Education Dissertations and Projects   School of Education

2017

The Reinvention of the Gaston County Animal Control

Jay W. Human
Gardner-Webb University

Follow this and additional works at: https://digitalcommons.gardner-webb.edu/education_etd

Part of the Education Commons

Recommended Citation

Consultancy Project
Executive Summary

Organization: Gardner-Webb University School of Education

Project Title: The Reinvention of the Gaston County Animal Control

Candidate: Jay W. Human

Consultancy Coach: Dr. Steven Bingham

Defense Date: November 3, 2017

Authorized by: James W. Buie / Chief of Police (Retired)
                             Joseph D. Ramey / Chief of Police

Amendment History

Version	Issue Date	Changes
DEOLV1	10/11/17	Initial version.
DEOLV2	10/12/17	Abstract corrections, page index auditing, table and figure number auditing.

Approval

This consultancy project was submitted by Jay W. Human under the direction of the persons listed below. It was submitted to Gardner-Webb University School of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

_____   _____
Dr. Steven Bingham, Faculty Advisor   Date
Gardner-Webb University

_____   _____
Joseph D. Ramey, Site Advisor   Date
Chief of Police

To my classmates, Tiffany, Randa and Keesha, I thank you for being there during this experience. We started the program as classmates but are finishing as family. Your friendship during this program brought a joy that made the difficult times better and the better times wonderful. We have all grown so much over the past years and are leaving the program better people and closer friends. I believe the old African proverb best describes our journey together. It says, "If you want to go fast, go alone, if you want to go far, go with many."

Last, I need to acknowledge the persons who truly were my bedrock during this program, my wife and daughter. Because of their love, support, and understanding during the program, I was able to remain focused on the work that had to be done. Their encouragement kept me going, and the sacrifices they made can never be repaid. Their love is what kept me fueled to find success, and I thank them with all my heart.

Abstract

The Reinvention of the Gaston County Animal Control. Human, Jay W., 2017,
Consultancy Project, Gardner-Webb University, Digital Commons/Culture Change/
Organizational Reinvention

In the fall of 2014 after the retirement of the longtime director, it became
apparent that the conditions within the Animal Control Division of the Gaston County
Police Department were far from what had been portrayed for years. Facing the
department was an antiquated records system, staff with limited training, a lack of
supervision resulting in lengthy response times, and a subculture existing independent of
the department's culture.

Utilizing Morgan's (2006) storyline to determine what forces were influencing the
current and future conditions within the division, I identified that the Cultural Metaphor
was the dominant frame. As Morgan (2006, p. 141) pointed out, this metaphor directs
attention to the symbolic significance of almost every aspect of organizational life
including structures, hierarchies, rules, and routines. Changing the culture of the division
was one of the four goals of my project, along with reducing pending call times,
improving training, and updating antiquated records systems and processes.

After 2½ years of project intervention, the pending call times went from 32.02 hours to
7.90 hours, an 84% reduction. In training, the division witnessed a 96% increase in
training hours per full-time employee. When examining complaints, there was an 85%
reduction in citizen complaints as well as a 42% reduction in administrative complaints.
Survey data analysis showed t-statistic values that significantly exceeded the critical
value, indicating that the observed changes were due in fact to the implemented changes
of the project and not just from chance.

Table of Contents

1 Introduction

1.1 Project Purpose

The concept of animal control in Gaston County began in 1969, when the County Board of Commissioners passed an ordinance which created the first County Dog Warden. Originally, this position had a very narrow band of responsibility. The main purpose was to protect citizens from rabies transmitted by unconfined, uncontrolled, and unimmunized dogs and to regulate dogs and other animals that were a particular nuisance or danger. Since that time, the requirements and expectations have expanded exponentially. They now answer calls that involve leash laws, registration and vaccination violations, animal cruelty, vicious animals, abandoned animals, and even livestock. The focus has also shifted to improving the health and welfare of animals.

In September of 1995, the County Board of Commissioners elected to have Animal Control become a division of the Gaston County Police Department. Under this new plan, the Animal Control Director reported directly to the Chief of Police. In 2014, the longtime director of the Animal Control Division retired. The Animal Control Director's job description at the time was a sworn law enforcement position. In addition to the Director, there are only two other positions in the division that are sworn, the A.C. Supervisors. The remainder of the division consist of non-sworn positions that work in shelter operations or in field operations (see Figure 1).
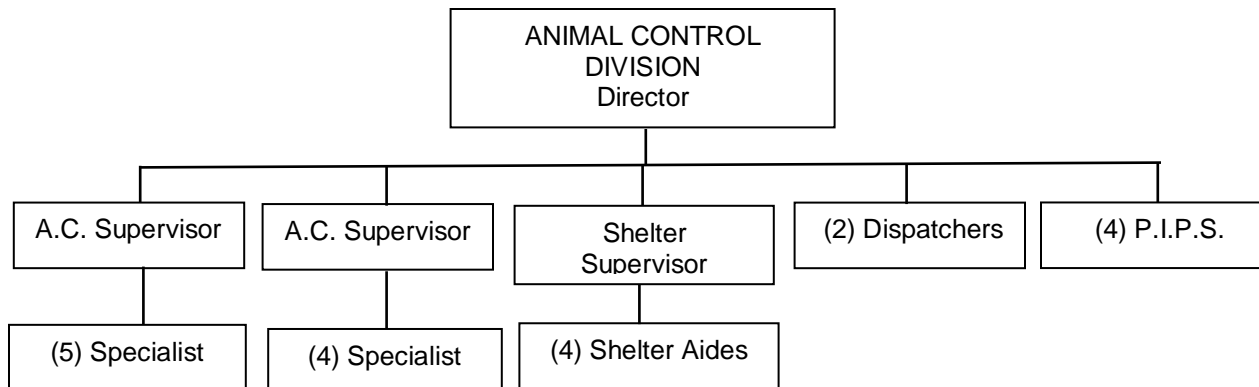
```
                    ┌─────────────────────┐
                    │  ANIMAL CONTROL     │
                    │  DIVISION           │
                    │  Director           │
                    └─────────────────────┘
```

| A.C. Supervisor | A.C. Supervisor | Shelter Supervisor | (2) Dispatchers | (4) P.I.P.S. |

| (5) Specialist | (4) Specialist | (4) Shelter Aides |

Figure 1. Animal Control Division Organizational Chart (Pre-Reinvention)

Shortly after the director's retirement, it became clear that the condition of the division had been greatly exaggerated and concealed. The director had been promoting a division that was far from what was discovered. In late 2014, it was decided that the director would no longer be a sworn position but instead would be a veterinarian. In addition, the department initiated a review of the division to evaluate the extent of the problems and issues. From November through December 2014, a captain and sergeant from the police department conducted the review and presented their findings and recommendations. Their review consisted of interviews of employees from the various job descriptions as well as in-depth observations and monitoring of the different positions. The division's records and systems were reviewed, including their Standard Operating Procedures, Training Manual, and ordinances.

What was discovered was that while the operational chart appeared to show clear lines of control and responsibility, the division was fragmented and disjointed. The different jobs were very compartmentalized with no cross training or succession planning. Employees were essentially doing whatever they wanted. During the review, it

was discovered that several accounts, such as the one for dog food purchases, had been suspended for lack of payment. Found were stacks of bills that had not been paid and no system of checks and balances in place that would have identified the problem. Certain animal rescue groups were also receiving preferential treatment by being notified of available animals, while other groups were receiving no notifications. This was creating lower numbers of animals being rescued from the shelter. In addition, rescue groups were given free access to all records and files and had essentially become the unofficial leaders of the organization. Employees work hours were also chaotic. There would be times that an employee would have to work 10 or more days before a scheduled day off. Additionally, there were some weekends and holidays where there was no one working because the lack of supervision had failed to recognize the error in scheduling.

The records systems in the division were also found to be antiquated, inefficient, and redundant at times. The majority of the systems were still being managed in a paper format. When asked why they were duplicating some of the same information in different areas, a common response given was, "I don't know, that's just how we have always done it." The supervision of the specialist, the non-sworn employees in the field operations responsible for answering the calls for service on the road, was virtually nonexistent. The sworn supervisors were overwhelmed with shelter operation demands and rarely were available to leave the office. This meant supervisors were unable to provide scene supervision to the specialist. County Police policy requires that a supervisor be present during the service of a search warrant. Because the supervisors were unable to leave the office, the specialists were left to execute the search warrants

unsupervised. The supervisors were also unable to properly conduct effective case management and review of the specialist's cases as a result of overwhelming shelter demands. It was also discovered that training for the specialists was nonexistent. Most had very little training in addition to the initial field training they received when hired and were paired with an "experienced" specialist. The dispatch operations for the division were operated independent from the police dispatch and did not provide full coverage during operating hours since there were only two dispatchers. During those times when there was no coverage, the responsibility would become those of the police dispatch center.

1.2   Associated Documents

See Appendix A for paper titled: "The Reinvention of the Gaston County Police Department's Animal Control Division."

See Appendix S for paper titled: "Ethical Organizational Analysis of the Gaston County Police Department."

1.3   Project Plan Maintenance

At the time of the project's inception in January 2015, a project timeline was created by the partnering organization representatives within the division, Captain S.V. Jentsch and Dr. K.M. Blankenship, along with this student. These members identified the action steps that needed to occur with the project and estimated a projected time when these steps should begin. An initial timeline was created and can be found in Appendix B. The team members would meet at least once a month to review the list and make any adjustments which may have been required. Additional information was included

overtime which explained the purpose for each step: when it should be initiated and when it was completed, who was responsible for each part, and what the benefit was going to be for the partnership organization. See Appendix C for the final version of the Project Plan.

The relationship between the partnership organization division members and this student did change during the life of the project, which impacted project decision making. When the project began, this student was an equal peer to the division members; however, in January 2016, this student was promoted to Assistant Chief of Police and the Animal Control Division became part of the student's command. As a result, this student was then able to make decisions, both financially and strategically, which directly influenced the project.

2   Project Scope

2.1   Outline of Partnering Organization's Objectives

2.1.1 Objectives

The project team identified four goals as the objective of the project. The four goals were

1) Reduction in the number of pending calls for service.

2) Increased training for Animal Control Specialists.

3) Improve/update administrative processes and systems.

4) Integration of the Animal Control division into the Gaston County Police culture.

See Appendix D for Milestone 2, which outlines the project objectives.

See Appendix E for paper titled "Culture Change Project."

See Appendix F for Milestone 3, which outlines the scope, processes, and systems affected as well as the boundaries of the project.

See Appendix G for Milestone 4, which contains a summary of the business benefits.

2.1.2 Success Criteria

The success of the project will be measured utilizing identified data sets, comparing the time period preceding the project implementation against the data collected after the change interventions. The data sets utilized for the comparison were

1) Pending calls for service broken down by time.

2) Training provided to the Specialists.

3) Citizen and administrative complaints.

4) Survey data examining members perceptions of leadership support, training, and cultural inclusion.

The results of the data comparison are presented in later sections.

2.1.3 Risks

A Risk/Reward Assessment was performed for the project and will be covered in more detail in section 9. The Risk/Reward Assessment examined the following areas for any associated risk and what the probability and impact could be.

1) Scope

2) Deliverables

3) Timescale

4) Resources

The three risk areas that were evaluated all resulted in low ratings for probability and impact.

2.2   Outline of Student's Objectives

2.2.1 Objectives

This student's objectives for the project were linked directly with those of the partnering organization. The goals and objectives identified through the partnership were the same for both parties. The student's objectives were to also improve the quality of leadership within the division, improve training and systems, and to acclimate the division's culture to that of the police department. This was to be

accomplished through the use of lessons learned throughout the course of the program's instruction.

2.2.2 Success Criteria

Like the project objectives, the success would also be measured by the same metrics.

2.2.3 Risks

The Risk/Reward Assessment examined the project for risks associated with the scope, deliverables, timescale, and resources as well as budget and financial. Initially, one of the risks identified was that there was not an accurate measure of the pending calls for service. The recommended action was to explore other avenues for measuring this objective. As a result of the review, two additional methods were identified and utilized during the analysis phase of the project. The financial risks were all rated as low because the project objectives could all be met while maintaining a flat budget. The only budget risk of any significance was the low probability that the shelter management software may be removed from the budget. That was nullified by the strong support in place by the Board of Commissioners for the changes taking place in the division.

2.3 Definitive Scope Statement

The scope of the project was designed to impact individuals both inside the organization as well as outside. Within the organization, the objectives for the project were to increase the quality of training provided to the staff, improve the records systems currently in use that were antiquated, and provide capable leadership for the members.

The last, and perhaps most important component, was the reintegration of the division's staff back into the County Police culture. A subculture had been allowed to exist which was in direct contradiction of the main departmental culture. The division possessed different values, norms, and behaviors which led to a lack of team work, poor performance, and substandard customer service attitudes.

The individuals and groups impacted by the project were the citizens of Gaston County and the rescue groups which work with the shelter to adopt animals. Under current conditions, citizens had long wait periods before staff would respond to their calls for service, and the level of service provided created complaints from both groups. The project designs are to improve both the time before staff responds to their calls and to provide a quality service upon arrival.

3 Deliverables

3.1 To Partnering Organization

There was not a formal list of deliverables identified by the partnering organization. They were in agreement with the four main goals of the project identified by the project team as well as the established timeline. There existed a flexibility between the partnering organization and the project team that made required adjustments flow smoothly. There were only two incidences during the project where the partnering organization wanted to move up a timeline for an identified deliverable. That occurred when the organization wanted to move ahead earlier than planned with changing the name of the division and then when they wanted the updated division graphic designed earlier. While these changes also affected several other areas of the project, the team was able to make the adjustments and continue the project on time.

3.2 From Student

The only deliverable that the partnering organization had of the student was to produce a project that would have a positive impact on the organization and bring about much needed change in the division.

4   Project Approach

4.1   Project Lifecycle Processes

The project plan was laid out in January 2015 at the time of the project's inception

and was determined by the project team, consisting of this student and representatives

from the division. See Appendix C which contains a table of the Project Plan in

Milestone 7, including what the strategies were, the activities to meet those strategies, the

timeline for their completion, who was responsible for the action, and what the expected

results were. At minimum, the project team would meet monthly to review the plan and

determine if alterations needed to be made. The plan also included involving other

members of the division to serve on research/review/suggestion committees. Additional

input was sought on other issues such as uniform selection and webpage design. As

assignments were completed, they would be appropriately marked on the plan.

4.2   Project Management Processes

The management for the project fell under the control of the two project team

members, Captain S.V. Jentsch and Dr. K.M. Blankenship. This student worked in

conjunction with them during the project. Because this student was a direct level peer

with both of the team members, during the first year, any decisions that required higher

approval had to be forwarded to the Assistant Chief. These were decisions that required

budget alterations or permission to purchase equipment. That, however, changed in

January 2016 when this student was promoted to the position of Assistant Chief, which

included command of the Animal Control division. When that occurred, decisions such

as those could now be made at this student's level.

As stated earlier, a Risk/Reward Assessment was conducted on the project. It revealed that there was a low probability of risk in the areas examined. The risks that were identified involved financial or budget risk areas; but because they could easily be adjusted for within the existing budget, there was a low probability and impact of risk.

Performance monitoring of the projected plan was accomplished through the monthly review meetings as well as examination of monthly operating numbers. The project team members also gained knowledge of the project's performance through daily interaction and conversation with staff members.

4.3   Project Support Processes

Support for the project came from all levels of the organization as well as from county government. The various positions of support were the following:

1) County Administration (County Manager, Budget Office, Human Recourses, and County Board of Commissioners)

2) Chief of Police

3) Animal Control Division leaders

4) Animal Control Division supervisors

5) Animal Control Division staff

4.4   Organization

4.4.1 Project Team

There was not a formal project team created for the project. The team members consisted of this student and the two division leaders. During the project's life cycle, other members of the division were utilized in various

capacities such as committee reviews and research.

4.4.2 Mapping Between Gaston County Police and Student

The figure below represents the organizational mapping for the project during the project's life cycle. The organizational mapping demonstrates double loop learning by allowing the Project Team to review and learn from the results of the intervention actions, providing the opportunity to make modifications to the plan to better ensure project success.

Project proposal submitted to organizational leadership for approval.

Project Team identified.

Final project results presented to organizational leadership.

Project Team reviews and updates Project Plan for any necessary modifications.

Project Plan created by team.

Data analysis conducted to evaluate success of intervention actions.

Project Team implements intervention strategies of the plan.

Figure 2. Project Mapping

5   Communications Plan

Communication Plan
Prepared for: Gaston County Police Departments   Animal Care and Enforcement Division
Prepared by: J.W. Human, Captain S.V. Jentsch, Dr. Kristine Blankenship

Aim	The goal of the communication plan is to keep the staff of the Animal Care and Enforcement Division continually informed and updated on the progress of the consultancy project, "*The Reinvention of the Gaston County Police Departments Animal Control Division.*"
Key Messages	Employees will be informed of the goals and objectives of the consultancy project, the estimated timeline, as well as the key role that they will play in its success and how the project will benefit them, the community, and the animals in Gaston County.
Target Audience	The target audience is the staff members of the Animal Care and Enforcement Division of the Gaston County Police Department.
Timeline	The first step will be to send each employee in the division a letter describing what the purpose of the project is and who the key participants will be. The letter will also include a list of initial goals and an estimated timeline for when certain processes will occur. The schedule for how often information and updates will be provided will also be described. This will occur at the initiation of the project in January 2015. The follow-up information sessions will occur every 3 months (quarterly), beginning with January, then April, July, and October. This cycle will repeat the following 2 years of the project. Nothing will prohibit additional information from being disseminated if the need arises. This task will be the responsibility of the project author. The updates will be printed and placed in each employee's division mailbox. Division staff will be asked to participate in a survey during the summer of 2015 to measure their perceptions of job satisfaction, support, and inclusion from police administrators, their time performing task, and the amount and level of training received as well as any concerns they may have. The survey will be designed by the project author but distributed by Captain S.V. Jentsch. The survey will be anonymous so staff will feel free to be more open in their responses.

	The project author will meet at least monthly with the key participants, the division leadership and supervisors, to review the previous month's results and outline what actions are necessary during the next month. The project author will also provide guidance and explanation of topics learned during the program that could help expand the participants' leadership knowledge or abilities. There should be learning opportunities for the participants so that they receive additional benefits from participating in the project. During the summer of 2017, a follow-up survey will be administered to the division staff. This survey will be compared to the original survey from 2015 to provide a measurement of the success of the project. The survey will again be prepared by the project author and distributed by Captain Jentsch. In the Fall of 2017, the project author will prepare and distribute to all staff members a final paper outlining the results of the project. In addition to the division staff, the following groups will also be included in the quarterly updates and final results: 1. The police department's upper leadership and management team. 2. The consultancy project advisor with Gardner-Webb University.

Table 1. Communication Plan

6 Work Plan

6.1 Work Breakdown Structure

- Project objectives and goals established by the project team members.

- Project timeline created by project team.

- Action steps identified by project team to meet the earlier established goals.

- Survey instrument distributed to staff members (pre survey data).

- The identified intervention implemented by project team.

- Data collection for identified goals involving call pending numbers, training, and complaints (pre-intervention).

- Survey instrument distributed to staff members (post survey data).

- Data collection for identified goals involving call pending numbers, training, and complaints (post-intervention).

- Data analysis performed to evaluate effectiveness of intervention actions.

- Final preparation, review and presentation of project results.

6.2 Resources

Goal #1: Reduction in the number of pending calls for service

Task	Status	15-Jan	15-Feb	15-Mar	15-Apr	15-May	15-Jun	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	17-May	17-Jun	17-Jul	17-Aug	17-Sep	17-Oct	17-Nov
Transfer dispatch Ops.	Completed	X	X	X																																
Assign Capt. & Sgt.s	Completed	X																				X														
Data collection (pre)	Completed	X	X	X	X	X	X	X																												
Collect post data / analysis	Completed																															X	X	X		

Goal #2: Increased training for Animal Care and Enforcement Division

Task	Status	15-Jan	15-Feb	15-Mar	15-Apr	15-May	15-Jun	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	17-May	17-Jun	17-Jul	17-Aug	17-Sep	17-Oct	17-Nov
Review/update Training Manual	Completed			X	X	X	X	X																												
Inventory equipment	Completed			X	X	X	X	X																												
Start "Staus Checks"	Completed			X	X																															
Create two FTO positions	Completed										X	X	X																							
Purchase/train on new Tranq.	Completed												X	X	X																					
Dev/admin Courtroom training	Completed										X	X	X																							
Began NACHO training	Continuing										X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Goal #3: Improve / update administrative processes and systems

Task	Status	15-Jan	15-Feb	15-Mar	15-Apr	15-May	15-Jun	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	17-May	17-Jun	17-Jul	17-Aug	17-Sep	17-Oct	17-Nov
Review/prioritize systems	Completed	X	X																																	
Review/update operations manual	Completed													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X								
Revise trap policy/form	Completed				X	X	X																													
Transfer Specialists to DAR	Completed	X	X	X	X																															
Create electronic civil citation	Ongoing		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Create electronic bite report	Ongoing		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Purchase printers for vehicles	Completed						X	X	X	X	X	X	X																							
Review/update web page	Completed						X	X	X	X	X	X	X																							
Purchase shelter management software	Completed													X	X	X	X	X	X	X	X															
Review/update ordinances	Ongoing																															X	X	X	X	X
Transition to management software	Completed																									X	X	X	X	X	X					
Review/update surrender process	Completed													X	X	X	X	X	X	X	X															
Update entry checklist	Completed																		X	X	X	X	X	X	X											
Reclassify PIPS to Rescue Parnter Co.	Completed																				X	X	X	X	X											
Change public info procedure	Completed						X	X	X	X																										
Transfer records storage to PD	Completed								X	X	X	X																								
Create new dispatch call cards	Completed	X	X																																	
Create new call signs for AC units	Completed	X	X																																	
New district mapping for CAD	Completed	X	X																																	
System for tracking priority calls	Completed	X	X																																	
Expand social media presence	Completed				X	X	X	X																												
Create inform. door hanger	Completed	X	X	X																																

Goal #4: Integration of Animal Care and Enforcement into County Police culture

Task	Status	15-Jan	15-Feb	15-Mar	15-Apr	15-May	15-Jun	15-Jul	15-Aug	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug	16-Sep	16-Oct	16-Nov	16-Dec	17-Jan	17-Feb	17-Mar	17-Apr	17-May	17-Jun	17-Jul	17-Aug	17-Sep	17-Oct	17-Nov
Assign Capt. & Sgt.s	Completed	■																				■														
Relocate Field Ops to PD	Completed		■																																	
Survey ACE staff (pre)	Completed					■	■	■	■																											
Division name change	Completed				■	■	■																													
Transition to court uniform	Completed	■	■																																	
New division graphic	Completed																				■	■	■													
Standardize staff uniform top	Completed																				■	■	■	■												
Survey ACE staff (post)	Completed																														■	■	■	■		

Figure 3. Ghantt Chart

See Appendix C for Milestone 7, which contains the Project Plan.

7 Milestones

Milestone Number	Title
1	Creation of Project Plan and timeline
2	Assignment of police leadership within the division
3	Relocation of Field Operations to police department
4	Creation of Field Training Officer positions
5	Begin sending Specialists for NACHO certification
6	Review and revision of Operations Manual
7	Purchase and implementation of new shelter management software
8	Reclassification of PIPS position to Rescue Partner Coordinator
9	Expand presence on social media
10	Renaming division to Animal Care and Enforcement
11	Implementing new graphic design for the division

8 Metrics and Results

- Pending calls for service

  - Examined call pending times for the 2 years prior to implementing the project against the last 2 full years of the project.

  - While there was a 26% increase in the number of calls for service, there was an 84% reduction in the amount of time a call spent pending before being handled.

Year	Number of Calls	Pending Time in Hours
2013	12,649	32.02
2014	11,852	18.89
2015	14,626	8.50
2016	15,988	5.07
2017	6,702	7.90

Table 2. Pending Calls for Service and Time
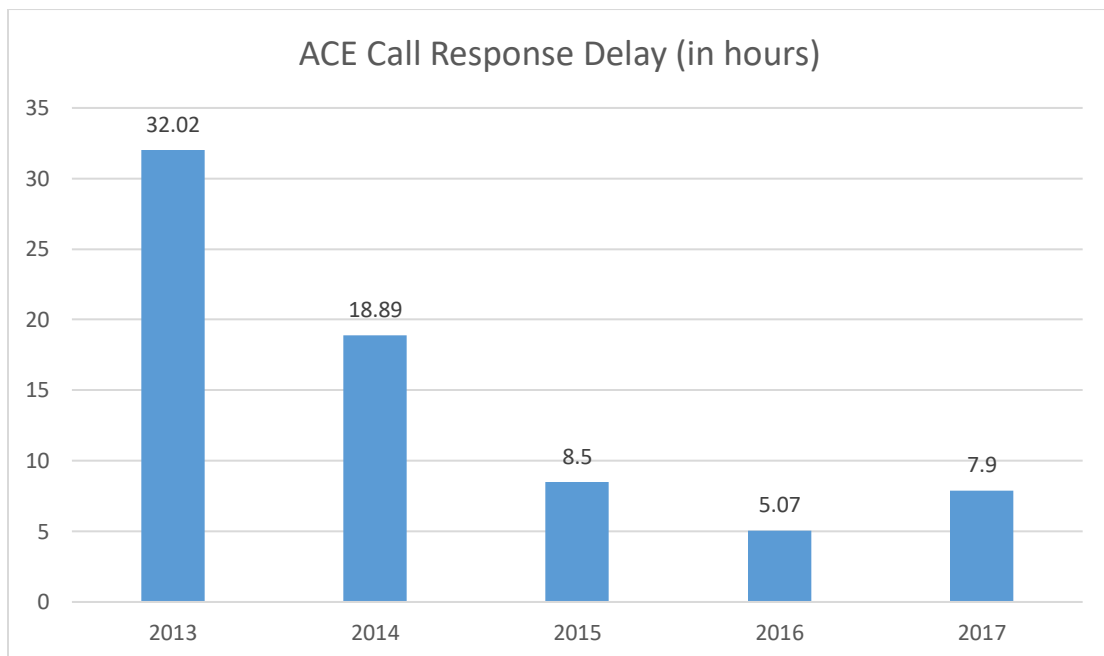
Figure 4. Pending Calls for Service by Time and Year

See Appendix H for document containing detailed breakdown.

