

# Memorandum



DATE April 22, 2016

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, April 25, 2016, you will be briefed on Dallas Animal Services Update. A copy of 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

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

Jill A. Jordan, P.E., Assistant City Manager  
Eric D. Campbell, 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

April 25, 2016



# Purpose

- To provide an update on the progress of the Targeted Initiative as briefed to the Quality of Life & Environment Committee on October 26, 2015
- Introduce the C.A.R.E Program for Southern Dallas



Please note CM Griggs' memo from August 2015 requesting a DAS briefing and the items under review. How does it align with the stated purpose of this presentation?

Link to CM Griggs' post on social media here: <https://www.facebook.com/photo.php?fbid=847554918655262&set=a.150906101653484.37136.100002022860966&type=3&theater>

## Memorandum



DATE: August 21, 2015  
TO: Mayor Mike Rawlings  
CC: Dallas City Council; City Manager AC Gonzalez  
SUBJECT: Dallas Animal Services

In the last week in District 1, in two separate incidents, a resident and a United States Postal Worker were attacked by loose dogs. I trust you share my concerns and I would like to request a briefing on Dallas Animal Services in the next thirty days, to include the following:

**Improved Governance.** A frequent concern expressed by members of the Animal Shelter Commission is not enough authority to address the policy issues our City faces with loose and stray dogs. I would like to explore expanding the authority and scope of the Commission. Second, separation between policy making and management is key to good government in Dallas. I would like to explore prohibiting DAS employees from sitting on the Commission.

**Budgeting.** The Council has previously supported DAS by authorizing an increase in FTEs to augment staffing. Review of the DAS budget reveals the Council authorized 101.5 FTEs for FY 14-15 budget, however, DAS maintained only 83.0 FTEs in FY 14-15. Where is the problem with hiring? It needs to be addressed.

**Friends Policy.** Dallas is blessed with many organizations and individuals that work with DAS to rescue dogs. We need a policy for how such organizations and individuals will partner with DAS to manage expectations and ensure consistent treatment.

**Policy Review.** From the animal portion of the 311-call system to the "Y-Hold" policy, DAS policies must be updated and written. Council needs to review the progress made by DAS and set goals.

**Metrics.** Council needs to review data on strays and loose dogs and understand how this data is informing enforcement and educational efforts.

"Dallas - Together. we do it Better"

# Hiring Update

KEY POSITIONS	Hires	Vacancies Remaining
Animal Services Officers	17	2
Sr. Animal Services Officer	5	0
Animal Keeper II	5	2
Crew Lead	2	1
Totals	29	5

- 34 Total Staff Hired Since November 1, 2015
- Joining the Team in April 2016: 10 Additional staff
  - Manager II-Field, Senior ASO, Coordinators
  - Animal Keepers, Customer Service Representative
- Continued Recruiting Enhancements
  - Job Fairs, Trade Ads and Double Fills
  - Relationship with Veterinary Technician School
  - Working with HR and Civil Service to Increase Applicant Pool



There is no mention in this hiring update of a Manager III position that was posted in December 2015. That manager has been hired, start date unknown.

Has there been any turnover of the new hires? Out of the people hired, how many of them are still working at DAS?

# Technology Update

- Linked software between DAS and 311 for better reporting
  - Went live in February 2016
    - Provides ability to track a service request until the outcome of the animal or call
    - Officers can manage daily activity within one system (Chameleon)
    - 311 calls dispatched directly to the Officer in the field



Could there be elaboration on:

- \* Is the system online to be able to produce reports?
- \* Is the reporting dependent on hiring a data coordinator?
- \* What kind of reports will this allow to be produced?
- \* Examples of specific reports

For "Officers can manage daily activity within one system (Chameleon)" - the ACOs still must access CRMS to be able to see pictures linked with SRs.

For "311 calls dispatched directly to the officer in the field", which call types are these? For example, "Loose" animal call types are not dispatched.



# Technology Update

- Additional cameras provided to officers for enhanced case documentation
- Address verification module added to database to improve targeted reporting capabilities
- Migrated the DAS website to a state-of-the-art hosting platform for content update efficiencies and mobile-friendly responsiveness



On the address verification module, is this currently live and in use?

On the DAS website migration, who currently maintains and updates the website now that it has been migrated? Who is responsible for publishing and updating content?

# Technology Update

- Introduced new computers on wheels (C.O.W.'s) in shelter, allowing real time updates to records throughout the shelter
- Installed fiber optics at the shelter to improve network connectivity and performance
- Initiated a Technology Assessment to provide an external evaluation of systems and recommended technology updates to improve performance and division efficiency

When will this technology assessment be complete?  
Who is performing the assessment?



# 311 Call Center Updates

- Refined service request types in support of enhanced call response
- Updated call scripting and questions for 311 agents to ask to better align call response with citizen expectations
- Updated call priorities in support of interface and enhanced service delivery
- Began pilot of automated customer response emails to provide customer notifications and expectations



Could there be elaboration on exactly what "enhanced call response" means? Is this shorter response times? Or does this mean something else?

On the "refined service request types" at least eight new call types have been added effective February 1, 2016. Some of these call types appear to be breaking down a more general call type. For example, "Cruelty" appears to have been broken down into call types including "critical medical" and "neglect".

Could there be more detail given about these call types, what they are bracketed from, or if they are creating new call categories?

Would it be possible to provide a list of all the animal related call types along with their priority ranking?

On the pilot of automated customer response e-mails, what are the details? What is the test area? Or the call types being tested? How long is the pilot supposed to run? What are the goals for deployment city wide?

# Outreach & Marketing Updates

- Designed and installed van wraps to improve officer visibility in the field and serve as rolling publicity in the areas served



Wasn't this done late last year before the DAS update in October?

How much did this cost?

Where did the funding come from?

How many vans have wraps on them?

How many operational vans does DAS currently have?

# Outreach & Marketing Updates

- Updated literature & informational hand-outs to improve citizen education and outreach

## Low Cost Spay/Neuter and Vaccination Resources



**DALLAS ANIMAL SERVICES**  
 1818 N. Westmoreland, Dallas, Tx 75212  
 214-670-8246 dallasanimalservices.org

**LOW COST PET VACCINATION CLINICS- No appointment necessary**  
 9:00am to 12:00 noon All pets must be on leash or in a carrier

January 16, 2016	February 20, 2016	March 12, 2016
April 16, 2016	May 21, 2016	June 18, 2016
July 16, 2016	August 20, 2016	September 17, 2016
October 15, 2016	November 19, 2016	December 17, 2016

## DALLAS COMPANION ANIMAL PROJECT

972-498-8800 www.dallasanimals.org

### LOW COST SPAY/NEUTER & LOW COST VACCINATIONS

**Appointment Required – Call for Information**



For residents of Dallas that live in the following zip codes:

75201	75202	75203	75204	75207	75208	75209	75210
75212	75214	75215	75216	75217	75218	75219	75220
75224	75227	75228	75231	75232	75233	75235	75236
75238	75241	75243	75244	75246	75247	75249	75253
75211	75223	75237					



**HILLSIDE VETERINARY CLINIC**  
 6150 E. Mockingbird Lane, Dallas, Tx 75214  
 214-824-0397 www.hillsidevetclinic.org

**LOW COST PET VACCINATION CLINICS- No appointment necessary**  
 Sundays, 2-5 pm All pets must be on leash or in a carrier.



**SPAY NEUTER NETWORK**  
 972-472-3500 or 817-423-5500 www.spayneuternet.org

**LOW COST SPAY/NEUTER & LOW COST VACCINATIONS**  
**Appointment Required – Call for Information**



**SPCA OF TEXAS**  
 214-742-7722 www.spcatexas.org

**LOW COST SPAY/NEUTER & LOW COST VACCINATIONS**  
**Appointment Required – Call for Information**



## Your Pet: Your Responsibilities

Be a responsible pet owner. It's good for your pet, and it's the law in Dallas!

Your job as pet owner doesn't end when we put out food and scoop the litter. When we adopt a pet, we're adding a four-legged member to the family. And, like any family member, your new pet should be treated with love, kindness and compassion.

**Pet Adoption-** We always have a wonderful selection of dogs and cats available at our facility, and we look forward to helping you bring the joy of a new pet into your life. Call the Dallas Animal Services at 214-670-8246 to learn about our special events. Visit us at 1818 N. Westmoreland Road, Dallas, Texas 75212 or the Everyday Adoption Center located within the PetSmart at 1821 Colt Road, Dallas, Texas or online at [www.dallasanimalservices.org](http://www.dallasanimalservices.org) to view our adoptable pets.

**Vaccination and Registration-** Dogs and cats must be vaccinated against rabies and wear a City of Dallas registration tag. Dallas Animal Services will issue your pet's tag when you provide the vaccination certificate from your veterinarian. The annual registration fee is \$7 for spayed or neutered animals, and \$30 for unaltered animals. Senior citizens may register up to three (3) altered animals at no charge.

**Spaying and Neutering-** Dogs and cats six (6) months or older must be spayed or neutered, with certain exceptions as outlined in Chapter 7. If you have an intact Animal Permit for an animal, it does not have to be sterilized. The requirements for and Intact Animal Permit are outlined in Chapter 7; the permit costs \$100 per animal, per year.

**Confining Your Pet-** Animals must be confined to their owner's property. If your dog is confined outside, even for just a short time, it must have a fenced yard or other structure that will prevent it from escaping. Within this area, each adult dog must have at least 150 square feet of space. Also, each dog must have access to food, shelter and water. Pet cats are always safer and healthier indoors!

If you see a loose pet, please report it to 3-1-1 or 214-670-5111.

