Animal Services Department Business Process Review

Miami-Dade County

Office of Strategic Business Management

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EXECUTIVE SUMMARY

The Miami-Dade County Animal Services Department (ASD) engaged the Office of Strategic Business Management (OSBM) to conduct a review of its business processes in three different work units: 1) the Customer Service Division; 2) the Tag Unit, a component of the Budget and Finance Division; and 3) the Enforcement Division. OSBM did not review kennel or clinic operations.

Background

ASD is responsible for the care and control of animals countywide. It operates the largest public animal shelter in Florida, with an intake of approximately 37,000 stray, injured or surrendered animals in FY 2008-09. Additionally, ASD enforces laws relating to domestic animals; provides low-cost animal services to residents including adoptions, rabies vaccinations and spay/neuter surgery; and removes animal remains from the public right-of-way. The Department's adopted operating budget for Fiscal Year (FY) 2008-09 was $10.1 million; 116 full time positions were budgeted. ASD, like many County departments, was significantly impacted by resource reductions adopted in the FY 2009-10 budget:[1] The adopted operating budget was $8.5 million with 102 funded positions, a reduction of $1.6 million and 14 positions. The three work units reviewed by OSBM were particularly impacted by these reductions.

ASD is currently seeking to replace its current facility in Medley with a larger, more accommodating space and is working with the General Services Administration (GSA) to identify a suitable location.

Key Recommendations

A complete list of observations and recommendations is provided in the body of this report. Among OSBM's key recommendations are the following:

Customer Service

- **Wait time performance measures:** It is recommended that ASD track and report customer wait times at the front desk using a consistent, valid methodology, perhaps utilizing technology that time stamps customer tickets. Daily counts of customers waiting at a pre-determined time could serve as a proxy measure should measuring wait times be overly burdensome and/or costly.

- **Adoption queue:** Using simulation software, OSBM determined that ASD could significantly reduce average customer wait times on Saturdays (its busiest day) by approximately 35 percent by establishing a separate queue for pet adoptions and holds

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[1] Although the majority of its revenue is derived from fees and citations, ASD also receives a General Fund subsidy.

only. A separate queuing system, such as a sign-in sheet, would be necessary in order to avoid confusion resulting from the use of a single ticket system for two lines. In this way, the adoptions clerk could still assist other customers waiting in the regular queue if there were no adopters waiting. A single, combined queue is recommended during the remaining days of the week at this time, though separating the line on certain additional days could eventually be considered should Saturdays prove successful. OSBM remains available to assist ASD in updating the simulation models should circumstances change.

- **Call intake performance measures:** ASD's current phone system does not track the total volume of calls, average hold time, or dropped call rate on the shelter main number. Consequently, OSBM recommends that ASD ensure the new shelter have an updated phone system that could track this information. It is further recommended that the County implement enterprise-wide performance measures and standards for telephone customer service[2] for high-volume phone lines, with the objective of ensuring a quality experience for customers at all points of intake. OSBM will continue to work with ASD and GIC to explore alternatives for improving the call intake function.

- **E-notifications:** Implement online form through which residents could notify ASD of certain events (e.g. lost/dead pet, change of address) to reduce data entry and minimize citation errors and administrative re-work.

Tag Unit

- **Periodic reconciliations:** Rather than waiting until year end, conduct a financial reconciliation of veterinarian accounts at the close of the first quarter of Fiscal Year 2009-10 and document the work hours required in order to determine whether ongoing quarterly reconciliations are feasible.

- **Smart forms:** Develop automated, online "smart forms" on which veterinarians can enter monthly data on the sale of animal licenses, in order to eliminate math errors and minimize unnecessary administrative follow-up. ASD reports that as of December 2009, this recommendation has been implemented.

- **For further study** - **Outsourcing:** Explore possibility of outsourcing data entry of vaccination and license information to ASD's shelter database vendor, or another private vendor. Tags sold through vets are currently in the range of 150,000 annually; comparative data suggests the potential contract cost could be $75,000 annually. If this function is outsourced, ASD could reduce at least two positions in the Tag Unit, generating approximately $103,000 in gross savings ($28,000 net of contract costs). Also, one other FTE and one temporary employee could be partially reallocated to other functions.

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[2] The County's "service excellence standards," aimed at individual employees, state that employees should answer the telephone before the third ring and should not place a caller on hold for longer than one minute. However, these metrics are not always tracked at the department level.

- **For further study** - **Tag for life:** Explore possibility of implementing "tag for life" concept to minimize administrative costs and minimize errors. Under this concept, customer would still be charged an annual registration fee but would not receive a new physical tag.

Enforcement

- **Prioritize strays:** After reviewing a year's worth of data regarding stray dog field visits, OSBM found that the proportion of non-productive calls is high: in 74 percent of the cases examined, no dog was found. Further, since the Officer is not always able to catch the animal, just 18 percent of the calls resulted in the animal being retrieved.[3] ASD's average response time[4] for the service requests included in the sample was 2.79 days. OSBM found that response time significantly impacted the outcome of the call: the chance of an ACO finding the stray declined substantially following the first 24 hours. Consequently, OSBM recommends that ASD refocus its resources on high priority service requests: calls that have the greatest likelihood of success and calls where the potential risk to public safety is elevated. These would include calls where the animal is confined, reportedly aggressive, or near a school, and other calls that can be responded to within 24 hours. OSBM estimates that assuming all other business practices remain the same, this recommendation could save in the range of up to $260,000 in additional ACO time and could result in approximately 1,300 fewer dogs impounded annually.[5] Importantly, this practice would significantly reduce backlogs and allow ASD to direct its limited resources to the highest priority calls.

- **Enforcement performance measures:** ASD currently tracks response time for stray dog calls and dead animal pickup on its departmental scorecard. However, call productivity (i.e. whether or not the animal was located and/or picked up) is not tracked or reported, although this information is available in CSR, the County's enterprise-wide customer service software. Therefore, OSBM recommends that ASD track the percentage of productive and non-productive calls for stray dog at large and dead animal pickup calls on its scorecard. Additionally, ASD calculates response time by dividing the total number of open service requests by the number of service requests closed per month. This methodology is flawed because it does not account for any month-to-month backlog. Consequently, it is recommended that ASD correct its response time methodology to obtain the data directly from CSR.

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[3] In the vast majority of these cases, the dog was impounded. Rarely (51 cases total), the dog was identified and returned to its owner.

[4] Defined as the time between the date the service request is initially opened by the call taker-or, in some cases, an ACO- and the date the service request is closed, most typically by an ACO.

[5] Estimate based on FY2008-09 workload and resource levels: $25 per call x an estimated 10,500 calls that did not receive a response within 24 hours. Assumes that all dogs identified as aggressive or near a school receive a response within 24 hours. Estimated reduction in impoundments based on the actual number of stray pick-ups during FY2008-09 for which response time exceeded 24 hours.

- **Enhanced routing:** Currently, routing is done by ACOs and Investigators manually, generally within four large geographic zones. Data collected by OSBM during fieldwork indicates that the average distance traveled by an Animal Control Officer between calls is approximately 7.7 miles; average driving time is 20 minutes. Average total driving time was 3.3 hours during an eight hour shift; this exceeded the total time spent on actual enforcement in the field. The Enterprise Technology Services Department (ETSD) currently holds an enterprise-wide license for ArcLogistics, an automated desktop routing software.   Staff from ETSD has indicated that it would be relatively straightforward and inexpensive (ETSD estimates start-up costs of $5,000) to implement ArcLogistics in ASD. Consequently, OSBM recommends that ASD proceed with implementation of the software for Animal Control Officers.   OSBM estimates than an increase in routing efficiency of 20 percent could result in a decrease in the average cost per call of approximately 11 percent. This would represent a savings of approximately $100,000 in ACO time, assuming all other business practices remain the same, and would allow ACOs to respond to priority calls more quickly.

- **Proactive dispatching:**   OSBM observed that radio communication between dispatchers and ACOs / investigators is limited. Additionally, OSBM observed that on the mornings it rode along with field staff, officers had to wait approximately 30 minutes following their scheduled start times for the dispatcher to finish assigning calls. OSBM recommends that ASD redesign the dispatcher role to maintain regular contact with field staff and proactively monitor field activity through currently available AVL technology. Work schedules should be adjusted as necessary to ensure that routes are complete prior to the start time for the morning shift. OSBM estimates that eliminating 30 minutes wait time from each ACO shift would be equivalent to annual savings of approximately $4,500 per ACO or a total of $85,000 annually in additional staff time.[6]

- **For further study** - **Chameleon enforcement module:** Chameleon is ASD's shelter management database. ASD utilizes CSR, the Countywide call center software, as its enforcement system. However, CSR was not designed for this purpose; it does not link to Chameleon and lacks robust enforcement functionality. OSBM recommends that ASD examine the feasibility of using Chameleon's enforcement module in addition to CSR, which would still be needed for call intake and, potentially, feedback and close-out with the caller. Advantages of this approach include the ability to link enforcement actions to registered pets and their owners and improved ability to track the history of enforcement actions. Issues to consider would include the impact of running parallel systems, data transfer between CSR and Chameleon, and the potential impact on implementation of automated routing.

- **For further study – Alternative enforcement initiatives:** OSBM believes periodic neighborhood sweeps (potentially in partnership with other County departments) could identify a significant number of unlicensed dogs in Miami-Dade County. OSBM also suggests exploring an amnesty program, whereby for a limited period of time, dog

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[6] Inclusive of employee salary and fringe benefits

owners would have the opportunity to become compliant with license laws for a reduced fee. ASD could then evaluate the resulting number of new tags sold as well as the impact to departmental revenue. An amnesty program could potentially be implemented prior to a period of enhanced sweeps, providing further incentives for owners to come into compliance.

As previously noted, ASD has experienced substantial resource reductions in the past year. To the extent that the recommendations detailed in this report result in savings, OSBM recommends redirecting a portion of these resources to high priority areas or areas that have seen the most severe service impacts. Among the three work units studied by OSBM, the telephone call intake and accounting functions appeared to have particularly critical resource shortages that significantly impact the department's ability to serve its customers and partner agencies. OSBM will continue to assess and validate the performance impacts of resource reductions as well as efficiency improvements.

BACKGROUND AND PROJECT SCOPE

The Miami-Dade County Animal Services Department (ASD) is responsible for the care and control of animals countywide. It operates the largest public animal shelter in Florida, with an annual intake of approximately 37,000 stray, injured or surrendered animals in FY 2008-09; enforces laws relating to domestic animals; provides low-cost animal services to residents including adoptions, rabies vaccinations and spay/neuter surgery; and removes animal remains from the public right-of-way. The department's functional Table of Organization is provided in Appendix I.

ASD is currently seeking to replace its current facility in Medley with a larger, more accommodating space and is working with the General Services Administration (GSA) to identify a suitable location.

The Department's adopted operating budget for Fiscal Year (FY) 2008-09 was $10.1 million; 116 full time positions were budgeted. ASD, like many County departments, was significantly impacted by resource reductions adopted in the FY 2009-10 budget:[7] The adopted operating budget was $8.5 million with 102 funded positions, a reduction of $1.6 million and 14 positions. Consequently, ASD engaged the Office of Strategic Business Management (OSBM) to conduct a review of its business processes in three different work units that were particularly impacted by these reductions: 1) the Customer Service Division; 2) the Tag Unit, a component of the Budget and Finance Division; and 3) the Enforcement Division. OSBM did not review kennel or clinic operations.

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[7] Although the majority of its revenue is derived from fees and citations, ASD also receives a General Fund subsidy.

METHODOLOGY

Given the broad scope of the department's operations, OSBM relied on a wide range of information sources, including considerable direct interaction with ASD's management team and staff.

Departmental Participation

OSBM conducted multiple interviews with the ASD management team, as well as supervisory and IT support staff. Additionally, staff held numerous conversations with staff of the Government Information Center's (GIC) 311 Call Center, which serves as the primary point of entry for customer telephone inquiries and service requests. OSBM spent considerable time at the animal shelter and toured the entire facility.

Field Observations

OSBM staff conducted direct observations of Animal Control Officers and Investigators over the course of seven full workdays, as well as dispatch personnel, staff in the Citation office, and staff out-stationed at 311 Call Center. Additionally, OSBM spent two full workdays[8] at the main shelter in order to observe customer wait and transaction times, and conducted direct observations of Tag Unit data entry staff.

Data Analysis

OSBM reviewed a wide range workload and performance data provided by ASD. Additionally, OSBM conducted in depth analysis of several data sources, including the following:

- using simulation software to model the impact of line configuration on staff utilization and customer wait times at the main shelter, based on original data gathered through fieldwork;
- reviewing sample Monthly Accounting Reports of tag sales submitted by veterinarians, to identify typical errors;
- analyzing a year's worth of stray dog calls to determine catch rates by time of day and by response time; and
- analyzing field enforcement average call time and driving distance, based on direct observation of Animal Control Officers.

Technology Review

ASD utilizes two systems, Chameleon and CSR, to manage its activities, and relies on SEFA, which is administered by the Clerk of Courts, for information regarding the disposition and payment of citations. Chameleon is an integrated shelter management database that is used by many animal control agencies nationwide. ASD uses several of its modules, including modules that manage pet information, owner information, and information regarding the shelter

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[8] Wednesday, October 7 and Saturday, October 10, 2009

population. Chameleon also includes a field enforcement module; however, this module is not used by ASD.

ASD uses CSR, the enterprise-wide software that supports the activities of the 311 Call Center, to manage its field enforcement activities; this includes enforcement actions that are generated by ASD staff as well as activities resulting from citizen requests.

OSBM viewed several demonstrations of Chameleon as utilized by ASD as well as by Broward County Animal Care and worked extensively with CSR to review its current configuration and extract data.

Comparative Research

OSBM conducted a benchmarking survey of eight jurisdictions, including five jurisdictions in Florida, to obtain information about successful practices in licensing, customer service and enforcement. (Details are provided in Appendix XI.) OSBM also visited Broward County's Animal Care and Regulation Division for more detailed information about its animal licensing process.

CUSTOMER SERVICE DIVISION

Overview

The Customer Service Division manages "front line" service for all customers entering the ASD facility. This includes processing transactions at the front desk, answering the shelter's main phone line, scheduling surgery appointments, attempting to locate the owners of lost pets, and liaising with nonprofit animal rescue organizations.

The adoption process and the return to owner process are critical to ASD's goal of saving as many animals as possible. Flow charts of these business processes can be found in Appendices II and III.

Front Desk

The front desk staff is responsible for processing most in-person transactions at the shelter. As these financial transactions take place, the corresponding pet information is also loaded by front desk staff into the pet's record in Chameleon. These updates are vital to the proper management of the County's pet population. A summary of the most common front desk transaction types is provided below:

Transaction Type	FY 2008-09 volume[9]
Sale of one- or three-year tag	33,022
Rabies shot	14,058
Adoption of dog or cat from shelter	10,958
Sale of microchip	2,249

Transaction types that do not include a payment are not included in this data; these include customer inquiries and the placement of adoption holds.

The Customer Service Division uses information signs as well as a ticket counter to direct customers to specific areas. For adoptions, customers are instructed to follow markings on the floor, which lead to the kennel area. After the customer is done choosing a desired animal for adoption, he returns to the front lobby area and pulls a number from the dispenser to begin his wait for service. For lost-and-found, customers are instructed to continue on to the first door on the left; for citations, the first door on the right. For all other services, they are to wait to be called by their ticket number. At any given time, there are a number of customers waiting to be served in one of these areas. Most customers must bring their pet to receive service, so the noise level and open spaces contribute to a sometimes chaotic atmosphere of the lobby area. The rabies clinic is located adjacent to the lobby, with chairs lined up in the lobby, against the wall to the clinic - which lines up the customers as they complete the financial transaction to wait for the veterinarian to call them in.

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[9] Source: Chameleon database. Rabies shot workload excludes 10,174 shots purchased in conjunction with a license.

Current shelter hours are Monday through Friday, 10:00 a.m. to 7:00 p.m. and Saturday and Sunday 8:00 a.m. to 5:00 p.m. As part of the FY 2009-10 budget, two Animal Services Representative 2 positions were eliminated from the Division's Table for Organization. The reduction is expected to primarily impact wait times for service at the front desk.

Rescue

The Rescue Unit works with fifty-six partner organizations to help rescue animals that otherwise might not be adopted because of medical condition, pet age, aggressiveness, demeanor around children, etc. An organization must meet certain criteria, such as being a 501(c)3 and having a kennel license, and must sign a Partnership Agreement with Animal Services and attend a volunteer orientation in order to participate. As the organization "pulls" or rescues an animal from the shelter, the Chameleon database is updated to show that the pet has been adopted by the rescue organization. The Rescue Unit is comprised of two FTEs.

Lost and Found

The Lost and Found Unit attempts to reunite lost pets with their owners. When a pet is brought into the shelter, an attempt is made to identify the pet via a license tag or microchip. If it can be identified, the Lost and Found Unit will try to telephone the owner or communicate with him/her via written correspondence if necessary. When the pet owner picks up the pet, he/she is charged an impound fee, the cost of the rabies shot given at intake, and the cost of a license tag if it doesn't have one. If the pet is not spayed / neutered, an opportunity to lower the fee is offered in exchange for having the pet spayed/neutered before return. This offer is provided in an effort to contain the number of unwanted pets within the community. If the pet is not identifiable, then after five days the pet is put up for adoption. Likewise, if the family loses a pet, they can initiate assistance from Animal Services by providing a flyer identifying the pet in case it is picked and brought to the shelter.

Currently, there is one FTE assigned to this unit.

Operator

Currently, a single Operator at Animal Services handles the telephone switchboard, which consists of eleven lines that feed into one main number (305-884-1102), as well as multiple extensions. The volume of calls received at Animal Services is high, although their official, published phone number, (305) 884-1101, is answered by the 311 Call Center. Because many of the calls received for Animal Services relate to the status of a specific pet after surgery or warning or citation issues, a large number of calls (approximately 18,400)[10] are transferred by 311 to Animal Services for handling directly by the appropriate staff. Aside from this point of intake, the Animal Services Operator also receives incoming calls directly from the public, service partners and County departments.

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[10] Information provided by GIC for an 8-month period, data annualized. Another 118,000 were answered and resolved at 311 without any need for call transfer.

