AMERICAN HUMANE
ASSOCIATION
EST. 1877
™

www.americanhumane.org

The Oldest Humane Organization

Since 1877...

At the forefront of every major advance in the protection of children and animals

Empowering the human-animal bond

Collaborating on evidence-based solutions

AMERICAN HUMANE
ASSOCIATION
EST. 1877

Santa Barbara County Animal Services
2015 Program Evaluation

Santa Barbara County
PUBLIC Health
DEPARTMENT

Animal Services

Presented by: **Robin Brennen, DVM**
Interim Director, Humane Intervention™
Certified Veterinary Safety Representative
No Animals Were Harmed™
American Humane Association

Katherine M. Shenar, MA
Independent Animal Welfare Consultant
American Humane Association

Objectives

In July of 2014 the American Humane Association was approached to provide SBCAS with an overall operational assessment. Desired objectives include:

- ❀ Improving program operations and outcomes
- ❀ Identifying existing strengths upon which to build
- ❀ Decision making to ensure productive and efficient appropriation of resources for greatest impact
- ❀ Understanding volunteer, rescue organizations and county employee dynamics and clarification of roles to ensure productive, collaborative relationships
- ❀ Evaluating of governance model
- ❀ Recommending efficient organizational structure
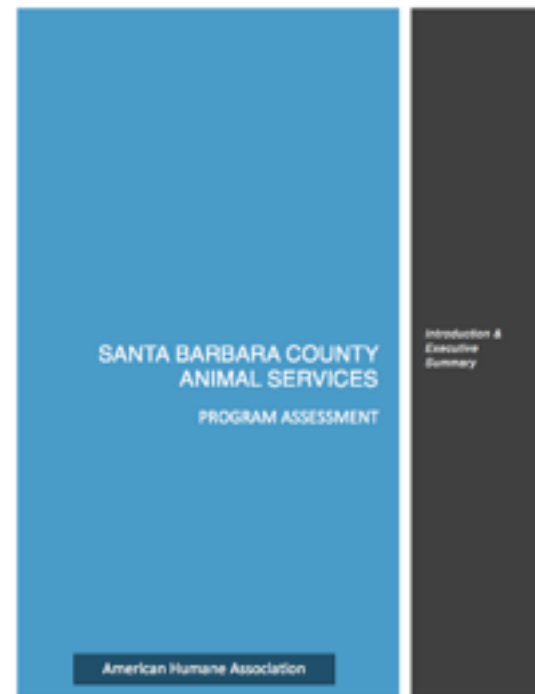- ❀ Improving animal welfare

Methods and Procedures

Over the course of 9 months, 5 independent consultants conducted:
- Extensive review of SBCAS documents
- Site visit
  - Thorough observation of operations on all three sites
  - Meetings with employees
  - Meetings with management
  - Meetings with key stakeholders and volunteers
- Employee survey
- Volunteer survey
- Second site visit
  - Meeting with management
  - Meeting with BOS key staff
  - Meeting with SB Public Health
- Internal partner contribution survey

- \> 200 pages of narrative
- \> 200 pages of support documents
- Task Lists
- External references
- Constructed for easy implementation

SANTA BARBARA COUNTY ANIMAL SERVICES

PROGRAM ASSESSMENT

Introduction & Executive Summary

American Humane Association

- Assilomar Live Release Rate YTD = 89%
- 2015 Projected intakes are down 6%
- Motivated staff with job satisfaction
- PHD committed to improvement
- Large group of dedicated volunteers
- Community passionate about animal welfare
- Available resources

Great Partners, Good Intentions

ALL EXTERNAL PARTNERS TOO NUMEROUS TO MENTION

Who's in Charge?

- Each Internal Partner has own set of operating procedures and decision matrix +
- SBCAS Management exerts no authority over Internal Partners +
- Staff held to different standards than volunteers +
- Outside Stakeholders try to sway decisions from outside

