STUDY SESSION AGENDA
TUESDAY
September 22, 2015

STUDY SESSION WILL BEGIN APPROXIMATELY 15 MINUTES AFTER CONCLUSION OF PUBLIC HEARING.

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE.

10:00 A.M. ATTENDEE(S): Todd Leopold
ITEM: Animal Shelter Assessment

11:30 A.M. ATTENDEE(S): Jeff Maxwell, Jeanne Shreve
ITEM: Gold Line/Northwest Rail IGA Amendment #2

12:30 A.M. ATTENDEE(S): Heather McDermott
ITEM: Volunteerism Initiative

1:00 P.M. ATTENDEE(S): Todd Leopold
ITEM: Administration Item Review / Commissioner Communications

1:30 P.M. ATTENDEE(S): Nancy Duncan
ITEM: 2016 Budget Preliminary Budget Update

2:30 P.M. ATTENDEE(S): Heidi Miller
ITEM: Executive Session pursuant to C.R.S. 24-6-402(4)(b) and (e) for the purpose of receiving legal advice and negotiations discussions regarding oil and gas applications.

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

***AGENDA IS SUBJECT TO CHANGE***
STUDY SESSION AGENDA ITEM

DATE: 9/22/15

SUBJECT: Adams County Animal Shelter Operational Assessment

FROM: Todd Leopold

AGENCY/DEPARTMENT: County Management

ATTENDEES: County Management

PURPOSE OF ITEM: The County enlisted the services of Foothills Animal Shelter to come into the Adams County Animal Shelter to do an operational assessment of the services and facility of the Shelter.

STAFF RECOMMENDATION: Review the recommendations from the Foothills Animal Shelter Assessment team and identify areas of implementation where available.

BACKGROUND:

In June, 2015, the Board of County Commissioners supported the staff recommendation to conduct an operational assessment of the Adams County Animal Shelter. The Foothills Animal Shelter in Golden, CO, has extensive experience in animal welfare and has undergone a number of transformational changes to their organization over the years. They also work with multiple jurisdictions, such as the county’s shelter and we felt that they would be able to provide a objective review of our shelter and identify areas for operational improvements, as well as partnership opportunities with Foothills where appropriate.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

County Management

ATTACHED DOCUMENTS:

Powerpoint - Assessment Presentation
**FISCAL IMPACT:**
Either mark X ☒ if there is no fiscal impact or provide the following information for the recommended action:

<table>
<thead>
<tr>
<th>Fund(s):</th>
<th>Cost center(s):</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-generated / dedicated revenues:</td>
<td></td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>Annual operating costs:</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Annual net operating (cost) / income:</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Capital costs:</td>
<td></td>
<td>$</td>
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</tr>
<tr>
<td>Expenditure included in approved operating budget:</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Expenditure included in approved capital budget:</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>New FTEs requested:</td>
<td></td>
<td>0</td>
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</tr>
</tbody>
</table>

Financial impact based upon recommendations implemented. TBD

**APPROVAL SIGNATURES:**

Todd Leopold, County Manager

Raymond H. Gonzales, Deputy County Manager

Ed Finger, Deputy County Manager
Adams County Animal Shelter
Organizational Assessment & Report

Provided by
Foothills Animal Shelter
September 2015
Evolutionary Trends in Sheltering
**Community Organization**

**com.mun.ity**  [ˌkəˈmyoʊnətɪ]  NOUN

1. a group of people living in the same place or having a particular characteristic in common

2. a feeling of **fellowship** with others, as a result of **sharing** common attitudes, interests, and goals

**or.gan.i.za.tion**  [ˌɔrɡəˈniːzəʃən]  NOUN

1. an organized body of people with a particular **purpose**, especially a business, society, association, etc.

