

CHECKLIST

High Priority	Date	Task	Assigned to:	Status
<input checked="" type="checkbox"/>		7. Form OSHA Safety Committee		
<input checked="" type="checkbox"/>		7. Conduct annual Osha Training with documentation in employee file upon completion		
<input checked="" type="checkbox"/>		7. Hire outside OSHA assessment company to conduct full evaluation and training		
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SANTA BARBARA COUNTY ANIMAL SERVICES

Program Assessment

American Humane Association

*7.0 OSHA
Compliance and
Safety*

7.0 OSHA Compliance and Safety

General Overview

OSHA compliance needs improvement, though some standards are met. This evaluation is not intended to qualify for a complete OSHA assessment.

Observations:

Safety Manual & Training

The department has a safety manual and training records indicate that staff is provided with this information. Much of the training; however, appears to be “self-guided” as limited supervisory staff time is available to oversee and administer actual training.

Material Safety Data Sheets

Material Safety Data Sheets were available and present in office, staff break areas and were posted adjacent to various chemicals. (img 5337) . MSDS books were evident. (img5675) They were not evaluated to ensure they were updated.

Signage for State & Federal Regulations

State and Federal labor law posters were hung on bulletin boards (img0349). The boards appeared well organized and the information posted included OSHA notices and other relevant items.

Secondary labeling

Containers in each shelter were a mix of compliant and non-compliant. Spray bottles which were labeled were a mix of legible and illegible.



(img 5298, 5299,5300, 5301).

Preprinted labels appeared to be compliant; however, stock labels with permanent marker did not retain proper labels. In some cases, bottles were not labeled at all. In one area, powdered Trifectant was measured into “food service portion control cups” and then stacked outside the Trifectant package. These cups were not labeled and access not secured.

(img 459, 460)



Fire Extinguishers

Fire extinguishers were evident throughout each shelter. They were labeled and inspected in 2014. Extinguishers were wall mounted as well as cabinet mounted with appropriate tags visible.

(img0352) (img0373)



Personal protective equipment

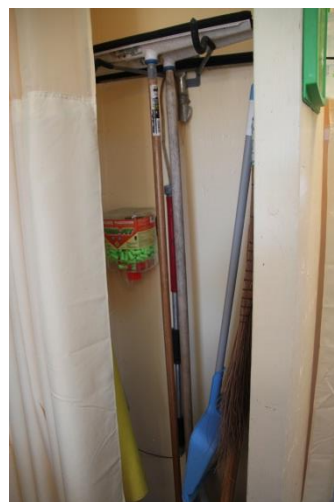
There was a variety of PPE available at each shelter (img5118, 5120) Items such as exam gloves (several styles), ear plugs, goggles and boots were available; however, their use was inconsistent.

There were signs indicating that “Hearing Protection” (img5382, 5454) or “sanitary precautions” (img0507)

should be utilized when entering areas. Staff did not uniformly utilize provided protection. In addition, staff voiced concerns



over the noise in Santa Barbara stating that ear plugs were not sufficient in dampening decibels.



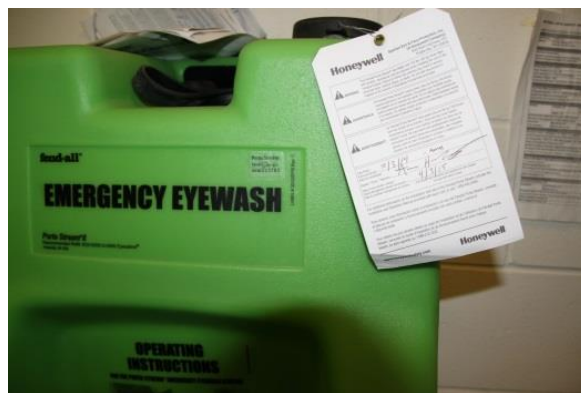
First aid kits

First aid kits manufactured by ZEE and BANDAID were located in each of the three shelters. (img 5343) Kits varied in size and ease of accessibility. OSHA regulations do not require first aid kits in the workplace if the workplace is located in close proximity to a doctor, hospital or clinic. Accordingly, each facility had access to medical services in the event of an emergency. First aid kits that were inspected appeared to be stocked; however, additional small kits located in areas such as vehicles, euthanasia / treatment rooms and break rooms would be helpful. (img 5338) Some kits had notes indicating that items needed to be restocked dating from 3/13 and 3/14. None of the shelters had an Automatic External Defibrillator in evidence. As each facility is open to the public, these devices should be standard equipment.



Eyewash stations

There were eyewash stations in each shelter. These consisted of saline rinse bottles in wall mounted stations used for irrigating eyes manually (img0657) as well as wall mounted fountain style eye wash stations designed to flush eyes continuously (img 5019). These had been inspected in 2014 and were compliant.



(img 5336, 5377)

Work related injuries

Work related injuries appear to be reported promptly and addressed appropriately. Management noted that work-related injuries and FMLA issues had affected staffing. Staff on “light duty” were utilized to supplement

operations and floated among facilities to cover staffing shortages. Reporting forms for injuries were evident in each office.

Break Areas

Animals were noted in break areas, cleaning products were stored with food.

Zoonosis

No staff or volunteer training on zoonotic diseases.

