MEMORANDUM

Date: January 2, 2018

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

From: C.H. Huckelberry
County Administrator

Re: **Pima Animal Care Center Transformation**

In Fiscal Year 11/12 Pima Animal Care Center (PACC) handled approximately 24,000 animals per year and had a live release rate of animals of 55% percent. For a variety of reasons PACC was operated much the same as it had been 10 years before. It was at this time we began a planned operational transition for PACC based on community input and community values related to animal care. In the early stages of this transition, we erected a tent at our aging facility to provide significantly more shelter capacity for dogs. This helped increase our live release rate by allowing animals to remain at PACC for longer periods of time to help facilitate adoption. This tent was far from ideal, was difficult to manage, and heating and cooling drove utility and maintenance costs higher.

The Board of Supervisors recognized the changing community values and need to make increased investment in animal care programming and facilities and approved a number of actions that have led us to where we are today. We are now beginning the operation of a modern animal care facility, stabilizing costs and increasing the live release rate to nearly 90%.

The most significant step the Board approved was the nearly unanimous placement of a bond financing question before the voters in 2014 to authorize $22 million in General Obligation Bonds to replace the 1950s vintage animal care facility. This bond question was overwhelmingly approved despite limited opposition.

Animal care services are a regional service where other entities and municipalities can voluntarily join with the County in providing these services through intergovernmental agreements. This regional service model has proven to be the lowest cost model making the most efficient use of taxpayer resources used to operate PACC. While two smaller jurisdictions representing less than 5% of our total intake, have opted out of County animal care service, we are hopeful they can rejoin the County as a regional service provider once it is clear that operational performance has substantially improved, costs stabilized and will hopefully reduce in the future.

The County concluded the First Phase of construction for PACC improvements by moving in on December 26, 2017 and opening the facility to the public. A ribbon cutting ceremony occurred on December 28, 2017. Construction of Phase 2 improvements are now well underway and should be completed Summer 2018.

A new management team has now been in place since July, headed by new PACC Director Kristen Auerbach who achieved national prominence in her prior role as Deputy Director for the Austin Municipal Shelter. The management team includes a new Deputy Director Sarah Aguilar, former Program Manager at Ventura County, a Cat Program Coordinator and Adoption Coordinator. Outside of the shelter walls, the PACC field services team, including the Pet Support Center and Animal Protection Division aim to provide support and services to community pet owners in order to keep pets in homes and out of the shelter. This pro-active, community approach helps to reduce overall intake, saving resources and increasing the humane treatment of animals in Pima County. With this new management team, service model transition, and focus helping pets before they come to the shelter, the County has achieved national prominence and been awarded numerous grants, donations and honors.

In March 2014 the positon of Development Director was added at PACC to help cultivate the additional resources needed. Later that year, Friends of Pima Animal Care Center was founded as a project fund of the Community Foundation for Southern Arizona. Subsequently, Friends of PACC became a separate non-profit corporation and a formal Master Cooperative Agreement with Friends of PACC was approved by the Board of Supervisors in June, 2017.

The very positive trend of community support for and response to PACC continues. In 2011, PACC received a total of $145,569.60 in charitable contributions. By 2016, that number had increased to $1,085,278. In addition, PACC received an unprecedented $1.4 million in planned gifts. Additionally, more than $1.2 million of in-kind contributions have been invested in PACC since our development program began.

Finally, President and Chief Executive Officer of the Humane Society of the United States Wayne Pacelle visited the PACC in October 2017 to recognize the achievements made by Pima County in transitioning into one of the nation's leading lifesaving municipal or governmental animal care organizations.

Attached for your review is a December 27, 2017 PACC Fall 2017 Director's Report that contains additional information you may find useful and of interest.

CHH/anc

Attachment

c: Jan Lesher, Chief Deputy County Administrator
Francisco Garcia, Assistant County Administrator for Community and Health Services
Kristen Auerbach, Director, Pima Animal Care Center
Barry Gillaspie, Chair PACCAC

PIMA COUNTY
PIMA ANIMAL CARE CENTER

MEMORANDUM

Date: December 27, 2017

To: Chuck H. Huckelberry
County Administrator

From: Kristen Auerbach KA
Director

Via: Francisco Garcia
Assistant County Administrator

Re: PACC Director's Reports Fall 2017 Summary

Each month, the Pima Animal Care Center provides a statistical report to the PACC Advisory Committee. In August of this year, PACC began sharing a Director's Report to provide important news and updates from the previous month. These reports for September, October and November are attached to this memorandum.