2. the action of organizing something
Our Common Purpose

- Giving Shelter
- Easing Pain
- Reuniting Family Members
- Protecting People and Pets
- Preventing Homelessness
- Saving Lives
The Impact of New Building, Program Expansion, PR Growth in FAS Services

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Saving Rate</td>
<td>74%</td>
<td>75%</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td>Intake*</td>
<td>9,387</td>
<td>9,554</td>
<td>10,076</td>
<td>5%</td>
</tr>
<tr>
<td>Total Adoptions</td>
<td>3,694</td>
<td>3,880</td>
<td>6,458</td>
<td>66%</td>
</tr>
<tr>
<td>Volunteer Hours</td>
<td>21,288</td>
<td>22,218</td>
<td>33,036</td>
<td>49%</td>
</tr>
</tbody>
</table>

* Includes DOAs.
ACAS & FAS

Similarities

• We serve as our county’s and municipalities’ shelter
• We are “open admissions”
• We work with ACO’s and therefore take in:
  – Abuse and neglect cases
  – Mass impounds
  – Protective custody cases
  – Cats, dogs, chickens, snakes, birds, rats, mice, guinea pigs, turtles, fish, rabbits, geckos, spiders, pigs, peacocks, ducks, goats, sheep ...
• We are our community’s pet evacuation shelter
• We adopt, reunite, spay/neuter, vaccinate, license
# Differences

<table>
<thead>
<tr>
<th>Business Structure</th>
<th>ACAS</th>
<th>FAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>County gov’t entity</td>
<td>• County gov’t entity</td>
<td>• Quasi-governmental</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Operates under IGA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Board of directors; reps of the 7 IGA partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Has 501c3 supporting/fundraising organization (Friends of)</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Primary Funding Sources</th>
<th>ACAS</th>
<th>FAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>County general funds</td>
<td>• County general funds</td>
<td>• Earned Income</td>
</tr>
<tr>
<td>Earned income</td>
<td>• Earned income</td>
<td>• Licensing</td>
</tr>
<tr>
<td>Municipal (usage) billing</td>
<td>• Municipal (usage) billing</td>
<td>• Assessments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Donations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staffing</th>
<th>ACAS</th>
<th>FAS</th>
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</thead>
<tbody>
<tr>
<td>Adams County employees</td>
<td>• Adams County employees</td>
<td>• Shelter employees</td>
</tr>
<tr>
<td>Support services (IT, HR, Finance, Facilities, Fleet, Legal) provided by County staff/depts.</td>
<td>• Support services provided by Shelter staff and contractors</td>
<td></td>
</tr>
</tbody>
</table>
Adoptions: Dog and Cat

<table>
<thead>
<tr>
<th>Year</th>
<th>Adams</th>
<th>Foothills</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2474</td>
<td>3213</td>
</tr>
<tr>
<td>2011</td>
<td>2226</td>
<td>3513</td>
</tr>
<tr>
<td>2012</td>
<td>2281</td>
<td>3970</td>
</tr>
<tr>
<td>2013</td>
<td>2163</td>
<td>4747</td>
</tr>
<tr>
<td>2014</td>
<td>2318</td>
<td>6047</td>
</tr>
</tbody>
</table>

9/18/2015
INTAKE: Dogs & Cats

Adams Foothills

9/18/2015

INTAKE:

- 2010: 6144
- 2011: 5390
- 2012: 5309
- 2013: 5302
- 2014: 5651

Foothills

- 2010: 7185
- 2011: 7070
- 2012: 7068
- 2013: 7576
- 2014: 8777

Graph showing intake trends for Adams and Foothills from 2010 to 2014.

