ANIMAL CARE SERVICES
CITYGATE ASSESMENT

Presentation Objectives

- Overview of Citygate Associates
  - Project Scope
- Overview of Animal Care Services Department

  - Department Background
  - Department Divisions
- Citygate Key Findings and Recommendations
  - Key Findings
  - Key Staffing Recommendations
  - Facility Upgrade Recommendations
- Implementation Plan
- Questions and Answers

Citygate Associates
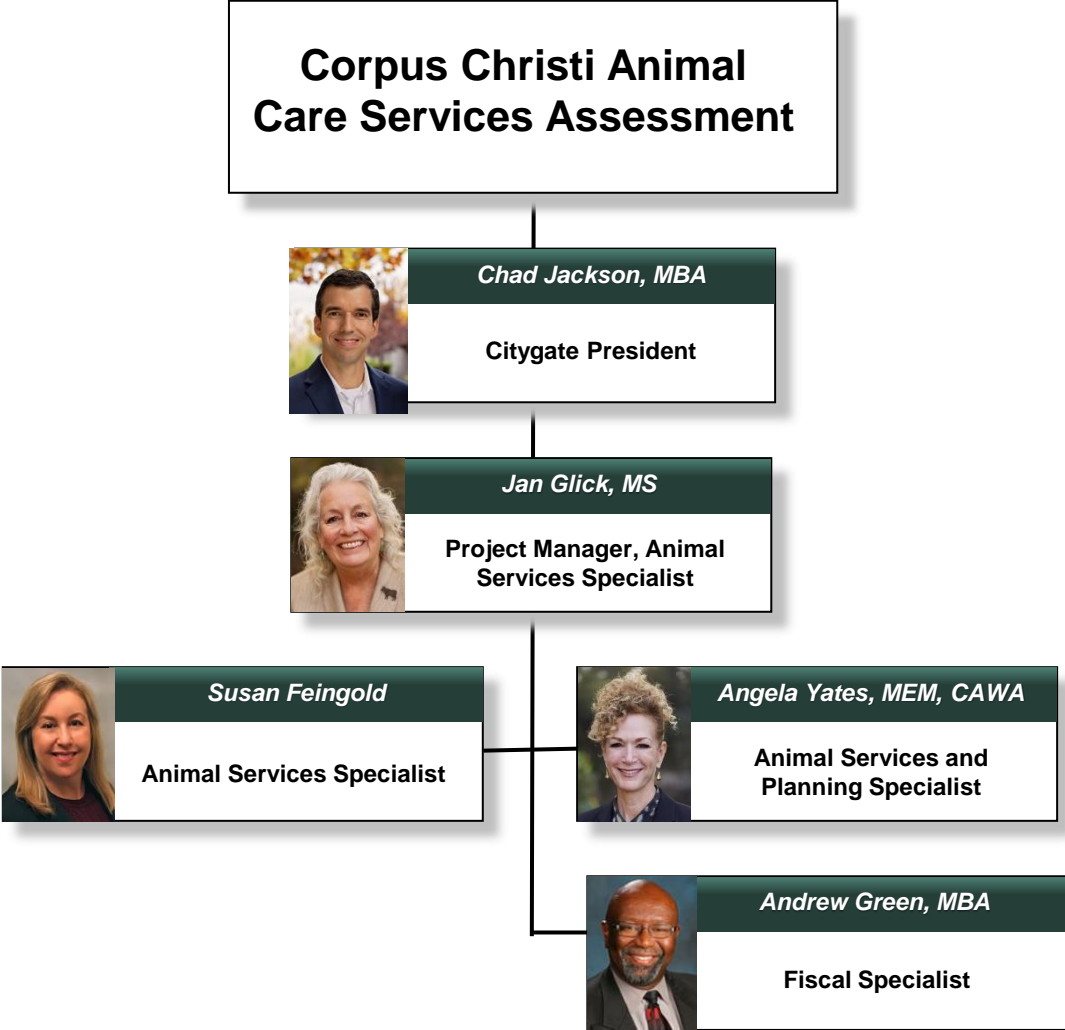
Overview & Project Team

Citygate Associates

Citygate Associates has been in operation since 1990 and has completed over 600 consulting engagements. For more than twenty years, it has provided operational analyses and shelter assessments for local governments nationwide.

