Animal Services
Business Plan 2013-14
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Executive Summary

From dangerous dogs to lost kittens, from neglected horses to devoted staff and volunteers, Marion County Animal Services (MCAS) provides a wide range of services to the citizens and animals of Marion County. The department is responsible for the enforcement, housing, humane care, redemption, and adoption of unwanted, abandoned, and stray domestic animals and livestock. MCAS consists of the Animal Center which houses both the animal control and sheltering operations as well as the Neuter Commuter, a mobile surgical unit. A dedicated staff of 48 serves all 1,652 sq. miles of Marion County that’s home to over 329,000 citizens and 171,820 cats and dogs. And of course, we are the Horse Capital of the World! Staff functions include animal control enforcement, compliance and humane care; customer relations; veterinarian; accounting and program coordination.

MCAS takes a proactive approach to animal control, offering an affordable option to the community to help stop animal overpopulation and reduce unwanted pets and euthanasia. MCAS’ successful adoption program makes it possible for citizens to find a lifelong friend. Citizens can take advantage of low-cost spay and neuter surgeries, rabies vaccines, county licenses, and microchips at the Animal Center, as well as through the Neuter Commuter. The department gives back to the community by offering training to future veterinarians and veterinary technician students.

The Animal Center serves as a “one stop shop” for animal services, and is open Tuesday – Saturday, to better accommodate citizens and their work schedules. To improve customer service and safety, in 2007, MCAS expanded and divided the Animal Center lobby into three separate intake, outtake and waiting areas. It also constructed an additional adoption kennel and dangerous dog kennel. The facility provides a friendly environment for citizens to look for lost pets, relinquish unwanted pets, or adopt a new companion.

Animal Control staff members are trained professionals, tasked with the enforcement of local and state laws relating to animals. Officers and compliance officials respond to over 20,000 complaints yearly involving animal control and care issues. Some of the complaints involve cruelty, dangerous dog investigations, aggressive attacks, stray animals, and nuisance pets.

MCAS leaders believe that through community outreach they can increase participation and awareness of animal care and regulations. Through media partnerships, informational materials, the website, and citizen outreach, MCAS promotes responsible pet ownership and care. MCAS has a successful volunteer program that ensures animals receive socialization and basic training.
Business Description and Vision

Mission
To protect public safety through the enforcement of animal control regulations and to improve the quality of life for Marion County residents and their pets through education relating to responsible pet ownership.

Vision
Marion County Animal Services’ vision is to contribute to the community by offering its residents multiple solutions to pet ownership issues whether due to economic difficulties or common control and care concerns. To enhance the local quality of life and public safety through enforcement of state and local mandated laws regarding animals.

Goals and Objectives

Enforcement
- Continue fair and consistent enforcement practices
- Maintain a professional image through uniformity in dress, response and communication
- Increase compliance with local and state animal laws
- Continually review and revise department policies and procedures
- Enhance training programs for animal control staff

Animal Center
- Decrease the abandoned, stray and unwanted animals in the community with spay/neuter programs
- Reduce euthanasia
- Continually review and revise department policies and procedures for best practices
- Provide continuing education and training programs for animal care technicians
- Increase knowledge of the computer program for online kennels, web licensing and reporting

Outreach and Awareness
- Expand volunteer and community service programs
- Continue positive partnerships with the media
- Increase pet adoptions with online kennels
- Enhance website to increase traffic
Accomplishments

County leaders recognized Animal Services’ changing responsibility in the community and increasingly close cooperation with emergency responders. In 2010, the department was moved into the Public Safety Bureau, headed by Fire Chief M. Stuart McElhaney.

Animal Services also joined the 800 MHz radio system, improving officer safety by providing immediate emergency access in the field during work hours and after-hours monitoring through the Marion County Public Safety Communications Department.

Animal Services implemented a new software program eliminating the need for 4 other programs. This change provided the following:

- Combined Animal Control, Animal Center and Neuter Commuter functions
- Eliminated duplication of efforts
- Increased efficiency by streamlining process
- Field work is handled in real time, information is available to all staff immediately
- Increased pet licensing capabilities
- Enabled Animal Services to be compliant with the unfunded mandate of pet licensing renewal notices as required by Florida State Law 828.28 adopted July 2010

A large carport was constructed to house animals such as birds, chickens, tortoises and rabbits. This enabled the department to accommodate large-scale seizures and long-term housing due to cruelty cases and legal proceedings.

Pole barns were constructed at an offsite location to accommodate stray, abandoned and cruelty cases involving livestock.

The software gave the department the capability to improve the online kennel site and now provides real-time viewing of adoptable and lost animals. An additional feature now allows citizens the ability to post lost and found animals.

Animal Services obtained the capability to accept monetary donations online via its website, enabling animal advocates all over the world to support homeless and cruelly treated animals.

Strategic Goals

Build stronger partnerships

Judicial System

Work with the state and local judicial system to reduce the effects animal cruelty and animal hoarding have on the citizens, pets and the community. Citizens can be better served by obtaining the needed counseling and assistance provided through mental health court instead of criminal court.

