



Santa Barbara County
Animal Services

Oversight Team
Review and Categorization of the
AHA Recommendations

February, 2016

Based upon the Report by the American Humane Association
for Santa Barbara County Animal Services

July 2015

AHA Report Task List - Santa Barbara County Animal Services

1.0 Shelter Facilities & Maintenance

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
1.1 Building Exterior Grounds and Landscaping						
	1.1A Initial Spring Cleaning all out door areas	X Completed	X			
	1.1B Create outdoor cleaning check list and SOP			X		
	1.1C Organize and schedule 2 semi-annual cleanings per year		X			
	1.1D Consider humane alternatives to controlling gopher problems at the Santa Barbara shelter (underground fencing)					X
1.2 External and Directional Signage						
	1.2A Create internal signage template so everything hung inside the shelter is appropriately branded and consistent			X		X
	1.2B Request branded, county approved, directional signage (see details in report)			X		X
	1.2C Provide signage on the front door of Santa Barbara and Lompoc directing people to emergency resources when the shelter is closed. Include the names, phone numbers, and website of any relevant agencies, i.e., emergency veterinary hospitals, etc.	X	X			
	1.2D Remove parvovirus signage from the front door at the Santa Maria facility unless there is a specific and current outbreak at the facility.	X				
	1.2E Move the index box from the clinic door to another location that is not on the door at eye level at the Santa Maria location. Perhaps mount it onto the building to the left or right of the same door.			X		
	1.2F Condense the signage at the Lompoc location to reflect that it is Santa Barbara County Animal Services. There is a way that the county can reflect the work that partner or volunteer organizations do on behalf of SBCAS that does not contribute to confusion.					X

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	1.2G All hand-written signs should be consistently logo'd, in a specified font, written in an appropriate tone, laminated and approved by a manager before being posted.			X		
1.3 Parking Areas/Walkways						
❖	1.3A Assign properly designating parking for fire and emergencies as per local ordinances in SM and SB	X	X			
	1.3B Designated areas for ACO parking should be established, clearly marked, and utilized for that purpose.	X Completed	X			
	1.3C Covered areas should be created to allow for ACOs to unload animals / materials as well as clean vehicles in all weather conditions.					X
	1.3D Vehicles should not be parked in "No Parking" areas.	X Completed				
	1.3E Contact the Fire Department on the proper designation of emergency parking for fire and emergency equipment and ensure that the areas are marked accordingly at the Santa Barbara and Santa Maria locations.	Repeat 1.3A				
	1.3F Designate employee and volunteer parking areas allowing patrons and visitors access to the most convenient spots	X Completed				
1.4 ADA Compliance/Handicapped Access						
	No recommendations	No recommendations				
1.5 Building Security and Fire Alarm System						
☑	1.5A Restrict after hours access to all buildings				X	X
☑	1.5B Create Fire & Safety SOP and evacuation plan			X		X
	1.5C Install a surveillance system similar to the system at the Lompoc location at both Santa Barbara and Santa Maria. Provide basic training on use of the software to at least one employee onsite. Camer-as should point to an overview of the parking lot, all entries and exits, as well as controlled sub-stance safes and safes donation boxes that hold cash.	X		X		

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	1.5D Determine if the key pads on the doors at the front of the Santa Maria building are functional and if using them would be helpful.			X		
❖	1.5E Ensure that fire alarms are present throughout all of the facilities and that fire extinguishers are on an annual inspection and replaced as needed.			X		
	1.5F Create a fire emergency SOP. Contact the county and determine if they can provide SBCAS with training or materials.	Repeat 1.5B				
	1.5G Develop comprehensive security SOP (See details in report, ie only county employees should have keys to county buildings after hours; consider changing the locks on all doors; consider extending business hours)			X		X
	1.5H Consider adding a doorway to the restroom at the Santa Barbara location from the front of the building. The team was informed that many volunteers have keys to the building because they need access to a restroom.					X
1.6 Internal Signage						
	1.6A Create hand-written sign template	Repeat 1.2G				
	1.6B Replace all signs with new template, laminate and hang using velcro tabs.		X			
	1.6C Evaluate the message tone and strategic placements for important messages.		X			
	1.6D Add dates to signs that require them		X			
	1.6E Assign a staff member to approve all signs prior to posting.	X Completed				
	1.6F Ensure that internal signs comply with the ADAAG, which has requirements for character proportion and height placement.	X		X		
1.7 Lobby/Reception Area						
	1.7A Implement cleaning and closing check list for front desk and lobby area.		X			
	1.7 B Increase the selection of educational materials (in English & Spanish) in the lobbies.			X		

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	1.7C Remove some of the clutter atop of the front desk at the Santa Maria location. Employees should make extra effort to greet all visitors because of the high design of the counter.	X Completed	X			
	1.7D Ensure that all County generated educational materials are branded with the name and address of SBCAS.		X			
	1.7E Replace tower information racks with attractive commercial display units that hang on the walls.			X		
	1.7F All homemade signs should be laminated when possible, properly logo'd and neatly displayed.	Repeat 1.2G				
1.8 Office and Dispatch Areas						
	Dispatch concerns will be addressed in the Field Services Section	See Field Services - Section 8				
1.9 Staff Break Rooms						
	1.9A Draft and implement a cleaning schedule for break rooms and fridges		X			
<input checked="" type="checkbox"/>	1.9B Discontinue the use of the break room sinks for animal related purposes	X Completed				
<input checked="" type="checkbox"/>	1.9C Remove all toxic chemical storage from food preparation surfaces	X Completed				
1.10 Waste Disposal/Storage						
<input checked="" type="checkbox"/>	1.10A Create Inventory management system (see details; could use Chameleon)			X		
	1.10B The team commends SBCAS for designating a concealed area for waste and recycling at the Santa Maria location. Similar efforts should be made at the other locations.					X
❖	1.10C Implement SOPs for waste disposal and storage in compliance with Occupational Safety and Health Administration (OSHA) regulations and best practices for employee, volunteer, and visitor safety.			X		
	1.10D Immediately implement precautions for animal food storage that requires secure covering of all food containers.	X Completed				

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	1.10E Put in place a rotation system in the food storage areas to reduce the risk of spoilage and infestation. Ensure that when new food supply arrives that the new food is placed at the bottom of the pile. Date the bags when they arrive with the date that they arrive and use them in date order.	X	X			
	1.10F Provide proper storage areas of equipment and supplies by their use.	X		X		
	1.10G Dispose of any supplies or products that are not regularly utilized.	X Completed				
	1.10H Review the items that need to be stored. Designate space for needed items and do not accumulate obsolete items.	X		X		
1.11 General Facility Maintenance						
	1.11A Create daily cleaning check list for all areas of each shelter, assign duty and accountability.		X	X		
	1.11B Develop a written protocol for maintenance requests to include how staff should communicate maintenance issues to management. Maintain a written log of all requested and completed repairs. Hold the staff and volunteers responsible for communicating maintenance issues.	X		X		
	1.11C Address cooler temperature setting in Santa Maria.	X				
	1.11D Reach out to General Services to determine which items have a preventive maintenance schedule for each facility. Establish preventative maintenance schedule calendar. Management should walk through the facility on a monthly basis and inspect kennels, cages, floors, walls, doors, equipment, lights, and the HVAC system, including the vents.			X		
	1.11E Develop a plan for maintenance and cleaning of all drains and the septic system with daily, weekly, and monthly checks and procedures.	X	X			X
1.12 HVAC (Ventilation/Temperature) System and Air Exchange						

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	1.12A Review the air systems with an HVAC specialist from General Services. Technical data about the air handling systems should be reviewed and understood for each facility. It is essential to understand how the air moves within the shelter environment, because it plays a major role in managing disease and providing animal and human comfort. If there are disease outbreaks in any animal population, knowledge of the air system will help to correct the problem.			X		X
	1.12B Provide the following air changes per hour: Public areas: minimum of 6–8 changes per hour; Animal housing areas: minimum of 12–14 changes per hour.					X
	1.12C The best environment would be created using 100% fresh air. Where fresh air is prohibitive, filters and other purification systems should be utilized to purify returned air.					X
	1.12D Maintain an ambient air temperature between 68 and 72 degrees in the lobbies, administrative areas, and areas housing puppies and kittens. Install lockable thermostat covers to minimize the changing of temperatures in animal housing areas and prevent anyone from turning vents on and off.					X
	1.12E Ensure that the filters are being changed every month on a regular schedule.	X	X			
	1.12F Put into place a preventative maintenance program for all air handlers and vents.			X		
	1.12G Review recommended air exchange rates for animal housing facilities. Compare existing design specifications and make adjustments where possible.	Repeat 1.12B				
❖	1.12H Consider building a screened outdoor area that is safe and secure to be used for cats so that they can also enjoy access to fresh air on occasion. Ensure that the area is free from sound and sight of dogs and barking. If there is no viable option, keep this in mind for future building or remodeling projects.			X		

