

2005 Showcase in Excellence Awards Recipient
Animal Care & Control - Maricopa County
“License Renewal Process”



Employee inputting License
Renewal, Animal Care & Control

Company Information:

Highest Ranking Official:

Rodrigo A. Silva
MVZ, MPH, Director

Contact Person:

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Administrative Operations
Manager
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Type of work:

Maricopa County Animal Care & Control provides rabies/animal control enforcement to the communities within Maricopa County. The Department's infrastructure encompasses community outreach and development, animal control enforcement, dog and cat licensing, rabies impoundment and quarantine, and revenue collection and management.

Workforce: 149 employees

Testimonial of Value of the AZ State Quality Awards Program

“The preparation and development of our application enabled us to examine our processes in depth, questioning the way we do things. This exercise has allowed us to strengthen our commitment to the County’s culture of process improvement. The Feedback Report provided valuable information regarding strengths and opportunities for improvement. With the commitment and hard work of staff, the input from the examiners will materialize in better services for our community.

We would encourage everyone to participate in this program.”

- Rodrigo A. Silva, MVZ, MPH, Director

Highlights of Organizational Process:

Process Results:

- Based on prior performance levels, Maricopa County Animal Care & Control (MCAC&C) has illustrated a positive impact on length of the licensing renewal process. Process performance has improved from a best of a 16-day average in FY 02-03 to an average of 2 days since the licensing renewal process was implemented and has remained in effect for at least 6 monthly cycles.
- MCAC&C demonstrates a positive effect on customer perceived value as evidenced by a decrease in licensing related calls from 17,000 per month to an average of 2,000 per month since the process was implemented.
- Implementation of the licensing renewal process resulted in a decrease in Cost Per Renewal from an average cost of \$2.64 over the last three fiscal years to the current cost of \$1.45.
- In addition, Error Rates have decreased to 0.24%. The lower level of errors may have a positive impact on customer-perceived value and help to build positive customer relationships.

The Process:

- MCAC&C recognizes that customer-driven excellence demands an awareness of developments in technology plus rapid and flexible response to customer changes. For the first time in seven years, MCAC&C received a letter of gratitude due to the process being done in-house instead of being outsourced.
- MCAC&C is committed to the goal of social responsibility by actively taking advantage of opportunities to inform the public and sharing its process with other entities. The knowledge gained is shared across the organization and with strategic partners and allows MCAC&C to remain engaged and continue good practices.
- MCAC&C implemented the licensing renewal process by piloting it with its partners prior to live production. This approach allowed for monitoring and refinement of the process before system-wide deployment.
- MCAC&C created the licensing renewal process through collaboration with all four partner organizations to design it in a way that is efficient and effective for everyone involved. Additionally, the Administrative Operations Manager meets with each partner organization monthly to discuss the process and stay abreast of any new technological developments. This added coordination ensures continued efficiency and effectiveness of the process.
- MCAC&C participates in proactive monitoring of its licensing renewal process to identify areas of concern before they become problems. The data verification and error correction mechanisms that are built into the process are critical to the success of the time-pressured process in which MCAC&C participates, for the prevention of future errors. MCAC&C's data entry policy increases data input accuracy and multiple verification points offer various checks and balances among all strategic partners.
- MCAC&C demonstrates a commitment to customer service by its process design, which significantly reduces errors and processing time. The process was highlighted by a partner organization as the "most efficient, expedient process in the Country".