**Pet Limits-** Pet owners living in a single-family, detached house may have up to six (6) cats, dogs, or a combination of cats and dogs. If you live in an apartment, condominium, or other residence with a common wall, the limit is four (4).

**Walking Your Dog-** When you're walking your dog, always have it on a leash- even in a public park. It's against the law to walk your dog off-leash unless you're at a specifically designated dog park. And remember your "doggie bags"- since dogs can't scoop their own poop, their humans are required to do it!

**Tethering-** It is against the law to chain or tether a dog unless you meet certain requirements.

**Animal Cruelty-** Animal cruelty is a felony in Texas. Dallas Animal Services enforces state statutes as well as city laws against animal abuse, neglect, abandonment and cruelty. If you suspect animal cruelty or neglect, please report it to 3-1-1 or 214-670-5111. If you witness animal abuse, report it to 3-1-1.

**Pets and Pick-up Trucks-** It's against the law to carry an animal in a flat bed or pick-up truck, unless the animal is in a carrier that's secure as outlined in Chapter 7.

**Dangerous Dogs-** The city can impose additional requirements on owners of dangerous dogs, including the removal or destruction of a dog that has killed or seriously injured a human. Dallas Animal Services conducts hearings and administers penalties and restrictions in dangerous dog cases.

**Selling or Auctioning Animals-** It is against the law to sell, raffle or auction a live animal as a prize. This includes roadside sales of puppies, kittens and other animals, as well as any type of raffle, drawing or other fundraising event.

**Retrieving Found Pets-** City Code makes it illegal to keep or re-home a pet without first filing a found report with Dallas Animal Services. The finder must make a reasonable attempt to find the owner.

**Animal Bites-** A person bitten by an animal should report the incident to 311. Dallas Animal Services will then investigate the report.

**Roosters-** Roosters are illegal in the City of Dallas.

**Report a Concern-** Please call 311 or 214-670-3111.

Dallas Animal Services

1818 N. Westmoreland Road, Dallas, Texas 75212

[www.dallasanimalservices.org](http://www.dallasanimalservices.org)

Who designed these flyers and are the updates bilingual?

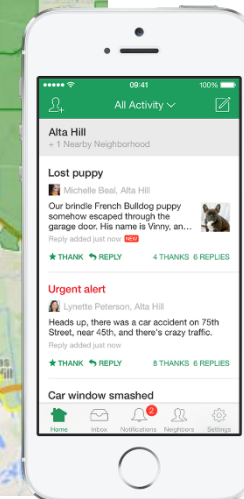
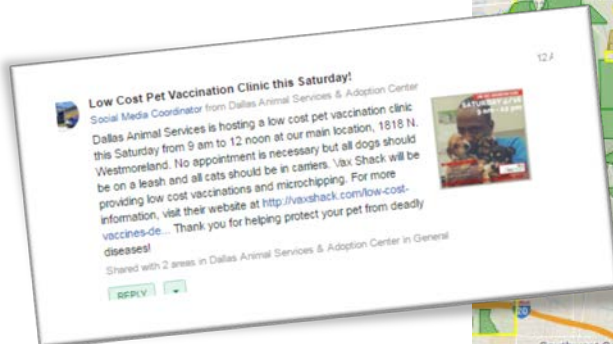
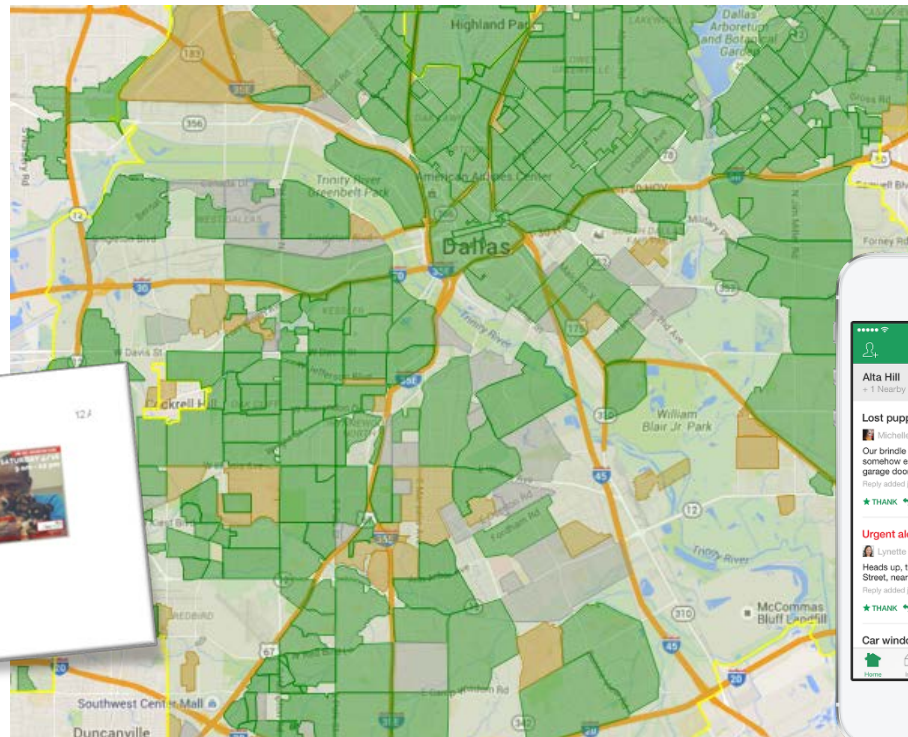




# Outreach & Marketing Updates

- Nextdoor.com campaign to connect neighborhoods with the resources and information they need specific to their locations
  - Nextdoor.com can reach more than 85,000 people in the City of Dallas
  - Can be targeted by zip code, council district or neighborhood
  - Can solicit feedback and measure effectiveness via statistics provided by nextdoor.com for replies, "thanks" and direct messages

This started in summer 2015.  
What protocol/criteria are used to determine which animals will be posted on NextDoor and which ones will not?





# Outreach & Marketing Updates

## DAS Social Media Channels and Website

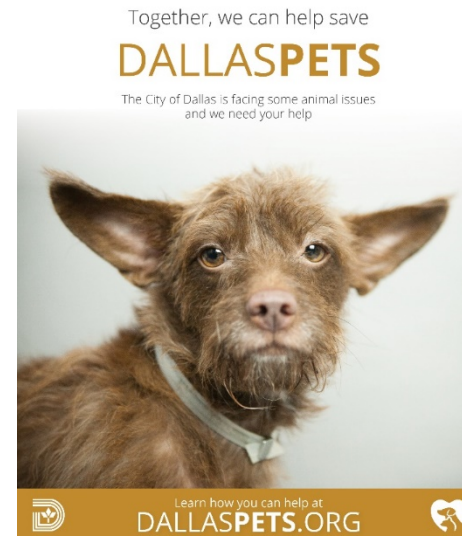
- Promotes awareness of the program and its role as a long-term, sustainable solution to the loose dog problem in Southern Dallas
- Live broadcasts of neighborhood events and promotional videos highlighting programs available to citizens
- Encourages the entire community to get involved
- Website makes resources and information available online 24/7



# Outreach & Marketing Updates

## DallasPETS.org

- Worked with the City PIO to create and launch the DallasPETS campaign
  - Focuses on providing resources and information through social, digital and traditional communications



Currently there are four different online forums managed by the city organizations that are publishing content related to animal issues in Dallas:

- \* NextDoor
- \* Facebook
- \* Twitter
- \* Instagram
- \* DallasAnimalServices.org
- \* DallasPets.org

The question is, what kind of oversight and management is happening on a city level to ensure consistent messaging in all of these forums that reflects the brand of the city of Dallas? Who is running these individual social media accounts and websites? Who is reviewing content before it is published? If the city truly wants to get to the bottom of animal issues in Dallas, consistent and clear messaging in all online forums is critical, as well as the interactions of city representatives and staff with citizens on those forums.

# Enhanced Enforcement Civil Citations

- Launched pilot program on February 17, 2016
- Officers DO NOT have to appear in court
  - Results - more time in the field
- Citations can be posted if citizen is not at home
  - Results – increased officer call response
- An Administrative Fee of \$39 and percentage of the fines collected creates a fund for sustainable resources to help indigent pet owners come into compliance with ordinances
- Coming in 2017
  - Creation of the Animal Welfare Fund (similar to the Tomorrow Fund)

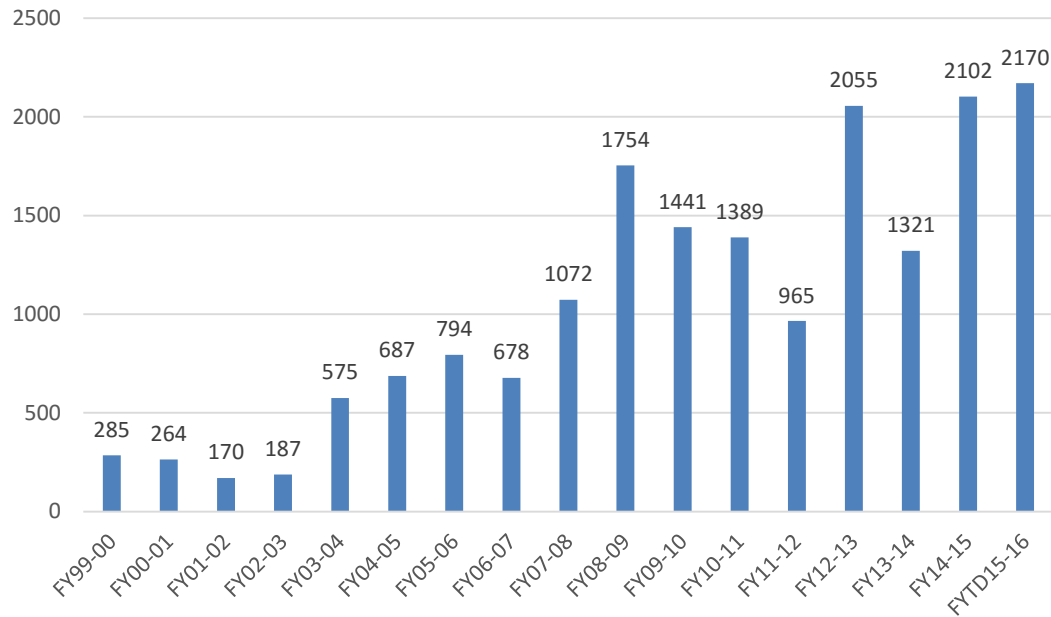
*Low cost services available to citizens  
to gain compliance!*

This is fantastic. Could there be more elaboration on the area where the target program is deployed, specific citation types in the program, and when it will be expanded citywide?



