



Life is Better Rescue  
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**Life is Better** R E S C U E <sup>TM</sup>

# 2024 Life is Better Rescue PACFA Facility Plans

Revised 2023  
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## I. Contingency Plans (Shelter)

- A. An emergency that requires contingency operations would qualify as any situation where the health, safety or life of the sheltered animal is at risk. Specific examples include but are not limited to electrical outages for extended periods of time, temperature control malfunction and the facility falls outside of reasonable environmental conditions, fire, flood, natural disasters and weather emergencies. In the event of an escaped or loose animal - please see section I.iii for action plan.
1. **Evacuations:** In the event that animals must immediately be removed from the shelter facility, the following tasks must be completed:
    - a. A list of all the animals currently at the location will be provided from Shelter Manager
    - b. Appropriate sized kennels will be obtained from the garage of the facility, and will be marked to indicate which animal is in which kennel.
    - c. Trained volunteers will be tasked with removing the animals from their shelter spaces and placing them in the correct airline kennel for evacuation.
    - d. The LIBRA vehicle (licensed for transport) will have the animals secured in their airline kennels for evacuation. A licensed driver and two volunteers/staff will be on the vehicle monitoring the safety of the animals as the evacuation is executed.
      - i. Any animals not able to ride on the LIBRA vehicle will be transported by volunteers/staff members in their personal vehicles and secured per transport policy.
    - e. Supplies necessary for the care of the animals shall be loaded onto LIBRA (Life is Better Rescue Adoption event vehicle) prior to the loading of animals - this includes but is not limited to clean litter pans, clean food/water bowls, bags of pellet litter (not to exceed one bag per animal), dry cat food and any additional wet cat food that would be appropriate for the population being evacuated.
      - i. The kennels that have the animals inside shall contain appropriate bedding. Additional bedding will be loaded onto LIBRA if the evacuation will be of a length greater than 6 hours.
      - ii. Depending on the situation, sealed jugs of fresh water will be placed in the benches of LIBRA.
    - f. A log will be created during the evacuation which will detail the animals' location, as well as their access time to litter pans, water and food - depending on the distance and time needed for travel (as would be standard for any other transport that was not urgent in nature). The log will also record when the animals were placed on the vehicle, and when and where the animals exit the vehicle. This log will be the responsibility of a volunteer or staff member, and shall be kept on file for no less than 5 years.
    - g. A staff member will clear the building after all animals have been removed and confirm that no animals are left at the premises.
    - h. If the transport component of the evacuation exceeds 5 hours, the vehicle will be stopped at a safe location and all animals will be given access to a litter box, food and water as appropriate.
    - i. At the arrival of the evacuation location, a digital file of the animals' medical records will

- be provided and kept with the animal while they remain offsite from the Life is Better Care Center.
- j. Shelter Manager will be used to track the location of each animal, and their eventual return and outcome through Life is Better.
2. **Shelter in Place:** When situations occur that would require animals to remain at the LIBR Care Center - despite meeting the qualifications for adoption - the following protocol will be followed:
- a. A list of animals at the location will be produced by Shelter Manager
  - b. An assessment of supplies will be made and if are running low enough that they would need to be replaced within the next 2 weeks, those items will be immediately obtained as is feasible
  - c. Cleaning and sterilization procedures will follow normal guidelines unless extraordinary circumstances prevent those measures.
    - i. In the event that supplies must be rationed, notes will be recorded as to the status of each kennel and animal.
    - ii. Detailed notes as to the amount of food and water being consumed will be tracked, and litter box cleaning will include scooping where possible instead of throwing away full contents.
  - d. Fans, heaters, air purifiers and other environmental controls to keep animals comfortable and safe will be utilized as needed.
  - e. Volunteers will be used to clean and monitor animal health and behavior - notes will be tracked in Shelter Manager.
  - f. PPE will be provided in the event that a shelter in place is required due to pandemic.
3. **Animal Escape:** When there is a system failure and a shelter animal manages to escape its secured cage, the shelter will go into lockdown until the animal is found or it is determined that the animal somehow escaped the premises.
- a. If the animal is believed to be in the building, a thorough search of the building and likely hiding spots will be done by at least two volunteers/staff working together. If the animal is found but cannot be safely retrieved, a trained individual will use tools or move furniture as needed to safely recover the animal.
  - b. If the animal is believed to have escaped the building, an outside search will be completed including but not limited to the garage, the back yard, and other immediately accessible areas.
    - i. Cameras will be checked of main exits to make sure there is no possibility that someone stole the animal.
    - ii. The microchip will be registered and the animal will be recorded as missing.
    - iii. Local area Animal Control will be alerted to the issue and flyers will be made to be placed around the neighborhoods. A neighborhood survey will be conducted as is feasible to let residents know to be on the lookout for the missing animal.

