

Community Services Division  
ANIMAL CONTROL SERVICES

REORGANIZATION PLAN

*Background*

Animal Control Services (ACS) operates as a department within the Community Services Division (CSD). ACS is classified at the highest level of priority, i.e., public safety. During the past 18 months, the ACS department has been impacted by the following events and conditions:

- ↪ Long-term absence of Animal Control Manager for 7 months prior to retirement
- ↪ Consolidation of Wildwood animal services under Sumter County ACS in April 2009
- ↪ Retirement of the tenured ACS staff (Animal Control Manager and Staff Assistant) in May 2009
- ↪ Reorganization of ACS to increase onsite supervision in May 2009
- ↪ Introduction of two new supervisors for kennel and Animal Control Officer (ACO) staff in June 2009 and July 2009 respectively
- ↪ Completion of 60-run kennel first quarter of FY10
- ↪ Resignation of ACO in December 2009 and continued vacancy for the past 3.5 months
- ↪ Resignation of Kennel Coordinator in January 2010 after only 7 months in position
- ↪ Onsite management of department by Division Director and Human Resources (HR) Manager for 2 full months (January-February 2010) and intermittently thereafter
- ↪ Kennel Coordinator hired on February 22, 2010.

As a result of constant change within the system, staff members have aligned themselves into two camps, kennel technicians and ACOs. Management staff has not had the quality time to earn the trust of either. In spite of efforts to develop a sense of esprit de corps, the schism between the kennel and field staff continues to deepen. There is little trust and no sense of team within the department.

Senior management staff, CSD Director and HR Manager, provided management oversight for the department onsite for a full 2 months. Standard operating procedures are deficient and need to be modified and enhanced. On-call policy for ACO emergency on-scene response on weekends and holidays should be based on that established for Public Works/Road and Bridge. The hours the public has access to the kennel need to be adjusted to support workflow and improve efficiency. The result of senior management involvement produced the recommended reorganization of the department.

*Purpose*

The purpose of the proposed reorganization is to increase the capacity of the department to rapidly respond to the public in the field, enhance the knowledge base

and skill set of current kennel staff, strengthen cross-training and staff redundancy, and encourage teamwork within the department. It is recommended that ACS be reorganized to abolish the position of Kennel Technician (see attached job description) and to change the ACO position functions to include kennel, office, and field duties. This change will maintain the current number of staff in the department and upgrade three positions to ACO. Three current staff will have the opportunity to attend ACO school to become certified by the State of Florida. Revised emergency on-call procedures need to be in place. It is further recommended to modify the hours the kennel is open to the public to support workflow and enhance customer service.

### *Personnel*

The organizational structure as proposed (see attached chart dated 5/2/10) is uncomplicated. No positions have been added; three positions have been upgraded to ACO increasing the complement to five rather than the current two (see attached chart dated 4/5/10). The proposed reorganization removes the barriers now seen between kennel and ACO staff by eliminating distinctions and integrating line staff functions into the position of ACO. The job descriptions for the Kennel Coordinator, ACO Coordinator, and Animal Control Officer have been revised to reflect the suggested structure and are attached herein.

Supervisors: Kennel Coordinator and ACO Coordinator report directly to the CSD Director. Kennel Coordinator has primary responsibility for the ACOs when they are scheduled in the kennel or office. ACO Coordinator has primary responsibility for the ACOs' on-call and field operations. The Coordinators will collaborate closely to ensure that all functions of the department are carried out efficiently and effectively. The five ACOs will rotate through the kennel, office, and field. A sample rotation schedule is attached. They will be supervised by the Kennel Coordinator and ACO Coordinator by function. The Coordinators will collaborate on ACO staff performance appraisals.

ACOs: The five ACOs will be scheduled to support various functions within the department. When scheduled in the office or kennel, the ACO will report directly to the Kennel Coordinator. When in the field, on call, or otherwise performing in the role of certified ACO, they will report directly to the ACO Coordinator.

Inmate Laborer: ACS has benefited from the assignment of an inmate to the kennel. Inmate labor allows the paid staff to be more functionally flexible. The inmate reports directly to the Kennel Coordinator. All departmental staff and the CSD Director receive inmate training required by the Sumter County Sheriff's Office.

### *Hours of Operation and Scheduling*

#### Office:

Current: 8:00AM-4:00PM, Monday-Friday  
Proposed: 9:00AM-5:30PM, Monday-Friday

Rationale: Currently, all staff work from 7:30AM-4:00PM. Staff now has little or no time to document activities before the office opens to the public. The change in office hours will give staff uninterrupted time to complete tasks. It is essential that data are entered into the management information system in a timely manner. ACOs depend on these data in the field and in the office and kennel. ACO trucks have onboard computers for information to be quickly dispatched. The new hours will provide greater opportunity for customers to visit the office and kennel on the way home from work. A common concern of customers is they cannot get to the office or kennel because of the current hours of operation. Lunchtime and late afternoons see the most customer traffic. Thus, the new office hours will be more accommodating to the needs of staff and customers.

Kennel:

Current: 8:00AM-3:00PM, Monday-Friday

Proposed: 11:30AM-5:00PM, Monday- Friday

Rationale: Currently, kennel staff work hours are 7:30AM-4:00PM. Feeding animals and cleaning kennels and cat room consume approximately 2 hours each morning. Paperwork/documentation of kennel activities takes about an hour daily. Euthanasia is administered on Tuesday and Thursday mornings and expends approximately 1.5-2 hours with two staff devoted to the task each day. With the kennel staff now having only 30 minute prior to opening to the public, their work (including euthanasia) is rarely completed without interruption. Customers always come first, so activities that should be completed in the morning are delayed throughout the day due to frequent interaction with public.

