

**City of Norman  
Animal Shelter Oversight Board**

**Municipal Building  
Multi-Purpose Room  
201 West Gray**

**Monday, August 25, 2014  
5:30 p.m.**

- I. Call to Order.....Co-Chairperson Mark Howery
- II. Roll Call.....Co-Chairperson Mark Howery
- III. Approval of the July 28, 2014 Minutes. ....Co-Chairperson Mark Howery
- IV. Monthly Statistics ... ..... AWS John Bowman
- V. Construction Update.....Deputy Chief Maisano
- VI. Finance Committee and Shelter funding.....Co-Chairperson Jennifer Golden
- VII. Ad-Hoc Committee report.....AWS John Bowman
- VIII. Miscellaneous Discussion.....Co-Chairperson Mark Howery
- IX. Adjournment.....Co-Chairperson Mark Howery

**NORMAN ANIMAL WELFARE CENTER OVERSIGHT COMMITTEE**  
**July 28, 2014**

The Norman Animal Welfare Center Oversight Committee of the City of Norman, Cleveland County, State of Oklahoma, met in the Multi-Purpose room on the 28th day of July, 2014 at 5:30 p.m. The notice and agenda of the meeting were posted in the Municipal Building at 201 West Gray Street on the 24<sup>th</sup> of July, 2014. The meeting was also posted on the City of Norman website.

**I. CALL TO ORDER.**

Co-Chairperson Mark Howery called the meeting to order at approximately 5:39 p.m.

Explained how the committee works and public comments will be heard at the end of meeting and held to three minutes per citizen. Co-Chairperson Jennifer Golden advised the public they can come up to speak their concern however it is not an interactive session.

**II. ROLL CALL.**

BOARD MEMBERS PRESENT:

Co-Chairperson Mark Howery  
Co-Chairperson Jennifer Golden  
Jayne Crumpley  
Ginger Noble, D.V.M.  
Jennifer Kidney PhD .  
Joe Carter D.V.M  
Michelle Carey  
Stephen Holman, Councilman

OTHERS PRESENT:

Lynne Miller, Councilwoman  
Robert Castleberry, Councilman  
Jeanne Snider, Assistant City Attorney  
Rick Knighton, City Attorney  
Keith Humphrey, Chief of Police  
John Bowman, Animal Welfare Supervisor  
Kim Fairbanks, Citizen (Hands Helping Paws)  
Sara Doherty, Norman Police Department  
Darci Poe, Norman Animal Welfare

**NORMAN ANIMAL WELFARE CENTER OVERSIGHT COMMITTEE**  
**July 28, 2014**

**III. APPROVAL OF THE April 27, 2014 MINUTES**

Amendment made to make SOP plural, SOP's. On the last page to correct the spelling of Jenifer to Jennifer.

A motion to accept the minutes with the amendment was made by Jayne Crumpley and seconded by Michelle Carey. The motion was carried.

**IV. ANIMAL WELFARE MONTHLY STATISTICS**

John Bowman provided reports that help track the intake of animals in to the animal shelter. These reports showed an increase in enforcement of municipal ordinances, related to city pet license and vaccination violations. This increase is due to having Animal Welfare Officers informing the public and being proactive with the public on how they get their pet license as well as renew them. The citation can be up to \$750.00 however if vaccination is received, proof from vet is brought to court along with the city pet license the fine is dismissed. City pet license can be up to \$16.00 per pet.

John Bowman also supplied a Kennel Statistics Report, which is another report that displays the intake and release of animals. John Bowman also pointed out on reports that euthanasia is down by 43% compared to last year. Co-Chairperson Jennifer Golden asked if the capacity if phase one of construction will increase capacity. John Bowman explained that it will, explained how the kennels will be able to transfer the between inside/outside as well as the 18 cat condos and four cat rooms.

Jennifer Kidney asked to define "wildlife". John Bowman explained that wildlife would be rabbits, chickens, ducks, rats, guinea pigs, opossum, raccoons. Most come in as road kill. The shelter takes wildlife that is injured or hurt to Wildcare and Wildcare has an agreement with Norman Animal Welfare to dispose of their dead animals.

**V. CONSTRUCTION UPDATE**

John Bowman provided pictures of construction update in the email packet for the meeting. If you did not get copies of the picture you can leave your email with us and we will email you the pictures. John Bowman went through each picture explaining what each shows. John Bowman reported that the parking lot is finished however it will 28 days before anyone can drive on it. The cat porch has not been poured just yet. John Bowman explained how the stray and adoptable pets will be separated at intake which will cut down on cross contamination. A purchase order was just approved for cat equipment made with special disenfectable fabric. To be up to American shelter standards the food/drink will be separated from the litter boxes. John Bowman also explained the ventilation and drainage system of the shelter, how that is beneficial to animals, public and staff as well

# **NORMAN ANIMAL WELFARE CENTER OVERSIGHT COMMITTEE**

**July 28, 2014**

as reducing the urine smells. At some point the sidewalk between the office and kennel will be pulled up so the office will be shut down until it is safe to walk in that area. During that time the temporary office will be the cat room. We hope to have a phone line dropped to the cat room for use. If not we will be using a cell phone. Phase one should be complete mid-October. Michelle Carey said she recently took a tour of the shelter and encourages everyone to do so. John Bowman agreed and invited all too please come to tour the facility. Co-Chairperson Jennifer Golden suggest to add more signage to direct people on how to get into the shelter while construction is going on and asked when will the office be shut down. John Bowman said at this time we don't have an answer as we are waiting on the plumber and contractor to decide. Weather is also another issue the contractors are facing and causing delays. It was mentioned the social media pictures need to be updated as far as pictures of construction. Chief Humphrey said that will be looked into.

## **VI. UPDATE ON PHOTO RELEASE**

Rick Knighton provided information on updated photo release for volunteers. There is a volunteer SOP to talk about coming up with volunteer service rules. Rick Knighton said as a volunteer your tasks at the shelter would be to clean cages or walk animals. When volunteers take photos of the animals while volunteering those photos become property of animal welfare. Citizens are allowed to take photos in the public areas. Right now all the stray hold dogs and adoptable dogs are in the same area due to the construction however when the construction is done they will be separated which means the adoptable dogs will be in the public area, the stray animals will not. That will help with some of the issues. An instance was discussed on a picture of a kennel card with personal information was posted on social media then that person was harassed. In another instance a contact phone number on a tag was called. Unfortunately the owner had passed away. The animal welfare staff was aware of the situation. It is not the responsibility of the volunteers to contact citizens on their own. Volunteers need to follow the supervision of the staff. Chief Humphrey explained this is new to everyone and we need to start somewhere. Chief Humphrey said it is important to have protocols in place so everyone has the same rules to follow.

