

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

324



FROM: Community Health Agency – Department of Animal Services

SUBMITTAL DATE:
October 24, 2005

SUBJECT: Humane Society of the United States Audit – Six Month Report

RECOMMENDED MOTION: That the Board of Supervisors receive and file the attached report.

BACKGROUND: The Executive Office hired the Humane Society of the United States to audit the Animal Services Department. The audit was conducted in April 2004 and the results of the audit were reported to the Board of Supervisors in August. The Board referred the report to a select committee for review and recommendations on how to improve operations at the shelter in Riverside and elsewhere in the county. The Board of Supervisors received the recommendations of the committee and directed the Director of Animal Services to submit a plan to implement recommendations and return in six months with a progress update. The Director of Animal Services submitted a plan to implement recommendations on May 16, 2005. The requested progress update is hereby submitted.

Departmental Concurrence

Robert Miller
Director of Animal Services

FINANCIAL DATA	Current F.Y. Total Cost:	\$ 0	In Current Year Budget:	n/a
	Current F.Y. Net County Cost:	\$ 0	Budget Adjustment:	n/a
	Annual Net County Cost:	\$ 0	For Fiscal Year:	n/a
SOURCE OF FUNDS: n/a			Positions To Be Deleted Per A-30	<input type="checkbox"/>
			Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION: **APPROVE**

County Executive Office Signature

Dep't Recomm.: Consent Policy
 Per Exec. Ofc.: Consent Policy

Department of Animal Services Six Month Report on

Humane Society of the United States Audit

Task Force Report

To

The County of Riverside Board of Supervisors

October 24, 2005

Executive Summary

The Grand Jury submitted reports critical of the Animal Services Department in December 2003. Unflattering stories and opinion letters were printed in local newspapers. Citizens and employees addressed the Board of Supervisors alleging inhumane conditions at the Riverside City-County Animal Shelter. The County Executive Office contracted the Humane Society of the United States (HSUS) to conduct an audit of the Riverside City-County Animal Shelter to provide an unbiased assessment of the operation. The HSUS conducted their audit in April 2004. The audit team provided a verbal briefing to the County highlighting the areas of greatest concern. The director at that time resigned in May 2004 and Roger Uminski II was appointed as the interim. HSUS' audit report was completed and presented to the Board of Supervisors in August 2004.

The audit report recommendations are based upon what the HSUS deems as best sheltering practice. The HSUS recommended that the county convene a task force to create a working plan of action. The Board appointed the following people to serve on what became known as the HSUS Task Force: Laura Pearson-Densmore, Riverside Humane Society Executive Director (Chairwoman of the Task Force); Aurora Kerr, Coachella Valley Association of Governments; Roy Saldanha, DMV, Orange Belt Veterinary Association; Siobhan Foster, City of Riverside Deputy Director of Public Works; Ken Williams, County of Riverside retiree; and Roger Uminski II, Community Health Agency Administrative Director. The following findings submitted with the original report dated April 12, 2005 include the Department's current status on each item in blue text.

Findings

The Task Force reviewed and discussed each audit recommendation, some in great detail. In addition, each member independently toured the Riverside City-County Shelter to verify audit findings and progress the department reported during the review period. Dr. Saldanha toured the facility, observed field operations and interviewed staff as he focused on audit report Sections 6 “Veterinary/Medical/Health Issues” and 7 “Euthanasia”.

We found the audit findings accurate and most of the recommendations to be standard general practice for animal services. We found no recommendation that should not eventually be implemented. The department has already implemented, or is in process of acting upon most of the recommendations. Dr. Saldanha’s observations are found in Attachments A and B. The implementation status of all standard audit recommendations is found in Attachment C.

The audit report is organized in such a way that related items are found in multiple sections. Implementing these recommendations must take into account impacts they will make in other areas and some related items will be best implemented simultaneously.

The Task Force identified five priority areas that require special attention the next year: Adoption/Fostering Programs; Animal Care and Field Services; Customer Service; Community Outreach, Education and Volunteer Programs and Administrative Systems. We have specific recommended goals and actions for the department in each of these areas tailored to the community. We believe it is realistic for the department to achieve these goals within the next year. Completing these tasks and the more mundane audit recommendations will place the department in better position to attain its limited euthanasia goal.

