



Maricopa County Animal Care & Control

AD HOC TASK FORCE FINAL REPORT

At the direction of the Board of Supervisors, an ad hoc task force committee was formed to review the service level and processes of the Animal Care & Control Department. At the invitation of the County Manager, thirty (30) key stakeholders comprised of volunteers, concerned citizens, rescue operators, shelter professionals, representatives from veterinary associations and business owners, participated in a kick-off meeting on October 28, 2014. There was active, open discussion of the department's strengths and identification of areas for review and improvement.

Due to the level of public interest, an online portal was established to post task force meeting notes, agendas and presentations. Citizens were able to subscribe to the site, www.citizensforpets.org and receive notifications when new information was posted. Visitors could submit a comment or suggestion to members of the task force. All submissions were provided to the members prior to each meeting date for review and consideration. A total of 444 public comments were posted to the site during this time.

Based on the discussion items from the initial meeting, three (3) subcommittees were formed reviewing processes, services, marketing and funding. The subcommittee members met on a biweekly basis starting on November 12, 2014. During the first meeting, each subcommittee selected a chairperson to lead and focus the group's efforts. Key staff was assigned to prepare notes from the meetings and to provide current process information, reference material, organizational history and any other support needed by the members as they worked through the areas of interest.

Once each subcommittee had formalized their recommendations, the task force was reconvened on Thursday, April 30, 2015. At that time, the Chairs each presented how the recommendations from their group were organized and the focus of the presentation to the Board of Supervisors. As a result of their commitment to the process and through their intense efforts, a total of 35 recommendations with 108 strategies were formed.

Staff has been proactive in working to implement several of the recommendations. Approximately 50% of the recommended strategies have been or are in the process of being implemented. Although the members share a common passion and commitment to animal welfare, members have shown varying levels of consensus on which recommendations and strategies will be most successful given the competing priorities for limited resources. For some items in the Process & Service subcommittee, a prioritization vote was held and those results have been included.

Below is a list of recommended actions being submitted to the Maricopa County Board of Supervisors for review and consideration.



Maricopa County Animal Care & Control

Animal Welfare – Medical Care		
Recommendations	Action Items / Strategies	Status & Information
<p>1. Improve overall medical treatment to the animals under the care of the shelters.</p>	<ul style="list-style-type: none"> a) Hire 6 additional veterinarians and 6 veterinarian technicians. To include the increase cost of medical supplies with more procedures being performed. * <ul style="list-style-type: none"> i. Perform a basic physical check at intake with an eye for Upper Respiratory Infections (URIs). ii. Have a vet tech to assist with intake process during periods of high traffic. iii. Establish a formal pain management protocol at intake as well as after any procedure. iv. Establish a formal protocol for identifying abnormal conditions and ensuring intake staff are adequately trained and educated. v. Ensure a formal pain medication protocol is published and followed; especially after Spay & Neuter procedures. vi. Designate veterinary staff to review trauma cases in a timely manner. vii. Perform surgery on healthy animals before sick animals to prevent cross-contamination. viii. Clean ears and trim the nails of every animal during surgery. b) Provide all animals at intake with 4-in-1 (DHPP for dogs) and Bordetella. c) 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. d) Provide booster vaccines to puppies and animals staying longer than 3 weeks. e) Ensure medication in the pill form is ingested. f) Re-treat animals with flea/tick preventative if in residence longer than 3 weeks. 	<p>Current staffing is 5 vets & 14 vet techs. Industry source recommends 13 vets and 45 vet techs based on operational volume.</p> <p>Estimated annual staffing cost for additional clinic staff is \$901,890. *</p> <p><i>Vote = 19 approved, 0 opposed.</i></p> <p>Staff supports a second shift in the clinic. This will yield faster response times, higher quality care and clinic turnaround times; thus moving more animals through the shelter.</p> <p>v. In January 2015, an independent group of veterinarians reported that a review of MCACC's pain management protocols were appropriate.</p> <ul style="list-style-type: none"> b) \$17,680, cost of Bordetella for East location, included in FY 16 budget proposal (Vaccine already provided for at West location). c) All items are provided with exception of stethoscope due to noisy environment of shelter. This was confirmed by an internal County Audit in 2014. d) Currently, booster vaccines are only administered to puppies. e) Reminders to staff and volunteers to report seeing expelled pills to vet staff – Completed Jan. 2015. f) Target Implementation 7/30/2015.

