



MEMORANDUM

Date: June 18, 2021

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 "CH", is written over the printed name "C.H. Huckelberry".

Re: **Appointment of Pima Animal Care Center Director**

I am pleased to announce the appointment of Monica Dangler as the Director of Pima Animal Care Center (PACC). She will assume the position of Director on June 21, 2021.

Ms. Dangler has extensive experience in the animal sheltering profession, with more than 11 years of leadership experience in four shelters. As the Volunteer Manager at Austin Pets Alive animal shelter in Austin, Texas, she managed one of the nation's largest animal shelter volunteer programs with over 3,000 active volunteers and presented at national conferences on best practices in volunteer management. As the Director of PAWS Shelter and Humane Society, also located in Texas, she increased the number of adoptions from 500-1,200 within 24 months.

Ms. Dangler joined PACC in July of 2019. Since that time, she has led the PACC staff, volunteers, foster caregivers, and community stakeholders through the pandemic, focusing on excellent customer service and ensuring public safety priorities were not only met but exceeded. She restructured our volunteer program, improving overall communication with our volunteers, and determined a better way to meet their needs. Ms. Dangler has collaborated with dozens of external stakeholders to move critical initiatives forward and build consensus, and re-envisioned the PACC organizational structure to respond to the increasing demand for pet support services to keep animals and people together.

As you will recall, Ms. Dangler was appointed Interim Director of PACC in November 2020 upon the departure of former director Kristen Hassen. Since that time, she has effectively transitioned the agency back to full operations post-COVID and implemented additional innovative programs that continue to enhance PACC's services to the community. One such initiative is the Safety Net Foster Program that provides short-term foster homes to pets of people experiencing a crisis such as hospitalization due to COVID-19, eviction, fleeing domestic violence, and the Bighorn Fire. She also expanded pet reunification efforts through the implementation of text messages that assists community members who find or lose a pet. Ms. Dangler is currently working to increase the number of community cat alternations that can be brought in-house to positively impact our community.

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Ms. Dangler has excelled in her role as Deputy and Interim Director of the agency. I am confident that PACC will continue expanding and remaining a model shelter across the United States under her leadership.

Ms. Dangler's resume is attached for your information and review.

Attachment

c: Jan Leshar, Chief Deputy County Administrator
Francisco Garcia, MD, MPH, Deputy County Administrator & Chief Medical Officer
Health & Community Services
Monica Dangler, Interim Director, Pima Animal Care Center
Chair and Members, Pima Animal Care Center Advisory Committee

Monica Dangler



Education

Purdue University

Bachelor of Science in Consumer and Family Sciences, 1995

Career Progression

Pima Animal Care Center

November 2020 – present

Interim Director

- Directs operations of Pima Animal Care Center, the open admissions animal shelter serving Pima County, the City of Tucson and several partner jurisdictions, with an annual intake of 18,000 animals and a live release rate of 92%.
- Leads animal shelter operations as well as field services including animal protection, enforcement, veterinary, the pet support call center, and outreach.
- Leads and manages community initiatives to provide sterilization for community cats and pets owned by low-income residents.
- Manages decisions regarding outcomes of animals, including euthanasia decisions.
- In collaboration with County leadership, oversees the entire organizational structure of PACC, including the organizational chart, position levels, and descriptions, as well as roles and responsibilities of each team member.
- Responsible for all aspects of staff management, including recruitment, hiring, training, management, discipline, and termination of employees.
- Leads and manages PACC volunteers, placing volunteer roles at the heart of all PACC programs, to ensure volunteers play a key role in the success of the organization.
- Serves as the staff liaison and organization's representative to the Friends of PACC and, stakeholder and community groups, building positive relationships to leverage resources and accomplish PACC strategic priorities.
- Is the face of the organization, serving as a spokesperson, responding to interview requests, and communicating with media contacts in collaboration and at the direction of the County Public Information Office.
- Leverages technology and national partnerships to fulfill the community's expectation of continued innovation of life saving and community support services.
- Oversees 100 full time employees, 40 contract caretakers and 1,000 volunteers.

