

# MEMORANDUM

Agenda Item No. 9(A)(1)

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**TO:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

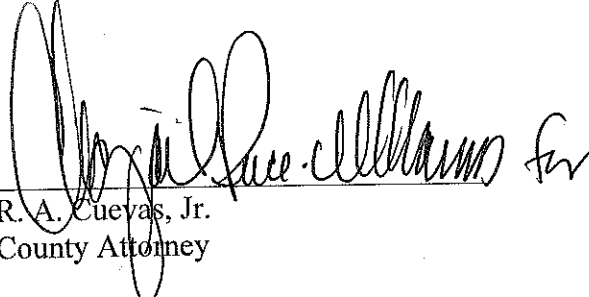
**DATE:** June 4, 2013

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Resolution accepting the Animal  
Services Department (ASD)  
Report of Recommendations for  
attaining a No Kill shelter

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The accompanying resolution was prepared by the Animal Services Department and placed on the agenda at the request of Prime Sponsor Commissioner Jose "Pepe" Diaz.



R. A. Cuevas, Jr.  
County Attorney

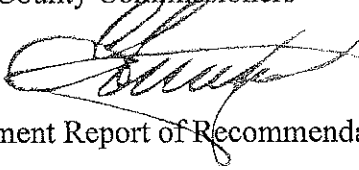
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# Memorandum



**Date:** June 4, 2013

**To:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Animal Services Department Report of Recommendations for Attaining a No-Kill Shelter

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## **Recommendation**

It is recommended that the Board of County Commissioners (BCC) adopt the attached report providing for an Animal Services Department (ASD) Strategic Plan (The Plan) implementing lifesaving programs with the goal of ASD becoming a no-kill shelter.

## **Scope**

This item is countywide in nature as ASD provides services to all residents throughout Miami-Dade County.

## **Fiscal Impact/Funding Source**

Funding would be provided by proceeds of the up to 0.1079 mills of property tax revenue and is subject to approval by the BCC as part of the annual budget process. An analysis of the fiscal impact indicates that the levy of the 0.1079 mills would yield approximately \$18 million to \$20 million annually.

## **Track Record/Monitor**

Alex Muñoz, Director, ASD will implement and monitor the program.

## **Background**

The BCC directed that a program be developed with the goal of ASD becoming a no-kill shelter (Resolution No.R-538-12 listed as Attachment Two of the attached Plan) and to provide a plan considering the availability of additional funding in an amount equivalent to 0.1079 mills of countywide property tax revenue for improved animals services (Resolution No. R-1050-12 listed as Attachment Three of the attached Plan).

The attached Plan, prepared by ASD, includes recommendations for achieving these directives as described in the referenced no-kill resolutions and the Pets Trust Miami straw ballot initiative, which was approved by 64% of voters on November 6, 2012.

ASD recommends targeting any newly available resources towards eliminating the euthanasia of thousands of savable pets annually in the following areas: 1) increasing animal lives saved through adoption and rescue; 2) reducing shelter intake through targeted sterilization of dogs and cats; and 3) providing access to resources aimed at surrender prevention and programs for responsible pet ownership. For ease of review, a summary of

recommendations from the plan has been excerpted and attached to this memorandum as Table One.

ASD has consistently improved the animal save rate over the past several years for both dogs and cats. In 2012, the Department attained its highest save rate for dogs - saving approximately 75% of abandoned canines. The save rate for cats also peaked last year with 38% being saved and 70% over the last 4 months. The no-kill goal is defined as saving 90 % of savable dogs and cats.

#### Financial Feasibility Action Plan

As proposed in the attached plan, funding would be provided to ASD and available to other groups and not-for profit organizations working to save shelter animals. Priority would be given to programs that perform large-scale sterilization services, reduce the population of owned dogs and cats (targeted spay and neuter) and provide surrender prevention/pet retention services. Proposed funding recommendations are based on an estimated \$20 million budget, the amount estimated by a full levy of the 0.1079 mills on the countywide property tax roll as directed by R-1050-12.

#### Implementation Plan

The recommendations highlighted throughout The Plan are comprehensive. In some cases, the recommendations may require that a revised or new policy be implemented. In other instances, funding is required for new and/or expanded programs that must be developed. Where funding is needed, service expansion will be commensurate with funding availability pursuant to future budget approval. Upon adoption of The Plan and/or elements herein, ASD is prepared to move forward with the expansion or establishment of the programs and services listed below based upon future budget approval:

*-Comprehensive Adoption Program*

*-High Volume, Affordable Spay and Neuter Programs*

*-Rescue Group Transfers Expansion*

*-Proactive Pet Redemptions*

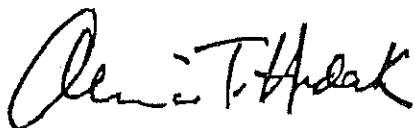
*-Free Roaming Cat Trap Neuter and Release /Trap Neuter and Give-back*

*-Large-Scale Volunteer Foster Care Programs*

*-Medical and Behavioral Programs*

*-Public Relations/  
Community Involvement*

By separate Resolution No. R-43-13, the Board directed that an Advisory Board be established to provide advisory recommendations. A companion item addressing this issue will be forthcoming for your consideration.



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Alina T. Hudak  
Deputy Mayor



# MEMORANDUM

(Revised)

**TO:** Honorable Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**DATE:** June 4, 2013

**FROM:**   
R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Agenda Item No. 9(A)(1)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_ ) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 9(A)(1)  
6-4-13

RESOLUTION NO. \_\_\_\_\_

RESOLUTION ACCEPTING THE ANIMAL SERVICES  
DEPARTMENT (ASD) REPORT OF RECOMMENDATIONS  
FOR ATTAINING A NO KILL SHELTER

**WHEREAS**, this Board, on July 3, 2012, adopted Resolution No. R-583-12 directing the Mayor to develop a program from Miami-Dade County with the goal of becoming a No Kill shelter and providing for a financially feasible strategic plan to implement lifesaving programs and services at Miami-Dade County Animal Services Department; and

**WHEREAS**, this Board, on July 17, 2012, adopted Resolution No. R-647-12 placing a non-binding straw ballot question on the general election ballot in Miami-Dade County whether they support the County Commission increasing the countywide general fund millage by 0.1079 mills to fund improved animal services programs in the County; and

**WHEREAS**, this Board, on December 4, 2012, adopted Resolution No. R-1050-12 directing the Mayor to include projections for increased funding based on voter approval of straw ballot for improved animal services programs in Strategic Plan for No Kill shelter; and

**WHEREAS**, this Board desires to accomplish the purposes outlined in the accompanying report from the Animal Services Department, a copy of which is incorporated herein by reference,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA,** this board accepts the recommendations in the attached report with funding recommendations to be provided as part of the proposed FY 2013-14 budget.

The foregoing resolution was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Rebeca Sosa, Chairwoman

Lynda Bell, Vice Chair

Bruno A. Barreiro

Jose "Pepe" Diaz

Sally A. Heyman

Jean Monestime

Sen. Javier D. Souto

Juan C. Zapata

Esteban L. Bovo, Jr.

Audrey M. Edmonson

Barbara J. Jordan

Dennis C. Moss

Xavier L. Suarez

The Chairperson thereupon declared the resolution duly passed and adopted this 4<sup>th</sup> day of June, 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: \_\_\_\_\_  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

Dennis A. Kerbel



## **STRATEGIC PLAN**

### **SUMMARY OF RECOMMENDATIONS**

#### **Increasing Animal Lives Saved**

1. Prioritize and establish rescue grant program to focus on saving the most at-risk shelter dogs and cats through the establishment of an ASD grant program for rescue organizations.
2. Develop new and expanded Community Outreach plan for both the shelter and community organizations.
3. Support expansion of special adoption events.
4. Expand Adoption Counseling Program created through ASPCA grant.
5. Provide post-adoption follow-up with added resources provided by adoption counselors.
6. Establish a Large-Scale Foster Program.
7. Continue to grow off-site adoption events with participating rescue organizations.
8. Prioritize and establish medical rescue grant program to focus on saving treatable at-risk dogs and cats.
10. Continue and grow Volunteer Programs.
11. Support Expansion of ASD Pilot Transport Program.
12. Create 2-3 strategically located offsite adoption venues for use by shelter pets and community rescue pets.
13. Expand number of Rescue Partner Organizations pulling pets from ASD.
14. Socialization and Enrichment Adoption Programs.

### **Reducing Shelter Intake**

1. Establish TNR/TNG as preferred option for feral/free roaming cats with low to no adoption probabilities.
2. Work with other agencies to establish network of high volume/accessible/income qualified low-cost or no cost sterilization clinics.
3. Provide surgery vouchers as an alternative for sterilizations working with private veterinary clinics.
4. Create managed admission systems.
5. Create proactive pet redemption programs to complement existing Lost and Found Program and Animal Control Officer field redemption protocols.
6. High Risk area outreach programs similar to Pets for Life.
7. Purchase Mobile Animal Clinics like existing mobile clinic to expand low-cost or no cost spay/neuter services.
8. Community sterilization events.

