

## **Appendix Table 1**

Comparison of Power, Authority, and  
Requirements for Animal Control  
Appointment Types

Comparison of Power, Authority and Requirements for Animal Control

Appendix TABLE 1

	ACO	S-COP	APP
<b>Level of Authority</b>	Least amount of authority	More than ACO; less than APP	Full law enforcement authority
<b>Powers</b>	Cannot investigate VDGIF complaints. Restricted to Animal Comprehensive Laws (3.2-6500s) or County Chapter 41.1. Will require patrol assistance for obtaining and executing search warrants and other criminal investigations.	Depends on policy and documentation. Can enforce only laws included in oath of office, e.g. all VA animal laws and local ordinances Can do wildlife as well as animal law. Can investigate criminal offense and obtain an arrest warrant but cannot execute. Can work VDGIF complaints. Will need patrol to obtain and execute search warrants.	Full law enforcement powers. Can fully investigate criminal offenses. Can obtain and execute search warrants. Can enforce all VA laws and local ordinances, including VDGIF complaints.
<b>Training</b>	State training required – 3 weeks within 1 year of hire date. (Field Training Manual approved by VDACS). Requires 15 hours of CE related to Animal Control and protection every three years after initial training.	Same as ACO for initial state training and continuing education. In addition, initial training requires 24-42 hours of S-COP entry level training depending on whether or not handgun training is needed. Also requires 8-12 hours of annual S-COP renewal training. Note: some courses may fulfill more than one requirement.	Requires full 6 month academy and all training required for ACOs. APP is required to complete 40 hours of continuing education every 2 years to keep their certifications up to date. Some of these courses may fulfill more than one requirement.
<b>Certifications</b>	Completion of state training within 1 year of appointment.	Must reapply to DCJS annually for certification. Go to court for oath which is good for 4 years.	Only need to be sworn in once; no renewal process.
<b>Sworn/Non-sworn</b>	Non-sworn	Non-sworn but requires new oath every 4 years.	Sworn law enforcement officer.
<b>Arms</b>	No side arms  Yes – can carry .22 Rifles for euthanasia only.	Can have sidearm or no sidearm Yes - can carry a .22 rifle for euthanasia	Approved department side arm and .22 rifle for euthanasia of injured wildlife.
<b>Areas of focus</b>	Canvassing community – bringing resources to underserved areas. Education and counseling of citizens with regard to animal laws and animal care. Assisting citizens in situations of hoarding*, need for safe haven services,* low cost spay neuter, licensing, preventive medical, food and shelter or other financial/medical needs for pets. Work to keep pets in homes. Criminal investigations re: Animal Comprehensive Laws and Chapter 41.	Wildlife and enforcement. Oath would need to incorporate all laws department wishes the ACO to enforce. Should have the same areas of focus as an ACO.	Will have the same areas of focus as an ACO. However, their scope of duties would now increase to include wildlife laws, and other criminal violations outside of the Animal Comprehensive laws, such as the 18.2-97 - Larceny of certain Animals, 18.2-144 - Maiming, Killing or poisoning Animals, Fowl, etc., or 16.1-279.1 –Protective order in cases of Family Abuse(Safe Haven).
<b>Administrative Impact</b>	Six month academy not required; quicker start date.	Six month academy not required; quicker start date.	Must be treated same as patrol administratively. Six month academy required.
<b>Financial Impact</b>	Reduced cost due to no academy training Cost for regional training. Lower salary than sworn. Not covered by line of duty death benefits. All vehicles would have to be modified to remove the blue lights and police decals. Uniforms would have to be changed.	Status quo on compensation and benefits.  Vehicles would have to be modified to remove blue lights and decals.  Uniforms will have to be modified to remove "Police".	None if "0" scale is adjusted to match current pay levels except for cost of six month academy training and OT incurred by delay of hiring time due to training. No modification to vehicles or uniforms.
<b>Other</b>	Demoralizing to downgrade current officers; waste of current training. Field training would only be minimally reduced.	Not considered law enforcement – not eligible for state benefits, heart and lung bill or death benefits.	Covered by line of duty death benefits. All current officers can be sworn as APP and integrated into FCPD.

ACO – Animal Control Officer

S-COP – Special Conservators of the Peace: current designation.

APP – Animal Protection Police

## **Appendix Table 2**

Comparison Other of Animal Care and  
Control Organizations

	Animal Control Director Job Match	Animal Shelter Director Job Match	Reporting Relationship	Department	Annual Intake	Positive Release	Outreach Program	Sworn Officers	Deer Management/ Wildlife Program	Notes
Santa Cruz County Animal Shelter	Animal Control Manager (currently is President of NACA)	Animal Shelter Manager (2 facilities)	Both report to a General Manager	General Manager Reports to a Board of Directors* but not under PD	5233	77%	Yes – Program Manager/ Door-to-door approach to help	No	No	Selected because of recent proactive ACO community outreach
Henrico Animal Care and Control	Lt. – Director of Animal Protection Police	Also under same Lt.	Both report to a Lt. who reports to Dep. Chief of field operations	Police Department	2923	70%	enforcement of state and local ordinances – also provide education programs	Yes – full LEO powers	No	Selected because they have Animal Protection Police
Ohio Animal Care and Control, Montgomery County, Ohio	Enforcement Division Supervisor	Shelter Division Supervisor	Both report to the Animal Resource Center Director	Animal Resource Center Director reports to the Assistant County Administrator	13,644	53% (2011 Asilomar – dogs and cats only)	No – mostly responds to complaints. Do utilize volunteers and some rescues.	No	No	Selected for strong AC background of director – recommended by M. Welch
Roanoke Regional Center for Animal Control and Protection		Executive Director			4421	75%		No	No	Selected because it is a regional organization covering 4 communities
NYC SPCA	VP Humane LE and Sgt. For NYPD Cruelty Investigation Squad	10 person Executive Leadership Team		SPCA and NYPD	Not available	Not available	Yes – Cruelty intervention and advocacy team	Not in SPCA but yes in NYPD	Yes for wildlife response	Selected because of recent change to Cruelty Intervention and Advocacy Team. AC being done by NYPD.
Charlotte Mecklenburg	Unit Supervisor	Unit Supervisor	Both report to Police Captain/Division Commander of ACCD	Police	12,658	65%	5 year partnership with SPCA - challenging	1 sworn officer recently appointed to assist	No – State Function	Selected because often used for comparison by Fairfax
Fort Wayne Animal Care and Control Indiana	Enforcement Supervisor to Deputy Director	Animal Care Supervisor to Deputy Director	Director of Animal Care and Control to Director of Public Safety	Public Safety	10,250	59% with Asilomar but combined with Allen County increased to 64% with Asilomar	In Coalition with Allen County SPCA	No	No – receive wildlife but turn over to Dept. of Natural Resources	Selected because recommended as organization making progress

\*SCAS Board members include County Administrator, Undersheriff, Assistant City Manager, Deputy Chief, Chief of Police and Fire Chief. AC involved in targeted community service delivery for underserved areas.

## **Appendix Table 3**

### Staff Interview Questions

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1. What do you think is working well?
  2. What do you think needs to be improved or is not working well?
  3. What do you see as the biggest challenge to doing your job?
  4. What is one thing leadership may not be aware of that impacts your job?
  5. What do you see as the advantages of having Animal Services within the Police Department?
  6. What do you see as the disadvantages of having the Animal Services within the police department?
  7. What do you think would be lost or gained if Animal Services (the Animal Shelter, Animal Control and the Wildlife Biologist) became its own County Agency?
  8. What do you think would be the impact if the animal shelter and animal control were not in the same agency?
  9. What would the impact be on the Deer Management Program if the Wildlife biologist remains in Animal Services and Animal Services becomes a separate County Agency?
  10. What organizational structure for Animal Control, the Animal Shelter and the current Wildlife function do you think would best support the provision of animal Services in our community and why?
  11. To be successful in your job, what additional resources, training or support do you need?

