


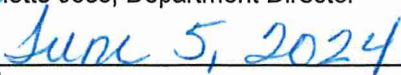


Animal Services Department Business Plan

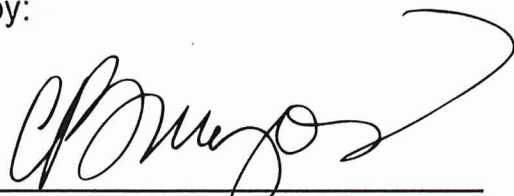
Fiscal Years: 2024 and 2025
(10/1/23 through 9/30/25)

Approved by:



Annette Jose, Department Director


Date



Cathy Burgos, Chief Community Services Officer
6/13/2024

Date

Plan Date: June 5, 2024

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DEPARTMENT OVERVIEW

Department Mission

The mission of the Miami-Dade County Animal Services Department (ASD) is to save the lives of abandoned animals in our care, protect animals from cruelty, reunite lost pets with their owners, protect people and pets in our community from health-related issues and ensure the public's safety.

The Department aims to advance animal welfare through a variety of programs and services designed to protect and improve the lives of animals and enhance the human-animal bond. Services provided include readily accessible low-cost and free spay/neuter surgeries and preventive veterinary care for owned pets, free sterilization of community cats, expanded Trap, Neuter, Vaccinate and Return (TNVR) services, a progressive managed intake policy, a comprehensive pet retention program, and humane law enforcement investigations. These services support Miami-Dade County's commitment to responsibly achieving a 90% or greater annual save rate.

The Department's annual save rate goal of 90% or greater was first achieved in 2015 and has been sustained for nine (9) consecutive years. The community-based programs and services designed to ensure continued success include pet adoptions, comprehensive veterinary care, foster programs, mobile adoption events, partnerships with animal rescue organizations, interstate transport programs, pet retention programs, and reunification of lost pets with their families. The fewer than 10% of pets that cannot be saved each year either present a grave risk to public safety or are suffering so greatly from illness or injury that human compassion calls for humane euthanasia to avoid prolonging pain and suffering.

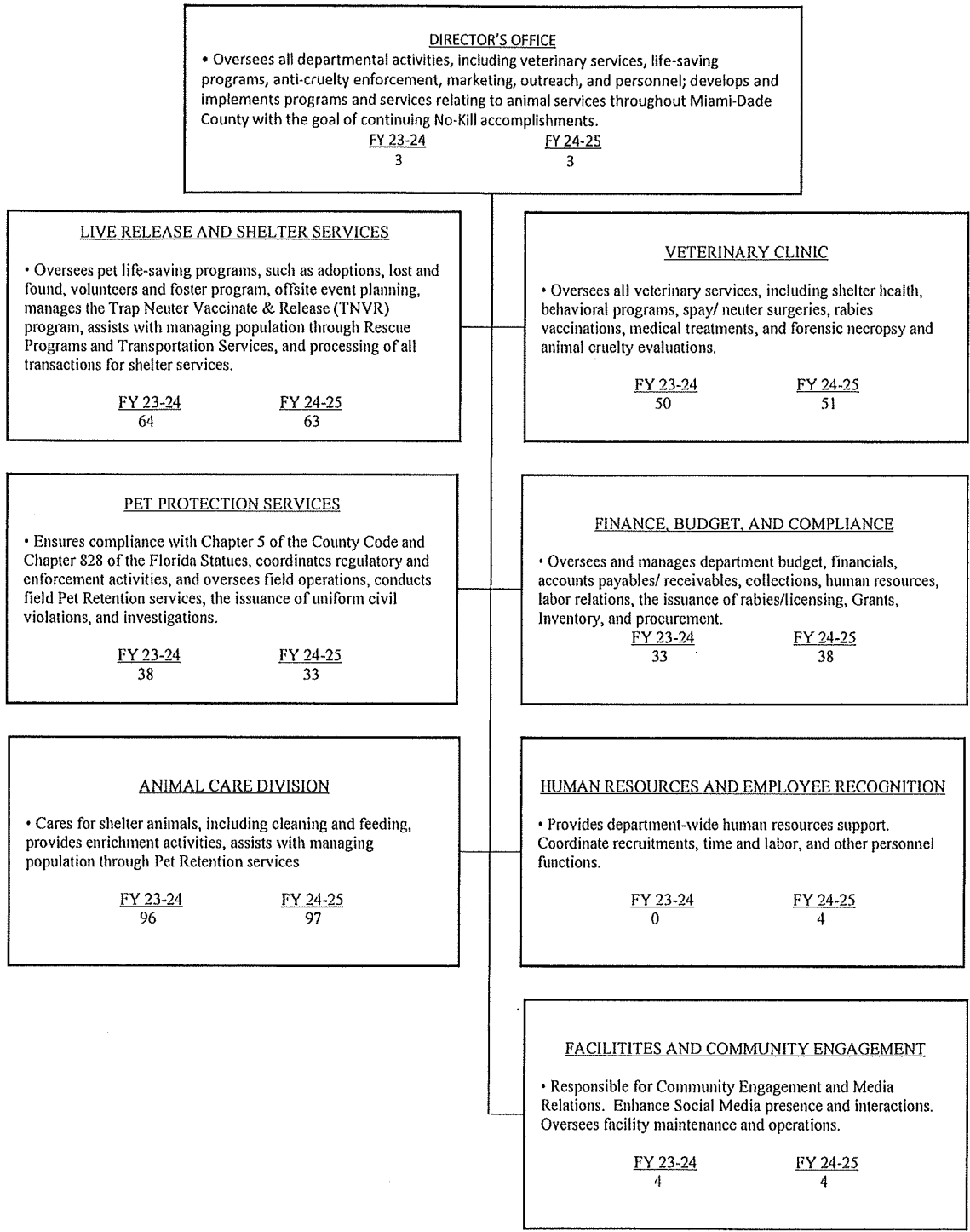
As part of the Neighborhood and Infrastructure Strategic area, ASD enforces rabies vaccination and licensing requirements, protects the public from dangerous animals, provides assistance to police agencies, documents cases involving animal bites to a person for the purpose of rabies control, responds to injured animal complaints, investigates animal cruelty cases, provides forensic veterinary services, and provides support services during state of emergencies.