## **VII. MISCELLANEOUS**

Councilman Castleberry asked what the timeline was for the construction phases. John Bowman said the construction started in October 2013. There was a 60 day extension. Phase one should be completed by mid-October, phase two should take 11-12 months. There have been approximately 37-40 rain delays and expect another week in delays due to the upcoming rain. Jayne Crumpley asked if there were new staff added. John Bowman said yes, Ashley a part time kennel attendant is now a full time kennel attendant. Jayne Crumpley also asked if other shelters have volunteer coordinators set in place. To our knowledge at this time

# **NORMAN ANIMAL WELFARE CENTER OVERSIGHT COMMITTEE**

**July 28, 2014**

Oklahoma City does as well as Edmond. Chief Humphrey explained we are working on the volunteer program and it should be in place soon. Councilman Stephen Holman asked how many other city animal welfare centers are under the city Police Department. Chief Humphrey said that Midwest City is. Chief Humphrey also said the with the new building some of these issues will correct themselves and it will be more efficient for the animals and staff. It is possible that more staff will be needed but will know more once we are moved into the new building. Dr. Carter asked if there is an emergency fund for after hours. John Bowman said there is no emergency fund at this time for after hours. If injured animals are found in the field and are injured to the point of not being treatable then they should be euthanized in the field. If the animal is brought in staff will take it to a vet as soon as possible and treated.

Councilman Castleberry asked if there was a request for the emergency vet fund for the budget. John Bowman answered there was not. Councilman Castlebury stressed the need for the request for the budget and for the public to attend the budget meetings and to advocate for it. Michelle Carey asked if we will be or are open on Saturdays. John Bowman explained that during construction we have been open on Saturdays for volunteers, 11am-4pm. For the public we were open for appointments only. However if there is a short staff issue we will be closed. Michelle Carey asked if we are still having off-site adoptions. John Bowman answered that we are as long as we have adoptable animals to take. The problem sometimes is when those adoptable animals are spayed/surgery on Tuesdays sometimes those animals get adopted before the weekend therefore we don't have animals that are adoptable to take to the off-site adoption sites.

Roger Gallagher said the mayor at the time did not support the idea of the emergency vet fund. He has taken his pets to the vet for emergency visits and it was approximately \$1100.00 for two visits. He thought it might take \$100,000 per year to cover the cost for the shelter to have an emergency vet fund.

Jeff Bloomgarden wants to walk dogs and take pictures to network the animal on his personal social media page however if he reads the new photo release correctly then the picture could lead him to be taken off as a volunteer and penalized. He said every metro shelter is open 6 days a week and wants Norman up to date because Saturdays are more social for the animals.

Bonnie Boone lives in Shawnee and unfortunately because of that she can't be on the committee. She has worked with the shelter for 13 years. She said the new shelter will need more employees. She said we need to work on getting the euthanasia down and adoptable rates up. She said she did not believe animal welfare doesn't need to be under the Police Department. Bonnie Boone said the shelter needs to change the bordatella vaccine.

Co-Chairperson Jennifer Golden recognized Dr. Boone's contribution and reminded all that each person has 3 minutes each to speak.

# **NORMAN ANIMAL WELFARE CENTER OVERSIGHT COMMITTEE**

**July 28, 2014**

Cameron Brewer said there is a need for adding employees and it is hard to believe that it can't be figured out what staff will be needed for the new building so it can be requested by next budget meeting so when the new building is finished there will be a budget for the new staff needed.

Mary Katherine Long started the committee 9 years ago with Mark Howery to talk about issues and is happy to see that the committee has risen out of those issues. She said it was hard to see the animal welfare employees attacked when they have saved so many animals as well as the volunteer to employee tension. She encouraged people to keep an open mind and be gentle. She can't wait for the new building to be done and to build on things done right, put aside petty disputes.

Charlotte Beattie loves animals and angry about the photo ban. She said that is the least people can do. She said pictures are needed for updating on social media, Facebook. She suggested closing on a weekday to be open on Saturday. She said we need to create a good distinction between volunteer and citizens.

Edith Baker lives in Norman, has three kids and three rescue dogs. All her dogs have come from Oklahoma City shelter because the Norman shelter is closed on Saturdays. She wants to see the adoptable dogs on Facebook.

Vicki White said she would like to see the shelter open on Saturdays and thought there was a vet at the shelter. She asked what standards do the shelter vets go by?

Roger Gallagher said there are 120 Citizen Police Academy graduates that volunteer that could help open on Saturdays.

Dr. Carter said he was excited to see so many people at the meeting. They have tried to get the public to come to the meeting for some time.

Lindsey Russell voiced that the shelter will be will be open within a year and we need co-operation between the volunteers and staff. The staff is great however we need to find a way to bridge the gap. We need a plan of action instead of talking.

Co-Chairperson Jennifer Golden said we are currently working on procedures and SOP's that are in our strategic plan. Co-Chairperson Jennifer Golden suggested meeting monthly instead of quarterly.

Dr. Carter said there needs to be a dedicated revenue stream for the shelter. Solutions are easy, paying for them is hard.

Darcey Woodson, FAN member said there were two rumors. One that FAN was saying bad things about the animal welfare staff. The second that a FAN member took personal information off of a rabies tag. If anyone did this it needs to be brought to their attention. She asked how a FAN member could be on the committee.

# **NORMAN ANIMAL WELFARE CENTER OVERSIGHT COMMITTEE**

**July 28, 2014**

Councilman Stephen Holman explained how a person may become a part of the committee.

Vicki White has written SOP's. She suggested using national practices criteria. It is important to get these new guidelines as soon as we can.

Rebecca Bean thanked everyone for coming. Rebecca said the culture at Norman Animal Welfare is not in favor of volunteers. She said there needs to be a strategic plan in place. Shelters have changed from the police department to other departments. Rebecca also the budget is another thing that needs to be discussed. She also said there has been too little done too late, want to see a change now.

