



CLEARLAKE POLICE DEPARTMENT

14050 Olympic Drive, Clearlake, CA 95422

Timothy Hobbs | Chief of Police

FILE NO: 23-01 AC

SUBJECT MATTER: Animal Control Complaints and Oversight

INVESTIGATOR: Lieutenant Ryan B. Peterson

DISTRIBUTION: Chief of Police, City Manager, City Council, North Bay Animal Services



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EXECUTIVE SUMMARY

Clearlake Animal Care and Control Services plays a vital role in ensuring the well-being of our community's animals. This department is responsible for enforcing the city's animal control ordinances, responding to calls regarding stray or dangerous animals, and managing the local animal shelter.

During the summer of 2022, the City of Clearlake was struggling with providing Animal Care and Control Services to the City of Clearlake and maintaining the shelter because of the loss of Animal Control Officers, and a reduction in staff at the shelter due to staff leaving. North Bay Animal Services, began to assist the City of Clearlake with temporarily providing these services. As a result of this collaboration, the City of Clearlake entered into a contract with North Bay Animal Services to fully take over these services in August of 2022.

Recently, the City has received complaints, and issues and images have been circulated on social media, concerning the numbers of animals in, and conditions of, the shelter, care of the animals, and services provided by North Bay Animal Services. From this, the City of Clearlake administration had a meeting with North Bay Animal Services management. On April 3, 2023, a letter was sent by the City Manager to North Bay Animal Services to immediately address the number of animals in the shelter, the use of crates, access to the facility by the public, laundry, and cleaning protocols. The City Manager also directed the Chief of Police to have an investigation initiated to investigate the validity of the allegations.

The Chief of Police directed the author of this report to begin investigating the allegations. Additionally, North Bay Animal Service staff began to address the issues noted in the letter provided to North Bay Animal Services by the City Manager.

Through this investigation, nineteen interviews were conducted, including complainants, volunteers, past employees, current employees, and professionals in the field. A review of records from North Bay Animals Services, photographs, information from the community, a review of the City of Clearlake and Mendocino Animal Control Services shelters was conducted, along with other research.

From the investigation, findings were developed regarding the allegations. Additionally, other findings were discovered because of this investigation regarding internal employee issues which are to be forwarded to North Bay Animal Services to review. This report has been completed to provide the City Administration with the information to make further decisions regarding animal services with the City of Clearlake.

ABBREVIATIONS

Agencies:

City: City of Clearlake

CLAS: Clearlake Animal Shelter

NBAS: North Bay Animal Services

CCLAA: City of Clearlake Animal Association

ALCL: Animal Coalition of Lake County

LCAC: Lake County Animal Control

Citizens:

C1: Fawn Williams

C2: Vickie Grubbs

C3: Andrea Bounsall

C4: Christina St. Clair

C5: Kay Lopez

C6: Rita Doyle

C7: Melissa Puente

C8: Mark Kimberly

Past Employee:

PE1: John Moretz

PE2: Dena Maninger

Volunteers:

V1: Lindel Smith

V2: Jamie Newland

North Bay Animal Services Employee:

(Redaction of employee names at NBAS legal council request).

E1:

E2:

E3:

E4:

E5:

E6:

E7:

Professional:

P1: Dr. Debra Sally

P2: Rich Molinari

P3: Justine Merrill

INTRODUCTION

COMPLAINT ALLEGATIONS

Allegation 1: CLAS is over capacity and animals are being held in holding areas which do not meet the standards for housing, such as small crates.

Allegation 2: NBAS does not provide spaying and neutering of animals at the CLAS.

Allegation 3: NBAS does not provide veterinary services to the animals at the CLAS.

Allegation 4: Medications are not provided to animals at the CLAS.

Allegation 5: The CLAS has an outbreak of giardia affecting the animals.

Allegation 6: NBAS provides expired food to animals at the CLAS.

Allegation 7: Lack of supplies and food at the CLAS.

Allegation 8: NBAS does not follow the UC Davis recommended cleaning guidelines.

Allegation 9: Lack of responsiveness to the community by NBAS.

Allegation 10: No clear chain of command, a lack of supervision of staff and conditions at the CLAS by NBAS.

BACKGROUND

The City and NBAS entered a contract for animal care and control services in August of 2022. This included animal control responsibilities and the operation of the CLAS. The contract is for these services over the course of ten years.

Recently, the City has received citizen complaints, including issues and images that have been circulated on social media, concerning the numbers of animals in and conditions of the CLAS, care of the animals, and services provided by NBAS. From this, the City had a meeting with NBAS management. On April 3, 2023, a letter was sent by the City Manager to NBAS to immediately address the number of animals in CLAS, the use of crates, access to the facility by the public, laundry, and cleaning protocols. The City Manager also directed the Chief of Police to have an investigation initiated to investigate the validity of the allegations.

The Chief of Police directed the author of this report to begin investigating the allegations. Additionally, NBAS staff began to address the issues noted in the letter provided to NBAS by the City Manager.

SCOPE AND METHODOLOGY

Scope: Investigation of complaints regarding the care of animals at the Clearlake Animal Shelter, and oversight of North Bay Animal Control Services.

The methodology consisted of:

- Research complaints received from the public.
- Identify complainants.
- Research employee information.
- Review of the Contract between North Bay Animal Services and the City of Clearlake.
- Review of UC Davis Sanitation in Animal Shelters standards.
- Send out Notice of Interviews.
- Begin to draft the report.
- Develop interview questions for complainants.
- Develop interview questions for North Bay Animal Service staff.
- Develop interview questions for Professionals/ Experts in the discipline.
- Conduct interviews.
- Periodic inspections of Clearlake Animal Shelter.
- Inspection of records.

This report was developed based on information from interviews, inspections, observations, and the investigator's review of selected documents and records.

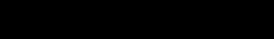
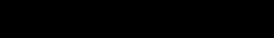
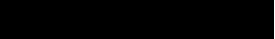
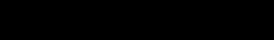
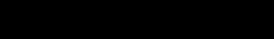
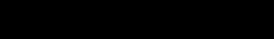

INVESTIGATION

INTERVIEWS CONDUCTED

- Citizen Interviews:
 1. Fawn Williams
 2. Vickie Grubbs
 3. Andrea Bounsall
 4. Christina St. Clair
 5. Kay Lopez
 6. Rita Doyle
 7. Melissa Puente
 8. Mark Kimberly

- Past Employee Interview:
 1. John Moretz
 2. Dena Maninger

- Volunteer Interviews:
 1. Lindel Smith
 2. Jamie Newland

- North Bay Animal Services Employee Interviews:
 1. 
 2. 
 3. 
 4. 
 5. 
 6. 
 7. 

- Professional Interviews:
 1. Dr. Debra Sally
 2. Rich Molinari
 3. Justine Merrell

Investigative note: Rita Doyle, Melissa Puente, and Mark Kimberly were spoken to regarding this investigation. Rita and Mark had no direct knowledge regarding the operations of the CLAS or services provided to the City of Clearlake by NBAS. Melissa Puente provided an email regarding the lack of communication and service by NBAS (addenda 4).

SUMMARY OF COMPLAINANT INTERVIEWS:

C1 interview summary:

Approximately one month prior to the interview believed to be in March of 2023, C1 had visited the CLAS. When she first arrived at the CLAS, she walked into the main office and there was no staff in the office to greet her. C1 waited outside and eventually was greeted by staff outside. C1 could not remember the exact date but said that it was a day when the staff had responded to a “bad hoarding case” where numerous dogs had been seized. She said she only knew this because one of the staff told her this and was upset about that situation.

The day that C1 had been at the shelter, she saw that the shelter was not clean, was overcrowded and that some of the dogs were “vicious”. C1 claimed that one of the dogs had bitten some of the workers, which she said she was told by an ACO. When asked, C1 said she was directed by staff to stay away from at least two of the kennels because of this. C1 was advised that one of the dogs had bitten the ACO and some of the Kennel Technicians, and that was the reason to stay away from those kennels. C1 could not remember the names of the staff she spoke with. C1 said that many of the dogs at the CLAS were not posted on their website. The laundry room was also filled with dirty laundry. C1 did say that the staff was actively cleaning at this time, and she saw approximately three staff members at the CLAS.

C1 worked for the SPCA for over a year when it was a shelter and now works there for spay and neuter clinics. She was also on the SPCA Board of Directors while it was a shelter. C1 says that NBAS does not have a very good reputation with their veterinary staff, most of whom come from Sonoma County. C1 has experience with overcrowding of a shelter from her experience with the SPCA, and how it was there prior to it being closed as a shelter. This was during the time that the SPCA was contracted with the City for shelter services. When asked, C1 said the overcrowding of the SPCA shelter was due to the number of animals brought to the facility from the City of Clearlake. C1 described that at one time, the SPCA had 119 cats in two small rooms, and approximately 100 dogs. C1 identified that the SPCA at that time had a high amount of euthanasia during the time it was operated as a shelter. She claimed that this was due to the number of animals being brought to the shelter. C1 referenced that the overcrowding at CLAS may be because NBAS operates as a no-kill shelter. It should be noted, according to the Animal Humane Society, the definition of a no-kill shelter is, a shelter or rescue who has at least a 90% placement rate of animals in their care (Animal Human Society, nd.).

C1 identified she has been to the CLAS approximately five to six times prior to NBAS contracting with the City, and only has been to the CLAS the one time described above since NBAS took over the CLAS. C1 had made numerous masks for the CLAS to sell during the COVID-19 pandemic. She described that she provided E1 and PE1 masks to sell for fundraisers, prior to NBAS.

C1 gave her experience for working for the SPCA as a shelter, and that it is impossible to always present a clean animal shelter. She said that the SPCA would wait until all the kennels were clean prior to allowing any of the public in to review the animals. C1 described that there is nothing good about an animal shelter, and it is difficult to present a positive image. C1 said

that when a shelter is overcrowded it is expected to get public outcry because the public doesn't "know how it all works."

C1 Allegations:

- No staff to greet her at the CLAS.
- CLAS overcrowded.
- CLAS was not clean.
- Aggressive dogs at the CLAS.

Response:

- Staff were actively conducting the intake of animals.
- Approximately twenty dogs were seized from an animal hoarder the day C1 was at the CLAS.
- It is expected that cleaning would be suspended for a short time while staff conducted the intake of animals.
- Aggressive dogs are seized from the community and kept at the CLAS pending disposition which is standard practice.

C2 interview summary:

C2 helps E2 run the non-profit, CCLAA. C2 described that in the past many people were involved with the CLAS. Through working with the CLAS, dogs were transported to NBAS in Petaluma, where they met E1. Over time, E1 portrayed NBAS as being an asset the City could use for animal services. C2 said she and others recommended NBAS to the City. C2 said that she, E2, and others had expressed to the City that it would not be in the best interest to sign a contract with NBAS. She said this was due to a lack of care at the CLAS. C2 said that “they” started eight months ago trying to communicate to the City Council, and prior Chief of Police, Andrew White, regarding the issues with the CLAS and NBAS.

I asked C2 what her concerns regarding the CLAS are. C2 said she is concerned that the CLAS has become what Animal Control is supposed to prevent. C2 said that NBAS has seized animals and not followed proper procedures, including hearings to redeem animals. When citizens arrive at the CLAS to inquire about their animals, the staff directs them to contact NBAS. C2 described the staff as “nineteen- and twenty-year-olds” and gave me the impression she was being derogatory of their ages. C2 said another concern is that they do not respond to phone calls from the community, and do not provide proper veterinary care for the animals.

C2 said she was asked to foster a feline kitten prior to E2 going on vacation. C2 was at the shelter providing donations she received from a neighbor, saw the kitten, and inquired about it. E2 advised that it was found in a field and in poor health. E2 offered to foster the kitten, and E2 advised that it needed to be seen by a veterinarian first. Three days later, C2 contacted E2 who said she had not seen the veterinarian yet. E2 later had C2 foster the kitten. C2 described the kitten as in poor health, couldn’t eat, or stand on its own. She described that the kitten had been seen by a veterinarian once before she had received it. C2 said she didn’t receive any contact from NBAS until just prior to E2 returning from vacation. The contact was alerting her to a scheduled veterinary appointment, which was six days after she had received the kitten.

She advised animals are being stored in metal crates, seizure of dogs without proper hearings or returning phone calls, animals not getting proper care, specifically animals who come in injured and not getting immediate veterinary care, and a veterinary appointment would need to be scheduled. C2 said bags of supplies sent from NBAS contained people’s clothing. C2 believes this is because NBAS receives many donations in Petaluma and the bags were not checked prior to being sent to the CLAS.

I asked C2 about the photographs she sent Chief T. Hobbs (Addenda 5). She advised those photographs were not ones she took and were ones she received from C4. When asked, C2 said she has not been at the CLAS for approximately three months. She said this was due to her not being allowed at the CLAS anymore because she “spoke up.”

In November of 2022, CCLAA received a donation of blankets and new beds after posting on their website. She said this was because there were dogs sleeping on concrete at the CLAS. The donations were then taken to Petaluma. C2 advised that she and E2 were supplying the CLAS with food, sweaters for the dogs, blankets, and other supplies because NBAS was not providing the items. C2 said she and E2 had told E1 about the need for heat in the warehouse portion of the CLAS because there was no propane. She said the response E1 gave was that he was

working on it. When asked, she was not sure when she posted this on CCLAA's social media page about the need for blankets. (This was later found by the investigator, addenda 18)

I asked C2 if she had ever brought up these issues with the NBAS board. C2 said that she has in the past and they did not respond. Another complaint C2 had was that when NBAS took over the NBAS, E1 eliminated many of the programs the CCLAA had put in place, such as donations to them. C2 described that E1 saw numerous Amazon boxes and other donations arriving at the CLAS and questioned it. He was advised that the items were donations. He said he was going to take them to Petaluma. C2 described that E1 was advised that the donations were through the CCLAA for the CLAS. C2 described that E1 and E2 argued regarding the donations at the shelter and the competing non-profits. E1 advised C2 and E2 that the donations for the CCLAA could no longer be delivered to the CLAS. C2 said that the delivery address than had to be changed and is now being delivered directly to E2. C2 described that the CCLAA also has donations delivered which are used for the community.

I asked C2 what other programs E1 eliminated that the CCLAA was providing. She described that the CCLAA was providing low-cost spay and neuter and working with other associations and rescue networks. C2 assumes that E1 refuses to work with other animal rescues.

C2 also had concerns that fosters were not able to take animals to veterinary appointments themselves. She described that fosters would have to bring the animals to the CLAS and a staff member would take them to their veterinary appointment. When asked, she said she only knew of this being the process because everything goes through E1.

C2 has no direct knowledge of what veterinary services NBAS uses but believes it is the Clearlake Veterinary Clinic. C2 advised fosters have reached out to the CCLAA regarding not being able to take their fostered animal to the veterinary clinic because NBAS had not paid their bill. When asked, C2 advised me this was hearsay regarding NBAS not paying their bill at the Clearlake Veterinary Clinic. C2 could not provide me with anyone specific who had advised her of this.

C2 described that there were many animal rescue groups which E2 had collaborated with. I asked C2 why NBAS is not working with these groups now. She described this was because E2 was out on injury, and these groups are not being reached out to by E1. When asked, C2 was not aware if there was any pushback from E1 regarding E2 working with other animal rescues for the CLAS. I asked C2 what her experience was when she would transfer animals to NBAS in Petaluma prior to them obtaining the contract with the City. C2 said she was not able to see all the shelter in Petaluma at that time, and what she did see seemed fine.

C2 described a time she was helping feed animals and observed the can of food that she was going to feed the animals had expired. She described that NBAS would send expired food, with some of it being expired up to 4 months. When she saw this, she threw the food away and got food from the CCLAA supply on site, and fed the dogs. She brought this information to E2 and inquired why there was expired food. According to C2, E2 said that it is common NBAS sends expired food to the shelter.

I asked C2 what her thoughts were regarding how to address the issues she has brought forward. C2 explained that if E2 was working that E2 would be able to move more animals working with other rescues. She did not explain how E2 would do this. C2 did say that there is a problem with rescues being full at this time as well. C2 said that one way to control the number of animals at the shelter is to reduce how many are taken in.

C2 also had a complaint that when a person would bring an animal to the shelter, the staff would tell them that they are full and ask the person if they could watch the animal. The person would then be stuck fostering the animal for “months” with no support from NBAS.

C2 said when animals go to the veterinarian and would come to the shelter with medications that the Kennel Technicians would not give the animals their medications. C2 alleged she asked the staff at the CLAS about this, and they would say that it was too hard to keep track of. She did not identify who she spoke to.

C2 described that before NBAS took over the CLAS, it was E2’s understanding that she was going to be the shelter manager and E1 was going to run the Animal Control services. When the contract was put in place, E1 told E2 that she was only a kennel technician, and all decisions were to go through him. E2 attempted to teach the new staff proper cleaning, and it was brought up by E1 to her that she (E2) was creating a hostile working environment with the other staff.

During my interview with C2 she made numerous comments about the staff’s ages, only being nineteen and twenty-year-olds working there. She mentioned that E1 would promise the staff promotions, give them “puppies”, and pay for their family’s veterinary services to keep them happy and have them stay. When asked, C2 said that she did not hear this directly from the staff, but see it posted on their social media. A later review of the CLAS staff’s social media pages did not reveal any information consistent with this allegation.

I asked C2 why she and E2 suggested NBAS to the City. She replied that she and E2 were only volunteers at that time. She did not answer the question and instead began to describe the network that was created with rescues. She then transitioned to speaking about how NBAS had given one of the dogs that CLAS turned over to them to another rescue. She seemed to avoid answering the question. C2 said that the CLAS does not need to transition to a “kill shelter.” C2 described that there were dogs at the shelter who have been there for a long time who aren’t adoptable and don’t qualify for rescue though. C2 said that for the dogs who could make it out of the CLAS, E2 could make it happen. I asked C2 that if E2 could make this happen, why have dogs been at the CLAS for so long? C2 described E2 has been out on injury leave for two months. I asked her what about the dogs before she went out on leave since C2 said this has been going on for more than two months. C2 said that dogs were moving over the past eight months, but the conditions of the CLAS have been getting worse. C2 said that after NBAS took over it seemed that E1 took more responsibility away from E2.

C2 Allegations:

- Laundry sent from NBAS contained human clothing.
- Expired food provided to animals at the CLAS.
- Staff would turn community members bringing animals to the CLAS away due to the CLAS being full.
- Alleged animals are not provided medications prescribed by a veterinarian.

Response:

- Laundry is donated to NBAS by the community. It is not uncommon that human clothing is mixed in with donated laundry.
- Sometimes food that is expired or has damaged packaging is donated to NBAS. This was the same when the CLAS was run by the City. The food is reviewed to determine if it is still of usable quality, and if determined to be unusable it is disposed of. It is not uncommon for shelters to use expired or food with damaged packaging to reduce the costs of feeding animals. CCLAA did a recent event in May 2023 in which they gave out expired food.
- Industry standard is to turn away animals when the shelter is full or to euthanize animals to make space.
- No evidence was found to support this allegation. Animals at the CLAS receive treatment and medication from a veterinarian, which is also provided by the staff. Logs are kept which note prescribed medications and when they are provided.

C3 interview summary:

C3 was never employed to work at the CLAS and has volunteered while it was under the City and then with NBAS. C3 would walk dogs for the CLAS and has not worked with the CLAS since approximately February of this year.

C3 described that it seemed when the City was in control of the CLAS that it was cleaner. After NBAS took over the CLAS, C3 noticed that even though there was more staff the cleaning did not seem to get done as much. C3 described seeing dogs in metal crates, and in areas in the warehouse which has low spots on the floor that caused the dogs to be standing in their own urine. She would also see dogs without water in their bowls. She would bring this up to the staff working at the CLAS, and it seemed as if they got defensive. The staff would tell C3 they were going to do to address the issue, but it seemed nothing changed.

I asked C3 what specific concerns she has. The dogs are in crates and containers that are not of proper size. Dogs were placed in crates on top of each other. When the staff would clean the kennels, dogs would be moved to areas, like the animal control vehicle, and be left there for hours.

C3 said she has only seen E1 approximately three times and did not have much interaction with him when she did see him. C3 described that E1 would come up when the CLAS needed food, and described how there was no real supervision of the staff. C3 explained she would volunteer on the weekends by walking dogs.

C3 described there was a dog that was brought in during the summer. The dog had wounds on its ears which flies were eating at. C3 brought it up to the younger staff, telling them they needed to get a screen or something to protect the dog. They responded telling her there was nothing they could do. She brought it to E2's attention, and the dog was brought into the interior portion of the shelter. C3 could not provide me with specifics about the animal to conduct a follow-up.

C3 said that when she would see issues and bring it up to the other staff that it seemed as if she was getting shrugged off. When she would bring up the issue to E2, she would address the issue. C3 didn't know who to talk to, or who was in charge, saying it was confusing. C3 said there was no clear chain of command for her to go to with issues. She is also concerned that people aren't allowed into the kennel area to view dogs for adoption, and instead have to view dogs via pictures on their television. It seems to her that ever since issues have been brought up that there has been less access to the facility. She described this as dogs having to be brought out to the volunteers to walk. She is concerned about transparency. C3 has an overall concern about the quality of care for the animals and the CLAS, as she has seen it diminish since NBAS has taken it over.

C3 Allegations:

- Dogs are housed in small metal crates.
- Lack of veterinary care for animals at the CLAS.
- Lack of access to CLAS by volunteers.

Response:

- Due to an influx of animals from a dog hoarding case, animals were sheltered in small crates. This is not a common occurrence, and dogs were moved to larger kennels, rescues, and fosters.
- NBAS has provided veterinary services for the animals at the CLAS prior to and since the initiation of the contract between the City and NBAS. From January 2023 to April 2023, NBAS spent \$20,717.36 on services at Clearlake Veterinary Clinic, which was confirmed by the Clearlake Veterinary Clinic. According to Clearlake Veterinary Clinic, NBAS spends more on animal care than when the CLAS was under operation by the City.

For comparison, the amount spent on veterinary services during the last three years the city operated the shelter was from \$27,712 to \$36,194 per year. NBAS is on track to spend over \$60,000 this year.

- Industry standard is to limit access to areas of a shelter. This is for the safety and wellbeing of the animals, and the protection of the public from dangerous animals held at the shelter.

C4 interview summary:

C4 is a volunteer with the CLAS and has volunteered for over three years. Her primary volunteer work is walking dogs but she also has transported dogs to rescues. C4 has driven dogs as far away as Oregon. This ended after NBAS took over the CLAS. C4 works full-time and walks dogs on the weekends, as this is the only time, she is available. She stopped volunteering for the CLAS on March 18th, 2022. C4 said that she was advised by E3 on this day the volunteer dog walking had been suspended. When asked why, C4 was advised to contact E1. When C4 returned home, she saw on the NBAS website that they were looking for dog walkers. C4 determined that it wasn't that the dog walking had been suspended, and that it was her that was not welcome. C4 believes this was because of her bringing up concerns she had regarding the conditions at the CLAS. Since then, she has not walked dogs for the CLAS. When asked, C4 said no one ever told her she was not welcome at the shelter. C4 posted on social media what occurred. E1 reached out to her and requested a meeting. C4 advised E1 that she did not want to meet in person as she wanted documentation of their interaction. C4 had no further correspondence with E1 after that.

C4 said this was the only interaction she had with E1 the entire time NBAS had been in control of the CLAS. C4 would see E1 at the CLAS but he did not engage her.

C4 identified the picture of a kennel with blood and stool (Addenda 5) as being one that she took. She said this was a kennel of a dog and she decided to document what she saw by photographing it. In February she went to the CLAS and saw that there were no blankets for the dogs in the laundry. C4 made a mental note of this and emailed Chief T. Hobbs about the situation. I asked C4 if she had ever spoken to E1 regarding these issues. C4 replied, "No...he knew the issues." I asked C4 if she had ever brought it up to other staff like E2, as it seemed she was more comfortable with her. C4 said she did but E2 had no control over the CLAS after NBAS took over. I asked C4 how she knew whether E1 knew what was going on. C4 replied that the staff would tell her (C4) that they have notified E1 about the issues she would bring to them. This leads C4 to believe that E1 was aware of the situation.

When asked, C4 described that her specific concerns regarding the CLAS is that she wants the level of care for the animals to improve. C4 said it was much better prior to NBAS taking over the CLAS, and believes it is because E1 doesn't care about animals. She also has concerns regarding the young staff having no direct supervision.

C4 brought up that she would like to see animals provided with veterinary care in a timely manner. I asked C4 to describe what she meant. C4 gave an example of an elderly dog that was struggling to breathe and needed care. C4 called E2 and said she was going to take the dog to have it euthanized, and E2 told her no. C4 spoke to staff who were on duty and directed their attention to the dog. They advised they would be contacting E1 regarding this. C4 said this was on a Saturday, and it wasn't until Tuesday that the dog was taken to the veterinary services to be euthanized.

I confirmed with C4 that whenever she saw issues, she would bring them up to the staff. C4 described that in the past the CLAS was understaffed and there was not much they could do. When she does bring it up to the staff, they try to address her issues the best they can.

