

**LOCKHART ANIMAL SERVICES
PROGRAM EVALUATION REPORT
MAY, 2021**



**ANIMAL CONTROL & CARE ACADEMY
www.accacademy.net
913-515-0080**

July 29, 2021

Steve Lewis, City Manager
City of Lockhart
308 W. San Antonio Street
Lockhart, Texas 78644



Dear Mr. Lewis,

Please find attached a copy of our Needs Assessment Report based on a management and staffing study of Lockhart Animal Services.

I appreciate the cooperation and support I received from members of Animal Services, the City of Lockhart, support groups and the community at large.

If you need any further information, or have any comments or questions, please do not hesitate to contact me at 913-515-0080.

Sincerely,

John Mays

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Lockhart Animal Services

Confidential Evaluation Report

This document was written and prepared for the City of Lockhart by the Animal Control & Care Academy, Olathe, Kansas.

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Given the confidential nature of the findings contained in this report, only one digital copy is being distributed for review. The digital copy was issued to:

- City Manager Steve Lewis, City of Lockhart

Table of Contents

Topic	Chapter Number
Service Delivery Area	Chapter 1
Administration	Chapter 2
Communications	Chapter 3
Shelter Operations	Chapter 4
Field Operations	Chapter 5
Occupational Safety Procedures	Chapter 6
Licensing	Chapter 7
Employee Morale and Recognition	Chapter 8
Community/Interagency Relations	Chapter 9
Summary of Recommendations	Chapter 10
Safety Equipment Recommendations	Chapter 11

EVALUATOR

This study was conducted by one animal control/humane professional evaluator. This individual has extensive training and experience in the animal control and humane field.

ACKNOWLEDGMENTS

The Evaluator would like to thank the entire staff at Lockhart Animal Services for their cooperation and kindness.

While ACCA has recommended several changes for improving the structure and productivity of the agency, local government, community leaders and officials should recognize the importance of an Animal Control program to the citizens and animals they serve.

It should be noted that these recommendations are advisory in nature and are based on the observations and fact-finding of the Evaluator. The final determination regarding the implementation of this plan, or parts thereof, should be left to the City of Lockhart and the governing authorities.

BACKGROUND AND CAPABILITIES

The Animal Control & Care Academy is a limited liability company of the State of Kansas. The company was founded to provide for the development of animal control/care workers through training, certification and consultation, with an increased focus on staff safety and professional service.

The Evaluator utilized in this study is currently engaged in the animal control/care profession on a nationwide level, serving as a training instructor, consultant and an evaluator. He has a well-earned reputation for managing effective programs and an understanding of government responsibilities and limitations.

The Lockhart Animal Services staff provided most of the data utilized in this study. The staff was very accessible to the Evaluator and accommodated requests in a timely manner. After the initial written requests for information, all further needs were conveyed verbally or in writing to management. The Public Works Director and additional staff members, depending upon their work area, also provided some follow-up information during production of the final report.

PURPOSE STATEMENT

The purpose of this evaluation is to review the programs and operating policies and procedures of the City of Lockhart Department of Animal Services and report on the effectiveness of the agency's program results, the efficiency of its operations, and the adequacy of its operating policies and procedures. The study requirements are detailed within the March 26, 2021 evaluation proposal. ACCA completed this work within 8 weeks of completing the on-site assessment.

This needs assessment was managed in seven distinct phases:

- Data Collection.
- Interviews.
- On-site observations and fact-finding.
- Analysis of data.
- Comparative analysis.
- Alternatives and recommendations.
- Comprehensive written report.

During the on-site visit, the Evaluator met with representatives of the organization. These individuals were asked specific questions based on the information provided on-site and in advance of the evaluator's arrival. Lockhart Animal Services staff members identified problems and unique circumstances affecting their agency, as well as distinguishing their goals and objectives, focusing on immediate needs and long-term goals. The Evaluator also attempted to determine the levels of support available from local organizations and the community whom may assist the agency in meeting the citizen's demands for service.

The Animal Control & Care Academy utilized 38 pages of workplans during the course of this study, which consisted of 409 questions and/or data gathering requirements covering 28 specific program areas. These areas include:

- | | |
|-----------------------------|----------------------------------|
| ● Preliminary Meeting | ● Training Programs |
| ● Organization/Staffing | ● Policies and Procedures |
| ● Quality of Personnel | ● Employee Morale & Productivity |
| ● Structure | ● Vehicles |
| ● Facilities | ● Uniforms |
| ● Work Schedules | ● Enforcement Procedures |
| ● Communications | ● Courtroom Procedures |
| ● Records Management | ● Educational Material/Programs |
| ● Human Resource Management | ● Interagency Relations |
| ● Mission of the Department | ● Euthanasia Methods/Procedures |
| ● Community Relations | ● Adoption Methods/Procedures |
| ● Department Budget | ● Impound Methods/Procedures |
| ● Equipment | ● Occupational Safety Procedures |
| ● Computer Support | ● Licensing Programs |

These workplans incorporate standards from the following nationally-recognized humane animal organizations:

- American Humane Association
- Animal Protection Institute
- Association of Shelter Veterinarians
- The Humane Society of the United States

Within some areas of the agency, standards have not yet been developed by any of the listed organizations. In these instances, ACCA utilized “current industry trends” based on previous evaluations and statistical data generated from other Animal Control/Care agencies located across the United States.

The final report includes recommendations based on the Evaluator’s findings. These recommendations are also assigned a “priority” classification listed as follows:

- Rating #1 - An immediate need.
- Rating #2 - Should be implemented within 3-6 months.
- Rating #3 - Should be implemented within 6-12 months.

Once a decision is made on which recommendations to implement, the Public Works Director should require progress reports from Animal Services. The Public Works Director should also require monthly progress reports from the staff. There should also be a follow-up review of the recommendations within six months.

Definitions and Acronyms

The following definitions and acronyms may be used in this report:

ACCA - The Animal Control & Care Academy.

ACO (Animal Control Officer) - A term used to describe field officers employed by the City of Lockhart.

AHA - The American Humane Association.

Animal Control/Care - A term used by ACCA to encompass any organization involved in animal protection and welfare, to include government animal control departments, humane societies, societies for the prevention of cruelty to animals, etc. When used in this report, “Animal Control/Care work” or “Animal Control work” describes the industry as a whole and practices commonly found in this profession.

API - The Animal Protection Institute.

Animal Services - The City of Lockhart Animal Services Department.

Animal Shelter - The animal sheltering facility operated by the City of Lockhart.

ASV - The Association of Shelter Veterinarians.

AVMA - The American Veterinary Medical Association.

FSDV - Field Service Delivery Vehicle. A term used by ACCA to describe vehicles, utilized in Animal Control work, for delivering field service to citizens.

HSUS - The Humane Society of the United States.

ICMA - The International City/County Management Association.

MSDS - Material Safety Data Sheets.

SOP - Standard Operating Procedures.

Legal Disclaimer

Since some of the information included in this study was obtained verbally from current employees, the Animal Control & Care Academy and its evaluators do not warrant or guarantee the accuracy of these statements or events described within this report. Verifiable data, in some instances, was not made available to the Evaluator. Recollections of historical events, which may be mentioned in this report, are provided by staff members. The Evaluator has attempted to gather accurate data in determining the needs of the agency, however, as with all humans, errors sometimes do occur.

EXECUTIVE SUMMARY

Quality of Personnel

The employees of Lockhart Animal Services are committed to providing quality Animal Control/Care services to the citizens and animals they serve. The majority of the staff's labor hours each day is focused on animal care/cleaning related duties. The agency certainly provides more services and attention to the animals in their care than most government-operated shelters, offering several enhancements in regards to each animal's physical and mental needs. These enhancements include core vaccinations and exercise enrichment. Such enhancements do not come without a cost; the agency's staff, based upon its current limits, has been tasked with doing more with less staff. The current situation has also impacted field services, which has contributed to the continued influx of animals that the shelter impounds annually.

During the on-site visit, the Evaluator interviewed all of the staff members that were available. The staff was very attentive, respectful and helpful. Employees expressed great pride regarding the level of care that the agency offers to animals and were genuinely appreciative of the support from volunteers.

Based upon the assessment, the Evaluator has developed observations and recommendations. With heightened support from City government, increased levels of cooperation should occur and service to the community should be enhanced.

Administration

Lockhart Animal Services is a taxpayer-supported city department which operates under the guidance of the Lockhart Public Works Department. The Animal Services Supervisor is responsible for the day-to-day operations of the organization. The review of Administration indicates that:

- Animal Services should develop a long-range plan (strategic planning), to include agency goals, objectives and action plans, formally identifying agency strengths and weaknesses. A formal evaluation program should be created to measure success of methods and activities implemented to achieve agency goals. Planning should hinge on future facility upgrades and increased service delivery. Every member of the agency should be allowed to participate and be provided training in plan development. All employees should be provided a copy once developed.
- The agency should review and revise its current policy/procedure manual as soon as possible. The manual should be inclusive of every work area within the agency to allow employees to become familiar with all areas of the operation. This book should then be distributed to all personnel, and employees should be required to "sign off" upon receiving the manual. Policies and procedures should be offered in individual sections to facilitate quick reference and for easy updating. Sample copies of forms, along with an explanation in their use, should also be included. Implementation and revision dates

should be predominately displayed. Employee safety issues should be addressed within each procedure.

- The City should consider reassigning the administration of Animal Services to a department that may be a more “natural fit” and possesses some knowledge of public safety and health issues, such as the Police Department or the City Manager’s office. Of course, the transfer of such responsibilities should include additional administrative support (such as a Police Department Sergeant or an Assistant City Manager), and animal control-specific training for those involved in overseeing these responsibilities (Comprehensive Animal Management Certification).
- A review of work responsibilities in some areas should be undertaken; current responsibilities should be shifted to relieve backlogs and improve agency performance.

Communications

Within Animal Services, the Animal Control Officers are primarily dispatched via their own communication service. The Animal Services Supervisor oversees this area. Of all the work areas reviewed by the Evaluator, this area is the most deficient.

From an officer safety perspective, communications is the most cherished asset of any Animal Control program. The effectiveness of the communications system is a critical factor in the delivery of humane animal services and the protection of all field officers. All components of a communications system, including the telephone system, command and control operations, radio communications (both mobile and portable), and personnel, must work properly if the system as a whole is to function efficiently. Since most Animal Control Officers do not carry sidearms and are not trained in self-defense techniques, the radio is the only "safety net" the officer can rely on to call for help when confronted by a hostile citizen or a vicious animal.

The Evaluator felt the agency could further improve this area by:

- Animal Services should consider establishing an alternative dispatch scenario, such as utilizing Police dispatch, to improve service delivery to citizens and release shelter personnel from this responsibility.
- It is felt that the dispatch area needs to be more restricted from outside personnel, thus promoting a quieter working environment. Under no circumstances should the customer service area be left unmonitored during normal operating hours.
- Field personnel should communicate their location with the Police dispatcher or with shelter personnel during any call or follow-up, day or night, regardless of the nature or the type of call. Officers should also be routinely checked in the field for safety.
- Callers to the Animal Services office after normal service hours should be directed to the Police Department via the agency’s phone system. In addition, the outgoing phone message should be updated.
- Both the City-issued cell phone and the ACO-assigned portable radio should be carried at all times by anyone responding to field calls, day or night.

Shelter Operations

As an "open-admission" shelter, the Animal Services operation offers sanctuary and care to all impounded animals. Without the availability of the Lockhart full-service shelter in the community, hundreds of animals would have no safe refuge. In addition, the facility accepts surrendered/unwanted pets, which is not typically a statutory requirement in most jurisdictions (a service which, if not provided, would increase public health and safety risks within the community).

Within this work area, the Evaluator was provided an opportunity to observe the impoundment, adoption and redemption process, sanitation and disease control, animal feeding schedules and shelter safety procedures (euthanasia was not observed). As a direct result of these observations, the Evaluator has offered several recommendations to include:

- Based on the Humane Society of the United States' formula, the agency should offer a minimum of 2.47 staff members, each day, dedicated solely for performing cleaning and feeding duties (dogs and cats). Other work responsibilities (such as assisting the public, evaluating and vaccinating animals, and recording impounded animals) will increase the agency's need for more kennel employees.
- The agency needs to ensure, by policy, that special considerations are afforded all older, newborn and ill animals to insure their dietary and housing needs.
- Based upon on-site observations and interviews, along with current staffing considerations, shelter hours should be shortened to facilitate the cleaning process (the shelter should be clean and all hazards removed before it is opened to the public). Shelter hours on Saturday could be limited to 4 hours, and Sunday/Monday shelter hours could be eliminated altogether. It is suggested that shelter hours have a later start time (such as 11:00 am) and a later close time (such as 6:00 pm). The later opening time would allow the shelter to be in a "presentable" condition prior to opening (the Animal Shelter Attendants could begin work at 7:00 am). On Saturday, the shelter could open at 12:00 pm and close at 4:00 pm. The shelter could remain closed to the public on Sundays/Mondays. The "closed" days could also be used by staff members to perform needed "deep cleaning" and maintenance to other areas of the facility.
- While the agency should be commended for the daily exercise enrichment provided to dogs, some other alternatives would be to: 1) Consider a staggered exercise "rotation" of providing outside kennel time, for each dog, every other day; 2) Consider a design modification of the current kennels; 3) Increase the number of volunteers who may assist with transferring/exercising dogs, and/or; 4) Reduce the hours and days that the shelter is open to the public.
- The agency should introduce an impoundment fee schedule, charging escalating fees for all repeat offenders. Boarding costs should be evaluated to ensure a sufficient amount is being charged to recover the City's expenses for animal care.
- Animal Services needs to guarantee, by policy, that all injured and ill animals are picked-up, transported and examined by a veterinarian.

Field Operations

The agency may best be described as a “full service” operation. The agency’s primary enforcement responsibilities include complaints involving dogs running at large, vaccination and licensing issues, animal care, nuisances, keeping/control of wild or vicious animals, sanitary conditions, potential rabies exposure, and the keeping of livestock or fowl. The agency also responds to noise nuisance animal complaints, offers a trap loan program and picks up and disposes of dead domestic animals. Animal Services also transports injured or sick animals, during and after operational hours.

Response is determined by existing ordinance, the amount and quality of information available regarding the problem, the ability to respond based on workload and staffing levels, and the type of response requested by the complainant. Response is largely dictated by shelter-related responsibilities. Because of the Animal Control Officer’s shelter responsibilities, the Evaluator spent a minimal amount of time observing field personnel and their working conditions.

Through the observation of field personnel and their working conditions, an insight regarding staffing levels, shift scheduling and service response was obtained. With this information, matched against current industry standards, the recommendations include:

- Utilizing the Animal Control Officer for shelter-related duties promotes delays in field service delivery and limits proactive enforcement. The agency should release the ACO from these assignments. The ACO should not be utilized as a shelter worker unless serious staffing deficiencies exist.
- The City should consider additional ordinances to address the anticipated population growth of the community. In that regard, the Evaluator would recommend the following ordinance additions: 1) Animal limitations; 2) Breeding restrictions, and; 3) Community cat management.
- Animal Services should annually review its call prioritization program to assure timely response to important calls and a reasonable response to non-priority calls. Citizens should be informed of the approximate time for calls that are not critical.
- The impound periods for animals should begin at the exact time when the animal is impounded. The recommendation for the stray hold period is 3 business days; for “owned” animals, the recommendation is 5 business days. A business day should be defined as a day that the shelter is open to the public, per established and advertised visiting hours. In addition, the hold period for Caldwell County animals impounded at the facility should mirror the City’s legal hold period.
- It is imperative that Animal Services personnel have access to safe and modern equipment. The agency should solicit input from field personnel on what types of equipment upgrades they require. All equipment should be inspected regularly for damage/deterioration. All vehicles should be provided with the same type of equipment.
- Field Officers should be offered a digital/video camera to assist in documenting serious crimes for evidence.

Occupational Safety Procedures

An important aspect of any ACCA evaluation is to review the occupational safety procedures of the agency. This analysis encompassed the office, field and kennel areas within the Lockhart Animal Services Department.

The need for this review is to not only protect the employee from injury or harm, but to also shield the employer from issues/claims directly resulting from deficiencies within this area.

During the on-site process, the Evaluator was afforded the opportunity to observe general safety procedures and to review occupational injury/illness statistics, resulting in recommendations regarding employee safety issues. Some of these recommendations include:

- A continuing safety program should be developed for all employees. Areas that should be included are animal behavior and handling, officer safety, lifting techniques, self defense, conflict resolution and zoonotic diseases.
- The use of protective equipment/clothing by the agency (i.e.: ear plugs, protective footwear) should be mandated to guarantee employee safety and protect Animal Services from liability.
- Unreported safety-related incidents involving any staff member or volunteer is a serious concern. Such reporting should be mandated. If any safety-related incident is not reported, the staff member or volunteer involved should be disciplined or terminated.
- Any employee who is classified as a “high risk” (field officers, shelter personnel, office workers and volunteers who handle domestic and wild animals) should be offered the rabies prophylaxis and a tetanus vaccination.

Licensing

The Lockhart Code of Ordinances, Part 2, Chapter 10 - Animals and Beekeeping, requires that all dogs and cats over 4 months of age be vaccinated for rabies and dogs to be licensed at 3 months of age. A review of ordinances and current procedures has led to the following recommendation:

- The City should explore the possibility of requiring the licensing of cats. This practice is fairly common throughout the United States and would enhance the current licensing program.
- The agency should improve and expand the promotion of its licensing program in an effort to increase licensing compliance. Such improvements should include annual renewal notices and enforcement action for noncompliance. An increase in licensing fees should be considered in order to generate additional revenue for the program.
- Animal Services should establish follow-up policies and procedures for the adoption and reclaim processes to insure compliance with rabies vaccination and surgery requirements.

Employee Morale and Recognition

The Evaluator conducted several interviews with Animal Services personnel. During the course of these discussions, employees identified areas of strength and weakness within their organization. As a direct result of these interviews and a review of current employee incentive programs, the Evaluator has made the following recommendations:

- Animal Services should develop a system for routinely collecting relevant information on employee grievances and disciplinary actions.
- The agency should institute (within its own organization) an annual awards program to recognize outstanding performance and contributions.
- Animal Services should introduce an employee idea program (with possible financial incentives) to encourage new and innovative concepts in improving service delivery.

Community/Interagency Relations

Animal Services attempts to promote itself as a positive influence within the community. A lack of staffing and resources limits proactive community involvement. The agency does not currently offer public service announcements regarding responsible pet ownership or care. The majority of printed information provided by Animal Services is in regards to licensing, volunteering, ordinances, animal surrender options and searching for a lost pet.

The agency rarely receives requests for community speaking engagements or school presentations (for the most part, such requests are reactive). Participation is limited since Animal Services does not currently have the staff to actively pursue others. The agency does not have a full-time education coordinator (the problems with under-staffing makes it difficult to coordinate such events without placing additional burdens on other employees). The Supervisor is typically involved in all speaking engagements.

After reviewing this work area, the Evaluator offers the following recommendations to include:

- Animal Services needs to increase its role and visibility within the community. The agency must cultivate and improve media relations by providing information relating to the positive aspects of the organization. The agency should take a more aggressive approach to public relations and “sell” the organization to the community on a continuing basis to increase support among taxpayers and improve its level of funding.
- The agency should identify someone within the organization to coordinate educational services and speaking engagements. Such services should be promoted heavily within the community and initiated by Animal Services.
- Animal Services employees (regardless of position or level) should be encouraged to participate in outreach programs.

Other issues addressed by the Evaluator within Chapter 9, *“Community/Interagency Relations,”* include:

- Volunteer Program
- Animal Rescue Groups

Recommendations related to these issues include:

- Animal Services should reevaluate its current volunteer program, to include volunteer screening, job descriptions and a volunteer policy manual.
- The agency should establish policies regarding animal rescue groups to include qualification requisites, background checks on group representatives, the submission of rescue group adoption criteria, and the establishment of policies which would define the circumstances that would qualify an animal for rescue.

CHAPTER 1 **SERVICE DELIVERY AREA**

This chapter includes a brief overview of the City of Lockhart and the Animal Services organizational structure.

The Setting

For the purpose of this report, any reference to population is based on information supplied by the City of Lockhart or via external sources.

Population Trends - Lockhart, Texas

Year	2019*	2018	2010	2000	1990	1980
Population	14,133	13,794	12,698	11,615	9,205	7,953

Source: U.S. Census City/Town Population and the Texas State Historical Association *Estimated

Population Trends - Caldwell County, Texas

Year	2020	2019	2018	2017	2016	2015
Population	43,979	43,579	43,129	42,302	41,095	40,386

Source: The County Information Program, Texas Association of Counties

Within Animal Services, the Animal Control portion of the agency services only the City of Lockhart. The shelter portion of the agency serves the City of Lockhart and Caldwell County through one animal sheltering facility. The shelter does not serve the City of Luling (2020 population estimate of 5,411). Thus, the 2020 estimated Caldwell County population serviced by the animal shelter is 38,568.

Service Delivery Areas

The increased growth in population has had a direct impact on the agency's service delivery. According to the United States Census Bureau, the city has a total area of 15.6 square miles. A description of the program's role in the community is described within the Animal Services Department Policies and Procedures Manual (not dated):

The City of Lockhart Department of Animal Services' mission is to provide humane care to the unwanted and/or abandoned animals; to enforce the State Law and local ordinances, and to otherwise serve persons in the city and surrounding county, in a cost-effective manner. To accomplish this mission, a large number of people and other resources must be systematically directed and coordinated. The material contained in this Manual is designed to serve this end. *(End of Description)*

A different version of the agency's mission statement appears on the City's website:

Our Mission:

- Protect stray, injured, abused, and unwanted animals in the community.
- Assist the public in dealing with nuisance animals.
- Investigate animal bites and enforce quarantine requirements.
- Enforce local ordinances concerning control and care of domestic animals.
- Educate the public about responsible pet ownership.
- Investigate reports of animal abuse or neglect. (*End of Description*)

Organizational Structure

Animal Services is a division of the Lockhart Public Works Department and operates under the guidance of the Public Works Director. Positions within the organization's operation are funded by service-related fees generated by the agency and by Lockhart and Caldwell County taxpayers.

The Animal Services Supervisor is responsible for a wide variety of administrative duties and directing the daily operations of the agency. The information located at the end of *Chapter 2, "Administration,"* details current organizational structures.

Political Structure

An overview of the current Lockhart government structure may be found via the City's website:

The City of Lockhart is chartered as a home rule city in the State of Texas. Local government is administered through a council-manager form of government. Citizens are represented on the City Council by seven elected Council members; four from single Council member districts, two at-large positions, and a Mayor, who is elected at-large. The Council appoints one of its members as a Mayor pro-tem to chair the council in the absence of the Mayor. The Mayor is recognized as the head of city government for ceremonial and emergency purposes and is a voting member of the Council.

The City Council responsibilities include setting policy, adopting local ordinances, setting the tax rate, approving the budget and approving major land transactions. The Council also appoints citizen members of boards and commissions, the city manager, municipal judge, and the city attorney. (*End of Description*)

The City Manager is responsible for overseeing the daily operations of Lockhart government. The Public Works Director is responsible for overseeing Animal Services. The day-to-day management of Animal Services operations is the responsibility of the Animal Services Supervisor.

CHAPTER 2

ADMINISTRATION

Organization & Staffing

The administrative offices for Lockhart Animal Services is located at 547 Old McMahan Road in Lockhart. The organization operates its own animal holding facility and provides shelter and field services to the citizens of Lockhart, and sheltering services to Caldwell County. Animal Services is a division of the Lockhart Public Works Department and operates under the guidance of the Public Works Director, Sean Kelley, who was promoted as the Acting Public Works Director on March 9, 2018, and then as the Public Works Director on June 2, 2018. The Director visits the animal holding facility at least 2 times per week.

The agency currently has authorized 8 positions for the 2020-2021 fiscal year (these numbers are based on data given to the Evaluator). The information below depicts the current organizational structure including the various positions and the supervisor-to-line personnel ratio.

Position	Full-time	Part-time	Active	Vacant
Supervisor	1		1	0
Animal Control Officer	1		1	0
Animal Shelter Assistant	1		1	0
Animal Shelter Attendant/ACO	3		2	1
Animal Shelter Attendant		2	2	0

The agency staffs employees seven days a week and on call 24 hours a day. The Animal Services Supervisor is responsible for the “Animal Service personnel and their compliance with the Policies and Procedures.” The Supervisor was hired as an Animal Shelter Attendant on 6/11/2008, then promoted as the Supervisor on June 13, 2011. The Animal Control Officer has been selected as the “on-site” manager in the absence of the Supervisor, however, this staff member has received limited training in which to perform those duties.

At the time of this study, one of the Animal Shelter Attendant/ACO positions was vacant, with the newly-hired employee beginning work after the Evaluator’s departure. For the purpose of this report, it will be assumed that this position has been filled by the time of this report’s release. The agency previously utilized the services of “day laborers” for shelter-related duties, but that practice has been since discontinued.

The Animal Services Supervisor is accountable for a wide variety of administrative duties. A review of this employee's job description indicates that the position's basic function is to "oversee the activities of employees working in the animal shelter and animal control functions for the Animal Services Department and ensures that animals in the shelter are humanely treated. An incumbent in this position also supervises daily operations; ensures policies and procedures are followed; and coordinates department activities in collaboration with others as assigned."



Shelter Main Building

The agency has an organizational chart and individual positions are specifically identified. Several Animal Services employees are cross-trained to function in other work areas (some workers possess a knowledge of multiple work areas, however, they may not be able to completely fulfill those responsibilities). While the Evaluator recognizes that there are many organizational structures in Animal Control/Welfare, administrators often select a structure that best fits the department. The current structure is based upon the nature of services and staff/budgetary limitations. This seems to be a workable organizational structure. It is apparent, however, that some responsibilities need to be shifted to more clearly define job responsibilities and assure that all agency objectives are being completed and improve agency performance. The recommended changes are explained in this report.

The current organizational structure defines both management and line positions. Each work area does have some level of supervision (all employees currently answer directly to the Supervisor).

It is common for some employees to perform in multiple work areas all in the same day. Workers also fill-in for each other when vacancies/absences occur. Overtime is assigned, when necessary, but is typically avoided due to budgetary limitations.

Work Schedules

Schedules vary from employee to employee, most of whom work a basic 8-hour shift. Full-time employees receive a 1-hour lunch break and two 15-minute rest periods. The 2 part-time positions are required "to work at least 20 hours per week and no more than 29 hours per week." The Evaluator believes that work schedules should be left up to the supervisor to ensure that staffing levels are maintained at an acceptable level. The April and May 2021 work schedules may be found at the end of this chapter.

Attrition

Detailed attrition data appears at the end of this chapter.

Recruitment and Selection

Within Animal Services, vacancies in all positions are posted based on assigned responsibilities. Job requirements are assigned to each area. In accordance with applicable federal, state and local law, the City of Lockhart “provides for equality of opportunity for each employee, regardless of race, color, sex, creed, national origin, or age.” The minimum qualifications required for each position within Animal Services are as follows:

Animal Services Supervisor

Education and Experience:

- Requires High School diploma or equivalent, two (2) years of related work experience with animals in a shelter environment, or an equivalent combination of education and experience; prior experience as an ACO or Animal Shelter Attendant preferred.

Licenses or Certifications:

- Basic Animal Control Certification (or obtain within six (6)-month probation period depending on class/course availability).
- Euthanasia Certification (or obtain within six (6)-month probation period depending on class/course availability).

Special Requirements:

- Possess and maintain a valid Texas driver's license and a good driving record.
- Pass a criminal background check.
- Available for on-call duty after hours, weekends, and holidays and responding within a timely manner.
- Ability to work weekends, rotating shifts.
- Ability to maintain regular, reliable in-person attendance.

Knowledge, Skills and Abilities:

- Knowledge of animal shelter operations; animal diseases and care; related policies and procedures, and related regulations; supervisory principles; safety procedures for dealing with animals.
- Skill in using Microsoft Office; communicating with others, both verbally and in writing; organizing; using good grammar in writing; writing clear and concise messages and writing reports/correspondence; performing basic math computations including addition, subtraction, multiplication, and division.
- Ability to maintain records of activities; supervise assigned employees; perform basic math calculations; analyze situations to determine temperament of animals; apply judgement in making operational decisions; euthanize animals; enforce policies and procedures; fairly critique, evaluates and/or discipline assigned employees; resolve problems; calm individuals who are irate or distressed; operate an animal shelter; care for animals and act as an animal advocate; effectively communicate with others; work with other employees and the public; work weekends and holidays as needed; assist staff in their job duties; compile data and information for writing reports.

Animal Control Officer

Education and Experience:

- Requires High School diploma or equivalent; one (1) year of related work experience with animals preferred; some experience with data entry and report writing preferred.

Licenses or Certifications:

- Basic Animal Control Certification (or obtain within six (6)-month probation period depending on class/course availability).
- Euthanasia Certification (or obtain within six (6)-month probation period depending on class/course availability).

Special Requirements:

- Ability to maintain regular, reliable in-person attendance.
- Possess and maintain a valid Texas driver's license and a good driving record.
- Pass a criminal background check.
- Available for on-call duty after hours, weekends, and holidays and responding within a timely manner.
- Available to work weekends, rotating shifts.

Knowledge, Skills and Abilities:

- Knowledge of City laws, ordinances, department policies/procedures, and Rabies Eradication Act; animal diseases and care; safety procedures while working with animals.
- Skill in record-keeping of activities, log of calls, and accounts of altercations; writing clear and concise messages and writing reports/correspondence; performing basic math computations including addition, subtraction, multiplication, and division; communicating with others, both verbally and in writing.
- Ability to interpret related regulations; analyze situations and solve problems; handle demands of the job; perform data entry; write reports; maintain records and logs; work with others; handle irate or distressed individuals and make attempts to calm them; establish working relationships with other officers court officials, and other agencies.



Supervisor's Office

Animal Shelter Assistant

Education and Experience:

- Requires High School diploma or equivalent; one (1) year of related work experience preferred; some experience with animals preferred.

Licenses or Certifications:

- None.

Special Requirements:

- Ability to maintain regular, reliable in-person attendance.
- Must be able to work weekends and holidays, rotating shifts.

Knowledge, Skills and Abilities:

- Knowledge of Microsoft Office software such as Excel and Word; animal adoption, rescue, and intake process; animal diseases and care; City laws, ordinances, department policies/procedures, and Rabies Eradication Act.
- Skill in communicating with others, both verbally and in writing; organizing; writing clear and concise messages and writing reports/correspondence; performing basic math computations including addition, subtraction, multiplication, and division.
- Ability to maintain workplace confidentiality; accept and follow instructions; develop outside resources for adoption and rescue purposes; work with others; analyze situations and determine best course of action when dealing with irate customers; perform data entry; care for and advocate for animals; work with and direct volunteers and CSR workers; write reports; solve problems; handle irate or distressed individuals and make attempts to calm them; establish working relationships with volunteers, other City staff, and other agencies.

Animal Shelter Attendant / Animal Control Officer

Education and Experience:

- Requires High School diploma or equivalent; work experience with animals preferred; some experience with data entry and report writing preferred.

Licenses or Certifications:

- Basic Animal Control Certification (or obtain within one (1) year of employment depending on class/course availability).
- Euthanasia Certification (or obtain within one (1) year of employment depending on class/course availability).

Special Requirements:

- Ability to maintain regular, reliable in-person attendance.
- Possess and maintain a valid Texas driver's license and a good driving record.
- Pass a criminal background check.
- Available for on-call duty after hours, weekends, and holidays and responding within a timely manner.
- Available to work weekends, rotating shifts.

Knowledge, Skills and Abilities:

- Knowledge of shelter operations and duties; animal diseases and care; City laws, ordinances, department policies/procedures, and Rabies Eradication Act; animal safety procedures.
- Skill in record-keeping of activities, log of calls, and accounts of altercations; communicating with others, both verbally and in writing; organizing; writing clear and concise messages and writing reports/correspondence; performing basic math computations including addition, subtraction, multiplication, and division.
- Ability to interpret related regulations; work with others; develop outside resources for adoption and rescue purposes; care and advocate for animals; observe and analyze situations to determine temperament of animals; euthanize animals as needed; analyze situations and solve problems; perform data entry; write reports; maintain records and logs; work with and direct volunteers and other assigned employees; scoop dog and cat feces and clean out cat litter boxes; work weekends and holidays as needed; handle

irate or distressed individuals and make attempts to calm them; assist field Animal Control Officers; establish working relationships with volunteers, other City staff, and other agencies.

Animal Shelter Attendant

Education and Experience:

- Requires High School diploma or equivalent; one (1) year of related work experience preferred; some experience with animals preferred.

Licenses or Certifications:

- None.

Special Requirements:

- Ability to maintain regular, reliable in-person attendance.
- Must be able to work weekends and holidays, rotating shifts.

Knowledge, Skills and Abilities:

- Knowledge of shelter operations and duties; animal diseases and care; City laws, ordinances, department policies/procedures, and Rabies Eradication Act; animal safety procedures; communicating with others, both verbally and in writing; organizing; writing clear and concise messages and writing reports/correspondence; performing basic math computations including addition, subtraction, multiplication, and division; work with others; care and advocate for animals; observe and analyze situations to determine temperament of animals; assist with euthanasia of animals as needed; analyze situations and solve problems; perform data entry; write reports; maintain records and logs; work with and direct volunteers and other assigned employees; scoop dog and cat feces and clean out cat litter boxes; work weekends and holidays as needed; handle irate or distressed individuals and make attempts to calm them; establish working relationships with volunteers, other City staff, and other agencies.

Per the City of Lockhart's Employee Handbook (8/1986), it is the City's policy "to select the best applicant, either man or woman, for each position to be filled, regardless of race, age, color, religious belief or national origin." Vacancies are posted in-house for 5 days (bulletin boards within each department) and advertised outside the organization (City website, newspapers, bulletin boards) to attract qualified applicants. Job postings are detailed within the Employee Handbook: "In case a vacancy occurs in a permanent job, or if a new job is created, it will, if possible, be filled by promotion from within the department. If not filled, the job is posted for city-wide application for a period of five working days. Any regular employee, not on probation, may apply for it. In applying for a better job within the City, one of your strongest assets is a good record on your present job. Your technical qualifications, your attendance record, your performance evaluation, your ability to get along with others - all will count. Jobs of all pay grades will be posted. If no acceptable applications are received within the five workday posting period, then the City will hire from outside."

Previous work history and education are verified. Candidates are subject to a criminal background check, however, drug testing is not required. All applicants have the opportunity to review job descriptions prior to being interviewed.

City employees are defined as “at-will employees, which means you can quit without reason and you can be dismissed without reason.”

Current employees may be given preferential consideration for vacancies in other work areas or promotions, depending on performance and qualifications.

Selection Process

The selection process was described as follows:

- Applications are submitted to Human Resources, then forwarded to the Animal Services Supervisor.
- The Supervisor reviews the applications, confirming work history and education. The number of applications is then reduced to “2-3” candidates.
- The Supervisor and two other City employees are involved in interviewing the potential candidates.
- The Supervisor makes the hiring recommendation to the Public Works Director, who has the final decision.
- Once the candidate is selected, that selection is then referred to Human Resources.

Per the Pre-Hire Process Non-Civil Service memo, dated November 1, 2016:

- Submit Personnel Requisition Form to HR.
 - Include a copy of the job description.
 - Include a copy of the job advertisement.
 - If you need examples or copies of what has been used in the past, please ask.
 - After confirming documents are current, HR will forward it to City Manager. HR will collect applications and submit to the hiring manager for consideration.
- Application Matrix
 - Double check math on all applications.
 - If preferred, bring applications & matrix scoring to HR to review before scheduling interviews.
- Hold a panel interview with at least 3 interviewers.
 - Confirm applicants meet the requirements of the job.
- Total-up interview panel scores.
 - Double check math on all score sheets.
- Job History/ Reference Checks of top scoring applicant.
 - Document when checks were made.
 - Document who did the checks.



Public Lobby

- Draft the conditional job offer.
 - Department Head signs the job offer.
 - Do not have the applicant sign the job offer, as it hasn't been approved yet by the City Manager.
- Draft the PAF.
 - Department Head signs the PAF, the immediate supervisor can sign the PAF too, but PAF still needs Department Head signature.

Once the above has been submitted to City Hall, HR will:

- Confirm that the above has been completed.
- Confirm there is a signed job description attached to the application.
- Confirm applicant selected meets requirements of job, which may include:
 - Driver's license (do they have it, are they about to get it?).
 - Class C.
 - Class B.
 - High School/ GED.
 - 25 minute response time (are they planning to move inside the 25 after job offer?).
- Gather a computerized criminal history search.
- Obtain driving record (if DL is required for position).
- Submit ALL of the above to City Manager for consideration to move forward with conditional job offer.
- Applicant receives conditional job offer and arrangements for pre-employment physical made.
- After physical results, ALL will be submitted to the City Manager for consideration to sign PAF.
- After the City Manager or Designee signs the PAF, employee may begin work. *(End of Description)*

Applicants are asked standard/uniform questions during an interview. The questions are provided in writing to each interviewer in advance. Anyone serving on the interview panel has been advised to “stick to this script” and only ask job-related questions. Efforts are made to place the potential candidate at ease during the interviewing process. There are no pre-qualification tests that are used for any Animal Services position.

The Evaluator was advised that hiring standards and procedures are non-discriminatory and free from irrelevant bias.

Supervision

The Animal Services Supervisor is responsible for the program. The typical work schedule for this employee is 8:00 am to 5:00 pm, Monday through Friday. The Supervisor also works on the weekends, and is also on stand-by for emergencies and/or when staffing deficiencies occur. The duties and responsibilities for this position include:

The Animal Services Supervisor oversees the activities of employees working in the animal shelter and animal control functions for the Animal Services Department and ensures that animals in the shelter are humanely treated. An incumbent in this position also supervises daily operations; ensures policies and procedures are followed; and coordinates department activities in collaboration with others as assigned.

Essential Job Functions

- Supervises daily operation of the Animal Services Department; ensures work is done in a timely fashion and according to established procedures and state laws.
- Maintains schedule for assigned employees.
- Makes sure that shelter operational software is maintained and used properly; ensures records of the Department are up-to-date and complete.
- Oversees related building and equipment maintenance.
- Performs job duties of Animal Control Office (ACO) or Animal Shelter Attendant.
- Educates the public about responsibilities of pet ownership and informs potential adopters of related laws and ordinances.
- Oversees the Rabies Control Authority for the City; prepares specimen for rabies testing.
- Supervises and performs euthanasia in accordance with shelter policies and Texas law.
- Prepares and submits reports to supervisor.
- Supervises and trains assigned employees; resolves employee issues.
- Ensures that there are enough supplies, resources, tools available to meet staff needs.
- Works with rescue agencies for the placement of adoptable animals.
- Organizes, promotes adoption events, and represents the shelter at community events.
- Interacts with donors.
- Assists assigned employees as needed.
- Answers the phone; assists the public with inquiries or complaints.
- Performs other related duties as assigned. (*End of Description*)

The agency's chain of command was described as follows:

- City Manager
- Public Works Director
- Animal Services Supervisor
- Animal Control Officer

In the absence of the Animal Services Supervisor, the Animal Control Officer serves as the acting supervisor. The ACO has received limited, unstructured on-the-job training. Formal outside training has been scheduled for this employee at the end of June 2021.

Administrative Support

The Animal Shelter Assistant offers additional support to the agency. The normal work schedule for this employee is 8:00 am to 5:00 pm, which can vary depending upon weekend requirements and staff deficiencies. The duties and responsibilities for this position include:

The Animal Shelter Assistant assists in the animal adoption process, conducts intakes, answers phones, files and performs additional administrative duties as assigned. This worker also handles front desk duties including greeting the public and directing visitors to the shelter.

Essential Job Functions

- Greets incoming public and guests.
- Answers phones, takes messages, and routes calls as necessary.
- Completes/performs necessary paperwork for pet adoptions.
- Informs Animal Control Officers (ACO) when notified of strays or citizen concerns.
- Maintains records of the shelter (County and City).
- Conducts intakes on animals into the shelter; takes pictures; and records weight and vaccinations.
- Books veterinarian appointments as needed.
- Keeps accurate records of shelter animals, intakes, and disposition.
- Assists in cleaning and maintaining the shelter.
- Educates the public about responsibilities of pet ownership and informs potential adopters of related laws and ordinances.
- Handles adoptions of animals for new owners; follows up as required on spaying and neutering.
- Works with rescue groups.
- Gives direction to community services representatives.
- Assists supervisor in daily operations and scheduling of personnel assignments.
- Performs other related duties as assigned. (*End of Description*)



Customer Service Counter

The Animal Shelter Assistant's daily duties vary, depending upon the number of staff available on any given day. The Daily Job Duties sheet details the Assistant's daily responsibilities, and this worker is routinely called upon to assist with animal care-related duties (usually assigned to care for the cats, as this area allows the worker to "watch" for customers/visitors entering the building). While this position's job description is largely focused on administrative duties, the Daily Job Duties sheet diminishes the importance of customer service: "Other duties that everyone employed here are responsible for: sweeping/mopping office building; clean/stock bathrooms; carry out trash; move animals as needed; giving vaccines as needed; assisting customers; intakes; dispositions; picking up trash; answering phones, etc." In the Evaluator's experience, customer service should be viewed as a priority, and not relegated to "other duties."

Staff Meetings/Communications

The Animal Services Supervisor interacts with employees on a daily basis. Neither formal staff meetings, nor regular meetings with volunteers, are routinely conducted. Instead, the Supervisor meets with staff “whenever needed” or to address a specific problem. The practice of not holding periodic staff meetings is unusual and has probably contributed to a decreased level of communication between management and staff, along with misinformation or information “loss” throughout the organization. Relying on verbal messages relayed in a hectic work environment is not recommended.

An area of communication perceived as lacking by the Evaluator is the availability of department SOP’s. The Evaluator found copies of documents and memorandums, serving as SOP’s, in a single book located in the front office area. The Evaluator was also provided a set of SOP’s by the Public Works Director. Neither sets of these documents mirrored the other. None of the employees interviewed had a personal copy of either set of SOP’s.

Most employees feel comfortable in introducing new ideas or voicing concerns to management, but have seen little response in the way of changes or implementation of their ideas. Issues regarding the lack of SOP’s and building maintenance were common concerns expressed by staff members. *(Note: Maintenance, other than general maintenance, is initiated by work orders which need to be submitted by the Supervisor to the Public Works Department.)*

The Animal Services Supervisor has an “open door” policy, and employees are allowed to deviate from the chain of command under certain circumstances (i.e.: the issue would involve the Supervisor). All Animal Services staff members have access to the Internet and to an e-mail system. Employees are provided a City cell phone when assigned to on-call duty (the phone is rotated between officers).

Mission of the Department

Within the Animal Services Department, Policies and Procedures Manual (undated), “the City of Lockhart Department of Animal Services’ mission is to provide humane care to the unwanted and/or abandoned animals; to enforce the State Law and local ordinances, and to otherwise serve persons in the City and surrounding County, in a cost-effective manner. To accomplish this mission, a large number of people and other resources must be systematically directed and coordinated. The material contained in this Manual is designed to serve this end. *(End of Description)*

A different version of the agency’s mission statement appears on the City’s website:
Our Mission:

- Protect stray, injured, abused, and unwanted animals in the community.
- Assist the public in dealing with nuisance animals.
- Investigate animal bites and enforce quarantine requirements.

- Enforce local ordinances concerning control and care of domestic animals.
- Educate the public about responsible pet ownership.
- Investigate reports of animal abuse or neglect. (*End of Description*)

Within the Animal Services Department, Policies and Procedures Manual (undated), the following goals are offered on Page 2:

- Assess the need for Department services and determines costs of providing them and request needed funds. Plan and utilize available resources to maximize short and long-range effectiveness in working toward other goals.
- Provide desirable and challenging employment opportunities to attract, retain, motivate and develop personnel necessary to fulfill planned work activities.
- Comply with all legal requirements and manage the Department to prevent unnecessary exposure to legal actions and allegations of impropriety against the Department or its personnel.
- Encourage professionalism among Department personnel in their performance and strive for a positive relationship between the Department and the community.
- Provide humane care to the abandoned and unwanted animals.
- To attempt to re-home the social animals to loving, long-term homes
- To relieve the pain and suffering of animals.
- To enforce the State laws and Local Ordinances pertaining to animals within the city limits of Lockhart.
- Respond to all reasonable needs for assistance in a timely manner, as such needs are either requested or observed.
- Cooperate with other agencies to accomplish mutual objectives.
- Reduce the number of stray and abandoned animals by encouraging responsible pet ownership with emphasis on spaying and neutering.

The mission and goals of the Department inform personnel of the big picture in which they function. Thus the direction of efforts is conveyed to those who become familiar with these broadly stated policies and SOP's. (*End of Description*)

The Evaluator determined that no employee currently on the staff has received training in plan development. A summary of performance indicators for Animal Services, if available, is listed at the end of each respective chapter.

Policies & Procedures

The Evaluator was presented with the following material:

- City of Lockhart Employee Handbook - Effective August 1986. "This handbook is a supplement to the City of Lockhart Personnel Policies that have been previously adopted by the City Council on April 4, 1986. All material was current at the time of publication. Subsequent changes to these policies will be voted upon by the Council. This handbook provides an overview of the City's personnel policies and does not in any way replace or supercede them."

- General Information and Expectations - Effective June 2015. "Subjects covered in this general information packet do not take the place of or supercede any portion of the official personnel policy adopted by the City of Lockhart."

- Animal Services Department, Policies and Procedures (undated, but stated to have been issued in March 2008) - "In the process of working toward the Department's mission and goals, a number of activities and situations occur repeatedly. Examples include responding to stray animal calls, picking up dead animals, cleaning and disinfecting the



Employee Break Room

- shelter areas. and providing attention to the animals in the care and custody of the department. The outcome or results of these recurring activities can be beneficial or detrimental to the success of the Department in achieving its goals. Whenever the likelihood of detrimental results are anticipated, a written policy or procedure is considered as a possible measure for directing personnel performance toward a beneficial rather than a detrimental result. Written policies and procedures are also considered when it appears that such policies or policies would contribute to improved work quality or quantity, or an improved working environment for personnel." *(Note: This Manual, provided by the Public Works Director, was not found at the Animal Services facility, nor did any staff member confirm its existence. For the purpose of this report, this Manual will not be utilized as a reference specific to any of the agency's operational issues.)*
- Employment Standards, Grievance Procedures - Effective March 1998. Personnel Policy 3-1, a 4-page document detailing a revision of the City's Grievance Procedures.
- Documents and Memorandums - The Evaluator found copies of documents and memorandums, serving as SOP's, in a single book located in the front office area. The Evaluator also discovered additional documents, taped to doors and walls throughout the facility and posted to bulletin boards. Some of these documents are not included in the SOP book located the front office area. The majority of documents and memorandums, identified as SOP's, are undated. *(Note: These documents will be utilized as a reference specific to any of the agency's operational issues.)*

The SOP's reviewed covered limited areas of the operation, copies/samples of forms are not included, and the documents are not organized in a format routinely seen in Animal Control/Welfare work. Animal Services should introduce a comprehensive SOP manual, specific to the operations of the agency. Such a manual should encompass all work areas combined into a single book and include copies/samples of all forms, along with an explanation for their use. Safety issues should also be addressed in the Animal Services manual. Employees should be required to "sign-off" verifying that they had received such materials.

The Evaluator was not provided with any material specifically related to City rules and regulations regarding health and safety issues.

None of the employees interviewed had a personal copy of the agency's SOP's (documents and memorandums). It is unknown if employees are required to "sign-off" verifying that they had received such materials. Virtually no information regarding Animal Services-related safety issues is offered within those documents and memorandums.

Facilities

At current staffing levels, there is an adequate amount of space available for workers. The Animal Services Supervisor has a private office; all other workers must share common work areas. The Animal Control Officers are provided a shared area (desks) in which to complete reports. Storage space within the buildings appears to be adequate, but not efficiently used - the facilities are very cluttered.

Records Management

All records are stored and maintained on hardcopy and/or computer. There are several computers and other office-related equipment on the premises. The Evaluator was advised that paper and computer records are retained per legal requirements. The ShelterManager.com service, utilized by the agency, offers several reporting features:

- The time-line view shows at a glance what happened and when to all animals in care.
- Customizable reports and graphs.
- Repository with 659 (and counting) pre-made reports and graphs ready to use.
- Organization and country specific reports, including Asilomar Accords, ASPCA Aggregate Figures, NSW Government Figures, SPCA Transfer Partner Spreadsheet, shelteranimalscount.org, Best Friends Data Matrix, Petco Foundation and Hills Science Diet Adopter List.
- Paperwork generation and storage.
- Bulk email.
- Mail merging and label printing.
- RSPCA standard forms including adoption, transfer of ownership, etc. (*End of Description*)

The City Secretary is the local official who maintains the integrity and access to city records. Human Resources is the primary custodian of personnel files. The Animal Services Supervisor maintains a file of observations, Employee Warning Reports, notes, etc., that pertain to staff performance evaluations and disciplinary actions. These files are inaccessible by the public and non-authorized employees (kept secure within the Supervisor's office). Reports regarding activities are prepared monthly and at the end of each fiscal year. It is unknown if any audits or integrity checks are performed on records to insure the accuracy of information.

Statistical Comparisons

Per the International City/County Management Association - How to Get Innovative with Animal Control:

“Animal Control isn’t usually the first department that comes to mind when local governments think of process improvement, innovation, and best practices but it should be! A well-run animal control department costs about \$4 per citizen annually but many local governments strip down the budget and hope that the costs can be covered by fees like pet registration alone. This usually leads to an ineffective animal control department that cannot cover its operating costs. There is also room for innovation in the message that animal control departments send about euthanizing and spaying and neutering because effective spaying and neutering now can help to decrease animal costs in the future.”

Currently, no government institution or animal organization is responsible for tabulating national statistics for animal control agencies. The Evaluator utilized a list of contacts provided by the Texas Municipal League to solicit data for this report. This data appears within *Chapter 4, “Shelter Operations”* and *Chapter 5, “Field Operations.”*

The Animal Services Budget

The agency’s fiscal year begins on October 1st of each year and ends on September 30th the following year. Current budget sources and allocations appear at the end of this chapter.

Revenue is generated primarily through Animal Services and shelter-related fees, such as adoption/redemption fees, City licensing fees and donations. Program expenses are also offset by reimbursements from Caldwell County for their use of the Lockhart Animal Sheltering facility, per the “Contract for Animal Services” (9/26/2011) and the “Animal Shelter Lease” (9/26/2011). After reviewing both documents, the Evaluator believes that the current contract/lease is sufficient given the number of animal intakes, however:

1. The County’s per animal costs are currently based upon the City’s previous fiscal year’s sheltering/care expenditures. In the Evaluator’s experience, sheltering contracts offer a fixed price for the first year of the contract. Costs in subsequent contract years are adjusted to reflect any increase in the CPI-U (Consumer Price Index) as published by the United States Bureau of Labor Statistics.
2. The current contract is based upon a “cost per animal” estimate, however, that estimate does not include the cost of shelter utilities, building/liability insurance, any maintenance expenses performed by other City employees, equipment or any portion of the Public Works Director’s salary. It is assumed that these expenses are reimbursed via the County’s “Animal Shelter Lease” payments. The Evaluator was provided with the following formula utilized to determine the “cost per animal” estimates:

- All revenues and the cost of the ACO is removed from the allocation break down.
- The amount left is broken down by 70% of the expenses is for dogs and 30% of the expenses is for cats.
- Those amounts are then divided by percentages of animals City versus County.

With most contracts, costs are determined based upon labor, food, veterinary care, vaccines, etc., along with a maximum term of stay for each incoming animal. County animals are held - and expenses charged - based upon the County's legal impoundment requirements. After the County legal hold times have expired, and the animal remains unclaimed, the animal becomes property of the City (contractor). The Evaluator is uncertain if the "cost per animal" estimate for the City's expenses is accurate, as some additional services and products (vaccines, treats, food, etc.) are donated by outside individuals and organizations. Thus, if these donations were factored into the annual shelter budget, the "cost per animal" estimate is probably much higher than actually stated. It should also be noted that the agency holds some animals much longer than average. As an example, a few dogs have remained in the facility for several months (i.e.: "Apollo", intake date of 8/13/2019; "Rambo", intake date of 12/01/2018). Additional information regarding impoundment issues may be found within *Chapter 4, Shelter Operations*.

3. The impoundment fees charged by the City, for redeemed animals, are minimal. There is no increasing impoundment fee assessed to owners for previously reclaimed animals. In addition, the \$5.00 per day boarding cost is not sufficient to recover the City's expenses for animal care. Both the impoundment fee and daily boarding costs should be reviewed and revised.

4. License fees assessed by the City are minimal, as well as the number of licenses sold. Additional information regarding these issues may be found within *Chapter 7, Licensing*.

The agency is not self-supporting and has a limited donation base (product contributions and monetary donations). The City of Lockhart also contributes \$500 monthly to a local veterinarian for spay/neuter and other medical services. Animal Services competes with other departments in the budgeting process. Generally speaking, the agency does a good job of keeping enough data to justify budget increases. It should be noted that during the on-site review, several workers voiced concerns regarding their level of pay.

The City of Lockhart's Finance Department is responsible for the "general supervision and management of the Accounting/Tax, Personnel, Purchasing, and Utility Accounting activities. This department operates a governmental accounting and budgeting system that provides financial information to both external users and internal management and is responsible for functions such as accounts payable, accounts receivable, capital budget reporting and financial reporting which includes preparations of the Annual Financial Report."

Receipts are tracked internally by the Animal Services office staff. Receipts, software transaction reports (ShelterManager.com) and “Cash Box Logs” are completed, detailing financial information. The ShelterManager.com service offers several payment and account management functions:

- Regular donations, fees, sponsorship, payments and voucher support.
- Full double-entry accounting package built-in.
- Profit and loss and balance sheet generation.
- Track fund-raising campaigns.
- Break figures down by payment categories and methods, etc.
- Gift aid support and spreadsheet generation.
- Request money from customers via PayPal or Stripe and update payment records automatically. (*End of Description*)

Shelter monies are reconciled and removed from the office safe daily by the Supervisor or Animal Control Officer. Monies are secured within an undisclosed “safe place” until deposited, which usually occurs weekly. The Supervisor is ultimately responsible for tracking all monies within the agency. There appears to be proper safeguards in place to prevent employee theft, to include interior security cameras. It should be noted that the agency only accepts cash and checks, not credit cards.

Material Procurement

The Animal Services Supervisor is responsible for preparing requisitions, communicating with vendors, obtaining quotes, determining commodity pricing and securing commodities. Any request regarding any item/service over \$2500 must be directed through the Public Works Director for approval.

The agency does not maintain an inventory on fixed assets. Employees are held accountable for materials issued or used during their shift of duty. Equipment is replaced if loss or repair is justified. Schedules for the repair and maintenance of vehicles and the facility (HVAC units) are currently in use.

Computer Support

Several stand-alone computer systems are offered to employees at Animal Services. During the on-site review, new computer workstations were installed, replacing systems which were due for replacement. A new system was also installed within the ACO Office, which previously had none available. Different versions and types of software exist (Microsoft Office, Adobe Acrobat Professional). The agency currently utilizes ShelterManager.com, described as a “secure, managed, online solution for animal shelters.” The features of this service is described on the business’ website:

- Fully managed cloud software service.
- Desktop and smartphone interfaces with mobile app.
- No pricing gimmicks - one fixed low payment, no restrictions on number of users or records and all software features available.

- 10GB free compressed media file storage with low cost storage rates (15% surcharge per 10GB).
- Unlimited software upgrades and new features added all the time.
- Hosted in a secure facility with backup power generators, high speed internet links and 99.9% guaranteed uptime.
- Unlimited email support.
- Regular and offsite backups with 31 days retention and Point-In-Time-Recovery support.
- Your animals automatically published to major adoption websites and hosted online.
- Automatic microchip registration with many providers.
- Full manual included and instructional training videos.
- Privacy - Your data is the property of your shelter. We do not sell, modify or use your data in any way.
- Download your complete data at any time in multiple formats.

Within Shelter Operations, ShelterManager.com features:

Animal and Person Management

- Animal intake, movements and outcomes (adoption, reclaims, transfers, etc).
- Advanced movements, including holds, quarantine, permanent foster, trial adoption/foster-to-adopt.
- Diets, medical treatments and tests, vaccinations and journals.
- Diary/task management.
- Unlimited users, role-based permissions management and audit trails.
- Contact management, membership, donors, fosters, vets, volunteers, staff and your own categories.
- Animal control with case management, calls, dispatch, citations, trap loan/rental and licensing.
- Document and contract generation, mailing labels, bulk emailing/fundraising.
- Costs and financial management.
- Non-shelter animals for clinic administration.
- Staff and volunteer rota management.
- Add your own fields to the system, search and report on them.

Documents

- Standard adoption contracts, invoices, cage cards included and fully editable.
- Document storage and archiving with all records.
- Secure electronic signatures via any mouse/pen/touchscreen device, no paper required.
- Sample application forms included for adopters, volunteers, fosterers, animal observations, etc.
- Create your own application forms that can be submitted directly into ASM from your website.
- Application status management, automatically create ASM records from application forms.

Publishing

- Fully customizable adoptable animal website generation to your own site, hosted space with us or embedded iframe.
- HTTP API to allow access to adoptable animal data from existing WordPress/PHP/other shelter websites.
- Automatic daily publishing to Petfinder.com, adoptapet.com, rescuegroups.org and other partner adoption sites.
- Post adoptable animals straight to your shelter's Facebook page, Twitter, Pinterest and other social feeds.
- Automatically register microchip details with foundanimals.org and other partner microchip providers and registries.

Within Field Operations, ShelterManager.com features:

- Incident/case management and investigations.
- Dispatch, email call details straight to field officers.
- Bite records, citations and fines.
- Trap loan and rental.
- Licensing.
- Alerts for undischarged calls, unpaid fines, unreturned traps.
- Live map of ongoing cases to assist with dispatch routing and trends. *(End of Description)*

While the ShelterManager.com service has the ability of tracking the history of complaints, the agency does not utilize the service to its full potential. The agency has limited access researching field complaints that are stored within the previous shelter software program.

The majority of employees feel comfortable with the current system, however on-site interviews revealed that not all workers have been offered formal training in the use of the computers and/or software (most are self-taught). Per the August 29, 2019 memo issued by the Animal Services Supervisor, "if you don't know the ins and outs of our computer system, then make sure you are up front in your spare time so you can learn. This is something ALL EMPLOYEES should know, it is part of your job." The agency has taken the approach that employees need to train them themselves. In reality, it is management's responsibility to ensure that employees are properly trained (it is also an established requirement, if it is a legal, enforcement or safety-related issue).

Daily backups of the individual workstations are not performed and the agency has access to computer support should a crises arise (outside vendor).

Human Resources

Animal Services is not currently represented by a labor union. There is a formal grievance procedure in place for City employees which is outlined in the Employment Standards, Grievance Procedures - Effective March 1998. The Supervisor also utilizes an Employee Warning Report form to immediately address issues on-site.

One staff member deemed the tolerance level for certain on-the-job conduct to be “accepting,” depending upon which worker might be involved in the situation. Workplace misconduct is not tolerated, however, based upon the Evaluator’s observations, on-the-job behaviors could be improved (i.e.: one staff member was observed smoking while performing duties inside the kennel area).

Performance Evaluations

Within Animal Services, evaluations are not routinely conducted on permanent employees (typically offered only to “problem” employees). Per the City of Lockhart Employee Handbook - Effective August 1986, “periodically, your supervisor will review and evaluate your job performance. Pay increases, if warranted, will be based upon your job performance.” New employees are evaluated by the Animal Services Supervisor prior to the conclusion of the 6-month probationary period. The Supervisor has not been offered any formal training regarding the evaluation process.

Promotions

Per the City of Lockhart Employee Handbook - Effective August 1986, “it is our policy to fill a vacancy with one of our own employees - if one is qualified. The first thing to remember is that every job is important, and it must be done well. If you wish to be promoted, you must first do well on your present job.” In addition, “in case a vacancy occurs in a permanent job, or if a new job is created, it will, if possible, be filled by promotion from within the department.”

Employee Assistance Program

The City of Lockhart does not currently offer an Employee Assistance Program.

Job Descriptions

The Evaluator was presented with job descriptions for all positions within Animal Services. This material details a worker’s responsibilities to their employer and their assignments. Adoption dates (3/16/2021) are also included within the descriptions. It is imperative that all job descriptions are examined annually and that the material encompasses all work responsibilities in the organization.

Training

Training needs are identified through daily observations, performance evaluations and a pattern of citizen complaints. All full-time Animal Services employees, regardless of position, have access to training. The Animal Services Supervisor is responsible for tracking all employee training records. Training records for the agency were presented for review:

Animal Shelter Attendant/ACO

Basic ACO Training Certificate - 2017

11/2016 through 3/2019 - 43 training hours

Animal Shelter Attendant/ACO

Basic ACO Training Certificate - 2015

11/2015 through 2/2019 - 52 training hours

Animal Control Officer

Hired in 2020 during the Covid pandemic; formal training to be offered June of 2021.

Supervisor

Basic ACO Training Certificate - 2009

5/2009 through 5/2012 - 32.2 training hours

5/2012 through 5/2015 - 31 training hours

5/2015 through 5/2018 - 36 training hours

5/2018 through 5/2021 - 35 training hours

Training is addressed in the budget process; for the current fiscal year:

- Certification & Licensing - \$1,000.00
- Meetings/Seminars/Conference - \$900.00
- Transportation & Lodging - \$1,550.00

Certification for anyone involved with euthanasia, and those performing duties as an Animal Control Officer, is mandated by state law. Training materials are available on-site to all employees and some support of state and national Animal Control associations exists.

New employees are offered a City orientation before beginning work (it is unknown if any safety issues are discussed during this orientation). After hiring, personnel are trained "on the job," usually being placed with designated training staff (the Supervisor or senior employees) and/or rotated among several workers. The length of time varies among employees, depending on previous experience and work area. Workers are designated as "in training" for their entire probationary period of 6 months before officially being discharged from the training program.

The Supervisor determines when an employee is to be released from the training program. None of the agency's training programs are structured in a formal manner nor is the training documented.

For most workers in Animal Services, it is sometimes considered difficult to attend classes due to the lack of coverage in work areas while employees are absent. Employees are provided the opportunity to attend outside seminars and conferences when training monies are made available.

The City of Lockhart does not currently offer in-house training opportunities to workers. The Supervisor has not been offered management skills training during her tenure (promoted in 2011). Safety-related training is virtually non-existent.

None of the employees interviewed has received special training on how to educate new employees (such as “Train the Trainer”). In addition, those involved in training new workers are not compensated for this added responsibility. When employees achieve a “seasoned” level, it is assumed that they already possess the abilities to train other people.

Career Development

The City of Lockhart does not currently offer any career development programs.

Program Administration

As stated previously, Animal Services is a division of the Lockhart Public Works Department and operates under the guidance of the Public Works Director. With the expected future increases in population within the service areas, taxpayers will demand a higher level of services. While the City currently retains a rural “feel”, the migration of citizens from Austin and surrounding cities will only create future conflict between “rural” and “city” attitudes towards animals.

In the Evaluator’s opinion, the City should consider reassigning the administration of Animal Services to a department that may be a more “natural fit” and possesses some knowledge of public safety and health issues, such as the Police Department or the City Manager’s office. Of course, the transfer of such responsibilities should include additional administrative support (such as a Police Department Sergeant or an Assistant City Manager), and animal control-specific training for those involved in overseeing these responsibilities (Comprehensive Animal Management Certification).

