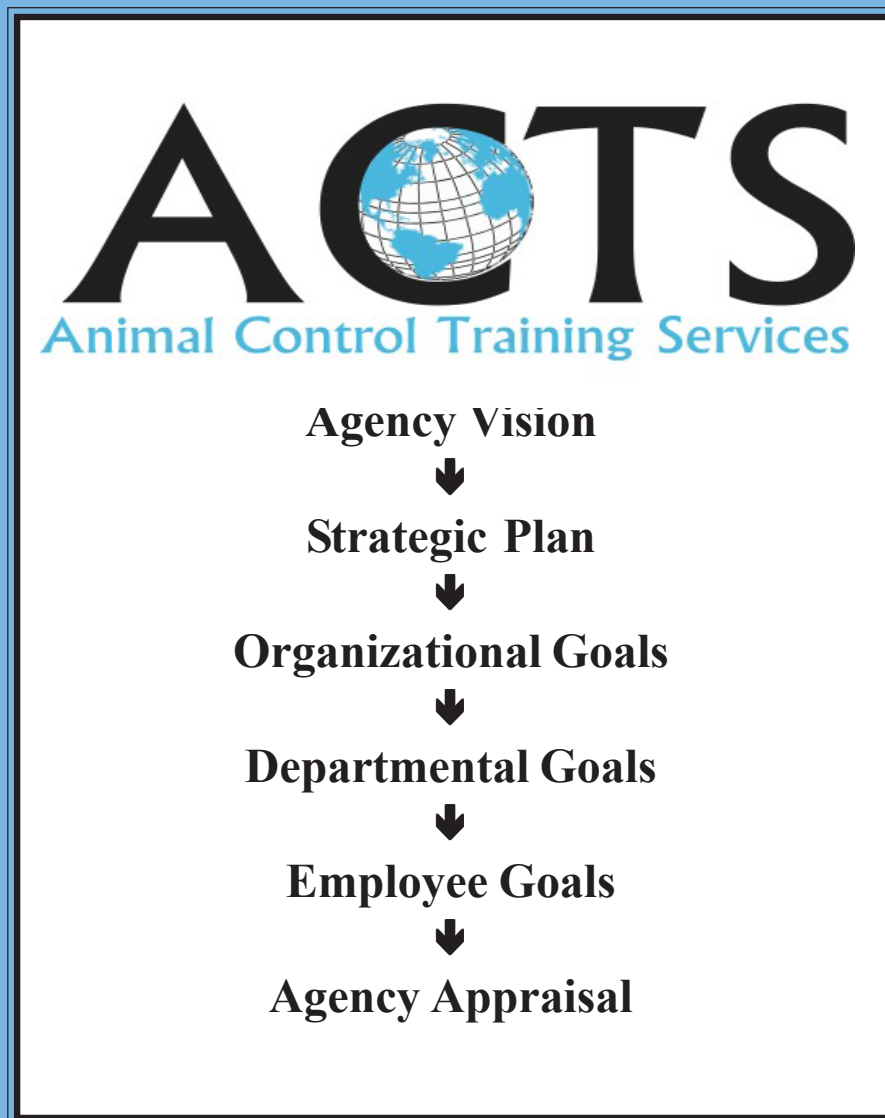


September 2015

# The ACO Voice

A Monthly Magazine from Animal Control Training Services  
The Only National Monthly Magazine Dedicated to Animal Control

## **ACTS PRO** *Professional Review of Operations*



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# Professional Review of Operations

By John Mays, ACTS

Have you ever wanted a closer look? Then ACTS PRO (Professional Review of Operations) can help! ACTS 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.

The ACTS assessment team is made up of members who are actively engaged in the animal control field. They are experienced and knowledgeable in all aspects of the profession. Their years of direct involvement in animal control are of great benefit to the evaluation process.

## What Will ACTS Evaluate?

### 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. Domestic/Wild/Livestock: (a) dangerous dogs; (b) wild animals; (c) stray 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; (d) policies and procedures; (e) euthanasia; (f) adoptions

## What Does it Cost?

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

## ACTS Background and Capabilities

Animal Control Training Services is a limited liability company of the State of Kansas. The company was founded to provide for the development of Animal Control Officers and Field Services through training, certification and consultation, with an increased focus on officer safety and professional service.

Team members utilized in the evaluation process are currently engaged in the animal control profession. They 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, as lecturers on a nationwide level and as consultants, ACTS provides a full spectrum of services for nonprofit and government agencies. All ACTS evaluations are confidential with a written report given only to the contracting agency. Media contact, or the release of the report to additional individuals or agencies, is at the discretion of the contracting agency.

