Departmental Business Plan and Outlook

Animal Services Department

Fiscal Years:

2005-06 and 2006-07

Plan Date: January 2006

Approved by:

Dr. Sara Pizano
Department Director

Alex Muñoz
Assistant County Manager

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Goals:

III. To provide and improve public and animal safety by:
- **Ensuring that all dogs and cats are vaccinated against rabies**
- **Taking necessary precautions to prevent dangerous dogs from biting**
- **Removing stray dogs from public property**
- **Ensuring that all dogs and cats have proper identification at all times**

II. To decrease pet overpopulation by:
- **Improving adoption services**
- **Continuing to provide free spay/neuter services**
- **Increasing public awareness and educate the public**

III. To humanely care for all animals brought to Animal Services

IV. Prevent cruelty to animals in Miami Dade County.

V. To equitably and humanely enforce Chapter V of the Code of Miami-Dade County as well as Florida Statute 823.

VI. To provide exceptional service and care to both our external customers – the public, as well as our internal customers – pets.

EXECUTIVE SUMMARY

Effective October 1, 2005, Animal Services became a stand-alone department. Among the various responsibilities assigned to Animal Services is that of enforcing Chapter 5 of the Code of Miami-Dade County, which pertains to the health and welfare of cats and dogs; as well as Florida Statutes 828 which addresses animal upkeep and cruelty issues. Employees assigned to Animal Services recognize that they have been charged with the responsibility of humanely caring for lost, stray and abandoned animals.

Animal Services operates an animal shelter and clinic in Medley seven days a week. The shelter provides services including low cost rabies vaccinations, license tag renewals and pet adoptions. A second facility, the South Shelter, was opened on the South Dade Government Center property on February 25, 2003. The South Shelter does not accept stray animals but provides free spay/neuter services to Miami-Dade County residents, low cost rabies vaccinations and license renewals Tuesday through Saturday. A Mobile Animal Clinic (M.A.C.) provides the same services throughout the county in a variety of locations and neighborhoods. Although residents may obtain license tags at the shelter, veterinarians primarily issue tags under mandate by County Code 5-8. Principle revenue sources of the department are license tag fees, shelter fees, and code violation fines.

The department is divided into four different sections: Shelter/Veterinary Operations, Administration, Enforcement/Collections, and Licensing.

I. INTRODUCTION

OFFICE OF DIRECTOR

- The **Director** oversees all departmental activities, including veterinary services, marketing, community outreach, personnel, and represents the Department's financial interests. The Department Director is responsible for creating, developing, and implementing programs and services relating to animal services throughout incorporated and unincorporated Miami-Dade County.

- The **Director** currently has ten direct reports: an Assistant Director (Enforcement and Administration), a Community Outreach Coordinator/ Humane Educator, a Senior Executive Secretary, four veterinarians, one trainer, and two Kennel Supervisors. It is the intent of the department to amend its organizational chart and add an Assistant Director of Veterinary Services, who in turn will supervise the veterinarians, clinic and kennel related services.

SHELTER / VETERINARY OPERATIONS

- Currently, the **Director** oversees and supervises the shelter operations. This area consists of kennel operations, veterinary services to include surgery, rabies vaccinations, treatment and euthanasia of shelter animals, impoundment activities and adoptions. It also includes the South Shelter and the M.A.C. unit.

  It is the intent of the Director to effectively amend the organizational chart, an add an **Assistant Director of Veterinary Services (ADVS)** to supervise the shelter operations and the veterinary services. The ADVS will also testify in any court cases Animal Services may be involved, including but not limited to cruelty and dangerous dog cases.

- Once implemented, ADVS will have six (6) direct reports. These would be:
  - 4 Veterinarians
  - 1 Clinic Manager
  - 1 Kennel Supervisor
  - 1 Secretary

ENFORCEMENT AND ADMINISTRATION

- The **Assistant Director of Enforcement and Administration (ADEA)** is responsible for ensuring that all law enforcement aspects of Chapter 5 of the County Code, as well as Florida Statutes 828 are followed. The **ADEA** is responsible for field operations, the issuance of rabies tags, the issuance of uniform civil citations and investigations as well as the administrative, financial, budgeting, accounts payable/receivable, building upkeep and maintenance, and personnel related matters at Animal Services including customer service.

