



Animal Control Study

Facility & Service Recommendations

2017

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Table of Contents

INTRODUCTION	3
RECOMMENDATIONS/EXECUTIVE SUMMARY	4
BACKGROUND	8
HISTORY	9
WORK SCHEDULES	9
SERVICE GOALS	10
CURRENT & EMERGING TRENDS	10
ANIMAL CAPACITY	12
REPORTS	15
CURRENT FACILITY FEATURES	15
EQUIPMENT, VEHICLES AND OFFICE SPACE	16
DES MOINES ANIMAL CONTROL DEPARTMENT BUDGET	17
PROPOSED FACILITY AREAS SUMMARY	17
PROPOSED STAFFING & SCHEDULING	21
STANDARD OPERATING PROCEDURES, STAFF TRAINING/EDUCATION	24
ORDINANCE RECOMMENDATIONS	26
SUPPORTING DOCUMENTS	29

Introduction

This Program Study is to provide the City of Des Moines a detailed analysis of the Animal Control shelter programming and field services that will serve as a guide for the development of an RFP for the future needs of Animal Control Services. It is the purpose of this study to accurately reflect the goals and services the department provides as well as “best practices” recommendations. Data has been analyzed into the following divisions:

1. Background
 - History
 - Staffing and Scheduling
 - Facility
 - Equipment
 - Budget
2. AC Service Goals
3. Current & Emerging Trends
4. Animal Capacity
5. Proposed Facility Area Summary
 - Facility Program
 - Public Areas
 - Animal Holding
 - Administration
 - Clinic
 - Support Areas
 - Parking
6. Proposed Staffing and Scheduling
7. Standard Operating Procedures & Staff Training/Education
8. Other Recommendations
 - Technology
 - Public Image
 - Ordinance Revisions

With each topic evaluated, this Program Study will provide the City of Des Moines with critical considerations and recommended approaches needed to define the future direction and building needs for an animal control facility.

Terminology

Throughout this study the following terminology will be used:

- City of Des Moines will be referred to as “City”
- Des Moines Animal Control will be referred to as “AC Services”
- Animal Rescue League of Iowa (ARL) will be referred to as “Vendor”
- Animal Control Officer (ACO)

Executive Summary/Recommendations

A new Vendor should provide a new or retrofitted facility that can meet both today's animal capacity needs, as well as future expectations. The facility size should be 15,000 to 16,000 square feet and have the capacity to house 75 dogs and 150 cats, as well as other small animals. The Vendor should also be able to provide sheltering for barn type animals either on-site or off-site with a contract facility within a 30-mile radius. The shelter facility should also meet best practices in animal shelter management per the ASV Guidelines for Standards of Care in Animal Shelters (Facility Design and Environment) and Shelter Care Checklists: Putting ASV Guidelines into Action. Specifically:

- Acoustical considerations, not only reducing noise for public and employees, but also reducing stress among the animal population.
- Cat Housing should have a minimum space of 9 square feet per cat. Stress levels in cats, which contribute to illness, can be reduced by providing them with enough room to separate eating/drinking, sleeping/resting, eliminating, and playing/enrichment activity.
- Dog Kennels should be designed with double-sided runs separated by a guillotine door, benefiting both the shelter staff as well as the dogs that are being housed. They simplify the cleaning process by allowing a dog to be isolated to one side of the run while the other side is being disinfected and scrubbed.
- Kennels should be of adequate height and have solid walls to avoid nose-to-nose contact among dogs. Rows of kennels should be placed in such a manner that kennels do not face one another, thereby limiting territorial and aggression issues.
- A well-designed heating, ventilating, and air-conditioning (HVAC) system is essential for reduction in odor and cross-contamination of diseases.
- The plumbing/drainage system must be designed so that waste from one kennel never contaminates another. Drain openings should be at least 4" in diameter. Lead-away pipes should be at least 6" in diameter. Drain covers should be of stainless steel or other non-corrosive and easily cleanable material. These should be easily removable for cleaning but otherwise kept in place to prevent puppies, other small animals, the public, or staff from falling or slipping into them. Drain traps should also be installed and cleaned on a regular basis.
- Wood and other permeable materials must not be used in areas that are frequently washed.
- Separation of spaces per species and age for all holding areas, including intake, stray, isolation, quarantine, and medical treatment/surgery.
- Adequate office space for management, as well as separate space for an Animal Control Bullpen, Veterinary office, and staff breaks.
- Reception area for easy flow of public.
- Meet/greet rooms or visiting rooms.
- Adequate storage for food and cleaning/care supplies, laundry area, grooming area, freezer and euthanasia.

- Sally port garages for easy flow of vehicle traffic and off-loading of animals in a secure space.
- Outside exercise areas.
- Facility should be centrally located and easily accessible to the public and for ACO calls for service response.
- Increase kennel staff by at least one (1) employee to more effectively meet the needs of the animals in a timely manner.
- ACO staff should gradually be increased to 6.4 ACO's by 2020 to meet the 1.60 officers x 2 beat areas = 3.2 x 2 shifts per day = 6.4 officers requirement. This is an increase of 1.9 ACO's.
- The facility should have at minimum 1 full-time veterinarian to more adequately meet the needs of the animals and provide consistent veterinary care and oversight of vet tech staffing; an SOP Manual which includes a separate and concise Veterinary Care section; and private office space including an exam/treatment room and full surgery suite for consistent humane care of sheltered animals. On-call veterinary services should also be provided for emergency animal care after hours.
- Facility signage should be professional in appearance, unobstructed and easy to read, and allow for periodic updates without compromising the appearance.
- The City should also consider conducting a Cost for Service analysis to determine whether the rate model for service fees, such as processing, redemption, licensing, etc. is still adequate. This should be completed prior to the initiation of any new contract for service, and reviewed at least every 5 years.
- In an effort to provide consistent and reasonable ACO response time, pick-up and removal of dead wildlife should be reallocated to the City's Public Works department.
- AC Services provide a Field Training Program that specifically addresses the training needs for anyone performing the duties of an ACO and the amount of time needed with a Field Training Officer before the new officer is placed into the schedule rotation. The City contract agreement stipulates "appropriate certification for people assigned to provide contract services" under Section C, 2 (c). This would apply to all ACO's. Training should cover all applicable laws and ordinances the officer is expected to enforce, experience handling the various types of calls for service, training and experience working with equipment in the field, and the training and experience driving an animal control vehicle. Additional training and certification should be required before an officer performs remote chemical capture of an animal and euthanasia.
- Adequate training provided for all staff to ensure humane animal care, as well as staff and public safety (ILAR 1996). This includes allocating time and resources for employees and volunteers to complete training prior to undertaking responsibility for tasks. The skills, knowledge and training to accomplish each task must be successfully demonstrated before proficiency is assumed. Continuing education should be provided in order to maintain and improve skills. Documentation of training should be maintained. Training should also include basic public service type workshops such as: Customer Service, Avoiding Harassment, Accountability, Diversity, Dignity and Fairness, Communication, and Conflict Management,
- AC Services should have a clearly defined mission serving as a basis for development of organizational policies (Standard Operating Procedures (SOP's)), including those relating to animal care, intake, treatment, adoption, and euthanasia. Policies must address the resources and legal/contractual obligations of the organization. Protocols must be developed and documented in sufficient detail to achieve service goals, and updated as needed to ensure that they reflect current information and

pertinent legislation. SOP's should include specific sections for Field Services as well as Veterinary Care, as well as an agency organizational chart and clearly defined job description for each staff position.

