

Animal Care & Control Ad Hoc Task Force Committee

Final Report & Recommendations

May 4, 2015

Presenters:

Dr. Rodrigo Silva, Assistant County Manager

Cheryl Naumann, Chairman of the Process & Service Subcommittee

Andrea Katsenes, Chairman of the Outreach & Marketing Subcommittee

Leanna Taylor, Chairman of the Budget & Funding Subcommittee



Overview

- Thirty (30) stakeholders were invited to participate.
 - The diverse committee is comprised of volunteers, concerned citizens, shelter professionals, rescue operators, nonprofit leaders, representatives from veterinary associations, and business owners.
- The Kick-Off meeting was held October 28, 2014 and concluded April 30, 2015.
- Over 100 recommendations were raised, ranging in scope from high level policy and operational changes to more specific action items.
- Staff and citizens share the mission of doing the best possible work on behalf of the animals.
- The staff and volunteers consistently go above the established mandates.

Mandated Services – A.R.S. Title 11, Chapter 7, Article 6

❖ Enforcement –

- ❑ Strays, Dogs at large, Bites

❖ Shelter –

- ❑ Provide proper care, maintenance and humane destruction of impounded animals.
- ❑ A dog or cat shall not be released for adoption until surgically spayed or neutered or sterilized by another procedure.

❖ Dog Licensing

❖ Rabies

- ❑ Public vaccination clinics



Task Force Summary

- At the start of the process, three (3) subcommittees were formed.
- Through a voting process, a Chairperson was selected to lead each group.
 - Cheryl Naumann for the Process & Service Subcommittee.
 - Andrea Katsenes for the Outreach & Marketing Subcommittee.
 - Leanna Taylor for the Budget & Funding Subcommittee.
- 35 recommendations and 108 strategies were developed, which the Chairs will soon highlight.
 - This was an important exercise in reviewing our process and engaging with citizens.
 - Staff took this seriously and are proud to report 50% of the strategies have been or are in the progress of being implemented.

Animal Welfare – Medical Care

Cheryl Naumann - Chairman

- **RECOMMENDATION:** Improve overall medical care to the animals.
 - A Few of the Key Strategies:
 - Hire a minimum of 6 additional vets + 6 veterinary technicians.
 - Increase budget for clinic supplies and medication.
 - Perform physical intake exams (Upper Respiratory Infections, trauma).
 - More rapid triage, differential diagnosis and enhanced pain management protocols.
 - Provide Bordetella (kennel cough) vaccines for animals at the East Shelter.
- **RECOMMENDATION:** Review and monitor feeding protocols for underweight, geriatric, injured and pregnant or nursing animals, as well as for puppies and kittens. Allow these animals first priority for individual kenneling.



Animal Welfare - Attention & Sanitation

- **RECOMMENDATION:** Improve the level of attention and care given to the animals, as well as shelter cleanliness.
 - A Few of the Key Strategies:
 - Hire 6 additional Animal Care Technicians.
 - Assure appropriate temperatures in both shelters based on weather conditions.
 - Provide bedding at all times to animals to lie on rather than bare concrete.
 - Inspect kennels regularly and spot clean as needed.
 - Utilize shade screens where warranted for pregnant or nervous animals.



Animal Welfare - Behavior

- **RECOMMENDATION:** Improve the quality of behavior assessments, the knowledge of staff and volunteers, and offer enrichment activities to better serve the animals and promote more informed adoption decisions.
 - A Few of the Key Strategies:
 - Staff conducting behavioral assessments to be certified on the SAFER model.
 - Establish and consistently use an appropriate area to conduct behavior assessments.
 - Ensure supervisors are regularly observing the assessment process.
 - Educate staff and volunteers performing adoption counseling on how to better match animals with adopters.
 - Provide in-kennel enrichment to enhance the psychological well being of animals.



Customer Service - Adoptions



- **RECOMMENDATION:** Increase the number of adoptions, transfers, and returns to owner, decrease owner surrenders and improve service tools & delivery.

- A Few of the Key Strategies:

- Redesign Kennel Cards.
 - Include behavioral information.
- Improve signage.
 - Pricing, Directional, Handouts, Maps.
- Provide Greeters.
- Ensure calls are answered in a timely fashion.
- Allow for a non-refundable deposit option at East.
- Give priority to rescues pulling both the mother and puppies/kittens.



