

Memorandum



CITY OF DALLAS

DATE January 6, 2017

TO Honorable Members of the Quality of Life and 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 – BCG Recommendations Update**

On Monday, January 9, 2017, the Quality of Life and Environment Committee will receive a briefing on the Dallas Animal Services – BCG Recommendations Update.

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

A handwritten signature in blue ink, appearing to read 'Joey Zapata'.

Joey Zapata
Assistant City Manager

CC: Honorable Mayor and Members of the City Council
A. C. Gonzalez, City Manager
Larry Casto, City Attorney
Craig Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager
Elsa Cantu, Assistant to the City Manager – Mayor and Council
Eric D. Campbell, Assistant City Manager
Jill A. Jordan, P. E., Assistant City Manager
Mark McDaniel, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Sana Syed, Public Information Officer

Dallas Animal Services - BCG Recommendations Update

Briefing to the Quality of Life & Environment Committee
January 9, 2017



Background

- In June 2016, The Boston Consulting Group (BCG) began development of strategic recommendations to:
 - Address the threat to public safety posed by loose dogs in the community
 - Continue to reduce euthanasia of dogs entering the animal shelter
- The BCG briefed City Council on August 30, 2016 and provided a strategic plan with recommendations to address both the public safety and animal welfare issues associated with the loose dog epidemic in Dallas
- In September 2016, the City Manager reassigned leadership of Dallas Animal Services (DAS) to a DPD team that reports directly to him, and formed a multi-departmental, standing task force of city executives to support implementation of the plan and speed the impact of improvements to services and operations

Implementation Highlights

- In the first three months of implementation, the results show significant progress through:
 - Increased impoundments
 - 33% increase overall from October-December 2015 to same period in 2016
 - 54% increase for dogs impounded in the field over the same periods
 - Increased citations and enforcement of serious bodily injury crimes
 - 193% increase in all animal citations from October-December 2015 to same period in 2016
 - Completed DPD training to increase criminal investigations and prosecution of owners of dangerous and aggressive animals.
 - Increased live releases (adoptions, rescues and redemptions)
 - 18.4% increase in rescues/relocations from October-December 2015 to the same period in 2016
 - Average live release rate increased from 62% to 70% in the same periods

Implementation Highlights

- In the first three months of implementation, the results show tremendous progress through (continued):
 - Improved partnerships and communications
 - High volume transfer partner agreements and surrender deflections
 - Social media and website improvements
 - Greater transparency through data available online
 - Scorecard with metrics available online
 - Open data for loose dog sightings
- Implementation continues on BCG recommendations as well as on newly identified opportunities for additional improvements

BCG RECOMMENDATIONS

1. Mission

- 1.1 Balanced Mission Statement
 - Adopted
 - “Helping Dallas be a safe, compassionate, and healthy place for people and animals”
- 1.2 Scorecard with Metrics
 - Available on Facebook and Website
 - Social Media Policy Update
 - Website Update

BCG RECOMMENDATIONS

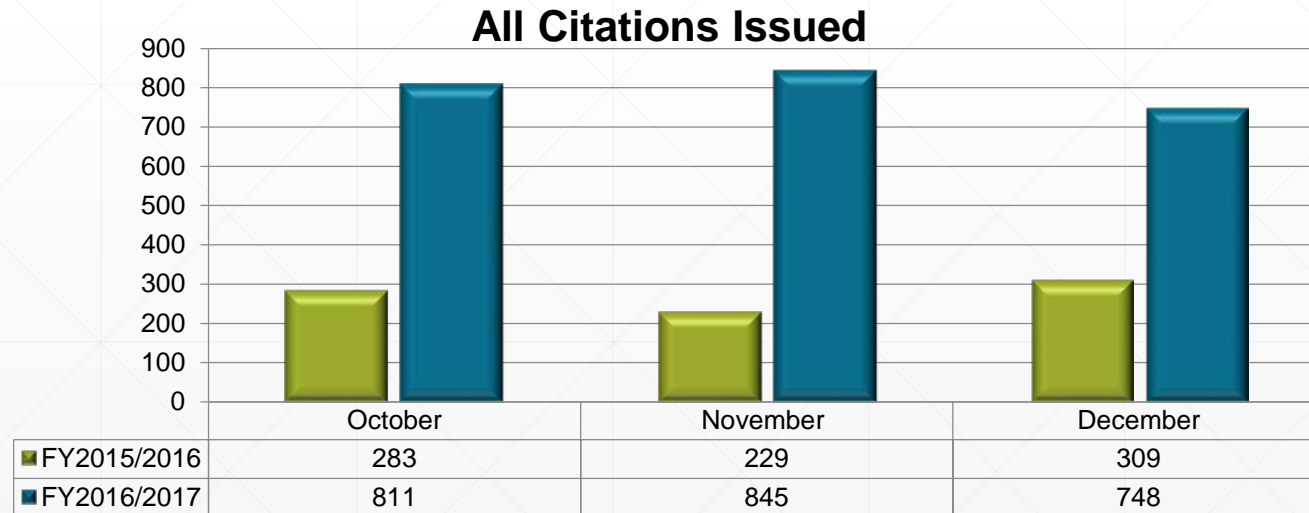
2. Loose Dogs

- 2.1 Hire Additional ASO's
 - 46 ASO's, 6 ASO positions open
- 2.2 ASO's Collection Shifts
 - Expanded coverage 7am-5:30pm, 1:30pm-12:00am, 10pm-8:30am (T-W-TH-F) 3 ASO's/1 Supervisor
- 2.3 Community Education
 - CARE Program
 - UPLIFT at Luna Prep
 - 6-8 Grade 12-week in-school enrichment program

BCG RECOMMENDATIONS

2. Loose Dogs

- 2.4 Enforcement & Effectiveness
 - Citations Increased
 - Pilot Program E-Citation devices
 - SPCA Animal Cruelty MOU

