Maricopa County Animal Care & Control

AD HOC TASK FORCE – STATUS REPORT

Animal Welfare – Medical Care	
Recommendation: Improve overall medical treatment to the animals under the care of the shelters.	
Actions/Strategies	**Status**
1. Hire 6 additional veterinarians and 6 veterinarian technicians. To include the increase cost of medical supplies with more procedures being performed. 2. Perform a basic physical check at intake with an eye for Upper Respiratory Infections (URIs). 3. Have a vet tech to assist with intake process during periods of high traffic. 4. Establish a formal pain management protocol at intake as well as after any procedure. 5. Establish a formal protocol for identifying abnormal conditions and ensuring intake staff are adequately trained and educated. 6. Ensure a formal pain medication protocol is published and followed; especially after Spay & Neuter procedures. 7. Designate veterinary staff to review trauma cases in a timely manner. 8. Perform surgery on healthy animals before sick animals to prevent cross-contamination. 9. Clean ears and trim the nails of every animal during surgery. 10. Provide all animals at intake with 4-in-1 (DHPP for dogs) and Bordetella. 11. Ensure adequate supplies for E-room – a table that can be easily disinfected, a good light source, a universal microchip scanner, hair clippers, stethoscope, a variety of needles, syringes, muzzles and restraint equipment. 12. Provide booster vaccines to puppies and animals staying longer than 3 weeks. 13. Ensure medication in the pill form is ingested. 14. Re-treat animals with flea/tick preventative if in residence longer than 3 weeks.	1. In Progress – 3 veterinarians & 3 vet techs 2. Under review – dependent on more staff 3. Under review – see above 4. Completed 5. In Progress 6. Completed 7. In Progress 8. Completed 9. Completed 10. Completed 11. Completed 12. Completed 13. Completed 14. Completed
Recommendation: Improve approach to feeding protocols.	
Actions/Strategies	**Status**
15. Allow all underweight, underage, geriatric, injured and pregnant or nursing animals to be given first priority for individual kenneling and are fed upon arrival or are allow “free feeding” if appropriate. 16. Kennel cards are to reflect the feeding frequency. 17. This includes larger feeding bowls for litters that should help reduce food aggression.	15 Completed 16 Completed 17 Completed

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Animal Welfare – Medical Care (continued)	
Recommendation: Establish a minimum standard of comfort for all animals – Shade screens, birthing boxes, bedding to keep the animals off the concrete floors, appropriate heating and cooling, clean and sufficient food and water.	18 Completed
Recommendation: Explore the benefit of providing iPads for clinic staff to enter data more efficiently and have the ability to quickly alert and communication with veterinarians when treatment is needed.	19 Completed
Recommendation: Impose an immediate and permanent moratorium on the killing of any animal (except for terminal medical reasons and extreme aggression) when there are <u>any</u> empty kennels.	20 Under review – Goal is highest Live Release Rate possible.
Recommendation: Medically treat every animal as if it will live. All animals over 4 weeks of age are vaccinated without exception, even sick or fractious, before entering the main kennel area or being exposed to other animals.	21 Under review – Staff triages animals upon intake.

Animal Welfare – Attention & Sanitation

Recommendation: Improve the level of animal attention, care and cleanliness of the shelters.

Action Items / Strategies	Status
1. Hire 6 additional Animal/Kennel Care Technicians.	1. Under review
2. Purchase and use ACCEL cleaning solution at East shelter.	2. Under review
3. Establish a formal cleaning and disinfection protocol for outdoor areas at both shelters.	3. Completed
4. Conduct a refresher training to kennel staff bi-annually on property cleaning techniques.	4. Completed
5. Develop a contingency plan for weekend cleaning as low staffing levels result in some kennels not being properly cleaned.	5. Completed
6. Ensure food and water bowls are kept clean.	6. Completed
7. Direct staff to monitor animal and kennel conditions throughout each day – a minimum of twice per day inspection process and spot clean as needed.	7. Completed
8. Have floors, surfaces and mobile equipment (rolling trash cans, shopping carts, etc.) sanitized in a timely manner after contact with urine, feces, vomit or animals known or suspected to have infectious diseases.	8. Completed
9. Investigate the feasibility of hiring a dedicated officer to supervise inmates Monday through Friday at both East & West to perform cleaning tasks.	9. Completed - Inmate labor contract approved for West 9/9/15
10. Establish formalized Closing Procedures with a signed Closing Checklist.	10. Completed
11. Implement a checklist for morning and evening kennel care staff to note basic animal conditions and any potential conditions of concern.	11. Completed
12. Make Incident Reports more readily accessible to volunteers and staff.	12. Completed
13. Utilize Walkie-Talkies, hand-held or headsets, for better communication and coordination.	13. Completed