Marketing & Outreach

Andrea Katsenes - Chairman



- **GOAL:** Increase visibility of MCACC, adoptions and licensing.
 - First year 20% increase in licenses; 10% increase in licenses each year after.
 - First year increase represents an approximate increase in revenues of \$1.2 million to \$1.4 million.
- **RECOMMENDATION:** Invest in a \$1M, one year, countywide mass media marketing campaign focused on promoting the benefits of dog licensing.
 - Additional Strategies:
 - Hire (1) additional communication staff professional .
 - Establish an annual marketing/PR plan that promotes Agency programs.
 - Streamline the license process for pet owners:
 - Redesign website. Functionality for online licensing; campaign messaging.
 - Redesign licensing forms.
 - Work to partner with the veterinarian community to promote.
 - Explore auto renewal.
 - Authorize the Director to grant amnesty periods for accruing fines.

Marketing & Outreach

Three Key Steps to Improve Licensing Compliance and Capture Additional Revenue



Clarify Licensing Objectives

- What is the purpose of licensing program?
- What does agency hope to achieve?

Refine Licensing Structure and Process

- Align structure and process with program objectives
- Make the process easier for both the city AND pet owners

Outreach to Pet Owners

- Educate pet owners about licensing benefits and requirements
- Provide incentives to encourage compliance