C4 described there being piles of laundry that were not being washed. There were times C4 would take laundry home and do it herself. I asked if the staff was doing the laundry. C4 described the staff as not doing enough and that they would spend a lot of their time on their phones or on breaks, essentially not keeping up with the work. She described E2 would take carloads of laundry to the laundry mat to wash as well. When asked, C4 described that the other staff would work harder when E1 was around, as would be expected when a person's supervisor was around.

C4 would come to the CLAS and see more dogs have been brought in when it was full in the first place. I asked C4 what she thought would improve the situation. She said that the CLAS needs to reduce the number of animals it intakes. I asked C4 if she has had any contact with the NBAS board and she said she had not. C4 said she has been in contact with a third party who is currently in litigation with NBAS in Petaluma receiving information about NBAS.

When asked, C4 said she has no other involvement with non-profits. C4 said that she is aware that there are many shelters which are full and cannot accept animals. C4 added that there should also be a page added for found dogs. The only dogs she has seen are the adoptable dogs. C4 also brought up two dogs which she believed should be euthanized due to having cancer, and another dog due to it being aggressive. I asked C4 if she knew who provided medications to animals. C4 described E2 would leave instructions for staff to deliver medications in the cat room but C4 did not pay attention to medications being given. C4 said she only noticed issues such as water needing to be filled and issues like that.

C4 said in the beginning when NBAS took over the shelter that the hours changed from 8 am to 9 am. She remembered that one staff member she only knew as "Liz" was supposed to be there at 9 am but there were many times she would show up later. C4 also remembered there being a week when no one showed up, and she notified E2 about this. E2 notified E1 who said this employee was supposed to be there, but it seemed he didn't know what was going on at that time, and there seemed to be many issues with that employee. As far as C4 knows, this employee no longer works there.

C4 Allegations:

- Lack of care for the animals at the CLAS due to photographed blood in a kennel.
- Lack of timely veterinary care for animals at the CLAS.
- No blankets for dogs at the CLAS.
- Excessive laundry at the CLAS not being washed.
- Too many animals taken in by the CLAS.

Response:

- Several dogs in the shelter contracted giardia. They were treated by a veterinarian and prescribed medications and recovered several weeks later.
- It is an industry standard that when animals are found to have no emergency medical needs, an appointment is made, and the animal must wait for the appointment.
- Blankets are provided to animals at the CLAS by NBAS. As is the industry standard, not all animals are allowed blankets due to safety restrictions.
- Over a three-week period, the washing machine at the CLAS had to be repaired several times, causing the laundry to back up. The washing machine was fixed, and the laundry has since been managed properly.
- The number of animals at the CLAS is above capacity. NBAS needs to reduce the population and minimize the intake of animals to ones only required by law.

C5 interview summary:

C5 is not a volunteer or an employee of NBAS or the CLAS. C5 was a State Humane Officer and worked for Animal Control in Sonoma County. C5 doesn't know any of the employees of the CLAS or NBAS. She is a neighbor of C4 but didn't know she was a volunteer with the CLAS until she saw one of her recent social media posts.

In the summer of 2017, C5 came to the CLAS to find a new dog due to losing her pet. The staff member was removing the dog from the warehouse area of the CLAS. She contacted the staff member and asked her if she needed help. She said she didn't and told C5 she couldn't have her at the facility at that time so C5 left. In December of that year, C5 went to the CLAS and saw a person working on a truck in the warehouse next to the dogs. C5 said the conditions weren't bad but it did concern her about the dogs being exposed to loud noises. At that time, she went to the City and expressed her concerns. C5 was advised that a new addition to the shelter was in the works to be built. C5 described interactions she had around this time with an Animal Control Officer regarding a dog she found, and had a good experience. C5 had not returned to the CLAS until recently.

Recently (2023), C5's son was looking for a dog. C5 had also seen a post by C4 regarding her experience with separation from the CLAS. C5 decided to go to the CLAS to see what was going on and look for a dog for her son. C5 arrived at the CLAS and walked around looking for staff but didn't find any. C5 said she was appalled by what she saw. C5 provided me with photographs of what she saw (Addenda 6). Reviewing the photographs, she identified seeing dogs in small crates in the warehouse, kennels with feces on the floor, and puddles of urine. There were three dogs in the play yard while it was raining as well. Some of the animals in their kennels had food dishes with what appeared to be old food. C5 said she also had the dates of the photographs written down. After taking the photographs, C5 said she went to the main office and found the staff, who were having lunch. C5 advised E3 she was at the shelter to find a dog, and E3 escorted her through the shelter. E3 didn't mention the conditions she observed at any time to C5.

C5 also had photographs that I had seen, including the photographs of the blood/ feces in the kennel. She also showed me photographs she obtained from C4. C5 has numbered all the photographs and a reference page written up describing the photographs, which she provided me (Addenda 6).

C5 said from what she has seen personally, and what she has been provided by C4 and seen on social media, she is concerned about several issues. C5 is concerned if the Animal Control Officers (ACO) are certified to be ACOs, she is concerned about the number of animals in the shelter, dogs being held in small crates, the cleanliness of the shelter, including laundry, and whether the animals are getting proper veterinary care.

C5 advised me she was aware of a person, C8, who currently has a civil lawsuit against NBAS in Petaluma. It should be noted, I later spoke to Mark, and he had no information to provide regarding the operations of the CLAS or services provided to the City of Clearlake by NBAS.

C5 Allegations:

- Dogs in small crates.
- CLAS overpopulation.
- Kennels with feces and urine on the floor.
- Dogs were left in the play yard while it was raining.
- Dog dishes with old food.
- Animal Control Officers are not certified.

Response:

- Due to an influx of animals from a dog hoarding case, animals were sheltered in small crates. Dogs have since been moved to larger kennels, transferred to rescues, and fosters.
- The number of animals at the CLAS is above capacity. NBAS needs to reduce the population and minimize the intake of animals to ones only required by law.
- Like all shelter kennels and residential homes, dogs will defecate and urinate on the floor. Industry standard is staff clean the facility in the morning, and continually pick up feces as they check the kennels throughout the day. The photographs C5 took did not have conditions that are unexpected.
- The dogs in the play yard which C5 photographed were placed there so they could be visited by their owner, who had lost her animals due to being unhoused. These dogs have since been returned to their owner. Dogs are allowed to be in the play yard when it is lightly raining for exercise. This is no different than walking or playing with your own dog at home in the rain.
- C5 said that she was at the CLAS during the time staff were having lunch. It would be expected that food may still be in the bowls from morning feeding if the animal didn't eat all the food.
- The California Animal Welfare Association has a "Certified Animal Control Officer Program." The California Animal Welfare Association shows to have approximately 335 certified animal control officers on their registry, with approximately 34 of them not currently affiliated with any group or agency (addenda 19). There is none currently on the registry from Lake, Mendocino, Sonoma, or Napa counties.

In 2020, the California State Legislature created Assembly Bill No. 1125 (AB 1125), also known as the Animal Control Officers Standards Act (addenda 20). AB 1125 states that certification is a voluntary standard that agencies may rely on. There is no law requiring Animal Control Officers to be "certified."

PE1 interview summary:

PE1 worked for the City from 2017 to 2021 and was an Animal Control Office (ACO). PE1 left to work for the LCAC which was part of what caused the need for NBAS to work with the City. PE1 said there was already an issue with replacing a prior ACO who had left, and when he decided to leave that caused more of a staffing issue for the City. While working for the LCAC, PE1 was employed as an ACO. He worked for the LCAC for approximately a year. PE1 decided to leave there and come back to the city because of what he was hearing regarding the lack of services NBAS was providing because they had no local ACO staff. PE1 came back and began working for NBAS as an ACO. He worked for NBAS for approximately three months. This included training that NBAS required him to perform in Petaluma. I asked PE1 why he left NBAS.

PE1 described that all calls were to go through the senior staff, or if they could not be reached, the calls were to go through E1. PE1 responded to a call for service in the city where a dog had been attacked. He contacted the senior staff who directed him to send pictures to them and they would contact E1. An hour went by and he finally was directed to transport the dog to Calistoga to meet up with another staff member for the dog to be transported to a medical facility because there was nothing available in Clearlake. PE1 described that all veterinary care had to be approved by E1. PE1 said that the only veterinary care that he was aware of being available to NBAS in Clearlake is Clearlake Veterinary Clinic.

Another incident that upset PE1 was told he needed to cover the Petaluma area, which he did. When he arrived home after his shift, he was contacted to respond to a call in Clearlake. PE1 responded and there was a dog that was injured from being struck by a vehicle. It was extremely injured, and the dog was placed into the ACO vehicle. PE1 thought it odd that the law enforcement officer hadn't euthanized the dog who was on the scene. He got back to the shelter and sent photographs of the dog to E1. E1 directed PE1 to leave the dog in the ACO vehicle overnight, which was not okay with PE1, but he did what he was told. PE1 does not remember what day this was. PE1 said he was contacted by CLAS staff about the dog the next day and the dog was still alive. PE1 said he couldn't work in this type of environment and decided to leave NBAS.

PE1 said that all decisions for any services were to be directed through E1, which wasn't the same as when he worked for the CLAS before, and he felt there was more freedom to do his work in the past.

PE1 said that in the past he would be able to use any veterinary services in Lake County. He doesn't know why that isn't so now. PE1 also described that the veterinary services would give "the non-profit" a better deal than they would the City because of their non-profit status. When asked, PE1 said the non-profit he was describing was the one he and E2 started, the CCLAA, which he believed was in 2018. PE1 described that the CCLAA would help the City with funding services for the care of animals. This was coordinated through the Detective Sergeant at the time during meetings. I asked PE1 if there was a veterinarian on-site at the CLAS. PE1 said there wasn't at first until the City began contracting with P1 after the new portion of the facility was built.

I discussed with PE1 an issue he noted in his letter (Addenda 7) regarding a dog becoming septic. PE1 said he and other staff brought that to E1's attention. PE1 said the standard procedure for NBAS is for the staff to take photographs of the animal and send the photographs to E1 and tell him what is going on with the animal. The information is then logged into the computer at the shelter. PE1 described that there were times when two or three days would go by before they would get a response regarding the care of the animals. PE1 identified that it is not always obvious what is going on with an animal on the inside of its body. PE1 said that E1 was the only person that could authorize medical treatment for the animals.

PE1 said that it came to a point where he would take it upon himself to take animals for veterinary care. At some point, PE1 was turned away from Clearlake Veterinary Clinic and was told that it was because NBAS hadn't paid their bill. PE1 said that on several occasions he had to contact another veterinarian in Clearlake to help. This veterinary service assisted PE1 because of a professional relationship he had built with them in the past. The other veterinary service that PE1 took it upon himself to reach out to would call E1 for payment and PE1 was told that E1 was not returning their phone calls.

I discussed with PE1 his mention of giardia at the CLAS in the warehouse portion. I asked PE1 if there was aware of any giardia being in the new portion of the CLAS. PE1 said "There could be" but he had no direct knowledge of any cases in the new portion of the facility. PE1 described that he left for vacation for a week. When he returned, he was contacted by staff and advised that there were two dogs they had concerns about. The staff advised PE1 that the dogs were eating every day but not putting on weight and were defecating bloody diarrhea. PE1 said that based on his training he believed it was giardia and directed the staff to take the dogs in to get tested. PE1 mentioned E1 would not provide staff with information from the animals' veterinary appointments, and he didn't know why. PE1 was later told by veterinary staff that both dogs tested positive for giardia. PE1 called E1 to notify him of what he was told and where the dogs were located. PE1 identified that one of the photographs on social media was from one of the dogs which had giardia. PE1 said that the two dogs that tested positive for giardia were initially in an outside kennel in front of the warehouse.

PE1 said that there were several employees at the time who had issues with E1's lack of communication. PE1 said that staff would contact him after attempting to reach E1 regarding needing supplies, or other issues. PE1 would then message E1. This caused E1 to have a meeting with the staff. During the meetings, E1 would bring up issues the staff had with each other instead of dealing with E1's lack of communication. In the meeting, PE1 suggested having a regular supply of items brought to the facility. PE1 was later told by another person that E1 made the comment that he believed PE1 was on his side. PE1 didn't know what this meant.

I asked PE1 where the food came from for NBAS. PE1 described NBAS has a large Conex container at their main facility with food, like what is at the CLAS. PE1 believed NBAS has some type of agreement with big box stores where food is donated. Some of the donations are from damaged or open bags that cannot be sold at the store, so he believes it is donated to NBAS. The food is sorted at the main NBAS facility and distributed from there. PE1 said that the food is never of a consistent brand that is sent to the CLAS. PE1 also alleged that some of the food that was sent to the CLAS was expired, with a time that he saw some of the food being

two years out of date. PE1 described that the lack of consistent food is problematic and essentially can cause gastrointestinal issues for dogs, such as diarrhea.

Prior to NBAS, the CLAS would receive a pallet of food from a local store in the county. The food was Blue Diamond, and he recalled the cost for a pallet of this food to be approximately \$2,000. I confirmed with PE1 that while he worked for the City at the CLAS there was never expired food. He described that during that time there were fewer dogs in the facility than there are now. I asked PE1 about food donations that were provided to the CLAS during the time the City ran the facility, such as from the Senior Center. PE1 said that he remembered that food was distributed to community members, who needed assistance with feeding their animals and not used at the CLAS. To PE1's knowledge, no expired food was ever provided to animals at the CLAS during the time the City ran the facility. PE1 said that it was understandable that NBAS is using donated food due to the number of animals they are needing to serve, because of the cost and amount of food that would be used.

PE1 said that part of the problem is the number of animals at the CLAS. PE1 said that in the beginning, the CLAS had a large number of animals while the City ran the facility. PE1 said that the population was reduced by using enforcement, adoption, and dogs going to other rescues. The CLAS also had a euthanasia procedure. This is different from NBAS's no-kill shelter policy. PE1 was asked where an animal was to go when it comes to the CLAS which is aggressive and is not adoptable. PE1 described the procedure for this prior to NBAS. PE1 said deciding if an animal was euthanized was determined by a panel of three people, once a week. The animal was behavior tested and determined whether it was able to be adoptable. The panel would vote on whether the animal would be euthanized at that time. PE1 said it was not humane to keep an animal living its life in a kennel.

PE1 worked for the CLAS while the warehouse was being used as the primary shelter, during the time the new portion of the shelter was being built, and for a short time after the new portion was built. From what PE1 could remember, the warehouse portion of the shelter was empty of animals prior to him quitting work for the City. PE1 described that during the fire on Dam Road that the warehouse was used to house animals, and there were dogs in crates at that time. Which concerned him. I asked PE1 what the procedure was prior to NBAS taking over the CLAS for emergencies such as fires. PE1 said that there were animal control vehicles, and personal vehicles to remove the animals from the shelter. PE1 said there were a couple of fires that happened near the CLAS but they never had to evacuate the shelter. PE1 said there is no specific written plan for evacuation of the shelter. He added that fifteen or sixteen animals would be manageable in an evacuation procedure, but not fifty or sixty animals.

I discussed with PE1 his letter mentioning stress-induced canine compulsive behavior. I asked PE1 how this was addressed when the CLAS was run by the City. PE1 said that the population of the shelter was limited, which allowed more area for animals to move. The population was kept under control by turning dogs away, rescue services, and euthanization. PE1 said there was a dog at the CLAS while he was working there for NBAS who had terminal cancer at the facility. PE1 said there are hospice-type fostering and services for dogs like this, but they are "far and few between." PE1 said that during the time the City ran the CLAS, there was a person from Kelseyville who volunteered their time to assess dogs which were at the

facility for long periods of time. The person worked for Innovated Dog Training and Education. If it was determined that the animal was not adoptable a decision would be made after.

PE1 mentioned in his letter that the new portion of the CLAS was in disrepair. PE1 described cables for the separation doors and other general repair needs of the facility which he repaired. PE1 claimed that there were areas where dogs had clawed at the walls causing large holes. PE1 claimed the LED disk lights inside the building and the on-demand water heater were going out. The drain in the cat room was starting to be clogged due to litter being swept into the drains. I asked PE1 if he notified anyone about these issues. PE1 said he would normally notify the Kennel Technicians about these types of issues. PE1 claimed that E1 didn't want to hear from him regarding kennel issues and wanted to get the information from the Kennel Technicians. PE1 gave an example of when the kennel staff asked PE1 about a dog who had sutures open after being neutered. PE1 texted E1 advising him that the animal would need to go back to the veterinarian. E1 did not respond to PE1 and instead contacted the kennel staff asking why they were bothering PE1 with this, and not just contacting E1. PE1 claimed that the kennel staff was tired of trying to contact E1 and not receiving responses. PE1 claimed there was a lack of communication at the CLAS with E1.

I asked PE1 what he meant in his letter regarding exterior lighting. PE1 said he was referencing the exterior lighting of the new portion of the CLAS. PE1 described that during the winter months, it would be dark while the staff was still at the shelter because the days were shorter. The staff would need to use flashlights to work and move around the facility due to the lack of exterior lighting during these times. PE1 said it was not a concern during the summer months because it doesn't get dark until approximately 9 pm at night.

I asked PE1 if he worked with any other non-profits. PE1 advised that he was currently unemployed and had worked for a local veterinarian for a short time after leaving NBAS. He worked there for a short time as a Veterinary Technician, but it wasn't for him. He said that the SPCA has also reached out to him to help as a volunteer, but he hasn't begun volunteering for them. I asked PE1 if he was still associated with the CCLAA and he said he wasn't, and that he resigned.

PE1 mentioned E1 had issues with donations being delivered to the CLAS in the CCLAA name. PE1 said he didn't know the reason E1 had problems with this. I asked PE1 if there was any type of agreement between the City and the CCLAA to use the address of the CLAS. PE1 claimed that there was an agreement between the prior Chief of Police and the non-profit.

I asked PE1 if he had brought up any of the issues, he had described with E2, and he said he did. PE1 said he believes she had the same concerns that he did and that he feels he was just the first person to be vocal about what he observed. I asked PE1 if he knew how NBAS came to work for the City, and he said he didn't. PE1 was not aware if NBAS was even one of the rescue groups that the CLAS worked with in the past. Prior to NBAS, the CLAS was staffed with three paid staff, PE1 as an ACO, another paid ACO, and E2 as a paid Kennel Technician. He advised there was another paid position for a Kennel Technician, but it was hard to keep that position staffed. There were also many volunteers at the facility that helped with cleaning and social media posts.

I asked PE1 if there was anything we hadn't talked about that he felt I needed to know. PE1 mentioned a lack of training and enforcement. PE1 said that while he worked for NBAS that he never wrote a citation and wasn't told if he was supposed to. PE1 described that the information was to be provided to E1 and then he would decide if a citation was to be issued. It was PE1's understanding that he was going to be using the administrative citations from the Clearlake Police Department, which he used in the past while working for the City. PE1 claimed he was never instructed on whether he was supposed to be using the administrative citations. PE1 claimed while he was working there no one was aware of the administrative citations. PE1 claimed that another ACO who was working at the CLAS while he was there was only trained on the computer for a few days or hours and then was released into the field. PE1 said he was not tasked with training the other ACO or being a field training officer. PE1 alleged that this ACO was not provided with adequate training for an ACO. PE1 claimed that he had received messages from the Code Enforcement Officers telling him that the other ACO had responded, was unable to catch a dog, and then left without taking the dog. He felt that this was not appropriate.

PE1 also claimed that Kennel Technicians were not receiving proper training. PE1 claimed that NBAS was hiring "anyone off the street" and putting them to work without any proper training. PE1 described one staff member who worked here just prior to him ending his employment. PE1 claimed that this employee was bitten by an animal the second day she worked at the facility because she wasn't properly trained in how to handle animals. PE1 said that this was important because of the need to continuously move animals to clean the facility. PE1 claimed that the staff is not trained in proper cleaning protocols. PE1 also claimed that E1 did not tell the staff about the giardia outbreak, and it was he who informed them and advised them of the proper cleaning for this. PE1 said he also had concerns regarding animal bite reports. PE1 described the procedure used while he worked for the City, which was in part for him to investigate the incident, take a report, and send a bite report to the Health Department. PE1 said that while working for NBAS he was directed to investigate the incident, complete a report in NBAS computer system, and that E1 would take care of the notifications. PE1 is not sure if this was done. I confirmed with PE1 that bite reports are tracked by NBAS, but he is not sure if they are forwarded to the Health Department.

PE1 described a protocol issue that he felt wasn't appropriate. PE1 said that E1 wants all requests to go through Petaluma or him regarding asking for assistance. PE1 gave three different examples that concerned him. The first example was a call he responded to regarding a dog where the owner said that he if took her dog she would kill herself. He contacted E1 and advised him of the situation to request help. PE1 said that E1 didn't want the staff to contact the police department directly and that calls were to be routed through him. PE1 doesn't know if anyone ever was contacted because no one showed up while he was there and he ultimately didn't take the person's dog. Another incident PE1 described was when he saw a juvenile having a diabetic episode while checking on a horse. PE1 said that his partner called E1, and PE1 didn't understand why the police department or medical services weren't contacted directly. The last incident he described was during a fire where a Code Enforcement Officer contacted PE1 and asked for his assistance with helping a person and their animals. PE1 was on duty and radioed in that he was responding. E1 then contacted PE1 and advised him that the City staff needed to put

their requests through Petaluma first. PE1 didn't understand why there was such a protocol put in place that couldn't be deviated from during emergencies.

In closing, PE1 said that he believed the no-kill animal shelter concept was not going to work for our community, and this is part of why the shelter is in the position it is in. PE1 described the protocols for euthanization while he worked for the LCAC used as similar to what the City used prior to NBAS.

PE1 Allegations:

- Lack of local emergency veterinary care for animals.
- Injured animal left on animal control vehicle overnight.
- Able to use any veterinary services in Lake County when the CLAS was run by the City.
- Lack of timely veterinary care for animals at the CLAS.
- Unable to take animals to Clearlake Veterinary Clinic due to unpaid bills.
- NBAS provides expired food to the CLAS.
- No written evacuation plan for the animals at the CLAS.
- No exterior lighting to the new portion of the CLAS.
- Claims volunteers helped with social media posts when the CLAS was under the control of the City.
- Lack of training for ACO and Kennel Technician Staff.
- Bite reports not sent to Health Department.
- All emergency and call information must go through NBAS which limits emergency response and coordination with emergency services such as medical, police, and fire.

Response:

- There are no 24-hour veterinary clinics in Lake County. Animals requiring emergency veterinary services that are not during normal veterinary hours would need to be transported to out of county emergency care like PE1 described he was directed to do. This is no different from when the City was running the CLAS.
- Photographs were provided regarding an injured K-9 in the animal control vehicle (addenda 10), which PE1 said he had left in the vehicle overnight. PE1 described that he knew this to be wrong, but still left the injured dog on the vehicle instead of at least taking it into the CLAS.

This was in contradiction to PE2 who said that PE1 had brought the dog into the CLAS and placed it into a kennel in the newer portion of the CLAS. PE2 claimed that PE1 did transport the dog the next day and it received care. No evidence was presented regarding the notification to E1. It is unclear what the communication exactly was.

- When the CLAS was run by the City, services were provided by specific veterinary clinics. CLAS staff and ACOs could not take animals to any veterinary facility they wanted. CCLAA took animals at their cost to other veterinary care facilities from the CLAS, not at the City's expense.
- The City contracted with P1. P1 would come in and assist with some evaluations when the City ran the CLAS. The industry standard is to make an appointment for non-emergencies and wait for the appointment.
- The standing appointments for NBAS on Wednesdays for spaying and neutering were placed on hold for a couple of months due to a clerical billing issue. NBAS has since resolved this issue and the appointments are continuing. The Clearlake Veterinary Clinic

did continue to see animals for emergency purposes. Clearlake Veterinary Clinic management described that this type of issue is not uncommon when working with shelters, that similar had occurred when the CLAS was under the City, and when the City was receiving services from the LCAC.

- Sometimes food that is expired or has damaged packaging is donated to NBAS. This was the same when the CLAS was run by the City. The food is reviewed to determine if it is still of usable quality, and if determined to be unusable it is disposed of. It is not uncommon for shelters to use expired or food with damaged packaging to reduce the costs of feeding animals. CCLAA did a recent event in May 2023 in which they gave out expired food.
- Not having a written evacuation plan for the animals is not uncommon. Speaking to other facility managers, this is not an industry standard.
- There were no exterior lights installed when the new portion of the CLAS was built while under the City. Lighting should be installed to illuminate the general exterior of the CLAS.
- Social media posts were not made by volunteers when the City was in control of the CLAS as they were not paid staff with access to the City social media page.
- Staff members for NBAS are trained. Staff from NBAS in Petaluma will come to the CLAS and provide hands-on training, and the new staff is required to watch six, approximately one hour each, DVD video reviews regarding animal care, and complete a written exam. The staff members are then provided with hands-on training from a current Kennel Technician at the CLAS. ACOs receive additional training meeting the state requirements to perform the duties of an ACO.
- Bite reports are sent to the Lake County Health Department by NBAS staff in Petaluma and not ACO staff from the CLAS. This was confirmed with the Lake County Health Department.
- ACO have no direct radio communication with the Clearlake Police Department or other emergency services in Lake County. All communication is conducted through NBAS dispatch. Staff does not dispatch themselves to calls for service, and all calls must be routed through dispatch.