- c. Shelter Manager will be updated to reflect the status of the animal, and social media may be used to try and reach a larger audience. When/if the animal is found, this information and any other notes regarding the flight risk of the animal will be added to their profile and provided to potential adopters.
- B. **Chain of Command:** Each of the listed staff members can provide instruction and guidance to volunteers; they will also each be responsible for any of the required tasks and tracking, and will communicate together as to the needs and completion of any of the listed items contained herein.
1. Georgia Cameron - Executive Director
  2. Morgan Hudson - President of Operations and Administrative Director
  3. Nathan Redecker - Facilities Manager
  4. Michelle LeFauve - Data Manager
  5. Volunteer Leads - there are several volunteers that assist in a professional manner with the rescue and are aware of the daily needs for operational support. These volunteers will be identified and offered responsibilities and direct reporting to a party in the chain of command. This information will be gathered and kept by the Data Manager, including hours logged and tasks completed or assigned.
- C. **Training and Reviews:** Each year, new release forms are collected for each volunteer and foster within the organization. The training that will be included annually for Contingency Planning will be completed as part of the collection of yearly releases. There will be an additional bullet point addressing the protocol contingencies and the volunteer/foster understanding and complying with the current plans. An annual review with the Chain of Command will be completed, reviewing current protocol and response expectations.
1. Any updates to the Contingency Plans will be noted by the Data Manager and made available to responsible parties and distributed via digital format (unless a printed copy is otherwise required).

## II. Contingency Plans (Fosters)

- A. An emergency that requires contingency operations would qualify as any situation where the health, safety or life of the fostered animal or the foster home in general is at risk. Specific examples include but are not limited to fire, flood, natural disasters and weather emergencies. In the event of an escaped or loose animal - please see section II.iii for action plan.
1. **Evacuations:** In the event that the foster home must be vacated immediately by the residents as well as the animals, the following tasks must be completed:
    - a. A list of all the animals currently at the location will be indicated in Shelter Manager
    - b. Appropriate sized kennels will have been provided to the foster homes and will be used in the transporting of the animals to a safe location.
    - c. Fosters will communicate with the Chain of Command and a destination will be determined as it relates to the safety of all involved. This information will be recorded and continually updated as the situation changes. If indicated, a representative of the rescue can either meet the foster or pick the animal up to bring them to a safe location.
    - d. Supplies necessary and/or access to the Care Center for the care of the animals shall be

- provided to the fosters and if needed, staff/volunteers will be available to assist.
- e. A log will be created during the evacuation which will detail the animals' location, and transport guidelines will be followed assuming the situation is safe to do so. The log shall be kept on file for no less than 5 years.
  - f. Shelter Manager will be used to track the location of each animal, and their eventual return and outcome through Life is Better.
2. **Shelter in Place:** When situations occur that would require animals to remain in the home of the foster - despite meeting the qualifications for adoption - the following protocol will be followed:
- a. A list of animals at the location will be produced by Shelter Manager
  - b. An assessment of supplies will be made and if needed, those items will be provided as is feasible. Situation depending, supplies may also be reimbursed if requested.
3. **Animal Escape:** When there is a system failure and the animal escapes the control of the foster family, the following actions will be taken:
- a. If the animal was observed running in a specific direction, a group of volunteers may search the area in vehicles and on foot to try and locate the animal.
  - b. If the animal fled without being witnessed, but is believed to be in a general area or location:
    - i. Cameras (if present) will be checked to see if there is any additional information on the animals' escape.
    - ii. The microchip will be registered and the animal will be recorded as missing.
    - iii. Local area Animal Control will be alerted to the issue and flyers will be made to be placed around the neighborhoods. A neighborhood survey will be conducted as is feasible to let residents know to be on the lookout for the missing animal.
  - c. Shelter Manager will be updated to reflect the status of the animal, and social media may be used to try and reach a larger audience. When/if the animal is found, this information and any other notes regarding the flight risk of the animal will be added to their profile and provided to potential adopters.
4. **Chain of Command:** Each of the listed staff members can provide instruction and guidance to volunteers; they will also each be responsible for any of the required tasks and tracking, and will communicate together as to the needs and completion of any of the listed items contained herein.
- a. Georgia Cameron - Executive Director
  - b. Morgan Hudson - President of Operations and Administrative Director
  - c. Nathan Redecker - Facilities Manager
  - d. Michelle LeFauve - Data Manager
  - e. Foster Family - as they may know the area and the animal best, they will be part of the communication protocol with the others in the chain. This information will be gathered and kept by the Data Manager, including hours logged and tasks completed or assigned.