- A Dress Code Policy should be implemented and adhered to. The well-maintained appearance of an officer conveys power and authority. Research has suggested that “clothing has a powerful impact on how people are perceived.” Research has also suggested that even “slight alterations to the style of the uniform will change how citizens will perceive the officer.” The City should require that all AC Services employees present themselves in professional manner at all times. This should include a uniform that is consistently worn throughout the department.
- AC Services should maintain a stand-alone Shelter/Field Management software that is compatible with the Police Department, Dispatch, and Mobile Data Computers (MDC's) in the ACO vehicles.
- Unclaimed **adoptable** animals, meaning those not determined to be a public safety or health risk, should be made available to all legitimate, licensed rescues prior to euthanasia.

Source: The National Animal Care & Control Association recognizes a community cooperative approach to reducing pet overpopulation. This collaborative and proactive approach should include animal care and control agencies and rescue groups working together to place all healthy, adoptable animals with families in their community. Animal transfer programs have recently been identified as one of the key strategies to achieving increased adoption placements and reduced euthanasia rates. A thorough plan should be put in place for the initiation and utilization of an animal transfer program that will benefit the community and the animal care and control facility it serves. Key elements of the plan should include public health and safety concerns; partnering agencies should be registered 501c3's or a municipality; partners must be committed to abiding by all local, state and federal regulations; and the recognized humane standards of care should be afforded to every animal being transported.

Source: *The ASPCA Position Statement on Responsibilities of Animal Shelters*

<https://www.aspca.org/about-us/aspca-policy-and-position-statements/position-statement-responsibilities-animal-shelters>

Shelters should be required to take all steps necessary to ensure the placement of as many animals entering their facilities as possible. This means that adoption or other placement programs (including direct adoption to the public, transfer to rescue organizations or other shelters where the opportunity for adoption is greater) must be robust and aggressive. Once animals are available for adoption or transfer, every effort must be made to move them as quickly as possible into new homes or into a transfer program. While shelters should make every effort to find placement for animals, they should also retain the discretion to make appropriate euthanasia decisions, particularly in instances involving severe medical or behavioral issues. Shelters should never use the expiration of applicable holding periods or owner relinquishment as license to immediately euthanize animals simply because, at least legally, their “time is up”. Shelters should not fail to take steps to find placement for dogs based solely on breed.

A list of shelters participating in a variety of transfer partner programs across the nation, can be found on the ASPCA Partnerships website. Some Midwest shelters have similar programs:

Animal Humane Society, Twin Cities MN

Cedar Rapids Animal Care & Control, Cedar Rapids IA

Iowa City Animal Care & Adoption Center

Louisville Metro Animal Services and Kentucky Humane Society

Cleveland Animal Protective League and Cleveland Division of Animal Control Services

- Records and data concerning key processes, information, and outcomes must be maintained by all public and private shelters and made publicly available. Transparency is essential to maintaining a positive public perception.

Source: The ASPCA strongly supports a requirement that key records and data be maintained by all shelters, both public and private, routinely reported to an appropriate central entity, and made available to the public. While much of this information, for public shelters at least, may already be considered a public record under various state laws, the ASPCA believes that standardizing the information that must be collected and extending these requirements to private shelters is not only an important step toward transparency, but also an effective way to gain a fuller picture of the community's at-risk animals. When the only information available concerning intake and outcomes is that which must be provided by public shelters through Freedom of Information Act (FOIA) requests, the public is receiving an incomplete and perhaps distorted representation of these matters. Broader disclosure requirements can begin to address this. At this time, the ASPCA recommends that legal requirements extend only to shelters housing animals at brick and mortar operations. However, we believe 501(c) (3) animal rescue organizations should be encouraged to maintain and provide the same data so as to promote even greater transparency regarding outcomes for animals at risk in any community.

- No live animals should be released from an animal care and control agency for laboratory purposes. Release of Animals to research facilities must be strictly prohibited.

Source: The National Animal Care and Control Association opposes pound seizure laws (which mandate the transfer of live animals from animal care and control agencies to research).

Pound seizure laws infringe upon the rights of animal care and control agencies to determine the fate of animals in their care. In addition, such laws hinder the efforts of progressive animal care and control agencies to promote animal welfare in a collective atmosphere of public trust. Lastly, animal research is clearly a personal decision which should be decided by individual animal owners without involvement of animal care and control agencies.

- The City should consider removing the Breed Specific Language (BSL) from their ordinance and instead, implement breed-neutral language that concentrates more on responsible pet ownership.

Source: The ASPCA opposes "dangerous dog laws" that designate specific breeds of dog as "dangerous," "vicious" or potentially "dangerous" or "vicious" without regard to the temperament or behavior of the individual dog. There is no credible evidence that breed determines or predicts dangerousness.

Source: The National Animal Care & Control Association guideline states "Dangerous and/or vicious animals should be labeled as such as a result of their actions or behavior and not because of their breed. Any animal may exhibit aggressive behavior regardless of breed. Accurately identifying a specific animal's lineage for prosecution purposes may be extremely difficult. Additionally, breed specific legislation may create an undue burden to owners who otherwise have demonstrated proper pet management and responsibility.

- Community Outreach Programs should continue to provide vaccination and microchip clinics, low-cost spay/neuter services, humane education programs both in and outside the school system, dog training and safety classes, a pet helpline, foster home programming, a pet food pantry, and volunteer programs, as well as adoptions, relinquishments, pet transfer programming, and adoption outreach services.

Background

History

AC Services were provided by the Des Moines Police Department through 2004. In 2005, the City contracted with the current Vendor to provide oversight of the animal control shelter, including shelter arrangements for impounded barnyard animals. In 2009, the contract was expanded to include both shelter and field services.

AC Services operates out of a City facility located at 1615 SE 14th Street, Des Moines IA. The facility is rented by the City to the Vendor for the purpose of providing animal control sheltering and field services to the citizens of Des Moines. AC Services is open to the public 9 a.m. to 5 p.m. Monday through Saturday as outlined in the contract agreement.

In addition, the Vendor operates a main, nonprofit shelter facility located at 5452 NE 22nd St., Des Moines IA, as well as several other smaller adoption outreach facilities throughout the city.

Animals Handled:

Intake	Dog	Cat	Other – including barn and wildlife	Total
2005	2469	1845	833	5147
2010	1800	1959	974	4733
2015	2208	2223	233	4664
2016	2061	2369	153	4583

Animal Control Services Staffing History:

- 2005 - 5 ACO's, 2.5 kennel staff, 1 shelter manager, 1.5 front office clerks. 1 full-time veterinarian, 1 vet technician.
- 2011 - Field staff was reduced to 3 ACO's following a budget cut. Shelter staffing remained the same.
- 2016 – Field staff increased by 1.5 ACO's for a total of 4.5 ACO's currently on staff.
- 2017 expectations – addition of 1 FT Field position for a total of 5.5 ACO's by July 2017.

AC Services currently consists of 13 staff members. One additional ACO and one part-time Front Office Reception Clerk are anticipated in 2017.

The following table depicts staffing levels.

Positions	2015 # Authorized	Current	July 2017 Anticipated
AC Services Manager	1.0	1.0	1.0
AC Officers	3.5	4.5	5.5
Kennel Operators	3.0	3.0	3.0
Vet Health Technicians	2.0	2.0	2.0
AC Shelter Veterinarian	.5	.5	.5
Chief Humane Officer	Provided by PD	Provided by PD	Provided by PD
Dispatcher	Provided by PD	Provided by PD	Provided by PD
Front Office/Reception Clerk	1.0	1.0	1.5
Total	11.0	12.0	13.5

The AC Services Manager is responsible for a wide variety of administrative duties, including oversight of shelter staff, review of animal control reports, closing of open case files, review of bite reports, and covers shifts for ACO's when necessary. He reports directly to the Executive Director of the Vendor, and maintains an active working relationship with the assigned Chief Humane Officer per the Animal Control Ordinances 18-1, as well as other City officials.