## **Appendix Table 4**

Summarized Themes from Combined  
AS and AC Interview Responses

**1. What do you think is working well?**

- ❖ Social Media has greatly increased the visibility and accountability of the shelter for citizens
  - Public opinion of shelter has increased the past few years
  - Increased public awareness of services
- ❖ PD (IA) brings accountability for fair treatment for AS and ACO'S
- ❖ Frontline staff works well
- ❖ Live release rate, adoptable animals, animal care
- ❖ Pender relationship - Excellent medical care
- ❖ Close to "No Kill Shelter"
- ❖ Public shelter hours
- ❖ Adoption return policies
- ❖ Volunteer and Foster programs
- ❖ Relationship between caretakers and ACO's works well
- ❖ Relationship between ACOs and frontline staff works well
- ❖ Dedicated and passionate staff in animal services overall
- ❖ Current structure of AS and ACO's under PD works very well
  - Set high standards and accountability
  - IA provide review for fairness and adherence to SOP's-prevented inappropriate terminations of staff on the AS side. Conducts objective investigations
  - SOP's and general orders provide structure
  - Need rank structure-foundation for ACO's duties
  - PD funding provides training, guidance and support
  - Access to PD database systems
  - Build relationship with patrol officers who when needed can provide backup coverage and vice versus; good relationship
  - Rigorous hiring process to hire good staff (18 months process)
- ❖ PetPoint system provides information to both caretakers and ACO's
- ❖ Current Captain great advocate for ACO's
- ❖ New facility
- ❖ Access to Police Academy training for ACOs
  - Allows AC to enforce codes and protect the community
  - Provide skills that ACO need to be efficient (investigation and self-defense)
- ❖ Better service to citizens

**2. What needs to be improved or is not working well?**

- ❖ Management/leadership Issues
  - Tracking daily activities in detail
  - Lack of trust by management
  - Management doesn't seem to value staff input or ideas
  - "Numbers" should be more transparent
  - The term "killing" – used by management – demoralizing – should be "euthanizing"
  - Decision making on euthanasia takes too long - Unfortunately is sometimes needed

- Lack of a Cohesive Leadership for Animal Services
- Feeling that staff isn't appreciated by the leadership
- Structure Creates disconnect, tension
  - AS Management reports directly to the Police Chief
  - Rotating Captain in AC – then several layers
  - Reporting structure dysfunctional impeded resolution of issues
- ❖ Communication could be improved
  - Language used by Dispatch – disconnect between event types and AC event types
  - Information isn't shared
    - between management & staff
    - between Shelter & Animal Control
  - With the public – educating them on what “no kill” really means
  - Within the Animal Shelter
    - Seems sporadic – some know and some do not
  - Staff doesn't always know about changes
  - Petpoint – should be better utilized
    - Too much paperwork, redundancy
    - ACO's should be told to use it more
- ❖ Staffing Issues
  - Shelter lunch times – need to be clarified
  - Hiring of Civilians – takes too long with PD
  - Background checks good – but take too long with PD
  - More administrative support needed
  - Appreciate volunteers – but some are too bossy and need to remember they are not staff
  - Not enough positions
  - Too many vacancies
    - Hiring – takes too long to fill civilian positions
    - Background checks are needed, but maybe not as intensive
  - Current hours/ scheduling
    - Need caretakers after 9:00 PM
- ❖ Relationship/Issues between AC and AS
  - Creates morale problems – morale is low; needs to be addressed.
  - Need better communication
  - There is “fanaticism” on animal issues – hurts relationships and trust
  - There is a lot of stress right now– needs to be addressed
  - “Compassion fatigue” – hinders ability to do job – needs to be addressed
  - Need to have cross meetings/ share information
  - Lack of Trust
  - Mis-information
  - Perceptions are causing problems
  - Animosity
  - Distrust
  - Get along great – have to make the effort, but worth it

- Relationships between Volunteers and Staff (Caretakers and ACOs)
- ❖ Training is lacking
  - Need more training on handling difficult animals
  - Needs to be consistent & ongoing
  - Volunteers need more training (bite rate is up)
  - Not enough on animal related issues
- ❖ Safety Concerns
  - Better training for new staff on handling animals and policies
  - Need more uniformity in training
  - Too much focus on adoptions
  - Humans are usually blamed
  - Caretakers are concerned about having to walk or deal with dogs deemed “dangerous”  
– need more training/ support
- ❖ Transparency
  - Who’s making decisions?
    - Animal Shelter often questions decision by Animal Control without getting additional input (Petpoint “wars”)
  - Petpoint
    - Who has access and can make changes
    - Written SOPs on using the system
  - Classification of animals (e.g. “dangerous dog”)
    - Perception is that some dogs are adopted that should not be, “hurts the numbers”
  - Information isn’t shared timely or at all
- ❖ Rules & Regulations
  - AC Standard Operating Procedures – some are outdated, not written uniformly
  - Double standards for social media use
- ❖ Differences in mission between AC and AS
  - Safety of Community vs. Adoption numbers (real or perceived)
  - Perception that there is a large return rate of dogs with bite histories
  - Creates tension and misunderstanding
  - Hard to balance safety with animal welfare objectives
- ❖ Security of Facility
  - Locker rooms
  - Private documents
  - (has improved, but still a concern)
- ❖ Adoption of dogs
  - Need a better “evaluation system”
  - Need a better way to track returns – reduce rumors on “numbers”

**3. What do you see as the biggest challenge to doing your job?**

- ❖ Recruitment process for civilians is too long adhering to PD process; lose good candidates unable to pass background check

- ❖ Inability to address staff issues with respect to discipline; must adhere to IA process. End result not able to manage staff effectively impacting service delivery and morale
- ❖ Different missions for AS and ACO cause conflict
- ❖ Short staff/staffing levels-current staff taking on many roles
- ❖ Need to clearly identify priorities for task completion
- ❖ Not enough safety precautions in dealing with dangerous dogs-caretakers
  - Training for staff
  - Lack of continuity in leadership
- ❖ Both sides need to speak with one voice
- ❖ Lack of trust
- ❖ Getting all parties to understand each other perspectives
- ❖ Communication from Shelter Management
  - More frequency
  - Consistent
- ❖ Overcoming the perception of the AS, BOS, associations, and the public that ACO's are solely "animal killers" focused on death (lack of compassion). Understanding the role of an ACO
  - Spend a great deal of time educating the public
  - ACO's do receive humane training
  - ACO's do have a related animal background training
  - ACO's are passionate about animals and advocate when appropriate but have to make decisions when another outcome is required in accordance with law enforcement
- ❖ Social Media
  - Negative to ACO role and duties
  - One sided
- ❖ Different missions for AS and ACO
- ❖ Short staff/staffing levels-takes 18 months to hire and train and ACO before going into field
- ❖ Educating command staff of ACO's duties and the complexity of balancing public safety and animal welfare
- ❖ Both sides need to speak with one voice
- ❖ Reporting to rotating captain
  - Learning curve for ACO duties
  - Lack of continuity in leadership
- ❖ Safety vs animals balancing act
- ❖ Shelter mgmt. staff are too worried about the numbers
- ❖ Miscommunication from command pertaining to current situation, not able to efficiently execute job duties. Having to pull other PD resources to handle cases we are trained to do. Placing animals and public at greater risk
- ❖ ACOs currently not able to enforce the laws
- ❖ Getting all parties to understand each other's perspectives
- ❖ Not having benefits such as line of duty etc.
- ❖ Communication and action from Shelter Management
  - Takes prolonged time for decision regarding a dangerous dog
  - Placing staff at risk

**4. What is one thing leadership may not be aware of that impacts your job?**

- ❖ Operational considerations
  - Cut off time for adoptions
  - Management not open to staff concerns when raised
  - AS focus/concern is on live release rates (numbers)
  - Fiscal impact unnecessary waste of money to maintain animals while making a decision and some are a safety risk
  - Money spent to prolong an animal's life not always in the best interest of the animal
- ❖ Staffing issues
  - Inadequate staffing
  - AS staff hindered in performing duties with dangerous dogs; not allowed to use catchpoles
  - High turnover burn out
  - Lack of recognition of staff and constructive feedback
  - Morale low has been deteriorating
  - Currently PD provides OT backup will lose that if no longer residing in PD
- ❖ Lack of communication
  - Across divisions (AC and AS)
  - Upper management not forth coming with information
- ❖ Lack of knowledge and understanding of ACO job duties-day to day tasks (various parties)
  - BOS
  - Command staff in PD
  - Shelter management
  - Citizens
- ❖ ACO's spend a considerable amount of time beyond enforcement
  - Educating the public (delicate balance with enforcement/public safety primary priority)
  - Advocating for animal welfare when appropriate (case review)
  - Dealing with high stressful situations (PTSD issues, compassion fatigue)
- ❖ Reporting structure of the 2 divisions lack parity impedes effectiveness
  - AS director reports directly to the chief
  - AC has a chain of command (Captain-Major)
- ❖ Equipment
  - Vehicles-giving them Explorers-need more room
  - SUV-harder to clean, small
- ❖ Lack of communication
  - Across divisions (AC and AS)
  - Within chain of command moves slow (PIO) and social media proves to be faster
  - Upper management not forth coming with information
- ❖ Leadership issue for ACOs - rotating captain
  - Past 4 years there has been 4-5 captains
  - Need permanent captain
  - Assignment seen as negative

**5. What do you see as the advantages of having Animal Services within the PD?**

- ❖ Likes partnership with the PD
- ❖ PD establishes integrity, accountability, and holds all staff to same policies
- ❖ Having AC's on site provide authority, safety and security for AS
- ❖ PD background checks assure we have qualified staff
- ❖ Sworn officers and related benefits need that status
- ❖ More effectively enforce animal welfare laws and regulations
- ❖ General Orders provide structure; hold us all to the same standard
- ❖ Information sharing
  - Access to data pertaining to quarantined animals that otherwise we wouldn't know
  - During intake if caretaker suspects an issue able to connect with ACO for follow up action
  - Access to PD information and databases (LINX, ileads, DMV, dispatch) assist in case management
  - Report writing system access provides vital data to solve and manage cases
- ❖ Resources
  - Budget available to fund supplies
  - Appropriate equipment (vehicles)
  - Attending Police Academy-provides fundamental skills for ACO's (investigation and self defense)
  - Cross training with patrol officers; can back each other up leverage staff when needed
  - Allows for relationship building with other patrol staff and may need their expertise
  - Allows for promotional advancement opportunities

