

# **Animal Care and Control Strategic Business Plan**

## **Vision**

**Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.**

## **COUNTY MISSION**

**Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.**

## **DEPARTMENT MISSION**

The mission of the Pinal County Animal Care and Control Department is to provide rabies control, enforcement, protection, education, and adoption services to Pinal County residents so they can live in a community that promotes responsible pet ownership and is protected from diseased and aggressive domestic animals.

## **ISSUE STATEMENTS**

### **Issue 1 - Rabies and Unvaccinated Domestic Animals**

An increase in the number of positive rabies cases (from 7 cases in 2007 to 18 cases in 2008 in Pinal County) confirmed in wildlife combined with an increased number of unvaccinated domestic animals will, if not addressed, result in:

- Increased risk of contracting rabies by the human population
- Increased risk of rabies in the domestic animal population
- Increased public health costs to those that have been exposed to a potentially rabid animal
- Increased demand for Pinal County Animal Care and Control services such as quarantines, low cost vaccination clinics, service calls, etc.

## **Issue 2 – Increasing Domestic Pet Population**

The increasing domestic pet population which is projected to increase by 2013 (from 108,666 to 138,071) will result in an increase of dogs and cats not being spay or neutered and, if not addressed, will result in:

- Increased number of impounded animals
- Decrease in available shelter space
- Adoption rates not keeping up with the number of impounds
- Increased euthanasia

## **Issue 3 – Increased Demand for Services**

Pinal County's increasing growth in population (from 233,756 in 2007 to 297,010 in 2013) and the culture shift from rural to urban has produced increased demand for services and faster response times, which, if not addressed, will result in:

- Increased calls for service from 8600(\*estimate for 2008) to 14,350 for 2013
- Decreased response times which currently average 2 days (\*All calls including follow-up calls requiring second or third visits)
- Decreased customer service
- Increased neighbor/community conflict

## **Issue 4 – Animal Abuse and Cruelty/Neglect**

Higher public awareness has led to increased reporting of animal abuse and cruelty/neglect incidents, which, coupled with Pinal County Animal Care and Control's limited legal authority will, if not addressed, result in:

- Increased number of offenders not being held accountable for their actions
- Increased number of animals that are involved in cruelty/neglect
- Greater tolerance of violence against animals which is associated with domestic violence and crimes against society

## **The Link® Between Animal Abuse and Family Violence**

\* A survey of pet-owning families with substantiated child abuse and neglect found that animals were abused in 88 percent of homes where child physical abuse was present (DeViney, Dickert, & Lockwood, 1983). A study of women seeking shelter at a safe house showed that 71 percent of those having pets affirmed that their partner had threatened, hurt or killed their companion animals, and 32 percent of mothers reported that their children had hurt or killed their pets (Ascione, 1998). Still another study showed that violent offenders incarcerated in a maximum security prison were significantly more likely than nonviolent offenders to have committed childhood acts of cruelty toward pets (Merz-Perez, Heide, & Silverman, 2001).

\* **Massachusetts SPCA and Northwestern University (1997):** A joint study found people who abuse animals are five times more likely to commit violent crimes. This study established a direct link between animal cruelty and interpersonal violence!

## STRATEGIC GOALS

### **Strategic Goal 1 – Rabies Prevention and Control (Issue #1)**

By 2012, Pinal County residents will experience increased public safety related to the prevention of rabies in domestic animals as evidenced by:

- 15 % annual increase in dogs and cats vaccinated for rabies at PCACC shelter from 822 in 2008 to 1,440 in 2012.
- 15% annual increase in dogs and cats vaccinated for rabies at mobile out reach clinics from 1,050 in 2008 to 1,840 in 2012.