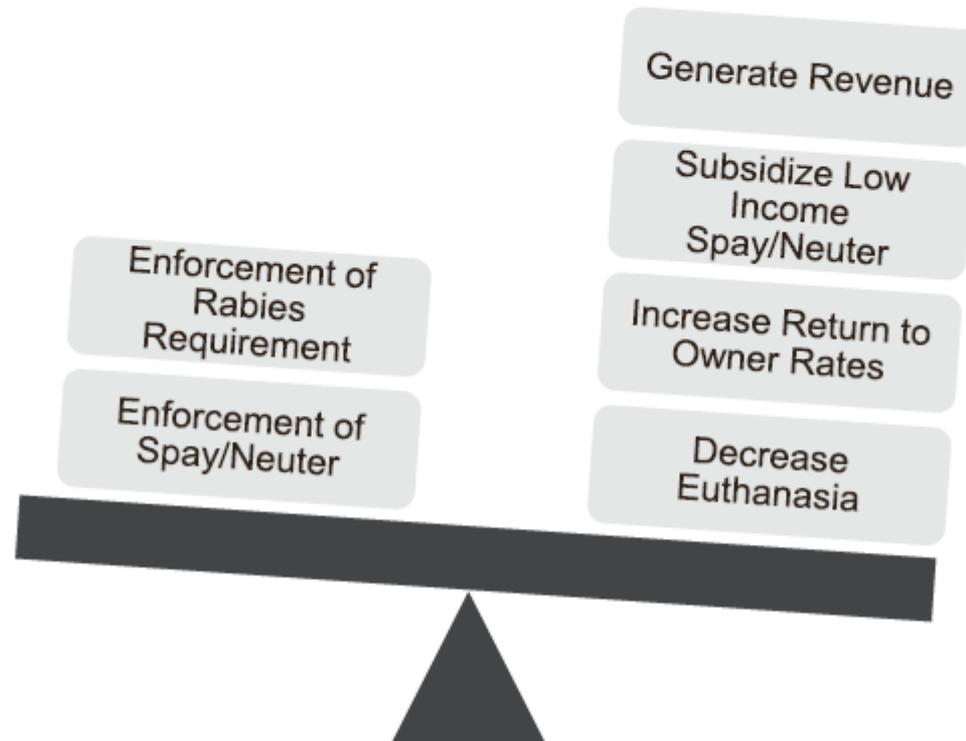
Marketing & Outreach

Must Clarify Goals of Licensing Program

Program design should be aligned with goals

Enforcement

Impact



Marketing & Outreach



Program Model Comparison – Structure Los Angeles vs. Calgary

	Enforcement	Impact
<i>City and Population</i>	City of Los Angeles (Population 4 million)	Calgary, Canada (Population 1 million)
<i>Goals of Licensing</i>	-Enforcement of Mandatory Spay/Neuter Requirement -Enforcement of Rabies Requirement	-Licensing as a source of revenue -Public education about the importance of pet identification -Increased return to owner rates -Decreased euthanasia rates
<i>Fee Structure</i>	Dogs: \$100 intact/\$15 altered Cats: optional \$5 tag	Dogs: \$52 intact / \$31 altered Cats: \$30/\$10
<i>Compliance Rate</i>	~30%	~90%
<i>Licensing Revenue</i>	~\$2 million	~\$4 million
<i>Registration Options for New Licenses</i>	-In Person, Mail-in	-Online, In Person, 24 Hour Hotline, Night Depository, Directly to an officer, At bank
<i>Requirements</i>	-Written Proof of Spay/Neuter -Written Proof of Rabies Vaccination	-Self certification of S/N, (\$500 Penalty for False Info) - No rabies cert, handled separately

Marketing & Outreach

- **GOAL:** In order to manage staffing costs to MCACC, while increasing services, increase annual volunteer hours by 20% and improve retention; including increase of pet foster families by 10% over previous year.
- **RECOMMENDATION:** Enhance volunteer program and outreach.
 - A Few of the Key Strategies:
 - Hire a 2nd Volunteer Coordinator.
 - Increase recruiting efforts in the community.
 - Streamline volunteer onboarding:
 - Offer more volunteer classes/sessions.
 - Reduce training process from 3 to 2 days - Develop online training tools.
 - Provide specific volunteer job descriptions, needed skills, and time commitment.
 - Provide name tags for all volunteers
 - Develop recognition programs – “Volunteer of the Month”, “Anniversary/Years of Service”.
 - Host appreciation events.
 - Conduct ongoing “Brown Bag” sessions with the Director and continued education with veterinarian staff.



Budget & Funding

Leanna Taylor - Chairman

Budgetary Objectives

- To bring MCACC's budget in closer alignment relative to the number of animals they serve and the human population in Maricopa County.
- To improve the public perception of MCACC and create a shelter environment of which we can all be proud.
- To expand upon the innovative and life-saving programs currently in place at MCACC.
- To save more lives.

Budget & Funding



- **RECOMMENDATION:**
Approve a licensing fee increase.

License Type	Current Fee	Proposed Increase	New Fee	# of Issued Licenses In 2014	Est. Increase In Revenue
Altered Dogs	\$17	\$1	\$18	259,851	\$259,851
Unaltered Dogs	\$42	\$6	\$48	33,529	\$201,174
Senior Citizen	\$6	\$3	\$9	75,108	\$225,324
					Total = \$686,349

