



**Loose dogs in Dallas:
Strategic Recommendations to Improve
Public Safety and Animal Welfare**
Presentation of findings to City Council

August 30, 2016

THE BOSTON CONSULTING GROUP

Agenda

Context

Key Findings

Recommendations

Next steps

Context

In June 2016, BCG was engaged on behalf of the city of Dallas to evaluate opportunities to improve public safety, while safeguarding and improving animal welfare.

BCG's assignment was to:

- Quantitatively understand the **supply of dogs** in Dallas
- Identify **community priorities** given varying constituent perspectives
- Identify **best practices** from other animal services organizations across the US
- Identify and **prioritize levers** to maximize impact on public safety and animal welfare
- Synthesize findings in a **strategic plan for the community** of Dallas to achieve its goals

BCG scope was constrained by:

- Focus on **dog population² only** (vs. all animals) given link to public safety
- Not inclusive of process or recommendations surrounding **animal cruelty investigation**
- BCG efforts focused on improving the current situation, **not assessing prior events** unless critical to path forward

1. Live Release Rate from shelter; 2. Despite focus on dogs, most recommendations related to increasing live release rate expected to have significant positive impact on cats and other animals entering DAS

BCG developed a strong understanding of the landscape

Information Type

Actions Taken

Interviews with Stakeholders

100+ stakeholder interviews completed including:

- **Government:** Council Members, Animal Commissions, Code & DAS, DPD
- **Non-profits:** Animal rescue organizations, funders/philanthropies
- **Citizens:** Town halls and specific involved individuals

~40 interviews with stakeholders from comparable benchmark cities ¹

including Atlanta, Austin, Jacksonville, Las Vegas, Los Angeles, Miami, Reno, San Antonio, and San Diego

Data Analysis

Detailed analysis of all relevant data sources:

- **DAS data & Government:** Chameleon, bite reports, 311, 911, Sanitation
- **Community Data:** Historical S/N activity
- **Public Data:** Census data

Primary Research

Extensive primary research to collect new and unique information:

- **Census:** Roaming dog census in North and southern Dallas
- **Ride-a-longs:** DAS field day, Targeted Response Team and CARE
- **Surveys:** Community, Rescue/welfare organization

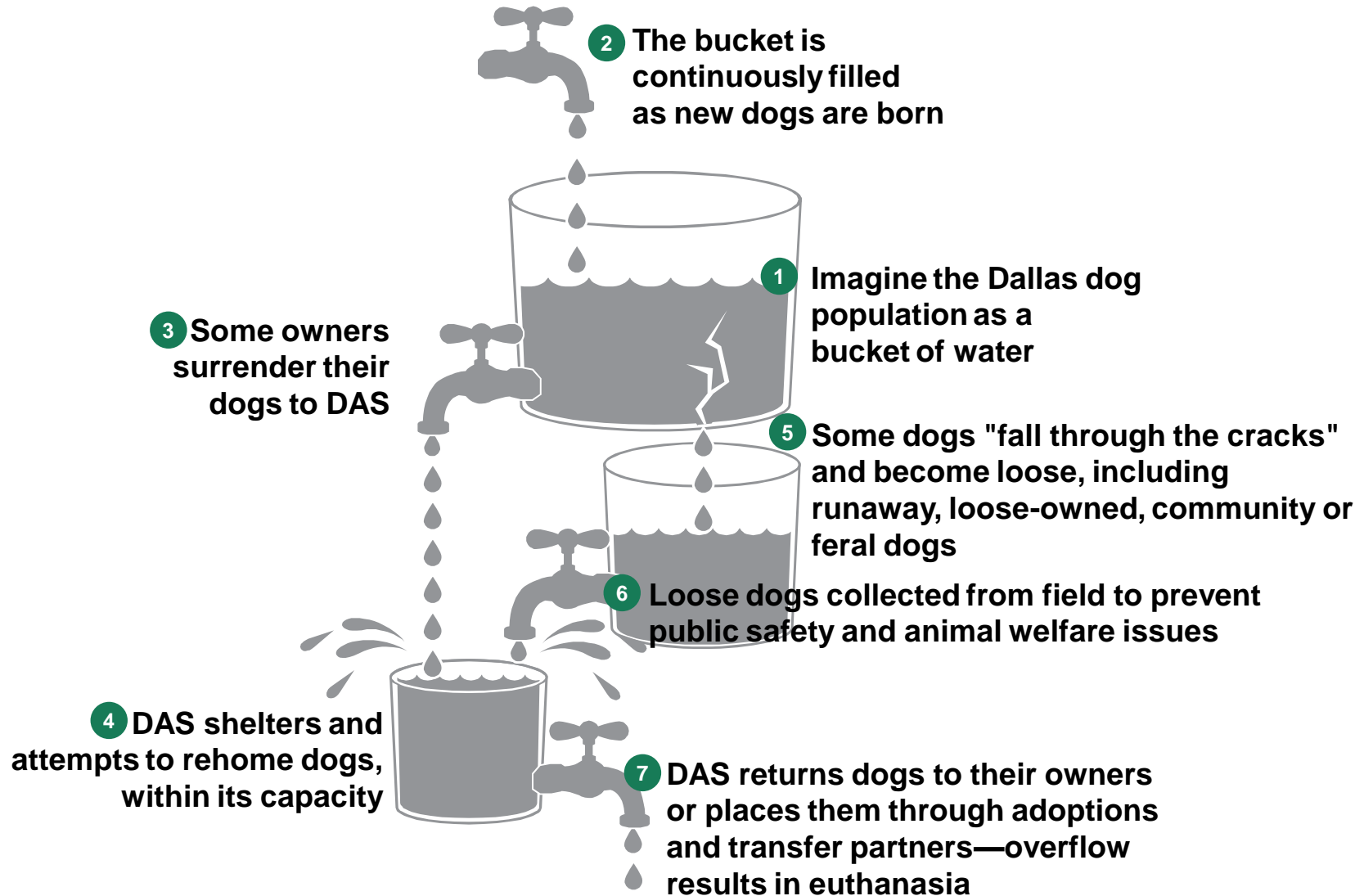
Secondary Research

Gathered and reviewed large volume of available secondary research:

- **Industry:** HSUS, ICAMP, WSPA, ASPCA
- **Academic:** The Ecology of Stray Dogs, Anthrozoos, Advances in Companion Animal Behavior, etc.

1. Atlanta, Las Vegas, Miami, Reno, and San Diego all operate animal services on the county-level. Information gathered from Fulton County, Clark County, Miami-Dade County, Washoe County, and County of San Diego, respectively.

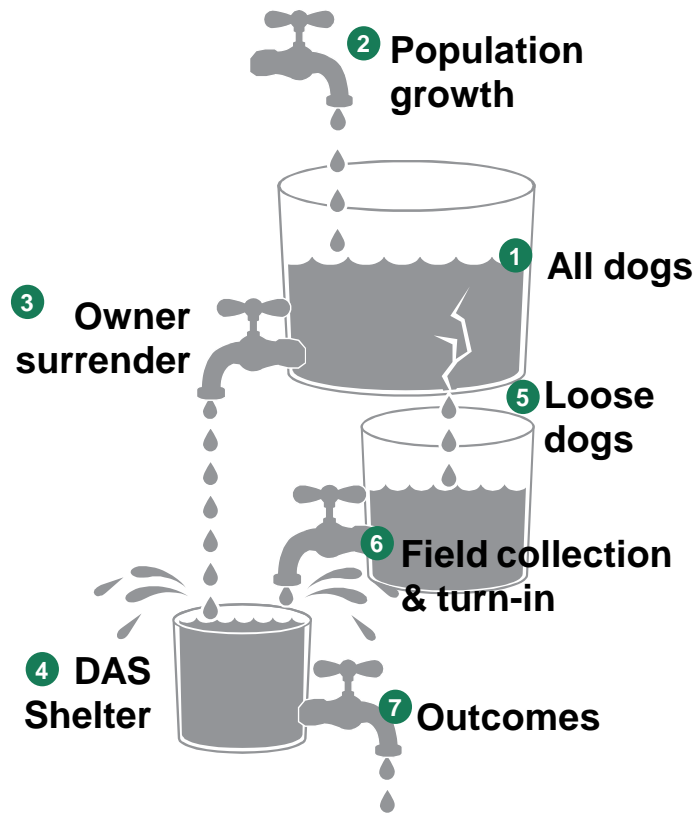
Dallas dogs can be conceptualized as buckets and flows



Issue is difficult to fix because it requires coordinating efforts

Actions that impact only a single point often create unintended consequences

Isolated single actions compromise public safety or animal welfare, or lack sustainability



Single Action

Direct or Unintended Consequence

6 Pick up all the loose dogs	2 People replace pets given large supply of new dogs
5 Encourage community to keep loose dogs off the street	7 Euthanasia spikes from increased intake
4 Build a bigger shelter	2 If breeding continues, dog population overwhelms the most responsible of owners
2 S/N all the dogs	3+6 Intake fills shelter, returns to "business as usual"
	5 Owned pets still roam the streets

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Executive Findings

Dallas Animal Services (DAS) plays key role responding to 311 requests and as open admission shelter

- Each year, DAS receives **48K service requests**, takes in **20K dogs**, serves **100K customers**
- DAS has made **improvements since 2011** across shelter operations, LRR, and in other areas
- DAS has **historically been underfunded**, but gap in municipal funding has been closed

BCG also observed a number of urgent public safety issues facing Dallas residents:

- **~85% of dogs in southern Dallas not spayed or neutered**, contributing to population growth
- Census estimates **~8,700 loose dogs in southern Dallas**
- DAS bite reports indicate bites from **loose-owned dogs have increased** 23% annually
- DAS **field intake has fallen ~4%** annually since 2011, where intake per officer lags peer cities
- DAS issues ~12 citations per day, but **44% of all citations not responded to** by defendants

We also observed opportunities for continued improvement regarding animal welfare:

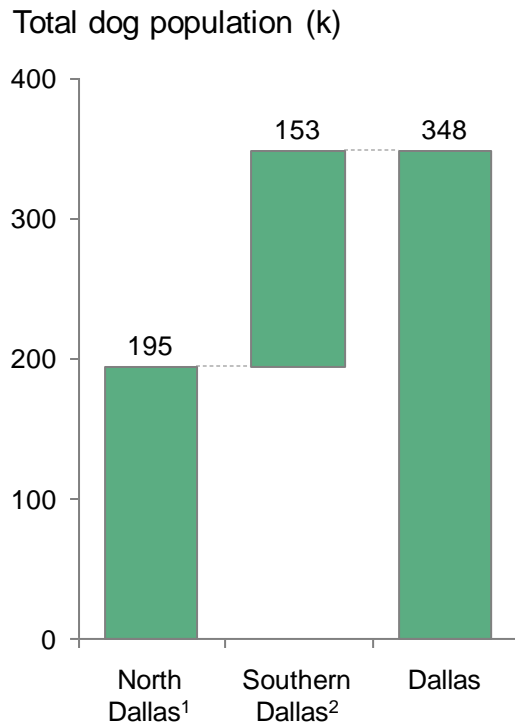
- Today's level of low-costs spay and neuter **surgeries not sufficient to reduce population** of intact animals
- Today's **LRR of ~59% trails aspirations** of 90% LRR
- Despite ~140 partnerships, DAS **lacks a contractual partnership** with a large-scale brick-and-mortar rescue organization, something that is critical to fill gaps in available government funding

Finally, we observed opportunities for improvement regarding organization and communication

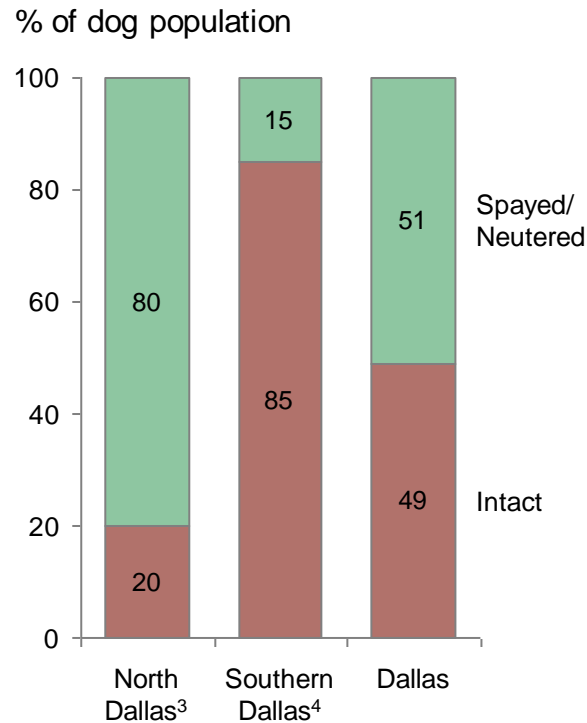
- DAS's existing **organizational structure limits** its resources, communication, execution and accountability
- **Opposing factions** exist within the Dallas' animal welfare community that have prevented collaboration

Dallas home to ~350k dogs, with low adoption of spay and neuter in southern Dallas resulting in high population growth

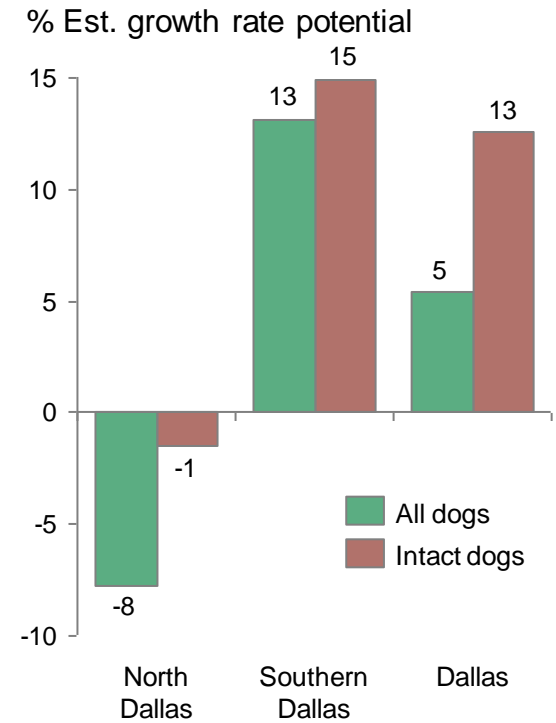
Dallas home to ~350k dogs¹



Spay and neuter (S/N) levels vary between North & southern Dallas



Southern Dallas dog population in position to grow quickly⁵



1. Dog population is a function of households and dogs per household. There are 333,700 households in North Dallas and 0.584 dogs per household based on AVMA; 2. There are 173,598 households in southern Dallas and 0.883 dogs per household. Dogs per household is average of American Veterinary Medical Association (0.583 dogs/HH) and Pets for Life (1.182 dogs/HH); 3. Assumes 80% sterilized in North Dallas based on local expert interviews; 4. Based on 2015 DAS shelter and field intake – and inline with local expert interviews; 5. Growth rates based on starting population, birth rate, and death rate. Birth rate assumes 1.16 litters a year, 7 puppies a litter, 75% birth survival rate for an average of 6.09 puppies a year per intact female. Sex ratio assumed to be 50/50. A 10 year life expectancy, implies 10% of dogs die in a given year; Note: I-30 used to separate North from southern Dallas. North Dallas includes districts 2,6,9,10,11,12,13,14. Southern Dallas includes districts 1,3,4,5,7,8 ; Source: DAS Chameleon database, Experian Current Year Estimates (Q2 2015) for population data, AVMA, ASPCA, PFL, Birth and Death Rate Estimates of Cats and Dogs 2004, ASPCA, Canine Perinatal Mortality Study 2012, BCG analysis

Population growth slowed by DAS and community efforts, but will only "pay off interest, not principal"

