

AUDIT REPORT TRACKING SYSTEM (ARTS)

SECTION I: SUMMARY INFORMATION			
Audit Title:	Animal Health and Public Safety: Community Vision and Improved Management Oversight Needed	Audit Release Date:	08/30/2017
Department:	Neighborhoods and Housing Services	Last Report Date:	First ARTS
Department Director:	John A. Wood	This Report Date:	10/24/2018
Contact Person/Phone:	Patrick Egberuare 513-9803	Expected Presentation Date:	11/14/2018
SECTION II: RECORD OF IMPLEMENTED RECOMMENDATIONS			
1. In progress		10. Implemented 10/04/2017	
2. In progress		11. Implemented 12/10/2017	
3. Implemented 09/28/2017		12. Implemented 07/25/2018	
4. Implemented 09/28/2017		13. Implemented 12/10/2017	
5. Implemented 09/28/2017		14. Implemented 12/10/2017	
6. Implemented 09/28/2017		15. Implemented 09/30/2018	
7. Implemented 09/28/2017		16. Implemented 10/10/2017	
8. Implemented 10/05/2017		17. Implemented 05/25/2018	
9. Implemented 11/06/2017			
SECTION III: SUMMARY OF IMPLEMENTATION EFFORTS			
<p>Recommendation 1: The director of neighborhoods and housing services should require regular meetings between Animal Health and Public Safety and KC Pet Project leadership, facilitated by an outside party skilled in meeting facilitation and conflict resolution, to discuss key initiatives, resolve conflicts, and identify potential areas of collaboration.</p>			
<p><i>Status of Recommendation: In progress</i></p>			
<p>During the month of November, the Center for Conflict Resolution (CCR) met separately with staff from Animal Health and Public Safety (AHPS) and the Kansas City Pet Project (KCPP) to identify areas of conflict. CCR conducted a separate meeting with the AHPS division manager, Patrick Egberuare and Teresa Johnson as well as KCPP Board Chair, Brent Toellner to discuss areas of conflict between the operations and to identify potential areas of collaboration. A consensus was reached that bringing stakeholders together to create a shared vision is important. Additionally, it was agreed to coordinate a meeting with the City Prosecutor's Office to discuss sharing of information about animal cruelty cases. On February 14, 2018, CCR conducted a meeting with the leadership of both teams to discuss areas of conflict between the operations and to identify potential areas of collaboration.</p>			
<p>On April 11, 2018, CCR conducted a separate final follow-up meeting with the AHPS division manager, Patrick Egberuare and Teresa Johnson to finalize a Memorandum of Understanding (MOU) for both teams. (A copy of the MOU is attached) Since April, we continue to engage positively with KCPP staff. They were invited and accepted the invitation to participate in the stakeholders meeting on May 28th regarding ordinance revision. KCPP had input on the questions that were approved by the stakeholder group and then presented to the public for input. On October 2nd a stakeholder meeting including KCPP personnel was held to discuss the survey results of the proposed ordinance revision. Stakeholders at the meeting were informed that any proposed changes to the ordinance would wait until there is a resolution to the Request for Proposal (RFP) to privatize the field operation.</p>			
<p>As stated in the audit, "tension between partners is common between sheltering and animal control field function due to differing focuses". Sometimes this may lead to difficulty in cooperation between both operations. With this understanding, both operations have since developed a communication SOP, (Procedure# G-27) that was negotiated and agreed upon by both partners. The SOP outlines amongst other things, procedures for transferring rescued/impounded animals to the shelter, process for obtaining bite reports, investigation reports etc. In addition to the recent meetings to discuss ordinance revisions, we continue to believe regular meetings between AHPS & KCCP to discuss key initiatives, resolve conflicts and identify areas of collaboration are essential to establishing a shared vision and would continue to do so. However, we also recognize that a shared vision would best be achieved after the resolution of the RFP process. Resolution of the RFP process will significantly improve relationship between both partners.</p>			

Stakeholders are crucial to developing a shared vision. As an example, one of the potential area of collaboration is the high rate of intake at the shelter. AHPS plan to meet with KCPP and community stakeholders soon after the resolution of the RFP to discuss this potential area of collaboration and other key initiatives. Listed below are some suggestions AHPS plan to discuss with KCPP to help pet retention and reduce shelter intake that could translate into a policy reflective of that vision.