Recommendations

2.01 A review of work responsibilities in some areas should be undertaken; current responsibilities should be shifted to relieve backlogs and improve agency performance.
Rating: 1

2.02 Potential candidates for *any* Animal Services position should be subjected to drug testing upon hiring. *Rating: 1*

2.03 The Animal Shelter Assistant position should be largely focused on administrative duties; customer service should be viewed as a priority, and not relegated to “other duties.”
Rating: 3

2.04 Animal Services should develop a long-range plan (strategic planning), to include agency goals, objectives and action plans, formally identifying agency strengths and weaknesses. A formal evaluation program should be created to measure success of methods and activities implemented to achieve agency goals. Planning should hinge on future facility upgrades and increased service delivery. Every member of the agency should

be allowed to participate and be provided training in plan development. All employees should be provided a copy once developed. *Rating: 2*

2.05 Regularly scheduled staff/volunteer meetings should occur within all work areas to improve and stimulate communication. *Rating: 3*

2.06 The agency should review and revise its current policy/procedure manual as soon as possible. The manual should be inclusive of every work area within the agency to allow employees to become familiar with all areas of the operation. This book should then be distributed to all personnel, and employees should be required to “sign off” upon receiving the manual. Policies and procedures should be offered in individual sections to facilitate quick reference and for easy updating. Sample copies of forms, along with an explanation in their use, should also be included. Implementation and revision dates should be predominately displayed. Employee safety issues should be addressed within each procedure. *Rating: 1*

2.07 Audits should be performed on a regular basis to insure the integrity of data entry. *Rating: 3*

2.08 Animal Services needs to increase its role in the budget process and research the possibility of obtaining grant monies to fund special projects, such as facility or equipment upgrades. *Rating: 2*

2.09 The agency should consider the acceptance of credit cards for shelter transactions. *Rating: 3*

2.10 Animal Services should develop and maintain an inventory on *any* fixed asset (regardless of the item’s value). *Rating: 3*

2.11 The agency should conduct a department-wide assessment to determine training needs. All current and future training needs, which would encompass all employees, should be included in the budget process. *Rating: 3*

2.12 Animal Services should identify someone within the organization as a Training Officer. This position would be responsible for tracking all training records and the development of a structured training program for all areas of the agency. Training deficiencies should be instantly identified and dealt with. *Rating: 2*

2.13 The agency should automate all their training records. *Rating: 3*

2.14 Employees should be evaluated annually for performance. The agency should provide proper training for those involved in the evaluation process. *Rating: 2*

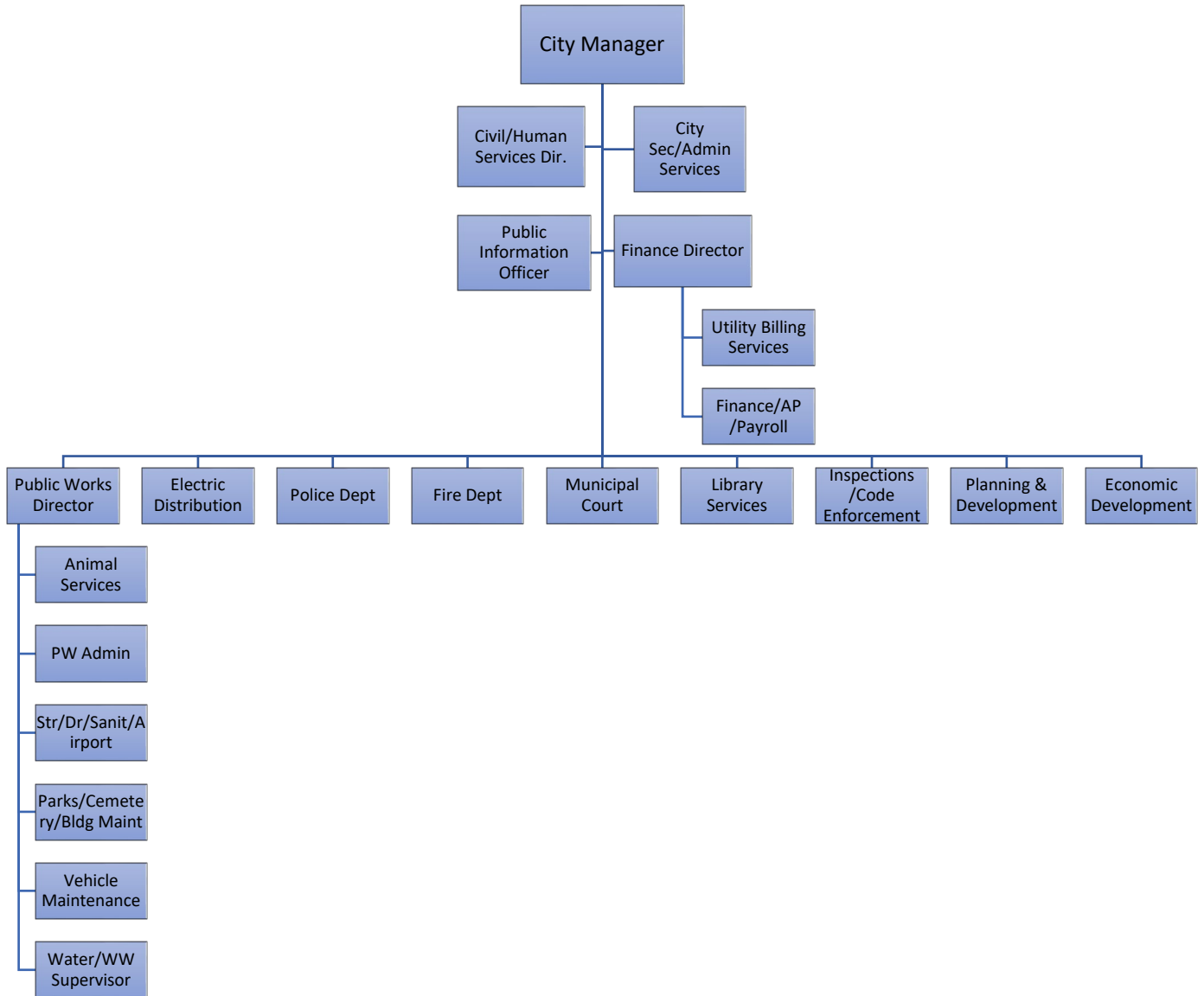
2.15 The City should consider offering an Employee Assistance Program; special consideration should be given to the Animal Services staff to lessen the excessive stress these employees are subjected to on a daily basis. *Rating: 3*

2.16 Animal Services should offer special training (such as “Train the Trainer”) to those who educate new employees and provide extra compensation for this added responsibility. *Rating: 3*

2.17 The City should consider reassigning the administration of Animal Services to a department that may be a more “natural fit” and possesses some knowledge of public safety and health issues, such as the Police Department or the City Manager’s office. Of course, the transfer of such responsibilities should include additional administrative support (such as a Police Department Sergeant or an Assistant City Manager), and animal control-specific training for those involved in overseeing these responsibilities (Comprehensive Animal Management Certification). *Rating: 1*

City of Lockhart

Organizational Chart



APRIL

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
28 Ashley Kristi LF	29 Jeanne Nikole Vincent Sandy LF 8-12 Ashley	30 Jeanne Nikole Vincent Sandy Makayla Ashley	31 Jeanne Nikole Vincent Sandy Kristi 8-1 LF	1 Nikole Vincent Sandy Makayla LF	2 HOLIDAY Vincent Kristi LF (clean, feed, go)	3 Sandy Kristi LF Makayla 8-12
4 Sandy Kristi LF	5 Jeanne Nikole Vincent Kristi LF Ashley	6 Jeanne Nikole Vincent Makayla LF Ashley	7 Jeanne Nikole Vincent Sandy Kristi 8-1/ LF Ashley	8 Jeanne Nikole Vincent Sandy Makayla Ashley	9 Jeanne Nikole Vincent Sandy Makayla Ashley	10 Vincent Jeanne Makayla
11 Vincent Kristi Dylan	12 Jeanne Nikole Sandy Kristi LF Ashley	13 Jeanne Nikole Sandy Makayla LF Ashley	14 Jeanne Nikole Vincent Sandy Kristi 8-1/LF Ashley	15 Nikole Vincent Sandy Makayla Kristi Ashley	16 Nikole Vincent Sandy Makayla 8-1 LF Ashley	17 Ashley Makayla 8-12 Kristi Dylan
18 Ashley Kristi Dylan	19 Jeanne Nikole Vincent Sandy LF Ashley	20 Jeanne Nikole Vincent Sandy Makayla Ashley	21 Jeanne Nikole Vincent Sandy LF Ashley	22 Jeanne Nikole Vincent Sandy Kristi Makayla	23 Jeanne Nikole Vincent Sandy Makayla Kristi 8-1 LF	24 Nikole Makayla 8-12 Kristi Dylan
25 Nikole Kristi Dylan	26 Jeanne Vincent Sandy Kristi 8-1 LF Ashley	27 Jeanne Nikole Vincent Sandy Makayla Ashley	28 Jeanne Nikole Vincent Sandy Kristi Ashley	29 Jeanne Nikole Vincent Sandy Makayla LF Ashley	30 Jeanne Vincent Sandy Makayla LF Ashley	

2021

MAY

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
25 Nikole Kristi Dylan	26 Jeanne Vincent Sandy Kristi 8-1 LF Ashley	27 Jeanne Nikole Vincent Sandy Makayla Ashley	28 Jeanne Nikole Vincent Sandy Kristi Ashley/LF	29 Jeanne Nikole Vincent Sandy Makayla LF/Ashley	30 Jeanne Vincent Sandy Makayla Ashley	1 Sandy Makayla 8-1 Kristi Dylan
2 Sandy Kristi Dylan	3 Jeanne Nikole Vincent Kristi 8-1 LF Ashley	4 Jeanne Nikole Vincent Makayla LF Ashley	5 Jeanne Nikole Vincent Sandy Kristi Ashley	6 Jeanne Nikole Vincent Sandy Makayla Ashley/LF	7 Jeanne Nikole Vincent Sandy Makayla Ashley	8 Vincent Jeanne Makayla
9 Vincent Jeanne Kristi Dylan	10 Jeanne Nikole Sandy Kristi LF Ashley	11 Jeanne Nikole Sandy LF Makayla Ashley	12 Nikole Vincent Sandy Kristi LF Ashley	13 Nikole Vincent Sandy Makayla Ashley	14 Nikole Vincent Makayla 8-1 Kristi 8-1 LF Ashley	15 Nikole Makayla LF
16 Nikole Kristi LF	17 Jeanne Vincent Kristi LF Ashley	18 Jeanne Nikole Vincent Sandy Makayla Ashley	19 Jeanne Nikole Vincent Sandy Kristi 8-1 LF Ashley	20 Jeanne Nikole Vincent Sandy Makayla 8-1 Ashley	21 Jeanne Vincent Sandy Makayla LF Ashley	22 Ashley Makayla LF
23 Ashley Kristi LF	24 Jeanne Nikole Vincent Sandy LF Ashley	25 Jeanne Nikole Vincent Sandy Makayla Ashley/LF	26 Jeanne Nikole Vincent Sandy LF Ashley	27 Jeanne Nikole Vincent Sandy Kristi Makayla 8-1	28 Jeanne Nikole Vincent Sandy Makayla Kristi 8-1	29 Sandy Makayla LF
30 Sandy Kristi LF	31 HOLIDAY Sandy Kristi LF					

2021

Attrition Data

POSITION	TERM. DATE
ACO/ANIMAL SERVICES	2/06/2009
ACO/ANIMAL SERVICES	6/10/2011
ACO/ANIMAL SHELTER ATTENDANT	1/08/2017
ACO/ANIMAL SHELTER ATTENDANT	3/26/2019
ANIMAL SERVICES OFFICER	10/20/2005
ANIMAL SERVICES OFFICER	5/30/2007
ANIMAL SERVICES OFFICER	7/24/2013
ANIMAL SERVICES OFFICER	11/16/2016
ANIMAL SERVICES OFFICER	5/10/2019
ANIMAL SHELTER ADMIN ASST	11/13/2018
ANIMAL SHELTER ATTENDANT	4/21/2005
ANIMAL SHELTER ATTENDANT	6/03/2005
ANIMAL SHELTER ATTENDANT	6/26/2005
ANIMAL SHELTER ATTENDANT	2/06/2006
ANIMAL SHELTER ATTENDANT	8/30/2006
ANIMAL SHELTER ATTENDANT	1/02/2007
ANIMAL SHELTER ATTENDANT	12/04/2007
ANIMAL SHELTER ATTENDANT	12/26/2007
ANIMAL SHELTER ATTENDANT	9/12/2008
ANIMAL SHELTER ATTENDANT	1/24/2009
ANIMAL SHELTER ATTENDANT	4/28/2009
ANIMAL SHELTER ATTENDANT	7/08/2009
ANIMAL SHELTER ATTENDANT	5/10/2010
ANIMAL SHELTER ATTENDANT II	9/01/2015
ANIMAL SHELTER ATTENDANT/ACO	12/03/2014
ANIMAL SHELTER ATTENDANT/ACO	5/03/2018
ANIMAL SHELTER ATTENDANT/ACO	7/10/2018
ANIMAL SHELTER ATTENDANT/ACO	5/18/2020
ANIMAL SHELTER ATTENDANT/ACO	12/31/2020
P/T ANIMAL SHELTER ATTENDANT	7/22/2015
P/T ANIMAL SHELTER ATTENDANT	2/14/2017
P/T ANIMAL SHELTER ATTENDANT	06/21/17
P/T ANIMAL SHELTER ATTENDANT	9/14/2017
P/T ANIMAL SHELTER ATTENDANT	3/28/2018
P/T ANIMAL SHELTER ATTENDANT	7/06/2020
P/T ANIMAL SHELTER ATTENDANT	9/29/2020
P/T RELIEF ANIMAL SHELTER ATTENDANT	11/17/2005
P/T RELIEF ANIMAL SHELTER ATTENDANT	6/16/2006
P/T RELIEF ANIMAL SHELTER ATTENDANT	10/20/2006
P/T RELIEF ANIMAL SHELTER ATTENDANT	8/17/2007
P/T RELIEF ANIMAL SHELTER ATTENDANT	9/07/2007
P/T RELIEF ANIMAL SHELTER ATTENDANT	9/27/2007
P/T RELIEF ANIMAL SHELTER ATTENDANT	12/29/2008
P/T RELIEF ANIMAL SHELTER ATTENDANT	4/08/2009

Attrition Data

P/T RELIEF ANIMAL SHELTER	7/21/2013
ATTENDANT	
P/T RELIEF ANIMAL SHELTER	
ATTENDANT	9/13/2013

100-GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

ANIMAL CONTROL		(----- 2016-2017 -----) (----- 2017-2018 -----)						
		2013-2014	2014-2015	2015-2016	CURRENT	Y-T-D	PROJECTED	REQUEST
EXPENDITURES		ACTUAL	ACTUAL	ACTUAL	BUDGET	ACTUAL	YEAR END	BUDGET
<u>PERSONNEL SERVICES</u>								
100-5315-104	SALARIES - SUPERVISORY	0	70	0	31,472	0	0	
100-5315-104-04	SALARIES - SUPERVISORY - ACO	28,013	29,372	30,815	0	32,668	32,668	
100-5315-108	WAGES - LABOR	68,510	65,754	61,985	100,737	56,237	56,237	
100-5315-108-04	WAGES - LABOR - ACO	24,011	17,130	25,124	0	28,271	28,271	
100-5315-110	WAGES - PART TIME	24,720	24,229	31,037	38,135	18,576	18,576	
100-5315-112	OVERTIME	451	453	534	1,562	487	487	
100-5315-112-04	OVERTIME - ACO	252	683	520	0	909	909	
100-5315-116	LONGEVITY	878	983	480	2,170	885	885	
100-5315-116-04	LONGEVITY - ACO	923	1,078	1,030	0	1,285	1,285	
100-5315-120	FICA/MEDICARE	7,114	6,984	7,339	13,317	5,750	5,750	
100-5315-120-04	FICA/MEDICARE - ACO	3,459	3,107	3,827	0	4,638	4,638	
100-5315-122	RETIREMENT	8,848	11,493	11,461	21,046	8,179	8,179	
100-5315-122-04	RETIREMENT - ACO	6,708	6,067	7,004	0	7,058	7,058	
100-5315-130	EMPLOYEE HEALTH INSURANCE	15,671	15,830	14,405	32,317	12,709	12,709	
100-5315-130-04	EMPLOYEE HEALTH INSURANCE-ACO	10,805	9,507	11,372	0	11,890	11,890	
100-5315-132	WORKER'S COMP	<u>4,158</u>	<u>3,956</u>	<u>4,424</u>	<u>5,537</u>	<u>4,572</u>	<u>4,572</u>	
TOTAL PERSONNEL SERVICES		204,520	196,696	211,356	246,293	194,113	194,113	
<u>CONTRACTS & SERVICES</u>								
100-5315-207	PRINTING, MKTG & PUBLIC REL	0	268	562	2,973	0	0	
100-5315-208	GROUND & LANDSCAPING	83	0	0	650	2,080	2,080	
100-5315-212	FINANCIAL & ACCOUNTING	50	0	0	0	0	0	
100-5315-214	RENTS & LEASES	19	10	5	300	15	15	
100-5315-218	COMPUTER EQUIP & SOFTWARE	3,789	1,500	1,500	3,779	1,650	1,650	
100-5315-220	FOOD & BEVERAGE	527	596	784	330	387	387	
100-5315-222	SAFETY & REGULATORY	717	4	29	456	169	169	
100-5315-224	CHEMICAL & MEDICAL	8,969	12,440	19,032	23,870	13,995	13,995	
100-5315-226	RADIO & COMMUNICATIONS	1,918	1,550	2,199	1,628	2,055	2,055	
100-5315-226-04	RADIO & COMMUNICATIONS-ACO	285	263	288	696	311	311	
100-5315-240	POSTAGE & SHIPPING	1,879	956	1,214	2,732	928	928	
100-5315-244	UTILITIES	0	0	0	686	0	0	
100-5315-252	LICENS/REGISTR/PERMITS	0	0	0	3,875	0	0	
100-5315-299	OTHER CONTRACTS & SERVICES	<u>0</u>	<u>10,282</u>	<u>12,709</u>	<u>0</u>	<u>24,807</u>	<u>24,807</u>	
TOTAL CONTRACTS & SERVICES		18,236	27,870	38,321	41,975	46,397	46,397	
<u>MATERIALS & SUPPLIES</u>								
100-5315-302	OFFICE	1,737	1,906	1,767	2,055	1,608	1,608	
100-5315-303	ANIMAL FOOD	12,544	6,553	4,080	9,200	0	0	
100-5315-304	COMPUTER EQUIP & SOFTWARE	0	0	210	0	0	0	
100-5315-306	MOTOR VEHICLES	22	11	709	254	27	27	
100-5315-306-04	MOTOR VEHICLES-ACO	203	21	12	400	24	24	
100-5315-308	GROUND & LANDSCAPING	0	69	401	476	128	128	
100-5315-310	BUILDINGS & STRUCTURES	121	2,873	670	354	837	837	
100-5315-312	MACHINERY & EQUIPMENT	1,571	1,411	1,944	2,000	3,876	3,876	
100-5315-324	CHEMICAL & MEDICAL	10,339	10,894	10,468	10,915	12,209	12,209	

100-GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

ANIMAL CONTROL		(----- 2016-2017 -----) (----- 2017-2018 -----)						
EXPENDITURES		2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	CURRENT BUDGET	Y-T-D ACTUAL	PROJECTED YEAR END	REQUESTED BUDGET
100-5315-326	RADIO & COMMUNICATIONS	0	0	0	310	75	75	
100-5315-328	JANITORIAL	5,006	5,900	4,602	5,386	3,909	3,909	
100-5315-330	UNIFORMS & APPAREL	105	486	0	1,022	427	427	
100-5315-332	MINOR TOOLS & EQUIPMENT	228	9	112	300	255	255	
100-5315-334	OFFICE FURNITURE	313	3,178	1,603	0	2,120	2,120	
100-5315-335	GAS	0	0	0	2,800	0	0	
100-5315-335-04	GAS - ACO	3,962	2,549	2,035	2,000	1,805	1,805	
100-5315-336-04	DIESEL - ACO	0	0	0	0	19	19	
100-5315-337-04	TIRES-TUBES-BATTERIES-ACO	0	271	271	529	0	0	
100-5315-399	OTHER SUPPLIES	<u>0</u>	<u>0</u>	<u>31</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL MATERIALS & SUPPLIES		36,150	36,130	28,915	38,001	27,319	27,319	
5315-300	OFFICE EQUIPMENT	PERMANENT NOTES: Washers, Dryers, and Appliances						
<u>MAINTENANCE & REPAIRS</u>								
100-5315-406	MOTOR VEHICLES	15	93	64	0	258	258	
100-5315-406-04	MOTOR VEHICLES-ACO	551	20	8	0	0	0	
100-5315-408	GROUNDS & LANDSCAPING	0	0	0	0	198	198	
100-5315-412	MACHINERY & EQUIPMENT	327	0	1,529	600	178	178	
100-5315-499	OTHER MAINTENANCE & REPAIRS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,526</u>	<u>1,526</u>	
TOTAL MAINTENANCE & REPAIRS		892	112	1,601	600	2,160	2,160	
<u>STAFF DEV & TRAINING</u>								
100-5315-506	CERTIFICATION & LICENSING	470	400	650	720	705	705	
100-5315-508	MTGS-SEMINARS-CONFERENCES	0	450	364	900	0	0	
100-5315-510	TRANSPORTATION & LODGING	<u>573</u>	<u>75</u>	<u>1,293</u>	<u>1,550</u>	<u>201</u>	<u>201</u>	
TOTAL STAFF DEV & TRAINING		1,043	924	2,307	3,170	906	906	
<u>MISCELLANEOUS</u>								
<u>CAPITAL OUTLAY</u>								
100-5315-906-04	MOTOR VEHICLES	0	0	0	1,998	0	0	
100-5315-953	OFFICE FURNITURE	<u>3,960</u>	<u>529</u>	<u>0</u>	<u>2,100</u>	<u>0</u>	<u>0</u>	
TOTAL CAPITAL OUTLAY		3,960	529	0	4,098	0	0	
TOTAL ANIMAL CONTROL		264,801	262,261	282,500	334,137	270,894	270,894	

BUDGET LISTING

AS OF: OCTOBER 31ST, 2017

100-GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

EXPENDITURES

BUDGET

PERSONNEL SERVICES

100-5315-104	SALARIES - SUPERVISORY	32,414
100-5315-108	WAGES - LABOR	98,764
100-5315-110	WAGES - PART TIME	22,110
100-5315-112	OVERTIME	1,648
100-5315-116	LONGEVITY	1,630
100-5315-120	FICA/MEDICARE	11,977
100-5315-122	RETIREMENT	21,074
100-5315-130	EMPLOYEE HEALTH INSURANCE	37,129
100-5315-132	WORKER'S COMP	<u>4,981</u>
TOTAL PERSONNEL SERVICES		231,727

CONTRACTS & SERVICES

100-5315-207	PRINTING, MKTG & PUBLIC REL	2,973
100-5315-208	GROUNDS & LANDSCAPING	650
100-5315-214	RENTS & LEASES	300
100-5315-218	COMPUTER EQUIP & SOFTWARE	3,779
100-5315-220	FOOD & BEVERAGE	330
100-5315-222	SAFETY & REGULATORY	456
100-5315-224	CHEMICAL & MEDICAL	23,870
100-5315-226	RADIO & COMMUNICATIONS	1,628
100-5315-226-04	RADIO & COMMUNICATIONS-ACO	696
100-5315-240	POSTAGE & SHIPPING	2,732
100-5315-244	UTILITIES	686
100-5315-252	LICENS/REGISTR/PERMITS	<u>3,875</u>
TOTAL CONTRACTS & SERVICES		41,975

MATERIALS & SUPPLIES

100-5315-302	OFFICE	2,055
100-5315-303	ANIMAL FOOD	6,200
100-5315-306	MOTOR VEHICLES	254
100-5315-306-04	MOTOR VEHICLES-ACO	400
100-5315-308	GROUNDS & LANDSCAPING	476
100-5315-310	BUILDINGS & STRUCTURES	708
100-5315-312	MACHINERY & EQUIPMENT	2,000
100-5315-324	CHEMICAL & MEDICAL	10,915
100-5315-326	RADIO & COMMUNICATIONS	310
100-5315-328	JANITORIAL	5,386
100-5315-330	UNIFORMS & APPAREL	1,022
100-5315-332	MINOR TOOLS & EQUIPMENT	300
100-5315-335	GAS	2,800
100-5315-335-04	GAS - ACO	2,000
100-5315-337-04	TIRES-TUBES-BATTERIES-ACO	<u>529</u>
TOTAL MATERIALS & SUPPLIES		35,355

BUDGET LISTING

AS OF: OCTOBER 31ST, 2017

100-GENERAL FUND

PUBLIC SAFETY

ANIMAL CONTROL

EXPENDITURES

BUDGET

MAINTENANCE & REPAIRS

100-5315-412	MACHINERY & EQUIPMENT	<u>600</u>
TOTAL MAINTENANCE & REPAIRS		600

STAFF DEV & TRAINING

100-5315-506	CERTIFICATION & LICENSING	720
100-5315-508	MTGS-SEMINARS-CONFERENCES	900
100-5315-510	TRANSPORTATION & LODGING	<u>1,550</u>
TOTAL STAFF DEV & TRAINING		3,170

MISCELLANEOUSCAPITAL OUTLAY

100-5315-906-04	MOTOR VEHICLES	6,725
100-5315-953	OFFICE FURNITURE	<u>2,100</u>
TOTAL CAPITAL OUTLAY		8,825

TOTAL ANIMAL CONTROL

321,652

100-GENERAL FUND
PUBLIC SAFETY
ANIMAL CONTROL

EXPENDITURES

BUDGET

PERSONNEL SERVICES

100-5315-104	SALARIES - SUPERVISORY	37,538
100-5315-108	WAGES - LABOR	129,037
100-5315-110	WAGES - PART TIME	22,656
100-5315-112	OVERTIME	1,700
100-5315-116	LONGEVITY	2,539
100-5315-120	FICA/MEDICARE	14,800
100-5315-122	RETIREMENT	26,041
100-5315-130	EMPLOYEE HEALTH INSURANCE	51,540
100-5315-132	WORKER'S COMP	6,418
TOTAL PERSONNEL SERVICES		292,269

CONTRACTS & SERVICES

100-5315-207	PRINTING, MKTG & PUBLIC REL	2,973
100-5315-208	GROUNDS & LANDSCAPING	650
100-5315-214	RENTS & LEASES	300
100-5315-218	COMPUTER EQUIP & SOFTWARE	3,779
100-5315-220	FOOD & BEVERAGE	660
100-5315-222	SAFETY & REGULATORY	456
100-5315-224	CHEMICAL & MEDICAL	23,870
100-5315-226	RADIO & COMMUNICATIONS	1,734
100-5315-226-04	RADIO & COMMUNICATIONS-ACO	696
100-5315-240	POSTAGE & SHIPPING	2,732
100-5315-252	LICENS/REGISTR/PERMITS	3,875
TOTAL CONTRACTS & SERVICES		41,725

MATERIALS & SUPPLIES

100-5315-302	OFFICE	2,055
100-5315-303	ANIMAL FOOD	6,200
100-5315-306	MOTOR VEHICLES	254
100-5315-306-04	MOTOR VEHICLES-ACO	400
100-5315-308	GROUNDS & LANDSCAPING	476
100-5315-310	BUILDINGS & STRUCTURES	840
100-5315-312	MACHINERY & EQUIPMENT	2,000
100-5315-324	CHEMICAL & MEDICAL	10,915
100-5315-326	RADIO & COMMUNICATIONS	310
100-5315-328	JANITORIAL	5,386
100-5315-330	UNIFORMS & APPAREL	1,022
100-5315-332	MINOR TOOLS & EQUIPMENT	300
100-5315-334	OFFICE FURNITURE	2,400
100-5315-335	GAS	1,300
100-5315-335-04	GAS - ACO	2,000
100-5315-337-04	TIRES-TUBES-BATTERIES-ACO	529
TOTAL MATERIALS & SUPPLIES		36,387

BUDGET LISTING

AS OF: SEPTEMBER 30TH, 2018

100-GENERAL FUND
PUBLIC SAFETY
ANIMAL CONTROL

EXPENDITURES

BUDGET

MAINTENANCE & REPAIRS

100-5315-412 MACHINERY & EQUIPMENT
TOTAL MAINTENANCE & REPAIRS

600
600

STAFF DEV & TRAINING

100-5315-506 CERTIFICATION & LICENSING
100-5315-508 MTGS-SEMINARS-CONFERENCES
100-5315-510 TRANSPORTATION & LODGING
TOTAL STAFF DEV & TRAINING

1,000
900
1,550
3,450

MISCELLANEOUSCAPITAL OUTLAY

TOTAL ANIMAL CONTROL

374,431

**100-GENERAL FUND
PUBLIC SAFETY
ANIMAL CONTROL**

EXPENDITURES		2017-2018 ACTUAL	2018-19 BUDGET	2018-19 ESTIMATE	PROPOSED BUDGET	REVISED BUDGET	ADOPTED BUDGET
PERSONNEL SERVICES							
100-5315-102	SALARIES - ADMINISTRATIVE	0	0	0	0	0	0
100-5315-104	SALARIES - SUPERVISORY	0	37,538	37,051	37,544	38,670	38,670
100-5315-104-04	SALARIES - SUPERVISORY - ACO	33,148	0	0	0	0	0
100-5315-106	WAGES - CLERICAL	478	0	2,835	22,547	23,223	23,223
100-5315-108	WAGES - LABOR	66,699	129,037	65,570	105,310	108,469	108,469
100-5315-108-04	WAGES - LABOR - ACO	31,126	0	28,055	0	0	0
100-5315-110	WAGES - PART TIME	39,194	22,656	35,065	22,548	23,224	23,224
100-5315-112	OVERTIME	689	1,700	730	1,650	1,700	1,700
100-5315-112-04	OVERTIME - ACO	601	0	550	0	0	0
100-5315-116	LONGEVITY	345	2,539	630	3,055	3,055	3,055
100-5315-116-04	LONGEVITY - ACO	1,285	0	1,909	0	0	0
100-5315-120	FICA/MEDICARE	8,134	14,800	7,916	14,738	15,173	15,173
100-5315-120-04	FICA/MEDICARE - ACO	5,047	0	4,963	0	0	0
100-5315-122	RETIREMENT	14,539	26,041	18,016	25,931	25,884	25,884
100-5315-122-04	RETIREMENT - ACO	9,212	0	11,621	0	0	0
100-5315-130	EMPLOYEE HEALTH INSURANCE	18,448	51,540	31,938	53,645	51,719	51,719
100-5315-130-04	EMPLOYEE HEALTH INSURANCE-ACO	15,869	0	20,780	0	0	0
100-5315-132	WORKER'S COMP	5,095	6,418	6,130	6,653	6,850	6,850
100-5315-132-04	WORKER'S COMP - ACO	0	0	0	0	0	0
100-5315-134	UNEMPLOYMENT INSURANCE	0	0	0	0	0	0
100-5315-155	PAYROLL CONTINGENCY	0	0	0	0	0	0
100-5315-159	COLA	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES		249,909	292,269	273,759	293,621	297,967	297,967

ANIMAL CONTROL	Full-time	Part-time	Active	Vacant	Budgeted
Animal Control Officer	X			1	X
Animal Shelter, Supervisor	X		1		X
Animal Shelter, Admin Asst	X		1		X
ACO/Animal Shelter Attendant	X		3		X
Animal Shelter, Attendant		X	1	1	X

CONTRACTS & SERVICES

100-5315-207	PRINTING, MKTG & PUBLIC REL	0	2,973	209	1,000	1,000	1,000
100-5315-208	GROUNDS & LANDSCAPING	0	650	600	1,000	1,000	1,000
100-5315-212	FINANCIAL & ACCOUNTING	0	0	0	0	0	0
100-5315-214	RENTS & LEASES	17	300	25	300	300	300
100-5315-216	MAINTENANCE & REPAIRS	2,772	0	0	0	0	0
100-5315-218	COMPUTER EQUIP & SOFTWARE	1,990	3,779	0	1,000	1,000	1,000
100-5315-220	FOOD & BEVERAGE	1,002	660	740	1,000	1,000	1,000
100-5315-222	SAFETY & REGULATORY	25	456	160	456	456	456
100-5315-224	CHEMICAL & MEDICAL	8,740	23,870	9,866	23,870	23,870	23,870
100-5315-226	RADIO & COMMUNICATIONS	2,390	1,734	3,320	3,482	3,482	3,482
100-5315-226-04	RADIO & COMMUNICATIONS-ACO	265	696	535	570	570	570
100-5315-240	POSTAGE & SHIPPING	1,068	2,732	550	1,700	1,700	1,700
100-5315-244	UTILITIES	0	0	0	0	0	0
100-5315-252	LICENS/REGISTR/PERMITS	0	3,875	0	3,875	3,875	3,875
100-5315-299	OTHER CONTRACTS & SERVICES	18,389	0	36,312	0	0	0

TOTAL CONTRACT & SERVICES

36,658	41,725	52,317	38,253	38,253	38,253
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MATERIALS & SUPPLIES

100-5315-302	OFFICE	1,976	2,055	1,675	2,055	2,055	2,055
100-5315-303	ANIMAL FOOD	0	6,200	0	6,200	6,200	6,200
100-5315-304	COMPUTER EQUIP & SOFTWARE	0	0	0	0	0	0
100-5315-306	MOTOR VEHICLES	4,928	254	0	254	254	254
100-5315-306-04	MOTOR VEHICLES-ACO	351	400	432	400	400	400
100-5315-308	GROUNDS & LANDSCAPING	0	476	575	550	550	550
100-5315-310	BUILDINGS & STRUCTURES	4,791	840	835	840	840	840
100-5315-312	MACHINERY & EQUIPMENT	172	2,000	469	2,000	2,000	2,000
100-5315-322	SAFETY & REGULATORY	0	0	0	0	0	0
100-5315-324	CHEMICAL & MEDICAL	14,600	10,915	12,025	14,600	14,600	14,600
100-5315-326	RADIO & COMMUNICATIONS	0	310	0	310	310	310
100-5315-326-04	RADIO & COMMUNICATIONS-ACO	0	0	0	0	0	0
100-5315-328	JANITORIAL	5,198	5,386	4,503	5,386	5,386	5,386
100-5315-330	UNIFORMS & APPAREL	296	1,022	477	1,022	1,022	1,022
100-5315-330-04	UNIFORMS & APPAREL-ACO	0	0	0	0	0	0
100-5315-332	MINOR TOOLS & EQUIPMENT	268	300	0	300	300	300
100-5315-334	OFFICE FURNITURE	0	2,400	410	2,400	2,400	2,400
100-5315-335	GAS	0	1,300	50	1,300	1,300	1,300
100-5315-335-04	GAS - ACO	1,670	2,000	1,932	2,000	2,000	2,000
100-5315-336-04	DIESEL - ACO	-1	0	0	0	0	0
100-5315-337	TIRES - TUBES - BATTERIES	0	0	0	0	0	0
100-5315-337-04	TIRES-TUBES-BATTERIES-ACO	152	529	200	529	529	529
100-5315-399	OTHER SUPPLIES	0	0	0	0	0	0

TOTAL MATERIALS & SUPPLIES

34,401	36,387	23,583	40,146	40,146	40,146
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MAINTENANCE & REPAIRS

100-5315-406	MOTOR VEHICLES	100	0	20	0	0	0
100-5315-406-04	MOTOR VEHICLES-ACO	410	0	0	0	0	0
100-5315-408	GROUND & LANDSCAPING	0	0	0	0	0	0
100-5315-410	BUILDINGS & STRUCTURES	0	0	6,250	2,000	2,000	2,000
100-5315-412	MACHINERY & EQUIPMENT	39	600	270	600	600	600
100-5315-499	OTHER MAINTENANCE & REPAIRS	0	0	0	0	0	0

TOTAL MAINTENANCE & REPAIRS

549	600	6,540	2,600	2,600	2,600
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STAFF DEV & TRAINING

100-5315-502	DUES & SUBSCRIPTIONS	0	0	0	0	0	0
100-5315-502-04	DUES & SUBSCRIPTIONS-ACO	0	0	0	0	0	0
100-5315-504	EDUCATION/TRAINING MATERIALS	0	0	0	0	0	0
100-5315-504-04	EDUC/TRAINING MATERIAL -ACO	0	0	0	0	0	0
100-5315-506	CERTIFICATION & LICENSING	875	1,000	525	1,000	1,000	1,000
100-5315-506-04	CERTIF & LICENSING-ACO	0	0	0	0	0	0
100-5315-508	MTGS-SEMINARS-CONFERENCES	300	900	0	900	900	900
100-5315-508-04	MTGS-SEMIN-CONFERENCES-ACO	0	0	0	0	0	0
100-5315-510	TRANSPORTATION & LODGING	1,754	1,550	350	1,550	1,550	1,550
100-5315-510-04	TRANSPORTATION & LODG-ACO	0	0	0	0	0	0

TOTAL STAFF DEV & TRAINING

2,929	3,450	875	3,450	3,450	3,450
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MISCELLANEOUS

100-5315-745	COMPENS ABSENCE VARIANCE	0	0	0	0	0	0
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TOTAL MISCELLANEOUS

0	0	0	0	0	0
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CAPITAL OUTLAY

100-5315-906-04	MOTOR VEHICLES	0	0		0	0	0
100-5315-910	BUILDINGS & STRUCTURES	0	0		0	0	0
100-5315-953	OFFICE FURNITURE	0	0		0	0	0

TOTAL CAPITAL OUTLAY

0	0	0	0	0	0
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TOTAL ANIMAL CONTROL

324,446	374,431	357,074	378,070	382,416	382,416
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**100-GENERAL FUND
PUBLIC SAFETY
ANIMAL CONTROL**

EXPENDITURES		2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATE	PROPOSED BUDGET	REVISED BUDGET	ADOPTED BUDGET
PERSONNEL SERVICES							
100-5315-104-04	SALARIES - SUPERVISORY - ACO	33,148	38,670	38,667	38,667	38,667	41,755
100-5315-106	WAGES - CLERICAL	478	23,223	23,234	23,234	23,234	26,293
100-5315-108	WAGES - LABOR	97,825	108,469	125,237	106,247	106,247	112,993
100-5315-110	WAGES - PART TIME	39,194	23,224	46,241	23,234	23,234	24,862
100-5315-112	OVERTIME	1,290	1,700	1,080	600	600	618
100-5315-116	LONGEVITY	1,630	3,055	2,755	3,481	3,481	3,481
100-5315-120	FICA/MEDICARE	13,181	15,173	11,526	14,953	14,953	15,883
100-5315-122	RETIREMENT	14,539	25,884	12,286	24,902	24,902	26,452
100-5315-122-04	RETIREMENT - ACO	9,212	0	7,354	0	0	0
100-5315-130	EMPLOYEE HEALTH INSURANCE	34,317	51,719	36,711	46,683	49,143	46,750
100-5315-132	WORKER'S COMP	5,095	6,850	6,647	6,647	6,647	7,060
100-5315-155	PAYROLL CONTINGENCY	0	0	0	7,079	15,039	0
TOTAL PERSONNEL SERVICES		249,909	297,967	311,738	295,727	306,147	306,147

ANIMAL CONTROL	Full-time	Part-time	Active	Vacant	Budgeted
Animal Control Officer	X			1	X
Animal Shelter, Supervisor	X		1		X
Animal Shelter, Admin Asst	X		1		X
Animal Shelter Attendant/ACO	X		2	1	X
Animal Shelter, Attendant		X	2		X

CONTRACTS & SERVICES

100-5315-207	PRINTING, MKTG & PUBLIC REL	0	1,000	200	250	250	250
100-5315-208	GROUND & LANDSCAPING	0	1,000	1,000	0	0	0
100-5315-214	RENTS & LEASES	17	300	50	70	3,730	3,730
100-5315-218	COMPUTER EQUIP & SOFTWARE	1,990	1,000	0	0	0	0
100-5315-220	FOOD & BEVERAGE	1,002	1,000	1,000	1,000	1,000	1,000
100-5315-222	SAFETY & REGULATORY	25	456	450	456	456	456
100-5315-224	CHEMICAL & MEDICAL	8,740	23,870	12,500	200	200	200
100-5315-226	RADIO & COMMUNICATIONS	2,390	3,482	3,245	3,492	3,492	3,492
100-5315-226-04	RADIO & COMMUNICATIONS-ACO	265	570	506	570	570	570
100-5315-240	POSTAGE & SHIPPING	1,068	1,700	700	1,000	1,000	1,000
100-5315-252	LICENS/REGISTR/PERMITS	0	3,875	850	0	0	0
100-5315-299	OTHER CONTRACTS & SERVICES	18,389	0	29,216	20,000	20,000	20,000
TOTAL CONTRACT & SERVICES		33,886	38,253	49,717	27,038	30,698	30,698

MATERIALS & SUPPLIES

100-5315-302	OFFICE	1,976	2,055	1,162	2,000	2,000	2,000
100-5315-303	ANIMAL FOOD	0	6,200	500	6,200	6,200	6,200
100-5315-306	MOTOR VEHICLES	4,928	254	0	254	254	254
100-5315-306-04	MOTOR VEHICLES-ACO	351	400	200	400	400	400
100-5315-308	GROUND & LANDSCAPING	0	550	500	550	550	550
100-5315-310	BUILDINGS & STRUCTURES	4,791	840	500	840	840	840
100-5315-312	MACHINERY & EQUIPMENT	172	2,000	1,500	2,000	2,000	2,000
100-5315-324	CHEMICAL & MEDICAL	14,600	14,600	14,500	16,600	16,600	16,600
100-5315-326	RADIO & COMMUNICATIONS	0	310	10,098	310	310	310
100-5315-328	JANITORIAL	5,198	5,386	4,897	5,500	5,500	5,500
100-5315-330	UNIFORMS & APPAREL	296	1,022	1,000	1,022	1,022	1,022
100-5315-332	MINOR TOOLS & EQUIPMENT	268	300	150	300	300	300
100-5315-334	OFFICE FURNITURE	0	2,400	1,200	0	0	0
100-5315-335	GAS	0	1,300	0	0	0	0
100-5315-335-04	GAS - ACO	1,670	2,000	1,280	2,000	2,000	2,000
100-5315-337-04	TIRES-TUBES-BATTERIES-ACO	152	529	454	500	500	500
TOTAL MATERIALS & SUPPLIES		34,402	40,146	37,941	38,476	38,476	38,476

MAINTENANCE & REPAIRS

100-5315-406	MOTOR VEHICLES	100	0	85	100	100	100
100-5315-410	BUILDINGS & STRUCTURES	0	2,000	1,800	2,000	2,000	2,000
100-5315-412	MACHINERY & EQUIPMENT	39	600	500	600	600	600
TOTAL MAINTENANCE & REPAIRS		139	2,600	2,385	2,700	2,700	2,700

STAFF DEV & TRAINING

100-5315-506	CERTIFICATION & LICENSING	875	1,000	700	1,000	1,000	1,000
100-5315-508	MTGS-SEMINARS-CONFERENCES	300	900	500	900	900	900
100-5315-510	TRANSPORTATION & LODGING	1,754	1,550	500	1,550	1,550	1,550
TOTAL STAFF DEV & TRAINING		2,929	3,450	1,700	3,450	3,450	3,450

TOTAL ANIMAL CONTROL

321,265	382,416	403,481	367,391	381,471	381,471
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CITY OF LOCKHART ANIMAL SHELTER Proposed FY 20-21

04/21/20

Operations: Revenues/Expenses

Revenue

Adoption Fees	\$	3,552	See Attachment 1
License Fees			Not included - City animals only

Donations	\$	-
ACTUAL REVENUES (FY 18-19)	\$	3,552

ACTUAL EXPENSE (FY 18-19)	\$	356,649	See Attachment 2
LESS ACO WAGE/BENEFITS	\$	(37,312)	See Attachment 2

ADJ EXPENSES	\$	319,337
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LESS REVENUES	\$	(3,552)
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Net Shelter Loss	\$	315,785
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PROP 20-21

**70% of Shelter
Costs for Dogs**

**30% of Shelter
Costs for Cats**

	\$	221,050	\$	94,736	\$ 315,785
County % Shelter Costs		71%		58%	
County Total \$ per Animal Type	\$	155,885	\$	54,837	\$ 210,721 County Projected for FY 20-21
County Cost per Animal	\$	141.97	\$	98.27	
City % Shelter Costs		29%		42%	
City Total \$ per Animal Type	\$	65,165	\$	39,899	\$ 105,064 City Projected for FY 20-21
City Cost per Animal	\$	141.97	\$	98.27	\$ 315,785 Matches

FY 18-19 Breakdown of Animals to Shelter: See Attachments 3 and 4

	<u>Dogs</u>	<u>Cats</u>	<u>Dogs %</u>	<u>Cats %</u>
County	1098	558	71%	58%
City	459	406	29%	42%
Totals	1557	964		

NOTES: The City of Lockhart continues to absorb electric, water, sewer, solid waste, and building/liability insurance costs estimated not included above.

AGREEMENT STATE ACTUAL FROM PREVIOUS FISCAL YEAR WILL BE USED TO INVOICE FOR NEXT FISCAL YEAR.

CITY OF LOCKHART ANIMAL SHELTER Proposed FY 21-22

03/31/21

Operations: Revenues/Expenses

Revenue

Adoption Fees	\$	1,235	See Attachment 1
License Fees	\$	5,835	Not included - City animals only
Donations	\$	-	
ACTUAL REVENUES (FY 19-20)	\$	7,070	

ACTUAL EXPENSE (FY 19-20)	\$	352,995	See Attachment 2
LESS ACO WAGE/BENEFITS	\$	(30,769)	See Attachment 2

ADJ EXPENSES	\$	322,226	
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LESS REVENUES	\$	(7,070)	
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Net Shelter Loss	\$	315,157	
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<u>PROP 21-22</u>	70% of Shelter Costs for Dogs	30% of Shelter Costs for Cats	
	\$ 220,610	\$ 94,547	\$ 315,157
County % Shelter Costs	76%	52%	
County Total \$ per Animal Type	\$ 168,548	\$ 49,541	\$ 218,089 County Projected for FY 20-21
County Cost per Animal	\$ 162.69	\$ 167.93	
City % Shelter Costs	24%	48%	
City Total \$ per Animal Type	\$ 52,061	\$ 45,006	\$ 97,068 City Projected for FY 20-21
City Cost per Animal	\$ 162.69	\$ 167.93	\$ 315,157 Matches

FY 19-20 Breakdown of Animals to Shelter: See Attachments 3 and 4

	<u>Dogs</u>	<u>Cats</u>	<u>Dogs %</u>	<u>Cats %</u>
County	1036	295	76%	52%
City	320	268	24%	48%
Totals	1356	563		

NOTES: The City of Lockhart continues to absorb electric, water, sewer, solid waste, and building/liability insurance costs estimated not included above.

AGREEMENT STATE ACTUAL FROM PREVIOUS FISCAL YEAR WILL BE USED TO INVOICE FOR NEXT FISCAL YEAR.

CHAPTER 3

COMMUNICATIONS

Within Animal Services, the Animal Control Officers are primarily dispatched via their own communication service. The Animal Services Supervisor oversees this area. Of all the work areas reviewed by the Evaluator, this area is the most deficient.

Telecommunications System

Due to the small size of the agency, the Animal Control Officers are typically “self-dispatched,” dispatched by the Animal Shelter Assistant, or dispatched by any other employee who might be working at the customer service counter. The Animal Shelter Assistant will dispatch priority/routine calls via phone if an ACO is already in the field at the time of the incoming call. While a City cell phone is assigned/available to the on-call ACO, during the on-site review, the full-time ACO utilized her own personal cell phone for work-related tasks.

Basically, any employee working at the customer service counter has been charged with monitoring communications with ACO’s in the field. Other staff members offer dispatch relief whenever required (breaks, lunch periods). Telecommunications is done within the front office area. The system is supposed to be staffed at all hours during normal operations, however, the employee charged with dispatch at the time may have other responsibilities (handling animals, answering phones, offering assistance to shelter customers). During the on-site review, the front office area was observed on several occasions to have been absent of workers. Not only were incoming phone calls not directly answered (allowed to “roll-over” to voice mail), but the hand-held Police/Sheriff radio was left unmonitored.

Normally, the Animal Control Officers are self-dispatched throughout the day utilizing the following procedures:

- Incoming complaints are accepted by the staff (whether received by phone or relayed in person by a citizen).
- Staff members obtain as much information as possible related to the complaint. This information is then transferred to the Phone Call Book.
- The white-colored copy of the Phone Call Book is provided to the ACO, the yellow-colored copy is retained in the customer service area.
- Only “major” complaints/investigations are entered into the ShelterManager.com service (typically neglect/welfare checks).
- Incoming complaints must be assigned a priority by the staff member who accepted the complaint. Per the August 29, 2019 memo issued by the Animal Services Supervisor, only bite cases, injured animals and aggressive animals are deemed to be a priority.
- Any complaint made via the Police/Sheriff is handled in much the same manner (the Police Department relays service calls primarily via the phone).

The agency currently does not utilize ShelterManager.com for dispatching. Instead, all complaints are logged on paper (the Phone Call Book and the Activity Report/Truck Log supports this process). The current dispatching system logs the incoming complaint date and time, however, case numbers are not assigned to every service call. The current system does not track enough information for Animal Services to make important decisions relative to staffing, response times and workload. The Activity Report/Truck Log does not capture “queuing” time (queuing time is that period of elapsed time between initial receipt of a call and dispatch of the call to a field officer) or travel time (the time from dispatch to the time of arrival). As these details are not available, calculating the exact response time of the Animal Control Officers for service delivery is not possible.

The lack of a computer-aided dispatching system greatly diminishes enforcement activities. Under the current system, prior complaints and infractions must be checked manually (complaints are typically not researched prior to dispatch). While the ShelterManager.com service has the ability of tracking the history of complaints, the agency does not utilize the service to its full potential. The agency has limited access researching field complaints that are stored within the previous shelter software program. Within ShelterManager.com, addresses can be “flagged” for problem citizens, but again, the service is not utilized in that manner.

Whenever officers issue citations in the field, they have no idea as to the violator’s criminal disposition since the agency does not have access to a criminal record’s database (access varies from state to state; it is fairly common in some areas of the United States for Animal Control agencies to have access to a criminal records database, usually when affiliated with a Police Department; such a database serves as a valuable tool in researching prior criminal convictions and outstanding warrants).

The communications center is located within the customer service area. The Evaluator observed other workers and shelter visitors frequently interrupting the dispatching employee, resulting in excessive background noise and a loss of concentration. A possible solution might be to move the dispatch area to a more restricted area, thus promoting a quieter working environment. During the on-site visit, the Evaluator attempted to monitor dispatch reactionary time. However, due to the limited time that the ACO spent in the field, such monitoring did not occur.

During normal shelter hours any employee assigned to the front counter area has the responsibility for answering the telephone. The Animal Shelter Assistant assists in the animal adoption process, conducts intakes, answers phones, files, and performs additional administrative duties as assigned. This worker also handles front desk duties including greeting the public and directing visitors to the shelter. Several of the Essential Job Functions of the position includes answering phones, taking messages and routing calls, and informing the Animal Control Officers when notified of strays and/or citizen concerns. This worker’s daily duties vary, depending upon the number of staff available on any given day. The Daily Job Duties sheet detail the Assistant’s daily responsibilities, and this worker is routinely called upon to assist with animal care-related duties (usually assigned to care

for the cats, as this area allows the worker to “watch” for customers/visitors entering the building). While this position’s job description is largely focused on administrative duties, the Daily Job Duties sheet diminishes the importance of customer service: “Other duties that everyone employed here are responsible for: sweeping/mopping office building; clean/stock bathrooms; carry out trash; move animals as needed; giving vaccines as needed; assisting customers; intakes; dispositions; picking up trash; answering phones, etc.” In the Evaluator’s experience, customer service should be viewed as a priority, and not relegated to “other duties.”

During such occasions when the Animal Shelter Assistant is assigned to other areas of the facility, a wireless headset should be considered, which would allow the worker to continue cleaning/feeding duties while monitoring the telephone. A door chime installed on the entry door would be beneficial to alert staff members that a customer has entered the lobby.

During the on-site review, staff members were observed leaving the front counter area throughout the day in order to complete other assigned tasks, such as assisting the public with searches for adoptable or lost animals, removing either owner surrendered or stray animals from citizen’s vehicles in the shelter parking lot, taking impounded animals to the kennel area, returning animals to owners, etc. This absence from the dispatch area compromises the focus of monitoring field personnel. Such a practice could place officers in precarious situations.

Animal Services has identified only one coverage district, which includes the entire City. Therefore, ACO’s are not assigned any particular “beat” for patrol or enforcement. Instead, officers respond to calls anywhere within their jurisdiction.

Both Field Service Delivery Vehicles (FSDVs) are equipped with cab-mounted radios (Motorola XTL 1500), both of which can communicate directly with the Police and Sheriff’s Department. It should be noted that after-hours, during the on-site visit, both of these vehicles were left unlocked in the shelter parking lot. While the vehicles were secured within the locked perimeter fencing, anyone could gain easy access to the police/sheriff radios by entering the unlocked vehicles.

There are 3 Motorola APX 4000 portable radios assigned to the agency:

- Animal Services Supervisor
- ACO Office
- Customer Service Area

Each radio offers the Police and Sheriff’s Department frequency and is equipped with an “Emergency Mode” feature. Both the cab-mounted and portable radios are only used in order to communicate directly with the Police and Sheriff’s Departments. The ACO’s cell phone (City or personal) is utilized as the primary means of communication with Animal Services. The radio assigned to the front desk area serves a dual-purpose; law enforcement and shelter personnel can communicate directly with each other in the event of an emergency.

The on-call assigned worker is provided a City cell phone. Per the August 29, 2019 memo issued by the Animal Services Supervisor, the “on-call person MUST keep the City cell phone and/or their working phone on them at all times while on-call. Next time I get a call from the Lockhart Police Department because they can’t reach the on-call person, a WRITE-UP will ensue.” It seems curious that the cell phone is a requirement, but the portable radio, which provides more reliable communication in the event of an emergency, is not a requirement. It is the Evaluator’s recommendation that both the City cell phone and the ACO-assigned portable radio be carried at all times by anyone responding to field calls, day or night. Since many Animal Control Officers throughout the United States do not carry sidearms nor are trained in self-defense techniques, the portable radio is the only “safety net” the officer can rely on to call for help when confronted by a hostile citizen or a vicious animal (injuries and assaults involving Animal Control Officers continue to increase, prompting many employees to file lawsuits against employers for failure to properly train or equip).

Animal Services does not use codes or “dispositions” to communicate with the shelter, the Police/Sheriff, or with each other. Instead, radio communication, when used, is informal and voiced in “plain talk.” Officers do not routinely check-in or check-out with either the shelter or the Police Department while in the field. Each ACO is required to track applicable times for arriving or completing calls, departing or arriving at the shelter, and call disposition.

Officers are not routinely checked in the field for safety; this responsibility relies entirely on the Animal Services employees to track all officers in the field. No written procedures regarding communications, dispatch, radio use or telephone services are offered within the agency’s SOPs.

Telephone Communications

The public telephone schedule is from 8:00 am until 4:30 pm, Monday through Friday, and from 8:00 am until 3:30 pm, Saturday through Sunday. The agency’s telecommunication system offers one incoming line, with call-waiting and voice mail. If that incoming line is “busy”, or if a staff member is not available to answer the call immediately, the call “rolls” to an auto-attendant voice mail system. The auto-attendant answering system is available 24 hours per day. During normal operating hours, the worker assigned to the front counter area is responsible for retrieving messages from voice mail, returning calls, and transmitting the information to the appropriate staff member. The outgoing message on the auto-attendant does not refer callers to the Police Department for emergencies or after-hours complaints. During the on-site visit, the outgoing message was also found to be out-of-date; the message still offered details about the shelter’s limited pandemic operations.

On Saturdays and Sundays, the agency does not respond to routine complaints. Per the aforementioned memo:

“When it’s your weekend to work (full-time employees), the only reason you should have to leave the shelter would be because of a call from the Lockhart Police Department. Weekend call-outs are ONLY for bite cases, injured animals and aggressive animals. NOTHING ELSE. Should you have to go out on one of the 3 above calls, I (Supervisor) will need to see the truck log for that call on Monday, so leave the log sheet on the front desk by the computer. There is NO OTHER reason to leave the shelter on a Saturday or Sunday between the hours of 8:00 am - 4:00 pm. Leaving the shelter for any other reason WILL result in an employee WRITE-UP. This goes for part-time employees working weekends also.”

All staff members who answer the telephone are to obtain information pertaining to the caller’s identity, nature of the call/complaint, description of the animal(s) involved, and the address of the incident. The Evaluator observed that not all staff members obtain complete information. A common concern made by workers referred to the Police Department’s lack of adherence to the agency’s call-out complaint qualifications.

There does not seem to be any fixed “cut-off” time for routine calls during the regular ACO work shift. After-hours emergencies are handled by the assigned on-call Animal Control Officer. Notice of the call and pertinent information is transmitted to the on-call ACO from the Police Department via cell phone. Since the agency does not respond to non-priority calls after 5:00 pm on weekdays, non-priority calls are allowed to “hold-over” until the next scheduled service day (or later if it is the weekend).

Any employee who answers the telephone is responsible for screening calls and providing information about services the organization does or does not provide. The majority of phone calls received are in regards to impounded animals, animal complaints, lost and found reports, and field or shelter services. The agency does not track the quantity of telephone calls received at the facility.

Since calls into the facility and the number of shelter visitors are not routinely tracked, it is impossible to determine the total number of telephone calls and public contacts that the agency’s staff actually process. Therefore, data is not available to justify additional clerical personnel which could assist in customer service via telephone and personal contact in the front office.

Recommendations

3.01 The agency should utilize a professional communications specialist to evaluate its current communications center (including phone service). Such an assessment should be performed on all areas of operations to provide improved customer service, insure officer safety and to lessen the stress load of the staff. *Rating: 3*

3.02 Animal Services should consider establishing an alternative dispatch scenario, such as utilizing Police dispatch, to improve service delivery to citizens and release shelter personnel from this responsibility. *Rating: 1*

3.03 The agency should evaluate all communication equipment for functionality and provide upgrades, if necessary. *Rating: 1*

3.04 Animal Services should utilize ShelterManager.com for dispatching in an effort to capture vital data regarding response times and workload. The service should also be utilized to provide information related to prior animal-related complaints and offenses, and perform address and name queries. All service calls should be assigned a case number, and dispatch, arrival and clearance times should be logged for each individual service call. Addresses should also be “flagged” for problem citizens. *Rating: 3*

3.05 It is felt that the dispatch area needs to be more restricted from outside personnel, thus promoting a quieter working environment. Under no circumstances should the customer service area be left unmonitored during normal operating hours. *Rating: 1*

3.06 Field personnel should communicate their location with the Police dispatcher or with shelter personnel during any call or follow-up, day or night, regardless of the nature or the type of call. Officers should also be routinely checked in the field for safety. *Rating: 1*

3.07 During such occasions when the Animal Shelter Assistant is assigned to other areas of the facility, a wireless headset should be considered, which would allow the worker to continue cleaning/feeding duties while monitoring the telephone. A door chime installed on the entry door would be beneficial to alert staff members that a customer has entered the lobby. *Rating: 3*

3.08 Personnel should be offered formal training in the use of communication software and equipment, obtaining specific complaint information, telephone etiquette and public relations. Officers should also receive training in proper radio protocols. *Rating: 3*

3.09 Written policies should be established regarding the use of communication equipment and dispatching procedures. *Rating: 1*

3.10 To support future staffing needs, the agency should continually track the number of phone calls received and the number of shelter visitors. *Rating: 2*

3.11 Any department vehicle, left unattended at any location, should be secured to prohibit unauthorized access. *Rating: 1*

3.12 Both the City-issued cell phone and the ACO-assigned portable radio should be carried at all times by anyone responding to field calls, day or night. *Rating: 1*

3.13 Callers to the Animal Services office after normal service hours should be directed to the Police Department via the agency’s phone system. In addition, the outgoing phone message should be updated. *Rating: 1*

CHAPTER 4

SHELTER OPERATIONS

Facilities

The agency serves the City of Lockhart/Caldwell County through one animal sheltering facility, which is located at 547 Old McMahan Road in Lockhart. The location of this facility was fairly easy to find. A sign is offered on McMahan Road to direct citizens to the facility. The facility is officially known as the City of Lockhart/Caldwell County Animal Shelter.

Animal Services offers a relatively new facility, which was dedicated on September 7, 2013. Several portions of the original facility were retained (the main kennel area, the exterior kennel areas and some outbuildings). The new facility is described as follows in the Bid Set - Project Criteria: "Two new construction buildings - office and animal habitat; slab on grade; combination masonry and metal siding exterior; masonry and gypsum board on metal stud interior partitions; standing seam metal roof; sealed concrete floors; tectum direct attached ceiling; individually-sloped concrete floor canine kennels." Total area of the two buildings was stated to be 9,495 gross square feet. Since the facility is of new construction and in compliance with recommended animal housing requirements, specific details regarding kennel/cage dimensions will be omitted from this report.

The grounds on the property require some needed attention; debris and clutter exist inside and outside the buildings. The exterior of the buildings show little signs of deterioration. Within the animal holding/kennel sections and service areas, clutter was common and visible. Unacceptable sound levels were evident in the kennel sections.

There is limited signage offered inside the building, directing the public through the facility and to inform or protect visitors. A sign is offered on the entrance gate. Hours of operation are posted on the sign, along with an emergency phone number. The main entrance, which is shared by the Lockhart Water Treatment Facility, allows the public easy access. Within the animal holding sections, the public may view dogs and cats from inside or outside (exterior kennels) these areas.

Animals are housed within the main buildings, the exterior kennels and those retained portions of the original facility. A manual gate and security fencing is provided around the facility to protect the surrounding area. The perimeter fencing appears to need repair in several areas. Officers currently unload impounded animals outside under the Sally Port roof, then transport into the building for processing. This area is not secure; should an animal escape, it would take some effort to recapture it.

Outside lighting was stated to be insufficient in providing protection for employees reporting to or leaving duty in the dark. Parking for the public is available inside the gated area; there appears to be a limited number of spaces available (during the on-site review, one of the

Animal Control vehicles was parked in a public space for the entire 5-day visit). The facility offers very limited access to disabled persons. A single dedicated ADA parking spot is offered. However, during the on-site review one of the Animal Control vehicles was observed, on several occasions, to be parked over the painted ADA access path leading from the parking space to the facility's main entrance. The Supervisor should address this issue immediately - under no circumstances should this situation occur. While the parking space and ramp are ADA compliant, the entry door is not (no automatic door opener).



McMahan Road Sign

Space Allocations

Specific spacial needs are addressed in other areas of this report. Although competing with a large animal inventory, workers are striving to maintain sanitary conditions and to offer a positive environment for animals.

Animal impound statistics may be found at the end of this chapter. During peak periods of the year, the facility can operate at 100% capacity.

Office Areas

The facility is open to the public during the following hours:

- Monday through Friday, 8:00 am to 4:30 pm
- Saturday through Sunday, 8:00 am to 3:30 pm

The shelter is closed on major holidays. In general, the public lobby area is arranged in such a way as to accommodate a smooth, incoming traffic pattern. There is one public entrance at the front of the main building. Visitors must first enter the customer service area before gaining access to the animal holding sections.

Within the customer service area, a counter and a Covid shield are offered to separate the public from employees. Although a full-door is offered which would prohibit visitor access into employee work areas, the Evaluator observed this door open on several occasions during the on-site review. During normal business hours, the public is allowed restricted access into the animal holding areas (visitors must be accompanied by an employee). No panic buttons are offered within the customer service area, however, the Police/Sheriff portable radio is available in the event of an emergency. The facility offers a security camera system, but no alarm system. The appearance of the customer service area is bright and well illuminated, but during the on-site review, this area was unkempt and

needed cleaning. *(Note: During the on-site visit, the office area and public restrooms were never cleaned, floors not mopped, trash left overflowing.)*

The customer service area is served by the entire staff of Animal Services: Supervisor, Animal Control Officer, Animal Shelter Assistant, Animal Shelter Attendant/ACO's and the Animal Shelter Attendants. The essential job functions of these employees are described within *Chapter 2, "Administration."* On weekends, typically 2-3 staff members are assigned to work the entire facility (customer service and animal care). No field services are offered on the weekends, unless the request is an emergency call-out.

Delays in service sometimes occur in the customer service area during peak hours of operation.

Shelter Hours

The Evaluator thought that it was unusual to offer full service on weekends, due to the limited manpower situation and the lack of field coverage. Unfortunately, the agency does not measure customer visits. Recommendations regarding shelter hour adjustments could be easily determined if the agency accurately measured visits by day of week, peak hours, etc. The Evaluator was advised, by several staff members, that weekend customer traffic was minimal. However, no data was presented to verify such claims.

Based upon on-site observations and interviews, along with current staffing considerations, shelter hours should be shortened to facilitate the cleaning process (the shelter should be clean and all hazards removed before it is opened to the public). Shelter hours on Saturday could be limited to 4 hours, and Sunday/Monday shelter hours could be eliminated altogether. It is suggested that shelter hours have a later start time (such as 11:00 am) and a later close time (such as 6:00 pm). The later opening time would allow the shelter to be in a "presentable" condition prior to opening (the Animal Shelter Attendants could begin work at 7:00 am). On Saturday, the shelter could open at 12:00 pm and close at 4:00 pm. The shelter could remain closed to the public on Sundays/Mondays. The "closed" days could also be used by staff members to perform needed "deep cleaning" and maintenance to other areas of the facility.

The majority of staff members and volunteers interviewed agreed that shelter hours should be reduced from 7 days to 5 days weekly.

