#### Metropolitan Board of Health of Nashville and Davidson County January 8, 2015 Meeting Minutes

The meeting of the Metropolitan Board of Health of Nashville and Davidson County was called to order by Chair Sam Felker at 4:00 p.m. in the Board Room, on the third floor of the Lentz Public Health Center, 2500 Charlotte Avenue, Nashville TN 37209.

#### <u>Present</u>

Samuel L. Felker, JD, Chair Carol Etherington, MSN, RN, Vice Chair Alicia Batson, MD, member Henry W. Foster, Jr., MD, Member Francisca Guzmán, Member Ruth Stewart, MD, Member William S. Paul, MD, MPH, FACP, Director of Health Ashley Daugherty, JD, Deputy Director of Health Stan Romine, Director of Finance and Administration Bureau Lauren Bluestone, Director of Metro Animal Care and Control Tracy Buck, MS, RD, Director of Prevention and Wellness Julie Fitzgerald, M.Ed., Community Health Improvement Coordinator Josh Lee, JD, Metro Department of Law

#### **CIVIL SERVICE BOARD**

#### Personnel Changes

Stan Romine presented the personnel changes, which were unremarkable.

#### Approval of Metro Animal Care and Control Job Descriptions

Mr. Romine noted the observable and significant progress in the program under Lauren Bluestone, and also recognized Becca Morris, Ashley Daugherty, Mark Sturgis and Terry Grimes for their contributions to the program's improvement.

Ms. Bluestone presented nine job descriptions for Metro Animal Care and Control (Attachment I-IX).

## Dr. Foster made a motion to approve the nine Metro Animal Care and Control job descriptions. Dr. Stewart seconded the motion, which passed unanimously.

#### **BOARD OF HEALTH**

#### **Approval of Grant Applications**

Stan Romine presented one grant application for approval:

U.S. Environmental Protection Agency 103 Air Pollution Grant Application (noncompetitive). Term: April 1, 2015 through March 31, 2016. Compensation: \$130,000.00.

Dr. Stewart made a motion to approve the grant application. Ms. Etherington seconded the motion, which passed unanimously.

#### **Approval of Grants and Contracts**

Stan Romine presented one contract for approval:

Contract with Vanderbilt University - Worksite Point of Dispensing (POD). Term: August 1, 2014 through July 31, 2019. Compensation: None.

### Dr. Stewart made a motion to approve the contract as presented. Dr. Batson seconded the motion, which passed unanimously.

#### Approval of December 11, 2014 Meeting Minutes

Dr. Foster made a motion to approve the minutes of the December 11, 2014 meeting as submitted. Dr. Batson seconded the motion, which passed unanimously.

#### **Report of Chair**

Chairman Felker noted that flu season is underway and that Nashville had been listed by Walgreen's as in the top 5 cities.

He also noted that focus on Ebola in the media has declined. Dr. Paul agreed and commented that the Department continues to monitor recent travelers to the affected countries.

#### **Report of Director**

Copies of the Director's Update to the Board were provided to Board members (Attachment X). Dr. Paul gave a brief summary of the report.

#### **Overview of the Community Health Improvement Plan**

Tracy Buck and Julie Fitzgerald presented an overview of the Community Health Improvement Plan (Attachment XI and XII).

#### Discussion of Strategic Plan 2015-2020

Discussion of the Strategic Plan 2015-2020 was tabled and Board members agreed to meet for one hour prior to the February Board meeting to review it.

#### Next Meeting

The next regular meeting of the Board of Health will be held at 4:00 p.m. on Thursday, February 12, 2015, in the Board Room (third floor) at 2500 Charlotte Avenue, Nashville TN 37209.

The meeting adjourned at 5:28 p.m.

Respectfully submitted,

Carol Etherington, MSN, RN Vice Chair



Position Title: Animal Care and Control Program	Fair Labor Standards Act (FLSA): Exempt/Non-
Coordinator	Exempt
Salary Grade: SR08	Revision Date: 12/10/2014
Salary Graue. Shoo	Effective Date:

#### **Classification Objective:**

Responsible for the recruitment, training and management of volunteers to assist in the efficient running of departmental operations, as well as to provide off-site assistance. Maintains volunteer records and coordinates volunteer schedules, liaises with community to attract volunteers and serves as liaison for community partners and the public. Coordinates special events. Builds relationships and partnerships with outside organizations.

- Organizes and conducts the orientation and training of volunteers, making sure all aspects of the training are in accordance with the organization's mission and philosophy. Updates training materials and programs as needed and alerts volunteers to relevant education opportunities.
- Develops and implements strategies to recruit volunteers and partnerships. Responds to inquiries regarding various programs.
- Maintains volunteer personnel records noting special skills and interests. Records volunteer duties and hours donated and notes incidents and injuries. Prepares operational reports on program activities. Prepares budget reports as directed by supervisors.
- Matches volunteers to compatible responsibilities, seeking to fulfill the needs of the
  organization by aligning the preferences and skills of the volunteers with them. Prepares and
  distributes calendar of volunteer job assignments and monitors compliance by volunteers.
  Regularly surveys staff to reassess needs for volunteer assistance and updates job assignments
  as needed.
- Manages volunteers in performance of duties, providing them continuous feedback, coaching and special guidance when requested or required. Conducts recognition programs to honor volunteers. Assists in resolving disputes and severs the relationship with volunteers when their assistance is no longer needed.
- Coordinates special events and volunteer needs for those events.
- Recruits volunteers for events and prepares assignments. Manages volunteers at event(s).
- Confers with facility staff concerning administration of volunteer program and with volunteer administrators of non-profit organizations to keep abreast of innovative volunteer management techniques.
- Liaises with community organizations, non-profits, and businesses to promote the organization's mission and expand the potential volunteer base as well as partnership base.

- Fulfills speaking engagements and prepares media releases when appropriate.
- Liase with rescue partners and organizations to promote and implement appropriate placement of shelter animals.
- Manages foster program, for volunteers' temporary care of shelter animals.
- Works cooperatively with the shelter manager and staff, and fosters a spirit of teamwork.
- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance.
- Performs other duties as assigned.

- This is considered a non-supervisory classification.
- This classification receives limited supervision and guidance and reports to a designated supervisor, who reviews completed assignments and is consulted on unusual or complex matters.

#### Minimum Qualifications:

#### EDUCATION AND EXPERIENCE

- Any combination of education and experience that would prepare the incumbent to perform the duties of the position at the appropriate level.
- Employee must have skill in oral and written communication and the ability to maintain effective working relationships.
- Employees would typically have a Bachelor's Degree and some experience in program management, development, or related work.
- More specific education, experience or certification requirements may be included in the position announcement as vacancies occur.

#### COMPETENCIES

Competency	Definition
Efficiency	Planning ahead, managing time well, being on time, being cost conscious, thinking of better ways to do things.
Collegiality	Being helpful, respectful, approachable and team oriented, building strong working relationships and a positive work environment

Reliability	Personally responsible; completes work in a timely, consistent manner; works hours necessary to complete assigned work; is regularly present and punctual; arrives prepared for work; is committed to doing the best job possible; keeps commitments.
Job Knowledge/ Technical Knowledge	Demonstrates knowledge of techniques, skills, equipment, procedures and materials. Applies knowledge to identify issues and internal problems; works to develop additional technical knowledge and skills.
Flexibility	Remains open-minded and changes opinions on the basis of new information; performs a wide variety of tasks and changes focus quickly as demands change; manages transitions from task to task effectively; adapts to varying customer needs
Innovation	Able to challenge conventional practices; adapts established methods for new uses; pursues ongoing system improvement; creates novel solutions to problems; evaluates new technology as potential solutions to existing problems.
Time Management	Making good use of time by organizing, prioritizing and scheduling tasks.
Stress Tolerance	Remaining effective even when situations become stressful.
Optimism	Having a positive outlook about oneself and others.

#### LICENSURE

- Valid class "D" driver's license.
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

- The work environment and conditions vary with assignments and department.
- The work may require some walking, bending, carrying of light to medium weight items, etc. Need to be able lift up to 50lbs.
- Employee may be required to use protective clothing or gear such as goggles, gloves, earplugs, etc.



# Position Title: Animal Care and Control Shelter<br/>VeterinarianFair Labor Standards Act (FLSA): Exempt/Non-<br/>ExemptSalary Grade: HD07Revision Date: 12/10/2014<br/>Effective Date:

#### **Position Objective:**

Provide and oversee medical care for animals in shelter's custody, in addition to animals fostered and recently placed. Perform high volume spay/neuter surgeries for domestic animals. Satisfy current veterinary standards of care.

- Plan and implement a comprehensive animal health care program including: environmental sanitation, record-keeping, disease surveillance, physical examinations, vaccination, parasite control, disease testing, disease treatment, surgery, nutrition, outbreak response, and environmental enrichment for animals in the shelter and in foster homes, consistent with state, local, MPHD, and MACC policies, procedures, guidelines, and the reasonable instructions of supervisors.
- Educate staff and volunteers regarding animal disease.
- Ensure that each animal receives a physical examination upon intake, and that sick and injured animals are diagnosed and treatment is prescribed.
- Assess and advise as to treatment options for sick or injured animals, including risks and costs thereof.
- Perform high volume spay/neuter surgeries and additional surgery as necessary, including but not limited to enucleations, exploratory, orthopedics, tumor removal with biopsy, dentals, amputations, etc.
- Provide emergency medical care as needed, including but not limited to IV catheter placement, emergency surgery, transfusions, etc.
- Monitor the health of animals in the shelter (in collaboration with the shelter staff) and provide appropriate treatment when necessary.
- Provide leadership, direction, guidance and training for veterinary technicians and other shelter staff, including training and oversight in sedation and euthanasia.
- Develop written protocols for the shelter's veterinary clinic, including treatment plans and animal disposition guidelines.
- Promote a caring attitude toward all animals and treat animals humanely and with compassion at all times, regardless of circumstances, including those that are sick, injured, feral, or aggressive.
- Advise and work with shelter staff in behavioral counseling and animal training programs.

