

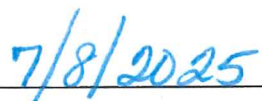


Animal Services Department Business Plan


Fiscal Years: 2025 and 2026*
(10/1/2024 through 9/30/2026)

Approved by:


Annette Jose, Department Director


Date


Cathy Burgos, Chief Community Services Officer


Date

Plan Date: May 5th, 2025

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DEPARTMENT OVERVIEW

Department Mission

The mission of the Miami-Dade County Animal Services Department (ASD) is to save the lives of abandoned animals in our care, protect animals from cruelty, reunite lost pets with their owners, protect people and pets in our community from health-related issues and ensure the public's safety.

Department Vision

Our Vision is that every dog and cat in Miami-Dade County will live in a home with responsible pet owners free from abuse and neglect, and every pet will be treated with compassion and dignity.

Department Description

The Department is dedicated to advancing animal welfare through a variety of programs and services aimed at protecting and improving the lives of animals while strengthening the human-animal bond. These services include accessible, low-cost and free spay/neuter surgeries, and preventive veterinary care for pets, as well as free sterilization for community cats. The department also offers expanded Trap, Neuter, Vaccinate, and Return (TNVR) services, a progressive managed intake policy, a comprehensive pet retention program, and humane law enforcement investigations. These initiatives support Miami-Dade County's commitment to achieving an annual save rate of 90% or higher and to create a community where people can afford to live, work, and thrive.

The Department's annual save rate goal of 90% or greater was first achieved in 2015 and has been maintained for ten consecutive years. To ensure continued success, the department offers community-based programs and services, including pet adoptions, comprehensive veterinary care, foster programs, mobile adoption events, partnerships with animal rescue organizations, interstate transport programs, pet retention initiatives, and the reunification of lost pets with their families. The fewer than 10% of pets that cannot be saved each year either pose a significant risk to public safety or are suffering so severely from illness or injury that humane euthanasia is the compassionate choice to prevent further pain and suffering.

As part of the Neighborhood and Infrastructure Strategic Area, ASD is committed to prioritizing the health, safety, and emotional well-being of the community by enforcing rabies vaccination and licensing requirements, protects the public from dangerous animals, and assists law enforcement agencies. The Department documents cases involving animal bites for rabies control, responds to injured animal complaints, investigates animal cruelty cases, provides forensic veterinary services, and offers support during states of emergency.



Division Descriptions:

Director's Office:

The Director's Office ensures that the Department's animal welfare programs align with its life-saving mission. It develops and implements programs and services focused on animal welfare throughout Miami-Dade County, with the goal of expanding community outreach, promoting pet retention, and achieving positive outcomes for shelter pets.

Life Saving Programs and Shelter Services:

Prepares pets for new homes by organizing in-shelter and offsite adoption events. They promote and facilitate pet adoptions, matching pets with loving, forever homes, and lead efforts to reunite lost pets with their families. Additionally, the team recruits, manages, and supports foster care families to address the unique needs and ensure the well-being of the most vulnerable animals in ASD's care.

Pet Protection Services:

The Division ensures compliance with Chapter 5 of the County Code of Ordinances and Chapter 828 of the Florida Statutes, coordinating regulatory and enforcement activities. It supports the Health and Safe Communities' key deliverables by overseeing field operations, providing pet retention services by rescuing dogs at large and returning them to their owners, and removing dead animals from public rights of way. The Department also conducts investigations into dangerous dogs, animal abuse and neglect, animal bites and quarantine requirements, as well as pet dealers and breeders, issuing uniform civil violations as necessary. Additionally, it supports police and local law enforcement agencies in handling animal-related crimes.

Finance, Budget and Compliance:

The division oversees and manages the Department's budget, financial transactions, including collections and accounts payable/receivable, grants, and procurement and inventory activities. Ensure fiscal responsibility by identifying efficiencies and maximizing resources and results. Coordinates and maintains all private veterinary issuance of licenses and rabies vaccination records. Issues and manages all computer-generated license and rabies vaccination renewals and citations; represents ASD at hearings.

Animal Care Division:

The Division ensures the safety and well-being of animals in the care and custody of ASD by providing hands-on care, including cleaning, feeding, walking, and offering enrichment activities. It supports population management through the Pet Retention program and works to build and expand partnerships with rescue organizations. Additionally, the division oversees the Trap, Neuter, Vaccinate, and Return (TNVR) program for community cats and the Pet Retention program.



