

Management Response Form

Please complete each highlighted section of the following form including if you Agree, Partially Agree, or Disagree with the recommendation and your explanatory comments for the response.¹ If you Agree or Partially Agree indicate who will be responsible for completing the associated implementation actions by job title and when you expect the actions to be completed by Fiscal Year and Quarter.

1	<p><i>Assess current staffing organization and structure to ensure minimum care standards are maintained without impacting other operations. It is likely additional staff is needed.</i></p> <p>Explanatory Comments: Two additional Animal Care Technicians were added to the department for FY25 during the Budget Process. Those positions were posted in October and filled in December. The department has had to work through additional vacancies due to turnover, separations, and promotions; however, the department anticipates being fully staffed by the end of January 2025. Any additional identified staffing needs will be presented as part of the FY26 Budget process. Additionally, the department was recently reorganized to center positions around goals versus functions and align positions with renewed expectations for service and lifesaving.</p>	Agree	
Responsibility: Job Title Director		Expected Completion: FY25, Q2	
2	<p><i>Develop a process for ensuring all required vaccinations and medicines are administered to animals during intake. Require follow-up intake exams for animals that could not complete their initial exam.</i></p> <p>Explanatory Comments: RSVP staff were tasked with ensuring completion of exams for animals who did not receive them on intake and for conducting booster follow ups. Over the last four months, there have been a number of changes in the RSVP staffing causing inconsistencies in the work. The Intake Supervisor will be tasked with ensuring the new RSVP staff complete required tasks and develop a process for ensuring required intake exams are complete.</p>	Agree	
Responsibility: Job Title Intake Supervisor		Expected Completion: FY25, Q1	
3	<p><i>Implement written guidance regarding intake and care of non- dog and cat animals and ensure staff are trained on the procedures.</i></p>	Agree	

¹ Explanatory comments will be included in the body of the audit report after each associated recommendation. This form – without the comments – will be appended to the end of the report to provide a brief summary.

Explanatory Comments: Management will develop a formal SOP to offer guidance to staff on the appropriate steps to intake and care for non-traditional shelter animals.

Responsibility:	Intake Supervisor	Expected Completion:	FY25, Q1
4	<i>Formalize a method for tracking an animal's length of stay and implement monthly medical checks for those that remain in the Department's care for over 30 days. Monthly medical checks should at least include re-checking the animal's weight and providing vaccine boosters.</i>		Agree,

Explanatory Comments: Animals receive daily health and welfare checks ensuring that they:

- Are eating food and drinking water.
- Are not exhibiting any concerning behavior or signs of distress
- Are not exhibiting symptoms of URI or other illness.
- Are not visibly injured.
- Are not exhibiting any signs of being in pain.
- Are bright, alert, and responsive.

These checks are sampled and audited daily by supervisors. Any animal that does not meet all of the above criteria is addressed appropriately, including being given clinical care.

Additionally, the Outcome Supervisor will work with RSVP staff to develop a process for ensuring required monthly rechecks and boosters are completed and documented.

Responsibility:	Outcome Supervisor	Expected Completion:	FY25, Q1
5	<i>Establish a method to track and verify daily care task completion, including which animals have been fed and what kennels have been cleaned.</i>		Agree

Explanatory Comments: Animal Services has implemented a Daily Health and Wellness Monitoring System to ensure that every animal, every day, has been given appropriate care including medication, feeding, enrichment, etc. Training has been conducted with staff members and the system is supporting proactive identification and addressing of issues.

Responsibility:	Director	Expected Completion:	Completed
6	<i>Align feeding and cleaning practices and relevant standard operating procedures, including feeding the correct type and amount of food, removing paper bowls from canine kennels as soon as they are emptied,</i>		Partially Agree

and clarifying how long disinfectant should remain on the kennels before removal. Consider implementing twice a day feeding. If daily supplements are continued to be offered to cats, ensure dosage guidance is provided to staff.

Explanatory Comments: Staff will update SOPs to reflect the current established practices for feeding, cleaning, and dosage of supplementals. There is no supporting information in the audit for twice daily feedings. At the November 13, 2024 ASAC meeting, the idea of twice daily feedings was discussed and the board veterinary member stated clearly that it was not necessary or otherwise beneficial.