Training

It was not apparent that annual OSHA training was conducted.

Recommendations:

- 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.
- 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 in outside OSHA compliance agency for training and evaluation.
- Conduct hazard assessment for all areas of the shelter. Create safety standards. Train employees to those standards.
- All OSHA regulations are 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.
- Replace & re-label secondary containers properly.
- Review MSDS sheets to ensure all chemicals used have current data.
- Do not store chemicals in areas where human food is consumed or stored
- Do not store drugs or animal products in refrigerators labeled for human use.
- Procure & install an Automatic External Defibrillator at each shelter. Train key staff in use.
- Mandate use of PPE. Create SOP and enforce.
- Provide ear muffs for employees instead of ear plugs.

Discussion:

OSHA compliance is non-negotiable. Animal shelters pose many risks to employees including but not limited to: Excessive Noise exposure, animal bites, slip/trip/fall hazards, exposure to hazardous chemicals, exposure to waste anesthetic gasses, repetitive stress injuries, lifting injuries, zoonotic disease, and workplace violence. Review of literature cites many animal shelters being inspected and cited for OSHA violations which can have serious financial implications to the organization.

The consumption of food and beverages must be limited to areas free from toxic and biologic substances.

Maintaining an OSHA compliant work place takes a considerable amount of training and effort. Investment in a comprehensive training program conducted by an outside company could be a worthwhile investment. Most outside OSHA consultants will provide defense mitigation in the event of a citation.

OSHA does not cover volunteers. SBCAS engages volunteers and volunteer organizations to assist in shelter operations. Setting OSHA compliant standards for all volunteers who perform duties on behalf of SBCAS would ensure parity between employees and volunteers and reduce liability. Volunteers could be encouraged to engage in training programs on workplace safety as the risks to them are the same as the staff.



Appendix 7.A: Veterinary Hospital Safety

Appendix 7.B: AHA OSHA and Safety Guidelines

Appendix 7.C: American Humane Association OSHA Compliance PPT

CHECKLIST

High Priority	Date	Task	Assigned to:	Status
<input type="checkbox"/>		8.2 Create formal ACO training program		
<input checked="" type="checkbox"/>		8.3 Create Central Dispatch		
<input checked="" type="checkbox"/>		8.3 Instal GPS devices in each vehicle for officer safety		
<input checked="" type="checkbox"/>		8.4 Install appropriate DeA approved lockboxes in each vehicle		
<input checked="" type="checkbox"/>		8.8 Establish Field Services Benchmarks		
<input checked="" type="checkbox"/>		8.11 Investigate petdata.com to enhance license compliance		
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SANTA BARBARA COUNTY ANIMAL SERVICES

PROGRAM ASSESSMENT

American Humane Association

*8.0 Field Services
and Animal Control*

8.0 Field Services and Animal Control

There are 8 rostered positions for Animal Control Officers for SBCAS. The Lompoc Animal Control Supervisor oversees the Lompoc Animal Control Officers and there is an Animal Control Supervisor who oversees Santa Barbara and Santa Maria ACO's.

In 2014 the officers responded to a total of 15, 923 calls. It is not known how many calls were not addressed.

8.1 OVERALL POLICIES AND PROCEDURES

Observations:

The field services division has a series of operating procedures for all aspects of field operations. The majority of the policies were last revised in 2010 according to the documents provided and reviewed. The policies are written in several different styles and in some instances, a “conversational tone” as compared to a clear, concise and professional fashion.

Employees are updated on policies by memo, email and through daily meetings. The training records do not reflect any updates to show that staff have been made aware of specific changes. One training record provided showed that original instruction was completed; however, no follow up or refresher information was annotated.

Animal Control Officers derive their legal authority from Santa Barbara County Code Chapter 7 – Animals and Fowl. Their positions are defined in section 7-1 and their authority, powers and abilities are set out in section 7-5. Animal Control Officers are appointed & designated by the County Commissioners as employees with the commiserate rights, abilities and authorities to perform their duties under the direction of the Animal Control Supervisor.

Recommendations:

- 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.

Discussion:

The SOP manual contains a variety of policies. They are well organized and modeled after industry best practices as offered by the National Animal Care and Control Association, American Humane Association, American Society for the Prevention of Cruelty to Animals and others. Training is required and the manual has been updated within the past five years in conjunction with an updated county code revision. The statutes and ordinances enforced by the field services department are handled in a consistent and uniform fashion. ACOs understand the mission and enforcement philosophy, practicing “community policing” principals and engaging the public in a pro-active, responsive fashion. This is supported by the SOP, training and direction from supervisors.

8.2 OFFICER SAFETY AND TRAINING

Officers are trained through a combination of in-house training, sheriff's department training courses and



state conferences as available. Training included use of equipment, ASP and assorted animal care / cleaning / behavior / handling classes. These were noted in the training record. This training was based on the SOP manual; however, the training was not always supervised. Staffing limitations sometimes resulted in staff following a self-guided training or performance program that was later reviewed and signed off on by a supervisor who may not have actually been present for the training activity.

Training files indicated that staff training, especially attendance at outside training events was not consistent across all three facilities nor based on staff needs but rather on staff levels and staff availability to attend specific courses. According to ACOs, training requests were able to be submitted but there was no formal process for doing so other than a verbal request or email.