### **Providing the Public with Surrender Prevention & Responsible Pet Ownership Resources**

1. Pet assistance hot line.
2. Large animal (livestock) victims of cruelty and neglect.
3. Continue and expand MDCPS/MDC Education Partnership.
4. Humane community education.
5. Create effective, accessible programs for surrender prevention and pet retention.



## Funding Feasibility Action Plan and Outcomes

Summary of Recommendations for Increasing Animal Lives Saved		New Funding	Specific No-Kill Goal	Measurable Outcome (A)
1	ASD Rescue Grant Program	800	ASD Rescue Group Transfers	Save 35 Percent of savable Dogs and Cats thru Rescue
2	ASD Medical Rescue Grant Program	450	ASD Rescue Group Transfers	Save 35 Percent of savable Dogs and Cats thru Rescue
3	Community Outreach Plan	700	Public Relations/Community Involvement	Increase Community Awareness by expanding existing programs
4	Shelter Adoption Events	300	Comprehensive Adoption Program	Save 55 Percent of Savable Dogs and Cats thru Adoption
5	Adoption Counselors	300	Comprehensive Adoption Program	Save 55 Percent of Savable Dogs and Cats thru Adoption
6	Offsite Adoption Centers	2,250	Comprehensive Adoption Program	Save 55 Percent of Savable Dogs and Cats thru Adoption
7	Large Scale Foster Program	150	Comprehensive Adoption Program	Grow Foster Program by 20 percent
8	Off-Site Adoption Program	200	Comprehensive Adoption Program	Save 55 Percent of Savable Dogs and Cats thru Adoption
9	Expand ASD Rescue Partnerships	150	Rescue Group Transfer Expansion	Save 35 Percent of savable Dogs and Cats thru Rescue
10	Volunteer Program	200	Comprehensive Adoption Program	Increase Community Involvement
11	ASD Transport Program Expansion	300	Comprehensive Adoption Program	Save 35 Percent of Dogs and Cat thru Rescue
12	Socialization and Enrichment Adoption Program	200	Comprehensive Adoption Program	Improve Disposition and Adoptability of Shelter Pets
Subtotal		6,000		
Summary of Recommendations for Reducing Shelter Intake				
1	TNR/TNG Program Support	500	Free Roaming Cat TNR/TNG drivers, trappers supplies	Defer 80% of Free Roaming Cats from ASD/HSGM to S/N Clinics
2	Sterilization Clinics (B)	10,700	High Volume, Affordable Spay and Neuter Services	Sterilize approx. 50,000 Free Roaming Cats & 20,000 Owned Dogs in year One
3	Surgery Vouchers	100	High Volume, Affordable Spay and Neuter Services	Work with private veterinary clinics to achieve 50,000 sterilization goal
4	High Risk Community Sterilization	300	N/A	Increase large animals saved above baseline annually
5	Managed Admissions	100	ASD Intake Policy Initiative (C)	Reduce Shelter Intake by 10 percent
6	Return to Owner Initiatives	300	Proactive Pet Redemption Programs	Increase pets returned to owners by 10 percent in year one
Subtotal		12,000		
Providing Access to Surrender				
Prevention Resources				
1	Surrender Prevention	700	Medical and Behavioral Programs	Defer Intake of Owner Surrenders Related to Medical Issues by 20%
2	Large animal victims of cruelty	500	Large animals victims of cruelty	Reduce Intake of Owner Surrenders Related to Short Term Needs by 20%
3	Surrender Alternatives	400	Proactive Pet Retention Programs	Reduce Intake of Owner Surrenders Due to Common Issues
4	Pet Assistance Hotline	150	Proactive Pet Retention Programs	Increase Community Awareness by expanding existing programs
5	Public School Program & humane community education	250	ASD Initiative and Expansion of Existing Programs	
Subtotal		2,000		
Grand Total		20,000 (D)		

## Notes:

- (A) Goals will be refined commensurate with any approved funding  
 (B) Capital dollars will switch to operating as clinics are built-out  
 (C) Requires surrender/retention programs to be operational  
 (D) Dollar amounts include staffing and operations

# Memorandum



**Date:** May 7, 2013

**To:** Carlos A. Gimenez  
Mayor

**Thru:** Alina T. Hudak  
Deputy Mayor

**From:** Alex Munoz  
Director, Animal Services Department

**Subject:** Animal Services Department Report for Attaining a No Kill Shelter and Recommended use of Proceeds for Increased Funding Based on Voter Approval of the Straw Ballot for Improved Animal Services

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## Overview

Over the past year, the Board of County Commissioners (BCC) has supported efforts and legislation building on the successes of Animal Services Department (ASD) initiatives. Highlighting this point is the fact that in the past year ASD has attained the highest dog and cat save rates in Department history. The support received from the BCC, Mayor's Office, County agencies, rescue groups and the local community has contributed significantly to this accomplishment as has the implementation of various initiatives that increased the number of lives saved. The Community Partnership with the American Society for the Prevention of Cruelty to Animals (ASPCA) has also led to the development of new programs and increases in the live-release-rate. Miami-Dade is one of only eleven (11) communities chosen nationwide for this partnership. Despite these efforts, there are thousands of dogs and cats euthanized every year that need the new funding and programs made possible by the proceeds of the Pet's Trust Miami straw ballot initiative.

This report provides a comprehensive plan for addressing the thousands of at risk animals in our community in response to the BCC's directives contained in the resolutions referenced below:

*July 3, 2012, Resolution No. R-583-12 Directing the Mayor to develop a program for Miami-Dade County with the goal of becoming a No Kill Shelter and providing for a financially feasible plan to implement lifesaving programs and services at Miami-Dade County Animal Services Department (Attachment One)*

*December 4, 2012, Resolution No. R-1050-12 Directing the Mayor to include projections for increased funding based on voter approval of straw ballot for improved animal services programs in Strategic Plan for No Kill Shelter (Attachment Two)*

The report is categorized into three (3) sections as follows: 1) Increasing Animal Lives Saved, 2) Reducing Shelter Intake/Targeted Spay and Neuter and 3) Providing Access to Resources aimed at Surrender Prevention & Programs for Responsible Pet Ownership. Achieving success

in the implementation and development of these new or expanded initiatives at the level needed is not feasible without the potential of future proceeds from the Pet's Trust straw ballot. The report addresses both resolutions simultaneously as the programs for achieving "No Kill" and programs supported from increased millage revenues based on voter approval of the straw ballot initiative supported by the Pet's Trust Miami and designated for improved animal services are complimentary.

### **Increasing Animal Lives Saved**

One of ASD's primary missions is to save more animal lives. Saving more lives is also the primary objective of both the No Kill Resolution and the referendum for a dedicated millage approved by the voters on November 6, 2012 (Attachment Three). Reaching and sustaining the "No Kill" 90 percent save rate or higher is our ultimate goal. Review of best practices nationwide, indicates that the employment of various methods and programs is necessary to achieve this aspiration.

Adoption, rescue, transporting animals to other shelters, fostering and reuniting pets with owners are the most common methods for saving animal lives. While there are many similarities in saving dogs and cats, there are some distinct approaches for increasing the lives saved and reducing euthanasia for each species. The primary methods for saving dog lives are adoption and rescue. Adoption is generally considered the most sustainable way to maximize a shelter's save rate. In other words, "local" adopters are the most abundant and likely candidates for saving a pet's life. The No Kill resolution calls for Comprehensive Adoption Programs. For example, while the shelter is open for adoptions seven (7) days a week, it would be necessary to also hold more offsite adoption events to further increase the amount of lives saved. The shelter has begun these services with the initiation of very large and successful signature off-site adoption events resulting in the adoption of hundreds of pets on one day, as well as smaller and more targeted events.

Sadly however, some programs do not have the same positive results for cats as for dogs. Adoption results are better for dogs than cats, as evidenced by customers visiting and choosing pets at the shelter. This is not unique to Miami-Dade County, but indicative of a dilemma facing shelters throughout America. The Department's observation of other programs and agencies has found that the most effective way to save more cats and reduce euthanasia is to decrease feline shelter intake. To explore this concept, ASD implemented a pilot feline TNG (Trap Neuter Give-back) program. Staff has not found a comparable (size/intake/population/demographics) open-admission shelter that has adopted its way to No Kill save rates for cats. This important policy matter is covered within the section of TNG/Trap Neuter and Release (TNR) on page 9.

Our objective is to re-home all savable pets abandoned or surrendered to our custody. However, not all dogs are sought after by adopters frequenting the shelter. Review of recent euthanasia and adoption statistics demonstrates that a dog's age, color, size and condition are determining factors in adoptability. The most at-risk shelter dogs tend to be large and mix-breed.