9/18/2015
<table>
<thead>
<tr>
<th>Year</th>
<th>Adams County</th>
<th>Foothills Animal Shelter</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>51%</td>
<td>47%</td>
</tr>
<tr>
<td>2011</td>
<td>48%</td>
<td>51%</td>
</tr>
<tr>
<td>2012</td>
<td>51%</td>
<td>57%</td>
</tr>
<tr>
<td>2013</td>
<td>50%</td>
<td>53%</td>
</tr>
<tr>
<td>2014</td>
<td>53%</td>
<td>57%</td>
</tr>
</tbody>
</table>
Animal Care = Kennel Care, Behavior, Transfer, Rescue
Customer Care = Patron Services (in person and phone)
Health Care = Diagnostic, Surgical Services, Medical Care and Support, Foster
Community Relations = Marketing, Fund Raising, Media Relations, Outreach
Volunteer = Recruitment, Selection, Training, Placement, Support, Recognition
Administration = Executive, Finance, Licensing, Facilities
ACASAC and FAS
Volunteer Service Hours by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>ACASAC</th>
<th>FAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>6,033</td>
<td>13,230</td>
</tr>
<tr>
<td>2011</td>
<td>5,642</td>
<td>22,218</td>
</tr>
<tr>
<td>2012</td>
<td>7,642</td>
<td>22,893</td>
</tr>
<tr>
<td>2013</td>
<td>7,690</td>
<td>25,595</td>
</tr>
<tr>
<td>2014</td>
<td>8,045</td>
<td>33,108</td>
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</tbody>
</table>

FTE: 16
Adams Volunteer Program

Assets

👍 Core group: dedicated and skilled
👍 Solid on-boarding process
👍 Core positions and training in place
👍 Useful volunteer management system

Challenges

👎 Small volunteer base, including foster parents
👎 Lacking dedicated Foster Coordinator staff position
👎 Limited volunteer positions
👎 Pro-volunteer culture needs cultivating
👎 Physical environment not conducive to attracting, retaining volunteers
Volunteer Program Recommendations

- Increase volunteer base, including foster volunteers
- Assess and develop new volunteer positions
- Create year-round recognition and appreciation plan
- Develop leadership opportunities (i.e.; mentors, trainers, leadership committee)
- Reinstitute regular communications
- Develop staff-coordinated social media page
- Offer on-going training/development (compassion fatigue)
- Use all features of Volgistics (volunteer management) system
# 2015 Budget Comparison

## INCOME

<table>
<thead>
<tr>
<th></th>
<th>Adams</th>
<th>Foothills</th>
<th>TMAC YE 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned Income</td>
<td>448,706</td>
<td>1,139,975</td>
<td>595,188</td>
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<tr>
<td>Govt (FAS = Licensing, TAMC= Assessments)</td>
<td>300,000</td>
<td>798,210</td>
<td>493,987</td>
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<tr>
<td>Grants &amp; Contributions</td>
<td>40,000</td>
<td>604,500</td>
<td>397,311</td>
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<tr>
<td>Other</td>
<td></td>
<td>500</td>
<td>10,121</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>788,706</td>
<td>2,543,185</td>
<td>1,496,607</td>
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</table>

## EXPENSE

<table>
<thead>
<tr>
<th></th>
<th>Adams</th>
<th>Foothills</th>
<th>TMAC YE 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, Wages, Benefits, etc.</td>
<td>1,219,209</td>
<td>2,008,500</td>
<td>1,143,090</td>
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<tr>
<td>Additional Staff Costs</td>
<td>22,650</td>
<td>61,440</td>
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<tr>
<td>Volunteer Program</td>
<td>0</td>
<td>12,500</td>
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<tr>
<td>Professional Contract Services</td>
<td>10,000</td>
<td>61,692</td>
<td>103,786</td>
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<tr>
<td>Regulatory Fees &amp; Professional Memberships</td>
<td>950</td>
<td>3,055</td>
<td></td>
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<tr>
<td>Property Maintenance &amp; Repairs</td>
<td>122,241</td>
<td>63,496</td>
<td>10,925</td>
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<tr>
<td>Utilities</td>
<td>85,450</td>
<td>108,134</td>
<td>69,319</td>
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<tr>
<td>Capital Improvements</td>
<td></td>
<td>15,000</td>
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<tr>
<td>Animal Care</td>
<td>178,500</td>
<td>314,150</td>
<td>98,115</td>
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<tr>
<td>Shelter Admin &amp; Operations</td>
<td>807,303</td>
<td>131,580</td>
<td>95,594</td>
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<tr>
<td>Marketing &amp; Communications</td>
<td>9,050</td>
<td>10,350</td>
<td>22,600</td>
</tr>
<tr>
<td>Fundraising</td>
<td>0</td>
<td>100,000</td>
<td>0</td>
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<tr>
<td>Other (FAS = Licensing)</td>
<td>500</td>
<td>274,285</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>2,455,853</td>
<td>3,164,181</td>
<td>1,543,429</td>
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## REVENUE OVER EXPENSE

