

Animal Services Department

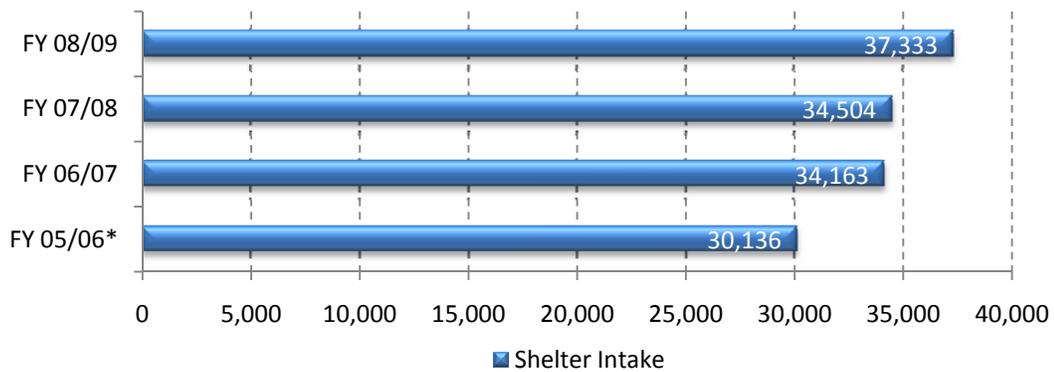
4 Year Performance Report
December 2009

How far the Shelter has come...

Since fiscal year 2005-2006, the Animal Services Department (ASD) has made great strides to provide services that ensure the safety of the public and to improve the **save rate** of animals taken in by the shelter. This year, ASD received the **2009 Agency of The Year Award** from the Florida Animal Control Association. Criteria for the award selection included, an effective training program for animal protection personnel, an effective public education and cruelty investigation program, active involvement in the community, an active spay/neuter program, media utilization where necessary, and plans designed to reduce euthanasia and increase quality adoptions. ASD was also awarded Honorable Mention for Outstanding Team Achievement because of the success of the adoption program.

Shelter activity has increased since FY 2005-2006, with the intake of animals increasing by **24%**.

Animal Intake by Fiscal Year



*ASD became an independent department in October 2005.

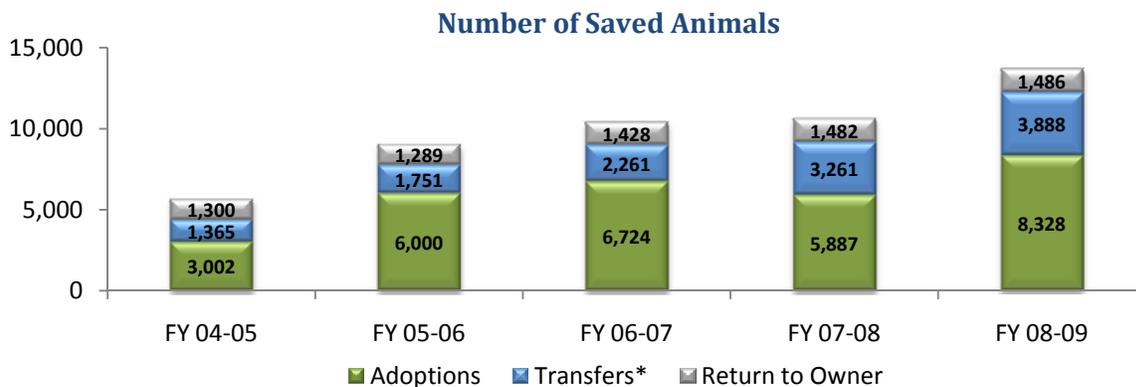
With this increase in activity, ASD implemented a number of improvements that address animal care and handling at the shelter.