Department Vision

Our Vision is that every dog and cat in Miami-Dade County will live in a home with responsible pet owners free from abuse and neglect, and every pet will be treated with compassion and dignity.

Departmental Business Plan and Outlook
Department Name: Animal Services
FY 2023-24 & FY 2024-25

Table of Organization



The FY 2024-25 total number of full-time equivalent positions is 289

Our Customer

ASD has a broad customer base including pets that reside at our shelter while awaiting a home. ASD provides housing and care for approximately 7,500 – 8,000 dogs and over 20,000 cats every year. More than 55% of the cats entering the PAPC are sterilized at no cost to the community and returned to their familiar place of origin through the Trap-Neuter-Vaccinate-Return (TNVR) program.

ASD welcomes an estimated 200,000 visitors annually to the Pet Adoption and Protection Center (PAPC). Visitors to the facility include those committed to adopting a pet, seeking reunification with their lost pet, or visiting to obtain low-cost or free services available to them such as microchipping, TNVR of community cats, spay/neuter for owned pets, and wellness care. Others visit to ensure compliance with Chapter 5 requirements, such as licensing and rabies vaccination certificates, or to resolve animal welfare or enforcement issues.

Essential to the success of its mission ASD partners with animal welfare organizations and advocates. ASD has more than 150 animal rescue partners who provide positive outcomes for our most difficult to adopt pets. Through partnerships with Veterinary Clinics, ASD registers over 200,000 pet licenses annually to protect pets and people from the rabies virus. ASD also partners with non-profits who provide low-cost or free spay and neuter services to community cats through TNVR and private owned pets.

Communication and input from the community are essential to the ultimate success of any mission. ASD routinely seeks input on processes from pet owners, animal welfare advocates, shelter industry experts, rescue groups, and the veterinary community. The welfare and protection of animals concerns all residents of Miami-Dade County.

Strategic Alignment, 4E and Thrive305 Summary

ASD's efforts align with the Miami-Dade County Strategic Plan Goal of ensuring animal health and welfare and supporting vibrant neighborhoods and communities.

