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Background

The Jackson County Animal Shelter is a municipal animal shelter, which is a subdivision of the County. The shelter is licensed and regulated by the State of Michigan, Department of Agriculture and Rural Development. Local oversight includes the Jackson County Animal Control and Protection Ordinance, which is an extensive document that describes the duties, responsibilities, business hours, requirement for dog licenses, fees/expenses as well as classification and confinement of animals.

Public Act 287 of 1969 regulates animal control shelters, and establishes uniform procedures and minimum requirements for adoption of animals. Specifically, MCL 287.333 requires a license or registration from the Department of Agriculture to operate a pet shop, dog pound or animal shelter. As a result of registration of our animal shelter, we are required to submit an annual report to the Michigan Department of Agriculture. In addition, Act 339 of Public Act of 1919, Act 426 of Public Act 1988, Act 368 of Public Act 1978 and Act 207 of Public Act 1970 relate to oversight, promotion of public health, licensing and protections of animals and shelters.

The Jackson County Animal Shelter (JCAS) is an open admission animal control shelter, meaning the facility is required to take in all stray dogs. The Jackson County Animal Shelter accepts cats, but is not required to do so by Michigan Statute. After a four day hold (not including weekends or state holidays, or the day the animal arrives at the shelter), the animals are deemed ready for adoption. All needs are met for the animals during the hold, including medical care, rehabilitation and behavioral training, if necessary. Since a spay/neuter program was instituted in 2010 at the Jackson County Animal Shelter, euthanasia is used as a last resort. However, those animals that are deemed too sick or too aggressive to be put up for adoption are euthanized. Additional services provided at the shelter include vaccinations, spay or neuter (prior to adoption), medical treatment, medical exams for cruelty/neglect cases, communicable disease testing (rabies), kennel inspections and euthanasia of animals at the request of owner.

Over the past several years, the shelter has transitioned through a philosophical change, initially being a facility that euthanized a substantial portion of animals, to one focusing on a live outcome for the animals. This transition of expectations has also occurred nationwide, the result of significant shelter “standard of care” guideline changes from professional associations, including The Association of Shelter Veterinarians and the American Society for the Prevention of Cruelty to Animals (ASPCA). In 2010, the Association of Shelter Veterinarians (ASV) published “Guidelines for Standards of Care in Animal Shelters,” to improve the standards of care for shelter animals. These guidelines are a reference as a best practices guideline for shelters nationwide. Prior to these guidelines from ASV, there were no standards of care or guidelines for the health and well-being of animals in shelters.

Inclusive in the “Guidelines for Standards of Care in Animal Shelters,” is a reiteration of “The Five Freedoms for Animal Welfare,” created in 1965 in the United Kingdom as a result of the Farm
animal Welfare Council to address welfare concerns in agricultural settings.¹ The five freedoms as currently expressed are:

1. **Freedom from hunger or thirst** by ready access to fresh water and a diet to maintain full health and vigor;
2. **Freedom from discomfort** by providing an appropriate environment including shelter and a comfortable resting area;
3. **Freedom from pain, injury or disease** by prevention or rapid diagnosis and treatment;
4. **Freedom to express (most) normal behavior** by providing sufficient space, proper facilities and company of the animal's own kind;
5. **Freedom from fear and distress** by ensuring conditions and treatment which avoid mental suffering;

As a result of our proactive response to sterilization of animals in the shelter, our animal intake has decreased from 6,532 in 2009 to 2,537 in 2016. Out of the 2016 intake of 2,537, we returned a total of 371 animals to their owners. In 2017, JCAS had an intake of 2,349 animals. In 2017, JCAS had a live outcome rate of 74% for dogs and 70% for cats and in 2016 our live outcomes were 75% and 65% respectively. Dr. Cathy Anderson, Veterinarian, has been instrumental in improving the sterilization rate for all adopted animals at JCAS to nearly 100%, which has the greatest impact on reducing the number of homeless animals in a community.