Recommendations:

- A formal training request process should be established to insure that requests are received, cataloged and responded to in a fair and consistent fashion.
- Training files should be maintained on each officer and updated on an annual basis as part of the annual employment review process.
- 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.

Discussion:

Current staffing levels present a challenge when onboarding new ACOs as well as updating training for existing staff. The SOP outlines and supports training but in practice, training “delivery” is somewhat disjointed. Agencies with a standard program and sufficient staff are able to meet these needs but, as is the case with SBCAS, those without tend to struggle. For training to be effective, it must be evolving and responsive to changes in the industry and, by extension, agencies must be able to update and revise training and in-service refreshers to reflect those trends.

Revision and updates should be considered for basic and advanced issues related to enforcement, officer safety and equipment. Organizations providing training include California specific agencies, training NGOs such as NACA, ASPCA, ACTS, LETI and Code 3 Associates. Certifications for ACOs and supervisors should be the standard with those certifications provide by consistent, standardized, outside organizations that have a demonstrated record of providing a variety of animal specific or animal involved training.

8.3 COMMUNICATIONS/DISPATCH

Observations:

Calls for service were taken by clerical staff and by officers in the field. There were no dedicated dispatcher positions that did not perform other duties. Staff had some cross-training to handle these duties. Staff were observed taking calls, using proper telephone etiquette and entering information into Chameleon appropriately.

Calls for service were entered into Chameleon and ACO’s handled calls without having a central dispatch center operating for that purpose. Supervisors had both desktop and laptops running Chameleon which were

used to display dispatch screens and pending calls. These were not routinely monitored and, in at least one case, not utilized due to connectivity issues in the field.

Priority calls included vicious or aggressive animals, injured animals, cruelty calls, bite investigations, stray dogs, and wildlife calls. Deceased animal calls were also included in general calls.

Primary communication was by cellular telephone. Officers also had 800MHz radios and mobile display terminals (MDTS) to use in the field. All communications devices suffered from intermittent operability due to the large area covered with sparse coverage. Officers expressed concern that due to the large areas covered, communication was problematic and in some areas, impossible. Some areas have limited radio / cellular coverage. Radios were 800mhz band portables which will soon become obsolete as a result of national 900mhz public safety re-banding. Officers advised that they did not mark in / mark out on calls with any centralized dispatcher other than other officers in the field. This was sporadic at best. ACOs utilized cellular telephones for the majority of communications which they did appropriately and safely.

During the visit, ACOs used equipment to the best of their ability; however, that was hampered by service quality and connectivity issues.

Recommendations:

- 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.
- Upgrade cellular service, MDTs and radios to current standards.
- Vehicles should be equipped with GPS monitoring to insure that vehicles can be located in the event of an emergency.
- Vehicle MDTs should be upgraded to include 4G connectivity to facilitate Chameleon use in the field.
- Vehicles should be equipped with a field use printer for issuing forms, notices and other routine paperwork.

Discussion:

Current procedures for dispatching calls do not provide consistent, safe delivery for services and allow many opportunities for issues to arise. As an adjunct to these recommendations, SBAS should engage and study whether establishing an internal dispatch function would be cost effective versus contracting with an outside law enforcement agency such as the Sheriff's Department.

Issues are not limited to policies and staffing but relate to the inability of existing equipment (cellular phones, radio, laptops) to provide the service delivery necessary over the wide geographic area. Operating and handling calls for service in diverse communities is challenging enough without the additional burden of poor to non-existent communications.

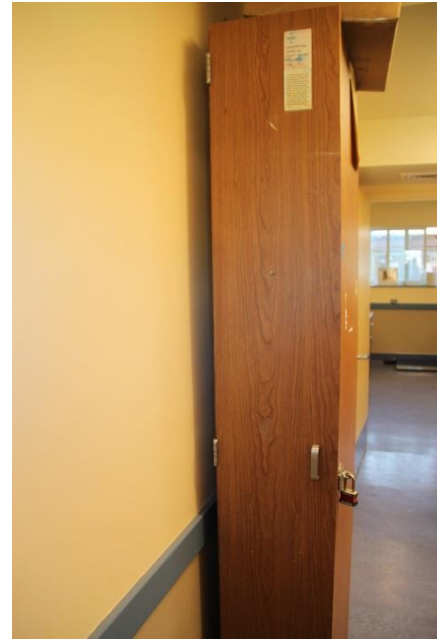
Implementation of these recommendations would improve officer safety, increase productivity and service delivery and reduce wasted time concurrently. ACOs in the field would be able to better utilize their time and the agency's resources.

8.4 FIELD SERVICES VEHICLES, EQUIPMENT AND UNIFORMS

Observations:

Field services staff had an issued equipment list that included items for vehicles and officers. The “Equipment / Resource Checklist” was completed at hiring as a part of the Officer Training Academy. Issued equipment included journal, policy manual, name plate, shirts, pants, heavy jacket, rain suit, rubber boots, keys, badge, clipboard, utility bag, mag flashlight, mini flashlight, utility belt, belt keepers, glove pouch, page pouch, leash / handcuff pouch, key holder, regular gloves, heavy gloves, snappy snare, snake tongs, snake bag, net, muzzles, cell phone, first aid kit, receipt book, licenses, license receipt book, alcohol cleansers, fire extinguisher, ASP baton, ASP pouch, business cards and California Law Book. Additional spaces for pepper spray and pepper spray pouch were crossed out on the example form. The form noted if items were issued or in a vehicle.