### **Strategic Goal 2 – Responsible Pet Ownership (Issue 2)**

By 2012, there will be an increase in responsible pet ownership as evidenced by:

- 20% annual increase of licensed dogs being spay/neutered from 3,000 (\*2008) to 6,221 in 2012
- 30% annual increase of dogs being licensed in the County from 18,000 (\*2008) to 39,546 in 2012
- 20% annual increase in eligible pets adopted from 490 (\*2008) to 1,016 in 2012 (all animals adopted from the shelter are spay/neutered, vaccinated, and micro-chipped)

### **Strategic Goal 3 – Customer Satisfaction (Issue 3)**

By 2010, Pinal County residents will experience customer satisfaction with the services they receive from Pinal County Animal Care and Control as evidenced by:

- 100% of priority one calls (such as bites, aggressive animals, etc.) will be responded to within 24 hours
- 75 % of customers will respond on the department survey that they are satisfied or very satisfied with the services of Pinal County Animal Care and Control

### **Strategic Goal 4 – Animal Abuse Reduction (Issue 4)**

By 2012, there will be a reduction in confirmed animal abuse and cruelty/neglect cases as evidenced by:

- 20% annual reduction in reported cruelty/neglect cases from 900 (\*2008) to 369 in 2012 (civil cases)
- Pinal County Animal Care and Control will be consulted\* on 100% of all cases that are turned over to the County Attorney's Office

\* To ensure that accurate, first-hand information is provided about the case along with professional expertise regarding animal cruelty and neglect

## CROSS CUTTING

**Issue Statement #1:** Rabies and Unvaccinated Domestic Animals

**Goal #1:** Rabies Prevention and Control

**Cross Cutting with:** Public Health Services District

**Need:** To have Public Health Services District conduct a Rabies Risk Assessment Follow-up to determine the need for post exposure prophylaxis (PRP) for bite victims. The departments will work cooperatively during an event of an increase in positive rabies cases in the county.

**Issue Statement #4:** Animal Abuse, Cruelty and Neglect

**Goal #4:** Animal Abuse, Cruelty and Neglect Reduction

**Cross Cutting with:** Pinal County Sheriff's Office and Pinal County Attorney's Office

**Need:** To work cooperatively with Pinal County Sheriff's Office and Pinal County Attorney's Office to investigate and properly charge felony & misdemeanor animal cruelty and neglect cases.

## DEPARTMENT ORGANIZATION

### **1. Administrative Program**

- 1.1. Human Resources Activity, page 8
- 1.2. Reserved Activity, page 8
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
- 1.6. Finance Services Activity, page 12
- 1.7. Department Director Activity, page 13

### **2. Rabies Control and Field Services Program**

- 2.1. Rabies Prevention/Control Activity, page 14
- 2.2. Field Services Activity, page 15

### **3. Education and Adoption Program**

- 3.1. Community Education Activity, page 17
- 3.2. Companion Animal Placement Activity, page 18

### **4. Shelter Operations Program**

- 4.1. Shelter Operations Activity, page 19
- 4.2. Kennel Operations Activity, page 20

## PROGRAMS

### *Administrative Program*

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

#### **Key Results**

1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
2. 75% of tested trained employees who demonstrate improved skill knowledge through pre and post training testing or supervisor/manager evaluation
3. 100% of records managed in compliance with legal and policy requirements
4. 95% of department vehicles with preventative maintenance performed as scheduled
5. 95% of department vehicles operated more than 10,000 miles per year
6. 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
7. 100% of Key Results achieved
8. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Pinal County Animal Care and Control Department.

### **Rabies Control and Field Services Program**

**Purpose Statement** The purpose of the Rabies Control and Field Services program is to provide investigation and prevention services to Pinal County residents so they can live in a community protected from rabies exposure and nuisance animals.

#### **Key Results**

- 30% of licensed dogs within Pinal County Animal Care and Control jurisdiction will be licensed\*  
\* A rabies vaccine is required to obtain a license
- 100% of Priority 1 calls will be responded to within 24 hours

## *Education and Adoption Program*

**Purpose Statement** The purpose of the Education and Adoption program is to provide training and placement services to Pinal County residents so they can adopt healthy pets and be informed, responsible pet owners.