Improvement Type	Description	Accomplishments
Animal Care	<ul style="list-style-type: none"> Introduced pain medications and treatment plans for ill and injured animals (2005) Vaccinated dogs on intake against highly infectious diseases (2008) 	<ul style="list-style-type: none"> Drastically decreased the incidence of infectious disease and shelter deaths
Animal Handling	<ul style="list-style-type: none"> Developed inventory control so each pet was accounted for twice a day (2005) Introduced microchipping for the public and automatic microchipping/registration for adopted pets (2008) Created new educational handouts to prepare pet owners adoption and care of their new pet Lost and Found Procedure Improvements <ul style="list-style-type: none"> Created lost pet handouts for owners Trained staff to enter tag/chip information into Chameleon (pet and owner information database) to generate reports for shelter animals with identification 	<ul style="list-style-type: none"> Improved pet identification Improved owner education

Improvement Type	Description	Accomplishments
Shelter	<ul style="list-style-type: none"> Developed shelter-wide Standard Operating Procedures (2005/2006) Updated Chameleon database (deleted over 50K duplicate records that were generating erroneous citations; created systems to prevent duplicates; trained staff; updated adoption and spay/neuter contracts to include the picture, microchip, tag and animal ID) (ongoing) Implemented formal volunteer program (2006) Stress relief improvements <ul style="list-style-type: none"> Installed sound panels in adoption area Purchased toys and beds Created 2 air conditioned cat adoption rooms separated from dogs (2005-2007) Created air conditioned receiving waiting room and office inside of building (2006) Created new cat receiving room (larger, more cages, less noise, natural lighting) (2006) Hired architect and designed new facility (purchase of warehouse to retrofit is in progress) (2005-2010) 	<ul style="list-style-type: none"> Improved overall shelter operating conditions and consistency Reduced stress levels for animals, staff and visitors

Adoptions Success Story

Great strides have been made to increase the number of saved animals. A major part of that success has been ASD’s ability to increase the number of adoptions through numerous outreach efforts, such as the 2 for 1 Cat Adoption Program (one fee to adopt one or two cats). Adoptions increased by **177%** from FY 04-05 (3,002) to FY 08-09 (8,328). In addition to increased adoptions, more than 50 Rescue Partners have contributed to the increase in saved animals, with 3,888 transfers in fiscal year 08-09.



*Transfers refer to transfers to rescue groups or humane societies (includes rescue partner contribution to saved animals).

Enforcement

Improvements implemented for enforcement operations have had far reaching benefits, including more efficient processes and early identification of errors.

Improvement	Action Taken	Benefits
Equipment	<ul style="list-style-type: none"> Replaced 50% of the fleet vehicles and retired older Animal Control Officer's (ACO) trucks (remaining 50% in progress) Installed GPS in new fleet vehicles Purchased ToughBooks with grant from the Code Enforcement Technology Trust Fund 	<ul style="list-style-type: none"> Adequate transportation for animals and staff Decreased incidence of heat stroke and death in animals Decreased injury rate for ACOs GPS provided staff accountability
Training	<ul style="list-style-type: none"> Certified ACO's (topics covered included: illnesses, courtroom procedures, rabies, cruelty investigations, civil citations, state laws, captures and handling, K-9 and feline ID and behaviors, HR and interpersonal communication, first aid, general investigations, report writing, search and seizures, wild and exotic animals) Retrained staff in citation issuance 	<ul style="list-style-type: none"> Increased staff education skills Citations are more defensible due to proper documentation
Data Processing	<ul style="list-style-type: none"> Citation process improvements <ul style="list-style-type: none"> developed daily reports to identify and proactively act on errors in a timely manner investigators received training above and beyond what is required for writing citations training provided for data entry staff to improve data accuracy 	<ul style="list-style-type: none"> Decreased civil citation error rate from 44% to less than 5%
Legislation	<ul style="list-style-type: none"> Re-wrote Chapter 5 of the Miami-Dade County Code (included changes to animal care and handling, such as impoundment and dangerous dog requirements) (2008) Introduced Anti-Tethering Law (2009) 	<ul style="list-style-type: none"> Increased animal and public safety
Animal Cruelty	<ul style="list-style-type: none"> Memorandum of Understanding between ASD and The South Florida Society for the Prevention of Cruelty to Animals (2008-2009) 	<ul style="list-style-type: none"> To uphold state mandates for transport, impoundment and care of large animal victims of cruelty and neglect