Therefore, it is proposed the kennel should be cleaned, the animals fed and exercised, and all euthanasia activities completed before the public is allowed to visit the kennels. This will improve workflow and efficiency. Kennel staff will have the opportunity to complete tasks prior to welcoming the public. If a customer releases possession of an animal before the kennel opens to the public, the transaction will be completed in the office and the animal will be delivered to a kennel run by office staff. Additionally, it is expected that on most Tuesdays, Wednesdays, and Thursdays one of the two ACO assigned to the kennel will be able to shift to field duties by 11:30AM. This will increase the availability of ACOs and improve response time.

ACO:

Current: 7:30AM-4:00PM, Monday-Friday, with on-call availability after hours, weekends, and holidays (24/7)

Proposed: 7:30AM-6:00PM, Monday-Friday, with on-call availability after hours, weekends, and holidays (24/7)

Rationale: Due to ACO position vacancy, one ACO is working from 7:30AM-4:00PM supported by the ACO Coordinator. On-call duties are now being shared by one ACO and ACO Coordinator. No on-call policy exists relating to payment for weekends and holidays. Public Works/Road and Bridge does have an on-call policy related to weekends. It is recommended that the emergency on-call policy for ACOs be complementary to those of Road and Bridge. A draft procedure is attached herein. Once the vacant position is filled and training is sufficient to place the new ACOs in the on-call schedule, ACO regular coverage will be extended to 7:30AM-6:00PM; one ACO will report to work at 7:30AM and another will report at 9:30AM.

The advantages accrued by changing the hours of operation will be dependent on careful staff scheduling by the ACO and Kennel Coordinators (see attached Sample Rotation Schedule). It is likely there will be a staff presence onsite from 7:30AM-5:30PM most days, Monday-Friday. All staff will not come in or leave from work at the same time to accommodate the needs of the department and its customers. After a baseline of success has been achieved, it is planned to add adoption hours for the public one Saturday per month.

*Implementation and Timeline*

The implementation objective is to smoothly transition into an improved organizational structure, to ensure opportunities for staff success, and to improve workflow and customer service:

Activity	Responsible Staff	Target Date (2010)
Present concept of reorganization to ACS staff in all-hands meeting	County Administrator	04/07
Present ACS reorganization plan to BOCC	County Administrator	04/13
Conduct individual meetings with all staff to discuss new job descriptions and requirements of same	CSD-D	04/14
Post ACO vacancy for 5 working days on website	CSD-D	04/14
Complete required paperwork for HR to move effected staff into ACO position	CSD-D	04/15
Order new signage displaying new hours of operation	CSD-D	04/16
Write press release and present to CAD re: new hours of operation	CSD-D	04/16
Develop staff rotation schedule starting 05/02/10	ACOC, KC	04/19
Approve staff rotation schedule	CSD-D	04/19
Conduct quarterly all-hands staff meeting and review staff rotation schedule	CAD, CSD-D	04/21
Conduct ACO interviews and make hiring recommendation to CAD	CSD-D, ACOC, HR	04/23
Clarify needs related to new staffing pattern with SO Dispatch	ACOC	04/26
Develop ACO training plan and schedule to include class sessions, desktop study, and field experience	ACOC	04/28

Activity (continued)	Responsible Staff	Target Date (2010)
Implement ACO training plan	ACOC	05/3-07/23
Register staff members for 7/26 training, remit course fees, and make necessary hotel reservations	ACOC	05/26
Submit ACS final-draft standard operating procedures (SOP) to CAD	CSD-D	5/07
Train all ACS staff on approved SOP	CSD-D, HR	5/28
Four staff members attend ACO certification course approved by FACA in Orlando	ACOC	07/26-30
FACA notifies trainees of certification test results	ACOC	08/16*

CSD-D = CSD Director ACOC = ACO Coordinator, KC = Kennel Coordinator; HR = Human Resources

\*In the unlikely event that staff does not pass the ACO certification test, s/he will not have fulfilled the certification requirements for the position and will be terminated.

### *Budget Impact*

FY10: \$0 (none) – After a careful review of the FY10 budget 6 months into the year, ACS expects a surplus of approximately \$31,000. This surplus is substantially a result of turnover in the Kennel Coordinator and ACO positions. An ACO slot has been vacant since January 2010 and the Kennel Coordinator slot was vacant for over a month. The additional costs associated with reorganization this year will be approximately \$30,000 in salary and fringe, overtime, training, vaccinations, personal protective equipment, and uniforms. With careful administration of the existing budget for the remaining 6 months, ACS expects to cover the costs of reorganization without additional funding from the BOCC in FY10.

FY11: +\$57,000 (calculated with zero percent raise) – Next year, the cost of reorganization will total approximately \$57,000 in additional salary and fringe, overtime, training, purchase of a fully-equipped truck (e.g., computer, radio, cage), and additional insurance and gas. This figure is calculated based on the assumption that the County will not provide salary raises for staff.

The disparity in salaries among our ACS staff and those of our neighboring counties must be noted for planning purposes. Although this difference has not yet been confirmed by an official review, it is expected that the salaries of all ACS staff are at least 2 dollars per hour below that of their counterparts in the surrounding area. If the pay issue is addressed in FY11, the budget will be impacted by approximately \$45,000 in additional salary and fringe costs (using 2 dollars per hour for each ACS employee). Last year, the need for an additional ACO was expected and proposed for FY11 at a fully-loaded cost of \$35,735 (80 percent of the above pay issue). ACS will not request a new ACO position in FY11 as a result of additional field time available through this proposed reorganization.

Attachments: Kennel Technician Job Description; Organization Charts (2); Revised Job Descriptions (3); ACO Emergency On-call Draft SOP; Sample Rotation Schedule