<table>
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<tr>
<th></th>
<th>Adams</th>
<th>Foothills</th>
<th>TMAC YE 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue Over Expense</strong></td>
<td>-1,667,147</td>
<td>-620,996</td>
<td>-46,822</td>
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## USE OF FUND BALANCE

<table>
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<tr>
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<th>Adams</th>
<th>Foothills</th>
<th>TMAC YE 2010</th>
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</thead>
<tbody>
<tr>
<td>Adams Contribution/FAS Fund Balance Use</td>
<td>1,667,147</td>
<td>620,996</td>
<td>46,822</td>
</tr>
</tbody>
</table>
The Shelter Network
Metro Denver Animal Welfare Alliance
Locations

http://www.mdawalliance.org/mdawa-agencies-that-offer-adoption-services
Spreading the Word
Metro Denver Animal Welfare Alliance
Member Web Sites

ADAMS COUNTY ANIMAL SHELTER/ADOPTION CENTER
AURORA ANIMAL SHELTER
CAT CARE SOCIETY

DENVER ANIMAL SHELTER
DUMB FRIENDS LEAGUE
FOOTHILLS ANIMAL SHELTER

THE GABRIEL FOUNDATION (BIRDS ONLY)
HUMANE SOCIETY OF BOULDER VALLEY
HUMANE SOCIETY OF THE SOUTH PLATTE VALLEY
INTERMOUNTAIN HUMANE SOCIETY
Communications & PR

Recommendations

SHELTER WEBSITE
 user-friendly
 community-friendly
 animal search

PROMOTIONS
 PIO support – Media Relations
 adoption specials and other services

PRESENCE
 high-visibility events in Adams

DONOR MANAGEMENT SYSTEM
 Engage, Cultivate, Ask, Recognize, Appreciate

COMMUNITY RELATIONS MANAGER
 New position

REBRANDING
Name. Look. Feel.
<table>
<thead>
<tr>
<th></th>
<th>Adams</th>
<th>Aurora</th>
<th>Denver</th>
<th>Dumb Friends</th>
<th>Foothills</th>
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<tbody>
<tr>
<td>Sun.</td>
<td>10 – 4</td>
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<td>11 – 5</td>
<td>10 – 5</td>
<td>10 – 6</td>
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<td></td>
<td>(6)</td>
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<td>(6)</td>
<td>(7)</td>
<td>(8)</td>
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<tr>
<td>Mon.</td>
<td>12 – 6</td>
<td>11 – 6</td>
<td>10:30 – 6:30</td>
<td>11 – 7</td>
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<td>(7)</td>
<td>(8)</td>
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<td>11 – 7</td>
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<td>(7)</td>
<td>(8)</td>
<td>(8)</td>
<td>(8)</td>
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<tr>
<td>Thurs.</td>
<td>12 – 6</td>
<td>11 – 6</td>
<td>10:30 – 6:30</td>
<td>11 – 7</td>
<td>11 – 7</td>
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<td></td>
<td>(6)</td>
<td>(7)</td>
<td>(8)</td>
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<td>Fri.</td>
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<td>11 – 6</td>
<td>10:30 – 6:30</td>
<td>11 – 7</td>
<td>11 – 7</td>
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<td>(6)</td>
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<td>(8)</td>
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<td>Sat.</td>
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<td>10 – 4</td>
<td>11 – 5</td>
<td>10 – 5</td>
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<td></td>
<td>(7)</td>
<td>(6)</td>
<td>(6)</td>
<td>(7)</td>
<td>(8)</td>
</tr>
</tbody>
</table>

|       | 37 hrs | 41 hrs | 52 hrs | 54 hrs | 56 hrs |

9/18/2015
Pros

- Adequate public parking
- Secure staff parking
- Exterior walls materials require limited maintenance
- Limited landscaping to maintain
- Large outdoor dog yards

