MEMORANDUM

Date: **August 28, 2019**

To: **Budget Committee**

From: **Rhett Nicks**

RE: **Deputy Director Operations**

Summary: Animal Care & Control proposes the creation of a Deputy Director of Operations position.

Proposal: With recent events and the escalation of activates surrounding the changes in shelter funding as well as our current push to move the shelter out into the community I am finding less and less time to directly oversee the vast changes that need to be implemented in operations. Kennel Operations and Adoption/Customer Service portion of the shelter is in dire need of direct attention from someone with the experience and authority to effect meaningful change. While I spend time at the front desk and in the kennels I'm finding my time during the day drawn more and more to my management duties. Especially with the introduction of a Development Manager actively seeking out opportunities. While I can often shift management duties to evening hours this is becoming increasingly more difficult as the shelter begins to reach out to elected officials, local organizations, and businesses who typically keep business hours.

The person to fill this position should be someone from not only outside the department, but most likely outside the state. I have worked to bring national best practices not only to Davis County, but to Utah as well. We, the staff at Davis County ACC, are working hard to become a leader in the state and we are succeeding. While private sector shelters in Utah have been tracking along with the rest of the nation with regards to Animal Control and Animal Welfare, most of the municipalities and county AC's have not.

The person filling this position must at the least be able to meet or exceed (by actively being a part of innovating) in knowledge current national best practices as well as be knowledgeable of changes on the horizon. This position encompasses everything from knowledge of veterinary best practices to the most current point of sale and customer services practices to basic human resources and field operations. This position however has the benefit of being solely an internal facing position and does not have the requirement of interacting with stakeholders (elected officials, cities, public appearances, media, city managers) outside of other industry

professionals. Most importantly the person filling this position must be able to help effect a cultural change at Davis County AC.

Costs of the proposal: Assuming a hiring date of mid-October, the estimated cost for the remainder of 2019 is $19,500. Going forward, the annual cost beginning in 2020 is estimated to be about $75K in salary, $26K in benefits for a total of about $101K.

Benefits of the proposal: Previously the shelter operated with a Deputy Director. When I came in I did not need a person in the role that position provided. As I've been here just short of two years I've gained a better grasp of the needs and issues the department needs to focus on. In the next 2-3 years the department will be facing some major changes. I find my ability to ensure that daily operations continue to improve and my ability to fulfill my other duties as director are rapidly requiring more time than a single day or week holds. In order to continue moving forward by continuing to create SOP's, working with local stakeholders to increase awareness, ensuring local officials understand the role of the department, and in essence continue moving the department towards a modern day shelter and away from an antiquated model the need for someone with extensive experience and knowledge to directly oversee portions of the operations is needed.

I am happy to answer any questions you might have and appreciate you consideration of this proposal. Please feel free to contact me with any questions.