

Kansas City Pet Project Proposal

Animal Shelter Management Services

RFP NO. EV00001284

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COVER LETTER – KCPP SUMMARY

To the Kansas City Animal Shelter RFP Review Committee,

As a group of citizens living here in Kansas City, concerned about the welfare of animals, understanding the opportunities and challenges that face Kansas City’s animal shelter, and wanting to make a difference, we have formed the Kansas City Pet Project.

Our RFP Proposal

We want to express that we are prepared to work collaboratively with City on the RFP process to develop a budget that the City can afford, while also offering important improvements to animal welfare. We have submitted a proposal that will provide a complete package of services that will result in an effectively managed shelter.

We are not, however, willing to underbid on the project. We believe that past inaccuracies in the operations budget have likely lead to some of the problems the shelter now faces. In bidding this out a second time, we think the City is on the right path however the quality of the bid is just as important as the dollar value of the bid. In this second bid process, we ask for the opportunity to jointly create a universally appropriate operation at the right cost structure for all involved parties.

Some Background on Our Team

As you read through our responses you will find we have assembled a strong team from the Kansas City animal welfare community. Our team includes a highly experienced Executive Director, two founders of an animal advocacy coalition, a post graduate UMKC student who specializes in nonprofit management and fund development, a former board member of the Humane Society of Greater Kansas City and current board member of Habitat for Humanity, plus a strong association with the local nonprofit, Spay & Neuter Kansas City.

Our Nonprofit Status Allows Us to Do More

In developing our RFP response, it became clear to us early on that we needed to establish a nonprofit organization to fulfill our mission. As a nonprofit organization, we would be able to dedicate the maximum amount of resources to animal care and maximize our ability to develop new sources of funding outside of what the City and fees contribute.

Fundraising Will be an Important Component

Our fundraising efforts will mean an additional stream of private revenue to help increase the capacity of the shelter to serve the community. Fundraising also serves the dual purpose of expanding the positive public perception of the shelter and increasing our relationship with the community.

We are Committed to an Exceptional Volunteer Experience

We will be instituting a “best-of-breed” system with a Volunteer Coordinator on staff who clearly identifies and recruits for specific needs, making sure volunteers are properly trained for those

positions. This creates more opportunities to serve more people and more animals, all while creating greater awareness of our mission and goals.

Increasing Adoptions, Lowering Intake

These are the two fundamental pieces of our mission. These goals will require us to work closely with Animal Control (a function we have also bid on, in order to enhance and coordinate our efforts). We have outlined a number of solutions in our proposal that get us to these two goals.

Using Social Media to Get the Message Out

The internet offers us some incredible opportunities to reach out beyond the confines of the shelter, by allowing us to help people understand the needs of the shelter, learn about our program offerings, and help us find more homes for more animals. The City will be able to count on a vigorous, energetic effort designed to enhance the overall shelter experience for all involved parties.

Bringing the Animal Community Together for a Common Goal

This starts by reaching out to our neighbors, the many remarkable private animal shelters, rescue organizations, and veterinarians here in Kansas City. We have already met with several groups and are receiving very positive feedback because they too know our City, our citizens and our animals are better served when we work together.

It has been said that how a society treats its animals reflects how it treats its people. The Kansas City Pet Project came together as a group because we knew we could help the City do more. We are working to create a new model for how the City delivers services to our citizens. Everything we know about the direction that City Hall wants to go in supports the idea that INVESTING in us is truly INVESTING in the City of Kansas City.

Thank you for your consideration of our proposal.

Sincerely,

Henry Klein, President
The Kansas City Pet Project

PROPOSAL PART I – BUSINESS/FIRM PROFILE AND LEGAL STRUCTURE

Kansas City Pet Project (www.KCPetProject.org) was established in July of 2011 exclusively for charitable purposes within the meaning of Section 501(C)(3) of the Internal Revenue Code. Kansas City Pet Project is a Public Benefit Corporation. The name and street address of the Registered Agent and Registered Office in Missouri is: Henry Klein, (816) 522-4752, (816) 423-7458 (fax), h1klein@yahoo.com, 641 W 59th Terrace, Kansas City, Missouri 64113.

The purpose of the Kansas City Pet Project (KCPP) is to facilitate the placement of homeless pets into suitable homes; to establish and maintain an animal shelter for the City of Kansas City, Missouri; to maintain associated procedures which promote: the health and welfare of pets in our care, prevention of unplanned litters, pet retention, and reunification of lost pets to their owners; and to increase public safety by addressing issues related to irresponsible pet owners and dangerous animals. KCPP is an open-admission shelter focused on optimal lifesaving and creating a No Kill Community in the Kansas City Metro.

KCPP's Executive Director, Kim Staton, is located in the Greater Kansas City area and all four of the organization's Board Members live in Kansas City, Missouri. KCPP's staffing plans include around forty (40) employees split between Shelter Operations and Field Operations. Our organization plans to employ as many qualified Kansas City, Missouri residents as possible to keep the tax base in the city.

KCPP has not been involved in any failures to complete contracted work, nor has any of its Board Members or Key Staff. The Executive Director, Kim Staton, has successfully completed numerous city contracts, including ones in Kansas City, Missouri. The organization itself, as well as any of its Board Members or Key Staff are not involved in any pending civil or criminal actions and have no history of litigation, arbitration, or mediation. There has never been any disqualification from working with the City of Kansas City or any other public entity, with regard to the organization and in regard to its Board Members and Key Staff.

PROOF OF FINANCIAL CAPACITY TO PERFORM CONTRACT

With this proposal, it is Kansas City Pet Project's intent for the City contract to pay all of the minimum necessary standards for performing the shelter duties. The Kansas City Pet Project will then use private donations to build additional programs that will lead to increased life-saving and enhanced public embracement of the shelter. The KC Pet Project requests that the City pay 1/6th of the total of the first-year contract (the equivalent of 2 full months) upon the initial takeover of the shelter operation, in order to assure a smooth transition for staff and to ensure there are appropriate vaccinations for all animals immediately upon taking over the contract. The remaining 5/6ths of the contract can then be amortized over the remaining 11 months of the contract.

BUSINESS/FIRM FUNDING STRATEGY / RESOURCES THAT WILL SUSTAIN BUSINESS/FIRM

In addition to fee-for-service revenue streams, donor development, fundraising events and activities, and grant writing will all become part of KCPP's strategic funding strategy. KCPP's strategic planning will include targeted development goals for funding of various programs and projects for each fiscal year. The strategic plan will include specific, actionable steps to ensure achievement of goals and to measure progress throughout the year.

PROPOSAL PART II – EXPERIENCE

The Kansas City Pet Project was recently established and this contract will represent the organization's first contracted work as an entity. However, the organization has been formed with a group of Board Members who are highly committed to the success of the organization and the success of the City's shelter and animal control operations. Therefore, KCPP has carefully selected an Executive Director with extensive experience in the field of animal sheltering and experience in working under municipal contracts. Presented below are details which highlight the level of experience that Kansas City Pet Project's Executive Director has.

RECENT RELEVANT WORK

Kim Staton is presently working under contract with the Jefferson Parish Animal Shelters. The contract was originally scheduled to be 3 months in duration but due to continued needs, it has been renewed several times. Kim has been working for Jefferson Parish since October of 2009 and the contract ends August 13th, 2011, at which time Kim will be returning to her home in Raymore.

Under the Jefferson Parish contract, Kim has written standard operating procedures for the two municipal shelters. She has also provided training on a variety of topics to both shelter personnel and field personnel. Kim also prepared the 2011 budget for Jefferson Parish. A new licensing program was developed with Kim's assistance. The program used licensing fees to fund low- or no- cost spay/neuter programs. Kim worked with local architects, engineers, and Parish Officials to design the layout of a new animal shelter which will serve the West Bank of Jefferson Parish.

Kim and the Jefferson Parish Shelters have collaborated with a number of organizations to facilitate the successful outcome of several programs, including collaboration with the Louisiana Society for the Prevention of Cruelty to Animals (LA SPCA) and the Jefferson SPCA. Programs included free vaccination clinics and transport opportunities for adoptable animals. A new program called, C.A.R.E was also created. The program stands for Companion Animal Retention Effort and is designed to keep pets safely with their owners. The CARE program offers free food, vaccinations, and other services to families who are struggling financially to keep their pets. Other responsibilities have included assisting with revising the local animal ordinance, assisting animal control officers with the successful prosecution of animal cruelty cases, bringing outside training to the Parish, and strategic planning and development.

RELEVANT CONTRACT EXPERIENCE

October 9, 2009 – June 13, 2011: Jefferson Parish

See above recent work for details on work involved. Contract total dollar amount was \$161,200 which included salary and living expenses for New Orleans. Services were delivered on a satisfactory level which accounted for the many contract renewals which have occurred.

Contract Entity: DeanoBonano, dbonano@jeffparish.net, (504) 512-0070

November 2007 – November 2008: Humane Alliance

Under contract with the Humane Alliance to serve as the Director of the Humane Society of South Mississippi high volume, high quality spay/neuter clinic in Gulfport, MS.

Responsibilities included the management of all clinic staff consisting of 7 employees and 2 veterinarians, as well budget management, program development, training, community outreach and public collaboration.

Contract goals were to increase revenue and the number of spay/neuter surgeries being performed each year. The organization was able to double the revenue during that year and increase surgeries by several hundred. Unfortunately, the organization did not reach the ultimate goal of 16,400 surgeries that year in part due to lack of veterinary staff. It did, however, set a new record, with 11,350 surgeries being completed that year.

While under contract, the organization was able to conduct a number of new community outreach projects including Trap/Neuter/Return programs at two primary locations, the Northrup Grumann Shipyard in Pascagoula and the Bayou Oaks Mobile Home Park in Gulfport. Through these two programs, we were able to get approximately 400 cats altered, vaccinated, and microchipped. This effort saved the lives of cats that would have otherwise been killed. We engaged in neighborhood canvassing to promote spay/neuter of pets and collaborated with local businesses such as Wal-Mart to get information to local pet owners.

Contract Entity: QuitaMazina, www.humanealliance.org, (828) 712-4795 (c)

August 2005 – October 2007: Humane Society of the United States

Under contract with the Humane Society of the United States (HSUS) for various duties including post-Katrina disaster response, grant management of animal organizations which were Katrina victims, and the trap/neuter/return program in the New Orleans metro area.

