

Memorandum



CITY OF DALLAS

DATE October 23, 2015

TO Honorable Members of the Quality of Life & Environment Committee: Sandy Greyson (Chair),
Tiffinni A. Young (Vice Chair), Rickey D. Callahan, Mark Clayton, Philip T. Kingston, B. Adam McGough

SUBJECT **Dallas Animal Services Update**

On Monday, October 26, 2015, the Quality of Life & Environment Committee will be briefed on Dallas Animal Services Update. The briefing is attached for your review.

Please contact me if you have any questions or need additional information.

A handwritten signature in blue ink that reads "Joey Zapata".

Joey Zapata
Assistant City Manager

Attachment

c: Honorable Mayor and Members of the City Council
A.C. Gonzalez, City Manager
Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager

Eric D. Campbell, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



Dallas Animal Services Update

Quality of Life & Environment Committee

October 26, 2015



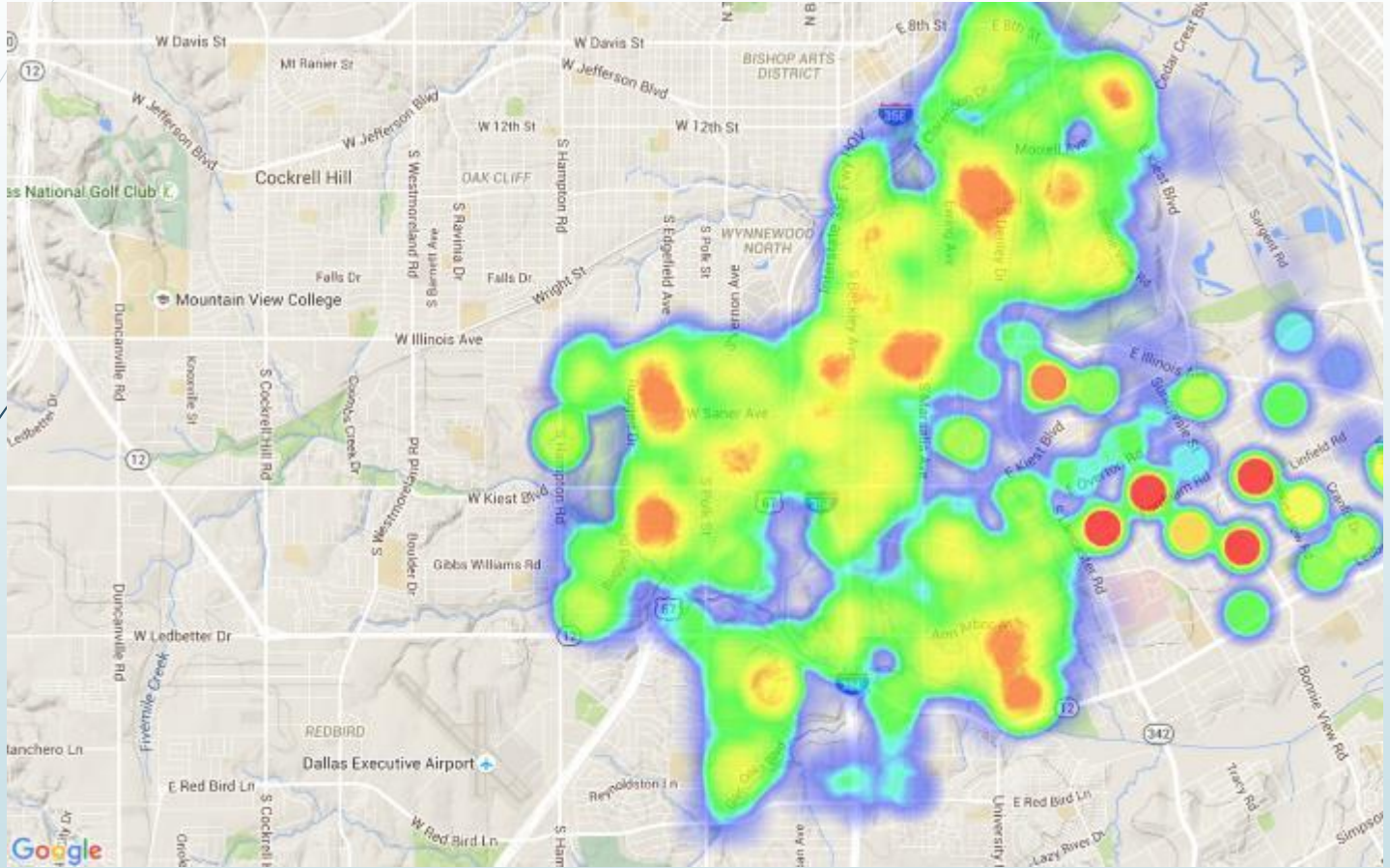
Purpose

- ▶ As requested by Quality of Life Committee, provide a detailed, metrics-focused plan of action to improve loose dog enforcement through the following strategies:
 - ▶ Initiating targeted initiative modeled on DPD Targeted Area Action Grids (TAAG)
 - ▶ Achieving and maintaining full staffing
 - ▶ Improving technology
 - ▶ Enhancing outreach and enforcement initiatives
 - ▶ Identifying options to increase intake capacity

