

## Scorecard - Animal Services

Information									
Name:		Animal Services							
Description:		n/a							
Domain:		Animal Services							
Owners:		Munoz, Alex							
Details									
	As Of	Actual	Business Plan Goal		FYTD Actual	FYTD Goal	Owners		
▼ 1.0 Customer							1.0 Customer		
▼ Increase voluntary compliance (ASD)							Munoz, Alex		
Increase # of Saved Animals (Live Release)	Sep '19	2,175	n/a		25,090	n/a	Gonzalez, Mylena; ; Cuellar, Luis (ASD); Leiva, Michael (ASD)		
Save Rate Calendar Year	2019	89 (27,746 / 31,224)	90		n/a	n/a	Gonzalez, Mylena (ASD); Martin Passe, Akilah (ASD); ; Cuellar, Luis (ASD); Leiva, Michael (ASD)		
Shelter Intake	Sep '19	2,607	2,700		29,406	32,400	Martin Passe, Akilah (ASD); Romero, Leonel (ASD); Leiva, Michael (ASD)		
Save Rate Monthly	Sep '19	90% (2,238 / 2,494)	n/a		88% (25,668 / 29,114)	n/a	Munoz, Alex; Mejia, Lorna (ASD); Martin Passe, Akilah (ASD)		
Adoptions	Sep '19	726	700		9,369	8,400	Gonzalez, Mylena; Martin Passe, Akilah (ASD); ; Cuellar, Luis (ASD)		
Returned to Owner	Sep '19	151	60		1,721	720	Vazquez Jr, Emilio (ASD); Martin Passe, Akilah (ASD)		
Rescue	Sep '19	260	224		3,072	2,688	Martin Passe, Akilah (ASD); Leiva, Michael (ASD)		
Transport	Sep '19	45	60		655	720	Leiva, Michael (ASD); Martin Passe, Akilah (ASD)		
Trap and Release	Sep '19	989	n/a		10,180	n/a	Martin Passe, Akilah (ASD); Leiva, Michael (ASD)		
Fostered Pets With Positive Outcome	Sep '19	158	120		2,778	n/a	Martin Passe, Akilah (ASD); Cuellar, Luis (ASD)		
Events	'19 Q3	122	120		n/a	n/a	Martin Passe, Akilah (ASD); Mejia, Lorna (ASD); Leiva, Michael (ASD); Vazquez Jr, Emilio (ASD); Mejia, Lorna (ASD); Cuellar, Luis (ASD)		
Volunteer Hours	Sep '19	2,830Hours	1,083Hours		36,367Hours	14,647Hours	Mejia, Lorna (ASD); Leiva, Michael (ASD); Martin Passe, Akilah (ASD)		
Increase # of dogs licensed in Miami-Dade County	'19 FQ4	56,136	45,000		226,000	180,000	n/a		
Spay/Neuter surgeries conducted by ASD TOTAL	Aug '19	2,648	1,000		21,826	11,000	Martin Passe, Akilah (ASD)		