5. **Training and Reviews:** Each year, new release forms are collected for each foster within the organization. The training that will be included annually for Contingency Planning will be completed as part of the collection of yearly releases. There will be an additional bullet point addressing the protocol contingencies and the volunteer/foster understanding and complying with the current plans. An annual review with the Chain of Command will be completed, reviewing current protocol and response expectations.
  - a. Any updates to the Contingency Plans will be noted by the Data Manager and made available to responsible parties and distributed via digital format (unless a printed copy is otherwise required).

### III. General Organization Information

#### A. Organizational Capacity

1. Life is Better (LiBR) has a PACFA licensed facility (Care Center) to shelter cats. Dogs and other animals taken into rescue by LiBR in approved and inspected foster homes, per PACFA guidelines.
2. The Care Center has 43 PACFA-approved cages; depending upon the age/size, the Care Center can reasonably house a maximum of 125 cats. Cat housing is divided between three separate areas: main housing, nursery/semi-isolated housing, and isolation/quarantine housing.
3. Foster homes are generally acquired and assigned prior to intake. Litters may allow for more than one canine or feline in a home, however standard regulation is for homes not to mix animals from different origin points/times.
4. The intake of animals needing foster is limited to the number of homes inspected and available; this varies widely depending upon the year and the time of year.
5. Boarding shall only be used in the event of an emergency, or if training is a component of said boarding. Only PACFA-licensed facilities are to be used.
6. Foster homes of neonates or animals medically in need will be to those that have completed training and provided supplies and support to care for such animals.
7. When necessary, veterinary boarding can be utilized.

#### B. Expertise on Infectious Disease

1. LiBR has well-established, PACFA-reported veterinary relationships with Drs. Don Kraft and Rachel Erickson of Animal Works Veterinary Surgery and Drs. Jeff Young and Petra Mickova of Planned Pethood International.
2. LiBR has participated in research studies with Dr. Jacky May, who specializes in Biological Clinical Development (vaccines) for Boehringer Ingelheim Vetmedica, Inc. Dr. May assisted LiBR in identifying best practices for vaccine administration in shelter environments and with juvenile patients.
3. LiBR established protocols for shelter medicine with Dr. Pauline Lant until her death in 2022.

#### C. Points of Risk Review

1. Each animal that LiBR intakes and all associated documentation and source information is tracked within shelter management software. All relevant information – medical and physical

(including locations and treatments) will be recorded and kept for five (5) years after the adoption, transfer, or death of the animal.

2. LiBR will minimize points of risk by: reducing movement of animals, working with PACFA-licensed transporters, and following a quarantine period post-transfer.

#### D. Overall Traceability

1. Per PACFA regulation, intake documentation including vaccinations, treatments, tests, and behavioral notes are provided to each foster home at the time of transfer.
2. Every calendar year, LiBR will use unique names per species to best identify, track medical and placement status. If an animal has not been adopted at the turn of the new year, that name will not be repeated in said new year as it will carry and continue to be a used identifier.
3. Original names from transferring organizations or parties shall be tracked but changed to follow naming/identifying metrics.
4. At legal ownership transfer (adoption or transfer) all documents relating to the animal, including intake documentation and medical care and treatments during time in rescue will be offered to the intaking party.

#### E. Education on Policies and Procedures

1. Staff and volunteers are trained on policies and procedures at onboarding and offered regular review.
2. New policies or procedural amendments will be reviewed and accepted by the Board (if applicable) and disseminated to employees and volunteers to whom it applies.
3. Every year, additional policy review as required by partner organizations will be completed as requested.
  - a. New releases for volunteers, staff, etc. will be completed at the beginning of every calendar year and kept on file for a minimum of three (3) years.