- Ensure accurate recordkeeping in the computerized medical records system for medical management and surveillance of disease within the shelter.
- Budget, plan, and coordinate veterinary supplies, equipment, and clinic needs.
- Assist with coordination and supervision of sponsored veterinary clinics, such as spay/neuter and vaccination of public animals and feral cats.
- Periodic presentations for community residents on health care of dogs and cats.
- Assist with collaborative programs with colleges and universities.
- Ensure compliance with applicable laws and regulations of the Tennessee Board of Veterinary Medicine and the US Drug Enforcement Administration (DEA).
- Implement appropriate inventory control procedures for medications and medical supplies.
- Prepare regular progress reports. Communicate with internal and external stakeholders as needed for visibility and success of the program. Take initiative to identify and solve problems.
- Perform euthanasia of animals.
- Work cooperatively with the shelter manager and staff, and foster a spirit of teamwork.
- Support and participate in departmental response to disaster and emergency events.
- Engage in regular and reliable attendance.
- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

This classification may exercise supervision.

This classification reports to and receives limited supervision and guidance from the Shelter Manager.

#### COMPETENCIES

Competency	Definition
Judgment/Decision Making	Evaluates the best method of research and then exercising appropriate judgment in establishing priorities and resolving complex matters. Considers the relative costs and benefits of potential actions to choose the most appropriate one.
Stress Tolerance	Remaining effective even when situations become stressful.
Coordinating Work Activities	Coordinate the work-related activities necessary for task completion of all relevant constituents (both inside and outside of the group/organization). Adjusting one's own plans in light of how others are acting or how the environment is changing.
Multi-Tasking	Working on a variety of tasks simultaneously and shifting one's resources between multiple systems when needed.

Interpersonal Relationships/Customer Service	Develops and maintains cooperative and professional relationships with employees and the public. Effectively handles customer's inquiries, complaints or disputes.
Communicating with Coworkers	Communicating information using either face-to-face, written, or via telephone or computer.
Task-Relevant Knowledge	Knowledge of standard practices and procedures necessary to accomplish tasks
Seeking Improvement	Constantly looking for ways that one can improve one's organization.
Creative Problem Solving	Using novel ideas to solve problems as a leader.
Computer Skills	Utilizes a personal computer with word processing, spreadsheet, and related software to effectively complete a variety of administrative tasks with reasonable speed and accuracy.

#### EDUCATION AND EXPERIENCE

DVM or VMD degree from an accredited university. Experience with high volume spay/neuter and pediatric surgeries is preferred. Experience volunteering at or working in an animal shelter is preferred.

#### LICENSURE

- Active Tennessee license to practice veterinary medicine.
- Valid class "D" driver's license.
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

- Regular walking and standing.
- Lift up to 50 pounds, on a regular and recurring basis.
- Perform routine keyboard operations.
- Lift and move objects and animals weighing up to 50 pounds for short distances.
- Humanely restrain an animal.
- Use protective clothing or gear.
- Have normal visual acuity, field of vision, hearing, and speaking.
- May risk exposure to toxic and caustic chemicals, and animals/wildlife, including exposure to animal bites, scratches, and diseases such as Rabies, Ringworm, Lyme disease and Zoonosis.



Position Title: Animal Care and Control Licensed	Fair Labor Standards Act (FLSA): Exempt/Non-
Veterinary Technician	Exempt
Salary Crada, SPOG	Revision Date: 12/10/2014
Salary Grade: SR06	Effective Date:

#### **Position Objective:**

Provide routine medical care and assist with surgical procedures for animals in shelter's custody, in addition to animals fostered and recently placed. Assist veterinarian with diagnostic procedures, administering medications, and record keeping associated with animal medical care.

- Perform routine medical evaluations and diagnostic procedures, including but not limited to taking digital and dental radiographs, and collecting blood, urine, and stool samples.
- Provide nursing care or emergency first aid to injured or recovering animals.
- Prepare animals for surgery.
- Administer anesthesia to animals.
- Train other shelter staff in proper observation and diagnostic methods and safety and animal handling techniques.
- Responsible for the daily care of animals, including providing appropriate food and water, and basic grooming and bathing.
- Clean animal cages and runs, and performs general housekeeping of shelter.
- Maintain daily log sheets and treatment histories, complete related animal care reports, and maintain other record keeping as required.
- Respond to patron inquiries.
- Maintain inventory of clinic supplies, research specifications, prices and availability of materials and equipment, and establish maintenance schedules for clinic equipment.
- Ensure compliance with applicable laws established by the Tennessee Board of Veterinary Medicine and the US Drug Enforcement Administration (DEA).
- Perform euthanasia of animals.
- Work cooperatively with the shelter manager and staff, and foster a spirit of teamwork.
- Support and participate in departmental response to disaster and emergency events.
- Engage in regular and reliable attendance.
- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

Non-supervisory position. Supervised by Veterinarian and Shelter Manager.

#### COMPETENCIES

Competency	Definition
Judgment/Decision Making	Evaluates the best method of research and then exercising appropriate judgment in establishing priorities and resolving complex matters. Considers the relative costs and benefits of potential actions to choose the most appropriate one.
Stress Tolerance	Remaining effective even when situations become stressful.
Coordinating Work Activities	Coordinate the work-related activities necessary for task completion of all relevant constituents (both inside and outside of the group/organization). Adjusting one's own plans in light of how others are acting or how the environment is changing.
Multi-Tasking	Working on a variety of tasks simultaneously and shifting one's resources between multiple systems when needed.
Interpersonal Relationships/Customer Service	Develops and maintains cooperative and professional relationships with employees and the public. Effectively handles customer's inquiries, complaints or disputes.
Communicating with Coworkers	Communicating information using either face-to-face, written, or via telephone or computer.
Task-Relevant Knowledge	Knowledge of standard practices and procedures necessary to accomplish tasks
Seeking Improvement	Constantly looking for ways that one can improve one's organization.
Creative Problem Solving	Using novel ideas to solve problems as a leader.
Computer Skills	Utilizes a personal computer with word processing, spreadsheet, and related software to effectively complete a variety of administrative tasks with reasonable speed and accuracy.

#### EDUCATION AND EXPERIENCE

Hold an Associate's Degree in Veterinary Technology or a related field, plus 3 years of professional veterinary technician or related experience, or an equivalent combination of education and experience.

Must have and be able to demonstrate knowledge of:

- Basic animal care standards, including safe animal handling procedures for domestic and wild animals.
- Proper use, secure storage, and disposal of lethal chemicals, syringes and related equipment.

#### LICENSURE

- Active Veterinary Technician license from the State of Tennessee.
- Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire.
- Valid class "D" driver's license.
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

- Regular walking and standing.
- Lift up to 50 pounds, on a regular and recurring basis.
- Perform routine keyboard operations.
- Lift and move objects and animals weighing up to 50 pounds for short distances.
- Humanely restrain an animal.
- Use protective clothing or gear.
- Have normal visual acuity, field of vision, hearing, and speaking.
- May risk exposure to toxic and caustic chemicals, and animals/wildlife, including exposure to animal bites, scratches, and diseases such as Rabies, Ringworm, Lyme disease and Zoonosis.



Position Title: Animal Care and Control Kennel	Fair Labor Standards Act (FLSA): Exempt/Non-
Supervisor	Exempt
Salary Graday SP10	Revision Date: 12/10/2014
Salary Grade: SR10	Effective Date:

#### **Position Objective:**

Supervise the care of animals in shelter custody, ensuring compliance with applicable laws, regulations and policies.

- Manage daily animal care operations for the shelter, including feeding, watering, exercising, and grooming and hygiene of the animals consistent with state, local, MPHD, and MACC policies, procedures, guidelines, and the reasonable instructions of supervisors.
- Responsible for the effective supervision and administration of Kennel Assistants I, II, and III, including coaching, training, performance evaluations, employee relations, and prioritizing and assigning work.
- Provide work direction for assigned volunteers.
- Maintain kennel sanitation and cleanliness standards, oversee the safety and general maintenance of the shelter facility, regularly conduct inspections for necessary repairs, coordinate maintenance work with Metropolitan Government staff, and recommend improvements to Shelter Manager.
- Coordinate veterinary care, spaying and neutering, euthanasia, and disposals with staff and agencies, and in accordance with applicable state and local laws and regulations.
- Oversee proper observation and documentation of animals in quarantine.
- Compile daily and weekly kennel reports, including kennel count, kennel inventory and euthanasia reports. Uses data to practice quality improvement, data analysis, and program planning and evaluation.
- Prepare regular progress reports. Communicate with internal and external stakeholders as needed for visibility and success of the program. Take initiative to identify and solve problems.
- Complete and maintain appropriate logs and incident reports.
- Work with Shelter Manager, Animal Control Officers, and other shelter staff to support adoption and outreach efforts, and address intake issues and concerns.
- Assist Shelter Manager with developing policies and procedures and recommending internal organization.
- Assist with implementing systems to effectively meet operating goals and objectives.
- Establish and implement departmental policies, goals, objectives, and procedures in a fair and impartial manner.
- Use high verbal and written communication skills and strong problem-solving abilities.

- Promote a caring attitude toward all animals and treat animals humanely and with compassion at all times, regardless of circumstances, including those that are sick, injured, feral, or aggressive.
- Perform euthanasia of animals.
- Work cooperatively with the shelter manager and staff, and foster a spirit of teamwork.
- Support and participate in departmental response to disaster and emergency events.
- Engage in regular and reliable attendance.
- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

Supervise Kennel Assistants I, II, and III. Receives limited supervision from Shelter Manager.

#### COMPETENCIES

Competency	Definition
Communicating with Coworkers	Communicating information using either face-to-face, written, or via telephone or computer.
Organization Skills	Organizing one's responsibilities and performing them in an efficient manner
Resolving Conflicts/Negotiating	Dealing with complaints, resolving conflicts and grievances of others. Encouraging others to come together and reconcile differences.
Taking Charge	A willingness to initiate the activities of groups and lead others toward common goals.
Multi-Tasking	Working on a variety of tasks simultaneously and shifting one's resources between multiple systems when needed.
Stress Tolerance	Remaining effective even when situations become stressful.
Task-Relevant Knowledge	Knowledge of standard practices and procedures necessary to accomplish tasks
Seeking Improvement	Constantly looking for ways that one can improve one's organization.