- Improve/increase training for Animal Care and Enforcement Specialists

  - o This doctoral student examined the training records of 26 current and former employees dating back to 2006.

  - o Additionally, the budget and actual expense for training were compared from 2014, the year preceding the implementation of the project, through the current budget year.

  - o The table below reflects what the comparison revealed.

	2006-2014	2015-2017	Change	%Change
Training Hours	1,279.50	2,185.00	905.5	70.8%
Full-Time Employees (FTE)	9.5	8.3	-1.2	-12.6%
Training Hours/FTE	134.4	263.3	129.0	96.0%
Years	9	2.6	-6.4	-71.1%
Training Hours/FTE/Year	14.9	101.3	86.4	578.5%

Table 3. Training Hours

  - o The implemented changes in training are reflected in the increases.

  - o There has been a 70.8% increase in overall training hours.

  - o There has been a 96% increase in training when broken down by full-time employees (FTE).

  - o Most notably, there was a 578.5% increase in training hours per FTE when broken down by year, since the creation of the project.

  - o There was a 319% increase in spending for staff training during the first year of the project, going from $2,236.00 in 2014 to $9,378.00 in 2015.

See Appendix I for the data set of the training analysis.

- Reintegration of Animal Care and Enforcement into the Gaston County Police culture.

- o This student also compared citizen and administrative complaints filed against

  staff for 3 years before the project and the 2½ years since the intervention

  steps.

- o Data analysis suggests that the project actions produced an 85% reduction in

  citizen complaints as well as a 42% reduction in administrative complaints.

- o The below table represents those results.

Year	Citizen Complaints	Administrative Complaints
2012	4	0
2013	9	2
2014	7	5
2015	0	3
2016	1	0
2017	2	1

Table 4. Citizen and Administrative Complaints

- Employee survey instrument.

  - o The division staff were surveyed in 2015 at the beginning of the project to

    measure their perspectives on their sense of belonging to the police

    department.

  - o Their feelings of support and involvement from departmental leadership.

  - o The amount of training provided.

  - o Views of shelter operations and administrative time.

  - o Opinions of the amount of control exerted by outside entities (the animal

    rescue groups).

  - o The staff was again surveyed during the summer of 2017, and an analysis was

    conducted to evaluate any possible impact the project may have had on those

areas.

o See Appendix J for a copy of the survey instrument utilized in 2015.

o See Appendix K for a copy of the survey instrument from 2017.

o See Appendix L for the results from 2015 broken down by position.

o See Appendix M for the results from 2017 broken down by position.

o See Appendix N for survey results for 2015.

o See Appendix O for survey results for 2017.

o The below table represents the comparative analysis of the two surveys.

		2015		2017			
	N	Mean	Std. Deviation	Mean	Std. Deviation	t-Critical	t-Stat
Question 1	12	3.4167	.99620	4.6666	.42424	1.7958	5.7445
Question 2	12	3.3333	1.15470	4.5000	.45454	1.7958	5.0000
Question 3	12	3.5833	1.16450	4.5833	.44696	1.7958	5.7445
Question 4	12	3.7500	1.42223	4.9166	.08333	1.7958	3.1890
Question 5	12	3.7500	1.28806	4.9166	.08333	1.7958	3.6257
Question 6	12	3.1667	1.02986	4.5000	.63636	1.7958	9.3808
Question 7	12	3.5000	1.44600	4.4166	.62878	1.7958	2.3027
Question 8	12	4.0000	.85280	4.6666	.42424	1.7958	3.5456
Question 9	12	3.9167	1.31137	4.8333	.33333	1.7958	3.1875
Question 10	12	3.5833	1.24011	4.4166	.81060	1.7958	5.0000
Question 11	12	3.2500	.96531	4.4166	.44696	1.7958	7.0000
Question 12	12	3.5000	1.31426	4.5833	.44696	1.7958	2.8617
Question 13	12	3.8333	1.26730	4.7500	.38636	1.7958	4.0045
Question 14	12	3.1667	1.33712	4.2500	.93181	1.7958	5.6132
Question 15	12	4.1667	.93744	2.7500	1.2954	1.7958	-7.3403

Table 5. Employee Survey Results

o The obtained t-statistical value for all 15 questions significantly exceeded the critical value, indicating that the observed changes were due in fact to the implemented changes of the project and not just from chance.

o See Appendix P for Milestone 10, which details the data analysis.

- o See Appendix T for paper titled, "Data Analysis Project: Applying the Tools of Quantitative Evaluation."

9   Risks, Constraints, Assumptions

9.1   Risks

Risk/Reward Assessment

PROJECT DETAILS	
Date:	*May 1, 2016*
Project Name:	*Reinvention of the Gaston County Police Animal Control Division*

RISK IDENTIFICATION		
Risk Category: Reduction in the number of pending calls for service.		
Project Risk Impact:		
Scope	Resources	Deliverables
Timescale	Budget	Reward
Enterprise Risk Impact:		
Strategic	Operational/tactical	Financial
Compliance	Reputational	Risk Taking for Reward

Risk Description:

1. *The improved supervision will not have an impact on the number of pending calls.*
2. *The current system does not allow for an accurate count of the pending calls.*
3. *The updated administrative systems will not improve the number of pending calls.*

Risk Probability: *Low*	Risk Impact: *Low*

RISK CONTROL

Reward Assurance
Negative Result Preventative/Control Actions: *Identify another method to identify if there has been a reduction in the pending calls for service.*

Recommended Contingent Actions: *Survey Specialists for their input on whether there has been a change in the number of pending calls. The total number of calls for service may also be utilized to evaluate the project impact.*

RISK IDENTIFICATION

Risk Category: Increased training for specialists.

Project Risk Impact:

Scope	Resources	Deliverables
Timescale	Budget	Reward

Enterprise Risk Impact:

Strategic	Operational/tactical	Financial
Compliance	Reputational	Risk Taking for Reward

Risk Description:

1. *The budget funding for division training may be reduced.*
2. *The in-house training blocks may not be developed / implemented within estimated time period.*
3. *The training impact may not have the expected improvement of knowledge, skills and abilities.*
4. *The Field Training Officer positions may not be approved.*

Risk Probability:	Risk Impact:
Low	*Low*

RISK CONTROL

Reward Assurance
Negative Result Preventative/Control Actions:

Recommended Contingent Actions:

RISK IDENTIFICATION

Risk Category: Improved and updated administrative processes and systems.

Project Risk Impact:

Scope	Resources	Deliverables
Timescale	Budget	Reward

Enterprise Risk Impact:

Strategic	Operational/tactical	Financial
Compliance	Reputational	Risk Taking for Reward

Risk Description:
1. *The funding for the management software package may be removed from the budget.* 2. *The delivery of the software may be delayed by the vendor.* 3. *The installation of the software may be delayed beyond the estimated date of the timeline by the City IT department.*

Risk Probability: *Low*	Risk Impact: *Low*
RISK CONTROL	
Reward Assurance Negative Result Preventative/Control Actions: Recommended Contingent Actions:	

Figure 5. Risk/Rewards Assessment

Risk Map
Risk Assessment Chart
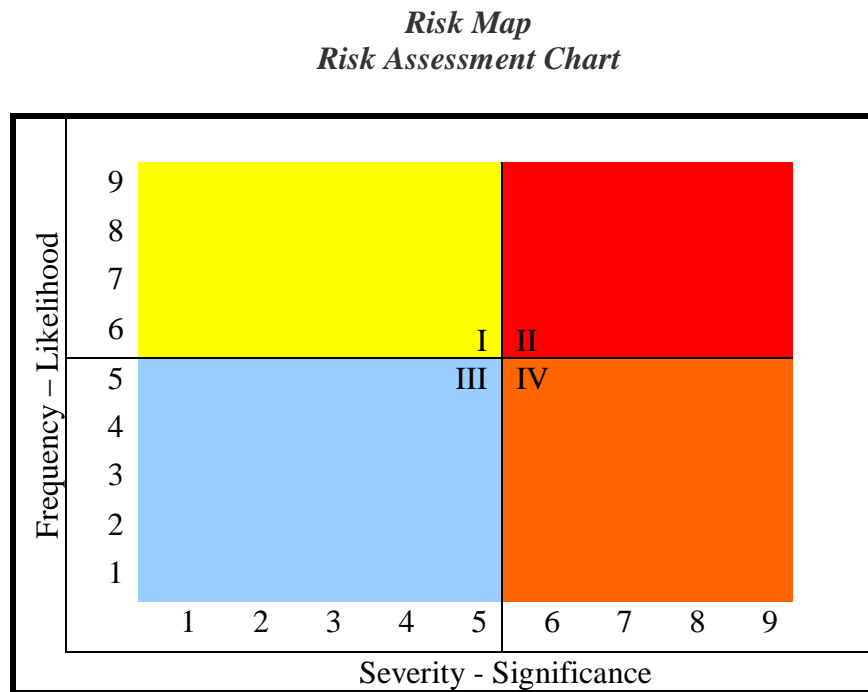
- Evaluation of the Risk/Rewards Assessment indicated that there was low risk

and a low probability for all three areas examined.

- All were charted in quadrant III, Guarded, for low risk.

- See Appendix Q for Milestone 5, which describes the risk assessment.

9.2 Constraints

- The division must operate within an allotted budget determined by the Board of County Commissioners.

- There are only 23 staff members within the division, which is a small population size when conducting research.

- There will be some staff rotation during the life of the project from retirements, resignations, etc., which could impact the overall performance of the project.

9.3 Assumptions

- The division was in a condition of low morale and poor performance and efficiency and required immediate intervention to prevent total collapse.

- The Animal Control division had been allowed, due to neglect and oversight, to develop a subculture which was in conflict with the culture of the police department.

- Staff members, through training and leadership, can alter their current path to one of improvement.

- Improving technology within the division for administrative functions will have a positive impact on performance and efficiency.

10 Financial Plan

- The project was able to be accomplished by staying within the current operating budget expenses.

- The budget increases witnessed during the life of the project were from personnel cost and operating coast for janitorial supplies, food and provision for the animals, and medical supplies (unrelated to the project).

Year	Total Salaries	Total Operating	Total Budget	Change
14-15	$1,221,108.00	$642,390.00	$2,057,045.00	
15-16	$1,367,441.00	$685,369.00	$2,309,264.00	+$252,219.00
16-17	$1,333,267.00	$606,161.00	$2,046,930.00	-$262,334.00
17-18	$1,569,837.00	$597,098.00	$2,187,463.00	+$140,533.00

Table 6. Yearly Budget Numbers

- Other notable financial expenditures during the project were

  - NACHO certification training for specialists (approximately $3,500.00 per employee)

  - The cost for the new shelter management software ($29,000.00)

  - Training budget line item has increased from $2,236.00 in 2014 to $20,500.00 for the 2017 budget year, an 816% increase in employee development spending.

See Appendix R for Milestone 8, which describes the financial plan for the project.

11 Quality Assurance Plan

- The Reinvention of the Gaston County Animal Control Division consultancy project utilized the Deming Model, Plan, Do, Check, Act, as the method to aid in the continuous improvement.
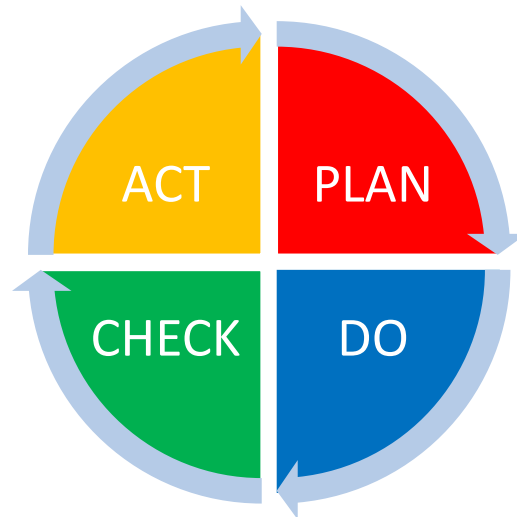
- o Plan: Establish objectives and processes necessary to deliver results.
  - ❖ Reduce the time for pending calls for service.
  - ❖ Increase training for Animal Control Specialists.
  - ❖ Improve and update administrative processes and systems.
  - ❖ Integration of Animal Control into County Police culture.
- o Do: Execute the plan and implement the processes. Collect data for analysis in the following steps.
  - ❖ Place division command under police captain and sergeants.
  - ❖ Computerize paper-based records systems.
  - ❖ Reduce administrative time of staff by eliminating duplication of records entry.

- ❖ Examine CAD data to determine baseline for pending calls for service.

- ❖ Survey staff to evaluate their perceptions of their training, support, job satisfaction, and work conditions.

- ❖ Update Field Training Manual.

- ❖ Create Field Training Officer positions.

- ❖ Purchase new shelter management software.

o Check: Analyze the actual results and compare against expected results.

- ❖ Review data analysis of pre and post survey data.

- ❖ Examine staff training records for time period preceding the project interventions and afterwards.

- ❖ Review CAD data for pending calls for service changes.

o Act: Identify corrective actions in cases where differences exist between actual and planned results.

- ❖ Altered training plan from primarily in-house design to a national certification through NACHO.

Appendices

Appendix A

The Reinvention of the Gaston County Police Department's Animal Control Division

Jay W. Human

Gardner-Webb University

Abstract

After the retirement of the Animal Control Director in 2014, it was discovered that the

division was facing several serious challenges and problems. Most of their policies and

procedures were out of date or antiquated, still centered on a paper based system. There was

a lack of supervision and structure among the employees which lead to fragmented and

disjointed control. Because of this, there had developed a cultural difference there that was

contrary to the culture of the Gaston County Police Department. Discussed here will be the

outline of the reinvention project of the Animal Control Division.

Historical Perspective

The concept of animal control in Gaston County began in 1969 when the County Board of Commissioners passed an ordinance which created the first County Dog Warden. Originally this position had a very narrow band of responsibility. The main purpose was to protect citizens from rabies transmitted by unconfined, uncontrolled and unimmunized dogs, and to regulate dogs and other animals that were a particular nuisance or danger. Since that time the requirements and expectations have expanded exponentially. They now answer calls that involve leash laws, registration and vaccination violations, animal cruelty, vicious animals, abandoned animals, and even livestock. The focus has also shifted to improving the health and welfare of animals.

In September of 1995 the County Board of Commissioners elected to have Animal Control become a division of the Gaston County Police Department. Under this new plan the Animal Control Director reported directly to the Chief of Police. In 2014 the longtime director of the Animal Control Division retired. The Animal Control Director's job description at the time was a sworn law enforcement position. In addition to the Director, there are only two other positions in the division that are sworn, the A.C. Supervisors. The rest of the division consist of non-sworn positions that work in shelter operations or in field operations (see table 1).
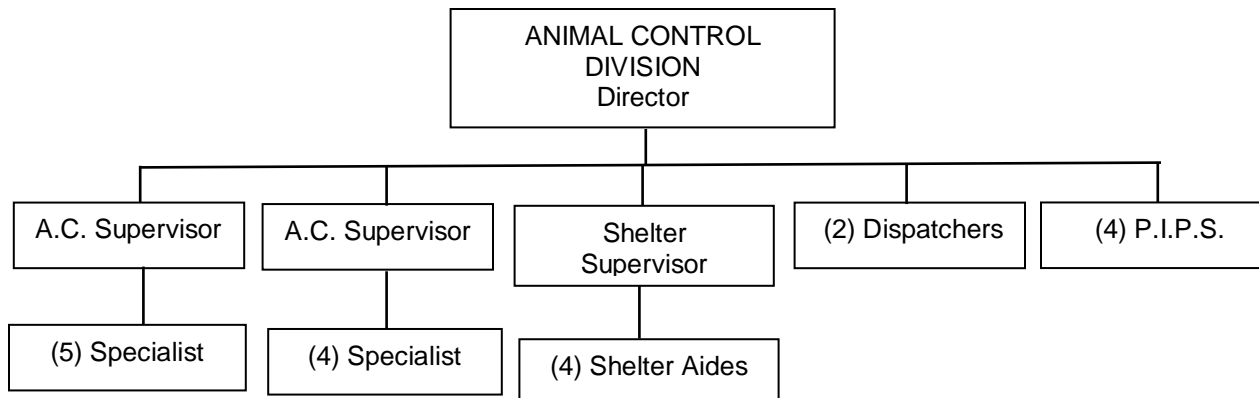
```
                        ┌──────────────────────┐
                        │   ANIMAL CONTROL     │
                        │     DIVISION         │
                        │     Director         │
                        └──────────────────────┘
```

A.C. Supervisor	A.C. Supervisor	Shelter Supervisor	(2) Dispatchers	(4) P.I.P.S.
(5) Specialist	(4) Specialist	(4) Shelter Aides		

Table 1   Animal Control Division Organizational Chart (Pre-Reinvention)

Shortly after the directors retirement it became clear that the true condition of the division had been greatly exaggerated and concealed. The director had been promoting a division that was far from what was discovered. In late 2014 it was decided that the director would no longer be a sworn position, but instead would be a Veterinarian. In addition, the department initiated a review of the division to evaluate the extent of the problems and issues. From November thru January a captain and sergeant from the police department conducted the review and presented their findings and recommendations. Their review consisted of interviews of employees from the various job descriptions. They also conducted in-depth observations and monitoring of the different positions. The division's records and systems were reviewed to include their Standard Operating Procedures, Training Manual, and ordinances.

What they discovered was that while the operational chart appeared to show clear lines of control and responsibility, the division was fragmented and disjointed. The different jobs were very compartmentalized with no cross training or succession planning. Employees

were basically doing whatever they wanted. During the review they discovered that several accounts, such as the one for the dog food purchases, had been suspended for lack of payment. They found stacks of bills that had never been paid and no system of checks and balances in place that would have identified the problem. Certain animal rescue groups were also receiving preferential treatment by being notified of available animals, while other groups were receiving no notifications. This was creating lower numbers of animals being rescued from the shelter. Employees work hours were also chaotic. There would be times that an employee would have to work ten or more days before having a day off. Additionally, there were some weekends and holidays where there was no one working because of the lack of supervision.

The records systems in the division were also found to be antiquated, inefficient, and redundant at times. The majority of the systems were still being managed in a paper format. When asked why they were duplicating some of the same information in different areas, a common response given was "I don't know, that's just how we have always done it". The supervision of the Specialist, the non-sworn employees in the field operations, responsible for answering the calls for service on the road, was virtually nonexistent. The sworn supervisors were overwhelmed with shelter operations demands and rarely were available to leave the office. This meant supervisors were unable to provide scene supervision to the specialist. County Police policy requires that a supervisor be present during the service of a search warrant. Because the supervisors were unable to leave the office, the specialist were left to execute the search warrants unsupervised. The supervisors were also unable to properly conduct effective case management and review of the specialist's cases as a result of

overwhelming shelter demands. It was also discovered that training for the specialist was nonexistent. Most had very little in addition to the initial field training they received when hired and paired with an "experienced" specialist. The dispatch operations for the division were operated independent from the police dispatch and did not provide full coverage during operating hours since there were only two dispatchers. During those times when there was no coverage the responsibility would become those of the police dispatch center.

The conclusions and recommendations of the review committee indicated the specialist were competent employees but lacked any knowledge base of law enforcement operations. They also recommended a police captain be placed in command of the field operations section, and that the supervisors also come from the police department. The veterinarian would be in control of shelter operations and would work collaboratively with the police captain in a joint command system. An additional recommendation was that the two dispatcher positions be reclassified as P.I.P.S. positions (Police Information Processing Specialist), with dispatching reverting back to the County Police Communications Division. The recommendations were presented to and approved by county government in January. Beginning on February 1, 2015, the new operational structure was put in place (see table 2).

```
                        ┌─────────────────┐
                        │ ANIMAL CONTROL  │
                        │    DIVISION     │
                        └─────────────────┘

        ┌──────────────┐                      ┌──────────────┐
        │   Captain    │                      │ Veterinarian │
        └──────────────┘                      └──────────────┘

   ┌──────────┐  ┌──────────┐        ┌──────────────┐  ┌──────────────┐
   │ Sergeant │  │ Sergeant │        │   Shelter    │  │ (6) P.I.P.S. │
   └──────────┘  └──────────┘        │  Supervisor  │  └──────────────┘
                                     └──────────────┘
   ┌──────────────┐ ┌──────────────┐     ┌──────────────────┐
   │(5) Specialist│ │(4) Specialist│     │(4) Shelter Aides │
   └──────────────┘ └──────────────┘     └──────────────────┘
```
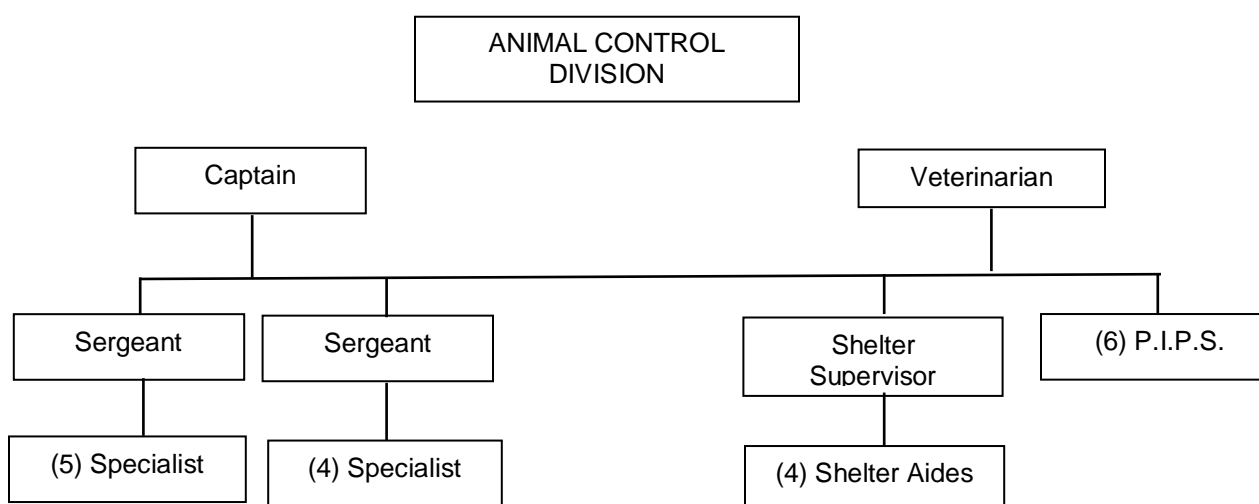
Table 2   Animal Control Division Organizational Chart (Reinvention Model)

Past and Present Impact of Problems

When the Animal Control Director retired, and the true condition of the division was visable, it was equivalent to that of the Berlin wall coming down. Animal Control was best described as the division that time forgot. While much of the focus for the current situation has fallen on the director, it can not all be placed there. As a division of the police department there must also be some accountability held for administration as well. There should have been more oversight and inspection of the division to ensure that it was meeting all the standards of the police department. The Gaston County Police Department has always sought to be a progressive department, continually seeking ways to improve. Those standards were not being upheld, nor apparently expected, from that division.

This can possibly be accounted for by several reasons, publicly and internally. The public, and especially special interest groups centered around animal rights and protection,

have criticized the division for years for not doing enough in the area of protection and rescue of animals. In addition, they were receiving citizen complaints related to slow responses to calls for service and inappropriate decisions made involving seizures of animals. The lack of direct supervision of the Specialist by the supervisors led to poor management of call reponse and followup on previous cases. Specialist would drive by several pending calls while enroute to complete a followup investigation. This is not only a supervision issue, but also a training issue. Police officers and sergeants are taught to constantly monitor the various pending calls and evalute based on priority and location in which order they are best answered. Since the specialist have had little to no contact with the law enforcement side they had no experience in this and would simply answer each call dispatched, regardless of factors.

The employees within the division have also suffered from inappropriate labeling and support. The public, and many within the police department, view the workers there as simply a "Dog Catcher", and do not afford them the respect they deserve. In truth, they are some of the hardest working individuals who manage to handle a difficult and demanding job on a daily basis. This diminished internal view of the division, where it was seen as a lesser or subordinate component to the police operations side, allowed it to be overlooked and to simply exist "as is". The lack of involvement and support from the police side allowed over time a new and separate culture to develop within the division. Employees did not possess a true sense of belonging to the police department and were more concerned with job survival. During the reinvention project, the employees views of the department must have positive reinforcement and the core values, beliefs and culture of the department must also be

reinserted within the division. Culture is defined as the customary and traditional way of thinking and of doing things, which is shared to a greater or lesser degree by all its members (Potter, 1989, p. 17). This common way of thinking is what must be reemphazized not only within the division but also the entire department. Potter (1989, p.18) also emphasises that there is a learned component to culture and that it is a system of socially aquired and socially transmitted standards of judgement, belief and conduct.

Why Chose Reinvention

To have a greater knowledge of what actions needed to be taken in the project, there had to be a clearer understanding of what factors or forces were influencing the current, and future conditions within the division and department. To do so, a storyline was created based on Morgans (2006) various metaphors. In evaluating and analizing the relationships between the various metaphors and the issues, it was determined that the dominant frame was the Cultural Metaphor and that the supporting frames were The Flux and Transformation Metaphor, The Machine Metaphor and The Psychic Prison Metaphor (Morgan, 2006). Table 3 displays the storyline.

