



# Department of Community Services Animal Services Division

## Overview



February 14, 2017

# Presentation Overview

## Presenters:

- Kim Peoples, Department Director—Department of Community Services
- Jackie Rose, Division Director—Multnomah County Animal Services(MCAS )

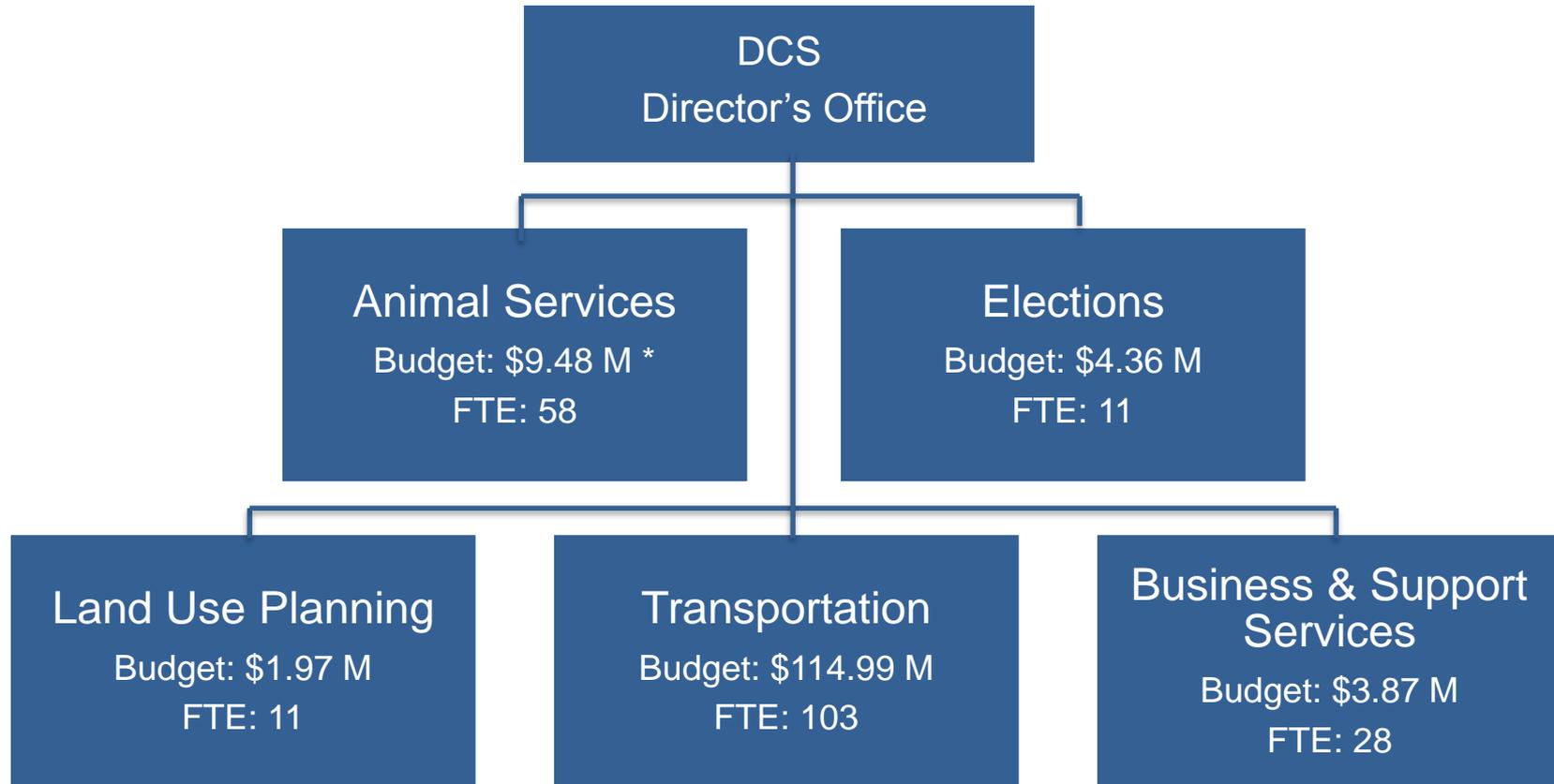
## Presentation Outline:

- DCS Organizational Structure
- MCAS Mission, Vision and Organizational Structure
- Overview of Program Services
- Recent Accomplishments
- MCAS Strategic Plan
- Current Challenges
- Key Points
- Questions



# Department of Community Services

FY 2017  
Budget: \$134.67 M  
FTE: 211



\* \$200,000 OTO Field Office Relocation not included in FY 2017 total



# MCAS Mission & Vision Statements

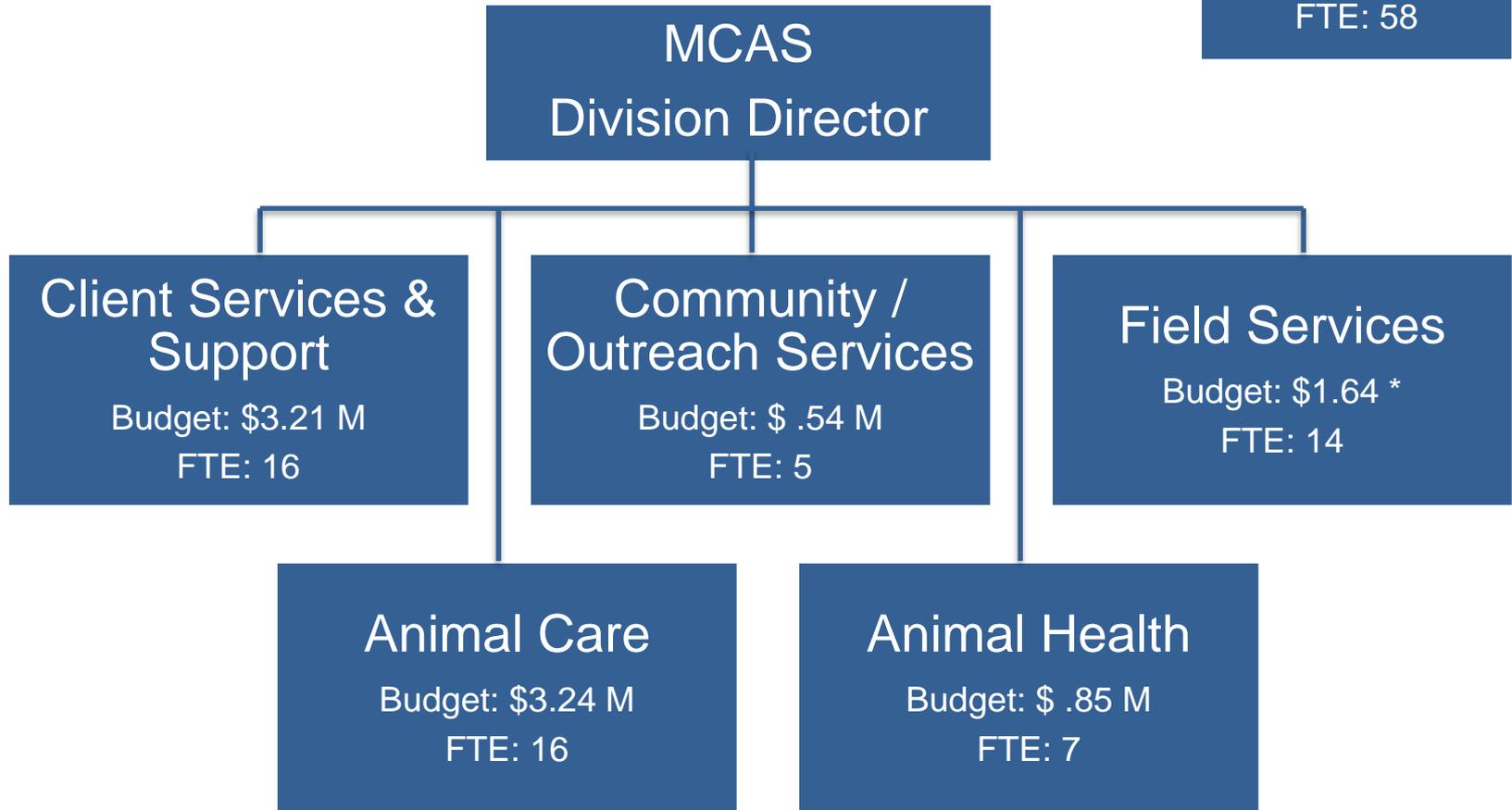
**Mission:** To protect the health, safety, and welfare of pets and people of Multnomah County.

**Vision:** Multnomah County is recognized as a progressive, safe, compassionate, and livable community for people and their pets. MCAS is aligned with the community's values to deliver outstanding programs and exceptional customer service to meet the needs of the animals and people.