PE2 interview summary:

PE2 worked for NBAS at the CLAS and began working from approximately November 2021 to December 2022 as a Kennel Technician. PE2 described her responsibilities as cleaning, feeding the animals, doing laundry, and various other duties. When she began work at the CLAS, there was another Kennel Technician employed, who according to PE2, never showed up. She said E2 was also employed during this time.

PE2 said there was a time when E2 was sick and also went on vacation when she (PE2) worked at the CLAS by herself for over a month. PE2 believed this was in December and into January. At that time there were approximately thirty dogs at the CLAS. During this time there were dogs in the warehouse portion of the CLAS along with the new portion, but there was not more than one dog per kennel. PE2 said that there were always dogs in the warehouse since she started working for the CLAS. Dogs didn't start getting doubled up in kennels at the CLAS until approximately April of 2023. I asked PE2 what she believed the cause of this was. PE2 said that E1 wouldn't transport dogs to Petaluma, and he wouldn't try to get them to rescue or fostering. PE2 said that E2 was the primary person who worked with rescues and fosters.

During the year that PE2 worked for NBAS she only saw E1 three times at the CLAS. I asked PE2 if there were any ACOs at the CLAS during this time. PE2 replied by saying it was her understanding there were supposed to be three to four Kennel Technicians at the shelter each day and there were never that many. PE2 said that most of the time there was no ACO working at the shelter. When she first started working, there was an ACO who would come up from Petaluma. The ACO would never arrive before 10 am and it was rare that the ACO would stay past 2 pm. PE2 was not sure when E3 began working at the NBAS, but she believed it was sometime in the summer. Later, E5 and E6 began working and many times it was only two of them working at a time. There was another staff member that worked there for a short time but eventually quit.

PE2 said what caused her to stop working was the number of dogs and the emotional and physical stress. PE2 said when she left the CLAS was housing eighty dogs. PE2 said in December 2022 she worked at the shelter by herself with eighty dogs to care for. PE2 did receive assistance from the volunteers who worked at the shelter. PE2 described that some of the kennels at the CLAS had three dogs sheltered together. PE2 said one of the days she was feeding the dogs one of the kennels with three dogs got open, likely from it not being properly secured. When she tried to stop one of the dogs, she was pulled to the ground causing her to be injured. PE2 went to the doctor and went out on stress leave for a short time. PE2 later told E2 that she could no longer work at the CLAS. PE2 advised me that there were volunteers who would help, such as C4. PE2 said that C4 was great and would walk almost all eighty dogs on the weekends while she was there. I asked PE2 if any of the volunteers would help clean and feed the animals, and she said there were.

I confirmed with PE2 there were only approximately thirty dogs at the CLAS when she started. I asked her what she believed was the reason there ended up being eighty dogs at the facility. PE2 believed it was from a lack of E1 initiating the fostering of dogs. PE2 could only remember E1 coming to transport dogs once while she worked at the CLAS. PE2 described E1 would only take puppies and dogs which were easy to get along with.

I asked PE2 what E2 did while she worked there. PE2 replied by saying that E2 “always had dogs going off to rescues.” I clarified my question with PE2 and asked her what E2’s specific job duties were. PE2 said she didn’t know and when E2 worked for E1 it was “very very odd.” PE2 said that she and E2 have been friends since the eighth grade. When she went to the CLAS for her interview with E1 he asked her what dirt she had on E2. PE2 told E1 that she and E2 were friends and that she was not going to provide him with any of that type of information. PE2 said that was the end of that conversation.

PE2 was aware that E2 was working for the City at the CLAS and was hired by E1 but was never provided with a job description, according to PE2. PE2 described that the few times E1 would come to the CLAS he was rude to E2, would not speak to her, or initiate any conversations with her. PE2 believes that E1 was like this toward E2 because he wanted E2’s non-profit, the CCLAA, turned over to him and E2 wouldn’t do it. According to PE2, she believed that E1 didn’t like not being in control.

PE2 continued and said she was not aware of what E2’s exact job description was, but she would also clean the kennels, feed animals, and do laundry. I confirmed with PE2 that in the beginning, it was both E2 and her cleaning the kennels and taking care of the animals. PE2 also said that in the beginning, it was difficult with thirty dogs to find time to work in the cat room so E2 would do that. E2 would also work in the office and deal with customers who came to the CLAS.

I confirmed with PE2 she only remembered E1 coming to the shelter approximately three times. I again asked PE2 if she was aware of how it became that the shelter got up to eighty dogs if E1 wasn’t at the CLAS to bring in the animals. PE2 replied the ACOs would bring dogs to the CLAS, citizens would drop dogs off, and there were times when dogs were found tied up outside of the CLAS.

PE2 alleged that there were several times the CLAS ran out of food and E1 failed to provide blankets for the CLAS. PE1 claimed that the blankets were provided to the CLAS through donations from the community of Clearlake. PE2 alleged the washing machine at the CLAS would be broken and the staff would use social media to ask for “wash fairies” to help with the laundry. In response, community members would take laundry and wash it for the CLAS. PE2 claimed that during the last three months of her employment, E2 used her own money to pay for the laundry to be cleaned at a laundry mat, which she estimated was approximately \$2,000. E2 did not identify if this was E2’s funds or the funds from CCLAA. PE2 claimed that E1 would tell them to just throw the laundry away.

When asked, PE2 said she had communicated these issues to E1. PE2 said E1 would tell staff to let him know what they needed. When PE2 would tell him the needs, nothing would arrive. PE2 gave an example of the CLAS being down to ten bags of food and her alerting E1 that food would need to be sent. Three days later there still was no delivery to the CLAS. PE2 said E1 would also question her regarding where the dog food was going. PE2 alleged that the CLAS never received the same food type from NBAS. PE2 said on several occasions E2 had to purchase dog food from a local store for the CLAS.

PE2 continued and alleged that E1 failed to provide veterinary care for the animals at the CLAS. I asked PE2 what the process was for veterinary care. PE2 described that if a dog came to the CLAS it may see a veterinarian or may not. PE2 alleged there were a “couple of times” when a dog would stay in the ACO vehicle and was injured. PE2 was asked to describe the incidents she could remember. PE2 advised that PE1 was the ACO at the time. PE2 said she remembered one time when PE1 had brought a dog to the CLAS toward the closing time of the CLAS. The dog had been struck by a vehicle. PE1 placed the dog into a kennel in the newer part of the CLAS. PE2 alleged the dog did not get any care that evening. PE2 alleged that E1 said he called and couldn’t get it into an appointment, but when E2 called, she was able to get the dog into an appointment. At that time PE1 was able to take the dog to receive care. PE2 continued and alleged there were also times that dogs came back to the CLAS which shouldn’t have, referring to dogs that came back from the veterinarian. PE2 did not elaborate but said that this was not what they were hired to do.

I asked PE2 if there was a checklist or schedule for cleaning the CLAS. PE2 said there wasn’t. However, in the laundry room of the CLAS there is a “whiteboard” which has all the dog’s names. A “P” is placed next to the animal’s name for the time in the play area, and a “W” is placed next to the animal’s name for it being walked. She advised that some of the dogs weren’t to be touched. PE2 described that those were dogs that were aggressive. PE2 said that in the beginning when there were thirty dogs at the CLAS she was able to clean the shelter without issue. PE2 described the procedure for cleaning by moving dogs from one side of the kennels to another, using cleaning solutions, the ten-minute wait time for the solution, and rinsing. PE2 described that as more dogs came to the CLAS they would have to rotate days of cleaning the newer portion of the CLAS and the warehouse area. PE2 said it was important to multitask between cleaning, feeding, doing the laundry, and keeping up with the care of the animals. PE2 alleged there were times when she would return from her two days off, urine was not cleaned out of the warehouse appropriately by other staff. PE2 alleged the other staff would make excuses about not having enough time or enough staff on. PE2 found this to be frustrating, why the work wasn’t getting done when there were two to three other staff members at the CLAS.

PE2 said there were dogs at the shelter that only she and E2 could handle. PE2 also explained that there was an elderly dog with cancer at the facility, which she felt should have been euthanized, and not be at the shelter. PE2 described that these dogs should be euthanized. PE2 believes this has not been done so the CLAS can have the status of a no-kill shelter. She believes that the dog with cancer came to the facility as a “bite dog” and should have been “put down.” PE2 described there being several dogs at the shelter which were aggressive or had health issues that should be euthanized but aren’t. PE2 continued and said she didn’t know why E1 didn’t take this dog to the veterinarian. PE2 advised that she was told E1 didn’t pay his veterinary bill, and this may be the reason why the dog wasn’t taken. PE2 identified that she was told this by someone at the veterinary office, but when asked said she didn’t remember who. PE2 continued and said it was her understanding that one male and one female dog were to be taken to the veterinarian each week to receive spay and neutering. PE2 alleged that toward the end of her employment, this was not occurring, and she doesn’t believe it is happening now.

Being the fact that PE2 said she is good friends with E2, who was working for the City prior to NBAS at the CLAS, and with PE2 working at the CLAS for NBAS, I thought it important to get her perspective regarding the increase in population from thirty to eighty dogs. We discussed that E2 had built a network of animal rescues to move dogs through the CLAS. I asked PE2 where the disconnect occurred which caused the increase in the number of animals at the shelter, even though E2 was still working there. PE2 believed it was because E1 wanted to get control of E2's non-profit and didn't. I clarified my question with PE2 by asking where the network of rescues go that E2 had built, as it was still important to move dogs through the shelter, and she is employed with NBAS. PE2 replied that she believes E2 will network and do what she must for "us" but E2 is not going to pass it on to E1. PE2 continued and alleged that E1 is disliked by other rescues, and he has "burnt bridges."

I asked PE2 if she has talked to anyone above E1, such as the NBAS board, regarding the issues she has described, and she said she hadn't. I asked PE2 if she was aware of there being a board for NBAS, and she replied "Yes and no." PE2 explained that she had never thought of going above E1 to report the issues.

I asked PE2 if she received any specific training when she was hired by NBAS. PE2 said she was provided no training and was "thrown into" the job. PE2 clarified she had received training from E2 regarding how she wanted things to be done at the CLAS, but she did not receive any formalized training for the position of Kennel Technician. I asked PE2 what she meant by E2 training her way. PE2 said she was trained to the UC Davis cleaning standards. When asked, PE2 said she has seen the UC Davis cleaning guidelines but never read through them. I showed her (Addenda 2), and she identified that was what she has seen in the past. PE2 claimed that she and E2 trained E5 when she was hired. Later when E6 and another past employee were hired, staff from NBAS came from Petaluma and trained E6 and the other past employee.

I asked PE2 how giardia and other infectious diseases were handled. PE2 replied that she had caught giardia. She implied that E1 didn't care. When the dogs at the CLAS had giardia, the only person who took the initiative to use bleach pans for the staff to step in was E2. PE2 said that the other staff didn't take it seriously, and most of the time would not use them. She alleged that the safety protocols did not come from E1 but came from E2 and the other staff would not follow them. I asked PE2 if she knew where the cleaning supplies were kept. She replied, "When we had them...yes." PE2 alleged that sometimes E1 would send cleaning supplies to the CLAS and sometimes he wouldn't. I asked PE2 if there was an inventory sheet kept for stocking. PE2 said there wasn't.

If supplies were needed, the staff was directed to text E1 for supplies to be sent. I asked PE2 if other staff, other than E2, had to purchase supplies from local stores, or were the supplies from NBAS. PE2 said that she and the other staff would text E1 regarding what supplies were needed. An ACO from Petaluma would later bring a trailer with supplies. PE2 described that when the trailer was opened "there would be just shit thrown in there." PE2 elaborated by saying there would be dog food, cleaning supplies, etc., but sometimes items would be forgotten, such as garbage bags. I asked PE2 if it would be a good idea to have an inventory checklist. PE2 responded by saying E1 did come to the shelter for a meeting, in August or September. During that meeting, E1 said he was going to start doing that, but it never occurred though.

When asked, PE2 said that there were never times that bags of blankets were delivered to the CLAS from NBAS. I asked PE2 if there were any times that the CLAS received bags containing human clothing. PE2 replied maybe once or twice, and that the staff would look in the bag, see it wouldn't help them, and then throw it away or back into the trailer. PE2 clarified and said that she saw a couple of pieces of clothing and a couple of sheets, "maybe once or twice." I asked PE2 if NBAS ever sent blankets to the CLAS, and she said she never saw that.

I asked PE2 if there were times when a dog would not get a blanket for any reason. PE2 explained that there were times when dogs would eat them. PE2 described three dogs that came into the CLAS together, and one of them died because it ate a blanket. PE2 said that the whiteboard in the laundry room would also have information noted for each animal if a dog was not supposed to get a blanket, specific toys, or other notifications about the animal.

Regarding veterinary services, PE2 said that the veterinary services used locally are the Clearlake Veterinary Clinic, and occasionally the veterinary office in Middletown. PE2 was unaware if any animals were sent to Santa Rosa, for emergency services, but E1 claimed he has access to other services. I confirmed with PE2 that all veterinary services were to be scheduled by E1 and no one else, including E2. PE2 assumes that E1 doesn't like it when E2 could get an animal into a veterinary appointment before him. I confirmed with PE2 that she said there was a standing appointment for spay and neuter at the Clearlake Veterinary Clinic once a week but didn't happen. When asked, PE2 didn't know why this didn't happen. PE2 assumed that this was because he didn't pay the veterinary bill. However, PE2 said she was aware of one of the times that E1 came when he paid a veterinary bill that was over \$20,000. PE2 believed this was in August or September. When asked, PE2 said that when animals were provided medication by the veterinarian, she would provide it to the animals as directed.

PE2 advised that the thermostat for the warehouse portion of the CLAS was broken. According to PE2, E1 said no services were available to repair the thermostat for a couple of days. PE2 claimed that if she or E2 was to call that they would have been able to have the thermostat fixed the same day. PE2 claimed it was two days that the thermostat for the warehouse was broken, and she had photographs showing the temperature was ninety-nine degrees. PE2 claimed two to three times the propane tank for the heat at the warehouse ran out and there was no heat. PE2 said she had contacted E1 via text about this.

PE2 also brought up an incident when there was a fire near the animal control shelter. PE2 believed it was toward the end of her shift that day, and she decided to stay. During this time E1 wasn't at the shelter, and E2 was not at the shelter either. E1 directed the staff to place all the dogs into transport crates and place them in the play area of the CLAS. PE2 claimed that E5, E6, and another past employee had all experienced the large fire that had occurred in Middletown in the past. PE2 described that the other staff was "freaking out," and she had to calm them down. An ACO from Petaluma was at the facility but was standing in the parking lot, watching the fire and helicopters, and didn't help with the animals. PE2 claimed that E1 didn't come to the CLAS or send other help.

I asked PE2 if she knew what the average time dogs were at the CLAS before they are put up for adoption. She didn't know. PE2 also claimed that PE2 would let dogs be fostered or adopted without being spayed or neutered. PE2 didn't know how it was confirmed that the person would

bring the animal back to the CLAS to be spayed or neutered. PE2 said she did remember when E1 was part of a Blue Zone event put on by the hospital where he held an adoption event. PE2 claimed that the animals he brought for the event were cats that were not from the CLAS, and puppies that had been taken to Petaluma from the CLAS. PE2 added there was one dog at the event from the CLAS which a police officer adopted. When asked, PE2 didn't know why there were not any other dogs from the CLAS at the event.

PE2 was asked if she was aware of any times that a dog is not adoptable, outside of the obvious such as aggression, and sickness, and she said she didn't. I asked PE2 if there was a list, or notes on the whiteboard of dogs that were adoptable. To PE2's knowledge, all the dogs which were spayed or neutered were adoptable. PE2 confirmed there was a website or page with information for adoptable dogs from the CLAS. PE2 said that at no time while she worked at the CLAS was she trained on the computer. PE2 confirmed E2 would post dogs for adoption for NBAS. PE2 confirmed that E2 had access to the computer and knew how to do this, and Kennel Technicians did not. I asked PE2 if she was aware of any animals which were held at the CLAS for safekeeping, such as animals that were brought due to their owner being incarcerated, and she said she was. PE2 said that the people would later come to the shelter and pick up their animals and pay a fee. PE2 continued and said there was no list to show the staff what the fine amounts were, and she believed this was handled by E1, E2, or the ACOs. I confirmed with PE2 that she was not aware of euthanasia protocols while she worked at the CLAS. PE2 said she could only remember one dog being euthanized while she worked there. PE2 said that this was during the time when she first started working for NBAS. A dog came into the CLAS which was extremely aggressive and E1 said he was going to have someone respond to have the dog euthanized. The day the dog was scheduled, no one came. PE2 said that she and E2 placed the dog in the ACO vehicle and E2 took the dog to the appointment. This was the only dog that PE2 was aware of having been euthanized from the CLAS while she worked there. PE2 advised that this was scary as she wasn't trained for this, nor did she feel it was hers or E2's responsibility.

PE2 brought up the fact that E1 would say that he was "grooming" the other staff to be good Kennel Technicians. PE2 said that this bothered her because the other staff were young adult females, and she didn't think it was appropriate for him to be using the word "grooming."

When asked, PE2 said that NBAS has provided expired food to the CLAS. PE2 said the food was not expired by years but was expired by months at times. This was both canned and dry food. PE2 estimated the expiration of the food to be three to six months. She also claimed the food was never consistent, which would cause the dogs to have stomach issues. PE2 also claimed that the only time wet food was provided was when it was donated. PE2 also claimed that E1 didn't believe in treats or toys for animals. PE2 said that during the holidays, E2 would provide toys and treats to the animals.

While working at the CLAS, PE2 claimed that E2 reached out to other rescue groups, but E1 never did. PE2 said that several rescue groups had come to the CLAS to take animals. PE2 said that some of the dogs they wouldn't take, and believes it was because of the liability, such as sick or aggressive dogs.

PE2 had no involvement regarding the enforcement side of NBAS or anything to do with livestock or wild animals.

I asked PE2 if E1 was ever at the shelter, who was authorizing dogs to come in when the CLAS was at capacity, and she couldn't answer that. PE2 said the dogs in the small crates were another reason she stopped working there. PE2 explained another concern she had was there are no lights in the new portion of the CLAS.

I asked PE2 if she saw any improvement after NBAS took over the CLAS, and she said she didn't, and it was better when it was run by the City. I asked PE2 why she thought this was, and she replied because E2 "cared." PE2 explained that E2 knows the community, knows they need help, and she believes E1 doesn't care. I told PE2 that there have been a lot of perspectives given that E2 has built great relationships for our community. I confirmed with PE2 that E2 is still an employee of NBAS, and I believe that she does still care. I asked PE2 that, with this, where the disconnect in services came from since E2 still works at the CLAS. PE2 replied that her opinion is that E2 is afraid of losing her job, and if E2 keeps helping the community, it doesn't make E1 look good, and he is going to fire her. I told PE2 that I would believe that E2, as an employee of NBAS, doing good for the CLAS would make E1 and NBAS look good. PE2 replied, "He doesn't like that because he's not doing it." I asked her what makes her feel this way. PE2 said that it is because of the interactions between E1 and E2 that she has seen. She described this as E1 coming to the CLAS and avoiding E2. She said E1 would ask her or the other staff questions, that she felt he should have asked E2. She also feels that E1 is mad that he did not get the donation for NBAS that E2 got for the CCLAA.

I reviewed photographs (Addenda 8) and video PE2 had on her cellular phone with her. PE2 described the photographs to me and later emailed them to me.

PE2 allegations:

- Not enough Kennel Technicians working at the CLAS for the number of animals.
- ACO staff not at the CLAS.
- Lack of direct supervisor or direct supervision by E1 at the CLAS.
- NBAS does not provide blankets to the CLAS.
- Broken washing machine at the CLAS.
- Rotation of cleaning between new portion and warehouse areas of the CLAS.
- Unable to take animals to Clearlake Veterinary Clinic due to unpaid bills.
- E2 will work on getting animals out to rescue for the City, but will not pass the information on to E1.
- Lack of formal training.
- Lack of cleaning supplies to the CLAS from NBAS.
- Propane running out at the CLAS.
- Expired food provided at the CLAS.

Response:

- Two Kennel Technicians are at the CLAS each day to conduct the cleaning of the shelter and feed the animals. This is an adequate number of staff for the number of animals at the CLAS.
- ACO staff generally are in the field.
- The lack of a dedicated supervisor at the CLAS gives the staff a feeling of lack of support. Additionally, issues that arise are not able to be addressed in an immediate manner.
- No evidence was provided that NBAS does not provide blankets to the CLAS. In fact, evidence shows the opposite.
- Over a three-week period, the washing machine at the CLAS had to be repaired several times, causing the laundry to back up. The washing machine was fixed, and the laundry has since been managed properly.
- Deep cleaning of the facility is not required, or safe to do daily. Cleaning of feces and urine on the floor is adequate on a rotational basis, which is an industry standard, and in accordance with UC Davis suggestions.
- The standing appointments for NBAS on Wednesdays for spaying and neutering were placed on hold for a couple of months due to a clerical billing issue. NBAS has since resolved this issue and the appointments are continuing. The Clearlake Veterinary Clinic did continue to see animals for emergency purposes. Clearlake Veterinary Clinic management described that this type of issue is not uncommon when working with shelters, that similar had occurred when the CLAS was under the City, and when the City was receiving services from the LCAC.

- E2 continued to find rescues for animals at the CLAS until she was placed on leave due to an injury. There is a disconnect between E1 and E2 over E2's non-profit organization, CCLAA, at the CLAS. This has caused a relationship problem between E2 and E1.
- PE2 claimed she received training from E1, but no formalized training. She did add that when other staff were hired, they received training from NBAS staff from Petaluma.
- No proof has been provided regarding the lack of cleaning supplies for the CLAS. From the review of the CLAS during this investigation, there have been adequate, and appropriate cleaning supplies and chemicals at the CLAS.
- Propane ran out at the CLAS due to it not being delivered. E1 was able to quickly resolve this once he was notified by staff.
- Sometimes food that is expired or has damaged packaging is donated to NBAS. This was the same when the CLAS was run by the City. The food is reviewed to determine if it is still of usable quality, and if determined to be unusable it is disposed of. It is not uncommon for shelters to use expired or food with damaged packaging to reduce the costs of feeding animals. CCLAA did a recent event in May 2023 in which they gave out expired food.

V1 interview summary:

V1 has been a volunteer for the CLAS since the City ran it and now volunteers at the CLAS with NBAS. V1 volunteers on Monday, Wednesday, and Friday, primarily walking and socializing the dogs. V1 described that he works with dogs regarding their behavior so that they can be handled easier. In the past, V1 was the Vice-President of the ACLC.

V1 has concerns over the number of dogs that are currently being held at the CLAS. He feels that the dogs are not getting the amount of human interaction they need. V1 said animals are getting exercise in the play yard, but he takes it further while he works with the dogs. V1 said there are several dogs at the CLAS that only some staff and volunteers can handle because they are hard to handle. V1 has been told by staff at the CLAS that there are dogs at the shelter they are scared of. V1 identified that E7 is one of the staff members who he feels can handle the harder-to-handle dogs.

V1 described the CLAS has worked with several rescues which have taken large amounts of dogs in the past. He feels currently this isn't happening due to shelters and rescues everywhere becoming full. V1 believes the average time a dog is in the CLAS before it is adopted or moved is approximately four to eight months. V1 said there were two dogs in the CLAS which has been there for approximately two years. One of these dogs he was told has terminal cancer, and he doesn't understand why he has been at the shelter as long as he has been.

V1 said he was concerned because some of the dogs are losing weight. He has heard people relate this to stress, but he feels it might be because of the number of animals which are in the shelter. V1 described that he has helped bring up the weight of dogs at times by giving them treats when he interacts with them. He also believes the weight problem could be from not having a consistent type of food. V1 said that the food at the CLAS is donated and never the same.

V1 identified his concerns regarding the CLAS are the weight of the dogs, the vetting of the dogs, and the number of dogs that are at the CLAS. When asked, V1 said he felt the CLAS was better when the City ran the facility than now under NBAS. When asked what he felt was better, V1 said the volunteers had more say at the CLAS, dogs got vetted, rescues were coming in more, and the volunteers had a "grip" and involvement with what went on at the CLAS.

V1 described that until recently he had no restrictions regarding going in or working at the CLAS. That has recently changed, and believed it was from C4 postings on social media and images she posted. Since then, volunteers are not allowed to go into the facility and dogs have to be brought to them to walk and interact with.

I asked V1 how his interactions have been with the NBAS staff who are not local staff. He described that his interactions have been good. When asked, V1 said he has never met E1. V1 mentioned that if something had to change, he would like to see another non-profit the community knows, come in and run the CLAS. V1 mentioned E2 and the CCLAA as an example. V1 said he is not a member of E2's non-profit. When asked, V1 advised me he was aware that E2 is an employee of NBAS and worked at the CLAS prior to NBAS. I asked V1 if it could be run better by E2, why this hasn't happened already. V1 believed the CLAS did run

better before. He believes things changed because many of the things done before have been changed, or “a clamp” on them. V1 gave an example of food being donated at the CLAS. V1 said that when food or other donations were donated at the CLAS they would remain at the CLAS. Now, when donations come, it is transferred to NBAS in Petaluma. V1 said many of the things E2 has wanted to do has been changed or dictated by E1.