Priority Projects

Adoption/Fostering Programs

There needs to be greater emphasis by the department in finding permanent homes for shelter animals. The current structure places the greatest adoption responsibility on the Animal Care Technician staff. These staff members are also responsible for cleaning kennels, feeding, watering, noting animal behavior, monitoring animal health, assisting the public to find lost animals, intake processing and euthanasia. Not much time is available to spend with prospective adopters to find an appropriate animal match, explain the adoption process and costs, educate the adopter on care and follow-up to ensure the adoption is working and provide support, advice and referral for assistance.

There should be staff held specifically responsible for shelter animal adoptions. The additional time spent increasing the probability of a permanent placement reduces the probability that the animal will be returned to the shelter or abandoned. Volunteer adoption counselors are expected to reduce the tax-payer burden.

The Board of Supervisors approved the hiring of an Adoption Manager and 8 Adoption Counselors for Fiscal Year 05-06. These positions are 80% filled, with only two vacancies under recruitment at the Thousand Palms location. DAS has developed a formalized, written adoption program with a launch date of November 1st, 2005. The Adoption Program is initially launching with limited staff. The Director anticipates returning to the Board for additional necessary positions after program launch to more effectively operate a key program.

In addition to improving direct adoptions by the department, the task force recognizes the importance of community adoption partners. The department has worked to better develop relationships with adoption partners such as rescue groups and humane organizations. These efforts, though limited by lack of dedicated staff, have resulted in more animals being sent to rescue groups thereby reducing euthanasia. It is recommended that the department is allocated staff dedicated as adoption partner liaisons. The department has a draft policy written prior to the audit. Community meetings have occurred to solicit input from rescue groups prior to implementation. The task force recommends the department re-write the policy in a way that strikes a balance between user friendliness and accountability. The policy should include a standard of care and it should minimize the risk of well intentioned adoption partners becoming collectors. We think this can be accomplished in a reasonably short period of time.

Community meetings were very effective in soliciting input from rescue groups and have necessitated redrafting of the policy. A second forum will be scheduled to release a revised policy and establish adoption partner agreements by the end of the calendar year. The Board of Supervisors approved two (2) Adoption Partner Coordinator positions to work with adoption partners such as rescue groups and humane organizations. These positions have been filled with promotions effective the end of October.

Limited staffing and space constraints require the department to perform euthanasia on animals that are very young or with minor medical problems. These animals are otherwise adoptable. It is recommended that the department develop a fostering program to care for litters and animals needing minor medical care. The foster program should include training for foster families. It should also provide necessary resources to foster families for the care of the animals: collars, crates, leashes, food, litter boxes, medications, etc. Policies and procedures should be established similar to Kalamazoo Animal Rescue Foster Care Guidelines.

DAS agrees that a foster care program is a priority and is finalizing an agreement and screening process for foster families. All animals in this program will be under the care of the Veterinary Services Division. Necessary resources will be provided to foster families. This program will be initially managed by the Adoption program although resources to manage this program are limited. The DAS Director anticipates returning to the Board for additional positions necessary to support this program.

Goal 1: Place a focused emphasis on permanent adoption of animals from the shelters.

				Status
Action Item	Who	When	Done	11-1-05 Revised
1	Create an adoptions division in the department.	Robert Miller / Board of Supervisors	10.01.05	✓
How:		Division has been created with new hires in place and the formal adoption program is set to unroll 11-1-05. The first two weeks will be spent training Adoption Counselors.		
Notes:		Current program launched with limited staff. Director will be returning to the Board for additional necessary positions after program launch to effectively run such a key program.		
2	Establish new policies for the intake and adoption of shelter animals.	Robert Miller	10.01.05	✓
How:		The new Chief Veterinarian, Dr Allan Drusys, has initiated procedures which will provide initial health examinations for all impounded animals. In addition, all dogs and cats, under six months of age will be de-wormed upon presentation. The Department has successfully recruited six Registered Veterinary Technicians who will substantially raise the level of care and oversight provided to the animals under our charge. For the Adoption program, a detailed program manual including guidelines and training materials has been developed. Formalized policies for the Adoption program will follow.		
Notes:		Intake relate to animal care and vaccination protocols to prevent and treat disease. Adoption counseling should be more extensive to maximize probability of a permanent placement.		
3	Recruit and train volunteers as adoption counselors.	Ralph Rivers / Robert Miller	11.01.05	✓
How:		All volunteers should have job descriptions. Training protocols should be established for volunteer adoption counselors.		
Notes:		Department is currently advertising for a Volunteer Program Manager to oversee the volunteer programs at the Valley Animal Campus and Riverside City/County Animal Shelter. The Volunteer Manager will design volunteer assignments; recommend training, safety procedures and strategies; plan volunteer and foster family recruitment strategies; revise the orientation program, manuals and handbooks for volunteers; coordinate schedules; assess individual volunteer performances; advocate for volunteers; develop career ladders for volunteers; develop a comprehensive volunteer record keeping system; recommend new projects; and, assess and track program performance.		