Designing Work Systems	Designating the responsibilities of individual jobs and structuring the work of groups in organizations.
Initiative	Initiating tasks and taking on new challenges.

#### EDUCATION AND EXPERIENCE

Associate's Degree in Animal Science, Biology, or a related field is required; Bachelor's degree is preferred.

Have 3 - 5 years of experience in an animal hospital, shelter, or related animal facility, and 1-2 years of lead or supervisory experience, or an equivalent combination of relevant education and experience. Must have and be able to demonstrate knowledge of:

- basic animal care standards, including safe animal handling procedures for domestic and wild animals
- proper use, secure storage, and disposal of lethal chemicals, syringes and related equipment

#### LICENSURE

- Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire.
- Possess required competencies upon hiring.
- Valid class "D" driver's license, use of personal vehicle, and maintenance of valid personal vehicle insurance as required by Tennessee Law.
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

- Medium to heavy work that involves walking, standing, bending, stooping, lifting, and exerting up to
- 50 pounds of force on a regular and reoccurring basis and occasional use of standard office
- equipment.
- Perform routine keyboard operations.
- Humanely restrain an animal.
- Use protective clothing or gear.
- Have normal visual acuity, field of vision, hearing, and speaking.
- May risk exposure to toxic and caustic chemicals, and animals/wildlife, including exposure to animal bites, scratches, and diseases such as Rabies, Ringworm, Lyme disease and Zoonosis...



# Series Title:Animal Care and Control KennelFair Labor Standards Act (FLSA): Exempt/Non-<br/>ExemptAssistantExemptSalary Grades: Kennel Assistant I: SR05; KennelRevision Date: 12/10/2014Assistant II: SR06; Kennel Assistant III: SR08Effective Date:

#### Series Objective:

Care for and monitor the animals in shelter custody. Assist shelter patrons.

- Perform animal care and related duties, such as feeding, cleaning, exercising, and monitoring the behavior and health of animals in shelter custody.
- Responsible for the daily care of animals, including providing appropriate food and water, as well as basic grooming and bathing; cleans animal cages, runs and performs general housekeeping of shelter.
- Assists shelter patrons, animal control officers and outreach staff with animal handling, to include transferring and relocating animals from vehicles, cages and kennel runs.
- Monitor animals and immediately reports health, behavior or temperament issues to supervisor.
- Assist with animal intake, evaluation and medical treatments as directed, including disease prevention and reduction efforts.
- Maintain animal care reports and documentation.
- Maintain daily log sheets and inventories, completes intake and care reports, and prepares related reports or record keeping as required.
- Responds to patron inquiries related to animal health education and related programs; provides humane education pamphlets or materials.
- Must have and be able to demonstrate knowledge of:
- --basic animal care standards, including safe animal handling procedures for domestic and wild animals. --proper use, secure storage, and disposal of lethal chemicals, syringes and related equipment.
- Promote a caring attitude toward all animals and treat animals humanely and with compassion at all times, regardless of circumstances, including those that are sick, injured, feral, or aggressive.
- Perform euthanasia of animals.
- Work cooperatively with the shelter manager and staff, and foster a spirit of teamwork.
- Support and participate in departmental response to disaster and emergency events.
- Engage in regular and reliable attendance.

- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

Classification	Distinguishing Characteristics (Responsibilities and Competencies are Cumulative)
Kennel Assistant I	Reports to Kennel Supervisor. Non-supervisory.
	Education and Experience: High school diploma required. Requires 1-2 years of professional animal care or animal control experience, or an equivalent combination of relevant education and experience. Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire.
	Competencies:
	Communicating with Coworkers: Communicating information using either face-to- face, written, or via telephone or computer
	Task-Relevant Knowledge: Knowledge of standard practices and procedures necessary to accomplish tasks.
	Creative Problem Solving: Using novel ideas to solve problems as a leader.
	Sensitivity to Situations: Assessing situational forces that are promoting and inhibiting an idea for change.
	Multi-Tasking: Working on a variety of tasks simultaneously and shifting one's resources between multiple systems when needed.
	Organization Skills: Organizing one's responsibilities and performing them in an efficient manner.
	Stress Tolerance: Remaining effective even when situations become stressful.
Kennel Assistant	In addition to the previous responsibilities and competencies:
11	Reports to Kennel Supervisor. Non-supervisory.

	Education and Experience: High school diploma required. Requires 3-4 years of professional animal care or animal control experience, or an equivalent combination of relevant education and experience. Requires the ability to work with less supervision and exhibit more initiative than Kennel Assistant I. Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire. Competencies: The Competencies required for Kennel Assistant I, as well as: Initiative: Initiating tasks and taking on new challenges. Seeking Improvement: Constantly looking for ways that one can improve one's organization.
Animal Control Officer III	In addition to the previous responsibilities and competencies: Reports to the Kennel Supervisor. Lead Kennel Assistant. Major Responsibilities: Training, coaching, and scheduling Kennel Assistants I and II. Identifies problems and responds to the more difficult situations with shelter patrons, animal control officers and outreach staff related to animal handling, health, behavior or temperament issues, and provides timely information to supervisor. Initiates tasks or projects to improve the efficiency of daily organizational flow. Education and Experience: High school diploma required. Associate's degree preferred. Requires 5 years of professional animal care or animal control experience, or an equivalent combination of relevant education and experience. Some lead or supervisory experience preferred. Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire. Competencies: The Competencies required for Kennel Assistant II, as well as: Analytic Thinking: Using existing information to logically evaluate situations and solve problems. Utilizing inductive and deductive logic to make inferences.

Coaching, Developing, Instructing: Coaching, teaching, and advising others to help them develop their knowledge and skills. Creating individual development plans. Selecting appropriate training courses to address developmental needs. Selecting appropriate training courses to address developmental needs.

- High school diploma required. Some positions may require specific advanced degrees.
- Valid class "D" driver's license, use of personal vehicle, and maintenance of valid personal vehicle insurance as required by Tennessee Law.
- Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire.
- Possess required competencies upon hiring.
- Ability to establish and maintain effective working relationships
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

Medium to heavy work that involves walking, standing, bending, stooping, lifting, and exerting up to

50 pounds of force on a regular and reoccurring basis and occasional use of standard office equipment.

Perform routine keyboard operations.

Humanely restrain an animal.

Use protective clothing or gear.

Have normal visual acuity, field of vision, hearing, and speaking.

May risk exposure to toxic and caustic chemicals, and animals/wildlife, including exposure to animal bites, scratches, and diseases such as Rabies, Ringworm, Lyme disease and Zoonosis.



Position Title: Animal Care and Control	Fair Labor Standards Act (FLSA): Exempt/Non-
Administrative Supervisor	Exempt
Salary Crade: SP09	Revision Date: 12/10/2014
Salary Grade: SR08	Effective Date:

#### **Position Objective:**

Coordinate complex administrative responsibilities and functions for Metro Animal Care and Control.

- Coordinate the administrative operations and workflow for the Shelter.
- Perform complex administrative support work that requires interpretation and judgment, to include creating correspondence, spreadsheets, reports, processes, budget preparation, and performance monitoring.
- Assist with time records and related payroll functions.
- Responsible for the effective supervision and administration of the Shelter's administrative support staff, including leave approval, coaching, performance management, employee relations, and prioritizing and assigning work and related activities.
- Coordinate, process, and record daily financial transactions with public and shelter partner agencies.
- Maintain office inventories, order office supplies, and receive and verify packing slips for clerical division.
- Place and coordinate maintenance, service, and repair requests for facility.
- Ensure that patrons at Shelter are greeted, communicated with effectively, and actively assisted.
- Operate a multi-line telephone console.
- Receive and respond to a variety of emergency and non-emergency, animal related calls for service, information, and complaints.
- Screen and respond to inquiries and complaints, provide information on policies and procedures, and transfer to other Shelter staff, as appropriate.
- Process complaint information, enter information into a computer aided animal control dispatch system, determine the level of priority, and assign calls for service to Animal Control Officers and other staff.
- Handle animals during intake, including but not limited to transporting animal from confinement space to alternate confinement space, as well as provide vaccinations at intake.
- May be asked to properly clean kennel spaces throughout the shelter when needed.
- Interacts with the public and staff to obtain and provide information and assistance in a variety of circumstances related to Metro Animal Care and Control.
- Perform administrative support work such as word processing, creating spreadsheets, data entry/retrieval, and functions that may require interpretation, judgment and determining appropriate processes to be used.

- Reviews forms, data, and other documents and information to ensure accuracy and conformance to established procedures and/or policies.
- Develop and maintains accountability systems for assignments, responses, replies, and other actions.
- Prepare regular progress reports. Communicate with internal and external stakeholders as needed for visibility and success of the program. Take initiative to identify and solve problems. Use data to practice quality improvement, data analysis, and program planning and program evaluation.
- Assist with or is responsible for establishing and coordinating filing or record keeping systems.
- Perform calculations, research and verification of information for tasks related to budget monitoring, inventorying, ordering supplies, and related activities.
- Maintains shelter activity calendar for the use of conference rooms and scheduled functions.
- Collect, process, and record financial information and transactions for fees collected.
- Promote a caring attitude toward all animals and treat animals humanely and with compassion at all times, regardless of circumstances, including those that are sick, injured, feral, or aggressive.
- Work cooperatively with the shelter manager and staff, and foster a spirit of teamwork.
- Establish and implement departmental policies, goals, objectives, and procedures in a fair and impartial manner.
- Use high verbal and written communication skills, and strong problem-solving abilities.
- Support and participate in departmental response to disaster and emergency events.
- Engage in regular and reliable attendance.
- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

Supervise Shelter Administrative Assistants. Receives limited supervision from Shelter Manager.