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
1.13 Dog Housing						
<input checked="" type="checkbox"/>	1.13A Clearly designate areas for Adoptions, Holding, Isolation, Quarantine			X		X
<input checked="" type="checkbox"/>	1.13B Create SOPs and decision matrix on where animals are housed at intake.			X		X
	1.13C Establish cleaning work stations in each kennel area	X Completed				
	1.13D Separate young animals (< 5 months) from general population.				X	X
	1.13E Create SOP for each area to include: 1) Maximum capacity of animals allowed; 2) Clear definition of who is responsible for cleaning, feeding, monitoring					X
	1.13F Implement deep cleaning SOP and schedule. Deep clean and degrease kennels once a week, including removing dust, dirt and miscellaneous items from the tops of cages and runs.			X		X
	1.13G Create SOP for group housing with clear guidelines on selection.			X		
	1.13H Repair any cracked and/or peeling concrete in the dog kennels at the Santa Barbara and Lompoc locations.	X-SB		X-L		
	1.13I Repurpose or rebuild the "Pillsbury" building at the Santa Barbara location. The hexagonal building is in poor condition and the cost in updating the building would not be worth the result. The building is inadequately designed to meet animal housing requirements and it may serve the county best to demolish the building and replace it with proper dog isolation and quarantine, as the facility currently does not have isolation for dogs or a way to separate dogs who should not be housed with the general population for medical issues. See the section "Isolation and Separation" for more information.			X		X
	1.13J Contact General Services to determine the need for drainage on the concrete pads at the Santa Barbara and Santa Maria locations.		X	X		

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	1.13K Immediately discontinue coiling hoses and storing them in the kennels on the plumbing at the Santa Maria location. It is likely that this practice is what caused the metal plates to come off the wall. Purchase wall mounted hose reels or holders for hoses.	X Completed				
	1.13L Contact General Services about repairing the plates on the kennel walls where the plumbing is exposed.	X Completed				
	1.13M Commence discussions and planning on replacing the old dog kennel at the Lompoc facility. The AHA commends the county for renovating the facility; however, the dog kennel does not meet the needs of the dogs in the way of size on the inside portions of the runs, and cleaning and sanitation due to the deteriorating concrete, cinder block, and chain link. If the county is not able to replace the kennel within the coming two to three years, consider: 1) Repaint the kennel and run walls using a high quality coating that will stand up to hard use, daily cleaning, and harsh cleaning compounds. Consider using colors and patterns to help improve the aesthetics which will improve the environment. 2) Ensure that any items within the dog runs with excessive rust are replaced. 3) Regularly inspect the dog runs and ensure that there are no protruding parts that could injure a dog.			X		X
1.14 Cat Housing						
	1.14A Clearly designate, in all locations, and create SOPs for: 1) Adoptions - healthy animals available for adoption; 2) Healthy Holding - strays and owner surrenders until able to be moved to adoption. These animals can be viewed by public prior to release date 3) Isolation- animals who are exhibiting symptoms of an infectious disease. 4) Quarantine - ideally two designated areas, one for bite holds and the other for animals that were exposed to infectious disease. Isolation- animals who are exhibiting symptoms of an infectious disease and 5) Feral Cat room - though keeping feral cats caged indefinitely can be inhumane.			X		X

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	1.14B Separate young animals (< 5 months) from general population.			X		X
	1.14C Create SOP and decision matrix on where cats are placed after intake. (Adoptions, holding, isolation, quarantine, feral)			X		X
	1.14D Create SOP for each area to include: 1) Maximum capacity of animals allowed, 1) Clear definition of who is responsible for cleaning, feeding, monitoring.			X		X
	1.14E Create a cleaning work station in each kennel. Attach animal handling and cleaning equipment to the walls. Fomite control in cat areas is very important in minimizing disease transmission.	X	X			
	1.14F Implement cleaning SOP and schedule. It is very important to keep cat rooms clutter free for ease of cleaning and reducing disease transmission.	X-SB	X-Lom & SM			
	1.14G Consider replacing porous items in the outdoor cat play yard. Non-porous surfaces that can be easily disinfected and are durable enough to withstand repeated cleaning are ideally only used in areas housing kittens or cats who are infectious or who are newly admitted with an unknown health history.				X	
	1.14H Over time, consider transitioning from the stainless steel cat cages to the composite double cages, and add portals to stainless steel cages, as much as possible.			X		
1.15 Small Animal Housing						
	1.15A Ensure that appropriate caging is available for each species of small or exotic animals that SBCAS may be required to house. Create a supply inventory in order to determine what is in stock and what may be required for the future. Include where the items are stored; discard any housing that is not suitable.			X		X
	1.15B Phase out the use of wooden rabbit hutches. Rabbits like to chew on wood and it is important that they chew on untreated wood. Wood is also porous and cannot be properly cleaned and sanitized.				X	

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	1.15C Increase the size of the rabbit cages. The minimum recommended cage space for a single rabbit is 2' x 2' x 4'.	X-Lom			X	
	1.15D Replace the mulch and hay in the rabbit play yards on a regular basis. Avoid adding layers upon lay-ers as the materials build up over time and may retain moisture which may lead to mold growth, which may affect the health of the	X				
	1.15E Ensure adequate separation of predator-prey species.			X		X
1.16 Wildlife/Exoctic Housing						
	1.16A As noted in the field section, SBAS should discontinue provision of this service and refer callers to appropriately licensed and permitted nuisance wildlife services, state game officials or local solid waste agencies in the cases of deceased animals.	See Field Services - Section 8.13				
	1.16B Create a separate area to temporarily house wildlife. There may be times when a rehabilitator or veterinarian cannot accept wildlife immediately, and such animals would require temporary housing at the facility.				X	
1.17 Livestock/Equine Housing						
	1.17A Develop an SOP for the housing of livestock and equine and adopt it for each facility, with the exception of Santa Barbara. Each species should have housing and feeding guidelines that provide for their respective needs.			X		
	1.17B Consider housing all chickens at the Santa Maria and Lompoc facilities because the housing quality and space is the most ideal at those locations.					X
	1.17C Take steps to determine alternatives to erecting a barn next to the Santa Maria facility if building there is prohibited. Assess the statistics of stray and impounded livestock and equine in order to determine if building a county barn is necessary.			X		X

Notes: Grey shading = repeat recommendation; ❖ = Oversight Team priority; ☑ = AHA priority; red font = added from AHA Report; black font = from original AHA Report; purple shading = completed task.

AHA Report Task List - Santa Barbara County Animal Services

2.0 Shelter Operations

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
2.1 After-Hours Surrenders						
	No recommendations					
2.2 Intake - Animal identification & Procedures						
	2.2A Create Intake SOPs and Intake Check List			X		
<input checked="" type="checkbox"/>	2.2B Using Chameleon, track reasons for owner surrender	X	X			
<input checked="" type="checkbox"/>	2.2C Establish training program for owner surrender counseling. Specific goal of reducing intakes by 15%			X		X
	2.2D Implement Intake by Appointment					X
	2.2E Consider developing a program for relinquishments by appointment.					X
	2.2F Standardize all intake forms, and include as much background information on the animals behavior and medical conditions.			X		
	2.2G Translate all intake and background forms into Spanish.			X		
	2.2H Place identification bands on all animals upon intake and include the identification number on the band.				X	
	2.2I Consider using Martingale collars for dogs to prevent them from backing out of them.					X
	2.2J Discontinue placing newly arrived animals into kennels with other animals without performing an introduction in a neutral area and conducting a thorough medical exam.				X	
2.3 Adoption Selection Criteria & Behavioral Assessments						
<input checked="" type="checkbox"/>	2.3A Conduct Care and Evaluation Rounds on a daily basis. Rounds have been implemented	X		X		
	2.3B Re-establish guidelines for Care and Evaluation Committee (Include membership, participation, & name of committee).			X		X
	2.3C Remove volunteers from Care and Evaluation Committee.				X	X
<input checked="" type="checkbox"/>	2.3D Hire Certified Professional Dog Trainer	X Completed				

