

General Order 2020-3

Agricultural Administration

Herd Administration

**Joint Force Headquarters
Connecticut Military Department
Hartford, Connecticut
1 December 2020**

UNCLASSIFIED

SUMMARY of CHANGE

CTMD General Order #2020-3
Herd Administration

This revision, dated 1 December 2020 –

- Supersedes CTMD General Order 2016-1, dated 1 April 2016
- Changes made in regards to the unit's Standard Operating Procedures and the requirements of the SAW
- Redefined decision making authority of the SAW to be primary, but not final. Added language in the event there is a lack of concurrence between SAW and UHO
- Added paragraph on communication requirements
- Procedural changes regarding purchasing to reflect changes made to General Letter 71 on 1 August 2019
- Minor changes to the Receipt of Horses process

Joint Force Headquarters
Connecticut Military Department
Hartford, Connecticut 06105-3795
1 December 2020

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AGRICULTURAL ADMINISTRATION

HERD ADMINISTRATION

Summary. This General Order (GO) prescribes the processes for the administration of the herds for the First and Second Companies Governor's Horse Guard.

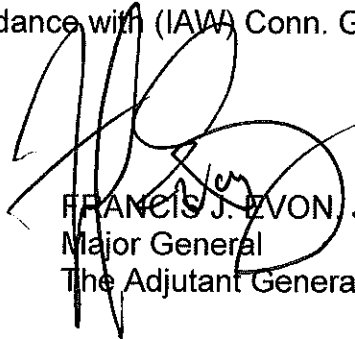
Applicability. This GO is immediately applicable to the units of the Governor's Guards and to any other unit of the armed force of the state hereafter identified applicable by written order of The Adjutant General (TAG).

Supplementation. Supplementation of this GO is prohibited without prior TAG approval.

Proponent. The proponent for this GO is Connecticut Military Department (CTMD), Military Administrative & Programs Office, William A. O'Neill Armory, 360 Broad Street, Hartford, CT 06105

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the Adjutant General, ATTN: CTMD-HS, Governor William A. O'Neill State Armory, 360 Broad Street – Room #113, Hartford, CT 06105-3795.

By Order of TAG, duly authorized, in accordance with (IAW) Conn. Gen. Stat. § 27-20



FRANCIS J. EVON, JR.
Major General
The Adjutant General

1 December 2020

General Order 2020-3

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REQUIRED CTMD FORMS:

CTMD Form 4-20 (Horse Adoption Questionnaire)
CTMD Form 4-21 (Horse Donation Acceptance Letter)
CTMD Form 4-22 (Horse Donation Non-Acceptance Letter)
CTMD Form 4-23 (Horse Offer to Return Horse upon Retirement Letter)
CTMD Form 4-24 (Horse Offer to Return Acknowledgement Letter)
CTMD Form 4-25 (Horse Return Acceptance Letter)
Sample Horse Auction Advertisement
Sample Horse Auction Webpage
CTMD Form 4-26 (Auction Winning Bid Letter)
CTMD Form 4-27 (Auction Losing Bid Letter)

Forms are available on the CTMD website at <https://portal.ct.gov/MIL/Human-Resources/Agency-Forms>

Chapter 1 Receipt of Horses

1-1. Purpose

a. The purpose of the horses of the two companies of the Governor's Horse Guard is to be mission ready and capable in order to serve the State of Connecticut.

b. The procurement of horses into the herd is a joint effort between the CTMD and the unit. Unless designated otherwise, the CTMD's agent is the state agricultural worker (SAW) and the unit's agent is the Unit Horse Officer (UHO).

1-2. Horse Standards

a. Any horse considered for procurement must be capable of performing the mission of each unit.

b. Any horse considered for procurement, must have the potential to assimilate into the existing herd of the unit.

c. The considered horse must be capable of being trained to perform drill and ceremonies consistent with historical manuals and procedures of the US Cavalry.