Humane Society

Share animals to assist with optimal home placement
Officer and staff distribute HS literature and educate the public on anti-tethering
Donations at Work

Thanks to generous donations, numerous projects and facility enhancements have been made possible:

New windows and screens have been installed in our cat rooms
Heat and air units have been installed in the cat rooms

The livestock compound has additional pastures
Waterlines and automatic waterers were installed at the livestock compound

A heartworm fund has been set up to treat heartworm positive dogs

Toys – Food – Treats – Blankets – Towels are greatly appreciated by the animals
History of the Department

Marion County’s first animal control shelter dates back to at least the 1940s. In 1961, the county constructed a new shelter in southeast Marion County on Maricamp Road. The shelter had 28 dog kennel runs and 34 cat cages, and staff impounded 488 animals that year. In 1994 the shelter now known as the Animal Center was built and had 134 dog kennel runs and 108 cat cages. The shelter’s seven employees handled 9,278 impoundments that year alone. In 2000, MCAS implemented the Neuter Commuter program, and staff sterilized 2,189 animals on the mobile unit that year. The program is now known as a best practice and animal agencies nationwide noticed and implemented similar programs. In 2008, nearly 5,000 dogs and cats were spayed or neutered on the mobile unit, but MCAS received more than 70,000 calls requesting the service.

With continuous improvement, the shelter now contains 196 kennel runs, 120 cat cages, a modest livestock area as well as several portable pens used for small farm animals. In 2007, two additional kennel wings were added as well as a modern lobby and office renovation. The department also has access to 40 acres located off-site that is used for horses and cows.

The department had expanded its services and public education events. In the past years, partnerships with local pet groups, a radio station, retail stores, charity groups, and other organizations have helped to develop successful outreach adoption programs.

In 2008, the Animal Center merged with the Animal Control division of Code Enforcement to form what is now the Animal Services Department. In 2009, the Marion County Animal Services department merged with the City of Ocala Animal Control division. Both mergers resulted in reducing the budget and streamlining the public service to all residents of Marion County.
Definition of the Market

A progressive and professional animal services department is vital to the public safety and high quality of life that Marion County leaders strive to provide to their citizens.

Animal Services Industry
The animal services industry in Marion County is composed of Marion County Animal Services, a county department funded by tax dollars; other local governments as well as area non-profit and volunteer-based rescue groups and humane organizations. MCAS provides animal center functions to the entire county and animal control services to all unincorporated portions of Marion County and the city of Ocala. It also provides animal control to the incorporated cities and towns upon request by the mayors or clerks.

Market Demographics – Animal Population
In addition to Marion County citizens, MCAS’ target market includes animals, including those that are owned, stray, feral, dangerous, neglected and abandoned.

Marion County’s animal population is large, varied and growing, and includes the approximately 86,620 dogs and 85,200 cats living in Marion County.

Ocala/Marion County, commonly referred to as “Horse Capital of the World,” is home to more than 30,000 horses and ponies that live on the county’s more than 2,000 farms. More than one-quarter of the state’s horse population lives on Marion farms. But Marion County’s farms raise more than just horses. Hundreds of cattle, goat, poultry and pig farms are spread around the county, housing thousands of additional animals.

Marion County Animal Services provides animal center and animal control functions to all domestic animals and livestock living in Marion County.
Market Demographics – Residential Population

In addition to animals, MCAS’ external market includes all citizens, both pet owners and non-pet owners. Marion County is home to approximately 333,000 people, the majority of whom live in unincorporated areas of the county. As Florida’s fifth largest geographical county, Marion spans 1,652 square miles and includes five municipalities: the City of Ocala, City of Belleview, City of Dunnellon, Town of McIntosh and Town of Reddick. Marion County is growing; according to U.S. Census data, the population increased almost 40 percent from 1990 to 2000 and about 17 percent from 2000 to 2006.

Marion County is an animal-oriented community. Out of the approximately 142,000 households in the county, an estimated 52,824 households own dogs and 46,008 own cats. MCAS strives to meet the needs of both its residential and animal communities.

Critical Needs – External Customers

The critical needs of the external market vary by market section. The citizens of Marion County need a facility to receive affordable spay/neuter surgeries, rabies vaccinations and microchips for their animals. The citizens also need an adoption facility, a place to relinquish their animals if they can no longer care for them and a place to reclaim their animals if lost. MCAS responds to this need through its Animal Center.

The citizens of Marion County also need an agency to take care of animal control problems, including stray, at large, confined, abandoned, neglected, dangerous and nuisance animals. MCAS animal control officers and animal compliance officials investigate these, as well as dangerous dog, cruelty, hoarding and injury cases. The Animal Center also provides a facility to quarantine dangerous and bite dogs, as well as sick and cruelty animals needing long term care during litigation.