I asked V1 if he feels that there is a power struggle. V1 says he has heard this, but he doesn't think that is the case. V1 said that he has had employees come to him about this issue. V1 alleged the staff told him that they received a memo from E1. According to V1, they told him the memo directed the staff not to talk to E2, or anyone associated with her, and that she wanted his position. V1 provided me with the names of the staff for me to follow up with. V1 said he doesn't have anything against E1 because he has never met him.

V1 said that he was concerned about the fact the CLAS had run out of food several times. He described that some of the times it was only for two days, but he said that one of the times the CLAS was out of food for seven days. He believed these times have been documented by E2's non-profit. V1 said the dogs got fed because E2's non-profit stepped in and fed the animals. V1 said he believed it is documented by E2, because he asked E2 and she told him that she had documented the dates and how many times they fed the animals.

V1 described that one time while he was at the CLAS a donation of four pallets of food from ACLC came in. V1 said that this occurred sometime in December, and he was present for this incident. V1 said that E1 wanted the food to be loaded in his van and transported to NBAS. V1 said that the head of the ACLC said that wasn't going to happen and the food was taken to her residence. I asked V1 who the food was donated to, and he replied, “The association.” I asked him which association since there seemed to be NBAS, CCLAA, ACLC all involved in this incident. V1 identified the food was donated to the CCLAA.

V1 showed me a photograph he had taken (Addenda 9). The photographs consisted of a dog with an injured tail, dogs of an unhealthy weight. One of the dogs he identified had terminal cancer which had been at the shelter for two years. V1 said he had dressed the wounds of the dogs and they are better.

I asked V1 why a dog has been at the CLAS for two years when NBAS has only run the CLAS for ten months. He didn't know why. He did say he and others were working with him, and he was getting to a point to go to a rescue. I asked him if that was the case, why would it take over a year for this to happen and he didn't know why. V1 did know that at one time the dog was on an adoption list, and at some point, he believes the dog bit someone and moved to a no-touch status. V1 said there are still rescues coming to the CLAS taking dogs, however, it seemed to slow down once NBAS took over. He believes this is because everything must go through NBAS. V1 says he has no bias toward anyone involved, and his only concern is that everything gets better.

V1 said he saw photographs on social media, and didn't put much stock into the photographs because it appeared they were taken in the morning. V1 implied it was expected to see feces and urine on the floor when staff comes in, in the morning. I showed V1 the picture of the bloody kennel which has been on social media. V1 said he hadn't seen the photograph but had seen

blood in the kennels. V1 described when he saw blood in a kennel it was from a dog injuring itself and running around in the kennel. V1 said he has seen bloody diarrhea in kennels as well. When he saw these things he would bring it to the staff's attention, and they would clean the kennel and take care of the situation. V1 was also aware of the photographs of dogs in small crates. He said since then he has not seen any dogs in small crates in the warehouse area. Some of the dogs have been moved from the CLAS, and some have been moved to other areas of the shelter.

V1 said he had notes he forgot to bring and would later email them to me, which he did (Addenda 9). Additionally, I was later provided his photographs via email from V2.

V1 allegations:

- Concerns regarding the weights of the animals.
- Volunteers had more access and involvement in the operations of the CLAS.
- Food donations brought to the CLAS are taken to Petaluma.
- Alleged that the CLAS was out of food for seven days.

Response:

- Animals in a shelter have weight gain problems when exposed to stress. This is not uncommon for shelters.
- Volunteers and the public should have limited access to the CLAS. This is to reduce the stress of animals and safety/ security of the animals and facility.
- NBAS consolidates all donations at their Petaluma facility and distributes supplies and food from there for tracking.
- No other people have made the claim that the CLAS was out of food for this amount of time, and there was no evidence to support this. If the animals weren't fed for seven days, there would have likely been extreme health issues and the death of animals at the CLAS.

V2 interview summary:

V2 currently is a volunteer for the CLAS and started volunteering approximately a year and a half ago. V2 said she has taken time from volunteering during the fall and winter due to personal issues. When she was volunteering, she would walk dogs, she would help with laundry, clean bowls, and feed the animals. V2 would also work with the dogs that “shut down” and wouldn’t come out of the kennels, while V1 worked with the more difficult dogs.

I asked V2 what her concerns were regarding the CLAS. V2 said her concerns are the health and welfare of the animals. V2 said she was last at the shelter approximately four to five days prior to this interview. V2 said her specific concerns were that animals seem to be losing weight, and it appeared to her the animals were not getting the veterinary care they needed. V1 feels that there are so many dogs at the CLAS that the animals are “taking a turn for the worse.” V1 thinks this is occurring because the animals at the CLAS aren’t being handled enough, referring to them not getting enough time out of the kennels. V1 claimed that this can cause behavioral issues in the animals. Recently, V1 has only been at the CLAS approximately once a week to work with a specific dog which she has been working with. V1 described in the beginning this dog wouldn’t eat or move, but since she has worked with him the dog has improved with this.

I asked V2 what changes could be made in dealing with the number of animals. V2 said that she feels there should be more networking. Additionally, V2 said that part of the problem is spay and neuter issues in the community, which has a lot of poverty, the need for education, and making sure resources are known and available.

V2 showed me several photographs she had of animals at the CLAS that were underweight. V2 also showed me photographs of the chihuahua that she emailed me information about (Addenda 4). It should be noted, I forwarded V2’s email to E1 so it could be addressed. V2 added that on 4/15/2023 the person in the email received a door hanger from NBAS. V2 showed me a photograph of the door hanger. V2 said she had reached out to the CCLAA who assisted with paying for veterinary services for the chihuahua. The chihuahua had surgery on 04/14/2023 where it had its eye removed, was neutered, and it is now doing well.

V2 also advised me of a situation where a person had their dog attacked by another dog. She summarized the information she was told by C7. It should be noted, I later received an email from C7 with a statement of the incident (Addenda 4)

I asked V2 if she has contacted the supervisors of NBAS regarding these issues. V2 said she didn’t contact anyone about the incident. C7 told her of it but did send an email to them regarding the chihuahua.

V2 said these incidents, the population, and the health and welfare of the animals at the CLAS, are her concerns. V2 later emailed me the photographs she reviewed with me and the photographs from V1 (Addenda 9).

V2 allegations:

- Animals not receiving veterinary care.
- Animals losing weight at the CLAS.
- Lack of response by ACO and NBAS for injured animal.
- Lack of response to reported dog attack.

Response:

- NBAS has provided veterinary services for the animals at the CLAS prior to and since the initiation of the contract between the City and NBAS. From January of 2023 to April of 2023, NBAS has spent \$20,717.36 on services at Clearlake Veterinary Clinic, which was confirmed by the Clearlake Veterinary Clinic. According to Clearlake Veterinary Clinic, NBAS spends more on animal care than when the CLAS was under operation by the City.

For comparison, the amount spent on veterinary services during the last three years the city operated the shelter was from \$27,712 to \$36,194 per year. NBAS is on track to spend over \$60,000 this year.

- Animals in a shelter have weight gain problems when exposed to stress. This is not uncommon for shelters.
- ACO and NBAS responded to the incident after I forwarded them the email about the chihuahua. No explanation of why this call for service wasn't addressed on the day of the occurrence.
- Community members said they made a phone report to NBAS and no ACO followed up with the reporting party.

Employee Interviews:

E1 summary interview:

E1 is the executive director and co-founder of NBAS. He has worked for NBAS for five years. NBAS has two shelters, the CLAS and one in Petaluma, and another satellite office. NBAS serves seven communities including the City of Clearlake. Currently, there are seven dedicated employees to the CLAS. There are four Kennel Technicians, two ACO staff, and one administrator, which is E1. E1 is the designated supervisor for the CLAS and the lead person is E5.

E1 described the cleaning procedures for the CLAS, which are within the UC Davis cleaning standards. The chemicals used to clean the facility are Kennel Kare, Rescue, and bleach. NBAS gets the specialized cleaning supplies, Kennel Kare and Rescue, from a supply vendor. For training, staff from NBAS in Petaluma will come to the CLAS and provide hands-on training, and the new staff is required to watch six, approximately one hour each, DVD videos regarding animal care, and complete a written exam. The staff members are then provided with hands-on training from a current Kennel Technician at the CLAS.

I asked E1 if there was a checklist or sign-off sheet for cleaning the facility. E1 advised there was a whiteboard in the laundry room which the staff used to note the cleaning of the CLAS, but there is no specific checklist or sign-off sheet. There is no specific record kept as this is an expected task to be conducted each day. I asked E1 how infectious diseases such as giardia and parvo are dealt with. E1 said that when a staff member recognizes there is a problem with an animal, the staff is to immediately notify E1 and begin an observation chart on the animal. NBAS then contacts a veterinarian to schedule a time for the animal to be seen. E1 said the CLAS does not have any specific space dedicated for quarantine. Depending on the medical need, the animal may be held in the examination room, transferred to the veterinarian, or to the NBAS facility in Petaluma. In cases such as giardia, E1 said they try to separate those animals as best as possible, depending on how infectious the disease is.

The cleaning supplies are purchased by NBAS from Paterson Veterinary Company, Amazon, and local stores for non-specialty supplies like bleach. The supplies are provided to the CLAS by NBAS from the Petaluma facility. In part, this is because there is more storing capability at the Petaluma facility, and it can be tracked. In situations where E1 is not notified that supplies are needed, and the CLAS runs out, there is petty cash on site for the staff to purchase needed items. All the staff have been trained in this, and they would communicate the use of petty cash. There is no inventory sheet kept at the CLAS because all inventory is processed through NBAS Petaluma's facility, and they keep track of supplies and record the information in Petaluma. Some stocks of supplies are kept at the CLAS. E1 said ACOs from Petaluma come to the CLAS each week. Prior to coming to the CLAS, the ACOs will check in to see if any supplies need to be brought to the CLAS.

I asked E1 about the procedure for laundry, and if blankets are checked to see if they are soiled, and if the blanket is not soiled, if it is left for the animal to use. If the blanket is soiled, has been with the animal for multiple days, or just needs to be changed, it is removed, a new blanket is provided, and the blanket is washed. E1 described that laundry is done daily. Laundry

that is not reusable, shredded, or damaged, is disposed of. E1 said when the washing machine at the CLAS was broken, a trailer of fresh laundry was brought to the CLAS from the NBAS Petaluma facility. The soiled laundry was disposed of because there was no washing machine. When asked, E1 said that the washing machine was broken intermittently for about two to three weeks. Twice, staff from the CLAS took laundry to the laundry mat to wash to get caught up. E1 said the machine was worked on by a repair man and had to be fixed a couple of times. The first time the repair man fixed the machine, he believed it was the door closing sensor. Then the drum of the machine had issues, which he had to come back and repair. E1 said this has been an ongoing issue as there is a lot of laundry being done and the machine is used a lot.

Laundry is received by NBAS through donations at their thrift store and the Petaluma facility. This includes blankets, towels, sheets, and bedding. The linen is then provided to the CLAS from there. Because of the amount of donations, NBAS doesn't need to purchase new linens. I advised E1 of the allegations that human clothing was sent to the CLAS by NBAS. I asked E1 if he was made aware of this. E1 said he wasn't but said it is possible that it happened. E1 described that staff may have missed clothing mixed in with blankets or other donations when they were loading the bags of linen into the trailer to be transported. It wouldn't be something done intentionally.

E1 added that when dealing with laundry at a shelter, staff must be mindful of bedding with animals. E1 said that some animals aren't provided blankets or certain types of linen. This is because the animal may chew the linen, and it would be harmful if the animal was to ingest the material. This may be the reason that an animal is not provided with a blanket or other linen. There may be other reasons, such as direction from a veterinarian. E1 described that if someone saw an animal without a blanket, and did not know about the animal, they could assume the animal was just not provided one, which is not the case. For issues like this, the staff is made aware on the animal's "kennel card." E1 said each animal has an information sheet that has its designated number and is placed outside of its kennel. Information like this is placed on the kennel card so the staff is aware of information about the animal. Additionally, E1 said if there is a problem with the animal, there is a "treatment sheet" which describes any medications for the animal, and tracks when they are to be provided.

When asked, E1 said there was no on-site veterinarian at the CLAS. E1 said P1 was offered to continue her services at the CLAS by NBAS, and even to continue the pay that was agreed upon between P1 and the City. He believed she would come to the CLAS one day a week on Wednesdays, providing vaccinations and simple care. The needs of the CLAS were to have spaying and neutering, which could not be facilitated at the CLAS. Ultimately, she did not continue with NBAS. Animals now receive their vaccinations when they are taken to the veterinarian for spaying and neutering. E1 said the animals at the CLAS who can be adopted, approximately fifty percent of the population at the CLAS, have been spayed or neutered. The other animals are pending further processing, such as bite quarantine, or being held for safekeeping for incarcerated people.

The veterinary service used for the CLAS is Clearlake Veterinary Clinic. E1 said that NBAS does not have a specific contract with them. There is an understanding that when they have an animal in need of care, that is the veterinary service they contact, and try to get a priority

appointment. There are no emergency veterinary services in Clearlake. There are some veterinary services they can call to check if they can assist, however, they are not 24-hour services. NBAS can use other veterinary services other than Clearlake Veterinary Clinic. NBAS has worked with other veterinary services within Lake County. E1 said if there were no veterinary appointments available, and an animal needs emergency services, NBAS can transfer the animal to Santa Rosa where there is a 24-hour veterinary service.

I asked E1 how animals are dealt with regarding emergency medical needs. E1 said there are two different types. First, E1 described the procedure for an animal at the CLAS in need of emergency veterinary care. E1 said that he would be notified, and a veterinary service would be contacted. He said Clearlake Veterinary Clinic is not always available. In this type of case, the ACO would be directed to transport the animal to another veterinary service, or to Santa Rosa to the 24-hour emergency care facility. If it is an animal in the field, like an owned animal, it is the owner's responsibility. The ACO would attempt to contact the owner to advise them of the need for care for their animal, and then later conduct follow-up regarding the care. E1 said NBAS doesn't just take the animal and direct the care without trying to establish who the owner is and who is responsible for the care. If the owner fails to do this, NBAS can take the animal, but they want to give the owner the opportunity to direct the care of their animal.

I discussed the allegation of a dog being brought to the CLAS after being hit by a car in August of 2022 by PE1 and E2, and what they described. I asked E1 if he remembered this incident and he said he didn't. E1 said that anytime a dog is placed in an ACO truck, it is to transport the animal or to keep it from moving around too much so it doesn't injure itself further. This is only during the time it takes to find out where the animal needs to be taken. E1 said it doesn't make sense for an animal to be held in an ACO vehicle overnight because it should get treatment. E1 said he would need to investigate this further as he didn't remember a situation like this. E1 said if an animal has an injury, like a broken leg, the Kennel Technician staff is trained to be able to stabilize an injury like this until an appointment can be made for the animal. For injuries where an animal has life-threatening injuries, such as major head trauma or bowels exposed, ACO staff is trained in the humane killing of animals. NBAS equips the ACO vehicles with a safe and firearm, has the ACO staff go to specific training to be able to use the firearms for humane euthanasia, and a specific training class regarding euthanasia. E1 said this has not occurred yet for the ACOs and vehicles in Clearlake. E1 said that NBAS also responds to wildlife calls, such as deer being struck by vehicles, and there are times when this is necessary.

Regarding spaying and neutering, E1 said that animals are spayed, or neutered, and vaccinated prior to adoption. He added that if an animal is not ready to be adopted, for example having behavioral or medical issues, they are not spayed or neutered until these issues are addressed and the animal is being prepared for adoption. This is to mitigate the cost of these services to the NBAS for animals that are not ready for this service. If an animal is an owned animal, and the owner comes to redeem their animal, then the animal is not required to be spayed or neutered to redeem. NBAS is working on a program they will be starting where they will be offering free vaccinations and microchipping of animals. This is also going to be available to community members who bring their animals into the facility and need vaccination services. I asked E1 about vaccinations being provided when a person comes to redeem their animal, such as for an at large dog that was picked up or a dog that bit which is under quarantine. E1 said

rabies vaccinations are only able to be administered by veterinarians. Since they don't have one on-site, they direct the owner of the redeemed dog to do this and direct an ACO to follow up with the owner to make sure this is done, along with licensing of the animal. In part, NBAS does not require this to be done prior to the animal being redeemed because of space at the CLAS.

I asked E1 how medications prescribed by veterinarians are dealt with at the CLAS. E1 said the information is provided on the kennel cards for the animals. The Kennel Technicians are trained to provide medications and will provide the medication as directed by the veterinarian. When asked, E1 said he is the person who authorizes medical treatment based on a veterinarian's recommendation. E1 gave examples of injured and feral animals. E1 added the CLAS staff are able to call the veterinarian, but he needs to be advised to be able to authorize the treatment of animals with the veterinarian for tracking, budgeting purposes, and knowing the continuation of treatment for animals.

I asked E1 how many animals have gone to the veterinarian for services. He advised me he would need to send me those records (Addenda 13). E1 said there is a standing appointment for surgical care at the Clearlake Veterinary Clinic for spaying and neutering services. For those purposes, they don't have a waiting time for veterinarian services. For other veterinarian services, animals are scheduled appointments based on the schedule of the veterinarian and the needs of the animal. E1 described that NBAS staff are the ones who take the animals to their veterinary appointments, and the veterinarian doesn't come to the CLAS. E1 added the staff also takes animals they have out for foster care to the veterinarian. The procedure for this is the foster brings the animal to the CLAS and the staff takes the animal to the veterinarian appointment. This is the procedure so that the veterinarian only has to deal with their staff, they can assure the animal makes it to the appointment, information sharing, and so that the authorization and tracking of care are completed. E1 said this also eliminates the veterinarian having to deal with fosters asking for services that were not authorized by NBAS. E1 said he does know that some facilities have used volunteers in the past, however, it is more reliable knowing that his staff is accomplishing this. Additionally, NBAS staff bring with them the medical history of the animal they document, such as on the kennel card, or from their computer system.

I asked E1 how intakes are conducted for animals at the CLAS. E1 said that all the ACOs can conduct intakes and enter the animals into the database they bring in. For animals that are brought to the CLAS, the lead staff member, who is currently E5, conducts the intake of the animals. It is preferred that the ACOs are involved in the process, so they know what is going on in the CLAS, and in the community. E1 added that NBAS has provided more veterinary services for the CLAS than what was reported would be needed by the City. NBAS has had to make adjustments to accommodate the number of animals that are actually coming to the CLAS. E1 recognized the difficulty and said that NBAS is continuing to find the balance in this.

We next discussed the population of dogs at the CLAS. We discussed how all the dogs in small crates have been removed, however, there are still some dogs in the warehouse area of the CLAS. E1 recognized that the number of dogs at the CLAS is an issue. He advised that NBAS has conducted one free adoption event to begin moving animals from the CLAS and continue to do these kinds of events. E1 is also planning on moving more animals from the CLAS. Currently, E1 is looking into ways to mitigate overcrowding, which is difficult as a no-kill

shelter. E1 wants to save as many of the animals as possible, with the exception of dangerous animals. I asked E1 what the expected time frame would be to reduce the number of animals, dogs specifically, and remove all dogs from the warehouse area of the CLAS. E1 responded by saying this would be a three to four-month process. E1 described that some animals have been moved to the NBAS facility in Petaluma, but it isn't a remedy to transfer animals from one facility to another to have the same problem.

E1 advised that there was a specific employee who was tasked with adoptions, rescue, and foster services to move animals through the facility. Recently that employee hasn't been at the CLAS, so E1 has directed another staff member to work on these tasks. A few animals have been transferred and believes it is realistic to have the number of animals reduced in the three to four months. He understood that he was provided with a two-week time frame to have the animals removed. E1 said that is not realistic for several reasons. One of the reasons is that not all animals are strays picked up, and there is a process they must legally follow prior to the release of animals. E1 gave the example of an animal under protective custody, such as where the owner was incarcerated, and their animal was brought to the CLAS. E1 described that there are notifications and times that have to be provided to the owners of animals before they can adopt the animal. E1 said the time frames differ depending on the situation, and communication with the owners. NBAS has had an animal for approximately five months because the owner was in a treatment program. They held the animal so the owner would be able to retrieve it when they successfully complete the program. E1 said it is NBAS's perspective that it is generally in the best interest of the animal to be returned to the owner. E1 added it is more common that an animal is at the CLAS for approximately 30 days.

I asked E1 how many animals are safely able to be held at the CLAS, minus the warehouse area. E1 said that depending on the size and situation of the dogs, the CLAS could safely hold 17 to 25 dogs, and 12 cats. E1 said that would be ideal, however, the needs of Clearlake don't facilitate that. He believes that the City of Clearlake could use a shelter twice the size based on the needs. When asked, E1 said there is currently no emergency evacuation plan for the CLAS. NBAS does have a plan for their Petaluma facility and is developing a plan like their other plan. Since the fire near the shelter occurred, NBAS has begun to develop an outlined evacuation plan to address such a situation, but it is not completed. This includes having a preplanned emergency space where animals could go for emergencies such as this, including the NBAS Petaluma facility, and a facility in Penngrove. NBAS has moved small portable kennels to the CLAS to be prepared for such an event. NBAS has moved a van to the CLAS which remains at the facility to help transport animals in an emergency.

We next discussed if there was a plan in place to deal with an emergency overflow of animals at the CLAS. E1 said there is not a specific procedure in place to deal with an overflow of animals, such as if a situation came from a dog hoarder. Each situation is evaluated, and decisions are made based on the animals, their needs, and the availability of resources at that time. NBAS would reach out to other shelters, partners, and "CalAnimals (California Animal Welfare Association)" to assist with the overflow of animals. It should be noted, CalAnimals is an association of animal care and control agencies, human societies, SPCA, and other welfare organizations in California. There is a partnership of animal care facilitators who communicate

regarding the overflow of animals. E1 gave an example of a county that sent email notifications asking for help due to the fact they had 200 animals on their euthanasia list.

I asked E1 about the procedures for dealing with animals being brought to the CLAS if the shelter was full. E1 said in the past he knew that animals would be turned away from the CLAS. Now, the staff is directed to ask the person bringing the animal if they could hold onto the animal due to the number at the CLAS. They also ask the people to send pictures so they can be posted on social media in an attempt to find the owners. He said that some people are happy to hold onto the animal. In a case where someone brought the animal to the shelter, said they couldn't hold onto the animal, and they didn't know where it came from, the animal would be accepted and placed in a crate. I asked E1 if there are times when NBAS has to turn people away. E1 said there is and gave an example of people who lie about being the owner of the animal and don't want to pay the surrender fees or be placed on a surrender list. They try to help those people because sometimes they can't afford food for the animal or need help with other care. E1 said there is nothing that prevents NBAS from turning people away when the CLAS is full. We discussed how the CLAS would turn people away if the facility was at capacity. E1 said that NBAS can do that, however, they try to find other solutions rather than just turning people and animals away. E1 essentially described that turning people and animals away is a last resort. E1 added that this is a long-term, fixable problem, which is going to take time to address. It will take spaying and neutering of animals, education of the public, more facility space, more staff, and more funding, for some examples.

E1 described the adoption process for animals. Animals are determined to be adoptable and then placed on the NBAS website. This is done through the animal being marked in their computer database. Once their database is updated by staff noting that the animal is ready for adoption, it triggers the system to place them on the website. We discussed the lack of new animals on the website for adoption. E1 said that is in part because the staff member who was tasked with this is currently on leave, and they are now training new staff. He added that the person who was tasked with this also seemed reluctant to post animals for adoption. When asked, E1 said he is reluctant to talk about staff issues. He did describe that prior to NBAS taking over the CLAS that animals were being transferred by this person, however, this seemed to stop once NBAS took over the CLAS. He asked why there weren't as many animals going out from the CLAS since there is more support now. E1 described that the person seemed to stop doing the best they could, and there was a reduction in communication and availability from this person. He believes this is because of a difference of opinions. E1 added he has hoped the situation would have been better with this person, and still has hope for this, it just hasn't happened yet.

A community member who wants to adopt would first come to the CLAS and fill out an application. If the person sees a dog that they like, they note that dog on the application, to indicate who is interested in case there is more than one person. The staff processes the application to make sure the applicant meets the criteria. These are such things as proper space at the person's address, whether they have other animals, etc. Once a person is approved, the person is to spend time with the animal to make sure they match, and then the animal is provided to the person. Some things that would cause a person to be denied from adopting an animal are if the person could not physically handle the dog based on its size and needs. Another is if the

dog they want to adopt doesn't get along with cats or other dogs and the adoption applicant has other animals, so it wouldn't be a fit. There is an adoption follow-up that is being conducted, however currently, the person who was tasked with this is out on leave, so NBAS is training other staff to do this.

I asked E1 what the process was to determine if an animal is adoptable. NBAS makes sure that the animal has all their vaccinations, spay or neuter, and is medically cleared for adoption. NBAS has a staff member, Bella O'Toole, who has a bachelor's degree in cynology, which is the study of K-9 care and training. She is NBAS's dog care coordinator. This staff member then reviews the notes put into the database by the Kennel Technician about the animal. This includes any behavior issues that they have observed. Once all the reviews have been conducted, the animal is placed up for adoption. I asked E1 if NBAS uses a SAFER process. E1 said they don't but he is aware of what SAFER is. He described the SAFER process works for some dogs but doesn't work in all situations. Part of this is because dogs act differently when they are at home than when they are surrounded by numerous other dogs. E1 said that behavior issues are a process that is dealt with by hands-on work with the dogs. This is done by the Kennel Technicians and volunteers getting direct time with the dogs, walking them, and communicating issues and information.