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Animal Welfare – Behavior

Recommendation: Improve the quality of behavioral assessments, the knowledge of staff and volunteers, and the benefit of enrichment activities in order to better serve the animals and promote more informed adoption decisions.

Action Items / Strategies	Status
1. Staff conducting behavioral evaluations or assessments should be certified on the SAFER model.	1. In Progress
2. Establish and use an appropriate area with minimal distractions to conduct assessments.	2. Completed
3. Work on streamlining the logistics of the evaluation process; reduce time spent walking back and forth to retrieve animals.	3. Completed
4. Develop and require continuing education for staff.	4. Completed & Ongoing
5. Ensure supervisors are regularly observing the assessments performed.	5. Completed
a. Locate a manager at the East location.	
6. Have staff review ASPCA Guidelines on food guarding behaviors during evaluations.	6. Completed
7. Contract with a qualified professional on breed characteristics and identification.	7. Completed
8. Limit interactions of evaluators with dogs prior to assessment.	8. In Progress & Ongoing
9. Educate adoption counselors on how to use a personality test to better match animals with potential adopters.	9. Under Review
10. Institute an in-kennel enrichment program.	10. Completed
11. Establish a Second Chance team at the West shelter.	11. In Progress

Customer Service and Adoptions

Recommendation: Increase adoptions by enhancing service levels as well as by providing self-service tools and information.

Action Items / Strategies	Status
1. Redesign Kennel Cards.	1. In Progress
a. Include behavioral information on card.	a. In Progress
b. Include size category on card.	b. In Progress
c. Add explanation as to why an animal is quarantined for biting – What happened, who did the animal bite and were they provoked?	c. Under review
d. Implement White “Off Hold” cards as soon as the stray hold period expires. Include “I’m off hold. Ask about me.”	d. Completed

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Customer Service and Adoptions

Recommendation: Increase adoptions by enhancing service levels as well as by providing self-service tools and information.

Action Items / Strategies	Status
2. Better Signage. a. Post a large easy to read pricing menu in the lobby. Explore cost of electronic boards. b. Add directional signage on walls and walkways to improve self-service. c. Create signage and handouts to assist visitors. Provide instructions on how to read kennel cards, explain color of cards, the dates, and the color of Mylar collars. d. Post the Lost & Found Board in the areas of the lobby that makes the most sense for traffic flow. e. Explore ways to increase the visibility of small animals housed at the West shelter. 3. Establish operating hours to accommodate the most visitors – Monday thru Sunday and open until at least 7:00 p.m. 4. Have door greeters at each shelter location to help provide customer service; what do the visitors need help with. 5. Ensure the calls to the main call line are answered in a reasonable amount of time. The answer rate should not be less than 85%. 6. Develop a process for allowing a person to put a non-refundable deposit down in order to hold an animal. 7. Strive to have all animals posted and visible online within 1-hour of arrival at the shelter.	2 In Progress a. In Progress b. In Progress c. In Progress d. Completed e. Completed 3. Under review 4. Completed 5. Completed & monitored 6. Under review 7. Completed

Recommendation: Increase the number of animals transferred, pulled by approved rescues, and in the case of feral cats, treated and released.