Although ASD's current phone system does not regularly track call volume, a one-week traffic study conducted in 2007 suggested that on an annual basis, approximately 150,000 calls may be received through the main switchboard. Of this number, an unknown portion of calls are not answered by the operator because the caller enters another employee's extension following an initial recorded greeting. This does not include calls that do not get through because all lines are busy; in total, ASD has estimated that as many as 250,000 calls are attempted to the main number each year, although OSBM cannot independently validate this number.

It should be noted that a ratio of 150,000 annual phone calls to one operator far exceeds any reasonable industry standard. The 311 Call Center is currently supported by approximately 135 FTEs (inclusive of management and supervision) and handles annual call volume in the range of 2.5 million. ASD reports that it receives frequent complaints from the public regarding the inability to reach shelter staff by phone.

Recommendations

1. Wait time performance measures

As part of the FY2009-10 Resource Allocation Plan, specific resource reduction impacts to customer wait times at the front desk were referenced. However, wait times are not reported on Animal Services' scorecard or officially tracked by the department on a continuous basis. The Resource Allocation Plan indicated that current wait times for service average one hour. OSBM observed average wait times of two minutes on the observed weekday and eleven minutes on the observed Saturday, though during peak hours wait times were higher. Transaction data extracted from Chameleon suggests that overall customer activity did not greatly differ from annual averages for the two observation days; using simulation software, it was estimated that ASD's current front counter transaction volume could be expected to result in wait times of between three and ten minutes on weekdays, depending on the day, and 17 minutes on Saturdays.

OSBM suggests developing a consistent method for measuring the service wait times, and then adding the measure to the scorecard, since it is a valuable indicator of customer service efficiency. Potentially this could include utilizing technology that time stamps customer tickets. Alternatively, once-a-day counts of customers waiting at a predetermined, consistent time (preferable during peak hours) could serve as a proxy measure should measuring wait times be overly burdensome and/or costly.

2. Adoption queue

OSBM used data collected during field observations as well as transaction data provided by ASD to configure a simulation program showing different scenarios for the front counter staff. (Details are provided in Appendix IV.) OSBM had hypothesized that dedicating one front desk clerk to adoptions only into a separate line could improve staff utilization and reduce customer wait times.

Results of the simulation were mixed, depending on the day of the week. Overall, separating adoptions (and adoption holds) into a separate queue reduced predicted average wait times, but reduced overall staff utilization. Moreover, neither model resulted in average wait times greater than ten minutes on most days. However, the results of the simulation clearly show that on Saturdays, average customer wait time could be reduced by approximately 35 percent (from 17 to 11 minutes) by creating a separate adoption queue. As Saturday is ASD's busiest day overall, the reduction in staff utilization is less of a concern.

Therefore, OSBM recommends that ASD create a separate adoption / pet hold queue on Saturdays only. A separate queuing system, such as a sign-in sheet for adoptions only, will be necessary in order to avoid confusion resulting from the use of a single ticket system for two lines. In this way, the adoptions clerk could still assist other customers waiting in the regular queue if there were no adopters waiting. It is further recommended that at the present time, ASD continue to process all front desk transaction types from a single, combined queue during the remaining days of the week, though separating the line on certain additional days could eventually be considered should Saturdays prove successful.

OSBM further recommends that in configuring the new animal shelter, the new customer service area be designed so that a) additional front desk clerks can be accommodated to provide service during peak hours and b) it will be possible to create a physically separate adoptions area without major renovations. Additionally, to the extent that the new shelter design can more effectively accommodate the large number of pets and people that may be waiting during peak hours, the overall customer experience should improve, irrespective of wait time. This could include creating separate waiting areas for patrons with and without animals, and creating a waiting area for rabies shots at a more comfortable distance from the front desk.

Lastly, it should be noted that a simulation tool makes it possible to run models as many times and with as many combinations as needed in order to find the most appropriate solution. If additional changes (such as hours of service, staffing levels, etc.) are implemented by ASD, it is highly recommend that the department work with OSBM staff to quantify the impact of these changes and identify the best combination of the available resources.

3. Printer

The configuration of the cashiers' area consists of a u-shaped counter with five registers, rolling chairs for each of the cashier stations, one large copier/printer which is the main copier for the department, and one smaller printer and fax machine located on each end of the counter. On a few occasions, OSBM noted that the copier was being used for large copy or print jobs by staff other than the cashiers, which, in turn, added wait time to the front desk customers' transactions.   Based on those observations, OSBM recommends relocating the large copier/printer to a more decentralized location in order to minimize the disruption of the work flow behind the counter. Purchase of an additional, mid-grade copier to meet front desk needs may be necessary.

4. Greeter

OSBM observed that customers experience some degree of confusion as they walk into the lobby area prior to identifying the sign that tells them what to do. Some actually take a number just because the dispenser is there, prior to determining where they need to go; others take a number and then walk up to the counter for information.

Some of the jurisdictions responding to OSBM's benchmarking survey report that the use of greeters at the front door has proven useful. OSBM recommends identifying a person, possibly a volunteer, to serve as greeter at least during the peak hours of the day in order to keep the traffic flow moving smoother throughout those periods. ASD should continue to pursue the use of volunteers to fill the greeter role.

5. Same day holds

"Pet holds" is the process for listing a customer interested in a pet once the pet becomes available for adoption pickup (after a mandatory five day wait period). A customer may choose to be listed as an interested adopter for up to three pets at a time. This process ensures that Hold #1 will be notified once the pet is ready for pickup; Hold #2 is contacted only after Hold #1 declines or misses their window of pickup. Likewise, Hold #3 is contacted after Hold #2 declines or misses his window. To initiate a Hold, the customer must be serviced by a cashier at the front desk.   According to ASD, the current "hold" process is somewhat cumbersome and can result in lengthy stays at the shelter for pets. Each of the three holds arrives on a subsequent day and receives a courtesy reminder call from staff.

Four of the eight jurisdictions responding to the benchmarking survey permit customers to place adoption holds; the remaining four have a "first come, first served" policy. Of the four jurisdictions, three permit only one hold, and two require deposits. San Diego County will accept up to two holds for pick-up during two brief time windows on the same day.

OSBM recommends modifying the current "hold" process for adoptions on a trial basis: similar to San Diego County, a first and second hold would arrive the same day, with a one-to-two hour window for each. Starting the subsequent day, the pet would be available on a first-come, first-served basis. The objective of this change is to relieve overcrowding at the shelter by decreasing animal length of stay prior to an adoption, without negatively impacting adoption rates. Therefore, the impact on adoption success rates during this trial period should be tracked, as well as shelter population and customer service workload.

Additionally, ASD advised it had recently studied the feasibility of implementing deposits for holds; however, the department determined that it lacks the necessary resources to process the refunds that would be required if the animal become un-adoptable. OSBM recommends ASD revisit this idea in the future should additional resources become available, including any additional resources that might result from efficiency improvements discussed in this report.

6. Call intake performance measures

ASD's current phone system does not track the total volume of calls, average hold time, or dropped call rate on the shelter main number. Consequently, OSBM recommends that ASD

ensure the new shelter have an updated phone system that could track this information. This data could then be tracked on the department's scorecard and help to make resource allocation decisions regarding the call intake function.

It is further recommended that the County implement enterprise-wide performance measures and standards for telephone customer service[11] for high-volume phone lines, with the objective of ensuring a quality experience for customers at all points of intake. Regardless of whether a customer is dialing 311 or the ASD main number, he has the same expectation of timely, responsive service.

OSBM will continue to work with ASD and GIC to explore alternatives for improving the call intake function.

7. Direct transfer

On an annual basis, approximately 18,000 calls are transferred from 311 to the shelter; this is equivalent to an average of 49 transferred calls per day. All calls transferred from 311 are routed through the main switchboard, which is currently staffed by a single operator. OSBM recommends that transferred calls relating to enforcement be transferred directly to the enforcement extensions (during their hours of operation), bypassing the ASD switchboard, in order to alleviate some of the burden on the operator. Although the proportion of transferred calls related to enforcement is unknown, it is not expected that this call volume will overwhelm the enforcement extensions.

8. Web phone list

ASD's website includes a lengthy list of staff phone numbers, including staff without any direct customer service role (e.g. personnel specialist). OSBM recommends that unnecessary phone numbers be removed in order to minimize excessive call volume to the shelter.

9. Chameleon access

Currently, only supervisors at 311 have read-only access to the Chameleon system. Considerable training is necessary to develop a working knowledge of Chameleon; therefore, it may not be advisable to provide access to all 311 call takers. However, ASD and GIC should periodically review this issue and expand access to some of the more seasoned call takers, such as lead workers. It is expected that this could decrease somewhat the number of calls transferred to the shelter.

10. E-notifications

ASD customers submit a large amount of information to the department via fax. Most typically, this includes proof of a pet's rabies vaccination and/or tag, and or documentation stating that the pet has been lost or given away, or has died. There are currently seven distinct fax numbers

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[11] The County's "service excellence standards," aimed at individual employees, state that employees should answer the telephone before the third ring and should not place a caller on hold for longer than one minute. However, these metrics are not always tracked at the department level or for high-volume phone lines.

that can be used by the public, at 311 and in various locations throughout the shelter. Data provided by ASD indicates that approximately 3,500 pieces of correspondence are received on a monthly basis.[12]

Broward County Animal Care recently implemented an online "pet status change" form. Through this online form, pet owners can notify the department of the loss, transfer of ownership or death of the animal. OSBM recommends a similar form be developed and implemented by ASD. While the form would not eliminate the need for data entry into Chameleon, it would provide computer-savvy pet owners with a more convenient means of reporting this information; theoretically, this should help to reduce the volume of unnecessary courtesy renewal notices and automated citations for vaccine and tag renewal.

ASD notes that it is currently working with GIC to establish a process for creating individual service requests for pet status updates received by 311 or ASD staff; this will include automatic notification to the customer once the record has been updated. Once this process has been implemented, the online form could simply link to CSR,[13] similar to the way customers can report issues such as stray dogs through the online "service direct" application. However, OSBM recommends that, unlike service direct, a link to the form be featured prominently on ASD's home page, and that site registration not be a requirement for its use, as this might be a deterrent to some potential users.

11. E-faxes

OSBM also recommends that the department explore converting all of its fax lines to e-faxing. This would reduce the wear and tear of the fax machines, as well as save time in receiving and redirecting the paperwork by having the correspondence come in as an email to a specified data entry clerk instead. The change would also support the County's sustainability goals. Broward County is currently using e-fax technology and advises that it has been successful for them.

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[12] OSBM has some concerns regarding the validity of this data; nonetheless, no other information is available.

[13] The same information is currently captured on the 311 Service Request labeled, "Animal Dead/Missing Report" for those customers reporting the update via telephone.

TAG UNIT

Overview

The County Code requires that all dogs be vaccinated for rabies annually and that a license tag is issued to each dog annually. [14] Although some pet owners purchase their tags directly from ASD, either at the shelter or via mail,[15] the majority of owners choose to purchase a tag from their veterinarian when the dog is vaccinated. Tags are provided to veterinarians, pet stores and hobby breeders annually on consignment and the private entities are permitted to charge an administrative fee to customers; the remaining revenue is submitted to ASD monthly. The table below provides a summary of estimated annual sales volume during FY08-09[16]:

Point of Sale	Quantity
Mail order	7,014
ASD shelter	33,022
Veterinarian / pet store / hobby breeder	149,760

The Tag Unit is comprised primarily of data entry clerks and accountants. These employees are responsible for processing and inputting animal vaccination and license information provided by private veterinarians, pet stores and hobby breeders, and for processing the payment of associated fees. Currently there are 182 veterinarian stations that participate in the License Tag sales program. An average of approximately 12,500 rabies certificates is received each month, with a backlog of data entry of three months for some stations. OSBM mapped the process for processing tag information and payments; this flow chart is provided in Appendix V.

The data entry clerks must enter the information from each certificate into the department's database, Chameleon. This system tracks the date of the last rabies vaccine given and the last license tag purchased. The cycle time from the customer's purchase of a tag to data entry at ASD can range from as little as 1 week to as long as 16 weeks. The variation depends on whether the vaccine is issued at the beginning or end of the month; whether the vet submits the information timely; and whether the ASR assigned to that vet station has a backlog of data entry or not.

As part of the FY 09-10 budget, one Animal Services Representative 1 position was eliminated from the Unit's Table for Organization. There are now five FTEs and 1 temporary FTE in this unit.

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[14] Rabies vaccinations may be valid for either one or three years. Recently, 3-year tags have been developed to accompany the 3-year rabies vaccination for the owner's convenience.

[15] Proof of vaccination is required

[16] Figures provided by ASD

Recommendations

1. Periodic reconciliations

ASD tracks the monthly receipt of payment from vet stations through an Excel spreadsheet known as the Monthly Discrepancy Report. ASD reviews this report to determine each vet station's account balance and, as needed, create credit memos and invoices for stations with a balance. For the last two years, this reconciliation process has been performed at the end of the fiscal year only, using employee overtime. However, waiting up to twelve months prior to collect owed revenue or issuing refunds is not an optimal practice. Ideally, ASD should conduct payment reconciliations on a monthly or at least quarterly basis.[17]

ASD reports that current resources are insufficient to conduct more frequent financial reconciliations. Data provided by ASD indicates that a total of 111 vet stations had a positive or negative balance on their accounts at the end of the 2008-09 fiscal year. An average of 30 stations had a balance each month (equivalent to 360 annual transactions), and an average of 60 stations had a balance each quarter (240 annual transactions). However, OSBM theorizes that it may take extra time to review old files when reconciliations are done at the end of the year. Consequently, it is recommended that ASD conduct a reconciliation at the close of the first quarter of Fiscal Year 2009-10 and document the work hours required in order to determine whether ongoing quarterly reconciliations are feasible.

2. Smart forms

As noted above, ASD typically experiences a backlog in the data entry of license information from vet stations; the total time from the sale of a license by a veterinarian to the update of the pet's record may be as long as four months. One reason for this backlog is that the monthly summary of tag sales (known as the Monthly Accounting Report or MAR) provided by vets frequently contains errors. Errors may be of several types:

- Accounting errors:
  - The wrong type of tag (e.g. sterilized vs. intact) is indicated on the MAR
  - The number of tags is miscounted
  - Math errors (e.g. 10 tags at $10 each = $50)
- Factual /other errors
  - Misspelled names, addresses, etc.
  - Illegible writing
  - Vet reports the sale of tag numbers that were not issued to that station
  - The wrong type of tag was issued (e.g. customer was charged for an intact dog, yet ASD records indicate the dog was sterilized)

All of these errors generate additional work for Tag Unit staff and further slow the process. The greater the data entry backlog, the longer the Enforcement Division must wait before issuing

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[17] Reconciliation of actual tags issued on consignment would continue to occur at year end, in conjunction with the issuance of a new year's supply.

automated citations to noncompliant pet owners. This is because the Chameleon system is designed to issue automatic citations when a pet's record shows an expired rabies vaccine and/or license tag. If a tag expiration date for which vet station information has not yet been entered into Chameleon is used as a basis for the automated citation process, the system will generate citations for pet owners who may have already complied with the requirements. This creates additional work for staff, as customers must then communicate with ASD to provide proof of compliance to the enforcement team and have the citation/s voided, and generates ill will among customers.

Although good internal communication can and does prevent this situation from frequently occurring, the data entry backlog still carries negative consequences, since it may further delay pet owner compliance with the law as well as the receipt of tag and citation revenue by ASD.

Consequently, OSBM suggests automating the MARs form to the extent possible using online "smart forms". In its most basic form, this would be a simple form posted on the ASD website, with all subtotal and total fields populated automatically by a calculator. This form could then be printed by the vet station and submitted to ASD in lieu of a handwritten MAR. Although the form would not eliminate all vet station errors, it would at least catch mathematical errors and make the forms more legible to ASD staff. A slightly more sophisticated version of the smart form would interface with ASD systems to look up the tag numbers issued to each vet station. The system would then generate a "red flag" if the vet station entered an unauthorized tag number.

ASD indicates that as of December 2009, the basic "smart form" calculator has been implemented.

3. Annex Lead Workers

The Tag Unit data entry clerks are currently located in the annex, a small building located across the parking lot from the main shelter facility, although their supervisors are located in the main building. In an effort to provide better productivity and accountability, it is recommended that the Tag Unit data entry clerks all be housed together with some level of supervision.

4. For further study - Online renewals

Five of the eight jurisdictions responding to OSBM's benchmarking survey currently offer customers the opportunity to obtain a tag through the Internet; this may include new tags or renewals only. Broward County Animal Control, for example, recently implemented online renewals; additionally, the agency created a second application that allows pet owners to look up their pet's tag number online to facilitate the renewal process.

Automation of the MAR process is not recommended as vet stations have not been shown to be receptive to such a process. However, OSBM suggests the department review the feasibility of online renewals and/or new tags in the future for customers who wish to obtain their tags directly from ASD after vaccinating their pet through a private provider.

Currently, ASD renews approximately 7,000 license tags annually by mail, generating approximately $242,000 in revenue. A check is submitted along with a copy of the latest rabies certificate requesting a renewed tag. In relation to all updates made to the Chameleon system, tags by mail account for a small amount of transactions; however, it is possible that additional customers would take advantage of an online process if it were available. Assuming all 7,000 tags by mail customers opted to use an online system,[18] OSBM estimates that the staff time dedicated to processing tags by mail could potentially be reduced by half, and revenue would be processed more quickly; savings could be in the range of ¼ of a temporary employee or $10,000. Initially, this service would only be available to customers with an existing pet account, since customer data is directly dumped into the Chameleon database. Costs are not known at this time; however, Broward County was charged approximately $10,000 in one-time start-up fees by the software vendor and incurs $960 in annual maintenance.

As part of its feasibility assessment, the department should take care to ensure that any online payment system complies with all Payment Card Industry (PCI) standards for data integrity and security.[19]

5. For further study – Outsourcing

Four of the eight jurisdictions responding to OSBM's benchmarking survey currently outsource the data entry of rabies certificate information submitted by their veterinarians; these include Pinellas and Hillsborough Counties in Florida, Maricopa County, Arizona, and San Diego County, California. Broward County recently indicated that it intends to outsource the function as well, having negotiated a reported price of $.50 per certificate with a private vendor.

OSBM recommends ASD study this idea as it may prove more cost effective, depending on negotiated contract pricing and the reduction of resources used for this purpose. As tags sold through veterinarians are currently in the range of 150,000 annually, at $.50 per certificate, potential contract costs could be $75,000 annually. OSBM estimates that if this function is outsourced, ASD could eliminate at least two positions in the Tag Unit, generating approximately $103,000 in gross savings ($28,000 net of contract costs). Also, one other FTE and one temporary employee could be partially reallocated to other functions.