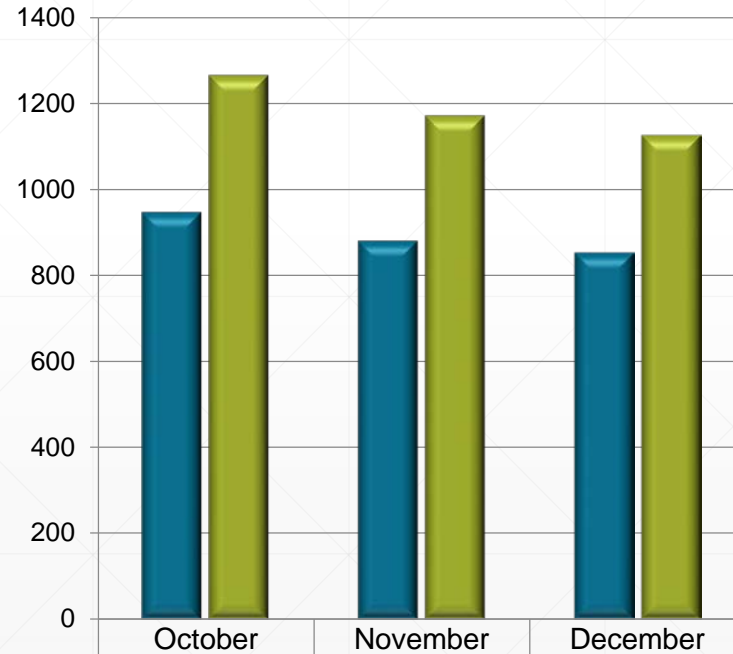


BCG RECOMMENDATIONS

2. Loose Dogs

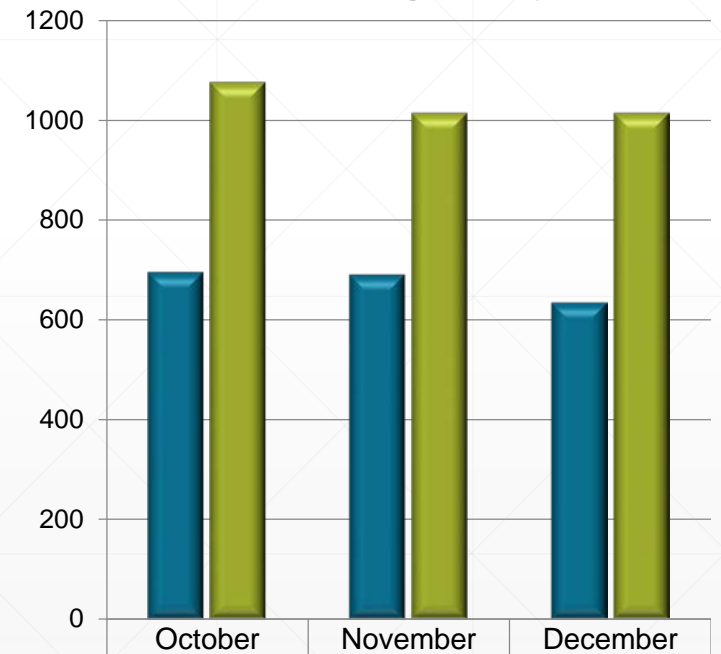
- 2.4 Enforcement and Effectiveness

Field Impounds All Animals



	October	November	December
FY2015/2016	948	881	853
FY2016/2017	1,267	1,173	1,127

Field Impounds Dogs Only



	October	November	December
FY2015/2016	695	690	634
FY2016/2017	1,077	1,015	1,015

BCG RECOMMENDATIONS

2. Loose Dogs

- 2.4 Enforcement & Effectiveness
 - Proposed Ordinance change for Intact Permit
 - Proposed Compliance versus Fine for citations
- 2.5 Open Access to Loose Dog Sightings
 - Open Data Portal
 - Field Data
 - Shelter Data
 - Medical Data February 2017

BCG RECOMMENDATIONS

3. Live Release Rate

- 3.1 Digital Marketing
 - Social Media Coordinator Hired
 - Increased media coverage
 - Facebook
 - 1,031,883 people reached
 - 240,825 post engagements
 - 83,194 video views
 - Website updated
 - BCG Website

BCG RECOMMENDATIONS

3. Live Release Rate

- 3.2 Adoption Footprint
 - Adoption
 - Adoption hours expanded on weekends
 - Training employees to improve initial photos of animals
 - Additional photos to improve marketability of animals
 - Increased Facebook promotion of animals
 - Everyday Adoption Center (EAC)
 - Foster Program

BCG RECOMMENDATIONS

3. Live Release Rate

All Adoptions

Months	2015	2016	%Increase
October	787	884	12%
November	764	907	19%
December	777	898	16%

All Rescue & Relocate

Months	2015	2016	%Increase
October	476	523	10%
November	377	525	39%
December	456	502	10%

All Redemptions

Months	2015	2016	%Increase
October	119	253	47%
November	131	250	50%
December	137	262	91%

BCG RECOMMENDATIONS

3. Live Release Rate

- 3.3 High-Volume Transfer Partner & Account Management
 - New Rescue/Transfer Policy
 - Tiered System
 - Medical Service Packages
 - MOU with SPCA and Operation Kindness
 - “Transfer-on-intake” program
- 3.4 Transport Program
Spring/Summer 2017

BCG RECOMMENDATIONS

3. Live Release Rate

Dogs and Cats Only

October		November		December	
2015	2016	2015	2016	2015	2016
63.1%	67.2%	60.5%	71.8%	68.7%	78.2%

All Animals

October		November		December	
2015	2016	2015	2016	2015	2016
61.8%	65.3%	59.5%	69.5%	65.5%	76.2%

BCG RECOMMENDATIONS

3. Live Release Rate

- 3.5 Surrender Deflection
 - Positive Alternatives to Shelter Surrender (PASS) program
 - Dallas Pets Alive 3 days (108 interviews and 17 deflections)
 - SPCA January 2017
- 3.6 Behavior Training
 - SPCA free training to DAS employees
 - Volunteer providing hands-on training for employees
- 3.7 Hire Veterinarians and Veterinarian Assistants
 - Veterinarian positions (2 Open)
 - 3 Vet Assistant positions open (1 full time employee, 2 temps)
 - Spay Neuter Network Contract

BCG RECOMMENDATIONS

4. Spay and Neuter

- 4.1 High Volume Of S/N's
 - SNN surgeries 200 monthly
 - SNN and Texas A&M Internship
 - Spay/Neuter Coalition - Private funding in process
- Numbers below are for DAS surgeries only

October		November		December	
2015	2016	2015	2016	2015	2016
731	1,001	754	1,037	839	941

BCG RECOMMENDATIONS

4. Spay and Neuter

- 4.2 Community Collaboration
 - Education coordination based on geography (S/N)
- 4.3 Early Childhood Education
 - Middle and High School Outreach
- 4.4 Enforcement of Spay and Neuter
 - Citations
 - Data sharing with Companion Animal Funders Coalition
 - Care Team

BCG RECOMMENDATIONS

5. Collaboration

- 5.1 Open Access to DAS Data
 - Field Data Portal
 - Shelter Data Portal
 - Medical Data Portal February 2017
- 5.2 Shared Workload
 - Rescue Partners/Transfer Partners
 - Community Partners
- 5.3 Inclusive, Fact-Based Dialogue
 - Daily Scorecard
 - Quarterly meetings in place (next Jan 10)

BCG RECOMMENDATIONS

6. Accountability

- 6.1 DAS as Independent Department – City Manager
- 6.2 Increase Funding
 - FY16-17 budget approved - Added 2.7M
- 6.3 Project Manager/Data Analyst to Track Progress
 - BCG Program Manager hired
 - Data Analyst-CIS DAS Analyst - Pending
- 6.4 Animal Shelter Commission Changes
 - Subcommittee's recommended
- 6.5 Exempt from Civil Service Hiring
 - City Policy

BCG RECOMMENDATIONS

7. Efficiency

- 7.1 DAS Employee Alignment to Plan & Metrics
 - Chameleon data analysis and improvement
 - DAS effectiveness and efficiency
 - Employee Performance Metrics
- 7.2 Increased Volunteer Resources
 - 1 Transfer Coordinator Posted
 - Build a foster program to support DAS programs

Additional Improvements

DPD Collaboration

- Dallas Police Department
 - Documenting standard operating procedures and work instructions
 - 911/311 Information sharing
 - Daily automated updates of all animal related offenses
 - Updated training for Patrol Officers and Bureau Detectives
 - In the field collaboration between Patrol and DAS
 - Facilitated weekly reporting of bite incidents by DFR
 - Criminal prosecution of animal owners
 - SPCA MOU Investigating Animal Cruelty

