

DAS Department Overview: Public Safety Focus

**Dallas City Council
January 15, 2020**

**Peter Brodsky, Chair
Animal Advisory Commission**

**Ed Jamison, Director
Dallas Animal Services**

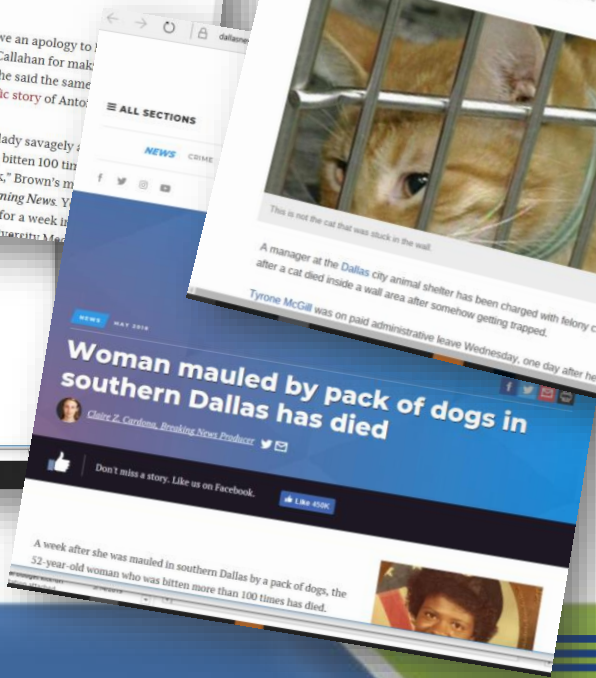
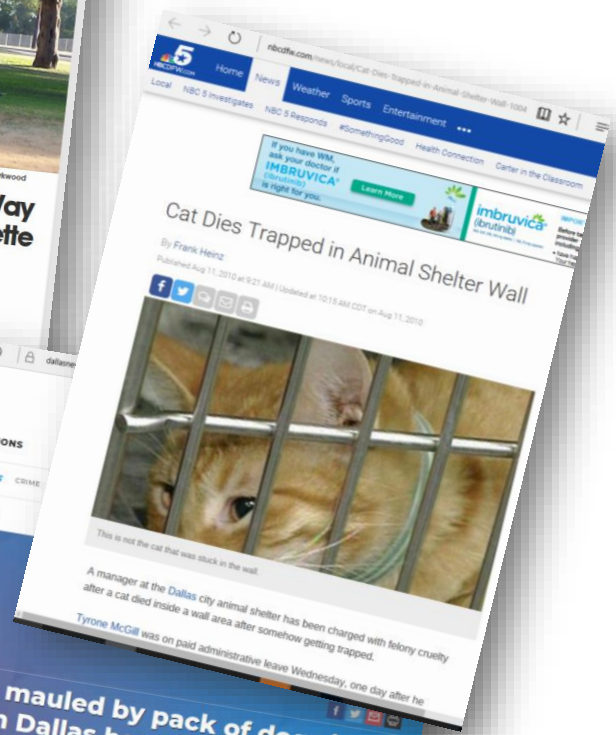
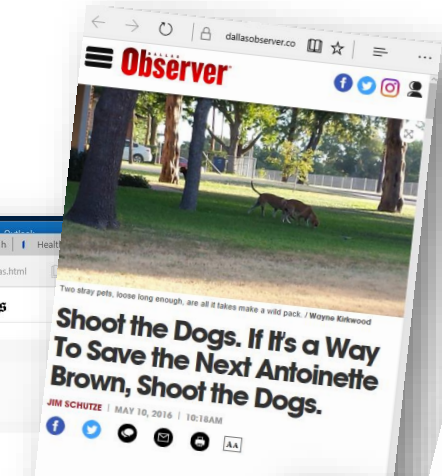
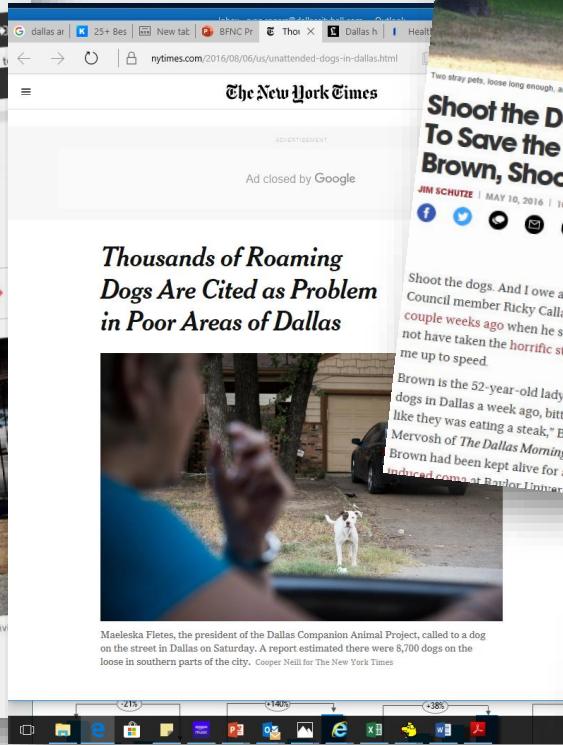
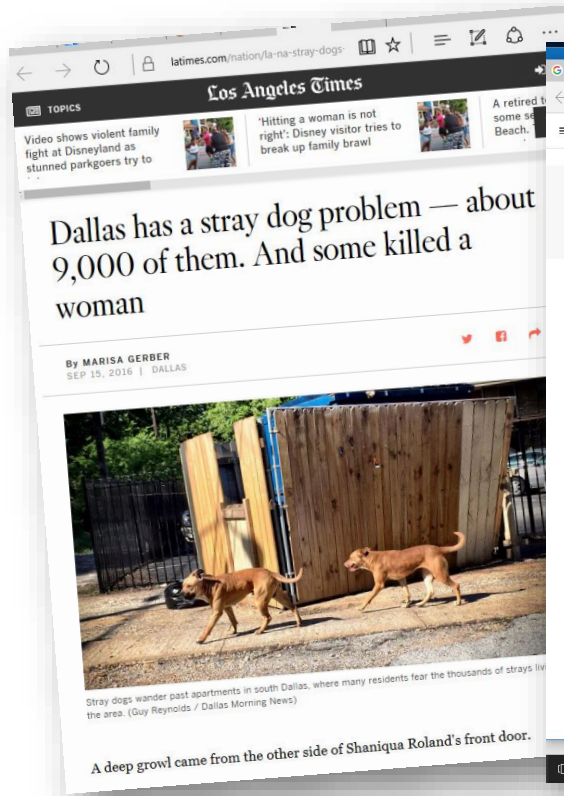
**Nadia Chandler Hardy, Assistant City Manager
City Manager's Office**