### IV. Connection to Source Community/Organizations

#### A. Relationships that allow the intake of animals to LiBR

1. Owner Surrender – this is available for past adopted animals that can qualify for current adoption. It is also available on a one-off basis but must be approved by the President.
2. Colorado based municipal animal shelters (PACFA-licensed). These are organizations approved to intake animals at large for stray holds, and those that can shelter animals at an approved facility.
3. Colorado based private animal rescues (PACFA-licensed). This may include organizations that have sheltering facilities, or those that are foster-based only.
4. Out of State municipal animal shelters. These are organizations approved to intake animals at large for stray holds, and those that can shelter animals at an approved facility.
5. Out of State based private animal rescues. This may include organizations that have sheltering facilities, or those that are foster based only.
6. In the event of a FEMA declared disaster, or at the behest of Best Friends Network Partners,



animals can be transferred from these same types of organizations (or those declared such in an emergency) for which there has not been a previously established relationship.

B. Prior to intake, all animals that are transferred to LiBR must:

1. Be vaccinated for age per PACFA regulations.
2. Canines originating outside Colorado, tested for heartworm if believed to be over six months of age.
3. Felines must be FeLV tested if under six months of age, and FeLV/FIV combo tested if over six months of age. Kittens with a known biological mother that is FeLV/FIV combo tested will be transferred using mother's test result. Exceptions for in-state transfers of neonates under eight weeks as part of a local municipal shelter transfer relationships.
4. All animals originating outside Colorado have a signed, valid health certificate issued by a licensed DVM with authority sign in originating state, dated within 30 days of intake.
5. Established transfer partners will be visited by President or designated representative biannually to inspect facilities and policies/procedures.
6. When reasonable and available animals of age will be spayed/neutered prior to intake.
7. Treated for internal and external parasites per age.
8. Have notes/diagnosis of any known health concern.

C. All transfer partners must

1. Make an examination of each animal and disclose any findings in writing.
2. Use established medical treatment and procedures for any illness and wellness measures.
3. Provide documentation of all known medical care and treatment.
4. Use industry standard cleaning and sterilization techniques.
5. In-state partners must be PACFA compliant (including medical care/veterinary exams as applicable).
6. Out of state partners will provide legal veterinary examination documentation and disclose any known or suspected disease or defect in an animal.

D. Vaccination/Preventative Medicine

1. Please see Adoption Procedures

**V. Preventative Measures Before Transport**

A. All animals that are transferred to LiBR MUST (at time of intake)

1. Be vaccinated for age per PACFA regulations.
2. Canines originating outside Colorado, tested for heartworm if believed to be over six months of age.
3. Felines must be FeLV tested if under six months of age, and FeLV/FIV combo tested if over six months of age. Kittens with a known biological mother that is FeLV/FIV combo tested will be transferred using mother's test result. Exceptions for in-state transfers of neonates under eight weeks as part of a local municipal shelter transfer relationships.

4. All animals originating outside Colorado have a signed, valid health certificate issued by a licensed DVM with authority sign in originating state, dated within 30 days of intake.
  5. Established transfer partners will be visited by President or designated representative biannually to inspect facilities and policies/procedures.
  6. When reasonable and available animals of age will be spayed/neutered prior to intake.
  7. Treated for internal and external parasites per age.
  8. Have notes/diagnosis of any known health concern.
- B. All transfer partners MUST
1. Make an examination of each animal and disclose any findings in writing.
  2. Use established medical treatment and procedures for any illness and wellness measures.
  3. Provide documentation of all known medical care and treatment.
  4. Use industry standard cleaning and sterilization techniques.
  5. In-state partners must be PACFA compliant (including medical care/veterinary exams as applicable).
  6. Out of state partners will provide legal veterinary examination documentation and disclose any known or suspected disease or defect in an animal.
- C. Vaccination/Preventative Medicine
1. Please see Adoption Procedures

## VI. General Transport Information

- A. PACFA requires that organizations either obtain a transporter license and be inspected annually, or that they engage PACFA-licensed transporters to transport across the state line.
- B. LiBR maintains a transporter license and keeps applicable manifests on file for no less than five (5) years for animals that are transported into the state by the rescue.
- C. If another organization is utilized to transport animals across state lines, they will be PACFA-licensed.
- D. Local, in-state transport can be done on behalf of the rescue if the party transporting signs a waiver and adheres to PACFA transport standards.