The Culture Metaphor

The Flux and Transformation Metaphor	The Machine Metaphor	The Psychic Prison Metaphor
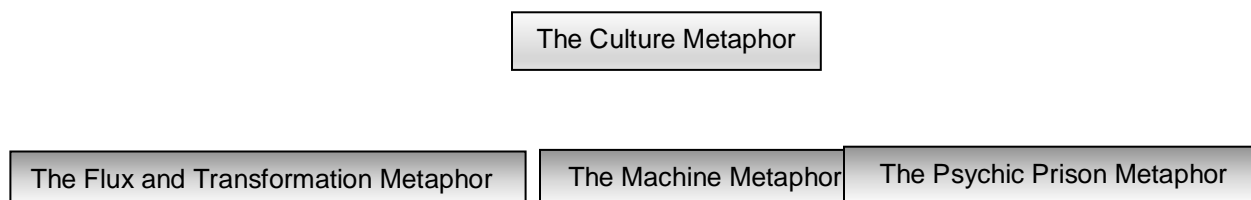
Table 3 Storyline

The culture metaphor was selected as the dominant frame because the success of the project is going to mainly involve the reshaping and acclementing the division back into the

overall police department culture. As Morgan (2006, p.141) points out, the metaphor directs attention to the symbolic significance of almost every aspect of organizational life, whether that be structures, hierarchies, rules, or routines, they embody social constructions and meanings that are crucial for understanding how the organization functions. Ideally the reinvention of the division would occur in a rapid fashion with quick and system wide changes. This project does not have that ability, and as such the changes will be smaller and incremental in nature. Because of this, the flux and transformation metaphor was identified as one of the supporting frames. That metaphor involved utilizing small changes to create large effects (Morgan, 2006, p. 260). It says that in edge of chaos situations, small but critical changes at critical times can trigger major transforming effects (Morgan, 2006, p.260).

The second supporting frame is the machine metaphor. A component of the reinvention plan is to reorganize the division, clarifying assignments and expectations. The procedures and operations of the division are going to be redisigned to incorporate technology and more efficient methods. The final supporting frame is the Psychic Prison Metaphor. Like Plato's cave, the employees in the division have only been able to see what has been occuring in the past and have accepted that reality as truth. What has to occur is just as Socrates related in the story, the inhabitants of the cave have to leave the cave and realize that there is a more complex reality (Morgan, 2006, p.208). One of the major strengths of the metaphor is how it explains that in seeking to change organizational practices, we are usually trying to change much more, such as structures, rules, behaviors, beliefs, and the pattern of culture that define an organization (Morgan, 2006, p.236).

There are a variety of approaches and techniques that could be utilized to address the issues facing the Animal Control Division and the Gaston County Police Department. It could involve merely moving personell around to improve efficiency, or updating systems and procedures that are out of date and aniquated, or a combination of all. According to Huffman (1997), there are "Four Re's" in organizational improvement; Repair, Refinement, Renovation and Reinvention. Repair is the most basic and occurs at two levels. The first level involves quick fixes that are temporary in nature. The second level in repair goes deeper, removing the cause of the problem (Huffman, 1997). Repairs however can never make the system or process any better than what its original design was. Refinement is an approach for making an adequate system or process better, but is based on the assumption that no problem exist (Huffman, 1997). Refinement is usually associated with trying to do things quicker, better, easier and with less waste. Refinement does not involve comprehensive changes because usually several small improvements will produce results.

The third "Re" in Huffmans system is renovation. It is the approach utilized to achieve major improvements. Through renovation, the resulting system, process or activity might appear to be much different from the original product, it is fundamentally the same (Huffman, 1997). Key factors in renovation are innovation and technological advancements. A critical aspect of renovation is that the result is transformation, not replacement (Huffman, 1997). The final "Re" is reinvention. Reinvention is similar to renovation, except that it is initiated with the belief that improving the current system or process will not be enough. The initial action is to imagine that the current system or process does not exist, then invent a new one (Huffman, 1997). Reinvention is not performed at an individual level, it must utilize a

team approach to be successful. Employees from all parts of the organization should be involved in the process and must be encouraged to identify and solve problems within their span of control (Huffman, 1997). When examining the conditions within the Animal Control Division it is clear that there are system wide issues that can not be addressed with simple repairs or fixes. The project is also not attempting to modify the existing system within its current structure only to show improvement in a few areas. The project is centered around the total reinvention of the division and involves all components, processes, systems and cultural beliefs.

In their article titled, Reinventing through Reengineering (1996), Mische and Bennis defined reinvention as:

> Reengineering is the process of reinventing the enterprise and cultural transformation through aggressively challenging traditional doctrines, management practices, business activities, and organizational paradigms; and the reinventing and redeployment of enterprisewide capital and human resources into cross-functional processes and structures to optimize competitive position, shareholder value, and societal contribution. (Mische & Bennis, 1996, p.60)

Mische and Bennis pointed out several myths that are associated with reinvention or reengineering. One such myth is the belief that reinvention assumes that an organization has done all the wrong things, all along. The truth is reinvention recognizes that an organization has done a number of things correctly, perhaps not perfectly. Reinvention cultivates the great things an organization has done by challenging it to do them better and, most important, differntly (Mische & Bennis, 1996, p.59). The Animal Contol Division has demonstrated that

is has done some things very good and has a very good platform to build on. Another myth is that reinvention means that an organization will be doing more work with less resources. Reinventing the organization through reengeneering is about doing things differently and more effectively, with or without existing resource levels (Mische & Bennis, 1996, p.60). It also focuses on creating greater efficiency through process innovation, seamless and harmonious work flows, and more agile organizational structures (Mische & Bennis, 1996, p.60).

This facet of the reinvention plan has already begun to happen. The realloaction of manpower resources occurred when the two dispatcher positions were reclassified as P.I.P.S. positions. This provided more support in the administrative side of the shelter and made dispatching more efficient by having it become a task of the police departments communications division.

Mische & Bennis, (1996, p.60) also identified the belief that reinvention can fix any problem or issue. They warned that reinvention is not a short-term or quick fix management tool. Reinvention is systemic and facilitates tremendous cultural and institutional changes (Mische & Bennis, 1996, p.60). Reinvention is transformation. It creates a new organization, different structures and a new leadership mentality. For reinvention to be successful, it must be sponsored by the highest levels of leadership in the organization (Mische & Bennis, 1996, p.60). Welch (2007, p.628) also considers leadership a key factor not only in managing change but also in interpreting the effects of change. Technology also plays a role in the reinvention process, however technology alone is not always the answer. In reinventing the organization, the role of information technology is elevated to a new level of unprecedented

importance. Virtually every major practice and administrative process is affected by technology at some point. Technology will replace manual processes, paper forms and traditionally structured operations (Mische & Bennis, 1996, p.62).

Future Organizational Impact

The reinvention project will have a dramatict impact on the division and department in the future. By assigning police personell to the Animal Control Division, they bring with them the knowledge and skills that can now be transferred to the non-sworn specialist positions. The Gaston County Police Department was created as, and has continued to be, an agency focused on investigations. It is one of very few departments in North Carolina that trains every officer to investigate crimes. The officers are accountable for the successful completion and prosecution of every case they investigate. This training and practices in investigations, interview and interrogation, and report writing will be invaluable to the A.C. Specialists. With this it is expected that there should be an increase in the prosecution rate of offenses on the criminal side.

Having police personnel assigned to the division will also have an impact on the management of cases and calls for service. Before the project began there was only one Animal Control Supervisor available, due to the other supervisor position being vacant. Because of this, the supervisor's time was primarily spent at the shelter dealing with issues that would arise there. This left the specialist without direct supervision while on the road, forcing them to do the best they could. This was also before the county had hired the Veteranarian who would eventually oversee the shelter opertions, so the supervisor was managing both sides of the division alone. Now that there is a captain and two sergeants in

place in the division, improved management of the cases and calls will be observed. With more direct supervision, and training provided to the specialist on how to prioritize call response, the buildup of pending calls should decrease. There were times that the pending calls were days, weeks and sometimes months behind.

Another area where there is expected to be a major impact going forward is the number of citizen complaints received. The Gaston County Police Department holds its officers to a very high standard of public service. Professionalism is instilled in every officer beginning in field training and is one of the core values of the agency. That standard will now be reinforced upon the employees in the Animal Control Division. The Animal Control Division does not have a recognized field training system where certain officers are identified as trainers and provided training on how to instruct new employees. One of the goals of the project is the creation of a field training system that mirrors that of the police side. This would require developing an inhouse training module designed around their specific needs and requirements. Field Training Officers receive a 5% compensation on the police side when they are selected for the position. Providing that same compenation level for the Field Training Officers in the Animal Control Division will require a small funding increase in the salary budget for the division. But if successful, the impact from an effective field training program will have lasting affects across many fields.

As changes begin to take shape within the various systems of information tracking and management, improved efficency and effectiveness should be witnessed. Many of the systems in place are aniquated, obsolete and have high levels of unnecessary redundancy. Stream lined systems that utilize technology will not only assist the specialist but also the

shelter personnel. This will allow for faster processing of citizen request. The reallocation of the dispatcher positions to shelter positions will also mean that there are more employees available to assist citizens and should reduce the wait times for individuals seeking license renewal, fee payment, or an animal adoption. Improved technology utilization will also impact the specialist on the road. Systems that once had them documenting the same information in multiple locations will be reduced to one computerized format. When the specialist begin utilizing the Daily Activity Report (DAR) system to enter their activity, it will capture everything that management may need to access. The divisions activities will now be more reliably tracked and with much more ease. The use of the DAR will provide the supervisors with a much more effective way to evaluate officers performance measures during review and increase communication. This could also lead to an improved system of performance evaluations.

Further positive impacts will be expected in the shelter operations in the future concerning animal rescue efforts and public awareness. Prior to the reinvention project there were several animal rescue groups that were receiving preferential treatment. They were being notified when animals were available while other groups were not. This problem was allowed to occur because the assignment for animal rescue was compartmentalized down to one individual who coveted that control. As a result, none of the other workers were able to access the information. The new system in place distributes the responsibility across several workers and now allows for a more efficient system of notification to the groups. By bringing in more rescue groups the number of animals rescued in the future is also expected to increase, resulting in a decreased euthanasia rate.

Another area where a positive impact is hoped to be felt is in the area of public awareness. Gaston County has a very high rate of animals that come into the shelter either by abandonment or seizure. A large cause of this is due to poor public education towards animal ownership. Many individuals obtain animals and do not spay or nueter them, which leads to a population increase with no one to take the animals. Many animals come into the shelter on a voluntary abandonment because the animal they have is outside the owners ability to control. Pet owners fail to properly research the characteristics of an animal before getting it and later find that they do not know or have the appropriate time to properly care for the animal. The Animal Control Division staff will be tasked with identifying better methods to educate the public on animal care and selection in an effort to reduce the number of animals coming into the shelter. While this effort may appear to have little to do with the reinvention project as a whole, it in fact brings in a major component of the project. As was previously mentioned, the Gaston County Police Department expects and encourages its members to look for solutions and to be problem solvers. Innovation is key to effective problem solving skills when other traditional methods have failed or have been innaffective. The Animal Control Division has not had this focus and has had no forward thinking pressed upon them. This will challenge them to step beyond what is known and to seek solutions that may be different.

Impact on Individuals

Several of the impacts that will be seen by individuals have been previously covered in earlier sections, such as improved case management, reduced documentation time, and better guidance from leaders. There are however several notable areas where an impact will be seen or felt. One of the major areas of improvement that will be seen will be the level of

training provided to the specialist. It was discovered during the observation and review process that the training provided to the specialist was all but nonexistent. This is partly due to an issue within the community college system. The community college system provides a large majority of the training for sworn law enforcement officers at no cost. Officers normally receive this training for free because the state reimburses the colleges for the enrollment. Colleges do not however offer the same arraingement for non-sworn positions. For specialists to attend training within the community college system the department would have to pay an enrollment fee. This cost can quickly add up when applied across the entire division and exceed financial capabilities. To offset this deficiency, and lack of opportunity for advanced training, individualized inhouse training modules will be developed utilizing officers who are certified instructors. These training modules will include topics such as report writing, basic investigative techniques, interviewing skills, evidence identification and collection, to name only a few. Input from the specialist will also be sought on what other types of training they feel would be beneficial for them.

The training program will serve several goals. It will not only improve the skills and abilities of the specialist and make them better investigators, it will also have an impact on their level of morale. Because this is a government agency restricted by financal compensation guidelines, the typical motivators utilized in the private sector are not available. In the public sector other methods must be employed to pursuade employees to modify their attitutudes toward change. Intrinsic motivation, such as the feelings of public reward, is therefore a better concept to appeal to public employees (Welch, 2007). The division has in the past also had a high turnover rate with the specialist position. The

increased training should have a positive impact on the morale of these officers which should conversely have a lowering effect on the turnover rate. To also increase the specialist's cultural reinforcement with the department, they are now being issued a "Class A" uniform to be utilized for court and other special events. The uniform is the same one issued to sworn officers on the police side. The theory is that if they dress, look and act like the rest of the department, they will begin to feel like they are a part of the department. This interaction between the specialist and sworn officer population will also serve to reinforce the acceptance of the specialist into the police culture.

The final impact that will have a marked affect on animal control employees involves an improved schedule system. It was discovered that the specialist were working sometimes ten or more days in before having a day off. These long spans of working were also possibly associated with the high turnover rates. To reduce these long spans and inprove efficiency the specialist schedules have been modified to mirror those of the police side. Specialists now work twelve hour shifts which means that they work no more than three days in a row at any time. They also have shifted the specialist start times to allow for more coverage during peak times, allowing for better coverge during the day. This change will also have a positive affect on the morale of the staff as well as aid in meeting the goal of reduced call pending times and increased customer service.

Contrarian Views

Just as there has to be a ying for every yang, there will always be those that view the changes proposed as unobtainable or unnecessary. One such view is the financial aspect. The increased cost for the salaries of employees that will now be working holidays and weekends is not currently included in the budget. The increased cost will require a budget increase that is not justified for the services that will be provided. Animal Control operations and services are not viewed as critical as those of the police services and therefore do not warrant the additional exspense. In a time where government is looking for ways to reduce cost and lower tax rates, this change could potentially not be endorsed.

There is also the opinion that this project, and the changes associated with it, is nothing more than an attempt to make the non-sworn specialist to appear, think and act the like sworn officers. The premis is that it increases the risk of harm for the specialist. The danger is that they will respond to situations just as the sworn officers would, however they will be unequipped to handle the situation safely. Being that they are non-sworn, they are not armed officers. The only defensive capabilities they will have will be OC spray.

By reclassifying the dispatch positions to P.I.P.S. positions, the dispatch duties were transferred to the communications division. This transfer occurred without increasing the manpower at the communications division. This will result in an increased workload for the telecommunicators, who are already near maximum capacity for call handleing capability. The end result will be that additional staff will have to be employed to meet the new demands. This again results in the view of unnecessary changes that will end in a financial

increase. The change will also be viewed as unreasonable since the dispatch operations were being met before being transferred.

There will also be the belief that the animal control function should not even be a part of the police department, and should still be an independent organization. This way the organization can be free to focus on its mission and not try to conform to police standards that have no relation to animal control operations. This also goes hand in hand with the thought that trying to influence the cultural norms of the animal control division should not, and may not be possible. Potter (1989, p.18) argued that the "cultures" are the differences between groups of people. If there were no differences, there would be ne cultures, or, more properly, no need of a category to describe them. Culture is the way that different groups of people, who form some sort of aggregate, do things differently from other groups, and who may percieve their world differently (Potter, 1989, p. 18). For this reason, the belief that members of the animal control division can acclimate to the culture of the police department is not possible. Their porpose and task are different from that of the police department and should have their own identifiable culture. It also presummed that the police side will be resistant to accepting the animal control members into the police culture. The employment requirements and job descriptions will be an unsumountable obstacle. The Gaston County Police Department requires sworn officers have a bachelors degree for employement. The non-sworn specialist have no such requirement and will be viewed by the police staff as inferior and not equal to their standards. They also may view the animal control function as that of a lessor importance than theirs.

Conclusion

The reinvention of the animal contol division is based on the immense systemic problems that were identified after the retirement of the previous director. The need for the project to be a complete reinvention and not just a lesser project that addresses only critical issues, is because it is the optimum time to commit the resources to the complete project. With the need to replace the leadership within the division, the other changes will be able to go hand in hand and transform the entire division. The benefits of reinvention outweigh the negative opinions that will surface. Benefits that will have a positive impact on the organization, employees, and citizens. Improved efficiency and effectiveness of the staff, services, and procedures will aid in transforming the division into one of the premier animal control organizations in North Carolina.

Personal Reflection

I chose this topic from the selection list because it was directly associated with my overall consultation project. I had already began collecting research for the consultation project when I made this selection, however, preparing this paper has caused me to examine my consultation project more indepth. I started breaking down the problems and issues that had been discovered when the director retired and began to actually see just how disfunctional and disjointed the division had become. As a member of the management team we had discussed some of these issues, but this process has really opened my eyes to the full extent of the problems.

I still believe the project is an important one, and one that must be conducted, but I am hoping I have not bitten off more than I can chew. I have found that I have the full support from the Captain and Veteranarian who are over the division, as well as the two Sergeants. The Assistant Chief who is my agency advisor and who is over that division is also supportive of the project. I have however seen that there are members of the management team that have no commitment or interest in whether the new animal control division is successful or not. They are some of those who would have the contrarian view that the two divisions should not become one.

It was also good to discover that the staff in the division are competent and receptive to the changes that are being initiated and planned. The project is one that is designed to be implemented over time and include the input from staff from both side of the division and department. But while researching the topic of reinvention I discovered that upper leadership can sometimes become frustrated with the slow progress and push for a quicker transition. I

fear that this could happen with this project. The department's current Chief is retiring in July but is coming back as a contract Chief in August. He is the Chief that began the project with the idea of reorganizing the division with a Veteranarian and Captain. He will be on a shorter timetable to see the project to completion and that could have a direct impact on the success of the deeper issue of the project, which is the cultural adaptation of the staff. If there is a rush to finish the mechanistic components of the reorganization it may lead to the failure or only partial success of the overall reinvention of the division.

References

Huffman, J. (1997). The four Re's of total improvement. *Quality Progress, 30*(1), 83-88.

Mische, M. A. (1996). Reinventing through reenginering. *Information Systems Management, 13*(3), 58-66.

Morgan, G. (2006). *Images of organization.* Thousand Oaks, CA: Sage Publications, Inc.

Potter, C. C. (1989, January). What is culture: and can it be useful for organisational change agents? *Leadership and Organizational Development Journal, 10*(3), 17-24.

Welch, B. (2007, 6 1). Reform, renewal, and reinvention: Perspectives on organizational change in the twenty-first century. *Public Performance & Management Review, 30*(4), 623-630.

Appendix B

Jay W. Human

DEOL-Consultancy Project Proposal

Timeline

January 2015 thru March 2015

➢ Review records systems and procedures and begin prioritizing the order in which they will be modified.

➢ Transfer dispatch operations to the communications division, which will reallocate the two dispatcher positions to administrative shelter operations.

March 2015 thru July 2015

➢ Review Field Operation Manual for updates and revisions.

➢ Review Field Training Manual for updates and revisions.

➢ Revise Trap Request Policy and related forms.

➢ Perform a complete inventory of equipment issued to Specialists and create records system for data.

➢ Transfer Specialists paper based record of daily activity to the computerized Daily Activity Report (DAR) currently utilized on the police side. This will also require training on how to access and enter data.

➢ Begin review of creating a method for generating civil citation in electronic format.

➢ Begin project of creating a method for generating the bite report in electronic format.

➢ Begin collection of past data for study (calls for service, complaints, animal rescue numbers, prosecution rates, turnover rates, etc.)

➢ Create and distribute survey to animal control staff to measure job satisfaction levels, feelings of support and inclusion in the police department, time spent performing task and major concerns.

July 2015 thru December 2015

➢ Select and purchase printers for field operations vehicles.

➢ Have printers installed in the vehicles.

➢ Begin migration to MDT (Mobile Data Terminal) produced citations and bite reports.

➢ Review Animal Control web page for updates or modifications.

➢ Generate data review from survey study.

January 2016 thru July 2016

➢ Begin development of in-house training modules (report writing, search warrant drafting, interview and interrogation, basic investigative skills, evidence collection and processing.

➢ Begin modification of Aegis fields to include animal control incident types, offenses, etc.

July 2016 thru December 2016

➢ Begin implementation of developed training blocks.

➢ Create committee to explore a possible name change for the division.

January 2017 thru July 2017

➢ Review committee recommendations for division name change.

➢ Review existing Animal Control Ordinances for changes or possible exclusion.

July 2017 thru December 2017

➢ Compare new study data to that collected in 2015 to measure results of the project.

➢ Conduct a second survey of staff and do comparative study to data collected in 2015.

This is a living document and process that will undoubtedly have modifications made to it throughout the life of the project.

Appendix C

Jay W. Human

DEOL 741

Milestone 7

Develop an outline of a project plan including detailed strategies, activities, timelines, responsibilities, expected outcomes and results.				
Strategies	Activities	Timeline	Responsible	Expected Outcomes / Results
Goal #1: Reduction in the number of pending calls for service. By training the Specialists on how to better monitor calls and manage their time, the number of pending calls should reduce. The improved supervision by police Sergeants will also aid in the reduction by also monitoring calls and directing the efforts of the Specialists.	Transfer dispatch operations to the Communications Division.	January – March 2015 (Completed 2/15)	Administrative Staff	Will provide the same level of dispatch services as police.
	Reassign police Captain and Sergeant to Animal Control Division.	January 2015 (Completed)	Administrative Staff	Will provide improved management and supervision as well as reinforce police culture.
	Collection of data for study (calls for service, complaints, adoption numbers, turnover rates, etc.)	January 2015 – July 2017 (Completed)	Jay Human and the Crime Analyst Unit	Data will be utilized to measure the progress of the project and evaluation upon completion.
	Conduct analysis to evaluate any changes in pre and post data collected	July – August 2017 (Completed)	Jay Human and the Crime Analyst Unit	

Goal #2: Increased training for the Animal Control Specialists.	Review existing field training methods and develop a new Field Training Manual based on the same format as the police version.	March – July 2015 (Completed 7/15)	Capt. Jentsch and Sgt's Phelps and Phil	Will standardize the field training process and provide an established outline to follow. Information presented will be relevant and the evaluation of the Specialists effective.
The amount of training provided to Specialists has historically been very little. There is not a standardized training program for new employees, and what annual training is provided after that is limited in scope.	Perform a complete inventory of equipment issued to Specialists.	March – July 2015 (Completed 7/15)	Capt. Jentsch and Sgt's Phelps and Phil	Ensure Specialists all have the equipment needed to perform their duties.
	Have communications perform "Status Checks" on Specialists while out on a call.	March – July 2015 (Completed 4/15)	Capt. Jentsch and Communication Division.	Improves safety of Specialists by having the same checks performed as the police side.
Improved training will better equip the Specialists in performing their duties and provide a much higher quality of service for the citizens and animals of Gaston County.	Creation of 2 Field Training Officer (FTO) positions with matching pay compensation as the police FTO's.	Completed December 2015	Chief of Police and Capt. Jentsch	Will standardize the selection and training of Specialists who are responsible for training new employees. It will aid in the cultural component of the project since it mirrors the police program.
	Purchase and train Specialists on new tranquilizer weapons.	Completed February 2016	Capt. Jentsch, Jay Human, Sgt. Phelps	Improves options for Specialists when responding to animal calls.
	Develop and administer training on courtroom testimony and case preparation.	Completed December 2015	Capt. Jentsch, Sgt. Phelps, District Attorney's Office.	Increases knowledge on how to better investigate and prepare cases for court, as well as provide instruction on what to

			expect when in court and the best ways to respond. This training will improve the level and quality of investigations and result in increased convictions.
	Begin sending Specialists for certification to the National Animal Control and Humane Officer Training Academy (NACHO) conducted by the National Animal Care and Control Association (NACA).	Began sending Specialists in 2015	Capt. Jentsch, Sgt's Phelps and Rollins, Assistant Chief Osborne	The NACHO Training Academy consists of three 40 hour modules, A,B, and C. Specialists will earn the NACA Animal Control Officer Certification upon completion of Module A and B, and will earn the Code 3 Cruelty Investigator Certification upon completion of Modules A,B, and C. This training will allow the Specialists to receive a recognized national certification. At present, 2 Specialists have completed all three modules and 2 others are in the process. The remaining and new employees will be brought in over the next two budget cycles.

Goal #3: Improve / update administrative processes and systems. The administrative processes or systems utilized to record, track, and store data on Specialists activities, reports, and citations is heavily centered on a paper based system. They are out of date and limit the ability to search records and manage the data. Improvements will utilize more computer based systems and provide better notifications involving priority investigations. The upgraded systems will also reduce the amount of administrative time of the division staff.	Review records systems and procedures and prioritize the order in which they will be modified.	January – March 2015 (Completed February 2015)	Capt. Jentsch, Jay Human, Sgt. Phelps	Review will determine in what order of importance the modifications need to be made in.
	Review and update Operations Manual.	March – July 2015 (Completed 2017)	Capt. Jentsch, Dr. Blankenship	Review is still ongoing and is approximately 40% complete.
	Revise trap request policy and related forms.	Completed Spring 2015	Capt. Jentsch	A review of the trap policy was conducted and changed to reflect that traps will no longer be deployed in an attempt to catch cats, since there is no lease law violation for them. This will allow time for Specialists to respond to other calls.
	Transfer Specialists paper based record of daily activity to the computerized Daily Activity Report (DAR) currently used on the police side.	Completed May 2015	Capt. Jentsch, Sgt. Phelps, and Crime Analyst	Utilizing the DAR instead of the paper system will decrease the amount of time spent in the office since it can be accessed from their vehicles. It will also provide a more efficient system of reviewing their performance and activity by the supervisors.
	Research method for generating the civil citation in electronic format.	March – July 2015	ACE staff and County IT Department	This project is still ongoing and is expected to go online in the Spring of 2017 when the new Animal Control software comes online.