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
<input checked="" type="checkbox"/>	2.3E Regularly review all long term residents and immediately implement plan for their appropriate outcome. (Part of Care & Evaluation Committee)			X		X
	2.3F Use Chameleon to document animal behavior producing an electronic record			X		X
	2.3G Ensure that trained staff members conduct behavior evaluations. Ensure that those conducting behavior evaluations have received training specific to evaluating animals in the shelter environment.			X		
	2.3H Provide animals with treatable behavior conditions the opportunity to improve by creating and ensuring behavior plans are carried out consistently and within the prescribed timeline.		X	X		
	2.3I Review each Dog Behavior Evaluation form and create one form, for all breeds to be utilized at each of the SBCAS facilities so that there is a unified strategy and consistency throughout the county. Assess resource materials from other organizations and entities to create a SBCAS approved evaluation and process.			X		
	2.3J Review ASPCA's Meet Your Match program and consider assigning animals a Canine-ality and Feline-ality color code to help match potential adopters as well as assign volunteers to handle these animals.					X
	2.3K Discontinue using language such as "dominant dog breeds" and "power breeds."	X	X			X
	2.3L Enlist an experienced staff member or volunteer to conduct temperament evaluations of "fearful" cats, to help distinguish the fearful from the truly feral. Utilize the Feral Cat Temperament Assessment form and ensure the form is kept with the cat's paperwork.			X		
	2.3M Ensure that relevant staff members and volunteers watch the webinar "Friendly vs Frightened Pet"5 and read about the research project "Is That Cat Feral?"		X			
2.4 Adoption Process & Policies						
	2.4A Establish and train Certified Adoption Counselors			X		X

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	2.4B Research Meet your Match	Repeat of 2.3J				
	2.4C Staff & Volunteers read the article in Animal Sheltering Magazine's "Who Let the Dogs Out?" Read articles about and watch webinars and attend conferences on "open adoptions." Read how other shelters around the country have highlighted these animals in the articles, "Highlighting the Wallflowers" and "Overlooked No More" in Animal Sheltering magazine.		X			
	2.4D After evaluating "open adoptions" and if the decision is made to update adoption policies and procedures, revise the adoption applications to coincide with changes.					X
	2.4E Implement a consistent adoption program and counseling process with a full time staff person in charge at the Santa Maria location.			X		X
	2.4F Implement a process whereby staff and volunteers work with the public to match individual animals in the shelter that are known to have the characteristics that a potential adopter is seeking.			X		
	2.4G Promote animals who generally get overlooked.		X	X		
2.5 Adoption & Follow Up Compliance						
	2.5A Implement Post Adoption follow-up policy/program			X		X
	2.5B During the adoption process inform the adopter that a follow-up call will be placed in a set timeframe and that if before then they have any questions they can call.			X		X
	2.5C Ask adopters to provide a photo of their new pet in his or her new home for SBCAS's "adoption successes bulletin board," which can be placed in the lobbies.			X		X
2.6 Releasing Agency & Community Adotion Partners						
	2.6A Establish Policy and notification system to alert Adoption Partners of available animals			X		

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	2.6B Establish a notification system with Adoption Partners to given access to animals with profiles that would be considered less adoptable, or animals that are at high risk for shelter breakdown.	X Completed		X		
	2.6C It is important for SBCAS to hold adoption partners accountable to agreements, laws and routine procedures so that strong and effective partnerships can be maintained.			X		
	2.6D Once the final copy of the new procedure 3.52 is officially approved by the county, all policies, procedures and forms should be presented to all interested parties and consistently followed.	X Completed				
	2.6E Continue to endeavor toward improving relationships with adoption partners. Maintaining community relationships requires acts and assumptions of good will on all sides as well as open communication and transparency.	X Ongoing				
	2.6F Consider classifying the partnerships/relationships that SBCAS has with certain groups as adoption partners or contract services to the groups such as with BUNS, ASAP, K9-Pals and DAWG.			X		X
2.7 Lost & Found Procedures						
	2.7A Use Chameleon to track lost and found.					X
	2.7B Continue the protocols that prioritize returning animals to their owners before resorting to bringing them in to the shelter.	X				
	2.7C Prioritize the lost and found program and rather than noting “whenever there is time,” in the Policy and Procedures Manual, require lost and found matches to be scanned on a daily basis, without fail.		X			X
	2.7D Require one staff member to be responsible for the daily checking of lost reports against the animals in the facilities. This process can be added to the daily rounds that should be conducted.					X
	2.7E Ensure that an employee scans all active lost reports for every stray animal entering the facility upon intake for possible matches.					X

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	2.7F Consider developing a program that focuses on working with pet owners who have lost their pet.		X	X		
	2.7G Gather and assess articles and suggestions from groups around the country on best practices for lost and found programs. Develop processes around SBCAS' capabilities and continue to build onto them on an ongoing basis.			X		
2.8 Foster Program						
<input checked="" type="checkbox"/>	2.8A Establish Foster Care Panel to develop standard operating procedure for all three sites. Include all internal partners to participate to get best practices.			X		
	2.8B Create Foster on Deck program to actively manage the shelter population.			X		
	2.8C Ensure proper Chameleon utilization for foster records.	X				
	2.8D Provide appropriate, standardized training to foster volunteers.			X		
	2.8E Establish a coordinated plan and tracking system to ensure all foster animals receive the medical care they require to be immediately placed on the adoption floor once they become available.			X		
	2.8F Engage in active marketing for foster recruitment in Santa Maria.	X	X	X		
2.9 Feral Cats/TNR/Community Cats						
	2.9A Form Community Cat Committee to develop a program specific to community cats. Committee has been formed.	X Completed (Committee)		X		X
	2.9B Obtain a copy of "Managing Community Cats: A Guide for Municipal Leaders." The PDF version is free.	X Completed				
	2.9C Strengthen relationships with community cat groups in the county and provide community education concerning the problem of feral cats and solutions. Build off of the clever flyer "Got Mice?" and create a campaign around the effort of placing these cats in ranches, barns and warehouses in the county.	X		X		
	2.9D Consider contracting for TNR (trap, neuter, release) services in the cities that have TNR ordinances					X

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	2.9E Maintain accurate records of feral cats and kittens handled by SBCAS, including their disposition.	X		X		X
	2.9F Elicit open dialogue with staff and volunteers regarding state code, humane housing of feral cats in shelters and the resources available within the community.	X				X
2.10 Gift Shop/Shelter Store						
	2.10A At some point, consider setting up a portion of the lobby as a store front for pet merchandise				X	
2.11 Standard Operating Procedures (SOP)						
	2.11A Continue to develop new SOPs and update current SOPs, as required. All current procedures and practices must be turned into written SOPs.			X		
	2.11B Consider developing diagrams to supplement some of the procedure documents.			X		
	2.11C Develop an SOP on how SOP's are communicated to staff and volunteers so that all are trained to the same level. Provided training if needed to ensure all staff and volunteers are trained to the standard required in the procedure.	X		X		
	2.11D Consider the following definitions while when revising the SBCAS manual (see AHA Report for definitions).					X

Notes: Grey shading = repeat recommendation; ❖ = Oversight Team priority; ☑ = AHA priority; red font = added from AHA Report; black font = from original AHA Report; purple shading = completed task.

AHA Report Task List - Santa Barbara County Animal Services

3.0 Animal Care & Capacity

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	3.0 The issue of animal custody needs to be addressed.					X
3.1 Dogs/Cats						
<input checked="" type="checkbox"/>	3.1A Care and Evaluation committee must convene to discuss all long term residents and create action plans for each.	Repeat of 2.3B & E				
<input checked="" type="checkbox"/>	3.1B View Maddies Fund Webinar on Calculating Humane Capacity.		X			
<input checked="" type="checkbox"/>	3.1C Calculate Humane capacity and devise tactics to meet objective.					X
	3.1D Develop and implement SOPs for all aspects of dog and cat care, designed to increase staff awareness and requirement beyond routine, cleaning and feeding.			X		
	3.1E Allow all cats adequate space, with proper population management there should be no need to insert the cage dividers.			X		
	3.1F Consider contracting with the partner groups who have full care responsibility of SBCAS animals.	Repeat				
	3.1G Immediately develop a plan for re-evaluating along with solutions for all long term animals who have been in the care of SBCAS for more than 90 days at each facility.	Repeat				
	3.1H Utilize materials from the UC Davis Koret Shelter Medicine Program to calculate humane capacity and target length of stay for fast and slow tracking for each facility.					X
	3.1I Provide training for all staff and volunteers on recognizing, reducing, and preventing stress in dogs which can cause a decline in health and adoptability. Document animals who are exhibiting signs of stress and what the signs are and develop behavior plans to improve their quality of life.			X		
	3.1J Discontinue long term housing of feral cats at the Santa Maria location.	X				X
	3.1K Rotate dogs in the play yards in the courtyard at the Santa Maria facility by creating a formal outdoor activity chart.	X	X	X		
	3.1L Create enrichment programs for all animals for each location.		X	X		

