

**Animal Services Staffing Analysis
December 2008**

Patrice Randle, City Auditor
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City Auditor's Office

December 8, 2008

Honorable Mayor and Members of the City Council:

I am pleased to present the City Auditor's Office's report on staffing within the Animal Services Center. The purpose for the analysis was to evaluate the adequacy of staffing resources at the current Animal Services Center. Since this project was intended to provide you with information regarding Animal Services staffing, management was not asked to respond to our comments or recommendations.

We would like to thank Community Services management and the entire Animal Services Center staff for their full cooperation and assistance during the project.

A handwritten signature in cursive script that reads 'Patrice Randle'.

Patrice Randle, CPA
City Auditor

- c: Jim Holgersson, City Manager
- Fiona Allen, Deputy City Manager
- Bob Byrd, Deputy City Manager
- Gilbert Perales, Deputy City Manager
- Trey Yelverton, Deputy City Manager
- Lee Hitchcock, Community Services Director
- April Nixon, Financial and Management Resources Director
- Louis Carr, Chief Information Officer

Animal Services Staffing Analysis

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Animal Services Staffing Analysis



Office of the City Auditor

Patrice Randle, CPA
City Auditor

Project #09-01

December 8, 2008

Executive Summary

As requested by the Mayor and City Council, the City Auditor's Office has conducted an analysis of staffing within the Animal Services Center. The purpose for the analysis was to determine the level of staffing required to meet current demands at the Animal Services Center. Based on audit fieldwork conducted during October and November 2008, the City Auditor's Office concluded that current staffing resources at the Animal Services Center are inadequate.

The attached report includes recommendations for increased staffing levels that would have an estimated overall annual impact of approximately \$210,000. The report also includes recommendations regarding volunteers, Animal Services' telephone system, and City budgetary practices.

Staffing recommendations made in the following report include:

- One additional Customer Service Agent within the Administration section
- One Administrative Assistant within the Administration section
- Two additional Code Compliance Officers (CCOs) within Kennel Operations
- Additional funding for part-time kennel employees
- Maintain field staffing at the current level

In conducting this staffing analysis, some operational issues were identified. However, a comprehensive operational audit was not conducted. As indicated in the FY2009 Annual Audit Plan, the City Auditor's Office plans to conduct an operational audit after Animal Services' relocation to the new facility.

Scope and Methodology

The purpose for the Animal Services Staffing Analysis was to determine the appropriateness of current staffing levels and provide recommendations, if necessary. The City Auditor's Office observed Animal Services operations during October and November 2008.

The review consisted of:

- interviews with Community Services management
- interviews with Animal Services line staff
- observations of administrative, field, kennel and veterinary workloads
- discussions with Arlington Police Department and Arlington Fire Department Dispatch representatives to obtain an understanding of their level of involvement in Animal Services' operations
- interviews with Arlington Animal Services Center Advisory Board and City Council members
- analysis of statistical data extracted from the animal management system

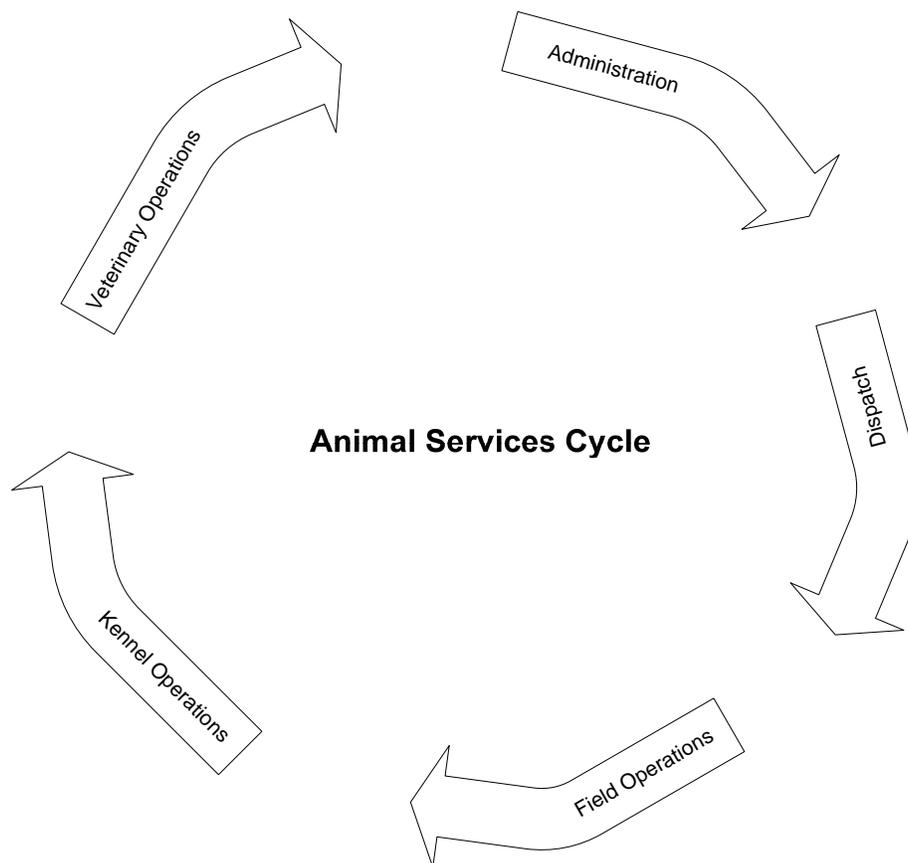
Background

On September 30, 2008, the Community Services Department provided the Mayor and City Council with a proposal to change operational hours at the Animal Services Center. The proposed change included closing the Animal Services Center on Mondays, while maintaining administrative, kennel, and emergency field response operations. The Mayor and City Council were informed that the proposed change was deemed necessary due to increased service demands with no changes in Animal Services staffing and resource allocations. Although adjustments had been made to respond to the increased service demands, Community Services management indicated that Animal Services continued to experience service demands beyond its current allocated resource capacity. The Mayor and City Council voiced concerns that management's recommendation would result in decreased hours at the new Animal Services Center. A request was, therefore, made to have the City Auditor's Office conduct a review of current staffing levels at the existing Animal Services Center.

The Animal Services Center is located at 5920 W. Pioneer Parkway. The 13,654 square-foot facility is equipped with 114 canine kennels and 118 feline cages. The Animal Services Center is open to the public Monday through Friday, from 10:00 a.m. until 6:00 p.m. and on Saturday from 10:00 a.m. until 4:00 p.m. Emergency and after-hours field personnel are available Monday through Friday, from 8:00 p.m. until 7:00 a.m. and from 4:00 p.m. on Saturday until 7:00 a.m. on Monday.

Animal Services staff is responsible for administering and enforcing applicable animal laws and regulations of the State of Texas and City ordinances pertaining to animals. Arlington residents are assisted with stray animals, rabies mitigation, dangerous animal investigation,

wildlife/exotics, animal nuisances, loose livestock, animal cruelty, injured animals, deceased animal pickup and an on-line educational program for first-time animal impoundment offenders. While an Arlington residency is required for these services, there is no residency requirement for animal adoptions or to reclaim pets. Animal Services staff is organized into four sections: Administration (which includes Dispatch), Field Operations, Kennel Operations, and Veterinary Operations.

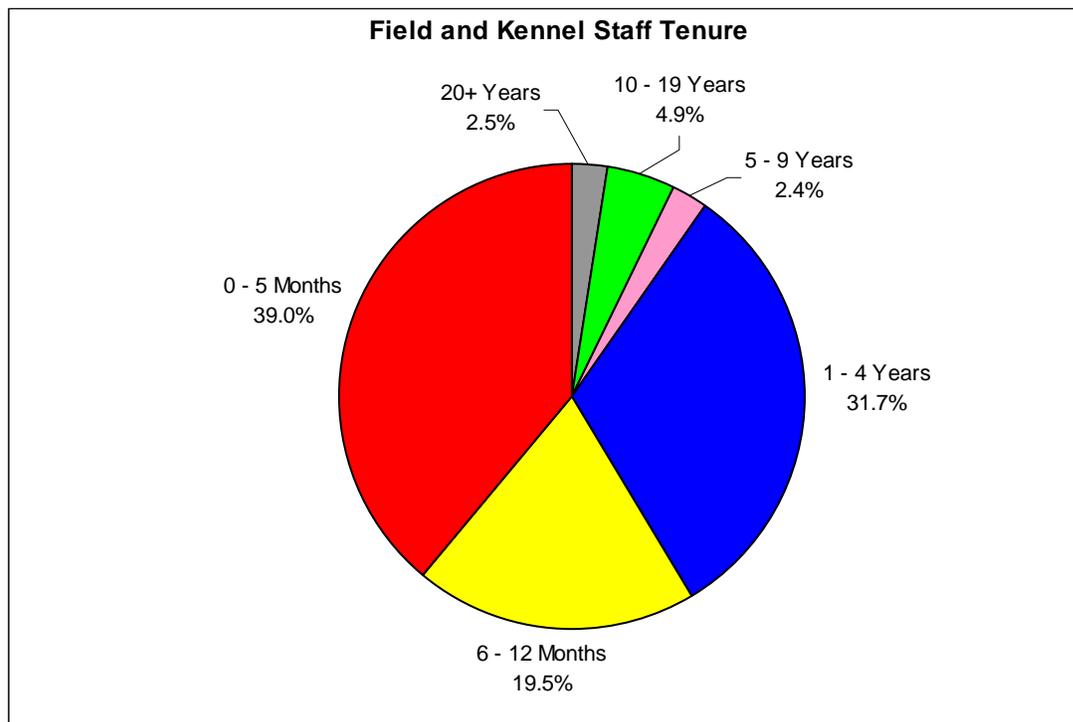


The Animal Services Cycle above shows that all areas within the Animal Services Center must work together in order to fulfill their responsibilities. However, over the past three years, the turnover rate in field and kennel operations has hindered this process.

Employee Turnover

In the past three fiscal years (FY2006 – FY2008), there have been 31 new employees hired within field and kennel operations. Of those 31 employees, 19 have already terminated their employment. Three of the terminated employees stayed more than a year, while 11 stayed less than six months. The remaining five employees stayed between six months and one year. Of the nineteen employees that terminated employment in the past three fiscal years, 10 were full-time CCOs (field personnel), six were full-time Animal Technicians (kennel personnel), and three were part-time Animal Technicians (kennel staff). The chart below shows the tenure of the

forty-one employees who worked within the kennel and field staff from FY2006 through FY2008.



Source: Lawson

In January 2008, several positions within Animal Services were reclassified. Animal Services Officers (T4) and Animal Technicians (T3) were reclassified to CCOs (T6). Based on the salary structure, these reclassifications resulted in an approximate salary increase of \$3.38 to \$4.50 per hour for each employee affected. Management indicated that two reasons for the reclassification were to help increase employee morale and decrease turnover within the area in order to create a generalist position to allow for crossover with Code Enforcement. Per management, the ultimate goal was to attract and retain a sustainable workforce.

PetPoint

Animal information and activity is currently recorded in PetPoint, software developed for the animal welfare industry. The Animal Service Center uses PetPoint to record animal surrenders, adoptions, owner reclamations, rescues, euthanasia, etc. Since the City promotes PetPoint's ShelterCare insurance program and has implemented PetPoint's 24PetWatch Microchip Recovery program, PetPoint is free of charge. Additionally, the City purchases microchips from PetPoint at a discounted price. Prior to PetPoint, the Animal Services Center utilized PetWhere as its animal management system. Animal Services staff indicated that continued system performance issues combined with the fact that technical support for PetWhere was being discontinued, resulted in PetWhere's replacement in February 2008.

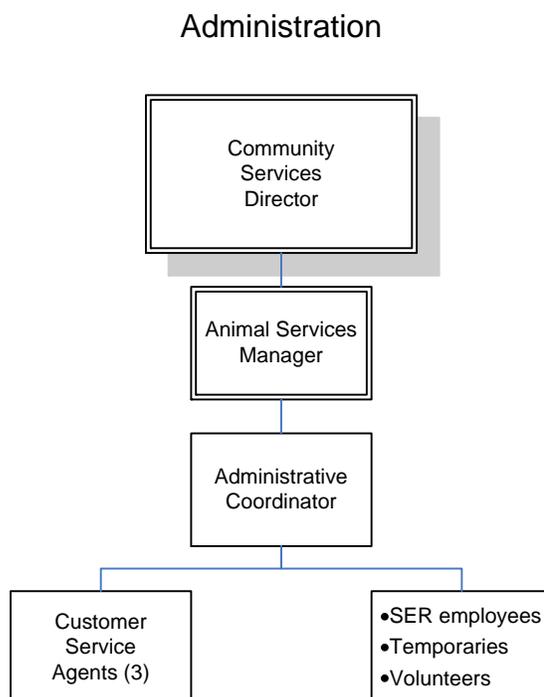
When using PetWhere, pictures and stories of adoptable animals had to be manually posted to petfinder.com, an online database of homeless pets. Upon implementing PetPoint, photographs of these animals were automatically uploaded. Animal Services staff stated that, in the past,

volunteers posted adoptable animal pictures and stories onto petfinder.com. With PetPoint, volunteers now only post animal stories to petfinder.com.