#### **COMPETENCIES**

Competency	Definition
Coordinating Work Activities	Coordinate the work-related activities necessary for task completion of all relevant constituents (both inside and outside of the group/organization). Adjusting one's own plans in light of how others are acting or how the environment is changing.
Multi-Tasking	Working on a variety of tasks simultaneously and shifting one's resources between multiple systems when needed.

Resolving Conflicts/Negotiating	Dealing with complaints, resolving conflicts and grievances of others. Encouraging others to come together and reconcile differences.
Analytical Thinking	Using existing information to logically evaluate situations and solve problems. Utilizing inductive and deductive logic to make inferences
Active Listening	Listening intently to what others are saying and asking for further details when appropriate.
Communicating with Coworkers	Communicating information using either face-to-face, written, or via telephone or computer.
Attention to Detail	Placing focus on the details of the task to be accomplished.
Service Orientation	Actively seeking out ways to assist people in their duties.
Stress Tolerance	Remaining effective even when situations become stressful.
Follow Through	Maintaining that one's promises are realized in behavior; doing what one said one would do.

#### **EDUCATION AND EXPERIENCE**

Associate's Degree required.

Requires 3–5 years of progressively responsible administrative support experience including 1-2 years of supervisory experience, or an equivalent combination of education and experience.

#### LICENSURE

- Valid class "D" driver's license.
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

Requires sedentary work that involves sitting most of the time, but may involve walking or standing for brief periods of time, exerting up to 40 pounds of force on a regular and recurring basis, and routine keyboard operations.

Humanely restrain an animal.

Use protective clothing or gear.

Have normal visual acuity, field of vision, hearing, and speaking.

May risk exposure to toxic and caustic chemicals, and animals/wildlife, including exposure to animal bites, scratches, and diseases such as Rabies, Ringworm, Lyme disease and Zoonosis.



Position Title: Animal Care and Control Office	Fair Labor Standards Act (FLSA): Exempt/Non-
Assistant	Exempt
Salamy Crades SDOF	Revision Date: 12/10/2014
Salary Grade: SR05	Effective Date:

#### **Position Objective:**

Perform routine to difficult administrative support and related functions for Metro Animal Care and Control.

- Greet, communicate effectively with, and actively assist patrons at Shelter.
- Operate a multi-line telephone console.
- Receive and respond to a variety of emergency and non-emergency, animal related calls for service, information, and complaints.
- Screen and respond to inquiries and complaints, provide information on policies and procedures, and transfer to other Shelter staff, as appropriate.
- Process complaint information, enter information into a computer aided animal control dispatch system, determine the level of priority, and assign calls for service to Animal Control Officers and other staff.
- Handle animals during intake, including but not limited to transporting animal from confinement space to alternate confinement space, as well as provide vaccinations at intake.
- May be asked to properly clean kennel spaces throughout the shelter when needed.
- Interacts with the public and staff to obtain and provide information and assistance in a variety of circumstances related to Metro Animal Care and Control.
- Perform administrative support work such as word processing, creating spreadsheets, data entry/retrieval, and functions that may require interpretation, judgment and determining appropriate processes to be used.
- Reviews forms, data, and other documents and information to ensure accuracy and conformance to established procedures and/or policies.
- Develop and maintains accountability systems for assignments, responses, replies, and other actions.
- Assist with or is responsible for establishing and coordinating filing or record keeping systems.
- Perform calculations, research and verification of information for tasks related to budget monitoring, inventorying, ordering supplies, and related activities.
- Maintains shelter activity calendar for the use of conference rooms and scheduled functions.
- Collect, process, and record financial information and transactions for fees collected.

- Promote a caring attitude toward all animals and treat animals humanely and with compassion at all times, regardless of circumstances, including those that are sick, injured, feral, or aggressive.
- Work cooperatively with the shelter manager and staff, and foster a spirit of teamwork.
- Support and participate in departmental response to disaster and emergency events.
- Engage in regular and reliable attendance.
- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

Non-supervisory position. Reports to Shelter Administrative Supervisor.

#### COMPETENCIES

Competency	Definition
Communicating with the Community	Communicating organization's intentions and activities to the public and representing the organization in community affairs and public activities to promote awareness and foster goodwill.
Multi-Tasking	Working on a variety of tasks simultaneously and shifting one's resources between multiple systems when needed.
Resolving Conflicts/Negotiating	Dealing with complaints, resolving conflicts and grievances of others. Encouraging others to come together and reconcile differences.
Performing Administrative Activities	Approving requests, handling paperwork, and performing other daily administrative tasks. Entering, transcribing, recording, or storing either written or electronic information.
Active Listening	Listening intently to what others are saying and asking for further details when appropriate.
Communicating with Coworkers	Communicating information using either face-to-face, written, or via telephone or computer.
Attention to Detail	Placing focus on the details of the task to be accomplished.
Service Orientation	Actively seeking out ways to assist people in their duties.

#### EDUCATION AND EXPERIENCE

High school diploma required.

Requires 2 years of related administrative support experience or an equivalent combination of education and experience.

#### LICENSURE

- Valid class "D" driver's license.
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

Requires sedentary work that involves sitting most of the time, but may involve walking or standing for brief periods of time, exerting up to 40 pounds of force on a regular and recurring basis, and routine keyboard operations. Humanely restrain an animal. Use protective clothing or gear. Have normal visual acuity, field of vision, hearing, and speaking. May risk exposure to toxic and caustic chemicals, and animals/wildlife, including exposure to animal bites, scratches, and diseases such as Rabies, Ringworm, Lyme disease and Zoonosis.



Position Title: Animal Care and Control Animal	Fair Labor Standards Act (FLSA): Exempt/Non-
Control <mark>Officer Supervisor</mark>	Exempt
Salary Craday SPO0	Revision Date: 12/10/2014
Salary Grade: SRO9	Effective Date:

#### **Position Objective:**

Provide leadership, overall administration, and technical expertise for the shelter's Animal Control operations and services.

- Responsible for the effective supervision and administration of the shelter's Animal Control
  operations and services, including budgeting and financial transactions, performance
  management, employee relations, report and record keeping, and prioritizing, scheduling, and
  assigning work and related activities.
- Responds to requests for assistance and investigates allegations of animal cruelty and complaints involving animals.
- Enforces animal control laws and ordinances, including issuing citations, documenting evidence, and communicating with other law enforcement and prosecuting attorneys.
- Apprehends, subdues, and impounds stray, unlicensed, and other appropriate animals, including vicious, feral, and sick animals.
- Responds to requests for assistance with wildlife and vicious animals.
- Removes and disposes of dead animals.
- Investigates animal bites and coordinates handling and quarantine of animals and related efforts.
- Transports injured and ill animals to shelter and veterinarians.
- Rescues injured and ill animals, and performs field euthanasia (by chemical injection) when necessary.
- Prepares and reviews investigative reports, daily log sheets, legal documents, and other reports as required. Use the data to practice quality improvement, data analysis, and program planning and program evaluation.
- Prepare regular progress reports. Communicate with internal and external stakeholders as needed for visibility and success of the program. Take initiative to identify and solve problems.
- Establish and implement departmental policies, goals, objectives, and procedures in a fair and impartial manner.
- Use high verbal and written communication skills and strong problem-solving abilities.
- Testifies in court.
- Addresses groups and organizations on animal control related safety and health issues.

- Evaluates new and potential animal related legislation.
- Ensures proper training and certification of shelter's Animal Control section personnel.
- Oversees various animal services contracts.
- Oversees and develops short and long-term strategic goals pertaining to shelter's Animal Control planning, development, design and operational processes; develops and recommends policies and procedures; recommends internal organization; establishes and implements management systems to effectively meet operating goals and objectives.
- Evaluates the need to fill vacant positions and recommends changes to allocated positions and internal structure as needed.
- Researches and prepares recommendations and reports for the Shelter Manager.
- May conduct or assist with outreach and liaison programs, such as information and other media initiatives.
- May provide training and coordinate special projects as needed.
- Work with Shelter Manager, Animal Control Officers, and other shelter staff to support adoption and outreach efforts, and address intake issues and concerns.
- Assist Shelter Manager with developing policies and procedures and recommending internal organization.
- Assist with implementing systems to effectively meet operating goals and objectives.
- Must have and be able to demonstrate knowledge of:
  - --basic animal care standards, including safe animal handling procedures for domestic and wild animals.
  - --proper use, secure storage, and disposal of lethal chemicals, syringes and related equipment.
- Promote a caring attitude toward all animals and treat animals humanely and with compassion at all times, regardless of circumstances, including those that are sick, injured, feral, or aggressive.
- Perform euthanasia of animals.
- Work cooperatively with the shelter manager and staff, and foster a spirit of teamwork.
- Support and participate in departmental response to disaster and emergency events.
- Engage in regular and reliable attendance.
- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

Supervises Animal Control Officers I, II, and III. Receives limited supervision from Shelter Manager.

#### COMPETENCIES

Competency	Definition
Communicating with the Community:	Communicating organization's intentions and activities to the public and representing the organization in community affairs and public activities to promote awareness and foster goodwill.
Legal Regulations	Awareness of local, state, and federal laws and regulations and abiding by these regulations at all times.
Resolving Conflicts/Negotiating	Dealing with complaints, resolving conflicts and grievances of others. Encouraging others to come together and reconcile differences.
Taking Charge	A willingness to initiate the activities of groups and lead others toward common goals.
Coaching, Developing, Instructing	Logically identifying how different possible approaches are strong and weak, and analyzing these judgments.
Stress Tolerance	Remaining effective even when situations become stressful. Initiative: Initiating tasks and taking on new challenges.
Critical Thinking	Logically identifying how different possible approaches are strong and weak, and analyzing these judgments.
Seeking Improvement	Constantly looking for ways that one can improve one's organization.
Developing and Building Teams	Managing inertia and conflict during the formative stages of group functioning. Enhancing the performance of a group and the satisfaction of its members by promoting cooperation, trust, and confidence in the group.
Initiative	Initiating tasks and taking on new challenges.