**In the Process & Service subcommittee, 19 members were given 12 Yes/Green & 12 No/Red stickers to assign as they deemed appropriate on 30 cited recommendations.*



Maricopa County Animal Care & Control

Animal Welfare – Medical Care (continued)		
Recommendations	Action Items / Strategies	Status & Information
2. 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. Kennel cards are to reflect the feeding frequency. This includes larger feeding bowls for litters that should help reduce food aggression.	Current feeding protocols were reviewed to ensure enhanced nutrition needs are being addressed for those animals in need.	a) Reviewed Jan. 2015 – Reminder email sent to staff on Feb. 24, 2015. b) Feeding instructions added to Kennel Cards at both locations 4/27/2015 . c) Larger feeding bowls were implemented for litters in Nov. 2014.
3. 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.	In the current remodeling project for the East shelter, additional shade structures are planned. Bedding, toys, treats, day foster program in use at East. Kuranda beds/bedding at West.	Efforts are ongoing to improve the standard or level of comfort for the animals. <i>Vote = 9 approved, 0 opposed.</i>
4. 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.	Staff researched cost of service and iPads. Info. Technology team working to ensure proper compatibility with Tablets and Chameleon database.	Estimated cost for four (4) MS Surface Tablets plus service is \$7,800.* <i>Vote = 0 approved, 3 opposed.</i>
5. 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.		There was discussion that on average, 25 empty kennels are needed for animals being brought in by field officers each night.* <i>Vote = 4 approved, 15 opposed.</i>
6. 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.		Staff triages animals upon intake.* <i>Vote = 3 approved, 8 opposed.</i>

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Maricopa County Animal Care & Control

Animal Welfare – Attention & Sanitation		
Recommendations	Action Items / Strategies	Status & Information
1. Improve the level of animal attention, care and cleanliness of the shelters.	<p>a) Hire 6 additional Animal/Kennel Care Technicians to ensure sufficient staffing to maintain an acceptable level of attention and sanitation.</p> <ul style="list-style-type: none"> i. Purchase and use ACCEL cleaning solution at East shelter. ii. Establish a formal cleaning and disinfection protocol for outdoor areas at both shelters. iii. Conduct a refresher training to kennel staff bi-annually on property cleaning techniques. iv. Develop a contingency plan for weekend cleaning as low staffing levels result in some kennels not being properly cleaned. v. Ensure food and water bowls are kept clean. vi. Direct staff to monitor animal and kennel conditions throughout each day – a minimum of twice per day inspection process and spot clean as needed. vii. 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. viii. Investigate the feasibility of hiring a dedicated officer to supervise inmates Monday through Friday at both East & West to perform cleaning tasks. <p>b) Establish formalized Closing Procedures with a signed Closing Checklist to make sure animals are not locked outside overnight and that kennel conditions are up to standard of comfort level.</p> <p>c) Implement a checklist for morning and evening kennel care staff to note basic animal conditions and any potential conditions of concern.</p> <p>d) Make Incident Reports more readily accessible to volunteers and staff. Encourage communication and completing these reports so management may be aware and take action as appropriate.</p> <p>e) Utilize Walkie-Talkies, hand-held or headsets, for better communication and coordination across facility.</p>	<p>a) Estimated annual cost is \$272,100.*</p> <ul style="list-style-type: none"> i. ACCEL solution is used at West location. Cost of \$17,400 has been submitted for FY16 budget. ii. Cleaning and inspection process Implemented Mar. 2015. iii. Implemented Mar. 2015. iv. Implemented Jan. 2015. v. Current protocol – will spot check more frequently. vi. With additional staff, this will be possible. vii. Current protocol – will spot check more frequently. <i>Vote = 6 approved, 0 opposed.</i> viii. Under review.* <i>Vote = 0 approved, 11 opposed.</i> <p>b) Formal Process & Checklist Implemented Apr. 2015.</p> <p>c) Implemented Nov. 2014.</p> <p>d) Periodic communication of using Incident Reports is needed due to high turnover of volunteers. Communicated again / Implemented in Mar. 2015.</p> <p>e) East & West facilities have and utilize two-way radios – Implemented.</p>

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Maricopa County Animal Care & Control