**6. What do you see as the disadvantages of having Animal Services within the PD?**

- ❖ Conflict of differing missions: public safety vs animal services
- ❖ Recruitment process needs to be streamlined for civilians; too long to hire staff as a result of PD background process;
- ❖ PD has mindset of paramilitary
  - Deters AS Management from managing staff appropriately- we are civilians
  - Intimidate citizens
- ❖ Often time citizens will express their distrust of accessing AS services for fear of police actions not related to animals. They are the ones that need shelter services the most
- ❖ No disadvantages - need the structure
- ❖ Command structure of rotating captain for ACO's (lack of stability for leadership)
  - No long term interest
  - Learning curve, once completed - rotate out PD staff

**7. What do you think would be lost or gained if ASD (AS, AC and WLB) became its own County Agency?**

- ❖ Loss of resources and benefits associated with PD
  - PD budget stream
  - Funding for equipment
  - Credibility

- Extensive background checks wouldn't be completed
- SOP's and IA structure fairness (internal integrity) across the board would be lost
- Training in PD Academy
- Line of duty
- Retirement plan
- No longer have access to PD information (records) which is critical to case management
- Chain of custody issues with animals on cases would be lost (criminal cases)
- WLB would be harder to coordinate deer program and funding would be an issue
- SOP's and IA structure
  
- ❖ ACO officers would be rendered inefficient if not sworn and would lose credibility
  - Voluntary compliance of public would be lost
  - Loss of authority in supporting caretakers and staff on site at facility
  - ACO's would be at risk when in the field (safety)
- ❖ Retention issues with caretakers increased vacancies
- ❖ Gained-chance to change the culture and realign; leadership would have to be worked out
- ❖ Patrol officers not trained in animal welfare would now have to execute duties that ACO's are trained to handle; misuse of taxpayer dollars and inefficient service
- ❖ Retention issues with ACO's increased vacancies
- ❖ AS management lack knowledge of enforcement and may take an action that would place the public and animals at risk
- ❖ Gained-chance to change the culture and realign but ACO's would have to be sworn

**8. What do you think would be the impact if the animal shelter and animal control were not in the same agency?**

- ❖ Communication between the two divisions would not improve
  - Communication is already an issue
  - Create more of an "us vs them"
  - Continued conflict same struggles as currently
- ❖ Animal Shelter – policies would become lax
- ❖ There would be an increased safety risk to staff and citizens regarding "dangerous dogs"
  - Dangerous dogs would sit in kennels longer – increase staff concerns, safety issues
  - Seeing more and more issues with behavior
  - Disconnect between management and staff on care and rehabilitation of some animals
- ❖ Lose the PD protection & resources
  - Like having them both in the same building
- ❖ No significant impact
  - Might not really make a difference
  - Impact depends ultimate structure.
  - Would improve the relationship
  - E.g. the Sheriff-Police model
  - Would clarify duties for each group
- ❖ They need to reside as one – their work overlaps too much not be as one

- Does not make sense—splitting would make things more difficult; ACO presence makes cruelty investigations easier.
- Physical separation would be a disadvantage, having to wait for police/ACOs when needed.

**9. What would the impact be on the Deer Management Program if the Wildlife biologist remains in Animal Services and Animal Services becomes a separate County Agency?**

- ❖ Not sure/ Don't know enough about the program
  - Staffing levels are low
- ❖ The Wildlife Biologist needs to remain part of Animal Services
  - Need the ability to ask questions about wildlife law
- ❖ The Wildlife Biologist needs to remain part of Animal Control in the PD
  - Deer Management Program (DMP) needs to be in PD
  - Better compliance and law enforcement oversight for the DMP
- ❖ The Wildlife Biologist does not need to be in Animal Services
- ❖ Maintain the position with a good salary and within the PD
- ❖ Current Structure works well
- ❖ Deer Management Program – needs one person assigned permanently, not necessarily the WLB
  - Or, the WLB needs more employees – for outreach and other wildlife
- ❖ The WL program should not be in the PD, should be in another agency
  - Park Authority or Health Department
- ❖ The biologist function should be its own free-standing function or be part of some other governmental entity removed from current environment where there is no interest in the function.

**10. What organizational structure for Animal Control, the Animal Shelter and the current Wildlife function do you think would best support the provision of animal Services in our community and why?**

- ❖ All stay within the Police Department/Leave as is
  - Need some changes – e.g. speed up the hiring process, change leadership/hierarchy
  - Make ACO's fully sworn law enforcement
  - Need to make relationships between AC and AS better
  - Need to improve relationship between AS and AC staff
  - Improve the sharing of information
- ❖ Make one organization – with equivalent policies and goals

- Civilian Director over all three
- ❖ Split – Wildlife Biologist and AC stay with PD, Animal Shelter become a separate organization
- ❖ Public safety needs to be first and foremost
  - Need to have some type of liaison team – establish policies and goals
- ❖ Not Sure/ No Comments
  - Need to be fully staffed
- ❖ Keep it as it is – within the Police Department
  - Helps when short staffed – back up
  - Resources are better
  - Need to realign AC and AS management – report to same supervisor
    - AS Director and 1<sup>st</sup> Lt. should be equal levels
  - Provide promotional opportunities for ACO's
  - ACO's should not handle police calls – perhaps back up is okay
- ❖ Animal Control should be run / managed by people who want to be there
  - Rotating Captain makes AC mediocre
- ❖ Make it a separate bureau within the PD
  - Similar follow up comments as first bullet above
- ❖ Make each section separate – missions are too diverse
  - AC – Police Department
  - AS – stand alone
  - WB – County Executive

**11. To be successful in your job, what additional resources, training or support do you need?**

- ❖ Staffing
  - Need to be fully staffed
  - Volunteers are good, but need to be reminded they are not staff and reminded of the rules
  - Cross train desk staff and caretakers (written instructions would help)
  - Wildlife program needs a full-time, merit assistant position
  - There needs to be a promotional ladder in Animal Control (add a 2<sup>nd</sup> Lt position)
- ❖ More training opportunities are needed
  - Wildlife rehabilitation training
  - Management and care of large animals
  - How to handle abused, harmed animals brought to the Shelter
  - Dog behavioral training
  - Caretaker training, broaden to include animal safety & welfare
  - Training for everyone – not just a few
- ❖ Animal Services staff needs to feel that management supports them
  - Supervisors need to take calls, work the floor or interact with clients occasionally
  - Compassion fatigue - support needed to address this
  - Low morale, lack of trust from supervisors/ management
- ❖ Review hours – Animal Shelter
  - Rotations, with some Saturdays off

- Reduce late hours
- ❖ Communication between different aspects of animal services
  - There needs to be open-mindedness by Animal Services staff – same mission – different directions
- ❖ Public Outreach/ Education
  - Education programs – children, teach early, learn and respect
  - Community programs
- ❖ Resources
  - For the most part resources needed to do the job are adequate
  - Areas where there needs to be improvement are vehicles – some are too old (van), the newer Ford Explorers are not the best configuration for what Animal Control does or needs
  - If ever fully staffed may be short on vehicles
- ❖ Training from the Police Academy is excellent
- ❖ More training opportunities are needed
  - Wildlife rehabilitation training
  - Wildlife/fishing/gaming laws
  - VA Animal Control Association training – AC attend more frequently
  - Cross train AC and AS supervisors on some aspects of their responsibilities
  - Leadership skills
  - Conflict competency and dealing with difficult situations
  - Trust building
  - Training for everyone – not just a few
- ❖ Animal Services staff needs to feel that management supports them
  - Supervisors need to take calls, work the floor or interact with clients occasionally
  - Leadership needs to have a better understanding of what day-to-day tasks involve
- ❖ Public Outreach/ Education
  - Social media can give mixed messages