Councilman Castleberry explained the PSST budget in that there are specific things it pays for, after those are paid then those funds could be used for the shelter after 10 years..

Jenni Shepard said there should be a vet in the new building. She said Facebook needs to be updated and said maybe a volunteer could run the Facebook page.

Rebecca Bean said she had come to the shelter and only saw one dog that was adoptable to take home that day. Need to get the shelter up to metro standards.

Terri Russell moved to Norman in 1994, there were a lot of bad things then, now it is much better. She only now heard of FAN. She encourages people to get involved.

Ann Gallagher voiced her support for the Police Department.

Jeff Bloomgarden said the police department has certain jobs they perform but are not animal oriented. He stressed not wrong just different point of views, which is more likely to create a humane environment for the animals.

Bonnie Boone said the shelter only provides 10 animals per week at \$35.00 each for spay or neutering. At one time she worked with OKOSU with students at the shelter; however OKOSU changed policy to students not being able to come to shelters. Bonnie also would like to see new vaccines put on the next agenda.

## **VIII. ADJOURNMENT**

A motion to adjourn the meeting was made by Michelle Carey at 8:20p.m. The motion was seconded by Jennifer Kidney, the motion was carried.

**ATTEST:**

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**Mark Howery Co-Chairperson**

**ANIMAL CENTER DIVISION  
PRELIMINARY REPORT FORM  
July 2014**

OPERATIONAL INFORMATION	FY2015		FY2014	
	This Month	Year to Date	This Month	Year to Date
<b>DOGS:</b>				
Number on hand from last month	59		53	
Number impounded this month	122	122	151	151
Owner relinquish	5	5	5	5
In field pickup	0	0	0	0
Adoption returns	0	0	3	3
Disposal	1	1	4	4
Picked up dead	7	7	10	10
Number redeemed	38	38	29	29
Number adopted to public	30	30	43	43
Number turned to rescues	16	16	12	12
Number euthanized - Adoptable	6	6	23	23
Number euthanized - Non adoptable	15	15	19	19
Number died for unknown reason	1	1	1	1
Number fostered	11	11	7	7
Escaped	0	0	1	1
Total now on hand	56		55	
<b>CATS:</b>				
Number on hand from last month	34		27	
Number impounded this month	85	85	163	163
Owner relinquish	5	5	18	18
In field pickup	0	0	0	0
Adoption returns	0	0	2	2
Disposal	0	0	18	18
Picked up dead	11	11	8	8
Number redeemed	4	4	0	0
Number adopted to public	20	20	26	26
Number turned to rescues	21	21	37	37
Number euthanized - Adoptable	3	3	15	15
Number euthanized - Non adoptable	22	22	40	40
Number died for unknown reason	1	1	1	1
Number fostered	15	15	3	3
Escaped	0	0	1	1
Total now on hand	22		41	
<b>MISCELLANEOUS:</b>				
Domesticated Animals	2	2	2	2
Wildlife	44	44	133	133
TOTAL	46	46	135	135

NOTES:



SAFETY REPORT	FY2015		FY2014	
	This Month	Year to Date	This Month	Year to Date
Injuries on the Job	0	0	1	1
City Vehicle Damaged	0	0	0	0
Vehicle Accidents Reviewed	0	0	0	0
a. Employee Responsible	0	0	0	0
b. Employee Not Responsible	0	0	0	0

PET LICENSES ENFORCEMENT ACTION	FY2015		FY2014	
	This Month	Year to Date	This Month	Year to Date
<b>January to December</b>				
Total Licenses Sold (Annual)	217	3188	275	2449
Citations Issued (AWO)	31	381	12	12
Citations Issued (Private Citizen)	2	7	0	0
Warnings Issued	0	29	4	4

FINANCIAL INFORMATION	FY2015		FY2014	
	This Month	Year to Date	This Month	Year to Date
10-1531 Amount - dog redemption	\$1,940.00	\$1,940.00	\$940.00	\$940.00
10-1532 Amount-dog adoption	\$1,740.00	\$1,740.00	\$2,520.00	\$2,520.00
10-1531 Amount-cat redemption	\$55.00	\$55.00	\$0.00	\$0.00
10-1532 Amount-cat adoption	\$1,140.00	\$1,140.00	\$1,560.00	\$1,560.00
10-1531 Amount-misc. redemption	\$0.00	\$0.00	\$55.00	\$55.00
10-1532 Amount-Misc. adoption	\$60.00	\$60.00	\$0.00	\$0.00
10-1533 Miscellaneous	\$280.00	\$280.00	\$5,200.00	\$5,200.00
<b>TOTAL</b>	<b>\$5,215.00</b>	<b>\$5,215.00</b>	<b>\$10,275.00</b>	<b>\$10,275.00</b>
Donation 010-0000-227.24-31	\$279.00	\$279.00	\$1,224.10	\$1,224.10
Donation account balance		<b>\$35,954.55</b>		\$33,204.60

Liability payback (July to June) 2003 Adoption expansion	FY2015		FY2014	
	This Month	Year to Date	This Month	Year to Date
Payback Balance	-\$766.00		\$22,483.00	
22-L432 Liability - pet licenses	\$939.00	\$939.00	\$1,170.00	\$1,170.00
<b>TOTAL (New Balance)</b>	<b>-\$1,705.00</b>		<b>\$21,313.00</b>	

NOTES:

Replacement CPL \$1.50

SPAY / NEUTER PROCEDURES	FY2015		FY2014	
	This Month	Year to Date	This Month	Year to Date
Dogs	29	29	42	42
Cats	19	19	14	14
<b>TOTAL</b>	<b>48</b>	<b>48</b>	<b>56</b>	<b>56</b>

ANIMAL BITES July to June	FY2014			
	This Month	Year to Date	This Month	Year to Date
Dogs	10	10	3	3
Cats	3	3	2	2
Other	0	0	0	0

**SUMMARY**

Dogs returned to the owner prior to coming to the shelter

4	City pet license
	Rabies tag
1	Microchips
	Personal ID tag
2	Knew animal do to prior contact
	Neighbor told officer
	Lost & Found slip at shelter
<b>7</b>	<b>Total</b>