Next Steps

- Request Committee input and recommendation for policy changes:
 - Strengthen spay/neuter and Intact Animal Permit requirements
 - Allow administrative dismissal for compliance for animal citations in Municipal Court
- Continue implementation of improvements and provide next update to Committee in April 2017

Program	Owner	Status	Notes and next steps
1.0 Mission			
<i>1.1 DAS should adopt a mission statement balancing public safety and animal welfare</i>	Major Hobbs	Completed	
<i>1.1.1 Adoption of Mission Statement</i>	Major Hobbs	Completed	Helping Dallas be a safe, compassionate, and healthy place for people and animals. Adopted by Council 10/10/16
<i>1.1.2 Commission Request</i>	Bonnie/ Commission	In process	<p>Brodsky requests for next Commission meeting 12/15/2016 the mission statement to be more specific on how DAS will accomplish this Mission Statement</p> <p>Priority Pillars</p> <ol style="list-style-type: none"> 1. Performance Transparency 2. Increase Positive Outcomes 3. Partner with Community Advocates 4. Education <p>Develop Strategic Plan on how to meet mission statement- target- 2/1/2017: - pending- in draft phase</p>
<i>1.2 DAS should adopt a mission-centric scorecard with specific targets and regular progress updates</i>	Major Hobbs/Sana Syed/Bonnie		Chameleon Score Card and Detail: (1) Shelter Capacity (Dogs) - (a) Number of dog kennels (b) number of dogs in shelter (c) Percentage of Capacity for dogs (2) Shelter Capacity (Cats) (a) Number of cat kennels (b) number of cats in shelter (c) Percentage of Capacity for cats (3) Daily Data - (a) field intake (b) shelter intake (c) adoption returns (d) adoptions (e) return to owners and rescue & relocate (f) euthanasia/died in shelter
		Completed	Training being done to ensure employees enter data correctly. Draft scorecard being done by PIO, scheduled to start Nov 1,2016; Completed ahead of schedule 10/26/2016 for Facebook.
		Completed	Open Data Portal – Field published. CIS added the mission statement add to Open Data Portal. Field data automated-daily updates started on December 1st.
		Completed	11/16/2016 - created a statement regarding Field Data and that the address going out is NOT the complainant's personal address, to go out prior to going live with Field Data 11/29/2016 - DAS meet with CIS regarding Shelter Data on 12/7/16; CIS first test for Shelter Data 12/02/2016; CIS second test of data on 12/12/16

		In process	12/14/2016 - Bay to get with Sonya about the Medical data descriptions and set deadlines for posting Date of completion March 2017
		In process	12/06/2016 - Scorecard - CIS working on automation of Process, following Shelter Data being released; 12/12/2016 Bay to get with Sonya for score card follow up
1.2.1 <i>Implement Social Media Package</i>	Major Hobbs/ Gabby Vannini	In process	Score Card to be posted daily via social media: Facebook, Twitter, Webpage. Template developed and being posted daily. Process still needs to be automated. Goal: to have reports fully automated. Ensure the basic is sent to Bill Finch prior to Thanksgiving holidays Target date for completion of fully automated reports is 12/01/2016 New target date 03/01/2017
		Completed	11/29/2016 Facebook views are up: Moved scorecard to DAS website. Scorecard is not drawing substantial views on Facebook
		Completed	Administrative Rights to make updates via social media have been given to City Hall PIO and DPD PIO. DAS has (3) staff that have edit rights.
1.2.2. <i>Need further refinement of data for score card</i>	Gabby/CIS	Completed Evaluation date: 04/1/17 Completed: Evaluate in 6 months	Chameleon Score Card and Detail: (1) Shelter Capacity (Dogs) - (a) Number of dog kennels (b) number of dogs in shelter (c) Percentage of Capacity for dogs (2) Shelter Capacity (Cats) (a) Number of cat kennels (b) number of cats in shelter (c) Percentage of Capacity for cats (3) Daily Data - (a) field intake (b) shelter intake (c) adoption returns (d) adoptions (e) return to owners and rescue & relocate (f) euthanasia/died in shelter. 1. Working with BCG starting 11/10/2016 to drill down further into the data a. BCG on board and drilling deeper into the data 2. Working with BCG to review the Transport Process 11/29/16 - BCG sent mockup of data drill down to Chief for review Training staff to enter ALL required information and enter information correctly.
1.3 <i>BCG Website with target matrix</i>	Gabby/Bonnie	In Process	BCG developed website to link to DAS new website. Soft open February, live in March 17. DAS site needs to be updated first.

2. 0	Increase field intake (up to 8,700 loose dogs) and increase related enforcement and education to prevent dogs from roaming	Hiring Status		Total ASO Allowed 52 ASO Hired 46 Open positions 6
	<i>2.1 DAS should focus 10 ASOs and 2 field supervisors on field collection and patrol</i>	Code/DAS	Completed	DAS received 8 additional ASOs in FY16/17 and 1 supervisor. (One ASO will be re-classed to Supervisor II -only 1 Sup II was included in the FY16/17 increase.) Hiring is in progress. 4 ASOs started 11/23/16, 2 ASOs to start 12/7/16, 1 ASO pending. 2 Supervisors- position posted to Neogov until 11/26/16.
			Completed	CM McGough requested Job descriptions for Project Manager and Data Analyst so has an understanding of role. This Memo was completed.
			Completed	This to be done as Friday memo Target 12/02/16: memo to Full Council due before Quality of Life 12/12/16 12/06/2016 memo has been completed and forwarded to review. Completed 12/02/2016
			In Process	City Manager A.C. Gonzalez would like follow up on Formal Field Training for ASO's. Documentation and training manuals. They are in the process of updating work instructions at this time. Check into possibility of outside vendor to assist with the development of a training program. Training Manual is on hold, while researching outside vendors and updating the work processes.
			In process	Work instructions are still in process of being updated and created. Training Manual still on hold until work instructions can be updated and put in place. Original Training Manual was completed in 2014, but never approved. New Training Manual currently being updated
		Errick Thompson /Mandy Shreve	In process	4 vans full of equipped @ \$55k each = \$222k. Plexiglas doors on DAS field vehicles need to be metal bars. Working with EBS on revised specifications. Requesting Vans with Mid-roof style City Council 10/26/2016 approved purchase. Estimated delivery 200 days from 10/26/16. Expected arrival date of vans May 2017
		Helen Thompson/ Marcialyn Hooper	On going	Training to be provided to Supervisors and Managers on hiring process; Training Completed City Manager AC Gonzalez requested training for Customer Service be provide from HR. (All DAS staff received training in September 2015)

