APPENDIX A

GOVERNMENT INFORMATION CENTER

3-1-1

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ANIMAL SERVICES DEPARTMENT
Service Delivery Assessment Report

June 2007

MIAMI-DADE COUNTY

Introduction

This report provides the findings of the Animal Services Department (ASD) Service Delivery Assessment. The assessment was designed to evaluate the overall quality of service provided, identify effectiveness of customer service measures, and make recommendations for improving service delivery across ASD's main service channels; phone, in-person, and online.

Service Channel Summary: Phone

This component evaluated call-intake workload measures, the frequency of individual ASD Knowledge Base topics, and the processes associated with fulfilling service requests (SRs) originated through 3-1-1.

Call-Intake Workload

Two of ASD's main phone lines were evaluated to identify how the call volume affected service delivery. The primary number examined was (305) 884-1101/3-1-1. The 1101 number is directly linked to the 3-1-1 Answer Center and is used by Call Specialists to answer resident inquiries and open service requests. The secondary number examined was (305) 884-1102, the main number for the North Shelter and ASD's Administrative Offices. 1102 is used by Call Specialists for call transfers to ASD and by other County departments needing assistance with ASD-related issues. The 1102 number has 11 lines, which are also used by ASD staff that have assigned extensions.

According to 3-1-1 call volume records from April 2006 to February 2007, a total of **170,470** calls were received for ASD through 1101/3-1-1, averaging **14,206** per month. During this same period, Call Specialists transferred an average of **2,384** calls each month to 1102 out of the total call volume. ASD has one full-time and one part–time employee assigned to handle all calls to the 1102 number. **See Table 1.**

Table 1.

Month	3-1-1/1101 Total Call Volume*	Call Transfers to 1102	% Transferred	# of ASD Operators Taking Call Transfers *
Apr-06	11,701	1,460	12.48%	1 Full-time and 1 Part-time
May-06	13,123	1,555	11.85%	
Jun-06	15,822	1,599	10.11%	
Jul-06	14,071	1,419	10.08%	
Aug-06	15,079	1,842	12.22%	
Sep-06	18,396	2,251	12.24%	
Oct-06	14,801	2,920	19.73%	
Nov-06	19,695	4,613	23.42%	
Dec-06	13,661	2,901	21.24%	
Jan-07	10,396	3,449	33.18%	
Feb-07	9,918	3,111	31.37%	
Mar-07	13,807	1,489	10.78%	
Total	**170,470**	28,609		
Avg. per Month	**14,206**	**2,384**	17.39%	

* Call Volume data provided by 3-1-1 and staff resource data provided ASD.

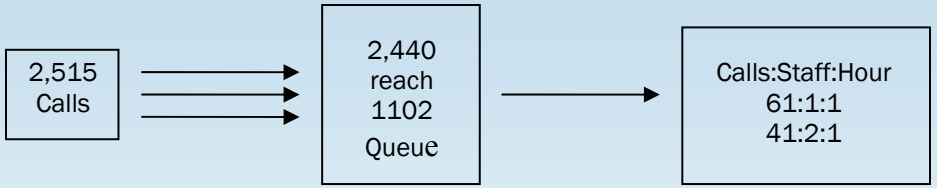
Service Channel Summary : Phone

Due to the lack of historical data for the 1102 number, ASD agreed to have BellSouth conduct a one-week study to gauge the total average call volume, including calls that did not make it through to the 1102 queue (**see Table 2**). The study was conducted from 2-18-07 to 2-24-07 and included calls transferred from 3-1-1. Of the total number of calls to 1102, 3% did not reach the queue. Due to the President's Day holiday on February 19th, Monday's low call volume number is not reflective of regular weekday volume. Figure 1 shows the number of calls that make it through to the 1102 queue and the number of calls each ASD staff would handle based on one full-time and one part-time employee.

Table 2. BellSouth Phone Study*

Week of February 18th, 2007	# of Attempted Calls to 1102 Number	# of ASD Operators Handling Calls
Sunday	113	1 Full-time and 1 Part-time
Monday	71	
Tuesday	637	
Wednesday	618	
Thursday	458	
Friday	417	
Saturday	201	
Total	**2,515**	
Estimated Monthly Avg. (2,515 calls x 4 weeks)	**10,060**	

Figure 1.



* Phone Study data provided by BellSouth. Number of attempted calls is inclusive of calls transferred from 3-1-1. Call resource data provided by ASD.

Knowledge Base (KB)

Call Specialists use the Knowledge Base system to retrieve information for all resident inquiries into 3-1-1. Calls are transferred to ASD when the information needed to answer resident inquiries is not available in the KB. ASD is responsible for updating the Knowledge Base to ensure that Call Specialists have information that is both accurate and sufficient to address resident inquiries.

Cancelled and High Priority Service Request (SR) Processes

Special circumstances exist for cancelled SRs and SRs that are classified as high priority. Cancelled SRs cannot be cancelled or closed out in the system by Call Specialists. Therefore, their only option is to make a notation on the SR ticket and/or contact ASD by phone to identify the SR status change. ASD be must notified immediately of service requests classified as high priority, such as a stray dog on school grounds or an injured animal.

Service Channel Findings: Phone

Review of ASD's service delivery by phone revealed the following:

- Call Specialists must transfer calls to ASD when information is not available in the Knowledge Base to address resident concerns (such as top 5 reasons for call transfer (1. animal euthanization, 2. owner calling to claim dog, 3. stray dog on expressway, 4. owner calling to check dog's post-surgery status, and 5. citation issues) or other issues warrants special attention from ASD (i.e. citation was satisfied, but resident received another for same issue).
- There lacks a formal process to update the Knowledge Base consistently or as needed. For example, the department does not have prescheduled dates to meet with 3-1-1 staff to update the Knowledge Base to ensure Call Specialists can efficiently resolve resident inquiries.
- The 1101/3-1-1 number was published on citation and warning mailings, as well as promotional materials. As a result, 3-1-1 experienced large increases in call volume during these periods (documented in previous GIC Monthly Reports).
- Additional usage of the 1102 number by ASD staff with assigned extensions increases the time it takes 3-1-1 and other departments to reach ASD staff for assistance.
- ASD has two staff members designated to handle transferred calls and all other incoming calls to the 1102 number (one full-time and one part-time). Based on the estimated weekly average from the BellSouth Study one full-time ASD employee would have to manage an average of 61 calls per hour. When both employees are on duty they would each have to manage an average of 41 calls per hour.

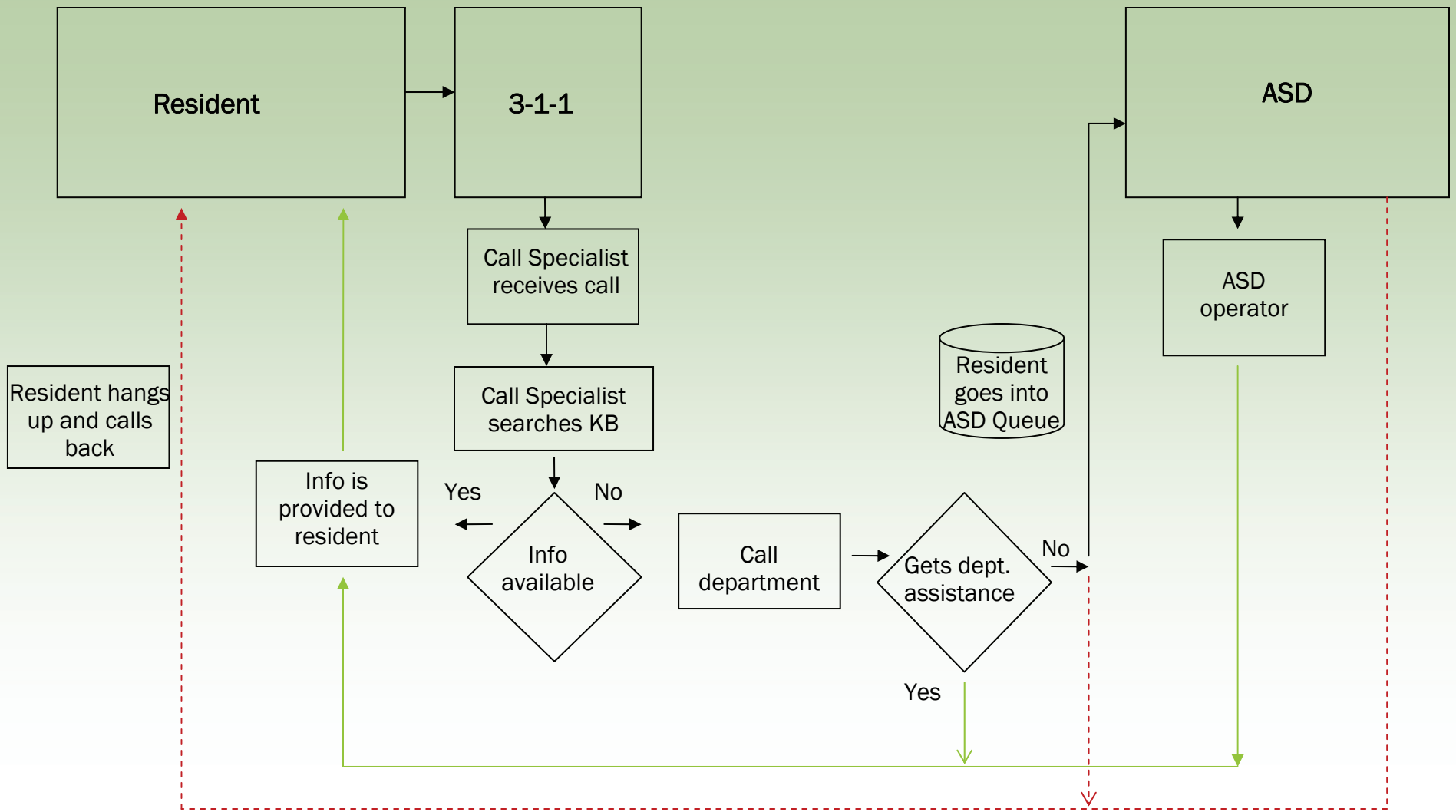
Recommendations

The following are recommendations to improve service delivery by phone:

- Formalize the process for regular review of the Knowledge Base and website to ensure Call Specialists have accurate and complete information.
- Establish a process to immediately communicate a SR that is cancelled or high priority. Point person at 3-1-1 and ASD need to communicate to ensure that ACOs are not sent out for cancelled SRs.
- Schedule Call Specialist refresher training to update them on any changes to department information such as:
  - SR processing: address validation, flagging high priority cases
  - Hours of operation
  - Department procedures
- Work with 3-1-1 to plan for scheduled mailings to effectively prepare for increased call volume.
- If feasible, a line should be allocated for exclusive use by 3-1-1 and other departments needing to contact ASD to minimize wait times and busy signals and separate usage by staff with assigned extensions.
- Process improvements and additional staff resources should be explored to manage the large volume of calls from 3-1-1 and other departments.

Service Channel Findings: Phone

Figure 2. Call volume flow to 3-1-1 and ASD.



Service Channel Summary: In-Person

The evaluation of face-to-face customer service was based primarily on workload measures. Some analysis was conducted on face-to-face SR's opened at the shelter (e.g. injured animal).

ASD has three in-person contact points, North Shelter, Mobile Animal Clinic (MAC) and South Clinic. The North Shelter is open seven-days a week and is the main ASD shelter providing both walk-in and by appointment services for the following: adoptions, license/vaccinations, payment of citations, pet surrenders, and some veterinary services. The primary service provided at the MAC and the South Clinic is sterilization surgeries for the Free Spay/Neuter Program. This service is in high demand with **4,349** SRs created as of May 2007 since it's inception in December 2006. Of the total created through May, **3,180** are still open (ServiceStat data) . This number is not inclusive of Spay/Neuter services provided to return adopters. Information provided by ASD confirmed that both locations (MAC and South Clinic) can support 25 appointments per weekday and 20 on the weekends (by appointment only).