## VII. Preventative Measure while at Organization

- A. PPE will be used at the Care Center by volunteers and staff handling animals.
  1. When there is no suspicion of illness, gloves will be used/changed between animals. Frequent hand sanitizer use and hand washing is recommended.
  2. Proper cleaning and handling protocol will be taught to any volunteers before they are able to complete work with the animals at the Care Center unsupervised.
  3. Cage sterilization will be left to staff or those volunteers that have been specifically trained on the correct cleaning materials and order of operation.
  4. Blankets and litter pans will be sterilized per industry standard between use. If an animal is

at the Care Center for an extended period of time, the supplies used will be changed and maintained in such a way as to decrease presence and exposure of disease.

5. All food and water dishes will be cleaned using a sterilizing cycle on the dishwasher prior to their being put away or accessed for use.
- B. In the event of a suspected or confirmed illness, animals will be moved to isolation (ISO) within the LiBR Care Center itself. If an animal in foster is ill, directions for best practice from Veterinarians and Disease Control Specialists will be provided.
  1. When cleaning and treating animals in ISO, proper PPE, including but not limited to a disposable medical gown and gloves. Face masks, eye wear, etc. will be provided and worn as indicated.
- C. When animals first arrive to the state, they will be in a mandatory quarantine period of no less than 14 days prior to their being placed up for adoption or going to the PetSmart partner store.
- D. During transport arrival, volunteers using leashes, crates and x-pens will be utilized to keep animals from intermingling in a way that would increase the spread of disease.
- E. All supplies will be cleaned/sterilized between use.

#### **VIII. Responsive Measures**

- A. When illness is suspected, a veterinarian consult will occur and/or approved protocols followed. Based on the veterinarian's recommendations, further steps will be established.
- B. When felines have an ailment or depending on the ailment, a known exposure to a contagious illness, they will be placed into Isolation (ISO) within the Care Center to reduce transmission.
  1. Correct PPE will be provided and indicated for use during treatment or quarantine period.
  2. All supplies for Iso shall be restricted to ISO and not join the general population of items to reduce possibility of contamination.
  3. Animals will be separated as is best practice to help improve symptom visibility and treatment protocols.
  4. If an animal has a condition that can be safely treated in foster, and an educated foster can keep the animal quarantined without exposure to others and with restricted movement to one area of a household, the feline will be considered a candidate for a medical foster home.
  5. All direction of movement and scheduling of veterinary appointments will be made/ coordinated by staff.
  6. If the feline has recently arrived from a transferring organization, that group will be contacted with details of the complaint. Any additional animals from the transfer organization will be placed on observation or in quarantine depending on the illness and level of determined exposure.
  7. If there is concern an animal has had exposure or appears to be breaking with illness but has gone to PetSmart for adoption, said animal will be retrieved immediately and will be placed in ISO for treatment and observation.
- C. If a canine shows symptoms of an illness, the foster will be provided appropriate education on the illness, and guidance and support for treatment. Depending on the illness, the dog may also be

moved to a medically equipped foster home or to medical boarding for observation/treatment.

1. Any suspicion of exposure, direct or indirect, will have the foster notified and the animal may be returned for medical placement, or an observation/treatment plan put into effect.
  2. PACFA requirements for foster have vetting disclosure documents at the time of transfer – all fosters will be verbally confirmed they understand the documentation.
- D. Any animal, prior to being placed up for adoption, will be confirmed as having received proper veterinary treatment, and a visual inspection will be completed and any abnormalities in appearance, behavior or temperament will be immediately noted/reported and the animal will not complete transfer or be transported for adoption.
- E. If any animal is diagnosed with a disease that was contracted at or before transfer to LiBR, the sending organization will be notified. Any animals that may have come into contact will be placed on observation and in an incubation quarantine. Finally, all proper authorities will be notified as to the nature and source of the ailment, and briefed on isolation methods and treatments as is in accordance with the suspected or diagnosed disease.
1. Any situation that involves the health or safety of humans will be handled as dictated by local authorities, up to and including euthanasia for testing of possible disease presence or transmission.