Incident No.	Offense	Court
2014-09056	Rabies Vacc/Shots	Municipal court
2014-09056	City Pet license	Municipal court
2014-09243	Rabies Vacc/Shots	Municipal court
2014-09243	City Pet license	Municipal court
2014-09551	Animal Exposure	
2014-09673	Dog at Large	Signed Complaint
2014-09775	City Pet license	Municipal court
2014-09775	Animal Exposure	
2014-09795	City Pet license	Municipal court
2014-09795	Rabies Vacc/Shots	Municipal court
2014-09796	City Pet license	Municipal court
2014-09796	Rabies Vacc/Shots	Municipal court
2014-10507	Animal Exposure	
2014-09137	City Pet license	Municipal court
2014-09137	Animal Exposure	
2014-09320	City Pet license	Municipal court
2014-09320	Animal Exposure	
2014-09358	City Pet license	Municipal court
2014-09358	City Pet license	Municipal court
2014-09358	Rabies Vacc/Shots	Municipal court
2014-09358	Rabies Vacc/Shots	Municipal court
2014-09462	City Pet license	Municipal court
2014-09462	Rabies Vacc/Shots	Municipal court
2014-09463	City Pet license	Municipal court
2014-09500	City Pet license	Municipal court
2014-09500	City Pet license	Municipal court
2014-09500	Rabies Vacc/Shots	Municipal court
2014-09500	Rabies Vacc/Shots	Municipal court
2014-09500	Animal Exposure	
2014-09711	City Pet license	Municipal court
2014-09711	City Pet license	Municipal court
2014-09711	Rabies Vacc/Shots	Municipal court
2014-09711	Rabies Vacc/Shots	Municipal court
2014-09731	City Pet license	Municipal court
2014-09731	City Pet license	Municipal court
2014-09731	City Pet license	Municipal court
2014-09974	City Pet license	Municipal court
2014-09974	Rabies Vacc/Shots	Municipal court
2014-09974	Animal Exposure	

2014-10157 Rabies Vacc/Shots Muncipal court

2014-09146 Animal Exposure

2014-09354 Animal Exposure

2014-09775 Animal Exposure

2014-09376 Keeping animal othe: Muncipal court

2014-09848 Animal Exposure

2014-10010 Rabies Vacc/Shots Muncipal court

2014-10010 Rabies Vacc/Shots Muncipal court

2014-10010 City Pet license Muncipal court

2014-10010 City Pet license Muncipal court

2014-10171 Animal Cruelty Muncipal court

2014-10365 City Pet license Muncipal court

2014-10365 Rabies Vacc/Shots Muncipal court

2014-09106 Animal Exposure

## NORMAN POLICE DEPARTMENT

Policy Title <b>ANIMAL WELFARE DIVISION STRATEGIC PLAN</b>	Policy Number	Effective Date 01/31/2014
Topics Personnel, Training, Equipment & Facilities	Standard Reference	Number of Pages 13
Issued By Chief Keith Humphrey	Special Instructions	Revision Dates

### I. PURPOSE

The purpose of this document is to record the long-term needs and overall plan for the Animal Welfare Division. It should be updated annually and serve as a guide for future leadership.

### II. DIVISION EXPECTATIONS

The following section reflects the general product and services that the division is expected to produce. By understanding what the division is being tasked to do leaders can better identify what resources it will take now and in the future to meet those expectations. The Animal Welfare Division comprises two sections, Enforcement and the Adoption Center which includes (Housing, Treatment, Return to Owner and Adoption).

#### A. Enforcement:

- Patrol assigned district
  - ❖ Taking enforcement action on violations observed
    - ◆ Docket
    - ◆ Warning
    - ◆ Educational contacts to increase compliance
  - ❖ Take enforcement action on violations observed by a private citizen
- Respond to calls for service:
  - ❖ Pick up stray animals
  - ❖ Handle nuisance wildlife
  - ❖ Pick up and return live animal traps
  - ❖ Provide education to the public on Chapter 3 of the adopted City ordinances
  - ❖ Transport wildlife to Wild care a Non-profit rescue
  - ❖ Render care as needed for injured animals
- Scan all domestic animals picked up for a microchip
  - ❖ Live or deceased
- Preparation of all State criminal charges for submission to the DA's Office
- Issue municipal dockets for all City charges (with heavy emphases on : )
  - ❖ City Pet licensing
  - ❖ Rabies vaccination
  - ❖ Animal at large
- Conduct animal cruelty investigations
  - ❖ Interviews and interrogations
  - ❖ Collection of evidence
  - ❖ Taking photographic evidence
  - ❖ Prepare bond hearing affidavit for seized animals
  - ❖ Prepare written reports
  - ❖ Global entry
- "Chameleon" the shelter management software
  - ❖ Booking animals into the shelter
  - ❖ Scanning for a microchip
  - ❖ Photograph domestic animals

- ❖ Check lost and found reports – including Craig’s list
- ❖ Print kennel cage card
- ❖ Complete adoptions
- ❖ Print reports as needed
- ❖ Administer medication as prescribed
- Administer “Core vaccinations” to all animals brought into the shelter
  - ❖ Core vaccinations, canine or feline
  - ❖ Deworming
  - ❖ Boosters as needed
- Complete Animal exposure reports (Canines, Felines, and Ferrets)
  - ❖ Investigate the animal bite
  - ❖ Prescribe the needed quarantine
  - ❖ If needed ensure that the animal is euthanized and tested
  - ❖ Make notification to the Cleveland County Health Department
  - ❖ Take needed enforcement actions as needed
  - ❖ Follow up after quarantine
- Follow up on animals brought into the shelter to return them to their owner
- Euthanizing animals as needed
- Evaluation of animals for the adoption program

B. Adoption Center:

**Administrative Technician II**

- Provide customer service to all citizens entering the Adoption Center from 0900 hours to 1745, Monday to Friday, excluding Holidays
- Provide limited customer’s service to all citizens entering Adoption Center from 1100 hours to 1600 on Saturday, at least during construction.
- Answer incoming phone to determine nature of service:
  - Lost or found pet
  - Need for a live animal trap
  - Screen incoming for calls for service and transfer them to dispatch
  - Provide answers to callers about services provided
  - Take messages for the Animal Welfare Officers (AWO) and deliver those messages
  - Checking voice mail for calls during closed hours and holidays
- Program phone system for Normal business and Holiday hours
- Cash handling skills
  - Balance money at the beginning and end of each shift
  - Preparing cash and checks for deposit
- City pet license
  - Data entry from outside vendor sales
  - Sales of Licenses from the shelter
  - Keeping track of issuing tags for sales
  - Printing of related materials and records
  - Printing mailing of renewal notices
- Respond to Radio calls from AWO’s and dispatch
  - Look up information requested by officers
  - Make phone calls requested by officers
  - Provide call for service information as needed
- Evaluate animals coming into shelter
  - Take animals out of traps
  - Putting animals into kennels
  - Placing animals into the incinerator
- “Chameleon” the shelter management software