**License**

The Michigan Department of Agriculture and Rural Development perform animal shelter inspections in accordance with Act 287 of Public Act 1969, as amended. The most recent inspections are from 2015 (3 of them) and 2016 (3 of them). While the focus of the inspections vary in nature, including animal care, building/structure, enclosures/housing for animals, volunteers and euthanasia, most of the concerns noted on the inspections have been related to minor building issues. These building issues are mainly related to drainage concerns (floor drains not being level or not covered), resealing of floors (paint was chipping or not sealed with impermeable materials). On some occasions, the inspection concerns required a re-inspection to ensure that the compliance initiatives were completed. According to Mr. Hayduk, all issues listed on inspection reports were promptly addressed by the Jackson County Facilities department.

**Hours of Operation**

Current hours of the JCAS are as follows:

**Public:**

Monday through Friday 10:00a – 4:30p (closed daily for lunch from 1:00p - 2:00p)
Saturday 10:00a – 1:00p

**Staff:**

Monday through Friday  8:00a – 5:00p (closed daily for lunch from 1:00p-2:00p)
Saturday         8:00a – 1:00p
Sunday           8:00a – 2:00p

**Personnel**

The shelter relies on community service or volunteer workers to assist with the daily functions of the shelter, including cleaning each kennel. In order to complete the necessary daily functions, the shelter needs approximately 3-5 volunteers per day. While there have been some recent developments that have caused a drastic reduction in the community service workers, specifically changes to the Community Corrections grant at the Jackson County Courts, the shelter has managed to operate with the volunteers and community service workers that are appearing at this time. However, despite the number of community service workers and volunteers, there is not a coordinator for the volunteers to facilitate their daily duties or supervise them throughout the day. The volunteers and community service workers, in addition to the two shelter attendants, are responsible for ensuring that the shelter is cleaned and sanitized, with all animals fed and walked, prior to 10:00 a.m. to ensure the facility is ready for business with the public.

There are also many volunteers that assist with activities at the shelter, most of them appearing on weekends. The volunteers assist with walking and bathing dogs, providing human contact with the cats, answering questions from the public, as well as maintaining the adoption website by posting updated photos of the animals.

The shelter currently has two full time employees, one Animal Shelter Attendant and one Administrative Clerk. In addition, they have 3 part time employees: one 29 hour per week Vet Technician, one 29 hour per week Animal Shelter Attendant, and one 20 hour per week Animal Shelter Attendant. The Veterinarian is a part time contractual employee, working approximately 12 hours per week. The Shelter Director, Don Hayduk, also contributes to oversight of the shelter operations, as well as his responsibilities with Environmental Health.

<table>
<thead>
<tr>
<th>Type</th>
<th>Hourly Rate</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time</td>
<td>$15.74</td>
<td>Administrative Clerk</td>
</tr>
<tr>
<td>Full Time</td>
<td>$15.74</td>
<td>Animal Shelter Attendant</td>
</tr>
<tr>
<td>Part Time (29)</td>
<td>$15.74</td>
<td>Animal Shelter Attendant</td>
</tr>
<tr>
<td>Part Time (20)</td>
<td>$15.74</td>
<td>Animal Shelter Attendant</td>
</tr>
<tr>
<td>Part Time (29)</td>
<td>$18.66</td>
<td>Veterinarian Tech</td>
</tr>
<tr>
<td>Part Time</td>
<td>Contractual $45/hr</td>
<td>Veterinarian</td>
</tr>
</tbody>
</table>

**Comment [RT1]:** Perhaps we do not want to indicate the staffing contribution that casuals and CSLs make to shelter operations? Their use is covered later in the paper.
In addition to the full and part time employees, the shelter also relies on casual employees to provide coverage during preplanned or unexpected absences of regular staff. Depending on their skill set, casual employees provide support to both the medical staff and shelter attendants.

Jackson County previously had Animal Control Officers (3), who assisted in some of the shelter duties, including euthanasia, follow up paperwork of investigations, handling of aggressive dogs, as well as following up on court related complaints and dog bite cases. The Animal Control Officer positions, which were managed by the Sheriff department, were eliminated as a result of budget constraints in January 2014. Otherwise, the staffing levels at the animal shelter have remained consistent over the past ten years with a staff of 3.75 FTE, plus the part time veterinarian and the shelter director, who shares duties with Environmental Health.

