



MEMORANDUM

Date: July 12, 2016

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 Contract with Our Family Services**

The Board of Supervisors received a letter dated June 30, 2016 from Our Family Services Chief Executive Officer Patty Caldwell expressing concern that Pima Animal Care Center (PACC) discontinued its contractual agreement with Our Family Services. I asked Deputy County Administrator Jan Leshar to provide me with additional information, which, along with a report from the Pima County Health Department Director, is attached.

PACC provides services that continue to produce better outcomes for animals and people in Pima County in a cost effective manner. I have no doubt Our Family Services was of assistance to the families who took advantage of the mediation provided, but I agree with PACC's final analysis that ended the expenditure at this time.

Please feel free to contact Ms. Leshar should you have questions or require additional information.

CHH/cbc

Attachment

c: Jan Leshar, Deputy County Administrator for Community and Health Services
Dr. Francisco Garcia, Director, Pima County Health Department
Justin Gallick, Director of Operations, Pima Animal Care Center



MEMORANDUM

Community and Health Services

Date: July 11, 2016

To: C. H. Huckelberry
County Administrator

From: Jan Leshner 
Deputy County Administrator

Re: Pima Animal Care Center Contract with Our Family Services

The Pima County Board of Supervisors received a letter dated June 30, 2016 from Our Family Chief Executive Officer, Patti Caldwell, on which you were copied. The letter expressed concern that Pima Animal Care Center (PACC) chose not to renew a contract with Our Family to provide mediation services. You asked for additional information regarding this situation.

A PACC Enforcement Officer responds to barking dog complaints and, in some cases, the complainant and the dog owner can enter into mediation, which was conducted by Our Family. In the last Fiscal Year, PACC referred 193 cases for possible mediation of which 100 declined mediation, 84 opted for telephone mediation and nine chose in-person mediation services.

PACC is currently evaluating all contracts and vendor service agreements to ensure that they enhance PACC's ability to meet all legal requirements; are consistent with the Intergovernmental Agreements with our partner jurisdictions; and contribute to fiscally sound and efficient service delivery at PACC.

The Our Family contract began in 2005 and until Fiscal Year 2013/14 cost approximately \$8,000 per year. Over the last three years the contract increased to \$24,000 annually.

Following an analysis of the number of individuals served and the outcomes, PACC met on June 1st with staff of Our Town to explain why PACC would not be continuing the contract and to develop joint recommendations for future mediations.

The attached Memorandum from Health Department Director, Dr. Francisco Garcia explains in greater detail the reason for the change.

JKL/cbc

Attachments

c: Dr. Francisco Garcia, Director, Pima County Health Department
Justin Gallick, Pima Animal Care Center, Executive Director of Operations
Jose Ocano, Pima Animal Care Center, Executive Director of Community Engagement

Date: 8 July 2016

To: Jan Leshar
Deputy County Administrator

From: Francisco Garcia, MD, MPH
Director 

Re: Mediation services contract.

Context

As part of our fiscal stewardship and in preparation for the IGA discussions with our jurisdictional partners I asked the PACC leadership team to review the full range of contracts and vendor service agreements that we maintain. The goal of this ongoing review is to ensure that existing contracts: 1) enhance our ability to meet roles and responsibilities delegated to the County by statute or ordinance; 2) are consistent with the spirit and intent of the County's existing Intergovernmental Agreements with jurisdictional partners; and 3) contribute to fiscally sound and efficient service delivery at PACC.

These criteria are being applied prospectively to all our contracts. Such review is designed to occur prior to renewal of all our contracts in order minimize the potential disruption to our contractors. It is in this context that we have had occasion to review the contractual relationship with Our Family.

Historically Our Family has provided mediation services to County Residents that date back at least two decades. We have reliable contract tracking data since November 2005 at which time we expended \$8000 per year. This remained the case until Fiscal Year 2013/14 when the expenditure increased to \$13,400, and Fiscal Year 2014/15 it increased to \$19,800. During the last fiscal year \$24,000 was expended on this contract.

Process

PACC Enforcement Officer responds to barking dog complaints initially by mail or in person. The individual is given the opportunity document keep a log of barking and/or voluntarily enter into mediation with the pet owner. Those who opt for mediation have been referred to Our Family for this service.

Under this protocol during FY15/16 PACC referred 193 cases for possible mediation. It should be noted that in majority (100) the complainant declined mediation. Of those that remained 84 opted for telephone mediation and an additional 9 required in-person mediation sessions. Notably despite mediation intervention 12% of cases resulted in subsequent complaints requiring action by PACC Enforcement.