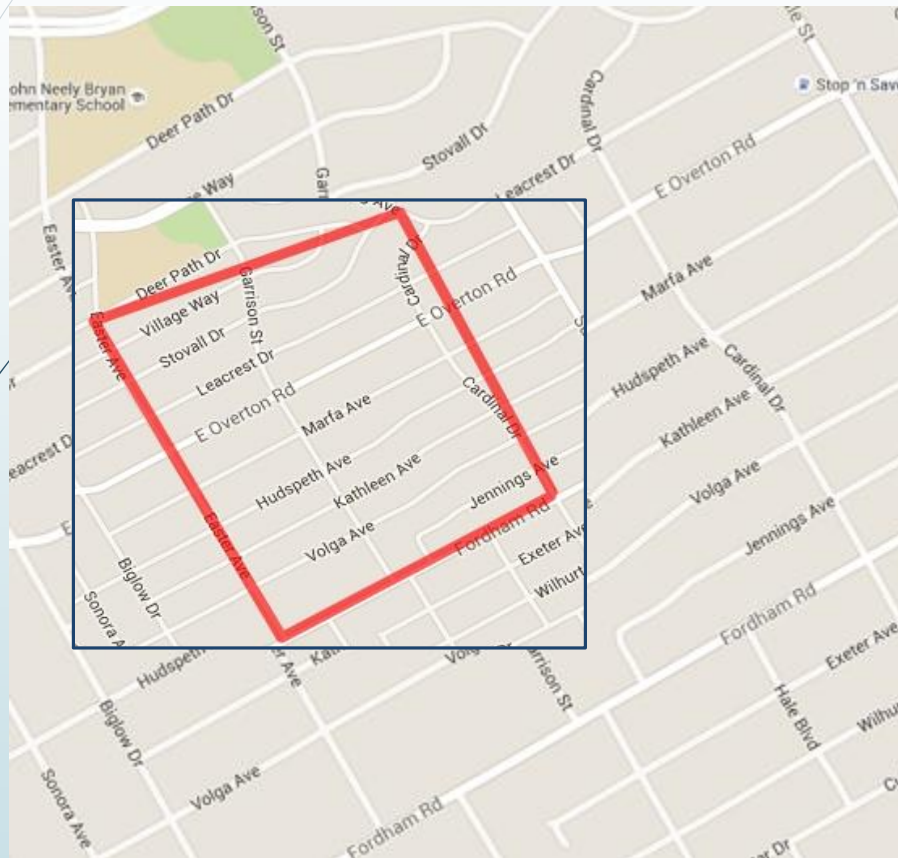
Methodology

- ▶ Partnered with Communication & Information Services, GIS, Dallas Police Department, Court & Detention Services, and 311 on a deep data dive
- ▶ Data from April 1, 2015 – September 30, 2015 was loaded into an interactive mapping tool to identify highest concentrations of service requests
 - ▶ Nine service request types were chosen from 311 and 911 call types that are most indicative of loose dog issues
 - ▶ Chose Council Districts with over 5,000 calls for service
 - ▶ The “hot spots” were further analyzed and information compiled to identify areas with defined boundaries within these Council Districts