# of Rabies vaccines administered by ASD Clinic (Pets)	'19 FQ3	8,381	6,250		23,394	18,750	Martin Passe, Akilah (ASD); Leiva, Michael (ASD)		
Microchips Administered by ASD	'19 FQ2	809	n/a		1,446	n/a	Martin Passe, Akilah (ASD)		
▼ Maximize Animal Health and Welfare to Increase # of Saved Animals							Leiva, Michael (ASD); Romero, Leonel (ASD)		
Animals with Injury at Intake	n/a	n/a	n/a		n/a	n/a	Romero, Leonel (ASD)		
Animals Sick within 14 days of Intake	n/a	n/a	n/a		n/a	n/a	Romero, Leonel (ASD)		
Animals Sick After 14 of Intake	n/a	n/a	n/a		n/a	n/a	Romero, Leonel (ASD)		
Rate of Animal Sick After 14 Days of Intake	'18 FQ1	5% (10 / 200)	n/a		n/a	n/a	Romero, Leonel (ASD); Leiva, Michael (ASD)		
Number of Pet Exams Performed	n/a	n/a	n/a		n/a	n/a	Romero, Leonel (ASD)		
Number of Treatments Dispensed	n/a	n/a	n/a		n/a	n/a	Romero, Leonel (ASD)		
Average Length of Stay - Dog	n/a	n/a	n/a		n/a	n/a	Leiva, Michael (ASD)		
Average Length of Stay - Puppies	n/a	n/a	n/a		n/a	n/a	Leiva, Michael (ASD)		
Average Length of Stay - Cats	n/a	n/a	n/a		n/a	n/a	Leiva, Michael (ASD)		
Average Length of Stay - Kittens	n/a	n/a	n/a		n/a	n/a	Leiva, Michael (ASD)		
▼ 2.0 Financial							2.0 Financial		
▼ Meet Budget Targets (Animal Services)							Munoz, Alex;		
Expenditures - Total (Animal Services)	'19 FQ4	\$7,436	\$6,939		\$26,807	\$27,762	Munoz, Alex		
Revenue: Total (Animal Services)	'19 FQ4	\$19,206K	\$6,940K		n/a	\$20,821K	Munoz, Alex		
Positions: Full-Time Filled (ASD)	'19 FQ4	240	n/a		n/a	n/a	Munoz, Alex; Alfonso, Eduardo (ASD)		
Planned necessary resources to meet current and future operating and capital needs (ASD)							Munoz, Alex		
Planned necessary resources to meet current and future operating and capital needs (ASD)							Meet Budget Targets (Animal Services)		
							Expenditures - Total (Animal Services)		
							Revenue: Total (Animal Services)		
							Positions: Full-Time Filled (ASD)		
							Planned necessary resources to meet current and future operating and capital needs (ASD)		