The needs of MCAS’ markets are changing as the demographics of Marion County change. Due to today’s economic climate, Marion County citizens are facing shrinking bank accounts and mounting expenses. MCAS has seen an increase in the number of owners surrendering their pets simply because they can no longer afford to care for their animals.
## Marion County Board of County Commissioners
### Forecast Service Volume

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Products and Service Processes

ANIMAL CENTER

In accordance with federal, state and local mandates, MCAS provides the following:

- Housing for stray and unwanted domestic animals
- Housing for stray livestock
- Quarantining and observation of animals impounded for bite offenses
- Rabies vaccination at a reasonable cost to the public
- Microchips for all animals redeemed, adopted, sterilized and for the public
- Euthanizing of sick, diseased, feral and dangerous animals
- Process animals for state rabies testing
- Animal cruelty housing pending court litigation
- Dangerous dog housing pending classification determination
- Access for the public to retrieve their stray animals
- Spaying and neutering of all animals adopted from the Animal Center
- Licensing for pets

Through the Animal Center, MCAS also provides the following programs and opportunities to better serve the community as well as increase awareness and participation:

- Low-cost spay & neuter services to reduce animal overpopulation
- Partnerships with rescue groups to reduce euthanasia of senior and disabled animals
- Educational partnerships with the UF Veterinary College, CTAE Center and CFCC

- Foster home program to reduce euthanasia of newborn and sick or injured animals needing rehabilitation
- Adoption opportunities for friendly strays, unclaimed and relinquished animals
- Volunteer program to encourage and maintain positive animal behavior
- Partners with local and state agencies to provide a work site for court ordered community service
PET FRIENDLY SHELTER

As part of the county’s emergency response plan, MCAS provides the following mandated functions during a declared emergency:

- Provides Emergency Support Function 17 (Animal Protection and staffs the ESF 17 desk at the county emergency operations center.

- Establishes and staffs the “Pet Friendly Shelter” which gives citizens and their pets safe housing if they are forced to evacuate their homes.

NEUTER COMMUTER

In addition to serving as an emergency mobile vet clinic, this bus posts at rotating locations 6 days a week around the county and provides the following services by appointment:

- Low cost spay/neuter surgeries
- County licensing
- Rabies vaccinations
- Microchip implants

ENFORCEMENT

MCAS Animal Control is responsible for enforcing county and state law pertaining to animals. MCAS staff members take calls and complaints for animal-related violations of state laws and county ordinances. The dispatcher then alerts the animal control officers who respond to these calls that include:

- Stray animals
- Abandoned animals
- Confined animals
- Neglected animals
- Dangerous dogs
- Animal cruelties
- Animal injuries
- Dog and cat bites
- Nuisance complaints
- After-hour emergencies
<table>
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<th>Services (flow chart each service using Information Technology supplied software)</th>
<th>Mandated by Law (mark with an X)</th>
<th>Service Process Time for One Occurrence [A]</th>
<th>Number of position(s) in this occurrence [B]</th>
<th>Personal Services cost [C]</th>
<th>Volume (annual) [D]</th>
<th>Annual Service Hours [E] (includes fringe benefits) [F]</th>
<th>Operating Expenses [G]</th>
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**Total:** 89,405, 1,659,752, 622,409, 2,573,161, 47,56

**divided by 1080 hours (235 work days equals FTE):**

FTE = 47.56

**Total 2013-14 Budget:**

FTE = 47.00, 2,097,758, 622,409, 2,720,167

**Difference:**

FTE = 0.56, 147,006, 0, 147,006.
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<th>Personal Services cost for one occurrence (includes fringe benefits)</th>
<th>Annual Service Hours</th>
<th>Volumes (annual)</th>
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<th>Number of FTEs in this service</th>
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Organization & Management

Marion County Animal Services

[Organizational chart]

1. Animal Services Director
   - Administrative Staff Assistant
   - Animal Center Manager
     - Animal Care Tech Coor (4)
     - Animal Care Tech (6)
   - Animal Center Veterinarian (2)
   - Mobile Driver
   - Animal Services Rep (5)
   - Staff Assistant III

2. Animal Control Manager
   - Animal Compliance Official (3)
   - Animal Control Coordinator (2)
   - Sr Animal Control Officer (2)
   - Animal Control Officer (12)
   - Department Dispatcher
   - Animal Services Rep

Center

Enforcement
Deborah Horvath, Animal Services Director
Nathan Dickerson, Animal Control Manager
Wendy Hillyard, Animal Center Manager

Animal Care Tech Coordinators (4), Sr. Animal Care Technicians (4), and Animal Care Technicians (6) - The technicians staff the Animal Center’s kennel area. They are surgical technicians, they triage incoming animals and are in charge of cleaning the kennels and cages. They assess animals to meet their immediate needs, administer vaccinations, microchips, perform euthanasia and decapitation procedures. They also assist citizens with thousands of annual adoptions and redemptions.

Mobile Clinic Driver – Responsible for driving the Neuter Commuter to offsite locations to provide low cost spay/neuter services. This position is responsible for attending to customers, assisting the veterinarian, administering anesthesia, stocking the bus with supplies and maintaining maintenance and drug logs.

Veterinarian (2) – Veterinarians perform spay/neuter surgeries at the Animal Center and on the Neuter Commuter. They also perform health assessments and emergency treatments on sick, injured or cruelty animals.
**Animal Services Representatives (6)** – The animal service representatives are the front desk staff at the Animal Center, work the Neuter Commuter appointment line and work in dispatch. They take field calls, customer calls and in-person inquiries. They distribute traps and handle the intake of animals brought to the center as well as all the paperwork concerning adoptions, owner-surrenders, redemptions, euthanasia requests. They assist in managing the volunteer program and community service workers. The ASR’s are instrumental in meeting the needs of the community in all aspects of customer service.

**Animal control coordinators (2), Sr. animal control officers (2), Animal control officers (12)** – Officers respond to citizen complaints concerning animals at large, bites, attacks, animal cruelty, nuisance animals and control violations. They are state certified to issue civil citations and present cases in court. Officers are first responders assisting citizens with animal emergencies.