#### EDUCATION AND EXPERIENCE

Requires an Associate's Degree in a related field; Bachelor's degree preferred. Requires 5 – 7 years of experience in animal control or a related field, including 2 – 3 years supervisory and administrative experience, or an equivalent combination of relevant education and experience. As of date of hire, must have satisfactorily completed NACA I and II, or NACHO A and B, or the equivalent

#### LICENSURE

- Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire.
- Possess required competencies upon hiring.
- Valid class "D" driver's license, use of personal vehicle, and maintenance of valid personal vehicle insurance as required by Tennessee Law.
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

- Medium to heavy work that involves walking, standing, bending, stooping, lifting, and exerting up to
- 50-100 pounds of force on a regular and reoccurring basis and occasional use of standard office
- equipment.
- Perform routine keyboard operations.
- Humanely restrain an animal.
- Use protective clothing or gear.
- Have normal visual acuity, field of vision, hearing, and speaking.
- May risk exposure to toxic and caustic chemicals, and animals/wildlife, including exposure to animal bites, scratches, and diseases such as Rabies, Ringworm, Lyme disease and Zoonosis.



Series Title: Animal Care and Control Animal Control	Fair Labor Standards Act (FLSA): Exempt/Non-
Officer	Exempt
Salary Grades: Animal Control Officer I: SR06; Animal Control Officer II: SR07; Animal Control Officer III: SR08	Revision Date: 12/10/2014 Effective Date:

#### Series Objective:

Perform animal control services, including rescuing animals, responding to calls for assistance apprehending stray animals, and investigating animal-related violations of local or state law.

- Patrols assigned area within Nashville-Davidson County.
- Responds to requests for assistance and investigates allegations of animal cruelty and complaints involving animals.
- Enforces animal control laws and ordinances, including issuing citations, documenting evidence, and communicating with other law enforcement and prosecuting attorneys.
- Apprehends, subdues, and impounds stray, unlicensed, and other appropriate animals, including vicious, feral, and sick animals.
- Responds to requests for assistance with wildlife and vicious animals.
- Removes and disposes of dead animals.
- Investigates animal bites and coordinates handling and quarantine of animals and related efforts.
- Transports injured and ill animals to shelter and veterinarians.
- Rescues injured and ill animals, and performs field euthanasia (by chemical injection) when necessary.
- Prepares investigative reports, daily log sheets, legal documents, and other reports as required.
- Testifies in court.
- Addresses groups and organizations on animal control related safety and health issues.
- May conduct or assist with outreach and liaison programs, such as information and other media initiatives.
- May provide training and coordinate special projects as needed.
- Must have and be able to demonstrate knowledge of:
- --basic animal care standards, including safe animal handling procedures for domestic and wild animals. --proper use, secure storage, and disposal of lethal chemicals, syringes and related equipment.
- Promote a caring attitude toward all animals and treat animals humanely and with compassion at all times, regardless of circumstances, including those that are sick, injured, feral, or aggressive.

- Perform euthanasia of animals.
- Work cooperatively with the shelter manager and staff, and foster a spirit of teamwork.
- Support and participate in departmental response to disaster and emergency events.
- Engage in regular and reliable attendance.
- Demonstrates MPHD's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

Classification	Distinguishing Characteristics (Responsibilities and Competencies are Cumulative)
Animal Control Officer I	Supervision Exercised/Supervision Received: Not a supervisory position. Supervised by Field Officer Supervisor.
	Education and Experience: High school diploma required. Requires 1-2 years of relevant experience, or an equivalent combination of relevant education and experience. Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire. Must have satisfactorily completed NACA I and II, or NACHO A and B, or the equivalent, or do so within twenty-four months of hire.
	Competencies:
	Communicating with the Community: Communicating organization's intentions and activities to the public (e.g., local press, radio, television) and representing the organization in community affairs and public activities to promote awareness and foster goodwill.
	Legal Regulations: Awareness of local, state, and federal laws and regulations and abiding by these regulations at all times.
	Creative Problem Solving: Using novel ideas to solve problems as a leader.
	Sensitivity to Situations: Assessing situational forces that are promoting and inhibiting an idea for change.
	Multi-Tasking: Working on a variety of tasks simultaneously and shifting one's resources between multiple systems when needed.
	Organization Skills: Organizing one's responsibilities and performing them in an efficient manner.

	Stress Tolerance: Remaining effective even when situations become stressful.
Animal Control Officer II	In addition to the previous responsibilities and competencies: Supervision Exercised/Supervision Received: Not a supervisory position. Supervised by Field Officer Supervisor. Education and Experience: High school diploma required. Requires 3-5 years of relevant experience with at least 2 years of experience in animal control, or an equivalent combination of relevant education and experience. Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire. Must have satisfactorily completed NACA I and II, or NACHO A and B, or the equivalent, or do so within twenty-four months of hire.
	Competencies: The Competencies required for Animal Control Officer I, as well as Initiative: Initiating tasks and taking on new challenges. Seeking Improvement: Constantly looking for ways that one can improve one's organization.
Animal Control Officer III	In addition to the previous responsibilities and competencies: Supervision Exercised/Supervision Received: Reports to the Field Officer Supervisor. Lead Animal Control Officer. Major Responsibilities: Training, coaching, and scheduling Animal Control Officers I and II. Identifies problems and responds to the more difficult situations, and provides timely information to supervisor. Initiates tasks or projects to improve the efficiency of work flow. Education and Experience: High school diploma required; Associate's degree preferred. Requires 5-7 years of progressively responsible experience in animal control, or an equivalent combination of relevant education and experience. Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire. Must have satisfactorily completed NACA I and II, or NACHO A and B, or the

equivalent, or do so within twelve months of hire.
Competencies: The Competencies required for Animal Control Officers I and II, as well as
Analytic Thinking: Using existing information to logically evaluate situations and solve problems. Utilizing inductive and deductive logic to make inferences.
Coaching, Developing, Instructing: Coaching, teaching, and advising others to help them develop their knowledge and skills. Creating individual development plans. Selecting appropriate training courses to address developmental needs.

- High school diploma required. Some positions may require specific advanced degrees.
- Valid class "D" driver's license, use of personal vehicle, and maintenance of valid personal vehicle insurance as required by Tennessee Law.
- Must be a Certified Animal Euthanasia Technician (CAET), or obtain that certification within six months of hire.
- Must have satisfactorily completed NACA I and II, or NACHO A and B, or the equivalent, or do so within twenty-four months of hire.
- Possess required competencies upon hiring.
- Ability to establish and maintain effective working relationships
- Must receive pre-exposure rabies vaccinations.

#### Working Environment/Physical Demands:

- Medium to heavy work that involves walking, standing, bending, stooping, lifting, and exerting up to
- 50-100 pounds of force on a regular and reoccurring basis and occasional use of standard office
- equipment.
- Perform routine keyboard operations.
- Humanely restrain an animal.
- Use protective clothing or gear.
- Have normal visual acuity, field of vision, hearing, and speaking.
- May risk exposure to toxic and caustic chemicals, and animals/wildlife, including exposure to animal bites, scratches, and diseases such as Rabies, Ringworm, Lyme disease and Zoonosis.

### Director's Update to the Board of Health January 8, 2015

#### Improve the health and well-being of children

The Tobacco Settlement project moved into a new phase this month with initial training for the first batch of peer counselors in the Teens Against Tobacco Use (TATU) program. Six local high school students took the training last week. They were given background on the Master Settlement Agreement; data on local, state and national tobacco use; the effects of tobacco on the body; and the many forms of tobacco. The training also taught participants how to know their audience, how to use role-playing, and how to do a presentation. The students attend Martin Luther King Magnet, McGavock, and Overton high schools. The students will have four 30-minute follow-up sessions to get their materials, turn in required paper work, and address any concerns that they may have as they prepare to take the program to middle school students across the city.

#### Prevent, detect and alleviate outbreaks and emergencies

Flu season is here. The flu vaccine may not offer the same level of protection this winter as in previous years, because the strain of the virus in widest circulation has "drifted" from the one in this year's vaccine. This may lead to a more severe flu season, but the flu vaccine still provides some protection and is still recommended for everyone over the age of six months. The Health Department is recommending a three-pronged approach to fighting flu: get vaccinated, take everyday preventive actions to help stop the spread of germs, and contact your doctor at the onset of symptoms flu-like illness regarding the possibility of taking antiviral medications to reduce its severity.

#### Ensure cleaner air and a safer environment

#### MACC

It has been an eventful year at MACC, with many positive and innovative changes. One that has made a monumental difference is a policy that was put into effect immediately upon the arrival of our new director, Lauren Bluestone. "No Time Limits." No Time Limits is a simple concept and it makes a huge difference for the animals at MACC in terms of their length of stay, and thus in their chances for adoption or placement with a rescue partner. Space is maximized and the shelter's "Animal Flow Through" process continues to be improved. Removing time limits on the animals' shelter stay has contributed to the adoption or placement of more than 350 animals beyond the total for the same period last year.

#### **Pool Permitting**

The Public Facilities division conducted a swimming pool seminar today at Lentz. About 130 people attended, mostly apartment, hotel and property managers. Our primary purpose was to walk them through the permitting process and explain what the inspectors are looking for when they visit. We also discussed the implications of modifications, since the state law varies depending upon when the pool was constructed, and modifications can move the pool from the old regulations to the new ones.

#### Management and accountability

#### HiAP

The Health in All Policies process is in its second year. The Year 2 survey was due back from all Metro departments late last week. One of the recommendations for year one was the creation of a core group of department heads within the government to steer the effort going forward. That group has been identified and will have its inaugural meeting on January 21 (Dr. Paul is chairman). This year's survey focused on inward-looking efforts for each department to consider, such as wellness teams, active transportation and healthy foods and beverages. The Leadership Roundtable will begin identifying more outward-looking practices the government can pursue.