Animal Welfare – Behavior		
Recommendations	Action Items / Strategies	Status & Information
<p>1. 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.</p>	<ul style="list-style-type: none"> a) Staff conducting behavioral evaluations or assessments should be certified on the SAFER model. b) Establish and use an appropriate area with minimal distractions to conduct assessments. c) Work on streamlining the logistics of the evaluation process; reduce time spent walking back and forth to retrieve animals. d) Develop and require continuing education for staff. e) Ensure supervisors are regularly observing the assessments performed. <ul style="list-style-type: none"> i. Locate a manager at the East location. f) Have staff review ASPCA Guidelines on food guarding behaviors during evaluations. g) Contract with a qualified professional on breed characteristics and identification. h) Limit interactions of evaluators with dogs prior to assessment. i) Educate staff and volunteers serving as adoption counselors on how to use a personality test to better match animals with potential adopters. j) Institute an in-kennel enrichment program to help offset behavioral deterioration from being in a shelter environment. k) Establish a Second Chance evaluation team at the West shelter location. 	<ul style="list-style-type: none"> a) Staff certification to be completed by Nov. 2015. b) Implemented Feb. 2015. c) Logistic changes implemented Mar. 2015. d) Ongoing. e) Implemented Nov. 2014. f) To be Implemented / Completed for staff conducting evaluations by Jun. 2015. g) AZ Humane Society shared breeding protocol with MCACC (field, clinic, shelter). Training to be complete by Aug. 2015. h) To be included in training – May be difficult on high volume days. <i>Vote = 17 approved, 0 opposed.</i> i) Under Review. <i>Vote = 2 approved, 0 opposed.</i> j) In Progress – Bedding, toys, treats, day foster program in use at East. Kuranda beds/bedding at West. Volunteer recruitment ongoing. k) In Progress – Recruiting efforts ongoing.

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Maricopa County Animal Care & Control

Customer Service and Adoptions

Recommendations	Action Items / Strategies	Status & Information
<p>1. Increase adoptions by enhancing service levels as well as by providing self-service tools and information.</p>	<ul style="list-style-type: none"> a) Redesign Kennel Cards. <ul style="list-style-type: none"> i. Include behavioral information on card. ii. Include size category on card. iii. Add explanation as to why an animal is quarantined for biting – What happened, who did the animal bite and were they provoked? iv. Implement White “Off Hold” cards as soon as the stray hold period expires. Include “I’m off hold. Ask about me.” b) Better Signage. <ul style="list-style-type: none"> i. Post a large easy to read pricing menu in the lobby. Explore cost of electronic boards. ii. Add directional signage on walls and walkways to improve self-service. iii. 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 (at West). iv. Post the Lost & Found Board in the areas of the lobby that makes the most sense for traffic flow. v. Explore ways to increase the visibility of small animals housed at the West shelter. c) Establish operating hours to accommodate the most visitors – Monday thru Sunday and open until at least 7:00 p.m. d) Have door greeters at each shelter location to help provide customer service; what do the visitors need help with. e) 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%. f) Develop a process for allowing a person to put a non-refundable deposit down in order to hold an animal. g) Strive to have all animals posted and visible online within 1-hour of arrival at the shelter. 	<ul style="list-style-type: none"> a) To be implemented by Jun. 2015.* <i>Vote = 10 approved, 1 opposed.</i> <ul style="list-style-type: none"> i. Information to be included by Jun. 2015. ii. Size categorizes not defined by members. iii. Under review – info may not be available or reliable. iv. To be implemented by Jun. 2015 b) In Progress <ul style="list-style-type: none"> i. Pending. ii. To be implemented by May 2015. iii. Under development. iv. Lost and Found Board repositioned Mar. 2015. v. Implemented - New customer service representatives will address this need by Jun. 2015. c) Additional staffing would be required to implement extended hours of operation.* <i>Vote = 5 approved, 0 opposed.</i> d) To be implemented by Jun. 2015. e) Being monitored.* <i>Vote = 4 approved, 0 opposed.</i> f) To be reviewed Dec. 2015 when 3rd Party Adoption Contract is reviewed. Goal is to have same policy at both locations. Currently not an option at West. g) This is the standard protocol. An animal without a photo is a rare occurrence.* <i>Vote = 1 approved, 6 opposed.</i>

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Maricopa County Animal Care & Control

Customer Service and Adoptions (continued)