# **Appendix Table 5**

## **Focus Group Responses**

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Working Well?	<ul style="list-style-type: none"> <li>*Facebook; social media</li> <li>*Adoption programs – always something happening</li> <li>*Live release rate</li> <li>*New building made difference</li> <li>*Children’s programs/special programs</li> <li>*Training, behavior mad for dogs</li> <li>*Short-term fosters</li> <li>*Rescue partners</li> <li>*Establishments of FFCAS financial rescue</li> <li>*Outreach to National groups for best practices</li> <li>*Regional Shelter network</li> <li>*Media: Huffington Post, TV spots, local for TV</li> </ul>	<ul style="list-style-type: none"> <li>*Hard working staff/caring people</li> <li>*Foster program: get a say</li> <li>*Volunteer program</li> <li>*Dedicated volunteers and fosters</li> <li>*Training classes</li> <li>*Respectful of volunteers</li> <li>*Excellent veterinary and care/expensive but excellent</li> <li>*TNR program</li> <li>*Photography is outstanding</li> <li>*Events promoted/shelter supportive</li> <li>*Timely community to volunteers</li> <li>*Animal Shelter collaborative environment</li> <li>*Animal Shelter appreciation shown</li> </ul>	<ul style="list-style-type: none"> <li>*Adoptions</li> <li>*People encouraged to bring animal back if it isn’t working – get another chance</li> <li>*Social media</li> <li>*Photography program</li> <li>*Veterinary care</li> <li>*Having spay/neuter here</li> <li>*Volunteer program</li> <li>*Volunteer trainers</li> <li>*Weekend fosters!</li> <li>*Power hours</li> <li>*Free flow of info to potential adopters</li> <li>*Dogs observed by many people who pass info on for staff and adopters</li> <li>*FFCAS</li> <li>*Volunteer training and continuing education</li> <li>*Appearance/hygiene in shelter. No smell when you walk in</li> </ul>	<ul style="list-style-type: none"> <li>*Facility cleanliness is great!</li> <li>*No odor</li> <li>*Social media</li> <li>*Change in public perception</li> <li>*Training for fosters. Lots of feedback</li> <li>*Interaction/support from other volunteers</li> <li>*Good communication</li> <li>*Feel appreciated (parties)</li> <li>*Welcoming staff; open door policy</li> <li>*Caretakers very helpful</li> <li>*Pre-adoption spay/neuter (on-site)</li> <li>*FFCAS</li> <li>*Can go to Pender</li> <li>*TNR program is amazing</li> <li>Photography! (acceptance of different ideas)</li> </ul>	<ul style="list-style-type: none"> <li>*Foster program – works well for dogs</li> <li>*Volunteer program</li> <li>*Shelter events – well attended</li> <li>*Social media</li> <li>*Volunteer logistics for scheduling</li> <li>*# of volunteers</li> <li>*6 hour requirement is doable</li> <li>*Some ACO relationship with WLRL</li> <li>*Training opportunities working well for dogs</li> <li>*Friendly ACO</li> <li>*General camaraderie</li> <li>*Feel empowered to ask caretakers for help</li> <li>*Greeter program</li> <li>*Cleanliness; no odors</li> <li>*Almost more like rescue with &gt; 92% live release</li> </ul>	<ul style="list-style-type: none"> <li>*Animal control – in same building – access (security)</li> <li>*Caretakers and volunteer relationship – good – working well. Full staff</li> <li>*Feeding at night/cleaning in morning</li> <li>*Special clinics and times of adoption – package – more service includes a lot</li> <li>*Donating program – beds, toys, food, etc</li> <li>*Current veterinary services – including on-site veterinary/Dr. B!</li> <li>*Cross-training services of staff</li> <li>*MOD – major on duty for assistance</li> <li>*Foster program</li> <li>*On-site veterinary/on-site/Dr. B</li> <li>*Adoptions</li> <li>*Dog walking</li> </ul>	<ul style="list-style-type: none"> <li>*Rescue partners</li> <li>*Fosters</li> <li>*Spay/neuter</li> <li>*Veterinary clinic (especially ferals)</li> <li>*Longer hours</li> <li>*Responsive to citizen input in Amber case (BH)</li> <li>*Acting Director was great</li> <li>*AC got better when moved under PD. More accountable</li> <li>*Called for Clifton Road snapper turtle– ACOs there in 10 minutes! Keep up good work!</li> <li>*New building. Difference in air system, cleaning, etc.</li> <li>*High positive release</li> <li>*Great adoption program (caution on free. May be used for ill)</li> </ul>	<ul style="list-style-type: none"> <li>*AC: called to pick-up nuisance cat. Didn’t come. AS took in.</li> <li>*Archery volunteer program very large but mostly managed by private</li> <li>*DMP – archery nominated in 2011 for effective program</li> <li>*Deer density being reduced</li> <li>*Archery program has outstanding safety record</li> <li>*Archery program – rules followed</li> <li>*PD backup for DMP enforcement support</li> <li>*Communication from volunteer – dispatch – land owner</li> </ul>	<ul style="list-style-type: none"> <li>*Partnership of ACOs and PD. ACOs understand limits and rolls</li> <li>*Assistance from ACOs when needed</li> <li>*Academy training for ACOs</li> <li>*Collaboration with other County entities like Code Compliance and hoarding task force</li> <li>*AC may be helpful to get into a place where there may be probable cause. Helps PD</li> <li>*Shelter staff helpful with animals for intake</li> <li>*Ready kennels for after hour PD intake</li> </ul>	<ul style="list-style-type: none"> <li>*Level of service from Animal Control and Animal Shelter is top notch</li> <li>*Handling of strays between Animal Control and Animal Shelter</li> <li>*Separation of duties between animal Control and Animal Shelter</li> <li>*Like relationship between Sheriff and Police</li> <li>*Provided needed staffing from Animal Services and community so PD doesn’t have to</li> <li>*Seamless transition from domestic animal calls to wildlife</li> </ul>	<ul style="list-style-type: none"> <li>*Interaction of the staff with the public.</li> <li>*FFCAS fundraising.</li> <li>*Weekend fostering.</li> <li>*Outreach programs.</li> <li>*TNR program.</li> <li>*Increased adoption and lower rate of euthanasia.</li> <li>*Improved health screenings and treatments prior to adoption.</li> <li>*Good experienced fostering program.</li> <li>*Excellent fundraising by Friends of FCAS.</li> <li>*Social Media</li> </ul>

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Working Well (continued)	<ul style="list-style-type: none"> <li>*Growth of volunteer program</li> <li>*Photography; lots of talented people, especially lobby photos.</li> <li>*Organization is attracting people to come help</li> <li>*Well run ASAC meetings – public attention having a board appointed commission instrumental in getting new building and other improvements</li> <li>*Senior County leadership support (look at legislation)</li> <li>*Investigate collaboration among departments</li> <li>*Transfers in; support of rural shelters</li> <li>*Vet suite; contract veterinary</li> <li>*Spay/neuter program</li> </ul>	<ul style="list-style-type: none"> <li>*Animal Shelter compassionate and forgiving environment. Volunteers do what is comfortable. Don't feel threatened.</li> <li>*Animal control very kind when responding to call for fox in the TNR colony.</li> <li>*Animal Shelter management and staff meeting the many challenges</li> <li>*Acting Director accessible; always makes time</li> <li>*Some ACO officers trying to be supportive for events and working together</li> <li>*Positive release rate</li> <li>*Current shelter management shared space (office and storage)</li> <li>*VIPs program/access to secure</li> <li>*Copiers</li> </ul>	<ul style="list-style-type: none"> <li>*Animal care. Bathing clean, look healthy</li> <li>*Increased County employee staff</li> <li>*Wildlife Biologist – good education</li> </ul>	<ul style="list-style-type: none"> <li>*Improved opportunities for special needs animals like FIV cats</li> <li>*Microchip program</li> <li>*Return to owner program</li> <li>*Caretakers appreciate help of clean team: gave each a \$5.00 gift card</li> <li>*Sense of community: see others in blue shirts</li> <li>*Parties show appreciation</li> <li>*Proud of #'s we currently have</li> <li>*Volunteer mentoring</li> <li>*Trainers (volume) for animals</li> <li>*Willingness to accept returns without judgment</li> <li>*Adoption policies</li> <li>*Fosters with large properties (training farm is funded \$500/wk)</li> </ul>	<ul style="list-style-type: none"> <li>*Volunteer Facebook page for sharing information</li> <li>*Dogs get walked multiple times/day</li> <li>*Power hours for dogs</li> <li>*Liked play groups</li> <li>*Volunteers given responsibility for whiteboards – can take on if willing</li> <li>*Visiting hours are good except (see changes)</li> <li>*Mentoring for new volunteers mentor assesses</li> <li>*Lots of volunteer opportunities</li> <li>*Plethora of opportunities</li> <li>*Take dogs to events</li> </ul>	<ul style="list-style-type: none"> <li>*Volunteer program!!!</li> <li>*Outside trainers – classes</li> <li>*Outreach/offsite events</li> <li>*Opportunity for volunteers growing</li> <li>*Dot system/asset management for dogs.</li> <li>*Rabies clinics</li> <li>*Sponsorship adoptions – FFX-Federal Group</li> <li>*Social media communication (internal and external)</li> <li>*Petango – Bios for animals</li> <li>*Photography – photos</li> <li>*EIFI special program – cleanliness</li> <li>*Specials – Star Wars day/reading program – PJ's</li> <li>*Facility – space</li> <li>*Grief clinic</li> </ul>	<ul style="list-style-type: none"> <li>*Facebook doing great</li> <li>*Transfers in from rural shelters</li> <li>*Friends of FCAS</li> </ul>	<ul style="list-style-type: none"> <li>*Community interaction and feedback on responsiveness of program</li> <li>*Public awareness of deer problem is growing</li> <li>*Removal of deer</li> <li>*Deer removed humanely measured by # killed and recovered quickly (94 – 96%)</li> </ul>		<ul style="list-style-type: none"> <li>*Adoption process working well</li> <li>*Responsive staff, volunteers</li> <li>*Front desk – very smooth process for adoption</li> <li>*Dedicated Animal Control staff</li> <li>*Caretakers assist with intake</li> </ul>	<ul style="list-style-type: none"> <li>*Community Participation</li> <li>*Intake partnerships with rural shelters</li> <li>*Continued TNR efforts</li> <li>*The overall change from the local "pound" to a safe environment for animals.</li> <li>*Live release rate – live release rate – live release rate!!!</li> </ul>

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Working well (continued)	<ul style="list-style-type: none"> <li>*Good mentoring program; experienced volunteers mentor new</li> <li>*Citizen support and awareness; increased traffic</li> <li>*Hospice program</li> <li>*Partnership with domestic violence Social Services – safe haven</li> <li>*Breed legislation; change in ordinance</li> <li>*Guaranteed pre-adopt spay/neuter</li> </ul>			<ul style="list-style-type: none"> <li>*Non-judgemental intake but get important information</li> <li>*Volunteer important as a whole is great success</li> <li>*ACO responded quickly to dog at large</li> </ul>		<ul style="list-style-type: none"> <li>*Building/facility</li> <li>*ACO's – most have best interest of animals at heart.</li> <li>*Power hours</li> </ul>					