# MCAS Programs

FY 2017  
Budget: \$9.48 M  
FTE: 58



\* \$200,000 OTO Field Office Relocation not included in FY 2017 total



# Program Services

## Client Services & Support

- FY 2017
  - Budget: \$3.21 M
  - FTE: 16

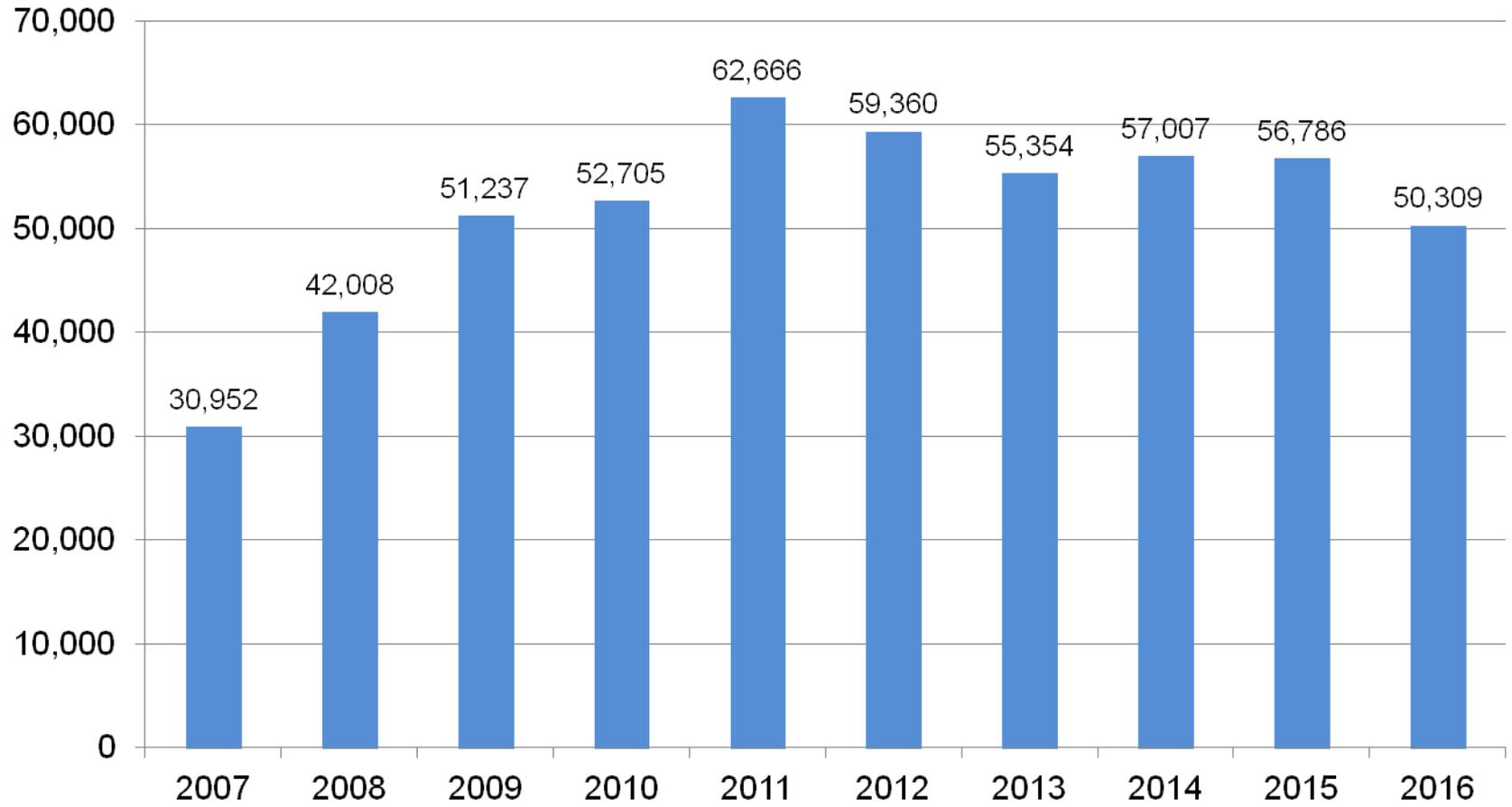
## Services Provided:

- Call Center
- Intake
- Lost and Found Coordination
- Owner Redemption of Lost Pets
- Pet Licensing
- Facility Licensing
- Financial Processing and Management
- Division Management



# Pet Licenses Issued

*(Fiscal Year Totals)*



# Program Services

## Field Services

- FY 2017
  - Budget: \$1.64 M
  - FTE: 14



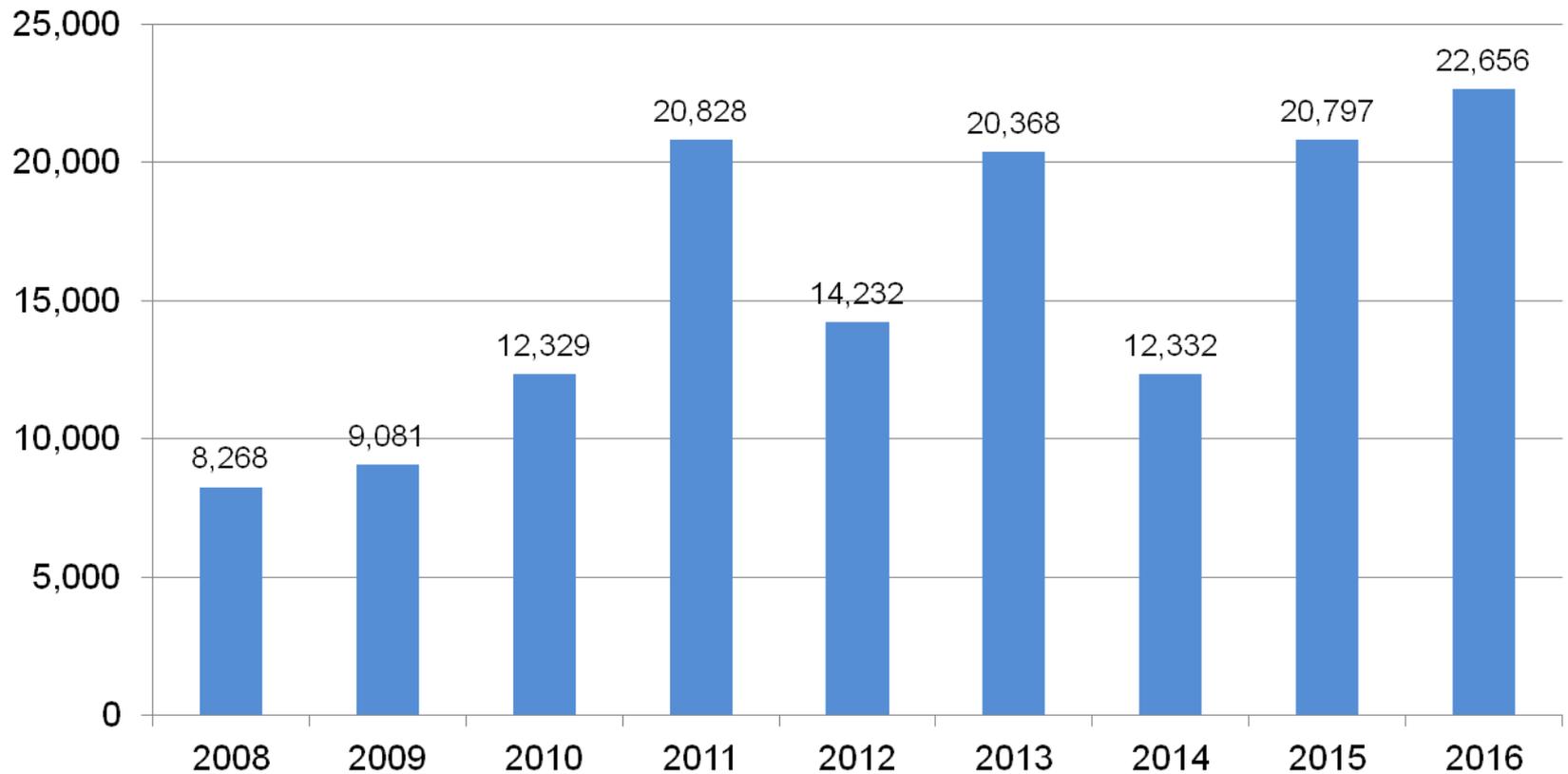
## **Services Provided:**

- Animal Control Service (Commissioned Officers)
- 24 hr. Emergency Response and Rescue
- Respond to Potentially Dangerous Dogs Situations
- Animal Bite Investigation
- Animal Abuse and Neglect Investigations
- Neighborhood Services – Dead Animal Removal, Animal Nuisances, License Enforcement
- Responsible Pet Ownership Education and Enforcement