	Research method for generating the bite report in electronic format.	March – July 2015	ACE staff and County IT Department	This project is still ongoing and is expected to go online in the Spring of 2017 when the new Animal Control software comes online.
	Select and purchase printers for field operations vehicles.	July – December 2015 (completed)	Capt. Jentsch	This technology will enable to Specialists in the field to print reports and citations from their vehicles. Installation is expected in the Spring of 2017 when the new software comes online.
	Review Animal Control web page for updates or modifications.	July – December 2015 (Completed)	Dr. Blankenship and shelter staff	The web page has been updated and is now continually maintained with event information and adoptable animals.
	Review Animal Control Ordinances for changes.	January – July 2017	ACE staff	Ordinances will be reviewed to see if any changes are needed to bring them up to date.
	Purchase new software package for animal control management.	Completed August 2016	Dr. Blankenship, County IT, Jay Human ACE staff	This software will improve both shelter and field operations management.

	Transition shelter to new software system.	August 2017 (Completed)		
	Review surrender intake procedure for changes.	January – July 2016 (Completed Spring 2016)	Dr. Blankenship and Capt. Jentsch	The owner surrender procedure was changed to only being available on Tuesday and Thursday from 1pm to 4pm. By doing this staff is able to focus more on rescue and local adoption efforts. It has also aided in lowering the number of animals brought into the shelter.
	Update the Entry Checklist for animals to ensure all intake procedures are being followed.	Completed in November 2016	Dr. Blankenship	The Entry Checklist is now in electronic format which allows for quicker entry into the individual animals electronic file. The previous checklist was paper and had to be scanned in on both sides.
	Reclassify the PIPS position that is performing the Rescue Partner coordination.	Completed in November 2016	Dr. Blankenship and Jay Human	This position was reclassified as the Adoption Placement Coordinator with a higher pay range than the previous PIPS position. This will allow the shelter to hire a more qualified person for this position. The reclassification also describes in detail the duties specific to that function. This will allow the division to have the same procedure as the

	Change public information procedures to match that of the police department.	Completed October 2015	Dr. Blankenship and Capt. Jentsch	police department, eliminating any possible confusion.
	Transfer storage of Animal Control records to the police records system.	Completed in November 2015	ACE staff and police Records Unit staff.	This will allow all departmental records to be on file in one central location, eliminating the need to search various locations.
	Create new call cards for dispatching for AC calls.	Completed January 2015	ACE staff	The call cards tell the dispatcher what priority the call is and how many units to send. They previously had no system.
	Create new call signs for AC units.	Completed February 2015	Capt. Jentsch and Sgt. Phelps	The new call signs are now similar in nature to the ones utilized on the police side. This will make it easier for the dispatcher to use and helps create a stronger cultural bridge.
	Create new district mapping for CAD software.	Completed February 2015	Crime Analyst	Using historical call data the Crime Analyst was able to redesign the district mapping to make the Specialists time more efficient.
	Create a new system for tracking priority calls	Completed February 2015	Capt. Jentsch, Sgt's Phelps and Phil	The old system was simply a piece of paper left on a desk for the next shift to see. There was no ability to track or manage the progress of the call once the

	that need to be followed up on.			paper left the desk. An Excel spreadsheet was created on a shared computer drive that Specialists check daily and input their efforts until the call is closed out.
	Expand the presence of the AC Division on social media.	Completed June 2015	Dr. Blankenship	A Facebook page has been created to promote the efforts of the department and staff. Events as well as educational material is posted to the site. In addition, it also links to the web page so viewers can see the adoptable animals.
	Create a method for the Specialists to leave information at a home when they respond and no one is there.	Completed March 2015	AC Specialists and Sgts.	An information door hanger was designed which would allow the Specialists to leave notifications to home owners when no one is at home. This will prevent the Specialists from having to make several trips to the residence which will allow more time to respond to other calls.
Goal #4: Integration of Specialists into the Gaston County Police culture.	Assign a police captain and two sergeants to manage the field operations portion of the division.	Began January 2015. Completed September 2016	Upper command staff of police department.	By having managers from the police side in command, the staff's exposure to the department's culture will be reinforced on a daily basis. These assignments also serve to

				increase the training and knowledge of the Specialists investigative abilities through instruction and guidance. Captain Jentsch and Phelps were assigned in January 2015, and Sgt. Rollins in September 2016 upon the retirement of Sgt. Phil.
Even though the Animal Control Division has been a part of the Gaston County Police for many years, the staff there has never felt, nor believed that they were part of the police department. Because of that, they developed a separate culture that is contradicts the values, expectations and systems of the police department culture.	Relocate the office for field operations to the main police department.	Completed February 2015	Upper command staff of police department and AC staff.	Relocating the field operations office to the main department allows the Specialists to be in and around the police culture on a daily basis.
	Survey AC staff to measure job satisfaction, feelings of support and inclusion in the police department, time spent performing task and major concerns.	Completed Fall 2015	Jay Human and Capt. Jentsch	The initial survey will serve as the base line measure which will be compared to a follow-up survey which will be administered in 2017.
	Explore options for changing the division's name and effect transition.	Completed June 2015	AC staff, Jay Human	In June 2015 the division's name was changed from the Animal Control Division to the Animal Care and Enforcement Division. The change was

			designed reflect the care the division has for animals instead of a controlling image the public had.
	Transition the Specialists court uniform to the same as the police department.	Completed February 2015	AC Supervisory staff	The Specialists court uniform will now match the police officers, green pants with a grey shirt.
	Create a new graphic design that better represents the division and can be utilized on vehicles, uniforms, and promotional material.	Began in August 2016 and was approved in October 2016. (Completed)	AC staff and upper command staff of police department.	The old graphic was a patch similar to the police patch, which did not fit with the direction of the new division name. Staff members worked to create a new design which was approved in October 2016.
	Provide all division staff members with polo shirts with the new division graphic to wear while working.	Began in August 2016 and was completed in November 2016.	AC command staff	Other than the Specialists who all wore a grey BDU style uniform, the other staff wore whatever dress they wanted. Staff's input was sought and approved overwhelmingly to go to a uniformed look at the division.

Table 1 (Project Timeline with Performance Measures and Expected Outcomes)

Appendix D

Jay W. Human

DEOL 733

Milestone 2

The Reinvention of the Animal Control Division of the Gaston County Police

Milestone 2 explains the four primary goals identified for my consultancy project involving the reinvention of the Animal Control Division of the Gaston County Police Department. The method used in developing the goals and action steps involved utilizing SMART objectives. SMART objectives involve describing the goals in five categories, Specific, Measurable, Achievable, Relevant Results and Timely.

Goal #1

Reduction in number of pending calls for service.	
Specific	Utilize CAD records to evaluate impact of project changes on the number of calls for service that are pending, meaning awaiting a response from an Animal Control Specialist or Supervisor.
Measurable	Data analysis will be performed from examining current pending call numbers as well as Specialist surveyed responses from previous time period and present. Data will also include the amount of time spent on a call.
Achievable	The number of calls that are pending service can be reduced through improved training of the Specialist and increased monitoring of calls by supervisors.

<u>R</u>elevant Results	Reduction in the number of calls pending will result in a more timely response by the Specialist, thereby also reducing the number of citizen complaints received, and allow for more efficient use of work time by the Specialist.
<u>T</u>imely	The Specialist will be surveyed by the end of Summer 2015 and again at the end of Summer 2017. Random samplings from the CAD system throughout the year will also be examined for pending call numbers.
Rationale	By increasing the training of Specialist on how to better monitor calls and identify in which order they should be answered, the number of pending calls will be reduced. Increased supervision by Sergeants will also aid in this reduction by also monitoring the calls and responding to the scenes as well. Their presence and direction will also reduce the amount of time currently being spent on calls, allowing for more available time to respond to calls.

Goal # 2

Increased training for the Animal Control Specialist.	
<u>S</u>pecific	The amount and types of training provided to Specialist has been very limited, to almost non-existent in the past. The majority of their training has been on-the-job and limited in scope. They are frequently faced with situations where they are untrained and ill-equipped to properly determine what course of action is appropriate.

Measurable	Reviews of individual training records of the Specialist will reveal what training has been provided in the past.
Achievable	The types of additional training identified as necessary for the Specialist are courses that can be developed and taught within the department. Training identified would be in investigative skills, evidence collection and processing, search warrant drafting, and interviewing.
Relevant Results	By increasing the training provided to the Specialist they will be better prepared to handle their investigations. A standardized training program will exist that will be utilized when new employees are hired so that when released to independent patrol they will be better prepared.
Timely	Training programs will be developed by the end of 2015 and implemented by Summer of 2016.
Rationale	The Specialist have received little to no training in the positions other than partnering with an existing Specialist when hired, and on-the-job self-training. There is no standardized training program in place at this time. The improved training program will benefit not only the Specialist in their duties, but also the citizens they serve.

Goal # 3

Improve / update administrative processes and systems.	
Specific	The current administrative processes or systems utilized to record, track, and store data on Specialist activities, reports, and citations is heavily centered on a paper based system. This system limits the user's ability to search for previous records and manage the data. Improvements will utilize more computer based systems and better methods of notifications concerning priority investigations. The upgraded systems will also reduce the amount of administrative time of the Specialist.
Measurable	The comparative analysis will be performed on the number of processes or systems that have been upgraded from the paper system to the improved automated system. Survey results will also be used to examine perceived administrative time used before and after the upgrades.
Achievable	The enhancements to the administrative system can primarily be achieved through current county resources, thereby reducing the need for additional funding to meet the goal.
Relevant Results	With improved administrative systems data will not only be easier to input, but will now be simpler to search and extract. Specialist will be able to remain on the road longer due to the fact that most of the data will be inputted from their vehicles, reducing the amount of time spent

	in the office. Improved systems of notification for priority investigations that need follow-up will not only be more efficient, but also help reduce the number of pending investigations.
Timely	System upgrades and improvements will be performed throughout the project's life cycle. A full comparison of system changes will be performed during the Summer of 2017.
Rationale	The systems that have been in use at the shelter for years are antiquated, inefficient, and in some cases redundant. The improved systems and processes will not only be simpler to use, but will be more efficient and reduce the amount of time spent managing data.

Goal # 4

Integration of Animal Control Division into Gaston County Police culture.	
Specific	While the Animal Control Division has been a part of the Gaston County Police for many years, the staff there has never felt, nor believed that they were truly part of the police department. They have developed a separate culture over time that is contrary to the values, expectations and systems of the police department. Through training, increased exposure to police supervisory staff and positive reinforcement from department leadership, an eventual change in culture will occur.
Measurable	Culture is a difficult topic to measure through conventional methods. Animal Control staff will therefore be surveyed on their perceptions of

	inclusion in the police department. In 2017 the staff will again be surveyed to evaluate if any change has occurred.
Achievable	This perhaps is the goal which could potentially take the longest to achieve. The sub-culture there did not develop overnight and can therefore not be expected to be an instantaneous change now. The process of influencing people's beliefs and sense of belonging is one that departmental staff and leaders need to commit themselves to for the life of the project and beyond. The changes required are within both animal control and the police department.
Relevant Results	The police culture is one that values initiative, problem solving, a high level of professionalism and customer service. By raising the animal control staff to these standards, the quality of service and employee will improve.
Timely	While the staff will be surveyed by the Summer of 2015 to develop a base line, and again at the end of Summer in 2017, this goal will require continued effort by departmental leadership. It is believed that there will be improvement by 2017, but efforts must continue so the division staff doesn't again slip away.
Rationale	The importance of this goal in the overall project is extremely important. So much of what the staff does will involve a change in beliefs, behaviors and expectations. Changes to systems and training will have an impact in the overall operation of the division, but if the

	staff's sense of belonging to the police department and its values doesn't occur, the true success of the project cannot be obtained.

Appendix E

Culture Change Project

Jay W. Human

Gardner-Webb University

DEOL 736

March 19, 2016

Abstract

There were a number of change theories or models that were examined and analyzed before determining which model was most preferred. Leadership scholars have studied organizational change from both conceptual and process perspectives (Latta, 2009). Conceptual approaches focus on the antecedents and consequences of change, the "what", while process approaches view the roles and strategies required for implementation, the "how" (Latta, 2009). A conceptual model examined was John Kotter's 8-Step Change Model. Kotter's model outlined the 8 steps of what needed to occur to effect change. Several process models were analyzed, to include Kurt Lewin's Three Step Change Model, as well as Johnson and Scholes' Cultural Web Model. Lewin viewed behavior as a dynamic balance of forces working in opposing directions (Kritsonis, 2004-2005). Johnson and Scholes' Cultural Web Model is a representation of the taken for granted assumptions, or paradigm, of an organization and the physical manifestations of organizational culture (CWMIFG, 2012). After careful consideration, Johnson and Scholes' Cultural Web Model was selected as the preferred model. This paper also includes the self-administered results of Denison's organizational culture survey of the Gaston County Police Department, and the action plan which was developed to affect the desired change.

Selected Change Theory

Peter Drucker was quoted as saying "Company cultures are like country cultures. Never try to change one. Try, instead, to work with what you have got" (Using Cultural Models for Changing Corporate Culture). However, it is believed that corporate cultures can be changed, it simply requires leadership. Leaders are recognized as exerting a dominate influence on the emergence and direction of cultural norms, values, and basic assumptions in organizational settings (Latta, 2009).

This project began with the examination of the study of organizational culture and change. Gail Latta identified in her research two perspectives for organizational change, conceptual and process (Latta, 2009). She described the conceptual approach as one that focused on the antecedents and consequences of change, or the "what". These models of change attempt to account for the differential effects of apparent, incremental, and revolutionary change on existing cultural tenets in organizations (Latta, 2009). The process approach addresses the roles and strategies required for implementation, or the "how". Kurt Lewin's three step change model is an example of a process approach. He viewed behavior as a dynamic balance of forces working in opposing directions (Kritsonis, 2004-2005). Lewin said that driving forces facilitate change because they push employees in the desired direction, while restraining forces hinder change because they push employees in the opposite direction (Kritsonis, 2004-2005). Driving forces promote change while restraining forces prohibit change. Lewin's model was very appealing, however, as Kritsonis noted in her conclusion of the comparisons, Lewin's model doesn't take into account the personal factors that can affect change (Kritsonis, 2004-2005).

Models of corporate culture tend to be viewed as one of two types. The first type views culture as a geometric shape such as a polygon, where the length of the spokes from the center of the polygon reflects a numerical value of each specific element (Using Cultural Models for Changing Corporate Culture). The elements are usually have labels such as "Avoidance" or "Achievement", or "Reactionary". The second type builds a textual description of each of the corporate cultural elements. When comparing the two types, the second is found to be most successful. What has been observed is that while people may remember the picture of the polygon and the labels associated with it, they do not understand the detail behind the picture. The second type provides the detail that needs to be thought through to bring about cultural change (Using Cultural Models for Changing Corporate Culture).

Gerry Johnson and Kevan Scholes' Cultural Web Model is an example of the detail culture type as well as a process approach to cultural change. Johnson and Scholes', like Schein, believe that culture is comprised of a set of shared philosophies, beliefs, ideologies, attitudes, values, expectations, assumptions and practices (Why Things Stay the Same). Each of these features are interlinked, together forming a web, or "paradigm", that is interdependent and self-supporting (Why Things Stay the Same). These assumptions or paradigm are the things within an organization that are taken for granted and not often talked about. Their model identifies six interlinking processes that determine how culture is established and reinforced. The elements of the Cultural Web are displayed in Figure 1. The six elements are Routines, Stories, Symbols, Power Structures, Organizational Structure, and Controls. Descriptions of each element is listed in Figure 2.

Figure 1   Model of Johnson and Scholes Cultural Web

Element	Description
The Paradigm	The set of assumptions about the organization which is held in common and taken for granted in the organization.
Stories	Anecdotes and stories about the organization, history and people that reinforce the traditions, models and beliefs.
Symbols	Logos, offices, cars and titles, or the type of language and terminology commonly used. These symbols become a short hand representation of the nature of the organization.

Power Structures	Formal or informal power and influence, operating through resources, position, history, and knowledge.
Organizational Structures	The formal or informal roles, responsibilities and relationships that operate within the organization.
Control Systems	Organizational measures and rewards that reinforce particular activities and behaviors.
Routines and Rituals	The unwritten ground rules as to how things are done and how members behave towards each other. These are the "way we do things around here" which at their best lubricate the working of the organization. They may also represent a taken-for-grantedness about how things should happen which is extremely difficult to change and highly protective of core assumptions in the paradigm.

Figure 2   Cultural Web Elements and Descriptions (Johnson)

One of the reasons that the Cultural Web was selected as the preferred model for change is that because all the elements are interdependent, if you chose to change one of the elements of the organization it will have an effect on all the other elements, as nothing can be handled in isolation. When the leader is planning their strategy for implementing change, they can consider which of the six elements they can harness to begin to provide an alternative view of the organization and a new paradigm that promotes the benefits of the proposed changes (Why Things Stay the Same). By utilizing the Cultural Web the desired culture can be described in the small concrete building blocks of each element. The

requirement to change culture therefore becomes a large number of specific small changes (Using Cultural Models for Changing Corporate Culture).

The ability to use the Cultural Web to map the culture of an organization was also important in the selection of this model. The aim of cultural mapping is to understand how an organization's culture will affect its ability to change and adapt to new policies or environments. According to Gerry Johnson there are three main benefits to mapping organizational culture.

➢ Surfacing that which is taken for granted can be a useful way of questioning what is normally rarely questioned. If no one ever questions what is taken for granted, then inevitably change will be difficult.

➢ By mapping aspects of organizational culture it may be possible to see where barriers to change exist and also what aspects of the existing culture are in line with the desired future strategy.

➢ A map of the organizational culture can also provide a basis for examining what changes need to occur to deliver a new strategy and how such changes can be managed. So practical ideas for implementing strategic change can be developed.

Another benefit in selecting the Cultural Web is the level of involvement that a consultant

would have to be involved with the process. Other models often require a consultant to help devise, implement and drive the change. Change that is driven by a consultant often loses energy and momentum once funding for the consultant is exhausted. The Cultural Web

Model is easy enough for people in the organization to do their own analysis with limited assistance from a consultant, but definitely not where the consultant is in the driver's seat.

The Cultural Web can be employed first to identify what is actually going on in the organization. By utilizing the tool in a workshop environment with groups of twelve to fifteen managers from the organization, broken down into smaller groups, each of the elements can be addressed so that common aspects of the organizational culture can be identified. It can also be used to help identify barriers to change. The tool can then be used to re-map the organizational culture. The purpose is to re-map the web to represent how the culture would be if the strategy developed was working successfully (Johnson). The approach is to develop a work environment and ways of doing things in line with the desired strategy, and in doing so create a context in which people can experience change and see the benefits. Mapping the sort of structure, systems, routines, rituals and symbols which, desirably, would support a new strategy can give clues to what it might be helpful to change (Johnson).

Culture Assessment

To assess the culture of the Gaston County Police Department, the Denison Organizational Culture Survey was self-administered. While the results were based on only one individual from the police department, it is believed that if administered to the entire department very similar results would be expected. The Denison Organizational Culture Survey is designed around the four main cultural traits of mission, adaptability, involvement, and consistency (Denison, Hooijberg, Lane, & Lief, 2012). The instrument is a sixty-item

survey, with five questions about each of the twelve indexes in the model. The survey uses a five point Likert scale, where 1 equals "strongly disagree", and a score of 5 equals "strongly agree".

After completing the survey, the results were then transferred into a percentage score for each of the twelve indexes. Of the four traits, the lowest scores were in the category for mission. All three of the index measures for that category were below fifty percent (50%). The strongest category was for consistency, with the highest being eight percent (80%) for core values. The results were inserted into the same graphic used by Denison and color coded for reference purposes (see Figure 3).
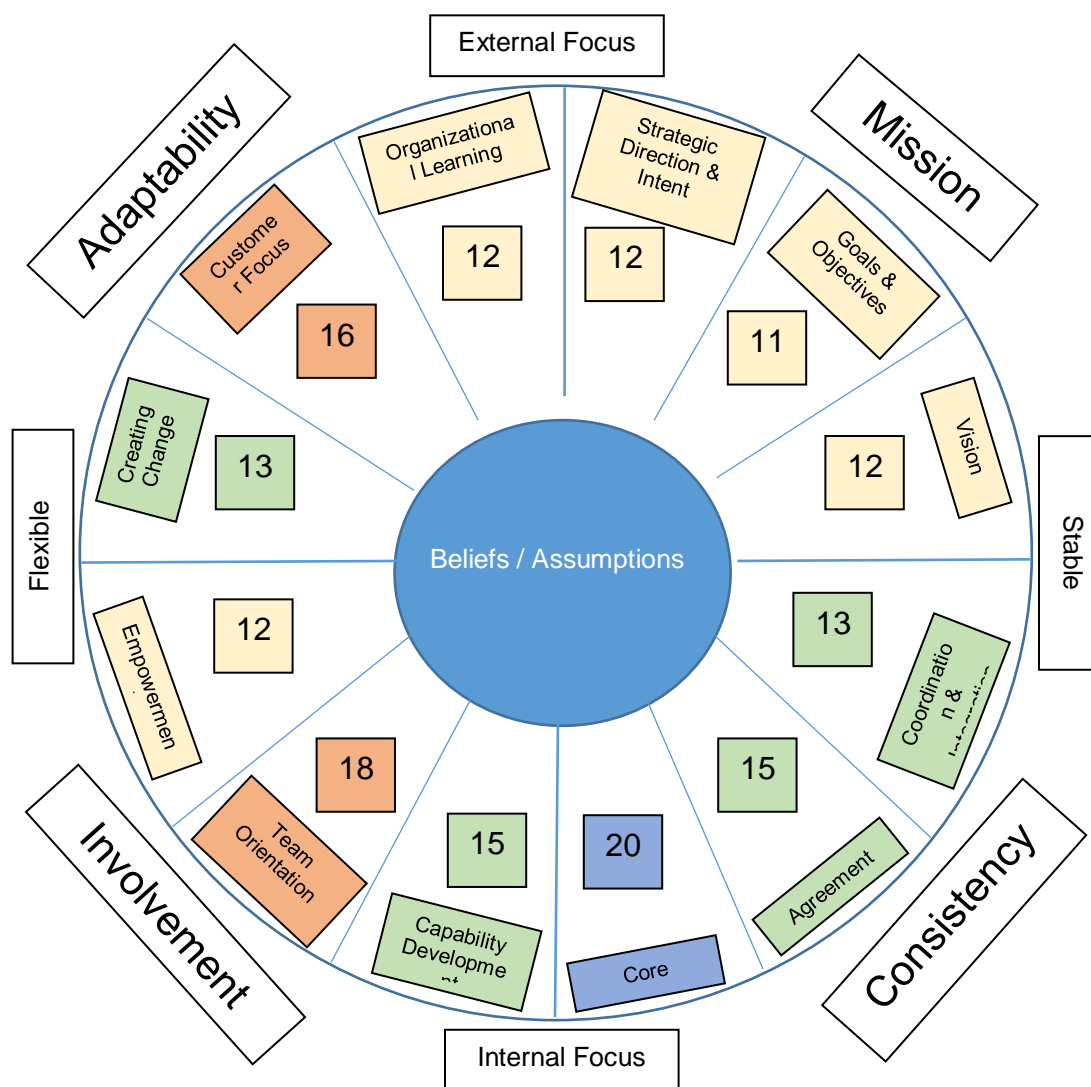
Figure 3   Results of Denison Organizational Survey

        The number recorded in each section of the chart is the combined score for the

five questions addressing each index. The color codes represent the percentage range

for each of the index sections.

❖ Yellow equals scores between fifty percent (50%) and less.

❖ Green equals scores between fifty-one percent (51%) and sixty percent (60%).

❖ Orange equals scores between sixty-one percent (61%) and seventy-five percent (75%).

❖ Purple equals scores seventy-six percent (76%) or higher.

A breakdown of the results for each trait and index are displayed in Figure 4.

Involvement		
Empowerment	12	48%
Team Orientation	18	72%
Capability Development	15	60%
Consistency		
Core Values	20	80%
Agreement	15	60%
Coordination and Integration	13	52%
Adaptability		
Creating Change	13	52%
Customer Focus	16	64%
Organizational Learning	12	48%
Mission		

Strategic Direction and Intent	12	48%
Goals and Objectives	11	44%
Vision	12	48%

Figure 4   Results Breakdown from Denison Organizational Survey

What was learned from the survey is that the department is the weakest in the areas

concerning its mission, especially with regards to the vision and direction of the department.

Leadership has not outlined the goals and objectives to the employees so there is reduced

confidence in their ability or the long term future for the agency. The agencies strengths are

displayed in the area of consistency. The index for core values was the highest of all items on

the survey. This success is due to the fact that the department has an established history of

promoting its core values to all employees. The values are displayed throughout the building

and reinforced through training.

Action Plan

The action plan for implementing the desired change in the departments' culture will

be centered heavily around improved communication and direction. The Action Plan for the

Gaston County Police Department is shown in Figure 5.

