

AUDITOR'S RECOMMENDATION	TORONTO ANIMAL SERVICE'S ACTION
<p>1. Best Practices</p> <p>“In addition to developing an action plan to increase revenue, TAS should identify methods and best practices in other jurisdictions to ensure the program’s overall objectives are effectively achieved and funds allocated to it are properly managed. Areas to be reviewed include, but are not limited to, organizational structure, performance measures and service level targets, enabling information technology initiatives, and staffing strategies. A review should be undertaken to identify best practices in other jurisdictions.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • A best practices survey was developed and forwarded to 29 animal care and/or control organizations across North America which are either similar to the City of Toronto in size and/or budget, or which are known to be particularly successful in at least one of its core services • 13 responses received • Survey for Toronto TAS completed as a comparator • Data is currently being used in the development of TAS programs
<p>2. Policies and Procedures</p> <p>“A dedicated resource be assigned the sole responsibility of revising, finalizing and issuing all policies and procedures for TAS.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Resources assigned to the development of policies • Nine policies developed; and three draft policies await final review • TAS Intranet site has been established to contain policies and procedures • Annual review has been scheduled
<p>3. Performance Indicators and Service Level Targets</p> <p>“Clear and measurable service standards and performance indicators be developed for the various components and functions of Toronto Animal Services, performance measured against standards/indicators on a regular basis, and corrective action taken as required to ensure objectives are achieved and operations continuously improved.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Quantitative performance measures have been identified for: <ul style="list-style-type: none"> - 338-PAWS (initial point of client contact with TAS) - Licensing - Field Services - Adoption Rates - Pet Population Control (Spay/Neuters Performed) • Changes to the Chameleon system have been implemented to enable staff to track Field response time on a regular basis by: Officer, Region, and City-wide • The Dispatch Supervisor and Acting Supervisor has been trained in the use of CCMIS (Call Centre Management Information System) to monitor 338-PAWS performance on both a regular and/or an ad hoc basis

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	<ul style="list-style-type: none"> • Telephone Protocol developed for 338-PAWS staff to improve service quality (Customer Service training scheduled in the near future) • An Annual TAS Performance Report has been developed and will be posted on the Intranet site • Reporting from the Chameleon system is available on an as-required basis for supervisory staff to track performance on an ongoing basis
<p>4. Use of Information to Improve Resource Management and Operations</p> <p>“The accuracy, completeness and reliability of information in Toronto Animal Services be improved by:</p> <ul style="list-style-type: none"> • Determining the type of data that is necessary for key managerial decisions and supervision; • Incorporating data entry standards into the policies and procedures to be issued; • Providing training to staff to ensure the input of data in a standard format that facilitates the integrity of information and reporting; and • Ensuring that regular reports are provided to management for operational, workload/trend analysis, performance/ service standard measurement and decision-making purposes.” 	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • The Activity types and Sub-Types in Chameleon have been simplified from 12 to 9 activities and from 75 to 62 sub-types. This should assist in reducing data entry errors and inconsistencies. • Relevant and meaningful reports (as determined by the supervisors) are now available on the reporting menu of Chameleon for supervisors to use on an as-need basis • Errors in data entry are now forwarded to supervisors for resolution with staff
<p>5. Controls over Cash/Revenue Collected</p> <p>“The controls over cash/revenue collected be improved by:</p> <ul style="list-style-type: none"> • Reminding staff of the need to ensure all monies collected are deposited in a timely manner to the City’s accounts, and of the consequences if staff are found to not adhere to this requirement • Standardizing types of receipts issued in the field in all districts and conducting regular supervisory review of these receipts and monies collected to ensure that: <ul style="list-style-type: none"> - a standard sequentially controlled receipt is issued for all money 	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • A single field receipt has been developed with pre-printed sequential numbers • Central storage and distribution of receipt books has been established • Policy regarding the control, distribution and reconciliation of receipts has been developed • Portable in-field Interac/Debit machine Pilot project in North Region has been initiated to reduce the number of cash transactions in the field • Daily cash box reconciliation implemented • Staff have been reminded of the need to deposit regularly • All financial activities result in a Chameleon

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<p>transactions for which individual staff can be held accountable;</p> <ul style="list-style-type: none"> - the integrity of the sequential control of receipts is maintained; and all monies are being deposited <ul style="list-style-type: none"> • Centrally performing reconciliations by regional animal centre on a regular basis (in addition to the daily cash box closings performed at each centre), to assess the reasonableness of various revenue collected, and investigating any discrepancies/anomalies identified as follows: tags issued to revenue from new license fees; and each main type of revenue generating activity as recorded in Chameleon to actual revenue recorded” 	<p>receipt</p>
<p>6. No Standard Procedures for Deposit of Monies Collected</p> <p>“All locations be formally advised in writing of the requirement to deposit monies at least weekly and more frequently where warranted.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Shelter and head office deposits are now made on regular basis <p>Policy in place regarding deposits</p>
<p>7. Access to safes must be restricted</p> <p>“Procedures be developed and communicated to staff to better control access to the safes at shelter locations, such that:</p> <ul style="list-style-type: none"> • Floats are stored in a separate secure location and not in the safe that stores monies awaiting deposit • Combinations to the safes are changed at least annually, as well as whenever there is a change of staff who know the combination or if there is a theft/break-in, or staff believe someone may have unauthorized access <p>Only staff who require regular access are given the combination, and that the number of staff in this regard be kept to an absolute minimum.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Safes secured with separate compartments • New safes purchased where necessary
<p>8. Roles and Responsibilities</p> <p>“The current generalist role of Animal Care and Control Officers be reviewed and reconsidered to ensure it best meets the needs and overall objectives of Toronto Animal Services. The review should confirm the roles, responsibilities</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Independent review undertaken by Human Resources • Review involved extensive consultation with TAS management and focus groups consisting