Community Engagement and Public Relations:

Responsible for overseeing, analyzing, and preparing legislation for the Board of County Commissioners. Develop marketing plans to promote events such as adoption drives, spay/neuter community clinics, and pet food drives. Uses marketing and media platforms to promote ASD programs and services, engage with the community to encourage animal welfare awareness, and provides educational resources.

Veterinary Clinic:

Oversees all veterinary services. Provides all medical treatments and preventive care to shelter animals. Develops and oversees disease management protocols and monitors health and wellness. Performs spay/neuter surgeries, operates vaccinations and microchip clinic for the public, and provides free or low-cost spay/neuter, vaccines, and microchip services. Performs forensic exams. Prepares and submits laboratory samples of all suspected rabies cases and monitors other zoonotic diseases to protect human health.

Human Resources and Employee Recognition:

Provides department-wide human resource support. Oversees the human capital and employee performance management process. Coordinates recruitment efforts and processes time and labor information. Establishes and communicates policies, rules, and practices. Facilitates training, development programs, and administers the onboarding process.

Facilities and Asset Management:

Responsible for the management of all facility infrastructures and assets. Provides routine and preventive maintenance and repairs of building. Oversee contracts for safety and security, custodial, and janitorial services. Maintains inventory and tracking of assets and equipment as well as fleet management, including acquisition and disposal, and scheduling of routine maintenance and inspections.



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Table of Organization

<div> <div>DIRECTOR'S OFFICE</div> <div> • Oversees all departmental activities, including veterinary services, life-saving programs, anti-cruelty enforcement, marketing, outreach, and personnel; develops and implements programs and services relating to animal services throughout Miami-Dade County with the goal of continuing No-Kill accomplishments. </div> <div> <div>FY 24-25</div> <div>3</div> </div> <div> <div>FY 25-26</div> <div>2</div> </div> </div>	
<div> <div>LIFE SAVING PROGRAMS AND SHELTER SERVICES</div> <div> • Oversees pet life-saving programs, such as adoptions, lost and found, volunteers and foster program, offsite event planning, manages the Trap Neuter Vaccinate & Return (TNVR) program, assists with managing population through Rescue Programs and Transportation Services, and processing of all transactions for shelter services. </div> <div> <div>FY 24-25</div> <div>63</div> </div> <div> <div>FY 25-26</div> <div>62</div> </div> </div>	<div> <div>VETERINARY CLINIC</div> <div> • Oversees all veterinary services, including shelter health, behavioral programs, spay/ neuter surgeries, rabies vaccinations, medical treatments, and forensic necropsy and animal cruelty evaluations. </div> <div> <div>FY 24-25</div> <div>51</div> </div> <div> <div>FY 25-26</div> <div>52</div> </div> </div>
<div> <div>PET PROTECTION SERVICES</div> <div> • Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes, coordinates regulatory and enforcement activities, and oversees field operations, conducts field Pet Retention services, the issuance of uniform civil violations, and investigations. </div> <div> <div>FY 24-25</div> <div>33</div> </div> <div> <div>FY 25-26</div> <div>33</div> </div> </div>	<div> <div>FINANCE, BUDGET, AND COMPLIANCE</div> <div> • Oversees and manages department budget, financials, accounts payables/ receivables, collections, the issuance of rabies/licensing, grants, inventory, and procurement. </div> <div> <div>FY 24-25</div> <div>34</div> </div> <div> <div>FY 25-26</div> <div>30</div> </div> </div>
<div> <div>ANIMAL CARE DIVISION</div> <div> • Cares for shelter animals, including cleaning and feeding, provides enrichment activities, assists with managing population through Pet Retention services. </div> <div> <div>FY 24-25</div> <div>112</div> </div> <div> <div>FY 25-26</div> <div>112</div> </div> </div>	<div> <div>HUMAN RESOURCES AND EMPLOYEE RECOGNITION</div> <div> • Provides department-wide human resources support. Coordinates recruitments, time and labor, and other personnel functions. </div> <div> <div>FY 24-25</div> <div>4</div> </div> <div> <div>FY 25-26</div> <div>5</div> </div> </div>
<div> <div>FACILITIES AND ASSET MANAGEMENT</div> <div> • Responsible for managing and maintaining all facilities infrastructure and assets, building maintenance and repairs, fleet management, safety and security, custodial and janitorial services, assets and equipment management. </div> <div> <div>FY 24-25</div> <div>0</div> </div> <div> <div>FY 25-26</div> <div>4</div> </div> </div>	<div> <div>COMMUNITY ENGAGEMENT AND PUBLIC RELATIONS</div> <div> • Responsible for Community Engagement and Media Relations. Enhance Social Media presence and interactions. </div> <div> <div>FY 24-25</div> <div>4</div> </div> <div> <div>FY 25-26</div> <div>4</div> </div> </div>

