Memorandum

CITY OF DALLAS

DATE September 11, 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 Action Plan**

On Monday, September 14, 2015 the Quality of Life & Environment Committee will be briefed on Dallas Animal Service's Action Plan. The briefing is attached for your review.

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

Joey Zapata
Assistant City Manager

Attachment

Dallas Animal Services Action Plan

QUALITY OF LIFE & ENVIRONMENT COMMITTEE

SEPTEMBER 14, 2015

Purpose

- As requested by City Council on September 2, 2015, this briefing provides an **outline of a plan** to improve loose dog enforcement through Dallas Animal Services
  - Achieving and maintaining full staffing
  - Improving technology
  - Enhancing outreach and enforcement initiatives
  - Delivering data-driven strategies
  - Identifying options to increase intake capacity

Vision & Approach

- Vision
  - A city that protects the health and safety of its people and pets, and promotes responsible pet ownership through outreach and enforcement

- Approach
  - Following City Council meeting on September 2, a team of city departments gathered over 6 days to take a fresh look at approaches and opportunities to reduce loose dogs in Dallas
    - 311 Call Center, City Attorney's Office (Community Prosecution and Chief Prosecutor), City Manager's Office, Civil Service, Code Compliance and Dallas Animal Services, Communication & Information Services, Dallas Marshal's Office, Dallas Police Department, Equipment & Building Services, GIS, Human Resources, Office of Financial Services, Public Information Office
  - Also initiated dialogue with Texas Department of State Health Services, Workforce Solutions Greater Dallas, and other animal control associations and agencies

Staffing

- Staffing Vision
  - Attract, hire and maintain the best staff to resolve animal issues and promote safe neighborhoods
- Achieve full staffing for FY15-16 in November 2015
  - Start 'additional pay' for all DAS employees in FY15-16
    - Evaluate more recruitment incentives to find qualified applicants
  - Hold job fair in October 2015 with on-site application, interviews and job offers
  - Enhance targeted ads in trade journals and conferences
  - All positions are listed in Appendix

Staffing

- Needed Civil Service support and changes
  - Short-term: Participate in job fair, with on-site candidate review and qualification
    - Double-fill positions in anticipation of attrition
  - Long-term: Adopt any changes recommended in consultant report that could positively impact hiring processes (see Appendix A for overview of consultant findings/recommendations)
- Maintain stable workforce
  - Explore outsourcing options for euthanasia services
  - Enhance compassion fatigue program
  - Expand training to enhance proficiencies
  - Review span of control for effective supervision
  - Reduce temporary and increase permanent staffing

Staffing

- FY15-16 Proposed Budget includes $580k partial-year funding for 15 new positions (Appendix B)
- FY15-16 Amendment for City Council consideration
  - $462k for full year funding of 15 new positions
  - $191k to fund upgraded positions to attract and maintain staffing
  - $115k for 'additional pay' to maintain staffing

Technology

- Vision for technology
  - Technology that helps residents and the City understand service request outcomes, how we're doing, how we are addressing issues, with accessible data to monitor and show results

- Connect data flow between 311 and DAS
  - Currently, City uses two, unconnected systems in 311 and DAS
  - As of August 2015, all hardware needed (mobile data terminals with improved mobile connectivity, radios) is in use in the field
  - By end of 2015, 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

Technology

- Enhance data collection in 311 and DAS systems
  - In the interim until December 2015, data is being collected
    - Improved location capture
    - Implemented loose-owned service request type
    - Case information is directly entered into database in the field
- Connect data flow between DAS and Courts
  - Currently, DAS field data and photographs are manually provided to prosecutors in Municipal Court
  - Complete DAS-Courts database link by September 2016
    - DAS field data and photographs will be available in the courts' database to improve prosecution and enforcement

Technology

- Assess utilization of GPS functionality by January 2016
  - Would improve dispatching in 311 for efficient response
  - Would improve location capture for impounded dogs for reporting
- Make additional technology improvements at the shelter
  - Increase network bandwidth at DAS
    - Estimated FY15-16 cost: $15,000
    - In progress for October 2015
  - Comprehensive technology assessment to determine needs to enhance customer experience and shelter operations
    - Examples: Customer kiosks, audio/visual equipment for training, computers or tablets for improved data entry
    - Scheduled to begin October 2015
    - Recommendations to be briefed to QOL in January 2016

Outreach & Enforcement

- Vision for outreach and enforcement
  - Engage Dallas residents so that their concerns are heard and resolved, and relevant information and resources are accessible
- 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 and enforcement
  - Strengthen tactics within the grids
    - Daily tactical initiatives for outreach and enforcement
    - Expedited response for all animal calls
    - Team capture approach
    - Foot patrols
- Schedule and communicate targeted areas beginning in November 2015
  - Coordinate targeted areas with DPD
  - Leverage existing NextDoor and social media to share information and results

Outreach & Enforcement

- Wrap vans with DAS information to show presence in community
- Develop and launch new marketing campaign to address loose dogs and responsible pet ownership by December 2015
- Identify and work with new and existing community partners
  - Schools, crime watches, neighborhood associations, businesses, etc.
  - Other City departments (listed on page 3)
- Use Community Court citations and community service hours