- Key Results**
- 20% of eligible impounded\* animals will be adopted annually  
\*Impounded animals that are adopted are vaccinated, spay/neutered, healthy (free from contagious disease), and licensed (if required).
  - 75% of customers will respond on the department survey that they are satisfied or very satisfied with the services of Pinal County Animal Care and Control
  - 85% of session participants will score 80% or better on the session post-test

## *Shelter Operations Program*

**Purpose Statement** The purpose of the Shelter Operations program is to provide consultation and temporary animal care services to Pinal County residents so they can have healthy animals returned to owners.

- Key Results**
- 30% of licensed dogs within Pinal County Animal Care and Control jurisdiction will be licensed  
\* A rabies vaccine is required to obtain a license
  - 98% of animals that are eligible to be adopted are in healthy condition\*  
\* healthy = free from contagious disease

# ACTIVITIES

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### Section 1.1: Human Resources Activity

**Activity Purpose Statement** The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce

|                          |   |   |
|--------------------------|---|---|
| <b>Activity Services</b> | <ul style="list-style-type: none"> <li>• Candidate Selection Recommendations</li> <li>• Job Postings</li> <li>• Policy Interpretations</li> <li>• Employee Relations Management</li> <li>• Employee Interviews</li> <li>• Grievance hearings</li> <li>• Employee Inquiry Responses</li> </ul> | <ul style="list-style-type: none"> <li>• Performance Appraisals/ Evaluations</li> <li>• Employee Assistance Referrals</li> <li>• Employee Orientation Sessions</li> <li>• Exit Interviews</li> <li>• Personnel Reports</li> <li>• Police and Procedure Updates</li> <li>• Employee Awards</li> <li>• “Silent Whistle” Investigations</li> </ul> |
|--------------------------|---|---|

|                           |   |
|---------------------------|---|
| <b>Family of Measures</b> | <p><u>Results</u></p> <ol style="list-style-type: none"> <li>1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date<br/>(# of employee appraisals submitted by due date/total # of appraisals)</li> </ol> <hr/> <p><u>Outputs</u></p> <ol style="list-style-type: none"> <li>1. 30 employee appraisals submitted on/by due date</li> </ol> <hr/> <p><u>Demands</u></p> <ol style="list-style-type: none"> <li>1. 30 employee appraisals anticipated to be submitted</li> </ol> <hr/> <p><u>Efficiencies</u></p> <p>N/A</p> |
|---------------------------|---|

**Activity Manager(s)** • **Ruth Stalter**

**Activity Budget** \$x,xxx,xxx

### Section 1.2: Reserved

## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.3: Training Activity***

**Activity Purpose Statement** The purpose of the Training Activity is to provide department specific skill development and safety training services to the department's employees so they can benefit from a variety of programs/sessions that continually allows them to improve on their job related skill set.

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|--------------------------|---|---|
| <b>Activity Services</b> | <ul style="list-style-type: none"><li>• Training Sessions</li><li>• Safety Training Sessions</li><li>• Employee Handbooks</li></ul> | <ul style="list-style-type: none"><li>• Training Assessments</li><li>• Training Records</li><li>• Training Schedules/Arrangements</li></ul> |
|--------------------------|---|---|

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**Family of Measures** Results  
1. 75% of tested trained employees who demonstrate improved skill knowledge through pre and post training testing or supervisor/ manager evaluation  
(# of trained employees that demonstrate improved skill knowledge/ total number of employees trained)

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Outputs  
1. 25 training sessions attended

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Demands  
1. 25 training sessions anticipated to be required

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Efficiencies  
1. \$ Training Activity expenditures per training session provided

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|                            |  |
|----------------------------|--|
| <b>Activity Manager(s)</b> | <ul style="list-style-type: none"><li>• Ruth Stalter and Department Managers</li></ul> |
| <b>Activity Budget</b>     | \$X,XXX,XXX  |