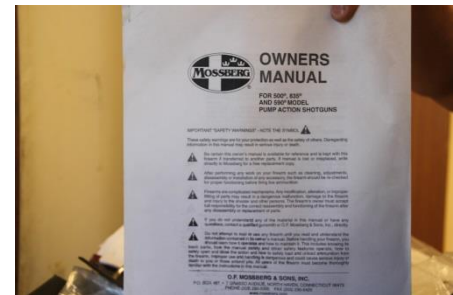
The agency had several models of chemical capture equipment. In some shelters, it was noted that it was seldom used or not at all while in others, it was frequently deployed. The overall condition of the equipment was acceptable; however, the storage for the equipment and drugs was inconsistent. At Lompoc, the equipment was stored in a wooden cabinet which, though locked, was not secured to the floor or wall and was flimsy enough to be broken open with virtually no effort. (IMG5706) At Santa Maria a gun safe was evident which is ideal for storage of chemical capture equipment. Records and reports for use were available and completed when equipment was used. Some items were out of date but when notified, supervisors immediately corrected these issues. (IMG5709).



Documentation showed that fire-arms were previously issued equipment (IMG5713); however, staff and ACOs noted these had been taken out of service.

Documentation provided by administration indicated that surplus firearms had been received

by the Santa Barbara County Sheriff’s office. This leaves ACOs with no safe method to dispatch injured wildlife in the field.



During field observations, ACOs noted that some equipment was not available in all vehicles or in personal issued loads. ACOs on occasion had to scavenge from existing equipment to insure that in-service vehicles were appropriately equipped for on-call or daily field operations. During field observations, ACOs had the necessary equipment available. Some equipment was in need of repair or replacement which ACOs advised was completed by sending out for repair or ordering replacement items. Many of the minor repair needs related to catchpoles.

SBCAS operates a variety of vehicles including vans, compartment carrier equipped pickup trucks, disaster

trailer, livestock trailer and mobile command trailer. The vehicles were marked and carried a variety of equipment for handling animal related calls. One noted deficiency was the truck caging systems. These have become worn over time and the doors no longer remain secure, sometimes coming open during transport. Additionally, secure boxes that were installed in older models were not re-installed in new models resulting in the use of unsecure glove boxes or similar compartments for transporting scheduled drugs.

Recommendations:

- 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.
- 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.
- The uniform inventory should be updated to include issue dates, replacement dates and inspection dates.
- 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.
- 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.
- Microchip scanners should be added to the list of field equipment on the standard issue checklist for ACOs.
- Vehicles should be remarked to include clear, easily readable contact information including telephone number and website information.
- Vehicles should have a locked “safe-box” style compartment installed to facilitate secure transport of controlled substances in the field.
- 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.

Discussion:

Overall, SBCAS enjoys many resources that other agencies lack. Proper animal handling equipment, uniforms and vehicles are several highlights that demonstrate the agency’s commitment to providing employees with the tools to perform their jobs. Recommendations note where improvements could be made that would enhance that service delivery.

ACOs have adapted well to accomplishing their jobs with the materials available and any changes to policies should reflect the need to allow them discretion to continue to approach the public in a “low-key” appearance as appropriate. The ability to wear a variety of uniforms helps with the public perception and creates a non-confrontational work environment that is key to officer safety when they are operating individually.

Emphasis should be placed on consistently inspecting, repairing or replacing worn, damaged or obsolete items on a routine basis. Additionally, personal protective gear should be provided along with adequate training to insure proper and humane utilization.

8.5 PUBLIC SAFETY BACKUP AND RELATIONS

Observations:

According to ACO's, local law enforcement provide backup in routine situations. Agencies are not overly supportive and routinely defer all animal related calls to the animal services department instead of handling them directly. ACO's do not have direct communication with law enforcement as radios are not assigned interoperable frequencies with law enforcement.

Recommendations:

- 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.
- 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.

Discussion:

Law enforcement has traditionally seen animal control as a relatively unimportant function and marginalized contact or training in that area. Current trends are demonstrating that public opinion has shifted and both law enforcement and ACOs are held to a higher standard. It is considered vital that animal control agencies reach out and establish good working relationships with their respective law enforcement agencies at both the administrative and operational levels. This provides for better unified responses to calls for service and offers another layer of public safety protection via cooperative efforts to address dangerous animals, animal cruelty and nuisance domestic animal calls.

8.6 AFTER-HOUR EMERGENCIES

Observations:

The department has an on-call policy 2.42 that outlines how after-hours calls are handled. The policy defines what types of calls are considered ones qualifying for after-hours service. These included: Loose animals threatening persons, bites where the animal was not confined, injured animals without a known owner, assistance to law enforcement and loose livestock. ACOs on call are directed to take a pager and cellular phone home. They log out with the local dispatch in their assigned area and are permitted to take home a vehicle. Officers rotate through this with one covering north and one covering south county.