Initial duties involved field work to rescue animals that were victims of hurricane Katrina. Work was performed primarily in Waveland, MS, in this regard. Stationing also occurred in Hattiesburg, MS, where the HSUS operated a temporary animal shelter for various animals including dogs, cats, horses.

After the initial shock of Katrina had passed, many animal organizations sought financial assistance from national groups like the HSUS. Duties included assistance in the management of these grants by visiting the applying agency, providing reports, and making recommendations for funding.

Work continued with the HSUS in the form of a feral cat program post-Katrina. This was a multi-agency effort. Key responsibility was to serve as the point person for the HSUS on this project. Duties included working nights trapping cats and days training others on various trapping techniques. Trapped

cats were transported to local veterinarians for spay/neuter and vaccination and then released at the location from which they were trapped. The organization worked with a number of local individuals and groups on this effort and the result was getting hundreds of cats trapped, neutered and returned.

Contract Entity: John Snyder, VP Companion Animals, jsnyder@humanesociety.org, (202) 452-1100 (Mr. Snyder will be retiring from HSUS as of 7/29/11)

Please Note: A detailed resume of Kim Staton's experience, education, and credentials can be in found in Attachment 2a and a letter of reference can be found in Attachment 2b.

PROPOSAL PART III – PERSONNEL

The Kansas City Pet Project is currently made up of five members – four (4) Executive Board Members and one (1) Executive Director. All executive team members are residents of Kansas City, MO and have a vested interest in the community and a deep understanding of the issues that Kansas City faces in regard to animal control and sheltering. All of the members of the organization share a desire to see the City succeed.

EXECUTIVE TEAM

Henry Klein – President

Henry has lived in Kansas City for over 25 years. In the area of animal care, Henry became a Board Member of the Humane Society of Greater Kansas City in the early 1990s, served as its Vice President and remained on the Board for 9 years. During that time Henry was part of the initial group which helped to evaluate the current shelter and began the process of developing alternate shelter options. Henry has always maintained a strong personal focus on shelter operations and exploring ways in which organizations can better serve the community by helping citizens with the care and needs of their animals.

Additionally, Henry's nonprofit work has included board membership with Habitat for Humanity (Henry is currently the Vice President of that organization). He has also worked with CASA (Court Appointed Special Advocates) and several other Kansas City nonprofit organizations. Furthermore, Henry has been politically active and is knowledgeable of many local governmental issues.

For over 20 years, Henry worked for a Fortune 500 company and the largest commercial printer in the world, RR Donnelley. He has been active in several trade groups related to the print and advertising business. Today Henry works through his own investment fund and has both his brokerage Series 7 and 66. Henry graduated from Indiana University with a B.S. in Marketing.

Michelle Davis – Vice President

Michelle is a lifetime resident of the Kansas City area. She co-founded Kansas City Dog Advocates in 2005, an organization formed to impact policy changes that lead to increased life-saving and enhanced public safety in the metro. Michelle has attended sheltering and policy conferences hosted by Best Friends in 2008, and will be attending her third consecutive No Kill Conference in July 2011. Michelle has also helped organize two Canine Legislation Conferences with Kansas City Dog Advocates in 2006 and 2007. Michelle devoted time to animal rescue efforts in New Orleans following Hurricane Katrina in 2005. Michelle has fostered dozens of dogs for various organizations, including Missouri Pit Bull Rescue, Mid America Bully Breed Rescue, Humane Society of the United States and Animal Farm Foundation.

Michelle often works with animals that have difficult training needs. Her fosters often require long-term, skilled training in order for them to be adoptable. All three of Michelle's dogs have acquired their Canine Good Citizen Certificates under Michelle's training. Michelle is a graduate of the University of Kansas and lives in Kansas City, MO.

Brent Toellner – Chair

Brent has lived in the Kansas City area for 15 years and is the Legislative Chair of Kansas City Dog Advocates. Brent has dedicated much of his time to researching legislation and shelter practices and creating case studies on successful and unsuccessful programs. Brent has been invited as a guest speaker at several national conferences including the Kansas City Dog Advocates Canine Legislation Conference in 2007, The Best Friends No More Homeless Pets Conference in 2008, and the No Kill conference in 2010. Brent has also been invited to speak again at this year's No Kill Conference in July. Brent also volunteered with animal rescue groups in New Orleans following Hurricane Katrina in 2005 and has fostered dozens of dogs for multiple animal rescue groups in the Kansas City area. Brent has an undergraduate degree from the University of Missouri, a Master's degree from the University of Kansas, and currently resides in Kansas City, MO.

Heather Clinin – Secretary / Treasurer

Heather was raised in the Kansas City area and has been living in downtown Kansas City for the past three years. She is proud to be a resident of one of the revitalized areas of the City. Heather has experience and education in public policy and has devoted a significant amount of time to local animal welfare issues. She currently serves as a volunteer in various capacities with a number of local shelters, rescues, and low-cost spay and neuter groups. She currently devotes about 20 volunteer hours a week assisting the Kansas City Missouri shelter.

Heather received her undergraduate degree from the University of Missouri-Columbia. She majored in Environmental Studies with a minor in International Agriculture. Her emphasis was on biological sciences and public policy. She is currently working on her Master's in Public Administration at the University of Missouri-Kansas City, with an emphasis on Nonprofit Management. Heather's particular interests in the program are strategic management and financial sustainability in nonprofit organizations. In the Fall of 2010, Heather received a Professional Certificate in Nonprofit Fund Raising from UMKC and the Midwest Center for Nonprofit Leadership. She has also attended various national conferences and workshops that focus on progressive sheltering. In October, Heather will be travelling to Houston, Texas to attend an intensive two-day workshop on wildlife triage and treatment for wildlife rehabilitators. Additionally, Heather plans to take courses through the Humane Society University to further increase her knowledge of cutting-edge shelter management techniques.

Kim Staton – Executive Director

Kim will be serving as the organization's Executive Director. She will be handling the day-to-day operations of the shelter. Kim has 25 years of experience in animal sheltering and an additional 10 years

of experience as a veterinary technician. She has served in several capacities during that time. Kim served as the Executive Director of the Tallahassee /Leon County Animal Shelter. She was a Regional Coordinator for the Humane Society of the United States (HSUS). She also served as the Director of Operations for Wayside Waifs, a non-profit, private shelter in Kansas City, Missouri. Most recently, Kim has been serving as a consultant for the American Society for the Prevention of Cruelty to Animals (ASPCA) in Jefferson Parish, Louisiana.

Kim is a certified Animal Welfare Administrator with the Society of Animal Welfare Administrators, a professional certification that enables her to provide top-line leadership in effective sheltering practices. A detailed resume of Kim Staton's experience, education, and credentials can be found in Attachment 2a and a letter of reference can be found in Attachment 2b. Kim's current consulting contract ends August 15, at which time she will be returning to her home in Raymore, Missouri. Kim is fully committed to the Kansas City Pet Project and will be dedicating her services full-time to the successful management of the shelter.

ABILITY TO SUSTAIN LOST KEY EMPLOYEES

KCPP will take a proactive, preventative measure in cutting turnover by designing HR policies that help to retain key staff. Staff retention is considered a part of the organization's plan for the future. Further, strategic planning will address contingency plans and succession plans. Cross-training will also help staff to cope with temporary increased workloads while new staff is being selected and trained.

STAFFING PLAN

Shelter Facility Staff

- Director
- Shelter Manager
- 7 Kennel Attendants
- Veterinarian – part-time
- 3 Clerical Staff
- 3 Adoption Counselors
 - Note: One Adoption Counselor will also serve as a Behaviorist/Trainer
- Development/PR Manager
- Volunteer Coordinator
- Maintenance/Janitorial Specialist

Optional Field Staff

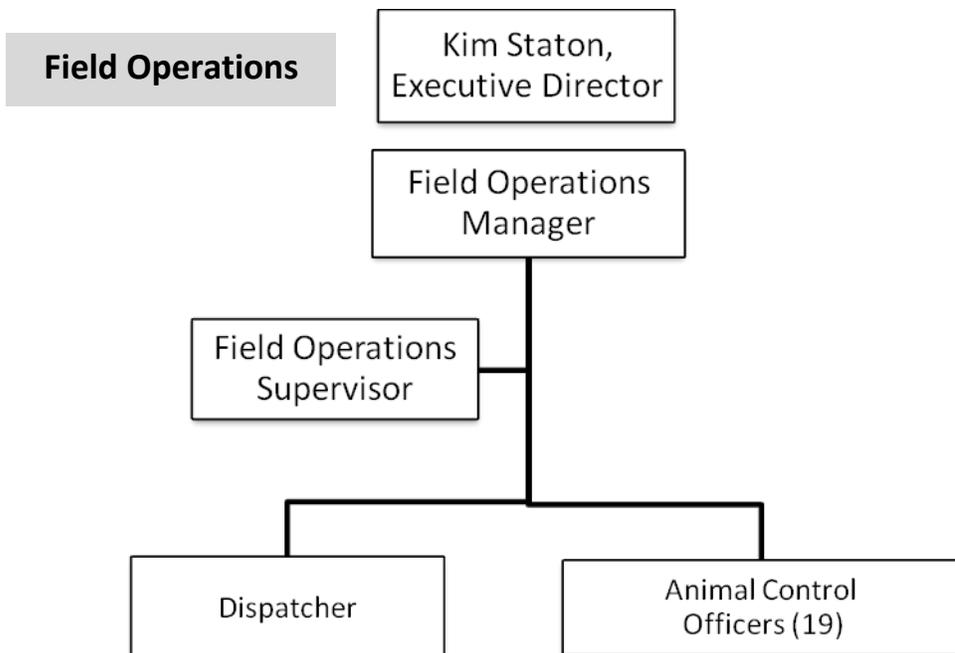
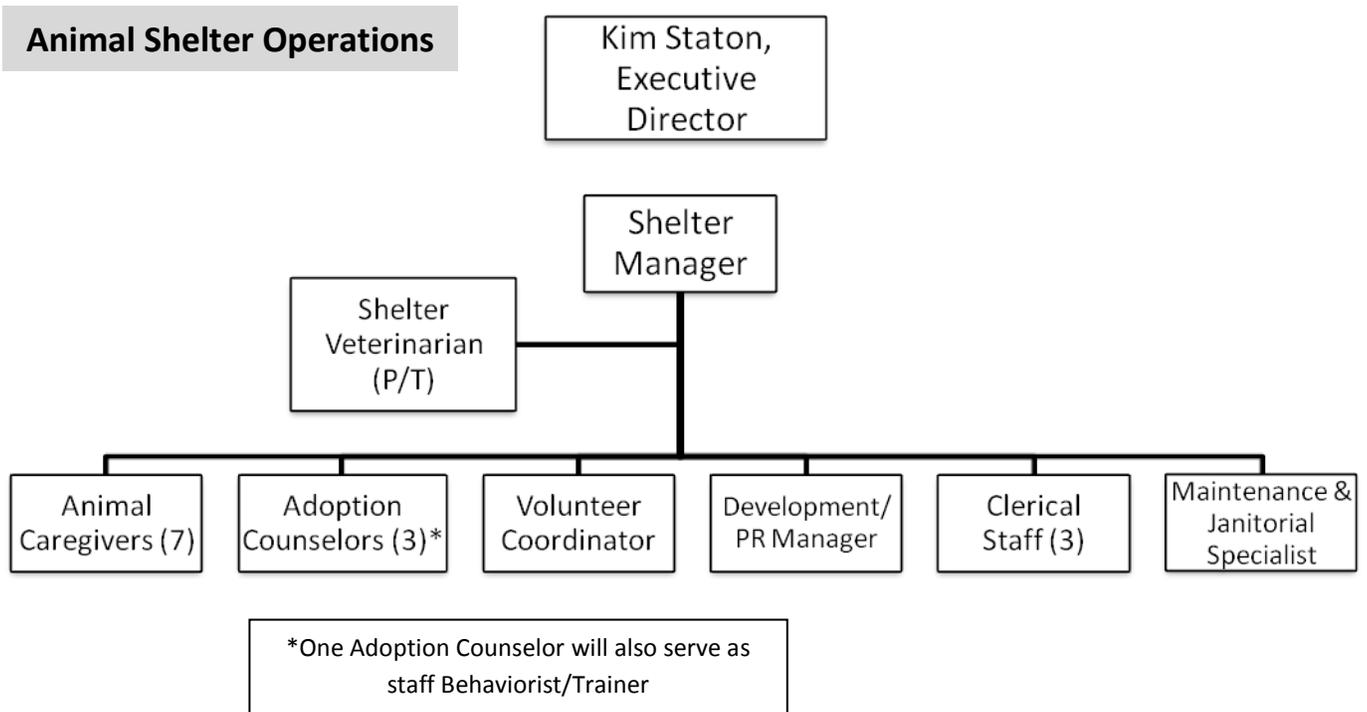
- Field Manager
- Field Operations Supervisor