Action Items / Strategies	Status
8. Direct staff to analyze the cost effectiveness to acquire a transport vehicle for animals – to move animals between shelters as well as to other jurisdictions. 9. To actively pursue developing transfer agreements with other jurisdictions that have a greater demand for adoptable animals. 10. Establish a transfer protocol for long-timer dogs to West facility. Dogs housed at East typically have longer length of stay but in much smaller (inadequate) kennels. Kennels at West are larger with a quieter environment. 11. Ensure staffing levels and space are adequate to support transfer of “long-timer” animals at East to West. 12. Rescues that will take the mother animal along with puppies or kittens will be given priority selection. 13. New Hope partners will not be turned down when requesting a “guaranteed pull” of an animal. 14. Return stray/semi-feral/feral cats back into the community from where they came, after spaying or neutering them. Have MCACC work with community stakeholders to develop related procedures to address this item to minimize unnecessary euthanasia.	8. Completed 9. Completed & Ongoing 10. Completed 11. Under review 12. Completed 13. Completed 14. Under review – Sheltering of cats is a non-mandated function.

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Customer Service and Adoptions (Continued)

Recommendation: Review the 3rd Party adoption services contract to ensure performance and that the established terms best serves all parties.	
Action Items / Strategies	**Status**
15. The current contract is the first time this type of contract was developed. The contract / contracted services provided by HALO expires December 2015. The area highlighted by members pertains to the preferential hold or the animal selection clause. The public shall have first priority on adoption, foster, etc., for any County animal and shall be enforced with all New Hope partners as well as the contracted 3rd party adoption provider.	15. In Progress
Recommendation: Improve the euthanasia information (E-List).	
Action Items / Strategies	**Status**
16. All animals on the E-List should have photos posted. 17. The notes associated with the classification of "BEHAV-Other" should be listed. 18. The final E-Lists should be published so the number of inquiries from the New Hope partners could be reduced as those animals are no longer available.	16. Completed 17. Completed 18. Completed
Recommendation: Increase the Return to Owner (RTO) to a minimum of 30%.	
Action Items / Strategies	**Status**
19. Use the HeLP map as introduced by Lost Dogs of AZ. 20. Assign / Hire a Lost & Found Coordinator to spend time searching for owners and taking action on lost/found reports. 21. Direct and hold staff accountable for in-field microchip scanning, ensure accurate data-entry, post signs. 22. Install a large flat screen TV monitor in lobbies for people to view "found animals". 23. An adopted dog or claimed dog should leave with an ID tag on a new collar at no charge. (Apply for ASPCA grant to pay for ID engraving machine). ***All returned and adopted dogs leave with a tag. Collars will be additional budget expense***.	19. Completed 20. Completed 21. Completed 22. In Progress 23. Under review
Recommendation: Decrease Owner Surrenders by having a Pet Retention Info Center operational Monday through Friday. The information center would be staffed by volunteers. The decrease in surrenders would translate to decreased costs.	24. Completed
Recommendation: To consider modifying the current policy and allowing animals surrendered by people who have had the dog for less than 30 days (after finding the dog as a stray), should be held for 72-hours. The animal should be categorized as a "stray" rather than "Owner-Surrender-Stray". Members indicated this provides those animals with a greater chance at being found or adopted.	25. Under review

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Recommendation: Update and post all policies and procedures online in a searchable format.	26. In Progress
Recommendation: Institute a LEAN management process approach to find opportunities to improve service and operations.	27. Under review – Cost estimated at $8,000

Outreach and Marketing

Recommendation: Invest in a $1M, one-year, countywide mass media marketing campaign focused on the benefits of dog licensing.

Action Items / Strategies	Status
1. Included in the initial cost of the campaign is a redesign of the website to support campaign messaging and improve functionality with license processing. 2. In redesign, offer a dropdown selection option for donations so citizens may designate how the money is to be used. 3. Redesign licensing forms and printed materials to be more compelling with a Call for Action. 4. Explore options to make licensing easier and convenient, i.e., at veterinarian offices, retail stores specializing in pet supplies.	1. Campaign & 2. associated website redevelopment – Under review 3. In Progress 4. Completed

Recommendation: Increase annual volunteer hours by 20% and improve overall retention rates. This includes increasing pet foster families by 10% over the previous year.