Responsibility: **Director** Expected Completion: **FY25, Q1**

7 Implement a standard operating procedure regarding behavior monitoring that requires staff to record observations in the Shelter's animal management system. **Partially Agree**

Explanatory Comments: Staff are currently required to provide notes on concerning behavior and positive behavior daily in the Daily Health and Welfare Monitoring System for supervisors to address and document in the shelter management system. Staff have received training on this process. A formal SOP will be established.

Responsibility: **Director** Expected Completion: **FY25, Q1**

8 Work with the Purchasing Division to ensure the veterinary care contract includes any extra, appropriate costs that may not be covered in the current agreement. Implement a method to verify contractor billing independently to ensure the City is only paying for services received. **Agree**

Explanatory Comments: Staff is currently working with the Purchasing Department and the contractor to update the agreement to ensure pricing, services, and invoicing are accurately reflected.

Responsibility: **Administration Manager** Expected Completion: **FY25, Q2**

9 Work with the veterinary care contractor to establish inventory management procedures over non-euthanasia drugs to reduce the risk of loss or theft. If possible, an active inventory list should be maintained and drugs should be periodically inventoried by City staff to verify accuracy. **Agree**

Explanatory Comments: Non-euthanasia drugs are managed by veterinary staff who conduct periodic informal inventory. Staff is currently exploring

options for more formalized and efficient inventory tracking of non-euthanasia drugs.

Responsibility:	Director	Expected Completion:	FY25, Q2
10	<i>Enhance promotional efforts for the City's microchip program once appropriate fees have been authorized.</i>		Agree
Explanatory Comments: The department cannot currently charge for microchipping services but has been offering them to the community free of charge since May 21, 2024. Staff plans to bring an updated schedule of fees to Council in Q2 of FY25. Once adopted, the department will promote the microchip program.			
Responsibility:	Director	Expected Completion:	FY25, Q2
11	<i>Consider establishing an owner-requested sterilization program.</i>		Partially Agree
Explanatory Comments: More research into funding and logistics would be needed before implementing.			
Responsibility:	Director	Expected Completion:	FY26, Q1
12	<i>Evaluate shelter operating hours to increase accessibility to the public, especially in the evening. Post information online on how to contact shelter staff to set appointments for lost animal searches or returns on days the shelter is not open to the public.</i>		Partially Agree
Explanatory Comments: Current staffing levels prohibit expansion of services at this time; however, management is working to implement an expansion of hours as soon as feasibly possible. Staff has worked with Customer Service Department and Public Safety Communications to provide consistent and more accurate information and communication to the public during shelter non-operational hours. Staff will work with the City's webmaster to update the department website.			
Responsibility:	Director	Expected Completion:	FY25, Q3
13	<i>Update the Return to Owner Standard Operating Procedure to ensure that legally required verifications are documented in the animal management system.</i>		Agree
Explanatory Comments: Previously, staff would visually verify documentation but recording of verification was not mandatory. Staff will update Return to Owner SOP to require documented verification of necessary documents.			
Responsibility:	Outcome Supervisor	Expected Completion:	FY25, Q1
14	<i>Formalize requirements for staff to obtain behavioral forms for owner-surrendered animals and saved to</i>		Partially Agree

animal's electronic record. Ensure all adoption and owner surrendered agreements are completed and saved to the animals' electronic record. Formalize a method for tracking and saving animal visitation waivers.

Explanatory Comments: In January 2024, staff implemented use of an electronic form to collect all information, including behavioral information, for owner-surrendered animals. It is current practice for staff to have customers complete the form. The department will create a formal SOP for this practice and include direction to save the collected information to the animal's record in the shelter management software.

Currently, visitation waivers are bulk saved electronically on the department's network drive. At this time, staff is developing an electronic method for collecting and retaining visitation waivers. Once the process is complete, an SOP will be generated.

Responsibility: **Intake Supervisor** Expected Completion: **FY25, Q1**

15 *Ensure staff are completing microchip scans and recording the results consistently in the animal management system.* **Partially Agree**

Explanatory Comments: The updated Microchip Scanning and Contacting SOP requiring documentation of scans was implemented and reviewed with staff 9/25/24. The Intake Supervisor will conduct periodic reviews to ensure compliance with the SOP.