1-3. Procedure

a. The unit Commandant initiates the procurement process by issuing a written request to TAG.

b. Once approved, the Commandant or their appointed designee may begin to solicit donations. Such solicitation may be through official advertising, word of mouth, established relationships or any other means. The Commandant will ensure that there will be no cost to the state for the adoption of the horse beyond a routine veterinary examination and reasonable transportation costs.

c. The UHO will physically inspect and scrutinize each considered horse in order to conduct a preliminary evaluation of the horse's size, age, color, sex, soundness, rideability and trainability. CTMD Form 4-20 will be completed by the potential donor with the UHO and the SAW.

d. The UHO will make a recommendation in writing to the SAW within 10 business days after reviewing the considered horse is satisfactory for procurement.

(1) If the SAW makes a favorable recommendation, the UHO will provide concurrence or non-concurrence in writing to the Commandant.

(2) If the SAW makes a negative recommendation, the horse will no longer be considered.

e. Upon receipt of a favorable recommendation, the UHO will concur or non-concur in writing to the Commandant.

f. The Commandant may override the non-concurrence of the UHO, but may not, under any circumstance, override the negative recommendation of the SAW.

g. If the Commandant accepts the favorable recommendation of the UHO and the SAW, the Commandant shall send confirmation to the CTMD MAPO that the unit is willing to accept the horse on a trial basis, not to exceed 90 days.

h. The CTMD MAPO will provide the appropriate paperwork to the CTMD Fiscal Administrative Supervisor (FAS) for entering the horse into the appropriate state property database of record.

1-4. Trial Period

a. The trial period begins the date the horse arrives at the Horse Guard facility. The trial period concludes when the horse has met all requirements or it is determined the horse will not meet the standards of the horse guard. The trial period is not to exceed 90 days. A 30 day extension may be requested in writing from the Commandant upon the advice of the SAW or the UHO.

b. The horse shall remain segregated from the herd until an examination has been completed by the contract veterinarian. Once the contract veterinarian determines there are no health issues, the SAW and the UHO will begin the process of integrating the horse into the herd.

c. During the trial period, the SAW will observe and evaluate the horse's overall health and soundness and how well the horse adapts to life at the horse guard. This includes its behavior towards the established members of the herd and the herd's acceptance of the new horse.

d. The UHO shall observe and evaluate the horse's ride-ability and trainability and how well the horse responds to performing basic cavalry drills individually and as a member of a squad in order to support the mission of the unit. The UHO shall document the experiences of members of the riding platoon while mounted on the new horse.

e. At the conclusion of the trial period the SAW and the UHO shall provide their recommendation to the unit Commandant.

(1) If either the SAW or the UHO determine that the horse would NOT be a good candidate for the herd, the horse shall be returned to the original owner.

(2) If both the SAW and the UHO recommend the horse for acceptance into the herd, the unit Commandant may either endorse or reject the recommendation. Rejected recommendations will result in the horse being returned to the original owner.

(3) If the recommendation is endorsed, the Commandant will forward all appropriate documentation to the MAPO, who will in turn conduct a quality control review before forwarding the documentation to the FAS for processing in the state database of record (CORE-CT as of the publication of this document).

1-4. Duties and Responsibilities

a. Commandant: The Commandant has overall responsibility of overseeing the process from start to finish. The Commandant shall initiate the process, provide guidance and oversight throughout the process, and ultimately make the decision to accept or reject the horse. The Commandant cannot override a negative recommendation of the SAW at any time through the process.

b. Unit Horse Officer (UHO): The UHO is the subject matter expert in evaluating the ability of the horse to meet the standards of the unit's mission. The UHO shall provide recommendations to the Commandant on the horse's ability to be trained in basic military cavalry drills. The UHO shall oversee the horse's training in these skills throughout the trial period.

c. SAW: The SAW has the day-to-day responsibility for the care of the horse, as well as all horses in the herd. The SAW is the only individual who can make the determination that the horse has successfully assimilated into the herd. The SAW will coordinate with the contract veterinarian to ensure that horse is medically sound and of good quality. The SAW will monitor the cost of caring for the horse during the trial period to ensure the horse is cost effective to meeting the unit's mission. The SAW will maintain a file for each horse. (See Chapter 5)

d. Military Administrative & Programs Officer (MAPO): The MAPO is the representative of TAG who will ensure that the process is conducted to standard in accordance with this general order (GO). All correspondence to and from TAG shall be routed through the MAPO office. The MAPO will operate as a mediator in the event there any disagreements or disputes during the process.

e. FAS: The FAS shall designate a custodian of all documentation as it pertains to the acquisition of the horse. The FAS will ensure that all appropriate state property databases are updated in accordance with state property regulations, policies and procedures. These documents may be subject to review by the Office of the Auditors of Public Accounts. The designated custodian may request documentation from the SAW to maintain an adequate procurement file.