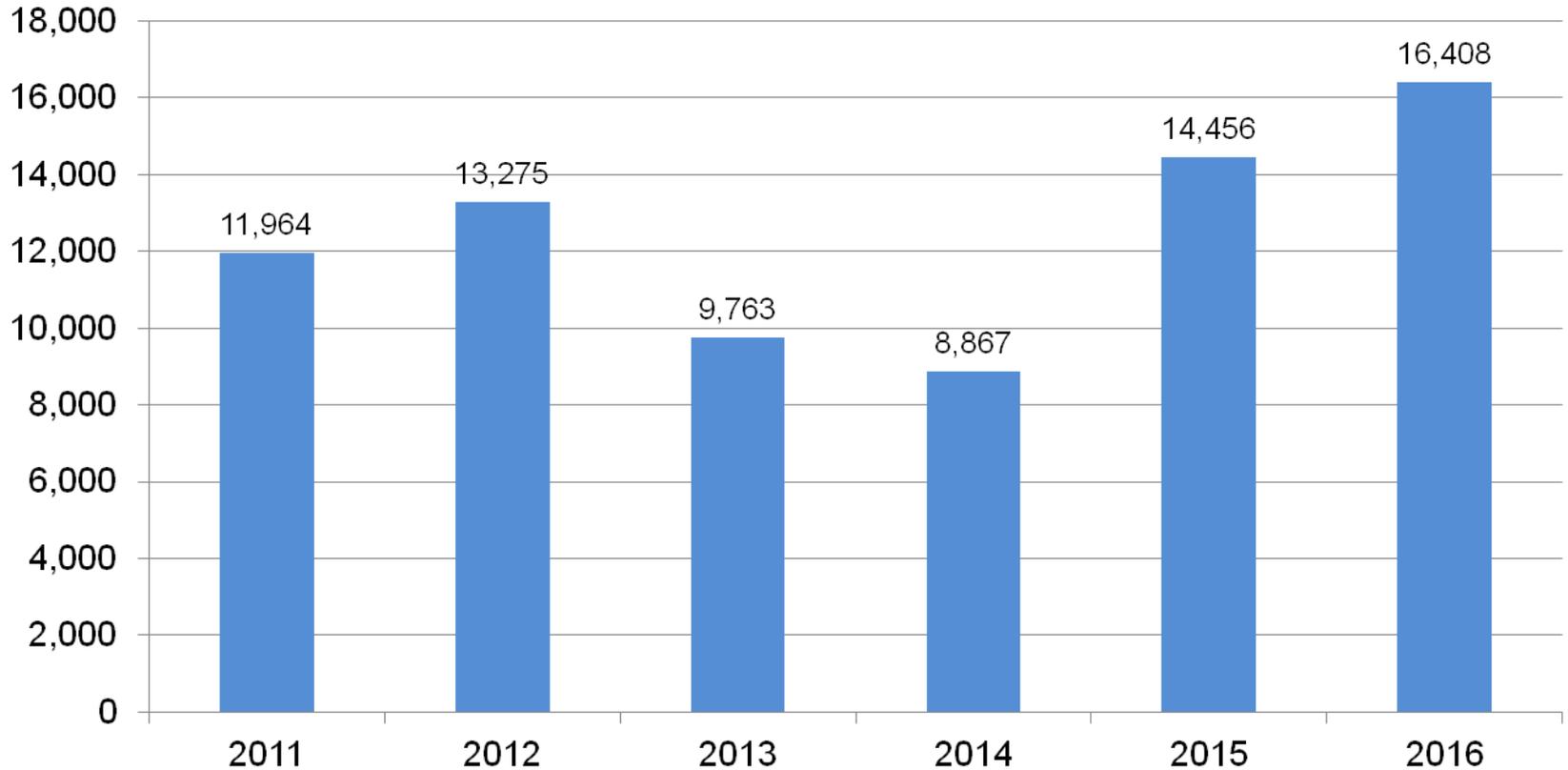
# Community Calls Received

*(Fiscal Year Totals)*



# Notice of Infractions Issued

*(Fiscal Year Totals)*



# Program Services

## Animal Care

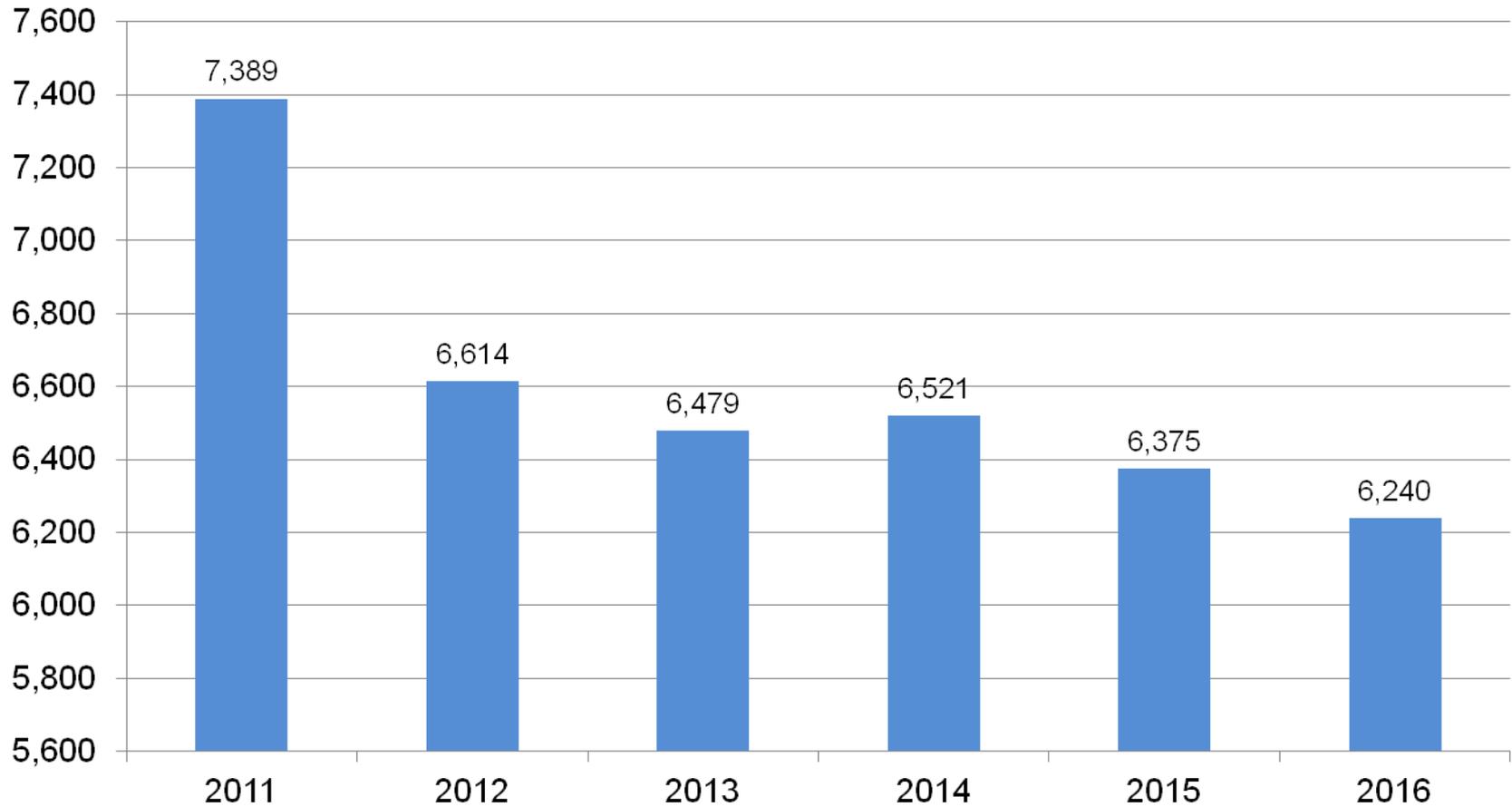
- FY 2017
  - Budget: \$3.24 M
  - FTE: 16

### **Services Provided:**

- Shelter and Care for Homeless Animals
- Approximately 6,000 Animals Served Each Year
- Behavioral Evaluation
- Enrichment and Behavioral Interventions
- Pet Adoption and Counseling Services
- Community Information and Referral
- Working Cat Program
- Foster Care Program