The Veterinarian has been responsible for putting into place the proper vaccine and euthanasia protocols, as well as external communications or other policies that may be requested. The full time staff and the Veterinarian have also been responsible for putting standard operating procedures into place, as well as the daily direction of work flow and staff, however, is not officially authorized to do so.

According to shelter professional associations, the standard in staffing for Animal Shelter Attendants and the daily care of animals is recommended at 15 minutes per animal per day. Based on our 2016 intake numbers, it would be recommended that we would need 2.31 Shelter Attendants per day to maintain minimum care standards. This staffing assessment would include the recommended care time of 15 minutes per day per animal to feed and care for each animal housed at the facility. However, this does not include other time needed for necessary operations of the shelter such as assisting customers for adoptions, intake process, answering phones, following up with court related cases, etc. The current capacity for care at the Jackson County Animal Shelter is approximately 50 animals based on our current Animal Shelter Attendant staff. The average daily animal population at the animal shelter varies throughout the year; typically it ranges from 75 – 110. The average daily population in January 2017 was 104, and for February 2017 it was 96. Based on the recommended staffing formula, we would be considered understaffed with regard to Shelter Attendants during these months for established professional guidelines of minimum care standards.

<table>
<thead>
<tr>
<th>(Incoming Animals Per Year)</th>
<th>Divided by 365 (days per year)</th>
<th>(Incoming Animals Per Day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Incoming Animals Per Day)</td>
<td>Times Four* Day Holding Period =</td>
<td>(Animals in Shelter Per Day)</td>
</tr>
<tr>
<td>(Animals in Shelter Per Day)</td>
<td>Times fifteen minutes** per animal -</td>
<td>(Number of Minutes Needed)</td>
</tr>
<tr>
<td>(Minutes Needed)</td>
<td>Divided by 60 (minutes) =</td>
<td>(Number of Hours Needed)</td>
</tr>
<tr>
<td>(Number of Hours Needed)</td>
<td>Divided by 3*** (hours for cleaning/feeding) =</td>
<td>(Staff Needed Per Day)</td>
</tr>
</tbody>
</table>
Comparatively, below is a snapshot of community animal shelters with their animal intake and staffing levels.

<table>
<thead>
<tr>
<th>County</th>
<th>Population</th>
<th>Animal Intake annually</th>
<th>FTE</th>
<th>Per capita intake</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingham County</td>
<td>288,051</td>
<td>3,000</td>
<td>19.5</td>
<td>1 per 96.02</td>
</tr>
<tr>
<td>Jackson County</td>
<td>158,640</td>
<td>2,600</td>
<td>3.75</td>
<td>1 per 61.02</td>
</tr>
<tr>
<td>Kalamazoo County</td>
<td>261,654</td>
<td>2,200</td>
<td>9</td>
<td>1 per 118.93</td>
</tr>
<tr>
<td>Livingston County</td>
<td>188,624</td>
<td>1,000</td>
<td>10.5</td>
<td>1 per 188.62</td>
</tr>
<tr>
<td>Macomb County</td>
<td>867,730</td>
<td>5,000</td>
<td>22</td>
<td>1 per 173.55</td>
</tr>
</tbody>
</table>

The current staffing model for Jackson County Animal Shelter relies heavily on casual employees and volunteer or community service assistance. This model of staffing provides inconsistent and unreliable service levels, high levels of training are required with each new community service or volunteer worker, and unknown skill levels for each person that appears on a volunteer basis. In addition, there is not a person assigned to oversee and coordinate duties for these temporary workers. Typically, community service workers spend approximately 2-5 days at the shelter, depending on their individual obligation. The continual transition of employees also causes concern regarding the security of medications that are housed on site.

There has been some turnover in the positions at the shelter, specifically the part time positions. Exit interviews conducted by the Human Resources Staff have indicated various reasons for the employee turnover, to include the positions have no benefits, unsociable hours, as well as morale and internal communication concerns. In 2015, the Vet Tech and Animal Shelter Attendants were given adjustments as a result of a re-classification that was negotiated with AFSCME where their pay grade was adjusted, which resulted in favorable wage adjustments for the employees involved. The Collective Bargaining Agreements were recently settled with AFSCME, so union employees will be given appropriate wage adjustments as agreed upon for 2018.

