



Memorandum

To: Mayor Annise Parker
Houston City Council Members

From: Alfred J. Moran, Jr., Director

Date: March 5, 2012

Subject: **BARC Reorganization**

Dear Mayor and Council Members,

As you know, BARC is emerging from the first phase of an extensive turnaround. The BARC turnaround began in August, 2009, and every aspect of the organization has been redesigned, re-staffed, upgraded, and stabilized. BARC has transitioned from a dysfunctional, unstable organization into a competent, compassionate, and stable shelter. The ARA and BARC teams have poured a tremendous amount of physical, mental, and emotional resources to accomplish this task, and the BARC culture has been transformed so that every employee breathes the BARC motto: "We are BARC. We care deeply about animals."

BARC has made significant progress, and the rate of change was accelerated by the commitment of Mayor Parker and City Council Members to provide BARC with additional support and resources. I know that you are aware that BARC was severely underfunded for three decades. Although BARC funding remains at relatively low levels compared to animal care and control facilities in other large Texas cities, your support of our work at BARC has made our positive changes possible. The progress at BARC has also been accelerated by the unwavering commitment of our partners in the rescue, foster, and volunteer community. Everyone shares in the many successes that have occurred at BARC over the last 30 months.

Our goal has never been to only "fix" BARC. Instead, our mission is "to create the greatest municipal animal shelter in the United States". BARC's stabilization has allowed our team to evaluate the next steps for the shelter's progress. Members of ARA and BARC management have dedicated themselves to learning about best practices in areas such as live releases, animal control, disease control, and facility design. We have made multiple trips to top shelters in North America, including Austin, Calgary, and many others. We have also attended several conferences conducted by Nathan Winograd. As a result, more animals have found new homes from BARC than ever before. The shelter is cleaner, and disease incidence is lower than ever before in the history of BARC.

Although BARC has made significant progress, there still remains much to do, and we are embarking on the next phase. We have completed an analysis of the design of BARC and evaluated its alignment with our core competencies. With our goal of becoming the national leader in municipal animal care, we are implementing several changes.

- The BARC Call Center and Animal Control Dispatch function will be transferred to 311 Help & Information. Bobbie Darden (currently at BARC) and her direct reports will relocate to the 311 Help & Information space in 611 Walker. One position will be retained at BARC and will be reorganized



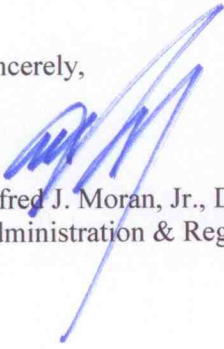
under Animal Control to administer bite case reporting and tracking. Ms. Darden will assume additional managerial responsibilities at 311. This consolidation of call center services into 311 will:

- Provide additional resources to field animal-related service and information requests,
 - Enhance quality assurance controls, and
 - Reduce citizen confusion regarding whom to contact for BARC information
- The current BARC Front Desk Customer Service positions will be consolidated into the BARC Marketing and Outreach section managed by Carlene Lormand. BARC Marketing and Outreach is responsible for developing and managing the customer experience at BARC, and this change will improve customers' experience at BARC.
- ARA Assistant Director Greg Damianoff has been involved in the BARC transformation since the first day of ARA's involvement at the shelter, and he has been responsible for BARC operations for the past year with David Atencio reporting to him as the day-to-day facility manager. BARC's progress required leadership, which focused on development of logical standard operating procedures and a compassionate team. Mr. Atencio provided the direction required to meet the challenges at BARC. Mr. Atencio has elected to pursue other opportunities outside the City of Houston. The BARC transformation would not have been possible without his leadership, and I congratulate him for a job well done. Mr. Damianoff will continue to retain responsibility for BARC's operations and day-to-day management.

In our next phase of development, BARC is ready to take several new steps in the future. The organizational modifications described above will best position the shelter to execute its mission of becoming the greatest animal shelter in the United States.

I thank you for your support of our work at BARC. Should you have further questions, please feel free to contact me at (713) 837-9660.

Sincerely,



Alfred J. Moran, Jr., Director
Administration & Regulatory Affairs