Cons

- Lack of street appeal
- Crematorium in public view
- Dirt parking lot
- Lack of shade in dog yards
- Low fencing between yards
Location
Location

Pros

👍 Distance from residential areas

👍 Room for expansion
Location

Cons

📍 Difficult to Find and Access
📍 Lack of Visibility
📍 Breed Ban
📍 Noise
📍 Safety
Pros:

- Open Lobby
- Office Space
- Wide Hallways/Wheelchair Accessible
- “Bones”: Concrete solid
- Plenty of Rooms for a variety of uses
Cons

- **Air circulation**
  - Standard = 10 – 12 exchanges per hour.

- **Noise**

- **Open ceiling**
  - Surfaces above 7 ft – contributing to bacterial contamination and disease outbreaks

- **Heating & Cooling systems**
  - Uneven temps throughout building.

- **Lighting**
  - Below industry standards.

- **Ambiance**

- **Kennel Floors**
  - Uneven, difficult to remove standing water.

- **Physical Environment**
  - Physical environment not conducive to attracting, retaining volunteers.
Lack of Health Care Space

- Single room serves as both surgery and healthcare.
- PACFA: “At any facility where surgical procedures occur, there must be a room whose purpose is exclusively for surgery.”

Animal Housing Design

- Dog kennels face each other: increased barking and stress
- Cats close to dogs: exposing cats to constant barking and increasing stress
- Outdated cat kennel design: allows cats to make contact with each other increasing stress and potential spread of disease
- Lack of adequate space for small mammals, birds, reptiles etc.
- Parvo kennels located in euthanasia room.
- Court-hold kennels have no access to outdoor space.
- Lack of roof in intake area provides opportunity for escapee cats.
ACO Input:

- Intake and Processing Improvements
- Disease Prevention & Outbreak Protocols
- Notice of Changes in Policies, Services, Closures

- ACO Meetings
- Connect to ACAS Database/Records (Chameleon)
- Training
ACO Input: A New Shelter

• “We are behind the times.”
• Need a shelter designed to be a shelter not a dog pound: serving animals, ACO’s and the public
• Location. Location. Location.
• Provide low cost spay/neuter services.
• Open 7 days. Accommodate working people.
Licensing

IF IT WERE ONLY THIS EASY FOR A LOST PET TO FIND ITS WAY HOME.

LICENSE YOUR PET TODAY, and we’ll know who to return it to should it get lost.

FOOTHILLS ANIMAL SHELTER.org

303-278-7577

P.U.C. 52465
Currently Requiring Licenses

✓ Bennet
✓ Federal Heights
✓ Adams County (SINCE 199/18/2015)
### Licensing Projections: Adams County

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Adams County Housing Data (Total Housing Units)</th>
<th>OTHER County Housing Data (Weld/Arap Ctyts) (Total Housing Units)</th>
<th>ESTIMATED DOG POPULATION</th>
<th>GOAL (20% of Est. Dog Pop)</th>
<th>Goal x $20 Flat Fee</th>
<th>JEFFCO LICENSE NUMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bennett</td>
<td>772</td>
<td>126</td>
<td>611</td>
<td>122</td>
<td>$ 2,443</td>
<td>Estimated Dog Pop: 175,476</td>
</tr>
<tr>
<td>Commerce City</td>
<td>16,000</td>
<td>0</td>
<td>10,880</td>
<td>2,176</td>
<td>$ 43,520</td>
<td>20% Compliance GOAL: 35,095</td>
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<tr>
<td>Federal Heights</td>
<td>4,891</td>
<td>0</td>
<td>3,326</td>
<td>665</td>
<td>$ 13,304</td>
<td>20% GOAL X $20: $701,900</td>
</tr>
<tr>
<td>Northglenn</td>
<td>14,263</td>
<td>11</td>
<td>9,706</td>
<td>1,941</td>
<td>$ 38,825</td>
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<tr>
<td>Thornton</td>
<td>44,309</td>
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<td>30,130</td>
<td>6,026</td>
<td>$ 120,520</td>
<td></td>
</tr>
<tr>
<td>Unincorporated</td>
<td>31,448</td>
<td>0</td>
<td>21,385</td>
<td>4,277</td>
<td>$ 85,539</td>
<td></td>
</tr>
<tr>
<td><strong>JURISDICTION TOTALS</strong></td>
<td><strong>111,683</strong></td>
<td><strong>137</strong></td>
<td><strong>76,038</strong></td>
<td><strong>15,208</strong></td>
<td>$ 304,150</td>
<td></td>
</tr>
</tbody>
</table>