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	3.1M Add a towel or pillow case to the doors of the stainless steel Shor-line cages for small dogs in the center walkway in the main kennel at the Santa Barbara location.	X Completed	X			
3.2 Small Animals & Exotics						
	3.2A Devise a robust adoption program for Rabbits. Decrease rabbit census by 40% through networking and partnering.		X	X		
	3.2B Ensure exotic animals have designated housing that meets their physical and emotional needs.			X		
	3.2C Limit the number of rabbits shown in the facilities as available for adoption at a given time. Interestingly, limiting the number of animals shown on the adoption floor often increases the number of adoptions.					X
	3.2D Consider contracting rabbit and guinea pig care and sheltering to a private organization located in a centralized area within the county.				X	
	3.2E Train all staff in proper safe handling techniques for small and exotic animals to minimize potential injury to staff and the animals.			X		
3.3 Wildlife						
	3.3A Create SOPs for handling wildlife to ensure the safety of the ACO's. Prohibit volunteers from handling wildlife.			X		
	3.3B Provide annual training to those individuals that will be called to handle wildlife, including zoonotic potential.			X		
	3.3C Ensure all those employees handling wildlife have rabies vaccines or current titers.	X Completed				
3.4 Livestock & Equine						
	3.4A Develop equine and livestock standard of care SOP.			X		
	3.4B Develop MOU's with local barns that house/foster livestock on behalf of SBCAS.	X				
3.5 Humane Capacity						
<input checked="" type="checkbox"/>	3.5A Use Chameleon to track Length of Stay; determine target length of stay for dogs and cats based on UC Davis recommendations.					X

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
<input checked="" type="checkbox"/>	3.5B Staff and Volunteer training on Length of Stay, Humane Capacity. Need to shift culture.					X
	3.5C Calculate the humane capacity for each of the facilities. Utilize resources provided by the UC Davis Koret Shelter Medicine Program to determine humane capacity. (Similar to 3.1H)					X
	3.5Da Institute daily population wellness rounds as a way to begin a proactive animal management program.	X		X		
	3.5Db Create pathways for each animal upon intake.					X
	3.5E Institute fast tracking in order to maximize life-saving capacity.			X		X
	3.5F Develop an Intake and Adoption Decision Making Criteria matrix.			X		X
3.6 Animal Handling						
<input checked="" type="checkbox"/>	3.6A Develop mandatory training program for staff and volunteers on safe animal handling and restraint.			X		
	3.6B Develop a written SOP for animal handling.			X		
	3.6C Determine whether or not SBCAS will utilize prong collars and if so develop a procedure and training for their use. If not, remove all prong collars from the premises.		X	X		
	3.6D Provide trained staff and volunteers with safety equipment and place the equipment in one or two designated areas in the shelter in case of an emergency. Ensure that all staff members know where to find the equipment.		X			
	3.6E Place all animal handling equipment on a weekly maintenance program that includes the immediate repair or removal of any faulty equipment.			X		
	3.6F Utilize the double-cage system that is in place to secure cats during cleaning or utilize feral cat dens. Humanely direct cats from one side to the other or clean the cage with the cat secured in the den.	X	X			

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	3.6G Ensure staff safety and humane care of animals by providing access to the following additional animal handling equipment and ensure that staff receives instruction on the proper use of the equipment: 1) Crates, Cages and Cardboard Carriers, 2) Feral Cat Den, 3) Stretchers.	X				

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AHA Report Task List - Santa Barbara County Animal Services

4.0 Shelter Medicine and Veterinary Services

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
4.1 General Shelter Medicine						
☑	4.1.A Implement <i>formal</i> daily medical rounds, conducted by a team of veterinary and management staff. These are not the same as shelter census rounds, which also need to be implemented.	X		X		
	4.1.B Use Chameleon to its full potential with respect to medical documentation, treatment plans, medical re-checks, vaccine reminders, and de-worming.			X		
☑	4.1.C Create, update, revise and implement standard treatment protocols for common shelter illness and injury. Include Disease Outbreak protocols.	X		X		
	4.1.D Assign a realistic and humane maximum Length of Stay (LOS) for each animal.			X		X
	4.1.E Revise protocols on vaccination and parasite control on intake and follow up.		X			
	4.1.Fa Improve medical care to alleviate suffering and improve adoptability	X	X			
	4.1.Fb Provide behavioral care to alleviate suffering and improve adoptability.			X		
	4.1.G Behavioral and/or medical assessment to determine adoptability.			X		X
	4.1.H Spay/neuter surgery or other medical procedures required before adoption.	X	X			
	4.1.I Rescue group contact and pick-up	X	X			
❖	4.1.J Create a process and procedure to identify animals with kennel stress or other chronic or emerging behavioral concerns. Report the animals through the appropriate channels for a treatment/remedy implemented.			X		
❖	4.1.K What steps are needed to move feral cats out of the shelter?			X		X
	4.1.L Euthanasia – revise existing decision and performance SOP's.			X		X
	4.1.M Assign a staff member to be in charge of carrying out needed dispositions for that day/week. This staff member should be given explicit time to carry out these action steps.			X		
❖	4.1.N Formulate a method for receiving all records including clear discharge/treatment directions from referring/emergency veterinary clinics. No animals should be picked up from a clinic without these instructions. These instructions and records must be seen/evaluated by the veterinary staff and then placed into the animal's permanent record. The Director of Shelter Medicine can be tasked with referral	X	X	X		

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	4.1.O Formulate a shelter-wide protocol/process for streamlining outcome decision-making steps.					X
	4.1.P Consider an economic assessment of instituting after-hours/on-call duties for the RVT's and/or shelter veterinarians.	X				X
	4.1.Q Generate/write formal veterinary protocols for all common medical conditions as well as steps to take in the event of an outbreak (written by Shelter Medicine Health Care Team).			X		
	4.1.R Institute formal training seminars given by the SMHCT for staff that explain the methods and reasons of the protocol recommendations.			X		
	4.1.S Refocus efforts to decrease length of stay (LOS), especially for SB dogs by increasing adoptability and euthanasia when necessary.			X		X
4.2 Veterinary Services/Staff/Contract Relations						
<input checked="" type="checkbox"/>	4.2.A Hire Veterinary Medical Director	X Completed				
<input checked="" type="checkbox"/>	4.2.Ba Hire additional RVT's (1 for SB & 1 for Lompoc)	X Completed	(1 position has been hired; will serve countywide)			
	4.2.Bb Consider the hiring of the 2nd RVT next year					X
	4.2.C Consider hiring a full or part-time <u>staff veterinarian</u> .			X		X
	4.2.D Assign tasks appropriately. Tasks that can be done by an RVT or trained staff member should not be done by the veterinarian. Use the Director of Shelter Medicine veterinarian to oversee the shelter health tasks done by the full-time staff who are dedicated for the veterinary team.	X		X		
	4.2.E Consider instituting e.g. bi-weekly or monthly group Skype sessions for all veterinarians and RVT's.	X	X			
	4.2.F Consider increasing volunteer help for the RVT in the SM clinic.		X			
4.3 Veterinary Facilities						
<input checked="" type="checkbox"/>	4.3.A Must have a Veterinary Premise Permit Holder in Lompoc.			X		
	4.3.B Designate a dedicated veterinary exam room in SB.					X
	4.3.C Place a thermometer in each refrigerator at each facility where vaccines are stored in order to monitor correct temperature storage.		X			
4.4 Vaccination Protocols						
<input checked="" type="checkbox"/>	4.4.A Immediately remove all expired drugs from the premises and dispose of properly and in accordance with California statutes.	X				
	4.4.B Develop one protocol for consistent anthelmintic administration for all shelter locations. Make sure the protocol is clearly written and posted at all shelters.		X			