- The ADEA currently has **nine (9) direct reports**: (1) Manager – Personnel & Administrative Services; (2) and (3) - Two (2) Animal Control Supervisors; (4) an Investigator Supervisor; (5) a Collections Supervisor; (6) a Customer Service Supervisor (AO3); (7) a Custodial Worker; (8) a Building Maintenance Mechanic; and (9) an Executive Secretary.

- It is the intent of the department to effectively amend the departmental organizational chart in order to improve efficiencies and strengthen middle management. Once these steps are taken, the ADEA's span of control will be amended to reflect the following:

  - Personnel & Customer Service Coordinator / Division Director
  - Budgeting & Finance Coordinator / Division Director
  - Enforcement and Collections Coordinator / Division Director
  - An Executive Secretary

COMMUNITY OUTREACH COORDINATOR / HUMANE EDUCATION

- The **Humane Education Coordinator (HEC)** develops and implements programs to educate the public and increase community awareness regarding the pet overpopulation problem in Miami-Dade County. The HEC attends and coordinates community events, speaking engagements and works with the media. The HEC works closely with the County Communications Department to establish marketing & advertising campaigns, implements shelter-wide volunteer programs to enhance the care of the animals left at the shelter, and develops educational literature to improve public awareness.

ADVISORY BOARD

- Initial steps have been taken towards the creation of a Friends of Animals Advisory Board.

- Legislation and a draft resolution for the development of the Board have been initiated.

DEPARTMENTAL ACCOMPLISHMENTS

I. Provide responsible fiscal leadership
   A. Discontinued unnecessary contract for per diem veterinarian and changed veterinarians schedule from 4 day to 5 day work week
   B. Completed comprehensive inventory of equipment and initiated a number of necessary repairs
   C. Initiated cost-cutting measures and processes to reduce expenses
      1. Conducted Overtime Analysis and amended procedures whereby staff must obtain prior approval before working more than 40 hours
      2. Comprehensive reassessment and reassignment of staff assigned to work front-desk
      3. Evaluated pharmaceutical inventory
   D. Resolved outstanding debt/PO issues with Miami Dade Police Department

II. Customer Service
   A. Comprehensive review and reassignment of staff unable to provide excellent customer service
   B. Creation of an operator suite
   C. Hiring and Training of staff who deal directly with the public
   D. Utilized outside resources for Customer Service training
   E. Purchased Uniforms for Front-Desk, Kennel, and Enforcement Staff
   F. Advertisement and hiring of Customer Service Supervisor
   G. Update website and keep information current and accurate
   H. Established the first Pet-Friendly Hurricane Shelter in the State of Florida to house families and pets during the evacuation process

III. Internal Management
- A. Have effectively increased staff accountability and responsibility
  1. Re-established progressive discipline
     - a. 28 Records of Counseling
     - b. 4 reprimands and 1 Demotion
     - c. 6 Disciplinary Action Reports and Dismissals

IV. Business Process
- A. Implemented Inventory control of animals
  1. Daily reconciliation of animal inventory
  2. Immediate follow-up with staff when animal's location is inaccurate in the computer
- B. Initiated steps and assessments to purchase air conditioned Animal Control Officer trucks to improve animal transport
- C. Significant Improvement in animal care and handling
  1. Introduction of pain medication for surgery and injured animals
  2. Hired designated trainer for staff to effectively implement protocols in animal care and handling.
  3. Established pertinent Standard Operating Procedures (SOPs) for all staff
- D. Creation of pet receiving waiting room and office, which resulted in:
  1. Increased in pet safety
  2. Increased in public safety
  3. Improved business process and professional appearance
  4. Provided air conditioned offices for staff

IV. Developed and implemented Adoption Program
- A. Creation of visitation room
- B. Will be adding adoption counselors who will help clients with adoption process
- C. Created adoption package to educate clients

VII. Community Outreach and Special Events
- A. Volunteer programs being developed:
  1. Bathers/groomers
  2. Kennel buddies
  3. Adoption counselors
  4. Guest services
  5. Photographers
  6. Event Volunteers
  7. Volunteer Paint Day
- B. Adoption events
  1. Home for the Holidays each December
  2. PETCO mobile adoption events
  3. Open Your Hearts adoption event

MAJOR SERVICES AND PROGRAMS

1. Proactive AND Coordinated Pick up of Stray Dogs
2. Proactive AND Coordinated Pick-Up of diseased animals within the public rights of way
3. Investigations
    a. Animal Cruelty
    b. Unauthorized Breeds (i.e. pit bulls)
    c. Dangerous Dogs