Workload

A one-week study (2-18-07 to 2-24-07) of the North Shelter walk-in volume was conducted to gauge the estimated workload for in-person services. Table 3 shows the breakdown of the walk-in services by number and percentage. The top three walk-in services represented 87% of the total and other services included redemptions, citation payments, vet care, lost pet, and euthanasia.

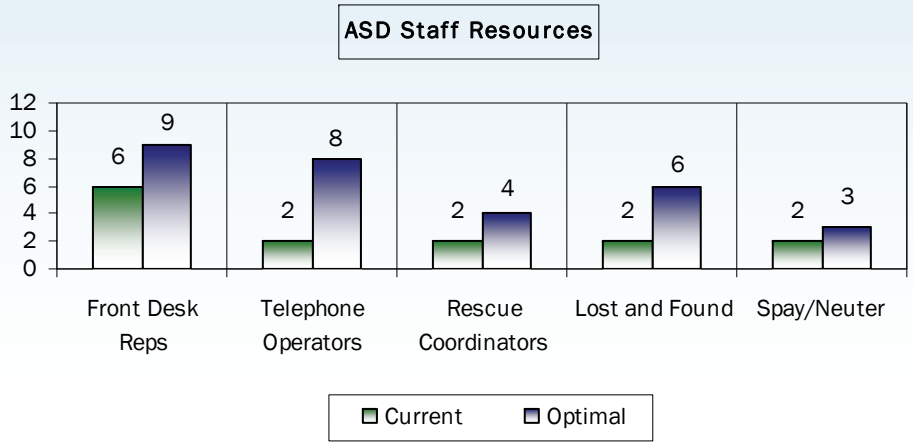
ASD also provided feedback on the number of staff resources allocated to handle various positions (front desk representatives, telephone operators, and rescue coordinators) and services (lost and found and spay/neuter). Staff resources as of March 2007 was compared to the department's estimated needs to determine the gap that existed in order to efficiently provide and maintain service delivery. Figure 3 indicates the number of staff allocations broken down by position and service provided. Additional workload information can be found in Appendix A on page 14, which includes two workloads not included in Figure 3.

Table 3.

Top Three North Shelter Walk-In Services* (Recorded Week of February 18th, 2007)		
Types of Service	# of Requests	% of Walk-in Services
License / Rabies Vaccinations	197	47%
Surrender Pets	85	20%
Adoptions	82	20%
Other Services	55	13%
Total	419	100%

* Based on walk-in and staffing information provided by ASD.

Figure 3.



ASD Service Delivery Assessment

Service Channel Findings: In-Person

Review of ASD's in-person service delivery revealed the following:

- A one-week sample of walk-in volume at the main shelter (North Shelter) indicates a high demand for ASD services. The week sampled included a holiday, therefore, average weekly requests may be higher.
- The Free Spay/Neuter Program is in high demand and has a large number of SRs that are still open and overdue. The established goal is 60 days, however, average days for SRs open and overdue is 124 days.
- Prior to December 2006, residents called in Spay/Neuter SRs to a designated line at ASD. SRs received during this process resulted in a large backlog of requests.
- High demand since December 2006 coupled with the prior accumulation of SRs, have resulted in long waiting periods for service delivery. Residents inquiring about the program are informed that there is a 3-4 month waiting period to accommodate their service request.

Recommendations

The following are recommendations to improve in-person service delivery:

- Periodic reviews of Knowledge Base and website to ensure Call Specialists and customers have accurate, complete information in order to minimize repeat calls and in-person requests not requiring site visit.
- A process must be established to cross-train frontline staff on various walk-in services to ensure a consistent level of customer service at all times.
- Continue to refer residents to other low-cost options for Spay/Neuter services.
- Evaluate service delivery processes and staff resources for walk-in and by appointment services to maximize service delivery and minimize waiting periods.

Service Channel Summary: Online

A scorecard of website content was used to evaluate information available for service request inquiries, frequently asked questions, Knowledge Base (KB) "hot" topics, and visitors to the site. Online content was compared alongside Knowledge Base "hot" topic analysis to identify potential effects on call volume resulting from gaps in online information.

Table 4 below indicates the top requested Knowledge Base topics and the availability of information that is featured on the homepage, available on the Web, and/or highlighted in the Frequently Asked Questions (FAQ) section.

Table 4.

SR Type	Featured on Home Page	Info Available throughout the Website	Highlighted in FAQ
Animal Services Citations		✓	
Stray Dogs			✓
Spay Or Neuter Pet	✓	✓	
Cats			
Animal Referral Sheet			
Dead Animal Pick Up			
Adopt A Pet	✓	✓	✓
Walking Dogs Without A Leash		✓	
Animal Services Ticket Fees		✓	
Animal Surrender			✓
Animal Cruelty Complaints		✓	
Dead Animal Pickup On Private Property			
Injured Animal			
Lost Pet	✓	✓	
Dog Licenses And Pet Vaccination		✓	
Mobile Animal Care MAC		✓	
Animals Lost and Found	✓	✓	
Dead Animal On Private Property			

Based on the scorecard there is a disparity between the topics that residents are inquiring about most frequently and the information available online to address their issues. The website is currently in the stages of being redesigned and information obtained through the Knowledge Base "hot" topic analysis is being used as a tool to update the information accordingly.

Service Channel Findings: Online

Review of ASD's online service delivery revealed the following:

- There is no information available to address resident inquiries for
  - Cats
  - Animal Referral Sheet
  - Dead Animal Pick-Up
  - Dead Animal on Private Property/Pickup on Private Property
  - Injured Animal
- There is limited information available to answer resident questions for
  - Animal Citations
  - Stray Dogs
  - Spay or Neuter Pet
  - Adopt a Pet
  - Walking Dogs Without a Leash
  - Animal Services Ticket Fees
  - Animal Surrender
  - Animal Cruelty Complaints
  - Lost Pet
  - Dog Licenses and Pet Vaccination
  - Mobile Animal Care (MAC)
  - Animals Lost and Found
- The department does not have a formal process in place for cross referencing the hot topics from the KB with the information on the departmental website.

Recommendations

The following are recommendations to improve online service delivery:

- The department should have a designated staff member assigned to ensure the website content is reflective of resident needs and that it serves as a tool to assist with traffic at the shelters.
- This staff member should be responsible for the following:
  - Analysis of call volume, SR types, and walk-in requests to determine what information needs to be posted online to make the customer service experience more informative and effective.
  - Periodic reviews of website to ensure that information is accurate and consistent with phone and walk-in services requested.

Adopt-A-Pet Assessment

INTRODUCTION

As part of the in-depth analysis of the Animal Services Department (ASD), several components of the Adopt-a-Pet Program were reviewed to measure the level and quality of service provided. Elements reviewed included the consumer's experience at time of initial pet adoption inquiry, search for desired pet, overall health of adopted animal and department follow-up procedures. The results of this report were used to assess the overall quality of service provided, identify areas of deficiency, and make recommendations on improving the full pet adoption experience.

IMPLEMENTATION METHODOLOGY

Respondents were selected from a group of residents that adopted a pet through ASD. The target group was Miami-Dade County employees that adopted a pet between July and December 2006. An email survey was conducted to solicit feedback on their individual pet adoption experiences.

Respondents were asked to provide feedback on the following:

- Initial inquiry via telephone, website or in-person
- Front-end experience (at a shelter)
- Animal search (at a shelter)
- Adoption (at point of taking the animal home)
- Animal's behavior at home
- Animal's health at home
- Follow-ups (bringing the animal back to the shelter)
- Overall satisfaction with the full adoption process

Adopt-A-Pet Assessment

FINDINGS

41 email surveys were sent to County employees and 14 responses were received. Respondents initiated their search for a pet through an adopt-a-pet event at the Stephen P. Clark Center or the department website. 79% indicated that they were satisfied with the assistance provided at the shelter and 71% were satisfied with the information provided on the ASD website. The application process was easy to follow as indicated by 93% of the respondents.

72% of the respondents indicated that they were satisfied with the overall adoption process (see figure 4). Similarly, 71% reported that they would consider adopting another pet from the shelter and 79% would refer a friend, colleague, or relative to ASD to adopt a pet (see figure 5).

Figure 4.

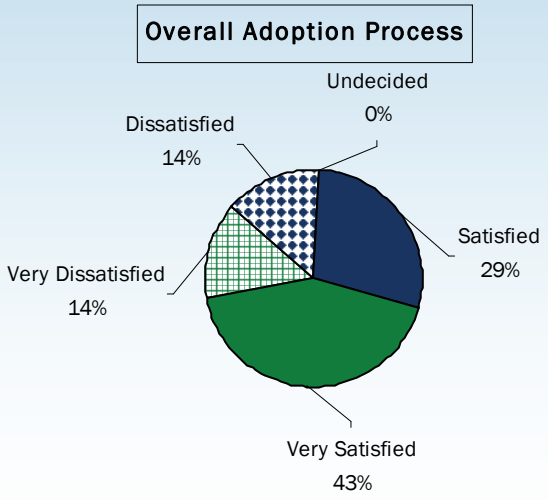
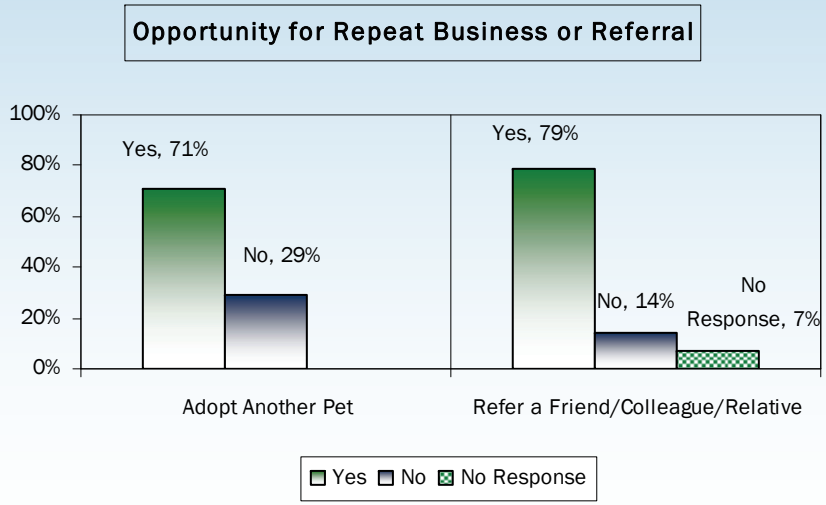


Figure 5.



Adopt-A-Pet Assessment

At-Home Experience

Survey results indicated that respondents had varied experiences after taking their adopted pet home. Issues such as health within the first month and behavior at home ranged from poor to excellent and aggressive to friendly, respectively. 50% of the pets were ill at the time of adoption, indicating that half of the respondents knowingly took home a sick pet. The animal's health at home was mostly average to excellent (72%) (**see figure 6**). Thirteen (93%) of the pets adopted displayed playful or friendly behavior at home (**see figure 7**), while 7% (1 pet) was aggressive.

Figure 6.