Objective:

NI1-4: Protect the community from public nuisance and events that threaten public health

- Animal Welfare Officers respond to reports of dog bites, injured animals, dangerous dogs, aggressive dogs, tethered dogs, and police requests for assistance
- Investigators respond to reports of animal cruelty or neglect, dangerous dogs and work closely with the County Attorney and State Attorney's office bringing these cases forward.
- Veterinary staff provides rabies vaccine to Miami-Dade dogs and cats to protect public health
- Recover deceased animals from the roadway.

NI1-5: Ensure animal health and welfare

- Provide shelter, food, medical care, and enrichment to homeless pets
- Provide low-cost or free spay and neuter services
- Provide low-cost accessible wellness care to community pets
- Provide pet retention services to community members

PS3-1: Increase countywide preparedness and community awareness

- Lead activation of Pet Friendly Evacuation Centers throughout the county during State of Emergency
- Ensure PFECs are properly staffed and have the necessary supplies for an activation

Measure Alignment to 4E-Thrive305

Measure Name	4E (Environment, Equity, Economy, Engagement)	Thrive 305 Priority or Action
Events	Engagement	Action 2.1
Volunteer Hours	Engagement	Action 2.2
Adoptions	Engagement	Action 2.2

KEY ISSUES

Animal Services greatest challenge is to maintain No Kill Shelter status and comply with Save Charlie’s Act by sustaining a responsible 90% or greater save rate by providing comprehensive adoption programs, outreach events, transports to out-of-county and out-of-state shelters, pet retention resources, partnering with rescue groups and other organizations, and marketing to support these functions and enhance community awareness. In addition, the animal welfare industry is facing an overpopulation crisis nationwide. ASD is currently implementing various initiatives to address this crisis in the shelter and in the County by expanding its spay/neuter and TNVR services while continuing to search and identify innovative solutions.

SWOT Analysis for Miami-Dade Animal Services:

Strengths:

- Comprehensive services: ASD offers a wide range of services, including pet adoptions, licensing, vaccination clinics, low cost spay/neuter programs, and animal control.
- Strong community engagement and support: The agency actively engages with the community through outreach programs, educational initiatives, mobile services to underserved communities; and a strong community backing, including volunteers, donors, and adopters.
- Dedicated staff: ASD employs dedicated and passionate individuals and professionals who are committed to the welfare and well-being of animals in their care.

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Department Name: Animal Services

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- Modern facility: ASD operates a modern animal care facility approximately 70,000 sf. It is equipped with independent HVAC system for each adoption pod, which helps to dissipate the smell and to control diseases. The Pet Adoption and Protection Center (PAPC) has expanded surgical suites and a streamlined pre-admission process as well as an improved treatment clinic to provide quality care for animals in need.
- Partnerships with local businesses and veterinarians: ASD currently partners with Petco and PetSmart to offer adoption services at their stores, with more than 100 rescue groups to improve the positive outcomes opportunities for difficult to adopt pets, and with local veterinary clinics to provide alternative medical options to pet owners.

Weaknesses:

- Capacity constraints: ASD is currently facing an overpopulation issue that is challenging its ability to adequately accommodate the large number of animals entering the facility, leading to overcrowding and resource limitations.
- Funding limitations: Funding constraints impact ASD's ability to provide optimal care and additional services and support to pet owners and low-income families.
- Enforcement challenges: Enforcing animal welfare laws and regulations across a large and diverse jurisdiction like Miami-Dade County present logistical and staffing challenges.
- Response time: Due to the high volume of calls and cases and Miami-Dade County's large jurisdiction, response times for animal control services or emergency situations also represent a staffing challenge.

Opportunities:

- Increase community outreach and education efforts: Develop and invest in outreach programs and educational campaigns to raise awareness about responsible pet ownership, spaying/neutering importance, and the compliance requirements of licensing and vaccination.
- Expansion of spay/neuter programs: Increase access to low-cost spay/neuter services to help reduce pet overpopulation and euthanasia rates.
- Grant funding: Pursue grants from government agencies, foundations, non-for-profit, or private organizations to provide additional funding for targeted initiatives and projects.
- Expand Pet Retention support program: Provide support and resources to pet owners like food assistance, medical treatment, dog housing to encourage owners to retain their pets and reduce the shelter pet intake.
- Expansion of services: Exploring new programs or partnerships, such as behavior challenged dog training to increase their adoptability opportunities.
- Adoption events and promotions: Hosting regular adoption events and offering promotions to help increase adoptions and raise awareness about the shelter.
- Establishing additional satellite locations: Explore the opportunities to open new locations throughout the County to facilitate public access to our services and programs and to promote adoptions.

