

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



ITEM: 2.5
(ID # 13722)

MEETING DATE:
Tuesday, November 17, 2020

FROM : ANIMAL SERVICES:

SUBJECT: ANIMAL SERVICES: Animal Services 90-Day Status Report. [All Districts] [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and file the Animal Services' 90-Day Status Report.


ACTION: Consent

Julie Bank
Julie Bank, Director of Animal Services 10/30/2020

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Washington, seconded by Supervisor Jeffries and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt
Nays: None
Absent: None
Date: November 17, 2020
xc: Animal Services

Kecia R. Harper
Clerk of the Board
By: 
Deputy

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

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 0	\$ 0	\$ 0	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: N/A			Budget Adjustment:	No
			For Fiscal Year:	20/21

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

The attached 90-day status report is submitted by the Director, Julie Bank and details the operations and progress of the Department of Animal Services (DAS) from April 2020 to June 2020.

DAS is committed to focusing on the human-animal bond. DAS created internal goals to begin producing and implementing new programs for Riverside County residents and their pets, including:

- Create a can-do, positive organizational culture by working together and providing great customer service to meet the needs of human guests, animal guests, and all internal and external stakeholders.
- Keep pets in homes and out of the shelter and promote responsible pet ownership through diversion and education programs.
- Save lives through creative programs, updated processes and partnerships.
- Ensure the five freedoms are met for all animals in our care.
- Increase community engagement.
- Ensure the DAS brand is clear, strong and considered caring and proactive in the community.
- Raise the standard of care and increase public safety in the community through advocacy, support and example.

To view the entire report please open the attachment to this F-11.


Impact on Residents and Businesses


DAS will create, implement, and promote supportive programs. These programs will be beneficial to the residents and their pets of Riverside County. DAS will continue to use the newly implemented programs such as increased in-field return to owners, lost and found and the enhanced foster care community support. During the first 90-days we have been successful in decreasing shelter intake, reducing animal control calls, enhancing the human animal bond and increasing community engagement.

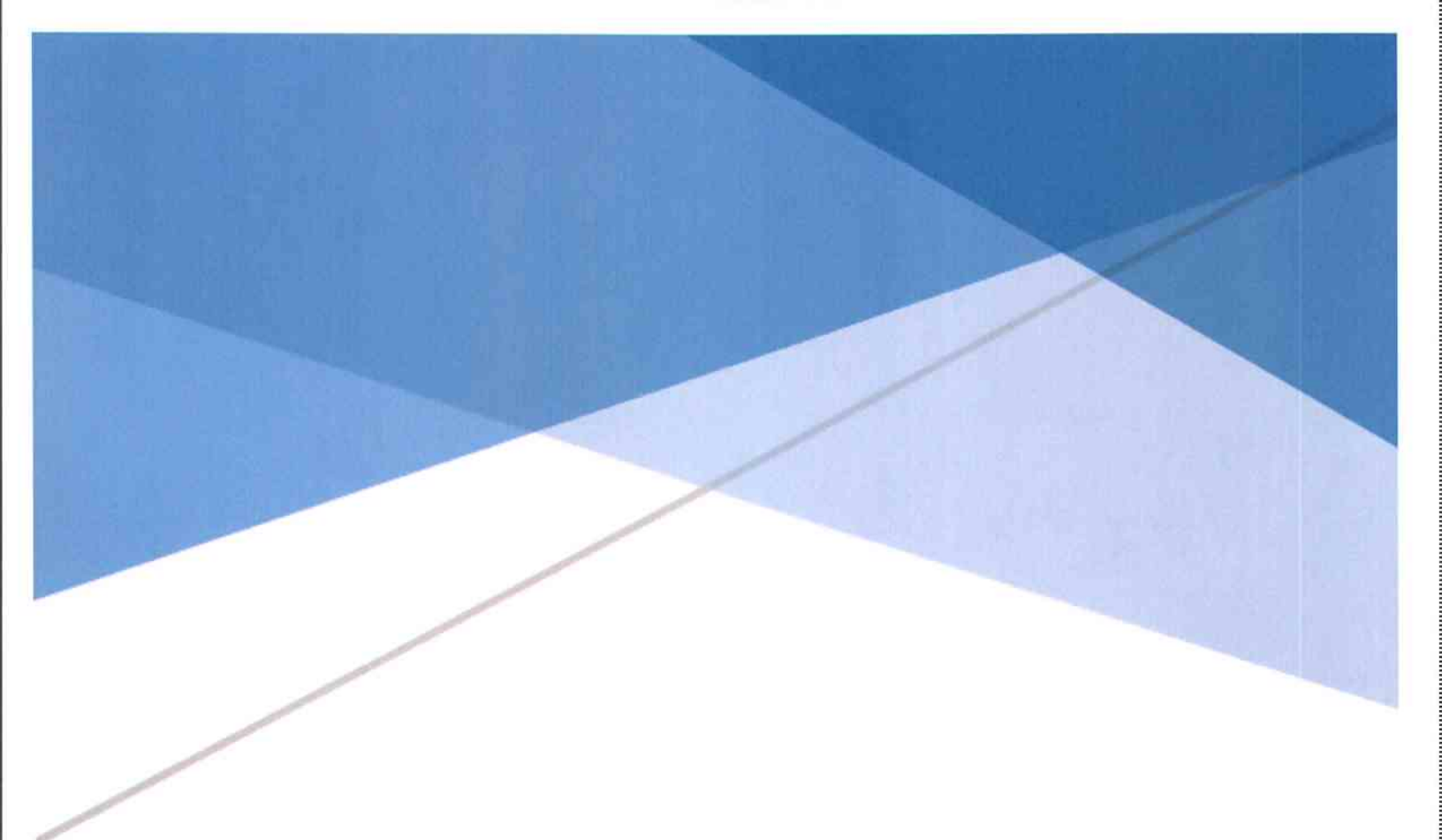
SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA

ATTACHMENTS:

- 90-Day Status Report


Douglas Cordonez Jr. 11/9/2020


Gregory V. Priamos, Director County Counsel 10/30/2020



RIVERSIDE COUNTY
DEPARTMENT OF ANIMAL SERVICES
90 DAY REPORT
OCTOBER 30, 2020

Julie Bank, Director
Riverside County Department of Animal Services





Department of Animal Services
Julie Bank, Director

TO: Jeffrey Van Wagenen
FROM: Julie Bank
DATE: October 30, 2020
SUBJECT: 90 Day Report

As requested, please find attached a summary document outlining the past 90 days at the Riverside County Department of Animal Services.

Thank you for the opportunity to be part of the Riverside County team.

Please let me know if you have any questions.

Julie Bank
(951) 358-7681

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SUMMARY

I began my tenure with Riverside County and the Department of Animal Services (DAS) on March 30th. I would like to thank you for the opportunity to join the team of amazing, hard working individuals who are going above and beyond to support the lives of people and animals. While the past few months have certainly been challenging, I feel confident that we will be able to continue staying the course and succeeding with our “new and improved” goals.

2020 has been an unprecedented year. With the effects of COVID-19, wildfires, budget reductions and new leadership, we have been re-examining and re-imagining our operations and services to the public. With more people in need due to loss of income, housing, and COVID-19 related challenges, we quickly moved toward a Human-Animal bond model of animal welfare services. This focused on programs that keep animals in the home safely rather than impounding them at the shelter. It also focused on providing resources to pet owners so they can practice responsible pet ownership and keep their pets during this difficult time. With an enface on supportive programs, field return to owners, lost and found and foster care community support, we have been successful in decreasing shelter intake, reducing animal control calls, enhancing the human animal bond and increasing community engagement.

Upon arrival, I submitted the following goals to my team. We have just completed the first stage in a strategic planning event to continue to develop and home in on these goals.

- Create a can-do, positive organizational culture by working together and providing great customer service to meet the needs of human guests, animal guests, and all internal and external stakeholders.
- Providing a positive and diverse work environment that engages all employees and volunteers in creative thinking, process improvements, collaborations and critical thinking.
- Ensure solid infrastructure including clear and communicated policies and processes and strong financial and human resources.
- Keep pets in homes and out of the shelter and promote responsible pet ownership through diversion and education programs.
- Save lives through creative programs, updated processes and partnerships.
- Ensure the 5 freedoms are met for all animals in our care (see page 5)
- Increase community engagement across ages, geography and ethnicities
- Ensure RCDAS brand is clear, strong and considered caring and proactive in the community
- Raise the standard of care and increased public safety in the community through advocacy, support and example

The following report offers information about RCDAS programs and operations over the past few months.