- 4 Waive turn-in fee. Robert Miller / Board of Supervisors 09.01.05



How: Change in department policy and fee schedule.

Notes: The fee schedule for the Department is under review and recommendations for areas of change will be presented to the Board of Supervisors for approval.

- 5 Dedicate staff as liaisons with adoption partners Robert Miller/ Board of Supervisors 10.01.05



How: Approve Director's requested budget that includes positions for adoption partner liaisons.

Notes: The Board of Supervisors approved the hiring of an Adoption Manager and 8 Adoption Counselors for Fiscal Year 05-06. These positions are 80% filled, with only two vacancies under recruitment at the Thousand Palms location. DAS has developed a formalized, written adoption program with a launch date of November 1st, 2005.

- 6 Refine and implement draft adoption partner policy Robert Miller 10.01.05



How: Policy is drafted. Meetings have been conducted with adoption partners and comments solicited.

Notes: Community meetings were very effective in soliciting input from rescue groups and have necessitated redrafting of the policy. A second forum will be scheduled to release a revised policy and establish adoption partner agreements by the end of the calendar year.

- 7 Develop foster policy and procedures. Robert Miller / SORT 11.01.05



How: A canine and feline Foster Coordinator is necessary to make this a successful program. This person could be a volunteer.

Notes: DAS agrees that a foster care program is a priority and is finalizing an agreement and screening process for foster families. Necessary resources will be provided to foster families. The DAS Director will be returning to the Board for additional necessary positions to support this program which will fall under the Volunteer Program. This program will be initially managed by the Adoption program although resources to manage this program are limited. All animals in this program will be under the care of the Veterinary Services Division.

- 8 Develop foster family training material and program. Education and Outreach Staff 12.01.05



How:

Notes:

Training material will be developed by the Foster Care Program with input from the Veterinary Services Division and provided to the Internal Educator to establish regular foster family training classes. The DAS Director will be returning to the Board for additional necessary positions to support this program.

- 9 Recruit and train foster families Ralph Rivers / Cookie Briney / Education and Outreach Staff 12.01.05



How:

Notes:

Department is currently advertising for a Volunteer Program Manager to oversee the volunteer programs at the Valley Animal Campus and Riverside City/County Animal Shelter. The Volunteer Manager will plan foster family recruitment strategies. The DAS Director will be returning to the Board for additional necessary positions to support this program, these would be coordinator positions that would fall under the Volunteer program. Training material will be developed by the Foster Care Program with input from the Veterinary Services Division and provided to the Internal Educator to establish regular foster family training classes.

- 10 Establish funds for fostered animal medical care and supplies. Robert Miller / Board of Supervisors 11.01.05



How:

Department to estimate costs based on volume of animals projected to require foster care and realistic projection of volunteers for the fiscal year. Request to Board for funding via Form 11 process.

Notes:

Animal Care and Field Services

Animals in county custody should be treated in a humane manner with adequate shelter, food and medical care.

Procedures for proper humane animal handling as well as technical kennel cleaning procedures have been drafted and implemented. Animal Care Technicians and Animal Control Officers have begun an annually recurring training program which is intended to keep their skills at a level higher than industry standards.

The department has made the critical shelter improvements recommended by the HSUS including ventilation and sanitation.