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Challenges?	<p>*Staffing; turnover</p> <p>*Time it takes to fill positions</p> <p>*Euthanasia – burden on staff/compassion fatigue</p> <p>*Responsibility for decapitation for rabies testing/funding source</p> <p>*Budget doesn't cover some basic services: medical.</p> <p>*Not timely response for needed items - Cooler/ freezer issue</p> <p>*Dependent on private funding for many of the items that are working well and volunteers</p> <p>*A lot of organization success not driven by County provided budget</p> <p>*Deep cultural division AC and AS</p>	<p>*Background – takes too long</p> <p>*Different missions ACO/AS</p> <p>*No one coordinating both</p> <p>*Cultural divide</p> <p>*Humane education piece on shelter side</p> <p>*ACO perspective black and white</p> <p>*Lack of communication (?)</p> <p>*Some ACOs overtly hostile to shelter</p> <p>*Sworn vs civilian</p> <p>*ACOs don't let go once they do their job. Want to tell shelter what to do.</p> <p>*ACOs and Shelter staff need to collaborate for more cohesion</p> <p>*ACOs go behind scenes and take action if they don't like action taken</p>	<p>*Caretaker lack of positive attitude when need assistance.</p> <p>*People don't know about Petango</p> <p>*Laundry and dishes depend on volunteers</p> <p>*Told caretakers "won't" do that</p> <p>*Job duties not clear cut. Who do you go to for a blue dot dog?</p> <p>*Mixed messages from one staff member to another. Bathe puppy vs why are you bathing here</p> <p>*Internal communication</p> <p>*Interact with staff during training positive but then when working in kennels not all caretakers are helpful</p> <p>*Coordination with caretakers they need input in volunteer training</p> <p>*As foster, takes too long to get staff response on medical. Now go right to</p>	<p>*Hard for volunteer to clean in stray area if dogs are housed back to back.</p> <p>*Cleaning equipment (e.g., mops) not always clean.</p> <p>*County hiring process: length of time to fill vacancies.</p> <p>*More guidelines for volunteer roles of smaller jobs like photo assistant.</p> <p>*Lack of uniformity in volunteer training.</p> <p>*retraining periodically (every couple of years). *</p> <p>*Need volunteer training book. Have sub handbooks</p> <p>*Need specific training on handling special needs animals like FIV cats</p> <p>*Parking</p> <p>*Recent turnover in top management.</p>	<p>*Diversity of county population not reflected in shelter staff or volunteers.</p> <p>*More training on cat behavior.</p> <p>*Having only 1 shelter for such a large county.</p> <p>*Lack of programs for cats: not enough short term like short term fosters.</p> <p>*Timeliness of returned phone calls or don't get calls back.</p> <p>*Communication in Shelter caretakers think they are the last to know.</p> <p>*Transition time since departure of Tawny has been too long, creates uncertainty – unsettling – limbo.</p> <p>*No supervisor for kennels for long time.</p> <p>*Don't know if liaison program is working (communication issue?)</p> <p>*Some people don't have access to</p>	<p>*Lack of fiscal control – budget process.</p> <p>*Government process – jurisdiction.</p> <p>*Lack of consistency with volunteer program – training – knowledge of front desk manual – mentoring.</p> <p>*Equipment availability and keep (walks).</p> <p>*Communication – lack of – updates need to be shared.</p> <p>*No one knows the fire policy.</p> <p>*Policy – consistency in administration of policy.</p> <p>*No shows of volunteers – no oversight.</p> <p>*Making correct good match in placements – balance/matching.</p> <p>*Staff turnover – lack of clarity in role responsibility.</p>	<p>*No feedback yet on 4-poster.</p> <p>*Programs started (deer deflectors) but stopped.</p> <p>*Morale (ACO and AS).</p> <p>*Sent data on DVC carcasses and got no feedback.</p> <p>*DVC issue need more serious consideration - too many deer carcasses on roads.</p> <p>*Divide between ACOs and AS - black/white.</p> <p>*Tagged deer have been shot.</p> <p>*Programs (DM) not effective, not humane.</p> <p>*Survey on DMP did not reflect true public opinion.</p> <p>*Inconsistency in notifications of managed hunt.</p>	<p>*Much of ASD work geared toward domestic. Deer MP different.</p> <p>*Economic damage to yards.</p> <p>*Limited scope of DMP.</p> <p>*County hasn't expanded to private.</p> <p>*Three areas of ASD manage different aspects. Confined and domestic vs wild and free.</p> <p>*AC along with WLB implements policy.</p> <p>*What is mission of AS?</p> <p>*Shelter (under human control) whereas the WLB guides, resolves, manages conflict within state laws.</p> <p>*Dealing with poachers.</p>	<p>*Communication on perceptions for ACOs/Shelter</p> <p>*ACOs perceived as wanting more PTS/Shelter saving all</p> <p>*ACO power question?</p> <p>*Loss of authority with recent legislation</p> <p>*Inability to assist now to same extent as previously</p> <p>*Legal/AC documents challenged by Shelter staff</p> <p>*ACOs don't have some needed training like crisis intervention needed in hoarding for example</p> <p>*PD officers are not trained to handle animals. Overwhelming to officers if have to handle animals</p>	<p>*Morale</p> <p>*Short staff</p> <p>*Uncertainty of roles for ACO's</p> <p>*Uncertainty of future for ACO's</p> <p>*Perception of AC being looked down on – red-headed step child of department.</p> <p>*Old vehicles.</p> <p>*New vehicles not being equipped or sized for type of work.</p> <p>*ACO's paid less than Police officers but have same training and attend full academy.</p> <p>*Uncertainty of benefits, i.e., line of duty pay</p>	<p>*It is very hard to lose the Director and 2 other key management</p> <p>*Apparent friction on occasion between AC and AS.</p> <p>*Extremely tight budget.</p> <p>*High rate of upper level staff turnover.</p> <p>*Driven by prevailing strong loyalties to HSUS.</p> <p>*Too much reliance on staff and state agency opinions and policies, which appear driven by the Animal Rights contingent.</p>

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Challenges (continued)	<p>*Internal affairs: investigation of complaints. Can be internal or citizen based. Created culture of fear.</p> <p>*Civilian personnel in PD environment do not expect that type of environment – new hires need to be prepared for this environment</p> <p>*Philosophical differences re: humane – both AS vs AC and internal.</p> <p>*Challenge to have enforcement powers without sworn officers.</p> <p>*ACOs without significant animal training. Primary ACO training is PD Academy.</p> <p>*Two organizations that are fundamentally different under same entity.</p> <p>*Law enforcement mindset vs saving animals.</p>	<p>*ACOs don't use PP regularly. Only shelter side feeds info in PP consistently</p> <p>*No central repository for all information</p> <p>*Shelter staff shortages</p> <p>*Some caretakers fearful of shelter dogs – disagree with management efforts</p> <p>*Staff file disagreements/complaints with Internal Affairs</p> <p>*Shelter is an anomaly in PD</p> <p>*Lack of training for both ACOs and shelter staff for dealing with difficult dogs</p> <p>*Some caregivers don't give small dogs small bowls</p> <p>*Some ACOs say they don't need to know about shelter side and shelter doesn't need to know each them</p>	<p>veterinary. Not sure if should</p> <p>*Delays in communication. Loss of potential adopter. Too many people trying to communicate in system. Maybe an SOP or</p> <p>*Staffing shortages – email responses</p> <p>*Foster guidelines don't work effectively. Pender community/interaction</p> <p>*Lots of volume in system. Not enough infrastructure to support</p> <p>*Not all decision makers have been in shelter</p> <p>*ACO not enough animal training</p> <p>*Lack of customer service at front desk</p> <p>*Phone is never answered</p> <p>*Petango not user friendly for funding lost dog</p> <p>*Greeters often pulled to do other things</p>	<p>*Poaching of two people also left big hole.</p> <p>*Managing high volume traffic on adoption floor.</p> <p>*Not knowing who can do what – like show dogs. Maybe different color shirts)</p> <p>*Scheduling for Tuesday and Saturdays</p> <p>*Placement of different size dogs in kennels.</p> <p>*Dog barking noise in cat room.</p> <p>*Will ACO's lose ability to carry at full service.</p> <p>*Clean team needs spots in afternoon not a 9 – 11am</p> <p>*Hard to get a slot to work in cat room.</p> <p>*Some cat room volunteers don't like having tours in cat room.</p>	<p>Facebook: don't get those communications.</p> <p>*Public phones not answered.</p> <p>*Not enough staff.</p> <p>*Blocks of time when there are no volunteers.</p> <p>*Calls for caretakers for blue dots: no one comes.</p> <p>*No blue dot designation/protocols for cats.</p> <p>*Foster program for dogs more robust than cats.</p> <p>*Not enforced emphasis on fostering cats.</p> <p>*Need trainers for cats and cat volunteers.</p>	<p>*Hiring process – long – back ground investigation.</p> <p>*Staff shortage.</p> <p>*Staff salaries – low.</p> <p>*ACO and AS staff talk differently to public.</p> <p>*Communication between different areas – front desk, staff, volunteer - mixed messages– lack of consistency.</p> <p>*Training/trainers inconsistent.</p> <p>*Office politics – difficult to navigate.</p> <p>*Communication to volunteer – who don't work as much as required.</p> <p>*Cat vision program.</p> <p>*Rabies/10 day quarantine – fosters.</p> <p>*Lack of supervisor/one cat volunteer – work – need that oversight.</p> <p>*Taking on too many activities.</p>	<p>*Getting out a public opinion survey that is balanced.</p> <p>*DMP is not transparent.</p> <p>*Audit of DMP does not analyze effectiveness. No goals for program.</p> <p>*Input not balanced. All sides not represented.</p> <p>*No executive leadership or career path for everyone.</p> <p>*Deer Management Program is vicious circle between BOS and Wildlife Biologist.</p> <p>*DMP: no oversight in field (beer cans sighted at lookout stations).</p> <p>*Not enough staff to do DMP right.</p> <p>*BOS is non-responsive to citizen input.</p>	<p>*Forest health – no little trees Fairfax</p> <p>*Difficult to get hard data</p> <p>*Getting attention when you need something</p> <p>*Need flexibility to deal with emerging wildlife issues like feral pigs moving north</p> <p>*Lack of staff for wildlife programs</p> <p>*Public education on different missions of animal control – wildlife conflict/domestic in field/DMP</p> <p>*ASD division of labor</p> <p>*ASAC wants to impact/limit County's ability to effect State law. Commission want to affect wildlife policy. Sphere of influence domestic and</p>	<p>*If ACOs lose all powers, PD does not have resources/staff to handle these calls</p> <p>*Yearly resources. Vehicles not created to do what they need</p> <p>*At PD Academy, trained to handle police car not vans. At shelter get vans or SUVs.</p> <p>*Vans not equipped for what is needed</p> <p>*SUVs designed without input. Purchased for patrol (not pursuit rated)</p> <p>*Too small for what's needed to carry</p> <p>*Some older mentality on equipment</p> <p>*When coming for OT, sometimes there are no vehicles – in shop</p>	<p>*ACO's jumping ship to other agencies</p> <p>*Balance between care (AS) and enforcement (AC).</p> <p>*ACOs Perceived as militant because of enforcement</p> <p>* internal conflict-Care vs Control</p> <p>*Lack of supporting organization structure – not one person over the Shelter and ACO groups.</p> <p>*Don't know what business as usual will be for ACOs – time of uncertainty.</p> <p>*Shelter doesn't mesh well with Police Department.</p>	<p>*Little or no input or cooperation solicited (or accepted) from AKC and local dog/cat or other breed-specific fanciers.</p> <p>*Macro level much like other shelters –</p> <p>*The view by some of the public that animals are disposable.</p> <p>*Unlike other areas, unwanted litters are a rare occurrence due to spay/neuter efforts by an informed public.</p> <p>*Specific to Fairfax Constant internal investigation see no value and a complete waste of</p>