- Dispatcher
- 19 Animal Control Officers

Total Staff: 19 Shelter Staff and 22 Field Staff

All staff will work out of the animal shelter facility on Raytown Road until an adoption satellite location can be acquired. When an off-site adoption location is acquired, some clerical and adoption staff will be re-located to the new location.

STAFF ORGANIZATIONAL CHART



PLAN FOR VACATIONS, SICKNESS, ABSENCES

The management of time-off for employees will be included as part of the organization's overall Strategic Human Resources Plan. Employees will receive a pre-established amount of sick and vacation days. Unexcused absences will result in disciplinary actions, with repeated offenses resulting in termination of employment. Policies such as these will be discussed with employees upon hire and will also be provided in Employee Handbooks.

As part of a successful HR management strategy, core staff will be cross-trained so that time-off does not interfere with daily operations. Additionally, we plan to fully develop and utilize a strong volunteer base which will be able to support employee duties when and where appropriate.

PROPOSAL PART IV – PROJECT APPROACH

PROJECT SCOPE AND OBJECTIVES

Each year, the Kansas City, Missouri Animal Shelter impounds more than 7,000 dogs and cats. Additionally, thousands more animals enter the shelter in the form of wildlife, including mammals, reptiles, and birds. The shelter must successfully plan to meet the demands of incoming animals. At the same, the general public is placing increasing emphasis on the shelter to reduce euthanasia and increase adoption rates. Furthermore, many in the community are demanding a holistic, no-kill approach to municipal sheltering that will require the shelter to be intimately involved with the public at the community level.

Kansas City Pet Project believes very strongly that the appropriate question is not *if* the shelter can operate as an open-admission, no kill facility, but rather, *when* that can become a reality.

As laid out in our values statement, KCPP has a very specific vision of what a successful shelter will look like. Specifically our objectives in managing the shelter are:

- To facilitate the placement of homeless pets in suitable homes
- To manage and maintain Kansas City’s animal shelter facility
- To promote the following in our community:
 - The health and welfare of pets
 - The prevention of unplanned litters
 - Owner retention of pets
 - Reunification of lost pets with their owners
- To increase public safety by addressing issues related to irresponsible ownership and dangerous animals

KCPP understands that building such a success story will be no easy task. According to official city records, last year, there were 7,251 dogs and cats that entered there shelter. Of those, 3,115 were adopted, 349 were transferred to other shelters, 931 were returned to their owner and 2,722 were euthanized at the shelter. These numbers show a significant improvement with a private entity running the shelter (versus the nearly 5,000 dogs and cats euthanized in 2008). KCPP recognizes that there are significant challenges to be overcome if euthanasia rates are to be further reduced. But our organization is prepared to address those challenges and increase the success of the shelter and simultaneously dramatically increase public perception of the shelter. In the following section KCPP lays out its plan in approaching the project and in providing the services requested by the City.

PROJECT APPROACH

Managing a shelter that is successful and able to garner widespread public support is a complicated task and requires a multi-faceted approach. KCPP's Board of Directors and Executive Director have a wealth of experience and knowledge in progressive and strategic sheltering policies and procedures. KCPP's familiarity with the issues facing municipal shelters gives us the unique advantage of being able to develop a calculated and versatile approach that will result in measurable, positive outcomes.

In managing the shelter, KCPP will have a Strategic Plan that specifically identifies measurable outputs and outcomes that we believe define "success" in relation to municipal sheltering. In initial planning, the following challenges were identified and our approach to dealing with them is outlined.

Shelter Facility

The building where animals are housed and where all shelter operations currently take place is outdated and poses several challenges. The building currently lacks an isolation area that has a separate air intake. This is an important feature in reducing the spread of disease. Closely related is the condition of the HVAC system in the facility. The age and general condition of the building are also a concern. The building lacks many features of more up-to-date shelters. These problems pose health concerns in the form of disease prevention but also have an effect on visitors and potential adopters. The somewhat remote location of the facility also poses a problem in attracting visitors and in ensuring owners visit the facility to look for lost pets.

In the future a new facility will be required but KCPP understands that this will not occur immediately. So our organization plans to compensate for the inadequacies by making concessions in the locations where animals are housed, by putting as many disease prevention policies and practices in place as possible, by vaccinating all animals upon intake. Furthermore, KCPP plans to develop a comprehensive off-site adoption program to help bring adoptable pets out to the public.

Canine Intake

Of the 7,251 dogs and cats impounded at the shelter, 4,964 of these animals were dogs. Of those dogs, nearly 20% (985) of the dogs that were impounded at the shelter were classified as American Pit Bull Terriers. Because of misunderstandings about the breed and because many neighboring communities have enacted breed restrictions on these dogs, adoption numbers are significantly lower than for other types of dogs.

KCPP shelter staff will be trained in being able to correctly estimate the possible heritage of incoming animals. While it is impossible to ascertain the specific genetic make-up of an animal without DNA testing, staff will use proper identification based on both appearance and behavior traits. This will ensure that animals are not mis-identified. Additionally, the shelter will work on ensuring that the public is educated on issues relating to the American Pit Bull Terriers and other closely related breeds. This education component is an important part of our holistic, community-based approach to sheltering. Lastly, the shelter will be employing a trained, behaviorist who will be able to work with dogs, pit bull terriers and others, who may require more training to be placed into a home.

Feral Cats

Of the 2,286 cats that entered the shelter, many were identified as feral. Feral cats pose a special challenge, as truly feral cats cannot be adopted to homes. KCPP is committed to ensuring that shelter policies and procedures reduce the rate of euthanasia for feral cats.

To do this, staff will be trained to make the distinction between fractious cats and feral cats. Often scared or shy cats are mis-identified as feral. An owner surrendered house cat may be so stressed by the shelter environment that it can act out or hide in a corner of its kennel for several days. Fractious cats often 'come out of their shell' within a few days and with patient care from kennel staff. These cats are then considered adoptable and can go on to live happily in a home.

For those cats who are truly feral and enter the shelter, KCPP will be establishing a barn cat program with the intention of placing feral cats into safe areas. Further, KCPP, together with local partners, will work to promote local Trap-Neuter-Return (TNR) efforts that humanely reduce the population of feral cats.

In spite of these challenges the shelter faces, KCPP still thinks that success at the KCMO shelter is achievable and inevitable.

To address further, the steps needed for success, KCPP has identified a two-prong approach to minimizing euthanasia rates at the shelter. The first is reducing the number of animals who enter the shelter system. The second is increasing the number of animals that leave the shelter alive once they have entered the shelter system.

Reducing Intake Numbers

Firstly, to minimize the number of animals that are impounded, KCPP will seek opportunities to partner with Spay and Neuter Kansas City (SNKC) to help promote their low-cost spay/neuter efforts. Targeted low-cost spay/neuter programs remain the single best way to eliminate unplanned litters of dogs and cats and to control the population of animals in communities, and SNKC is a vital part of this approach in the Kansas City area.

Secondly, Spay & Neuter Kansas City also has an essential outreach program that helps well-meaning pet owners to provide better care for their pets. This is accomplished by providing pet food for low-income families that may not be able to afford it, proper housing for pets that are left outside in inclement weather, fencing for yards or kennels to prevent dogs from being chained. KCPP will be partnering with SNKC to ensure the success of their outreach programs and simultaneously reduce the number of animals entering the shelter system unnecessarily.

Thirdly, shelter staff will be trained to help eliminate many animals from being owner-surrendered at the shelter. Staff will address owner concerns with respect and compassion and offer solutions that can help keep pets with their owners. For example, many owners surrender their pets because of behavioral

issues that can be overcome with proper training. By having well-trained shelter staff, KCPP can help to diagnose these situations and give owners the training and tools they need to help them overcome these behavioral issues.

