



MEMORANDUM

Date: December 10, 2015

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

From: C.H. Huckelberry
County Administrator 

Re: **Pima Animal Care Center Bequests**

In my November 17, 2015 memorandum, I advised the Board of Supervisors that the Pima Animal Care Center (PACC) had been the recipient of two large donations from individuals who made bequests to PACC for the purpose of improving the quality of life of the animals within the facility.

For unknown reasons we have received concerns from jurisdictions with whom we have intergovernmental agreements regarding the use of these funds. I have requested the Pima Animal Care Center Advisory Committee (PACC AC) opine on our use of these funds and whether the funds should be used to expand services provided by PACC or to supplant the budget funding of member agencies. This discussion will take place at PACC AC's December 17, 2015 meeting.

County staff and I fully support the use of these funds for supplemental services, not to supplant the funding of jurisdictions, including those of the County.

Recently, the Friends of PACC Advisory Board provided their recommendations on this matter, and they are attached for your information. All jurisdictions that comprise PACC Partners, will formally discuss this topic at their next regularly scheduled meeting on January 14, 2016.

I will advise you of the outcome of the PACC AC's recommendation regarding this matter after December 17, 2015.

CHH/anc

Attachments

c: Jan Leshar, Deputy County Administrator for Community and Health Services
Dr. Francisco Garcia, Director, Health Department
Kristin Barney, Director of Operations, Pima Animal Care Center
Karen Hollish, Director of Development, Pima Animal Care Center



MEMORANDUM

Date: November 17, 2015

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

From: C.H. Huckelberry
County Administrator 

Re: **Allocation and Utilization of Large Bequests by Pima Animal Care Center**

In March 2013, the Pima Animal Care Center (PACC) began in earnest to raise charitable dollars for the benefit of the shelter, its operations and the animals it serves. The fiscal year ending June 30, 2015 saw cash and in-kind donations to PACC and its partners totaling \$1,185,975.02. When compared with the \$150,087 raised in 2010, it is clear the development efforts are and continue to be successful.

All dollars raised inure to the benefit of the animals within Pima County, whether they come to PACC from one of the incorporated jurisdictions or unincorporated Pima County. PACC'S strategy is to use these resources to offset shelter, veterinary, and spay and neuter expenses in ways that decrease the individual jurisdiction's financial obligation. Recently, however, PACC has received two large bequests. Recognizing these funds are in addition to the charitable dollars used to provide daily PACC services, a policy has been developed and approved by the County Administrator that specifies the use of these one-time funds.

The attached memorandum delineates how the approximately \$1.3 million received from two bequests will be used over the next five years to continue and support PACC programs. In summary:

- A total of \$522,398 will be earmarked to provide for the long-term sustainability of the Community Cats (spay/neuter) Project.
- An allocation of \$296,578 will develop a behavioral rehabilitation program to address the needs of animals that are euthanized for behavioral issues.
- A three-year investment totaling \$189,000 to launch a pet resource center to link owners with resources that eliminate the need for owner surrender.
- A two-year investment of \$110,000 to expand and enhance the development program.

The Honorable Chair and Members, Pima County Board of Supervisors
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The strategic investment totals just over \$1.1 million and has the potential to save thousands of animal's lives in Pima County and ultimately lower the cost of operations at PACC.

CHH/mk

Attachment

c: Jan Leshar, Deputy County Administrator for Community and Health Services
Dr. Francisco Garcia, Director, Health Department



MEMORANDUM

Community and Health Services

Date: October 29, 2015

To: C.H. Huckelberry
County Administrator

From: Jan Leshner 
Deputy County Administrator

Re: Investment Plan for Burson and Rasmussen Bequest

Overview

A component of the operational changes that have occurred at the Pima Animal Care Center (PACC) over the last two years has been creation of a development officer position to facilitate fundraising that supports our mission. Under the leadership of Kristin Barney and Karen Hollish this effort has been tremendously productive during its first year (yielding approximately \$579,252 in donations to PACC, and \$265,276 to PACC's non-profit partners), and promises to continue to grow. These resources have been a critical supplement especially in shelter and clinical programs and have allowed PACC to continue innovative policies and to invest in successful initiatives like the Community Cats project.