Specialized expertise in animal care

- Serve only local government clients
- Many animal care reviews, including all aspects of operations, staffing, stakeholder engagement, facilities, and finance

Diversity of retired executive-level officials

- Exceptional accomplishments in their fields
- Committed to public service

Citygate Associates

**Corpus Christi Animal
Care Services Assessment**

Chad Jackson, MBA

Citygate President

Jan Glick, MS

**Project Manager, Animal
Services Specialist**

Susan Feingold

Animal Services Specialist

Angela Yates, MEM, CAWA

**Animal Services and
Planning Specialist**

Andrew Green, MBA

Fiscal Specialist

CITYGATE
ASSOCIATES

Jan E. Glick

MS, Project Manager and Animal Services Specialist

- Over 43 years in management of animal welfare organizations, public and private
- Expertise in leading full-service agencies, managing spay/neuter clinics, fiscal management, facility needs, and all aspects of providing animal services in a public setting
- Has led many animal services projects and reviews for Citygate, including policies, operations, feasibility studies, and fee analyses
- Experience working at both the local and state level in animal welfare

Susan Feingold

Animal Services Specialist

- Over 25 years experience in animal welfare
- Director of multiple public agencies
- Over 15 years performing animal services evaluations
- Focus on increasing Live Release Rate, efficiencies, best practices, operations, and shelter design as it relates to functions
- Has performed numerous animal care and control assessments for Citygate collaboratively and independently
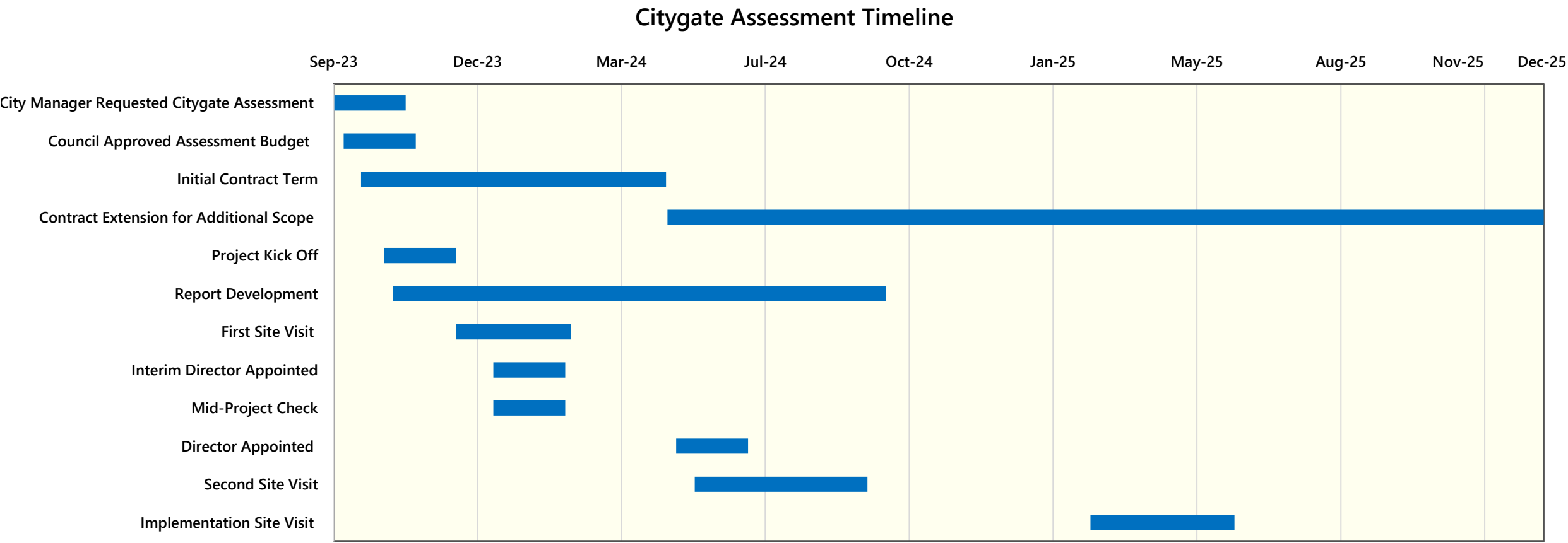
Citygate Assessment Timeline

- City Manager Requested Assessment and Funding for Assessment in FY 2024

- Council Approval on September 19, 2023

- Initial Citygate Contract term: October 1, 2023, to April 30, 2024

- Project kick-off October 17, 2023

- Citygate on-site December 6-8, 2023, and May 20-24, 2024

- Report development October 23 through September 2024 (11 months)

