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# MEMORANDUM

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Date: December 5, 2017

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator

A handwritten signature in black ink, appearing to be "CHH", is written over the printed name "C.H. Huckelberry".

Re: **Pima Animal Care Center Division of Responsibilities**

In recent weeks, members of the Board of Supervisors have raised questions regarding the division of responsibilities at Pima Animal Care Center (PACC).

The attached Memorandum from PACC Director Kristen Auerbach delineates which services are provided by PACC staff, the contracted outside service provider and the dedicated volunteers.

CHH/anc

Attachment

c: Jan Leshar, Chief Deputy County Administrator  
Dr. Francisco Garcia, Assistant County Administrator for Community and Health Services  
Kristen Auerbach, Director, Pima Animal Care Center

Date: December 5, 2017

To: C. H. Huckelberry  
County Administrator

From: Kristen Auerbach   
PACC Director

Via: Francisco García   
Assistant County Administrator

**Re: Further Clarification of Board of Supervisors Questions regarding PACC Operations and Facilities**

During the November 7 Board of Supervisors meeting, the Board approved Master Agreement MA-PO-18-76 with Central Pets Partners for janitorial and pet care-related services at Pima Animal Care Center (PACC). While voting in the affirmative, Supervisor Miller asked for further clarification of the tasks, functions, and personnel structure at the facility. On November 22, Jan Leshner, Francisco García and I we met with Supervisor Miller's staff to respond to her inquiry. This memorandum summarizes that discussion to provide further information regarding PACC operations and augment the materials provided by the County Administrator to the Board on November 3 prior to the Board meeting.

The questions from Supervisor Miller's Office are listed below followed by our responses.

**What do PACC staff do and how many people are on each team?**

On any given day, there are 750 pets housed at PACC as well as 500 to 800 pets in foster homes. Each pet comes in for a different reason and requires a unique process that moves it through the shelter system to a permanent outcome. Some pets come in as unknown strays with no reported history and must be held for three to five days whereas others enter as sick or injured pets whose owners can no longer care for them. Still others come in for a quarantine period after inflicting a bite to a human.

To serve the 18,000 pets that enter PACC each year requires coordination of several teams of staff and support of hundreds of volunteers and foster caregivers. PACC is divided into five major functional areas:

1. Administration (8 positions), which includes management, development, information technology, facilities and procurement functions.
2. Shelter staff team (13 positions), responsible for managing each of the 500 to 700 case files of the pets housed at PACC each day. This group manages all pet intake, kennel placement and evaluation. It is also responsible for managing the supply inventory and overseeing the relationship with Central Pet inclusive of providing training and general direction to Central Pet staff.
3. Medical team (18 positions), provides emergency and lifesaving care to sick, injured and elderly pets entering the shelter system. They perform spay/neuter, dental and other surgeries for

**Further Clarification of Board of Supervisors Questions on Pima Animal Care Center's Operations and Facilities**

December 5, 2017

Page 2

shelter pets; prescribe medication; conduct rabies observation of all bite cases; accept medical emergencies from 9 a.m. to 7 p.m. daily; and make medical euthanasia decisions and conducts euthanasia of critical medical cases.

4. Lifesaving operations team (17 positions) is responsible for more than 14,000 live outcomes annually through foster, adoption and rescue placement. The team performs assessments and determines outcomes of pets with behavioral challenges, and provides enrichment, exercise and training to cats and dogs to increase adoptability. This group manages 1,200 volunteers and oversees 500 foster families. It also issues licenses and renewals for owned and adopted pets.
5. Field services team (40 positions) provides dispatch and animal protection and enforcement for Pima County and its partner jurisdictions. This group also enforces state and local ordinances regarding pet ownership; conducts dangerous dog investigations; investigates cruelty and neglect, ensuring humane treatment of pets in our community; responds to calls and complaints related to all animal matters in Pima County; picks up dead animals; and manages the pet support help desk.

**What is the difference between PACC shelter staff duties and the responsibilities of the contract cleaning company, Central Pet?**

PACC's contractor, Central Pet, is responsible for providing daily, routine care for shelter pets. Below is a chart that shows the daily duties of the shelter staff and contracted cleaners. See attached Table 1, which shows duties performed both shelter staff.

As the table indicates, shelter staff have almost an entirely different set of responsibilities from the Central Pet contractors; however, there are a few shared duties, as highlighted in the table.

1. Transport, load and unload food and supplies. Central Pet is responsible for transporting and moving dog and cat food and cleaning supplies. Shelter staff accept, move and store donated food and supplies, which arrive around-the-clock, whenever people drop them off.
2. Check on the welfare of the animals and report any health concerns to medical staff. This is the responsibility of ALL staff members, and all staff are directed to never walk by an animal in need without addressing that need or communicating to the appropriate medical staff member.
3. Safely remove and return animals from cages for cleaning. Central Pet staff moves most of the animals, but shelter staff step in to assist with difficult-to-handle pets. Shelter staff members are also vaccinated for rabies; therefore, they handle all pets held for a bite quarantine period. Central Pets staff is not required to be vaccinated.