Action Plan	
Strategic Goal #1 (Mission)	Gain a better understanding of the current organizational culture.
Strategic Objectives	1. Contract with an Organizational Development consultant to administer the Denison Organizational Culture Survey to the entire department to verify the findings of the earlier self-administered survey. Step 2 will occur once the results are obtained from the Denison survey. 2. With the assistance of the contracted consultant, conduct a strategic workshop for the departments' command staff, where utilizing the Cultural Web model as a tool, staff will map the current organizational culture, identify the barriers for change, and then re-map the desired organizational culture.
Resources	The resources necessary for this goal will be: The contracted Organizational Development consultant. The Denison Organizational Culture Survey instrument.
Timeline	The timeline for this goal will be broken down as follows: 5 months to research and locate an Organizational Development consultant and agree to the contract terms. 1 month to administer the Denison survey to the entire department.

	1 month to schedule and complete the strategic management workshop.
Strategic Goal #2 (Mission, Adaptability and Involvement)	Improve employee knowledge and understanding of the departments' mission and vision.
Strategic Objectives	1. Utilizing the mapping information from the Cultural Web tool, determine which of the six elements can best be harnessed to affect the desired change. 2. Disseminate the information through various departmental methods to reinforce the change.
Resources	1. In house computer training program to distribute information about leadership's vision for the department and community. 2. Management will meet with front line supervisors to discuss vision and ensure their understanding of it. They must also understand their importance in coordinating with front line staff so they understand more clearly how they fit into the vision.

	3. Departmental meetings will be held so that leadership can present the information directly and answer questions that staff may have.
Timeline	The dissemination of information should be completed within 1 month.
Strategic Goal #3 (Involvement)	Improve employee engagement.
Strategic Objectives	1. Empower frontline staff to have more control and authority in decisions that can be made at their level. 2. Reinforce to employees that what they are doing does make a difference and has an impact on the department and community.
Resources	1. Utilize the departments' award system to recognize outstanding work by employees on a more regular basis. 2. Use meetings and training opportunities to tell about the good work of employees so there are new positive stories to reinforce the change.
Timeline	This will be an ongoing goal.

Figure 5   Action Plan for the Gaston County Police Department

Conclusion

There were many choices when examining all of the theories and models for cultural change. While several had strong and proven backgrounds, ultimately it was the Cultural Web Model which appealed the most. It was a simple design that expanded on the works of Edgar Schein and proved to be the most effective for identifying the current culture of the police department, as well as mapping out the desired change for the culture. Its limited need for a consultant was also important, given that future evaluations may need to be performed and could be accomplished with little input from the consultant. In the end, it is believed that by using the tenets associated with the Cultural Web Model, positive and lasting change can be achieved.

References

➢

CWMIFG. (2012, February 21). *What is the Cultural Web?* Retrieved from Innovation For

    Growth: http://www.innovationforgrowth.co.uk/Blog/what-is-the-cultural-web/

Denison, D., Hooijberg, R., Lane, N., & Lief, C. (2012). *Leading Culture Change in Global*

    Organizations; Aligning Culture and Strategy. San Francisco, CA: Jossey-Bass.

Johnson, G. (n.d.). *Mapping and Re-Mapping Organizational Culture: A Local Government*

    Example. Retrieved 2016, from Strategy Explorers:

    https://www.strategyexplorers.com/whitepapers/culture-webb.pdf

Kritsonis, A. (2004-2005). Comparison of Change Theories. *International Journal of*

    Scholarly Academic Intellectual Diversity, 8(1), 1-7.

Latta, G. F. (2009). A Process Model of Organizational Change in Culture Context (OC3

    Model). *Journal of Leadership & Organizational Studies, 16*(1), 19-37.

Using Cultural Models for Changing Corporate Culture. (n.d.). Retrieved 2016, from

    Change Factory: http://www.changefactory.com.au/our-thinking/articles/using-

    cultural-models-for-changing-corporate-culture

Why Things Stay the Same. (n.d.). Retrieved 2016, from University Cultures and

    Organizational Management; Leading Organizational Change:

    https://epigeum.com/downloads/ulm_accessible/us/03_culture/html/course_files/uc

Appendix F

Jay W. Human

DEOL 733

Milestone 3

The Reinvention of the Animal Control Division of the Gaston County Police

Scope
The consultation project for the reinvention of animal control will impact individuals both inside and outside the organization. Within the organization, the persons most affected by the project will be the twenty three direct employees at the facility. These are administrators, supervisors, specialist, kennel aids, and police information processing specialist (PIPS). The project not only impacts each of the employees there, but also requires their involvement for the plan to be successful. They will be instrumental in helping to identify systems, processes and duties that will require modification or replacement. The plan will also involve the employees support when new or modified systems or processes are brought on line. Primary employees most involved in the plan will be the administrators and supervisors.

Other persons affected by the project will be the citizens of Gaston County. By improving the systems, processes, training, policies and culture within the division, the quality of service provided to the citizens will improve. In 2014, Animal Control responded to 18,696 calls for service. During that time there were long periods where the backlog of calls pending a response was large. During 2014, there were also twelve complaints filed against employees of the division. The project, if successful, will result in a decrease in the calls pending as well as the number of complaints filed.

Additionally, there is one more group that will be affected by the project, the Rescue Groups. These are the groups that come to the facility and rescue animals prior to them potentially being euthanized. New changes in the process and regulations for these groups will impact how they operate.

The projects anticipated closure date is December 2017. While the processes, policies, and systems will be updated and in place by that time, the cultural transformation element will require continuous efforts beyond that time.

Processes

The following actions and programs will be implemented during the project:

Process Description	Expected Completion Date
Created an Excel spreadsheet for tracking priority calls. This replaced the old system which was a hand written piece of paper left on the corner of a desk. This is both a systems and process change.	Completed February 2015
Transition the Specialist's court uniform (Class "A") to the same uniform as the police department.	Completed February 2015
Created a new information / notification door hanger for the Specialist's to use when they do not find anyone at home during a call for service.	Completed March 2015
Review and revise the trap policy. New policy states that the agency will no longer set traps for the purpose of catching cats. This will create a reduction in calls for service for traps and allow additional time for investigative work. Reduction will be measured by utilizing the CAD system records examining the number of calls for trap request. Evaluation will be performed in June 2016 and 2017.	Completed June 2015

Review and update the existing Field Training Manual.	Completed July 2015
Review and update existing Policy Manual for division.	Expected completion date September 2015
Create a committee to research and provide recommendations for new vehicle decal designs to accommodate the new division name change.	Expected completion date September 2015
Develop and institute new training modules for specialist. This will be measured against their existing training record files.	Expected completion date July 2016
Review existing AC Ordinances for changes.	Expected completion date January 2017
Reduce the number of pending calls for service. The AC staff will receive an in-house developed survey by August 2015. A component of the survey will ask them to gage what the average number of pending calls were, since there is no other method to review previous numbers. Beginning in July 2015, a random sample will be examined to determine current numbers. This sampling will continue until August 2017. Employees will also receive a follow up survey to gage their opinion of how the calls have been since 2015.	Expected completion date December 2017
Systems	
The following systems will be implemented or revised during the life of the project:	
System Description	Expected Completion Date

Created new call cards for dispatching for AC calls. Also created call descriptions and guidelines for call entry.	Completed January 2015
Transition Daily Activity Report from paper system to electronic format.	Completed February 2015
Created new call signs for AC personnel.	Completed February 2015
Created new district mapping for CAD software.	Completed February 2015
Created an Excel spreadsheet for tracking priority calls. This replaced the old system which was a hand written piece of paper left on the corner of a desk. This is both a systems and process change.	Completed February 2015
Dispatch operations was transferred to county communications center.	Completed February 2015
Create a new Facebook page for the AC Division.	Completed June 2015
Update the Animal Control web page.	Expected completion date December 2016
Transfer Drug Log from existing paper system to an Excel spreadsheet.	Expected completion date September 2015
Boundaries	
The reinvention project at animal control will have little to no impact on the rest of the police department. The work within the animal control division is extremely specialized around animal care and enforcement, and therefore will not involve the other divisions within the department. The project will also not require the involvement of other county agencies such as the Health Department, Department of Social Services, or any other in the administration area of county government.	

The other municipal jurisdiction law enforcement agencies will also not be affected by the project. They, like the police side of the Gaston County Police, do not handle calls associated with the specialized services provided by animal control.

Appendix G

Jay Human

DEOL 735

Milestone 4

December 5, 2015

Summary of Business Benefits

At the conclusion of the consultancy project there will primarily be benefits associated with the productivity of the organization with minimal financial impact. The areas that will be most affected by the project are:

1. Reduction in the number of pending calls for service.

   As the Animal Control Specialists are trained to better manage their calls for service and determine how to prioritize responses, the number of pending calls for service will be reduced. This will allow them to better maximize the use of their time when conducting their investigations. This was one of the identified goals in Milestone 2. Since that time it has been learned that there is no tracking mechanism for the pending calls for service. The original plan was to compare CAD data from the previous time period and again in 2017. Other methods will have to be developed to measure this outcome. It may be possible to accomplish this by examining the number of calls for service responded to, or the amount of time spent on each call. While less quantifiable, the Specialist themselves can be surveyed to compare the time periods for changes. In conversations with the command staff of the division,

they state that they have already observed a reduction in the pending calls. They associate this to not only the training of the staff, but also to modifications of the system that was in place to manage them, as well as the restructuring of the work schedule which allows for more coverage. This goal will also directly impact the citizens of Gaston County who are the service base for this division. By reducing the amount of time it takes for Specialists to arrive at their calls, citizens will have fewer complaints about the exaggerated wait times.

2. Increased training for Specialist.

By increasing the training provided to the Specialists they will be better equipped to properly investigate their cases. This will result in less time spent on investigations and stronger cases for prosecution. This goal also involves the creation of a field training program that will result in two Specialists being selected as Field Training Officers. They will receive specialized training in that field and will be responsible for the training of new employees. They will also receive a financial increase of five percent in their salary. That benefit will be discussed later when the financial impacts are explained. This benefit will be easily measureable. The training records of the Specialists will be examined to document the increased number of courses and training hours provided.

3. Improved and updated administrative processes and systems.

The antiquated systems and processes that were primarily paper based will be upgraded to a more automated system. This will involve the daily activity reporting method, citations, reports, dispatch operations, and priority call monitoring. By

reducing the amount of time that the Specialists have to spend in the office

conducting administrative functions, it will allow for more time to be devoted to

investigations and calls for service. This goal is also closely tied to goal number one

as it will also aid in reducing the number of calls pending for service. This goal will

be measured by identifying how many processes have been updated as well as

through the employee survey which asked them to evaluate the amount of time spent

on administrative duties.

The financial impacts of the project will be minimal to non-existent. The reason for

this is because everything identified above can be accomplished under the current budgetary

constraints of the division. The total budget for division is $2,206,575.00. The following

chart breaks down several of the budget line items that would apply to the project.

Salaries	Budgeted amount: $907,644.00
The goals of the project can be accomplished without any required modification to the salary line item. The department annually has a surplus in that line item due to lap salaries of vacant positions and on average returns over $30,000.00 to the general fund. The two Field Training Officer positions can be created at an expense of approximately $4,000.00. The salary range for a Specialist is from $28,253.00 up to $43,795.00. The cost for the positions has been calculated off of the high end salary mark. The increased training time that the Specialists would be required to be compensated for can also be absorbed into this recurring surplus. At this time the division has only utilized 29.5% of the salary line item.	

Training	Budgeted amount: $11,950.00
The employee development and training line item has rarely been utilized in the past because the Specialists were not sent to training opportunities. While the consultancy project focuses on the creation of in-house training courses designed and administered by police trainers, which will not have an impact on this line item, other outside training opportunities will also exist for the Specialists. Those opportunities can be provided without any required modification to the budget as well. To date, the division has only utilized 5% of the employee development line item. As employees are encouraged to seek out training opportunities that percentage can expect to increase, but still within the budget.	

Data Processing Equipment	Budgeted amount: $3,434.00
While goal number 3 listed above involves the improvement of administrative systems and processes, it can also be accomplished with little impact on the budget. The modifications required are moving several of the paper based processes to computerization, however, the computers are already there, and have been. They have simply been used for other functions. If there are additional computers or software that are necessary to accomplish this goal it should be able to be done under the current budget. Of the amount budgeted, the division has only spent $398.00 which only accounts for 11.6%.	

Appendix H

2013	Calls	Delay (hrs)
Animal-Cat Complaint A12	434	158.81
Animal-Public Nuisance A03	445	124.05
Animal-License Check A11	47	105.66
Animal-Chicken Complaint A15	59	70.21
Animal-Leash Law Complaint A04	3675	69.02
Animal-Donated Animal A05	21	67.55
Animal-Livestock Complaint A16	83	34.22
Animal-Misc	360	21.89
Animal-Call Animal Control	185	6.09
Others	5821	0.67
Animal-Cruelty A09	1519	0.66
2013 Total	**12,649**	**32.02**

2014	Calls	Delay (hrs)	2015	Calls	Delay (hrs)
Animal-Cat Complaint A12	420	103.21	Animal-Chicken Complaint A15	54	48.02
Animal-Public Nuisance A03	397	75.58	Animal-License Check A11	25	42.65
Animal-Chicken Complaint A15	54	48.45	Animal-Public Nuisance A03	460	33.27
Animal-Leash Law Complaint A04	3245	40.49	Animal-Cat Complaint A12	609	25.99
Animal-License Check A11	161	18.92	Animal-Leash Law Complaint A04	2598	24.82
Animal-Livestock Complaint A16	74	17.78	Animal-Adoption Delivery A33	527	14.70
Animal-Misc	233	12.87	Animal-Trap Request A19	258	10.97
Animal-Call Animal Control	223	8.17	Animal-Misc	501	4.91
Animal-Shelter Request A30	335	5.94	Animal-Confined A06	475	4.65
Animal-Trap Request A19	185	5.43	Animal-Call Animal Control	1653	2.97
Others	6525	0.67	Others	7466	0.65
2014 Total	**11,852**	**18.89**	**2015 Total**	**14,626**	**8.50**

2016	Calls	Delay (hrs)	2017 (through June 8)	Calls	Delay (hrs)
Animal-Chicken Complaint A15	60	27.60	Animal-Chicken Complaint A15	18	46.50
Animal-Public Nuisance A03	586	26.04	Animal-Public Nuisance A03	244	42.31
Animal-Leash Law Complaint A04	2607	16.21	Animal-Leash Law Complaint A04	1153	27.01
Animal-Cat Complaint A12	685	13.46	Animal-Livestock Complaint A16	52	23.86
Animal-Livestock Complaint A16	136	8.32	Animal-Cat Complaint A12	266	9.24
Animal-Call Animal Control	1902	2.97	Animal-Call Animal Control	793	5.55
Animal-Misc	347	2.83	Animal-Misc	122	2.19
Animal-Confined A06	507	2.13	Animal-Confined A06	273	1.11
Animal-Cruelty A09	1577	0.59	Animal-Cruelty A09	619	0.82
Animal-Vicious A07	1345	0.52	Animal-Vicious A07	537	0.67
Others	6236	0.35	Others	2625	0.42
2016 Total	**15,988**	**5.07**	**YTD 2017 (Jun 8) Total**	**6,702**	**7.90**

Appendix I

Name	Date of Hire	Date of Termination	Total Tenure Years	Aegis (2006-14) Train Hours	In-House system (2006-14)	Days employed 1/1/2006 - 12/31/2014	Aegis (2015-2017) Train Hours	In-House system (2015-17)	Days employed 1/1/2015 - 07/31/2017	Tot Train hrs 2006-2014 Col E + Col F	Tot Train hrs 2015-2017 Col H+ Col I
Thornburg, M.S.	1/8/2003		14.5	114	8	3286	133	61	942	122	194
Rector, S.D.	9/17/2003		14.0	102.5	8	3286	69	61	942	110.5	130
Drennan, B.R.	3/13/2006		11.4	211	7	3215	133	61	942	218	194
Day, M.S.	11/3/1999	6/1/2014	14.5	93	5	3073	n/a	n/a	n/a	98	n/a
Rhyne, S.D.	6/14/2000	2/12/2013	12.6	52	5	2599	n/a	n/a	n/a	57	n/a
Hay, S.J.	12/13/2000	11/17/2014	14.0	94	6	3242	n/a	n/a	n/a	100	n/a
Albright, G.S.	5/3/2010	6/4/2013	3.0	0	2	1128	n/a	n/a	n/a	2	n/a
Cormier, A.T.	1/8/2003	4/24/2007	3.0	53	0	478	n/a	n/a	n/a	53	n/a
Davis, J.R.	7/22/2013		4.0	0	2	527	57	61	942	2	118
Dockery, T.L.	6/1/2010	10/4/2010	0.3	0	0	125	n/a	n/a	n/a	0	n/a
Hartsell, R.C.	9/17/2003	10/6/2006	3.0	24	0	278	n/a	n/a	n/a	24	n/a
Horn, C.M.	5/4/2009	3/1/2010	1.0	35	0	301	n/a	n/a	n/a	35	n/a
Johnson, E.M.	7/2/2007	3/3/2010	2.7	58	0	975	n/a	n/a	n/a	58	n/a
Lineberger, J.R.	7/22/2013		4.0	0	2	527	60	60	942	2	120
Lovelace	9/24/2007	3/12/2010	2.5	75.5	0	900	n/a	n/a	n/a	75.5	n/a
Maxwell, R.D.	5/4/2009	2/10/2012	3.0	146	3	1012	n/a	n/a	n/a	149	n/a
Mathis, S.D.	11/12/2013		3.5	0	6	414	40	61	942	6	101
Mills, S.W.	4/5/2010	12/9/2011	1.8	50	0	613	n/a	n/a	n/a	50	n/a
Ortiz-Figuero,O.J.	6/8/2015		2.0	n/a	n/a	n/a	401	61	784	n/a	462
Owens, J.R.	9/11/2006	2/11/2009	2.5	40.5	0	884	n/a	0	n/a	40.5	n/a
Postell, A.M.	5/29/2012	4/25/2013	1.0	0	2	331	n/a	0	n/a	2	n/a
Stiles, D.W.	11/15/2010	1/2/2015	4.0	61	5	1507	n/a	0	n/a	66	n/a
Thornburg, Z.N.	6/25/2012	7/17/2015	3.0	0	4	919	0	0	197	4	0
Toney, J.L.	6/1/2010	5/25/2017	7.0	0	5	1674	77	61	875	5	138
Arguello, J	2/27/2017		0.5	n/a	n/a	n/a	364	0	154	n/a	364
Scarborough, K.A.	2/27/2017		0.5	n/a	n/a	n/a	364	0	154	n/a	364
Totals				**1209.5**	**70**	**31294**	**1698**	**487**	**7816**	**1279.5**	**2185**

2004-2016				2006-14 FTE = Total Days Employed/Total possible employment days			
Starting date	1/1/2006			FTE = G 29/ B 34			9.5
Ending Date	12/31/2014						
Days	3286			2015-17 FTE = Total Days Employed/Total possible employment days			
Years	9.0			FTE = J29/ B 40			8.3
2015-2017							
Start Date	1/1/2015				2006-2014	2015-2017	Change	%Change
End Date	7/31/2017			**Training Hours**	1,279.50	2,185.00	905.5	70.8%
Days	942			FTE	9.5	8.3	-1.2	-12.6%
Years	2.6			**Training Hrs/FTE**	134.4	263.3	129.0	96.0%
				Years	9	2.6	-6.4	-71.1%
				Training Hrs/FTE/Year	14.9	101.3	86.4	578.5%

Appendix J

Survey Number _____

Survey of Animal Control Division Employees

My name is Jay Human and I am a Captain at the Gaston County Police Department. I am currently in the doctoral program at Gardner Webb University working to obtain a Doctor of Education in Organizational Leadership degree. As part of the degree requirements I must complete a consultancy project. For my consultancy I selected the reinvention of the Animal Control Division. I have been working with the leaders and supervisors of the division since January 2015, helping identify and implement the changes which are going to help transform the division into the new Animal Care and Enforcement Division.

As part of the project I must be able to show that the changes and transformation have had an impact and improved efficiency, operations and even job satisfaction. To do this I am asking that each of you complete this short survey and send it back to me in the attached envelope through the inter-department mail system. The survey is completely anonymous and the data collected from the survey is to be used to measure the success of the implemented changes. Each survey does have an assigned survey number, but that number is only used to track the number of surveys that are completed and returned, not to identify who the survey was given to.

There are two main points which should be explained before you complete the survey. The first is who should complete the entire survey. Since I will be measuring how the changes that have been implemented since January 2015 have impacted the operations of the Animal Control Division, **only employees who worked in the division before January 2015 will complete the survey**. If you were hired after that date simply check the "No" box in the first section of the survey and return the uncompleted survey to me in the attached envelope. The second point is during what time period you need to have your answers reflect. While there has already been a considerable amount of change at the division since January 2015, **your answers need to be based on the time period prior to January 2015, ideally during the period when Reggie Horton was still the Director of Animal Control.**

This same survey will be conducted again in 2017, and that data will be compared to those of this survey to measure any change. During that survey, employees will be asked to answer the questions based on their opinions of the division after January 2015. At that time all the division employees will be asked to participate in the survey. This will essentially be a before and after comparative survey of the division. My consultancy project focuses on the operations and procedures of the division, the supervision and leadership there and at the police department, and the level of job satisfaction within the division. At the completion of the project a summary of the findings will be provided to all the employees in the division.

I want to thank you for taking the time to complete this survey. As employees of the Animal Control Division you are all involved in this ongoing transformation, and your input, ideas and cooperation are important to ensuring the success of the project.

The survey should take you about five (5) minutes to complete. Once done, simply place the survey back in the envelope and put it in the inter-department mail area at the shelter. Should you have any questions please call me at 704-866-3386.

Sincerely,

Jay Human

Survey Number _____
Were you employed with Animal Control before January 2015: Yes ☐   No ☐   (If yes, continue with survey. If no, check box and return uncompleted survey to Jay Human)
Your Position within the Animal Control Division   Supervisor ☐   Specialist ☐   Kennel Aid ☐

P.I.P.S.	

Please read the following questions and circle the answer that best reflects your opinion. The rating scale is as follows:

    1= Strongly Disagree   2= Disagree   3= Neutral   4= Agree   5= Strongly Agree

1. As a member of the Animal Control Division, I feel that I am part of the Gaston County Police Department.	1	2	3	4	5
2. The Chief of Police is involved with the Animal Control Division as much as they are with the other divisions at the police department.	1	2	3	4	5
3. I feel that I have the support of the upper management at the police department.	1	2	3	4	5
4. The Director of Animal Control is involved in the daily operations of the division.	1	2	3	4	5
5. When working, I feel that I receive guidance and support from my direct supervisor.	1	2	3	4	5
6. I have been provided training, both initially and annually, to properly perform my duties.	1	2	3	4	5
7. I am confident in my ability to investigate my calls for service (ex: cruelty, neglect, etc.).	1	2	3	4	5
8. I enjoy my current work schedule.	1	2	3	4	5
9. My current work schedule maximizes efficiency in the work place.	1	2	3	4	5

10. I feel that I am properly equipped to perform the duties of my job.	1 2 3 4 5
11. The amount of time spent on administrative functions is appropriate (Daily Activity Report, Citation Log, CAD entries, Priority Pending Case notification and assignment log, etc.).	1 2 3 4 5
12. The current Animal Control dispatch system is effective.	1 2 3 4 5
13. I feel that I am treated fairly by my supervisors in areas concerning discipline, counseling and vehicle accidents.	1 2 3 4 5
14. The shelter operation procedures are efficient and properly documented in the individual animal files.	1 2 3 4 5
15. I feel that outside entities have too much influence and control over Animal Control activities.	1 2 3 4 5

The section is for any additional comments you would like to provide.

Appendix K

Survey of Animal Care and enforcement Division Employees

My name is Jay Human and I am an Assistant Chief at the Gaston County Police Department. I am currently in the doctoral program at Gardner Webb University working to obtain a Doctor of Education in Organizational Leadership degree. As part of the degree requirements I must complete a consultancy project. For my consultancy I selected the reinvention of the Animal Control Division. I have been working with the leaders and supervisors of the division since January 2015, helping identify and implement the changes which are going to help transform the division into the new Animal Care and Enforcement Division.

As part of the project I must be able to show that the changes and transformation have had an impact and improved efficiency, operations and even job satisfaction. To do this I am asking that each of you complete this short survey and send it back to me in the attached envelope through the inter-department mail system. The survey is completely anonymous and the data collected from the survey is to be used to measure the success of the implemented changes. Each survey does have an assigned survey number, but that number is only used to track the number of surveys that are completed and returned, not to identify who the survey was given to.

This is the same survey that many of you completed in 2015 and the data collected here will be compared to those of the first survey to measure any change. During this survey, employees will be asked to answer the questions based on their opinions of the division after January 2015. My consultancy project focuses on the operations and procedures of the division, the supervision and leadership there and at the police department, and the level of job satisfaction within the division. At the completion of the project a summary of the findings will be provided to all the employees in the division.

I want to thank you for taking the time to complete this survey. As employees of the Animal Care and Enforcement Division you are all involved in this ongoing transformation, and your input, ideas and cooperation are important to ensuring the success of the project.

The survey should take you about five (5) minutes to complete. Once done, simply place the survey back in the envelope and put it in the inter-department mail area at the shelter. Should you have any questions please call me at 704-866-3386.