While PACC is committed to using large charitable gifts in accordance with the donor's wishes, and to the annual dedication of charitable dollars to general shelter operations, the need to articulate a strategy that will guide medium and longer term programmatic investment is critical. This is also important because at times generous donors make significant gifts that are not earmarked for a particular program or purpose, and it is important that PACC and Pima County affirmatively demonstrate responsible stewardship of the resources for which we have been entrusted. The latter is the case of Ella Jane Burson and Marilynn Rasmussen, both of whom left planned gifts valued in excess of \$1.3 million. With the acceptance of these generous bequests, PACC and Pima County set the precedent that planned gifts will be used for visionary lifesaving initiatives that cannot be resourced with existing funding.

This memorandum outlines a proposal for the strategic use of such gifts. With your approval, these resources will be used to sustain what is working with the existing program (trap-neuter-return), while concurrently working to improve the efficacy of other public investments so they are aligned with best practices.

Investment 1: Long term sustainability of the Community Cats (spay/neuter) Project

National experts (including Best Friends Animal Society and PetSmart Charities) confirm our contention that public spay/neuter programming has the greatest impact when it targets pets whose lives are most at risk in our community. One way to maximize the impact of this investment is in the population control of free-roaming and feral felines (Community Cats). The first year of the Community Cats Project with Best Friends Animal Society and PetSmart Charities is coming to an end, and this trap, neuter and return (TNR) program has proven tremendously successful. Coupled with generous contributions from the rescue community and gifts from private philanthropists like Bonnie Kay, this project has made the cat save rates soar in recent months. Nationally, TNR programs like this one have been shown to reduce cat-intake numbers over time, and indeed we are already seeing signs of that happening in Pima County. From September 1, 2013 through August 31, 2014 (which was before the TNR program started), PACC took in 6,748 cats. From September 1, 2014 through August 31, 2015 (the program's first 12 months), we took in 5,177 cats. That means Pima County saw a more than 23 percent decrease in cat intake during the program's first year – and that figure is only expected to grow.

This project's funding ends in October of 2017, but the need will not. Dedication of a portion of the request bequests will allow PACC to start planning for sustainability and the remarkable progress that has been made will continue.

Recommendation: A total of \$522,398 of these planned gifts to support operational expenses for a three-year period beginning in FY17/18.

Investment 2: Building a Behavioral Rehabilitation Program for PACC Dogs

While PACC has made tremendous improvements to its save rates for adult cats, approximately 15 percent of adult dogs who enter PACC are still euthanized. Most of these are dogs that require behavioral rehabilitation, confidence building and socialization help. These are the dogs whose problems get worse in the shelter environment, and who cannot be saved with current resources.

These are also the dogs that are placed on a weekly short-term rescue list due to high-risk behavior and under-socialization. Dogs on this list have only a certain amount of time to find placement, and this designation drives a wedge between volunteers and staff, both of whom are already dealing with acute stress and compassion fatigue. Many of these pets could be saved without the threat of euthanasia with the implementation of a behavioral training program at PACC.

Dog training and behavioral programs are a staple of modern shelters, but there are no public dollars to support this desperately needed program. This need is particularly pressing

as we anticipate further challenges as the stress of the construction phase may worsen certain behaviors.

Recommendation: An allocation of \$296,568 to develop a Behavioral Rehabilitation Program that would commence as early as January 2016.

Investment 3: Building a Pet Resource Center at PACC

Pima Animal Care Center has been in conversations with a private funder who would like to help us start a Pet Resource Center (PRC) at PACC. The PRC would serve as an expansion upon PACC's successful intake-diversion partnership with No Kill Pima County – except the diversion would start over the telephone and before pet caretakers even come to PACC and have made up their minds to part ways with their pet. This program would be based on the highly successful PRC that's in place at Arizona Humane Society in Phoenix. This generous donor may potentially fund several phone bank staff positions for PACC.

As PACC moves into the construction phase placing pets in long-term adoption or even foster settings will become more challenging. A Pet Resource Center will be essential as we seek to decrease our pet intake during a busy construction period, and also support the long term success of pets and owners in the community.

Recommendation: A three-year investment of \$189,000 that would commence January 2016 to provide the initial funding of a Pet Resource Center.