District 4 Heat Map



District 4 Selected Target Area

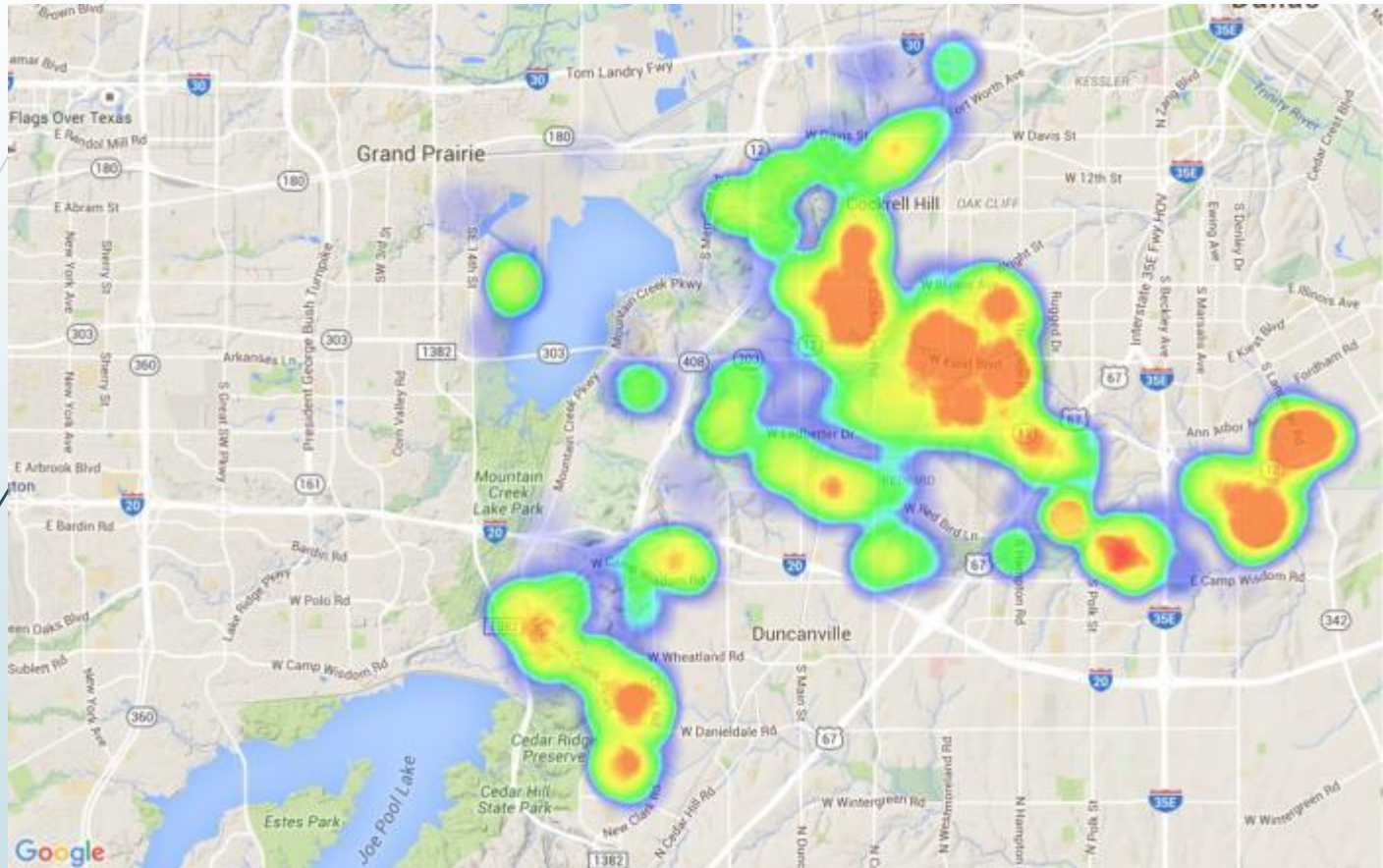


Boundaries

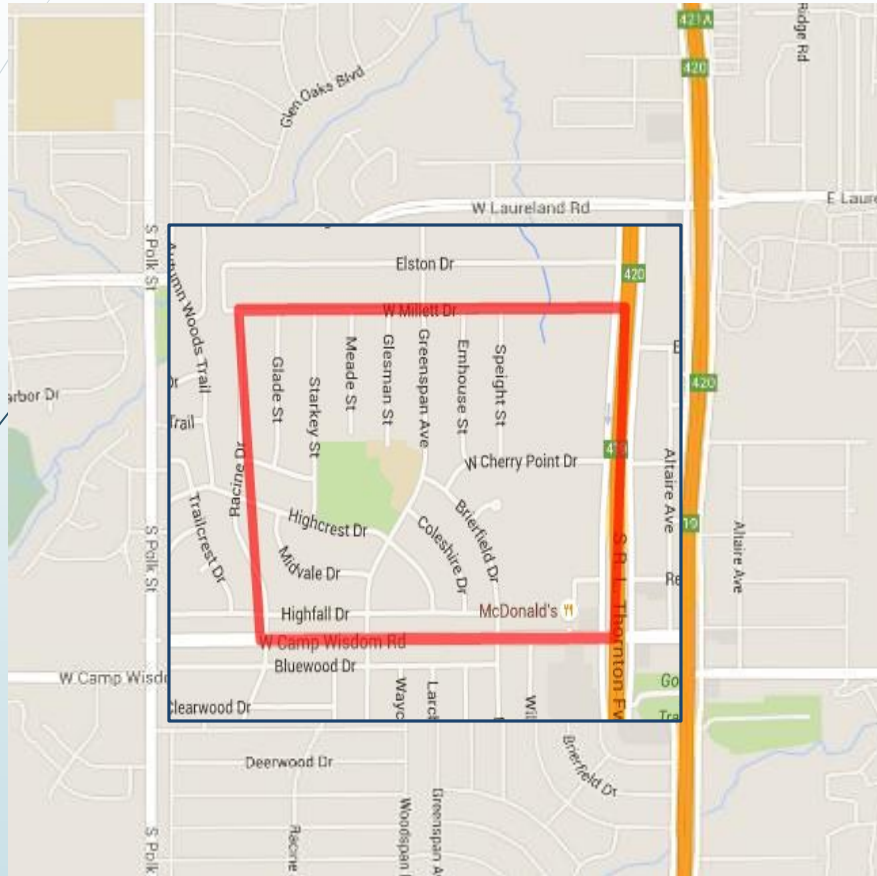
North: Deer Path, East: Cardinal,
South: Fordham, West: Easter

Target Area Metrics			
	Apr -Sep 2015	Nov 2015	Goal
Service Requests	83	TBD	TBD
% High Priority Calls	34%	TBD	TBD
Priority Response Time	108 min	TBD	TBD
Intakes	42	TBD	TBD
Citations	9	TBD	TBD
Registered Animals	13	TBD	TBD
Outreach Events	0	TBD	TBD
Survey Results	N/A	TBD	TBD