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	4.4.C Standardize all protocols so that they are consistent with the internal partners (ASAP).			X		
❖	4.4.D Train all staff responsible for vaccinating animals to recognize signs of a vaccine reaction.			X		
	4.4.E Adjust puppy vaccine protocol to add one booster for dogs that are 16 weeks.		X			
4.5 Sterilization Services						
	4.5.A Fine tune vaccine and de-worm protocols and standardize cat protocols.			X		
	4.5.B Develop a dedicated veterinary clinic with surgical capabilities in SB.			X		
❖	4.5.C Standardize procedures and protocols for animals returning from surgery in SM.	X		X		
	4.5.D Replace butorphanol with hydromorphone or morphine for pre-op analgesia in dogs.					X
	4.5.E SBCAS should consider developing specific criteria that would require a dental. Dentals for mainly cosmetic reasons may need to be discontinued in order to increase flow-through of adoptable animals.	X		X		
	4.5.F Ideally, the unaltered “special needs” document/SOP should spell out not only what type of cases should be managed in this way but also clearly specify which rescue groups and foster families are authorized to handle them. This policy should be effective County-wide in order to mitigate pressure from special interests to make exceptions. The SOP must have input from all staff impacted including the SMHCT.			X		
4.6 Incoming Animal Examinations						
	4.6.A Need: SB Veterinary Clinic/Surgical suite.					X
❖	4.6.B Evaluate surgical bottlenecks that contribute to length of stay.					X
	4.6.C Create clear SOP for intakes and implement check list.			X		
	4.6.D Institute regular training seminars for new hires and at regular intervals for long-term staff to instruct them about the SOP's, how to implement the SOP's in an efficient and effective manner and also instill an understanding behind the principals of good intake protocols.			X		
	4.6.E Make sure all animals are consistently weighed on intake and that the weight and date are recorded.	X	X			
	4.6.F Assign Body Condition Score at Intake.			X		
	4.6.G Clean and disinfect all intake rooms room weekly (including doors, handles, microchip scanners, etc).	X	X			
	4.6.H Ensure that protective clothing, hand sanitizers and gloves, are available in the intake room.	X	X			
	4.6.I Make sure the intake room has effective disinfectants and hand sanitizers if no sink is available.	X	X			

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	4.6.J Build a new intake room as part of a full service veterinary clinic in the Santa Barbara facility.			X		X
4.7 Feeding and Nutrition						
❖ <input checked="" type="checkbox"/>	4.7A Begin Feeding Enrichment Program.		X	X		
	4.7B Create feeding and nutrition SOP's.			X		
	4.7C Train staff to observe and document the appetite and food intake of animals and adjust diets accordingly.		X	X		
	4.7D Feed a consistent, readily digestible diet in appropriate quantities and do not mix and give dogs adult and puppy food.	X Completed	X			
	4.7E Discard expired food and ensure that expired food is not stored or kept on hand.	X Completed	X			
	4.7F Date the open cans of canned food kept in the refrigerator. Cover the cans with a can lid or other item in order to keep the food fresh and from drying out.	X	X			
	4.7G Do not store toxic chemicals, cleaning supplies or solution or any other such item next to or in the same areas as animal food.	X Completed				
	4.7H Adhere to strict treat guidelines as determined by SBCAS and ensure that all persons offering treats follow the guidelines.			X		
❖	4.7I Separate dogs who are communally housed during feeding to ensure that they are able to eat free of fear and distress. If communally housing dogs, determine if they are possessive of their food.		X			
❖	4.7J Ensure dogs are fed twice per day at minimum (currently not done at Santa Maria site only).	X Completed	X			
4.8 Zoonosis						
<input checked="" type="checkbox"/>	4.8A Institute mandatory training on zoonotic disease and implement SOP and notification system (OSHA).			X		
	4.8B Provide internal and external parasite control for animals to prevent direct and vector borne transmission of a variety of zoonotic pathogens.		X	X		
	4.8C Standardize a consistently applied external and internal parasite control protocol (see Intake Procedures section for more detail).		X	X		
4.9 Controlled Drugs Compliance						
❖ <input checked="" type="checkbox"/>	4.9A Draft and implement formal controlled substance policy and procedure.			X		
<input checked="" type="checkbox"/>	4.9B Install secure lock boxes in all ACO vehicles.	X Completed				
<input checked="" type="checkbox"/>	4.9C Install floor mounted safes for storage of controlled substances in SB and Lompoc.					X

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	4.9D Perform monthly drug reconciliation.		X			
	4.9E Implement employee security screening for those individual key holders.					X
	4.9F Install "in use" mounted safe in Santa Maria treatment area.					X
	4.9G Install security cameras in areas where controlled substances are stored.	X		X		
	4.9H Consider installing large safe to store back up supply and reduce the quantity on hand.	X				X
	4.9I Utilize hubless syringes when drawing up all controlled substance to prevent hub-losses allows for more accurate record keeping.		X			
	4.9J Keep drug logs separate from drug supply.		X			
	4.9K Acquire proper DEA permits for each location.	X		X		

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AHA Report Task List - Santa Barbara County Animal Services

5.0 Euthanasia Policy & Procedure

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
5.1 Euthanasia Selection						
	5.1A Revise the Euthanasia Policy.	Repeat of 4.1L				X
	5.1B Establish and convene an animal welfare panel for euthanasia decisions.					X
	5.1C Adopt a public euthanasia policy and post on website.					X
	5.1D Training?					X
	5.1E Prioritize making Daily Rounds.	Repeat 4.1A				X
	5.1F Establish clear and written guidelines between SBCAS and some specific rescue organizations that define how and when collaboration to treat and/or place an animal is needed.					X
5.2 Euthanasia Procedure & Methods						
	5.2A Adopt a consistent policy regarding the euthanasia process with a decision on use of sedation.			X		X
	5.2B ACOs in the field need to have “safe-boxes” installed in vehicles to provide secure storage for field euthanasia drugs.	X	Repeat 4.9B			
	5.2C Ensure soft bedding such as a towel or blanket is available for the animal to lie on during the euthanasia procedure.	X	X			
	5.2D Formulate a line-by-line check-list that all euthanasia technicians must initialize directly before the procedure. This simple check list should include the most important steps outlined in the Policy and Procedures Manual # 4.12.			X		
	5.2E Consider using IM sedation followed by IP euthanasia for fractious/feral cats.					X
5.3 Euthanasia Room & Environment						
	5.3A Demolish the “Pillsbury” building in SB. Relocate a euthanasia room closer to both ACO truck access and the cooler. The new euthanasia room should be used for that purpose only.			X		X
	5.3B Deep clean and repair the cooler in SM. Also consider more frequent carcass pick-ups and/or discontinue picking up dead decaying wildlife.	X				
	5.3C The RVT and Premise Permit holder must clear out all expired drugs in Lompoc, log and dispose of them as required by law.	X				

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	5.3D The Veterinary Health Care Team members should reassess the dispensing and logging of controlled substances at all locations especially SB and Lompoc as the premise permit and DEA license holder and RVT currently works mainly in SM.			X		
	5.3E Consider having “do not enter” signs for all doors at all locations that can be easily hung during euthanasias.	X Completed	X			
5.4 Euthanasia Technicians & Training						
	5.4A The shelters should dedicate specific times and dates (several different ones will be needed to cover all locations and staff hours) for the RVT (or member of the Shelter Medicine Health Care Team) to conduct the CA Euthanasia Training Curriculum and to certify new employees.	X Completed		X		
	5.4B Order and distribute copies of the Euthanasia Reference Manual published by the Humane Society of the United States.	X Completed				
	5.4C Require the Shelter Medicine Health Care Team to observe euthanasia practices periodically at all locations.			X		
5.5 Carcass Disposal						
	5.5A Arrange for a deep cleaning of both the Santa Maria and Santa Barbara coolers, including the floors, walls and ceilings and ventilation units.		X			
	5.5B Purchase and place several good commercial thermometers in each unit in at least two locations and heights. Institute a system of monitoring cooler temperature by designating staff members to check daily temperatures at various times and keep logs of this data. A system of repair and troubleshooting must be in place to fix any problems within 24 hours.	X	X			
	5.5C Reconsider the policy of dead animal pickup in the County e.g. skunks and other wildlife. Consider having a separate freezer unit for skunks and other decaying wildlife. Consider scheduling more frequent disposal company pickups in Santa Maria.		X	X		X

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AHA Report Task List - Santa Barbara County Animal Services

