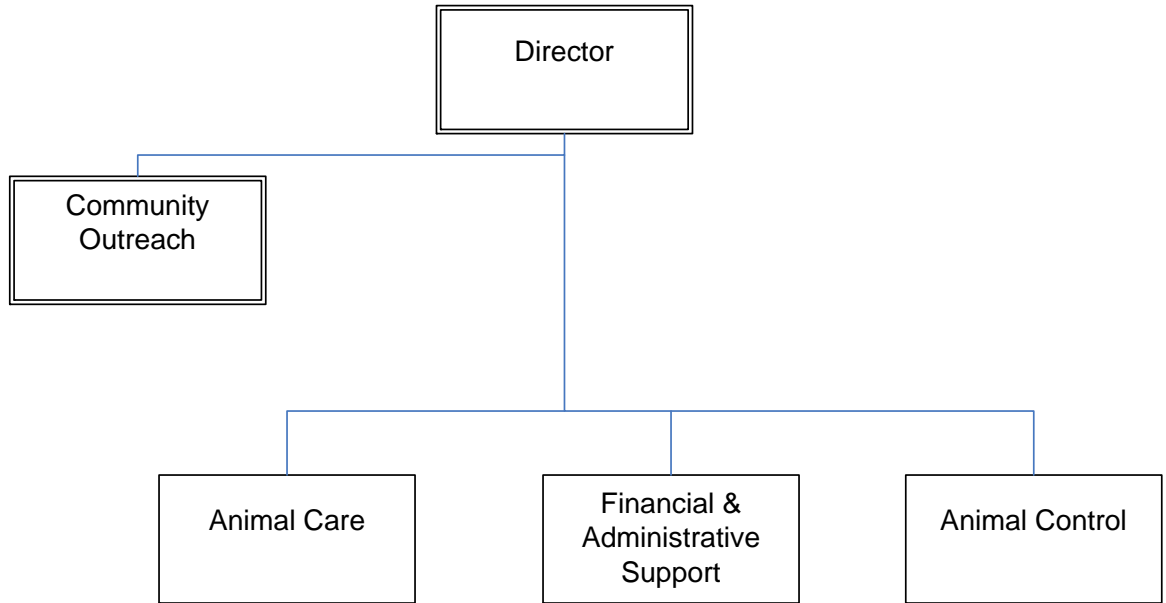




Metro Animal Services



METRO ANIMAL SERVICES

Vision

Metro Animal Services (MAS) will become a national model animal welfare agency by setting new benchmarks in animal sheltering; offering a broad range of impeccable services for animals and pet owners; serving as the animal care authority for Louisville Metro; and becoming the leader in creating a responsible pet-owning community.

Mission

Metro Animal Services is dedicated to protecting the health and safety of all humans and animals in our community as we: investigate all suspected situations of animal cruelty and/or neglect; enforce all aspects of the ordinance that governs animal behavior, ownership and responsibilities; maintain accurate license information on all individual animals and businesses; educate the community regarding responsible pet care; provide professional care and medical attention to all animals impounded or received by our department; create innovative and proactive programs that eliminate cruelty, pet overpopulation, and address the need of spay/neuter services for financially challenged individuals; adopt as many animals as responsibly possible or promote their return to their family; ensure healthy departmental management; and generate revenues to be financially self-sufficient.

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Programs and Services

Director – Oversee the operations, programs, projects, events and services of MAS while ensuring adherence to all state animal statutes and local animal ordinances.

Finance and Administration Support Services – Manage, operate and promote the pet licensing program; monitor all financial and budgeting features; process and monitor compliance regarding animals returned to owners.

Animal Care – Provide on-site shelter and care for stray and unwanted dogs and cats. Provide on-site adoption services; provide off-site adoption services in partnership with Community Outreach; find new appropriate homes for animals; and provide quarantine services for the observation of symptoms of rabies in animals that have bitten humans. Provide immediate and preventative medical care and treatment to all animals received by MAS. Offer low-cost spay/neuter services and rabies vaccinations to low-income people who qualify. Provide spay/neuter services and preventative medical care to all animals adopted, transferred to animal welfare groups or returned to owners. Provide for the transfer of animals to approved and permitted animal welfare groups as needed.

Animal Control – Provide enforcement of the Metro Animal Control ordinance throughout Louisville Metro by animal control officers. Investigate a wide variety of topics from cruelty, neglect, bites and other dangerous animals to barking dogs and nuisance animals; complete inspections ranging from a basic yard check to ensure an owner has a proper enclosure to inspecting pet shops and other breeders; offer services from picking up animals from owners who can not bring them to the shelter to picking up and impounding strays that the public has confined. Attend court and assist in other areas of the shelter when needed. Educate citizens on the particulars of the animal control ordinance about compliance, in addition to other educational areas including proper animal care, handling and training.

Community Outreach – Provide educational programs to citizens of all ages throughout the community. Visit events, neighborhoods, libraries, community centers and schools with our 34-foot mobile veterinary and adoption unit, Stop Pet Overpopulation Today (SPOT), with services and educational opportunities. Provide volunteer opportunities for individuals and groups who need service hours or who would like to help enrich the lives of the animals at MAS.