## Scorecard - Animal Services

3.0 Internal										3.0 Internal																							
▼ Number of Investigations Responded to. (ASD)							Labrada, Kathleen R. (ASD); Munoz, Alex			Number of Investigations Responded to. (ASD)																							
Number cruelty investigations responded to		Aug '19	🔴	231	250	n/a	n/a	Munoz, Alex	Number cruelty investigations responded to																								
Number pit bull investigations responded to		Aug '19	🔴	41	60	n/a	n/a	Munoz, Alex	Number pit bull investigations responded to																								
Number dangerous dog investigations responded to		Aug '19	🔴	27	30	n/a	n/a	Labrada, Kathleen R. (ASD); Munoz, Alex; Gallagher, Sean S. (ASD)	Number dangerous dog investigations responded to																								
Number of Breeder/Pet Store investigations		Aug '19	🟢	29	20	n/a	n/a	Labrada, Kathleen R. (ASD); Munoz, Alex; Gallagher, Sean S. (ASD)	Number of Breeder/Pet Store investigations																								
Number of Investigations Responded to		Aug '19	🔴	287	400	n/a	n/a	Munoz, Alex	Number of Investigations Responded to																								
Number of Overdue Investigations Responded to		Aug '19	🔴	0	5	n/a	n/a	Labrada, Kathleen R. (ASD);	Number of Overdue Investigations Responded to																								
▼ Consistent interpretation and application of enforcement practices (ASD)							Munoz, Alex			Consistent interpretation and application of enforcement practices (ASD)																							
Citations		Sep '19	🟢	2,159	1,270	n/a	n/a	Marin, Robert D. (ASD)	Citations																								
Citation Error Rate		Sep '19	🟡	0.08%	2.00%	🟡	0.08%	2.00%	n/a	Citation Error Rate																							
▼ Respond quickly to service calls to promote safe and livable communities (ASD)							Munoz, Alex			Respond quickly to service calls to promote safe and livable communities (ASD)																							
<table><tr><th>Initiative Name</th><th>Type</th><th>As Of</th><th>Status</th><th>🟢</th><th>🟡</th><th>🔴</th><th>🟡</th><th>🔴</th><th>%</th><th>Owners</th></tr><tr><td>Animal Services: Phase 2 - code enforcement review</td><td>Improvement</td><td>9/17/2018</td><td>Complete</td><td></td><td></td><td></td><td></td><td></td><td>100%</td><td>Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB)</td></tr></table>										Initiative Name	Type	As Of	Status	🟢	🟡	🔴	🟡	🔴	%	Owners	Animal Services: Phase 2 - code enforcement review	Improvement	9/17/2018	Complete						100%	Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB)		
Initiative Name	Type	As Of	Status	🟢	🟡	🔴	🟡	🔴	%	Owners																							
Animal Services: Phase 2 - code enforcement review	Improvement	9/17/2018	Complete						100%	Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB)																							
Dead Animal Pickup - Average Response Time (ServiceStat)		Aug '19	🟡	1.20Days (478.80 / 399.00)	1.00Days	🟡	1.47Days (6,947.80 / 4,727.00)	1.00Days	Labrada, Kathleen R. (ASD); Gafcovich, Sam (ASD); Gallagher, Sean S. (ASD)	Dead Animal Pickup - Average Response Time (ServiceStat)																							
Dead Animal Pickup - Total Closed Per Month (ServiceStat)		Aug '19	🔴	399	400	🟢	4,727	4,400	Labrada, Kathleen R. (ASD)	Dead Animal Pickup - Total Closed Per Month (ServiceStat)																							
Dead Animal Pickup - Total Monthly Count (ServiceStat)		Aug '19	🟢	412	400	🟢	4,960	4,400	Labrada, Kathleen R. (ASD)	Dead Animal Pickup - Total Monthly Count (ServiceStat)																							