Population growth contained in two ways

A DAS collection & placement

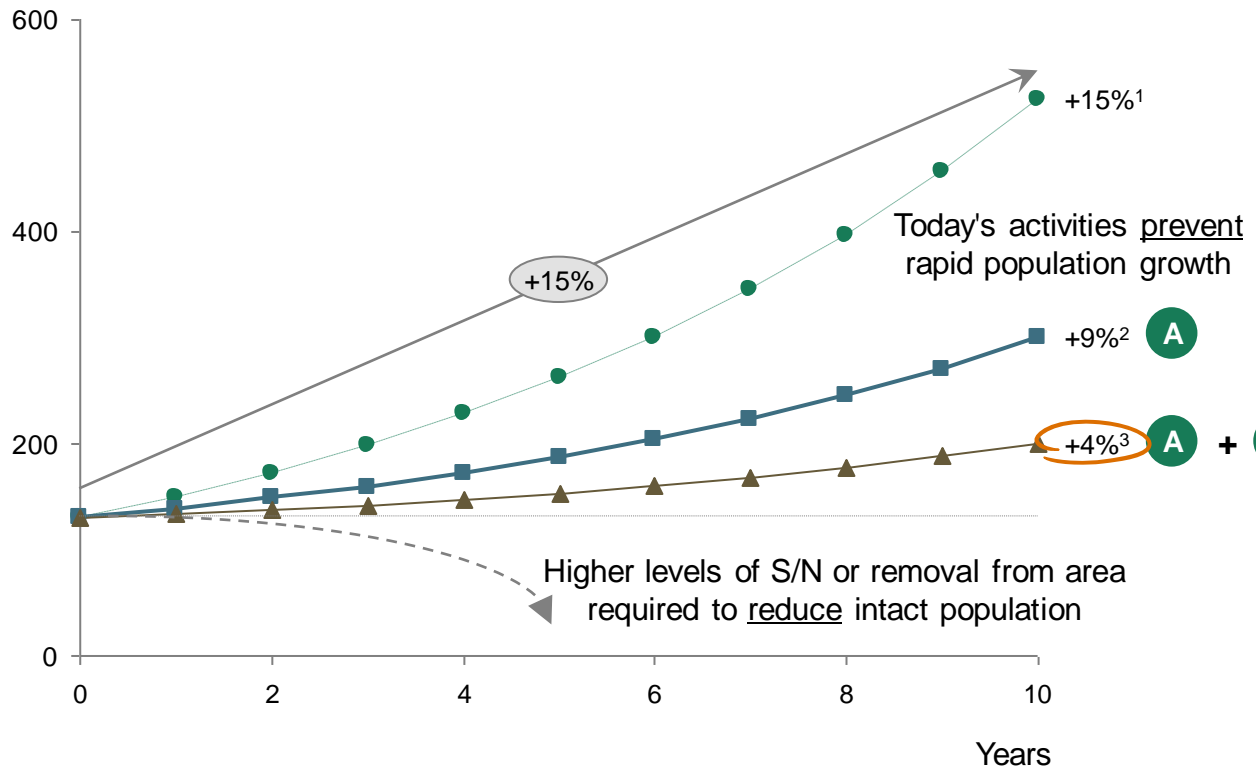
- DAS removes dogs from area through Field and OTC collects
- DAS places some dogs back into community that have been S/N

B Low-cost S/N surgeries

- DAS and community organizations offer low-cost S/N surgeries that serve dog-owners in the community

Today, efforts have contained growth in southern Dallas, but not reduced intact population

Intact Dogs in southern Dallas (k)



1. Assumes no spay and neuter, adoptions, RTO, or transfers; 2. Assumes no spay and neuter, however, number of adoptions, RTO, and transfers into southern Dallas constant to 2015; 3. Surgeries completed by BFBD, SNN, SPCA, DAS (through BFBD), DCAP, PFL specific to southern Dallas. Assumes levels of S/N are constant to 2015. 4% does not align to next slide, due to difference in 10 year CAGR and one year growth rate. Faster growth seen in later years.; Note: Assumes starting intact population of 130,294 dogs in southern Dallas, 6% roaming, 50/50 sex ratio, 1.16 litters a year, 7 puppies a litter, 75% birth survival rate, 10 year life expectancy, 2.8% of owned dogs breeding; Source: AVMA, ASPCA, American Kennel Club, Pets for Life Canine Perinatal Mortality Study 2012, Birth and Death Rate Estimates of Cats and Dogs 2004, PetMD, Development of a Model for Estimating the Size and Dynamics of Pet Dog Population 1994, BFBD, SNN, SPCA, DAS Chameleon database, DCAP, PFL, BCG analysis

Based on results, estimate ~8,700 loose dogs in southern Dallas

Sizing population can be helpful in identifying resources needed to address issue and progress tracking

**What did we see:
136 dogs along 235 miles**

BCG counted loose dogs on ~235 miles driven

	Census Trips	Miles Driven	Dogs Seen	Average Per Mile
North Dallas	5	59	1	0.02
Southern Dallas	15	176	135	0.77

- Also observed citizens walking with sticks for protection on most routes in southern Dallas

**What does it mean:
~8,700 loose dogs in southern Dallas**

Observations extrapolated based on road mileage to estimate total loose dogs in Dallas

	Total Road Miles ¹	Dogs Seen / Mile	Unseen Multiplier ²	Average
North Dallas	2,226	0.02	n/a	n/a
Southern Dallas	1,751	0.77	~6.45x	~8,700

Math shown is simplified, but representative based on approaches endorsed by:



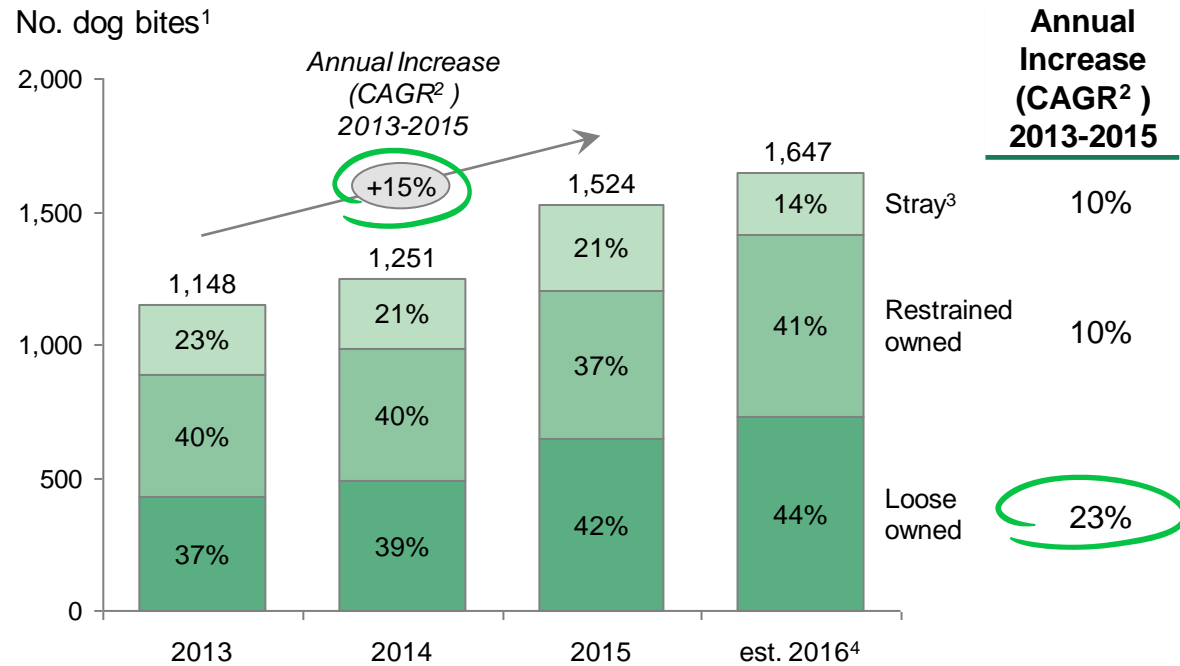
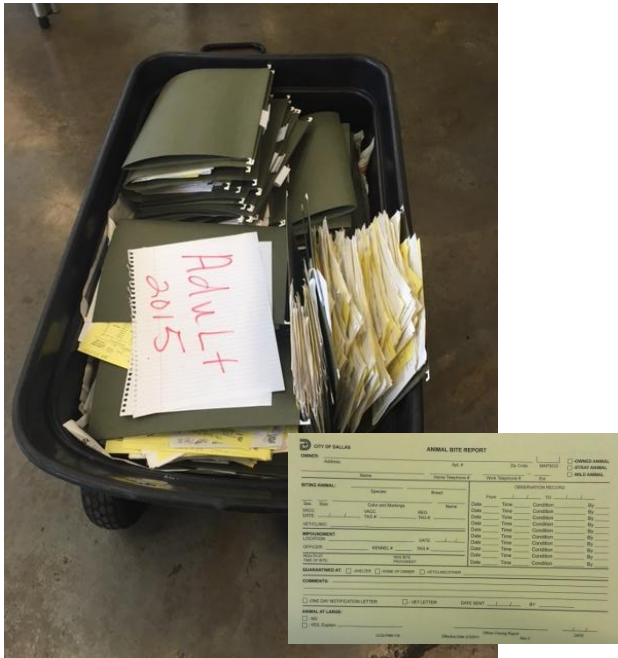
Census does not provide indication of trend and would need to be repeated in the future to assess progress

1. Roadway mileage from Navteq; 2. Multiplier based on capture-recapture approach outlined in The Ecology of Stray Dogs; Note: Utilized photographic capture-recapture (Beck Method) endorsed by WHO as well as sampling approach endorsed by WSPA; Census routes completed between June 28 – Aug 2nd between 6am - 730am; Source: WHO Dog Population Management Guide 1990, WSPA Surveying Roaming Dog Population, Navteq, The Ecology of Stray Dogs, BCG analysis

Reported dog bites in Dallas up 15% annually from 2013-15 with bites from loose-owned dogs growing at 23%

DAS completes a "bite report" for every reported dog bite per CDC guidelines

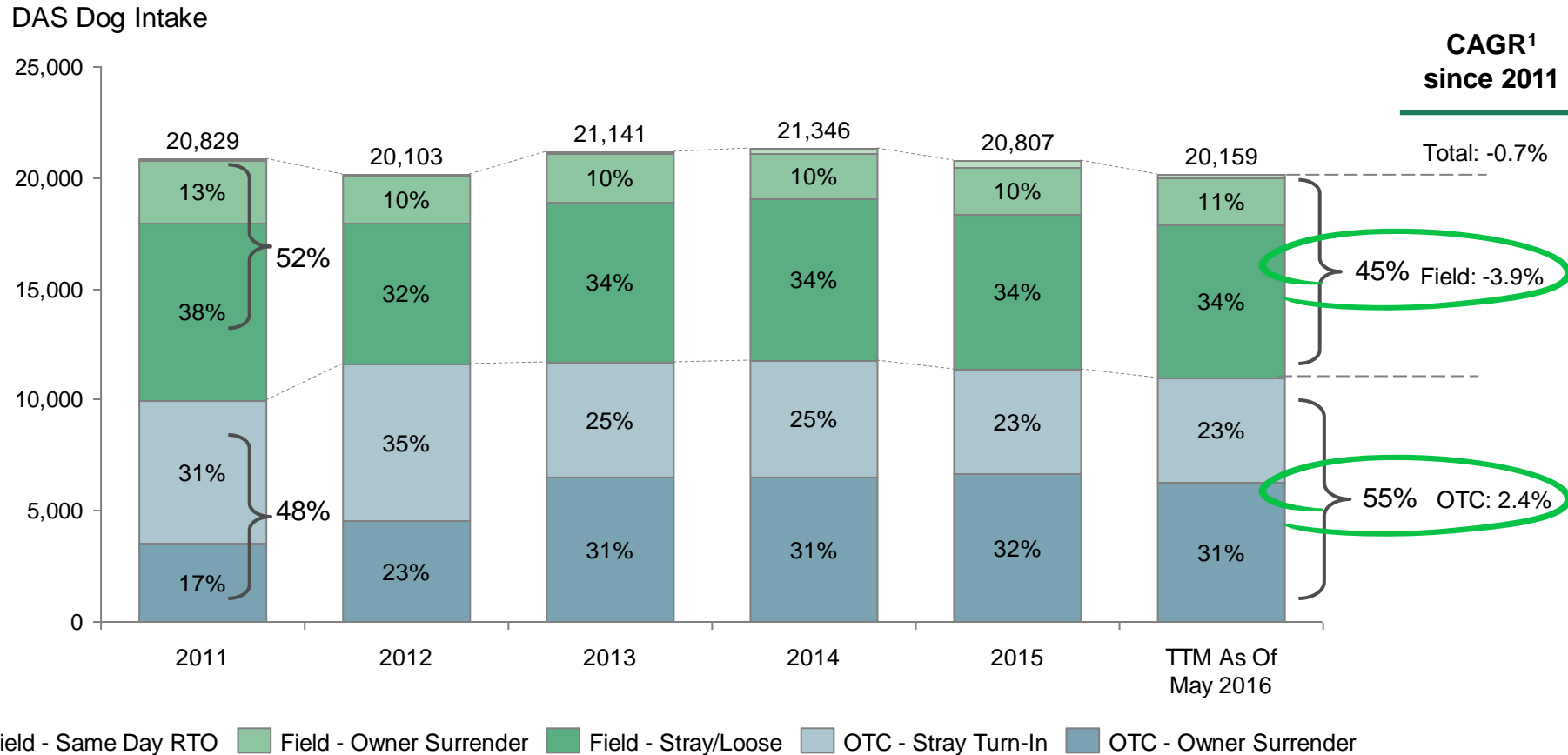
In Dallas, dog bites, especially those from loose-owned, dogs are growing



1. DAS dog bite reports from 2013-2016 (n=4,290); BCG performed manual data entry of key fields; 2. Compounded annual growth rate; 3. Stray defined as a dog without an owner; 4. Compared the total dog bites for January to March of 2015 and 2016 to find ~1.1x growth in 2016. Applied ~1.1x to the total number of bites in 2015 (1,524) to estimate 2016 total dog bites. ; Note: For the fields that were left blank in the bite reports, assumed those reports were distributed in line with completed records. Whether dog was stray or owned had 213 incompletes (~4.9%). Of owned dogs, 1,384 (42.9%) had the "at large," or loose, field incomplete; Note: Dog bites are thought to be underreported in the US. In the future, better tracking of bites may result in an apparent increase as previously unreported bites begin to be reported; Source: DAS bite reports 2013 - Q1 2016, BCG analysis

Since 2011, DAS dog intake flat, with ~4% annual decline in field intake offset by increase in over-the-counter surrenders

DAS Intake Volume by Type

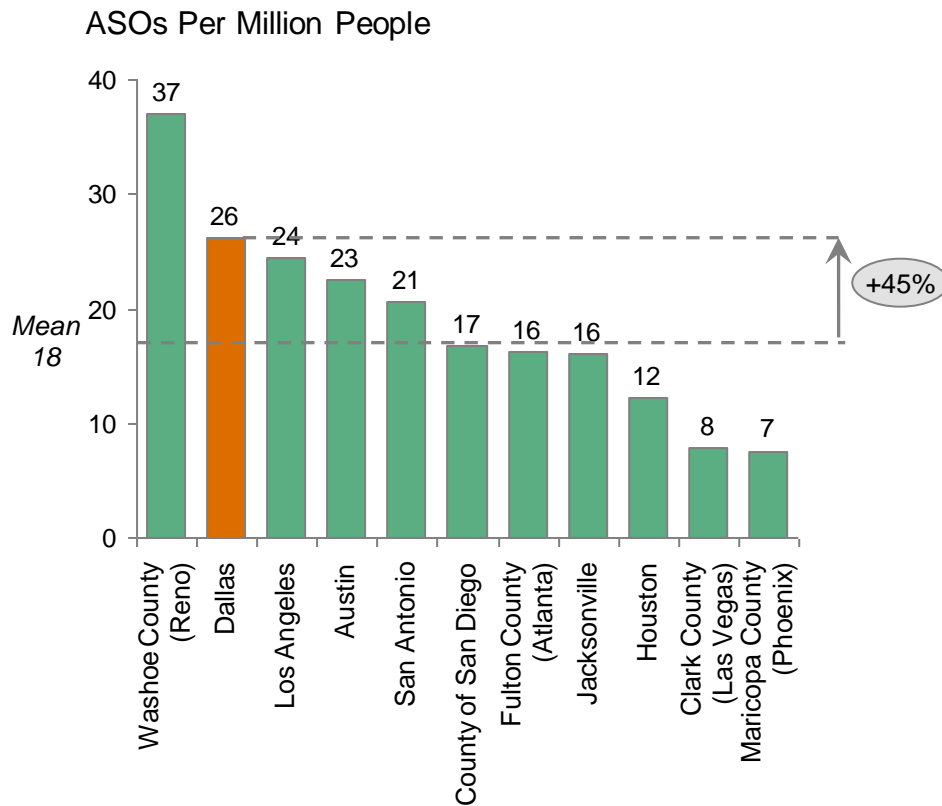


1. CAGR = compound annual growth rate. 2. TTM = trailing twelve months; Note: 'Field - Same Day RTO (return-to-owner)' includes dogs with primary intake type of 'Field' and any intake subtype and reunited with owner on the same day; 'Field - Owner Surrender' includes dogs with primary intake type of 'Field' and intake subtypes of 'owner surrender' or 'confiscated'; 'Field - Stray' includes dogs with primary intake type of 'Field' and intake subtype of 'stray' or 'confined'; 'OTC - Stray Turn-In' includes dogs with primary intake type of 'OTC' and intake subtype of 'stray'; 'OTC - Owner Surrender' includes dogs with primary intake type of 'OTC' and intake subtypes of 'owner surrender' or 'confiscated'