Sincerely,

Jay Human

Survey Number _____

Your Position within the Animal Control Division

☐ Supervisor **(This includes ALL levels of supervision)**
☐ Specialist
☐ Kennel Aid
☐ P.I.P.S. **(This includes ALL other office staff as well, other than Specialists and Kennel Aids)**

Please read the following questions and circle the answer that best reflects your opinion. The rating scale is as follows:

1= Strongly Disagree   2= Disagree   3= Neutral   4= Agree   5= Strongly Agree

16. As a member of the Animal Care and Enforcement Division, I feel that I am part of the Gaston County Police Department.	1	2	3	4	5
17. The Chief of Police is involved with the Animal Care and Enforcement Division as much as they are with the other divisions at the police department.	1	2	3	4	5
18. I feel that I have the support of the upper management at the police department.	1	2	3	4	5
19. The Director of Animal Care and Enforcement is involved in the daily operations of the division.	1	2	3	4	5
20. When working, I feel that I receive guidance and support from my direct supervisor.	1	2	3	4	5
21. I have been provided training, both initially and annually, to properly perform my duties.	1	2	3	4	5
22. I am confident in my ability to investigate my calls for service (ex: cruelty, neglect, etc.).	2	2	3	4	5

23. I enjoy my current work schedule.	1	2	3	4	5
24. My current work schedule maximizes efficiency in the work place.	1	2	3	4	5
25. I feel that I am properly equipped to perform the duties of my job.	1	2	3	4	5
26. The amount of time spent on administrative functions is appropriate (Daily Activity Report, Citation Log, CAD entries, Priority Pending Case notification and assignment log, etc.).	1	2	3	4	5
27. The current Animal Control dispatch system is effective.	1	2	3	4	5
28. I feel that I am treated fairly by my supervisors in areas concerning discipline, counseling and vehicle accidents.	1	2	3	4	5
29. The shelter operation procedures are efficient and properly documented in the individual animal files.	1	2	3	4	5
30. I feel that outside entities have too much influence and control over Animal Control activities.	1	2	3	4	5

Questions 16 through 18 are for Specialists and Supervisors only

31. Although pending calls increase during the week, the reorganization has allowed Specialists to reduce that number during the weekend.	1	2	3	4	5
32. Overall the pending calls for service have decreased since the reorganization.	1	2	3	4	5
	1	2	3	4	5

33. Specialist now have the ability to clear low priority calls without repeated visits and "Door Knockers".	
The section is for any additional comments you would like to provide.	

Appendix L

Position	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15
Supervisor	3	4	4	4	2	2	NA	3	3	2	2	NA	4	2	4
Group MS	3.0	4.0	4.0	4.0	2.0	2.0	0.0	3.0	3.0	2.0	2.0	0.0	4.6	2.0	4.0
Specialist	3	3	4	5	4	3	5	5	5	4	3	4	5	3	4
Specialist	5	4	4	5	5	3	4	4	4	4	4	4	5	3	4
Specialist	4	4	4	5	5	4	4	5	5	4	4	5	4	4	5
Specialist	4	2	4	4	4	4	5	4	4	4	4	4	4	4	4
Specialist	3	2	3	2	3	3	4	4	4	4	3	3	4	3	5
Specialist	4	4	4	5	4	4	5	5	5	4	4	4	2	4	5
Group MS	3.2	3.6	3.8	4.3	4.1	3.5	4.5	4.5	4.5	4.0	3.6	4.0	4.0	3.5	4.5
K. Aides	3	2	1	4	5	2	2	3	1	1	3	3	3	1	2
K. Aides	3	5	5	3	5	4	3	3	5	5	3	3	5	5	5
Group MS	3.0	3.5	3.0	3.5	5.0	3.0	2.5	3.0	3.0	3.0	3.0	3.0	4.0	3.0	3.5
PIPS	2	2	2	1	1	1	3	3	2	2	2	3	1	1	5
PIPS	5	5	5	5	4	4	4	5	5	5	5	5	5	5	4
PIPS	2	3	3	2	3	4	3	4	4	4	2	4	4	3	3
Group MS	3.0	3.3	3.3	2.7	2.7	3.0	3.3	4.0	3.6	3.6	3.0	4.0	3.3	3.0	4.0
Total Mean Score	3.4	3.6	3.5	3.7	3.7	3.1	3.5	4.0	3.9	3.5	3.2	3.5	3.8	3.1	4.1

2015 Employee Survey Results by Position

Appendix M

Position	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18
Supervisor	5	5	5	5	5	5	5	5	5	5	4	4	5	4	1	2	2	4
Group MS	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	4.0	5.0	4.0	1.0	2.0	2.0	4.0
Specialist	5	5	5	5	5	4	4	4	5	3	4	4	5	3	3	4	3	4
Specialist	3	3	5	5	5	4	5	5	5	5	3	5	5	2	2	5	5	5
Specialist	5	5	5	5	5	5	5	5	5	4	4	5	5	4	3	5	3	4
Specialist	5	5	5	5	5	3	4	4	5	5	5	5	5	5	4	5	2	5
Specialist	5	4	5	5	5	5	5	5	5	5	5	5	5	5	2	5	5	5
Specialist	5	5	5	5	5	5	5	5	5	5	4	5	5	5	2	5	5	5
Group MS	4.6	4.5	5.0	5.0	5.0	4.3	4.6	4.6	5.0	4.5	4.1	4.8	5.0	4.0	2.6	4.8	3.8	4.6
K. Aides	5	5	5	5	5	5	5	5	5	3	5	5	5	5	5	NA	NA	NA
K. Aides	4	4	3	4	4	3	4	3	3	3	4	4	3	4	3	NA	NA	NA
Group MS	4.5	4.5	4.0	4.5	4.5	4.0	4.5	4.0	4.0	3.0	4.5	4.5	4.0	4.5	4.0	NA	NA	NA
PIPS	4	4	4	5	5	5	3	5	5	5	5	3	5	4	2	NA	NA	NA
PIPS	5	4	4	5	5	5	5	5	5	5	5	5	5	5	2	NA	NA	NA
PIPS	5	5	4	5	5	5	3	5	5	5	5	5	4	5	4	NA	NA	NA
Group MS	4.6	4.3	4.0	5.0	5.0	5.0	3.6	5.0	5.0	5.0	5.0	4.3	4.6	4.6	2.6	NA	NA	NA
Total Mean Score	4.6	4.5	4.5	4.9	4.9	4.5	4.4	4.6	4.8	4.4	4.4	4.5	4.7	4.2	2.7			

2017 Adjusted Employee Survey Results by Position

Appendix N

Employed before January 2015	Yes	12	No	4		
Supervisor	1					
Specialist	6					
Kennel Aid	2					
P.I.P.S.	3					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean Score
1. As a member of the Animal Control Division, I feel that I am part of the Gaston County Police Department.		2	5	3	2	3.4
2. The Chief of Police is involved with the Animal Control Division as much as they are with the other divisions at the police department.		4	2	4	2	3.3
3. I feel that I have the support of the upper management at the police department.	1	1	2	6	2	3.6
4. The Director of Animal Control is involved in the daily operations of the division.	1	2	1	3	5	3.7
5. When working, I feel that I receive guidance and support from my direct supervisor.	1	1	2	4	4	3.7
6. I have been provided training, both initially and annually, to properly perform my duties.	1	2	3	6		3.0
7. I am confident in my abilities to investigate my calls for service (ex: cruelty, neglect, etc.)		1	3	4	3	3.8*
8. I enjoy my current work schedule.			4	4	4	4.0

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean Score
9. My current work schedule maximizes efficiency in the work place.	1	1	1	4	5	3.9
10. I feel that I am properly equipped to perform the duties of my job.	1	2		7	2	3.6
11. The amount of time spent on administrative functions is appropriate (Daily Activity Report, Citation Log, CAD entries, Priority Pending Case notification and assignment log, etc.)		3	4	4	1	3.2
12. The current Animal Control dispatch system is effective.			4	5	2	3.8*
13. I feel that I am treated fairly by my supervisors in areas concerning discipline, counseling and vehicle accidents.	1	1	1	5	4	3.8
14. The shelter operation procedures are efficient and properly documented in the individual animal files.	2	1	4	3	2	3.2
15. I feel that outside entities have too much influence and control over Animal Control activities.		1	1	5	5	4.2

Appendix O

Total Surveys Distributed	24		Adjusted to Match 2015 Data				
Supervisor	5		1				
Specialist	7		6				
Kennel Aide	3		2				
P.I.P.S.	5		3				
Total Surveys Completed	20	83% RR	12				
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean Score	
1. As a member of the Animal Control Division, I feel that I am part of the Gaston County Police Department.	0	0	1	2	9	4.7	
2. The Chief of Police is involved with the Animal Control Division as much as they are with the other divisions at the police department.	0	0	1	4	7	4.5	
3. I feel that I have the support of the upper management at the police department.	0	0	1	3	8	4.6	
4. The Director of Animal Control is involved in the daily operations of the division.	0	0	0	1	11	4.9	
5. When working, I feel that I receive guidance and support from my direct supervisor.	0	0	0	1	11	4.9	
6. I have been provided training, both initially and annually, to properly perform my duties.	0	0	2	2	8	4.5	

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean Score
7. I am confident in my abilities to investigate my calls for service (ex: cruelty, neglect, etc.)	0	0	2	3	7	4.4
8. I enjoy my current work schedule.	0	0	1	2	9	4.7
9. My current work schedule maximizes efficiency in the work place.	0	0	1	0	11	4.8
10. I feel that I am properly equipped to perform the duties of my job.	0	0	3	1	8	4.4
11. The amount of time spent on administrative functions is appropriate (Daily Activity Report, Citation Log, CAD entries, Priority Pending Case notification and assignment log, etc.)	0	0	1	4	6	4.4
12. The current Animal Control dispatch system is effective.	0	0	1	3	8	4.6
13. I feel that I am treated fairly by my supervisors in areas concerning discipline, counseling and vehicle accidents.	0	0	1	1	10	4.7
14. The shelter operation procedures are efficient and properly documented in the individual animal files.	0	1	1	4	6	4.2
15. I feel that outside entities have too much influence and control over Animal Control activities.	1	5	3	2	1	2.7

16. Although pending calls increase during the week, the reorganization has allowed Specialists to reduce that number during the weekend.	0	1	0	1	5	NA
17. Overall the pending calls for service have decreased since the reorganization.	0	2	2	0	3	NA
18. Specialists now have the ability to clear low priority calls without repeated visits and "Door Knockers".	0	0	0	3	4	NA

Appendix P

Jay W. Human

DEOL 753

Milestone 10

Summer 2017

       In reviewing the progress and performance of the plan over the past two and a half years, there is supportive evidence which demonstrates that the project has made a significant positive impact on the Animal Care and Enforcement Division. The below timeline, Table 1, was created in January 2015 and has been maintained throughout the projects life span. There are only three items left on the list that are not completed; the creation of an electronic version of the civil citation, the creation of an electronic version of the bite report, and the review of the county animal control ordinances for any necessary updates.

Develop an outline of a project plan including detailed strategies, activities, timelines, responsibilities, expected outcomes and results.				
Strategies	Activities	Timeline	Responsible	Expected Outcomes / Results
Goal #1: Reduction in the number of pending calls for service. By training the Specialists on how to better monitor calls and manage their time, the number of pending calls should reduce. The improved supervision by police Sergeants will also aid in the reduction by also monitoring calls and directing the efforts of the Specialists.	Transfer dispatch operations to the Communications Division.	January - March 2015 (Completed 2/15)	Administrative Staff	Will provide the same level of dispatch services as police.
	Reassign police Captain and Sergeant to Animal Control Division.	January 2015 (Completed)	Administrative Staff	Will provide improved management and supervision as well as reinforce police culture.
	Collection of data for study (calls for service, complaints, adoption numbers, turnover rates, etc.)	January 2015 – July 2017 (Completed)	Jay Human and the Crime Analyst Unit	Data will be utilized to measure the progress of the project and evaluation upon completion.
	Conduct analysis to evaluate any changes in pre and post data collected	July – August 2017 (Completed)	Jay Human and the Crime Analyst Unit	
Goal #2: Increased training for the Animal Control Specialists.	Review existing field training methods and develop a new Field Training Manual based on the same format as the police version.	March - July 2015 (Completed 7/15)	Capt. Jentsch and Sgt's Phelps and Phil	Will standardize the field training process and provide an established outline to follow. Information presented will be relevant and the evaluation of the Specialists effective.

The amount of training provided to Specialists has historically been very little. There is not a standardized training program for new employees, and what annual training is provided after that is limited in scope. Improved training will better equip the Specialists in performing their duties and provide a much higher quality of service for the citizens and animals of Gaston County.	Perform a complete inventory of equipment issued to Specialists.	March - July 2015 (Completed 7/15)	Capt. Jentsch and Sgt's Phelps and Phil	Ensure Specialists all have the equipment needed to perform their duties.
	Have communications perform "Status Checks" on Specialists while out on a call.	March - July 2015 (Completed 4/15)	Capt. Jentsch and Communication Division.	Improves safety of Specialists by having the same checks performed as the police side.
	Creation of 2 Field Training Officer (FTO) positions with matching pay compensation as the police FTO's.	Completed December 2015	Chief of Police and Capt. Jentsch	Will standardize the selection and training of Specialists who are responsible for training new employees. It will aid in the cultural component of the project since it mirrors the police program.
	Purchase and train Specialists on new tranquilizer weapons.	Completed February 2016	Capt. Jentsch, Jay Human, Sgt. Phelps	Improves options for Specialists when responding to animal calls.
	Develop and administer training on courtroom testimony and case preparation.	Completed December 2015	Capt. Jentsch, Sgt. Phelps, District Attorney's Office.	Increases knowledge on how to better investigate and prepare cases for court, as well as provide instruction on what to expect when in court and the best ways to respond. This training will improve the level and quality of investigations and result in increased convictions.

	Begin sending Specialists for certification to the National Animal Control and Humane Officer Training Academy (NACHO) conducted by the National Animal Care and Control Association (NACA).	Began sending Specialists in 2015	Capt. Jentsch, Sgt's Phelps and Rollins, Assistant Chief Osborne	The NACHO Training Academy consists of three 40 hour modules, A,B, and C. Specialists will earn the NACA Animal Control Officer Certification upon completion of Module A and B, and will earn the Code 3 Cruelty Investigator Certification upon completion of Modules A,B, and C. This training will allow the Specialists to receive a recognized national certification. At present, 2 Specialists have completed all three modules and 2 others are in the process. The remaining and new employees will be brought in over the next two budget cycles.
Goal #3: Improve / update administrative processes and systems.	Review records systems and procedures and prioritize the order in which they will be modified.	January – March 2015 (Completed February 2015)	Capt. Jentsch, Jay Human, Sgt. Phelps	Review will determine in what order of importance the modifications need to be made in.

The administrative processes or systems utilized to record, track, and store data on Specialists activities, reports, and citations is heavily centered on a paper based system. They are out of date and limit the ability to search records and manage the data. Improvements will utilize more computer based systems and provide better notifications involving priority investigations. The upgraded systems will also reduce the amount of administrative time of the division staff.	Review and update Operations Manual.	March – July 2015 (Completed 2017)	Capt. Jentsch, Dr. Blankenship	Review is still ongoing and is approximately 40% complete.
	Revise trap request policy and related forms.	Completed Spring 2015	Capt. Jentsch	A review of the trap policy was conducted and changed to reflect that traps will no longer be deployed in an attempt to catch cats, since there is no lease law violation for them. This will allow time for Specialists to respond to other calls.
	Transfer Specialists paper based record of daily activity to the computerized Daily Activity Report (DAR) currently used on the police side.	Completed May 2015	Capt. Jentsch, Sgt. Phelps, and Crime Analyst	Utilizing the DAR instead of the paper system will decrease the amount of time spent in the office since it can be accessed from their vehicles. It will also provide a more efficient system of reviewing their performance and activity by the supervisors.
	Research method for generating the civil citation in electronic format.	March – July 2015	ACE staff and County IT Department	This project is still ongoing and is expected to go online in the Spring of 2017 when the new Animal Control software comes online.
	Research method for generating the bite report in electronic format.	March – July 2015	ACE staff and County IT Department	This project is still ongoing and is expected to go online in the Spring of 2017 when the new

				Animal Control software comes online.
	Select and purchase printers for field operations vehicles.	July – December 2015 (completed)	Capt. Jentsch	This technology will enable to Specialists in the field to print reports and citations from their vehicles. Installation is expected in the Spring of 2017 when the new software comes online.
	Review Animal Control web page for updates or modifications.	July – December 2015 (Completed)	Dr. Blankenship and shelter staff	The web page has been updated and is now continually maintained with event information and adoptable animals.
	Review Animal Control Ordinances for changes.	January – July 2017	ACE staff	Ordinances will be reviewed to see if any changes are needed to bring them up to date.
	Purchase new software package for animal control management.	Completed August 2016	Dr. Blankenship, County IT, Jay Human	This software will improve both shelter and field operations management.
	Transition shelter to new software system.	August 2017 (Completed)	ACE staff	
	Review surrender intake procedure for changes.	January – July 2016 (Completed Spring 2016)	Dr. Blankenship and Capt. Jentsch	The owner surrender procedure was changed to only being available on Tuesday and

				Thursday from 1pm to 4pm. By doing this staff is able to focus more on rescue and local adoption efforts. It has also aided in lowering the number of animals brought into the shelter.
	Update the Entry Checklist for animals to ensure all intake procedures are being followed.	Completed in November 2016	Dr. Blankenship	The Entry Checklist is now in electronic format which allows for quicker entry into the individual animals electronic file. The previous checklist was paper and had to be scanned in on both sides.
	Reclassify the PIPS position that is performing the Rescue Partner coordination.	Completed in November 2016	Dr. Blankenship and Jay Human	This position was reclassified as the Adoption Placement Coordinator with a higher pay range than the previous PIPS position. This will allow the shelter to hire a more qualified person for this position. The reclassification also describes in detail the duties specific to that function.
	Change public information procedures to match that of the police department.	Completed October 2015	Dr. Blankenship and Capt. Jentsch	This will allow the division to have the same procedure as the police department, eliminating any possible confusion.

Transfer storage of Animal Control records to the police records system.	Completed in November 2015	ACE staff and police Records Unit staff.	This will allow all departmental records to be on file in one central location, eliminating the need to search various locations.
Create new call cards for dispatching for AC calls.	Completed January 2015	ACE staff	The call cards tell the dispatcher what priority the call is and how many units to send. They previously had no system.
Create new call signs for AC units.	Completed February 2015	Capt. Jentsch and Sgt. Phelps	The new call signs are now similar in nature to the ones utilized on the police side. This will make it easier for the dispatcher to use and helps create a stronger cultural bridge.
Create new district mapping for CAD software.	Completed February 2015	Crime Analyst	Using historical call data the Crime Analyst was able to redesign the district mapping to make the Specialists time more efficient.
Create a new system for tracking priority calls that need to be followed up on.	Completed February 2015	Capt. Jentsch, Sgt's Phelps and Phil	The old system was simply a piece of paper left on a desk for the next shift to see. There was no ability to track or manage the progress of the call once the paper left the desk. An Excel spreadsheet was created on a shared computer drive that

				Specialists check daily and input their efforts until the call is closed out.
	Expand the presence of the AC Division on social media.	Completed June 2015	Dr. Blankenship	A Facebook page has been created to promote the efforts of the department and staff. Events as well as educational material is posted to the site. In addition, it also links to the web page so viewers can see the adoptable animals.
	Create a method for the Specialists to leave information at a home when they respond and no one is there.	Completed March 2015	AC Specialists and Sgts.	An information door hanger was designed which would allow the Specialists to leave notifications to home owners when no one is at home. This will prevent the Specialists from having to make several trips to the residence which will allow more time to respond to other calls.
Goal #4: Integration of Specialists into the Gaston County Police culture. Even though the Animal Control Division has been a part of the Gaston	Assign a police captain and two sergeants to manage the field operations portion of the division.	Began January 2015. Completed September 2016	Upper command staff of police department.	By having managers from the police side in command, the staff's exposure to the department's culture will be reinforced on a daily basis. These assignments also serve to increase the training and knowledge of the Specialists investigative abilities through

County Police for many years, the staff there has never felt, nor believed that they were part of the police department. Because of that, they developed a separate culture that is contradicts the values, expectations and systems of the police department culture.				instruction and guidance. Captain Jentsch and Phelps were assigned in January 2015, and Sgt. Rollins in September 2016 upon the retirement of Sgt. Phil.
	Relocate the office for field operations to the main police department.	Completed February 2015	Upper command staff of police department and AC staff.	Relocating the field operations office to the main department allows the Specialists to be in and around the police culture on a daily basis.
	Survey AC staff to measure job satisfaction, feelings of support and inclusion in the police department, time spent performing task and major concerns.	Completed Fall 2015	Jay Human and Capt. Jentsch	The initial survey will serve as the base line measure which will be compared to a follow-up survey which will be administered in 2017.
	Explore options for changing the division's name and effect transition.	Completed June 2015	AC staff, Jay Human	In June 2015 the division's name was changed from the Animal Control Division to the Animal Care and Enforcement Division. The change was designed reflect the care the division has for animals instead

			of a controlling image the public had.
	Transition the Specialists court uniform to the same as the police department.	Completed February 2015	AC Supervisory staff	The Specialists court uniform will now match the police officers, green pants with a grey shirt.
	Create a new graphic design that better represents the division and can be utilized on vehicles, uniforms, and promotional material.	Began in August 2016 and was approved in October 2016. (Completed)	AC staff and upper command staff of police department.	The old graphic was a patch similar to the police patch, which did not fit with the direction of the new division name. Staff members worked to create a new design which was approved in October 2016.
	Provide all division staff members with polo shirts with the new division graphic to wear while working.	Began in August 2016 and was completed in November 2016.	AC command staff	Other than the Specialists who all wore a grey BDU style uniform, the other staff wore whatever dress they wanted. Staff's input was sought and approved overwhelmingly to go to a uniformed look at the division.

Table 1 (Project Timeline with Performance Measures and Expected Outcomes)

Goal #1

Statistical evidence of performance can also be observed in all four areas of the identified goals of the project. Goal #1 was the reduction in the number of pending calls for service. Table 2 presents the number of calls and the average pending time before the calls were answered. The chart contains data for 2013 through June 8th, 2017. What the data shows is that not only has the number of calls for service increased since the beginning of the project, but the average amount of time before the calls were answered has also greatly decreased. Comparing just 2013 to 2016, the last full year of data, there was a 26% increase in calls for service and an 84% decrease in the pending call times. This impact demonstrates that not only has efficiency within the division improved, but also the quality of service provided to the citizens of Gaston County.

Year	Number of Calls	Pending Time in Hours
2013	12,649	32.02
2014	11,852	18.89
2015	14,626	8.50
2016	15,988	5.07
2017	6,702	7.90

Table 2 (Pending Calls Numbers and Times)

Goal #2

The second goal of the project was to increase the training provided to the Animal control Specialist. It was observed that prior to the initiation of the project the training provided to the Specialist was very little. During the 2014 budget year, the division only spent $2,236.00 on training for its twenty-three employees. The following year in 2015, after the project began, the division spent $9,378.00 on training for the staff, reflecting a 319% increase in spending for training. In 2016 the division spent $11,236.00 in training. The training budget for the division for the 2017 budget year was increased to $20,500.00 by the Board of Commissioners. The training provided is very specialized towards the animal control field. Specialists are now receiving training in case preparation, courtroom testimony, as well as obtaining a nationally recognized certification as an Animal Control Officer and Cruelty Investigator through NACA, the National Animal Care and Control Association. Data supporting this increase is displayed in

Table 3. The table depicts the nine years before the projects inception in 2015 and compares it to the two and a half years after the start. The percentage of change for each category is also listed. There was a 70.8% increase in the total number of training hours, which resulted in a 96.0% increase in training per full time employee (FTE) overall. The most notable increase however, was observed when the increased training time per full time employee was broken down by year. That analysis revealed that there had been a 578.5% increase for each full time employee per year.

	2006-2014	2015-2017	Change	%Change
Training Hours	1,279.50	2,185.00	905.5	70.8%
Full Time Employees (FTE)	9.5	8.3	-1.2	-12.6%
Training Hours/FTE	134.4	263.3	129.0	96.0%
Years	9	2.6	-6.4	-71.1%
Training Hours/FTE/Year	14.9	101.3	86.4	578.5%

Table 3 (Training Hours)

In addition to these efforts, several other notable changes were made that impacted the quality of training provided. The divisions Field Training Manual was redesigned and structured to mirror the training manual utilized by the police department. Whereas before, the Specialists training was mainly unstructured and undocumented on the job training with whichever current Specialist was available, it now follows a detailed schedule of training phases where their performance is documented and evaluated. Also created were two Field Training Officer (FTO) positions. The two Field Training Officers were selected from a pool of applicants and provided instruction on how to properly train and document the new Specialist activities. The FTO's receive the same pay compensation as their counterparts on the police side.

Goal #3

The third goal of the project was to improve and update the administrative processes and systems. During the early evaluation of the division it was realized that the administrative systems of the division were heavily centered on a paper based system with many entries being made several times in different locations. Staff whose responsibilities were to be on the road

responding to citizens calls for service were spending more time at the shelter documenting their activities. The other areas within the shelter also utilized many paper based recording systems to manage their operations. For the Specialists, the goal was to push as much of operations that previously had to be done in the office, out to their vehicles where it could be submitted remotely. In May of 2015 the Specialists began utilizing the computerized Daily Activity Report (DAR), which was currently being used on the police side to capture the officer's daily performance. By utilizing this tool, it not only reduced the amount of time they had to spend in the office, but also provided a much improved record of their activities that could now be utilized by supervisors to evaluate and manage their staff. Pre-defined reports can now be run which can provide management with immediate information, which in the past would have taken considerable time to calculate by hand. Other system changes that have had positive impacts on the effectiveness of the Specialist are; a new system for tracking priority calls that require follow-up investigation, new call cards for dispatching animal control calls, and new district mapping for the Computer Aided Dispatching (CAD) system.