Increasing Live Outcome Numbers

In spite of efforts to control the number of animals that come into the shelter, KCPP understands that there will still be a significant number of animals that make it into the shelter. It is the goal of the organization to offer every incoming animal a chance at reunification, adoption, or transfer to a private rescue. By maintaining a clean shelter facility to house animals, increasing the visibility of adoptable dogs and cats, working with private rescues and shelters, and increasing opportunities for adoptions and owner returns, we intend to maximize the number of pets that are able to leave the shelter and move into good homes.

Paramount to increasing the amount of positive outcomes is a critical focus on sanitation and disease control. As managers of the KCMO shelter, we would ensure a clean and sanitary facility by ensuring proper shelter cleaning protocols are met and that all animals are given appropriate vaccinations upon intake. Having a disease-free shelter is not only important for the well-being of the animals, but also gives animals a greater chance of being adopted and improves the public image of the shelter. It also makes it easier for the shelter to work with rescues as they are less inclined to turn down animals due to communicable disease.

Marketing of adoptable animals will be a priority. Every animal that enters the shelter will be photographed and entered into the shelter's database. Once the animal is available for adoption, it will be listed online with a photo, relevant information, and biography. Stray animals will also be listed online to help owners reunite with their lost pets.

As mentioned earlier, KCPP plans to incorporate regular off-site adoption events to help increase adoption numbers. Our organization will regularly use volunteers and staff to hold these off-site adoption events. KCPP envisions a future store-front adoption center to be located separate from the main facility. This 'adoption boutique' will be located in a highly trafficked area and attract many pet-owners who would otherwise not consider adoption.

KCPP will fully utilize both staff and volunteers to ensure that animals get physical, mental and emotional stimulation. This assurance increases the adoption potential of animals by making them more behaviorally attractive to potential adopters. Staff and volunteers will not only provide dogs with exercise through walks, but will work with other training techniques that provide mental stimulation. Cats will have housing and care that provides a feeling of safety while also providing enrichment. Staff and volunteers will provide cats with attention and play.

QUALITY ASSURANCE

The Board Members and Executive Director of the Kansas City Pet Project are all personally committed to the success of the shelter. The level of quality in the management of the shelter is KCPP's utmost concern.

Our organization believes that to ensure quality and earn public trust and support, transparency will be very important. To this end, KCPP plans to make all numbers regarding Intake, Adoptions, Rescue Transfers, and Euthanasia readily available to the public. Full disclosure of the shelter's operations and its performance will not only help keep the shelter on-track but will also make significant gains in the public perception of the shelter. Because the community is such an important part in ensuring the success of the shelter, KCPP believes that they are an important tool in quality assurance as well.

The quality of services will be measured by the number of customer complaints and evaluations as well as input from other animal groups visiting the facility or working with us and numerous statistics. Staff performance will be measured through regularly scheduled performance evaluations as well as day-to-day input. Supervisors will be responsible for ensuring adherence to established protocols.

Monthly reports will be generated to reflect the success of our programs including intakes, adoptions, reclaims, fosters, volunteer hours, pet retention efforts, and other related measures. Benchmarks will be continually established along the way to keep our organization on course in achieving annual goals.

PERFORMANCE MEASURES

The following measures will be produced to help measure performance:

- Animals adopted/rescued/transported/fostered
- Animals kept by owners contemplating relinquishment
- Animals reunited with owners
- Intake
- Animals euthanized and for what reason
- Educational presentations given
- New programs and projects
- What collaborative efforts have occurred or are ongoing
- Number of volunteers
- Number of volunteer hours worked

The following additional measure would be used for Animal Care and Control:

- Types of complaints in the field responded to, with a focus on bites and cruelty
- Number of spay/neuter vouchers given out and redeemed
- Average complaint response time
- Number of citations and warnings issued

- Animals impounded, with a goal towards reduction

The City can verify performance through these reports and conducting any audits necessary to validate information provided. This information is important because it relates to the basic and core functions of the animal shelter and field programs of ensuring public safety and protecting animals.

AVAILABLE START DATE AND TRANSITION PLAN

KCPP plans to begin work on October 1, 2011. Our organization requests that all existing staff and contractors reapply for their positions as soon as we are awarded the contract. We will need a two week transition period before October 1 to meet existing staff, familiarize ourselves with existing programs, volunteers and resources. Once we decide which staff are compatible and will support our mission, we will post job openings for the remaining positions. We plan to have our new team in place when we take complete control of the shelter.

KCPP will have a similar transition process for volunteers. While KCPP plans to fully embrace volunteers, all volunteers will be expected to fill out applications and sign a Code of Conduct agreement.

For Animal Control KCPP will use a similar process but propose to take over at the beginning of the next fiscal year, April 1, 2012.

PROPOSAL PART V – PRICING

TOTAL COST

As specified by the RFP, please find all pricing included in the separately sealed envelope.

RENEWAL PRICING

The Kansas City Pet Project feels that the contract renewal price should be adjusted each year to reflect changes in inflation. Market conditions may require additional adjustments.

PROPOSAL PART VI – HRD FORM 13

HRD FORM 13 – AFFIDAVIT OF INTENDED UTILIZATION

The Kansas City Pet Project has reviewed all WBE/WBE project goals and objectives of RFP # EV00001284 Animal Shelter Management Services. We understand the mission of this program is to ensure fair opportunities for minority and woman-owned organizations on projects that the City contracts out.

The Kansas City Pet Project is a non-profit organization and the success of this organization will be in keeping a majority of services/expenses operated in-house. Additionally KCPP will seek donated in-kind services. While we are not asking for a full waiver, we do request leniency on the MBE/WBE project goals set forth in this RFP.

If our organization finds it necessary to seek services with other businesses during our contract period, we will make a good faith effort to advertise, solicit and seek such needs from such KCMO MBE/WBE certified businesses in accordance with the laws and ordinances of the City of Kansas City, MO. For instance, if payroll services are determined to be contracted out, KCPP will make every effort to seek a certified MBE/WBE business to provide those services.

ATTACHMENT1 – QUESTION AND RESPONSE ON DAY TO DAY ACTIVITIES

QUESTION 3.3.1

Describe in detail how transfers to other shelters and rescue groups will be handled. Include how foster homes will be incorporated into the operation.

In order to maximize the number of lives saved, KCPP will actively seek opportunities to transfer animals to reputable private shelters and rescue groups. These shelters and rescues may be local or in other states. Statistics show that shelters located in Northern parts of the United States experience shortages of puppies quite often and others animals less frequently. These shelters have become receptive to accepting animals from other shelters that seem to have a plentiful supply of animals year round.

There are several key factors that KCPP will consider when developing the shelter's transfer program:

Shelter or Rescue Group Screening

Before making a firm decision about whether to send animals to another organization for adoption, KCPP will need to know as much about them as possible. Are they reputable? What are their adoption practices? What level of care can they provide to animals once they are received? There are many excellent animal shelters and rescues available to receive animals and our organization will take proper steps to ensure we only work with reputable shelters and rescues.

An application will need to be completed by any receiving shelter to obtain basic information about their practices. If/when possible, a KCPP staff member or trained volunteer will visit the receiving organization to gain better knowledge of their ability to provide quality care and appropriate adoption services. If a physically visit of the facility cannot take place, references will be requested.

Animal Selection for Transport

Much of this decision will be based on the requirements of the receiving shelter. Most shelters know exactly what animals they will successfully be able to adopt and will have certain stipulations that must be met. For example, some will require heartworm negative animals only or will exclude certain breeds. In order to maintain a positive, ongoing relationship with the receiving shelter, KCPP will be obligated to meet their requirements. That does not mean that KCPP will not, in some cases, inquire about the potential for sending animals that don't meet certain criteria. Ultimately, though the decision to take animals will be determined by the receiving shelter.

Safe and Humane Transportation

There are several options for transporting animals. A common method is utilizing volunteers who are willing to drive animals to other locations. This happens often in other communities usually when only a few animals are being transported. For transporting larger numbers of animals there are other options

including Pilots for Paws, Rescue Waggin', and combining transports with other shelters. This is a good way to minimize costs associated with long distance transports.

Ultimately, it will be our responsibility to ensure animals are being transported by a legitimate and experienced company or by volunteers who are knowledgeable about ensuring the safety and welfare of transported animals. Animals must be monitored closely, with water provided and temperatures controlled. Caging units must be secured in such a fashion to prevent shifting or falling. We will provide our transfer partners with contact information in the event of an emergency.

Health of Animals Selected for Transport

In order to be confident of the health of our animals during transport, KCPP will ensure their health is monitored while at our shelter. All incoming animals will be given a basic health assessment by trained staff. Animals will be checked for obvious signs of illness or injury and if any abnormalities are detected, animals will be further examined and treated by a licensed veterinarian. Incoming animals will be vaccinated immediately with appropriate vaccines. Incoming animals will also be de-wormed using a broad spectrum anthelmintic that is safe for puppies and kittens and that will work to effectively rid them of harmful parasites. Animals will also be given flea/tick control as needed.

Animals being considered for transport will be examined by a veterinarian prior to being sent. Animals being transported out-of-state will be accompanied by the required health certificate issued by a licensed veterinarian. Animals that do not get approval from the examining veterinarian will not be sent on transport. KCPP will maintain communication with the recipient organization and transportation team(s) until animals are safely delivered. Ultimately, they will be our responsibility until they arrive at their new location.

Foster Home Program

Foster homes will be considered an essential and highly valued component of our volunteer program. Having foster homes available is imperative to increasing our positive outcome rates. Foster homes will be used to care for animals too young or too sick to be adopted until they can reach an appropriate age or health level. Some of these animals will be adopted directly from the foster home while others may be sent on transport to another shelter or rescue. KCPP will avoid having fostered animals come back into the shelter environment whenever possible. This will avoid the chance of spreading disease and causing undue stress for the animal. Additionally, this will leave more cages free for incoming animals.

Foster homes serve a very positive function for the animals and shelter so all resources will be made available to them including provisions for continued, necessary vaccinations, veterinary treatment of injuries and illnesses, etc. The shelter will serve as a resource to support the efforts of all volunteers including foster home volunteers.

All people who foster animals from the shelter or directly from the public on behalf of the shelter will be required to:

- a) Complete an application
- b) Attend an orientation program
- c) Be trained on basic animal care related to the animals they will foster
- d) Sign an agreement to comply with operational procedures of the shelter in terms of spay/neuter, microchipping, vaccinating, care provided, etc.
- e) Allow a site visit to ensure fostered animals are going into an appropriate environment
- f) Agree to bring animals to off-site adoption events when appropriate
- g) Follow instructions provided by a shelter designee

QUESTION 3.3.2

Describe how volunteers will be utilized and how they will be managed.