As part of its review, ASD should evaluate the adequacy of quality control measures to ensure that vendor performance is timely and accurate.

6. Prior tag number

Whenever ASD staff prepares to open a new owner or pet account, considerable effort is expended by staff searching Chameleon to ensure that a duplicate account does not already exist. In many cases, existing accounts can be identified by searching the owner's name. However, situations frequently arise in which a single pet may have accounts under more than one owner. For example, a pet may have been adopted under the name of one member of the

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[18] The customer would still need to provide proof of vaccination, potentially via fax or email
[19] In Broward County, customer payment information does not pass through the Chameleon system but is routed to the County's financial institution.

family, but taken to the vet by the spouse. When the rabies certificate is completed, usually the name of the person who took the pet to the vet is listed on the certificate – which may not be the owner on record in Chameleon. The ASR must search Chameleon by using a general field such as a phone number, address, or name of the person listed on the certificate, and then confirm the pet description on the certificate to ensure the correct record is updated.   Aside from taking time to research, oftentimes a new account is opened as a result of the findings/discrepancies.

OSBM recommends that ASD request the vets to obtain and report the dog's prior tag number be provided on the certificate, in order to minimize the number of duplicate records being created in error, as well as the time it takes to research records in Chameleon.

7. Co-owner field

Mention was made that with the release of the next version of Chameleon, a new field will be introduced to capture a co-owner on the record. This would also help the reduction in duplicate records.

8. For further study - Tag for Life:

Pinellas County recently implemented a "Tag for Life" concept, in which the pet's physical license tag and its unique tag number remain the same for the life of the pet.   The license must be renewed (for a fee) in conjunction with the rabies vaccination expiration; a courtesy notice is provided to customers. The County projects that the concept will result in substantial savings on administrative work and materials.

OSBM believes this concept is worthy of further exploration by ASD.

ENFORCEMENT DIVISION

Overview

The Enforcement Division is responsible for enforcing animal laws throughout the County, as well as for responding to animal emergencies such as injured animals or police calls for assistance and removing animal remains from the public right-of-way. Additionally, the Division issues automated citations for delinquent vaccination and tag renewals and collaborates with the Clerk of Courts in the citation appeals process. For FY 2009-10, 33 positions are funded in this division.

The Division's field enforcement activities are divided into two primary groups:

- *Animal Control Officers* handle requests for service including stray dog and tethering complaints, injured animals, police requests for assistance and animal bite reports.
- *Investigators* handle more complex issues that frequently require follow-up, including cruelty to animals complaints, pit bull and "dangerous dog" investigations and oversight of pet stores and hobby breeders. Investigators can also issue citations for the unlawful sale of animals.

OSBM mapped several field enforcement business processes, including:

- Stray dog at large calls (Appendix VI)
- Dog bite calls and "dangerous dog" investigations (Appendix VII)
- Pit bull investigations (Appendix VIII)
- Breeder / pet store investigations (Appendix IX)

The Citation Unit is responsible for sending out courtesy tag renewal notices to registered dog owners, and for sending automatically generated citations to owners who have not renewed their pet's vaccine and/or license. Citations are mailed out several months after the actual license expiration date due to the delay in receiving and inputting information from veterinarians, as discussed above. Previously, the department sent out automated citations before the tag unit had completed its data entry, resulting in a high volume of erroneous citations. Process improvements have substantially mitigated the problem; ASD reports a citation error rate of 5.28 percent for FY 2008-09.

The Citation Unit office is located in the main lobby of the shelter and is staffed by two Clerk 2s. Customers seeking to dispute a citation (most typically for failure to vaccinate and/or license a dog) are referred to the unit; Citation Unit staff review the merits of each case and may void the citation if appropriate. The Citation Unit also accepts credit card payments for citations; currently, only the Front Desk staff can process cash payments. Finally, the Citation Unit coordinates the scheduling of appeal hearings with the Clerk of Courts as well as appropriate staff attendance at these hearings.

OSBM mapped the business process for automated issuance of citations for delinquent rabies vaccination and tag renewal (Appendix X).

As part of the FY 2008-09 budget, eight enforcement positions were eliminated from the Division's Table for Organization.

Fieldwork Results

OSBM accompanied a number of Animal Control Officers and Investigators to better understand what occurs on a "typical" workday, as well as to gather data regarding average call time and driving distance in the field. The table below summarizes OSBM's observations of four complete ACO shifts on varying days. A combination of day and evening shifts is represented, as are different geographic areas of the County.

Summary of Field Enforcement Observations - Selected Call Types				
	All ACO Calls	Stray Dog at Large	Tethering Complaint	Injured Animal
Number of Calls	42	18	18	5
Average Call Time (minutes)	18	19	19	11
Average Drive Time Between Calls (minutes)	19	14	21	33
Average Total Call Time	38	33	40	44
Average Time Prior to Departure	26			
Average End-of-Day Time (minutes)*	55			
*includes impound process, washing vehicle				
Average Mileage Between Calls	7.68	8.78	5.35	10.0
Average Visit Mileage	0.48	0.50	0.12	0.2
Total Visit Mileage	8.2	9.3	5.5	10.2
Average Cost Per Call (officer field time only)	$ 24.99	$21.70	$ 26.31	$28.94
Average Cost Per Call (officer field time + mileage)	$ 27.84	$24.95	$ 28.22	$32.51

Additionally, OSBM staff observed one full shift of each of three Investigator sub-specialties: animal cruelty, pit bull, and breeder/pet store. A summary of Investigator calls is not included due to the limited sample size and wide variation in the nature and duration of calls.

Recommendations

1. *Prioritize strays*

Stray dogs may pose a safety risk to the community and to motorists, and may contribute to the spread of disease as well as overpopulation. Although it is not legally obliged to respond to all stray dog calls,[20] it is ASD's current policy to do so.

ASD reports in its departmental scorecard that it closed a total of 15,248 stray dog at large service requests during FY2008-09, by far the most common type of request. In most cases, the request is closed because an Animal Control Officer made a good faith effort to locate the dog; a portion of these cases may have been closed because the caller cancelled the request or did not provide a valid address, or because they represented duplicate calls (when multiple residents call 311 about the same dog). OSBM estimates that the average cost to respond to a stray dog call, inclusive of the Officer's time and fuel and vehicle cost, is approximately $25.[21]

Because ASD does not track the disposition of stray dog calls, OSBM requested a report of all Service Requests opened and closed between October 2008 and September 2009. Although service request volume in this report was not comprehensive,[22] OSBM analyzed the available data. The report provided to OSBM contained information regarding just under 12,000 service requests. Of this number, 2,465 requests either did not result in a field visit, for the reasons described above, or did not contain any disposition information. OSBM proceeded to study the remaining 9,463 service requests.

OSBM found that the proportion of non-productive stray dog is high: in 74 percent of the cases examined, no dog was found. Further, since the Officer is not always able to catch the animal, just 18 percent of the calls resulted in the animal being retrieved.[23] ASD's average response time[24] for the service requests included in the sample was 2.79 days. OSBM found that response time significantly impacted the outcome of the call: the chance of an ACO finding the stray declined substantially following the first 24 hours. The chart on the following page summarizes these findings.

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[20] July 16, 2007 memorandum from Dennis A. Kerbel, Assistant County Attorney to Dr. Sara Pizano, Director, ASD, "State and County laws governing impoundment and acceptance of animals at the Miami-Dade County Animal Shelter"

[21] Includes employee salary and fringe benefits (including allocated cost of start and end of day activity and time off) and County standard mileage rates. Actual vehicle costs may be higher since ACOs use specially equipped vans, not sedans.

[22] A review by GIC staff indicated that the sample provided to OSBM most likely excluded service requests in which the caller indicated the dog was already contained.

[23] In the vast majority of these cases, the dog was impounded. Rarely (51 cases total), the dog was identified and returned to its owner.

[24] Defined as the time between the date the service request is initially opened by the call taker-or, in some cases, an ACO- and the date the service request is closed, most typically by an ACO.

Response Time	Gone on Arrival	Stray Pickup - No ID	Unable to Capture
Over 120 hours	83%	10%	6%
96-120 hours	81%	11%	8%
72-96 hours	81%	12%	5%
48-72 hours	79%	13%	7%
24-48 hours	76%	15%	7%
0-24 hours	65%	23%	9%
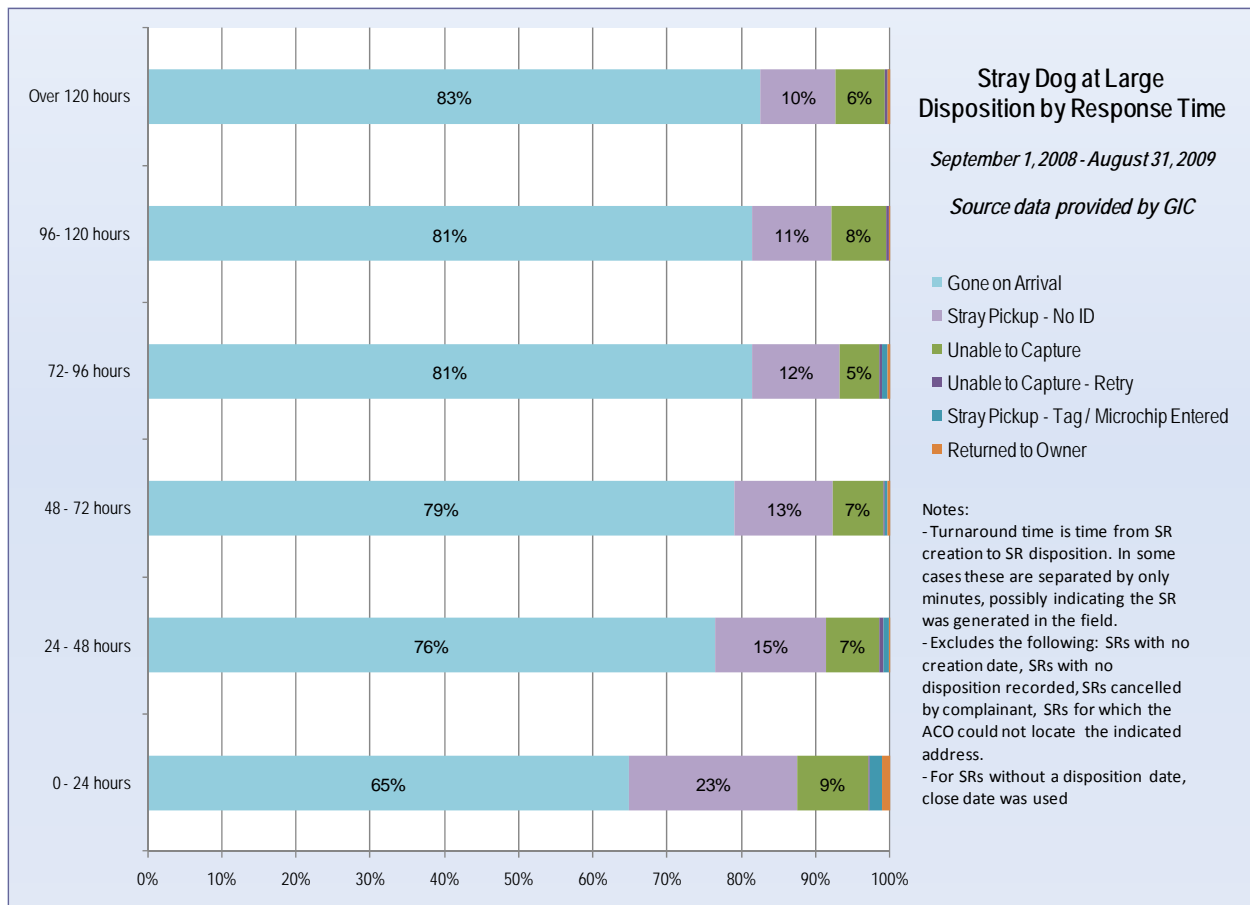
Calls are generally addressed in the order in which they are received, unless, the caller indicates that the dog is "close to a school" or appears aggressive, in which case the call is handled on a priority basis. The 311 call takers rely on the caller's subjective impression as to whether the animal is close to a school and do not use GIS or other technology to determine the actual distance to a school.

Other jurisdictions contacted by OSBM report similar challenges in locating stray dogs. Of the jurisdictions that respond to all calls, most reported success rates of between five and 30 percent. (Only Broward County reported a success rate of more than half, at 75 percent.) Several counties -- including Palm Beach and Hillsborough counties in Florida and Maricopa County, Arizona -- reported that they no longer responded to all stray calls, instead focusing on animals that are either contained by the caller or aggressive. OSBM recommends that ASD refocus its resources on high priority service requests: calls that have the greatest likelihood of success and calls where the potential risk to public safety is elevated. A menu of options is possible; these include the following:

Policy	Impact on Customer Service
1. Respond only to confined strays	Very high
2. Respond only to confined strays and to strays that are reportedly aggressive or near a school	Moderate to high
3. Respond to all confined strays and to strays that are reportedly aggressive or near a school. Attempt to respond to all calls, but close service requests after 24 hours if a response is not possible with available resources. Alternately, ASD could attempt to contact the original caller and ask if the dog is still at large in the area at that time.	Moderate

OSBM estimates that assuming all other business practices remain the same, option 3 could save in the range of up to $260,000 in additional ACO time[25] and could result in approximately 1,300 fewer dogs impounded[26] annually. Importantly, this practice would significantly reduce backlogs and allow ASD to direct its limited resources to the highest priority calls.

2. Dogs near schools

OSBM recommends that ASD develop more detailed standards on what "close to a school" means, in order to limit unnecessary priority calls and direct resources to the most critical calls. Ideally, the caller should provide an address or an intersection and the 311 call taker could use GIS technology to calculate the distance to a school. The type of school should be considered as well; for example, colleges, universities, or technical schools may not warrant a priority response.

3. Performance measures

ASD currently tracks response time for stray dog calls and dead animal pickup on its departmental scorecard. However, call productivity (i.e. whether or not the animal was located and/or picked up) is not tracked or reported, although this information is available in CSR. Although response time is an important leading measure, call productivity is a better indicator of ASD's relative success in meeting its objective of removing unwanted or unsafe animals from public areas. Therefore, OSBM recommends that ASD track the percentage of productive and non-productive calls for stray dog at large and dead animal pickup calls on its scorecard.

Additionally, ASD calculates response time by dividing the total number of open service requests by the number of service requests closed per month. This methodology is flawed because it does not account for any month-to-month backlog. For example, if 1,000 service requests are opened in January, and ASD closes 1,000 requests that same month, response time would be reported as one day. However, it is possible that all 1,000 closed service requests were actually opened the previous month, and that the newly opened service requests will be closed in February. Actual response time (call intake to service request closure) can be extracted from CSR.

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[25] Estimate based on FY2008-09 workload and resource levels: $25 per call x an estimated 10,500 calls that did not receive a response within 24 hours. Assumes that all dogs identified as aggressive or near a school receive a response within 24 hours.

[26] Based on the actual number of stray pick-ups during FY2008-09 for which response time exceeded 24 hours.

Consequently, it is recommended that ASD correct its response time methodology to obtain the data directly from CSR.

4. Enhanced routing

Each Animal Control Officer is assigned to one of four geographic zones for his shift. Each zone stretches from east to west across the County; accordingly, the zones are labeled deep north, shallow north, shallow south and deep south. Prior to the start of each shift, the dispatcher on duty assigns open service requests to Animal Control Officers according to zone; dispatchers do not generally use GIS technology, so this requires some knowledge of County geography.

Once calls are assigned, ACOs themselves determine the sequence of calls (other than priority calls) themselves in accordance with their preference and general sense of what is most efficient. As priority calls are received during the day, the dispatcher assigns them to Officers by zone. Dispatchers do not attempt to determine whether an Officer in a different zone might actually be closer to the location of the call. Although most of its vehicles are equipped with automated vehicle locator (AVL) technology, ASD has not provided dispatchers with access to the real time data.

Data collected by OSBM during fieldwork indicates that the average distance traveled by an Animal Control Officer between calls is approximately 7.7 miles; average driving time is 20 minutes. Average total driving time was 3.3 hours during an eight hour shift; this exceeded the total time spent on actual enforcement in the field.

The Enterprise Technology Services Department (ETSD) currently holds an enterprise-wide license for ArcLogistics, an automated desktop routing software. The software is designed to import call data, geocode service requests and optimize routes for maximum efficiency. Additionally, the software can generate reports summarizing the cost of each route. Staff from ETSD has indicated that because ASD's call information is currently housed in CSR, a countywide system that is also maintained by ETSD, it would be relatively straightforward and inexpensive (ETSD estimates start-up costs of $5,000) to implement ArcLogistics in ASD. Consequently, OSBM recommends that ASD proceed with implementation of the software for Animal Control Officers. Implementation for investigators should eventually be considered. However, Investigators specialize in one particular type of call and have smaller workloads; therefore, the opportunities for efficiencies are much less.

OSBM estimates than an increase in routing efficiency of 20 percent could result in a decrease in the average cost per call of approximately 11 percent. This would represent a savings of approximately $100,000 in ACO time, assuming all other business practices remain the same, and would allow ACOs to respond to priority calls more quickly.

Implementation of ArcLogistics will significantly change ASD's current business practices, and careful attention to change management will be required. ASD will need to develop procedures for handling emergency calls, which will require adjustments to the pre-scheduled routes. Dispatchers will require training on the new software, and will need to take a more active role in

assigning calls in the most efficient manner (see also "Proactive dispatching" below). Use of the software will also represent a cultural change for ACOs, who will no longer have the discretion to make their own routing decisions in the field. Consistent use of the CSR system by ACOs will be critical, since the software will route all open SRs on a given day. Notably, ASD will need to ensure that all follow-up calls[27] are represented by an open SR for appropriate routing.

In the event that software implementation is delayed, OSBM recommends as an interim step that ASD revisit the design of its current, east – west geographic zones. OSBM suggests using GIS technology to map a sample of calls and divide the County into zones in accordance with those areas where calls tend to cluster. This rezoning would improve routing efficiency even in the absence of technology.