Some of the most exciting changes in the division for this goal are occurring within the shelter itself. In August 2016, a new shelter management software package, PetPoint Data Management System, was purchased. While it took some time, the new system went live on August 21, 2017. The new PetPoint software will allow shelter staff to automate most of their systems that are paper based. The systems capabilities include, but are not limited to:

- ✓ Over 100 configurable fields to track information
- ✓ Advanced security options
- ✓ Intake / Outcome tracking including domestic and wild animals
- ✓ Detailed animal profile options
- ✓ Stray animal website listing
- ✓ Medical entry
- ✓ Foster care management
- ✓ Behavior assessment tracking
- ✓ Basic licensing
- ✓ Scheduling
- ✓ Case / Humane law enforcement tracking and reporting

The initial cost of the software was $29,000.00, with a continuing annual recurring cost of $9,000.00 for maintenance and updates. The purchase of the software was accomplished without having to increase the division's operating budget. During the previous budget year, that same amount had been budgeted for new computers and printers, so the line item description was changed to reflect the software, which resulted in no change to the budget.

Additional administrative changes have occurred which have reduced the staff's time of having to perform redundant entries. The divisions' presence on social media has been largely expanded and the sites now share information with the county system so animals only need to be entered only once. In November 2016 one of the Police Information Processing Specialist (PIPS) positions was reclassified as a Rescue Partner Coordinator. This positions main responsibility is to coordinate the shelters efforts with the many rescue organizations it is partnered with to increase the number of animals leaving the shelter alive. By creating this position, it has streamlined that responsibility through one person instead of all the office staff. This has freed up other staff to focus on their primary duties, while increasing the effectiveness of the rescue operation.

Goal #4

This goal is perhaps the most critical of all the goals. What had been discovered prior to the inception of the project, was that a separate sub-culture had developed within the division that was in conflict with that of the police departments' culture. There was not the sense of teamwork, professionalism or high level of customer service that was expected within the police department. This had partly happened because the staff did not feel, nor believe, that they were a part of the police department because of their isolation and separation from the police department facility and staff. That belief had been allowed to cultivate over time because of the lack of attention and support from previous department leaders. The goal was to positively impact their sense of belonging by improved training, increased exposure to police supervisory staff, and positive reinforcement from departmental leadership. By successfully doing so, it was hopeful that the staff's beliefs and behaviors could conform to those of the police department. Some of the change efforts that were instituted were:

✓ The assignment of a police captain and two police sergeants to manage the field operations for the division.

- ✓ Relocate the office for field operations to the main police department.
- ✓ Change the divisions name to reflect transformation.
- ✓ Create a new graphic design that reflects the new changes.
- ✓ Create uniformity within staff by providing a standardized uniform top with the new division name and design.

Several of the steps included committee involvement that allowed staff members to provide input in the decision making, thus increasing their sense of ownership in the direction the division was moving. One area the goal wanted to improve on was the emphasis of high standards and expectations towards quality customer service. To measure this, this researcher compared the number of citizen and administrative complaints against staff members for the three years before the project, 2012 through 2014, and the number between 2015 and July 2017. The results are listed in Table 4.

Year	Citizen Complaints	Administrative Complaints
2012	4	0
2013	9	2
2014	7	5
2015	0	3
2016	1	0
2017	2	1

Table 4 (Citizen and Administrative Complaints)

What the research demonstrates is that during the previous three years there was 20 citizen complaints and 7 administrative complaints, compared to only 3 citizen complaints and 4 administrative complaints during two and a half years following the inception of the project. This reflects an 85% reduction is citizen complaints and a 42% reduction is administrative complaints.

Because culture can be difficult to measure, it was decided that the staff would be surveyed in 2015 to gauge their beliefs and perceptions of several areas. The areas were:

- ✓ Their sense of belonging to the police department.
- ✓ Their feelings of support and involvement from department leadership and supervisors.

✓ Their perception of the amount and level of training provided.

✓ Their views of the efficiency of shelter operations and administrative time.

✓ Their opinion of control exerted by outside entities (the animal rescue groups).

The survey instrument consisted of fifteen questions, each being rated using a graded scale of 1 to 5, where 1 was equal to "Strongly Disagree", 2 was "Disagree", 3 was "Neutral", 4 was "Agree", and 5 was equal to "Strongly Agree" (Survey of Animal Control Division Employees, 2015). The survey included a two-page cover letter which included the contact name and number for the researcher. It also described what the purpose of the survey was for as well as what would happen to the information provided. To assure anonymity, each survey was assigned a number and randomly distributed to division staff. Staff members were told in the instructions that their name was not required on the survey. Each survey was enclosed in a plain manila envelope that only contained a self-addressed sticker with the researcher's name and department so the packet could be sent back through inter-departmental mail. The instrument also asked which position they held in the division; Supervisor, Specialist, Kennel Aid, or P.I.P.S. (Police Information Processing Specialist). The purpose of this delineation was to evaluate if there may be a difference in perception among the various positions. In 2015 there were nineteen surveys distributed to staff in the division, with sixteen being returned. This meant that the researcher had an 84% return rate for the study. Of the sixteen returned, only twelve could be used in the survey, since the other four staff members were not employed by the department prior to the start of the project in January 2015.

In July 2017, a post-survey was conducted utilizing the same survey instrument. Twenty-four surveys were sent to staff members with twenty being returned, resulting in a return rate of 83%, comparable to the return rate in 2015. To compare the results for the two sets of survey data, this researcher chose to perform a Paired Two Sample t-test. Because the sample sizes were not equal, it was required to reduce the amount of comparable surveys in 2017 from twenty to twelve. Because both surveys asked the participants to identify their position within the division, it was decided that the 2017 data would be reduced to match that of the 2015 survey data by position types. To accomplish this by the most random means, the researcher selected the first surveys that fit each of the four categories, without examining the results in an attempt to sway the findings. Because the surveys were anonymous, it was not possible to ensure that the same employees were included in both samples. It could be assumed though that persons within

the same position category may have similar opinions on each of the questions. The comparative results are contained in Table 5.

| | N | 2015 | | 2017 | | t-Critical | t-Stat |
		Mean	Std. Deviation	Mean	Std. Deviation		
Question 1	12	3.4167	.99620	4.6666	.42424	1.7958	5.7445
Question 2	12	3.3333	1.15470	4.5000	.45454	1.7958	5.0000
Question 3	12	3.5833	1.16450	4.5833	.44696	1.7958	5.7445
Question 4	12	3.7500	1.42223	4.9166	.08333	1.7958	3.1890
Question 5	12	3.7500	1.28806	4.9166	.08333	1.7958	3.6257
Question 6	12	3.1667	1.02986	4.5000	.63636	1.7958	9.3808
Question 7	12	3.5000	1.44600	4.4166	.62878	1.7958	2.3027
Question 8	12	4.0000	.85280	4.6666	.42424	1.7958	3.5456
Question 9	12	3.9167	1.31137	4.8333	.33333	1.7958	3.1875
Question 10	12	3.5833	1.24011	4.4166	.81060	1.7958	5.0000
Question 11	12	3.2500	.96531	4.4166	.44696	1.7958	7.0000
Question 12	12	3.5000	1.31426	4.5833	.44696	1.7958	2.8617
Question 13	12	3.8333	1.26730	4.7500	.38636	1.7958	4.0045
Question 14	12	3.1667	1.33712	4.2500	.93181	1.7958	5.6132
Question 15	12	4.1667	.93744	2.7500	1.2954	1.7958	-7.3403

Table 5 (Comparative Survey Results)

In reviewing the results, the obtained value (t-Stat), was more extreme for all fifteen questions than the critical value of 1.7958. The level of significance selected for the test was .05.

Since the obtained values were greater than the critical values, it can be assessed that the differences between the two tests occurred due to something other than chance, inferring that the changes were in fact the result of the implemented changes of the project.

Major Issues Encountered

During the life of the consultancy project there were a few issues or obstacles which had to be overcome. The ones that were encountered were fortunately able to be handled by adjustments to the time table, through budget management, and alternate solutions. The issues encountered and the resolutions were:

➢ The name change for the division: It was determined early in the project that the name of the division needed to be changed to reflect a softer more compassionate side of the department, but was not as high on the priority list as other items. It was originally estimated that a committee of employees would be utilized to research and present possible changes during the second year of the project. However, the police chief at the time decided that he wanted it changed then before he retired from the department. In addition to that, he also selected the new name, thus eliminating any staff involvement in the selection. The time line was adjusted to reflect the change, which also caused several other associated items to be moved up as well, such as the graphic design for the new name and everything the graphic is utilized on.

➢ Funding for the new shelter management software: When the new shelter management software was budgeted for, the data conversion which would transfer the past few years of data into the new software, was not included in the budget. We were able to move funds from other accounts to cover the $9,000.00 difference without having to increase the budget.

➢ Two Commanders in one division: One of the goals of the project was to add a police captain and two sergeants to be over the Field Operations side of the division in an effort to improve staffs efficiency, training and sense of belonging in the police department. The opposite side of the division, the Shelter Operations, was placed under an Administrator, equivalent to the police captain. While initially the two sides functioned very smoothly together, over time the relationship has strained. It has required direct

involvement by superiors on several occasions to mediate solutions to disagreements and conflict. The administrator for the shelter side has stated that having the two separate sides has created a rift within the division. In the future it may become necessary to evaluate if the two sides of the division need to fall under just one commander instead of two.

Budget Performance

The budget management for the project has remained stable during its three year life span. There was a slight increase during the first year of the project, but that was due primarily to an increase in the salary line item and capital outlay cost for fleet vehicles. The operating cost for that year only accounted for a small portion of the increase, $42,979.00 of the total $209,240.00 increase. The bulk of the operating cost increases were also due to increases not associated with the project, such as janitorial supplies, food and provisions for the animals, medical supplies, and cost associated with the hiring of staff. The only increases associated with the consultancy project was an increase of $9,200.00 in the training line item and $6,909.00 in software licensing for the shelter management program. It should be noted that the training line item change resulted in a 334% increase from the previous year's budget, when it was only $2,750.00 for the entire division.

For the current budget year, 2017-2018, the training line item has witnessed an additional 71% increase in funding, raising the total item to $20,500.00. The overall budget only increased by $140,533.00, but that was due entirely to the expansion of the staff size of four new positions. The operating budget actually decreased by $9,063.00, even with the increase in the training budget. The budget performance is broken down in Table 6. The table includes the year's budget prior to the implementation of the project and the three following year's budgets.

Year	Total Salaries	Total Operating	Total Budget	Change
14-15	$1,221,108.00	$642,390.00	$2,057,045.00	
15-16	$1,367,441.00	$685,369.00	$2,309,264.00	+$252,219.00
16-17	$1,333,267.00	$606,161.00	$2,046,930.00	-$262,334.00
17-18	$1,569,837.00	$597,098.00	$2,187,463.00	+$140,533.00

Table 6 (Budget Performance Review)

Reflections

The overall performance of the consultancy project has been very well over the past three years. This is accountable due to several factors, one being the incredible work that was provided by the division's staff, and the other was the support received from department leaders as well as from county management. The division staff continues to work hard on the initiatives that were developed during the project and look to continue that work when the project is closed out. One of the critical components to this success was the involvement that the staff had in providing input and direction for the changes. By doing this it increased their sense of ownership in the project and helped bring them closer to feeling like they were a part of the police department. At the beginning of the project they were a staff that was isolated, individually minded in the duties, and without leadership. It is pleasant to witness the transformation that has occurred in such a short time. The staff now works closer together and functions more as a team, their leadership is supportive, and their quality of service has greatly improved. As seen in the survey results, they also now feel like they are a part of the police department and are exhibiting characteristics and behaviors of that culture.

I too have witnessed a transformation in myself. What I have learned and taken away from this program is immeasurable. From the first class, I have been able to immediately apply the lessons and skills learned to my position with the police department. The increased understanding of organizations has allowed me to become a more effective leader within the agency. I have observed things happen where I was able to understand the concepts behind the action, because of the program training, when others could not. I have also been involved in the project from several different level positions. I started the project as an equal peer, working side by side with the division leadership. I have finished the past year and a half as the Assistant Chief over that division. There have been positives and negatives to both positions. As an equal peer I met with leadership there every few weeks and reviewed progress and updated any changes. The documentation for these meetings was thorough, outlining what was done and what the next plans were. After becoming the division chief, my involvement with the division became almost daily. The meetings became more common place as a condition of my assignment and the documentation of them became much less. In hind sight it would have helped

to have continued the documentation as it had been so that a separate document of them would exist.

One benefit of my position as the Assistant Chief over the division, which didn't exist earlier as a peer, was the ability to make decisions that directly impacted the project. The example given earlier of the budgeted funding for the shelter management software not being sufficient to cover the conversion process, was much easily corrected from this position. Because I had direct involvement and management of the budget I was able to make the adjustments, which I would not have been able to do as a peer consultant. I also was able to present arguments to county management officials who develop the budget for presentation to the commissioners, about the importance and need to increase the training budget. By being able to explain directly what the training plans were and how it would benefit the agency and the citizens, they were able to also understand the importance and supported the budget request.

When I entered the DEOL program I believed I was a good leader, but what I have learned has allowed me to become a much more effective leader and follower. I have been able to implement many of the lessons learned during the program to help the agency become more productive and efficient. And even though I am graduating from the program, it is not the end of the journey, it is only the beginning of the continued learning and understanding of organizational leadership.

Appendix Q

Jay W. Human

DEOL 737

Milestone 5

May 1, 2016

Risk Assessment

This report will contain the risk assessment conducted of the Reinvention of the Gaston

County Police Animal Control Division project. A risk assessment is completed to document:

- The identification of risks.

- The logging and prioritizing of risks.

- The identification of risk mitigating actions.

- The assignment and monitoring of risk mitigating actions.

- The closure of risks.

The risk assessment is used to formally assess any type of risk; however, the most frequent

types of risks identified relate to a project are:

- Scope

- Deliverables

- Timescale

- Resources

Risk factors may also be evaluated by taking into consideration such factors as:

- The project's strategic risk.

- The project's operational/tactical risk.

- The project's financial risk.

- The project's compliance risk, and/or

- The project's reputational risk.

The risk assessment is based on the information from Milestone 4 which identified the overall project goals. The areas assessed were the categories of:

- ➢ Reduction in the number of pending calls for service.

- ➢ Increased training for Specialist.

- ➢ Improved and updated administrative processes and systems.

Risk/Reward Assessment

PROJECT DETAILS	
Date:	*May 1, 2016*
Project Name:	*Reinvention of the Gaston County Police Animal Control Division*

RISK IDENTIFICATION		
Risk Category: Reduction in the number of pending calls for service.		
Project Risk Impact:		
Scope	Resources	Deliverables
Timescale	Budget	Reward
Enterprise Risk Impact:		
Strategic	Operational/tactical	Financial
Compliance	Reputational	Risk Taking for Reward
Risk Description:		
4. *The improved supervision will not have an impact on the number of pending calls.* 5. *The current system does not allow for an accurate count of the pending calls.* 6. *The updated administrative systems will not improve the number of pending calls.*		
Risk Probability: *Low*		Risk Impact: *Low*

RISK CONTROL
Reward Assurance Negative Result Preventative/Control Actions: *Identify another method to identify if there has been a reduction in the pending calls for service.* Recommended Contingent Actions: *Survey Specialists for their input on whether there has been a change in the number of pending calls. The total number of calls for service may also be utilized to evaluate the project impact.*

The current system does not allow for an accurate account of the number of pending calls for service, and it is unknown for certain if the updated systems will be able to track this information as well. If this occurs, it will be necessary to identify an alternate method of measuring if the project has had an impact on this category.

RISK IDENTIFICATION		
Risk Category: Increased training for specialists.		
Project Risk Impact:		
Scope	Resources	Deliverables
Timescale	Budget	Reward
Enterprise Risk Impact:		
Strategic	Operational/tactical	Financial
Compliance	Reputational	Risk Taking for Reward

Risk Description:
 	
    5. *The budget funding for division training may be reduced.*
    6. *The in-house training blocks may not be developed / implemented within estimated time period.*
    7. *The training impact may not have the expected improvement of knowledge, skills and abilities.*
    8. *The Field Training Officer positions may not be approved.*		

Risk Probability: *Low*	**Risk Impact:** *Low*	

RISK CONTROL
Reward Assurance Negative Result Preventative/Control Actions: Recommended Contingent Actions:

The risk for this category is low. The division's salary and training budgets are sufficient to support this component of the project. As identified in Milestone 4, the department annually returns approximately $30,000.00 of the total line item to the general fund. In addition, the Field Training Officer positions were included in the 2015-2016 budget and will continue to be reflected in all future budgets. The training budget of $11,950.00 for the division will also be sufficient to meet the project expectations. The department is in the third quarter of the budget year and has only expended less than 10% of the training line item for the division. The identified proposed training can be accomplished within the allotted budget during the life of the project.

RISK IDENTIFICATION		
Risk Category: Improved and updated administrative processes and systems.		
Project Risk Impact:		
Scope	Resources	Deliverables
Timescale	Budget	Reward
Enterprise Risk Impact:		
Strategic	Operational/tactical	Financial
Compliance	Reputational	Risk Taking for Reward
Risk Description:		
4. *The funding for the management software package may be removed from the budget.* 5. *The delivery of the software may be delayed by the vendor.* 6. *The installation of the software may be delayed beyond the estimated date of the timeline by the City IT department.*		
Risk Probability: *Low*		**Risk Impact:** *Low*

RISK CONTROL
Reward Assurance
Negative Result Preventative/Control Actions:
Recommended Contingent Actions:

This is also a low risk category. The $15,000.00 software package is currently in the proposed 2016-2017 budget. In speaking with the county officials responsible for presenting the budget to the county commissioners, they have indicated that they do not plan on removing the item from the proposed budget. The software specifications have also been examined by the IT department and has been approved for installation. Once the proposed budget is approved the software will be able to be purchased in July 2016 and should be installed before the project termination date.

Risk Map
Risk Assessment Chart
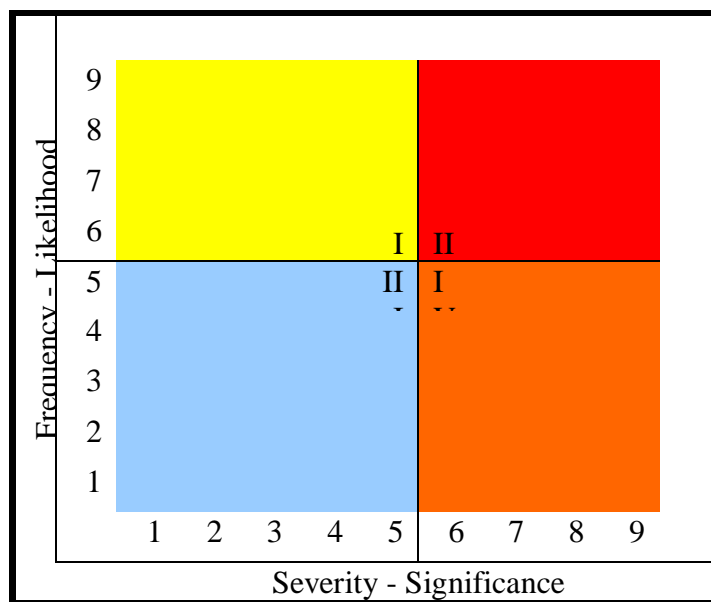
When determining where the three categories of the project would be if charted on a risk map, all three would be in the Guarded or low risk quadrant. The overall assessment of the various risks associated with the project is that there is low risk that the project will not meet it's proposed goals.

Appendix R

Jay W. Human

DEOL 741

Milestone 8

December 17, 2016

Develop a preliminary estimate of the financial budget required to plan and deliver the consultancy project objectives / benefits. Include related assumptions.
Goal #1: Reduction in the number of pending calls for service. *Assumption*: Through improved training, procedure and supervision the number of calls that are pending for service can be reduced. *Financial Impact*: Of all the goals identified for the consultancy project, this one has the least financial impact. Changing procedures such as eliminating Specialists responding to calls to set traps for cats, reducing the amount of administrative time in the office by utilizing in-car computer systems, and learning better prioritization skills for managing their calls, has no tangible financial impact.
Goal #2: Increased training for the Animal Control Specialist. *Assumption*: Improving staff training will increase their skills, knowledge and abilities in conducting investigations and calls for service. It will also provide a benefit for the integration of the division into the police departments' culture by reinforcing its standards and values. *Financial Impact*: To accomplish this goal there will be a financial impact that results in an increase in the Employee Development and Training line item in the budget. Initially in earlier Milestones it was estimated that there would be little to no financial increases, however that has required modification due to a major shift in the type of training to provide. The initial plan was to develop training block in-house and teach them utilizing departmental instructors. While that would have provided the Specialists with improved training, it would not have provided them with any nationally recognized training or certifications. It was decided in the

fall of 2015 to instead send the Specialists to the National Animal Control and Humane Officer (NACHO) Training Academy, conducted through the National Animal Care and Control Association (NACA). The training consist of three, forty hour modules, A, B, and C. The Specialists will earn the NACA Animal Control Officer Certification upon completion of Module A and B, and will earn the Code 3 Cruelty Investigator Certification upon completion of Modules A, B, and C. These certifications are nationally recognized and will provide a stronger foundation for the Specialists when conducting investigations and testifying in court. During the 2014-2015 budget year the division only spent $2,236.00 on training for the twenty-three employees. The following year, the 2015-2016 budget, the training line item was increased to $11,950.00, with $9,378.00 being spent on employee training, reflecting a 319% increase. For the 2016-2017 budget year it is anticipated that the spending will be close to the total budgeted amount of $11,950.00. In the upcoming year for the 2017-2018 budget, the training request will be for an increase to a total of $15,000.00. The overall increases are due to the cost of sending the Specialists to receive the certifications. To eventually train all nine of the Specialists and the two Sergeants in the NACHO Academy will cost approximately $31,000.00, depending on the training locations. To accomplish training them all will require additional funding through the 2018-2019 budget year. After that, if necessary, the line item could be reduced since the majority would have received the training and the only need would be new employees coming into the system. The recommendation would be to leave the line item as it is, since over time it has become normal and expected spending, and would allow for future training opportunities that may not yet be anticipated.

Goal #3: Improve / update administrative processes and systems.

Assumption: Updated systems and procedures will improve division staff's efficiency and accuracy.

Financial Impact: To meet this goal there will be a financial impact on the budget, but it will be minimalized by off-setting the impact in separate budget cycles. During the 2015-2016 budget year the division budgeted $28,000.00 to replace computers and printers. Division staff had researched and selected a new animal welfare data management software package that was

going to cost approximately $29,000.00 to purchase. When the 2016-2017 budget was being prepared, the new software purchase simply replaced the previous year's computers and printers, resulting in only a slight increase to the budget, still keeping it in line with the previous overall amount. There were also existing line items in the budget designed for software rental and maintenance that were able to absorb the increase. It is estimated at this time that the recurring cost for the software will be approximately $9,000.00 annually, thus potentially resulting in an almost $20,000.00 reduction in future budgets.

Goal #4: Integration of Specialists into the Gaston County Police Culture.

Assumption: The culture of the Animal Care and Enforcement Division can be changed to reflect that of the police department.

Financial Impact: In earlier Milestones it was determined that there would be little to no financial impact related to this goal of the project. That finding is now having to be adjusted to show that there will be a financial impact that will be created by the addition of a police captain's position to the salary line in the Animal Care budget. It was originally determined that the two police sergeants that would eventually replace the existing Animal Control Supervisors upon their retirements would be covered under the salary budget, requiring no increases, and that the police captain's position would simply remain under the police salary line. That will change sometime during the next two budget cycles. When that occurs the salary item in the Animal Care budget will increase by $82,000.00. While it will show as an increase in the Animal Care budget it will also show as an equal decrease in the police budget, canceling the other out, thus resulting in no overall budget increase for the entire department budget.

Appendix S

Ethical Organizational Analysis of the Gaston County Police Department

Jay W. Human

Gardner Webb University

DEOL 734

December 5, 2015

Abstract

This paper will review the ethical organizational analysis of the Gaston County Police Department. An overview of the department will be provided which will also include any resources utilized during the evaluation process. An opinion of where the agency is on Johnson's organizational ethical spectrum will show that the agency should be considered an ethically transformed organization (Johnson, 2016). Like any organization, the Gaston County Police Department is not without its weaknesses. Those weaknesses, as well as the many strengths will be discussed and any recommendations for improvement will be outlined.

Overview of the Organization

The Gaston Rural Police Department, as it was initially called, was created on July 1, 1957 by a legislative act which separated criminal investigations from the civil and administrative operation of the Sheriff's Department (Gaston Rural Police Finish Busy Year, 1958). One of the main arguments for the creation of a rural police force was that it would give career tenure to professional law enforcement men so they would not be subject to political tugging (Neill, 1958). The department's own creation is founded on an ethical platform. The environment at the time in Gaston County was one of illegal alcohol clubs and establishments. These clubs existed all across the county and brought in a lot of money for their owners. At the time the Sheriff's Department was responsible for the investigation of these establishments, but many in the department, to include speculation at the time of the Sheriff himself, were being paid off by the club owners, so little was being done to curb the activity. That is when the county commissioners at the time requested the state legislature to create the rural police department. By removing any political pressures from their jobs, the hope was that this new department would address the problems. That became one of the initial goals of the department and the illegal activity was eventually eliminated.

That initial department of 23 men has now developed into an organization comprised of 238 professional men and women who are engaged in police services, telecommunications and animal care and enforcement. The department has also continued its commitment to its' ethical origins and strives to maintain that high standard that was sought in 1957. As members of the police department, it is expected that the image presented both on and off duty, should serve as a tool for the public to measure the level of professionalism of the department. The departments policy and procedure manual in section 1.1.5 Code of Ethics, describes what that level should be.

As a member of the Department, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder, and to respect the constitutional rights of all to liberty, equality, and justice.

