

Animal Care and Control Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The mission of the Pinal County Animal Care and Control Department is to provide rabies control, enforcement, protection, education, and adoption services to Pinal County residents so they can live in a community that promotes responsible pet ownership and is protected from diseased and aggressive domestic animals.

ISSUE STATEMENTS

Issue 1 - Rabies and Unvaccinated Domestic Animals

The demand for an ever vigilant role in the detection and reporting of rabies in wildlife combined with an increased number of unvaccinated domestic animals will, if not addressed, result in:

- Increased risk of contracting rabies by the human population
- Increased risk of rabies in the domestic animal population
- Increased public health costs to those that have been exposed to a potentially rabid animal
- Increased demand for Pinal County Animal Care and Control services such as quarantines, low cost vaccination clinics, service calls, etc.

Issue 2 – Increasing Domestic Pet Population

The increasing domestic pet population which is projected to increase by 2014 (from 115,282 in 2008 to 230,563 in 2014) will result in an increase of dogs and cats not being spay or neutered and, if not addressed, will result in:

- Increased number of impounded animals
- Decrease in available shelter space
- Adoption rates not keeping up with the number of impounds
- Increased euthanasia

Issue 3 – Increased Demand for Services

Pinal County's increasing growth in population (from 247,987 in 2008 to 495,974 in 2014) and the culture shift from rural to urban has produced increased demand for services and faster response times, which, if not addressed, will result in:

- Increased calls for service from 8,364 in 2008 to 14,350 for 2013
- Decreased first response times for priority and non priority calls
- Decreased customer service
- Increased neighbor/community conflict

Issue 4 – Animal Abuse and Cruelty/Neglect

Higher public awareness has led to increased reporting of animal abuse and cruelty/neglect incidents, which, coupled with Pinal County Animal Care and Control's limited legal authority will, if not addressed, result in:

- Increased number of offenders not being held accountable for their actions
- Increased number of animals that are involved in cruelty/neglect
- Greater tolerance of violence against animals which is associated with domestic violence and crimes against society

The Link® Between Animal Abuse and Family Violence

* A survey of pet-owning families with substantiated child abuse and neglect found that animals were abused in 88 percent of homes where child physical abuse was present (DeViney, Dickert, & Lockwood, 1983). A study of women seeking shelter at a safe house showed that 71 percent of those having pets affirmed that their partner had threatened, hurt or killed their companion animals, and 32 percent of mothers reported that their children had hurt or killed their pets (Ascione, 1998). Still another study showed that violent offenders incarcerated in a maximum security prison were significantly more likely than nonviolent offenders to have committed childhood acts of cruelty toward pets (Merz-Perez, Heide, & Silverman, 2001).

* **Massachusetts SPCA and Northwestern University (1997):** A joint study found people who abuse animals are five times more likely to commit violent crimes. This study established a direct link between animal cruelty and interpersonal violence!

STRATEGIC GOALS

Strategic Goal 1 – Rabies Prevention and Control (Issue #1)

By 2014, Pinal County residents will experience increased public safety related to the prevention of rabies in domestic animals as evidenced by:

- 20% annual increase in dogs and cats vaccinated for rabies at PCACC shelter from 1597 in 2009 to 3,973 in 2014.
- 15% annual increase in dogs and cats vaccinated for rabies at mobile out reach clinics from 410 in 2009 to 2116 in 2014.

Strategic Goal 2 – Responsible Pet Ownership (Issue 2)

By 2014, there will be an increase in responsible pet ownership as evidenced by:

- 20% annual increase of licensed dogs being spay/neutered from 5,032 in 2009 to 12,521 in 2014
- 30% annual increase of dogs being licensed in the County from 14,345 in 2009 to 53,264 in 2014.
- 20% annual increase in pets adopted from 700 in 2009 to 1,742 in 2014 (all animals adopted from the shelter are spay/neutered, vaccinated, and micro-chipped)

Strategic Goal 3 – Customer Satisfaction (Issue 3)