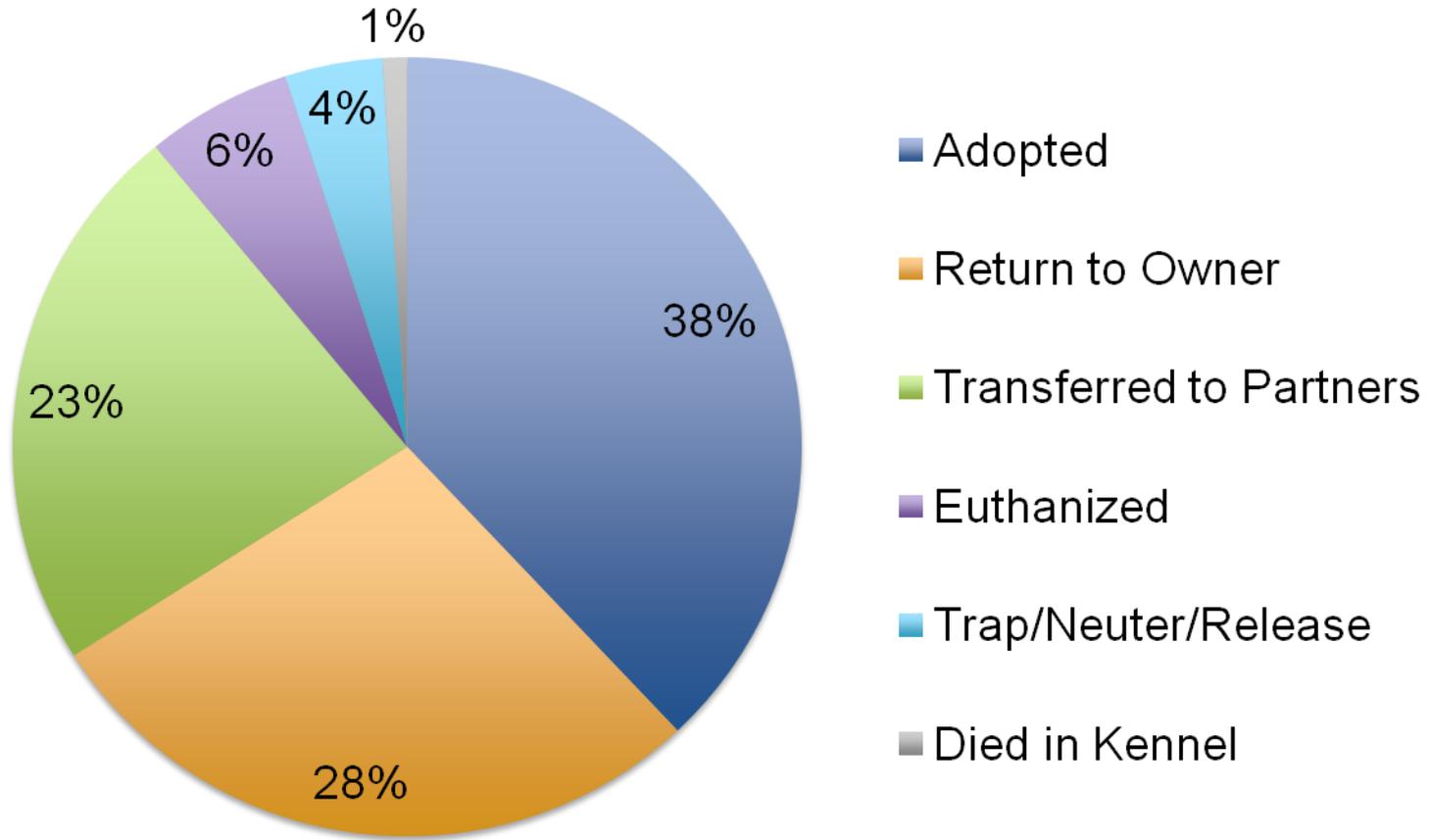


# Number of Animals Served *(Fiscal Year Totals)*

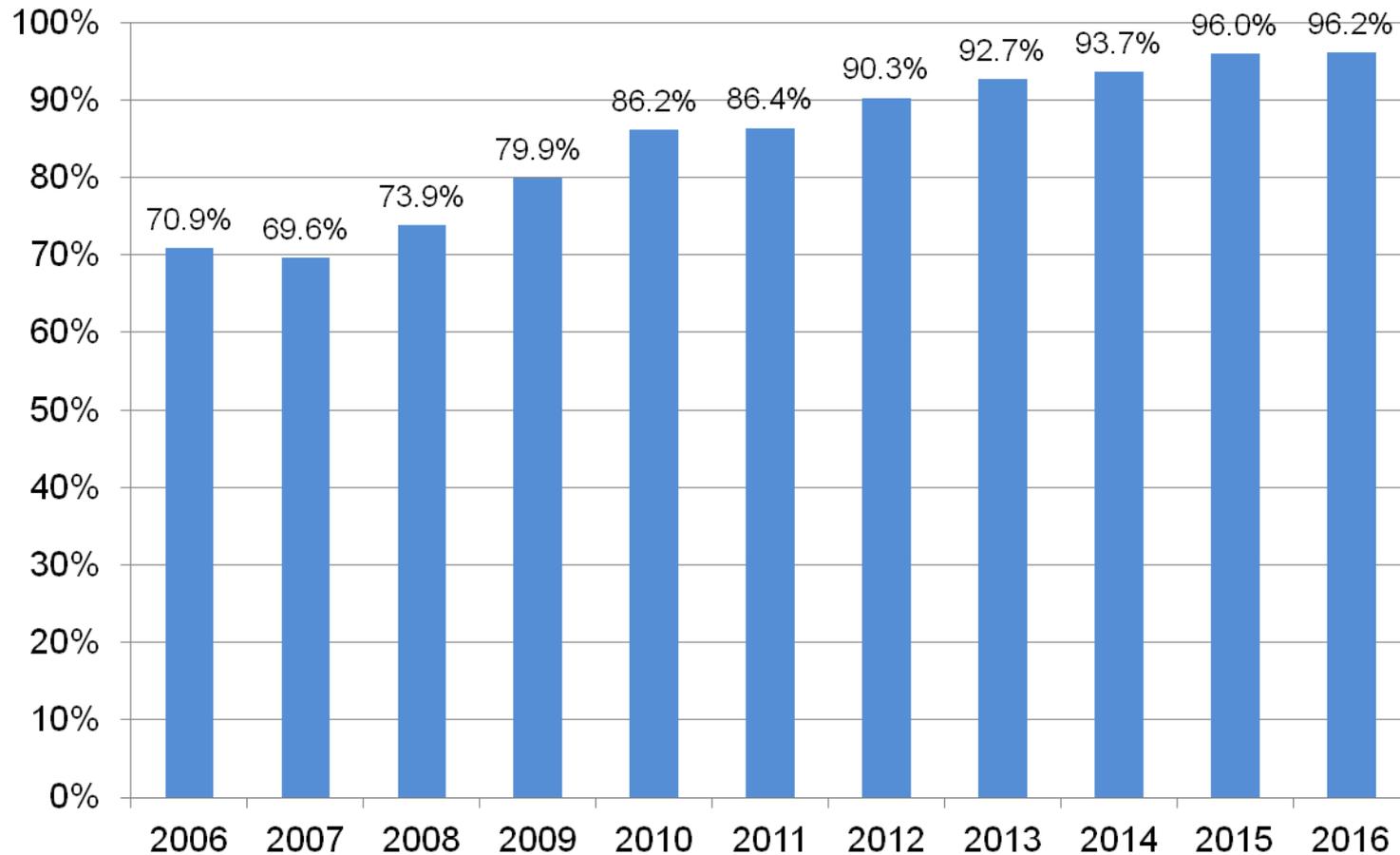


# Outcomes for Animal Served

(Fiscal Year 2016)

