



County of Monterey

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Board Report

File #: A 19-060, **Version:** 1

- a. Receive an oral report from the Monterey County Health Department Animal Services Administrator regarding an update on the Animal Services Pilot Project Memorandum of Agreement (MOA) between the County of Monterey Health Department and the City of Salinas; and
- b. Approve and Authorize the Director of Health or Assistant Director of Health to execute Amendment No. 1 to the MOA, A-13774 between the County of Monterey and the City of Salinas for Animal Control Services Administration Pilot Project which adds consolidation of shared services in the areas of Volunteer Coordination and Supervision as well as exploration of establishing consolidated Animal Services Board/Commission, extends the term to June 30, 2020, and increases amount by \$324,339 for a total amount not to exceed \$590,550 for the term of the MOA.

RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Receive an oral report from Monterey County Health Department Animal Services Administrator regarding an update on the Animal Services Pilot Project Memorandum of Agreement (MOA) between the County of Monterey Health Department and the City of Salinas; and
- b. Approve and Authorize the Director of Health or Assistant Director of Health to execute Amendment No. 1 to the MOA, A-13774 between the County of Monterey and the City of Salinas for Animal Control Services Administration Pilot Project which adds consolidation of shared services in the areas of Volunteer Coordination and Supervision as well as exploration of establishing consolidated Animal Services Board/Commission, extends the term to June 30, 2020, and increases amount by \$324,339 for a total amount not to exceed \$590,550 for the term of the MOA.

SUMMARY/DISCUSSION:

In November of 2017, the City of Salinas City Council and Board of Supervisors approved a MOA for a shared Animal Services Administrator (Administrator) position to review options for consolidated animal services between the two entities. In May 2018, this position was filled. As required in the MOA, the attached report highlights activities accomplished included an evaluation and recommendations regarding all opportunities for shared services (Attachment A). Also included in the report, there is an operational plan presenting incremental phases towards a final consolidated entity/new governance structure. The written document was provided to the City of Salinas in December of 2018 for review and input.

The Administrator conducted an evaluation in several areas including: Agency Structure and Leadership, Chameleon and Information Technology, Field Services, Shelter Services, Veterinary Services and Other Areas. A driving force in this evaluation was to review how each entity's shelter currently operates and then plan out a model that utilizes existing staffing and resources in order to identify what is needed in the future. In all of these areas, the anticipated benefits from improving and updating workflows will result in efficiencies being achieved for both operations; facilitating the formation of a new consolidated entity with improved services to the public. It is anticipated that the greatest area of concern to be addressed appropriately will be impacts to staffing and there are distinct differences in classification descriptions and compensation between the two entities.

During this evaluation phase, it became evident that the opportunity to strategize on sharing of services using existing vacant positions at both entities must be considered sooner than later as work continues towards a consolidated model. In October 2018, the Ad Hoc committee agreed to have staff explore the staffing vacancies and determine feasibility of sharing these positions. Staff reviewed existing vacant positions at that time which included: a City Animal Services Supervisor, City Animal Control Officer (ACO), a possible City Animal Care Technician along with a County Animal Services Supervisor, two County Animal Control Officers, two part time County Animal Care Technicians and a County Office Assistant II. Using a comparison of positions (included in report), it was determined that if the County were to hire for City vacancies, potential savings on the City side could provide funding for other shared services including volunteer coordination and/or veterinary services. While the City ultimately decided to hire their own ACO due to work demands, work continued to look at the Animal Services Supervisor and Education/ Volunteer Coordinator vacancies including feasibility of increasing the FTE status of the Veterinarian and Registered Veterinary Technician from half time (0.5 FTE) to full time (1.0 FTE). Subsequently, discussions took place in December 2018 with representatives of City and County staff and management and SEIU regarding feasibility and support for shared positions. Support for further exploring vacant positions was received as was the possibility of future discussions regarding existing staff and shared duties.

Another element that the Ad Hoc committee directed staff to explore was the feasibility of establishing one Advisory Commission. Currently, each entity has an Advisory group and, as of this Board Report, three of the four Salinas Commission members are also on the Advisory Board for the County. The Administrator will continue to explore this opportunity and if approved by both entities, will move to form a joint Advisory Board furthering the goal for consolidated services.

It is the recommendation of the Animal Services Administrator that the City of Salinas and County of Monterey proceed as outlined in the Management Partners report (Attachment B) with an incremental approach to consolidation of services as a precursor to establishing a new animal services entity under a new governance structure such as a JPA. This incremental approach includes the following phases with approximate timelines:

1. Pilot Project MOA Animal Services Administrator- approved November 2017
2. Pilot Project MOA Amendment #1 - for consideration on April 2, 2019
3. Pilot Project MOA Amendment #2 - Further sharing of services between two entities - Summer 2019
4. New Governance Structure - January 2021
5. Capital Campaign to bring new entity under one structure - 2021-2022

Additionally, the Health Department seeks approval for executing Amendment No. 1 to the MOA which will add sharing of an Animal Services Supervisor and Volunteer Coordinator to be hired by the County and further exploration of consolidating the Animal Services Advisory Boards/Commissions. The Animal Services Supervisor will report directly to the Administrator and provide day to day operational oversight of City operations. The City will provide fund position at 85%. City staff will continue to take direction from City management regarding performance expectations and evaluation, human resources and fiscal functions. The Volunteer Coordinator will be funded 50% by the City and will develop and implement a comprehensive Volunteer Program for both entities as well as conduct community outreach and engagement activities. Additionally, the Administrator will develop implementation plan for consolidating Advisory Board/Commission by July 1, 2019.

While this work is not directly in support of a Monterey County Health Department 2018-2022 strategic initiative, it is in support of one of the ten essential public health services, specifically: 4. Mobilize community partnerships and action to identify and solve health problems, and 6. Enforce laws and regulations that protect

health and ensure safety.

OTHER AGENCY INVOLVEMENT:

The City of Salinas City Manager's office has reviewed and approved the report as written and presented. This update and consideration for approval of Amendment No. 1 to MOA, A 13774 will be presented to the Salinas City Council for consideration on April 16, 2019.

FINANCING:

There is no impact to the County General Fund from accepting this report or approving Amendment No. 1. Amendment No. 1 increases MOA by \$324,339 for a total of \$590,559 for term of the MOA. The City's proportional share of the total MOA amount is \$318,676. The County's proportional share is \$271,884. This Amendment No.1 amounts are included in the Health Department's Animal Services FY 2019-20 Requested Budget.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

Check the related Board of Supervisors Strategic Initiatives:

Economic Development:

- Through collaboration, strengthen economic development to ensure a diversified and healthy economy.

Administration:

- Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.

Health & Human Services:

- Improve health and quality of life through County supported policies, programs, and services; promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.

Infrastructure:

- Plan and develop a sustainable, physical infrastructure that improves the quality of life for County residents and supports economic development results.

Public Safety:

- Create a safe environment for people to achieve their potential, leading businesses and communities to thrive and grow by reducing violent crimes as well as crimes in general.

Prepared by: Cindy Burnham, Animal Services Administrator, 8796

Approved by: Elsa Jimenez, Director of Health, 4526

Attachment:

Amendment No. 1 to MOA A -13774 is on file with the Clerk of the Board

MOA A-13774 is on file with the Clerk of the Board

Evaluation and Recommendation Report is on file with the Clerk of the Board

PowerPoint presentation is on file with the Clerk of the Board