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11	
Challenges (continued)	<p>*Need training to bridge cultural gap.</p> <p>*Lack of communication management.</p> <p>*Trust issue at management level.</p> <p>*Trust issues up and down chain.</p> <p>*Lack of regular interaction between AS and AC.</p> <p>*Hierarchy created with offices of new building.</p> <p>*Lack of understanding of PD structure as Police Department</p> <p>*Temporary Captain rotates out</p> <p>*Shelter and ACOs have become 2 separate entities. Captain is command for ACOs.</p> <p>*Turnover of shelter management.</p>	<p>*Lack of communication</p> <p>*ACOs operating outside code of ethics – political lobbying</p> <p>*ACO recruited volunteers for Wildlife training without asking shelter management</p> <p>*Lack of wanting to work together</p> <p>*Find out the true cost of running the shelter – volunteer = \$\$, other funding</p> <p>*ACOs don't attend state training (?) for humane welfare/education have their own</p> <p>*Change in legislation for ACO powers causing turmoil</p> <p>*Would be helpful to know more about others (ACOs, ASAC)</p> <p>*Volunteer hours – dependent upon for core services</p>	<p>*Front counter doesn't look up and acknowledge</p> <p>*Quick access to info/records for adoptables. Placement off lobby of records</p> <p>*Caretakers don't own and do responsibilities or duties</p> <p>*Fear of removal from volunteer program if speak up (retribution)</p> <p>*Wildlife biologist - # of dead animals, report all, do WL rehabilitation</p> <p>*Volunteer contract gives volunteers no rights from dismissal -look at form</p> <p>*Us vs them caretakers vs volunteers, AS vs ACO</p> <p>*Tensions between ACO and AS and volunteer who feel they are in the middle</p> <p>*Caretakers – "hands off" dogs. Don't want to handle some</p> <p>*People not truthful (citizens who come to shelter)</p>	<p>*Negativity problem among volunteers in cat room. Training focuses on being positive but doesn't seem to stick. Needs to be spot checked</p> <p>*Some volunteers think the focus is only on dogs. Has improved somewhat recently</p> <p>*Social media not just for dogs</p> <p>*ACO training on approaching wildlife</p> <p>*Zoning restrictions: only two dogs regardless of dog size</p> <p>*ASD County website</p> <p>*Keeping up with changes – when is retraining needed?</p>		<p>*Lack of training for volunteer – procedures – who could provide this "leadership" management?? – "mentoring" – consistency.</p> <p>*Consistency how to interact with public.</p> <p>*Pet Point – bias in notes – need to be neutral – objective/not subjective.</p> <p>*Lack of training for new volunteer/empower mentors to instruct.</p> <p>*Not having access to Pet Point information – have to seek assistance.</p> <p>*Difference between Pet Point and paper files.</p> <p>*Diverse skill set among volunteers – managing all of those skills.</p> <p>*Shortage of active volunteer – in areas they are needed.</p> <p>*Some lack of consistency between managers.</p>	<p>*Lack of training for volunteer – procedures – who could provide this "leadership" management?? – "mentoring" – consistency.</p> <p>*Consistency how to interact with public.</p> <p>*Pet Point – bias in notes – need to be neutral – objective/not subjective.</p> <p>*Lack of training for new volunteer/empower mentors to instruct.</p> <p>*Not having access to Pet Point information – have to seek assistance.</p> <p>*Difference between Pet Point and paper files.</p> <p>*Diverse skill set among volunteers – managing all of those skills.</p> <p>*Shortage of active volunteer – in areas they are needed.</p> <p>*Some lack of consistency between managers.</p>	<p>*Parks consumed by DMP for long period of time.</p> <p>*Unacceptable deer injury rates.</p> <p>*People are as distractive as deer.</p> <p>*Dire lack of engagement with citizenry on this topic. Thanks for input but doing anyway.</p> <p>*Not enough notice to citizens warning about hunting in parks.</p> <p>*PD need more training on Wildlife.</p> <p>*People are tired of having guns discharged by their homes, parks and neighborhoods.</p> <p>*Lots of gray areas when you work with animals.</p> <p>*State Legislature – policies – DGIF "in the pocket".</p>	<p>injury or wildlife under human control.</p> <p>*Shelter staff assumed authority over turtle at recreation center – had no authority to do this.</p> <p>*Defining humane treatment of domestic vs wildlife.</p> <p>*Too much turnover at top of AC.</p> <p>*Staff from PD express interest of not having AC in PD.</p> <p>*Lack of funding and resources for DMP support.</p> <p>*Volunteers in DMP don't even have coordinator.</p> <p>*Before 2009 equipment well funded. No longer.</p>	<p>*Vehicles old – dependent on DVS to service. Very slow</p> <p>*Short staff: results in ACO covering more than 1 district during a shift</p> <p>*Issue when ACO makes agreement with citizen but shelter staff disagrees. Appended clarification from officer review: This statement was in direct relation to shelter staff not following the legal authority of a legal document, signed by a citizen, when an animal is brought in by an Animal Control Officer. Rather than follow the legal authority of the document, shelter staff disregards it and disposes of the animal in whatever way they see fit.</p>	<p>*Power struggle between ACOs and AS over animal disposition decisions.</p> <p>*Cost for OT – limited budget already.</p> <p>*Making difficult decisions of PTS vs expensive medical costs.</p> <p>*Shelter Director and ACO communication - equal level or same authority.</p> <p>*Strife between ACO/AS staff.</p> <p>*AC is on the Sheriff retirement plan – it is harder for them to move.</p> <p>*Why can't ACO's be cops with an animal specialty?</p>	<p>time. One investigation included a dog I fostered and I was not asked about it.</p> <p>*I have heard first-hand accounts of the police officers entering the shelter and acting as bullies during the "investigations" and threatening shelter staff.</p> <p>*This is a hostile environment and must be changed.</p> <p>*ACO Agenda – killing dogs without giving the dog a chance. The ACOs with this agenda are not dog behavior experts which is</p>