Like foster homes, volunteers are considered an essential and highly valued component of the shelter's strategic plan. However, KCPP understands that successful volunteer programs must be planned and managed well. Our organization plans to hire a full-time volunteer coordinator whose primary focus will be to develop a Volunteer Program that includes recruiting, screening, training, tracking, and recognizing volunteers for their valuable contributions. Staff will be included in training volunteers for certain tasks and will be expected to support and promote the shelter's Volunteer Program. Most shelters don't take full advantage of the many skills that volunteers possess, but KCPP fully intends to utilize volunteers and fold them into culture of the organization.

All volunteers will be required to complete an application to include any related skills or experience that may be helpful to a specific area of our program. Volunteers must share our passion for animals and agree with our overall mission to optimize life-saving and safety in every interaction. The shelter will always reserve the right to decline an application or ask a volunteer to leave. Volunteers will be held accountable much the same way that staff will be in terms of following established operational procedures and acceptable conduct.

Volunteers will be provided with basic equipment needed to perform tasks, such as leashes, treats, collars. The volunteer coordinator will be responsible for having volunteers sign in and out so that volunteer hours can be tracked. This is important in terms of recognition as well as being able to measure the monetary value of our volunteers. Additionally, grant opportunities often require documentation of volunteer hours.

Most shelters tend to limit volunteers to a few tasks such as walking dogs, grooming, assisting with off-site events. This severely limits the overall impact they can have. KCPP firmly believes volunteers can be utilized in nearly every area of the shelter as long as they are properly trained and supervised. This is an easy way to support existing programs and allow for the development of new ones without having to hire an abundance of new paid-staff.

For more on KCPP's Volunteer Training Program, please refer to Attachment 3.

QUESTION 3.3.3

Describe how adoptions will be handled.

All clients visiting the shelter will be provided with excellent customer service regardless of the reason for their visit. KCPP intends to not only provide exceptional customer-service but to go above and beyond and take a very proactive approach to serving the community.

In terms of adoptable animals, KCPP will require our staff to be knowledgeable about what the shelter offers to the public. Each animal will have a name and a brief biography describing the qualities that make that animal uniquely appealing. Our goal is to work to find creative ways to capture the attention of our adopters.

Anyone wishing to adopt an animal will be asked to complete an adoption application. This application will allow us to obtain basic information about previous pets, veterinary care, the living situation of the adopter and most importantly what they are looking for in a pet. The application will be structured in such a way as to allow us to identify areas that may require further education or may prompt interviewing. The more information the shelter can gain about our adopters, the better chance we have to facilitate a lasting bond with their new pet. KCPP believes that the application process is both a screening tool and an educational opportunity.

KCPP understands that not every person seeking to adopt may be able to provide a perfect home. However, there is also the realization that a refused adoption will likely force someone to seek an animal through other means. KCPP respects the fact that there can be consequences to refusing someone an adoption. Pets purchased through pet stores or breeders have less chance of being spayed/neutered, vaccinated, microchipped or licensed. Whereas, all animals adopted from KCPP will be spayed/neutered, microchipped, licensed, and up-to-date on appropriate vaccinations. Adopters will also be provided with information on additional vaccinations or veterinary care that may be necessary.

To help discourage returns, within a week of the new owner taking the pet home, one of our clerks will make a follow up call just to see how things are going and offer assistance on any concerns or problems the adopter may have. We want the adoption to be permanent so will avail all of our resources and collaborate with other organizations to avoid animals having to come back into the shelter.

KCPP recognizes that even with patience and support not all adoptions will work out. All animals adopted out through the shelter will be accepted back, regardless of the reason. Staff, particularly the staff Behaviorist, will make every effort to work with adopters to ensure a smooth transition but will be supportive if an adopter decides that the pet is not working out. Depending on the situation, adopters may return to select a new pet. Pets which become ill within a certain amount of time after adoption will be allowed to return to the shelter for either treatment or return.

Additionally, KCPP recognizes that some people, no matter how badly they may want to adopt a sheltered animal, simply will not walk through the doors of an animal shelter. That is where our proactive approach to off-site adoptions will help us to increase adoption rates. Off-site opportunities

can include one or two day events, such as a Pet Expo, or satellite adoption facilities in other parts of the City – with the hope of acquiring a permanent off-site adoption facility in the future.

A sample outline of KCPP's adoption process is provided below:

- a) We will market our animals and seek offsite adoption venues
- b) Create compelling online biographies with photos to maximize adoption exposure
- c) Ask clients to complete an application
- d) Escort people to view adoptable animals and obtain basic information
- e) Review and discuss application with the applicant
- f) Accept or decline the application, offering explanation if declined
- g) Approved applicants will sign an adoption contract agreeing to provide proper care to the animal
- h) Animals will be spayed/neutered, microchipped and registered, given appropriate, and licensed before the adopter assumes custody
- i) Adopters will have access to our trainer/behaviorist in the event they want to pursue additional training with their pet or if they encounter problems
- j) Animals can be brought back within a certain period of time if they become ill
- k) Adopters will receive a follow-up call within one week of the adoption to ensure everything is going well
- l) Resources will be provided as needed to help ensure pets transition into their new home
- m) Adopters will be given information on local resources including veterinarians, training opportunities, basic care information, etc.

QUESTION 3.3.4

Describe how spays/neuters will be handled.

Animals that are adopted will be spayed/neutered before the new owner assumes custody. KCPP has a number of options to ensure this happens. In the beginning, our organization will be contracting with Spay & Neuter Kansas City (SNKC) to provide these most spay/neuter services. Animals that are considered to be highly-adoptable will likely be spayed/neutered prior to adoption so the adopter can take the pet home immediately upon application approval.

Other animals may be spayed/neutered post-adoption, in which case the adopter can either pick up the new pet directly from SNKC or we can make arrangements to have the pet brought back to the shelter for pick up. Ideally, the less the animal has to be moved around and transported the better. The logistics will be addressed in a Cooperative Endeavor Agreement between our organization and SNKC.

Another option that will likely be pursued, after management of the shelter becomes established, will be to have a contracted veterinarian do all spay/neuter surgeries of adopted animals at the shelter's facility. This person will also function as the shelter veterinarian responsible for setting protocols to help ensure the health of our animals. The advantage of doing surgeries in-house is that animals do not have to be transported to another location for surgery. This saves staff time and reduces stress on the animals. It also minimizes the risk of disease spread from our animals to others and vice versa. This will

also enable us to have more animals altered and ready to be taken home immediately upon adoption, freeing up kennel space.

QUESTION 3.3.5

Many stray dogs that are brought into the shelter are someone's lost pet. Describe the activities or procedures your organization will implement with the goal of reuniting these dogs with their owners.

KCPP will employ at least one clerical staff whose main focus is to coordinate Return to Owner (RTO) functions. The primary of this staff person will be to reunite as many lost pets with their owners as possible. KCPP's Lost Pet Program will consist of the following:

- a) Having owners of lost pets complete a lost pet report that will be kept on file for at least 30 days at the shelter. This form will be completed before owners are escorted to view sheltered animals in an effort to ensure the integrity of the reclaim. Our organization will have a link on our website for users to be able to complete lost/found pet reports and also to view stray animals.
- b) A staff member will check lost pet reports against the animal inventory on a daily basis and will cross-check Found reports against Lost reports for any potential matches. They will also check various websites where lost pets are often listed such as KCPetConnect.com, Craigslist, The Center for Lost Pets and the lost/found section of the daily newspaper.
- c) Further, all impounded and incoming animals will be scanned for a microchip upon intake and AC officers will be asked to scan animals in the field whenever possible. Officers can either try to track down owner information themselves or call shelter staff for assistance. Any found microchip information on stray animals being brought to the shelter by the public will be tracked in hopes of locating the owner.
- d) For licensed pets, we would like to implement the "Free Ride Home" program (also discussed under licensing) where owners will be called immediately and the pet taken directly home by the field officer, keeping the pet from being brought into the shelter at all. This will alleviate any chance of spreading disease to or from the lost pet and reduce the shelter population – and in the process, allowing us to save more lives
- e) Animals will also be inspected for other forms of identification such as name or license tags and efforts to contact the owner will begin immediately.
- f) All efforts to contact an owner will be documented.

QUESTION 3.3.6

Some dogs are too aggressive to be adopted or their behavior limits adoption opportunities. The safety of those who adopt dogs and the other pets that may be in their homes is of utmost concern. Describe the steps your organization will take to ensure the safety of adopters and their other pets.

KCPP agrees that the safety of our adopters and their pets is critical. Adoption procedures will be structured so that staff will not intentionally or knowingly place an animal into a home if there is doubt about possible threat to the safety of the public.

When animals are turned in by their owners, staff will attempt to get as much information about the pet's behavior as possible. This may shed some light into how this pet behaves outside of the shelter environment. Also understanding a little about the environment from which the animal came will help staff to make informed decisions.

Staff will be asked to document observed behaviors they see in sheltered animals, positive and negative. Animal caregivers will interact with these animals on a daily basis - observing and documenting daily interactions will be important to decisions made about any animal.

In an effort to maximize the number of animals that get adopted, a certified trainer or behaviorist will be employed who can evaluate animals being considered for adoption and work with animals that are fearful or timid. Many animals coming into a shelter environment become stressed and afraid and will behave in a manner not typical. We will take steps to minimize stress and will give fearful animals an opportunity for rehabilitation through proper training and handling, or through foster care.

The trainer/behaviorist will also train our staff and volunteers on things they can do to help reduce stress and increase the likelihood of positive behavior in the animals. It is our goal to have the dogs in the adoption area complete basic behavioral training so they will respond to certain commands such as sit, stay, come, heel, etc. This not only makes them more adoptable but also helps lay the foundation for a well-behaved pet. Also, all information about an animal's behavior will be fully disclosed to the adopter. Staff will not conceal any knowledge they have about an animal, as our goal is to have adopters to make informed decisions.

KCPP will encourage people that have dogs at home, to bring them to the shelter so they can interact with the adoptive animal. Although this is not a fool-proof way of determining how these animals will interact at home, it does provide some insight into the dynamics between animals. Staff will educate owners on how to properly introduce new pets to existing pets and to children in the home and stress the importance of always supervising interaction between children and pets. Adopters will have access to our trainer in the event they encounter behavioral problems or concerns.