Officers complete each call and impound animals at the closest facility. Night drop boxes have been eliminated.

In 2014 819 after hours calls were logged.

Recommendations:

- 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.

Discussion:

After hours service is a challenge for animal control agencies nationwide. A comprehensive review of FLSA provisions should be conducted periodically to insure that court decisions impacting this area are considered. SBCAS is again challenged by the size of the service area and the distances that need to be travelled to respond to calls. Efforts to improve relations with local law enforcement may assist in this area by helping to eliminate needless non-emergency calls that would otherwise be able to be handled without animal control responding.

8.7 JOB DESCRIPTIONS

Observations:

Job descriptions are available for each position. These were adequate and covered the actual job performance of the ACOs in the field.

Recommendations:

None.

8.8 FIELD SERVICES FORMS AND RECORD KEEPING

Observations:

SBCAS utilizes Chameleon for record keeping. Paper records are also generated as backup to computerized database information. The SOP directs how records are created, maintained and stored. From information available or observed, it appears that the SOP was followed and records maintained appropriately.

Forms maintained were generally complete and accurate. Some reporting was redundant as noted above with ACOs completing both a computerized and paper calls for service log. This is a practice followed by many agencies and while not the most efficient, is common practice. Records were easily accessible both in computerized format via Chameleon and in records files at each shelter.

Statistics, trends and related information were available in a variety of standard and customized Chameleon reports. The department maintained and compiled monthly and annual reports that covered a variety of tasks, operations and events. However, these reports were not utilized to assess staffing levels, zip code call volume, types of activities, response time or uninitiated activities.

The materials were gathered in a fashion that made sense and covered the areas noted in the SOP. Additionally, supervisors had the ability to review data in real-time via the dispatch module for officers as well as kennel / shelter information.

The shelter followed a standard records retention policy and, when asked, was able to provide archival information in a prompt and efficient manner.

Recommendations:

Create Field Services Benchmarks to include:



- Response time
- Zip Codes
- Activity by subtype
- Open Items

Discussion:

Creating department benchmarks allows for analysis of activities. This can be used to determine staffing needs, ordinance changes, fee for service assessments and response times. This is valuable information that should be included in strategic planning, goal setting and job performance.

8.9 OFFICER ACCOUNTABILITY PROCEDURES

Observations:

ACO daily activities were generated and reported in Chameleon for review by Supervisors. Officers entered their own call times (dispatch, arrival on scene, clearing) into Chameleon with a daily running sheet as a paper backup. As noted in Dispatch, communications are problematic making it difficult for Supervisors to determine actual locations for ACOs in the field absent the ACO showing on scene in Chameleon on a specific call. ACOs in the field are essentially self-regulating.

Written procedures for handling calls for service, record keeping and data entry were available and, as far as applicable, were adhered to for entry. In cases where field entry was not possible, ACOs would enter and update cases in Chameleon upon return to the respective shelter.

Recommendations:

- SBAS should install GPS tracking and obtain software to track vehicles in the field for officer safety.

Discussion:

ACOs spend a significant amount of time attempting to utilize Chameleon and completing paperwork. There are several instances where these efforts are duplicative resulting in inefficient use of time and resources. By consolidating and eliminating duplicative entry requirements, some time savings may be realized.

Additionally, utilizing GPS to track officers to assist with dispatching provides the dual function of insuring officer safety and improving efficiency.

8.10 LAWS, INVESTIGATIONS AND ENFORCEMENT

Observations:

The SBC codes have been updated periodically and incorporate information on a variety of functions. The most recent edition is dated 2010. Chapter 7- Animals and Fowl references nine articles and covers general provisions, restraint & impoundment, dogs, diseased & dangerous animals, beekeeping, use of steel-jawed leg-hold traps, dangerous dogs, as well as transfer of dogs & cats. A review of these sections does not show any glaring deficiencies. A periodic review of the chapters would be appropriate on an annual basis to insure conformity with any changes in state codes or regulations. Enforcement in Buellton is undertaken under Title 6 of the Buellton Municipal Code which references and adopts the Santa Barbara County Code & Regulations

therein dated 2011.

SBAS handles and investigates animal cruelty complaints, animal fighting reports and related cases. During the visit, one cruelty call investigation was observed. During that case an ACO worked with the local Codes Enforcement Officers to resolve a case of possible animal abuse that had a LINK component of elder abuse. The ACO worked well with local agents to resolve this complaint using education and follow-up as an enforcement method. Officers have had training related to basic investigations as well as training in advanced cruelty investigation; however, not all ACOs have had each training class. The SOP references and directs how each type of investigation is to be conducted in Chapter 2 Field Operations. The policies are generally well written (although some are slightly “folksy” in composition) and cover all aspects of investigatory procedures.

Animal fighting investigations are not specifically referenced in the policies; however, their investigation falls under general cruelty investigations. ACOs indicated that they have few complaints of dog fighting with most of their alleged fighting calls related to cock-fighting.

In other cases, ACOs utilize a “Fix It Ticket” to enforce compliance with licensing laws. Owners were issued a deferred citation allowing them to correct the violation resulting in the citation being administratively withdrawn without criminal penalty. This is an excellent tool to achieve compliance. The period is two to four weeks in most cases but may be extended.

