

MCAS ACTION PLAN

AREA	SHORT MEDIUM LONG TERM	TITLE	DESCRIPTION	STATUS	NOTES
Uniforms	Short	Uniforms - Staff	Name Tags and Uniforms for Staff	Completed	All current staff have received County ID badges & uniforms.
Uniforms	Short	Uniforms - Volunteers	T-Shirts for Volunteers to wear while Volunteering	Completed	Volunteers will receive (1) T-shirt upon completion of Volunteer training.
Facilities - Interior	Short	Food Room Shelving	Replace shelving in Food Room	Completed	Complete.
Facilities - Interior	Short	Fresh Paint	Fresh Paint for hallway, door frames, doors, Triage & Food Room & Vet Office	Completed	Complete.
Technology	Short	Chameleon	Chameleon is being underutilized	In Process	See " Chameleon Software - Refresh ".
Technology	Short	Chameleon Software - Refresh	Need to have Chameleon come onsite for five (5) days to help us refresh software, ensure we are utilizing full functionality of the various modules, create new workflows and training, and create/update reports.	In Process	Funding approved. In discussion with Chameleon to ascertain potential dates.
Technology	Short	Chameleon Software - Assilomar Report	Update and ensure all information in Assilomar report is accurate	In Process	*Need Pet Evaluation Matrix/Euthanasia policy adopted. *May be part of Chameleon onsite assistance/Chameleon Software - Refresh.
Technology	Short	Chameleon Software - Pet Gallery	Create an online Pet Gallery to better showcase animals available for adoption on website as well as in Shelter (via a large screen TV)	In Process	*In discussion with Chameleon on options to create Pet Gallery. *May be part of Chameleon onsite assistance/ Chameleon Software - Refresh .
Technology	Short	Chameleon Training	Staff needs better training on Chameleon	In Process	See " Chameleon Software - Refresh ".
Technology	Short	Scanners	Need to order scanners for Coordinators to scan paperwork into Chameleon	In Process	Working with Chameleon to ensure scanners bought will be able to utilize new Chameleon functionality coming in March 2017 software upgrade.
Technology	Short	Web Cams	Need to order web cams for Front Office to allow them to take intake pictures.	In Process	Web cams are being ordered.
Staffing - Volunteers	Short	Assigned duties for Volunteers	*Greeter *Dog Walker *Adoption Counselor *Office Assistant	In Process	See " Volunteer Handbook "
Staffing	Short	Job Duties & Responsibilities	Need to create formal Job Duties & Responsibilities.	In Process	See " Standard Operating Procedures (SOP) Manual ".
Staffing	Short	Lack of Available Veterinarian Services		In Process	As of new fiscal year we now have three (3) full time Vets, though one (1) Vet is currently on leave. Upon her return, we will be better able to expand access to Vets.
Staffing	Short	New - Position: Addition of one (1) Clinic Tech	Hire additional Kennel Tech	In Process	Position approved to start 11/5/16. Working with HR to post position.
Staffing	Short	New - Position: Addition of one (1) Kennel Tech	Hire additional Clinic Tech	In Process	Position approved to start 11/5/16. Working with HR to post position.
Staffing	Short	New - Position: Addition of two (2) Vet Techs	Hire two additional Vet Techs	In Process	Positions approved to start 11/5/16. Working with HR to post positions.
Staffing	Short	New - Position: Onsite Maintenance	Hire on-site Maintenance Manager	In Process	Position approved to start 11/5/16. Position posted.

