



Animal Services

Strategic Plan 2018-2022





IMAGINING THE FUTURE...



Marion County Animal Services

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*Deborah Horvath
Director of Animal Services*

Executive Summary

I am pleased to present the 5 year Strategic Plan for Animal Services, spanning years 2018 – 2022.

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 46 serves all 1,652 sq. miles of Marion County that is home to almost 350,000 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 care, accounting and program coordination, adoptions and redemptions.

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, 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, Facebook, our 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.



INTRODUCTION

“Taking a long-term view doesn’t require brilliance, but it does require dedication.” – Bill Gates

Strategic Planning is critical for organizations that want to thrive, not just survive. It’s like a road map showing you where to go, what turn to make to adjust, when to stop and re-evaluate. Strategic Planning cannot predict the future. The environment continues to change daily, and we’ll know more tomorrow than we did today. We need to know:

WHERE WE ARE NOW

>>>>>>>>
STRATEGY

WHERE WE WANT TO BE

The process can seem long and tedious. But there are many benefits to this process and, if done correctly, we can achieve both direct and indirect benefits. It helps staff to focus on priorities and work together to succeed. We have unique issues at Animal Services. We have to tailor our needs to our planning process.

It is my job, as the leader of Animal Services, to champion dreams for our organizations future. By organizing “hope,” our strategic plan can make Animal Services’ hopes reasonable. We need a Hero.

I’m committed. My staff is committed. Please help us achieve our goals.

Key Requirements for Animal Shelters

Animal housing

- Adoptions, Intake and Surrender areas

Animal Control

- Animal drop-off areas

Public areas

- Training & Education
- Waiting areas

Spay-Neuter Surgery

Animal support areas

- Animal assessment
- Behavior modification

Facility infrastructure

- Air quality, plumbing, electrical, acoustics & materials

Modern Animal Shelter Characteristics

- Friendly environment vs. jail-like
- Easier to clean and disinfect vs. difficult and time consuming to clean and maintain
- Odor controlled vs. smelly environments
- Acoustic controls vs. deafening noise
- Visible and accessible vs. hidden away
- Climate controlled vs. inadequate ventilation
- Source of information on responsible pet ownership vs. wholesale disposal of animals
- Reflects professionalism vs. disrespect for work and workers

Favorable Impact of Good Shelter Design on Operations

- Healthier animals
- Increase in adoptions
- Lower euthanasia rate
- Better community relations
- Greater utilization of service
- More outreach programs
- Lower maintenance costs
- Lower incident and accident rates
- Increased staff efficiency
- Improved staff morale
- More volunteers

There are many publications on Standards of Care in Animal Shelters and design recommendations published by the Association of Shelter Veterinarians, The Humane Society of the United States (HSUS), and the ASPCA.



Who We Are...



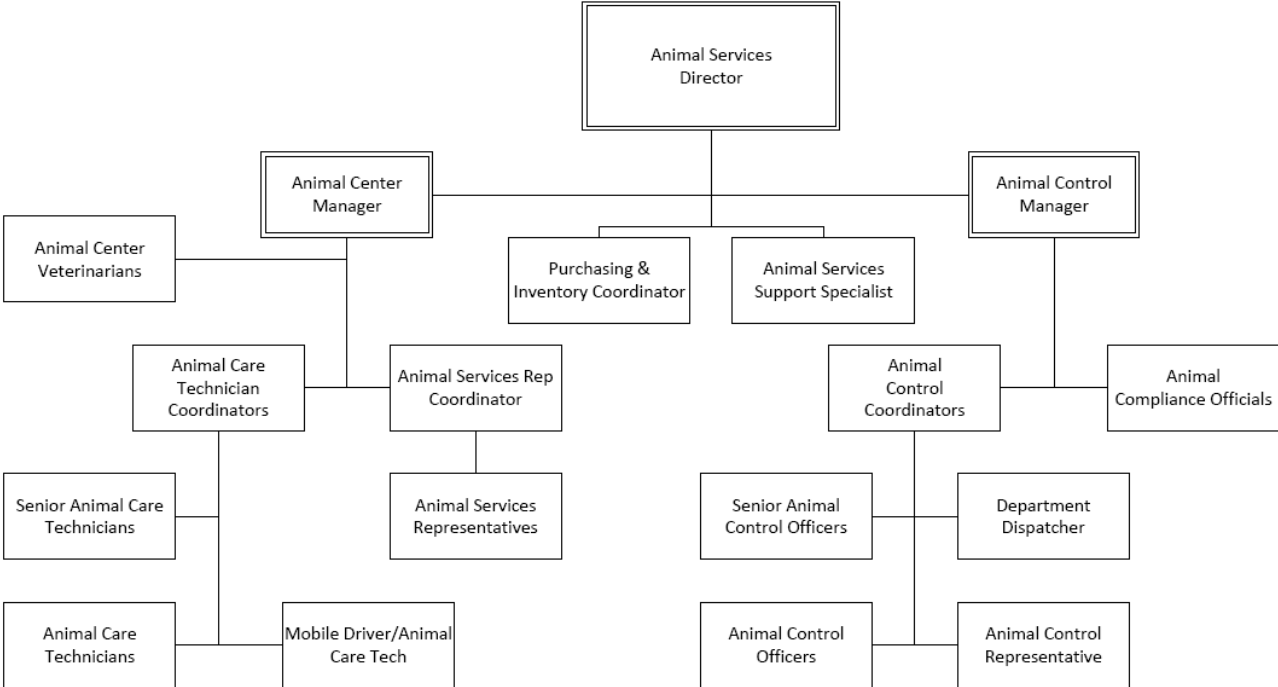
Animal Services Front Desk, Vet Techs, Support Staff and Veterinarians



Animal Control Officers, Compliance Officials and Dispatch



Organizational Chart





Mission

To improve the quality of life for Marion County citizens and their pets, to protect public safety, and provide quality customer service through professional operations and resource stewardship.