Outreach

Concentrated outreach efforts have helped to increase adoptions and improve ASD's overall visibility throughout the community. ASD has developed advertising campaigns, improved media relations and developed partner websites that all contribute to getting people involved and saving more animals. Outreach efforts included the following:

- Advertised on trains, buses, newspapers and magazines
- Developed an ad campaign featuring 3 messages:
 - Spay/Neuter
 - Adopt-a-Pet
 - ID Your Pet
- Secured approximately \$100,000+ annually in in-kind advertising
- Secured regularly featured spots on Comcast Pets on Demand, Telemundo 51 and GenTV

- Partnered with PetsMart to do mobile adoptions at Aventura location
- Filmed new series with Granada Productions (will premiere on Animal Planet January 2010) called Miami Animal Cops
- Created a Facebook page

Partnerships

Partnerships have played an instrumental role in helping ASD fulfill its mission. For animal rescue, ASD created formal partnerships with over 50 501c3 (non-profit) groups. Support is encouraged through automatically generated emails, twice a day, so partners are aware of animals in need. Shelter volunteers have donated **26,426 hours** from fiscal year 06-07 to 08-09.

Partner groups include:

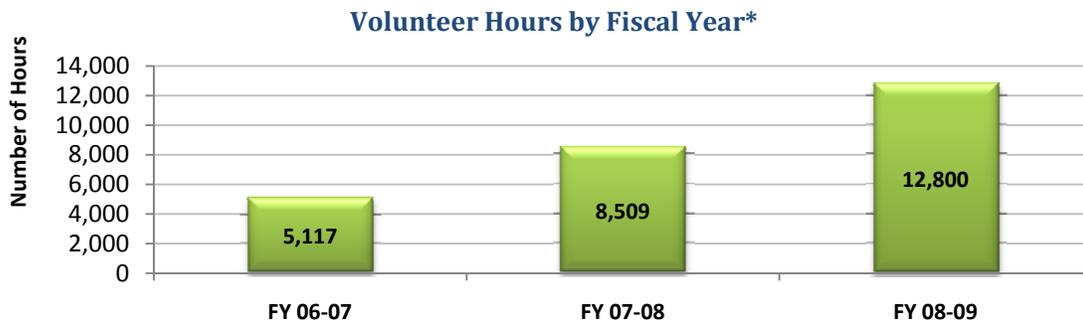
- Humane Society of Greater Miami Adopt-a-Pet
- Cat Network
- SOBE Cats (South Beach Cats)
- South Florida Veterinary Association and Foundation
- Hands on Miami
- University of Miami Pre-Vet Club
- University of Miami HOPE (Helping Others Through Pro Bono Efforts) Club
- Florida International University
- Boot Camp Cadets
- Girls Scouts

Partner websites include:

- Adoptapet.com
- Marthastewart.com
- Pedigree.com
- Petfinder.com
- Mightydog.com
- Petharbor.com

Volunteers Do Make a Difference

Volunteers attend formal orientation and training to provide thorough, beneficial services to the shelter. As an extension of the volunteer program, the Pet Detective Club was created by a volunteer with an incredible photographic memory (Pet Detective Volunteers spend hours online matching flyers of lost and found pets at the shelter or found by Good Samaritans). The Puppy Foster Care program was created in October 2008, resulting in **213 puppies saved** that would have otherwise been euthanized.



*Volunteer hour data only available from fiscal year 06-07.