Chapter 2 Care of Horses

2-1. Functions

a. The SAW has primary responsibility for the care of the horses of the herd during regular business hours (Monday through Friday in accordance with the SAW's approved work schedule). Decisions regarding the care of a horse is the primary responsibility of the SAW in cooperation and coordination with the UHO.

b. The Commandant is responsible for routine care of the herd on weekends, holidays and scheduled vacations of the SAW. The SAW will leave instructions for any non-routine care with the UHO no later than four hours prior to the end of the day prior to scheduled time off, to include weekends. The SAW must confirm that the UHO receives the instructions and provide an opportunity for the UHO to ask questions. If the SAW cannot make such contact with the UHO, the SAW must contact the MAPO to coordinate contact with the UHO. The unit commandant will ensure a schedule is published in a timely manner in accordance with unit standard operating procedures (SOP).

c. In the event that the SAW and the UHO cannot achieve a consensus on the care of a horse, the MAPO shall get involved to facilitate consensus.

2-2. Routine Care

a. Routine care of the horses of the herd will be conducted in accordance with established Standard Operating Procedures (SOP) and will include, but not limited to:

(1) Scheduled turnout

(1) Providing regular supply of food and water, including supplements

(2) Grooming, including cleaning of hooves, examining for scrapes, cuts, bruises or other injuries.

(3) Exercise, both mounted and unmounted

(4) Socialization

(5) Maintenance of the horse stalls

(5) Follow-up treatment of injuries and/or diseases in accordance with instructions from the contracted veterinarian, if necessary

b. Routine care will also include a periodic inspection of the grounds and facilities, ensuring gates are properly secured and examining fencing to ensure the herd

is safely secured. Pastures and trails need to be walked on a regular basis in order to identify possible hazards that could result in an injury to a horse and/or rider.

c. The Standard Operating Procedure (SOP) will be developed by the UHO and reviewed by the SAW. If the SAW disagrees or objects to any portion of the SOP, the MAPO shall act as an intermediary and may request review by a disinterested third party.

d. The SOP will be reviewed every two years by the UHO and the SAW to identify changes that may be necessary and to identify efficiencies. If either the UHO or SAW object to any recommended change, the MAPO shall act as the intermediary and may request review by a disinterested third party.

e. Communication between the SAW and the UHO is essential to the success of the unit and the health of the horses. The SAW will communicate the following information to the UHO:

(1) Veterinary appointments. The SAW will inform the UHO of the date, time and purpose of all scheduled veterinary appointments no later than 14 days prior to the appointment. In the event of an emergency appointment, the SAW and UHO will inform the other party as soon as it is scheduled. If the emergency appointment is necessary during the SAW's non-duty hours, the SAW will contact the MAPO for overtime approval.

(2) Farrier appointments. The UHO will provide the SAW with the date, time, location and length of all scheduled parades and events the horses will be participating. The SAW will schedule farrier appointments in order to ensure the horses are mission ready.

f. Any disagreement between the SAW and the UHO concerning the implementation of the SOP shall be immediately reported to the MAPO

2-3. Purchasing Goods and Services

a. The SAW is responsible for submitting all requests for goods and services for the care of the herd on form PC-1 "Requisition Form" to the MAPO. PC-1s need to be submitted no later than July 15th of each year for:

(1) veterinary services

(2) farrier services

(3) basic feed

(4) shavings

(5) hay

b. The total value of the PC-1s shall not exceed the allocated budget for agricultural services in accordance with the biennial budget, the public-private partnership, and other revenue sources.

c. Goods and services not procured through the state requisition system, such as donations or in-kind services, must be approved by the SAW and forwarded to the MAPO to ensure state contracting regulations, procedures and policies are not violated. If necessary, the Staff Judge Advocate (SJA) will provide a review for legal sufficiency.

d. Goods, equipment and services to maintain and repair the facilities, buildings and grounds, will be purchased from the CTMD's facilities operations budget. The Commandant or the SAW will make a request to the appropriate state maintenance employee.