Age and color are other determining factor after size, closely followed by medical condition and behavior. ASD has undertaken programs to promote these more difficult to adopt dogs with our existing resources and would use increased funding to improve the save rate of our most at-risk canine population.

Recommendations regarding Increasing Animal Lives Saved and reducing euthanasia through comprehensive adoption programs called for by the No Kill Plan, as well as the straw ballot text... "to decrease the killing of adoptable dogs and cats", can best be achieved through the various efforts and programs as detailed below. Developing effective programs requires working together with the animal welfare, rescue and veterinary communities. Funding will be available to these groups consistent with this plan. The funding available from the dedicate millage can make these programs a reality and help avoid the euthanasia of thousands of savable pets.

#### Offsite Events

During the previous year, the shelter successfully initiated and implemented four large-scale community adoption events resulting in the adoptions of hundreds of dogs in just hours. ASD also participated in various smaller events. Offsite events allow the shelter to provide local adoption opportunities, beneficial to building and sustaining bonds within the community. The large events were conducted with the Humane Society of Greater Miami (HSGM) and The Cat Network and are open to rescue groups for the adoption of their dogs and cats too. This is a practice that ASD will continue as off-site events are an opportunity for increasing animal lives saved. Our experience has shown that the positive media coverage has had a positive effect beyond the day of these events and has helped to elevate the public image and positive perception of the shelter. Sustaining this level of effort will not be possible without the new funding.

Some offsite events are routinely held in conjunction with the Department of Parks, Recreation and Open Spaces as part of an ongoing commitment to bring adoption services closer to communities. The Department accomplished recent successful events through the sponsorship of the ASPCA, partnering with other agencies, and through the creative use of existing resources. Expansion beyond a certain level is linked with appropriate support. The logistics involved with supporting the events, while maintaining adequate staffing levels at the shelter, is a critical consideration for ASD. Success is also attributed to the media and promotion that has surrounded the adoption fairs.

It is critical to continue to build upon ASD's recent accomplishments and expand offsite events inclusive of community adoption partners. This will expand opportunities for shelter and rescue pet adoption and increase community awareness. For success it is recommended that ASD receive funding to coordinate these events including its partners the HSGM, The Cat Network and other rescue groups in order to ensure opportunities for the most at-risk animals.

### Community Outreach

Driving more traffic to the shelter to increase adoptions is a key to success. An effective marketing campaign to promote shelter pet adoptions and engage the community in becoming shareholders and active participants in achieving a humane and No Kill Miami-Dade County is essential. Historically this funding has not been available. Funding above current levels must be dedicated to promote the value associated with saving a shelter pet's life through adoption, foster and rescue. Citizens should feel empowered to be part of the solution, which promotes a sense of ownership and pride in building a more humane and No Kill Miami-Dade County. Participation in the success can help guarantee continued involvement from the community.

The FY2012-13 budget provided funding for public outreach, unlike past years, but it is not enough for the size and scale of our mission. Funding to promote shelter adoptions is a critical component for reducing the euthanasia of thousands of pets annually. Ensuring new funding for ASD to provide outreach is integral to this plan. These services could be acquired and expanded by working through the Community Information and Outreach Department to leverage resources. ASD will also continue its pursuit of pro-bono and free services and strive to use social media tools as effective means of communicating with the public and prospective clients. Increased media outreach however, is not unique to ASD. Rescue organizations have the similar need for exposure to help find permanent homes for rescued pets and along with ASD will also receive funding for outreach.

### Adoption Events at the Shelter

Staff constantly strives to attract new audiences through in-house special adoption events, themed to coincide with celebrations, specific promotions or holidays. These are part of a comprehensive adoption program. When organized correctly, the in-house special adoption events can generate significant community interest and result in higher adoption rates. Themed adoption events are most effective when held monthly with a variety of campaigns tailored to pique the interest of a diverse segment of adopters. These events also very precisely focus on saving pets at the shelter, which either helps at-risk pets and/or opens up space for another animal. Grants from the ASPCA are currently assisting to promote these activities. The grants were provided as "seed funding" to initiate public awareness. ASD coordinates the adoption events with Community Partnership members, the Cat Network and HSGM to obtain maximum exposure and opportunities in promoting and saving the most pets. It is recommended that new funding be directed for this purpose.

### Adoption Assistance

Historically, ASD has not had staff exclusively dedicated to assisting prospective adopters with the important decision of selecting a pet at the shelter. Kennel staff has recently been utilized in this capacity, but it is not their primary job and could take time away from the vital responsibility of ensuring a clean and healthy facility. Last year, the shelter applied for and received a grant

from the ASPCA for an Adoption Counselor. Currently, there is only one (1) Adoption Counselor which is insufficient. Adoption Counselors are vital to ensuring a successful match is made between adopters and shelter pets. Last fiscal year 7,253 shelter pets were adopted with a sole adoption counselor that cannot adequately carryout the duties of assisting adopters with this life saving decision. An appropriate number of counselors would range between 4 to 8. Adoption Counselors assist with the selection of an appropriate pet for the adopter's lifestyle and provide valuable information related to behavior, temperament and suitability. This ensures the best possible match thereby reducing the likelihood that the adoption experience will be unsuccessful resulting in the pet being returned to the shelter. ASD is open for adoptions every day of the week requiring multiple staff to cover a 7-day work week. Additionally, due to the size of the facility, as well as the time to appropriately assist with an adoption, various counselors are needed. It is recommended that ASD receives funding for this. HSGM may also need similar support for its adoption mission.

#### Offsite Adoption Center

Miami-Dade County, as we know, covers a large geographic area. One of the approaches to address this challenge in increasing adoptions is to establish small satellite operations. We have reviewed existing adoption data to better target our selection of potential locations. We believe that providing better access to available animals will help increase adoptions. As noted in the No Kill Plan, centers should be situated in high traffic retail areas or be mobile and highly flexible giving ASD the ability to respond to changing trends. Just like our community adoption events, the centers would be for the use of the ASPCA partners; HSGM, The Cat Network, and rescue groups. To reduce the euthanasia of thousands of animals annually, participation in the offsite adoption center must be commensurate with saving animals from ASD.

#### Foster Programs

Foster care programs provide lifesaving care for dogs and cats entering the shelter, which are not suitable candidates for immediate adoption. Among those requiring foster care are neonate puppies and kittens unable to feed on their own, and dogs or cats that are sick but treatable or are in need of behavioral training or other rehabilitation.

An effective foster program plays a crucial role in guaranteeing availability of healthy, sociable adoptable pets, while at the same time alleviating overcrowding in the shelter and providing additional avenues for saving thousands of lives. A program with the capacity to address these issues requires foster counselors and support for veterinary care. Austin, Texas and Charlottesville, Virginia have both succeeded in implementing successful large scale volunteer foster programs with over 2,600 shelter pets participating in their combined programs over a one year period. We began to grow our foster program last year upon learning more about these efforts. The work of the foster coordinators is to communicate with existing foster parents regarding animals in their care, expand candidates for the program and follow-up on care of these shelter pets. The follow-up care can also include supplies and medical support of the

foster animals. Coordinators ensure that animals are returned to the shelter or made available for adoption by foster parents.

Our experience with the small foster initiative we currently have in place has demonstrated that the workload cannot be absorbed within the duties of existing staff. Future funding is recommended to allow for replication of the successes of other programs. Another strategy within the foster program is the Ambassador Foster Program which allows the foster parent to network the pets in their care through professional and personal circles and complete the adoption process without returning to the shelter. This flexibility is yet another way to reach residents currently unable or unwilling to come to the shelter. The No Kill plan includes implementation of large-scale volunteer foster care programs.

### Rescue

The majority of animals saved (9,000) are placed by ASD adoption programs. Rescue organizations, however are an integral component of the shelter life-saving puzzle accounting for more than 4,000 pets a year. As previously stated, large, mix-breed dogs that are predominantly brown and black are adopted the least. Please refer to the attached article referencing "Black Dog Syndrome" (Attachment Four) regarding this issue. Age is a second major factor. The shelter saved approximately 75% of the dogs this past year. Most of the dogs not saved, rescued or adopted fit the description above. These are pets that a "typical-adopter" is not seeking. They are the most at-risk creatures. Developing strategies to help this segment of abandoned dogs is our most immediate priority for reducing the euthanasia of adoptable dogs at the shelter.

Rescue often provides a quick exit strategy for these difficult to adopt pets. The shelter believes that the greatest potential for saving these dogs is rescue. ASD currently works with over 60 rescue groups as our official partners through an agreement that provides reduced fees and customized service. We have staff dedicated to support the transfer of animals to rescue groups. However, in order to increase the number of pets saved via rescue partners, alternative programs need to be implemented.