			<p>All work instructions are on the 4eval (ISO) webpage. The work instructions are in the process of being reviewed and updated.</p> <p>HR has offered to provide interview training to DAS. Currently have approx. 20 employees interested in the training. Training set for AK positions on Tuesday and Wednesday November 15-16 2016 at 10:00 AM at DAS.</p> <p>11/15/2016 - 4 people attended and completed the application process during training 11/16/2016 - 5 people attended and completed the application process during training 11/18/2016 - 11 people attended and 1 was assisted by Marcialyn after training with application process</p> <p>Civil Service came to DAS on 11-17-2016 to train on Civil Services Hiring process for positions that have lower hiring standards.</p>
	Gabby Vannini	In process	AC request for Gabby to develop recruitment video for webpage Target 1/30/2017
2.2 DAS should increase ASO field intake	Margaret Wright	In Process	<p>Cost of 2 additional 311 operators or dispatchers and 2 support positions in DAS that focus on Service Requests and fielding requests for information @\$42k = \$168k per year</p> <p>Positions added for FY 16-17: 1 Customer Service Agent + 1 Sr. Customer Service Agent. Filled on an interim basis effective 10/12/16.</p> <p>311 will train 12-14 agents to be the first point of contact for Animal Services calls (8 new hires and 4-6 existing agents); Interviews complete and offers pending for new agents. Focused Animal Services training begins in December. Planning with AT&T/SpinSci to set up proper call routing. Refining the 3-1-1- app to help improve reporting's of loose dogs/ loose injured dogs.</p> <p>Specialized Agents going live 01/03/2017 IVR (conversational messaging) went live 8 PM 11-01-2016, soft launch 11/21/2016 Still tracking statistics, no results at this time: 1 month live as of 12/02/16, will have better data at this point to report 3-1-1 employees will attend training at DAS regarding animal control procedures, including riding out with ASOs Gabby, DAS PIO, will be involved in training to help market new process Density Maps to be used by Field with 500 feet and street names added. 11/22/2016: New maps provided by 3-1-1 to DAS to add to FB page, maps are working well 12/06/2016: 3-1-1 employees currently completing training riding with Animal Services Officers and learning from other DAS employees at the shelter thru 12/16/2016</p>

			12/06/2016: 3-1-1 will be testing call routing to Animal Trained call takers to be 2 AM Sunday 12/11/2016																																																		
			December Field intake 1012. Team meeting the 1,000 goal monthly even with cold weather and holidays.																																																		
2.2.1 Dog Bite reduction		On going	<table border="1"> <thead> <tr> <th></th> <th>Owned Conf</th> <th>Owned Loose</th> <th>Stray</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>May</td> <td>43</td> <td>45</td> <td>25</td> <td>113</td> </tr> <tr> <td>June</td> <td>26</td> <td>39</td> <td>34</td> <td>99</td> </tr> <tr> <td>July</td> <td>35</td> <td>36</td> <td>23</td> <td>94</td> </tr> <tr> <td>August</td> <td>33</td> <td>46</td> <td>23</td> <td>102</td> </tr> <tr> <td>September</td> <td>31</td> <td>41</td> <td>8</td> <td>80</td> </tr> <tr> <td>October</td> <td>35</td> <td>52</td> <td>9</td> <td>96</td> </tr> <tr> <td>November</td> <td>32</td> <td>37</td> <td>11</td> <td>80</td> </tr> <tr> <td>December</td> <td>22</td> <td>39</td> <td>17</td> <td>78</td> </tr> <tr> <td>Totals</td> <td>257</td> <td>335</td> <td>150</td> <td>742</td> </tr> </tbody> </table> <p>Please remember that loosed owned bites are the only ones where a dangerous dog affidavit can be requested.</p>		Owned Conf	Owned Loose	Stray	Totals	May	43	45	25	113	June	26	39	34	99	July	35	36	23	94	August	33	46	23	102	September	31	41	8	80	October	35	52	9	96	November	32	37	11	80	December	22	39	17	78	Totals	257	335	150	742
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2.2.2 311 call data		On going	Requested a report from Margaret.																																																		
2.3 Education: The Dallas community should educate residents on both the dangers of allowing dogs to run loose and the ways to avoid dog bites	PIO- Sana	On going	<p>Training for ASOs, educating citizens, Field, Spay Neuter Network</p> <p>Volunteer Coordinators working with local middle schools educating students on Animal Safety</p> <p>UPLIFT Luna Prep (it's a charter school in Deep Ellum)</p> <p>6-8 grade enrichment. (the group is mixed with these age levels)</p> <p>The name is the PAWS Partner Club</p> <p>12-week in-school educational, enrichment program (started since school started)</p> <p>Focus on three areas of animal welfare: care, career, and community</p> <p>Successive learning with same group of students for the entire enrichment duration</p> <p>Classroom instruction consists of these major models: 1) What do you know now (written or verbal quiz mapping) or what do you recall? 2) learn something new or enhance your current knowledge 4) engaging activity based off of the day's topic 4) reflection and thinking ahead</p> <p>Multiple school groups have come to DAS involved in a shelter education programming.</p>																																																		

DECEMBER C.A.R.E. NUMBERS					
Activity	Census Tract 37.00	Census Tract 38.00	Census Tract 118.00	Other	TOTAL
Houses visited	58	49	339	18	464
Violations left	21	13	60	8	102
Citations written	6	1	57	29	93
RTO's	2	-	30	6	38
Intakes	1	1	34	2	38
Compliance	2	8	23	28	61
Pet Resources Given	-	20	122	-	142
Volunteer Hours Completed	-	-	17.5	-	17.5
Animals Transported	2	8	13	9	32

Community Events/Meetings 11
 Attended by S. King
 2nd - D.A. Hulcy STEAM Middle School Career Day
 8th - Bayles Elementary School Career Day
 9th - T.W. Brownie Middle School Career Day
 10th - Hampton Illinois Branch Library Spay/Neuter Program
 15th - Saldivar Elementary School Career Day
 28th - MLK Rec. Center C.A.R.E. Presentation
 28th - Nash-Davis Rec. Center C.A.R.E. Presentation
 29th - Kiest Rec. Center C.A.R.E. Presentation
 29th - Kleberg Rylie Rec. Center C.A.R.E. Presentation

Attended by L. Yap
 5th - Meeting with SPCA of Texas
 7th - Uplife Luna Presentation

2.4 Citations: Enforcement and Effectiveness	DAS/Mai Brock/Ryan Rogers	On going	Citations are up at DAS; 51% of DAS citations were dismissed (in court). 6 offense types below represent 56% of all animal cases last year and are the violation types that most naturally allow compliance dismissals: * Dog or Cat not registered
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			<ul style="list-style-type: none"> * Failure to show animal registration * Dog or cat not spayed or neutered * Failure to show animal vaccination * Dog or cat not vaccinated for rabies * Intact animal permit <p>12/06/2016: Citations are now delivered daily to the courts</p>
	Major Hobbs	In process Target Date 3/1/2017	<p>There is flexibility to dismiss citations if the violator has proof they have corrected or complied with the violation cited. Judge Solis says there are three options:</p> <ol style="list-style-type: none"> 1.) The ordinance can be changed 2.) The prosecutor can set the compliance precondition for dismissal in the courtroom 3.) The ASO can set the compliance precondition in the field before the citation is written <p>Explore changing the ordinance giving the court the authority to dismiss citations that show compliance. Go to Quality of Life in Jan. 2017.</p> <p style="text-align: center;">Presentation to Quality of Life has been moved to January 2017: Include someone from each department involved in BCG process at Quality of Life meeting in January</p> <p>Get a list of steps that need to be done to move forward with changing ordinance: Steps : 1. Present proposed ordinance change to Quality of Life meeting 2. DAS to schedule a meeting with City Atty</p>
2.4.1 Citation # and Outcomes	Gloria Carter/Ryan Rogers	Completed	Mai suggested DAS write the majority of their citations as civil and save criminal tickets for repeat offenders. The data suggests that compliance rates would stay roughly the same. Last year, 5k criminal tickets were written versus 200 civil tickets, Mai's suggestion would be to inverse those two stats.
		Completed	Outstanding cases without a warrant. About 33% of all FY16's outstanding cases do not have a warrant. Upon review we noticed that many tickets are being received late, approximately 15 days after issuance. Receiving citations late impacts the warrant flow. E-citation devices should allow for quicker citation transfers in the future and reduce the problem. CTS will circle back and gather any old citations eligible for a warrant review.
		Completed	Getting City marshals involved in warrant service. CTS will to get the number of warrants being enforced by the Marshal's office. Ryan-create flow chart for Criminal vs Civil Citations.

