Today’s Agenda

Brief Overview of Denver Animal Care & Control

HSUS Evaluation

- Goals of HSUS evaluation
- Preliminary findings - The Good, the Bad, the Ugly
  - The Good (should be continued)
  - The Bad (can be fixed more readily in the near-term)
  - The Ugly (will require more intensive action to fix)

How do we fix this?

- What have we done?
- What do we still need to do?

Questions/Discussion
Denver Municipal Animal Shelter (DMAS)
Denver Animal Care & Control (ACC)

- ACC staff handle more than 9,000 animals each year.
- In 2007, ACC adopted out 1,330 animals into new homes. 1,571 lost pets were returned to their owners.
- 3,274 vaccinations were provided.
Animal Care & Control
2008 Organizational Chart

Director
Doug Kelley

IT Coordinator
Laine Zalasar

Director of Operations
Frank Boldoe

Volunteer Coordinator
Lisa Sanchez

Field Services - A.M. Shift
Fred Baca

Field Services - P.M. Shift
Aaron McSpadden

Court Liaison
Lorraine Pacheco

Office Manager
Paula Lopez

Shelter & Health Operations
Diane Milholin

Adoption Coordinator & ASA III Shelter Duties
Brenda Tatoya
ASA III

Mark Roybal
ASA III

Michelle Rivera
ASA III

Jeni Mooney
ASA III

Eva Trujillo
ASA II

Animal Care Supervisor
Wendy Rohrbaugh

Linda Garcia
ACA

Marvin Napue
ACA

Carolyn DiSanto
ACA

Holly Guy
ACA

Brittany Jimenez
ACA

Vector Control Inspector
Isaac Ben-Joseph

Dr. Larry Nelson
Veterinarian

Chris Lederhos
Veterinary Technician

Veterinary Program

Dave Romero
ACO

Rick Mouton
ACO

Danny Casados
ACO

Isaac Rubio
ACO

Jeanine Apolinar
ACO

Jason Swift
ACO

Eugene Lopez
ACO

Vacant
ACO

Vacant
ACO

Chris Perez – Dispatcher
ASA II

Frank Jimenez
ACO

Gino Martinez
ACO

Andrew Martinez
ACO

Stephen Romero
ACO

Frank Sullivan
ACO

Michael Schulker
ACO

Robert Lucas
ACO

Jenn Koski
ACO

Nicole Paul
ACO

Greenprint Committee Presentation
Goals of HSUS Evaluation

- To make ACC a recognized leader in animal control and animal sheltering
- To fulfill changing expectations of ACC by maximizing our professionalism, accessibility, and customer service
- To continue to increase our emphasis on animal care and animal health while maintaining focus on public safety
- To meet and exceed industry standards in animal control and animal care
- To prepare ourselves for exciting things ahead, such as a new shelter
The Good

- Recent staff reorganization *(with some recommended improvements)*
- Adoption processes
- Committed volunteer group
- Web site content
- IT staff capabilities
- HVAC system air flow exchange *(materially supports the health of shelter animals)*
The Bad

- **Lack of identity/branding** (Animal Control staff are often mistaken for other departments such as Code Enforcement, trucks are not identified as ACC vehicles, citizens think Denver Dumb Friends League is the city’s shelter)
The Bad

- **Poor facility maintenance**
  (Shelter in poor condition, grounds surrounding the shelter are shoddy and not well maintained, ACC office staff responsible for cleaning the facility)
The Bad

- **Staff levels inadequate** (Additional animal care supervisors and animal care attendants needed, most staff doing multiple jobs, should considering contracting additional staff for euthanasia, sufficient Animal Control Officers, but some of the officers are staffing animal care attendant and dispatch duties)
The Bad

- **Feeding protocols** *(Animal care staff mixing kibble, feeding kittens and other animals improper types of food, overfeeding)*

- **Missed opportunities for securing additional revenue** *(Missing opportunities to attract donations to enhance animal care. Fee structure for services should be reassessed and brought into line with the norm of municipal shelter services)*
The Bad

- **Need staff training** *(Managements skills, technology and computer training, animal-handling and care, behavioral training, animal capture and equipment use)*
The Bad

- Better cleaning protocols need to be established (Need to have consequences when staff don’t follow established guidelines for care and cleaning)
The Bad

- **Not maximizing volunteers** *(Need to seek out volunteer groomer, animal behavior volunteers, adoption counselors)*
The Ugly

- Extreme duplication of processes (Animal intake, animal tracking, routing animals and other paperwork that should be electronic, impacts every area of shelter operations)

- Technology issues (Staff not adequately trained on existing Chameleon software, staff using hard copy cards for intake instead of electronic record-keeping)
The Ugly

- Animal care and housing inadequate
  (Inconsistent or absent bedding, stressful environment for animals)

![Image of inadequate animal care and housing]
The Bad

- **Shelter hours need to be more customer driven**
  (Consider revising hours of operations to allow for more flexibility for customers to come to the shelter)
The Bad

- **Leadership** *(Needs to be more forceful and insist on adherence to policies and protocols)*

- **Animal care sanitation practices inadequate** *(Degreaser not effective, solutions too diluted, spot cleaning taking the place of deep cleaning, not enough time given for deep cleaning)*

Greenprint Committee Presentation
How do we fix this?

What we’ve already done…

• Establish an Animal Care & Control Advisory Committee

• Staff reorganization

• Fee structure/ changes in 2009

• Require all staff to use Chameleon software as part of their job
What we still need to do...

- Training, training, and more training
- Enhance donation program
- Require accountability and performance
- Fully utilize Chameleon
- Business process analysis
- Begin shelter branding/identity effort
- Build support for changes with council, volunteers, staff and the public
- Hire additional animal care attendants to achieve the minimum level of staffing as recommended by the HSUS Evaluation
Questions/Discussion