



MEMORANDUM

Date: July 29, 2015

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 read "C.H. Huckelberry", is written over the typed name and title.

Re: **Pima Animal Care Center Update**

Introduction

Recent media attention has focused on the safety of both people and animals at Pima Animal Care Center (PACC) and on the fundraising efforts of the organization. This memorandum is being provided so the Board of Supervisors has a clear understanding of the operations of PACC related to these two key areas of concern.

Safety

A recent report in the *Arizona Daily Star* regarding safety concerns at PACC seemed to suggest the County was unconcerned about the safety of the animals, the visiting public and the staff at the facility. This is simply not the case.

The fact is that the County, recognizing we operate a facility inadequate in size for the needs of the community, became concerned when internal reports showed an increase in injuries. We immediately commissioned our own review of the PACC to ensure it was safe and that any adaptations of procedures that might have been made to accommodate the ever growing daily census of animals met safety standards. That effort has been successful. Injuries are down and PACC is meeting all safety standards set by the County, State and Federal rules and regulations. The Gap report cited in the *Arizona Daily Star* report noted that in 2014, PACC met safety standards 40 percent of the time. Subsequent spot inspections and work evaluations indicate this score has already improved to 75 percent in 2015.

It is important to note, however, that our deficient facility, built in 1968, can make it difficult to maintain the highest standards. With the approval of Proposition 415 in November 2014, we will construct and move into a new, modern and safe facility. Even then, we will continue to evaluate the safety of the workplace regularly as we do today.

Fundraising

In November 2014, I reported to the Board on the significant strides made by PACC in the total amount of donations received from 2009 through March 9, 2014. This memorandum

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provides an update for the fiscal year ending June 30, 2015, which was the first full fiscal year following the launch of the PACC Development Program.

The PACC Development Program identified two goals for its first year, both of which were achieved. The first was to extend our resources, involvement and leadership in Pima County and to provide programs and services that are beyond the current PACC budget by bringing in cash donations to PACC. The second goal was to build the Friends of PACC, the nonprofit organization developed to support PACC.

Fund Development

As you may recall, donations made from March 10, 2009 through March 9, 2014 totaled \$895,050.24. The position of Development Director at PACC was created and filled by Ms. Karen Hollish on March 10, 2014, and a donation-revenue goal of \$360,000 for Fiscal Year (FY) 2014/15 was established by the Development Program. Initial reports indicate a total of \$579,252.19 in cash revenue was donated directly to PACC.¹

In addition, a total of \$265,277.83 was donated to PACC Partners and the Friends of PACC, bringing total cash donations to \$844,530.02. For the last FY, PACC raised \$484,530 over its goal of \$360,000 in cash donations.

As noted last November, our in-kind donations have also dramatically increased, primarily as a result of the implementation and promotion of the ability to purchase products for PACC through our Amazon Wish List. Amazon Wish List donations, several large pet-supply grants received from Petfinder Foundation and PetSmart Charities, the gift of staffing and supplies from Best Friends Animal Society, the ongoing relationship with the Community Food Bank of Southern Arizona that forwards pet food and supply donations, and other local companies that make in-kind gifts to PACC bring the grand total of in-kind contributions for FY 2014/15 to \$341,445.00.

The total cash and in-kind donations to PACC for the fiscal year ending June 30, 2015 was an unparalleled and previously unimaginable \$1,185,975.02.

Foundation Development

A second goal for FY 2014/15 was to build the Friends of PACC, currently a small project fund held at the Community Foundation of Southern Arizona, into a robust independent nonprofit organization that can provide significant revenue and resources to PACC. In its first year of operation, Friends of PACC received \$251,027.83 in direct cash gifts.

¹ Chameleon is the sheltering software used by PACC staff to track donations internally. The Finance Department has not yet finalized year end data for donations for the fiscal year, which, when reconciled, may vary slightly.

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In addition to raising funds, Friends of PACC undertook the time-consuming yet very necessary steps of forming a Board of Directors, developing prescribed Funding Priorities and Guidelines, and formalizing a process by which PACC can request funds from the Friends of PACC fund. These processes delineate the method by which the Director of PACC Operations or the Director of Veterinary Services can request assistance with critical necessities such as medical equipment, services and supplies.

Particular appreciation is due Ms. Bonnie Kay for her \$125,000 restricted gift that allows PACC to provide staff dedicated to the care of cats in the facility. Her generous gift also empowered PACC to initiate a marketing budget to increase adoptions – a critical function the County has heretofore been unable to fund.

Conclusion

In November 2012, I asked the Board of Supervisors to approve a mid-year budget adjustment for PACC, which began in earnest the transformation of PACC. I noted then that there was “a need to examine the future mission and organizational design of PACC” and reported that the first meetings had taken place involving a wide range of community partners, rescue groups, and involved citizens to discuss a community vision designed to incorporate best practices to promote the care of animals while developing a sustainable funding model.

Increased staff made possible by budget adjustments in November 2012 and November 2013 have allowed to PACC to better serve the community; which has, in turn, allowed us to reach out to that community to request financial assistance. The significant growth in outside financial support of PACC demonstrates the importance of having not only a Development Director who tells the community the story of PACC but of key personnel who have made the story an extremely positive and compelling one.

A goal of \$600,000 in cash donations to PACC has been established by the Development Program for FY 2015/16. I will provide the Board with regular updates on the status of PACC’s efforts to achieve this goal.

CHH/mjk

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