**Supervision**

The Health Department provides management and operational oversight of the Animal Shelter, specifically overseen by Don Hayduk, who is also the Director of Environmental Health. Don Hayduk reports to the Health Officer, Richard Thoune. Mr. Hayduk is responsible for overall operations of the facility, including staffing, work flow, accounts payable and receivable, payroll, budget and day to day operations. Mr. Hayduk has oversight of the Environmental Health division of the Health Department.
Department, he is not onsite at the animal shelter on a scheduled basis or full time basis. There are no other positions at the animal shelter that have designated oversight or supervisory duties to assist in day to day operations in the absence of the Shelter Director. This has led to some concern regarding the day to day operational decisions that need to be made in a time sensitive manner, with no one on site who has the authority to make these decisions. It would be ideal to have an onsite manager to oversee the operations of the shelter.

Existing Facility

The existing facility, located at 3370 Spring Arbor Road, was purchased in 2007. Prior to our purchase of the facility, it was used as an animal boarding and grooming facility. After some renovations, we moved the Jackson County Animal Shelter from the Blackstone building to the existing location in early 2008. The cat room addition was approved by the Jackson County Board of Commissioners in early 2017. Construction work has begun on this project with drywall recently being installed. We anticipate that this addition will be completed by spring 2018. Other planned updates to the Spring Arbor Road facility include new/updated HVAC (pending) and new exhaust fans (2018). Facilities Director Ric Sheele indicated that other than cosmetic updates, the building is in good shape and has been well taken care of. As a result, there are no major concerns regarding the structure at this time.

There are two buildings on the site, one to the rear of the other. The rear building is currently used for storage, however could be renovated or updated for expansion or other use. This building has a reception area, office area and a large room to the rear of the building. There is potential to utilize this building for additional shelter operations, or for other county purposes.

The existing facility should be maintained to ensure proper separation of animals, sufficient space for shelter operations and proper sanitation precautions are in place. This should include proper ventilation, non-porous surfaces and proper drainage. Proper safety procedures should also be in place, to include emergency evacuation, isolation areas for infectious disease, in addition to OSHA requirements and animal handling controls (for vicious dogs). Since the existing building was not built specifically for an animal shelter, there are some quality control renovations that would be beneficial to the staff and animals, if funding was available. Examples of these improvements would include improved ventilation in the building and the addition of dog runs.

Budget - Funding

The animal shelter has revenue from assorted fees, to include adoption fees, euthanasia fees, donations, and boarding of animals. This revenue fluctuates, however, has averaged $117,202.25 annually over the past five years. Dog adoption fees for 2018 are $150.00, which is a recent increase, and $90.00 for cat adoptions. The shelter does charge boarding fees for those animals that are in the shelter’s custody for either law enforcement investigations or stray animals that are (hopefully) returned to the owner. The fee for boarding those animals is $20.00 per day for dogs and $10 per day for cats.
As reflected below, revenue has consistently dropped over the past several years. We recently reviewed adoption fees, and adjusted those accordingly in 2018, however, other fees, such as euthanasia fees, have not been adjusted in many years. In order to maintain fair market value for services offered, and cover costs of services, animal shelter fees will again be reviewed during 2018 fiscal year.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$147,314.45</td>
<td>$131,613.51</td>
<td>$108,016.35</td>
<td>$112,286.58</td>
<td>$86,780.36</td>
<td>$201,340.00</td>
</tr>
<tr>
<td>Expenses</td>
<td>$311,132.29</td>
<td>$348,651.24</td>
<td>$348,249.62</td>
<td>$374,191.70</td>
<td>$417,303.74</td>
<td>$355,020.00</td>
</tr>
</tbody>
</table>

The Jackson County Animal Shelter has also received contributions from non-profit organizations, which have helped fund medical services for animals including surgeries and medicine, educational programs/pamphlets, adoptions for Veterans, renovations to the facility (fencing, cat condo revisions, etc), as well as animal beds. A local non-profit, Friends of the Animals for the Jackson Area, has contributed approximately $120,000.00 since 2012.

