

Checklist

High Priority?	Date	Task	Assigned to:	Status
		1.1 Initial Spring Cleaning all out door areas		
		1.1 Create outdoor cleaning check list and SOP		
		1.1 Organize and schedule 2 semi-annual cleanings per year		
		1.2 Create internal signage template so everything hung inside the shelter is appropriately branded and consistent		
		1.2 Request branded, county approved, directional signage		
		1.3 Assign properly designating parking for fire and emergencies as per local ordinances in SM and SB		
<input checked="" type="checkbox"/>		1.5 Create Fire & Safety SOP and evacuation plan		
<input checked="" type="checkbox"/>		1.5 Restrict after hours access to all buildings		
		1.6 Create hand-made sign template		
		1.7 Implement cleaning and closing check list for front desk and lobby area		
		1.7 Install wall mounted information racks and stock with relevant, branded, education material		
		1.9 Draft and implement a cleaning schedule for break rooms and fridges		
<input checked="" type="checkbox"/>		1.9 Discontinue the use of the break room sinks for animal related purposes		
<input checked="" type="checkbox"/>		1.9 Remove all toxic chemical storage from food preparation surfaces		
<input checked="" type="checkbox"/>		1.10 Create Inventory management system		
		1.11 Create daily cleaning check list for all areas of each shelter, assign duty and accountability.		
<input checked="" type="checkbox"/>		1.13 Clearly designate areas for Adoptions, Holding, Iso, Quarantine		

Checklist

High Priority?	Date	Task	Assigned to:	Status
<input checked="" type="checkbox"/>		1.13 Create SOPs and decision matrix on where animals are housed at intake.		
		1.13 Establish cleaning work stations in each kennel area		
		2.2 Create Intake SOPs and Intake Check List		
<input checked="" type="checkbox"/>		2.2 Using Chameleon, track reasons for owner surrender		
<input checked="" type="checkbox"/>		2.2 Establish training program for owner surrender counseling. Specific goal of reducing intakes by 15%		
		2.2 Implement Intake by Appointment		
<input checked="" type="checkbox"/>		2.3 Conduct Care and Evaluation Rounds on a daily basis		
		2.3 Re-establish guidelines for Care and Evaluation Committee		
		2.3 Remove volunteers from Care and Evaluation Committee		
<input checked="" type="checkbox"/>		2.3 Hire Certified Professional Dog Trainer		
<input checked="" type="checkbox"/>		2.3 Make immediate decision on all long term residents and implement plan for their appropriate outcome.		
		2.3 Use Chameleon to document animal behavior producing an electronic record		
		2.4 Establish and train Certified Adoption Counsellors		
		2.4 Research Meet your Match		
		2.5 Implement Post Adoption follow-up policy		

Checklist

High Priority?	Date	Task	Assigned to:	Status
		2.6 Establish Policy and notification system to alert Adoption Partners of available animals		
		2.7 Use Chameleon to track lost and found		
<input checked="" type="checkbox"/>		2.8 Establish Foster Care Panel to develop standard operating procedure. Include all internal partners to participate to get best practices		
		2.8 Create Foster on Deck program to actively manage the shelter population		
		2.8 Ensure proper Chameleon utilization for foster records		
		2.9 Form Community Cat Committee to reduce Feral Intakes		
		3.0 The issue of animal custody needs to be addressed.		
<input checked="" type="checkbox"/>		3.1 Care and Evaluation committee must convene to discuss all long term residents and create action plans for each		
<input checked="" type="checkbox"/>		3.1 View Maddies Fund Webinar on Calculating Humane Capacity		
<input checked="" type="checkbox"/>		3.1 Calculate Humane capacity and devise tactics to meet objective		
		3.2 Devise a robust adoption program for Rabbits. Decrease rabbit census by 40% though networking and partnering		
		3.2 Ensure exotic animals have designated housing that meets their physical and emotional needs.		
		3.4 Equine and Lifestock Standard of Care SOP		
		3.4 MOU's with local barns that house/foster livestock on behalf of SBCAS		
<input checked="" type="checkbox"/>		3.5 Use Chameleon to track Length of Stay		

Checklist

High Priority?	Date	Task	Assigned to:	Status
<input checked="" type="checkbox"/>		3.5 Staff and Volunteer training on Length of Stay, Humane Capacity. Need to shift culture.		
<input checked="" type="checkbox"/>		3.6 Develop mandatory training program for staff and volunteers on safe animal handling and restraint.		
<input checked="" type="checkbox"/>		4.1 Implement formal daily medical rounds. These are not the same as shelter census rounds, which also need to be implemented		
<input checked="" type="checkbox"/>		4.1 Use Chameleon to it's full potential with respect to medical documentation, treatment plans, vaccine reminders.		
<input checked="" type="checkbox"/>		4.1 Create, update, revise and implement standard treatment protocols for common shelter illness and injury.		
<input checked="" type="checkbox"/>		4.2 Hire Veterinary Medical Director		
<input checked="" type="checkbox"/>		4.2 Hire additional RVT		
<input checked="" type="checkbox"/>		4.3 Must have a Veterinary Premise permit Holder in Lompoc		
		4.3 Designate a dedicated veterinary exam room in SB		
<input checked="" type="checkbox"/>		4.4 Immediately remove all expired drugs from the premises and dispose of properly and in accordance with California statutes		
		4.5 Fine tune vaccine and de-worm protocols and standardize cat protocols		
		4.6 Need: SB Veterinary Clinic/Surgical suite		
		4.6 Evaluate surgical bottlenecks that contribute to length of stay		
		4.6 Create clear SOP for intakes and implement check list		
<input checked="" type="checkbox"/>		4.7 Begin Feeding Enrichment Program		