Administration

The Administration section of the Animal Services Center is primarily responsible for providing customer service to individuals that call and/or visit the Animal Services Center and for dispatching calls to Animal Services field staff. The Administration section processes animal adoptions and owner-pet reclamations, licenses animals, lends animal traps, processes spay/neuter coupon refunds, accepts payments, prepares daily cash reports and bank deposits, accepts animal donations and performs administrative duties such as filing, sending letters to pet owners, restocking animal leashes, etc.

The following organizational chart illustrates Animal Services administrative staffing.



Animal Services Manager

The Animal Services Manager is responsible for managing the overall operations of the Animal Services Center. Applicable managerial duties include, but are not limited to, ensuring that staff work schedules accommodate desired service delivery; keeping staff abreast of newly adopted legislation affecting animals, animal trends, staff training and staff certification requirements; managing and facilitating off-site events such as mobile adoptions; attending speaking engagements; managing and implementing responsible pet ownership programs; and ensuring that departmental policies and procedures are up to date. During Internal Audit observations, the Animal Services Manager helped Customer Service Agents assist customers when the customers waited in line for assistance. The Animal Service Manager is scheduled to work from 9:00 a.m. until 6:00 p.m. on Monday through Friday.

Administrative Coordinator

The Administrative Coordinator is responsible for supervising Customer Service Agents. Internal Audit observation indicated that due to required service delivery, the Administrative Coordinator functions more as a back-up Customer Service Agent than a supervisor. Most of the Administrative Coordinator duties observed consisted of processing payroll, ordering uniforms, answering telephone calls that could not be answered by Customer Service Agents and assisting customers that were awaiting an available Customer Service Agent.

Customer Service Agents

Customer Service Agents are ultimately responsible for assisting customers and dispatching calls to Animal Services field staff. On Monday through Friday, Customer Service Agents staff the Animal Services Center from 7:00 a.m. until 7:00 p.m. by working staggered shifts. On Saturdays, only one Customer Service Agent is scheduled to work. The chart below illustrates the current work schedule for Administration staff.

Administrative Staff Schedule							
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
CSA #1	7am - 4pm	Off	Closed				
CSA #2	9:30am - 6:30pm	Off	Closed				
CSA #3	Off	10am - 7pm	10am - 7pm	10am - 7pm	10am - 7pm	8am - 5pm	Closed
Coordin.	Off	10am - 7pm	10am - 7pm	10am - 7pm	10am - 7pm	8am - 5pm	Closed
Manager	9am - 6pm	Off	Closed				

With the current level of Administration staff, the Customer Service Agent working on Saturday must function as a Customer Service Agent and a Dispatcher. Audit observation indicated that in order to properly assist Saturday customers, the Administrative Coordinator and the Community Services Supervisor (field staff) must help the one Customer Service Agent answer telephone calls, assist walk-in customers and dispatch. The volume of customer activity observed on a Saturday indicated that the Administrative Coordinator and the Community Services Supervisor spend a majority of their time on Saturdays assisting telephone and walk-in customers. The Administrative Coordinator and the Community Services Supervisor, therefore, have less time to perform duties related to the positions for which they were hired. As noted on the work schedule above, only two Customer Service Agents are scheduled for Mondays, one of which leaves at 4:00 p.m. On Mondays, the Community Services Supervisor (field staff) must assume Dispatcher duties from 4:00 p.m. until 7:00 p.m.

An example of the volume of telephone and walk-in customers is shown in Exhibit 1 of this report. Internal Audit observed Customer Service Agents simultaneously assisting telephone and walk-in customers. It should be noted that due to the volume of calls and the fact that any Animal Services staff member assisted when calls could not be readily answered by a Customer Service Agent, some incoming calls may not have been captured by Internal Audit.

SER Employees

In February 2008, Animal Services entered into a Host Agency Agreement with Service Employment Redevelopment (SER) to participate in a training program for Senior Community Service Employment Program (SCSEP) participants. The SCSEP is funded by grant funds received from the Department of Labor. Under the agreement, SCSEP employees are to be obtained at no cost to the City. The City is not to use the participants as a substitute for permanent employees, but to give serious consideration for any permanent job openings.

Animal Services staff indicated that they utilized the services of one SCSEP employee for administrative tasks in the past. However, that employee was involved in a car accident and had not returned to work at the Animal Services Center. As of the end of audit field work, Animal Services had not received a replacement for the injured employee.

While the SER agreement is not to substitute for permanent employees, it appears that the SER's services were used to accommodate for inadequate staffing. Therefore, the appearance that the SER employee was used as a substitute for permanent employment within the Animal Services Center exists and jeopardizes the SER's receipt of grant funds from the Department of Labor.

In August 2008, Animal Services staff indicated that they began utilizing Code Enforcement Division employees as a temporary resource to perform duties normally assigned to the SCSEP employee. During audit observation, the City Auditor's Office noted that a Code Enforcement supervisor was performing administrative tasks which Animal Services indicated had been performed by the SCSESP employee. Although the Code Enforcement Supervisor's salary (approximately \$53,000) was paid from the Code Enforcement Division's budget, the City would benefit more if a clerical employee was paid to perform these administrative duties.

Recommendation #1: If SCSEP services are utilized, utilize SCSEP employees as agreed, and not as a substitute for inadequate staffing.

Temporary Employees

During fiscal year 2008, Animal Services utilized the City's temporary employment services contract with EuroStaff Inc. to hire temporary administrative help. No temporary employees were observed in Administration during Internal Audit's staffing analysis. However, Animal Services staff indicated that a temporary employee had been working in Administration, but had found permanent employment elsewhere. The City Auditor's Office's review of City payments indicated that the City paid EuroStaff approximately \$30,500 for temporary administrative services for the pay periods ending September 30, 2007 through August 31, 2008. The temporary agency was paid for approximately 1,900 regular hours and 375 overtime hours – comparable to one full-time equivalent (FTE). Vendor invoices indicate that for the pay periods ending September 30, 2007 through August 31, 2008, the temporary employee worked 40 hours each week except for one. During one week, the temporary employee only worked 21.75 hours. Per Animal Services, the temporary employee was responsible for inputting adoption contracts into a database, lending animal traps, greeting customers and placing callers on hold.

Telephone System

The Animal Services Center has six incoming lines that are available whenever the main or metro telephone number is dialed. There are also three other lines, one each designated for the recorder, fax and modem. Incoming calls can be answered by any Animal Services Center employee. When a call to the Animal Services Center is not answered by an employee, the caller receives the following recorded information, which is lengthy and could result in an increased reluctance to listen to the entire message prior to pressing "0".

- Arlington Animal Services is open for viewing animals, reclaiming animals, obtaining a City license for pets, or picking-up reserved live traps from 10:00 a.m. – 6:00 p.m. Monday through Friday, and 10:00 a.m. – 4:00 p.m. on Saturday.
- Animal Services Officers are available to respond to calls of service Monday through Friday from 7:00 a.m. – 8:00 p.m. and on Saturday from 8:00 a.m. – 4:00 p.m.
- Animal Services' emergency hours are Monday through Friday from 8:00 p.m. – 7:00 a.m., Saturday after 4:00 p.m., and all day Sunday (until 7:00 a.m. on Monday)
- Animal Services responds to the following emergencies:
 - Loose livestock
 - Animals that have bitten an individual, are currently loose and have not been confined
 - Wild animals who have bitten an individual and are loose within a residential area
 - Aggressive and threatening animals
 - Injured animals
- If the emergency fits into one of these criteria, and you are calling after hours, please dial 911. If you are calling during normal business hours, press "0" and wait for next available representative.

The caller is not provided options for specific information such as location, directions, etc. As shown in Exhibit 1, Customer Service Agents routinely assist telephone customers with general questions such as animal services location, how to make donations, etc. Caller information that requires Animal Services action is entered into PetPoint. Once that information is entered, field officers are dispatched based on information entered into PetPoint.

The City Auditor's Office received a busy signal when attempting to contact the Animal Services Center on numerous occasions. The City Auditor's Office also observed Customer Service Agents manually recording caller information onto a Call Ledger prior to entering the caller information into PetPoint. Animal Services staff indicated that since the current telephone system lacks the ability to track the number of calls received, the manual Call Ledger is used to track and report call volume. The Call Ledger is also used to ensure that no information is omitted from PetPoint. Due to the volume of calls received within a short timeframe, staff indicated that it is easier to just write down the information. Since the information recorded onto the Call Ledger is later input into PetPoint, this procedure results in a duplication of effort.

While Animal Services' telephone system does not track the number of calls received, the Arlington Fire Department (AFD) Dispatch indicated that they received 1,198 non-emergency animal-related calls during the after hours in FY2008. Per AFD, the 1,198 does not include emergency requests made by officers or emergency requests that came in through 911. During FY2008, AFD Dispatch stated they received 1,458 animal-related calls that were received in 911 and merited an officer response, all of which were not after hour calls. In addition to AFD Dispatch, City Action Center staff indicated that they received a total of 170 animal-related calls from May 2008 through September 2008. The volume of calls observed by Internal Audit, combined with the number of animal-related calls that the AFD Dispatch and the Action Center indicates they receive, is indicative of the volume of animal-related calls received by the City of Arlington. It should be noted that not all calls require dispatching of field staff.

Recommendation 2: The Community Services Department, in conjunction with the Chief Information Officer, should consider purchasing a phone system that allows customers to press a number for specific information such as Animal Service Center hours, location, spay/neuter requirements, etc. and track the number of incoming calls. It should be noted that during this staffing analysis, management was in the process of discussing options and funding for an enterprise phone system with call center functionality.

Proposed Administration Staffing Level

Based on the City Auditor's Office observations, the current level of staffing within Animal Services' Administrative Operations appears inadequate. By hiring two additional Administrative staff persons, an additional Customer Service Agent is available to help assist telephone and walk-in customers while the Customer Service Agent assigned to Dispatch focuses solely on Dispatch; Saturdays can be staffed with at least two Customer Service Agents, versus the one that is currently scheduled; and the Customer Service Agent workload that has shifted to the Administrative Coordinator and the Community Services Supervisor (on Saturdays and on Mondays after 4:00 p.m.) can be decreased. Clerical-type tasks can be assigned to a clerical staff person rather than being performed by temporary employees, Customer Service Agents as time permits, or SCSEP employees; a clerical person can help provide general assistance to telephone and/or walk-in customers; and all Customer Service Agents can be scheduled to be off every other weekend, all of which should help improve employee morale. Currently, the same employee is scheduled to work every Saturday.

The use of volunteers and SCSEP employees were not considered due to the fact that these workers are not guaranteed and that the current Animal Services practice of using SCSEP workers is questionable.

Recommendation #3: Authorize one (1) additional full-time Customer Service Agent. The City Auditor's Office estimates that an additional \$33,000 would be required to fund this employee's salary, excluding benefits.

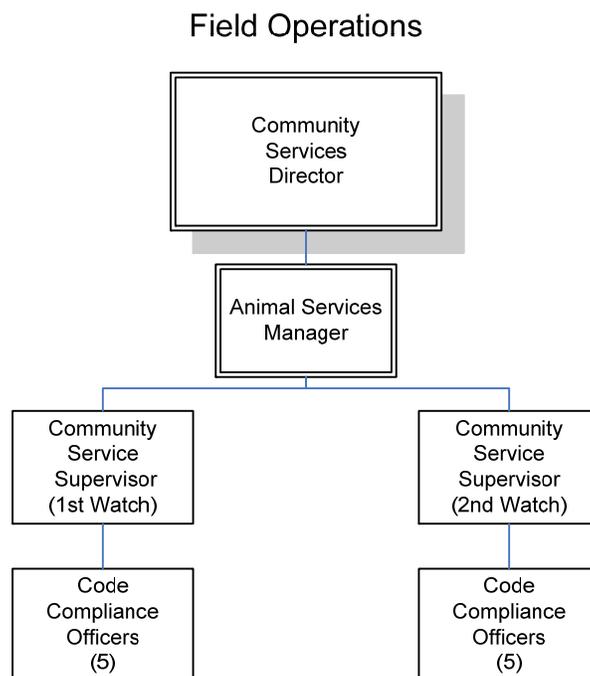
Recommendation #4: Authorize one (1) full-time Office Assistant to open mail, enter warnings into PetPoint, prepare letters to be sent to pet owners, answer phone calls, provide general direction to walk-in customers, file documents as deemed necessary, etc. The City Auditor's

Office estimates that an additional \$25,000 would be required to fund this employee's salary, excluding benefits.

Recommendation #5: Duties assigned to the Administrative Coordinator should focus less on functioning as a Customer Service Agent back-up and more on areas such as staff supervision, coordinating and managing the volunteer program, coordinating off-site events (e.g., mobile adoptions), educational programs, etc.

Field Operations

The Field Operations section of the Animal Services Center is responsible for responding to dispatched calls from the public and after hour calls from Fire Dispatch. Field Operations consists of two supervisors, two investigators and eight field officers.



