washable toy every day.	3	Y	2	
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Provide all dogs two 10 to 15 minute exercise periods per day outside. A community member with the help of manager and field supervisor should develop a basic volunteer program for this task. (dependent upon volunteer program and additional dog runs to be installed)	2	Y	4	
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Provide training for all staff and volunteers on recognizing, reducing, and preventing stress in animals	2			
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Include staff's ability to maintain minimum care standards as a category in performance appraisals	3			
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Researching cage attachments to hold collars	3			
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Providing cats with towels. Can also use shoe boxes, other small boxes for privacy.	4			
Shelter Operations	4.2 – Animal Care	4.21 – Dog and Cat Care	Need pictures of cats on cages in stray area.	1			software
Shelter Operations	4.3 – Animal Handling		Develop written SOPs for animal handling to clarify expectations	2	Y	0	
Shelter Operations	4.3 – Animal Handling		Develop and document SOPs as a means for staff to submit written requests for equipment. A written response should be provided whether the equipment is provided or not	2	Y	0	
Shelter Operations	4.3 – Animal Handling		Limit the use of control poles, daily inspection of poles	2		0	
Shelter Operations	4.3 – Animal Handling		Availability of a high-quality cable cutter for quick removal of defective control pole cable. (e	2		1	
Shelter Operations	4.3 – Animal Handling		Train staff to read animal body language and to recognize signs of stress	3		1	
Shelter Operations	4.3 – Animal Handling		Provide training to all staff and volunteers. Management must constantly observe and coach staff	3		1	
Shelter Operations	4.3 – Animal Handling		Discontinue the use of aversion techniques and employ positive reinforcement and training techniques (such as verbal praise and treats) to achieve desired behaviors.	4		1	
Shelter Operations	4.3 – Animal Handling		Animal handling equipment should be provided as follows: capture gloves (ACES Talon Gloves), Control poles (Ketch All or MDC quick-release pole), crates, cages and cardboard carriers, trap transfer cages and squeeze cages, various types of leashes, muzzles, pole syringes and blowguns, stretchers, towels and blankets.(e)feral cat handling systems, nets (Freeman Cage Net).	1		2	
Shelter Operations	4.3 – Animal Handling		All handling equipment should be on a weekly maintenance program that includes the removal of any faulty equipment. (e)	1	Y	0	
Veterinary/Health Issues	5.0 through 5.7		not individually reviewed	1		4	
Veterinary/Health Issues	5.8 – Feeding Protocols		Create and implement SOPs that include feeding protocols for all species housed at COTAS	1			
Veterinary/Health Issues	5.9 – Zoonoses/Health Department Relations		Develop detailed written SOPs on zoonoses to include relevant zoonotic diseases and precautions staff should take to minimize exposure. The SOPs should include information on what to do if an employee thinks he/she has been exposed.	1			
Veterinary/Health Issues	5.9 – Zoonoses/Health Department Relations		Provide pre-exposure rabies prophylaxis as well as periodic titers to all staff who handle animals. The status of their tetanus vaccinations should be checked as well.	1			implemented
Veterinary/Health Issues	5.9 – Zoonoses/Health Department Relations		Develop formal training for all staff regarding zoonoses.54, 55 Staff should understand the most common zoonotic threats encountered in an animal shelter. The Oklahoma Department of Health may be a good resource.	2			
Veterinary/Health Issues	5.9 – Zoonoses/Health Department Relations		Provide staff with a laminated card listing possible zoonotic diseases to which an employee could be exposed. In the event that an employee becomes ill, he or she should give this card to the attending physician. Zoonotic diseases are often late to be diagnosed because shelter employees fail to inform their physicians of the type of work they do.	2		1	

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Veterinary/Health Issues	5.9 – Zoonoses/Health Department Relations		Hold a semi-annual meeting with COTAS staff and a representative from the local Health Department in which updated information on rabies and the potential transmission of other diseases is provided. Animal care facilities such as COTAS should always keep in close contact with the local Health Department	1			
Euthanasia	6.1 – Selection Criteria		Use the recommendations outlined in section 5.3, Incoming Animal Examinations to develop a plan to evaluate all animals at the shelter on a daily basis. Once an animal has completed his/her stray period, a determination regarding the disposition of the animal should be made without delay. If a dog or cat is not a candidate for adoption, euthanasia should take place to make room for new arrivals that may be made available for adoption	1			
Euthanasia	6.1 – Selection Criteria		Review the animals currently available for adoption on a daily basis. Monitor their health, temperament, and behavior to ensure they are still candidates for adoption. Because an animal is available for adoption does not mean he or she should not be euthanized if another animal is better suited or has a better opportunity for adoptior	1			
Euthanasia	6.2 – Euthanasia Paperwork		Revise the Clinic Protocols, "Controlled Substance Forms and Reports," to ensure that it conforms to the Drug Enforcement Administration (DEA) regulations regarding the storage, record keeping, inventory, use, and disposal of all controlled substances. Record-keeping requirements include records of the drugs purchased, received, distributed, and dispensed. This closed system allows a controlled substance to be traced from the time it is ordered to the time it is dispensed to the ultimate user (the animal)	1			
Euthanasia	6.2 – Euthanasia Paperwork		DEA regulations require that daily controlled substance log sheets include the name of the drug, bottle number, form, strength, size, lot number, expiration date, date the drug was used, animal's identification number, animal's description, signature (not initials) of person administering it, dosage used, and the remaining balance.57, 58, 59 These records must be kept together in one location and maintained for two years	1			
Euthanasia	6.2 – Euthanasia Paperwork		Perform periodic inventories and a biennial inventory. A biennial inventory must include the registrant, DEA number, "C" number or level of control, controlled drug name, type/size, lot/batch number, and quantity. The biennial inventory must be signed by the person performing it and witnessed.6c	1			
Euthanasia	6.2 – Euthanasia Paperwork		Periodically evaluate the effectiveness of good security by asking the following: See report	1			
Euthanasia	6.2 – Euthanasia Paperwork		Ensure that the required veterinary facility license and the applicable DEA license are current and posted in the clinic area.	1			
Euthanasia	6.2 – Euthanasia Paperwork		On a daily basis, a supervisor should review the bottle currently in use and compare it to the Drug Ledger to ensure that the balance reflected on the Drug Ledger coincides with what is on hand. This helps identify discrepancies early on so that they can be tracked down and addressed quickly	1			
