



**BOARD OF SUPERVISORS  
AGENDA LETTER**

**Agenda Number:**

**Clerk of the Board of Supervisors**  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

**Department Name:** Public Health  
**Department No.:** 041  
**For Agenda Of:** April 4, 2017  
**Placement:** Departmental  
**Estimated Time:**  
**Continued Item:** No  
**If Yes, date from:**  
**Vote Required:** Majority

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**TO:** Board of Supervisors  
**FROM:** Department Carrie Topliffe, Interim Director , Public Health Department  
Director(s) 681-5105  
Contact Info: Jan E. Glick, MS (934-6953)  
**SUBJECT: Progress Report on Implementation of American Humane Association  
Recommendations**

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**County Counsel Concurrence**

As to form: Yes

Other Concurrence: N/A

As to form: N/A

**Auditor-Controller Concurrence**

As to form: N/A

**Recommended Actions:**

That the Board of Supervisors receive an update on the implementation of recommendations for the County of Santa Barbara Animal Services Program from the American Humane Association Program Assessment as follows:

- a) Receive and file a progress report on the implementation of recommendations from the American Humane Association (AHA) Program Assessment of the County Animal Services program.
- b) Determine that the above actions are organizational and administrative activities of government that are not a project under the California Environmental Quality Act (CEQA) pursuant to section 15378(b)(5) of the CEQA Guidelines, and direct staff to file the Notice of Exemption (Attachment B).

**Summary Text:**

County Animal Services has been actively prioritizing and implementing recommendations in the American Humane Association (AHA) Program Assessment Report that was presented to the Board of Supervisors on June 2, 2015. On October 4, 2016, a report on the implementation of the American Humane Association recommendations was provided to the Board of Supervisors. At that time, staff committed to return to the Board in April of 2017 with a plan for implementation of remaining report recommendations. This report serves as the progress report and plan.

### **Background:**

At the October 4, 2016 Board of Supervisors meeting, County Animal Services provided a report on progress implementing the 464 recommendations included in the AHA report. Significant progress had been made with 167 recommendations completed (36%), 131 partially complete (28%), 33 recommendations needing resources (7%), 36 determined not to be implemented (8%), and 96 recommendations to be done (21%). County Animal Services has developed a plan to address implementation of the remaining recommendations.

### **Progress on American Humane Association Recommendations**

Significant progress has been made addressing the key findings of the AHA report. Each of the key findings and progress highlights are noted below:

1. The present model of governance may not be the best business model to operate animal services
  - a. In February 2016, the Board of Supervisors directed the Public Health Department to conduct further research and analysis and obtain community input including the Oversight Team on our approach to the delivery of animal services in the County. The direction was to consider the best way forward with the current model where the County operates and administers some program functions and one or more organizations are operating and administering other program functions.
  - b. In the summer of 2016, a survey was distributed broadly for input from the community on how to strengthen our current model of service delivery.
  - c. In the winter of 2017, the Animal Services Oversight Team, an advisory body, formed a sub-committee to further study this issue and make recommendations on how to strengthen this model of service delivery. Further exploration of these suggestions will proceed later in the calendar year.
  - d. In concert with Board direction, Memorandums of Understanding (MOUs) have been developed with our key partners and have been approved by the Board of Supervisors.
2. Fractured culture between Animal Services and internal and external partners
  - a. A third party facilitator, Dr. Relly Nadler, facilitated meetings with key stakeholder groups and with the Oversight Team.
  - b. Sub-committees were formed with staff, volunteers and key partners to recommend new policies and approaches to achieve successful recommendation outcomes.
3. No organization-wide standard operating procedures
  - a. Animal Services has revised all policies and procedures in the Animal Services Manual.
  - b. Proposed new policies are being sent to key stakeholders for their review and feedback prior to finalization.
  - c. Training has been initiated on new and revised policies and procedures.
4. No strategic plan for the organization
  - a. The AHA report was used as the foundation for organization planning.

- b. The Oversight Team has served as a body to review proposed plans and provide feedback.
  - c. Key performance metrics are being developed and implemented.
- 5. External community members exerting undue influence
  - a. External partners have participated in the Oversight Team and through the chain of command.
  - b. Interested parties are requested to bring comments and concerns directly to Animal Services and the Public Health Department.
- 6. Housing animals in Pillsbury building is inappropriate
  - a. Pillsbury is no longer used to house animals.
  - b. The demolition of Pillsbury and rebuilding are on the long-term facility plan.
- 7. Passive population management
  - a. Daily rounds have been instituted throughout all 3 shelters.
  - b. Active management of animals is now the practice and ongoing expectation.
- 8. Lack of sufficient medical oversight
  - a. A Director of Veterinary Medicine (independent contractor) and an additional Registered Veterinary Technician (regular staff position) are now working for County Animal Services.
  - b. There has been a significant increase in medical care provided to animals in County care.
- 9. Lack of behavioral enrichment
  - a. A behavioral enrichment coordinator is now under contract with County Animal Services.
  - b. The SAFER™ (Safety Assessment for Evaluating Rehoming) behavior assessment method has been implemented to provide consistency.
  - c. Individualized animal behavior plans are being developed and implemented.
- 10. Lack of Central Dispatch
  - a. A Dispatcher has been hired and oriented to the job.
  - b. The Dispatcher, field staff and supervisors are developing metrics to measure increases in efficiencies for delivery of field services.
- 11. Span of control of Director is too large to be effective
  - a. An Operations Manager has been hired.
  - b. The number of direct reports for the Director has decreased from 10 to 5.
- 12. Insufficient depth of staffing or inefficient systems in place

- a. Staff and contract positions added to program include Director of Veterinary Medicine, Registered Veterinary Technician, Operations Manager, Kennel Attendant, Central Dispatcher, and Behaviorist.
- b. New systems have been developed including conversational adoptions, new approach to owner surrender, increased medical care and oversight, expanded use of social media, extended outreach activities.