It is strongly recommended that an appropriate level of funding be used to create grants to rescue groups to assist with saving the most at-risk pets. Rescue groups incur expenses in the housing, vetting and feeding of pets while they are networking to find them permanent homes. Dogs with medical needs identified as treatable will require additional assistance. ASD should administer a program, similar to our Cultural Affairs Council grants program that has accomplished so much to expand cultural group capacity in Miami-Dade with the goal of incentivizing, expanding and assisting rescue groups with the work of saving shelter dogs and cats.

### Transport Partners

To ensure responsiveness to changing trends and supply and demand fluctuations, the shelter must be poised to "get animals out" by all methods and means. An example is provided in ASD's reaction to a small drop in adoption rates. The shelter sought out and initiated new life saving programs that were previously not in place to compensate for the challenge. The program has been so effective that despite similar intake statistics for Fiscal Years 10-11 and 11-12, euthanasia was reduced by 18% in one (1) year, from 14,379 to 11,900 (and with less staff than the previous year).

ASD attributes the euthanasia reduction to new programs that sought the assistance of volunteers and outside organizations to transport dogs and cats to adoption-guaranteed shelters and in other counties and states. Support of the new transport initiatives could be essential in helping to achieve and maintain No Kill save rates.

The challenge to create the program was the requirement that pets be isolated outside of the shelter for 10-days prior to boarding a transport vehicle to protect against the spread of disease. Facing this obstacle, ASD established a mechanism for the quarantine of pets at an offsite location by working with its partner County Agency, the Internal Services Department (ISD) that provided an unused warehouse to stage and quarantine the dogs and cats prior to their transport to other agencies. In just over one (1) year, the partnership has grown to include more than 40 out-of-state receiving agencies as far spread as Iowa, South Carolina, Maryland, New York and Maine. ASD combined efforts with a local not-for-profit agency, Miami Dogs on the Move that volunteered to coordinate and identify recipient agencies, fundraise for the transport of shelter dogs. The Cat Network helped lead a similar undertaking for cats. The transport partners offer relief by providing a viable alternative primarily for the less adoptable and large breed dogs, as well as cats. In just over a year, more than 2,000 shelter pets have been transported to guaranteed adoption receiving agencies. The transport partnership is mutually beneficial as it helps with overcrowding in the shelter, thereby reducing euthanasia related to disease and lack of space while also filling the demand for pets in other receiving agencies out of state.

An essential element of the transport program is the Pet Placement Coordinator position funded by the ASPCA and dedicated along with ASD resources to support the program. Grants for this position will be exhausted at the end of the calendar year. Continuation and expansion should be factored into ASD's future budget projections with support received from newly available revenues. Grant funds have been applied for and received to partially offset the expense of the program this year. Additionally, the expenses related to the actual transport, which include fuel, vehicle, driver stipend, hotel and incidentals are often met through donations received by the not-for-profit agency. The Department must also position itself financially to expand this new public/private partnership in the future.



### **Summary of Recommendations for Increasing Animal Lives Saved**

1. Prioritize and establish rescue grant program to focus on saving the most at-risk shelter dogs and cats through the establishment of an ASD grant program for rescue organizations.
2. Develop new and expanded Community Outreach plan for both the shelter and community organizations.
3. Support expansion of special adoption events.
4. Expand Adoption Counseling Program created through ASPCA grant.
5. Provide post-adoption follow-up with added resources provided by adoption counselors.
6. Establish a Large-Scale Foster Program.
7. Continue to grow off-site adoption events with participating rescue organizations.
8. Prioritize and establish medical rescue grant program to focus on saving treatable at-risk dogs and cats.
10. Continue and grow Volunteer Programs.
11. Support Expansion of ASD Pilot Transport Program.
12. Create 2-3 strategically located offsite adoption venues for use by shelter pets and community rescue pets.
13. Expand number of Rescue Partner Organizations pulling pets from ASD.
14. Socialization and Enrichment Adoption Programs.

### **Reducing Shelter Intake/Targeted Spay and Neuter**

The shelter accepts all pets presented for surrender or animals found on the streets as strays. Many times the shelter is the last option for a pet. However, there are several strategies for reducing the amount of animals a shelter takes in. Some provide immediate results and help to defer more at risk animals. Cat Trap Neuter and Release (TNR) and pet redemption programs have a greater ability for saving animals quickly. Pet sterilizations are essential for the long-term reduction of a community's unwanted/abandoned pets and to reduce dog and cat intake. Other programs have the potential of assisting loving pet owners that want to retain their pets but are in need of assistance and lack the ability, knowledge or resources to care for their pets.

Two types of sterilization services delivered in a high volume/high accessibility/income qualified low-cost or no cost manner are needed to reduce shelter intake and pet populations as follows: The first is sterilization of feral/free roaming community cats that largely do not have an owner

and may only be informally cared for by a “feeder”. The Department is participating in a program under the umbrella of the ASPCA with other organizations targeting the area with the highest number of owner surrendered cats in Miami-Dade County. This Partnership includes Broward and Palm Beach counties. The Broward study area targets the location with the highest feline intake.

The second sterilization service is for pet owners that require easily accessible, convenient low-cost or no cost services as they may not have the financial resources or transportation means to prioritize this for their pets.

#### Trap, Neuter and Give Back (TNG)/Trap, Neuter and Return (TNR)

The dog adoption rate last fiscal year was approximately four times greater than the adoption rate of cats. Cats could benefit greatly from policies and programs aimed at reducing intake. The majority of cats entering the shelter system are free roaming community cats, many of which are unlikely candidates for adoption as they may be feral, unsocialized, or do not welcome human contact. It is neither possible nor humane to attempt to euthanize our way out of the current cat overpopulation crisis. Based on estimates calculated with the formula used by the American Veterinary Medical Association (AVMA) there are an estimated 587,000 cats within Miami-Dade County. Last fiscal year, more than 64% of cats entering the shelter were euthanized and that marked the most cats ever saved by the shelter. The reasons for low cat save rates are that the majority of cats are feral and not suitable as indoor house pets, lack of demand for adoption and the difficulty of returning cats to owners since the law does not require licensing or micro chipping. We have undertaken steps to promote cat adoptions, such as significantly reduced adoption fees, no hold policies for felines and even placing cats in the lobby, visible to all people visiting the shelter. We also created the Department's first ever TNG/TNR program (described further below) returning well over a thousand sterilized cats to willing care-takers in 8 months. However, the historical lack of adequate sterilization services to divert the large quantity of free-roaming cats with little chance of being saved in a shelter environment contributes to the free roaming cat population.

The solutions for decreasing shelter cat euthanasia are large scale, sustainable sterilization programs. Underlying this program must be the policy that supports this action. TNR/TNG should be adopted as the preferred policy for ensuring lifesaving cat programs as included in the straw ballot.

TNR and TNG programs and policies could have an instant effect on the number of cats saved. ASD implemented a pilot program in July of 2012 to determine community interest in a TNG program. Despite being near capacity for clinic space, staff identified opportunities to fill gaps for no-show appointments or cancelled surgeries. This allowed for the inclusion of feral cat surgeries within existing resources. Constituents presenting stray cats with the intent of surrendering them to the shelter were provided with the option of having the cat sterilized, vaccinated and returned at no cost. Community interest and support has been positive. The

most essential component for the creation of a successful feline TNG/TNR program is the establishment of 2 to 4 community clinics performing high volume targeted spay and neuter surgeries. The clinics would work with community care takers and the public to provide low-cost and free sterilization to reduce the number of free roaming cats and cats entering the shelter. Other components of a successful TNG/TNR program include support of transportation and trapping activities. ASD currently conducts surgery of in-house pets ready for adoption and rescue and provides low cost sterilization for owned pets at the shelter and through our community events. These surgeries amount to approximately 12,000 to 15,000 a year for dogs and cats combined. Based on the experience of a similar effort in Jacksonville, FL, the sterilization clinics would have to perform approximately 50,000 feline surgeries annually to see a decrease in the population over several years. The shelter clinic should also serve as part of the expanded system helping to create an effective community network by working with established not-for-profit partners competitively selected to provide high volume sterilizations.

Miami-Dade veterinarians and private clinics willing to participate in this income qualified low-cost sterilization program would also be included and serve to increase options for sterilization services. Working with private not-for-profit providers and existing community groups to implement high-volume spay and neuter of feral and free-roaming cats, such as The Cat Network, HSGM, Undercats and Smitten with Kittens to expand their long-standing work in our County is also essential to the success of targeted spay and neuter programs including sterilization services, transportation, trapping and training.

#### High Volume/Highly Accessible/Low Cost/Free Sterilization of Owned Pets

Sterilization of owned pets is another means of reducing shelter intake and diseases. Many pet owners choose to sterilize their pets to prevent unwanted litters, behavioral issues, such as marking or aggression, inconvenience or even to prevent health issues. Some pet owners elect this option as a means to control pet overpopulation. Other pet owners would likely choose to sterilize their pets for the reasons mentioned above, but lack the financial means to pay for these services or resources to access income qualified low-cost and/or free services, such as transportation. In addition, they may be unaware of the benefits of sterilization for their pets, as they do not have the financial means to provide routine or preventive veterinary care for their pets. As such, future funding would be needed for free or low cost/reduced fee sterilization programs. ASD has been proactively developing incentives to promote sterilization of owned pets, such as reduced cost of licenses for spayed/neuter pets. The scale of surgeries must be increased to make a significant impact.