E1 was asked what the average time an animal remains at the CLAS before it is adopted. E1 said that is difficult to answer as it depends on the dog. E1 said some dogs are more adaptable than other dogs. E1 described the national average for dogs at shelters has gone up by approximately 18 days. E1 said there is no specific time limit for an animal to be at the CLAS. He said some people think that animals should not be at the shelter for long periods of time, and should be euthanized, while others have a different opinion. Essentially, E1 said it is evaluated on a case-by-case basis and there is no expiration date on a dog being at the CLAS. When dealing with animals who are clearly not adoptable, and not suitable for rescue, NBAS has a veterinarian evaluate the dog. NBAS then consults with the veterinarian to see if the issue the dog is having is a medical issue that is fixable, such as a dog with an abscessed tooth which might be why it is aggressive when touched by its face. Ultimately, they determine if euthanasia is best with veterinary consultation, and if so the animal is humanely euthanized. NBAS staff do not euthanize animals, and this is done by a veterinarian. E1 described that for NBAS staff to do this, there are certain requirements that need to be met, such as a veterinarian staffed at the CLAS to have controlled drugs and specific training of staff. NBAS prefers taking the animals to the veterinarian. We also discussed how it is hard on staff to euthanize animals, especially when they have cared for them for a length of time, and this is another reason they prefer to have a veterinarian do this.

Next, we discussed food for the animals. NBAS purchases new food in bulk, food that is broken bags or dented cans, which allows them to buy the food at a discounted price. I asked E1 if he is aware of any time that NBAS has supplied expired food to the CLAS. E1 replied that he is not aware of every bag of food that is supplied to the CLAS, and he doesn't check every date. E1 said NBAS also receives truckloads of donated food, and they donate this food. They try to disperse the food prior to expiration or if the food is expired only for a short time. NBAS does not provide "rancid" food for the animals or communities. E1 explained that some animals prefer or require a specific food. With this, there are times that they will hold and use food that

is closer to an expiration date to facilitate that need for specific animals. E1 said that it is common practice for shelters to use and distribute donated food. I asked E1 how long animal food can be good past the expiration date if stored properly. He believed it could be good for an extended amount of time if stored properly. E1 said NBAS does not intentionally supply expired food to the animals or communities they serve. They also supply dry and wet food. NBAS tries to keep the food brands consistent, but it does change based on supply. E1 said the animals are not supplied with different food each day or at mealtime. When asked, E1 said that changing food can cause gastrointestinal issues in animals. NBAS tries to reduce this as much as possible and tries to make the types of food consistent that they provide the animals.

When asked, E1 said animals, like dogs, are fed twice a day, with the amount depending on the size and type of animal. Additionally, feeding may be increased if there is an animal that needs to increase its weight. The water for the animals is changed daily, the bowls are cleaned and checked throughout the day. He said some animals knock their water over, so it is important to check the water throughout the day.

We spoke about non-profit organizations. E1 said they work with numerous other non-profits. This includes Sonoma Humane, Marine Humane, Pet's Lifeline, and smaller rescues as well. This is for transferring dogs, information sharing, and other needs including housing, fostering, and adoption of animals. E1 said it isn't possible to take animals only to the Petaluma facility, however, NBAS cannot create the same overcrowding issue at that facility. This is why it is important for NBAS to work with other non-profits and rescue groups to move animals from the CLAS. NBAS has also worked with LCAC and LEAP, like during fires, but they don't work directly with these services. NBAS has responded to ten to fifteen different fires, not just in Lake County. E1 added that NBAS is willing to work with any non-profit if they are a valid non-profit.

I confirmed with E1 that one of the NBAS employees is part of the CCLAA. I advised E1 that it was my understanding that CCLAA was being operated out of the CLAS. When asked, E1 said he felt this is a conflict of interest. This is because he believed it was not well known to the public and was not disclosed to NBAS, and there weren't clear lines separating NBAS and CCLAA. E1 said that if a donation was to come to the CLAS he would assume it was for the CLAS. It was a concern of NBAS that there wasn't transparency about what was coming to the CLAS for donations. E1 had asked to be part of the CCLAA so that he could understand their records and what was going on at the CLAS with the other non-profit. This was so the non-profits could work together to share in providing services to the community. His request was not accepted. When donations are received by NBAS, a receipt is provided with their non-profit number. E1 said due to the fact that it is unclear which non-profit someone may be donating to when they came to the CLAS, CCLAA was requested to no longer operate from the CLAS. This is to create transparency and fluidity for the community with their support of the CLAS.

We next spoke about animal control complaints and enforcement. When a complaint is received, an ACO is assigned to investigate. The ACO will investigate the complaint and make determinations of what needs to be done. This could be providing education, warnings, licensing, or citations. E1 said that NBAS ACOs try to provide the community the opportunity to fix issues before going straight to issuing citations. NBAS has a customer service dispatch

center that receives calls, logs cases, and dispatches ACOs. This is like the Clearlake Police Department's dispatch. They use "Pet Point", which logs these incidents and provides summaries. E1 showed me his data system which showed over 2000 calls having been received by NBAS from the City of Clearlake.

I asked E1 how animal bite reports are investigated in Clearlake. The ACO responds and gets the dog's information, including rabies information if any, takes photos of the animal, victim, and gets statements. A report is completed and entered into their system. If a copy of the report is needed by the citizen, they can request it from NBAS. They found that something which is different in Lake County than in the other areas they serve is that the Lake County Health Department wants bite reports faxed to them. This is different in the other areas they serve as they don't use fax, and instead use email. Last year, NBAS responded to 152 animal bite reports in Clearlake, this includes animal on animal and animal on human. When asked, the ACOs are responsible for issuing citations, and use the Clearlake Police Department administrative citations, provided by the Clearlake Police Department. He recognized that not many citations have been issued by NBAS. He said this is in part due to the fact the one ACO who was trained in this left, and they are training new staff on how to do this. He said there are also challenges with finding the owners of the dogs to cite. I asked E1 if NBAS issues citations to owners who come to redeem their animal from the CLAS if the dog was found at large or in violation. E1 said they could, but they currently don't do this. E1 said at this time the focus is on getting the staff up to speed on NBAS procedures and hasn't been citations. The NBAS also issues warnings, in an attempt to educate the public. E1 said they also offer rabies and spay or neuter services to these people. E1 said this was a benefit of having the shelter as part of the program because they can offer services to try to help the problem. Regarding reports, E1 said that ACOs also take other types of reports, such as welfare reports, abuse investigations, barking dogs, etc. It depends on what is being investigated to determine if a full narrative report is needed or just notes in their system. I asked if the ACOs are trained in courtroom testimony. E1 said the ACO's go through a specific academy to be ACOs, but NBAS doesn't specifically train courtroom testimony. E1 was open to collaborating for this type of training for the ACOs

We discussed how NBAS deals with livestock and wildlife. NBAS has a trailer and equipment to deal with livestock. E1 advised me that they have taken one horse since working with the City. The animal was taken to Sonoma County Fairgrounds by their staff. E1 described there were discussions with the previous Chief of Police when talking about emergency plans for wildfires and finding a place closer where livestock could be taken. E1 said that during one of the recent fires, there were goats that were seized and needed to be treated. They were brought to the CLAS because there was nowhere else to take them at the time. He said there is still a need to find other places for livestock that are close for these situations because the CLAS is not set up for this. E1 described that they have the equipment and capabilities to respond to wildlife calls, including rattlesnakes, and have resources to have the animals transported for treatment and release when possible. NBAS works with Sonoma County and Napa County wildlife when dealing with wildlife. They also work with Fawn Rescue and Reptile Rescue. E1 said NBAS is under Sonoma County Wildlife permit, and the staff is trained by them to capture and address wildlife. E1 said that if it is a bear or mountain lion, they will direct the community to contact Fish and Wildlife Services.

I asked E1 if NBAS has vaccination, spaying and neutering events. E1 said they have in-house spaying and neutering. Community members are able to contact NBAS and ask to be placed on the list for services such as low-cost spaying and neutering, and vaccination. NBAS does have a list and tries to get those on the list into a veterinarian as soon as possible. When a person is scheduled, they bring their animal to the CLAS and the staff take the animal to the veterinarian for the appointment. When asked, the point of having the staff take the animal to the veterinarian is for tracking and accountability. Regarding events, NBAS is still trying to establish itself in the community and is working toward that. E1 said that the priority right now is to get the CLAS population under control.

NBAS engages with the community through social media and its website. NBAS has recently been provided access to the City of Clearlake Animal Control media page within the past couple of months. It should be noted, Chief T. Hobbs provided NBAS staff access in December of 2022, and E2 has had access from working with the City prior to NBAS. E1 showed me their website which has information regarding the CLAS. NBAS doesn't provide flyers or mailers because most people use social media. E1 said he has spoken to People Services Inc. and asked them if they want to volunteer. I asked E1 if NBAS would be willing to be part of the National Night Out. E1 said that they do participate in this, however, it is difficult to participate everywhere because every community does this on the same day. E1 described that they use their "Cuddle Shuttle" when they participate in community events. This is a trailer where animals can be displayed for adoption, and they can provide information to the community. E1 described that they used this during a "Blue Zone" event held in the city. I also asked about educational material that is to be provided to the public. E1 said that this information is provided on their website. E1 also explained that NBAS is scheduled to be holding an adoption event over the weekend and has reached out to local media to promote it.

When asked, E1 said he is aware of some of the photographs being circulated on social media regarding the CLAS. I first showed E1 the photograph of an apparent bloody and fecal-covered kennel (Addenda C5). I asked E1 what would cause this. E1 said if a dog has diarrhea, this could happen, however, the stool would be brown. When a dog has giardia, this causes blood in the stool, which would cause this. E1 said the dog who was in this kennel had giardia and has since been treated. I asked E1 how long it took to address the giardia. He was not sure at this time and would have to research this. He understood that this is a hideous photograph, but it is something that can happen in any shelter. The blood and fecal matter on the wall and on the floor are caused by the animal moving around in the kennel spreading the blood and fecal matter. I asked if there was any other reason. E1 said if a dog got injured it could cause a similar scene. I showed E1 the other photographs in addenda 5. Regarding the photograph of the black and white dog with a red vest, E1 was not sure of the exact situation with this animal. Regarding the laundry, he advised that the photograph was probably taken during the time the washing machine was broken. He described how new linen was brought to the CLAS because of this, and reiterated what he described above. Regarding the photographs of kennels with stools and wet floors, he essentially was not able to provide context because he does not know when the photographs were taken. However, he believed it was taken before daily cleaning.

Through my investigation, it has been alleged that other rescues who used to work with staff at the CLAS refuse to work with NBAS, specifically E1. E1 said he doesn't even know who the

rescues are that the CLAS used to work with and essentially doesn't know of any rescues not willing to work with NBAS or him. E1 said he is willing to work with anyone.

I asked E1 what his experience has been working with the City prior to this investigation. Prior to working with the City in providing services, NBAS would receive many animals from Clearlake, directly and through other rescues. E1 said he was contacted by the previous Chief of Police because the City was in need of staff for services. NBAS sent ACO and Kennel Technician staff to help the City, without a contract, or even getting paid. NBAS did this to help, and there weren't thoughts of getting a contract. It initially was thought that this was going to be temporary, maybe a month or so. It began to extend further, which lead to a contract between NBAS and the City. E1 feels the relationship with the City has been great and wants to continue to move forward with improving the CLAS.

E2 interview summary:

E2 started working as a volunteer for the City at the CLAS for approximately six months. She was then hired as a Kennel Technician and worked for the City at the CLAS for approximately four years. When working for the City, her job duties were cleaning the CLAS, laundry, walking the animals, working with fosters, work regarding animal adoptions, work with rescues to transfer animals from the CLAS, and coordinating veterinary care. E2 said the ACOs also did some of the same duties but were also working in the community. E2 was not involved in any enforcement activity but would provide people with information of violations when they came to redeem their animals. E2 said she would respond to calls when others weren't available to transport animals to the CLAS if they were secured.

When the City went into contract with NBAS, E2 was hired by NBAS to work at the CLAS. This was in approximately July or August of 2022. When asked, E2 advised she was not sure what her role was supposed to be when she was hired. E2 believed she was to be the adoption and rescue coordinator. E2 doesn't believe she has any specific title but was hired as an ACO for the wage position. She said after being hired by NBAS, her job duties didn't change from what she was doing while working for the City. She thought that her position was supposed to be a shelter manager position overseeing the CLAS, but that didn't happen. E2 said she later spoke to E1 about this, telling him she wasn't interested in that type of position because of how things were going.

I explained to E2 that it was my understanding that she had built relationships with numerous rescues while she was working for the City, which she confirmed. E2 confirmed there were times that she would transfer animals as far as Washington, or they would meet halfway in Oregon. When asked, E2 approximated she worked with ten to fifteen different rescue type groups, which consisted of some out of state, some local, and some in surrounding counties. E2 described that some of the rescues specialized in certain types of animals. E2 gave examples of disabled cats, some preferred smaller or elderly dogs, or pregnant dogs, or just puppies. I asked E2 if these rescues work with NBAS, and she said they do. E2 said there were a couple of rescues which haven't been used in a while. E2 said that working for rescues continued after she was employed by NBAS. E2 described that was something she and E1 had discussed when she was hired. E2 explained that this was because NBAS located in Petaluma doesn't transfer many animals out because they are considered a rescue and are a non-profit.

E2 described that when she worked for the City, there was an overpopulation issue at the CLAS. Because of this, she did not work as hard on adoptions as she did on working with rescues to get dogs transferred from the CLAS. As more animals left, more animals would come to the CLAS. This prevented gridlock at the CLAS. She also said that this saved the City money on veterinary services because rescues would take unaltered animals. E2 said it is inferred that the COVID-19 pandemic influenced these issues, but she doesn't believe that as the CLAS was already having population issues.

Prior to the new portion of the CLAS being built, she estimated there would be only approximately fifteen dogs in the CLAS in a combination of the warehouse area and kennels in the outside of the facility. Cats were held in the small office room that was on site at that time. After the new portion of the facility was built, it was designed to hold eighteen dogs. It is

possible to hold more there if they were smaller dogs. At that time, the City didn't want to use the warehouse area. This was in part due to the lack of climate control. Even after the air conditioning was installed, it was difficult to maintain a good climate for the animals due to the building not being insulated.

When the City was running the CLAS, there was access to the local veterinarians, and P1 also worked at the CLAS. E2 said P1 would come to the facility and not only evaluate the animals, but also instruct the staff. If a sick animal would come in, E2 would text P1 a picture and information of the animal. P1 would direct the staff of what to do at the facility regarding giving medications and care. E2 advised that she would vaccinate animals and even give animals fluids subcutaneously. E2 has a background as a medical assistant which allowed her to have a good understanding of what care P1 was directing.

E2 believes that NBAS has a contract with Clearlake Veterinary Clinic for local veterinary services. E2 was not involved in acquiring their services for NBAS. At times, NBAS will use other veterinary services, but the Clearlake Veterinary Clinic is the primary veterinary service for the CLAS. E2 feels this causes animals to wait for veterinary services, and there isn't a veterinarian on record for staff to prescribe and dispense prescription medication. E2 described that when P1 worked with the CLAS, and was the veterinarian on record, they were able to have medications on site and did not have to go to a veterinarian for them. I asked E2 if veterinarians now respond to the CLAS and she said they don't. She doesn't know why this is. E2 advised that prior to the contract being put into place between the City and NBAS, another local veterinarian did come to the CLAS to euthanize a dog. This was due to the fact the dog was not handleable and it was safer then transporting the animal.

I asked E2 if there was a process for euthanasia at the CLAS of animals prior to NBAS, and she said there was. In the past they would work with the local veterinarians for euthanasia. She described there were times that veterinarians were reluctant to euthanize animals for non-medical issues. For this, the CLAS would work with the LCAC for euthanasia. I asked E2 if the CLAS was under a no kill shelter rule when it was run by the City. E2 said it wasn't. E2 described that the CLAS euthanized animals but continued to a minimal amount.

E2 said NBAS doesn't have a procedure for euthanasia, but it has been discussed. E2 has brought this up because she believes there are animals at the CLAS which could be euthanized. E2 said that NBAS should consider euthanasia due to the capacity of the CLAS. When animals are in a shelter for a long period of time, they can begin to have different issues. She described that some animals adjust to the kennel without issue; however, each animal should be evaluated as an individual. E2 gave an example of one dog at the shelter who is aggressive, cannot be handled, and is not adoptable, which should be evaluated for euthanasia. I asked E2 if there was a rescue that would take this animal, and she said she didn't believe a rescue would. E2 described that there are "sanctuaries" that may take dogs like this. She alleged that no-kill shelters and rescues will use services like this as a loophole because if the sanctuary euthanized the animal, it is not on their "books." This would allow a shelter or rescue to promote a no-kill status. She said that she has learned about this from the networking of rescues in the past. E2 also described that there are also other shelters and rescues that will hold dogs "forever" which she doesn't agree with because it is just prolonging the suffering of an animal.

When asked, E2 said NBAS does not work with the LCAC for euthanasia services. E2 said this is because NBAS is a no-kill rescue. Instead, animals with behavioral issues remain at the CLAS. NBAS's dog care manager has gone through behavioral training for animals. The last time this person was at the shelter that E2 is aware of was in January or February of 2022. This person came to the CLAS with NBAS's cat coordinator. The two came to the CLAS to train E6 and another employee in cleaning procedures. They were there for a couple of hours and then they left. Since then, they have not returned. E2 explained there has been a lack of training regarding behavioral evaluations, or behavioral reviews of the dogs at the CLAS. E2 said there are behavioral evaluations available, and she mentioned the "SAFER" (Safety Assessment for Evaluation Rehoming) (Reference 2). She described "SAFER" as a series of tests to evaluate the behaviors of animals. She also described that another thing that isn't done is behavioral modification of the animals, which she said was a time-consuming process.

I asked E2 about the giardia outbreak that was reported to have spread at the facility. E2 left on a two-week vacation. E2 described that prior to her leaving there was a dog of the type that would grab its food bowl and spin in the kennel, which she described was from stress. When she returned from vacation, she saw this dog in the play yard. She noticed that this dog had lost a lot of weight. E2 said it is typical to not notice a change if you saw the animal daily, however, she noticed because she was gone for two weeks. This dog eventually went to the veterinarian and was sent back with medications. At first, E2 didn't know what was wrong with the dog, but after talking to the veterinarian she was told the dog tested positive for giardia. E2 said E1 didn't let the staff know about this. E2 looked up what giardia is and discovered it is a contagious disease, that is zoonotic, meaning it can be transferred to humans. E2 believes that some of the staff may have caught it. She described giardia as a parasite that causes diarrhea and can occur with overcrowded shelters. E2 described giardia is easier to treat and keep isolated with lower population numbers. It is treated with medication that the dog was provided. E2's concern was that this dog prior to diagnosis was moved around the facility, such as in the play yard, essentially exposing other animals. E2 observed other animals who began to lose weight. The dogs were taken to the veterinarian and found to have giardia and would be treated. The staff began to strengthen their cleaning protocols, but E2 said it was later found out that bleach is the only chemical that kills giardia. E2 said that the CLAS staff don't clean with bleach, and bleach can't be mixed with the chemicals they do clean with.

E2 advised that they started with a deep cleaning of the warehouse area and used bleach. They also began to use step pans. I told E2 that I remembered step pans being in place when I was at the CLAS prior to NBAS taking over the facility. I asked E2 why those stopped being used. E2 advised that step pans are typically used when there is some type of outbreak, such as parvo. E2 said the step pans are not reliable, however, it is another layer of protection to keep from transmitting disease from one area to another in the facility. E2 alleged that she was the only person who would put the step pans down and change them. E2 advised that a sprayer was also purchased which was used to make sure there was the proper concentration of chemicals to spray the kennels. E2 said that part of the issue was that there was a lack of consistency with the other staff.

I confirmed with E2 that the UC Davis guidelines are the protocols they used to clean the shelter. E2 said that was what was being followed when the City was in control of the CLAS,

and these are the protocols that should be used now. E2 alleged that she does not believe the other staff has been trained in this, there is no copy at the facility to review, and when she has asked staff about this, she has received a response asking what UC Davis has to do with the facility. E2 said that she created a checklist of her routine in the beginning, approximately May of 2022, which she gave everyone to follow. She alleged that no one followed her checklist. E2 also alleged that the staff wouldn't clean the entire shelter every day and would rotate between the newer portion and the warehouse. E2 confronted the staff about this, and they responded that they didn't have time. E2 advised them to let their supervisor know, and it was unacceptable. When asked, E2 identified E1 as the supervisor she was referencing.

I asked E2 what food was used while the City was in charge of the CLAS. E2 said the CLAS would receive Diamond Naturals dog food from a local store. E2 said the City would provide dry food for the animals and the community, along with her non-profit once it was established, would provide wet food for the dogs. E2 said wet food wasn't necessary, but felt it was a nice thing to do for the animals. She described some dogs that needed more, and it also helped with dogs who didn't like to eat dry food.

I asked E2 about the reports of expired food. At first, the CLAS was still getting food from the local store. E1 wanted to begin bringing up donated food that NBAS had received. E2 described that this is common. She said she has also received donated food for the CLAS and said this was through "Greater Good Charities." This is typically food that is overstocked, going to expire soon, or broken bags. E2 explained it was not food that was returned but had broken bags that stores could not sell and was still good food. Donated food is typically a variety of food and not consistent. She observed that once the CLAS began using the donated food, which wasn't consistent in brand, she noticed an increase in gastrointestinal upset in the dogs. E2 explained that this is caused by the continual changing of food. When E1 began supplying the food to the CLAS, E2 asked if they could start "cherry-picking" the food to select particular brands. E1 explained to E2 that this was not possible as it is donated, and NBAS doesn't get to choose what is donated. When the food would be donated the staff would separate the food into the brands and types. She explained that this would allow them to provide the dogs with consistent food until they had to switch to the next. Regarding the expired food, she referenced a time that she believed was last summer. E1 sent up a brand that was a year expired. E2 also said that E1 had supplied the CLAS with wet food that expired in September of last year. I asked her how expired it was, which she referenced was a few months old. She said it was probably still good food, it just didn't make her "feel good." E2 said she had photographs but was not sure if she took a picture of them. E2 also said she had a planner in which she kept notes, but she doesn't remember where it is.

I asked E2 if she had photographs of other things which she said she did. E2 explained that the photographs she had were not the ones that have been circulating on social media. She continued and said that some of the pictures regarding the laundry being circulated might be hers because she had sent them to C2. E2 explained she didn't want the social media complaints to occur but believes after C4 wasn't allowed at the facility it was "game on" for those who began to post on social media.

I advised E2 of a report regarding the senior center having donated a pallet of expired food to the CLAS when the City was running it. I asked E2 if this food was used, and to tell me what happened with that food. E2 said she remembered that and the food was from “Great Good Charities.” The senior center had received numerous pallets of food, which they stored in the garden at the senior center. E2 described that the food was sitting in the sun and the senior center was donating that food to the community. E2 said that staff from the CLAS went to the senior center and loaded up their trucks with food from the senior center. At that time, the CLAS also used that food to give away. She said if there was something there that was “really high quality” it was kept and used at the CLAS, describing specifically cat litter which was received from the senior center. That allowed the CLAS to not need to purchase litter for a while. E2 said that she didn’t remember any of that food necessarily being expired, but it had sat in the sun for some time. She continued and stated, “Unless it was something really high end...we might of saved it and used it for a particular dog having a hard time or something.” E2 continued and said that she would not provide expired food to the public because of liability.

I asked E2 if there has been adequate food for the animals at the CLAS. E2 explained regarding all supplies, that there are times the CLAS has run out and it has had to be purchased. E2 said her non-profit, CCLAA, supported that a lot of the time, specifically with the cat and kittens. E2 said the staff at the CLAS were used to using specific things for cats and kittens. E1 would only send specific supplies or one case of cat food. E2 described that CCLAA would supplement supplies at the CLAS of things that the staff wanted. E2 also explained that E1 would send expired treats to the CLAS and isn’t consistent with sending treats for the number of animals. She said this is why CCLAA would supplement “the fun and good stuff”, like toys, and treats for the animals.

E2 said CCLAA was established in 2018 or 2019. It was started by E2, PE1, C2 and another past employee. They started CCLAA to support the CLAS, but it wasn’t anything official with the City. E2 said it was primarily started to supplement and pay medical services. E2 described that if a dog came in with major medical issues it would be euthanized. The CCLAA gave them more freedom to spend more money on a particular animal for medical services. E2 described that the local veterinary services would work with the CCLAA regarding discounted prices. She gave an example of a dog with a broken leg may cost a citizen \$2,500, but the veterinary services would only charge CCLAA \$800. E2 explained that the CCLAA would post a fundraiser, get the animal the medical attention, and then it would either be adopted or sent to a rescue. I asked if there was a written agreement between the City and CCLAA. E2 said there wasn’t, and it essentially was that “they (referring to the City) didn’t care.” E2 said CCLAA was specifically started to support the CLAS, and when any fundraising was done it was for this purpose. CCLAA also supports community members who are struggling to pay for medical services for their animals.