I will keep my private life unsullied as an example to all and will behave in a manor; that does not bring discredit to me or to my agency. I will maintain courteous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both personal and official life, I will be exemplary in observing the laws of the land and the regulations of my agency. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities, or friendships influence my decision. With no compromise for crime and relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office or employment with this department as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers or members of this department. I will cooperate with all legal authorized agencies and their representatives in the pursuit of justice.

I know that I am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence. (Gaston County Police Department, Policy and Procedure Manual, 2015)

Formal Analysis

As was already listed above, the department's policy and procedure manual describes throughout the document how members are to subscribe to strong ethical behaviors on and off duty. The department's webpage which also list for public viewing the value statements of the department, which utilizes the acronym of F.I.R.S.T. to describe the values of a Gaston County Police Officer. The values described in the acronym are: Fairness, Integrity, Respect, Service, and Trust (Police Department, Mission and Values Statement). The two values that are closely related to the ethical values are Integrity and Trust. Integrity states that members will adhere to the highest moral and ethical standards (Police Department, Mission and Values Statement). The word Trust is described as the department's expectation to demand honesty and accountability from every employee, something specific in showing later that the department is an ethically transformed organization.

The foundation for the success of the department to maintain such high ethical standards does not come solely from the training and policies of the department, but primarily from the initial hiring process of employees. As Jim Collins says in his book, *Good to Great and the Social Sectors*, the question of "First Who" becomes very important. He states that great companies focus on getting and hanging onto the right people in the first place, those who possess the qualities and characteristics the company is looking for (Collins, 2005). The Gaston County Police Departments initial selection process is quite intense and consist of preliminary interviews, polygraph examination, credit history check, background and criminal investigations,

Chief's Board interview, Civil Service Board interview, drug screen as well as a physical and

psychological examination (Join our Family, Serve the Community).

Informal Analysis

Utilizing the questions in Self-Assessment 10.1 on page 319 in Johnson's book, I

conducted interviews with four members of the department. The interviews yielded some

interesting insights into the member's ethical views of the organization and its leaders. What was

found was that all four view the department and the leaders as extremely ethical, but the ethical

expectations are not required to be constantly reinforced. One interviewee stated that "we don't

have to reinforce it since we don't have a big problem with unethical behavior" (Shelor, 2015).

In response to question 3, are workers encouraged to take responsibility for the consequences of

their behavior and question authority when asked to do something they consider wrong, Curtis

Rosselle summarized that we do expect officers to take responsibility for their actions and begin

that evaluation of them in the initial hiring process by asking them scenario based ethical

questions (Rosselle, 2015). In response to question 7, are the means as well as ends important,

Rosselle said the means are just as important, and that some ends never occur because the means

were not there to allow it. He exampled this with not conducting a search when probable cause

did not exist (Rosselle, 2015).

In response to question 4, does a formal code of ethics and or values exist, and how is it

distributed and reinforced, Jon Cole agreed that a formal code does exist and quoted the value

statements of F.I.R.S.T. (Cole, 2015). He also said that it was reinforced by being displayed on

the departmental walls, coffee mugs, challenge coins and other items for everyone to see every

day. Steve Dover's response to question 8, is integrity emphasized to recruits and new

employees, was that integrity is strongly emphasized and is used in the initial hiring process to

select the most qualified candidates. It is also reinforced in their basic training and field training program (Dover, 2015).

There was one consistent word that was used by all four interviewees when describing the ethical foundation of the department. They all used "culture" to describe why the department maintained a high ethical standard. They all believed that high ethics were simply a part of the departmental culture and history. They also believed that because it was so engrained in the department's culture that this was one reason it was not required to be constantly reinforced, it was already a part of the daily activity of all members.

Dean Henderson, the supervisor in the Professional Standards Unit, was also interviewed in regards to unethical behavior by department members. The Professional Standards Unit is responsible for the investigation of complaints and use of force. Henderson provided data for the past three years which supports the high ethical standards of the department. During the past three years there has been a total of 159 complaints investigated, 74 originated by citizen complaints and 85 were administrative complaints. Administrative complaints are those generated by department members. Of the 159 complaints investigated, only 8 involved actions which would fall under ethical behavior. Of the 8 ethically based complaints, 5 were generated by the department. Demonstrating its strong commitment to the high ethical standards in the departments' values statement, of the 8 ethically based complaints, 7 of those members were either fired or resigned before termination (Henderson, 2015). This again is evidence of the organizations willingness to supervise itself and support the standards.

Strengths and Weaknesses

Several of the identified strengths of the organizations ethical foundation is the lengthy hiring process utilized to help identify those individuals who may be predisposed or susceptible

to unethical behavior. Foundation is a good way to describe why that is so important. In construction, the basis for building a strong structure begins with its foundation. If the foundation is weak or unleveled, the structure will eventually develop cracks or collapse, but if the foundation is strong and level, then the structure built upon it will be strong and long lasting. The ethical values of the organization are also displayed throughout the building and printed on items used by all members during the day. This daily reminder helps to continue to keep the foundation strong. The third strength which was evidence from the interviews, is that the leaders are viewed as individuals that "walk the talk". Another strength is that the department has created a culture of "just doing right" (Cole, 2015). The final strength is that the high ethical standards are reinforced through departmental training and education.

Like any organization though, there are always weaknesses and areas for improvement. One area noted is in the selection process for the Field Training Officers. These are the front line trainers for the newly hired officers who are tasked with promoting and demonstrating strong ethical behavior. The selection of these positions should be for individuals who possess the highest ethical qualities and characteristics, but all too often go to individuals who have simply been with the organization a long time and possess knowledge, but are low performers. Another weakness is that the department supervisors will sometimes dismiss violations and fail to discipline department members. This may be due to them simply not wanting to address the issue, or they feel that it is too minor and not worthy of disciplinary action. The third weakness is that the disciplinary system can at times be slow. The violations may be noted quickly, but the final resolution can be drug out due to the bureaucratic nature of government service (Rosselle, 2015). The forth weakness is that some department members may perceive the leaders ethics to be flexible at times, meaning that they may treat one thing one way and another a different way

(Rosselle, 2015). This perception can be invalid at times because the complaining member may not be aware of the entire story or situation driving the decision. The final weakness is that the topic of ethics is not openly included in daily and operational meetings or decisions. This may be due to the fact that many simply view ethics as a normal under current in all our daily activities.

Ethical Spectrum

When examining the organization against the graph in Johnson's book on pages 298 and 299, the Gaston County Police Department has far more categories that fall under the heading of an ethically transformed organization. Of the twenty five categories listed, the department was clearly in the "Ethically Transformed" ranking in over nineteen of them, and the others at best showed only "Decoupled". Nothing on the graph would have rated an "Unethical" ranking for the department. Overall, the department should be considered an ethically transformed organization, one with high ethical standards and behavior by its members. Utilizing Johnson's scale of 0 to 10, the Gaston County Police Department would rank in the 9 range.

Recommendations

There are only a few recommendations that can be made at this time. One was already discussed earlier in the selection process for the Field Training Officer positions. The same high standards for selection in hiring should also be applied when selecting officers for these positions. Another recommendation is to place the topic of ethics into policy and operations discussions on a more regular basis and not just when it is necessary. It was noted in the interviews of all four officers that ethics is not openly included in discussions because it is such a strong underlying current in all we do. By not openly including it in the discussions it could possibly be overlooked when a situation arises that may have ethical consequences. A third recommendation would be to remind the organizations leaders the importance of continuing to

"walk the talk". Another recommendation is to also remind the leaders that their focus should be on what is best for the organization, and not what may necessarily be best for them. Without that reminder, it can become easy for an individual to shift their focus onto their needs instead of that of the organizations. The final recommendation would be to encourage departmental supervisors to be more open and truthful about performance issues and to discipline when necessary. Behaviors that go unchecked can eventually grow in severity and cause more damage to the organization in the future. Contrary to what many believe, individuals want structure, rules and discipline in their lives.

Conclusion

The Gaston County Police Department was born out of an ethical dilemma. Leaders at the time wanted to create a professional law enforcement agency that was not subject to the political pressures and temptations that can lead to unethical behavior. When analyzing the Gaston County Police Department, it was confirmed that it is a highly ethical organization, proving that the community leaders were correct in their decisions and laid the foundation for that ethical framework. All members, from the top leader to the newest hired member, are instilled with high expectations for ethical behavior. This expectation is reinforced during hiring, in training and through daily physical reminders throughout the building. Several of the interviewees used the term, "they walk the talk" to describe the organizations leaders ethical behaviors. I would argue that it is not just the leaders that do this, but every member of the organization.

References

Cole, J. (2015, November 30). Sergeant. (J. Human, Interviewer)

Collins, J. (2005). *Good to Great and the Social Sectors.* New York, NY: HarperCollins Publishers Inc.

Dover, S. (2015, November 30). Sergeant. (J. Human, Interviewer)

Gaston County Police Department, Policy and Procedure Manual. (2015).

Gaston Rural Police Finish Busy Year. (1958, July 8). The Gastonia Gazette.

Henderson, D. (2015, December 3). Sergeant. (J. Human, Interviewer)

Johnson, C. (2016). *Organizational Ethics; A Practical Approach.* Thousand Oaks, California: SAGE Publications.

Join our Family, Serve the Community. (n.d.). *Recruitment Brochure*. Gaston County Police Department.

Neill, R. (1958, May 22). Gaston Sheriff Gave Support to Rural Police Idea in 1957. The Charlotte Observer.

Police Department, Mission and Values Statement. (n.d.). Retrieved from Gaston County: http://gastongov.com/departments/police/mission-statement

Rosselle, C. (2015, November 30). Captain. (J. Human, Interviewer)

Shelor, M. (2015, November 30). Captain. (J. Human, Interviewer)

Appendix T

Data Analysis Project: Applying the Tools of Quantitative Evaluation

Jay W. Human

DEOL 738

Gardner-Webb University

July 24, 2016

Abstract

For the consultancy project, The Reinvention of the Gaston County Police Animal Control Division, this researcher employed the use of a survey instrument to evaluate the goals of the project. The survey consisted of fifteen questions designed to better understand the staff's perceptions of their work conditions, leadership support, and culture, all key components of the projects hypothesis. For the statistical analysis the author chose to evaluate the measure of central tendency, primarily the mean and mode, and the degree of variability by examining the standard deviation of each question. By determining the mean and standard deviation, the author will be better able to evaluate whether the initial perceived problems and projected goals of the project were valid. This paper will describe the background and development of the survey instrument, as well as the results obtained from its use.

Survey Instrument Background

The author selected to utilize a survey instrument as the type of data that would be collected and evaluated for the consultancy project of The Reinvention of the Gaston County Police Animal Control Division. The consultancy project focuses on several issues and problems within the division. The goals of the project are to improve the staff's association with the culture of the police department, increase the level of training provided to employees, and update and improve the systems and procedures in place within the division. The survey instrument was designed to evaluate the staff's perceptions of those areas prior to the initiation of the project. The pre-test results would then be later compared to a post-test analysis to evaluate the effectiveness of the consultancy project interventions.

The survey instrument consisted of fifteen questions, each being rated using a graded scale of 1 to 5, where 1 was equal to "Strongly Disagree", 2 was "Disagree", 3 was "Neutral", 4 was "Agree", and 5 was equal to "Strongly Agree" (Survey of Animal Control Division Employees, 2015). Since the purpose of the survey was to garner insight into the staff's perceptions of the division prior to the initiation of the project, it had to be determined whether the staff member completing the survey was actually employed prior to January 2015. In a perfect scenario the survey instrument would have been given out prior to the initiation of the project so the data would reflect a more accurate representation of their perceptions. This was not possible since the project began with the first class of the DEOL program in January 2015. Because of this, the survey instrument was not designed and distributed until September of 2015.

The survey included a two-page cover lever which included the contact name and number for the researcher. It also described what the purpose of the survey was for as well as what would happen to the information provided (Brown, 2003). According to Brown, the cover letters

purpose was also to encourage the respondent to participate in the survey and to meet the requirements of informed consent (Brown, 2003). To assure anonymity, each survey was assigned a number and randomly distributed to division staff. Staff members were told in the instructions that their name was not required on the survey. Each survey was enclosed in a plain manila envelope that only contained a self-addressed sticker with the researcher's name and department so the packet could be sent back through inter-departmental mail. The instrument first asked if the respondent was employed prior to January 2015. If the respondents answer was "No", they were instructed to check the appropriate block and send the survey back to the researcher. If the respondent answered "Yes" then they were to complete the remainder of the survey. The following question asked which position they held in the division; Supervisor, Specialist, Kennel Aid, or P.I.P.S. (Police Information Processing Specialist). The purpose of this delineation was to evaluate if there may be a difference in perception among the various positions. There were nineteen surveys distributed to staff in the division, with sixteen being returned. This meant that the researcher had an 84% return rate for the study. See Appendix A for a complete copy of the survey instrument that was administered.

<div align="center">

Strengths and Weaknesses of Survey Research

</div>

Survey research is sometimes viewed as one of the easiest and simplest research approaches. However, as with any other research approach, it is easy to conduct a survey of poor quality rather than one of high quality and real value (Brown, Clark, Kelly, & Sitzia, 2003). According to Susan Wyse (2012) there are several advantages and disadvantages to survey research.

Advantages

- Relatively easy to administer.

- Can be developed in less time compared to other data-collection methods.

- Capable of collecting data from a large number of respondents.

- Numerous questions can be asked about a subject, giving extensive flexibility in data analysis.

- A broad range of data can be collected (e.g., attitudes, opinions, beliefs, values, and behavior).

- Standardized surveys are relatively free from several types of errors.

Disadvantages

- Respondents may not feel encouraged to provide accurate, honest answers.

- Respondents may not feel comfortable providing answers that present themselves in an unfavorable manner.

- Respondents may not be fully aware of their reasons for any given answer because of lack of memory on the subject.

- Data errors due to question non-responses may exist.

- Survey question answer options could lead to unclear data because certain answer options may be interpreted differently by respondents.

One strength of this instrument is that the questions developed focused on the initial problems and goals of the project. There were multiple questions that targeted each topic to provide a more accurate response than just singular questions for each problem. The other strength of the instrument is that it only contained fifteen questions, which required less time for

the respondents to complete the survey, thus ensuring a higher return rate. The one main

weakness of the survey instrument is that it was administered nine months after the project had

begun. Even though the instructions stressed that the respondents should base their responses on

the time period prior to January 2015, there was no way to eliminate the possibility that some

respondent's answers were affected by the changes within the division which had already been

instituted. In 2017 when the post-test is administered, the comparison of results will help shed

light on whether this weakness was significant or not.

Statistical Tools Selected

The researcher selected to calculate the mean score and mode for each question in the

survey as one of the statistical tools to employ. The mean is the one value that best represents an

entire group of scores (Salkind, 2014). The survey instrument utilized a grading score of 1 to 5

for each question, so determining the mean score will describe where the respondent's average

response was on the scale. The mean is best used with quantitative data (Salkind, 2014). The

mean is also a more precise measure than other measures of central tendency such as the median

or mode (Salkind, 2014). The survey data was ran on the IBM SPSS software and generated the

results in Chart 1.

	N	Mean	Std. Deviation
Question 1	12	3.4167	.99620
Question 2	12	3.3333	1.15470
Question 3	12	3.5833	1.16450
Question 4	12	3.7500	1.42223
Question 5	12	3.7500	1.28806
Question 6	12	3.1667	1.02986

Question 7	12	3.5000	1.44600
Question 8	12	4.0000	.85280
Question 9	12	3.9167	1.31137
Question 10	12	3.5833	1.24011
Question 11	12	3.2500	.96531
Question 12	12	3.5000	1.31426
Question 13	12	3.8333	1.26730
Question 14	12	3.1667	1.33712
Question 15	12	4.1667	.93744

Chart 1 (SPSS One Sample Statistics)

A further detailed description of the data results are displayed in Chart 2. This chart

breaks down the total number of responses per grading category for each question. This is

another type of measure of central tendency, the mode. The mode is the most general and least

precise measure of central tendency (Salkind, 2014). The mode is the value that occurs most

frequently (Salkind, 2014). The mode for each question is highlighted in yellow.

The standard deviation represents the average amount of deviation in a set of scores

(Salkind, 2014). The deviation is how far the average scores are from the mean of the set. The

larger the standard deviation, the larger average distance each data point is from the mean of the

distribution (Salkind, 2014). The standard deviation for each question is displayed in chart 1.

Employed before January 2015	Yes	12	No	4		
Supervisor	1					
Specialist	6					
Kennel Aid	2					
P.I.P.S.	3					
	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean Score
16. As a member of the Animal Control Division, I feel that I am part of the Gaston County Police Department.		2	5	3	2	3.4
17. The Chief of Police is involved with the Animal Control Division as much as they are with the other divisions at the police department.		4	2	4	2	3.3
18. I feel that I have the support of the upper management at the police department.	1	1	2	6	2	3.6
19. The Director of Animal Control is involved in the daily operations of the division.	1	2	1	3	5	3.7
20. When working, I feel that I receive guidance and support from my direct supervisor.	1	1	2	4	4	3.7
21. I have been provided training, both initially and annually, to properly perform my duties.	1	2	3	6		3.0
22. I am confident in my abilities to investigate my calls for service (ex: cruelty, neglect, etc.)		1	3	4	3	3.8
23. I enjoy my current work schedule.			4	4	4	4.0

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	Mean Score
24. My current work schedule maximizes efficiency in the work place.	1	1	1	4	5	3.9
25. I feel that I am properly equipped to perform the duties of my job.	1	2		7	2	3.6
26. The amount of time spent on administrative functions is appropriate (Daily Activity Report, Citation Log, CAD entries, Priority Pending Case notification and assignment log, etc.)		3	4	4	1	3.2
27. The current Animal Control dispatch system is effective.			4	5	2	3.8
28. I feel that I am treated fairly by my supervisors in areas concerning discipline, counseling and vehicle accidents.	1	1	1	5	4	3.8
29. The shelter operation procedures are efficient and properly documented in the individual animal files.	2	1	4	3	2	3.2
30. I feel that outside entities have too much influence and control over Animal Control activities.		1	1	5	5	4.2

Chart 2 (Gaston County Animal Control Survey Data Results)

Results Summary

The consultancy project involving the Gaston County Police Departments Animal Control Division began in January 2015. The project identified several key weaknesses and described the required implementations necessary to achieve the outlined goals. To better confirm that the key issues and problems identified were valid, this researcher chose to develop and utilize a survey instrument to measure the division staff's perceptions. This survey data will be utilized as a base for which to measure against when the staff is later surveyed again after the implemented changes have been applied. Mertens & Wilson (2012) state that the primary purpose of using experimental, quasi-experimental or single group quantitative designs to determine an intervention's effectiveness is to be able to say with confidence that whatever changes that occur in the participant's behavior, knowledge, skills, or attitudes are the results of the intervention.

The survey was distributed in September 2015 to nineteen staff members. Of the nineteen, sixteen were returned to the researcher. This accounted for a return rate of 84%, which is a higher percentage than similar survey instruments. When applying the statistical tools selected for analysis of the data, the results support the researcher's platform of the condition of the division prior to initiation of the consultancy project. Of the fifteen questions on the survey, all but two resulted in mean scores within the neutral category. The researcher believes that the resulting mean scores indicate that the staff members are at best neutral in their opinions of their work conditions, the leadership support and their association with the police departments culture. The mode scores of the question sets revealed that seven questions, or 46%, fell within the category of "Agree". The mode however is a less precise

measure and not as accurate as the mean score. The standard deviation results ranged from .85280 to 1.44600, indicating that there was little deviation from the mean scores. This also supports the researcher's hypothesis based on the mean results falling within the "Neutral" category. The researcher acknowledges that there will be sampling errors due to the small size of the population surveyed, however, even accounting for a small error, the data still supports the initial beliefs.

Implications and Recommendations

The implications for the stakeholders of the consultancy project, the staff, management and citizens, is that the initiation of the project was based on valid concerns. The initial evaluation of the conditions within the division were additionally verified by the survey data and results. The continued support for the initial interventions of the project will build on the progress witnessed during the first eighteen months. Focus towards training and operational updates will have a positive impact on the conditions for staff which caused their neutral perceptions in the category of work conditions. Management's commitment to provide experienced police supervisors as leaders in the division will also aid in improving not only staff's perceptions of their relationship and support with their immediate supervisors, but also the support they believe they receive from the upper departmental leadership. The recommendation for the agency is to continue to follow the timeline created for the application of the intervention steps. A post-test survey will be administered in 2017 to again measure the perceptions of the staff. At that time additional statistical analysis will be performed to gauge the overall success of the project by comparing the two sets of data.

Conclusion

One can have beliefs or ideas about the conditions or status of a population, but until some form of evaluation and analysis is performed, they are just that, ideas. Taking those ideas one step further and turning them into measurable data will allow a researcher to draw more informed conclusions and outline interventions that can result in positive change. This researcher has sought to better understand the conditions within the division and validate the purpose for the consultancy project. The data generated from the survey instrument present the conclusion that the interventions identified are warranted to impact the division's condition. The results should also be utilized to reinforce the position of the department to continue to strive for improvement within the Animal Care and Enforcement Division.

References

Brown, V., Clark, B., Kelly, K.,& Sitzia, J. (2003, May 1). *Good practice in the conduct and reporting of survey research.* International Journal for Quality in Health Care. Retrieved from http://www.intqhc.oxfordjournals.org/content/15/3/261

Mertens, D. & Wilson, A. (2012). *Program Evaluation Theory and Practice.* New York, NY: The Guilford Press.

Salkind, N. (2014). *Statistics for People What Think They Hate Statistics* (5th Edition ed.). Thousand Oaks, CA: SAGE Publications.

Survey of Animal Control Division Employees. (2015). Jay W. Human.

Wyse, S. (2012, November 16). *Advantages and Disadvantages of Surveys.* Retrieved from http://snapsurveys.com/blog/advantages-disadvantages-surveys/

Bibliography

Brown, V., Clark, B., Kelly, K.,& Sitzia, J. (2003, May 1). *Good practice in the conduct and Reporting of survey research.* International Journal for Quality in Health Care. Retrieved from http://www.intqhc.oxfordjournals.org/content/15/3/261

Cole, J. (2015, November 30). Sergeant. (J. Human, Interviewer).

Collins, J. (2005). *Good to Great and the Social Sectors.* New York, NY: HarperCollins Publishers Inc.

CWMIFG. (2012, February 21). *What is the Cultural Web?* Retrieved from Innovation For Growth: http://www.innovationsforgrowth.co.uk/Blog/what-is-the-cultural-web/

Denison, D., Hooijberg, R., Lane, N., & Lief, C. (2012). *Leading Culture Change in Global Organizations; Aligning Culture and Strategy.* San Francisco, CA: Jossey-Bass.

Dover, S. (2015, November 30). Sergeant. (J. Human, Interviewer).

Gaston County Police Department, Policy and Procedures Manual. (2015).

Gaston Rural Police Finish Busy Year. (1958, July 8). The Gastonia Gazette.

Henderson, D. (2015, December 3). Sergeant. (J. Human, Interviewer).

Huffman, J. (1997). The Four Re's of Total Improvement. *Quality Progress,* 30(1), 83-88.

Johnson, C. (2016). *Organizational Ethics; A Practical Approach.* Thousand Oaks, CA: SAGE Publications.

Johnson, G. (n.d.). *Mapping and Re-Mapping Organizational Culture: A Local Government Example.* Retrieved 2016, from Strategy Explorers: https://www.strategyexplorers.com/whitepapers/culture-webb.pdf.

Join our Family, Serve the Community. (n.d.). *Recruitment Brochure.* Gaston County Police Department.

Kritsonis, A. (204-2005). Comparison of Change Theories. *International Journal of Scholarly Academic Intellectual Diversity,* 8(1), 1-7.

Latta, G.F. (2009). A Process Model of Organizational Change in Culture Context (OC3 Model). *Journal of Leadership & Organizational Studies,* 16(1), 19-37.

Mertens, D. & Wilson, A. (2012). *Program Evaluation Theory and Practice.* New York, NY:

The Guilford Press.

Mische, M.A. (1996). Reinventing through reengineering. *Information Systems Management,* 13(3), 58-66.

Morgan, G. (2006). *Images of Organization.* Thousand Oaks, CA: SAGE Publications Inc.

Neill, R. (1958, May 22). Gaston Sheriff Gave Support to Rural Police Idea in 1957. The Charlotte Observer.

Police Department, Mission and Values Statement. (n.d.). Retrieved from Gaston County: https//gastongov.com/departments/police/mission-statement.

Potter, C.C. (1989, January). What is Culture: and can it be useful for Organizational Change Agents? *Leadership and Organizational Development Journal,* 10(3), 17-24.

Rosselle, C. (2015, November 30). Captain. (J. Human, Interviewer).

Salkind, N. (2014). *Statistics for People That Think They Hate Statistics* (5th Edition ed.). Thousand Oaks, CA: SAGE Publications Inc.

Shelor, M. (2015, November 30). Captain. (J. Human, Interviewer).

Survey of Animal Control Division Employees. (2015). Jay W. Human.

Using Cultural Models for Changing Corporate Culture. (n.d.). Retrieved 2016, from Change Factory: http://www.changefactory.com.au/our-thinking/articles/using-cultural-models-for-changing-corporate-culture

Welch, B. (2007, 6 1). Reform, Renewal, and Reinvention: Perspectives on Organizational Change in the Twenty-First Century. *Public Performance & Management Review,* 30(4), 623-630.

Wyse, S. (2012, November 16). *Advantages and Disadvantages of Surveys.* Retrieved from http://snapsurveys.com/blog/advantages-disadvantages-surveys/

Why Things Stay the Same. (n.d.). Retrieved 2016, from University Cultures and Organizational Management; Leading Organizational Change. http://epigeum.com/downloads/ulm_accessible/us/03_culture/html/course_files/us