2-4. Purchases for Horse Care

a. The CTMD shall execute and maintain purchase orders for the routine feeding and care of the horse herd. Such purchase orders will include, but not limited to:

(1) Veterinary Services

(2) Farrier Services

(3) Basic Feed

(4) Hay

(5) Shavings

b. Ninety days prior to the termination date of the purchase order, the SAW and the Commandant shall review existing purchase orders to recommend changes, additions or deletions for the next solicitation of goods or services. These recommendations will be forwarded to the MAPO for quality control review, then forwarded to the FAS for processing.

c. Once the solicitation has been posted and open to receive bids, vendors may be made aware of the purchase requisition in order to ensure the process is as open, honest, fair and accessible.

d. When the process has closed and bids have been received, the FAS will forward all viable bids to the MAPO. The MAPO will obtain feedback from the SAW and the unit Commandant on each viable bid to assist in the determination of a preferred vendor. The MAPO will forward the preferred bid to the FAS.

e. When evaluating viable bids, the following will be considered:

(1) Cost – lower prices are preferred

(2) Quality – higher quality products are preferred

(3) Reputation – does the vendor have a history of providing goods or services on schedule

(4) Location – is the vendor close enough to deliver on short notice or provide emergency services if necessary

2-5. Duties and Responsibilities

a. SAW: The SAW has primary responsibility for the health and welfare of all horses of the herd to provide daily care as well as to provide information and guidance to the Commandant, UHO and members of the company regarding the overall status of the herd. The SAW is the organization's point of contact with the approved veterinarian. The SAW shall provide a timely update about any horse to the UHO upon discovery of an adverse health or welfare condition.

b. Commandant: The Commandant has the overall responsibility to ensure that the members of the unit are abiding by the SOP. The Commandant will enforce all safety regulations, policies and procedures.

c. UHO: The UHO will develop a riding plan for each horse to ensure they are exercised regularly in order to maintain proper strength and socialization skills. The UHO directly supervises the members of the unit while performing routine care and unit riding. The UHO will report to the SAW any health related issues identified in the course of regular activity. The UHO is the unit safety officer in regards to horse care and riding. As the safety officer, the UHO will enforce all safety standards to ensure the safety of the individual unit members as well as the horses.

d. Unit Members: Each unit member has the individual responsibility to obey the SOPs of the unit and to heed the guidance of the UHO when handling the horses. Each unit member will be in compliance with all safety standards at all times and respect the horses with the utmost care. Each unit member has an obligation to report violations and unsafe actions immediately to the chain of command. Unit members have the responsibility to inspect and evaluate each horse before and after utilizing the horse and will report any issues to the UHO.

e. MAPO: The MAPO is the custodian of all state funds for the units of the Governor's Guards. The MAPO will act as a quality control reviewer for all requisitions sent by the SAW or the unit Commandant. The MAPO will follow-up on all requisitions to ensure needs are filled in a timely manner. The MAPO will monitor all state purchase orders related to horse care to ensure the vendors are meeting the requirements of the contract and make modifications when they are up for renewal.

f. FAS: The FAS will ensure that all requisitions for goods and services are processed in accordance to state purchasing regulations, policies and procedures. The FAS will review all purchase requests and act as the agency's liaison with the Department of Administrative Services to ensure purchasing is executed in accordance with state purchasing procedures.

g. Facilities Management Office: The facilities management office has the responsibility for the maintenance and care of the buildings, structures and grounds. They will perform all routine maintenance, grounds keeping and minor repairs. The facilities management office will initiate the contracting process for all requirements for major repairs and improvements.

Chapter 3

Retirement of Horses

3-1. Reasons for Retirement

a. The following list are reasons the CTMD will take into consideration when deciding to retire a horse.

(1) Horse can no longer meet the mission requirements of the unit.

(2) The annual cost of care of the horse has become excessive compared to the average cost of care of the remainder of the horses of the herd.