The FY 2025-26 total number of full-time equivalent positions is 304



Our Customers

ASD has a broad customer base including pets that reside at our shelter while awaiting for a new home. ASD provides housing and care for approximately 7,500 – 8,000 dogs and over 20,000 cats every year. More than 55% of the cats entering the Pet Adoption and Protection Center (PAPC) are sterilized at no cost to the community and returned to their familiar place of origin through the Trap-Neuter-Vaccinate-Return (TNVR) program.

ASD welcomes an estimated 200,000 visitors annually to the PAPC. Visitors to the facility include those committed to adopting a pet, seeking reunification with their lost pet, or visiting to obtain low-cost or free services available to them, such as microchipping, TNVR of community cats, spay/neuter for owned pets, and wellness care. Others visit to ensure compliance with Chapter 5 requirements, such as licensing and rabies vaccinations, or to resolve animal welfare or enforcement issues.

Essential to the success of its mission ASD partners with animal welfare organizations and advocates. ASD has more than 150 animal rescue partners who provide positive outcomes for our most difficult to adopt pets. Through partnerships with Veterinary Clinics, ASD registers over 200,000 pet licenses annually to protect pets and people from the rabies virus. ASD also partners with non-profit organizations who provide low-cost or free spay and neuter services to community cats through TNVR and privately owned pets.

Communication and input from the community are essential to the ultimate success of any mission. ASD routinely seeks input on processes from pet owners, animal welfare advocates, shelter industry experts, rescue groups, and the veterinary community. The welfare and protection of animals concerns all residents of Miami-Dade County. ASD proactively communicates important messages to the community by posting on social media websites and developing marketing campaigns including tv and radio ads.

Strategic Alignment

ASD's efforts align with the Miami-Dade County's Strategic Plan, ASD's Strategic Plan (Resolution R-476-13) and the Save Charlie Act's (Resolution R-1255-20) goals of ensuring animal health and welfare and supporting vibrant neighborhoods and communities.

Objectives:

NI1-4: Protect the community from public nuisance and events that threaten public health

- Animal Welfare Officers respond to reports of dog bites, injured animals, aggressive dogs, tethered dogs, and police requests for assistance
- Investigators respond to reports of roadside selling, animal cruelty or neglect, aggressive dogs and work closely with the County Attorney and State Attorney's office bringing these cases forward, follow-up on permitting by conducting inspections of pet stores/shops, groomers, breeders, and guard dogs.
- Veterinary staff provides rabies vaccines to Miami-Dade dogs and cats to protect public health
- Recover deceased animals from the roadway.



NI1-5: Ensure animal health and welfare

- Provide shelter, food, medical care, and enrichment to homeless pets
- Provide low-cost or free spay and neuter services
- Provide low-cost accessible wellness care to community pets
- Provide pet retention services to community members

PS3-1: Increase countywide preparedness and community awareness

- Lead activation of Pet Friendly Evacuation Centers (PFEC) throughout the county during State of Emergency
- Ensure PFECs are properly staffed and have the necessary supplies for an activation

Recent Accomplishment

Unprecedented Surgical Milestone:

During FY 23–24, Animal Services Division (ASD) performed 33,548 spay/neuter surgeries—a 12% increase compared to the previous fiscal year. This marks the first time ASD has exceeded 30,000 surgeries in a single year, a milestone made possible through strategic partnerships and collaboration with veterinary professionals across the region.

Strengthened Volunteer Engagement:

ASD's volunteer program continued to thrive, expanding its reach and increasing the number of active volunteers. These dedicated individuals played a vital role in improving the quality of life for shelter pets through daily care, enrichment, and community engagement.

Record-Breaking Adoptions:

Over 7,000 animals were placed into loving "fur-ever" homes—an impressive 20% increase from the previous year. This success reflects ASD's commitment to innovative adoption events, outreach, and customer service.