By 2014, Pinal County will experience an increase in responsible pet ownership as evidenced by:

- 100% of priority one calls (such as bites, aggressive animals, etc.) will be responded to within 24 hours
- 90% of customers will respond on the department survey that they are satisfied or very satisfied with the services of Pinal County Animal Care and Control

Strategic Goal 4 – Animal Abuse Reduction (Issue 4)

By 2013, Pinal County will experience an increase in pet owner liability for cruelty & neglect as evidenced by:

- 20% increase in civil citations, having the owner enter a liable plea submitted to PCACC for an Early Disposition Hearing.
- 100% of all pet owner cruelty and neglect cases that are turned over to PCAO will have been reviewed for consultation* by PCACC.
- Pinal County Animal Care and Control will be consulted* on 100% of all cases that are turned over to the County Attorney's Office

* To ensure that accurate, first-hand information is provided about the case along with professional expertise regarding animal cruelty and neglect

CROSS CUTTING

Issue Statement #4: Animal Abuse, Cruelty and Neglect

Goal #4: Animal Abuse, Cruelty and Neglect Reduction

Cross Cutting with: Pinal County Sheriff's Office and Pinal County Attorney's Office

Need: To work cooperatively with Pinal County Sheriff's Office and Pinal County Attorney's Office, felony and misdemeanor animal cruelty and neglect cases.

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 8
- 1.2. Reserved Activity, page 8
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
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2. Rabies Control and Field Services Program

- 2.1. Rabies Prevention/Control Activity, page 14
- 2.2. Field Services Activity, page 15

3. Education and Adoption Program

- 3.1. Community Education Activity, page 17
- 3.2. Companion Animal Placement Activity, page 18

4. Shelter Operations Program

- 4.1. Shelter Operations Activity, page 19
- 4.2. Kennel Operations Activity, page 20

PROGRAMS

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Pinal County Library District.

Rabies Control and Field Services Program

Purpose Statement The purpose of the Rabies Control and Field Services program is to provide investigation and prevention services to Pinal County residents so they can live in a community protected from rabies exposure and nuisance animals.

Key Results

- 30% of licensed dogs within Pinal County Animal Care and Control jurisdiction will be licensed*
- * A rabies vaccine is required to obtain a license
- 100% of Priority 1 calls will be responded to within 24 hours

Education and Adoption Program

Purpose Statement The purpose of the Education and Adoption program is to provide training and placement services to Pinal County residents so they can adopt healthy pets and be informed, responsible pet owners.

- Key Results**
- 20% of eligible impounded* animals will be adopted annually
 - *Impounded animals that are adopted are vaccinated, spay/neutered, healthy (free from contagious disease), and licensed (if required).
 - 20% increase of community outreach education sessions provided.

Shelter Operations Program

Purpose Statement The purpose of the Shelter Operations program is to provide consultation and temporary animal care services to Pinal County residents so they can have healthy animals returned to owners.

- Key Results**
- 10 % increase of dogs and cats being spay and neutered at Pinal County Animal Care and Control (*public and shelter animals)
 - 75 % of citizens surveyed will respond on the department's survey that the kennel area is acceptable.

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce

Activity Services	<ul style="list-style-type: none"> • Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses 	<ul style="list-style-type: none"> • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • “Silent Whistle” Investigations
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Family of Measures	<p><u>Results</u></p> <ol style="list-style-type: none"> 1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date (# of employee appraisals submitted by due date/total # of appraisals) <hr/> <p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. 23 employee appraisals submitted on/by due date <hr/> <p><u>Demands</u></p> <ol style="list-style-type: none"> 1. 23 employee appraisals anticipated to be submitted <hr/> <p><u>Efficiencies</u></p> <p>N/A</p>
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Activity Manager(s) • **Ruth Stalter**

Activity Budget \$x,xxx,xxx

Section 1.2: Reserved

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

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|--------------------------|---|---|
| Activity Services | <ul style="list-style-type: none"> • Training Sessions • Safety Training Sessions • Employee Handbooks | <ul style="list-style-type: none"> • Training Assessments • Training Records • Training Schedules/Arrangements |
|--------------------------|---|---|