Fall 2017 highlights include:

PACC Operational Achievements and Staffing

- Phase I of the PACC construction project is on time and on budget. The new facility was open and fully operational on December 26.
- PACC hired a Sarah Aguilar, formerly a program manager at Ventura County Animal Services in Ventura, California, as the Deputy Director of PACC. PACC also hired a Cat Program Coordinator and an Adoption Coordinator.
- More than 500 volunteers contributed 20,000 hours of service to PACC pets.
- Approximately 1,000 pets were placed in foster homes, decreasing the stress caused by overcrowding and providing loving, temporary homes to pets while they wait for permanent homes.
- The entirely grant-funded Pet Support Center responded to an average of 6,000 calls per month, providing support, resources and education to keep pets in homes and out of the shelter system.
- PACC Animal Protection Officers responded to an average of 2,000 calls per month, including 800 investigations each month and approximately 200 complaints of cruelty or neglect.

Awards and Recognition

- Maddie's Fund Family Foundation awarded a $573,536 grant to PACC to expand foster-based programs.
- The Petco Foundation awarded $250,000 to PACC to expand the kitten foster program at local memory care and Alzheimer's facilities and to implement new, community-based programs for pets and people.

- PetSmart Charities gave $100,000 to PACC to continue the Pet Support Center program.
- Best Friends Animal Society gifted PACC $20,000 to purchase supplies to help save more large shelter dogs.
- President and CEO of the Humane Society of the United States, Wayne Pacelle visited PACC in October to recognize PACC's achievements as one of the nation's leading, lifesaving municipal organizations.

These are just a few of the key highlights of the past several months. The full reports for September, October and November are attached. These reports are shared and discussed at the PACC Advisory Committee meetings, held on the second Thursday of each month. Beginning in January 2018, these meetings will move from their current location at the Abrams Building to the PACC Multi-purpose room.

Cc: Jan Lesher, Chief Deputy County Administrator

September 2017 Director's Report for Pima Animal Care Center

Animal Center News

- The Friends of PACC received a $15,000 donation to contract with an experienced policy and procedure writer to write standard operating procedures for cat and kitten care at PACC. She began at the end of September and the project is anticipated to take three to four months.
- PetSmart Charities awarded PACC $100,000 to continue to operate the Pet Support Center program.
- An additional $60,200 was raised for a variety of lifesaving programs. This includes gifts from more than 1,045 individual donors and four foundations.
    - Best Friends Animal Society granted $20,000 to the Friends of PACC for big dog lifesaving supplies.
- Volunteer mentor Jo Wishnie has spearheaded a committee to develop a post-adoption follow-up program for PACC. The first meeting was held in September.
- PACC staff members have all shared input, read, and signed PACC's workplace culture agreement. This document creates and defines standards for how staff engage with animals, volunteers, other staff, and the public. Beginning in October, volunteers will also be asked to sign this agreement (see attached).
- More than 100 county officials, volunteers, staff, and key stakeholders participated in tours of the new facility.
- The move to the new building begins December 18. The move will be completed and PACC will be fully operational beginning December 25. PACC does not anticipate any interruption in operations during the move.
- Shelter dog playgroups following the Dogs Playing for Life model https://dogsplayingforlife.com/ were held for the first time this month. They are led by the behavior and enrichment coordinator with volunteers assisting. Currently, there are play groups four times per week with six to seven dogs in each play group.
- A color-coded handling system was implemented for dogs, including newly-designed dog walk boards. Colors indicate the ease with which a particular dog can be walked and help volunteers, staff, and the public know which dogs may be more challenging to walk.
- PACC Director Kristen Auerbach hosted several stakeholder input meetings. Groups engaged in meetings were cat rescue and community partners, PACC foster caregivers, and volunteer mentors.

Personnel

- The deputy director position was advertised and closed on October 6. Interviews will be conducted near the end of October.
- Michele Figueroa has transitioned into the operations manager role. PACC will be advertising her former position of medical clinic supervisor.
- Interviews for medical clinic technicians took place October 12. PACC is hiring two technician positions.
- The cat coordinator position closed on September 29. Interviews will be conducted in October.
- The community cat coordinator position funded by Best Friends Animal Society was due to transition to PACC at the end of September, but Best Friends granted a position extension for two months to give PACC time to complete the transition process.
- A candidate has been made a contingent officer for animal protection supervisor.
- Two candidates, Alexis Martinez and Lacy Stinson, have accepted offers for the position of animal protection officer. A third candidate is in the hiring process.
- Interviews for the behavior and enrichment assistant were moved to October.
- The Board of Supervisors accepted the grant from Maddie's Fund on October 3. Position numbers and descriptions are being created for three, full-time, limited-term foster coordinators. PACC anticipates advertising these positions in November.