- Director appointed in May 2024

- Mid-project check in April 2024

- Citygate on-site February 19-20, 2025 to support implementation

- Contract Extension: December 31, 2025

Timeline – September 2023 to December 2025

Citygate Assessment Timeline

Task	Sep-23	Dec-23	Mar-24	Jul-24	Oct-24	Jan-25	May-25	Aug-25	Nov-25	Dec-25
City Manager Requested Citygate Assessment	▬									
Council Approved Assessment Budget	▬									
Initial Contract Term	▬▬▬▬▬▬									
Contract Extension for Additional Scope			▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬							
Project Kick Off	▬									
Report Development	▬▬▬▬▬▬▬▬									
First Site Visit		▬▬								
Interim Director Appointed		▬								
Mid-Project Check		▬								
Director Appointed				▬						
Second Site Visit				▬▬						
Implementation Site Visit							▬▬			

Citygate Assessment Project Scope

- Align the department with national best practices

- Evaluate the facility, workflow, and animal flow for efficiency and effectiveness

- Assess departmental culture and communication

- Analyze staffing, job titles, and compensation

- Review operational policies and procedures

- Analyze historical operational data for accuracy

- Analyze marketing and community outreach

- Make recommendations for improvements to city staff

Animal Care Services

Department Overview

Hours of Operation

Facility Hours
- Monday – Saturday
- 8:00 a.m. – 5:30 p.m.

Adoption & Free Microchipping
- Monday – Saturday
- 1:00 p.m. - 5:30 p.m.

Field Operations
- Monday – Sunday
- 8:00 a.m. - 5:30 p.m.
- On call 24 hours

Kennel Operations
- Monday – Sunday
- 7:30 a.m. – 5:30 p.m.

Animal Care Services Timeline

- Originated as a division of the Health District

- Transferred to the Police Department in 2012

- Transferred to Neighborhood Services in 2021

- Stand alone department in June 2023 (Vector Control transferred to Health District in 2024)

Prior to 2012	2012	2021	2023
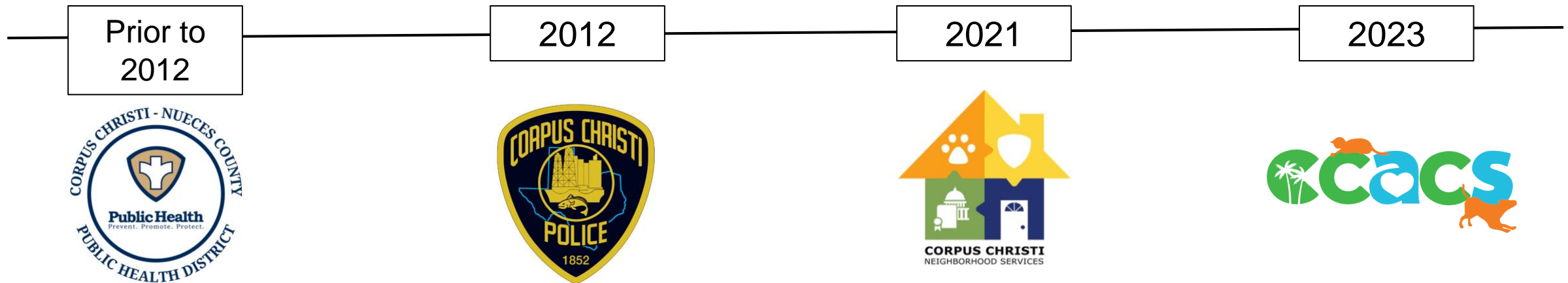
ACS Adopted Budget History FY 2020 – FY 2025