- Booking animals into the shelter
- Scanning for a microchip
- Photograph domestic animals
- Checking animals for Spay/Neuter
- Check lost and found reports – including Craig’s list
- Print kennel cage card
- Complete adoptions
- Print reports as needed
- Administer medication as prescribed
- Administer “Core vaccinations” to all animals brought into the shelter
  - Core vaccinations, canine or feline
  - Deworming
  - Boosters as needed

**Adoption coordinator:**

- “Chameleon” the shelter management software
  - Booking animals into the shelter
  - Scanning for a microchip
  - Photograph domestic animals
  - Checking animals for Spay/Neuter
  - Check lost and found reports – including Craig’s list
  - Print kennel cage card
  - Complete adoptions
  - Print reports as needed
  - Administer medication as prescribed
- Administer “Core vaccinations” to all animals brought into the shelter
  - Core vaccinations, canine or feline
  - Deworming
  - Boosters as needed
  - Review the medical treatments and vaccinate any missed animals
- Answering phone and assisting in covering the office
- Completing adoption paperwork
- Development of partnerships with:
  - Other animal rescue groups
  - Local veterinarians
  - Volunteer groups
- Development of Foster program
  - Currently we have a Foster to adopt program
    - Tracking current animals in foster
    - Schedule them for surgery and/or follow up vaccinations before surgery
    - Call and remind them of scheduled appointments
    - Complete adoption
  - Future we need a Foster program for:
    - Litters of puppies and kittens
    - Adoptable animals that need specialized training
- Evaluation of animals for the adoption program
  - Schedule animals for surgery
  - Prepare euthanasia list
  - Testing for adoption program
    - FIV / Felv
    - Heartworms
    - Parvo virus
    - Skin Scrape

## **Kennel attendant**

- Kennel Inventory
  - Daily inventory scan each animal and cage and download into “Chameleon”
  - Find “Missing” animals as needed
  - Make sure that animals are returned to the correct cages
  - Inspect each kennel card to insure correct information
- Kennel Duties
  - Repair animal cages
  - Medicate animals as prescribed
  - Feed animals daily
  - Assist in preparing animals for the adoption program
  - Laundry
    - Towels and blankets as needed
  - Cleaning – focus to control the spread of diseases
    - Scooping fecal materials
    - Cleaning the kennel daily
    - Disinfecting every kennel prior to a new arrival
  - Checking each animal
    - Did the animal eat
    - Is the animal playful, lethargic, etc.
    - Is the fecal material solid, soft, etc.
    - Making notations of changes in behavior
- Facility supplies:
  - Order toilet paper
  - Paper towels
  - Cleaning supplies
  - Order animal food and cat litter as needed
- Public and Officer work areas:
  - Cleaning the public and private bathrooms
  - Empty trash
  - Sweep, mop, and wax floors as needed
  - Cleaning windows
  - Replace light bulbs
  - Replace heating and AC filters as needed
  - Keep up with building maintenance
- Live Animal Traps
  - Inventory traps as needed
  - Repair broken traps as needed
  - Remove animals from traps
- Assist with animal testing as needed
- Incinerator
  - Ensure correct operation
  - Start units as needed
  - Clean and remove ashes as needed
  - Coordinate repairs and required maintenance as needed
- Chameleon data entry
  - Book in animals as needed
- Community Service program
  - Administrate the community service workers
  - Supervise community service workers
  - Prepare written community service reports as needed
- Training
  - Train new employees and community service in the proper cleaning methods at the shelter
- Gas Chamber
  - Ensure the proper operation



- Start unit as needed
- Remove and clean chamber as needed

### **III. GOAL AND OBJECTIVES**

#### **A. Departmental Goals:**

The following departmental goals were established by the Chief of Police for FYE 2014

1. Working in partnership with citizens by utilizing Community Oriented policing philosophy to provide high quality service to the community.
2. Continue to present and implement new programs which promote citizen satisfaction with all levels of service.
3. Improve the safety of citizens by accountability, new methods, and enhanced technology.
4. Provide department personnel with the training, knowledge and tools to provide highest levels of law enforcement with available resources.
5. Utilize Community Oriented Policing to form partnerships with the citizens and businesses of Norman through communications with employees, city staff, and individuals within the community.
6. Develop new programs which aid in accomplishing the department's mission & vision and have a positive benefit for the community.

#### **B. Animal Welfare Division Objectives:**

The following objectives were established by the Animal Welfare Division to support the departmental goals.

##### **1. Enforcement Section**

- Continue the training in the National Animal Cruelty Investigations School. Norman Animal Welfare has brought this school to Norman, Oklahoma for the last two years and already has the third year scheduled for August of 2015. We will continue this school until each officer has completed all levels of the course
- Identify additional advanced level(s) of training for the Animal Welfare Officers. At least one additional school will be identified by December of 2015
- Researching other Professional organizations to become members of to help establish a culture of professionalism
- Continue strict enforcement and compliance with:
  - City Pet Licensing
  - Rabies vaccinations
  - Animals at large
- Increase the number of pet safety, responsible pet ownership classes being taught in the elementary schools:
  - Complete at least four classes this school year
- Develop and implement districts for Animal Welfare Officer to focus their patrol activities by January 1<sup>st</sup>, 2014

##### **2. Adoption Center**

Currently the physical facilities of the Norman Animal Welfare are being remodeled; this remodel is projected to be completed in February of 2015. The renovation will triple the size of the facility.