**Animal compliance officials (3)** – Animal compliance officials investigate animal cruelty and dangerous dog complaints. They secure warrants when necessary to protect the welfare of citizens and animals.

To gain compliance or custody in such cases, compliance officials are required to present the findings to civil court and the Dog Classification board.

**Dispatcher** – Dispatcher fields calls from animal services representatives with citizen-reports of animal control or cruelty issues. They then alert the animal control officers to respond.
MARION COUNTY ANIMAL CENTER
5701 SE 66TH ST.
OCALA, FL 34480-0000-000

CONTROLED SUBSTANCE REGISTRATION CERTIFICATE
UNITED STATES DEPARTMENT OF JUSTICE
DRUG ENFORCEMENT ADMINISTRATION
WASHINGTON D.C. 20537
This registration is only for use at Federal or State institutions.
Registered activity within schedule is restricted by your state.
Sections 304 and 1008 (21 USC 824 and 958) of the Controlled Substances Act of 1970, as amended, provide that the Attorney General may revoke or suspend a registration to manufacture, distribute, dispense, import or export a controlled substance.
THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY, AND IT IS NOT VALID AFTER THE EXPIRATION DATE.

DEA REGISTRATION NUMBER
MR0019540
SCHEDULES 2N, 3N.
BUSINESS ACTIVITY MLP-ANIMAL SHELTER
ISSUE DATE 12-05-2011
EXPRES 01-31-2015
FEE EXEMPT PAID

MARION COUNTY ANIMAL CENTER
5701 SE 66TH ST.
OCALA, FL 34480-0000

DEA REGISTRATION NUMBER
MR0019580
SCHEDULES 2N, 3N.
BUSINESS ACTIVITY MLP-ANIMAL SHELTER
ISSUE DATE 12-05-2011
EXPRES 01-31-2015
FEE EXEMPT PAID

MARION COUNTY ANIMAL CENTER
5701 SE 66TH ST.
OCALA, FL 34480-0000

FORM DEA-223 (4/07)

THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY, AND IT IS NOT VALID AFTER THE EXPIRATION DATE.
JEBENS, DAVID P
MARION COUNTY ANIMAL CENTER
5701 SE 66TH STREET
OCALA, FL  34480-9503-000

DEA REGISTRATION NUMBER  THIS REGISTRATION EXPIRES  FEE PAID
FJ0349414  12-31-2015  FEE EXEMPT

SCHEDULES  BUSINESS ACTIVITY  ISSUE DATE
2,2N,  PRACTITIONER  12-03-2012
3,3N,4,5,

JEBENS, DAVID P
LIMITED TO OFFICIAL COUNTY DUTIES ONLY
MARION COUNTY ANIMAL CENTER
5701 SE 66TH STREET
OCALA, FL  34480-9503

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE
UNITED STATES DEPARTMENT OF JUSTICE
DRUG ENFORCEMENT ADMINISTRATION
WASHINGTON D.C. 20537
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DEA REGISTRATION NUMBER  THIS REGISTRATION EXPIRES  FEE PAID
FJ0349414  12-31-2015  FEE EXEMPT

SCHEDULES  BUSINESS ACTIVITY  ISSUE DATE
2,2N,  PRACTITIONER  12-03-2012
3,3N,4,5,

JEBENS, DAVID P
LIMITED TO OFFICIAL COUNTY DUTIES ONLY
MARION COUNTY ANIMAL CENTER
5701 SE 66TH STREET
OCALA, FL  34480-9503

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STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF VETERINARY MEDICINE

AC# 5998969

DATE | BATCH NUMBER | LICENSE NO.
--- | --- | ---
02/27/2012 | 1181313164 | VM6693

The VETERINARIAN
Named below is LICENSED
Under the provisions of Chapter 474 FS.
Expiration date: MAY 31, 2014

JEBENS, DAVID PATRICK
8452 CREEK WAY
CITRUS SPRINGS FL 34434

RICK SCOTT GOVERNOR
KEN LAWSON SECRETARY

DISPLAY AS REQUIRED BY LAW

---

AC# 6002792

DATE | BATCH NUMBER | LICENSE NO.
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02/28/2012 | 1103000145 | VM10394

The VETERINARIAN
Named below is LICENSED
Under the provisions of Chapter 474 FS.
Expiration date: MAY 31, 2014

ZIMMERMANN, MARTHA SUE
469 LAKE DIAMOND AVE
OCALA FL 34472

RICK SCOTT GOVERNOR
KEN LAWSON SECRETARY

DISPLAY AS REQUIRED BY LAW

---

AC# 5151644

STATE OF FLORIDA
DEPARTMENT OF HEALTH
DIVISION OF MEDICAL QUALITY ASSURANCE

DATE | LICENSE NO. | CONTROL NO.
--- | --- | ---
11/17/2012 | PH 7720 | 66042

The PHARMACY
generated below has met all requirements of
the laws and rules of the state of Florida.
Expiration Date: FEBRUARY 28, 2015
MARION COUNTY ANIMAL CENTER
5701 SE 66TH STREET
OCALA, FL 34480

QUALIFICATIONS:
ANIMAL CONTROL SHELTER

Rick Scott Governor
John H. Armstrong, MD, FACS
STATE SURGEON GENERAL
Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yachty brokers, from boxers to barbecue restaurants, and they keep Florida’s economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department’s initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!