Community Service Supervisors

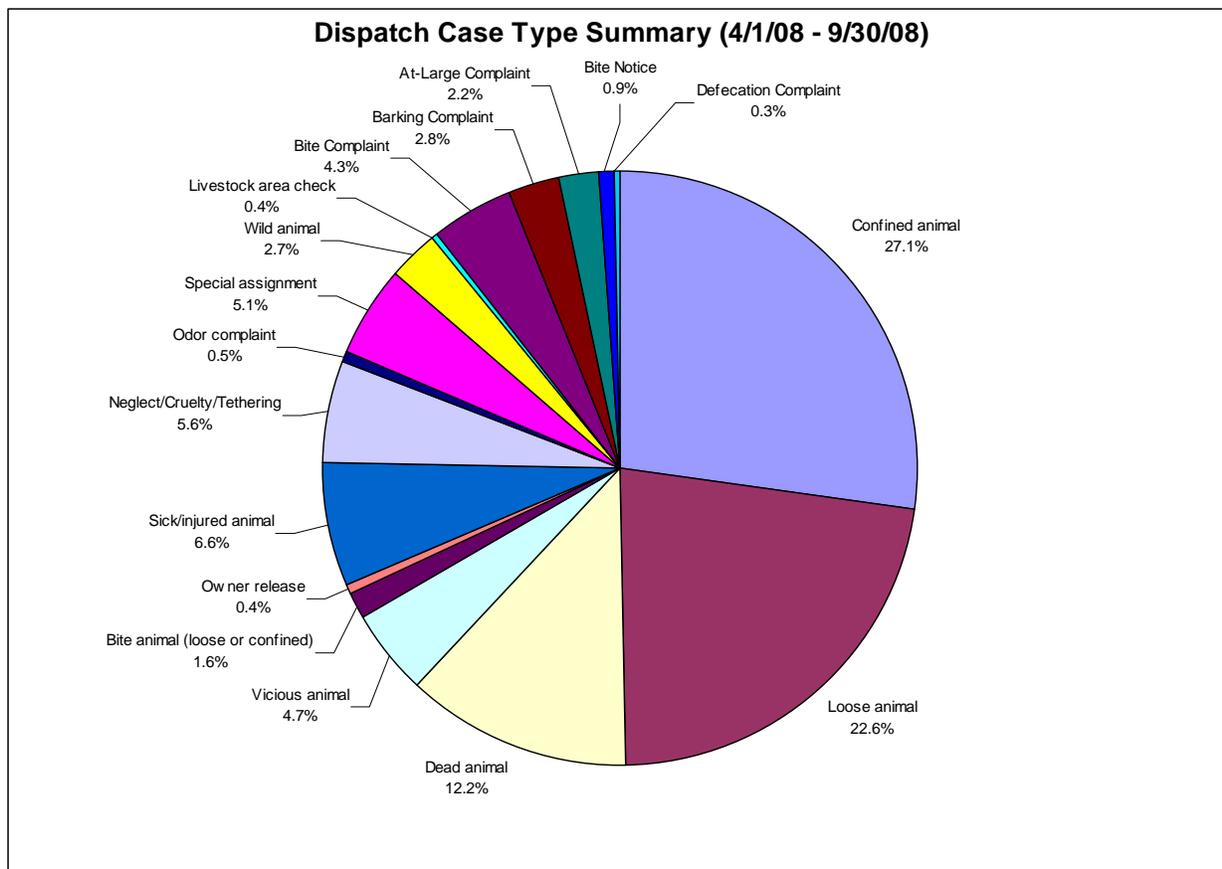
The 1st Watch supervisor is responsible for dangerous dog investigations, entering benchmark information, reviewing and verifying Ketamine (euthanasia drug) records and keeping track of bite investigations.

The 2nd Watch supervisor is currently responsible for handling at-large animal, barking and defecation complaints. Along with those duties pertaining to citizen complaints, the supervisor is also responsible for reviewing daily officer logs, entering benchmark information, employee scheduling, and maintaining traps, equipment and the Animal Services' vehicle fleet.

Code Compliance Officers (CCOs)

The CCOs perform investigative and field duties. One investigator handles bite investigations. The second investigator is designated as the dangerous dog investigator, but has been performing field duties due to staff shortages. During audit observation, dangerous dog investigations were being performed by a Community Services Supervisor and the Bite Investigator.

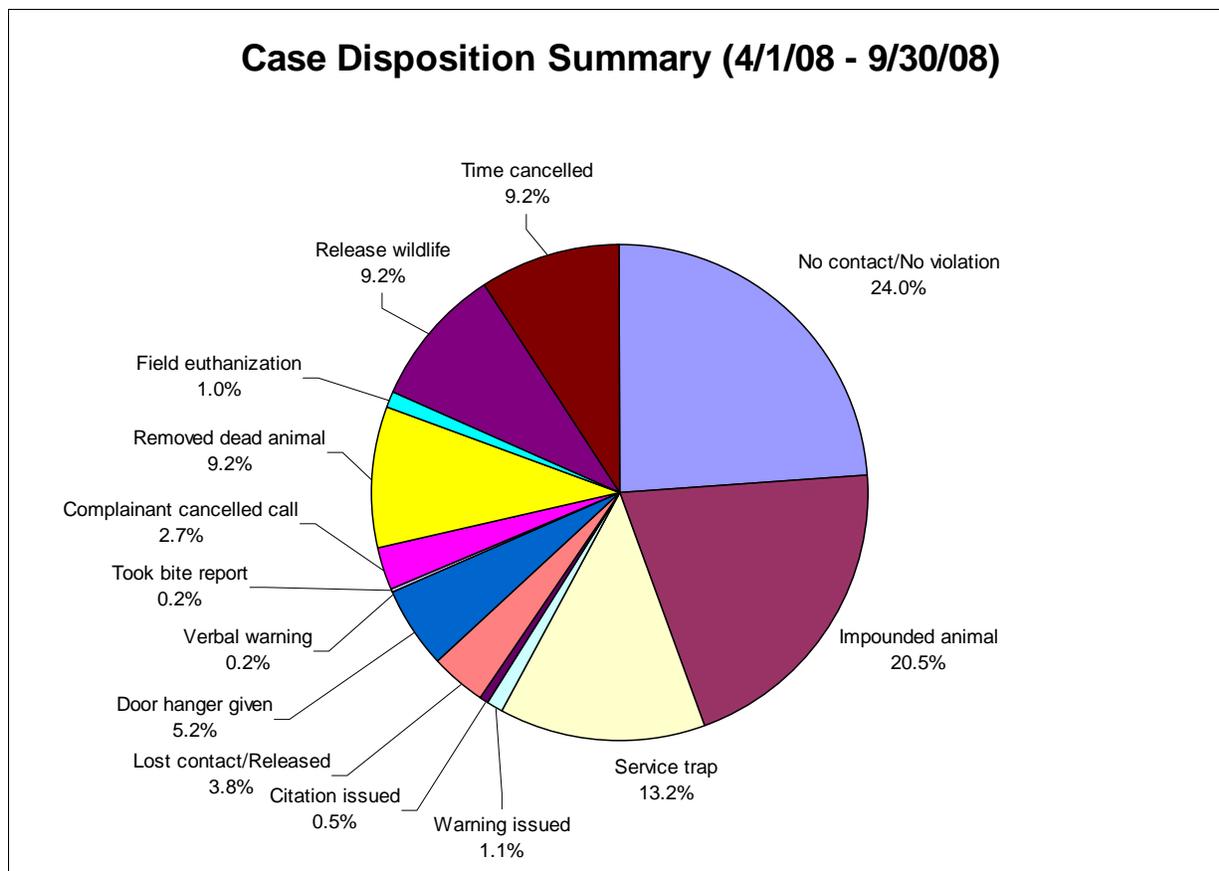
The eight field officers are responsible for responding to a variety of calls. From 04/01/08 - 09/30/08, there were 10,029 calls dispatched to field officers. These call types, along with the percentage of the total calls, are shown in the chart below.



Source: PetPoint

Based on the chart above, the three most prevalent dispatched calls include confined animals, loose animals and dead animals. These three types of calls resulted in 61.9% of the total calls for the period under review. Confined animals typically consist of wildlife, such as raccoons, opossums, or feral cats that are caught in private or City-owned traps. This could also include dogs or cats that are in the possession of a citizen.

After the field officer has responded to a call, he/she is then required to enter the information into PetPoint to show the result of the dispatched call. The following pie chart shows the results of the above-mentioned dispatched calls.



Source: PetPoint

The three most prevalent case dispositions are no contact/no violation, impounded animal and serviced trap. These three disposition types consist of 57.7% of the total cases responded to during the period. A dispatched call with a disposition of no contact/no violation means that a complaint was made by a citizen and the call was dispatched to an officer. However, when the officer arrived, the complaint could not be substantiated. Within this chart, one call could result in a dual disposition entry. For example, when an officer receives a confined animal complaint, the result of responding to the call would be an entry of “1/10” – “1” indicating a serviced trap and “10” representing an impounded animal. In this instance, the chart above would include a count for serviced trap and a count for impounded animal.

As part of this review, the City Auditor’s Office performed a ride-along with a field officer on Monday, October 13, 2008, in order to gain an understanding of the daily routine. Upon arriving at 7:00 a.m., the field officer stated that since they were short-handed on Mondays (only two officers are scheduled on Mondays), the workday would probably not end until 7:00 p.m. This extended workday would allow him to respond to as many calls as possible. This particular field officer’s normal schedule is Monday through Friday from 7:00 a.m. until 4:00 p.m.

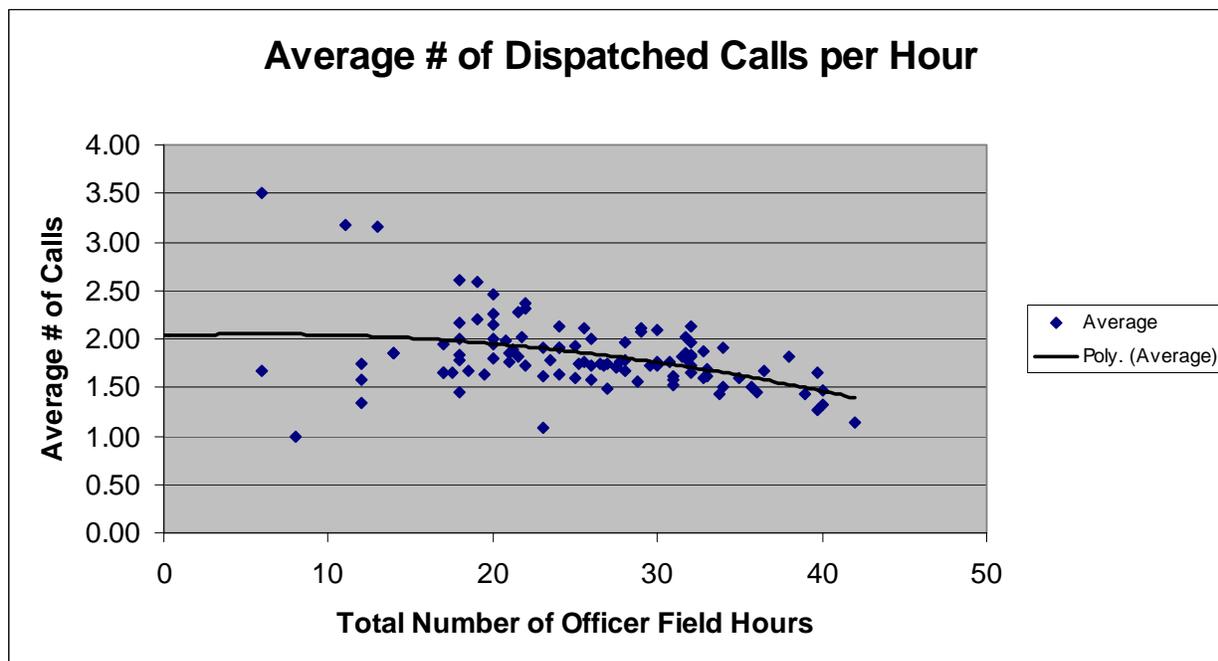
Internal Audit observed that field officers remained in the same general area most of the day (for example, southeast Arlington area). This resulted in minimal drive-time between calls (usually 15 minutes or less). During field observation, Internal Audit noted that each call took

approximately 10 minutes to resolve. Calls such as confined or dead animal took little time to complete. However, calls related to loose dogs took substantially longer to complete, sometimes as long as one hour.

Excluding at-large, barking and defecation complaints, and dangerous dog and bite investigations, 12,090 calls were dispatched to field officers between March 1, 2008 and October 15, 2008. Management indicated that their benchmark for calls responded to by field officers is 1.5 calls per hour calculated as of March 2008.

Internal Audit reviewed departmental reports of hours worked and the number of dispatched calls between July and October 2008 to calculate the actual number of calls responded to per hour. Based on the number of calls dispatched to each officer on a daily basis, the average number of calls worked per hour was calculated at 1.75.

The graph below shows the average number of calls worked per hour, based on the total number of daily officer field hours. This graph is based solely on the total number of hours actually worked in the field. For example, 40 hours could be five officers working 8-hour shifts or four officers working 10-hour shifts. This chart indicates that the field officers are meeting or exceeding the benchmark (1.5 calls per hour) established by management approximately 90% of the time. Internal Audit observation indicated that an average of 1.75 calls per hour represents a reasonably obtainable performance measure.



Source: PetPoint

In addition to dispatched calls, there are also calls that come in to the Animal Services Center that are either time cancelled or held over until the next day. The only calls that are time cancelled (code TC) are loose dog calls. If the loose dog call is not responded to within two hours, the call may be cancelled by the Dispatcher. If there are other calls that need to be addressed, but are not priority calls, those calls may be held over to the next day.

