

INTRODUCTION
Read and implement the Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters
Read and implement the Association of Shelter Veterinarians Veterinary Medical Care Guidelines for Spay-Neuter Programs
Register key staff to receive Maddie's Fund blogs and updates
Register key staff to receive ASPCApro.org blogs and updates
Join the Million Cat Challenge and listserv
Update all Standard Operating Procedures
FEAR FREE PHILOSOPHY
Have Dog Coordinator Fear Free Certified
Have Cat Coordinator Fear Free Certified
Once certified, have Dog and Cat Coordinator educate the whole staff regarding the Fear Free approach
Order Shore-line sole source stainless steel cages with portals for cat areas (see plans already submitted)
Install sound abatement in all dog kennel ceilings
Provide all dogs with a soft bed and toys
Add toys and scratchers for cats
Discontinue co-housing unfamiliar cats in the same cage
Discontinue co-housing cats and dog in the same room
Train all staff in animal handling
ALLOCATION & FOCUS OF RESOURCES
Create master inventory list of pharmaceuticals and supplies and research cost options
Have veterinarian approve inventory list
Discontinue giving every cat an injection of Convenia and use Clavamox only as prescribed by the veterinarian
Complete audit of job duties/tasks to ensure maximizing staff time
Research successful volunteer programs (aspcapro.org, animalsheltering.org, bestfriends.org, maddiesfund.org, etc.)
TECHNOLOGY
Review and update website content
Create templates to prevent staff from entering repetitive information such as 'surgery notes'
Use reports already in Chameleon such as 'missing vaccines' or 'vet check' and create system for follow up care
Create or use report to develop surgery list

Install Postmaster to create auto-email system to send alert to rescue partners and foster volunteers
Register and report to Shelter Animals Count at shelteranimalscount.org
Perform owner requested euthanasia only when true euthanasia
If owner presents pet for euthanasia that is not necessary and placement is an option, have owner sign surrender form and categorize as an owner surrender
Calculate accurate live release rate
Research progressive shelter programs such as those in Alachua County
RESPONSIBLE PUBLIC POLICY
Request that commissioners waive the stray hold for all felines while ordinance revised
Request that commissioners waive the stray hold for puppies under 5 months while ordinance revised
Schedule call with Dr. Pizano, the county attorney, the Best Friends attorney and county leadership to discuss redline recommendations for proposed ordinance revisions
TARGETED SPAY/NEUTER
Read Replacing Myth with Math by Peter Marsh
Read Getting to Zero by Peter Marsh
Re-create Neuter Commuter spay/neuter program and use exclusively for low-income pet owners at no more than \$20 per surgery
Discontinue bringing public animals into shelter for surgery
Budget for subsidies covering low-income spay/neuter for 850 cat and 850 dog surgeries per year
Create spay/neuter collaborative with area clinics and invite private veterinarians to participate and offer first visit free
Create targeted program that also includes large breed dogs and community cats in addition to pets belonging to low-income owners or in high intake areas
SAFETY NET
Visit Brevard County Sheriff's Office to learn about their Surrender Mitigation program
Visit the Jacksonville Humane Society to learn about their Safety Net program

Transition to scheduling appointments for owner surrenders 10 to 14 days after the first inquiry and assist with resources/direction
Schedule owner surrender appointments only on Tuesdays and Thursdays from 10am to 2pm at hour intervals
Develop coalition with area animal welfare groups to create one community-wide Safety Net program of resources with a help hotline
Research grant funding and provide an option for donors to help start a Safety Net program
ENFORCEMENT
Audit all tasks assigned to ACOs
Audit all productivity of each ACO
Use evenings after 5pm, overnights and weekends exclusively for emergency calls
Temporarily stop delivering cat traps until SNR program in place and create script/messaging approved by county leadership
Ensure Datamars scanner in each enforcement vehicle
Ensure truck enclosures are sanitized as per guidelines in this report
Discontinue the service of picking up owner surrendered pets
MANAGED INTAKE
Create a plan to increase live outcome hours per day and remain open 7 days a week
SHELTER/NEUTER/RETURN
Create brochure using Greenville County or Brevard County brochures as examples
Educate staff regarding SNR program
Require all staff, county leadership and the Board of County Commissioners view the SNR testimonials here: https://www.youtube.com/watch?v=NyE4XwUFZaY
Watch webinar Return to Field: Putting Theory into Action by Cameron Moore on maddiesfund.org
Ask Good Samaritans at intake to pick up cats and return them home the day after surgery
GOOD SAMARITAN FOSTER CARE
Ask Good Samaritans to foster and offer supplies, vaccines and spay/neuter when old enough and encourage them to find permanent placements
Order Wait 'til 8 brochure from alleycat.org