The LIMITED SERVICE VETERINARY MEDICAL PRACTICE
Named below IS PERMITTED
Under the provisions of Chapter 474 FS.
Expiration date: MAY 31, 2014

MARION COUNTY ANIMAL CENTER
JEBBENS, DAVID PATRICK
5701 SE 66TH STREET
OCALA
FL 34480

RICK SCOTT
GOVERNOR
DISPLAY AS REQUIRED BY LAW

KEN LAWSON
SECRETARY
STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF VETERINARY MEDICINE
1940 NORTH MONROE STREET
TALLAHASSEE FL 32399-0783
(850) 487-1395

MARION COUNTY ANIMAL CENTER
DAVID P. JEBBENS, DVM
JEBBENS, DAVID PATRICK
DAVID P. JEBBENS, DVM
5701 SE 66TH ST
OCALA FL 34480-9503

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
VE2471 07/27/07 070043790
VETERINARY ESTABLISHMENT
MARION COUNTY ANIMAL CENTER
DAVID P. JEBBENS, DVM
HAS REGISTERED under the provisions of Ch. 474 FS.
Expiration date: DOES NOT EXPIRE

MARION COUNTY ANIMAL CENTER
DAVID P. JEBBENS, DVM
JEBBENS, DAVID PATRICK
5701 SE 66TH ST
OCALA FL 34480-9503

STATE OF FLORIDA
AD# 3310637
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF VETERINARY MEDICINE
SEQ# 070043790

DATE  BATCH NUMBER  LICENSE NBR
07/27/2007  070043790  VE2471
The VETERINARY ESTABLISHMENT
Named below HAS REGISTERED
Under the provisions of Chapter 474 FS.
Expiration date: DOES NOT EXPIRE

MARION COUNTY ANIMAL CENTER
DAVID P. JEBBENS, DVM
JEBBENS, DAVID PATRICK
5701 SE 66TH ST
OCALA FL 34480-9503

CHARLES CRIST
GOVERNOR
DISPLAY AS REQUIRED BY LAW

HOLLY BENSON
SECRETARY
Marketing and Customer Service

Customer Service

MCAS employees wear many hats. They serve as professional animal handlers, animal care experts, customer service professionals, problem solvers, first responders in emergency situations, surgical technicians, animal behavioral specialists, investigators, witnesses or experts in the judicial system, data entry personnel, front desk receptionists, adoption counselors and enforcers of public safety laws and codes. Because of these many and varied responsibilities, the department’s customers are everyone with whom staff come in contact.

The customer needs vary as well. All citizens, including those who do not own pets, deserve to live on his or her property without being disturbed by others’ pets. Drivers deserve safe roadways free of roaming pets that could cause a serious accident. Emergency evacuees need to have a safe environment staffed with trained professionals to house their pets. Children need to be free to play in their yard without the fear of an aggressive dog roaming at large. Business owners should be able to have a parking lot free of feral cats. Citizens who find loose or injured pets should be able to take them to a shelter. Citizens need a safe, clean, professional outlet at which to relinquish their pets when in need. Pets deserve a second chance if things didn’t work out with their first family. The entire community benefits from spaying, neutering and protection from disease spread by animals.

The demand for services ranges from animal emergencies to proactive methods used to reduce pet overpopulation. The department receives thousands of calls each year that range from vicious attacks or emergency personnel who need help removing an animal from a scene, to questions about cat breeds or housebreaking a puppy.

The department’s strategy to customer service is simple: All calls are important, all citizens are important and animals deserve to be loved and cared for in a humane manner. Public health and safety is the number one responsibility.
Marketing

Animal Services inform and empower Marion County citizens through innovative and resourceful partnerships with the community, local businesses and area media outlets. Often using little to no taxpayer money, Animal Services strives to disseminate messages on the department, its services and the laws it enforces.

Print media

- Animal Services raises awareness about the Animal Center’s adoptable pets through “pets of the week/month” photos and stories that are featured in the local media. These include the Villages Daily Sun newspaper, VLife magazine, Healthy Living magazine, County Connection, Real Deal Coupon book, South Marion Citizen newspaper and On Top of the World newspaper. Combined, this free advertising equates to nearly 100,000 media impressions of Animal Services’ adoptable pets each month.

- Florida law now requires all counties with mandatory animal licensing laws to alert pet owners 45 days before their license comes due. Animal Services notifies animal owners through e-mail reminders or postcards mailed to pet owners’ homes. Lamar Advertising of Ocala provided the eye-catching graphic design for free, enabling the postcards to serve double-duty as a mandatory reminder and an advertisement for pet licensing.

- Local print (and broadcast) media also partners with the department to spread messages such as adoption, heartworm prevention, rabies safety and the importance of spaying and neutering pets.

Television and Radio

- Animal Services works with television and radio stations from Jacksonville to Orlando that regularly cover MCAS’ large-scale animal cruelty cases. The stations often assist the department by encouraging adoptions and donations.

Online

- Animal Services features adoptable pets on Animal Services’ website.

- Lost and found pets can be viewed in real-time on the online kennels.

