



RUTHERFORD COUNTY ANIMAL CONTROL SERVICES

OPERATIONS TRANSITION AND CONTINUITY PLAN

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RUTHERFORD COUNTY ANIMAL CONTROL SERVICES

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On November 29, 2016, the County received a certified letter signed by The Community Pet Center (CPC) Executive Director Lynne Faltraco stating "Pursuant to paragraph 4 of the Animal Control Facility Operating Agreement dated March 11, 2015, notice is hereby given to Rutherford County, North Carolina that The Community Pet Center, Inc., will terminate this Agreement effective 120 days from the date of your receipt of this letter". Upon the receipt of this notification, County Administration has been working with Sheriff Chris Francis and his team to discuss and develop a strategy to move to a new model and to create and implement a transition plan.

The County is proud of and appreciates the nearly two decades old partnership we have had with the Community Pet Center organization and volunteers and we recognize their dedication and perseverance to improve the quality of services offered through the county's Animal Control Center operations. The County must also recognize it has obligations to its citizens and under the law to operate and manage a sustainable animal control service, as well as providing housing for stray animals, dangerous animals and those animals which need to be kept under quarantine. There is also an expectation for the facility to be open and staff available to accept animals on a regular basis. It is also the desire of the County to ensure as many animals as possible are adopted by loving and responsible pet owners, thereby keeping the numbers of animal euthanasia as low as possible. The recommendation to the Commissioners is to move forward with creating a new County managed Animal Control Services Department that works in partnership with the Sheriff's Office personnel and equally with all of the animal rescue groups operating directly or indirectly in Rutherford County. The common primary goal going forward will be for the County, Sheriff's Office and each non-profit group devoted to animal rescue and animal welfare to work together, to be inclusive of all who have an interest in animal welfare, rather than exclusively in silos. The County wants to ensure the maximum number of animal adoptions, keeping the numbers of animal euthanasia as low as possible, while still fulfilling its obligations to the law and to the citizens of Rutherford County to perform the services required of the County related to animal control. It is also critical that we ensure that there is not a significant increase in the expenditures for this operation, placing an additional financial burden on the Rutherford County tax payers.

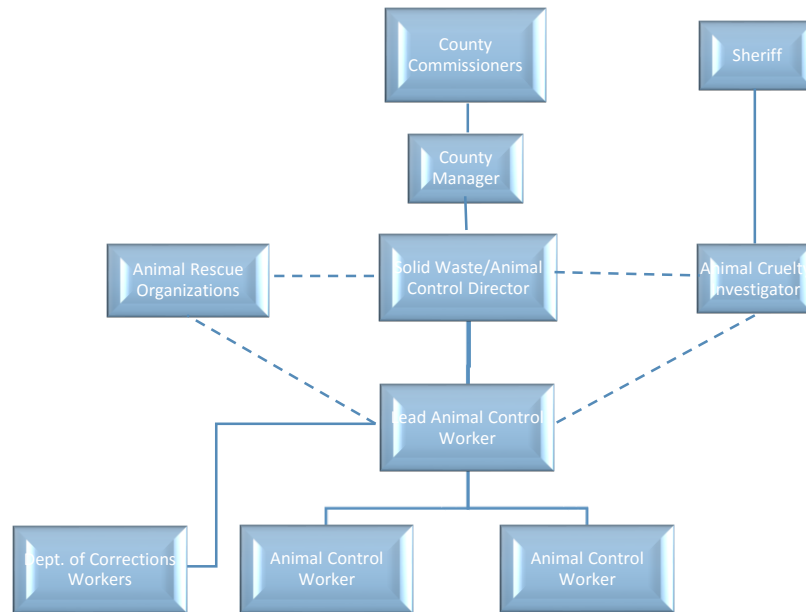
PRIMARY GOALS

- Work with the Sheriff's Office personnel to ensure the continuity of services through the end of the current Fiscal Year once CPC is no longer managing the Animal Control Services Operations.
- Transition the Animal Control Services from CPC and the Sheriff's Office and create a new department directly managed by the Solid Waste Director who reports directly to the County Manager.
- Create a new model that recognizes and increases the inclusivity of all potential partnering animal rescue groups.
- Form an Animal Control Services Animal Adoption Advisory Committee to partner with the Animal Control Services team to assist with developing strategies to increase adoptions.

