

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

436



FROM: Community Health Agency, Department of Animal Services

SUBMITTAL DATE:
April 10, 2006

SUBJECT: Humane Society of the United States Audit Task Force One Year Report

RECOMMENDED MOTION: That the Board of Supervisors:

- 1) Receive and File One Year Report from HSUS Audit Task Force; and,
- 2) Disband HSUS Audit Task Force Members.

Departmental Concurrence

BACKGROUND: On December 16, 2003, agenda item 3.2, the Executive Office hired the Human Society of the United States to audit the Animal Services Department. On January 27, 2004 the Board approved item 3.2 referring results of the audit to a select committee for review and recommendations on how to improve operations at the shelter in Riverside and elsewhere in the county. On September 9, 2004, agenda item 2.11, the Board approved the HSUS Audit Task Force Members. The Director of Animal Services submitted a plan to implement recommendations on May 16, 2005, agenda item 1.0 and the six month report on November 1, 2005, agenda item 3.5. The requested One Year progress update is hereby submitted.

Robert P. Miller

RM:gfm

Robert Miller, Director for 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:	05/06

SOURCE OF FUNDS:	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION:

APPROVE

Dan Marting

County Executive Office Signature

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

Prev. Agn. Ref.: Dec 16, 2003, item 3.2, Jan 27, 2004, item 3.2, Sep 9, 2004, item 2.11, Mar 16, 2005, item 1.0, Nov 1, 2005, item 3.5

District: All

Agenda Number:

2.0



**Department of Animal Services
One Year Report
on**

**Humane Society of the United States Audit
Task Force Report**

To

The County of Riverside Board of Supervisors

April 17, 2006

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. The 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.

In February of 2005, Robert Miller was hired as the Director of Animal Services for Riverside County. A six month Task Force report was submitted in October of 2005 with departmental updates on the progress of correcting reported deficiencies. The following findings submitted with the original report dated April 12, 2005 include the Department's current status on each item in blue text.

The Director, Robert Miller, is requesting the HSUS to return to audit the shelters of Riverside, Coachella, and Blythe as a normal audit cycle to repeat every three years, such as the JAYCO audit for the hospitals, to allow for an on-going, unbiased evaluation of the Department. This recommendation will be made to the Board of Supervisors for approval.

Special thanks to all of members of the public and staff that took time out from work to attend the HSUS Task Force meetings to provide input for the improvement of their shelter. The following public/staff were in attendance:

Monique Pegg
Suzanne Martin
Angel White
Sheila Ehrlich
Anne Stephens
Robert Caliva
Robin Brockie
David Huff
Dan Martinez
Linda Jefferson
Andrea Landerheff

POPCO/Citizen
Citizen
Citizen
Blue Ribbon Committee- Chair
Staff/Second District-Board of Supervisors
Staff/First District-Board of Supervisors
DAS Staff Member
County Council
Executive Office
LIUNA 777
Katz & K-9 Friends

Anne Washington
Gena Osbourne
Ralph Rivers, Sr.
Katie Wider
Dr. Marion Hammerlund
Carol Jobb
Jon Knowlton
Tony Rodgers
Donna Morrisey
Bonnie Stewart
Pat Merritt
Denys Arcuri

Animal Friends of the Valley
BRC & Volunteer
DAS Staff Member
POPCO/R.H.S.P.A.C.
OrangeBelt V.M.A.
BARC/POPCO
Public Member
Riverside Rescue
Public Member
Reporter-Press Enterprise
BRC/Advocate
Staff/Fourth District-Board of Supervisors

Also, the Department of Animal Services wishes to extend a very special thank you to the task members who have dedicated time and energy into improving the Department of Animal Services and the environment for animals in its care county-wide.

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. Completing these tasks and the more mundane audit recommendations will place the department in better position to attain its ultimate euthanasia goal. As the department moves forward, there will always be room for improvement as the industry and the humane movement changes.

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, and 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. All Adoption positions are now filled. DAS developed a formalized, written adoption program that launched November 1st, 2005. The Adoption Program launched with limited staff and expectations to grow the adoption program through Board of Supervisor support and augmentation with volunteers. The Director will request additional necessary positions from the Board once the program demand exceeds current resources. Due in large part to the initial success of the adoptions program, it is now the policy of the Department of Animal Services that no healthy, behaviorally sound, adoptable animal is to be euthanized. This policy, Policy 402, went into effect on February 24, 2006.

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 have been very effective in soliciting input from rescue groups. The feedback has caused us to again redraft the policy. The department released its revised policy at a second forum December 14, 2005 establishing new program criteria and adoption partner agreements. The rescue groups reported that the revised policy is fair and workable. 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 via internal promotions effective the end of October 2005.