Euthanasia	6.2 – Euthanasia Paperwork		Per federal law, these records must be kept in a bound logbook rather than in anything with pages that can easily be removed such as a loose-leaf binder or spiral notebook.	1			
Euthanasia	6.3 – Euthanasia Methods		Replace the CO chamber euthanasia method with the lethal injection of sodium pentobarbital for all animals euthanized at COTAS. Lethal injection should only be performed by properly trained and certified euthanasia technicians. These classes are routinely offered by national oorganizations including The HSUS, American Humane Association, and NACA. It is the task force's recommendation that the most humane method of euthanasia be used based on the individual needs of the animal and the needs of the shelter and its staff. Procedures should be created for the purpose of making a consistent determination	1	Y	1	
Euthanasia	6.3 – Euthanasia Methods		Enforce strict adherence to the SOP prohibiting the euthanasia of animals under the age of four months in the CO chamber. In addition to this age requirement, animals with a compromised respiratory or circulatory system such as old, ill, injured or pregnant animals should be euthanized by lethal injection. This language should be added to Procedure 10-105.	1			
Euthanasia	6.3 – Euthanasia Methods		Immediately cease using Acepromozine® as a pre-euthanasia drug. Acepromozine® is a tranquilizer meant to relax and relieve anxiety in animals with varying success. It is not an anesthetic which blocks pain and feeling and thus does not effectively meet the American Veterinary Medical Association (AVMA) Guidelines on Euthanasia requirements for intracardiac (IC) injection. The use of pre-mix (5 parts Ketamine® (100 mg/ml) and 1 part Xylazine® (100 mg/ml)) combination is recommended as a pre-euthanasia anesthetic that will effectively render an animal unconscious and unable to feel deep pain stimulus	1			
Euthanasia	6.3 – Euthanasia Methods		Check all stray animals against Lost Reports before performing euthanasia. Every animal must be scanned for a microchip again, even if it was done at intake. □ Check all animals more carefully for verification of death. There are four signs that verify death: See Report	1			
Euthanasia	6.3 – Euthanasia Methods		Do not move animals to the crematorium or cooler until cardiac standstill is confirmed. For animals too small (e.g., hamsters, mice, etc.) for this technique, staff should wait for rigor mortis before putting the animals in the freezer.	1			
Euthanasia	6.3 – Euthanasia Methods		Make protective equipment such as latex gloves and protective goggles available to staff to protect them from accidental drug splatter during euthanasia. However, some technicians say that wearing this type of PPE makes performing euthanasia more difficult.	1			
Euthanasia	6.3 – Euthanasia Methods		Management should randomly and periodically observe the euthanasia process to ensure that proper procedures are being followed.	1			
Euthanasia	6.4 – Carcass Disposal		no recommendation	x			
Euthanasia	6.5 – Euthanasia Rooms/Environment		Remodel the Euthanasia Runs to prevent dogs from seeing each other as well as euthanasia being performed in the room. This would help to lessen the animals' stress and reduce noise due to barking	2			

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Euthanasia	6.5 – Euthanasia Rooms/Environment	Utilize the Clinic for those cats that are euthanized by lethal injection to limit their exposure to dogs	2			
Euthanasia	6.5 – Euthanasia Rooms/Environment	When the transition to only euthanizing by injection (as recommended in this report) is accomplished and the CO Chambers are removed, construct and equip a dedicated euthanasia room and holding area. Attempts should be made to design the room so that different species of animals are not in audible or visual range of each other	1			in process
Euthanasia	6.5 – Euthanasia Rooms/Environment	Display an external sign on any door leading to an area where euthanasia is taking place so that the process is not interrupted. The sign may be as simple as red on one side and green on the other, which can be flipped to indicate "Okay to Enter" or "Do Not Enter." Management must stress the importance of respecting this notice, and staff who does not heed the signs should be disciplined	1			
Euthanasia	6.5 – Euthanasia Rooms/Environment	Provide some wall decorations and paint to brighten up the room. Allow staff who perform euthanasia to make decorating decisions.	1		1	complete
Euthanasia	6.5 – Euthanasia Rooms/Environment	Ensure that any euthanasia of wildlife is performed as soon as possible after intake to limit fear and stress. The cages of these species should be covered by a towel or blanket to limit visual stimulation and they should be housed in a separate area from dogs.	1			
Euthanasia	6.6 – Euthanasia Technicians/Training	Create SOPs to reflect the standards of performance that are expected of all those who perform euthanasia Require that all employees who participate in euthanasia receive formal training; however, only staff who complete certification requirements should perform it. Staff members who do not wish to participate in the process should never be forced.	1	Y		in process
Euthanasia	6.6 – Euthanasia Technicians/Training	Explore continuing education opportunities to refresh and strengthen skills for euthanasia technicians	1			
Euthanasia	6.6 – Euthanasia Technicians/Training	Require all supervisors to attend euthanasia training so that they can teach new staff the proper techniques for dosing sodium pentobarbital, routes of administration, pre-euthanasia anesthesia, anatomy, pharmacology of the drugs used, and accurate determination of death by establishing cardiac standstill prior to disposal. A veterinarian may provide the basic injection training, but an instructor familiar with the different injection methods and types of animals presented for euthanasia in a shelter environment will be the most effective trainer for teaching staff the options and handling techniques, as well as dealing with the emotional aspects that are involved	1		2	
Euthanasia	6.6 – Euthanasia Technicians/Training	Offer employee assistance and/or counseling to combat the emotional aspects of working in the animal control industry. Mandate compassion-fatigue workshops for all staff at regular intervals	1		2	
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Develop detailed written SOPs for adoption and euthanasia selection	1	Y	0	within 90 days
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Assign the responsibility of animal care, evaluation, and selection for adoption to the field supervisor currently overseeing community partnerships and animal availability. a. Designate specific COTAS staff to assume responsibility for all animal selection decisions. (Overlaps with Sections 5.0 & 6.0 (AC) and also 10.0 & 11.0 (TS)	1	Y	0	Vet and Kennel Supervisor assigned
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Designate specific COTAS staff to assume responsibility for all animal selection decisions. (Overlaps with Sections 5.0 & 6.0 (AC) and also 10.0 & 11.0 (TS);	1			Kennel Supervisor assigned
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Evaluate each animal based on a combination of behavior and overall health to determine the animal's adoptability including age, health, temperament, physical condition, behavior, available space, prospects of providing animal with a quality life, pain or distress of the animal health and safety risks to others, practical and fiscal limitations of the shelter.	2		3	within 6 mos.