Checklist

High Priority?	Date	Task	Assigned to:	Status
		4.7 Create feeding and Nutrition SOP's		
<input checked="" type="checkbox"/>		4.8 Institute mandatory training on zoonotic disease and implement SOP and notification system (OSHA)		
<input checked="" type="checkbox"/>		4.9 Draft and implement formal controlled substance policy and procedure		
<input checked="" type="checkbox"/>		4.9 Install secure lock boxes in all ACO vehicles		
<input checked="" type="checkbox"/>		4.9 Install floor mounted safes for storage of controlled substances in SB and Lompoc		
		5.1 Uphold Euth Policy		
		5.1 Establish and convene animal welfare panel for euthanasia decisions		
		5.1 Adopt a public euthanasia policy and post on website		
		5.1 Training?		
		5.2 Adopt a consistent policy regarding the euth process with a decision on use of sedation.		
<input checked="" type="checkbox"/>		6.1 Find ways to functionally segregate populations of animals and create 4 separate areas: Isolation, Healthy Hold, Quarantine, Adoptions		
		6.1 Institute decision matrix at intake on where animals are to be housed. Healthy owner surrenders should go right to adoptions pending behavior assessment		
		6.1 Review and Enforce Isolation Policy including the use of PPE		

Checklist

High Priority?	Date	Task	Assigned to:	Status
		6.1 Staff and volunteer training on disease recognition		
		6.1 Population management plan		
<input checked="" type="checkbox"/>		6.2 Standard Cleaning SOPs with training of staff and employees		
		6.2 Cleaning check list		
<input checked="" type="checkbox"/>		6.3 Develop Disease Outbreak P&P to ensure rapid identification and separation of ill animals with potentially contagious diseases		
<input checked="" type="checkbox"/>		7. Form OSHA Safety Committee		
<input checked="" type="checkbox"/>		7. Conduct annual Osha Training with documentation in employee file upon completion		
<input checked="" type="checkbox"/>		7. Hire outside OSHA assessment company to conduct full evaluation and training		
		8.2 Create formal ACO training program		
<input checked="" type="checkbox"/>		8.3 Create Central Dispatch		
<input checked="" type="checkbox"/>		8.3 Instal GPS devices in each vehicle for officer safety		
<input checked="" type="checkbox"/>		8.4 Install appropriate DeA approved lockboxes in each vehicle		
<input checked="" type="checkbox"/>		8.8 Establish Field Services Benchmarks		
<input checked="" type="checkbox"/>		8.11 Investigate petdata.com to enhance license compliance		

Checklist

High Priority?	Date	Task	Assigned to:	Status
<input checked="" type="checkbox"/>		9.0 Implement daily population management rounds		
<input checked="" type="checkbox"/>		9.0 Develop comprehensive strategy to decrease intakes		
<input checked="" type="checkbox"/>		9.0 Develop comprehensive strategy to increase adoptions and transfers		
<input checked="" type="checkbox"/>		9.0 Train AOP's to counsel owner surrenders		
<input checked="" type="checkbox"/>		9.0 Create fast track and slow track system		
<input checked="" type="checkbox"/>		9.0 Collect data on owner surrenders for target program development		
<input checked="" type="checkbox"/>		9.0 Employee and volunteer training		
<input checked="" type="checkbox"/>		10.0 Hire Behavior and Enrichment Coordinator		
<input checked="" type="checkbox"/>		10.0 Establish standardized behavior assessment procedure and ensure only qualified individuals perform evaluations		
<input checked="" type="checkbox"/>		10.0 Implement comprehensive enrichment protocol		
		10.0 Revise owner surrender forms to include detailed behavior questions		
		10.0 Consistently document behavior evaluations and observations in Chameleon		
<input checked="" type="checkbox"/>		10.0 Evaluate and make decisions regarding long term shelter residents with behavioral concerns and emotional distress		
		10.0 Create standardized evaluation form for all 3 sites for all animals		
		10.0 Set goal to perform behavior evaluation s within 3 days of admission on all animals.		