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<p>and skill set required by staff to perform shelter care and by-law enforcement duties. It should also consider the current skill set of staff, recent legislative changes, upcoming revenue generating requirements, and compare cost and benefits of the current structure to a model where staff are assigned to either shelter care or by-law enforcement, or a hybrid model.”</p>	<p>of approximately 25 staff</p> <ul style="list-style-type: none"> • An action plan in response to this review is currently under development
<p>9. Supervision</p> <p>“Supervision in Toronto Animal Services be enhanced by:</p> <ul style="list-style-type: none"> • Clarifying/confirming the roles and responsibilities of supervisors and Animal Care and Control (ACCO) 1 positions with respect to overseeing staff; • Reviewing and determining the effectiveness of the ACCO 1 position and its impact on the supervisors roles and responsibilities six months to one year following the implementation of these new positions • Providing necessary training to all staff with supervisory responsibilities; and • Reviewing the workload statistics of field and shelter office staff regularly to ensure staff are being properly deployed and to identify other potential issues that require corrective action.” 	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Roles and responsibilities of ACCO1s have been developed, documented and discussed with the eight (8) ACCO1s (two per region, once consolidated) • Training needs of ACCO1s being assessed and a 2007/2008 training program is under development • ACCO1s assuming duties upon consolidation <p>RECOMMENDED NEXT STEPS:</p> <ul style="list-style-type: none"> • Impact of ACCO1 positions to be re-assessed six and twelve months following assumption of duties
<p>10. Hours of Operation</p> <p>“A cost/benefit analysis of extending the hours of operation for field and dispatch operations during the summer should be presented to the MOH and the Board.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Although extended field and dispatch operations hours cannot be sustained at this point in time, shelter hours of operation have been extended to 7 days per week with consistent hours (10:30 a.m. – 6:30 p.m.) • This cost/benefit analysis should be re-visited once additional staffing has been achieved through increased Licensing revenues
<p>11. Working Conditions</p> <p>“The office working conditions at 35 Spadina (2nd floor) be reviewed by Occupational Health and Safety to ensure that the health and safety concerns expressed by dispatch staff at this</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Measures have been implemented to improve air flow • Sound absorption panels have greatly reduced noise concerns

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location are addressed.”	
<p>12. Communication (Computer system)</p> <p>“A cost/benefit analysis be completed and presented to the MOH and the Board (as necessary) of installing a GPS system and providing field staff with mobile wireless computers with access to Chameleon, to improve the dispatching of calls received, such that calls are responded to in a more efficient and timely manner, and to enable activities to be tracked in a complete and timely manner.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Cost/benefit analysis submitted • Project scheduled on TPH IT Capital Work Plan for 2010
<p>13. Communication (Phone system)</p> <p>“Action be taken as necessary to resolve problems (e.g., calls disconnecting) relating to the internal telephone system with regard to handling calls that are not answered in the shelters.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Phone system was investigated • Discovered that the technology is sufficient; problems were occurring due to staff logging out of the system simultaneously • Staff were advised of the problem • No further complaints have been received • Ongoing client satisfaction will be measured through period surveys
<p>14. Harmonizing Practices Within the City</p> <p>“Action be taken to eliminate service inconsistencies relating to the pick up of dead animals in various areas of the City, as well as other services that should be standard across the City. Toronto Animal Services should work with other City divisions (e.g. Transportation) as required to resolve these service issues.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Inconsistent cadaver pickup has been resolved • Inconsistencies also found to result from lack of policies and enforcement of policies • Policies have been developed to address these issue
<p>15. “Clean Up” of Data</p> <p>“A dedicated resource be assigned the responsibility of cleaning up existing data in the Chameleon system. This assignment should be completed by January 31, 2006 and the results of the clean-up considered in the Increasing TAS Revenue project, as appropriate.”</p>	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • Duplicate records have been removed • The Chameleon licence tag database has been ‘cleaned up’ from the original 95,000 records (there are now 44,580 license records) • Follow-up of 2000 – 2004 delinquent accounts has been pursued first by either mail or phone • Collection efforts for 2005 - 2006 delinquent accounts will be undertaken in April • Collection policy is being developed to reduce

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	uncollectible accounts and "dormant" records for the future
<p>16. Implementation</p> <p>"The MOH, in consultation with the Director of Healthy Environments and the Manager, Animal Services, assign a dedicated staff person to oversee the implementation of the recommendations contained in this report, and ensure any one-time resources required to facilitate corrective action required is allocated to this project"</p> <p>17. "The Recommendations Implementation Lead should:</p> <ul style="list-style-type: none"> • develop a project plan that includes action to be taken, lead responsibility, dedicated resources required and timelines; and provide regular status reports on the implementation to the MOH, Director of Healthy Environments and Manager, Animal Services." 	<p>ACTIONS COMPLETED:</p> <ul style="list-style-type: none"> • a temporary position (Associate Director) was established and recruited in June 2006 to undertake this role • A project plan was developed which included the involvement of all TAS management staff as well as other City resources • Monthly project update meeting with the MOH, Director of Healthy Environments, Associate Director and Manager, Animal Services were conducted