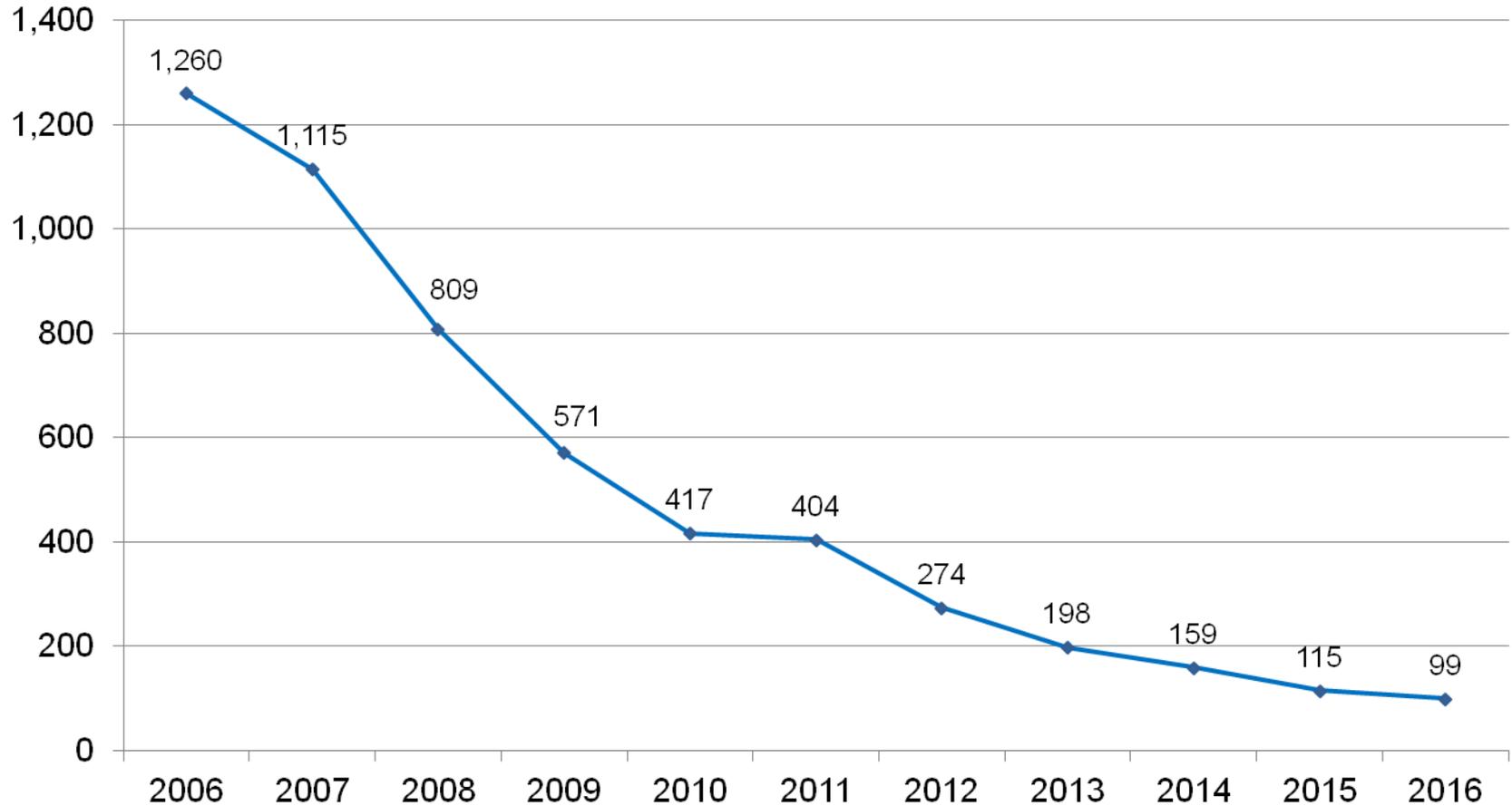


# Live Release Rate—Dogs (Calendar Year Totals)



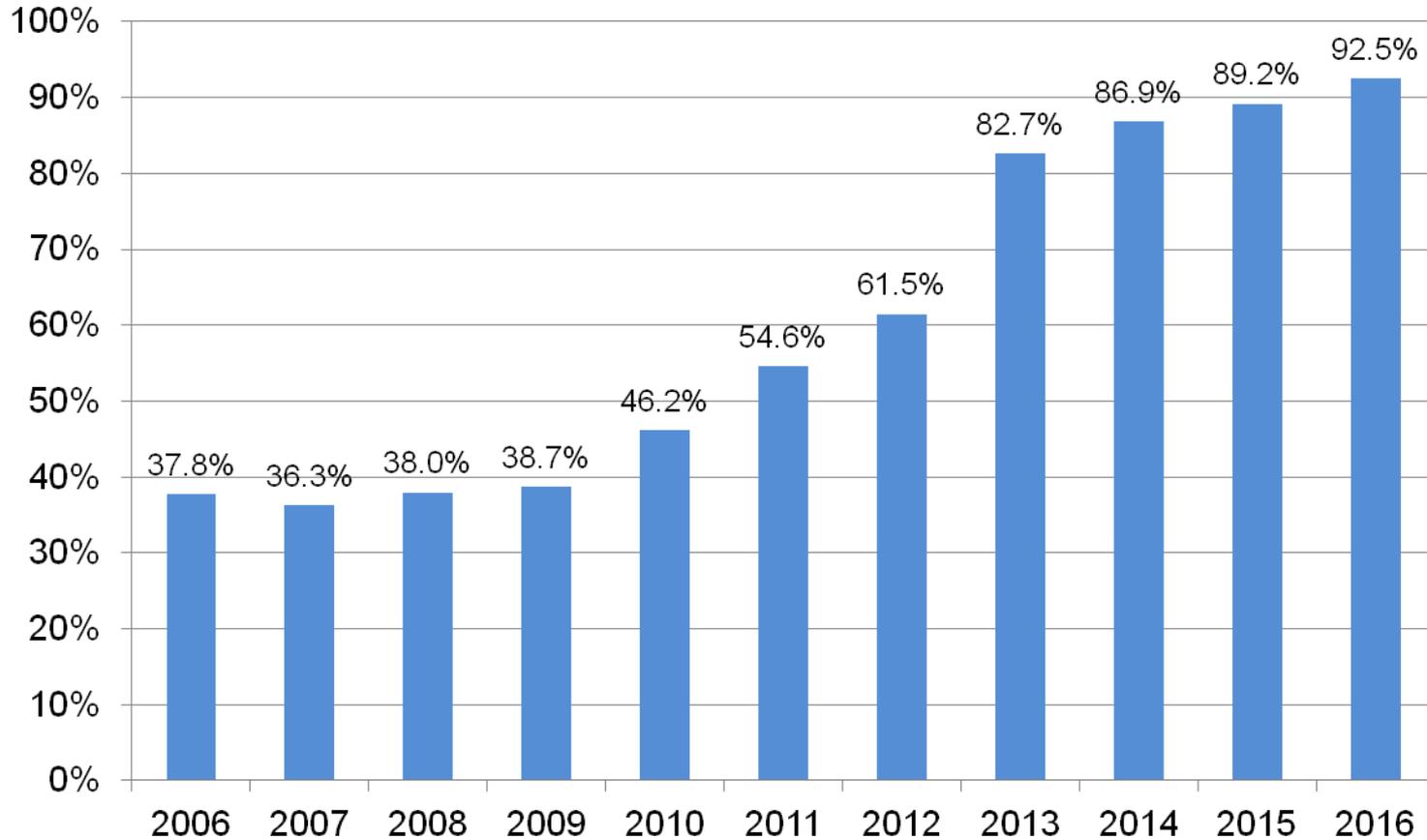
# Euthanasia—Dogs

*(Calendar Year Totals)*



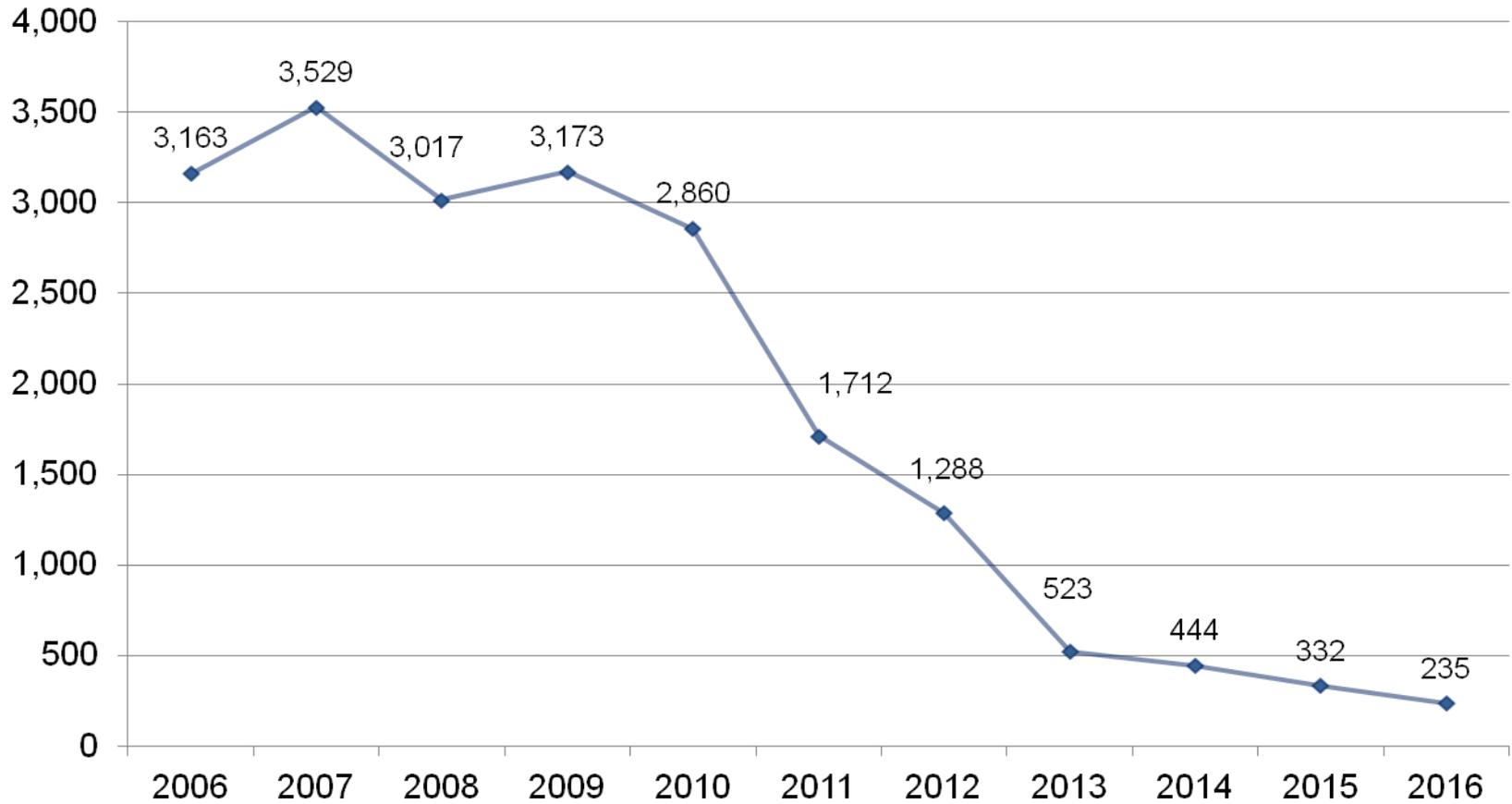
# Live Release Rate—Cats

*(Calendar Year Totals)*

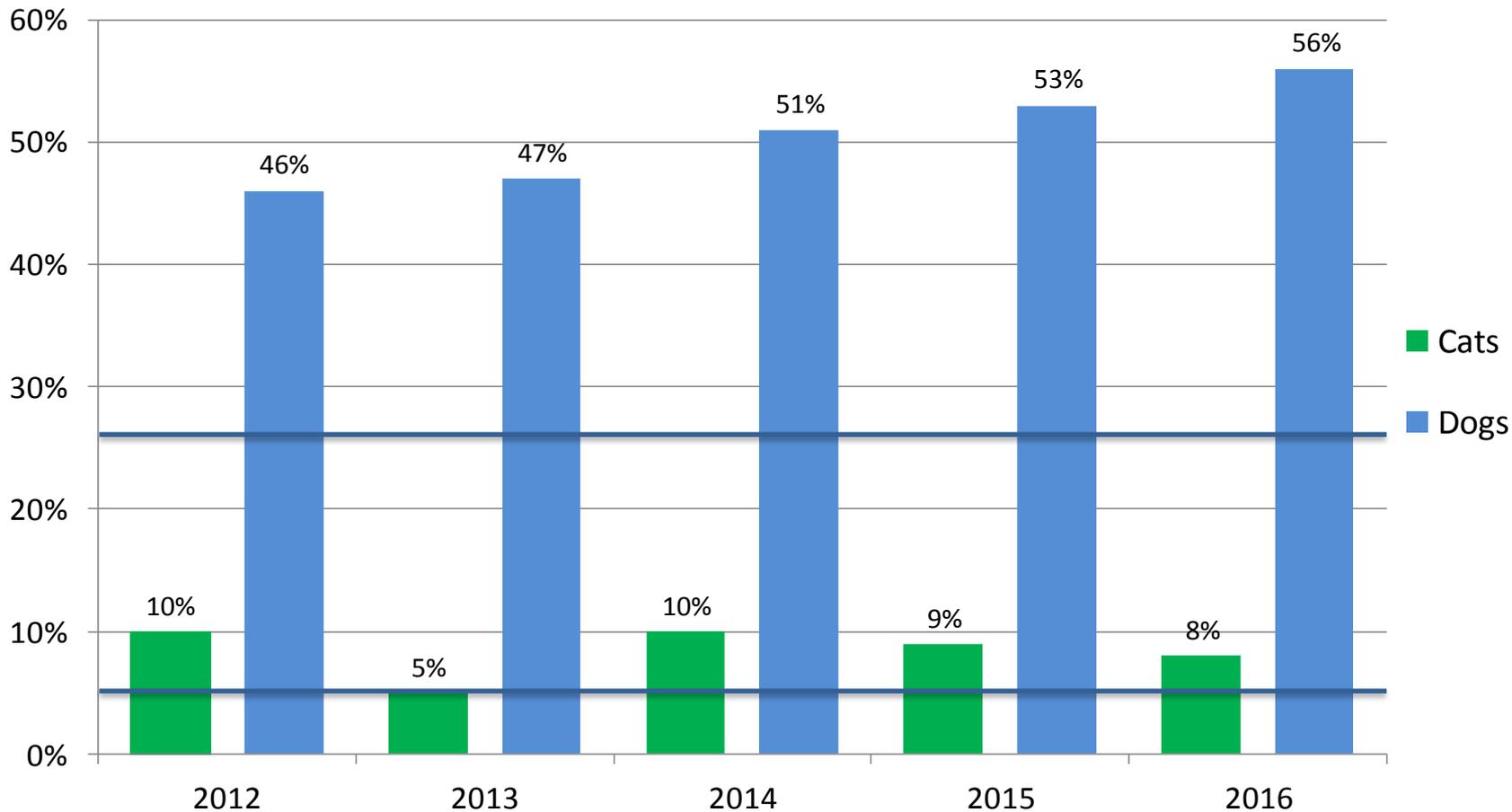