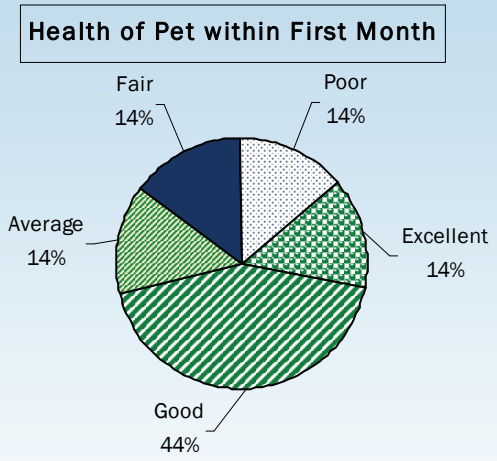
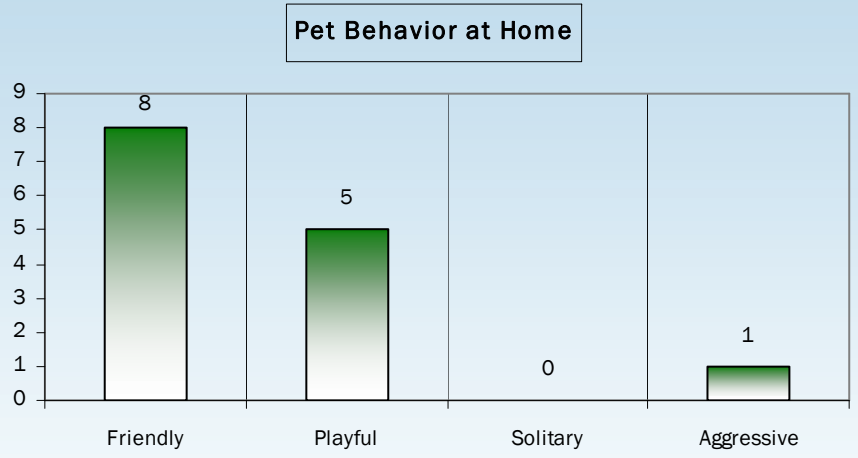


Figure 7.



Return Visits

5 out of 14 respondents brought their pet back to the shelter for the following reasons:

- 2 went back for neuter/spay service
- 1 pet was returned due to aggressive behavior
- 1 was returned due to health issues
- 1 dog died and returned for another dog

Summary of Adopt-a-Pet Program Findings

- The application process was easy and respondents were generally satisfied with the information available on the website and assistance provided at the shelter.
- There were problems with aggressive behavior and health of some pets at the time they were taken home and within the first month of being home, which prompted return visits to the shelter.
- Respondents agreed that the fees charged for the pet were affordable.
- Issues that respondents disliked about the process included:
  - Health of animals (specifically kennel cough).
  - Time to complete process (1 respondent noted that the department was understaffed and the process took too long).
  - Appointment availability (it takes too long to get a neuter/spay appointment).
  - Lack of information provided about allergies.
  - Phone hold time (respondent indicated issue with being placed on hold).
- Respondents expressed satisfaction with the adoption process indicating that they liked the following:
  - Process was organized
  - Staff was informed and friendly
  - They were able to take the pet home immediately
  - The price was reasonable
  - Service was fast

Recommendations

The following are recommendations to improve the Adopt-a-Pet Program:

- Since the majority (71%) of respondents initiated their pet search at an adopt-a-pet event at work, the department should review the success of these events to determine if additional events such as this can be added for other locations convenient to residents.
- Four out of 14 respondents visited the shelter more than once (ranging from 2 to 6 times). A tracking process should be implemented to identify the need for repeat visits and collect regular feedback on the customer service experience.
  - A tracking process can serve as a tool for matching resident needs to availability of animals coming in. Resident feedback will allow the department to get valuable information on the customer experience and make adjustments to improve service delivery.
- Based on survey results, behavior and health of the animal when taken home was an issue, specifically for families with children. Additional safeguards should be reviewed to screen out aggressive animals and animals with terminal illnesses.
- Contradictory responses were received for the speed of the process, with respondents indicating staffing and phone hold time as a problem. Explore cross-training options that can be utilized to accommodate busy periods to maintain consistent customer service.

Appendix A

The following are details about the functions/responsibilities involved with workloads identified in the Workload Section on page 6. Staff resource data provided by ASD.

Front Counter: (Animal Services Representative 2)
- Citation payments (cash and check)
- Rabies vaccinations
- Change of ownership/update of owner/pet status
- License
- Adoption processing

Telephone Operators: (Animal Services Representative 2)
- Transfer of calls received from 311
- Direct calls from constituents
- Spay/Neuter appointments
- Back-up for Front Counter

Rescue Coordinators: (Animal Services Representative 2)
- Work with established list of Rescue agencies in "pulling" pets from the shelter
- Track and account for all animals who leave the shelter

Lost and Found: (Animal Services Representative 2)
- Review daily list of animals brought into the shelter who have a microchip or tag for owner contact
- Assist walk-in clients with lost animal support
- Contact potential owners via phone and correspondence for possible Return to Owner (RTO)
- Registration of lost pets with owner
- Contact microchip manufacturer or veterinarians/animal hospitals for leads on owners

Note: current staff is 1 full-time (FT) and 1 part-time (PT).

South Spay/Neuter Clinic: (Animal Services Representative 2)
- Spay/neuter intake
- Rabies vaccinations
- Change of ownership/update of owner/pet status
- License

The following workloads were not included in the Workload Section due to the department's process for staff assignment. Staff is assigned on a daily basis to handle the functions involved, which may result in a different number of staff allocated from day to day.

Adoption Counselors: (Volunteers/Animal Services Representative 2)
- Meet with potential adopters regarding breed and lifestyle compatibility
- Place hold in system
- Process required homeowner/rental documentation
- Provide information regarding common medical issues (i.e. kennel cough, hookworms)
- Guidance on follow-up procedures
- Guidance on how to handle problematic issues (i.e. vomiting, diarrhea, lethargy)
- Introduce/register client to matchmaker service

Current Staff: Ancillary responsibility of Animal Care Specialists and Animal Services Representatives.
Optimal Staff: 6

Receiving: (Animal Care Specialists)
- Euthanasia requests
- Owner Surrender
- Stray impound

Current: Part of Kennel Staff. Assigned on a daily basis.
Optimal: 6 FT staff members. Two person team: one person to process the impound documentation and the second to handle the impounded animal and place in assigned kennel.

APPENDIX B

GOVERNMENT INFORMATION CENTER

3-1-1

miamidade.gov

ANIMAL SERVICES DEPARTMENT
Code Enforcement - Citations Process Assessment Report
June 2008

MIAMI-DADE COUNTY

Introduction

This report provides the findings of an assessment conducted of the Animal Services Department's (ASD) code enforcement citations process. The assessment was designed to evaluate the citation management process and system within the Code Enforcement unit. The report includes analysis of process efficiencies and recommended solutions for improvements.

Code Enforcement Process

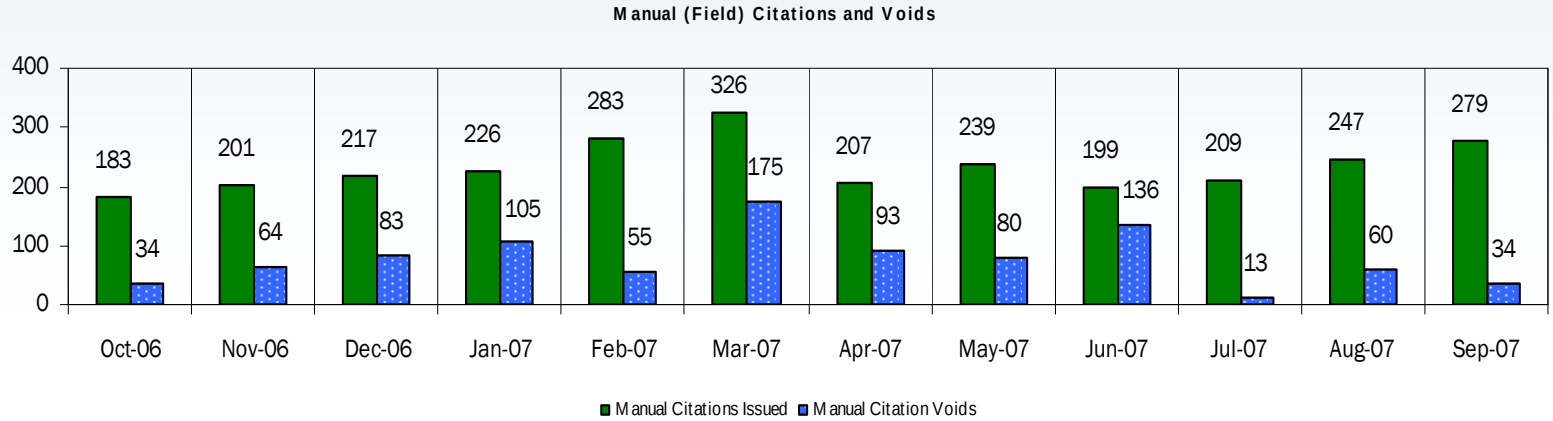
The ASD's Code Enforcement Unit (CEU) consists of 20 Animal Control Officers and 6 Investigators. Staff members of the CEU generate two types of citations to persons that are in violation of Miami-Dade County codes pertaining to pet vaccination, licensure, dog bites, acts of cruelty to animals and illegal breeds. Citations issued are either manual or automated.

Manual Citations

Manual (field) citations are generated by officers in the field. Animal Control Officers and Investigators respond to service requests initiated by residents for various service request types (e.g. animal cruelty, animal bite, illegal breeds and dangerous dog). As a result of violations discovered when responding to service requests as well as proactive work, officers issue citations to the responsible party, homeowner or renter. Based on the circumstances, officers may issue multiple citations and may be required to conduct compliance inspections to ensure that the violation has been corrected. Non-compliance may result in additional citations and inspections. Errors in field citations are usually a result of **1)** improper or lack of a folio number **2)** incorrect spelling of recipient name and **3)** incorrect reference codes.

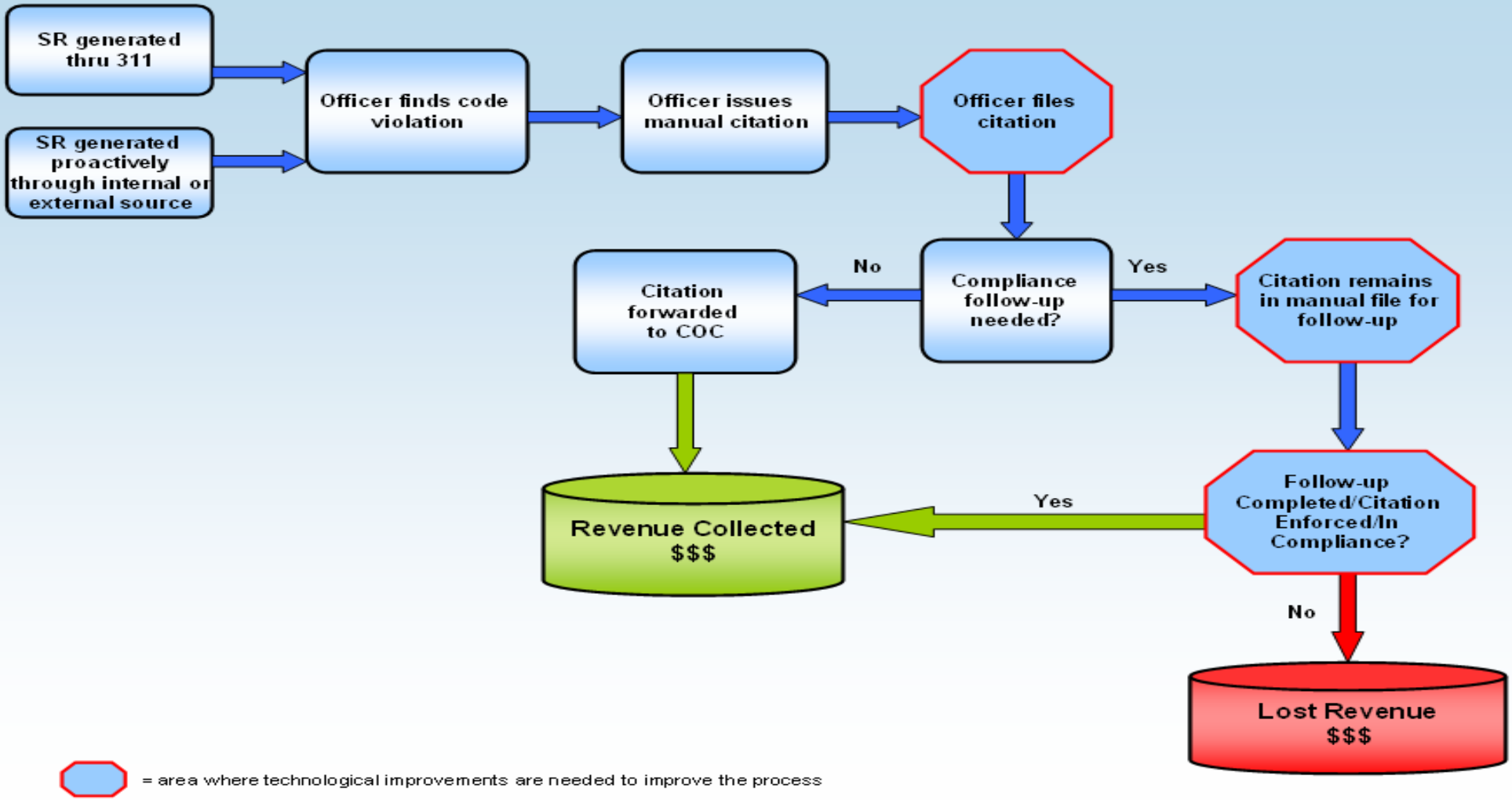
The system to manage manual citations is driven by filing and processing of citation documentation from officers. Citations issued in the field must be filed in Animal Services' hard copy system and forwarded to the Clerk of the Courts for payment collection. Due to the nature of some citations there are a number of citations that cannot be forwarded to the Clerk of the Courts for revenue collection until the recipient has been provided time to comply with the violation and an inspection has been conducted for confirmation. The filing system in place does not prompt officers to follow-up with compliance inspections, as a result they maintain their own case follow-up system. According to information collected from the Citation Unit and the Clerk of the Courts records between October 2006 and September 2007, ASD issued a total of **2,816 manual citations**. During the same period, **932 citations were voided**. Note: **:** The number of citation voids during the time period indicated is not directly related to the number of citations issued within the specified time period or the number of citations issued in error. The number of citation voids is a reflection of voids related to citations issued since the 1990s.

