

Animal Services Governance Models Chart

	COUNTY	HYBRID	CONTRACTED	INDEPENDENT AGENCY/JOINT POWERS AUTHORITY
Description	All aspects of Animal Services including shelter care and field services are operated and administered by a County government agency. This is our current model of service delivery with the generous support of volunteers and non-profit organizations that supplement government services without explicit contracts.	Some aspects of Animal Services are administered by a government entity and some aspects privately contracted. Hybrid services may be separated between government and private in a number of ways such as geographic area (e.g. Santa Barbara, Lompoc, Santa Maria), by type of service (e.g. shelter services versus field services) or by other demarcations.	All aspects of Animal Services including shelter care and field services are operated and administered through a private or non-profit non-government entity under contract with a government agency.	All aspects of Animal Services including shelter care and field services are operated and administered through a separate unit of government that is overseen by an independent Board.
Mandated Services <ul style="list-style-type: none"> • Rabies control • Stray animal shelter • Spay and neuter of adopted animals • Provision of necessary emergency care • Enforcement of animal laws and regulations 	Mandated services are now provided by County	Mandated services could be provided by County and non-government agencies with clear roles and expectations for each of the service providers.	Mandated services could be provided by a contractor if one is available and willing to provide each of the mandated services.	Mandated services could be provided by separate unit of government.
Final Decision-Making	Board of Supervisors directing County Department	Multiple Boards or decision-making bodies, including the Board of Supervisors and contract agency board(s)	Single Board for contracted agency with County oversight of contract	Board for separate governmental agency, includes representatives from member jurisdictions

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Daily Operations Management	Operational decisions by Animal Services within government agency; additional role clarity and boundaries needed with partners; operational decisions to be addressed within chain of command	Operational decisions by lead organization according to clearly defined roles, responsibilities and expectations; operational decisions to be addressed within chain of command	Operational decisions by contractor who is given authority within contractual agreements; operational decisions to be addressed within chain of command	Operational decisions by independent governmental agency operational decisions to be addressed within chain of command
Standard Operating Procedures	Needed for County organization and for partners who provide any of the core services	Common minimum standards and expectations for County provided and contract provided services	Common minimum standards and expectations for contractor defined in agreement	Common minimum standards and expectations set by independent governmental agency
Veterinary Care	Provided through contractor vets currently; Hired a contract position of Director of Shelter Medicine	Defined vet roles and boundaries by agency may include volunteers, contractors and/or paid staff	Defined vet roles and boundaries by agency may include volunteers, contractors and/or paid staff	Defined vet roles and boundaries by agency may include volunteers, contractors and/or paid staff
Staffing Model	County funded staff supplemented by private organizations and volunteers	County funded staff for County agency and private agency staff in contracted agency. Volunteers may be at both organizations.	Private agency staff in a contracted agency. Volunteers likely to be contributors.	Staff employed by independent governmental agency. Volunteers likely to be contributors.
Facilities	County owned buildings, some need remodeling	County owned facilities for government functions; non-county owned or County leased facilities for contractors	Non-county owned or County leased facilities for contract agency	Independent governmental agency owned or leased facilities
Funding	Combination of funding sources	Combination of funding sources including fees,	Combination of funding sources including fees,	Independent agency establishes fees, budget,

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	including fees, County and city contributions, limited grants and donations.	County and city contributions; Increased potential for donations and grants with non-profits/contracted providers.	County and city contributions; Increased potential for donations and grants with non-profits/contracted providers.	makes all fiscal decisions and holds fiscal accountability.
Key partners &relationships	History of tension "fractured culture" with various non-profits, individual volunteers and community organizations; Process initiated to address past tension; Clear and definable performance outcomes around relationships	History of tension needs to be addressed in both government and non-government organizations; Clear and definable performance outcomes around relationships	History of tension needs to be addressed in agreement with contractor; Clear and definable performance outcomes around relationships	History of tension needs to be addressed by governmental agency; Clear and definable performance outcomes around relationships
Joint Powers Agreement	Potential for a Board with representation from the County and each of the city jurisdictions to oversee animal services with increased understanding of services, joint decision making for significant issues and an incentive to success of the whole	Potential for a Board with representation from the County and each of the city jurisdictions to oversee animal services with increased understanding of services, joint decision making for significant issues and an incentive to success of the whole	Potential for a Board with representation from the County and each of the city jurisdictions to oversee animal services with increased understanding of services, joint decision making for significant issues and an incentive to success of the whole	Incorporated in the Joint Powers Authority model. Independent agency Board to include member jurisdictions. County and cities would be expected to be members of the Board.