Outdoor and Out of Home

- Eye-catching, message-oriented, full-size billboards are posted along Marion County roads to advertise the department’s services and laws. These billboards are offered to the department for free or for only the cost of the vinyl through partnership with ClearChannel Outdoor Advertising.
License your pet. It's the law.

Marion County Animal Services • 352-671-8700 • Baseline Road

There's a leash law in Marion County

Walk Responsibly!

352-671-8700 • Baseline Road

Fishing buddies found here.

Marion County Animal Center • Baseline Rd. • 671-8700
- The Neuter Commuter bus also serves as a mobile double-sided billboard promoting the department and one of its many services.
# Financial Management, Performance Measures, Benchmarks and Comparatives

Revenue Line Item Budget Report grouped by Department, Div

Marion County Board of County Commissioners

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<th>Account Code</th>
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<th>FY 2013 Amended</th>
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<td>637,250</td>
<td>637,250</td>
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35080 Animal Services

<table>
<thead>
<tr>
<th>35080 Animal Services</th>
<th>FY 2012 Actual</th>
<th>FY 2013 Adopted</th>
<th>FY 2013 Amended</th>
<th>FY 2014 Budget</th>
<th>FY 2015 Budget</th>
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<tbody>
<tr>
<td>779,844</td>
<td>647,700</td>
<td>647,700</td>
<td>637,250</td>
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5170 Animal Services Department

<table>
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<th>5170 Animal Services Department</th>
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<th>FY 2013 Amended</th>
<th>FY 2014 Budget</th>
<th>FY 2015 Budget</th>
</tr>
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<tbody>
<tr>
<td>779,844</td>
<td>647,700</td>
<td>647,700</td>
<td>637,250</td>
<td>637,250</td>
<td>637,250</td>
</tr>
</tbody>
</table>

Report Grand Total

<table>
<thead>
<tr>
<th>Report Grand Total</th>
<th>FY 2012 Actual</th>
<th>FY 2013 Adopted</th>
<th>FY 2013 Amended</th>
<th>FY 2014 Budget</th>
<th>FY 2015 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>779,844</td>
<td>647,700</td>
<td>647,700</td>
<td>637,250</td>
<td>637,250</td>
<td>637,250</td>
</tr>
</tbody>
</table>
# Fund Expenditure Budget Comparisons grouped by Organizational Unit, Division

**Marion County Board of County Commissioners**

<table>
<thead>
<tr>
<th>Account Code</th>
<th>Account Description</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2014 Budget</th>
<th>Adopt</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Actual</td>
<td>Adopted</td>
<td>Amended</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 350 Public Safety and Fleet Services

### 350000 General Fund

- **511000 Animal Services Department**
  - 511200 Regular Salaries & Wages: 1,358,698
  - 511300 Other Salaries & Wages: 10,191
  - 514100 Overtime: 65,661
  - 521100 FICA Taxes: 105,474
  - 521200 Retirement Contributions: 80,507
  - 523100 Health Insurance: 247,473
  - 524100 Life, AD&D, LTD: 9,450
  - 524200 Worker's Compensation: 48,328
  - 531300 Prof Serv - Miscellaneous: 3,699
  - 534100 Contract Serv - Other - Misc: 0
  - 534200 Contract Serv - Wells Fargo: 1,147
  - 540100 Travel & Per Diem: 1,799
  - 541100 Communications Services: 18,279
  - 542100 postage & Freight: 3,647
  - 542300 Transportation: 0
  - 543100 Utility Services - Gas/Water/Sewer: 32,130
  - 543200 Utility Services - Waste Disposal: 5,831
  - 544100 Rentals & Leases - Equipment: 3,421
  - 545100 Insurance - Premiums: 32,624
  - 546100 Repairs/Maint - Buildings & Grounds: 33,297
  - 546300 Repairs/Maint - Equipment: 9,499
  - 547100 Printing & Binding: 2,722
  - 548100 Promotional Activities: 2,630
  - 549100 Comm. Fees, & Costs - Others: 1,324
  - 546110 Other Current Charges - Refunds: 0
  - 546120 Other Current Charges - Credits: 0
  - 546200 Advertising - Legal: 0
  - 546900 Other Current Charges - Misc Expenses: 4,642
  - 551100 Office Supplies: 10,426
  - 552100 Gasoline, Oil & Lubricants: 91,043
  - 552200 Medical Supplies: 163,532
  - 552300 Computer Software: 13,690
  - 552700 Clothing and Wearing Apparel: 10,290
  - 552800 Operating Supplies: 89,400
  - 552110 Animal License Tag Supplies: 56,376
  - 552210 Operating Supplies - Computer Hardware: 10,865
  - 554100 Books, Publications & Subscriptions: 195
  - 554200 Dues & Memberships: 575
  - 558301 Training Materials & Supplies: 133
  - 555501 Training & Education: 2,554
  - 551010 Machinery and Equipment: 183,927