Animal Housing/Care

The animal holding areas are divided into several sections, which are classified to assist workers in determining specific impounding placement:

Cat Room - Adoptable Cats

36 cages, with debris pans and dividers

Cat Receiving Room - Receiving Cats

Stainless steel cage bank, offering 8 cages with divider on lower bank

Cat Rabies Quarantine Room - Cats Held for Rabies Quarantine

6 cages, with debris pans and dividers

Main Kennel - Adoptable Dogs*

Kennels A-1 through 10, metal gates/wire panels, with polyethylene sheet partitions

Kennels A-11 through 18, metal gates/wire panels, with polyethylene sheet partitions

Kennels A-19 through 23, metal gates/wire panels, with polyethylene sheet partitions

Kennels A-24 through 31, galvanized metal/fence gates, with concrete block partitions

Kennels A-32 through 39, metal gates/wire panels, with polyethylene sheet partitions**

Main Kennel - Receiving Dogs

Kennels R-1 through 5, metal gates/wire panels, with polyethylene sheet partitions

Kennels R-6 through 13, metal gates/wire panels, with polyethylene sheet partitions

Dog Rabies Quarantine Room - Dogs Held for Rabies Quarantine

Kennels RO-1 through 4, metal gates/wire panels, with concrete block partitions

** The backs of all kennels are painted/sealed concrete block; depending upon the location of the kennel in proximity to an interior wall, some offer a single painted/sealed concrete block partition on one side, with a wire panel/polyethylene sheet partition on the other side.*

*** Kennel A-32 does not offer a gate.*



Adoptable Cat Room

Floor plans for both buildings appear at the end of this chapter.

There are other areas on the property that offer kennels, to include sections within the original facility and numerous outdoor fenced kennels. The main kennel of the original facility is utilized for after-hours law enforcement impounds. Since this area is not supposed to be utilized for long-term holding, any design issues/descriptions related to these kennels are not included within this report.

Incoming animals are generally processed in the customer service area or the main kennel area, then placed directly in a cage or kennel. These animals are given a quick visual evaluation by the shelter or field staff when impounded (if a problem is found, the Supervisor is notified).

Cats are sheltered separately from dogs to decrease the risk of stress and anxiety. Sick and quarantined cats are typically held within the Cat Quarantine Room. Feral cats are housed within the cat receiving area. Stray and adoptable puppies are typically housed in the main kennel, in areas segregated from adult dogs.

All areas frequently run at full capacity. Within the kennel areas, dogs are housed in indoor runs, with outdoor exercise runs available. The housing portions of these kennels appear to allow for larger animals to turn around freely, stand, sit, stretch and lie in a normal position. Partitions are offered, which offer a physical barrier between each kennel or cage.

The interior kennels are constructed of metal or painted/sealed concrete block. The kennels were originally constructed of metal, however, after several years of exposure to bleach, the metal is deteriorating. The metal will eventually be retrofitted with concrete block, when monies become available. At the time of this study, Kennels A-24 through 31 have been retrofitted with galvanized metal/fence gates, with concrete block partitions; the gates offer 9-gauge or better chain-link fencing. Tops are not provided on the majority of the kennel runs; within the Dog Rabies Quarantine Room, the wire panels extend all the way to the ceiling, which prohibits dogs from escaping. Resting benches are offered in all dog housing areas. Blankets or towels are offered to a few dogs and puppies as well. Special considerations are given older, newborn or ill animals (not a matter of policy). Within the main housing unit, kennels are not padlocked to prohibit public access.



Cat Receiving Room

The exterior kennels are constructed of 9-gauge or better chain-link fencing, and some are offered tops. A few of these kennels offer recycled election campaign sign partitions and/or tops, while other kennels offer some separation between each other. The outside kennel units are unusually “organized” - the majority of which were donated or scavenged/repurposed (one section of units is partially constructed of what remained of the original facility’s perimeter fence). The majority of kennels are located within the fenced area of the two buildings, however, some kennels are located across the parking lot in areas previously occupied by the old facility. Within one of these exterior kennels, 2 feral dogs were being housed (day and night), and dog houses were provided. Resting benches, dog houses and swimming pools are offered sporadically within the exterior kennels. *(Note: Regarding the election campaign signs displayed on the property, the agency should be commended for repurposing these materials. However, displaying these signs on City-owned property, even in the manner that they are being used, may be prohibited under law.)*

Within the kennel areas, the floors are concrete. Concrete portions appear to be sealed or coated with non-permeable materials. The majority of floors have a minimum pitch for drainage. Some of the partition channels, which secures the wire panels between kennels, are becoming a safety concern as the metal is deteriorating due to several years of exposure to chemicals. Drain troughs, located within the rear of each kennel, are covered

by a grate (the Evaluator was advised that the grates must be removed by a screwdriver). The drain troughs are “rinsed” with flowing water during the cleaning process. Sewer lines serving the gutters were said to be adequate, but “needing attention from time to time.”

The overhead doors offered in the main kennel building remain open at all times during favorable weather conditions. This feature allows fresh, outside air to flow completely through the building. Visitor access into any animal holding area requires staff accompaniment.

Adoptable and quarantine cats are housed in ProSelect Modular 3-Tier Cage Banks, which are described on the manufacturer’s website:

Our ProSelect® Modular Cage Bank consists of three regular sized modular cages. Each cage bank comes with a rolling cage base for easy transport. Each cage has a divider panel that can be used to separate the one larger cage into two smaller ones. The Stackable ProSelect® Professional Modular Cages allow you to design a cage bank to suit your needs. This Cage Bank Kit consists of three regular modular cage units that stack to create a three-tier cage bank.

- Strong, durable powder-coated steel construction
- Stackable design adds versatility
- Triple door latch for extra security
- Includes locking divider and locking trays
- Narrow grid floor grate for comfort and security
- Cage bank unit measures 47½"L x 23⅝"W x 75"H

Spring-loaded doors open easily with one hand and feature a triple locking latch to keep pets secure. Removable floor grates keep pets elevated above waste trays and have close wire spacing for added comfort. ABS plastic trays remove for easy cleaning and lock into place. *(End of Description)*

Receiving cats are housed in Shor-line stainless steel cages, a double unit with a mobile platform. The stainless steel construction provides the best surface for disinfection and a long service life. These cages feature stainless steel doors with lockable door latches to prevent escapes, and an integrated compartment divider that can be removed for cleaning. All cats are provided with kitty litter trays (plastic or disposable cardboard flats), stainless steel or plastic water and food containers, blankets, toys and resting perches. None of the cages were padlocked to prohibit public access, however, the Cat Room (adoptable) offers an observation window, thus allowing some staff monitoring. Nursing mothers and kittens are given special considerations in regards to housing and diet (Kitten Daily Care).

The majority of animals are typically held individually within each run or cage. Unfamiliar adoptable kittens may be housed together. Kittens or puppies from the same litter sometimes share the same cage, as well as animals impounded from the same household. Of course, those animals held in isolation or for quarantine are housed individually. There is space available for isolating dogs that are either sick, or suspected of being sick, from

the general animal population (Dog Quarantine Room). Sick and quarantined cats are typically held within the Cat Quarantine Room. During the on-site visit, one dog was kept isolated in the Freezer Room, while the “shelter dog” was kept isolated in the Employee Breakroom.

Open doors, high-velocity fans, and exhaust fans promote an air exchange to minimize odors and to provide for disease control within the main kennel building. Within all other interior animal holding areas, the agency is entirely reliant on HVAC systems and floor fans to promote an air exchange.

All areas of both buildings are offered heating and air conditioning. Lighting within the animal holding areas was deemed adequate for safety and viewing. Walkways and corridors are of sufficient width.



Food Storage/Preparation Room

The facility is not designed to handle exotic and wild animals (these animals are accepted), and the agency utilizes the services of the Sheriff's Department for the temporary quartering of livestock. The facility offers a Groomer's Best Stainless Steel Dog Grooming Bath Tub in the Utility Area for the grooming and dipping of animals.

Kennel operations are overseen by the Supervisor. Animal care and shelter sanitation are the responsibility of all agency employees, which is largely dependant upon the number of staff members available to work on any given day.

Note: A common complaint during the on-site review was in regards to the kennel doors on Kennels A-24 through 31; the doors do not open all the way in and/or out.

Veterinary Support

The City of Lockhart currently contributes \$500 monthly to a local veterinarian to provide spay/neuter and other medical services on-site at the animal sheltering facility. These services are not contractually obligated. The agency offers no written policies concerning diseased and injured animals.

It is unknown as to what training is provided to staff members in regards to animal injury identification or animal first aid. Animal Services needs to guarantee, by policy, that all injured and ill animals are picked-up, transported and examined by a veterinarian. Although the Evaluator does not question the level of knowledge or credentials of current staff members, sick and injured animals should always be examined and treated promptly by a licensed veterinarian regardless of the time of impoundment, ownership status, or type of animal. Anything less may place the agency in an uncomfortable situation.

The Evaluator believes that Animal Services should secure some level of veterinary care through a contractual relationship to oversee the agency's sanitation and animal care responsibilities, and to make behavioral recommendations for long-term shelter stays. In these instances, the contract veterinarian and/or a veterinary technician offers on-site services (such as health examinations, administering treatments), with a set work schedule. In addition, after-hours care should be a requirement of the contract, allowing Animal Services and the Police Department to transport injured/ill animals directly to the contract veterinarian for examination (and thus limit the need for "wait" time for an animal to obtain treatment).

Food Storage and Feeding Schedules

The bulk food supply is stored in areas (Food Preparation/Storage Room, outside storage unit) that restricts the entry of rodents. Refrigerated storage is available for special diet and medical needs (Euthanasia/Treatment Room). The feeding procedures were described by a staff member as follows:

- For dogs, feeding typically occurs about noon each day. Dogs are usually fed in their assigned outside kennels, unless inclement weather (then they are fed inside the building). Any leftover food is brought into their assigned kennels when each dog is returned to the building. Dogs are transferred back to their kennels about 1 to 1.5 hours prior to the shelter closing. Special needs animals are provided supplemental diets. All dogs receive moist food 2-3 times weekly, and treats daily. Dog food bowls are typically filled completely with dry food.
- For cats, feeding occurs multiple times each day ("free fed"). Special needs animals are provided supplemental diets, and moist food is offered when needed. All food/water dishes are disinfected daily. Litter boxes may be "reused" from day-to-day, if not too soiled. Fresh litter is provided each day. Soiled litter boxes are disinfected each day.

Food and water containers are replenished daily, directly within the kennel or cage. Containers are also required to be dumped of any existing water and food. Cats are typically fed after their cage is cleaned. Dogs are fed midday. For dogs, stainless steel buckets are used for water, stainless steel bowls for food (water buckets are moved to the outside pens with each dog, then brought back inside when the dogs are returned to their kennels). For cats, stainless steel or plastic water and food containers are provided. All are disinfected daily. Nursing mothers, elderly and infant animals are given special considerations in regard to diet.

No information regarding the type, amounts and frequency of foods to be provided to animals may be found within the agency's SOP.

Sanitation and Disease Control

The following written procedures were presented regarding shelter sanitation and disease control:

Instructions for Cleaning Dog Kennels

1. Remove dog(s) from kennel - AT LEAST 3 consecutive kennels in a row.

2. Remove food bowls, water buckets, toys, bedding, rawhide chews, etc. from kennels. Kennels are to be totally empty while cleaning.

3. Rawhides DO NOT get washed. Cloth/rope toys, and any bedding, are to be taken to the laundry room to be washed. Bowls, buckets and plastic/rubber toys are to be washed daily in water with soap and bleach. Rawhides can go back into the same kennel they came out of with the same dog.

4. Scoop poop with 2 piece metal scooper set. Poop is to be put into a bucket containing a white trash bag. When trash bag gets full, and/or you are finished cleaning, dispose of waste in the dumpster.

5. Spray entire kennel out with water hose. Spray floors, beds, concrete walls, wire walls and gates.

6. Using a 5 gallon bucket, mix a little Ivory Dish Soap with 1 $\frac{3}{4}$ cup Bleach, fill with water. Use long handle scrub brush and brush EVERYTHING mentioned in #5. There is to be NO evidence of poop remaining ANYWHERE in the kennel - INCLUDING wire walls/gates.

7. Spray kennels again. Check for any remaining poop particles. IF any poop particles remain - REPEAT steps 6 & 7.

8. Squeegee entire kennel.

9. Fill CLEAN water bucket with CLEAN water and put in kennel. Put dog(s) back in correct kennel.

10. Make sure all aisles are clean and free of poop, hair and dog food. ALSO, MAKE SURE ALL DRAINS IN KENNELS AND AISLE WAYS ARE CLEAN AND FREE OF DEBRIS!

11. Make sure water is turned off to water hose, wrap hose around hanger.

12. Pass out dog toys; chews; stuffed kongs to dogs.



Kennels A1-10 and A24-31

When all kennels are completely clean and all dogs are back in their correct kennels - see following list of job duties that must be performed.

- Scoop ALL outside areas, this means EVERY pen, chain link or otherwise, as well as all grounds.
- Sweep/mop office building, clean bathrooms, carry out trash, give shots as needed, move animals as needed, take pictures as needed, weigh animals as needed, stuff Kongs for dogs, assist customers, intakes, answering phone, dispositions, pick up trash as needed, etc.
- MOST IMPORTANTLY - KEEP DOG KENNELS FREE FROM FECAL MATTER AT ALL TIMES. WALK THROUGH KENNELS AND AS YOU SEE FECAL MATTER- SCOOP AND DISPOSE OF IT - ALL DAY LONG.

Cat Cleaning Guidelines

Helpful Tips before starting:

- Make sure the door to the cat house is closed behind you and secured! We don't want any cats getting loose.
- Cats are free to roam around the cat house while cleaning the cage 1 AT A TIME only if the door is closed and secured.
- Work top to bottom to avoid making a clean cage dirty again.
- Wash hands in between cleaning each animal to avoid spreading germs.

Cleaning steps:

- Pull food and water bowls from all cages and wash in hot soapy, bleach water. Rinse and spread food bowls out to dry.
- Take bedding out of cage. Shake bedding gently over trash can. If bedding is clean (free from poop, etc.) and dry - replace in cat cage. If bedding is dirty put in laundry basket to be washed and put clean bedding in the cat cage. Do NOT sit litter pan or water bowl on bedding!
- Take out litter pan. Scoop if not too dirty or replace with new pan and litter if too dirty. (If replacing with fresh litter, use only 1-1/2 scoops of litter per pan). Wash dirty litter pan in soapy, bleach water. Then put outside on porch to dry.
- Take out cage tray and put contents in trash. Wipe down with a rag in hot, soapy bleach water. Set aside until done cleaning the cage.
- Scrub cage with a scrub brush and rag using hot soapy bleach water. Lift the bottoms of the cage and scrub the bottom where the trays sit.
- Put ONE sheet of newspaper in the cage tray and put back when cage cleaning is complete.
- Put the cat back in the cage and make sure the following are in the cage:
 - o Small bowl of food, large bowl of cold water.
 - o Towel or rug (bedding).
 - o Clean cat litter box.
- When all cages are complete, carefully pull the entire stack of cages out from wall one stack at a time. Sweep the floor; wash the walls using hot soapy bleach water with a rag, and mop floor.
- Wash the outsides of the cages using a scrub brush and rag with hot soapy bleach water. Push cage back into place.
- Take trash to the dumpster and mop floor with fresh hot soapy bleach water. Make sure a clean trash bag is in the trash can.

Thank you for all your hard work!

Weekend Cleaning Duties

Jeanne Pendergrass, Supervisor City of Lockhart Animal Shelter 6/1/16

The following duties are expected from EVERYONE each and every weekend worked. NO EXCEPTIONS unless there are absolutely NO CSR workers present:

1. Entire Administration Building is to be swept and mopped.
2. ALL trash cans are to be emptied at the end of the day and new trash bags replaced in cans.

3. Cat litter is to be filled to top in both cat areas.
4. ALL laundry is to be washed, dried and put up.
5. All counter tops to be cleaned and neat.
6. Cat and dog food containers to be filled in all areas.
7. ALL dishes are to be washed and clean.
8. ALL litter boxes are to be washed and clean.
9. Bathrooms are to be cleaned and stocked with supplies.
10. ALL poop is to be picked up in surrounding grounds and old Dog Receiving area.



Kennels A-11 to A-23

11. Freezer is to be emptied and cleaned.
 12. ANY and ALL trash laying out on the grounds is to be picked up.
 13. Mow areas that need to be. Instruct CSR to walk area for debris first.
 14. Catch dogs and cats up on shots as needed.
 14. Move dogs from R Kennels to A Kennels as needed.
 15. Make sure all dogs and all cats are in their appropriate kennels - match up to books!
- Failure to complete ALL of these tasks will result in employee write up. *(End of Description)*

The majority of the staff's labor hours each day is focused on animal care/cleaning related duties. The Daily Job Duties sheet details the number of staff members assigned to work on any particular day, and their assigned responsibilities:

DAILY JOB DUTIES (4 Person Day) A Side A/R Side

Take Dogs Out/Put Dogs Back:

Pull Buckets/Bowls (Person 1):

Wash Buckets/Bowls (Person 2):

(includes filling water buckets and placing in kennels)

Scoop Kennels (Person 3):

Rinse Kennels/Beds (Person 1):

Scrub Kennels/Beds (Persons 3 & 4):

Rinse Kennels/Beds After Scrubbing (Person 1):

Squeegee Kennels/Walkways (Persons 2 & 4):

Scoop Outside Yards: Feed Dogs: Clean Cats: Laundry: Panacur:

Other duties that everyone employed here are responsible for: sweeping/mopping office building; clean/stock bathrooms; carry out trash; move animals as needed; giving vaccines as needed; assisting customers; intakes; dispositions; picking up trash; answering phones, etc. *(End of Description)*

DAILY JOB DUTIES (3 Person Day) A Side A/R Side

Take Dogs Out/Put Dogs Back:

Pull Buckets/Bowls (Person 1):

Wash Buckets/Bowls (Person 2):

(includes filling water buckets and placing in kennels)

Scoop Kennels (Person 3):

Rinse Kennels/Beds (Person 2):

Scrub Kennels/Beds (Persons 3 & 1):

Rinse Kennels/Beds After Scrubbing (Person 2):

Squeegee Kennels/Walkways (Persons 2 & 3):

Scoop Outside Yards: Feed Dogs: Clean Cats: Laundry: Panacur:

Other duties that everyone employed here are responsible for: sweeping/mopping office building; clean/stock bathrooms; carry out trash; move animals as needed; giving vaccines as needed; assisting customers; intakes; dispositions; picking up trash; answering phones, etc. (*End of Description*)

When available, the agency also utilizes workers accepted from the Community Service Restitution (CSR) Program. These workers are assigned to the agency as alternatives to prison or jail sentences, which includes a responsibility of the defendant to pay back society via community service. Adult and juveniles have been assigned to the agency in the past. The agency has designed a work list CSR workers:

Community Service To Do List

Bathrooms

- Clean toilets, clean sink, clean mirrors, sweep and mop.

Breakroom

- Do any dishes in sink; Wipe down all counter tops and table; Sweep and mop.

Hallways

- Sweep and mop.

Windows

- Inside and out; Windows in cat room too!

Lobby

- Wipe down all surfaces; Sweep and mop; Take out all trash in the whole building. Every room has a trash can! And put a new bag in the trash can!

Laundry

- Help keep laundry moving along. Wash with soap and bleach. Do not mess with settings on washer or dryer; Fold any laundry and put away in spot!

Outside

- Sweep all sidewalks; Pick up all trash; Pick up any blankets/towels; Pick up any leashes and toys; Throw away toys that are destroyed and put any dirty toys in dirty toy bucket; Any dirty leashes go in washer; Please use hot water and bleach when mopping! (*End of Description*)

CSR workers are required to sign a liability waiver, as well as adhere to the agency's Conduct Guidelines. Due to the unknown predictability of CSR assignments, Animal Services is unable to be dependant upon these workers to assist each day.

A volunteer program is also offered at the agency. Additional information related to the program may be found within *Chapter 9, "Community/Interagency Relations."*

The kennel facility is equipped with a hose system, which is utilized in the aforementioned cleaning procedures. Dogs and cats are removed or transferred from their kennel/cage while it is cleaned. Caged cats, depending upon their behavior (feral) may be left in the cage during the cleaning process (workers just clean around them). Feral cat dens are available to facilitate the removal of feral cats from their cage.



Kennels A32 to A39

Per the Association of Shelter Veterinarian's *2010 Guidelines for Standards of Care in Animal Shelters*:

Thorough sanitation of primary enclosures before a new animal enters is essential. Sanitation protocols must include removal of gross organic matter, pre-cleaning of surfaces with a detergent or degreaser, application of a disinfectant at the correct concentration and for sufficient time, rinsing, and drying. When water or cleaning and disinfecting products will be sprayed in or near the area of the primary enclosure, animals must be removed from the cage or kennel, or separated from the area being cleaned by guillotine doors to prevent splatter, soaking of the animals and stress. It is an unacceptable practice to spray down kennels or cages while animals are inside them.

Animals who are housed long-term in the same enclosure require less frequent disinfection of their enclosure, but daily cleaning is still essential to maintain sanitary conditions. In many instances, cages and kennels can be cleaned using the "spot cleaning" method, where the animal remains in its cage while the cage is tidied, and soiled materials, urine and feces are removed. Spot cleaning may be less stressful for the animal as it requires less animal handling and does not remove familiar scents (Patronek 2001). Daily cleaning is also necessary in cage free housing and home environments.

The Guidelines also state:

The terms "long-term" and "short-term" are used in several sections of this document (e.g., Facilities, Behavior, Medical Health and Physical Well-being). It is difficult to define when a shelter stay shifts from being short-term to long-term, and the impact of length of stay

may affect individual animals differently. Therefore, recommendations found throughout this document that refer to long-term stays do not have a specific time-frame associated with them. Ideally, recommendations to ensure physical and behavioral health and well-being for long-term care should be implemented as soon as possible, regardless of length of stay expectations, but especially whenever a stay is anticipated to exceed 1 or 2 weeks. (*End of Description*)

Although “long-term” is not specifically defined in the aforementioned recommendations, the Evaluator would encourage that any holding area of transient populations (i.e.: stray holding areas) be disinfected daily. Long-term held adoptable animals may be candidates for “less frequent disinfection of their enclosures.”

The Evaluator was advised that the primary disinfecting agents utilized within the facility are bleach, Libman (hydrogen peroxide) and Virkon (disinfectant and virucide).

Floors and walkways are supposed to be disinfected daily, but again, within the administrative building, this was not a daily occurrence.

Cleaning is done whenever possible, with most tasks being undertaken when animal holding areas are open to the public. Spot cleaning/watering is performed by workers throughout the day. Animal holding areas are cleaned daily, 7 days a week, 365 days per year.

Depending upon staffing levels, some common areas within the facility are not cleaned daily (i.e.: rest rooms, floors in the customer service area). Since the agency does not employ a custodian, shelter workers, volunteers or CSR personnel are responsible for cleaning these areas. Public Works performs many of the needed repairs within the facility. The Animal Services staff is also responsible for maintaining the exterior grounds of the facility (i.e. yard work, to include mowing).

Formula for Determining Kennel Staffing Needs

The agency currently has budgeted 3 full-time Animal Shelter Attendant/ACO's, and 2 part-time Animal Shelter Attendants. The Supervisor, Animal Shelter Assistant and Animal Control Officer also contribute to performing animal care and cleaning tasks. In FY 2018-19, the agency impounded 1,557 dogs and 964 cats; in FY 2019-20, the agency impounded 1,346 dogs and 563 cats. The agency certainly provides more services and attention to the animals in their care than most government-operated shelters, offering several enhancements in regards to each animal's physical and mental needs. These enhancements include core vaccinations and exercise enrichment. Such enhancements do not come without a cost; the agency's staff, based upon it's current limits, has been tasked with doing more with less staff. The current situation has also impacted field services, which has contributed to the continued influx of animals that the shelter impounds annually. The current situation can be best described as follows: “The agency is trying to

put out a fire, when instead, it should be focusing on how to prevent the fire from starting in the first place.” The City and the County do little in regards to promoting responsible pet ownership, addressing the expanding feral cat population, and for the City of Lockhart, increasing enforcement of the current laws. All of these issues will be addressed within this report. In addition, without the support from the shelter’s volunteers and the rescue community, the current Animal Services’ staff would be stressed.

One of the enhancements that the agency offers is daily exercise for dogs. Per the Association of Shelter Veterinarian’s *2010 Guidelines for Standards of Care in Animal Shelters*:

Behavioral Considerations for Long-term Shelter Stays

For long-term shelter stays, appropriate levels of additional enrichment must be provided on a daily basis. Long-term confinement of any animal, including feral or aggressive animals, who cannot be provided with basic care, daily enrichment and exercise without inducing stress, is unacceptable.

Alternatives to traditional cage housing (e.g., large enriched cages, home or office foster care, room housing) must be provided for any animal staying in a shelter long-term. Cats must be allowed an opportunity to exercise and explore in a secure, enriched setting. Similarly, dogs must be provided with daily opportunities for activity outside of their runs for aerobic exercise (Griffin 2009; Loveridge 1998). Exercise may be stimulated through interactive games such as fetch or via supervised playgroups with other dogs. For both cats and dogs, rooms with a home-like environment may also be used to provide enrichment and stress reduction. Precautions, as described in other sections, should be taken to ensure that disease transmission and stress are minimized. *(End of Description)*

While the Kennel Staffing Formula in this section is commonly utilized to determine staffing needs, this formula is related specifically to performing cleaning and feeding duties. During the on-site review, a great deal of staff time was spent transferring dogs inside/outside/inside the main kennel building. Offering the outside exercise areas also contributes to additional staff labor; not only is the staff required to maintain the inside animal holding areas, but also the outside areas as well. The agency is basically operating two animal holding facilities - inside and outside. This situation exacerbates the staffing challenges to maintain both areas. While the agency should be commended for the daily exercise enrichment, the agency simply cannot maintain the status quo with their current staffing levels, as other areas of the agency’s operations has been diminished (field services, customer service). Outside of hiring more staff, some other alternatives would be to:



Kennels R1 to R13

1. Since dogs are housed individually in their kennels, and the size of these kennels exceed the “usual” shelter designs (kennels in the adoption/receiving areas are 44-51" wide and 8-9 feet deep), the agency might consider a staggered exercise “rotation” of providing outside kennel time, for each dog, every other day. The Association of Shelter Veterinarians recommends that animals who are housed long-term in the same enclosure require less frequent disinfection of their enclosure. Thus, long-term dogs would not need to be removed from their run for the simple fact of disinfecting their kennel. In addition, per the requirement for the “Exercise of Dogs” under the Federal Animal Welfare Act:

§ 3.6 - Primary enclosures, (C-1) Additional requirements for dogs - Space:

(l) Each dog housed in a primary enclosure (including weaned puppies) must be provided a minimum amount of floor space, calculated as follows: Find the mathematical square of the sum of the length of the dog in inches (measured from the tip of its nose to the base of its tail) plus 6 inches; then divide the product by 144. The calculation is: (length of dog in inches + 6) × (length of dog in inches + 6) = required floor space in square inches. Required floor space in inches/144 = required floor space in square feet.

§ 3.8 - Exercise for dogs. Dealers, exhibitors, and research facilities must develop, document, and follow an appropriate plan to provide dogs with the opportunity for exercise. In addition, the plan must be approved by the attending veterinarian. The plan must include written standard procedures to be followed in providing the opportunity for exercise. The plan must be made available to APHIS upon request, and, in the case of research facilities, to officials of any pertinent funding Federal agency. The plan, at a minimum, must comply with each of the following:

(a) Dogs housed individually. Dogs over 12 weeks of age, except bitches with litters housed, held, or maintained by any dealer, exhibitor, or research facility, including Federal research facilities, must be provided the opportunity for exercise regularly if they are kept individually in cages, pens, or runs that provide less than two times the required floor space for that dog, as indicated by § 3.6(c)(1) of this subpart. (End of Description)

2. The agency might consider a design modification of the current kennels; kennels located “back-to-back” to each other could be modified with a guillotine door system, which would allow the dog access to the adjoining run (if it were unoccupied). Access to both kennels would double the animal’s “living space.”

3. Increase the number of volunteers who may assist with transferring/exercising dogs.

4. Reduce the hours and days that the shelter is open to the public. Such reductions would allow the agency to schedule kennel staffing more effectively.

Of course, the more practical solution would be to lower the number of animal impoundments, along with a more aggressive approach to adoptions.

Per the Association of Shelter Veterinarian’s *2010 Guidelines for Standards of Care in Animal Shelters*:

Enough staff must be assigned to complete sanitation tasks promptly each day so that

animals spend the majority of their time in sanitary conditions. As an example, out of the total of 15 minutes recommended per animal for daily husbandry, HSUS guidelines recommend a minimum of 9 minutes per animal per day for routine cleaning. Thus 40 dogs @ 9 minutes/dog = 360 minutes. This total time of 360 minutes (6 hours) would allow sufficient time for a 10-minute disinfectant contact time in each kennel because other activities or tasks (e.g., cleaning other kennels, laundry) can be accomplished while the disinfectant sits. *(End of Description)*

The Humane Society of the United States (HSUS) utilizes the following formula for determining kennel staffing needs:

Indicator	Value	Formula	Value	Indicator
Human Population	38,568 ¹	x by 7% =	2,700	Incoming Animals per Year
Incoming Animals per Year	2,700	÷ by 365 days =	7.40	Incoming Animals per Day
Incoming Animals per Day	7.40	x 4 Day Minimum Hold Period ² =	29.60	Animals in Shelter per Day
Animals in Shelter Per Day	29.60	x 15 Minutes per Animal ³ =	444	Number of Minutes Needed
Number of Minutes Needed	444	÷ 60 minutes =	7.4	Number of Hours Needed
Number of Hours Needed	7.4	÷ 3 hours ⁴ =	2.47	Staff Needed per Day

Source: HSUS Minimum Kennel Staffing Needs

1. Source: U.S. Census City/Town Population - Caldwell County, Texas, excluding the City of Luling.

2. Using the agency's minimum holding period of 4 days (3 days, plus an extra business day). Some animals may be held for a much shorter period; however, many animals may be held for a period exceeding the 4-day minimum.

3. This formula is based on a per-animal time of 9 minutes for cleaning and 6 minutes for feeding.

4. These 3 hours are solely for the performance of cleaning and feeding - allow further time in the day to perform routine maintenance such as laundry, dishes, lost and found checks, etc.

Based on the above formula, a minimum of 2.47 staff members are required, each day, dedicated solely for performing cleaning and feeding duties (dogs and cats). The agency needs to increase staffing levels to release other workers from animal care/cleaning obligations. The agency should also consider hiring a contract veterinarian to oversee the agency's sanitation and animal care responsibilities, and to make behavioral recommendations for long-term shelter stays.

Work Schedules

Employee work schedules appear in *Chapter 2, "Administration."*

The kennel is staffed seven days a week. Workloads vary during the day for the staff. Early mornings are busy with cleaning prior to and during public visiting hours. Peak workloads occur when workers are assisting the public with returned or adopted animals, evaluating incoming animals or assisting with euthanasia.

Animal Records Management

Animal inventory is tracked via ShelterManager.com, which is detailed further in *Chapter 2, "Administration."*

Impounded animals are typically logged into the ShelterManager.com system upon entering the facility. Dogs and cats are assigned a numbered kennel/cage card, which is placed upon the kennel/cage door in which the animal occupies. Kennels and cages are also numbered. Each disposition record is then updated once the animal is adopted, redeemed or euthanized. Kennel/cage cards, the Animal Shelter Daily Count Form, the Police Department Drop-off/Intake Form, and the County ACO/CCS Intake Form support the inventory process. The agency also utilizes a unique system of tracking animal inventory via "boards." These boards, located in both buildings, indicate animal placements and movements throughout the facility, both inside and outside. "Sticky" notes are used to indicate tracking number, dates of impound, medications, behaviors, etc. and placed on the appropriate section on the board. The kennel board also indicates assigned spaces for dogs both inside and outside the building. Again, the system is very unique and greatly enhances the inventory process.

While kennel/cage cards are placed upon the kennel/cage door in which the animal occupies, nothing is placed around the animal's neck in order to support the impounding process. Since most dogs and cats are housed individually, the risk of misidentifying similar-looking animals is low.

Staff members claim that animals can be traced from the time they are picked up until their final disposition using the current system. This system records information regarding the animal's impoundment and description. Since there is a central point for records, this decreases the risk (and liability) for "losing" animals and impound information. The current method is designed to prevent mistakes. The Evaluator felt that the current system of animal inventory is effective.

Animal Impoundment

Animals usually enter the facility in one of two ways: Dropped off by the public or impounded by Animal Services/Caldwell County. The majority of the animals impounded

are dogs and cats, however, other animals have also been confined (livestock, wild and exotic). The agency also is responsible for picking up dead domestic animals. Per city ordinance:

ORDINANCE NO. 2021-07

PASSED AND ADOPTED on this the 16th day of March, 2021.

SECTION 2: Amendment. Section 10-5 of Chapter 10 of the Lockhart Code of Ordinances is hereby amended so that it shall hereafter read as follows:

Sec. 10-5. - Impoundment and violation notice.

(A) For purposes of discharging the duties imposed by the provisions of this chapter or other applicable laws and to enforce such provisions, duly authorized representatives or employees (being those described in subsection 10-2(a)) may enter upon private property to the full extent permitted by law, which shall include, but not be limited to, entry upon private, fenced property when in pursuit of any animal which they have reason to believe is subject to impoundment pursuant to the provision of this chapter or other applicable laws. The following animals may be impounded:

(1) Cats and dogs not exhibiting evidence of being vaccinated as described in this chapter;

(2) Any animal infected or kept under conditions which could endanger the public or animal health;

(3) Any animal that creates a nuisance as described in section 10-1;

(4) Any domestic species except for cats running at large as described in section 10-1, definitions;

(5) Any animal treated in a manner determined by the animal control officer to be cruel or inhumane;

(6) Any animal that has bitten a human being or needs to be placed under observation for rabies determination, (as determined by an animal control officer); and

(7) Any animal violating any provision of this chapter.

(B) Impoundment fees must be paid for capture of any animal, as referenced in Resolution No. 2010-15, as amended or succeeded by a resolution of the City Council establishing fees related to animals and the animal shelter.

(C) If any of the animals named in this section are found upon the premises of any person, the owner or occupant of the premises shall have the right to confine such animal in a humane manner until he/she can notify the animal control officer to come and impound such animal. When so notified, it shall be the duty of the animal control officer to have such animal impounded as herein provided.

(D) It is the responsibility of the owner to visit the shelter before the expiration of the designated holding period to reclaim such pets. The owner can resume possession of any impounded animal prior to completion of the impoundment period specified in (j) upon



Animal Inventory Board

payment of impoundment fees, boarding fees, and any medically necessary veterinarian bills incurred by animal control for the welfare of the animal to alleviate immediate suffering, and upon compliance with vaccination provisions of this Code, except where prohibited in subsections (e) and (f) of this section.

(E) Disposition of animals impounded on the grounds of cruel or inhumane treatment shall be determined by the animal control supervisor or animal control officer or court of competent jurisdiction.

(F) If any animal is being held under quarantine or observation for rabies, the owner shall not be entitled to possession until it has been released from quarantine.

(G) The city council shall select and establish a place for impounding all animals impounded under any provision of this chapter.

(H) Any nursing baby animal impounded without the mother, or where the mother cannot or refuses to provide nutritious milk, may be immediately euthanized to prevent further suffering.

(I) Any impounded vicious or wild animal, unless there is reason to believe that it has an owner, may be immediately disposed of as may be deemed appropriate by the supervisor of animal control or his/her designee. Feral cats, dogs or other animals may be euthanized at the discretion of the animal control officer.

(J) Any impounded cat, dog, or other domestic animal shall be kept for not fewer than three business days unless sooner reclaimed by its owner, except under quarantine. Upon expiration of such three business days, title to and ownership of any such animal not reclaimed shall pass to and vest in the City.

(K) Sick or injured and suffering animals may be euthanized at the discretion of the animal control officer or animal shelter staff under the direction and control of the animal control officer.

(L) An owner who no longer wishes responsibility for an animal or believes the animal to be in ill or injured condition, may sign a written waiver supplied by the City surrendering title to the animal and allowing the animal to be immediately placed up for adoption or euthanized in a humane manner. If the animal is unvaccinated and has bitten a human being, the animal may be euthanized before expiration of the ten-day quarantine period and its head sent off for testing. A fee is collected for owner release animals as described in city Resolution 2010-15, as amended or succeeded by a resolution of the City Council establishing fees related to animals and the animal shelter.

(M) Final location of an animal after impoundment shall be the responsibility of its owner. If, by a license tag or other means, the owner of an impounded animal is identified, the animal control officer may, but shall not be required to, notify the owner by direct contact, telephone, mail, text, or email.

(N) In addition to or in lieu of impounding an animal found at large, the animal control supervisor, his/her designee or a police officer may issue to the known owner of such animal a notice of ordinance violation. A person who is convicted of owning an animal at large shall pay a fine as listed in the penalty schedule of this chapter.

PASSED AND ADOPTED on this the 16th day of March, 2021. *(End of Description)*

Animal Services offers the following documents related to animal impoundments:

Intake Procedures - document undated

- Panacur for three days.
- Flea treatment (bath for kittens/puppies if time allows).
- Evaluate ears, eyes, gums and overall condition - treat if necessary.
- Vaccinate/medicate when appropriate.
- Sticky note on appropriate location on boards.
- Microchip scan to see if it has an owner.
- Make sure to get name and phone number of person bringing in the animal (if it allows) in case we need to reference back.
- Ask if the animal has bitten anyone/anything in the last 10 days.

How to Enter an Animal Correctly - document undated

Information needed to enter the animal:

- Address where animal found.
 - Name, address, and phone number of person delivering animal to facility. **copy of driver's license always helps!
1. Enter information into computer; always add notes under 2nd screen. Don't forget to get a picture!
 2. Print kennel card-write "panacur" on it, with the dates.
 3. File in proper housing book.
 4. Make sticky notes and stick in appropriate place on board.
 5. Make panacur sticky and place it with their housing sticky.
 6. Confirm housing sickles daily with housing books.

Citizen/Owner Turn-In of Animal(s) - document undated

When someone brings an animal into the shelter:

1. Get a copy of ID. Make sure address on ID is correct. If not, write address on copy of ID, along with phone #. If this is an owner surrender and current address does NOT match address on ID, owner MUST provide proof of address, i.e. electric bill, insurance bill, etc. If address is county, have person sign the county animal intake form. WE ONLY TAKE IN ANIMALS FROM CALDWELL COUNTY! NEVER TAKE IN AN ANIMAL FROM THE CITY LIMITS OF LULING.
2. If owner is turning in animal, have them fill out the City of Lockhart Owner Release of Animal(s) Form. Check over form when they are done, in case they left something blank. If animal is current on rabies, ask where the rabies vaccination was given (if they don't have a copy of certificate with them). WE ONLY TAKE OWNER SURRENDERS AS SPACE PERMITS. The fee for an owner surrender is \$15.00 per animal. If it is a litter of kittens/puppies the fee is \$5.00 per animal.
3. If animal is a stray, find out when/where they found animal. Write this information down on ID copy so it won't be forgotten. If they've had animal for several days (over 3), see if they can provide you with any information on animal's behavior and sign an "Owner Surrender Form".
4. Proceed with intake of animal.

Return to Owner Instructions - document undated

1. Get a copy of owner's ID. Make sure address and phone# is correct. If not, write correct address and phone # on our copy.
2. Click on "Movement" tab of animal on Shelter Manager Program.
3. Click on "New Movement" tab.
4. Click on search tab of Person. Search by owner's name. If nothing pops up, click on the x. Then, on Person, click on + to add owner information.
5. Click on Movement Type drop down. Select "Reclaimed."



Kennel Utility Area

6. Click on Date, enter correct date.
7. Go to "Document" tab and click on it. Select "Owner_Reclaim_Form. On this form, type in date of reclaim along with due dates for providing rabies certificate/city license.
8. Vaccination Proof Due -Type in date, 1 month from return to owner date.
9. License Proof Due (ONLY if owner resides in city limits of Lockhart) - Type in date, 1 month from return to owner date. Make sure owner KNOWS they have to provide the above information by the date given or a citation will be issued.
10. Print "Owner Reclaim Form". Get owner to initial and then sign on appropriate spaces on this form. Shelter employee will then sign form, date form and make a copy for customer. Collect amount shown on the Owner Claim Form. Write a receipt, give owner the white copy. (*End of Description*)

The City of Lockhart Owner Release of Animal(s) form requires a signature from the animal owner, agreeing that: "By signing below, I hereby acknowledge that by surrendering my pet to a kill shelter, there is a high probability it may be euthanized." Owner surrender requirements include: 1) Must be a Caldwell County resident; 2) \$15.00 fee per animal, cash/check only; 3) Animal must be current on rabies vaccination and owner shall have proof; and 4) Animals accepted by appointment only, Monday through Friday.

Issues regarding the legal impoundment times for animals may be found within *Chapter 5, "Field Operations."*

Unclaimed, owned animals are held as long as there is space available. Animal Services also accepts animals, for a fee, that are no longer wanted by their owners. The maximum length of time an animal may stay at the shelter varies. The length of the stay is dependant upon space available at the shelter, the temperament and health of the animal, and interest expressed by the public or rescue groups.

Health assessments begin when an animal is first handled by staff members. A “quick” physical inspection is given to all incoming animals. If the staff recognizes a problem, workers must contact the Supervisor to ascertain if further examination is required by an area veterinarian. Special instruction is given to workers regarding disease recognition and vaccinations. Mostly, the staff just learns on the job or through outside workshops.

Preventative vaccinations/medications are offered to incoming animals which includes:

- Dogs - Bordetella, DHLPP, Panacur, flea medication (Bansect)
- Cats - FVRCP, Panacur, flea medication

Once an animal is vaccinated, the vaccine labels are attached to the animal’s kennel/cage card. Any additional medications or treatments that are necessary are also provided. The agency does not have an exclusive contract with any veterinarian for routine or emergency care. Instead, the agency relies on any local veterinary clinic, which is entirely dependant upon the clinic's availability to schedule the animal for an examination. Line Item 100-5315-224 of the Animal Services budget is dedicated to veterinary services. The estimated expenses for FY 2020-21 was stated to be \$7,000.00. Veterinary, chemical and medical supplies are deducted from Line Item 100-5315-324. It should be noted that several volunteers, and those in the rescue community, offer additional financial/product resources to support the agency’s vaccination protocols and the medical needs of impounded animals.

When an owner does relinquish a pet to be placed up for adoption, he or she is informed that there is no guarantee that the animal will be adopted. Owners are asked to provide a “profile” on their animal before surrendering it (Owner Release Form). This profile includes limited information about the history of the animal (age, breed, name, rabies vaccination status, reason for surrender, sex/altered, personality and temperament) that relate to its adoptability. The agency offers alternatives to surrender, such as the PASS Program (Positive Alternative to Shelter Surrender). A signed release is required for any surrendered animal, along with proof of identification. Proof of identification is also required for adopting an animal. Relinquished animals are immediately evaluated for their adoptability and then held for adoption or euthanized.

When a person desires to relinquish, adopt or reclaim a pet, their process begins in the customer service area. After processing, incoming animals are transported to their assigned kennel or cage with the use of a leash, catch-all pole, carrier or carried. All fees are paid in the customer service area whenever any transaction occurs. The agency’s current fee schedule is as follows:

Pet Adoption Fees

- Dog Adoption - \$55.00 (includes a \$30 spay/neuter voucher, core vaccinations)
- Cat Adoption - \$40.00 (includes a \$20 spay/neuter voucher, core vaccinations)

City Pet Licenses (cats are exempt)

- Dog Altered - \$5.00 (1 year)
- Dog Unaltered - \$10.00 (1 year)
- Dog Altered - \$15.00 (lifetime)
- Dog Altered Senior Discount - Free (65 years of age and older)
- Replacement Tag - \$5.00
- License fees shall not be required for assistance dogs certified as seeing eye dogs, hearing dogs, seizure dogs, any other certified dogs (e.g. Therapy dogs that help a person diagnosed with an emotional disorder) that are trained to assist the physically handicapped or police dogs.

Impound Service Fees

- Dog or Cat - 1st day, \$25.00; each day thereafter, \$5.00
- Rabies vaccinations and applicable licenses must be obtained within 30 days of redemption or the owner is subject to a citation. In addition to the impound fees, citations related to any city/county ordinance violation may be issued at the discretion of the city/county officers.



Dog Rabies Quarantine

The Evaluator thought that it was unusual for the agency not to charge an escalating fee for repeat offenders. Most Animal Control/Care agencies charge an escalating impound fee. The addition of such a fee would augment compliance for leash laws, punish habitual offenders, reduce the need for court appearances (as a citation would not need to be issued if the animal was already in custody) and increase revenue for the program. In addition, the impoundment fees charged by the City for redeemed animals are minimal. The \$5.00 per day boarding cost is not sufficient to recover the City's expenses for animal care. Both the impoundment fee and daily boarding costs should be reviewed and revised.

The City of Lockhart offers a pet licensing program, which is described further in *Chapter 7, "Licensing."*

While observing the impound process, the Evaluator observed employees scanning for the presence of a microchip and searching for any tattoos on impounded animals (animals are also scanned prior to euthanasia or adoption). The animal is then assigned a kennel or cage. The impounding process includes the physical inspection, weigh-in (dogs and kittens only), vaccinations, scanning and photographing. If dogs arrive at the shelter and appear to be "owned," those animals may not receive the offered incoming vaccinations.

Animal Services maintains a lost and found list, however, photos of impounded animals are not posted on the City's website. As an alternative, pet owners may post a photo of their lost pet on the Caldwell County Lost & Found Facebook page. The agency also offers a "Lost Your Pet" resource document to assist owners in relocating their pets. Per City

ordinance, “It is the responsibility of the owner to visit the shelter before the expiration of the designated holding period to reclaim such pets. The owner can resume possession of any impounded animal prior to completion of the impoundment period specified in (j) upon payment of impoundment fees, boarding fees, and any medically necessary veterinarian bills incurred by animal control for the welfare of the animal to alleviate immediate suffering, and upon compliance with vaccination provisions of this Code, except where prohibited in subsections (e) and (f) of this section. *(End of Description)*

Any person reclaiming an animal will complete paperwork and pay the appropriate fees in the customer service area, then shelter workers will retrieve the animal from the kennel or cage. Positive identification is required from owners for any animal claimed. Only adoption fees are posted within the customer service area. Shelter-related fees may be paid via check or cash - no credit cards.

After the animal’s legal impoundment time has expired, the animal is then placed up for adoption or euthanized. The Supervisor is ultimately responsible for making the final determination on the animal’s disposition once ownership reverts to Animal Services.

Long-Term Impounds

The Evaluator was advised that several cats and dogs have been held long-term at the facility. While the agency is attempting to provide for these animal’s behavioral health and mental well-being based upon current resources, safety issues have been brought to the Evaluator’s attention involving some of these dogs. A few dogs have remained in the facility for several months (i.e.: “Apollo”, intake date of 8/2019; “Rambo”, intake date of 12/2018; “Tulip”, intake date of 11/2019). Some of the long-term impounds, because of their aggressive nature, can only be handled by certain staff members or volunteers. When those staff members/volunteers are not available on any particular day, these dogs have to be moved via the catch-pole by other staff members. When the Evaluator questioned as to why these animals were being kept long-term, one staff member advised that certain staff members/volunteers have “favorites” (thus, there is pressure to keep the animals as long as possible).

The agency does not currently offer a comprehensive behavior modification program. Per the Association of Shelter Veterinarian’s *2010 Guidelines for Standards of Care in Animal Shelters*:

Behavior modification is an individualized treatment strategy designed to change an animal’s behavior. Practices must adhere to the well-described scientific principles of animal behavior and learning including positive reinforcement, operant conditioning, systematic desensitization and counter-conditioning (AVSAB 2007). In some cases, the use of medications, prescribed by a veterinarian, in combination with behavior modification techniques, may be required. The use of physical force as punishment or use of force in anger is an unacceptable means of behavior modification; these methods are potentially harmful to the animal and dangerous for the staff. (AVSAB 2007; Hutchinson 1977;

Patronek 2001). Descriptions of unacceptable disciplinary techniques are available (New Zealand 1998; AHA 2001; CVMA 2004).

Sufficient resources (e.g., trained staff, time for behavioral treatment, adequate housing and working space) must be available to provide appropriate care if behavioral modification is attempted. The techniques required are generally labor-intensive and time-consuming and must be applied consistently over a period of time in order to be successful. Attempting behavior modification with aggressive animals poses concerns due to safety and liability risks; animals believed to be dangerous should not be re-homed (Bollen 2008; Crowell-Davis 2008; Phillips 2009). (*End of Description*)



Cat Rabies Quarantine

The Evaluator was advised by a staff member that some of the long-term dogs “are a threat to staff and volunteers. Some have been bitten. One volunteer was dragged to the ground and had to have the leash cut away from around her waist.” When the Evaluator inquired about the agency’s history of injuries, the last injury reported to Human Resources regarding a shelter volunteer (dog bite) was in 2017. This leads the Evaluator to believe that some incidents are largely unreported, probably due to a fear of the animal involved being reported. Unreported safety-related incidents involving any staff member or volunteer is a serious concern. Such reporting should be mandated. If any safety-related incident is not reported, the staff member or volunteer involved should be disciplined or terminated.

Another staff member advised the Evaluator that the agency holds on to dogs longer because of influence from volunteers - the agency is fearful of losing their (volunteers) financial support. Based upon all of the aforementioned information, the agency needs to immediately reevaluate its current practice related to long-term impounds, with a strong emphasis placed on staff/volunteer safety.

Adoption

Animal Services offers an adoption program. Per the Texas Health and Safety Code, Title 10, Health and Safety of Animals, Chapter 828: Dog and Cat Sterilization:

- An animal cannot be adopted from the shelter unless the animal is sterilized or a new owner signs an agreement to have the animal sterilized.
- The agreement must contain the date of the agreement, the names, addresses and signatures of the shelter personnel and the new owner a description of the animal to be adopted; the sterilization completion date; and a statement printed in bold print, that violation of this chapter is a criminal offense punishable as a class C misdemeanor.

- The sterilization date must be the 30th date after adoption of the adult animal or the 30th date after a specified date estimated to be the date an adopted infant female animal becomes six months old or an adopted infant male becomes eight months old.
- The owner who signs the agreement must have the sterilization done on or before the date on the adoption agreement.
- The shelter can extend the date by 30 days if the owner brings a written report from a veterinarian stating that the life or health of the adopted animal may be jeopardized by the surgery.
- The new owner must deliver proof of sterilization by a veterinarian who performed the surgery to the animal shelter or mailed to the provided address on the adoption agreement. The letter must be delivered in person or by mail no later than the seventh day after the date on which the animal was sterilized. The proof of sterilization must include a brief description of the animal and the date of the sterilization.
- If the animal dies on or before the sterilization completion date, the owner must deliver to the shelter or by mail a signed letter stating that the animal is dead. The letter must be delivered no later than the seventh day following the animal's death and must include the cause of death, if known, and provide the date of death.
- If an adopted animal is lost or stolen before the sterilization completion date, the new owner shall deliver to the animal shelter or mail a letter stating the animal has been lost or stolen no later than the seventh day after the animal's disappearance. The letter must describe the circumstances surrounding the disappearance and the approximate date of the disappearance.
- If the animal shelter doesn't receive the proof of sterilization or a letter before the expiration of the seventh day after the sterilization completion date agreed to in the adoption contact a complaint shall be filed and the new owner will be summoned to court. The animal control agency may also reclaim the animal from the new owner. (*End of Description*)

The date of adoption availability is the day after the legal impound time expires, or once the animal becomes property of Animal Services (i.e.: owner surrender). After animals "clear" the stray period, staff members assess the animal's health and temperament (space and time may also be a consideration, but is not routinely a factor); if approved, the animal is offered for adoption. All animals are adopted on a "first-come, first-serve" basis. Most dogs or cats found within the shelter may be adopted if unclaimed.

The majority of staff members, including some volunteers, may assist with the adoption process. Animal Services offers the following document related to animal impoundments:

Adoption - document undated

- Pull kennel card (and sticky off board) for animal that is to be adopted.
- Ask adopter for ID/Drivers License - make copy.
- ASK: Is address correct? If not, write it down. Then ask if this is also their mailing address. Be sure to write phone number down too.
- Pull up Shelter Manager on computer.
- Enter ID# in search box (or click on animal on screen).

- Make sure you have the correct animal pulled up on Shelter Manager screen.
- Click on "Movements" tab.
- Click on "New Movement" tab.
- Click on search button.
- Type in adopters name - click on search (If you do not see adopters name at this point, click on "cancel").
- Click on + to add adopter. Enter all information. Click on "Create this person".
- Movement Type - click on down arrow.
- Click on "adoption".
- Movement Date - Click on box. Click on correct date.
- In the Comments Section - Type "proof of sterilization/rabies due XX/XX/XXXX". If animal is already sterilized and current on rabies - skip this step.
- Get back to "Animal" screen.
- Click on "Document" tab.
- Click on adoption_form.html.
- Click on "save" button.
- Click on adoption_form page.
- Type in neuter/rabies due dates on the proper lines - or N/ A if already current.
- Type date of adoption in appropriate box.
- Print adoption form - have adopter sign; then you sign.
- Be sure to complete a copy of Vernon's Law and also fill out a spay/neuter voucher (if animal is not currently spayed/neutered).
- Make a copy of Vernon's Law, Kennel Card and Adoption Contract. If animal is current on rabies vaccination, make sure adopter gets a copy of the rabies certificate. We keep ORIGINALS, adopter gets copies. (*End of Description*)

Because of staff limitations, prospective adopters receive limited counseling prior to adopting an animal. Per the adoption agreement:

- I have adopted a dog, cat, puppy, or kitten from the Lockhart Animal Shelter. The Lockhart Animal Shelter reserves the right to conduct a home inspection within 45 days of adoption.
- I agree to provide food, water, shelter, sterilization, veterinary care, identification and legal requirements (tags). I acknowledge that this animal is my responsibility. The animal will not be chained up or used for guard duty or bio-medical research or in any way that can be construed as animal abuse.
- Lockhart Animal Shelter has made every after attempt to qualify the animal for adoption, but cannot make any guarantees regarding the future health of this animal. Any medical expenses incurred after this date will be my sole responsibility.
- I understand that animals differ from human beings in their response to human actions, that the actions of animals are often unpredictable, and that children should be closely supervised when around an animal.
- The Texas Health and Safety Act requires that all animals over the age of four months be vaccinated against rabies.
- The City of Lockhart Code of Ordinances requires that all dogs within the City of Lockhart be licensed.

- The State of Texas requires that each adopted shelter animal must be neutered if a male, or spayed if a female, within thirty days after adoption or 6 months of age. You may not breed any animal(s) adopted from an animal shelter.

- Furthermore, sterilization of the animal is required under Chapter 828, Health and Safety Code, and a violation of this chapter is a criminal offense punishable as a Class C misdemeanor.

- I agree to spay or neuter my animal by _____ or he/she will either be reclaimed as the property of the City of Lockhart, or a citation will be issued.



Exterior Kennels

- A copy of adopter animal's Rabies Certificate must be submitted to the shelter by _____, or a citation will be issued.
- Proof of sterilization and rabies are required and must be delivered to the Lockhart Animal Shelter 547 McMahan Trail, Lockhart, Texas 78644.
- The City of Lockhart Animal Shelter agrees to accept any adopted animal within 3 days of adoption and I understand that the fee is non-refundable. The Shelter will accept any animal adopted from the shelter within thirty days of adoption, based upon availability of space. (*End of Description*)

There are no “get acquainted rooms” available for adoptable animals and potential owners. Instead, dogs and potential owners utilize outside areas, while cats/potential owners find a “quiet” area within the main building.

The agency requires that any perspective owner complete and sign the Animal Adoption Form and Sterilization agreement. The Evaluator was provided a “Dog Pre-Adoption Questionnaire” form, but it is unknown if this document is commonly utilized. Animal Services does not routinely check perspective adopters for previous offenses against the Lockhart animal ordinances, outstanding citations or previous cruelty/neglect convictions (some individuals might be “flagged” in ShelterManager.com as “do not adopt”). Although not defined by policy, the Evaluator was advised that an individual may be disqualified from adopting an animal if that person:

- Is a repeat offender of the leash law.
- Is under eighteen (18) years of age.
- Has known to have committed acts of cruelty/neglect to animals.
- Refuses to comply with the adoption requirements.
- Has surrendered an owned animal previously to Animal Services (based upon circumstances).

Adoptions may be approved by any staff member working in the customer service area. The new pet owner incurs all costs associated with after-adoption care. Sterilization of all adopted dogs and cats is mandatory. Some adoptable animals have already been spayed and neutered by the “volunteer” shelter veterinarian. Some of these same animals may also be vaccinated for rabies. The Evaluator was advised that none of the local veterinarians perform early spay/neuter.

Noncompliance of the spay and neuter requirement can result in forfeiture of ownership. Noncompliance of the rabies vaccination requirement can result in a citation. Per City ordinance, application for a city license must be made within 30 days after obtaining a dog over three months of age. It is unknown if any noncompliance citations are issued for failure to obtain the license within 30 days of adoption.

Adopted animals may be returned to Animal Services within thirty days of adoption, based upon availability of space. Aggressive/unhealthy animals are generally not placed up for adoption. Previous bite animals may be adopted depending upon the circumstances related to the incident. Feral dogs and cats may also be adopted depending upon their temperament. There are no other breed specific denials. All animals are evaluated by health and temperament. The history of an animal (if known) is taken into consideration when evaluating an animal for adoption. Although several workers are involved in determining an animal's adoptability (health and temperament), ultimately it is the Supervisor's responsibility for making the final determination on the animal's disposition once ownership reverts to Animal Services.

The agency “markets” its adoptable animals via the newspaper (Pet of the Week), social media and PetFinder. The ShelterManager.com service has the capability to automatically upload photos of adoptable animals to PetFinder. A historical perspective regarding the agency's adoption and redemption rates appears at the end of this chapter. Adoption records are kept via hardcopy and via the ShelterManager.com service.

The agency has established its own Foster Program, and also utilizes the services of local rescue organizations. Additional information regarding these topics may be found in *Chapter 9, Community/Interagency Relations*.

Euthanasia

Animals in the facility are chosen for euthanasia primarily on the basis of illness, injury or levels of aggression (bite case). In FY 2019-20, the agency euthanized only 11 dogs (1 illness, 4 bite case, 6 owner request) and 5 cats (1 illness, 3 injured, 1 owner request). No animals have been euthanized simply due to lack of space. The Animal Services Supervisor is responsible for confirming the accuracy of euthanasia records.

The agency's policy entitled “Euthanasia SOP” details the process involved with determining animals selected for euthanasia:

Euthanasia, the acting of inducing a painless and stress free death. Adequate time and measures have been exercised to find homes or alternatives for these animals and euthanasia is the last resort. With this understanding, the following procedures and steps should be followed in their entirety with the greatest compassion:

Dogs

1. The selected dog is leashed and brought to the euthanasia room. These dogs are to be walked outside briefly in an area that allows them to relax, urinate and defecate. Those dogs that are reluctant to be leashed or are a danger to the handler, should be transported in a wheeled cage cart.
2. The euthanasia room will have limited access only to those performing euthanasia.
3. Upon arrival the animal is to be weighed and placed on the euthanasia table. Muzzling prior to picking them up should be done at the discretion of the handler and injector considering everyone's safety. A towel on the table will make the animal more comfortable.
4. The animal's ID should be confirmed to match the description on the animal's paperwork. They should be scanned for microchips over their shoulder area. They should also be checked for tags or tattoos.
5. The animal should be sedated only if it is assessed to be a safety hazard in the judgment of the injector and handler. The sedative used is Xylazine/Ketamine (see dosing chart) and is administered in the rear leg muscle while being restrained by the handler. Place the dog in a holding cage for 10-15 minutes while the sedative takes affect.
6. Those dogs not requiring sedation should be held securely by the handler to with a goal to protect: 1) the injector; 2) the handler, and; 3) the animal.
7. Preparation for the injection by the injector includes:
 - Preparing Fatal Plus (1cc per 10 pounds of dog).
 - Using a tourniquet.
 - Clipping the hair of long haired dogs.
 - Pumping the paw to increase blood pressure.
 - Stroking the leg with alcohol.
8. The injector shall administer the Fatal Plus evaluating for a missed vein and stopping if signs are noted (swelling, pain on injection, resistance on injection, not responding to the injection).
9. The dog is laid on its right side and death verification shall be confirmed based on all the following signs being confirmed:
 - Appearance of being dead (unconscious and no eye-blink reflexes).
 - Breathing has stopped.
 - Cardiac (heart) stopped (based on stethoscope sounds and then observance of no movement of 1.5 inch needle in heart).



Euthanasia/Treatment Room

10. The Fatal Plus and Xylazine/Ketamine are recorded in the log book and then into the computer at the end of the day.
11. All drugs are to be returned to the safe when not in active use.
12. The dog is placed in a sturdy bag and removed from the euthanasia room.
13. The deceased dogs will be transported to the landfill for immediate burial.

Cats

Similar procedures are applied except that IP (intraperitoneal) injections of Fatal Plus are to be used at 3 times the dog dosage. Fractious cats should be given an IP injection in a squeeze cage thereby eliminating the need for sedation in most cases.

All injuries or problems should be immediately reported to a supervisor. *(End of Description)*

Animal Services uses the controlled drug “Fatal Plus” for euthanasia purposes. Fatal Plus, which is produced by Vortech Pharmaceuticals in Dearborn, Michigan, contains pentobarbital sodium as the active ingredient. The solution itself is dyed blue and labeled for easy identification or isolation. The drug’s action is described in the manufacturer’s product brochure as follows:

“Fatal Plus produces classic euthanasia by sequentially depressing the cerebral cortex, the lungs and the heart. Action on target organs gives humane euthanasia of unparalleled speed, effectiveness and specificity. Instant unconsciousness is induced with simultaneous collapse of the animal. Deep pentobarbital anesthesia ensues with blood pressure fall, stoppage of breathing and cerebral death. Cardiac function stops, quickly and irreversibly.”
(End of Description)

Fatal-Plus Solution and Powder is a Schedule II (C-II) drug, and therefore must be ordered on a DEA 222 Form. The drug is also available through most veterinary distributors. Animal Services has been granted its own Controlled Substance Registration Certificate, which expires in March 2023.

Because of the minimal number of animals euthanized by the agency, the Evaluator did not observe any euthanasia performed during the on-site study. Thus, the Evaluator is unable to provide any detailed analysis regarding handling and euthanasia methods.

Use of drugs for euthanasia is documented via the ShelterManager.com service, the animal’s kennel care and the drug log book. Workers monitor the date of euthanasia, the reason for euthanasia, dosage of drugs (euthanasia and tranquilizing agents), breed, weight, shelter ID number, and the CET (Certified Euthanasia Technician). In non-emergency situations, the agency requires “two employees to decide euthanasia was the best course of action for this animal - one a Senior Shelter Attendant, Animal Services Supervisor, or Animal Services Director.”

The bulk of euthanasia drugs are kept within a locked safe located within the Euthanasia/Treatment Room. The safe may only be accessed by selected staff members (Certified Euthanasia Technicians). The safe is not bolted to the floor.

Texas state laws restrict the methods of euthanasia and detail certification standards. These rules are described in the State of Texas Health & Safety Code Chapter 821, Treatment and Disposition of Animals: A person may not euthanize* an animal in the custody of an animal shelter unless the person has successfully completed, not more than three years before the date the person euthanizes the animal, a training course approved by the Department of State Health Services (formerly the Texas Department of Health) in the proper methods and techniques for euthanizing animals.



Freezer Room

Therefore, anytime an animal in the custody of a shelter is euthanized, a person who has successfully completed the mandatory euthanasia training must directly supervise the entire euthanasia process. This person must also be the one to accomplish certain functions in the euthanizing process (refer to item #1 below). However, a person without the mandatory euthanasia training may complete some of the other functions involved with euthanizing an animal (refer to item #2 below) if he/she has received instructions for that function and is performing under the direct supervision of a trained person. The Department of State Health Services has developed the following guidelines for interpreting which individuals involved with the euthanasia process must have the mandatory training.

1. Training is mandatory for the person:

- Administering sedation and/or anesthesia before the injectable euthanasia solution is administered;
- Administering the euthanasia solution;
- Determining how and when the animal is to be loaded into the carbon monoxide chamber;
- Loading the animal into the chamber or overseeing (i.e. being physically present) a person who is loading the animal into the carbon monoxide chamber;
- Administering the commercially compressed carbon monoxide gas;
- Surveying the animal in the carbon monoxide chamber or the animal that has received an injection of euthanasia solution;
- Regulating the storage and accountability of the euthanasia solution;
- Operating the carbon monoxide chamber and checking the equipment; and
- Checking vital signs to determine if the animal is deceased.

2. If the person is performing the following tasks under the direct supervision of a trained staff member, training is recommended, but not mandatory, for the person:

- Holding the animal while the sedative, anesthesia, or euthanasia solution is being administered;
- Loading the animal into the carbon monoxide chamber with oversight (i.e. physical presence) by a person who has successfully completed the mandatory euthanasia training;
- Storing or disposing of the animal carcass; and
- Cleaning the carbon monoxide chamber or euthanasia area.

* Note: the only allowable method of euthanasia for dogs and cats in the custody of an animal shelter is sodium pentobarbital. All other animals in the custody of an animal shelter must be euthanized in accordance with the methods, recommendations, and procedures of the American Veterinary Medical Association (AVMA) in the latest version of the AVMA Guidelines for the Euthanasia of Animals applicable to that species of animal. Additionally, the standards set forth in Texas Administrative Code 169.81-84 must be implemented.
(End of Description)

The initial certification course offers 12 hours of training. In order to work as a Certified Animal Euthanasia Technician, the applicant shall complete the following training:

Sec. 821.055. Training for Euthanasia Technicians.