Spay/Neuter Programs

ASD is seeking the help of the Florida Legislature to expand use of the \$5 surcharge on animal code enforcement violations to include spay/neuter programs (state law currently requires proceeds from the surcharge to be used solely to pay for costs of training for animal control officers). Spay and neuter programs help to minimize population growth and ASD has created numerous donor-subsidized initiatives. Included in these efforts are:

- Florida Animal Friends Grant
 - Received \$25,000 for FY 09-10 to provide cat spay/neuter services
- Maddie’s Funding
 - Received \$22,000 in funding
 - Coalition I plus donations to Animal Services Trust Fund helped provide 1,401 free cat spay/neuters for the public
- Volunteer Vet Surgery Days
 - 288 cats sterilized between 2 events
- Continued efforts to apply for spay/neuter grants with PetsMart Charities
- Created partnership with the Humane Society of Greater Miami (HSGM)
 - HSGM now operates the Spay/Neuter clinic and utilizes ASD’s Mobile Animal Clinic (MAC) units

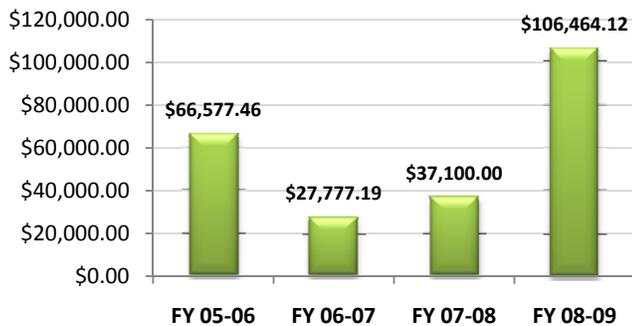
Animal Services Foundation

The Animal Services Foundation was created in the spring of 2009 and is in the process of applying for 501c3 non-profit status. Its mission is to decrease shelter intake by developing programs such as low cost spay/neuter programs.

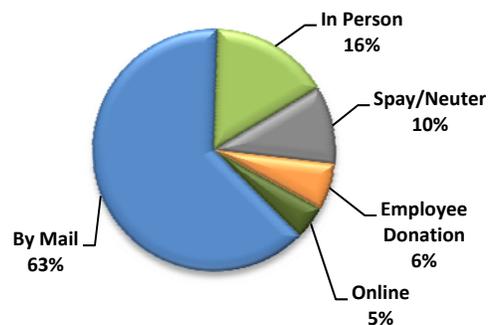
Donations

Constituents may make an online donation to the Animal Services Trust Fund or chose to donate items from the wish list provided online. A brochure is also available at the shelter to get the word out. The Animal Control Trust Fund was established in 1982. It was later merged with the Hurricane Relief Trust Fund in 2006 and the guidelines were expanded to create the Animal Services Trust Fund. Over the last 4 years, a total of **\$237,918.77** was collected through the Trust Fund. In fiscal year 08-09 alone, **\$106,464.12** was collected (**63%** of donations were received by mail). Trust fund money is used to purchase items for the shelter pets, such as toys and beds, and cover spay/neuter programs and capital projects.

Fiscal Year Trust Fund Revenue*



Trust Fund Revenue Method Received Distribution: FY 08-09



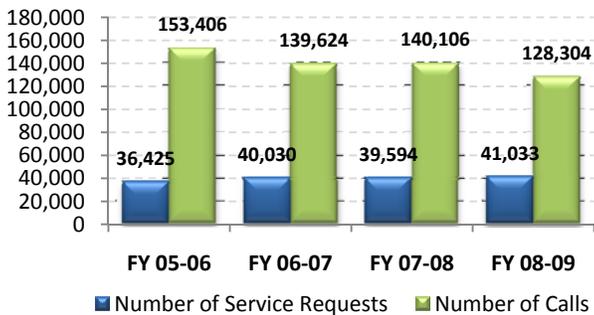
*Increased amounts in fiscal year 05-06 and 08-09 were attributed to the merger of the two funds and a \$50,000 donation from Animal Planet, respectively.