		In process	Need further discussions outside on how to verify compliance. Bonnie working on program with Ann/Ryan and spay neuter providers to report back compliance on violations but need to discuss if that helps the courts.
		Complete	Discussed with Commission on 12/15/2016 about firming up the unaltered dog and cat law through increase fees and tougher guidelines. Voted unanimously to move forward.
		In process	Explore changing the unaltered ordinance increasing fees and tougher guidelines. Research other cities ordinances and bring something to Quality of Life in Jan. 2017.
		Completed	SPCA Animal Cruelty MOU- approved on 11/9/16 by City Council Completed
		Completed	Score Card on Disposition of Cases
		Long term	Legislative Needs - Bodily Injury
2.4.2 Pilot Program for Electronic Citations	Mandy Shreve/Chief Lawton/Hobbs/ CIS	In process	11/22/2016: Chief Sherwin requests e-citation machine be programmed with Civil Violations; Mai, said this can be done, the E-citation machines are being programmed with Criminal Violations, DAS will check out the e-citations from DPD quartermaster after programming has been completed; DAS has the e-citation machines and are waiting for the vendor to complete the download of city criminal violations used by DAS
		Completed	DPD will loan 5 units to DAS for Pilot Program (includes docking station, devices and printer). Pilot started 12/15/2016
		In process	An additional 5 units have been requested
		In process	Validating: - Infrastructure at DAS to accommodate internet and power for docking stations (this has been confirmed); adding citation codes to the software so that ASO's can select charges on the e-citation device (waiting for the vendor to load the charges); verify Encoding and formatting at Court Services; training the ASO's
		In process	Updating language to load on e-citations with current citation wording: ensuring descriptions are understood by Animal Service Officers, (include Mai in e-citation training and Judge Michael Acuna in emails)
2.5 DAS should share loose dog service requests with organizations that actively capture loose dogs	Major Hobbs/Sonia Joseph, CIS Bill Finch	In process	Field Service will be releasing data from Chameleon into the Dallas Open Data Portal for public review need to meet regarding the release of data starting with Field first, shelter and then medical. Field and shelter data has been released on the Open Data Portal

		Field Data-Completed	Update: Field Data for October is published as of 11/16/16 (Announcement made on FB). Automation or daily updates will be starting on December 1st. Names and employee #s and amount of meds used will NOT be released to open portal
		311 Completed	311 working with CIS to post all service requests (including Animal Services) on the Open Data portal will only be refreshed every 24 hours/refreshed every 24 hours 12/15/16 Margaret to update next week.
		Shelter Completed	Shelter Data for release to Open Data Portal being reviewed; will not release names of person euthanizing and/or authorizing euthanasia; Live 12/27/2016
		Medical In process	Medical data: Sonya and Bay working on descriptions. Target date is March 2017.
3.0	Increase the number of positive outcomes for Dallas dogs, euthanizing only the sickest animals	Hiring Status Shelter	Total 34 Allowed 25 Hired 9 Open positions Does not include Lane temp staffing
	<i>3.1 DAS should enhance its digital marketing for both adoption and transfers:</i>	Major Hobbs	Complete Filled current position Social media - will start working with PIO beginning November. Gabby Vannini
		Gabby Vannini	Completed Social Media Coordinator (hired) - (existing DAS position)- Completed 11/06/2016 1,069,526 people reached in December 249,607 post engagements in December 94,585 video views
			Complete Facebook Live to start effective Thursday November 10, 2016
			Complete Moving the Scorecard from Facebook to the DAS website by the first of 2017
	<i>3.1.1 Improve photo and video quality</i>	Gabby/Bonnie	Off the table for now Cameras and laptops for improving profiles = \$4k Included in FY16/17 budget. Need SLR style cameras with point and shoot capabilities. Computers need to be upgraded to Windows 10, computers already identified. 4 SLR cameras have been purchased and the order is being processed There is donor willing to donate 10 webcams, but will not make the donation until the computers are upgraded to windows 10, to ensure functionality of the cameras. Currently testing install of Windows 10 to one intake computer. CIS has submitted a work request to install Windows 10. Can't be done as we are not on windows/off table for now.

		Completed	11/08/2016 between 6a-11a - updating Chameleon to take 7 digit numbers for tracking animals - successful
		In process	12/31/2016 - Database upgrade target date data base updated ;02/28/2017 - Chameleon Application upgrade target date; 11 -15-2016 between 12p-4p testing Chameleon for Data base upgrade.
		In process	Interface between DAS and Pet Harbor needs to be streamlined.
		Completed	Approval for additional 2 part time employees or contractors thru lane staffing to photograph dogs, write descriptions, upload information to websites etc. @ \$36k salary = \$101k per year.
		In process	Develop and institute a schedule for volunteers and Lane staffing photographers
		In process	Solution to uploading the photos to database
3.1.2 Improve customer service at shelter level.	Jody Jones	In process	<p>8 additional AKII added to budget - \$351,619 annually. (1 AKII - \$43,952 annually fully loaded.)- (2 of the AKII positions will aid potential adopters in navigating the kennels)</p> <p>Re-class 3 of 8 AKII positions to AK- pending - The AK positions have been posted to NEOGOV and will be advertised until 11/19/2016. Interviews scheduled on 12/19/16.</p> <p>Update on 5 AKII Positions:- all 5 positions have been hired for as of 11/23/16- complete</p> <p>- 2 hired 10/7/16; 1 hired 10/26/16; 1 hired 11/23/16; 1 pending interview 12/12/16</p> <p>9 positions still open in shelter</p>
<i>3.2 Increase Adoption Footprint</i>			
<i>3.2.1 Add EAC Location</i>	Real Estate/Bonnie Hill/Ashley	Long term	<p>Mr. Brodsky - willing to have a conversation regarding opening an EAC in Southwest Center Mall (pending direction from the City)</p> <p>Can a study be done to assess if there is a market in the Southwest Center Mall Area? Bonnie to look at existing locations that the city may already own.</p> <p>Same cost as existing EAC location (including 2 employees) = \$300k per year</p>
<i>3.2.2 Extended Hours</i>	Jody Jones Shelter Manager	Complete	<p>Expanding adoption hours at DAS</p> <p>Staff has been tasked with submitting their plan for expanding shelter hours opening at 10 am as of 10-22-2016 –</p> <p>PIO will ensure better advertising of new hours.</p> <ul style="list-style-type: none"> - The extended hours are NOT costing additional \$\$ - The early opening is a permanent schedule <p>513 increase visits/21 hours = 25 additional visitors during each hour.</p>