Presentation Overview

- Background
- Purpose
- Timeline
- Organizational Structure & DAS' Principles
- Field Operations Overview
- Increased Intake and Lives Saved
- Looking Forward

Background



Purpose

To provide the Dallas City Council with an update on current Dallas Animal Services (DAS) functions and performance relating to public safety, animal well-being as well as historical context for the changes at DAS over the past three years.

Key Events Timeline

FY16

MAULING DEATH

- Antoinette Brown attacked by 3 loose owned dogs; sustained fatal injuries
- Prior to this incident, the dogs involved had no reported bites

INTERNAL CITY AUDIT

- Identified 11 key results
- 752 loose & loose owned bites

BCG REPORT

- Conducted 11-week study of animal issues in Dallas
- Developed strategic plan to reduce number of loose dogs and increase live release rate

DPD TAKES OVER DAS

- City Manager reassigned DAS leadership to DPD team

FY17

NEW DAS DIRECTIVES

- Implement BCG strategic plan
- Decrease loose dog bites
- Increase intake of loose dogs
- Increase shelter live release rate / decrease euthanasia

ORDINANCE REVISIONS

- Replaced ineffective licensing with microchipping
- Replaced Intact Animal Permit with Breeding Permit
- Created provision for removal of animals from unattended motor vehicle in extreme temperatures
- Launched Fix It Tickets

DANGEROUS DOG PROCESS UPDATE

- DAS takes over dangerous dog investigations

FY18

DAS BECOMES DEPT

- DAS becomes standalone department

NEW LEADERSHIP

- Ed Jamison, Director
- Ryan Rogers, Asst. Director

RENEWED DATA FOCUS

- Data driven decision-making implemented

ORDINANCE REVISIONS

- Created Aggressive Dog Ordinance
- Strengthened Dangerous Dog Sec. 7-5.5
- Added ability to impound pets displaying signs of extreme health conditions
- Adjusted hold times and fees

FY19

RECORD-BREAKING RESULTS

- Exceeded 90% live release rate for 4 consecutive months

DALLAS90 LAUNCH

- Community engagement campaign designed to help increase live release rate

BUDGET ENHANCEMENTS

- Created Aggressive Dog Team
- Added On-Site Security Guard
- Added FTE Shelter & Medical Staff

PROCEDURE OVERHAUL

- Updated work instructions & operating procedures

CRUELTY PROCESS

- DPD creates cruelty detective unit

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Department Functional Org Chart