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Goals & Indicators

- **Reduce pet overpopulation and thereby decrease euthanasia of adoptable animals.**

 - Promote, develop, implement and control programs, projects and events that will help us meet this goal.
 - Reach 200 adoptions per month with a goal of reaching 300 adoptions after the opening of the new Adoption Center. The adoptions rate should account for 20% or more of the animals leaving MAS.
 - Design and implement an adoption promotion each month to attract more and new adopters.
 - Increase our offsite adoptions and satellites. Work with other agencies to have our animals at their locations to be adopted. Take SPOT to at least 50 offsite events for adoptions each year
 - Increase the number of Return to Owner to 150 or more of animal outcome each month. Promote PetHarbor as a resource for owners looking for lost animals. Promote MAS as a destination for finding lost animals through media.
 - Increase the rate of animals placed with animal welfare groups to 10% per month. Create an all-inclusive list of permitted and approved animal welfare groups who can take animals that MAS cannot place either due to behavior, illness/injury, age or time and space issues. Draft by May 2010.
 - Decrease our euthanasia rate to less than 60 % of the total animal outcome for 2009.
 - Provide a more accessible, efficient and attractive environment to the public and the animals.
 - Build a new Adoption Center (Phase 1) by the end of 2009.
 - Improve and augment our spay/neuter programs to reach pet's owners who are responsible for overpopulation.
 - Launch humane education seminars favoring responsible pet ownership.
- **Provide a better environment for all impounded animals.**

 - Provide a healthy environment for the animals during their stay by improving the kennels, cages or display.
 - Enhance the health quality of the animals by increasing preventive medicine and medical attention.
 - Build a new shelter for all impounded animals within five years.

Measure: a monthly report will be run from Chameleon.

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Goals & Indicators (continued)

- **Implement a cleaning and disinfecting protocol.**

 - Train staff and volunteers on the new protocol by April 2009.
Measure: production of the Protocol and training signing sheets.
- **Improve Public Protection.**

 - Stimulate and allow more field investigations.
 - Conduct investigations on all animal bites; for nuisance and at-risk animals; on unlicensed breeders.
Measure: A spreadsheet will be kept tracking the number of investigations completed.
 - Monitor and ensure proper follow-up for all incomplete investigations.
 - Create sequences to activities using Chameleon to ensure follow up.
Measure: the number of sequences created and effective results in Chameleon.
 - Canvass neighborhoods with high animal control activities to increase ordinance compliance.
 - Lieutenants will create canvassing activities.
Measure: the number of canvassing activities created in Chameleon
- **Establish a strong community outreach program.**

 - Develop a public education program for all ages and levels of comprehension.
 - Develop a curriculum that meets the guidelines for JCPS core curriculum in phases: pre-K, elementary, high school, college, university and MAS “Pet School” as well as all different community groups and organizations; create a cohesive series of educational material for MAS; recruit volunteer educators to assist in the program; increase the number of school pet related clubs and their involvement as volunteers at MAS by June of 2009,
 - Develop a “Pet School” similar in concept to “Traffic School” for people we have cited.

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Goals & Indicators (continued)

<ul style="list-style-type: none"> • Develop a tracking form to monitor the number of individuals and classrooms we reach with our education programs by December 2009. <p>Measure: The number of requests for visits and the number of individuals and classrooms/organizations actually visited.</p> <ul style="list-style-type: none"> • Attend neighborhood meetings and educate the public on ways they can assist us to resolve animal issues. • To increase awareness and education of the public by having an officer that commonly works an area to attend a neighborhood meeting in each district with the education department. <p>Measure: number of and meetings/presentations attended.</p> <ul style="list-style-type: none"> ▪ Collect 10% of balance due accounts by the end of the fiscal year. <ul style="list-style-type: none"> • Send reminder letters and make phone calls to collect funds due. • Send uncollectable accounts to the Jefferson County Attorney's Office for legal action. <p>Measure: a report will be run from Chameleon to show the present balance, a spreadsheet will then be kept to track the collection of funds due.</p> ▪ Manage a veterinary preventive program. <ul style="list-style-type: none"> • Implement a Preventive Medicine Protocol decreasing diseases and deaths and providing better adopted animals. • Review our current vaccination policy and determine the cost/benefit of expanding the number and type of animals we vaccinate. <p>Measure: a report will be run from Chameleon monitoring preventive and medical treatments and death.</p> ▪ Develop an organized program of trained volunteers who will serve as ambassadors by May of 2010. <ul style="list-style-type: none"> • Schedule convenient orientation meetings and recruit new volunteers; provide training, guidance and role descriptions to new volunteers with incentives to grow in their role as a volunteer; recruit volunteers for specialized projects and programs that will peak our volunteers' interest and foster commitment. <p>Measure: track with Chameleon volunteer hours and accomplishments to log 3,000 volunteer hours by the end of this fiscal year.</p>
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Goals & Indicators (continued)