# Healthy Nashville



## Community Health Improvement Plan

# 2015-2019





### Acknowledgements

#### Healthy Nashville Leadership Council

Dr. Alicia Batson Metropolitan Board of Health

Jeff Blum Davidson County Sherriff's Office

Ted Cornelius (Chair) YMCA of Middle Tennessee

Dr. John Harkey Community Representative

Dr. Arthur Lee Community Representative

Nancy Lim Saint Thomas Health

Councilwoman Sandra Moore (Vice-Chair) Metro Council

Brenda Morrow Edgehill Family Resource Center

Vice-Mayor Diane Neighbors *Metro Council* 

Dr. Freida Outlaw Meharry Wellness Center

Janie Parmley Community Representative

Dr. William S. Paul Metro Public Health Department

Jane Schnelle 50 Forward Dr. Marybeth Shinn Vanderbilt University

Dr. Susanne Tropez-Sims Meharry Medical College

Councilwoman Sheri Weiner Metro Council

Adam Will Bellimed Global

#### **Ex-Officio Members**

Captain Mike Hagar Nashville Police Department

Laura Hansen Metro Nashville Public Schools

Tommy Lynch Metro Parks and Recreation

Leslie Meehan Metro Planning Organization

Renee Pratt Metro Social Services

#### Metro Public Health Department Core Support

Dr. Sanmi Areola Dr. Celia Larson-Pearce Keri Kozlowski Joe Pinilla Stan Romine Tom Sharp Chris Taylor Dr. Sandra Thomas-Trudo Brian Todd

Tracy Buck, CHIP Project Director Julie Fitzgerald, CHIP Coordinator

### Introduction from the Chair, Healthy Nashville Leadership Council

On behalf of the Healthy Nashville Leadership Council, I am pleased to present the Healthy Nashville Community Health Improvement Plan (CHIP): 2015-2019.

The Healthy Nashville CHIP presents three key systems issues for the community to address during the next five years. These issues were elicited from a rigorous community health assessment process using the Mobilizing for Action through Planning and Partnerships framework for community health improvement. Thousands of Nashvillians participated in the visioning, assessment and strategy development processes that resulted in this CHIP. The MAPP process utilized the mayoral appointed Healthy Nashville Leadership Council as the advisory body, and the Metro Public Health Department served as the lead agency, convening and guiding the process. The Community Health Assessment for Nashville Report details the assessment process, and its results, and can be found in a complementary document.

Collective impact, a model for collaboration that emphasizes broad cross-sector coordination, is a key strategic lens that will be applied throughout the implementation of the CHIP. In addition to the goals and objectives included in the CHIP, the Healthy Nashville Leadership Council and Metro Public Health Department will continue to seek opportunities to partner, convene and participate in initiatives that support the three priority issues for the community.

This CHIP supports the vision of a healthier Nashville, and I am excited to see the results of its implementation.

Sincerely,

And Ameli

Ted Cornelius

Chair, Healthy Nashville Leadership Council Vice President of Health Innovation, YMCA of Middle Tennessee Vision:

A healthy Nashville has a culture of well-being, where all people have the opportunity and support to thrive and prosper.



### Issue: Advance Health Equity

Goal 1: Develop better systems to support all individuals to achieve their optimum level of wellness

Goal 2: Ensure a strategic focus on communities at greatest risk for health inequities

Issue: Maximize Built & Natural Environments

Goal 1: Increase active transportation options and utilization

Goal 2: Improve and protect the quality of air, land and water

Issue: Support Mental & Emotional Health

Goal 1: Provide individuals and families with the support necessary to maintain positive mental well-being

Goal 2: Promote positive parenting and violence free homes

### **Priority: Advance Health Equity**

Goal 1: Develop better systems to support all indivi to achieve their optimum level of wellness	iduals
Objective	Organization(s)
Objective 1.1: Beginning in 2015 and ongoing, develop and implement ways to increase accessibility of community-based services through enhanced coordination and cross-training among providers, improved customer orientation to services, and Safety Net navigation support.	Safety Net Consortium and other partners
Objective 1.2: By 2019, present policy recommendations for advancing economic policies that promote health equity to a minimum of three influential bodies (e.g. Nashville Chamber of Commerce).	Healthy Nashville Leadership Council, United Way of Middle Tennessee, and other partners
Goal 2: Ensure a strategic focus on communitie at greatest risk for health inequities	es
Objective	Organization(s)
Objective 2.1: By 2015, research and draft state of health equity and social determinants of health in Nashville report to be updated bi-annually.	Metro Public Health Department
Objective 2.2: By 2015, convene community partners to launch the state of health equity and social determinants of health in Nashville report at the 6th annual Healthy Nashville Summit.	Metro Public Health Department and community partners
<ul> <li>Objective 2.3: By 2016, disseminate position statement on health benefits of mixed-income housing to Nashville community through a minimum of three mediums.</li> <li>Sub-Objective 2.3.1: By 2015, review the health benefits of mixed-income housing to inform Healthy Nashville Leadership Council position statement.</li> </ul>	Healthy Nashville Leadership Council, Metro Planning Department, United Way of Middle Tennessee, and other partners
<ul> <li>Objective 2.4: By 2019, increase from baseline the number of Metro departments considering health equity in their policies and processes.</li> <li>Sub-Objective 2.4.1: By 2016, add health equity as a component of HiAP efforts, highlighting opportunities for Metro agencies to consider health equity in their policies and processes.</li> </ul>	Metro Public Health Department
<ul> <li>Objective 2.5: By 2019, a minimum of five decision making bodies (e.g. Metro Council, Metro Boards, Metro Departments) will adopt equity impact review tool for decision-making.</li> <li>Sub-Objective 2.5.1: By 2017, research, identify and develop an implementation plan for an equity impact review tool, which will be used to describe impacts of proposed policies and programs on historic patterns of inequity.</li> </ul>	Metro Public Health Department
Objective 2.6: By 2019, identify and conduct a minimum of five educational activities related to addressing health inequities.	Healthy Nashville Leadership Council
Indicators to Measure: Decrease Income Inequality; Decrease % Low-Income more than 30% of Income on Rent	Renters who Spend

**Indicators to Track:** Severe Housing Problems; Homelessness Count; #of Metro Nashville Public School Students who are Homeless; Disparities in Health Outcomes and Social Determinants of Health

### **Priority: Maximize Built & Natural Environments**

	Goal 3: Increase active transportation options and utilization		
Objective	Organization(s)		
Objective 3.1: Beginning in 2015 and ongoing, convene partners to promote the safe use of bicycles in Nashville.	YMCA of Middle Tennessee and Metro Public Health Department		
Objective 3.2: By 2016, develop and present policy recommendations promoting active transportation options to Metro Council, Board of Health and other policy-making bodies as appropriate.	Healthy Nashville Leadership Council and Bicycle Pedestrian Advisory Committee		
Objective 3.3: By 2017, provide hands-on training on the use of public transportation in Nashville to a minimum of ten Metro agencies.	Metro Public Health Department		
Objective 3.4: By 2017, provide at least three education activities on the safe use of bicycles in Nashville.	Metro Public Health Department and YMCA of Middle Tennessee		
Objective 3.5: By 2019, meet with top ten employers in Nashville to learn about the barriers to the use of alternatives to single occupancy automobile travel and to promote the physical and environmental health benefits of these alternatives.	Healthy Nashville Leadership Council and Metro Public Health Department		
Goal 4: Improve and protect the quality of air, land and water			
Objective	Organization(s)		
<ul> <li>Objective 4.1: By 2017, begin implementation of plan for monitoring air quality impacts on vulnerable populations. Monitoring will be on-going.</li> <li>Sub-Objective 4.1.1: By 2016, develop data collection/analysis plan for indoor air quality (e.g. radon) in Metro Government owned buildings.</li> </ul>	Metro Public Health Department		
<ul> <li>Objective 4.2: By 2018, develop and present regulatory, policy and systems change recommendations to improve and protect the quality of air, land and water to appropriate decision-making bodies.</li> <li>Sub-Objective 4.2.1: By 2015, research environmental benefits of vanpools, carpools, and telecommuting.</li> <li>Sub-Objective 4.2.2: By 2017, research and prioritize best practices for improving and protecting the quality of air, land and water in similarly sized urban settings and compare with current regulations.</li> </ul>	Metro Public Health Department, Metro Planning Department, Healthy Nashville Leadership Council and partners		
Objective 4.3: By 2018, submit report on air quality impacts on vulnerable populations with recommended interventions to Board of Health and other relevant decision-making bodies.	Metro Public Health Department		
Objective 4.4: By 2019, Present environmental educational materials a minimum of 10 times.	Metro Public Health		

**Indicators to Measure:** Increase % of population walking, bicycling and/or using public transportation to get to work; decrease annual number of high ozone days

**Indicators to Track:** # of B-Cycle trips, # of riders in Annual Bike Count, pedestrian death rate, ratio of miles of sidewalks to streets; ratio of miles of bike lanes to streets; bicycle related injury/death; land used for farming

### **Priority: Support Mental & Emotional Health**

Goal 5: Provide individuals and families with the support			
necessary to maintain positive mental we	<b>U</b>		
Objective	Organization(s)		
Objective 5.1: By 2017, increase employee understanding of and use of			
EAP program from baseline and continue to increase every two years.			
Sub-Objective 5.2.1: By 2015, Integrate mental wellness and			
promotion of EAP into Metro employee wellness program(s),			
including content in Metro-wide Intranet server, Inside Metro.			
Sub-Objective 5.2.2: By 2015, integrate employee wellness	Metro Public Health		
activities into annual National Public Health Week.	Department		
Objective 5.1: By 2018, present policy recommendations for increasing			
access to mental health resources, including employee assistance	Liss data Alexandra du 2014		
programs (EAP), regardless of economic status, to at least three	Healthy Nashville		
decision making bodies.	Leadership Council		
Objective 5.3: By 2019, a minimum of five educational activities			
supporting positive parenting and positive mental well-being will be delivered to Local Public Health System partners and the community.			
<ul> <li>Sub-Objective 5.3.1: Starting in 2015, coalesce Alignment</li> </ul>			
Nashville wellness committees to expand Alignment Nashville			
Behavioral Health resource guide to support mental well-being,			
including the connection between good nutrition and physical	Alignment Nashville, Metro		
activity and improved mental well-being.	Public Health Department,		
<ul> <li>Sub-Objective 5.3.2: By 2016, include wellness activities in</li> </ul>	United Way of Middle		
student and adult tracks of annual Social Emotional Learning	Tennessee, and other		
Conference.	community partners		
Goal 6: Promote positive parenting & violence	free homes		
Objective	Organization(s)		
Objective 6.1: Starting in 2015, increase delivery of Adverse Childhood	The Family Center, Metro		
Experiences training to MPHD public health staff and local public health	Public Health Department		
system partners.	and partners		
Objective 6.2: Starting in 2015, convene partners to begin planning the	The Family Center, Metro		
2016 Healthy Nashville Summit to advance positive parenting and	Public Health Department		
violence free homes in Nashville.	and partners		
Objective 6.3: By 2018, research, prioritize and present			
recommendations for addressing violence in homes to appropriate decision-making authorities.	Healthy Nashville Leadership Council		