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

- To Empower Marion for Success in all we do
- To serve our citizens with the best possible customer service
- To stress our guiding principles to all staff of the genuine dedication to serve, to be good stewards of the County resources, and to maintain a professional image through uniformity in dress, response, and communication
- To emphasize continually to all staff our Core Values of Humbleness, Respect, Commitment, Integrity, Accountability, and Discipline
- To continue fair and consistent enforcement practices
- To continue to decrease the number of stray, abandoned, and unwanted animals in our community through our spay/neuter programs
- To reduce euthanasia
- To expand our volunteer programs
- To continue positive relationships with the media
- To work towards purchasing the proper supplies to maintain Shocker Park
- To build a larger facility to prepare for the future growth of our community



Service to the Community

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 and 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, MTI 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



THE F.I.D.O. PROJECT

Working in partnership with the Marion Correctional Institution Work Camp, the Florida Inmates & Dog Obedience (F.I.D.O.) Project was born. Our shelter staff work with the inmates to train our shelter dogs to become good canine citizens. It helps our shelter dogs find homes faster because of the training they receive, and it teaches inmates some life skills.



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 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 | - Animal cruelties |
| - Abandoned animals | - Animal injuries |
| - Confined animals | - Dog and cat bites |
| - Neglected animals | - Nuisance complaints |
| - Dangerous dogs | - After-hour emergencies |



COMPLIANCE

When animals are found starving to death, or neighbors complain of hoarding, our two compliance officials go to work. They investigated more than 900 cases last year. They also investigate dog bites, dangerous dogs and aggressive attacks, along with abandonment and neglect. They also work closely with Marion County Sheriff’s Office delivering warrants, and the State Attorney’s Office on arrests for animal cruelty.

“SWOT” Analysis

STRENGTHS		WEAKNESSES		
I N T E R N A L	<ul style="list-style-type: none"> • Animal knowledge, experience, compassion • Clean facility, lobby is welcoming • Outreach adoption events • Dedicated/committed cross-trained staff • Positive media presence • Integrity, transparency, consistency • Neuter Commuter • Rabies vaccine clinic • Animal control services • Foster program • F.I.D.O. Project • Monthly Pack Walk • High demand for services • Volunteer Program 	<ul style="list-style-type: none"> • Staff retention/high turnover • No Program Coordinator • Little help from animal community • Limited outreach events • Limited budget/funding • Facility too small, old (not enough space) • Negative public perception/limited positive exposure • Lack of promotional items • Complaint driven • Need proper equipment (medical, maintenance) • Compassion fatigue/burn out • Not enough officers to increase response times • Low return to owner (RTO) rate • No room for volunteers to do clerical work • Very low pay for skilled employees • Almost no advancement opportunities 		
	OPPORTUNITIES		THREATS	
	E X T E R N A L	<ul style="list-style-type: none"> • Need more rescue groups including for livestock • More presentations to educate the public • More F.I.D.O. Project volunteers/donations • Increase donations/revenue • Expand foster program • Volunteer work (community involvement) • Regularly developing new partnerships • More outreach adoption events • More media/positive promotion (good stories) • New facility with room to grow • Strengthen relationships with Admin/Commissioners • More support from animal community 	<ul style="list-style-type: none"> • MTI cut Veterinarian Assistant program • Less people getting animals spayed/neutered • Community misconceptions/assumptions • Breeders (buying vs. adopting) • Another downturn in economy/budget cuts • Upset citizens/complaints • Social media • No financial growth/budget • Not viewed as an important department • “Kill” shelter perception • Not enough rescue groups/fosters • Loss of landfill and it’s use • No Program Coordinator to help with community education/negative social media 	



SWOT EXPLANATION

A SWOT analysis was conducted at Marion County Animal Services in March 2017. Eleven senior staff members were involved. Their combined years of animal experience at MCAS is more than 115 years. They, beyond anyone else, know and understand our Strengths and Opportunities. They can also easily tell you our Weaknesses and Threats. They live it every day.

They know we offer great services and many varied programs. They know we need more support from the community and positive media. They also know we have outgrown our facility and could offer so much more to the community if only we had the space.

With the downturn in the economy that we can't seem to dig out of, and the cutbacks in the budget, we have lost 7 key staff members over the past eight years. The community has grown, and will continue to grow exponentially, with the Commission efforts to attract more large companies to the area.

I asked all 11 participants what their Wildly Important Goal (WIG) would be ("The Four Disciplines of Execution" - 4DX). They all said a larger facility with all the things we need to make it function properly, and with room for growth for the future.