Figure 1.



Manual Citations Process Flow

Figure 2.



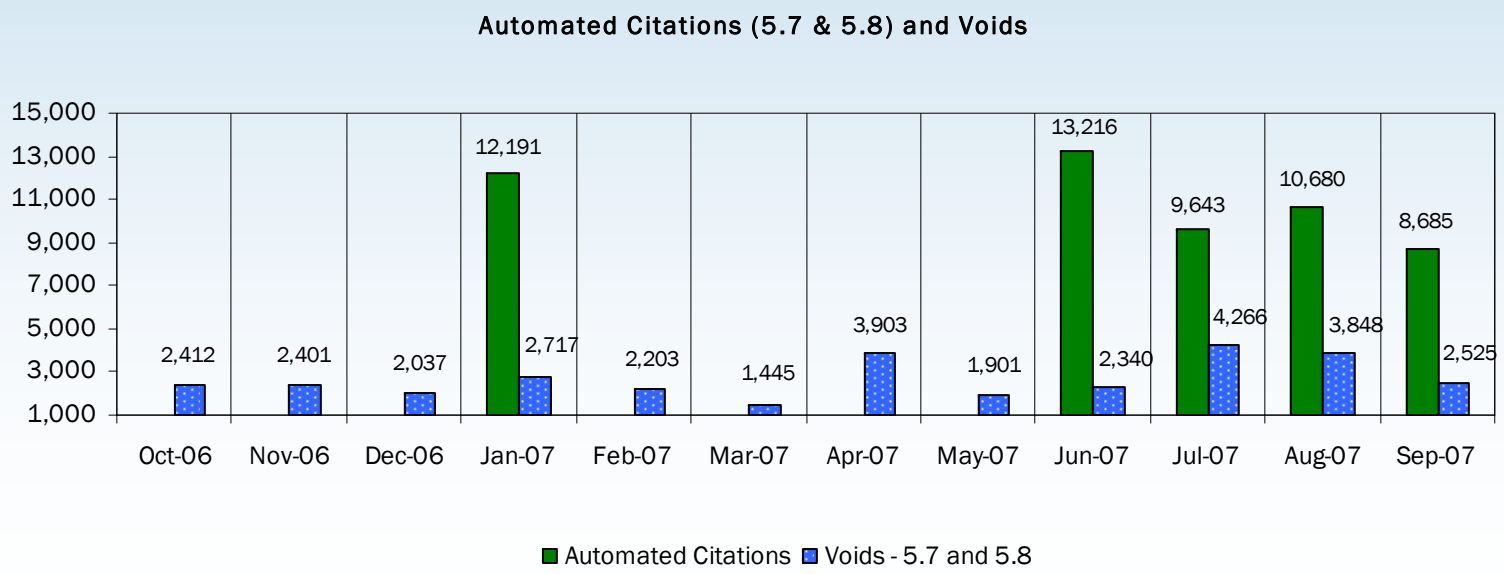
Code Enforcement Process

Automated Citations

Automated citations are issued to persons that violate Chapters 5.7 (vaccination against rabies) and 5.8 (license tags required for all dogs; conditions for issuance of tags) of Miami-Dade County codes. Automated citations are generated as a result of reports run in the Citation Manager System. The Citation Manager system stores information on tag and vaccination renewals. Automated citations are generated when a designated ASD staff member initiates a request to run a report covering a specific period of time (e.g. between October and December 2007). The Citation Manager System is not capable of running auto-generated reports that would pull data at pre-selected times of the month or year.

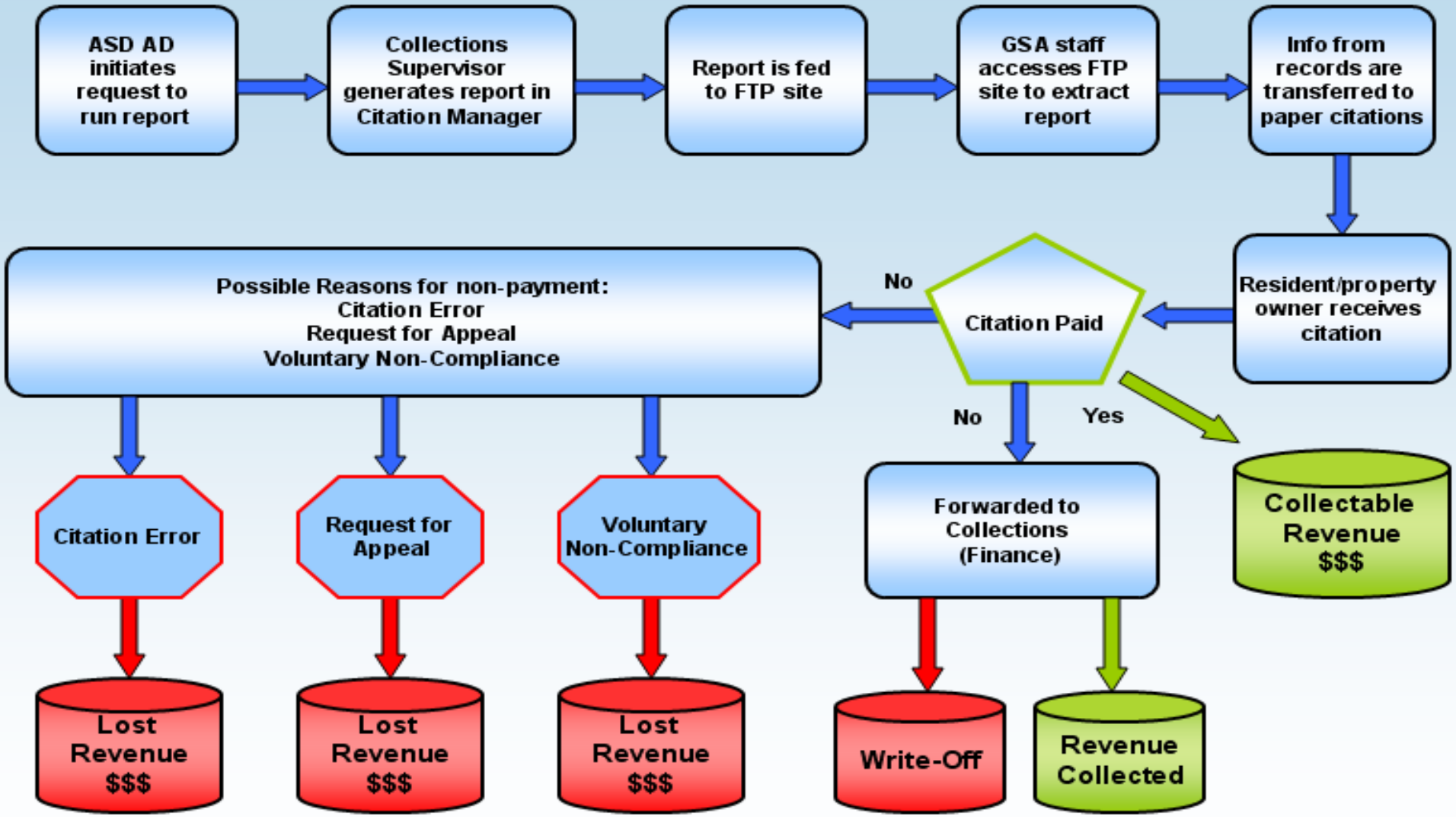
After a citation records report is generated by Citation Manager it is forwarded to General Services Administration (GSA) where it is transformed into paper citations. The citation records are then sent to the Clerk of the Courts Office, where it is recorded for payment collection in the SEFA system (Code Enforcement Citation Display database). According to information collected from the Citation Unit and the Clerk of the Courts records between October 2006 and September 2007, ASD issued **54,415 automated citations** for Chapters 5.7 and 5.8. During the same period, **31,998 citations were voided**. Note: The number of citation voids during the time period indicated is not directly related to the number of citations issued within the specified time period or the number of citations issued in error. The number of citation voids is a reflection of voids related to citations issued since the 1990s. Between March 1, 2007 and May 31, 2007 4,093 citations were voided through the Amnesty Program. These voided citations are included in the totals reflected in the graph below.

Figure 3.



Automated Citations Process Flow

Figure 4.



Cost Incurred per Citation: Print and Mailing Costs vs. Total Cost (print, mail and staffing costs)*

Figure 5a.

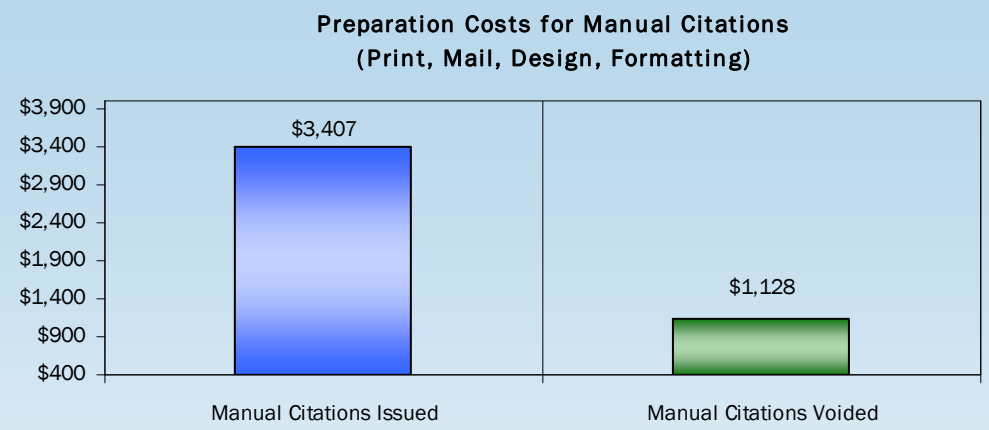


Figure 5b.