Based on the August and September 2008 records, there were 291 time cancelled calls and 207 hold-over calls. On a daily basis, the number of additional calls per officer that could have been dispatched ranged from 1 to 3.

Proposed Field Staffing Level

Based on City Auditor's Office's observations and calculations, it was concluded that in addition to the Bite Investigator and the Dangerous Dog Investigator, seven field officers are necessary to respond to dispatched calls that are received for animal-related services.

The City Auditor's Office determined the number of field personnel necessary to cover the number of dispatched calls received between March 1, 2008 and October 15, 2008. By using the calculated 1.75 calls per hour and making the following assumptions: 1) employees will take vacation, sick and holiday leave; 2) field employees will participate in training courses during the year; 3) field officers will be required to attend court hearings; and 4) field officers will help in the kennel with euthanasia of animals, it was determined that approximately seven field officers would be necessary. Using management's benchmark of 1.5 calls per hour, the result would be eight field officers.

Determination of number of field officers needed to respond to annual calls

Total Hours Available for a Full-time Field Officer	2,080	# of Dispatched Calls (March 1 - Oct 15)	12,090
Less:		Annualized	19,344
Vacation	80	Benchmark (Calls/Hour)	1.75
Sick	80	Time (hours) required to respond to all calls	11,054
Holidays	88		
Training	20		
Court	20		
Euthanasia	208		
Miscellaneous	20	Number of Officers needed to respond to annual calls	7.07
Total	516		
Annual Hours for Field Work	1,564		

The City Auditor's Office realizes that Animal Services Field Operations section was not fully staffed at any time during 2008. Between March and September 2008, there were only five or six officers working in the field. Even though there were sometimes additional CCOs on staff,

those officers were either working in the kennel area or were in training. It was also noted during our observation that one field officer was on light duty.

By fully staffing field operations (8 authorized field officers and 2 investigators), the Community Services Supervisor should be relieved of performing dangerous dog investigations and should be able to perform his normal supervisory duties. A full staff should also allow field officers to attend to calls that were not previously responded to, such as time cancelled calls and hold-over calls. Additionally, the Dangerous Dog Investigator should be able to perform his normal duties.

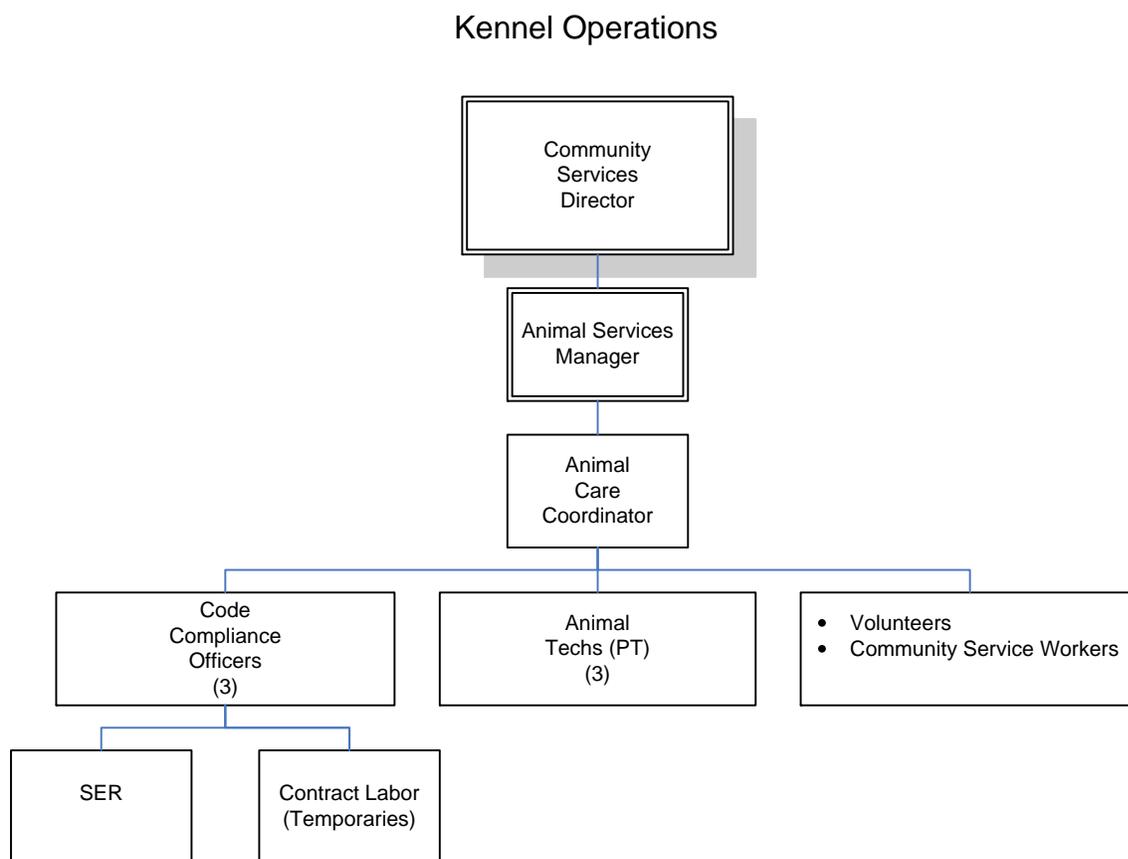
The City Auditor's Office, therefore, does not recommend any additional field staff at this time.

Recommendation #6: Animal Services management should re-evaluate the benchmark for number of calls per hour at least annually.

Kennel Operations

The Kennel Operations section of Animal Services is responsible for feeding and caring for animals. In addition to cleaning and sanitizing kennels and cages every day, the section is responsible for identifying and reporting any sick, injured or distressed animals to the veterinarian. Certified individuals working in the kennels are responsible for performing or assisting CCOs with euthanasia, micro-chipping, and vaccinating animals as required.

The following organizational chart illustrates kennel staffing.



Animal Care Coordinator

The Animal Care Coordinator is responsible for supervising daily kennel operations. The position is responsible for tracking animals and creating the daily euthanasia list. The Animal Care Coordinator actively works with rescue groups and other centers to find homes for adoptable animals, with support from the Veterinarian. This includes determining which animals are adoptable and helping to coordinate appropriate care (vaccinations, treatment, etc.).

Citizens choosing to surrender pets are directed to the kennels. The Animal Care Coordinator indicated that the division does not have the time or staff to counsel owners that come to the Animal Services Center to surrender animals.

During the City Auditor's Office observation period, Animal Services utilized full-time CCOs assigned to the Code Enforcement and Animal Services Divisions, part-time Kennel Technicians, contract labor, an SER employee, volunteers and community service workers to perform kennel functions. The following discussion summarizes the City Auditor's Office observations of the various labor sources utilized.

Code Enforcement Assistance

Due to significant turnover (nine employees) in the summer of 2008, the Animal Services Division utilized CCOs from the Code Enforcement Division of Community Services for basic kennel cleaning and animal feeding duties. According to Community Services management, the use of Code Enforcement CCOs was a temporary and emergency response to inadequate staffing. From August through October, Code Enforcement CCOs were scheduled to work 108 hours per week in the kennels. Based on City Auditor's Office observation, it was not efficient or effective to have the Code Enforcement CCOs perform these duties. The CCOs observed were not always comfortable with the animals (especially cats) and therefore took more time to clean and feed the animals. In addition, the Code Enforcement CCOs earned approximately \$21 per hour, compared to less than \$10 per hour paid for contract labor to perform the same duties.

Animal Services Code Compliance Officers

During October 2008, the City Auditor's Office observed that Animal Services CCOs performed duties associated with kennel operations. This included logging in surrendered animals, assisting with adoptions, performing euthanasia, cleaning cages and kennels, and feeding animals. Due to turnover, the CCOs observed were actually in training to become field officers. During the observation period, one CCO in training submitted her resignation, citing difficulty in keeping up with workload demands.

Four kennel technician positions, a bite investigator and nine animal control officer positions were reclassified (T3 and T4 to T6) as CCOs in January 2008. The positions were reclassified under a formal process utilized by the Workforce Services Department to assist departments with evaluating positions. The process includes an evaluation by a committee comprised of Workforce Services and department personnel. It did not include a detailed operational review. As a result, lower-rated kennel technicians and animal control officers were re-classified and could be assigned to kennel or field duties as necessary. As noted in the background section of this report, Community Services management indicated that the intent of the reclassification was to improve employee morale and retention by creating a "generalist" position that would also include CCOs from the Code Enforcement Division. Due to significant turnover, the planned rotation and cross-training of officers has not yet been performed. Therefore, the City Auditor's Office was not able to determine if the reclassification has achieved the desired benefit.

Part-time Kennel Technicians

As noted in the organization chart, Animal Services has three part-time technicians assigned to Kennel Operations. During FY2008, approximately 3,300 part-time hours were spent in the kennels at a cost of \$42,500, although only \$23,550 was budgeted for part-time labor expense. At current hourly rates, the \$23,550 would fund only 1,880 hours, substantially less than the number of part-time hours used in FY2008.

During the observation period, the part-time kennel technicians were observed performing the same functions as the Animal Services CCOs and assisted the contract labor employees (discussed below) with kennel cleaning and animal feeding. Based on City Auditor's Office's observation, the use of part-time kennel technicians provides flexibility in scheduling and provides employees the opportunity to gain the experience necessary to become a CCO.

Contract Labor

During fiscal year 2008, Animal Services utilized the City's temporary employment services contract with EuroStaff Inc. to hire temporary kennel help. The City Auditor's Office's review indicated that the City paid EuroStaff approximately \$50,000 for temporary kennel services for the pay periods ending September 30, 2007 through August 31, 2008. The temporary agency was paid for over 5,000 regular hours and 229 overtime hours during the period.

Although Animal Services management indicated that contract labor is unreliable and inconsistent, vendor invoices indicated that five kennel employees worked consistently throughout their stay at the City of Arlington. The five employees accounted for 80% of the total hours paid to the employment service. However, 36 total employees were sent to the City during the period, indicating that at times, retaining employees from the temporary service may be difficult. According to the temporary employment services agreement, the City may hire temporary employees for permanent employment without a buyout fee if an employee works 12 continuous weeks (480 hours). Offering full or part-time employment to quality employees from the temporary employment service vendor may allow the City to retain employees for a longer period of time and avoid shortage or turnover issues.

The Animal Services Division has not budgeted for contract labor expense. When used, it has been offset by salary savings due to vacancies throughout the division. Although the City Auditor's Office observed that the contract labor employees were able to satisfactorily perform basic kennel cleaning and animal feeding duties, they are not qualified to perform more advanced duties (euthanasia, vaccinations, micro-chipping, etc.) associated with kennel operations and are not included in the division's planned rotational program, designed to increase employee retention.

SER Employee

An SER employee is utilized in the cattery to assist citizens with owner surrenders and cat adoptions. The City Auditor's Office noted that the employee generally assisted by directing citizens to the proper paperwork while unfolding newspapers to be used to line cat cages. Based on City Auditor's Office observation, the duties performed by the SER appeared to be insignificant in relation to overall kennel workload. Therefore, in determining appropriate staffing levels, current hours worked by the SER employee were not considered.

As noted in the Administration section of this report, the SER program is intended to train qualified employees for permanent employment. It does not appear that Animal Services is preparing the SER employee assigned to the kennel for permanent employment. Please see recommendation #1 in the Administration section of this report.

Volunteers

During an observation of kennel operations, the City Auditor's Office noted one volunteer who assisted staff with cleaning cat cages. The volunteer donated cat food, toys and supplies and personally interacted with each cat in the cattery over her three-hour stay. However, since this volunteer was not scheduled, her assistance was not reflected in the daily work schedule.

Because of the limited use of volunteers, the City Auditor's Office did not estimate any relief on staff workload that volunteers may provide to kennel operations. However, such assistance could greatly impact the staff workload. The City Auditor's Office noted that Animal Services management tracked the number of volunteer hours but did not appear to monitor or document the daily impact volunteers had on kennel operations.

The City Auditor's Office noted that the most efficient use of volunteers may be to perform those duties that are not presently accomplished. This includes exercising and grooming animals. During field observations, the City Auditor's Office did not observe any dogs being exercised, except those that were being considered for adoption. Volunteers performing duties normally completed by staff (feeding, washing dishes, laundry, etc.) could allow staff additional time for more advanced care. For example, although Animal Services management indicated that euthanasia is generally performed by one individual, the City Auditor's Office did observe kennel staff assisting a CCO with euthanasia, made possible due to volunteer hours.

Community Service

Starting in September 2008, Animal Services implemented a program to allow adults to complete community service hours at the Animal Services facility. The City Auditor's Office observed two individuals performing community service during October 2008. The individuals performed basic kennel cleaning and animal feeding duties. According to Animal Services management, the individuals performing community service are scheduled for specific times but the scheduled paid staff is not reduced based on scheduled community service hours. This is due to the uncertainty and inability to enforce the individuals performing community service to appear. However, as noted above with volunteers, the work performed by the community service workers can significantly reduce paid staff workload or allow paid staff to accomplish tasks not otherwise possible.

Due to the uncertainty surrounding community service hours, the City Auditor's Office did not estimate the amount of relief available to staff workload as a result of community service hours. However, based on observation, continued use of community service hours could allow paid staff to accomplish tasks that would normally not be performed.