1. Targeted Spay and Neuter program for all animals returned to owners (RTO) or mandatory Spay and Neuter for all pets.
2. Mandatory micro chipping of all pets (cats & dogs) – this would help with returning impounded stray animals to their owners.
3. Increase current contract amount with Spay and Neuter Kansas City to Vaccinate, license and microchip cats and dogs.
4. Work with the vet community and other stakeholders for a balanced approach to handle this issue.
5. Reduction in shelter fees for reclaiming animals (Could be targeted for low income residents).
6. Eliminate an officer position. Use savings for community outreach programs.
7. Officers writing warning tickets with a window to comply while helping pet owner obtain resources.
8. Redirecting a percentage of funds from Municipal Court fines to purchase resources for low income pet owners (Funds from tickets issued by animal control officers).

Recommendation 2: The director of neighborhoods and housing services should establish a process for stakeholders to develop the city’s vision for animal care and control.

Status of Recommendation: In progress

It is the department’s belief that a shared vision of the city’s animal health and public safety approach will emerge from a collective revision of Code of Ordinances Chapter 14. The department will work with the leadership of KCPP as well as other animal welfare and community stakeholders to develop a shared vision through the revision of the ordinance.

On May 28, 2018, a stakeholder’s group meeting was held to discuss the community engagement approach that would be used to gather citizen’s input on revisions of Chapter 14. The group includes, representatives from the Kansas City Pet Project (KCPP), Spay and Neuter Kansas City (SNKC), a Veterinarian, the Law Department (an assistant city prosecutor and an assistant city attorney), a staff from the City Manager’s office of Performance Management as well as Deputy Director, Deletta Dean and Patrick Egberuare with the Neighborhood and Housing Services Department. The questions that were submitted to the group for review were based on past feedback received from the open-ended feedback that was solicited from the community in 2015 about areas of the code needing revision as well as input from the stakeholder group. The group then reviewed and approved the questions before they were presented to the public. (A copy of the questions is attached).

Three public meetings were held on the following dates, time and locations.

1. July 9th from 6pm to 7:30pm at the Gregg/Klice community Center. 1600 John Buck O’Neil Way, Kansas City, MO 64108.
2. August 6th @ 6pm at South East Community Center. 4201 E 63rd St, Kansas City, MO 64130
3. August 22nd from 6pm to 7:30pm at the Northland Neighborhood Incorporated (NNI). 4420 NE Chouteau Trfw, Suite 100 Kansas City, MO 64117.

Additionally, there was also an online feedback forum at <http://kcmomentum.com> that was open till the end of August for residents to provide their feedback to the questions. Feedback was also gathered via Nextdoor polls for those who were unable to attend any of the three public meetings. The Nextdoor poll began shortly after the August 22nd public meeting and ran till early September. Residents were asked to give their feedback on the pros and cons of the six proposed modifications to the current ordinance, and were advised that one of the six questions would be posted at a time and would run for two to three days before the next question was posted. Additionally, residents were informed that at the end of the polls, their comments, along with feedback from a series of public meetings that were previously held will be submitted to the City Council.

On October 2nd a stakeholder meeting including KCPP personnel was held to discuss the survey results of the proposed ordinance revision. Stakeholders at the meeting were informed that any proposed changes to the ordinance would wait until there is a resolution to the Request for Proposal (RFP) to privatize the field operation.

This process demonstrates that public opinion differs from that of the animal welfare stakeholders in such areas as increase limitation of pets and removal of pitbull regulation.

We continue to believe that a shared vision of the city's animal health and public safety approach will emerge from a collective revision of Code of Ordinances and we will continue to work with the leadership of KCPP as well as other animal welfare and community stakeholders through the revision of the ordinance etc. However, we also believe a shared vision would best be achieved after the resolution of the RFP process. Resolution of the RFP process will significantly improve relationship between both partners.

Recommendation 12: The director of neighborhoods and housing services should work with the Police Department so that phone calls answered after hours by the Police Department are categorized with the same call types used for animal service calls received by 311.