# Enhanced Enforcement Citations

Number of Citations Issued



Civil and Criminal Citations by Fiscal Year

\*FYTD15-16 through March 2016



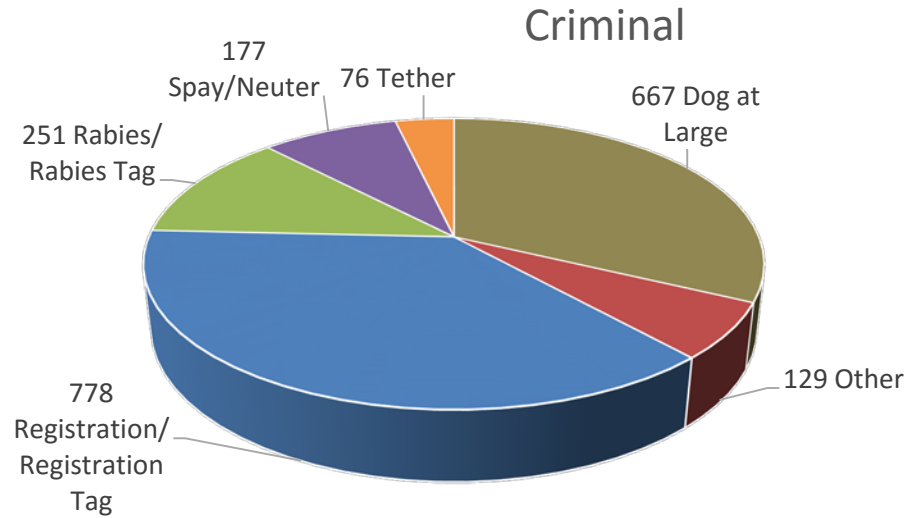
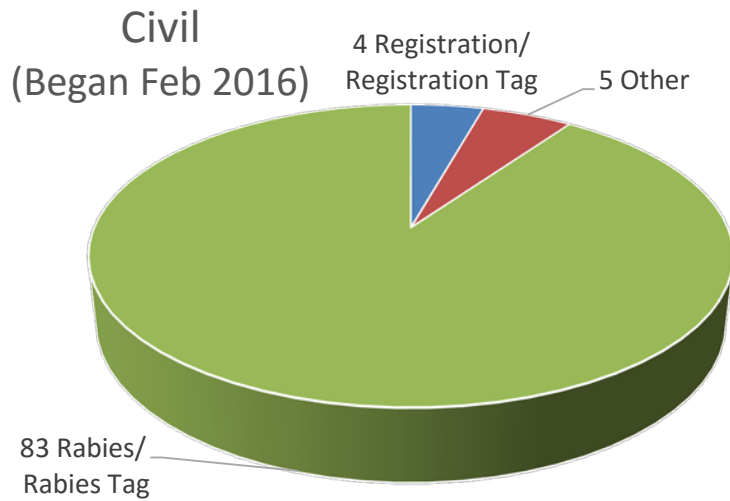
On the citations for YTD FY 2015-2016 there are these questions:

\* How many of those citations have been paid?

\* How many of these citations went to court?

\* Has there been any follow up or study done to check how many of those cited came into compliance with the ordinances?

# Citation Types



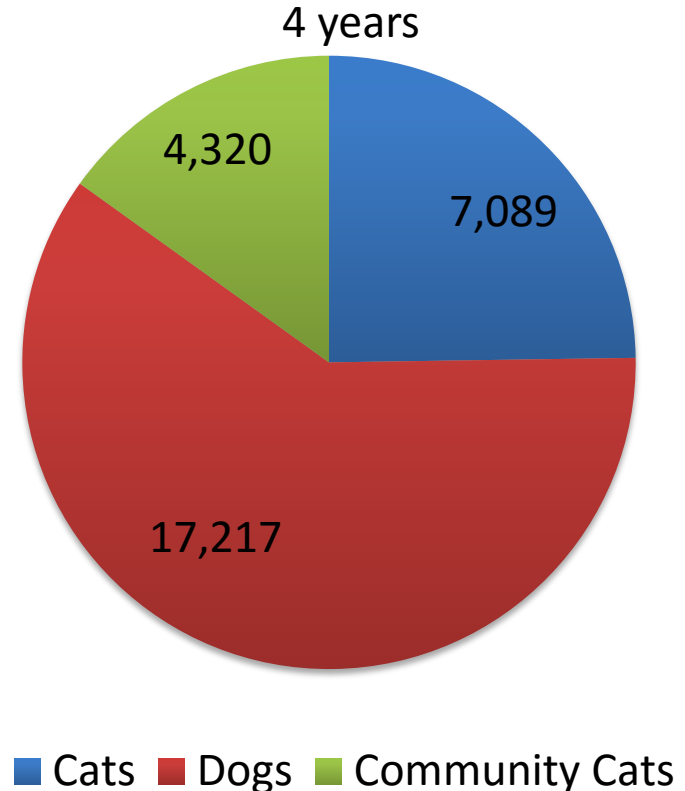
\*November 1, 2015 – March 31, 2016



# Big Fix For Big D Update

- Currently serving pet owners and caretakers of community cats in 75211, 75217, and 75227
- Zip codes selected based on 311 calls, dead animal pick-up and surgeries per household during Years 1-3 of Big Fix
- Targeting large dogs, community cats and young pets (<6 months old)
- Current year goal of 4,864 surgeries
- All animals are vaccinated; all pets are registered with City
- More than \$450,000 in direct services this year!

## Project-to-Date Performance

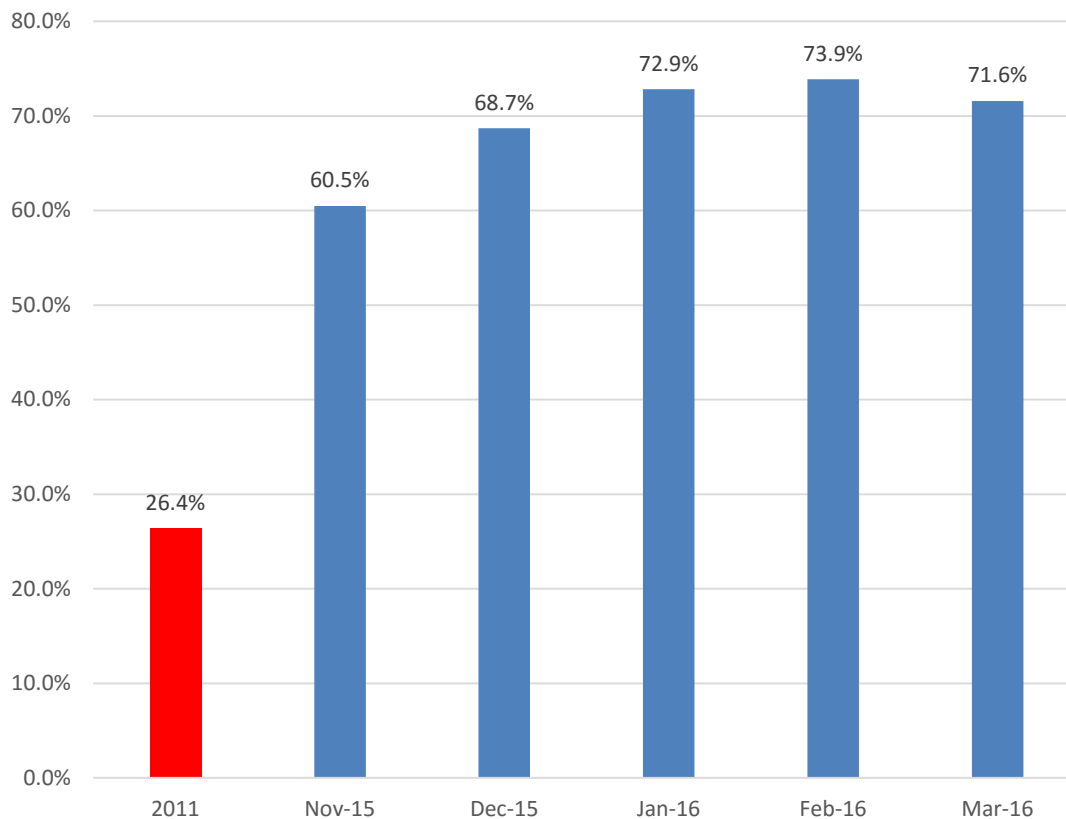




# Dallas Animal Service Update



Live Release Rate (adoptions, transfers, and redemptions)



\*Dogs and Cats Only



# Targeted Initiative Overview

- November 2015 through March 2016
- Deployed existing resources to identified targeted areas for a one month period
- Had a minimum of two trucks patrolling the areas at least twice per week, as available
  - Priority response maintained citywide
  - Rotation of resources through the identified areas
- Focused on enforcement of loose and stray dogs
- Surveyed residents at beginning and end of period to capture residents' concerns and gauge progress



- \* There is nothing listed about what DAS' goals for the TAI were. With no goals, how is it possible to measure success? What goals for the TAI does the City Council have? Or citizens?
- \* There is nothing anywhere in this presentation about cost analysis of the TAI to determine if these initiatives were an effective use of monetary and labor resources.
- \* "Priority response time maintained citywide" is a very bold statement to make. Where are the metrics to back this up? There have been numerous incidences of increased response times to first priority calls, including a three hour response time to a Priority 1 call regarding three sick and suffering dogs hanging out at the North Oak Cliff Dallas Public Library on April 12. More detail and analysis is needed to determine the validity of the "response time maintained" statement.