TRANSITION PLAN & TIMELINE AND KEY RESPONSIBLE PARTICIPANTS

The primary objectives of the transition plan are to identify and employ the key new staff needed to operate and maintain the Animal Control Services and the facility going forward, define what transitional support will be needed by the Sheriff's personnel and the development of a timeline for

each stage of the transition. For the new proposed model, staff recommend the following organizational chart.



The transition timeline is proposed as follows:

Action Item	Timeframe	Responsible Team Members
Present plan to the Commissioners and Sheriff for review and consensus endorsement.	February 20, 2017	County Manager
Advertise for new Animal Control Services staff.	Week of February 20 th with interviews and selection process to occur during the last week of February and first week of March.	Solid Waste Director and HR Director
Orientation and training of new employees to begin.	Before or by April 3, 2017.	Solid Waste Director and HR Director with support by Sheriff's Office personnel.
Work with representatives of CPC to complete an inventory of capital equipment & furnishings, janitorial & cleaning supplies, animal beds, drugs/medications, etc.	Beginning the week of February 20 through March 31, 2017.	Sheriff's Office personnel.

<p>Create proposed Animal Control Services Budget for FY2017-2018. This will include the review of and possible modification of the current fee structure.</p>	<p>Beginning the week of February 20th going forward until the Commissioners approve the FY2017-18 budget.</p>	<p>Animal Control Services leadership team, HR Director and Finance Director</p>
<p>Identify and consider budget options for potential operational transition needs for the following:</p> <ul style="list-style-type: none"> • Contract with Science Diet for pet food • Funds for cleaning and janitorial chemicals and supplies • Replacing locks on all exterior gates/entrances • Additional funds possibly needed for veterinary services • Review and consider options for setting up a POS option on-site to accept debit/credit payments. • Change out operational name to Animal Control Services for all signage and branding. • Other identified budget and operational considerations 	<p>Beginning week of February 20th through March 31st.</p>	<p>Solid Waste Director, Sheriff's Office personnel and the Finance Director</p>
<p>Local Animal Control Ordinance to be reviewed and amendments to be recommended as applicable considering that the new Animal Control Services staff will not be sworn officers and will not conduct the animal cruelty investigations.</p>	<p>Beginning February 20, 2017 through March with amended ordinance presentation to the Commissioners during the April 3rd County Commissioner meeting.</p>	<p>Animal Control Services leadership team and County Attorney</p>

Redesign the Animal Control Services web page on the County website and the social media pages assigned for Animal Control that are managed by the County.	Beginning February 20, 2017 with design approved and implemented by April 3, 2017.	Animal Control Services leadership team and IT staff.
Phase out Sheriff's Office management and oversight of Animal Control Services.	This is dependent on multiple factors including the filling of the new Animal Control positions and these new staff receiving their required and necessary certifications. Goal Phase Out Date: July 1, 2017	Sheriff's Office, Animal Control Services team, Human Resources Director and Finance Director
Create a Rescue Groups policy and application modeled after the Cleveland County policy and application. Ensure that the new policy and application are available on the County Animal Control Services website and social media pages.	Beginning February 20, 2017 with the policy and application available for use by March 15, 2017.	Animal Control Services leadership team, County Attorney and IT staff.
Form an Animal Control Services Animal Adoption Advisory Committee to partner with the Animal Control Services team to assist with developing strategies to increase adoptions.	Work to begin on this by June 2017 with the advisory committee by-laws drafted and approved and the new committee appointed by the Commissioners sometime between June and December of 2017.	Animal Control Services leadership team with advisement from the County Attorney and with appointments by County Commissioners.

SUMMARY

This working plan was created recognizing that the partnerships with the Sheriff's Office and the rescue groups working in and around Rutherford County are critical to the success of the implementation and ongoing management of the new Animal Control Services department. With endorsement by the Sheriff and the County Commissioners, we will begin rolling out the action items as defined above beginning the week of February 20th.