COVID-19

On April 1, DAS closed our buildings to the public and began modifying operations due to the pandemic. Our first phase of operations was to try to rapidly reduce the overall number of animals in our buildings and entering our facilities to create a cushion space to ensure there was an adequate capacity for the number of animals that might be displaced due to the pandemic or that would need temporary boarding. We put out a plea to the public and they responded. Seemingly what felt like overnight, adopters, fosters and transfer partners came to help find places for the animals. A picture of our empty adoption ward went viral nationally. It was amazing to see all the community support. While we were closed to foot traffic, we remained open for services including adoptions, transfers, and field concerns. We quickly were able to provide curb side and virtual services (more to come in those specific areas). At the beginning, it did slow down some services including a closure of our veterinary services, but we were able to resume those services later.

We also began to assist pet owners who were impacted by COVID-19 including providing temporary boarding to pets of owners who were hospitalized and providing delivery of pet food services to those that were at risk. We created written policies and protocols on these programs including a policy on how to handle COVID-19 exposed animals in the field and the shelter which has been shared nationally with other animal organizations. We did experience an immediate decrease in field-related calls. This was a phenomenon that shelters across the country were reporting in weekly collaborative video conferencing and calls that we were participating on nationally to share ideas, resources and data.

By the time the County decided to re-open to the public on June 15, close again on July 10 and then re-open again September 8, RCDAS was well on its way to be able to continue virtual services to keep our staff and community safe. We had obtained through grant funding I-Pads to do adoption meet and greets and counseling, we had instituted technology to schedule appointments and make on-line payments, have updated our web site to ensure information was correct and clear, and continued to engage the community to encourage volunteerism, donations and other types of community support.

We also provided the support and technology needed to allow the staff to telecommute. During this time, the team was able to continue their existing required tasks, catch up on back-logged work (including licenses) and spent time doing required county and other available trainings. We maintained safety measures to protect our employees and staff including face masks, required check-ins and daily disinfecting of public spaces.

Today, we still have staff telecommuting and have strengthened our virtual programs to continue to safely provide support to the public. We have found that these programs have been quite effective and are allowing us the ability to provide better customer service and animal care. We remain very low in our intake.

ADMINISTRATION

We have been reviewing our infrastructure and administrative functions to ensure they are functioning. This includes;

- Meet and greets with county departments and BOS to introduce myself and learn the county structure.
- Review of our financial and budgeting process. Update it so that we can ultimately do a cost analysis.

- Revision of our internal purchasing process
- Analyzing our technology needs and creating a replacement plan
- Working on the COVID-19 budget and reduction plan
- Creating a new format to capture monthly statistics
- Working on staffing issues including:
 - Re-structuring the org chart
 - Laying off positions impacted by budget cuts
 - Looking at job descriptions and interview questions
 - Addressing long term culture challenges and changing culture expectations
 - Increased communication including:
 - Creation of a weekly update
 - Daily/twice weekly meetings management team
 - Regular meetings among supervisors and managers at each of the departments
 - Bi-monthly all staff meetings
 - Staff training. We have offered many including:
 - California Veterinary Medical Association Veterinary Assistant Certification
 - Fear Free training
 - Multiple trainings on Community Cats
 - Multiple trainings on Radical Return to Owner
 - Trainings on culture and expectations
 - Shelter dog play groups and behavior training
 - COVID-19 related to shelter changes
 - Donations and community engagement
 - Foster care and marketing foster pets
 - Contracts
 - Reviewing and updating the verbiage in all contracts
 - Working on rate change and increase-3-year goal. Analyzing alternative ways of fee rates.
 - Update billing to cities to be actual vs. true-up
 - We have renewed the following contracts:
 - Cathedral City – approved by City and Board of Supervisors on 9/15/20
 - Perris – agreement is with the City
 - Rancho Mirage – City received, but said Agua Caliente isn't sovereign land and it was voluntarily annexed into city limits. I am verifying with County Counsel.
 - Jurupa Valley – agreement is with the city
 - Eastvale – agreement is with the city
 - Indio – amended to remove the Integrated Canine Licensing Program (animal licensing officers).
 - We've sent right of entry agreements to Morongo Band of Mission Indians, Galway Downs Equestrian Center, Jurupa Area Parks and Recreation District for Agate Park. These are all currently with each entity.
 - Other agreements include (currently in review and approval process)
 - Best Friends agreement grant and community cats
 - Pet Finder agreement.

- The Mt. San Antonio Community College District's agreement for spay/neuter
- Contract veterinarian amendment purchase order. The revised scope of services will include large animals' services (i.e. gelding).
- Animal Friends of the Valleys animal control contract

OPERATIONS

- *Reviewing and Updating programs*

To ensure our programs, policies and processes are current and clear, and to ensure it follows the human animal bond model, we are reviewing and updating the program and the program documents for the programs listed below. Each of these will be highlighted throughout this document in more details.

- Community Cats
- Owner Surrender
- Foster Care
- Adoptions
- Lost and Found
- Public Assistance programs/Healthy Pet Zone/Diversion

SHELTERS

- *The Five Freedoms*

We continue to work hard to develop programs to support the internationally recognized goals for animals at animal shelters called the Five Freedoms. Those include;

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury or disease
- Freedom to express normal behaviors
- Freedom from fear and distress

- *Facility overviews*

Jurupa Valley: Our largest shelter maintained most of our shelter operations and cared for most of the animals that were impounded. This shelter saw a new unit chief as its leader and absorbed new team members as a result of the San Jacinto closure and shifting employees to different facilities. We moved our offsite adoption program hub out of this shelter and as a result have already adopted 600 cats into new homes. We also began infusing the community cat program into our programmatic goals at the shelter. Having less animals in our building has allowed us the opportunity to exercise each animal every day, provide baths and grooming for those animals in need and socialization for scared animals in the building.

San Jacinto: Due to budget cuts, it was unfortunately decided to close the San Jacinto shelter for regular shelter activities. We developed a communication and closure plan that included the termination of 18 employees. We continue to maintain our clinic and field service operations at the shelter. We are currently

working on a plan to utilize this space through leasing to nonprofit partners who will provide a specific program that will positively impact animals in Riverside County.

Coachella Valley: This shelter also has a new Unit Chief transferred from Jurupa Valley. The highlights during this time include an increase in staff training and some facility repairs that were long overdue. They have also started a pilot program with dog play groups giving the large dogs needed exercise and stimulation. The videos taken of the play groups have resulted in adoptions and transfers of some hard-to-place dogs.

Blythe: The closure of Blythe was being considered as part of the budget cuts but ultimately it was determined to keep it open. While the relationship with the city of Blythe was a bit dicey as part of the possible closure, I was able to build the relationship through regular communications and meetings.

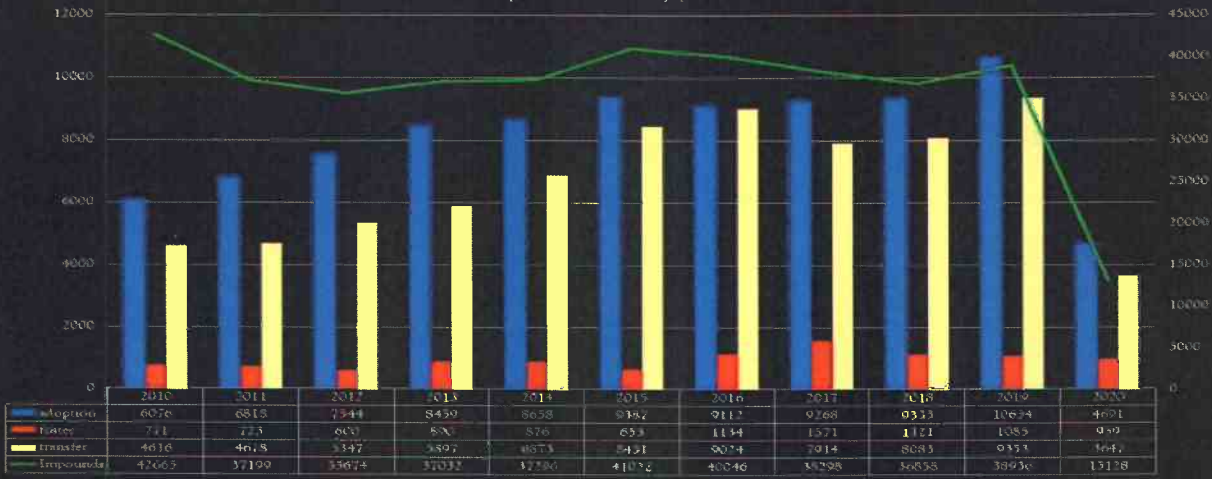
- *Facility and vehicle safety and repair:*

Some examples of items performed to maintain our facilities and to keep them safe include:

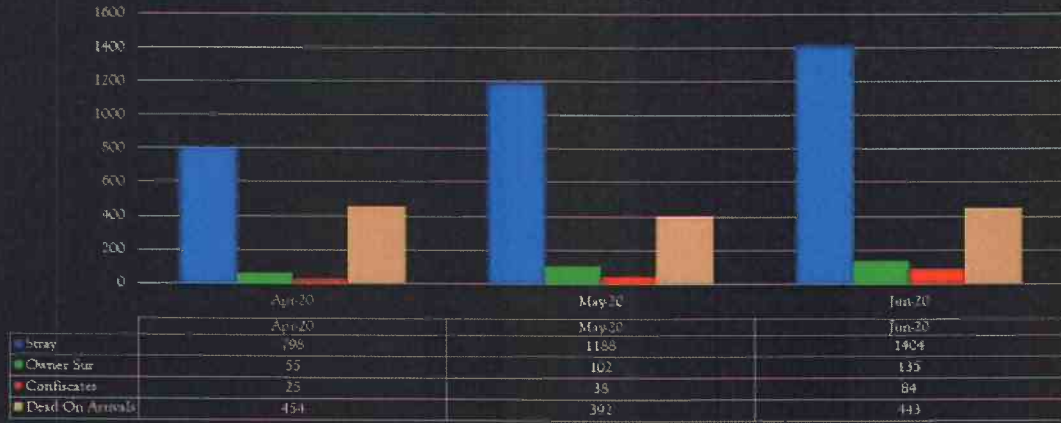
- In the process of creating a staff safety committee
- Reorganized our safety responsibilities
- Held our annual safety review with the safety office
- Schedule safety trainings including CPR and forklift certification.
- Reviewed all our vehicles to ensure preventative maintenance schedule is being followed and working on reducing our fleet.
- Reorganized the facility warehouses to ensure food is secure and the space is organized
- Repaired hazardous cabinets and benches
- Received CARE funds to repair and or replace security camera system at Jurupa Valley and other facilities.
- Working on fire preventative measures at our facilities
- Outfitted and disinfected the facilities for COVID compliance
- Moved the San Jacinto facility equipment and supplies. Continuing to maintain repairs and property at the facility.
- Replaced commercial appliances including dishwasher, washing machines, and AC unit.
- Inspected and cleaned interceptors to follow compliance requirements.
- Updated facility signage

Intakes

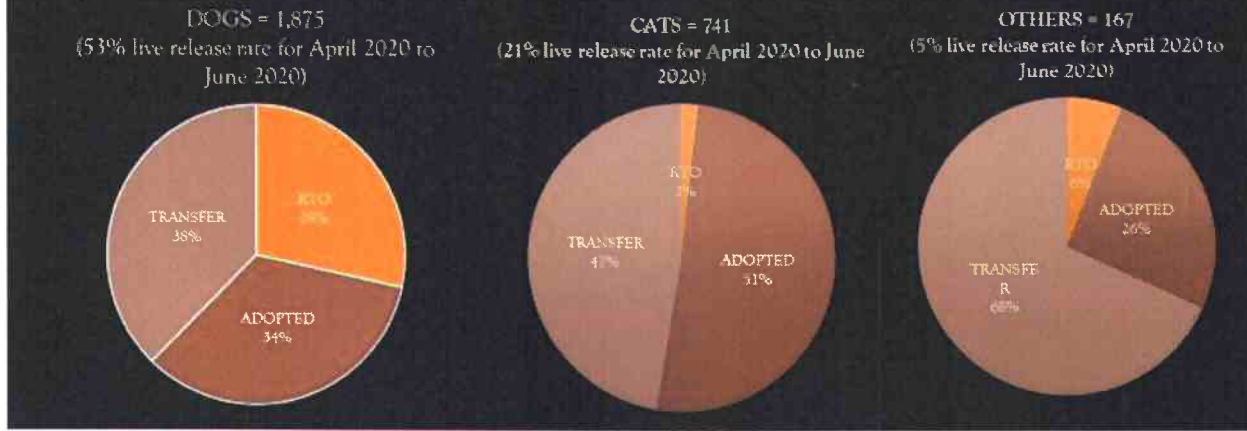
Impound trends by year



90-day Impound Trends
total impounds including DOA = 5,118



Live Impounds = 3,528 from April 2020 to June 2020



- *Strays*

Our stray intakes have been dramatically down since COVID-19 began. We believe it is due to people being at home so they are more aware of keeping their pets indoors, our increased efforts to provide support and services to keep animals in their homes and neighborhoods, and the public proactively helping to get pets back home. Additionally, we have engaged the public to help us get healthy, friendly lost pets back home rather than turning them into the shelter since most animals live close to where they are found. They are asked to file a found report online, check on local social media sites, go door to door, whatever possible to help. If they are unable or unwilling to do the above, then they can call us to pick up the animal or are encouraged to bring it into the shelter

We have also increased our Returns to Owners in the field program. If an officer is dispatched to a call of a friendly, healthy, dog they will scan that animal for a microchip. If positive for a chip and the chip has up-to-date contact information, the officer will attempt to bring the pet home. If they cannot find the owner, the animal will be impounded.

Many animals have been returned home and our customers are appreciative of not having to go to the shelter to reclaim their pet. We are trying to maintain a slow and steady flow of animals in and out of the shelter, in order to maintain safe physical distancing, reduce human to human contact and conduct all non-emergency services by appointment. We are part of a bi-weekly call that looks at data across the nation and we are on trend with our fellow animal organizations.

- *Owner Surrenders*

We created a new program called the Diversion program to assist pet owners with keeping their pets prior to surrender. After analyzing the reasons for owner surrender we determined that the main reasons are: behavior problems (escaping, housebreaking, destruction, aggression), medical issues (mostly trauma like hit

by cars or older pet issues) and social service issues (losing jobs, divorce, moving to a place that they cannot have pets, evictions, homeless, going into the hospital, etc.). After making an appointment to surrender a pet which includes a filled out form about the pet and reason for surrender, the customer will get a call from the Diversion team to discuss and to see if there is a something they can do to assist with the owner's challenges. The Diversion team includes staff members that have been specially trained for customer service and diversion programs. We have managed to prevent surrender and keep animals with their families through behavior support, providing low cost medical care, subsidizing some services with donation support and temporary boarding. We are also providing online resources to assist the pet owner in re-homing their animal on their own, including the use of social media, a program called rehome.com and more. If we cannot provide the support needed or the pet owner refuses our support, we will intake the animal by appointment.

Our daily census remains at around 200-250 animals in our entire animal shelter population on a given day which is down from an average of 700 animals at the same time in previous years.

- *Behavior Support*

Due to a lower number of intakes we have a bit more time to provide extra support to the animals that are at the shelter. We have begun to work on a process and policy to provide enrichment for the dogs and cats in the shelter. This includes getting animals out for walks, play groups, providing clean, warm blankets/bed for the animals to sleep on and access to toys and treats for behavioral stimulation. We are also working on creating a free behavior helpline for members of the public who need behavior support.

PLACEMENTS

- *Euthanasia and Live Release*

I am pleased to share that our live release rate is staying consistent at 81%. We are still having challenges with placement for under-age kittens, and large, adult, unruly dogs. We are brainstorming what we can do for these populations and we are acting accordingly with new foster and behavior enrichment programs.