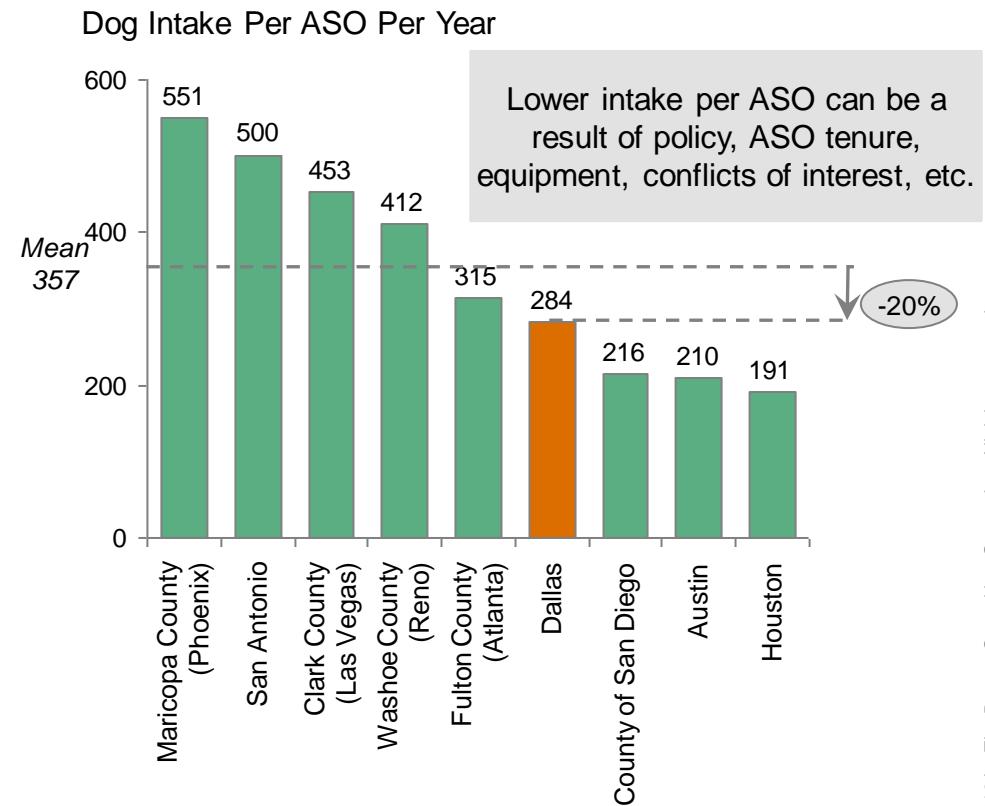
Source: DAS Chameleon database, BCG analysis

Compared to peers, DAS has higher ASO staffing levels and lower ASO field intake

DAS has 45% more ASOs per million people than benchmarks...



...but, DAS field collection lags by 20%



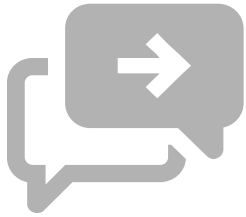
Note: Assumes 33 DAS ASOs with a field intake of 9363 for CY 2015.

Source: DAS Chameleon Database, Maricopa County Yearly Report (2016), Clark County Animal Control, County of San Diego Animal Services, Houston BARC, Fulton County Animal Services, Austin Animal Services, Jacksonville Animal Services, San Antonio Animal Services, Los Angeles Animal Services, Washoe County Regional Animal Services . Population from US Census Data (2013), BCG analysis

DAS Animal Services Officers responsible for 311 responses, Field Collection, Euthanasia — majority of work is reactive

Field work

Reactive (311)



Respond to 311 requests

Collect animals, return dogs to owners, issue citations, and educate community

Sweeps, cites, educates

80% of ASO time

Proactive (Patrol)



Target one area with sweeps, door-to-door education, and citations (CARE team)

Perform sweeps of some neighborhoods

10% of ASO time

Shelter work

Shelter

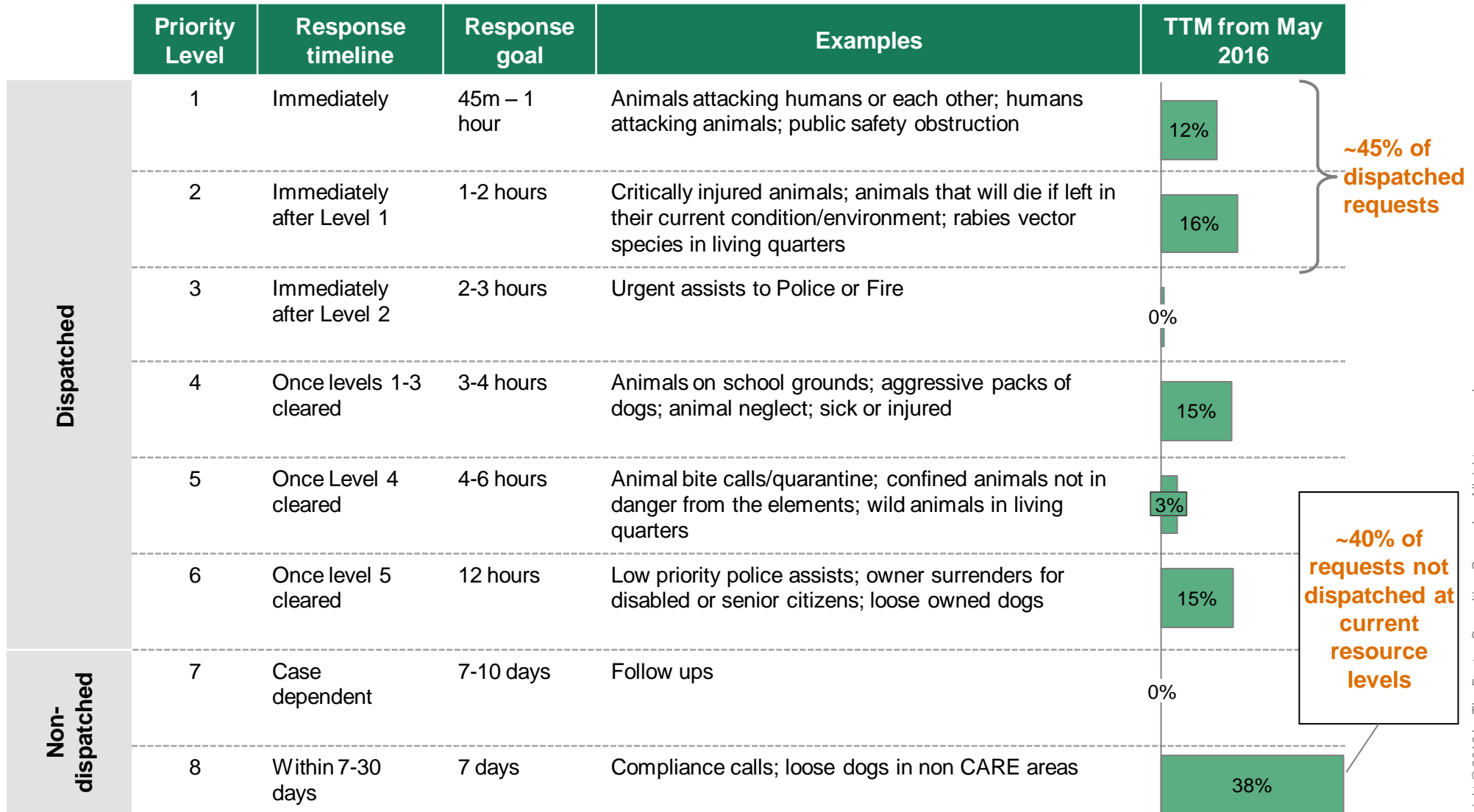


Create and investigate bite records

Euthanize dogs at the shelter

10% of ASO time

Annually, DAS fields ~48k calls, ~60% of which are dispatched for ASO response

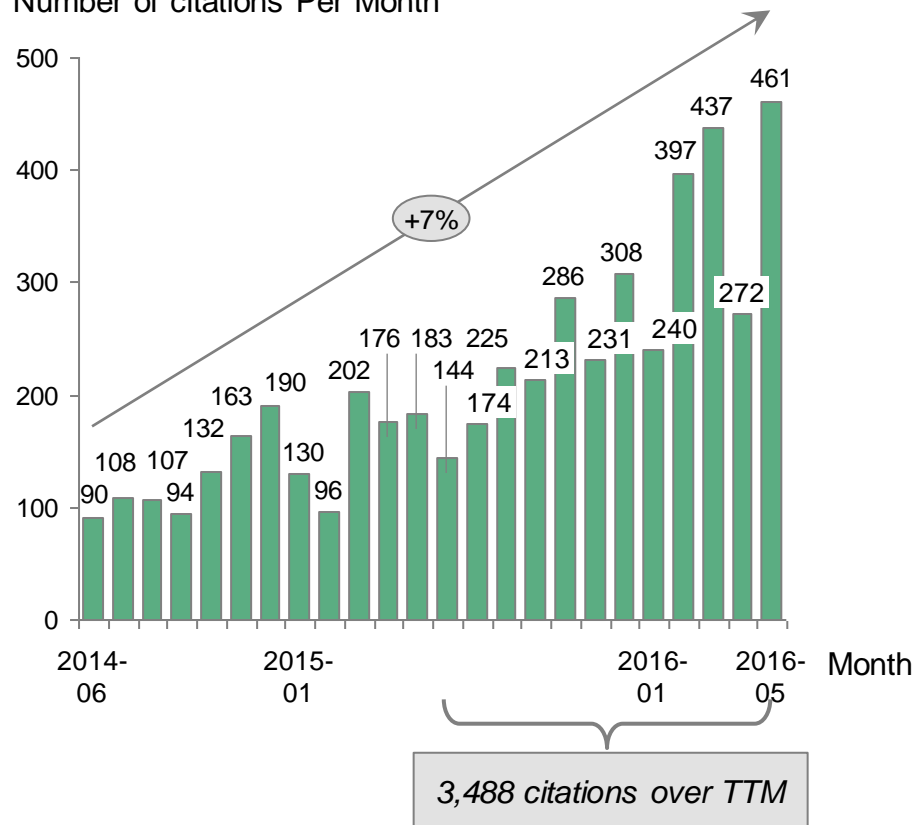


1: Range is 6/1/2015-5/31/2016; Note: TTM is trailing twelve months. Applied Volumes for the calls that had outcomes (~44k) to all calls; Source: 311 interview, Animal Service Request Types matrix from 311 prepared on 6/20/2016, and "Follow-up to Dallas Animal Services Update" to Quality of Life Committee on 5/6/2016, BCG analysis

DAS-issued citations growing at ~7% monthly, but only 56% received a response

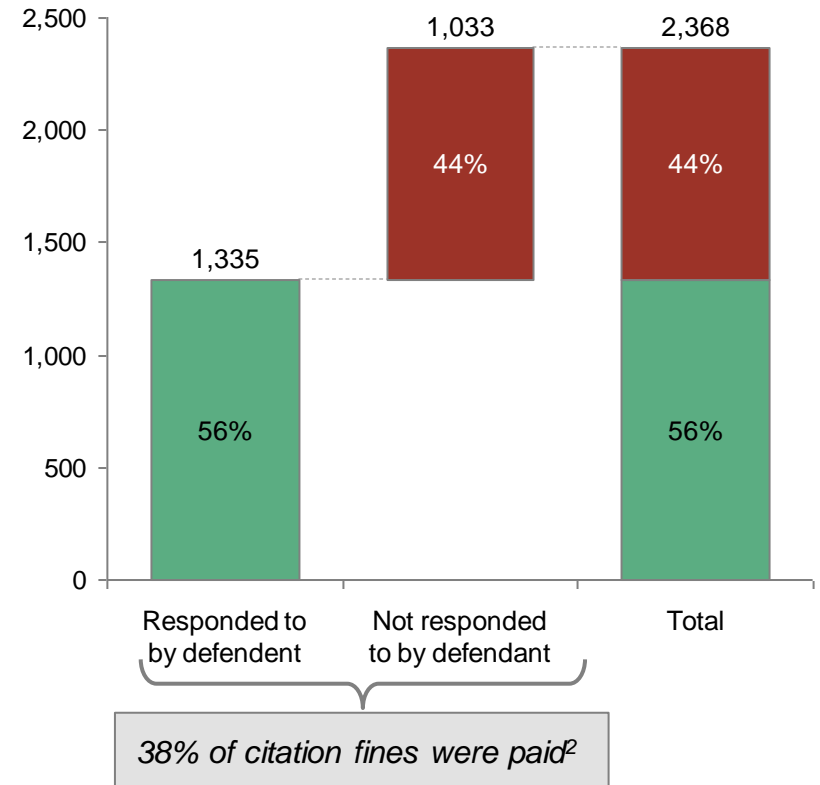
Monthly citations growing 7% monthly

Number of citations Per Month



44% of citations issued in 2015 were not responded to

No. citations 2015

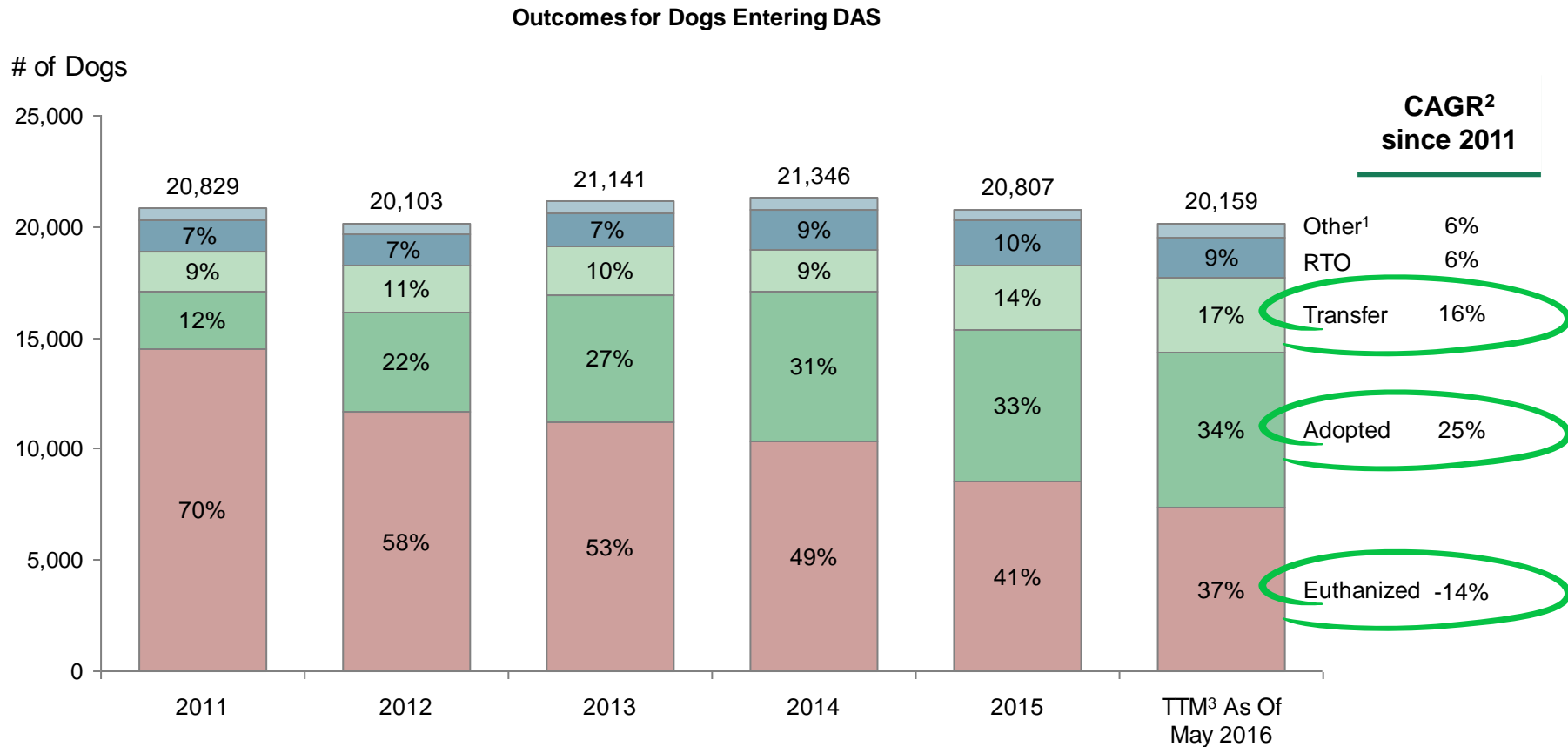


1. For citations that had multiple outcomes classifications, included the outcome with the highest violation number with the assumption that that is the most recent outcome
 2. Maximum amount citation fines due was \$466,589.73, maximum total paid was \$177,661.37. In addition, some citations indicate that a defendant has not responded, but a citation has been paid.