Education about the benefits of sterilization without the capacity to offer services countywide is a challenge. However, funding has not been in place previously to provide the needed level of sterilization services to meet the public's demand for convenient, high volume, low/reduced or no cost surgeries, accessibility and the required transportation to and from sterilization clinics. Services would be rendered on a need based system similar to the current low cost licensing

program in place at ASD where a determination is made based on public assistance documentation for qualified participants. Addressing these issues is crucial in the success of the spay/neuter component of both No Kill and the ballot question supported by Pet's Trust Miami. The services for owned-pet surgeries would be provided through the same network of sterilization clinics including ASD and the clinics contracted out to community partners with proven sterilization experience. Outreach to the veterinary community is crucial to ensure their participation and to include them as part of the sterilization network. The department does not want to negatively impact private veterinary services.

It is important to re-state that the sterilization efforts may take years to significantly decrease shelter intake. For instance, Jacksonville had been providing spay/neuter services consistently for years before seeing a significant decrease in shelter intake.

#### Managed Admissions

In addition to TNR and TNG programs, ASD should be selective in accepting cats from private trappers. Cats presented by trappers are typically not good candidates for adoption, transport or rescue. To return a cat to the area from which a constituent paid for its removal would not be in the best interest of the animal or the affected individual. Under existing code, private trappers may present trapped animals to a licensed veterinarian.

Managed intake saves cat's lives. It is recommended that only adoptable cats and truly owner surrendered cats should be accepted into the shelter adoption program. This includes kittens and adoptable adults, increasing chances for adoption, transport or rescue rather than euthanasia.

#### Proactive Pet Redemption

Increasing proactive pet redemptions is a priority for the department, called for in the No Kill resolution and supported by the Pet's Trust initiative. This is accomplished through field personnel utilizing all resources at their disposal to reunite lost pets with their owners. By restoring lost pets to their owners in the field, shelter space is reserved for stray and owner surrender dogs and cats presented at the shelter. Field personnel currently utilize hand held scanners to identify microchips and inspect all animals captured for identification tags or licenses. Last fiscal year, only 3.35% of the stray dogs picked up by field personnel were returned to their owners without ever entering the shelter. Field restoration is made possible due to the presence of a microchip, rabies license or other form of identification.

Existing Miami-Dade County Code, Section 5-7(a), requires all dogs over four months of age to wear the rabies license at all times. Compliance with this ordinance is virtually nonexistent. The majority of dogs entering the shelter are without the rabies license, which if worn is their ticket home. Field personnel and all finders of lost dogs are capable of obtaining owner information linked to the rabies license, if only the dog were wearing it. Additionally, the rabies license or

other ID tag is an indicator to the public that the dog is a pet that needs to be reunited with its family. The Department is participating in a program under the umbrella of the ASPCA and following the Humane Society of the United States' Pets for Life model targeting the area with the highest number of owner surrendered dogs in the County. This is a comprehensive program, providing sterilizations to high risk pets along with other services such as vaccines, licensing, micro chipping, ID tags and flea and tick prevention. This is critically important as it aims to improve the return of pets to owners that may get lost. Funding will allow this program to be replicated in multiple high risk areas.

Based on historic noncompliance with licensing requirements, the Department sought statistics from model communities with exceptional licensing compliance rates. The City of Calgary is a model city for communities across North America as they have accomplished a 90-95% compliance rate with dog licensing. The success of the licensing program is attributed to a zero tolerance policy which enables enforcement personnel to issue an immediate \$250.00 citation to anyone found with an unlicensed dog on their property. The expense related to vaccinating and licensing a dog is significantly lower than the expense related to the zero tolerance policy, thereby encouraging dog owners to comply without hesitation. Currently all pets obtained through pet dealers in Miami-Dade County are required to be microchipped prior to the time of sale. Microchips provide permanent lifetime identification, which enables the Department to promptly restore lost pets to their owners. Microchipping is currently offered by the Department seven (7) days per week for the low cost of \$10.00. Efforts to increase micro chipping must be studied.

In addition to the Lost and Found Office at the shelter, trained volunteers can play a critical role in pet reunification as part of the Pet Detective Program. These are community members educated about what to do when a pet is lost or found and how the shelter works. They contact the public (via online postings, flyers, etc.) to provide them with options in their search, as well as tips as simple as registering in Pet Harbor for specific breed search, contacting the microchip company (if the pet had one implanted) to ensure they have their current contact information and the shelter to also ensure we have their most current contact information in the event the pet enters the shelter.

Pet redemption percentages however, could improve if enforcement officer positions lost in previous years are reinstated. Other new solutions are being investigated such as the creation of an "App" to help reunite pets and owners.

### **Summary of Recommendations for Reducing Shelter Intake**

1. Establish TNR/TNG as preferred option for feral/free roaming cats with low to no adoption probabilities.
2. Work with other agencies to establish network of high volume/accessible/income qualified low-cost or no cost sterilization clinics.

3. Provide surgery vouchers as an alternative for sterilizations working with private veterinary clinics.
4. Establish Managed Admission process.
5. Create proactive pet redemption programs to complement existing Lost and Found Program and Animal Control Officer field redemption protocols.
6. Create Lost and Found Dog/Cat App.
7. High Risk area outreach programs similar to Pets for Life.
8. Purchase Mobile Animal Clinics like existing mobile clinic to expand low-cost or no cost spay/neuter services.
9. Reinstate enforcement positions with a focus on pet redemption.
10. Community sterilization events.

**Providing Access to Resources aimed at Surrender Prevention & Programs for Responsible Pet Ownership**

Surrender Prevention and Pet Retention

Surrender of a pet is a sad reality of shelter work. The decision made by many individuals to terminate the bond with their pets is often not taken lightly but due to some personal insurmountable circumstances, whether real or perceived. The goal is to have accessible programs in the community to prevent pet owners from relinquishing their pets to the shelter.

Some resources available to owners surrendering animals at the shelter should include information such as: a list of pet-friendly rental housing in Miami-Dade County and surrounding counties, behavioral and training advice, spay/neuter assistance, and information on how to find a new home for a pet. Owners of young animals may need assistance in caring for puppies or kittens until they are older. Helping an owner care for pets during a difficult period and offering sterilization services could help increase pet retention. Owner surrendered pets may be the result of a short-term crisis. If foster care is provided, surrendering can be prevented and the pet and owner may stay together for life. Establishment of a pet assistance and surrender prevention hotline could help to direct citizens to resources and divert pets from the shelter.

Surrender prevention, however, requires difficult work to revert a decision by an owner. Owners may surrender their pets for reasons such as not being able to afford the cost of medical expenses (for savable and treatable animals); cost of preventive medicine or training for behavioral issues.

Circumstances in an owner's life may change and precipitate the need to surrender a pet. Some examples are; moving out of state and costs implicated with relocation; illness or a temporary crisis. Development of guidelines to assist owners with these circumstances is required since resources would not be available for the treatment of all animals. The BCC will be presented with any guidelines for approval prior to implementation.

Resources should be aimed at pet care for owners at the brink of surrendering their animals for programs that offer the low cost options to qualified pet owners. Resources should also be used to supplement the funding provided by ASD to the Society for the Prevention of Cruelty to Animals (SPCA). This group is provided \$100,000 annually for large animal victims of cruelty and it is recommended that they be eligible to apply for up to \$500,000 of any new funding pursuant to the funding recommendation in this plan.

Increased millage revenues resulting from the straw ballot will be central in providing the funds required for surrender prevention and retention of shelter pets released with medical or behavioral issues. To implement this, ASD recommends working with the existing community resources, private veterinarians and the proposed sterilization clinic network to make services accessible to qualified pet owners throughout Miami-Dade. Parameters for participating pet owners similar to the current program for reduced licensing fees based on need must be established and presented for approval. Work must be done to carefully create an accountable system comprising this type of intervention. These are services that can also be made available to the community in conjunction with existing resources such as private veterinarians. These relationships are critical to ensuring that savable shelter pets are provided with needed resources.

#### Education Initiative/Responsible Pet Ownership

ASD is currently working with Miami-Dade County Public Schools (MDCPS) to develop and implement a curriculum for the 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> grades focusing on Responsible Pet Ownership. Education of future generations through joint programs with MDCPS will ensure continuity of the progress made to date and also reach pet owners via their children. Access to all pet owners may be a difficult task, hence reaching and educating children of all ages to bring to their homes and neighborhoods a better understanding of responsible pet care, as well as the services, resources and programs available to pet and pet owners alike will increase the chances for success and long-term sustainability. Amongst other initiatives, broadening the scope of this initial education initiative is ASD's goal. The department will strive to expand participating grade levels, school systems and adult pet owner education in our community with the new funding.