(A) A person may not euthanize an animal in the custody of an animal shelter unless the person has successfully completed, not more than three years before the date the person euthanizes the animal, a training course in the proper methods and techniques for euthanizing animals. The training course curriculum must include:

- (1) the pharmacology, proper administration, and storage of euthanasia solutions;
- (2) federal and state law regulating the storage and accountability of euthanasia solutions;
- (3) euthanasia technician stress management;
- (4) proper restraint and handling of an animal during euthanasia;
- (5) the procedures for administering commercially compressed carbon monoxide to an animal;
- (6) techniques for verifying an animal's death; and
- (7) the proper disposal of a euthanized animal.

(B) The department must approve the sponsors and curriculum of the training course required by this section.

(C) This section does not apply to a person licensed to practice veterinary medicine in this state.

(D) Notwithstanding Subsection (a), an employee of an animal shelter is not required to have successfully completed the training course before the 120th day following the date of initial employment. (End of Description)

Based upon information provided by the City of Lockhart, the following staff members have been certified to perform animal euthanasia:

- Supervisor – certification renewed 4/5/2021
- Animal Shelter Attendant/ACO – certification renewed 2/14/2019
- Animal Shelter Attendant/ACO – certification renewed 6/8/2021
- Animal Shelter Attendant/ACO – certification received 11/13/2019

CET certifications are required to be renewed every 3 years; recertification is an 4-8 hour course depending upon the course vendor. Typically, two people are involved in the process; one worker performs the procedure, while the other employee assists with holding or calming the animal. The 2nd worker also acts as a “witness” to guarantee that correct procedures are followed, promotes increased worker safety, and to verify expended drug dosages.

Under most circumstances, a minimum of 2 staff members are involved in determining if an animal is to be euthanized. Procedures and security checks are necessary to avoid errors in selection of animals for euthanasia, and the agency does have an error-checking method currently in place. Animals are identified by their photo, cage/kennel number, identification number, paperwork and physical description. The Evaluator was advised that animals are scanned for a microchip during this process. The Euthanasia SOP and a Euthanasia Checklist are used to minimize identification errors.

All animals are humanely euthanized by lethal injection. When using lethal injection, the Evaluator was advised that intravenous (IV) injections are considered to be the primary route when administering Fatal Plus on dogs and puppies. Intraperitoneal (IP) injections are considered to be the primary route when administering Fatal Plus on cats, kittens and puppies under 8 weeks of age (if unable to use the IV route). The staff follows the procedures for administering drugs and the methods of delivery as recommended by the American Veterinary Medical Association. When necessary, animals that are ill, injured or vicious are sedated prior to euthanasia using Xylazine.

The Evaluator was advised that workers utilized the appropriate gauge needles, based upon the route, size and species of the animal. Death is verified by “lack of a heartbeat” (stethoscope) and eye/physical reactions. This method is consistent with procedures used to support that death had occurred. Death is verified in all instances. Needles are disposed of in a safe and proper manner.

The facility offers a euthanasia room (Euthansia/Treatment Room) which has been equipped specifically for these tasks (stainless steel tables). No animals are housed in this room, thus, animals are not euthanized in plain view of other live animals. An eye wash station was not observed in this area. First aid kits are offered in the Food Preparation/Storage Room and in the customer service area. A Sharps container (OSHA approved) is available. The lighting in this room appears to be adequate, but could be improved with more direct lighting (ceiling or wall-mounted surgical light). The Evaluator was advised that a pole syringe, grooming clippers, muzzles and a scale (professional) are available to assist employees in the euthanasia process.

Carcasses are bagged and then placed directly in a freezer. Depending upon the day that euthanasia occurs, animals could be placed directly in the waste dumpster for pickup. Waste removal occurs on Mondays, Wednesdays and Fridays. The current method of disposal (mixing dead carcasses with waste) does not follow the AVMA 2020 Edition Guidelines for the Euthanasia of Animals, Disposal of Animal Remains:



Laundry Room

Regardless of the euthanasia method chosen, animal remains must be handled appropriately and in accordance with state and local law. Regulations apply not only to the disposition of the animal's remains (eg, burial, incineration, rendering), but also to the management of chemical residues (eg, pharmaceuticals [including but not limited to barbiturates, such as pentobarbital] and other residues, such as lead) that may adversely affect scavengers or result in the adulteration of rendered products used for animal feed.

Use of pentobarbital invokes legal responsibilities for veterinarians, animal shelters, and animal owners to properly dispose of animal remains after death. Animal remains containing pentobarbital are potentially poisonous for scavenging wildlife, including birds (eg, bald and golden eagles, vultures, hawk species, gulls, crows, ravens), carnivorous mammals (eg, bears, coyotes, martens, fishers, foxes, lynxes, bobcats, cougars), and domestic dogs. Federal laws protecting many of these species apply to secondary poisoning from animal remains containing pentobarbital. The Migratory Bird Treaty Act, the Endangered Species Act, and the Bald and Golden Eagle Protection Act may carry civil and criminal penalties, with fines in civil cases up to \$25,000 and in criminal cases up to \$500,000 and incarceration for up to 2 years. Serious repercussions may occur when veterinary health professionals who should be well-informed about the necessity for proper disposal of animal remains fail to provide it, or fail to inform their clients how to provide it, whether there was intent to cause harm or not.^{151,152} cases of suspected wildlife death from animal remains containing pentobarbital are investigated by the regional US Fish and Wildlife Service law enforcement office.

Recommendations by the US Fish and Wildlife Service for prevention of secondary poisoning from pentobarbital are to (1) incinerate or cremate animal remains whenever possible, (2) immediately bury deeply according to local laws and regulations, (3) securely cover or store animal remains if the ground is frozen until such time as deep burial is practical, (4) review and modify local landfill practices to prevent access of scavengers to legally disposed animal remains, (5) educate clients about proper disposal, (6) include a warning regarding disposal of animal remains on the euthanasia consent form, and (7) tag animal remains and outer bags or containers with prominent poison tags. (*End of Description*)

The Evaluator was told that euthanasia is performed at any time that there is a need (injured, sick/ill, owner request). The Animal Services staff is responsible for preparing rabies specimens. Protective clothing, face shields, and gloves are provided. Removal is typically performed by using a knife and "loppers".

Training - Shelter Operations

The on-the-job training programs for the Animal Shelter Attendant/ACO and the Animal Shelter Attendant positions were not presented to the Evaluator for review.

Recommendations

- 4.01 Eliminate any debris/clutter inside or outside the facility. *Rating: 3*
- 4.02 All equipment/supplies need to be stored properly, out of the reach and view of visitors. *Rating: 3*
- 4.03 Existing equipment should be inventoried and a determination made on its usefulness. Unneeded items should be disposed of properly. *Rating: 3*
- 4.04 Identify and remove all hazards to visitors and employees. *Rating: 1*
- 4.05 Interior signs should be erected to inform and protect visitors throughout the facility. *Rating: 3*
- 4.06 Animal Services should evaluate outside lighting and offer improvements, if necessary, for safety purposes. *Rating: 3*
- 4.07 A secure area for the unloading of animals should be established for the facility. *Rating: 3*
- 4.08 All areas of the facility should be upgraded to provide increased access to disabled persons. Under no circumstances should any vehicle be allowed to obstruct the ADA access path leading from the parking space to the facility's main entrance. *Rating: 1*
- 4.09 Repair and reseal all animal holding enclosures where needed. Any deteriorated fencing (to include perimeter fencing) and framework should be fixed or replaced. Tops should be provided for all kennels. Kennel doors should be modified so that they open all the way in and/or out. *Rating: 3*
- 4.10 All kennels and cages should be secured with padlocks to prohibit public access. *Rating: 1*

- 4.11 The agency needs to ensure, by policy, that special considerations are afforded all older, newborn and ill animals to insure their dietary and housing needs. *Rating: 1*
- 4.12 Animal Services needs to guarantee, by policy, that all injured and ill animals are picked-up, transported and examined by a veterinarian. *Rating: 1*
- 4.13 Common areas within the facility, to include public and employee work areas, should be cleaned daily. *Rating: 1*
- 4.14 The door located between the employee work area and the customer service lobby should remain locked during business hours. *Rating: 1*
- 4.15 Based on the Humane Society of the United States' formula, the agency should offer a minimum of 2.47 staff members, each day, dedicated solely for performing cleaning and feeding duties (dogs and cats). Other work responsibilities (such as assisting the public, evaluating and vaccinating animals, and recording impounded animals) will increase the agency's need for more kennel employees. *Rating: 1*
- 4.16 The agency should introduce an impoundment fee schedule, charging escalating fees for all repeat offenders. Boarding costs should be evaluated to ensure a sufficient amount is being charged to recover the City's expenses for animal care. *Rating: 1*
- 4.17 Shelter-related fees should be posted in a highly visible location within the customer service area. *Rating: 2*
- 4.18 Animal Services should continue to enhance its current adoption program. Policies should be developed which would detail the qualifications of potential adopters. All adopters should be screened thoroughly and restrictions introduced in regards to animal space requirements, landlord approval, cats must be confined, etc. *Rating: 2*
- 4.19 Potential adopters should undergo a criminal background check (if not allowed by law, they then should be screened for any previous animal abuse/neglect convictions). *Rating: 1*
- 4.20 The bulk supply of controlled drugs should be stored in a safe, bolted to the floor to prevent theft. In addition, a security system should be installed at the facility (the fact that controlled drugs are stored at this location should necessitate the installation of an alarm system). *Rating: 1*
- 4.21 The current method of disposal (mixing dead carcasses with waste) should follow the AVMA 2020 Edition Guidelines for the Euthanasia of Animals, Disposal of Animal Remains. *Rating: 1*

4.22 Based upon on-site observations and interviews, along with current staffing considerations, shelter hours should be shortened to facilitate the cleaning process (the shelter should be clean and all hazards removed before it is opened to the public). Shelter hours on Saturday could be limited to 4 hours, and Sunday/Monday shelter hours could be eliminated altogether. It is suggested that shelter hours have a later start time (such as 11:00 am) and a later close time (such as 6:00 pm). The later opening time would allow the shelter to be in a “presentable” condition prior to opening (the Animal Shelter Attendants could begin work at 7:00 am). On Saturday, the shelter could open at 12:00 pm and close at 4:00 pm. The shelter could remain closed to the public on Sundays/Mondays. The “closed” days could also be used by staff members to perform needed “deep cleaning” and maintenance to other areas of the facility. *Rating: 1*

4.23 Animal Services should secure some level of veterinary care through a contractual relationship to oversee the agency’s sanitation and animal care responsibilities, and to make behavioral recommendations for long-term shelter stays. In these instances, the contract veterinarian and/or a veterinary technician offers on-site services (such as health examinations, administering treatments), with a set work schedule. In addition, after-hours care should be a requirement of the contract, allowing Animal Services and the Police Department to transport injured/ill animals directly to the contract veterinarian for examination (and thus limit the need for “wait” time for an animal to obtain treatment). *Rating: 2*

4.24 The agency should explore the possibility of introducing its own low-cost spay/neuter clinic (possibly in partnership with other area humane organizations). *Rating: 3*

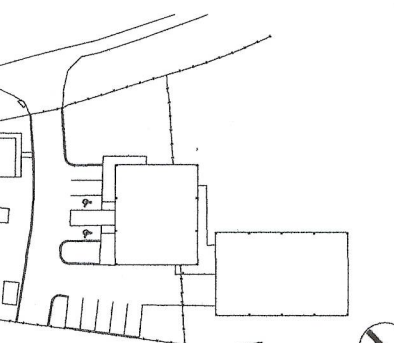
4.25 While the agency should be commended for the daily exercise enrichment provided to dogs, some other alternatives would be to: 1) Consider a staggered exercise “rotation” of providing outside kennel time, for each dog, every other day; 2) Consider a design modification of the current kennels; 3) Increase the number of volunteers who may assist with transferring/exercising dogs, and/or; 4) Reduce the hours and days that the shelter is open to the public. *Rating: 1*

4.26 The agency needs to immediately reevaluate its current practice related to long-term impounds, with a strong emphasis placed on staff/volunteer safety. *Rating: 1*

Seal



LOCKHART ANIMAL SHELTER
547 OLD McMAHAN DRIVE
LOCKHART, TEXAS 78644



Site Legend North
Revisions

Date Issued
MARCH 21, 2012
100% CD SET

Project Number

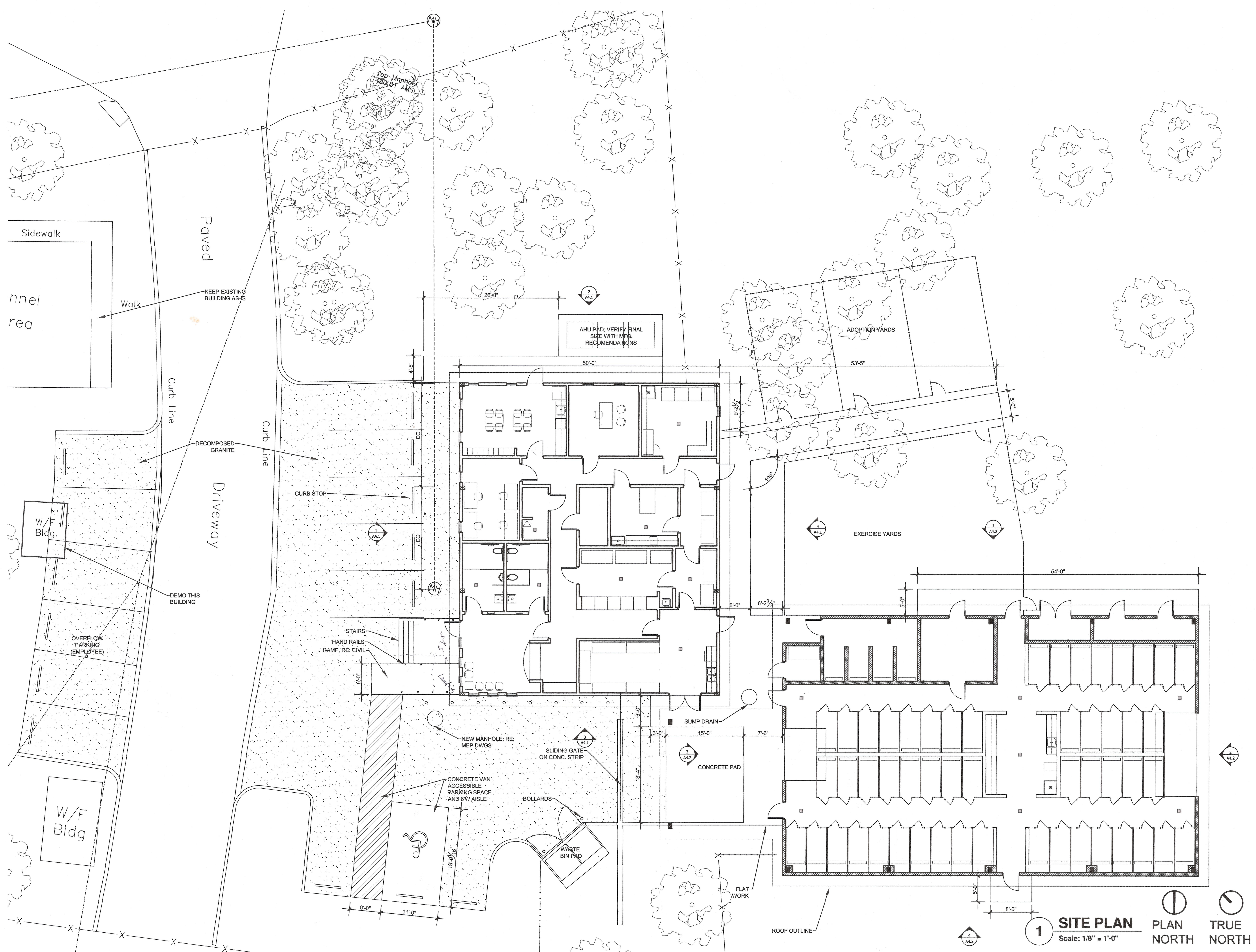
1111

Title

SITE PLAN

Sheet

A1.1



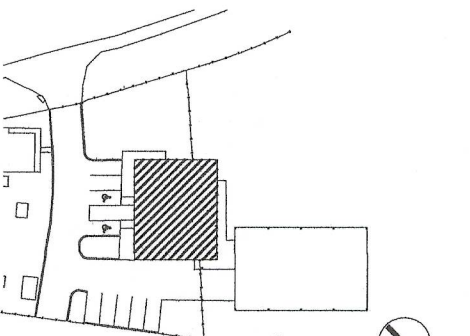
1 SITE PLAN
Scale: 1/8" = 1'-0"

PLAN NORTH
TRUE NORTH

Seal



LOCKHART ANIMAL SHELTER
547 OLD MCMAHAN DRIVE
LOCKHART, TEXAS 78644

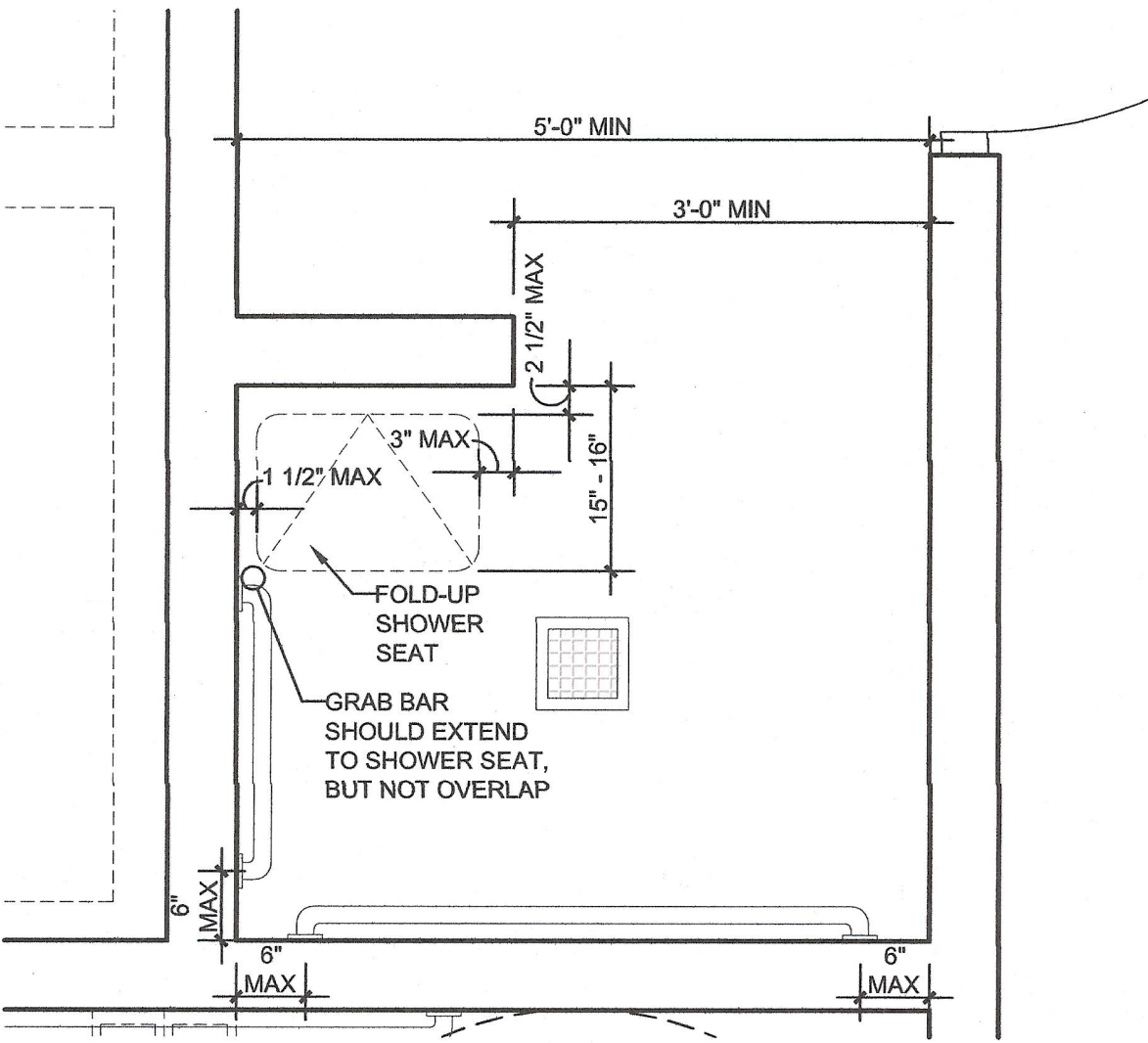


Site Legend
Revisions

Date Issued
MARCH 21, 2012
100% CD SET
Project Number
1111

Title
ADMIN/ CAT
BUILDING
FLOOR PLAN

Sheet
A2.1



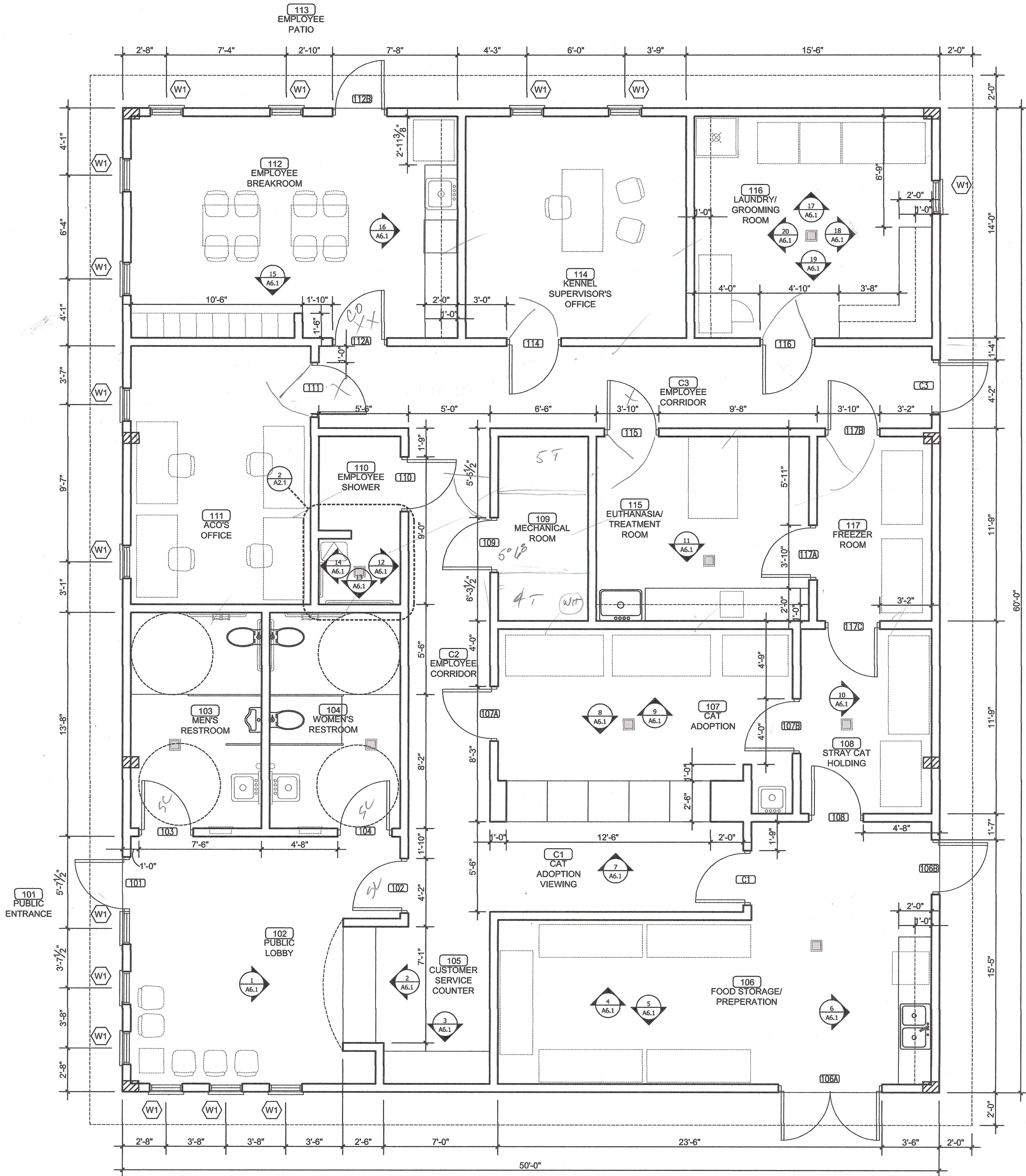
2 ENLARGED EMPLOYEE SHOWER
Scale: 3/4" = 1'-0"

DOOR SCHEDULE						
DOOR NO.	ROOM NAME	TYPE	MATERIAL	NOMINAL SIZE		REMARKS
				WIDTH STD = 3'-0"	HEIGHT STD = 6'-8"	
101	PUBLIC ENTRANCE	A	STEEL	STD	STD	
102	PUBLIC LOBBY	B	STEEL	STD	STD	70% OPAQUE WHITE LAMINATED GLASS
103	MEN'S RESTROOM	B	STEEL	STD	STD	70% OPAQUE WHITE LAMINATED GLASS
104	WOMEN'S RESTROOM	B	STEEL	STD	STD	70% OPAQUE WHITE LAMINATED GLASS
106A	FOOD STO/PREP	A	STEEL	6'-0"	STD	
106B	FOOD STO/PREP	A	STEEL	STD	STD	
107A	CAT ADOPTION	B	STEEL	STD	STD	
107B	CAT ADOPTION	B	STEEL	STD	STD	
108	STRAY CAT HOLDING	B	STEEL	STD	STD	
109	MECHANICAL ROOM	E	STEEL	STD	STD	
110	EMPLOYEE SHOWER	B	STEEL	STD	STD	70% OPAQUE WHITE LAMINATED GLASS
111	ACO'S OFFICE	B	STEEL	STD	STD	
112A	EMPLOYEE BREAKROOM	B	STEEL	STD	STD	
112B	EMPLOYEE BREAKROOM	A	STEEL	STD	STD	
114	KENNEL SUPERVISOR'S OFFICE	B	STEEL	STD	STD	
115	EUTH/TREATMENT ROOM	B	STEEL	STD	STD	70% OPAQUE WHITE LAMINATED GLASS
116	LAUNDRY/GROOMING ROOM	B	STEEL	STD	STD	
117A	FREEZER ROOM	B	STEEL	STD	STD	70% OPAQUE WHITE LAMINATED GLASS
117B	FREEZER ROOM	B	STEEL	STD	STD	
C1	EMPLOYEE CORRIDOR	B	STEEL	STD	STD	
C3	EMPLOYEE CORRIDOR	A	STEEL	STD	STD	
202A	ADOPTION KENNELS	A	STEEL	STD	STD	
202B	ADOPTION KENNELS	A	STEEL	STD	STD	
203A	STRAY KENNELS	A	STEEL	STD	STD	
203B	STRAY KENNELS	A	STEEL	STD	STD	
203C	STRAY KENNELS	D	ALUM	10'-0"	8'-0"	
203D	STRAY KENNELS	D	ALUM	16'-0"	10'-0"	
205	CAT QUARANTINE	A	STEEL	STD	STD	70% OPAQUE WHITE LAMINATED GLASS
206	DOG QUARANTINE	A	STEEL	STD	STD	70% OPAQUE WHITE LAMINATED GLASS
207A	STORAGE	B	STEEL	STD	STD	
207B	STORAGE	A	STEEL	STD	STD	
208	MECHANICAL ROOM	C	STEEL	6'-0"	STD	
209A	STORAGE	A	STEEL	STD	STD	
209B	STORAGE	A	STEEL	STD	STD	

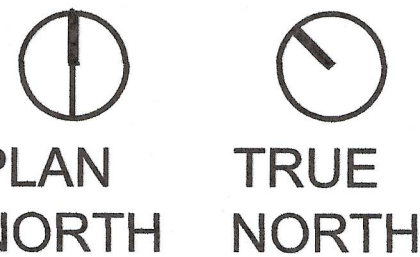
DOOR TYPES:
(A) EXTERIOR; PAINTED METAL (COLOR TBD BY OWNER); GLASS UPPER PANEL
(B) INTERIOR; PAINTED METAL (COLOR TBD BY OWNER); GLASS UPPER PANEL
(C) EXTERIOR; PAINTED METAL (COLOR TBD BY OWNER); VENTED LOWER PANEL W/ BUG SCREEN ON INTERIOR SIDE OF VENT
(D) EXTERIOR; OVERHEAD ALUMINUM DOOR; CLEAR LEXAN PANELS-NEED TO HAVE A LOW SOLAR HEAT GAIN COEFFICIENT
(E) INTERIOR; PAINTED METAL (COLOR TBD BY OWNER); VENTED LOWER PANEL

DOOR HARDWARE:
BY CITY OF LOCKHART

3 DOOR SCHEDULE
Scale: N/A



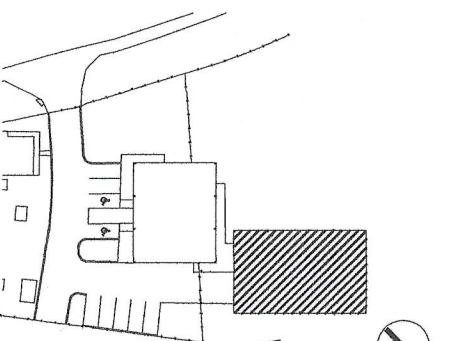
1 ADMIN/ CAT BUILDING FLOOR PLAN
Scale: 1/4" = 1'-0"



Seal



LOCKHART ANIMAL SHELTER
547 OLD McMAHAN DRIVE
LOCKHART, TEXAS 78644



Site Legend
Revisions

Date Issued
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100% CD SET

Project Number
1111

Title
KENNEL
BUILDING
FLOOR PLAN

Sheet

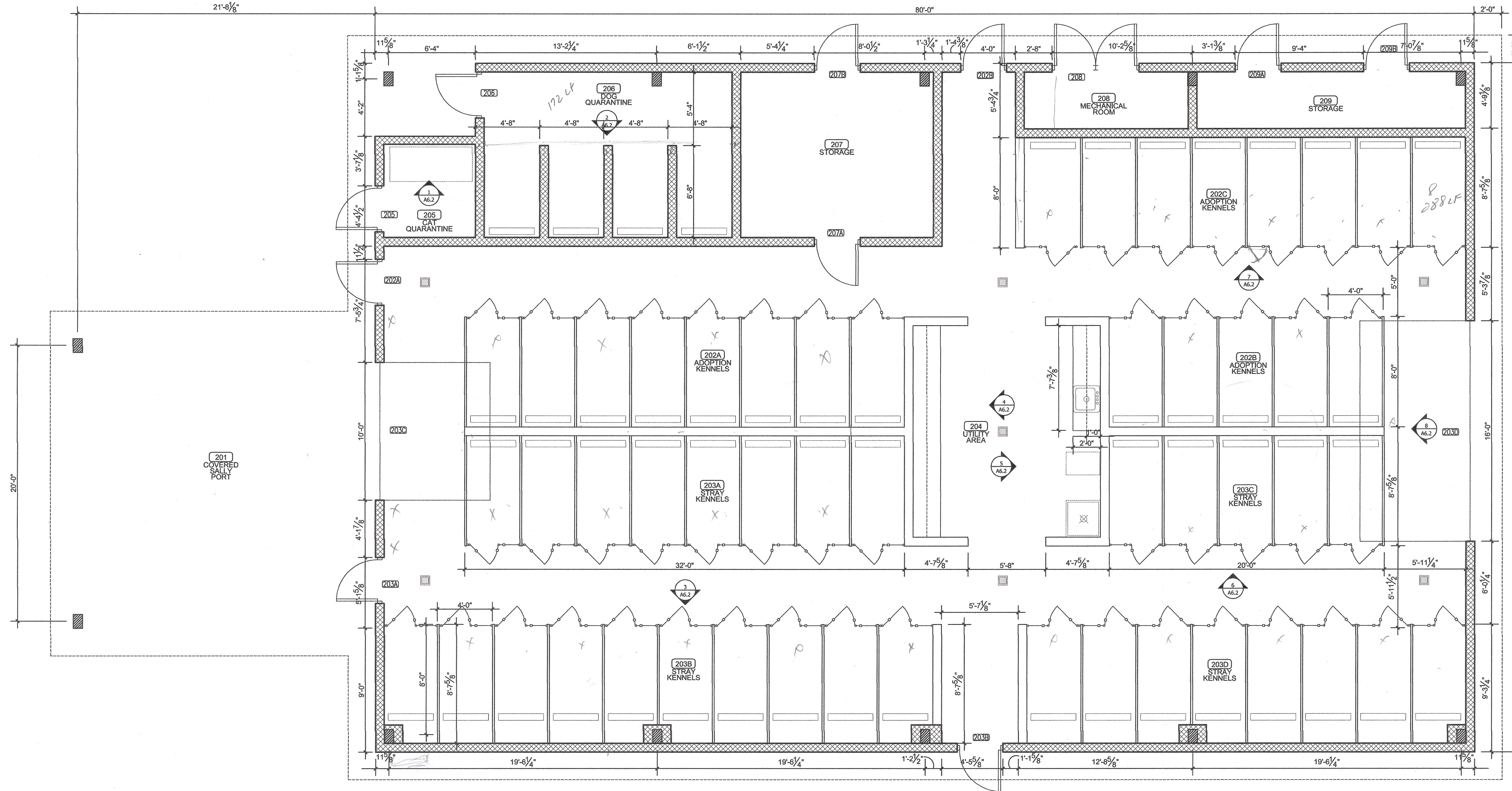
A2.2

78 Toggle bolts
79 Floor Anchors

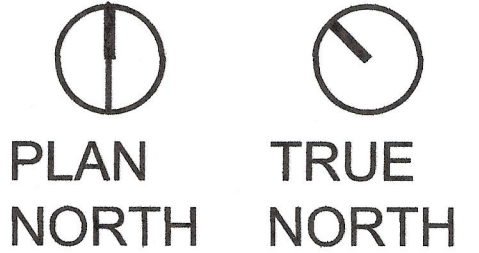
32
80
40
32
194 Channel

1 1/4" 5,700 LF!
43 LF @ 53 = 2279 LF
53 @ 22' = 1166 LF
53 @ 36' = 1908 LF
53 @ 12' = 636 LF (700 LF)
53 @ 1.5' = 35 LF (100 LF)

35 PANELS
60" x 20' 2"x4"



1 KENNEL BUILDING FLOOR PLAN
Scale: 1/4" = 1'-0"
NOTE: RE: 3/A2.1 FOR DOOR SCHEDULE



Lockhart Animal Shelter Performance Measures Fiscal Year 2018-2019									
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[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

<p align="center">Lockhart Animal Shelter Performance Measures Fiscal Year 2020 - 2021</p>

[illegible]

[illegible]

[illegible]

SHELTER OPERATIONS SURVEY

- Survey was distributed to 52 cities with a population of 25,001 to 50,000.
- The 2020 estimated Caldwell County population served by the Lockhart Animal Shelter is 38,568. The shelter does not serve the City of Luling (2020 population estimate of 5,411).
- Agency contact/population information was obtained from the Texas Municipal League.
- Any data submitted after June 24, 2021 is not included within this summary.

Survey questions were limited to the following:

- Animal Shelter hours and days of operation (open to the public).
- Number of shelter staff, to include administrative support.
- Current budget allocations for your shelter operations.
- Average annual animal impounds (dogs/cats) for the past 2 years.

Survey results, answered in the order listed above:

City of Balch Springs, Texas (population: 25,363)

- Monday - Friday: 10am - 5pm; Saturday: 10am - 5pm.
- Shelter staff includes 4 people. 1 Animal shelter coordinator "clerk," 2 animal control officers and 1 animal control supervisor / animal control officer.
- Current budget is \$271,930 for animal control and animal shelter operations. This amount includes everything, salaries, animal control tools, vehicles, veterinary services, post adoption spay/neuter services, utilities for the animal shelter, everything.
- The animal shelter average annual intake is 590 dogs and 120 cats.

City of Bedford, Texas (population: 49,528)

- Monday - Friday: 11am - 6 pm; Saturday: 11 am - 2 pm.
- See addendum for further data.

City of Big Spring, Texas (population: 28,862)

- Monday - Friday (1pm to 4pm) by appointment only.
- Five positions budgeted.
- See addendum for further data.

City of Burleson, Texas (population: 48,225)

- Tuesday - Friday: 11am – 6pm; Saturday: 11am – 4pm.
- 5 full-time employees: 1 Manager; 1 Administrator; 3 Animal Control Officers. 1 part-time Kennel Technician.
- Expenditures by classification (2019-2020 actual): Personnel Services, \$388,189.00; Materials & Supplies, \$41,403.00; Maintenance & Repair, \$1,485.00; Miscellaneous, \$31,229.00; Operations, \$31,082.00; Total: \$512,504.
- 2 year average – 1,717; 5 year average - 1,656; FY 18-19 – 1,850; FY 19-20 – 1,585.

City of Coppell, Texas (population: 41,941)

- Monday - Saturday 9am - 5pm; Sunday 1pm - 5pm.
- Staffing: 6 employees.
- \$536,864.
- 2020: Dogs: 356 / Cats: 255; 2019: Dogs, 387 / Cats, 237.

City of Deer Park, Texas (population: 33,931)

- Shelter hours are Monday - Friday from 8am - 5pm and Saturdays from 10am - 2pm.
- Shelter staff includes 3 full-time Animal Control Officers, 1 part-time kennel tech, and 1 full-time Animal Control Supervisor; managed by the Deer Park Police Department Humane Supervisor.
- Current Budget allocation for shelter is \$103,161 for shelter operations.
- On average the shelter is taking in 1,008 animals (dogs/cats) per year.

City of Farmers Branch, Texas (population: 48,158)

- Tuesday, 11am - 5pm; Wednesday, 10am - 4pm; Thursday, 11am - 5pm; Friday, 11am - 5pm; Saturday, 10am - 4pm. Closed Sunday and Monday.
- Animal Services Assistants: 3 full time; Animal Control Officers (do not assist with shelter duties): 3 full time; Manager: 1 full time.
- \$814,300.00/year (please be advised this is lumped in with Animal Control and we do not separate the shelter operations dollars at this time).
- Intake numbers (cats and dogs only), 2019-2020: Cat - Owner surrender avg: 81/year, Stray impound/TNR avg: 359/year; Dog - Owner surrender avg: 109/year, Stray impound avg: 333/year.

City of Harker Heights, Texas (population: 31,000)

- Sunday, 10am - 2pm; Monday, 1pm - 4pm; Tuesday through Friday, 1pm - 7pm; Saturday, 10am - 6pm.
- 12 full time: 1 Veterinarian, 1 Shelter Manager, 1 Adoption Coordinator, 5 Animal Services Officers, 2 Veterinary Technicians, 2 Kennel Technicians; 2 part time: 1 Veterinarian, 1 Adoption Coordinator.
- October 1, 2020 through September 30, 2021: \$1,032,200.00.
- Impounds from 2019 / 2020 / 2021 (YTD): Dogs and puppies: 1,125 / 1,021 / 443; Cats and kittens: 1,015 / 1,120 / 519.

City of Huntsville, Texas (population: 42,241)

- City of Huntsville does not operate an animal shelter currently. We contract out with Conroe for shelter services in the amount of \$200,000 annually. There is a non-profit facility in town but they operate independently from the city. We do have funds budgeted for the construction of a facility and should be undertaking that venture soon. We are hoping to contract out those operations.

City of Hurst, Texas (population: 39,160)

- Animal Services Hours – Service: 0800-1700 Mon-Fri, 0700-1600 Saturday; Adoptions: 1300-1700 Mon-Fri, 1200-1600 Saturday.
- 5 Full Time Staff Members: 1 Supervisor, 1 Senior ASO, 1 ASO, 1 Kennel Tech and 1 Records Clerk.
- 2020-2021 FY Animal Services Budget: \$47k.
- 2019-2020 Avg. Annual Intake: 955.

City of Hutto, Texas (population: 27,947)

- We do not have a shelter, only a 72-hour holding facility, that is not open to the public. Generally any recovered animals are transported to the Williamson County Animal Shelter within 24 hours.
- 1 ACO, who cares for any animal in the temporary holding prior to transport.
- We do not have a dedicated fund, budget for the holding facility is inclusive in supports services building maintenance.
- Currently, we are averaging of 32 impounds per month.

City of La Porte, Texas (population: 35,423)

- Hours of operation (open to the public): Mon – Fri, Noon to 6pm; Sat & Sun, 11am to 4pm. Staff hours of operation: Mon – Fri 9am to 6pm; Sat & Sun, 7am to 4pm.
- 1- Supervisor; 2- Adoption Specialist/Administrative Support; 3- Animal Control Officers; 1- Part-time ACO on an as needed basis. We do have volunteers that help inside the facility, but it is not scheduled. The volunteers arrive when they are available to help.
- See addendum for further data.

City of Lake Jackson, Texas (population: 27,781)

- The SPCA operates the shelter and the Assistant Chief is over the humane portion. We currently allocate \$261,750 to shelter management per our contract with the SPCA. See addendum for specific numbers on expenditures as well as what staff is proposing for 21-22, but again these are only on the humane side and not the operations side. I don't believe the City can provide you with any more information that you asked for but please let us know if we can.
- See addendum for further data.

City of Rosenberg, Texas (population: 38,307)

- Monday through Friday, 11am to 6pm; Saturday, 11am to 4pm.
- See addendum for further data.

City of Schertz, Texas (population: 42,042)

- The shelter is open to the public Monday through Friday 10am to 5pm & Saturdays from 10am to 4pm. The staff operates seven (7) days week from 8am to 5pm.
- 1 – Shelter Manager, 4 – Animal Services Officers, 3 – Full-time Kennel Technicians, 2 – Part-time Kennel Technicians.
- \$661,744.50.
- 2018 / 2019 – 1,157; 2019 / 2020 – 1,015.

City of Southlake, Texas (population: 32,376)

The City of Southlake contracts animal services out to the City of Keller. The Humane Society of North Texas (HSNT) manages the City of Keller's adoption center. The City of Keller provides the facilities for HSNT but they provide the employees and resources for animal adoptions. The City of Keller provides animal services for the cities of Keller, Westlake, Southlake, Colleyville, & Roanoke.

- M-F 8am - 5pm; Saturday 8am - 3pm; Closed Sunday.
- ACO - 4 (City Employees); Kennel Technicians - 2 (HSNT Employees); Adoption Center - 4 (HSNT Employees).
- \$490,000.
- 800 annually per year.

City of Waxahachie, Texas (population: 41,666)

- Our Center is open to the public Monday thru Friday from 8:00 am to 5:00 pm.
- We have three full-time animal control officers and that includes the supervisor.
- Our animal control services department operates on annual budget of \$248,050.00.
- In 2018/2019 we impounded 803 dogs and cats. In 2020/2021 we have impounded 822 dogs and cats to date.

City of Weslaco, Texas (population: 41,629)

- Monday - Friday from 8am - 4:30pm, closed during lunch.
- 5 officers and one secretary.
- \$99,000.
- 7,000 per year.



Fund: General

Department: Police

Division: Animal Control

City of Bedford

PERFORMANCE MEASURES

Indicator	ACTUAL 18/19	TARGET 19/20	PROJECTED 19/20	TARGET 20/21
INPUTS				
Animal Control Supervisor	1	1	1	1
Senior Animal Control Officer	1	1	1	1
Animal Control Officer	4	4	3	4
OUTPUTS				
# of Calls for Service	1,811	2,000	1,745	2,000
# of Animals Impounded	886	1,300	750	1,000
# of Adoptions for Domestic Animals	362	250	375	350
EFFICIENCY				
Average # of Calls per Animal Control Officer	400	412	320	300
# of Injuries due to Animal Contact	1	0	0	0
Division Budget as a % of General Fund	1.10%	1.16%	1.23%	1.19%
EFFECTIVENESS & OUTCOMES				
# of Hours Participated in the Neighborhood Revitalization Program	17	41	0	15
# of City Licenses Issued	1,392	1,500	1,250	1,400
# of Off-site Civic Events	13	20	5	10
Average # of Domestic Animals at Beginning of Quarter	45	45	50	50
Average # of Domestic Animals at End of Quarter	50	50	40	45
Live Release Rate	91%	91%	96%	95%
Live Release Rate for Adoptable Animals	100%	100%	100%	100%
% of Adopted Animals Returned	14%	12%	7%	10%



Fund: General

Department: Police

Division: Animal Control

City of Bedford

EXPENDITURE SUMMARY

	ACTUAL 17/18	ACTUAL 18/19	BUDGET 19/20	PROJECTED 19/20	BUDGET 20/21
Personnel Services	\$360,235	\$339,886	\$392,916	\$390,857	\$418,116
Supplies	17,069	16,123	17,250	14,777	16,530
Maintenance	47	-	-	1,000	-
Contractual Services	4,287	4,088	5,160	5,505	4,320
Utilities	12,677	12,692	14,500	10,959	13,920
Sundry/Debt Service	-	-	-	-	-
Capital Outlay	-	-	-	-	-
TOTAL:	\$394,315	\$372,788	\$429,826	\$423,098	\$452,886

PERSONNEL SUMMARY

**Only budgeted positions are listed here. All positions (including frozen) can be found on the City-wide Position Summary.*

	ACTUAL 17/18	ACTUAL 18/19	BUDGET 19/20	PROJECTED 19/20	BUDGET 20/21
Animal Control Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Animal Control Officer	1.00	1.00	1.00	1.00	1.00
Animal Control Officer	4.00	4.00	4.00	4.00	4.00
*TOTAL:	6.00	6.00	6.00	6.00	6.00

SIGNIFICANT CHANGES

Change in employee benefit costs	\$25,200
----------------------------------	----------

City of Big Spring, Texas

DOGS TOTAL 2020

CATS TOTAL 2020

743

616

DOGS TOTAL 2021 (to June)

CATS TOTAL 2021 (to June 23)

336

312

City of Big Spring, Texas

Budget for FY 20-21

Dept 240 – Animal Control

General Fund

Animal Control is staffed by certified animal wardens under the supervision of the Police Department. The division provides services to the City and the County by enforcing City Ordinances and State law, impounding/quarantining at-large animals and necessary disposal of dead animals on a daily basis either on schedule or call out.

ACHIEVEMENTS

- Continued to grow a network rescues from across the nation to help maintain the goal of a “No Kill” shelter.
- Achieved live release rate of 102.98% for dogs and 43.42% for cats for 2019 (live release in excess 100% due to litter births while in custody). These percentages include animals that were euthanized due to sickness/injury.
- Maintained services provided through COVID-19.

GOALS

- Continue to build partnerships with rescue organizations to maintain the City Council’s resolution of a “No Kill” shelter.
- Obtain state mandated certifications for newer employees as classes resume after COVID-19.
- Once staffing and training levels allow, reinstate the schedule for animal control officers that will help reduce overtime and add weekend coverage for calls.

	Actual 2018-19	Revised 2019-20	Proposed 2020-21
50 – Personnel Services	\$231,223	\$160,738	\$229,910
51 – Supplies and Materials	33,066	32,165	29,810
53 – Maintenance of Bldg./Structures	5,766	18,600	1,100
54 – Maintenance of Equipment	16,326	16,520	11,570
55 – Contractual Services	59,986	38,968	40,103
60 – Capital Outlay	537	31,191	0
Totals	\$346,903	\$298,182	\$312,493

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CITY OF BIG SPRING
BUDGET PRESENTATION
AS OF: MAY 31ST, 2020

PAGE: 34

002-GENERAL FUND
011-POLICE
240-ANIMAL CONTROL

ACCOUNT #	ACCOUNT NAME	PRIOR-YR ACTUAL	--CURRENT YEAR-- BUDGET	ACTUAL	REVISED BUDGET	PROPOSED BUDGET	VARIANCE \$
<u>PERSONNEL SERVICES</u>							
011-240-5010	SALARIES	135,343	169,098	57,127	95,081	138,686	43,605
011-240-5014	EXCEPTIONAL CONDITIONS	0	0	0	0	0	0
011-240-5021	TERMINATION PAY	0	0	3,083	3,850	0	(3,850)
011-240-5022	VACATION BUY BACK	0	0	0	0	0	0
011-240-5035	OVERTIME	2,592	4,000	1,452	3,500	4,000	500
011-240-5045	LONGEVITY	378	855	115	115	300	185
011-240-5050	RETIREMENT	24,839	31,551	9,909	17,404	26,058	8,654
011-240-5055	STANDBY PAY	3,546	3,900	2,079	3,548	3,900	352
011-240-5060	GROUP INSURANCE	44,285	54,046	14,525	23,078	35,785	12,707
011-240-5065	WORKERS' COMPENSATION	8,699	11,032	5,516	5,516	9,097	3,581
011-240-5070	RETIREMENT-DEFERRED COM	7,813	9,800	3,674	5,190	8,094	2,904
011-240-5075	LIFE & DISABILITY INSUR	1,366	1,679	399	799	1,284	485
011-240-5080	MEDICARE	2,056	2,579	967	1,535	2,130	595
011-240-5085	UNEMPLOYMENT TAXES	306	45	374	1,122	576	(546)
TOTAL PERSONNEL SERVICES		231,223	288,585	99,219	160,738	229,910	69,172

City of Big Spring, Texas

BUDGET PRESENTATION

AS OF: MAY 31ST, 2020

002-GENERAL FUND

011-POLICE

240-ANIMAL CONTROL

ACCOUNT #	ACCOUNT NAME	PRIOR-YR ACTUAL	--CURRENT YEAR-- BUDGET	ACTUAL	REVISED BUDGET	PROPOSED BUDGET	VARIANCE
<u>SUPPLIES & MATERIALS</u>							
011-240-5110	OFFICE SUPPLIES	115	450	207	450	335	(115)
011-240-5114	WEARING APPAREL	701	1,915	989	1,915	1,000	(915)
011-240-5115	ANIMAL FOOD	4,870	6,000	2,460	5,000	5,000	0
011-240-5116	GASOLINE, OIL & GREASE	9,895	12,000	3,025	8,000	8,000	0
011-240-5117	MINOR APPARATUS	1,897	3,500	1,945	3,500	1,875	(1,625)
011-240-5118	JANITORIAL SUPPLIES	2,724	4,100	1,296	3,000	3,500	500
011-240-5120	MEDICAL & SURGICAL	10,375	8,000	6,115	8,000	8,000	0
011-240-5124	POSTAGE	8	0	25	100	0	(100)
011-240-5128	UTILITIES	1,796	1,300	1,080	1,400	1,300	(100)
011-240-5128-01	LANDFILL	685	800	305	800	800	0
TOTAL SUPPLIES & MATERIALS		33,066	38,065	17,446	32,165	29,810	(2,355)
<u>MAINTENANCE OF BUILDINGS/</u>							
011-240-5311	MAINTENANCE OF BUILDING	5,766	5,000	1,831	18,500	1,000	(17,500)
011-240-5314	MAINTENANCE OF SANITARY	0	100	0	100	100	0
TOTAL MAINTENANCE OF BUILDINGS/		5,766	5,100	1,831	18,600	1,100	(17,500)

City of Big Spring, Texas

BUDGET PRESENTATION

AS OF: MAY 31ST, 2020

002-GENERAL FUND

011-POLICE

240-ANIMAL CONTROL

ACCOUNT #	ACCOUNT NAME	PRIOR-YR ACTUAL	--CURRENT YEAR-- BUDGET ACTUAL		REVISED BUDGET	PROPOSED BUDGET	VARIANCE
<u>MAINTENANCE OF EQUIPMENT</u>							
011-240-5412	VEHICLE MAINTENANCE	16,191	15,000	7,501	15,000	11,250	(3,750)
011-240-5413	MAINTENANCE OF FIRE APP	15	70	0	70	70	0
011-240-5415	MAINTENANCE OF RADIOS	120	0	0	0	0	0
011-240-5422	MAINT. HEATING & COOLIN	0	250	1,157	1,450	250	(1,200)
TOTAL MAINTENANCE OF EQUIPMENT		16,326	15,320	8,658	16,520	11,570	(4,950)
<u>CONTRACTUAL SERVICES</u>							
011-240-5511	COMMUNICATIONS	37,461	18,403	11,811	18,403	18,403	0
011-240-5520	INSURANCE	3,611	3,850	3,365	3,365	3,500	135
011-240-5521	SPECIAL SERVICES	12,800	11,000	5,692	11,000	11,000	0
011-240-5530	TRAVEL EXPENSE	1,175	1,000	0	1,000	2,000	1,000
011-240-5541	PERMITS, LICENSES, TESTIN	0	0	0	0	0	0
011-240-5550	ELECTRICITY	1,861	2,400	763	2,400	2,400	0
011-240-5560	GAS FOR HEATING	3,079	2,800	2,087	2,800	2,800	0
011-240-5530		NEXT YEAR NOTES: HAVE HIRED NEW EMPLOYEES THAT WILL REQUIRE MANDATORY TRAINING					
TOTAL CONTRACTUAL SERVICES		59,986	39,453	23,718	38,968	40,103	1,135

City of Big Spring, Texas

BUDGET PRESENTATION

AS OF: MAY 31ST, 2020

002-GENERAL FUND

011-POLICE

240-ANIMAL CONTROL

ACCOUNT #	ACCOUNT NAME	PRIOR-YR ACTUAL	--CURRENT YEAR-- BUDGET ACTUAL		REVISED BUDGET	PROPOSED BUDGET	VARIANCE
<u>MISCELLANEOUS</u>							
011-240-5616	JUDGEMENTS & DAMAGES	0	0	0	0	0	0
011-240-5645	LATE PAY FEES & PENALTY	0	0	0	0	0	0
TOTAL MISCELLANEOUS		0	0	0	0	0	0
<u>VEHICLES</u>							
011-240-6401	MOTOR VEHICLES	537	0	31,191	31,191	0	(31,191)
TOTAL VEHICLES		537	0	31,191	31,191	0	(31,191)
TOTAL 240-ANIMAL CONTROL		346,903	386,523	182,063	298,182	312,493	14,311

City of Big Spring, Texas

City of La Porte, Texas

Adoption Center and Animal Control

Animals Handled (Dogs and Cats):

Dogs	2019	2020	Average for both years
	733	597	665

Cats	2019	2020	Average for both years
	847	621	734

Per our phone conversation

Dogs	2018	2019	Average for both years
	714	733	723

Cats	2018	2019	Average for both years
	622	847	734

Budget:

Personnel Cost	414,112.50	Includes Salaries and Benefits
Supplies	17,350.00	Food, Equipment
Memberships/Subscriptions	650.00	
Training/Conferences	3,270.00	
Rent (Land Lease)	3,250.00	
Professional Services	61,500.00	Includes Vet Fees/Animal Removal Services
Janitorial Services	21,025.00	
Electrical	12,000.00	
Natural Gas	1,475.00	
Water	2,900.00	
	537,532.50	
Tech Fees	7,053.00	
MOTOR POOL LEASE FEES	21,406.00	
Total Budget for 20/21	\$565,991.50	

City of Lake Jackson

HUMANE - 2500

<i>Expenditures - Details</i>	2019-20 Actual	2020-21 Budget	2020-21 Estimated	2021-22 Proposed
Salaries & Wages				
Service/Maintenance	\$108,663	\$111,100	\$107,400	\$114,700
Overtime	2,547	3,000	3,000	3,000
Subtotal	111,210	114,100	110,400	117,700
Employee Benefits				
Health	13,968	22,300	20,480	23,200
Life	202	200	210	200
Dental	915	1,400	1,360	1,500
Long Term Disability	437	500	440	500
CareHere Clinic	827	0	1,230	0
Social Security	8,312	8,700	8,295	900
Retirement	13,607	14,100	13,425	14,600
Workers Compensation	2,246	2,400	2,280	2,500
Subtotal	40,514	49,600	47,720	43,400
Operating Expenses				
Shelter Management	261,737	261,737	261,750	261,750
Fleet Vehicles & Equipment	2,575	3,500	3,500	3,500
Animal Shelter	260	14,000	1,000	5,000

City of Lake Jackson

Insurance				
Property	7,422	7,535	8,000	8,000
Liability	1,522	1,160	2,000	2,000
Subtotal	8,944	8,695	10,000	10,000
Communication	2,133	1,872	2,000	2,000
Training	600	1,000	1,000	1,500
Travel	0	500	250	500
General Supplies				
Office	588	500	500	500
Wearing Apparel	584	600	600	600
Gasoline & Diesel	4,481	5,435	5,435	5,500
Operating	2,199	5,000	4,000	5,000
Subtotal	7,852	11,535	10,535	11,600
Operating Expenses Subtotal	284,101	302,839	290,035	295,850
Operating Transfers				
Equipment Replacement	15,900	15,900	15,900	21,900
Subtotal	15,900	15,900	15,900	21,900
Total Humane	\$451,725	\$482,439	\$464,055	\$478,850

City of Rosenberg, Texas

MISSION STATEMENT:

To enforce animal regulations and assist the public with animal-related concerns to protect citizens and animals in our community. To increase pet adoptions, lost pet claims, rescue partnerships. To emphasize humane care such as standard municipal veterinary care and safety nets for lost, unwanted, or displaced pets in need to increase and sustain live outcomes of at least 90% of sheltered pets. To provide animal services to the public in order to educate and prevent animal homelessness and promote humane, compassionate treatment of animals and responsible pet ownership.

PROGRAM DESCRIPTION:

The Animal Control division, under the direction and supervision of the Chief of Police and Director of Animal Control, is responsible for protecting citizens from danger and nuisance created by uncontrolled or diseased animals. Protection of citizens is accomplished through enforcement of various state statutes and City Ordinances. The department is also responsible for the operation and maintenance of the animal shelter. Shelter aims to increase the live release rate of animals under its care and meet modern No Kill standards. This entails maximizing adoption opportunities, educating the community on humane treatment, and collaborating with other animal welfare groups.

STRATEGIC PLAN GOALS:

- ❖ *The City of Rosenberg will enhance Rosenberg's quality of life for residents, businesses and visitors.*

Department Goal# 1: Program Development - Cultivate and expand programs that help people, help animals, and inspire continued positive change in our community.

Objectives:

- Ensure all elements of No Kill Equation are incorporated into shelter programs.
- Grow Volunteer Program and find talented, skilled individuals to fill important roles.
- Expand Foster Program by "repackaging" through creative marketing campaigns; e.g., "field trips," "charm school," "sleepovers."
- Facilitate full TNR Program through pilot initiative.
- Build strong safety nets and enrichment standards through Behavior Program.

Department Goal# 2: Customer Service - Maximize internal and external customer service. Establish shelter as friendly, helpful place to the public.

Objectives:

- Balance staff coverage during evening and weekend hours when general activity and adoption likelihood is highest.
- Enroll staff and volunteers in customer service training opportunities.
- Interact proactively with the public to develop a growing network of community partnerships.
- Increase follow-up and welfare calls.
- Implement customer feedback surveys.

ANIMAL CONTROL & SHELTER

City of Rosenberg, Texas

- ❖ The City of Rosenberg will increase the public's confidence in the City of Rosenberg, its staff and its services.

Department Goal# 3: Improve Brand Equity - Revise public perception of Animal Control/Shelter and strengthen brand promise through vision, mission, and practice alignment.

Objectives:

- Internally and externally, renew expectations on what Department provides, create fresh organization persona, and present consistent identity in regards to colors, logos, fonts, and key phrases.
- Build trust with the animal welfare community by demonstrating Department commitment to ethical animal treatment and progressive No Kill policies and procedures.
- Increase transparency that will reflect positively on the City as a whole.
- Amplify networking efforts, welcoming outside attention.

PERFORMANCE INDICATORS:

	2018-19 <u>Actual</u>	2019-20 <u>Estimated</u>	2020-21 <u>Projected</u>
Calls for Services	4,500	4,700	5,000
Animal Intakes	1,308	1,500	1,600
Bite Cases Investigated	43	46	50
Animals Adopted	555	650	750
Animals Fostered	169	350	600

FY2021 BUDGET NOTES:

1. Transfer \$2,700 to Medical Supplies to accommodate increased percentage of live releases in need of spay/neuter surgeries and rabies vaccinations and to accommodate rising number of shelter intakes.
2. Added \$15,000 for the new Trap, Neuter and Release (TNR) Program.
3. Building Repair & Maintenance increased by \$2,000 to accommodate the needs for both buildings.

City of Rosenberg, Texas

CITY OF ROSENBERG, TEXAS 2020-21 BUDGET

FUND: General **DEPARTMENT:** Animal Control **FUNCTION:** Public Safety **ACCOUNT:** 101-3034-520

Classification	2018-19 Actual	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimate	2020-21 Budget	Var %
~ DEPARTMENT SUMMARY ~						
Personnel and Benefits	\$ 283,088	\$ 340,346	\$ 340,346	\$ 332,352	\$ 337,117	
Supplies	90,845	88,800	88,800	90,175	101,700	
Maintenance and Services	33,099	30,646	30,646	29,021	24,900	
Total Expenditures	\$ 407,032	\$ 459,792	\$ 459,792	\$ 451,548	\$ 463,717	0.9%

~ AUTHORIZED POSITIONS ~

Position Title						
Full-time equivalents:						
Director of Animal Control	1.00	1.00	1.00	1.00	1.00	
Animal Control Supervisor	1.00	1.00	1.00	1.00	1.00	
Animal Control Officer	2.00	2.00	2.00	2.00	2.00	
Administrative Technician	1.00	1.00	1.00	1.00	1.00	
Kennel Technician	-	0.48	0.48	0.48	0.48	
Total Personnel	5.00	5.48	5.48	5.48	5.48	0.0%

City of Rosenberg, Texas

CITY OF ROSENBERG, TEXAS 2020-21 BUDGET

FUND: General **DEPARTMENT:** Animal Control **FUNCTION:** Public Safety **ACCOUNT:** 101-3034-520

Classification	2018-19 Actual	2019-20 Adopted Budget	2019-20 Adjusted Budget	2019-20 Estimate	2020-21 Budget	Var %
~ EXPENDITURE DETAIL ~						
Personnel and Benefits:						
10 10 Salaries and Wages	\$ 192,529	\$ 224,119	\$ 224,119	\$ 223,000	\$ 227,571	
10 20 Overtime	4,430	3,600	3,600	4,500	3,600	
10 30 Longevity	685	1,455	1,455	1,170	1,598	
10 40 Incentive Pay	1,000	1,800	1,800	1,250	1,200	
11 10 Salaries and Wages - Part Time	-	12,310	12,310	14,000	12,810	
20 10 Retirement	32,758	37,764	37,764	37,500	38,336	
20 20 Social Security	14,890	18,611	18,611	18,600	18,878	
20 40 Insurance	33,293	37,355	37,355	29,000	29,884	
20 50 Workers' Compensation	2,920	2,727	2,727	2,727	2,584	
20 55 Long Term Disability	583	605	605	605	657	
Subtotal	283,088	340,346	340,346	332,352	337,117	-0.9%
Supplies:						
31 10 Office Supplies	810	500	500	500	500	
31 35 Business Expenses	106	200	200	200	200	
31 45 Uniforms	1,334	2,050	2,050	2,050	1,250	
31 90 Other Supplies	3,082	3,000	3,000	2,200	2,000	
31 95 Other Expenses-Donations	11,830	9,000	9,000	9,000	9,000	
34 20 Medical Supplies	53,997	50,300	50,300	56,175	53,000	
34 25 Trap Neuter Release (TNR) Supplies	-	-	-	-	15,000	
34 30 Cleaning Supplies	2,508	4,000	4,000	3,500	4,000	
34 35 Animal Feed	4,049	4,000	4,000	800	2,000	
35 10 Motor Vehicle Repair Supplies	358	750	750	750	750	
36 10 Small Tools and Equipment	3,101	3,000	3,000	3,000	2,000	
37 10 Natural Gas	929	1,500	1,500	1,500	1,500	
37 20 Electricity	6,513	8,000	8,000	8,000	8,000	
37 30 Fuel, Oil and Lubricants	2,229	2,500	2,500	2,500	2,500	
Subtotal	90,845	88,800	88,800	90,175	101,700	14.5%
Maintenance and Services:						
51 20 General Insurance	3,099	3,200	3,200	3,200	3,200	
52 10 Telephone/Communications	1,778	1,900	1,900	1,900	1,900	
52 20 Postage	52	200	200	20	200	
54 10 Printing and Binding	485	700	700	255	700	
54 15 Community Education	-	900	900	-	900	
55 10 Education and Training	3,385	3,200	3,200	3,200	1,500	
56 24 Equipment Rentals	-	100	100	-	100	
56 25 Fleet Replacement	12,046	12,046	12,046	12,046	6,000	
57 10 Other Contractual Services	712	1,000	1,000	1,000	1,000	
57 15 Janitorial Services	2,195	-	-	-	-	
62 10 Carcass Disposal	2,660	1,800	1,800	1,800	1,800	
63 10 Building Repair and Maintenance	6,414	3,000	3,000	5,100	5,000	
63 25 Equipment Repair and Maintenance	273	2,600	2,600	500	2,600	
Subtotal	33,099	30,646	30,646	29,021	24,900	-18.7%
Total Expenditures	\$ 407,032	\$ 459,792	\$ 459,792	\$ 451,548	\$ 463,717	0.9%

CHAPTER 5

FIELD OPERATIONS

This chapter contains a review of field officer staffing, proposed staffing for the future, shift scheduling and current beat structure. Because of the Animal Control Officer's shelter responsibilities, the Evaluator spent a minimal amount of time observing field personnel and their working conditions.