I asked E2 about the allegations of there being some type of issue between NBAS and CCLAA. E2 explained in years prior to the contact between the City and NBAS, the relationship was “great” as a rescue. When E2 reached out to NBAS in the past they would take animals from the CLAS if they had room. E2 described that once NBAS was involved with the CLAS there was a conversation between E1 and another NBAS board member who approached E2 regarding CCLAA and asked her to put them on the CCLAA board. E2 told them that she was

not going to do that. E2 said after that conversation, when she would call E1, he would joke with her saying “Oh I thought you were calling me to add me to the non-profit.” E2 explained that it got to the point where she told E1 to add her to the NBAS non-profit and she would add him. E1 told her that he couldn’t do that, and E2 responded to E1 that neither could she. E2 said this raised “red flags” for her because there is no need for E1 to be a part of CCLAA for them to continue to support the CLAS. E2 alleged that E1 did not like items being sent to CCLAA to the CLAS address as this is not the address for CCLAA. She alleged that E1 told her this couldn’t happen and E2 would need to have the items sent to her residence. She also said E1 told her that he wanted the public to come to NBAS. E2 disagreed with E1 telling him “No...the more the merrier.” E2 didn’t understand why E1 didn’t want more support for the community. She alleged that E1 wanted everything to go through NBAS, encouraging people to donate to NBAS or send the items to NBAS in Petaluma. E2 said she didn’t understand why someone would donate to Petaluma for the CLAS, and what the chances would be that it would make it to the CLAS. E2 told E1 that if someone came to the facility and wanted to donate, she would direct it to NBAS. However, if it was a donation that was not at the facility or a fundraiser put on by the CCLAA, that donation would go to CCLAA. E2 also explained that if someone came to the CLAS to donate she would also have someone else deal with them, so she was completely out of the process. E2 said that CCLAA was there to support the animals, and there wouldn’t be a need if NBAS would “step up” and make sure that all the supplies are there they need. E2 claimed there were times when cleaning supplies, such as bleach or scrub brushes, weren’t sent, so the CCLAA would purchase the items.

Regarding supplies, I asked E2 if there was some kind of inventory checklist, communication, or routine, since NBAS supplies come from Petaluma. E2 explained that E1 is contacted about supplies. E2 alleged that when she would contact E1, he would contact another staff member to verify what she said. She described that E1 had everything go through him. She believes that he may have been “bombarded” by everyone telling him what they needed. E2 said the staff did try to start an inventory list in the laundry room of things need, but there should be a consistent supply of the basics for stockpile. E2 said the ACOs from Petaluma bring supplies each week on the dedicated ACOs days off. E1 alleged that there were times supplies weren’t brought, like bleach. The ACO from Petaluma would tell her they didn’t have any at the Petaluma facility for them to bring. With this, E2 didn’t understand why E1 couldn’t inform her and asked her to purchase the supplies and later reimburse her. E2 alleged when supplies ran out and were not supplied, she would purchase them through CCLAA or use her own funds. I asked if NBAS would reimburse her, and she replied “No.” I asked her how often this happened. She replied that up until she went out on leave, she would purchase bleach for the laundry.

E2 continued and said the laundry was also an issue. She described how even with running the washing machine constantly, the ability to keep up was not there due to the number of animals at the CLAS. When asked, E2 described that the amount of laundry was in part because of the number of animals at the CLAS, along with it being winter, the laundry being wet, and needing continual change out. E2 explained she would also take the laundry to the laundry mat at her lunch break and on weekends. She did this because it was more efficient to use ten machines rather than the single one at the CLAS. E2 let E1 know of this a “couple of times,” and would request more bedding. NBAS would send up “one bag” of blankets. E2 believes

NBAS receives donations at the NBAS facility in Petaluma and may not review all the donations. She believes this because there were a couple of times bags were sent that contained human clothing.

When asked, E2 advised that when she started working for the CLAS, the new portion was not built and there was only the warehouse portion. The drainage for the tan kennels in the warehouse was put into place before the kennels were installed. E2 said that in the beginning there were only the tan kennels, but later the CCLAA received a donation of the metal kennels which were later added to the warehouse.

I asked E2 if she was aware of how the City and NBAS came into contact. E2 jokingly said she would blame PE1. E2 described that an ACO had quit, and there was only PE1, E2, and another part-time kennel technician, whom she described was not reliable, working at the CLAS. PE1 then quit leaving no ACOs working for the City. E2 mentioned this to E1. E1 told E2 that NBAS may be able to assist, as they perform animal control services for other communities. E2 then put E1 into contact with the previous Chief of Police, Andrew White, at that time. Initially, there was a temporary agreement put in place, which eventually led to NBAS running the CLAS. E2 did not feel there was a need for them to take over the CLAS. E2 described it as a faster hiring process through NBAS than it is for the City. We discussed the fact that NBAS also pays employees more than the City can pay.

I asked E2 what the longest an animal would be at the CLAS during the time the City ran the facility. E2 estimated no more than six to seven months. It should be noted, this is not accurate as there have been dogs at the CLAS for over a year, prior to NBAS. E2 explained that as long as animals are moving through the shelter and there is space, it allows for other animals to remain at the shelter longer. She advised that there are animals at the CLAS now which have been at the facility for over a year. E2 explained that many shelters will hold dogs for long periods of time as long as the animal is not stressed out. When asked, E2 said there are two to three dogs that have been at the CLAS for over a year, and a few more that are coming up to the year mark. E2 described one dog that has been at the facility for over a year and has cancer and heartworm. I asked E2 why this dog has not been euthanized. E2 replied that is what she would do. E2 said that the decision for euthanasia is E1's. I asked E2 how many animals have been euthanized since NBAS took over the CLAS. E2 said she doesn't recall any dogs with behavioral issues having been euthanized, but there have been ones for medical issues. E2 continued and alleged that in these cases it was not immediate. E2 alleged that there were animals at the shelter that could have been euthanized for medical purposes, but they would sit at the shelter for a week, "suffering", and NBAS would "put a bunch of money" into medical care and saved them, this included cats. E2 described a cat whose eyes had to be removed, that NBAS paid for veterinary care for and was ultimately adopted. This animal waited a week, and she described that this animal should have been euthanized. E2 said that if it was up to her the animal would have been taken to the veterinarian and euthanized, due to medical justification. When asked, E2 said she was not included in the discussions which would have justified spending money on saving an animal versus euthanasia. She believes these decisions are between E1 and the Veterinarian.

E2 described two dogs, one who was very old and became unable to stand on its own and soiled its bed, and another female dog that had mammary glands which had become infected. She said those two dogs were at the CLAS for approximately a week before they went to the veterinarian, and the elderly dog was euthanized. I asked E2 why it took so long for these dogs to go to the veterinarian. She replied she didn't know and that all those decisions went through E1. Prior to NBAS running the CLAS, E2 would reach out to any veterinarian who could see an animal. Now, NBAS works with Clearlake Veterinary Clinic and believes that it is determined on if they can facilitate an appointment or not. E2 believes that NBAS and Clearlake Veterinary Clinic may have a contract in place for services but wasn't sure.

Regarding medications prescribed for animals by veterinarians, E2 said that the staff at the CLAS would provide the medication to the animals. E2 alleged there are issues regarding this and there were times when staff would forget to give the medication. E2 said there are procedures for this. She said each animal in the CLAS has an observation sheet where the staff is to mark information for medications, and other information like defecating times and consistencies. This was a new procedure that NBAS implemented which E2 said was a good idea. E2 said the issue with it is the inconsistency of the staff marking the information and that it was time-consuming. E2 said because of this, she and the other staff would primarily only use the forms for animals that needed medications.

I asked E2 how many staff members are currently dedicated to CLAS. E2 said that there are four; her, two Kennel Technicians, and an ACO. She said that a week prior to Christmas, E1 allowed two of the staff to go on vacation, so there were only her and another Kennel Technician for the CLAS. E2 alleged that, prior to the contract between NBAS and the City, when ACOs were coming from Petaluma, there were times when the ACOs wouldn't arrive at the CLAS until around 11 am and leave before 3 pm, and sometimes they wouldn't arrive at all. She said that this occurred more, prior to the contract between NBAS and the City. E2 said the calls for service were going to the NBAS facility in Petaluma, so she didn't know if the ACOs were in City, because she didn't see them come by the CLAS. When E2 asked E1 about this, he wouldn't respond to her. E2 said there was a lack of response to her from E1 prior to her being out on injury. E1 would text E2, because that was his preferred method, regarding supplies, and she would not receive a response.

E2 said she would screenshot the text messages she was referring to. She also had photographs of "crappy conditions", which she said have been addressed, which she agreed to send me (addenda 9).

I asked E2 about the allegations that rescues E2 has worked with in the past aren't willing to work for NBAS. E2 said she didn't think this was true but feels the rescues prefer dealing with her at the CLAS since they know her. E2 described a rescue from Washington which she has been dealing with in the past at the CLAS. She alleged that E1 had shown up while they were there, didn't introduce himself, and left the CLAS. She described how E2 did not come off friendly. E2 said there are other rescues in the Bay Area whom she believed are aware of issues going on with NBAS, so she feels that they don't want to be involved. However, E2 said she works with them, and she feels for communication purposes, rescues may prefer dealing with her as they are familiar with her. E2 said that rescues have reached out to her since she has been on

leave and has directed them to contact NBAS directly or show up to the CLAS if they have room for animals.

I asked E2 about the allegations regarding the CLAS being in disrepair. E2 said there were repairs needed during the time the CLAS was under the City's control. When asked, E2 said the on-demand hot water heater was leaking in the office, kennels needed repair, and lights were out. E2 believed the City maintenance worker had been in communication regarding this with City staff. E2 also agreed there are no lights on the exterior of the new portion of the CLAS. This has caused her to position her vehicle to illuminate the area to work. She also brought portable shop lights to the CLAS to use. This is not a concern during the summer hours when the sun is up for longer.

I asked E2 what her role is with the CCLAA. She said after PE1 and another past employee quit, they also quit the CCLAA. This left E2 and C2 running the organization. They have spoken about adding more board members and doing more with the CCLAA. I spoke to E2 regarding events, including spay and neuter clinics the CCLAA hold. I confirmed with E2 that the CCLAA holds spay and neuter clinics in the county, even though the name is the City of Clearlake Animal Association. E2 said they focus on the City of Clearlake, but they will help anyone in need within the county. E2 said the CCLAA doesn't have a specific spay and neuter program, and they shop around for veterinary services that can facilitate the needs. She explained that CCLAA works with the veterinary services in Middletown because they are the best priced for CCLAA. I asked E2 if she and E1 have spoken about working together. She said they had, but E1 said for that to occur he had to be a part of the CCLAA non-profit. E2 said this wasn't going to happen, and she wouldn't do this.

E2 described an incident where the CCLAA had received a donation from the ACLC, and E1 "lost his mind." It should be noted, Lake County News reported on this donation in September of 2022, and noted the amount of the donation was \$83,623. I advised her I was also aware of the donation, due to the fact that it was asked about by the Grand Jury, believing it had been provided to the City. E2 described how it came about, and that C6 didn't want it mentioned, which they typically would post on social media. E2 described that when C6 retired, she mentioned the donation to the CCLAA during an interview by the local media. During that interview, C6 made it seem that the donation was for the CLAS, which is what caused the rumors. The donation was provided in August of 2022, which the CCLAA has used to help with spay and neutering for the community. E1 had approached E2 about this and asked if the money would be better utilized if provided to NBAS, and she didn't agree.

I asked E2 what the training protocols for the CLAS are. E2 alleged there really hasn't been any. E2 gave an example of care for prenatal kittens needing special training. Instead of asking E2 to train the staff, E1 said that staff from NBAS would come to train the staff at the CLAS but that never happens. I asked E2 if there were specific cleaning protocols that staff are trained on, and she described the UC Davis cleaning guidelines.

I asked E2 if there have been any improvements since NBAS has taken over the CLAS. E2 said she feels there has been an improvement regarding there being two animals scheduled per week, every Wednesday, to go to the veterinarian for spay and neuter services. E2 believes that this hasn't occurred though since she has been on leave. E2 said that she was advised that this

stopped but did not want to provide her “source” where she obtained this information. E2 said after an animal is spayed or neutered, they are moved on the website to the adoptable area. She has noticed that this hasn’t been done since she has been on leave, and that she isn’t the only person at the CLAS who knows how to do this. E2 said that NBAS runs the website, and it is attached to the software NBAS uses to track animals, Petpoint.

When asked, E2 said she hasn’t had any interaction or made any report to the board of NBAS regarding the issues she has described. E2 described that everything goes through E1 and she never thought about going around him to report the issues. E2 said that she had reached out to the previous Chief of Police, and the other administration at the Police Department regarding issues. E2 additionally said that she has never met any of the members of the NBAS board. It should be noted, this is a contradiction to her statement regarding being approached about joining CCLAA.

I asked E2 how it became that there are so many animals at the CLAS. She advised animals just kept being taken in at the shelter. She described that prior to NBAS, she would also use the warehouse to shelter animals. She would notify the Lieutenant of the police department at the time about this, who would tell her he didn’t agree. She described that she would only do this for temporary purposes, if she needed space to hold an animal she knew was going to be moved to a rescue or some other source for a few days or a week. E2 then said that now NBAS will turn away “puppies” at the CLAS, but an ACO will bring in a dog later. E2 said she believes this is at E1’s direction because the ACO staff doesn’t pick up or do anything without confirming with E1 first. E2 described a time when an unhoused person brought puppies to the CLAS they said they found, and E1 directed staff to turn the person away. The person said they were going to then give the puppies away. E2 decided to take the puppies and gave them away through the CCLAA and later gave them away to a rescue. I asked E2 why the rescues are coming to the CLAS like they used to. E2 said that the rescues still are however, they are full as well, so they don’t come as often. She said that many of the rescues have issues with taking big dogs, or ones with behavioral issues. She continued and said that in the past there wasn’t much of a need to euthanize animals for this because there weren’t as many. Now, many shelters and rescues are looking at this as an option because they are overwhelmed with capacity issues. E2 described that shelters in the “Central Valley” are even having to euthanize puppies because they are unable to get them adopted. E2 described ways that people in the industry use to prevent this are by asking the community to hold onto the animals they bring until the shelter has space, reach a rescue, or get them adopted directly from the community.

I asked E2 about the allegation of an injured dog being left in an ACO vehicle overnight. E2 said she did remember this, which was August 15, 2022. E2 described that PE1 had left the dog overnight in the ACO vehicle, which he said was at the direction of E1. The dog was placed in the ACO vehicle around 7 pm and no one notified the other staff. The next morning around 9:30 am the other ACO officer was notified about the dog by E1. I asked what ultimately happened with the dog. She believes it was taken to the veterinarian and euthanized, which she believes was around 10:30 that morning. E2 doesn’t know if any emergency veterinary services were attempted for this animal. E2 took pictures of the dog which she later sent me along with other photographs (Addenda 10). When asked, E2 said she had never seen any situations like this prior to or after working at the CLAS.

I asked E2 what she felt the disconnect between E1 and everyone else is. E2 believes this is in part due to E1's lack of communication. E2 described this as E1 not communicating or responding to staff and others. She also thinks that once NBAS took over the animal services for the City of Clearlake, it may have been more than what they thought it was going to be. I asked E2 what her thoughts were on improving from where the situation is now. She feels that there needs to be an increase in oversight and transparency with NBAS. Confirming veterinary care is being performed, training, enrichment of the animals, supplies to the CLAS, making dogs adoptable, and providing spay and neuter services to the community. Regarding the overcapacity at the CLAS, she said this was an issue prior to the contract with NBAS. She said that she had a discussion with the prior Chief of Police, Andrew White, and E1 regarding this in June 2022 and October 2022.

NBAS staff members E3, E4, E5, E6 and E7 general information interviews summary:

All the above-noted staff members were asked about how long they have worked for NBAS, and their positions. Each was able to provide this information. They each described their training consisted of watching the required DVD videos, taking a test, and hands-on training with experienced staff. They were all aware of the UC Davis cleaning procedures and explained the appropriate process for cleaning the CLAS. This included the use of appropriate chemicals. There is no checklist for cleaning the facility, as the process doesn't change. There is a whiteboard staff uses to identify what animals have been walked or to communicate other information. All the staff were aware of the necessity for sanitation regarding infectious diseases. All but one was able to identify where the MSDS for the facility was located. Few knew what the purpose of the MSDS was and all were shown by me. Supplies are provided to the CLAS by NBAS. Staff communicates with E1 when supplies are needed. Petty cash is located at the CLAS which staff has access to for purchasing supplies if needed.

Laundry is done daily. There were issues with the washing machine which caused the laundry to back up. This has since been resolved and the staff maintain the laundry. Not all animals get linen. This is because some animals shred the linen and there is concern some consuming the fibers which would cause health problems. When laundry is no longer usable, it is disposed of. Linens are provided to the CLAS by NBAS and donations. None of the employees remember receiving human clothing from NBAS, but there have been times when donations are brought to the CLAS from the community that contain clothing.

There is no onsite veterinarian at the CLAS. Veterinary services are provided by the Clearlake Veterinary Clinic. There is a standing appointment for the spaying and neutering of animals on Wednesday. E1 is the person who approves and schedules veterinary services. If there are medical emergencies, E1 is contacted. Staff are responsible for the transport of animals to veterinary appointments. Fosters and community members who have scheduled veterinary appointments through NBAS are to bring their animals to the CLAS for the staff to take to the veterinary appointments, and then the fosters or community members can pick the animal up after. Animals are spayed, or neutered, and vaccinated prior to adoption. All staff can provide medications that are prescribed by veterinarians; however, they have come to a consensus that specific staff members will be responsible on specific days. This is to ensure the medications are consistently provided. This information is logged.

The staff believed that the CLAS could safely shelter between thirty to forty dogs, this included the warehouse and the new portion of the facility. Staff believe that if only the new portion of the CLAS is used that approximately twenty animals could be housed safely. At the time of the interviews, there were sixty-two dogs in the shelter. There were only two cats. There is no specific emergency plan at the CLAS for the evacuation of the animals. When asked about the procedures to deal with the emergency overflow of animals, staff either didn't know what the procedures were or believed portable crates would be used to temporarily house animals. The staff either were not aware of procedures regarding animals being brought to the CLAS if it was full or said that animals were only accepted with E1's approval. The majority of the staff were aware that NBAS works with other rescues that take animals from the CLAS. NBAS staff are aware of protocols for dealing with livestock and wildlife.

Regarding adoptions, the staff is aware of adoption procedures, including behavioral evaluation, vaccinations, spaying, and neutering. Animals are posted on the website for adoption or transferred to rescues. This was done by E2 but since she has been gone E5 has been getting training and taking on these responsibilities. There is no time limit for animals to be at the CLAS, and there are a few dogs that have been at the CLAS for over a year. Most of the staff were unaware of the euthanasia protocols. Other staff said these decisions are E1's responsibility.

Food for the CLAS is provided by NBAS. The food is donated or purchased. E1 is contacted when food is needed to be supplied to the CLAS and an NBAS member from Petaluma brings the food. Some of the staff said either they were not aware of any expired food ever being at the CLAS or didn't look at the dates. Some of the staff advised that they have seen expired food at the CLAS from NBAS, and the expiration was no more than a couple of months. The food provided to the CLAS does change. The staff is aware that changing food types or brands can cause gastrointestinal issues for animals. The staff does not provide different food for the animals during each feeding. They separate the food by brand and provide it to the animals until it runs out and then transition to another brand. This is to provide as much consistency as possible to the animals and to reduce gastrointestinal issues.

Most staff are Kennel Technicians and are not involved in ACO enforcement. The ACO officer described that they respond to complaints received by NBAS. If a complaint is identified as an emergency, they respond immediately. The ACO was aware of the proper procedure for investigating bite reports, including quarantine of animals, report completion, and the forwarding of the report to the Health Department. The ACO was unaware of exactly how many bite reports have been completed. The ACO issues minimal citations and focuses more on providing warnings for violations.

Staff were aware that NBAS engages with the community through social media sources and their website. The website is maintained by staff in Petaluma. There are no vaccination, spaying, and neutering events held. The staff said for this there is a list created for community members who are seeking these services, and appointments are scheduled.

E3 interview summary/ additional information:

E3 is aware of the photographs on social media. I reviewed the photographs with E3 (Addenda 6). I showed E3 the photograph of the kennel with blood and feces. E3 identified which dog's kennel this was. She identified that this dog had giardia, which caused him to have bloody diarrhea. The blood/ feces on the wall were from him jumping on the wall after stepping in the bloody feces on the ground. She said that this dog was provided with medication. She believes it was a total of two treatments for two weeks because the first treatment didn't resolve the medical issue.

I asked E3 about the allegation regarding the injured dog with a red vest. She described she did not believe the allegation was accurate. The dog came to the CLAS on her day off and believes it was a Thursday. When she returned on Friday, the dog was already gone from the shelter, and she believes it was at the veterinarian's office. She believes it was adopted by the veterinarian's brother. The photograph with the Pitbull with a blue cot standing on a wet floor. E3 said this dog's kennel is just inside the roll-up door to the warehouse area. When the CLAS clean the warehouse area, they open the roll-up door which allows the area to air out. The wet floor was from the door being open. E3 described the photographs of the dogs in the play yard when it was raining. She said there were three dogs, which were taken from the owner. The owner was at the CLAS that day to visit the dogs, and that is why they were in the play yard. I asked E3 about the photographs of small crates in the center of the warehouse with a dog inside of one next to a generator. E3 said she didn't know when the photograph was taken. E3 said this dog is an "escape artist" and was placed in the small crate at night because of this. Additionally, this dog's larger kennel was outside, and they didn't want him to get cold by sleeping in an outside kennel. She said the dog would be removed to a larger kennel during the day after the staff arrived and began cleaning the kennels. She also said the dog likes to pick up its water and food bowl and hold them. This causes food and water to spill, which is what she believed was why the floor was wet.

I asked E3 if there was a time when the thermostat in the warehouse was broken. E3 said she didn't believe it was broken, but there was a time when the CLAS ran out of propane for a day. She described it wasn't for an extended period of time. I showed her the photograph of the thermostat reading 35 degrees. E3 didn't know when this would have been.

I asked E3 about the photographs of the piles of laundry which were on social media. E3 said this was during a time when the washing machine at the CLAS had broken. They would go to the laundry mat so the dogs would have blankets for the night. At that time, they also had an abundance of blankets, so they didn't go to the laundry mat as often because they had enough extra blankets for the dogs. I asked why the laundry was left outside getting soaked between the warehouse and the laundry room. She said she had no good explanation for this, and that the laundry was placed there to be sorted, and washed and it wasn't gotten to. E3 said that the laundry is supposed to be placed in totes and then washed throughout the day. Because the washing machine was broken, they didn't get to the laundry mat as often and this caused the pile. She estimated the laundry issue took a couple of weeks to resolve.

When asked, E3 said she enjoys her job, loves working with the animals, and the support she gets. I asked E3 if she had any concerns working for NBAS and asked her about the allegation

of staff being manipulated. E3 said she does not believe that and described that the staff will “butt heads” sometimes. E3 described this as just having general personal disagreements. I asked E3 if she knew what the relationship between E1 and E2 have been like. She said she doesn’t know anything directly and hasn’t heard anything from E1. She got the feeling from E2 that she didn’t like the fact E1 was her boss and that NBAS took over the CLAS. I asked E3 what her relationship has been like with E1. E3 said that she has a good working relationship with E1, E2, and other employees at the CLAS.

E4 interview summary/ additional information:

When asked, E4 said she was aware of the photographs being circulated on social media. I first showed E4 the photograph of the kennel with blood and feces. E4 identified that the dog in that kennel had giardia. She described that this kennel would look like this almost every morning when they would come in to clean. The dog's feces had a lot of blood in it, and she described that this dog had giardia on and off for about a month. Since then, the dog no longer has giardia, his kennel does not look like this, and he is still at the CLAS. She believes this picture was taken by C4 when she would come in the morning and get the dogs to walk. She added that volunteers weren't supposed to be passed the gate for liability purposes. This was because if the staff was moving a dog and the volunteers were moving a dog, an issue could occur.

I asked E4 if she was aware of animals being at the CLAS for long periods of time without getting veterinary care, and she said she wasn't. I showed E4 the picture of the injured dog with the red vest. E4 said that this dog came in with two other dogs. When E7 was feeding the dogs, they began to fight and were separated. E4 described that when she ran back to help the incident had already ended. The injuries in the photographs were from that incident. There were no broken bones, only cuts. E4 contacted E1 and the dog was taken to the veterinarian that day or the next, she couldn't remember.

I showed E4 the photographs of the dogs in the play yard when it was raining. E4 said she knew who these photographs were from and said she was working that day. E4 described that there were three dogs, and the owner of the dog was living in a women's center. The owner came to the CLAS to visit her dogs, so the staff placed the dogs into the play yard so that the owner could visit her dogs. While they were in the yard, E4 cleaned their kennels. She said while the person who took the photographs was at the facility, she had also put the dogs back in their kennels.

E4 was shown photographs of the dog and small crates in the center of the warehouse. E4 described that the staff was using these crates to house animals. This is because they were receiving a lot of animals from the police department, and they can't turn them away. Because they had no other space, this caused them to be placed in small crates.