Stray Animal Pickup - Total Closed per Month (ServiceStat)		Aug '19	🔴	173	400	🔴	1,444	4,400	Labrada, Kathleen R. (ASD); Gallagher, Sean S. (ASD)	Stray Animal Pickup - Total Closed per Month (ServiceStat)																							
Stray Animal Pickup - Average Response Time (ServiceStat)		Aug '19	🟢	1.20Days (207.00 / 173.00)	2.00Days	🟡	2.06Days (2,976.20 / 1,444.00)	2.00Days	Labrada, Kathleen R. (ASD); Gallagher, Sean S. (ASD)	Stray Animal Pickup - Average Response Time (ServiceStat)																							
Injured Animal - Total Monthly Count (ServiceStat)		Aug '19	🟢	314	300	n/a	n/a	n/a	Labrada, Kathleen R. (ASD); Gallagher, Sean S. (ASD)	Injured Animal - Total Monthly Count (ServiceStat)																							
Injured Animal - Total Closed per Month (ServiceStat)		Aug '19	🟢	314	300	n/a	n/a	n/a	Labrada, Kathleen R. (ASD); Gallagher, Sean S. (ASD)	Injured Animal - Total Closed per Month (ServiceStat)																							
Animal Bite to Person - Total Closed per Month (ServiceStat)		Aug '19	🟢	164	95	n/a	n/a	n/a	Labrada, Kathleen R. (ASD); Gallagher, Sean S. (ASD)	Animal Bite to Person - Total Closed per Month (ServiceStat)																							
Animal Bite to Person - Total per Month (ServiceStat)		Aug '19	🟢	182	120	🟢	2,134	1,320	Labrada, Kathleen R. (ASD); Munoz, Alex; Gallagher, Sean S. (ASD)	Animal Bite to Person - Total per Month (ServiceStat)																							
Police Assist - Monthly Total (Service Stat)		Aug '19	🟢	185	160	n/a	n/a	n/a	Labrada, Kathleen R. (ASD); Munoz, Alex; Gallagher, Sean S. (ASD)	Police Assist - Monthly Total (Service Stat)																							
▼ Animal Bite to Person - Average Response time (ServiceStat)		Aug '19	🟢	2.1	3.0	n/a	n/a	n/a	Labrada, Kathleen R. (ASD); Munoz, Alex; Gallagher, Sean S. (ASD)	Animal Bite to Person - Average Response time (ServiceStat)																							
<table><tr><th>Initiative Name</th><th>Type</th><th>As Of</th><th>Status</th><th>🟢</th><th>🟡</th><th>🔴</th><th>🟡</th><th>🔴</th><th>%</th><th>Owners</th></tr><tr><td>Six Sigma: Animal Bite Response (Wave 5)</td><td></td><td>5/22/2014</td><td>Complete</td><td></td><td></td><td></td><td></td><td></td><td>100%</td><td>Maxwell, Carlos M. (OMB)</td></tr></table>										Initiative Name	Type	As Of	Status	🟢	🟡	🔴	🟡	🔴	%	Owners	Six Sigma: Animal Bite Response (Wave 5)		5/22/2014	Complete						100%	Maxwell, Carlos M. (OMB)		
Initiative Name	Type	As Of	Status	🟢	🟡	🔴	🟡	🔴	%	Owners																							
Six Sigma: Animal Bite Response (Wave 5)		5/22/2014	Complete						100%	Maxwell, Carlos M. (OMB)																							
Police Assist - Average Response Time (Service Stat)		Aug '19	🟡	0	1	n/a	n/a	n/a	Labrada, Kathleen R. (ASD); Munoz, Alex; Gallagher, Sean S. (ASD)	Police Assist - Average Response Time (Service Stat)																							
▼ Green Projects (ASD)							Garateix, Michael (ASD)			Green Projects (ASD)																							
Fuel Consumption (Gallons)		Sep '17	🟢	2,981	4,000	n/a	n/a	Salgado, Luis (ASD); Gallagher, Sean S. (ASD)	Fuel Consumption (Gallons)																								
Electricity Usage (kw)		Sep '17	🟢	271,560	300,000	n/a	n/a	Salgado, Luis (ASD)	Electricity Usage (kw)																								
4.0 Learning and Growth										4.0 Learning and Growth																							

