



# Progress on Implementation of American Humane Association Recommendations

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# Background

- American Humane Association presented a comprehensive assessment of County Animal Services in June of 2015. There were 464 recommendations.
- An Oversight Team with community stakeholders has served as advisory board to Animal Services through the implementation of AHA recommendations.
- Great progress has been made with the addition of staff, new policies and new approaches.
- Today we summarize progress on key findings, not yet implemented recommendations and questions related to governance

# Key Findings

## **Present model of governance may not be the best business model**

- Conducted research on various models
- Received Board direction to further study “hybrid” model
- Performed community outreach and solicited input
- Oversight Team formed recommendations to strengthen hybrid model
- MOU’s created with key internal partners

## **Fractured culture**

- Contracted with a third party facilitator to assist
- Subcommittees were formed with staff, volunteers and key partners to recommend new policies and approaches

## **Span of control of Director is too large to be effective**

- An Operations Manager has been hired.
- The number of reports for the Director has decreased from 10 to 5.



# Key Findings

## **No organization-wide standard operating procedures**

- Animal Services has revised all policies and procedures
- Proposed new policies are being sent to key stakeholders for their review and feedback prior to finalization.
- Training has been initiated on new policies and procedures.

## **No strategic plan for the organization**

- AHA report was used as the foundation for organization planning.
- The Oversight Team has served as a body to review
- Key performance metrics are being developed and implemented.

## **Limited use of Chameleon software**

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

# Key Findings

## **External community members exerting undue influence**

- External partners have participated in the Oversight Team and through the chain of command.
- Indirect communication through social media or other venues have decreased dramatically.

## **Housing animals in Pillsbury building is inappropriate.**

- Pillsbury is no longer used to house animals.
- The demolition of Pillsbury and rebuilding are on the long-term facility plan.

## **Passive population management**

- Daily rounds have been instituted throughout all 3 shelters.
- Active management of animals is now the expectation.



# Key Findings

## **Lack of sufficient medical oversight**

- Director of Veterinary Medicine and an additional Registered Veterinary Technician are now working
- There has been a significant increase in medical care provided

## **Lack of behavioral enrichment**

- A behavioral enrichment coordinator is now under contract
- The SAFER assessment method has been implemented
- Individualized behavior plans are being developed and implemented.

## **Lack of Central Dispatch**

- A Central Dispatcher has been hired and oriented to the job.
- Developing metrics to measure increase efficiencies

# Key Findings



## **Lack of standardized on-going training**

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

## **OSHA compliance is not consistent**

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

# Moving Forward

- Focus resources on Chameleon implementation to have greatest impact
- Plan to re-direct resources for Chameleon re-launch
- Take steps to strengthen the hybrid model of Animal Services operations
- No consensus on an Animal Welfare Commission
- Implement an Animal Services Advisory Committee
- Strong desire to continue progress on all fronts and not slip backwards



# Recommended Actions

- That the Board of Supervisors:
  - Receive and file the progress report on the implementation of recommendations from the American Humane Association (AHA) Program Assessment
  - Determine above actions are organizational and administrative activities of government that are not a project under CEQA



# Questions