**Further Clarification of Board of Supervisors Questions on Pima Animal Care Center's Operations and Facilities**

December 5, 2017

Page 3

4. Provide special diets and medications, as directed by medical staff. Shelter staff dispense some medications whereas Central Pet Staff may put other routine medications, such as wormers, into the pet's regular meal. Central Pet staff may feed special diets, as part of regular feeding. For example, senior dogs and cats are fed wet food given by Central Pet. However, shelter staff feed pets that receive a special medical diet.

**How do volunteer functions impact or overlap with the contractor?**

Volunteers perform support functions in almost every area of operations. This includes interacting with the public, providing exercise and enrichment for shelter pets and assisting with offsite adoption events. Table 2 shows a list of Central Pet Partners and volunteer duties. As the table indicates, there is no overlap between the duties of Central Pet staff and volunteer responsibilities.

**What is the capacity of the old facility compared to the new building?**

In anticipation of the new shelter being open and operational in July 2018, there have been inquiries regarding the capacity for the number of cats and dogs housed in the old facility compared to the new one, and how the facility layout may affect shelter-cleaning needs.

The current PACC facility contains approximately 300 permanent kennels and about 200 temporary kennels, crates and containment areas that house shelter pets. During busy spring, summer and fall months, cats are often housed in freestanding dog crates, and both cats and dogs may be housed with up to five other animals in a kennel. The average kennel inventory ranges between 600 and 900 pets in the shelter, with an average daily inventory of about 750 pets.

Once the new facility is complete in July 2018, PACC will have approximately 750 individual, permanent housing units. PACC will no longer have to routinely house multiple animals in one kennel or use temporary kennels or crates to house pets. Each animal will be housed individually, unless it entered the shelter with another pet or was intentionally paired for enrichment and mental stimulation. Of course, in times of seasonal space crisis, the kennels in the new facility can be utilized for co- and group-housing, which would allow PACC to accommodate a greater number of cats and dogs during a temporary space crisis.

**Will it take longer to clean the kennels in the new building?**

Currently, pets live in single units where they urinate and defecate in the same space where they sleep. For kennel cleanings, pets must be moved from the housing spaces to sanitize the space appropriately. This is labor intensive and time-consuming for staff, and stressful for pets that are removed and placed in temporary cages during cleaning.

C.H. Huckelberry, County Administrator

**Further Clarification of Board of Supervisors Questions on Pima Animal Care Center's Operations and Facilities**

December 5, 2017

Page 4

In the new facility, each pet will have a two-sided housing space. On one side, the pet sleeps and lives; the other would be used for bowel or bladder functions. During cleaning pets will be moved to one side while the other side is being cleaned, which means pets are not subjected to the stress of being removed from the kennels every time cleaning happens. These new kennels will be easier to clean and are a more humane solution for both cats and dogs. Additionally, the two-sided kennels make the cleaning process faster, safer and easier.

**Conclusion**

The new PACC will be a state-of-the-art facility designed with both humane safety and convenience as well as humane animal care in mind. This new venue is built to optimize disease control and pet wellness, while providing an enhanced experience to members of the public. Although we anticipate some challenges during the transition period, PACC staff, volunteers, contractors and partners are prepared to meet these opportunities and continue to serve the needs of Pima County residents and their domestic animals. The PACC team is working with Facilities Management and the builder to deliver a final product on schedule and on budget.

KA:FG:lsm

Attachments (2)

c: Jan Leshner, Chief Deputy County Administrator

**Table 1. Description of PACC Duties and Responsibilities**

The highlighted shows PACC functions shared with Central Pet Partners

Description of Function	PACC Shelter Staff	Central Pet Staff
Receive all new pets into the shelter system, including pets brought in by animal protection officers, the public, partner and non-partner jurisdictions	X	
Evaluate pets for suitability for adoption, rescue and/or foster placement	X	
Administer vaccines, deworming medications and routine medical tests to check for contagious diseases	X	
Assign pets to kennels based on intake status and medical needs	X	
Clean the kennels in the bite quarantine area three times per day and move animals on bite quarantine to and from kennels	X	
Move dogs and cats to and from spay and neuter surgery areas, assigning and reserving kennels for altered dogs	X	
Handle and restrain dogs and cats for intake medical procedures	X	
Transport, load and unload food and supplies	X	X
Create and maintain intake, medical and behavioral notes on all shelter pets and ensure shelter software system notes on pets are up to date and accurate	X	
Create, print and hang kennel cards for all pets	X	
Manage the entire intake procedure for owner surrender and stray pets, including providing counseling for owners surrendering their pets	X	
Accept owner requests for euthanasia and taking in animals	X	
Introduce dogs for co-housing and pair dogs to create additional space	X	
Serve as public face of the organization, greeting visitors, answering questions and directing customers	X	
Observe all animals for signs of illness, injury or unusual behavior, notifying the veterinarian and arranging for pets to be seen by a vet	X	
Carry out routine medicating and medical care as directed by the medical team	X	
Staff the supervisor question line and the Spanish language customer telephone line.	X	
Perform euthanasia on both sick and healthy animals	X	
Track shelter supply inventory and work with procurement to ensure all necessary supplies are purchased and stocked adequately	X	
Perform daily kennel inventory inspections, checking on each of the 500 to 700 pets in shelter and conducting facility rounds to account for every pet	X	
Manage the vaccine inventory to ensure all animals have correct medications and dosages in their files	X	
Perform decapitation and send animal heads for rabies testing	X	
Dispose of deceased animals	X	
Conduct morning and late afternoon shelter rounds	X	