# Euthanasia—Cats

*(Calendar Year Totals)*



# Return to Owner Rates (Fiscal Year)

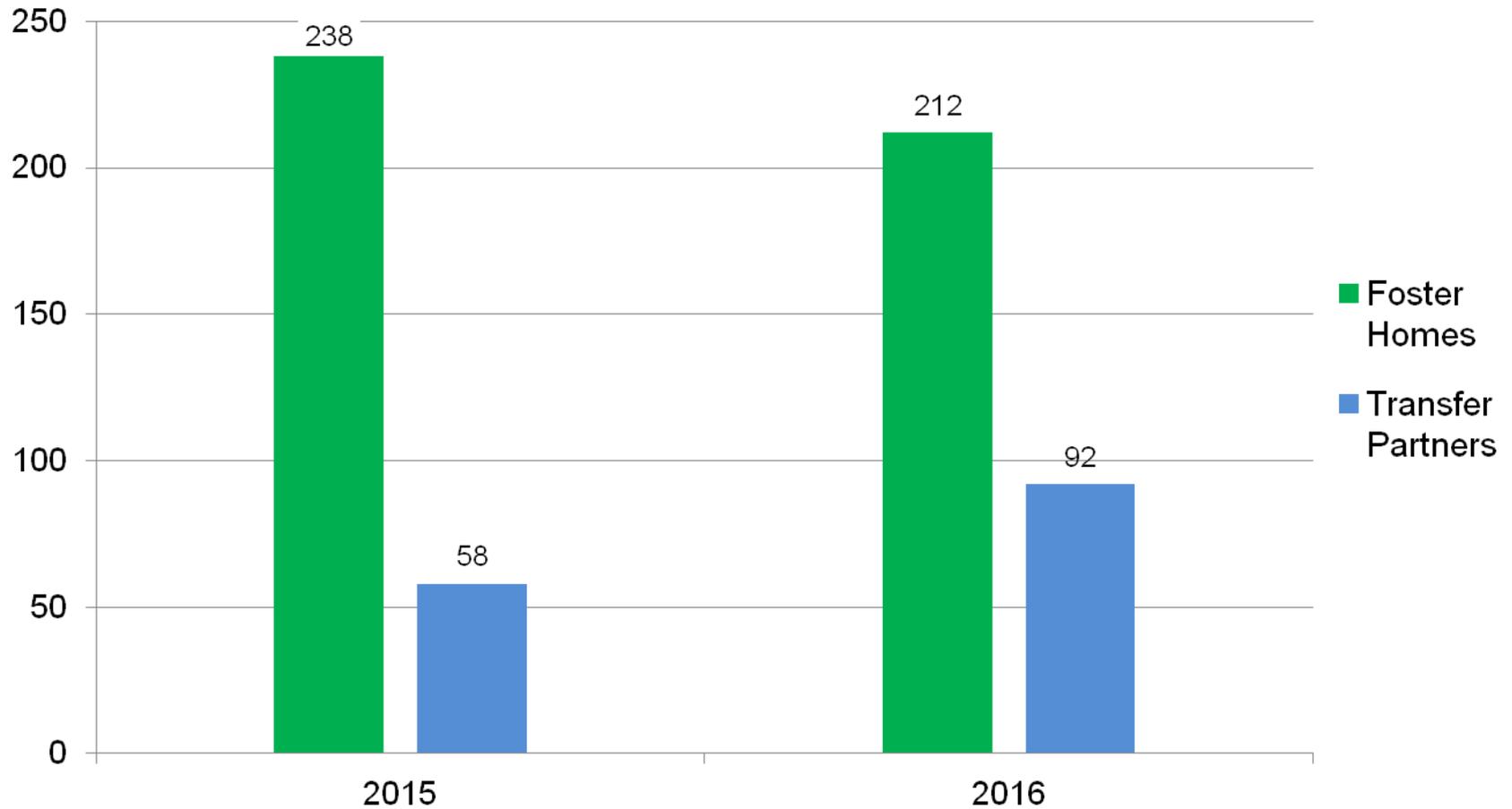


ASPCA: National Average Dogs= 26%; National Average Cats = 5%



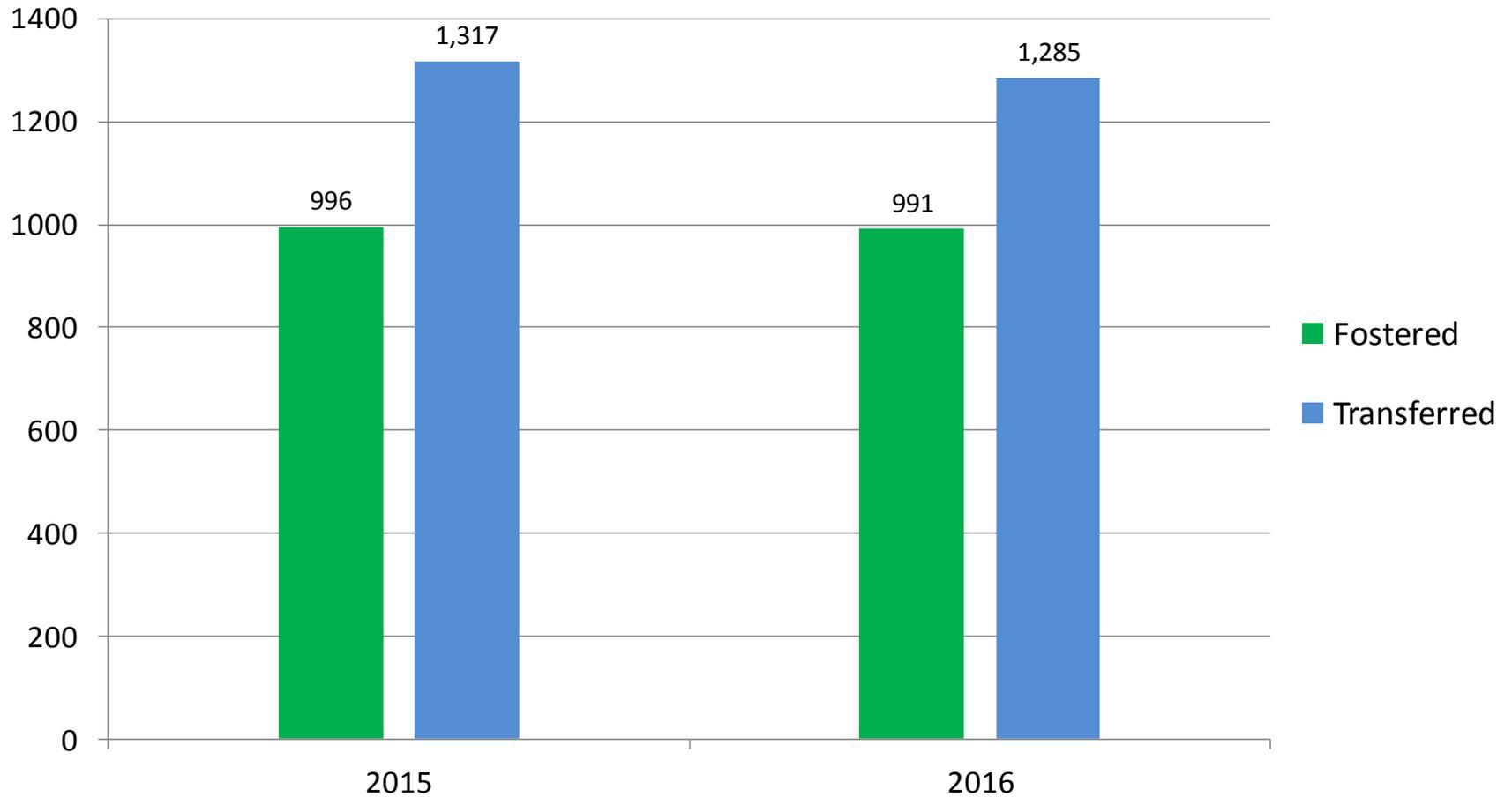
# Foster Care & Transfer Partners

(Calendar Year)



# Transfer Placement Partners

(Calendar Year)