Dallas Animal Services

Field
Operations
82

Shelter
Operations
91

Medical
Operations
28

Administration
18

219 Positions - 174 FTE - 45 Temp

6

DAS' Principles

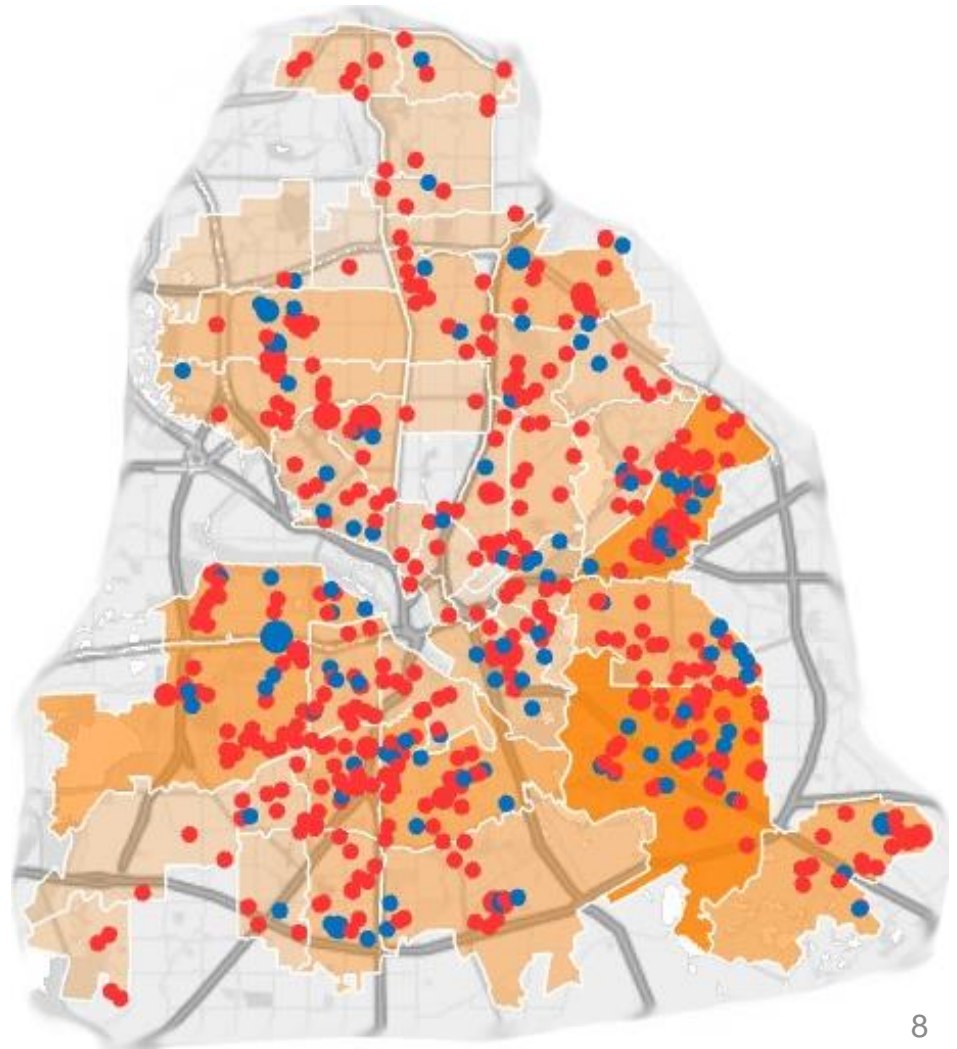
Dallas Animal Services

Public Safety • Compassion • No Shortcuts

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Loose Dog Bites

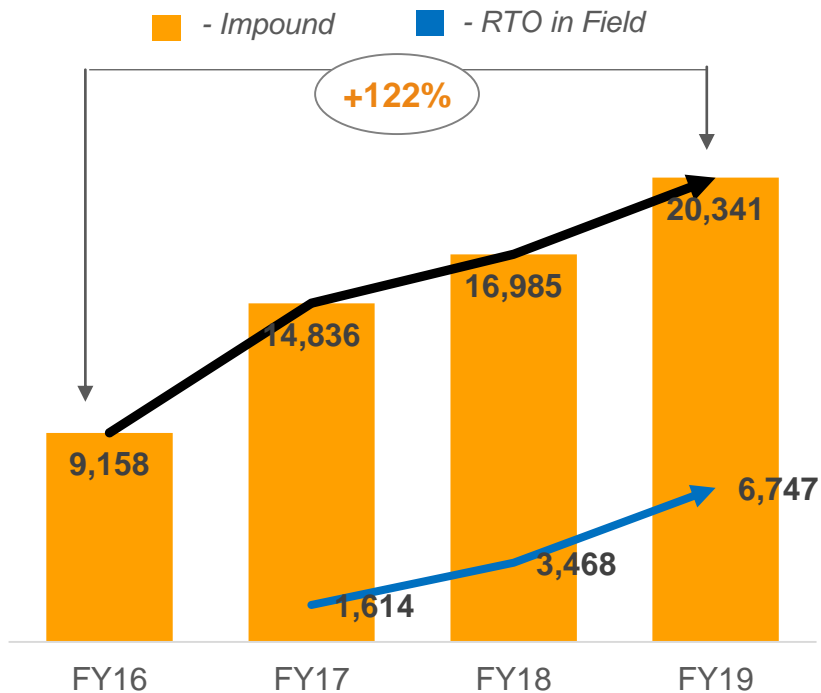
- **Loose owned dogs are the primary bite risk in Dallas**
- **Map Key:**
 - Darker colors = zip codes with greater number of reported bites
 - Dots show all loose dog bite locations
 - Red Dots: **OWNED** dogs
 - Blue Dots: **UNOWNED** dogs