The Chief Humane Officer is a city employee designated by the City Manager to serve as the liaison between the Vendor and the City for the purpose of ensuring the fulfillment of the respective duties and responsibilities set forth in the contract.

AC Services has one part-time veterinarian who works approximately 25 hours per week sharing time and responsibilities with the Vendor's main shelter facility. The veterinarian is responsible for monitoring the overall health of the animals in the AC Services shelter, providing emergency stabilization and care for sick and injured animals when on-duty, performing medical exams, administering rabies vaccinations and other medical treatments as needed. The veterinarian is also responsible for the distribution and utilization of controlled substances, as well as on-call services for emergency animal care after hours.

Work Schedules

AC Services provides field services 7 days a week from 7 a.m. to 10 p.m. Shelter hours are 9 a.m. to 5 p.m. Monday through Saturday. Schedules vary depending on position.

- 6am – 4pm 1 Full time ACO 7 Days per week
- 12pm – 10pm 1 Full time ACO 7 Days per week
- 10am – 6pm 1 Part time ACO 3 Days per week

Office staff works a typical 8 hour shift from 9 a.m. to 5 p.m. There are two shifts covering kennel operations. First shift is 7am – 2pm, and second shift is 8am – 5pm.

Services Goals

The goal of the City AC Services program is to promote the humane treatment of animals through the enforcement of local and state laws enacted to protect both animals and the public. This should include public education as well as a network of animal-related resources, promotion of spay and neuter programs, adoptions, and responsible care of all companion animals.

Along with the above goal and out-reach programs, there are some considerations that should be taken with the realization of a new shelter facility to better serve the community. This Program Study will incorporate these considerations to allow the future facility to:

- Deliver quality customer service.
- Implement best practices in the animal care industry.
- Provide an environment that protects the health, safety and welfare of staff, visitors and animals under the care of AC Services.
- Be functionally and operationally efficient with minimum required staffing.
- Anticipate future space needs, industry practices and emerging technologies that can improve animal care services through time.
- Incorporate public education programs to promote responsible pet ownership.

Current & Emerging Trends

The nation's Animal Control concept has undergone tremendous change over recent years from the outdated "Catch and Kill", dog pound warehousing of animals to one of animal care. Humane animal care together with compassionate customer service is the hallmark of today's animal service industry. These trends can be divided into three categories (Animal Care, Customer Service, and Facility):

1. Animal Care Trends:
 - a. Humane treatment of animals.
 - b. Emphasis on public pet adoptions.
 - c. Population control through spay/ neuter programs.
 - d. Feral cat programs.
 - e. Eliminating the euthanasia of healthy, adoptable pets.
 - f. Providing a healthy environment by preventing contagious and infectious diseases among the animals in care.

2. Customer Service Trends:
 - a. Encourage and assist public pet adoptions.
 - b. Provide greater assistance locating and returning lost pets.
 - c. Develop public educational programs.

- d. Assure conveniently located facility within the community boundaries.
- e. Provide sick and injured animal care services.

3. Facility Trends:

a. Kennel Design

- Eliminating the euthanasia of adoptable pets will require that animals are kept longer requiring more and larger kennels, preferably with some outdoor air exposure.
- Proper care of animals requires that animal populations be physically separated by species to include:
 - o isolation of sick animals,
 - o isolation of animals recovering from surgery,
 - o larger kennels for long term animals,
 - o larger kennels for pairs or animals with offspring.
- Isolation of mechanical systems between kennel groups for control of diseases and odors.
- Sanitation systems to insure the health and safety of animals and staff.
- Sound attenuation and containment for the benefit of animals, staff and visitors.
- Decrease barking noise and stress by creating multiple smaller housing areas rather than a few larger housing areas.

b. Cat Cages

- Provide larger cages that allow several feet between feeding, resting and elimination areas.
- Double-sided cages will eliminate the need for cleaning staff to handle the cat, minimizing fomite transmission.

c. Lobbies and Reception

- Receiving the public is a complicated process. Facilities must inform and separate the public as soon as they enter the property, Entrance should be designed to inform the public which entrance is appropriate for their purpose; dog and cat entrances, sick animal entrances, inoculations, etc.
- Separation of dog and cat lobbies to protect animals and owner from injury.
- Lobbies must be of a size to accommodate the traffic and insure an enjoyable and safe experience for owners and pets.

d. Educational Spaces

- Meeting spaces and/or classrooms to accommodate the public educational goals.
- Education center to provide educational materials such as fliers, publications, and videos.

e. Veterinary Services

- Allow the offering of more high volume, low-cost spay/neuter services to the public.
- Provide more complete care of impounded animals.
- Extend the spay/neuter program to assist in control of stray animals and feral cats.
- Utilize skills of veterinary interns and other resident veterinary practices.

f. Pet Adoption Centers

- Promote pet adoption.
- Provide indoor and outdoor areas for pets and owners to get acquainted.
- Offer pet owners convenience products and grooming services.

g. Animal Control Receiving

- Prevent accidents and promote efficiency of staff operations by restricting the public from

- receiving areas.
 - Design sally ports for operational efficiency by accommodating all of the activities of field staff and receiving staff in the same area.
 - Provide a secure area for intake examinations.
- h. Professional Staff Spaces
- ACO Bullpen with individual work stations
 - Uniform and equipment lockers
 - Decontamination (shower) room

Animal Capacity

General Information

Des Moines is the capital and the most populous city in the state of Iowa. It is also the county seat of Polk County. A small portion of the city extends into Warren County. It is located on and named after the Des Moines River. The five-county metropolitan area is ranked 91st in terms of population in the United States with 599,789 residents according to the 2013 estimate by the United States Census Bureau.

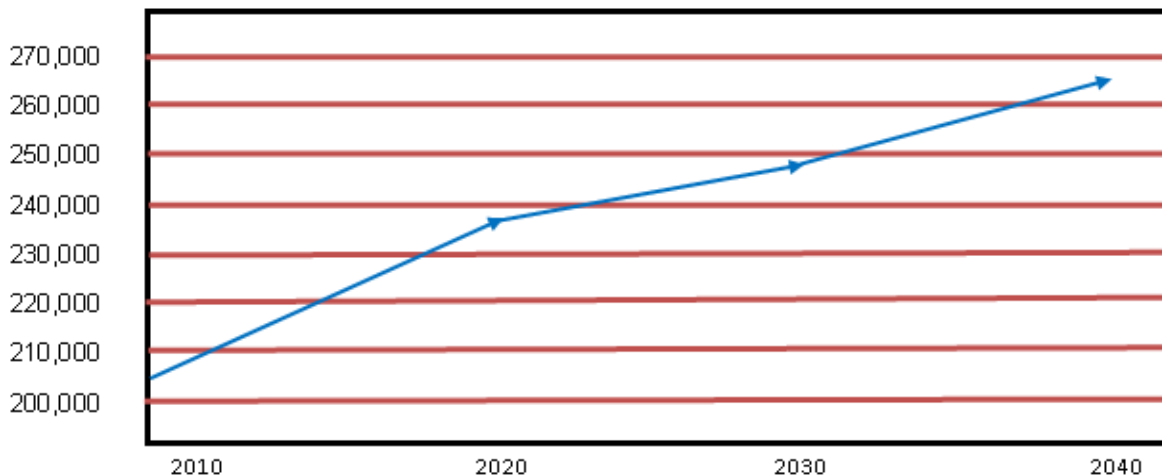
Human Population Projection

The Plan DSM – Creating Our Tomorrow states that the human population of Des Moines has been growing modestly over the past few decades.

Based on the population trends projected in the adopted April 2016 Plan DSM, the City of Des Moines anticipates a population growth of 61,000 from 2010 through 2040, an increase of approximately 30% over the charted period.