Description of Services

A description of the agency's responsibilities may be found on the City of Lockhart's website:

Animal Control is a function within the Animal Services Department.

Our Mission:

- Protect stray, injured, abused, and unwanted animals in the community.
- Assist the public in dealing with nuisance animals.
- Investigate animal bites and enforce quarantine requirements.
- Enforce local ordinances concerning control and care of domestic animals.
- Educate the public about responsible pet ownership.
- Investigate reports of animal abuse or neglect.

Animal Control personnel respond to the following calls:

- Animal Bite.
- Injured or Sick Animal.
- Animal that poses a threat to a person or another animal.
- Animal in danger.
- Snake Call.
- Animal Running at Large.
- Wild Animals.
- Ordinance Violations.

The Texas Animal Control Association certifies Animal Control personnel after completing an Animal Control Training Course given by the Texas Department of Health. *(End of Description)*

Work Schedules

Currently, field service is offered from Monday through Friday, 8:00 am to 5:00 pm. On weeknights and weekends, an Animal Control Officer or Animal Shelter Attendant/ACO is assigned to stand-by for emergency calls. Regular work and stand-by schedules, for all staff members, are established by the Supervisor. It should be noted that on weekends, the Animal Control Officer or Animal Shelter Attendant/ACO may be assigned shelter duties, in addition to responding to emergency calls.

Field Operations is staffed seven days a week, however, these employees may also be assigned other duties (customer service or kennel responsibilities). It is routine for the full-time Animal Control Officer to be pulled away from field duties to assist with shelter-related responsibilities.

After-hour emergencies are dispatched via the Police Department and passed on to the on-call ACO. Officers respond only to emergency calls meeting the following criteria: bite cases, injured animals and aggressive animals. On Saturdays and Sundays, the agency does not respond to routine complaints. Per an agency memo:



Officer Work Area

“When it’s your weekend to work (full-time employees), the only reason you should have to leave the shelter would be because of a call from the Lockhart Police Department. Weekend call-outs are ONLY for bite cases, injured animals and aggressive animals. NOTHING ELSE. Should you have to go out on one of the 3 above calls, I (Supervisor) will need to see the truck log for that call on Monday, so leave the log sheet on the front desk by the computer. There is NO OTHER reason to leave the shelter on a Saturday or Sunday between the hours of 8:00 am - 4:00 pm. Leaving the shelter for any other reason WILL result in an employee WRITE-UP. This goes for part-time employees working weekends also.” *(End of Description)*

Depending upon the priority, after-hour complaints are handled by the Police Department or Animal Services. Callers to the Animal Services office after normal service hours are not directed to the Police Department via the agency’s phone system. Once notified of an emergency, the Police Department will then contact the appropriate on-call personnel. Stand-by officers are compensated for any emergency response.

There are virtually no written policies defining current service delivery and complaint disposition. No written policy directs the Animal Control Officer into the field upon the commencement of their shift. The majority of the staff’s labor hours each day is focused on animal care/cleaning related duties. The Daily Job Duties sheet details the number of staff members assigned to work on any particular day, and their assigned responsibilities. The full-time ACO typically begins their day inside the shelter, based upon the Daily Job Duties sheet assignments for the day. The ACO provides customer service/shelter support for the agency, and typically splits her time between field and shelter duties. The Animal Control Officer has also been selected as the “on-site” manager in the absence of the Supervisor, however, this staff member has received limited training in which to perform those duties.

Officers usually drop off impounded animals whenever needed (vehicles are at capacity, injured/sick animals, or weather conditions pose a threat to the animal). There does not seem to be any fixed “cut-off” time for routine calls during the regular ACO work shift. Although the ACO stated that she spent half of her workday in the field, this estimate was not accurate based upon the Evaluator’s observations; a large portion of the ACO’s shifts were spent within the shelter.

Field Staffing

Field Operations are overseen by the Animal Services Supervisor. A review of the current roster indicates that the agency has budgeted a total of one Animal Control Officer and three Animal Shelter Attendant/ACO’s. At the time of this study, one of the Animal Shelter Attendant/ACO positions was vacant, with the newly-hired employee beginning work after the Evaluator’s departure. For the purpose of this report, it will be assumed that this position has been filled by the time of this report’s release.

The essential work responsibilities for the Animal Control Officer and the Animal Shelter Attendant/ACO positions are described within *Chapter 2, “Administration.”*

Currently, the agency makes every attempt to respond to all service calls before the end of each day, however, some non-priority calls are allowed to “hold-over” until the next scheduled service day (or later if it is the weekend).

Based upon current responsibilities and population served, the Evaluator felt that the current hours for field operations was effective. However, the frequent use of the ACO within the customer service and shelter areas is not typical of Animal Care/Control work. This issue is addressed further in this chapter.

Determining Field Staffing Needs

Although there is no universally accepted scientific methodology for determining the number of Animal Control Officers needed in any given jurisdiction, the “calls for service” model is used commonly in the Animal Control profession. The basic elements of the “calls for service” model are as follows:

- Each 8-hour Animal Control position requires 2,920 hours to fill 1 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 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.

Officer Availability

The Evaluator attempted to assess the approximate level of time committed by the Animal Control Officer in the field. A detailed analysis is not possible because data was not presented for review. Based on current field officer deployment, officers spend minimal time in the field. During those occasions when workers are assigned to customer service or shelter duties, the officer's entire shift (or a large portion thereof) may be spent within the shelter.

Distribution of Workload

Requests for service are separated into "priority" classifications. The priority calls were described to the Evaluator as follows:

Priority Calls (not in any priority order)

- Police Department request for assistance.
- Injured animal.
- Animal bite.
- Aggressive animal.
- Cruelty/welfare checks.

During short staffing conditions, officers will take all priority calls, however, low-priority calls may be handled the following day (or later). Data regarding field activities may be found at the end of this chapter.

Officers are encouraged to "educate first" and "cite last," but all calls are primarily left to the reporting officer's discretion. In general, the agency is more public-relations oriented than enforcement-directed. Based upon the limited on-site review, it is unknown if service delivery is approached uniformly between most officers.

Lunch/Vacation/Sick Relief

The Animal Control Officer receives a 1-hour lunch break and two 15-minute rest periods. Vacation, sickness and manpower shortages in other work areas will dictate shift support. Overtime is not routinely assigned and the Animal Shelter Attendant/ACO's can be called in to assist.

Supervision

As stated earlier, all field officers are supervised by the Animal Services Supervisor, who spends the majority of her time within the shelter. This employee may also handle routine field work during short-staffing situations, as well as stand-by assignments. It is a common practice in Animal Control work for supervisors to assist in answering calls or backing other officers when call loads become heavy or manpower shortages occur.

Patrol Districts

With one Animal Control Officer assigned on any particular day, ACO's are dispatched to calls anywhere within their jurisdiction. Staff members have access to electronic mapping (GPS) to assist in finding addresses and determining jurisdictional responsibilities.

Quality of Personnel

Within Animal Services, vacancies in all positions are posted as based on assigned responsibilities. Qualifications for the Animal Control Officer and the Animal Shelter Attendant/ACO positions are described within *Chapter 2, "Administration."*

Field Communications

Information regarding field communications may be found in *Chapter 3, "Communications."*

Vehicles

Field Service Delivery Vehicles (FSDV) are used by the Animal Control Officers to provide service response. The current fleet was described as follows:

Year	Make/Model	I.D. #	Transport Type and Use
1999	Ford F150	50*	Jackson Creek Diamond Deluxe
130,842 miles; Cab-mounted Motorola XTL1500 radio; Single amber-colored beacon; Nets, snappy-snare, leashes, shovel, Vari-Kennel			
2009	Ford F150XL	120	Jones Trailer, multi-compartment
106,682 miles; Cab-mounted Motorola XTL1500 radio; No overhead lighting; Interior safety doors; No blower or a/c in Jones Unit (vent only); Interior lighting only in equipment compartment; Fire extinguisher; Back-up camera (inoperable); Snake tongs, leashes, traps, feral cat den, muzzles, 2 catch-poles, OC (law enforcement grade), bitestick			
2021	Ford F-150	224	Transfer of Equipment/Cages from Unit #50
Unit #224, with 204 miles (leased through Enterprise Rental) is replacing Unit #50. Per the Public Works Director, the radio from Unit #50 will eventually be moved over by the maintenance department. In the meantime, the ACO's will use their handheld radios. This truck is outfitted with a 2' light bar in the rear window and wig-wags in the front grill. (6/8/2021)			

Source: Lockhart Animal Services/Public Works

It should be noted that during the on-site visit, the agency was replacing Unit #50 with a newer leased vehicle. Unit #224 was to be placed in service on June 8, 2021.

The agency utilizes the services of the Sheriff's Department for the transportation and temporary quartering of livestock.

The FSDV's reviewed offer commercial animal containment units (Jackson Creek, Jones Trailer), which protect animals from the elements. The truck units utilize open air vents to provide fresh, outside air. Temperature gauges are not offered within the cab of these trucks to enable officers to monitor the interior temperature of the holding compartments.



FSDV - Unit 120

Scheduled maintenance is performed by the Public Works Department whenever needed. Officers are responsible for maintaining all their vehicles and related equipment. While maintained by the Public Works Department, the vehicles are not kept clean and organized by Animal Services. The vehicles inspected were dirty, inside and out, disorganized, with trash/debris visible. Several pieces of equipment were also in need of replacement.

Officers usually drop off impounded animals as soon as the call is complete. Officers may drop off impounded animals whenever needed (vehicle is at capacity, injured/sick animals, or weather conditions pose a threat to the animal). No policy currently exists which dictates a set maximum period animals are confined on the FSDV.

Officers are not required to sanitize the animal holding portions of their vehicle after every unloading. Instead, the holding areas are only disinfected when "necessary" ("when soiled by an animal"). Units #50 and #120 are identified with the city logo and "Animal Services." Unit #224 is identified as "City of Lockhart Animal Control." The agency's phone number and public service announcements do not appear on any of the vehicles.

Both Field Service Delivery Vehicles (FSDVs) are equipped with cab-mounted radios (Motorola XTL 1500), both of which can communicate directly with the Police and Sheriff's Department. It should be noted that after-hours, during the on-site visit, both of these vehicles were left unlocked in the shelter parking lot. While the vehicles were secured within the locked perimeter fencing, anyone could gain easy access to the police/sheriff radios by entering the unlocked vehicles.

When not in service, the FSDV's are parked at the Animal Services facility (during the on-site review, one of the Animal Control vehicles was parked in a public space for the entire five-day visit). The facility offers very limited access to disabled persons, with a single dedicated ADA parking spot is offered. During the on-site review, one of the Animal Control vehicles was observed, on several occasions, to be parked over the painted ADA access path leading from the parking space to the facility's main entrance. The Supervisor should address this issue immediately - under no circumstances should this situation occur.

Since several Animal Control-related deaths have involved personnel being struck by vehicles, the Evaluator endorses the use of red or blue lights, where available for use by law. The FSDV's are supposed to offer fire extinguishers and human first aid kits. However, only a fire extinguisher was confirmed on Unit #120.

Equipment

It is imperative that Animal Control personnel have access to safe and modern equipment. Most safety equipment is provided by the agency, and designated employees instruct subordinates in their use. Field personnel carry snake tongs, leashes, traps, nets, snappy-snare, feral cat den, muzzles, catch-poles, shovel and Vari-Kennels. The Animal Control Officer was also in possession of OC (10% law enforcement grade) and a bitestick (broken), however, the officer was not certified to use either. Safety footwear is not required (regular shoes or tennis shoes). Officers are not allowed to carry sidearms.

Blankets/towels are available to facilitate the humane transport of injured/ill animals. Employees are held accountable for materials utilized during their shift of duty. It should be noted that not every officer/vehicle is provided, nor carries, the same type of equipment. In addition, some of the equipment inspected was in varying stages of disrepair. Designated staff members train entry-level employees on the use of equipment, however, this training is not documented.

Although there is an increasing threat of violence nationally to Animal Control personnel, none of the ACO's have been provided a bullet-proof vest to wear while in the field. Other equipment lacking includes a digital camera, bite gloves and a safety vest.

Training - Field Operations

The agency does not currently offer a formal field training program for the ACO's. After hiring, officers are trained "on the job," usually being placed with designated training staff (the Supervisor or senior employees) and/or rotated among several workers. The length of time varies among employees, depending on previous experience and work area. Workers are designated as "in training" for their entire probationary period before officially being discharged from the training program. None of the agency's on-the-job training programs are structured in a formal manner nor is this training documented.

The full-time Animal Control Officer, hired in August 2020, received 2 months of on-the-job training. This training was described as performing ride-alongs and observing a senior staff member, with little instruction offered. Because of the pandemic, the ACO was unable to obtain the required state-mandated training. The requirements are described as follows:

Texas state law (Texas Health and Safety Code, Chapter 829, Animal Control Officer Training) requires animal control officers (ACOs) to complete specific training (refer to links below) that has been pre-approved by the Texas Department of State Health Services (DSHS). It is the responsibility of each ACO (as defined in Chapter 829) to fulfill these

mandated training requirements, keep complete and accurate records of their DSHS-approved training, and have this documentation available for review by facility inspectors.

Before attending a non-DSHS course, ACOs should request verification from the course sponsor that a specific course, including title, date, and location, has been pre-approved by the DSHS for meeting Chapter 829 ACO training requirements. Upon completion of training, ACOs may request a new certificate from the course sponsor if the one that is issued does not contain the following information: course title, participant's name, whether the course is Basic or continuing education (CE), course date and location, length of course in DSHS-approved hours, a statement that the course was approved by the DSHS, and the course sponsor's name and contact information.



FSDV - Unit 120

Sec. 829.001. Definitions.

In this chapter:

(1) "Animal Control Officer" means a person who:

(A) is employed, appointed, or otherwise engaged primarily to enforce laws relating to animal control; and

(B) is not a peace officer.

(2) "Department" means the Department of State Health Services.

Added by Acts 2007, 80th Leg., R.S., Ch. 1331 (S.B. 1562), Sec. 1, eff. July 1, 2008.

Sec. 829.0015. Applicability of Chapter.

The commissioners court of a county that has a population of 75,000 or less may adopt an order exempting the county from the application of this chapter. This chapter does not apply within the boundaries of a county for which an order is adopted under this section.

Added by Acts 2007, 80th Leg., R.S., Ch. 1331 (S.B. 1562), Sec. 1, eff. July 1, 2008.

Sec. 829.002. Training Required.

A person may not perform the duties of an animal control officer unless:

(1) the person:

(A) completes a basic animal control course under this chapter not later than the first anniversary of the date the person assumes animal control duties; or

(B) completed a personnel training course on or before June 30, 2008, under Section 823.004 as it existed on that date; and

(2) the person completes 30 hours of continuing education under this chapter during each three-year period following:

(A) the date the person completes the basic animal control course; or

(B) June 30, 2008, if the person completed a personnel training course under Subdivision (1)(B).

Added by Acts 2007, 80th Leg., R.S., Ch. 1331 (S.B. 1562), Sec. 1, eff. July 1, 2008.

Sec. 829.003. Training Courses.

(A) The department shall prescribe the standards and curriculum for basic and continuing education animal control courses. The curriculum for both the basic and continuing education courses must include the following topics:

- (1) state laws governing animal control and protection and animal cruelty;
- (2) animal health and disease recognition, control, and prevention;
- (3) the humane care and treatment of animals;
- (4) standards for care and control of animals in an animal shelter;
- (5) standards and procedures for the transportation of animals;
- (6) principles and procedures for capturing and handling stray domestic animals and wildlife, including principles and procedures to be followed with respect to an instrument used specifically for deterring the bite of an animal;
- (7) first aid for injured animals;
- (8) the documentation of animal cruelty evidence and courtroom procedures;
- (9) animal shelter operations and administration;
- (10) spaying and neutering, microchipping, and adoption;
- (11) communications and public relations;
- (12) state and federal laws for possession of controlled substances and other medications; and
- (13) any other topics pertinent to animal control and animal shelter personnel.

(B) In prescribing the standards and curriculum of courses under this chapter, the department shall:

- (1) determine what is considered satisfactory completion of a course;
- (2) determine what is considered a passing grade on any post-course tests and practical applications; and
- (3) require that a person attend all sessions of a course.

(C) A basic animal control course must be at least 12 hours.

(D) In developing and approving the criteria and curriculum for animal control courses, the department shall consult with the Texas Animal Control Association and other animal control and animal protection organizations as the department considers appropriate.

Added by Acts 2007, 80th Leg., R.S., Ch. 1331 (S.B. 1562), Sec. 1, eff. July 1, 2008.

Amended by: Acts 2009, 81st Leg., R.S., Ch. 299 (H.B. 405), Sec. 2, eff. June 19, 2009.

(End of Description)

Based on interviews and on-site evaluations, the Evaluator determined that the full-time Animal Control Officer does not possess adequate officer safety and animal handling skills. The Evaluator felt that all staff members observed treated animals in a humane and professional manner. No improper animal handling techniques were observed.

Uniforms

Animal Services provides 4 shirts to each staff member. Nothing else is provided. During the on-site review, varying uniform styles were observed. The Evaluator observed one of the Animal Shelter Attendant/ACO wearing shorts while on duty. This worker advised that she has responded to field calls in the past wearing shorts, which affords little to no personal protection. Protective footwear is not required.



FSDV - Unit 50

There are no uniform policies. Uniform inspections are not routinely performed. Hats are not required to be worn. A winter and summer uniform are not standard issue. Officers must clean their own shirts. When the shirts show signs of wear, they must be replaced.

Enforcement Procedures

The Evaluator had an opportunity to review enforcement procedures first-hand. The weekday day shifts were observed. The Lockhart Code of Ordinances, Part 2, Chapter 10 - Animals and Beekeeping, details the powers of the Animal Services Supervisor and the Animal Control Officers:

Sec. 10-1. Definitions.

As used in this chapter, the following words and terms shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning.

- Animal control shall mean the Animal Control Division of the City of Lockhart.
- Animal control officer shall mean any person designated by the city who is qualified to perform such duties as required by this chapter and/or state law.
- Animal shelter shall mean any facility operated by a humane society, or governmental agency or its authorized agents, that legally impounds stray, homeless, abandoned or unwanted animals for care, confinement, return to owner, adoption or euthanasia.

Sec. 10-2. Enforcement of Chapter.

(A) Enforcement of this chapter shall be the responsibility of the Supervisor of Animal Control, his/her designee, or a police officer.

(B) Any animal control officer or police officer shall have the authority to issue citations for any violations of this chapter. If the person being cited is not present, the animal control officer may send the citation to the alleged offender by registered or certified mail.

(C) It shall be unlawful for any person to interfere with any animal control officer in the performance of his/her duties. *(End of Description)*

Several sections of the Code of Ordinances detail the Animal Control Officer's enforcement responsibilities:

- Sec. 10-3. Running at large prohibited.
- Sec. 10-4. Vaccination of dogs and cats; certificate required.
- Sec. 10-5. Impoundment and violation notice.
- Sec. 10-6. Animal adoptions.
- Sec. 10-7. Licensing of dogs and cats.
- Sec. 10-8. Animal care.
- Sec. 10-9. Nuisance prohibited.
- Sec. 10-10. Keeping of wild or vicious animals.
- Sec. 10-11. Control of vicious animals.
- Sec. 10-12. Dogs that are a danger to persons.
- Sec. 10-13. Sanitary conditions.
- Sec. 10-14. Reports of contagious disease, exposure to rabies and quarantine procedures.
- Sec. 10-15. Penalty for violations.
- Sec. 10-16. Keeping of livestock.
- Sec. 10-17. Keeping of fowl.
- Sec. 10-18. Permit for FFA and 4H projects; rodeos, livestock shows, and other outdoor entertainment.
- Secs. 10-19—10-30. Reserved.

Sections 10-31 through 10-39 deal with Beekeeping.

The primary responsibilities of Animal Services is to enforce animal-related ordinances. These offenses are defined as municipal ordinance violations and, "any animal control officer or police officer shall have the authority to issue citations for any violations of this chapter. If the person being cited is not present, the animal control officer may send the citation to the alleged offender by registered or certified mail." The responsibilities of the Animal Control Officer and the Animal Shelter Attendant/ACO's are also outlined within their job descriptions.

For the most part, the general public has some knowledge about animal-related ordinances and/or Animal Services. The agency promotes its services and ordinance compliance primarily through field officers making public contacts, the Animal Services website, citizen contacts via the animal shelter or media exposure.

All staff members whom are assigned to field-related duties also contribute to performing animal care and cleaning tasks. The agency certainly provides more services and attention to the animals in their care than most government-operated shelters. Such enhancements do not come without a cost; the agency's staff, based upon it's current limits, has been tasked with doing more with less staff. The current situation has negatively impacted field services, which has contributed to the continued influx of animals that the shelter impounds annually. With the increased focus on shelter operations, field services has been mostly

reactive. There is little offered in the way of proactive community “policing” and the enforcement of ordinances seems to be a non-priority. As an example, in the previous two fiscal years, the agency has responded to 1,453 ACO-related calls. During those same periods, the agency issued only one warning and seven citations. Based upon those numbers, either the agency is gaining a high percentage of citizen compliance, or the agency is increasingly lax in ordinance enforcement. The Evaluator, based upon the on-site review, believes that the latter is occurring. In that regard, the full-time Animal Control Officer expressed a desire to be relieved from shelter duties in order to focus entirely on field operations. The Evaluator shares that desire.



FSDV - Unit 50

The agency may best be described as a “full service” operation. The agency’s primary enforcement responsibilities include complaints involving dogs running at large, vaccination and licensing issues, animal care, nuisances, keeping/control of wild or vicious animals, sanitary conditions, potential rabies exposure, and the keeping of livestock or fowl. The agency also responds to noise nuisance animal complaints, offers a trap loan program and picks up and disposes of dead domestic animals.

Response is determined by existing ordinance, the amount and quality of information available regarding the problem, the ability to respond based on workload and staffing levels, and the type of response requested by the complainant. Response is largely dictated by shelter-related responsibilities. During the on-site review, the Police Department contacted the shelter regarding two dogs fighting. The Animal Control Officer was very slow to react and did not feel comfortable responding alone due to her lack of training. The ACO contacted one of the Animal Shelter Attendant/ACO’s working at the shelter to respond to the call with her (the ACO advised the Evaluator that the other shelter workers get “upset” whenever she has to call away a Animal Shelter Attendant/ACO to assist her). With the lag in response, the call finally ended up being cancelled by the Police Department. For many complaints, the agency attempts to avoid a response altogether; a previous dog-at-large call went largely ignored. The ACO, instead of responding, contacted Public Works for a phone number to the residence in which the animal was observed to be at-large. The ACO made contact with the resident, and they confirmed that they did not own the dog which was described involved in the complaint. When the Evaluator asked the ACO as to when she would respond to the complaint, the ACO advised that non-priority calls were allowed to hold-over until the ACO was finished with her shelter-related (cat room) tasks.

Animal Services also transports injured or sick animals, during and after operational hours. Blankets/towels are available to minimize damage in transporting an injured animal to a veterinary clinic. Officers are not allowed to euthanize animals in the field; only those ACO's certified in animal euthanasia by the state of Texas are allowed to perform those tasks.

The agency performs its own cruelty and neglect investigations. The full-time ACO has yet to receive training in cruelty investigations. The Police Department provides emergency backup for Animal Services; all of the staff members interviewed felt confident with their service. The Animal Shelter Attendant/ACO's offer support to the full-time ACO when required (the ACO will sometimes need to wait for the Animal Shelter Attendant/ACO's to finish with their shelter-related duties before they can assist in the field).

All officers are encouraged to educate first, then cite last. The issuance of citations are at the discretion of the ACO's, based on the severity of the situation. The full-time ACO has not yet been certified in order to issue citations.

The lack of a computer-aided dispatching system greatly diminishes enforcement activities. Under the current system, prior complaints and infractions must be checked manually (complaints are typically not researched prior to dispatch). While the ShelterManager.com service has the ability of tracking the history of complaints, the agency does not utilize the service to its full potential. The agency has limited access researching field complaints that are stored within the previous shelter software program. Within ShelterManager.com, addresses can be "flagged" for problem citizens, but again, the service is not utilized in that manner.

Whenever officers issue citations in the field, they have no idea as to the violator's criminal disposition since the agency does not have access to a criminal record's database (access varies from state to state; it is fairly common in some areas of the United States for Animal Control agencies to have access to a criminal records database, usually when affiliated with a Police Department; such a database serves as a valuable tool in researching prior criminal convictions and outstanding warrants).

Employees are not permitted to issue citations until mandated training is completed. Officers are allowed to void citations under certain circumstances (compliance is "gained"). There are no ticket quotas, and citation statistics are not utilized in any evaluation process. There is a written warning system currently in place (door tags), however, field follow-up is only performed when time permits. In the majority of situations, officers provide follow-up on their own pending cases (the full-time ACO has designed her own follow-up forms).

Animal Handling Techniques

The Evaluator did have an opportunity to view the full-time ACO in capture situations. While each officer has his/her own techniques or style, it appears that the Animal Control Officer does not possess adequate officer safety and animal handling skills.

Based on interviews and on-site evaluations, the Evaluator felt that those staff members observed treated animals in a humane and professional manner. No improper animal handling techniques were observed.

The Texas Basic ACO Certification training offers first aid for injured animals, along with training on what methods are used to protect the handler from injury.

Animals are not euthanized in the field, so injured/ill animals must be transported to the animal shelter or to a local veterinary hospital for evaluation.



FSDV - Unit 224

Chemical Capture

The agency does not currently utilize a tranquilizer system.

Report Writing

The Evaluator determined that report writing within the agency is not common. The reports that are completed are inclusive of written information or research. The Phone Call Book and the Activity Report/Truck Logs are kept to document service calls. The current dispatching system logs the incoming complaint date and time, however, case numbers are not assigned to every service call. Officers also write narratives in support of investigations, confrontations or other unusual circumstance. Common reports include door tags, animal bite reports, Activity Report/Truck Logs, incident reports, rabies quarantine forms/checklist and citations.

The ShelterManager.com service has the ability of tracking the history of complaints. Currently, only “major” complaints/investigations are entered into the service (typically neglect/welfare checks). Microsoft Word is also sometimes used to generate written report narratives.

Since the Evaluator spent a minimal amount of time observing field personnel and their working conditions, it is unknown if the majority of ACO’s possess the necessary skills in report writing and investigations.

Animal Bites

The agency is responsible for enforcing ordinances pertaining to animal bites. An animal is quarantined when the investigation and physical evidence confirms that a bite has occurred. Home quarantine is allowed under certain circumstances (currently vaccinated

for rabies, animal was not running at large). All other animals must be impounded at a licensed veterinary clinic or the animal shelter. The agency offers the following document regarding the handling of rabies quarantine:

VII. Rabies Quarantine

All animals that bite or scratch a human must be quarantined appropriately by State Law and Local Ordinance.

1. If the animal is a dog, place it in the designated rabies quarantine cage.
2. If the animal is a cat, place it in the designated rabies quarantine cage.
3. All animals in the shelter for rabies quarantine should not have contact with other animals, and have little contact with humans. Only Animal Control Officers or shelter personnel with current rabies vaccination should be allowed to handle the animal.
4. It should be determined whether that animal will be in quarantine for 10 days, or if the animal will be euthanized upon admission to the shelter, the head removed and sent to the Texas Department of Health for rabies testing.

A. Quarantine Procedures:

1. All animals under quarantine will be kept behind double doors, secure from the general public and other animals.
2. The animals will not be removed from the kennel during cleaning. Use caution during cleaning and while feeding and replacing the water.
3. The animal will be checked at 8:00 a.m. and 5:00 p.m. each day that it is in quarantine. Its health will be documented on a log sheet attached to the intake form.
4. If the animal should become ill during the quarantine period, it will be euthanized and the head shipped to TDSHS for rabies testing.
5. On the tenth day, or as soon after as possible, should the animal have remained healthy, it will be transported to the veterinarian for a final check up and a rabies vaccination will be given if it is not current. (No animal will be given a rabies vaccination during the quarantine period.)
6. The animal may be released to the owner after all the appropriate fees have been paid according to Resolution 00-18.
7. In general, an animal will not be eligible for adoption post quarantine unless there are special circumstances to the bite. The decision to make the animal available for adoption must be cleared through the Animal Services Supervisor. If an animal is made available for adoption, the person adopting must be advised of the bite and sign a waiver. (*End of Description*)

It should be noted that the rabies quarantine document was undated. The Evaluator also suspects that the document is incomplete, since there is a section "A", but no other sections follow. In addition, the document states that "only Animal Control Officers or shelter personnel with current rabies vaccination should be allowed to handle the animal." Based upon on-site interviews, none of the current staff was confirmed to have received the rabies prophylaxis.

Per City ordinance:

- Bite shall mean the puncturing or tearing of the skin by an animal's teeth.
- Local rabies authority shall be a person appointed by the municipality. The animal services director or supervisor shall serve as the local rabies authority.
- Observation period shall mean the ten days following a bite incident during which the biting animal's health status must be monitored. The ten-day observation period will begin on the day of the bite incident.
- Possible exposure to rabies shall mean the receipt of a bite or scratch from any warm-blooded animal (animal to human or animal to animal) and is reason to suspect exposure to rabies.
- Quarantine shall mean strict confinement of an animal for observation:
 - (1) On the private premises of the animal's owner or at a facility approved by the LRCA or designee; and
 - (2) Under restraint by closed cage or padlock or in any other manner approved by board rules.
- Rabies shall mean an acute viral disease of human and animal affecting the central nervous system and usually transmitted by an animal bite.
- Scratch shall mean a scrape left by the claws or nails of an animal and of sufficient severity so as to break the skin and draw blood.

Sec. 10-14. Reports of contagious disease, exposure to rabies and quarantine procedures.

(A) The supervisor or designee of animal control shall have the authority to order the quarantine of animals responsible for bite incidents or suspected of having any zoonotic disease that is considered to be a hazard to the human population or other animals.

(B) Any animal that bites a human or attacks another animal in an unnatural manner or has rabies or any other zoonotic disease shall be immediately confined by the owner, who shall notify animal control of the place where such animal is confined and the reason therefore.

The owner shall not permit such animal to come in contact with any other person or animal.

The owner shall surrender possession of an animal that:

- (1) Is reported to be rabid or to have exposed an individual to rabies;
- (2) The owner knows or suspects is rabid or has exposed an individual to rabies; or
- (3) The owner who is unable to produce certification of current rabies vaccination.

(End of Description)

The agency is responsible for investigating all potential rabies exposures within their jurisdiction. Dogs and cats are held in isolation for 10 days; this duration of quarantine corresponds with AVMA recommendations. Wild animals are euthanized by lethal injection and sent to the state lab for testing.

The City of Lockhart Ordinances

The Lockhart Code of Ordinances, Part 2, Chapter 10 - Animals and Beekeeping, was last revised in March of 2021 (Section 10-5 was amended on March 16, 2021). The Animal

Services Supervisor has been relied upon in the past concerning ordinance recommendations. It is recommended that Animal Control ordinances undergo a comprehensive review at least every two years.

Based upon the ordinance review, the Evaluator believes that the current codes are well written and are appropriate for the size of population served. However, the City should consider additional ordinances to address the anticipated population growth of the community. While the City retains a rural “feel”, the migration of citizens from Austin and surrounding cities will only create future conflict between “rural” and “city” attitudes towards animals. In that regard, the Evaluator would recommend the following ordinance additions:



Sally Port

Animal Limitations

Jurisdictions enact animal limitation ordinances as a means of curbing pet overpopulation and nuisance complaints and to prevent the proliferation of so-called animal hoarders. Animal hoarders, commonly called collectors, are usually well-meaning but misguided individuals who accumulate dozens or even hundreds of animals to save them from being euthanized or otherwise killed; they commonly lose control of their situation and end up cruelly mistreating animals by keeping them in squalid, overcrowded conditions. In some cases the resulting odors become so strong that people in neighboring properties are affected.

To work well, animal limitation laws should have a grandfather clause as well as allow for ownership of a greater number of animals - through a mechanism such as a kennel license or special use permit - provided that zoning laws are obeyed and animal care standards are met. Caretakers of feral cat colonies or animal rescue organizations with an active animal rescue organization license issued by the Animal Services could be exempt from the animal limits requirement.

As an example, the City of Olathe, Kansas (where the ACCA home office is located) offers the following ordinance:

8.10.060 Limitations Upon Ownership.

No person, residential premises or household shall have, hold, maintain or contain more than a combined total of four (4) dogs and cats over (4) months of age within the City of Olathe, except as authorized by Special Animal Permit.

A Special Animal Permit is required for any resident who wants to keep or harbor animals as identified in Section 18.50.030 of the Unified Development Ordinance. A new permit is required when you have any change of animals or increase to the number of animals. A new permit is required if the animals are moved to a different property. A Special Animal Permit is not required to own, keep or harbor animals, on property zoned for agriculture or commercial uses.

18.50.030. Animals.

A. Applicability.

1. This section applies to the keeping of animals. The keeping of animals is also subject to the provisions of Title 8 of the Municipal Code.

2. Keeping of animals is subject to the standards set out in this section. For purposes of this section, "large farm animal" means horses, ponies, cows, hogs, pigs and other similarly sized animals and "small farm animal" means chickens, rabbits, pygmy goats and other similarly sized animals.

Type	Lot Size	Special Animal Permit Required	*Maximum Number of Animals Allowed
Large Farm Animals	< 3 acres	Yes	1 per acre
Large Farm Animals	3 acres or more	No	1 per acre
Small Farm Animals	< 3 acres	Yes	10 animals; roosters prohibited
Small Farm Animals	3 acres or more	No	No Maximum
Bees	< 3 acres	Yes	2 Beehives
Bees	3 acres or more	No	No Maximum
Dogs and Cats over 4 months in age* (other domestic pets do not require a permit)	Any Size Lot	Yes, for any combination of more than 4 dogs or cats over 4 months in age.	If a permit is required, the maximum number of dogs and/or cats will be identified on the permit.

**Provided, that all requirements of this Section of the UDO and Title 8 of the Municipal Code are met, it is permissible to keep a combination of different animals; provided, that the maximum allowed of any one type of animal is not exceeded.*

B. Requirements.

The following requirements apply to all lots:

1. Minimum Yard Setback Requirements.

- Chicken coops, chicken tractors, and all other animal enclosures is six (6) feet.
- Beehives, stand, or apiary is fifteen (15) feet.

2. Farm Animal Enclosures.

Animals must be kept in an enclosed structure or area located in the side or rear yard of the principal dwelling and are not permitted to roam unsupervised outside of the enclosure.

a. Enclosures which are open to the sky must consist of a wall or fence of sufficient height to contain the animals.

b. Enclosures for chickens and rabbits must be a minimum of two (2) square feet per animal and include a run.

c. No chicken coop, chicken tractor or other small farm animal enclosure will exceed eighty-four (84) square feet unless authorized by a special animal permit.

3. Keeping of Bees

a. Fresh, clean water must be kept within twenty (20) feet of the hive, stand, or apiary.

b. The owner of any hive or apiary will install and maintain a flyway barrier six (6) feet in height consisting of a solid wall, fence, vegetation or combination thereof that is parallel to the property line and that extends ten (10) feet beyond the hive or apiary in each direction so that all bees are forced to fly at an elevation of at least six (6) feet above ground level over property lines in the vicinity of the hive or apiary.

C. Special Animal Permit Process.

1. Approval. A special animal permit will be issued if an applicant is in compliance with all requirements of this Section of the UDO and Title 8 of the Municipal Code. Additional conditions, consistent with the standards in this Section, may be imposed on the permit by the Planning Official. These may include, but are not limited to, size of enclosures, lot requirements, and limitation on the number or type of animals.

2. Term. Permits are valid for a period of five (5) years unless otherwise specified on the permit by the Planning Official.

3. Appeal. An applicant aggrieved by a final decision by the Planning Official may appeal to the Board of Zoning Appeals (see Section 18.40.220).

4. Revocation.

a. The Planning Official may revoke a special animal permit if the permittee has violated any condition of the permit, Title 8 of the Olathe Municipal Code, or any other applicable Olathe Municipal Code or UDO provisions.

b. The Planning Official will send notice of intent to revoke to the permittee identifying the violation(s).

c. A permittee will have thirty (30) days from the date of the notice to request reconsideration by the Planning Official.

d. The Planning Official will inform the permittee within ten (10) days of receipt of the permittee's request for reconsideration whether the special animal permit was revoked. If revoked, the date of revocation will be provided.

e. If the permittee does not request reconsideration within thirty (30) days of receipt of the notice of intent to revoke, the permit will be revoked effective thirty-one (31) days after the notice of intent to revoke was sent.

f. A permittee who has a special animal permit revoked must wait six (6) months from the date of revocation before submitting a new special animal permit application. (*End of Description*)

Breeding Restrictions

Based upon the numbers of animals impounded annually, the City of Lockhart and Caldwell County should consider restrictions on the breeding of dogs and cats. The following are examples of laws already enacted:

City of San Antonio, Texas

Sec. 5-105. - Litter permit; sterilization required for violation.

Any person whose female dog or cat has a litter must obtain a litter permit prior to the litter's birth. One (1) litter permit shall be required for each whelping female dog or cat. No female dog or cat shall whelp more than one (1) litter over a twelve (12) month period of time.

(1) If an owner violates this section, the owner shall be required to sterilize the whelping dog or cat and each litter member within sixty (60) days of receiving a citation for violation of this section. It shall be the owner's responsibility to provide to the department proof of sterilization of the whelping dog or cat and each litter member prior to the required deadline. The department has the authority to extend or exempt this requirement if proof of need (such as medical necessity) is provided.

(2) An owner in violation of this section shall not dispose of or divest ownership of the whelping mother or any member of the litter until the sterilization requirement is met and the department has received proof of sterilization.

(3) This section does not apply to caretakers of feral cat colonies or animal rescue organizations with an active animal rescue organization license issued by the department.

Unified Government of Wyandotte County/Kansas City, Kansas

Sec. 7-267. - Spaying and neutering.

(A) Legislative findings. It is the purpose of this section to promote the health, safety and general welfare of the residents of the city by reducing the number of stray dogs and cats. The unified government board of commissioners finds that each year, thousands of dogs and cats are euthanized in the city because they are not wanted. It is the purpose of this section to eliminate the excessive number of unwanted animals and thereby stop the needless killing of these animals by restricting the breeding practices of pet owners and breeders through legislation that is both reasonable and enforceable.

(B) Prohibition. It shall be unlawful to own, possess or keep in the city any dog or cat over the age of six months that has not been spayed or neutered, except as provided in subsection (c) of this section.

(C) Exceptions. The prohibition contained in subsection (b) of this section shall not apply:

(1) If a licensed veterinarian states in writing that an animal is unfit to undergo the required surgical procedure because of risk to the animal's health.



Overnight Holding

(2) If the owner of the animal annually obtains a permit from the animal shelter to possess an animal that is not neutered. The permit shall be issued or renewed only if the director of animal control determines that the following conditions have been met:

- a. The animal is examined regularly by a licensed veterinarian;
- b. The animal is vaccinated annually for rabies and other common diseases;
- c. The animal is housed properly;
- d. The owner has not had more than two violations of the provisions of this chapter in the preceding 24 months;
- e. The owner pays a permit fee established by the county administrator. The fee is intended to cover a portion of the cost that the unified government currently incurs for each unwanted animal impounded and euthanized;

(3) If an animal is temporarily in the city to participate in a show or event sponsored by a sanctioned animal organization;

(4) If an animal is owned, possessed or kept in the city for fewer than 30 days in a one-year period. *(End of Description)*

Community Cat Management

During the on-site visit, the Evaluator was astonished regarding the number of cats that were observed roaming in the community. In order to protect feral, stray and owned cats, local governments should require the vaccination and licensing of all cats in their community. The law should also require that all owned cats be identified with a traceable license, microchip, or tattoo so as to identify them from feral cats. Another option provides an incentive to cat licensing: A cat owner may voluntarily obtain a license for their cat. If the cat owner voluntarily purchases a cat license, then the cat owner would be eligible to receive a voucher for the spay/neuter of their animal. Caretakers of feral cat colonies or animal rescue organizations with an active animal rescue organization license issued by Animal Services could be exempt from the licensing requirement.

In an effort to address the cat overpopulation issue, the City of Lockhart and Caldwell County should partner and collaborate with local organizations and veterinarians in order to manage cats in the community. Per the ICMA Managing Community Cats - A Guide for Municipal Leaders:

Local officials and agencies are mandated to protect public health and safety by managing animal control issues such as zoonotic diseases, nuisance animals, and animals running at large. Agencies also commonly receive calls from constituents about community cats.

The issue of managing community cats can create unnecessary conflict. Dissent often arises among neighbors; between cat advocates and wildlife advocates; and among animal care and control leaders, local government leaders, and their constituents.

Often excluded from animal care and control budgets and mandates, community cats might not be managed by field officers who neither have the training to handle them nor a holding space to house them. Whether by choice or regulation, many animal care

agencies deal with community cats only when there is a specific nuisance complaint about them or concern for their welfare.

In past decades, many local governments approached community cat populations using solutions like trap and remove, which usually involves killing the trapped cats. Those conventional approaches are now widely recognized as mostly ineffective and unable to address the larger community animal issue. New research (Hurley and Levy, 2013) reveals that this non-targeted, selective response to a population which is reproducing at high rates doesn't help to reduce cat populations and nuisances in our communities, improve cat welfare, further public health and safety, or mitigate the real impact of cats on wildlife.

Instead, sterilization and vaccination programs, such as trap-neuter-return (TNR), are being implemented to manage cat populations in communities across the country. Well-managed TNR programs offer a humane and proven way to resolve conflicts, reduce population, and prevent disease outbreaks by including vaccinations against rabies and other potential diseases. This guide provides you with the tools and information you need to implement a well-planned and effective community cat management program.

Each community is different. There is no one size-fits-all solution for managing community cats. Stakeholders must work together to create programs that address specific needs and maximize their community's available resources. By working together, municipal agencies, shelters, veterinarians, and cat rescue groups can humanely reduce community cat populations while protecting the public, cats, and wildlife. The returns are plentiful: fewer free-roaming cats; lower cat intake and euthanasia; municipal cost savings; greater volunteer participation; more adoptions; better use of limited shelter, animal control, and public health resources; increased goodwill towards shelters; and more lives saved.

"Carroll County has a law that is in effect in Hampstead, which states that if you care for an animal for more than three days, the animal is considered yours. Therefore, anyone caring for feral cats for more than three days would be considered their owner and if it were more than three cats, that person would be in violation of the Hampstead limit of three cats. The code change I proposed and got passed exempted persons participating in a TNR program with continued care of feral cats from the limit of three cats. This allowed citizens to participate in the TNR programs and management of feral cat populations." Wayne H. Thomas, Councilman, Hampstead, Maryland

Long-term solutions like TNR may sound expensive, but they usually end up costing less than repeated cycles of trap-house-euthanize. TNR is a long-term investment in a community. The cost of TNR is often covered out-of-pocket by individuals who care about community cats and by nonprofit organizations.

But animal care and control agencies and nonprofit organizations with self-funded TNR programs have often found the cost of TNR less expensive than admitting, holding, euthanizing, and disposing of healthy cats. The money saved can be put towards more TNR. There are also many grant opportunities available for targeted TNR programs that

can offset budgets and improve efforts.

Trap-Neuter-Return and its variants are non-lethal strategies intended to reduce the numbers of community cats, improve the health and safety of cats, and reduce impacts on wildlife. At minimum, TNR community cats are spayed or neutered so they can no longer reproduce, vaccinated against rabies, marked to identify them as sterilized (the universally recognized sign of a sterilized cat is an ear-tip, a surgical removal of the top quarter inch of the of the cat's ear, typically the left), and returned to their home territory. Community-wide TNR programs are effective because they:

- Vaccinate cats against rabies (and other diseases, depending on available resources), decreasing public health and safety risks.
- Create an immediate reduction in population when kittens young enough to be socialized and friendly stray cats are removed.
- Lead to long-term management, reduction, and eventual elimination of outdoor cat populations.
- Potentially save or better allocate municipal funds associated with trapping, holding, euthanizing, and disposing of community cats because trapping is typically done by volunteers.
- Further save funds by reducing the flood of kittens into shelters each spring and fall kitten season.
- Decrease nuisance complaints by eliminating or dramatically reducing noise from cat fighting and mating and odor from unneutered male cats spraying urine to mark their territory.
- Attract volunteers, gain caretaker cooperation, and create goodwill for shelters and animal control agencies (if the cats were going to be harmed, there would be few volunteers willing to participate).
- Bring in sources of private funding from nonprofits and individuals willing to pay for the cats' spay/neuter surgeries and care.
- Allow private nonprofit organizations that help community cats and volunteers to mediate conflicts between the cats and residents of surrounding communities.
- Maintain the health of colony cats (cats living together in a given territory) and allow caretakers to trap new cats who join the colony for TNR or adoption. (*End of Description*)

Legal Impoundment Period

Per the Lockhart Code of Ordinances, Section 10-5, amended on March 16, 2021:

“Any impounded cat, dog, or other domestic animal shall be kept for not fewer than three business days unless sooner reclaimed by its owner, except under quarantine. Upon expiration of such three business days, title to and ownership of any such animal not reclaimed shall pass to and vest in the City.”

The Evaluator felt that the average holding time for strays is consistent with other Animal Control agencies. However, the Evaluator would recommend:

- While not specifically stated in the ordinance, the impound periods for animals should begin at the exact time when the animal is impounded. The impound periods should include only those business days when the shelter is open and the animal owner has an opportunity to search for, or reclaim, his/her lost animal. Such procedures are consistent with other animal control agencies.
- For impounded “owned” animals, identifiers such as licenses, microchips, rabies tags, personal ID tags, tattoos, known owner addresses, etc. should qualify the animal as “owned” and not a stray. Any “owned” animal should be held a longer impound period than stray animals.
- The recommendation for the stray hold period is 3 business days; for “owned” animals, the recommendation is 5 business days. A business day should be defined as a day that the shelter is open to the public, per established and advertised visiting hours.

In addition, the hold period for Caldwell County animals impounded at the facility should mirror the City’s legal hold period.

As stated previously, the Evaluator recommends that Animal Control ordinances undergo a comprehensive review at least every two years. Within the Animal Control profession, it has been determined that animal ordinances should:

- Address local animal problems.
- Be enforced with available resources or with resources that can reasonably be expected to be budgeted by local government.
- Be accepted by a large majority of the public.

Whenever an ordinance needs to be revised, government should hear testimony via the public hearing process or citizen feedback forms from any citizen or group concerned about any aspect of animals.

It has determined that the most effective ordinances are those that are easy to read and understand - by Animal Control, the prosecutor, the judge, and the general public. Wide sweeping statements do not belong in the law; they are vague and unenforceable. As an example, do not say “it is unlawful to be cruel to an animal” unless you add:

- By failing to provide potable water.
- By depriving it of proper nutrition.
- By failing to provide medical care.
- By failing to provide proper shelter.

Make it clear that neglecting any one of these can be a violation. The owner does not have to violate all of them in order to be guilty of cruelty. Be specific!

The ordinance should state each violation in simple, clear words. For instance, stating that an animal owner must “not allow an accumulation of feces” is not specific. Instead, write something such as, “Feces must be removed a minimum of every 24 hours.” This informs the pet owner specifically what is required and a violation is easily proven.

When the agency has written its proposed ordinance, the City or County Attorney should approve the format and wording. It is important, however, that the intent remains as written.

Once the legal format is approved, the new ordinance must have the full support of government and the animal community before it is to be introduced into law.

Courtroom Procedures

The Evaluator was unable to observe courtroom testimony during the evaluation process. Staff members advised that court appearances are rarely required. Animal Services is involved primarily with the City of Lockhart Municipal Court, while County District Court is utilized for animal cruelty/neglect charges (felony). The mission of Municipal Court is to “interpret and adjudicate applicable state laws, and to support the local community by providing efficient and effective services through the promotion of justice. We seek to serve the citizens of Lockhart in an accountable, efficient, and independent manner. In addition to providing fair and equal access to all citizens of Lockhart, we also strive to facilitate the timely disposition of cases with prompt and courteous service.”

Violations involve court dates and/or fines. Per the Schedule of Acceptable Fines:

- No Proof of Sterilization; No City License; No Proof of Rabies Vaccination - \$164.00
- Running at Large - \$309.00
- 2nd of subsequent violations - Contact Court
- Any violations not listed contact the Court listed above. Court appearances are mandatory and failing to appear may result in additional charges being filed against you.
- Juveniles under the age of 17 years old must be accompanied to court by a parent/legal guardian. Juveniles must appear before the Judge.
- You may pay your fine in person, by mail, or via internet by your appearance date on the citation. The court accepts cash, local checks, money orders, cashier's checks, and Visa or MasterCard as forms of payment.

Per Municipal Court Manager Erin Westmoreland, “The violator may pay their citation prior to the court date and without seeing a judge if they so choose. If the violator is on the scene they are required to sign the citation if the ACO is a licensed peace officer; however, the ACO’s in the past have mailed a copy of the citation to the violator and then bring the court the original. When that is done we enter the citation in our system and the violator is mailed a notice to appear.”

Officers are summoned to appear when violations are contested and are allowed to interview witnesses prior to their testimony (typically during the investigative process). Before the date of testifying, officers must retrieve a copy of relevant reports and become familiar with the content in order to be prepared for court. Officers are required to have all pertinent information/evidence available at that time. Physical evidence is controlled by the Police Department, while animals as evidence (alive or dead) are controlled by Animal Services. Both agencies are charged with maintaining the chain of custody.

Workers face disciplinary action for missing court appearances. Field personnel are compensated for time spent in court. The full-time Animal Control Officer advised that the proper attire for court is their agency-issued uniform shirt.

The Texas Basic ACO Certification training offers training regarding the documentation of animal cruelty evidence and courtroom procedures. The Animal Control Officer is not offered a digital/video camera to assist in documenting serious crimes for evidence.

Recommendations

5.01 The agency should establish written policies defining current service delivery and complaint disposition. *Rating: 1*

5.02 Animal Services should annually review its call prioritization program to assure timely response to important calls and a reasonable response to non-priority calls. Citizens should be informed of the approximate time for calls that are not critical. *Rating: 1*

5.03 Utilizing the Animal Control Officer for shelter-related duties promotes delays in field service delivery and limits proactive enforcement. The agency should release the ACO from these assignments. The ACO should not be utilized as a shelter worker unless serious staffing deficiencies exist. *Rating: 3*

5.04 As future increases in population and staffing levels occur, the agency should introduce total weekend (Saturday and Sunday) field service. *Rating: Ongoing*

5.05 Uniform apparel should be offered to all field officers in an effort to provide an upgraded “professional look.” Written regulations regarding uniforms and personal appearance should be developed. *Rating: 3*

5.06 All animal containment units should be fitted with temperature gauges, which may be monitored by officers within the cab of each truck. *Rating: 1*

5.07 The agency’s phone number and related public service announcements should be predominately displayed on the outside of all vehicles. *Rating: 3*

5.08 Department vehicles should be kept clean and organized. Animal compartments should be cleaned and disinfected after every “unloading” to prevent the spread of disease. Policies should be established which dictates a set maximum period animals are confined on the FSDV. *Rating: 1*

5.09 Since several Animal Services-related deaths have involved personnel being struck by vehicles, ACCA endorses the use of red or blue lights, where available for use by law. All FSDV’s should be equipped with fire extinguishers and human first aid kits. *Rating: 1*

5.10 Field personnel should be polled as to their acceptance of bullet-proof vests. This equipment should be purchased if endorsed by officers. *Rating: 2*

5.11 The agency should implement an “on-call” risk policy for those employees that respond to emergency calls. *Rating: 1*

5.12 Field Officers should be offered a digital/video camera to assist in documenting serious crimes for evidence. *Rating: 2*

5.13 It is imperative that Animal Services personnel have access to safe and modern equipment. The agency should solicit input from field personnel on what types of equipment upgrades they require. All equipment should be inspected regularly for damage/deterioration. All vehicles should be provided with the same type of equipment. *Rating: 2*

5.14 A structured Field Training Program should be introduced. Field personnel should be properly trained on the use of equipment, report writing, animal cruelty/neglect, officer safety procedures, court testimony and investigative techniques. All officers should be certified in order to issue citations. Such training should be documented. *Rating: 2*

5.15 ACCA recommends that Animal Control ordinances undergo a comprehensive review at least once every 2 years. *Rating: Ongoing*

5.16 The City should consider additional ordinances to address the anticipated population growth of the community. In that regard, the Evaluator would recommend the following ordinance additions: 1) Animal limitations; 2) Breeding restrictions, and; 3) Community cat management. *Rating: 3*

5.17 The impound periods for animals should begin at the exact time when the animal is impounded. The recommendation for the stray hold period is 3 business days; for “owned” animals, the recommendation is 5 business days. A business day should be defined as a day that the shelter is open to the public, per established and advertised visiting hours. In addition, the hold period for Caldwell County animals impounded at the facility should mirror the City’s legal hold period. *Rating: 1*

Lockhart Animal Shelter Performance Measures Fiscal Year 2018-2019													
					Summary								
										Animal			
	Animals	Animals	Dogs/Puppies	Cats/Kittens	Dog/Cat	ACO	Warnings	Citations	Citations	Adoption	License	Annual	Lifetime
	to Shelter	from Shelter	End of Month	End of Month	Complaints	Calls	ACO	From ACO	from Shelter	Fees	Fees	Licenses	Licenses
October	208	164	54	23	56	76	0	0	0	440.00	1,218.50	7	1
November	160	179	50	11	42	47	0	0	0	360.00	729.50	7	8
December	152	162	44	8	72	78	0	3	0	300.00	294.50	1	1
January	186	188	38	9	69	86	0	0	0	210.00	210.00	6	1
February	182	169	53	11	59	65	0	0	0	205.00	370.00	12	5
March	246	223	68	15	58	72	0	0	0	465.00	789.00	7	4
April	222	250	41	19	65	70	0	0	0	440.00	613.50	5	0
May	303	285	47	26	49	71	0	0	0	325.00	609.00	4	1
June	323	314	39	45	57	76	0	0	0	255.00	620.00	2	1
July	187	202	40	27	40	60	0	0	0	350.00	439.50	1	2
August	260	226	52	49	45	80	0	0	0	135.00	579.00	2	1
September	149	202	40	12	48	62	0	0	0	67.00	324.50	1	1
Total	2578	2564	566	255	660	843	0	3	0	\$ 3,552.00	\$ 6,797.00	55	26
October - \$1143.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$628.00/Intakes include 1 raccoon (euth)													
November - \$554.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$770.00													
December - \$269.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$705.00/Intakes include 1 opossum (euth); 1 bat (DOA)													
January - \$155.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$1280.00/Intakes include 1 pig (RTO); 1 bat (DOA)													
February - \$270.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$505.00/Intakes include 1 bird (euth); 1 bat (euth & test)													
March - \$669.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$667.00													
April - \$568.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$270.00													
May - \$554.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$1514.00/Intakes include 1 pig (rescued)													
June - \$585.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$255.00													
July - \$399.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$500.00/Intakes include 1 bat (euth & test)													
August - \$554.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$3837.50/Intakes include 1 deer (euth)													
September - \$299.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$2820.00/Intakes include 1 bird (euth); 1 bat (euth & test)													

Lockhart Animal Shelter Performance Measures Fiscal Year 2019-2020													
					Summary								
										Animal			
	Animals	Animals	Dogs/Puppies	Cats/Kittens	Dog/Cat Complaints	ACO	Warnings ACO	Citations	Citations	Adoption	License	Annual	Lifetime
	to Shelter	from Shelter	End of Month	End of Month		Calls		From ACO	from Shelter	Fees	Fees	Licenses	Licenses
October	191	185	48	13	77	101	0	1	0	407.50	510.00	2	2
November	147	138	45	14	39	51	1	0	0	267.00	210.00	0	0
December	194	194	55	11	35	38	0	0	0	40.00	355.00	5	1
January	173	187	52	4	61	70	0	0	0	40.00	494.00	6	0
February	109	122	35	11	48	56	0	0	0	220.00	963.00	5	5
March	172	170	42	7	58	65	0	3	2	0.00	564.50	3	1
April	141	143	25	20	27	36	0	0	0	40.00	389.50	0	1
May	169	162	27	30	20	30	0	0	0	0.00	419.00	0	0
June	171	163	28	31	18	23	0	0	0	80.00	752.50	0	1
July	140	157	24	18	42	47	0	0	0	40.00	200.00	0	0
August	178	175	25	23	36	48	0	0	0	0.00	210.00	1	0
September	190	173	30	36	36	45	0	0	0	100.00	767.50	3	2
Total	1975	1969	436	218	497	610	1	4	2	\$ 1,234.50	\$ 5,835.00	25	13
October - \$480.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$1365.00/Intakes include 1 Bat (euth & test)													
November - \$210.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$522.00/Intakes include 1 Bat (DOA - test)													
December - \$295.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$1299.55													
January - \$434.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$225.00/Intakes include 1 Ferret (rescued)													
February - \$833.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$440.00													
March - \$519.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$200.00/Intakes include 2 Bats (euth & test)													
April - \$374.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$250.00/ACO Calls are low due to Covid-19													
May - \$419.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$400.00/ACO Calls are low due to Covid-19													
June - \$737.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$1200.00/Intakes include 1 fox (euth)/ACO Calls are low due to Covid-19													
July - \$200.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations - \$100.00/ACO Calls are low due to Covid-19													
August - \$200.00 of License Fees are Return to Owner/Owner Surrender Fees/Donations - \$200.00/Intakes include 1 skunk (rescued)													
September - \$707.50 of License Fees are Return to Owner/Owner Surrender Fees/Donations = \$2575.00													

[illegible]

FIELD OPERATIONS SURVEY

- Survey was distributed to 119 cities with a population of 10,001 to 25,000.
- Population of the City of Lockhart, Texas is estimated to be 14,133 (2019).
- Agency contact/population information was obtained from the Texas Municipal League.
- Any data submitted after June 24, 2021 is not included within this summary.

Survey questions were limited to the following:

- Animal Control Officer work hours and days of service to your community.
- Number of Animal Control Officers on your staff, to include administrative support.
- Current budget allocations for your animal control operations.
- City/County hold periods for stray versus owned dogs and cats.

Survey results, answered in the order listed above:

Town of Addison, Texas (population: 16,263)

- 7 days a week; 10 hour shifts, 8am - 6pm.
- 1 ACO Supervisor, 2 ACO officers.
- \$59,000 not including personnel costs (salary, benefits, etc).
- 3 days/stray; 7 days/owned.

City of Andrews, Texas (population: 14,109)

- Animal Control is available 24 hours a day.
- 3 staff members.
- Stray, 3 days; owned, 6 days.

City of Athens, Texas (population: 13,121)

- Work hours are typically 8am - 5pm Mon-Fri.
- 2 employees, 1 as ACO and Lt. Keith as administrative support
- \$56,494 employee salary and benefits, \$4600 Supplies, \$67,275 Contractual Service (Shelter and other), Capital Outlay \$29,000.
- City of Athens Animal Control does not hold any animals, they are taken to the shelter where the hold period for unowned Stray is a minimum of 72 hours, owner surrender is immediately up to the shelter, and owned animals are held until reclaimed.

City of Belton, Texas (population: 24,610)

- Mon-Fri 8am - 5pm, with occasional Saturdays.
- 2 (they also handle Code Enforcement so part of their salaries are in CE budget).
- \$102,747.
- All cats and dogs are held for 72 hours so the owner can reclaim. If one of the days is a Sunday or holiday it is held an additional 24 hours. All animals are scanned and if they have a microchip the owner or person on the microchip will be contacted. If the animal is a repeat offender the staff may contact the owner. If the owner is incarcerated the animal is held at no cost until they are released from jail and reclaim them. If the owner is deceased the next of kin is notified to come and claim the animal. There are a few

exception to the rule. If the animal is badly injured euthanasia maybe required. Stray feral cats that are involved in bites and there is no owner they maybe euthanized for public safety and rabies testing.

City of Boerne, Texas (population: 18,232)

- M-F 9am - 5pm; Saturday 9am - 3pm; Sundays and any hours outside of normal business hours are by on-call only.
- 3 ACO's and 2 shelter technicians = total of 5 staff
- \$389,583.
- The City hold period for stray or unlicensed animals is 3 days. If the animal is licensed the hold is 5 days.

City of Borger, Texas (population: 13,251)

- Our work hours are from 8am - 5pm Monday-Friday and one employee is on call 24-7, for a period of two weeks at a time, that alternates between the three employees. The Animal Shelter is open from 10am - 5pm Monday thru Friday.
- The City of Borger currently employees two animal control officers and one animal control supervisor. The Animal Services Division is under the supervision of the Support Services Lieutenant at the Borger Police Department.
- The total department budget for 2020-2021 is \$267,443.00. Of this budget \$183,665 is salary and benefits. The rest of the budget is for services, maintenance, operational, and capital expenditures.
- The current hold periods in the city is three (3) full days not counting the date of impoundment for an animal that doesn't have identification or a microchip. If an animal is microchipped or has identification the hold period is five (5) full days not counting the date of impoundment.

City of Brenham, Texas (population: 17,863)

- The City of Brenham has two (2) Animal Control Officers that work Monday thru Friday, 8am to 5pm. One Officer is on call for emergencies during off duty hours.
- Please see attached addendum related to the current budget.
- The City's stray hold for pet without ID is a minimum of 3 days (72 hours) and 7 days for animals with an ID.

City of Brownwood, Texas (population: 19,288)

- ACO's work 7am to 5pm daily; every day.
- We staff 2 ACO's and they are supervised by our P.D. Administrative Lieutenant.
- The animal control budget is absorbed into the PD budget and is not set aside for detail inspection. We do fund every aspect however; i.e. training and annual conference, equipment such as catch poles, pepper sprays and dart gun supplies, uniforms, cat and dog food for traps, rabies testing, salary and benefits.
- The minimum hold is 72 hours for any animal. They strive to find owners and pets that are loved are usually picked up within that time. The shelter strives to be a 'no kill' shelter so they have kept animals almost indefinitely. Their rate of transfer to other facilities is also high to keep the animals in circulation for adoption.

City of Buda, Texas (population: 16,906)

- Monday – Friday, 8am – 5pm (available for call outs).
- One ACO.
- Total budget to include salary, supplies, services, etc for FY 2021 is \$116,185.
- Three days for both. An owner can reclaim sooner, but after three days all animals can be prepared for adoption.

City of Burkburnett, Texas (population: 11,270)

- Monday-Friday 8pm-5pm. Weekends PRN.
- 1 ACO / • \$2,500.00 / • 10 days

City of Canyon, Texas (population: 15,953)

- We have 1 Animal Control Officer and she works normal business hours. But is available for call-outs if needed. The ACO works out of the Canyon Police Department. She reports to and is supervised by the Patrol Lieutenant.
- The Police Department budget does not have a specific line item for Animal Control. Expenses for Animal Control such as food, equipment, veterinary charges and shelter charges are taken from the appropriate line item in the overall budget. The City of Canyon has temporary holding facilities where animals are held for a very short time. This is usually only used for animals awaiting transport to the shelter or while the ACO tries to return the animal to the owner. This is where our food and some equipment costs come in. Since October 2020, we have spent \$200.00 on food and equipment, \$885.00 on shelter fees and \$273.00 on Veterinarian Fees. The shelter costs are: Administrative Fee, \$15.00; Daily Fee, \$5.00; Euthanasia Fee, \$15.00.
- According to our agreement for shelter services with the City of Amarillo, the shelter will hold un-tagged/un-microchipped animals for 72 hours. Animals with a tag or microchip will be held for 7 days.

City of Celina, Texas (population: 20,070)

(Contracts with Collin County for Animal Services, both field and shelter services)

- Normal business hours and days for Animal Control: Monday closed – emergency calls only; Tuesday-Sunday 8am - 5pm regular calls; Emergency calls – on-call officer and Supervisor/Lead available 24 hours a day/7 days a week/365 days a year.
- 4 Full Time Field Officers; 1 Full Time Lead Field Officer; 1 Supervisor (works both Field and Shelter – so consider PT for Field); 1 Admin Secretary (works both Field and Shelter – so consider PT for Field); 2 Vet Tech (work for both Field and Shelter – so consider each as PT for Field as they process all of the animals that are brought in by field personnel to include record entry).
- See addendum for a copy of the budget.
- See addendum for a copy of the hold periods.

City of Crowley, Texas (population: 16,460)

- ACO 1 works Sunday thru Thursday 9am – 6pm; ACO 2 works Tuesday thru Saturday 9am – 6pm; ACO's rotate ON CALL weekly - one week on, one week off; Anything after 6pm and before 9am is after-hours; Each call from dispatch (Police Department) is worth 2 hours of overtime; When ACO is on call, he/she receives an additional \$100 for that week whether he/she is called out or not.
- Supervisor and two full time animal control officers (3).
- \$272,856 (including employee salaries).
- 72 hours for strays; no hold time for owner surrendered animals; 10 days minimum for seized animals (i.e. owner was arrested, hospitalized or animal is impounded as a result of an active cruelty investigation).

