

2010 Showcase in Excellence Award Recipient

Maricopa County Animal Care and Control “Uno Por Uno”



Company Information:

Highest Ranking Official:
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Maricopa County

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Type of work:
MCACC offers a variety of services to the community including: shelter for lost and stray animals; adoption programs to place dogs and cats in loving homes; spay and neuter surgeries to prevent more unwanted animals; dog licensing; rabies vaccinations for dogs and cats; and community outreach

Workforce: (170)

Testimonial of Value of the Arizona Performance Excellence Award Program

“Private organizations thrive when processes are regularly assessed and arranged to meet demand and increase efficiency. Government entities also have a duty to ensure the utmost efficient use of resources. Promoting process improvement to ensure sustainability of critical services must be part of every operation. The Arizona Performance Excellence Award Program offers a great opportunity for a thorough and strict process assessment, both internally and externally. Maricopa County Animal Care and Control has benefited tremendously from this program. We highly recommend it for any organization in search of excellence.”

Rodrigo Silva, Assistant County Manager, Maricopa County

Highlights of Organizational Process:

The mission of Maricopa County Animal Care and Control (MCACC) is to promote and protect the health, safety, and welfare of people and pets in Maricopa County so that citizens can be free from nuisances, diseases, and other dangers caused by animals. Its corresponding vision is to strive to reduce the dangers and nuisances caused by irresponsible pet ownership and protect pets from abuse, neglect, and homelessness. MCACC’s strategic goals are to eliminate the euthanasia of “treatable/manageable” pets while maintaining zero euthanasia of “healthy adoptable” pets, to increase dog licensing compliance, and to provide a minimum of 10,000 pet sterilization surgeries per year in vulnerable areas.

The department’s values provide the foundation for the way MCACC provides services to its customers. These values are transparency, clarity, accountability, safety, professionalism, and a humane attitude.

MCACC has taken a pro-active approach to curbing the problem of pet homelessness and ending the euthanasia of adoptable pets in Maricopa County. Realizing that the challenge of changing the culture of pet ownership in the County is key to attaining its goals and reinforcing its mission, MCACC has committed itself to increasing its efforts to educate pet owners about responsible pet ownership, spaying and neutering, the leash law, vaccinations, and pet licensing. MCACC believes the best way to achieve this cultural shift is to impact the County through a localized campaign effort targeting vulnerable communities. MCACC devised a program to “saturate” these areas “one by one” with increased outreach, spay/neuter services, vaccination, and education efforts. This program, known as “Uno por Uno” (“one by one” in Spanish, hereto UpU), is the focus of MCACC’s showcase process.

The principal customers of the UpU process are the residents of vulnerable populations of Maricopa County and their pets. Specific customers include pet owners, victims of irresponsible pet ownership, and those residents who have an interaction with animals within these vulnerable areas.

One of the major challenges to MCACC, as it provides services to Maricopa County residents, is to sustain its mandated and non-mandated programs at the levels necessary to provide positive results. MCACC is a special revenue fund department within Maricopa County and must generate its own revenue for all provided services. As our services provide positive results, customers and partners rely on this continuing high level of service. Although fees and charges for services remain the department’s main revenue stream, donations and grants fund non-mandated services such as UpU.

Mobile spay/neuter clinics throughout the country provide services in a variety of financial and operational models. While none of these surveyed have the same operational and financial model as UpU, there are best practices within these clinics that MCACC continually reviews for benchmarking and improvement.

MCACC exhibits the following three core values throughout the organization. They are specifically emphasized in the UpU process. The three core values are:

- **Agility**

The UpU program provides services on an ongoing basis to customers throughout the vulnerable populations of Maricopa County. The timing, locations, setup, and actual services may vary based on the needs of the customer and available resources. Staff must be able to change conditions and service performance with little notice to accommodate, and in some cases, anticipate the needs of the customer. As the program evolves, it must be able to be proactive to new options and innovative ways to provide increased customer value. Agility is very important to maintaining a high level of service that is meaningful to the customer.

- **Social Responsibility**

The focus on business ethics and the protection of public health, safety, and the environment is incorporated within MCACC’s mission, vision, and values. The department encourages people to vaccinate and spay/neuter their pet as a matter of social responsibility to their neighbors and the community. In addition, there are advantages that a sterilized and vaccinated pet brings to its owners. Information about the benefits of spay/neuter, vaccination, and licensing is made available through every media venue available to the department and the County.

- **Customer-Driven Excellence**

This core value is derived from organizational agility and is exemplified in providing excellent customer value. Through continuous process review and analysis, the UpU process integrates customer suggestions and improved service methods into the process, reducing inconvenient and negative experiences. This customer focused service builds acceptance and loyalty in areas with inadequate accessibility to services through either price or location.