ACOs have the ability to issue citations as well as serve “third party” citations based on citizen’s complaints. These citations are completed by a complainant, filed with the court and then sent to the field services staff to serve on the animal owner in the field. Unlike officer initiated citations, these often present a challenge for the serving officer who may be utilized as a tool in a neighborhood dispute. It requires a measure of diplomacy to handle this type of citation when the officer is not aware of the totality of the case. This process was observed during the visit and was handled exceptionally well.

ACOs were observed handling animal at large, animal in unattended vehicles, wildlife in traps, sick wildlife and deceased animal calls for service. Additionally, ACOs were observed on routine patrol and directed patrol calls. During all interactions with the public, the ACOs conducted themselves in a calm, professional and respectful manner. Of particular note, EVERY citizen (even those receiving citations) complimented the ACOs conduct & demeanor without exception. The ACOs public contact practices at all three shelters would best be described as exemplary.

Recommendations:

- A specific “Blood Sports” investigations policy should be included in Chapter 2 under Field Operations.

Discussion:

The ACOs that were available for “ride-a-long” observations demonstrated a high degree of competency and public relations excellence in the field. While it may be possible to put on a good show for visitors, the unplanned citizen interactions reinforced and confirmed that the ACOs have an excellent reputation in the field.

8.11 ANIMAL LICENSING



Observations:

Animal licensing is a primary service provided by the department. Licensing operations are outlined in the SOP with specific sections detailing license operations, renewals, enforcement and canvassing that are shared among several functions within the department including office and field sections. ACOs were responsible for enforcement and license checks in the field related to complaints. Additionally, procedures for license canvassing are included in the SOP and carried out by ACOs when time permits. According to the ACOs, canvassing is often precluded by staffing shortages.

License sales for SBAS were:

2012	27094
2013	22776
2014	27142
2015	28499 (projected)

According to census data for 2013, the overall population for Santa Barbara County was 435,697. Utilizing the American Veterinary Medical Association formula for calculating animal population (<https://www.avma.org/KB/Resources/Statistics/Pages/US-pet-ownership-calculator.aspx>), the estimate dog population is 97,864. This equals a 27% license compliance rate based on provided data. Licensing is promoted by renewal reminders, flyers and online. Major advertising such as television / radio ads, water bill inserts, promotional advertising circulars and other methods were not noted as being utilized. The compliance rate is good as most jurisdictions have 15% - 20% as an average compliance rate. The department projects increased licensure for 2015; however, no specific plan was expressed that would result in this increase. Considering current enforcement challenges, economic stressors in the community and minimal advertising, this will be difficult to achieve.

Licenses are sold in the office and online. Web Licenses sales accounted for 22.3% of total license sales in 2014. Whereas RPO Project Pet Safe only produced 3.8%. Citizens may download the form for a dog license which can be mailed in or presented in person to one of the shelters. Differential licensing as well as multi-year renewals are available. Licensing was primarily promoted as a means to reunite lost pets with their owners as well as part of a community health & safety program tied to rabies vaccinations. Fees support the general operation and are considered one of the revenue streams for animal services operations.

Recommendations:

- 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.
- Investigate www.petdata.com to serve as a third party licensing sales agent. This may be more cost effective than the RPO employees.

Discussion:

Licensing is an area that has an excellent opportunity for growth and revenue enhancement. Given existing laws and current compliance rates, an enhanced license campaign could generate as much as a 100%



increase in revenue (double license sales) or more. Funds would need to be allocated for promotional advertising as part of a comprehensive program designed to incrementally increase compliance and sales. Programs may include such things as media advertising and direct mail appeals.

Any program should be planned for a minimum of a five year commitment with the necessary resources and funding to cover advertising, marketing and enforcement. Emphasis in the program should be on the benefits of licensing including reunification of lost pets quickly with owners as well as providing overall support for the animal services program.

SBCAS may want to examine best practices models such as Calgary’s program in Canada.

<http://www.calgary.ca/CSPS/ABS/Pages/Animal-Services/I-heart-my-pet-program.aspx>

Turn-key vendors such as Pet Data, Inc. are available or SBCAS may wish to consider bringing in an outside consultant with specific experience in animal licensing program implementation.

Appendix 8.A City of Calgary Pet Licensing Program

8.12 FIELD SERVICES/ANIMAL CONTROL CONTRACTS

Observations:

ACOs utilized the local humane society parking lot for secure parking for vehicles. There are city animal control officers in two jurisdictions. The City of Santa Barbara Police Department Animal Control Officers use the Santa Barbara shelter for their impounded animals. ACOs noted that they have a good working relationship with local jurisdiction ACOs. Services are provided to unincorporated areas as well as Buellton, Solvang, Lompoc, Santa Ynez Valley, Santa Maria, Guadalupe, and Goleta. The City of Santa Barbara provides their own officer service but contracts for sheltering. The City of Carpinteria maintains their own service as well. During the service visit, ACOs with the City of Santa Barbara brought in an animal to the shelter. Relations with this City appeared cordial with the officers commenting that they had no issues.

Utilization fee for service was not evaluated or assessed.

Recommendations:

- 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.

Discussion:

Collecting bench mark data will allow assessment of utilization fees assessed to each city contracting for animal services.