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Staffing	Short	New Shelter Director	Hiring of new Shelter Director to replace Dr. Hayden	In Process	*October 15 was the cutoff date for applications *HR has received 56 resumes - 10 possible applications *The review of all applications will be completed by Oct 21 *Review and interview the 10 candidates - Completion November 11 *Narrow top 10 to top 5 *Top 3 applicants presented to Commissioners *Mid December before we have a Director on Board *All dates are not set in stone - based upon scheduling of interviews
Staffing	Short	Shelter Operation	Increase Staff knowledge of all Shelter Operations	In Process	See " Standard Operating Procedures (SOP) Manual ".
Staffing	Short	Staff Accountability	Hold employees accountable	In Process	See " Standard Operating Procedures (SOP) Manual ".
Staffing	Short	Staff Training	Establish mandatory training procedures	In Process	See " Standard Operating Procedures (SOP) Manual ".
Staffing	Short	Weekend Staffing	Staff appropriately on weekends	In Process	With additional Vets, Vet Techs (to be hired) and Office Clerk we will be better staffed for weekends. We will also be filling two (2) part-time Office Clerks positions.
Policies & Procedures	Short	Adoptions - Offsite	Increase offsite adoption opportunities	In Process	Actively looking for additional off-site adoption opportunities. In discussion with Commissioner Noack to utilize South Montgomery Community Center for offsite adoption events.
Policies & Procedures	Short	Better move animals from Stray Hold Rooms to Adoption Rooms	Better move animals from Stray Hold Rooms to Adoption Rooms	In Process	Need to have all involved constantly focus on getting animals out of Yellow and Green so we can move Animals more quickly out of Pink, Lavender and Blue.
Policies & Procedures	Short	Euthanasia Policy	Formalize a Euthanasia Policy to be adopted by the Court	In Process	A Pet Evaluation Matrix (PEM) has been finalized to ensure proper coding of euthanasia following the Asilomar Accords. This will be incorporated into a formal euthanasia policy. 120 days for a maximum stay will also be incorporated in a formal euthanasia policy. Formal policy will be drafted once a new Director is on board.
Policies & Procedures	Short	Intake Triage	Triage all animals at intake	In Process	One of the newly approved Vet Tech positions will be for Intake.
Policies & Procedures	Short	Locked Doors	Locked Doors for Some Rooms	In Process	This policy will remain in effect for Lavender, Pink & Quarantine. Reviewing opening Blue room without escort.
Policies & Procedures	Short	Too Few Animal Pleas	Too Few Animal Pleas	In Process	Will copy Commissioners, who have requested to be copied, on pleas so they can also share them on social media.
Policies & Procedures	Short	Veterinary Access	Increase hours/access to Vets	In Process	See " Lack of Available Veterinarian Services ".
Policies & Procedures	Short	Volunteer Handbook	Create a Volunteer Handbook	In Process	The Handbook has been created and reviewed by the County Attorney. Proposed revisions have been accepted and questions answered. Sent back to County Attorney for second review.
Policies & Procedures	Short	Written Vision, Mission and Value Statements		In Process	Mission Statement previously written. Will write draft Vision and Value Statements. All three (3) statements will be in draft form until a new Director is on board and has had a chance to review.

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Other	Short	Answering Phones	Need to improve the ability to answer phones	In Process	Had IT reconfigure Coordinator phones to also handle Front Counter line. Once outside storage is complete, we will convert the two (2) storage closets into min-offices with phones for Staff/Volunteers to be able to answer phones.
Other	Short	Eye Wash Station	Need to install an eye wash station	In Process	In discussion with Risk Management to purchase and install an eye wash station. Funding will come from Risk Management.
Other	Short	PPE for Kennel Techs	Employees should not be using their own boots.	In Process	Risk Management has requested that Kennel Techs be issued proper boots paid for by the County instead of bringing their own boots. Approved, funding to come from Risk Management.
Other	Short	Spay/Neuter Adopted Animals	No adopted animal should leave the Shelter before it is spayed or neutered	In Process	As of November 1st, no adopted animal leaves the Shelter without first being spayed/neutered.
Facilities - Outside	Short	Change Dog Park to Runs	Need to better utilize dog park area	In Process	Received quote for outside dog park fencing. Quote approved. PO Release created. Working with Vendor to schedule.
Facilities - Outside	Short	Front Parking - Exit	Create an exit from front parking lot	In Process	Curb has been removed. Area has been graded and cemented. Lot will be striped with one way arrows.
Facilities - Outside	Short	New AC Units	Installation of new AC Units	In Process	Need updates from Maintenance
Facilities - Outside	Short	Outback Kennel Drain	Outback Kennel needs to drain into treatment area	In Process	Quote has been received and fully approved. Requisition created. Waiting on Vendor to schedule.
Facilities - Outside	Short	Outside Storage Shed	Need an outside storage space to free up two (2) closets to convert to additional office spaces with phones	In Process	Shed quote received and approved. Requisition created. Waiting on Vendor to schedule.
Facilities - Outside	Short	Signage - Highway	Need an early turn sign on Highway	In Process	Have discussed with TX DOT. Commissioner Clark to follow up.
Facilities - Outside	Short	Signage - Entrance	Replace old sign with updated "highway"-type sign	In Process	Have discussed with TX DOT. Commissioner Clark to follow up.
Facilities - Interior	Short	Clinic Sink	Need a sink in Clinic	In Process	*Asked vendor for quote *Working with Maintenance on installation options
Facilities - Interior	Short	New Triage Room	A Triage Room is needed so emergency animals can be treated with going through Lobby and having to utilize Surgery Space	In Process	*The Room has been set aside and repainted. *Medical Triage equipment has been purchased and is arriving. *Looking into option for cabinets *Working with IT on additional cable wiring
Facilities - Interior	Short	New Vet office	Vets need their own office	In Process	*The Room has been set aside and repainted. *Temporary furniture has been acquired. Looking at permanent furniture solutions *Working with IT on additional cable wiring
Facilities - Interior	Short	Signage - Indoors	Replacement of all indoor signs	In Process	Working with Precinct 4 to have new signs created and installed.