**Training**

At this time, most shelter employees are not required to maintain any certifications to perform their daily duties, with the exception of the Veterinarian and the Veterinarian Technician. The remainder of the shelter staff is provided with on-site training, as scheduled and as needed, in the following areas:

1. Compassion Fatigue
2. Dog Handling
3. Aggressive dog handling
4. Disease outbreak/cleaning
5. Euthanasia

It would be desirable to provide a training allowance to permit permanent staff to attend professional conferences to stay up to date on technology, education and trends in the shelter arena, as well as for in-house topic specific training. In addition, it would be beneficial for the staff to schedule this training on a more consistent basis. Due to the number of volunteers and community service workers at the facility, it is difficult to train them on safety and OSHA standards.

**Timing**

There is no critical timing on this issue; however, several of these issues have resurfaced over the past several months, after being addressed in the recent past. The Board of Commissioners can choose to act at any time, however in order to resolve staffing concerns, a timely decision is
recommended. Most changes would impact the general fund, especially with regard to staffing and compensation.

**Public Safety Issues**

**Animal Bite Reports**

The following table illustrates the continuing problem of dogs that bite humans, as well as attacking other animals. The number of bite reports is relatively consistent from year to year. Due to the potential for rabies, these are followed up by the Communicable Disease program at the Health Department. In addition, as a result of the risk of rabies, by law, the biting animal is to be quarantined for 10 days with assessment on the 11th day. The majority of quarantined animals are housed at their owner’s residence, with only severe cases that have law enforcement involvement being quarantined at the Animal Shelter. The assessment of the animal on the 11th day is to be done by the animal shelter. The owners are to bring their animal in for staff to observe and sign off. Communicable Disease staff is then notified of the sign off and they can close the loop on the dog bite case in the State of Michigan Disease Surveillance System.

Unfortunately, the weak link of this process is getting owners to comply with bringing their animal(s) into the shelter on a consistent basis. If they don’t comply with the law, follow up phone calls are made to encourage them to bring their animal in to the shelter to be checked and signed off on. If the owner continues to be non-compliant, this results in the Administrative Director becoming involved, and sometimes having to make a site visit to observe the animal’s health. In the past, Animal Control Officers performed this task. Enforcement currently falls upon the jurisdictional law enforcement agency to do site visits of non-compliant owners. Unfortunately, based on their call volume and staffing, this tends to be a low priority for the police departments.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th># of Bite Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>232</td>
</tr>
<tr>
<td>2017 (YTD)</td>
<td>221</td>
</tr>
</tbody>
</table>

**Citizen Concerns**

1. September 2017 – A city resident was walking her small service dog along the sidewalk in the northeastern sector of the city when a larger dog, a Pit Bull mix, came out of a house and attacked her dog. The owner of the attacking dog came out of the house and eventually was able to get her dog off of the smaller dog. The smaller dog was taken to a Veterinarian, received care including stitches, and was released. The owner of the attacking dog is being prosecuted for numerous violations.

2. September 2017 – A City resident with a warrant for his arrest and owner of two dogs was apprehended and put into jail. Due to the nature of his arrest, the police brought the dogs into the shelter the week after the arrest. The Administrative Director was able to obtain Owner Surrender sign offs for both dogs while the owner was in jail. Both dogs were adopted out.
3. June 2017 – Two dogs were left in a house in Parma Township; the owners were wanted for multiple offenses by police. The Administrative Director, a Sheriff’s Deputy and the Township Supervisor executed a search warrant, retrieved the two dogs and brought them to the shelter. The dogs were subsequently adopted out.

4. June 2017 – Two dogs were caught and brought into the shelter by Blackman-Leoni Township police after a house fire. One of the dogs chased and bit two neighbors who were trying to help with the house fire; neither dog was licensed. The owners could not provide viable addresses that had a secure yard for the dogs. Extensive communication between the shelter and the owner(s), in addition to multiple site visits to assess a secure area for the dogs, resulted in transfer of ownership of the dogs to the shelter. One dog was adopted out and the other aggressive dog (that had bit the two neighbors) was humanely euthanized.