		In process	Evaluating staying open later in the Spring
<i>3.3 High Volume transfer partners and account management</i>			
<i>3.3.1 Establishing a "transfer-on-intake" program w/ high- volume partners</i>	Major Hobbs/Mandy Shreve	In process Target Feb or March	<p>Executing MOU with SPCA, Operation Kindness, and Rockwall Pets. Plan on completed MOU with SPCA by end of November 2016. (First draft due from SPCA first week of November.) Operation Kindness, Rockwall Pets MOUs will be drafted after SPCA. First MOU drafts have been received at DAS from SPCA and Operation Kindness and are in the process of being reviewed.</p> <p>Procurement and Bob Sims can support the exemption (252.022, a, 2) to preserve or protect the public health or safety with the condition that the agreement is only for two years and that specifications are developed to competitively bid any new contract for the same services needed beyond the two year agreement.</p> <p>11/29/16 - MOU with changes made by DAS has been sent back to SPCA for review, and if needed, additional negotiations prior to being sent to City Attorney 12/06/16 - MOUs, SPCA and Operation Kindness, have been received and are in the review process prior to being sent to the City Attorneys. Target to Council Feb or March 2017.</p> <p>Working with Rockwall Pets with DAS doing all the vetting of animals</p>
<i>3.3.2 Segmenting relationship mgmt. of transfer partners by size and support</i>	DAS/Civil Service	In process	<p>1 Transfer Coordinator @ \$51 k per year FY16/17 1 Animal Services Specialist added - \$68,822 annually fully loaded. The Job description has been approved by HR and the position is going thru the approval process. DAS completed SME questionnaire on 12/6/16.</p> <p>Meeting scheduled on 1/10/2017 with additional transfer partners at DPD Management office to explain new transfer program and reestablish old and new partnerships.</p> <p>Partnership Categories</p> <ul style="list-style-type: none"> • Rescue Partners – Qualified Partners that transfer animals from DAS. • High Volume Rescue Partners – Qualified Partners that transfer over 1000 animals per year from DAS. • Transfer Partners – Partners with an existing facility who transfer dogs from DAS through a formal Memorandum of Understanding (MOU).
<i>3.3.3 New Policy on increasing transfer rescue groups efficiency</i>	Major Hobbs	Completed	<p>Reviewing other large agencies and working to fit DAS. Currently working on developing policies and putting them in writing. Preliminary policy under review.</p> <p>11/07/2016 Transfer policy first draft completed</p> <p>Ensure SPCA MOU ducktails DAS Policy, in the process of being reviewed</p>

<i>3.4 Transport Program</i>	Major Hobbs/Bonnie Hill	Not funded – In process – on hold til spring	12/06/2016: Cost of Pilot Transport Program \$10-\$20,000; has to be bid out, need three bids; currently only two companies in the area that do transports; see if another City has a procurement process with transports in progress or find a program that where there is no cost to us. Fostering Delayed/ Spring 2017
<i>3.5 Surrender deflection</i>	Jody Jones/DPA/SPCA	On going	Training begins Oct 13 and 14 and will continue in Nov, Dec, and Jan. for all staff free of charge. Dallas Pets Alive will start December 1, 2016 (only on Saturdays) sitting in DAS intake to help deflect over the counter surrender of animals.
		Completed	Positive Alternatives to Shelter Surrender (Pass) Program- deflection program 12/03/2016: Dallas Pets Alive at Shelter for deflection: 107 interviews and 17 deflections; waiting for information on what the needs of the citizen were
		In Process	SPCA deflection - tentative start day January 2017, they will not be at DAS the same days as Dallas Pets Alive Update weekly set goals for program and track success
		In process	Developing tracking mechanism for success of program
<i>3.6 Behavior Training DAS should provide enhanced behavior training to increase adoptability of dogs</i>	DAS Shelter Manager/Bonnie Hill	Complete	Secured free behavior training to animal keepers and day laborers who care for animals at DAS from SPCA. Training will begin on Oct 13 and 14 and will be held in November and January for additional employees.
		In process, long term	Work on securing a contractor to provide training materials to make animals more adoptable; also need a mechanism to measure performance (does training work?). Marcialyn Hooper will draft behavioral training for DAS Staff specifications for Code to start procurement process. 15,430 behavior courses @ \$21-42 = \$324-648k per year
		In process	11/10/2016 - BCG start assisting DAS with processes for the next 4 to 6 weeks. Looking at process and industry standards. For animal behaviorist, need certifications and experience. 11/29/2016 - Training with SPCA set for January 4-5, 2017
<i>3.7 Hire Vet and vet techs/increase surgery capacity</i>	Bonnie Hill/Eddie		Goal: All animals at the shelter should be spay neutered at the time they enter the adoption floor.
			Total 9 Allowed, 8 Hired, 1 Open positions Total 5 Allowed, 3 Hired, 2 Open positions
		Completed	FY16/17 contract going to council 10/26/16. (\$2M over 3 years) -Goes to Council October 26,2016: Approved 10-26-2016, Contract is in place 12/06/16: Spay Neuter Network is being used to enhance Spay Neuter surgeries at DAS

			1/1/17 First quarter 2017 Schedule complete for increasing surgeries through SNN. 1/1/17 SNN to come 2 times a month for 40 surgeries each time and DAS setting up schedule to transport 10 animals two times a week for spay neuter services. Adding capacity of while increasing staff.
		In process	Reclassifying Operations Manager III to a Veterinarian Position Currently daily spay/neuter average is 40; Max recently was 60 12/06/16: working on hiring 2 staff vets/ job posted not yet closed.
		In process	Externship starting with SNN and Texas AM. First students will start this Spring
3.7.1 Expanding in house surgery capacity		In process	Set up an additional surgery space at the shelter to increase productivity. Included the purchase of new equipment and some minor changes to current space. Goal to have completed by end of March 2017.
3.8 Evaluate hold times		In process, long term	Evaluate how long strays are held to determine if we can get them sterilized and transferred or to adoption more quickly.
4.0	Provide approximately 46,000 low-cost spay and neuter surgeries in southern Dallas each year for the next three years		
4.1 The Dallas community should provide 46,000 free spay/neuter surgeries in southern Dallas for each of the next 3 years	Brodsky Chair/Bonnie	In process – Long term	Private funding to be secured DAS has met with local groups. Brodsky's Next meeting is 11-06-2016 to set the frame work Groups have come to an agreement and an MOU is circulating through the groups MOU approved by non-profit groups <ul style="list-style-type: none"> • DAS included by providing data, handouts by ASOs • No financial contributions required from DAS • Will send a copy of the MOU to DAS for review <ul style="list-style-type: none"> • Code required to provide registration tags and sign providers as vendors to register animal 11/29/16 - All groups have signed the MOU; the Program Manager will also be the Fund Raiser;

			Program Manager Hired, Grant being written, funds should be available by end of March 2017
<i>4.2 Animal welfare organizations in Dallas should coordinate S/N efforts</i>	Brodsky Chair/Bonnie	On going	Educational coordination based on geography. Volunteers to help with outreach.
<i>4.3 The City of Dallas should establish elementary school education programs related to pet ownership</i>	Tiesha Hood	In process – On going	Not funded. Please see volunteer section 7.2. Currently have a very small program. Currently gathering more information Bishop Dunne School has a program and interested in taking their program further. Information given to Volunteer Coordinator at DAS, Tisha Hood and Kristin Alvarado for follow up. 11/16/16 - Bishop Dunne has been contacted for information; Volunteer coordinators working with Bishop Dunne
	Tiesha Hood	In process – On going	Target specific non-profit groups to join the effort using their volunteers and CARE team work with existing programs like Duck Team 6 after school programs.
	Tiesha Hood / Bonnie	In process	Determine a way to measure lives touched and set goal
<i>4.4 DAS should enforce S/N ordinances in coordination with outreach</i>	Hobbs	On going	Citations issued for unaltered animals were 88 for August 2016 Tracking of Citations for unaltered animals: Sept - 117 Oct - 148 Nov - 173 Dec - 164
		Complete	Permission to provide name, address and phone for the Spay Neuter partners for follow-up. Ryan has confirmed that data can be shared.
		In process Target Jan 2017	Set up protocol on how to get information to partners quickly. Bonnie to develop and work with Ryan and Gloria
		In process Target Jan 2017	Develop a way for providers to report back on compliance of spay/neuter citations
5.0	Create a collaborative community of partners		
<i>5.1 Increase Transparency</i>	Sonia Joseph CIS/John Wesch DAL	Completed	See 2.5