- Works closely with the Finance Department to identify, manage, and evaluate the PACC budget and ensure PACC stays within the planned budget.
- Composes monthly and annual shelter performance reports including statistical data, personnel updates and performance measures.
- Led pilot of in-house spay and neuter services for community owned cats and found pets resulting in an additional 130 pets being altered within the first month.
- Implemented the use of Adoptomize, photo editing software, and Simple Text allowing community members to receive immediate help in finding their pets or the owners of found pets.
- Member of Leadership Alive!, a group of animal welfare executives who prioritize lifesaving programming.

Pima Animal Care Center

April 2020 – present

Deputy Director

Executive Leadership Certification, 2020

Southern Utah University

- Plans, organizes, and directs assigned functions and activities for shelter operations, field services, community engagement, animal enrichment and lifesaving programs within PACC.
- Alongside the PACC Director, manages operating budget of 10.5 million dollars and donations fund.
- Acts in the Director's absence, assuming the full range of duties of the director.
- Recruits, interviews, hires, trains and supervises shelter staff of approximately 107 staff members.
- Provides management and supervision to division managers and other employees within assigned areas of responsibility.
- Led scheduling changes to keep staff and visitors safe during COVID-19.
- Implemented online adoption process changes and appointment-based solutions due to COVID-19 resulting in an increased level in customer service.
- Prepares departmental reports, recommendations and studies to evaluate effectiveness of department services recommending corrective action when appropriate.
- Participates in or serves as Departmental representative for various committees, task forces, boards and commissions.
- Assigns, trains, supervises, and evaluates the work of subordinate staff.

Friends of Pima Animal Care Center

July 2019 – April 2020

Maddie's Fund Executive Leadership Fellow

- Managed the budget under the direction of the Director of Animal Services.
- Co-directed a team of 100 employees and 1,200 volunteers.
- Collaborated with more than a dozen external stakeholders to accomplish community pet related goals including microchip, vaccine and spay and neuter for low income pet owners.
- Studied under the mentorship of high-level County government staff to learn municipal best practices related to contracts, grants, communications, and budgets.
- Led focus project to improve the volunteer on-boarding experience, create a more robust program, and integrate, volunteers throughout the organization.
- Created and implemented new or first-time committees for increasing volunteer input and participation within the organization.
- Presented at American Pets Alive's national conference on volunteer management best practices.
- Held community stakeholder input meetings for proposed ordinance changes working with the County Attorney to draft.

Austin Pets Alive!**May 2015 - July 2019*****Volunteer Manager***

Certified Volunteer Administration, 2018

Council for Certification in Volunteer Administration

- Managed one of the nation's largest animal shelter volunteer programs with 3,000 active volunteers.
- Achieved a 71% increase in retention of active volunteers through innovative programs and policies.
- Created online volunteer orientations to streamline the on-boarding process and to best manage expectations of new volunteers.
- Created a Volunteer Recognition team who plan monthly meet-ups, and annual Platinum Party, and annual National Volunteer Appreciation Week events.
- Recruited and trained a historic number of short-term volunteers during Hurricane Harvey.
- Presented at national conferences about best practices in volunteer management.
- Educated visiting students traveling to Austin to learn about lifesaving sheltering practices.

PAWS Shelter and Humane Society**May 2012 - October 2014*****Shelter Director***

- Managed an animal shelter with an annual intake of 1,200 animals.
- Formed partnerships to increase the save rate and increase donations to the organization.
- Increased the number of adoptions from 500-1,200 within a 24-month period.
- Extended social media reach by more than 300% using best practices to engage users and elicit responses.
- Organized a community open house to re-engage with the community resulting in a 1 million dollar donation.
- Utilized 15 years of store management experience and organizational skills to increase efficiency of shelter operations, visibility within the community, and donor support.

Western Pennsylvania Humane Society**June 2009 - June 2011*****Event Coordinator***

- Managed all adoption, educational, and third party and signature fundraising events at an open-admission shelter with an annual intake of 18,000 animals.
- Increased donations for the Holiday Gift Wrap fundraiser by more than 40% making the event the top producing fundraising event of the year.
- Coordinated more than 250 adoption, education, and fundraising events annually to raise more than \$250,000 in annual donations.
- Planned and executed Western Pennsylvania Humane Society's participation in the 2011 Pittsburgh Marathon, resulting in more than \$23,000 being raised for the first year of participation.