All kennel drain lines have been inspected and repairs have been made as needed. As part of the cleaning procedure revision, all solid waste material is scooped out of cages, bagged and disposed of. Previously solid waste was flushed down drains that were inadequate and never intended to handle the volume.

The department continues to make facility improvements.

Hand sanitizer dispensers have been installed throughout the facility to insure that bacteria are not vectored from human to animal contact. All kennels UV lighting was repaired and/or re-lamped as needed. Pending facility improvement projects are:

- 1) Investigating the feasibility of design revision of the puppy kennels and cat adoption room. These revisions will help in lowering the stress levels of the animals housed there as well as lowering instances of disease outbreak.
- 2) 18 additional outdoor dog kennels have been constructed as well as three large penned areas for larger animals such as pigs or goats. Pending improvements in these areas include the tie-into of the existing drain system.
- 3) The kennels were painted with an epoxy type paint to improve the sanitation of the kennels. The painting helped seal the surfaces, making it easier to clean and sanitize.

Feeding schedules have been revised. Shelter medicine in the Riverside City-County Shelter has been minimal, at best, and non-existent in the other county operated shelters. The spay/neuter clinic vet and staff in Riverside spend a limited amount of time doing rounds in the shelter to observe the health of the animals and provide basic care. The clinic is limited in equipment available to provide the only most basic medical care. The vet is involved in policy and procedure development. Every minute spent on these activities is time away from the core function of altering animals. The other two shelters lack any immediately available vet care.

Adoption partners and the general public complain about the poor health of animals adopted from county shelters. Sick animals provide a barrier to adoptions. It limits the number of potential adopters who would seek a pet from a shelter. The county leaves a poor impression on people who do adopt from the shelter and they are more likely to return the animal. Sick animals cannot be altered prior to going to a new home. Therefore, sick adopted animals are more likely to not get altered and contribute to pet over-population.

It is recommended that the first steps toward implementing a shelter medicine program be initiated within the next twelve months. We recommend the department hire a veterinarian whose primary responsibility will be shelter medicine throughout the county. They will be secondarily responsible for assisting the spay/neuter clinic. Eventually, registered veterinary technicians (RVTs) and/or veterinary assistants (VAs) could be

added to provide assessment of every animal brought to each shelter, administer medications, perform minor procedures and assist with surgeries.

Registered Veterinary Technicians (RVTs) and staff veterinarians perform initial animal examinations upon impound and document these activities (per the Veterinary Practice Act) in the medical screen of Chameleon©. RVTs perform a daily walk through and schedule examinations as needed. Implementation of a treatment sheet for sick animals to record treatment and progress is under development.

It is recommended that the department review its vaccination protocol for incoming animals and implement a new protocol that will provide a faster immune response to kennel cough and upper respiratory infections. It is also recommended that feline leukemia and AIDS testing be performed on all cats coming into the shelter. This will be a screening tool for adoptability and a tool to help prevent the spread of these diseases in the shelter population.

A new vaccine protocol has been developed and implemented. Testing cats for feline leukemia and feline immunodeficiency virus has begun in a pilot program on a small percentage of cats and is being considered to encompass all cats being adopted from the Department.

It is recommended that all animals leaving the shelter are micro-chipped. Chipping provides a better mechanism than collars and tags to identify animal owners. Identifying and contacting owners increases the probability that lost animals will be claimed. Field staff has a better chance of return the animals directly to their homes when an owner can be identified. This reduces the number of animals in the shelter.

Microchips are currently offered to all adopters for a fee. Mandatory micro-chipping is being considered by the Department, as referenced in the Blue Ribbon Committee Report, and a formal plan will be submitted to the Board of Supervisors along with recommended fee schedule changes.

Goal 2: [REDACTED] Reduce the incidence of shelter animal illness.

					Status	
Action Item	Who	When	Done	On Target	Revised	
			9-1-05			

- 1 Hire a veterinarian specifically responsible for shelter medicine. Robert Miller/ Board of Supervisors/ Human Resources 12.01.05

✓

How: A Chief Veterinarian was hired on 9-1-05 to oversee the medical practices for the Department.