6.0 Disease Control & Sanitation

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
6.1 Isolation & Separation						
	6.1A Review and enforce the Isolation Policy including the use of Personal Protective Equipment.	X		X		
❖	6.1B Provide staff and volunteer training on disease recognition.			X		
	6.1C Institute a decision matrix at intake on where animals are to be housed. Healthy owner surrenders should go right to adoptions pending behavior assessment.			X		X
❖ <input checked="" type="checkbox"/>	6.1D Create clearly designated areas in all 3 locations for Isolation, Quarantine, Healthy Hold and Adoption. Clean from most susceptible to least susceptible populations.			X		
	6.1E Institute better population management at the Santa Maria shelter during high volume months so that an entire kennel can be kept designated for canine URI.					X
	6.1F Remove/demolish the Pillsbury building in SB. A new redesign of the Santa Barbara shelter must include an overall well located and designed housing for dogs. This must include appropriate housing for separation and isolation.	Repeat 5.3A		X		X
	6.1G Do not house feral cats long term. Institute Community Cat programs as described in other sections of this report or consider humane euthanasia.					X
	6.1H Consider developing housing protocols (appropriate by species) for animals that appear sick or distressed.			X		
	6.1I The Lompoc shelter needs to build/replace its dog runs to include adequate isolation and separation.			X		
❖	6.1J During an outbreak, additional measures should be taken to minimize the spread of diseases.	X	X	X		
	6.1K Dedicated boots that can be disinfected or disposable shoe covers are more effective than footbaths and should be used in contaminated areas.	X Completed	X			

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	6.1L Correct the alphabet order in Procedure 6.04, as there are two Ds and two Gs.	X				
	6.1M Change the language in the first line of Procedure 4.19 to read, "Animals will be quarantined at the shelter by the investigating Animal Control Officer after a bite has occurred."					X
6.2 Cleaning & Disinfecting						
❖☑	6.2A Update standard cleaning SOPs with training and accountability of staff and volunteers.			X		X
	6.2B Create cleaning check list and provide appropriate supplies.			X		
	6.2C Do not allow cats to roam freely in the stray room while their cages are being cleaned at the Lompoc location.	X Completed				
	6.2D Discontinue coaxing dogs to move from one side of the run to the other with a water hose. Even if they are not getting wet, frightening them is not an effective method of moving dogs. When water or cleaning and disinfecting products are sprayed in or near the area of a primary enclosure, animals must be removed from the cage or kennel, or separated from the area being cleaned by guillotine doors to prevent splatter, soaking of the animals, and stress.		X			
	6.2E Create a separate procedure document for identifying, reporting and housing/treating kennel cough cases.			X		
	6.2F Ensure that hand sanitizer dispensers are provided in all animal handling areas.		X			
	6.2G Ensure that all equipment that comes in contact with animals (including cleaning supplies) are readily disinfected or discarded after use (such as pooper scoopers).	X Completed	X			
	6.2H Ensure that dogs are being placed in a clean environment and that it is cleaned between dogs when cleaning the runs at the Santa Maria location which are not equipped with guillotine doors.		X			

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	6.2I Consider bagging and throwing the feces in the garbage at the SB and Lompoc facility rather than washing it down the trenches and into the drainage.					X
	6.2J Thoroughly rinse water buckets prior to refilling them with clean water to ensure that they are free and clear of cleaner/disinfectant.	X Completed	X			
	6.2K Ensure that the Trifectant in the buckets used for squeegees at the Santa Maria location are changed out at the same time each week; solution is effective for 7 days.	X	X			
	6.2L Follow AHA recommendations regarding spot cleaning for cat cages.	X	X			
	6.2M Enough staff must be assigned to complete sanitation tasks promptly each day so that animals spend the majority of their time in sanitary conditions. Utilize the formulas developed by UC Davis Koret Shelter Medicine Program.					X
	6.2N Ensure outdoor areas around the shelter are kept clean, recognizing it is impossible to disinfect gravel, dirt, and grass surfaces.	X		X		
	6.2O Assign cleaning equipment such as brooms, brushes, squeegees, pooper scoopers, and other items to specific rooms. Consider color-coding the handles to coordinate with specific rooms.	X Completed	X			
	6.2P Avoid mopping if possible; mops harbor odors and spread disease.	X	X			
6.3 Outbreak Mitigation						
<input checked="" type="checkbox"/>	6.3A Develop Disease Outbreak P&P to ensure rapid identification and separation of ill animals with potentially contagious diseases.			X		
❖	6.3B Increase foster availability.			X		X
	6.3C Create designated isolation rooms on all three sites.			X		X

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AHA Report Task List - Santa Barbara County Animal Services

7.0 OSHA Compliance & Safety

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
<input checked="" type="checkbox"/>	7A. Form a safety and compliance committee with representatives from management, supervisors and line staff to address safety issues at each facility. Identify a Safety Officer for each site.	X				
<input checked="" type="checkbox"/>	7B. Conduct annual OSHA Training with documentation in employee file upon completion.	X				
<input checked="" type="checkbox"/>	7C. It is highly recommended that you engage OSHA for a free consultation. They offer training and inspection without the risk of citations or consider hiring an outside OSHA compliance agency for training and evaluation.	X				
	7D. Conduct hazard assessment for all areas of the shelter. Create safety standards. Train employees to those standards.	X				
	7E. All OSHA regulations available for review on the OSHA website at www.osha.gov . Additionally, the American Humane Association publication "American Humane's Complete OSHA and Safety Guide for Animal Shelters" is an invaluable resource. Copies of user guides should be obtained and shared with appropriate staff and volunteers.		X			
	7F. Replace & re-label secondary containers properly.	X				
	7G. Review MSDS sheets to ensure all chemicals used have current data.	X				
	7H. Do not store chemicals in areas where human food is consumed or stored.	X Completed				
	7I. Do not store drugs or animal products in refrigerators labeled for human use.	X Completed				
	7J. Procure & install an Automatic External Defibrillator at each shelter. Train key staff in use.			X		
	7K. Mandate use of PPE. Create SOP and enforce.			X		
	7L. Provide ear muffs for employees instead of ear plugs.					X

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AHA Report Task List - Santa Barbara County Animal Services

8.0 Field Services & Animal Control

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
8.1 Overall Policies & Procedures						
	8.1A There should be a written “sign-off” sheet attached to the SOP providing a verifiable, dynamic record that each staff member has been made aware of revisions or changes to the SOP manual.	X		X		
8.2 Officer Safety & Training						
	8.2A A formal training request process should be established to insure that requests are received, cataloged and responded to in a fair and consistent fashion.			X		
	8.2B Training files should be maintained on each officer and updated on an annual basis as part of the annual employment review process.			X		
	8.2C Training should be considered that complies with industry best practices standards from outside agencies that can provide P.O.S.T. qualifying continuing education credit.	X				
	8.2D Create a formal ACO training program.			X		
8.3 Communications/Dispatch						
<input checked="" type="checkbox"/>	8.3A Establish dedicated dispatch center for shelters with a consolidated number for calls and staffing to handle call taking / dispatch only OR Contract dispatching to Sheriff's Department dispatch center.			X		
	8.3B Upgrade cellular service, MDTs and radios to current standards.	X				
	8.3C Vehicle MDTs should be upgraded to include 4G connectivity to facilitate Chameleon use in the field.	X		X		
<input checked="" type="checkbox"/>	8.3D Vehicles should be equipped with GPS monitoring to insure that vehicles can be located in the event of an emergency.	X Completed		X		
	8.3E Vehicles should be equipped with a field use printer for issuing forms, notices and other routine paperwork.					X
8.4 Field Service Vehicles, Equipment and Uniforms						

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	8.4A The equipment checklist form should be updated to identify equipment that is issued directly to the ACO and should have space for no less than annual inspection for inventory purposes.			X		
	8.4B A separate vehicle equipment checklist form should be implemented to identify standard equipment items carried in every vehicle. This should have space for Supervisor review and inspection monthly.			X		
	8.4C The uniform inventory should be updated to include issue dates, replacement dates and inspection dates.			X		
	8.4D SBCAS should stock key spare items for daily ACO operations to facilitate immediate replacement of non-functioning, lost or damaged equipment. Inventory level should be at least two (2) spares on hand for critical items to include: Ketch-all pole, snappy snare, snake tongs, cat grasper, leash / lead, heavy (bite) handling gloves.	X	X			
	8.4E SBCAS should stock replacement parts for ketch-all poles and acquire small tools to facilitate in-house replacement of wire loops, bite guards, hand grips and related hardware.			X		
	8.4F Microchip scanners should be added to the list of field equipment on the standard issue checklist for ACOs.	X Completed				
	8.4G Vehicles should be remarked to include clear, easily readable contact information including telephone number and website information.					X
<input checked="" type="checkbox"/>	8.4H Vehicles should have a locked "safe-box" style compartment installed to facilitate secure transport of controlled substances in the field.	X Completed				
	8.4I ACOs should be issued and receive specific training in the use of firearms *.22 or equivalent rifle for field euthanization of wildlife OR discontinue responses to injured wildlife in their entirety.				X X	
8.5 Public Safety Backup and Relations						