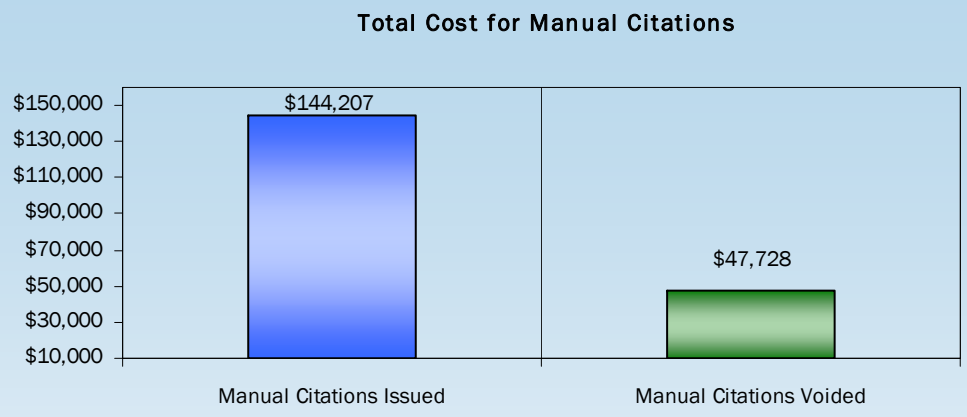


Figure 6a.

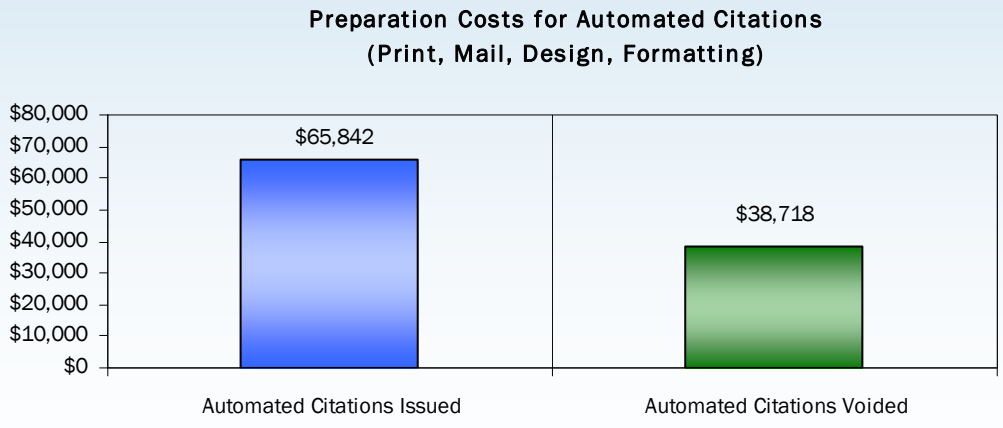
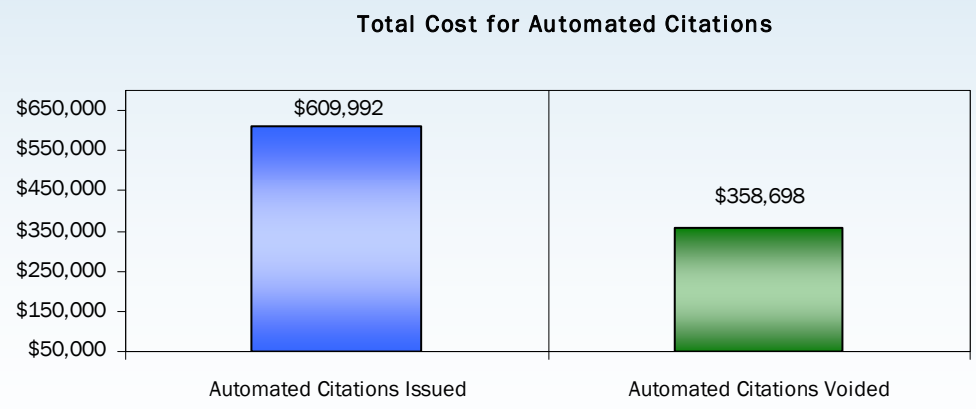


Figure 6b.



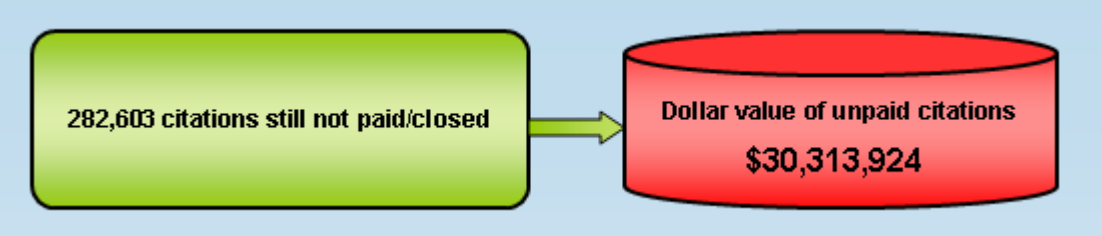
*Print and Mailing charge provided by ASD: $0.838 per citation (rounded to $.84). Total cost per citation provided by ASD (incl. print, mail and staffing costs): $50 per manual citation and $10 per automated citation.

Uncollected Revenue and Technology Improvement Benefits

Citations Not Paid

As of May 2008, there are a total of **282,603 citations** that have not been paid since the department's inception. The outstanding balance of these citations is **$30,313,924** (does not include any additional penalty charges). The total number of citations that have not been paid includes citations that were issued prior to October 2006. The majority of these citations were issued prior to 2004 and are uncollectible due to various reasons (e.g. change of property ownership, pet deceased, etc). Under the Memorandum of Understanding between ASD and the Finance Department, the Credit and Collections Section will perform collection on outstanding debts owed to ASD for citations issued prior to December 31, 2005.

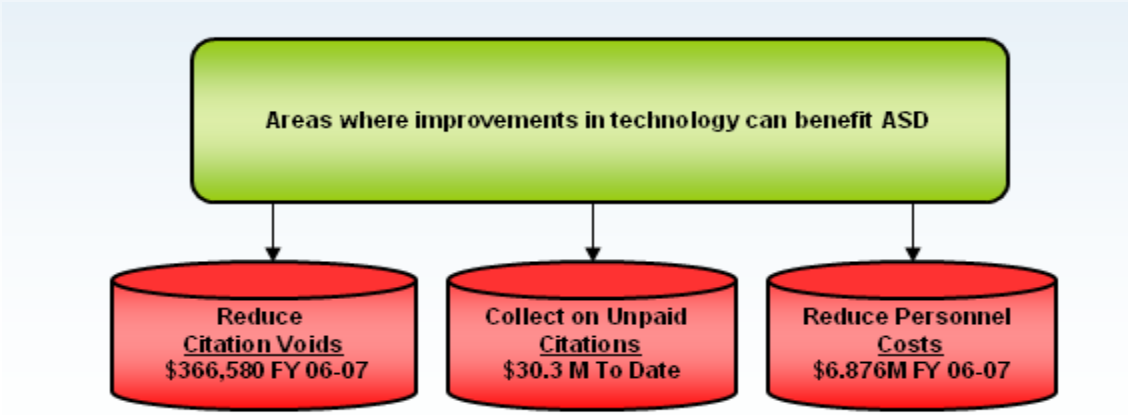
Figure 7.



Benefits of Improvements to Technology

The chart below identifies some areas where additional funds can be utilized to reduce expenditures or improve collection of revenue. Improvements and additions to the department's technological resources could be utilized to **1)** reduce the number of citations voided due to lack of access to pertinent information in the field (voided citations equal lost revenue) **2)** implement an adequate system for citation processing and payment follow-up and **3)** reduce the amount of staffing costs associated with citation processing through automation of some steps. The dollar amounts below indicate the amount of money spent on citations voided and personnel in FY 06-07 and the outstanding balance on uncollected citations as of May 2008. **Note**: the personnel costs reflected below is represents the total dollars spent on personnel for the fiscal year, not the amount spent on citation related personnel costs alone.

Figure 8.



Citations Findings: Manual Citations

Review of ASD's manual citation process revealed the following:

- Compliance follow-ups/inspections are conducted manually. There is no automated scheduling system in place to prompt officers when inspections are due. Lack of compliance inspections results in lost revenue to the department.
- The department does not have a system that provides notification for payment follow-up. Payments that remain past due can become a lien, however, many are not forwarded to the lien process as result of the lack of follow-up.
- Field officers are lacking the access needed to pertinent information, such as property information, that would minimize citation errors resulting from improper or lack of folio number, spelling of recipient name and incorrect reference code.
- Each officer is responsible for entering the citations they issue, however, there is no existing process that regulates the time it takes to log citations.
- The need for officers to return to the office to access information and file paperwork for citations results in decreased performance (less time in the field and citation errors). The more time spent completing paperwork results is less time available for compliance follow-up.
- Pictures taken in the field are filed manually and are not automatically attached to the case file. This supporting documentation, which is often times needed for court appeals, is susceptible to damage or loss due to the filing system in place.
- The department lacks additional technologies and staff (i.e. data entry) resources needed to streamline the citation process.

Citations Findings: Automated Citations

Review of ASD's automated citation process revealed the following:

- There is no formal process to run Tag and Renewal notice reports, which delays compliance follow-up and revenue collection.
- The current program being utilized, Citation Manager, does not have the functionality to run auto-generated reports that would minimize delays for compliance follow-up and revenue collection.
- Renewal notices are specific to a month, however, citation notices are not sent out every month. As a result, cases that are in non-compliance are not immediately flagged for citation issuance. This decreases the amount of potential revenue that could be collected.
- The department does not have a system that tracks compliance. As a result a citation issued may remain in past due status for months or years without being identified.

Recommendations

The following measures will improve ASD work processes:

- Laptops to all ACOs and Investigators (ToughBooks)*, which would:

  1) provide officers field access to information needed to minimize citation errors
  2) increase the number of follow-ups conducted for citation compliance checks, thereby, increasing the amount of revenue that can be collected
  3) minimize the amount of citation paperwork that must be completed at the site, giving officers more time to process cases

- Data quality enhancement to include:

  1) add-in security features to prevent changing of sensitive information (e.g. activity dates) and unauthorized deletion of customer records
  2) cross-checking for duplicate customer records for the same animal (duplication of customer records results in citations issued in error)
  3) ability to interface with the Clerk of the Courts' Cash Management System in order to credit customer accounts in the ASD database when payments are collected

- Issue mobile/field equipment (e.g. printer for ticket or warning notice issuance), which would:

  1) improve the citation processing time
  2) decrease the amount of administrative time that has to be dedicated to filling out paperwork
  3) decrease the number of citations that are filed away and never forwarded for processing

* Specific benefits of using ToughBooks available in the Pre and Post ToughBooks Performance supplement (pg. 13).
** Specific recommendations for new technology are outlined in the New Technology Solutions supplement (pg. 10).

Supplement: New Technology Solutions **

Key Issues

The main issues that can be addressed with the introduction of new technology solutions in ASD operations have been identified as:

1) the public's dissatisfaction with ***record inaccuracy*** concerning pet licenses
2) ***revenue loss*** and potential safety issues arising from lack of electronic record keeping of code violations

Background

In previous assessments conducted by ETSD (2007), three potential technology solutions have been outlined:

1) Customization of the 311 CSR system for ASD case management and citation recording purposes.
2) Extension of Team Metro's CMS system for ASD case management and citation recording purposes.
3) Acquisition of a third-party software product for the above-stated purposes.

Scenario Analysis

The retrofitting of either CMS or CSR is not recommended.

CSR's core function is not case management (pg.10 Notes, #1) and the software's User Interface is awkward and not amenable for case logging and citation generation in field conditions.

While Team Metro's CMS is familiar to some ASD employees, successful utilization of the CMS system in Team Metro for code enforcement purposes relies heavily on accurate, consistent and knowledgeable assistance from qualified administrative staff. ASD's lack of staff resources presents an obstacle to successful utilization of the CMS system.