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Perform diagnostic testing for health related issues such as heartworm, FeLV, etc. for every adoptable animal during that animal's examination	2		3	testing done before release to adopter
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Develop a basic behavioral assessment tool that could be compiled into a check-off form to determine at the time of an animal's incoming examination.	2		3	
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Attach behavior assessment to animal's paperwork.	2		3	
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Develop a plan for the daily evaluation of both stray and surrendered animals to determine the adoptability of each animal (Overlaps with Sections 5.0 & 6.0 (AC) and also 10.0 & 11.0 (TS);	2		3	
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Once other areas are addressed and running smoothly, implement a formal behavior assessment program such as SAFER.	3		3	6 mos. post completion of A.2
Adoptions	7.1 – Selections Criteria/Behavioral Assessments	Develop criteria that clearly document the reasons for and numbers of animals being euthanized. (Overlaps with Sections 5.0 & 6.0 (AC) see p. 86 and also the Asilomar Accords	1	Y	0	ASAP
Adoptions	7.2 – Adoption Process and Policies	Update adoption procedures, policies and guidelines to ensure consistency in the adoption process. Overlaps with Sections 10.0 (TS) and 3.0 (Facility)	1	Y	0	ASAP
Adoptions	7.2 – Adoption Process and Policies	Communicate basic care information to new pet owner.	1			complete
Adoptions	7.2 – Adoption Process and Policies	Discontinue holding counseling sessions in the Service Lobby.	1			complete
Adoptions	7.2 – Adoption Process and Policies	Continue to charge the same adoption fee for cats and dogs	1			
Adoptions	7.2 – Adoption Process and Policies	Discontinue the use of the Red Alert Program for potential adopters	1			
Adoptions	7.2 – Adoption Process and Policies	Help "market" animals available for adoption and minimize adoption returns	1			
Adoptions	7.2 – Adoption Process and Policies	Develop attractive, easy to read cage cards for the adoptable animals that are descriptive and informative.	1		0	ASAP
Adoptions	7.2 – Adoption Process and Policies	Paint or decorate the dog adoption runs to distinguish them from the others. *The Community Subcommittee feels that merely creating another type of barrier such as a chain or rope would accomplish the same effect. This would make this item budget neutral.	2		1	ASAP
Adoptions	7.2 – Adoption Process and Policies	Schedule an ASPCA Meet Your Match training program for volunteers and staff to facilitate and increase adoptions. (NOTE: Cage Cards are included in this program.)	3		1	within 1 year
Adoptions	7.2 – Adoption Process and Policies	Carefully track all adoption returns.	1		0	ASAP

Subject	Chapter		Response to Recommendations	Priority	Policy or Procedure Change	Budget Impact scale of 1 - 4 (4 = high)	Notes
Adoptions	7.2 – Adoption Process and Policies		Offer microchipping to adopted animals for a minimal cost. NOTE: As an alternative, TAW can offer 24 PETWATCH which can be purchased for a reduced cost and can then not only be offered to the public at a reduced rate but can also serve as a source of revenue to the shelter.	3		1	as able
Adoptions	7.2 – Adoption Process and Policies		Hold staff members accountable when they mistakenly euthanize animals	1	Y	0	ASAP
Adoptions	7.3 – Adoption Follow-up/Compliance		Use HSUS's free pet behavior tip sheets to help counsel adoptors on particular behavior issues. See HSUS order form for all the available options.	2		1	30 days
Adoptions	7.3 – Adoption Follow-up/Compliance		Maintain a list of area dog trainers and behaviorists which can be given to adoptors to assist with behavior issues with a newly adopted pet or people who want to surrender a pet due to behavior issues	3		0	as able
Adoptions	7.3 – Adoption Follow-up/Compliance		Schedule a follow-up survey for all adopted animals.	3			
Adoptions	7.3 – Adoption Follow-up/Compliance		Encourage the submission of photos and success stories to be posted on the lobby bulletin board and on the web site. Although there is already a bulletin board, it needs to be made more visible. More importantly, these stories need to be posted to the website and pitched to the media because we are trying to market the shelter to people who might not think to come here to adopt a pet. Although the bulletin board does promote goodwill among shelter staff and visitors, those seeing the bulletin board at the shelter have already chosen to come there.	2		0	ASAP/as able
Adoptions	7.4 – Foster Care Placement		In the opinion of the Community subcommittee, the city does not have sufficient time, staff and resources to maintain a foster program. In addition, foster programs don't necessarily work for situations where there is a facility for the public to visit. It puts non-fostered animals at an advantage of being adopted because they are more visible to potential new homes. Foster situations generally work when there are ample opportunities for fostered animals to be shown at outside adoption events, such as Petsmart showings. It is our opinion that even if those opportunities exist, TAW is not in a position to participate at this time. It is our recommendation that for the time being, foster homes be utilized for special situations such as very young or injured animals, exotics, farm animals, etc.	1	Y	0	ASAP
Adoptions	7.4 – Foster Care Placement		Designate a staff person to supervise the foster program and ensure that that person has sufficient time and resources to manage the program.	1	Y	3	30 days
Adoptions	7.4 – Foster Care Placement		Develop detailed written SOPs for the foster care program, including detailed criteria and selection process for foster families. (See p. 95 & 96 for recommendations)	1	Y	0	30 days
Adoptions	7.4 – Foster Care Placement		Provide foster families with an understanding of shelter policies and their responsibilities as foster parents through orientations and regular training.	1	Y	0	
Adoptions	7.5 – Community Adoption Partners		Develop a screening procedure for all placement partners to ensure fairness	1	Y	2	ASAP
Adoptions	7.5 – Community Adoption Partners		All current placement partners should reapply for the program, including an inspection of the placement facility and foster homes for each organization.	1	Y	2	
Adoptions	7.5 – Community Adoption Partners		Require that each placement partner provide TAW with animal housing and care standards for that organization.	1	Y	2	
Adoptions	7.5 – Community Adoption Partners		Maintain a written record of each placement partner or person with whom the shelter works	1	Y	2	
Adoptions	7.5 – Community Adoption Partners		Pro-actively contact potential placement partners and screening these organizations	1	Y	2	
Adoptions	7.5 – Community Adoption Partners		Re-evaluate the placement partner program annually. (See p. 98 for recommendations)	1	Y	2	
Adoptions	7.5 – Community Adoption Partners		There need to be written policies, guidelines and/or SOPs for the screening procedures. Also, there should be random, unannounced inspections to adoption partner facilities on a regular basis, i.e. quarterly, bi-annually, etc.	1	Y	2	
Adoptions	7.5 – Community Adoption Partners		Train staff and volunteers to become familiar with how the placement partner program works	1		0	ASAP
Adoptions	7.5 – Community Adoption Partners		Establish a committee to expand upon the current program. (See p. 100 - 101 for recommendations.) NOTE: A committee isn't necessarily needed - TAW could merely designate a staff member.	4		0	as able
Adoptions	7.5 – Community Adoption Partners		Identify a more efficient route for updating available animals within the facility. NOTE: There are some easy, short term fixes for this problem that would involve minor technical assistance, as well as better organization and communication between the staff. In addition, the shelter staff has expressed interest in obtaining the software system to help with animal inventory updates. This system is expensive but appears to have many attributes that would expedite the process and free up staff time.	1	Y	2	software
Adoptions	7.5 – Community Adoption Partners		Ensure that TAW utilizes a form releasing it from all liabilities created by the actions of the animals being transferred to placement partners.	1	Y	0	ASAP
Adoptions	7.5 – Community Adoption Partners		Continue to require spay/neuter confirmations for all transferred animals or sterilize them prior to transfer. NOTE: It is the express recommendation of the Community subcommittee that NO animal should leave the shelter without being sterilized. The shelter should perform this procedure for adoptions partners and charge them a reasonable fee to ensure that all animals that pass through the shelter are spayed or neutered before going to a new home.	1	Y	0	ASAP
Comm. Outreach Programs	8.1 – Promotion/Social Marketing		Develop and implement a strategic communications plan which includes proactive methods for dealing with media and crisis communication. See p. 105-113 for recommendations that should be considered when developing the plan. These tasks can be accomplished for a relatively low budget utilizing community resources and the city's communications division.	1		1	ASAP
Comm. Outreach Programs	8.1 – Promotion/Social Marketing		Media train senior management to learn more about promotions, social marketing and media relations	x			
Comm. Outreach Programs	8.1 – Promotion/Social Marketing		Expand the existing SOPs on media inquiries to ensure that they are handled both proactively and responsibly.	1			
Comm. Outreach Programs	8.1 – Promotion/Social Marketing		Develop and implement a community relations plan which includes proactive methods for community outreach and education. See p. 105-113 for recommendations and trends that should be considered when developing the plan.	2		?	within 6 mos.