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## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.4: Records Management Activity***

**Activity Purpose Statement** The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

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**Activity Services**

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

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**Family of Measures**

**Results**

1. 100% of records managed in compliance with legal and policy requirements  
(# of records managed in compliance with legal and policy requirements/ total # of records managed)

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**Outputs**

1. \* of records in compliance with legal and policy requirements  
\* This number is not currently known; data will be gathered over the next six months
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**Demands**

1. \* of records anticipated to be in compliance  
\* This number is not currently known; data will be gathered over the next six months
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**Efficiencies**

1. \$ Records Management Activity expenditure per record in compliance
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**Activity Manager(s)**

- Ruth Stalter

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**Activity Budget** \$x,xxx,xxx

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## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.5: Vehicle Management Activity***

**Activity Purpose Statement** The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

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**Activity Services**

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

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**Family of Measures**

**Results**

1. 95% of department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

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**Outputs**

1. 17 department vehicles operated

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**Demands**

1. 17 department vehicles anticipated to be operated
2. 14 department vehicles operated more than 10,000 miles a year

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**Efficiencies**

1. \$ Vehicle Management Activity expenditure per vehicle operated

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**Activity Manager(s)** • **Karyn Vandenberg or Ruth Stalter**

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**Activity Budget** \$X,XXX,XXX

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## **1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### **Section 1.6: Financial Services Activity**

**Activity Purpose Statement** The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

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|--------------------------|---|---|
| <b>Activity Services</b> | <ul style="list-style-type: none"><li>• Grant Reports</li><li>• Grant Applications</li><li>• Grant Programmatic Progress Reports</li><li>• Payment Authorizations</li><li>• Employee Reimbursement Authorizations</li></ul> | <ul style="list-style-type: none"><li>• Year-end Accounting Records</li><li>• Cash Receipts</li><li>• Budget Proposal</li><li>• Spending Requests</li><li>• Appropriation Adjustments</li><li>• Expenditure Projections</li><li>• Performance Reports</li></ul> |
|--------------------------|---|---|

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**Family of Measures** Results  
1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.  
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

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Outputs  
1. 685 payment authorizations received within three business days of physical receipt of item(s)

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Demands  
1. 800 payment authorizations anticipated to be entered into the system

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Efficiencies  
1. \$ Financial Services Activity per payment authorization entered within three business days

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**Activity Manager(s)** • **Ruth Stalter**

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**Activity Budget** \$x,xxx,xxx

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## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.7: Department Director Activity***

**Activity Purpose Statement** The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

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|--------------------------|--|---|
| <b>Activity Services</b> | <ul style="list-style-type: none"><li>• Reports</li><li>• Direction</li><li>• Employee Supervision Meeting</li><li>• Inquiry Responses</li><li>• Strategic Business Plans</li><li>• Issue Resolutions</li><li>• Special Projects</li></ul> | <ul style="list-style-type: none"><li>• Budgets</li><li>• Department Structures</li><li>• Policies/Procedures</li><li>• Employee Evaluations</li><li>• Program Evaluations</li><li>• Recommendations</li><li>• Leadership</li></ul> |
|--------------------------|--|---|

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#### **Family of Measures**

##### **Results**

1. 100% of Key Results achieved  
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Pinal County Animal Care and Control Department.  
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

##### **Outputs**

1. 5,000 customers responding to the department survey

##### **Demands**

1. 4,625 customers expected to respond to the survey

##### **Efficiencies**

1. \$ Department expenditures per customer served

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**Activity Manager(s)**

- **Ruth Stalter**

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**Activity Budget** \$x,xxx,xxx

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## **2. Rabies Control and Field Services Program**

**Purpose Statement** The purpose of the Rabies Control and Field Services program is to provide investigation and prevention services to Pinal County residents so they can live in a community protected from rabies exposure and nuisance animals.