Proposed Kennel Staffing Level

Based on City Auditor's Office observations and calculations, it was determined that kennel operations should be staffed at approximately 44 hours each operating day and 32 hours on non-operating days (Sundays and holidays), excluding supervisory personnel. At this level, kennel staff should have sufficient hours to perform basic cleaning, sanitizing and animal feeding duties, log in surrendered animals, perform euthanasia of surrendered animals as necessary, assist with animal adoptions and assist field CCOs with euthanasia. This staffing level does not increase the

amount of services that are presently provided, except for increasing the percentage of times euthanasia can be performed with two employees present.

The City Auditor's Office did not include the use of contract labor in its analysis due to the lack of evidence substantiating the long-term viability of the use of contract labor. Although Animal Services used over 5,000 hours in contract labor in FY2008, Community Services management indicated that contract labor was only used as a last resort and is not considered part of its goal to create an environment that would result in obtaining and retaining better qualified employees. The City Auditor's Office discussed staffing issues with other metroplex cities and noted that other cities are also experiencing difficulties in staffing kennel operations and have required field officers to perform kennel duties. The City Auditor's Office was also able to identify that other jurisdictions continue to employ animal service technicians or kennel attendants at lower rates of pay than field officers.

Recommendation #7: Authorize an additional two CCOs and additional funding for part-time employees for kennel operations. The City Auditor's Office estimates that an additional \$108,772 in funding would be required, as highlighted below:

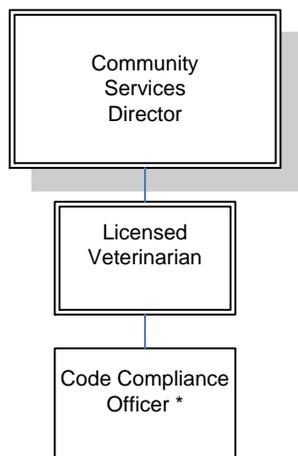
Proposed Kennel Staffing			
FY 2009 Budgeted			
Position	Hours	Rate	Amount
Animal Care Coordinator	2,080	-	\$ 43,937
3 CCO's	6,240	17.0252	106,237
Part-time	1,879	12.5333	23,550
Total	<u>10,199</u>		<u>\$ 173,724</u>
FY 2009 Proposed			
Animal Care Coordinator	2,080	-	\$ 43,937
5 CCO's	10,400	17.03	177,062
Part-time	4,904	12.53	61,447
Total	<u>17,384</u>		<u>\$ 282,446</u>
Total Budget Needed for Salaries and Wages			\$ 282,446
FY 2009 Budget			<u>173,724</u>
Additional Funding Needed for Salaries and Wages, Excluding Benefits			\$ 108,722
Total Hours Needed	17,384		
Total Hours Included in 2009 Budget	<u>10,199</u>		
Additional Hours Needed	7,185		

Recommendation #8: After a sufficient period of time has elapsed, re-evaluate the rotational use of CCOs to perform kennel duties to ensure that the expected benefits are realized.

Veterinary Operations

In July 2008, the City hired a licensed Veterinarian to perform veterinary duties at the Animal Services Center. Currently, the Veterinarian is responsible for initial animal assessment, vaccinating adoptable animals, performing pre-adoption exams and administering aid to injured animals.

Veterinary Operations



* functions as a Veterinarian Technician

During the City Auditor's Office's staffing analysis, the licensed Veterinarian was assisted by a veterinarian technician who is classified as a CCO. Internal Audit observations indicated that examinations and vaccinations administered by the Veterinarian and the CCO averaged approximately 12 minutes per animal. Internal Audit's observation supported the Veterinarian's statement that examining and vaccinating animals currently averages about 15 minutes, per animal.

Proposed Veterinary Staffing Level

The City Auditor's Office concluded that the current level of staffing within Animal Services' veterinary operations appears adequate for the current Animal Services Center. However, when relocating to the new Animal Services Center, veterinary staffing will need to be re-examined due to expanded veterinarian services. For example, the new Animal Services Center will be equipped for animal spay and neutering. The City's Veterinarian will be responsible for performing these medical procedures, as discussed in the Future Issues section of this report.

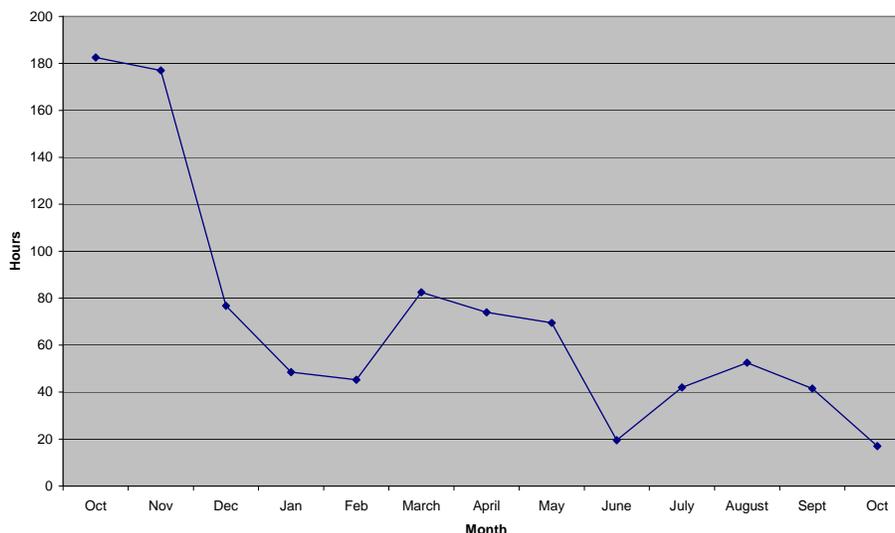
Volunteer Program

Individuals may volunteer their services at the City of Arlington by obtaining an application from the department at which the person wants to volunteer or from the Workforce Services Department. The City's website directs interested individuals to contact the "Municipal Volunteer Office." The telephone number listed for the Municipal Volunteer Office is the Workforce Services Department. Animal Services is listed on the City's website as a department that utilizes volunteers. However, neither Workforce Services' nor Animal Services' websites indicate specific volunteer positions or projects that are available.

Animal Services staff indicated that volunteer applications are forwarded to the Workforce Services Department for background checks. Once the background checks are completed, Workforce Services is to communicate the results to Animal Services management. The City Auditor's Office observed approximately 79 volunteer applications on file at Animal Services for FY2008. However, Animal Services indicated that they had not received information regarding whether a majority of those hoping to volunteer passed background checks. Workforce Services indicated that they had only received 30 volunteer applications for Animal Services during FY2008. Additional research of a sample of the remaining 49 applications indicated that either Workforce Services had no record of the application ever being received, the applicant did not respond as requested, or the area of interest was not indicated on the application. Per Animal Services, they do not have the staffing resources to follow-up on volunteer applications as needed.

As discussed earlier in this report, no volunteers were observed within Administration and only one volunteer was observed in Kennel Operations. Per Animal Services, other than designing the Animal Services calendar, conducting volunteer orientations once per month, and helping to coordinate other events, the Administrative section had not had any volunteer help over the past year.

Volunteer Hours
October 2007 - October 2008



As noted in the chart on the previous page, recorded volunteer hours decreased significantly during FY2008. Although the City Auditor's Office was not able to confirm why volunteer hours decreased, it was concluded that management has not been able to devote sufficient resources to manage a volunteer program, including conducting follow-up interviews to determine why volunteers do not return.

Animal Services volunteers could perform tasks such as:

- greeting customers
- accepting food donations
- organizing the food pantry
- restocking leashes
- pet grooming
- assisting customers with the kiosk at the new Animal Services Center
- feeding, exercising and providing social interaction to animals
- washing dishes
- folding laundry (blankets and towels used to provide additional comfort to animals)
- cleaning dog kennels and cat cages
- preparing litter boxes for cat cages

During preliminary discussions with Animal Services management, management indicated that individuals performing community service would be used to help complement staff. While these individuals are not volunteers, some of the duties assigned would be commensurate with those performed by volunteers. Assignments made to volunteers and individuals performing community service should be made based on staffing needs, while minimizing the City's liability. The City Auditor's Office was informed that in order to limit any increased liability exposure, all volunteers are required to sign release and indemnity agreements as part of the volunteer application process.

Conclusion

The City Auditor's Office concluded that Animal Services does not have a successful volunteer program. As a result, the use of volunteers to complement paid Animal Services staff and assist Animal Services in strengthening service delivery is not being maximized.

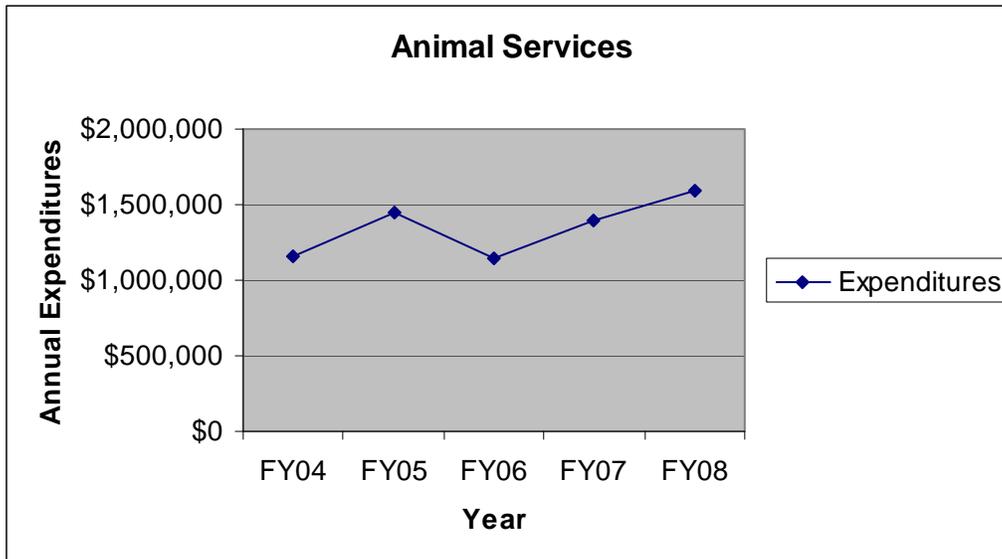
The Workforce Services position (Organizational Development Specialist) that is responsible for the volunteer program was filled on November 17, 2008. In addition to the volunteer program, other duties for this position include the employee volunteer program, performance management, budget preparation, internships, succession planning and workforce analysis. Workforce Services management indicated that this employee's first assignment is the municipal and employee volunteer programs.

Recommendation #9: Prior to assigning work duties to individuals performing community service, the Community Services Director should ensure that the individuals have completed documents required by the City Attorney's Office.

Recommendation #10: The Community Services Director should enhance Animal Services' website by listing specific volunteer positions and/or projects that are available. A brief description of each volunteer position and/or project should be included.

Budgetary Issues

Over the past five years, there have been significant fluctuations in Animal Services’ annual expenditures. The following chart shows annual expenditures for FY2004 through FY2008.



Budget-to-Actual

During FY2008, Animal Services exceeded its payroll and benefits budget by approximately \$221,000. This amount included terminal pay (\$60,549) which is budgeted within the non-departmental accounting unit. Animal Services’ total salaries and wages alone exceeded the budget by \$133,672, as indicated below.

<u>Description</u>	<u>FY08 Budget</u>	<u>FY08 Actual</u>	<u>Over/(Under) Budget</u>
Salaries: Supervision		\$ 19,566	\$ 19,566
Salaries: Clerical & Prof	67,856	163,157	95,301
Salaries: Operations	733,433	581,579	(151,854)
Salaries: Parttime and Hourly	23,550	42,538	18,988
Salaries: Overtime	24,420	86,271	61,851
Salaries: Contract Labor		89,820	89,820
Salary & Wage Total	<u>\$ 849,259</u>	<u>\$ 982,931</u>	<u>\$ 133,672</u>

A majority of the variances between budgeted and actual salary line item expenditures are as follows:

- Animal Services exceeded its overtime budget by approximately \$61,000. Overtime was primarily paid to CCOs (2,883 hours), with additional overtime paid to kennel staff (421 hours) and administrative personnel (419 hours). Management indicated that overtime was required to deliver necessary services to citizens.
- As noted in the Kennel Operations and Administration sections of this report, several positions were reclassified. Although the employees were paid at their reclassified rates, FY2008 salaries were budgeted at the old pay rates. The City paid approximately \$62,000 more than what was budgeted for these employees.

- Four Kennel Technician positions, a Bite Investigator and nine Animal Control Officer positions were reclassified as CCO in January 2008. Although the reclassifications resulted in pay increases, the FY2008 budget was not adjusted. Budget staff indicated that in the year of the reclassification, the department was expected to absorb the costs in another line item or hold positions vacant for the rest of the fiscal year.

Animal Services and the Community Services Department's 2008 budget, as a whole, were less than the actual expenditures. Animal Services exceeded its 2008 budget by approximately \$232,000 while the Community Services Department exceeded its budget by approximately \$264,000. This indicates that neither Animal Services nor the Community Services Department as a whole was able to absorb salary increases associated with the position reclassifications, overtime pay and contract labor.