(3) Terminal illness or permanent injury as determined by the contract veterinarian.

(4) Budget constraints require a reduction in the size of the herd.

3-2. Process for Retirement

a. Horses as state property are exempt from the property disposal process as outlined in the state property control manual due to the fact that the horses are considered livestock and not personal property or equipment.

b. The process is initiated once one or more horses meet one of the criteria in paragraph 3-1. The MAPO will contact the FAS and the unit Commandant in writing with the name of the horse to be retired from the herd, along with the reasons. Dependent upon the reason for retirement, an appropriate timeline will be provided to the Commandant to coordinate with the SAW and the FAS to execute a retirement plan.

c. Unless the horse is in such a condition where it needs to be euthanized, the following order of precedence will be utilized for retirement of the horse:

(1) Regardless of the length of time the state has had ownership of the horse, all efforts will be made to contact the owner that originally donated the horse to the state. An offer to return the horse with a suspense date of ten (10) business days to make a decision. If the original owner accepts the horse, the state will make all arrangements to transport the horse.

(2) The MAPO shall initiate the process to auction the horse being retired. An announcement will be advertised in a local paper or trade publication that provides basic information regarding the auction. The announcement will direct interested bidders to the CTMD website for detailed information. The FAS is responsible for the conduct of auction, to include collecting, evaluating and awarding bids. If a bid is awarded, the UHO and SAW will be notified and will coordinate the transportation of the horse to the awardee.

(3) The MAPO will contact approved retirement farms for horses. The MAPO will conduct due diligence to solicit a retirement farm that will accept the horse at no cost to the agency, beyond transportation costs. If the retirement farm requires a fee, the Fiscal Administrative Manager (FAM) will determine if the amount is cost effective to the agency. Once the retirement farm accepts the horse, the UHO will coordinate the transportation of the horse.

(4) Not for profit organizations, if approved for the care of horses, will be offered the horse. The organization shall be evaluated by the UHO to determine if it is an acceptable placement for the horse.

(5) The contract veterinarian will be contacted to euthanize the horse by the SAW if there are no other recourses available to the agency.

d. When complete, the MAPO will forward all documentation to the FAS in order to properly document the removal of the horse from the state property database of record. The FAS will maintain the documentation in accordance with state archiving procedures.

3-3. Euthanasia

a. Euthanasia will only be conducted under the direct supervision and authorization of the approved veterinarian as the only humane course of action.

b. The veterinarian will provide a written recommendation for euthanasia to the SAW.

c. The SAW shall notify the Commandant and the MAPO that euthanasia has become necessary. The MAPO will notify the Assistant Adjutant General in accordance with command critical information requirements.

d. The SAW will coordinate with the contract veterinarian and state maintenance sector officer to make arrangements for the euthanasia and proper burial of the horse. If possible, the horse shall be buried on the grounds of the horse guard. If the state maintenance office cannot bury the horse on state property, they will coordinate for the proper removal of the horse.

3-4. Duties and Responsibilities

a. FAS: The FAS has the primary responsibility to ensure the removal of the horse from the herd is completed in accordance with this document. The FAS will provide guidance to all involved of the process in order to ensure the process is understood by all key personnel.

a. SAW: The SAW is responsible for ensuring that horses identified for retirement are handled with the proper care and standards. The SAW is responsible for

working with the contract veterinarian that horses identified for euthanasia are done so in a humane manner.

b. Commandant: The horses of the Governor's Guards have served the state admirably. The commandant will act as a steward to ensure that any horse identified for retirement is treated with the respect, honor and dignity it deserves. The commandant's responsibility is to assist the FAS throughout the process to ensure the horse is provided an appropriate home.

c. MAPO: The MAPO will act as a liaison between all parties to ensure the process is conducted in a timely manner. In cases where there is disagreement, the MAPO shall act as a mediator between interested parties and bring to the attention of the Assistant Adjutant General, if necessary.