Responsibility: **Intake Supervisor** Expected Completion: **Complete**

16 *Create formal guidelines for a community cat trap-neuter-return program including criteria for animals to be diverted to the program and education and outreach materials about the benefits of maintaining community cat colonies and how to deal with nuisance cats.* **Agree**

Explanatory Comments: This is an already identified need. Work is planned to begin FY25 Q2

Responsibility: **Shelter Manager** Expected Completion: **FY26, Q1**

17 *Implement a standard operating procedure regarding Department's drug handling and control for sodium pentobarbital and the pre-euthanasia, sedation drug, including developing a process to compare the drug log to the animal management system for accuracy, and provide regular training. Ensure only trained staff are conducting euthanasia and maintain record of training certificates. Locate and save a copy of the City's current DEA license in Department's records.* **Agree**

Explanatory Comments: The department currently conducts periodic spot audits and the required bi-annual audit of the drug log to ensure accuracy; however, no formal procedure exists. Staff will develop a formal SOP for conducting controlled substance audits. Department will formalize training tracking and records retention to ensure department records are appropriately maintained.

Responsibility:	Director	Expected Completion:	FY25, Q1
18	Update the euthanasia standard operating procedure to include documentation requirements within the current system and staff expectations including dosage instructions and required hold times.		Agree

Explanatory Comments: The SOP at the time of the audit was last reviewed in 2021. Staff has since updated the SOP to reflect 2024 changes to the ordinance and new shelter management system.

Responsibility:	Intake Supervisor	Expected Completion:	Complete
19	Formalize training tracking to ensure training records are appropriately maintained. Verify the listed continuing education cycle matches the Officer's completed basic training course date. Department-specific training expectations should be formalized and tracked for both staff that work only in the shelter and for those that work in the field.		Agree

Explanatory Comments: Department will formalize position specific training requirements and training tracking to ensure training records are appropriately maintained and certifications kept up to date.

Responsibility:	Director	Expected Completion:	FY25, Q1
20	Update the home quarantine standard operating procedure to address the new system and require consistent documentation of visual observations and confirmation of rabies vaccination. Ensure home quarantines are only permitted when animals meet the City requirements.		Agree

Explanatory Comments: Current SOP only requires visual confirmation of the required documentation for home quarantine. SOP will be updated to require documentation of records in shelter management System.

Responsibility:	Intake Supervisor	Expected Completion:	FY25, Q1
21	Implement a standard operating procedure regarding taking and inputting calls for service including timing expectations and provide comprehensive training to staff. Update the call-taking process to include staff		Partially Agree

expectations on when calls should be entered and ensure staff members are trained on call-entering including entering future calls to ensure consistent practices. Consider moving computers with the dispatching software closer to front-desk personnel.

Explanatory Comments: Staff will develop a formal SOP and formal training for DAS staff on the call-taking and inputting process. Current facility and security regulations restrict CAD system locations. Proximity of CAD computer to front-desk personnel is planned to be addressed in the facility renovation project.

Responsibility: **Intake Supervisor** Expected Completion: **FY25, Q2**

22 *Work with the Public Safety Communication and 3-1-1 Divisions to ensure members of the public.*

Agree

Explanatory Comments: Staff is working with Public Safety Communication and Customer Service managers to ensure correct and consistent information is given to the public. In July 2024, AS staff provided both departments with an updated reference and information guide, and in November 2024, AS staff provided both departments with scripted responses to commonly asked questions. Management from all three departments have established clear lines of communication and addresses any issues or concerns as they arise.

Responsibility: **Intake Supervisor** Expected Completion: **Ongoing**

23 *Establish protocols for field staff including response time expectations, and guidance on when incident reports should be created, and what safety practices should be conducted.*

Agree

Explanatory Comments: In July 2024, the department began implementing the use of the case module in the shelter management system to record all incidents and generate reports. The case module provides a standard template and repository of all information related to incidents. The department will formalize protocols on use of the case module and response time expectations for field staff.