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Field Operations Overhaul

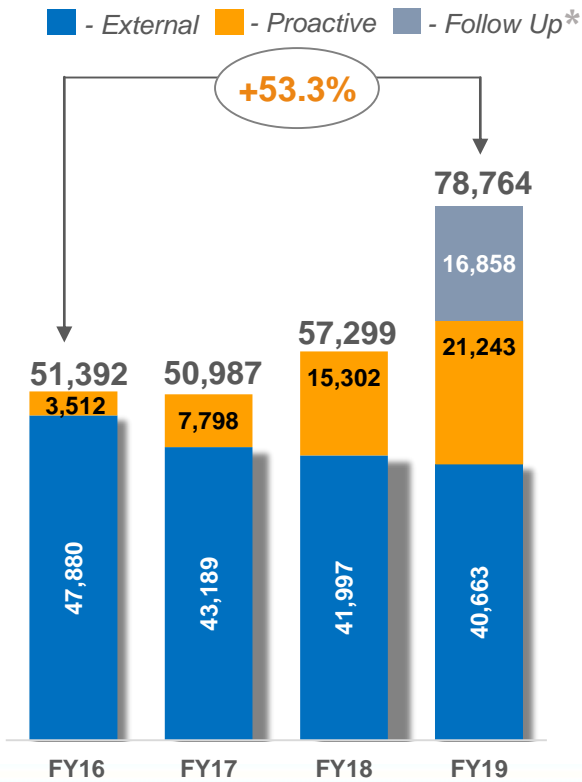
Field Dog Intake & Return to Owner



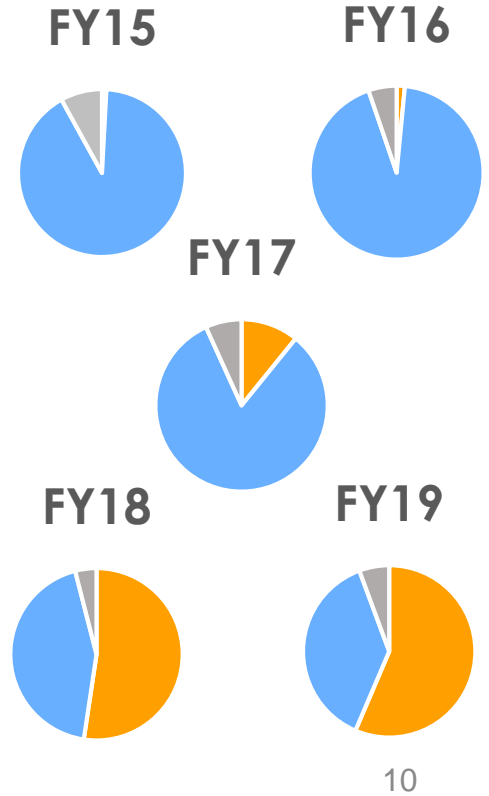
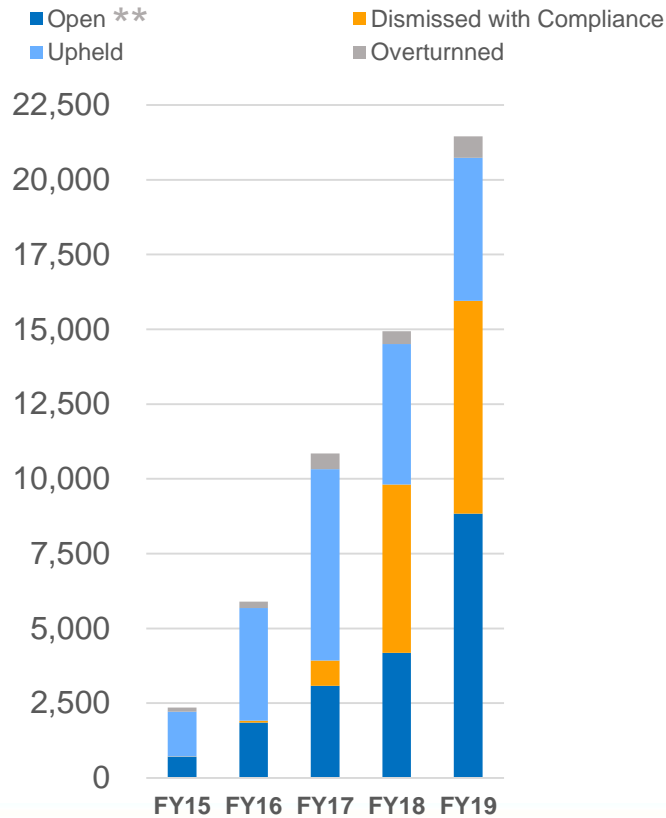
- Aggressive Dog Opps Team
- Restructured Schedule
- Officer Safety Equipment
 - GPS in trucks
 - Bulletproof vests
 - Body cameras (FY20)
- Dispatcher Pilot Program
 - Decreased high priority service request response time by 54.9% during times with dispatch coverage
- Took Over Dead Animal Pick Up (formerly Sanitation)
- Addition of Deep Night Shift, now 7 Days a Week

Service Requests and Citation Outcomes

External & Proactive Service Requests

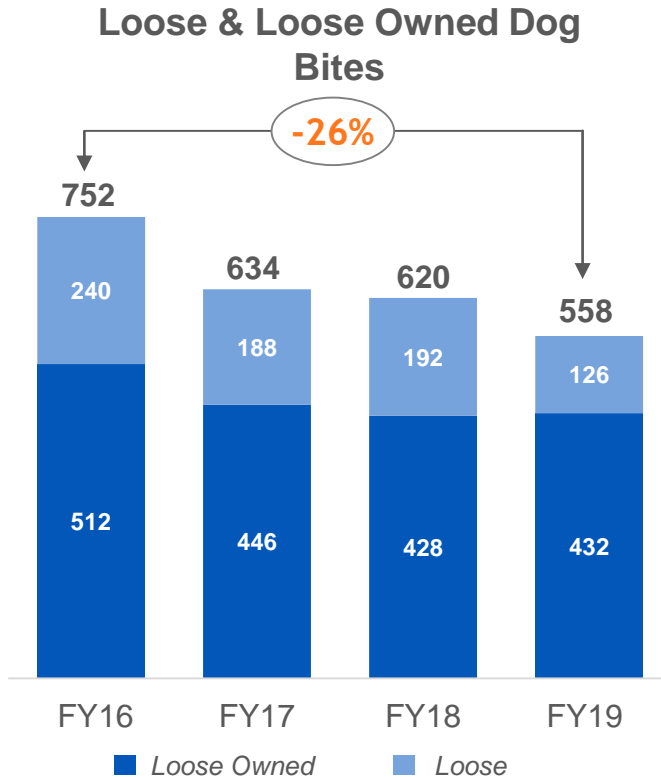


5 Year Citation Outcomes



*DAS started to track and report Follow Up calls in FY19 **Pie charts do not include OPEN citation outcomes

Loose Dog Bites Declining



- Addition of Aggressive Dogs Operations Team
- Focus on areas with high call volume of actual loose and loose owned bites

Dangerous Dog Definition

Texas Health and Safety Code, Title 10, Sec. 822.041

(2) "Dangerous dog" means a dog that:

(A) makes an unprovoked attack on a person that causes bodily injury and occurs in a place other than an enclosure in which the dog was being kept and that was reasonably certain to prevent the dog from leaving the enclosure on its own; or

(B) commits unprovoked acts in a place other than an enclosure in which the dog was being kept and that was reasonably certain to prevent the dog from leaving the enclosure on its own and those acts cause a person to reasonably believe that the dog will attack and cause bodily injury to that person.

Aggressive Dog Definition

City of Dallas Ordinances, 7-5.12

AGGRESSIVE DOG means a dog that on at least one occasion, while not legally restrained, killed or injured a legally restrained domestic animal or livestock.

Serious Bodily Injury (SBI) Definition

Texas Health and Safety Code, Title 10, Sec. 822.001.

(2) "Serious bodily injury" means an injury characterized by severe bite wounds or severe ripping and tearing of muscle that would cause a reasonably prudent person to seek treatment from a medical professional and would require hospitalization without regard to whether the person actually sought medical treatment.

Elements

ELEMENTS	AGGRESSIVE	DANGEROUS	SBI
Defined by state law .		X	X
Defined by The City of Dallas Code, Chapter 7 .	X		
Victim(s) is a human .		X	X
Victim(s) is a legally restrained domestic animal or livestock .	X		
Must take place in a location other than the enclosure in which the dog is being kept.		X	
Dog's actions must be unprovoked .		X	
Dog is required to have caused injury .	X		X
Initiating an investigations requires a notarized affidavit .	X	X	
DAS Animal Services Officers conduct an investigation .	X	X	X
DAS Director makes determination decision.	X	X	
DAS delivers evidence to court. A court makes the determination.			X
Owner has the right to appeal determination in court .	X	X	X
Owner must register dog annually with the city and comply with ownership requirements.	X	X	
A court may order that the dog is to be euthanized in accordance with state law on first offense .			X
DAS delivers evidence of non-compliance to court.	X	X	
If court finds that an owner is non-compliant after determination, a court may order the dog to be euthanized.	X	X	
After determination, if the dog is found to be loose, a court shall order the dog to be euthanized.		X	

Dangerous and Aggressive Dog Process

- Order of Events*:

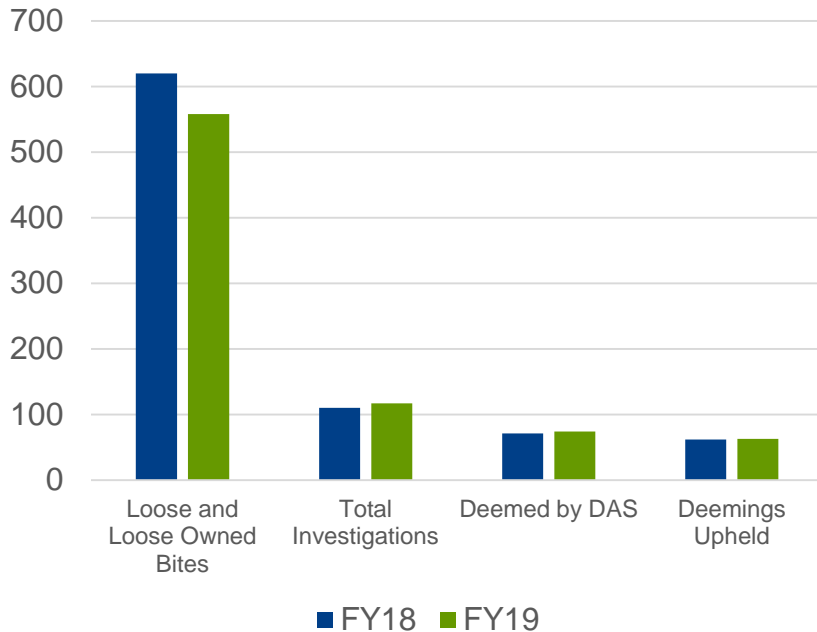


*The timeframe between steps in the process may vary by case.