Animal Care Services Budget History

| | FY 2020 Adopted Budget $3,347,590 33 FTE | FY 2021 Adpoted Budget $3,260,597 42 FTE | FY 2022 Adopted Budget $4,136,164 42 FTE | FY 2023 Adopted Budget $4,271,526 47 FTE | FY 2024 Adpoted Budget $5,081,708 57 FTE | FY 2025 Adopted Budget $5,009,972 57 FTE |
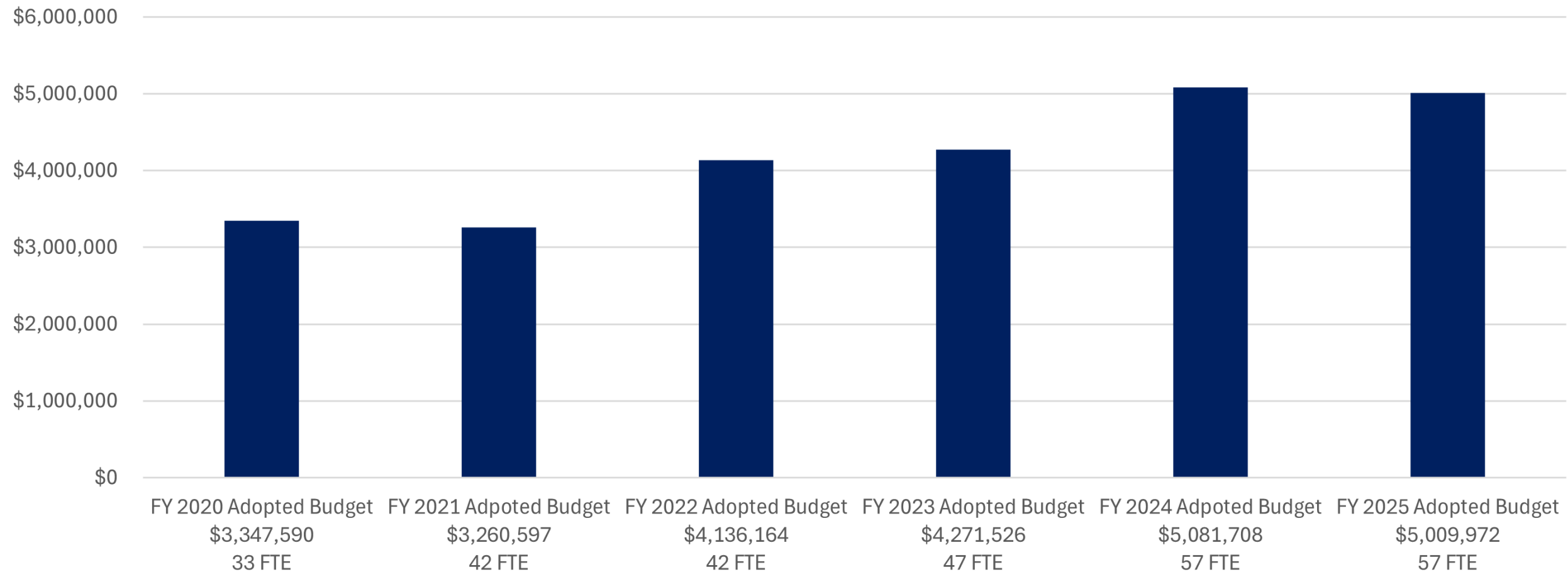
ACS Facility (2626 Holly Road)

Built in 2004

- Facility consists of:

  - 3 Kennel Buildings

  - Maintenance/Storage Building

  - Laundry and Storage

  - Administrative Building

ACS Facility

- 3 Kennel Buildings

  - 118 Dog Kennels

  - 39 Cat Kennels, incl. isolation area

- 1 Maintenance Building

- Laundry & Storage Building

- Administrative Building

Animal Care Services

Department Divisions

ACS Organizational Chart (57 budgeted FTEs)

Animal Care Services Organizational Chart

Director

Veterinarian
- **Veterinary Clinic Lead**
  - **Veterinary Assistant** (2 positions)

Under Director:
- **Sr. Management Assistant**
- **Administrative Support II**
  - **Administrative Support I** (2 Positions)
- **Community Relations Specialist**
- **HR Business Partner**

Assistant Director of Operations
- **ACS Program Manager**
  - **ACS Field Supervisor**
    - **Animal Care Officer Lead**
      - **ACS Investigators** (5 Positions)
      - **Animal Care Officer** (6 Positions)
    - **Animal Care Officer Lead**
      - **Animal Care Officer** (11 Positions)
  - **Admin Support/ Dispatcher**
  - **ACS Shelter Supervisor**
    - **Kennel Technician** (13 Positions)
    - **Live Release Coordinator** (4 Positions)
      - **Contracted Live Release Consultant**

<u>57 Full Time Employees</u>
Currently Filled: 47
Vacant: 10

Customer Care (4 FTEs)

- First point of contact for residents entering the shelter

- Customer Service

- Adoptions

- Licensing

- Public records

Field Operations (22 FTEs)

- Enforce City ordinances regarding pet ownership and care

- Respond to urgent calls about abandoned, sick, or aggressive animals

- Conduct bite investigations

- Handle cruelty complaints

- Oversee the rabies control program

Kennel Operations (13 FTEs)

- Provide essential care for all animals at ACS

- Animal intakes, cleaning kennels, feeding the animals, and enriching the lives of our shelter pets