4. Impoundment of stray or owner-surrendered animals

5. Free spay/neuter services
6. Low cost rabies vaccinations
7. Dog licensing and renewals
8. Issuance of uniform civil citations
9. Adoptions
10. Pet Friendly Hurricane Shelter (P-HEC) coordinate in conjunction with the Office of Emergency Management

Significant Events

1982-2001	Department under Public Works
2001-2005	Department under Miami Dade Police Department
Oct 1, 2005	Animal Services became an independent stand-alone department

New services/programs

1. Adoption Program
2. Guest Services
3. Volunteer Program
4. Humane Education - Community Outreach
5. Treatment teams for shelter animals

Organization and Staffing Levels

Currently, ASD is being comprehensively assessed to determine functional needs. Inappropriate span of control (too many subordinates), non-existent Middle-Management, and insufficient supervision are catalysts for any organization to be unable to meet its goals. The department intends to comprehensively enhance middle management by establishing three to four division directors. These will oversee: (1) Personnel & Customer Service; (2) Code Enforcement and Collections; (3) Budget, Purchasing and Fiscal Administration; and (4) Clinic/Kennel Supervisors.

MIAMI-DADE COUNTY

ANIMAL SERVICES DEPARTMENT
TABLE OF ORGANIZATION

DIRECTOR
05/06 1 | 06/07 1

EXECUTIVE SECRETARY
05/06 1 | 06/07 1

ASSISTANT DIRECTOR CE/ADM (RECLASSED OPERATIONS MANAGER)
05/06 1 | 06/07 1

SENIOR EXECUTIVE SECRETARY
05/06 1 | 06/07 1

ASSISTANT TO THE DIRECTOR
05/06 0 | 06/07 1

ASSISTANT DIRECTOR VETERINARY SERVICES (RECLASSED A0-III)
05/06 1 | 06/07 1

VETS
05/06 3 | 06/07 4

SECRETARY
05/06 0 | 06/07 1

PERSONNEL & CUSTOMER SERVICE COORDINATOR (RECLASSED A0-III)
05/06 1 | 06/07 1

PERSONNEL TECH (WAS PAYROLL TECH)
05/06 1 | 06/07 1

BUILDING MAINTENANCE
05/06 | 06/07
2 MAINTENANCE REP 2
1 CUSTODIAL 1
0 CUSTODIAN (PT) 1

CUSTOMER SERVICE
05/06 | 06/07
1 CLERK IV 1
9 ASR II 14
1 ASR II (PT) 1

BUDGET & FINANCE COORDINATOR (RECLASSED PERSONNEL MANAGER)
05/06 1 | 06/07 1

ACCOUNTANT III
05/06 1 | 06/07 1

DRIVER MESSENGER
05/06 1 | 06/07 1

ACCOUNTANT I
05/06 1 | 06/07 1

BUYER
05/06 1 | 06/07 1

ACCOUNT CLERK
05/06 1 | 06/07 1

CODE ENFORCEMENT AND COLLECTIONS COORDINATOR
05/06 1 | 06/07 1

ASR I
05/06 0 | 06/07 1

INVESTIGATOR SUPERVISOR
05/06 1 | 06/07 1

INVESTIGATORS
05/06 5 | 06/07 6

ANIMAL CONTROL SUPERVISOR A.M.
05/06 1 | 06/07 1

DISPOSAL SPECIALIST
05/06 4 | 06/07 4

ANIMAL CONTROL SPECIALIST
05/06 15 | 06/07 15

ANIMAL CONTROL SUPERVISOR P.M.
05/06 1 | 06/07 1

ANIMAL CONTROL SPECIALIST
05/06 8 | 06/07 8

COLLECTIONS/CITATIONS
05/06 | 06/07
1 Clerk IV 1
2 ASR II 2
6 ASR I 8
1 ASR I-(PT) 1

DISPATCH
05/06 3 | 06/07 4
ASR II

TRAINER (RECLASS AO-II)
05/06 1 | 06/07 1

CLINIC MANAGER
05/06 0 | 06/07 1

VET-TECHS
05/06 7 | 06/07 10
ASR I 1 | 1

SOUTH SHELTER
05/06 | 06/07
1 VET 1
1 TECH 1
1 ASR II 1
2 ASR II (PT) 2

KENNEL MANAGER
05/06 1 | 06/07 1

05/06 | 06/07
23 ACS 23
4 ACS 4-(PT)
1 PM-SUP 1

COMMUNITY OUTREACH COORDINATOR
05/06 1 | 06/07 1

VOLUNTEER/ ADOPTION LIAISON
05/06 0 | 06/07 1

ADJUSTED	PROPOSED
FY 2005-06	FY 2006-07
FT-114	FT-114
PT- 9	PT- 9
TOTAL POSITIONS	TOTAL POSITIONS
123	142