Field Services and Pet Support Center

- Officers responded to 2,082 calls for service, 862 of which were priority one and two responses.
- Officers responded to 194 complaints of animal cruelty or neglect and investigated 244 bites.
- Officers attended two community outreach events.
- The Pet Support Center In total, they prevented 153 pets from being surrendered to PACC through providing education, support, and resources.

Lifesaving Operations (volunteer, foster, rescue, enrichment)

- 498 volunteers donated 7,427 hours of service.
- 111 people submitted new volunteer applications and 73 new volunteers attended orientations.

- 38 volunteers attended software training, 50 volunteers attended dog walking training, and 31 volunteers attended cat care and enrichment training.
- A volunteer and staff group, "Creating Positive Change," held its first meeting. The purpose of this group is to select one operational challenge each meeting, identify solutions and create an implementation plan with staff and volunteer coordination.
- Three volunteer groups visited PACC, providing kennel enrichment and assisting with dog walking.
- 136 cats and 128 dogs went to foster homes with about 800 pets currently in foster homes.
- PACC received 47 foster applications.
- 189 pets were transferred to rescue partners and several new partners are pending completion of the partner-screening process.
- 25 volunteers attended dog and cat enrichment classes and 20 volunteers attended dog play group training.

Media Coverage

- PACC battles pneumovirus: http://www.kvoa.com/story/36480354/pacc-working-to-stop-spread-of-pneumovirus-in-shelter

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- PACC holds name-your-own-fee adoption fee special: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=371519

- Petsmart Charities held a national adoption weekend: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=367952

- Phase 1 of the new shelter is 70% complete: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=368550

- Redemption fees waived to encourage returns to owners: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=366438

October 2017 Director's Report for Pima Animal Care Center

Animal Center News

- PACC took in 1,262 pets and achieved an overall live release rate of 92%.
- $173,712 was raised for lifesaving PACC programs, with 1,151 individuals, two foundations, and several businesses giving. This includes:
    - A $5,000 grant from the Arizona Spay and Neuter Commission to support surgeries for community cats;
    - A $15,000 grant from Petco Foundation to host a Black Fur Day adoption weekend, running from November 24 to 27.
- President and CEO of the Humane Society of the United States, Wayne Pacelle visited PACC to recognize PACC's achievements as one of the nation's leading, lifesaving municipal organizations.
- Best Friends Network Director Liz Finch visited PACC to discuss the transition of the community cats program from a Best Friends to a County-led program.
- Greater Good and Blue Buffalo both made significant donations of cat and dog food, providing more than 23,000 pounds of food to PACC.
- The move to the new facility is on schedule and will begin mid-December, with the new building being fully operational on December 26.
- PACC Chief Animal Protection Officer and National Animal Care and Control Association Board Member Adam Ricci was a speaker at the 2017 NACA national conference. He was asked to author a blog series about the future of animal protection and enforcement services, and he recently published his first blog.
- PACC staff issued a news release asking for temporary foster homes in order to reduce the total population of dogs to control the pneumovirus outbreak. Due to the success of this public plea, PACC was able to temporarily empty the tent kennels and contain the pneumovirus outbreak. There are currently no new cases of pneumovirus as of November 4.
- 16 PACC staff completed first aid/CPR certification as part of an effort to build a comprehensive safety plan for PACC staff and volunteers. Additional safety measures implemented or in the process of implementation include whistles for dog walkers, first aid supplies in each functional area, and dog handler safety tools.
- The Friends of PACC received a donation to fund a professional, technical writer to create standard operating procedures and training materials for cat care and placement at PACC. The writing process has begun and is expected to be completed in January of 2018. This is part of an overall initiative to revise, update, and draft a complete set of standard operating procedures for PACC.
- PACC Director Kristen Auerbach visited the Tucson Wildlife Center and met with leadership staff about future collaborative opportunities between the two organizations.

- Two PACC staff members attended out-of-state, grant-funded apprenticeships at other shelters to learn best practices in sheltering operations.