Subject	Chapter	Response to Recommendations	Priority	Policy or Procedure Change	Budget Impact scale of 1 - 4 (4 = high)	Notes
Comm. Outreach Programs	8.1 – Promotion/Social Marketing	Reach out to the community with various means already being utilized and continually explore new options for community outreach and education.	2			
Comm. Outreach Programs	8.1 – Promotion/Social Marketing	Develop training for animal control officers so that they are better equipped to answer questions from the public about the mission vision and services of TAW.	2			
Comm. Outreach Programs	8.1 – Promotion/Social Marketing	Listen to the needs of the community and develop services, materials and programs that will impact positively on those trends.	2			
Comm. Outreach Programs	8.1 – Promotion/Social Marketing	TAW needs a designated PR person with actual PR training and experience, as well as a strategic PR plan. Especially at this crucial time, the PR and image building responsibilities should not be taken lightly and tacked on to an existing staff person's job responsibilities without careful consideration. While it is possible that TAW could use existing staff to perform this function, it is the recommendation of the Community subcommittee that that person undergo extensive training and also that the city consider hiring someone from outside the shelter that has PR experience for these functions. Public relations could very well be a full time job. If necessary, it is possible that a community partner might be able to provide training and assistance with a strategic plan.	1			
Comm. Outreach Programs	8.2 – Volunteers	Create a volunteer/adoption coordinator's job description that clearly states the duties and responsibilities of each position.	1	Y	N	ASAP
Comm. Outreach Programs	8.2 – Volunteers	Discontinue recruiting new volunteers until the current volunteer program is better organized	1	Y	N	complete
Comm. Outreach Programs	8.2 – Volunteers	Develop an SOP that defines the volunteer program.	1	Y	N	complete
Comm. Outreach Programs	8.2 – Volunteers	Interview supervisory and line staff to determine which volunteer positions can be best utilized by them and the number of volunteers and schedules that are best suited to the needs of the agency	x			
Comm. Outreach Programs	8.2 – Volunteers	Create volunteer jobs that are meaningful.	x			
Comm. Outreach Programs	8.2 – Volunteers	Utilize volunteers to do off-site events and community activities.	1			
Comm. Outreach Programs	8.2 – Volunteers	Discontinue allowing volunteers to perform essential duties of the veterinarian and veterinary technician	x			
Comm. Outreach Programs	8.2 – Volunteers	Discontinue allowing volunteers to choose which tasks they would like to perform and recruit volunteers based on the needs of the shelter.	x			
Comm. Outreach Programs	8.2 – Volunteers	Utilize volunteers in a Head Start program for adoptable dogs	2			
Comm. Outreach Programs	8.2 – Volunteers	When advertising for volunteers, include information about the positions available, requirements time commitment, shelter contacts and orientation.	1			
Comm. Outreach Programs	8.2 – Volunteers	Designate supervisors and staff to plan and oversee departmental assignments of volunteers	2			
Comm. Outreach Programs	8.2 – Volunteers	Create a Volunteer Manual. See p. 114 for recommended content.	2		N	As soon as 8.2.C is complete.
Comm. Outreach Programs	8.2 – Volunteers	Consider requiring a minimum time commitment or length of service for all volunteers.	x			
Comm. Outreach Programs	8.2 – Volunteers	Develop a written grievance procedure for volunteers that includes a clear chain of command	3			
Comm. Outreach Programs	8.2 – Volunteers	Make sure all volunteer materials are written in both English and Spanish	3			
Comm. Outreach Programs	8.2 – Volunteers	Effectively Train Volunteers	3		N	As soon as 8.2.D is complete.
Comm. Outreach Programs	8.2 – Volunteers	Require all volunteers to attend a volunteer orientation, receive training specific to their job duty, receive a volunteer handbook and sign a Waiver of Liability.	x			
Comm. Outreach Programs	8.2 – Volunteers	Conduct volunteer training and orientation on a monthly basis (or as needed) during quiet times at the shelter to minimize interruptions.	x			
Comm. Outreach Programs	8.2 – Volunteers	Involve all levels of staff in the volunteer training process.	3			
Comm. Outreach Programs	8.2 – Volunteers	Explain how certain policies and decisions are made to the volunteers	3			
Comm. Outreach Programs	8.2 – Volunteers	Once the volunteer program is well-established, use well-trained volunteers to train new volunteers	3			
Comm. Outreach Programs	8.2 – Volunteers	Post detailed instructions for volunteers to help minimize mistakes and staff oversight	1			
Comm. Outreach Programs	8.2 – Volunteers	Offer special training courses to deserving volunteers and staff.	2			
Comm. Outreach Programs	8.2 – Volunteers	Require volunteers to stick to a schedule.	3			
Comm. Outreach Programs	8.2 – Volunteers	Document volunteer performance and keep a record in the volunteers' file	3			Volunteer Central
Comm. Outreach Programs	8.2 – Volunteers	Create an environment that fosters relationships with volunteers and increases volunteer retention	4		I	When 8.2.E is complete
Comm. Outreach Programs	8.2 – Volunteers	Hold periodic volunteer meetings or send out volunteer newsletters	4			
Comm. Outreach Programs	8.2 – Volunteers	Communicate with volunteers about current events relating to the shelter	4			
Comm. Outreach Programs	8.2 – Volunteers	Recognize volunteers. See p. 118	4			
Comm. Outreach Programs	8.2 – Volunteers	Create a separate formal equipment station for volunteers.	4			
Comm. Outreach Programs	8.2 – Volunteers	Hold special events to foster staff and volunteer relationships.	4			
Comm. Outreach Programs	8.2 – Volunteers	Maintain open lines of communication with volunteers and upper management and periodically conduct "Volunteer Satisfaction Surveys", including inactive volunteers.	4			
Comm. Outreach Programs	8.2 – Volunteers	Conduct exit interviews for volunteers who leave the program.	4			
Comm. Outreach Programs	8.2 – Volunteers	The Community subcommittee recommends that before proceeding with any of the above, that the shelter investigate other successful shelter volunteer programs and emulate the aspects of these programs that work for our city.	4			
Comm. Outreach Programs	8.2 – Volunteers	Clarify the expectations of the relationship with OAA. OAA can provide some volunteer assistance as well as help with some of the recommendations. In addition, many things have changed at the shelter since the OAA became involved. It may be an appropriate time to enter into a MOU or other memorialization of the relationship.	1		N	ASAP

Subject	Chapter	Response to Recommendations	Priority	Policy or Procedure Change	Budget Impact scale of 1 - 4 (4 = high)	Notes
Comm. Outreach Programs	8.3 – Humane Education/Other Programs	Create programs on responsible pet ownership, bite prevention, anticruelty and anti-dog and cockfighting for all grade levels.	4		I	as the PR, community relations and volunteer programs are developed
Comm. Outreach Programs	8.3 – Humane Education/Other Programs	Distribute KIND News to local interested teachers.	4			
Comm. Outreach Programs	8.3 – Humane Education/Other Programs	Incorporate information from "An Animal Care and Control Professional's Guide to Classroom Presentations" into current lesson plans.	4			
Comm. Outreach Programs	8.3 – Humane Education/Other Programs	Once a volunteer program has been successfully established, implement a docent program to utilize volunteers in community outreach.	4		I	as the PR, community relations and volunteer programs are developed
Comm. Outreach Programs	8.4 – Relations & Collaboration w/ Area Animal Shelters/Organizations/Community Interest Groups	As other things are in place, i.e. adoption program, volunteers, healthy animals, community liaison, this can be implemented.	4			
Comm. Outreach Programs	8.4 – Relations & Collaboration w/ Area Animal Shelters/Organizations/Community Interest Groups	Collaborate with other animal welfare groups in areas where there is a logical potential for a positive working relationship.	3			