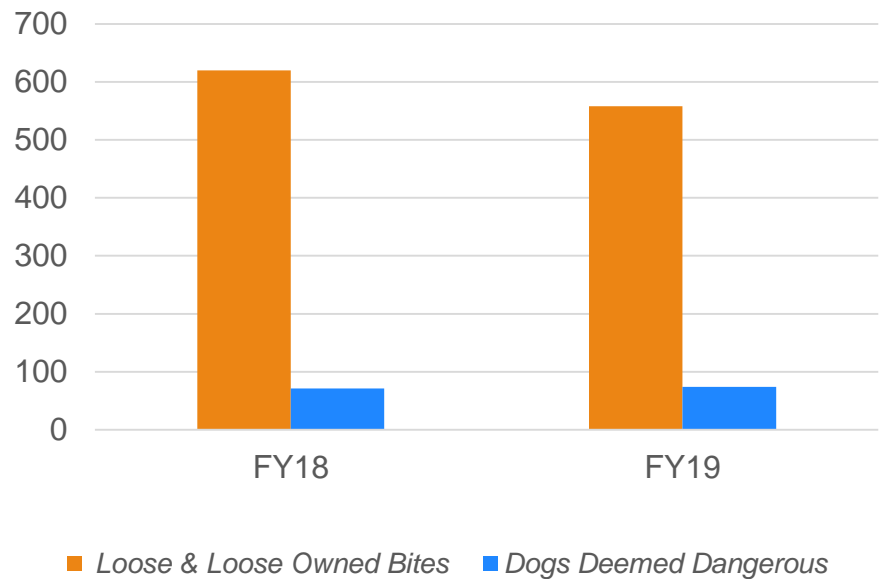
Dangerous Dog Results

Working Group for Dangerous Dogs in 2018

Dangerous Dog Investigation Results

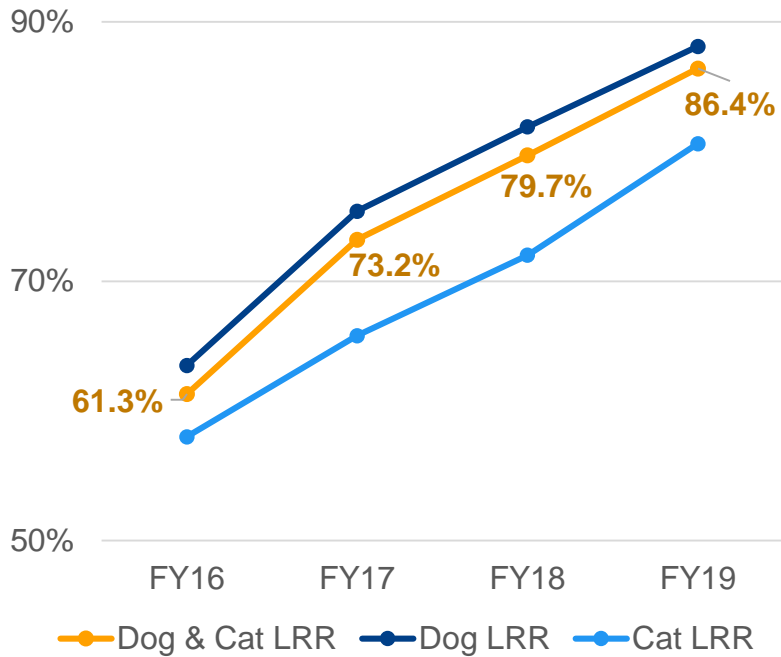


Loose & Loose Owned Dog Bites vs. Dogs Deemed Dangerous

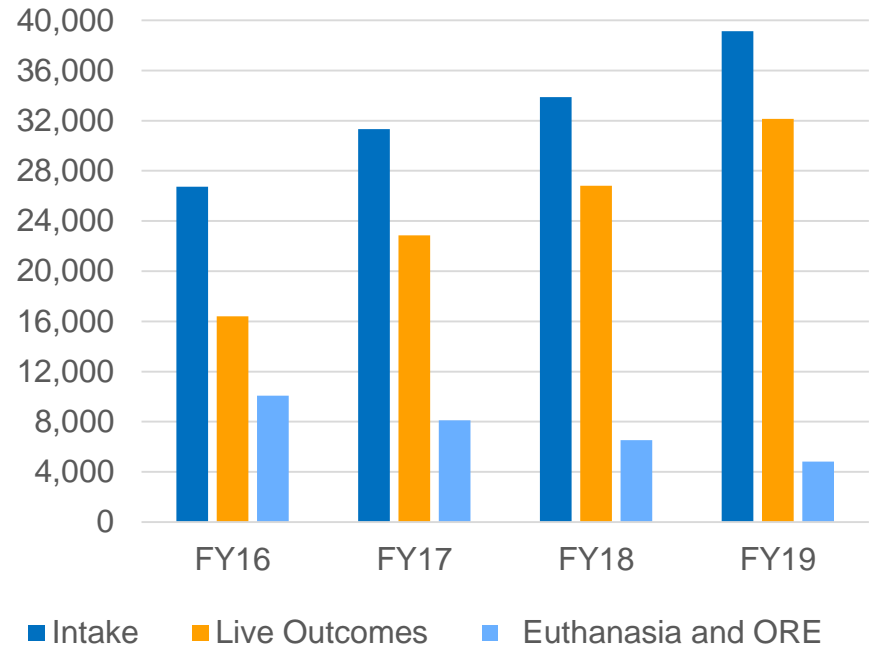


Increasing Lives Saved

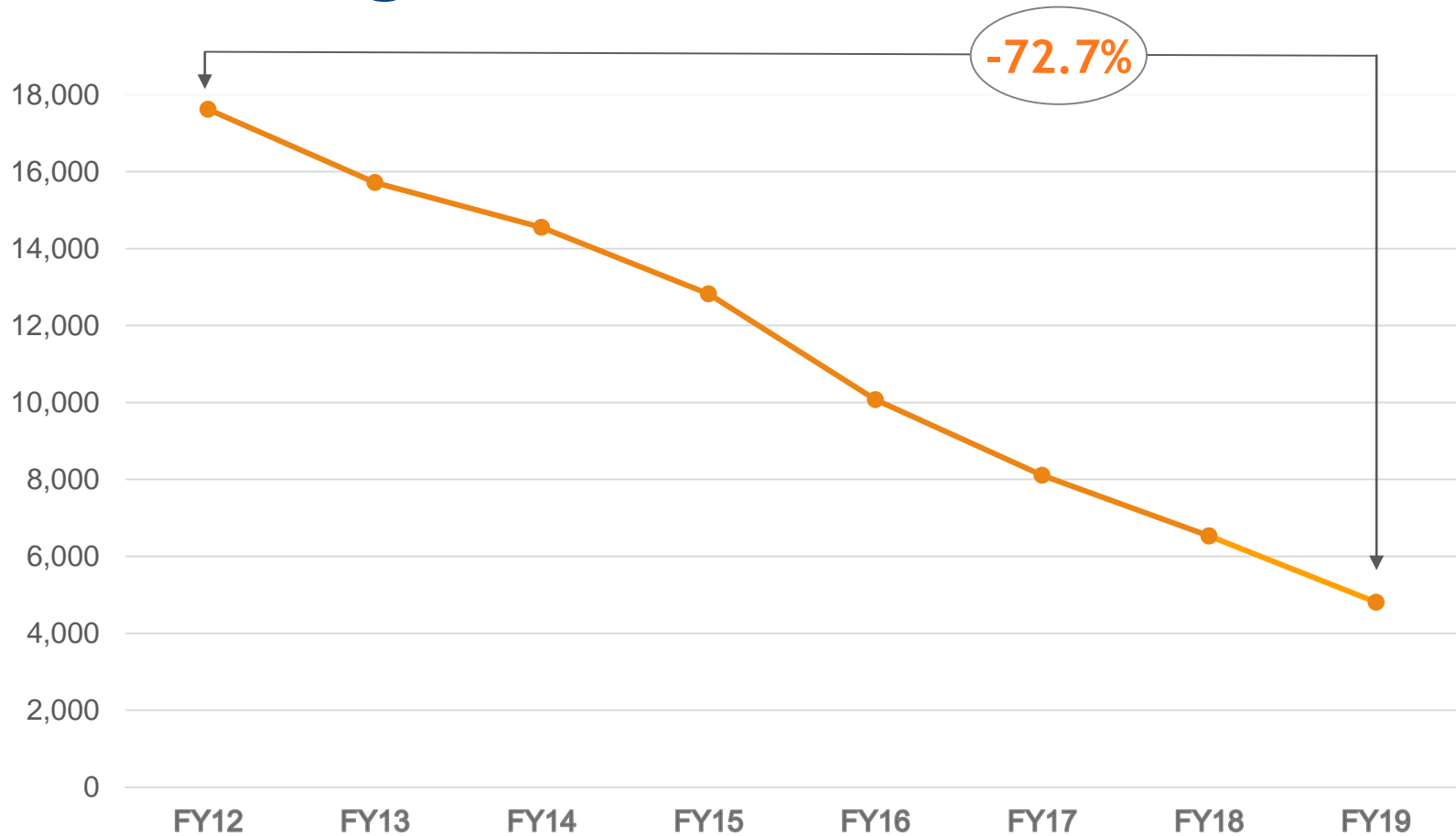
Live Release Rate



Intakes & Outcomes



Decreasing Euthanasia



National Recognition in 2019



Today, nearly all of these dogs are likely to find permanent new homes with families or to be reunited with their original owners.



As of Monday, Ruthie is still awaiting adoption at Dallas Animal Services.