Family of Measures

Results

1. 85% of training dollars spent that directly align to County or Department strategic goals.
(# of training dollars spent that directly align to County or Department strategic goals / total number of training dollars spent)

Outputs

1. \$17,000 training dollars spent that directly align to county or department strategic goals

Demands

1. \$17,000 training dollars spent that directly align to county or department strategic goals anticipated to be spent

Efficiencies

1. \$ Training Activity dollars spent that directly align to county or department strategic goals

Activity Manager(s)

- Ruth Stalter

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

Family of Measures

Results

1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
(# of record series managed in compliance with legal and policy requirements / total # of records series managed)

Outputs

1. 6 of record series in compliance with legal and policy requirements

Demands

1. 6 of records series anticipated to be in compliance

Efficiencies

1. \$ Records Management Activity expenditure per record in compliance

Activity Manager(s) • **Ruth Stalter**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled
(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year
(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

Outputs

1. 17 department vehicles operated

Demands

1. 17 department vehicles anticipated to be operated
2. 14 department vehicles operated more than 10,000 miles a year

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s) • **Jeff Leal**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

Activity Services	<ul style="list-style-type: none">• Grant Reports• Grant Applications• Grant Programmatic Progress Reports• Payment Authorizations• Employee Reimbursement Authorizations	<ul style="list-style-type: none">• Year-end Accounting Records• Cash Receipts• Budget Proposal• Spending Requests• Appropriation Adjustments• Expenditure Projections• Performance Reports
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Family of Measures

Results

1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs

1. 850 payment authorizations received within three business days of physical receipt of item(s)
-

Demands

1. 900 payment authorizations anticipated to be entered into the system
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Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days
-

Activity Manager(s)

- **Ruth Stalter**

Activity Budget \$X,XXX,XXX

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership
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Family of Measures

Results

1. 100% of applicable Key Results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Pinal County Animal Care and Control Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 4,625 customers responding to the department survey

Demands

1. 4,625 customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s)

- **Ruth Stalter**

Activity Budget \$x,xxx,xxx

2. Rabies Control and Field Services Program

Purpose Statement The purpose of the Rabies Control and Field Services program is to provide investigation and prevention services to Pinal County residents so they can live in a community protected from rabies exposure and nuisance animals.

Section 2.1: Rabies Prevention and Control Activity

Activity Purpose Statement The purpose of the Rabies Prevention and Control activity is to provide investigation, license, and quarantine services to Pinal County residents so they can live in an environment that protects domestic animals and humans from the rabies virus.

Activity Services	<ul style="list-style-type: none">• Rabies vaccinations• Licenses• Quarantines• Kennel Permits	<ul style="list-style-type: none">• Rabies specimen submissions• Quarantine results reports• Bite investigations• License citations
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Family of Measures

Results

1. 30% of dogs in Pinal County Animal Care and Control jurisdiction will be licensed*
(# of dogs in PCAC&C jurisdiction licensed / # of dog in PCAC&C jurisdiction)
* A rabies vaccine is required to obtain a license
2. 99% of all dogs coming out of quarantine being released to the owner will be vaccinated and licensed prior to the release of the dog*
*unless veterinarian recommends pet not receive rabies vaccine due to health condition. (# of licensed dogs in Pinal County Animal Care and Control jurisdiction/total # of dogs in Pinal County Animal Care and Control jurisdiction)

Outputs

1. 450 rabies exposure investigations conducted
2. 400 quarantines provided

Demands

1. 550 of rabies exposure investigations expected to be requested
2. 500 of quarantines expected to be required

Efficiencies

1. \$ Rabies Prevention and Control Activity expenditure per quarantines provided

Activity Manager(s)

- **Kathy Hunsaker**

Activity Budget \$x,xxx,xxx

2. Rabies Control and Field Services Program

Purpose Statement The purpose of the Rabies Control and Field Services program is to provide investigation and prevention services to Pinal County residents so they can live in a community protected from rabies exposure and nuisance animals.