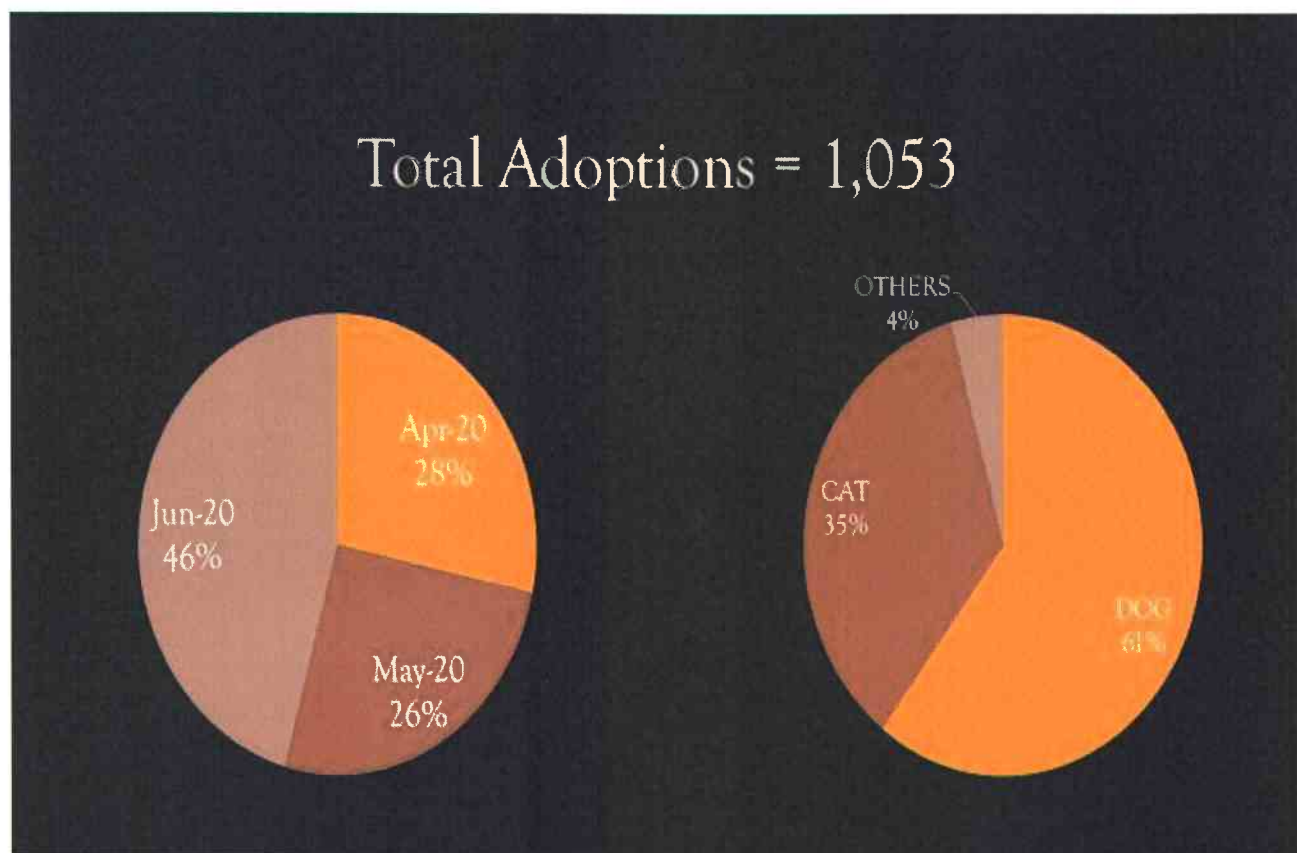
- *Adoptions*

Due to the decrease in intake we have had less animals that have needed adoption and therefore our adoption numbers are down. However, based on percentage, adoptions have increased 7% from last year.

To increase customer service and to ensure the safety of our team, RCDAS has gone to an appointment system for adoptions. Our new Acuity system allows people to make an appointment online to adopt. We purchased more than 20 I-Pads with the help of an outside grant to allow our staff to continue with virtual meet and a greets while we were closed to the public. The adoption was finalized, and paperwork processed over the phone and the new pet owner would pick up the animal at a scheduled time. Now that we are "open" we are utilizing a combination of virtual and in-person appointments. We have also begun to make follow up calls when possible to check on the adoptions and ask the new owner if they needed any extra support.

We have also been extremely successful in placing cats in new families through our offsite adoption centers in PetSmart and Petco. To this date, more than 600 cats have been adopted into new families. Due to the fact

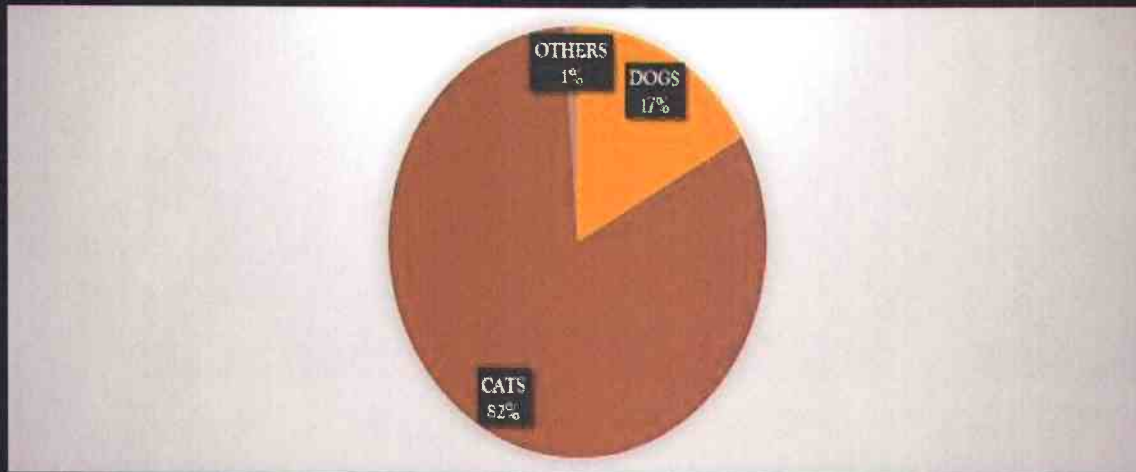
that we have more space for cats in our partner stores than we have cats and a high demand for cat adoption, we have begun to partner with our fellow brick and mortar facilities in Riverside County to assist with their cat adoptions.



- *Foster Care*

We put out a call for volunteer foster parent support when the pandemic first hit. We were overwhelmed with the response with more than 200 people offering help in one night. To date, we placed 350 animals in foster care. These were generally kittens with no mom and moms and their babies. We are now working on programs where we are sending bottle baby kittens, medical need cats and dogs, fearful dogs, and adult dogs with length of stay issues to foster as well. Another foster program in the works is short-term foster field trips or weekend foster for adult dogs in need of stress relief.

Total Animals Fostered in this 90-days = 350



- *Partner Organizations*

RCDAS has 378 partner 501c3 organizations who “pull” animals from our care into their adoption programs. During COVID-19 we were beyond thankful for these groups’ partnership and their response to our call for support. In September, we held a virtual town hall with our partners to give them an update on our statistics, and the program. It was well attended and received. We have also started taking and sharing videos of animals that need placement to promote the animals to partner groups and the public.

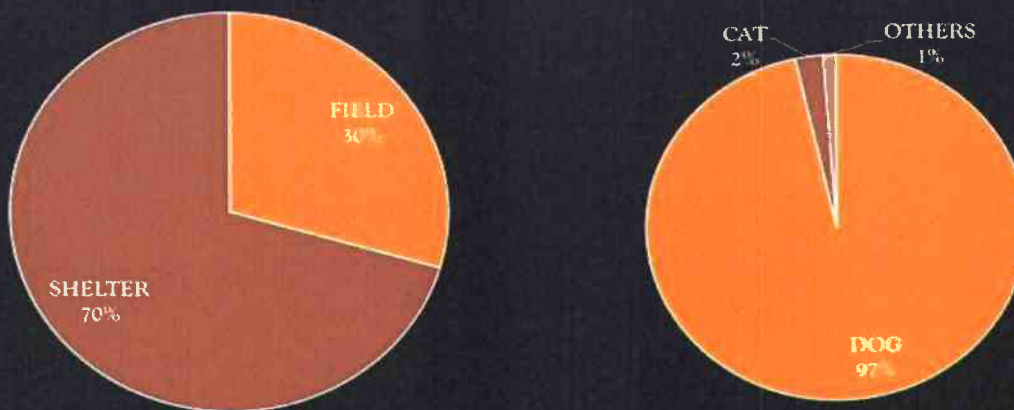
TRANSFERS = 1,161 animals



- *Return to Owner*

We are making a considerable effort to return animals back to owners in the field and at the shelter. We have increased social media postings to include pictures of lost/found pets and have reunited several animals to their owners through the postings. We have also created a new volunteer program called the Community Ambassador program to encourage volunteers to help with lost and found. They will be watching our intake via web and are checking local social media sites to try to match pets with their owners. We will also be equipping this team with microchip scanners to be a resource for the communities where they live if a pet is found. We have also connected with the folks who run the county Next Door page to gain access and to post found animals from our site so that the community where the pet is found can see the animal is at the shelter.