*FT. ADJUSTED AND PROPOSED TOTAL POSITIONS INCLUDES CONVERSION OF 34 PART TIMERS.
*ADOPTED BUDGET BOOK (GREEN)

REVISED DATE: 02/15/06

OPERATING REVENUES

Operating revenues increased by approximately $500K relative to last fiscal year. There are a number of forecasted revenues that may fall short for the first two quarters due to unexpected database and software failures.

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2004-05	FY 2005-06
	Actual	Actual	Budget	Projection	Base Budget Submission
REVENUE BY MAJOR CATEGORY					
Carryover	$334,506	$1,918		$341,373	$638,333
General Fund Revenue					
Lien Research Fee	97,108	70,572	61,000	83,000	84,000
Breeders Permit	41,800	50,050	40,000	34,000	36,000
Animal Code Violation Fines	693,898	891,228	720,000	1,175,000	1,325,000
Animal License Fees	3,451,145	4,056,397	3,700,000	4,100,000	4,150,000
Animal Shelter Fees	277,773	342,559	330,000	330,000	330,000
Animal Services Interest Income	0	201	0	275	280
Bad Check Fee	1,092	1,815	2,000	1,800	1,800
Mobile Animal Clinic Sales	13,243	6,809	7,000	9,000	9,000
Countywide subsidy	700,000	900,000	1,900,000	1,900,000	1,900,000
TOTAL REVENUE	**5,610,565**	**6,321,549**	**6,760,000**	**7,974,448**	**8,474,413**

SIGNIFICANT ISSUES

- On September 27, 2004, the County Manager released an assessment report completed by the Humane Society of the United States (HSUS).
  - HSUS report focused primarily on the conditions of the animal shelter with more than 572 recommendations for improvements by Miami-Dade Animal Services.
  - The supplement includes the financial impact as a result of the improvement in sanitation and other disease control measures such as treatment with antibiotics.
- Drastic changes in personnel assessment and accountability of responsibilities have resulted in twenty-eight (28) Informal and Formal Records of Counseling, three (3) Reprimands, four (4) Disciplinary Action Reports, and three (3) Dismissals / Firings within the first 6 weeks of the Fiscal Year.

- Reclassification of positions which will result in:
  - Increased efficiency per employee
  - Streamlined budget
  - Validation of Job description
  - Drastic Improvement in Customer Service

EXPENDITURES

EXPENDITURES BY MAJOR CATEGORY	FY 2002-03	FY 2003-04	FY 2004-05	FY 2004-05	FY 2005-06
	Actual	Actual	Budget	Projection	Base Budget Submission
Salaries	$3,601,631	$3,749,451	$4,278,734	$4,648,278	$5,100,941
Fringe Benefits	1,146,213	1,113,029	1,328,023	1,392,482	1,706,349
Operating	852,917	1,114,257	1,153,243	1,293,455	1,460,573
Capital	7,886	3,439	0	1,900	0
TOTAL OPERATING EXPENDITURES	**5,608,647**	**5,980,176**	**6,760,000**	**7,336,115**	**8,267,863**
Debt Service					
Reserves Trust Fund					
Transfers					
TOTAL EXPENDITURES	**5,608,647**	**5,980,176**	**6,760,000**	**7,336,115**	**8,267,863**
Cash Position					
REVENUES LESS EXPENDITURES	**1,918**	**341,373**	**0**	**638,333**	**206,550**
Revenue to the General Fund					

BUDGETED STAFFING LEVELS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2004-05	FY 2005-06
	Actual	Actual	Budget	Projection	Base Budget Submission
Full-time positions approved =	67	67	67	78	77
Net full-time positions funded =		57	67	78	77
Budgeted Attrition Percent =		14.40%			
Part-time FTEs	33	37	38	46	46
TOTAL STAFF	100	94	105	124	123