Indicators to Measure: Decrease child abuse rate; decrease domestic violence rate

**Indicators to Track:** Dependence or abuse of illicit drugs and/or alcohol, death rate due to drug poisoning, mental health provider rate

For more information on the Community Health Assessment and the Community Health Improvement Plan, please visit <u>HealthyNashville.org</u>

For any questions on the Healthy Nashville CHA/CHIP, including how you or your organization can get involved in its implementation, e-mail <u>healthy.nashville@nashville.gov</u>

### Additional Resources and Links:

For more information on the Healthy Nashville Leadership Council, please visit:

http://hnlc.nashville.gov/

For more information about the Metro Public Health Department, please visit:

http://nashville.gov/health

For more information on collective impact, please visit:

http://collectiveimpactforum.org/

# Healthy Nashville

### **Community Health Improvement Plan**

### Tracy Buck, MS, RD Julie Fitzgerald, M.Ed.



January 8, 2015

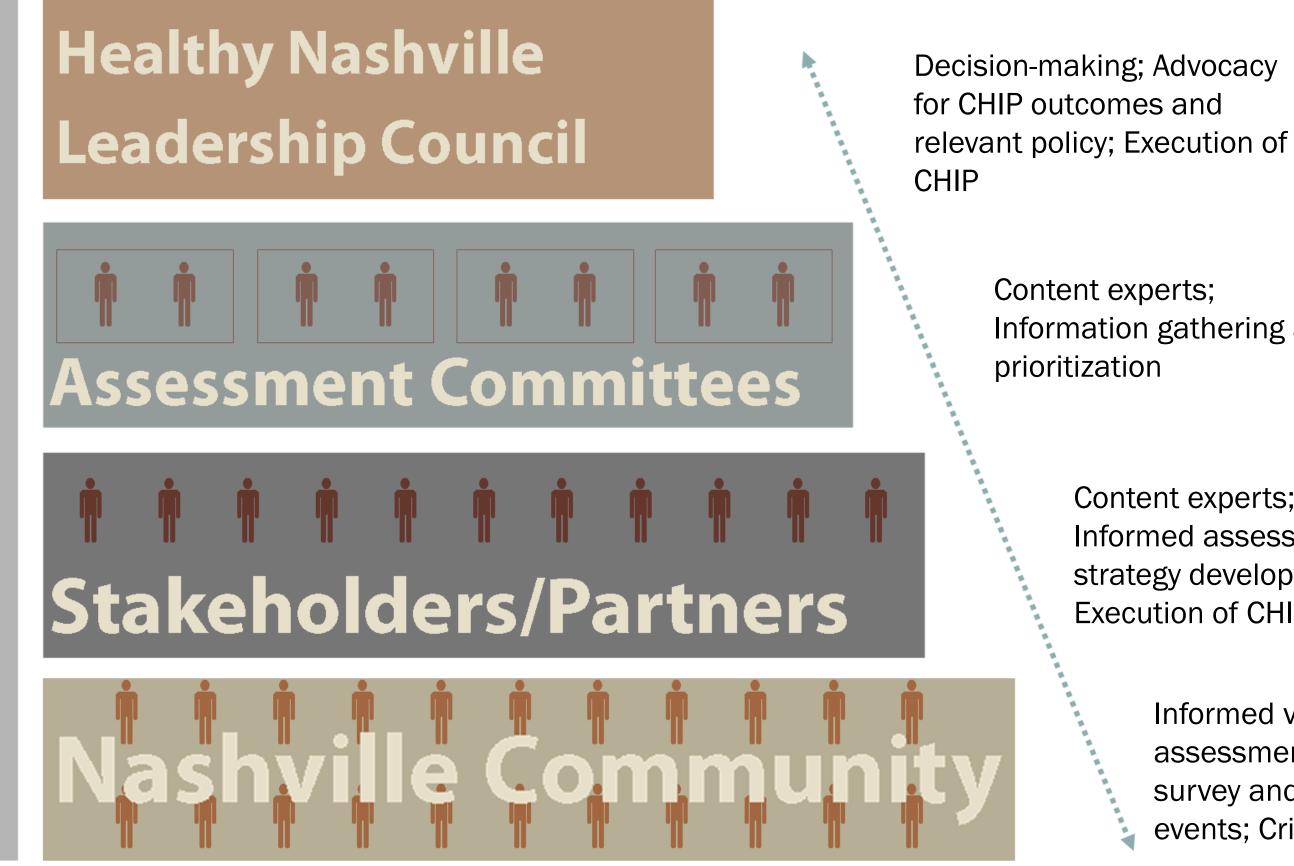


Protecting, Improving, and Sustaining Health

# Acknowledgements

- Healthy Nashville Leadership Council
- MAPP Assessment Committee Members
- MPHD Core Support Team
- Mayor's Office
- Dr. Bill Paul
- Joe Pinilla, MPH

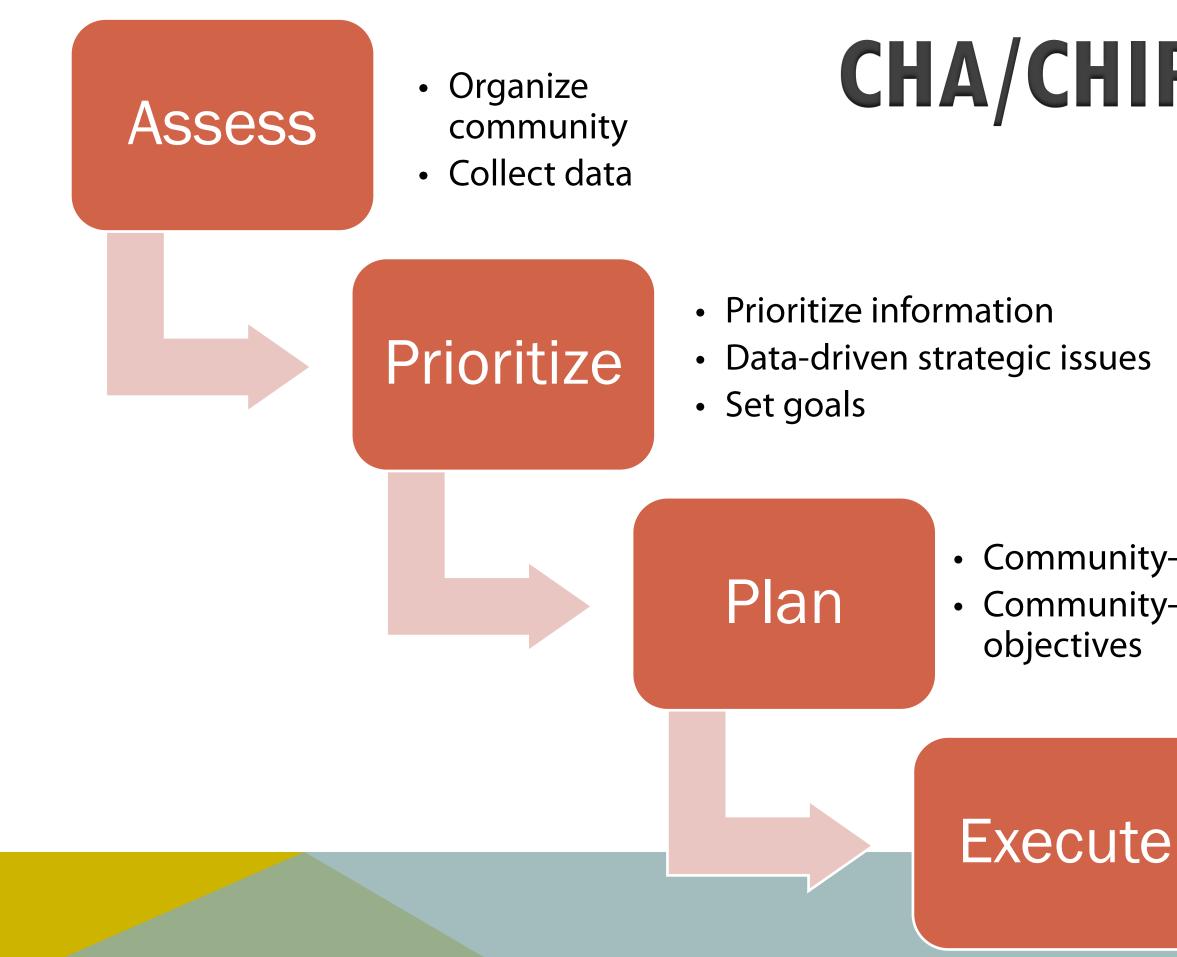




Information gathering and

Content experts; Informed assessments and strategy development; **Execution of CHIP** 

> Informed visioning and assessments through survey and community events; Critical for buy-in



### **CHA/CHIP Process**

### • Community-informed strategies Community-driven SMART

 Collective impact

# **Community Health Assessment asks:**

Where dre we?