District 3 Heat Map



District 3 Selected Target Area

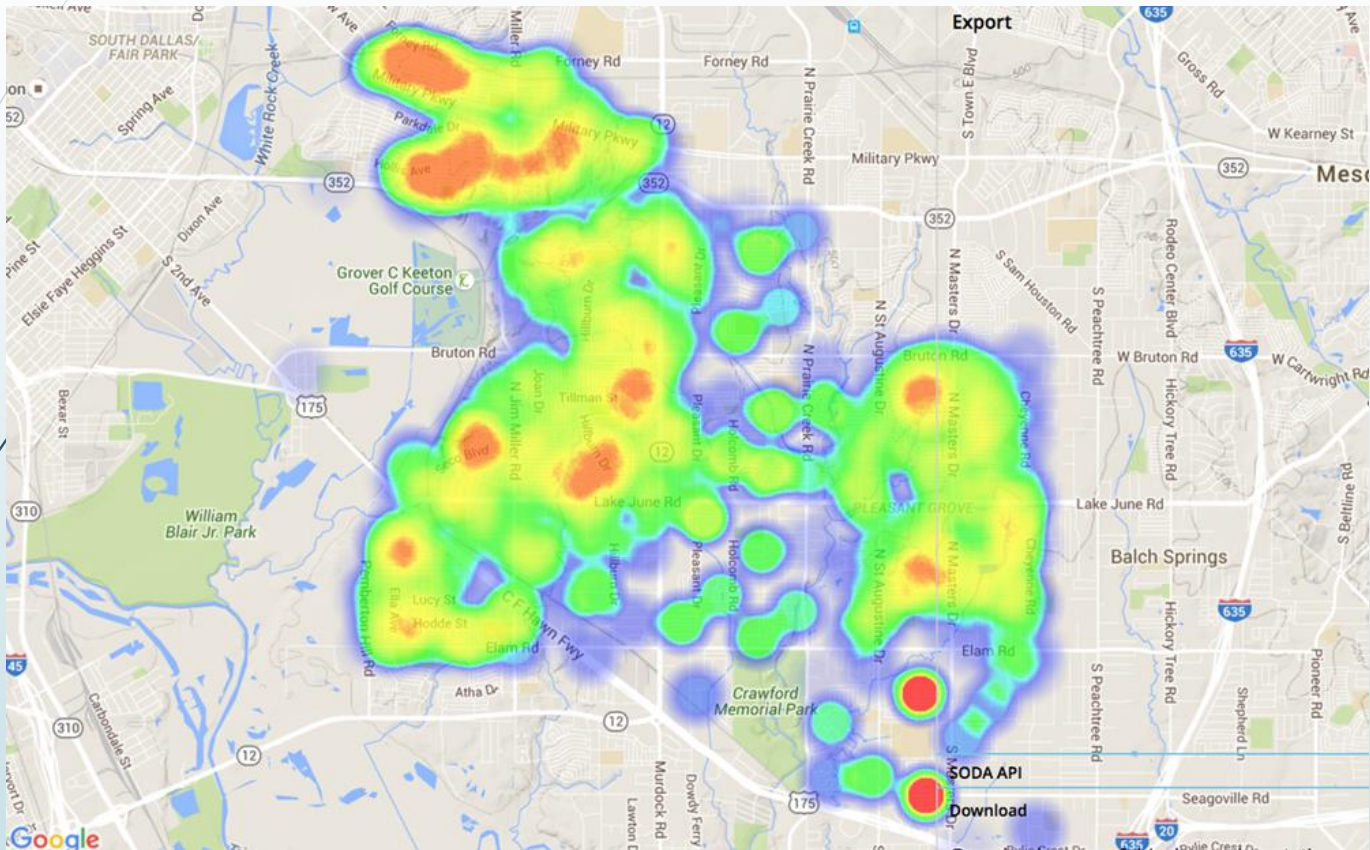


Boundaries

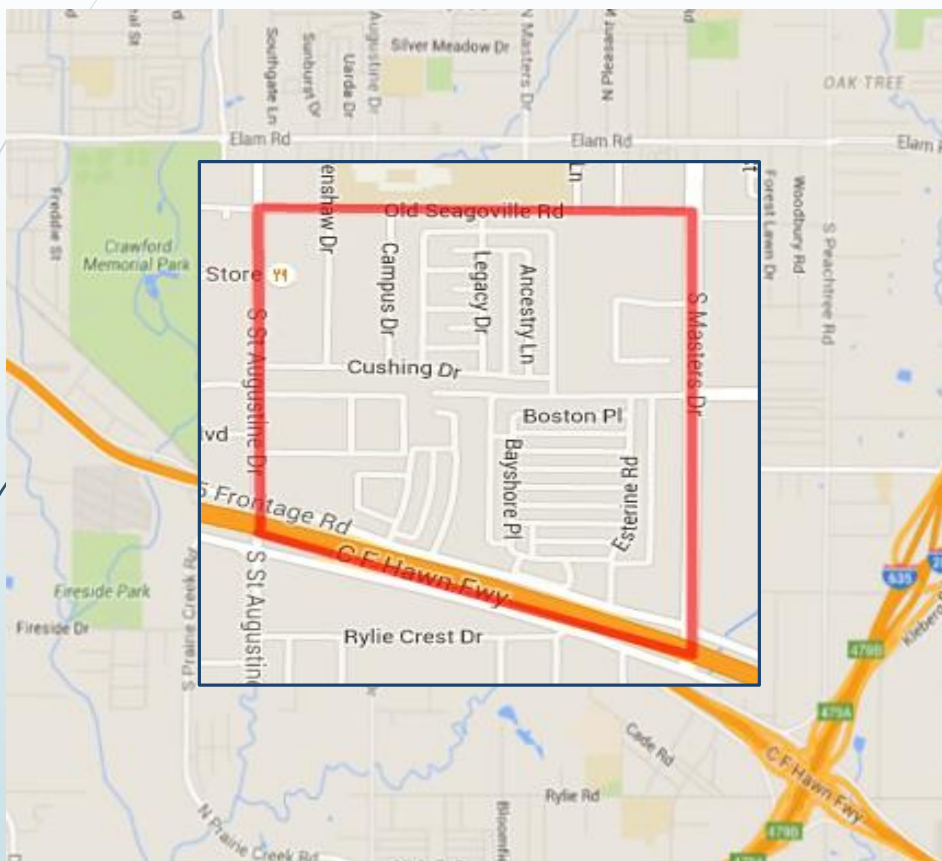
North: Millet, East: US-35, South:
Camp Wisdom, West: Racine

Target Area Metrics			
	Apr -Sep 2015	Dec 2015	Goal
Service Requests	79	TBD	TBD
% High Priority Calls	24%	TBD	TBD
Priority Response Time	54 min	TBD	TBD
Intakes	31	TBD	TBD
Citations	4	TBD	TBD
Registered Animals	11	TBD	TBD
Outreach Events	0	TBD	TBD
Survey Results	N/A	TBD	TBD