RTO = 549

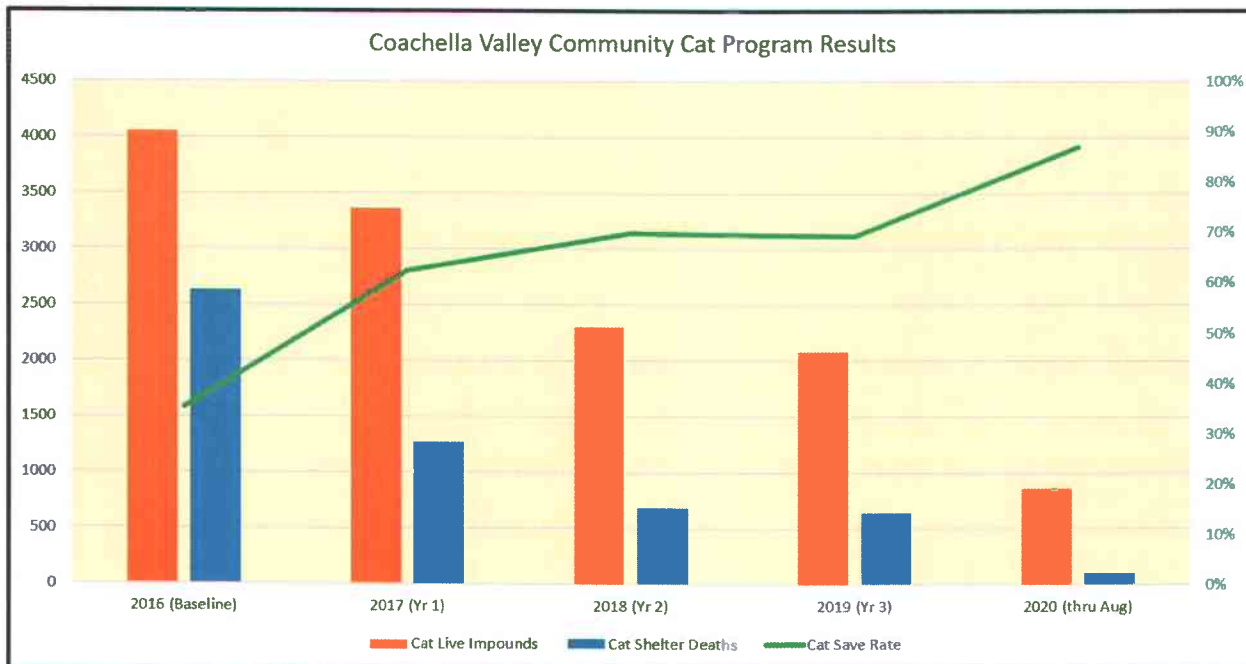


- *Community Cats*

Riverside County Department of Animal Services (RCDAS) has historically impounded 15,000 to 17,000 cats per year. Within the last 10 years the save rate for cats has increased from less than 20% to more than 60% at some shelters through innovative programming. One of these programs has been the Community Cat Program. Nationally, approximately 50% of the cats brought to a shelter are unowned, free roaming “community” cats, many of whom are not suitable for adoption into homes. Of potentially owned cats, very few are retrieved by their owners from shelters. It is not unusual for cats to wander when outdoors, therefore, an owner may not think to look for a lost cat at a shelter until it has been past the mandatory holding period. Indeed, only 1% of cats who enter RCDAS shelters are returned to owner.

In the past, community cats were impounded in shelters and ultimately euthanized, as no other outcome was available to them. This ineffective, costly and inhumane approach to managing community cats is steadily being replaced with progressive community cat programs (CCPs). These shelter-based programs, based on the trap-neuter-return (TNR) or shelter-neuter-return (SNR) methods of population management, are effective at reducing the numbers of these cats, reducing shelter admissions and shelter deaths, saving taxpayers money, and providing a public health benefit to the community. In such programs, unowned, free-roaming cats deemed healthy enough to qualify for the program are sterilized, vaccinated, microchipped, and returned to their original location, with the identification of local caregivers.

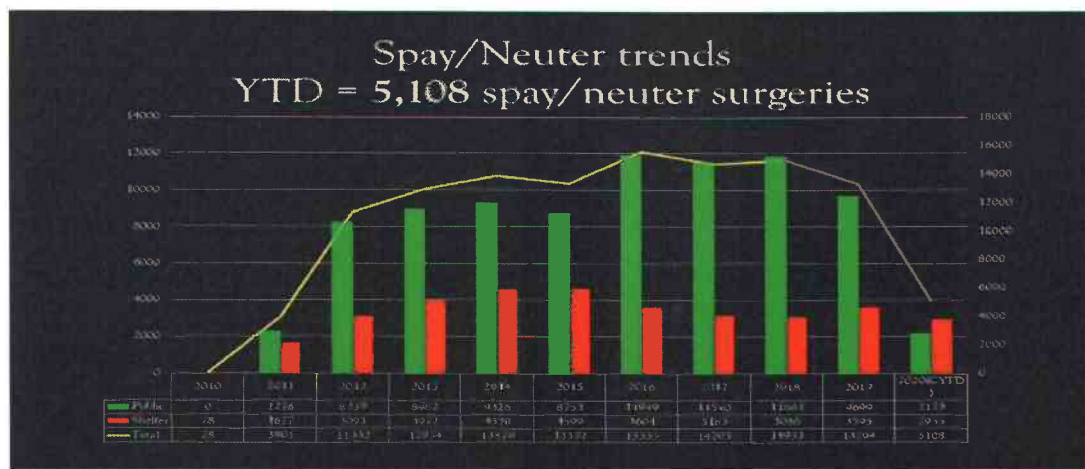
Community cats include any free roaming cat without visibly discernable or microchip identification that may be cared for by one or more residents in the area, known or unknown. Community cats that are ear tipped indicate the animal is unowned, sterilized and vaccinated against rabies at least one time. A community cat may also mean a cat that is found outside with no valid identification that is brought to the animal shelter and is not yet sterilized, ear tipped, and rabies vaccinated. Below is a chart outlining the success to the program at our Coachella Valley facility. We are beginning to capture the data for our Jurupa Valley program as well.



VETERINARY SERVICES

We maintained our veterinary services and public spay/neuter services during the closure. Please see below a chart of how many internal and external spay/neuter surgeries were performed. Other life-saving and routine surgeries were performed including bone repair, eye enucleations, tumor removal, foreign body surgery, and other surgeries that are necessary to the health and wellbeing of sheltered pets. We also managed the veterinary care of many stray animals that were hit-by-car, injured, and part of animal cruelty investigations. Some examples of new work included:

- RCDAS clinic implemented telemedicine for foster care appointments and euthanasia requests to reduce human to human contact and to allow fosters to be served at home.
- The clinic was closed for operations in April but reopened for services in June. At that time, we created a phased approach to spay/neuter animals that were adopted without surgery, bring back foster animals to be able to place up for adoption, provide surgery to the public and do pre-sterilizations of animals in the shelter.
- Created an appointment system to safely schedule and intake animals from the public.
- Provided medical care to homeless pet owners as part of the Counties Continuum of Care program and Project Room Key.
- Due to the retirement of our chief veterinarian and premise permit holder, we needed to re-allocate the workload and apply for new permits under a different veterinarian's license. This has been approved and received. We have rewritten the chief veterinarians job description and it is currently posted for hire.
- Increased wellness service to assist pet owners who were not able to access private veterinary care due to COVID restrictions including x-rays, wound care and medical treatments. This included referrals from RCDAS field officers. Our team went out into the field to assist with cases as well.
- Rewrote our euthanasia in the field policy and administered a training to all field officers.
- Pre-altering animals at the facility to reduce length of stay
- Moved to provide daily vaccinations and microchips instead of two shot clinics a month
- Started providing flea and tick medication and de-worming to the public
- Managed the care of COVID-19 exposed animals.
- Spend time on removing fleas and grooming animals that are dirty and matted.



ANIMAL CONTROL SERVICES

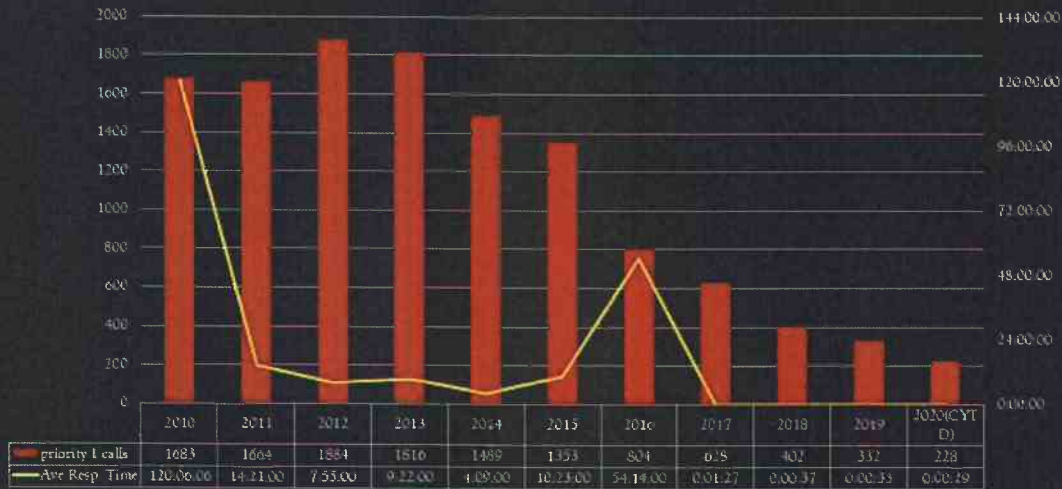
Please see the attached charts

Animal Control Services maintained services during COVID-19 focusing most of their energies on Priority 1 and 2 calls. They shifted efforts to assist pet owners with COVID-19 and responsible pet ownership needs.