= Inconsistency, confusion, conflict

❧ Lack of Strategic Plan

❧ Failure to prioritize

❧ Failure to delegate

❧ Activity Addiction - busy work

❧ "Crisis" driven

❧ Top to bottom

Whack-a-mole!
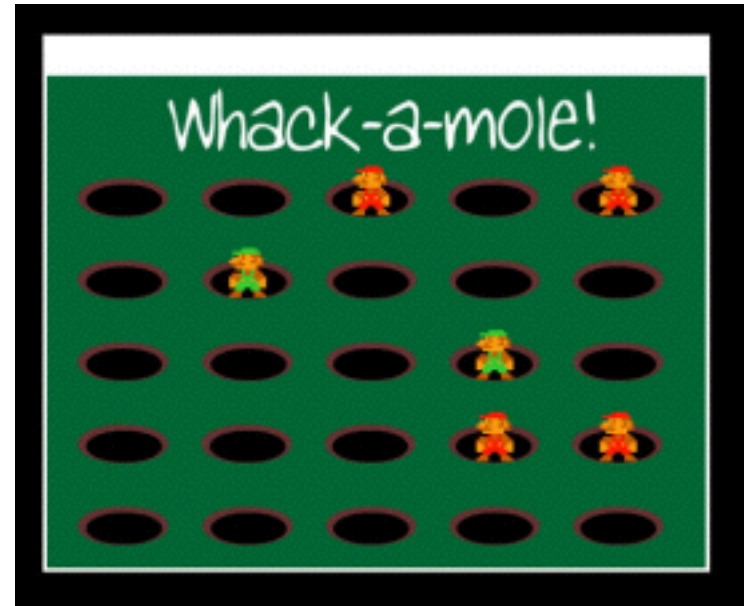
Many Say we need more $$$

- 🐾 $4.2 million operating budget
- 🐾 Animal intake = 6868
- 🐾 > $300,000 in contributions by internal partners
- 🐾 Estimated 16-20 FTE provided by volunteer hours
- 🐾 Actual operating costs are unknown

Money can not fix most of the issues challenging SBCAS. You can't spend your way to a solution.

Key Finding - The present model of governance may not be the best business model to operate animal services. Consider:

- County salary and benefits (71% of budget) too high for efficient fiscal management
- Animal services may not be good fit for Public Health oversight
- Inability to fundraise
- Political Influence?

Recommendation: Investigate financial implications of: Privatization and Joint Powers of Authority versus County oversight of animal services.

Key Finding - Fractured culture.
- 🐾 Key stakeholders overall dissatisfaction with the management of animal services
- 🐾 Animal Services Leadership and employees feeling that decision making and policy is being driven by outside influencers
- 🐾 Individual motivations

Recommendation - With the assistance of a third party facilitator, adopt a community wide strategic plan that rebuilds relationships and re-unites all invested parties toward a common goal. Re-commit to working together, create objectives and assign accountability.

Key Finding - No organization-wide standard operating procedures

- 🐾 Confusion
- 🐾 Inconsistent standards
- 🐾 Internal partners and SBCAS not operating under the same guiding principals for animal care, volunteer management and hours of operation.
- 🐾 Expectations and Accountability
- 🐾 Effects training

Recommendation - Form a committee to establish best practices for animal care and volunteer management and adopt them organizational wide, including internal partners.

Key Finding - No strategic plan for organization and no data collection and benchmark analysis.

- 🐾 No defined goals and objectives
- 🐾 Minimal statistic gathering
- 🐾 Reaction v. proactive v. predictive
- 🐾 Multiple organizations - common denominator

Recommendation - A Strategic Plan must be drafted and adopted that includes key performance metrics the organization agrees upon to measure success. Internal partners need to contribute data.

Key Finding - Perception that external community members are exerting undue influence on Supervisors and County Government

- 🐾 Undermine Animal Services Director authority and credibility
- 🐾 Reactionary management
- 🐾 False empowerment
- 🐾 Culture of Fear

Recommendations - Establish clear chain of command. Implement it, hold people accountable. Base performance on metrics

Key Finding - Housing of animals in the Pillsbury building is inappropriate.

- 🐾 Cage space is inadequate
- 🐾 Building is in disrepair
- 🐾 Safety concerns

Recommendations - Demolition of the Pillsbury building is recommended to provide room for other more needed structures.

Key Finding - Passive population management.
- Animals are not being actively moved in the system toward an outcome.
  - Several dogs in Santa Barbara that have been sheltered for 2-3 years and are exhibiting signs of severe emotional distress.
  - Feral cats should not be sheltered.
- Starts at intake
- No daily rounds

Recommendation - Establish fast-track and slow track population management system and operate with in the humane capacity for care. Create Animal Welfare Panel to assess all long term dogs and actively find solutions. Implement community cat program to reduce feral cat intake. Mandatory Rounds

Key Finding - Lack of sufficient medical oversight.

- Key input lacking on animal disposition
- No standard medical protocols
    - $$ implications
- No per diem supervision

Recommendation - Hire Veterinary Medical Director and Registered Veterinary Technician and build small veterinary clinic space in Santa Barbara.

Key Finding - Lack of behavioral enrichment and training program aimed at enhancing the mental health and well being of the animals.