Status of Recommendation: Implemented

Staff from the City Manager's office and AH&PS met with KCPD on July 16th. Calls answered after hours by the Police Department are now categorized with the same call types used for animal service calls received by 311.

Recommendation 15: The director of neighborhoods and housing services should analyze average calls for service data to help determine appropriate staff scheduling.

Status of Recommendation: Implemented

Implemented. Staffs from the city manager's office have been monitoring AH&PS call volume data for months to determine the best way to manage data analysis moving forward. The analysis was completed on September 28, 2018. Most of the recommendations have been incorporated into our staffing schedule as follows: Minimum staff (one officer) is maintained in the overnight hours due to lower call volume. Fewer staff are assigned on weekends due to lower call volume. More staff are assigned to the 7: am and 9: am start times. It is necessary for us to have all staff available one day a week on Wednesdays for all staff meetings and trainings. It helps reduce the need to utilize overtime for staff training and meetings. We receive daily and monthly reports regarding the number of calls received from the Kansas City Police Department and would continue to review the reports and make adjustments to the schedules twice a year when necessary. Please see attached report and a copy of AH&PS staff schedule.

Recommendation 17: The director of neighborhoods and housing services should ensure animal control officers and supervisors receive annual training consistent with their job duties.

Status of Recommendation: Implemented

All ACOs and supervisors have currently received professional training and continue to do so through National Animal Control and Care (NACA), national Animal Cruelty Investigations School (LETI) or Animal Control Training Services (ACTS). As part of this ongoing training process, some animal control officers and supervisors received 40hr training from August 21, 2017 through August 25, 2017 from ACTS. Additional 40hr training through LETI has been scheduled for the remaining officers and supervisors from April 9, 2018 through April 13, 2018. We will continue to offer in-house and professional training to every new officer within the first six months and provide annual continue education training to the experienced officers' contingent upon funding. One animal control officer was hired in January 2018, four in April 2018. All five officers completed the Animal Control Training Services (ACTS) professional program on May 25, 2018. Continue education training such as courtroom presentation and testimony as well as zoonotic diseases (8/22/18) training have been provided to all experienced officers.

SECTION IV: ADDITIONAL OUTCOMES



Center for Conflict Resolution
6285 Paseo Blvd
Kansas City, Missouri 64110


MEMORANDUM OF UNDERSTANDING

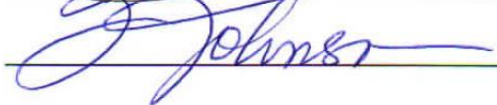
Meeting Date: February 14, 2018

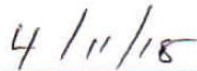
Parties: Margarita, Daniel, Peggy, Patrick, Arthur, Aarron, Jeff, Shannon and Teresa

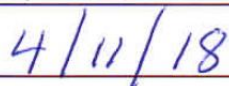
The group from KCMO Animal Health & Public Safety (AHPS) and KC Pet Project (KCPP) met at our office for two hours to discuss the tension between the two organizations. It was a productive conversation and they were able to clear up some misunderstandings. The following points were discussed:

1. When complaints come to AHPS about KC Pet Project, Patrick sends the complaint directly to Teresa. When complaints come to KCPP about AHPS, Teresa sends the complaint to Patrick and sometimes refers complainants to members of city council, per the councilmember's request.
2. There have been instances when KCPP sees an issue with one of the Animal Health & Public Safety Officers and has reported it to Patrick but did not see any action taken. Patrick explained that, because they are city employees, there are strict privacy laws governing what information he can share about disciplinary action.
3. Both agreed that the health of the animals is a high priority. KC Pet Project brought up the concern about animals being mishandled or injured by AHPS Officers. Animal Health & Public Safety staff stipulated that the health of the officers is also a priority and that they follow policy for issues such as using the catch pole.
4. KCPP staff talked about wanting AHPS officers to focus more on educating owners so they can keep their animals. AHPS staff stated they do educate the owners and have to consider the negative impact that might occur if they work with an owner to leave the animal where it is but then the owner doesn't comply with the agreed upon arrangement and the situation remains unsafe.
5. Both organizations agreed that they needed to be professional and work together better. Both agreed that they would be friendly and helpful to each other.
6. As long as privatization is undecided, AHPS does not see any incentive for KCPP to work towards a shared vision.
7. Animal Health & Public Safety stated it would be helpful for the city council members who are driving privatization to be in on any further conversations.