District 5 Heat Map



District 5 Selected Target Area



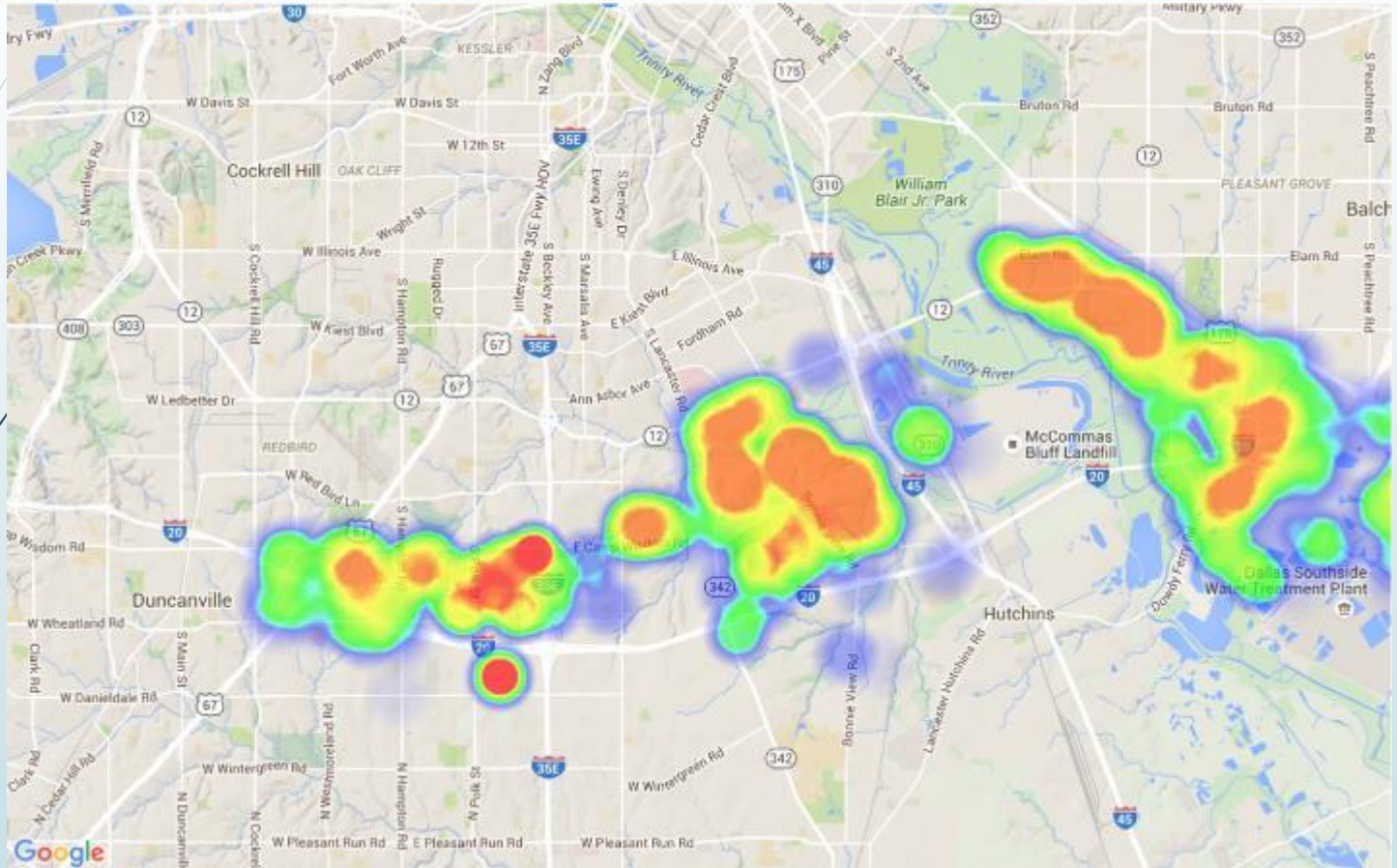
Boundaries

North: Old Seagoville, East: Masters,
South: CF Hawn, West: St. Augustine

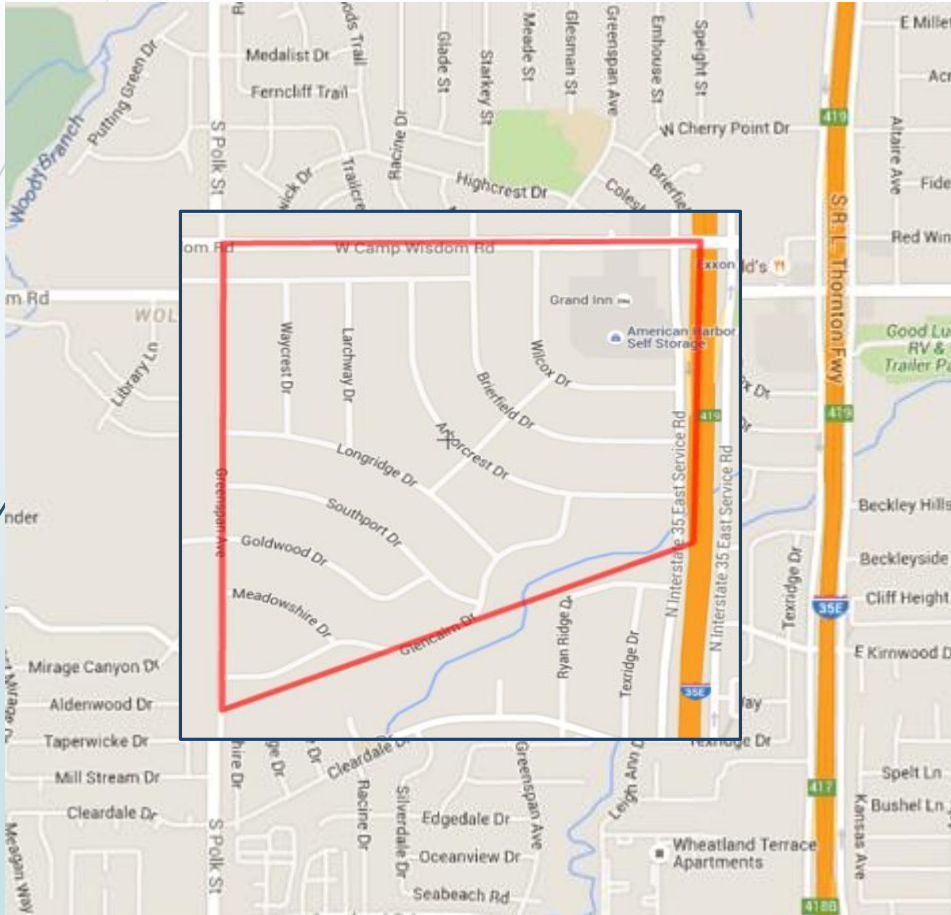
Target Area Metrics

	Apr -Sep 2015	Jan 2015	Goal
Service Requests	52	TBD	TBD
% High Priority Calls	26%	TBD	TBD
Priority Response Time	35 min	TBD	TBD
Intakes	25	TBD	TBD
Citations	2	TBD	TBD
Registered Animals	12	TBD	TBD
Outreach Events	0	TBD	TBD
Survey Results	N/A	TBD	TBD