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Facilities - Interior	Short	Surgical Lights	Need working surgical lights	In Process	*Lights have been purchased & delivered *Floor light is already being used in Surgery Room *Working with Maintenance to schedule the install of wall mounted lights
Technology	Short	Kennel Cards	Improve Kennel Cards	TBD	TBD
Technology	Short	Walkie Talkies	Intercom system for paging employees is inadequate. Need Walkie Talkie system	TBD	Researching options
Staffing - Volunteers	Short	Background Checks	Run background checks on all Volunteers	TBD	Will discuss with County Attorney's Office and HR.
Staffing	Short	Communication	Increase Communications between Staff & Community	TBD	TBD
Policies & Procedures	Short	Adoption Process	Inefficient adoption process	TBD	Looking into ways to make the adoption process more efficient.
Policies & Procedures	Short	Revisit Intake Procedures	Revisit Intake Procedures	TBD	See " <i>Intake Triage</i> ".
Policies & Procedures	Short	Too Many Animals Per Kennel	Too Many Animals Per Kennel	TBD	Need to have all involved constantly focus on getting animals out of Shelter.
Other	Short	Non-Profit Foundation	Create a non-profit foundation	TBD	We need to create a non-profit organization that is in formal partnership with the County to better secure outside funding to help decrease the Animal Shelter's demand on the General Fund.
Facilities - Interior	Short	Breakroom Window	Employees need privacy in breakroom. Need to tint window or purchase blinds	TBD	Need to research options
Policies & Procedures	Med	Standard Operating Procedures (SOP) Manual	Draft a full and SOP Manual	In Process	Need to draft a full and complete SOP Manual. Will remain in draft form until a new Director is hired.
Other	Med	Spay/Neuter Clinic	Look into the feasibility of acquiring a mobile Spay/Neuter Clinic and/or a fixed location Spay/Neuter Clinic in Precinct 4.	In Process	Commissioner Clark to proceed with a fixed location Spay/Neuter Clinic in Precinct 4. Commissioner Riley is looking into the feasibility of acquiring a mobile Spay/Neuter Clinic. Will also look into utilizing a van to pick up animals from Precincts 1, 2 & 3 to shuttle to and from the Precinct 4 Clinic.
Facilities - Interior	Med	Ceiling Tiles	Replace ceiling tiles	In Process	* Extremely bad ceiling tiles have been replaced *Other tiles replaced pending Completion of new AC
Facilities - Interior	Med	Hallway Floor	Repaint/Re-floor Hallway	In Process	Received quote to re-floor hallway. Need funding approved. Timing of installation will need to be addressed
Staffing	Med	Staff Advancement	Create opportunities for advancement and plan to achieve	TBD	Will discuss with HR on creating an advancement plan.
Facilities - Interior	Med	Front Lobby/Office Redesign	Redesign Front Office, Lobby and Animal Control	TBD	*Replace tiles in lobby with new flooring *Remodel Front area for better office space, workflow and training
Facilities - Interior	Med	Workspace	Better workspace	TBD	See " <i>Front Lobby/Office Redesign</i> " and " <i>New Vet Office</i> "
Facilities - Outside	Long	Additional Parking	Need to acquire additional land for more parking	TBD	Look into acquiring land to the west of the Shelter

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Facilities - Outside	Long	Fix Flooding Issues	Fix Flooding Front & West Side	TBD	Cannot be adequately addressed until AC installation is complete
Facilities - Outside	Long	Receiving/ACO Drive Around	Create a drive around behind the Laundry Room and around west side	TBD	We would need to have treatment plant for Laundry Room moved as well shorten on of the dog parks. Any timing would be contingent on the AC being completed and that are being free to be re-drained, re-graded and paved.
Facilities - Interior	Long	Modernized Kennels	Replace non-guillotine kennels	TBD	Looking at quotes for Yellow, Green and Blue. Existing kennels would be moved to Lavender and Pink.
Facilities - Interior	Long	Radiology Room	Look into having a Radiology Room onsite	TBD	Long term desire to be reviewed at a later date.