Animal Services and GIC Working Together

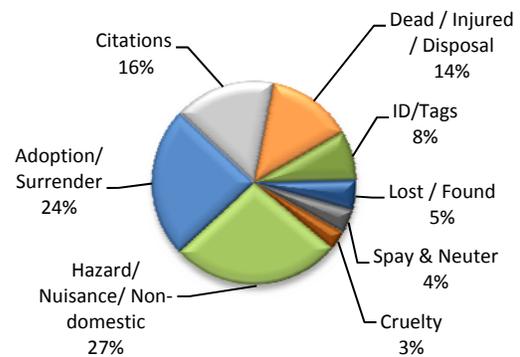
Call Handling

Animal Services and the Government Information Center (GIC) have worked in many capacities to continuously improve processes, increase exposure and create a better experience for citizens. ASD has received an average of 250,000 calls directly to the shelter each year. The 311 Answer Center handled an average of 140,000 calls per year for ASD from FY 05-06 to 08-09, which otherwise could not have been handled by ASD staff. Levels of support have been expanded over the years to include hours of operation for the ASD main line, an additional line to handle citation-related calls, assistance with the development of an aggressive citation mail out plan and most recently introduced Reverse 311 calling (automated outgoing messages with reminders to pet stores, vets and citizens). The graphs below represent 311 call volume and service request activity for ASD from fiscal year 05-06 to 08-09, as well as the distribution of animal-related call topics for fiscal year 08-09.

Fiscal Year Service Request and Call Volume Trend*



Fiscal Year 08-09 Animal-Related Call Topics

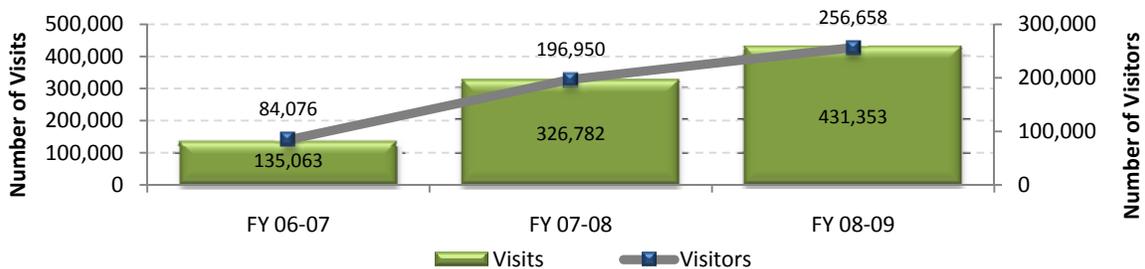


*The decrease in call volume in FY 08-09 may be attributed to increased website traffic and the decrease in citations issued. Decreases in call volume may also be attributed to citizens dialing the 3-digit 3-1-1 number directly. Call volume in the graph only represents calls routed to 3-1-1 from ASD's 10-digit number.

Online Access

Since fiscal year 06-07 the number of website visits and visitors has consistently increased. From FY 06-07, the number of visits increased by 219% and the number of visitors increased by 205%. The miamidade.gov homepage has featured a 'Pet of the Week' for over two years and ASD has been regularly featured on the County's weekly newsletter, 'What's New for County Employees', which both redirected visitors and readers to ASD's homepage for more information. Citizens can also use the miamidade.gov Portal to submit service requests (through the ServiceDirect application). Service requests submitted online are captured in the 311 Customer Service Reporting (CSR) system and forwarded to the department for regular processing, providing a seamless process for citizens.

Number of Visits and Visitors: Fiscal Year Trend



Focusing on Process Improvements

Two in-depth assessments were conducted by GIC to help evaluate and improve ASD processes. The Service Delivery Assessment, conducted in 2007, 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 (see *Appendix A*). The Code Enforcement Citations Assessment, conducted in 2008, was designed to evaluate the citation management process and system within the Code Enforcement unit (see *Appendix B*). Both reports included analysis of process efficiencies and recommended solutions for improvements.