Impact

The impact mediation on PACC Enforcement activity was assessed using a few different parameters. Initially we looked at the trend in total number of calls and responses a number we would expect to decrease if the mediation was successful. These numbers have both

remained essentially unchanged since 2010. Likewise when looking at citations, which would also be expected to decrease with mediation, again this number has remained essentially unchanged since 2009. Reviewing 5 years of “barking” complaints we could demonstrate no decrease in the number of complaints or related citations that correlated in any way with our contract expenditures in this area.

We also assessed how the specific jurisdictional partners are served by the contract. The primary beneficiaries of the mediation services were residents of the City of Tucson (60%), unincorporated Pima County (27%), while residents of the Oro Valley, Marana, Sahuarita and South Tucson combined had clearly disproportionately less (13%) benefit from this service. This is notable since City of Tucson represents 50% of barking related responses, while 39% come from unincorporated Pima County, and the remaining 11% come from the remaining jurisdictions

An evaluation of the geographic distribution of the mediation service was compared them to the geographic distribution of enforcement related complaints received by the agency. In general however the correlation was poor between the locations where mediations were occurring and the areas with the greatest number of complaints. Notably the three zip codes (85705, 85713, 85706) that have historically been responsible for 20 to 25% of calls received by our dispatchers, by contrast residents from these same zip codes represent approximately 12% of mediation participants.

Going Forward

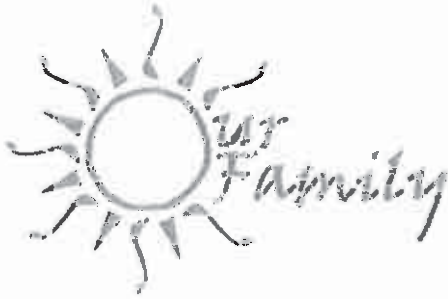
On June 1 2016 Justin Gallick the PACC Director for Outreach met with Catherine Tornbom Manager at Our Family to confirm that PACC would not be renewing the contract for mediation services and to jointly develop a transition plan. Subsequent communications with Ms. Tornborm (with input from her supervisor Ms. Lisa Reams) resulted in the following recommendations from that agency.

1. Mediation information would be shared with the complainant at the time of their second complaint notice. If the complainant wants to attempt mediation, Our Family will contact the pet owner to see if they are amenable. The parties involved would be responsible for any costs associated with the mediation.
2. Mediation information will not to be sent directly from PACC to animal owners.
3. Calls received by Our Family regarding this issue would be referred back to PACC staff for assistance.

Conclusion

PACC is continues to undergo remarkable transformation in the way that it serves this community. Part of becoming a modern humane animal welfare agency includes looking at the effectiveness of our programs and related contracts. Our Family has performed admirably during the tenure of this contract however we do not find that these services have had a beneficial impact in terms of our workflow, client satisfaction or budget.

C: Justin Gallick, PACC
Jose Ocano, PACC



Supervisor Ally Miller
130 W Congress, 11th Floor
Tucson, AZ 85701

June 30, 2016

Dear Ms. Miller,

I am very sorry that Pima County has decided to sever a more than 25 year relationship with Our Family Services and the Pima Animal Care Center (PACC). We recently met with the Executive Director, Justin Gallick, who informed us that he had been charged to eliminate all nonessential services and therefore, with real regrets, would not be renewing our contract in July 2016.

For more than two decades we have partnered with the county in what has frequently been known as the "barking dog" contract. PACC screened and forwarded complaints to us, and we worked directly with the impacted neighborhoods to mediate challenges and help neighbors come to successful solutions.

Without this contract in place, the county will see unintended consequences in other areas of work that will cost much more than the up to \$24,000/year Our Family Services contract. I would expect that the Sheriff's office, zoning, and your constituent services will all be impacted. It will also require significant additional time from county staff working at PACC.

I hope that in the future the county will choose to invest again in this important neighborhood building service. If you have questions or would like additional information, please contact Senior Director Lisa Reams at 323-1708 X208 or lreams@ourfamilyservices.org

Sincerely,

A handwritten signature in black ink that reads 'Patti Caldwell'.

Patti Caldwell, MSW
Chief Executive Officer

CC: Chuck Huckelberry, County Administrator
CC: Justin Gallick, Pima Animal Care Center