The following are the reasons a larger facility is needed, the ideas moving forward, the approximate budget, the benefits to the community, and alternative ideas.

MAKING THE CASE

Marion County Animal Services is out of space. There is no more available parking for the public, the staff, workmen, deliveries, Vet and/or tech students, volunteers, or community service assistance – and certainly no more space for animals. Customers sometimes have to park in driveways and on the lawn on busy Saturdays. There is literally not enough parking for citizens or staff.

As the human population of Marion County grows, so will the pet population. It is estimated that 85-90% of households own a pet. The American Medical Veterinary Association (AMVA) estimates there are approximately 200,000 dogs, cats and horses in Marion County. In 10 years, that number will top 260,000 pets (does not include cows or other farm animals).

Currently, we have no space to keep exotics or pocket pets – like birds, turtles, hamsters, gerbils, etc. We try to adopt them out from cages on peoples’ desks. Without adequate space more animals will have to be euthanized, and we’re trying to avoid that because we’ve made great progress bringing those numbers down.

In 2008, Code Enforcement Officers became Animal Control Officers, and 20 employees were now being housed in a facility that hadn’t been built or prepared for them. Although most Officers are out on the road, they still need a place to come for daily case updates and computer work, and the Coordinators, Compliance Officials, and Dispatch staff are always assigned at the Center. We currently have 6 staff members in one room.

MCAS has no more available office space. Every office and space is being used every day, including the conference room, for staff to write up reports on the days’ activities, or to take an on-line class, or to respond to a public e-mail. Meetings, interviews, orientations, evaluations, training classes are difficult to book if someone else needs the room – which only holds 10 people and it’s our largest room.

Two of our offices are across from staff restrooms, and two of our offices are across from public restrooms. When restroom doors are opened, people sitting in the offices have a clear view right into them.

Offices are not centrally located. Some offices are on the other side of the building from each other. That wouldn’t be so bad if the staff in those offices were working in the same field – Animal Control vs. the Animal Center. We need a quiet area for the Neuter Commuter and Public Surgery appointment-setting desk. The Directors office and Managers offices are very small and in areas that don’t allow for privacy, phone calls, and meetings.

Cats are currently housed in 3 areas because there isn’t room in one area for all of them. The cat cages are extremely old and the same replacements are no longer sold. We would have to start replacing them with what is currently sold and that could run about \$75,000.

There is no more storage space in the building. We have reverted to putting up Rubbermaid storage sheds to house animal food, staff uniforms, officer equipment, and other items. Neither the sheds, nor the items stored in them, last long in the hot summer sun.

There is no space to assess an animals’ behavior, attitude with people or food, aggressiveness, or to work with it to determine if it could be adopted. It is an industry standard to have an assessment area.

It would also be wonderful to have a special spot to take pictures of our animals. If you look on our website now, you see pictures taken inside, or outside, with people, without people. A picture speaks 1,000 words. The right picture can bring in the right person to adopt! Photographs of animals save lives. They get people in the door. These pictures are seen nationwide with all the websites our animals are featured on.

With the closing of the landfill, bid requests are already being sent out to cremation businesses. Currently, we take animals over to the landfill whenever we want, with notice of course. That will change because the bid request states animal pickup twice a week. We will need a concrete space to maintain a large walk-in freezer.

And most importantly, our surgery room, where we perform 3,500-4,000 spays and neuters every year, is the size of a closet. It literally was a closet they converted into a surgical "suite". It is outdated and difficult for staff to move around in efficiently. For safety reasons this needs to be an open setting with clear views.

We are trying to maintain a certain quality of life for these animals. This is our mission.

THE PROPOSAL

The County already owns the 40 acres at Shocker Field. We keep our confiscated and stray farm animals there. At any given moment we've had between 5 – 50 animals, including horses, goats, pigs, donkeys, cows, chickens, ducks, and a llama at that site.

What if we kept 25-30 acres for the horses, and built a new Animal Services Center on the other 10-15 acres? I believe Parks and Recreation already has future plans for Shocker. They would someday like to expand the ball fields to accommodate more tournaments, so moving Animal Services there is probably not a possibility.

However, 29.5 acres that the County owns, and was purchased by the General Fund, exists on NE Jacksonville Rd, between NE 49th and NE 53rd Streets. It was intended to become a water treatment facility but that is no longer an option. There are no homes on 2 sides of the property. The kennels could be located close to the streets for noise abatement and 2 dozen acres would allow for horses and other farm animals we constantly have in our possession to roam in quiet pastures – thereby not bothering nearby homes.

According to Facilities Management, our MCAS facility is currently composed of 37,000+ square feet. It has been added on to over many years, so the set-up is not ideal and there is a lot of wasted space.

Jacksonville and Ft. Lauderdale have built the newest animal facilities in the state. They learned many lessons as they built and we can certainly learn from their mistakes.

I do not have a precise cost of what it would take to build a new facility, but I have spoken to the owners of The Bacon Group (727-725-0111), located in Clearwater, that builds about 40% of the nations' animal shelters. I have information from them for you to look at and consider.