Personnel

- A candidate was selected for the position of Deputy Director and is currently completing the hiring process and is expected to begin in mid-December.
- A candidate was selected for the position of Cat Program Coordinator and is currently completing the hiring process and is expected to begin in late November.
- A candidate was selected for the position of Behavior and Enrichment Assistant and is currently completing the hiring process.
- Adoption counselor Dirk Byers was promoted to the position of Field Services Officer.
- Adoption counselor Rosio Reyes is temporarily serving as the Foster Coordinator.
- Marzelle Gamez is temporarily serving as an Adoption Counselor.
- Kayla Garad, funded by the Friends of PACC, began her role as Feline Program Specialist in October.
- PACC is in the process of creating a limited-term, grant-funded Field Services Manager position which will oversee all external animal services including the volunteer, foster and rescue programs, animal protection and enforcement, dispatch, licensing, and community engagement. This position is anticipated to be advertised in early December.
- Two candidates were selected for the two, vacant Medical Technician positions. They are expected to begin their positions in late November.
- The Community Cat Assistant positions were advertised at the end of October and interviews are being conducted in November.
- Bennett Simonson, formerly the Humane Society of the United States Pets for Life manager at the Humane Society of Charlotte in North Carolina, has accepted the position of Animal Protection Supervisor at PACC, starting on November 13.
- The four, vacant Foster Coordinator positions related to the Maddie's Fund foster expansion grant will be advertised in November.
- Current vacancies include Medical Clinic Coordinator, Adoption Coordinator, Marketing and Development Assistant (vacant as of December 1), a Field Services Officer position and a Field Services Supervisor position. The hiring process for all current vacancies are expected to be completed by the end of December.

Field Services, Licensing and Pet Support Center

- The pet support center scheduled 156 admissions appointments and responded to 6,658 calls.
- Medical assistance was provided for 16 pets through the ASPCA Keeping Families Together grant.
- Animal Protection Services responded to 2,135 calls, including 858 priority one and two calls. 878 calls were investigations and 241 were related to animal cruelty or neglect.
- 459 new licenses were issued and 3,612 licenses were renewed.

Lifesaving Operations (volunteer, foster, rescue, enrichment)

- 255 pets were placed in foster homes and 153 pets were transferred to rescue partners.
- 56 people applied to become foster caregivers.
- 412 volunteers donated 6,534 hours of service.
- 87 volunteers attended new volunteer orientation, 21 attended shelter software training, 52 attended dog walking training, and 33 attended cat care training.
- PACC volunteers staffed six outreach events including the SABHA Home Show, Tucson Meet Yourself, Rummage to the Rescue, Tucson Homeless Connect, and the Doggie Dash and Dawdle.
- The volunteer and staff group 'Creating Positive Change,' held its second meeting, discussing how volunteers can play a significant role in providing routine medical care to pets including cleaning ears, giving baths to animals with skin conditions, and applying topical flea and tick preventative.
- Five volunteer groups provided enrichment and participated in dog walking.
- PACC held two community dog walks with approximately 100 attendees at each.
- The Behavior and Enrichment Coordinator held volunteer trainings for play groups and enrichment. A total of 27 volunteers attended.
- Shelter dog play groups are being held three to four times each week with six to seven dogs in each play group.

Veterinary Services

- Vets performed 662 spay/neuter surgeries and 138 specialty surgeries.
- Vet services staff provided medical treatment 8,877 times and administered medication 19,033 times.

Media Coverage

- PACC hosted a free microchip clinic in Oro Valley.
- Maddie's Fund awarded a $573,536 grant to PACC for foster programs.
- Arizona Public Media interviewed PACC Director.
- PACC asks the public to temporarily provide homes for dogs exposed to pneumovirus.
- Humane Society of the United States President and CEO Wayne Pacelle visited PACC.
- PACC participated in a 'Shred Event' fundraiser.

November 2017 Director's Report for Pima Animal Care Center

Animal Center News

- PACC took in 1,254 pets, adopted out 825 cats and dogs, and achieved an adjusted save rate of 89% and a total save rate (including owner requested euthanasia) of 85%.
- In November, PACC received more than $298,000 in contributions from 1,180 individuals, businesses and foundations. Funds from these donations will go to support all areas of shelter programs.
- On December 2, PACC received a $250,000 gift from Petco Foundation to support the expansion of the kitten foster program at Pima County memory care facilities and the development of new, community-based programs.
- The new PACC building received the American Institute of Architects Southern Arizona 2017 Unbuilt Citation Award.
- The move to the new facility is on schedule and will begin mid-December, with the new building being fully operational on December 26.
- A behind-the-scenes Facebook live tour of the new PACC facility received 5,000 views on social media: https://www.facebook.com/PimaAnimalCareCenter/videos/1513695738750061/
- PACC participated in the National PetSmart adoption weekend event, November 10 to 12.
- PACC held the Black Fur Day adoption promotion over Black Friday weekend, resulting in 247 adoptions.