- Assist with adoptions, lost and found services, and microchipping
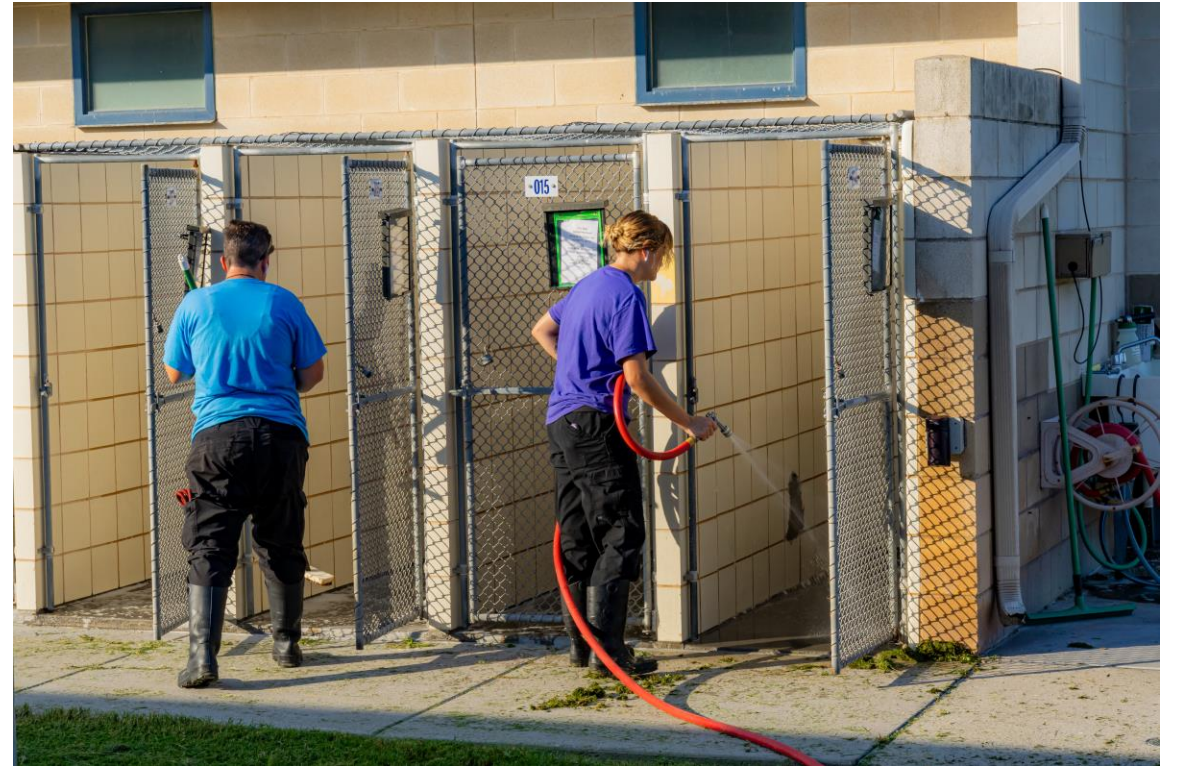
Live Release (4 FTEs) & 1 Contract Consultant

- Facilitate adoptions and managing the foster home program

- Collaborate with rescue partners and overseeing transfers

- Coordinate the volunteer program

- Conduct behavior assessments

- Provide animal enrichment

Veterinary Clinic (4 FTEs)

- Provide medical care for all sheltered animals

- Vaccinations

- Deworming

- Spay/neuter surgeries

- Treatment of sick or injured animals

Citygate Assessment

Key Findings & Recommendations

Overall Assessment

- Citygate assessment offers insights for improvements and aligns ACS with best practices

- Workplace culture improvements will support success

- Increase focus on education and community outreach

- Changes require time, commitment, resources, and a multi-year approach

- All improvements are interconnected and impact each other's success, highlighting the importance of a cohesive approach

- Implementation of recommendations will increase the Live Release Rate

Key Findings

- Additional staffing will require budget allocations

- Facility is outdated and has insufficient office and kennel space; improvements will require budget allocations

- Existing Policies and Procedures need updating to align with best practices

- New policies need to be written and added

- Staff training program needs to meet industry standards

- Statistical reporting needs to be revised to be accurate, credible, and usable

Citygate Recommendations by Category

Category	Number of Recommendations
SOP's	64
Operations	56
Staffing	27
Website	8
Facility	6
Culture	5
Statistical Reporting	4
Total	170