	2010	2020	2030	2040
Population	204,220	233,265	248,968	265,844

**Population Growth
2010 and projected through 2040**



Source: Council Workshop Presentation:

<http://www.dmgov.org/Government/CityCouncil/WorkshopDocuments/20170306%20ARL%20Community%20Outreach.pdf>

Human Population Facts: According to the US Census Bureau, Des Moines’s population was slightly over 204,000 in 2010 and 210,330 in 2015 with an estimated 81,239 households of 2.43 per household.

Estimated Pet Population: Using the 2015 US Census Bureau human population of 210,330, the following table provides an approximation of the population of the four most common pets found in the United States.

Animal Type	2015 Estimated # of Pet-Owning Households	2015 Estimated Pet Population by Animal Type	2020 Estimated Pet Population	2030 Estimated Pet Population	2040 Estimated Pet Population
Dogs	29,652	47,413	52,585	56,125	59,925
Cats	24,697	51,830	57,480	61,350	65,510
Birds	2,518	5,785	6,420	6,850	7,315
Horses	1,218	3,289	3,645	3,890	4,155

Based on the reported number of animals handled annually by AC Services, AC Services handles approximately 2.2% of the estimated pet population or 4,600 animals per year. One could assume then that a new facility should be designed to accommodate at least the 2030 projected estimate of 5,475 animals/year, or 5,850 in 2040.

Recommendations for Estimating the Size of the Des Moines Animal Shelter

Several factors such as local demographics, facility purpose or type (local nonprofit vs. municipal), history of annual animal intake, animal length of stay (LOS) and required holding periods, staffing availability, annual budget, and the agency’s capacity for care must be taken into consideration when determining the size and capacity of an animal shelter.

This study considered all the above, but specifically considered pet population statistics, annual animal intake history, LOS, current shelter capacity, industry trends, realistic local capacity and community needs.

The formula below from the Humane Society of the United States (HSUS) Shelter Design Packet was then used to calculate the approximate size of a new facility that could manage both today’s annual AC Services population as well as future expectations. Kennel and cattery counts were based on the estimated pet populations from the above section.

1. Enter the number of dogs housed* 75
2. Multiply that number by the square feet (s.f.) per dog (90-100 s.f. per dog).** $75 \times 100 = 7,500$ s.f.
3. Enter the number of cats housed* 150
4. Multiply that number by the s.f. per cat (45-50 s.f. per cat)** $150 \times 50 = 7,500$ s.f.
5. Add minimal space for housing of small animals (rabbits, ferrets, birds, etc.) = 250 s.f.
6. Add the totals in 1, 2 and 5 above to determine total building square footage. 15,250 s.f.

*This is the estimated total number of animals to be housed at the facility at any one time.

**The s.f. allowance includes space for administrative offices, education space, medical space (such as assessment and spay/neuter areas), storage, and support space.

Of the above 75 kennels and 150 cat cages:

- 10% should be designated quarantine housing
- 20% should be designated isolation space
- 70% should be designated healthy hold housing

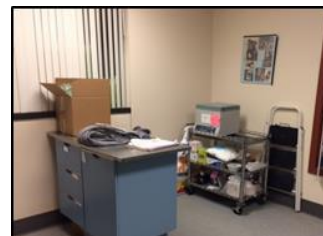
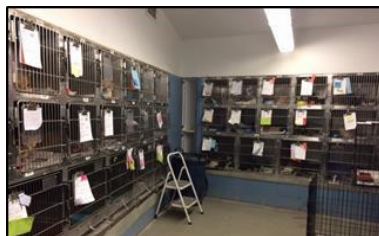
Works Cited

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Reports

Current Facility Features:

The construction of the AC Services facility is the typical concrete block building that was popular for animal shelters in the 70's and 80's. It has a small lobby/front office area for public reception, two small office spaces adjacent to the front office, one small office space to accommodate ACO stations, a make-shift treatment area, one-bay garage, and three-bay kennel holding area off the garage with a bank of cat cages lining the back wall of the garage. The two main kennel areas, each with 20 chain link dog kennels, have cement floors, with fluorescent lighting and minimal heating/air exchange. Cats are housed in stainless steel cat cages, as well as wire crates to handle overflow. There are a total of 65 cat cages - 23 cages for isolation, and 42 cages for stray hold.



The AC Services facility is no longer of an appropriate size to accommodate the volume of animals handled each year. The design and location of the rooms within the facility, the floor plan of the kennels, and housing for cats makes caring for the animals and cleaning the facility challenging at best. Navigation through the facility and the flow of traffic is also very problematic for exposure to disease and cross-contamination.

Remodeling attempts throughout the years have caused additional problems for staff, the most notable being the lack of storage space. To compensate for this loss of storage space, items are stored anywhere there is an empty space, which leaves the entire building overwhelmed with clutter, specifically the Front Office/Reception area and general office spaces. This lends itself to confusion, loss of files, inefficient work stations, etc.

The Front Office/Reception and Management offices are too small and too close to public areas for discrete conversation and privacy to conduct business with staff or pet owners on enforcement issues.

Once dedicated areas now serve several purposes. For instance, the one-car garage space which should be used only for unloading of animals, also stores food supplies and banks of cages where animals unloaded from vehicles must stay until staff is available to process them. Animals in holding caging in the garage are exposed to excessive heat or cold temperatures, moisture and loud noises, all adding to stress which compromises immune systems.

The veterinary exam and treatment area is crowded and serves many purposes, including euthanasia, animal bathing, laundry facilities, veterinary supply storage, and a safe for storing controlled drugs. The room also contains a walk-in freezer which is in poor repair. Utilizing a small space such as this for multiple purposes is unacceptable. Per best practices, there should be a separate space designated for euthanasia in a quiet area away from the main flow of foot traffic to minimize distractions and interruptions. The room and equipment should be cleaned and disinfected after every use. Veterinary supply storage and storage of controlled drugs should be kept in a secure location away from general shelter traffic flow. Laundry and animal bathing areas should also be in separate spaces, as should any walk-in freezer for holding of deceased animals.

Kennel rooms are poorly ventilated and have poor noise control. The kennels themselves are old and constructed of chain link, contributing to cross contamination of disease. Kennels are positioned across from one another, allowing for visual contact with other animals. Separate spacing for isolation/quarantine is minimal at best. High Risk dogs or dogs declared dangerous should be housed in 2-sided kennels equipped with guillotine doors with a remotely operated handle. This allows staff to clean/disinfect the kennel without exposure to the dog itself.

Cat cage areas are too small, poorly ventilated and not adequate in number, resulting in overcrowded conditions, cross contamination, stacking cages on the floor and overall clutter of animal care supplies.

The outside of the facility is unwelcoming, and the parking lot is small. Outside exercise areas have been fenced to allow exercising of dogs in good weather.

There is no doubt that a new facility is needed as outlined in the Service Goals and Current & Emerging Trends sections below.

Equipment, Vehicles and Office Space

Since Animal Control Officers typically have as much as 4-times the public contact as their police counterparts, it is imperative that personnel have access to safe and modern equipment.

- 2016 Ram 2500 pickup
- 2016 CiTi Express van
- 2014 Ford Transit van
- F250 Ford pickup with Tommy lift, winch and box for picking up dead deer
- Two-horse trailer

Each officer has a laptop in their vehicle, as well as a belt, mace, radio clip and phone. Go-kits have PPE that consist of Tyvek suits, air masks, rubber gloves and booties, long and short catch poles, bite gloves, flashlight, and net. Microchip scanners are also available.

Des Moines Animal Control Department Budget

The following reflects the contracted amounts with the Vendor from 6/2010 through FY2019.