Recommendations	Action Items / Strategies	Status & Information
<p>2. Increase the number of animals transferred, pulled by approved rescues, and in the case of feral cats, treated and released.</p>	<p>a) 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.</p> <p>b) To actively pursue developing transfer agreements with other jurisdictions that have a greater demand for adoptable animals.</p> <p>c) 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.</p> <p>d) Ensure staffing levels and space are adequate to support transfer of “long-timer” animals at East to West.</p> <p>e) Rescues that will take the mother animal along with puppies or kittens will be given priority selection.</p> <p>f) New Hope partners will not be turned down when requesting a “guaranteed pull” of an animal.</p> <p>g) 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.</p>	<p>a) Under review* – Will consider Surplus and MCSO seizures. <i>Vote = 6 approve, 4 opposed.</i></p> <p>b) Ongoing – several transfer agreements have proven successful.* <i>Vote = 5 approve, 0 opposed.</i></p> <p>c) Under review – there are only 20 adoptable kennels at West. West houses multiple animals in most kennels. Long-timers almost always must be alone in a kennel.* <i>Vote = 6 approve, 4 opposed.</i></p> <p>d) Additional kennel/animal care technicians have been recommended.</p> <p>e) Implemented Jan. 2015.</p> <p>f) Implemented Apr. 2015.</p> <p>g) Under review – Sheltering of cats is a non-mandated function.* <i>Vote = 3 approved, 3 opposed.</i></p>
<p>3. Review the 3rd Party adoption services contract to ensure performance and that the established terms best serves all parties.</p>	<p>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.</p> <p>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.</p>	<p>Standard protocol is to review contracts as the end of the term approaches and prior to the Procurement Office opening a new proposal process.*</p> <p><i>Vote = 4 approved, 5 opposed.</i></p>

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Maricopa County Animal Care & Control

Customer Service and Adoptions (continued)

Recommendations	Action Items / Strategies	Status & Information
<p>4. Improve the euthanasia information (E-List) provided to the approved rescue groups, i.e., New Hope partners.</p>	<p>a) All animals on the E-List should have photos posted. b) The notes associated with the classification of "BEHAV-Other" should be listed. c) 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.</p>	<p>a) Implemented Mar. 2015. b) Implemented Mar. 2015. c) Implemented Jan. 2015.</p>
<p>5. Increase the Return to Owner (RTO) to a minimum of 30%.</p>	<p>a) Use the HeLP map as introduced by Lost Dogs of AZ. b) Assign / Hire a Lost & Found Coordinator to spend time searching for owners and taking action on lost/found reports. c) Direct and hold staff accountable for in-field microchip scanning, ensure accurate data-entry, post signs. d) Install a large flat screen TV monitor in lobbies for people to view "found animals". e) 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).</p>	<p>a) Stray dogs picked up by field staff are posted on a geocoded map on the website. An interactive map to allow citizens who find an animal the ability to post a picture and the location should be fully implemented in 8-10 months. b) Additional customer service staff is being hired and will be able to assist this effort starting Jun. 2015.* <i>Vote = 1 approved, 4 opposed.</i> c) Current protocol – scanning is performed at impound in the field and on arrival to the shelter and prior euthanasia or sterilization. Signs are posted for found animals when permitted. d) Grant submittal to Maddie's Foundation for the screens and equipment needed for implementation is expected Jul. 2015. e) All adopted dogs and returned to owner dogs leave with a license tag. Staff will seek grant opportunities to obtain two engraving machines and 10,000 ID tags and collars per year.* <i>Vote = 0 approved, 13 opposed.</i></p>

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Maricopa County Animal Care & Control

Customer Service and Adoptions (continued)

Recommendations	Action Items / Strategies	Status & Information
6. 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.	In Progress – Recruitment and training efforts continue.* <i>Vote = 4 approved, 2 opposed.</i>
7. 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.	Staff has concerns the current facilities do not offer the capacity for additional hold time. Further, this increases the risk of infection.* <i>Vote = 6 approved, 4 opposed.</i>
8. Update and post all policies and procedures online in a searchable format.	This will help promote transparency.	In Progress. Policies and procedures are being reviewed and will be posted once finalized.* <i>Vote = 0 approved, 1 opposed.</i>
9. Institute a LEAN management process approach to find opportunities to improve service and operations.		Under review – Staff is aware other departments have utilized this process.* <i>Vote = 0 approved, 3 opposed.</i>

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Maricopa County Animal Care & Control