Investment 4: Building the Capacity of our Development Program

The PACC Development Program just ended its first fiscal year, during which it raised more than \$850,000 in cash donations directly to PACC and its nonprofit partners. To cultivate the long-term donor relationships that PACC needs to succeed and to make the most out of the tremendous sponsorship opportunities that we have been gifted with voters' approval of a new shelter, Pima County would be wise to invest in donor-management software and development program support staff.

Recommendation: A two-year investment of a total of \$110,000 to begin in FY16/17 to expand the Capacity of our Development Program.

Conclusion

The strategic investment we propose totals just over \$1.1 million. It has the potential to save thousands of animals' lives in Pima County over the next five years. As importantly, we conservatively estimate these investments will save more than \$100,000 in PACC operational expenses during the first two years. Finally, and not insignificantly, by

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demonstrating visionary and responsible stewardship of the resources that have been generously entrusted to PACC we will continue to attract significant support from private and institutional donors.

JL/cbc

c: Tom Burke, Deputy County Administrator for Administration
Francisco Garcia, Director, Pima County health Department
Kristin Barney, Director, Pima Animal Care Center
Karen Hollish, Development Director, Pima Animal Care Center

Approved

Not Approved



C.H. Huckelberry
County Administrator



Date



December 9, 2015

Nancy Emptage
Chair, Pima Animal Care Center Advisory Committee
4000 N. Silverbell Road
Tucson, AZ 85745

Dear Nancy,

The Friends of Pima Animal Care Center welcomes the opportunity to provide feedback on Pima County's proposed investment plan for recent bequests made with the intent of supporting the life-saving gains made at Pima County's only open-admission shelter.

We would first like to applaud the generosity of the estates of Ella Jane Burson and Marilyn Rasmussen for supporting Pima Animal Care Center in its efforts to work collaboratively with the community in saving as many animals as possible through forward-thinking initiatives.

We also would like to applaud the leadership of Pima County for honoring their intent with a plan that has the potential to not only save more lives, but also will over time offer taxpayers the best return on their investment.

As the fundraising arm for Pima Animal Care Center, members of the Friends were deeply disappointed in the seeming opposition of some of the shelter's jurisdictional partners to the proposal. Indeed, we have great concern about the long-term sustainability and efficacy of the County's shelter development program if these donations are used as a mechanism strictly to offset the financial obligations of governmental entities.

It is indisputable that shelter operations have long been significantly underfunded.

To assist in closing that gap, the Friends is wholly in support of the County's proposal to allocate the \$1.3 million in additional resources for visionary life-saving initiatives that would otherwise be beyond the capacity of existing shelter operations, including:

- building on the long-term sustainability and momentum of the inarguably successful Community Cats Project
- establishing a dog training and behavioral program to improve adoption rates
- expanding intake diversion efforts through a more formal pet resource center
- increasing the capacity of the development program

The Friends understand that the County and its municipal partners face a multitude of demands on finite taxpayer resources. Nevertheless, as evidenced from the recent bond vote for a new animal shelter, in a time when additional taxation is not a popular sentiment, taxpayers do have an expectation that this region will operate a humane shelter in line with our community's values. They also expect their governments will budget accordingly and appropriately to meet this intent.

When supporters donate to the shelter, they expect those additional revenues to supplement a baseline budget and directly help the animals, not offset jurisdictional obligations for shelter operations. Under that scenario, and to our profound detriment, philanthropy is suddenly recast as taxation.

That is why these gifts now provide a tremendous opportunity to demonstrate that Pima County is a responsible steward of the community's generosity. Investing in the right way will attract similar, future investments for the shelter, and its branded charity partner, the Friends.

Conversely, if these bequests are used to offset expenses incurred by the jurisdictions for services rendered, we fear we will lose the support of the private donors, who are crucial to the success we have had to date, and are necessary for any future successes we might hope to achieve.

The Friends reiterates its support of Pima County's investment proposal, and additionally, encourages Pima County to honor the intent of all donors in supplementing baseline operational funding that provides for an efficient, responsive and humane shelter. Our community has spoken loudly about what they want for companion animals in our region. It's important that we listen to them and act accordingly.

Sincerely,

Friends of Pima Animal Care Center Advisory Board

Tamara "Tammi" Barrick
Rhonda Bodfield
Tamara Crockett
Lorrane McPherson