Citygate Recommendations

- SOP's, 64
- Operations, 56
- Staffing, 27
- Website, 8
- Facility, 6
- Culture, 5
- Statistical Reporting, 4
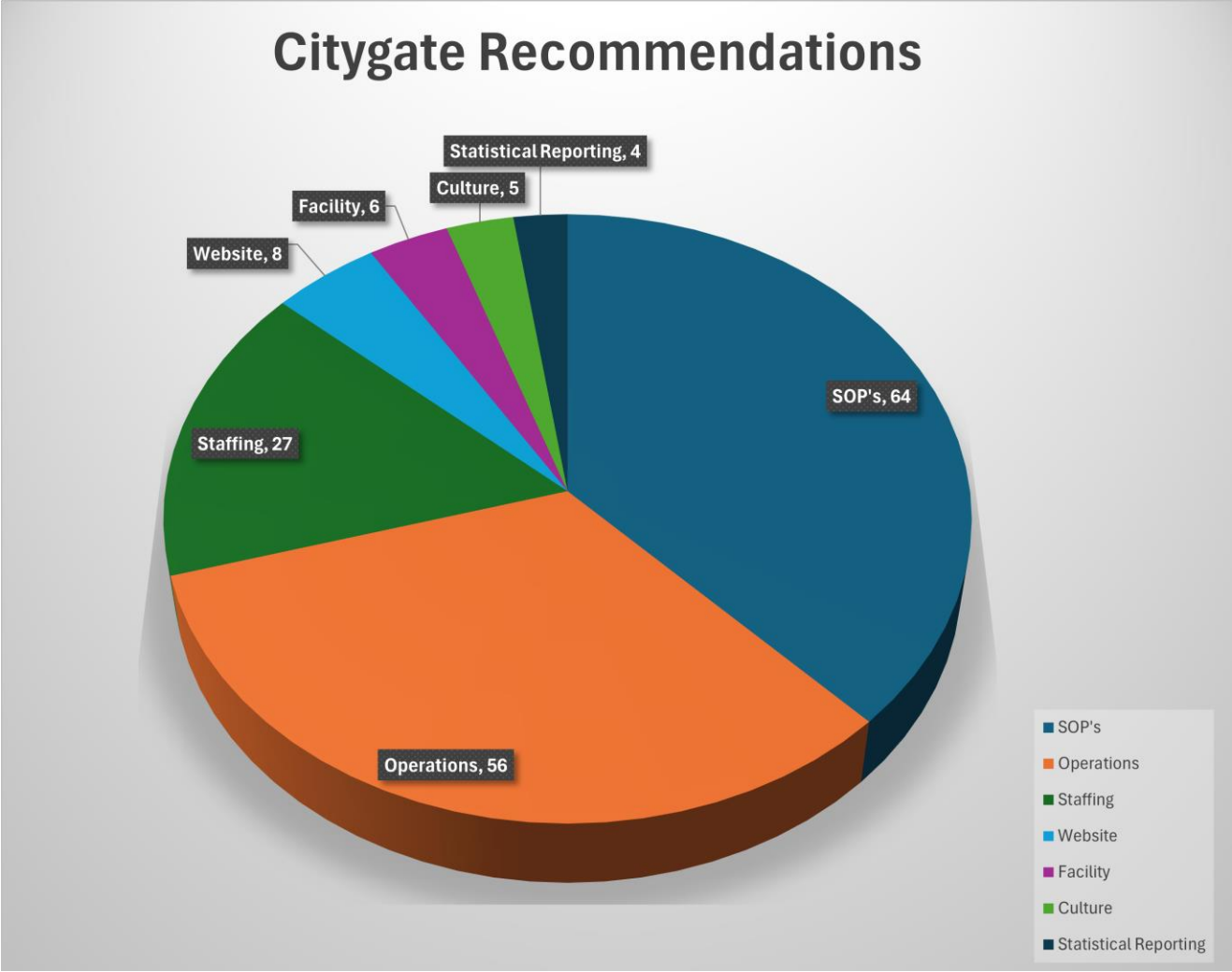
Recommendation Status

Category	Number of Recommendations	Complete	In Progress	To Be Completed
SOP's	64	3	26	35
Operations	56	5	19	32
Staffing	27	3	2	22
Website	8	0	2	6
Facility	6	0	0	6
Culture	5	1	2	2
Statistical Reporting	4	0	2	2
Total	**170 (100%)**	**12 (7%)**	**53 (31%)**	**105 (62%)**

