

Animal Care & Control



AD HOC TASK FORCE

PROCESS & SERVICE SUBCOMMITTEE

April 1, 2015 from 3:45 pm – 5:15 pm

The Chair opened the meeting and stated if the members were able to prioritize the recommendations, this could be the last meeting of the subcommittee. The Chair then asked Ms. Beckett to give an overview of next steps in the Task Force process. She explained once the subcommittees have concluded the process, the Chairs will meet to better organize the recommendations since many overlap. The final report will be sent to members as well as posted. Although the list they members have been working with may appear different, the final report will contain all of the recommendations. Since the presentation to the Board of Supervisors is limited, those recommendations with the highest priority will be covered; however, the Supervisors will have the full detailed report a minimum of two weeks prior to the date in which the Chairs will be presenting.

Ms. Beckett said that just because the task force is ending doesn't mean that process improvement and communication is done. The earlier subcommittee recommended that the Citizens for Pets website will remain operational so that updates may be posted and citizens may still submit recommendations and comments.

The Chair explained the process for prioritizing the recommendations that were still "Under Review". Those items there were previously set aside or put in the "Parking Lot" were also included in the exercise. The recommendations that were already in progress or implemented were not included. The recommendations to be prioritized were posted on large sheets of paper around the room. Similar recommendations were grouped under a header that described an overarching solution.

Each subcommittee member received 12 adhesive green dots and 12 adhesive red dots. The Chair explained that the green dots should be used to indicate the recommendations that each member thinks should be prioritized in the presentation to the Board. The red dots should be used to indicate that the member disagrees with the recommendation, does not think that the recommendation is a best practice for saving lives or the recommendation is not feasible.

Members could use the dots anyway they chose; for example, they could put all 12 green or red dots on one recommendation or not use any of the red dots.

Before opening the room for the members to assign the dots, the Chair asked for clarification on the following recommendations:

- #32 Streamline treatment process for HALO animals.
 - A member said that three people, a veterinarian, a veterinary technician and a HALO staff person make the rounds to treat those animals selected by HALO.
 - A representative from HALO explained that typically one veterinary staff person and one HALO staff person go on the medical rounds.
 - In their view, this is actually more efficient because the HALO staff person can provide background on the animal and also help the veterinarian hold the dog for treatment.

- The subcommittee unanimously agreed to remove this recommendation from further consideration.
- #75: Implement a moratorium on euthanasia when there are any empty kennels except in the case of extreme medical or behavioral contraindication. The Chair asked if a number of empty kennels should be identified?
 - There was some discussion that an average of 25 empty kennels are needed to house the animals that are brought in from the field.
 - The member who offered the recommendation wanted the wording to remain “any empty kennels”.
- #78: Medically treat every animal as if it will live.
 - A member clarified that this meant that every effort should be made for every animal that enters the shelter.
- #81: New Hope partners are never turned down when requesting to pull an animal.
 - The subcommittee amended this recommendation to read: New Hope partners are never turned down when requesting a “guaranteed pull” for an animal on the e-list. A “guaranteed pull” means that the rescue group indicated a commitment to retrieve / pick-up the animal by the close of business on the day following the request.
- #83a: Increase return to owner rate by using mapping technology like the “Help Map”.
 - Dr. Rodrigo Silva said that stray dogs picked up by MCACC field staff are currently posted on an interactive, geocoded map on MCACC’s website.
 - MCACC is improving the interactive map to allow citizens who find an animal to post a picture and the location of the animal found on the website. This should be fully implemented in 8 to 10 months.
 - The subcommittee voted to remove this recommendation from further consideration.

The results of the voting are as follows:

- #7 Hold “owner surrender strays” (those who have been in the care of a “finder” for an extended period of time) for longer than the 72-hour hold period and classify as “strays”.
 - Green: 6
 - Red: 4
- #11: Re-evaluate the third party contract with HALO to determine if preferential holds/animal selection clauses should be modified; AND #82 Public has first option of adoption, foster above New Hope and HALO (potential consideration after contract renewal in 2016).
 - Green: 4
 - Red: 5
- Rotate animals between east and west for better exposure.
 - #19 Acquire transport vehicle
 - #53 Move long-timers to West
 - #56 Ensure staffing levels can support this transfer program
 - Green: 6