8.13 WILDLIFE RELATED ISSUES

Observations:

The agency handles a variety of nuisance and injured wildlife calls including skunks, deer and a variety of large & small mammals. ACOs handle deceased wildlife calls as well. While some cases are adjunct to a potential rabies exposure, the majority of the calls do not rise to that level of urgency. The department deals

with a significant number of “domestic but feral” rabbit calls as well. Local police defer calls to animal services and, according to ACOs, seldom respond to assist and will not handle field euthanasia by firearm. ACOs no longer have access to firearms for field euthanasia and euthanasia by injection for wildlife is the recommended procedure. The department has traps available for citizens for nuisance wildlife such as skunks. ACOs work to educate the public on nuisance wildlife exclusion and mitigation; however, the public now uses the animal control agency as a nuisance wildlife trapping service in many instances. Few if any of these calls are for potential rabies exposures. ACOs may deliver, set and remove traps and any contained wildlife which may be relocated, released on site or transported for euthanasia.

Recommendations:

- Animal Services should cease providing non-critical nuisance wildlife services, retaining ONLY confirmed rabies exposure situations.
- Animal Services should refer all non-exposure wildlife cases to the appropriate licensed and permitted nuisance wildlife control service or license wildlife rehabilitation organization.
- Animal Services should discontinue handling injured or deceased wildlife calls, referring these to the State Game Department or local police.

Discussion:

Handling nuisance wildlife is not a primary function on animal care & control which should be focused on companion animals. In reviewing materials provided, it appears that other agencies abdicated their responsibility to handling wildlife and the operations ended up with SBAS by default. Every effort should be made to exit the routine business of handling wildlife absent a confirmed potential rabies exposure to a person or companion animal.

Staff training for handling wildlife relies strongly on experienced officers sharing their knowledge and skills but is not supported by significant or sufficient certifications nor are the officers supported at the state level. As noted, no provisions exist to field euthanize large, injured wildlife which presents a threat to safety and results in animals needlessly suffering that should be euthanized promptly as a result of their injuries.

Costs for operating this program are not balanced by revenue as wildlife is “owned” by the State of California. Resources including officers time, equipment, handling and disposal are significant in that approximately 30% of observed calls for service were wildlife or deceased animal related. Eliminating these services, which are not core to animal control, would result in a considerable cost savings that could be redirected to increasing staffing, renovating existing facilities or replacing outdated equipment.

8.14 BITE INVESTIGATIONS/QUARANTINES/PUBLIC HEALTH RELATIONS

Observations:

Animals which have exposed a person to the possibility of rabies are quarantined for 10-14 days from the date of exposure. SBCAS is a division of the Public Health Department and handles the rabies quarantine program. Internal and external reporting forms are available (including downloadable versions on the SBCPHD website). ACO’s handle notifications and releases from quarantine. Unvaccinated animals are required to be quarantined at one of the shelters or at a local veterinarian. Animals which become ill, die or

are located deceased are transported for decapitation and testing. ACOs and shelter staff follow written procedures.

Rabies specimens are routinely transported in ACO truck “dead boxes”. As noted under vehicles, these boxes are not very secure and on at least one occasion, a “red bag” specimen fell out during transport. An alert citizen contacted SBCAS and the specimen was received and subsequently tested.

SBCAS has regulations and laws in place that regulate dangerous animals; however, the court & appeals process subjects some animals to long-term holding while the legal process concludes.

Recommendations:

- Standard bite forms should be sent via email or entered into Chameleon for ACOs to access in the field thereby eliminating the necessity to return to a shelter to pick up a standard form.
- Transport boxes should be secure and rabies suspects labeled clearly to prevent inadvertent loss.
- Efforts should be undertaken to streamline court cases to insure that animals are not subjected to inordinately lengthy holding times prior to disposition.

SANTA BARBARA COUNTY ANIMAL SERVICES

PROGRAM ASSESSMENT

American Humane Association

*9.0 Population
Management*

9.0 Population Management

General Overview

The following excerpt is taken directly from the Association of Shelter Veterinarians (ASV) 2010 Guidelines For Standards of Care in Animal Shelters. The full manual is included at the end of this section Appendix 18.A for your review and reference.

“Population management describes an active process of planning, on-going daily evaluation, and response to changing conditions as an organization cares for multiple animals. Effective population management requires a plan for intentionally managing each animal’s shelter stay that takes into consideration the organization’s ability to provide care that meets the recommendations outlined in this document. The capacity to provide humane care depends on the number and condition of animals admitted and their duration of stay; the size and condition of the facility; staffing levels and training; and other factors as well as the number of available enclosures. There are many ways to maintain a population within an organization’s capacity for care whether in a shelter or home-based rescue organization. Active population management is one of the foundations of shelter animal health and well-being (Hurley 2004a), and must be based on an appreciation that capacity to provide humane care has limits for every organization, just as it does in private homes. When a population is not managed within an organization’s capacity for care, other standards of care become difficult or impossible to maintain.”

Proactive population management is a key component of ensuring that all animals receive optimal care needed to maintain their physical and emotional well-being while in residence. It effectively will reduce the length of stay which has impacts on animal health as well as staff requirements and operational expenses.