Customization may be inappropriate for yet another reason. ASD case documentation and case processing practices are lacking, or at best not stable/systematic. Any application development and customization may be guided by less than optimal requirements (i.e. it may automate existing processes that are not optimal).

Supplement: New Technology Solutions Cont'd

Recommendations

Procurement and implementation of ***off-the-shelf vendor-supported*** software (pg.10 Notes, #2) and hardware specifically geared to in-the-field citation-generation and case management (preferably developed for Animal Services Agencies).

Procurement and implementation of a ***fully automated*** pet-licensing citation-generation system.

Rationale: ASD needs to take advantage of software tools which already embed best practices in code enforcement and citation management, rather than develop such tools and models from scratch, or by morphing case management applications used by other agencies (pg.10 Notes, #3). ASD also needs to deploy quickly to avoid the repercussions of unfavorable public perceptions regarding the department's management and operations.

Key Criteria for Product Selection

Any acquired third-party software package must fulfill the following requirements:

1) Allow usage in the field (be accessible through mobile devices available to or approved by Miami-Dade County).
2) Have a robust mechanism for event scheduling, alerting, notification escalation, and easy programmability of business rules.
3) Integration with existing technology (Chameleon, cash management, citizen portal).
   Note: special attention should be given to products offered by vendors of technology already in place (e.g. to Chameleon Data Processing Center© (CDPC) for licensing reminders and citations).
4) Open architecture: the system's architecture should allow for County customization and functional expansion through County-developed code. A well-documented application programming interface (API) is preferable.
5) Standard database backend (Oracle or SQL Server; proprietary database systems should be avoided). A potential feed-in to nation-wide databases such as http://www.pet-abuse.com/ should also be explored.
6) Be permissions-based and allow for data-integrity control through different access levels. For example, certain types of users should be allowed read-only access to the records, data entry clerks should have limited access to delete/modify data in specific fields, whereas supervisory staff should have access to more features. All transactions in the system should be logged for auditing purposes.
7) Be web-based: the software should preferably be web-based (not client-based), so that desktop installations can be avoided and interface updates can be performed remotely. Additionally, the software should allow for exposure of selected data/records to the public (for example, for purposes of tag lookups by veterinary offices).

Supplement: New Technology Solutions Cont'd

Online Resources and Notes

Advanced Public Safety applications: QuickTicket™, QuickCrash™, PocketCitation
www.aps.us

Comcate: Code Enforcement Manager http://www.comcate.com/homespotlight/codeenforcementmanager.html

Intermec: e-Citations
http://www.intermec.com/solutions/public/safety.aspx

Zebra Technologies: Electronic Citations
http://www.zebra.com/id/zebra/na/en/index/industry_solutions/applications/electronic_citations.html

Chameleon Software Products: Chameleon Data Processing Center© (CDPC)
http://www.chameleonbeach.com/ProductsandServices/ChameleonDataProcessingCenterCDPC/tabid/435/Default.aspx

Notes:

1) "The investigative tools are intended to facilitate the control of inappropriate activity. This is a significantly different task than managing customer inquiries." *Introduction to Investigative Case Management Products*, p. 2, Jay Heiser, Richard J. De Lotto, Gartner Research, 04/2007
2) "Commercial products offer important functionality beyond what is typically possible with "home-brew" applications." *Introduction to Investigative Case Management Products*, p. 5, Jay Heiser, Richard J. De Lotto, Gartner Research, 04/2007
3) "Use of multiple specialized case management tools is common and represents a typical practice at this level of market development, where local political imperatives often outweigh the logic of a single, enterprisewide application. It often makes sense for an enterprise to have multiple case management tools, used by different corporate roles to support different types of investigations." *Introduction to Investigative Case Management Products*, p. 53 Jay Heiser, Richard J. De Lotto, Gartner Research, 04/2007

Supplement: Pre and Post ToughBook Performance and Benefits to Citation Enforcement Process*

Per ASD, the unit has seen an improvement in overall performance of approximately 30% with the use of ToughBooks. Looking at the average daily calls handled alone, the average performance increased between 25% and 50%.

Performance without ToughBooks

Enforcement officers:

- Handle an average of 8-10 calls daily
- Must report to the office to receive call lists, conduct research and process animal impounds
- Have to contact the dispatcher for SEFA, PTXA and Chameleon information

Performance with ToughBooks

Enforcement officers can:

- Handle an average of 10-15 calls daily
- Begin shift and conduct research from the field
- Enter animal impoundment information in the field through Chameleon access
- Access SEFA, PTXA and Chameleon information in the field

Benefits to the Citation Enforcement Process

Enforcement officers have additional time to conduct more citation follow-ups, with the potential to:

- Minimize the lag time between citation issuance and follow-up
- Increase the revenue that could be collected from additional fines for non-compliance (identified through citation follow-up)

Enforcement officers have immediate access to information needed for citation issuance, which can help:

- Expedite the citation issuance process
- Reduce the number of citation errors

APPENDIX C

Government Information Center (GIC)
CSR Mobile Review
February 28, 2008

CSR Mobile Pilot

CSR Mobile works as an extension to the Customer Service Request system, effectively allowing departments to define and push work assignments out to their personnel in the field. Pushing mobile data out into the field, workers have the appropriate resources, information and tools where and when they most need them.

Implementing this solution across outward facing County departments that are interfaced with GIC/3-1-1will lead to increased accountability, service delivery excellence, employee productivity measurements, near real time updates to existing SRs and ability to report proactive work being performed by County staff in the field. Other benefits include

- Work assignments issued from within CSR Mobile
- Query CSR data from the field
- Reporting
- Location Alerts

Containing a mobile database infrastructure, CSR Mobile is not reliant upon a constant connection to the CSR database, allowing users to work disconnected from the CSR system for extended periods of time.

Getting Started

On November 11th, GIC/ETSD held a meeting to discuss the scope and objectives of the pilot. By November 19th, a scope document was created and accepted by the Stakeholders. A software install and training was held at Animal Services on December 4th. While the initial implementation was to involve 3 entities (Team Metro, City of Miami, Animal Services), only Animal Services was ready to move forward with the pilot at the time.

Technical Requirements and Expected Outcomes

ToughBook laptops are network enabled each containing an AirCard 875, configured for wireless communication via NetMotion, and the CSR Mobile client application installed on each machine. For Animal Services (ASD), Chameleon and PTXA applications were also loaded onto the laptops. To enable Chameleon to function on ToughBook, a mainframe emulator (Xtra Client) needed to be installed.

It is designed to limit a user's access to the ToughBooks operating system in an effort to better mange/secure mobile devices on Miami Dade County (MDC's) network; however, CSR Mobile requires more access than is allowed by the current 'Build' so each user must be given Administrator privileges. The ETSD security group has been given a ToughBook to test the secure host build with the applications ASD needs to perform efficiently while the pilot is on-going.

Wireless coverage across the County will be monitored as well as the performance of the server housing the application. Our expectation is that the near real time updating and SR creation will be minimal thus increasing efficiency.

Process management and operational flows will be measured to assist in establishing a baseline for future implementations.

Financial Rationale

For the pilot, the direct costs associated with each laptop have already been taken care by GIC/3-1-1. Each department will be required to absorb the costs associated with the activation of the Air Cards for each of the laptops. This cost is estimated to be $50/month per card. ETSD Field Services will enable the air cards for each of the participating departments and configure the laptops with secure XP software. They are also responsible for the maintenance of the Toughbooks once the pilot is launched.

The costs associated with the Service Request configuration has also been absorbed by 3-1-1 with the assignment of one of ETSD's CSR configuration manager support staff.

Training and Testing

After a month of using the Toughbooks in a training and test environment, 10 ASD officers and investigators went "live" on January 7th, 2008. These users have tested the ability to update Service Requests (SRs), receive work assignments from dispatch, pull "open" SRs directly from CSR, post resolution outcomes and most importantly, log proactive work directly into the system. They also have tested the connectivity issues countywide with very good results with the exception with some issues in the south end of the County. Staff would completely reboot the laptop and reset the aircard, but would regain connectivity.

Feedback

Communication and feedback from the ASD Director and staff has been "We are thrilled with the pilot program. There were some small dead areas down south with the air cards but besides that, we give it an A+! ". Some of the immediate benefits were the ability to minimize the workload on the dispatchers, increase timeliness and accuracy of the data being entered in the SRs, increased accountability for field staff, the ability to review property and animal information "on the spot" and ability to log proactive work being performed in the field.

Dispatching – Staff received radio calls from investigators/officers to update 5-6 SRs at a time with information which sometimes led to incorrect information being logged or not detailed properly. Sometimes the investigators/officers would be placed on hold while dispatch staff would assist other ASD staff, citizens at the center, etc. The use of CSR Mobile has enabled dispatch staff to field less calls from the ASD staff for updates via radio or cell, freed them up to assist citizens coming into the shelter or on the phone, assist in police assisted calls (since these get first priority), handle transfers from 3-1-1, assigning new SRs, faxing, etc.

Investigators/Officers – investigators use the CSR application loaded on the Toughbooks while the officers use CSR Mobile application. The investigators use CSR to pull unassigned open SRs leading to an increase in productivity of 5-6 SRs/investigator/day. Using the laptops, it allows ASD field personnel to cut off 2 hours of paperwork per day that they normally would be performing at the shelter and thus, lead them to be able to spend more time in the field. Staff can start and end their days in the field and have the cases updated, completed, etc. prior to starting the next day. This allows supervisors to monitor what the open case load is on a daily basis and ensure balanced staffing assignments. One of the biggest advantages is the ability to pull property and owner information, run tags and impound animals in the field. Normally all these functions would require calling into dispatch for the information (time and effort), but now, get it instantly.

The following two examples state the above efficiencies.

- ✓ Previously, investigators/officers during the overnight watch, had no access to property and tag information since dispatchers were not available. They would bring the animal back to the shelter for processing and the next day try to find the owner, etc. All this processing may take several hours to perform. Now, with the Toughbooks and access to information, the animal tag or chip can be verified, returned to the owner and possibly cited, if necessary, all in a matter of minutes. The officer proceeds to his next case.

- ✓ One of the officers was in the field handling a stray dog request from 3-1-1. Upon finding the dog, the officer encountered two citizens who inquired about the stray. He immediately ran information on any lost pets, etc. and after verifying no record of the stray had been recorded, he initiated a "field adoption request". The officer took a picture of the dog, placed it in ASD's legacy system, Chameleon, returned to the shelter with the dog, verified its health, etc., and the very next day, the two citizens were able to adopt the animal. This entire process may have taken several days but instead, was an overnight success story.

APPENDIX D

3-1-1

miamidade.gov

Government Information Center

Animal Services Department

Countywide Secret Shopper - Phase I
Final Recommendation Report
August 2007

MIAMI-DADE COUNTY

Animal Services Department
Secret Shopper Program –Final Recommendation Report

Introduction

The GIC observed and measured Animal Services Department (ASD) customer satisfaction during the period of March through April 2007. GIC's findings have been used to create this report, the main objectives of which are:

- To provide ASD with valuable information on the results of the Secret Shopper Initiative, a program created to improve internal accountability and public value of County services through the use of telephone secret shopping.

- To offer practical steps that can be implemented in order to improve the customer experience.

The cornerstone for providing excellence in customer service is to listen to the voice of the customer. With this in mind, this report offers an insight into the customer experience based on a total of 104 telephone and 50 in-person secret shops (heretofore referred to as "shops") of ASD's service and information delivery. These shops simulated "real customer" perspectives on consumer services, and they provide a baseline of ASD customer service delivery.

A preliminary report of the shops was presented to the ASD Director and staff in June for discussion prior to GIC preparing this final report. The final report summarizes the results of the shops and provides recommendations on ways ASD can improve their customer service delivery consistent with the department's goal to **"find life-long homes for as many animals as possible and to provide proper care while these animals are at the shelter."**

We anticipate that the information presented, coupled with ASD's expertise in the processes involved, will contribute to the successful implementation of ASD's strategic plan by identifying opportunities for improvement and providing feasible courses of action. Together, ASD and GIC can continue to work in partnership in order to expand best practices.