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	8.5A SBCAS should approach local police departments and offer in-service or academy course information on responding to animal related calls for service to educate local law enforcement about animal services and foster a positive working relationship.			X		
❖	8.5B As radio equipment is replaced during re-banding, radios should be integrated into the county sheriff's dispatching system to allow ACOs to contact law enforcement directly.	X		X		
8.6 After-Hour Emergencies						
	8.6A The vehicle policy should be amended to permit use of the vehicle for limited personal matters if no other vehicle is available. Requiring an officer to remain at home, unable to engage in normal life activities can present a conflict with FLSA requirements.					X
8.7 Job Descriptions						
	No recommendations					
8.8 Field Service Forms and Record Keeping						
<input checked="" type="checkbox"/>	8.8A Create Field Services Benchmarks to include: 1) response time, 2) zip codes, 3) activity by subtype, 4) open items.			X		
8.9 Officer Accountability Procedures						
	8.9A SBAS should install GPS tracking and obtain software to track vehicles in the field for officer safety.	Duplicate of 8.3D				
8.10 Laws, Investigations and Enforcement						
	8.10A A specific "Blood Sports" investigations policy should be included in Chapter 2 under Field Operations.			X		
8.11 Animal Licensing						
	8.11A A consolidated and expanded advertising program that incorporates a variety of outreach, media and public relations efforts should be considered to increase and enhance the license compliance program.	X				
<input checked="" type="checkbox"/>	8.11B Investigate www.petdata.com to enhance license compliance and/or serve as a third party licensing sales agent. This may be more cost effective than the RPO employees.				X	
8.12 Field Services/Animal Control Contracts						

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	8.12A Record and benchmark zip codes for calls, number of animals impounded from each city served, number of after-hours calls per city, and activity per city.			X		
8.13 Wildlife Related Issues						
	8.13A Animal Services should cease providing non-critical nuisance wildlife services, retaining ONLY confirmed rabies exposure situations.				X	
	8.13B Animal Services should refer all non-exposure wildlife cases to the appropriate licensed and permitted nuisance wildlife control service or license wildlife rehabilitation organization.				X	
	8.13C Animal Services should discontinue handling injured or deceased wildlife calls, referring these to the State Game Department or local police.				X	

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AHA Report Task List - Santa Barbara County Animal Services

9.0 Population Management

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
<input checked="" type="checkbox"/>	9.0A Implement daily population management rounds.	X		X		X
<input checked="" type="checkbox"/>	9.0B Develop comprehensive strategy to decrease intakes *see details in report.					X
<input checked="" type="checkbox"/>	9.0C Develop comprehensive strategy to increase adoptions and transfers to rescue groups *see details in report.			X		X
<input checked="" type="checkbox"/>	9.0D Train AOP's to counsel owner surrenders.			X		X
<input checked="" type="checkbox"/>	9.0E Create fast track and slow track system.	Repeat of 3.0				
<input checked="" type="checkbox"/>	9.0F Collect data on owner surrenders for target program development.	X		X		X
<input checked="" type="checkbox"/>	9.0G Develop and provide employee and volunteer training.			X		
	9.0H Community outreach to increase spay/neuter. The biggest intake is seen in Santa Maria, the only city that does not have a spay/neuter ordinance.	X		X		
	9.0I Increase foster care capacity to get susceptible animals out of the shelter.			X		

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AHA Report Task List - Santa Barbara County Animal Services

10.0 Behavior & Enrichment

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
<input checked="" type="checkbox"/>	10.0A Hire Behavior and Enrichment Coordinator (Trainer).	X Completed				
	10.0B Convene Care and Evaluation committee to Start an active discussion regarding dogs exhibiting severe emotional distress. Create action plan and post on kennel.	X	X	X		X
<input checked="" type="checkbox"/>	10.0C Establish standardized behavior assessment and procedure across all three sites and all partners and ensure only qualified individuals perform evaluations.			X		
<input checked="" type="checkbox"/>	10.0D Implement comprehensive enrichment protocol.		X	X		
	10.0E Revise owner surrender forms to include detailed behavior questions.			X		X
	10.0F Consistently document behavior evaluations and observations in Chameleon.			X		
<input checked="" type="checkbox"/>	10.0G Evaluate and make decisions regarding long term shelter residents with behavioral concerns and emotional distress.		X	X		X
	10.0H Provide ongoing behavior assessments in animals sheltered longer than 90 days.			X		
	10.0I Create standardized evaluation form for all 3 sites for all animals.	Repeat of 10C				
	10.0J Set goal to perform behavior evaluations within 3 days of admission on all animals (Develop a protocol & timeline for timely behavioral evaluations).			X		
	10.0K Create Volunteer and Staff Behavior Evaluator criteria and provide standardized training. Work with internal partners to establish best practices for Evaluator Certification.			X		X
	10.0L Create volunteer enrichment team, think of a catchy name, provide t-shirts and establish enrichment schedule.		X	X		X

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AHA Report Task List - Santa Barbara County Animal Services

11.0 Volunteer Management

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
❖ <input checked="" type="checkbox"/>	11.0A Convene a Volunteer coalition to establish, adopt and implement best practices for all groups operating on county property.			X		X
<input checked="" type="checkbox"/>	11.0B Create benchmarks for volunteer hours and numbers.			X		X
<input checked="" type="checkbox"/>	11.0C Adopt Volunteer Code of Conduct.			X		X
<input checked="" type="checkbox"/>	11.0D Establish clear chain of command with respect to all volunteer management. (Restructure the volunteer department so that there is one single point of coordination between all groups. The single point should be an employee of the County.)			X		X
	11.0E Fill the Community Outreach Coordinator position in Santa Barbara.	X Completed		X		X
	11.0F There are consultants available for volunteer program evaluation that Santa Barbara County can engage to conduct a comprehensive volunteer program audit.			X		X
	11.0G The practice of the County Government allowing volunteers to exert undue influence over euthanasia decisions must stop.					X

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AHA Report Task List - Santa Barbara County Animal Services

12.0 Governance, Strategic Planning & Leadership

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
12.1 Governance						
	12.1A Configure structured relationships with internal partners. Work to create unified command structure. Establish and follow a clear chain of command.					
	12.1B Determine if privatization of some (cats, rabbits) or all of SBCAS sheltering and/or Field Operations would be a better structure.					
	12.1C Develop specific MOU's with internal partners that include and define accountability and supervision.					
	12.1D Engage internal and external partners in problem solving and restructuring relationships.					
12.2 Strategic Planning						
<input checked="" type="checkbox"/>	12.2A Enter into a Strategic Plan phase with key stakeholders. Utilize the VMOSA process.* Establish 1, 3, 5 year goals and determine what benchmarks/ performance measures are to be measured. Hold individuals accountable for the plan and the part they are delegated to accomplish.					
12.3 Organizational Mission & Vision						
	12.3A SBCAS must undergo a strategic planning process.	Duplicate of 12.2A				
	12.3B Re-define objectives using SMART+C methodology.	Duplicate of 12.2A				
	12.3C Establish benchmarks and key performance indicators to evaluate all key areas of the organization.	Duplicate of 12.2A				
	12.3D Ensure alignment, or at minimum visibility, of all internal and external partners objectives so the organization moves in unison toward mutual goals.					
12.4 Organizational Chart & Infrastructure						
<input checked="" type="checkbox"/>	12.4A Consider re-organizing along business lines, decrease span of control of the Director.					
12.5 Employee Morale & Organizational Trust						
	12.5A Establish town halls and a communication plan to cultivate employee morale.					

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	12.5B Mitigate employee stress by 1) hosting Compassion Fatigue seminars for both employee and volunteers; 2) ensuring adequate breaks and down time 3) Assessing staffing levels; 4) Removing disruptive volunteers from service.	X	X			
	12.5C Increase communication between campuses. Shelter supervisors/managers should meet regularly.					
	12.5D Establish employee recognition program.					
	12.5E Consider implementing competency levels to give employees a chance to enhance their skills and responsibilities.					
	12.5F Establish employee training program, revitalize the Animal Services Training Academy.					

