

April 2021

# The ACO Voice

A Monthly Magazine from the Animal Control & Care Academy  
The Only National Monthly Magazine Dedicated to Animal Control

## **ACCA PRO** *Professional Review of Operations*



**Agency Vision**



**Strategic Plan**



**Organizational Goals**



**Departmental Goals**



**Employee Goals**



**Agency Appraisal**

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# Professional Review of Operations

By John Mays, ACCA

Have you ever wanted a closer look? Then ACCA PRO (Professional Review of Operations) can help! ACCA can examine your field, shelter and administrative operations to include current deployment of resources (budget, equipment, training and staffing) and suggested productivity improvements. We can also assist you with new program development to include an operations manual, a list of equipment and resources, budget examples, training standards, and job descriptions.

If you do not routinely evaluate your animal control/care program, then you are missing out on a valuable resource. This is true whether you manage your own program or contract for this special training or expertise. Hiring a consultant or management audit team, such as ACCA, to review your agency's performance can help you determine how well your program is addressing your particular community's animal control/care needs.

But what are your community needs? These may be reflected in the ordinances and statutes you enforce (if these are not outdated) and in the programs of local animal welfare organizations. If located in a rabies endemic area you may be most concerned with vaccination and licensing effectiveness. Although urban programs may be most concerned with leash law violations or excessive numbers of dog bites, rural programs may be understandably more concerned with livestock losses. Perhaps conditions in your community demand or justify high profile cruelty investigation or humane education activities.

Because community animal control/care needs are almost always limited by budget, and because these needs change as communities change, agencies must periodically verify program priorities. Review with your staff your program's goals and objectives. Take the time to discuss, and answer in writing, the following questions:

*Continued on Page 4*

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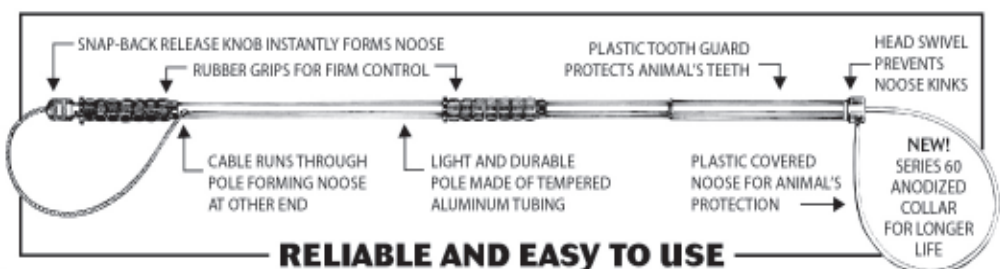
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1. “What are our community needs? What are we in business for?”

2. “If we do the job as we have been doing, where will our program be in one, two, and five years?”

3. “What are our internal strengths and weaknesses?”

4. “Do we face any external threats or opportunities?”

5. “How should we redirect our efforts to better achieve our goals (number 1, above)?”

Additionally, community perspectives should be solicited, starting with the concerns of your governing body and funding sources. A personal discussion with each member of this body will also help to insure that they understand the entire scope of program responsibilities (hopefully, as a result subsequent budget decisions will less likely be made on the basis of individual complaints, emotional issues, or personal prejudices). ACCA can assist your agency in determining local perspectives on local animal control problems.

The ACCA evaluation team is made up of members who are actively engaged in the animal control/care field. They are experienced and knowledgeable in all aspects of an agency’s operations, and their years of direct involvement in our profession are of great benefit to the evaluation process. Our goal is to support your agency with the development of your employees through training, certification and consultation, with an increased focus on professional service and staff safety.

All program evaluations are assessed a minimum charge based on the size of the agency, the scope of the review, plus expenses. Once ACCA appraises the depth of the study, ACCA will submit a detailed, written proposal outlining all commitments required by both the contracting agency and ACCA.

Please review the next few pages which detail ACCA PRO (Professional Review of Operations). Want a no obligation quote? Email ACCA at [jmay@accacademy.net](mailto:jmay@accacademy.net) or call 913-515-0080 for more information. The Animal Control & Care Academy was founded to provide for the development of animal control and care workers through training, certification and consultation, with an increased focus on staff safety and professional service. Our team members have well-earned reputations for managing effective programs and understand government responsibilities and limitations. In view of the staff’s practical experience in animal control/care, as lecturers on a nationwide level and as consultants, ACCA provides a full spectrum of services for nonprofit and government agencies.