5. Proactive dispatching

In typical dispatch operations, the dispatcher is in frequent radio contact with field personnel and plays an active role in routing decisions. OSBM observed that radio communication between dispatchers and ACOs / investigators is limited. Field personnel do not call in to dispatch upon arrival at or departure from a call; generally, field staff only contact dispatch when they are in need of information or assistance. In some cases, dispatchers' ability to provide information was limited. For example, one ACO observed by OSBM had difficulty locating a large retail establishment, yet the dispatcher did not utilize the Internet to look up the store's address online.[28] Also, as noted above, dispatchers currently assign emergency calls in strict accordance with fixed geographic zones, regardless of the actual physical location of field staff at the time.

Additionally, OSBM observed that on the mornings it rode along with field staff, officers had to wait approximately 30 minutes following their scheduled start times for the dispatcher to finish assigning calls. This did not appear to be an unusual occurrence.

OSBM recommends that ASD redesign the dispatcher role to maintain regular contact with field staff and proactively monitor field activity through AVL. It is also recommended that ASD immediately provide dispatchers with real-time access to its AVL technology and train dispatchers in its use. Dispatchers should use AVL to determine which officer is closest to a priority call, rather than strictly relying on fixed geographic zones; additionally, any unusual activity should be brought to the prompt attention of supervisors.

Lastly, work schedules should be adjusted as necessary to ensure that routes are complete prior to the start time for the morning field staff shift. OSBM estimates that eliminating 30 minutes wait time from each ACO shift would be equivalent to annual savings of approximately $4,500 per ACO or a total of $85,000 annually in additional staff time.[29]

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[27] Follow up visits are warranted if a warning has been issued for tethering, for example.
[28] In this instance, OSBM staff used their personal wireless Internet service to locate the store.
[29] Inclusive of employee salary and fringe benefits

6. Work hours

ASD current policy is that field staff work a straight eight-hour shift with no guaranteed allowance for lunch or other breaks; employees are permitted to take meal breaks only as workload permits. OSBM observed that most staff snack in their vehicles and do not take breaks; however, several employees left work prior to the end of the eight hour shift, stating that they were entitled to leave early in lieu of a lunch break. Consequently, OSBM recommends that ASD review the current policy regarding breaks with employees and ensure that supervisors are enforcing the rule.

7. 4 x 10 work schedules

At the time this study was initiated, most ACOs and investigators worked five day, eight hour (5 x 8) work weeks. Four ACOs worked four day, ten hour (4 x 10) work weeks. OSBM data indicates that employees currently spend an average of 1.35 hours per day on start of day and end of day activities at the shelter. Employees working 4 x 10 schedules save approximately this same amount of time each week by working one fewer day; this is equivalent to 3.4 percent of available hours. Additionally, employees on 4 x10 schedules should spend less time driving in a given week between the shelter and their designated work areas. Of the eight jurisdictions responding to OSBM's benchmarking survey, three (Palm Beach, Hillsborough and San Diego counties) currently use 4 x 10 schedules.

OSBM reviewed a limited sample of ACO workload data provided by ASD. The data suggest that on the average, employees working 4 x10 schedules are 25% more productive than employees working 5 x 8 schedules (see table).

Average Total Weekly Calls					
			Employees on 5x8	Employees on 4x10	Diff
A.M. Shift	April	2009	45.7	56.8	24%
A.M. Shift	May	2009	41.5	57.2	38%
A.M. Shift	June	2009	48.6	56.4	16%
A.M. Shift	July	2009	43.0	51.9	21%
P.M. Shift	June	2009	48.5	53.4	10%
P.M. Shift	July	2009	43.2	53.4	24%
		Average	44.7	55.6	25%

Given this significant difference in productivity, OSBM recommends that ASD proceed to expand the implementation of 4x10 schedules for ACOs on a trial basis and evaluate the impact on productivity. As with any alternate work week implementation, ASD should analyze coverage requirements and any other business issues including supervision, equipment, fleet, dispatch, IT support, etc. Additionally, ASD should review and address any collective bargaining issues and obtain employee feedback and address any personal issues (such as child care) prior to implementation.

ASD reports that as of December 2009, this recommendation has been implemented.

8. Warnings

ACOs generally issue warnings in the field for tag/rabies violations. At the time this study commenced, these warnings were tracked through a manual process. Once a warning was issued, it is filed by ASD. Due to the lag time in receiving and processing tag information from veterinarians, ASD did not follow up on these warnings for a minimum of two to three months. At that time, ASD staff looked up the owner information in Chameleon; if the owner had not come into compliance, a citation was issued. The practice at that time was that a supervisor would open a new service request and assign the ACO that issued the initial warning to hand deliver the citation in the field. In contrast, pet owners who have previously complied with the law but are late in renewing their shots and tags are issued automatic citations; no warning is given (though pet owners do receive courtesy renewal notices prior to the tag expiration date).

Five of the eight jurisdictions (including four of the five Florida jurisdictions) who responded to the benchmarking survey indicated that ACOs always issue citations in the field for tag / rabies violations. Two jurisdictions – Palm Beach and Jacksonville / Duval County issue citations but give residents a grace period of between 48 hours and 15 days within which to prove compliance; the agencies will withhold processing of the citation if proof is provided.

In order to increase timeliness of pet owner compliance, increase citation revenue for ASD, and eliminate both the administrative burden of checking records in Chameleon months after the fact and unnecessary additional field visits, OSBM recommends that ASD revise its procedures for following up on warnings for tag / rabies. Initially, OSBM suggested adopting a policy similar to Palm Beach and Jacksonville. However, ASD proposed and implemented an alternative approach: ACOs still issue warnings, but provide pet owners with a deadline within which compliance is required. This due date is entered into the Chameleon database and if the owner does not comply, (s)he will receive an automated citation along with those pet owners who are delinquent on their tag / rabies renewal through the existing process. OSBM applauds this solution.

Additionally, at the time the study was initiated, warnings for tethering were tracked manually, while warnings for uncorrectable offenses (e.g. stray dog) were not tracked at all. Without this information, ACOs do not know whether a pet owner was previously issued a warning, which would factor into the decision to issue a warning or a citation for subsequent violations. (In the case of Investigators, warning follow ups are tracked in CSR as part of the initial service request.)

OSBM recommends that ASD track warnings for stray dog at large and tethering in Chameleon. ACOs should review available history in Chameleon prior to issuing a warning in the field and, if the owner has a history of warnings, issue a citation in lieu of a warning for the offense. Additionally, ASD should ensure that all warning follow-ups that generate an ACO field visit are tracked as separate SRs. This will be critical if automated routing is implemented (see also E5).

9. Evening shift:

As of the commencement of this study, ASD divided its Animal Control Officers roughly into two shifts: the day shift, commencing at 7:00 a.m., and the evening shift, commencing at 2:00 p.m. Since that time, ASD has studied the possibility of shifting more resources to the day shift in an effort to reduce personnel costs.[30]

Provided that ASD ensure adequate coverage for emergency calls (police assistance and injured animal calls) and other calls that may require a resident to be home,[31] OSBM supports this concept. In addition to reducing personnel costs, adding more ACOs to the day shift would enhance routing efficiency since individual ACOs could be assigned to more geographically compact areas.

Most jurisdictions responding to the benchmarking survey do staff an evening shift; however, exceptions exist. Pinellas County's latest shift ends at 7:00 p.m., while Jacksonville/ Duval County enforcement officers end their regular shifts by 5:00 p.m. OSBM analyzed the sample of stray dog at large calls and found little difference between success rates during day and evening hours.

10. Appointments

ASD does not have a consistent practice of calling owners to make appointments / confirm the customer's presence at home for certain types of calls (e.g. bite reports, dangerous dog investigations, stray dog pick-ups); if the customer is not home, this results in a wasted field visit. Consequently, OSBM recommends that the dispatcher contact bite victims by phone to schedule appointments[32] for bite reports and stray dog pick-ups.

Further, OSBM recommends that ASD assess the level of resources that would be required to contact bite victims by phone to determine whether the bite justifies a Dangerous Dog investigation and whether the victim wishes to initiate this process. If resources are available, ASD could then have an investigator handle bite reports in conjunction with Dangerous Dog investigations in a single visit for the relevant calls. Alternately, ASD could transfer the responsibility for bite reports from ACOs to Investigators.

11. Municipal dead animal pick-up

As previously noted, ASD is responsible for picking up the remains of dead animals in the public right-of-way throughout most of the County. A small number of municipalities currently provide these services: the City of Miami has assumed full responsibility for pick-ups within its borders, while the cities of Coral Gables, Homestead, Miami Beach and North Miami respond to service requests on weekdays (North Miami responds to calls Monday – Thursday only). For

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[30] In accordance with collective bargaining agreement, ACOs are entitled to night differential pay.

[31] In many cases, residents are home during the day; however, ASD should monitor the impact of shift changes on its ability to complete such calls (e.g. bite reports, etc.)

[32] The appointment would be a reasonable time window to allow for adjustments to the ACO's schedule in the field.

FY2008-09, ASD's average response time for dead animal pick-up was 2.08 days and data provided by ASD indicates that 46 percent of the time, no animal is located.

Of the eight jurisdictions responding to OSBM's benchmarking survey, only two (Broward County and Jacksonville / Duval County) provide dead animal pick-up services. A third jurisdiction, Hillsborough County, previously provided this service but eliminated it as part of recent budget reductions.

It should be noted that pick-up of dead animals is not part of ASD's core mission. However, other policy considerations should and do play a role in service delivery decisions. Consequently, elimination or transfer of this function from ASD is not recommended at this time. However, OSBM does recommend that ASD refer all dead animal calls to municipalities that provide the service, regardless of the time of the call, except in the case of North Miami, where due to its shortened work week it is recommended that ASD continue to accept calls on Thursday evenings and Fridays only. A caller from Coral Gables would potentially need to wait from Friday evening until Monday morning for municipal service; however, this does not greatly differ from ASD's current response time.

Alternately, ASD could continue to accept calls from Friday evenings through the weekend, but instruct weekday after-hours callers to contact the respective municipality the next morning.

This recommendation has not yet been discussed with the municipalities.

12. Watch orders

During fieldwork, OSBM observed that when ASD responds to a dog bite and the dog is not located at that time, the department issues a "watch order" and returns to the scene to search for the animal as many as six times (twice each day for three days). However, Animal Control Officers stated that the animal is rarely found.

Consequently, OSBM recommends that ASD discontinue this practice. As of October 2009, this recommendation has been implemented.

13. Single inbox

Currently, dispatchers assign calls to individual ACOs prior to the start of each shift by opening the CSR system and opening four separate screens for each of four call types (stray, injured animal, bites, tethering); there is no single inbox in CSR inclusive of all call types. Consequently, it is not simple for the dispatcher to see if calls of different types are close to each other geographically.

As noted above, OSBM recommends that ASD move forward to implement automated routing, which would eliminate the need for dispatchers to assign individual calls. However, in the event that automated routing implementation is delayed, OSBM recommends that ASD work with GIC to reconfigure CSR so that all ACO call types are grouped into a single inbox.

14. Pursue liens

ASD has acknowledged that in prior years, efforts to collect on aging citations were inadequate, and the department has entered into a Memorandum of Understanding with the Finance Department's Credit and Collections Section to collect on outstanding citation receivables. Under the County Code, ASD does have the authority to lien property to recover this revenue, and while the department has not exercised this authority in the past, Credit and Collections staff has indicated that it will do so in the future. OSBM supports this practice and recommends that ASD and Finance work cooperatively to ensure adequate communication with the property owner (who may not be the pet owner, if the property is rented) takes place prior to placing liens.

15. CSR Configuration

CSR, the software used to manage information regarding citizen requests for service received by the 311 call center, can be readily customized for the unique needs of each user department. Elements that can be customized include, for example, the "script" that 311 call takers follow during the various types of calls, the way in which requests for service are grouped, managed and worked, the way information appears on screen to the user, and the kinds of management reports that are generated. During the course of this study, OSBM noted that the current configuration of animal services requests in CSR is outdated in many cases and warrants a refresh. OSBM recommends that ASD work with GIC to undertake a comprehensive review and update of their CSR configuration. OSBM coordinated an initial meeting between ASD and GIC to this end.

16. Multi-year tag and rabies violations

Dog owners who do not renew their pet's rabies vaccination and/or license receive an automatically generated citation. Many owners come into compliance after receiving a citation; however, if the pet owner does not do so, the owner will not receive a courtesy renewal notice the following year; nor will a second citation be issued in the subsequent year if compliance is not demonstrated at that time. This is because the computer query that generates automated citations runs based on "expiration date" fields for a range of dates within the current year only.

OSBM has recommended that ASD revisit the design of this query to capture the subsequent violations. ASD is currently in the process of doing so and plans to issue repeat rabies / tag citations for one additional year.

17. Dangerous Dog registration

Florida law provides local animal control agencies the authority to investigate dog bites and attacks and declare the animal to be a "dangerous dog" provided it meets certain criteria. Once a dog is declared to be dangerous, the pet owner is required to obtain an annual certificate of registration; in order to obtain the certificate the owner must pay a fee and provide evidence that the dog is vaccinated, has been sterilized, has been implanted with a microchip and is kept in a proper enclosure with adequate warning signage. Currently, records of dangerous dog registrations are manually tracked in an Excel spreadsheet by enforcement staff, whereas

standard vaccine and tag information is tracked in the department's Chameleon database. Consequently, owners of dangerous dogs must renew their pet's regular license on one date, and its dangerous dog registration on another date; owners must demonstrate proof of vaccination twice.

Provided the County Attorney concurs, OSBM recommends that ASD develop and implement a procedure to synchronize dangerous dog renewal dates with the regular license renewal date, including a one-time proration of fees as appropriate. Ideally, this information would be tracked in Chameleon and violations would be flagged automatically, relieving enforcement staff of the administrative burden.

18. Appeals

Citations state that pet owners wishing to file an appeal may do so in writing with the Clerk of Courts. However, in practice, enforcement staff at ASD will allow customers to complete the necessary form at the shelter and then forward the information to the Clerk via interoffice mail. Enforcement staff estimates that between 100 and 150 appeals are filed at the shelter monthly. While this is a courtesy to pet owners, the practice generates additional work for ASD since the Supervisor reviews and approves each form, and emails the Clerk to notify them of the incoming mail. Possibly, it could also have the effect of increasing appeals, since some customers might not have bothered to go to the Clerk of Courts.

None of the jurisdictions responding to the benchmarking survey indicated that they provide this courtesy. OSBM recommends that ASD eliminate appeal filing at the shelter and direct customers to the Clerk of Courts.

19. Injured animals

Injured animals are treated as priority calls by ASD. Most typically, these calls are placed by good Samaritans who have come across an injured dog or cat in the right-of-way or other public areas. However, during fieldwork OSBM observed a number of such pickups on private property, where a responsible party was present.[33] As it is presently configured, CSR prompts call takers to ask whether the animal is on private property, but not if the animal's owner or other responsible party is present.

OSBM recommends that ASD work with GIC to reconfigure CSR to include this question. If the pet owner or another responsible party is present, call takers should not open a service request.

20. Relocate ASD staff

Written citations direct customers with questions to call a number that is routed to 311. Prior to this study, ASD provided a dedicated position at the 311 call center; according to ASD's management team, this position was intended to answer more complex customer calls regarding citations that could not be sufficiently addressed by regular call takers. However, during Field Observation it was noted that very few (if any) calls were transferred from 311 call takers to this

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[33] In one such case, ASD picked up a deceased pet from its owner's home.

person, although call takers occasionally approached the staff person to ask questions. This employee reported that she spent most of her time processing faxes and other paperwork that were hand delivered and picked up weekly by the supervisor. Staff from 311 indicated that a departmental "subject matter expert" is not a necessity at the call center at this time.

Consequently, OSBM recommended that ASD relocate this employee back to ASD in the interest of greater productivity and accountability. ASD concurred and reports this had already occurred as of November 2009.

21. Pit Bull citation payments

It is illegal to own or harbor a pit bull in Miami-Dade County; ASD has the legal authority to investigate alleged pit bulls and to impound these dogs if they are not timely removed from the County. If a pet owner refuses to remove a dog that has been identified as a pit bull from the County, ASD must wait 20 days before impounding the dog to give the resident an opportunity to appeal the finding. ASD waits an additional 10 days until the end of the 30-day payment period. However, regardless of whether the citation has been paid or not, the pet owner must comply with the law. Therefore, OSBM recommends that ASD proceed with impoundment immediately following expiration of the appeals period.

22. Cruelty follow-ups

Occasionally, ACOs may issue warnings for animal cruelty while responding to a related call (e.g. tethering). These paper warnings are then given to an Investigator, who enters additional details about the case in CSR under the existing service request. Because a new SR is not created, these investigations are not reflected in the workload statistics of the Investigations staff.

OSBM recommends that in order to more accurately depict the department's workload, ASD create new service requests ("cruelty follow-ups") in CSR once paperwork has been delivered by an ACO.

23. For further study - Chameleon enforcement module

As previously noted, ASD utilizes CSR, the Countywide call center software, as its enforcement system. However, CSR was not designed for this purpose; it does not link to Chameleon and lacks robust enforcement functionality. Six of the eight jurisdictions contacted by OSBM use Chameleon for enforcement as well as shelter management. Advantages of this approach include the ability to link enforcement actions to registered pets and their owners and improved ability to track the history of enforcement actions. ASD reports that it does have access to the enforcement module under its current software license.

OSBM recommends that ASD examine the feasibility of using Chameleon's enforcement module in addition to CSR, which would still be needed for call intake and, potentially, feedback and close-out with the caller. Issues to consider would include the impact of running parallel systems, data transfer between CSR and Chameleon, and the potential impact on implementation of automated routing.

24. For further study – Alternative enforcement initiatives

ASD estimates that there are over 300,000 unlicensed dogs in Miami-Dade County. This is represents millions of dollars in yearly lost license revenue to ASD.

Hillsborough County reports success with its "quality of life sweeps" initiative, in which the department partners with other county agencies such as Code Enforcement in conducting "sweeps" of selected neighborhoods. OSBM believes periodic sweeps (potentially in partnership with other County departments) could identify a significant number of unlicensed dogs in Miami-Dade County. OSBM also suggests exploring an amnesty program, whereby for a limited period of time, dog owners would have the opportunity to become compliant with license laws for a reduced fee. ASD could then evaluate the resulting number of new tags sold as well as the impact to departmental revenue. An amnesty program could potentially be implemented prior to a period of enhanced sweeps, providing further incentives for owners to come into compliance.

25. For further study - Pet ownership course

San Diego County has implemented a "Responsible Pet Ownership" course for residents convicted of minor offenses. The resident pays $80 for the course in lieu of higher court penalties.