## IX. Adoption

- A. Per PACFA regulation, adopting or receiving transfer partners will be given all medical and behavioral documentation at the time of transfer.
- B. For an animal to be considered for adoption – the following criteria must be met:
1. Per Colorado state law, all dogs and cats will be sterilized prior to legal transfer to an adopter. Exceptions can be made if the transfer is to another rescue organization that will sterilize prior to adoption, regardless of state of residency and only at the discretion of the President.
  2. All dogs and cats will be fully vaccinated for age, including distemper combos (DAPP for canines and FVRCP for felines). Canines will receive an additional vaccination of Bordetella, and boosters for all vaccines will be administered to industry standard and medical requirement.
  3. Rabies vaccines with proper documentation will be administered per PACFA required age policy.
  4. All dogs and cats will be treated for internal parasites.
  5. If additional deworming/parasite treatment is warranted, this will be completed prior to adoption.
  6. If the canine is coming from an out of state location, if over six months will be tested for heartworm or have been on preventative since prior to six months with no interruption.
  7. Canines will be administered a heartworm preventative and broad spectrum dewormer at intake.
  8. Canines and felines will be treated for topical parasites at intake (unless age prevents such administration of medication.)
  9. Felines will be examined under blacklight for possible infection if source organization indicates

there may be an exposure component.

10. Canines and felines available for adoption will be microchipped, and registration will be done by the adoption group.
  11. "Other" animals will have an exam by transferring organizations to be placed up for adoption.
  12. Animals will be behaviorally sound and the perimeters for their adoption will be based around the animals' needs. Adopters can be declined for any reason at the discretion of the adopting agency.
  13. Animals that have shown aggression to humans will not be candidates for adoption until they are behaviorally sound or will not be adopted and other arrangements will be sought.
- C. Adoptions require an application, proof of sterilization and vaccination of any resident pets; references, veterinary history, and proof of ability to own a pet in the event the party rents their residence.
  - D. Animals with medical conditions will have their conditions resolved before adoption or private arrangements will be made.
  - E. There is no guarantee of health or temperament, however LiBR will assist new owners in the event of unforeseeable disease, injury or behavioral complication if able. Owners that reach out can access rescue resources. Each unique event will be handled individually.

#### **X. Behavior and Enrichment**

- A. LiBR only utilizes boarding as part of a training program or because of medical necessity. Boarding is otherwise not part of the LiBR organization.
- B. If foster animals have reported behavioral concerns, staff will evaluate the situation and provide suggestions.
  1. If concerns need to be addressed more formally, a vet consult may be required.
  2. If there are no medical concerns, training - up to and including board and train - may be utilized.
- C. Shelter animals shall have on average twice daily interactions with people who will make note of any behavioral concerns or observations.
  1. All animals are offered the largest cage space available
  2. Animals are provided with bedding and full time access to food, water, and litter pans
    - a. If an animal is found to dislike the standard litter, substitutes may be made
    - b. If an animal is found to destroy or have behavioral issues related to bedding, bedding may be altered or removed until resolved
  3. Any animal that presents as over stimulated shall have a note on their cage card
    - a. Covering for cage access may be provided to decrease stress on the animal
    - b. A different cage setup may be provided to reduce anxiety and problem behavior
  4. Any behavioral abnormality will be documented for adoption paperwork
  5. If an animal presents as feral, special accommodations will be made during their stay at the

facility, and eventually toward their permanent adoption/rehoming. This process is expedited to reduce stress on the animal as well as the volunteers.

6. For felines that need additional behavioral support to increase socialization and confidence, an enrichment form is placed on their cage to indicate what actions volunteers should take (example, give treats and pet the animal during feeding of wet food)
  7. Felines that are not comfortable being medicated may have accommodations for the administration
  8. Felines that show behavioral shut down in the shelter environment will be candidates for foster
    - a. In the event that animals are self harming or do not show any improvement with foster and behavioral accommodation, a veterinary consult and/or visit for possible treatment with medication may be warranted.
  9. Felines that are residents of the rescue for extended periods of time will have notes regarding additional socialization and interactive toys placed inside their cages
- D. If any animal is demonstrating behavior that would exclude it from adoption for safety concerns, or if the quality of life is diminished for medical reasons, a veterinary and training consult with professionals will be completed and their recommendations will be followed.