City of El Campo, Texas (population: 11,766)

- We currently have two designated Animal Control Officers. They are available Mon-Fri 8am - 5pm.
- The animal control budget is approx. \$3,000-\$4,500 maybe more/less depending on donations from the public.
- The state law on strays is a 72 hour hold period before placing for adoption, euthanizing or sending to rescue. If an animal is owner surrendered (signed over by owner) they are available for adoption, rescue or euthanasia immediately. If we know who the owner is but cannot get in contact with them, then we observe the stray animal 72 hour rule.

City of Fair Oaks Ranch, Texas (population: 10,042)

- See addendum.

City of Fredericksburg, Texas (population: 11,496)

- They work a typical 40 hour work week with some overtime on weekends.
- We have three Licensed Animal Control Officers and they rotate duties from kennel to patrol.
- Facility and operations are budgeted at \$58,000, not including employee compensation.
- State mandates minimum hold requirements. Once an animal reaches that time it depends on how it is evaluated for adoption to determine how long it remains before being euthanized.

City of Freeport, Texas (population: 12,802)

- Animal Control Officer hours of operation are 6am - 6pm.
- City of Freeport Police Department employs two Animal Control Officers.
- City of Freeport Police Department allocates \$2,000.00 for supplies for Animal Control Officers and \$1,000.00 for Veterinary Fees per fiscal year.
- City of Freeport Police Department Policy for Animal Holds is as follows: Stray cats/dogs are held for 72 hours; Cats/Dogs that are located with owners are not held and are returned to the owner at the earliest opportunity; "Owner Surrenders" are not accepted.

City of Gainesville, Texas (population: 16,886)

- The City of Gainesville currently has one animal control officer that works Monday-Friday from 7:00am to 3:00pm. An additional position has recently been added that will work a tentative schedule of Wednesday through Sunday from 11:00am to 7:00pm.
- There will be two animal control officers after the additional position is staffed. The unit is supervised by the Support Services Captain in the Police Department who has a variety of other responsibilities.
- The current animal control budget for operations is \$43,000 annually but approximately 96% of that is paid to Noah's Ark, a publicly funded 501(c)(3) corporation that operates independently from the City of Gainesville. The City of Gainesville also has a Public Assistance Fund for Noah's Ark that contains fees collected with utility bills to assist with shelter operations. This account has \$105,000 available annually and Noah's Ark is paid \$150 for each animal they handle at the shelter.
- The City places an administrative 24-hour hold on animals that appear to be stray and a 72-hour hold on animals that appear to have an owner. Noah's Ark's general policy is to hold all animals for 72 hours while trying to establish ownership and then they go through the process of preparing the animal for adoption unless it is obviously unfit for adoption, such as an aggressive animal.

City of Gatesville, Texas (population: 15,985)

- The City of Gatesville currently employs two Animal Control Officers who work a total of 40 hours per week, Monday through Friday. They also rotate a cleaning/feeding schedule on weekends, which usually involves approximately two hours per day.
- Our current budget allocation for Animal Control Operations is \$6000.00 per year. Current salary information is as follows: Officer 1-\$31,928; Officer 2-\$31,720.
- All animals that are impounded at the shelter, except those that are owner surrenders, are held for a minimum of three days. Some are held longer depending on the total population at the shelter at that time. After the required hold, many of our animals are either adopted or sent to outside rescue organizations.

City of Highland Village, Texas (population: 16,668)

- Our Animal Control Officer works from 8am until 5pm, Monday through Friday.
- We have one full-time Animal Control Officer. He reports directly to the Police Department and the ACO's supervisor has some training in his basic job function as well, and will help him out from time to time with both field and administrative duties.
- Our budget for operations for FY2020 was \$54,848. That does not include our Animal Control Officer's salary.
- If the owner is unknown, the hold period is three business days. If the owner is known, the hold period is seven business days.

City of Humble, Texas (population: 16,041)

- Monday thru Friday 7am - 4pm.
- 1 Full-time ACO, 1 Full-time Kennel Attendant and 1 Part-Time Kennel Attendant.
- \$306,950.00.
- 72 hours.

City of Katy, Texas (population: 21,729)

- Generally, Monday – Friday (they alternate weekends for tending to pets and emergency calls for service). The schedule fluctuates as needed. Part-Time staff fills-in on vacations and when Full-Time staff is on vacation.
- 2 Full-Time staff (Animal Control Supervisor and Animal Control Officer); 1 Part-Time staff (Animal Control Officer); Full Time staff works a minimum 40 hours per week; Animal Control is available 365 days out of the year for emergencies.
- Budget - see addendum.
- Hold periods are looked at as unregistered or registered animals. By city ordinance, it is three days hold for unregistered and seven days for registered animals. The Mayor put in a temporary order, so currently, all animals are held for seven days.

City of La Marque, Texas (population: 17,319)

- Utilizes Galveston County for Animal Services (see addendum).

City of Lakeway, Texas (population: 15,981)

- The Animal Control Officer works Tuesday- Friday 7am - 5pm. The officers cover any animal control issues in the officer's absence.
- Currently, we have one officer.
- \$7,000 – annually. Salary range: Police Officer/Animal Protection (sworn peace officer), Minimum \$56,500, Maximum \$78,818. See addendum for further information.
- SECTION 4.02.0204 LENGTH OF IMPOUNDMENT - The City shall keep a dog or cat impounded for three (3) days before disposing of said dog or cat without the consent of the owner. If the owner is arrested, the City shall keep a dog or cat impounded for seven (7) days before disposing of said dog or cat without the consent of the owner.
- SECTION 4.02.0205 IMPOUNDED ANIMAL BECOMES PROPERTY OF CITY - Any animal impounded in the animal shelter for a period exceeding the times laid out in this Chapter shall become the property of the City of Lakeway and may be placed with a rescue organization or another animal shelter.

City of Leon Valley, Texas (population: 12,306)

- Two Officers - One works Tuesday through Saturday, and the other works Sunday through Thursday. They provide their own admin support.
- They are peace officers. The budget is incorporated into the police budget.
- We hold animals for five days either way.

City of Live Oak, Texas (population: 16,499)

- Our Animal Care Officers work Monday through Friday and have office hours for one officer Saturday from 8am to 2pm. Their doors are open from 10am to 2pm. One officer also comes in on Sunday for 2 hours to clean and feed our animals. Then we have one officer who is on call all the time.
- One ACO Supervisor and 2 ACO's, supervised by our Police Department.
- \$300,727.
- Our hold periods for any animals with no ID is 3 days. On the 4th day they become ours and we put them up for adoption or farm them out to some of the more active shelters in

San Antonio. If an animal comes in with any indication that they are owned, groomed, chipped, or any identification they get held for 5 days and on the 6th day they go up for adoption.

City of Manvel, Texas (population: 12,671)

- Manvel does not have an Animal Control department or officers. Either Police Department or Public Works employees assist with animal calls.
- How long we hold an animal, depends on the situation. If we feel it is abandoned or a stray, we transport as soon as the facility can take it. If we feel it is just lost and we can reunite it with an owner, we can hold it up to 72 hours.

City of Murphy, Texas (population: 20,673)

- ACO's work four 9-hour days and one 4-hour day. The shelter is open to the community Monday - Saturday.
- We currently have 2 Animal Control Officers.
- The current budget for the Animal Control unit is \$191,875.00.
- Hold periods are 3 days for strays with no owner, and 7 days when the owner is known.

City of Pampa, Texas (population: 18,401)

- Monday-Friday officer works 7am - 4pm, and 10am - 7am an officer on each shift. Saturday-Sunday 8am - 5pm. We have at least one officer working the street these hours subject to emergency call back for animal bites and injured animals through the police department.
- 6 officer's including 1 supervisor; we average 4 officers Monday through Friday, 2 on the street, 2 in the shelter cleaning and operating the shelter itself, plus opening and closing 12pm - 6pm, plus supervisor. 2 officers on weekend, one in shelter cleaning and opening 3pm - 5pm. 4,000 hrs of part time labor at 20 hrs per person a week used where needed for support. A very active volunteer group.
- \$515,000.
- No county ordinances. City 72-hour stray hold, 6 full days if owned.

City of Port Neches, Texas (population: 13,601)

- Port Neches Animal Control is scheduled Monday – Friday 8:00am to 5:00pm, and can be called out after-hours, on weekends, and on City Holidays as needed.
- We have (1) Animal Control Officer on staff. Although no official administrative support is assigned to him, phone messages are occasionally taken by the Municipal Court or Police administrative support staff when needed.
- \$15,000 is allocated to go toward a shared crematorium and small animal shelter that we share with a neighboring city.
- Stray dogs are held for (3) three days, and owner surrender dogs are euthanized immediately. We do not hold cats due to the fact that our facility is not equipped with cages to that can hold them.

City of Portland, Texas (population: 20,165)

- We currently have 3 animal control officers and 1 code enforcement/animal control supervisor, under the direction of a Police LT. Some administrative support is offered by the Administration Division Coordinator and a Police Clerk. We do not have kennel technicians – all officers are responsible for taking care of the feeding, shelter cleaning and maintenance.
- Schedule for animal control: 3 officers working 10 hours Monday through Sunday, with officers scheduled around the busiest days, allowing for certain duties to be done together on Thursdays, such as major case review, deep cleaning of shelter, additional animal microchipping, etc. The schedule gives 6 days off at one time, but also requires an 8 day stint in the same month. The supervisor works Monday - Friday, and is very active, assisting and answering calls with them as needed.
- 2021-2022 has not been finalized and not currently available for release.
- City ordinance requires us to hold all impounded/stray animals for 72 hours. We have always held our animals far longer than required. We have a very low euthanasia rate that includes (mostly) very sick or vicious animals. Most of our animals are sent to rescues as soon as possible. We are very active on Facebook, posting animals for adoption, lost animals, etc.

City of Robinson, Texas (population: 11,926)

- Our ACO works M-F, 8am - 5pm, on-call after-hours and weekends.
- We have 1 Full-time ACO, 1 back-up ACO (sworn police officer) and 1 Administrator.
- We currently budget the following: ACO supplies - \$1,050 annually; Boarding - \$35,619 annually; Education - \$1,000 annually.
- The hold period for strays is 72 hours, we do not intake cats. We do provide owner reclaims, where a \$50 reclaim fee is paid to the City.

City of Saginaw, Texas (population: 23,090)

- Animal Services Manager 0700-1700 M-T, 0700-1100 Friday, off Saturday and Sunday; ACO 0730-1700 M-T, 0800-1400 Saturday, off Friday and Sunday; ACO 0800-1730 M-T, 0730-1330 Friday, off Saturday and Sunday; We do offer emergency calls after-hours. ACO's are on call 2 week rotations and respond to emergency calls 24 hours a day. The ASM is not required to pull on-call, however if an ACO is on light-duty or injured the ASM will pull on-call rotations until the officer is back to full duty.
- We currently have 1 Animal Services Manager/ACO (patrols, and fills in where needed), 2 ACO's, 1 Full-time Shelter Technician, 1 Part-time Shelter Technician, 1 Adoption/Rescue Coordinator (6 total staff members).
- \$360,120 total budget; \$61,115 (minus salaries and insurance).
- Per ordinance we are required to hold animals 72 hours from the point of contact if the owner is known (if owner calls on hour 71 we will extend the hold time another 72 hours).

City of Seabrook, Texas (population: 14,291)

- AC Supervisor: 8-5 Monday-Friday; ACO: Tuesday-Friday 9-5, Saturday 8:30-4:30; Animal Shelter Attendant: Saturday-Monday 8:30-2:30 (not an officer but added it just in case).

- 1 Animal Control Supervisor/ACO on staff, 1 ACO, 1 Animal Shelter Attendant
- See addendum for a copy of the budget.
- City hold periods: 72 hour hold period for strays. If a stray animal has contact information via tag or microchip and contact is made with the owner, animal will be held indefinitely until owner can pick up. If owner cannot be contacted, animal will be held 72 hours after exhausting all efforts to contact the owner. We do not accept owner surrenders, but owned animals may come in through an arrest or death. Animals coming in through an arrest will be held indefinitely until the arrestee or next of kin picks up the animal, or the arrestee signs the animal over to the city. In the event of an animal owner's death, the animal will be held up to 7 days after exhausting all efforts to contact next of kin for pick up.

City of Selma, Texas (population: 11,132)

- Monday – Friday, 8:00am – 5:00pm.
- We have one (1) public works technician that is designated as our Animal Control Officer. Our on-call Public Works technician (rotates weekly) also serves as the after-hours animal control designee.
- \$2,000 plus salary for one (1) animal control officer/public works technician.
- Strays: Three (3) Days; Owned: Five (5) Days.

City of Snyder, Texas (population: 11,768)

- Our animal control officers work Monday thru Friday 8am - 5pm with lunch hour off. The two animal control officers rotate coming in on weekends to take care of the animals.
- We have two full time animal control officers. Normally one stays in the office taking care of animals and customers and the other is answering calls and picking up animals.
- The 2019-2020 budget for Snyder's Animal Control is \$210,330.00. We also currently maintain two animal control trucks.
- Holds for animals picked up and turned in by owners are kept 72 hours; if a dog has tags when found it can be kept up to 6 days.

City of Stephenville, Texas (population: 21,247)

- Rotating schedule matching patrol, 7 days a week, 7am to 7pm.
- 2 field officers reporting to Police Department patrol chain of command.
- \$25,000 for Animal Shelter, 1 Fleet Unit, gas and oil etc., and uniforms are absorbed from Patrol Budget and are not broken into line-item amounts.
- The contracted shelter at Stephenville Animal Services follows the minimum stray hold of 72 hours, however, attempts to hold for 5 days based on available kennel space. Surrender animals have no hold prior to adoption availability.

City of Taylor, Texas (population: 17,383)

- 40 Hour work week, 7 days week.
- 1 ACO supervisor, 1 ACO officer, and a Police Commander oversees ACO division.
- See addendum.
- City hold. Taylor Animal Shelter is a no-kill shelter. We only euthanize if the animal is ill, injured, or vicious.

City of Universal City, Texas (population: 20,890)

- Our Officers work Monday thru Friday from 8am - 5pm. The shelter is open the 2nd and 3rd Saturday of each month from 8am - 3pm, so on those weeks the officers that are working that weekend take a day off during the week. We provide services to the community 7 days a week, 365 days a year. During normal business hours we will respond to all complaints for loose animals, bites, wildlife, welfare concerns, and noise disturbances. During nights and weekends, we only respond to emergency calls, that are routed through our Police Departments Dispatch. This can include police assists, bites, injured animals, and aggressive dogs.
- Our facility has 1 full time Animal Control Officer Manager, who reports to the Director of Public Works. Our facility has 4 full time Animal Control Officers who handle both field duties and shelter duties. Of the 4, 2 of the ACO's are Senior Animal Control Officers, who are responsible for administrative paperwork, supervisory duties, and handle the Manager's tasks when the Manager is off. Our facility has a part-time Adoption Counselor/Front Desk receptionist. This person works 3 days a week, and on the weekends the facility is open to the public.
- Our budget for 2021 totaled \$545,298 - see below for current budget allocations.
- Our facility only houses animals that are impounded within our City limits. We do not contract out our space to other agencies. Owner Surrender Dogs/Cats: We accept owner surrender animals if the person is a current resident of our City (must show proof of residency) and only space permitting. If our facility is full, we can request the pet owner to hold off on the owner surrendering process, until we have the space, or give them options to the various rescue groups in the area and suggest we should be the last option. Owner Surrenders can be placed for adoption immediately after vaccinations are given. There is no firm holding period of the length of stay for animals while at our facility. Stray Dogs/Cats: We only take strays that are found within our City limits. Strays are required to be accepted, even if our facility is full. A stray animal that is impounded with no collar, microchip, or tags is held for 3 business days (not including the day of impound). A stray animal that is impounded with either a collar, microchip, or tags is held for 5 business days (not including the day of impound). After the animals holding period the animal is evaluated and is either placed for adoption or humanely euthanized. Once an animal is placed for adoption there is no firm holding period. We do work with surrounding shelters and will "swap" some animals at times in order to try to get them adopted.

2021 Budget Allocations (These figures change year-to-year, depending on circumstances: Payroll expenses - \$345,829; Travel - \$2500; Uniform Allowance - \$3,334; Uniform Maintenance - \$2,700; Training - \$1,825; Telephones - \$10,100; Cell phones - \$2,960; Postage - \$1,990; Printing - \$4,150; Subscriptions - \$360; Electricity - \$24,500; Gas Expense - \$500; Maintenance Vehicles - \$2,000; Maintenance of Other Equip - \$7,995; Maintenance of Building - \$23,742; Physical Exams - \$1,990; Equipment Rental - \$0; Other Contract Services - \$33,765; Operating Supplies - \$12,200; Volunteer Supplies - \$1,300; Gasoline Expenses - \$2,600; Office Supplies - \$3,000; Janitorial Supplies & kennel disinfectant - \$6,000; Bldg & Structure - \$30,000; Other Equipment - \$9,958; Other - \$10,000.

Our budget for 2021 totaled \$545,298; however this does NOT include any veterinary expenses for the animals. Our City is very lucky to have a humane organization called Homes for the Homeless that pays ALL the veterinary expenses for the animals. This includes all vaccines, heartworm test, FEIV\FIV, all spay/neuters, surgeries (within reason), blood work, x-rays, dental work, you name it, they cover it. If medical expenses are too costly, we may opt for euthanasia. All adoption fees collected go straight to their 501C3 organization which is a drop in the bucket compared to what they pay. The vet expenses for our shelter for 2020 ran approximately \$26,933.51 for the year. These costs will vary greatly depending on animal intake and their policies of what they treat/don't treat.

City of Uvalde, Texas (population: 16,540)

- Sgt. and a Lt. at the Police Department oversee our Animal Control Officers. Our ACOs work Monday thru Friday, 8 hours. We have two Animal Control Officers. Our officer who is on call during the week come in from 8am - 5pm, and they have to come in Saturday and Sunday twice a day to clean and feed the animals in our facility. They are given 4 hours of overtime for the weekend for the rinse and feed and any other if they are called out for emergency traffic during the week and on the weekends. The officer who is not on call comes in from 7am - to 4pm. And each officer gets an hour for lunch.
- Not able to provide a number on a budget, because we do not have a specific budget just for Animal Control.
- We hold animal strays for a minimum of 4 days and a maximum of 10 days. We have a great working relationship with our Human Society so if a dog or cat can be rescued, they rescue the animals on the last day we can hold them. This has helped us so much that we are not having to euthanize the animals as much.

City of Watauga, Texas (population: 24,629)

- Officers currently work 8am - 5pm, M-S.
- We utilize 1 ACO Supervisor, 2 ACO's, 1 F/T Kennel Tech and 1 F/T Admin Assistant.
- Approximately \$28,000.00 for supplies and operational expenses excluding staff costs and utilities.
- Strays, 96 hours excluding days the facility is closed. Owned animals held until owner can pick up if owner is known. Stray/Unknown owner 4 days.

City of West University Place, Texas (population: 15,741)

- 40 hours per week.
- 1 staff member.
- \$42,500 to \$61,700.
- 3 days.

City of Brenham

City of Brenham FY20-21 Budget

Dept 154 Animal Services

The two (2) primary programs administered by Animal Services cover Animal Control and Pet Adoption. Animal Control provides both field services and operates the intake counter at the shelter. The main function of Animal Control is to promote the health and safety of both animals and humans. Animal Control Officers respond to a variety of calls such as animal bites, dogs running at large, and animal neglect.

The Pet Adoption side of Animal Services works toward finding homes for animals that have been surrendered or picked up as stray by Animal Control. This is accomplished through education, community events, and working with transfer partners to place animals in permanent homes. Additionally, the Animal Services Specialist works with volunteers to socialize animals housed at the shelter and fosters who take animals into their own home to prepare animals for adoption. The Animal Services Manager works on social media sites, as well as with local media to spotlight animals for adoption.

All Animal Services staff educate the public on spay/neuter to help reduce the number of unwanted animals, and to improve quality of life for Brenham citizens.

Programs and Services

ANIMAL CONTROL	FIELD SERVICES	ANIMAL BITES - ASOs respond to animal bites during regular and after hours. The main function of Animal Services is to control rabies. This is accomplished by identifying the bite animal and quarantining that animal for 10 days.
		DOG AT LARGE - ASOs respond to dogs running at large. Dogs running loose on city streets create a hazard not only for the animal, but vehicles on the road. Dogs impounded on these calls are brought to the shelter for safekeeping.
		NEGLECT/CRUELTY - ASOs respond to calls concerning neglect and cruelty. Depending on the severity of the situation, citations are issued, or a seizure warrant is obtained through the municipal court to take custody of the animal until the court makes a decision on custody of the animal(s). Less severe cases are resolved through education to keep the animal(s) in their current home.
		MULTI ANIMAL PERMIT - Anyone with more than 4 animals in the City must apply for a multi animal permit. ASOs inspect the health and conditions in the home before issuing the permit.
		PATROLLING - ASOs patrol the city limits for animal issues such as dogs running at large.
		DANGEROUS DOGS - ASOs investigate complaints of dangerous dogs. Statements are taken from both parties, a report is written and submitted to Municipal Court for a final disposition.
		BARKING DOGS - ASOs investigate barking dog complaints.
	INTAKE	STRAY/SURRENDER - ASOs take in both stray and owner surrendered animals from the city limits and the county at the intake counter in animal control. Additionally, they counsel pet owners on options other than surrender of the pet.
PET ADOPTION		RECLAIM - ASOs follow all possible leads to locate the owner of animals impounded at the shelter. The animals are reclaimed by the owner, and obtain rabies vaccines and city licenses when necessary.
		PET ADOPTION - The Brenham Pet Adoption Center holds cats, dogs, and pocket pets that become available for adoption from owner surrenders and stray animals.
		EVENTS - The Brenham Pet Adoption Center has multiple adoption and microchip events each year both at the shelter and at businesses in the community.
		EDUCATION - The Pet Adoption Center educates the public on pet care through social media and events.
		TRANSFER PARTNERS & VOLUNTEERS - The Animal Services Specialist works with rescues throughout the country to place homeless pets, and coordinates the volunteer program.

Health & Welfare

General Fund

Fund 101

City of Brenham

City of Brenham FY20-21 Budget

DEPT 154

Goals and Objectives

Key goals and objectives for the Department include:

PLAN 2040

GOAL

- Protect the public's health and safety from vicious, sick and injured animals; GC3
- Educate the public about responsible animal care and ownership; GC3
- Reduce the number of unwanted animals in the community; GC3
- Enforce animal control ordinances; GC3
- Investigate reports of cruelty and neglect of animals; and GC3
- Meet the elements of the Human Animal Support Services model. GC3

Expenditures Summary

CATEGORY	FY19	FY20		FY20	FY21
	ACTUAL	BUDGET (O)	BUDGET (A)	RAE	BUDGET
PERSONNEL	352,087	418,143	415,052	375,304	365,287
SUPPLIES	84,887	85,475	85,755	71,081	72,500
MAINTENANCE	9,259	1,000	2,800	10,250	6,300
SERVICES	155,069	102,000	102,591	97,602	106,454
CAPITAL OUTLAY	-	-	-	-	-
SUNDRIES	8,600	8,610	9,030	8,760	9,156
TOTAL DEPT 154 BEFORE ADJ	609,902	615,228	615,228	562,997	559,697
PERSONNEL - ACCRUED COMP	(975)	-	-	-	-
TOTAL DEPT 154 AFTER ADJ	608,927	615,228	615,228	562,997	559,697
FTE COUNT	7.72	8.00	8.00	8.00	8.00

Decision Packages in FY21 Budget

DESCRIPTION	\$ AMOUNT
NONE	

Output Measures

	FY19	FY20	FY21 TARGET
Animal Control Total Intake - CITY	698	430	375
Animal Control Total Intake - COUNTY	563	229	200
Animal Shelter Surrendered - CITY	99	85	70
Animal Shelter Surrendered - COUNTY	189	65	200
Bite Cases - CITY	51	40	45
Bite Cases - COUNTY	53	51	50
Animals Adopted	659	406	400
Animals Reclaimed	191	126	150
Animals Rescued	35	36	45
Animals Euthanized - BEHAVIOR*	69	41	50
Animals Euthanized - BITE*	35	12	20
Animals Euthanized - FERAL*	58	26	20
Animals Euthanized - HEALTH*	106	45	45

* BEGAN TRACKING REASON FOR EUTHANSIA ON JANUARY 1, 2019

Fund 101

General Fund

City of Brenham

City of Brenham FY20-21 Budget

Expenditures Detail

DEPT 154

GL#	DESCRIPTION	CATEGORY	FY19 ACTUAL	FY20		FY20 RAE	FY21 BUDGET
				BUDGET (O)	BUDGET (A)		
5-154-101.00	SALARIES & WAGES	PERSONNEL	236,728	275,098	275,098	256,922	246,135
5-154-102.00	OVERTIME PAY	PERSONNEL	8,307	17,000	17,000	8,000	17,000
5-154-103.00	OASDI/MEDICARE	PERSONNEL	18,374	23,101	23,101	20,506	20,813
5-154-103.02	MATCHING RETIREMENT	PERSONNEL	23,938	27,729	27,729	24,575	25,356
5-154-105.00	LONGEVITY PAY	PERSONNEL	1,008	1,418	1,418	1,222	600
5-154-105.03	STANDBY	PERSONNEL	7,577	8,150	8,150	8,150	8,150
5-154-106.00	MEDICAL INSURANCE	PERSONNEL	48,094	52,022	48,931	47,401	41,669
5-154-106.01	LIFE INSURANCE	PERSONNEL	857	931	931	886	823
5-154-106.02	LONG TERM DISABILITY	PERSONNEL	475	517	517	491	455
5-154-107.00	WORKERS' COMPENSATION	PERSONNEL	5,753	6,872	6,872	7,151	4,286
5-154-116.00	SALARIES/WAGES CONTINGE	PERSONNEL	-	5,305	5,305	-	-
5-154-118.00	ACCRUED COMP TIME	PERSONNEL	975	-	-	-	-
5-154-201.00	CHEMICALS	SUPPLIES	273	500	500	600	500
5-154-202.00	FUEL	SUPPLIES	3,711	4,300	4,300	3,204	4,000
5-154-203.00	TOOLS/SMALL EQUIPMENT	SUPPLIES	2,831	2,800	2,800	500	1,100
5-154-204.00	POSTAGE & FREIGHT	SUPPLIES	307	1,750	1,750	1,750	1,750
5-154-205.00	OFFICE SUPPLIES	SUPPLIES	870	1,500	1,500	1,200	1,700
5-154-206.00	EMPLOYEE RELATIONS	SUPPLIES	376	600	600	400	400
5-154-207.00	REPRODUCTION & PRINTING	SUPPLIES	2,302	2,000	2,000	2,000	2,000
5-154-208.00	CLOTHING/PERS PROTECTIVE	SUPPLIES	3,378	2,500	2,500	3,100	3,000
5-154-209.00	EDUCATIONAL	SUPPLIES	-	-	-	35	-
5-154-210.00	BOTANICAL & AGRICULTURAL	SUPPLIES	3	-	-	-	-
5-154-211.00	CLEANING AND JANITORIAL	SUPPLIES	4,706	12,800	12,800	8,400	8,400
5-154-212.00	COMPUTER EQUIPMENT & SL	SUPPLIES	1,452	1,600	1,600	1,300	4,000
5-154-213.00	COMMUNICATIONS EQUIPMI	SUPPLIES	27	-	30	29	-
5-154-215.00	ANIMAL CONTRL/SHELTER SL	SUPPLIES	43,132	45,000	45,000	40,000	45,000
5-154-218.00	PHOTOGRAPHY	SUPPLIES	-	300	300	-	-
5-154-221.00	SAFETY/FIRST AID SUPPLIES	SUPPLIES	115	150	150	160	150
5-154-223.00	SMALL APPLIANCES	SUPPLIES	431	1,000	1,000	-	-
5-154-250.00	OTHER SUPPLIES	SUPPLIES	316	250	500	537	500
5-154-303.00	VEHICLES/LARGE EQUIPMENT	MAINTENANCE	2,447	1,000	1,000	1,000	1,000
5-154-310.00	LAND/GROUNDS	MAINTENANCE	-	-	-	2,275	-
5-154-312.00	BUILDINGS/APPLIANCES	MAINTENANCE	6,812	-	1,800	6,975	5,300

General Fund

Fund 101

City of Brenham

City of Brenham FY20-21 Budget

DEPT 154

Expenditures Detail (continued)

General Fund

GL#	DESCRIPTION	CATEGORY	FY19	FY20		FY20	FY21
			ACTUAL	BUDGET (O)	BUDGET (A)	RAE	BUDGET
5-154-401.00	ELECTRICAL	SERVICES	17,789	18,200	18,200	18,710	19,271
5-154-403.00	TELEPHONE	SERVICES	2,936	3,000	3,000	2,938	3,026
5-154-404.00	GAS	SERVICES	3,730	4,000	4,000	2,685	2,984
5-154-405.00	WATER	SERVICES	1,627	2,000	2,000	1,874	1,930
5-154-405.50	DRAINAGE CHARGE	SERVICES	-	-	591	591	787
5-154-406.00	SEWER	SERVICES	1,318	1,500	1,500	1,015	1,046
5-154-406.50	GARBAGE	SERVICES	1,159	1,200	1,200	690	-
5-154-408.00	RENTAL & LEASES	SERVICES	-	-	-	-	-
5-154-409.00	ADVERTISEMENTS/LEGAL NO	SERVICES	225	2,000	2,000	500	1,000
5-154-415.00	JANITORIAL SERVICES	SERVICES	2,654	4,000	4,000	1,000	1,000
5-154-416.00	VETERINARIAN SERVICES	SERVICES	16,702	9,000	9,000	16,000	17,000
5-154-417.00	CITY LICENSE-VET EXP	SERVICES	1,260	600	600	99	-
5-154-417.50	ANIMAL ADOPTION COUPON	SERVICES	51,766	40,000	40,000	35,000	40,000
5-154-422.00	CONTRACT LABOR	SERVICES	12,404	-	-	-	-
5-154-424.00	SERVICE CONTRACTS	SERVICES	10,161	13,000	13,000	13,000	14,850
5-154-442.00	CONTRACT MOWING	SERVICES	1,563	2,000	2,000	2,000	2,060
5-154-450.00	OTHER SERVICES	SERVICES	29,776	1,500	1,500	1,500	1,500
5-154-702.00	BUILDINGS	SUPPLIES	19,110	6,625	6,625	6,625	-
5-154-712.00	OFFICE FURNITURE/EQUIPME	SUPPLIES	1,547	-	-	-	-
5-154-714.00	RADIOS/RADAR/CAMERAS	SUPPLIES	-	1,800	1,800	1,241	-
5-154-901.00	LIAB/CASUALTY INSURANCE	SUNDRIES	5,907	6,210	6,560	6,559	6,756
5-154-908.00	SEMINARS/MEMBERSHIP/TR	SUNDRIES	2,320	2,200	2,200	2,000	2,200
5-154-908.10	MILEAGE	SUNDRIES	104	200	200	-	-
5-154-910.00	BOARD/CMTTEE/VOLNTR REL	SUNDRIES	135	-	70	200	200
5-154-950.00	OTHER SUNDRY	SUNDRIES	134	-	-	1	-
TOTAL DEPT 154 BEFORE ADJ			609,902	615,228	615,228	562,997	559,697
ACCRUED COMP			(975)	-	-	-	-
TOTAL DEPT 154 AFTER ADJ			608,927	615,228	615,228	562,997	559,697

Personnel

POSITION TITLE	SALARY	
	GRADE	FTES
ANIMAL SERVICES MANAGER	26	1.00
ANIMAL SERVICES SPECIALIST	22	1.00
ANIMAL CONTROL OFFICER	16	2.00
ANIMAL SHELTER MAINTENANCE WORKER	13	3.00
PART-TIME STAFF		1.00
FY19-20 BUDGET		8.00
FY19-20 BUDGET		8.00

Fund 101

City of Celina/Collin County

Collin County, Texas

Animal Services Impounded Animal Holding

Purpose: The purpose of this policy is to establish rules and guidelines for the holding periods for animals that are impounded in the Collin County Animal Shelter and to establish that the legal ownership of the animal is automatically transferred to Collin County at the end of the specified hold period.

Background: Texas law requires that animals be held by shelters for a “reasonable” amount of time. In order to establish set guidelines for the length of animal holding in Collin County, the following policy has been adopted by Collin County Animal Services and applies to all animals (as noted in the policy) placed in the care of Collin County Animal Services/Shelter.

Definitions: For the purposes of this policy, the following terms are defined as:

- Livestock - means cattle, horses, mules, asses, sheep, goats, llamas, alpacas, exotic livestock, including elk and elk hybrids, and hogs, unless otherwise defined in state law.
- Owner/owned - means a person who owns or has custody or control of an animal or an animal over which a known person has custody or control.
- Owner Surrender - means an animal that a person 18 years of age or older has willingly surrendered to animal control/shelter and has indicated in writing that they are the current owner of said animal and that they are no longer capable or willing to care for said animal.
- Quarantine - means strict confinement of an animal for 10 days from the time of a bite or scratch to a human, specified in an order of the department or its designee in order to determine the presence of the rabies virus in the animal's saliva at the time of the bite/scratch event.
- Seized/Protective Custody - animal seized from private property or person for reasons of suspicion of cruelty/neglect, or due to the arrest, hospitalization, death of owner or to remove the animal from a situation that could result in harm to the animal, another animal or a human.
- Stray - means roaming with no physical restraint beyond the premises of an animal's owner or keeper.

Policy for Animal Hold Duration:

Quarantine (any age/any species except livestock) –

- If owner surrendered – immediately becomes County property upon notice of surrender.
- If owner unknown – becomes County property 240 hours after bite/scratch occurs.
- If owner is known (through owner-contact with ACO or shelter, through microchip or tags, etc.) – becomes County property 336 hours after the bite/scratch occurs.

Owner Surrender (any age/any species) –

- Immediately becomes County property upon written notice of surrender (provided by any person over the age of 18 that is claiming to have current ownership of the animal).

Stray/Unknown Owner (5 months and older/any species except livestock) –

- Becomes County property 120 hours after impoundment at the Shelter or in the field.

Stray/Unknown Owner (under 5 months/any species except livestock) –

- May become County property immediately upon impoundment at the Shelter or in the field, depending upon certain circumstances –
 - Communicable disease concern
 - Evidence of possible ownership
 - Condition/health of animal
 - Need for care beyond what the shelter can provide
 - Etc.

City of Celina/Collin County

Stray/Known Owner (5 months and older/any species except livestock) –

- Becomes County property 120 hours after impoundment at the Shelter or in the field.

Stray/Known Owner (under 5 months/any species except livestock) –

- May become County property immediately upon impoundment at the Shelter or in the field, depending upon certain circumstances –
 - Communicable disease concern
 - Evidence of possible ownership
 - Condition/health of animal
 - Need for care beyond what the shelter can provide
 - Etc.

Seized/Protective Custody Known/Unknown Owner (5 months and older/any species except livestock) –

- Becomes County property 120 hours after impoundment at the Shelter or in the field or as ordered by a court of law.

Seized/Protective Custody Known/Unknown Owner (under 5 months/any species except livestock) –

- May become County property immediately upon impoundment at the Shelter or in the field, depending upon certain circumstances –
 - Communicable disease concern
 - Evidence of possible ownership
 - Condition/health of animal
 - Need for care beyond what the shelter can provide
 - As ordered by a court of law
 - Etc.

Medical Emergency (any age/any species) –

- Becomes County property immediately upon recognition of a medical emergency (as identified by a licensed Veterinarian). If the animal can be humanely stabilized, every attempt will be made to allow a possible owner time (up to 120 hours, if possible, after impoundment at the shelter or in the field) to contact the veterinary clinic where the animal is being held and make medical decisions and payment arrangements with the Veterinarian.

City of Celina/Collin County							Congratulations! You have successfully allocated your Base Budget Funds.					FY 2022 Base Budget Request	Requested Budget	\$463,100
													Target Budget	\$463,100
							Fund	Full Account	Department Name	Program Name	Budget Category		Object	FY 2016 Actuals
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-504010-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	504010 - SAL/WAGES-REGULAR FULL TIME	\$170,140.59	\$172,831.99	\$190,220.62	\$198,840.37	\$207,273.34	\$203,615.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-504011-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	504011 - SAL/WAGES-REGULAR PART TIME	\$57,244.83	\$60,667.55	\$62,986.86	\$65,727.02	\$67,290.55	\$54,480.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-504015-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	504015 - SAL/WAGES-OVERTIME	\$20,374.57	\$15,483.20	\$15,054.52	\$11,957.01	\$19,244.02	\$15,600.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-514101-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	514101 - TFB-LONGEVITY	\$1,957.78	\$2,229.08	\$2,681.89	\$3,034.81	\$3,442.53	\$3,735.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-514107-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	514107 - TFB-COMP TIME BUYOUT	\$4,479.63	\$563.95	\$796.97	\$0.00	\$3,590.80	\$0.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-514109-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	514109 - TFB-PTO BUYOUT	\$3,064.41	\$3,139.62	\$2,471.21	\$0.00	\$7,111.05	\$0.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-524220-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	524220 - NTF-FICA/MEDICARE	\$18,621.10	\$18,377.19	\$19,890.06	\$20,364.98	\$22,870.47	\$20,030.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-524230-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	524230 - NTF-EMPLOYEE HEALTH INSURANCE	\$64,012.00	\$63,297.00	\$97,055.64	\$70,737.00	\$72,297.00	\$78,121.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-524235-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	524235 - NTF-LONG-TERM DISABILITY	\$390.74	\$440.27	\$481.65	\$506.09	\$430.99	\$620.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-524236-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	524236 - NTF-SHORT-TERM DISABILITY	\$172.80	\$188.80	\$192.00	\$192.56	\$122.72	\$202.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-524237-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	524237 - NTF-LONG-TERM CARE	\$73.08	\$75.60	\$120.00	\$133.58	\$137.81	\$2,888.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-524240-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	524240 - NTF-RETIREMENT	\$20,645.49	\$20,393.26	\$21,900.00	\$22,383.47	\$24,654.40	\$20,947.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-524245-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	524245 - NTF-SUPPLEMENTAL DEATH BENEFIT	\$513.55	\$547.16	\$586.71	\$140.67	\$0.00	\$672.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-10-0000-524260-	83030 - ANIMAL CONTROL	0001 - ADMIN	10 - SALARY & BENEFITS	524260 - NTF-UNEMPLOYMENT INSURANCE	\$217.00	\$223.00	\$243.00	\$247.00	\$259.00	\$259.00			
10 - SALARY & BENEFITS Total						\$361,907.57	\$358,457.67	\$414,681.13	\$394,264.56	\$428,724.68	\$401,169.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-20-0000-604901-	83030 - ANIMAL CONTROL	0001 - ADMIN	20 - TRAINING & TRAVEL	604901 - TRN/TVL-TRAVEL REIMBURSEMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-20-0000-604910-	83030 - ANIMAL CONTROL	0001 - ADMIN	20 - TRAINING & TRAVEL	604910 - TRN/TVL-EDUCATION & CONFERENCE	\$3,026.54	\$2,075.10	\$6,092.16	\$4,107.26	\$0.00	\$7,800.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-20-0000-604920-	83030 - ANIMAL CONTROL	0001 - ADMIN	20 - TRAINING & TRAVEL	604920 - TRN/TVL-IN-HOUSE TRAINING	\$0.00	\$0.00	\$297.00	\$198.00	\$0.00	\$200.00			
20 - TRAINING & TRAVEL Total						\$3,026.54	\$2,075.10	\$6,389.16	\$4,305.26	\$0.00	\$8,000.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-615101-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	615101 - ADMIN-OFFICE SUPPLIES	\$0.00	\$483.88	\$80.82	\$499.65	\$493.85	\$600.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-615510-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	615510 - ADMIN-DUES & SUBSCRIPTIONS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-626101-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	626101 - OPER-FUEL	\$12,531.20	\$15,686.35	\$19,164.00	\$19,381.60	\$15,596.88	\$21,500.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-626116-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	626116 - OPER-LAB SUPPLIES	\$3,335.28	\$0.00	\$14,972.86	\$9,836.00	\$4,282.63	\$10,000.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-626120-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	626120 - OPER-PHOTO SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-626121-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	626121 - OPER-RADIO SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,000.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-626123-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	626123 - OPER-SAFTY SUPPLIES	\$0.00	\$0.00	\$75.16	\$0.00	\$0.00	\$100.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-626503-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	626503 - OPER-UNIFORMS	\$215.00	\$2,893.28	\$2,126.80	\$4,584.00	\$1,065.80	\$3,481.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-626540-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	626540 - OPER-EMPLOYEE MEDICAL	\$5,269.50	\$869.47	\$1,220.75	\$3,684.82	\$2,901.81	\$2,100.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-626562-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	626562 - OPER-PRINTED MATERIALS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-637106-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	637106 - MAINT-SMALL TOOLS	\$1,568.69	\$2,458.94	\$2,163.60	\$0.00	\$0.00	\$1,000.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-637121-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	637121 - MAINT-JANITORIAL SUPPLIES	\$0.00	\$0.00	\$4,611.94	\$0.00	\$0.00	\$1,000.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-637562-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	637562 - MAINT-AUTO	\$1,631.82	\$2,593.76	\$3,062.68	\$5,495.40	\$9,304.34	\$7,500.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-648012-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	648012 - UTILITY-COMMUNICATION LINE LSE	\$1,824.92	\$1,823.52	\$1,823.52	\$1,824.32	\$1,418.08	\$2,000.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-648015-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	648015 - UTILITY-CELLULAR TELEPHONE	\$1,045.34	\$1,241.12	\$1,133.81	\$858.27	\$753.77	\$1,500.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-30-0000-668704-	83030 - ANIMAL CONTROL	0001 - ADMIN	30 - MAINTENANCE & OPERATIONS	668704 - ONE-TIME BUDGET NON-CAP	\$4,830.94	\$0.00	\$0.00	\$0.00	\$37.49				
30 - MAINTENANCE & OPERATIONS Total						\$32,252.69	\$28,050.32	\$50,435.94	\$46,164.06	\$35,854.65	\$53,931.00			
5990 - ANIMAL SAFETY	5990-83030-0001-64-40-0000-809008-	83030 - ANIMAL CONTROL	0001 - ADMIN	40 - CAPITAL OUTLAY	809008 - CAPITAL-ANIMAL EQUIPMENT	\$0.00	\$0.00	\$0.00	\$0.00	\$13,000.00				
5990 - ANIMAL SAFETY	5990-83030-0001-64-40-0000-809070-	83030 - ANIMAL CONTROL	0001 - ADMIN	40 - CAPITAL OUTLAY	809070 - CAPITAL-AUTOMOTIVE EQUIPMENT	\$106,990.22	\$0.00	\$0.00	\$0.00	\$112,699.02				
40 - CAPITAL OUTLAY Total						\$106,990.22	\$0.00	\$0.00	\$0.00	\$125,699.02	\$0.00			
Grand Total						\$504,177.02	\$388,583.09	\$471,506.23	\$444,733.88	\$590,278.35	\$463,100.00			



City of Fair Oaks Ranch

7286 Dietz Elkhorn
Fair Oaks Ranch, TX 78015
Bus: 210-698-0900
www.fairoaksranchtx.org

CITY OF FAIR OAKS RANCH

Position Description

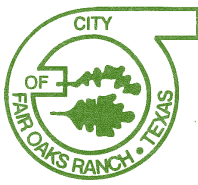
Job Title:	Animal Services Officer
Department:	Police
Pay Grade:	13
Reporting Manager:	Police Chief
FLSA:	Non - Exempt

Overview:

Under the supervision of the Chief of Police this individual ensures compliance with the City Animal Control Ordinance; works to resolve violations; issues warnings and citations; disposes of animals; and maintains records.

Essential Duties and Responsibilities:

- Conducts field checks to uncover possible violations of animal control ordinances.
- Removes and disposes of deceased or trapped animals within the city.
- Investigates possible violations, contacts responsible individuals in person and in writing, performs follow-up investigations.
- Responds to citizens' complaints regarding code violations, exercises appropriate judgment in prioritizing calls, investigations and resolves problems.
- Works closely with violators to assist them in finding timely solutions to problems.
- Prepares and issues notices of noncompliance, violation, and citations according to applicable codes and regulations.
- Prepares investigation reports outlining violations and recommendations for successful prosecution by the City Prosecutor.
- Coordinates with the court clerk and files the necessary complaints for case to be heard in Municipal Court.
- Develops, assists with, and implements effective public education and outreach strategies concerning animal ordinances.
- Participates in the review and development of amendments to animal city codes.
- Other duties as assigned.



City of Fair Oaks Ranch

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Minimum Qualifications:

- Graduation from high school or GED
- Must have the appropriate state certifications/licenses for Animal Control Officer, or the ability to obtain it within the first 12 months of hire.
- Must have a valid driver's license.

Preferred Qualifications:

- Two (2) years of experience in animal control and/or experience working for a municipality.

Knowledge, Skills, & Abilities

Knowledge of:

- Animal control regulations.
- Rabies control
- City ordinances
- The use and care of vehicles and specialized equipment

Ability to:

- Respond to inquiries, complaints, and requests for service in a fair, tactful manner.
- Work under stressful working conditions
- Inspect, identify, and enforce violations of applicable codes and ordinances.
- Communicate effectively orally and in writing.
- Perform all physical requirements of the position.
- Investigate and utilize interviewing techniques with an emphasis on conflict resolution and voluntary compliance.
- Maintain appropriate necessary certifications.

Skills:

- Operate a vehicle under emergency conditions.
- Establish and maintain effective working relations with other law enforcement agencies, judicial officials, and the public.

Physical Demands:

- Typically requires sitting, talking, hearing, seeing, standing, walking, climbing, bending, crawling, squatting, kneeling driving, use of, and ability to operate office equipment.
- Will require constant lifting/carrying, lowering, pushing, or pulling of up to 50+ lbs. and frequently over 55lbs up to 100+lbs.



City of Fair Oaks Ranch

7286 Dietz Elkhorn
Fair Oaks Ranch, TX 78015
Bus: 210-698-0900
www.fairoaksranchtx.org

Work Environment:

- 90% of work will be performed outdoors or in the field.
- 10% of work will be performed indoors at the office.
- Subject to outside weather conditions.

The City of Fair Oaks Ranch provides equal employment opportunities to applicants and employees without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran status, or disability.

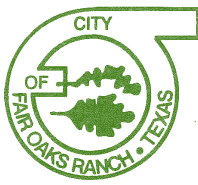
<http://www.dol.gov/ofccp/regs/compliance/posters/ofccpost.htm>.

Please note that job application deadlines will vary by position. The ability to enter and submit an application will not guarantee that the position is still open and that your application will be reviewed and considered. If you have questions regarding a specific job application deadline, please email hr@fairoaksranchtx.org (for internal candidates – contact the hiring manager).

Print Name

Employee Signature

Date Signed



City of Fair Oaks Ranch

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Fair Oaks Ranch, TX 78015
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Physical Demands & Working Conditions

Activity	Constant	Frequent	Occasional	Not Required	Activity	Constant	Frequent	Occasional	Not Required
Ability to Hear (with/without aid)	X				Pulling – Hand Over Hand	X			
Ability to See (with/without aid)	X				Pulling – Straight	X			
Bending	X				Pulling – Light (under 15 lbs.)	X			
Carrying – Light (under 15 lbs.)	X				Pulling – Moderate (15 – 44 lbs.)	X			
Carrying – Moderate (15 – 44 lbs.)	X				Pulling – Heavy (45 lbs. and greater)	X			
Carrying – Heavy (45 lbs. and greater)	X				Pushing – Light (under 15 lbs.)	X			
Chemical Hazards	X				Pushing – Moderate (15 – 44 lbs.)	X			
Climbing		X			Pushing – Heavy (45 lbs. and greater)	X			
Counting		X			Reaching above Shoulder	X			
Crawling		X			Reading	X			
Depth Perception		X			Sitting	X			
Dust/Mites Hazards			X		Standing	X			
Electrical Hazards				X	Stooping	X			
Grasping – Dual Simultaneous	X				Temperatures – Extreme Cold		X		
Grasping – Simple	X				Temperatures – Extreme Heat		X		
Heights			X		Temperatures – Extreme Shifts			X	
Identify Colors			X		Twisting	X			
Kneeling	X				Walking	X			
Lifting – Light (under 15 lbs.)	X				Wet Hazards		X		
Lifting – Moderate (15 – 44 lbs.)	X				Working Alone		X		
Lifting – Heavy (300 lbs. and greater)	X				Working Indoors			X	
Mechanical Hazards		X			Working Outdoors		X		
Noise - Extreme			X		Working on Scaffolding or Ladders			X	
Operating Forklift				X	Writing	X			
Operating Heavy Equipment				X					
Operating Motor Vehicle	X								
Operating Office Equipment		X							

City of Fair Oaks Ranch

LETTER OF AGREEMENT

This Interlocal Agreement ("the Agreement") is entered into by the City of Boerne, Texas and Fair Oaks Ranch, Texas for the use of the City of Boerne Animal Control Facility.

I. RECITALS

WHEREAS, CHAPTER 791 of the TEXAS GOVERNMENT CODE, also known as the INTERLOCAL COOPERATION ACT, authorizes all local governments to contract with each other to provide a governmental function or service that each party to the contract is authorized to perform individually and in which the contracting parties are mutually interested, such as police protection and public health and welfare; and

WHEREAS, the City of Boerne ("BOERNE") is a Home-Rule Municipal Corporation organized under the laws of Texas and is authorized to enter into this Agreement; and

WHEREAS, the City of Fair Oaks Ranch ("FOR") is a Home-Rule Municipal Corporation organized under the laws of the State of Texas and is authorized to enter into this Agreement; and

WHEREAS, BOERNE and FOR represent that each is independently authorized to perform the functions contemplated by this Agreement; and

WHEREAS, BOERNE operates an Animal Control Facility located at 330 South Esser Road, Boerne, Texas 78006 (the "FACILITY") for the purpose of providing a safe humane shelter for unwanted, stray, abused, and impounded animals in accordance with state and city regulations in a cost-efficient and effective manner and, thereby, protecting its citizens from the dangers and problems associated with free roaming animals; and

WHEREAS, FOR currently has a need for a FACILITY and is not equipped to render such shelter services; and

WHEREAS, each party has sufficient funds available from current revenues to perform the functions contemplated by this Agreement; and

WHEREAS, both BOERNE and FOR find it mutually desirable to enter into this Agreement.

NOW, THEREFORE in consideration of the mutual benefits and promises each to the other made herein, the parties named above do hereby agree as follows:

City of Fair Oaks Ranch

4. Should any FOR animal need medical attention while impounded at the FACILITY, such cost for veterinary treatment shall be borne solely by FOR.
5. If a FOR animal is declared a ward of the Court due to abuse or neglect, the FOR animal must first be taken to a veterinary hospital for a complete medical examination prior to impoundment at the FACILITY. Written instruction from the vet on how to care for the animal, along with all necessary supplies and medication, shall be hand delivered to the FACILITY personnel at the time the animal is brought to the FACILITY.
6. FOR will create standards for the procedures desired to be implemented by BOERNE concerning the length of time any FOR animal is impounded at the FACILITY. In the event FOR does not provide standards to BOERNE, BOERNE may utilize its local procedures. Such FOR created standards will include the length of time the FOR animal will be impounded before being available for adoption or humanely euthanized. After the holding period prescribed by the FOR standards, FOR shall surrender the animal to BOERNE for a surrender fee of \$15.00. FOR is responsible to forward an Animal Surrender Notice to BOERNE at the end of the prescribed holding period. If FOR has not furnished BOERNE an Animal Surrender Notice by Noon on the day following the end of the prescribed holding period, BOERNE will assess a boarding fee of \$10.00 for each day FOR is delinquent in forwarding the Animal Surrender Notice to BOERNE. Should the end of the holding period fall on a Saturday or Sunday, the Animal Surrender Notice will be due by Noon on the following Monday.
7. **Stray/Running at Large Animals.** Stray animals, or animals found running at large, which are impounded by FOR shall first be scanned for a microchip by a FOR Law Enforcement Officer or FOR Animal Control Officer and every attempt made to locate the owner prior to bringing the animal to the FACILITY. Notes regarding actions taken to locate the owner shall be left at the FACILITY with the animal. Failure to attempt to locate an owner prior to bringing the animal to the FACILITY will result in an additional fee of \$10.00 per animal. If BOERNE has to scan and attempt to locate an owner, the fee will be \$35.00 per animal.
8. **Owner-Surrendered Animals.** Should FOR accept an Owner-Surrendered Animal for re-adoption, FOR will pay \$15.00 to BOERNE per animal surrendered. BOERNE reserves the right to reject any Owner-Surrendered Animal that displays aggression or is sick, injured, or elderly to the point that adoption is not an option. BOERNE will not accept any Owner-Surrendered Animal for euthanasia. Owner-Surrendered Animals should be taken by the owner to their veterinarian for euthanasia purposes. Should FOR choose to accept an Owner-Surrendered Animal for euthanasia purposes, FOR should contract with a veterinarian to perform this service.
9. **Animals Impounded by Arrest.** Should an animal be taken to the FACILITY because a FOR Law Enforcement Officer arrested a subject who had their animal with them at the time of the arrest, a "Domestic Animal Intake Information For

City of Fair Oaks Ranch

additional invoice is due on or before the 15th day of the month following receipt of the invoice.

4. BOERNE will provide FOR with an invoice listing all animals exceeding their length of time at the FACILITY per FOR established standards per Section III.6. Upon receipt of such invoice, FOR will immediately forward an Animal Surrender Notice to BOERNE via facsimile or electronic mail. The original Animal Surrender Notice will be provided to BOERNE with the accompanying fee on or before the 15th day of the month following receipt of the invoice.

V. TERM AND TERMINATION

1. This Agreement shall be effective as of October 1, 2020, and shall continue in force and effect for a period of twelve months, and shall terminate September 30, 2021. The Agreement shall be reviewed by the Boerne City Council prior to each fiscal year.
2. Any party may terminate the Agreement by giving written notice; said termination to take effect within sixty (60) days after the notice is given.


Vi. GENERAL PROVISIONS

1. **Subject to the limitations as to liability and damages in the Texas Tort Claims Act and without waiving its governmental immunity, each Party agrees to hold harmless each other, its governing board, officers, agents and employees for any liability, loss, damages, claims or causes of action caused or asserted to have been caused directly or indirectly by any other Party to this Agreement, or any of its officers, agents or employees, or as the result of its performance, or any of its officers, agents or employees, under this Agreement.**
2. Independent Contractor. BOERNE shall be solely responsible for the FACILITY. BOERNE shall supply all materials, equipment, tools, transportation, and labor required for or reasonably incidental to the maintenance and care of the FACILITY. The City shall have the sole obligation to employ, direct, control, supervise, manage, discharge and compensate all of the Boerne Animal Control Service employees.
3. Severability Clause. The Parties intend for the various provisions of this Agreement to be severable so that the invalidity, if any, of any one section (or more) shall not affect the validity of the remaining provisions or sections.
4. Public Information Act. Each Party agrees that it is a governmental body for purposes of the Public Information Act codified as Chapter 552 of the Texas Government Code and as such is required to release information in accordance with the Public Information Act.

City of Fair Oaks Ranch

Agreed to this the 7th day of October, 2020.

Approved:



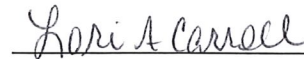
City of Boerne, Texas

Approved:




City of Fair Oaks Ranch, Texas

Attest:



City Secretary

Attest:



City Secretary

City of Katy, Texas

City of Katy
Texas

General Fund

Animal Control FY 2021	Fiscal Year Actual FY 2019	Original Budget FY 2020	Amended Budget FY 2020	FY 2021 Proposed Budget
Personnel				
Salaries	\$ 109,323	\$ 111,355	\$ 111,355	\$ 111,355
Part-Time	9,205	20,800	20,800	20,800
Longevity	1,968	2,100	2,100	2,100
Overtime	-	-	-	-
Retirement	15,886	16,591	16,591	16,591
FICA	8,492	14,500	14,500	14,500
Health Insurance	28,075	35,000	35,000	35,000
Dependent Health Insurance	-	-	-	-
Disability Insurance	466	700	700	700
Workers Compensation	-	2,500	2,500	2,500
Termination Pay	-	-	-	-
	<u>173,415</u>	<u>203,546</u>	<u>203,546</u>	<u>203,546</u>
Supplies				
General Office Supplies	715	750	750	750
Postage	99	100	100	100
Tools	117	500	500	500
Chemicals	92	1,500	1,500	1,500
Fuel	4,442	8,500	8,500	8,500
Wearing Apparel	1,270	2,000	2,000	2,000
Ammunition	37	40	40	40
General Maintenance Supply	1,283	1,500	1,500	1,500
Vehicle Parts/Repair	185	1,500	1,500	1,500
Other Equipment	248	1,000	1,000	1,000
Misc Expense	142	750	750	750
	<u>8,629</u>	<u>18,140</u>	<u>18,140</u>	<u>18,140</u>
Contractual				
General Laibility Ins	-	800	800	800
Utilities	3,642	3,600	3,600	3,600
Telephone	834	1,000	1,000	1,000
Buildings & Grounds	3,701	7,500	7,500	7,500
Animal Disposal	4,397	6,500	6,500	6,500
Medical Services	-	500	500	500
Rentals	653	900	900	900
	<u>13,227</u>	<u>20,800</u>	<u>20,800</u>	<u>20,800</u>

City of Katy, Texas

Animal Control FY 2021	Fiscal Year Actual FY 2019	Original Budget FY 2020	Amended Budget FY 2020	FY 2021 Proposed Budget
Maintenance				
Health Inspection	175	175	175	175
Canine	986	1,500	1,500	1,500
Membership	-	100	100	100
Travel/Training	75	2,000	2,000	2,000
IT Allocation Overhead	-	2,261	2,261	7,668
	<u>1,236</u>	<u>6,036</u>	<u>6,036</u>	<u>11,443</u>
Captail Outlay				
Office Equipment Leases				3,739
Vehicles	-	27,000	27,000	-
	<u>-</u>	<u>27,000</u>	<u>27,000</u>	<u>3,739</u>
Total Animal Control Expenditures	<u>\$ 196,507</u>	<u>\$ 275,522</u>	<u>\$ 275,522</u>	<u>\$ 257,668</u>

City of La Marque
GALVESTON COUNTY
ANIMAL SERVICES AGREEMENT

3. Serving as the local rabies control authority on behalf of the Cities and the County, as authorized by Chapter 826 of the Texas Health and Safety Code.
4. Adhering to all Animal Services Advisory Committee (the “Committee”) authority regulations, as authorized by Chapter 823 of the Texas Health and Safety Code.
5. Overseeing daily operations of the Center and associated field work.
6. Managing the Center and governing the Committee in accordance with the procedures as set forth by the official Committee Bylaws and/or the Policy/Order.
7. Proactively and continuously seeking funding streams and partnerships with outside parties in an attempt to generate additional resources for the Center.
8. Unless proper notice is provided in accordance with *Section III* of this Agreement, GCHD shall render sheltering services and field animal control services to all Parties hereto. The elements encompassed within the provisions of these services shall include, but not be limited to:
 - a. Sheltering services will include:
 - i. Sheltering and care of stray and unwanted animals;
 - ii. Quarantine services;
 - iii. Humane euthanasia of unwanted, sick, injured, and unadoptable animals;
 - iv. Administration of redemption of owned animals;
 - v. Administration of animal adoptions;
 - vi. Administration of pet registrations;
 - vii. Registration of rescue organizations;
 - viii. Administration of community education and volunteer services; and
 - ix. Cremation services.
 - b. Field animal control services shall include, but not be limited to:
 - i. Dispatching all calls for service to certified animal control officers;
 - ii. Investigating animal bites on both humans and other animals, and assuring the proper quarantining of biting animals;
 - iii. Investigating civil animal cruelties (improper sheltering, abuse, etc.);
 - iv. Assisting authorities in commencing court ordered seizures;
 - v. Filing civil complaints in the courts of proper jurisdiction; and
 - vi. Investigating, documenting and briefing the Center’s Animal Services Manager on potential dangerous dog declarations.
9. Devising the Animal Services Funding Formula, with recommendations by all Parties to the Agreement, prior to its effectuation, and which shall be affixed to this Agreement as *Attachment A* and incorporated herein for all purposes.

C. County and City Responsibilities

In accordance with this Agreement, the County and Cities consent to:

1. Appointing GCHD as the local animal control authority and local rabies control authority which shall render services on behalf of the County and Cities.
2. Permitting GCHD primary control, administration, and direction of policies and operations of the Center, except as otherwise provided by this Agreement.
3. Complying with Committee membership responsibilities as set forth in the official Committee Bylaws and/or Policy/Order manual.
4. Remunerating GCHD in the amount determined by the Animal Services Funding Formula, which shall be devised by GCHD’s Chief Executive Officer and/or designee, and presented to all Parties to the Agreement.
 - a. The Animal Services Funding Formula, once finalized, will become a binding part of this Agreement and shall be affixed to the Agreement as *Attachment A*, which shall be incorporated herein for all purposes.

City of La Marque
GALVESTON COUNTY
ANIMAL SERVICES AGREEMENT

III. INDEMNITY

To the extent allowed under applicable law, the County and Cities agree to hold harmless, indemnify and defend GCHD and its employees, agents, officers and servants from any and all lawsuits, claims, demands and causes of action of any kind arising from the negligent or intentional acts, errors or omissions of the County or Cities, their officers, employees or agents with respect to services rendered under the scope this Agreement.

Respectively, to the extent allowed under applicable law, GCHD agrees to hold harmless, indemnify and defend the County and Cities and their employees, agents, officers and servants from any and all lawsuits, claims, demands and causes of action of any kind arising from the negligent or intentional acts, errors or omissions of GCHD, its officers, employees, or agents with respect to services rendered under the scope this Agreement.

IV. TERM, TERMINATION AND AMENDMENT OF SERVICES

The terms of this Agreement shall commence on October 1, 2016 and end on September 30, 2017. Thereafter, the Agreement shall automatically renew on an annual basis.

Any Party shall retain the right to terminate or limit the services it receives through its participation in this Agreement solely to that of either field or shelter services by providing written notice of termination or amendment to GCHD's Chief Executive Officer at least six (6) months prior to the end of the Agreement's term, which parallels GCHD's fiscal year (October 1 – September 30). A Party may terminate or amend services prior to the end of the fiscal year so long as said Party provides at least six (6) months prior notice of the change; however, the Party is still mandated to fulfill its complete compensatory obligation through the conclusion of the Agreement's fiscal year and as defined in *Attachment A*. Such termination or amendment notice must be authorized by the governing body of the terminating or amending party and signed by the party's authorized official. The terminating or amending party shall specify the effective date of termination or amendment within the notice. The termination or amendment shall not relieve the terminating or amending party of any obligation incurred by the Party prior to the effective date of termination or service change. GCHD shall provide a copy of the notice of termination or amendment terms to the authorized official of all Parties to the Agreement within thirty (30) days of receiving said notice. Withdrawal or amendment by, or removal of a party, shall not terminate this Agreement to non-terminating or non-amending Parties.

V. APPORTIONMENT OF COSTS UPON CHANGE OF PARTIES OR SERVICE PROVISIONS

A. Reduction of or Change in Service Provisions to Current Parties

Should there be a reduction of current Parties to the Agreement or change in the provision of services rendered to a current Party to the Agreement, GCHD's Chief Executive Officer and/or designee shall be tasked with amending the Animal Services Funding Formula for the following fiscal year and presenting said formula to all remaining Parties for review and deliberation prior to its effectuation. Upon finalization, the revised Funding Formula shall replace the existing one, affixed to this Agreement as *Attachment A*, which shall then become operative at the start of the new fiscal year.

City of La Marque
GALVESTON COUNTY
ANIMAL SERVICES AGREEMENT

B. Addition of New Municipalities

Should there be an addition of a municipality to the Agreement, GCHD's Chief Executive Officer and/or designee shall be tasked with amending the Animal Services Funding Formula to reflect the expense contribution of the joining municipality and presenting said formula to all Parties for review and deliberation prior to its effectuation. Upon finalization, the revised Funding Formula shall replace the existing one, affixed to this Agreement as *Attachment A*, which shall become operative immediately at the time in which the amended Agreement is wholly executed.

VI. MISCELLANEOUS PROVISIONS

A. Interlocal Cooperation

GCHD, the County and the Cities agree to cooperate with each other in good faith at all times during the term of this Agreement in order to achieve the purposes and intent of this Agreement. Each Party to this Agreement acknowledges and represents that this Agreement has been executed by its duly authorized representative.

B. Amendment/No Assignment

This Agreement contains the entire agreement between the Parties and supersedes all prior understandings and agreements between the Parties regarding such matters. This Agreement may not be modified or amended except by written agreement executed by all Parties. No Party may assign this Agreement in whole or in part without the prior written consent of every other participant Party.