Outreach and Marketing		
Recommendations	Action Items / Strategies	Status & Information
<p>1. Invest in a \$1M, one-year, countywide mass media marketing campaign focused on the benefits of dog licensing.</p> <p>Goal: To achieve a 20% increase in licensing compliance in the first year with additional future benefit from renewals.</p>	<p>a) Included in the initial cost is a redesign of the website to support campaign messaging and improve functionality with license processing.</p> <p style="padding-left: 20px;">i. In redesign, offer a dropdown selection option for donations so citizens may designate how the money is to be used.</p> <p>b) Redesign licensing forms and printed materials to be more compelling with a Call for Action.</p> <p>c) Explore options to make licensing easier and convenient, i.e., at veterinarian offices, retail stores specializing in pet supplies.</p>	<p>a) A marketing campaign would require a formal Request for Proposal process.</p> <p>Per staff, a 20% licensing increase is projected to yield \$1.2 to \$1.4M; thus covering the initial expenditure.</p> <p>b) Redesign of printed materials is targeted for Jul. 2015.</p>



Maricopa County Animal Care & Control

Outreach and Marketing (continued)

Recommendations	Action Items / Strategies	Status & Information
<p>2. Increase annual volunteer hours by 20% and improve overall retention rates. This includes increasing pet foster families by 10% over the previous year.</p> <p>Goal: To have over 50% of animals being fostered. Fostering increases kennel capacity and decreases cost associated with animal care.</p> <p>Staff concurs that more volunteers and more fosters allow for higher engagement with animals, the public and creates more space in kennels and supports a higher number of adoptions.</p>	<p>a) Hire a 2nd Volunteer Coordinator.</p> <ul style="list-style-type: none"> i. Offer more volunteer training classes/sessions (min. 2x each month). ii. Streamline volunteer training process – Reduce from 3 days to 2 day process. iii. Develop online training and info tools. iv. Post specific volunteer job descriptions, desired time commitments, needed skills, and include volunteer testimonials. v. Provide name tags for all volunteers. vi. Establish a Docent/Peer partnering program. vii. Institute a recognition program – Volunteer of the Month as well as for years of volunteer service. viii. Host appreciation events. ix. Conduct Brown Bag sessions with the Director and education sessions with lead Vet staff. <p>b) Expand recruiting efforts for volunteers and pet fostering.</p> <ul style="list-style-type: none"> i. Contact high school volunteer community service programs, sororities/fraternities, retirement communities, veterans' groups. ii. Utilize County Newsletters, Adopt-a-Pet.com, Volunteermatch.org, Phx Ch. 11, Scottsdale cable channel, Fix.Adopt.Save Baby Shower, etc. iii. Encourage New Hope partners to assist with volunteer efforts. 	<p>1. Estimated annual staffing cost for addition position is \$56,600.</p> <ul style="list-style-type: none"> i. Implemented (sessions offered 2 to 3x each month). ii. To be completed by Jul. 2015. iii. To be completed by Jul. 2015. iv. To be completed by Jul. 2015. v. To be completed by May 2015. vi. To be completed by Jun. 2015. vii. To be completed by Aug. 2015. viii. To be completed by Sep. 2015. ix. Implemented Apr. 2015. <p>2. In progress by the Public Info Officer.</p>



Maricopa County Animal Care & Control

Outreach and Marketing (continued)		
Recommendations	Action Items / Strategies	Status & Information
3. To have the Director establish regular standing meetings with stakeholders/concerned citizens to keep lines of communication open, keep apprised of issues, and for staff to share updates and seek buy-in on planned projects.	<ul style="list-style-type: none"> a. Repurpose the CitizensForPets.org website to post updates for which all subscribers will receive notification. b. Continue to allow for recommendations or suggestions to be submitted through this site. 	In Progress – To be completed in July 2015.* <i>Vote = 11 approved, 12 opposed.</i>
4. Hire one additional Public Information Officer staff member.	Hire an Assistant Public Information Officer to improve media response, formation of a Speakers' Bureau, story development and promotion of MCACC programs.	Estimated salary and benefits of an additional PIO \$80,000.
5. Authorize the Director to grant an amnesty period to allow owners to come up to date on the pet license.	By granting and promoting an amnesty period from accruing fines from a previous lapse in license renewal will encourage licensing compliance.	Requires Board approval.
6. 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.	In Progress.
7. 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.		Under Review – 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).