District 8 Heat Map



District 8 Selected Target Area



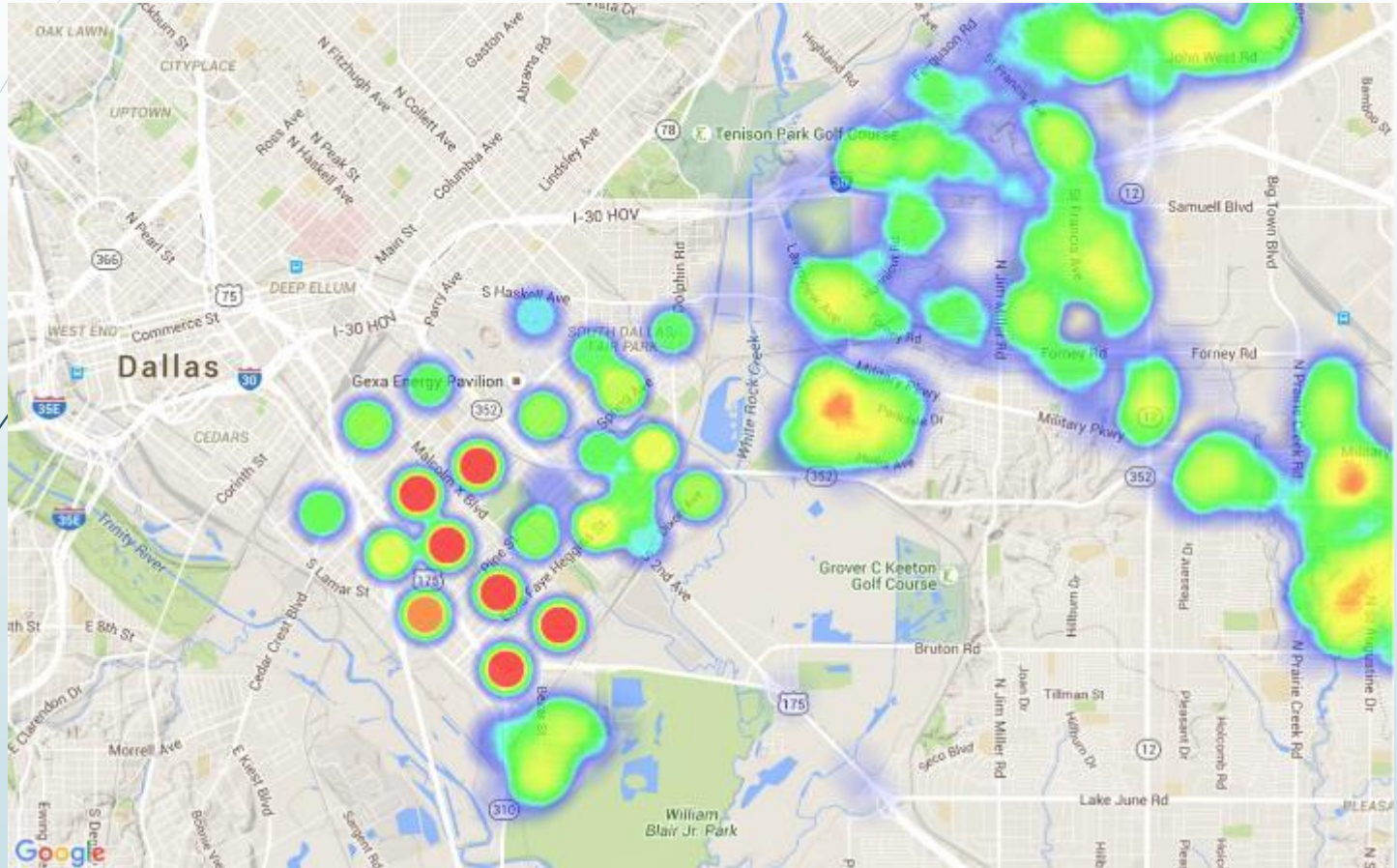
Boundaries

North: Camp Wisdom, East: US-35,
South: Glencairne, West: Greenspan

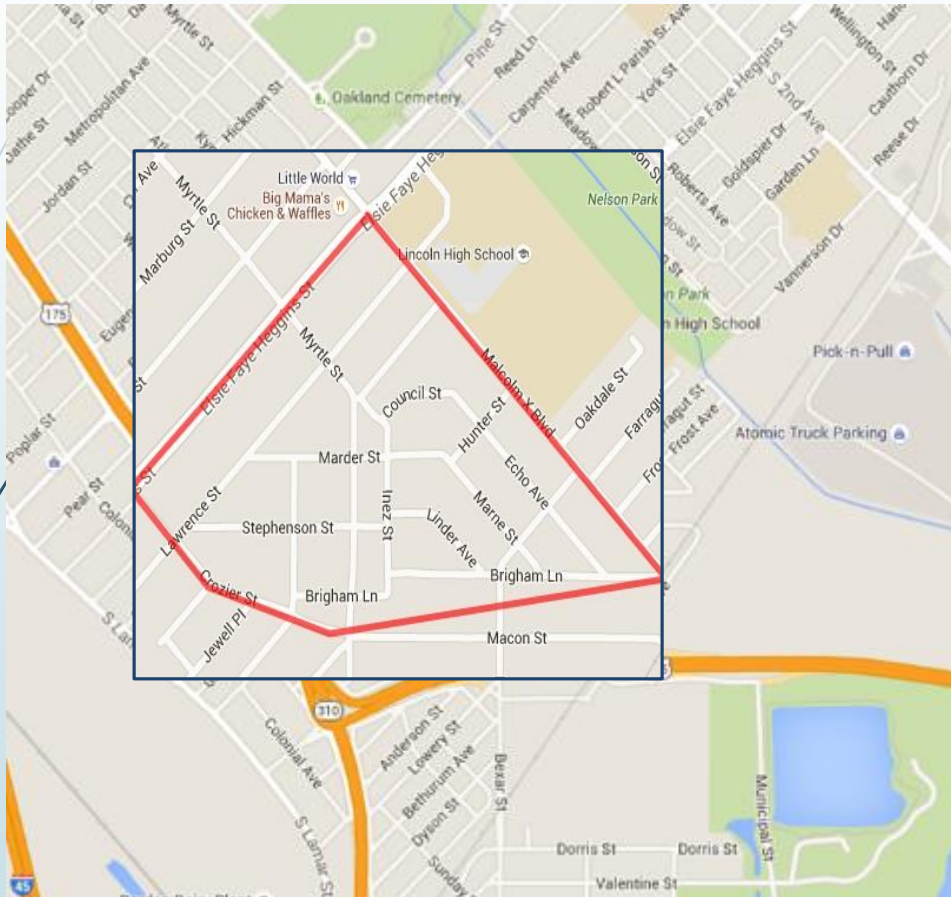
Target Area Metrics

	Apr -Sep 2015	Feb 2015	Goal
Service Requests	53	TBD	TBD
% High Priority Calls	33%	TBD	TBD
Priority Response Time	46 min	TBD	TBD
Intakes	24	TBD	TBD
Citations	1	TBD	TBD
Registered Animals	13	TBD	TBD
Outreach Events	0	TBD	TBD
Survey Results	N/A	TBD	TBD

District 7 Heat Map



District 7 Selected Target Area



Boundaries

North: Elsie Faye Heggins, East: Malcolm X,
Southwest: Brigham & Crozier

Target Area Metrics

	Apr -Sep 2015	Mar 2015	Goal
Service Requests	42	TBD	TBD
% High Priority Calls	36%	TBD	TBD
Priority Response Time	172 min	TBD	TBD
Intakes	31	TBD	TBD
Citations	2	TBD	TBD
Registered Animals	3	TBD	TBD
Outreach Events	0	TBD	TBD
Survey Results	N/A	TBD	TBD