The price to build in FL is as high as \$225 per square foot, but can be done for \$175 per square foot depending on inside vs. outside kennels. We currently have 37,000 square feet. Ft. Lauderdale just built a 40,000 sq. ft. facility. The Bacon Group shared the plans with me and they incorporated everything we would need in a new animal shelter, including parking, storage, plenty of office space, and lots of room for animals to be walked.

PRELIMINARY BUDGET

40,000 sq. ft. Animal Center Facility	\$7M
Site Preparation – Water, Septic, Electric	\$150K
Interior – Desks, Chairs, Bookcases, Phones, Cages, etc.	\$150K
Horse Fencing, Barn, Paddock Shelters, Water lines	\$200K
TOTAL	\$7.5 Million

WAYS TO GET THERE

- The current complex could be sold and the profits used to build a new facility. Although the sale probably wouldn't cover the complete construction costs, perhaps many of the desks, chairs, and other equipment can be salvaged and further cut down on costs.
- Since we are a public safety department, perhaps some of the one-cent sales tax could be used to offset the remaining costs.
- Our Library system has a 501 (c)(3) nonprofit associated with them called "The Friends of the Library". Perhaps we could do the same, conducting a major fundraising building campaign, grant writing, and soliciting gifts as "Friends of the Animals."
- "Pennies for Pets" - program like Parks & Recreation currently has
- Sponsorship naming opportunities
- Grants



THE BENEFITS

The benefits to the county would be a more centrally located facility that works more efficiently and effectively.

It would be a facility that would work well into the future, with enough animal and human space to continue our work.

All of Animal Services would be located at one site. We currently have to send 2 staff members to Shocker Field (about 5 miles away) several times a day to feed, water, and assess the animals, taking time away from their duties at the Center. The 40 acres has to be mowed, edged, and the fencing kept in good repair, for the animals and for the neighbors in the area. If there is an animal in distress, we sometimes don't know it for hours because we are not located at the site.

The surgical suite would be large enough to accommodate more animal spays and neuters. It would actually be an operating room we could all be proud of.

There would be enough parking, storage, and office space for staff to assist more citizens. Citizens wouldn't have to struggle to park on a busy day.

Employee morale would be lifted with the proper space provided to do their work and conduct County business (and to park).

A new facility would be more appealing to volunteers. It would be a desirable place to spend time assisting staff and animals. The volunteers would have an office to work in and partake in online training courses.





ALTERNATIVES

If the money cannot be found to build, or if the Commissioners decide not to build a new Animal Center in the next few years, perhaps other alternatives can be found:

- Is it possible to build a second story on the existing building? We could put all the offices on the second story and use the current first floor offices for a photography room, a dog behavior assessment room, an isolation room for sick animals, and storage. This option won't solve the parking problem.
- Can we relocate a portable classroom to Shocker field and house the Animal Control Officers and Dispatch at that site, thereby freeing up space at the Animal Center? This would help with space and some parking issues.
- Can we relocate a portable classroom to another location, like out at Martel or somewhere in the northwest area – having a stationary location for spays and neuters rather than another Neuter Commuter bus? This would also free up some parking.
- Can we purchase another Neuter Commuter bus, to continue to offer spays and neuters, and have both buses in different parts of the County? A new bus would cost approximately \$600,000, with the addition of another Veterinarian and 2 Vet Techs on the second bus. It costs approximately \$300,000 per year for our current bus (salaries, benefits, gas, surgical equipment, etc.)
- Regardless of whether we build a new Animal Services facility, or decide on one of the above alternatives, we will need to purchase \$50,000 in cat cages, a \$10,000 small air-conditioned building for photography and a dog assessment area, and several other major purchases. This won't solve space issues or parking problems.





Strategic Goals

Timeline	Item	Amount
2017	Purchase zero turn mower to maintain Shocker Park	\$3,000
2018	Stackable washer/dryer for surgery, durable, 15 yr warranty	\$3,500
2019	Replace cat cages in adoption/restore Program Coordinator	\$70,000
2020	Replace cat cages in stray room/storage shed	\$35,000
2021	New Animal Services facility	\$7.5 M



Strategic Goals (continued)

Goal	Benefit	Timeline	Cost
Purchase zero turn mower to maintain Shocker Park	<p>Shocker Park is in a residential neighborhood; it must be maintained properly.</p> <p>Animal Services' staff would no longer have to borrow a mower from other County departments.</p> <p>They would not have to spend additional time locating, transporting, and waiting for availability of a mower, able to mow when our schedules allow time.</p>	2017	\$3,000

Goal	Benefit	Timeline	Cost
Stackable washer/dryer for surgery	<p>This type washer & dryer are designed for animal shelters. They are able to run 8 hours a day 5 days a week and have a 15-year warranty.</p> <p>Having a separate washer and dryer for surgery will greatly reduce chance of spreading diseases and make operations more efficient.</p>	2018	\$3,500

Goal	Benefit	Timeline	Cost
Replace cat cages in the Cat Adoption Room	The existing cat cages are well past their lifespan. The type we have are no longer available.	2019	\$25,000
Restore Program Coordinator position	Animal Services provides an abundance of services to the community through outreach events and adoptions, educating the public on responsible pet ownership.	2019	\$45,000 w/Benefits

Strategic Goals (continued)