Section 2.2: Field Services Activity

Activity Purpose Statement The purpose of the Field Services activity is to provide animal investigation, emergency response, and euthanasia services to Pinal County residents so they can live in a community where there is a decrease in animal cruelty/neglect and a humane control of animal overpopulation.

Activity Services

- Citations (at large, barking, cruelty/neglect, etc.)
- Field tranquilizations
- Cruelty/neglect investigations
- Neighborhood conflict resolutions
- Emergency responses (fires, floods, etc.)
- Wildlife transportations
- Euthanized animals
 - * euthanasia -the act or practice of painlessly ending the life of an animal
- Vicious dog hearing presentations
- Civil and Criminal evidence presentations
- Animal forfeiture hearing consultations
- Necropsy specimen evidence submissions
 - * Necropsy - an examination and dissection of a dead body to determine cause of death or the changes produced by disease.
- Outside agency assists
- Field animal impounds
- Livestock investigations
- Priority one call responses (such as: aggressive bites, attacks, cruelty/abuse)
- Priority two call responses (such as: kennel violations animals at large, etc.)
- Priority three call responses (such as: deceased animals, barking, traps, etc.)

Family of Measures

Results

1. 100% of Priority One calls will be responded to within 24 hours
(# of Priority One calls responded to within 24 hours/Total # of Priority One calls)
2. 20% increase in civil citations having the owner enter a liable plea submitted to PCACC for an Early Disposition Hearing (#of liable pleas entered/ Total # of citations issued)
3. Pinal County Animal Care and Control will be consulted* on 100% of all cases that are turned over to the County Attorney's Office
(# of cases PCACC is consulted on /Total number of cases)

* To ensure that accurate, first-hand information is provided about the case along with professional expertise regarding animal cruelty and neglect

Outputs

1. 10,000 investigations provided
2. 7500 euthanasia administered

Demands

1. 11,500 investigations expected to be provided
2. 7500 euthanasia expected to be administered

Efficiencies

1. Total \$ Field Services Activity expenditure per investigation

Activity • **Jeff Leal**
Manager(s)

Activity Budget \$x,xxx,xxx

3. Education and Adoption Program

Purpose Statement The purpose of the Education and Adoption program is to provide training and placement services to Pinal County residents so they can adopt healthy pets and be informed, responsible pet owners.

Section 3.1: Community Education Activity

Activity Purpose Statement The purpose of the Community Education activity is to provide prevention and outreach training services to pet owners, schools, and community groups so they can properly care for dogs and cats.

Activity Services

- School education sessions
- Volunteer training sessions
- Animal care training sessions
- Juvenile detention training sessions
- Animal cruelty trainings
- Community outreach education sessions

Family of Measures

Results

1. 20% increase of community outreach education sessions provided.
(the number of outreach sessions provided/total # of outreach sessions delivered in the previous year)

EXAMPLE:

Suppose that you know a community has a population of 50,000. **To estimate the number of dog-owning households in this community:**

Divide total population by the average number of people per household from the Census:
 $50,000 \div 2.67 = 18,726$ households; $18,726 \times .361 = 6,760$ dog-owning households **To estimate the number of dogs in this community:**

$1.6 \times 6,760 = 10,816$ dogs

Chameleon software – American Veterinary Association

2. 50% of licensed dogs in Pinal County Animal Care and Control jurisdiction will be spay/neutered

* A rabies vaccine is required to obtain a license

(# of licensed dogs in PCACC jurisdiction that are spayed/neutered/total # of dog licenses issued by PCACC)

Outputs

1. 24 outreach/education sessions delivered

Demands

1. 35 outreach/education sessions expected to be requested

Efficiencies

1. \$ Community Education Activity expenditure per training session delivered

Activity Manager(s) • **Karyn Vandenberg -**

Activity Budget \$x,xxx,xxx

3. Education and Adoption Program

Purpose Statement The purpose of the Education and Adoption program is to provide training and placement services to Pinal County residents so they can adopt healthy pets and be informed, responsible pet owners.