# Program Services

## Animal Health

- FY 2017
  - Budget: \$851,000
  - FTE: 7

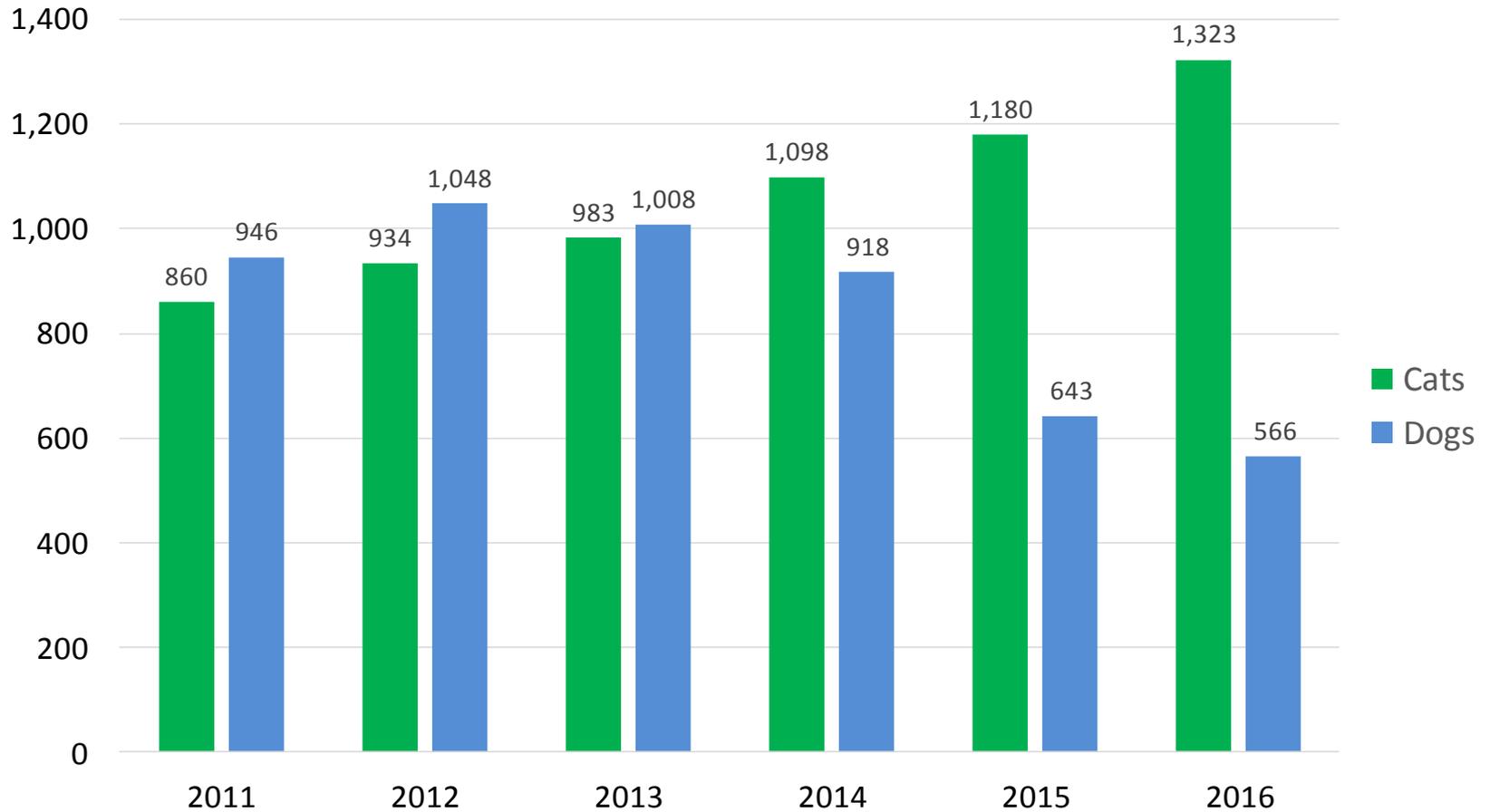
## Services Provided:

- General Health Examination
- FeLV/FIV Testing (cats)
- Vaccines (Rabies, Distemper, Bordetella)
- Flea and Tick Treatment
- Spay and Neuter Surgery
- Diagnostic Services (as needed)
- Surgical Interventions (as needed)
- Microchip
- Spay and Neuter for Public via Spay and Save Program



# Spay and Neuter Surgeries

*(Fiscal Year Totals by Species)*



# Program Services

## Community/Outreach Services

- FY 2017
  - Budget: \$535,000
  - FTE: 5



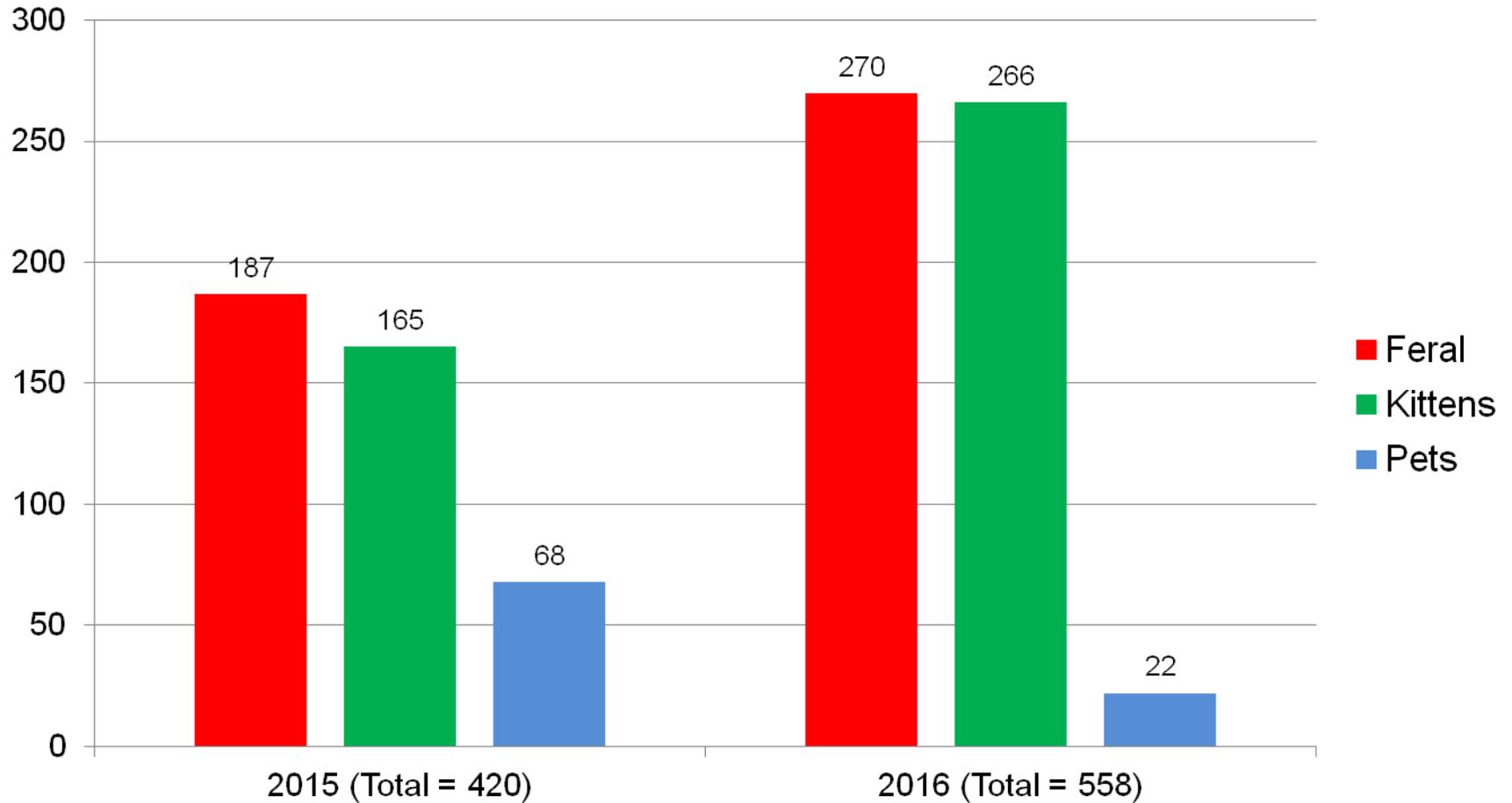
## **Services Provided:**

- Volunteer Services
- ACT Program (Apartment Cat Team)
  - Trap, Neuter and Return Services (TNR)
- Outreach Events
- Community Partnership/Networking
- MCAS Communications (Social Media, Website, etc.)
- Program Development and Grant Writing
- Data Analysis and Reporting