### Linked Objects

▼ Child Scorecards			
Name		Owners	
Animal Cruelty Reports Responded To		Labrada, Kathleen R. (ASD)	
▼ Parent Scorecards			
Name		Owners	
Neighborhood and Infrastructure Strategic Area Scorecard		Miami-Dade County	
▼ ActiveViews			

Scorecard - Animal Services

▼ Initiatives			
▼ Objectives			
	Name	Owners	
	Increase voluntary compliance (ASD)	Munoz, Alex	
	Maximize Animal Health and Welfare to Increase # of Saved Animals	Leiva, Michael (ASD); Romero, Leonel (ASD)	
☑	Meet Budget Targets (Animal Services)	Munoz, Alex; Animal Services	
	Planned necessary resources to meet current and future operating and capital needs (ASD)	Munoz, Alex	
	Number of Investigations Responded to. (ASD)	Labrada, Kathleen R. (ASD); Munoz, Alex	
	Consistent interpretation and application of enforcement practices (ASD)	Munoz, Alex	
	Respond quickly to service calls to promote safe and livable communities (ASD)	Munoz, Alex	
	Green Projects (ASD)	Garateix, Michael (ASD)	
▼ Program Groups			
▼ Stoplight Charts			
▼ Tasks			

Commentary









Action Items				
	Due Date ▲	Status ▲	Action	Owners

Comments		
Date ▼	Author	Comment
10/29/2007	Smith, Tara C. (ISD)	Quarterly Strategic Review Day October 29, 2007:  Start tracking the work you have done to develop Partnerships with rescue groups and others; tracking compliance with spay/neuter agreements and more.  Add more detail to your Initiatives; these are substantial projects that have taken a great deal of your time and this should be reflected better on your scorecard. Specifically: --Add a measure to track development of the Foundation Board. --Add substance to the Chapter 5 and HSUS Recommendations initiatives.
4/27/2007	Kirwin, Kevin (MDPR)	develop measures for the partnership program - total number of partners and the total number of animals adopted by each partner  breakdown measures dimensionally  develop measures for tracking diseases within the kennel # of incidents  re-look at value-engineering the new shelter/offices


Attachments & Links

▼ External Links
▼ Attachments

Measures

As Of: <M/d/yyyy> 15		Sum. Lvl.: Base	Comparator: Default	 							
		Name	Description	Comparator Name	Sum. Lvl.	Period	Actual	Target	Variance	Owners	Domain
		# of Rabies vaccines administered by ASD Clinic (Pets)	It is the intent and goal of the Animal Services Department to duly vaccinate all dogs (as well as cats) in Miami-Dade County in accordance to Florida Statutes and Chapter 5 of the Code of Miami-Dade County. Currently, the department believes that approximately 50% of the dogs in South Florida are...	Goal - Default	Base	'19 FQ3	8,381	6,250	2,131	Martin Passe, Akilah (ASD); Leiva, Michael (ASD)	Animal Services
		Adoptions		Goal - Default	Base	Dec '19	1,108	700	408	Gonzalez, Mylena; Martin Passe, Akilah (ASD); Cuellar, Luis (ASD)	Animal Services
		Animal Bite to Person - Average Response time (ServiceStat)	ASD average response time to close service ticket for the period	Goal - Default	Base	Aug '19	2.1	3.0	0.9	Labrada, Kathleen R. (ASD); Munoz, Alex; Gallagher, Sean S. (ASD)	Animal Services
		Animal Bite to Person - Total Closed per Month (ServiceStat)	Animal Bite to Person - Total Closed per Month (ServiceStat)	Goal - Default	Base	Aug '19	164	95	69	Labrada, Kathleen R. (ASD); Gallagher, Sean S. (ASD)	Animal Services
		Animal Bite to Person - Total per Month (ServiceStat)	Animal Bite to Person - Total per Month (ServiceStat)	Goal - Default	Base	Aug '19	182	120	62	Labrada, Kathleen R. (ASD); Munoz, Alex; Gallagher, Sean S. (ASD)	Animal Services