Notes:

9-30-05

- 2 Review vaccination protocol. Robert Miller/ Orange Belt Vet Assn. 12.01.05

✓

How: A new vaccine protocol has been developed and implemented to include intranasal vaccines for both dogs and cats to help reduce airborne viral agents.

Notes:

- 3 Establish and implement feline leukemia and AIDS testing protocol for incoming cats. Robert Miller / Orange Belt Vet Assoc. 12.01.05

✓

How: All cats shall be tested for feline leukemia virus and feline immunodeficiency virus infection prior to adoption. Additionally, all 'available' cats and kittens will be tested prior to their change in status.

Notes:

- 4 Establish a program to micro-chip all animals leaving the shelter. Robert Miller / SORT 12.01.05

✓

How:

Notes: This effort will require an ordinance change and is currently under review by the County and the contract Cities.

- 5 Develop a plan for introducing RVTs and V.A.s into the shelter staffing mix Robert Miller 12.01.05

✓

How:

Notes: DAS has recruited six additional RVT's, three of which began service in October, 2005. Staffing levels now permit at least two RVT's to provide Shelter Medicine services 12 hours

Customer Service

The Department of Animal Services has four distinct operational divisions: sheltering, field service, spay/neuter clinic and administration. Each division has direct contact with and provides a service to the public. The Animal Control Officers, License Inspectors, Animal Care Technicians, Office Assistants and Veterinary Technicians are the ambassadors of the department to the public.

The field services division includes Animal Control Officers and License Inspectors. Field services provide the most visible code enforcement role and therefore places them in potentially confrontational situations.

The shelter staff is responsible for keeping the facility clean and providing direct care of the animals in custody. They have traditionally been the main contact points for constituents seeking lost animals and for animals to adopt.

The clinic staff provides low-cost spay/neuters and low cost vaccinations to the public. They are typically the last point of contact with adopters in the Riverside City-County shelter as they provide post surgical instruction after adopted animals have been altered.

Administrative staff has the most contact with the public. There is an average of about 400 phone calls per day at the Riverside Shelter. People call inquiring about lost animals, request field services, report suspected cruelty cases, have questions about licensing, ask for directions to the shelters and have other general questions. The administrative staff also conducts transactions at the front counter related to adoptions, owner returns, owner turn-ins, licensing and fines.

The majority of customer service complaints come from shelter and administrative services. Shelter complaints stem from the lack of staff dedicated to provide customer service. There is a 25% staff vacancy rate in the shelters and the staff is required to fulfill many competing roles. It takes only a few members of the public needing assistance in the shelter area to overwhelm the existing staff. The administrative staff answers an average of 70 calls per day each. The automated phone system needs to be re-structured to more efficiently process the call volume.

The facility has some deficiencies related to customer service. The outside of the building is not well marked and identified as a shelter. It blends in with the other industrial buildings in the area. The lobby design does not allow for an efficient flow of people to receive service. It is not obvious to visitors where to go and who to see for a particular type of service. The space for potential adopters to get acquainted with an animal is inadequate.

In early 2005 the employee and public areas of the Riverside shelter were remodeled. This included landscaping, painting, replacing old flooring, office furniture and

reconstructing the front lobby. These improvements not only made the shelter more animal friendly where needed, but created a pleasant and welcoming atmosphere for customers and employees. This was a vital first step to improving the department's image.

Goal 3: Provide service at a level the public expects.

Action Item	Who	When	Done	Status	
				On Target	Revised

1 Provide customer service training to all staff. Robert Miller / CHA Staff Development 12.01.05

✓

How: CHA Staff Development offers a training class in customer service.

Notes: All the department's managers and supervisors have gone through the training. Staff has started going through the training. This will be on-going as new staff is hired.

2 Physically distinguish the Riverside City-County Shelter as a shelter from the street. Robert Miller / Roger Uminski / Facilities 10.01.05

✓

How: Remove vegetation that blocks view on monument from the street. Add sign to building.

Notes: Landscaping and signage has been improved. Medallions have been added to the monument sign and a new logo sign is mounted on the shelter building.