Threats:

- Animal overpopulation: High numbers of stray or abandoned animals can significantly impact ASD resources and ability to take care of the shelter pets and maintain service levels, leading to overcrowding and decreased quality of care.

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- Legislative changes: Changes in local or state laws and regulations related to animal welfare, licensing, or animal control policies can impact ASD's operations and resources.
 - Economic downturns: Economic problems like housing affordability issues negatively impact the owner's ability to maintain their pets producing an increase in abandoned animals and shelter intake.
 - Natural disasters: Miami-Dade County faces threats from hurricanes, flooding, or other natural disasters, which can disrupt operations and endanger the animals in its care.
 - Zoonotic diseases: Outbreaks of zoonotic diseases such as rabies or parvovirus can pose risks to both animal and human health, requiring immediate and effective response measures.
 - Public perception and lack of awareness: Negative publicity, animal mistreatment incidents or mismanagement can damage ASD's reputation, erode public trust and reduced support from the community.
- 1) Securing funding to sufficiently staff programs at all levels in support of:
 - a. Lifesaving initiatives
 - b. Services with direct impact to the community
 - c. Animal health care, behavior and enrichment programs
 - d. Trap Neuter Vaccinate and Return (TNVR)
 - e. Revenue generating services
 - f. Public safety and ensuring the wellbeing of animals
 - g. Meeting the needs of the shelter's fluctuating pet population with appropriate physical space capacities and staffing capacities
 - 2) Recruit and retain staff who support the mission of the department.
 - 3) Promoting legislation that supports the mission to increase the welfare of pets and reduce shelter intake.
 - 4) Enhance Spay and Neuter services to provide high-volume surgeries monthly in sites across the community to facilitate public access.
 - 5) Enhance Pet Retention services to reduce owner surrenders and shelter intakes.
 - 6) Deliver continuous training programs to our volunteers, staff, and community partners.
 - 7) Enhance the specialized foster program designed to target different types of temporary care needs such as neonate fosters, medical fosters, and emergency fosters.
 - 8) Support staff through professional development and training programs.
 - 9) Secure funding and expand partnerships to provide behavior modification training to reduce the length of stay of dogs with behavioral issues.
 - 10) Secure funding to adequately staff community engagement events throughout the community.
 - 11) Increase marketing budget to support efforts to ensure public awareness of the Pet Adoption and Protection Center's services and programs.
 - 12) Securing funding to adequately staff media and marketing team
 - 13) Secure funding to open offsite adoption centers in underserved areas of the county such as Homestead and Miami Gardens
 - 14) Increase partnerships with local trainers to enhance the adoptability of shelter pets
 - 15) Enhance reunification of lost pets with their owners (Return to Owner)