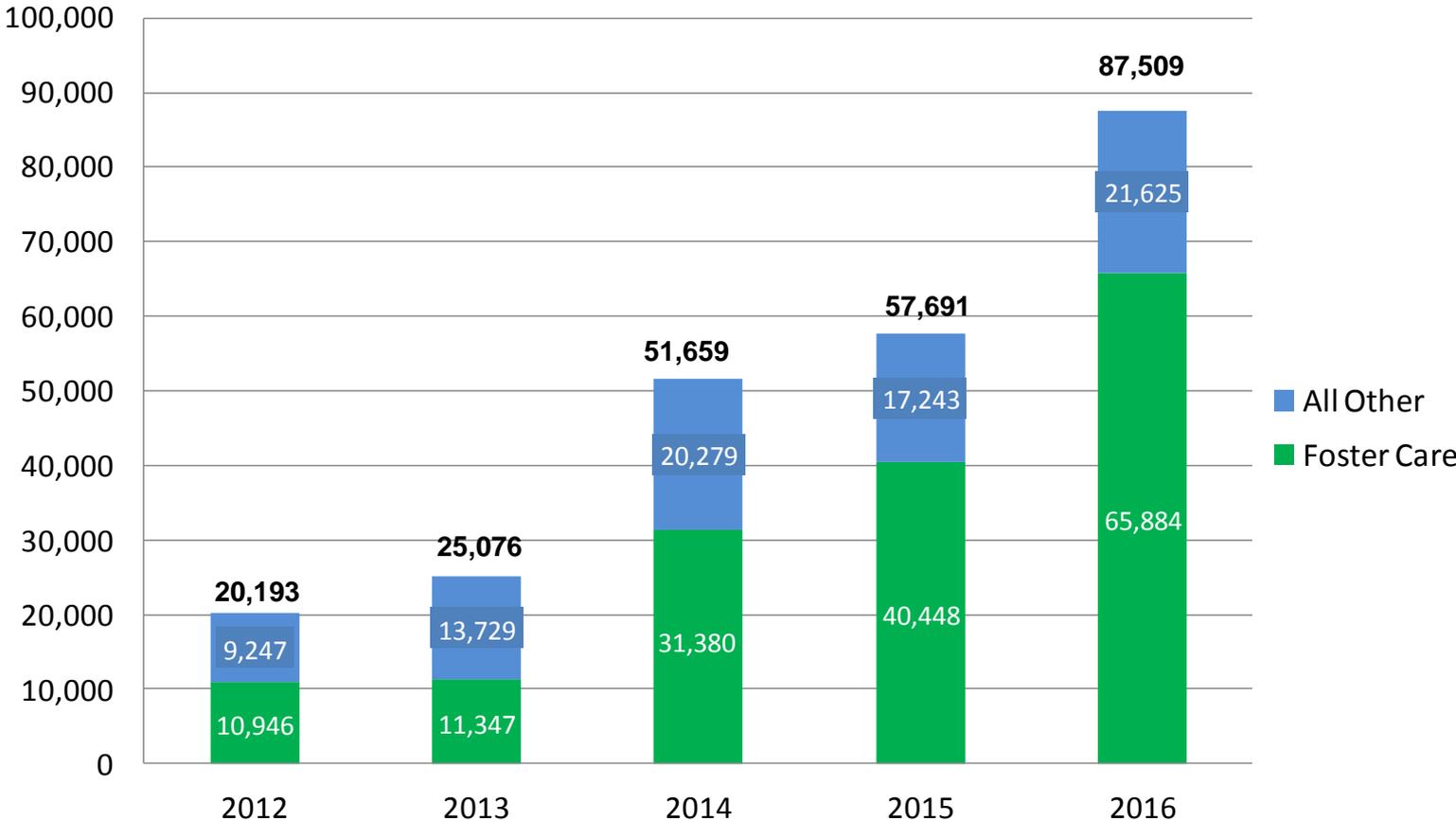
# ACT Program Services

(Apartment Cat Trap)



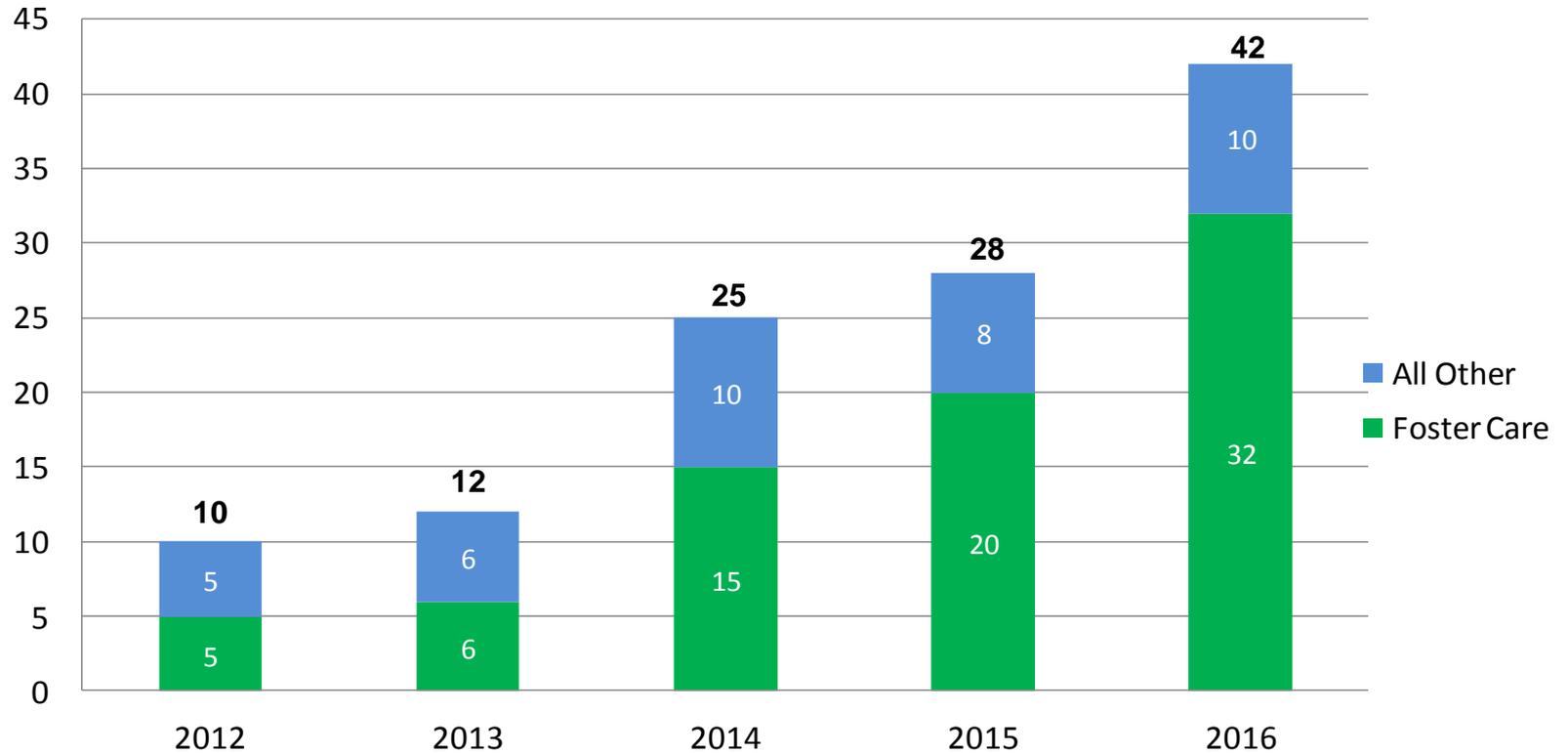
# Volunteer Hours

*(Fiscal Year Totals)*



# Volunteer Hours FTE

*(Fiscal Year Totals)*



# Accomplishments

(Oct 2015 to Present)

## Administrative

- Reviewed and revised all program policies/procedures.
- Restructured Management Team positions with greater emphasis on program development and data management.
- Established and added two new positions (Canine and Feline Care Specialist) for enhanced assessment and enrichment for shelter animals.

## Customer Service

- Extended hours of shelter operations to address the needs of the public.
- Expanded partnership with Good Neighbor Vet for free rabies clinic from one Saturday per month to every Saturday.



# Accomplishments

(Oct 2015 to Present)

## Facility

- Installed Swamp Coolers in dog kennel areas to combat heat during the summer months.
- Eliminated and decommissioned on-site cremation services and incinerator.
- Installed safety grating for all dog kennel drainage areas.
- Retrofitted outdoor dog kennel doors to allow safe exit from within the kennel.
- Identified product for kennel renovations.
- Created plan and redesign of facility to increase utilization of space and improve work flow.
  - Moved Field Services to off-site location.
  - Created Adoption Counseling area with supervisory office.
  - Created better office space for staff.
  - Created Animal Intake Office and Adoption Meet/Greet Room.
  - Expanded space for Animal Health Services.



# Accomplishments

(Oct 2015 to Present)



## Financial Management

- Implemented multiple cost-saving initiatives (cell phone usage, advertising costs, purchase of dog food, closure of Lombard Facility).
- Restructured financial reporting format to make it easier to comprehend and manage.
- Revised policy regarding fee payments.
  - Eliminated automatic deferral for fees.
  - Created mechanism to provide reduced-fees based upon income level.
  - Revised deferral payment schedule and implemented “payment plan”.

## Operational Efficiency

- Ongoing modification of day-to-day operations with intent to improve programming, ensure continuous performance improvement and promote a more customer-focused approach to service delivery.
- Selected vendor for new data management software system.



# MCAS Strategic Plan



**Service Excellence = Create a culture in which exceptional customer service is a priority.**

- Develop training modules specifically focusing on organizational customer services guidelines and techniques.
- Create a Customer Service Mentoring Program.
- Implement efficient mechanism to capture and analyze customer feedback.

**Operational Efficiency & Effectiveness: Create and foster an environment in which employees understand and practice standardized effective and efficient processes.**

- Implement new shelter software system.
- Complete internal building re-design plans.
- Complete review and development of updated policies and procedures.
- Integrate innovative and progressive programming models and structures.



# Current Challenges



## **Insufficient Staff Positions for Animal Care Services:**

- Identified deficiency noted in Audit Report (2015).
- Two FTE positions needed to meet Guidelines for Standards of Care in Animal Shelters (Association of Shelter Veterinarians—2010).

## **Need for New Facility and Shelter:**

- Established in 1969, the facility is outdated, overcrowded and poorly designed for efficient and progressive programming.
- Numerous interim facility renovations have been made to maximize programming changes but due to limited space, additional modifications are not feasible nor cost-effective.

## **Need for Targeted Services for Homeless Pet Owners:**

- Increase public safety and compliance with County Ordinance and State Statute regarding rabies and pet licensing.



# Key Points

- Over the past five years, MCAS has aggressively made changes to its daily operations and has abandoned the philosophy of euthanizing animals due to space or length of stay.
  - Today, MCAS is proud of our efforts to achieve and maintain extremely high Live Release Rates (LRR) and works closely with other local animal welfare agencies to provide the greatest opportunity for all animals who enter the shelter who are deemed adoptable.
- MCAS is dedicated to ensuring that:
  - All animals receive the highest level of care at ALL times.
  - All customers are treated in a respectful and professional manner at ALL times.
  - All services are based on innovative and creative programming, utilizing best practice models and current literature to “drive” our programmatic enhancements.
- MCAS is eager to begin the process of fully exploring options for a new or renovated facility.



# Questions/Comments