Chapter 4 Herd Size

4-1. Factors

a. The size of the herd is solely the decision of TAG. Factors TAG may take into consideration include the following:

- (1) Available and projected funding;
- (2) Average annual cost of care per horse;
- (3) Pledged donations;
- (4) Active membership of the unit;
- (5) Space available in the barn.

b. Funding is the primary factor in determining herd size. Funding to be considered as a factor are:

- (1) Funding proposed or passed by in the state budget;
- (2) Carry over balance in the Public-Private Partnership account, if any
- (3) Pledged commitments to the Public-Private Partnership for the upcoming biennium;
- (4) Projected revenue generated by the unit or its facility for the specific purpose of agricultural support;

c. Funding sources that are speculative or non-committed, will NOT be considered as a factor in determining the size of the herd.

4-2. Process

a. The size of the herd shall be reviewed on a biennial basis. The process will begin when the Governor proposes a budget to the General Assembly and concludes when a budget is passed by the General Assembly and signed by the Governor.

b. Based on the proposed budget, the FAM will conduct an analysis of available and projected funding compared with the average annual cost of care per horse. The analysis will be presented as a report to TAG for his consideration with courtesy copies presented to the Commandants.

c. TAG will propose a herd size based on the proposed budget in order for units and staff to plan and prepare to implement changes once a budget is effective: 1 July.

d. The agency's legislative liaison will continue to monitor the budget process as the Governor's proposed budget moves through the legislative process – keeping TAG and FAM informed of any significant changes.

e. During the process, the Commandant may provide additional information or proposals to assist TAG in his decision-making process. Examples of such information or proposals can include, but are not limited to:

- (1) changes to the pledged amount to the Public-Private Partnership;
- (2) recommendations to policies and procedures to reduce costs;
- (3) additional sources of revenue.

f. A final decision regarding the size of the herd will be made in writing to the Commandants by TAG or his representative at the conclusion of the budget process.

g. The Commandant may request to meet with TAG at any time during the biennium to revisit the size of the herd. Such request should be based on a significant change to one or more of the factors listed in paragraph 4-1 of this document.

h. TAG reserves the right at any time during the biennium to implement changes to the size of the herd.

4-3. Duties and Responsibilities

a. FAM. The FAM is TAG's chief advisor on all fiscal matters. The FAM is responsible for monitoring the budget of the horse guard on a regular basis and shall keep all parties informed of any significant changes in revenue or expenditure trends.

b. MAPO. The MAPO is responsible for managing the agricultural care budget on a day to day basis. The MAPO will work directly with the SAWs in monitoring the direct costs for each horse as they are incurred.

c. Commandant: The commandant shall act as the liaison between the agency and all other organizations that are providing funding for agricultural support that is not provided through the biennial state budget. The commandant has the duty to act in good faith that such organizations have ability to make payments in a timely manner.

d. Agency Legislative Liaison: The agency legislative liaison will keep TAG and key staff informed of any significant changes to the proposed budget as it progresses through the legislative process. The agency legislative liaison is the only individual authorized to represent the agency before the General Assembly unless otherwise authorized by TAG.

Chapter 5 Documentation

5-1 Horse Records

a. The SAW is the primary custodian of all records and documentation pertaining to demographic information of the horse. This information includes, but is not limited to: name, age, breed, donor information, height, color, etc.

b. The UHO shall maintain a copy of all horse records as a backup to the SAW.

5-2 Property Records

a. The FAS shall be the primary custodian of all records necessary for the procurement and divestment of each horse. These records shall be maintained in accordance with state property regulations. These records remain readily available for the inevitable retirement or death of the horse.

b. The UHO and SAW will be provided a copy of all state administrative records.

c. Upon divestment of the horse, the FAS and SAW horse files shall be combined and maintained by the custodian of state records.

5-3 Fiscal Documentation

a. The MAPO shall maintain fiscal records for the adoption, care, maintenance and retirement of the horse. Periodically, this information will be used to conduct an analysis of the cost of care for each horse in the herd.

b. The FAS shall maintain all purchase requests, invoices and receiving reports in accordance with state regulations.

c. The SAW shall maintain a copy of all records submitted to the MAPO.

5-4 Inspections

a. The MAPO shall coordinate an annual inspection of the UHO's records and documentation. Inspections will be announced with a minimum of ninety (90) day notice.

b. The FAS has responsibility for providing all appropriate property and fiscal documentation to the Office of the State Auditor upon request.