Key Recommendations by Program Areas

1. General Operations
2. Shelter Operations
3. Field Operations
4. Veterinary Program
5. Adoption
6. Foster Program
7. Rescue Partners
8. Social Media, Website, & Marketing
9. Euthanasia
10. Proactive Programs

General Operations

- Open hours should be increased

- Calls should go to shelter through phone tree

- SOPs need revision and expansion

- Statistical reporting needs to be standardized

- Registration must include rabies vaccination as required by law

- Efficiencies in all operations need improvement

- Website needs restructuring and updating

Shelter Operations

- Intake process needs to be streamlined
- Pathway planning should be implemented and begin at intake
- Feeding procedures should follow best practices
- Cleaning SOPs need updating and compliance
- Enrichment should be provided for all animals
- Implement training to ensure consistency in operations
- Five Freedoms not currently being fully provided
    1. Freedom from hunger and thirst
    2. Freedom from discomfort
    3. Freedom from pain, injury, and disease
    4. Freedom to express normal behavior
    5. Freedom from fear and distress

Field Operations

- Update Field Procedures Manual and use for training

- Have Dispatchers assign and track field activities

- Develop and utilize reports to track field activities, including response time, number of calls by officer, priorities, etc.

- Develop a method to ensure priority calls are handled timely

- Fill vacancies and train all new staff efficiently, scheduled for five 8-hour shifts until fully staff and trained

Veterinary Program

- Develop veterinary health care protocols and follow them

- Ensure prompt and necessary care and isolate sick animals

- Conduct daily medical rounds

- Increase in house spay/neuter surgeries and minimize release of unaltered animals

- Develop inventory system for medical supplies

- Utilize partner resources to maximize veterinary care

- Hire an additional Veterinarian position to cover weekends

Adoptions

- Increase focus on good customer service

- Adoption Counselors should be designated and work with adopters from start to finish

- Adoption polices need to be expanded

- Volunteers should be assisting the adoption process

- Designate adoption area near kennels

- Pre-payment for stray adoptions should be discontinued

Foster Program

- Add position and designate a Foster Coordinator

- Greatly expand the foster program

- Implement active solicitation of foster homes

- Provide support for foster homes

- Train new foster providers

- Update foster policies

Social Media, Website, & Marketing

- Increase posts of adoptable animals with high quality photos and marketing friendly descriptions

- Update the website so Lost & Found and Adoption links go directly to CCACS animals instead of a search by zip code

- Community Relations Specialist should be familiar with adoptable animals and respond to questions/comments about adoption of pets but not respond to critics as this may exacerbate the situation

- Discontinue posting statistics on Facebook daily and, instead, post an accurate monthly summary on the CCACS website

Euthanasia

- Create new policy that includes a clear policy statement and a clear process for decision making

- Discontinue using "length of stay" as a reason, hold animals as long as space allows, and record reason "space" if euthanized

- Ensure animals receive intake vaccines and prompt veterinary care

- Improve cleaning and disinfection to prevent euthanasia due to illness

- Reconcile controlled drug logs on a schedule as required by law

- Ensure a Veterinarian authorizes emergency medical euthanasia prior to an Animal Care Officer euthanizing the animal

Proactive Programs

- Proactive programs, like off-site adoptions or community events, can be very valuable

- CCACS currently does not have the infrastructure to support most proactive programs

- Free microchipping recommended for scheduled hours based on available staff, not on a drop-in basis

- Develop a more targeted free Spay Neuter program in partnership with a non-profit to reduce overpopulation

Citygate Priority Recommendations

- Hire experienced Assistant Director of Operations (Completed)

- Review mission and goals and renew commitment to serving animal welfare needs (In progress)

- Establish Veterinary performance measures to increase standard of care and decrease length of stay (In progress)

- Complete revision and implementation of updated Standard Operating Procedures (In progress)