- Our goal is to establish Best Practices as set out in the “Guidelines for Standards of Care in Animal Shelters” Published by The Association of Shelter Veterinarians 2010.
- Continue to work towards an 85 percent live release rate.
  - Increase staffing to allow for behavioral testing
  - Staffing to allow for treatment of minor injuries or illnesses
  - Cost effective Spay/Neuter for shelter animals
- Microchipping 100 percent of the animals adopted from the shelter
- Spay/Neuter 100 percent of the animals adopted from the shelter
- Continue to increase the compliance with City Pet Licensing
- Increase the number of Animal Rescue groups that we are partnered with and improve those partnerships
- A core vaccination program was started to reduce the communicable diseases, increase the “herd” health and be eligible to take part in national adoption programs
- Develop a Spay/Neuter program to assist low income residents of the City of Norman.

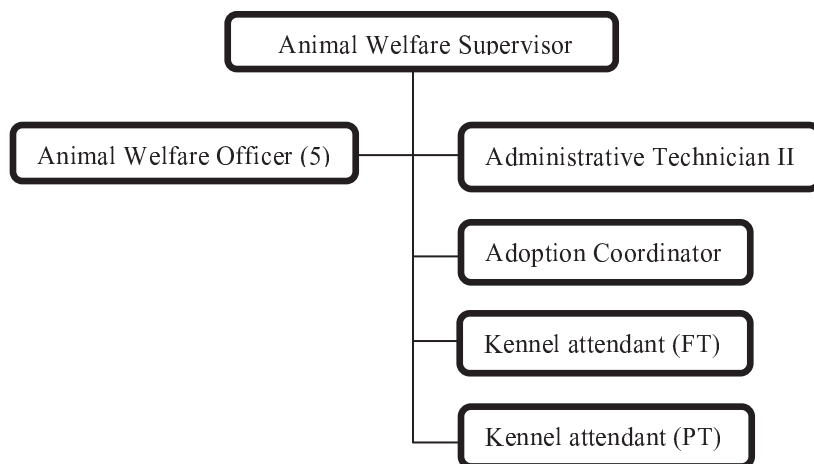
#### IV. PERSONNEL

The following section identifies current and future staffing needs.

##### A. Current Staffing

Current authorized staffing for Animal Welfare Division		
Position	Shift 1 (0800-1700)	Shift II (0900-1800)
Animal Welfare Supervisor	0900-1800*	
Animal Welfare Officers	5 rotating shifts Monday to Saturday	
Adoption Coordinator	1*	0900 to 1800
Administrative Tech II	1*	0900 to 1800
Kennel attendant (Full time)	1*	0700-1500
Kennel Attendant (Part time)	1**	0800-1200

\*(Mon-Fri), \*\* (Wed-Mon)



**B. Staffing Needs**

The following section addresses future personnel needs by the Animal Welfare Division and are based on enforcement goals, Adoption center standards and live release rate objectives:

Priority	Position
1	Animal Welfare Superintendant
2	Upgrade our Part time kennel attendant to full time
3	Intake clerk
3	Volunteer program coordinator
3	Fulltime veterinarian
3	Veterinarian assistant (Certified or uncertified)
3	Behavior and training coordinator
3	Foster program coordinator

1. Animal Welfare Superintendant

The division recommends staffing the position of “**Animal Welfare Superintendant**” to be filled by existing manpower. There are two issues that drive this recommendation:

This position would supervise the Adoption center operation and the enforcement operations in the field. Currently there is only an Animal Welfare Supervisor to supervise both the field operations and the Adoption center. A superintendant position could give direction and supervision to the “Animal Welfare Supervisor” and Animal Welfare Supervisor taking care of the daily operations.

Second is the need to continue to develop “best practice” operations and programs in the Adoption center and holding facility. Being able to focus on the development of the “adoption program, Pet retention, Low Cost Spay/Neuter programs, Public education programs, Rabies vaccination programs, Behavioral testing, behavioral classes, Feral cat issues, partnerships with rescue groups, and a host of other programs and partnerships that current staffing and structure do not allow for.

Historically Norman Animal Welfare only focused on picking up stray animals within the City of Norman and then housing them at the shelter until they were either claimed or euthanized. Around 2008, the focus of Norman Animal Welfare was adjusted to include enforcement of Chapter 3 of the City code and the humane care and placement of as many animals as possible. The new focus led to a bond issue being introduced and passed to remodel and triple the size of the facilities to house and adopt the animals picked up in the City of Norman.

The Animal Shelter Oversight committee has asked the City to work towards the achievement of an 85 percent live release rate of the animals coming into the shelter. An 85 percent live release rate will require an expansion of the programs currently offered at the shelter. It will mean that more animals will have to be treated for injuries and illnesses that are currently being euthanized. Additional staffing will also be required to achieve this goal and will be addressed later in this document

2. Upgrade Part Time kennel Attendant to a fulltime:

The remodel of the current facility and the tripling of the size and capacity will mean that one fulltime and one part time kennel attendant will not be able to provide the proper care of the animals being housed.

Current standards allow for 10 minutes for a kennel attendant to Clean, feed and observe each animal. Cleaning means to remove the fecal material from each kennel, and then to wash out any urine in the kennel. Then feeding and watering each of the animals in the shelter. During this process it is important for staff to observe the waste materials, and whether the animal ate the food left in the cage. These observations could be the first signs of an illness that could affect the entire shelter population.

In addition to daily cleaning the kennel attendants are required to sanitize or disinfect every kennel that has had an animal housed there and then either moved to another kennel or adopted. Disinfecting is done after cleaning by spraying with a disinfectant and remains "wet" for the required time, usually 10 minutes.

### 3. Intake Clerk:

Currently our administrative Technician II is responsible for the intake of animals that come into the shelter by way of the front door. This represents more than half of the animals coming into the shelter. This is while this person is dealing with all of the other assignments of the position.

An intake clerk would be responsible to counsel with individuals coming into the shelter either to surrender their pet or to turn over a stray that they found and brought to the shelter. In the case of the surrendered animal the intake clerk would have the time to attempt to provide referrals to additional programs in an effort to keep the animal in the home. This in turn would help the City of Norman to identify what programs, services or educational programs might be needed in the community to help reduce the number of animals being surrendered.

Currently a large number of animals being relinquished to the shelter are from the lack of knowledge that the adopter had about the care of the animal prior to the adoption. An educational program focused on making sure that the adopting family is aware of the responsibilities of pet ownership might reduce the number of surrendered animals to the shelter.