- **Increase pet licensing.**
 - Increase the number of online license to 1,000 by the end of the fiscal year.
 - Increase the number of Veterinary Clinics or other offices that sell license tags by 5% by the end of the fiscal year; prepare training manual for Veterinary Offices to simplify the licensing procedures; contact new Veterinary Offices as well as Veterinary Offices that have sold license tags in the past and negotiate with them to start participating again.
 - Improve the accuracy of licensing data by merging duplicates. Merge 1,000 duplicate by the end of the fiscal year.
 - Decrease the amount of data input by staff by increasing the number of fields that we can enter abbreviations by 25 % by the end of the fiscal year.
 - Enter all rabies certificates received to send license applications by the end of the fiscal year.
Measure: a report will be run from Chameleon.
- **Create an annual event calendar/promotion and to continue to maximize our involvement in events.**
 - Establish a “buy-in” program for events, programs and business who request S.P.O.T. in order to cover the costs of our appearances and to ensure successful events by March 2009; establish annual promotions/events that the community knows and recognizes that generate annual revenue; identify grant giving resources for 2009 by December 2008 and to begin applying according to application deadlines; develop articles for neighborhood newsletters and small publications that can be used as needed.
Measure: a tracking system that will tally the results of all meetings & events MAS attended, the number of adoptions, requests for S.P.O.T., donations and media coverage. Calculation of the revenue from promotions, events and grants to reach \$250,000 in revenue for the fiscal year.
- **Create an updated SOP and train each new employee section by section.**
 - Incorporate SOP training weekly in division staff meetings.
Measure: A spreadsheet will be kept tracking the number staff that completes SOP training.

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Goals & Indicators (continued)

- **Develop, Implement and Control adequate staff training.**
 - Provide internal training on the animal ordinance to all staff.
 - Complete training to all staff on the animal ordinance.
 - Provide ordinance training to new Animal Control staff within 120 days of their start date
 - Certify all animal care/control employees for euthanasia by injection.
 - Complete certification of euthanasia by injection to 70% animal control officers by March 2010.
 - Provide euthanasia by injection training to new animal care staff within 120 days of their start date.
 - Certify all animal control officers in N.A.C.A. I & II & III. Leader: Animal Control Supervisor.
 - Certify all animal control officers by June 2010 in NACA I & II & III; develop and implement an internal training for all new employees and a continuing education for all staff on customer service and any new policy and protocol.

Measure: A sign sheet and spreadsheet will be kept tracking the number staff that completes the training.
- **Create and implement a Citizen's academy.**
 - Conceptualize and organize the academy plan by March 2010.
 - Schedule the first academy by the end of the fiscal year,

Measure: submission of the project plan and update to the management team each month.

Metro Animal Services

Budget Summary

	Prior Year Actual 2007-2008	Original Budget 2008-2009	Revised Budget 2008-2009	Mayor's Recommended 2009-2010	Council Approved 2009-2010
General Fund Appropriation	1,827,200	2,121,300	2,128,000	1,971,000	1,971,000
Agency Receipts	1,324,900	1,051,500	1,051,500	1,367,600	1,367,600
State Grants	1,000	0	1,000	1,500	1,500
Total Revenue:	3,153,100	3,172,800	3,180,500	3,340,100	3,340,100
Personal Services	2,233,300	2,317,000	2,280,300	2,370,500	2,370,500
Contractual Services	259,200	234,500	259,700	302,600	302,600
Supplies	272,600	220,800	155,200	249,600	249,600
Interdepartment Charges	387,600	400,500	400,500	263,400	263,400
Restricted & Other Proj Exp	0	0	84,800	154,000	154,000
Total Expenditure:	3,152,700	3,172,800	3,180,500	3,340,100	3,340,100
Expenditures By Activity					
Director's Office	218,800	262,200	265,200	245,400	245,400
Finance & Administration Services	703,300	789,600	793,200	722,800	722,800
Animal Care	1,031,900	928,200	913,600	992,700	992,700
Animal Control	1,198,700	1,192,800	1,208,500	1,225,200	1,225,200
Newburg Adoption Facility	0	0	0	154,000	154,000
Total Expenditure:	3,152,700	3,172,800	3,180,500	3,340,100	3,340,100

Metro Animal Services	Position Detail	
	Mayor's Recommended FY2009-2010	Council Approved FY2009-2010
Position Allocation (in Full-time Equivalents)		
Full-time	49	49
Part-time	2	2
Seasonal/Other	0	0
Total Positions	51	51

Position Title

Animal Adoption Coordinator	3	3
Animal Care Manager	1	1
Animal Care Specialist	8	8
Animal Control Clerk	2	2
Animal Control Dispatcher	3	3
Animal Control Officer I	15	15
Animal Control Officer II	3	3
Animal Control Supervisor	2	2
Animal Services Clerk	1	1
Assistant Director	2	2
Business Clerk	1	1
Business Manager I	1	1
Business Specialist	1	1
Director	1	1
Public Education Coordinator	1	1
Veterinarian	1	1
Veterinary Assistant	2	2
Veterinary Clinic Coordinator	1	1
Veterinary Technician	1	1
Volunteer Coordinator	1	1