I asked E4 about the photograph of the thermostat showing a temperature of 35 degrees and asked her if there was ever a time she could remember when the heater was broken, or not operational. E4 said there are times when the door bumps into the thermostat and turns it off when they are cleaning. She believed that this might be what that is from.

E4 said she was familiar with the photographs on social media of the laundry between the warehouse and the laundry room. E4 described the pile began to accumulate when they were cleaning kennels. The rain caused the blankets to become too heavy for them to move and were in a condition that they weren't able to be used. This went on for about a month, and after the photograph, they cleaned up the pile, throwing the blankets away. Since then, they do not allow the laundry to pile up and wash it as the day goes.

E4 has only worked at the CLAS under NBAS. I asked E4 what her experience has been like. E4 says she loves the animals and her coworkers. Personally, she feels that things could be better. She feels that there should be two supervisors. She feels that everything being put on one person makes the staff feel like they can't contact that one person. When asked, E4 said she was referring to E1. E4 described that there is a lack of communication.

E4 said she worked with E2 when she was at the CLAS. She described that she felt E2 wasn't nice to her, and that she and E2 had gotten into screaming matches with each other. E4 said she and E2 would argue about cleaning procedures. E4 described she would clean with soap and E2 would be pouring bleach on the area, which she felt would make it dangerous for them to breathe because of the chemical reaction.

E4 also remembered the day after Christmas when she and E2 were working together. E2 told E4 that she doesn't like E1, liked it better when they were working together before he became the boss, and she is just waiting to get fired. E4 described that she didn't know that E2 was a Kennel Technician because she stayed in the office doing paperwork. E2 said that it was the day after Christmas that she found out E2 was a Kennel Technician because she started helping her clean. E4 described that her and E2's relationship was good sometimes and bad sometimes. When E2 left on injury, they were in a good time.

I asked E4 about the work environment. E4 said that since she started working for NBAS, she has become more stressed. She works four days a week, and it is only her and one other person taking care of the animals. She feels there could be another Kennel Technician because of the number of animals. Regarding the rest of the staff, she said they are like family. They do argue, but she likes working with the rest of the staff.

E4 essentially said she liked working at the CLAS, especially the fact that it is a no-kill shelter. She would be sad if this changed, and believes there should be a reduction in dogs, or further addition and staff.

E5 interview summary/ additional information:

E5 said she was aware of the photographs being circulated on social media (Addenda 6). I first showed E5 the photograph of the kennel with feces and blood. E5 knew which dog was in this kennel. She said this was common in his kennel because the dog had giardia, would move around in the kennel, and jump onto the walls spreading it. When the staff first noticed that the dog had bloody diarrhea, they notified E1 and began to note the information. The dog later went to the veterinarian and was treated. When asked, E5 said it was a couple of days before he went to a veterinarian. When asked, E5 said that none of the other dog's kennels looked like that.

I showed E5 the photograph of the dog with injuries and a red vest. E5 was familiar with the dog. She described this dog came to the CLAS with two other dogs. A fight started between the dogs, they were separated, and she had injuries from the fight. E5 notified E1 about the injuries and asked E5 to call veterinarians in the area to see if she could be seen that day. E5 said she did this, and no veterinarian could treat the dog that day. The staff provided first aid to the dog, provided the dog with an animal "carprofen", and the dog was later taken to a veterinarian when an appointment came available. E5 described that when animals had minor injuries, they would photograph the injury, notify E1 or other NBAS staff, and ask for guidance. The staff can provide basic first aid to the animals.

E5 was shown the photographs of the dogs in the play yard when it was raining. E5 said that the dogs were placed in the play yard that day because the owner was coming to visit the dogs. Since this day, the three dogs have been returned to the owner. E5 described that the owner was in a living situation on this day where she could not care for the dogs. E5 said that when it is raining dogs are generally not placed in the play yard. When they are, rain jackets are put on the dogs.

I asked E5 about the photograph which showed the thermostat was at 35 degrees. E5 described that this was caused because the CLAS ran out of propane. She said that the propane company didn't show up when they needed to and are on a schedule to deliver propane. When the staff noticed that there was no propane, they contacted E1, and the propane was delivered shortly after. E5 believes it was either the same day or another day that it was delivered.

I asked E5 about the photograph below the photo of the thermostat with diarrhea feces in the kennel. E5 said that this does occur with new dogs who come to the CLAS. When dogs come to the CLAS they become stressed because it is a different environment, and this can cause stress and diarrhea in the animals. During the night, dogs move around in their kennels and spread their feces.

When asked, E5 said she didn't work for the City and has only worked for NBAS at the CLAS. She had applied for both NBAS and a local veterinarian hospital. She started working for the veterinarian and was called shortly after to work for NBAS. She decided to take the job with NBAS, partly because she has always wanted to be an ACO. E5 said she loves her job, feels the CLAS and staff get all the support they need from NBAS, the dogs are taken care of, and thinks of them as her own. As an organization, she described the staff at NBAS as a "big family." When asked if there was room for improvement, she felt that there is always room for improvement. She does feel that it would help if there was an onsite manager at the CLAS. I

asked E5 if she has ever heard concerns from the community regarding lack of responsiveness from NBAS, and not hearing back fast enough about issues. She says there has, and that it could be mitigated with an onsite supervisor.

I asked E5 if she had any concerns. E5 said a concern for her is the dogs that have been at the CLAS for over a year and feel there needs to be a “cut off” time. She feels this is because it is unfair for the animals, and for other animals they could serve if there was space.

E6 interview summary/additional information:

When asked, E6 said she is aware of the photographs being circulated on social media (Addenda 6). I asked E6 about the photograph of the kennel with bloody feces. She was aware of the dog in this kennel. She said she didn't know when this photograph was taken. E6 described that during the night, animals defecate, can step in their feces, and spread it around. This dog's feces was extremely bloody, because he had giardia, and the condition of the kennel was caused overnight. When the staff comes into the CLAS, this would be cleaned, and he was not left in it. E6 said it took a week or more to get the dogs condition under control.

I asked E6 about the thermostat and asked why the shelter was so cold. E6 said that the propane company did not deliver the propane, and it ran out. She believed it was because the propane company had skipped their delivery. E1 was notified and propane was delivered. E6 could not remember exactly when this occurred but said it didn't take long to get resolved.

E6 said she recognized the dogs in the photograph where they were in the play yard. She said that dogs are put in the play yard, even when it is raining so that their kennels could be cleaned. The dogs are then towel dried before going back into their kennels. I asked about these dogs being out for their owner to visit. E6 said she does not know about this, and essentially was describing that they do place dogs in the play yard while they clean. E6 said that they also bathe the dogs prior to them going out for adoption, if they are visibly dirty, and if time allows other times, except when it is raining or cold because they don't want the dogs getting sick.

I asked E6 what her experience has been like working for NBAS. E6 said she is one of the longest-working employees at the CLAS for NBAS. She likes the job but wishes there was more appreciation, and does feel that there is favoritism. She said that E1 is not "harsh" or a "bad guy" and keeps to himself. When asked about favoritism, she referred to how some people are paid more than others and described how E1 responds better when text from some staff over others. E6 said E1 doesn't usually respond to her text, and there are times when she will have to call him a couple of times before he will answer or call her back. E6 described that she keeps to herself, which she has heard E1 appreciates about her. She has no interest in being an ACO, and isn't the type of person that is management or "bossy".

I asked E6 how it has been since E2 has been gone. She said it has been good. E6 described she got along with E2, as she does with everyone, until E2 started "picking on" staff. E6 described that E2 started being rude, calling the staff "children", "immature", and "crybabies." This caused E6 to begin to stop talking to E2 because E2 would come in and be "rude" to the other staff. When asked, E2 said she has told E1 about this.

When asked, E6 said that E2 was not a supervisor and that they were told she was a Kennel Technician. From the time E6 started working at the CLAS, E2 spent her time in the office. E6 stated, "When things started kicking off with like drama with her, she started working." E6 described how she started working out in the kennel area for approximately two weeks and then was out on leave after she got injured. E6 said prior to this she hadn't seen her clean the kennels until then. She said that E6 was always in the office, had friends at the CLAS with her, or was gone.

I asked E6 if E2 was working on getting rescues to the CLAS. E6 said that E2 was great at getting dogs moved through the CLAS and had a good connection with rescues. E6 doesn't know if it is that the rescues know E2 and is why they won't help E1, or if it is that E1 isn't trying as hard as E2 did with contacting rescues. E6 said that E2 was great at getting rescues to the CLAS. I asked if anyone at the office works on getting rescues to the CLAS now. E2 said there isn't, and that is something she would like to work toward. E2 brought up the fact that there is a dog care coordinator at the NBAS facility in Petaluma. E2 said she would like to move up in the organization to this position because she really enjoys working with the animals. She thinks that E1 wants her to be more vocal about wanting to move up. She said that this is hard when she doesn't feel that E1 would listen, he might tell her no or that she isn't the right person to do it. Essentially, she described to me the fear of rejection. She said she wants the opportunity to try and wants to feel like E1 notices and that she is appreciated. I asked if the staff receives evaluations and she said they don't.

When asked, E6 described she only sees E1 at the CLAS only once or twice a month. E6 feels that it would be beneficial to have an onsite supervisor. E1 has approached the staff about this and asked about staff who currently work at the CLAS. She described that there is a consensus that it should be someone that none of them know so there is no bias. She described that in the past, E2 and PE2 essentially tried to "take control", and it upset the rest of the staff, and they didn't like how they were treated. This is why she feels it would be better to have someone that none of them knows and would be fair.

E7 interview summary/ additional information

E7 is aware of the photographs which have been circulating on social media (Addenda 6). I showed E7 the photograph of the kennel with blood and feces. E7 was familiar with the dog that was in the kennel. E7 said that this dog did get treated for giardia, and believes it was a week's treatment. E7 said there were two other dogs who had giardia, and they were both treated as well. E7 believes the photograph was taken by a volunteer. She described that the first day E7 started, the volunteer was already at the CLAS walking dogs. E7 described that it was common for this volunteer to be at the CLAS before the staff.

I showed E7 the photograph of the thermostat at 35 degrees. When asked, E7 said she was not aware of the CLAS not having heat in the wintertime. She did say that the propane did run out once and E1 called for an emergency fill of the tanks, which occurred.

When asked, E7 said that the staff does let dogs go into the play yard when it is raining. She described that this is okay if they aren't out in the rain all day. I showed E7 the pictures of the dogs in the play yard when it appeared to be raining. E7 said she was at the CLAS that day and knows who took the photographs. E7 said that a citizen had her dogs turned over to the CLAS. This person was at the CLAS to visit her dogs, and that is why they were in the play yard.

I asked E7 what her experience has been working with NBAS. E7 said that she hasn't had any issues working for NBAS. E7 elaborated and said she knows there are people who disagree with E1 or E2, however, she doesn't have any issues with anyone. In the four months that E7 has worked for the CLAS, she has seen E1 eight or nine times. When she needed to contact E1, she found him to be responsive. When asked about an onsite supervisor, E7 said that the staff turns to E3 or E5.

I asked E7 if there was anything that she felt could improve the CLAS or the situation with the community. She said she didn't know because once you see the pictures there isn't much a person can say. She believes that it would be easier if people could see "what really is going on."

Professionals

P1 Interview Summary:

P1 has been a Veterinarian for approximately 37 years and held her practice at the Clearlake Veterinary Clinic prior to her retirement. P1 has been retired for many years, however, she continues to provide veterinary services on a volunteer basis. P1 currently provides veterinary services for LCAC. Over an approximately five-year period, P1 volunteered with CLAS and was also paid by the City for a couple of those years, providing Veterinary services for the CLAS. Once NBAS took over the CLAS, P1 decided to stop providing veterinary services for the City. P1 stopped providing services to the CLAS due to the way she was approached by E1. P1 essentially was providing veterinary services to the City as a courtesy and didn't want to get into more services. P1 had heard from a colleague, who had negative experiences with E1. When asked about her experience with E1, P1 said she only wanted to do a limited number of services. E1 wanted her to commit to other services, and when she wouldn't agree with E1 he would make a "snippy remark." The limited services P1 provided were general care of the animals. It was P1's goal to reduce the amount of funds the City was spending on veterinary care. P1 would evaluate the animals at the CLAS to determine if the animals would require treatment at the Clearlake Veterinary Clinic or could be treated at the CLAS for issues such as minor infections, or wounds.

P1 was asked about her opinion regarding the condition of the CLAS during the time the City was operating the facility. P1 relayed that there has always been an issue with the number of animals at the facility, even prior to the new portion of the CLAS being installed. P1 contributed this due to too many animals who have a lack of spay and neutering, and other care. This has caused a "huge load" of animals which the City and CLAS must deal with. Prior to the new portion of the CLAS being installed, P1 said there were issues with the hanger being too cold or too hot where the animals were housed. We discussed that during this time a large air conditioning unit was installed by a local community member.

P1 was asked if she saw any change, positive or negative, since NBAS has taken over the CLAS. P1 described that she didn't have much interaction with NBAS or the CLAS after they took over the facility. The last time she was at the CLAS was in December of 2022. She did recall that the examination room of the CLAS was being used to house animals, which she advised the Chief of Police at that time, and E1 about this. When asked if those issues were addressed, she replied that she didn't think that it was addressed consistently. P1 said there were times after this when the examination room would have one or two animals in it, and there were a lot of animals in the CLAS.

P1 was asked her opinion on how this situation could be improved upon. P1 said that the only way to deal with this level of problem is to euthanize more animals. P1 said that NBAS and E2 do not want to do this. P1 said that this is "horrible" and "sad" having to make those decisions, but it is also not fair to the dogs and cats, which she described have been at the CLAS for months, and some over a year. P1 described that the animal's psychology changes due to being essentially "incarcerated" for that amount of time. Part of this is due to the noise of a shelter. P1 also said that when one animal is stressed out it can cause other animals to become stressed.

P1 described that many people adopted animals during the COVID-19 pandemic. After the pandemic, those people went to work or had other situations where those dogs ended up back at shelters. P1 added that this was a concern of hers at the time, and if shelters are full for people to surrender their animals, they “turn them loose.”

I spoke to P1 about the difficulty of finding a Veterinarian willing to euthanize animals, which she agreed was difficult. P1 described that LCAC has trained staff for euthanizing animals. P1 described the process the LCAC uses to determine which animals to euthanize. She described that a panel of staff, including the Director, Kennel Manager, a kennel staff person, and a Veterinarian, which has been P1 at times, review each case to make the determination. Part of the determination is whether the dog has been up for adoption, have attempts been made to turn the animal over to a rescue, are there behavioral issues, etc. P1 said that the LCAC typically will not keep an animal at the shelter for more than a month or more if the animal has behavioral issues or isn't adoptable. P1 said they try to keep at least three kennels always open to be able to deal with any emergencies where an animal must be seized. When asked, P1 said there wasn't any specific time limit on animals being at the Lake County Animal Shelter, and most of these decisions are made based on the population and needs at the shelter. P1 described her knowledge of the staff being trained for the euthanizing of animals and the requirement of having a Veterinarian licensed to obtain the drugs required. P1 said she was never comfortable doing this with the CLAS due to her feeling there was not enough organization, and she didn't want to be the one to euthanize the animals herself on a regular basis.

P1 does not follow social media but was aware of some complaints, such as numerous dogs loose around a local business. She also saw pictures of large dogs in crates, which she said wasn't appropriate. P1 said that she knows the staff at CLAS take the dogs out and walk them, however the small cages used are not appropriate. P1 is also aware of a giardia outbreak at the facility. P1 felt the largest issue was communication at the facility. P1 described being aware of “head butting” between E1 and E2 regarding the CLAS and things needing to be done at the facility, which she believes caused E1 to be less responsive to E2's requests. E2 has described to P1 that the employees at the CLAS are happy with the progress and want to continue to work with NBAS.

P1 works with the SPCA providing vaccinating animals and filling in with spay and neutering. P1 has not worked with E1's non-profit directly, other than donating.

P1 was asked her opinion of what changes could be made at the CLAS for improvement. She suggested better communication. P1 described that she did not know if the communication between E1 and E2 could be better without them sitting down and coming to an understanding. She said E1 required being involved with all decisions made at the CLAS. She also believed information or a website noting feline adoption, which she is not aware ever occurring with the CLAS, prior to or after NBAS. P1 also believes there needs to be more onsite assistance to the community at the facility. P1 was referencing an increase of ACOs or someone responding to the community needs, more than the Kennel Technicians taking care of the animals. P1 described that this is not an issue that the CLAS only deals with. P1 described the LCAC is also dealing with staffing issues and being able to respond to the community.

P1 mentioned she sat down with E1 and members of the Clearlake City Council, several months ago to talk about what options there were regarding CLAS and who could run the CLAS. P1 believed the Clearlake Police Department had no interest in this. P1 said she has no suggestions regarding how to better manage the CLAS.

P1 described that from her research through her continued education has provided her with information. P1 suggested that some ways to deal with the animal population in the City of Clearlake is to educate the community, spay and neuter of animals, and compassionate euthanasia. P1 described that currently there is a shortage in veterinarian service in rural counties and that there is a challenge with finding veterinarians in Lake County.

P1 believed that NBAS's goal is not to euthanize animals. She described that it is more humane to euthanize animals who are not adoptable rather than having them spend their life in a kennel, or being adopted in situations which are not good. She said this is not easy, and there is no easy solution for an animal population, but the need for the employee and the community buy-in is paramount.

P2 interview summary

P2 is the Director of the Mendocino Animal Care Services for Mendocino County (MACS). He has worked for Mendocino County for approximately 6 1/2 years. Prior to this, he worked in the City of Las Vegas and City of Denver Animal Control units. Mendocino County has two shelters, one in Ukiah and one in Fort Bragg. MACS has approximately 17 to 18 employees. This includes full-time staff and a couple of part-time staff. MACS also works with other non-profits, and municipal shelters.

P2 walked me through the facility and the procedures. The facility was actively being cleaned when I arrived. For the kennels, there is one full-time staff member that works Monday through Friday and one extra help employee who works on the weekends. There are three sections to the facility, adoptions, quarantine, and lost and found. The facility has approximately 46 inside kennels, and 3 isolation kennels in the back. If there are 35 of the kennels filled, P2 expects a full detailed clean of the kennels daily. If there are 40 to 50 dogs, it is understood that it is difficult to clean the entire facility in an eight-hour period. When the facility is full, the adoptable area is cleaned daily, and the quarantine and lost and found areas are detail cleaned every other day, or as needed. The MACS follows the UC Davis guidelines. The UC Davis allows for transitional cleaning. P2 described that it isn't good for a dog when the kennel is cleaned with chemicals daily. The chemicals, such as KennelSol or Rescue, become harsh, and residue will end up on the dog's feet, or they could lick it, even if rinsed. P2 described that it is a benefit that a dog can acclimate to its own smells and scents which will help calm the animal.

The MACS staff are provided with training literature, and for a two-to-three-day process they are provided with hands-on training. On the fourth day, they are allowed on their own. During the training, they also spend time with the clinic staff. This is because the kennel staff will spend more time with the animals than anyone else, so it is important that they build the relationship with the clinic staff for information sharing about the animals. The kennel staff will provide a health check with the clinic staff. P2 provided me with the literature (Addenda 11). P2 said that there wasn't any specific checklist as the cleaning of the facility is the same and expected daily. The chemicals MACS uses is KennelSol. They don't use Rescue, as they think KennelSol is a better product. Additionally, they purchase a concentrated version and mix their own, which saves money.

MACS has contracted veterinary staff. We discussed the MACS procedures for dealing with infectious diseases, such as giardia, or parvo. If there is a positive case, the staff consults with the primary veterinarian and treats the animal with the proper medication. P2 said that if an animal is found to have parvo, they are quarantined, and the kennel would be sanitized and not used for many days. An observation of the other animals would also be conducted. P2 described that parvo is an expensive disease to treat, sometimes thousands of dollars. The MACS has a \$500 budget limit to treat animals. Additionally, parvo has a high terminal rate. Because of these factors, it is more likely than not that the animal will be euthanized.

The MACS maintains supplies for the staff but doesn't have any specific checklist or inventory list. For laundry, MACS purchased a heavy-duty washer and dryer for the facility and have had minimal repairs needed to this. Laundry is done daily, and described they go through approximately ten loads a day. In the wintertime, this increases because of the blankets that are

provided to the animals. He said that even though there are heating elements above the kennels, the staff “think with their heart” and provide the animals with extra blankets. P2 described that not every animal is provided with a blanket. Some big outside dogs don’t need a blanket, smaller dogs would get one.

For veterinary care, MACS has approximately seven or eight contracted veterinarians. They primarily do spay and neutering but will do health and welfare checks of the animals while they are at the facility. On average, MACS has approximately ten to twelve surgery dates scheduled per month at the facility. MACS also has registered veterinary technicians. They consult with the primary veterinarian for care of the animals. For emergencies, such as a dog hit by a car, they have two contracted veterinary hospitals, and the animal would be taken directly to the hospital. If it is a surgery date, the animal could come to the facility where it could be treated. P2 said that spay, neuter, and vaccination is mandatory prior to adoption, and if the dog became the facilities through the legal process, the animal would also be microchipped. Any dogs on medication will get their medications in the morning and afternoon as directed. The kennel staff can provide the medications, but the clinic staff may also help, depending on the number of animals. If an animal is found with an injury, or needs care, the kennel staff will communicate with the clinic staff. The animal may have to wait for an appointment, or the registered veterinary technician may be able to treat the animal. If it was life threatening, they would go to their contracted veterinarian.

When asked how many dogs the facility was safely able to shelter, P2 said there are 46 dog kennels, and they try to only put one dog per kennel. If the dogs are smaller, like 20 to 25 lb. maximum, and came in together from a call for service or over the counter, they may double these animals together. There are three isolation kennels that are separate from the general population. Altogether he estimated they could hold 50 dogs safely.

They don’t have any specific plan written regarding evacuation. When asked, P2 said if they had to evacuate the shelter, staff would reach out to other partners, volunteers, and rescues to assist with taking the animals.

I asked P2 how MACS deals with animals when their facility is full. P2 advised me that they have a statement on their website that if the facility is full, they may not be able to take an animal (addenda 12). They ask the finder of the animals if they would be able to house the animal. They asked for it to be brought to the facility so they can get a picture, placing it on social media, and check for microchips. P2 said the alternative is that they take the animal and euthanasia may occur. MACS does not want to be put in that position, so they have had to tell the community “No.” As kennels become available, they can take in animals. P2 described that the population at their facility has been high for the last six to nine months.

P2 was asked what the adoption process is for MACS. When a person wants to adopt an animal, they fill out an adoption application. That application is reviewed by the shelter supervisor or adoption coordinator. They ask if there are other animals, does the applicant own or rent their home, do they have children, etc. It isn’t a guarantee that a person is going to be approved to adopt. There are many factors which could prevent a person from adopting an animal, including history, being flagged in their system, or not meeting other requirements. The MACS want proper placement and don’t have a high return rate. If the adoption is approved,

there is an education counseling to inform the person about the dog. There is also a behavioral assessment of the animal to know if the animal has unfavorable traits, such as food guarding, which would be passed on.

Animals are posted on MACS website. To determine if the animal is adoptable, a behavioral assessment is done. This is done by the shelter supervisor and the shelter coordinator. They will spend about half an hour with the animal, running them through a series of tests to evaluate if there are any unfavorable traits, such as food guarding, not sociable, or aggression. If they passed the evaluation, they are adoptable. In the past, if a dog did not pass the evaluation, they could do a waiver. Now, because of capacity issues, the animal is euthanized if they do not pass the assessment. I asked P2 if they use a SAFER test, and he said they don't.

I asked what the average time was that an animal stays at the facility. P2 said it has changed recently, and animals are staying longer. MACS is not getting as many animals into the shelter, but animals are not moving out of the facility as fast as in the past. He mentioned that due to inflation, he feels people aren't looking to get pets. P2 estimated on average an animal stays at the facility for six to eight weeks. This could be for many factors, such as legal holds, possible surgery, behavioral assessment, etc. When asked, P2 said there is not an expiration or time limit for an animal to remain at the shelter. Staff works with rescues, including one out of Humboldt, and long-term, or animals with behavioral issues will go there. The arrangements they have with that rescue is if they need to euthanize the animal they can. They can also call MACS and they will see what they can do about taking the animal back.

P2 said if he needed to euthanize animals today, he would speak to the shelter supervisor and adoption counselor. They would first speak about animals with behavioral issues and decide. P2 said they haven't had to euthanize animals for space, but they have had to euthanize animals because of behavioral issues. I asked P2 if there was any other euthanasia protocol. P2 described that for health issues, the clinical staff will participate, and sometimes they will ask kennel staff to participate in the discussion since they spend more time with the animals than anyone. P2 described that there are usually two to three people who sign off on the decision to euthanize or not. I asked if veterinarians euthanize the animals. P2 said he has six to seven staff members who are certified to perform euthanasia, so they don't have to ask the veterinarians to do this. MACS rotates between the staff members, so it isn't just one staff member being over-tasked or overburdened with it.

Regarding the food, MACS provide the same type of food, and this is at the veterinarian's request. Changing an animal's food can cause gastrointestinal issues, and animals have sensitive stomachs. It is best if a dog stays on the same food.