Proposed Questions for KCMO Residents Regarding Changes to the Animal Ordinance - Chapter 14

These questions would be posed to residents in a discussion group (where feasible) and via a survey (where a discussion group is not feasible).

1. Sec. 14-28. Limitation on number of dogs, cats, ferrets and Vietnamese potbellied pigs.

Background: Some feedback from the community has suggested modifying the restriction on the number of pets that can be legally owned in the city.

Technical Details: The ordinance currently allows residents to keep no more than four (4) dogs or four (4) cats or four (4) Vietnamese potbellied pigs or any combination of such animals not to exceed four (4) in numbers over the age of one hundred and twenty (120) days at their residence.

Feedback Request: Should the ordinance be changed to allow residents to keep more than any combination of four (4) animals on their property? If yes, how many should be allowed? How many cats, dogs and potbellied pigs?

2. Sec. 14-16. Abuse or neglect of animals.

Background: Some feedback from the community has suggested adding additional restricts on tethering dogs.

Technical Details: Ordinance requires that an animal must also have the opportunity for adequate daily exercise as determined by the supervisor of animal health and public safety. This requires that an owner, keeper or harbinger must offer some freedom from continuous chaining, stabling and tethering. Any restraint placed on an animal must be such that it prevents the animal from being tangled or injured by the restraint.

Feedback Request: Should the ordinance be amended to make it unlawful to: a) tether dogs without a collar or harness device; b) use a tether less than 10 feet long; c) use a tether or collar that inhibits free movement due to the weight of the device; d) tether a dog in a manner than has the potential to cause injury/strangulation/entanglement

3. Cat Program. Trap Neuter and Release.

Background: The City does not have leash law for cats and also does not have a program for controlling cat overpopulation. Trap Neuter and Release program has been introduced in several municipalities as method to control cat overpopulation.

Feedback Request: Should Trap Neuter and Release program be added to the ordinance as a method to control cat overpopulation?

4. Mandatory Spay and Neuter of Cats and Dogs.

Technical Details: The ordinance does not require the mandatory spay and neuter of cats and dogs except pitbulls.

Feedback Request: Should the ordinance be amended to require mandatory spay and neuter of all cats and dogs?

5. Sec. 14-60. Pit bulls.

Background: Some feedback from the community has suggested removing breed-specific references in the code of ordinances.

Technical Details: The ordinance requires mandatory spaying and neutering of all pit bulls.

Feedback Request: Should this section of the ordinance be repealed?

6. Adequate Shelter for Dogs

Background: Some feedback from the community has focused on the quality of adequate shelter for dogs kept outdoors.

Technical Details: Per ordinance definition, adequate shelter means a structurally sound, properly ventilated, sanitary and weatherproof shelter suitable for the species, condition and age of the animal which provides access to shade from direct sunlight and regress from exposure to inclement weather conditions. The condition of the shelter should be such so as to not exacerbate existing weather conditions, e.g, a metal doghouse in the hot sun.

Feedback Request: Should this be redefined to provide clarity on what is an adequate shelter?

Animal Control Call Volume versus Staffing Analysis

September 28, 2018

Background

- As a follow-up from the Fall 2017 Audit of Animal Control Processes, the City Manager's Office of Performance Management (OPM) was asked to assist the Animal Health and Public Safety (AHPS) division with an analysis of call volume compared to staffing levels.
- The purpose of this analysis was to determine how the current 24-7 shift schedule aligns with the volume of animal control calls, and make recommendations to more efficiently handle volume based on changes to shift schedule.
- The analysis focuses on the differences in call volume and staffing across days of the week and hours of the day.

Methodology and Limitations: Demand Analysis

As inputs for the demand (call volume) analysis, OPM used the last available 8 months of call data (December 2017 through July 2018) provided to AHPS by KCPD Dispatch.