- Red: 4
- #20 Institute a transfer program (supported by vehicles, staff, etc.) to transfer animals out of Maricopa County to other communities or states with greater need for adoptable animals.
 - Green: 5
 - Red: 0
- Increase staffing levels for veterinarians (approx. +6) and veterinary technicians (approx. +6)
 - #21 Intake exams to catch URI, other contagious diseases, priority medical conditions
 - #24 Additional vet techs for intake and high traffic periods
 - #34, 35 and 36 More rapid triage, differential diagnosis and administration of pain management on intake for trauma cases.
 - #87 Assure appropriate triage and sequencing of surgeries based on animal health
 - #89 Clean ears and trim nails of all animals during surgery
 - Green: 19
 - Red: 0
- Increase budget for veterinary supplies
 - #22 Vaccinate all dogs at intake with Bordetella
 - #86 Microchip all animals leaving the shelter at no cost to the adopter/New Hope group
 - Green: 14
 - Red: 3
- Enhance animal care and comfort standards
 - #25 Shade screens, birthing boxes, clean bedding/towels, appropriate heating and cooling, free feeding for puppies and lactating moms and underweight if not sharing a kennel
 - Green: 9
 - Red: 0
- Provide capital funds for building expansion or major improvements
 - #28, #29 Keep puppies/kittens, new arrivals and post-op animals away from general population in separate wards
 - #50 Full structure replacement (or remodel if feasible) of East shelter to enhance the health and comfort of shelter animals, increase capacity and create a more pleasing customer experience.
 - #52 Elevate food and water systems to move them away from contaminants
 - #55 Treatment and isolation structures at West – need more large kennels
 - #90 Add a grooming station at East shelter.
 - Green: 12
 - Red: 0
- Provide enhanced technology to kennel staff
 - #30 Surface tablets and hotspot for Chameleon access and veterinary alerts

- Green: 0
 - Red: 3
- Enhance cleaning and sanitation protocols (+6 additional Animal Care Technicians)
 - #42, 45, 46 and 47 Floors, surfaces and outdoor areas cleaned and sanitized in a timely manner
 - #43 Mobile equipment (i.e., carts) sanitized regularly to inhibit the spread of disease
 - Green: 6
 - Red: 0
- #48 Hire a dedicated officer to supervise inmates at both shelters
 - Green: 0
 - Red: 11
- Provide more detailed information on kennel cards to staff, rescue groups and public
 - #60 Include behavioral info on kennel cards
 - #74 Explain circumstances around an animal bite on kennel cards
 - Green: 10
 - Red: 1
- Invest in staffing, training and supervision of shelter behavior evaluation staff
 - #62 Certify all individuals conducting behavior assessments on the SAFER model
 - #63 Supervisors regularly and randomly oversee evaluations to assure protocols are being followed
 - #65 Provide training by a qualified individual on breed identification and characteristics
 - #70 Limit interactions of evaluators with dogs prior to assessment
 - Green: 17
 - Red: 0
- Focus on the emotion and psychological wellbeing of animals at the shelters.
 - #64 Institute an in-kennel enrichment program (puzzles, activities, treats)
 - Green: 8
 - Red: 0
- Adoption support to enhance customer experience, knowledge and matching of adopters with pets
 - #66 Include animal's size category (small, medium or large) on kennel cards
 - #68 Implement personality/matching test for adoptions
 - Green: 2
 - Red: 0
- #72 Conduct a LEAN Management analysis of process and work flows to identify efficiencies and improvement opportunities
 - Green: 0
 - Red: 3

- #73 Update Policy and Procedures Manual annually. Allow for online search capability.
 - Green: 0
 - Red: 1

- #75 Implement a moratorium on euthanasia when there are any empty kennels (except in the case of extreme medical or behavioral contraindication).
 - Green: 4
 - Red: 15

- #76 Maintain public shelter hours during peak time to allow for greater customer access (ideally until 7 PM in the evening)
 - Green: 5
 - Red: 0

- #77 All animals visible online within one hour of arrival at the shelter.
 - Green: 1
 - Red: 6

- #78 Medically treat every animal as if it will live.
 - Green: 3
 - Red: 8

- #79 Build the shelter's network of in-home fosters and support with staff to recruit, train and supervise to open up space.
 - Green: 3
 - Red: 0

- #80 Provide more community support and education for trap, neuter and release of feral cats.
 - Green: 3
 - Red: 3

- #81 New Hope partners are never turned down when requesting a "guarantee pull" for an animal on the e-list.
 - Green: 2
 - Red: 1

- #83b Hire a Lost and Found coordinator to search for missing/found animals full-time.
 - Green: 1
 - Red: 4

- #83h All pets leave with new collar and tags at no charge
 - Green: 0
 - Red: 13

- #91 Create a staffed Pet Retention Information Center staffed Monday through Friday to reduce owner surrenders.
 - Green: 4

- Red: 2
- MCACC staff trained volunteers to perform this duty, however, only one volunteer actually showed up to staff the center. The subcommittee said that it was important to have paid staff perform this duty.
- #92 Establish an ongoing MCACC Advisory Committee to assure ongoing oversight.
 - Green: 11
 - Red: 12
- Enhance client services by adding additional customer service headcount.
 - #93 Maintain a minimum call answer rate of 85% with a maximum hold time of 10 minutes.
 - Green: 4
 - Red: 0

The results of the voting will be included in the final report. The Chair asked the members if they are in agreement that this would serve as the final subcommittee meeting. All members agreed to conclude the process in order to get the recommendations to the County Supervisors.

The next meeting will be a reconvening of the full task force membership.

ACTION ITEM: Ms. Beckett will create a Doodle poll to select a date for the final meeting of the members.

One member stated that he would like to go on record that the task force was not able to address the big issues to the degree he would have liked to see them addressed. For example, 28% of the animals entering the shelter are assessed as untreatable and unmanageable. He stated he doesn't think the task force discussed how to change the euthanasia rate. Another member stated that implementing the task force recommendations is what will change the euthanasia rate.

The Chair thanked everyone and the subcommittee was formally closed.