FY2011	\$839,742
FY2012	\$568,359
FY2013	\$568,359
FY2014	\$568,359
FY2015	\$587,715* 3.3% ATB increase from prior year
FY2016	\$587,715
FY2017	\$687,215
FY2018	\$737,215
FY2019	\$737,215

Revenue is also generated from owned animal redemption fees and processing fees. Licensing revenue is collected for the City and placed into the City's General Fund.

In FY 2016, the City's General Fund received revenues from animal related activities in the following amounts:

Boarding Fees:	\$ 18,629
Impounds Fees:	\$ 35,764
Pet Licensing Fees:	\$323,510

Proposed Facility Areas Summary

In order to meet the projected growth of the City of Des Moines, the proposed size of a new facility should be 15,000 to 16,000 square feet, and have the ability to accommodate up to 75 dogs and 185 cats in a variety of housing scenarios including stray animals, quarantined/isolated animals, and adoptable animals plus associated support spaces for both animal care and staff functions. The facility size would also allow for a multi-purpose room that is programmed primarily for community outreach and educational use.

The shelter should provide an environment that is conducive to maintaining animal health. Facilities must be appropriate to the species, the number of animals receiving care and the expected length of stay in order to ensure the physical and psychological well-being of the animals. The facility should provide for proper separation of animals by health status, age, gender, species, temperament, and predator-prey status, and include sufficient space for the shelter operations such as intake, examination, holding, adoption, isolation, treatment, food storage, laundry, and when necessary, euthanasia.

A barn for housing farm animals, such as horses, goats, pigs, etc., should be on-site or subcontracted with shelter oversight, staffing and supervision. If off-site housing is provided, the location of such barn facility should be within a reasonable distance, preferably no more than within a 30-minute radius.

1. Public Areas

Public Areas must be clean, aesthetically pleasing, and require low maintenance. Floor finishes should be impervious to moisture and allow the staff to mop clean/disinfect these areas daily.

2. Animal Holding Areas

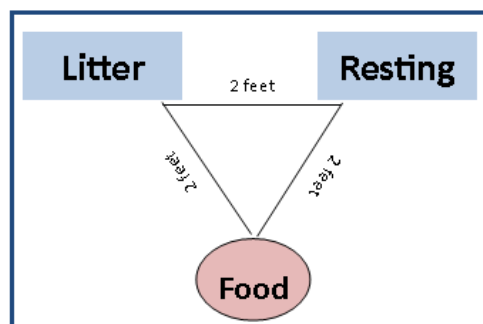
Animal Holding Areas must be durable, chemical resistant, and water proof to withstand animal wear and tear, as well as constant cleaning requirements, especially in dog areas that are power-washed. Entrances and exits, hallways and rooms should be arranged so that movement through the facility and cleaning should proceed from the areas housing the most susceptible to disease and/or healthiest animals to those who are most likely to be a source of contagious disease. For instance:

- Different species should be housed in different rooms, and adult animals should be separated from infants (except for nursing mothers/litters).
- Traffic-flow patterns should keep incoming animals with unknown health status separate from the general population to prevent the possible spread of disease.
- At least 10% of the facility housing capacity should be made available for isolation of animals diagnosed with or suspected of having infectious disease.
- Public traffic should also flow through the shelter similarly, progressing from early life-stage groups to older animals.

Double- and triple-decker cages are strongly discouraged. They not only are impossible to clean, but also pose a danger to kennel staff when animals need to be placed in or removed from the cages. Double-decker cages are acceptable for cats provided they are not positioned too high along the wall. Kennels must be structurally sound and maintained in a safe, working condition to properly confine animals, prevent injury, keep other animals out, and enable the animals to remain dry and clean. There should be no sharp edges, gaps, or other defects that could cause injury or trap a limb or other body part. Wire-mesh bottoms or slotted floors in cages are not acceptable.

Primary enclosures must provide sufficient space to allow each animal, regardless of species, to make normal postural adjustments, e.g., to turn freely and to easily stand, sit, stretch, move their head, without touching the top of the enclosure, lie in a comfortable position with limbs extended, move about and assume a comfortable posture for feeding, drinking, urinating and defecating. In addition, cats and dogs should be able to hold their tails erect when in a normal standing position, animals should be able see out but should also have some opportunity to avoid visual contact with other animals.

Layout of primary enclosures is essential to maintain animal health and well-being. Separation between food, urination and defecation, and resting areas should be maximized. Single enclosures for cats should have a minimum of 9 square feet per cat, as stress levels in cats, which contribute to illness, can be reduced by providing them with enough room to separate eating/drinking, sleeping/resting, elimination, and playing/enrichment activity (See diagram below). Dog Kennels should be designed with double-sided runs separated by a guillotine door, benefiting both the shelter staff as well as the dogs that are being housed. They simplify the cleaning process by allowing a dog to be isolated to one side of the run while the other side is being disinfected and scrubbed, as well as provide for the safety of staff from fractious or dangerous animals while cleaning is being done.



Electrical sockets should be positioned on the wall at least three feet above the floor to avoid “splash-ups” of water and cleaning solutions used in floor hosing.

Flooring materials are vital to maintaining a clean facility in which microorganisms and odors are minimized. Poured floors with a minimum of seams are best.

A well-designed heating, ventilating, and air-conditioning (HVAC) system is essential. Animal care/housing areas should be provided extra ventilation with outside air to control odors - 20 to 40 cubic feet per minute exchange per animal is recommended. The systems should provide air-to-air heat exchangers to minimize the energy required to heat and cool the additional amounts of outside air for the facility. The design of the HVAC system should focus on odor control and disease mitigation. Separate zones should be provided for kennel and caging areas to contain disease spread and control noise.

The plumbing system in the animal areas should be properly sized and located for ease in the cleaning of the facility. The drainage system must be designed so that waste from one kennel never contaminates another. Drain openings should be at least 4" in diameter. Lead-away pipes should be at least 6" in diameter. Drain covers should be of stainless steel or other non-corrosive and easily cleanable material. These should be easily removable for cleaning but otherwise kept in place to prevent puppies, other small animals, the public, or staff from falling or slipping into them. Drain Traps should also be installed and cleaned on a regular basis. Kennel areas should have flush fixtures for dog waste removal. A fire sprinkler system that meets the requirements of the applicable fire codes is highly recommended.

Lighting fixtures in kennels should be placed over dog runs rather than down the middle of the aisle separating facing runs. This makes it easier for visitors and staff to view the animals. Positioning the fixtures in this way should allow sufficient light to spill over to the walkways so that no safety hazard is created for the public or staff. Hospital grade outlets should be used in all animal housing areas and be located 48" above the floor.

An appropriate acoustic environment is essential for good animal health and welfare. Noise should be minimized in animal areas, as dog and cat hearing is more sensitive than human hearing. Cats, in particular, are adversely affected by the sound of barking dogs. Because sound can have a detrimental effect, interventions to reduce sound are necessary.

3. Administration/Office Space

The reception area should give a good first impression and will therefore need to communicate a sense of order, be well lit and clean.

The Administrative Office is the control center for the shelter, and should have direct access both to the reception area and the animal quarters, while also providing privacy for confidential management of staff or communications with the public. There should also be sufficient storage space for records and/or supplies, and allow for future growth.

The Medical Exam/Euthanasia Room should be adjacent to the isolation/quarantine to allow for easy movement of sick and/or recovering animals. There should be a separate ventilation system for this area, and there should be isolation units that prevent any physical contact between animals.

Additional space should be provided for staff work stations (minimally one each per shift), such as an Animal Control Bullpen for officers to conduct investigations, communicate with public, and maintain files, as well as a Staff Break Room, restroom with shower area and lockers. This space allows staff to get away from the hubbub or shelter activities and animal noises.