OSBM recommends that ASD consider the feasibility of implementing such a course for minor, first-time offenses (e.g. stray dog, tethering). One approach could be to issue citations in lieu of warnings for these offenses, but offer to void the citation if the pet owner attends the course for a reduced fee.

ACKNOWLEDGEMENTS AND CONCLUSION

OSBM would like to thank the management team and staff at ASD for their assistance throughout this study. Their commitment to service excellence and openness to change were integral to the success of this effort.

OSBM staff remains available to ASD to assist in implementing the recommendations discussed in this report. Additionally, OSBM will continue to assess and validate the performance impacts of resource reductions as well as efficiency improvements.

ANIMAL SERVICES

DIRECTOR'S OFFICE

- Oversees all departmental activities, including veterinary services, code enforcement, marketing, outreach, and personnel; develops and implements programs and services relating to animal services throughout Miami-Dade County

FY 08-09	FY 09-10
5	2

CUSTOMER SERVICE

- Coordinates customer service functions, such as adoptions, working with rescue groups, lost and found, and processing financial transactions at the service counter; this section includes outreach, volunteer program, and public and media relations

FY 08-09	FY 09-10
15	13

BUDGET AND FINANCE

- Oversees budget and finance, accounts payable/ receivable, collections, data entry, information technology, purchasing, inventory control, building and facility maintenance, and human resources

FY 08-09	FY 09-10
16	15

CODE ENFORCEMENT

- Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes, coordinates regulatory and enforcement activities; and oversees field operations and dispatching, the issuance of uniform civil citations, and investigations

FY 08-09	FY 09-10
41	33

VETERINARY CLINIC

- Oversees all veterinary services, including surgeries, rabies vaccinations, medical treatments, and euthanasia of shelter animals

FY 08-09	FY 09-10
15	15

KENNEL

- Cares for shelter animals, including cleaning and feeding; assists constituents interested in adoption; and, assists constituents who have lost their pets

FY 08-09	FY 09-10
24	24

APPENDIX II: ADOPTION PROCESS FLOW CHART

Final adoptions are performed at the front desk by the cashier. Once the customer's number is called, the pet account is opened in the Chameleon system and the medical record checked to ensure that all required shots and medical treatments have been issued, and that the spay/neuter operation has been completed. The location of the pet is confirmed and the pet is brought up to the new owner by a "bell", or ASD volunteer. At the same time, the cashier will complete the financial transaction and will explain the post-operative instructions to the new owner.

The following flow charts summarize the overall adoption process in four steps: pet preparation, adoption floor, cat adoption and dog adoption.

ANIMAL SERVICES PET ADOPTION PROCESS - PET PREPARATION

START HERE:

Was animal surrendered by owner?

— No → Has animal been held over 5 days?

— Yes ↓

Deemed adoptable?

— Yes → (joins to adoption floor path)

— No ↓

Has animal been held over 5 days? — Yes → Deemed adoptable? — Yes → Animal is placed on adoption floor and given an Animal ID Number to await adoption

Has animal been held over 5 days? — No ↓ Pet is held for 5 days in case owner shows up to claim pet

Deemed adoptable? — No ↓

Pet is held for 5 days in case owner shows up to claim pet → Claimed by Owner?

Claimed by Owner? — No → Deemed adoptable?

Claimed by Owner? — Yes ↓ Return to Owner process begins

Deemed adoptable? — Yes → Animal is placed on adoption floor and given an Animal ID Number to await adoption

Deemed adoptable? — No → Considered for humane euthanization

Considered for humane euthanization

Animal Services Pet Adoption Process -
Adoption Floor

START HERE:

Customer Enters Facility. Follows The "Paws" to Adoption Area → Customer Identifies Animal(s) Desired for Adoption → Customer Writes Animal ID Number(s) on Adoption Form → **Attendant Available?**

Attendant Available? — No → Customer Proceeds to Front Desk and Takes a Number for service → Front Desk ASR Checks Status of Animal → **Is Dog or Cat?**

Attendant Available? — Yes → Attendant checks availability of pet → **Is animal available for adoption?**

Is animal available for adoption? — Yes → Customer Proceeds to Front Desk and Takes a Number for service

Is animal available for adoption? — No → Customer chooses another animal to adopt

Is Dog or Cat? — Cat → Go to Process A

Is Dog or Cat? — Dog → Go to Process B

CAT ADOPTION PROCESS - PROCESS A

START HERE:

Is Cat spayed/neutered? — Yes → **Customer pays fee, adoption paperwork (medical results, new tag, instructions) provided to Adopter** → **Adoption complete**

↓ No

Is Cat Over 2 Pounds? — Yes → **Customer pays adoption fee; Sterilization is scheduled and a return date is provided for cat pickup** → **Adopter returns, picks up cat with post-op. instruction, & new tag** → **Adoption complete**

↓ No

Is Customer a MDC Resident? — Yes → **Customer pays deposit, is provided Spay/Neuter contract and sterilization appointment** → **Spay/Neuter contract honored?**

↓ No

Customer cannot take cat, must try adoption again after cat is sterilized

Spay/Neuter contract honored? — Yes → **Customer pays balance; Case updated in Chameleon** → **Spay/Neuter contract voided** → **Adoption complete**

↓ No

Reminder letter sent to Adopter → **Spay/Neuter contract honored?**

Spay/Neuter contract honored? — Yes → **Customer pays balance; Case updated in Chameleon**

↓ No

Agreement forwarded to Enforcement Unit for followup enforcement action

DOG ADOPTION PROCESS - PROCESS B

START HERE:

Is dog spayed/neutered?

→ **Yes** → Adopter pays fee, adoption paperwork (medical results, new tag, instructions) provided to new owner → Adoption complete

↓ **No**

Is dog old enough for sterilization?

→ **Yes** → Adopter pays fee; Sterilization is scheduled and a return date is provided for pet pickup → Adopter returns, picks up pet with post-op. instructions, new tag → Adoption complete

↓ **No**

Is adopter a resident of MDC?

→ **No** → Customer must be a MDC resident in order to be offered Spay/Neuter contract

↓ **Yes**

Sterilization appointment is made → Adopter pays deposit, signs spay/neuter contract and takes pet home → ASD receives proof of sterilization and tag purchase within 30 days?

→ **Yes** → Case updated in Chameleon → Spay/Neuter contract is voided → Adoption complete

↓ **No**

Reminder letter sent to Adopter → Spay/Neuter contract honored?

→ **Yes** → Case updated in Chameleon

↓ **No**

Agreement forwarded to Enforcement Unit for followup enforcement action

CUSTOMER SERVICE UNIT: RETURN-TO-OWNER PROCESS

START HERE:

```
Animal is brought into        Is animal identifiable        Phone contact/          Owner billed for
Receiving Office     ──▶      (dog tag,            ──Yes──▶  Letter to Owner  ──▶   impound and dog
                              microchipped)?                                        released to Owner
                                    │
                                    No
                                    │
                                    ▼
Chameleon entry        Picture uploaded     Is dog          Dog is          Is dog claimed       Requested        Begin adoption
with dog         ──▶   to Lost & Found ──▶  adoptable? ─Yes─▶ moved to  ──▶  by Owner within ─No─▶ for      ─Yes─▶ process
description and        webpage              │               Adoption        5 days?              adoption?
picture taken                               │               Floor                │                  │
                                            No                                    │                  No
                                            │                                     Yes                 │
                                            ▼                                     │                   ▼
                                    Housed in West                                │           Humanely euthanized
                                    Wing for no less ─────────────────────────────┤
                                    than 5 days                                   │
                                                                                  ▼
                                                                          Owner billed for impound
                                                                          and dog tag then dog
                                                                          released to Owner
```

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APPENDIX IV: FRONT DESK ANALYSIS

The Office of Strategic Business Management (OSBM) has created a simulation of the front desk of the Animal Services Department (ASD). This simulation was used to analyze different scenarios of a process without having to incur the cost and effort associated with real life implementation. The objective was to identify an improved process that can increase productivity while addressing resource constraints.

As part of the simulation analysis of the front desk of the ASD, a Pareto (or frequency) analysis was done on all 70,848 financial transactions recorded in the Chameleon database during FY 2008-09 to identify the key services that were provided. [34]   The results indicated that 78 percent of all transactions were licenses and rabies shots. In order to keep a conservative view of the workload, adoptions (18 percent of transactions) and microchips sold by ASD (less than 4 percent) were also included in the simulation. One significant variable for which data was not available was check-in for free spay / neuter surgery for cats, which is offered on Tuesday mornings.

Animal Services Pareto FY08-09

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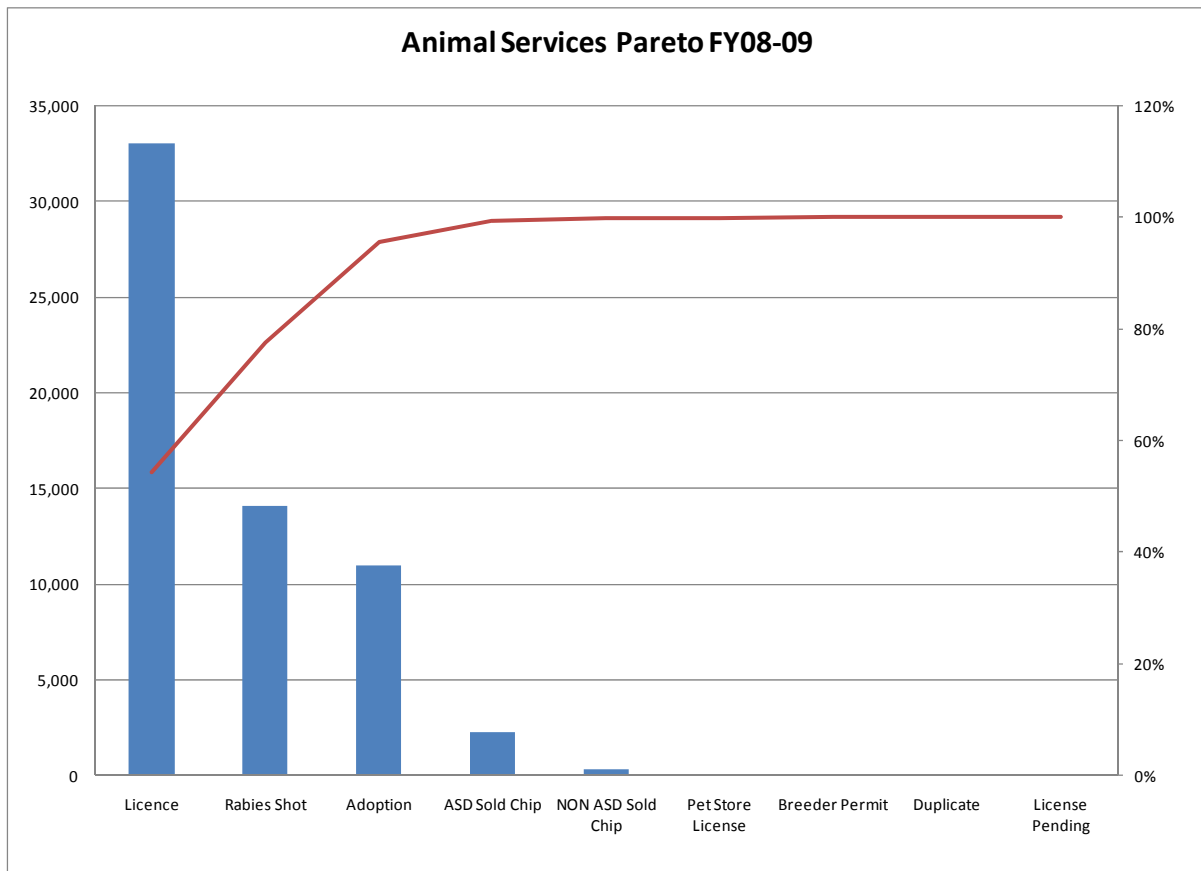
[34] In many cases a customer purchasing a license will also purchase a rabies shot. These shots are not reflected in the "rabies shot" volume data in order to avoid double counting of customer interactions. Similarly, adoptions also include a rabies shot and license; these transactions were also removed from the "license" and "rabies shot" statistics to avoid double counting.

A daily analysis was done to identify the workload of the four services with the greatest volume (license, rabies shot, adoption, ASD sold chip) segmented by hour starting from 6 AM to 8 PM. Each day is represented in the following charts. Most transaction types have a very similar distribution, whereby Sunday is the least active day and Saturday is the most active. The only exception that needs to be highlighted is the substantial increase of rabies shots on Thursday which is due to the free clinic provided by ASD on that day. It should be noted that the Pareto chart for Tuesdays excludes the significant workload associated with the free spay / neuter surgery for cats offered in the morning.

Sunday

A bar chart titled "Sunday" showing four data series (License, Rabies Shot, Adoption, ASD Sold Chip) plotted hourly from 6 AM to 8 PM. The y-axis ranges from 0 to 30.

Monday

Legend: License, Rabies Shot, Adoption, ASD Sold Chip

Tuesday

Data on free spay /
neuter surgery for
cats is not included

Legend: ■ License ■ Rabies Shot ■ Adoption ■ ASD Sold Chip

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Wednesday

Legend: License, Rabies Shot, Adoption, ASD Sold Chip

Thursday

Friday

License ■ Rabies Shot ■ Adoption ■ ASD Sold Chip

Saturday

Legend: License, Rabies Shot, Adoption, ASD Sold Chip

X-axis: 6 AM, 7 AM, 8 AM, 9 AM, 10 AM, 11 AM, 12 PM, 1 PM, 2 PM, 3 PM, 4 PM, 5 PM, 6 PM, 7 PM, 8 PM

Simulation

To develop a simulation first it is necessary to create and calibrate an "As-Is" model that represents the current situation. By comparing the results of this original "As-Is" model to the test models, any efficiencies gained can be identified and analyzed.

The second model is the "FY 09-10". This scenario is based on the original model but it incorporates the recent change in service hours at the front desk. The difference in the results represents the impact in service. Model three is the "Proposed" model created by OSBM, in which a separate queue is created for adoptions.

The bulk of the workload volume data is based on the 70,848 financial transactions recorded in the Chameleon database during FY 2008-09. Additionally, OSBM staff conducted observation assignments on two separate occasions (Wednesday, October 7, 2009 and Saturday, October 10, 2009) in an effort to capture current wait times during different periods of the day and week. The assignment consisted of tracking the wait and service time for each type of transaction conducted at the front desk, as well as tracking the time an average adoption process took, from beginning to end. OSBM observed average customer wait times of two minutes on the observed weekday and eleven minutes on the observed Saturday, though during peak hours wait times were higher. Transaction data extracted from Chameleon suggests that overall customer activity did not greatly differ from annual averages for the two observation days.

The following table provides a summary of these field observations.

Primary Transaction Type	N (Wed)	N (Sat)	N (Tot)	Average Total Service Time (Hours: Minutes)*
Rabies Clinic	19	55	74	0:05
Tag (no clinic)	21	30	51	0:05
Pet Hold	17	17	34	0:05
Adoption - initial check in	8	15	23	0:10
Adoption - wrap up	8	15	23	0:05
Customer Inquiry	16	5	21	0:02
Citation Dispute	8	2	10	0:05
Citation Payment	0	8	8	0:04
Return to Owner	2	0	2	0:19
Lost & Found	2	0	2	0:05
Other**	4	18	22	0:06
Total	**105**	**165**	**270**	**0:05**
Times not recorded for all transactions				
Includes surgery pick-up, hold cancellation, trap return, etc.				

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A review of the fieldwork data indicated that the placement of pet holds represented a significant number of transactions; however, these transactions were not included in the summary of transactions extracted from Chameleon. ASD provided OSBM with information regarding "Holds" observations for a period of 35 days (August 26th to September 9th of 2009). Based on this information, OSBM developed an assumption that "Holds" represent 4% of the overall transaction volume. This has also been included in the simulation.

All three models analyze the utilization of the clerks, where the higher the utilization the more successful the model, and the length of the queue time for customers, where the shorter the time, the better the result. They have been designed with an 80 percent availability of the personnel that is attributed to lunch and miscellaneous breaks.

"As Is" Model

The first model reflects ASD current process. Customers arrive at the shelter lobby, pick a number and enter the "Customer Queue". There are four "Clerks" that can process any of the four services. If the clerk is working on an adoption, once the initial paperwork is done, then this customer is sent aside to an "Adoption Queue" until the processing of the pet is finalized. The hours of operation are from 8 AM to 5 PM on the weekend and 8 AM to 7 PM on the weekdays. The "Overtime" clerk has been included because even though the center may close at a set time, processing continues to occur until the customer is finalized and leaves. It has been defined for an additional hour of service. The following picture is a graphic representation of this model.

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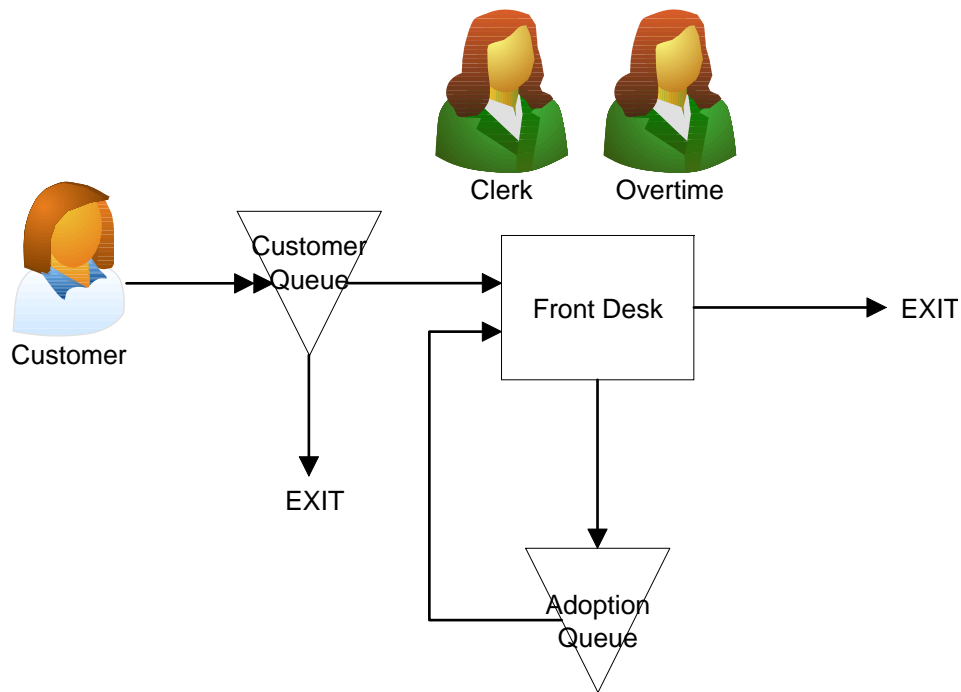
Results of the simulation for front desk clerk utilization are as follows:

"As Is" Model – Clerk Utilization	
Front desk clerk utilization rate (% of time spent on customer transactions)	53.40%
Downtime (breaks, etc.)	21.44%
Idle time (no customers)	25.17%

The results for clerks' utilization are 53.40 percent of their work schedule. For the overtime clerks' it is 2.08 percent of the defined additional hour. Down time includes 21.44 percent of their time that is attributable to the original 80 percent availability assumption mentioned before. An additional 25.17 percent of their time is idle, which means that there are no customers for the clerks to serve. This finding is consistent with the hourly breakdown of transactions, which shows low customer volume in the early morning and late afternoon.