I asked P2 how the MACS deal with citizen complaints. P2 said when he first arrived at the facility, there were a lot of complaints and controversy. P2 asked anyone who wanted to complain to put it in written form. He said this was also to hold the complainant accountable. P2 described it was easy to complain, but he wanted to know what exactly they were complaining about. He would then contact the complainant and confirm what they were complaining about. He would then meet with staff, essentially investigating the complaint, and then get back with the complainant. He described that some of the complaints were concerning, some were fictitious, some were founded, some were unfounded, and some were borderline.

Regarding bite reports, those are investigated by the ACO staff. The reports are not sent to the Health Department as everything is sent through the facility. At the end of the year, MACS is responsible for reporting all the rabies reporting information. All the bites, rabies specimen tests, etc. are done through MACS. They conduct approximately 30 rabies specimen tests a year, including all bites, including wildlife. If a positive specimen was found, then he would contact the Public Health Nurse, so they could talk to the Public Health Doctor.

I asked P2 if MACS performs any vaccination, spay and neuter events. He said they do, and between their clinic and mobile care van, they perform approximately 2000 to 2200 spay and neuter surgeries, including ones for the shelter, each year. Just over half are done at the facility, and the rest is done in each community within the county. Approximately four to five times a year, they do an at cost rabies vaccination. MACS is responsible to perform two a year, however, they usually do more.

ACOs issues citations for violations. These are not done through the local law enforcement agency and are submitted directly to the courts by MACS. MACS engages the community through social media, their website, and phone calls. He described that social media seems to get most of the views.

I brought addenda 6 with me to review with P2, and he agreed to evaluate the photographs. I first showed him the photograph of the kennel with blood and feces. I explained to P2 that it was reported that the dog that was in this kennel had giardia. I asked P2 if he had ever seen anything like this. He replied he has, but not this extensive. To P2, it looked like this did not look like an overnight thing, but from a day or two. I showed P2 the picture of the dog with the red vest. I asked him if these injuries would be something MACS staff would handle, or if this would be something he would take to a veterinarian. P2 said that these injuries would be directed to a veterinarian. Internally at the MACS, they may have the registered veterinarian technician consult with the veterinarian, dress the wounds, and provide medications. He said these injuries did not appear to be life threatening. If they found injuries like this on a dog in the morning, they would contact their contract veterinarian and schedule an appointment.

P2 reviewed the other photographs. Regarding the photographs of dogs who were midsize crates, P2 said the only time he would use this type of crate is to temporarily hold an animal while their larger kennel was cleaned. P2 said he would not kennel a dog for a long time in a crate this size. He did show me a small chihuahua that was in a smaller crate at his facility. P2 said a small dog like that he does house in crates, but they are small enough that they still have room to move around.

P2 saw the plastic bowls of some of the kennels in the photographs. P2 said he wouldn't use these types of bowls because they are hard to sterilize. This is because the dogs will chew on them and make them more porous. He also saw plastic beds in some of the photographs. He said he wouldn't use these types of beds either because of the same reason. His recommendation was to use the blue beds which are in some of the photographs. He also recommended that the drainage for the kennels be at the back of the kennels because dogs tend to go toward the front of the kennels. With the drain in the back, urine and feces can flow to the back of the kennel and the animal won't be prone to step in it.

P2 said that when a dog is fed, it is typical that they defecate within an hour or so. P2 said after feeding, it may take a kennel technician time to get back to the animal and clean any feces. P2 saw the photograph with a Pitbull with a blue bed, and there were two piles of feces. P2 was advised this photograph was taken in the morning. It looked like the dog wasn't stepping in it, the dog looked healthy to him, with good weight. He did say that the kennel did seem small for that size of dog. He reviewed the photographs of kennels which are located outside of the CLAS. He said that the kennel seemed small for the size of dog and noticed that there wasn't a drain. He said that placing a dog in this kennel temporarily for cleaning would be appropriate, but not long-term housing.

I showed P2 the photographs of the dogs in the play yard, who were reported to have been in the rain. I provided P2 with the information about the owner and the dogs I received from the CLAS staff. I asked P2 if it was abusive to place dogs in the play yard together while staff were cleaning while it was raining. He said if even if there was cover, the dogs are in a stimulation area where they are going to run and play, and they wouldn't stay under cover. He said if it was for a short time, like 15 to 20 minutes, it wouldn't be a problem. This is no different than walking a dog in the rain. He would not consider this to be an act of cruelty.

I showed P2 the photographs of the dogs and dog crates that were in the middle of the warehouse. He asked if this was long term housing, and I told him it was my understanding that it was. I advised P2 that it was my understanding that the CLAS was full, and a case of an animal hoarder came in. The dogs were then moved to the CLAS and some of the dogs were placed in the small crates seen in the photographs for housing. I asked P2 how MACS would handle a situation like this if his facility is full. P2 said that he would reach out to volunteers and rescues and request they take the animals they currently have in their custody to make room for the new dogs. The hoarder may be a cruelty investigation, which would require the facility to keep the animals. P2 said he also has an area in the rear of his facility where he would erect 4 feet by 8 feet kennels. He would place dogs that he currently has in his care, which are up for adoption, in those new kennels and place the dogs coming into the facility in the kennels inside of the facility.

P2 said they do use small crates, but they are for disaster response. P2 described that when they set up these crates for disaster response, it is usually in covered areas, not at the facility. They notify the owners of the animals that it is their responsibility to care for, walk and clean up after their dogs. The MACS staff will also help, but it will be the owner's responsibility. P2 said that crates like this are not good for long-term housing.

We next reviewed the photograph below the picture of the thermostat. This picture is of a kennel at the exterior of the new portion of the CLAS. The floor is covered with apparent runny feces, and there is a plastic bed. P2 described that if kennel technicians do their job, and leave at 4:30 or 5 in the afternoon, it is understandable that messes occur during the night. I advised P2 it was my understanding that this photograph was taken in the morning. He said that it appears that the dog's stomach must have been upset, and this would be a priority for kennel staff. He said that he has come into his facility in the morning and seen similar from animals with sensitive stomachs.

I asked P2 if there were specific laws that govern animal control shelters. P2 explained that they are governed under the same law as everyone else. They are required to provide care, food, protection from the elements, medical attention when needed, essentially the same requirements of any citizen. He explained that there can be acts of cruelty inside of a shelter. This would include a lack of anything he described. Under Penal Code 597, a facility can be cited. For Mendocino County, the MACS facility is governed under Chapter 10, which is a county code. Mendocino County expects a certain level of treatment for animals from the public and holds themselves to the same standards.

P2 described that MACS requires their ACOs to go through the State of California for certification. This is done through the California Animal Welfare Association. Which is now it is an online class, and Penal Code 832 firearms and arrest training.

I advised P2 that NBAS works with a veterinarian, but they are not specifically contracted. P2 said from our prior conversation, and me telling him about the number of kennels and animals at the CLAS, he would be concerned about the overcrowding issue. P2 described that overcrowding has a domino effect on the animals. This includes stress, health issues, potential for dogs fighting, and other issues. P2 described animals are not normal when they are placed in a facility, especially in the same kennel. He would recommend that a veterinarian impose a one dog per kennel rule. He explained that if dogs were of small size, came in together, etc., that it isn't as much of a concern if they are housed together, if they have room.

P2 explained that if the facility is closed to the customers, he would keep it that way. P2 explained that only staff and certified volunteers that are allowed to be in the facility should be the only ones allowed in the kennel areas and should be kept to a minimum. P2 said that animals, like dogs, require 16 hours of rest per day. He explained when we walked the facility together, that when dogs are exposed to new people and smells that this can cause the animals to become stressed, and not get that rest they need.

P2 said that with the number of animals, it is important to tell people "No" regarding new animals coming to the facility. He described that this is not just the City of Clearlake's problem, it is also the community's problem, and there is only so much that can be offered. This is like the situation that MACS is in and said that is why they posted the information on their website. The alternative is euthanasia. He had conversations with people above him and the Board of Supervisors, telling them that if they gave him the authorization to euthanize animals that this would be done. He described that he doesn't think anyone wants to do this because it is very political and a hot topic.

I explained to P2 that through my investigation I discovered that there are dogs that have been at the CLAS for over a year and one for two years. One of these dogs is reported to have terminal cancer. P2 said in those types of situations, several things need to be looked at. Are the dogs being walked, housed with other animals, and the overall quality of life. They have had dogs for extended times at their facility, the most was only months not years. He described that they have held events for adoption, would adopt the dogs for free, or find alternatives ways to move the dogs if they could. In the end, they may have to make hard decisions. P2 said that a facility must work within the parameters available. Based on our discussion, P2 said that based on the CLAS kennels and dog population, this is being exceeded. P2 said that acts of cruelty

could be committed by long term housing. P2 explained that as a municipality, it is important to lead by example, because like anyone else, municipalities are also subject to investigation and punishment. P2 explained that there will always be euthanasia. A facility can't adopt animals that are a threat to the community. He talks to his staff and asks how they would feel and are they comfortable if the door was to open and the animal would go outside with children and other animals outside. If they feel comfortable, then the dog would move on toward adoption.

We also spoke about the security of the facility and animals is important. He described that the quarantine area of his facility is for animals that are held for investigation, or other needs. After that area is cleaned by staff, it is locked, and volunteers aren't even allowed in there. This is for security purposes. He would suggest limiting access to the facility, and also scheduling times for volunteers to be at the facility, that way staff can focus on cleaning and care when needed. In closing, he said that being transparent about numbers in the facility, and making sure the public knows when the facility can't accept animals is important.

P3 interview summary

P3 is the Manager of the Clearlake Veterinary Clinic. P3 confirmed that NBAS works with the Clearlake Veterinary Clinic, and there is a standing surgical appointment day for NBAS, which is Wednesday. This was for spaying and neutering, and other services. P3 explained that the number of surgeries that were conducted would depend on how many veterinarians they had staffed that day. If there was only one veterinarian on staff there would be two surgical appointments, and if there were two veterinarians there would be four surgical appointments. If there were other services needed, they would be performed as well. P3 explained that the standing appointments were placed on hold for the past couple of months due to a clerical billing issue. P3 described that NBAS has since resolved this issue and the appointments are continuing. P3 explained the Clearlake Veterinary Clinic did continue to see animals for emergency purposes during the time other services were put on hold. This only impacted the standing surgical appointments. P3 described that this type of issue is not uncommon when working with shelters, that similar had occurred when the CLAS was under the City, and when the City was receiving services from the LCAC.

I asked P3 how the relationship between the Clearlake Veterinary Clinic and NBAS has been. She explained that it is good. P3 primarily deals with E1, and found him to be decent, communicative, and doesn't feel anything gets missed. For services, the Clearlake Veterinary Clinic deals directly with NBAS staff and not the public for services provided to animals related to the CLAS. P3 said that this is preferred because any services would need to be approved by NBAS. P3 also described that if the public or fosters bring animals, they may attempt to divert from the plans of treatment for the animals, and it is easier to deal directly with NBAS staff.

P3 confirmed that there were cases of giardia at the CLAS, and they saw a few of the animals for this. The Clearlake Veterinary Clinic worked with E1 and was able to provide medications, along with information for the staff to recognize if an animal has giardia, so that the NBAS staff could provide medications to the animals. I asked P3 what she thought of the care for the animals at the CLAS has been. P3 described that when animals are brought to the Clearlake Veterinary Clinic, they are brought with specific concerns (sicknesses or injuries) to be addressed. NBAS provides accurate records, and information about the animals. For animals that come into the facility for spay and neuter to be made adoptable, they appear to be well cared for. She explained that the animals do receive more in-depth services from NBAS than when it was under the City's control. She knew that when the CLAS was run by the City the budget for services provided to the animals was tighter. Since NBAS has taken over the CLAS, they are more open to doing more routine things, and more extensive care for the animals. They provide supplies, such as microchips for the surgical staff to place. NBAS is also preventative, such as heart worm prevention, they are open to testing for the animals.

I advised P3 that I was told there were animals which were brought to the Clearlake Veterinary Clinic with injuries that were of the type which would have caused the animal to be euthanized under the City's control, but NBAS allowed more extensive care. I asked P3 if this was true. P3 described that there were a few animals that she could recall like this. P3 described that NBAS is more open for more intensive care than when the CLAS was under the City's control. This includes bloodwork, X-rays, and boarding. She described one animal that needed

closer monitoring because of the need to be under more control, and to be sedated to change its bandages. This animal was at the Clearlake Veterinary Clinic for a couple of weeks which NBAS authorized.

P3 said that the Clearlake Veterinary Clinic does euthanasia for the CLAS under NBAS, and has had to conduct a few, which were necessary. P3 explained that if the veterinarian believes that euthanasia is not the best option and other treatments could be conducted, NBAS seems to be more open about this than the City was. She described that it seemed this was because the City was under a stricter budget.

I asked P3 if she was familiar with a dog that had cancer and heartworm at the shelter. This dog was first seen in July of 2022. She reviewed the record and confirmed the Clearlake Veterinary Clinic has seen this animal and has these issues. I showed P3 the veterinary billing statement that E1 provided me (Addenda 13). She explained that these records were accurate. She showed me the billing records for NBAS for just this year, totaled \$20,717.36. She believed the additional funds on the records NBAS provided me were documenting part of 2022.

P3 said she is aware of the photographs being circulated on social media but hasn't directly seen them. P3 said that the veterinary staff do not go to the CLAS. P3 has worked with the CLAS, and specifically E2 in the past with fostering animals. She has been to the CLAS, but never into the kennel areas. In summary, P3 explained she is happy with the relationship between Clearlake Veterinary Clinic and NBAS and had no issues that she felt needed to be addressed.

Facility Review

Monday April 10, 2023: Review of the facility was during the morning. Small crates were still in the center of the warehouse; however, the crates were empty (Addenda 17). Two dogs were in small kennels along the warehouse wall. Staff were beginning their cleaning procedures. There were no signs of bloody kennels, and animals had water and were being fed. No piles of laundry were seen inside or outside of the facility. The washing machine and dryer were in working order.

Thursday April 13, 2023: Review of the facility was conducted with E1 prior to interview. The facility was in order, clean, and the animals appeared to be cared for. No animals in small crates in warehouse, and no bloody kennels noted.

Wednesday April 17, 2023: Review of the facility was in the afternoon. The facility was clean, and the animals had food and water. There were no kennels with blood. The Conex storage container had a large supply of food (Addenda 17). There were also appropriate chemical and cleaning supplies.

Tuesday April 25, 2023: Review of the facility was conducted prior to interviews of staff. The facility was in order, clean, and the animals appeared to be cared for. No animals in small crates in warehouse, and no bloody kennels noted.

Wednesday April 26, 2023: Review of the facility was conducted prior to interview of staff. The facility was in order, clean, and the animals appeared to be cared for. No animals in small crates in warehouse, and no bloody kennels noted.

Saturday April 29, 2023: A check of the facility showed staff were conducting an adoption event, which had been posted on North Bay Animal Services Clearlake Facebook page. A dog which had been at the CLAS for approximately two years was adopted during the event.

Tuesday May 2, 2023: Review of the facility was in the afternoon. The facility was clean, and the animals had been fed, and water was present. There were no kennels with blood. The Conex container had a small amount of food (Addenda 17). An NBAS trailer was at the front of the facility, with food and supplies. The staff had not yet transferred it to the Conex box. Damage to an exterior wall of the facility was noted along the walkway from the front of the warehouse to the laundry area (Addenda 17). City maintenance staff was contacted and later fixed the damage.

Wednesday, May 17, 2023: Review of the facility was in the afternoon. NBAS trailer had supplies, like what had been seen on May 2, 2023 (Addenda 17). The staff was in the process of moving the supplies to the Conex. Supply of both wet and dry food was present.

Social Media Review

North Bay Animal Services Facebook page. A review of the page was conducted. From review of the page, North Bay Animal Services appears to have an active page, post information for the community about the CLAS, and adoptions events. Prior to the adoption event on April 29, 2023, an adoption event was posted on March 31, 2023. The page also notes found dogs, adoption animals available, and pet safety information. One story on the page noted an animal which had been at the CLAS for six months was found by the owner and returned.

North Bay Animal Services Official Website. A review of the website was conducted. At the beginning of this investigation. There were few animals noted for adoption on their official page. Since then, there are currently over 50 dogs from the CLAS noted for adoption on their page. There were few dogs noted on the found portion of their page, but many cats. There was a mix of animals noted to have been found in Clearlake and Sonoma County. There are also links for information and dog licensing.

NBAS Records (Addenda 13)

NBAS billing statement of the cost of care provided by Clearlake Veterinary Clinic (Addenda 13). The accuracy of this record was confirmed with Clearlake Veterinary Clinic.

NBAS Documents (Addenda 13 and 14)

- Problem Animal Report
- Notice of Impound
- Kennel Card
- Feline General Observation Sheet
- Canine General Observation Sheet
- Animal Care Training Program Supervisor's Implementation Guide
- Animal Care Training Program
- Animal Care Training Program Animal Shelter Series I-Exam

Findings:

Allegation 1: CLAS is over capacity and dogs are being held in holding areas which do not meet the standards for housing, such as small crates.

NBAS was holding dogs in small temporary crates in the warehouse portion of the CLAS. After the City sent a letter to NBAS regarding this, the dogs were removed from the small kennels and placed into larger holding areas. At the initiation of this investigation, the CLAS was housing approximately eighty dogs, in part due to an investigation into a dog hoarder. The population of the CLAS was reduced to approximately sixty-two, and as of the time of this report has increased back to approximately seventy dogs. The warehouse area of the CLAS was to no longer be used once the new portion of the CLAS was built. The new portion of the CLAS is designed with eighteen dog kennels, that include an interior and exterior area separated by a guillotine door. The warehouse area of the CLAS has five large metal kennels and six original plastic kennels with a guillotine door. There are three small metal kennels along the wall of the CLAS. Additionally, there are approximately six exterior metal kennels. Including all kennels available at the CLAS, the CLAS is currently at twice the capacity to be safely operated, and four times the capacity of the newer portion of the CLAS.

Allegation 2: NBAS does not provide spaying and neutering of animals from the CLAS.

NBAS has a standing appointment on Wednesday with the Clearlake Veterinary Clinic for spay and neuter services, which they use, and was confirmed by the Clearlake Veterinary Clinic. This is for two to four animals a week depending on if there is more than one veterinarian on.

Allegation 3: NBAS does not provide veterinary services to the animals from the CLAS.

NBAS has provided veterinary services for the animals at the CLAS prior to and since the initiation of the contract between the City and NBAS. From January of 2023 to April of 2023, NBAS has spent \$20,717.36 on services at Clearlake Veterinary Clinic, which was confirmed by the Clearlake Veterinary Clinic. According to Clearlake Veterinary Clinic, NBAS spends more on animal care than when the CLAS was under operation by the City.

For comparison, the amount spent on veterinary services during the last three years the city operated the shelter was from \$27,712 to \$36,194 per year. NBAS is on track to spend over \$60,000 this year.

Allegation 4: Medications are not provided to animals at the CLAS.

No evidence to support this allegation. Animals at the CLAS receive treatment and medication from a veterinarian. Logs are kept which note prescribed medications and when they are provided.

Allegation 5: The CLAS has an outbreak of giardia affecting the animals.

There was an outbreak of giardia which affected several animals. When dogs were found with medical concerns, they were taken to Clearlake Veterinary Clinic. NBAS were provided with medication to provide to the animals. Clearlake Veterinary Clinic provided NBAS staff with

additional medication to provide additional dogs as symptoms would be discovered. As of the time of this report, there is no current giardia outbreak at the CLAS.

Allegation 6: NBAS provides expired food to animals at the CLAS.

Sometimes food that is expired or has damaged packaging is donated to NBAS. This was the same when the CLAS was run by the City. The food is reviewed to determine if it is still of usable quality, and if determined to be unusable it is disposed of. It is not uncommon for shelters to use expired or food with damaged packaging to reduce the costs of feeding animals. CCLAA did a recent event in May 2023 in which they gave out expired food.

Allegation 7: Lack of supplies and food at the CLAS supplied by NBAS.

No proof has been provided regarding the lack of cleaning supplies for the CLAS. From a review of the CLAS during this investigation, there has been adequate, and appropriate cleaning supplies and chemicals.

Allegation 8: The CLAS is not cleaned to the UC Davis suggested standards.

Deep cleaning of the facility is not required, or safe to do daily. Cleaning of feces and urine on the floor is adequate on a rotational basis, which is an industry standard, and in accordance with UC Davis suggestions.

The UC Davis standards are suggested standards for cleaning of shelters, which is an adopted standard. The standards of cleaning were discussed with other professionals outside of NBAS. From reviews of the CLAS during this investigation, it has been found that the CLAS is cleaned within the UC Davis suggested standards.

Allegation 9: Lack of responsiveness to the community by NBAS.

From the influx of animals at the CLAS, it appears that NBAS does respond to the community. However, reports were provided during this investigation that show a lack of community response to reported dog attacks and injured animals. The investigation showed that when NBAS staff in Petaluma are contacted, there is a lack of follow-up from the NBAS dedicated to the City of Clearlake. This lack of communication and response could be due to no direct communication by the citizens with staff located at the CLAS, or in the City of Clearlake.

A further evaluation of communication should be conducted to determine where the disconnect is. It should be noted, during my interview with E1 and ACO staff dedicated to the CLAS, radio traffic from NBAS dispatch was heard dispatching the CLAS dedicated ACO to incidents being reported in the City of Clearlake. There was also radio traffic for other NBAS ACO staff in other communities.

Allegation 10: No clear chain of command, and a lack of supervision of staff and conditions at the CLAS by NBAS.

From this investigation, there is a lack of direct supervision at the CLAS. E1 is the direct supervisor for the staff at the CLAS. E1 is not at the CLAS often, and communication with E1 is usually through text messages or phone calls. Because of this, NBAS staff and volunteers

dedicated to the CLAS have looked to the ACO staff for the direction of immediate needs. It is alleged by staff that there is a lack of communication, disconnect, and confusion when it comes to communication for needs at the CLAS. NBAS staff also brought up internal issues, which should be addressed by NBAS administration.

Additional Findings of Concern

1. A review of the Clearlake Police Department records shows that there has only been one citation issued for animal control related crimes since the contract between NBAS and the City was put into effect (Addenda 1). This lack of enforcement efforts contributes to animal owners neglecting their responsibilities and care of animals.
2. A report of an injured dog having been held in the ACO vehicle, in August of 2022, at the direction of E1 was alleged. An incident was found showing the Clearlake Police Department responded to a report of an injured dog having been hit by a vehicle and was still alive (Addenda 16).

Photographs were provided regarding an injured K-9 in the animal control vehicle (addenda 10), which PE1 said he had left in the vehicle overnight. PE1 described that he knew this to be wrong, but still left the injured dog on the vehicle instead of at least taking it into the CLAS.

This was in contradiction to PE2 who said that PE1 had brought the dog into the CLAS and placed it into a kennel in the newer portion of the CLAS. PE2 claimed that PE1 did transport the dog the next day and it received care. No evidence was presented regarding the notification to E1. It is unclear what the communication exactly was.

When asked, E1 did not remember this incident and was going to conduct further research. As of the time of this report, no further evidence describing this incident has been provided.

3. The locking mechanism to the CLAS was in disrepair. As of the time of this report, the lock has been replaced.
4. Volunteers and citizens had unsupervised access to the CLAS, which includes the areas of the City of Clearlake Public Works. This causes safety and security issues for NBAS and the City of Clearlake. It also, according to outside professional staff, causes unneeded stress on the animals in the CLAS. After the City sent the letter to NBAS, this was remedied by limiting access to the non-public portion of the CLAS and the City of Clearlake Public Works.
5. According to professionals outside of NBAS, regional rescues and shelters are at capacity or overfilled due to an influx of animals. This has reduced assistance to shelters to house animals.

Addenda Items:

1. City of Clearlake Service Contract.
2. Letter from City to NBAS.
3. UC Davis suggested cleaning standards.
4. Emailed complaints.
5. Emailed complaint with photos by C2.
6. Photos and information from C5, which include photos from C4 and photos from social media.
7. Email and letter from PE1.
8. Photos from PE2.
9. Photos and information from V1 and V2.
10. Email and photographs from E2.
11. MACS documents from P2.
12. MACS website 04-28-2023.
13. NBAS documents.
14. NBAS training material.
15. Data Ticket records.
16. Clearlake Police Department incident report.
17. CLAS photographs by investigator.
18. CCLAA screen shots.
19. California Animal Welfare Association ACO registry.
20. AB 1125.

Additional resources were reviewed by the author of this investigation which are noted below. These references include the UC Davis cleaning protocol and the ASPCA SAFER process.

Resources:

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Safer® & Other Behavioral Assessment Tools. ASPCApro. (2021, August 9). Manual and training guide - ASPCAPRO. Retrieved May 2, 2023
<https://aspcapro.org/sites/default/files/safer-guide-and-forms.pdf>

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University of California/ Office of the President. (2023, March 22). Report on the Animal Shelter Assistance Program at the University of California, Davis. Animal Shelter Assistance Program, UC Davis, Legislative. Retrieved May 2, 2023 from https://www.ucop.edu/operating-budget/_files/legreports/2022-23/animal_shelter_assistance_program_ucd_legrpt.pdf

What does it mean to be no-kill?. Animal Humane Society. (n.d.).
<https://www.animalhumanesociety.org/news/what-does-it-mean-be-no-kill>