3 Remodel lobby area to improve customer flow and provide an area for a greeter with chameleon access. Robert Miller / Roger Uminski / Facilities 10.01.05

✓

How:

Notes: The original layout only provided for two Office Assistants to help customers and the small lobby resulted in customers having to wait in a long line down the hallway. By repositioning the lobby, we created three front counter stations, a dedicated customer service desk, extra customer seating and walk space and a friendlier and more welcoming environment. This new layout enables three Office Assistants to work comfortably and assist customers more efficiently through the check out process and a fourth clerk acts as a greeter to answer general questions without having to wait in line.

- 4 Improve signs throughout facility. Robert Miller / Roger Uminski / Facilities 11.01.05



How: Replace existing paper signs with permanent signs. Update signs to reflect actual usage of rooms/ areas after remodel.

Notes:

- 5 Designate a person to work the front lobby as a greeter who can direct customers to appropriate staff and areas of the shelter for assistance. Robert Miller/ Board of Supervisors and HR 11.01.05



How: Approve director's requested budget that includes this position.

Notes: During the remodel, a customer service desk was built to enable a fourth clerk to assist customers, which has enabled us to reduce customer wait time and thereby increase our customer service level. The person sitting at the customer service desk is able to direct visitors to specific areas of the shelter without having to wait in line or hunt for the location of their choice. We are currently waiting for the delivery of the computer for the customer service desk. This will allow customers to place holds on animals, check availability and other specifics about animals without having to wait in the "check out" line. Additionally, in accordance with the Adoption Program, this is a key role to connect potential adopters and those who are turning in their pets with Adoption Counselors.

- 6 Improve responsiveness to phone calls. Robert Miller / Siobhan Foster / CHA IT 10.01.05



How: Conduct a call volume study by call type, day of week and time of day. Modify staffing levels/schedules and the automated phone answering to more efficiently handle incoming calls.

Notes: A call-volume study was conducted and changes were made to the clerical pool accordingly. Because the study revealed that call volume was routinely heavy and did not have consistent trackable levels of low volume, it was necessary to have consistent coverage throughout the day. Prior to this change, staff had the dual role of answering phones and covering a specific desk (i.e. kennel licenses, barking dog desk, etc.). This new adjustment has a team of five or six solely dedicated to phone coverage with a smaller team covering desk duties. Since instituting the change, the hold time has decreased and, thus, customer service has increased. However, additional Office Assistants are needed to further decrease the hold time and provide desirable service levels.

Community Outreach, Education and Volunteer Program

The audit report highlights the department is mostly reactive when dealing with animal services issues. The Task Force concurs and recommends that the department create a Community Outreach and Education Branch to develop and implement proactive

programs to increase spays/neuters, reduce euthanasia, promote the humane treatment of animals and collaborate with school districts to develop age appropriate animal treatment curriculum.

The Task Force recommends that the county increases their spay/neuter efforts. We believe this is essential to slow the increasing demand for field and shelter services. It was recommended at the first Task Force meeting that \$150,000 be allocated immediately to implement a spay/neuter voucher program. This is a first step toward making alteration surgeries available and affordable. A voucher program will penetrate the entire county at minimal cost.

The new spay/neuter voucher program is set to launch on December 1, 2005 in conjunction with POPCO. The Department is also retrofitting a super bus to provide mobile spay and neuter services.

A robust volunteer program is critical to the success of the department meeting its goal of eliminating euthanasia for all adoptable animals within three years. Volunteers are envisioned to perform important tasks such as providing sheltered animals with exercise and social interaction, performing the role of adoption counselors, staffing off-site adoption efforts, organizing community events and fund raising. The Task Force recommends that the department revise its volunteer program to attract and retain more adult volunteers who can commit to a longer tenure.

Department is currently advertising for a Volunteer Program Manager to oversee the volunteer programs at the Valley Animal Campus and Riverside City/County Animal Shelter. The Volunteer Manager will design volunteer assignments; recommend training, safety procedures and strategies; plan volunteer and foster family recruitment strategies; revise the orientation program, manuals and handbooks for volunteers; coordinate schedules; assess individual volunteer performances; advocate for volunteers; develop career ladders for volunteers; develop a comprehensive volunteer record keeping system; recommend new projects; and, assess and track program performance.

The department made initial steps to include the public in policy discussions, goal setting and service improvements. The Task Force recommends that open discussions with the public continue. Animal services issues are community issues, not just governmental issues. Collaborative efforts between the county, cities, adoption partners and humane organizations are more effective than independent efforts. Transparency in the department's operations will build community trust.