- As with all analyses of dispatch data, calls coded “Animal Health Admin” were excluded as indicating communication between AHPS officers and dispatch, rather than a call originating from a service request.
- The analysis does not differentiate between differences in type of calls or location of calls but treats all call volume equally.
- The analysis of work volume does not include any work that originates outside the call request system (i.e. assigned by a supervisor)

Methodology and Limitations: Supply Analysis

As the input for the supply (staff availability) analysis, OPM utilized a shift schedule effective as of November 2017 to understand how many Animal Control Officers (ACOs) were assigned for each hour of work during each day of the week.

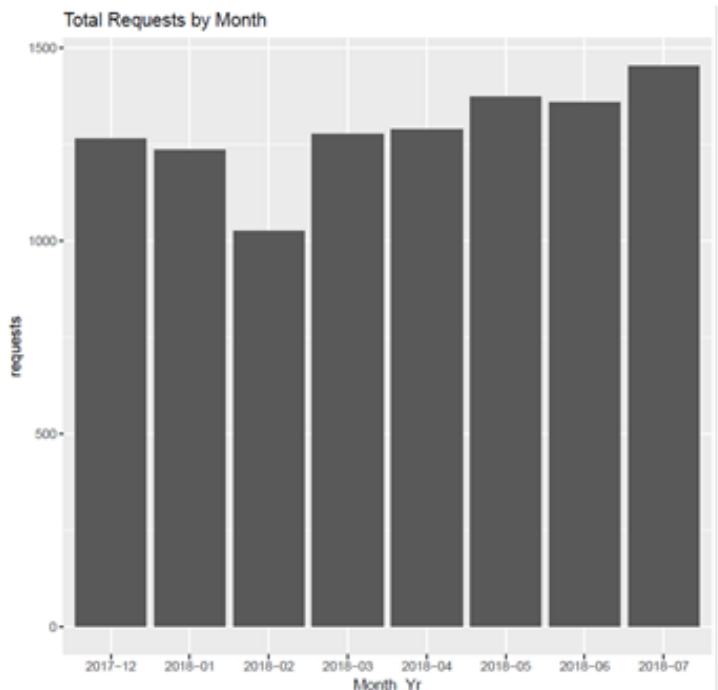
- Only shifts for animal control officers are considered in the analysis.
- Due to data limitations, the analysis is based on scheduled staff availability rather than actual staff availability. Due to scheduled and unscheduled leave, this overstates the availability of staff across all shifts.
- The analysis assumes that ACOs are available for calls from the starting point of their shift to the end point of their shift and does not allocate any time for start-of-shift or end-of-shift activities.
- When calculating staff availability for hours where shifts start midway through the hour (i.e. 10:30), staff availability is calculated as the average between the preceding hour and the following hour.
- The analysis does not include location (i.e. the officer’s zone) but instead assumes any officer is available to respond to any call.

Staffing Schedule Utilized (Effective Date: 11/12/17)

Officer R#	Name	CAN Center	ZONE	10-41	10-42	Sun	Mon	Tue	Wed	Thu	Fri	Sat
1 2613	Eric McKinney	Palestine	Central	0900	1800		X	X	X	X	X	
2 2631	Henry Tanner	Ivanhoe	City Wide	0900	1800		X	X	X	X	X	
3 2621	Keresa Hurst		South	0700	1800	X	X	X	X			
4 2615	Iman West		Northland	0700	1800	X	X	X	X			
5 2618	Gabriel Kuer		Metro	1030	2130	X	X	X	X			
6 2626	Alec Giglio		Northeast	1030	2130	X	X	X	X			
7 2634	Breana Williams		South	1030	1930		X	X	X	X	X	
8 2617	Damon Goldston		Northeast	0700	1800				X	X	X	X
9 2612	Virginia Fleming	Northland (NNI)	Northland	0700	1800				X	X	X	X
10 2624	Christopher Harriman	SNKC	Metro	1030	2130				X	X	X	X
11 2633	Joseph Claybrook	Central Patrol	Central	1030	2130				X	X	X	X
12 2632	Joseph Helms	Southwest CAN	South	1030	2130				X	X	X	X
13 2632	(Overnight Officer)	Vacant	City Wide	2130	0630			X	X	X	X	X