Photographs by Ilana Panich-Linsman for The New York Times



- Winners of 2019 Innovation Showdown
- Received Million Cat Challenge shelter consultation
- One of Inaugural Cities Certified as Better City for Pets
- Presenters at national animal welfare conferences
- News Coverage:
 - New York Times: “*Why Euthanasia Rates at Animal Shelters Have Plummeted*”
 - Dallas Morning News: “*An Embarrassment just 3 years ago, Dallas animal shelter is leading the way on data-driven results*”
 - NBC5: Hub for North Texas Clear the Shelters coverage

Looking Forward



Vision: *Lead the nation in compassionate care of animals while finding positive outcomes for all placeable pets through innovative shelter operations and community engagement.*

- **Performance 365 Measures**
 - Sustainable live release rate of 90%+
 - Decrease loose dog bites by 5%
 - Improve resident service request timely response rate from 82% to 87%
 - Improve dog return to owner rate to 35%+
- **Humane Education**
 - BCG recommendation
 - DAS/DISD RedRover Readers Program
 - Census Track Focused CARE Team Deployment
- **Ordinance Review**
 - Community Cats
 - Bite Reporting
 - Breeder Permits
 - Removal of Remaining Licensing Language
- **Friends of DAS**
 - New Fundraising Opportunities

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APPENDIX



2016 Internal City Audit of DAS

<https://dallascityhall.com/departments/auditor/DCH%20Documents/Audit%20and%20Attestation%20Reports%20FY%202017%20%2810-01-2016%20to%2009-30-2017%29/A17-003%20-%20Audit%20of%20Dallas%20Animal%20Services%20Operations%2012-09-2016.pdf>

Audit Results

Dallas Animal Services Does Not Consistently Respond on Time to High Priority Calls	6
Controls Are Not Sufficient to Ensure Adequate Data Reliability and Call Response Time Monitoring	8
Inadequate Policies and Procedures for Call Response Times and Dispatching	10
City's Dangerous Dog Program Has Limited Effectiveness, in Part Due to State Law Design Also Affecting Most Texas Cities Surveyed	11
Inadequate Policies and Procedures for Oversight of Active Dangerous Dog Cases	14
Inadequate Monitoring of Controlled Substances and Expired Drugs	15
Inadequate Surveillance Camera System Management	18
Inadequate Controls for Access to Restricted Areas	20
Inadequate Documentation of Compliance with Association of Shelter Veterinarians' Guidelines	21
Inadequate Policies and Procedures for Training Compliance	23
Dallas Animal Services Did Not Consistently Conduct Annual Veterinarian Inspections	24

BCG Report: Loose Dogs in Dallas

BCG's findings and the resulting strategic plan can be found below:

https://dallascityhall.com/government/Council%20Meeting%20Documents/loose-dogs-in-dallas-strategic-recommendations-to-improve-public-safety-and-animal-welfare_combined_083016.pdf



Animal Control Enforcement

- Impoundment of Animals: City of Dallas Ordinances Sec. 7-2.5

(a) The director or the chief of police is authorized to seize and impound any animal:

- (1) in the city that is loose;
- (2) for protective custody;
- (3) required to be quarantined under Section 7-2.4;
- (4) seized pursuant to a warrant or court order;
- (5) that is a prohibited animal and kept in the city in violation of Section 7-6.1;
- (6) posing a threat to the public health or safety; and
- (7) displaying signs and symptoms of extreme health concerns.

(b) If an animal is impounded, except pursuant to Subsection (a)(4) and Section 7-2.6(e), the director shall make a reasonable effort to locate the animal's owner by sending notice using contact information from the animal's vaccination tag, microchip, or other identification. Additionally, the director shall call all telephone numbers listed as part of the contact information.

(1) A notice delivered pursuant to this subsection is deemed to be received on the earlier of the date actually received, or the third day following the date upon which the notice was sent. On the second calendar day following receipt of notice, the animal becomes the sole property of the city and is subject to disposition as the director deems appropriate.

(2) If the director is unable to locate contact information for the animal's owner from the animal's vaccination tag, microchip, or other identification, the director shall hold the animal at an animal shelter for a period of 72 hours, after which the animal becomes the sole property of the city and subject to disposition as the director deems appropriate.

(c) If an animal described in Subsection (a) is on private property, the impounding officer may enter the property for the purpose of impoundment or issuance of a citation, or both.

(d) The director is the designated caretaker of a loose, impounded, or surrendered animal immediately upon intake at the animal shelter.

(e) Visitation of a seized animal is prohibited.

(f) No animal impounded at a city animal shelter or in the custody or control of animal services may be knowingly sold, released, or otherwise disposed of for research purposes. (Ord. Nos. 26024; 29403; 30483; 30900)

- DAS citations are Class C Misdemeanors

Dangerous Dog Compliance

City of Dallas Ordinances Sec. 7-5.5

(a) In addition to complying with the requirements of Subchapter D, Chapter 822 of the Texas Health and Safety Code, as amended, a person shall, not later than the 15th day after learning that he is the owner of a dangerous dog:

- (1) have an unsterilized dangerous dog spayed or neutered;
- (2) register the dangerous dog with the director and pay to the director a dangerous dog registration fee of \$250;
- (3) restrain the dangerous dog at all times on a leash in the immediate control of a person or in a secure enclosure;
- (4) when taken outside the enclosure, securely muzzle the dangerous dog in a manner that will not cause injury to the dog nor interfere with its vision or respiration. The muzzle must prevent the dangerous dog from biting any person or animal;
- (5) obtain liability insurance coverage or show financial responsibility in the amount of at least \$100,000 to cover damages resulting from an attack by the dangerous dog causing bodily injury to a person and provide proof of the required liability insurance coverage or financial responsibility to the director;
- (6) place and maintain on the dangerous dog a collar or harness with a current dangerous dog registration tag securely attached to it;
- (7) have the dangerous dog injected with a microchip implant and registered with a national registry for dogs; and
- (8) post a legible sign at the entrance to the enclosure in which the dangerous dog is confined stating "BEWARE DANGEROUS DOG." The aforementioned sign must be purchased from Dallas Animal Services.

Live Release Rate Comparison

In March 2019, after briefing the Animal Advisory Commission, DAS changed our live release rate calculation from Asilomar to DAS LRR (see below). The calculation now includes owner requested euthanasia, missing and died in care, making it the most challenging live release calculation in the industry.

Asilomar / Maddies Fund Report 01/01/2019 to 12/19/2019

LIVE RELEASE RATE: 89.2%

Dogs: 90.67%

Cats: 84.36%

The Live Release Rate does not include 158 owner/guardian requested euthanasias which were unhealthy and untreatable (see line R) and 490 animals that died or were lost in shelter care (see line U).