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 will request additional positions as necessary to support this program from the Board of Supervisors as program demand surpasses existing capacity.

Goal 1:		Place a focused emphasis on permanent adoption of animals from the shelters.				
Status						
	Action Item	Who	When	Done	In Progress	Revised
1	Create an adoptions division in the department.	Robert Miller / Board of Supervisors	10.01.05	11/01/05		
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 were spent training Adoption Counselors.				
Notes:		The program launched with limited staff. The Director will request additional necessary positions as demand increases in order to effectively run such a key program.				

	Action Item	Who	When	Done	In Progress	Revised
2	Establish new policies for the intake and adoption of shelter animals.	Robert Miller	10.01.05	10/01/05		
How:		The new Chief Veterinarian, Dr Allan Drusys, has initiated procedures that 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 continue to be developed.				
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.				
	Action Item	Who	When	Done	In Progress	Revised
3	Recruit and train volunteers as adoption counselors.	Ralph Rivers / Robert Miller	11.01.05		X	
How:		All volunteers should have job descriptions. Training protocols should be established for volunteer adoption counselors.				
Notes:		Department has hired a Volunteer Program Manager as of March 1, 2006 who will 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.				
	Action Item	Who	When	Done	In Progress	Revised
4	Waive turn-in fee.	Robert Miller / Board of Supervisors	09.01.05		X	
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 by the end of the current budget cycle.				

	Action Item	Who	When	Done	In Progress	Revised
5	Dedicate staff as liaisons with adoption partners	Robert Miller/ Board of Supervisors	10.01.05	9/01/05		
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. Only one of these new positions remains to be filled and it is in the Valley Animal Shelter facility. DAS has developed a formalized, written adoption program with a launch date of November 1st, 2005.				
	Action Item	Who	When	Done	In Progress	Revised
6	Refine and implement draft adoption partner policy	Robert Miller	10.01.05	12/15/05		
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. The department released its revised policy establishing new program criteria and adoption partner agreements at a second forum held on December 14, 2005.				
	Action Item	Who	When	Done	In Progress	Revised
7	Develop foster policy and procedures.	Robert Miller / SORT	11.01.05		X	
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 request additional necessary positions to support this program if and when it grows larger than the Adoption Partners Program can adequately manage. This program will be initially managed by the Adoption Partners Program although resources to manage this program are limited. All animals in this program will be under the care of the Veterinary Services Division.				

	Action Item	Who	When	Done	In Progress	Revised
8	Develop foster family training material and program.	Education and Outreach Staff	12.01.05		X	
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 request additional necessary positions to support this program if and when necessary to provide adequate support to foster families.						
	Action Item	Who	When	Done	In Progress	Revised
9	Recruit and train foster families	Ralph Rivers / Cookie Briney / Education and Outreach Staff	12.01.05		X	
How:						
Notes: DAS hired a Volunteer Program Manager effective March 1, 2006 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 request additional necessary positions to support this program if and when the volunteer program requires additional resources to support volunteers; 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.						
	Action Item	Who	When	Done	In Progress	Revised
10	Establish funds for fostered animal medical care and supplies.	Robert Miller / Board of Supervisors	11.01.05		X	
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: DAS projected program costs for the fiscal year budget 06/07 and included them in the FY06/07 requested budget.						

Animal Care and Field Services

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

New humane animal handling procedures and technical kennel cleaning procedures are written and implemented. Animal Care Technicians and Animal Control Officers are now on an annual training program schedule 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 needed repairs have been made. The new cleaning procedures require all solid waste material is scooped out of cages, bagged and sent to the dumpsters. Previously, solid waste was flushed down drains that were inadequate and not designed to handle the volume.

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. Furthermore, the old City of Indio facility has been replaced by a state-of-the-art Valley Animal Shelter facility in Thousand Palms in January of 2006.

The department continues to make facility improvements.

Hand sanitizer dispensers have been installed throughout the facility to minimize disease vectoring from human to animal contact. All kennels UV lighting is repaired and/or re-lamped as needed. Pending facility improvement projects include:

- 1) Investigate the feasibility of a design revision for the puppy kennels and cat adoption room. The department believes these areas can be revised that will reduce animals' stress and further limit disease transmission.
- 2) Eighteen new outdoor dog kennels and three penned areas for animal visitation have been constructed behind the Riverside City/County Shelter. Pending improvements in this area includes installing new drains tied to existing plumbing and additional hose connections and reels.