#### **Summary of Recommendations for Providing the Public with Surrender Prevention & Responsible Pet Ownership Resources**

1. Pet assistance hot line.

2. Large animal (livestock) victims of cruelty and neglect.
3. Continue and expand MDCPS/MDC Education Partnership.
4. Humane community education.
5. Create effective, accessible programs for surrender prevention and pet retention.

### **Policy Recommendations**

Some No Kill policies and programs are already in place at ASD. However, there are others that must be implemented. To assist in developing an understanding the definitions associated with this terminology, a synopsis has been included. ASD is moving forward with these practices to decrease intake and increase live release in our pursuit of a 90 percent animal save rate.

### **Treatable/Savable Animals**

No Kill strives for all healthy and treatable dogs and cats to be saved. Treatable conditions include illness or injuries with a fair prognosis for rehabilitation. Treatable conditions include diseases and injuries which typically cannot be treated at the shelter, primarily due to lack of resources. The shelter lacks diagnostic equipment, isolation and intensive care wards, as well as the critical care staff required to provide for the needs of injured or diseased animals that meet the definition of treatable. The low cost/income qualified veterinary care programs called for by the straw ballot question will be essential to ensuring the demand for low cost/income qualified veterinary care is met.

### **Empty Cage Policy**

No animal may be euthanized if there are empty cages or kennels, which are suitable for the animal, or if there is suitable cage or kennel space that the animal can share. ASD is committed to ensuring that no savable animal is euthanized as long as suitable kennel or cage space is available. Policies will be adjusted accordingly to implement the recommendations in this report to maximize animal lives saved.

### **48-hour Hold Policy**

Any animal identified at-risk for euthanasia will be held for 48 hours from the time an organization or agency indicates a willingness to take the animal. ASD will provide a list advising rescue organizations regarding at-risk animals. Any bona-fide rescue organization willing to rescue one of these dogs or cats will have 48-hours to take the animal from ASD. ASD is committed to ensuring that the 48-hour hold is honored and encourages partner organizations and agencies to act swiftly to ensure suitable empty cages are available for incoming animals, thereby reducing the need for euthanasia based on a lack of suitable, available cage or kennel space.



### TNG/TNR

ASD will expand its existing TNG program and permanently establish TNG/TNR as the preferred policy for feral and community cats, which consists of trap, neuter and return to a location or an individual caretaker and/or willing participant. TNR is widely accepted as the most effective and humane solution to feral and community cat overpopulation in shelters and communities. These programs result in positive outcomes related to reduction in intake and increased live release rate.

### Managed Admissions

The shelter will continue to operate as an open admission facility; however, the admission process will be altered to ensure that individuals surrendering pets have exhausted other options. Designating a specific daily schedule for surrendering pets is recommended to ensure that staff is available to provide the required counseling, referrals, behavioral advice or other assistance, which when combined with Surrender Prevention efforts may enable the owner to retain possession of their pet. The goal is for the shelter to be the last resort when faced with the perceived need to surrender a pet.

### Implementation

The recommendations highlighted throughout the report are comprehensive. In some cases, implementation requires administrative action or the expansion of existing efforts at the shelter or in the community. In other instances, additional support is required and new programs must be developed that will require additional resources.

The BCC will be provided with reports regarding policy changes for items that can be accomplished administratively. ASD will, however, keep you informed of progress to ensure compliance with adopted resolutions. Achieving No Kill and increasing the live release rate requires expanded involvement from our partners and the establishment of new partners.

### Financial Feasibility Action Plan

The following funding recommendations (Attachment Five) are provided to identify a financially feasible No Kill Plan with measureable goals in accordance with Resolution R-583-12. The Financial Plan serves as a framework for consideration of funding in an amount equivalent to 0.1079 mills as the per the BCC's direction in Resolution R-1050-12. Consistent with this report, certain funds will be utilized for ASD programs. Other funds will be available for community groups and rescue organizations consistent with this plan. An advisory board, being created by separate resolution, will provide the BCC with recommendations on the use of these funds.

OFFICIAL FILE COPY  
CLERK OF THE BOARD  
OF COUNTY COMMISSIONERS  
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM

Agenda Item No. 11(A)(3)

TO: Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners


DATE: July 3, 2012

FROM: R. A. Cuevas, Jr.  
County Attorney

SUBJECT: Resolution directing the  
Mayor to develop a program  
for Miami-Dade County with  
the goal of becoming a No  
Kill shelter and providing for  
a financially feasible strategic  
plan to implement lifesaving  
programs and services at  
Miami-Dade County Animal  
Services Department

Resolution No. R-583-12

The accompanying resolution was prepared and placed on the agenda at the request of Prime  
Sponsor Commissioner Jesse "Papa" Diaz and Co-Sponsors Commissioner Lynda Bell and  
Commissioner Sally A. Heyman.

  
R. A. Cuevas, Jr.  
County Attorney

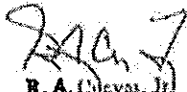
RAC/ab



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**DATE:** July 3, 2012

**FROM:**   
R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Agenda Item No. : 11(A)(3)

Please note any items checked.

\_\_\_\_\_ "3-Day Rule" for committees applicable if raised

\_\_\_\_\_ 6 weeks required between first reading and public hearing

\_\_\_\_\_ 4 weeks notification to municipal officials required prior to public hearing

\_\_\_\_\_ Decreases revenues or increases expenditures without balancing budget

\_\_\_\_\_ Budget required

\_\_\_\_\_ Statement of fiscal impact required

\_\_\_\_\_ Ordinance creating a new board requires detailed County Manager's report for public hearing

\_\_\_\_\_ No committee review

\_\_\_\_\_ Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_\_, 3/5's \_\_\_\_\_, unanimous \_\_\_\_\_) to approve

\_\_\_\_\_ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_

Veto \_\_\_\_\_

Override \_\_\_\_\_

Mayor \_\_\_\_\_

Agenda Item No. 11(A)(3)

7-3-12

**RESOLUTION NO. R-563-12**

**RESOLUTION DIRECTING THE MAYOR OR  
DESIGNEE TO DEVELOP A PROGRAM FOR MIAMI-  
DADE COUNTY WITH THE GOAL OF BECOMING A  
NO KILL SHELTER AND PROVIDING FOR A  
FINANCIALLY FEASIBLE STRATEGIC PLAN TO  
IMPLEMENT LIFESAIVING PROGRAMS AND  
SERVICES AT MIAMI-DADE COUNTY ANIMAL  
SERVICES DEPARTMENT**

**WHEREAS, saving the lives of animals, identifying and eliminating animal neglect and abuse, and protecting public safety in Miami-Dade County are compatible interests; and**

**WHEREAS, no animal should be killed solely based on breed, color, age, or any other criteria unrelated to medical condition or aggressiveness; and**

**WHEREAS, no animal should be killed if the animal can be placed in a suitable home, if a private sheltering agency or rescue group is willing and able to take care and custody of the animal, or, in the case of free-roaming cats, if they can be sterilized and released to their habitats; and**

**WHEREAS, animals held in public shelters deserve proper care and humane treatment, including adequate veterinary care, nutrition, water, shelter, exercise, and environmental enrichment; and**

**WHEREAS, public and private partnerships are essential to increasing the save rate of animals entering the County's Animal Services Department; and**

**WHEREAS, the No Kill movement in the United States has developed new and innovative programs, including comprehensive adoptions, off-site adoptions, and fostering, that provide alternatives to shelter killing; and**

WHEREAS, becoming a No Kill shelter means having a 90% or better rate of lifesaving for animals housed at the County's Animal Shelter,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The Mayor or designee is hereby directed to develop and implement a financially feasible, actionable No Kill Implementation Plan, with measurable goals and due dates, to achieve a 90% save rate at the County's Animal Shelter.

Section 2. The plan should include the following programs and services, consistent with the No Kill Equation:

- Comprehensive Adoption Programs
- Free-Roaming Cat Trap/Neuter/Return Programs
- High-Volume, Affordable Spay/Neuter Services
- Large-Scale Volunteer Foster Care Programs
- Rescue Group Transfers
- Proactive Pet Retention Programs
- Proactive Pet Redemptions
- Medical and Behavioral Programs
- Public Relations/Community Involvement
- Volunteer Programs

Section 3. Within 180 days of the effective date of this resolution, the Mayor or his designee shall present the No Kill Implementation Plan to this Board.