# Targeted Initiative Results

## District 4

	April – Sept 2015		November 2015
	6 Month Totals	Monthly Average	
Service Requests	83	14	68
% High Priority Calls	34%	n/a	29%
Priority Response Times	108 minutes	n/a	75 minutes
Intakes	42	7	55
Citations	9	2.5	39
Newly Registered Animals	13	2	4
Outreach Events	0	0	1 event/30 neuters



# Targeted Initiative Results

## District 3

	April – Sept 2015		December 2015
	6 Month Totals	Monthly Average	
Service Requests	79	13	40
% High Priority Calls	24%	n/a	25%
Priority Response Times	54 minutes	n/a	42 minutes
Intakes	31	5	43
Citations	4	0.6	35
Newly Registered Animals	11	2	20
Outreach Events	0	0	1 event / 33 neuters



# Targeted Initiative Results

## District 5

	April – Sept 2015		January 2016
	6 Month Totals	Monthly Average	
Service Requests	52	9	28
% High Priority Calls	26%	n/a	0 received
Priority Response Times	35 Minutes	n/a	n/a
Intakes	25	4	24
Citations	2	.3	24
Newly Registered Animals	12	2	6
Outreach Events	0	0	1 event / 31 Neuters



# Targeted Initiative Results

## District 8

	April – Sept 2015		February 2016
	6 Month Totals	Monthly Average	
Service Requests	58	10	6
% High Priority Calls	33%	N/A	17%
Priority Response Times	46 Minutes	N/A	N/A
Intakes	24	4	24
Citations	1	0.2	53
Newly Registered Animals	13	2	15
Outreach Events	0	0	1 event / 32 Neuters



# Targeted Initiative Results

## District 7

	April – Sept 2015		March 2016
	6 Month Totals	Monthly Average	
Service Requests	40	7	12
% High Priority Calls	31%	N/A	17%
Priority Response Times	64 Minutes	N/A	32 Minutes
Intakes	37	6	24
Citations	1	0.2	8
Newly Registered Animals	5	0.8	14
Outreach Events	0	0	1 event / 9 Neuters





## General Summary of TAI Metrics

	District 4	District 3	District 5	District 8	District 7	TOTALS
Month	November	December	January	February	March	
Intakes	55	43	24	24	24	170
Citations	39	35	24	53	8	159
Violation Notices	156	215	139	Not Available	Not Available	815
Households Contacted	828	608	455	Not Available	Not Available	2947
Households Educated	303	285	194	Not Available	Not Available	1245
Households Materials Left	525	323	261	Not Available	Not Available	1702
Hours Walked						1648
Hours Enforcing						704
Altering	30	33	31	32	9	135

\* For 704 hours of enforcement, that breaks down to one citation for every 4.42 hours and one animal impounded every 4.14 hours.

\* Of interest are the 815 violation notices that were issued during the TAI. All of these violation notices represent citizens that were not in compliance with the city ordinances. What has been done to follow up on these notices to ensure compliance? Is there data giving percentage of follow up and increased compliance rates? This goes back to the critical question of - what measurable impact has the TAI had in compliance with city ordinances? Is this a goal of the TAI?

\* There is different terminology in this presentation vs. the data obtained from open record requests. In the ORRs the metrics were listed as "households contacted", "households educated", and "households materials left". In this presentation I \*think\* that is represented by "packages of education material", and "citizens contacted" where the totals are listed. In addition, the data for February and March is not listed because I did not file ORRs to obtain this data.

\* In March 2016 the field intakes of dogs fell 18% from March 2015, to 666 dogs. This represents 42% of the total intake of dogs at DAS for the month. Meanwhile, intake at DAS (which includes owner surrender) in March 2016 fell only 7% from March 2015. That means in a month that had lower overall intake numbers than the same month a year prior, the largest decrease was in field intakes. Data on field intakes for November - February has not been published, but is important to note the falling field intakes in March, which is a month with more ACOs in the field than the year before and with the TAI deployed in District 7.

\* There are considerable concerns with the costs associated with the TAI as compared to the desired outcomes. None of that has been discussed in this presentation. At this time, it is unclear what kind of cost analysis has been done by DAS on the viability of the TAI. On the following pages is a summary of the November TAI done by a citizen which gives details about cost and scalability concerns.

# November DAS' Target Area Initiatives Report

*As a tax payer funded city shelter DAS has three overarching functions:*

- #1. Improve and enhance quality of life and safety in the city's neighborhoods,*
- #2. Using best practices to humanely capture and care for the animals they take in to the best of their ability,*
- #3. Using all resources at their disposal to ensure that as many animals as possible entering the shelter system have a positive outcome when they leave.*

There is no question that loose dogs negatively impact quality of life in neighborhoods as well as creating serious safety concern for residents. In September the City Council classified the loose dog issues in Southern Dallas as an emergency issue and directed the City Manager and DAS to come up with a plan to address the loose dogs. While all three functions of DAS overlap, this directive of the city council goes straight back to function #1. In analyzing the Target Area Initiatives (TAI) the question is, does DAS and the TAI have the vision to perform function #1?

Through open record requests I obtained preliminary stats of the November TAI efforts, a copy of Joey Zapata's December 9, 2015 memo giving an update on the results of the November TAI, and a document listing the details and outcomes of the TAI animals. Only by combining these three sources of information can we begin to get an idea of how effective, sustainable, and scalable these efforts are.

-----  
November TAI metrics:

- 36 animals impounded on TAI days
- 19 dogs owner surrendered (O/S) due to TAI efforts
- 12 animals impounded in the area on non TAI days
- 67 animals total – of those, 48 were impounded by DAS staff

Joey Zapata's memo cites 55 intakes, which is the combined number of animals impounded on TAI days with O/S directly related to TAI efforts.

I requested all Chameleon records for all of the animals that DAS took in due to the TAI efforts. The resulting 219 page document contained records for 66 animals. That information is summarized as follows:

- 66 animals total
- 7 of which were cats – 11%
- 17 of which were puppies – 26% - there were two litters, one with eight puppies and one with seven puppies
- 42 of the animals were adult dogs - 63%

The outcomes of the animals are as follows:

- 7 were adopted – 11%
- 38 were euthanized – 58%
  - 19 for "behavior"
  - 19 for medical and humane reasons
- 15 were transferred to rescue groups – 23%
- 4 were returned to owner – 6%
  - 2 - the owner altered the dog
  - 1 - the owner obtained an intact permit
  - 1 - was a mama dog that had week old puppies – the records indicate Dr. Cate McManus directed the dog be returned to owner
- 2 were still at DAS when the document was compiled – 3%

Citations Issued - 39

Warnings Issued - 156

Doors knocked – 828

- 303 houses - DAS staff spoke with the residents – 37%
- 525 houses - DAS left flyers with no person to person contact – 63%

#### Employees out in the field on each TAI day

- 11.3.2015 - 7
- 11.5.2015 - 7
- 11.10.2015 - 6
- 11.12.2015 - 7
- 11.18.2015 - 8
- 11.19.2015 - 6
- 11.24.2015 - 6
- 11.25.2015 - 6

#### The Benefits:

- Assuming that one animal produces 600 offspring in three years, removing 67 animals means preventing 40,200 more animals adding to Dallas' pet overpopulation problem.
- The live release rate of the TAI animals at 42% was not as low as people resisting calls to remove loose dogs from the streets claimed it would be. DAS global LRR ranged between 40-63% January – November 2015.
- 50% of the animals euthanized that DAS took in due to the TAI efforts were for humane/medical reasons. In terms of animal welfare, euthanasia is a more humane outcome for suffering animals than allowing them to die out in the field.
- Citation did result in some residents surrendering their pets. In cases where the resident did not care enough about the pet to address the citation and become compliant with city ordinances, surrender (even if the result is being humanely euthanized at DAS) could be a better outcome for the pet than remaining in a home that was not caring for the animal humanely.