### **Section 2.1: Rabies Prevention and Control Activity**

**Activity Purpose Statement** The purpose of the Rabies Prevention and Control activity is to provide investigation, license, and quarantine services to Pinal County residents so they can live in an environment that protects domestic animals and humans from the rabies virus.

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|                          |   |  |
|--------------------------|---|--|
| <b>Activity Services</b> | <ul style="list-style-type: none"><li>• Rabies vaccinations</li><li>• Licenses</li><li>• Quarantines</li><li>• Kennel Permits</li></ul> | <ul style="list-style-type: none"><li>• Rabies specimen submissions</li><li>• Quarantine results reports</li><li>• Bite investigations</li><li>• License citations</li></ul> |
|--------------------------|---|--|

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**Family of Measures** Results

1. 30% of dogs in Pinal County Animal Care and Control jurisdiction will be licensed\*  
\* A rabies vaccine is required to obtain a license
2. 99% of all animals coming out of quarantine being released to the owner will be vaccinated and licensed prior to the release of the animal\*  
\*unless veterinarian recommends pet not receive rabies vaccine due to health condition.  
(# of licensed dogs in Pinal County Animal Care and Control jurisdiction/total # of dogs in Pinal County Animal Care and Control jurisdiction)

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Outputs

1. 432 rabies exposure investigations conducted
2. 428 quarantines provided

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Demands

1. 518 of rabies exposure investigations expected to be requested
2. 500 of quarantines expected to be required

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Efficiencies

1. \$ Rabies Prevention and Control Activity expenditure per quarantines provided

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**Activity Manager(s)**

- **Kathy Hunsaker**

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**Activity Budget** \$x,xxx,xxx

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## **2. Rabies Control and Field Services Program**

**Purpose Statement** The purpose of the Rabies Control and Field Services program is to provide investigation and prevention services to Pinal County residents so they can live in a community protected from rabies exposure and nuisance animals.

### **Section 2.2: Field Services Activity**

**Activity Purpose Statement** The purpose of the Field Services activity is to provide animal investigation, emergency response, and euthanasia services to Pinal County residents so they can live in a community where there is a decrease in animal cruelty/neglect and a humane control of animal overpopulation.

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|                          |  |   |
|--------------------------|--|---|
| <b>Activity Services</b> | <ul style="list-style-type: none"><li>• Citations (at large, barking, cruelty/neglect, etc.)</li><li>• Field tranquilizations</li><li>• Cruelty/neglect investigations</li><li>• Neighborhood conflict resolutions</li><li>• Emergency responses (fires, floods, etc.)</li><li>• Wildlife transportations</li><li>• Euthanized animals<ul style="list-style-type: none"><li>* euthanasia -the act or practice of painlessly ending the life of an animal</li></ul></li><li>• Vicious dog hearing presentations</li><li>• Civil and Criminal evidence presentations</li><li>• Animal forfeiture hearing consultations</li></ul> | <ul style="list-style-type: none"><li>• Necropsy specimen evidence submissions<ul style="list-style-type: none"><li>* Necropsy - an examination and dissection of a dead body to determine cause of death or the changes produced by disease.</li></ul></li><li>• Outside agency assists</li><li>• Field animal impounds</li><li>• Livestock investigations</li><li>• Priority one call responses (such as: aggressive bites, attacks, cruelty/abuse)</li><li>• Priority two call responses (such as: kennel violations animals at large, etc.)</li><li>• Priority three call responses (such as: deceased animals, barking, traps, etc.)</li></ul> |
|--------------------------|--|---|

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### **Family of Measures**

#### **Results**

1. 100% of Priority One calls will be responded to within 24 hours  
(# of Priority One calls responded to within 24 hours/Total # of Priority One calls)
2. 20% annual reduction in reported cruelty/neglect cases (Civil Citations)  
(Cruelty/Neglect cases reported in current year – Cruelty/Neglect cases reported in previous year /Total number of cases in previous year).
3. Pinal County Animal Care and Control will be consulted\* on 100% of all cases that are turned over to the County Attorney’s Office  
(# of cases PCACC is consulted on /Total number of cases)  
  