Checklist

High Priority?	Date	Task	Assigned to:	Status
<input checked="" type="checkbox"/>		11.0 Convene Volunteer coalition to establish, adopt and implement best practices for all groups operating on county property		
<input checked="" type="checkbox"/>		11.0 Create benchmarks for volunteer hours and numbers		
<input checked="" type="checkbox"/>		11.0 Adopt Volunteer Code of Conduct		
<input checked="" type="checkbox"/>		11.0 Establish clear chain of command with respect to all volunteer management		
		11.0 Fill the Community Outreach Coordinator position in Santa Barbara		
		12.1 Configure structured relationships with internal partners. Work to create unified command structure		
		12.1 Determine if privatization of some (cats, rabbits) or all of SBCAS sheltering and or Field Operations would be a better structure		
<input checked="" type="checkbox"/>		12.2 Enter into a Strategic Plan phase. Establish 1, 3, 5 year goals and determine what benchmarks are to be measured		
<input checked="" type="checkbox"/>		12.4 Re-organization along business lines, decrease span of control of Director		
		12.5 Establish town halls and a communication plan to cultivate employee morale		
		13.0 1 RVT assigned to each site		

Checklist

High Priority?	Date	Task	Assigned to:	Status
		13.1 Evaluate the effectiveness in RPO - PIA and HE position		
		13.2 Perform call volume assessment to establish base line field services activity and in-depth modeling to establish ideal staffing levels for ACO's		
		13.3 ACO's should only perform duties pertaining to animal control and field services.		
		13.4 Fill Animal Shelter Attendant vacancies		
		13.5 Use contract veterinarians only for Spay/neuter services		
		13.6 Hire 2 PT veterinarians to cover a minimum of 2 days per week in SB and SM and one day in Lompoc		
		13.7 To uphold customer service standards and provide adequate front desk coverage 7 days per week 2 PT (SB,SM) and 1 FTE (Lompoc) Administrative Office Professionals should be added to staffing roster.		
		13.8 Revise position description to allow for full cross training between Administrative Office Professionals and Animal Shelter Attendants		
		13.9 A further assessment of the Animal Shelter Attendants is needed once all key vacancies are filled and a regular volunteer schedule is established and ACO's are not scheduled to cover the shelter activities.		
		13.10 Appoint Leads - ASA and AOP		
		13.11 Hire Director of Shelter Medicine		
		13.12 Hire Manager of Behavior and Training		
		13.13 Hire Central Dispatch for Field Services		
		13.14 Hire Manager of Shelter Operations		

Checklist

High Priority?	Date	Task	Assigned to:	Status
<input checked="" type="checkbox"/>		14.1 Establish medical record keeping SOP		
<input checked="" type="checkbox"/>		14.1 Train staff of Chameleon usage		
<input checked="" type="checkbox"/>		14.1 Transfer to electronic records from paper system		
<input checked="" type="checkbox"/>		14.1 Use Chameleon to create daily task lists		
<input checked="" type="checkbox"/>		14.1 Fund tablet purchase		
<input checked="" type="checkbox"/>		14.2 Identify benchmarks to measure base on Strategic Plan initiatives		
<input checked="" type="checkbox"/>		14.2 Post benchmark data for all employees to see on monthly basis		
<input checked="" type="checkbox"/>		14.2 Post metrics in Assilomar Accord format on website		
		15.0 Undertake usage fee analysis to ensure city fee assessment is appropriate for services provided		
		15.1 Increase licensing renewals by 20% using robust marketing programs, www.petdata.com, Chameleon, and through website.		
		15.2 Increase budget by \$750,000 to cover additional essential positions		
		15.3 Implement comprehensive inventory management system for additional cost savings		
		15.4 Create additional account with MWI (Medical supply vendor) for the K9 Pals supplies and do a direct third person billing		

Checklist

High Priority?	Date	Task	Assigned to:	Status
		15.5 Investigate additional grant funding to cover essential positions, or program development and increase funds from SB90 which may cover cost of Behavior and Training Coordinator		
		16.0 Full utilization of Chameleon software integration to website		
		16.1 Initiate monthly adoption promotions highlighting harder to adopt animals		
		16.2 Increase social media engagement by employing best practices of content creation, increasing constituencies, and cross promotion of social media on the County's website.		
		16.3 Issue an RFP for a local marketing agency or university program to prepare a strategic social media plan at no cost to the agency.		
		16.4 Issue an RFP for a marketing agency to provide a pro bono integrated marketing plan. Develop an annual marketing and community outreach plan that includes an integrated mix of publicity, social media, community events, adoption promotions, and other deliverables.		
		16.5 Conduct a job audit including a scope of service analysis for the Community Outreach position to determine objectives, benchmarks and priorities based that are within realistic deliverables based on the volume of animals and volunteers.		

Checklist

High Priority?	Date	Task	Assigned to:	Status
		17.0 Provide directions for emergency veterinary care for individuals calling about a found animal during closed hours		
		17.1 Consistency in messaging that includes Spanish at all locations		
		17.2 Replace existing ToughBooks with updated models operating on 4G network or consider transitioning to a similar mobile platform such as a Microsoft Surface Tablet.		