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<p>5.2 <i>The animal welfare community of Dallas should share the workload of the strategic recommendations</i></p>	<p>Hobbs/Bonnie/Jones</p>	<p>In process</p>	<p>After Jan 1, meeting regarding open portal, fact base slotted for Jan 9 Bonnie working with the DAS staff to develop specific ideas or programs to help community focus on the areas of greatest need. Goal date Feb 2017</p>
<p>5.3 <i>The animal welfare community of Dallas should engage in an inclusive, fact-based dialogue</i></p>	<p>Hobbs/Jones/Bonnie</p>	<p>In process</p>	<p>Quarterly meetings are in place, next meeting to be held January 2017</p>
<p>6.0 DAS should move out from under the Department of Code Compliance and become an independent municipal department</p>			
<p>6.1 - <i>Assuming DAS must make a 1:1 replacement of support services currently provided by Department of Code, it would cost \$370k</i> - <i>Assuming DAS needs support services in line with BCG public sector and animal service organizations benchmarks, it would cost \$250k</i></p>		<p>Long term</p>	<p>Not funded</p>
<p>6.2 <i>The City of Dallas should increase funding for Dallas Animal Services to support recommendations</i></p>		<p>Completed</p>	<p>City Council approved FY16-17 adopted budget -added 2.7m to DAS budget</p>
<p>6.3 <i>The City of Dallas or DAS should hire a project manager to oversee the implementation of recommendations</i></p>	<p>Major Hobbs</p>	<p>Complete</p>	<p>Mandy Shreve served as interim Project Manager providing support to Chief Sherwin. 12/6/16-Bonnie Hill selected as New Project Manager: Mandy setting up introductions- to be completed by 12/27/16</p>
<p>6.3.1 <i>Hire data analyst to oversee the implementation of recommendations</i></p>	<p>Sonia Joseph/Hobbs</p>	<p>Completed</p>	<p>Hire (1) Data Analyst- CIS- Completed; DAS pending hire of 1 Dept Tech Analyst added in FY16/17. - CVS has referred list of applicants to DAS Emile, current analyst to start working at DAS at least two days a week once DAS data has been automated and posted to Open Data Portal</p>
		<p>In Progress 1/30/17</p>	<p>CIS has agreed to allow new Data Analyst to assist with data mining until DAS hires a new data analyst. DAS has scheduled interviews in 11/11/16. 11/22/2016-Selection for Data Analyst turned the position down- will ask for the positions to be re-advertised</p>

			12/22/16 Audrey has 3 more people she is interviewing. HR to re-evaluate the pay of this position. Possible to work with Lane staffing. Address additional staffing issue.
		Completed	DAS IT system upgrades = \$60k Included in FY16/17 budget
		In Progress- mobile units Cannot do because we do not have windows 10. Off list	CIS upgraded all computers required RAM and also applied "memory leak" hot fixes. CIS will monitor the performance for 2/3 days. If any computer needs to be replaced, we will order new PCs. Approximate 5 weeks to deployment. DAS to let CIS know if the PCs are still running slow. 11/15/16 Issue with tough books is a driver issue that is being addressed by CIS to update drivers. Determination made the slow down on computers has to do with DPD downloading MDC at end of 2nd watch shift pending status of Windows 10 install on DAS desk tops. Windows 10 is not compatible with current DAS desktop computers 12/06/16: Sonia- CIS is still working on the computers: (DAS-IT person is out FML)
6.4 The Animal Advisory Commission should establish new subcommittees to support DAS	Brodsky Chair/Bonnie Hill	In Process	Being looked at for Long Term goal, to be revisited February 2017
6.5 Exempt from civil service hiring		Long term	HR/Civil service department has moved DAS to priority list and has increase greatly level of customer service. Resumes are coming in and communication is good.
7.0	Ensure efficiency by measuring outcomes and increasing volunteers		
7.1 DAS should align its organizational structure and employee performance with the mission	DAS/CIS Sonia Joseph and Emile	In process	DAS will utilize Chameleon data to create metrics that measure DAS and employee activity. CIS has agreed to allow new Data Analyst, Emile, to assist with data mining until DAS hires a new data analyst. - 1 data analyst @ \$58k per year for performance scorecard and reporting
7.2 DAS should increase the scale of its volunteer program with a greater variety of roles	Major Hobbs	In process	1 Transport Coordinator @ \$51 k per year FY16/17 1 Animal Services Specialist added - \$68,822 annually fully loaded. The Job description has been approved by HR and the position is going thru the approval process. DAS completed SME questionnaire on 12/6/16. Goal set for 2017 4400 regular and 1800 foster volunteer hours.

7.2.1 Individual Volunteers	Tiesha Hood	Complete Ongoing	<p>- DAS Ongoing Volunteers</p> <p>All new volunteers fall into this category upon the successful attendance of an orientation and training. These volunteers can self-schedule their volunteer experience for either the main shelter in West Dallas or Everyday Adoption Center. Volunteer tasks include positive customer relations influencing customer adoptions, shelter hospitality and seasonal space enhancers, walking dogs, cuddling cats, photographing adoption animals, making enrichment crafts and treats, and facilitating shelter assistance as needed.</p>
		Complete Ongoing	<p>- Special Event/Short-Term Volunteers</p> <p>Individuals unable to commit to continuous volunteering with Dallas Animal Services have the opportunity to assist in a volunteer capacity for a short-term ranging from a one-time experience for a particular event to a limited repeat volunteering experience for specialized needs.</p>
		Complete Ongoing	<p>- Southern Dallas C.A.R.E. (Community Animal Resource Effort) Program</p> <p>This is Dallas Animal Services' outreach program to help pet owners keep their pets in their homes while also extending the reach of animal services, resource, and information in under-served areas. Volunteers familiar with the Pets For Life model in community activism and engagement can specifically request to canvas neighborhoods with animal care messaging and resources. Volunteers are solicited and provided to support the Southern Dallas C.A.R.E. Coordinator in her community outreach and connectivity efforts</p>
7.2.2. Education		Complete Ongoing	<p>- Kids Reading to Pets (link for main shelter groups and link for EAC individuals/families)</p> <p>Students in grades K-12 can visit Dallas Animal Services for a unique opportunity to practice their reading skills among an attentive audience of shelter animals and in return improve shelter animal behavioral development through youth socialization and engagement. This program is targeted for school groups but has also been used for community student programs.</p>
		Complete Ongoing	<p>- Youth Enrichment Shelter Visits (link for signup of youth groups)</p> <p>Youth groups of 3 students or more (ages 18 or younger with a group sponsor/adult chaperone) may visit the shelter to learn more about issues around animal welfare and the kind of impact Dallas Animal Services has in their communities. These educational visits include a tour, visits with our shelter animals, and an enriching activity that includes making toys and treats for the shelter animals. Previous groups that have visited included local school groups, Girls Scouts and Boys Scouts of America, Big Brothers and Big Sisters of Metropolitan Dallas, YMCA, Girls Inc. and others.</p>