Goal	Benefit	Timeline	Cost
Storage shed with electric & AC for photos and behavior assessment	<p>“A picture is worth a thousand words.”</p> <p>Having a separate area to assess an animals behavior is an industry standard. A dedicated space for behavior assessment and taking photos would greatly increase chance of adoption.</p>	2020	\$10,000
Replace cat cages in the Stray Cat room	We would move any usable cages from adoption & stray into the feral cat room for future replacement.	2020	\$25,000

Goal	Benefit	Timeline	Cost
Build a larger facility to improve operations and prepare for future growth of the community	Preliminary Budget:	2021	
	40,000 sq. ft. Animal Center Facility		\$7M
	Site Preparation – Water, Septic, Electric		\$150K
	Interior – Desks, Chairs, Bookcases, Phones, Cages, etc.		\$150K
	Horse Fencing, Barn, Paddock Shelters, Water lines		\$200K
	TOTAL		\$7.5 M



DID YOU KNOW...

- Approximately 65,000 spays and neuters have been performed on the Neuter Commuter since 2000.
- An additional 4,000 spays and neuters are performed at our Baseline Rd. facility every year – adding another 65,000 surgeries since 2000.
- The \$99 cost to the public includes the surgery, a rabies vaccine, a County license, and a microchip – still the best deal in town.
- We have 198 kennels, 120 cat cages, and can hold an additional 50+ farm animals at Shocker Field. We could also handle 50+ birds at our facility in a covered area outside.
- Our euthanasia rates have dropped more than 50% since 2001 due to our efforts to spay and neuter over the last 17 years.
- The human population has increased more than 40% over the same time-period.
- Our annual number of animal intakes are more than 10,500 each year – down from a high of more than 15,000 ten years ago, proving the benefit of spaying and neutering animals.
- We have adopted out more than 60,000 animals since we started keeping records in 1993. We have records dating back to 1961, but not adoption numbers.
- Animal Control Officers have responded more than 150,000 times since they came to Animal Services from Code Enforcement in 2008. They have responded to calls for cruelty, aggressive dogs, bite cases, strays, cows in the road, emu's running down Rt. 40, delivering and picking up traps, and a myriad of other issues.





Financial Projection, Performance Measures, Benchmarks

Revenue Line Item Budget grouped by Division, Department

Marion County Board of County Commissioners *Fiscal Year 2018*

Account Code	Revenue Description	FY 2016 Actual	FY 2017 Adopted	FY 2017 Amended	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
35080 Animal Services									
5170 Animal Services Department									
5170 Animal Services Department									
34640010	Fees - Animal Licenses	320,864	350,000	350,000	360,000	374,400	389,376	404,951	421,149
34640020	Fees - Animal Redemption	34,773	37,000	37,000	35,000	36,400	37,856	39,370	40,945
34640030	Fees - Animal Adoption	117,821	134,000	134,000	121,000	125,840	130,874	136,109	141,553
34640040	Fees - Animal Rabies Exam	0	100	100	100	104	108	112	117
34640080	Fees - Animal Veterinary	9,032	9,500	9,500	13,300	13,832	14,385	14,960	15,558
34640090	Fees - Animal Removal	89,382	96,000	96,000	92,000	95,680	99,507	103,487	107,627
34640110	Fees - Mobile Veterinarian Clinic	146,660	163,000	163,000	175,000	182,000	189,280	196,851	204,725
34893310	Animal Control Surcharge - Training	0	2,100	2,100	6,700	6,968	7,247	7,537	7,838
36600060	Animal Mobile Clinic	1,308	1,400	1,400	0	0	0	0	0
36600061	FIDO	2,166	0	0	0	0	0	0	0
36600062	Animal Shelter Donations	3,200	0	0	0	0	0	0	0
36600063	Animal Heartworm Treatment Donations	1,301	0	0	0	0	0	0	0
Org Code 5170		726,506	793,100	793,100	803,100	835,224	868,633	903,378	939,512
5170 Animal Services Department		726,506	793,100	793,100	803,100	835,224	868,633	903,378	939,512
35080 Animal Services		726,506	793,100	793,100	803,100	835,224	868,633	903,378	939,512
Report Grand Total		726,506	793,100	793,100	803,100	835,224	868,633	903,378	939,512

Expenditure Line Item Budget grouped by Division, Department
Marion County Board of County Commissioners *Fiscal Year 2018*