4. Clinic/Surgical Area

All animals should be spayed or neutered prior to release to adopters. Spaying or neutering surgery must be performed by veterinarians or veterinary students under the direct supervision of a licensed veterinarian in compliance with all legal requirements. Medical records must be prepared for every animal indicating the surgical procedure and anesthesia administered. All controlled substances must be maintained in accordance with DEA requirements.

While surgery is being performed, the operating area must be dedicated to surgery and contain the necessary equipment for anesthesia and monitoring. Infectious disease control must be practiced to prevent transmission among animals. Aseptic surgical technique is required and separate sterile instruments must be used for each animal.

Clinic areas should be under positive pressure and have fresh air supply only. Surgery areas should have special exhaust for anesthesiology exhaling fumes.

5. Other Support Areas

- A Comfort Room will serve many functions such as a space to counsel someone who is surrendering their pet, and as a comfort room for people who are surrendering an animal for euthanasia.
- An Adoption Counseling Room will serve many functions such as a space to discuss issues in private with customers, to counsel someone who is planning to adopt a pet, and as a comfort room for people who are surrendering an animal.
- A Multipurpose Room can be used for many functions: public meetings, educational seminars, social functions, staff training, large events, etc. The room will only be used by people so the finishes do not need to be as durable as those required for dog usage. The Multipurpose Room may be used after hours, and it should have a separate entrance allowing the rest of the shelter to be locked with no access.
- Public restrooms per local building code.
- Get Acquainted rooms (at least one per species) should be provided to allow for potential adopters to visit with the pet of their choice. All surfaces of the room should be easy to clean. The walls should have vision glass to allow staff to monitor activity in the room. Each room should be located adjacent to the animal holding areas to avoid animals being carried through crowded areas.
- An Outdoor Exercise Area should be available. These areas should be separate fenced yards that can be used year round for dog exercise, training and enrichment. Access to these yards should be through gates that are near the dog holding kennels and all yards should be double gated to prevent a dog from getting loose. These yards should have a concrete slab for ease of maintenance and should be half covered by an overhang to allow them to be used during inclement weather.
- A Small Mammal Room for housing rabbits and other types of pocket pets that are brought to the shelter. There should be a stainless steel counter with a stainless steel sink and open shelves for easy access to cleaning supplies, food and handling equipment.
- Volunteer Office and lockers.
- A Sally port allows the Animal Control trucks and other intake vehicles a space to unload animals in a covered, safe and secure area, providing weather protection and containment should an animal get loose during the unloading process. The area around the Sally port should be fenced and gated as a secondary hold for animals that escape during intake. There should be room to park up to four Animal Control trucks front to back and side to side. For safety reasons, the trucks should be able to enter, unload and exit without backing up. The Sally port should also provide a truck wash station for ease in cleaning/disinfecting the animal holding compartments of the Animal Control trucks.
- There should be a room that will store bulk containers of food. This room should have a pair of wide double doors to the exterior that will allow deliveries from trucks in the loading area with pallet jack. These doors require special seals to help keep out rodents. The interior side of the room should have a

door accessing the rest of the shelter for food distribution to the food prep areas. Food should be stored in air-tight containers and should not be stored in animal holding areas or garage spaces.

- A Grooming room to prepare animals for adoption, as well as remove excessive filth, oil or matting from animals in poor condition.
- There should be a Laundry room for daily cleaning of blankets, towels and soft toys. This room should be equipped with a commercial washing machine and dryer.
- A Janitor’s Closet with a mop sink should be located near the Lobby for animal clean up. There should be shelves for storing cleaning supplies and floor space for cleaning equipment.
- Mechanical/Electrical/Boiler Room.

6. Parking

The total number of parking spaces allocated for the public and shelter staff is based on the minimum parking requirements set forth by the City of Des Moines (2.5 parking space per 1,000 gross square feet) is desirable. The public parking lot should be well lit for safety. Signage will be used to identify the entrances for the public. The graphics used should be easy to read and understand. Handicapped parking (1 per every 10-25 spaces) should also be provided and identifiable.

7. Location

The AC Services facility should be easily accessible to the public by personal transportation or mass transit. The facility should also be close to major thoroughfares and highways allowing for ACO’s to respond to calls for service in a cost efficient and timely manner.

Works Cited

ASV Guidelines for Standards of Care in Animal Shelters
ASPCA Shelter Care Checklists: Putting ASV Guidelines into Action
National Animal Care & Control Association Guidelines

Proposed Staffing and Scheduling

Formula for Determining Kennel Staffing Needs*

$\frac{4523}{\text{(Incoming Animals/Year)}}$	Divided by 365 (days per year) =	$\frac{12.4}{\text{(Incoming Animals/Day)}}$
$\frac{12.4}{\text{(Incoming Animals/Day)}}$	Times Four* Day Holding Period =	$\frac{49.6}{\text{(Animals in Shelter/Day)}}$
$\frac{49.6}{\text{(Animals in Shelter/Day)}}$	Times fifteen minutes** per animal =	$\frac{744}{\text{(# of Minutes Needed)}}$
$\frac{744}{\text{(Minutes Needed)}}$	Divided by 60 (minutes) =	$\frac{12.4}{\text{(# of Hours Needed)}}$
$\frac{12.4}{\text{(Number of Hrs. Needed)}}$	Divided by 3*** (Hrs. for cleaning/feeding) =	$\frac{4.1}{\text{(Staff Needed/Day)}}$

* *The Humane Society of the United States (HSUS) uses the average holding period of four days as a basis for this study. Some animals may be held for a much shorter period; however, many animals may be held for a period exceeding the four day requirement.*

** *This formula is based on a per-animal time of nine minutes for cleaning and six minutes for feeding.*

*** *These three hours are solely for the performance of these two tasks, but allowing for further time in the day to perform routine maintenance tasks such as laundry, dishes, lost and found checks, etc.*

This formula is intended as a guideline. Any individual facility may require more or less kennel personnel to meet, or exceed, minimum care standards.

AC Services staff includes 3 full-time kennel operators. **The recommendation would be to increase Kennel staff by at least one (1) employee to more effectively meet the needs of the animals in a timely manner.**

Works Cited

National Animal Care & Control Association Guidelines

Determining Field Staffing Needs

Determining the optimum or desirable number of Animal Control Officers has remained an elusive goal for the profession. Several professional groups have tried to develop a model for justifying the desired level of officers. In some cases, this model appeals to budget officials and executives because of the apparent scientific approach to this issue.

However, results have been mixed. In some cities, the model has done nothing more than measure the volume of work and provides a basis for deploying personnel.

The service spectrum in each Animal Control department varies according to the management style and philosophy of the director, policies of government and community expectations. Where cities or agencies only count the calls for service within a community to determine optimum staffing, officer safety, citizen safety and major types of service delivery are not factored into overall staffing needs. In Animal Control work, enforcement responsibilities, population density and diversity, along with coverage area need also be considered for future planning.

Staffing which is determined solely on the ability "to respond quickly to a call" does not address a basic Animal Control responsibility - protection of people and animals. Policies, community expectations, and in some instances, ordinances affect staffing needs. In cases where officers can give warnings or educate violators to prevent future occurrences, the officer has spared an animal the distress of impoundment or reduced the possibility of further violations. Attendance in court by officers also affects their availability to respond to calls for service.

Although there is no universally accepted scientific methodology for determining the number of Animal Control Officers needed in a given jurisdiction, there are three models that are variously employed in Animal Control in determining an appropriate number of personnel.

- Some jurisdictions have attempted to evaluate the estimated growth in residential and business activity to predict the need for additional personnel.