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Maricopa County Animal Care & Control

Budget and Funding		
Recommendations	Action Items / Strategies	Status & Information
<p>1. Approve a licensing fee increase.</p> <p>Altered Dogs from \$17 to \$18 p/yr.</p> <p>Unaltered Dogs from \$42 to \$48 p/yr.</p> <p>Senior Rate from \$6 to \$9 (for first 2 animals)</p> <p>1a. Consider exploring the institution of a breeder and stud licensing fee.</p>	<p><u>License Data from 2014:</u></p> <p>Altered Dogs = 259,851 +\$1 = \$259,851</p> <p>Unaltered Dogs = 33,529 +\$6 = \$201,174</p> <p>Senior = 75,108 +\$3 = \$225,324</p>	<p>Raising fees as recommended estimates an increase of \$686,349 if levels remain.</p> <p>If marketing plan is approved and 20% increase in each category is realized, the estimated revenue is an additional \$137,263 in the first year.</p>
<p>2. Review and consider different approaches to funding strategies.</p>	<p>a) Increase the department's expenditure limit.</p> <p>b) Look for ways to increase 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.</p> <p>c) 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.</p> <p>d) Conduct a feasibility analysis of establishing a Special Taxing District.</p> <p>e) Evaluate the potential for a bond initiative for a new East valley shelter.</p>	<p>Annually – To be discussed and reviewed with the Office of Management & Budget and County Leadership during each budget review.</p>
<p>3. The East shelter facility is inadequate and substandard. A new shelter is needed the East valley.</p>	<p>Direct staff to develop a consolidated list of all the issues with the East shelter and use this information as a supplement to a budget / capital improvement request, i.e., difficult to sanitize, HVAC system not efficient or effective, kennels are too small, watering and feeding systems need to be improved, etc.</p>	<p>A Capital Improvement Plan is to be developed.</p>



Maricopa County Animal Care & Control

Budget and Funding (continued)		
Recommendations	Action Items / Strategies	Status & Information
4. 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.	<p>Explore constructing 1 or more separate metal-framed buildings with 30 kennels each at 15x2' to be used for isolation and quarantine areas.</p> <p>As a short-term action, staff should consider splitting the isolation and special needs kennels on an east/west axis instead of a north/south axis to minimize cross-traffic in current isolation area. Cats are housed in areas shared with dogs, putting cats at high levels of mental stress.</p>	<p>The current East remodeling project will provide 16 additional kennels for post-op recovery. Implementation is expected Fall of 2015.</p> <p>Staff asserts the current layout prevents disease transmission for B-Wing, which is used to house quarantines, strays, holds and adoptable. Any change would only expose a different population.</p>
5. Construct a proper bathing / grooming station at the East shelter location.	The current area is not sufficient.	A larger, better station has not been constructed due to current space constraints.
6. Increase the number of grant submittals and awards each year.	Hire a grant writer to serve the department.	Estimated annual salary and benefits for a grant writer is \$75,000. There may not be enough animal related grants that are not already being pursued to justify the position.
7. Explore ways to increase the number of Spay & Neuter Vouchers; to include introducing the option of Low Cost Vouchers.	Studies have shown that for every 2 Spay/Neuter procedures, it decreases the shelter population by 1 animal.	Under review. MCACC and Friends of AC&C are continuously seeking opportunities to increase funding for spay and neuter. Low cost vouchers are labor intensive. Staff recommends the focus remain on the no-cost voucher program.
8. Develop other satellite adoption sites.	With the success of the satellite office in the Petsmart Scottsdale location, additional locations should be researched with possible partnership with 3 rd party agents.	Ongoing – MCACC New Hope partners have multiple locations across the valley.



Maricopa County Animal Care & Control

Budget and Funding (continued)		
Recommendations	Action Items / Strategies	Status & Information
9. Consider a mandatory micro-chipping program.	<p>Microchips help lost pets get returned to their owner.</p> <p>Some members support the cost being passed along to the adopters, while others believe it should be included in the licensing fee.</p>	<p>Under review – Average cost to the department is \$8.50 for the microchip.</p> <p>Estimated annual cost for just materials is \$85,000.</p>
10. Research the feasibility of establishing a 3 rd party contractual agreement for the collection of fines and fees.	<p>With limited resources available within the department, a 3rd party agreement may prove beneficial.</p>	<p>3rd party collection agreement under review. MCACC utilizes current County resources to pursue unpaid fees and bad checks.</p>



Maricopa County Animal Care & Control

ACTION REQUESTED:

To accept the final report and recommendations subject to further analysis and prioritization.