The appropriate management of animal census is not based on cage space, but humane capacity, which accounts for the number of people available to provide care, facility capabilities, required stray hold times, average length of stay, time required to provide basic and enhanced care to the animals, and organizational resources. Operating outside a shelter’s humane capacity is considered unacceptable by the ASV standards.

While challenging, open admission shelters such as SBCAS can practice population management successfully.

The basic fundamental principles include:

- Daily Rounds (addressed on several occasions in this report)
 - This is a daily assessment of what each animal needs to move toward an outcome. It implies that an action plan be made for every animal in need and accountability assigned.
- Capacity assessment and planning
 - Understanding what the limit of animals are that the organization can provide the appropriate care for. This is not simply cleaning and feeding, but providing essential enrichment to maintain or improve the animals behavioral health

Observations:

An analysis of last 12 month shelter statistics that are key performance indicators of population management reveal the following:

Note: Rabbit data is from FY 2014

	Santa Barbara	Santa Maria	Lompoc	Total
Cage Space Dogs	48	76	30	154
Cage Space Cats*	162	75	20	257
FTE Animal Shelter Attendants <u>currently</u> working and Extra Help	1.5	10	2	
Dog Intake	748	1639	837	3224
Cat Intake	922	834	208	1964
Rabbit Intake	194	99	36	329
Average Length of Stay - Dogs (days)	200	48	42	n/a
Average Length of Stay - Cats	79	109	110	n/a
Average Length of Stay - Rabbits	235	246	229	n/a
Average Daily Census Dogs	70	88	37	
Average Daily Census Cats	101	65	20	
Average Daily Census Rabbits, est.	79	45	11	
Adoptions - Dogs	201	411	143	755
Adoptions - Cats	741	408	101	1250
Adoptions - Rabbits	150	50	22	222
Died in Kennel - Dogs	1	12	4	17
Died in Kennel - Cats	12	9	1	22
Died in Kennel - Rabbits	6	9	3	18

* *assumes all double cages are not partitioned

It has been observed that SBCAS does not have an active population management system in place, other than a community spay/neuter program for the public in Santa Maria.

Daily population management rounds are not in place to actively seek ways to move animals toward an outcome. **This is especially evident in the population of dogs (13) and rabbits (14) in Santa Barbara with length of stays over 1 year some in residence for over 3 years!**



Part of the concern with the dogs is that volunteers have been very vocal about the disposition of some of the long term residents that were originally recommended to be humanely euthanized due to emotional distress. These dogs are still residence with no plan of action and no opportunity for remediation or rehabilitation.

Recommendations:

Active population management includes:

- Implement daily population management rounds
 - Create action plan for each animal - move them toward an outcome
- Reduce feline intake by implementing community cat plan, such as Feral Freedom
- Consider implementing feline intakes by appointment. A story of success can be read at <http://www.maddiesfund.org/cats-by-appointment-only.htm>
- Adoption promotions - remove barriers to adoption
 - Fee waived
 - Breed sales
- Increase transfers to rescue groups
- Increase relationships with sanctuaries and long term care providers
- Creating a robust campaign for difficult adoptions
- Identify bottlenecks that increase length of stay:
 - Stray holds
 - Time to surgery
 - Timing of behavioral evaluations
 - Disease
 - Long term medical conditions need incentives for adoption
 - Too many animals on the adoption floor = too many choices
- 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.
- Proactive owner surrender counseling. Create benchmarks to measure reasons why owners relinquish and where they come from and then target programs to meet those needs.
- Increase foster care capacity to get susceptible animals out of the shelter
- Implement fast track and slow track program

Discussion:

The way forward for SBCAS is the implementation of active population rounds. An attempt to manage census will reduce staffing needs, expenses and improve the overall welfare of the animals of SBCAS. There are many articles and reference materials available for further review so the leadership can implement a program that is specific to the needs of the animals and the community of Santa Barbara County

Additional Resources:

<http://www.aspcapro.org/resource/shelter-health-animal-care-intake/population-wellness-rounds>

<http://www.aspcapro.org/webinar/2011-04-28-000000/shelter-guidelines-math-and-population-planning>

Appendix 9.A ASV Standards of Care in Animal Shelters

Appendix 9.B ASPCA ASV Population Management Checklist

Appendix 9.C Managed Admissions

Appendix 9.D A Matter of Measurement

Appendix 9.E Advocat spay/neuter Voucher program

Appendix 9.F Length of Stay

Appendix 9.G ASPCA LOS Calculator

Appendix 9.H Life in the fast lane

Appendix 2.G Feral Freedom Guide (referenced previously)

CHECKLIST

High Priority	Date	Task	Assigned to:	Status
<input checked="" type="checkbox"/>		9.0 Implement daily population management rounds		
<input checked="" type="checkbox"/>		9.0 Develop comprehensive strategy to decrease intakes		
<input checked="" type="checkbox"/>		9.0 Develop comprehensive strategy to increase adoptions and transfers		
<input checked="" type="checkbox"/>		9.0 Train AOP's to counsel owner surrenders		
<input checked="" type="checkbox"/>		9.0 Create fast track and slow track system		
<input checked="" type="checkbox"/>		9.0 Collect data on owner surrenders for target program development		
<input checked="" type="checkbox"/>		9.0 Employee and volunteer training		
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