Total Call Volume by Month

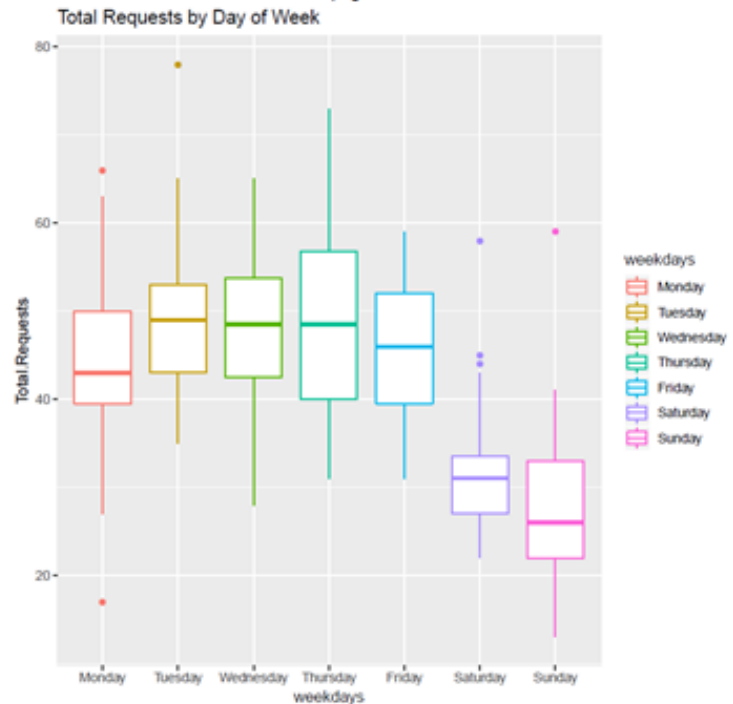
Insight: Call volume is reasonably consistent from month to month, with the summer months slightly higher than the winter months.



Median Call Volume by Weekday

Insight: Median call volume (shown as the thick line in the middle of the box-plot) is substantially lower on Saturdays and Sundays.

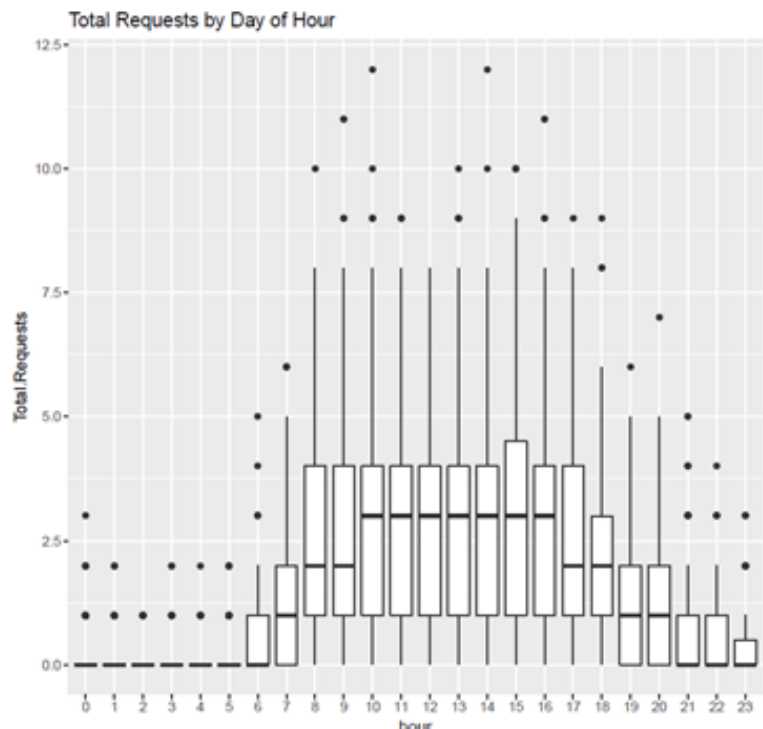
Median call volume is very similar Tuesday through Friday (with slightly higher variability on Thursday and Friday), and slightly lower on Monday.



Median Call Volume by Hour

Insight: Call volume by hour follows a consistent pattern, with volume increasing after 8 AM and decreasing after 6 PM.