Action Items / Strategies	Status
5. Hire a 2nd Volunteer Coordinator.	5. Under review
6. Offer more volunteer training classes/sessions (min. 2x each month).	6. Completed
7. Streamline volunteer training process – Reduce from 3 days to 2 day process.	7. Completed
8. Develop online training and info tools.	8. In progress
9. Post specific volunteer job descriptions, desired time commitments, needed skills, and include volunteer testimonials.	9. Completed
10. Provide name tags for all volunteers.	10. Completed
11. Establish a Docent/Peer partnering program.	11. Completed
12. Institute a recognition program – Volunteer of the Month as well as for years of volunteer service.	12. In Progress
13. Host appreciation events.	13. In Progress
14. Conduct Brown Bag sessions with the Director and education sessions with lead Vet staff.	14. Completed
15. Expand recruiting efforts for volunteers and pet fostering.	15. Completed & Ongoing
16. Contact high school volunteer community service programs, sororities/fraternities, retirement communities, veterans' groups.	16. Completed
17. Utilize County Newsletters, Adopt-a-Pet.com, Volunteermatch.org, Phx Ch. 11, Scottsdale cable channel, Fix.Adopt.Save Baby Shower, etc.	17. Completed
18. Encourage New Hope partners to assist with volunteer efforts	18. Completed

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Outreach and Marketing (Continued)	
Recommendation: To have the Director establish regular standing meetings with stakeholders/concerned citizens.	
Action Items / Strategies	**Status**
19. Repurpose the CitizensForPets.org website to post updates for which all subscribers will receive notification. 20. Continue to allow for recommendations or suggestions to be submitted through this site.	19. Completed 20. Completed
Recommendation: Authorize the Director to grant an amnesty period to allow owners to come up to date on the pet license.	21. Under review
Recommendation: Establish an annual Public Relations Marketing Plan. A formal plan drives performance goals. This plan should include proactive media outreach, adoption promotions, and standing up an effective Speakers' Bureau.	22. Completed
Recommendation: Have staff sign up and participate in the "Just One Day" nationwide campaign on June 11, 2015 – www.justoneday.ws. This teaches shelters how to empty their kennels; receive free marketing tools, get tips and pointers on how to motivate their community and helps to raise morale. Staff strives to increase ZERO euthanasia days. In 2014, the East shelter did not perform euthanasia on 30 different days; the West shelter had a total of 7 days. Staff continues to strive for a 90% Live Release Rate (LRR).	23. Under review

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Budget and Funding	
Recommendation: Approve a licensing fee increase.	
Action Items / Strategies	**Status**
1. Altered Dogs from $17 to $18 p/yr., Unaltered Dogs from $42 to $48 p/yr., Senior Rate from $6 to $9 *(for first 2 animals)* Consider exploring the institution of a breeder and stud licensing fee.	1. Under review
Recommendation: Review and consider different approaches to funding strategies.	
2. Increase the department's expenditure limit. 3. Work toward increasing the allocation from the general fund to be more in line with the US Humane Society's recommended standard of $8 p/capita. Current per capita expenditure for Maricopa County estimated at $4. 4. Consider granting debt forgiveness on the loan to construct the West shelter for 3 to 5 years, with the caveat it would not go against the department's expenditure limit. The annual debt payment is $1.4M. 5. Conduct a feasibility analysis of establishing a Special Taxing District. 6. Evaluate the potential for a bond initiative for a new East valley shelter.	2 through 6 – Under review (Annually during each budget planning session)
Recommendation: The East shelter facility is inadequate and substandard - A new shelter is needed the East valley.	7. Under review
Recommendation: Address the need for additional and separate kennel space for newly arrived animals (puppies & kittens), animals recovering from surgery, create an isolation and quarantine ward at both the East and West locations.	8. In Progress – East remodeling project will add 16 kennels for post-op.
Recommendation: Construct a proper bathing / grooming station at the East shelter location.	9. Under Review
Recommendation: Increase the number of grant submittals and awards each year. Hire a grant writer to serve the department.	10. Under review
Recommendation: Explore ways to increase the number of Spay & Neuter Vouchers; to include introducing the option of Low Cost Vouchers.	11 Complete & Ongoing
Recommendation: Develop other satellite adoption sites.	12. In Progress & Ongoing
Recommendation: Consider a mandatory micro-chipping program. Some members support the cost being passed along to the adopters, while others believe it should be included in the licensing fee.	13. Under review
Recommendation: Research the feasibility of establishing a 3rd party contractual agreement for the collection of fines and fees.	14. Under review