**Table 1. Description of PACC Duties and Responsibilities**

The highlighted shows PACC functions shared with Central Pet Partners

Description of Function	PACC Shelter Staff	Central Pet Staff
Check the welfare of animals and report any health concerns to medical staff	X	X
Safely remove and return animals from kennels and cages for cleaning	X	X
Clean kennels and cages		X
Keep all kennels and cages free of waste, soil and/or feces		X
Feed, water and monitor animals		X
Provide in-kennel enrichment to the animals		X
Spot clean kennels and cages throughout the day		X
Deep clean kennels or cages in which there is suspected or confirmed contagious disease		X
Prepare kennels for animals returning from surgery		X
Collect, sort and wash towels, blankets and linens (laundry runs 14 hours per day)		X
Fold and store clean blankets, towels and linens		X
Properly dispose of unserviceable or badly soiled blankets, towels and linens		X
Keep blankets, towels and linens used in medical areas separate from other laundry		X
Collect and wash water and food bowls and buckets from every kennel and cage		X
Replace water and food bowls and buckets from every kennel and cage		X
Collect and wash enrichment and wellness items		X
Monitor and restock supplies and items as necessary		X
Perform basic preventative maintenance on cleaning equipment		X
Assist staff and volunteers with moving animals		X
Safely handle animals that are not ambulatory		X
Provide special diets and medications as directed by medical staff	X	X

**Table 2. Central Pet Partners and Volunteer duties**

	Central Pet Duties	Volunteer Duties
Conduct morning and late afternoon shelter rounds	X	
Check the welfare of animals and report any health concerns to medical staff	X	
Safely remove and return animals from kennels and cages for cleaning	X	
Clean kennels and cages	X	
Keep all kennels and cages free of waste, soil and/or feces	X	
Feed, water and monitor animals	X	
Provide in-kennel enrichment to the animals	X	
Spot clean kennels and cages throughout the day	X	
Deep clean kennels or cages in which there is suspected or confirmed contagious disease	X	
Prepare kennels for animals returning from surgery	X	
Collect, sort and wash towels, blankets and linens (laundry runs 14 hours per day)	X	
Fold and store clean blankets, towels and linens	X	
Properly dispose of unserviceable or badly soiled blankets, towels and linens	X	
Keep blankets, towels and linens used in medical areas separate from other laundry	X	
Collect and wash water and food bowls and buckets from every kennel and cage	X	
Replace water and food bowls and buckets from every kennel and cage	X	
Collect and wash enrichment and wellness items	X	
Monitor and restock supplies and items as necessary	X	
Perform basic preventative maintenance on cleaning equipment	X	
Assist staff and volunteers with moving animals	X	
Safely handle animals that are not ambulatory	X	
Provide special diets and medications as directed by medial staff	X	
Provide 15 minute walks for up to 400 dogs and enrichment for up to 300 cats each day		X
Assist potential adopters by conducting visits with available pets and providing information and answering questions		X
Assist in the medical areas of the shelter, helping pets recover from spay/neuter surgeries, trimming nails and providing grooming and bathing		X
Take photographs and assist with marketing of available pets via flyers and social media pages		X
Interact with shelter pets and enter notes on interactions into the shelter software system		X
Assist staff with dog socialization and play groups		X
Locate and prepare supplies for foster volunteers including bedding, food and bowls		X
Greet customers and escort them through the facility, showing them adoption areas		X
Unload, organize and distribute toys, enrichment items and other donations		X
Prepare kennel enrichment food items and distribute these items		X
Mentor and trim new volunteers, teaching safe dog walking and other volunteers skills		X
Update and maintain the exercise and enrichment boards for pets		X



**Table 2. Central Pet Partners and Volunteer duties**

Distribute treats and toys to shelter pets		X
Report any concerning medical or behavioral observations to staff		X
Help with several office duties in various areas of the shelter and clinic		X
Stuff envelopes and assist with development duties		X
Locate stray pets and help with community cats trapping and spay/neuter program		X
Assist with group volunteering and providing tours of shelter to groups or individuals		X
Drive pets to off-site adoption events or offsite appointments		X
Provide adoption assistance and outreach at offsite events		X
Teach humane education classes at schools		X