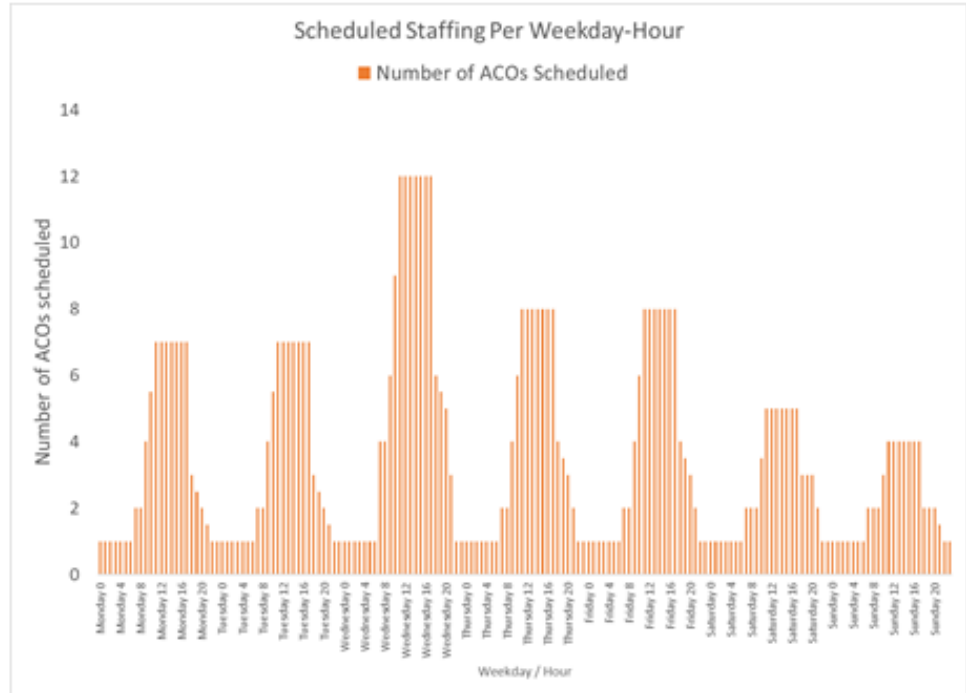
Call volume between midnight and 6 AM is consistently low.



Average Staffing per Weekday/Hour

Insight: The ACO shift schedule already reflects the differences in call volume between weekdays and weekends, and daytime and overnight.

Staff volume is highest on Wednesdays, when all shifts overlap.

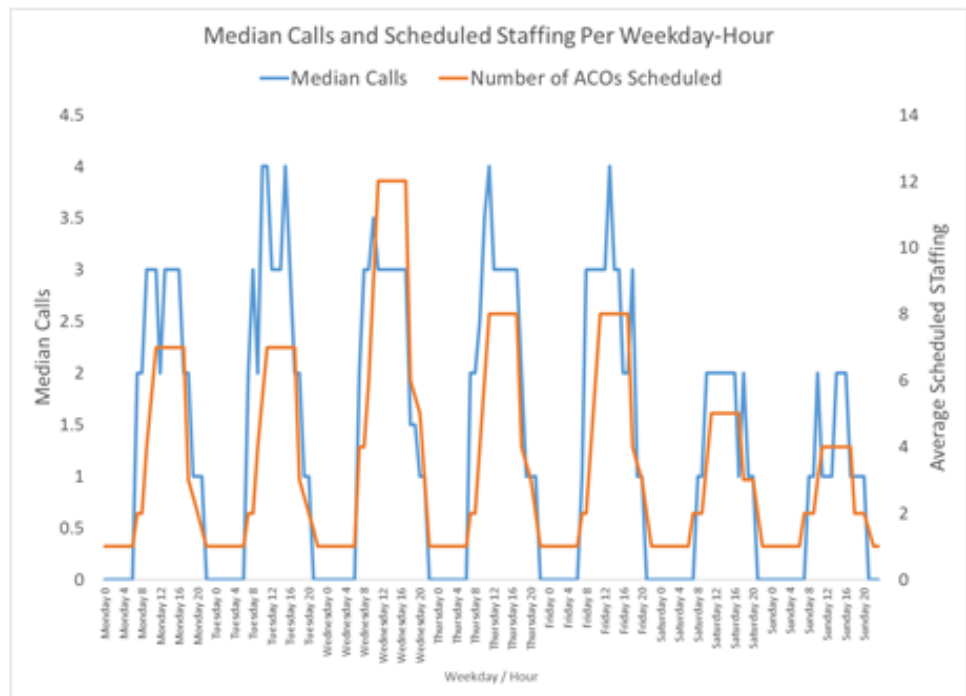


Calls and Staffing per Weekday/Hour

Insight: When overlaid, the low points in call volume (overnights) clearly align with lower staffing volume.