## Scorecard - Animal Services

	Animals Sick After 14 of Intake	This captures all animals that were diagnosed with a sickness (ex: URI or Parvo) AFTER 14 DAYS IN THE KENNEL. Source = Chameleon.	Goal - Default	n/a	n/a	n/a	n/a	n/a	Romero, Leonel (ASD)	Animal Services
	Animals Sick within 14 days of Intake	Animals that were accepted at the Shelter with a confirmed sickness (skin condition, pregnant, fearful, etc. - per dropdown menu on chameleon). These animals checked in with the noted sickness or showed signs within 14 days of intake. Source = Chameleon.	Goal - Default	n/a	n/a	n/a	n/a	n/a	Romero, Leonel (ASD)	Animal Services
	Animals with Injury at Intake	Counts the number of animals intaked that were found to be injured at inception of their stay.	Goal - Default	n/a	n/a	n/a	n/a	n/a	Romero, Leonel (ASD)	Animal Services
	Average Length of Stay - Cats		Goal - Default	n/a	n/a	n/a	n/a	n/a	Leiva, Michael (ASD)	Animal Services
	Average Length of Stay - Dog	This measures the average length of stay for dogs at the kennel. Excludes puppies, cats, kittens and neonates. Calculated as Intake date - departure date for every dog in kennel. Measuring length of stay Quarterly takes into account seasonality. Data source = Chameleon.	Goal - Default	n/a	n/a	n/a	n/a	n/a	Leiva, Michael (ASD)	Animal Services
	Average Length of Stay - Kittens	Excludes grown Cats and neonates. Source = Chameleon.	Goal - Default	n/a	n/a	n/a	n/a	n/a	Leiva, Michael (ASD)	Animal Services
	Average Length of Stay - Puppies	This measure excludes grown Dogs.	Goal - Default	n/a	n/a	n/a	n/a	n/a	Leiva, Michael (ASD)	Animal Services
	Citation Error Rate	Citation Error Rate	Goal - Default	Base	Dec '19	0.21%	2.00%	1.79%	n/a	Animal Services
	Citations		Goal - Default	Base	Dec '19	1,928	1,270	658	Marin, Robert D. (ASD)	Animal Services
	Dead Animal Pickup - Average Response Time (ServiceStat)		Goal - Default	Base	Aug '19	1.20Days (478.80 / 399.00)	1.00Days	-0.20Days	Labrada, Kathleen R. (ASD); Gafcovich, Sam (ASD); Gallagher, Sean S. (ASD)	Animal Services
 VR	Dead Animal Pickup - Total Closed Per Month (ServiceStat)		Goal - Default	Base	Aug '19	399	400	-1	Labrada, Kathleen R. (ASD)	Animal Services
	Dead Animal Pickup - Total Monthly Count (ServiceStat)		Goal - Default	Base	Aug '19	412	400	12	Labrada, Kathleen R. (ASD)	Animal Services
	Electricity Usage (kw)	Usage of Electricity at ASD facility, which is mostly produced by fossil fuel sources, and thus a major contributor to ASD Carbon footprint.	Goal - Default	Base	Sep '17	271,560	300,000	28,440	Salgado, Luis (ASD)	Animal Services
	Events	ASD Events captures all events related to outreach. Events include Shelter, Off-site, Hope, and Petsmart Events.	Goal - Default	Base	'19 Q3	122	120	2	Martin Passe, Akilah (ASD); Mejia, Lorna (ASD); Leiva, Michael (ASD); Vazquez Jr, Emilio (ASD); Mejia, Lorna (ASD); Cuellar, Luis (ASD)	Animal Services
 VR	Expenditures - Total (Animal Services)	Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)	Goal - Default	Base	'19 FQ4	\$7,436	\$6,939	\$-497	Munoz, Alex	Animal Services
	Fostered Pets With Positive Outcome		Goal - Default	Base	Nov '19	142	120	22	Martin Passe, Akilah (ASD); Cuellar, Luis (ASD)	Animal Services
	Fuel Consumption (Gallons)	ASD Fuel consumption for fleet usage, which coupled with Electrical usage are both contributors to ASD's greenhouse gas emissions.	Goal - Default	Base	Sep '17	2,981	4,000	-1,019	Salgado, Luis (ASD); Gallagher, Sean S. (ASD)	Animal Services
	Increase # of dogs licensed in Miami-Dade County	Increase the number of dogs duly licensed in Miami-Dade County in accordance to Florida Statutes and Chapter 5 Section 8 of the Code of Miami-Dade County. (Counts number of licenses processed each quarter.)	Goal - Default	Base	'19 FQ4	58,136	45,000	11,136	n/a	Animal Services
	Increase # of Saved Animals (Live Release)	Number of Saved Animals refers to the number of animals adopted to permanent homes, adopted by Rescue Groups, transferred to Humane Societies, and redeemed/returned to their owner.	Goal - Default	Base	Dec '19	3,265	n/a	n/a	Gonzalez, Mylena; Martin Passe, Akilah (ASD)	Animal Services
	Injured Animal - Total Monthly Count (ServiceStat)	Injured Animal - Total Monthly Count (ServiceStat)	Goal - Default	Base	Aug '19	314	300	14	Labrada, Kathleen R. (ASD); Gallagher, Sean S. (ASD)	Animal Services