Order Orphan Kitten Handbooks from kittenlady.org
TRADITIONAL FOSTER CARE
Discontinue the requirement for foster volunteers to provide information about their pets at home and have them sign a release that family pets must be vaccinated/protected and licensed
Encourage all foster volunteers to place their pets in permanent homes
Create networking opportunities for Good Samaritan and traditional foster volunteers to place their pets such as off-site adoptions, a special Facebook page and adoption events to avoid a second intake back into the shelter
Use Postmaster in Chameleon to communicate with foster volunteers
POPULATION MANAGEMENT
INTAKE PROTOCOLS
Create separate intake room for cats so they are not exposed to dogs
Discontinue the practice of co-housing dogs and cats adjacent to one another
Discontinue the practice of housing animals with and without contagious disease adjacent to one another
Provide animal handling training for all staff
Provide aging/sexing training for all staff
Use TabBands for identification of pets
Replace killed FVRCP vaccine for cats with modified live
Give each pet the appropriate vaccine dose
Discontinue the use of large dog Advantage Multi for cats
Order appropriate flea control for cats
Discontinue repeating FeLV test
Purchase test strips for blood glucose
DAILY LIVE OUTCOME TEAM ROUNDS
Create system for Daily Team Rounds
BASIC SANITATION
Replace all current disinfectants with accelerated hydrogen peroxide
Review OSHA guidelines for sanitation and occupational safety
Ensure all containers are appropriately labeled as per OSHA guidelines

Ensure all staff knowledgeable about MSDS sheets
Ensure all staff with sanitation duties are following updated SOPS
Hold staff accountable for spraying dogs directly with a hose and other breaches of basic sanitation
Discontinue spraying feces down the drain with a hose and direct staff to use Pooper Scooper instead
Ensure divider doors are closed so cleaning only occurs on the side without the dog
Ensure kennels are dry before dogs return to clean side
Discontinue quarterly closure for deep sanitation
Discontinue the use of foot baths
SHELTER MEDICINE & SURGERY
Schedule current veterinarian in shelter medicine and surgery 5 days a week
Recruit necessary support staff for veterinarian
Discontinue the practice of non-veterinarians administering rabies vaccines
Add injectable NSAID for pain for surgery dogs
Add transmucosal Bupernex pain control for surgery cats
Consider using disposable drapes to wrap packs and provide a sterile surgery field
HOUSING, SANITATION & ENRICHMENT~CANINES
Train staff to use positive reinforcement like treats to coax a dog to one side of the run and hold staff accountable who are using corporal measures
Train staff on proper sanitation techniques
Sanitize kennels between dogs
Provide water bowl for each dog
Provide one food bowl per dog
Install hose to sanitize hallway between outside parts of runs
Create chart for feeding proper feeding amount
Feed dogs a mixture of dry and canned food twice daily
Feed nursing moms and puppies a mixture of dry and canned food three times daily
Provide all dogs with soft bedding, Kuranda
Register for the Kuranda shelter donation program and advertise on social media so public can donate
Provide all dogs with toys that can be disinfected
Register for the Kong shelter donation program

HOUSING, SANITATION & ENRICHMENT~FELINES
Discontinue housing unfamiliar cats in the same cage
Purchase and provide feral dens for feral cats and scared cats
Purchase 'forks' for cat traps (2)
Discontinue the use of cat grabbers
Discontinue the use of current cat enclosures when new portalized cages arrive
Continue to feed cats free choice dry food and add canned food in a separate bowl twice daily for adults and 3 times daily for nursing moms and kittens
Implement spot cleaning while cat is in enclosure
Provide cats with toys that can be disinfected
Install shelving in current feral cat room to house cats in traps for the SNR program
Require that all staff view Dr. Brenda Griffin webinar regarding stress reduction in shelter cats (see Resources)
LIVE OUTCOME PROGRAMS
RETURN TO OWNER PROGRAM
Train staff regarding use of PetHarbor Lost and Found report on county website
Replace current microchips with Found Animal Foundation microchips
Create option for owners to reclaim their pets for the adoption fee and services in lieu of fees and fines
ADOPTION PROGRAM
Create coalition with area animal welfare groups
Implement open adoption program and train staff
Offer fee waived adoptions for cats
Reduce adoption fees for dogs
Create signage for the public so potential adopters can walk freely through the adoption areas (discontinue escorting individuals)
Utilize the first cat room for nursing moms and kittens and ask potential adopters to foster
Utilize the second cat room for adoptions
Use rows A and B for dog adoptions
Schedule staff in each area for adoption counseling
Discontinue the practice of having all family members including dogs come to the shelter to meet new pet
Discontinue requiring physical proof for the compliance of current pets and ensure adoption release adequate

Remove pet limits for adoption
Create Foster-to-Adopt program
Create partnership with local veterinarians and offer all the opportunity to provide first visit free for new adopters
RESCUE PARTNERSHIPS
Allow rescue partners to transfer pets on a first come/first serve basis
Discontinue the practice of charging rescue groups
Communicate new and improved program with area animal welfare groups
Research and network with progressive shelters that have robust rescue partnerships
FUNDING OPPORTUNITIES & PUBLIC~PRIVATE COLLABORATION
Research and apply for grants with Maddie's Fund, PetSmart Charities, the Petco Foundation and Best Friends
Research use of funds in the Neuter Commuter donation account
Research and approach local community foundations
Research and pitch non-animal welfare businesses in the area regarding partnerships
Create partnership with private veterinarians (once infectious disease rate mitigated)