#### Significant Considerations:

- The geographic area of the TAI is very small, perhaps one square mile.
- Southern Dallas is 185 square miles.
- We cannot come close to quantifying it at this time, but these numbers coming out of such a small area gives a snapshot as to the scale of the loose pet problem, and it is huge.
- In order to have long term effectiveness in reducing pet overpopulation and loose dogs the TAI have to be expanded to simultaneously cover much of the square mileage of Southern Dallas. Any gains we make in one square mile are not enough to offset all of the pets in the next square mile reproducing at a rate of 600 in three years; so the TAI in its current form will not alleviate the loose pet problem and pet overpopulation will continue to increase at an ever accelerating rate.
- While removing stray puppies and cats unquestionably improves quality of life in a neighborhood in terms of risk of dog bites or attacks it does not increase resident safety.
- It is not clear if the surveys Joey Zapata cited in his memo were created to gauge general effectiveness of the TAI efforts, or if they were solely to measure resident satisfaction. Without knowing what the survey is supposed to measure there is no way of knowing what kind of informational/feedback benefit it has. Moreover, the second survey only had half the respondents as the first. While the survey results appear positive, this is not a true indicator \*unless\* the same people were surveyed both times. There has been no other method cited in gauging how effective the November TAI efforts were, either generally or in terms of resident satisfaction.
- The presentation given to the Quality of Life Committee in advance of these efforts allocated two DAS vehicles on site for each TAI day. On each of those days there were 6 – 8 DAS staff present. If two trucks can transport four employees, more employees were on site than would reasonably be assumed when watching the presentation. This should be factored into the cost and resources used in the November TAI efforts. At the October 1 Animal Advisory Commission meeting Dr. Cate McManus estimated DAS currently had 26 ACOs. Assuming only ACOs were deployed for the TAI and no new hires participating, this represents 27% of DAS ACO resources working on TAI efforts, leaving the remaining 73% available for deployment in the rest of Dallas (roughly 339 square miles). I am very concerned about how concentrating so many resources in such a small geographic area will negatively impact service in the rest of the city, particularly areas of Southern Dallas that also have serious loose dog problems.

- An enormous amount of resources were consumed knocking on doors and passing out flyers. 37% of those doors were answered. In addition, there has been no disclosure of exactly what information DAS was distributing, or any method cited in gauging how effective those efforts were in increasing pet registration, altering, vaccination, keeping pets contained, and caring for them humanely in compliance with city ordinances.
- There has been no information given on how the 156 warning notices will be followed up on, or when, and how DAS will address people who have not become compliant with city ordinances since being warned.
- As a theoretical exercise, I took the amount of funding DAS requested for their “Southern Dallas Initiatives” for 2015-2016 (<http://www.scribd.com/doc/272834316/DAS-budget-summary>), divided it by twelve months, and then the number of TAI days each month ( $\$1,042,118/12/8 = \$10,855$  as a daily rate). In order for this program to be effective long term in keeping loose pet numbers down and more citizens compliant with city ordinances it must be simultaneously expanded to most of Southern Dallas. Using this daily figure and applying it to 185 square miles brings back a cost of \$2,008,175 \*per day\*. Doing a similar exercise with manpower and applying it to 185 square miles returns 1,295 employees needed in the field \*per day\*.

Conclusion: we have to start somewhere and the November TAI efforts did exactly that. However, when looking at the documents, available metrics, the outcomes, and doing some (very rough) preliminary cost analysis it becomes clear this is not a plan that is scalable city wide in a manner that is cost effective and will have a long term measurable impact. The question is, in consideration of that fact, how the TAI efforts evolve through March and if it can eventually become an effective plan, or if DAS management will put together a different plan that can be launched city wide by April 2016. These issues MUST be addressed in order for this effort to fill DAS’ #1 function as a taxpayer funded city shelter.

Deborah Rodriguez

# Targeted Initiative Results

## Survey Totals

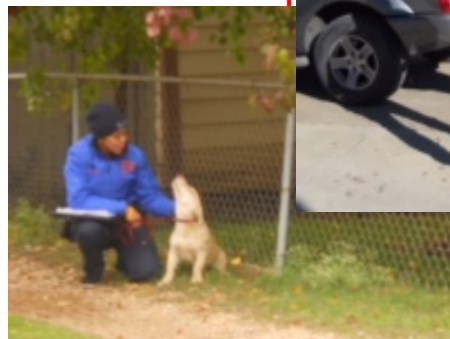
Statement	Opening Survey Average Response	Closing Survey Average Response
Too many loose dogs affect the quality of life in my neighborhood	Strongly Agree	Somewhat Agree
Most loose dogs in my neighborhood are owned by (or being fed) by neighbors	Somewhat Agree	Neither Agree Nor Disagree
I have personally reported loose dogs to the City using 311	Neither Agree Nor Disagree	Somewhat Agree
The City responds effectively to loose dog problems in my neighborhood	Neither Agree Nor Disagree	Somewhat Agree
To improve quality of life, my neighborhood needs more low-cost services to help people with their pets, eg: spay/neuter, vaccination	Somewhat Agree	Somewhat Agree
To improve quality of life, my neighborhood needs more loose dogs picked up	Somewhat Agree	Somewhat Agree
The targeted initiative has been helpful	n/a	Somewhat Agree



# Targeted Initiative Results

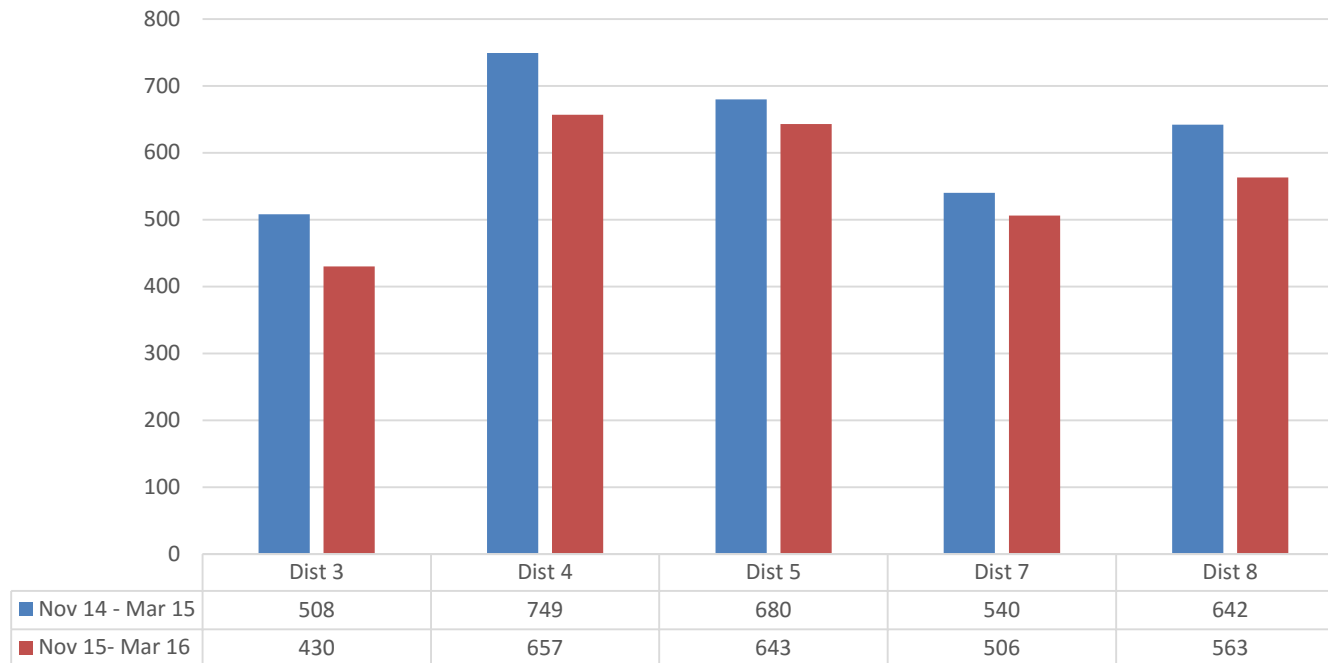
## Totals

- 170 intakes
- 159 citations
- 59 newly registered animals
- 5 outreach events and 135 neuters
- 815 violation notices
- 935 proactive calls
- 2,947 packages of education material
- 1,245 citizens contacted
- 1,648 hours walking
- 704 hours enforcing