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 (RVT's) and/or veterinary assistants (VA's) 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 (RVT's) and staff veterinarians perform initial animal examinations upon impound and document these activities (per the Veterinary Practice Act) in the Chameleon© (shelter automated information system) medical screen. Registered Veterinary Technicians walk through the facility on a daily basis to monitor each animal's condition and schedule examinations for veterinarians as indicated. Implementation of a treatment sheet for sick animals to record treatment and progress is now electronic. Since September of 2005, every newly impounded animal is immediately examined and vaccinated upon arrival unless it is brought in after hours. The exam and vaccination takes place at the beginning of the next RVT shift following an after hours impound. Both the Riverside and Thousand Palms facilities have a shelter veterinarian and Registered Veterinary Technician to perform continuous veterinary assessments and care. Blythe is the only facility lacking direct veterinary oversight due to the location and lack of readily available veterinary expertise. The department does contract with the only two available veterinary private practitioners within the area to provide emergency care as needed.

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 was developed and implemented. A small percentage of cats are tested for feline leukemia and feline immunodeficiency virus in a pilot program to get a statistical estimate of how many cats in our local population have these diseases. Based on the outcome of the study, we will consider testing all cats adopted from the Department on a post-adoption basis. This expense will be recovered at the time of adoption.

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:		Reduce the incidence of shelter animal illness.				
Status						
	Action Item	Who	When	Done	In Progress	Revised
1	Hire a veterinarian specifically responsible for shelter medicine.	Robert Miller/ Board of Supervisors/ Human Resources	12.01.05	X		
How:		A Chief Veterinarian was hired on 9-1-05 to oversee the medical practices for the Department.				
Notes:		Same as above				
	Action Item	Who	When	Done	In Progress	Revised
2	Review vaccination protocol.	Robert Miller/ Orange Belt Vet Assn.	12.01.05	09/30/05		
How:		A new vaccine protocol has been developed and implemented to include intranasal vaccines for both dogs and cats to help reduce the infection from airborne viral agents.				
Notes:		Same as above				

	Action Item	Who	When	Done	In Progress	Revised
3	Establish and implement feline leukemia and AIDS testing protocol for incoming cats.	Robert Miller / Orange Belt Vet Assoc.	12.01.05		X	
How:						
Notes: 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 on a post-adoption basis. This expense will be recovered at the time of adoption.						
	Action Item	Who	When	Done	In Progress	Revised
4	Establish a program to micro-chip all animals leaving the shelter.	Robert Miller / SORT	12.01.05		X	
How:						
Notes: 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. This effort will require an ordinance change and is currently under review by the County and the contract Cities.						
	Action Item	Who	When	Done	In Progress	Revised
5	Develop a plan for introducing RVT's and V.A.'s into the shelter staffing mix	Robert Miller	12.01.05	X		
How:						
Notes: DAS has recruited six additional Registered Veterinary Technicians, three of which began service in October, 2005. Staffing levels now permit at least two RVT's to provide Shelter Medicine services 12 hours per day at the Riverside facility and 9 hours daily in Thousand Palms.						

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. Currently, the department is in the design phase of a new Riverside metro facility which will meet all of the facility, customer service, and housing requirements brought forth from the audit.

Goal 3:		Provide service at a level the public expects.				
Status						
	Action Item	Who	When	Done	In Progress	Revised
1	Provide customer service training to all staff.	Robert Miller / CHA Staff Development	12.01.05	On-going		
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 with all customer service areas trained on a bi-annual basis. This will be on-going as new staff is hired.				
	Action Item	Who	When	Done	In Progress	Revised
2	Physically distinguish the Riverside City-County Shelter as a shelter from the street.	Robert Miller / Roger Uminski / Facilities	10.01.05	X		
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.				
	Action Item	Who	When	Done	In Progress	Revised
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	X		
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.				
	Action Item	Who	When	Done	In Progress	Revised
4	Improve signs throughout facility.	Robert Miller / Roger Uminski / Facilities	11.01.05	X		

How:		Replace existing paper signs with permanent signs. Update signs to reflect actual usage of rooms/ areas after remodel.				
Notes:		Paper signs have been removed and limited permanent signage has been posted.				
	Action Item	Who	When	Done	In Progress	Revised
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	X		
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.				
	Action Item	Who	When	Done	In Progress	Revised
6	Improve responsiveness to phone calls.	Robert Miller / Siobhan Foster / CHA IT	10.01.05	X		
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 was launched on March 1, 2006 in conjunction with POPCO. The Department is also retrofitting a super bus to provide mobile spay and neuter services. The retrofit of the vehicle has been delayed due to the recruitment and hire of the Chief Veterinarian and the time required for the Chief Veterinarian to design and provide the specifications. An RFP to turn-key retrofit the vehicle should be on the street by April 2006.