Finally, KCPP also recognizes that not all dogs are for all people and for some animals the adoption audience may be small. And KCPP knows that some people want to adopt for the wrong reasons. However, our organization intends to be conscientious about our adoptions and try to make matches that will be appropriate and safe for all parties involved.

QUESTION 3.3.7

Some animals will need to be euthanized. The reasons may include the need to relieve suffering of injured or sick animals, a dog too aggressive to be adopted, and lack of space or resources in

the facility. Describe how the decision to euthanize will be made. Not that all euthanasia must be handled in accordance with the standards and guidelines in this RFP.

KCPP understands the inevitability of euthanasia in an open-admission shelter that receives 7,000+ animals each year. That said, it will be our goal to develop and implement new life-saving programs so that the number of animals killed can be minimized and eventually eliminated except in cases of irremediable suffering or vicious animals.

A number of factors will play a role in making euthanasia decisions as follows:

- a) The overall health of the animal
- b) The animal's day-to-day behavior
- c) The age of the animal (this does not mean that old animals will be eliminated from adoption or that young animals can't be placed into foster)
- d) Disease issues in the shelter and potential exposures that may have occurred
- e) Availability of foster homes or private rescues
- f) And any other pertinent factors

Animals that are sick or injured will not be allowed to suffer or linger in pain. These animals will be examined by a veterinarian and decisions about treatment will be made at that point and euthanasia as an option will be discussed when necessary.

Additionally, whenever possible the shelter will give all private rescue and shelter contacts at least 24 hours notice before euthanizing any animal. This will provide private groups who may have alternative programs available that are not available to KCPP.

QUESTION 3.3.8

Pet owners often drop off pets they no longer want or can care for. Describe the policies and procedures that will be used in these situations.

It will be the job of KCPP to determine why the owner is giving up the pet. Is it because they cannot afford care? Are there behavioral problems? Have they just lost interest in the pet? Staff will be trained to assess the reasons given for relinquishment in an effort to determine if we can help an owner keep their pet. There are many reasons why people give up their pets but behavioral problems and financial constraints are among the leading. The positive side to this is that, through collaboration with other groups, KCPP can help these owners keep their pets.

Through community collaborative efforts, KCPP will work to find outlets for food, veterinary care, and assistance in getting animals spayed/neutered. Our staff trainer/behaviorist, will be able to assist with behavioral problems that may be causing retention issues. Owner relinquished animals will also be placed into foster homes when available and where appropriate to keep kennel space open for incoming lost/stray animals.

KCPP knows that Kansas City has numerous individuals and organizations that are passionate about animals and want to help. KCPP will actively solicit opportunities for funding through grant writing and fundraising to help subsidize various programs including pet retention.

Other communities have already done this with huge success. The Richmond SPCA started a program to increase pet retention over a decade ago, "Project Safety Net" and in its first year they kept over 900 animals from coming into the shelter. Another similar program is just getting started in Jefferson Parish, Louisiana, where free vaccination clinics and large donations of food have become part of the effort to keep animals at home. Their program is called, Companion Animal Retention Effort, CARE. Progressive programs like these will be mirrored at our shelter.

Ultimately, if an owner does not want to try other options, we will accept animals from Kansas City residents. Clients relinquishing animals will be treated respectfully. It is not our goal to make people feel bad about a decision they make but rather to offer options and education to those who really want to keep their pets.

Any owner relinquishing a pet will be asked to complete a pet profile. This will give us the background information we need to help make a good decision for the animal as an individual. It will give us perspective on how the animal has been cared for (or not cared for) and will influence decisions about how we can accommodate the animal in our shelter.

QUESTION 3.3.9

Dead animals collected by dead Animal Pickup are incinerated the shelter. The program averages 5,200 animals annually. They collect M-F, 6:30 a.m-3:00 p.m. and about 10 Saturdays a year, (City observed Holiday weeks). They generally unload the animal at the incinerator but do not put them into the incinerator. If the animal is a pet that is tagged, the animal shelter contacts the owner. About 30-40% of the animals are deer. The rest are cats, dogs, raccoons etc. Describe how staff will work with the City to ensure that this is a seamless process.

Advanced communication regarding deceased animals being brought to the shelter will be key to a smooth process. This may not always be possible and staff will adjust accordingly to accommodate these animals. Because euthanasia rates are anticipated to drop, the incinerator will be used less and less, making it easier to accept deceased animals for cremation.

In the event an animal is brought in wearing an identification tag or has a microchip, the person bringing the animal in will be asked to convey this information two ways. First, he/she will be asked to place the animal in a bag and securely attach a label indicating the animal has identification. There will be a designated area where these animals will be placed to avoid accidental cremation. Second, staff will ask for a verbal alert to a supervisor or the director that an identified, deceased animal has been left. We will work expeditiously to contact the owner, using the identification on the animal, to determine if he/she would like to pick up the remains or if they would prefer that we proceed with cremation. Owners who wish to pick up animal remains will be asked to do so within 24 hours so we are not responsible for long term holding.

In the event that the cause of death seems suspicious, staff will work to find out what resulted in the death. The findings will then be conveyed to the appropriate people.

We will maintain records regarding the number of animals brought to us for cremation as well as how many were identified, picked up by the owner, and other relevant metrics. These reports will be available to the City upon request and as a normal segment of our reporting responsibilities.

QUESTION 3.3.10

Describe how training for staff and volunteers will be handled. Include topics to be covered as well as timing and frequency of training.

Most training will be provided in-house by our Executive Director who has experience in training animal shelter and field staff. Other staff members, such as the trainer/behaviorist and veterinarian will also provide in-house training to incoming staff.

Training topics for shelter and field staff will include, but not be limited to:

- a) Animal behavior
- b) Animal handling
- c) Proper use of equipment;
- d) Shelter Health management
- e) Disease recognition and zoonosis
- f) Customer service
- g) Shelter sanitation practices

The information offered in these trainings will become part of the standard operating procedures for the shelter. Volunteers will also be invited to attend trainings (and in some cases, trainings will be required) since they will have to follow all internal operational procedures.

Additional topics for field staff that can be provided in-house include:

- a) Officer safety
- b) Report writing
- c) Courtroom demeanor
- d) Evidence Gathering
- e) Interviewing techniques
- f) How to obtain a search and seizure warrant
- g) Cruelty investigations
- h) Animal fighting investigations
- i) Animal hoarding
- j) Connection between animal abuse and human violence

Other staff and volunteers will be invited to attend this training as well. These courses will likely be offered once a year and will be supplemented by other training.

Other options for training will include online training provided via Animal Care Training (ACT) programs. KCPP will develop training modules appropriate for various positions and staff can take the assigned courses at their own pace, within reason. Each mini-course has a test that must be passed in order to move forward. The cost of this online program is nominal and offers a wide variety of topics related to animal sheltering. Employees can take courses in modules not related to their particular jobs if they desire.

KCPP will also provide off-site training opportunities by sending staff to conferences in other parts of the country as resources allow. These conferences include the Animal Care Expo hosted by the Humane Society of the United States, and The No Kill Conference hosted by the No Kill Advocacy Center, as well as conferences on spay/neuter, increasing adoptions, humane education, and community outreach.

For more on KCPP's Volunteer Training Program, please refer to Attachment 3.

QUESTION 3.3.11

Describe the activities to be used to promote adoptions, for fundraising and to promote responsible pet ownership.

Promoting Adoptions

KCPP will use a variety of media to promote adoptions, including our website, local newspapers, local television stations, networking and collaboration with other groups, email listservs, social media, and participation in local animal-related events. In addition to having adoption information on our website, our organization will feature pets on Petfinder and Facebook.

KCPP will also use a variety of specialty marketing to increase awareness about the shelter and promote adoptions. For instance, other shelters have had success in incorporating holiday themes for special adoption events. The shelters remained open on holidays and offered special promotions. For example, on Arbor Day every adopter got a free tree to plant in their yard.

Progressive and proactive avenues for the promotion of adoptable animals also create new opportunities for networking and collaborating with other businesses that may not be directly involved in animal welfare but may have an interest in such programs. This leads to increased adoptions and public awareness but also leads to new potential donor streams.

Fundraising

KCPP will be employing a full-time Development and PR Director. This staff member will be dedicated to promoting the shelter and to working with the Executive Director on creating a strategic Annual Development Fund. Every event that KCPP participates in will be viewed as a fundraising opportunity.

Responsible Pet Ownership

Promoting responsible pet ownership is a crucial component in how we define success. Every encounter with the public will be viewed from the perspective of an educational opportunity. Staff will be trained

to embrace this culture and to work to find creative ways to enrich the knowledge of pet owners. KCPP also believes that Animal Control Officers have a unique opportunity to help educate the public on how to properly care for pets.

Our organization will be developing a Responsible Pet Ownership training course that will require the shelter and field programs to work together. This program can also be used when citations are issued by Animal Control Officers. Citizens who attend this course may be able to avoid citation fees and/or impoundment of their animal. A nominal fee will be charged for the course but it will be less than the cost of the citation or what it would cost to reclaim an impounded animal. New adopters will also be invited to attend this course. The course will be free to those who adopt. This is a great way to reduce the number of animals impounded and educate the public on proper pet ownership. It also greatly increases the public perception of the shelter and helps the community to embrace it as a resource.

QUESTION 3.3.12

Describe any specific public education activities that will be implemented.

KCPP's Executive Director and Board Members will be proactive in seeking opportunities to speak to local businesses, civic groups, and other non-profits as a way to educate the community about various animal-related issues. This will also open new doors for collaboration and networking. Our organization will use every interaction as an opportunity to provide information both in the shelter and in the field, on the phone or in-person. Additionally, all of fundraising events will have an educational component.

Our Responsible Pet Ownership course is something that can be built up and eventually be offered to the general public and local schools. KCPP will work to collaborate with other animal groups to develop other educational opportunities and to supplement other existing programs.

An important part of our public education will be to increase licensing compliance with a campaign to educate people on why licensing is important. Our "Please License: It's your pet's ticket home" campaign will help gain the trust of the public when we can show examples of lost pets finding their way back home. If they can also see that part of their license fee will go to spay/neuter or caring for animals, as opposed to being strictly used on enforcement, more people will license.