Targeted Response Initiative - November 2015 to March 2016

- ▶ Deploy existing resources to one of the targeted areas for a 30 day period
- ▶ No fewer than two trucks patrolling the area at least twice per week, as available
 - ▶ Priority response must be maintained citywide
- ▶ Focus on enforcement of loose and stray dogs
- ▶ Survey residents at beginning and end of period to capture residents' concerns and gauge progress
- ▶ Track and record activities and outcomes of the initiative in order to set goals
- ▶ Move to the next highest targeted area as we move through the five areas identified

Southern Dallas Initiative - Begins April 2016

- ▶ Full implementation of trained resources from Southern Dallas Initiative budget enhancement
- ▶ Deploy Southern Dallas targeted team to high activity areas and targeted areas
- ▶ Launch education and outreach campaigns
- ▶ Evaluate success of Targeted Initiative and apply lessons learned
- ▶ Monitor response times and service impacts
- ▶ Track and report results

Hiring Status

- ▶ Currently in process for 49 new hires to fill 41 vacancies by end of November 2015
 - ▶ Double filling 8 positions in anticipation of turnover
- ▶ Since last Quality of Life & Environment meeting
 - ▶ Began “additional pay” for all DAS staff on October 1, 2015 to improve retention
 - ▶ Participated in 3 hiring events with Texas Workforce Solutions
 - ▶ Advertised in five trade journals
 - ▶ Processed 349 applications
 - ▶ Conducted 75 interviews with more to come
 - ▶ Six position titles currently posted on City of Dallas website

Intake Capacity

- Vision for intake capacity
 - Capacity matched to the need for loose dog intake
- Options under evaluation for programs
 - Review foster home program options for intakes
 - Ordinance review on mandatory microchipping and spay/neuter, stray/owned animal hold periods
- Options under evaluation for facilities
 - Identified three potential City facilities and estimating the costs/benefits for additional capacity sites
 - Will be included in FY16-17 budget process
 - Spay/neuter location(s)
 - Second animal shelter in southeast Dallas

Next Steps

- ▶ Initiate targeted response initiative based on DPD TAAG beginning on November 1st
- ▶ Continue hiring process
- ▶ Continue technology advancements
- ▶ Support Animal Advisory Commission recommendation for development of a strategic plan to meet community needs

Appendix A Project Matrix

Item	Goal	Action Item	Due Date	Participants	Notes & Status
1	Achieve full staffing for FY15-16 in Nov-15	Start 'additional pay' for all DAS employees in FY15-16	1-Oct-15	HR, CCS	Completed.
2	Achieve full staffing for FY15-16 in Nov-15	Evaluate more recruitment incentives to find qualified applicants	1-Oct-15	HR, CCS	Completed. Senior animal officer position added for career ladder.
3a	Achieve full staffing for FY15-16 in Nov-15	Hold hiring fair with on-site application, interviews and job offers	30-Oct-15	HR, CCS, CVS, WFS	Completed. Held three hiring events with Workforce Solutions (WFS).
3b	Achieve full staffing for FY15-16 in Nov-15	Expedite certifications for ASO's and other staff through on-site training and testing.	1-Mar-16	DAS	On track for Spring 2016.
4	Achieve full staffing for FY15-16 in Nov-15	Enhance targeted ads in trade journals and conferences	30-Oct-15	HR, CCS	Completed. Five trade journal advertisements were used.
5	Needed Civil Service support and changes	Civil Service participation in hiring fair, with on-site candidate review and qualification	30-Oct-15	Civil Service	Completed.
6	Needed Civil Service support and changes	Double-fill positions in anticipation of attrition	30-Nov-15	CCS	In progress. Eight positions authorized; 5 ASO, 3 AK2.
7	Needed Civil Service support and changes	Adopt any changes recommended in consultant report that could positively impact hiring processes	30-Nov-15	Civil Service	Civil Service is expediting application reviews to help fill DAS vacancies by 30-Nov-15
8	Maintain stable workforce	Explore outsourcing options for euthanasia services	31-Dec-15	BDP	Purchasing contacted several vendors and did not find interest. A formal procurement process will be initiated by December 31, 2015.
9	Maintain stable workforce	Enhance compassion fatigue program	31-Mar-16	HR, DAS	Review existing and potential new solutions by April 1, 2016
10	Maintain stable workforce	Expand training to enhance proficiencies	31-Mar-16	HR, DAS	De-escalation, customer service and team building trainings. DAS providing needs list.
11	Maintain stable workforce	Review span of control for effective supervision	31-Mar-16	HR, DAS	Meeting held Sept 30 for initial review/discussion of reporting structure; DAS providing updated org chart.
12	Maintain stable workforce	Reduce temporary and increase permanent staffing	31-Mar-16	HR, DAS	Complete assessment and recommendation for FY16-17 budget development.
13	Connect data flow between 311 and DAS	All hardware (mobile data terminals, improved mobile connectivity, radios) is in use in field	1-Aug-15	CIS	All known issues with Mobile units are resolved. DAS Confirmed on 9/25/15.

Appendix A Project Matrix Cont.