Account Code	Account Description	FY 2016 Actual	FY 2017 Adopted	FY 2017 Amended	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
35080 Animal Services									
5170 Animal Services Department									
5170 Animal Services Department									
512101	Regular Salaries & Wages	1,413,355	1,514,381	1,479,381	1,589,268	1,589,140	1,589,140	1,589,140	1,589,140
514101	Overtime	97,712	38,000	73,000	66,000	66,000	66,000	66,000	66,000
521101	FICA Taxes	108,218	118,756	118,756	126,632	126,622	126,622	126,622	126,622
522101	Retirement Contributions	137,643	147,571	147,571	162,729	162,720	162,720	162,720	162,720
523101	Health Insurance	358,816	424,120	424,120	469,154	516,060	567,666	624,442	686,905
523401	Life, AD&D, LTD	6,548	7,101	7,101	9,026	9,026	9,026	9,026	9,026
524101	Worker's Compensation	23,814	20,402	20,402	19,501	19,500	19,500	19,500	19,500
531338	Prof Serv - Miscellaneous	11,088	8,000	8,000	8,000	8,320	8,653	8,999	9,359
534101	Contract Serv - Other - Misc	8,045	8,200	11,830	13,326	13,859	14,413	14,990	15,590
534108	Contract Serv - Wells Fargo	1,290	1,254	1,254	1,300	1,352	1,406	1,462	1,521
540101	Travel & Per Diem	2,184	7,000	7,000	7,000	7,280	7,571	7,874	8,189
541101	Communications Services	21,025	21,232	21,232	22,032	22,913	23,830	24,783	25,774
542201	Postage & Freight	7,195	7,200	7,200	7,500	7,800	8,112	8,436	8,774
542301	Transportation	27	150	150	150	156	162	169	175
543101	Utility Services - Elec./Water/Sewer	34,613	36,800	36,800	37,600	39,104	40,668	42,295	43,987
543102	Utility Services - Waste Disposal	3,235	3,400	3,400	3,400	3,536	3,677	3,825	3,978
544101	Rentals & Leases - Equipment	4,313	3,600	3,600	5,000	5,200	5,408	5,624	5,849
545101	Insurance - Premiums	28,683	26,418	26,418	29,573	30,756	31,986	33,265	34,596
546101	Repairs/Maint - Buildings & Grounds	5,918	6,000	6,000	5,000	5,200	5,408	5,624	5,849
546301	Repairs/Maint - Equipment	5,441	3,200	3,200	2,810	2,922	3,039	3,161	3,287
547101	Printing & Binding	3,909	2,800	4,300	3,010	3,130	3,256	3,386	3,521
548101	Promotional Activities	4,439	2,600	2,600	3,200	3,328	3,461	3,600	3,744
549110	Comm, Fees, & Costs - Other	1,190	1,000	1,000	1,220	1,269	1,320	1,372	1,427
549112	Other Current Charges - Refunds	0	300	300	300	312	324	337	351
549120	Other Current Charges - Clerk	0	100	100	100	104	108	112	117
549201	Advertising - Legal	0	200	200	200	208	216	225	234
549990	Other Current Charges - Misc Expenses	7,098	6,000	6,000	6,600	6,864	7,139	7,424	7,721
551101	Office Supplies	10,927	10,987	10,987	9,587	9,970	10,369	10,784	11,215
552101	Gasoline, Oil & Lubricants	53,763	70,000	70,000	71,250	74,100	77,064	80,147	83,352
552103	Medical Supplies	179,786	167,200	167,200	167,200	173,888	180,844	188,077	195,600
552106	Computer Software	15,068	15,100	15,100	15,400	16,016	16,657	17,323	18,016
552107	Clothing and Wearing Apparel	10,993	9,000	9,000	10,325	10,738	11,168	11,614	12,079
552108	Operating Supplies	92,455	86,656	86,656	83,656	87,002	90,482	94,102	97,866
552110	Animal License Tag Supplies	37,885	49,000	43,870	46,000	47,840	49,754	51,744	53,813
552116	Operating Supplies - Computer Hardware	9,000	6,000	6,000	6,975	7,254	7,544	7,846	8,160
554101	Books, Publications & Subscriptions	20	40	40	40	42	43	45	47
554201	Dues & Memberships	613	765	765	765	796	827	861	895
555301	Training Materials & Supplies	1,015	750	750	750	780	811	844	877
555501	Training & Education	5,583	8,000	8,000	8,000	8,320	8,653	8,999	9,359
563101	Improvements Other than Buildings	3,200	0	0	0	0	0	0	0
564101	Machinery and Equipment	8,313	50,000	57,262	50,000	0	0	0	0
5170 Animal Services Department		2,724,420	2,889,283	2,896,545	3,069,579	3,089,428	3,165,048	3,246,799	3,335,236
5170 Animal Services Department		2,724,420	2,889,283	2,896,545	3,069,579	3,089,428	3,165,048	3,246,799	3,335,236
35080 Animal Services		2,724,420	2,889,283	2,896,545	3,069,579	3,089,428	3,165,048	3,246,799	3,335,236
Report Total		2,724,420	2,889,283	2,896,545	3,069,579	3,089,428	3,165,048	3,246,799	3,335,236

Florida Benchmarking Consortium

FY 14/15 Comparisons							
	Dollars spent for Animal Services	Animal Control Officers	Kennel Staff	Community Outreach Staff	Animal Intakes	Customer Service Staff	Animal Field Service Requests
Alachua County	\$2,122,240	N/A	N/A	N/A	5,454	N/A	9,693
Broward County	\$5,366,181	14	19	1.5	14,853	8	21,928
Charlotte County	\$834,305	4	0	0	1,436	4	11,267
Marion County	\$2,918,438	15	11	0	10,317	5	23,206
Miami-Dade Co.	\$15,961,000	N/A	N/A	N/A	N/A	N/A	N/A
Okaloosa County	\$778,300	5	7	1	5,669	5	6,730
Orange County	\$6,390,094	26	4	4	19,708	9	52,252
Pasco County	\$2,456,393	7	13	1.5	3,799	1	8,768
Pinellas County	\$4,040,044	14	10	0	12,671	14	14,258

We take in twice as many animals and do twice as many field service requests as other counties with similar budgets.