Comm. Outreach Programs	8.4 – Relations & Collaboration w/ Area Animal Shelters/Organizations/Community Interest Groups	Establish basic guidelines for conducting business with other animals welfare groups, both with the shelter and between the various groups. See Metro Denver Shelter Alliance and Texas Animal Shelter Coalition.	3			
Comm. Outreach Programs	8.4 – Relations & Collaboration w/ Area Animal Shelters/Organizations/Community Interest Groups	Hold routine meetings between TAW management team and leadership of the various other animal welfare organizations.	3		I	
Comm. Outreach Programs	8.4 – Relations & Collaboration w/ Area Animal Shelters/Organizations/Community Interest Groups	Reevaluate how complaints are addressed to use such feedback as constructive criticism and to improve and grow TAW.	3			
Comm. Outreach Programs	8.4 – Relations & Collaboration w/ Area Animal Shelters/Organizations/Community Interest Groups	Work with each area organization on joint efforts in advertising, training, events, donations, etc.	3			
Comm. Outreach Programs	8.4 – Relations & Collaboration w/ Area Animal Shelters/Organizations/Community Interest Groups	Research how to obtain grant money that is available to animal groups working together to help all the animals in a community	3			
Comm. Outreach Programs	8.4 – Relations & Collaboration w/ Area Animal Shelters/Organizations/Community Interest Groups	Reevaluate the benefits of providing PAWS with a site for their Saturday spay/neuter clinic.	x			complete
Comm. Outreach Programs	8.5 – Website (this should be implemented along with section 8.1)	Photograph every *stray or adoptable* animal as part of the incoming examination process.	1			
Comm. Outreach Programs	8.5 – Website	Update the website section on lost and adoptable animals as frequently as possible, optimally at the end of each workday but at the minimum once per week.	2		1	3 mos.
Comm. Outreach Programs	8.5 – Website	Consider working with HLP, Inc., the manufacturers of Chamelion Shelter Management software, to explore the possibility of an interface so that animals on the web stie can be updated more frequently, at least once daily.	1		3	6 mos
Comm. Outreach Programs	8.5 – Website	Consider featuring individual animal backgrounds or stories on the web site to promote their adoption appeal.	2			3 mos.
Comm. Outreach Programs	8.5 – Website	Need to assign a staff person and possibly eventually a volunteer for this job	2		3	
Comm. Outreach Programs	8.5 – Website	Use the list on p. 126 for ideas for news stories with which to update the site frequently	3			6 mos.
Comm. Outreach Programs	8.5 – Website	This should be the same person responsible for PR	3			
Comm. Outreach Programs	8.5 – Website	Promote the website via local venues, starting with the newsletter, print materials and newspapers and then explore additional ways to promote the site.	4		I	As other updates are made
Comm. Outreach Programs	8.6 – Feral Cat Issues	Create and implement a detailed SOP for the handling, care, housing, and euthanasia of feral cats in TAW custody.	2	Y		3 mos.
Comm. Outreach Programs	8.6 – Feral Cat Issues	Keep accurate records tracking the origin of the feral cats and kittens handled by TAW to help TAW determine where to direct its resources.	2			
Comm. Outreach Programs	8.6 – Feral Cat Issues	Adopt a consistent and accurate protocol for feline temperament testing	2			
Comm. Outreach Programs	8.6 – Feral Cat Issues	Check the feral cat boxes during daily routine cleaning to ensure that the are in good working order	2			
Comm. Outreach Programs	8.6 – Feral Cat Issues	Research successful TNR programs in the country and the surrounding areas. - This is really not applicable to Tulsa because we have very specific laws about letting animals roam. A TNR program implemented by the City would violate its own ordinance. While TNR can be a positive step in controlling feral cats, it might be best to leave such a program up to an outside animal welfare group and to support those groups as much as possible without violating city ordinances. OAA is starting a Feral Cat Council and perhaps TAW could work with this group.	N/A			
Comm. Outreach Programs	8.6 – Feral Cat Issues	Develop partnerships with reputable feral cat organizations in the City	4			
Comm. Outreach Programs	8.6 – Feral Cat Issues	Educate the community about the feral cat problem and possible solutions	4			
Comm. Outreach Programs	8.6 – Feral Cat Issues	Provide information to citizens inquiring about feral cats or trap rentals about the alternatives such as Trap-Neuter-Release (TNR).	4			
Comm. Outreach Programs	8.6 – Feral Cat Issues	Work with OAA and the Feral Cat Council to educate the community	4			3-6 mos

Subject	Chapter		Response to Recommendations	Priority	Policy or Procedure Change	Budget Impact scale of 1 - 4 (4 = high)	Notes
Field services /Animal Control	9.2 – Officer Safety	9.21 – Operating policies, Procedures and Field Officer Training	Develop a more comprehensive SOP. The SOP needs to be a detailed, step-by-step account of what is expected on the many function of field work. It is recommended that the ACOs have input in the development of new SOPs. SOPs should be kept current to consider added responsibilities, evolving law, new equipment, etc. Every time there is an update or revision each ACO should sign off, showing it has been received.	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.21 – Operating policies, Procedures and Field Officer Training	Provide ACOs with a hard copy of the SOPs so that updated policies are procedures are readily accessible while they are in the field	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.21 – Operating policies, Procedures and Field Officer Training	Review current Codes relevant to anima issues to ensure that each is addressed and has a corresponding procedure.	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.21 – Operating policies, Procedures and Field Officer Training	Expand the SOPs to include such details as employee equipment checklists, uniforms, forms or activity reports, radio transmission guidelines, priority call list, sick or injured animal handling, cruelty investigations, noise complaints, dog and cock fighting, animal handling, unloading, identification and disaster preparedness. It is recommended that COTAC look into other animal control agencies' SOPs for ideas of topic and formats.	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.21 – Operating policies, Procedures & Field Officer Training	Upon off loading of animals, the truck cages need to be cleaned disinfected and rinsed. This needs to be accomplished every time a compartment has been occupied by an anima	3	Y	2	
Field services /Animal Control	9.2 – Officer Safety	9.21 – Operating policies, Procedures & Field Officer Training	Scan all dogs and cats for microchips upon impoundment in the field. Written policy should be enacted immediately, staff trained on how to scan, and procedures put in place outlining daily checks on the scanners to ensure they are working properly.	2	Y	3	
Field services /Animal Control	9.2 – Officer Safety	9.21 – Operating policies, Procedures & Field Officer Training	Send each ACO to a minimum of 10 continuing education credits of training every year in order to maintain a current level of training on industry standards and professional development. State conferences and regional trainings are also a great way to network with other regional agencies; see what type of services they provide to their citizens and how those services can be tailored to COTAC	3		1	
Field services /Animal Control	9.2 – Officer Safety	9.21 – Operating policies, Procedures & Field Officer Training	Instruct ACOs to transport critically ill or injured animals immediately to the shelter for vet care. The ACO should not respond to additional calls until the animal has received medical attention	3	Y		
				3			
Field services /Animal Control	9.2 – Officer Safety	9.22 – Communications/Dispatch	Maintain statistics on incoming calls based upon geographic area and type of complaint. Management should review these statistics to determine what kind of educational or enforcement programs may benefit the areas, and then designate ACO teams to spend time in the areas focusing on problem resolutions	3	Y	1	