### 4. Volunteer program coordinator:

A volunteer group was started in 2013 to assist Norman Animal Welfare in a number of areas. A volunteer group has the potential to provide assistance with or fill jobs that current budgets do not allow for or for assistance that also gives the community hands on involvement. Currently while there are a number of volunteers there is a not organization, scheduling or job description to make their assistance productive. A volunteer coordinator would allow for a staff member to organize, train and schedule volunteers to provide the best assistance possible.

There are a number of very useful functions that a volunteer group could provide and these are just a few examples:

1. Telephone answering – The initial screening of incoming calls. Where a volunteer could screen calls and forward those to the appropriate staff member, or in most cases, provide the requested information.
2. Dog walker – Taking the dogs out for daily exercise
3. Adoption attendant – A volunteer could take a guest to the kennels and talk to them about our animals and help with adoptions
4. Animal Pictures – There is a great opportunity for a volunteer to come into the shelter and take quality professional photos of our animals. These could be used on the internet and other social media sites.

5. Fulltime veterinarian:

Currently a veterinarian is paid to provide Spay/Neuters for our animals to conform to the Oklahoma Sterilization act which requires every animal adopted at the shelter to be Spayed or neutered upon its placement. Having a full time veterinarian on staff would increase the services that the adoption center could provide. Besides doing all of the Spay/Neuters for the shelter we could provide these services for "low income families" or other qualifying individuals. To reach our goal of an 85 percent live release rate a veterinarian would also allow us to provide for the treatment of a number of animals that are currently just euthanized. This position would also provide a consistent veterinarian evaluation in all cruelty cases and allow the City of Norman to provide specific training for this purpose.

6. Veterinarian assistant (Certified or uncertified):

Currently our adoption coordinator is tasked to do the testing and assist in the initial examination of animals. This position would assist and work directly with our veterinarian to perform all of the testing of our animals prior to placing them into the adoption program. Dogs need to be tested for heartworms, ehrlichiosis, and Lyme disease and cats for FIV and Feliv.

7. Behavior and training coordinator:

Currently there is not a formal behavioral evaluation of an animal prior to them moving into the adoption program. Primarily this is because the current staffing levels do not allow for the time to make these evaluations, secondly we are space driven which means that animals must be going out and allow others to come into the shelter.

When the remodel is completed in the early part of 2015 the numbers of kennels will mean that we will need a formal evaluation process to make the best decision on which animals will be moved from the "Stray hold" area and into the "adoption" area.

A trainer will help to make more animals, especially canines, more adoptable. A large number of the stray animals picked up are not leash trained, or have manners. With just a little training a dog can be leash trained and learn basic commands, sit, not to jump on the handler, and other basic commands.

A trainer could also conduct public classes in our new public meeting room. These classes would be focused on providing education to current and new owners to keep them from surrendering their pets.

8. Foster program coordinator:

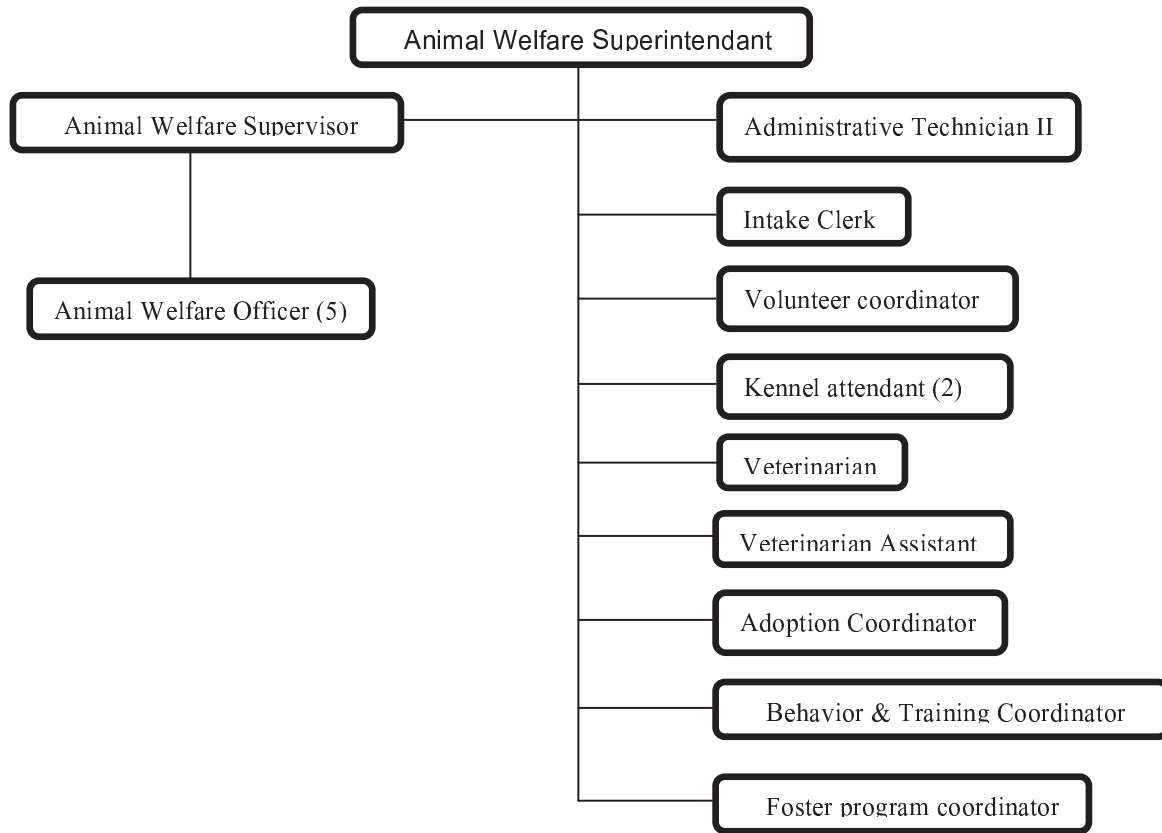
Currently our foster program is a "foster to adopt" only. Meaning that a customer comes to the shelter and finds an animal they wish to adopt. If they are a Norman resident we will foster the animal to them until the surgery date. However, there is very limited follow up with these fosters in that we will only call them to remind them of the surgery date.