QUESTION 3.3.13

What days and times of day will the staff be at the shelter and what days and times of the day will the shelter be open to the public for adoptions and for owners to reclaim their impounded pets?

KCPP believes it is highly important for the shelter to be easily accessed by the public in order to maximize the number of adoptions and the number of animals that are reunited with their owners. The shelter hours of operation will reflect this need by maintaining the following public hours:

- Monday: Closed
- Tuesday: 11:00 a.m.-7:30 p.m.
- Wednesday: 11:00 a.m.-6:00 p.m.

- Thursday: 11:00 a.m.-7:30 p.m.
- Friday: 11:00 a.m.-6:00 p.m.
- Saturday: 11:00a.m.-5:00 p.m.
- Sunday: 11:00 a.m.-3:00 p.m.

If the shelter sees a need to adjust these times to meet public demand, it will do so.

Staff will work in shifts. Early staff will arrive at 6:30 a.m. and begin feeding and cleaning in preparation for the shelter to open at 11:00 a.m. The later shift will arrive mid-morning and the time will depend on how late the shelter is open on a given day. It may take time to acquire enough volunteers to help fully staff all of these hours but the plan is to quickly get operations to meet these hours.

QUESTION 3.3.14

Animal control officers work 24 hours a day, 7 days a week. About 5 times per month they encounter an animal that has been hit by a care or otherwise suffered an injury that requires euthanasia to end suffering. This occurs at times when the shelter is not in operation. Describe how your organization can assist with this activity to ensure proper decisions are made and euthanasia is performed in accordance with relevant standards and guidelines.

This problem would be most easily addressed if KCPP were operating the field program as well as the shelter. We would have a contract in place with a local veterinarian or emergency clinic to provide care to injured animals during closed hours. Care would include pain management and stabilization when possible or euthanasia when necessary. Under this agreement, the officer would call a designated number to advise the clinic/veterinarian of the situation and then transport the animal as appropriate. The officer would need to communicate the impoundment of this animal to the shelter so we could keep track at that point.

If we are not operating the field, we could bill the City at the end of each month for any emergency veterinary expenses incurred by officers transporting animals for care during off-hours. Animals that have been stabilized will be transported by the animal control officer at the earliest possible time and brought to the shelter for continued monitoring and veterinary care. Officers would need to scan these animals for a microchip and look for any form of identification and, if found, attempts to contact the owner must be made immediately.

QUESTION 3.3.15

The city requires utilization of Petpoint and PetData software systems. Describe how staff will maintain these records on behalf of the City and ensure that all records are stored according to city guidelines.

Our organization will ensure that the staff who are responsible for data entry are properly trained and understand the importance of keeping and maintaining complete and accurate records. We will submit all requested information to the City on a monthly basis. All of our information will be available to the public upon request. Our basic data will be listed on our website including number of animals received,

adopted, transferred, rescued, reclaimed, and euthanized. We will operate with a high level of transparency in an effort to ensure public trust and support for our programs.

The City will be welcome to conduct an audit of our record keeping practices to ensure we are meeting City requirements in this regard. KCPP will also conduct sporadic audits internally so that any errors in data entry or record keeping can be caught early and corrected. Having and keeping accurate records is as important to our organization as it is the City, as it will help us identify trends in the community, areas that need attention, and enables us to collaborate effectively with other organizations.

QUESTION 3.3.16

Only about 10% of the dogs and cats in KC are license as required by law. Increasing the compliance rate to 50% would generate over \$1 million per year that would be available for shelter operations. Describe how your organization can assist in increasing compliance with the licensing requirement.

Our first recommendation would be to pull the licensing program in-house entirely. Outsourcing is a good option when others don't exist but it may not be the most cost-effective option available.

There are many ways to increase licensing compliance. Educating owners on the benefits of having their pets vaccinated and licensed is a good place to start. Many pet owners view licensing as just another tax but if the money generated can be earmarked for a particular program or project like funding a "Free Ride Home" program for lost pets, low- or no-cost spay/neuter programs, and pet retention programs, then pet owners may be more likely to be receptive to licensing requirements. Educating owners on the need to license and the benefits of having pets licensed can become part of a community outreach endeavor.

KCPP also advocates offering free rabies vaccination clinics throughout the community where owners only have to purchase a license. A successful example of this occurred in Jefferson Parish Animal Shelter with the assistance of the Southern Louisiana Veterinary Medical Association had a rabies drive in March. There were six sites in the Parish where pet owners could get a free rabies vaccination and pay a fee of \$15.00 for the license. Each site operated for 5 hours. A total of \$19,125 was generated that day, all of which went into a low/no cost spay/neuter fund.

Enforcement of this basic ordinance is important but rather than taking an antagonistic approach to compliance, officers should educate owners on why the license is required and that neutered animals cost much less to license. In most cases, officers should allow pet owners time to get the necessary license. Offering an amnesty program for pets with late fee charges could increase compliance and reduce intake rates, as well as generate additional funds.

KCPP will work on developing ways to make obtaining a license more convenient, perhaps via our website and other locations throughout the community where, with proof of current rabies vaccination, the owner can obtain the required license for their pet.

It is also important for the program to tie together the rabies vaccination, the license, and the actual rabies tag. Rabies tags serve as an easy means of identifying pets as being vaccinated so if they do get lost and end up in the shelter, we do not need to worry about double-dosing. The tag number also allows us to track down the owner and get the pet back home. Owners need to understand these benefits in order to increase compliance with the law.

Some pets are unable to receive rabies vaccines due to health issues. If the law allowed a veterinary exemption for rabies vaccines in such cases more people would be able to license. Allowing the Titer Test for proof of rabies inoculation would also encourage more people to license their pets who are concerned with over-vaccination.

Again, a “Free Ride Home” program should be implemented for residents so they see licensing as a service, as opposed to a tax or additional burden. A licensed pet’s owner will be called immediately upon pickup and returned home immediately. This will keep the pet out of the shelter, where it could pick up a disease or take up valuable space. If a pet is taken to the shelter, it could be picked up free of fines except for applicable boarding fees or a small processing fee.

There are many creative ways to encourage licensing. Throughout the years, various animal shelters have developed entire campaigns around the need to license pets. As an example, Alachua County, Florida had posters all over the community that depicted a lost dog standing in front of a pay phone and the caption read, “lost pets can’t call home, please make sure your pets wears its rabies tag. It might be his ticket back home.” Other organizations have taken a slightly different approach in pointing out the fact that only 5% of unidentified pets get back home. There are certainly many ways to make the point but certainly a campaign to include brochures, posters, and other advertisement media would increase compliance.

QUESTION 3.3.17

Animal Control Officers investigate citizen complaints regarding stray dogs, animal abuse or neglect, barking dogs, and people with more dogs than allowed. They investigate complaints about feral cats. Describe how your organization can assist animal control officers with investigating and resolving these complaints.

It is the goal of KCPP to reduce the number of animals being impounded by providing real solutions to common problems. While KCPP realizes that impoundment is sometimes necessary, our organization also recognizes that impounding animals does not always lead to an effective solution or desirable outcome.

Through collaboration and cooperation, much more can be accomplished in reducing the number of animals impounded. Through relationships with SNKC, Wayside Waifs, and other local animal groups, we can find resources for dog houses, veterinary care, foster homes, dog training, and fencing.

Community policing is used in almost every other aspect of law enforcement. Implementing this ideology in animal care and control is important as well. It is highly recommended that the City contract

to Spay and Neuter Kansas City to supply three outreach field staff for the City or turn over animal control to a private non-profit altogether. Field staff can use a holistic approach to resolve many animal control issues through education and assistance without the need to impound animals for minor violations; saving animal control resources to address serious public safety issues.

KCPP's Executive Director has many years experience working in the field resolving all types of complaints. Our Director is more than willing to go into the field and assist with any situation or investigation. She can also provide training to new Animal Control Officers and supplemental training to veteran officers.

In summary, we can offer:

- a) Training for officers;
- b) Resources for spay/neuter, veterinary care, dog houses, etc.
- c) Foster homes, as available, for relinquished pets
- d) Educating the community on Trap/Neuter/Return options;
- e) Seeking resources to assist with TNR programs if approved by the City;
- f) Training for behavioral problems such as barking;
- g) Alternative to impounding animals or citing owners for lesser infractions via our "responsible pet ownership" course.

ATTACHMENT 2A – EXECUTIVE DIRECTOR: RESUME

KIM D. STATON

525 W. Lucy Webb Rd.

Raymore, MO 64083

(816) 510-5137

Certified Animal Welfare Administrator

animalconsult@sbcglobal.net

www.animalwelfareconsultations.com

Background:

- I have worked in animal welfare for over 35years.
- I have a proven track record for being an effective team builder and leader.
- I have a national reputation for my knowledge of animal sheltering and field enforcement issues.

Work Experience:

- **May '05-present:** Animal Welfare Consultant:

May 2010-present:

I renewed my contract directly with Jefferson Parish after the ASPCA contract expired and am working in a similar capacity. I am also consulting with the Parish on the potential renovation of an existing building to become the West Bank animal shelter.

October 2009-April 2010:

I worked as a consultant for the ASPCA assisting the Jefferson Parish Animal Shelters in Jefferson and Marrero, LA. I have provided extensive training to staff, written operating protocols, and provided organizational direction regarding day to day operations and goals for the future.

- **November '07- December '08:**

As a Consultant, I was under contract with the Humane Alliance serving as the Interim Clinic Director at the Humane Society of South Mississippi. In that capacity, I was responsible for 5 Veterinary Technicians, 2 Office Receptionists, 2 Kennel Technicians, 1 full time and 2 part time Veterinarians. During that year, we completed over 11,300 spay/neuter surgeries and doubled our revenue.

- **Other Consulting projects include:**

I have conducted a number of comprehensive and abbreviated operational reviews of animal shelter/control programs across the nation including Kansas City Animal Control, Great Falls, Montana, Animal Shelter, and Independence, MO, Animal Control. I also served on a new shelter construction committee in Kansas City, MO.

I have taught a variety of animal related courses to animal control/humane society staff across the nation i.e., Las Cruces, New Mexico Animal Control, Maine Animal Control Association, and Kansas City Animal Control.

- **July '02-May '04**

Director of Operations, Wayside Waifs Humane Society, Kansas City, MO

- **November '97-November '01**

Humane Society of the United States, Southeast Regional Office, Tallahassee, FL
Regional Coordinator: 2000-2001

Responsibilities included working on animal related legislative initiatives in the various states we served including Florida, Georgia, Mississippi, Alabama, and South Carolina. I also assisted animal control, humane society and law enforcement personnel on a variety of cruelty related cases.