Field services /Animal Control	9.2 – Officer Safety	9.22 – Communications/Dispatch	Create written SOPs addressing the process of taking and dispatching calls so that there will be uniformity in information taken, the way calls are handled and the prioritization of calls	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.22 – Communications/Dispatch	Install voicemail system for citizens to leave messages for non-emergency calls. Where voicemails can sometimes be frustrating for citizens, a busy signal in today's age of telecom tech is completely unacceptable.	3	Y	1	
Field services /Animal Control	9.2 – Officer Safety	9.22 – Communications/Dispatch	Consider having a phone tree that sends all calls for service to police communications to be entered into the CAD system and dispatched to the ACOs for call tracking and field activities . Other calls for shelter questions, hours of operation, and adoptable and lost animals can be routed to the facility	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.22 – Communications/Dispatch	Provide extensive training to COTAS's clerk/dispatchers in basic customer service skills and animal control policies and procedures so that they are better able to assist citizens and defuse volatile situations.	1	Y		
Field services /Animal Control	9.2 – Officer Safety	9.23 – Equipment/Vehicles/Uniforms	Compare current ACO equipment with the following suggested list (see page 135	3	Y	1	
Field services /Animal Control	9.2 – Officer Safety	9.23 – Equipment/Vehicles/Uniforms	Develop an equipment checklist for each vehicle and each ACO. Each ACO should be responsible for all his/her equipment and its working conditions.	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.23 – Equipment/Vehicles/Uniforms	Create and implement a weekly vehicle inspection form, which lists required equipment, to ensure that each truck is equipped accordingly and properly cleaned and disinfected	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.23 – Equipment/Vehicles/Uniforms	Clean and disinfect all animal compartments on the vehicle after each use	3	Y	1	
Field services /Animal Control	9.2 – Officer Safety	9.23 – Equipment/Vehicles/Uniforms	Display COTAC phone number, physical address and website address prominently on both sides and rear of each vehicle. Replace all worn or damaged logos. Printed messages such as "Spay and Neuter Your Pet" or "Report Cruelty" can improve the department's public image and the delivery of its philosophy.	3	Y		
Field services /Animal Control	9.2 – Officer Safety	9.23 – Equipment/Vehicles/Uniforms	Reconsider the use of chemical spray on aggressive animals. Training, rather than weapons, will aid the officers in most situations involving aggressive dogs. (see pg 137)	3	Y	1	
Field services /Animal Control	9.2 – Officer Safety	9.23 – Equipment/Vehicles/Uniforms	Provide ACOs with educational information for distribution to the public. The HSUS can provide pamphlets describing how to live humanely with wildlife neighbors and alternative to trapping: brochures about barking dogs, etc. (see page 137 for complete list)	3	Y	1	
Field services /Animal Control	9.2 – Officer Safety	9.24 – Law Enforcement Backup and Relations	Continue to build the relationship between COTAS and TPD through good communication and cross training. Some communities have a rep of animal control address the police officers somewhere in the cycle of training once every year or two. The purpose is to explain animal control's role, abilities, answer question and thank the police for their continued support.	1			
Field services /Animal Control	9.3 – Emergency After Hours		Create written SOPs for all aspects of emergency/after-hours procedures. The SOPs should include an emergency call-out list which specifically details which calls are considered an emergency. This list should be provided to police dispatch so they will know which calls are considered emergencies when answering animal related calls. For example, a stray is not an emergency but a stray dog hit by a car is	1	Y	1	

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Field services /Animal Control	9.3 – Emergency After Hours	Stager the work shifts for ACO and dispatchers to provide more extensive coverage and better service to the public. Consider shifts of 7 a.m. to 4 p.m. , 9 a.m. to 6 p.m. and 11 a.m. to 8 p.m. Consider offering field and bite investigation services on Saturday when many people are at home	1	Y	I	
Field services /Animal Control	9.4 – Job Descriptions (Animal Control Officers/Field Staff)	Reassign time and attendance duties to mid-level supervisors.	3	Y		
Field services /Animal Control	9.4 – Job Descriptions (Animal Control Officers/Field Staff)	Reconsider the current org structure as it relates to the supervision of the ACO IIs and the SACI. The current division of supervisory duties creates confusion and possible dissention among staff when different rules apply to different employees. The supervisory duties might be better divided by having one ACO III supervise all of the ACO II's and the SACI and have the other ACO III oversee the clerical/dispatch staff and shelter operations. This way there can be uniformity and clear definitions among staff and management on roles and responsibilities.	x	Y		implemented
Field services /Animal Control	9.4 – Job Descriptions (Animal Control Officers/Field Staff)	Require the SACI to conduct the investigation relating to animal cruelty, bites and other complaints that require more expertise for animal-related violations. The ACO Is, who are responding to a large volume of calls, do not have the time that is required to effectively investigate an document a cruelty or neglect case	3	Y	I	
Field services /Animal Control	9.4 – Job Descriptions (Animal Control Officers/Field Staff)	Review the job duties of the ACO IIIs and the SACI to increase their involvement in the daily activities in the field and shelter. Although attention to data entry and recordkeeping is important, they should not replace the basic job responsibilities of supervisory or specialized positions.	3	Y		
Field services/Animal Control	9.5 – Forms/Record Keeping	Consider the acquisitions of a comprehensive software program dedicated to animal control which would enable COTAC to eliminate the use of numerous software programs. This would make training easier for new staff and provide more accurate number for a management to use when evaluating employees, preparing budget requests, and monitoring trends in the city.	1		3	in process
Field services/Animal Control	9.5 – Forms/Record Keeping	Provide ACOs access to the CADS system through on-board computers so they are able to update service calls that were initiated by the clerk/dispatcher; ACOs could also enter service calls they receive while in the field. This will eliminate the redundancy of entering information between programs	4		I	in process
Field services/Animal Control	9.5 – Forms/Record Keeping	Introduce production and revision dates on all printed forms and materials	4	Y		
Field services/Animal Control	9.5 – Forms/Record Keeping	Create forms and educational materials in Spanish so that no one is excluded from using COTAC's services because of a language barrier.	2	Y		
Field services/Animal Control	9.6 – Officer Accountability Procedures	Rotate the assigned sectors or zones periodically so that each officer remains familiar with different areas of the city and county	4	Y		
Field services/Animal Control	9.6 – Officer Accountability Procedures	Develop an SOP and business plan with staff outlining accountability measures and benchmarks	4	Y		
Field services/Animal Control	9.6 – Officer Accountability Procedures	Improve communication between management and staff	4	Y		
Field services/Animal Control	9.7 – Animal Control Ordinance Review	As the city of Tulsa updates its ordinances, consider contacting the HSUS for examples of progressive animal related ordinances that have been implemented in other jurisdictions	1	Y		