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.

DAS has hired 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.				
Status						
	Action Item	Who	When	Done	In Progress	Revised
1	Implement a county-wide spay and neuter voucher program.	Robert Miller/ Board of Supervisors/Veterinarian Community	11.01.05	X		
How:		Replicate the spay/neuter voucher program in San Bernardino County.				
Notes:		The new spay/neuter voucher program was launched on March 1, 2006 in conjunction with POPCO.				
	Action Item	Who	When	Done	In Progress	Revised
2	Promote responsible pet ownership through education.	Robert Miller/ Board of Supervisors	01.01.06		X	
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 formed. 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 request additional necessary positions from the Board of Supervisors 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.				
	Action Item	Who	When	Done	In Progress	Revised
3	Increase volunteer base. Initial goal is to have at least one adoption counselor volunteer available	Robert Miller / Ralph Rivers / Cookie Briney	01.01.06		X	

	whenever the shelters are open to the public.					
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 has hired 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.					
	Action Item	Who	When	Done	In Progress	Revised
4	Improve communications with the community.	Robert Miller	10.01.05	On-going		
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 of 2005. 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. DAS has hired a Senior Public Information Specialist to deal directly with the various types of media and manage an ongoing marketing and media campaign to highlight the animals available for adoption.					

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:		Have effective administrative systems and staff in place to collect data, report statistics, plan, and monitor and adjust departmental operations.				
Status						
	Action Item	Who	When	Done	In Progress	Revised
1	Increase management and supervision staff as appropriate for the department's size.	Robert Miller / Board of Supervisors / HR	02.01.06	X		
How:		Approve director's requested budget that includes positions for deputy director, an additional veterinarian and supervisors.				
Notes:		The FY05/06 Budget was approved and filling the Department's position vacancies has been made a top priority.				
	Action Item	Who	When	Done	In Progress	Revised
2	Upgrade the Chameleon system to improve the collection of animal services data.	Robert Miller / Roger Uminski	11.01.05	X		
How:		Purchase and install the Chameleon system upgrade. Train staff to use the upgrades.				
Notes:		Animal Services has staff certified to provide Chameleon training so that enhanced application, reporting and tracking capacities are performed.				
	Action Item	Who	When	Done	In Progress	Revised
3	Provide management and supervisory training to department managers, supervisors and staff interested in promoting.	Robert Miller / CHA / HR	06.01.06		X	

How:		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:		This is being done and is ongoing for staff development.				
	Action Item	Who	When	Done	In Progress	Revised
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	On-going		
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.				
	Action Item	Who	When	Done	In Progress	Revised
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	On-going		
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 have recommended that the Board of Supervisors direct the Community Health Agency Department of Animal services to implement the recommendations made in this report.

We recommend that the Department Report the following statistics to the Board of Supervisors and the public at least annually:

- **Total intake for each shelter**
- **Outcomes for each shelter:**
 - **Adoption**
 - **Return to Owner**
 - **Community Partner Adoption**
 - **Euthanize**
 - **Adoptable**
 - **Treatable**
 - **Untreatable**
- **Number of volunteer hours served at each shelter**
- **Number of animals fostered**

Attachment A

FINDINGS FOR SECTION 6 ROY SALDANHA, DVM

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

COMPLETED: Registered Veterinary Technician and the staff veterinarians perform initial animal examinations upon impound and document these activities (per the Veterinary Practice Act) in the Chameleon© medical screen. Registered Veterinary Technician performs a daily walk through and schedule examinations as indicated. An electronic treatment sheet for sick animals is in place to record treatment and 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 segregate animals based upon age, sex, species, temperament, 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 1-6 times a day based upon age, illness, etc. and pursuant to HSUS feeding standards.

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. The vaccine protocol also incorporates the use of intranasal vaccines for both dogs and cats to protect them from infectious agents.

Attachment B

FINDINGS FOR SECTION 7 ROY SALDANHA, DVM

1) HSUS recommended established criteria for euthanasia.

COMPLETED: Criteria are in place to euthanize animals based upon public safety, the health and temperament of the animals. Policy 402 establishes the criteria for euthanasia.

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

COMPLETED: Based upon the HSUS report, a stringent procedure is in place to track and manage controlled drugs, including proper accountability and logging use out in the field. The Chameleon© application and report development of controlled substance use and reconciliation is being developed.

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

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

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

COMPLETED: The euthanasia room is arranged to provide privacy and dignity for the animals and all employees performing euthanasia are euthanasia certified according to nationally recognized standards.