PRIORITY INITIATIVES

- **Community Engagement and Events:** Community engagement is an ongoing priority of the Department, which historically has been achieved through offering services via mobile events. ASD hosts adoption events ranging in size, from two (2) pets in attendance to over two hundred (200) pets and offers a variety of event setup types (i.e., tents, mobile adoption vehicle also known as the HOPE Express, etc.). While adoption events are the most common event type, ASD also offers pet wellness events for owned pets as well as spay/neuter events for owned pets or community cats. ASD has a robust outreach program and hosts many adoption events, some of which receive national attention such as the NBC/Telemundo-sponsored Clear the Shelter Adoption event and Animal Planet's Puppy Bowl. The Department will continue to use this and other media outlets and social media platforms to increase responsible pet ownership education and community's awareness of available services. In 2022, the 24-hour MEGA pet adoption event was hosted for the first time at the PAPC giving residents an opportunity to tour the shelter and allowing access to all our shelter pets. The PAWS at The Underline adoption event continues to be held monthly. During the fiscal year, we have the goal to establish quarterly large-scale offsite adoption events to enhance community engagement and provide residents with adoption opportunities closer to their home.
- **Canine Training Program:** The Save Charlie Act has empowered the Department to continue to reach for the highest save rate. Going on nine (9) consecutive years with a 90% save rate or higher, the Department wishes to enhance its life-saving goal to target dogs with behavioral concerns, one of our most marginalized populations. At any given time, about one third of the shelter's dog population suffers from some type of behavioral concern that could potentially affect adoption or other rehoming efforts. In the past, ASD relied almost entirely on private rescue organizations to pull behaviorally concerning animals, provide individualized training, and find a positive outcome independent of the PAPC. The newly created behavior team at ASD has the formal qualifications to track behavior, formulate behavior plans, conduct trainings, and offer post outcome behavioral support for these dogs. We will seek an additional behavior coordinator position to increase these services. Throughout the fiscal year, ASD will evaluate this program and enhance on activities that show success.
- **ASD will work with local trainers in establishing a program to enhance the adoptability of dogs by providing our pets with basic dog training:** In addition, ASD and Miami-Dade Corrections and Rehabilitation Department (MDCR) will partner for the Second Chance Dog Training Program. Dogs in the program will receive specialized attention to increase their chances for a positive outcome, and participating MDCR Boot Camp Cadets will develop skills to enhance their employability.
- **Managed Pet Intake:** ASD started offering pet retention services before it became a national model for keeping pet with their owners and out of the shelters. During FY 23-24, these efforts have increased in an attempt to reduce the current shelter overpopulation by limiting the pet intakes and providing assistance and support to pet owners. Some of the assistance currently provided include medical treatment, pet food assistance, dog housing and enclosures. Other initiatives implemented to reduce shelter pet population are the Kittens ROCK and Rescue VIP which allows rescues to house stray dogs in their locations while receiving services from the ASD. Also, the Population

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Incentive Program (PIP) that provides financial support for rescue groups that outcome pets with long length of stays and difficult to adopt.

- **Foster/Volunteer Program:** The Foster and Volunteer Programs provide a pathway for civic engagement and play an integral role in our life-saving mission. With a combined participation of over 3,000 individuals, these programs improve the well-being of shelter pets by providing enrichment and socialization among other things. Fostering is especially important for large dogs, which consistently make up more than 60% of the shelter dog population.

Finding foster homes for large dogs is one of the biggest challenges of the Foster Program. Some barriers include HOA restrictions on pet weight throughout the County which preclude families from housing large dogs. Beginning in 2023, ASD will implement targeted recruitment of new foster families for specific shelter populations. Additionally, the Foster Care Coordinators will manage the foster placement and care of nearly 1,200 neonatal pets. Neonatal pets require specialized care to survive, which involves ASD providing the necessary training to equip the foster family with the knowledge and resources to properly care for this vulnerable population. For neonatal pets, an available foster home is often their only hope for survival as they must be bottle fed every couple of hours.

ASD has significantly expanded its volunteer program year after year by onboarding more than 2,400 new volunteers who logged over 100,000 hours of service since 2018. The goal is to create a stronger partnership between the volunteers and the shelter staff. ASD will automate the scheduling and task assignments for volunteers to strategically align with the operational needs of the kennel. In addition, ASD will seek a third volunteer coordinator to better train, increase the number of volunteers, and provide better 7-day per week support of the program. In 2020, ASD was recognized for its excellence in volunteer management and organizational performance by the world's largest organization dedicated to volunteer service, Points of Light. With this recognition ASD was also awarded a Service Enterprise Certification, an elite notation that is only held by 11% of nonprofits cross the nation.

- **Veterinary Services:** The well-being of our homeless pet population is core to the mission of caring for and protecting shelter pets. The medical treatment of all animals at the time of intake and throughout their stay at the PAPC is vital to ensure their long-term health and adoptability. In conjunction with sound veterinary medical protocols, the PAPC features isolation and quarantine housing areas designed to reduce the spread of disease. The Save Charlie Act has increased the demand for veterinary services to be administered to address the needs of animals that are suffering from physical injuries or emotional distress typically linked to increased length of stay. The Department has expanded veterinary services to include public vaccination and sterilization programs, the emergency treatment of injured or ill animals, and the treatment of owned pets through pet retention programs. Mobile veterinary units providing services like free vaccinations and free or low-cost surgeries; have been mainly targeted to underserved and low-income communities in an effort to provide equal pet care and animal welfare opportunities to all county residents. Veterinarians are in high-demand and short supply nationally, so the department is looking at ways to incentivize new veterinarians to join our shelter team.