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*VMOSA = vision, mission, objectives, strategies and action plan

AHA Report Task List - Santa Barbara County Animal Services

13.0 Human Resources

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
13.1 Staffing Levels						
	13.1A Assign 1 RVT to each site.	X				X
	13.1B Evaluate the effectiveness in RPO - PIA and HE position.	X				
	13.1C Perform call volume assessment to establish base line field services activity and in-depth modeling to establish ideal staffing levels for ACO's.			X		
	13.1D ACO's should only perform duties pertaining to animal control and field services. They should not be assigned duties in the kennel or front desk or transporting animals for surgery. This is an inefficient use of an employee who is paid at a higher classification.				X	
	13.1E Fill Animal Shelter Attendant vacancies.	X Completed		X		
	13.1F Use contract veterinarians only for spay/neuter services.	X				
	13.1G Hire 2 PT veterinarians to cover a minimum of 2 days per week in SB and SM and one day on Lompoc. This recommendation may be altered if a veterinary clinic is added in Santa Barbara, so veterinary staffing suggestions are contingent upon decisions made elsewhere.	X				X
	13.1H To uphold customer service standards and provide adequate front desk coverage 7 days per week 2 PT (SB, SM) and 1 FTE (Lompoc) Administrative Office Professionals should be added to staffing roster.			X		X
	13.1I Revise position description to allow for full cross training between Administrative Office Professionals and Animal Shelter Attendants.				X	
	13.1J A further assessment of the Animal Shelter Attendants is needed once all key vacancies are filled and a regular volunteer schedule is established and ACO's are not scheduled to cover the shelter activities.			X		
	13.1I Appoint Leads - ASA and AOP					X
13.2 Key Positions						

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	13.2A SBCAS could benefit from the addition of the following positions:					
	1. Director of Shelter Medicine FTE	X Completed				
	2. Manager of Behavior and Training FTE	X Completed				
	3. Central Dispatch for Field Services			X		
	4. Manager of Shelter Operations	X				

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Note: A Check List for Section 13 was not included in the AHA Report

AHA Report Task List - Santa Barbara County Animal Services

14.0 Data, Statistics & Record Keeping

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
14.1 Record Keeping						
<input checked="" type="checkbox"/>	14.1A Establish medical record keeping SOP (medical and behavioral).			X		
<input checked="" type="checkbox"/>	14.1B Train staff on Chameleon.	X		X		
<input checked="" type="checkbox"/>	14.1C Transfer to electronic records from paper system.			X		
<input checked="" type="checkbox"/>	14.1D Use Chameleon to create daily task lists regarding medical care.	X		X		
<input checked="" type="checkbox"/>	14.1E Fund tablet purchase.			X		X
	14.1F Create daily EDAPP (Eating, Drinking, Activity, Peeing, Pooping) forms and SOP. This information is useful to the medical staff to detect problems.			X		
	14.1G Make sure SBCAS is using the most updated version of Chameleon.	X				
	14.1H Ensure that the animal inventory matches the actual animals in care on a daily basis by conducting a daily walk throughs, cross checking each animal with each animal listed on the inventory.	X		X		
14.2 Benchmarks & Reports						
<input checked="" type="checkbox"/>	14.2A Identify benchmarks to measure based on Strategic Plan initiatives (see report for suggested benchmarks).			X		X
<input checked="" type="checkbox"/>	14.2B Post benchmark data for all employees to see on monthly basis.			X		
<input checked="" type="checkbox"/>	14.2C Post metrics in Assilomar Accord format on website.			X		X

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AHA Report Task List - Santa Barbara County Animal Services

15.0 Finance & Budgeting

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
15.0 General Overview						
	15.0A Undertake usage fee analysis to ensure city fee assessment is appropriate for services provided. 1) Track field calls per zip code 2) Track animal intakes per zip code.	X		X		X
	15.0B Increase licensing renewals by 20% using robust marketing programs, www.petdata.com, Chameleon, and through website. Door to door canvassing is the most cost inefficient method. See City of Calagary's successful bid to increase license sales.	X			X (Petdata only)	
	15.0C Increase budget by \$750,000 to cover additional essential positions.					X
	15.0D Implement comprehensive inventory management system for additional cost savings.			X		
	15.0E Create additional account with MWI (Medical supply vendor) for the K9 PALS supplies and do a direct third party billing.					X
	15.0F Investigate additional grant funding with partners for program development. to cover essential positions, or program development and increase funds from SB90 which may cover cost of Behavior and Training Coordinator.			X		

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Note: all recommendations came from AHA Report; no charts were provided for Section 15.

AHA Report Task List - Santa Barbara County Animal Services

16.0 Marketing, Public Relations & Customer Service

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
16.1 Website, Social Media & Marketing						
	16.1A Full utilization of Chameleon software integration to website.			X		
	16.1B Initiate monthly adoption promotions highlighting harder to adopt animals.	X				
	16.1C Increase social media engagement by employing best practices of content creation, increasing constituencies, and cross promotion of social media on the County's website.	X	X	X		
	16.1D Issue an RFP for a local marketing agency or university program to prepare a strategic social media plan at no cost to the agency. This could easily be a community service project for a graduate level marketing student.			X		
16.2 Public Relations & Media						
	16.2A Issue an RFP for a marketing agency to provide a pro-bono integrated marketing plan. Develop an annual marketing and community outreach plan that includes an integrated mix of publicity, social media, community events, adoption promotions, and other deliverables.			X	X (RFP)	
	16.2B Conduct a job audit including a scope of service analysis for the Community Outreach position to determine objectives, benchmarks and priorities based that are within realistic deliverables based on the volume of animals and volunteers			X		X
16.3 Community Relations						
	16.3A The need of a third party facilitator is highly recommended before embarking on the following suggestions.	X				

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	<p>16.3B In order to regain program integrity and appropriate administrative oversight, the agency and partners should clarify expectations. that clearly outlines the roles and responsibilities of both the agency and the partner organization. These expectations should be with the entire agency and not campus specific as unique deliverables to each campus leads to inconsistencies in policy administration and protocols resulting in eroded program consistency. The expectations need to be consistent and applicable to each partner to bring continuity of expectations and deliverables. The roles and responsibilities should be very clear and operational boundaries should be put in place immediately. For instance: Staff members should not have to seek outside approval from volunteers or organizations regarding the health and welfare of the animals in custody of Santa Barbara Animal Services. Volunteers or outside groups should have no decision-making authority over the health, behavior assessment, care, or final disposition of any animal in custody of Santa Barbara Animal Services.</p>			X		X
	<p>16.3C As a best practice for transparency and public accountability, volunteer or adoption partner organizations should have access to and receive full disclosures regarding the health and temperament of the animals available for transfer. Partnership groups should be able to make decisions within parameters of their own operational protocols as to whether or not they wish to transfer the animal into their custody. There should be no barriers to allowing adoption partners or rescue groups from transferring an animal from the custody of Santa Barbara Animal Services. This clarity of custody will enable more efficient decision making for health and behavior treatment.</p>	X				

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	16.3D A veterinary care program should be appropriately funded by Santa Barbara County to ensure that the personnel, medicine, and necessary supplies are available to administer a minimum level of care by state standards. If Santa Barbara County cannot allocate funding for a veterinary medical team to oversee the health and care of animals at each shelter, animals exhibiting any type of medical issue, infection, or illness should be transferred out to a rescue group or partnership organization who can afford the medical care for the animal. More specific recommendations regarding an appropriate veterinary program are found within this report.	X				X
	16.3E Remove the volunteer seat from the Care and Evaluation Committee so that lifesaving pathways can be identified by staff. Once a professional assessment has been conducted, the findings can be shared with outside rescue groups who can choose to take custody of the animal and provide lifesaving resources.				X	
	16.3F Set performance standards for each employee position, identify qualifications and criteria for hiring, provide training for the employee, give the employee tools necessary to complete the job, and provide feedback on performance that leads to a culture of accountability.			X		
16.4 Hours of Operation						
	16.4A Purchase, install, and implement appropriate employee time tracking device (time clock).				X	
❖	16.4B Extend evening hours 2 days a week. Open later on those days.			X		X
	16.4C Open Sundays.					X
16.5 Customer Service						
❖	16.5A Provide a comprehensive customer service training to all staff this is to include owner surrender counseling.			X		
	16.5B Establish post-adoption call back system.			X		
	16.5C Use Chameleon software system and an online survey through the website, to survey patrons, post adoption.			X		

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
	16.5D Set a customer service benchmark for excellence and post results on line.			X		

AHA Report Task List - Santa Barbara County Animal Services

17.0 Information Technology

High Priority?	Task	Already Being Done	Quick Win	Implement in Future	Will Not Implement	More Discussion
17.1 Telephone System						
	17.1A Provide directions for emergency veterinary care for individuals calling about a found animal during closed hours.		X			
	17.1B Consistency in messaging that includes Spanish at all locations.		X			
17.2 Computer Systems and Support						
	17.2A Replace existing ToughBooks with updated models operating on 4G network or consider transitioning to a similar mobile platform such as a Microsoft Surface Tablet.	X				

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