Field services/Animal Control	9.7 – Animal Control Ordinance Review	Provide training and develop relationships within Tulsa PD to better educate police officers on the crime of animal cruelty. Since most forms of ac are felony offenses, the police department's involvement is not only beneficial, it is required to prosecute a felony crime. The TPD should assign at least two detectives that COTAC can approach with criminal cruelty cases for advice, direction, investigation and prosecution. TPD also needs to allow the SACI the ability to instruct police officers on animal cruelty and the role that the police dept plays in such offenses.	1			
Field services/Animal Control	9.7 – Animal Control Ordinance Review	Require that individuals wishing to receive a Hobbyist Exemption Permit apply with the Animal Control Manager or his/her designee instead of the Dir. Of Finance. Have the fees for the permit placed in a special fund account set from the General Fund that can only be accessed by COTAC and used for spay/neuter or other programs aimed at lowering the number of animal impounds and euthanasia rate	1	Y	I	
Field services/Animal Control	9.7 – Animal Control Ordinance Review	Work closely with the city attorney to address the needed ordinance changes from the suggestion listed above and any other ordinances deemed necessary for revision or inclusion.	1	Y		
Field services/Animal Control	9.7 – Animal Control Ordinance Review	Review ordinances yearly to gauge effectiveness of the animal control program and to ensure that the mission of creating safe neighborhoods for both people and pets are being met	1	Y		
Field services/Animal Control	9.7 – Animal Control Ordinance Review	In an effort to reduce pet overpopulation, form a collaborative partnerships in the city and county to address the core issues of education and sterilization of pets.	1	Y		Regional AW Task Force formed
Field services/Animal Control	9.8 – Licensing	Pursue possibility of allowing license sales revenue to be put into a fund account for COTAS's use only	2	Y	I	
Field services/Animal Control	9.8 – Licensing	Providing additional staff to enforce pet licensing and spay/neuter requirements thorough canvassing. Areas such as LACAC have revenue officers that target neighborhoods to check for current registration and issue citations for non-compliance	2		I	
Field services/Animal Control	9.8 – Licensing	Develop and distribute educational materials promoting the benefits of micro chipping to pet owners. Vets should be encouraged to provide affordable micro chipping to their clients	2		I	
Field services/Animal Control	9.8 – Licensing	Work with other animal orgs to assist with neighborhood canvassing and promotional events to increase city licenses.	2	Y		
Field services/Animal Control	9.8 – Licensing	Pursue additional outlets for the sale of licenses, including other government sites, pet supply stores, vet hosp., etc.	2	Y	I	
Field services/Animal Control	9.8 – Licensing	Host quarterly low-cost rabies vacc , city license and microchip clinics for City residents	2		I	
Field services/Animal Control	9.9 – Dog fighting	Develop a written SOP covering dog fighting in conjunction with the police department. Such a policy should outline what signs to look for that might indicate fighting activity. This SOP should also explain how to safely make inquiries and gather information from the public. The SOP should specify how that information is to be presented to the appropriate investigators.	4	Y		

Subject	Chapter	Response to Recommendations	Priority	Policy or Procedure Change	Budget Impact scale of 1 - 4 (4 = high)	Notes
Field services/Animal Control	9.9 – Dog fighting	Provide all officers with training on the recognition of wounds indicative of dog fighting	4	Y	I	
Field services/Animal Control	9.9 – Dog fighting	The HSUS recommends that no dogs seized from dog fighting operations, even puppies, be placed for adoption or transferred to placement partners. Although some of the dogs and puppies seized may appear perfectly friendly, it is important that COTAC err on the side of caution. Puppies that come from fighting lines may be unpredictable and dangerous as they mature. COTAC does not need that liability and the community doesn't need a potentially dangerous dog.	4	Y		
Field services/Animal Control	9.9 – Dog fighting	Coordinate communication and training exercise with the gang unit of the TPD. If either agency has knowledge of dog fighting, they need to ensure the both sides are aware of the incident and develop an investigation protocol between the COTAC and the TPD	4	Y		
Field services/Animal Control	9.9 – Dog fighting	Provide the opportunity for every ACO to attend dog fighting investigations workshops when available	4	Y	I	
Field services/Animal Control	9.9 – Dog fighting	If COTAC does have issues with illegal animal fighting in the future, it may be best handled by working in conjunction with state police departments. (see page 149)	4	Y	I	
Field services/Animal Control	9.9 – Dog fighting	Encourage the city to utilize The HSUS Animal Fighting and Cruelty campaign Web Site. This website is an effective tool in uniting law enforcement, ACOs, prosecutors, judges, government investigators and govt. officials from across the US via the internet	4	Y		
Field services/Animal Control	9.10 – Investigations and Enforcement	Update SOPs to include all aspects of enforcement and investigator	3	Y		
Field services/Animal Control	9.10 – Investigations and Enforcement	Provide the ACOs with immediate training in case preparation and presentation: (see page 152)	3	Y	I	
Field services/Animal Control	9.10 – Investigations and Enforcement	Reevaluate the use of control poles (see page 152)	3	Y		
Field services/Animal Control	9.10 – Investigations and Enforcement	Provide the ACOs with professional looking educational materials covering issues like responsible pet care, rabies, ordinances, and spay /neuter. Enlist legal reps for ACOs through the prosecutor's office	3	Y	I	
Field services/Animal Control	9.10 – Investigations and Enforcement	Transport animals in sever pain immediately to the shelter to receive appropriate attention	3	Y		
Field services/Animal Control	9.10 – Investigations and Enforcement	Use door hangers or postcards to let citizens know that the agency has responded to their complain	3	Y	I	
Field services/Animal Control	9.10 – Investigations and Enforcement	Send select ACOs to the National Cruelty Investigations School	3	Y	I	
Field services/Animal Control	9.11 – Field Services/Animal Control Contracts	Reconsider the arrangement of euthanizing the animals of other agencies. (see page 153 for more info	x	Y	I	complete
Field services/Animal Control	9.12 – Wildlife Issues	Loan or set traps to remove wild animals only if it is causing actual damage to property, is sick or injured, is confined to an area from which it can't escape, or posing an immediate health or safety threat to persons or domestic animals. The mere presence of an animal should not constitute a valid basis for control.	4	Y		
Field services/Animal Control	9.12 – Wildlife Issues	Instruct citizens that captured, non-target wildlife that is neither causing actual damage nor an immediate threat to the health or safety of persons should be released at the site of capture, following resolution of the conditions that lead to the conflicts.	4	Y		
Field services/Animal Control	9.12 – Wildlife Issues	Provide complainants with information on available wildlife control methods to alleviate their problem. Also provide them with methods and practices which the citizens may employ in the future to avoid a recurrence of the wildlife problem. If the caller claims to have tried these methods what no success, an ACO should be dispatched to evaluate the situation. In cases where the caller is threatening to harm the animal the ACO should be made aware of the threat and be dispatched to resolve the problem	4	Y		
Field services/Animal Control	9.12 – Wildlife Issues	Include information on rabies and solutions to wildlife conflicts on the website in order to encourage people to resolve issues before calling. For those without internet access, hard copies of the information should be provided. Many organizations, including the HSUS have information on the web that COTAC can link to.	4	Y		