Goal 4: Create responsible animal ownership as a societal norm in Riverside County.

Action Item	Who	When	Done	Status	
				On Target	Revised

- 1 Implement a county-wide spay and neuter voucher program. Robert Miller/ Board of Supervisors/Veterinarian Community 11.01.05



How: Replicate the spay/neuter voucher program in San Bernardino County.

Notes: This will be an ongoing effort, with initial rollout by Dec 1, 2005.

- 2 Promote responsible pet ownership through education. Robert Miller/ Board of Supervisors 01.01.06



How: Approve the Department's requested budget that includes staff for a Community Outreach and Education branch. The branch will develop and implement educational programs, promote animal welfare and departmental services at community events and organize community events for the department.

Notes: A Community Outreach and Education (COE) Division has been developed. An internal educator has been selected and the initial educational focus of the department will be on the education of staff and volunteers. The DAS Director will be returning to the Board for additional necessary positions to expand educational efforts to the community. Additionally, the COE Division will be responsible for ensuring that information to promote animal welfare and departmental services is provided not only at community events but also in conjunction with all public interaction that occurs when services are provided by the department.

- 3 Increase volunteer base. Initial goal is to have at least one adoption counselor volunteer available whenever the shelters are open to the public. Robert Miller / Ralph Rivers / Cookie Briney 01.01.06



How: Review and revise volunteer policies. Review and revise volunteer tasks and expectations. Priority tasks for volunteers are adoption counseling and animal socialization. Create new volunteer training programs based on revised tasks and expectations. Focus recruitment efforts toward adult volunteers.

Notes: Department is currently advertising for a Volunteer Program Manager to oversee the volunteer programs at the Valley Animal Campus and Riverside City/County Animal Shelter. The Volunteer Manager will design volunteer assignments; recommend training, safety procedures and strategies; plan volunteer and foster family recruitment strategies; revise the orientation program, manuals and handbooks for volunteers; coordinate schedules; assess individual volunteer performances; advocate for volunteers; develop career ladders for volunteers; develop a comprehensive volunteer record keeping system; recommend new projects; and, assess and track program performance.

- 4 Improve communications with the community Robert Miller 10.01.05



How:

Approve the Department's requested budget that includes staff for a Community Outreach and Education branch. The department managers should continue conducting open meetings with the public.

Notes:

The Community Outreach and Education Division Director were brought on board in September. A three year plan has been developed that includes goals to develop strategic relations with the public and to increase community awareness of adoptable animals, special events, departmental activities, programs and philosophy, animal care and educational initiatives. Department has just closed the recruitment for a Senior Public Information Specialist and hopes to interview, hire and bring this position on board by the end of the calendar year.

Administrative Systems

Management is responsible for strategic planning, allocating resources, establishing systems, monitoring results and setting course corrections as needed. Supervisors are responsible for tactical planning, managing staff, gathering statistical data and reporting results to management. Lack of management and supervision is an overarching theme throughout the HSUS Audit Report. The organizational structure is flat. There is currently Agency administrative support staff temporarily performing management and support roles in the department. The Task Force has confidence in Rob Miller to lead the department, but recommends that he is provided resources needed to manage and supervise the daily operations.

Goal 5: [REDACTED] Have effective administrative systems and staff in place to collect data, report statistics, plan, monitor and adjust departmental operations.

Action Item	Who	When	Done	Status	
				On Target	Revised
1 Increase management and supervision staff as appropriate for the department's size.	Robert Miller / Board of Supervisors / HR	02.01.06		✓	<input type="checkbox"/>
How: [REDACTED]	Approve director's requested budget that includes positions for deputy director, an additional veterinarian and supervisors.				
Notes: [REDACTED]	Budget was approved and filling of Department's position vacancies has been made a top priority.				
2 Upgrade the Chameleon system to improve the collection of animal services data.	Robert Miller / Roger Uminski	11.01.05		✓	<input type="checkbox"/>
How: [REDACTED]	Purchase and install the Chameleon system upgrade. Train staff to use the upgrades.				
Notes: [REDACTED]	Animal Services has staff certified to provide Chameleon training so that enhanced application, reporting and tracking capacities will be in place by Dec 1, 2005.				
3 Provide management and supervisory training to department managers, supervisors and staff interested in promoting.	Robert Miller / CHA / HR	06.01.06		✓	<input type="checkbox"/>
How: [REDACTED]	Send all department management and supervisors to the County's Management and Supervisor Training Academies. Offer the Supervisory Training to staff demonstrating potential and interest to supervise.				
Notes: [REDACTED]	This will be an ongoing staff development effort.				