5. February 2017 – A jogger running by a house in Parma was chased by two large German Shepherds, one of which jumped up and bit her elbow. The owner did not bring the dog in for the quarantine assessment. The Administrative Director left multiple messages, eventually conducting a site visit to confirm the health of the dogs for Communicable Disease to close the Bite Report.

### Animal Shelter Tasks and Duties Currently Being Compromised

1. The shelter is not consistently cleaned by the 10am public opening time. This is dependent upon an adequate number of Community Service (CS) workers. The number needed to be done by 10am is dependent upon several factors, including: community service worker work ethic, longevity as a CS worker at the shelter, dog and cat census, prep tasks needed for surgery days, and transport requirements for Baker College animals.

2. Cleanup of outside grounds dependent upon CS workers for the most part. Volunteers have been used.

3. Medications given later than usual due to short staffing/lack of CS workers during the morning.

4. Intake and kenneling of dog(s) brought in overnight is delayed until cleaning is completed.

5. Completion of Bite Case quarantine checks is not completed in a timely manner. Long delays in closing the Communicable Disease Bite Case file occurs if bite dog owners do not bring their animals into the shelter for the 10 day check. This then falls upon the Director of the Animal Shelter to follow up if repeated phone calls do not compel the owner to comply.

6. Commercial kennel inspections are drawn out over time, which are conducted by the Director for the most part. There is minimal availability by staff during the spring/early
summer time period for inspections. These were previously completed by Animal Control Officers.

7. Animal Welfare complaint follow-ups are mostly conducted by the Director. There is limited time available for site visits to confirm validity of complaints.

8. All pickup of stray animals conducted by law enforcement Deputies or Officers. Shelter staff does not respond to public requests, due to limited staffing. The shelter will provide transport service for outlying law enforcement agencies (such as Columbia Township) as staff is available. Sometimes there has been a delay of a day in conducting this service. The Director usually does this service during the busy months.

9. Rarely are there more than 2 kennel attendants available to provide adoption counseling, answer questions, market animals or other interactive tasks with the public. If there are multiple customers, wait times for assistance in adoptions can get long as counseling can be of long duration.

10. Meet and Greets between customer owned animals and potential adoptive animals must be scheduled and supervised. Minimal attendant staffing precludes overlapping appointments.

11. One FT Clerk, one FT Attendant and two PT Attendants with a few Casual employees create scheduling conflicts. The PT and casual staff are not available on all days due to school or other employment requirements. Coverage for staff vacations, sickness and holidays is problematic.

12. Volunteers are relied upon for the photography and posting of available animals on Petfinder.com, as well as response to Facebook inquiries.

13. Casual employees are required to assist the Veterinary Technician to ensure the surgical/medical tasks are completed on time and the surgical suite is ready for surgery.

14. Minimal time available to manage a volunteer program or fostering program. Fostering is limited to 3-5 individuals. Volunteers are minimally managed due to the lack of a true coordinator. The activities volunteers perform for the shelter is limited due to an inability to manage them on a consistent basis. There is minimal available time for a staff person to devote to this activity.

15. Health Department Environmental Health Division management, supervision and leadership needs are not being met due to the demands on the Director at the Animal Shelter.

**Short Term Recommendations**

After a thoughtful and unbiased study of the Jackson County Animal Shelter, the following short and long term recommendations are made:
1. In order to have consistency in training, continuity of operations and direction of workflow, it is recommended that a (new) position of Animal Shelter Operations Manager be created. The duties would be of day to day operations manager, to ensure that operations are safe, humane and effectively accomplished within the shelter. This would be a working supervisor position, and would assist with normal Shelter Attendant duties, but also be given authority for staff supervision, including oversight and training of new and existing employees, oversight of volunteers and community service workers and the ability to make day to day operational decisions related to animals. Supervisory duties would also include accounts receivable/payable, payroll, and employee retention (hiring, discipline, etc). This would provide the opportunity for Don Hayduk to devote proper time to Environmental Health by removing him from the day to day operations at the Animal Shelter. In order to successfully transition this position out of the Health Department, it is also recommended that the Animal Shelter Operations Manager report to Debra Kubitskey, Assistant County Administrator. It is important to have qualified staff in place, with competitive pay and benefits, so this new position would be posted as soon as possible to begin the transition of management. The mid-range cost of this newly created position would be $79,121.58, including salary and fringe benefits. Please see the proposed Organizational Chart on page 15.