Note: TTM = trailing twelve months
 Source: Citation data from municipal courts 2015

Today ~60% of dogs achieve positive outcomes

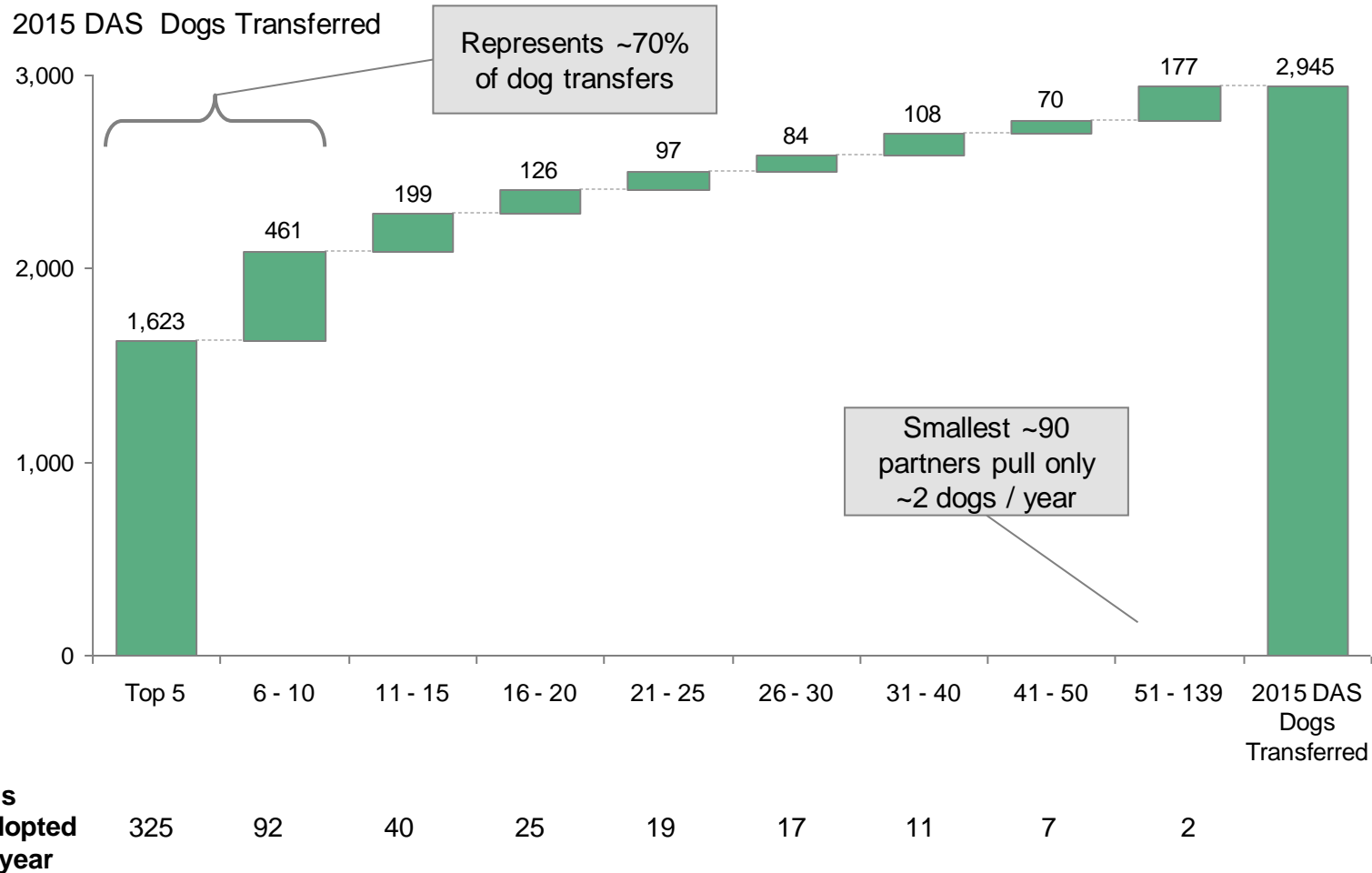
In past five years, adoptions have grown 25% annually, transfers +15% amid flat volumes



Each year DAS has increased live outcomes

1. Other includes animals that died in or were lost at the shelter including those that were dead on arrival (DOA). 2.CAGR = compound annual growth rate. 3. TTM = trailing twelve months. Source: DAS Chameleon database, BCG analysis

DAS' top 10 transfer partners by volume account for ~70% of volume, with ~140 total partners pulling dogs in 2015¹



1. Among smaller volume rescues are organizations that focus only on a specific breed or have much smaller kennel capacity than other rescues

Source: DAS Chameleon database, BCG analysis

DAS does not have a high-volume relationship with any of the three largest rescue organizations in north Texas

(Data self-reported by rescue organizations)

	Top 3 Rescues In Dallas	Other Rescues In Dallas	Total
# of rescue / transfer organizations	3	~55 (limited to survey)	30,867
Annual dog intake	20,373 (66%)	10,494 (34%)	30,867
Dog intake from DAS	386 (2%)	2,559 (24%) ¹	2,945 (10%)

DAS has low share with Dallas' largest rescues
Top 3 Rescue organizations in Dallas pull only 2% of their annual intake from DAS

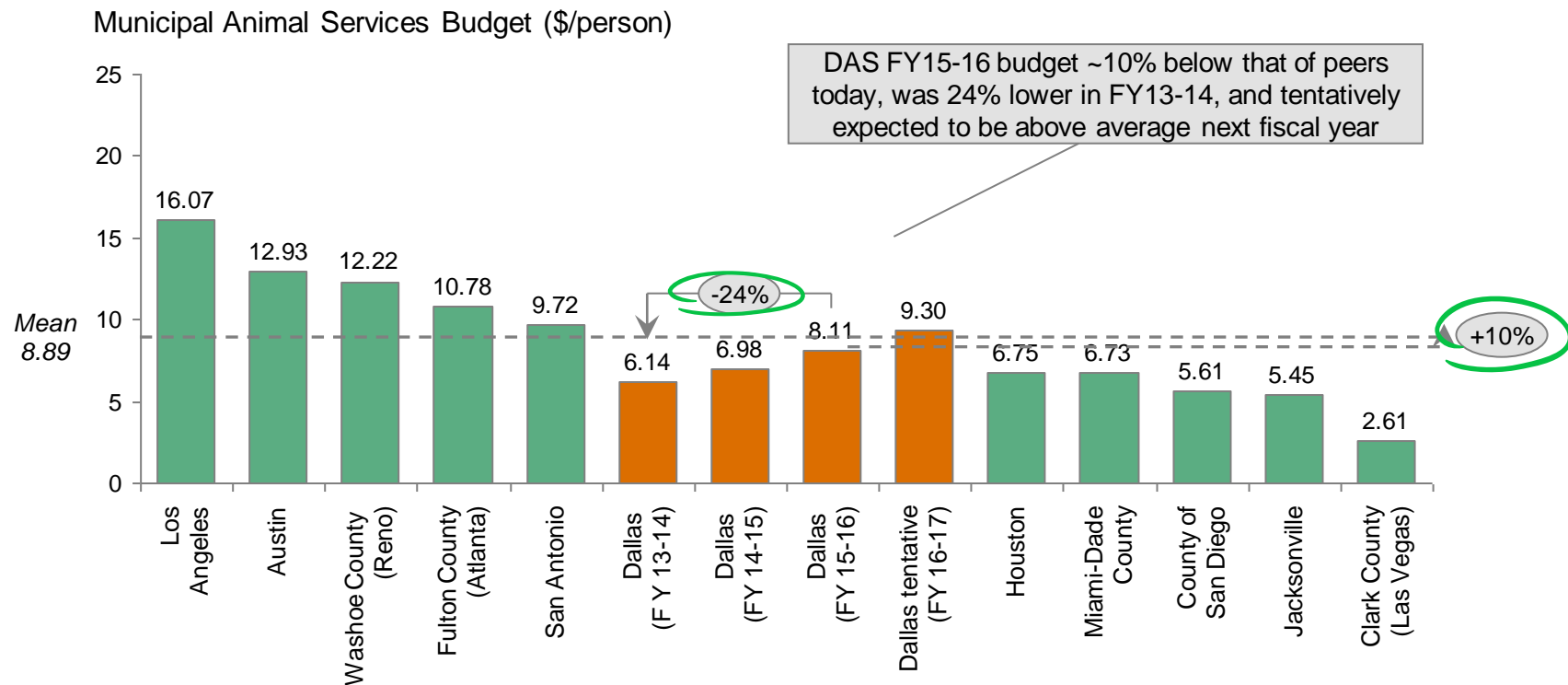
1. Assumes that all transfers not from the top 3 rescues are attributed to the 55 survey participants. In reality, there are 100+ transfer partners, so the actual % of dog intake from DAS by rescues outside of the top 3 is <24%

Note: Intake numbers from CY 2015

Source: Rescue and Animal Organization survey (n=72); DAS Chameleon database; BCG analysis

Historically DAS has been under funded relative to peer cities, but gap has been closed with proposed budget

Municipal Spending on Animal Services for Benchmark Cities

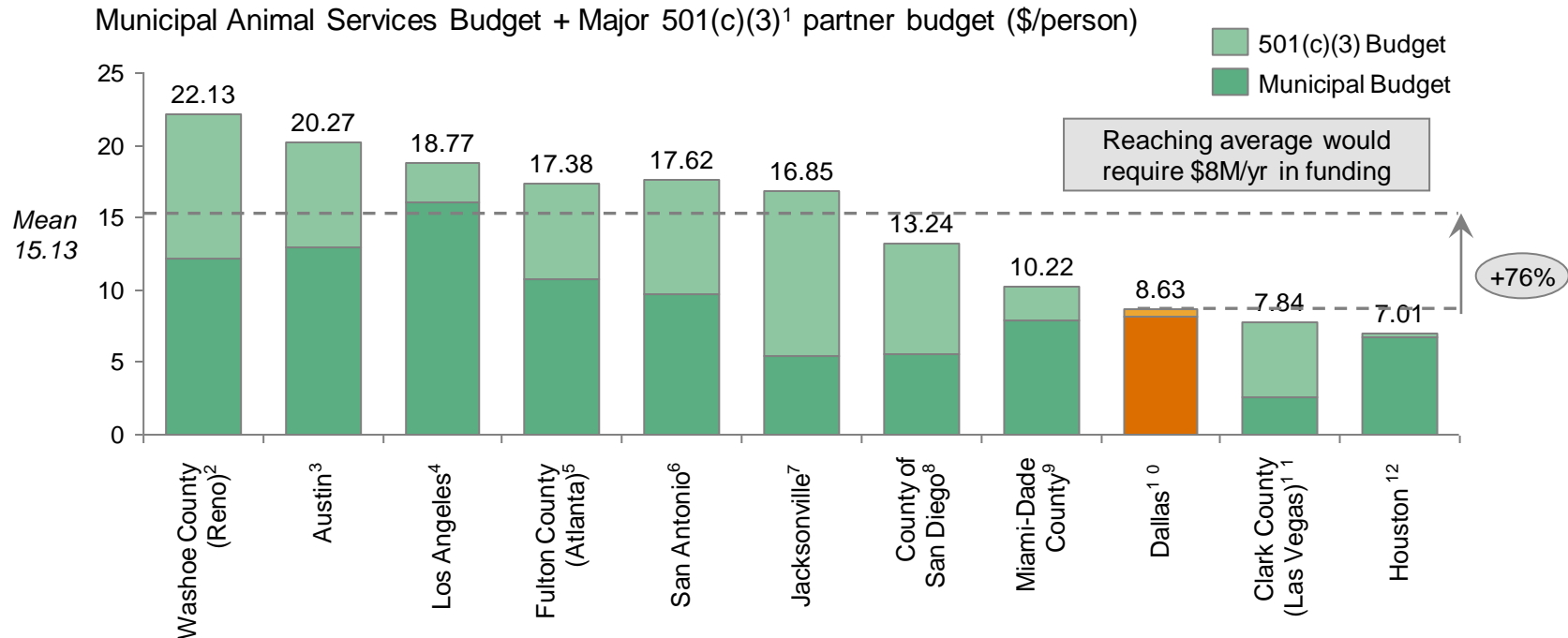


Note: Mean excludes Dallas, Source: Interviews with management from Los Angeles Animal Services, Washoe County Animal Services, County of San Diego Animal Services, San Antonio Animal Care Services, Fulton County Animal Services Austin Animal Services, Dallas Animal Services FY 2015 General Fund Budget, Jacksonville Animal Care and Protective Services, and Clark County Animal Control.), Lifeline Animal Project 990 Tax Form (2014), Miami-Dade Animal Services Projected Budget (2015), US Census Bureau 2013 Population Estimate and BCG analysis

DAS could augment its funding through an explicit 501(c)3 partnership – a best practice seen in peer cities

100% of partner budget shown to demonstrate potential; partnerships enable shelters to transfer activities and costs to their partner

Municipal and Non-Profit Spending on Animal Services for Benchmark Cities



1. Outside of Dallas, includes only 501(c)(3)s that were highlighted during benchmarking interviews as being close partners with either contractual obligations, an MOU, or similar; 2. Budget includes contracted partner: Nevada Humane Society; 3. Budget includes MOU partners: Austin Pets Alive! and Austin Humane Society; 4. Budget includes MOU Partners: Best Friends Animal Society and Found Animals Foundation; 5. Budget includes close partner: The Atlanta Humane Society; 6. Budget includes MOU and contract partners: Animal Defense League, San Antonio Humane Society, San Antonio Pets Alive!; 7. Budget includes contracted partner: The Jacksonville Humane Society and close partner First Coast No More Homeless Pets. 8. Budgeted includes MOU partner San Diego Humane Society; 9. Budget includes major partner: Humane Society of Greater Miami; 10. Budget includes DAS budget FY 2015-2016 and DCAP; 11. Budget includes contract partner: The Animal Foundation; 12. Budget includes contracted partner: Rescued Pets Movement. Note: Mean excludes Dallas; Source: Interviews with management from Los Angeles Animal Services, Best Friends Animal Society Washoe County Animal Services, County of San Diego Animal Services, San Diego Humane Society, San Antonio Animal Care Services, Fulton County Animal Services Austin Animal Services, Austin Humane Society, Austin Pets Alive!, San Antonio Humane Society, Dallas Animal Services, Humane Society of Greater Miami, Jacksonville Animal Care and Protective Services, Jacksonville Humane Society, Austin Pets Alive!, and Clark County Animal Control. Animal Foundation 2015 Yearly Report, the Nevada Humane Society 990 Tax Form (2014), San Antonio Pets Alive! 990 Tax Form (2014), Animal Foundation 990 Tax Form (2014), Animal Defense League 990 Tax Form (2015), Lifeline Animal Project 990 Tax Form (2014), Atlanta Humane Society 990 Tax Form (2014), Rescued Pets Movement 990 Tax Form (2014), Miami-Dade Animal Services Projected Budget (2015), First Coast No More Homeless Pets 990 Tax Form (2014), US Census Bureau 2013 Population Estimate and BCG analysis

Existing DAS organization structure negatively impacts its resourcing, communication, execution and accountability

Existing structure:
Subdivision within a department

1 Resources and Talent

- ✗ Hiring talent with requisite experience and capabilities difficult due to lower profile and complexity
- ✓ Can receive layover funds from parent department

2 Communication and Coordination

- ✗ Lacks a "seat at the table" with Dallas's senior city leadership
- ✗ Perceived to not prioritize animal welfare given placement underneath another organization

3 Execution and Accountability

- ✗ Lower-level leadership role (Sr. Program Manager) lacks authority to operate effectively
- ✗ Multiple layers of mgmt cloud accountability

Note: Typically, cities/counties will only privatize their animal shelter operations and operate field collection themselves.
See compendium for more detailed assumptions
Source: BCG analysis

Agenda

Context

Key Findings

Recommendations

Next steps

BCG recommends seven actions for Dallas

High level recommendations must be taken as a whole—cherry picking will not work

Priority	Recommendation
Mission	1 Publicly adopt a mission statement balancing public safety and animal welfare
Initiatives	2 Increase field intake (up to 8,700 loose dogs) and increase related enforcement and education to prevent dogs from roaming
	3 Increase the number of positive outcomes for Dallas dogs, euthanizing only the sickest animals
	4 Provide approximately 46,000 low-cost spay and neuter surgeries in southern Dallas each year for the next three years
Enablers	5 Create a collaborative community of partners
	6 Make animal services a priority and strengthen accountability within the city government (e.g., an independent department with additional funding)
	7 Ensure efficiency by measuring outcomes and increasing volunteers