Beginning Shelter and Ending Shelter totals have an acceptable variance of .5% due to database variances in intake and outcome dispositions of the shelter population.

DAS Live Release Rate Report 01/01/2019 to 12/19/2019



LIVE RELEASE RATE: 87.7%

Dogs: 89.83%

Cats: 80.65%

The Live Release Rate does include 158 owner/guardian requested euthanasias and 490 animals that died or were lost in shelter care (see line U).

Beginning Shelter and Ending Shelter totals have an acceptable variance of .5% due to database variances in intake and outcome dispositions of the shelter population.

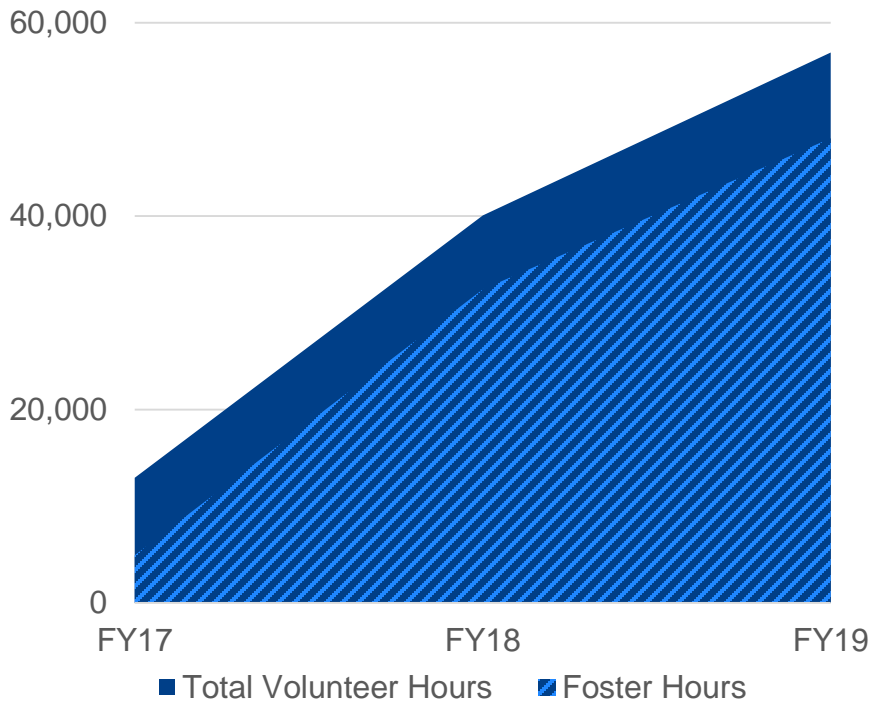
FY19 DAS Fee Study

Results of the city's FY19 fee review of DAS fees.

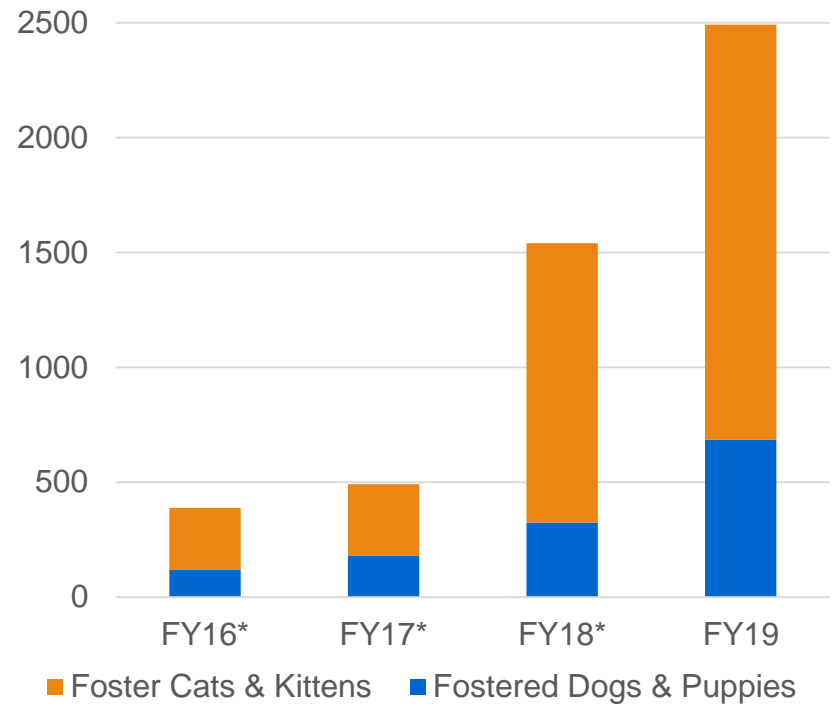
Fee Review	Fee Name	Current Fee per Unit	Full Cost per Unit	Proposed Fee Per Unit	% Cost Recovery
Dallas Animal Services					
1	Adoption (Dog)	\$85	\$223	\$45	20%
2	Adoption (Cat)	\$55	\$250	\$15	6%
3	Animal Control Fee (Impounded by City)	\$27	\$56	\$25	45%
4	Animal Control Administrative Fee (Boarding)	\$10	\$11	\$10	91%
5	Rabies Vaccination	\$10	\$20	\$10	50%
6	Microchip	\$15	\$6	\$10	167%
7	Spay/Neuter Surgery Fee	\$60	\$81	\$40	49%
8	Dangerous Dog Registration	\$50	\$6,016	\$250	4%
9	Aggressive Dog Registration	\$50	\$652	\$250	38%
10	Adoption –Dog at least 6 years or adopter age 65+	\$43	\$0	\$25	N/A
11	Adoption –Cat at least 6 years or adopter age 65+	\$27	\$0	\$5	N/A

Community Engagement

Volunteer & Foster Hours



Animals Fostered



**Fosters tracked primarily through spreadsheet rather than database which may lead to variances.*

Innovative Lifesaving Programs



- Foster
- Kitten Nursery
- Dog Play Groups
- CARE Team
- Doggy Daycation
- D90 Runners
- Owner Surrenders by Appointment
- PASS Program Partnership
- D90 Shelter Service System
- Increased Cross Country Transport

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