The "As-Is" model results in a customer's average wait time of 6.73 minutes. The breakdown per day is shown in the following table. The day with the longest wait time is Saturday, and the day with the shortest is Thursday.

Weekdays	Average Wait Time [min]
Sunday	5.16
Monday	3.94
Tuesday	5.97
Wednesday	3.22
Thursday	2.37
Friday	7.38
Saturday	18.29
Total	**6.74**

Simulation models always attempt to represent reality as closely as possible. Nevertheless there is always a certain degree of uncertainty included in a model. For the ASD models this degree of uncertainty is represented by an established time limit. There can be one of two reasons for its application. The first is that the customer has decided he/she no longer wants to wait for service and has decided to leave. The second is that the processing time has exceeded the defined overtime. For this model the time has been defined for 45 min. As a result, the model shows that of the 1,453 customers that entered the line for service in a week, 45 of them (equivalent to 4.47%) either decided to leave or were asked to leave.

FY 09-10 Model

To include the service reductions implemented this fiscal year, the "FY 09-10" model has been created. It uses the same "As-Is" model but includes the modified hours of operation. In this model, ASD is now open from 10 AM to 4 PM on the weekend and 10 AM to 6 PM on the weekdays. An assumption was made to address the customer arrivals. It is understood that the amount of customers should remain the same as last year. The model aggregated all the

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customers that arrived from 8 to 10 am in the morning and defined that value as the number of customers that arrive at the beginning of the operations. The same is said about the customers that arrive at a later time than that of the hours of operation of ASD in FY09-10. The amount of customers arriving are aggregated from 4 to 5 PM on the weekends and 6 to 7 PM on the weekdays. This is why there is a higher demand at the beginning of the day as well as the end. The "Overtime" clerk has been included because even though the center may close at a set time, processing continues to occur until the customer is finalized and leaves. It has been defined for an additional hour of service. The following picture is a graphic representation of this model.
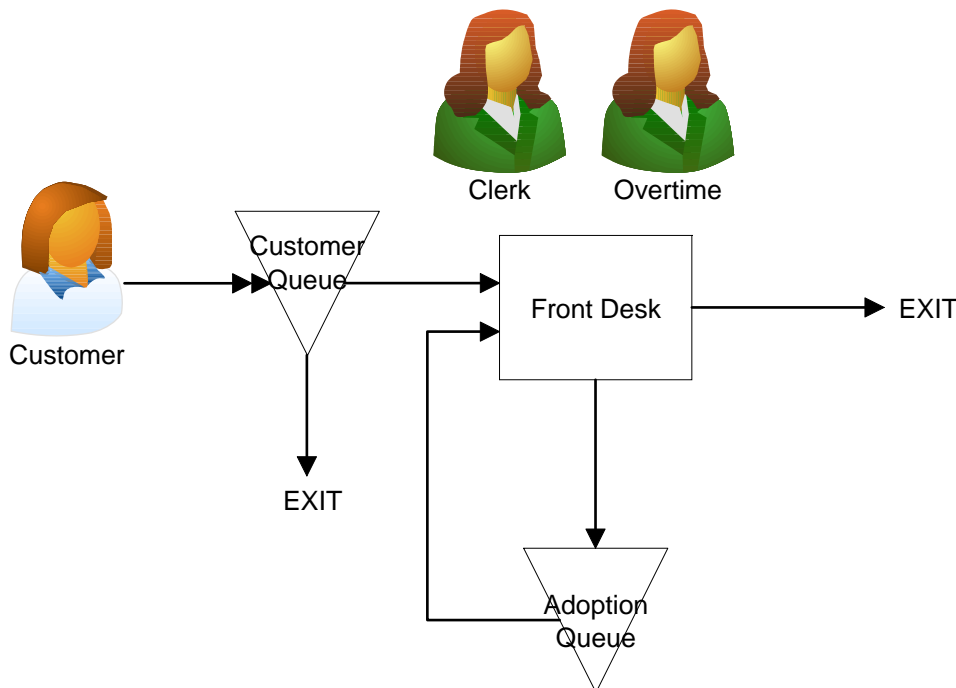
Results of the simulation for front desk clerk utilization are as follows:

"FY 09-10" Model – Clerk Utilization	
Front desk clerk utilization rate (% of time spent on customer transactions)	65.95%
Downtime (breaks, etc.)	19.80%
Idle time (no customers)	14.25%

The results for clerks' utilization are 65.95 percent of their work schedule. For the overtime clerks it is 10.23 percent of the defined additional hour. Down time includes 19.80 percent of their time that is attributable to the original 80 percent availability assumption mentioned before. An additional 14.25 percent of their time is idle, which means that there are no customers for the clerks to serve.

The "FY 09-10" model results in a customer's average wait time of 8.19 minutes. This means that due to the decrease in service hours, wait times increased by 1.46 minutes. The breakdown per

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day is shown in the following table. The day with the longest wait time is Saturday, and the day with the shortest is Friday.

Weekdays	Ave Wait Time [min]
Sunday	9.50
Monday	6.18
Tuesday	8.37
Wednesday	2.91
Thursday	8.44
Friday	4.86
Saturday	17.15
Total	**8.19**

In the model, as a result of the established time limit of 45 minutes, of the 1,450 customers that entered the line for service in a week, 121 of them (equivalent to 8.34%) have either decided to leave or were asked to leave. This is the impact of the reduction of hours of service.

"Proposed" Model

The final model reflects the proposed functioning for the Animal Services Department. It consists of four clerks, with one of them assigned exclusively to the adoption and adoption hold process. The hours of operation are from 10 AM to 4 PM on the weekend and 10 AM to 6 PM on the weekdays. The "Overtime" clerk and the "Adoption Overtime" clerk have been included because even though the center may close at a set time, processing continues to occur until the customer is finalized and leaves. It has been defined for an additional hour of service. The following is a graphic representation of this model.

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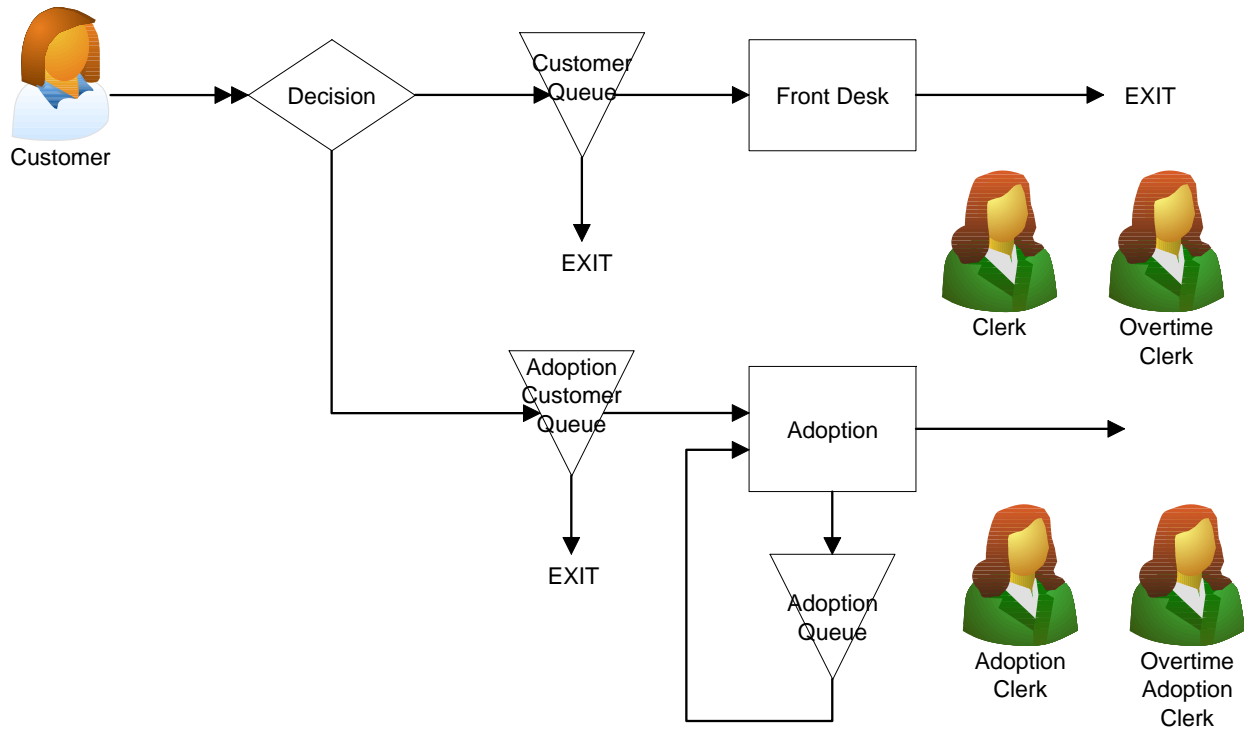
Results of the simulation for front desk clerk utilization are as follows:

"Proposed" Model – Clerk Utilization	
Front desk clerk utilization rate (% of time spent on customer transactions)	44.47%
Downtime (breaks, etc.)	20.74%
Idle time (no customers)	34.79%

The results for clerks' utilization are 44.47 percent of their work schedule. For the overtime clerks' it is 2.31 percent of the defined additional hour. Down time includes 20.74 percent of their time that is attributable to the original 80 percent availability assumption mentioned before. An additional 34.79 percent of their time is idle which means that there are no customers for the clerks to serve.

"Proposed" Model – Adoption Clerk Utilization	
Front desk clerk utilization rate (% of time spent on customer transactions)	75.26%
Downtime (breaks, etc.)	20.74%
Idle time (no customers)	3.19%

The results for adoption clerks' utilization are 75.26 percent of their work schedule. For the overtime clerks' it is 38.73 percent of the defined additional hour. Down time includes 20.74 percent of their time that is attributable to the original 80 percent availability assumption mentioned before. An additional 3.19 percent of their time is idle which means that there are no customers for the clerks to serve.

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The "FY 09-10" model results in a customer's average wait time of 7.08 minutes. The breakdown per day is shown in the following table. The day with the longest wait time is Saturday, and the day with the shortest is Thursday.

Weekday	Ave Wait Time [min]
Sunday	8.18
Monday	7.34
Tuesday	3.79
Wednesday	4.45
Thursday	6.29
Friday	8.15
Saturday	10.94
Total	7.08

In this model, as a result of the established time limit of 45 minutes, of the 1,450 customers that entered the Animal Services Department in a week, 147 of them (equivalent to 10.14%) have either decided to leave or were asked to leave.

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BUDGET & FINANCE DIVISION - TAG UNIT SECTION: Mailed-in Payments

Mail Clerk 1 FTE (TEMP)

1-2 DAYS

Receives and Sorts Mail → **Is Mail from Vet Station/ Hobby Breeders or Citizen?**

Mail : Approximate 4,000/Month
Type of Mail:
1-Tags by Mail
2-Citation Payments
3-Regular Mail
4-MAR
5-Accounts Payable
6-Letters to Enforcement
7-Returned Mail
8-Returned Citations

Citizen → Go To Process B

Vets/Breeders → **Monthly Accounting Report Submission or Tags Reconciliation Request?**

MAR Submission → Go To Process A

Tags Reconciliation Request → Complete Order Form, Consignment Form & Send Package via Carrier

Order Form

Consignment Form

- **New Tags:** are not released by Clerk, until Vet is up todate with MAR
- **Returned Tags:** Temp counts tag received and confirms total number of unsold tags against the total number of tags sold
- **Citations:** Temp will prepare a transmittal form and send it to the Clerk of courts

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Animal Service Representative 2 (ASR 2) 1 FTE

Process A: **1-5 DAYS**

Participating Vet stations must provide a MAR submission by the 10th of each month.

Reconcile Vet's MAR. Each Original Rabies Certificate is Counted, Dollar Amount Totaled and Compared Against Check Submitted

Any Needed Corrections are Made Right in the MAR

→ Report of Collection (ROC) is Prepared to Deposit Checks Received. Yellow Copy of MAR, Original Rabies Certificate and Copy of Check is Rubber-Banded Together

ROC Deposit Form

→ Vet Tag Log (Excel) is Created for Each Vet Station Submission Received

This report will be used at end of FY, to create credit memos or invoices
Contact Vet Via Phone if no Monthly MAR is Received

→ Daily Discrepancy Report (Excel) by Vet Station is Updated

→ MAR FY08-09 Report (Excel) is Updated with ROC #

→ Monthly MAR Receipt Log (Excel) is Updated Detailing When Vet Station Submitted Monthly MAR

→ For Additional Discrepancies, the ASR Updates MAR Report Before Filing Receipts/MAR

→ End

---

5 FTEs: 1ASR2, 3ASR1, 1 TEMP

Chameleon Notes Will Indicate to Enforcement Unit Dog has Received Rabies Shot, and is Missing Only the Tag

Vet Tag Log and MAR Packages are Distributed Based on Vet Station Assignment

GroupWise Distribution

→ ASR Verifies Check Amount with MAR. Then, Vet Station Name., Tag Number, Dog Owner Information is Entered in Chameleon. Chameleon Generates Itemized Receipt for Each Vet Station

→ Receipt is Printed and Attached to Vet's MAR. On friday, Copies of Receipts/ MAR are Filed

Receipt

Citizen Tags by Mail: (1 ASR 2)

Process B:

Handles Citizen Mail Renewals, Verifies Check Amount and Rabies Certificate

Approximate 700/Month

→ **Is Check Amount Correct?**

Yes → Prepares Check for Deposit in ROC → Daily Log (Excel) of Checks Received is Created → Data is Posted in Chameleon. Receipt is Generated in Chameleon to Accompany Dog Tag → New Dog Tag, Receipt is Prepared for Mailing. Envelope is Placed in Mail Slot for Pickup by Carrier → Forwards ROC, Checks and Calculator Tape to Process B

No → **Amount Under?**

Yes → Chameleon is Noted with Rabies Certificate Information and Check is Returned to Citizen with an Explanation

No → Forward to ASR2 (Process B) to Contact Customer to Determine Refund or Donate Balance to Animal Trust Fund

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CODE ENFORCEMENT – "STRAY DOG /DOG AT LARGE"

311
- Citizen files complaint with 3-1-1

ASD Dispatch
- ASD Dispatch receives complaint via CSR's "ASD Dispatch Inbox"
- Assigns case to ACO by location, assigning his/her name to CSR activity
- Either Intake Clerk or ACO could do these 2 steps

Animal Control Officer
- ACO receives activity assignments in field via toughbook or in person by paper
- ACO investigates complaint
- Is stray/roaming dog found? — Yes / No
- ACO adds comments to CSR and closes case (or information provided to Dispatch for them to close out)
- Is dog identifiable by tag and/or microchip? — No / Yes
- ACO uses Chameleon to track tag, microchip to return dog to Owner
- Is dog identifiable by neighbors/owner? — No / Yes
- Dog impounded at ASD
- Dog given rabies vaccination
- Dog description and picture added to Chameleon & Lost and Found
- Go to Adoption Process - 1
- Is Owner home? — Yes / No
- Are tag/Rabies up-to-date? — No / Yes
- Owner issued Warning Notice to get Tag/Rabies within 30 days AND/OR Roaming Dog warning; closes CSR case
- Warning Notice given to Owner for roaming dog
- ACO adds comments to CSR and closes case

ACO Supervisor
- After 30 days, checks Chameleon to ensure tag was purchased
- Is Owner in compliance? — No / Yes
- Chameleon generates Citation
- end

* Approx. 11,900 Stray Dog cases are opened via 311 annually.
* 74% of the time the dog is gone when we get there.
* 3% of dogs caught are identified.
* .5% of stray dogs reported are returned to their owner / 2% found are returned.
* 18% of the time we are successful in retrieving the stray dog reported.

APPENDIX VII: DOG BITE AND DANGEROUS DOG INVESTIGATION PROCESS FLOW CHARTS

CODE ENFORCEMENT: "ANIMAL BITE"

Enforcement Supervisor: Receives Animal Bite Notice

Dispatch: Assigns to ACO in area of victim's location

Note: Bite reports are handled separately from dangerous dogs as many bites do not meet the criteria required by the ordinance. A dangerous dog investigation is not automatically generated as a result of a bite, the investigation must be requested. The animal control officer notifies the victim of their right to initiate an investigation. Oftentimes once the victim understands that the investigation will not be useful in obtaining reimbursement for medical or veterinary bills, many do not pursue the designation.