The Prime Sponsor of the foregoing resolution is Commissioner Jose "Pepe" Diaz and the Co-Sponsors are Commissioner Lynda Bell and Commissioner Sally A. Heyman. It was offered by Commissioner Esteban L. Bovo, Jr., who moved its adoption. The motion was seconded by Commissioner Sally A. Heyman and upon being put to a vote, the vote was as follows:

	Joe A. Martinez, Chairman	aye
	Audrey M. Edmonson, Vice Chairwoman	aye
Bruno A. Barreiro	aye	Lynda Bell
Esteban L. Bovo, Jr.	aye	Jose "Pepe" Diaz
Sally A. Heyman	aye	Barbara J. Jordan
Jean Monestime	aye	Dennis C. Moses
Rebecca Sosa	absent	Sen. Javier D. Souto
Xavier L. Suarez	aye	

The Chairman thereupon declared the resolution duly passed and adopted this 3<sup>rd</sup> day of July, 2012. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK



By: Christopher Agrippa  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

*[Signature]*

Dennis A. Karbel

5

OFFICIAL FILE COPY  
CLERK OF THE BOARD  
OF COUNTY COMMISSIONERS  
MIAMI-DADE COUNTY, FLORIDA

## MEMORANDUM

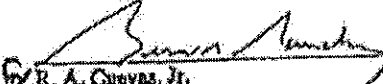
Agenda Item No. 11(A)(3)

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TO:	Honorable Vice Chairwoman Audrey M. Edmonson and Members, Board of County Commissioners	DATE:	December 4, 2012
FROM:	R. A. Cuevas, Jr. County Attorney	SUBJECT:	Resolution directing the Mayor to include projections for increased funding based on voter approval of straw ballot for improved animal services programs in Strategic Plan for No Kill shelter Resolution No. R-1050-12

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The accompanying resolution was prepared and placed on the agenda at the request of Prime  
Sponsor Commissioner Jose "Pepe" Diaz.

  
R. A. Cuevas, Jr.  
County Attorney

RAC/ep




## MEMORANDUM

(Revised)

TO: Honorable Vice Chairwomen Audrey M. Edmonson  
and Members, Board of County Commissioners

DATE: December 4, 2012

FROM:   
R. A. Chavez, Jr.  
County Attorney

SUBJECT: Agenda Item No. 11(A)(3)

Please note any items checked.

\_\_\_\_\_ "3-Day Rule" for committees applicable if raised

\_\_\_\_\_ 6 weeks required between first reading and public hearing

\_\_\_\_\_ 4 weeks notification to municipal officials required prior to public hearing

\_\_\_\_\_ Decreases revenues or increases expenditures without balancing budget

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\_\_\_\_\_ Ordinance creating a new board requires detailed County Manager's report for public hearing

\_\_\_\_\_ No committee review

\_\_\_\_\_ Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_\_, 3/5's \_\_\_\_\_, unanimous \_\_\_\_\_) to approve

\_\_\_\_\_ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

2



Approved \_\_\_\_\_

Mayor

Agenda Item No. 11(A)(3)  
12-4-12

Veto \_\_\_\_\_

Override \_\_\_\_\_

**RESOLUTION NO. R-1050-12**

**RESOLUTION DIRECTING THE MAYOR OR  
DESIGNEE TO INCLUDE PROJECTIONS FOR  
INCREASED FUNDING BASED ON VOTER  
APPROVAL OF STRAW BALLOT FOR IMPROVED  
ANIMAL SERVICES PROGRAMS IN STRATEGIC  
PLAN FOR NO KILL SHELTER**

**WHEREAS, saving the lives of animals, identifying and eliminating animal neglect and abuse, and protecting public safety in Miami-Dade County are compatible interests; and**

**WHEREAS, in Resolution No. R-583-12, adopted June 6, 2012, this Board directed the Mayor or his designee to develop and implement a financially feasible, actionable No Kill Implementation Plan, with measurable goals and due dates, to achieve a 90% save rate at the County's Animal Shelter; and**

**WHEREAS, in Resolution No. R-647-12, this Board approved a straw ballot asking the electors of Miami-Dade County whether they would be in favor of this Board "increasing the countywide general fund millage by 0.1079 mills and applying the additional ad valorem tax revenues generated thereby to fund improved animal services, including decreasing the killing of adoptable dogs and cats . . . ; reducing stray cat populations . . . ; and funding free and low-cost spay/neuter programs, low-cost veterinary care programs, and responsible pet ownership educational programs"; and**

**WHEREAS, in the November 6, 2012 General Election, the voters of Miami-Dade County overwhelmingly voted "yes" on the straw ballot question, with approximately 64% voting in favor of increased funding for improved animal services programs; and**

WHEREAS, this Board wishes to better understand how additional funding would improve the No Kill Implementation Plan that the administration is currently preparing, so as to be better informed in its preparation of the budget for the next fiscal year,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board hereby directs the Mayor or designee, in preparing the No Kill Implementation Plan called for by Resolution No. R-583-12, to consider the availability of additional funding for improved animal services in an amount equivalent to 0.1079 mills, as approved by the voters in response to the non-binding straw ballot on the November 6, 2012 general election.

The Prime Sponsor of the foregoing resolution is Commissioner Jose "Pepe" Diaz. The foregoing was offered by Commissioner Jose "Pepe" Diaz, who moved its adoption. The motion was seconded by Commissioner Sally A. Heyman and upon being put to a vote, the vote was as follows:

Audrey M. Edmonson, Vice Chairwoman		aye	
Bruno A. Barreiro	nay	Lynda Bell	absent
Eteban L. Bovo, Jr.	absent	Jose "Pepe" Diaz	aye
Sally A. Heyman	aye	Barbara J. Jordan	aye
Jean Monestime	aye	Dennis C. Moss	aye
Rebeca Rosa	aye	Sen. Javier D. Souto	absent
Xavier L. Suarez	aye	Juan C. Zapata	aye

The Chairman thereupon declared the resolution duly passed and adopted this 4<sup>th</sup> day of December, 2012. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: Christopher Agrippa  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency, DK

Dennis A. Kerbel

OFFICIAL FILE COPY  
CLERK OF THE BOARD  
OF COUNTY COMMISSIONERS  
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM

Amended  
Agenda Item No. 11(A)(6)

TO: Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

DATE: July 17, 2012

FROM: R. A. Cuevas, Jr.  
County Attorney

SUBJECT: Resolution placing a non-binding  
straw ballot question on the general  
election ballot in Miami-Dade  
County whether they support the  
County Commission increasing the  
countywide general fund millage by  
0.1079 mills to fund improved animal  
services programs in the County

Resolution No. R-647-12

The accompanying resolution was prepared and placed on the agenda at the request of Prime  
Sponsor Commissioner Sally A. Heyman and Co-Sponsors Commissioner Lynda Bell and  
Commissioner Dennis C. Moss.

  
R. A. Cuevas, Jr.  
County Attorney

RAC/ep

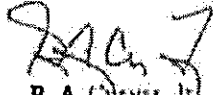


# MEMORANDUM

(Revised)

TO: Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

DATE: July 17, 2012

FROM:   
R. A. Cuevas, Jr.  
County Attorney

SUBJECT: Amended  
Agenda Item No. 11(A)(6)

Please note any items checked.

\_\_\_\_\_ "3-Day Rule" for committees applicable if raised

\_\_\_\_\_ 6 weeks required between first reading and public hearing

\_\_\_\_\_ 4 weeks notification to municipal officials required prior to public hearing

\_\_\_\_\_ Decreases revenues or increases expenditures without balancing budget

\_\_\_\_\_ Budget required

\_\_\_\_\_ Statement of fiscal impact required

\_\_\_\_\_ Ordinance creating a new board requires detailed County Manager's report for public hearing

\_\_\_\_\_ No committee review

\_\_\_\_\_ Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_\_, 3/5's \_\_\_\_\_, unanimous \_\_\_\_\_) to approve

\_\_\_\_\_ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

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Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Amended  
Agenda Item No. 11(A)(6)  
7-17-12

**RESOLUTION NO. R-647-12**

RESOLUTION PLACING A NON-BINDING STRAW BALLOT QUESTION ON THE GENERAL ELECTION BALLOT IN MIAMI-DADE COUNTY, FLORIDA, TO BE HELD ON TUESDAY, NOVEMBER 6, 2012, FOR THE PURPOSE OF SUBMITTING TO THE ELECTORS OF MIAMI-DADE COUNTY WHETHER THEY SUPPORT THE COUNTY COMMISSION INCREASING THE COUNTYWIDE GENERAL FUND MILLAGE BY 0.1079 MILLS TO FUND IMPROVED ANIMAL SERVICES PROGRAMS IN THE COUNTY

WHEREAS, this board desires to decrease dog and cat overpopulation, decrease public shelter euthanasia of adoptable dogs and cats, and fund veterinary care and responsible pet ownership educational programs for the benefit of the community; and

WHEREAS, this Board wishes to determine whether the residents of Miami-Dade County support an increase in the ad valorem tax levy of 0.1079 mills for the purposes delineated above,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

**Section 1.** A non-binding straw ballot question shall be placed on the Tuesday, November 6, 2012 general election for the purpose of submitting to the qualified electors of Miami-Dade County the non-binding straw ballot question as set forth below.