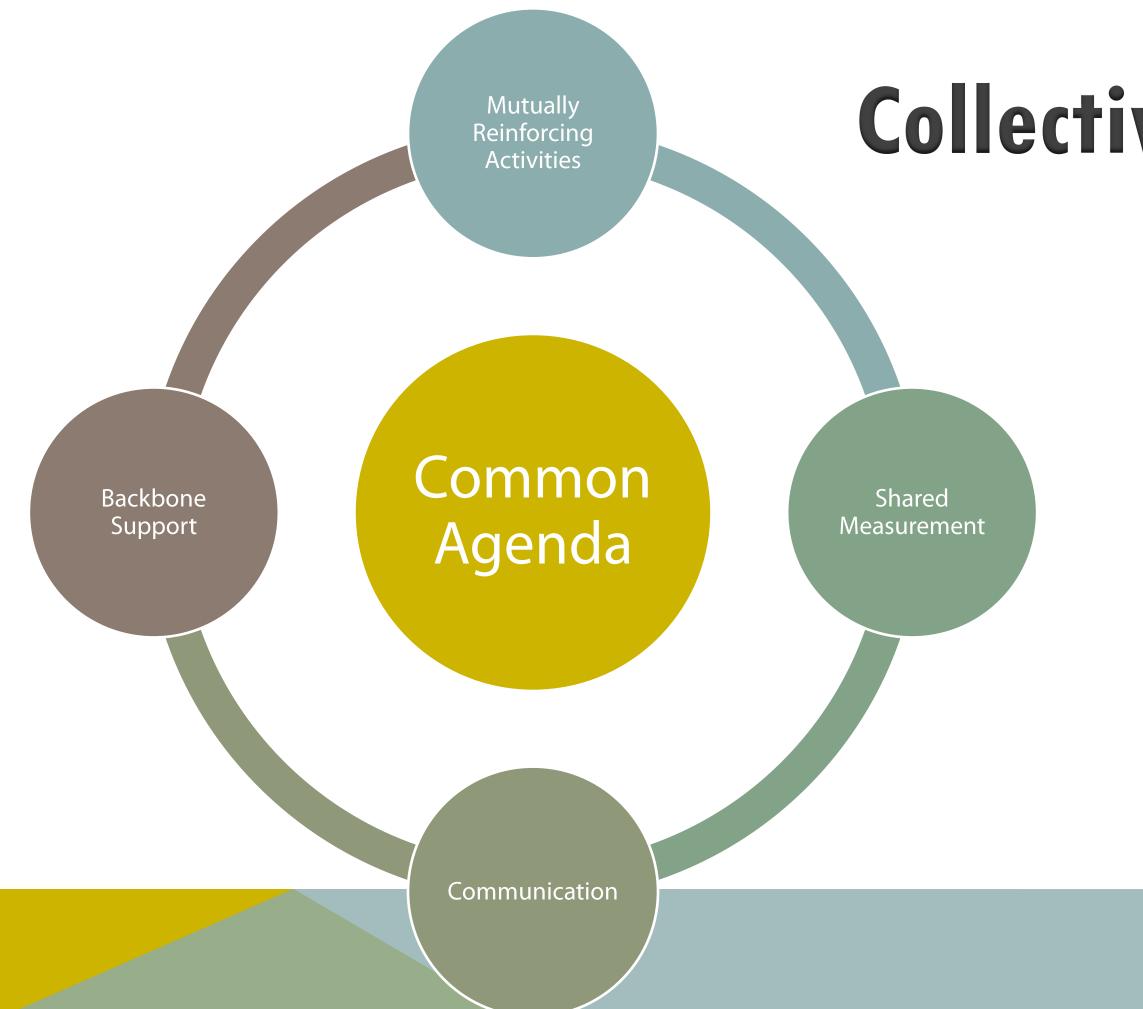
- Community Health Status
- Community Themes & Strengths
- Forces of Change
- Local Public Health System

# **Community Health Improvement Planning determines:**

Where do we need to go?



"A healthy Nashville has a culture of wellbeing, where all people have the opportunity and support to thrive and prosper."



### **Collective Impact**

# **Priority Issues**

### Advance Health Equity

Support Mental & Emotional Health

### **Maximize Built** & Natural **Environments**

Advance Health Equity	Support Mental & Emotional Health	Max En
Develop better systems to support all individuals to achieve their optimum level of wellness	Provide individuals and families with the support necessary to maintain positive mental well-being	Increase transpor utilizatio
Ensure a strategic focus on communities at greatest risk for health inequities	Promote positive parenting and violence free homes	Improve quality o water

ximize Built & Natural nvironments

- e active
- rtation options and on

e and protect the of air, land and

# **Advancing Health Equity**

Community-driven strategies focus on:

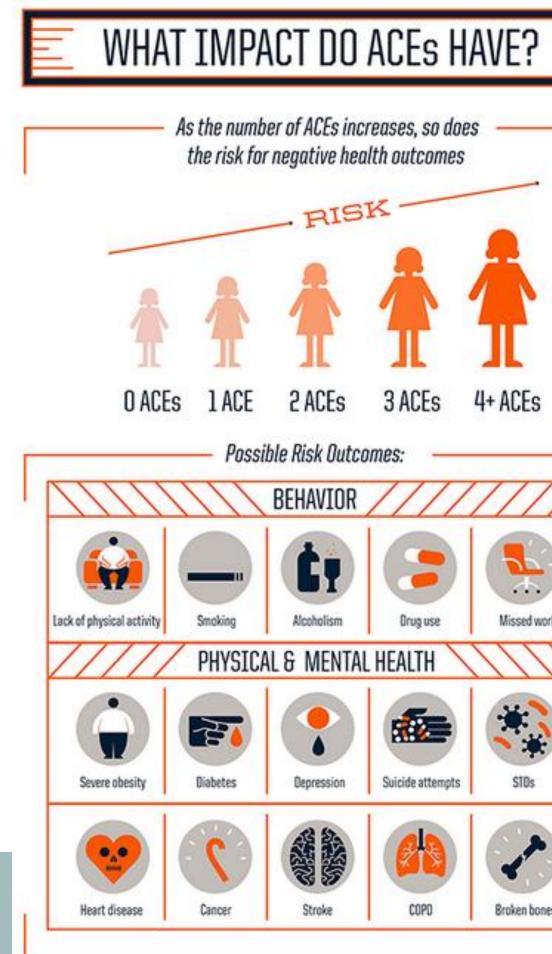
- Cultural competency and awareness
- Communication and education
- Health equity as decision making lens
- Advancing economic policy



# **Supporting Mental** & Emotional Health

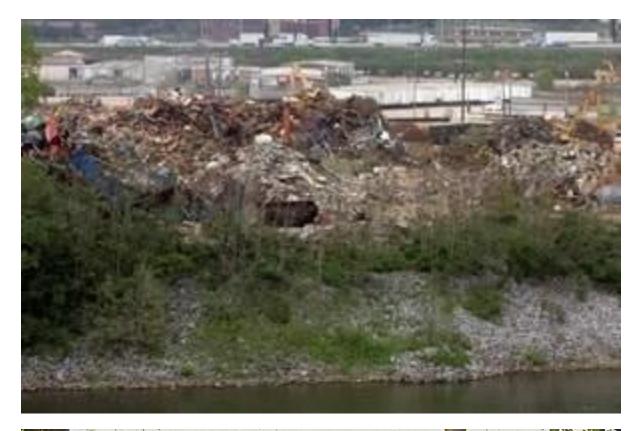
**Community-driven strategies** focus on:

- Decreasing stigma
- Increasing access/dialogue/education
  - Adverse Childhood Experiences (ACEs)



Missed work Broken bones

# **Maximizing Built & Natural Environments**





**Community-driven strategies** focus on:

- Increasing utilization of
- Monitoring environmental impacts on vulnerable populations
- Education and awareness
- Policy

active transportation options

# **CHIP Indicators**

### Advance Health Equity

- **Income Inequality**
- **Affordable Rental** Housing
- Housing Quality
- Homelessness
- **Disparities in Health Outcomes & Social** Determinants of Health •

### **Support Mental & Emotional Health**

- **Domestic Violence** •
- Child Abuse
- Substance Abuse
- Access to Mental Health Services
- **Emotional Health**
- Life Evaluation

•

•

- Active Transportation
- Air Quality
- **Transportation Safety** 

  - Options

### Maximize Built & Natural Environments

- Access to and Availability
- of Active Transportation

# **Next Steps**

- Public release of CHIP
  - Community reflection
- Beginning implementation of CHIP
- Continual communication with partners
- Annual review of CHIP objectives

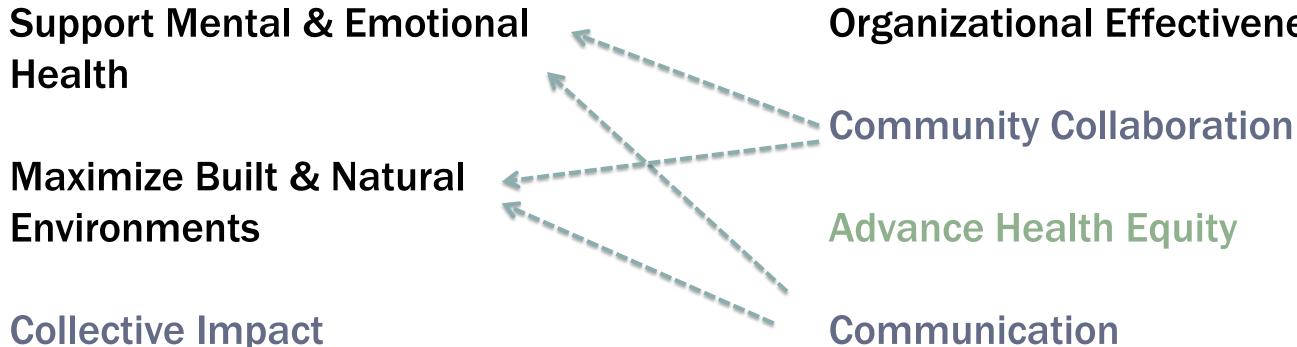
# **CHIP/MPHD Strategic Plan Crosswalk**

### CHIP

**Advance Health Equity** 

**Strategic Plan** 

**Build Workforce** 





### **Organizational Effectiveness/Efficiency**

# **MPHD New Commitment Overview**

- 5 New Commitments
  - Facilitating 2
  - Convening 1
  - Leading 2
- 3 Reviving Previous Work
- Cross-Cutting
  - Crosses Bureaus
  - Utilizes Teams



# Thank You