*Continued on Page 4*



## References

ACTS lead evaluator has participated in the assessment surveys listed below:

Maricopa County Rabies - Animal Control, Phoenix, AZ  
Austin/Travis Co. Animal Services, Austin, TX  
City of Reno Animal Control, Reno, NV  
Richland Co. Animal Control, Columbia, SC  
Nebraska Humane Society, Omaha, NE  
City of Chattanooga, TN  
Clark Co. Animal Control, Las Vegas, NV  
City of Nashville, TN  
City of Clarksville, TN  
City of West Memphis, AR  
City of Los Alamos, NM  
City of Dubuque, IA  
City of Houston, TX  
City of Henderson, KY  
City of Farmers Branch, TX  
Animal Licensing & Placement, Anchorage, AK  
Mat-Su Borough Animal Control, Wasilla, AK  
Kent Co. Animal Control, Grand Rapids, MI  
Metro Animal Control, Nashville, TN  
Cumberland Co. Animal Control, Fayetteville, NC  
Yucca Valley Animal Services, Yucca Valley, CA  
Broken Arrow Animal Control, Broken Arrow, OK  
Multnomah County Animal Control, Portland, OR  
Animal Services Division, Rockville, MD  
Department of Animal Services, Covington, LA  
Tangipahoa Parish Animal Control, Amite, LA  
Memphis Animal Shelter, Memphis, TN  
Little Rock Animal Services, Little Rock, AR  
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, 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 Regulation, Fort Lauderdale, FL

## How ACTS Will Evaluate Your Agency

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, plus expenses. Once

*Continued on Page 6*



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ACTS appraises the depth of the study, ACTS will submit a detailed, written proposal outlining all commitments required by both the contracting agency and ACTS. As an example, for a smaller agency, a detailed assessment would cost you \$6,000 plus expenses (for one or two Study Team Members, on-site for five days). Larger agencies may require additional Study Team Members, which would increase your base costs.

### **Expenses for On-Site ACTS Team Members**

As stated earlier, any and all costs related to travel, meals, and living expenses for the ACTS on-site team member(s) will be the responsibility of the contracting agency. These expenses would be incurred in arranging travel for each team member from his/her home city to the contracting agency, and back, along with meals and lodging during the entire stay. ACTS expenses would include:

- Airfare
- Rental car for duration of study
- Lodging
- Food
- Airport parking

Want a no obligation quote? Email ACTS at [info@aco-acts.com](mailto:info@aco-acts.com) or call 913-515-0080 for more information.

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### **ACTS Offers a New Hybrid Course**

Last year, ACTS began receiving several inquiries from Animal Control Departments and Humane Societies to provide an all-inclusive course regarding the investigations of animal cruelty and neglect. Throughout the United States, a common trend that began to take hold was the additional responsibility of municipal and contracted agencies to investigate and enforce animal welfare, cruelty and neglect cases. In order to meet the needs required of animal control officers and humane enforcement officers, ACTS combined the essential classes related to this topic into a hybrid class in order to properly train and equip department personnel. The course, which can be taught in an 8 and 16 hour format, combines the investigation and enforcement portion with evidence collection, report writing, case preparation and courtroom testimony. The 16 hour format includes illegal animal fighting (cockfighting and dogfighting). Whether an agency is authorized to enforce the law or act in an advisory capacity, the course addresses cruelty and neglect that is commonly associated with domestic animals and livestock. For more information on the above courses, visit the ACTS website at [www.aco-acts.com](http://www.aco-acts.com) and click on the ACTS Training link and scroll down to the specific courses.