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Challenges (continued)	<p>*Pay level of Shelter Director lower than others in area.</p> <p>*Budget constraints</p> <p>*Disconnect on Wildlife programs: Shelter says BOS mandate; BOS says waiting for staff options</p> <p>*Only 1 Wildlife person.</p> <p>*DMP: primarily bow hunting</p> <p>*Dialog in community that shelter has issues</p> <p>*Enforcement with too much zeal – passion on both sides.</p>	<p>*Consistency in training for volunteers. Needs to be more standardized</p> <p>*No comprehensive list of all shelter services</p> <p>*Kennels are too small</p> <p>*Hiring takes too long</p>	<p>*Caretakers – should be involved in volunteer training</p>			<p>*Volunteers are a public face and volunteers have different views – no staff oversight of volunteers unless a complaint.</p> <p>*Management overwhelmed with 3 people leaving at same time.</p> <p>*Mentors need to feel empowered to correct new volunteers or deny access if not ready.</p>	<p>*Lack of consistency in information. Shelter and ACOs both.</p> <p>*Dispatchers don't have checklist for responses on what happens with specific animals</p> <p>*Deer Management Program has not been updated in 15 years. Plan is not working.</p> <p>*No determination of what deer can be taken.</p> <p>*Not sure about some animals as free – take free animals and use as bait.(??)</p> <p>*Up and down/ changes with new people in policy. AS confusing Director, Caretakers, Supervisor Caretaker.</p> <p>*Dogs of a certain age (age bracelet, time of year).</p>	<p>*Lack of support from BOS.</p> <p>*No ownership at County executive level.</p>	<p>*Too many people in charge who are not in charge. Not clear who is in charge. Does AC answer to Shelter Director? Does Shelter staff report?</p> <p>*Integrate Civilian Shelter with uniformed side</p> <p>*Issues at management level. Staff knows role. If Shelter Director tells ACO what to do causes confusion.</p> <p>*Everyone wants success for animals but what does success look like? Not agreement on this.</p>	<p>*ACO's are not on retirement parity with PD.</p> <p>*Why do ACOs go thru academy but are not able to work PD.</p> <p>*2 different recording systems – "leads" for ACOs and "PetPoint" for shelter.</p>	<p>obvious by their approach.</p> <p>*There are ACOs who are police department rejects and one has to wonder if they should be ACOs. It appears some ACOs find a thrill in killing the animals.</p> <p>*There should be mandatory psychological testing of the ACOs.</p> <p>*The lengthy hiring process – waste of time waiting for background checks for shelter positions.</p> <p>*Too many positions remain open for too long causing problems and</p>

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Challenges (continued)							<p>*For 2 years a citizen offered \$50K to do something differing at Frying Pan Park – denied.</p> <p>*No monitoring. Need a control park – do a full blown “study”.</p> <p>*Safety – if that is a priority; then the program isn’t working.</p> <p>*Animal programs are fragmented – hard to make a decision, stay progressive.</p> <p>*ACO’s and AS staff trained differently.</p>				<p>put staff at risk of injury.</p> <p>*Staff turnover - is unacceptable and it is due to the current environment .</p> <p>*The tremendous amount of training that took place has been lost as the staff left. The superior performance that was once there is being lost.</p> <p>*Freezer – the lack of a freezer has been a discussion point for approximately two years. Obviously, the shelter is too far down in the police structure to address the simplest tasks.</p>

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Changes needed?	<p>*Hire more Wildlife staff.</p> <p>*Adequate staffing: only 30 ACO positions for population of 1.3 million – need enough for best practices/programs.</p> <p>*Streamline hire process for Shelter staff.</p> <p>*Enhance Community Cat Program: need more surgery slots.</p> <p>*Work on improving communications between AS and AC (and trust).</p> <p>*More effective advocacy for adequate budget.</p>	<p>*More of a public/private partnership for FFCAS and County how (?)</p> <p>*Programs to support/reduce surrenders.</p> <p>*Training to help understanding</p> <p>*Humane training for ACOs.</p> <p>*More info on wildlife.</p> <p>*Report more info to public like wildlife stats not required by State veterinary.</p> <p>*More space for small animals - better housing!</p> <p>*Never see or hear from WB.</p> <p>*Utilize volunteers in ACO area or wildlife management.</p> <p>*Know more about wildlife program and animal control.</p>	<p>*Volunteer training.</p> <p>*Caretaker training – some afraid of dogs.</p> <p>*Cross train caretakers /volunteers.</p> <p>*Designated caretakers for blue dots.</p> <p>*More staff; possible schedule changes to help with scheduling gaps.</p> <p>*Post caretaker schedules; who is designated. Doesn't seem like caretakers are assigned dog walking, dishwashing.</p> <p>*Volunteers should interact with caretakers from the start.</p> <p>Foster mentors/liaison.</p> <p>*Look at flow of lobby – better system for adoption files.</p> <p>*Review volume of form – too legal; should be less.</p>	<p>*Better communication of policies.</p> <p>*Foster to adopt.</p> <p>*Larger area for small animals and their supplies.</p> <p>*Outreach/education on to dispel stereotypes of pit bulls.</p> <p>*More education on programs.</p> <p>*Area in stray kennels for small dogs.</p> <p>*Security for all animals and full coverage security cameras.</p> <p>*Outside buzzer in pens for someone who needs help.</p> <p>*Secure outside enclosure for cats.</p> <p>*Sunday hours for public.</p> <p>*Wildlife – information on programs.</p>	<p>*More staff (caretakers, front desk).</p> <p>*More humane training for ACO's.</p> <p>*Streamline adoption process without loss of valuable information.</p> <p>*Internship/teenage volunteers – front desk, cleaning outreach.</p> <p>*More information on transfers in – maybe short holding to evaluate.</p> <p>*Need easier access to information on adoptable animals – electronic station in each visitor room.</p> <p>*Reinstate rescue partner recognition events.</p> <p>*Incorporate required # hours for volunteers (1) 6 or 8?</p> <p>*When adoption process has started – no # systems – queuing number system needed.</p>	<p>*Market rabies clinics – more/proactive more aggressive.</p> <p>*Incorporate policy book – staff and volunteer – roles, task, duties manual "Guidelines".</p> <p>*Increased training for fosters – safety/safe dog handling class.</p> <p>*Randy – vision for cat – cat trainer/support/specialist resource – behavioral program.</p> <p>*Volunteer program initial training and keeping current training education and more structure.</p> <p>*Mentoring program – duty check-ins and refresher – scheduled timeline.</p> <p>*Required attendance for training programs.</p> <p>*Requirements for volunteer participation – track check-in/sign-in process.</p>	<p>*Use more advanced technology to help prevent DVCs (e.g., solar powered roadside deer warning sensors – emit sound that stop deer).</p> <p>*Change to alternative for salt trucks. Salt attracts wildlife to road.</p> <p>*Consider non-lethal study/program in a park.</p> <p>*Fairfax needs to make it clear to DGIF that lethal only is not acceptable.</p> <p>*Reduce "static" on WLB – empower to make changes.</p> <p>*Have people like wildlife advocate that just handle wildlife.</p> <p>*Separate program for wildlife.</p>	<p>*Need to figure out how to DM the 95% of County not in program.</p> <p>*Governance of wildlife activities includes people who are expert and understand wildlife management.</p> <p>*Expand DMP more quickly than in past.</p> <p>*Have more resources for program expansion.</p> <p>*Look in folder for working group recommendation, Reference 7 (vii).</p> <p>*Expand program to private sector – have some County focus for this.</p> <p>*Use TV station to advertise support.</p>	<p>*AC is one entity; AS another. Like PD and Sheriff. One brings in – other takes over care. Make 2 separate entities.</p> <p>*AC specialty within PD operations. Shelter is separate, has own mission.</p> <p>*Shelter staff maintains care and custody until court.</p> <p>*Shelter Dir. oversight of Shelter. This has gotten muddled.</p> <p>*Need clear line/reporting structure. Civilians to Shelter Dir., ACOs to Commander.</p>	<p>*One authority over both – should be sworn.</p> <p>*ACO retirement should mirror PD.</p> <p>*One record system for ACO and AS.</p> <p>*Vehicles that are suitable for animal field work.</p> <p>*Need Long-term vision and goals for ACO's.</p>	<p>*Many citizens do not understand the number and scope of the duties Animal Services is tasked with. I would try to find a way to spread the word.</p> <p>*Revisit the costs/benefits to FCAS of the Pender contract.</p> <p>*Reconsider the canine pediatric S/N policy. Negative long-term health effects are being discounted.</p> <p>*A licensing incentive program consistent with S/N at a less sensitive age should be considered and</p>