28 specific initiatives provide guidance on how to achieve high-level recommendations

Recommendation	Specific Initiatives
1 Mission	1.1 Balanced mission statement 1.2 Scorecard with metrics
2 Loose dogs	2.1 Add more ASOs 2.2 ASOs collection shifts 2.3 Community Education 2.4 Enforcement & effectiveness 2.5 Open access to loose dog sightings
3 LRR	3.1 Digital marketing 3.2 Adoption footprint 3.3 High-volume transfer partner & account mgmt 3.4 Transport program 3.5 Surrender deflection 3.6 Behavior training 3.7 Hire vet and vet techs
4 S/N	4.1 High volume of S/Ns 4.2 Community collaboration 4.3 Early childhood education 4.4 Enforcement of S/N
5 Collaboration	5.1 Open access to DAS data 5.2 Shared workload 5.3 Inclusive, fact-based dialogue
6 Accountability	6.1 DAS as independent department 6.2 Increased funding 6.3 Project manager and data analyst to track progress against plan 6.4 Animal shelter commission changes 6.5 Exempt from civil service hiring
7 Efficiency	7.1 DAS employee alignment to plan & metrics 7.2 Increased volunteer resources

Our report provides details on each initiative

Recommendations can be prioritized and phased in over time based on estimated effort and impact

High /
Immediate
Impact

Preliminary/Suggested Prioritization of Initiatives

4

Strategic Priorities

- 4.1 High volume of S/Ns
- 3.3 Establish high-volume transfer partner & account mgmt
- 3.7 Hire vet and 2 vet techs
- 6.1 DAS as independent department

5

Long-term Opportunities

- 1.2 Scorecard - *implement*
- 2.3 Community Education
- 2.4 Enforcement & effectiveness
- 3.6 Animal behavior training
- 4.3 Early childhood education
- 6.4 Animal Commission changes
- 6.5 Civil service

3

Medium-term Initiatives

- 2.1 Add more ASOs
- 2.2 ASOs collection – *patrol shifts*
- 2.5 Open access loose dog reports
- 3.4 Transport – *Pilot & expand*
- 4.2 S/N Collation - *pledges*
- 4.4 Enforcement of S/N
- 5.2 Open access to DAS data
- 6.2 Increased DAS funding

2

Quick Wins

- 2.2 ASOs collection – *efficiencies*
- 3.1 Digital marketing
- 3.2 Increase adoption footprint
- 3.3 High-volume transfer
- 3.5 Surrender deflection – *referrals*

1

Immediate Actions

- 1.1 Mission statement
- 1.2 Scorecard - *align on success*
- 5.1 Improved dialogue
- 5.3 Shared workload – *pledges*
- 6.3 Appoint project manager
- 7.1 Alignment employees to plan
- 7.2 Inc . volunteers – *Job desc.*

Lowest
Effort

We believe our recommendations can dramatically reduce loose dogs, loose dog bites, and increase positive outcomes

Result

**Fewer
loose dog
bites**

**Less
euthanasia**

Rationale

Increasing field intake we will reduce the number of loose dogs

- Loose dogs accounted for 63% of all bites¹ in 2015

Increasing S/N levels we will address highest risk dogs

- Intact male dogs account for 70-75% of all bites²

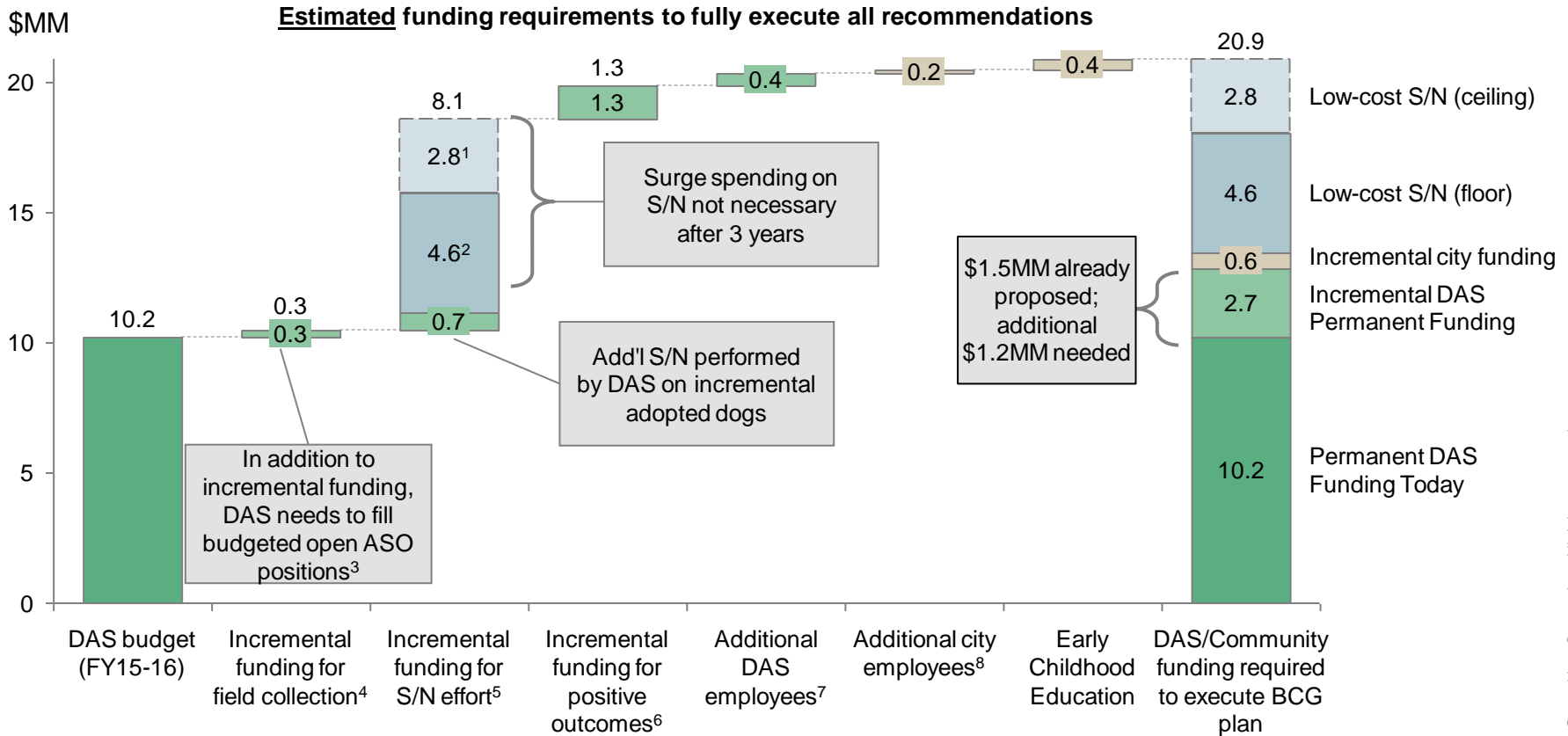
Series of opportunities exist to increase positive outcomes

- e.g., Marketing, Transfer partnerships, Transport, Owner aid, etc.

By increasing S/N levels, supply of new pets to place declines

S/N is the only sustainable solution, while increased intake and positive outcomes balance short-term needs

Solutions require incremental surge of funding from Dallas government, philanthropies, and rescue partners



While ideal, incremental funding requirement is not all or nothing—some improvement possible with fewer resources

1. Assumes low-cost S/N available without restriction or qualification. Also assumes vets are paid salaries.; 2. Assumes means-testing for low-cost S/N—e.g., presentation of Medicare/Medicaid card, proof of free lunch for school-aged children, etc. Also assumes vets are paid per surgery; 3. At the time of this report, there were 8 ASOs and 2 field supervisor vacancies on the DAS organizational chart; 4. Cost associated with Recommendation 2, collection of loose dogs; 5. Cost associated with Recommendation 4.1 regarding dog population control and Recommendation 3 when there are additional dogs adopted out by DAS; 6. Cost associated with Recommendation 3, initiatives aimed as increasing LRR, excluding costs for spay and neuter and vetting additional adopted dogs; 7. Costs from additional DAS employees found in recommendations 5.1, 6.1, 7.1, and 7.2; 8. Cost associated with Recommendation 4.3

Note: This includes the higher estimate of the ranges on recommendations 3.4 and 3.6

Source: BCG analysis

Detail: Funding supports FTEs, S/N surgeries, and other costs

Maximum incremental cost vs. FY '15-'16 city budget

	Recommendation	FTE costs (\$K)	S/N (\$K)	Other costs (\$K)	Total (\$K)	
Incremental DAS funding	2.1	Collection focused ASO team	\$94	-	-	\$94
	2.2	Increase current ASO intake	\$168	-	-	\$168
	3.1	Digital marketing	\$142	\$192	\$4	\$338
	3.2.1	Add'l adoption location	\$267	\$125	\$33	\$425
	3.2.2	Extended adoption hours	\$31	\$50	-	\$81
	3.3.2	Relationship management of transfer partners	\$51	-	-	\$51
	3.4	Transport program	\$51	\$192	\$42	\$285 ¹
	3.5	Owner assistance program	\$26	-	-	\$26
	3.6	Behavior training	-	\$120	\$650	\$770 ²
	5.1	Open data access	\$30	-	-	\$30
	6.1	Independent department	\$310	-	-	\$310
	7.1	Org. alignment to DAS mission	\$58	-	-	\$58
7.2	Volunteer program	\$51	-	-	\$51	
	Incremental DAS spend	~\$1,300	~\$700	~\$700	~\$2,700³	
Incremental city funding	4.3	Childhood education	\$396	-	-	\$396
	6.3	Project management	\$158	-	-	\$158
		Incremental city spend	~\$600	-	-	~\$600
Incremental comm'y funding	4.1	Spay and neuter surge	\$175	\$7,300	\$50	\$7,500
		Incremental community spend	~\$175	~\$7,300	~\$50	~\$7,500
Total funding	Combined total spend	~\$2,000	~\$7,900	~\$800	~\$10,700	

1. Took the high end of the range. Low-end of cost range is \$156k.; 2. Took the high end of cost range. Low end was \$392k

Note: An additional \$300,00 one time investment in DAS is also required for recommendations 2.1, 3.1

Source: BCG analysis

Agenda

Context

Key Findings

Recommendations

Next steps

Dallas' issues are solvable, but require community action

City of Dallas

- Approve funding increases to support additional ASOs, S/N surge, other initiatives
- Make DAS a priority and accountable by creating a standalone department
- Improve efficacy of enforcement – warrants/arrests, civil citations
- Exempt DAS from civil service hiring to accelerate filling positions

Philanthropies

- Provide funding based on rigorously quantified and tracked plans (esp. S/N)
- Demand collaboration across executing organizations

DAS

- Prioritize and execute initiatives for near-term impact
- Coordinate and collaborate with other organizations on key programs

Transfers and Rescues

- Devote greater share of your intake to DAS in coming years until S/N effective
- Coordinate in-community efforts – locations, times, data, results, etc.

Commission

- Increase engagement and support, by becoming an advisory board with subcommittees and expertise that helps DAS solve problems

Residents of Dallas

- Volunteer with animal organizations, especially specialized skills (photography)
- Encourage responsible ownership among your neighbors & report violations
- Act as neighborhood advocate for S/N encouraging others to be in compliance

Suggested next steps: Critical to divide and conquer, monitor progress, and refine

Assign ownership

Recommend the community engage in a **full-day summit** to align on:

- Specific individual owners for each initiative
- Pledges from individuals or organizations that pledge to participate in a given initiative
- Prioritization and timeline to execute initiatives
- Metrics that will be used to track and measure success for each initiative

Start small

Recommend an entrepreneurial "**start small**" mentality:

- Establish the minimal viable version of a recommendation
 - E.g, 2 photographers developing a scalable process vs. 20 photographers immediately
- Once successfully implemented in its small-scale version, recommendations are easier to implement to fullest intent

Track Progress

Recommend **regular and frequent progress reporting** for each initiative

Reprioritize resources based on realized value and potential

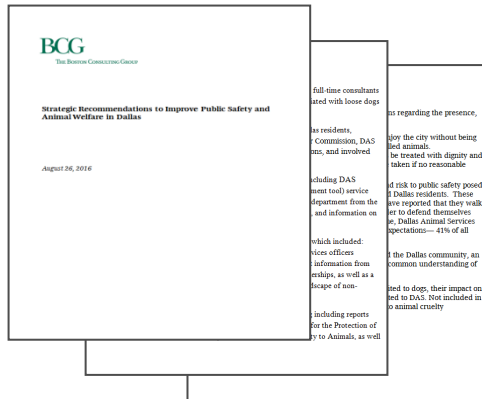
Highlight "obstacles" that prevent success so others can fill gaps in funding, capabilities, equipment, and access – allowing initiatives to overcome obstacles

BCG will provide three deliverables for community use

White-paper

Document contains written explanation of:

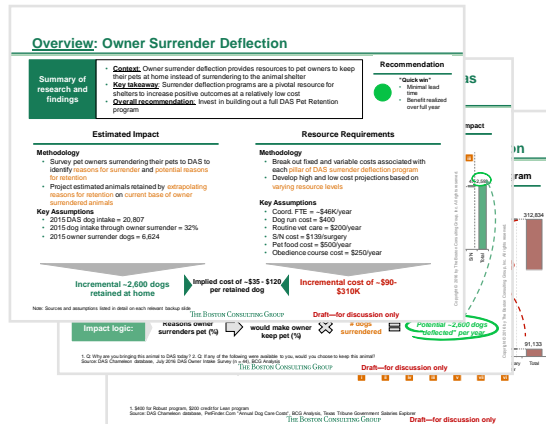
- Project background
- Relevant context and facts
- BCG recommendations
- Supporting rationale



Initiative detail

Contains details on each recommended initiative:

- Background context
- Key assumptions
- Sizing of potential (intake, outcomes, etc)
- Cost to execute



Working materials

Additional analysis completed during project, including analysis not reflected in recommendations

Not all materials validated by a second party



Q & A

Appendix

Rec. #2: Increase field intake and increase related enforcement and education to prevent dogs from roaming

Initiatives

2.1 DAS should **FOCUS 10 ASOs** on field collection and patrol

2.2 - DAS should increase ASO **FIELD INTAKE**

2.3 - The Dallas community should **EDUCATE RESIDENTS** about the dangers of loose dogs and dog bites

2.4 – The City of Dallas should make civil and criminal citations **MORE EFFECTIVE**

2.5 DAS should **SHARE** loose dog service requests

More ASOs focused on collection along side enforcement and education will improve public safety

From...