Item	Goal	Action Item	Due Date	Participants	Notes & Status
14	Connect data flow between 311 and DAS	311-DAS database link will be complete; For example, 311 call data will flow into DAS database to trace an impounded animal through final disposition	31-Dec-15	CIS, DAS, GIS, 311	Project Charter finalized. Business Requirements Document under review by 311 and DAS. Timely response needed from all teams to meet the deadline.
15	Enhance data collection in 311 and DAS systems	Improved location capture	1-Aug-15	DAS	Completed August 1, 2015.
16	Enhance data collection in 311 and DAS systems	Implemented loose-owned service request type	1-Mar-14	311	Completed March 1, 2014.
17	Enhance data collection in 311 and DAS systems	Case information is directly entered into database in the field	30-Nov-15	DAS, CIS, HLP, Inc.	DAS is in the process of scheduling training (to be conducted by Chameleon vendor) for field officers in entering data in the "Activity" module. Training scheduled to begin 11/18/15.
18	Connect data flow between DAS and Courts	DAS field data and photographs will be available in the courts' database to improve prosecution and enforcement	30-Sep-16	CIS	Will be a part of the Comprehensive Technology Road map for DAS.
19	Assess utilization of GPS functionality	Would improve dispatching in 311 for efficient response	1-Jan-16	CIS, DAS, 311	311 has identified staff to be trained on dispatching using through the Chameleon software. Additional hardware required and will be ordered. Training of 311 Dispatch Team to be scheduled in November.
20	Assess utilization of GPS functionality	Would improve location capture for impounded dogs for reporting	1-Jan-16	CIS	A GPS tracking component has been ordered to added to the field officers Panasonic CF-53 mobile laptops. ETA for part is 10/21/15.
21	Make technology improvements at the shelter	Increase network bandwidth at DAS ÷ Estimated FY15-16 cost: \$15,000	28-Dec-15	CIS, AT&T	AT&T has been engaged for the fiber. Expedited order submitted to request implementation sooner than 12/04/15.
22	Make technology improvements at the shelter.	Comprehensive technology assessment to determine needs to enhance customer experience and shelter operations.	1-Jan-16	CIS	In progress to hire a contractor as a dedicated, business analyst for a comprehensive tech assessment at DAS.

Appendix A Project Matrix Cont.

Item	Goal	Action Item	Due Date	Participants	Notes & Status
23	Narrow the focus on smaller grids for greater impact	Coordinate with DPD on identifying targeted areas and hyper focus on the grids that need greatest outreach, education, enforcement	26-Oct-15	DAS, 311, GIS	Completed. Reviewed DPD 10-70-20 program model. Identified and mapped 9 service requests as primary loose dog indicators to narrow the grid.
24	Narrow the focus on smaller grids for greater impact	Strengthen tactics within grids. Examples: Daily tactical initiatives for outreach and enforcement, expedited response to animal calls, team capture approach, foot patrols	31-Mar-16	DAS	In progress to track specific metrics in target areas, including dispatch response time, citations, field impoundments, registrations, outreach, and surveys.
25	Schedule and communicate targeted areas	Coordinate targeted areas with DPD	31-Mar-16	DPD	In progress to initiate focus on targeted areas beginning in Nov-15. DAS will collaborate with DPD for crime watch meeting opportunities.
26	Schedule and communicate targeted areas	Leverage existing NextDoor and social media to share information and results	1-Nov-15	PIO	On track to launch on Oct-31 at the PetsForLife Outreach event.
27	Wrap vans with DAS information to show presence in community	Wrap vans with DAS information to show presence in community	31-Dec-15	EBS	In progress. Initial 8 vans targeted for completion by Dec. 31, 2015.
28	Develop and launch new marketing campaign to address loose dogs and responsible pet ownership	Develop and launch new marketing campaign to address loose dogs and responsible pet ownership	1-Dec-15	PIO	On track to launch on Oct-31 at the PetsForLife Outreach event.
29	Identify and work with new and existing community partners	Identify and work with new and existing partners: Schools, crime watches, neighborhood associations, businesses	31-Mar-16	DPD	In progress for upcoming sweeps. Additionally, DAS will partner with DPD Community Engagement Units and NPOs from SC, SE.
30	Identify and work with new and existing community partners	Identify and work with new and existing partners: Other City departments	31-Mar-16	CMO	In progress. Various city units engaged to continue support for DAS, including DPD, CIS, 311, GIS, HR, CVS, EBS and CAO.
31	Use Community Court citations and community service hours	Use Community Court citations and community service hours	31-Mar-16	CAO	Recommendations needed by 31-Mar-16.
32	Engage DPD for consulting on field response and metrics	Use Crime Analysis Unit model to guide new metrics; example, 'dispatch call for service' report	26-Oct-15	DPD	Completed and in progress for use during upcoming sweeps.

Appendix A Project Matrix Cont.

22

Item	Goal	Action Item	Due Date	Participants	Notes & Status
33	Engage DPD for consulting on field response and metrics	Launch DAS scorecard modeled on DPD. Once grids are identified and metrics in each are assessed, potential metrics for improvement can be established, and may include: Reductions in response time, high priority calls, un-owned dog bites, impounded dogs; improvements in customer satisfaction, animal registrations, citations and spay/neutered animals	1-Apr-16	DPD, DAS	In development, pending results from targeted response initiative.
34	Conduct before and after surveys in targeted areas to measure impact	Surveys similar to virtual town hall meetings to place calls in specific areas	31-Mar-16	DPD	Use DPD 10-70-20 model. Secret shoppers option?
35	Review and update current call types, estimated response times (ERT), service level agreements (SLA), and performance	Review and update current call types, estimated response times (ERT), service level agreements (SLA), and performance	25-Jan-16	311	QOL briefing January 2016
36	Capacity matched to the need for loose dog intake	Review foster home program options for intakes	12-Nov-15	AAC	Need Animal Advisory Commission input
37A	Capacity matched to the need for loose dog intake	Identify city facilities as potential sites for captured or surrendered dogs	31-Mar-16	EBS, DAS, DEV	3 city-owned site under cost/benefit review for FY16-17.
37B	Capacity matched to the need for loose dog intake	Identify other facilities as potential sites for captured or surrendered dogs	31-Mar-16	CMO	Meeting held with SPCA of Texas on Oct-14, with focus on strengthening existing partnership for transfers.
38	Capacity matched to the need for loose dog intake	Mandatory microchipping and spay/neuter	12-Nov-15	AAC	Need Animal Advisory Commission input
39	Capacity matched to the need for loose dog intake	Initiate strategic plan to meet community needs	12-Nov-15	AAC	Need Animal Advisory Commission input

Selected Target Area Profile Data

Target Area District	Parcel Count	Total Population	Total Household Units	Occupied Household Units	Vacant Household Units	Area in Square Miles
District 3	529	1,695	513	481	32	0.3539
District 4	811	1,994	792	711	81	0.2901
District 5	475	2,067	604	554	50	0.2812
District 7	352	474	212	172	40	0.1104
District 8	385	1,093	380	356	24	0.1881

* US Census Bureau 2010 Census Blocks

** Dallas Central Appraisal District tax parcels and appraisal data, 2015