Responsibility: **Intake Supervisor** Expected Completion: **FY25, Q2**

24 *Establish written guidance regarding transporting animals in Department vehicles including the amount of time an animal should be left in the truck kennel.*

Agree

Explanatory Comments: Department will review and update current SOPs to include formalize written guidance for additional processes. It should be noted the audit did not observe or find any concerning issues with the transportation of animals in the vehicles.

Responsibility: **Intake Supervisor** Expected Completion: **FY25, Q1**

25	Formalize a citation submission process that ensures all written citations are transferred to the Municipal Court and permits the Department to track the citations written by their staff.		Agree
Explanatory Comments: Department will formalize a citation submission process.			
Responsibility:	Intake Supervisor	Expected Completion:	FY25, Q2
26	Develop criteria to guide staff in granting access to staff and contractors to the animal management system. Generic logins should be eliminated to the extent possible to ensure accountability.		Agree
Explanatory Comments: The two generic accounts are used for vet staff who are not consistently scheduled; however, those account have limited access to the shelter management system. Access levels can only be granted by administrative users; however, staff will develop formalized criteria and a form for requesting and granting system access. Additionally, staff will conduct quarterly audits of system users and access levels.			
Responsibility:	Administration Manager	Expected Completion:	FY25, Q1
27	Improve facility access management processes including establishing criteria for granting access to staff and tracking volunteer access.		Agree
Explanatory Comments: Badge and facility access are managed through the Facilities Department. However, staff will develop formalized criteria and a form for department use to request and grant facility access. Additionally, staff will conduct an annual review of the list of individuals with facility access.			
Responsibility:	Administration Manager	Expected Completion:	FY25, Q1
28	Improve security camera coverage to further promote the safety of animals and safeguard City assets.		Partially Agree
Explanatory Comments: In-progress. Exploring options and costs with Facilities Department. If not done now, will address during bond project.			
Responsibility:	Director	Expected Completion:	TBD
29	Update the Animal Services Continuity of Operations Plan to include information on animals in foster care, controlled substances, and volunteers. Ensure the plan has up-to-date emergency contact information and provide periodic disaster response training.		Agree
Explanatory Comments: Will update contact information and will work with OEM to enhance. Will provide regular training.			
Responsibility:	Director	Expected Completion:	FY25, Q2

30	<i>Implement a procedure to retain annual inspection forms.</i>		Agree
Explanatory Comments: Have developed electronic repository.			
Responsibility:	Director	Expected Completion:	Complete
31	<i>Reintroduce vehicle inspection procedures and formalize vehicle key management.</i>		Agree
Explanatory Comments: Will reimplement and formalize key management			
Responsibility:	Intake Supervisor	Expected Completion:	FY25, Q1
32	<i>Periodically review and update the Animal Services fee schedule to ensure it reflects current regulatory requirements, policy-driven cost recovery goals, and appropriate pet population control incentives. Consider having a formal cost-of-service study conducted as part of the next update.</i>		Agree
Explanatory Comments: In-progress. Staff plans to bring proposed fee schedule to Council in Q2 of FY25.			
Responsibility:	Director	Expected Completion:	FY25, Q2
33	<i>Develop a process to ensure that any discounts applied to regulatorily established fees are appropriately reviewed and approved. This may be through a formally documented and advertised discount program (i.e., "Clear the Shelter" or "30 for 30") or on a case-by-case basis. If the City intends to discount impoundment fees similar to adoption fees, this authority should be granted by ordinance.</i>		Agree
Explanatory Comments: In-progress. Staff plans to bring proposed fee schedule to Council in Q2 of FY25 which will include requesting authority to discount impoundment fees. Staff will formalize written guidance on documenting discounts applied to regulatory established fees.			
Responsibility:	Director	Expected Completion:	FY25, Q2
34	<i>Post a complete fee schedule on the City's website and ensure at least the most commonly charged fees (e.g., adoption, impoundment, etc.) are clearly posted at the customer service desk of the shelter.</i>		Agree
Explanatory Comments: The City's website will be updated to include additional fees. Current Fees will be posted at the shelter front desk.			
Responsibility:	Administration Manager	Expected Completion:	FY25, Q1