Budget & Funding

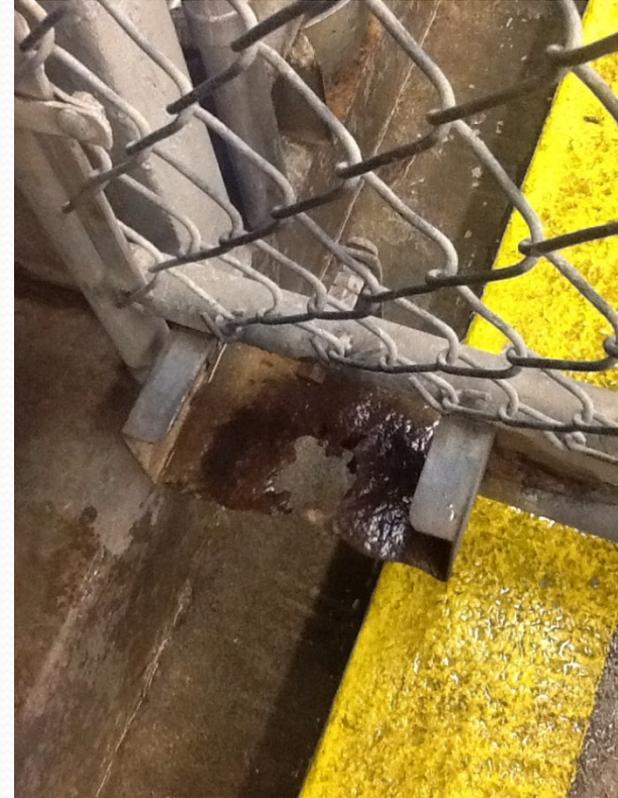
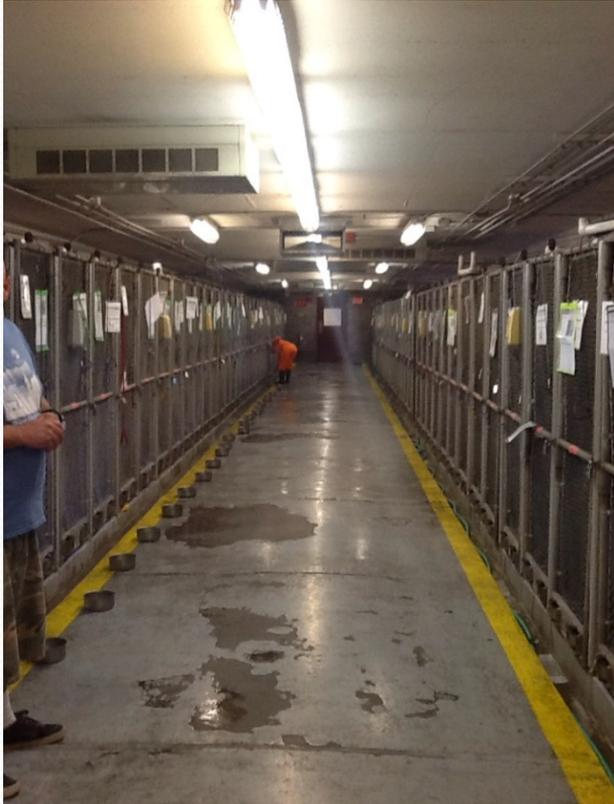
- **RECOMMENDATION:** Review and consider different approaches to funding strategies.



- A Few of the Key Strategies:
 - Increase department's expenditure limit.
 - Consider debt forgiveness on West shelter payment for the next 3 to 5 years, with the caveat it would not go against the department's expenditure limit.
 - Conduct a feasibility study on the a Special Taxing District.
 - Hire a grant writer in order to increase the number of submittals and awards.
 - Evaluate the potential for a Bond Initiative for East shelter.

Budget & Funding

- **RECOMMENDATION:** Construct new or replace shelter in East Valley.



Budget & Funding

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Budget & Funding

- **RECOMMENDATION:** Explore ways to increase the number of Spay & Neuter Vouchers; to include introducing a number of low cost vouchers to be sold at cost of service.



Budget & Funding



The greatness of a nation can be judged by the way its animals are treated.
- Mahatma Gandhi

Recognition of Members

Cheryl Akers, AZ Pet Vet

Jessica Alderman, AzK9

Tarah Berry, Concerned Citizen

Ed Bufford, Concerned Citizen

Jason Carey, Volunteer

Elizabeth Claxton, AZ Humane Society

Victoria Cowper, Foothills Animal Rescue

Robert Crough, Paradigm Dog School

Kelly Ferrieira, MAIN Rescue

Sherry Garcia, Concerned Citizen

Marcia Hamilton, No Kill Maricopa

Ashley Houterloot, Volunteer

Emily Kane, AZVMA

Andrea Katsenes, Community Advocate

Trish Manes, No Kill Maricopa

Bari Mears, PACC911

Michael Mendel, Volunteer

Nancy Mitchell, Friends of MCAC&C

Michael Morefield, AZ Animal Welfare League

Cheryl Naumann, 2nd Home Pet Resort

Rhonda Oliver, Hands On Greater Phoenix

Jeff Schwartz, Concerned Citizen

Jill Shumway, Feathers Foundation

Leanna Taylor, Friends of MCAC&C

Lisa Zato, Volunteer

Next Steps – Dr. Rodrigo Silva

- Staff is working on those recommendations and strategies within their control.
- Additional analysis and feasibility studies are needed.
- Development of an Implementation Plan
 - Explore all available options:
 - Phasing
 - Leveraging Partnerships
 - Cultivating New Partnerships
 - Identification and Deployment of Resources

ACTION REQUESTED:

To accept the Ad Hoc Task Force final report and recommendations subject to further analysis and prioritization.

– Thank you for this opportunity.



Maricopa County
Animal Care and Control