**Section 2.** Notice of such election shall be published in accordance with Section 100.342, Florida Statutes.

**Section 3.** The result of such election shall be determined by a majority of the qualified electors of Miami-Dade County voting upon the proposal. The polls at such election

shall be open from 7:00 a.m. until 7:00 p.m. on the day of such election. All qualified electors of Miami-Dade County, Florida shall be entitled to vote at said election. The County registration books shall remain open at the Office of the Miami-Dade County Supervisor of Elections until twenty-nine (29) days prior to the date of such election, at which time the registration books will close in accordance with the provisions of general election laws. The question shall appear on the ballot in substantially the following form:

NON-BINDING STRAW BALLOT ON FUNDING IMPROVED  
ANIMAL SERVICES PROGRAMS

Would you be in favor of the County Commission increasing the countywide general fund millage by 0.1079 mills and applying the additional ad valorem tax revenues generated thereby to fund improved animal services, including:

- decreasing the killing of adoptable dogs and cats (historically approximately 20,000 annually);
- reducing stray cat populations (currently approximately 400,000 cats); and
- funding free and low-cost spay/neuter programs, low-cost veterinary care programs, and responsible pet ownership educational programs?

YES ☐

NO ☐

Section 4. The form of the ballot shall be in accordance with the requirements of general election laws.

Section 5. Early voting shall be conducted in accordance with the requirements of general election laws.

Section 6. Absentee paper ballots may be used by qualified electors of Miami-Dade County for voting on this question. The form of such absentee ballot shall be in accordance with the requirements prescribed by general election laws.

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Section 7. A sample ballot showing the manner in which the question or proposal aforesaid will appear at this election shall be published and provided in accordance with the applicable provisions of general election laws.

Section 8. This election on the proposal aforesaid shall be held and conducted in accordance with applicable provisions of the general laws relating to elections and the provisions of the Miami-Dade County Home Rule Charter. The County Mayor or his or her designee, the Finance Director, and the Clerk of the County Commission are hereby authorized and directed to take all appropriate actions necessary to carry into effect and accomplish the provisions of this resolution. This election shall be a nonpartisan election. Election officials in connection with this election shall be appointed in accordance with the provisions of general election laws.

Section 9. This election shall be canvassed by the County Canvassing Board, in accordance with the provisions of Section 3.07 of the Home Rule Charter.

The Prime Sponsor of the foregoing resolution is Commissioner Sally A. Heyman and the Co-Sponsors are Commissioner Lynda Bell, and Commissioner Dennis C. Moss. It was offered by Commissioner Sally A. Heyman, who moved its adoption. The motion was seconded by Commissioner José "Pepé" Díaz and upon being put to a vote, the vote was as follows:

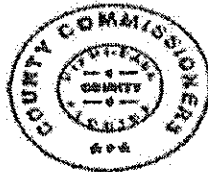
	Joe A. Martinez, Chairman	aye
	Audrey M. Edmonson, Vice Chairwoman	aye
Bruno A. Barreiro	Lynda Bell	aye
Esteban L. Bovo, Jr.	José "Pepé" Díaz	aye
Sally A. Heyman	Barbara J. Jordan	aye
Jean Monastime	Dennis C. Moss	aye
Rebeca Sosa	Sen. Javier D. Souto	aye
Xavier L. Suarez		aye

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Amended  
Agenda Item No. 11(A)(6)  
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The Chairperson thereupon declared the resolution duly passed and adopted this 17<sup>th</sup> day of July, 2012. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: Christopher Agrippa  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

Dennis A. Kerbel

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## Girl wants to get more black dogs adopted

BY SUZANNE PEREZ TOBIAS  
THE WICHITA EAGLE

WICHITA, Kan. -- Madison Bell wants to give black dogs a better shot.

The 12-year-old Wichita, Kan., girl, a seventh-grader at Mayberry Middle School, recently launched the Black Dog Club, an effort to raise awareness about a bias against black animals that often keeps them in shelters longer than their lighter-colored counterparts.

"Black dogs are overlooked because they're not unique enough. You can't see their faces very well," said Madison, who volunteers at the Kansas Humane Society.

"When I learned about it, I was shocked. I wanted to do something to help."

On Friday - retail's Black Friday - Madison helped the Humane Society host the Black Dog Adoption Drive, an event geared toward getting more black animals out of shelters and into loving homes. The Humane Society waived adoption fees for all black animals.

Madison encourages visitors to join the Black Dog Club, which she launched last month as her Girl Scout Silver Award project.

Madison's effort has "really kind of taken off," said Jennifer Campbell, spokeswoman for the Kansas Humane Society. "People understand the club and are quite charmed by Madison and her dedication to what we do."

Campbell said a bias against black dogs, sometimes called Black Dog Syndrome, is noticeable at the Wichita shelter - and elsewhere. Black dogs' facial expressions are harder to see and to photograph, so "they don't grab your eye as quickly as brighter-colored animals," she said.

Most telling, she said, is how patrons seeing a litter of puppies often opt for the lighter-colored ones.

Since launching her club, Madison has raised about \$1,300 for the Kansas Humane Society - funds that help pay for veterinary services and other needs for shelter animals.

"Really," she said, "I just hope we save a whole lot of animals' lives."

## Funding Feasibility Action Plan and Outcomes

Summary of Recommendations			
New			
for Increasing Animal Lives Saved			
	Funding	Specific No-Kill Goal	Measurable Outcome (A)
1 ASD Rescue Grant Program	800	ASD Rescue Group Transfers	Save 35 Percent of savable Dogs and Cats thru Rescue
2 ASD Medical Rescue Grant Program	450	ASD Rescue Group Transfers	Save 35 Percent of savable Dogs and Cats thru Rescue
3 Community Outreach Plan	700	Public Relations/Community Involvement	Increase Community Awareness by expanding existing programs
4 Shelter Adoption Events	300	Comprehensive Adoption Program	Save 55 Percent of Savable Dogs and Cats thru Adoption
5 Adoption Counselors	300	Comprehensive Adoption Program	Save 55 Percent of Savable Dogs and Cats thru Adoption
6 Offsite Adoption Centers	2,250	Comprehensive Adoption Program	Save 55 Percent of Savable Dogs and Cats thru Adoption
7 Large Scale Foster Program	150	Comprehensive Adoption Program	Grow Foster Program by 20 percent
8 Off-Site Adoption Program	200	Comprehensive Adoption Program	Save 55 Percent of Savable Dogs and Cats thru Adoption
9 Expand ASD Rescue Partnerships	150	Rescue Group Transfer Expansion	Save 35 Percent of savable Dogs and Cats thru Rescue
10 Volunteer Program	200	Comprehensive Adoption Program	Increase Community Involvement
11 ASD Transport Program Expansion	300	Comprehensive Adoption Program	Save 35 Percent of Dogs and Cats thru Rescue
12 Socialization and Enrichment Adoption Program	200	Comprehensive Adoption Program	Improve Disposition and Adoptability of Shelter Pets
Subtotal	6,000		
Summary of Recommendations			
for Reducing Shelter Intake			
1 TNR/TNG Program Support	500	Free Roaming Cat TNR/TNG drivers, trappers supplies	Defer 80% of Free Roaming Cats from ASD/HSGM to S/N Clinics
2 Sterilization Clinics (B)	10,700	High Volume, Affordable Spay and Neuter Services	Sterilize approx. 50,000 Free Roaming Cats & 20,000 Owned Dogs in year One
3 Surgery Vouchers	100	High Volume, Affordable Spay and Neuter Services	Work with private veterinary clinics to achieve 50,000 sterilization goal
4 High Risk Community Sterilization	300	N/A	Increase large animals saved above baseline annually
5 Managed Admissions	100	ASD Intake Policy Initiative (C )	Reduce Shelter Intake by 10 percent
6 Return to Owner Initiatives	300	Proactive Pet Redemption Programs	Increase pets returned to owners by 10 percent in year one
Subtotal	12,000		
Providing Access to Surrender			
Prevention Resources			
1 Surrender Prevention	700	Medical and Behavioral Programs	Defer Intake of Owner Surrenders Related to Medical Issues by 20%
2 Large animal victims of cruelty	500	Large animals victims of cruelty	
3 Surrender Alternatives	400	Proactive Pet Retention Programs	Reduce Intake of Owner Surrenders Related to Short Term Needs by 20%
4 Pet Assistance Hotline	150	Proactive Pet Retention Programs	Reduce Intake of Owner Surrenders Due to Common Issues
5 Public School Program & humane community education	250	ASD Initiative and Expansion of Existing Programs	Increase Community Awareness by expanding existing programs
Subtotal	2,000		
Grand Total	20,000 (D)		

Notes:

- (A) Goals will be refined commensurate with any approved funding  
 (B) Capital dollars will switch to operating as clinics are built-out  
 (C) Requires surrender/retention programs to be operational  
 (D) Dollar amounts include staffing and operations