...To

Limited ASOs focus solely on patrol and intake

10 ASOs focused exclusively on proactive patrol & collection resulting in +8k intake¹

253 dogs collected per ASO annually

356 dogs collected / ASO through operational improvements² resulting in +3.8k field intake

Small team of ASOs (CARE) and volunteers focus on proactive targeted comm'ty education

Community orgs. utilize DAS data to organize, train, and deploy outreach

~72 citations / ASO / year
Inefficient process
Only 50% response rate

Greater impact on compliance through patrol-focused ASOs and proposed efficiencies

Initiatives could result in incremental field collection of up to ~12k dogs, but to be limited to address public safety

¹ Intake includes potential for field RTO (return-to-owner) which can also result in citations or other actions to increase compliance;

² 356 is the average number of dogs collected per ASO per year in comparable benchmark cities

Source: DAS employee interviews; DAS Chameleon database; DAS citations June 2014 - May 2016

Rec. #3: Increase the number of positive outcomes for dallas dogs, euthanizing only the sickest animals

Initiatives

3.1 Enhance DIGITAL MARKETING

3.2 Increase ADOPTION FOOTPRINT

- Add EAC location
- Extend hours

3.3 HIGH-VOLUME TRANSFER PARTNER & account mgmt

- One partner with shelter for high-volume, rapid transfers
- Better tools, self-service for small rescues

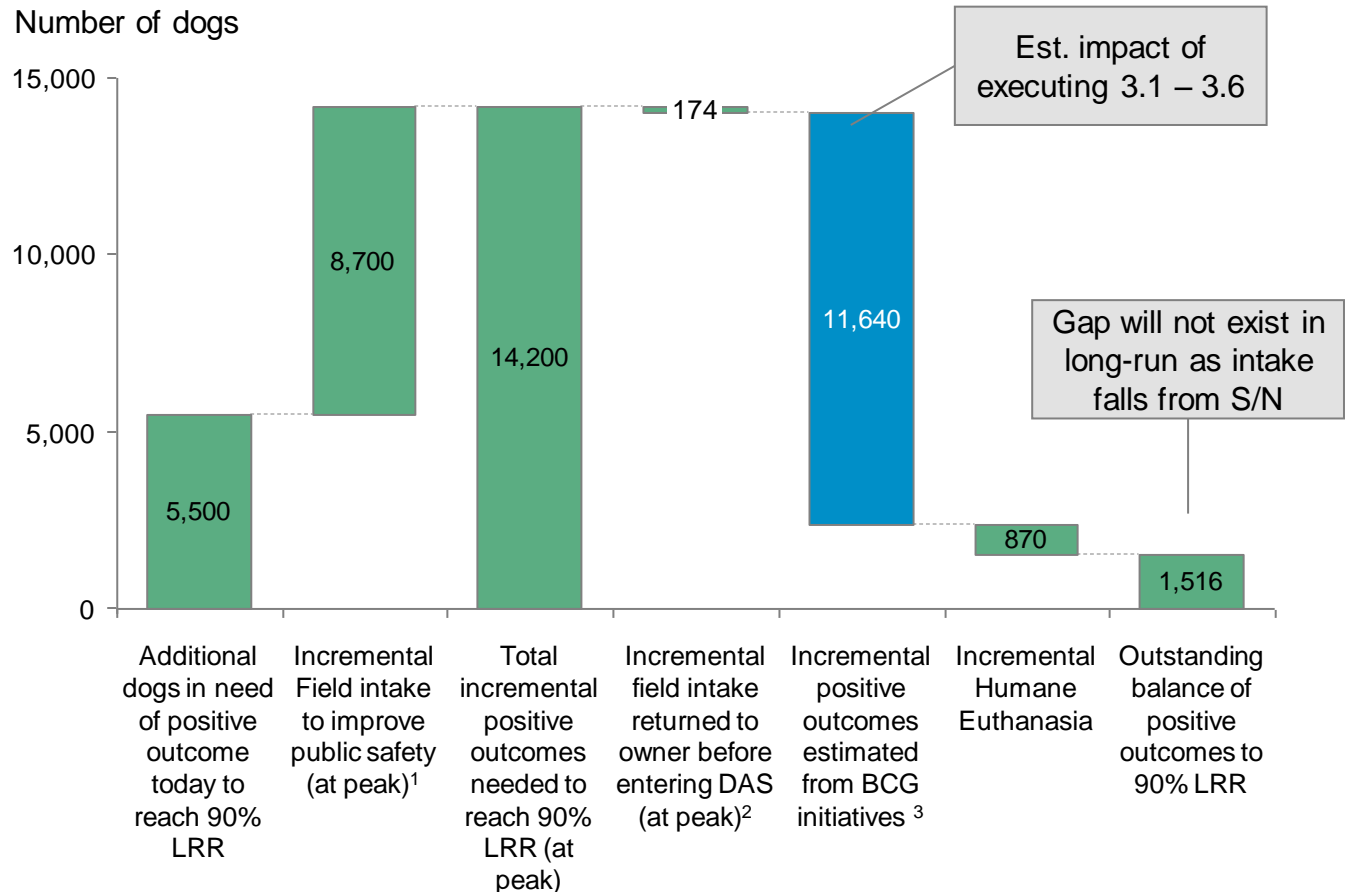
3.4 TRANSPORT PROGRAM

3.5 SURRENDER DEFLECTION

3.6 BEHAVIOR TRAINING

3.7 HIRE 1 vet and 2 vet techs

Array of initiatives will provide incremental positive outcomes for dogs



1. Hiring additional ASOs expected to take several months. Increasing intake per ASO will be ongoing process where first improvements is not expected for > 6 months. Field intake likely to decline in 2-3 years once loose dog population under better control, decreasing need for additional positive outcomes.; 2. Assume that 2% of all incremental collected dogs are returned to owner in the field as they were in 2015; 3. Timeline for implementing recommendations to increase number of positive outcomes expected to be faster than timeline for increasing field intake.; Source: BCG Analysis

Rec. #4: Provide 46,000 free spay and neuter surgeries in southern Dallas each year for next three years

Initiatives

4.1 **PROVIDE ~46K LOW-COST SPAY/NEUTER SURGERIES** in southern Dallas for the next three years

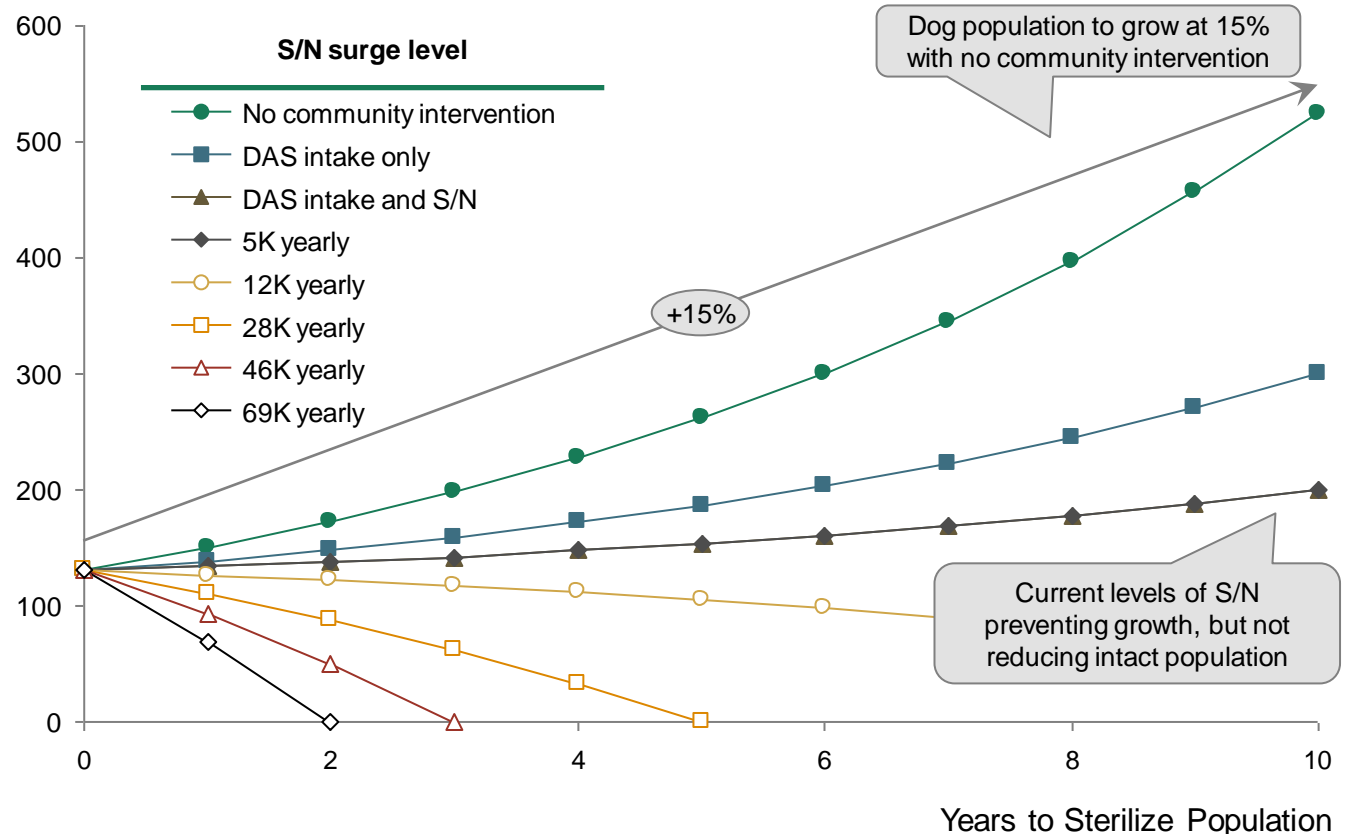
4.2 Animal welfare organizations in Dallas should **COORDINATE S/N EFFORTS ACROSS**

4.3. City should establish **ELEMENTARY SCHOOL EDUCATION PROGRAMS** related to pet ownership

4.4 DAS should **ENFORCE S/N ORDINANCE** in coordination with outreach

Multiple organizations will need to collaborate to deliver ~46k free S/N surgeries each year over 3 years to reduce intact population

Estimated Intact Population in Southern Dallas¹ (K)



1: Assumes starting intact population based on census population estimate and AVMA pet ownership rates, 6% roaming, 50/50 sex ratio, 1.16 litters a year, 7 puppies a litter, 75% birth survival rate, 10 year life expectancy, 2.8% of owned dogs breeding; Note: Assumes starting intact population of 96,603 dogs in Southern Dallas, 6% roaming, 50/50 sex ratio, 1.16 litters a year, 7 puppies a litter, 75% birth survival rate, 10 year life expectancy, 2.8% of owned dogs breeding; Source: AVMA; ASPCA; American Kennel Club; Pets for Life Canine Perinatal Mortality Study 2012; Birth and Death Rate Estimates of Cats and Dogs 2004; PetMD; Development of a Model for Estimating the Size and Dynamics of Pet Dog Population 1994; BCG Analysis

Rec. #5: Create a collaborative community of partners

Initiatives

5.1 DAS should provide the community **OPEN ACCESS TO OPERATING DATA** and automated reporting

5.2 The animal welfare **COMMUNITY OF DALLAS SHOULD SHARE THE WORKLOAD** of the strategic recommendations

5.3 Community should engage in an **SOLUTIONS-ORIENTED DIALOGUE**

Collaboration will be critical to achieving scope of recommendations

From...

DAS "Watchdog" Facebook groups & frequent ORRs

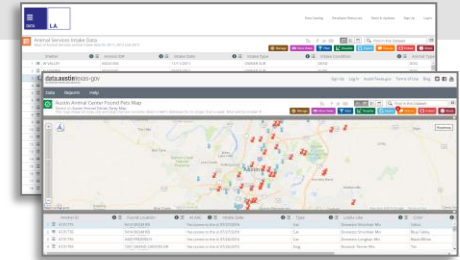


Many efforts, but lacking coordination

Communication can be perceived as defensive

...To

Open data for community to access with FTE support



Aligned action against common plan with pledge of support from participants

Conversation rooted in fact and solutions oriented

1. Public comment made by DAS social media coordinator

2. Hypothetical response to problem incorporating statistics from the 2016 Dallas Community Survey conducted by the ETC institute on behalf of the city.

Rec. #6: Make animal services a priority and strengthen accountability within the city government

Initiatives

6.1 DAS should become an **INDEPENDENT MUNICIPAL DEPARTMENT**

6.2 The City of Dallas should **INCREASE FUNDING FOR DAS** to support recommendations

6.3 The City of Dallas or DAS should **HIRE A PROJECT MANAGER AND DATA ANALYST** to oversee the implementation of recommendations

6.4 The Dallas Animal Advisory **COMMISSION SHOULD ESTABLISH NEW SUBCOMMITTEES**

6.5 DAS should be **EXEMPT** from civil service hiring

Governance changes will empower DAS to execute its mission

From...

...To

Operating within Code, muddying accountability and adding layers-of-communication



Stand-alone department making DAS a priority with greater accountability

A budget ~10% lower than benchmark peers



A competitive budget with increases earmarked for key Intake & S/N initiatives

No point person to track progress across the community



A single voice to give visibility to progress against the plan

An advisory board with specific structure or mandate



An advisory board with subcommittees and expertise that helps DAS solve problems

Delays in hiring from Civil Service



Expedited hiring to fill key roles

Rec. #7: Ensure efficiency by measuring outcomes and increasing volunteers

Initiatives

7.1 DAS should **ALIGN ORG STRUCTURE** and employee performance against its mission

7.2 DAS should **INCREASE SCALE OF VOLUNTEER PROGRAM** with a greater variety of roles

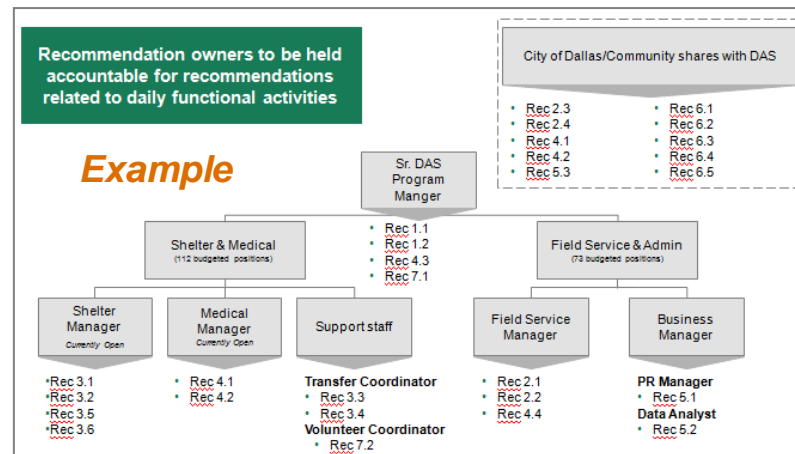
Managing to metrics focused deployment of limited resources

From...

Large set of recommendations

...To

Individual ownership of each initiative



Today ~1.2 FTEs of volunteer time at DAS (since recent start)

Target of 10-20 FTEs of volunteer time across varied roles

Deep-dive on strategic recommendations (I)

		High Priority				
Priority area	Recommendation and key assumptions	Impact	Cost	Cost/ dog	Emp.	DAS partner
1 Mission	1.1 DAS should adopt a mission statement balancing public safety and animal welfare	<i>nq</i>	<i>nq</i>	<i>n/a</i>	0	-
	1.2 DAS should adopt a mission-centric scorecard with specific targets and regular progress updates	<i>nq</i>	<i>nq</i>	<i>n/a</i>	0 ¹	-
2 Loose dogs ²	2.1 DAS should focus 10 ASOs and 2 field supervisors on field collection and patrol <ul style="list-style-type: none"> 4 trucks full equipped @\$60k each = \$240k DAS fills current open positions (8 ASOs and 2 supervisors) at no cost 2 additional ASO officers at \$47k salary = ~\$94k per year 	6,000 <i>intake/yr</i>	\$240k+ \$94k/yr	\$16	2	-
	2.2 DAS should increase ASO field intake <ul style="list-style-type: none"> Cost of 4 additional 311 operators or dispatchers @\$42k = \$168k per year 	2,400 <i>intake/yr</i>	\$168k/yr	\$70	4	-
	2.3 The Dallas community should educate residents on both the dangers of allowing dogs to run loose and the ways to avoid dog bites	<i>nq</i>	<i>nq</i>	<i>n/a</i>	0	<i>Comm'ty</i>
	2.4 The City of Dallas should work to make animal-related citations more effective	<i>nq</i>	<i>nq</i>	<i>n/a</i>	0	<i>City of Dallas</i>
	2.5 DAS should share loose dog service requests with organizations that actively capture loose dogs	<i>nq</i>	<i>nq</i>	<i>n/a</i>	0	<i>Comm'ty</i>
3 LRR	DAS should enhance its digital marketing ³ for both adoption and transfers: <ul style="list-style-type: none"> DAS IT system upgrades = \$60k Cameras and laptops for improving profiles = \$4k Incremental spay and neuter and vaccine supplies and labor for ~2,000 dogs @ \$96 = \$192k per year Additional 2.8 employees to photograph dogs, write descriptions, upload information to websites etc. @ \$36k salary= \$101k per year 2 additional staff to aid potential adopters navigate the kennels @ \$20,800 = \$42k per year 	3,200 <i>adoptions/ transfers/yr</i>	\$60k+ \$338k/yr	\$106	4.8	-

1. The data analyst budgeted for recommendation 7.1 will maintain the reports regarding DAS missions and targets

2. Initiatives could result in incremental field collection of up to ~8.4k dogs, but expect that intake will be limited to address public safety issue posed by loose dogs

3. Digital marketing includes both content on and penetration of DAS website, Petfinder, Pet Harbor, and Facebook

Note: *nq* = not quantified; Salaries based on similar positions listed on Texas Tribune grossed up 20% to include benefits

Source: BCG analysis

Deep-dive on strategic recommendations (II)

Priority area	Recommendation and key assumptions	Impact	Cost	Cost/ dog	High Priority	
					Emp.	DAS partner
3 LRR (cont'd)	3.2 DAS should increase adoption footprint by:	1,820 adoptions/yr	\$506k/yr	n/a	3.2	-
	3.2.1 – Expanding its retail presence via an additional adoption location <ul style="list-style-type: none"> Same cost as existing EAC location (including 2 employees) = ~\$300k per year Incremental spay and neuter and vaccine supplies for 1,300 dogs @ \$96= ~\$125k per year 	1,300 adoptions/yr	\$425k/yr	\$327	2	Retail partner
	3.2.2 – Expanding its retail presence via extended adoption hours <ul style="list-style-type: none"> Incremental spay and neuter costs for 520 dog adoption @ \$96 = \$50k per year Additional 12 adoption hours a week with 2 staff to sit at the adoption desk @ ~\$15/hr = \$19k per year Additional 12 hours a week for 2 staff to aid adopters as they walk around kennels @~\$10/hr = ~\$12k per year 	520 adoptions/yr	\$81k/yr	\$156	1.2	-
	3.3 DAS should increase volume through its transfer program by:	1,570 transfers/yr	\$51k/yr	n/a	1	-
	3.3.1 – Establishing a "transfer-on-intake" program w/ a single high-volume partner	1,000 transfers/yr	0	\$0	0	-
	3.3.2 – Segmenting relationship mgmt of transfer partners by size and support <ul style="list-style-type: none"> 1 Transfer Coordinator @ \$51k per year 	570 transfers/yr	\$51k/yr	\$89	1	-
	3.4 DAS should establish a pet transport program to facilitate out-of-state adoptions <ul style="list-style-type: none"> 1 program supervisor @ \$51K/yr = \$51k per year Pet food provided for 0.9–2k dogs @ \$21/two week hold period = \$19k-42k/yr Incremental spay and neuter surgeries for 0.9–2k dogs @ \$96 = \$86k-192k/yr DAS other transport costs paid by adopter 	900-2,000 adoptions/yr	\$156k- \$285k/yr	\$143- \$174	1	501(c)(3) partner
	3.5 DAS should deflect owner surrenders through owner assistance programs <ul style="list-style-type: none"> DAS labor to coordinate and implement owner assistance program <ul style="list-style-type: none"> 0.5 employee @ \$51K/year = \$26k per year Costs for owner assistance that should be shared with 501(c)(3) partners <ul style="list-style-type: none"> 340 dog runs, 670 routine vet care tabs, 47 S/N surgeries, 17 dog owners receive food assistance, 17 behavior courses 	2,600 deflections/yr	\$26k/yr ¹	\$10	0.5	501(c)(3) partners

1. The total cost of all deflections to support organizations represents ~1% of the total budget of animal welfare organizations that responded to a recent survey. As such, we assume that sufficient capacity exists within the community to address all 2,600 deflections without additional funding from DAS.