\* To ensure that accurate, first-hand information is provided about the case along with professional expertise regarding animal cruelty and neglect

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#### **Outputs**

1. 8,600 investigations provided
2. 5,000 euthanasia administered

**Demands**

1. 9,750 investigations expected to be provided
2. 5,700 euthanasia expected to be administered

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**Efficiencies**

1. Total \$ Field Services Activity expenditure per investigation

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|                            |                    |
|----------------------------|--------------------|
| <b>Activity Manager(s)</b> | • <b>Jeff Leal</b> |
| <b>Activity Budget</b>     | \$x,xxx,xxx        |

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### 3. Education and Adoption Program

**Purpose Statement** The purpose of the Education and Adoption program is to provide training and placement services to Pinal County residents so they can adopt healthy pets and be informed, responsible pet owners.

#### Section 3.1: Community Education Activity

**Activity Purpose Statement** The purpose of the Community Education activity is to provide prevention and outreach training services to pet owners, schools, and community groups so they can properly care for dogs and cats.

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**Activity Services**

- School education sessions
- Volunteer training sessions
- Animal care training sessions
- Juvenile detention training sessions
- Animal cruelty trainings
- Community outreach education sessions

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**Family of Measures**

Results

1. 85% of session participants will score 80% or better on the session post-test (# of respondents who score 80% or better/total # of respondents)
2. 30% of dogs in Pinal County Animal Care and Control (PCACC) jurisdiction will be licensed  
\* A rabies vaccine is required to obtain a license  
(# of licensed dogs in PCACC jurisdiction/total # of dogs in PCACC jurisdiction)

**EXAMPLE:**

Suppose that you know a community has a population of 50,000. **To estimate the number of dog-owning households in this community:**

Divide total population by the average number of people per household from the Census:  $50,000 \div 2.67 = 18,726$  households;  $18,726 \times .361 = 6,760$  dog-owning households **To estimate the number of dogs in this community:**

$1.6 \times 6,760 = 10,816$  dogs

*Chameleon software – American Veterinary Association*

2. 35% of licensed dogs in Pinal County Animal Care and Control jurisdiction will be spay/neutered  
\* A rabies vaccine is required to obtain a license  
(# of licensed dogs in PCACC jurisdiction that are spayed/neutered/total # of dog licenses issued by PCACC)

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Outputs

1. 35 outreach/education sessions delivered

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Demands

1. 45 outreach/education sessions expected to be requested

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Efficiencies

1. \$ Community Education Activity expenditure per training session delivered

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**Activity Manager(s)** • **Karyn Vandenberg & Kathy Hunsaker**

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**Activity Budget** \$x,xxx,xxx

### 3. Education and Adoption Program

**Purpose Statement** The purpose of the Education and Adoption program is to provide training and placement services to Pinal County residents so they can adopt healthy pets and be informed, responsible pet owners.

#### Section 3.2: Companion Animal Placement Activity

**Activity Purpose Statement** The purpose of the companion animal placement activity is to provide pet adoption services to potential adopters so they can save the life of a healthy, vaccinated, spayed or neutered pet.