- **Employee Engagement and Retention:** The Human Resource Department has expanded to include a new position dedicated to go into the community and talk about working at ASD with the goal of increasing the candidate pool with people who want to work with shelter pets. This position will also increase employee retention by revamping our on-boarding and training programs. The expectation for this position is for them to serve as the new employee's liaison and resource. They will meet regularly after on-boarding to conduct "check-ins" where staff will have the opportunity to provide feedback on their training and supervisors, as well as advise HR of any tools they need in order to succeed. HR will enhance employee support to increase job satisfaction.
- **ASD Mobile Services:** In 2020, Friends of Miami Animals (FOMA) donated a mobile veterinary unit, also known as the Wellness on Wheels Mobile or W.O.W., to the Department to provide basic preventative wellness care for owned pets in underserved and low-income communities throughout Miami-Dade County. Since its opening on May 27, 2021, the W.O.W. has provided care for over 7,100 pets and has helped more than 5,200 pet owners throughout Miami-Dade County.

FUTURE OUTLOOK

Post COVID-19 has brought many changes to the animal shelters across the country. There has been an increase in shelter populations and lengths of stay. In Miami-Dade County the length of stay for dogs has nearly doubled and our percentage of larger sized and behaviorally challenged dogs is also higher. The housing affordability crisis has been a contributing factor to the current overpopulation issue. It has negatively impacted pet owner's ability to maintain their pets causing an increase of pets surrendered at the shelter and animal abandonment. Due to the limitations of large dogs in rental properties or HOAs this presents an even greater challenge to adoption. The community cat population continues to be a priority for spay and neuter initiatives that aim to decrease free roaming cats. In the next 2-4 years ASD will increase current services, revamp existing programs to better align with strategic goals and identify new programs that will reduce shelter intakes and increase positive outcomes for pets. As the Department moves forward, all aspects of the organization will continue to be reviewed and adapted in pursuit of its mission to improve animal welfare.

ASD will continue to focus on identifying and pursuing opportunities for community engagement delivering services to underserved areas. This will be achieved through creative planning and managed growth, not limited to the handling of our shelter pets, but to include a constant review of the Department's business processes, acquiring new technologies, and redistributing functions within the Department.

Furthermore, ASD wants to continue providing the best care for its shelter pets and is always looking for effective ways to improve their quality of life and find positive outcomes. This includes enforcing a managed intake policy, which keeps the shelter population low, decreases the likelihood of the spread of diseases, and allows resources to be used more efficiently and effectively. ASD is also looking to enhance its newly specialized behavior team that will assess and train dogs that raise behavioral concerns. These dogs will receive specialized attention to increase their chances for a positive outcome.