Telephone Customer Experience

Due to the fact that ASD's main telephone lines are transferred to 311, the findings for the telephone shops actually offer insight on how 311 Call Specialists are handling ASD calls. Call Specialists were evaluated on the following perspectives garnered from a total of 104 telephone shops.

Evaluation Perspective: ► Greeting

Components Evaluated:

1. "Thank you for calling Miami-Dade (name of department)" – or other greeting
2. "My name is XXXXXX"
3. "How may I help you?" – or other assistance greeting
4. How long did it take before you spoke to a live attendant (XX min, XX sec)?
5. Were you able to get assistance in the language of your choice?

Key Findings/Observations Based on Telephone Shops:

+ 97% used a departmental greeting
+ 88% let the caller know who they were speaking with
+ 89% used a customer-oriented greeting
- 72% of calls were answered, via a live agent, within one minute
+ 98% were able to get assistance in the language of their choice

Evaluation Perspective: ► Content of Conversation

Components Evaluated:

1. Attendant was easy to understand
2. Attendant was equipped with the tools or information needed to handle my request
3. Attendant put forth effort to address my request
4. Were you placed on hold as part of your information request?
5. If yes, how long were you on hold (XX min, XX sec)?

Key Findings/Observations Based on Telephone Shops:

+ 91% considered the agent to be easy to understand
+ 86% believed that the agent was equipped with the tools or information to handle their request
+ 85% were satisfied with the agent's effort to address their request
+ 12% of callers were put on hold as part of their request
- 42% of those who were put on hold had their calls handled in excess of 3:30 minutes

Departmental Feedback: Call Specialists routinely place calls on hold when they are unable to quickly access the appropriate information to handle a call. In the case of ASD calls, this may be as a result of an insufficient Knowledge Base.

Item	Recommendations
Accurate Information	▪ Formalize a process for keeping information current. If information is dynamic, add a notation indicating the last date the information was updated and a contact person responsible for updating the information. ▪ A schedule and protocol for submission of updates to the 311 Knowledge Base should be established and routinely reviewed.

Evaluation Perspective: ► Transferred Calls

Components Evaluated:

1. Was your call transferred to another party?
2. If so, was the transfer blind or warm?
3. How many times were you transferred?
4. Do you know where/who you were transferred to <u>before</u> the transfer occurred (i.e. department, person's name, etc.)?
5. Did you reach a live person or voicemail when transferred?

Key Findings/Observations Based on Telephone Shops:

+ 6% of the calls were transferred at least once (6 calls were transferred)
- 33% (2 calls) were transferred without having the agent remain on the line (blind transfer)
+ 83% (5 calls) were transferred only once
- 33% (2 calls) did not know where/who they were being transferred
- 83% (5 calls) upon transfer, did not reach a live agent

Departmental Feedback: Reaching ASD staff when a call needs to be transferred to the department has been an on-going issue. ASD is short-staffed and does not have the current telephone capacity to add additional lines.

Item	Recommendations
Returning Calls	▪ Develop a call return protocol that sets expectations for the customer and staff as to when calls will be returned. For example, when a call is transferred or a return call is needed, customers could be advised that staff will get back with them between the hours of 3PM to 5PM. This allows staff to continue with their regular duties during the day without getting interrupted.
Additional Dedicated Telephone Line	▪ If feasible, a phone line should be dedicated for call transfers particularly when high call volume is expected (ex. citation mailing)
Email Call Notifications and Responses	▪ As an alternative to transferring calls establish a means for transfers to be done via email and then implement a Call Return policy. ▪ Ask the caller whether an email response is acceptable. Establish an email return call policy.
Standardized Voicemail Protocols	▪ Develop voicemail protocols that reduce uncertainty and moderate customer expectations more appropriately. For example, if staff is in the field, the voicemail message should state that and offer a window of time when the call will be returned. ▪ GIC recommends that all voicemail messages provide staff names with an "assistance" type of message. This will make the caller feel as if the call will be handled vs. lost in an automated system.

Evaluation Perspective: ► Resolution of Inquiry or Request

Components Evaluated:

1. Were you able to resolve your inquiry or request?

Key Findings/Observations Based on Telephone Shops:

+ 89% were able to resolve their inquiry or request

Evaluation Perspective: ► Overall Ratings

Components Evaluated:

1. Overall, how would you rate your experience calling this department?
2. Overall, how do you rate the accuracy of the information provided to you?
3. Overall, how do you rate the level of courteousness, politeness, & professionalism of the attendant who assisted you?

Key Findings/Observations Based on Telephone Shops:

+ 86% were dissatisfied with their calling experience
+ 83% were dissatisfied with the accuracy of information provided
+ 89% were dissatisfied with the level of courtesy, politeness and professionalism of the agent

In-Person Customer Experience

ASD staff was evaluated on the following perspectives garnered from a total of 50 in-person shops.

Evaluation Perspective: ► Service Delivery- Reception Staff

Components Evaluated:

1. Length of wait time to be attended
2. Attendant provided a courteous greeting
3. Attendant was able to address my questions
4. Were you able to get assistance in the language of your choice?

Key Findings/Observations Based on In-Person Shops:

+ 82% were satisfied with the length of time it took to be attended
+ 78% received a courteous greeting
+ 80% agreed that the attendant was able to answer their question
- 74% were able to get assistance in the language of their choice

Departmental Feedback: Staff is 60%-70% bilingual. With the exception of one person, frontline staff is bilingual.

Item	Recommendations
Communicating through a Language Barrier	▪ Provide each staff with some simple, phonetically written, Spanish-language call-handling phrases such as, *"I'm sorry, I don't speak Spanish, but we have staff that can help you. Please wait to be assisted by a staff person that can help you in Spanish"* and have these placed in the reception area.

Evaluation Perspective: ► Service Delivery- Main Service Staff

Components Evaluated:

1. Length of wait time to be attended
2. Attendant provided all the information I needed as part of my service request
3. Attendant was courteous
4. If you were required to fill out forms, were you provided with all the forms you needed?
5. Were you able to get assistance in the language of their choice?
6. How long did it take you to receive the service you requested?

Key Findings/Observations Based on In-Person Shops:

+ 86% were satisfied with the length of time it took to be attended
+ 84% believed that the attendant provided all the information needed
+ 86% considered the attendant to be courteous
+ 82% were supplied with all of the forms needed
+ 86% were able to get assistance in the language of their choice
- 74% of shoppers received service within 15 minutes

Departmental Feedback: ASD relies on volunteer staff, especially on weekends. Volunteer staff is fairly reliable, but they do set their own hours. ASD is aware that their facility is not ADA compliant.

Item	Recommendations
Volunteer Hours	▪ Rather than have the volunteers set their own schedules, ASD should establish schedules when volunteers are need and have volunteers select their hours based on the need at the shelter
Volunteer Recruitment	▪ Focus recruitment to individuals that meet the needs of the Shelter. For example, if you need bilingual volunteers, advertise for that need.

Evaluation Perspective: ► Quality of the Facility

Components Evaluated:

1. Seating was available for customers/visitors?
2. Reception/entry area was clean?
3. Location was easy to locate?
4. Facility was accessible to people with physical impediments?
5. Adequate parking was available on site?

Key Findings/Observations Based on In-Person Shops:

+ 80% agreed that seating was available
+ 88% considered the reception area clean
+ 78% believed the facility/mobile unit was easy to find
+ 96%were satisfied that the facility/mobile unit was accessible to people with physical impediments?
+ 79% thought that parking was adequate

Evaluation Perspective: ► Condition of Animals and Kennel Area

Components Evaluated:

1. Animals were clean
2. Cages were clean
3. Animals had water and food available
4. Cages were marked with information about the animal
5. Animals appeared to be in good health/physical condition
6. An attendant was with you to answer questions about the animals
7. You felt safe while in the animal viewing areas?
8. Animal viewing areas were accessible to people with physical impediments?

Key Findings/Observations Based on In-Person Shops:

+ 91% were satisfied with the cleanliness of the animal's cages
+ 79% regarded the cages to be clean
+ 95% confirmed that animals had water and food
+ 90% were satisfied with the availability of information on the cages
+ 86% believed the animals to be in good health and physical condition
- 53% said an attendant was with them to answer questions about the animals
+ 95% felt safe while viewing the animals
- 74% considered the kennel area accessible to people with physical impediments

Evaluation Perspective: ► Overall Ratings

Components Evaluated:

1. Overall, how would you rate the professionalism and courtesy of Reception Staff providing you with assistance?
2. Overall, how would you rate the professionalism and courtesy of Service Delivery Staff providing you with assistance?
3. Overall, how do you rate the reliability of the information you received at the department you shopped?
4. Overall how do you rate the quality of the service you experienced?

Key Findings/Observations Based on In-Person Shops:

+ 82% were satisfied with the professionalism and courteousness of the Reception Staff
- 74% were satisfied with the professionalism and courteousness of the Service Delivery Staff
+ 84% were satisfied with the reliability of information provided
+ 80% were satisfied with the quality of service received

Departmental Feedback: Kennel staff, responsible for cleaning and feeding, often has to fill in as adoption counselors when the shelter is busy.

Item	Recommendations
Training	▪ Cross-training staff and volunteers to assist where needed when the shelter gets busy. Include appropriate, customer friendly approaches for interacting with the public as part of their training.
Award Excellence	▪ Build in a reward system for both volunteers and staff. Recognize when they have achieved excellence. For example, present a certificate to a volunteer who switched their shift and worked extra hours when needed.

Summary of ASD's Customer Experience Valuation

A total of 104 telephone and 50 in-person shops of ASD's service and information delivery were conducted during the two-month period of March and April 2007. In general, these shops showed that telephone calls, handled by 311 Call Specialists, were handled professionally and courteously. 42% of those put on hold had their calls handled in excess of 3:30 minutes. This shows that there is a gap in the effective delivery of customer service, and presents an opportunity to improve an aspect of the operation. Hold times are indicative of two areas of concern; the totality of ASD's Knowledge Base and the ability to reach (or transfer to) an ASD staff person to answer specific questions while a customer is on the line. The enhancements of information within ASD's Knowledge Base and applicable training for 311 Call Specialists on any updates or new services are recommended means to demonstrate an immediate impact in this area.

Transferring calls to ASD can be handled in multiple ways. The first step should be to provide as much information, on citation notices for example, to customers upfront, eliminating the need for a phone call. Citation notices do exponentially increase the overall call volume to 311. Increased call volume lengthens the time it takes to reach a live 311 agent. Call Specialist scheduling can alleviate some of the wait time to reach a live agent however, what scheduling cannot fully prepare for is the increase in call volume due to extensive citation mailings. Citations need to address the most frequently asked questions, which 311 can help to provide, on the citation itself; limiting the need to call and the need for transferring the call.

In-person shops showed quality animal care but also a need for some service delivery improvements particularly with the service delivery staff.

Most of the recommendations provided can be implemented without significantly taxing existing departmental resources and can be applied fairly quickly. The anticipated improvements on customer service delivery will go a long way in enhancing the customer's experience with ASD.

Going forward, ASD must ensure that changes made to their customer service delivery are customer-centric. GIC will continue to track, measure and analyze ASD customer satisfaction and provide this information to ASD as it develops.

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Animal Services Department

Countywide Secret Shopper– Phase II
Final Recommendation Report
August 2008

MIAMI-DADE COUNTY

Animal Services Department
Secret Shopper Program – Phase II, Final Recommendation Report

Introduction

The GIC observed and measured the **Animal Services Department's (ASD)** customer satisfaction during two phases of secret shopping. Phase I occurred during March and April 2007 and Phase II shops were conducted in December and January 2008. Phase I shops were positioned to establish a baseline of ASD's customer service delivery. Phase II shops portrayed the effectiveness of departmental efforts to "move the needle" toward customer service excellence.