Some of the highlights of their work included but not limited to;

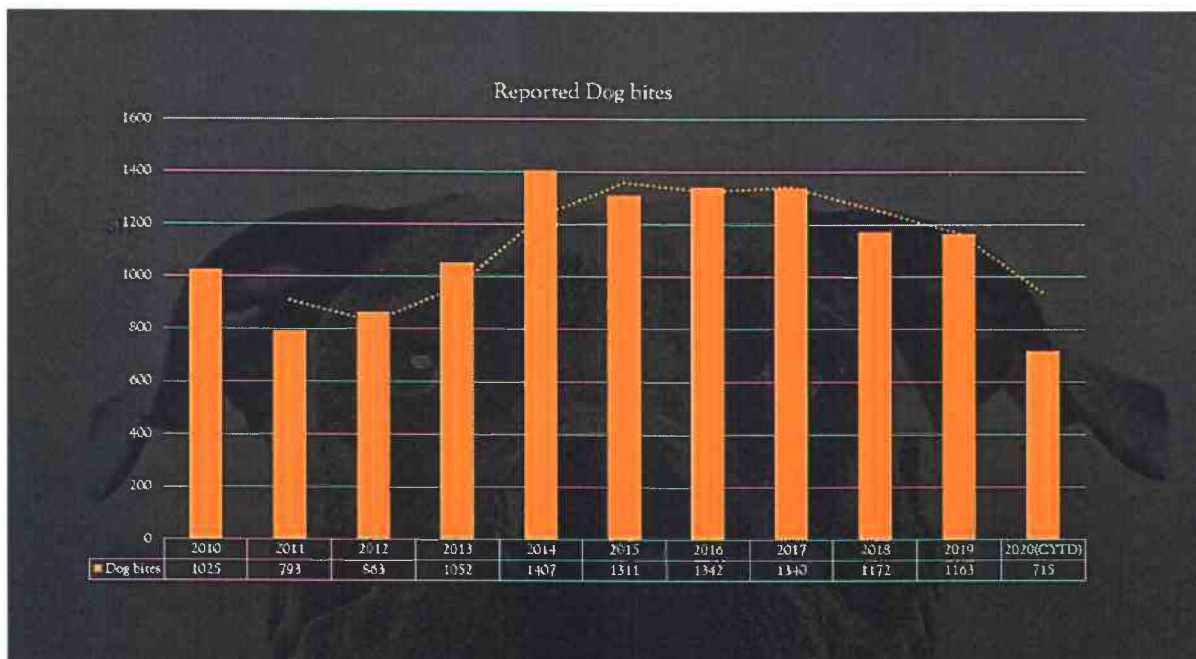
- Moved towards a Radical RTO model which included proactively returning animals back to their owners including King Solomon a pet goat spooked by fireworks and a dog displaced by the Apple fire.
- Assisted pet owners impacted by COVID-19 by feeding and watering animals in the field and transporting animals for temporary boarding.
- Proactively educating the community on living with wildlife
- Addressing community cat issues with education and support for hoarder type issues
- Working with the Healthy Pet Zone to provide resources in the field to homeless, and at-risk pet owners to promote responsible pet ownership, including assisting the daughter of a hoarder of cats in trapping, spay/neutering and re-homing the cats.
- Working on a kit that will be added to each truck with flyers, food, mesh to fix fences and more to assist with Healthy Pet Zone programs.
- Assisted LA County and San Bernardino county with large cock-fighting busts. Managed 3 of our own cock-fighting investigations; in the City of Riverside, and County area
- Assisted the FBI with dogs at a massive drug bust in Blythe
- Multiple animal cruelty investigations including but not limited to
 - Dog that was shot by his owner
 - Multiple burned dogs and goats
 - Successfully convicted an owner of a neglected horse
- Many animal rescues including but not limited to:
 - Multiple dogs from canals
 - Wildlife caught in barbed wire
 - Burro hit by car on the freeway
 - Duck caught up in fishing line
- Received and equipped 9 new trucks
- Mobilized team members to assist with two recent disasters including Apple and El Dorado Fires. Provided temporary boarding for 32 animals during the Apple Fire. Rescued, transported and cared for multiple animals in the evacuation zone. Responded to mutual aid call for LA County for the Bobcat fire.
- Perform an ordinance review and move towards an update.

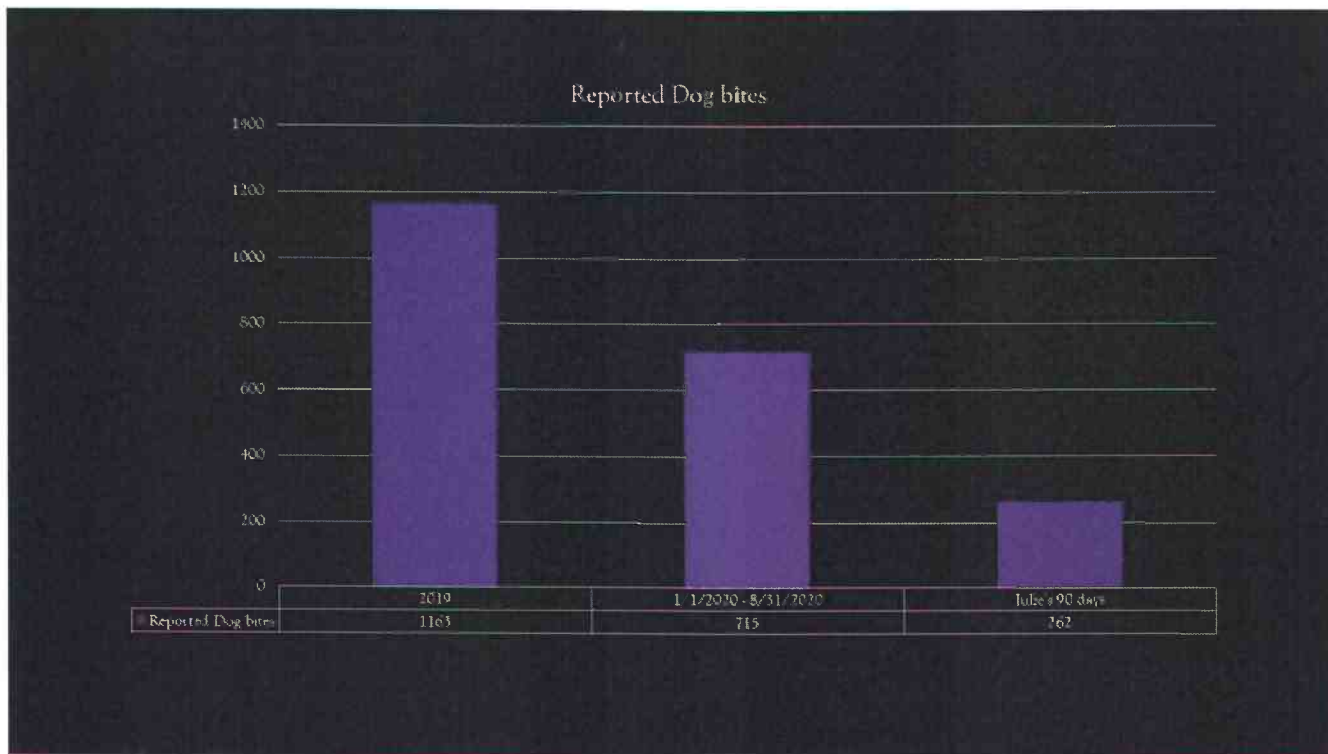
Average Response Times in minutes for Priority 1 calls



Dog Bites

From April 1, 2020 to June 30, 2020, there were 262 reported dog bites for unincorporated areas of Riverside County and cities contracted by DAS. A comparison between CYTD to 2019, there is a 38% decrease of dog bites reported in 2020 (715) compared to 2019's (1,163) reported dog bites. Of these dog bites reported, 204 dogs were currently licensed, rabies vaccinated, and owned, 88 dogs were currently rabies vaccinated and owned, 299 dogs were not currently licensed and not currently rabies vaccinated, and owned, and 124 were stray dog bites (no owner, no license, no rabies vaccination). Rabies Control ASR continue to review and maintain **880** reported bite reports of the unincorporated areas of Riverside County and contracted cities.