Field services/Animal Control	9.12 – Wildlife Issues	A complainant who insists on removal of an animal that is not causing damage to property, sick, etc. should be referred to a wildlife control operator. If a wild animal must be trapped and relocated, a trained prof. should determine if the site and conditions are appropriate for release because relocating wild animals can be a death sentence for them. The determinations should be such factors as time of year, food and water sources, etc.	4	Y		
Field services/Animal Control	9.12 – Wildlife Issues	When/if calls are received regarding orphaned wildlife, the citizen, if possible should be advised to watch the young from a distance to determine if the adult returns. If an adult doesn't return the citizen should be advised to keep the animal safe and warm until it can be brought to the shelter or picked up by an ACC	4	Y		
Field services/Animal Control	9.12 – Wildlife Issues	Provide each person borrowing a trap with information on safe and humane trapping procedures and instruction on what to do after an animal is trapped or in an emergency situation such as trapping an injured animal.	4	Y		
Field services/Animal Control	9.12 – Wildlife Issues	Begin keeping detailed records for wildlife cases handled (see page 155 of r details	4	Y		software
Governance, Management and Leadership	10.2 – Articulation of Organizational vision, Mission & Planning	Decide if the mission statement is consistent with the organization's current priorities. If not, either the mission statement should be altered or the priorities of the organization should be change. The basis of a sound planning process lies in taking a close look at the mission statement of the org	1	Y		
Governance, Mngmt and Leadership	10.2 – Articulation of Organizational vision, Mission & Planning	Develop action plans. An important component of strategic planning is the development of action plans, which detail the steps necessary to achieve an orgs strategic goals and typically incorporate the following components (see page 158)	1	Y		
Governance, Mngmt and Leadership	10.2 – Articulation of Organizational vision, Mission & Planning	Commit the resulting plan to writing. It is a reminder of priorities when the week is blurred by day-to-day activities. It serves as a basis for evaluation of the director, management eval of staff and allocation of limited resources. Most of all, it serves as a road map to keep everyone working in the direction specified in the mission and vision statements.	1	Y		
Governance, Mngmt and Leadership	10.2 – Articulation of Organizational vision, Mission & Planning	Publicize the plan, and give regular updates to the community, including local governments. As the public sees progress, they will be encouraged to become more involved. This can serve as the basis for a closer relationship between the public and COTAWS	1	Y		

Subject	Chapter		Response to Recommendations	Priority	Policy or Procedure Change	Budget Impact scale of 1 - 4 (4 = high)	Notes
Governance, Mngmt and Leadership	10.2 – Articulation of Organizational vision, Mission & Planning		Monitor and evaluate the progress of the plan. As goals and objectives are met, the plan will need revision. It should be addressed regularly at board meetings and updated as needed. Ensure that COTAS can maintain and carry out its strategic goals and action plans. The missing ingredient for success is often the organizational capacity to accomplish stated goals. Lasting benefits come from the capacity for strong performance: the ability to develop, sustain and improve the delivery of a mission.	1	Y		
Governance, Mngmt and Leadership	10.2 – Articulation of Organizational vision, Mission & Planning		Development of a vision statement is option and should probably be deferred until the strat plan has been in place for a year or more. (see 158)	1	Y		
Governance, Mngmt and Leadership	10.2 – Articulation of Organizational vision, Mission & Planning		Join the Society of Animal Welfare Administrators. The org focuses on the duties and responsibilities of the director and provides excellent training and networking opportunities. Board Source is another excellent resource.	1	Y	\$200	
Governance, Mngmt and Leadership	10.3 – Leadership and Infrastructure		Review the org chart (see page 160). Changes were made to suggest better allocation of human resources and address some of the concerns expressed by staff.	x	Y	I	complete & ongoing
Governance, Mngmt and Leadership	10.4 – Performance Management and Accountability		Conduct monthly staff reviews to evaluate accomplishments and progress of the agency and set goals for the coming month. (see page 161)	1	Y		
Governance, Mngmt and Leadership	10.4 – Performance Management and Accountability		Practice Management by Walking Around to become aware of what individual employees do, how they do it, challenges they face, etc.	1	Y		
Governance, Mngmt and Leadership	10.4 – Performance Management and Accountability		set reasonable goals for individual employees with a time limit for achievement. This will help ensure that evaluations are fair and meaningful to both the employee and employer	1	Y		
Governance, Mngmt and Leadership	10.4 – Performance Management and Accountability		Use an assignment board to list, prioritize and refine daily tasks to maximize the staff's ability to provide care of the animals and to meet the needs of the public.	1	Y		
Governance, Mngmt and Leadership	10.5 – Operating Policies, Procedures and Training		Please refer to the detailed comments throughout report which address sections of the Procedure Manual and Clinic Protocols Manual throughout the report.	2			
Governance, Mngmt and Leadership	10.6 – Compensation and Benefits System		Obtain and review a copy of the SAWA Salary Report. In their report the pay rates and benefits of like-size agencies are compared.	3	Y		
Governance, Mngmt and Leadership	10.6 – Compensation and Benefits System		Prepare employee benefits statements once a year outlining the value of their benefits packages. Many employees have difficulty seeing beyond the amount of their paychecks and do not place a monetary value on benefits such as health insurance, paid time off, etc.	3	Y		
Governance, Mngmt and Leadership	10.6 – Compensation and Benefits System		Reward staff for exceptional work. Consider giving movie passes, restaurant coupons, etc. to acknowledge exceptional efforts and show they are appreciated by management	3	Y		
Governance, Mngmt and Leadership	10.6 – Compensation and Benefits System		Conduct exit interviews with staff to determine how much salary and benefits factored into the decision to resign.	3	Y		
Human Resources	11.1 – Staffing Levels	11.11 – Staffing Levels	Conduct an internal analysis of the current schedules to address the staff shortage. There is a definite need for more staff assigned to animal care in the afternoons to spot-clean cages, provide additional food and water to those animals who need it., etc. Adequate staff coverage at all times of day is extremely important.	1	Y	I	
Human Resources	11.1 – Staffing Levels	11.11 – Staffing Levels	Provide better management, structure and oversight to the DOC workers.	1	Y		
Human Resources	11.1 – Staffing Levels	11.12 – Job Descriptions (not including ACOs/field staff)	Require that each staff member is performing duties outlined in his/her job description	4	Y		
Human Resources	11.1 – Staffing Levels	11.13 – Staff Uniforms (not including ACOs/field staff)	Enact a uniform policy for all employees. Staff at every level should be easily identifiable by both a uniform and nametag	4	Y	I	
Human Resources	11.1 – Staffing Levels	11.14 – Employee Handbook	Consider creating a separate employee handbook that specifically addresses the policies and issues relevant to COTAW staff	4	Y		
				3			
Human Resources	11.2 – Staff Turnover		Consider participating in the Shelter Diagnostic System which uses employee survey's and result based recommendations to help improve staff morale and retention.	3	Y	I	
Human Resources	11.2 – Staff Turnover		Change clerk/dispatcher schedules to make the shifts of other employees so that they are permitted lunch breaks away from their work area.	3	Y		
			Solicit community members to form a "Friends of the Shelter" group that can accept cash contributions for the benefit of the animals.	2			
General Financial Issues	12.0 – General Financial Issues						