# Loose Dog Calls

Targeted Initiative Districts

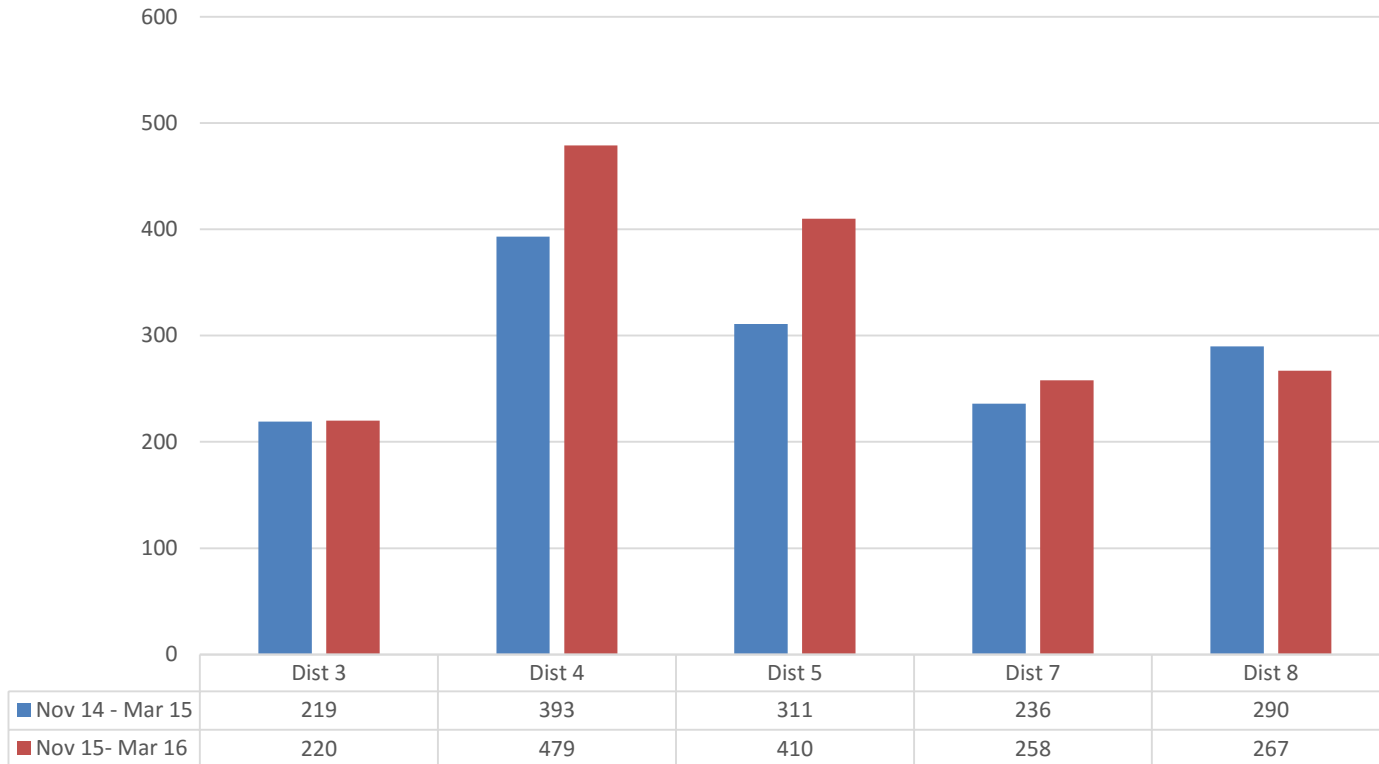


11% Decrease in Loose Dog Calls in Targeted Initiative



# Loose-Owned Dog Calls

Targeted Initiative Districts



11% Increase in Loose-Owned Dog Calls





It is unclear what the the graphs on slides 26 and 27 are supposed to indicate:

- \* In deploying the TAI, what was the goal in the effects it would have on 311 call volume? Was it an increase to reflect that residents had been educated about the importance of reporting? Was it a decrease to indicate the effectiveness of the TAI in addressing the loose dog issues? Was the goal for the call volume to not change?
- \* November 2014 - March 2015 vs. November 2015 - March 2016 is not an apples to apples comparison because each district in the latter period for one month had strong presence by DAS personnel due to the TAI. The month that TAI was ongoing would skew call data and without call metrics for those individual months it is impossible to know how, or to what degree.
- \* None of the districts had the TAI during the same month. Whether the TAI for a given district took place in November (first month of the sample period) or March (the last month of the sample period) intuitively would have considerable impact on call data.
- \* DAS does not dispatch for loose dogs calls. They do dispatch for loose-owned dog calls. The question is if over time residents in these areas discovered the difference in if the call types were dispatched and changed their reporting habits accordingly.
- \* Taking into consideration of the raw numbers in these graphs, there were far more calls for loose dogs in the sample periods than for loose-owned dogs. These numbers conflict with the narrative that most loose dogs are in fact owned animals.
- \* As a theoretical exercise on the next page is a calculation of call averages based on the assumption that call volume would be very low in the area during the month the TAI was deployed. When the calculations are run on this assumption then call volumes for loose and loose - owned dogs as a monthly average increased considerably. This exercise is to illustrate that there is not enough context to the data as reflected in these graphs to determine its value in evaluating the TAI efforts.

## Loose/Loose-Owned Dog Calls

### Loose

	District 3		District 4		District 5		District 7		District 8	
	TAI Month: November		TAI Month: December		TAI Month: January		TAI Month: February		TAI Month: March	
	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016
Total Calls	508	430	749	657	680	643	540	506	642	563
Average (5 months)	<b>101.6</b>	86	<b>149.8</b>	131.4	<b>136</b>	128.6	<b>108</b>	101.2	<b>128.4</b>	112.6
Average (4 months)		<b>107.5</b>		<b>164.25</b>		<b>160.75</b>		<b>126.5</b>		<b>140.75</b>
Variance	6% increase		10% increase		18% increase		17% increase		10% increase	

**Average 12% Increase in Loose Dog Calls**

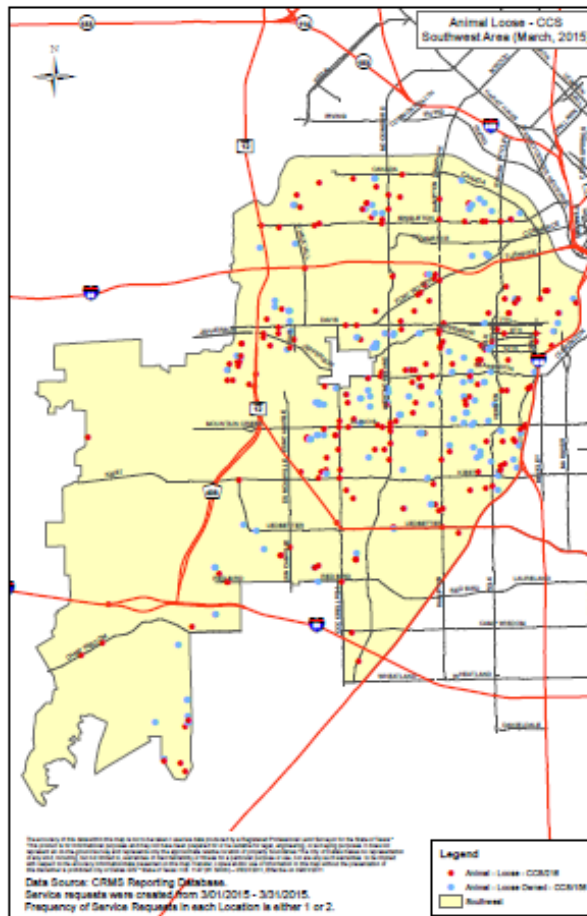
### Loose-Owned

	District 3		District 4		District 5		District 7		District 8	
	TAI Month: November		TAI Month: December		TAI Month: January		TAI Month: February		TAI Month: March	
	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016	Nov. 2014 - Mar. 2015	Nov. 2015 - Mar. 2016
Total Calls	219	220	393	479	311	410	236	258	290	267
Average (5 months)	<b>43.8</b>	44	<b>78.6</b>	95.8	<b>62.2</b>	82	<b>47.2</b>	51.6	<b>58</b>	53.4
Average (4 months)		<b>55</b>		<b>119.75</b>		<b>102.5</b>		<b>64.5</b>		<b>66.75</b>
Variance	26% increase		52% increase		65% increase		37% increase		15% increase	

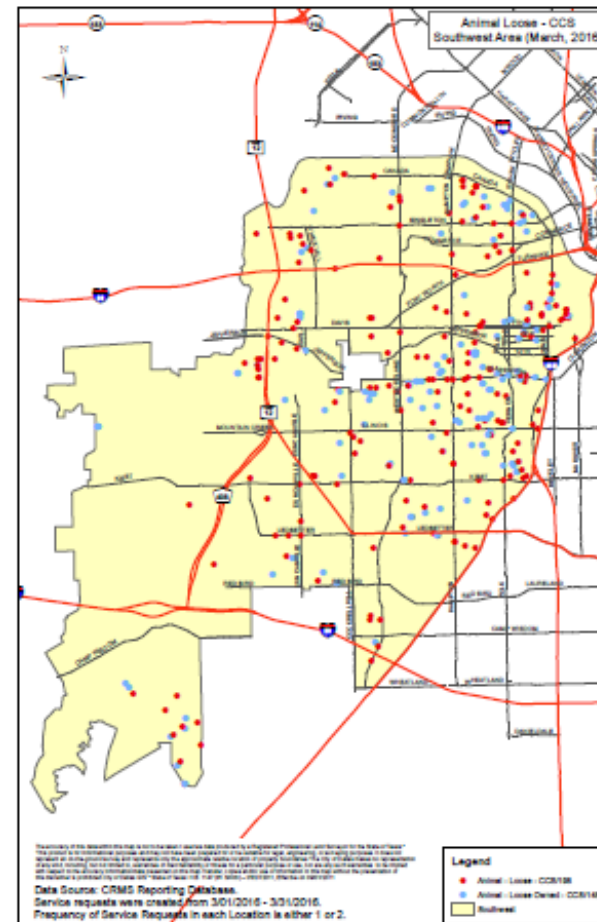
**Average 39% Increase in Loose-Owned Dog Calls**