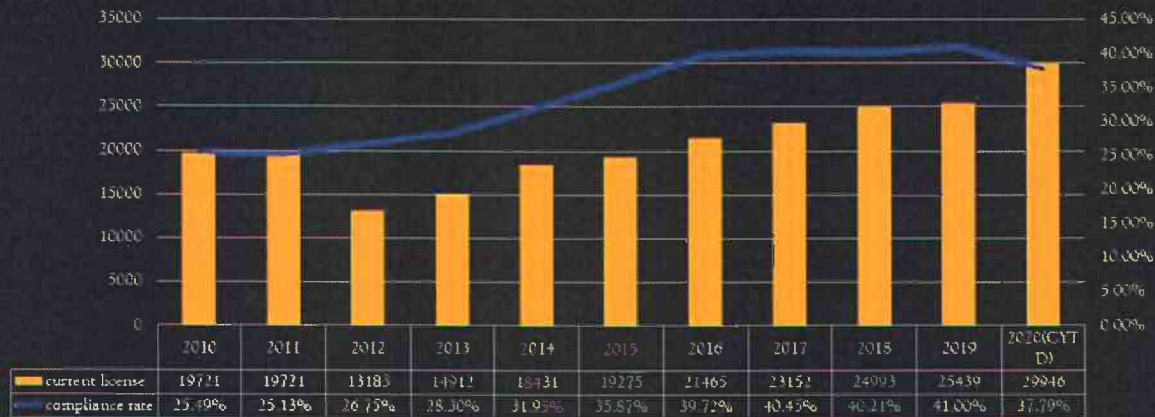


Licensing

COVID-19 has had an impact on licensing growth due to a financial impact on our residents. As requested, we softened the language on our initial renewal letter and are currently working on the language for our second and third renewal reminders. We have also eliminated our integrated canine licensing program due to budget cuts.

Licensing staff continue to process an average of 5 (25 pieces per batch) mail batches of checks onsite per day; Processed **14,652** licensing transactions (renewals, new, phone payments from call center); collected \$643,183.64 license and citation revenue – this includes webpayments. Issued 2,831 new licenses; renewed 11,819 licenses; closed 3,427 licensing records – moved, pets deceased, pets gone. 32,478 license notices were sent by email and US post office mail and 7,329 (22%) did not renew their license. Scheduled 49 spay/neuter contract appointments to follow-up on adoption compliance. In this period, license compliance is down by 3%(38%) compared to 2019 at 41%. But proactive efforts are in place to help pet owners comply with dog licensing laws through rabies vaccination certificates – animal control officers are picking up certificates at clinics in their patrol areas.

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Call Center

From 4/1/2020 to 6/30/2020, the call center manned by an average of 3 agents handled a total of **22,425** calls. With this volume of calls, the peak hours for calls are now starting at 8:00AM decreasing to 11:00AM with an average duration of 2 minutes and 53 seconds for each call, each agent. Only 26 calls were dropped. Of these calls, **2,531** (11%) were field services activity requests with the most common call of dead domestic and stray roaming animals. **19,894** (89%) were information or inquiries. The highlights of the calls were animal Availability- Fosters, adopters and rescue, licensing and citation questions, request for assistance on trapped cats (healthy), trapped wildlife (healthy), and vaccine clinics.

Our call center made a concerted effort to move from being a transactional based department to more educational in nature. To assist with this, we have done the following:

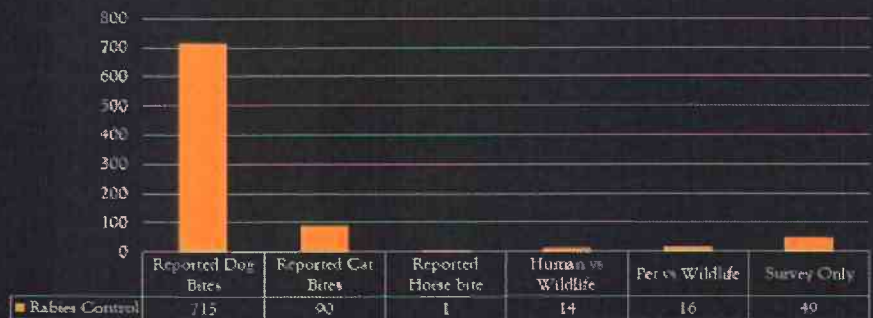
- Update our phone script which is currently being recorded
- Update After Hours phone script
- Began answering calls on Saturday

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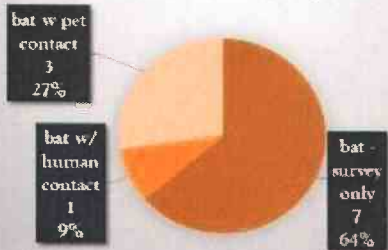
Rabies exceptions and permits

Rabies Control ASR continue to review and maintain **880** reported bite reports of the unincorporated areas of Riverside County and contracted cities.

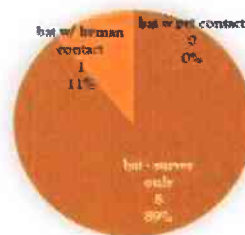


Positive rabies

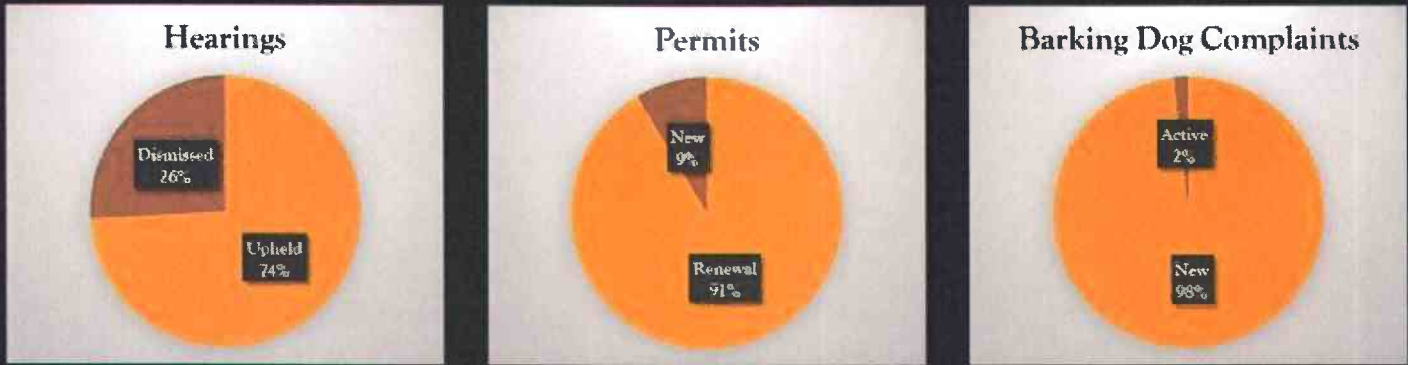
Bat Rabies = 11, 2020 YTD
Out of 49 tested



Bat Rabies = 9, 2019
Out of 58 tested



From 4/1/2020 to 6/30/2020, Field services hearing, and citation desk manned by one designated staff member processed 191 types of hearings, 168 kennel licenses/permits/catteries countywide, and 738 Noisy animal complaints.



PROGRAMS

Department

We have created a new department called the Programs department. This department focuses on all external, public facing programs including education, outreach, PR/marketing, volunteering and fundraising.

- *Human Animal Bond Support and The Healthy Pet Zone*

Human Animal Support Services (HASS) is an international coalition of animal services leaders of more than 30 pilot organizations transforming the traditional sheltering system to serve the entire community in supporting the human-animal bond. RCDAS is honored to be selected as one of 20 Tier 2 shelters to work toward the HASS goals of getting pets homes, keeping families together, self-rehoming, intake to placement, shelter updates and animal protection and public safety. This model aims to increase services and support to help keep pets in their homes and communities. We are acting as a role model to other municipal shelters helping them reach their goals. To learn more, visit www.humananimalsupportservices.org. Some of the programs that we have implemented include:

- Lost dog reunification support including radical RTO
- Owned pet supported for self-rehoming through Diversion program
- Virtual services to create a broad range of options for people to safely and quickly access help
- Intake to foster-identifying foster and fast track needs for animals upon intake

- Creation of the Healthy Pet Zone, a program designed to provide support to pet owners in crisis. This program is funded by private donations, foundation grants, and more recently, CARE Funds. These programs include;
 - Pet Food and Supply Support-We have participated in two community food distributions where we provided pet food to the community. We are in the process of creating a bi-monthly food distribution at the shelters. We provide food and supplies to those in crisis at the shelter and in the field.
 - Medical Support including low-no cost spay/neuter, vaccinations, microchips and treatments.
 - Behavior Support
 - Crisis Boarding- We have provided temporary boarding for pet owners who are in crisis including those experiencing homelessness, going to the hospital/rehab, and domestic violence situations.
 - Field support on a case by case basis.

- *Education, Youth Programs, and community programs*

COVID-19 temporarily put a halt to our education, outreach, and offsite adoption programs. During this time, we did host a few virtual and in-person outreach including;

- Virtual presentation to Supervisor Hewitt’s constituents on COVID-19 and Pets.
- Filming of a video to share on COVID-19 and pets
- Town Hall for Transfer Partners
- Creation of a monthly pet of the month for the City of Eastvale
- Planning for a license event with the City of Indio
- Participation in the National Clear the Shelters month
- Development of community messages to be sent to all contract cities for sharing on social media
- Coordination of multiple staff trainings
- Speaking at 3 national virtual meetings

- *Public Relations and Marketing*

As one might expect, COVID-19 did not slow down the traction on RCDAS social platforms. With so many people forced to stay at home, more people were following their favorite people and organizations online. All RCDAS social platforms continue to trend upward.