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# What Will ACCA Evaluate?

The team's report will include, but is not limited to, the following:

## A. FIELD

1. Vehicles
  - (a) appearance
  - (b) type
  - (c) identification
2. Communications
  - (a) radios
  - (b) dispatch
  - (c) procedures
3. Uniforms
  - (a) required
  - (b) written regulations
4. Equipment
  - (a) capture
  - (b) safety
5. Record Keeping
  - (a) in the field
  - (b) fee collection
6. Dangerous/Wild/Livestock
  - (a) dangerous dogs
  - (b) wild animal problems
  - (c) astray livestock
7. Citations
  - (a) issuance
  - (b) review process
8. Investigation Procedures
  - (a) case preparation
  - (b) report writing

## B. COURT

1. Preparation
2. Appearance

## C. TRAINING

1. Internal
2. External

## D. ADMINISTRATION

1. Resources
2. Chain of Command
3. Public Relations

## E. COMMUNITY RELATIONS

1. Programs
2. Volunteers

## F. SHELTER

1. Facility construction
  - (a) materials used
  - (b) use of space
  - (c) traffic patterns
  - (d) disease control
  - (e) lighting
  - (f) public access areas
  - (g) storage areas
  - (h) security
  - (i) office area and resources
2. Operations
  - (a) sanitation
  - (b) air exchange
  - (c) record accountability
    - (1) calls for services
    - (2) for tracking animals
    - (3) finances
  - (d) policies and procedures
    - (1) current
    - (2) valid
    - (3) written
  - (e) euthanasia
    - (1) methods
    - (2) safety
    - (3) humane
  - (f) adoptions
    - (1) counseling
    - (2) spay/neuter

## **Approach to the Study**

The following areas will be reviewed within your agency:

- An examination of the department structure, organizational hierarchy, and command structure. Identify strengths, weaknesses and community perspectives of the current structure, morale and effectiveness.
- An evaluation of the current deployment of resources (budget, equipment, facilities and staffing) and suggested productivity improvements.
- A specific review of the scheduling and coverage requirements for the agency.
- A review of field operations, including vehicles, communications, uniforms, equipment, record keeping, enforcement and investigation procedures.
- An examination of training for staff members and their supervisors.
- Analysis of current overall operations and suggested ways of improving productivity and efficiency.
- A review of court preparation and appearance of those involved.
- An analysis of the adequacy of current levels of office automation, communication and computer support systems.
- An examination of shelter operations, including facility construction, operations, record accountability, injured animal protocol, policies and procedures, euthanasia and adoptions.
- Examination of the effectiveness of community relations, i.e., programs, volunteers, etc.
- An analysis of the mission statement for the agency and examination of the policies, procedures and workplans for each major function.

**When requesting a quote for our services, please provide the following additional information:**

- Current Staffing Levels
- Number of Animal Holding Facilities
- Field Responsibilities
- Area of Coverage Served
- Population of Area Served
- Number of Contractual Agencies

## **What Does It Cost?**

All program evaluations are assessed a minimum charge based upon the size of the agency and the scope of the review, plus expenses. Once ACCA appraises the depth of the study, ACCA will submit a detailed, written proposal outlining all commitments required by both the contracting agency and ACCA.

## References

The ACCA lead evaluator has participated in the assessment surveys listed below:

Maricopa County Rabies - Animal Control  
Phoenix, AZ

City of Farmers Branch  
Farmers Branch, TX

Austin/Travis Co. Animal Services  
Austin, TX

Animal Licensing & Placement  
Anchorage, AK

City of Reno Animal Control  
Reno, NV

Mat-Su Borough Animal Control  
Wasilla, AK

Richland Co. Animal Control  
Columbia, SC

Kent Co. Animal Control  
Grand Rapids, MI

Nebraska Humane Society  
Omaha, NE

Metro Animal Control  
Nashville, TN

City of Chattanooga  
Chattanooga, TN

Cumberland Co. Animal Control  
Fayetteville, NC

Clark Co. Animal Control  
Las Vegas, NV

Yucca Valley Animal Services  
Yucca Valley, CA

City of Nashville  
Nashville, TN

Broken Arrow Animal Control  
Broken Arrow, OK

City of Clarksville  
Clarksville, TN

Multnomah County Animal Control  
Portland, OR

City of West Memphis  
West Memphis, AR

Animal Services Division  
Rockville, MD

City of Los Alamos  
Los Alamos, NM

Department of Animal Services  
Covington, LA

City of Dubuque  
Dubuque, IA

Tangipahoa Parish Animal Control  
Amite, LA

City of Houston  
Houston, TX

Memphis Animal Shelter  
Memphis, TN

City of Henderson  
Henderson, KY

Little Rock Animal Services  
Little Rock, AR

## References

Pueblo City/Co. Animal Control  
Pueblo, CO

County of Hawaii  
Hilo, HI

County of Rockland  
New City, NY

Augusta-Richmond Co. Animal Control  
Augusta, GA

Animal Care Services Division  
San Antonio, TX

City of Birmingham  
Birmingham, AL

Henderson Co. Animal Control  
Hendersonville, NC

Martin Co. Animal Care & Control  
Stuart, FL

Collier Co. Animal Services  
Naples, FL

Caddo Parish Animal Control  
Shreveport, LA

Kalamazoo Co. Animal Control  
Kalamazoo, MI

Hutchinson Animal Control  
Hutchinson, KS

Plano Animal Services  
Plano, TX

Summit Co. Animal Control  
Cuyahoga Falls, OH

Coconino Humane Association  
Flagstaff, AZ

Evansville Animal Control  
Evansville, IN

DuPage County Animal Care & Control  
Wheaton, IL

Pima Animal Care Center  
Tucson, AZ

Humane Society Pikes Peak Region  
Colorado Springs, CO

Summit Co. Animal Control  
Cuyahoga Falls, OH

Vincennes Pet Port  
Vincennes, IN

Cedar Rapids Animal Control  
Cedar Rapids, IA

Edmond Animal Welfare Unit  
Edmond, OK

Broken Arrow Animal Control  
Broken Arrow, OK

Broward Co. Animal Care & Regulation  
Fort Lauderdale, FL

Norman Animal Welfare Department  
Norman, Oklahoma





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# ACCA Training Schedule

**For a registration form, visit [www.accacademy.net](http://www.accacademy.net) or call 913-515-0080**

## **Advanced ACO/HLEO Certification Course**

**Hosted by the Humane Society of the Pikes Peak Region**

**April 5-9, 2021 - Colorado Springs, Colorado**

Schedule of Training: Animal Control and the Criminal Justice System; Proactive Animal Control; Animal Attack Investigation and Reporting; Officer Safety in the Field; Animal Crime Scene Photography, Videography and Sketching; Animal Hoarding Investigations; Using Forensics in Animal Cruelty Investigations; Obtaining and Executing Search Warrants; Illegal Animal Fighting; Livestock and Exotic Animal Investigations

## **Basic Animal Control Officer Certification**

**Hosted by Burke County Animal Services**

**April 12-15, 2021 - Waynesboro, Georgia**

Schedule of Training: Laws and Enforcement Procedures; Interpersonal Communication; Officer Safety and Protection; Basic Animal Control Officer Investigations; Evidence Law and Collection; Courtroom Testimony and Report Writing; Canine Behavior and Aggressive Dogs; Safe Animal Handling/Capture and Restraint Equipment

## **Basic Animal Control Officer Certification**

**Hosted by the Lander County Sheriff's Office**

**May 5-6, 2021 - Battle Mountain, Nevada**

Schedule of Training: Laws and Enforcement Procedures; Interpersonal Communication; Officer Safety and Protection; Basic Animal Control Officer Investigations; Evidence Law and Collection; Courtroom Testimony and Report Writing; Canine Behavior and Aggressive Dogs; Safe Animal Handling/Capture and Restraint Equipment

## **Chemical Immobilization Certification**

**Hosted by the Lander County Sheriff's Office**

**May 7, 2021 - Battle Mountain, Nevada**

## **Chemical Immobilization Certification**

**Hosted by the Belton Police Department**

**May 14, 2021 - Belton, Missouri**

## **Chemical Immobilization Certification**

**Hosted by Glynn County Animal Control**

**August 2, 2021 - Brunswick, Georgia**

## **Shelter Technician Certification**

**Hosted by the Alabama Animal Control Association**

**August 23-25, 2021 - Mobile, Alabama**

Schedule of Training: Animal Care in a Sheltering Environment; Animal Disposition Options; Animal Identification: Breed and Description; Animal Shelter Maintenance; Animal Shelter Record-Keeping; Canine and Feline Behaviors and Assessments; Disease Exposures in a Sheltering Environment; Emergency Animal Sheltering; Proactive Animal Sheltering