ACO:
- Interviews victim to get incident details
- Is "dangerous dog" investigation also in order? Yes → See DANGEROUS DOG PROCEDURE below.
- Is dog identifiable/ location of dog known? Yes → Meets with owner to determine if dog has current rabies vaccination/tag
- No → Site visit of incident area made to attempt to find dog
- Dog found? Yes → ; No → CSR updated, case closed
- Are shots current? Yes → Victim, CSR updated, case closed; No → Citation issued for expired vaccination/tag
- Owner is asked to quarantine dog for 10 days (from bite date) for rabies check
- Reinspection to confirm dog is OK (no rabies) on the 10th day
- Is dog OK? Yes → Notify victim, Health Dept., Update CSR, Chameleon, close case; No → Advise Health Dept., victim, update CSR, Chameleon, close CSR

Dangerous Dog Procedure
- Is "dangerous dog" investigation requested? No → No further follow-up required, CSR case closed
- Yes → "Dangerous Dog" investigation is begun → See "Dangerous Dog" flowchart

CODE ENFORCEMENT: "DANGEROUS DOG"

311, ACO

Creates Service Request

AS Investigator

Accesses CSR to assign "Dangerous Dog" case to himself

Contact victim to gather details, affidavit, pictures

30 days given to receive affidavits from both sides

Contact dog owner to advise of investigation and gather owner affidavit

Evaluate all data and make preliminary determination

Sufficient cause for "Dangerous dog" determination? → No → Case Closed

Yes

Owner required to meet "dangerous dog" registration requirements

Registration Requirements for Dangerous Dog:
$75 annual registration with ASD
Mandated spay/neuter/microchipped
Annual shots
"dangerous dog" signage on property

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CODE ENFORCEMENT – "Pittbull Complaint"

3-1-1

Citizen files complaint

ASD Inbox

ASD receives complaint via CSR's "ASD Dispatch Inbox"

Investigator

Assigned Investigator queries CSR to find unassigned Pittbull complaints and assigns case to him/herself

Conducts site visit for visual observation

Looking for "substantial conformation to pitbull race"

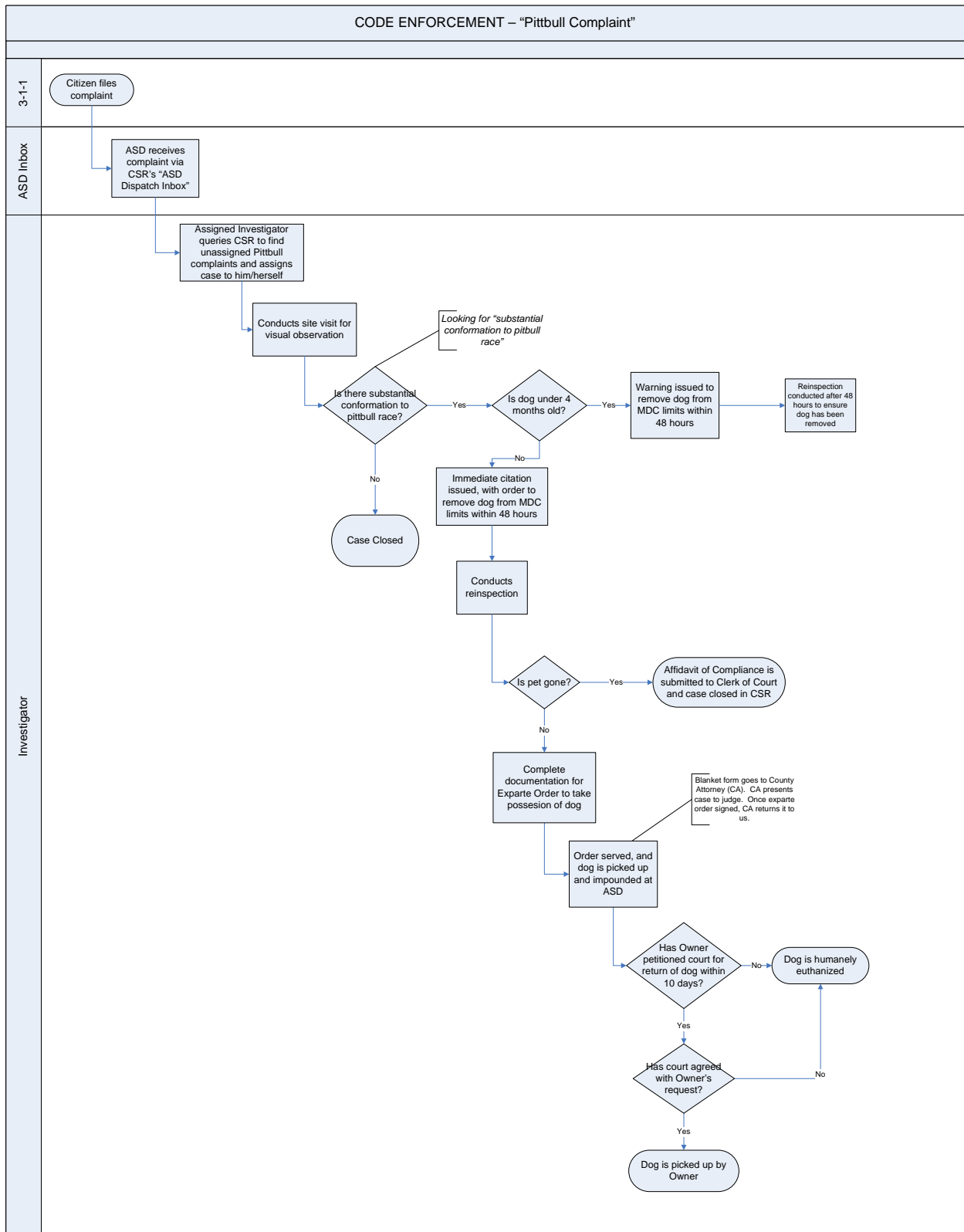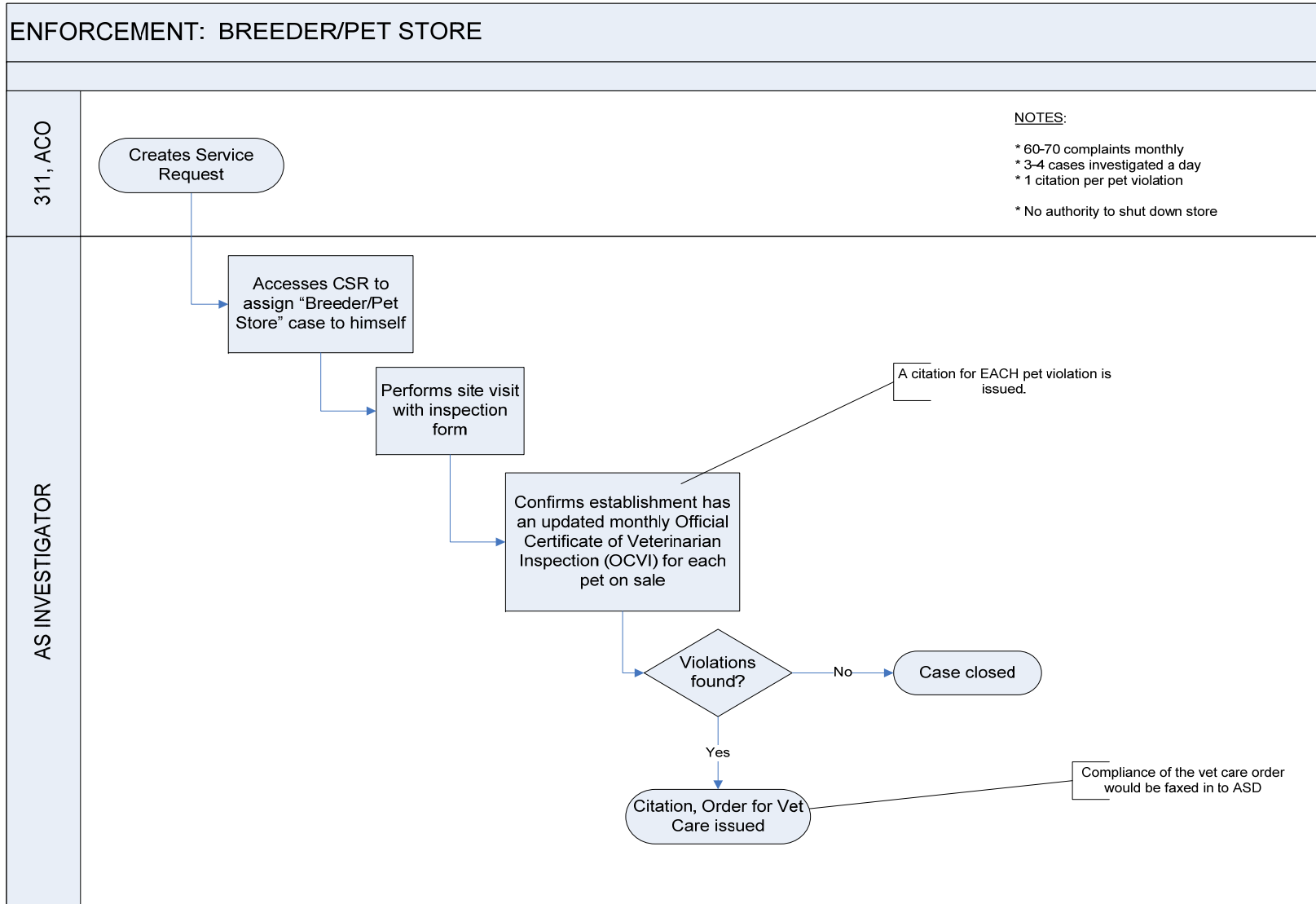Is there substantial conformation to pittbull race?

No → Case Closed

Yes → Is dog under 4 months old?

Yes → Warning issued to remove dog from MDC limits within 48 hours → Reinspection conducted after 48 hours to ensure dog has been removed

No → Immediate citation issued, with order to remove dog from MDC limits within 48 hours

Conducts reinspection

Is pet gone?

Yes → Affidavit of Compliance is submitted to Clerk of Court and case closed in CSR

No → Complete documentation for Exparte Order to take possesion of dog

Blanket form goes to County Attorney (CA). CA presents case to judge. Once exparte order signed, CA returns it to us.

Order served, and dog is picked up and impounded at ASD

Has Owner petitioned court for return of dog within 10 days?

No → Dog is humanely euthanized

Yes → Has court agreed with Owner's request?

No → Dog is humanely euthanized

Yes → Dog is picked up by Owner

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ENFORCEMENT: BREEDER/PET STORE

311, ACO

Creates Service Request

NOTES:

* 60-70 complaints monthly
* 3-4 cases investigated a day
* 1 citation per pet violation

* No authority to shut down store

AS INVESTIGATOR

Accesses CSR to assign "Breeder/Pet Store" case to himself

Performs site visit with inspection form

A citation for EACH pet violation is issued.

Confirms establishment has an updated monthly Official Certificate of Veterinarian Inspection (OCVI) for each pet on sale

Violations found? — No → Case closed

Yes

Compliance of the vet care order would be faxed in to ASD

Citation, Order for Vet Care issued

AUTOMATED CITATIONS FROM CHAMELEON

ETSD / GSA

- Mails Rabies/Tag Renewal Reminder Postcards
- ETSD runs Citation Report from Chameleon for all Expired tags 4 months in arrears to allow for chameleon updates from vet stations, and then mails citations

Citizen

- Does Citizen purchase tag within timeframe? —Yes→ Chameleon updated with rabies certificate data for pet once vet submits MAR
- No→ Does Citizen contact "PETS" to provide updated information on pet status? —Yes→ Proof provided; Chameleon updated
- Citation allows 20 days to appeal → Appeal requested? —N→ Clerk of Court processes citation for collection
- Y → Appeal Application completed and provided to Clerk of Court for scheduling

Compliance is irrelevant: Although the citation is upheld, compliance of the violation is not pursued; it is an "uncorrectable violation". No further action is taken on situations like this.

Clerk of Court

- Clerk of Court provides ASD Enforcement notice of requested appeal
- Case scheduled before Hearing Officer
- Is Citation upheld by Hearing Officer? —No→ Citation voided; Chameleon updated; case closed
- Yes → Citation fee and court cost applied

Enforcement

- Issue with appeal request? —Yes→ Reason noted with Clerk of Court → Citizen notified by Clerk of Court; Case closed
- No
- Payment Plan needed? —No→ Full payment made; Chameleon updated; case closed
- Yes → Payment Plan provided by ASD, with copy to Clerk of Court → Defaulted on payment plan? —Yes→ ASD advises Clerk of Court for collection
- No → Total payment received; case closed

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Source: OSBM survey, except selected statistics from the Florida Animal Control Association 2009 Super Survey and United States Census Bureau, as noted.

PART A - General Information

#	Jurisdiction	Population Served (2008)	Service Area	Annual Operating Budget	Total Agency FTEs	If County, services provided countywide or UMSA only?	Annual Licenses / Tags Issued	Annual Adoptions	Annual Shelter Intake	Additional Services Provided* (*Basic service level includes sheltering, licensing, enforcement)
1	Miami-Dade County – Animal Services	2,398,245 (U.S. Census)	1,946 sq. mi. (U.S. Census)	$10.1 million (FY 2008-09)	116 (FY 2008-09)	Countywide	173,653 (FY 2008-09)	13,596 (FY 2008-09)	37,359 (FY 2008-09)	• Dead Animal Removal • Permitting/inspection of animal establishments (e.g. pet shops)
2	Broward County – Animal Care	1,751,234 (U.S. Census)	1,205 sq. mi. (U.S. Census)	$4.25 million (FY 2009-10)	56	Countywide	93,786 dogs; 20,940 cats (2009 Super Survey)	3,066 (2009 Super Survey)	17,788 (2009 Super Survey)	• Dead Animal Removal
3	Palm Beach – Animal Care	1,265,293 (U.S. Census)	1,974 sq. mi. (U.S. Census)	$ 8.1 million (FY 2009-10)	121	Countywide	124,828 (2009 Super Survey)	5,767 (2009 Super Survey)	26,618 (2009 Super Survey)	
4	Pinellas County – Animal Services	910,260 (U.S. Census)	280 sq. mi. (U.S. Census)	$4.1 million (FY 2009-10)	53	Countywide	15,000 via walk-ins; 112,755 via vets	5,496 (includes dogs, cats, & other)	24,990	• Free Dog Training Seminars • Intake includes other nuisance wildlife, exotics, etc.
5	Hillsborough County - Animal Services	1,200,541 (Super Survey 2009)	1,072 sq. mi. (Super Survey 2009)	$7.2 million (FY 2009-10)	85	Countywide	154,277 (2009 Super Survey)	6,284 (FY 2008-09)	32,506 (Super Survey 2009)	

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#	Jurisdiction	Population Served (2008)	Service Area	Annual Operating Budget	Total Agency FTEs	If County, services provided countywide or UMSA only?	Annual Licenses / Tags Issued	Annual Adoptions	Annual Shelter Intake	Additional Services Provided* (*Basic service level includes sheltering, licensing, enforcement)
6	Jacksonville (Duval County)	849,159 (Super Survey 2009)	874.3 sq. mi. (Super Survey 2009)	$3.9 million (FY 2009-10)	62	Consolidated City/County government of Jacksonville. We provide varying levels of services to 4 outlying municipalities within Duval County.	55,000 (Super Survey 2009)	3,378 (Super Survey 2009)	26,639 (Super Survey 2009)	• Dead animal pickup (from roads) • Exotic animal intake
7	San Diego County – Animal Services	3,001,172 (U.S. Census)	4,199 sq. mi. (U.S. Census) (entire County area)	$14.3 million (FY 2009-10)	126	Unincorporated and six contract cities	N/A	11,523 (FY 2008-09)	26,409 (FY 2008-09)	• Exotic animal intake • Permitting/inspection of animal establishments (e.g. pet shops)
8	Maricopa County – Animal Care and Control	3,954,598 (U.S. Census)	9,203 sq. mi. (U.S. Census) (entire County area)	$15.5 million	170	Shelter services to all; enforcement only to UMSA and contracted cities.	340,754 in FY 2008-09	28,000	57,500	• Foster Care
9	City of Seattle – Animal Shelter	582,454 (U.S. Census)	83 sq. mi. (U.S. Census)	$ 3.4 million (FY 2009-10)	34	N/A	60,000	2,800	7,000	• Animal foster care program • Animal noise complaints • Exotic animal intake

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PART B - SHELTER OPERATIONS AND ANIMAL LICENSING

#	Jurisdiction	Walk-in Customer Service	Customer Phone Calls	Satellite Locations?	Adoptions of intact animals w/o contract?
1	Miami-Dade County – Animal Services	Single line with paper ticket system	Most calls routed to 311 answer center; shelter main number is answered by an operator	No	No
2	Broward County – Animal Care	Customers are greeted by a staff person and are required to fill out a form stating their purpose for visiting the shelter and providing their address. Upon learning the purpose of the visit, the staff person directs the visitor to a customer service representative, the adoption area, etc.	The Broward County Call Center answers incoming phone calls. If they are unable to assist someone, the call is transferred to the appropriate Animal Care staff person.	Yes, there is a smaller facility in Pompano Beach.	No
3	Palm Beach – Animal Care	One large lobby that deals with all money issues and the public does take a number when multiple people are waiting. Agency has people to assist with adoptions out in the kennels and cat areas, but the adoption is finalized in the lobby. Agency has an area for lost and found reports, but the redemption is finalized back in the lobby.	An automated phone system directs callers to the specific areas as appropriate. We do have a dispatch call center that handles the majority of phone calls. It uses an ACD system that rotates the calls through the phones lines that are in working status.	Satellite free spay and neuter clinic.	No
4	Pinellas County – Animal Services	Greeters (employees mostly) used to assist and direct customers to proper areas. Served on a next-in-line basis, although we have citizens take a seat while waiting. (No dedicated-service cashiers.)	Agency answers its own calls with in-house call center staffed by ACOs. They transfer calls to dispatch as needed. After hours an answering service takes calls and a "stand-by officer" is on call for specific high-priority type calls only.	No	No
5	Hillsborough County - Animal Services	Separate areas for adoptions and other business. Multiple windows at each location, no numbers.	Dedicated section within the field operations section.	No	No adoptions without contract. Out of County residents can adopt with deposit & contract.