2. In order to provide long term funding and sustainability for the Animal Shelter, it is recommended that the County pursue a millage to adequately fund shelter operations. The proposed millage would be for a minimum 10 year period of time, and would provide the long term funding necessary to sustain the animal shelter operations and staffing.

**Long Term Considerations**

1. Upon development of a long term funding model, it is recommended that a part time Shelter Attendant position be converted to a full time position, as additional staff consideration. As referenced above, our current staffing levels indicate our capacity for care is approximately 50 animals daily; yet our daily animal population is significantly higher than 50 per day and actually closer to 75-100 per day. As a result, it would be beneficial to modify an existing 20 hour per week Shelter Attendant position to a 40 hour per week position, thereby increasing our capacity for care on a daily basis. In addition, reliance on a volunteer or court mandated work force is inconsistent, and not supported by any other county department. Reliance on a volunteer workforce is expensive with regard to coordination of duties and continual training with transitional staff. Since this is currently a part time position, it tends to be higher in turnover, and harder to fill; resulting in a staff vacancy for longer periods of time and additional duties placed on the existing staff. Continuity of operations is essential in maintaining an effective and efficient public service oriented operations.
This position would maintain the same duties as the existing job description provides for, but it would provide the shelter with an additional 20 hours per week of Shelter Attendant assistance, thereby increasing our capacity for care of the animals. The conversion of this position from part time to full time could occur simultaneously with the addition of an Operations Manager, or as a subsequent addition to staffing in a long range plan. The benefits of converting this part time position to a full time position would far outweigh the expense. The cost of this option would be approximately $30,000.00, including the cost of increased hours, as well as the cost of benefits (as a part time position, it was not previously eligible for benefits).

2. The addition of Animal Control Officers would be beneficial to the overall operations to the Animal Shelter, as they would be able to properly respond and investigate animal complaints throughout the county, as well as complete inspections and investigations as necessary. The duties of this position would be those normally associated with an Animal Control Officer. It is recommended that this position(s) be included in a long range staffing plan for the Animal Shelter. At the current rate, an Animal Control Officer, with a mid-range salary of $43,680 plus fringe benefits of $17,035.20, each Animal Control Officer would be a total cost of $60,715.20 annually. These figures do not include the cost of equipment, including vehicle, for this position.

3. In the event that a millage is not successful, and funding is not available, the county would need to consider reducing the intake of cats. While it is not legally mandated that the JAS accept cats, they tend to be the largest portion of the population in Jackson County Animal Shelter. While this option is not desirable, especially due to the recent work on the structural addition to the animal shelter to improve housing for cats, until a long term funding solution is resolved, this could be part of the conversation regarding long term sustainability.

4. In the event that long term funding for the animal shelter is not available, an assessment could be completed to weigh the option of privatizing the animal shelter. An assessment would be necessary to identify potential cost savings, as well as alternative options for continued operations. Although not encouraged at this time, privatization has occurred in other county animal shelters within Michigan.
Proposed JCAS Organizational Chart 2018

Proposed changes at this time highlighted in yellow.

Assistant County Administrator
Debra Kubitskey

Animal Shelter Supervisor (FT)
Grade K

JCAS Medical Director
Dr. Cathy Anderson (Contract)

PT 29 hr Veterinary Technician

FT Shelter Attendant
Grade 5

1– PT Shelter Attendants
20 hrs/wk

1 – PT Shelter Attendant Labor
29 hrs/wk

FT Administrative Clerk
Current JCAS Organizational Chart

JCHD Health Officer
Richard Thoune

JCAS Administrative Director
Don Hayduk

JCAS Medical Director
Dr. Cathy Anderson
(Contract)

PT 29 hr Veterinary Technician

FT Shelter Attendant
Grade 5

1 - PT Shelter Attendants
20 hrs/wk Grade 5
20hrs/wk Grade 5

1 - PT Shelter Attendant
Labor 29 hrs/wk, Grade 5

FT Administrative Clerk
Grade 5