C. Interpretation

The Parties acknowledge and confirm that this Agreement has been entered into pursuant to the authority granted under the Interlocal Cooperation Act, and that all terms and conditions herein are to be construed and interpreted as intended by this Act.

D. Invalid Provisions

Should any provision of this Agreement be found or deemed to be invalid, this Agreement shall be construed as not containing the invalid provision, and all other provisions which are otherwise lawful will remain in full force and effect.

E. Applicable Law

This Agreement is governed by the law of the State of Texas. Exclusive venue for any dispute arising under this Agreement is in Galveston County, Texas.

F. Notice

Any notice required or permitted under this Agreement shall be in writing and shall be delivered in person, or mailed via certified mail, return receipt requested with proper postage affixed, or may be transmitted electronically to the applicable party at the physical or electronic mailing address as provided within *Attachment B*.

City of La Marque
GALVESTON COUNTY
ANIMAL SERVICES AGREEMENT

G. Public Information Act

The County and the Cities understand that GCHD is legally considered a special purpose district and thus governed by the Texas Public Information Act, Chapter 552 of the Texas Government Code. This Agreement and all written information generated under this Agreement is therefore subject to release under the Public Information Act.

H. Immunity Retained

No Party hereto waives or relinquishes any immunity or defense on behalf of itself, its trustees, officers, employees and agents as a result of its execution of this Agreement and performance of the covenants contained herein. Each Party to the Agreement specifically reserves any claim it may have to sovereign, qualified, or official immunity as a defense to any action arising from this Agreement.

I. Current Revenues

Pursuant to Section 791.011(d)(3) of the Texas Government Code, the Cities and County must make payments for services rendered through this Agreement from current revenues available to the paying party.

J. Billing Procedure

GCHD shall bill the County and each City at the beginning of each quarter of the fiscal year for its respective portion of the animal services' annual operating expense, and the County and Cities agree to submit payments to GCHD in accordance with the terms set forth under the Texas Prompt Payment Act.

K. Entire Agreement

This Agreement constitutes the entire agreement of the Parties. No oral or written statements, agreements, promises, conditions, assurances, covenants or other terms with respect to covenants, whether written or verbal, not expressly set forth in this Agreement or expressly incorporated herein shall be of any force or effect. The County and Cities shall rely solely upon the representation and terms contained in this Agreement.

L. Binding Effect

Each Party represents and warrants for itself that the Party is acting by and through its governing body and that the individual executing this Agreement on its behalf has the full power and authority to do so and to legally bind the Party to this Agreement. Each Party shall become bound to this Agreement when the Agreement is executed by all Parties hereto.

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Galveston County Animal Services Agreement

City of La Marque

Attachment A

**The Advisory Committee shall review and make recommendations on any amendment(s) to the annual budget. All amendments to the annual budget must be approved by the United Board of Health. Any amendment(s) that increases the County's proportion must be approved by the Commissioners' Court of Galveston County, Texas. Any amendment(s) that increases a City's proportion must be approved by the governing body of the respective City.*

FY17 Allocation for Animal Services (based on FY16 allocation)

	Field Services	%	Shelter Services	%	Original FY17 Contribution	Revised FY17 Contribution	Net Change	%
Bayou Vista	\$ 4,015	1.5%	\$ 6,465	1.1%	\$ 10,560	\$ 10,480	\$ (80)	1.2%
Hitchcock	\$ 18,181	7%	\$ 29,282	4.8%	\$ 47,826	\$ 47,463	\$ (363)	5.3%
Kemah	\$ 4,631	2%	\$ 7,458	1.2%	\$ 12,181	\$ 12,089	\$ (92)	1.4%
LaMarque	\$ 37,896	14%	\$ 61,032	10.0%	\$ 99,685	\$ 98,928	\$ (757)	11.1%
Texas City	\$ -	0%	\$ 189,710	31.0%	\$ 190,576	\$ 189,710	\$ (866)	21.3%
*Tiki Island	\$ 3,458	0%	\$ 2,791	0.0%	\$ -	\$ 6,249	\$ 6,249	0.7%
Unincorporated (County)	\$ 209,309	76%	\$ 317,589	51.9%	\$ 530,989	\$ 526,898	\$ (4,091)	59.1%
Total	\$ 277,490	100%	\$ 614,327	100%	\$ 891,817	\$ 891,817	\$ (0)	100%

*Prorated based on 10 months

	Shelter	Shelter	Total
FY17 Budget	\$ 277,490	\$ 977,151	\$ 1,254,641
Tiki	\$ (3,458)	\$ (2,791)	\$ (6,249)
Less ARC building costs (maintenance, utilities, etc.)		\$ (199,699)	\$ (199,699)
Less Budgeted Fees:	\$ -	\$ (163,125)	\$ (163,125)
	\$ 274,032	\$ 611,536	\$ 885,568

FY17 Funding Formula



SWORN OFFICERS

Classification	Grade	Minimum	Midpoint	Maximum	Steps	% Step Increase
Police Officer-Probationary	PD01	\$53,500	N/A	\$54,500	2	1.9%
Police Officer Animal Protection DEA Liaison K9 Officer Motorcycle Officer Police Detective	PD02	\$56,500	\$67,659	\$78,818	16	2.2%
Police Sergeant Professional Standards Criminal Investigations Patrol	PD03	\$76,650	\$87,190	\$97,729	11	2.2%
Police Lieutenant	PD04	\$86,000	\$97,325	\$109,650	11	2.2%
Police Captain	PD05	\$93,000	\$109,275	\$125,550	11	2.8%

Grade	Entry	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
PD01	\$53,500	\$54,500															
PD02		\$56,500	\$57,768	\$59,064	\$60,390	\$61,745	\$63,131	\$64,547	\$65,996	\$67,477	\$68,991	\$70,539	\$72,122	\$73,741	\$75,396	\$77,088	\$78,818
PD03	\$76,650	\$78,362	\$80,112	\$81,901	\$83,730	\$85,600	\$87,511	\$89,465	\$91,463	\$93,506	\$95,594	\$97,729					
PD04	\$86,000	\$87,921	\$89,884	\$91,891	\$93,943	\$96,041	\$98,186	\$100,379	\$102,620	\$104,912	\$107,255	\$109,650					
PD05	\$93,000	\$95,572	\$98,216	\$100,932	\$103,723	\$106,592	\$109,540	\$112,570	\$115,683	\$118,883	\$122,171	\$125,550					

TELECOMMUNICATORS

	Pay Grade	Minimum	Midpoint	Maximum
Base Rate w/o OT	U90	\$37,260	\$46,578	\$55,895
Annual Rate w/104 Hrs OT		\$40,202	\$50,254	\$60,308
Hourly Rate		\$18.86	\$23.57	\$28.29

Effective 05-24-2020



Plan Year 10/01/2020 - 09/30/2021

Overview of Full-Time Employee Benefits

Retirement

The City is a member of the Texas Municipal Retirement System (TMRS). Employees contribute 7% of their gross wages on a pre-tax basis to TMRS. The City matches 2:1. You are vested after five years of employment. Vested employees will receive their own and the City's matching contributions, plus interest upon retirement via monthly payment options. You are eligible to retire once vested and age 60 or 20 years of service at any age. While working you also have a supplemental death benefit equal to 1 times your yearly salary.

Holiday

The City recognizes 11 Holidays per calendar year. New Year's Day, MLK Day, President's Day, Good Friday, Memorial Day, July 4th, Labor Day, Thanksgiving and the Day after, Christmas Eve and Christmas. Effective immediately.

Sick Time

8 hours of per month with a maximum of 480 hours. May be taken at the first of the month following one month of employment.

Vacation

8 hours per month for the first five years. Accrual rate increases after 5 years and 10 years. May be taken at the first of the month following one month of employment.

Group Medical & Dental

The City contributes to employee and dependent coverage in the medical and dental plans offered. Benefit premiums are semi-monthly or twice a month.

	Medical		Dental	Vision
	HDHP	PPO		
Semi-monthly:				
Employee Only	\$0.00*	\$0.00	\$0.00	\$3.61
Employee + Spouse	\$170.63	\$412.78	\$23.90	\$6.84
Employee + Child(ren)	\$94.62	\$304.59	\$29.02	\$8.02
Employee + Family	\$429.57	\$781.49	\$38.89	\$11.29

*For the Employee Only option on the HDHP, the City funds a Health Savings Account (HSA) with \$238.60 per month.

Long Term Disability

The City pays for long term disability which covers 50% of monthly pre-disability pay. The maximum monthly benefit is \$5,000.

Life Insurance and AD&D

\$10,000 guarantee issue provided by the City. Supplemental life insurance and dependent life insurance is available.

**Employee Assistance**

The EAP is designed to provide employees and their dependents with professional, cost-effective assistance in resolving difficult personal problems. Individual, voluntary involvement in the EAP is confidential. The City's EAP administrator is Alliance Work Partners (AWP).

Deferred Compensation

Employees may voluntarily contribute to this optional program at a minimum set by the plan administrator (\$10 per check) or a maximum set annually by the IRS. Currently the City contracts with ICMA-RC.

Pay Cycle

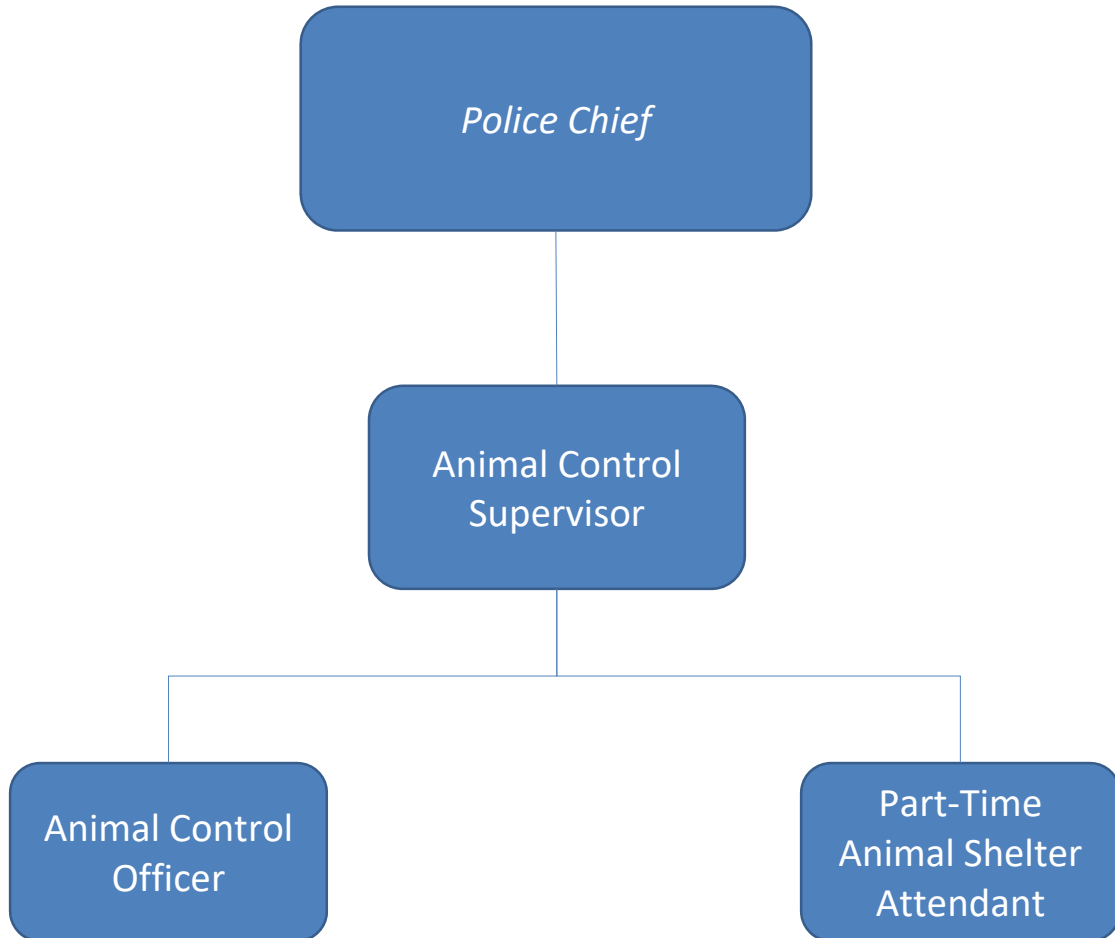
For pay purposes the work week begins at 12:01 am on Sunday and ends at midnight on Saturday. Employees are paid bi-weekly on Friday. If payday falls on a holiday, payday will be on the day preceding the holiday.




*This is intended as a general overview of the City of Lakeway benefits package.
Please contact Human Resources for additional information at 512-314-7508.

City of Seabrook, Texas

GENERAL FUND 01 - ANIMAL CONTROL

DEPARTMENT 210



 Funded by General Fund
 Funded by Enterprise Fund
 Each funded by 1/2 of 1 cent sales tax for Economic Development Corporations

City of Seabrook, Texas

GENERAL FUND - 01 ANIMAL CONTROL

DEPARTMENT 210

MISSION STATEMENT

It is the Mission of the City of Seabrook's Animal Services to protect public health and welfare while enforcing humane animal treatment in accordance with the City of Seabrook's ordinances and county, state and federal regulations. It is also our mission to provide safe, humane shelter for unwanted, stray, abused and impounded animals and to educate the public about responsible animal care, pet ownership and living with wildlife in hopes of reducing the number of unwanted animals in the community.

Accomplishments on Budget Year 2019-20 Objectives:

- ☐ Cooperation with Texas Parks and Wildlife
- ✓ Increase In-House adoption events
- ✓ Hire Part Time employee
- ✓ Create Annual Report
- ✓ Increase volunteers to 3 (2 found)
- ✓ Host Animal Control Professional Event

Goals for Budget Year 2020-21 Include:

- ☐ Research and implement small shelter management software
- ☐ Create and implement foster program
- ☐ Cooperation with Texas Parks and Wildlife
- ☐ Increase Hosting Animal Control Professional Development Events
- ☐ Host Wildlife Information Classes for Citizens

City of Seabrook, Texas

FUND 01 - GENERAL FUND

210 - ANIMAL CONTROL

	ACTUAL		BUDGET	FORECAST	BUDGET	2021 BUDGET VS		2021 BUDGET VS	
	2018	2019				2020 FORECAST		2020 BUDGET	
EXPENDITURE SUMMARY						\$CHANGE	%CHANGE	\$CHANGE	%CHANGE
TOTAL PERSONNEL	\$ 125,213	\$ 143,973	\$ 150,726	\$ 144,618	\$ 164,576	\$ 19,958	13.80%	\$ 13,850	9.19%
TOTAL SUPPLIES	\$ 2,888	\$ 3,455	\$ 7,000	\$ 3,631	\$ 6,400	\$ 2,769	76.24%	\$ (600)	-8.57%
TOTAL SERVICES	\$ 25,862	\$ 30,993	\$ 30,475	\$ 26,062	\$ 30,225	\$ 4,163	15.97%	\$ (250)	-0.82%
TOTAL CAPITAL OUTLAY	\$ -	\$ 6,432	\$ 6,432	\$ 6,431	\$ 6,432	\$ 1	0.01%	\$ -	0.00%
TOTAL EXPENDITURES	\$ 153,964	\$ 184,852	\$ 194,633	\$ 180,743	\$ 207,633	\$ 26,890	14.88%	\$ 13,000	6.68%

	ACTUAL		BUDGET	
	2018	2019	2020	2021
PERSONNEL SERVICES				
Animal Control Supervisor	1	1	1	1
Animal Control Officer	1	1	1	1
Part-time Animal Shelter Attendant	0	0	0	1
Full Time Positions	2	2	2	3

City of Seabrook, Texas

**CITY OF SEABROOK
2020-2021 BUDGET
FUND 01 - GENERAL FUND**

210 - ANIMAL CONTROL

EXPENSE ACCOUNTS	FOR FISCAL YEAR ENDING SEPTEMBER 30,					
	2017	2018	2019	BUDGET 2020	FORECAST 2020	BUDGET 2021
3010 SALARIES	\$ 66,277	\$ 85,374	\$ 100,803	\$ 107,383	\$ 100,893	\$ 118,424
3011 EDUCATION INCENTIVE	572	392	7	-	44	60
3012 OVERTIME	6,264	4,741	5,378	4,800	6,448	4,800
3100 FICA TAXES	5,326	7,081	8,082	8,582	7,815	9,431
3110 RETIREMENT	10,728	15,007	16,413	15,927	16,236	17,433
3120 HOSPITALIZATION	13,580	10,234	11,366	11,158	10,815	11,321
3130 WORKERS COMPENSATION	2,270	1,955	1,794	1,966	1,863	2,952
3150 GIFT/APPRECIATION CERTIFICATES	96	96	96	100	(65)	100
3350 UNEMPLOYMENT BENEFITS	10	333	33	810	570	54
TOTAL PERSONNEL	\$ 105,123	\$ 125,213	\$ 143,973	\$ 150,726	\$ 144,618	\$ 164,576
4010 OFFICE SUPPLIES	336	506	242	500	276	400
4011 POSTAGE	-	-	-	100	25	100
4040 OIL & GAS	1,880	2,004	1,643	3,000	2,176	2,500
4150 SMALL TOOLS & EQUIPMENT	-	-	793	1,800	636	1,800
4160 ANIMAL FOOD & SUPPLIES	245	247	158	800	303	800
4400 SUPPLIES	71	131	283	300	108	300
4401 VETERINARY SUPPLIES	-	-	336	500	108	500
TOTAL SUPPLIES	\$ 2,531	\$ 2,888	\$ 3,455	\$ 7,000	\$ 3,631	\$ 6,400
5020 DUES & SUBSCRIPTIONS	40	365	390	200	40	400
5110 MAINT-AUTOS/EQUIP	1,157	444	788	2,000	818	2,000
5170 MAINTENANCE - RADIOS	1,000	6,097	-	1,500	1,500	1,500
5175 JANITORIAL SERVICES	138	1,702	1,714	2,400	2,719	2,400
5180 MAINT-BLDGS & GROUNDS	1,003	3,779	14,055	4,950	5,862	5,000
5212 PROF FEES - ARCHITECTURAL	-	-	-	-	-	-
5300 TRAINING & CONFERENCE	862	707	250	2,000	1,000	1,500
5310 UNIFORMS & LAUNDRY	30	28	837	2,500	1,745	2,500
5320 INSURANCE-AUTO	1,488	1,378	1,378	1,500	632	1,500
5330 INSURANCE-MISC	-	-	-	-	-	-
5400 TELEPHONE	849	275	223	475	323	475
5410 UTILITIES	4,665	11,014	11,354	12,450	11,094	12,450
5465 MISC EXPENDITURES	493	74	3	500	328	500
TOTAL SERVICES	\$ 11,726	\$ 25,862	\$ 30,993	\$ 30,475	\$ 26,062	\$ 30,225
6010 AUTOS & TRUCKS	28,098	-	-	-	-	-
6020 EQUIPMENT	2,470	-	-	-	-	-
6030 OFFICE SUPPLIES	-	-	-	-	-	-
6050 BUILDINGS/RENOVATIONS	-	-	-	-	-	-
6410 FLEET AMORTIZATION EXPENSE	-	-	6,432	6,432	6,431	6,432
TOTAL CAPITAL OUTLAY	30,568	-	6,432	6,432	6,431	6,432
TOTAL EXPENDITURES	\$ 149,949	\$ 153,964	\$ 184,852	\$ 194,633	\$ 180,743	\$ 207,633



City of Seabrook, Texas

CITY OF SEABROOK
2020-2021 BUDGET
FUND 01 - GENERAL FUND

210 - ANIMAL CONTROL

EXPENSE ACCOUNTS	FOR FISCAL YEAR ENDING SEPTEMBER 30,			2021 BUDGET VS		2021 BUDGET VS	
	BUDGET 2020	FORECAST 2020	BUDGET 2021	2020 FORECAST \$CHANGE	%CHANGE	2020 BUDGET \$CHANGE	%CHANGE
3010 SALARIES	\$ 107,383	\$ 100,893	\$ 118,424	\$ 17,531	17.38%	11,041	10.28%
3011 EDUCATION INCENTIVE	-	44	60	16	36.71%	60	0.00%
3012 OVERTIME	4,800	6,448	4,800	(1,648)	-25.55%	-	0.00%
3100 FICA TAXES	8,582	7,815	9,431	1,616	20.68%	849	9.90%
3110 RETIREMENT	15,927	16,236	17,433	1,197	7.37%	1,506	9.45%
3120 HOSPITALIZATION	11,158	10,815	11,321	507	4.69%	163	1.47%
3130 WORKERS COMPENSATION	1,966	1,863	2,952	1,089	58.49%	986	50.16%
3150 GIFT/APPRECIATION CERTIFICATES	100	(65)	100	165	-253.85%	-	0.00%
3350 UNEMPLOYMENT BENEFITS	810	570	54	(516)	-90.53%	(756)	-93.33%
TOTAL PERSONNEL	\$ 150,726	\$ 144,618	\$ 164,576	\$ 19,958	13.80%	\$ 13,850	9.19%
4010 OFFICE SUPPLIES	500	276	400	124	45.11%	(100)	-20.00%
4011 POSTAGE	100	25	100	75	300.00%	-	0.00%
4040 OIL & GAS	3,000	2,176	2,500	324	14.88%	(500)	-16.67%
4150 SMALL TOOLS & EQUIPMENT	1,800	636	1,800	1,164	183.23%	-	0.00%
4160 ANIMAL FOOD & SUPPLIES	800	303	800	497	164.16%	-	0.00%
4400 SUPPLIES	300	108	300	192	176.96%	-	0.00%
4401 VETERINARY SUPPLIES	500	108	500	392	363.99%	-	0.00%
TOTAL SUPPLIES	\$ 7,000	\$ 3,631	\$ 6,400	\$ 2,769	76.24%	\$ (600)	-8.57%
5020 DUES & SUBSCRIPTIONS	200	40	400	360	900.00%	200	100.00%
5110 MAINT-AUTOS/EQUIP	2,000	818	2,000	1,182	144.37%	-	0.00%
5170 MAINTENANCE - RADIOS	1,500	1,500	1,500	-	0.00%	-	0.00%
5175 JANITORIAL SERVICES	2,400	2,719	2,400	(319)	-11.74%	-	0.00%
5180 MAINT-BLDGS & GROUNDS	4,950	5,862	5,000	(862)	-14.71%	50	1.01%
5212 PROF FEES - ARCHITECTURAL	-	-	-	-	0.00%	-	0.00%
5300 TRAINING & CONFERENCE	2,000	1,000	1,500	500	50.02%	(500)	-25.00%
5310 UNIFORMS & LAUNDRY	2,500	1,745	2,500	755	43.23%	-	0.00%
5320 INSURANCE-AUTO	1,500	632	1,500	868	137.30%	-	0.00%
5330 INSURANCE-MISC	-	-	-	-	0.00%	-	0.00%
5400 TELEPHONE	475	323	475	152	47.21%	-	0.00%
5410 UTILITIES	12,450	11,094	12,450	1,356	12.22%	-	0.00%
5465 MISC EXPENDITURES	500	328	500	172	52.33%	-	0.00%
TOTAL SERVICES	\$ 30,475	\$ 26,062	\$ 30,225	\$ 4,163	15.97%	\$ (250)	-0.82%
6010 AUTOS & TRUCKS	-	-	-	-	0.00%	-	0.00%
6020 EQUIPMENT	-	-	-	-	0.00%	-	0.00%
6030 OFFICE SUPPLIES	-	-	-	-	0.00%	-	0.00%
6050 BUILDINGS/RENOVATIONS	-	-	-	-	0.00%	-	0.00%
6410 FLEET AMORTIZATION EXPENSE	6,432	6,431	6,432	1	0.01%	-	0.00%
TOTAL CAPITAL OUTLAY	6,432	6,431	6,432	-	0.00%	-	0.00%
TOTAL EXPENDITURES	\$ 194,633	\$ 180,743	\$ 207,633	\$ 26,889	14.88%	\$ 13,000	6.68%



FUND : 100-GENERAL FUND

PERIOD TO USE: Oct-2020 THRU Sep-2021

DEPT : 558 ANIMAL CONTROL

ACCOUNTS: ALL

City of Taylor, Texas

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====

558-111			REGULAR FULL TIME							
			B E G I N N I N G		B A L A N C E					0.00
10/14/20	10/14	P02482	PYEXP	00445	BIWEEKLY PPE 10112020				2,421.51	2,421.51
10/28/20	10/28	P02484	PYEXP	00446	BIWEEKLY PPE 10252020				3,065.20	5,486.71
			=====	OCTOBER ACTIVITY	DB:	5,486.71	CR:	0.00	5,486.71	
11/10/20	11/10	P02488	PYEXP	00448	BIWEEKLY PPE 11082020				3,065.20	8,551.91
11/24/20	11/24	P02490	PYEXP	00449	BIWEEKLY PPE 11222020				3,065.20	11,617.11
			=====	NOVEMBER ACTIVITY	DB:	6,130.40	CR:	0.00	6,130.40	
12/09/20	12/09	P02494	PYEXP	00451	BIWEEKLY PPE 12062020				3,065.20	14,682.31
12/22/20	12/22	P02498	PYEXP	00453	BIWEEKLY PPE 12.20.20				3,065.20	17,747.51
			=====	DECEMBER ACTIVITY	DB:	6,130.40	CR:	0.00	6,130.40	
1/07/21	1/07	P02502	PYEXP	00455	BIWEEKLY PPE 01.03.21				3,065.20	20,812.71
1/20/21	1/20	P02504	PYEXP	00456	BIWEEKLY PPE 01.17.21				3,065.20	23,877.91
			=====	JANUARY ACTIVITY	DB:	6,130.40	CR:	0.00	6,130.40	
			=====	ACCOUNT TOTAL	DB:	23,877.91	CR:	0.00		

558-112			VACATION/HOLIDAY							
			B E G I N N I N G		B A L A N C E					0.00

558-113			SICK LEAVE							
			B E G I N N I N G		B A L A N C E					0.00

558-114			OVERTIME							
			B E G I N N I N G		B A L A N C E					0.00
11/10/20	11/10	P02488	PYEXP	00448	BIWEEKLY PPE 11082020				44.60	44.60
11/24/20	11/24	P02490	PYEXP	00449	BIWEEKLY PPE 11222020				150.81	195.41
			=====	NOVEMBER ACTIVITY	DB:	195.41	CR:	0.00	195.41	
12/09/20	12/09	P02494	PYEXP	00451	BIWEEKLY PPE 12062020				195.41	390.82
			=====	DECEMBER ACTIVITY	DB:	195.41	CR:	0.00	195.41	
1/07/21	1/07	P02502	PYEXP	00455	BIWEEKLY PPE 01.03.21				478.70	869.52
			=====	JANUARY ACTIVITY	DB:	478.70	CR:	0.00	478.70	
			=====	ACCOUNT TOTAL	DB:	869.52	CR:	0.00		

1-26-2021 4:11 PM				D E T A I L L I S T I N G				PAGE: 2		
FUND : 100-GENERAL FUND				PERIOD TO USE: Oct-2020 THRU Sep-2021						
DEPT : 558 ANIMAL CONTROL				ACCOUNTS: ALL						
POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
<hr/>										
558-115		LONGEVITY PAY								
		B E G I N N I N G B A L A N C E								
		0.00								
<hr/>										
12/16/20	12/16	P02496	PYEXP		00452 LONGEVITY PAYOUT FOR 2020				288.00	288.00
				=====	DECEMBER ACTIVITY DB:	288.00	CR:	0.00	288.00	
				=====	ACCOUNT TOTAL DB:	288.00	CR:	0.00		
<hr/>										
558-116		REGULAR PART TIME								
		B E G I N N I N G B A L A N C E								
		0.00								
<hr/>										
558-117		TEMPORARY/SEASONAL								
		B E G I N N I N G B A L A N C E								
		0.00								
<hr/>										
558-118		INSURANCE ALLOWANCE								
		B E G I N N I N G B A L A N C E								
		0.00								
<hr/>										
10/14/20	10/14	P02482	PYEXP		00445 BIWEEKLY PPE 10112020				36.46	36.46
10/28/20	10/28	P02484	PYEXP		00446 BIWEEKLY PPE 10252020				46.15	82.61
				=====	OCTOBER ACTIVITY DB:	82.61	CR:	0.00	82.61	
<hr/>										
11/10/20	11/10	P02488	PYEXP		00448 BIWEEKLY PPE 11082020				46.15	128.76
11/24/20	11/24	P02490	PYEXP		00449 BIWEEKLY PPE 11222020				46.15	174.91
				=====	NOVEMBER ACTIVITY DB:	92.30	CR:	0.00	92.30	
<hr/>										
12/09/20	12/09	P02494	PYEXP		00451 BIWEEKLY PPE 12062020				46.15	221.06
12/22/20	12/22	P02498	PYEXP		00453 BIWEEKLY PPE 12.20.20				46.15	267.21
				=====	DECEMBER ACTIVITY DB:	92.30	CR:	0.00	92.30	
<hr/>										
1/07/21	1/07	P02502	PYEXP		00455 BIWEEKLY PPE 01.03.21				46.15	313.36
1/20/21	1/20	P02504	PYEXP		00456 BIWEEKLY PPE 01.17.21				46.15	359.51
				=====	JANUARY ACTIVITY DB:	92.30	CR:	0.00	92.30	
				=====	ACCOUNT TOTAL DB:	359.51	CR:	0.00		
<hr/>										
558-119		CERTIFICATION PAY								
		B E G I N N I N G B A L A N C E								
		0.00								
<hr/>										
558-120		UNUM LIFE								
		B E G I N N I N G B A L A N C E								
		0.00								

1-26-2021 4:11 PM		D E T A I L L I S T I N G					PAGE: 3		
FUND : 100-GENERAL FUND							PERIOD TO USE: Oct-2020 THRU Sep-2021		
DEPT : 558 ANIMAL CONTROL							ACCOUNTS: ALL		
POST	DATE	TRAN #	REFERENCE	PACKET=====DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
11/20/20	11/23	A41087	DFT: 000000	13010 UNUM AD&D	210616	11182020-0641272		18.17	29.98
			=====	NOVEMBER ACTIVITY DB:	18.17	CR:	0.00	18.17	
12/18/20	12/29	A41955	DFT: 000000	13066 UNUM AD&D	210616	12162020-0641272		18.17	48.15
			=====	DECEMBER ACTIVITY DB:	18.17	CR:	0.00	18.17	
			=====	ACCOUNT TOTAL DB:	54.51	CR:	6.36CR		

558-121		FICA SOCIAL SECURITY							
			B E G I N N I N G		B A L A N C E				0.00
10/02/20	10/02	A39171	DFT: 000800	12891 FICA CONTRIBUTIONS AND M	191770	T3 10/2020A		316.93	316.93
10/02/20	10/02	A39171	DFT: 000800	12891 MEDICARE CONTRIB AND MAT	191770	T4 10/2020A		74.12	391.05
10/16/20	10/16	A39551	DFT: 000809	12923 FICA CONTRIBUTIONS AND M	191770	T3 202010148429		40.61	431.66
10/16/20	10/16	A39551	DFT: 000809	12923 FICA CONTRIBUTIONS AND M	191770	T3 202010148430		152.80	584.46
10/16/20	10/16	A39551	DFT: 000809	12923 MEDICARE CONTRIB AND MAT	191770	T4 202010148429		9.49	593.95
10/16/20	10/16	A39551	DFT: 000809	12923 MEDICARE CONTRIB AND MAT	191770	T4 202010148430		35.74	629.69
10/29/20	10/29	A40090	DFT: 000817	12952 FICA CONTRIBUTIONS AND M	191770	T3 10/2020C		192.90	822.59
10/29/20	10/29	A40090	DFT: 000817	12952 MEDICARE CONTRIB AND MAT	191770	T4 10/2020C		45.11	867.70
			=====	OCTOBER ACTIVITY DB:	867.70	CR:	0.00	867.70	
11/12/20	11/12	A40613	DFT: 000827	12987 FICA CONTRIBUTIONS AND M	191770	T3 11/2020A		196.17	1,063.87
11/12/20	11/12	A40613	DFT: 000827	12987 MEDICARE CONTRIB AND MAT	191770	T4 11/2020A		45.88	1,109.75
11/25/20	11/25	A41105	DFT: 000837	13022 FICA CONTRIBUTIONS AND M	191770	T3 11/2020B		202.76	1,312.51
11/25/20	11/25	A41105	DFT: 000837	13022 MEDICARE CONTRIB AND MAT	191770	T4 11/2020B		47.42	1,359.93
			=====	NOVEMBER ACTIVITY DB:	492.23	CR:	0.00	492.23	
12/10/20	12/10	A41447	DFT: 000847	13046 FICA CONTRIBUTIONS AND M	191770	T3 12/2020A		205.53	1,565.46
12/10/20	12/10	A41447	DFT: 000847	13046 MEDICARE CONTRIB AND MAT	191770	T4 12/2020A		48.06	1,613.52
12/17/20	12/17	A41581	DFT: 000851	13060 FICA CONTRIBUTIONS AND M	191770	T3 12/2020L		17.86	1,631.38
12/17/20	12/17	A41581	DFT: 000851	13060 MEDICARE CONTRIB AND MAT	191770	T4 12/2020L		4.18	1,635.56
12/22/20	12/22	A41887	DFT: 000866	13083 FICA CONTRIBUTIONS AND M	191770	T3 1220B		194.47	1,830.03
12/22/20	12/22	A41887	DFT: 000866	13083 MEDICARE CONTRIB AND MAT	191770	T4 1220B		45.48	1,875.51
12/22/20	12/22	A41897	VOID: 000866	13086 REVERSE VOIDED CHECK	191770	T3 1220B		194.47CR	1,681.04
12/22/20	12/22	A41897	VOID: 000866	13086 REVERSE VOIDED CHECK	191770	T4 1220B		45.48CR	1,635.56
12/23/20	12/23	A41907	CHK: 915763	13087 FICA CONTRIBUTIONS AND M	191770	202012228672		194.47	1,830.03
12/23/20	12/23	A41907	CHK: 915763	13087 MEDICARE CONTRIB AND MAT	191770	202012228673		45.48	1,875.51
12/23/20	12/23	A41916	VOID: 915763	13090 REVERSE VOIDED CHECK	191770	202012228672		194.47CR	1,681.04
12/23/20	12/23	A41916	VOID: 915763	13090 REVERSE VOIDED CHECK	191770	202012228673		45.48CR	1,635.56
12/23/20	12/23	A41922	DFT: 000000	13091 FICA CONTRIBUTIONS AND M	191770	202012238675		194.47	1,830.03
12/23/20	12/23	A41922	DFT: 000000	13091 MEDICARE CONTRIB AND MAT	191770	202012238676		45.48	1,875.51
			=====	DECEMBER ACTIVITY DB:	995.48	CR:	479.90CR	515.58	
1/07/21	1/07	A42304	DFT: 000876	13115 FICA CONTRIBUTIONS AND M	191770	T3 JAN2021A		223.09	2,098.60

FUND : 100-GENERAL FUND

PERIOD TO USE: Oct-2020 THRU Sep-2021

DEPT : 558 ANIMAL CONTROL

ACCOUNTS: ALL

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====

558-122			WORKERS COMPENSATION							
			B E G I N N I N G		B A L A N C E					0.00
10/01/20	10/23	A39907	EFT: 003175	12931	FY20/21 WORKERS' COMP	204102	102020-3204		782.74	782.74
			=====	OCTOBER ACTIVITY	DB:	782.74	CR:	0.00	782.74	
			=====	ACCOUNT TOTAL	DB:	782.74	CR:	0.00		

558-123			STATE UNEMPLOYMENT TAXES							
			B E G I N N I N G		B A L A N C E					0.00

558-124			RETIREMENT- TMRS							
			B E G I N N I N G		B A L A N C E					0.00
10/14/20	10/14	A39545	EFT: 003209	12925	TMRS CONTRIBUTIONS	204120	TMR202010148430		318.59	318.59
10/28/20	10/28	A40085	EFT: 003209	12954	TMRS CONTRIBUTIONS	204120	TMR10/2020C		401.98	720.57
			=====	OCTOBER ACTIVITY	DB:	720.57	CR:	0.00	720.57	
11/10/20	11/12	A40607	EFT: 003340	12989	TMRS CONTRIBUTIONS	204120	TMR11/2020A		409.03	1,129.60
11/24/20	11/24	A41099	EFT: 003340	13024	TMRS CONTRIBUTIONS	204120	TMR11/2020B		422.76	1,552.36
			=====	NOVEMBER ACTIVITY	DB:	831.79	CR:	0.00	831.79	
12/09/20	12/09	A41441	EFT: 003399	13048	TMRS CONTRIBUTIONS	204120	TMR12/2020A		428.52	1,980.88
12/16/20	12/17	A41580	EFT: 003399	13061	TMRS CONTRIBUTIONS	204120	TMR12/2020L		37.20	2,018.08
12/22/20	12/22	A41881	EFT: 003399	13085	TMRS CONTRIBUTIONS	204120	TMR1220B		405.47	2,423.55
			=====	DECEMBER ACTIVITY	DB:	871.19	CR:	0.00	871.19	
1/07/21	1/07	A42298	EFT: 003470	13117	TMRS CONTRIBUTIONS	204120	TMRJAN2021A		484.57	2,908.12
1/20/21	1/20	A42638	EFT: 003470	13145	TMRS CONTRIBUTIONS	204120	TMRJAN2021B		420.13	3,328.25
			=====	JANUARY ACTIVITY	DB:	904.70	CR:	0.00	904.70	
			=====	ACCOUNT TOTAL	DB:	3,328.25	CR:	0.00		

558-125			ADMINISTRATION "125"							
			B E G I N N I N G		B A L A N C E					0.00

558-126			HEALTH INSURANCE							
			B E G I N N I N G		B A L A N C E					0.00
11/03/20	11/03	A40271	CHK: 003206	12967	HEALTH PREMIUMS	191699	10302020-SW		615.11	615.11
11/20/20	11/20	A41076	CHK: 003304	13019	HEALTH PREMIUMS	191699	11202020-SW		615.11	1,230.22

City of Taylor, Texas

FUND : 100-GENERAL FUND

PERIOD TO USE: Oct-2020 THRU Sep-2021

DEPT : 558 ANIMAL CONTROL

ACCOUNTS: ALL

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====

558-127			DENTAL INSURANCE							
				B E G I N N I N G	B A L A N C E					0.00
10/21/20	10/21	A39789	CHK: 003154	12942	DENTAL INSURANCE	243303	10212020-SUN	LIFE	24.82	24.82
			=====	OCTOBER ACTIVITY	DB:	24.82	CR:	0.00	24.82	
11/20/20	11/20	A41069	CHK: 003303	13013	DENTAL INSURANCE	243303	11192020-SUN	LIFE	24.82	49.64
			=====	NOVEMBER ACTIVITY	DB:	24.82	CR:	0.00	24.82	
12/30/20	12/30	A41966	CHK: 003396	13077	DENTAL INSURANCE	243303	12182020-SUN	LIFE	24.82	74.46
			=====	DECEMBER ACTIVITY	DB:	24.82	CR:	0.00	24.82	
			=====	ACCOUNT TOTAL	DB:	74.46	CR:	0.00		

558-128			LONG TERM DISABILITY							
				B E G I N N I N G	B A L A N C E					0.00
11/03/20	11/03	A40277	CHK: 003207	12966	LTD 2020 INV.	120095	10/30/20-CITAYLOR		19.92	19.92
11/03/20	11/03	A40277	CHK: 003207	12966	TERM K. SHRUM HAMMER	120095	10/30/20-CITAYLOR		6.77CR	13.15
11/20/20	11/20	A40882	CHK: 003278	13008	LTD 2020 INV.	120095	11182020-CITAYLOR		19.92	33.07
			=====	NOVEMBER ACTIVITY	DB:	39.84	CR:	6.77CR	33.07	
12/30/20	12/30	A41972	CHK: 003397	13094	LTD JAN 2021 INV.	120095	12282020-CITAYLOR		19.92	52.99
			=====	DECEMBER ACTIVITY	DB:	19.92	CR:	0.00	19.92	
			=====	ACCOUNT TOTAL	DB:	59.76	CR:	6.77CR		

558-129			VISION INSURANCE							
				B E G I N N I N G	B A L A N C E					0.00
10/30/20	11/03	A40265	DFT: 000000	12965	DENTAL SELEC VISION NOV.	243408	10292020-5539143		7.92	7.92
			=====	OCTOBER ACTIVITY	DB:	7.92	CR:	0.00	7.92	
11/23/20	11/24	A41093	DFT: 000000	13020	DENTAL SELECT VISION DEC	243408	11202020-5580140		7.92	15.84
			=====	NOVEMBER ACTIVITY	DB:	7.92	CR:	0.00	7.92	
12/29/20	1/05	A42286	DFT: 000000	13097	DENTAL SEL VISION JAN 20	243408	12282020-5635143		7.92	23.76
			=====	DECEMBER ACTIVITY	DB:	7.92	CR:	0.00	7.92	
			=====	ACCOUNT TOTAL	DB:	23.76	CR:	0.00		

558-131			UNIFORMS (BUY)							
				B E G I N N I N G	B A L A N C E					0.00

City of Taylor, Texas

FUND : 100-GENERAL FUND

PERIOD TO USE: Oct-2020 THRU Sep-2021

DEPT : 558 ANIMAL CONTROL

ACCOUNTS: ALL

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
558-132			UNIFORM RENTAL							
			B E G I N N I N G		B A L A N C E					0.00
558-133			BUSINESS- TRANSPORTATION							
			B E G I N N I N G		B A L A N C E					0.00
558-141			WORKSHOP TRAINING							
			B E G I N N I N G		B A L A N C E					0.00
11/06/20	11/06	A40319	DFT: 000000	12969	ACO CRUELTY INVESTIGATIO	242590	202011038530		300.00	300.00
			=====	NOVEMBER ACTIVITY	DB:	300.00	CR:	0.00	300.00	
12/29/20	12/29	A41936	DFT: 000000	13096	ACO PERIO-ADV ACO COURSE	080898	202012298705		350.00	650.00
			=====	DECEMBER ACTIVITY	DB:	350.00	CR:	0.00	350.00	
1/14/21	1/14	A42381	DFT: 000000	13126	S.DAVIS-REMEWAL THRU JAN	204150	202101148866		50.00	700.00
			=====	JANUARY ACTIVITY	DB:	50.00	CR:	0.00	50.00	
			=====	ACCOUNT TOTAL	DB:	700.00	CR:	0.00		
558-142			PROFESSIONAL CONFERENCES							
			B E G I N N I N G		B A L A N C E					0.00
558-146			TRAINING- TRANSPORTATION							
			B E G I N N I N G		B A L A N C E					0.00
558-147			TRAINING- LODGING							
			B E G I N N I N G		B A L A N C E					0.00
558-148			TRAINING- MEALS							
			B E G I N N I N G		B A L A N C E					0.00
558-211			GENERAL OFFICE SUPPLIES							
			B E G I N N I N G		B A L A N C E					0.00
558-226			MISC. HARDWARE							

City of Taylor, Texas

FUND : 100-GENERAL FUND

PERIOD TO USE: Oct-2020 THRU Sep-2021

DEPT : 558 ANIMAL CONTROL

ACCOUNTS: ALL

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
558-252			MEDICAL SUPPLIES							
			B E G I N N I N G		B A L A N C E					0.00
558-253			CHEMICALS							
			B E G I N N I N G		B A L A N C E					0.00
558-256			MINOR TOOLS/INSTRUMENTS							
			B E G I N N I N G		B A L A N C E					0.00
558-259			MISC. SUPPLIES							
			B E G I N N I N G		B A L A N C E					0.00
10/19/20	11/06	A40412	CHK: 157373	12960	PAPER TOWELS - ACO	141254	130082573001		41.38	41.38
10/29/20	11/06	A40440	CHK: 157388	12960	HEAT LAMP FOR ANIMAL SHE	205026	602683		79.91	121.29
			=====	OCTOBER ACTIVITY	DB:	121.29	CR:	0.00	121.29	
11/30/20	12/02	A41127	DFT: 000000	13032	2021 ANIMAL REG TAGS	032650	10175		216.50	337.79
11/30/20	12/02	A41145	DFT: 000000	13032	INK, CHAIR MATS	242509	202012018610		180.76	518.55
			=====	NOVEMBER ACTIVITY	DB:	397.26	CR:	0.00	397.26	
12/06/20	1/15	A42499	CHK: 157746	13107	96 TOLL FEES	242647	100017836331		6.38	524.93
			=====	DECEMBER ACTIVITY	DB:	6.38	CR:	0.00	6.38	
1/14/21	1/14	A42376	DFT: 000000	13126	ACO-DANGEROUS DOG TAGS X	032650	202101138854		61.50	586.43
			=====	JANUARY ACTIVITY	DB:	61.50	CR:	0.00	61.50	
			=====	ACCOUNT TOTAL	DB:	586.43	CR:	0.00		
558-261			OFFICE FURNITURE							
			B E G I N N I N G		B A L A N C E					0.00
11/30/20	12/02	A41145	DFT: 000000	13032	ACO OFFICE CHAIRS	242509	11376619337971432		111.76	111.76
			=====	NOVEMBER ACTIVITY	DB:	111.76	CR:	0.00	111.76	
			=====	ACCOUNT TOTAL	DB:	111.76	CR:	0.00		
558-262			COMMUNICATION EQUIPMENT							
			B E G I N N I N G		B A L A N C E					0.00

City of Taylor, Texas

FUND : 100-GENERAL FUND

PERIOD TO USE: Oct-2020 THRU Sep-2021

DEPT : 558 ANIMAL CONTROL

ACCOUNTS: ALL

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
					B E G I N N I N G					0.00
					B A L A N C E					
558-268					APPLIANCES					
					B E G I N N I N G					0.00
					B A L A N C E					
12/29/20	12/29	A41941	DFT: 000000	13096	(2) AC UNITS FOR ACO	242509	202012298706		558.00	558.00
			=====		DECEMBER ACTIVITY DB:	558.00	CR:	0.00	558.00	
					ACCOUNT TOTAL DB:	558.00	CR:	0.00		
558-269					OTHER OFFICE EQUIPMENT					
					B E G I N N I N G					0.00
					B A L A N C E					
11/30/20	12/02	A41145	DFT: 000000	13032	PRINTER	242509	111326158331075400		279.89	279.89
			=====		NOVEMBER ACTIVITY DB:	279.89	CR:	0.00	279.89	
					ACCOUNT TOTAL DB:	279.89	CR:	0.00		
558-278					ANIMAL CONTROL DEVICES					
					B E G I N N I N G					0.00
					B A L A N C E					
558-313					SHORT TERM RENTAL					
					B E G I N N I N G					0.00
					B A L A N C E					
558-321					LIGHT & POWER					
					B E G I N N I N G					0.00
					B A L A N C E					
10/01/20	10/09	A39340	CHK: 157186	12899	MONTHLY ELECTRIC BILL	180465	10012020-07.08.14		232.31	232.31
			=====		OCTOBER ACTIVITY DB:	232.31	CR:	0.00	232.31	
11/01/20	11/06	A40420	CHK: 157378	12960	MONTHLY ELECTRIC BILL	180465	11012020-07.08.14		169.56	401.87
			=====		NOVEMBER ACTIVITY DB:	169.56	CR:	0.00	169.56	
12/01/20	12/31	A42081	CHK: 157663	13075	MONTHLY ELECTRIC BILL	180465	12/2020-07.08.14		207.53	609.40
			=====		DECEMBER ACTIVITY DB:	207.53	CR:	0.00	207.53	
					ACCOUNT TOTAL DB:	609.40	CR:	0.00		
558-322					NATURAL GAS, PROPANE					
					B E G I N N I N G					0.00
					B A L A N C E					

City of Taylor, Texas

FUND : 100-GENERAL FUND

PERIOD TO USE: Oct-2020 THRU Sep-2021

DEPT : 558 ANIMAL CONTROL

ACCOUNTS: ALL

POST DATE TRAN # REFERENCE PACKET=====DESCRIPTION===== VEND INV/JE # NOTE =====AMOUNT===== BALANCE=====

558-323 TRUNK TELEPHONE SYSTEM

B E G I N N I N G B A L A N C E

0.00

10/19/20 10/29 A40108 CHK: 157328 12949 ANIMAL CONTROL 010302 10012020-05.19.18 136.77 136.77

10/31/20 12/04 A41184 CHK: 157501 13018 OCTOBER 2020 ANIMAL CONT 040525 112020-18051420N 2.30 139.07

===== OCTOBER ACTIVITY DB: 139.07 CR: 0.00 139.07

11/01/20 12/18 A41614 CHK: 157581 13054 ANIMAL CONTROL 010302 11/2020-05.19.18 135.04 274.11

===== NOVEMBER ACTIVITY DB: 135.04 CR: 0.00 135.04

12/01/20 1/15 A42400 CHK: 157707 13107 ANIMAL CONTROL 010302 12/2020-05.19.18 135.04 409.15

===== DECEMBER ACTIVITY DB: 135.04 CR: 0.00 135.04

===== ACCOUNT TOTAL DB: 409.15 CR: 0.00

558-324 CELL PHONES

B E G I N N I N G B A L A N C E

0.00

11/09/20 11/20 A40940 CHK: 157481 12998 CELL PHONE 220705 112020-CELL 150.00 150.00

===== NOVEMBER ACTIVITY DB: 150.00 CR: 0.00 150.00

12/01/20 12/31 A42108 CHK: 157682 13075 CELL PHONE 220705 122020-CELL 150.00 300.00

===== DECEMBER ACTIVITY DB: 150.00 CR: 0.00 150.00

===== ACCOUNT TOTAL DB: 300.00 CR: 0.00

558-325 PAGERS

B E G I N N I N G B A L A N C E

0.00

558-349 MISC REPAIRS/MAINT

B E G I N N I N G B A L A N C E

0.00

558-352 CLEANING SUPPLIES

B E G I N N I N G B A L A N C E

0.00

10/21/20 10/23 A39918 CHK: 157307 12931 ACO CLEANING SUPPLIES-TR 230000 04515 88.00 88.00

===== OCTOBER ACTIVITY DB: 88.00 CR: 0.00 88.00

11/17/20 11/20 A40942 CHK: 157484 12998 CLOROX, BLEACH, GLOVES 230000 06165 58.95 146.95

===== NOVEMBER ACTIVITY DB: 58.95 CR: 0.00 58.95

City of Taylor, Texas

FUND : 100-GENERAL FUND

PERIOD TO USE: Oct-2020 THRU Sep-2021

DEPT : 558 ANIMAL CONTROL

ACCOUNTS: ALL

POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
1/12/21	1/15	A42482	CHK: 157738	13107	ACO CLEANING SUPPLIES	230000	03416		136.04	456.68
			=====		JANUARY ACTIVITY DB:	136.04	CR:	0.00	136.04	
			=====		ACCOUNT TOTAL DB:	456.68	CR:	0.00		

558-353			CLEANING- PAPER PRODUCTS							
					B E G I N N I N G B A L A N C E					0.00

558-414			MOTOR VEHICLE RENTAL							
					B E G I N N I N G B A L A N C E					0.00
12/28/20	12/29	B63319		04922	1st QRT 2020/21 EQUIP RENTAL		JE# 025752		3,500.00	3,500.00
			=====		DECEMBER ACTIVITY DB:	3,500.00	CR:	0.00	3,500.00	
			=====		ACCOUNT TOTAL DB:	3,500.00	CR:	0.00		

558-419			REPLACEMENT FUND CONTRIBUTION							
					B E G I N N I N G B A L A N C E					0.00
12/28/20	12/29	B63320		04922	1st QRT 2020/21 REPLACEMENT		JE# 025753		1,429.75	1,429.75
			=====		DECEMBER ACTIVITY DB:	1,429.75	CR:	0.00	1,429.75	
			=====		ACCOUNT TOTAL DB:	1,429.75	CR:	0.00		

558-421			FUEL, OIL AND LUBRICANTS							
					B E G I N N I N G B A L A N C E					0.00

558-423			TIRES/BATTERIES/FILTERS/HOSES							
					B E G I N N I N G B A L A N C E					0.00

558-424			ELECTRICAL PARTS							
					B E G I N N I N G B A L A N C E					0.00

558-428			TRANSMISSION/MOTOR PARTS							
					B E G I N N I N G B A L A N C E					0.00

558-514			MEDICAL SERVICES							
					B E G I N N I N G B A L A N C E					0.00

City of Taylor, Texas

1-26-2021	4:11 PM	D E T A I L L I S T I N G										PAGE:	11
FUND	:	100-GENERAL FUND	PERIOD TO USE: Oct-2020 THRU Sep-2021										
DEPT	:	558 ANIMAL CONTROL	ACCOUNTS: ALL										
POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====	AMOUNT=====	=====	BALANCE=====	

558-515			VETERINARIAN SERVICES										
			B E G I N N I N G		B A L A N C E							0.00	
11/30/20	12/02	A41134	DFT: 000000	13032	PARVO VACCINES	180400	202012018618			289.46		289.46	
			=====	NOVEMBER ACTIVITY	DB:	289.46	CR:	0.00		289.46			
12/28/20	12/31	A42038	CHK: 157654	13075	VETERINARY SERVS OCT TO	070900	73930			2,968.89		3,258.35	
			=====	DECEMBER ACTIVITY	DB:	2,968.89	CR:	0.00		2,968.89			
			=====	ACCOUNT TOTAL	DB:	3,258.35	CR:	0.00					

558-519			OTHER PROFESSIONAL SERVICES										
			B E G I N N I N G		B A L A N C E							0.00	

558-524			LAUNDRY AND CLEANING										
			B E G I N N I N G		B A L A N C E							0.00	

558-525			LANDFILL FEES										
			B E G I N N I N G		B A L A N C E							0.00	

558-532			SOFTWARE MAINT/LICENSING										
			B E G I N N I N G		B A L A N C E							0.00	

558-539			OTHER CONTRACT SERVICES										
			B E G I N N I N G		B A L A N C E							0.00	
10/14/20	10/23	A39835	CHK: 157277	12931	ACO KENNEL TEMP- S. CART	050300	3000687			737.36		737.36	
10/21/20	11/06	A40379	CHK: 157361	12960	TEMP KENNEL-S. CARTER	050300	3000814			964.64		1,702.00	
10/28/20	11/06	A40381	CHK: 157361	12960	TEMP KENNEL-S. CARTER	050300	3000984			742.00		2,444.00	
10/28/20	11/06	A40381	CHK: 157361	12960	TEMP KENNEL-S. RUTHERFOR	050300	3000984			445.20		2,889.20	
			=====	OCTOBER ACTIVITY	DB:	2,889.20	CR:	0.00		2,889.20			
11/04/20	11/13	A40649	CHK: 157414	12984	TEMP KENNEL TECH-SHELBY	050300	3001121			593.60		3,482.80	
11/04/20	11/13	A40649	CHK: 157414	12984	TEMP KENNEL TECH-S. RUTH	050300	3001121			964.64		4,447.44	
11/10/20	11/20	A40895	CHK: 157463	12998	KENNEL TEMP/SHELBY CARTE	050300	3001268			742.00		5,189.44	
11/10/20	11/20	A40895	CHK: 157463	12998	KENNEL TEMP/S. RUTHERFOR	050300	3001268			593.60		5,783.04	
11/13/20	11/06	A40593	DFT: 000000	12979	INTERNET-ACO	242551	202011068552			74.90		5,857.94	
11/18/20	12/04	A41189	CHK: 157503	13018	KENNEL TEMP	050300	3001418			686.35		6,544.29	
11/18/20	12/04	A41189	CHK: 157503	13018	KENNEL TEMP	050300	3001418			742.00		7,286.29	

1-26-2021 4:11 PM				D E T A I L L I S T I N G				PAGE: 12		
FUND : 100-GENERAL FUND				PERIOD TO USE: Oct-2020 THRU Sep-2021						
DEPT : 558 ANIMAL CONTROL				ACCOUNTS: ALL						
POST	DATE	TRAN #	REFERENCE	PACKET=====	DESCRIPTION=====	VEND	INV/JE #	NOTE	=====AMOUNT=====	=====BALANCE=====
12/02/20	12/18	A41632	CHK: 157588	13054	CARTER	050300	3001649		491.58	9,331.42
12/02/20	12/18	A41632	CHK: 157588	13054	RUTHERFORD	050300	3001649		630.70	9,962.12
12/09/20	12/18	A41633	CHK: 157588	13054	KENNEL TEMP CARTER	050300	3001871		742.00	10,704.12
12/16/20	12/31	A42034	CHK: 157653	13075	KENNEL TEMPS CARTER	050300	3002017		742.00	11,446.12
12/16/20	12/31	A42034	CHK: 157653	13075	KENNEL TEMPS RUTHERFORD	050300	3002017		593.60	12,039.72
12/22/20	12/31	A42036	CHK: 157653	13075	KENNEL TEMP CARTER	050300	3002177		742.00	12,781.72
12/22/20	12/31	A42036	CHK: 157653	13075	KENNEL TEMP RUTHERFORD	050300	3002177		742.00	13,523.72
12/29/20	12/31	A42037	CHK: 157653	13075	KENNEL TEMPS CARTER	050300	302257		667.80	14,191.52
12/29/20	12/31	A42037	CHK: 157653	13075	KENNEL TEMPS RUTHERFORD	050300	302257		626.06	14,817.58
			=====	DECEMBER ACTIVITY	DB:	5,977.74	CR:	0.00	5,977.74	
1/06/21	1/15	A42438	CHK: 157722	13107	KENNEL TEMPS CARTER	050300	3002461		742.00	15,559.58
1/06/21	1/15	A42438	CHK: 157722	13107	KENNEL TEMPS RUTHERFORD	050300	3002461		742.00	16,301.58
1/14/21	1/15	A42521	EFT: 003462	13107	ACO CAMERAS INSTALL	243379	1992		2,000.00	18,301.58
			=====	JANUARY ACTIVITY	DB:	3,484.00	CR:	0.00	3,484.00	
			=====	ACCOUNT TOTAL	DB:	18,301.58	CR:	0.00		

558-719	OTHER CAPITAL OUTLAY									
	B E G I N N I N G			B A L A N C E			0.00			

558-723	MOTOR VEHICLES									
	B E G I N N I N G			B A L A N C E			0.00			

558-724	HEAVY EQUIPMENT									
	B E G I N N I N G			B A L A N C E			0.00			

558-725	OTHER EQUIPMENT									
	B E G I N N I N G			B A L A N C E			0.00			

*-**-**--*-**-**--*-**-**--*-**				000 ERRORS IN THIS REPORT!				*-**-**--*-**-**--*-**-**--*-**		
** REPORT TOTALS **				--- DEBITS ---		--- CREDITS ---				
BEGINNING BALANCES:				0.00		0.00				
REPORTED ACTIVITY:				64,934.05		493.03CR				
ENDING BALANCES:				64,934.05		493.03CR				
TOTAL FUND ENDING BALANCE:				64,441.02						

*** GRAND TOTALS ***

	--- DEBITS ---	--- CREDITS ---
BEGINNING BALANCES:	0.00	0.00
REPORTED ACTIVITY:	64,934.05	493.03CR
ENDING BALANCES:	64,934.05	493.03CR
GRAND TOTAL ENDING BALANCE:	64,441.02	

City of Taylor, Texas

SELECTION CRITERIA

FISCAL YEAR: Oct-2020 / Sep-2021
FUND: Include: 100
PERIOD TO USE: Oct-2020 THRU Sep-2021
TRANSACTIONS: BOTH

ACCOUNT SELECTION

ACCOUNT RANGE: THRU ZZZZZZZZZZZZZZ
DEPARTMENT RANGE: 558 THRU 558
ACTIVE FUNDS ONLY: NO
ACTIVE ACCOUNT ONLY: NO
INCLUDE RESTRICTED ACCOUNTS: NO
DIGIT SELECTION:

PRINT OPTIONS DETAIL

OMIT ACCOUNTS WITH NO ACTIVITY: NO
PRINT ENCUMBRANCES: NO
PRINT VENDOR NAME: NO
PRINT PROJECTS: NO
PRINT JOURNAL ENTRY NOTES: NO
PRINT MONTHLY TOTALS: YES
PRINT GRAND TOTALS: YES
PRINT: INVOICE #
PAGE BREAK BY: NONE

*** END OF REPORT ***

City of Taylor, Texas

CHAPTER 6

OCCUPATIONAL SAFETY PROCEDURES

The Evaluator had an opportunity to review occupational safety procedures in the shelter and field areas of Animal Services.

The agency does not have access to a Risk/Safety Manager. Occupational injury/illness statistics for Animal Services were provided to the Evaluator:

Year	Type of Injury
2019	1) fall, sprain right wrist and scrapes on both hands and elbow
2018	1) dog bite to face, cheek, neck; 2) dog bite to left leg; 3) fall, cut/bruise to both elbows, right hand at bottom of palm, right thigh

Source: Lockhart Human Resources

Per the City of Lockhart Employee Handbook - Effective August 1986, "We are interested in your safety as well as the safety of your fellow employees. Records of the National Safety Council show that a careful worker is safer at work than at home. Observe the safety rules in your department at all times. Understanding your job thoroughly will help you be a safe worker."

The Handbook also states that, "the City provides adequate medical protection for you should you be injured or become disabled as a result of your job with the City. While the City provides this protection, you also have a responsibility to make the plan work. If you suffer an on-the-job injury or illness, you are required to report the incident to your supervisor within 24 hours after it occurs. If you fail to meet this reporting requirement, you will not be entitled to injured employee's pay during the first week of your disability."

The Evaluator was advised by a staff member that some of the long-term dogs impounded at the shelter "are a threat to staff and volunteers. Some have been bitten. One volunteer was dragged to the ground and had to have the leash cut away from around her waist." When the Evaluator inquired about the agency's history of injuries, the last injury reported to Human Resources regarding a shelter volunteer (dog bite) was in 2017. This leads the Evaluator to believe that some incidents are largely unreported, probably due to a fear of the animal involved being reported. Unreported safety-related incidents involving any staff member or volunteer is a serious concern. Such reporting should be mandated. If any safety-related incident is not reported, the staff member or volunteer involved should be disciplined or terminated.

Accident report forms are completed for all reported injuries and submitted for claims. The Evaluator was not presented with any materials which describes City guidelines regarding health and safety issues. Virtually no information regarding Animal Services-related safety issues is offered within those documents and memorandums reviewed. Safety-related

training is virtually non-existent.

Animal Control employees are not trained in proper lifting techniques. Eye wash stations are not offered should accidental exposure to drugs or chemicals occur, however, sinks are available in certain areas. First aid kits are offered in the Food Preparation Room and in the customer service area. The kits are required to be maintained by the Supervisor on a regular basis. Chemical containers were stated to be disposed of properly. A Sharps container (OSHA approved) is available. Individual city departments are required to provide new employees training regarding OSHA requirements and Material Safety Data Sheets during their on-the-job orientation. Animal Services staff members have 24-hour access to the MSDS product information (located within the customer service area).



Kennel A-1 with Service Panel

The frequency of assaults on employees is not common. Some employees have been threatened (both physically and verbally). The Evaluator was advised that most workers have not received any formal training in conflict resolution and/or customer service.

None of the staff were known to carry occupational exposure advisory cards. New employees are advised, when hired, of the possible health risks they may face, and how to recognize and avoid those risks.

First aid and CPR training is not mandatory. None of the staff members are offered the rabies prophylaxis, hepatitis or tetanus vaccinations. The Evaluator recommends that any employee who is classified as a "high risk" (field officers, shelter personnel, office workers and volunteers who handle domestic and wild animals) should be offered the rabies prophylaxis and a tetanus vaccination. Any field officer susceptible to physical confrontations should also be vaccinated for hepatitis.

It is imperative that Animal Control personnel have access to safe and modern equipment. Most safety equipment is provided by the agency, and designated employees instruct subordinates in their use. Field personnel carry snake tongs, leashes, traps, nets, snappy-snare, feral cat den, muzzles, catch-poles, shovel and Vari-Kennels. The Animal Control Officer was also in possession of OC (10% law enforcement grade) and a bitestick (broken), however, the officer was not certified to use either. Officers are not allowed to carry sidearms.

Safety footwear is not required (regular shoes or tennis shoes). During the on-site visit, one Animal Shelter Attendant was observed applying bleach disinfectant in the kennels, while without protective footwear. Not only was this worker's shoes soaked with bleach, but their feet as well. Although protective footwear (rubber boots) is available, the Evaluator did not observe anyone wearing that equipment. In addition to the rubber boots, latex and nitrile gloves are provided. Hearing and eye protection is not provided. The Animal Services staff is responsible for preparing rabies specimens. Protective clothing, face shields, and gloves are provided. Removal is typically performed by using a knife and "loppers".

Although there is an increasing threat of violence nationally to Animal Control personnel, none of the ACO's have been provided a bullet-proof vest to wear while in the field.

Based on interviews and on-site evaluations, the Evaluator determined that the full-time Animal Control Officer does not possess adequate officer safety and animal handling skills.

Employees have received some training in zoonotic diseases; most training that workers receive is "on the job" or via outside training. The Texas Basic ACO Certification training offers animal health and disease recognition, control, and prevention; the humane care and treatment of animals; and the standards for care and control of animals in an animal shelter.