An initial report of Phase II results was presented to ASD's Director in June for discussion prior to GIC preparing this final report. The final report summarizes the results of the shops for both Phases and provides recommendations on ways ASD can continue to improve their customer service delivery consistent with the department's goal to **"find life long homes for as many animals as possible and to provide proper care for them while they are at the shelter."**

Telephone Customer Experience

All 100 telephone shops conducted in Phase II were placed to ASD's main customer service line, which is handled by 311 Call Specialists.

Reach a Live Agent % of 'Yes' (% rounded)	**Phase I** **March – April 2007**	**Phase II** **Dec. 2007 – Jan. 2008**
Was this call answered by an automated service?	N/A*	0%
Was this call answered by a voicemail system?	N/A*	0%

* This variable was added in June, thus not available for Phase I.

Evaluation Perspective: ► Greeting

Evaluation Perspective: Greetings % of 'Yes' (% rounded)	**Phase I** **March – April 2007**	**Phase II** **Dec. 2007 – Jan. 2008**
Did the agent say "Thank you for calling Miami-Dade (name of department)" – or other greeting?	▲ 97%	▲ 97%
Did the agent provide their name?	▲ 88%	▲ 80%
Did the agent say "How may I help you" – or other assistance greeting?	▲ 89%	▲ 95%
Did you reach a live agent within one minute?	▼ 72%	▼ 57%
Were you able to get assistance in the language of your choice?	▲ 98%	▲ 95%

Departmental Feedback: [GIC] The length of time spent in the queue before reaching a live agent continues to be a problem across all calls handled by the Answer Center.

Analysis/Recommendation: The percentage of calls answered within one minute is low. Call volume needs to be monitored. Scheduling may need to be adjusted to adequately staff the Answer Center.

Evaluation Perspective: ► Content of Conversation

Evaluation Perspective: Content of Conversation % of 'Yes' or 'Satisfied' (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Was the attendant easy to understand?	▲ 91%	▲ 91%
Was the attendant equipped with the tools or information needed to handle your request?	▲ 86%	▲ 86%
Did the attendant put forth an effort to address your request?	▲ 85%	▲ 84%
Were you placed on hold as part of your information request?	▲ 12% (12 calls)	▲ 19% (18 calls)
If calls were put on hold, how many calls were handled within 1:00 minute?	▼ 25% (3 calls)	▲ 79% (15 calls)

Analysis/Recommendation: Call handling remained relatively consistent from Phase I and Phase II with the exception of hold times which improved by more than 50%. Continual updates to the Knowledge Base (KB) allows for more efficient service delivery.

Evaluation Perspective: ► Transferred Calls

Evaluation Perspective: Transferred Calls % of 'Yes' (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Was your call transferred to another party?	▲ 6% (6 calls)	▲ 5% (5 calls)
If your call was transferred, was it a blind transfer?	▼ 33% (2 calls)	▼ 60% (3 calls)
If calls were transferred, how many calls were transferred only once?	▲ 83% (5 calls)	▼ 60% (3 calls)
If calls were transferred, how many were aware of where/who they were transferred to before the transfer occurred?	▼ 67% (4 calls)	▼ 0% (5 calls)
If calls were transferred, how many calls reached a live person when transferred?	▼ 17% (1 call)	▼ 40% (2 calls)

Departmental Feedback: In an effort to improve the availability of ASD staff to address customer concerns, 311 call specialists tried to email concerns rather than transferring the calls directly. This option did not prove feasible. If calls are transferred and a voicemail is left ASD returns calls within a 24-hour period.

Analysis/Recommendation: The percentages indicate a problem with transfers however; the call volume for transfers is very low. Keeping the KB information up-to-date, along with training on new programs and procedures ensures that these numbers remain low.

Evaluation Perspective: ► Resolution of Inquiry or Request

Evaluation Perspective: Resolution of Inquiry % of 'Yes' (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Were you able to resolve your inquiry or request?	▲ 89%	▲ 81%

Departmental Feedback: ASD conducted two trainings for 311 supervisors and call specialists. They have committed to two trainings per year.

Analysis/Recommendation: Due to the volume of information call specialists deal with on a daily basis, coupled with dynamic information, continual training is encouraged. Even if the information is static, refresher courses are recommended.

Evaluation Perspective: ► Overall Ratings

Evaluation Perspective: Overall Ratings % of 'Satisfied' (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Overall, how would you rate your experience calling this department?	▲ 86%	▲ 79%
Overall, how do you rate the accuracy of the information provided to you?	▲ 83%	▲ 83%
Overall, how do you rate the level of courteousness, politeness, & professionalism of the attendant who assisted you?	▲ 90%	▲ 86%

Analysis/Recommendation: Overall ratings, while decreasing from Phase I, remain within the satisfactory range. The decrease in satisfaction for overall call experience may be attributed to the length of time it took to reach a live agent and the lack of resolution for their inquiry. The department should review each shopper's comments carefully in the data provided.

In-Person Customer Experience

During Phase II, ASD's staff was evaluated on the following perspectives garnered from 50 in-person shops conducted at the main animal shelter.

Evaluation Perspective: ► Reception Staff

Evaluation Perspective: Reception Staff % of 'Satisfied' or "Yes" (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Were you satisfied with the length of time it took to be attended?	▲ 82%	▼ 70%
Did the attendant provide a courteous greeting?	▲ 78%	▲ 76%
Was the attendant able to address your questions?	▲ 80%	▲ 80%
Did the attendant put forth an effort to direct you to the right staff person?	N/A*	▼ 62%
Were you able to get assistance in the language of your choice?	▼ 74%	▲ 96%

* This variable was not available for Phase I.

Departmental Feedback: ASD had two new hires, both were bilingual. Additionally, they have two clinicians who are also bilingual. Kennel staff assists with the reception area when there is a high volume of walk-in traffic.

Analysis/Recommendation: Customers were assisted 12% faster during Phase I as opposed to Phase II shops, however, they were more likely to receive assistance in their language of choice in Phase II versus Phase I. Staff and volunteer trainings should be on-going and always include a segment on customer service. The value of presenting a welcoming tone to each and every customer needs to be conveyed.

Evaluation Perspective: ► Service Delivery Staff

Evaluation Perspective: Service Delivery Staff % of 'Satisfied' or "Yes" (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Did you receive the service you requested within 15 minutes?	▲ 75%	N/A**
Were you satisfied with the length of time it took to be attended?	▲ 86%	▼ 72%
Did the attendant provide all the information needed as part of your service request?	▲ 84%	▲ 80%
Did the attendant put forth a maximum effort to provide you with the service requested?	N/A*	▲ 78%
Was the attendant courteous?	▲ 86%	▲ 86%
Was the attendant with you to answer questions about the animals?	▼ 53% (yes)	▼ 66% (satisfied)
Did your service require that you complete forms?	■ 14%	■ 16%
If so, were you provided with all the forms you needed?	▼ 29%	▲ 86%
Were you able to receive assistance in the language of your choice?	▲ 86%	▲ 92%

* This variable was not available for Phase I.
** This variable was not available for Phase II.

Departmental Feedback: A computer was installed in the waiting area, with the anticipation of having a volunteer act as a shelter greeter. At this time, they do not have a regular volunteer to staff this customer service station.

Analysis/Recommendation: Although an improvement over Phase I service, clients should be able to ask staff questions as they view the animals. If there is not enough staff/volunteers to provide one-on-one service for each client, clients should be given that expectation as they are escorted to the kennel area. In order to deal with multiple clients ASD can have identifiable roving kennel staff and a set location for at least one person. This will allow all clients to know who they can ask as well as where to go for answers if they do not see an available staffer present.

Evaluation Perspective: ► Conditions of the Facility

Evaluation Perspective: Conditions of the Facility % of 'Satisfied' or "Yes" (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Was seating available for customers/visitors?	▲ 79%	▲ 76%
Was the reception area clean?	▲ 88%	▲ 92%
Were the restrooms easily available to customers/visitors?	N/A*	▲ 81%
Were the restrooms clean?	N/A*	▼ 57%
Was the facility easy to locate?	▲ 78%	▲ 86%
Was the facility accessible to people with physical impediments?	▲ 96%	▲ 98%
Was there adequate parking available on site?	▲ 79%	▼ 66%

* This variable was not available for Phase I.

Analysis/Recommendation: On high-volume days or at high-volume times, off-site parking for staff may be a solution for client parking. For example, the Palmetto Metrorail station is not far from the main shelter. ASD may be able to secure several spots through Miami-Dade Transit and then carpool to the shelter.

Evaluation Perspective: ► Conditions of the Animals and Kennel Area

Evaluation Perspective: Conditions of the Animals and Kennel Area % of 'Satisfied' or "Yes" (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Did the animals appear to be clean?	▲ 91%	▲ 100%
Did the animals appear to be groomed?	N/A*	▲ 91%
Were the cages clean?	▲ 79%	▲ 84%
Did the animals have water and food available?	▲ 95%	▲ 91%
Were the cages marked with information about the animal?	▲ 90%	▲ 100%
Did the animals appear to be in good health/physical condition?	▲ 86%	▲ 88%
Did you feel safe while in the animal viewing areas?	▲ 95%	▲ 94%
Were the animal viewing areas accessible to people with physical impediments?	▼ 74% (yes)	▼ 53% (satisfied)

* This variable was not available for Phase I.

Analysis/Recommendation: The shelter is not ADA compliant; however, there should be a system in place to provide those with physical impediments the ability to see/meet the animals. Information should be available denoting this type of assistance.

Evaluation Perspective: ► Overall Ratings

Evaluation Perspective: Overall Ratings % of "Satisfied" (% rounded)	Phase I March – April 2007	Phase II Dec. 2007 – Jan. 2008
Overall, how satisfied were you with the level of professionalism and courtesy of the Reception staff that provided you with assistance?	▲ 82%	N/A*
Overall, how satisfied were you with the level of professionalism and courtesy of the Service Delivery staff that provided you with assistance?	▼ 74%	▲ 84%
Overall, how satisfied were you with the reliability of the information you received?	▲ 84%	▲ 82%
Overall how satisfied were you with the quality of the service you experienced?	▲ 80%	▲ 82%

* This variable was not available for Phase II.

Departmental Feedback: ASD depends on a lot of volunteer staff. Volunteers select their own shifts. 'Thank you' emails are regularly sent to staff and volunteers. They have a 'Volunteer of the Year' and a volunteer luncheon to recognize volunteer efforts. For staff, they have an 'Employee of the Quarter' and an 'Employee of the Year' program.

Analysis/Recommendation: Overall satisfaction ratings for the level of professionalism increased by 10% from Phase I to Phase II. All Phase II overall ratings are within the satisfactory level for customer service. Staff should continue to be recognized for their ability to deal effectively with a high-volume of clients on a consistent basis.

Summary of ASD's Customer Experience Valuation

Telephone Shops:

ASD's telephone shops were handled by 311 Call Specialists. Overall, telephone service averages out to be satisfactory. Queue times continue to be a problem for all calls handled through the Answer Center.

In-Person Shops:

Phase II secret shops revealed that overall professionalism of the service delivery staff improved by 10%. Shoppers noted that while it took longer to receive service in Phase II, service itself was about par with service levels in Phase I. At reception, Phase II shoppers noted that there was an over 20% increase in the ability to receive service in the language of their choice.

An area which the department needs to consider addressing is the availability of staff while customers are in the kennel area.

Whereas multiple departments received in-person shops, GIC discourages departments from making comparisons for in-person shops. Each department should review the data individually and compare it with its own internal business processes, goals and mission.

Symbol Key

▲ Indicates that the Department met the threshold for positive performance (75%). In some cases, percentages of less than 25% (the inverse of 75%) are marked by a "positive" indicator. In these cases, lower percentages are the actual measure of better performance.

▼ Indicates that the Department did not meet the threshold for positive performance (75%).

■ Indicates that this information is strictly informational and is not a reflection of the department's performance.