### 350000 General Fund:

- Total: 2,688,452

### 350000 Animal Services:

- Total: 2,688,452

### 350 Public Safety and Fleet Services:

- Total: 7,000,452

### Report Total:

- Total: 2,688,452

**GovMax V5 1 4/20/2013**

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**% Chg**

0.32

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**% Chg**

0.0

---

**% Chg**

6.53

---

**% Chg**

0.32
### Marion County Board of County Commissioners

#### Business Plan Performance Measures and Benchmarks

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Enter Calculation formula</th>
<th>Marion County</th>
<th>Collier County</th>
<th>Alachua County</th>
<th>Seminole County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Intake (Inc. Field Impounds)</td>
<td>Workload</td>
<td>12,025</td>
<td>6,109</td>
<td>6,109</td>
<td>10,186</td>
</tr>
<tr>
<td>Adoptions</td>
<td>Workload</td>
<td>2,401</td>
<td>1,879</td>
<td>4,218</td>
<td>1,907</td>
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<tr>
<td>Euthanasia</td>
<td>Workload</td>
<td>8,483</td>
<td>3,118</td>
<td>1,552</td>
<td>5,990</td>
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<tr>
<td>Redeemed Animals</td>
<td>Workload</td>
<td>813</td>
<td>828</td>
<td>Inc in adops</td>
<td>1,087</td>
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<tr>
<td>Spay/Neuter Surgeries</td>
<td>Workload</td>
<td>6,948</td>
<td>1,110</td>
<td>945</td>
<td>0</td>
</tr>
<tr>
<td>Complaints</td>
<td>Workload</td>
<td>23,048</td>
<td>9,388</td>
<td>Not Available</td>
<td>25,783</td>
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<tr>
<td>Licenses issued</td>
<td>Workload</td>
<td>32,000</td>
<td>25,526</td>
<td>19,704</td>
<td>28,451</td>
</tr>
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</table>

#### Benchmarks

<table>
<thead>
<tr>
<th>Benchmark</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Population</td>
<td>333,000</td>
</tr>
<tr>
<td>Households</td>
<td>142,000</td>
</tr>
<tr>
<td>Dog Population</td>
<td>74,797</td>
</tr>
<tr>
<td>Cat Population</td>
<td>81,713</td>
</tr>
<tr>
<td>Land Area Sq Miles</td>
<td>1,579</td>
</tr>
<tr>
<td>Kennel Staff</td>
<td>15</td>
</tr>
<tr>
<td>Field Staff</td>
<td>18</td>
</tr>
<tr>
<td>Clerical Staff</td>
<td>7</td>
</tr>
<tr>
<td>Veterinarians</td>
<td>2 (+1 Ti)</td>
</tr>
<tr>
<td>Management Team</td>
<td>3</td>
</tr>
<tr>
<td>Dispatch</td>
<td>2</td>
</tr>
<tr>
<td>Volunteers</td>
<td>115</td>
</tr>
</tbody>
</table>

30
Marion County Animal Services

3/14/2013

Animal Services Director (47)

Animal Center Manager

Animal Care Tech Coor (4)
Sr Animal Care Tech (4)
Animal Care Tech (6)

Animal Center Veterinarian (2)
Mobile Driver
Animal Services Rep (5)
Staff Assistant III

Animal Control Manager

Animal Compliance Official (2)

Animal Control Coordinator (2)

Sr Animal Control Officer (2)
Animal Control Officer (12)
Department Dispatcher
Animal Services Rep
ALACHUA COUNTY ANIMAL SERVICES
The Organization

- Administration
  - Provide organizational oversight
- Field Services
  - Provide 24 hour response to emergencies
- Shelter Services
  - Provide for the day to day care of animals
- Veterinary Services
  - Provide for the medical needs of the animals.
- Customer Services
  - Provides telephone and counter support to citizens
  - Provides for the administration of pet licensing

FY 11/12 Residential Population
- Marion County
- Collier County
- Alachua County
- Seminole County

FY 11/12 Animal Intakes
- Marion County
- Collier County
- Alachua County
- Seminole County
ALACHUA COUNTY ANIMAL SERVICES SITE VISIT

On March 18, 2013, Deborah Horvath, Marion County Animal Services Director, visited the Alachua County Animal Services complex for information, data, introductions of staff, and a tour of the facility. Vernon Sawyer is the Alachua County Animal Services Director. The following is a summary report of her findings:

- Like Marion County Animal Services (MCAS), Alachua County Animal Services (ACAS) is closed to the public on Mondays (the day I visited), so I did not witness any citizen interaction.

- Although on skeleton staff, the staff members I met were very nice, cordial, and helpful.

- ACAS is a large facility, probably larger than MCAS, but the layout doesn’t flow as smoothly as MCAS. However, they have some of the same issues – they are out of office space, small interior offices with no windows, not enough parking, etc.

- They have just completed a major reconstruction of their public entrance and doorway. It has made the interior area of the entranceway very open, bright, and inviting. You immediately see a glass cage for the “featured animal of the day/week” when you enter. Behind it, you can see all the kitty condos, some of which are brand new.

- Alachua County is a smaller county than Marion, by almost 100,000 residents. And, of course, it is home to the University of Florida and all its students and university staff. But ACAS also has many resources at UF, including the Veterinary School, Vet Techs, and volunteers. Vernon shared several names and contact information with me.

- With assistance from UF Vets, community groups, and rescue agencies, ACAS is steadily reducing its euthanasia rates. But Vernon stresses, “You must have a lot of outside help.”

- ACAS has several attached garage bays. What a great idea, and help, for Animal Control Officers coming in with animals on board their vehicles. They are able to drive into a confined area to unload animals.