- In May 2008, two Dispatchers and one Senior Clerk within Administration were reclassified as Customer Service Agents. As with the employees that were reclassified as CCOs, these reclassifications also resulted in pay increases but no budget adjustment for FY2008 or FY2009. Budget staff indicated that since these reclassifications were made after March 31st, the Community Services Department was expected to absorb the costs in the remainder of the year and the year following the reclassification. The Community Services Department is, therefore, required to absorb approximately \$27,375 in its FY2009 budget to account for the reclassifications.
- Animal Services scheduled 184 hours per week (administration, field and kennel) of assistance from the Code Enforcement Division for August through October 2008. Community Services management indicated that Code Enforcement Officers were used as a temporary measure to accommodate for staffing shortages within Animal Services. Although Code Enforcement's labor was not charged to the Animal Services Division, it represents an estimated additional \$31,000 in wages that is not reflected in the Animal Services accounting unit.
- Also, a turnover factor was applied proportionally across the General Fund -- resulting in a decrease in each department's FY2009 salary and benefits line item. While the amount of the turnover factor may be immaterial and feasible for most departments, it does not appear feasible for a public safety department such as Animal Services. Employee turnover within Animal Services would most likely increase salary expenses (e.g., due to overtime and contract labor required) rather than decrease salary expenses.

Recommendation #11: City Management should evaluate how to best document and approve the budgetary impact of position reclassifications.

Recommendation #12: The Financial and Management Services Department should consider the nature of each department's work prior to applying employee turnover factors.

Recommendation #13: The Community Services Department should charge payroll expenses to the division that incurred the expense. This recording method should provide more transparency regarding the level of staffing that is actually required for service delivery.

Departmental Staffing Requests

From FY2005 through FY2009, the Community Services Department has requested the following additional field staff to help respond to calls for service. The three employees that were requested in FY2006 were not authorized until FY2007. The Veterinarian position was requested and authorized in FY2008.

<u>Year</u>	<u>Program Description</u>	<u>Requested</u>	<u>Cost Adjustment</u>	<u>Cost Recovery</u>	<u>CMO Approval</u>
FY05	Animal Services Officer****	2	\$148,770	\$ 0	No
	Animal Services Tech.***	1	35,260	0	No
FY06	2 Animal Services Officers 1 Animal Services Tech.	3	199,115	0	Yes
FY07	None				
FY08	Animal Services Officers	3	266,025	00	No
	Animal Services Veterinarian	1	141,008	128,482*	Yes
FY09	Code Compliance Officers**	3	157,690	0	No

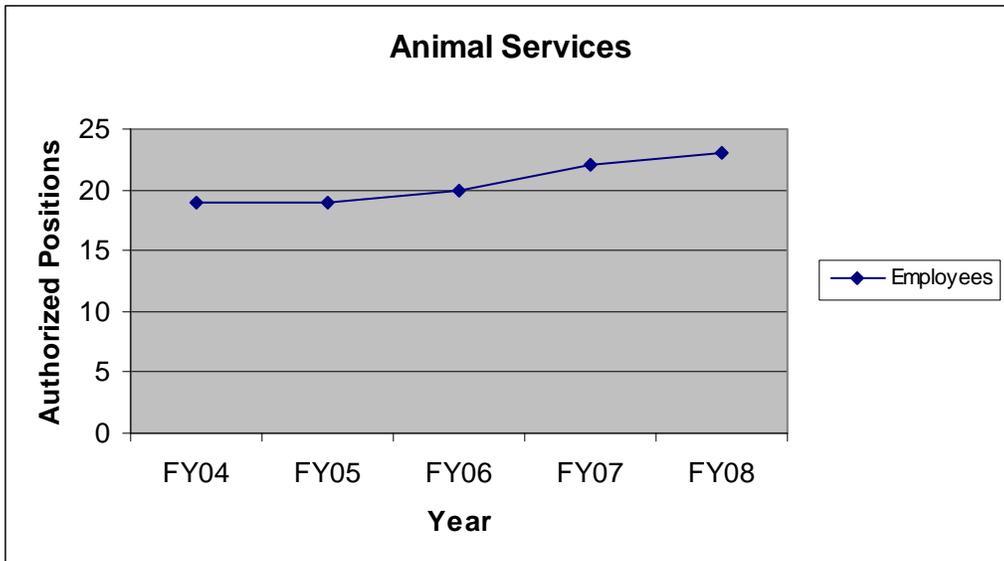
**** Animal Services Officers would be responsible for responding to field calls.

*** Animal Service Technician would be responsible for animal care and cleaning kennels.

** Code Compliance Officers (CCOs) would be primarily responsible for responding to field calls, but would rotate from field to kennel. NOTE: The CCO and ASO positions are synonymous. There was a change in job titles.

* Costs to be recovered via spay and neuter charges.

City management has indicated that the Animal Services Officers and CCOs requested during FY2008 and FY2009 were not approved due to financial constraints and other positions that were desired and considered more of a priority (e.g., police officers). The number of authorized positions within the Animal Services Division for the past five years is as follows.

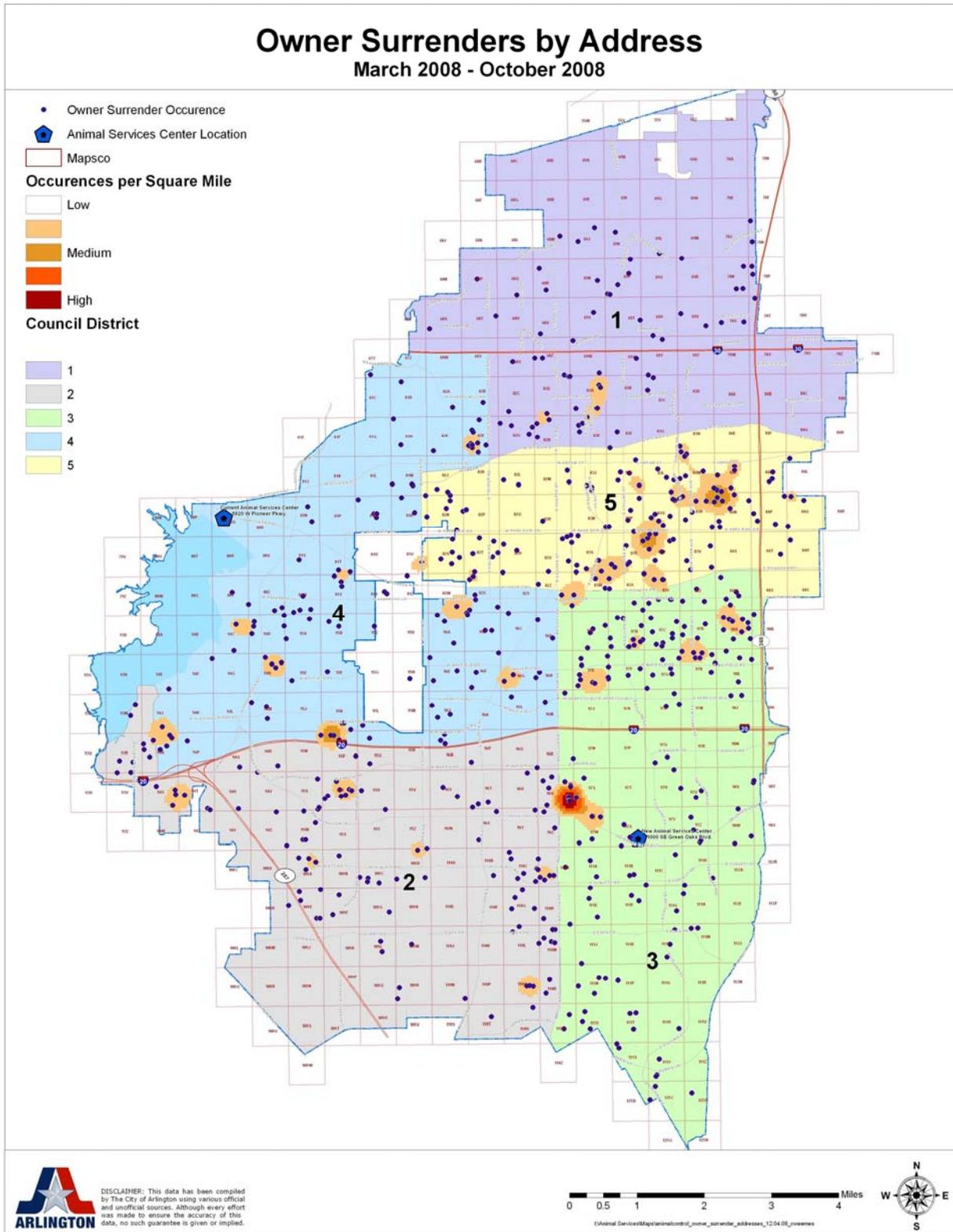


Future Issues

Proposed staffing levels discussed in this report are based solely on activity generated by the current Animal Services Center. The City Auditor's Office is aware that the opening of a new Animal Services Center will present issues that may require even more additional staffing resources. Based on information obtained during this Animal Services Staffing Analysis, issues that could further impact Animal Services staffing resources are as follows.

Animal Population

There has been a continuous growth in the City of Arlington's human population. It is probable that as the City continues to grow, so will its animal population. The American Pet Products Manufacturers Association's (APPMA) 2007-2008 National Pet Owners Survey indicated that 39% of U.S. households own at least one dog. Most owners (63%) own one dog, 25% own two dogs, and 12% own three or more dogs. On average, owners have almost two dogs (1.7). Also, numerous reports indicate that as a result of the nation's mortgage crisis, homeowners are leaving their animals to fend for themselves. The location of the new Animal Services Center could result in more customers due to its close proximity to the Dog Park, library, and Arlington businesses. These issues, combined with the City's continual growth, could result in an increased number of animals received at the Arlington Animal Services Center. The following geographic information systems maps indicate a possibility of increased adoptions and owner surrenders from south Arlington residents.



Source: PetPoint data

The chart below indicates the City's human population over the past five years. Prior to February 2008, Animal Services utilized manual records and data recorded in PetWhere to report animal activity. The City Auditor's Office was unable to verify animal activity reported prior to February 2008. However, the animal activity as reported by the Animal Services Center is included for comparative purposes.

Animal Activity and City Human Population

Fiscal Year	Live Incoming Animals	Adopted Animals	Reclaimed Animals	Euthanized Animals	Estimated City Population
2004	9,482	2,545	1,136	5,709	355,634
2005	9,936	3,094	1,182	5,525	361,300
2006	9,905	2,562	1,235	5,388	362,393
2007	12,595	3,248	1,334	7,082	364,300
2008	11,803	2,544	1,232	6,675	367,461

Sources: Animal Services Center Animal Count/Activity Report
City of Arlington Comprehensive Annual Financial Report
Planning and Development Quarterly Growth Profile

Kennel Operations

The new Animal Services Center will result in additional challenges for kennel staff. During interviews with Animal Services management, they have identified a protocol for cleaning the new facility but are not yet able to estimate the daily amount of time that will be required to adequately clean and sanitize the new facility. While certain factors should decrease the amount of time required (automated mixing of chemicals, improved design and drainage, etc.), others may increase the amount of time required. For example, the new facility will require that each dog be removed from its kennel and tethered at an alternate location. This will require much more interaction with the dogs than at the current Animal Services Center. In addition, the mall like atmosphere, with glass adoption areas, will possibly result in additional cleaning time. Staff will also undergo a learning curve in becoming familiar with the new facility.

Unlike the current Animal Services Center, much of the new Animal Services Center was intentionally designed to limit the general public's access to kenneled animals in order to control disease spread. As a result, there will be a need for staff members to retrieve animals from the non-public areas in order for citizens to determine ownership. Although there will be a limited number of animals available for adoption in public areas, owners looking for lost pets or pets to adopt may want to view animals in the non-public areas. The City's Auditors Office was not able to determine the impact this may have on required staffing levels.

As noted in the Kennel Operations section of this report, Animal Services has not established a method to track labor hours performed in the kennel by function. The City Auditor's Office observed that there is a differentiation between basic animal care (cleaning, sanitizing, feeding, etc.) and more advanced animal care (logging in animals, euthanasia, vaccinations, etc.). To

adequately address staffing issues at the new facility, Animal Services will need to quantify the hours needed based on a classification of duties.

Veterinary Operations

The new Animal Services Center at 1000 S. E. Green Oaks Blvd. will include an animal clinic where the City's licensed veterinarian's duties will be expanded to include spay and neuter procedures. Spay and neuter procedures will be performed in addition to the pre-adoption exams that the veterinarian currently performs. Currently, customers wanting to adopt animals must sign a contract which establishes a deadline by which rabies vaccinations and/or spay and neuter procedures must be performed. If Animal Services staff does not receive documentation to support that the medical procedures were completed by the deadline date, Administrative staff is supposed to issue citations to the customer. However, Animal Services management indicated that citations are not being issued because staff does not have the resources to monitor the animal adoption database. At the new Animal Services Center, animals must be properly vaccinated and spayed or neutered prior to the adoption. This procedural change should increase staff workload within the Veterinary Operations, but should have little impact on Administrative staff's workload since citations are not currently being issued. Administrative staff will only have to follow-up on medical procedures performed on animals reclaimed by their owners.

Software

The City of Arlington is currently discussing the use of AMANDA for its animal management system. Animal Services staff indicated that discussions include using AMANDA for animal management only, field operations only, or the entire Animal Services operation. Whether a decision is made to use AMANDA for a specific section of Animal Services operations or for the entire operation, City management will need to allow Animal Services staff time to properly reflect current and/or recommended business processes into the AMANDA software and to be trained on using the system. If AMANDA is used to replace PetPoint, the City may also incur increased microchip fees.