The department manages three different **Facebook** pages (one for each of the department’s largest shelters). All told, a combined 30,500 people follow these pages and Facebook continues to be the most active social platform. On July 21, a post about a stray miniature horse named Max generated a “reach” of roughly 130,000 people. We are always pleasantly surprised and very pleased when a picture or video gains that level of traction.

Instagram is the department’s newest platform, but it has already surpassed Twitter with 3,375 followers (Twitter: 2,373). The account (RivCo Shelter Pets or riversidecountyanimalservices) trends toward a younger audience and, with that in mind, we attempt to keep the page livelier and more fun. Interestingly, the account

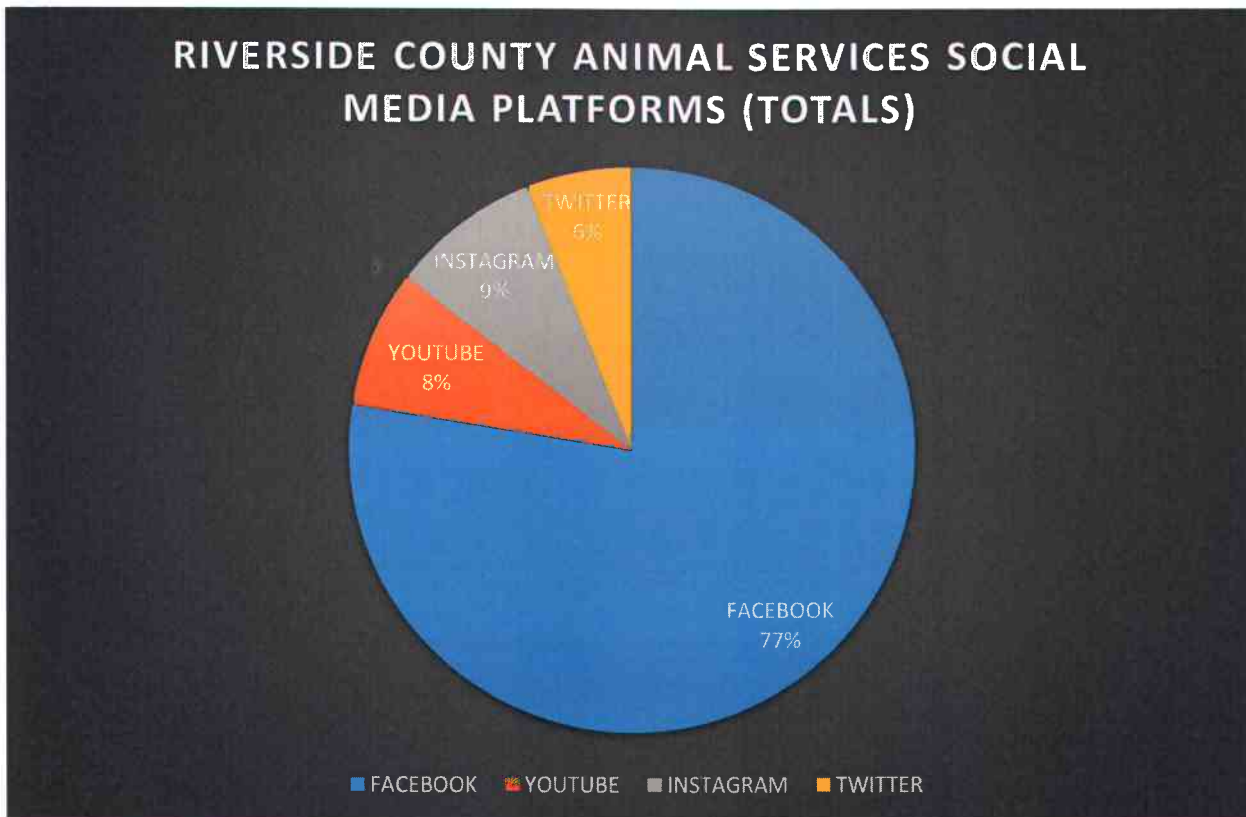
is followed primarily by women (almost 80 percent). We believe this platform will likely build momentum as more younger residents start to follow the page.

Although the **Twitter** account (@helpinRivCoPETS) has not grown exponentially in recent years, the account gets a large chunk of traction from Southern California media outlets and reporters. It also is followed by several county stakeholders. We use this account often to announce breaking news.

YouTube is the department’s oldest social platform. It’s easy to forget that YouTube was one of the earliest heavy hitters in the social-media world, but it still holds steady as an often-visited platforms. The department’s channel, named RivCoAnimalsPIO, dates to November 2009. During COVID-19, we were excited to surpass a major milestone: the channel now has more than 2 million total views.

Our public relations efforts have resulted in an average of one story each week in the media. The program has also been working on:

- The creation of a monthly newsletter
- Instituting a pet of the month program bringing an adoptable animal to the council meeting in the City of Eastvale.
- Update of our Web site
- Regular social media posts of animal control activities, pictures of adoptable pets, pictures of lost and found animals and educational messages



- *Fundraising*

Our goal during this time has been to create the infrastructure needed to create an opportunity for members of the public to support us with financial or in-kind support. The following are a list of items that have been worked on;

- Write policies on gift acceptance, and gift managing process (matching County policy)
- Create a donor spreadsheet and system to capture data in our database
- Update our online, web donation form and access
- Creation of thank you letters and post card
- Ensure acknowledgement through timely thank you letters
- Create a wish list and post it online for those interested
- Plan a holiday gift giving guide and program
- Incorporate a voluntary donation request with license renewals
- Writing grants. Have received \$125,500 in foundation grants from January 1st to date and received \$230,000 in CARES funding.

- *Volunteers*

Volunteers continue to remain an important and essential program for RCDAS. With a brief COVID-19 hiatus, volunteers have returned to walk dogs, assist with transports, take pictures and more. Some of the new highlights of the program have been:

- Ensuring the safety of our volunteers by re-organizing schedules
- Increase communication by
 - Creation of a weekly email message
 - Creation of a monthly newsletter
 - Creation of a monthly virtual training called Coffee and Chat
- Provided virtual trainings including marketing shelter pets, community cats, caring for bottle baby kittens, etc.
- Finalize volunteer certification program documents
- Creation of job descriptions for new volunteer opportunities including the ambassador program and offsite adoption location transport.
- Participate in County Welfare to work and youth work programs
- Incorporation of the foster program into the
 - Ringworm
 - Bottle kittens
 - Adult dogs
- Behavior animals- working with special needs
- More social media interaction and involvement to promote animals in need or available for adoption
- Employee of quarter recognition chosen by volunteers
- Near completion of the process to be certified as a Service Enterprise Organization through the Points of Light Foundation, which focuses volunteer efforts on strategic initiatives and maximizes the value of volunteer contribution
- Utilizing graphic design volunteers and photographers

- *Collaboration*

Collaboration with fellow Riverside County animal organizations has been a priority for DAS. I have reached out and have scheduled meetings with many of our partners. We have also formed the Riverside County Animal Welfare Coalition to communicate and collaborate. The members of the Coalition are;

- RCDAS
- Ramona Humane Society
- Loving All Animals
- Animal Friends of the Valleys
- Palm Springs Animal Shelter
- City of Norco Animal Control
- City of Corona Animal Control
- City of Moreno Valley Animal Control
- Animal Friends of the Valley
- Animal Samaritans

CONCLUSION

The RCDAS team has been working very hard to manage the pandemic and budget challenges while analyzing and updating our programs. I am proud to be working with this dedicated and passionate group of individuals. I look forward to continuing with our efforts. Below are some strategic goals that we will continue to work towards.

Strategic Goals

Infrastructure

- Complete reorganize financial statements to get ready for fee study
- Analyze animal control cost structure
- Complete reorganization of organizational chart
- Complete written Strategic Plan document and goals

Community Engagement

- Rewrite the department web site
- Create an internal development (fundraising) department to increase donations
- Create an ambassador program in the community
- Work with contract cities to increase awareness of services
- Collaboration with Riverside County organizations-animal welfare and human services

Operations

- Assist pet owners in crisis through the development and distribution of Healthy Pet Zone programs
- Decrease stray animal intake through increased RTO in the field, education and distribution of Healthy Pet Zone programs
- Increase live release rate by increasing the amount of animals in foster care and transferred to partners
- Open the Healthy Pet Zone facility in San Jacinto
- Ensuring the 5 freedoms are met for animals in our care by creating an animal behavior and enrichment program including support for pet owners, and training, enrichment, and play groups for dogs at the shelter.
- Decrease the amount of stray cats impounded and problem cat calls in the community through the community cat program
- Update county ordinance
- Increase licencing