13. Lack of standardized on-going training

- a. The Operations Manager and Director of Veterinary Medicine are now providing training on a regular basis.
- b. A training program is being developed to train all staff on newly revised policies and procedures.

14. OSHA compliance is not consistent

- a. The Public Health Department Safety Officer, Marc Goldsmith, has assisted in the development and implementation of plans to assure consistent OSHA compliance.
- b. Specific OSHA compliance issues identified have been addressed.

15. Limited use of Chameleon software prohibits employee efficiency

- a. A plan has been developed to dramatically increase the use of the software and maximize software capability.

Animal Services has reviewed and assessed the AHA recommendations that have not yet been implemented. The remaining recommendations fall into four broad categories: Chameleon shelter management software implementation, medical care and behavior, client care, and facilities. With recognition of fiscal challenges impacting the County and the desire to continue progress on AHA recommendations, Animal Services program leaders have determined that focusing resources on Chameleon implementation will have the greatest impact on program operations and results. Efficiencies will be realized with implementation of electronic and “real time” data entry and elimination of paper records. Thus the program has developed a plan to direct resources to enhancing the knowledge and use of Chameleon. This will be accomplished by re-launching the use of Chameleon in County Animal Services, adding computers to all three shelters, bringing in the product vendor to teach high level approaches, developing operational processes to support enhanced use, and conducting in-house training for staff and volunteers.

## **Governance**

On February 16, 2016, your Board directed the Public Health Department to continue to work on the County Hybrid Model for the delivery of Animal Services in the County. The hybrid model is where the County is operating and administering some program functions and one or more organizations are operating and administering other program functions. The Board also directed that staff seek input from community stakeholders including Oversight Committee.

The Public Health Department solicited input through an on-line survey with volunteers and community stakeholders to obtain their input. The Oversight Committee convened a sub-committee to discuss the survey results and make recommendations regarding the hybrid model and how to best operate animal Services in the County.

The Oversight Committee and Public Health Department will continue to explore ways to strengthen the hybrid model of service delivery for Animal Services in a manner that is sustainable. Some potential ways to strengthen this model include providing fees for services for non-profits who take on sheltering responsibilities and promoting and supporting non-profits in Lompoc and Santa Maria to build community-based services as partners in North County. Some areas for further research and analysis to strengthen the operations of animal services include:

- Asking local humane societies to play a larger role with county animals.
- Supporting the Animal Care Foundation and CAPA to become larger fundraising entities for Animal Services in conjunction with other key stakeholders.
- Reconsidering the County operating three full-service shelters while assuring that animals and people in all regions of the county getting the care and services they need.
- Considering contracting sheltering responsibilities for different animal species.
- Increasing collaboration with rescue partners, especially with regard to accepting transfers and assisting with medical services.

### **Animal Welfare Commission**

On the October 4, 2016, County Animal Services provided a report to the Board of Supervisors on plans following the sunset of the Oversight Team in June of 2017. An Animal Welfare Commission or Advisory Board was raised by stakeholders at this meeting and this option was further discussed by the Oversight Team. There is no consensus among the Oversight Team Sub-committee members about whether to recommend an Animal Welfare Advisory Board or Commission. There are different perspectives on the breadth and scope of a board or commission as well as how members might be selected. No funding source has been identified for any costs associated with supporting an Animal Welfare Commission.

There was agreement that great progress has been made both in terms of the implementation of AHA recommendations that strengthen our Animal Services program as well as in terms of how the County and partners collaborate on implementing best practice. There is a strong desire to continue progress on both fronts and not slip backwards, especially during challenging fiscal times. Thus, County Animal Services will be establishing an Animal Services Advisory committee that brings expertise and support, encourages open dialogue, serves as a conduit for ideas, and examines trends in animal welfare.

### **Performance Measure:**

N/A

### **Fiscal and Facilities Impacts:**

Budgeted: Yes

**Fiscal Analysis:**

<b><u>Funding Sources</u></b>	<b><u>Current FY Cost:</u></b>	<b><u>Annualized On-going Cost:</u></b>	<b><u>Total One-Time Project Cost</u></b>
General Fund			
State			
Federal			
Fees		\$ 3,062.00	
Other (SB90):	\$ 28,390.00	\$ 18,543.00	\$ 36,744.00
Total	\$ 28,390.00	\$ 21,605.00	\$ 36,744.00

Narrative: The Animal Services program will redirect current year appropriation up to the amount of \$28,390 for the re-launching of the Chameleon animal shelter software system. In addition, because part of the project plan is executed in July of 2017, the department will submit a final budget adjustment for the one-time portion that will be expensed in FY 2017-2018, to be funded from SB90 designation, currently estimated at \$9,000. Annualized on-going costs of \$21,605 are included in the FY 2017-2018 recommended budget funded by SB90 and increased state rabies vaccination fees.

**Key Contract Risks:**

N/A

**Staffing Impacts:**

**Legal Positions:**

0

**FTEs:**

0

**Special Instructions:**

Please send an electronic copy of the Minute Order to the PHD Contracts Unit at: [PHDCU@sbcpd.org](mailto:PHDCU@sbcpd.org)

**Attachments:**

- A. American Humane Association Progress Report Presentation
- B. Notice of Exemption

**Authored by:**

Susan Klein-Rothschild, Deputy Director