New Programs

Due to the City's opening of a new Animal Shelter, Animal Services staff may be required to provide educational programs and/or tours to school and community groups, other municipalities, animal shelters, etc.

Telephone and Walk-In Customer Activity
 Monday, October 13, 2008
 10:00 a.m. – 11:00 a.m.

Customer Service Agent		
Time	Type	Purpose
10:08 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer states that his dog’s tags indicate that the dog has been vaccinated • Customer Service Agent (CSA) contacts veterinarian • CSA finds out the date of rabies shot and obtains other health-related information such as spay and vaccination status, heartworm testing information and age of dog • CSA provides customer with adoption forms • CSA processes customer’s payment
10:10 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer indicates that there is no card in the animal cage • Code Inspector assists customer while the CSA looks through binder • CSA informs customer of two holds on the dog and that adoption would be offered to the person that placed the first hold, if that person shows up on time • Customer leaves very disappointed, but returns to wait-out the adoption
10:13 a.m.	Walk-In	<ul style="list-style-type: none"> • CSA greets customer • Customer has an idea of which animal he/she wants to adopt • CSA recommends that the customer obtain the kennel card for the animal that he/she wants to adopt
10:25 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer indicates that his dog was picked up after being reported by a neighbor • CSA asks customer to obtain the paperwork from the kennel and return to complete the reclamation process
10:25 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to see if his/her lost dog is at the Animal Services Center
10:26 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding dogs being out • CSA enters caller information onto the Calltaker Ledger
10:32 a.m.	Courtesy Call	<ul style="list-style-type: none"> • CSA attempts to contact a pet owner since the owner’s pet has been located - there is no answer or recording device • CSA contacts the person that found the dog to let that person know that pet owner could not be reached • CSA concludes that dog should be impounded
10:35 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA provides information regarding a found dog
10:35 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer walks in with a pit bull that he is wanting to adopt • CSA informs customer that animals have to be kept in the kennel area and that the paperwork attached to the kennel must be brought in to complete the adoption process

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
Monday, October 13, 2008
10:00 a.m. – 11:00 a.m. (continued)

Customer Service Agent		
Time	Type	Purpose
10:35 a.m.	Walk-In	<ul style="list-style-type: none"> • The pet owner whose dog was captured by Animal Services staff after being reported by neighbors returns (from 10:25 a.m.) • CSA requests pet owner's identification, spay paperwork and informs the pet owner of the amount due • CSA processes customer's payment
10:37 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA answers call regarding stray animal • CSA provides customer information
10:40 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA places caller on hold
10:41 a.m.	Walk-In	<ul style="list-style-type: none"> • The customer that entered at approximately 10:35 a.m. indicates the he needs to contact his son before adopting the pit bull • CSA informs customer of shot prices and informs customer that neutering is required by law
10:43 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer enters to adopt animal in cage B16 • Customer waits in lobby area until adoption time • The other customer that chose to wait-out the adoption (since 10:10 a.m.) leaves since the person with initial hold showed up
10:44 a.m.	Call Pick-Up	<ul style="list-style-type: none"> • CSA takes 10:40 a.m. caller off hold • CSA obtains microchip information and provides another animal services center with the dog's name, description and contact information, including the owner's address
10:47 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA answers call • CSA informs caller that the animal in cage B16 has been adopted
10:47 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA answers call and provides general information • CSA places caller on hold • CSA later obtains customer's name • CSA informs customer that spay/neuter coupons do not apply to rabbits
10:49 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer arrives to adopt a dog • CSA asks customer to obtain kennel paperwork and return
10:54 a.m.	Dispatch	<ul style="list-style-type: none"> • CSA radios Kennel staff to unlock a cage
10:54 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA answers call regarding loose dog and informs caller that Animal Services has to be contacted at the time that the animals are loose • CSA provides caller information regarding pit bulls

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
Monday, October 13, 2008
10:00 a.m. – 11:00 a.m. (continued)

Customer Service Agent		
Time	Type	Purpose
10:54 a.m.	Dispatch	<ul style="list-style-type: none"> • CSA radios for a Bite Investigator
10:55 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA answers call and provides general information regarding adoptions
10:55 a.m.	Other	<ul style="list-style-type: none"> • CSA leaves desk to pull paperwork for B16
10:56 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer enters to adopt animal • CSA instructs customer to sign in and directs customer to kennel area
10:56 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA answers phone and places caller on hold • CSA later provides Animal Services' hours to caller
10:57 a.m.	Walk-In	<ul style="list-style-type: none"> • CSA requests dog's name from customer adopting animal from B16 • CSA inputs information into PetPoint • CSA verifies owner contract information (shots needed, spay/neuter information, etc.)
10:57 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer enters Animal Services looking for a white Boxer • CSA directs customer to walk around and look for the animal
10:57 a.m.	Walk-In	<ul style="list-style-type: none"> • CSA asks customer to sign in • CSA provides instructions as to what should be done if the customer sees her dog in the dog kennel
11:00 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA provides general information regarding Animal Services operations

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
Monday, October 13, 2008
2:00 p.m. – 3:00 p.m.

Customer Service Agent		
Time	Type	Purpose
2:00 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer enters to get an affidavit notarized • CSA requests identification • Customer indicates that he has completed more than one affidavit • CSA provides customer a copy of the 10/13/08 affidavit, as requested
2:06 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer inquires regarding the new shelter's opening date
2:07 p.m.	Incoming Call	<ul style="list-style-type: none"> • Customer requests the shelter address
2:07 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA greets customer as the customer signs in to view animals
2:08 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer indicates that she is interested in adopting a cat • Customer provides adoption information • CSA processes payment
2:08 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer requests Interest Card for animal that will be available for adoption the next day
2:09 p.m.	Walk-In	<ul style="list-style-type: none"> • Two customers enter to view animals • CSA asks customers to sign in
2:09 p.m.	Incoming Call	<ul style="list-style-type: none"> • CSA places caller on hold
2:11 p.m.	Dispatch	<ul style="list-style-type: none"> • CSA pages Kennel staff
2:11 p.m.	Call Pick-Up	<ul style="list-style-type: none"> • The call that was placed on hold at 2:09 is picked up • CSA provides caller with information regarding how animals are picked up by Shelter staff
2:13 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA calls for the customer that requested the Interest Card • CSA informs customer that she is the 2nd person with an Interest Card on that particular animal
2:14 p.m.	Incoming Call	<ul style="list-style-type: none"> • CSA transfers call to Shelter Manager
2:16 p.m.	Walk-In	<ul style="list-style-type: none"> • Customers enter to look at dogs • CSA asks couple to sign in and directs couple to kennel area
2:19 p.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding animals possibly picked up by Animal Services staff • CSA informs caller that animals are scanned for microchip
2:25 p.m.	Walk-In	<ul style="list-style-type: none"> • Vendor arrives to look at the radio that needs to be moved to the new shelter • Animal Services Manager directs vendor to appropriate area
2:26 p.m.	Incoming Call	<ul style="list-style-type: none"> • Caller requests information regarding veterinary services • Customer adopted the dog from Animal Services last year, but wants to bring the dog back for vaccinations • CSA provides customer with Dog Wash contact information

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Monday, October 13, 2008
 2:00 p.m. – 3:00 p.m. (continued)

Customer Service Agent		
Time	Type	Purpose
2:26 p.m.	Incoming Call	<ul style="list-style-type: none"> • Caller requests information regarding veterinary services • Customer adopted the dog from the Arlington Animal Services last year, but wants to bring the dog back for vaccinations • CSA provides customer with Dog Wash contact information
2:29 p.m.	Other	<ul style="list-style-type: none"> • CSA restocks leash inventory
2:29 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA greets three ladies interested in adoptions
2:30 p.m.	Incoming Call	<ul style="list-style-type: none"> • Customer makes inquiry regarding animal reclamation
2:31 p.m.	Other	<ul style="list-style-type: none"> • CSA begins entering Adoption and Return to Owner/Guardian contracts
2:32 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer indicates that she has given a group of kittens to a Rescue Group and wants to know what should be done in order for her to avoid spay and neuter fines • CSA obtains identifying information and notarizes necessary documents
2:34 p.m.	Dispatch/Phone	<ul style="list-style-type: none"> • CSA transfers call to another employee
2:35 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer enters because they think their dog is in the Shelter • CSA directs customer to sign in and look around the shelter for their dog
2:38 p.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding loose dogs • CSA obtains address/location • CSA informs caller that because of understaffing, the customer has to bring the dogs in
2:42 p.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a found animal
2:44 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer arrives to pick up dog
2:44 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer requests that an animal not be euthanized as scheduled • Customer requests that euthanasia be rescheduled for the following day since he and his wife planned to adopt the animal the following day
2:45 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer arrives to look for their dog but could not find it • Customer was informed that they went to the wrong area
2:47 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer arrives to surrender a dog
2:48 p.m.	Incoming Call	<ul style="list-style-type: none"> • Dispatcher asks employee if she needs to pick up line #1 • CSA informs Dispatcher that she needs to pick up line #1
2:49 p.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a loose dog
2:50 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA directs customer to sign in and look through Shelter

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
Monday, October 13, 2008
2:00 p.m. – 3:00 p.m. (continued)

Customer Service Agent		
Time	Type	Purpose
2:51 p.m.	Walk-In	<ul style="list-style-type: none">• Customer arrives to pick up dogs that they understand have been picked up by Animal Shelter staff
2:51 p.m.	Other	<ul style="list-style-type: none">• CSA files paperwork
2:56 p.m.	Incoming Call	<ul style="list-style-type: none">• CSA provides requested information to caller
2:56 p.m.	Walk-In	<ul style="list-style-type: none">• Customer indicates that he went 30 days before spaying dog and when he took the dog to the vet, the vet stated that the animal had already been spayed

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
Monday, October 13, 2008
5:00 p.m. – 5:30 p.m.

Customer Service Agent		
Time	Type	Purpose
5:00 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA assists customer with pet adoption
5:03 p.m.	Incoming Call	<ul style="list-style-type: none"> • CSA receives information regarding a loose dog
5:08 p.m.	Incoming Call	<ul style="list-style-type: none"> • CSA takes incoming call from a veterinarian requesting dog information (e.g., animal with chip) • CSA determines that Shelter records do not show the dog was checked out of the Arlington Animal Services Center • CSA determines that Animal Services needs to retrieve the dog from the outside veterinarian • CSA verbally informs CCO that the dog needs to be picked up from the outside veterinarian
5:10 p.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to report a loose dog, which was the same dog previously reported • This time the animal is reported to have a broken leg • CSA verbally requests that a CCO pick up the animal although the information has not yet been entered into PetPoint
5:13 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer enters to adopt a pit bull observed on the website • Customer is informed that the pit bull has been adopted
5:15 p.m.	Walk-In	<ul style="list-style-type: none"> • Couple returns to take dogs that were picked up by Animal Services staff • Couple indicates that their neighbor's son is opening the gate and letting their dogs out
5:22 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer enters to look for two lost dogs

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Wednesday, October 15, 2008
 10:00 a.m. – 11:00 a.m.

Customer Service Agent		
Time	Type	Activity
10:00 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer arrives to pick up a cage • CSA goes through process to get animal cage to customer (includes paging trap area to get trap number, get paperwork processed, etc.) • At approximately 10:10 a.m., the customer is told to proceed to the cattery to pick up the trap
10:00 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer walks in to look at dogs • CSA instructs customer to sign in
10:01 a.m.	Walk-In	<ul style="list-style-type: none"> • Building Inspector with a neighboring town indicates that he found a dog • Customer remits dog tag to Animal Services staff for research • Administrative Coordinator checks for owner information • Administrative Coordinator concludes that the tag remitted does not go with the dog that was found • Administrative Coordinator attempts to contact the owner but is unable to make contact • Administrative Coordinator indicates that she cannot give the pet owner information to the person who found the dog • Building Inspector makes request to speak with someone else since the CSA could not release the pet owner information • Building Inspector decides to leave the animal with Animal Services since he couldn't get the requested information and Animal Services would keep the dog for seven days
10:01 a.m.	Other	<ul style="list-style-type: none"> • CSA orders door hangers and pamphlets • CSA completes door hangers and pamphlets at 10:36 a.m. • Another CSA will file the door hangers and pamphlets
10:04 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer comes in to surrender a cat to the shelter • CSA instructs customer to take animal to the cattery
10:11 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA picks up phone. Call has been picked up in Dispatch
10:12 a.m.	Other	<ul style="list-style-type: none"> • CSA begins filing Adopting Cage Cards, by date • Will leave for Code Enforcement Officer to file
10:12 a.m.	Other	<ul style="list-style-type: none"> • CSA begins entering warnings into PetPoint • CSA finishes entering warnings and files as required
10:14 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls with animal identification • CSA obtains animal information from PetPoint and informs caller that the animal is still at the shelter in C5

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Wednesday, October 15, 2008
 10:00 a.m. – 11:00 a.m. (continued)