Note: nq = not quantified, Salaries based on similar positions listed on Texas Tribune grossed up 20% to include benefits

Source: BCG analysis

Deep-dive on strategic recommendations (III)

							High Priority
Priority area	Recommendation and key assumptions	Impact	Cost	Cost/ dog	Emp.	DAS partner	
3 LRR (cont'd)	3.6 DAS should provide enhanced behavior training to increase adoptability of dogs <ul style="list-style-type: none"> 700-1,300 incremental spay and neuter surgeries @ \$96= \$68k-\$122k per year 15,430 behavior courses @ \$21-42 = \$324-648k per year¹ 	700-1300 adoptions/yr	\$392k- \$770k/yr	\$556 - \$605	0 ²	-	
	3.7 DAS should hire 1 veterinarian and 2 vet techs to perform spay and neuter surgeries and vaccinations to support the increase in dog adoptions	nq ³	nq ³	n/a ³	3	-	
4 Pop. control	4.1 The Dallas community should provide ~46,000 free spay/neuter surgeries in southern Dallas for each of the next 3 years <ul style="list-style-type: none"> \$160 per surgery at Spay Days add'l 5,880 surgeries = ~\$950k \$168 per surgery in mobile vans for add'l 37,500 surgeries = ~\$6.3MM 3 hotline associates @ \$25k = \$75k Overhead @ \$52k 1 project manager @ \$100k 	46k surgeries /yr	Up to \$7.5MM/yr	\$163	4 ⁵	501(c)(3) partners + Comm'ty	
	4.2 Animal welfare organizations in Dallas should coordinate S/N efforts	nq	0	n/a	0	Comm'ty	
	4.3 The City of Dallas should establish elementary school education programs related to pet ownership <ul style="list-style-type: none"> 6 teacher resource costs ~\$66K/yr = \$396k/yr 	6k reached/yr	\$396k/yr	n/a	12	City of Dallas	
	4.4 DAS should enforce S/N ordinances in coordination with outreach	nq	nq	n/a	0	-	
5 Comm'ty Collab.	5.1 DAS should work with CIS and other city departments to provide open access to operating data and automated reporting <ul style="list-style-type: none"> \$30k increase in salary to elevate current budgeted Coordinator II: Data Analyst to a Manager II: Business to ensure proper skillset for position 	nq	\$30k/yr ⁶	n/a	0	City of Dallas	
	5.2 The animal welfare community of Dallas should share the workload of the strategic recommendations	nq	nq	n/a	0	Comm'ty	
	5.3 The animal welfare community of Dallas should engage in an inclusive, fact-based dialogue	nq	nq	n/a	0	Comm'ty	

1. Behavior classes can continue even after the dog has been adopted; 2. There is no additional FTE in this because the behavior courses are contracted out to existing professionals and organizations; 3. Cost and impact allocated to across LRR recommendations according to volume of dog adoptions; 4. 46,000 S/N surgeries to be delivered each year for three years before ramping down; 5. This project manager and data analyst should be dedicated to ensuring recommendations are effectively implemented; 6. Current data analyst is budgeted for ~\$42 while a Manager II-Business has a salary of ~\$67k. The recommended salary differential would be a ~25k increase to budget

Note: nq = not quantified, Salaries based on similar positions listed on Texas Tribune grossed up 20% to include benefits

Source: BCG analysis

Deep-dive on strategic recommendations (IV)

		High Priority				
Priority area	Recommendation and key assumptions	Impact	Cost	Cost/dog	Emp.	DAS partner
6 Gov.	6.1 DAS should move out from under the Department of Code Compliance and become an independent municipal department <ul style="list-style-type: none"> Assuming DAS must make a 1:1 replacement of support services¹ currently provided by Department of Code, it would cost \$370k Assuming DAS needs support services¹ in line with BCG public sector and animal service organizations benchmarks, it would cost \$250k 	<i>nq</i>	\$310k ² /yr	<i>n/a</i>	5	City of Dallas
	6.2 The City of Dallas should increase funding for Dallas Animal Services to support recommendations	<i>nq</i>	<i>n/a</i> ³	<i>n/a</i>	0	City of Dallas
	6.3 The City of Dallas or DAS should hire a project manager and data analyst to oversee the implementation of recommendations <ul style="list-style-type: none"> 1 project manager @ \$100k per year 1 analyst @ \$58k per year 	<i>nq</i>	\$158k/yr	<i>n/a</i>	2 ⁴	City of Dallas
	6.4 The Animal Advisory Commission should establish new subcommittees to support DAS	<i>nq</i>	<i>nq</i>	<i>n/a</i>	0	City of Dallas
	6.5 DAS should be exempt from the civil service hiring process	<i>nq</i>	<i>nq</i>	<i>n/a</i>	0	-
7 Operating efficiency	7.1 DAS should align its organizational structure and employee performance with its mission <ul style="list-style-type: none"> 1 data analyst @ \$58k per year for performance scorecard and reporting 	<i>nq</i>	\$58k/yr	<i>n/a</i>	1	-
	7.2 DAS should increase the scale of its volunteer program with a greater variety of roles <ul style="list-style-type: none"> 1 volunteer coordinator @51k per year 	<i>nq</i>	\$51k/yr	<i>n/a</i>	1	-

1. Support services = HR, Communications, Finance, and IT

2. Average of two cost sizing methodologies

3. No additional costs to those listed.

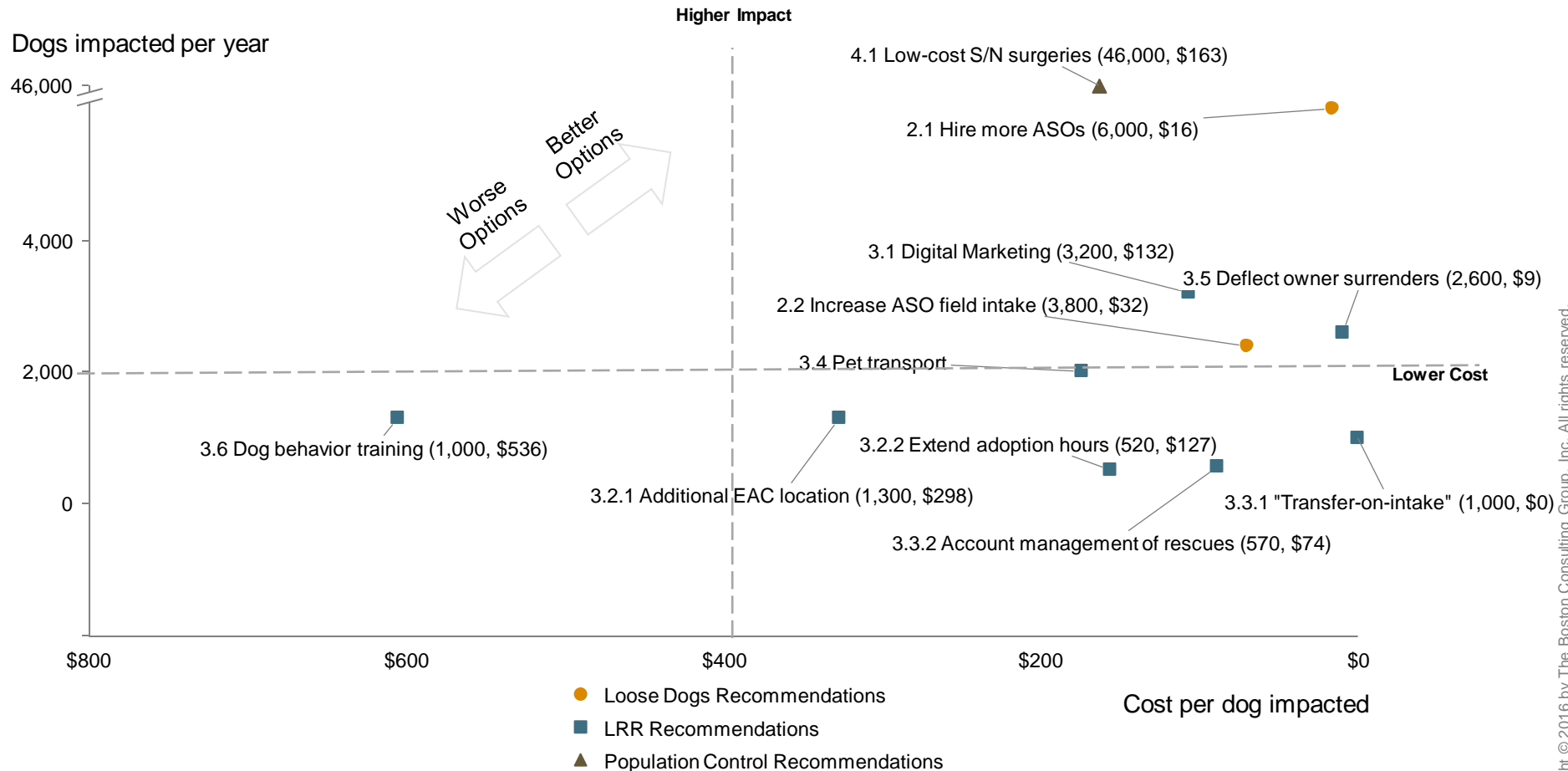
4. This project manager and analyst are unique to those already listed. These two positions will be focused on implementing and tracking all of the recommendations across the city of Dallas/

Note: *nq* = not quantified, Salaries based on similar positions listed on Texas Tribune grossed up 20% to include benefits

Source: BCG Analysis

Recommendations can be prioritized based on cost efficiency

Loose Dog and LRR Recommendations: Dogs Impacted vs Cost per Dog Impacted

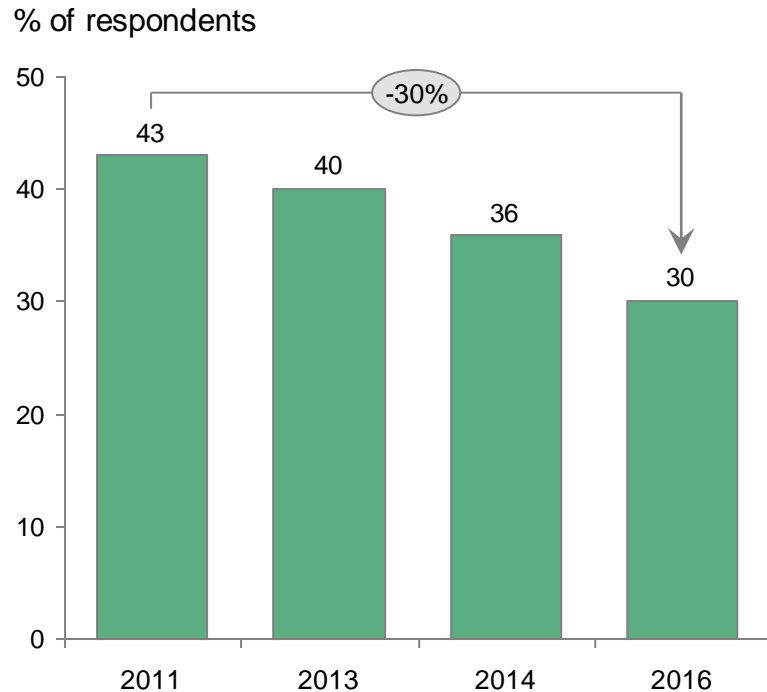


Note: Includes high range for recommendations 3.4 and 3.6
 Source: Various and BCG Analysis. See full report and supporting materials for methodology, calculations, and exact sources.

Animal Control's perceived performance based on community input has decreased year over year

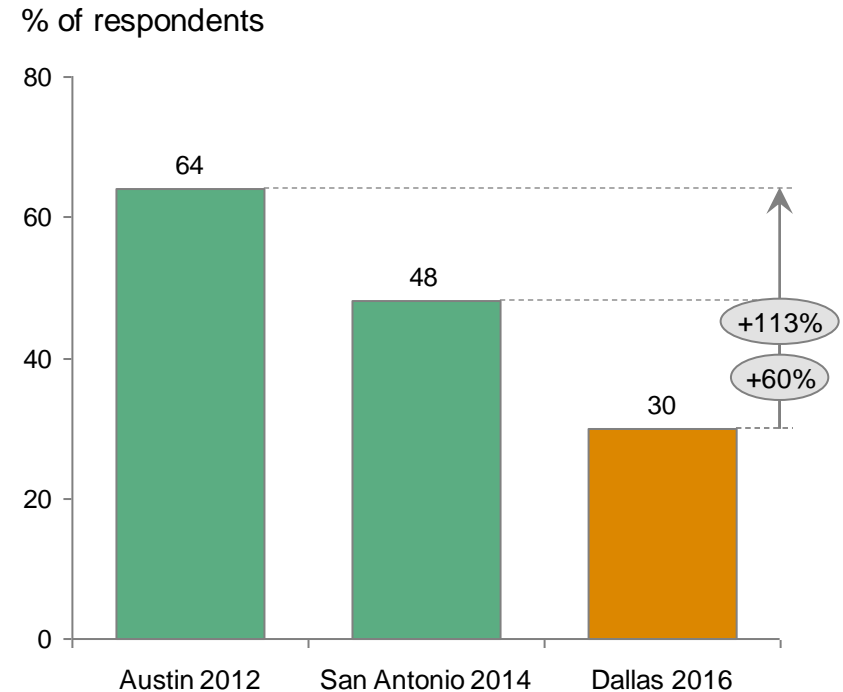
~30% decrease in city's Animal Control performance in the last 5 years

Respondents who rated Animal Control as "excellent" or "good" (excluding don't knows)