# Loose Dog Maps

## Southwest Area



March 2015

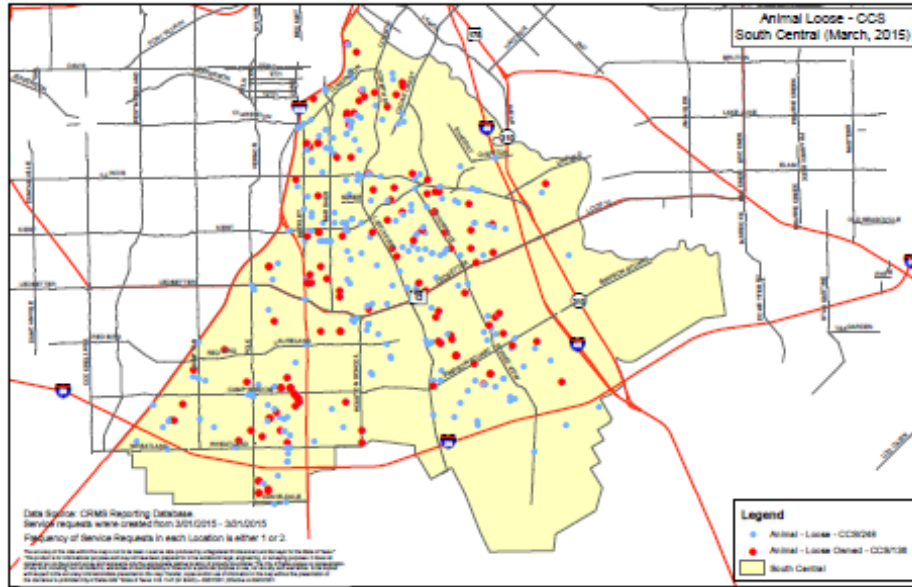


March 2016

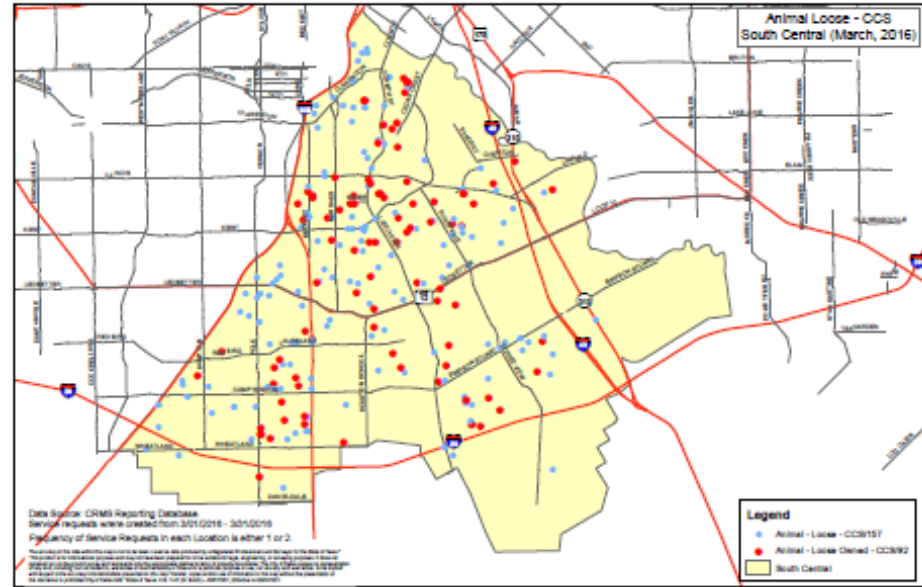


# Loose Dog Maps

## South Central Area



March 2015

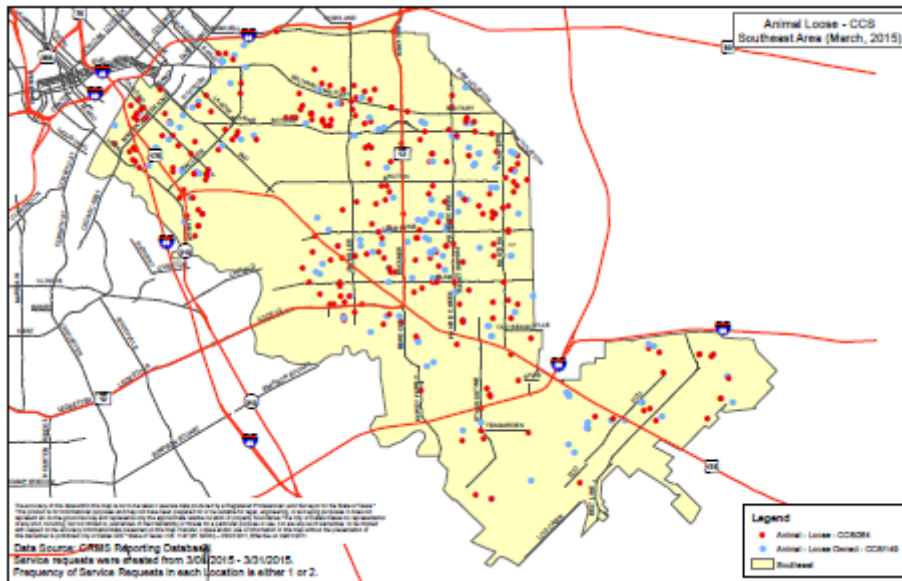


March 2016

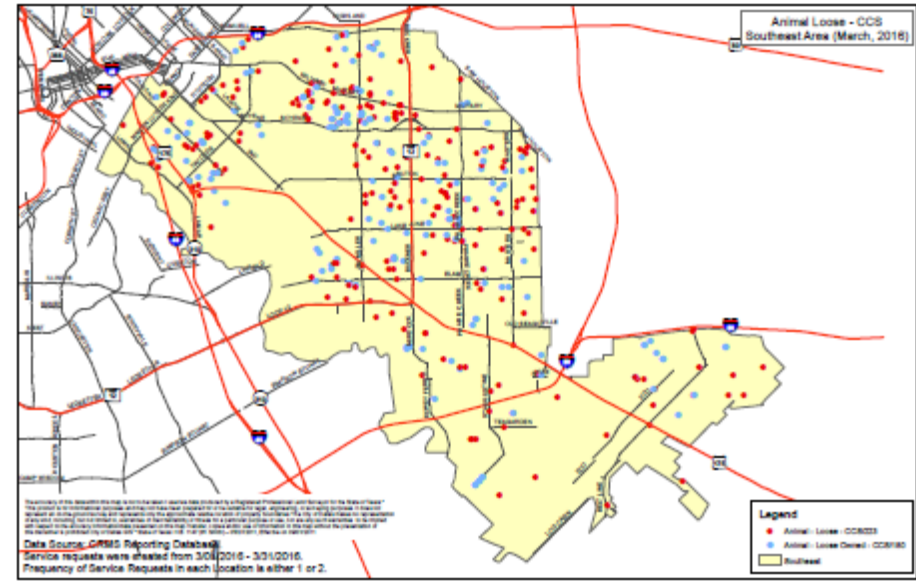


# Loose Dog Maps

## Southeast Area



March 2015



March 2016



# C.A.R.E. Program (Community Animal Resource Effort) for Southern Dallas

- Taking what was learned during the Targeted Initiative, the new C.A.R.E. program will work in areas with the highest volume of animal issues through the use of:
  - Citizen feedback
  - Data
  - Stray animal extraction
  - Enforcement
  - Education (new)
  - Pet care products and services (new)



\* Aside from two mentions of "stray animals" there is no mention ANYWHERE in the C.A.R.E. presentation of picking up loose dogs. Since loose dogs continue to drive a high volume of 311 calls/complaints, what kind of citizen feedback was used to determine the goals and focus of the C.A.R.E. Program?

\* What does "stray animal extraction" mean? Is this referring to a catch team by citizens?



# C.A.R.E. Program for Southern Dallas

## HIRING UPDATE

- Manager
- 4-Animal Service Officers
- 2-Coordination
- Data Entry (Interviewing)
- Veterinarian



On the Manager III position that has been hired and is not mentioned in this presentation, is that under general hires for DAS or specific to the C.A.R.E. Program?



As a comparison, here is a list of positions DAS requested to hire for the "Southern Dallas Initiatives" (and now C.A.R.E. Program) in July 2015. You can find that budget summary here: <https://www.scribd.com/doc/272834316/DAS-budget-summary>

- \* Manager
- \* 1 each Southeast and Southwest Coordinator
- \* Media/Messaging Coordinator
- \* 2 each Southeast and Southwest Officers
- \* 2 each Southeast and Southwest Office Assistants
- \* Veterinarian
- \* Veterinary Manager
- \* 2 Crew Leads
- \* 1 Animal Keeper

#### Questions:

- \* Have the hiring needs for the C.A.R.E. Program changed after consideration of concluding the TAI?
- \* How do the C.A.R.E. Program hiring needs align with those listed above in the July budget summary?
- \* Have all of the positions related to the C.A.R.E. Program been hired?
- \* How many more hires need to be completed?

# C.A.R.E. Program for Southern Dallas

## PROGRAM OVERVIEW

\*What specifically are the overarching goals of the C.A.R.E. Program and how does it align with the directive of the City Council?

- Weekly & Monthly Service Request Volume Analysis  
Who will be generating these reports?  
What software will be used?
- Sustained presence five days per week  
What does "sustained presence" mean?
- Education & Outreach
- Patrols  
Who is doing the patrols? And what is the goal of the patrols?
- Reporting & Evaluation
- Ongoing Community Support

There is no mention anywhere in this proposal of the C.A.R.E. Program picking up loose dogs.



# C.A.R.E. Program for Southern Dallas

## THE AREA SELECTION PROCESS

- Data analyzed from the neighborhoods with the highest volume and concentration of animal issues
- Calls for service are mapped by volume into census tracts
  - Census tracts are approximately 4,000 people
  - Each month, approximately 2 census tracts are worked
  - Areas are approximately 4 – 5 times larger than the Target Initiative areas



- \* Looking at the slide detailing the area selection process for the C.A.R.E. Program, will these areas solely be determined by call volume to 311?
- \* What about reviewing location data for dog attack and dog bite incidents and factoring that into criteria to determine area selection?
- \* What about reviewing DAS intake - citizens bringing in found/loose dogs and pulling location data from those trends as criteria for determining area selection? The fundamental flaw with only using 311 call data is that it will not pinpoint areas needing service that have above average engaged residents picking up large numbers of loose dogs and bringing them to DAS on their own.

\* As far as the size of the selection areas, it is important to note that the TAI locations were perhaps one square mile. The C.A.R.E. Program will be conservatively deployed over eight square miles (divided into two areas) each month.

\* Also note, Southern Dallas is ~185 square miles, so if the long term goal is to deploy C.A.R.E. across all of Southern Dallas it will take between 18-24 months to address all of Southern Dallas.