Customer Service Agent		
Time	Type	Activity
10:15 a.m.	Dispatch/Phone	<ul style="list-style-type: none"> • Transfers call • Kennel staff inquires as to why the Animal Shelter is taking an animal from Dalworthington Gardens • Administrative Coordinator indicates that the animal is from Arlington
10:18 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a raccoon captured in a trap
10:19 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer walks in to have cat euthanized • CSA processes payment
10:20 a.m.	Walk-In	<ul style="list-style-type: none"> • Customers walk in to look at animal • Code Officer requests that they sign in
10:21 a.m.	Dispatch	<ul style="list-style-type: none"> • Pages cattery to inform them that the customer paid for the euthanasia
10:22 a.m.	Incoming Call	<ul style="list-style-type: none"> • Call regarding an opossum in the garage • CSA obtains address, phone number, and finds out if the caller is at home
10:23 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer asks if they can look at dog and leave for the kids • Administrative Coordinator directs customer to sign in
10:28 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls about two dogs that were abandoned due an eviction • CSA transfers call to Dispatch
10:28 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a loose dog • CSA obtains contact information and lets customer know that Animal Services will probably not get there right away
10:31 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls about releasing two cats to the Shelter • CSA provides customer information
10:33 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to find out if they could get a coupon • CSA provides information regarding City's coupon policy
10:34 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer informs staff that she left her carrier at the Animal Services Center and was coming back to pick it up
10:34 a.m.	Incoming Call	<ul style="list-style-type: none"> • CSA picks up phone • Call has been answered by Dispatch
10:39 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer is looking for a lost puppy • CSA recommends that the customer come in since the puppy has been missing beyond the Shelter's 72-hour hold
10:39 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer comes in looking for her animal carrier
10:39 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a missing a dog • Customer is asked to come in and look

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Wednesday, October 15, 2008
 10:00 a.m. – 11:00 a.m. (continued)

Customer Service Agent		
Time	Type	Activity
10:42 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer wants to know her best options regarding a dog that has turned aggressive • CSA provides necessary information • CSA provides euthanasia fee information
10:42 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a loose animal • Customer indicates that he/she will bring the animal in
10:43 a.m.	Incoming Call	<ul style="list-style-type: none"> • Call is picked up by Dispatch
10:48 a.m.	Incoming Call	<ul style="list-style-type: none"> • Called regarding a loose dog • CSA enters caller information into PetPoint
10:50 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer wants to know when the dog will be released • CSA calls for Bite Investigator to discuss with customer
10:52 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer walks in to pick up dog • CSA asks customer to sign in, pull paperwork on kennel and return
10:52 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to see if Animal Services spays and neuters • CSA informs customer that the Animal Services does not spay or neuter • CSA provides customer with phone number to a low cost clinic
10:52 a.m.	Other	<ul style="list-style-type: none"> • CSA attempts to enter Adoption Contracts • System down, has to reboot
10:56 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls because her cat was pregnant and could not be spayed • Customer wants to know if she can still use the spay/neuter coupon
10:57 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer's cat got spooked so it ran off • Customer checks to see if the cat is at Animal Services • Customer states that she is also missing four kittens • CSA obtains customer's name and contact information • CSA calls for the Administrative Coordinator because the customer is not certain that the kitten is hers • Customer wants to adopt shelter kittens whose euthanasia date is approaching

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
Wednesday, October 15, 2008
10:00 a.m. – 11:00 a.m. (continued)

Customer Service Agent		
Time	Type	Activity
10:58 a.m.	Walk-In	<ul style="list-style-type: none">• CSA requests customer's drivers' license at approximately 11:02 a.m.• CSA completes animal reclamation process for animal that was adopted in Carrollton• CSA contacts the Carrollton Animal Shelter to ensure that the dog is currently vaccinated• After verifying the rabies information, CSA informs customer of amount due• CSA processes customer payment
10:58 a.m.	Incoming Call	<ul style="list-style-type: none">• Transfers call
11:00 a.m.	Other	<ul style="list-style-type: none">• One CSA leaves the front area to relieve the Dispatcher while the Dispatcher is at lunch

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Saturday, October 18, 2008
 10:00 a.m. – 11:00 a.m.

Customer Service Agent		
Time	Type	Activity
10:00 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer wants to look at dogs eligible for adoption • Customer is directed to look through the kennel area • When the customer requests additional information, the Administrative Coordinator stops entering payroll to help
10:00 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer requests information regarding Animal Awareness Class for which he has already paid
10:01 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a barking nuisance • The field supervisor handles the call
10:01 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer comes to see if his two dogs have been picked up
10:03 a.m.	Incoming Call	<ul style="list-style-type: none"> • Phone call regarding shots
10:03 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer comes in to pick up rabbits for Wild Rescue
10:04 a.m.	Incoming Call	<ul style="list-style-type: none"> • The Community Service Supervisor (field staff) answers a customer's call regarding whether Animal Services calls an owner if the owner's animal is found with tags or a chip
10:05 a.m.	Incoming Call	<ul style="list-style-type: none"> • This call is answered by the CSA • Internal Audit is unable to hear the Agent's response to the call since the Administrative Services Coordinator and the Community Service Supervisor (field staff) are also handling calls within their cubicle and office, respectively
10:05 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a missing animal • This call is handled by the Administrative Coordinator
10:07 a.m.	Incoming Call	<ul style="list-style-type: none"> • This call is taken by the Community Service Supervisor
10:10 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer from 10:01 a.m. returns to see what the process is for him to leave a picture of his dogs
10:10 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding bringing animals in for shots • This call is handled by the field supervisor
10:10 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls because she came to drop off a dog last night while the shelter was closed • The Administrative Coordinator informs the caller that Animal Services will pick up the animal today
10:11 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to report a skunk in trap • The Community Service Supervisor (field staff) takes information from the caller and tells the owner to leave a note authorizing Animal Services staff the right to enter the caller's property • The Community Service Supervisor (field staff) then dispatches field staff

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Saturday, October 18, 2008
 10:00 a.m. – 11:00 a.m. (continued)

Customer Service Agent		
Time	Type	Activity
10:13 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding stray dog with head injury • This call is handled by the CSA
10:15 a.m.	Incoming Call	<ul style="list-style-type: none"> • The caller hangs up when the Field Supervisor answers
10:16 a.m.	Incoming Call	<ul style="list-style-type: none"> • The caller hangs up when the CSA answers
10:16 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to place a barking nuisance complaint • The Community Service Supervisor (field staff) handles the call
10:17 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding an injured opossum • The CSA handles the call
10:19 a.m.	Walk-In	<ul style="list-style-type: none"> • 10:00 a.m. customers return and ask for a printed copy of the animal that they are interested in adopting because the customers are looking in other shelters today
10:20 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a deceased pet and to let Animal Services know that he/she will bring the pet in to be disposed of
10:24 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls asking Animal Services to pick up a loose cat next to Best Buy • The CSA informs the customer that the Animal Shelter does not pick up loose cats
10:24 a.m.	Other	<ul style="list-style-type: none"> • The CSA enters calls recorded onto the Call Ledger into PetPoint
10:33 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a neighbor beating a dog • This call is answered by a CSA
10:33 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a loose pit bull • The Administrative Coordinator handles this call
10:34 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls because he/she wants to get rid of two cats but wants Animal Services to guarantee the animals' adoptions • The Community Service Supervisor (field staff) handles the call
10:36 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer inquires regarding a Boston Terrier that was adoptable a few days ago
10:36 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a deceased cat in the back yard • The customer was asked to leave a note granting Animal Services staff the authority to enter the caller's back yard, provided the customer was not at home • The CSA handles the call

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Saturday, October 18, 2008
 10:00 a.m. – 11:00 a.m.

Customer Service Agent		
Time	Type	Activity
10:38 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to state that he had a cat food donation to bring to the Shelter • The CSA handles the call
10:40 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to see if Animal Services was coming to get the injured dog. • The CSA handles the call
10:40 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls to find out what could be done about a barking dog • The Administrative Coordinator checks PetPoint to see if a letter has been previously sent to that address • The Administrative Coordinator informs the customer that a letter would be sent out advising the resident of the complaint received within Animal Services, and gives the caller information regarding a Noise Affidavit that could be completed if the problem is not resolved
10:43 a.m.	Other	<ul style="list-style-type: none"> • The CSA prepares blank letters to be sent out for loose dogs, etc.
10:44 a.m.	Walk-In	<ul style="list-style-type: none"> • An elderly customer arrives with a cat trap to be donated to the Shelter • The CSA goes out to pick up the trap from for the customer's car
10:46 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding loose cat • Customer will confine and bring in
10:49 a.m.	Incoming Call	<ul style="list-style-type: none"> • Customer calls regarding a stray dog in the back yard • The CSA handles the call
10:51 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer signs in and then takes a leash
10:51 a.m.	Walk-In	<ul style="list-style-type: none"> • Customer came in to look for a lost animal • Customer is told to sign in
11:00 a.m.	Walk-In	<ul style="list-style-type: none"> • 10:51 a.m. customer wants to leave information in lost and found

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Thursday, November 6, 2008
 2:50 p.m. – 4:10 p.m.

Customer Service Agent		
Time	Type	Purpose
2:51 p.m.	Walk-In	<ul style="list-style-type: none"> Adoption – CSA asks citizen to log in and go through the door to look for her lost dog
2:55 p.m.	Walk-In	<ul style="list-style-type: none"> Two people came in; they were not greeted as all CSAs were busy Citizens asked Veterinarian Technician a couple of questions regarding spaying, neutering adopted dogs The Veterinarian technician tells them that a green dot means the animal is adoptable One of the CSA was explaining insurance on adoption
2:58 p.m.	Walk-In	<ul style="list-style-type: none"> CSA completes the adoption he was working on CSA provides citizen with cardboard cat carrier CSA gives paperwork to client and sent to Cattery for microchip
2:59 p.m.	Walk-In	<ul style="list-style-type: none"> CSA assists lady inquiring about lost animal
3:01 p.m.	Walk-In	<ul style="list-style-type: none"> Youth comes in and asks if it is okay to take pictures of a dog Veterinarian Technician says it is okay
3:04 p.m.	Incoming Call	<ul style="list-style-type: none"> Administrative Coordinator answers call and discusses current waiting period for traps
3:05 p.m.	Incoming Call	<ul style="list-style-type: none"> CSA (Dispatcher) answers a call Could not tell whether call resulted in a dispatch
3:05 p.m.	Walk-In	<ul style="list-style-type: none"> Customer speaks with CSA Customer said he had abandoned cats to drop off CSA directs customer to take the cats to the Cattery
3:06 p.m.	Incoming Call	<ul style="list-style-type: none"> CSA answers call from citizen inquiring about a previous call CSA informs citizen that she had no other pending calls near the address being described
3:07 p.m.	Incoming Call	<ul style="list-style-type: none"> CSA answers incoming call while finishing an adoption
3:09 p.m.	Incoming Call	<ul style="list-style-type: none"> Administrative Coordinator answers incoming call CSA starts working a cat adoption CSA completes adoption
3:10 p.m.	Incoming Call	<ul style="list-style-type: none"> CSA receives a call and places the caller on hold The call is eventually answered by the Administrative Coordinator
3:12 p.m.	Incoming Call	<ul style="list-style-type: none"> Administrative Coordinator completes phone call

Exhibit I (cont'd)

Telephone and Walk-In Customer Activity
 Thursday, November 6, 2008
 2:50 p.m. – 4:10 p.m. (continued)

Customer Service Agent		
Time	Type	Purpose
3:15 p.m.	Incoming Call	<ul style="list-style-type: none"> • CSA (Dispatcher) answers incoming call • CSA (Dispatcher) uses intercom to page the Animal Services Manager to line 4 • Since the Animal Services Manager was in a meeting, a field supervisor took the call • CSA completes pet adoption and gives customer a cardboard carrier
3:17 p.m.	Walk-In	<ul style="list-style-type: none"> • Administrative Coordinator greets incoming customers looking to adopt a dog • CSA completes her adoption paperwork
3:21 p.m.	Incoming Call	<ul style="list-style-type: none"> • CSA takes call • Auditor temporarily stopped inputting calls, etc. in computer • CCO Supervisor discusses cruelty cases with Internal Audit staff and CSA (Dispatcher) for approximately 20 minutes
3:40 p.m.	Incoming Call	<ul style="list-style-type: none"> • CSA, while typing, answers call and informs customer of shelter hours • The Administrative Coordinator finishes a call
3:49 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer comes in to provide an aggressive dog report • CSA assists client until approximately 4:01
3:50 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA assists customer regarding an Animal Awareness class
3:53 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA assists four citizens that came in to adopt a puppy that was going to be available at 4:00 p.m. • Adoption finished around 4:20 p.m.
3:54 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA talks to a lady that had received an impound notice • Customer is eventually assisted by an Administrative Coordinator because CSA was busy with an aggressive dog complaint
3:55 p.m.	Walk-In	<ul style="list-style-type: none"> • Customer with two kids comes in looking for a dog to adopt • CSA instructs customer to sign in and follow paws to kennels
4:02 p.m.	Walk-In	<ul style="list-style-type: none"> • Administrative Coordinator assists lady with re-claiming cat • CSA takes over the dispatch function • Spent more than 20 minutes trying to locate a missing cat - back and forth between kennel, administration and the client
4:09 p.m.	Incoming Call	<ul style="list-style-type: none"> • CSA fields a signal 7 call
4:10 p.m.	Walk-In	<ul style="list-style-type: none"> • CSA starts to finish up adoption of puppy with 4 citizens • CSA instructs another individual to sign in and look for a dog