We need a list of foster families that are willing to take litters of dogs and cats. This is a very high risk group for communicable disease and is compounded if there is not a nursing bitch or queen, with the kittens or puppies, and then there is a need to bottle feed every two (2) to four (4) hours, twenty four (24) hours a day. There is not enough staff to take care of these animals, and euthanizing them is our current option. However, it needs to be clear that just having a list of volunteers is not the solution. This list needs to be verified that they have the knowledge, experience, and resources to deal with a litter of dogs or cats. There needs to be continued follow up between a staff member and the foster families, to ensure medical follow up examinations and vaccinations and there has

to be a method through which the foster can talk to a staff member during non business hours.

Additional foster programs could also be started for: animals that are underweight, unable to have surgery or adult animals that have been housed in a kennel for an extended period of time.

**Proposed organizational chart with new positions:**



**V. TRAINING**

**A. TRAINING and PROFESSIONAL ORGANIZATIONS NEEDS:**

Below are our current training goals of the Animal Welfare Division and professional organizations to improve the professionalism and expertise of the division. While at this time this training is focus of the enforcement side of the division future plans should include training for the shelter operations staff.

TOPIC	EMPLOYEE	FYE	COST	FUNDING
National Animal Cruelty Investigation	Animal Welfare Officers	On going	\$3,500	Current budget
Animal Behavioral Evaluation and Techniques	All	2015	TBA	Current budget
National Animal Control Association	Animal Welfare Officer	2014	\$150	Current budget
Society of Animal Welfare Administrators	Staff	2014	\$7,000	Current budget

1. **National Animal Cruelty Investigation** (Animal Welfare Officers)

Starting in FY12 the City of Norman has brought to Norman, Oklahoma, a National recognized Animal Cruelty Investigation school. Along with Animal Welfare Officers from the City of Norman, officers from across the nation have come to Norman for this training. While our officers not only increased their ability to successfully investigation cruelty cases, they also get to interact with other officers from across the nation.

2. **Animal Behavioral Evaluation and Techniques**

This training is extremely important for every member of the staff. Identifying behavior and the cause of that behavior can greatly affect the live release rate. The early detection of this behavior can lead to effective training and contact to resolve the problem behavior. With all staff members being trained, the evaluation will begin at intake and only end when the animal leaves the facility. It will also formalize and standardize the process and common descriptions so there is a greater understanding of the behaviors and the corrective actions needed.

3. **National Animal Control Association**

This is a national professional organization for "Animal Control" employees. It will provide nationally recognized training and standards. It will give our officers exposure to others across the nation working in similar occupations. This will bring in higher values of professionalism, foster growth in our profession, and provide a resource for future development.

4. **Society of Animal Welfare Administrators**

The Society of Animal Welfare Administrators is a group of animal welfare professionals from across the nation. They include private, non-profit, municipal, and county animal welfare or rescues and research institutions. They provide a wealth of information from across the nation including, animal care standards, foster programs, TNR issues and providing reference materials of a number of additional programs.

## **V. FACILITIES**

Currently the Norman Animal Welfare Center is being remodeled. In October of 2013 construction started on a 2,800,000.00 renovation project. This project started in 2008 with a feasibility study and was presented to the voters of the City of Norman for a General Obligation bond to fund the project. The facility was designed with the intent to have the capacity to service the City of Norman for the next twenty five (25) years.

During this project a comprehensive maintenance plan will be established to set out a five year plan to keep the building in proper condition.

## **VI. EQUIPMENT**

This section identifies equipment needs that require a capital budget.

Priority	Equipment	Cost	FYE	Re-occurring Expense
A	5 In car computers	TBA	2014	\$560.00 each
	In car computer mounts	TBA	2014	None
	1 additional copy of Crystal reports	TBA	2014	None
B	7 additional Desk top work stations	TBA	2015	None
C	2 additional printers	TBA	2015	None
D	Additional telephones	TBA	2015	None
E	Video surveillance system	TBA	2015	None

**A. In car computers:**

This will allow for every field unit to be fitted with a computer and have access to "Chameleon," the shelter software management system.

This will allow the officers in the field to see holding calls for service and better plan their response to them. It also gives them the ability to look up information or to completely book an animal into the system while in the field.

These same computers can be used at special events or disaster response for data entry into chameleon.

**B. 7 Additional work stations:**

These computers will allow Animal Welfare to have computers in new areas of the remodeled building.

Currently we do not have a computer in the Surgery center and all of our medical records are now kept within "Chameleon" records management system.

This will also allow for a computer in our euthanization room, so that an officer can bring up the animal's information and confirm first that it is the correct animal and second that there is a documentable reason for this action.

And allow for a computer in the booking and receiving room, and one in the volunteer office.

All of our records are kept on "Chameleon" This includes booking information, person information, trap inventory, medical records, medication information, treatment information, vaccination information, adoption information, rescue group information and many more. Having access to the system through out the shelter is extremely important to avoid information just not getting entered into the system.

**C. 2 additional network printers:**

Currently we have one printer and one copy machine (which is also a color printer, but due to cost is used only as required)

The two additional printers will allow for a printer to be installed in the booking / receiving room in the West end of the building, one printer in the medical center and then the copier and original printer at the front counter.

This will still leave additional areas that will need a printer as future programs are developed.



#### **D. Additional Telephones:**

During the remodel of the building there were additional phones added to the building due to the size and layout. However, the City of Norman is in the process of switching to a voice over IP telephone system and have only budgeted to replace the existing seven telephone sets.

Our new building has over 54 telephones listed on the drawings. Several of these phones are actually placed inside the kennels for the intercom function, allowing staff at the front to make public addressing (fire, or other emergency) or to call another staff member to the front, or another area of the shelter.

The Telephone system is our number one complaint from the public and this new system needs to be a priority to replace during this change over that the City has planned. Currently I have very limited information as to what these plans are, or who has the information.

#### **D. Video surveillance system:**

There have been several incidents of theft or attempted theft at the shelter. There are also times that there is only one employee at the front desk and they have no idea who else is in or around the building. Now with the remodel in progress, the building size has increased, making it even more important for the front desk to be able to see what else is happening in other areas of the building.

There needs to be a monitor at the front desk, officers work area and supervisors office to view the cameras. Cameras need to be places so that an employee can monitor the public areas, kennel areas, and staff only area. This will increase their personal security and help to prevent or catch theft. We have had theft of personal property from the front desk and the theft of animals from adoption and stray hold areas.