- Employee turnover at both agencies is different. The greatest turnover at MCAS is on the Animal Control side. The greatest turnover at ACAS is on the Kennel staff side. This could be because the Animal Control side at ACAS is paid much higher than MCAS (by several dollars an hour). Many of the staff at ACAS in Animal Control have been with the agency for up to 15 years!

- Both agencies receive their funding from the county General Fund.

- ACAS only deals with dogs, cats, and pocket pets (rabbits, birds, ferrets, etc.). They do not respond to calls, or take care of, any horses, cows, goats, donkeys, etc. The Alachua County Sherriff responds to, and tends to, any livestock/farm animals. At any given moment, MCAS has 10 or more farm animals (mostly horses) in its care, located on a 40-acre tract at Shocker Field, which we also manage.
One very noticeable difference between the two agencies was the type/breed of dog up for adoption. MCAS usually has a large amount of pit bulls and pit bull mixes, and lab/hound mixes – mostly mid to large size dogs. Although ACAS had a couple of pit bulls and mixes, most of their adoption dogs were small, apartment sized, and pure-bred – a mini Doberman Pincher, a Bull Dog, a mini Poodle, a Cocker Spaniel, a Jack Russell. This might be explained by the number of students that live in Gainesville, purchase a lap dog, and are later told by a landlord it is not allowed in an apartment.

If dogs are suspected of having kennel cough, ACAS has purchased 4’x5’ clear plastic/vinyl sheets (from Lowe’s, I think) for use on the front of the kennel cage. They punched holes in top for grommets, and hang with clothes pins. They clean and sanitize them by stacking them in the dishwasher.

They have large, tin/aluminum colored signs that hang with pins on the front of dog cages, clearly stating that the dog bites, is aggressive, will escape, etc., so that anyone can plainly see what to expect without reading the chart on the cage.

Although they have many great ideas, I think our MCAS facility looks like it is in better repair, brighter/cleaner, more open and inviting, better flow pattern, and certainly a larger citizen waiting area. That is only my perception and perhaps slightly biased.

MCAS has the Neuter Commuter, but we also perform 6 times the amount of neuter/spays that ACAS does.

At ACAS, when staff members are placed on “light” duty, Vernon has them enter license/tags/rabies info into Chameleon that came from the Veterinarians Offices. They have the same issue we do - that we do not have enough staff to enter the thousands of data entries needed to be made.

Vernon also shared the contact information for Geoff Fleck, who is an attorney for the Animal Defense League. He used his services during their largest seizure ever – 704 cats. Sometimes a seizure or cruelty case is just too much for a county staff attorney to handle. You need to call for help.

Vernon also suggested I visit Leon County Animal Services who have some good adoption strategies, and the City of Jacksonville who are pushing the envelope as far as what municipal Animal Animal Centers may look like in the future.
### Handouts from Site Visit to Alachua County

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Current Quarter 2012</th>
<th>FY 2012 YTD Actual</th>
<th>FY 2012 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed Animals</td>
<td>5,554</td>
<td>19,704</td>
<td>&gt; 20,000</td>
</tr>
<tr>
<td>Sterilizations</td>
<td>457</td>
<td>945</td>
<td>&gt; 1,300</td>
</tr>
<tr>
<td>Animals Received that are Euthanized</td>
<td>377</td>
<td>1,552</td>
<td>&lt; 50%</td>
</tr>
<tr>
<td>Animals Reclaimed/Adopted</td>
<td>1,523</td>
<td>4218</td>
<td>&gt; 45%</td>
</tr>
<tr>
<td>Officer Response Time (minutes)</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Animals Received</td>
<td>1,795</td>
<td>6160</td>
<td>&lt; 7,500</td>
</tr>
<tr>
<td>Education Activities</td>
<td>133</td>
<td>536</td>
<td>&gt; 20</td>
</tr>
<tr>
<td>Increase Fundraising</td>
<td>$18,168.40</td>
<td>$29,121.60</td>
<td>&gt; 10,000</td>
</tr>
</tbody>
</table>

We are committed to working with compassion, courtesy, and in a humane manner to provide every pet with a loving and caring home. The stated goal of the Board of County Commissioners is that Alachua County shall employ a “no kill” philosophy at the shelter, and ACAS works hard to do everything possible to achieve that goal.

In addition to handling lost and abandoned animals, ACAS offers adoption services, pet registrations, public rabies vaccinations and public humane education programs. If you have access to the Internet, lost and adoptable animals can be viewed online at [www.petharbor.com](http://www.petharbor.com) from the comfort of your home.

**Sub-Divisions:**
- Administrative
- Adoptions
- Front Desk
- Surgery
- Field Operations
- Investigations
- Statistics

Recently Alachua County Animal Services staff was recognized by the Humane Society of the United States for its work on the Haven Acres cat seizure. Along with this recognition, Jessica and I were presented with the Human Officer Award, bringing closure to one of the most taxing endeavors ever faced by Animal Services.
In February of 2000, 435 animals died at ACAS. In February of 2013, it was 25. TOTAL. And 15 of those were unhealthy/untreatable.

I believe we are going to reach our no-kill goal ahead of schedule. What you all are accomplishing is nothing short of miraculous.

Jeannette Peters
Nonprofit Management Consulting LLC
5015 NW 24th Drive • Gainesville, FL 32605
Phone & Fax: 352-371-7412
jp@getfunded.org
www.getfunded.org
ANIMAL SERVICES