Dallas falls significantly behind when comparing to Texas peers

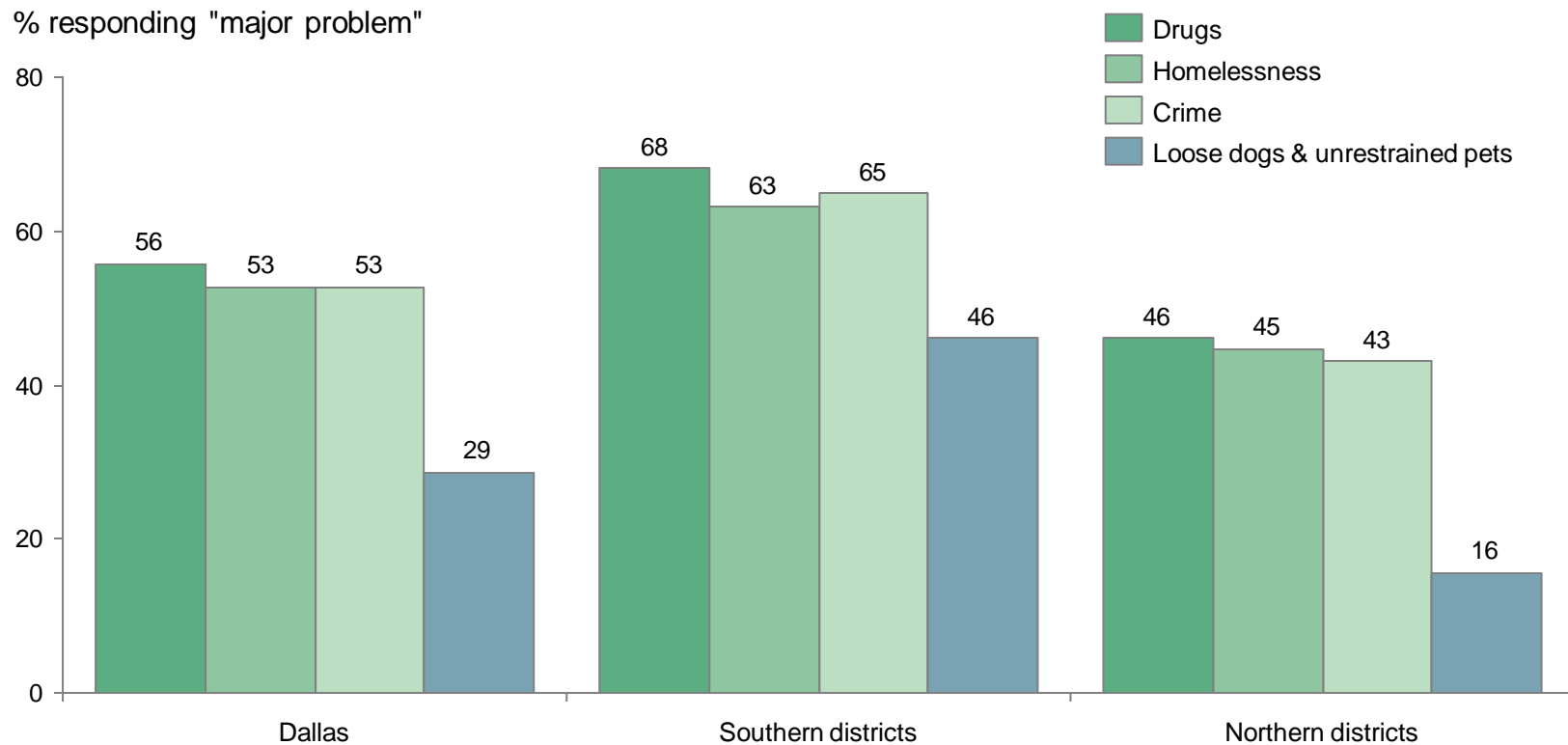
Respondents who rated item as a 4 or 5 on 5 point scale (excluding don't knows)



Note: Not all cities perform community services or conduct them yearly. City of Austin Community Survey Findings (2012). City of San Antonio Community Survey (2014)
 Source: 2014 City of Dallas Community Survey (n=1,523), 2016 City of Dallas Community Survey (n=11,512), BCG analysis

Loose dogs not identified as the leading problem in Dallas, but 46% of southern Dallas considers it a "major problem"

% of community considering a problem a "major problem" from 2016 Community Survey conducted by City of Dallas



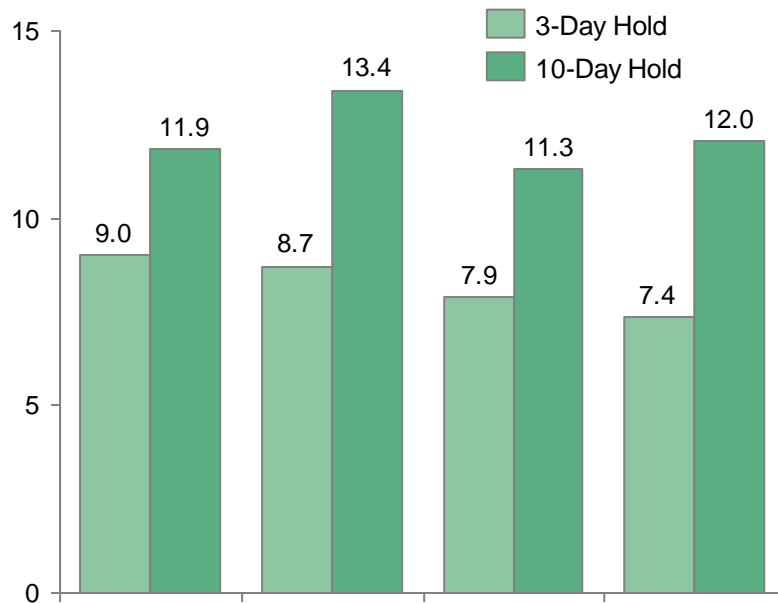
Note: I-30 used to separate North from southern Dallas. North Dallas includes districts 2,6,9,10,11,12,13,14. Southern Dallas includes districts 1,3,4,5,7,8

Source: ETC Institute Dallas Community Survey 2016, BCG analysis

Length of stay in DAS differs by intake type and eventual outcome

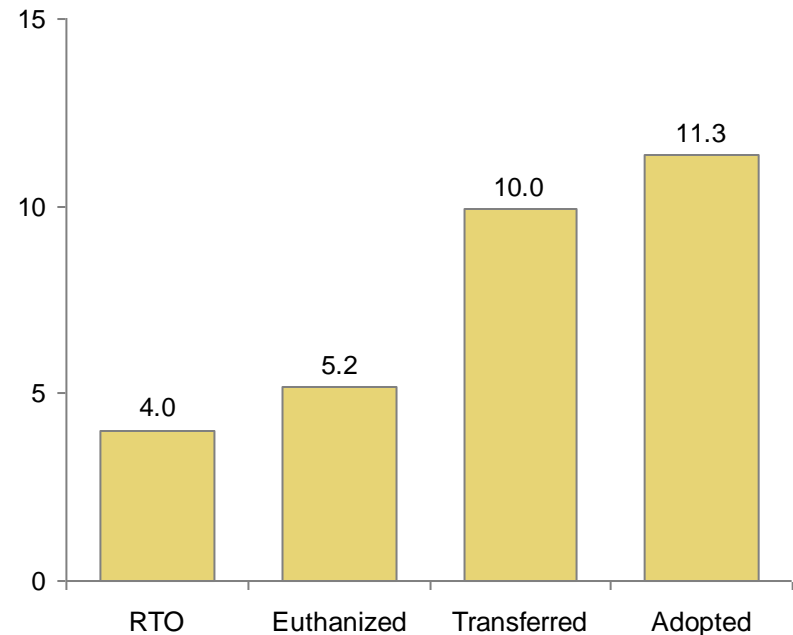
Dogs received OTC stay fewer days than dogs received from field

Average Days in DAS



Dogs eventually adopted stay longest in DAS

Average Days in DAS



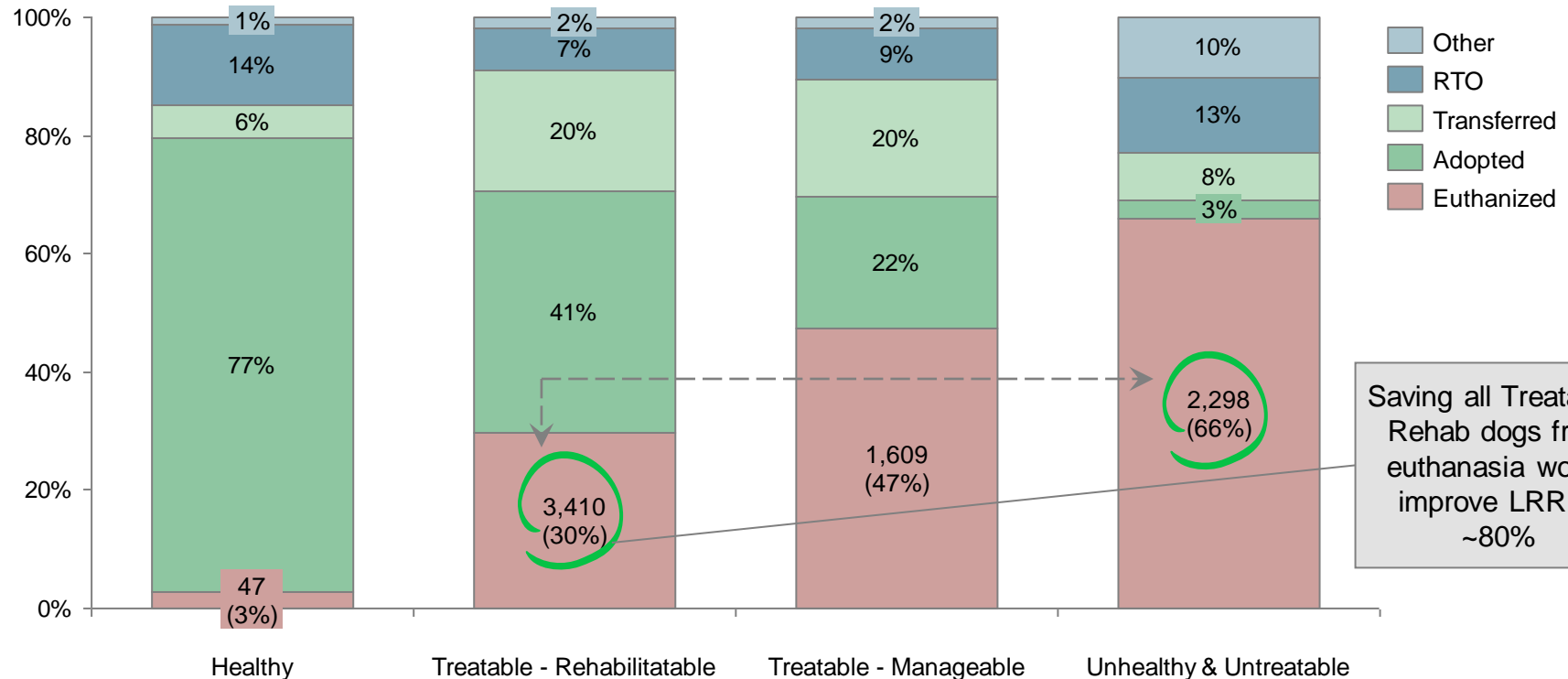
Note: Data for calendar year 2015. 'Field - Same Day RTO' includes dogs with primary intake type of 'Field' and any intake subtype and reunited with owner on the same day; 'Field - Pickup' includes dogs with primary intake type of 'Field' and intake subtypes of 'owner surrender', 'confined', or 'confiscated'; 'Field - Capture' includes dogs with primary intake type of 'Field' and intake subtype of 'stray'; 'OTC - Stray Turn-In' includes dogs with primary intake type of 'OTC' and intake subtype of 'stray'; 'OTC - Owner Surrender' includes dogs with primary intake type of 'OTC' and intake subtypes of 'owner surrender' or 'confiscated'

Source: DAS Chameleon database, BCG analysis

Relationship observed dog's health and outcome

Nevertheless, more 'Treatable-Rehab' dogs are euthanized than 'Untreatable' given scale

% of TTM as of May 2016 Dog Intake (health category based on *intake* categorization)



Saving all Treatable-Rehab dogs from euthanasia would improve LRR to ~80%

Totals	1,784	11,497	3,393	3,485
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1. Other includes dead on arrival, died in shelter, missing, or no outcome categorization specified in data; Note: TTM = trailing twelve months; Asilomar health assessment taken upon intake to the shelter; Source: DAS Chameleon database, BCG analysis

DAS mission statement primarily focused on animal welfare

Animal Welfare

Austin	To provide public service and a safety net for lost and homeless animals in the community by providing necessary food, water, shelter and standard municipal veterinary care for animals in need
Dallas (public)	DAS Dallas Animal Services and Adoption Center is dedicated to the humane treatment of animals in Dallas and educating others about responsible pet ownership . We reinforce these ideals every day by providing daily care for hundreds of animals in our shelter, assisting citizens who come to see us as well as out in the community. We respond to calls regarding animal welfare and concerns, conduct free Responsible Pet Ownership classes, hold offsite animal adoption events, and speak at and provide educational information at public safety fairs, environmental festivals, and neighborhood organizations
Dallas (private)	To strengthen our community through outreach and enforcement efforts that preserve the human animal bond through the City of Dallas
Miami	To save the lives of abandoned animals in our care, reunite lost pets with their owners, protect the people and pets in our community from health related issues and ensure the public's safety
Jacksonville	Jacksonville's Animal Care and Protective Services (ACPS) provides animal control to the citizens in Jacksonville by fair enforcement and community education. ACPS also enhances the quality of life in our neighborhoods by offering quality pets for adoption at a reasonable cost . ACPS is dedicated to providing a high level of service to the citizens in Jacksonville and to saving the lives of all adoptable animals in our community
Houston	Our mission is to promote and protect public health and animal care through sheltering, pet placement programs, pet ownership education and animal law enforcement
Los Angeles	To promote and protect the health, safety and welfare of animals and people
San Diego	To protect the health, safety & welfare of people & animals
San Antonio	Animal Care Services' mission is to encourage responsible pet ownership by promoting and protecting the health, safety, and welfare of the residents and pets of San Antonio through education, enforcement, and community partnership.
Reno	Washoe County Regional Animal Services promotes responsible care of animals through education, proactive outreach, and regulation making Washoe County a safe community
Las Vegas	The mission of Clark County Animal Control is to promote public safety, rabies control and responsible pet ownership through education, service and enforcement

Public Safety

Source: Mission statements pulled from animal services websites in respective cities, BCG Analysis.

When considering animal services operations, there are multiple governance structures to consider

Subdivision within a department	Standalone Department	Partially Privatized ¹	Completely Privatized
<p>Operates all facets of animal services, but reports to the head of another department, creating a layer between animal services and city management</p> <ul style="list-style-type: none"> • Dallas, TX • Jacksonville, FL • Houston, TX 	<p>Operates all facets of animal services and reports directly to city management</p> <ul style="list-style-type: none"> • Los Angeles, CA • San Antonio, TX • San Diego, CA • Austin, TX • Miami, FL 	<p>City contracts part of its animal services operations to an organization, typically a nonprofit, that can operate animal services on behalf of the city</p> <ul style="list-style-type: none"> • Las Vegas, NV • Reno, NV • Atlanta, GA 	<p>City contracts all animal services operations to an organization, typically a nonprofit, that can operate animal services on behalf of the city</p> <ul style="list-style-type: none"> • New York, NY <i>(although not considered a benchmark to Dallas)</i>
<ul style="list-style-type: none"> • Las Vegas, NV (Animal control) • Atlanta, GA (Animal control) 	<ul style="list-style-type: none"> • Reno, NV (Animal control) 	<p>Note: above cities' animal control functions are government operated</p>	

1. Typically, cities/counties will only privatize their animal shelter operations and operate field collection themselves; Note: If operations are partially privatized, the part of the organization that is not privatized can be a subdivision within a department or a standalone department within the city/county; Source: BCG analysis

Each structure has different pros and cons and impact on key areas

	1 Resources and Talent	2 Communication and Coordination	3 Execution and Accountability
Subdivision within a department	<ul style="list-style-type: none"> ✗ Hiring leadership and staff difficult due to lower profile & complexity ✓ Can receive layover funds from parent department 	<ul style="list-style-type: none"> ✗ Lacks a "seat at the table" with senior city leadership ✗ Perceived to not prioritize animal welfare underneath Code 	<ul style="list-style-type: none"> ✗ Lower-level leadership role lacks authority to execute ✗ Multiple layers of mgmt cloud accountability
Independent department	<ul style="list-style-type: none"> ✓ Hiring easier due to higher profile ✗ Competes with other departments for budget 	<ul style="list-style-type: none"> ✓ Greater control over messages and access ✓ Demonstrates animal services as a priority 	<ul style="list-style-type: none"> ✓ Single accountability sharpens priorities ✓ Least likely to experience conflicts of interest
Partially privatized (Shelter only)	<ul style="list-style-type: none"> ✓ Hiring easier due to partial separation from city ✓ Fixed funding from city, but can receive donations 	<ul style="list-style-type: none"> ✓ Partial control over message, but removed from government ✓ Greater freedom of action ✗ Lack of coordination between shelter and animal control 	<ul style="list-style-type: none"> ✓ Greater operating potential ✗ Moderate effort in standing-up new structure
Completely privatized (Field + Shelter)	<ul style="list-style-type: none"> ✓ Hiring easiest due to complete separation from city ✓ Fixed funding from city, but can receive donations 	<ul style="list-style-type: none"> ✓ Free control of message, but removed from government ✓ Greatest freedom of action 	<ul style="list-style-type: none"> ✓ Greatest operating potential ✗ Org lacks accountability to city, potential conflicts exists ✗ No clear organization today to fill this need immediately ✗ Heavy setup effort

Note: Typically, cities/counties will only privatize their animal shelter operations and operate field collection themselves.

Source: BCG analysis

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