**FORMULAS:**

- **Est. dog population:** Household numbers x .425 (Est. Dog population) x 1.6 (number of dogs per household) = TOTAL
- **Goal:** (Number of licenses need to reach 20% compliance rate). Est. Dog population x 20%

**SOURCES:**

- **Household Data:** 2013 State Demography Office. Numbers updated yearly beginning on July 1st.
Licensing Recommendations

- Move to “lifetime” vs renewal tags.
- Track licensing data monthly.
- Implement cohesive licensing program across all entities that contract with ACAS.
  - Establish compliance goals for each entity based on est. dog pop.
  - Consider contracting for administration (PetData).
  - Update municipal and county ordinances to reflect licensing expectations.
Adams Animal County Shelter

**CURRENT STRUCTURE**

Authorized 22.5FTE Regular + 3 Temp

- **Executive Director** (1)
- **Veterinarian** (1)
- **Kennel Operations Manager** (1)
- **Animal Care Technicians** (10 regular)
- **Animal Care Technicians** (2 Temp)
- **Behavior & Health Coordinator** (1)
- **Certified Vet Technicians** (2.5)
- **Front Office Supervisor** (1)
- **Lead Admin Clerk** (1)
- **Volunteer Program Manager** (1)
- **Admin Clerks** (3 Regular)
- **Admin Clerks** (2 Temp)

Single Threaded Vertical Management Structure

9/18/2015
PROPOSED STRUCTURE (as gov’t entity)
Proposed 29 FTE + 2 Seasonal/Temp
## Toward Consolidation

### Benefits

- Regional Approach
- Shared Overhead and Purchasing
- Regional Licensing
- Westminster & Arvada
- Replicated Floor Plan
- Broader Community Impact
- Complimentary Programs & Services

### Challenges

- Organizational Structure (Govt vs IGA)
- Board Composition (14 gov’t entities)
- Financial Support
- Multiple Entities/Agencies Served (ACOs)
- Cultural Shift

9/18/2015
Consolidation?

Recommendations

• **Toward Becoming a Community Organization**
  – Staffing
    • Customer Service, Community Relations, Administrative Svc, Telephone Counselors/Receptionists, Foster Coordinator
  – Program Development: Foster, Adoption partners
  – Community Relations (and social marketing)
  – ACO engagement, communications, data share

• **Facility: Location & Environment**

• **Implement & Enhance County-wide Licensing Program**

• **Formulate Multi-Jurisdictional/Regional Strategic Advisory Committee**

• **Consider Quasi-Gov’t (IGA) Structure**
**Mission:** The Adams County Animal Shelter/Adoption Center is committed to advocating and promoting the cause of animal welfare within our community. We provide compassionate, humane care and shelter to each and every animal in our trust. We strive to find responsible and loving homes for all of our adoptable pets.

**Vision:** The Adams County Animal Shelter/Adoption Center is dedicated to being a leader in the animal welfare community through continuing education, training, and partnerships. We seek to educate and engage our patrons in the practices of responsible pet ownership. Through enforcement of state statutes and county ordinances, we serve and protect the pets and the people of Adams County.