Personnel Allocation and Distribution

- Animal Control Supervisor 2
- Animal Care Specialist Supervisor 1
- Animal Services Representative I 5
- Animal Services Representative II 6
- Dada Entry Specialist 2
- Disposal Specialists 4
- Driver Messenger 1
- Maintenance Mechanics 2
- Veterinarian Technician 4
- Veterinarians 4
- Animal Control Specialist 21
- Animal Care Specialist 19
- Animal Services Investigator 5
- Administrative Secretary 2
- Animal Services Clerk 10
- Personnel Technician 1
- Buyer 1
- Accountant I 1
- Accountant 3 1
- Humane Education Coordinator 1

Personnel Vacancies

- Assistant Director – Veterinary Services 1 (Currently, not approved).
- Personnel & Customer Service Coordinator 1
- Enforcement & Collections Coordinator 1
- Executive Secretary 1
- Special Projects Administrator 2 1
  - Budgeting & Finance Coordinator (no longer with the department).
- Clerk 4 – Customer Service Supervisor 1

- Disposal Specialists (2) 1
- Animal Services Clerk 2
- Animal Services Investigator 1

Fiscal Environment

Revenues and Expenditures by Fund
(All Dollars in Thousands)

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Cash Position					
REVENUES LESS EXPENDITURES	**1,918**	**341,373**	**0**	**638,333**	**206,550**
Revenue to the General Fund					

Equity in pooled cash (for proprietary funds only)

Major funding sources for the department are rabies tag and uniform civil citations. With the establishment of Animal Services as a stand-alone department, there are many challenges ahead.

Revenue
- Permits
  - Breeders
  - Uniform Civil Citations

Fees
- Research
- License
- Shelter
  - Adoption
  - Impoundment
  - Bad check

Donations
- MAC
- South Shelter
- North Shelter
- Mail in

Interest income

County wide subsidy

Business Environment

Animal Services competes for potential adopters with other area shelters such as the Humane Society of Greater Miami, pet stores, and private breeders.

Threats to increase adoptions include poor relations with local veterinarians who warn clients not to adopt from the Animal Services Department

- Poor Customer Service
- Medical Problems / Diseases from Shelter
- Ingrained culture of mediocre/poor service and lack of accountability

Critical Success Factors

Facility: Currently there are number of limiting factors that influence the success of the operation. The most salient factor is the limitation of the building. Current function of the building is quite different from its original design – an animal hospital. Built in the late 1960s, the space and functions throughout the building are distributed with spatial and organizational challenges. The functions of the shelter have been forced into the original layout resulting in haphazard designation of space. There is also no clear division between public and non-public areas which seriously undermines the security of both staffers and animals alike.

The building lacks fire protection or fire alarm systems which constitute a hazard to its more than 120 employees as well as hundreds of shelter animals. The areas housing animals are not air-conditioned which are subject to temperature fluctuations in both the summer and winter. The potential for mildew and mold are extremely high and can only be contained through aggressive and recently established cleaning protocols.

It is clear that the facility has outlived its use. The County has earmarked funding to build a new facility. Towards that end, the county has initiated steps to identify a location and begin construction. It is expected that the new facility will be completed by 2009.

Internal Staffing Issues:

- Need to hire and fill a strong middle management (Division Directors). The hiring of these staff members is imperative towards the success of the operation.
- Training current and new staff regarding SOP's and holding staff accountable are primary goals.

Future Outlook

The future is bright for the Animal Services Department. A change at the helm, with the addition of a new Director – who as a Veterinarian has a different perspective from previous management an Assistant Director – who also has extensive experience in Code Enforcement as well as Miami-Dade County processes and dynamics. Expectations have been raised and employees are being held accountable for their actions. There is a new team and this is evident in the daily operations of the department.

Standard Operating Procedures (SOP's) have been created and implemented for most divisions in order to achieve future goals, a detailed Standard Operating Procedures manual is in place and continues to be enhanced every day. Each position in the facility is being re- examined and reassessed in order to maximize efficiencies.

Security with and around the building needs to be implemented immediately to decrease employee theft and theft by the public. Estimates for lighting in the parking lot and security cameras are being requested.

THE PLAN

Overview

Vision

Animal Services will provide excellent customer service to both our external and internal customers, in an environment where animals are treated with compassion.