- **October '94-October '97** Executive Director, Tallahassee/Leon Animal Shelter
Responsibilities included all facets of the field and shelter programs, management of a staff of 22, a budget of approximately \$600,000. This was a municipally owned animal shelter operated by the local Humane Society chapter.
- **July '87-October '94** Alachua County Animal Control, Gainesville, FL
1987-1988: Animal Control Officer
1988-1993: Shelter Supervisor
1993-1994: Director of Operations
In addition to my responsibilities as Shelter Supervisor, I assumed responsibility for all aspects of the field operation including enforcement of the local animal control ordinance, impoundment procedures, and additional equipment, staffing and budgetary duties.
- **Camelot Animal Hospital, Belleview, FL, '82-'86** Veterinary Technician
Responsibilities included conducting laboratory analysis such as CBC, SMA, STP and other diagnostic tests. I also assisted with surgical procedures, pack preparation, and treatment of emergency cases.

Education/Certification:

Central Florida Community College: AA Degree, Dean's list 3 semesters

Santa Fe Community College: Business and math courses, 3.9 GPA

Certified Animal Welfare Administrator, SAWA, since 2003

Awards/Achievements:

1982: First degree black belt, Japanese ShorinRyu

1990: Special Achievement Award, Florida Animal Control Association

1992: Honorary Recognition, Student Chapter of the AVMA

2006: Humanitarian of the Year, Kansas City, MO

Professional Affiliations:

Society of Animal Welfare Administrators, Member since 2003

References:

John M. Snyder, VP, Companion Animals, HSUS 301-548-7794

QuitaMazzina, ED, Humane Alliance 828-252-2079

Dr. Jennifer Morris, Humane Society of South Mississippi 228-863-4394, opt. 2

Additional references and letters of recommendation are available upon request.

ATTACHMENT 2B – EXECUTIVE DIRECTOR: LETTER OF REFERENCE

See attached

ATTACHMENT3 – VOLUNTEER TRAINING GUIDELINES

VOLUNTEER TRAINING FOR HANDLING DOGS & CATS

Volunteer opportunities for handling animals in the shelter are based on a multi-tiered training program. Volunteers are allowed varying degrees of access to the shelter animals based on the level of training they have completed. To enter into the volunteer program there are few barriers to participation. Volunteers may begin working with animals after completing Level 1 training where they learn foundation training/handling skills. Volunteers who wish to have greater interaction with the animals may choose to advance their skills by taking additional training until ultimately they have completed all levels of training (four levels for dog handlers and five levels for cat handlers). Each level of training focuses on teaching animals specific skills that increase adoptability by lowering stress/arousal in the kennel and improving handleability.

** Volunteer Training Program structure is based largely on Open Paw's training program for shelter dogs. www.openpaw.org*

FOUR-LEVEL VOLUNTEER DOG TRAINING PROGRAM

Level 1 Dogs: Foundations in Training

Volunteer Skills Learned:

- Working knowledge of the principals of basic classical conditioning and reward training
- How to reward dog for specific behaviors offered inside kennel (eye contact, quiet, sitting, stop jumping, etc.)

Outcomes for Dogs:

- Reduces barking, lunging, growling, and hiding when people approach kennel
- Promotes calmness in kennel and helps dogs learn to be less aroused when potential adopters walk past or approach

Level 2 Dogs: Hyperactivity Management

Volunteer Skills Learned:

- How to desensitize dogs to people entering and exiting the kennel
- How to teach dogs to be calm when leash is put on/taken off

Outcomes for Dogs:

- Kennel door opening and site of leash do not trigger over-arousal
- Learns to remain calm when he/she exits kennel to greet potential adopters

Level 3 Dogs: Basic Manners and Handling

Volunteer Skills Learned:

- How to use lure/reward training to teach basic manners (eye contact, sit, come, down)
- How to check dogs safely for sensitive spots and progressively desensitize dog to being touched in those spots, if any
- How to teach dogs not to touch or take food and toys until instructed
- How to teach dogs to play tug according to rules
- How to use play as reward in training

- How to teach dogs how to greet people politely

Outcomes for Dogs:

- Learns basic manners desired by adopters, increasing ease of integration into home life

Level 4 Dogs: Dog-Walking Techniques

Volunteer Skills Learned:

- How to walk dogs outdoors, with a loose-leash
- How to integrate loose-leash walking with “life rewards” such as sniffing and exploring

Outcomes for Dogs:

- Learns basic leash manners without increased pulling or arousal on leash

Advanced Training / Apprenticeships

Additional training opportunities will be available for volunteers wishing to advance their training skills. These volunteers will learn to assist with dogs requiring specialized training or behavior modification and will work closely with the Training and Enrichment Coordinator. Volunteers must complete the Four-level Volunteer Training Program and show proficiency in all skills taught before seeking advanced training opportunities.

FIVE-LEVEL VOLUNTEER CAT TRAINING PROGRAM

Level 1 Cats: Foundations in Training

Volunteer Skills Learned

- Working knowledge of the principals of basic classical conditioning and reward training
- How to reward cats as people approach cage
- How to reward cats for specific behaviors offered inside kennel (eye contact, sitting, rubbing face against kennel, purring, etc.)
- Safe handling practices

Outcomes for Cats:

- Reduces hissing, huddling in corner, and hiding when people approach cage
- Promotes calmness in cage and teaches cats to engage with potential adopters

Level 2 Cats: Fearful cats

Volunteer Skills Learned

- How to reward calming behaviors
- When and how to approach a fearful cat
- When and how to retreat to relieve pressure if cat is stressed
- Safe handling practices

Outcomes for Cats:

- Increases comfort level when people approach cage, improving chances of adoption

Level 3 Cats: Managing Rough Play

Volunteer Skills Learned

- How to recognize appropriate plays vs. inappropriate play
- How to interrupt rough play
- How to redirect cats to appropriate play toys

Outcomes for Cats:

- Reinforces safe play with people
- Extinguishes rough play that might otherwise lead to behavior problems and possible pet surrender

Level 4 Cats: Long-term Residents

Volunteer Skills Learned

- How to teach tricks or new behaviors to increase adoptability and satisfy need for mental & physical stimulation

Outcomes for Cats:

- Reduces kennel stress
- Improves adoptability because cat can showcase tricks/behaviors to potential adopters
- Satisfies need for mental & physical stimulation

Level 5 Cats: Difficult to Handle

Volunteer Skills Learned

- How to recognize body language including signs of stress, and calming signals
- Safe handling and protection
- How to desensitize cat to people approaching while in cage
- How to desensitize cat to cage door being opened
- How to desensitize cat to touch/handling

Outcomes for Cats:

- Increases comfort level with being approached and handled

VOLUNTEER FOSTER CAREGIVER TRAINING

Training for Foster Caregivers will include most of the same skills taught in the Four-level Dog Volunteer Program or the Five-level Cat Volunteer Program, but will also include special topics such as potty training, crate training, mealtime management, etc.

TRAINING SCHEDULE

During the first month of operation, volunteer training will be offered several times a week to accommodate volunteer interest and maximize the number of volunteers authorized to handle the animals. The goal is to have a corps of trained volunteers working with the animals as soon as possible to ensure the needs of the animals are being met.

Volunteer training times will vary to accommodate a variety of schedules; morning, afternoon, evening, and weekend sessions will be offered.

After the first month of operation, when the initial influx of volunteers have been trained, each level of volunteer training will be offered a minimum of 3 times each month (one morning, one afternoon, and one evening session offered per level). More sessions may be scheduled to accommodate demand as needed. Volunteer training must be offered regularly if volunteer support is to remain high.

Each level of training with last approximately 1 hr. This will allow for 30 minutes of instruction and 30 minutes of practical hands-on learning, supervised by the training facilitator.

BEHAVIOR ASSESSMENTS

Behavior assessments can be important tools in determining what, if any, training is needed to increase the dog's ability to interact with others safely. An assessment gauges an individual dog's reaction to a variety of novel sights, sounds, and experiences. The assessment is a snap-shot of how the dog behaves in a specific environment when presented with specific circumstances. It is an information gathering tool and is not an indication of how the dog will react in all situations and therefore should not be used as the sole basis for determining whether or not a dog should be euthanized. The assessment gives a baseline for developing an appropriate training program for the dog, alerts staff to any potential safety concerns, and gives insight into what type of home the dog is best suited for.

BEHAVIOR MODIFICATION

Some animals entering the shelter may require additional training beyond what is provided by the volunteers through the Four-level Volunteer Training Program. The Training and Enrichment Coordinator, with the help of staff and advanced-level volunteers, may implement an individualized behavior modification program for specific animals to help them become suitable for successful placement if the prognosis for rehabilitation is favorable.

PUBLIC EDUCATION/ENRICHMENT

Providing training programs through the shelter system improves placement retention, strengthens the human-pet bond, provides resources for addressing behavior concerns, and reduces the number of owner-surrendered pets. Education and enrichment programs are designed to serve as a community resource for owners of animals adopted through the shelter as well as the general public. These classes are a long term goal but will eventually help sustain our organization financially.

General Pet Training

- Puppy Kindergarten
- Basic Training
- Intermediate Training
- Advanced Training
- Around Town

Specialty Pet Training

- Feisty Fidos
- Playful Pups Playgroups (4 months or under)

Enrichment / Sports Training

- Agility
- K9 Noseworks
- Tracking

**As space permits, some volunteers may be invited to participate in group classes with dogs from the shelter.*

Private Consultation

- In addition to group classes, private consultations are available by appointment for dogs and their owners whose needs cannot be met in a group setting.

ATTACHMENT4 – AUTHORIZED SIGNATURE FORM

ATTACHMENT 5 – EMPLOYEE ELIGIBILITY VERIFICATION AFFIDAVIT

ATTACHMENT 6 – SIGNED ADDENDUMS (No. 1 – 4)

ATTACHMENT 7 – STATEMENT OF DUAL MANAGEMENT BID

The Kansas City Pet Project would like to express the following to the Review Committee:

While we believe that management of the both the shelter facility and animal control/field services would be in the best interest for the City and the community, the Kansas City Pet Project would like to state that a contract award for both projects is not required. The Kansas City Pet Project will gladly accept the management of the shelter alone.