- The use of comparative data from the NACA Data Survey factoring in population, square miles served, and whenever possible, enforcement responsibilities.
- The "calls for service" model is used primarily as a workload indicator because the data represents a recognizable and readily measurable demand for Animal Control service. Comparing the number of calls for service from one jurisdiction to another, however, can be very misleading, because of the variety of calls and the response to Animal Control efforts to encourage citizens to call on any perceived problem.

Determining the number of officers requires an assessment of citizen calls, officer-initiated calls, citations, written warnings, assisting outside agencies, the need for safety and security, a flexible beat structure, time spent on investigations, preventive patrol time and the specific types of service that the public wants and expects.

The basic elements of the "calls for service" model are as follows:

- Each 8-hour Animal Control position requires 2,920 hours to fill one shift for 365 days.
- Officer availability for staffing is determined by deducting from 2,080 hours (the maximum for one year), and the time required for vacation, sick leave, court time, "flex" days and training. In using this model, the average number of hours dedicated to Animal Control for Animal Control will be 1,832 hours (a standardized ratio), or 229 days.
- Determine the relief factor (relating to the number of officers needed to fill one position for the entire year) by dividing the number of days of work required for each beat area in a year (365) by the average number of days officers actually work in a year. In using this ratio, the 365 divided by 229 = 1.60 officers per day, per beat area.

In most situations, NACA utilizes the "calls for service" model in determining an appropriate number of field personnel. Applying the "calls for service" model for AC Services:

- AC Services handled 12,160 Calls for Service in 2016,
- Employs 4.5 ACO's.
- ACO's are responsible for stray animal pickup, license and rabies compliance, animal bite investigations, neglect and cruelty investigations, dangerous animal investigations, and dead animal pickup.
- Field services are provided 7 days a week from 7 a.m. to 10 p.m. in three shifts.
- Plans are in place to include the addition of one ACO over the next year.

Field Services Staffing Recommendation:

Based on the information above, ACO staff should gradually be increased to meet the 1.60 officers x 2 beat areas = 3.2 x 2 shifts per day = 6.4 officers requirement. Continuing to maintain the part-time ACO may help to alleviate overtime demands in covering for vacation, sick leave, court time, or other "flex" days of full-time ACO's.

In an effort to provide consistent and reasonable response time, it is recommended that removal of dead wildlife (squirrels, raccoons, deer, opossum, etc.) responsibilities be reallocated to another City department, such as Public Works. ACO's should continue to pick up dead companion animals in order to attempt ownership identification and notification.

Works Cited

National Animal Care & Control Association (NACA)

Veterinary Services

Shelter medical programs must include veterinary supervision and the participation of trained staff to provide evaluation, preventive care, diagnosis and treatment. Training and continuing education for those who carry out the protocols must be provided. Implementation of written standard operating procedures (SOP's) should include health care practices that are in line with professionally accepted standards. The shelter veterinarian should have oversight of drug recordkeeping, health/medical considerations on intake, vaccination protocols, emergency medical care, pain management, parasite control, monitoring and daily rounds, nutrition, population well-being, response to disease or illness, diagnosis and treatments. Comprehensive shelter medical programs should begin on intake and continue throughout each animal's shelter stay.

AC Services has one part-time Veterinarian who works approximately 25 hours per week sharing her time with Vendor's main shelter facility. The Veterinarian is responsible for monitoring the overall health of the animals in the shelter, providing emergency stabilization and care for sick and injured animals when on-duty, performing medical exams, administering rabies vaccinations and other medical treatments as needed. The Veterinarian is also responsible for the distribution and utilization of controlled substances within the Department.

Best practices dictate that AC Services should have at minimum 1 full-time veterinarian to more adequately meet the needs of the animals and provide consistent veterinary care and oversight of vet tech staffing; an SOP Manual which includes a separate and concise Veterinary Care section; and private office space including an exam/treatment room and full surgery suite for consistent humane care of sheltered animals.

Works Cited

ASV Guidelines for Standards of Care in Animal Shelters

Standard Operating Procedures & Staff Training/Education

Standard Operating Procedures (SOP's)

A clearly defined mission forms the basis for development of organizational policies, including those relating to animal care, intake, treatment, adoption, and euthanasia. Policies must address the resources and legal/contractual obligations of the organization. Protocols must be developed and documented in sufficient detail to achieve and maintain the AC Services Goals, and updated as needed to ensure that they reflect current information and pertinent legislation. All staff and volunteers must have access to up-to-date protocols. Expert input on all policies and protocols related to maintenance of physical and behavioral animal health should be provided by a veterinarian. Ideally, this veterinarian would have training or experience in shelter medicine as well as knowledge about the particular population.

SOP's are vital to the smooth, safe, and humane operation of an animal shelter. All staff and volunteers should be not only familiar with the SOP's, but be trained specifically in the SOP's that apply to their responsibilities and held accountable for performing their jobs in accordance with the SOP's.

The development and implementation of SOP's not only helps ensure consistent work and care for the animals, but also how the public is treated when interacting with your agency. SOP's also provide the foundation for training and evaluation of your staff. The SOP's should include clearly defined management structure outlining accountability, responsibility, and authority for management within the organization, as well as formal job descriptions for each position.

Staff Training/Education

Training for AC Services employees is primarily handled in-house or on-the-job with some formal training provided by the Vendor or at local animal welfare conferences. The amount of formal training provided is minimal and is not consistent across the employees within the department.

Adequate training is required to ensure humane animal care, as well as staff and public safety. Time and resources should be allocated for employees and volunteers to complete training prior to undertaking responsibility for tasks.

All AC Services employees should be provided consistent training in animal care and handling, SOP's, and the ASV Guidelines. ACO's should receive comprehensive training in all aspects of their duties and should seek, and be provided, certification for the completion of such training.

Comprehensive and standardized training provides animal care and control personnel with the basic and advanced skills to professionally and effectively perform the functions of their position.

A standardized training certification program should be developed for all personnel. The training should be comprehensive and, at minimum, include professional standards, administrative functions and operational functions to allow the personnel to be prepared, trained and capable to appropriately resolve any issue presented to them in the capacity of animal care and control personnel. The training should be inclusive of all functions and expectations of personnel. Beyond initial training, animal care and control personnel should be provided opportunities for continuing education, both refresher courses and new and/or advanced topics regularly throughout their career.

Animal care and control personnel should receive appropriate initial training in chemical immobilization as well as continuing training to maintain competency and any certification requirements. A written protocol should be maintained by agencies utilizing chemical capture. The protocol should include, but not be limited to, the following components: drug and drug administering equipment; animal handling and post capture care; anesthetic monitoring; human health and safety. In addition, the agency should have a plan or policy in place requiring regularly scheduled maintenance of the tranquilizing equipment.

AC Services employee performance should reflect positively on the City, as they serve on behalf of the City to enforce City ordinances. It is recommended therefore, that AC Services employees also receive training in:

- *Customer Service*
- *Avoiding Harassment*
- *Accountability*
- *Diversity*
- *Dignity and Fairness*
- *Communication*
- *Conflict Management*

Works Cited

ASV Guidelines for Standards of Care in Animal Shelters
ASPCA Shelter Care Checklists: Putting ASV Guidelines into Action
National Animal Care & Control Association Guidelines

Other Recommendations

Information Technologies

AC Services has a standard networked computer system available to all employees, with the routinely found software programs available to employees utilizing the network. Employees have access to various computer stations, and the ACO's have laptops in their vehicles.

AC Services currently uses a web based software program, Shelter Buddy, to track shelter and field operations. This is an Australian software program designed to run on Microsoft SQL Server, which has use limitations in the United States. One limitation being that it cannot be hosted on a local server in the US. This creates a disadvantage as it relates to PD Dispatch and shared use between AC Services and the Police Department, especially when collaborating on investigations. As such, the system lacks the functionality needed to serve as a truly full-service solution, and often results in files being copied and printed several times for several different purposes.