Section 3.2: Companion Animal Placement Activity

Activity Purpose Statement The purpose of the companion animal placement activity is to provide pet adoption services to potential adopters so they can save the life of a healthy, vaccinated, spayed or neutered pet.

Activity Services	<ul style="list-style-type: none">• Animal website postings• Mobile adoptions clinics• Kennel adoption tours• Groomed animals• Adoption consultations(pre and post adoption)	<ul style="list-style-type: none">• Adoptions• Microchip implants• Animal evaluations• Other vaccinations (general dog and cat vaccinations)• Pet insurance
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Family of Measures

Results

1. 20% of eligible impounded* animals will be adopted annually
* Impounded animals that are adopted are vaccinated, spay/neutered, healthy (free from contagious disease), and licensed (if required).
(# of adopted animals/total # of total eligible impounded animals)
2. 90% of customers will respond on the department survey that they are satisfied or very satisfied with the services of Pinal County Animal Care and Control
(# of satisfied/very satisfied responses on the department survey/total # of respondents)

Outputs

1. 700 animals adoption requests expected

Demands

1. 750 animals expected to be adopted

Efficiencies

1. Total \$ Companion Animal Placement Activity expenditure per adopted animal

Activity Manager(s) • **Karyn Vandenberg**

Activity Budget \$x,xxx,xxx

4. Shelter Operations Program

Purpose Statement The purpose of the Shelter Operations program is to provide consultation and temporary animal care services to Pinal County residents so they can have healthy animals returned to owners.

Section 4.1: Shelter Operations Activity

Activity Purpose Statement The purpose of the shelter operations activity is to provide consultation, license and animal return services to Pinal County Residents so they can reduce repeat animal ordinance violations and increase animals returned to owners.

Activity Services

- Resident consultations
- Pet owner consultations
- Citations
- Spay/neuter clinics
- Rescue group consultations
- On site veterinarian services
- Licenses
- Animal owner returns
- Conflict resolutions
- Impound fee collections
- Office cat trap rentals
- Payment agreements
- Outside agency referrals

Family of Measures

Results

1. 10 % increase of dogs and cats being spay and neutered at Pinal County Animal Care and Control (*public and shelter animals)
(total amount of animals being spay or neutered/total number of spay & neuter requests)

Outputs

1. 2,000 total amount of animals being spay or neutered at PCACC
*public and shelter

Demands

1. 4,000 total amount of requests made to schedule animals to be spay & neutered

Efficiencies

1. Total \$ Shelter Operations Activity expenditure per dog licensed

Activity Manager(s)

- Karyn Vandenberg

Activity Budget \$x,xxx,xxx

4. Shelter Operations Program

Purpose Statement The purpose of the Shelter Operations program is to provide consultation and temporary animal care services to Pinal County residents so they can have healthy animals returned to owners.

Section 4.2: Kennel Operations Activity

Activity Purpose Statement The purpose of the Kennel Operations activity is to provide temporary animal care and sheltering services to Pinal County residents so they can have healthy animals available for adoption and/or returned to owners.

Activity Services	<ul style="list-style-type: none">• Animal medications• Facility maintenance• Pet identification cards• Kennel animal impounds	<ul style="list-style-type: none">• Parasite control applications• Animal feedings• Mass animal impounds (hoarding)• Sanitized Kennels• Clean kennels
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Family of Measures

Results

1. 75 % of citizens surveyed will respond on the department's survey that the kennel area is acceptable.
(# of acceptable responses on the department survey/total # of respondents)

Outputs

1. 21,000 lbs. of food purchased per year
2. 9700 animals impounded per year.

Demands

1. 21,000 lbs. amount of food expected to be purchased per year.
2. 10,700 animals expected to be impounded per year.

Efficiencies

1. \$ Kennel Operations Activity expenditure per animal impounded per year.

Activity Manager(s) • Suzanne Christenseno

Activity Budget \$X,XXX,XXX