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|                          |  |   |
|--------------------------|--|---|
| <b>Activity Services</b> | <ul style="list-style-type: none"><li>• Animal website postings</li><li>• Mobile adoptions clinics</li><li>• Kennel adoption tours</li><li>• Groomed animals</li><li>• Adoption consultations(pre and post adoption)</li></ul> | <ul style="list-style-type: none"><li>• Adoptions</li><li>• Microchip implants</li><li>• Animal evaluations</li><li>• Other vaccinations (general dog and cat vaccinations)</li><li>• Pet insurance</li></ul> |
|--------------------------|--|---|

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**Family of Measures**

Results

1. 20% of eligible impounded\* animals will be adopted annually  
\* Impounded animals that are adopted are vaccinated, spay/neutered, healthy (free from contagious disease), and licensed (if required).  
( # of adopted animals/total # of total eligible impounded animals)
2. 75% of customers will respond on the department survey that they are satisfied or very satisfied with the services of Pinal County Animal Care and Control  
(# of satisfied/very satisfied responses on the department survey/total # of respondents)

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Outputs

1. 490 animals adopted

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Demands

1. 620 animals expected to be adopted

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Efficiencies

1. Total \$ Companion Animal Placement Activity expenditure per adopted animal

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**Activity Manager(s)** • **Karyn Vandenberg**

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**Activity Budget** \$x,xxx,xxx

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#### **4. Shelter Operations Program**

**Purpose Statement** The purpose of the Shelter Operations program is to provide consultation and temporary animal care services to Pinal County residents so they can have healthy animals returned to owners.

#### **Section 4.1: Shelter Operations Activity**

**Activity Purpose Statement** The purpose of the shelter operations activity is to provide consultation, license and animal return services to Pinal County Residents so they can reduce repeat animal ordinance violations and increase animals returned to owners.

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**Activity Services**

- Resident consultations
- Pet owner consultations
- Citations
- Spay/neuter clinics
- Rescue group consultations
- On site veterinarian services
- Licenses
- Animal owner returns
- Conflict resolutions
- Impound fee collections
- Office cat trap rentals
- Payment agreements
- Outside agency referrals

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**Family of Measures**

Results

1. 30% of dogs in Pinal County Animal Care and Control jurisdiction will be licensed
  - \* A rabies vaccine is required to obtain a license

(# of licensed dogs in Pinal County Animal Care and Control jurisdiction/total # of dogs in Pinal County Animal Care and Control jurisdiction)

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Outputs

1. 18,000 dogs licensed in Pinal County Animal Care and Control jurisdiction

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Demands

1. 21,600 dogs expected to be licensed in Pinal County Animal Care and Control jurisdiction

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Efficiencies

1. Total \$ Shelter Operations Activity expenditure per dog licensed

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**Activity Manager(s)** • **Karyn Vandenberg**

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**Activity Budget** \$X,XXX,XXX

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#### 4. Shelter Operations Program

**Purpose Statement** The purpose of the Shelter Operations program is to provide consultation and temporary animal care services to Pinal County residents so they can have healthy animals returned to owners.

#### Section 4.2: Kennel Operations Activity

**Activity Purpose Statement** The purpose of the Kennel Operations activity is to provide temporary animal care and sheltering services to Pinal County residents so they can have healthy animals available for adoption and returned to owners.

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|--------------------------|---|---|
| <b>Activity Services</b> | <ul style="list-style-type: none"><li>• Animal medications</li><li>• Facility maintenance</li><li>• Pet identification cards</li><li>• Kennel animal impounds</li></ul> | <ul style="list-style-type: none"><li>• Parasite control applications</li><li>• Animal feedings</li><li>• Mass animal impounds (hoarding)</li><li>• Sanitized Kennels</li><li>• Clean kennels</li></ul> |
|--------------------------|---|---|

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**Family of Measures** Results  
1. 98% of animals that are eligible to be adopted will be in healthy\* condition  
(# of animals eligible to be adopted that are healthy/total # of animals eligible to be adopted)  
\* healthy = free from contagious disease

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Outputs  
1. 8,100 animal feedings  
2. 8,700 animals impounded per year.

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Demands  
1. 9,200 animal feedings expected to be completed  
2. 9,700 animals expected to be impounded per year.

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Efficiencies  
1. \$ Kennel Operations Activity expenditure per animal impounded per year.

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**Activity Manager(s)** • Suzanne Inzunza

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**Activity Budget** \$x,xxx,xxx

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