Department Brochures

Pet-Friendly Shelter

If disaster forces county residents to evacuate, Marion County Animal Services runs the off-site pet-friendly shelter. For location, information and requirements, contact Animal Services.

Intern Program

Animal Services regularly hosts students from veterinarian and veterinary assisting programs, providing a hands-on work site that enables them to gain real-life experience.

How can I help?

Volunteer at the Animal Center

Volunteers help care for and socialize the animals as well as assist citizens in the adoption areas. Fill out our volunteer application; it's available online or at the Animal Center.



Become a foster parent

Open your heart and home to animals that are too young or too sick to be adopted by becoming a foster family and caring for the animals until they reach adoption age or health. Foster applications are available on Animal Service's website or at the Animal Center.

Marion County Animal Services

5701 SE 66th St.
Ocala, FL 34480

Animal Center: 352-671-8700
Animal Control/Complaints: 352-671-8727
After-hours emergencies: 352-732-9111
Neuter Commuter: 352-307-1351

www.marioncountyfl.org/animal.htm
facebook.com/marioncountyanimalservices

Animal Center:

Tuesday-Friday: 10 a.m.-5:30 p.m.
Saturday: 10 a.m.-5 p.m.
Kennels close 30 minutes prior to closing.

Animal Control

Monday-Friday: 8 a.m.-5 p.m.

Marion County Animal-Related Contacts

Animal Bites/Rabies
(Environmental Health).....352-622-7744
City of Belleview..... 352-245-7021
City of Dunnellon.....352-465-8590
Neuter Commuter.....352-307-1351
Florida Fish and Wildlife
Conservation Commission.....352-732-1225
Humane Society
of Marion County.....352-873-7387

**Note: All photos feature actual Animal Services staff, adoptable pets and forever families.*



**Marion County
Animal Services**

Animal Center

Marion County Animal Services provides a wide range of services to the citizens, pet owners and animals of Marion County.

The department's Animal Center is Marion County's only open-admission shelter. This means the shelter doesn't selectively accept only the most adoptable animals; no animal is turned away, regardless of how sick, old, aggressive or potentially undesirable it might be to some. More than 11,000 animals enter the shelter each year; some are strays or lost pets, some are rescues from cruelty cases and some are turned in by their owners who can't or don't want to care for them any longer.

Staff places healthy and friendly animals up for adoption, and doesn't impose time limits on how long they can stay. Some animals have stayed at the shelter for months until they found the perfect forever home.

For animals that are too young, old or sick to be placed for adoption, staff often works to partner with foster homes or rescue groups.

Regardless of the animal or circumstance, each animal is cared for and provided a safe, clean and caring environment for the duration of its stay.



Animal Control

Animal control officers respond to more than 20,000 calls a year and are on-call for emergencies 24 hours a day. They rescue injured, sick or stray domestic animals and investigate aggressive attacks, as well as animal cruelties that can range from one-animal cases to large-scale incidents involving hundreds of animals.



Adoptions

Find a new best friend and give an animal a second chance through Animal Services' adoption program. The nominal adoption fee for dogs and cats includes the animal's surgical sterilization, vaccinations, county license tag and microchip. Visit the shelter or browse adoptable animals on Animal Services' website; the site is updated hourly.



Licensing and Microchips

By law, all dogs and cats that are four months of age and older must be licensed through Animal Services. Purchase license tags from local veterinarians, at the Animal Center or by mail. You must have proof of a current rabies vaccination. Microchips are also available at the Animal Center.



Lost and Found

Lost your pet? Found a stray? Check with Animal Services first. Strays found without identification stay in the stray area for three full business days; animals with identification stay for 10 days. Staff scan the animals for microchips and attempt to locate the owners. If the unclaimed strays are healthy and friendly, they can go up for adoption at the end of their wait time. Visit Animal Services' website to search strays in the shelter and to register your lost or found pet. The site is updated hourly.

Spaying and Neutering

Millions of animals enter shelters each year because they are allowed to breed out of control. Animal Services encourages all owners to spay and neuter their pets, ensuring more animals can find homes and helping prevent pet overpopulation.

All cats and dogs adopted from the Animal Center are sterilized on-site, as required by law. The Neuter Commuter, Animal Services' mobile spay/neuter clinic, posts at various locations throughout Marion County and provides low-cost spay and neuter surgeries for citizens' pets. Appointments fill up quickly, so plan on scheduling your appointment about a month in advance.





Florida Inmates and Dog Obedience (The F.I.D.O. Project) is a partnership between Marion County Animal Services and the Marion Correctional Institution Work Camp to provide training opportunities for inmates and shelter dogs. The inmates train their canine companions in basic obedience and socialization under the supervision of a certified dog trainer.