Mission statement items

To ensure public safety by effectively addressing responsibilities assigned to the department. (Including but not limited to the enforcement of the ordinance and the Miami-Dade Code for rabies vaccinations, dangerous dogs, and dogs running at large)

To decrease the pet overpopulation problem (by providing free sterilization for Miami-Dade County Residents' pets, assuring that all pets released from our facility are sterilized and educating the public regarding pet overpopulation issues).

To provide humane care and treatment for all animals brought to the shelter.

To effectively increase the number of pets adopted at our facility.

To raise awareness and consciousness of the public regarding pet overpopulation.

Guiding Principles

- Communication
  - To effectively communicate throughout all levels of the Animal Services Department the manner in which all decisions, interactions and activities are to be performed.

- Fiscal Responsibility
  - To work closely with the Office of Strategic Management and Budget (OSMB) in setting up parameters to ascertain appropriate fiscal processes.
    - To further improve established Performance Measures
    - To establish Lien Unit which will allow department to improve collection ratio on non-compliant outstanding uniform civil citations

- Accountability
  - To the citizens of Miami-Dade County
    - Ascertain that processes are adhered to.
    - Drastically decrease number of incorrect civil citations
    - Adhere to SOPs and protocols established by the department
  - To the pets housed in our facility
    - By clearly defining assigned responsibilities to staff
      - Positive Reinforcement whenever a positive action is taken
      - Progressive Discipline whenever necessary
  - Follow up on "Code of Conduct" and other regulations established as part of the Standard Operating Procedures
- Technology
  - To effectively increase and improve through the use of technology and related tools. These include but are not limited to:
    - Customer Satisfaction
    - Response Time
    - Internal Efficiencies
  - Adequately assess needs and identify areas that can be drastically improved through the use of technology:
    - Laptops for Animal Control Officers (ACOs)
    - Digital Cameras for ACOs
    - Reassess effectiveness of current database
- Training
  - Appropriately train staff at the Animal Services Department in a myriad of processes utilized by department. These include but are not limited to:
    - Training offered by the Florida Animal Control Association (FACA) training and State Certification for all Animal Control Officers and Investigators.
    - Chameleon Training – in appropriate database use and utilization
    - Customer Service – for all Front Desk, Operator, Animal Control, Investigator, and any other staff that is a point of contact with the public.
    - Cash Management – for fiscal reconciliation of collected moneys

Strategic Themes / Challenges

- Facility
  - Continue to work with the Office of Capital Improvement (OCI) and the Office of the County Manager to obtain funding for a new facility
    - Identify vacant land at a more centralized location
    - Initiate construction within the current fiscal year
  - Maintain recently implemented cleaning protocols to ascertain building cleanliness and minimize shelter-related animal illnesses at the current facility
  - Improve security at the current facility
    - Establish 1 entry-exit point after 7:00 pm
    - Re-key entire facility
- Personnel Management
  - Aggressively address established culture ingrained within staff
    - Lack of accountability
    - Lack of follow through
    - Lack of progressive discipline
    - Lack of effective supervision
  - Match staff's aptitude to business process
  - Hire Division Director knowledgeable in county procedures
- Customer Service
  - Drastically improve service provided to public
    - Ascertain that database and processes are adhered to.
  - To the pets housed in our facility
    - By clearly defining assigned responsibilities to staff
      - Positive Reinforcement whenever a positive action is taken
      - Progressive Discipline whenever applicable
- Financial Management
  - Improve on processes previously established by the enterprise
    - Minimize civil citation errors
    - Increase Collection rate
      - Citation accuracy
      - Establishment of Lien Collection Unit
      - Increase fees for citation / title searches
      - Have greater control of purchasing and payment to vendors

Expected Outcomes

A. Drastic improvement in professional service delivery and Customer Service
   1. Front Desk Staff
   2. Animal Control Officers
   3. Investigators
   4. Kennel Staff

B. Increase and Improve Customer Satisfaction

C. Maintain cleanliness of current facility
   1. Adhere to established protocols
   2. Accountability of staff

D. Significant Increase revenue stream to the department
   1. Decrease rate of citation error by Animal Control Officers and Investigators
      a. Accurate data entry
      b. Conduct appropriate research to address computer issues
      c. Staff accountability
   2. Establish Lien Collection Unit
   3. Increase current Lien and Title Research Fees

E. Increase community outreach efforts to educate area residents
   F. Increased adoption numbers resulting in euthanasia
   G. Decreased number of animals surrendered to the shelter

H. Building a strong team where employee morale and camaraderie will unequivocally result in a more pleasant and productive work environment.