		Complete Ongoing	<p>- PAWS Partner Club at the schools This in-school program teams local schools with Dallas Animal Services to highlight significant animal welfare topics in community, career, and care. Students learn from Dallas Animal Services ambassadors and partners through classroom lessons and hands-on activities, plus field trips to Dallas Animal Services.</p> <p>- Externship and Veterinary College Student Intensive Currently enrolled collegiate students pursuing either a DVM or VT may join Dallas Animal Services for hands-on experience in shelter medical services and will also include areas reliant upon the medical team including Lost & Found, Adoption Surgeries, Field Intake, Cruelty Cases*, Rescue, and Emergency Care. (*dependent upon cases at that time) In addition to hands-on development, externs/volunteers will also receive professional development in the form of short 10-minute “coffee chats” with key medical personnel given their availability. Previous programs included students from Texas A&M University College of Veterinary Medicine and Biology Sciences and Cedar Valley College Veterinary Technician program.</p>
7.2.3 Community Outreach		Complete Ongoing	<p>- Service Days (Corporate & Civic Groups) (link for groups to sign up) Large corporate and civic groups (up to 30 persons) can host their service or teambuilding days at Dallas Animal Services. We welcome groups that are seeking a fun, empowering way to heighten social interaction among our shelter pets and their teams. Groups who have chosen to join us have been AT&T, Dallas Bar Association, McAfee-Intel, Visier, Dallas Pets Alive, Gay for Good, KWA Construction, Southern Methodist University, University of Texas at Dallas, American Airlines, Banfield Pet Hospital and many more.</p> <p>- Arts in the Shelter This program enriches the shelter through the beauty of the creative and visual arts. School art clubs and individual youth artists may consider classroom projects and student leadership projects. Additionally, this program includes vocal groups visiting the shelter to serenade our shelter pets.</p> <p>- Group Tours Groups of 3 or more who are interested in learning more about the shelter from a Dallas Animal Services ambassador can schedule a tour around the public areas of the shelter.</p>

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7.2.4 Court Mandated Community Service Hours		Complete Ongoing	Individuals needing to complete volunteer hours mandated by court can do so at Dallas Animal Services so long as the offenses are not violent felonies. All will receive a brief orientation to acceptable tasks before engaging in their community service hours.
7.2.5 Foster Program		Complete Ongoing	<ul style="list-style-type: none"> - Puppy EAC Program Volunteer fosters will help ready puppies for the Dallas Animal Services (EAC) Everyday Adoption Center too young for adoptions brought into the main shelter in West Dallas. - Dog Transport Program (this on hold for now: Until we get the foster program can be sustained) Volunteer fosters will help foster current adult dogs in readying them for transport to Northeastern shelters and rescue groups.
7.2.6 Donations & Volunteer Wish List Drives		Complete Ongoing	Donations from volunteer groups are organized based on current shelter and Volunteer Program needs that enhance the everyday shelter operations. Donations for this purpose can be provided on an ongoing basis.
7.2.7 Skills & Trade Volunteers		Complete Ongoing	<ul style="list-style-type: none"> - Grooming Those experienced in the art of dog grooming (cats too!) can consider contributing their skills and talents to enhancing the appearance of our shelter pets, enhancing the likelihood of adoptions. - Photography Photographers interested in bringing their photographic skills set can always be of great service in helping enhance the exposure and likeness of our shelter pets through the eyes of a professional lens.
8.0 Daily Administration & Internal Processes			
	Major Hobbs	In Process	Standard operating procedures and hiring schedule SOP - see attachment. <ol style="list-style-type: none"> 1. Will not be published until product has been finished and approved; each work instruction completed and uploaded individually 2. The finished product WILL be added to 4eval, which is posted for Public Access Procedures/SOPs - see attached SOP first draft A.C. at some point address the issue of if whether ISO is working or not
	Major Hobbs	On going	Hiring Schedule/ Position Management

	DAS/Code/CIS	On going	Procurement/Requisitions				
	Jody Jones/EBS	In process	Building Repairs - Punch List provided to EBS and being worked 11/09/16 - Latest update on Punch List, waiting for Parts on orders, EBS continuing to work on list.				
9.0	Improve 311 Response time						
	Margaret Wright/Chief Sherwin	Long term	Move certain 311 calls to 911 for response				
	Margaret Wright/Chief Sherwin	Completed	Loose dog Service Requests at time of creation is closed out (data collection only)				
10.0	DPD Involvement						
	<i>10.1 DPD's direct involvement filling the gap in much needed areas.</i>	Major Hobbs	On going				
			<p>Review of Antoinette Brown death indicated a number of gaps where tighter partnership between DAS and DPD is needed</p> <p>311 dispatch and DPD 911 dispatch routinely communicate with each other to dispatch resources based on needs of the caller</p> <p>Deputy Chief and other DPD staff assigned to DAS to improve communications, policies, and operations between departments</p> <p>Public service announcements to call 911 for animal attacks in progress</p> <p>Embedded DPD staff into DAS to improve focus on loose dogs and dog attacks</p> <p>Animal cruelty improvements have been combined into DPD-DAS partnership and will be reported in periodic updates</p> <p>Dallas Police Department (DPD) uses the Computer Aided Dispatch (CAD) system to receive calls to 911 and dispatch police officers</p> <p>All Animal Incident reports from DPD now go to DAS desk so that calls can be matched up so that no incidents are missed.</p> <p>Dallas Fire Department send to DAS all bite cases so that there is a check and balance audit done to 311 calls</p> <p>Improved Animal Cruelty case response by MOU with SPCA</p> <p>SBI-putting more focus on loose dog enforcement and accountability.</p>				
11.0	Dallas Animal Services Hiring Plan						
			<table border="1"> <tr> <td></td> <td>As of 1/3/17</td> <td></td> <td>This does not include all FTE's</td> </tr> </table>		As of 1/3/17		This does not include all FTE's
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General Funded Positions				
Position	Total number of authorized positions	Total number of positions filled	Total number of vacancies	
Animal Services Officer	47	41	6	
Senior Animal Serv Officer	5	4	1	
Animal Keeper	18	15	3	
AKII	12	8	4	
Animal Services Specialist	3	2	1	
Coordinator	1	0	1	
Coordinator II-Field (one position is FY15/16. Other position is the Dangerous Dog position code used to handle.)	2	0	2	
Coordinator II	0	0	0	
Crew Leader	6	6	0	
Customer Service Rep (re-class to Crew Leader)	0	0	0	
Department Tech Analyst	2	1	1	
Public Information Coordinator job code 40060-00 (used to be Coordinator III)	1	1	0	
Manager I-Field	1	1	0	
Manager II - Shelter	1	1	0	
Manager III	1	1	0	
Quality Assurance Specialist	1	0	1	

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			Office Assistant II	6	6	0
			Senior Customer Service Representative	1	0	1
			Supervisor II - Field	8	5	3
			Veterinarian	5	3	2
			Vet Tech	9	8	1
			Total	130	103	27