*Need a leg up?  
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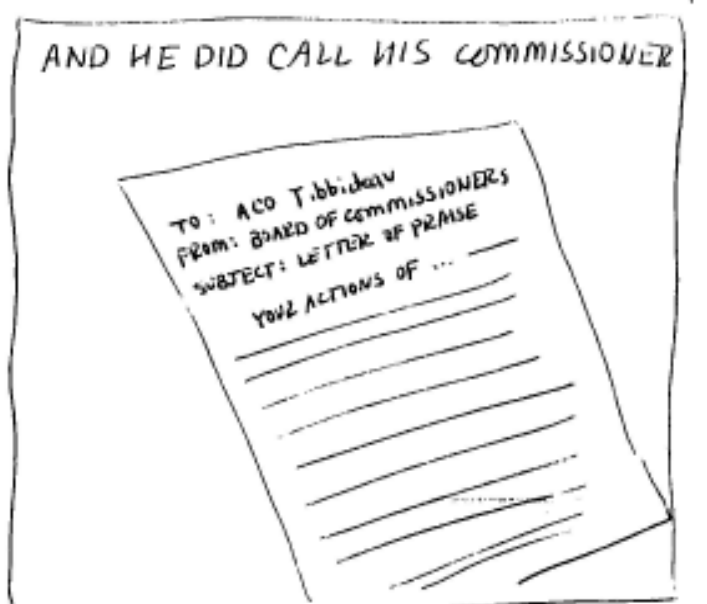
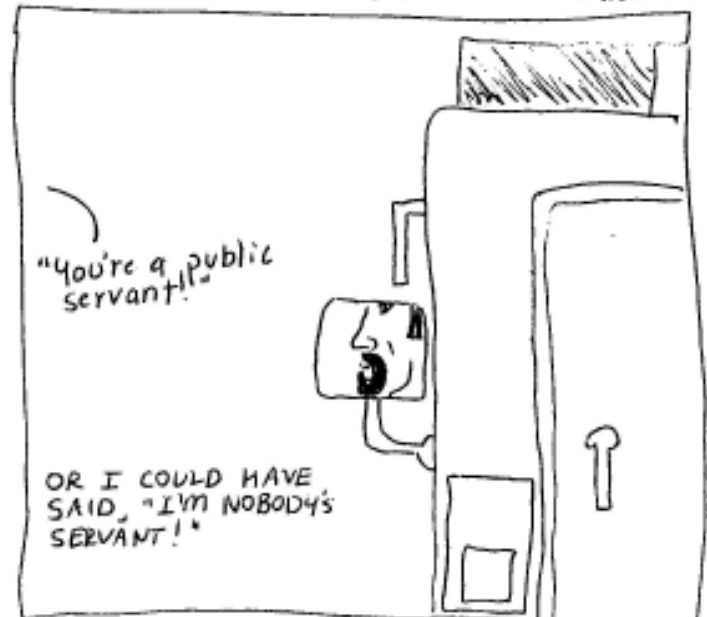
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# Education, Enforcement, Engineering

By Jeffrey Clemens, ACTS

Throughout most ACO careers, a common theme has always been applied while responding to animal-related complaints and violations of law. The theme that I am referring to is the concept of education and enforcement. In this article, I would like to add a third component and that is the topic of engineering. The above mentioned are nicknamed, “The Three E’s”.

In an effort to have everyone on the same page, the first approach is to address the terms and their definitions. There is often a misunderstanding of their use and meaning, especially education versus enforcement.

## Education

When one looks at the word “education” in the truest sense it literally means the act or process of imparting or acquiring particular knowledge or skills. Too often ACO’s respond to calls regarding animal welfare, neglect or abuse and try to resolve the calls through an improper use of education. For example, if an ACO is investigating an animal that is not being provided with proper water, food or shelter, the best education that can be provided to the animal owner are the consequences that may follow if there is in fact a violation of the law and the owner does not take the necessary steps to correct the situation. That’s education. There exist a common knowledge among all of us and it is even written in our hearts, that an animal under a person’s care and control needs to be provided with the basic necessities. To mollify or placate an animal owner by telling them that they really should provide the necessary sustenance to their animal is ineffective.

## Enforcement

In many circumstances it may be necessary to address an animal-related issue through the use of enforcement. Simply defined as: “the act of compelling observance of or compliance with a law, rule, or obligation.” One of the unique characteristics of the ACO position is the use of authority to generate voluntary compliance. If a person is in violation of the law, the ACO can use his or her own discretion in enforcing the state laws, county ordinances and city codes specific to the violation. Normally the enforcement action is tiered into three levels. The lowest would be a verbal warning if the public offense is not of a severe nature such as failing to have a current license or a first time leash law violation. Verbal warnings can be very effective in resolving these types of

activities. The mid-level would be the use of a written warning. Often times animal-related violations are not committed in the presence of the officer or are just at the point where they can be corrected by issuing a notice of violation or allegations. Remember that enforcement IS education and you can educate VIA enforcement! The use of written warnings also aid and assist the department with documentation.

## Engineering

There are two definitions that support the concept of engineering in regards to the work of an ACO. First, “the art or science of making practical application of specialized knowledge” and second, “the action of working artfully to bring something about”. ACO’s find themselves in two camps. They are either proactive in their duties and responsibilities, i.e. patrolling and observing violations firsthand, or being reactive to calls for service after the fact. In either case the component of engineering can be applied to the various types of calls they may encounter. The best way that I can describe the use of engineering in the ACO career is to compare it to California’s Highway Patrol. When an officer from CHP responds to a vehicle accident, they use the same “Three E” approach. If a person were to be found driving faster than the posted speed limit, enforcement, i.e. a ticket may be in order! As for education, if you are lucky, you may get a verbal warning to slow down and proceed safely. However, inclusive is the use of engineering to determine the cause of a vehicle accident such as weather conditions, wet or icy roadways or bald tires that lost traction on a curve. All of which are part and parcel of the engineering process used to protect the driver’s and public’s safety. The ACO can use the same engineering construct to determine the manner in which a dog escapes from an owner’s property and thus runs at-large, the ingress and egress of livestock from a farmer’s field, or to determine why or how a horse is suffering from malnourishment. Not to mention the importance of ensuring that a dog that has been declared dangerous or vicious is being kept in compliance of the law and in a manner that will prevent it from engaging in similar and future behavior.