The goal: teach the inmates life skills and marketable experience, while helping shelter dogs earn their American Kennel Club (AKC) Canine Good Citizen certificates, the gold standard for dog behavior.

how to adopt

- Fill out an application.
- **Meet the dogs** during an outing event during their 8-10 week class.
- **Take home** your new pet after graduation!
- \$50 adoption fee includes spay/neuter, vaccines, county license and microchip.



how to help

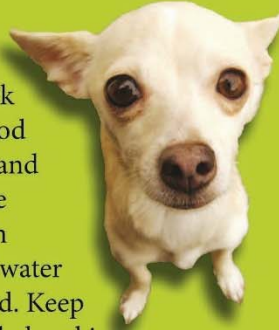
- Host an **adoption event** or outing at your business.
- Sponsor the program and help **collect donations. Spread the word!**
- **Donate supplies** to keep the program running: dog waste bags, small dog treats for training, training books/notebook paper, new toys, dog shampoo, healthy dog food.
- **Donate services:** photography, printing, advertising.
- **Volunteer:** help at events and help to transport dogs/supplies.



MarionCountyFL.org/FIDO
animalservices@MarionCountyFL.org

Pet disaster preparedness kit checklist

You know you should stock up on batteries, canned food and bottled water for you and your family. But make sure to count your pets in when calculating the amount of water and food you keep on hand. Keep the following items compiled and in an easy-to-carry container such as a duffel bag or covered storage bin.



- Pet carrier.
- Three-day supply of water.
- Three-day supply of food.
- Pet first-aid kit.
- Special medications your pet needs regularly.
- Veterinarian records.
- Proof of rabies vaccine.
- Spare leash and collar.
- Familiar toys and/or blanket to reduce stress.
- Pet sanitary items (litter box, extra bag of litter, paper towels and trash bags to collect pet waste).
- Current photo and description of your pet to help others identify it if it becomes lost.

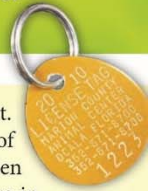
Prepare your pet!

License and vaccinate!

Your unlicensed, inside cat that never ventures outside your house might not have a house at all after a tornado. Your un-vaccinated dog might find itself lost and exposed to wild and possibly diseased animals after a wildfire, hurricane or other disaster. Protect Fido and Fluffy for any unplanned emergency by getting them their rabies vaccines and licenses at the Animal Center or any veterinarian's office.

Microchip.

Get one for your pet. It's a permanent form of identification that enables your lost or stolen pet to be traced back to you from anywhere in the country. Microchips are available at the Animal Center and many veterinarians' offices. Don't forget to make sure your contact information is up to date by calling the center at 352-671-8700.



Plan ahead.

Determine where you will go if evacuation is necessary and include your pets in your evacuation plan. Be sure you're equipped to safely transport your pet and that your destination accepts animals. If your home is unsafe and you have nowhere else to go, Marion County Animal Services hosts a pet-friendly shelter at Vanguard High School, the only county shelter that accepts pets. Be sure you can comply with the shelter parameters:

- Owners must provide proof of rabies vaccinations and county licenses for their pets.
- Birds must have and be in secure cages.
- Owners must stay at Vanguard but will not be housed in the same building as their pets.
- Exotic animals, aggressive dogs or animals weighing more than 80 pounds are not accepted. Make alternative plans in advance.

Keep in touch! Scan the QR code to access our website and like us on Facebook for updates straight to your news feed.



**Marion County
Board of County Commissioners**

Animal Services

5701 SE 66th St.
Ocala, FL 34480
Phone: 352-671-8700
Fax: 352-671-8717

The Marion County Animal Services and Silver Springs State Park present...

Pack Walk

4th Sundays-Monthly 10:00am to 11:30am

5656 East Silver Springs Blvd. Ocala , FL 34470

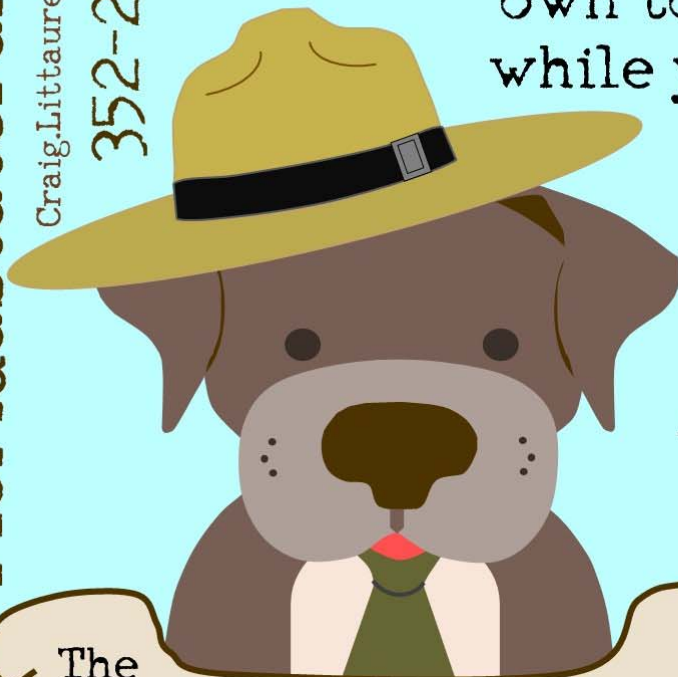
FloridaStateParks.org

Craig.Litttaure@dep.state.fl.us

352-236-7156

Join Silver Springs Park Rangers on a tour of the gardens and befriend a dog or bring your own to accompany you while you enjoy a walk in the Park.

Thanks to you dogs from Marion County Animal Services will get a break from the shelter and exercise.



Regular Park Admission Applies