- 🐾 Key input lacking on animal disposition
- 🐾 Long term animals behavioral health not addressed
- 🐾 Inconsistent behavioral assessment
- 🐾 Inconsistent staff and volunteer training

Recommendation - Hire Behavior and Training Coordinator

Key Finding - Lack of Central Dispatch.
- Officer safety compromised
- Inefficient and unproductive system
- Misuse of resources

Recommendation - Hire Central Dispatcher. Consider centralizing Animal Control to one location

Key Finding - Span of control of Animal Service Director is too large
- 8 Direct reports + All Contract DVM's
- Geographic challenges

Recommendation - Re-organization by business lines and consider hiring a Manager of Shelter Operations.

Key Finding - Insufficient depth of staffing roster, <u>or</u> inefficient systems in place which effects employee productivity.

- 🐾 Both ?
- 🐾 Vacant positions
- 🐾 Constantly moving deck chairs

Recommendation - Staffing roster does not sufficiently cover 7 day a week animal care or animal control. Review roster, scheduling, use of volunteers to ensure adequate coverage of all departments.

Key Finding - Lack of standardized on going training program for staff (and volunteers)

- 🐾 Frequent concern noted on survey
- 🐾 Lack of standard protocols
- 🐾 Inconsistent standards of care

Recommendation -   Implement robust training program, quarterly training seminars in house, invest in improving employee job knowledge. Core competencies for employee advancement.
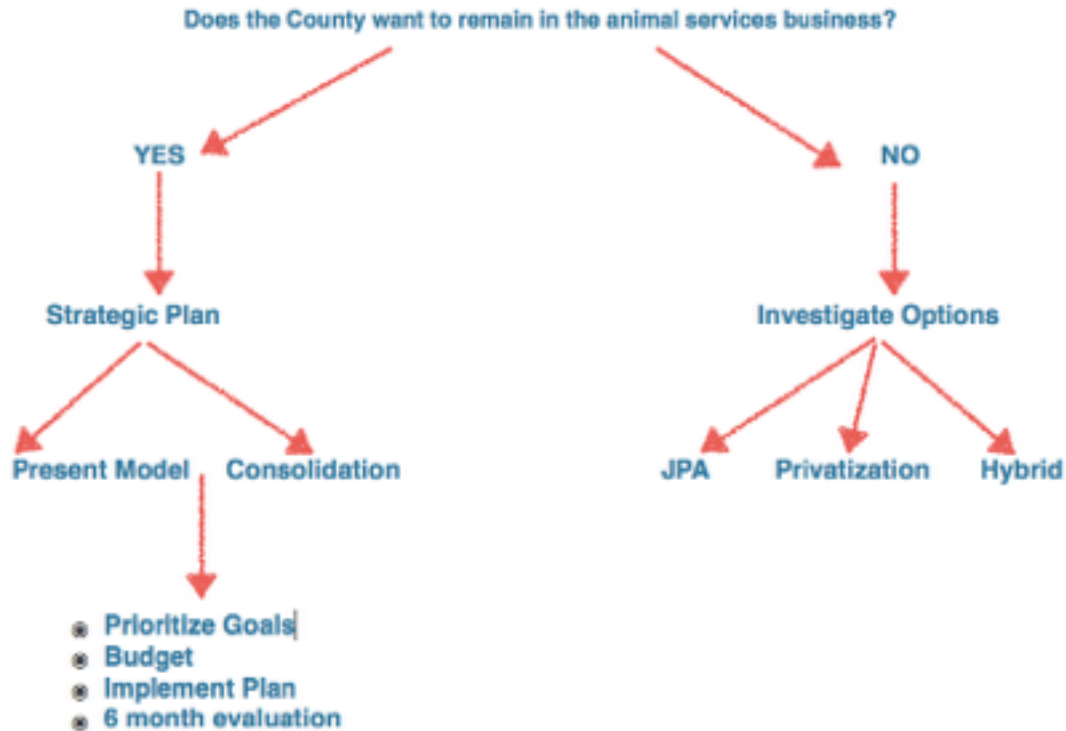
Key Finding - Limited use of Chameleon software

- 🐾 Paper record keeping
- 🐾 Paper task management
- 🐾 Redundancies and inefficiencies - productivity affected
- 🐾 Lack of data collection

Recommendation - Chameleon should be utilized for everything, from medical record keeping to task list generation.

Does the County want to remain in the animal services business?

YES

NO

Strategic Plan

Investigate Options

Present Model   **Consolidation**

JPA   **Privatization**   **Hybrid**

- Prioritize Goals
- Budget
- Implement Plan
- 6 month evaluation

SUMMARY

🐾 Decision making
🐾 Good intentions, execution refinement
🐾 Build the right team
🐾 Clarify partnerships
🐾 Set goals
🐾 Establish benchmarks
🐾 Accountability
🐾 Yearly planning, mid-year revision

WHY CAT RACING IS SO BORING

QUESTIONS ?