However, Wednesday daytime staffing levels are disproportionately higher compared to call volume, in comparison to other days.

Also, call volume appears to increase earlier in the day than staffing levels on all days.

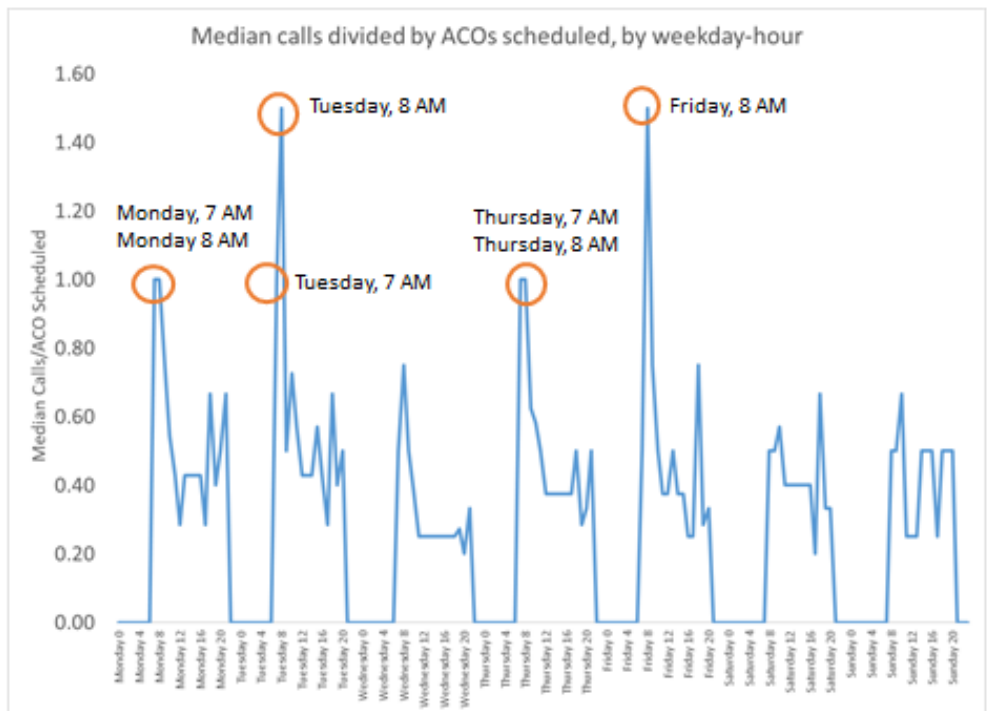


Median Calls per ACO Scheduled

Insight: When calculating a ratio between median call volume and ACOs scheduled, there are several notable “peaks” where calls/ACO is over 1.

These all occur during the 7 AM and/or 8 AM hours on all weekdays except Wednesday.

The next highest peaks occur around the 6 PM hour on Mondays, Tuesdays, Fridays, and Saturdays.



Summary Recommendations

Based on this analysis, OPM would make the following recommendations to AHPS about shift schedules, with the understanding that other dynamics must be considered in any changes, such as bargaining unit rules, supervisory oversight, and vehicle access:

- Assuming it is not necessary to have all staff in the office on one day, consider redistributing some staff shifts from Wednesday to other weekdays to provide a more even supply of staff throughout the week.
- Consider modifying shifts to add staff during the 7 to 9 AM hours on weekdays because call volume is notably high during this timeframe compared to supply of staff.
- Maintain minimal staffing in the overnight hours due to low call volume
- Maintain proportionately lower staffing on weekends due to lower call volume in creating a revised schedule, consider analyzing the most common days for leave and add staffing shifts to those days accordingly.