ASD and GIC collaborated on the implementation of the CSR Mobile Pilot Program in 2008 (see *Appendix C*). CSR Mobile was installed on ToughBooks for 10 Animal Control Officers during the pilot, which provided them quick access to work assignments, data query capabilities, reporting and location alerts. ToughBooks were also a recommended solution in the Code Enforcement Citations Assessment. CSR Mobile and ToughBooks were found to provide benefits for both officers and the citation enforcement process. Some benefits included:

- Increased number of calls handled daily (from 8-10 to 10-15 calls)
- On-site access to key information in PTXA, SEFA and Chameleon databases
- Input of animal impoundment information in the field
- Minimized lag time between citation issuance and follow-up
- Reduced number of citation errors

ASD subsequently received funding from the Code Enforcement Technology Fund to purchase ToughBook laptops for all field officers.

Through the **Countywide Secret Shopper Program**, GIC observed and measured ASD's customer satisfaction during two phases (see *Appendix D*). Phase I shops were used to establish a baseline of ASD's customer service delivery and Phase II shops portrayed the effectiveness of departmental efforts to "move the needle" toward customer service excellence. Both phases identified ASD's satisfaction levels, provided analysis of results and recommendations for improvement.

- All Phase II overall ratings were within the satisfactory level for customer service
 - For telephone shops, the overall telephone service was found to be above the 75% satisfactory threshold
 - Overall experience was 79%
 - Overall courtesy, politeness and professionalism was 86%
 - In-person shops also received satisfaction ratings above the 75% threshold
 - Overall satisfaction with professionalism and courtesy of service delivery staff was 84%
 - Overall satisfaction with the quality of service was 82%

ASD Feature Stories and Videos

Miami-Dade TV worked with ASD to feature stories on County Connection and other On-Demand videos, which helped to increase the department's exposure. County Connection stories included the Valentine Adoption Event, No Tether Ordinance and Hurricane Pet Prep Tips. Other videos featured Animal Adoptions, Hurricanes & Pets, Animal Shelter Volunteers and a public service announcement.



Help us save the animals!

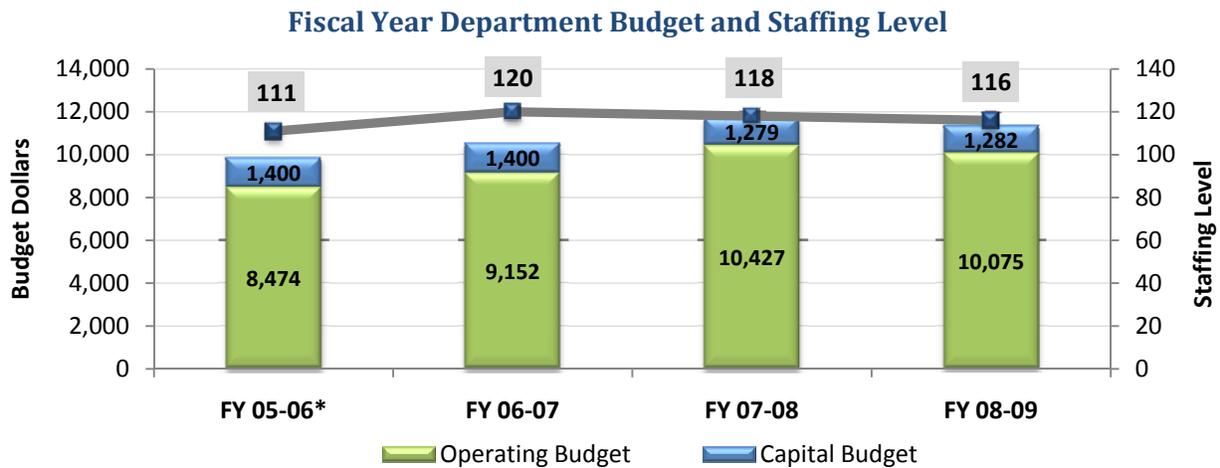


Administration

The following are accomplishments that can be attributed to the efforts of ASD's administration:

Area	Accomplishments
Shelter	<ul style="list-style-type: none"> • Installed surveillance system throughout facility resulting in better documentation of incidents. • Installed safety equipment throughout the facility (i.e. lighted exit signs, fire extinguishers, emergency lights). • Submitted UASI grant application to purchase two trailers and emergency-related products (\$142K).
Equipment/ Software	<ul style="list-style-type: none"> • Secured \$90K from the Clerk of Courts Code Enforcement Technology Trust Fund to purchase 31 ToughBooks for enforcement staff to streamline mobile operations. • Replaced 20 of the Animal Control Officers' trucks with safe air conditioned vans, with GPS, utilized to pick up strays. • Reduced the fleet size by 20% (from 41 to 33 vehicles). • Upgraded Citation Manager to allow for the capture of expired puppy tags, as well as 30-day grace period before a citation is issued. • Secured an additional \$66K from the Clerk of Courts Technology Trust Fund to implement a cash management system tied into the Clerk of Courts SEFA system. All citation payments processed at the shelter will be posted and closed in real time into SEFA.
Data Processing/ Administrative	<ul style="list-style-type: none"> • Improved data entry of rabies certificates from 10-12 weeks to 6-8 weeks. • Improved processing of tags by mail from 6-8 weeks to less than 5 days. • Improved mailing of citations from 6 months to 4 ½ months from date of violation. • Improved delivery of tags to stations from 7-10 days to 48 hours for the same cost. • Initiated Memorandum of Understanding with Finance to collect outstanding citations that are 120 days in arrears (\$937K in collections since April 2007 to September 2009). • Secured janitorial contract generating a 50% cost reduction and increased service over the previous agreement. • Implemented courier system resulting in a 59% cost reduction through the elimination of a driver messenger position. • Introduced various analytical reports and quality control procedures resulting in the reduction of the citation error rate. • Implemented \$5 civil violation notice (CVN) surcharge and monthly posting procedures with a potential of generating \$100K annually.
Operations	<ul style="list-style-type: none"> • Implemented new procedures to monitor station payments resulting in timely receipt of payment and elimination of payment plans or outstanding accounts. • Introduced the Junior and 3-Year rabies license, as well as the Puppy Tag (free of charge). • Partnered with pet stores and pet dealers to improve accessibility and facilitate the purchase of the Junior Tag and/or issuance of the Puppy Tag to pet owners. • Established standard operating procedures for accounting/financial transactions and tag unit. • Implemented daily posting procedures of CVN credit card payments.

ASD’s staffing and budget constraints over the last 4 years have limited the department’s ability to implement more improvements. However, the invaluable resources dedicated by all the involved partners have made a great contribution to the department’s ability to meet the needs of animals, the shelter and the community.



*Fiscal year 05-06 staffing level includes 34 part-time positions (staff working 39 hours bi-weekly) that were later transitioned to full-time positions.

Performance Improvement

GIC conducted a Dead Animal Study over the summer of 2009 with ASD, the Public Works Department (PWD), Human Resources (HR) and the Department of Solid Waste Management (DSWM) to determine what was needed to transfer the dead animal pickup duties from ASD to PWD’s NEAT teams. The study provided recommendations on how to best proceed in addressing the service request needs and how to most effectively use existing resources.

In November 2009 Animal Services completed the application for the **Sterling Challenge**. The Sterling Challenge process is a self-assessment of the organization to define who they are, what is important, what is done well and what needs improvement. Over the last few months the Director met with staff in small groups and collaborated on answers for each section of the application. A site visit is scheduled for March 2010. The site visit will include interviews of employees at all levels, a review of additional documentation and results to verify and clarify the original application, a written feedback report with five to seven key strengths and opportunities for improvement in each category, as well as recommendations on important steps to take for the organization to move to the next level of performance excellence.

The Office of Strategic Business Management (OSBM) is in the process of conducting a business process review of selected work units within ASD, including tag, citation and customer service units. The review focuses on the unit’s roles in administering and enforcing County ordinances related to animals. Recommendations will be provided and are intended to optimize the efficiency and effectiveness of the units’ processes. GIC is working with OSBM to provide historical and current data needed to assist in the process review.