



Executive Briefing Memo

Date: August 3, 2007

Department/Division/Project: Public Works (General Services) – Animal Control

Division Overview: The Division of Animal Control provides a state mandated public safety component enforcing the laws pertaining to animals and provides animal sheltering services for the city of Richmond.

Current Operations: The division is staffed by 19 positions, which include:

- 1 Program Manager
- 1 Administrative Project Analyst,
- 1 Field and 1 Shelter Supervisor,
- 1 Dispatcher,
- 1 Office Specialist,
- 6 Animal Control Officers (ACO's)
- 7 Kennel Assistants.

The division is staffed 7 days a week from 8am – 5pm and is open to the public 12pm-5pm Mon.-Friday and 12-4pm on Saturdays. The Field division provides services 7am-8pm Monday – Friday and 8am-5pm on Saturdays and Sundays. On-call coverage is provided for emergencies after hours.

Overview of Animal Control (presentation by Animal Control staff)

Questions and discussion as needed.

Issues for Discussion:

Proposed measures:

The measures developed by Animal Control staff and the consultants are, upon full implementation, certainly capable of assessing performance and process improvement opportunities.

However, significant issues with reporting of data exist at this time. Until these issues are corrected, Animal Control's capability to fully assess and manage performance, as well the capability to identify process improvement opportunities, is seriously

compromised. A safety issue linked to a lack of data collection has also been identified.

Data Reporting

In early July, 2007, Animal Control staff reported that although a great deal of data is being entered into the Shelter Buddy software package, the resources to extract and report all data from the software for analysis do not exist. The most serious reporting gaps are:

- The measure “response time to requests for service” was cited by Animal Control as a measure to be deployed. However, the data is not being reported at this time. Response time for service requests is a critical qualitative measure.
 - What is the projected time frame to begin reporting and analyzing data on response times for service calls?
 - What are the obstacles to fully implementing the measure?
- The measure “average length of stay in the animal shelter” was cited by Animal Control as a measure to be deployed. This measure is further broken down to type of animal and potentially, resolution (adoption, transfer, etc.) However, the data is not being reported at this time. Average length of stay in the animal shelter is also a critical measure.
 - What is the projected time frame to begin reporting and analyzing data on the length of time animals stay in the shelter?
 - What are the obstacles to fully implementing the measure?
- For data reporting gaps in general, including gaps of a less critical nature than those discussed above:
 - What is the projected timeframe to develop the capability to extract and report all available data from the software?
 - What are the obstacles to extracting and reporting the data?
 - Is formalized training needed for staff to accomplish the objective?
 - Can full scale data extraction and reporting be sustained in the future with present staffing levels?

Data Collection

- The measure “total bite cases” was cited by Animal Control as a measure to be deployed. This measure is further broken down by type of animal. However, data on bite cases is not being collected or tracked because responses to animal bites (as well as tracking animal bites) are the responsibility of the Richmond Health District, which at this time does not provide data to Animal Control. While data on animal bites is a useful descriptive measure, it is, more importantly, critical to the safety of Animal Control staff responding to calls for service in the field.

- What is the projected time frame to reach an agreement with the Richmond Health District on the provision of animal bite data?
- What are the obstacles to securing the data and implementing the measure?

Animal Control and the 311 Call Center

- During the RichmondWorks 311 Call Center meeting held on July 26, the integration of Animal Control calls into the 311 Call Center was flagged as an item for follow-up. Both parties as well as RichmondWorks staff met on July 31. Three possible means of proceeding have been identified. 311 staff will review the options and make a recommendation on how to proceed. RichmondWorks staff will monitor this issue and report as appropriate.

Dispatch of Animal Control Calls

- There have been discussions with Emergency Communications regarding their assuming responsibility for the dispatch of certain animal control calls. Under the current methods of dispatch, a significant safety issue exists because there are no provisions for automatic notification of 911 in the event that an animal control officer requires immediate assistance. Discussions will continue and RichmondWorks staff will monitor this issue and report as appropriate.

Placement of Animal Control in the City Organizational Structure

- Currently, Animal Control is part of General Services. This arrangement is somewhat unusual compared to the manner in which the function is treated in other localities. Animal Control and General Services will continue to monitor how well the arrangement works and may make a recommendation for re-alignment in the future.

Questions/Follow-up Issues