ATTACHMENT 1
BUSINESS PLAN REPORT



Business Plan Report

Scorecard: Animal Services

As Of: 07/15/2024

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target	
Customer	Continue monitoring managed shelter intake	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-5: Ensure animal health and welfare	Total Number of dogs and cats Intake	Apr '24		2,700	2,700	32,400	32,400	
	Increase community pet health	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-5: Ensure animal health and welfare	Number of Rabies vaccines administered by ASD Clinic	'24 FQ3		14,621	14,000	56,000	56,000	
	Increase positive outcome for pets	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-5: Ensure animal health and welfare	Number of Spay/Neuter surgeries performed by ASD	Apr '24		2,353	2,100	25,000	25,000	
				Dog & Cat Adoptions	Apr '24		471	700	8,700	7,500	
				Events	Q1 '24		42	22	n/a	n/a	
				Increase # of Saved Animals (Live Release)	Apr '24		2,348	2,100	25,700	26,700	
				Number of Dogs & Cats Rescued by In-State non-for-profit partners	Apr '24		326	150	1,800	3,000	
				Number of Dogs & Cats returned to owner	Apr '24		114	100	1,200	1,200	
				Number of dogs & cats rescued by out-state non-for-profit partners	Apr '24		8	15	180	180	
				Percentage of dogs and cats adoptions	Jun '24		22%	20%	20%	20%	
				Percentage of dogs and cats rescued by in-state non-for-profit partners	Jun '24		10%	10%	10%	10%	
				Percentage of dogs and cats rescued by out-state non-for-profit partners	Jun '24		0%	1%	1%	1%	
				Percentage of dogs and cats returned to owner	Jun '24		4%	4%	4%	4%	
				Percentage of trap neuter vaccinate and release (TNVR) outcome	Jun '24		53%	55%	55%	55%	
				Save Rate Calendar Year (Asilomar)	2023		93	90	n/a	n/a	
				Save Rate Monthly (Asilomar)	Jun '24		91%	90%	90%	90%	
	Trap, Neuter, Vaccinate and Release (TNVR)	Jun '24		1,368	1,450	17,000	19,200				
	Volunteer Hours	Jun '24		3,592Hours	3,000Hours	27,500Hours	33,000Hours				
	Increase responsible pet ownership	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-5: Ensure animal health and welfare	Dogs licensed in Miami-Dade County	'24 FQ3		41,699	60,000	235,000	235,000	
				Total Microchips Registered	'24 FQ3		12,546	10,000	40,000	40,000	
	Maximize Animal Health and Welfare to Increase # of Saved Animals			Average Length of Stay - Cats	'24 FQ3		5	7	7	7	
				Average Length of Stay - Dog	'24 FQ3		40	20	20	20	
				Average Length of Stay - Kittens	'24 FQ3		5	7	7	7	
Average Length of Stay - Puppies				'24 FQ3		7	5	5	5		
Financial	Meet Budget Targets (Animal Services)		Expenditures - Total (Animal Services)	'24 FQ2		\$10,015K	\$8,616K	\$34,460K	\$5,284K		
			Positions: Full-Time Filled (ASD)	'24 FQ3		268	289	289	289		
			Revenue: Total (Animal Services)	'24 FQ2		\$3,105K	\$9,917K	\$39,669K	n/a		
Internal	Consistent interpretation and application of enforcement practices (ASD)	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-1: Promote livable and beautiful neighborhoods	Citation Error Rate	Jun '24		0.40%	0.50%	0.50%	0.50%	
	Green Projects (ASD)	GG4: Effective leadership and management practices	GG4-3: Reduce County government's greenhouse gas emissions and resource consumption	Citations	May '24		1,005	1,000	12,000	12,000	
				Electricity Usage (kw)	Jun '24		306,963	300,000	3,285,000	3,260,000	
	Number of Investigations Responded to. (ASD)				Fuel Consumption (Gallons)	Jun '24		4,012	4,000	48,000	48,000
					Number cruelty investigations responded to	Jun '24		257	250	3,000	3,000
					Number of Breeder/Pet Store investigations	Jun '24		25	20	240	240
					Number of Investigations Responded to	Jun '24		357	400	4,800	4,800
	Respond quickly to service calls to promote safe and livable communities (ASD)	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-4: Protect the community from public nuisances and events that threaten public health	Number of dangerous dog investigations responded to	Jun '24		34	30	360	360	
				Animal Bite to Person - Total Closed per Month (ServiceStat)	Jun '24		156	95	1,320	1,140	
				Animal bite to a person average response time (in calendar days)	Jun '24		4.1	3.0	3.0	3.0	
				Dead Animal Pickup - Total Closed Per Month (ServiceStat)	Jun '24		396	400	4,800	4,800	
				Dead Animal Pickup Average Response Time (in calendar days)	Jun '24		1.20Days	1.00Days	1.00Days	1.00Days	
				Injured Animal - Total Monthly Count (ServiceStat)	Jun '24		299	300	3,600	3,600	
Injured Animal - Total Closed per Month (ServiceStat)				Jun '24		299	300	3,600	3,600		
Number of Animal Bite to Person cases				Jun '24		182	120	1,440	1,440		
Number of Dead Animal Pickup requests	Jun '24		397	400	4,800	4,800					
Percentage of animal bite to a person cases responded within 24 hours	Jun '24		46%	95%	95%	95%					

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
				Percentage of dangerous dogs investigations responded within 24 hours	Jun '24		38%	95%	95%	95%
				Percentage of dead animal pickup requests responded within 24 hours	Jun '24		46%	95%	95%	95%
				Police Assist - Average Response Time (Service Stat)	Jun '24		0	1	1	1
				Police Assist - Monthly Total (Service Stat)	Jun '24		3	160	1,920	1,920

Legend:  : Key Initiative  : Featured Objective

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

There are no Initiatives associated to the Objectives.

Initiatives for Scorecards

There are no Initiatives associated to the Scorecard.