Additional Staffing Needs

Recommended Additional Staffing Needs

Position*	Current	Need	Total	Cost Estimate
Dispatcher	1	1	2	$55,920
Veterinarian (Part-Time)	0	1	1	$70,000
Community & Education Outreach Supervisor	0	1	1	$71,229
Kennel Technician	13	5	18	$235,256
Animal Control Officer	17	3	20	$172,715
Animal Care Supervisor	2	1	3	$71,229
Behaviorist	0	1	1	$49,960
Administrative Support I	3	2	5	$99,921
Total	36	15	51	$826,230
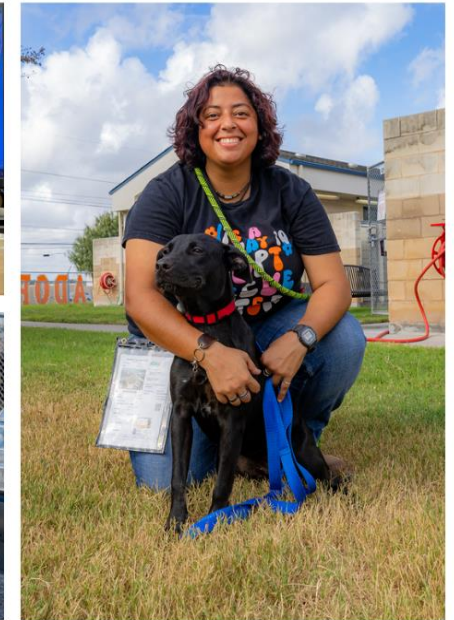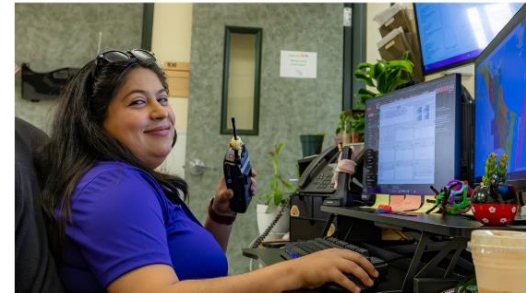
*Only recommended positions listed   (includes salaries and benefits)

Recommended Reclassifications

Reclassifications				
Position Title	Recommended Reclassification	Current	Estimate	Increase
Live Release Coordinator	Volunteer Coordinator	$55,385	$67,726	$12,341
Live Release Coordinator	Adoption Counselor	$55,385	$67,726	$12,341
Live Release Coordinator	Adoption Counselor	$55,385	$67,726	$12,341
Live Release Coordinator	Rescue/Foster Coordinator	$55,385	$67,726	$12,341
Total				$49,364 (Includes salaries and benefits)

- Volunteer Coordinator for developing and implementing a structured volunteer program

- Adoption Counselor for full weekly coverage and peak-hour support

- Rescue/Foster coordinator to manage the shelter population and enhance the foster program

Increased Staffing Impacts

- Increasing facility space is necessary

- Staffing alone is not a complete solution

- Additional staffing will affect all shelter areas and increase the need for materials and equipment

Facility Upgrade Recommendations

Facility Assessment (New Construction)

- Additional animal holding areas needed

    - 20-36 dog kennels – new building with climate control (will increase total kennel capacity to 138 –154)

    - Minimum of 18 cat cages – initially a trailer, Cattery Building later

    - Additional cat isolation

Facility Assessment (Enhancements)

- Air Conditioning in Kennel Buildings

- Dedicated Adoption Counseling Area (Completed)

- Expand Meet-and-Greet Areas (In Progress)

- Separate Public Animal Turn-In Area (In Progress)

- Dispatch Area Near Animal Control Officer Area

- Volunteer Coordinator Office

- Remodel Current Feral Cat Room

Air Conditioning in Kennel Buildings

Air conditioning helps maintain animal health and reduces stress during hot weather.

Dedicated Adoption Counseling Area

Provide adoption advice, prepare adopters for pet ownership, and review medical history.

Expand Meet-and-Greet Areas

Allows potential adopters to interact with animals and increase adoption success

Separate Public Animal Turn-In Area

Reduces the risk of multiple animals interacting in the same space at the same time

Implementation Plan

Animal Care Services Implementation Plan

- Majority of recommendations relate to internal operations including policies and procedures

- Citygate and ACS have developed a 5-year phased plan due to budget constraints with majority of recommendations accomplished in FY 2025 and FY 2026

Implementation Timeline				
Fiscal Year	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Number Expected Complete	65	26	79		
Total	170				

Animal Care Services Implementation Plan Continued

- Implementation plan includes budget needs in areas of staffing, facility upgrades, and new construction

- 28 of the 170 recommendations require City Council consideration

  - o 22 staffing related recommendations (some new, some reclassifications)

  - o 6 facility upgrades

Closing

Closing

- Citygate continues working with ACS to implement the recommendations over a multi-year period

- Progress is being made as leadership works to update Policies and Procedures and provides ongoing staff training and support

- Citygate commends the City for its commitment to improving Animal Care Services

- Assessment reflects a "moment in time"

- Report provides a comprehensive assessment of ACS and will act as a roadmap for future operations

Thank You

Questions?