I hope this article will help ACO’s in the performance of their duties as they enforce state laws, county ordinances and city codes that pertain to the control, licensing and treatment of domestic animals for the purpose of protecting public safety, private property and animal welfare!

# ACTS Training Schedule

For a registration form, visit [www.aco-acts.com](http://www.aco-acts.com) or call 913-515-0080

## **Officer Safety for Animal Control Professionals**

**September 14-17, 2015 - North Kansas City, Missouri**

Schedule of Training: Tactical/Interpersonal Communication; Officer Safety and Self Defense; Pepper Spray Certification; Safe Handling of Aggressive and Dangerous Dogs; Baton/Bitestick Certification

## **Officer Safety for Animal Control Professionals**

**September 21-22, 2015 - Beloit, Wisconsin**

Schedule of Training: Tactical/Interpersonal Communication; Safe Handling of Aggressive and Dangerous Dogs

## **Officer Safety for Animal Control Professionals**

**September 23-25, 2015 - Chicago, Illinois**

Schedule of Training: Baton/Bitestick Certification; Chemical Immobilization Certification; Safe Handling of Aggressive and Dangerous Dogs; Safe Animal Handling/Capture and Restraint Equipment

## **Animal Control Protective Equipment Training**

**September, 28-29, 2015 - Dayton, Ohio**

Schedule of Training: Safe Animal Handling/Restraint Equipment (AM Session); Safe Animal Handling/Restraint Equipment (PM Session); Baton/Bitestick Certification

## **Chemical Immobilization Certification**

**September 29, 2015 - Weymouth, Massachusetts**

Schedule of Training: Chemical Immobilization Certification

## **Training Program for Animal Control Professionals**

**October 5-9, 2015 - Hayden, Idaho**

Schedule of Training: Tactical Communication; Safe Handling of Aggressive and Dangerous Dogs; Officer Safety and Self Defense; Investigative Techniques for Cruelty and Neglect Complaints; Illegal Animal Fighting; Understanding the ADA & Service Animals for ACO's & LEO's; Interview/Investigation Techniques; Evidence Law and Collection; Safe Animal Handling/Capture of Livestock

# ACTS Training Schedule

For a registration form, visit [www.aco-acts.com](http://www.aco-acts.com) or call 913-515-0080

## **Training Course for Animal Control Professionals**

**October 12-15, 2015 - Battle Mountain, Nevada**

Schedule of Training: Evidence Law and Collection; Animals as Evidence; Investigative Techniques for Cruelty and Neglect Complaints; Chemical Immobilization Certification; Citations, Dangerous and Vicious Declarations; Courtroom Preparation and Testimony

## **Training Course for Animal Control Professionals**

**October 28-30, 2015 - LaGrange, Georgia**

Schedule of Training: Field Training Officer Certification; Interview and Investigation Techniques; Basic Animal Control Officer Investigations

## **Animal Control Officer Specialized Training Course**

**November 2-4, 2015 - North Kansas City, Missouri**

Schedule of Training: Multiculturalism in Animal Control; Citations, Dangerous and Vicious Declarations; Interview and Investigation Techniques; Investigative Techniques for Cruelty and Neglect Complaints

## **Field Training Officer Certification for Animal Control Professionals**

**November 4-5, 2015 - Dublin, California**

Schedule of Training: Field Training Officer Certification

## **County Animal Controls of Illinois & Kankakee County Risk Management**

**November 13, 2015 - Kankakee, Illinois**

Presented by ACTS: Chemical Capture

## **Training Program for Animal Control Professionals**

**December 8-10, 2015 - Phoenix, Arizona**

Schedule of Training: Field Reports and Evidence Collection; Dangerous Dog Investigation; Understanding Animal Behavior for LEO's; Understanding the ADA & Service Animals for ACO's/LEO's; Safe Handling of Aggressive and Dangerous Dogs; Safe Animal Handling/Capture and Restraint Equipment; Chemical Immobilization (certification)

## **Training Program for Animal Control Professionals**

**February 1-5, 2016 - Cullman, Alabama**

Schedule of Training: Field Training Officer Certification; Multiculturalism in Animal Control; Understanding the "Link" in Animal Abuse; Chemical Immobilization (certification)