FOCUS GROUP SUMMARIES

Appendix TABLE 5

	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Changes needed (continued)		<ul style="list-style-type: none"> <li>*Make ASD independent from PD #6.</li> <li>*Joint group meetings/more collaboration daily.</li> <li>*Dog kennels: more indoor/outdoor larger.</li> <li>*Closer working relationship AS/AC.</li> <li>*Respect for boundaries of each other's job.</li> <li>*ACOs would use pet point/available data across systems.</li> <li>*Change cultural divide, bridge differences. Trust, respect.</li> <li>*Everyone need to act professional</li> </ul>	<ul style="list-style-type: none"> <li>*PetPoint – look at accessibility, secure areas.</li> <li>*Pre-screenings of adopters.</li> <li>*DIT – change funding website.</li> </ul>	<ul style="list-style-type: none"> <li>*Show on name tags who can do what.</li> <li>*Sign-ins</li> <li>*Scheduling</li> <li>*Placement of dogs by size.</li> <li>*Sound proofing.</li> <li>*Slots in PM for “clean team”.</li> <li>*Better cleaning supplies.</li> <li>*Volunteer Handbooks with “sub” handbook for @ type of volunteering.</li> <li>*Strays reunited with owner (microchip).</li> </ul>	<ul style="list-style-type: none"> <li>*Resume play groups for dogs.</li> <li>*Add visitor hours on Sunday.</li> <li>*Information provided in different languages.</li> <li>*Improve cat foster program (need short term).</li> <li>*Need a suggestion box for volunteers to make suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>*No shows with volunteer – communication – requirement.</li> <li>*Interaction – meeting of AC staff. Awareness/ education on their roles for volunteers. Need to know and understand – ACO/roles/education</li> <li>*Create “APP” to access sign up for volunteers.</li> <li>*More outreach for adoptees. Post adoption follow up.</li> <li>*Have better training available for public.</li> <li>*Need Outside lighting in dog walk areas.</li> </ul>	<ul style="list-style-type: none"> <li>*Have outside audits of programs like DMP.</li> <li>*DMP – needs metrics, reviews, audit.</li> <li>*Check sheet for dispatchers on Wildlife questions/educate dispatchers in call center.</li> <li>*Deer reflective light programs.</li> <li>*BOS needs to take a stand/DGIF may then respond with other programs.</li> <li>*Add the roving sign – Beware of Deer – keep moving – high impact areas.</li> <li>*Hunter #'s dropping; non-lethal #'s growing.</li> <li>*Measurable goals and objectives on the Deer Management Program.</li> </ul>	<ul style="list-style-type: none"> <li>*Improve support from County Executive and BOS for wildlife management programs.</li> <li>*Focus on forest eco-system health.</li> <li>*Advisory to BOS for wildlife should be different from AS AC for domestic.</li> <li>*Monitoring function needs to be expanded and funded.</li> <li>*Need better data for Deer Vehicle Collisions.</li> </ul>			<ul style="list-style-type: none"> <li>implemented on a trial basis.</li> <li>*More thorough temperament evaluation and remediation, especially of known biters, prior to adoption.</li> <li>*Closer cooperation with the purebred partner rescue organizations instead of “cherry-picking” and transferring purebreds to all-breed rescues. (staffers.)</li> <li>*Rule out importation of foreign rescue animals without quarantine and full health evaluations.</li> </ul>

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	GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5	GROUP 6	GROUP 7	GROUP 8	GROUP 9	GROUP 10	GROUP 11
Success looks like?	<ul style="list-style-type: none"> <li>*Every animal unless in pain/dying gets a chance</li> <li>*Community is happy with organization and supportive, and involved</li> <li>*Fewer surrenders</li> <li>*Better education of community</li> <li>*Adoptions "stick"</li> <li>*Mutually agreed to mission expressed and acted on</li> <li>*Being able to implement best practices</li> <li>*Improved morale</li> <li>*Collaborative working environment</li> <li>*Two groups focus on same goals</li> <li>*Community needs being met</li> <li>*Adequate and stable staff: minimal turnover</li> </ul>	<ul style="list-style-type: none"> <li>*Seizures only for abuse and neglect that can't be fixed</li> <li>*Spay/neuter for all animals including rabbits</li> <li>*Another shelter/bigger</li> <li>*Mobile services: van and spay/neuter</li> <li>*More kitty cities and larger</li> <li>*All ASD staff has ongoing training</li> <li>*On staff behaviorist/trainer</li> <li>*Independent evaluator helps bridge between AC and AS</li> <li>*More staff in all areas</li> <li>*People work for common goal</li> <li>*More animals saved safely</li> <li>*Better communication</li> <li>*Continue high positive release</li> </ul>	<ul style="list-style-type: none"> <li>*Android tablets for volunteers on the floor or in kennels to access info on animals</li> <li>*Everyone happy and communicating – no us versus them (exists)</li> <li>*Fully staffed</li> <li>*every adoptable animal gets adopted to appropriate home</li> <li>*Follow up support for adopters</li> <li>*Top notch customer service gets recognition</li> <li>*Shorter adoption process look at Montgomery (20 minute) pre-screen</li> <li>*Pre-approved adopters</li> <li>*People know where to look. Don't know @ Petango, put link on website</li> <li>*ACOs have more animal handling and animal welfare training</li> </ul>	<ul style="list-style-type: none"> <li>*More funding for special programs and positions</li> <li>*More space for small animals to be out</li> <li>*Zoning ordinance change to allow more than two dogs</li> <li>*# of euthanized as close to zero as possible</li> <li>*Like French Fry – even with issues they get a chance</li> <li>*Empty cages!</li> <li>*Enough fosters for any animal that needs one!</li> <li>*Like the #'s we have now!</li> </ul>	<ul style="list-style-type: none"> <li>*Everything running – smoothly</li> <li>*Full staffing and increased staffing</li> <li>*More interaction among three entities; opportunities for collaboration</li> <li>*Action as fast as possible on South County Shelter</li> <li>*More open space for cats</li> <li>*More media attention</li> <li>*Cats move along more quickly</li> <li>*More frequent transfers in to attract public</li> <li>*More open hours</li> <li>*More parking</li> <li>*Covered outdoor waiting</li> </ul>	<ul style="list-style-type: none"> <li>*Cat room – space – redesign/fix holding condos/separate space for cats/verification better/noise mitigation/windows needed</li> <li>*Verification – fix-repair-building</li> <li>*Electronic adoption system</li> <li>*Open on Sundays</li> <li>*More staff members</li> <li>*Assistant Deputy Director position</li> <li>*Fully staff caretakers – role det. vs. volunteer roles</li> <li>*Humane education for ACO's –</li> <li>*consistency between AS and ACO – same page</li> <li>*Fully staff ACO's – not OT PD</li> <li>*More interaction with ACO's; i.e., front desk</li> <li>*Ample budget funds</li> <li>*Ample inventory and supplies</li> </ul>	<ul style="list-style-type: none"> <li>*Deer herd health is proved</li> <li>*Improved diversity of flora and fauna</li> <li>*Improved forest health and regeneration</li> <li>*Programs have adequate capacity</li> <li>*No confusion each roles and governing in management of domestic and wild</li> <li>*Staff has support</li> <li>*Continuity of management for ASD</li> <li>*Archery program and management of wildlife needs to be mainstream</li> <li>*Measurable decrease in DVC</li> <li>*Public has greater understanding of wildlife issues</li> <li>*Attain measurement of public education</li> <li>*Deciding whether feral cats are domestic or wild</li> <li>*Wildlife programs that are effective go to broader scale</li> </ul>	<ul style="list-style-type: none"> <li>*Model should mirror Sheriff/PD relationship, including acknowledgment of actions of legal documents</li> <li>*Clear reporting/leadership</li> <li>*Well-defined roles/responsibilities</li> <li>*Better communication between two entities</li> <li>*Clarification/rev used policies are in place</li> <li>*Everyone wants success for animals but what does success look like?</li> </ul>	<ul style="list-style-type: none"> <li>*Keep ACO's sworn and Shelter be what they are</li> <li>*Improve morale</li> <li>*Career certainty for ACO's</li> <li>*Open communication between ACO and AS</li> <li>*Clear guidelines between ACO and AS – functions and goals</li> <li>*ACO/PD retirement – ACO/PD matching</li> <li>*ACO in PD pay plan – ACO/PD matching</li> <li>*ACO's ARE PDI</li> <li>*Meeting quality of services that citizens expect</li> </ul>	<ul style="list-style-type: none"> <li>*Continuing on its current paths and expanding them.</li> <li>*A larger budget.</li> <li>*Continuing outreach and education programs.</li> <li>*Help people keep their pets, especially seniors – by steering them to low cost medical and making them aware of any food banks for pets such as the Fairfax County Humane Society.</li> <li>*Downsizing, instead of building more shelters.</li> <li>*Except in proven animal abuse convictions, stop making</li> </ul>	

FOCUS GROUP SUMMARIES

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Success looks like? (continued)	<ul style="list-style-type: none"> <li>*Environment where creativity and multiple viewpoints can be embraced</li> <li>*HR provides assistance for job transfers for unhappy staff</li> </ul>	<ul style="list-style-type: none"> <li>*Support/follow-up for adopters</li> <li>*More money raised to care for all animals</li> <li>*All parties support said mission</li> <li>*Programs in place to prevent surrenders</li> <li>*ACOs provide info to keep pets at home</li> <li>*Help people who can't afford some pet costs</li> </ul>				<ul style="list-style-type: none"> <li>*Basic CPR/first aid training for volunteers</li> <li>*Opportunity for additional training for volunteer community</li> <li>*Adoption process – educate volunteer</li> <li>*Proactive – outreach – to public to adopters – rabies – 10 day</li> <li>*Bite law – change-update – State Law</li> <li>*More runs, empty cages</li> <li>*Community involvement – more education</li> <li>*Reduced # of animals being returned</li> <li>*Larger parking – more spaces</li> <li>*New building – volunteers have input: South County needs analysts.</li> </ul>		<ul style="list-style-type: none"> <li>*BOS fully supports wildlife management programs. Understands what is at stake</li> <li>*Can't limit deer access – count recovery.</li> </ul>			<ul style="list-style-type: none"> <li>felons of mentally ill or insufficiently educated citizens. Education is key, as opposed to punishment.</li> </ul>