Most of the safety training that workers receive is provided by the Animal Services Supervisor. None of the current staff members have received training in driving techniques. Drivers' licenses are reviewed upon hiring, however, this review is not performed annually thereafter to confirm validity.

Within the customer service area, a counter and a Covid shield are offered to separate the public from employees. Although a full-door is offered which would prohibit visitor access into employee work areas, the Evaluator observed this door open on several occasions during the on-site review. During normal business hours, the public is allowed restricted access into the animal holding areas (visitors must be accompanied by an employee). No panic buttons are offered within the customer service area, however, the Police/Sheriff portable radio is available in the event of an emergency. The facility offers an interior/exterior security camera system, but no alarm system. The appearance of the customer service area is bright and well illuminated. Outside lighting was stated to be insufficient in providing protection for employees reporting to or leaving duty in the dark.

Decibel levels have not been tested within the kennel areas (unacceptable sound levels were evident). Hearing protection is not provided, nor is it mandatory that employees use this equipment.

Wet floors tend to be inherent in animal shelters due to the nature of the business. Since most cleaning tasks are performed while the animal holding areas are open to the public, visitors receive some exposure to wet floors in any accessible area. Open doors, high-velocity fans, exhaust fans, squeegees and mops are used to facilitate the drying process

(in addition, “wet floor” signs were offered to notify visitors of this potential risk).

Based upon the kennel building’s design, the electrical service panel was placed inside Kennel A1. The Evaluator was concerned about this potential hazard, as workers must spray the interior of the kennel during the cleaning process, thus exposing the service panel to large amounts of water. The Evaluator relayed this potential hazard to the Public Works Director during the exit interview.

The location of fire extinguishers and exits is a part of new employee orientation. Most employees know where the extinguishers are from having seen them around. The agency has not developed an evacuation plan relating to the emergency withdrawal of impounded animals.

Recommendations

6.01 A continuing safety program should be developed for all employees. Areas that should be included are animal behavior and handling, officer safety, lifting techniques, self defense, conflict resolution and zoonotic diseases. *Rating: 1*

6.02 The use of protective equipment/clothing by the agency (i.e.: ear plugs, protective footwear) should be mandated to guarantee employee safety and protect Animal Services from liability. *Rating: 1*

6.03 All employees should be issued occupational exposure advisory cards. *Rating: 3*

6.04 Eye wash stations should be installed in euthanasia, vaccination and chemical dispensing areas should accidental exposure to chemicals or drugs occur. *Rating: 1*

6.05 All employees should be trained in CPR and first aid. *Rating: 2*

6.06 Field personnel that are susceptible to risky situations or possible physical confrontations with the public should be vaccinated for hepatitis. *Rating: 3*

6.07 Any employee who is classified as a “high risk” (field officers, shelter personnel, office workers and volunteers who handle domestic and wild animals) should be offered the rabies prophylaxis and a tetanus vaccination. *Rating: 2*

6.08 Any Animal Services employee who is issued a bite stick and/or pepper spray should be certified to carry such equipment. *Rating: 1*

6.09 Any employee that operates an agency vehicle should be certified in defensive driving techniques. Driver’s licenses should be reviewed annually for validity. *Rating: 2*

6.10 Decibel levels should be tested within the kennel areas to determine if unsafe conditions exist for Animal Services workers. Ear plugs should be mandatory for kennel employees. *Rating: 1*

6.11 Animal Services should develop and implement a plan regarding the emergency evacuation of animals should a disaster occur. *Rating: 3*

6.12 Unreported safety-related incidents involving any staff member or volunteer is a serious concern. Such reporting should be mandated. If any safety-related incident is not reported, the staff member or volunteer involved should be disciplined or terminated. *Rating: 1*

6.13 The electrical service panel, located inside of Kennel A1, should be immediately evaluated to determine if it is a safety hazard. *Rating: 1*

CHAPTER 7

LICENSING

The Lockhart Code of Ordinances, Part 2, Chapter 10 - Animals and Beekeeping, requires that all dogs and cats over 4 months of age be vaccinated for rabies and dogs to be licensed at 3 months of age. A review of Chapter 10 states that:

- Assistance dog shall mean a dog that is specially trained to assist a person with a physical challenge.
- Cat (*Felis catus*) shall mean a domestic feline of either sex.
- Dog (*Canis familiaris*) shall mean a domestic canine of either sex.
- Currently vaccinated shall mean vaccinated and satisfying the following criteria:
 - (1) The animal must have been at least three months of age at the time of vaccination;
 - (2) At least 30 days have elapsed since the initial vaccination;
 - (3) Not more than 12 months have elapsed since the most recent vaccination.
- Local rabies authority shall be a person appointed by the municipality. The animal services director or supervisor shall serve as the local rabies authority.
- Rabies shall mean an acute viral disease of human and animal affecting the central nervous system and usually transmitted by an animal bite.
- Unaltered shall mean any animal that has not been sterilized.
- Vaccinated shall mean properly injected with a rabies vaccine licensed for use for the subject species by the United States Department of Agriculture and administered by or under the direct supervision of a licensed veterinarian.

Sec. 10-4. Vaccination of dogs and cats; certificate required.

(A) It shall be unlawful for any person to own, keep, harbor or have custody or control of a dog or cat over four months of age within the city limits unless such dog or cat is currently vaccinated against rabies by the injection of anti-rabies vaccine by or under direct supervision of a licensed veterinarian. The dog or cat will be considered currently vaccinated if:

(1) A second rabies vaccination shall be administered to all cats and dogs within one year of receiving their first vaccination regardless of the type of the vaccine used or at what age the animal was initially vaccinated.

(2) If the animal has received at least two vaccinations and the last vaccination consisted of:

a. An annual rabies vaccine, the animal must receive a vaccination within 12 months;

b. A triennial vaccine, the animal must receive a vaccination within 36 months.

(3) If the animal has received at least two vaccinations prior to this amendment and a triennial vaccine was used for the last vaccination, this amendment is retroactive, the animal's next vaccination will be due within 36 months from the date of its last vaccination.

(B) Every owner of a dog or cat immunized against rabies as required in this section shall procure a rabies vaccination certificate from the veterinarian administering the vaccine. Such certificates shall contain the following information:

- (1) Owner's name, address and telephone number;
- (2) The species, sex, age, weight, predominant breed and color of the animal;
- (3) The vaccine used, manufacturer and serial number;
- (4) Date vaccinated;
- (5) Rabies tag number; and
- (6) Veterinarian's signature and license number.

(C) A veterinarian or person under the direct supervision of a veterinarian who vaccinates a dog or cat as required in this section shall furnish the owner thereof with a metal tag approved by the rabies control officer bearing a number corresponding to the number placed on the certificate, and with lettering showing immunization and the year thereof. This tag shall be attached to the properly fitted collar of the dog or cat for which it is issued or the owner must produce the certificate.

Sec. 10-7. Licensing of dogs and cats.

(A) Any person owning, keeping, harboring or having custody of any dog over three months of age within the city must obtain a license as provided in this section.

(B) Written application for licenses, which shall include the name, address and phone number of the applicant, description of the dog, the appropriate fee as listed in the licensing fee schedule, and rabies certificate issued by a licensed veterinarian, shall be made to the city or its designee.

(C) If not revoked, licenses for the keeping of dogs shall be annual or lifetime. Licenses are valid only if accompanied by a current annual rabies vaccination certificate issued by a licensed veterinarian.

(D) Application for a license must be made within 30 days after obtaining a dog over three months of age; this requirement will not apply to nonresidents keeping a dog within the city for not longer than 60 days.

(E) License fees shall not be required for assistance dogs certified as seeing eye dogs, hearing dogs, seizure dogs, any other certified dogs (e.g. Therapy dogs that help a person diagnosed with an emotional disorder) that are trained to assist the physically handicapped or police dogs.

(F) Upon acceptance of the license application and fee, the city or its designee shall issue a durable tag or identification collar, stamped with an identifying number and the year of issuance. Tags should be designed so that they may be conveniently fastened or riveted to the animal's collar or harness.

(G) Each dog must wear an identification tag attached to a properly fitting collar at all times or be permanently identified by legible tattoo or microchip.

(H) The city or its designee shall maintain a record of the identifying numbers of all tags issued under this section and shall make this record available to the public during normal business hours.

(I) Licensing period under this section shall be determined by policy and shall run for one year. Licenses may be issued for more than one year but are only valid if accompanied by a current rabies vaccination certification from a licensed veterinarian.

(J) It shall be the duty of the owner of any dog to procure a duplicate tag from the city or its designee if the original tag is lost or destroyed. There will be a fee charged for each replacement tag.

(K) No person may use a license for any animal other than the animal for which it was issued.

(L) Licensing fees for dogs and cats must be paid as provided by city ordinance or resolution. *(End of Description)*

Current license fees were described as follows:

City Pet Licenses (cats are exempt)

- Dog Altered - \$5.00 (1 year)
- Dog Unaltered - \$10.00 (1 year)
- Dog Altered - \$15.00 (lifetime)
- Dog Altered Senior Discount - Free (65 years of age and older)
- Replacement Tag - \$5.00
- License fees shall not be required for assistance dogs certified as seeing eye dogs, hearing dogs, seizure dogs, any other certified dogs (e.g. Therapy dogs that help a person diagnosed with an emotional disorder) that are trained to assist the physically handicapped or police dogs.

Since there is no shelter veterinarian on the staff, most reclaimed dogs and cats are released back into the community unvaccinated against rabies. Per City ordinance, owners must obtain a rabies vaccination and/or a dog license for their animal after leaving the shelter within 30 days of redemption or adoption.

Licenses may be obtained at the animal shelter, Chisholm Trail Vet Clinic and the Lockhart Vet Clinic. Per the Animal Services Supervisor: "There is no financial incentive for the vet clinics to sell our city tags. The shelter provides the vets with the license application and the tags. Our ACO collects the monies from the vets around the first of every month and the Animal Services staff processes the new license applications. Renewal notices have never been sent out." The Animal Services staff is responsible for processing new and renewed license applications and entering the information into ShelterManager.com. This system is capable of also sending out renewals.

The agency promotes its licensing program through information distributed to the public, the Animal Services website, participating licensing vendors and through contacts by the Animal Control Officers. Monies generated from licensing sales are used to offset program expenses. The following chart details licensing sales for the past 2 fiscal years:

Fiscal Year	Annual Licenses	Lifetime Licenses
2018/2019	55	26
2019/2020	25	13

Source: City of Lockhart

Recommendations:

7.01 The City should explore the possibility of requiring the licensing of cats. This practice is fairly common throughout the United States and would enhance the current licensing program. *Rating: 3*

7.02 The agency should improve and expand the promotion of its licensing program in an effort to increase licensing compliance. Such improvements should include annual renewal notices and enforcement action for noncompliance. An increase in licensing fees should be considered in order to generate additional revenue for the program. *Rating: 3*

7.03 Animal Services should establish follow-up policies and procedures for the adoption and reclaim processes to insure compliance with rabies vaccination and surgery requirements. *Rating: 3*

CHAPTER 8

EMPLOYEE MORALE AND RECOGNITION

The Evaluator observed the overall attitudes of most staff members to be positive in nature, however a few workers complained about each other, management and city officials, and of low morale. All of the employees seemed to be working as a team (however this “teamwork” may be limited to their own work areas) and there is general job satisfaction. The majority of personnel are concerned about their future and want the agency to succeed.

Staff members are encouraged to pursue new ideas and are given proper credit for their efforts. However, any work achievements are rewarded with only a “pat on the back.” Other than any annual cost-of-living pay increase, there are no financial incentives offered that would encourage staff members to perform at an optimal level. An incentive program for new ideas and/or exceptional performance bonus awards should be developed to increase staff participation.

Recommendations:

8.01 Animal Services should develop a system for routinely collecting relevant information on employee grievances and disciplinary actions. *Rating: 3*

8.02 The agency should institute (within its own organization) an annual awards program to recognize outstanding performance and contributions. *Rating: 3*

8.03 Animal Services should introduce an employee idea program (with possible financial incentives) to encourage new and innovative concepts in improving service delivery. *Rating: 3*

CHAPTER 9

COMMUNITY/INTERAGENCY RELATIONS

Animal Services attempts to promote itself as a positive influence within the community. A lack of staffing and resources limits proactive community involvement. The agency is struggling to improve community relations; Animal Services rarely receives requests for community speaking engagements or school presentations (for the most part, such requests are reactive). Participation is limited since Animal Services does not currently have the staff to actively pursue others. The agency does not have a full-time education coordinator (the problems with under-staffing makes it difficult to coordinate such events without placing additional burdens on other employees). The Supervisor is typically involved in all speaking engagements.

The agency does not currently offer public service announcements regarding responsible pet ownership or care. The majority of printed information provided by Animal Services is in regards to licensing, volunteering, ordinances, animal surrender options and searching for a lost pet. Limited materials are offered by the agency regarding its services and programs. If any issue involves the agency, the City offers a Public Information Officer that interacts with the media. This individual is active online daily and generates postings for multiple City departments on several social media platforms.

Animal Services interacts with several agencies; law enforcement officials, local veterinarians, the county Health Department, wildlife rehabilitators, Texas Parks & Wildlife and other community animal welfare organizations. Although some differences in philosophies have surfaced, Animal Services attempts to maintain a positive, working relationship with all outside interests. Reports regarding activities are prepared monthly and at the end of each fiscal year. The Supervisor acts as the liaison to interface with other state and local government entities.

The agency has a good working relationship with Caldwell County. The Evaluator had the opportunity to speak with both of the County Animal Control Officers; both deputies were complimentary of the shelter staff and services.

Animal Services offers a volunteer program, however, this program is not structured in a formal manner. This program is managed by the Supervisor. The Evaluator was presented with separate volunteer agreement forms; the "Volunteer Agreement not to Sue, Waiver and Release of Liability" and the "City of Lockhart Volunteer Agreement." The latter form states that:

The Purpose of the Agreement is to assure you have a clear understanding of the purpose and scope of your volunteer activities for the City of Lockhart. To formalize volunteer arrangements, our current legal climate prompts us to provide you with information about some important city policies, which are applicable to volunteers, and to obtain your agreement to abide by these policies. For this purpose, a volunteer is a person who provides services without financial compensation or benefits.

1. As a volunteer, you agree to conduct yourself in a manner consistent with the values of the City of Lockhart. Volunteers are also subject to any ethical codes or similar standards of conduct applicable to the department of the city in which they provide volunteer services. If you volunteer to work in an area frequented by children a complete background check will be required.
2. As a volunteer, you are free to discontinue your volunteer activities at any time. You do not have an employment relationship with the City of Lockhart. Consequently, you are under no obligation to provide any services to the city. You will receive no wages, salary or other compensation and are not eligible for any city benefits, including but not limited to vacation, sick leave, holidays, retirement, disability or workers' compensation insurance, health, dental and life insurance, or unemployment insurance.
3. As a volunteer, you are not authorized to act in any way on behalf of the city in business matters, including purchasing property, signing contracts, leases or other agreements, hiring or supervising employees or otherwise attempting to bind the city to any agreement. You do not have any authority to speak publicly on behalf of the city.
4. The City of Lockhart reserves the right to terminate volunteer relationships at any time without cause or explanation and at its sole discretion.
5. The City will cover you as a volunteer under the City's commercial general liability to protect you against claims for injury to persons or damage to property arising out of your activities as a volunteer. The City must also protect themselves from liability claims due to any negligence on your part while volunteering. Please sign your agreement with the liability release below.

I, on behalf of myself, my heirs and my representatives do hereby release the City, its officers, directors, employees and other volunteers from any liability whatsoever for any injury to myself, including death, or damage to any of my property that may arise out of or is in any way related to my volunteer activities unless my injury, death, or property damage is the result of the sole negligence of the City. I understand that the liability insurance coverage only applies when I am on duty and act in accordance with the City guidelines for my volunteer assignment.

Everyone who works for the City of Lockhart, including volunteers, is subject to all city policies, including those on safety and security; sexual harassment and sexual assault; drug and alcohol abuse; non-discrimination and equal opportunity. Copies of these policies are available from City Hall. Volunteers should also be aware that they need to establish emergency contact information in the event of an accident or injury with the Department Head where they are volunteering. *(End of Description)*

Regardless of which form is used, volunteers must complete and sign the agreement. Volunteers also track their daily hours per the "Volunteer Activity Report." No volunteer job descriptions, or a volunteer policy manual, is offered. In addition, potential volunteers are not screened. The agency currently has 4 "active" volunteers. During the on-site review, volunteers assisted in any area of the shelter that they were needed, including customer service.

It should be noted that several volunteers, and those in the animal rescue community, offer additional financial/product resources to support the agency's vaccination protocols and the medical needs of impounded animals.

Typically, a volunteer program is structured in such a way as to encompass ALL individuals within a community. The agency should disregard a volunteer's status or affiliation with any group or organization. Any individual who wishes to assist the organization (and abide by that agency's rules of conduct) should be afforded an opportunity to volunteer. All potential candidates should be screened thoroughly, provided training, and be treated like any other employee (with praise and/or discipline). The Evaluator has strong opinions regarding volunteers; these "workers" are an asset to any organization and offer a wealth of knowledge and service. In addition, these "workers" are a liaison to the community; volunteers can confirm the organization's mission, hold the department accountable for any wrongdoings, or attest to an agency's progress.



Fur Family Play Yard

Organizations should never assume that volunteers are substitutes for paid employees. Actually, these workers compliment the agency's current workforce and offer some added attention and care for animals, which they normally would not receive. While volunteer programs are important, the agency should take care in not focusing on any particular group to provide these services. The volunteer program belongs to, and should be administered by, the agency. If rules are broken, a volunteer should be subjected to disciplinary action just like any employee. If a good deed is performed, the volunteer should be recognized and praised.

The Evaluator believes that Animal Services should revisit its current volunteer program in the very near future, to include screening, job descriptions and policies.

When available, the agency also utilizes workers accepted from the Community Service Restitution (CSR) Program. Additional information related to the program may be found within *Chapter 4, "Shelter Operations."*

The agency also allows the fostering of sheltered animals. Interested fosters complete and submit an application. This program is managed by the Supervisor. When fostered animals are ready to be adopted, they must be returned to the animal shelter. If adoption by the foster "parent" is desired, the agency makes those arrangements. Per City ordinance, "Adoption fees may be waived if an animal is released to a foster home, rescue group, or 45 days after the animal has been classified as adoptable by the supervisor of animal control or designee."

Animal Services has its own website (via the City of Lockhart portal), which is located at: https://www.lockhart-tx.org/page/animal_services_home

The agency's website is in dire need of an update. Most of the downloads, information and photos are outdated. In addition, the Evaluator discovered several misspelled words within the information provided. Several forms included within the download section are no longer used by the agency. The agency "markets" its adoptable animals via the newspaper (Pet of the Week), social media and PetFinder. The ShelterManager.com service has the capability to automatically upload photos of adoptable animals to PetFinder. A link on the agency's web page redirects visitors to the PetFinder website.

The community also benefits from the no/low-cost spaying and neutering of dogs and cats. Austin-area Emancipet routinely schedules a mobile veterinary clinic in the Lockhart area. The mission of Emancipet is to "make veterinary care affordable and accessible for everyone. We manage an expanding national network of high-quality, low-cost clinics; offer customized training and consulting programs to animal welfare organizations nationwide; and advocate for strategies and public policy that improve the lives of pets in underserved communities." In addition to Emancipet, local animal welfare organizations have contributed funding to support no/low-cost spaying. The City of Lockhart currently contributes \$500 monthly to a local veterinarian to provide spay/neuter and other medical services on-site at the animal sheltering facility.

Animal Rescue Groups

Several Animal Control/Care agencies in the United States today offer animals for "rescue" to recognized breed rescue groups. Animal Services interacts primarily with 15-20 qualified groups. A unique local rescue organization is Paws in Prison, a 501(c)3 nonprofit organization. The Paws in Prison Program is physically located at the Lockhart Correctional Facility in Lockhart, and the program is directed and managed by the Friends of Paws in Prison Board of Directors and staff. The program's mission is described on its website:

Paws in Prison educates female inmates for greater responsibility and empathy through the rescue and training of shelter dogs to be adopted by the public. The women who participate in the Paws in Prison program are given an opportunity to earn certifications that could benefit them for job opportunities after prison release.

Why we do what we do:

- We believe in second chances, and that compassion can change the course of a life.
- We believe that by helping to heal another, an individual allows their own healing to begin.
- We believe that when you help someone else you make your own life better.
- We believe that with unconditional love, anything is possible.

How we do it:

- We use positive reinforcement and gentle instruction throughout our animal training programs.
- We provide guided training and extensive hands-on experience, at a pace that is adapted to meet the needs of each individual.
- We give responsibility and then ensure that it is used well.

What is it that we do?

- We provide a unique training program: rescued shelter dogs are used to rehabilitate prison inmates and prison inmates are used to rehabilitate rescued shelter dogs.
- We offer inmates the opportunity to learn the life skills of patience, responsibility, accountability, and compassion that they can take with them outside the prison walls as better wives, mothers, and employees.
- We provide inmates with the opportunity to learn skills that enable them to find jobs in their communities. *(End of Description)*

The Evaluator is unaware of any process that the City of Lockhart requires in order to approve or qualify a rescue group. Per the Texas Animal Control Association, within the state of Texas “there is almost no regulation of rescues at all.” Rescue groups that partner with the City of Lockhart must be a recognized non-profit organization as described in Section 501(c)(3) of the Federal Internal Revenue Code. The Evaluator was provided a contact list of almost 130 rescue groups, some of which are located outside of Lockhart and the state of Texas. Per the Texas Comptroller of Public Accounts: “An animal rescue group’s adoption fees are subject to sales and use tax. An animal rescue group that has received tax-exempt status from the Comptroller’s office can purchase items tax free that support the goal of the organization, but the exempt status does not fully extend to their sales. Qualifying tax-exempt nonprofit organizations can have two one-day, tax-free sales each calendar year. If they collect adoption fees during their two annual one-day tax-free sale days, these fees are tax-exempt.”

In the Evaluator’s experience, Animal Control/Care agencies establish policies to reduce or eliminate any potential conflict with rescue groups. Department policy should require such groups or individuals to qualify (i.e.: as a not-for-profit organization whose primary purpose is to rescue and adopt out companion animals). Documentation should also be completed (for historical reference) to confirm or deny the participation of such groups or individuals. Typically in Animal Control/Care work, rescue groups are required to provide the necessary paperwork to the Animal Control Director stating their primary purpose and/or tax-exempt documents including participants’ names, addresses, contact numbers, etc. Background checks are also usually conducted on these individuals (the Evaluator is aware of past situations involving other agencies which discovered that rescued animals were actually being sold to medical research companies).

A typical rescue group policy would include:

- A statement regarding the circumstances that would qualify an animal for rescue (typically as a “last resort” just prior to euthanasia and after the public offering).

- Defining which groups would be accepted for the program. Most rescue groups are recognized non-profit organizations as described in Section 501(c)(3) of the Federal Internal Revenue Code; such groups would be required to complete and submit an application and all supporting documentation for approval.
- Each group would agree to provide a complete, monthly report of these adopted animals.
- Each group shall provide spay/neuter verification for every rescued animal, usually signed by the veterinarian performing the sterilization and easily verifiable.
- Each group shall provide a copy of their adoption contract, fee schedule, and adoption qualification criteria.
- The Animal Control Director should ensure that each group is provided a copy of the agency's policies regarding rescue groups and adoptions; a representative from each group should be required to "sign off" upon receiving the policies.

Of course, any disregard or abuse of the agency's policy should result in the group's termination from the program. Agencies should also take caution in showing bias to any one individual or organization. Such a situation may place the agency in an uncomfortable situation and alienate other supporters.

Recommendations

9.01 Animal Services needs to increase its role and visibility within the community. The agency must cultivate and improve media relations by providing information relating to the positive aspects of the organization. The agency should take a more aggressive approach to public relations and "sell" the organization to the community on a continuing basis to increase support among taxpayers and improve its level of funding. *Rating: 3*

9.02 The agency should identify someone within the organization to coordinate educational services and speaking engagements. Such services should be promoted heavily within the community and initiated by Animal Services. *Rating: 3*

9.03 Animal Services employees (regardless of position or level) should be encouraged to participate in outreach programs. *Rating: 3*

9.04 Animal Services should reevaluate its current volunteer program, to include volunteer screening, job descriptions and a volunteer policy manual. *Rating: 3*

9.05 The agency should establish policies regarding animal rescue groups to include qualification requisites, background checks on group representatives, the submission of rescue group adoption criteria, and the establishment of policies which would define the circumstances that would qualify an animal for rescue. *Rating: 2*

CHAPTER 10

SUMMARY OF RECOMMENDATIONS

Administration

2.01 A review of work responsibilities in some areas should be undertaken; current responsibilities should be shifted to relieve backlogs and improve agency performance.

Rating: 1

2.02 Potential candidates for *any* Animal Services position should be subjected to drug testing upon hiring. *Rating: 1*

2.03 The Animal Shelter Assistant position should be largely focused on administrative duties; customer service should be viewed as a priority, and not relegated to “other duties.”

Rating: 3

2.04 Animal Services should develop a long-range plan (strategic planning), to include agency goals, objectives and action plans, formally identifying agency strengths and weaknesses. A formal evaluation program should be created to measure success of methods and activities implemented to achieve agency goals. Planning should hinge on future facility upgrades and increased service delivery. Every member of the agency should be allowed to participate and be provided training in plan development. All employees should be provided a copy once developed. *Rating: 2*

2.05 Regularly scheduled staff/volunteer meetings should occur within all work areas to improve and stimulate communication. *Rating: 3*

2.06 The agency should review and revise its current policy/procedure manual as soon as possible. The manual should be inclusive of every work area within the agency to allow employees to become familiar with all areas of the operation. This book should then be distributed to all personnel, and employees should be required to “sign off” upon receiving the manual. Policies and procedures should be offered in individual sections to facilitate quick reference and for easy updating. Sample copies of forms, along with an explanation in their use, should also be included. Implementation and revision dates should be predominately displayed. Employee safety issues should be addressed within each procedure. *Rating: 1*

2.07 Audits should be performed on a regular basis to insure the integrity of data entry. *Rating: 3*

2.08 Animal Services needs to increase its role in the budget process and research the possibility of obtaining grant monies to fund special projects, such as facility or equipment upgrades. *Rating: 2*

2.09 The agency should consider the acceptance of credit cards for shelter transactions. *Rating: 3*

2.10 Animal Services should develop and maintain an inventory on *any* fixed asset (regardless of the item's value). *Rating: 3*

2.11 The agency should conduct a department-wide assessment to determine training needs. All current and future training needs, which would encompass all employees, should be included in the budget process. *Rating: 3*

2.12 Animal Services should identify someone within the organization as a Training Officer. This position would be responsible for tracking all training records and the development of a structured training program for all areas of the agency. Training deficiencies should be instantly identified and dealt with. *Rating: 2*

2.13 The agency should automate all their training records. *Rating: 3*

2.14 Employees should be evaluated annually for performance. The agency should provide proper training for those involved in the evaluation process. *Rating: 2*

2.15 The City should consider offering an Employee Assistance Program; special consideration should be given to the Animal Services staff to lessen the excessive stress these employees are subjected to on a daily basis. *Rating: 3*

2.16 Animal Services should offer special training (such as "Train the Trainer") to those who educate new employees and provide extra compensation for this added responsibility. *Rating: 3*

2.17 The City should consider reassigning the administration of Animal Services to a department that may be a more "natural fit" and possesses some knowledge of public safety and health issues, such as the Police Department or the City Manager's office. Of course, the transfer of such responsibilities should include additional administrative support (such as a Police Department Sergeant or an Assistant City Manager), and animal control-specific training for those involved in overseeing these responsibilities (Comprehensive Animal Management Certification). *Rating: 1*

Communications

3.01 The agency should utilize a professional communications specialist to evaluate its current communications center (including phone service). Such an assessment should be performed on all areas of operations to provide improved customer service, insure officer safety and to lessen the stress load of the staff. *Rating: 3*

3.02 Animal Services should consider establishing an alternative dispatch scenario, such as utilizing Police dispatch, to improve service delivery to citizens and release shelter personnel from this responsibility. *Rating: 1*

3.03 The agency should evaluate all communication equipment for functionality and provide upgrades, if necessary. *Rating: 1*

3.04 Animal Services should utilize ShelterManager.com for dispatching in an effort to capture vital data regarding response times and workload. The service should also be utilized to provide information related to prior animal-related complaints and offenses, and perform address and name queries. All service calls should be assigned a case number, and dispatch, arrival and clearance times should be logged for each individual service call. Addresses should also be “flagged” for problem citizens. *Rating: 3*

3.05 It is felt that the dispatch area needs to be more restricted from outside personnel, thus promoting a quieter working environment. Under no circumstances should the customer service area be left unmonitored during normal operating hours. *Rating: 1*

3.06 Field personnel should communicate their location with the Police dispatcher or with shelter personnel during any call or follow-up, day or night, regardless of the nature or the type of call. Officers should also be routinely checked in the field for safety. *Rating: 1*

3.07 During such occasions when the Animal Shelter Assistant is assigned to other areas of the facility, a wireless headset should be considered, which would allow the worker to continue cleaning/feeding duties while monitoring the telephone. A door chime installed on the entry door would be beneficial to alert staff members that a customer has entered the lobby. *Rating: 3*

3.08 Personnel should be offered formal training in the use of communication software and equipment, obtaining specific complaint information, telephone etiquette and public relations. Officers should also receive training in proper radio protocols. *Rating: 3*

3.09 Written policies should be established regarding the use of communication equipment and dispatching procedures. *Rating: 1*

3.10 To support future staffing needs, the agency should continually track the number of phone calls received and the number of shelter visitors. *Rating: 2*

3.11 Any department vehicle, left unattended at any location, should be secured to prohibit unauthorized access. *Rating: 1*

3.12 Both the City-issued cell phone and the ACO-assigned portable radio should be carried at all times by anyone responding to field calls, day or night. *Rating: 1*

3.13 Callers to the Animal Services office after normal service hours should be directed to the Police Department via the agency's phone system. In addition, the outgoing phone message should be updated. *Rating: 1*

Shelter Operations

4.01 Eliminate any debris/clutter inside or outside the facility. *Rating: 3*

4.02 All equipment/supplies need to be stored properly, out of the reach and view of visitors. *Rating: 3*

4.03 Existing equipment should be inventoried and a determination made on its usefulness. Unneeded items should be disposed of properly. *Rating: 3*

4.04 Identify and remove all hazards to visitors and employees. *Rating: 1*

4.05 Interior signs should be erected to inform and protect visitors throughout the facility. *Rating: 3*

4.06 Animal Services should evaluate outside lighting and offer improvements, if necessary, for safety purposes. *Rating: 3*

4.07 A secure area for the unloading of animals should be established for the facility. *Rating: 3*

4.08 All areas of the facility should be upgraded to provide increased access to disabled persons. Under no circumstances should any vehicle be allowed to obstruct the ADA access path leading from the parking space to the facility's main entrance. *Rating: 1*

4.09 Repair and reseal all animal holding enclosures where needed. Any deteriorated fencing (to include perimeter fencing) and framework should be fixed or replaced. Tops should be provided for all kennels. Kennel doors should be modified so that they open all the way in and/or out. *Rating: 3*

4.10 All kennels and cages should be secured with padlocks to prohibit public access. *Rating: 1*

4.11 The agency needs to ensure, by policy, that special considerations are afforded all older, newborn and ill animals to insure their dietary and housing needs. *Rating: 1*

4.12 Animal Services needs to guarantee, by policy, that all injured and ill animals are picked-up, transported and examined by a veterinarian. *Rating: 1*

4.13 Common areas within the facility, to include public and employee work areas, should be cleaned daily. *Rating: 1*

4.14 The door located between the employee work area and the customer service lobby should remain locked during business hours. *Rating: 1*

4.15 Based on the Humane Society of the United States' formula, the agency should offer a minimum of 2.47 staff members, each day, dedicated solely for performing cleaning and feeding duties (dogs and cats). Other work responsibilities (such as assisting the public, evaluating and vaccinating animals, and recording impounded animals) will increase the agency's need for more kennel employees. *Rating: 1*

4.16 The agency should introduce an impoundment fee schedule, charging escalating fees for all repeat offenders. Boarding costs should be evaluated to ensure a sufficient amount is being charged to recover the City's expenses for animal care. *Rating: 1*

4.17 Shelter-related fees should be posted in a highly visible location within the customer service area. *Rating: 2*

4.18 Animal Services should continue to enhance its current adoption program. Policies should be developed which would detail the qualifications of potential adopters. All adopters should be screened thoroughly and restrictions introduced in regards to animal space requirements, landlord approval, cats must be confined, etc. *Rating: 2*

4.19 Potential adopters should undergo a criminal background check (if not allowed by law, they then should be screened for any previous animal abuse/neglect convictions). *Rating: 1*

4.20 The bulk supply of controlled drugs should be stored in a safe, bolted to the floor to prevent theft. In addition, a security system should be installed at the facility (the fact that controlled drugs are stored at this location should necessitate the installation of an alarm system). *Rating: 1*

4.21 The current method of disposal (mixing dead carcasses with waste) should follow the AVMA 2020 Edition Guidelines for the Euthanasia of Animals, Disposal of Animal Remains. *Rating: 1*

4.22 Based upon on-site observations and interviews, along with current staffing considerations, shelter hours should be shortened to facilitate the cleaning process (the shelter should be clean and all hazards removed before it is opened to the public). Shelter hours on Saturday could be limited to 4 hours, and Sunday/Monday shelter hours could be eliminated altogether. It is suggested that shelter hours have a later start time (such as 11:00 am) and a later close time (such as 6:00 pm). The later opening time would allow the shelter to be in a "presentable" condition prior to opening (the Animal Shelter Attendants

could begin work at 7:00 am). On Saturday, the shelter could open at 12:00 pm and close at 4:00 pm. The shelter could remain closed to the public on Sundays/Mondays. The “closed” days could also be used by staff members to perform needed “deep cleaning” and maintenance to other areas of the facility. *Rating: 1*

4.23 Animal Services should secure some level of veterinary care through a contractual relationship to oversee the agency’s sanitation and animal care responsibilities, and to make behavioral recommendations for long-term shelter stays. In these instances, the contract veterinarian and/or a veterinary technician offers on-site services (such as health examinations, administering treatments), with a set work schedule. In addition, after-hours care should be a requirement of the contract, allowing Animal Services and the Police Department to transport injured/ill animals directly to the contract veterinarian for examination (and thus limit the need for “wait” time for an animal to obtain treatment). *Rating: 2*

4.24 The agency should explore the possibility of introducing its own low-cost spay/neuter clinic (possibly in partnership with other area humane organizations). *Rating: 3*

4.25 While the agency should be commended for the daily exercise enrichment provided to dogs, some other alternatives would be to: 1) Consider a staggered exercise “rotation” of providing outside kennel time, for each dog, every other day; 2) Consider a design modification of the current kennels; 3) Increase the number of volunteers who may assist with transferring/exercising dogs, and/or; 4) Reduce the hours and days that the shelter is open to the public. *Rating: 1*

4.26 The agency needs to immediately reevaluate its current practice related to long-term impounds, with a strong emphasis placed on staff/volunteer safety. *Rating: 1*

Field Operations

5.01 The agency should establish written policies defining current service delivery and complaint disposition. *Rating: 1*

5.02 Animal Services should annually review its call prioritization program to assure timely response to important calls and a reasonable response to non-priority calls. Citizens should be informed of the approximate time for calls that are not critical. *Rating: 1*

5.03 Utilizing the Animal Control Officer for shelter-related duties promotes delays in field service delivery and limits proactive enforcement. The agency should release the ACO from these assignments. The ACO should not be utilized as a shelter worker unless serious staffing deficiencies exist. *Rating: 3*

5.04 As future increases in population and staffing levels occur, the agency should introduce total weekend (Saturday and Sunday) field service. *Rating: Ongoing*

- 5.05 Uniform apparel should be offered to all field officers in an effort to provide an upgraded “professional look.” Written regulations regarding uniforms and personal appearance should be developed. *Rating: 3*
- 5.06 All animal containment units should be fitted with temperature gauges, which may be monitored by officers within the cab of each truck. *Rating: 1*
- 5.07 The agency’s phone number and related public service announcements should be predominately displayed on the outside of all vehicles. *Rating: 3*
- 5.08 Department vehicles should be kept clean and organized. Animal compartments should be cleaned and disinfected after every “unloading” to prevent the spread of disease. Policies should be established which dictates a set maximum period animals are confined on the FSDV. *Rating: 1*
- 5.09 Since several Animal Services-related deaths have involved personnel being struck by vehicles, ACCA endorses the use of red or blue lights, where available for use by law. All FSDV’s should be equipped with fire extinguishers and human first aid kits. *Rating: 1*
- 5.10 Field personnel should be polled as to their acceptance of bullet-proof vests. This equipment should be purchased if endorsed by officers. *Rating: 2*
- 5.11 The agency should implement an “on-call” risk policy for those employees that respond to emergency calls. *Rating: 1*
- 5.12 Field Officers should be offered a digital/video camera to assist in documenting serious crimes for evidence. *Rating: 2*
- 5.13 It is imperative that Animal Services personnel have access to safe and modern equipment. The agency should solicit input from field personnel on what types of equipment upgrades they require. All equipment should be inspected regularly for damage/deterioration. All vehicles should be provided with the same type of equipment. *Rating: 2*
- 5.14 A structured Field Training Program should be introduced. Field personnel should be properly trained on the use of equipment, report writing, animal cruelty/neglect, officer safety procedures, court testimony and investigative techniques. All officers should be certified in order to issue citations. Such training should be documented. *Rating: 2*
- 5.15 ACCA recommends that Animal Control ordinances undergo a comprehensive review at least once every 2 years. *Rating: Ongoing*

5.16 The City should consider additional ordinances to address the anticipated population growth of the community. In that regard, the Evaluator would recommend the following ordinance additions: 1) Animal limitations; 2) Breeding restrictions, and; 3) Community cat management. *Rating: 3*

5.17 The impound periods for animals should begin at the exact time when the animal is impounded. The recommendation for the stray hold period is 3 business days; for “owned” animals, the recommendation is 5 business days. A business day should be defined as a day that the shelter is open to the public, per established and advertised visiting hours. In addition, the hold period for Caldwell County animals impounded at the facility should mirror the City’s legal hold period. *Rating: 1*

Occupational Safety Procedures

6.01 A continuing safety program should be developed for all employees. Areas that should be included are animal behavior and handling, officer safety, lifting techniques, self defense, conflict resolution and zoonotic diseases. *Rating: 1*

6.02 The use of protective equipment/clothing by the agency (i.e.: ear plugs, protective footwear) should be mandated to guarantee employee safety and protect Animal Services from liability. *Rating: 1*

6.03 All employees should be issued occupational exposure advisory cards. *Rating: 3*

6.04 Eye wash stations should be installed in euthanasia, vaccination and chemical dispensing areas should accidental exposure to chemicals or drugs occur. *Rating: 1*

6.05 All employees should be trained in CPR and first aid. *Rating: 2*

6.06 Field personnel that are susceptible to risky situations or possible physical confrontations with the public should be vaccinated for hepatitis. *Rating: 3*

6.07 Any employee who is classified as a “high risk” (field officers, shelter personnel, office workers and volunteers who handle domestic and wild animals) should be offered the rabies prophylaxis and a tetanus vaccination. *Rating: 2*

6.08 Any Animal Services employee who is issued a bite stick and/or pepper spray should be certified to carry such equipment. *Rating: 1*

6.09 Any employee that operates an agency vehicle should be certified in defensive driving techniques. Driver’s licenses should be reviewed annually for validity. *Rating: 2*

6.10 Decibel levels should be tested within the kennel areas to determine if unsafe conditions exist for Animal Services workers. Ear plugs should be mandatory for kennel employees. *Rating: 1*

6.11 Animal Services should develop and implement a plan regarding the emergency evacuation of animals should a disaster occur. *Rating: 3*

6.12 Unreported safety-related incidents involving any staff member or volunteer is a serious concern. Such reporting should be mandated. If any safety-related incident is not reported, the staff member or volunteer involved should be disciplined or terminated. *Rating: 1*

6.13 The electrical service panel, located inside of Kennel A1, should be immediately evaluated to determine if it is a safety hazard. *Rating: 1*

Licensing

7.01 The City should explore the possibility of requiring the licensing of cats. This practice is fairly common throughout the United States and would enhance the current licensing program. *Rating: 3*

7.02 The agency should improve and expand the promotion of its licensing program in an effort to increase licensing compliance. Such improvements should include annual renewal notices and enforcement action for noncompliance. An increase in licensing fees should be considered in order to generate additional revenue for the program. *Rating: 3*

7.03 Animal Services should establish follow-up policies and procedures for the adoption and reclaim processes to insure compliance with rabies vaccination and surgery requirements. *Rating: 3*

Employee Attitude Survey

8.01 Animal Services should develop a system for routinely collecting relevant information on employee grievances and disciplinary actions. *Rating: 3*

8.02 The agency should institute (within its own organization) an annual awards program to recognize outstanding performance and contributions. *Rating: 3*

8.03 Animal Services should introduce an employee idea program (with possible financial incentives) to encourage new and innovative concepts in improving service delivery. *Rating: 3*

Community/Interagency Relations

9.01 Animal Services needs to increase its role and visibility within the community. The agency must cultivate and improve media relations by providing information relating to the positive aspects of the organization. The agency should take a more aggressive approach to public relations and “sell” the organization to the community on a continuing basis to increase support among taxpayers and improve its level of funding. *Rating: 3*

9.02 The agency should identify someone within the organization to coordinate educational services and speaking engagements. Such services should be promoted heavily within the community and initiated by Animal Services. *Rating: 3*

9.03 Animal Services employees (regardless of position or level) should be encouraged to participate in outreach programs. *Rating: 3*

9.04 Animal Services should reevaluate its current volunteer program, to include volunteer screening, job descriptions and a volunteer policy manual. *Rating: 3*

9.05 The agency should establish policies regarding animal rescue groups to include qualification requisites, background checks on group representatives, the submission of rescue group adoption criteria, and the establishment of policies which would define the circumstances that would qualify an animal for rescue. *Rating: 2*

Rating #1 - Immediate; Rating #2 - 3-6 months; Rating #3 - 6-12 months			
Rating #1	Rating #2	Rating #3	Rating Ongoing
2.01	2.04	2.03	5.04
2.02	2.08	2.05	5.15
2.06	2.12	2.07	
2.17	2.14	2.09	
3.02	3.10	2.10	
3.03	4.17	2.11	
3.05	4.18	2.13	
3.06	4.23	2.15	
3.09	5.10	2.16	
3.11	5.12	3.01	
3.12	5.13	3.04	
3.13	5.14	3.07	
4.04	6.05	3.08	
4.08	6.07	4.01	
4.10	6.09	4.02	
4.11	9.05	4.03	
4.12		4.05	
4.13		4.06	
4.14		4.07	
4.15		4.09	
4.16		4.24	
4.19		5.03	
4.20		5.05	
4.21		5.07	
4.22		5.16	
4.25		6.03	
4.26		6.06	
5.01		6.11	
5.02		7.01	
5.06		7.02	
5.08		7.03	
5.09		8.01	
5.11		8.02	
5.17		8.03	
6.01		9.01	
6.02		9.02	
6.04		9.03	
6.08		9.04	
6.10			
6.12			
6.13			

SUMMARY OF RECOMMENDATIONS

SORTED BY RATING

Administration - Rating 1

2.01 A review of work responsibilities in some areas should be undertaken; current responsibilities should be shifted to relieve backlogs and improve agency performance. *Rating: 1*

2.02 Potential candidates for *any* Animal Services position should be subjected to drug testing upon hiring. *Rating: 1*

2.06 The agency should review and revise its current policy/procedure manual as soon as possible. The manual should be inclusive of every work area within the agency to allow employees to become familiar with all areas of the operation. This book should then be distributed to all personnel, and employees should be required to “sign off” upon receiving the manual. Policies and procedures should be offered in individual sections to facilitate quick reference and for easy updating. Sample copies of forms, along with an explanation in their use, should also be included. Implementation and revision dates should be predominately displayed. Employee safety issues should be addressed within each procedure. *Rating: 1*

2.17 The City should consider reassigning the administration of Animal Services to a department that may be a more “natural fit” and possesses some knowledge of public safety and health issues, such as the Police Department or the City Manager’s office. Of course, the transfer of such responsibilities should include additional administrative support (such as a Police Department Sergeant or an Assistant City Manager), and animal control-specific training for those involved in overseeing these responsibilities (Comprehensive Animal Management Certification). *Rating: 1*

Administration - Rating 2

2.04 Animal Services should develop a long-range plan (strategic planning), to include agency goals, objectives and action plans, formally identifying agency strengths and weaknesses. A formal evaluation program should be created to measure success of methods and activities implemented to achieve agency goals. Planning should hinge on future facility upgrades and increased service delivery. Every member of the agency should be allowed to participate and be provided training in plan development. All employees should be provided a copy once developed. *Rating: 2*

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2.12 Animal Services should identify someone within the organization as a Training Officer. This position would be responsible for tracking all training records and the development of a structured training program for all areas of the agency. Training deficiencies should be instantly identified and dealt with. *Rating: 2*

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2.16 Animal Services should offer special training (such as “Train the Trainer”) to those who educate new employees and provide extra compensation for this added responsibility. *Rating: 3*

Communications - Rating 1

3.02 Animal Services should consider establishing an alternative dispatch scenario, such as utilizing Police dispatch, to improve service delivery to citizens and release shelter personnel from this responsibility. *Rating: 1*

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Communications - Rating 2

3.10 To support future staffing needs, the agency should continually track the number of phone calls received and the number of shelter visitors. *Rating: 2*

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utilized to provide information related to prior animal-related complaints and offenses, and perform address and name queries. All service calls should be assigned a case number, and dispatch, arrival and clearance times should be logged for each individual service call. Addresses should also be “flagged” for problem citizens. *Rating: 3*

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3.08 Personnel should be offered formal training in the use of communication software and equipment, obtaining specific complaint information, telephone etiquette and public relations. Officers should also receive training in proper radio protocols. *Rating: 3*

Shelter Operations - Rating 1

4.04 Identify and remove all hazards to visitors and employees. *Rating: 1*

4.08 All areas of the facility should be upgraded to provide increased access to disabled persons. Under no circumstances should any vehicle be allowed to obstruct the ADA access path leading from the parking space to the facility’s main entrance. *Rating: 1*

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4.15 Based on the Humane Society of the United States’ formula, the agency should offer a minimum of 2.47 staff members, each day, dedicated solely for performing cleaning and feeding duties (dogs and cats). Other work responsibilities (such as assisting the public, evaluating and vaccinating animals, and recording impounded animals) will increase the agency’s need for more kennel employees. *Rating: 1*

4.16 The agency should introduce an impoundment fee schedule, charging escalating fees for all repeat offenders. Boarding costs should be evaluated to ensure a sufficient amount is being charged to recover the City's expenses for animal care. *Rating: 1*

4.19 Potential adopters should undergo a criminal background check (if not allowed by law, they then should be screened for any previous animal abuse/neglect convictions). *Rating: 1*

4.20 The bulk supply of controlled drugs should be stored in a safe, bolted to the floor to prevent theft. In addition, a security system should be installed at the facility (the fact that controlled drugs are stored at this location should necessitate the installation of an alarm system). *Rating: 1*

4.21 The current method of disposal (mixing dead carcasses with waste) should follow the AVMA 2020 Edition Guidelines for the Euthanasia of Animals, Disposal of Animal Remains. *Rating: 1*

4.22 Based upon on-site observations and interviews, along with current staffing considerations, shelter hours should be shortened to facilitate the cleaning process (the shelter should be clean and all hazards removed before it is opened to the public). Shelter hours on Saturday could be limited to 4 hours, and Sunday/Monday shelter hours could be eliminated altogether. It is suggested that shelter hours have a later start time (such as 11:00 am) and a later close time (such as 6:00 pm). The later opening time would allow the shelter to be in a "presentable" condition prior to opening (the Animal Shelter Attendants could begin work at 7:00 am). On Saturday, the shelter could open at 12:00 pm and close at 4:00 pm. The shelter could remain closed to the public on Sundays/Mondays. The "closed" days could also be used by staff members to perform needed "deep cleaning" and maintenance to other areas of the facility. *Rating: 1*

4.25 While the agency should be commended for the daily exercise enrichment provided to dogs, some other alternatives would be to: 1) Consider a staggered exercise "rotation" of providing outside kennel time, for each dog, every other day; 2) Consider a design modification of the current kennels; 3) Increase the number of volunteers who may assist with transferring/exercising dogs, and/or; 4) Reduce the hours and days that the shelter is open to the public. *Rating: 1*

4.26 The agency needs to immediately reevaluate its current practice related to long-term impounds, with a strong emphasis placed on staff/volunteer safety. *Rating: 1*

Shelter Operations - Rating 2

4.17 Shelter-related fees should be posted in a highly visible location within the customer service area. *Rating: 2*

4.18 Animal Services should continue to enhance its current adoption program. Policies should be developed which would detail the qualifications of potential adopters. All adopters should be screened thoroughly and restrictions introduced in regards to animal space requirements, landlord approval, cats must be confined, etc. *Rating: 2*

4.23 Animal Services should secure some level of veterinary care through a contractual relationship to oversee the agency's sanitation and animal care responsibilities, and to make behavioral recommendations for long-term shelter stays. In these instances, the contract veterinarian and/or a veterinary technician offers on-site services (such as health examinations, administering treatments), with a set work schedule. In addition, after-hours care should be a requirement of the contract, allowing Animal Services and the Police Department to transport injured/ill animals directly to the contract veterinarian for examination (and thus limit the need for "wait" time for an animal to obtain treatment). *Rating: 2*

Shelter Operations - Rating 3

4.01 Eliminate any debris/clutter inside or outside the facility. *Rating: 3*

4.02 All equipment/supplies need to be stored properly, out of the reach and view of visitors. *Rating: 3*

4.03 Existing equipment should be inventoried and a determination made on its usefulness. Unneeded items should be disposed of properly. *Rating: 3*

4.05 Interior signs should be erected to inform and protect visitors throughout the facility. *Rating: 3*

4.06 Animal Services should evaluate outside lighting and offer improvements, if necessary, for safety purposes. *Rating: 3*

4.07 A secure area for the unloading of animals should be established for the facility. *Rating: 3*

4.09 Repair and reseal all animal holding enclosures where needed. Any deteriorated fencing (to include perimeter fencing) and framework should be fixed or replaced. Tops should be provided for all kennels. Kennel doors should be modified so that they open all the way in and/or out. *Rating: 3*

4.24 The agency should explore the possibility of introducing its own low-cost spay/neuter clinic (possibly in partnership with other area humane organizations). *Rating: 3*

Field Operations - Rating 1

5.01 The agency should establish written policies defining current service delivery and complaint disposition. *Rating: 1*

5.02 Animal Services should annually review its call prioritization program to assure timely response to important calls and a reasonable response to non-priority calls. Citizens should be informed of the approximate time for calls that are not critical. *Rating: 1*

5.06 All animal containment units should be fitted with temperature gauges, which may be monitored by officers within the cab of each truck. *Rating: 1*

5.08 Department vehicles should be kept clean and organized. Animal compartments should be cleaned and disinfected after every “unloading” to prevent the spread of disease. Policies should be established which dictates a set maximum period animals are confined on the FSDV. *Rating: 1*

5.09 Since several Animal Services-related deaths have involved personnel being struck by vehicles, ACCA endorses the use of red or blue lights, where available for use by law. All FSDV’s should be equipped with fire extinguishers and human first aid kits. *Rating: 1*

5.11 The agency should implement an “on-call” risk policy for those employees that respond to emergency calls. *Rating: 1*

5.17 The impound periods for animals should begin at the exact time when the animal is impounded. The recommendation for the stray hold period is 3 business days; for “owned” animals, the recommendation is 5 business days. A business day should be defined as a day that the shelter is open to the public, per established and advertised visiting hours. In addition, the hold period for Caldwell County animals impounded at the facility should mirror the City’s legal hold period. *Rating: 1*

Field Operations - Rating 2

5.10 Field personnel should be polled as to their acceptance of bullet-proof vests. This equipment should be purchased if endorsed by officers. *Rating: 2*

5.12 Field Officers should be offered a digital/video camera to assist in documenting serious crimes for evidence. *Rating: 2*

5.13 It is imperative that Animal Services personnel have access to safe and modern equipment. The agency should solicit input from field personnel on what types of equipment upgrades they require. All equipment should be inspected regularly for damage/deterioration. All vehicles should be provided with the same type of equipment. *Rating: 2*

5.14 A structured Field Training Program should be introduced. Field personnel should be properly trained on the use of equipment, report writing, animal cruelty/neglect, officer safety procedures, court testimony and investigative techniques. All officers should be certified in order to issue citations. Such training should be documented. *Rating: 2*

Field Operations - Rating 3

5.03 Utilizing the Animal Control Officer for shelter-related duties promotes delays in field service delivery and limits proactive enforcement. The agency should release the ACO from these assignments. The ACO should not be utilized as a shelter worker unless serious staffing deficiencies exist. *Rating: 3*

5.05 Uniform apparel should be offered to all field officers in an effort to provide an upgraded “professional look.” Written regulations regarding uniforms and personal appearance should be developed. *Rating: 3*

5.07 The agency’s phone number and related public service announcements should be predominately displayed on the outside of all vehicles. *Rating: 3*

5.16 The City should consider additional ordinances to address the anticipated population growth of the community. In that regard, the Evaluator would recommend the following ordinance additions: 1) Animal limitations; 2) Breeding restrictions, and; 3) Community cat management. *Rating: 3*

Field Operations - Ongoing

5.04 As future increases in population and staffing levels occur, the agency should introduce total weekend (Saturday and Sunday) field service. *Rating: Ongoing*

5.15 ACCA recommends that Animal Control ordinances undergo a comprehensive review at least once every 2 years. *Rating: Ongoing*

Occupational Safety Procedures - Rating 1

6.01 A continuing safety program should be developed for all employees. Areas that should be included are animal behavior and handling, officer safety, lifting techniques, self defense, conflict resolution and zoonotic diseases. *Rating: 1*

6.02 The use of protective equipment/clothing by the agency (i.e.: ear plugs, protective footwear) should be mandated to guarantee employee safety and protect Animal Services from liability. *Rating: 1*

6.04 Eye wash stations should be installed in euthanasia, vaccination and chemical dispensing areas should accidental exposure to chemicals or drugs occur. *Rating: 1*

6.08 Any Animal Services employee who is issued a bite stick and/or pepper spray should be certified to carry such equipment. *Rating: 1*

6.10 Decibel levels should be tested within the kennel areas to determine if unsafe conditions exist for Animal Services workers. Ear plugs should be mandatory for kennel employees. *Rating: 1*

6.12 Unreported safety-related incidents involving any staff member or volunteer is a serious concern. Such reporting should be mandated. If any safety-related incident is not reported, the staff member or volunteer involved should be disciplined or terminated. *Rating: 1*

6.13 The electrical service panel, located inside of Kennel A1, should be immediately evaluated to determine if it is a safety hazard. *Rating: 1*

Occupational Safety Procedures - Rating 2

6.05 All employees should be trained in CPR and first aid. *Rating: 2*

6.07 Any employee who is classified as a “high risk” (field officers, shelter personnel, office workers and volunteers who handle domestic and wild animals) should be offered the rabies prophylaxis and a tetanus vaccination. *Rating: 2*

6.09 Any employee that operates an agency vehicle should be certified in defensive driving techniques. Driver’s licenses should be reviewed annually for validity. *Rating: 2*

Occupational Safety Procedures - Rating 3

6.03 All employees should be issued occupational exposure advisory cards. *Rating: 3*

6.06 Field personnel that are susceptible to risky situations or possible physical confrontations with the public should be vaccinated for hepatitis. *Rating: 3*

6.11 Animal Services should develop and implement a plan regarding the emergency evacuation of animals should a disaster occur. *Rating: 3*

Licensing - Rating 3

7.01 The City should explore the possibility of requiring the licensing of cats. This practice is fairly common throughout the United States and would enhance the current licensing program. *Rating: 3*

7.02 The agency should improve and expand the promotion of its licensing program in an effort to increase licensing compliance. Such improvements should include annual

renewal notices and enforcement action for noncompliance. An increase in licensing fees should be considered in order to generate additional revenue for the program. *Rating: 3*

7.03 Animal Services should establish follow-up policies and procedures for the adoption and reclaim processes to insure compliance with rabies vaccination and surgery requirements. *Rating: 3*

Employee Attitude Survey - Rating 3

8.01 Animal Services should develop a system for routinely collecting relevant information on employee grievances and disciplinary actions. *Rating: 3*

8.02 The agency should institute (within its own organization) an annual awards program to recognize outstanding performance and contributions. *Rating: 3*

8.03 Animal Services should introduce an employee idea program (with possible financial incentives) to encourage new and innovative concepts in improving service delivery. *Rating: 3*

Community/Interagency Relations - Rating 2

9.05 The agency should establish policies regarding animal rescue groups to include qualification requisites, background checks on group representatives, the submission of rescue group adoption criteria, and the establishment of policies which would define the circumstances that would qualify an animal for rescue. *Rating: 2*

Community/Interagency Relations - Rating 3

9.01 Animal Services needs to increase its role and visibility within the community. The agency must cultivate and improve media relations by providing information relating to the positive aspects of the organization. The agency should take a more aggressive approach to public relations and “sell” the organization to the community on a continuing basis to increase support among taxpayers and improve its level of funding. *Rating: 3*

9.02 The agency should identify someone within the organization to coordinate educational services and speaking engagements. Such services should be promoted heavily within the community and initiated by Animal Services. *Rating: 3*

9.03 Animal Services employees (regardless of position or level) should be encouraged to participate in outreach programs. *Rating: 3*

9.04 Animal Services should reevaluate its current volunteer program, to include volunteer screening, job descriptions and a volunteer policy manual. *Rating: 3*

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February 2021

Personal Safety Equipment Recommendations

Animal Control is a public safety agency. These agencies receive tax dollars to provide the people in our communities with a safe and secure environment where animals are concerned. First and foremost is keeping citizens safe from dangerous animal situations. Everything else is secondary to ensuring the safety of citizens and the safety of the staff in providing this protection.

By the very nature of the job, Animal Control Officers are presented with safety considerations from the dangers associated with human and animal interaction. Each piece of protective equipment helps an officer serve the public and maintain safety. ACCA recognizes that there is no such thing as a "one-size-fits-all-tool". The better trained and properly equipped an Animal Control Officer can be will result in enhanced officer safety, improved public service, injury prevention and reduced liability.

Use of Capture and Restraint Equipment in Animal Control Work

Since Animal Control Officers typically have as much public contact as their law enforcement counterparts, it is imperative that personnel have access to safe and modern equipment. This equipment includes vehicles used for transporting, as well as, personal safety equipment and animal safety equipment. Capture and restraint equipment should be based upon the species of animals handled by the agency, which is usually determined by legal requirements and agency policies. Designated staff members should train entry-level employees on the use of equipment, and this training should be documented. The officer's primary consideration in any capture situation should be the officer's safety, the public's safety and the animal's safety.

To assist with maintaining knowledge, departments should be involved with in-service training for their officers and maintain any and all required certifications. In addition, agencies should continually solicit input from field personnel (not just supervisors) on what types of equipment upgrades they require. Employees should be held accountable for materials utilized during their shift of duty. All equipment should be inspected regularly for damage/deterioration. In addition, the Animal Control Field Supervisor should verify that all field officers have been issued the same type of equipment.

Animal Control & Care Academy

Personal Safety Equipment Recommendations

Use of Portable Radios in Animal Control Work

Contrary to popular belief, Animal Control's communications system is an integral part of the department's operations, not an auxiliary function. The effectiveness of the communications system is a critical factor in the delivery of humane animal services and the protection of all field officers. All components of a communications system, including the telephone system, command and control operations, radio communications (both mobile and portable), and personnel, must work properly if the system as a whole is to function efficiently.

Since most Animal Control Officers do not carry sidearms and are not trained in self-defense techniques, the portable radio is the only "safety net" the officer can rely on to call for help when confronted by a hostile citizen or a vicious animal. Injuries and assaults involving Animal Control Officers continues to increase, prompting many employees to file lawsuits against employers for failure to properly train or equip.

All Animal Control Officers should be provided with portable radios in addition to fix-mounted vehicle radios. Officers should also be required to carry issued radios at all times while on duty. Field personnel should communicate their location with the dispatcher during any call or follow-up, day or night, regardless of the nature or the type of call. Communication personnel should be offered formal training in the use of communication software and equipment, telephone etiquette and public relations. Officers should also receive training in proper radio protocols. Written policies should be established regarding the use of communication equipment and dispatching procedures.

Use of Emergency Vehicle Lighting in Animal Control Work

Emergency vehicle lighting is common in Animal Control work, providing a warning of a hazard when the vehicle is stationary. These lights may be dedicated emergency lights, such as a beacon or a light bar, or may be modified stock lighting, such as a wig-wag or arrow-stick, and are additional to any standard lighting on the vehicle such as hazard lights.

In Animal Control work, Field Service Delivery Vehicles (FSDV's) should be equipped with an over-cab beacon or light bar. Vehicles which are equipped with an animal containment unit (such as produced by the Swab Wagon Company), should be equipped with an over-cab beacon or light bar, supplemented with a rear-mounted light bar, beacon, wig-wag or arrow stick. Since some Animal Control related deaths involve personnel being struck by vehicles, The Animal Control & Care Academy endorses the use of red or blue lights, where available for use by law (officers should not use these lights to run "hot" or abuse traffic laws – they are intended to be used in a non-emergency state as added protection and safety when working in high traffic areas). All FSDV's should also offer a back-up alarm.

Animal Control & Care Academy

Personal Safety Equipment Recommendations

Use of Ballistic Body Armor in Animal Control Work

Evidence exists that confirms that officers wearing body armor have an increased chance of survival. Since there is an increasing threat of violence nationally to Animal Control personnel, Animal Control Officers should be provided ballistic body armor to wear while in the field as an added safety option. Animal Control Officers should also receive proper training and instruction on the care, maintenance and use of ballistic body armor. A mandatory vest wear policy should be established in order to protect officers from needless injuries or death. Since officer safety is directly related to proper fit and coverage, ballistic body armor must be custom fitted to the wearer. Ballistic body armor should be replaced at the end of its warranty period or at the first sign of damage or wear.

Use of Pepper Spray (Oleoresin Capsicum) in Animal Control Work

Pepper Spray is one of the most widely used, non-lethal self-defense options available to protect Animal Control Officers around the world. When used properly, Pepper Spray, also referred to as O.C. spray (Oleoresin Capsicum) is extremely effective on both humans and animals to prevent being assaulted or attacked. Pepper Spray may be used as non-lethal deterrents to deal with aggressive dogs, wildlife, or hostile people in accordance with specific training and agency policies. Any situational response with Pepper Spray should be performed in accordance with agency training, policies and procedures. Under no circumstances should an Animal Control Officer should be permitted to carry or use Pepper Spray without certified training. In addition, agencies should offer a written policy which includes a deployment protocol (what qualifies an animal for Pepper Spray deployment), post-deployment veterinary care and a list of animal species that are disqualified from Pepper Spray deployment (Pepper Spray should never be used on cats).

Use of the Bitestick/Baton in Animal Control Work

For many departments the Bitestick/Baton is the highest use of force option available for an Animal Control Officer to protect themselves and the public against an attack from vicious and dangerous dogs. Any situational response with the Bitestick/Baton should be performed in accordance with agency training, policies and procedures. Under no circumstances should an Animal Control Officer should be permitted to carry or use a Bitestick/Baton without certified training, to include safety considerations from both the human and animal perspective. In addition, agencies should offer a written policy which includes a deployment protocol (what qualifies an animal for Bitestick/Baton deployment), post-deployment veterinary care and a list of animal species that are disqualified from Bitestick/Baton deployment (such as domestic cats, small-sized dogs, etc.).

Animal Control & Care Academy
Personal Safety Equipment Recommendations

Use of the Taser (CEW's) in Animal Control Work

The Taser™ offers an alternative to the use of lethal force in response to a direct attack by an aggressive animal. The device has been proven to be highly effective in deterring and stopping an attacker. The Taser™ is becoming more useful and common within the Animal Control profession, offering a less-lethal use of force option, not only to prevent an animal attack, but also for the safe capture and restraint of vicious and dangerous dogs. The Taser™ device may be deployed against an animal as part of a plan to deal with a potentially dangerous animal, such as a dog, if the animal reasonably appears to pose an imminent threat to human safety and alternative methods are not reasonably available or would likely be ineffective. Any situational response with the Taser™ should be performed in accordance with agency training, policies and procedures. Under no circumstances should an Animal Control Officer should be permitted to carry or use a Taser™ without certified training. In addition, agencies should offer a written policy which includes a deployment protocol (what qualifies an animal for Taser™ deployment), post-Taser™ veterinary care and a list of animal species that are disqualified from Taser™ deployment (such as domestic cats, small-sized dogs, etc.).