# C.A.R.E. Program

## Education & Outreach

- Goal
  - Education and outreach to connect residents with DallasPETS and available resources *Is there as list of these resources and also of what funding is available to give residents access to low/no cost spay/neuter, microchipping, and vaccinations?*
- Actions
  - Teams of 8-10 volunteers will walk approximately 30 hours the first week of the project in each of the areas
  - Volunteers will educate citizens on Chapter 7 ordinances
  - Share resources to assist in compliance while capturing community data on people and their pets



- \* The indications are that the volunteers will be focused on talking to residents of the areas rather than simply leaving materials.
- \* Assuming this is the case, here is the breakdown:

Two areas being worked simultaneously, for a total of 8-10 square miles,  
Two volunteers deployed for each square mile,  
There will be 60 volunteer hours dedicated to working those areas for one week,  
Assuming a five day a week, volunteers are working 12 hour days,  
That means each pair of volunteers has 6-7.5 hours to for each square mile to be able to cover the entire area in the time allotted.

Housing Density for the TAI Zip Codes				
	75216	75232	75217	75215
	District 4	District 3 & 8	District 5	District 7
	November TAI	December TAI February TAI	January TAI	March TAI
Square Mileage	14.6	8.3	27.3	8.4
Population	49,312	27,953	83,121	14,490
Housing Units	19,337	10,954	24,633	7,175
Average Per Square Mile	1324.45	1319.76	902.31	854.17
Percentage of People Below Poverty Line	41.00%	28.60%	31.10%	40.40%
<b>Average Houses Per Square Mile In The TAI Zip Codes</b>	<b>1100.17</b>			

Here is another way to look at this:

- \* The locations of the C.A.R.E. Program are not detailed in this presentation, so as a sample data from the the TAI zip codes was used.
- \* Housing density for the TAI zip codes averages 1,100 houses per square mile.
- \* Assuming it takes five minutes for the volunteers to educate a household, and volunteers have person to person contact at 25% of the houses, and each unanswered door takes 20 seconds to leave materials, that averages to 40 houses the volunteers can reach in one hour.
- \* At a rate of forty houses an hour, it would take two volunteers 27.5 hours to reach an average of 1,100 housing units per square mile.
- \* At that rate, it would take volunteers 220-275 hours to reach all of the houses in the two areas totaling 8-10 square miles.

Additional Questions:

- \* Will these be DAS volunteers or volunteers from partnering non profits?
- \* Who will be training these volunteers? What about bilingual teams?
- \* Volunteer training is critical because their preliminary work in the C.A.R.E. Program areas will determine how DAS personnel will concentrate their efforts in those areas.

DAS' plan for this phase of the C.A.R.E. needs intensive review to determine if it is viable for the stated scope.

# C.A.R.E. Program

## DAS Patrols

- Goal
  - Keep pets in their homes by educating on compliance and offering resources
- Actions
  - Conduct two-week patrol by Animal Services Officers approximately 3 weeks following volunteer team and remove stray animals from the streets
  - Issue citations for loose-owned animals and other citations for violations
  - Educate citizens on Chapter 7 ordinances and share resources to assist in compliance
  - Partner with ongoing S.M.A.R.T. Sweeps in hot spots to reduce loose dogs

\* This is very disturbing because only citation is mentioned to address loose dogs. There is nothing in the objectives of this program committing to picking up the loose dogs, regardless of circumstances. Again, how does this align with the directive of the City Council?

\* What is the difference between the ACO patrols and S.M.A.R.T. Sweeps? Are there differing objectives?

\* If the two week patrol by ACOs follows three weeks after the volunteers deploy for one week, that means the C.A.R.E Program will function on a six week cycle? Or is it the month cycle listed on slide 34 of this presentation? A six week vs. a month cycle makes a significant difference in knowing how long it will take to deploy the C.A.R.E. Program in all areas of Southern Dallas.

\* Will more than two areas in the C.A.R.E. Program be working at once?





# C.A.R.E. Program

## Community Support

- Goal

- Provide an ongoing support presence, resources and reporting on progress at the community levels through partnerships with city agencies and initiatives, civic groups and associations

What metrics will be tracked? What are the specific goals of this program? What progress will be reported, when, and how often? When will cost analysis of this program be done and ready for review?

- Actions

- Attend community meetings, homeowner associations, crime watch meetings, civic groups, etc. to provide updates on progress
- Maintain ongoing dialogue with residents
- Conduct surveys, discussions of relevant issues, and conduct trainings in the initiative areas



# C.A.R.E. Program Partnerships

- Big Fix for Big D
  - Free neutering resources
- City of Dallas Public Information Office– DallasPets.org
  - Educational campaign
- Dallas Companion Animal Project
  - Free and low cost resources to pet owners
  - Medical care assistance program
- Low cost wellness resources
  - Hillside Veterinary Clinic
  - TCAP and Vaxx Shack

While the locations for the C.A.R.E. Program have not been detailed, in using the data from the TAI zip codes most of the people are living below the poverty line. What funding and partnerships are in place to address the cost and access challenges people in poverty have to getting their pets altered and in compliance with city ordinances? If the city is going to seriously consider an almost exclusively outreach approach to address there needs to be in depth and detailed analysis on what resources need to be in place to get people into compliance. None of that documented in this presentation.



# C.A.R.E. Program Partnerships

- Spay Neuter Network
  - Neutering resources, transports & outreach
  - Pet wellness clinics
- SPCA of Texas
  - Targeted outreach program in 75211
  - Neutering & wellness resources
- Sponsor adoptions
  - Programs to keep pets in homes
- Volunteers & community members
  - Outreach and education

\* As mentioned earlier, where are these volunteers being recruited from? Are these DAS volunteers (and then the question is how many volunteers does this leave to help at the shelter) or is DAS profiting with non profits or neighborhood associations to recruit volunteers?

\* What kind of training will these volunteers receive? Who will do the training for the volunteer force?



# C.A.R.E. Program

## Measuring Success – Service Requests

Metrics	Goal
Citizens Calls for Service	Increase by 100% initially, gradual reduction over time
Proactive Calls for Service	Increase by 50% initially, gradual leveling
% of High Priority Calls	Decrease by 50% initially, gradual leveling
Loose owned calls	Increase by 75% initially, gradual reduction over time
Loose dog calls	Increase by 50% initially, gradual reduction over time

\* What do these measures of success mean? On call volume, it is 100% increase of the comprehensive totals for the TAI efforts? Or is it 100% increase over the comprehensive totals for Southern Dallas on a daily, weekly, monthly, annual basis? And there is no definition of "gradual reduction over time". Is this days, weeks, months, or years? With no baseline parameters or figures cited, there is no way to measure, in effect meaning that there are no defined goals outlined to gauge success of effectiveness.



# C.A.R.E. Program

## Measuring Success – Field Services

Metrics	Goal
Citations	Increase by 500% initially, gradual reduction
Violation notices	No baseline
Intakes	Increase by 400% initially, gradual reduction
Outcomes per calls for service	No baseline
Violation Notice Compliance Ratio	No baseline

\* The same considerations listed on the previous slide apply here.

\* If we take 159 total citations for the TAI at an average of 4.42 hours per citation, a 500% increase in citations equals 795 citations, at 3,514 hours needed to write them. Is this an effective use of time and monetary resources for these results?

\* Using the same theoretical exercise for intakes, for 170 intakes at 4.14 hours per intake, a 400% increase in intakes equals 680 intakes over an undefined time period in an undefined geographic area. It would take 2,815 hours for these impoundments. If this 400% increase is supposed to represent the goal for total number of intakes under the entire C.A.R.E. Program, this number of impoundments are not enough to prevent loose dog populations from exploding at ever accelerating rates. Further more, data from the November and December TAI showed over a quarter of all impoundments were cats and puppies instead of loose dogs. This is important information to consider when gauging what kind of positive impact it will have on safety issues in the C.A.R.E. Program areas.



# C.A.R.E. Program

## Measuring Success - Other

Metrics	Goal
Free & low cost neuters	40 per month This goal is not anywhere close to what is needed to prevent loose dog populations from exploding at ever accelerating rates.
Registrations	Increase by 500% initially, gradual reduction
Community meetings attended	4 per month
Number of community partners	10 Who are these partners and are they assisting with the C.A.R.E. Program directly, or just providing spay/neuter and wellness services to support it?
Number of pet resources (free pet care products and services)	200 per month



# C.A.R.E. Program

## Measuring Success - Outreach

Metrics	Goal
People educated	250
Survey results	Increased satisfaction
Volunteer hours	200 per month

With falling intake at the shelter, and FY 2015-2016 showing a 37% increase in dog bites, does the City Council think these metrics are anywhere as comprehensive as what is needed to have a long term, measurable impact on the public safety issues we are having in Southern Dallas due to loose dogs? Not only that, "400% increase" goal in intakes aside, there has been no commitment or goal listed in this presentation to picking up the loose dogs.



# Next Steps

- Report results back quarterly to the Quality of Life & Environment Committee and the Animal Advisory Commission

## General Points:

- \* The notes in this presentation are questions and comments in preparation for the QofL briefing. A more comprehensive summary/statement will be made after this is presented to the City Council.
- \* Of serious concern is the fact that while non profits are listed as partners in providing services to enhance the C.A.R.E. Program, there are none listed as supporting it and providing the volunteer "boots on the ground" for the outreach in the community. Will DAS be able to recruit and train and manage the volunteers needed to make this an effective outreach program?
- \* In August the City Council told DAS to make a plan to address the loose dogs (and the related safety issues) in Southern Dallas. An almost exclusively outreach plan is ignoring the directive of the city council, and it is a bold statement to present this as a plan that was formed based on resident feedback when you consider the high volume of 311 calls related to loose dogs.
- \* There is no cost analysis in this presentation on the TAI or the C.A.R.E. Program. Is it in residents' best interests to be investing an unknown amount of taxpayer dollars that does not have any specific goals or timeline of success? How can viability and effective use of resources be determined with no cost analysis?