Because Shelter Buddy is not compatible with the City server, it cannot be utilized by PD Dispatch. Therefore, dispatch function requires paper forms be completed for each call for service. Calls for service are entered manually into the software later by AC Services along with additional report data, resulting in an inefficient use of employee time, waste of paper, and opportunity for error in multiple transfers of information.

The purpose of a centralized and automated dispatch function should be to eliminate volumes of paperwork and redundant tasks being performed.

In an effort to embrace the "Green Des Moines" philosophy as well as work more effectively and efficiently, it is recommended that AC Services invest in a stand-alone software program that can be shared by AC Services and the Police Department, Dispatch, and Mobile Data Computers (MDC's) in the ACO vehicles.

Animal Sheltering and Field Services software programs are widely available, and range greatly in functionality and cost. <https://pro.petfinder.com/shelter-software-guide/>. Selecting a sharable software package that poses no threat to the City server, will allow for a more efficient use of staff time, less waste, more complete and up-to-date information accessible to selected personnel, and less chance of error.

Public Image

AC Services employee appearance and behavior should reflect positively on the City, as they serve on behalf of the City to enforce City ordinances and provide a City service to its citizenry. AC Services has taken a more casual approach to professional attire in their capacities as ACO's, kennel workers, vet technicians, etc. From employee to employee however, the appearance is not consistent and does not meet required guidelines.

Whether an organization elects to have employees wear formal uniforms or adopt a more casual appearance, all staff should present a neat, clean and professional appearance. Uniforms should be worn consistently throughout the organization, and be maintained in good condition.



ACO's in formal uniform attire.



ACO's in casual uniform attire.

From the National Animal Care & Control Association Guidelines:

Code of Conduct

An Animal Care & Control professional acts as an official representative of government with rights, powers, duties and authority conferred by statute and is obligated and trusted to abide by, work within, and enforce the laws of the state and their respective jurisdiction. The fundamental duties of an Animal Care & Control professional include serving the community, providing protection for the public and animals, and enforcing laws in that regard.

An Animal Care & Control professional shall perform all duties incumbent upon the position without fear or favor and with impartial consideration and respect for every individual's status, sex, race, religion, political belief or aspirations.

Animal Care & Control professionals must conduct themselves in a manner above reproach that does not bring discredit to their agencies or themselves. An Animal Care & Control professional's character and conduct while off duty must always be exemplary, thus maintaining a position of respect in the community in which he or she lives and serves.

Animal Care & Control professionals will never allow personal feelings, animosities or friendships to influence official conduct. Laws will be enforced appropriately and courteously and, in carrying out their responsibilities, Animal Care & Control professionals will strive to obtain maximum cooperation from the public.

Animal Care & Control professionals will conduct themselves in appearance and deportment in such a manner as to inspire confidence and respect for the position of public trust they hold.

An Animal Care & Control professional will use responsibly the discretion vested in his or her position and exercise it within the law. The principle of reasonableness will guide the Animal Care & Control professional's determinations.

The Animal Care & Control professional will consider all surrounding circumstances in determining whether any legal action shall be taken.

Animal Care & Control professionals must exercise a consistent and wise use of discretion, based on professional animal control competence, to preserve good relationships and retain the confidence of the public. When difficulty in choosing between conflicting courses of action arises, it is important to remember that education or advice, rather than enforcement action or arrest, (which may be correct in appropriate circumstances), can be a more effective means of achieving a desired outcome.

An Animal Care & Control professional will never employ unnecessary force or violence, only using such force as is necessary and reasonable in the discharge of duty to protect the public, animals or Animal Care &

Control professional. While the use of force is occasionally unavoidable, every Animal Care & Control professional will refrain from unnecessary infliction of pain or suffering and will never engage in cruel, degrading or inhumane treatment of any person or animal.

Animal Care & Control professionals may see, hear, or learn confidential information in the performance of their duties. Individuals have a reasonable right and expectation to privacy and confidentiality. Such information shall remain and be kept confidential excepting where legal, ethical or performance of duty obligations require otherwise.

An Animal Care & Control professional will not engage in acts of corruption or bribery, nor will an officer condone such acts by other Animal Care & Control professionals. The public demands that the integrity of all public servants be above reproach. Animal Care & Control professionals must, therefore, avoid any conduct that might compromise integrity and that undercut the public confidence in an agency. Respect from the public cannot be bought; it can only be earned and cultivated.

An Animal Care & Control professional or agency may be one among many organizations that may provide law enforcement services to a jurisdiction. It is imperative that an Animal Care & Control professional assist colleagues fully and completely with respect and consideration at all times.

Animal Care & Control professionals will be responsible for their own standard of professional performance and will take every reasonable opportunity to enhance and improve their level of knowledge and competence.

Through study and experience, an Animal Care & Control professional can acquire the high level of knowledge and competence that is essential for the efficient and effective performance of duty. The acquisition of knowledge is a never ending process of personal and professional development that should be pursued constantly.

Ordinances

Breed Specific Language: the majority of public interviewed, the Vendor and AC Services employees would like to see the ordinances revised to eliminate the BSL (or “High Risk” definition) and instead, implement breed-neutral language that concentrates more on responsible pet ownership. BSL is based on myth and fear, rather than a knowledge and understanding of dog behavior.

Fact: Today, the definition of “pit bull” is up to anyone’s interpretation and generally described as a dog with a “short coat, blocky head, white chest markings, brindle coats, red nosed”, etc. You can find those same characteristics in more than twenty other breeds.

Best practices today are in favor of repealing Breed Specific Legislation (*see Attachment – Repealing Breed-Specific Legislation by the Humane Society of the United States*). See also

http://c.ymcdn.com/sites/www.nacenet.org/resource/resmgr/Docs/NACA_Guidelines.pdf. (National Animal Care & Control Guideline (Extended Animal Care & Control Concerns – Dangerous/Vicious Animals)

Also of note is a July 24, 2015 ruling by Judge Heather Palmer concluding that City of Des Moines ordinance on BSL was “unconstitutionally vague”.

Community Cat Program: One-half to nearly three-quarters of cats who enter animal shelters each year don’t make it out alive. Most are free-roaming or feral cats, and are not suitable for adoption into homes. This approach has been proven to be ineffective and costly. Communities across the nation are replacing this futile method of

handling stray/feral cats with a more progressive approach commonly referred to as community cat programs (CCPs).

CCP's are shelter-based programs, based on the trap-neuter-return (TNR) method of population management, are effective at reducing the numbers of these cats, reducing shelter admissions and shelter deaths, saving taxpayers money and providing a public health benefit to the community. In such programs, unowned, free-roaming cats deemed healthy enough to qualify for the program are sterilized, often vaccinated and returned to their original location.

AC Services and community members alike have expressed an interest in implementing a Community Cat Program. It is recommended that concentrating efforts in problem neighbors would help to reduce complaints and eventually reduce numbers through attrition.

Works Cited

Best Friends Animal Society – Community Cat Handbook
National Animal Care & Control Association Guidelines
Repealing Breed-Specific Legislation by the Humane Society of the United States

Supporting Documents

ASV Guidelines for Standards of Care in Animal Shelters
ASPCA Shelter Care Checklists: Putting ASV Guidelines into Action
National Animal Care & Control Association Guidelines
Animal Sheltering Repealing Breed-specific Legislation
Shelter Animals Count
ASPCA: Generic SOP Manual
Petfinder: Shelter Software Guide
Community Cat Programs Handbook: Stray and Feral Cats Resource
<http://bestfriends.org/resources/community-cat-programs-handbook-stray-and-feral-cats-resource>