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#	Jurisdiction	Walk-in Customer Service	Customer Phone Calls	Satellite Locations?	Adoptions of intact animals w/o contract?
6	Jacksonville (Duval County)	There are 2 customer service areas located in 2 distinct sections of the building: (1) Animal turn-in and reclaim: walk-in customers wait in line until one of the two customer service representatives is available to assist. (2) Adoptions, Foster & Rescue: walk-in customers wait in line until one of three customer service representatives is available to assist. Both service areas answer phone calls relevant to their respective subjects routed accordingly to their phone lines. Customers are not required to take a number.	There is a centralized city call center where customers can call to inquire and request services or to report animal-related issues (complaints). The calls are automatically routed to field officers in real-time. The shelter has an automated, menu-driven answering system that routes calls to various sections or staff members.	Satellite adoptions center on the other side of town. The satellite facility has a full-time staff of 3 and has 18 dog kennels and about 20 cat cages, and is open 6 days/week.	No
7	County of San Diego – Animal Services	All customers to the shelters are initially met by a "greeter." Those customers wanting to look in the kennel area are directed to that area. Those requiring transaction services are placed on a waiting list and directed to the next available service representative.	General calls are answered at the department's call center via an IVR. Emergencies go directly to our dispatchers.	We have three full service shelters.	No. Prohibited by state law.
8	Maricopa County – Animal Care and Control	Single line for all services.	IVR system.	No	No
9	City of Seattle – Animal Shelter	First come, first serve. Agency has 3-4 animal care officers to help customers at an adoption desk.	IVR system. Agency generally has 2-3 administrative staff each day here to answer phones.	Pet licenses are available at community centers.	No

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#	Jurisdiction	Cat licenses mandatory?	Tag sale methods	Data entry staff?	Hold Process	Best Practices
1	Miami-Dade County – Animal Services	No	Walk-In, Veterinarian, Pet store, Mail	5 FTEs for tags sold by vets, 1 FTE for tags by mail (among other functions)	ASD will accept up to three holds on an animal. Each hold is scheduled to come on a subsequent day. No deposit required.	
2	Broward County – Animal Care	Yes	Walk-In, Veterinarian, Pet store, Breeder, Mail, fax, Online (renewal only)	3 FTEs	A person must complete an application and be approved prior to being permitted to place a non-refundable $20 deposit on a dog or cat.	The online renewal service offers residents a more convenient way to renew their pet's license.
3	Palm Beach – Animal Care	Yes	Walk-in, vet, mail/fax only for grandfathered hobby breeders. Online tags (renewals and new tags) coming soon	4 FTEs	Only the source can adopt during its hold time; after that, it's first come first serve. Employees and their families must wait 72 hours after animal becomes available to the general public	Agency is preparing to cite veterinarians for not submitting rabies vaccinations.
4	Pinellas County – Animal Services	Yes	Walk-in and vets only.	No	5 days before going up for adoption. No 1,2nd holds for adopters.	Keeping tags affordable for all. Otherwise, more non-compliance and more enforcement cost. "Tag for Life" concept initiated. A license tag/number is provided which remains the same for the life of the pet. License must be renewed in conjunction w/rabies vaccination expiration (annual renewal notice sent). This concept will provide years of savings on administrative work and materials.

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#	Jurisdiction	Cat licenses mandatory?	Tag sale methods	Data entry staff?	Hold Process	Best Practices
5	Hillsborough County - Animal Services	Yes	Walk-in, vet, mail/fax.	No	"Open Access." Any approved citizen can put their name in to adopt any animal in the shelter.	Separating Adoptions from 'Other Business' visitors. Citizens must be in compliance prior to adopting, redeeming, or surrendering any dog, cat, or ferret.
6	Jacksonville (Duval County)	Yes	Walk-In, Veterinarian, Pet store, Breeder, Mail, fax	4 FTEs	Agency can put a "possible adopt hold" when a customer puts a deposit (usually 50% of regular adoption fee).	Agency provides low-cost rabies vaccination and microchipping service with our staff veterinarians. Agency invited the local Veterinary Medical Society to participate in the review and rewrite of the local Ordinance to encourage local veterinarians and animal clinics to sell licenses.
7	County of San Diego – Animal Services	No	Walk-In, Veterinarian, Pet store, Breeder, Mail, fax, Online	No	If a routine stray, agency will accept up to two adoption holds. They will have a 1 hour "reserved" time to adopt (between 10:00 and 11:00 the day the animal is available). If the person is not present during that time period, the next hold (1100-1200) has the opportunity to adopt. If both fail to come in, the animal becomes available on a first come-first served basis. For animals that may be held for an animal cruelty investigation, we will accept the interested person's information so that we may call them if/when the animal becomes available. We also offer a "last resort" hold where a person can be called prior to euthanasia.	Adoption Partner program allows pre-approved and contracted rescue groups to adopt any animal in our system (not being held for legal reasons) at no charge. In addition, the animal can be exited by the group without altering since state law requires the group to alter before placement. Animal Euthanasia Reduction Program and SNIP program, which provide incentives for vet spay/neuter (vouchers and lower fees)

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#	Jurisdiction	Cat licenses mandatory?	Tag sale methods	Data entry staff?	Hold Process	Best Practices
8	Maricopa County – Animal Care and Control	No	Walk-in, vets, pet stores, mail, fax, online renewals and new tags.	21 FTEs	None - first come, first served when animal becomes available.	Online and over-the-phone renewals and new licenses as well as mobile licensing and automated lockbox processing for renewals have been instrumental in expanding licensing compliance and customer service.
9	City of Seattle – Animal Shelter	No	Walk-In, Veterinarian, Pet store, Breeder, Mail, fax, Online (new tags/renewals only)	2 FTEs	Fill out an application and if approved, a First Choice can be placed.	Enforcement of licensing requirements in or near off-leash areas.

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PART C – FIELD ENFORCEMENT

#	Jurisdiction	Enforcement Work Schedules	Routing	Number of Calls per Shift
1	Miami-Dade County – Animal Services	7-3pm and 2-10pm, plus one officer on call thereafter.	Officers are assigned zones, and cases are assigned by zone. Officers route themselves based on priority of call.	Eight to ten calls is the average.
2	Broward County – Animal Care	Each road officer works 40 hours a week, and they collectively provide service 24 hours a day, 7 days a week. Only one officer covers the night shift from 10pm to 6am.	Software is utilized if the area is unfamiliar to the officer. Officers usually route themselves depending on the amount and priority of the call. Officers are assigned zones. They respond to calls based on their assigned zone.	The average is eight calls per shift by a single officer.
3	Palm Beach – Animal Care	Officers were just switched to a 4 day, 10 hour work week. They cover 7 days from 7:00AM – 10:30PM and then rotate on-call duty after that.	Calls are sorted into zones; officers get assigned to cover a specific zone during their shift.	10 call average per employee, per shift
4	Pinellas County –Animal Services	Staggered shifts covering 7am-7pm; 8-hr shifts, 5 days a week. Schedules rotate, as well as the stand-by officer for after hours.	Geo areas broken into zones. "Ituran Life Trak" (fleet web software- GPS) used to keep up with fleet of trucks.	8 completed calls.
5	Hillsborough County - Animal Services	Field Officers and investigators work a 4-day work week. There are two Officers assigned to nights on two shifts of 10 hours that cover seven days a week	Officers are assigned to specific zones and respond to calls based on priority given by the dispatcher	Officers are expected to handle 9 or 10 calls per day
6	Jacksonville (Duval County)	5-day, 8-hour schedule with one shift working 7am-4pm and another shift working 8am-5pm. One officer works Sunday through Thursday; another officer works Tuesday through Saturday. Night-time emergencies are handled by a duty officer who is paid a standard standby pay (equivalent to an hour's pay everyday of the week the officer is designated as duty officer. If the officer has to respond to an emergency call (typically to assist first-responders when an animal is involved), the officer is paid overtime for time worked or a minimum of 4 hours (per collective bargaining agreement).	Officers import a spreadsheet (from Chameleon software) to a street-mapping software to create a route/itinerary for the day within their assigned geographic zone.	We do not subscribe to a quota system requiring each officer to respond to or complete a certain number of calls per day. On average, each officer responds to 14-15 calls per day.

#	Jurisdiction	Enforcement Work Schedules	Routing	Number of Calls per Shift
7	County of San Diego – Animal Services	4 day, 10 hour work week from 0600 – 2230. Each region (3) has an ACO on telephone standby between 2230 and 0600. The standby ACO gets 2 hours pay per night plus 1.5x for any calls actually handled. One lieutenant is on telephone standby from 1730 – 0600 to provide supervisory guidance to any ACO in the department.	The calls are assigned a geographical region that may include several ZIP Code areas (called a patrol area). An ACO is assigned to handle one or more patrol areas and determines his/her own route based on priority of the call and proximity.	12 calls during a ten hour shift. Our jurisdiction encompasses approximately 4,000 square miles. On an average day, we will have about 10 ACO's available to patrol/respond.
8	Maricopa County – Animal Care and Control	6-2pm, 1-9pm, one officer overnight for emergencies	Chameleon, geocoding.	
9	City of Seattle – Animal Shelter	8 hour work day/5 days a week. Agency is staffed 7 days a week from 7:00 a.m. to 9:00 p.m., with the first shift starting at 7:00 a.m. and the second shift at 1:00 p.m.	The officers route themselves in a particular geographic zone.	10

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PART C – FIELD ENFORCEMENT *(cont.)*

#	Jurisdiction	Success Rate of Stray Dog Calls?	Respond to All Calls?	Are Appts. Scheduled before Visit?	Do you Qualify & Register "Dangerous Dogs"	For an Identified Stray, Would You issue a Warning/Citation?
1	Miami-Dade County – Animal Services	17%	Yes	Rarely	Yes	Warning
2	Broward County – Animal Care	75%	Yes	Routine calls are not scheduled in advance. However, the Investigator calls bite victims and/or bite dog owners to find out when they are available.	Yes. Animal to animal and animal to person attacks, when reported to Animal Care, are investigated by staff.	The owner would be issued a thirty day warning.
3	Palm Beach – Animal Care	Very few - agency urges callers to get strays confined and then focuses response on those animals that are confined, injured, or aggressive.	Agency mails out violation letters to first time offenders on low priority complaints. Alligator and venomous snake calls referred to FWC. Agency handles livestock and cruelty, but works closely with law enforcement.	As needed	Yes. Agency can initiate, but without cooperative witnesses we may not proceed due to the likely hood of losing an appeal.	Citation, but it would be voided if they prove compliance within 15 days.
4	Pinellas County – Animal Services	30%. Most of the time, by the time an officer arrives the dog is gone, owner takes in, etc.	Yes, with the exception of certain anonymous calls such as pets running at large, barking complaints, etc.	Normally this only involves other enforcement agencies we work with. (Done occasionally by officer, as needed.)	Hearing Officer hears a "dangerous dog" case; agency subsequently issues an Imminent Destruction order if dog was confirmed to be dangerous. If appealed, agency keeps dog in our possession until decision is received.	Citation, and the dog is impounded.

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#	Jurisdiction	Success Rate of Stray Dog Calls?	Respond to All Calls?	Are Appts. Scheduled before Visit?	Do you Qualify & Register "Dangerous Dogs"	For an Identified Stray, Would You issue a Warning/Citation?
5	Hillsborough County	Agency only responds to stray roaming non aggressive dogs when the Officer in that area has no priorities holding. Although not a high priority, tranquilization teams have been utilized for specific instances		Yes. In some bite scenarios the victim is not at home and therefore we schedule a meeting when it is convenient	Yes. This agency has the authority to initiate an investigation without a complainant coming forward.	Vaccines and tags are non- negotiable and all violators are issued citations for the infraction.
6	Jacksonville (Duval County)	Not currently known.	Yes. Reports of cockfighting and dog-fighting operations are referred to law enforcement for investigation.	Officers leave notice at residence for animal owner to contact the investigating officer to receive a citation.	Yes. No initiation by agency; The complainant has to submit an official request for a Dangerous Dog investigation.	The owner is issued a citation but is given 48 hours to get in compliance. If animal owner doesn't show of compliance after 48 hours, the citation is processed. This method eliminates a return visit (had the officer issued a warning first).
7	County of San Diego – Animal Services	In cases where the dog is reportedly at large, the dog is impounded in 10% of cases. In cases where the stray dog has been confined, the dog is impounded 68% of the time.	No. Generally, all calls get a response. In some cases, agency will mail a letter to the reporting party (RP) and the owner (if known) when a field response is not feasible. When we have a low priority call (stray dog) with no RP and owner information that we cannot respond to within a few hours, these calls are closed without a response.	When we need to meet with an owner, we ask that they set up three 3-hour windows of availability so the ACO can attempt to meet with the person. Because of the nature of emergency calls, a firm appointment is not possible.	Yes	When responding to a complaint from the public, ACOs issue a citation when a violation is seen (includes dog at large). If the ACO simply happens across a violation (without any complaints), then the ACO can use his/her judgment as to whether a citation is to be issued. In either case, the ACO should be prepared to justify his/her actions that differ from the above.

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#	Jurisdiction	Success Rate of Stray Dog Calls?	Respond to All Calls?	Are Appts. Scheduled before Visit?	Do you Qualify & Register "Dangerous Dogs"	For an Identified Stray, Would You issue a Warning/Citation?
8	Maricopa County – Animal Care and Control	Less than 10%, agency no longer responds to strays, only contained.	No to unconfined strays and cruelty complaints (agency cannot enforce cruelty laws)	No	No	Warning
9	City of Seattle – Animal Shelter	5%	Yes	No	Yes. Initiated by agency or formal complaint from a resident	Citation for lack of rabies vaccination.

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#	Jurisdiction	Citation Appeal Filing Locations	Lien Property?	Best Practices
1	Miami-Dade County – Animal Services	Clerk of the Court, or for convenience, appeal may be dropped off at our main shelter and we forward to the Clerk.	Yes, prospectively, by central Finance Department Credit and Collections unit	
2	Broward County – Animal Care	Violators may address the validity of a citation before assigned court date (on citation). To appeal the Hearing Officer's decision, a violator may file a petition.	No	Animal Care offers an abundance of information regarding animal safety and animal laws on the Division website. Animal Care is also active in the community promoting pet sterilization and vaccination at bimonthly Rabies Clinics and other events.
3	Palm Beach – Animal Care	Once filed, only through the County Clerk's office.	The Clerk's office does	Agency started a volunteer program for volunteer officers, but it is still in infant stages due to lack of ability to provide proper oversight.
4	Pinellas County – Animal Services	Clerk of the Circuit Court before a judge, at original "Notice to Appear" citation date. (Pay there, or appeal.)	No	Partnering with community: canvassing neighborhoods, public speaking engagements, special events, outreach programs, mobile medical unit, televised programs, educational events, in-classroom education with local school children, Great American Teach-in, Partnership with other local humane organizations under the umbrella of "Pinellas Animal Partners".
5	Hillsborough County	Animal court	This is done at the County Attorney's Office discretion	Very strict enforcement of State laws and County Ordinance dealing with animal issues

Very strong working relationship with all the law enforcement entities within jurisdiction; very positive exposure in the local media regarding our enforcement.

Agency coordinates with law enforcement and code enforcement to conduct "Quality of life Sweeps" in specific areas. By going into these pre designated areas together, agencies address quality of life issues for both citizens and animals. Program has been very successful and well received by the community |

#	Jurisdiction	Citation Appeal Filing Locations	Lien Property?	Best Practices
6	Jacksonville (Duval County)	Citation appeals have to be filed in person at the Clerk of Court's office.	No	IT team developed a customer relations management program that call center staffs use to enter issues (complaints, request for services, inquiries, etc.) for all city agencies. That program, CARE (Citizen Active Response Effort), interfaces with different software that each city agency uses for its own dispatching and tracking purposes.
7	County of San Diego – Animal Services	Since the Notice to Appear is a citation, the defendant must appear – in person, in court.	No	The Department has recently created a "Responsible Pet Ownership" course for people convicted of minor animal-related offenses. The course is offered to the person by the prosecutor or court in lieu of or in addition to any penalties assessed by the court. Attendees are educated on the laws and responsibilities of pet ownership during the three hour course. Attendees are charged $80 to attend the course.
8	Maricopa County (City of Phoenix) – Animal Care and Control	In court in person, citations are criminal.	No	
9	City of Seattle – Animal Shelter	Seattle Municipal Court	No	"Zero Tolerance" for off-leash dogs, failure to license, failure to scoop, failure to vaccinate for rabies. Mandatory tickets.

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PART D – INFORMATION TECHNOLOGY

#	Jurisdiction	Shelter Management Software	Enforcement Software	AVL/GPS	Usefulness of AVL	Best Practices
1	Miami-Dade County – Animal Services	Chameleon	CSR (Customer Service Request system used countywide)	Yes – safety, after-the-fact monitoring		
2	Broward County – Animal Care	Chameleon	Chameleon	Yes –safety, real-time monitoring, after-the-fact monitoring, assignment of emergency calls	The technology has been very helpful for the purposes described above.	
3	Palm Beach – Animal Care	Chameleon	Chameleon	No		Use of wireless laptops in the field, which helps greatly with research while on scene
4	Pinellas County – Animal Services	Customized system	Customized system, available to officers on laptops for real-time updates to database.	Yes - Ituran Life Trak (from Ituran USA, Inc.)	Officer safety, monitoring/control, after-the-fact monitoring; dispatching emergency/priority calls; loss prevention -in case vehicle is stolen. Excellent usefulness but takes extra time to review data.	In-house volunteer training; community partnerships (previously detailed in Sec. C) Active member of Pinellas Animal Partners (PAP) organization, created to enhance working relationships among the people and humane organizations on the front line of animal care and welfare. Members include SPCA, vet medical society Jr. college vet. technician program, Vet Externship Program (for university vet students), Student Work Experience Program (for vet technicians in college)
5	Hillsborough County	Chameleon	Chameleon	Yes – safety, real-time monitoring, after-the-fact monitoring, assignment of emergency calls	It's worth it just from the safety point of view.	Crystal reports. Trying to get approval for an add-on program (MapInfo) that allows for Crystal Reports based on geography and GPS coordinates.

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#	Jurisdiction	Shelter Management Software	Enforcement Software	AVL/GPS	Usefulness of AVL	Best Practices
6	Jacksonville (Duval County)	Chameleon	Chameleon	Yes – safety, real-time monitoring, after-the-fact monitoring, assignment of emergency calls	Indispensible. The fact that the officers know they're being monitored is enough deterrent to discourage unauthorized activities.	Wireless laptops. All officers are equipped with laptops and are able to access incoming issues entered by call center staff in real-time. Chameleon software then allows them to self-dispatch, based on urgency or level of priority. Crystal report (within Chameleon) listing each officer's calls for the day. At the start of the day or anytime during the day, the officer can access that report. Software called Streets and Trips to create routes.
7	County of San Diego – Animal Services	Chameleon	Chameleon	Yes – Safety, Real-time monitoring, and after-the-fact review of officer activity	Just recently obtained this equipment and still learning its capability.	Agency will be getting laptop computers in the patrol vehicles so that ACO's can receive, update, and enter data while in the field. This will allow all staff to know the status of any particular action in near real time. Impounded animal information will be immediately available so that owners can be reassured that their pet is safe.
8	Maricopa County (City of Phoenix) – Animal Care and Control	Chameleon	Chameleon	No		
9	City of Seattle – Animal Shelter	No	No	Yes – safety, real-time monitoring, assignment of emergency calls to nearest officer in field	Average	

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