- 4 Review and update all the department policies and procedures. Health and safety issues should be reviewed first. Robert Miller / SORT / LMC 05.01.06



How:

Continue to review of all policies in the SORT and LMC meetings. Robert should ensure the policies pertaining to health and safety are reviewed and updated first.

Notes:

Policy review is underway and part of departmental continuous improvement process.

- 5 Update staff tasks and expectations, provide training and evaluate staff based on updated policies and procedures. Robert Miller and Management staff 06.01.06



How:

As new policies and procedures are developed and implemented, staff will be trained and held accountable.

Notes:

Policy training is part of departmental continuous improvement process.

Plan Implementation and Accountability

We recommend the Board of Supervisors to direct the Community Health Agency Department of Animal services to implement the recommendations made in this report. We recommend the Board to direct the department to provide a progress update in six months and in one year. And finally, we recommend the Board keep the Task Force in place for one year after this report is filed so that we can review the progress reports in an open meeting prior to submission to the Board.

Attachment A

FINDINGS FOR SECTION 6

ROY SALDANHA, DVM

1) HSUS recommended better documentation of animal illness and injury.

COMPLETED: RVT's and the clinic Veterinarian will perform initial animal examinations upon impound and document these activities (per the Veterinary Practice Act) in the medical screen of Chameleon©. RVT's shall perform a daily walk through and schedule examinations as needed. Implementation of a treatment sheet for sick animals to record treatment and progress is in progress.

2) HSUS recommended kennel cleaning protocol.

COMPLETED: Kennel cleaning procedures are standardized and a protocol has been established based upon HSUS report to provide consistent cleaning and disinfection.

3) HSUS recommended cattery cleaning protocol.

COMPLETED: Cattery cleaning procedures are standardized and a protocol has been established based upon HSUS report to provide consistent cleaning and disinfection.

4) HSUS recommended better labeling of animals, separation criteria and space re-organization to make the housing of animals safer.

COMPLETED: Protocol has been established to segregated animals based upon age, sex, etc. New numbers and signage are being implemented and rooms have been reassigned to provide better housing.

5) HSUS recommended feeding protocols based upon specific criteria.

COMPLETED: Protocol has been established to feeding animals 2-6 times a day based upon age, illness, etc.

6) HSUS recommended vaccine protocol.

COMPLETED: This has been established based upon HSUS protocol. Animals vaccinated at time of entry or are separated based upon HSUS criteria.

Attachment B

FINDINGS FOR SECTION 7

ROY SALDANHA, DVM

1) HSUS recommended established criteria for euthanasia.

COMPLETED: A criteria has been established to euthanize animals based upon adoptability, public safety, animal health and shelter capacity.

2) HSUS recommended changes to verbiage and logging of drugs used for euthanasia.

COMPLETED: Based upon the HSUS report, verbiage has been altered and there is tighter control to use of controlled drugs, including proper logging and accountability as to use out in the field. The Chameleon© application and report development of controlled substance use and reconciliation will be in place by Dec 1, 2005.

3) HSUS recommended tightened control of drugs, drug access and drug order forms.

COMPLETED: All controlled drugs are locked with access only by the trained and responsible staff members. Drug use is logged at time of use and the DEA drug order forms are locked away to restrict access.

4) HSUS recommended rearrangement of euthanasia room and certification of officers to perform euthanasia.

COMPLETED: Euthanasia room has been rearranged to provide more safety, privacy and dignity to euthanasia process and 11 employees are scheduled to undergo euthanasia certification. Staff has received ongoing training in euthanasia, specifically relative to minor species applications. The role of pre-euthanasia sedation has also been addressed with the staff.