Enhanced Reporting

- Vision for enhanced reports
  - Reports that measure the impact of efforts on loose dogs, including more educated residents, more responsible pet ownership and enhanced public safety
- Engage DPD for consulting on field response and metrics
  - Use Crime Analysis Unit model to guide new metrics
    - For example, 'dispatch call for service' report
  - Launch DAS scorecard modeled on DPD by April 2016
    - 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
- Conduct before and after surveys in targeted areas to measure impact
  - Similar to virtual town hall meetings to place calls in specific areas
- Review and update current call types, estimated response times (ERT), service level agreements (SLA), and performance

Intake Capacity

- Vision for intake capacity
  - Capacity matched to the need for loose dog intake
- Review foster home program options for intakes
- Identify city facilities as potential sites for captured or surrendered dogs
- Mandatory microchipping and spay/neuter
- Initiate strategic plan to meet community needs

Next Steps

- Total estimated FY15-16 improvement costs for consideration: $783,000

- Use committee input to prioritize action plan steps and provide quarterly DAS briefings and updates to Quality of Life & Environment committee

  - October 2015

  - January 2016

  - April 2016

  - July 2016

- Brief Animal Advisory Commission in October 2015

Appendix A

- Hiring Process Concerns
  - Departments expressed concerns about the hiring process for civilian positions:
    - Length of time it takes to hire an employee
    - Candidates' qualifications
    - Candidate pools that do not meet the departments' hiring needs
    - Excessively large candidate pools that do not differentiate highly qualified candidates from minimally qualified candidates
    - Constraints regarding the interview process
    - Confusion and frustration with the on-boarding process once as a candidate is selected
      - Assurance that appropriate pre-employment checks are completed

Appendix A

- ## Consultant Hired

  - August 2014

  - HR and Civil Service engaged a third-party firm, CPS HR Consulting, to review the City's hiring process

  - CPS presented results/recommendations to City Manager's Office in August, 2014

  - CPS presented results/recommendations to the Civil Service Board on October 7, 2014

- Consultant's Scope
  - CPS reviewed 11 major categories in the hiring process
    - Identifying an open position
    - Providing an eligibility list
    - Selection process
    - Pre-employment checks
    - Hiring
    - Recruitment
    - Training
    - Service Level Agreements
    - Unskilled Labor hiring
    - Rules for non-civil service departments
    - Communication to applicants
  - CPS made more than 70 recommendations which are summarized on the following pages

Appendix A

- Consultants' Major Findings/Recommendations
  - Departments frustrated and confused by the hiring process
    - More training on the process needed
    - More hands-on help needed
  - There is no recruiting plan developed in conjunction with hiring departments
    - Departments should work with Civil Service to develop a plan for recruiting, especially for high-level and hard to fill positions
    - Engaging departments in the front end could help yield better candidate pools
  - Departments unsatisfied with the candidate lists provided
    - It takes too long to get the lists
    - The lists have too many candidates
    - Candidate lists are not sorted or ranked
    - Candidates do not meet their hiring needs
  - Increased use of technology could improve the process
    - Use of the auto-scoring function in NeoGov could help speed review
    - Banding of candidates by qualifications could help departments
    - Using supplemental questions for screening applicants could make lists more manageable

Appendix A

- Consultants' Major Findings/Recommendations
  - The reduction of the number of job classifications in 2001 ("broad-banding") exacerbates the problem
    - Job duties and responsibilities are not specific enough when job posted to meet the departments' need
  - Departments are developing, administering, and scoring their own examinations
    - Testing should be developed and conducted by Civil Service to reduce risk from un-validated testing
  - Departments use a variety of interview processes
    - HR should provide additional training on the interview process
  - Post-offer on-boarding needs to be more consistent
  - There are no proactive outreach recruitment activities
    - Need to have a comprehensive marketing plan and on-line presence
  - The organizational structure where HR and Civil Service are responsible for various parts of the hiring/recruiting process is unique to Dallas and exacerbates the problem

Position	# of Vacancies 10/1/14	FY14-15 # Hired	Terminations (transfers) during 14/15	Reclass approved	Double Fill Pending	# of Vacancies (includes pending double fills	Planned Hire Date
Animal Services Officer	10	(5)	5	(6)	0	5	Oct
Senior Animal Serv Officer	0	0	0	5	0	5	Sept
Coordinator I	1	0	0	0	0	1	N/A
Coordinator II	1	0	0	0	0	1	Sept
Customer Service Rep	9	(4)	5	(6)	(2)	0	
AKII	0	(4)	1	5	2(Double fill pending	2 vacant from reclass, additional 2 double fill pending	Sept
Manager - Business	1	0			(1)	0	
Manager II - Business	0	0	0	0	1	1	
Manager II - Shelter/Field	0	0	0	0	2	2	
Sr. Office Assistant	2	(2)	0	0	0	0	
Office Assistant II	0	0	0	1	0	1	
Supervisor II	4	(3)	2	0	(1)	1	Sept
Supervisor II (Warehouse)	1	0	0	0	0	1	Sept
Vet Assistant	3	(3)	2	0	0	2	Sept
Total	32	(21)	15	0	0	26	

New FY15-16 Positions

1 Manager
2 Coordinator II
1 Coordinator III
4 Animal Services Officers
2 Office Assistants
1 Veterinarian
1 Veterinary Manager
2 Crew Leads
1 Animal Keeper