- 16 Chihuahuas were impounded by PACC, surrendered from one home where the owner could no longer care for them. All were adopted.
- Volunteer Coordinator Gina Hansen spoke at the Summit on Volunteerism and Civic Engagement on the subject of volunteer burnout and compassion fatigue.
- Tucson Electric Power and the Roadrunner Cares (Hockey Team) did a photo shoot with PACC adoptable dogs. They are creating a calendar, the sale proceeds of which will go to PACC.
- Dr. Karyn Wesley and Adoption Supervisor Danielle Harris both attended apprenticeship opportunities in Austin, Texas, funded entirely by Maddie's Fund.
- PACC held a quarterly volunteer meeting, with more than 100 volunteers in attendance. The director shared an overview of the new facility, talked about the move process and answered questions about the move.
- Volunteers provided Thanksgiving dinner to PACC pets, gathering donations and preparing and serving more than 400 meals.
- In order to streamline and improve customer service to Pima County residents, the pet support center and dispatch center are merging. This unit will be called 'Community Support Services.'

Personnel

- Sarah Aguilar, formerly Program Manager at Ventura County Animal Services in Ventura, California, has been selected as PACC's Deputy Director, beginning on December 11.
- Stephanie Stryker who previously served as the Best Friends Community Cat Program Coordinator at PACC has been selected as the Cat Program Coordinator, beginning on December 11.
- Patricia Kelso, who previously served as the Adoption Coordinator and Medical Clinic Coordinator at the Humane Society of Silicon Valley in California, has been selected as the PACC Adoption Coordinator, beginning on December 11.
- Kleighrayne Piasecki and Iliana Valenzuela began in their roles as Medical Clinic Technicians.
- The candidate selected as the Behavior and Enrichment Assistant withdrew from the process and the position is being re-advertised.
- The Community Cat Assistant positions were advertised at the end of October but no candidates met the minimum qualifications so the positions are currently re-advertised.
- The four, vacant Foster Coordinator positions related to the Maddie's Fund foster expansion grant were advertised in late November.
- The former position of Development Assistant has been converted to a Volunteer Program Assistant position and will be advertised in late December.

- A candidate has been selected for the vacant position of Field Services Supervisor and is currently undergoing the background process.
- An Animal Protection Field Officer position was advertised and closed on December 8.
- Marcia Zamorano from the Pima County Communications office is providing support to PACC and will be working onsite three days per week through the transition to the new building.

Field Services, Licensing and Pet Support Center

- The pet support center scheduled 153 admissions appointments and responded to 6,678 calls.
- Medical assistance was provided for 11 pets through the ASPCA Keeping Families Together grant.
- Animal Protection Services responded to 2,275 calls, including 707 priority one and two calls. 812 calls were investigated and 276 were related to animal cruelty or neglect.
- 552 new licenses were issued and 3,425 licenses were renewed.

Lifesaving Operations (volunteer, foster, rescue, enrichment)

- 249 pets were placed in foster homes and 157 pets were transferred to rescue partners.
- There are currently more than 900 shelter pets housed in foster homes.
- 399 volunteers donated 6,428 hours of service.
- 93 volunteers attended new volunteer orientation, 53 attended dog walking training, and 24 attended cat care training.
- AAA participated in a group volunteer opportunity on November 16 and 17.
- Shelter dog play groups are being held three to four times each week with six to seven dogs in each play group.

Veterinary Services

- Vets performed 630 spay/neuter surgeries and 155 specialty surgeries.
- Vet services staff provided medical treatment 8,671 times and administered medication 19,720 times.

Media Coverage

- PACC participated in the PetSmart Charities National Adoption Weekend: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=377185
- PACC partners with Tucson Roadrunners and TEP for 2019 calendar: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=378944
- PACC holds Black Fur Day Mega Adoption Event: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=379619
- PACC celebrates 247 adoptions during Black Fur Day weekend: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=380903
- PBS show Shelter Me episode featuring PACC program premiers at The Loft: http://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=380903
- KVOA investigates dog dumping in Tucson: http://www.kvoa.com/story/36751784/n4t-investigators-dog-dumping
- 16 Chihuahuas were impounded by PACC: http://www.kvoa.com/story/36751784/n4t-investigators-dog-dumping