Enhanced Veterinary Care:

ASD's veterinary team performed over 5,000 medical procedures, ensuring improved health outcomes and quality of life for thousands of shelter animals.

Expanded Community Outreach:

In alignment with the Mayor and Director's vision, ASD strengthened its presence in underserved communities by promoting access to spay/neuter services and delivering educational outreach aimed at responsible pet ownership and population control.

Human Resources Innovations:

The Human Resources division made significant strides in workforce development by streamlining the hiring process, reducing the average time-to-hire, enabling faster placements, and improving the overall candidate experience. This improvement accelerated the recruitment cycle and strengthened organizational responsiveness.



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HR also launched a comprehensive suite of training and mentoring initiatives, including leadership development workshops, cross-departmental shadowing opportunities, onboarding refreshers, and peer mentoring programs. These targeted efforts supported continuous learning, enhanced internal knowledge sharing, and promoted a culture of collaboration. As a result, the department has seen measurable improvements in employee engagement and team performance. One key indicator of a stronger talent pipeline has been the organization's internal promotion rate: over 70% of promotions in FY 23–24 were filled by internal candidates. This demonstrates both the effectiveness of HR's development programs and the organization's commitment to nurturing talent from within.

KEY ISSUES

Animal Services' greatest challenge is managing the overpopulation crisis within the shelter and in our community. The animal welfare industry is grappling with a nationwide overpopulation crisis coupled with a decline in pet adoptions. In response, ASD is actively addressing this issue both within the shelter and throughout the county by expanding spay/neuter and Trap, Neuter, Vaccinate and Release (TNVR) services, while continuously seeking and exploring innovative solutions such as the Golden Paws Program, Pawventure Program and Doggie Sleep overs. Additionally, overcrowding in our county shelter requires increased protocols to manage disease. The veterinary and animal care staff have implemented additional protocols to minimize the spread of diseases.

Animal Services is also committed to maintaining its No-Kill Shelter status and complying with the Save Charlie Act (R-1255-20) by sustaining a responsible 90% or greater save rate. To achieve this, the Department provides comprehensive adoption programs, hosts outreach events, facilitates transports to out-of-county and out-of-state shelter, offers pet retention resources, partners with rescue groups and implements marketing strategies to support these efforts and raise community awareness.

SWOT Analysis for Miami-Dade Animal Services:

Strengths:

- Comprehensive services: ASD offers a wide range of services, including pet adoptions, licensing, vaccination clinics, low cost spay/neuter programs, and animal control.
- Strong community engagement and support: The agency actively engages with the community through outreach programs, educational initiatives, mobile services to underserved communities; and a strong community backing, including volunteers, donors, and adopters.
- Dedicated staff: ASD employs dedicated and passionate individuals and professionals who are committed to the welfare and well-being of animals in their care.
- Modern facility: ASD operates a modern animal care facility approximately 70,000 sf. in size. It is equipped with an independent HVAC system for each adoption pod, which helps to dissipate the smell and to control diseases. The Pet Adoption and Protection Center (PAPC) has expanded surgical suites and a streamlined pre-admission process as well as an improved treatment clinic to provide quality care for animals in need.
- Partnerships with local businesses and veterinarians: ASD currently partners with Petco and PetSmart to offer adoption services at their stores, with more than 100 rescue groups to improve the positive outcomes opportunities for difficult to adopt pets, and with local veterinary clinics to provide alternative medical options to pet owners.



Weaknesses:

- Capacity constraints: ASD is currently facing an overpopulation issue that is challenging its ability to adequately accommodate the large number of animals entering the facility, leading to overcrowding and resource limitations.
- Funding limitations: The department has only one grant coordinator responsible for identifying, submitting, and managing a growing number of private grant applications, as well as monitoring and administering state appropriations. This staffing limitation hinders the department's ability to fully capitalize on potential funding opportunities.
- Enforcement challenges: Enforcing animal welfare laws and regulations across a large and diverse jurisdiction like Miami-Dade County presents logistical and staffing challenges.
- Response time: Due to the high volume of calls and cases, and Miami-Dade County's large jurisdiction, response times for animal control services or emergency situations also present a staffing challenge.
- Facilities: ASD currently houses a dog population beyond the Doral shelter's capacity requiring the use of the older Medley facility. The Department would benefit significantly from the development of a new, state-of-the-art shelter in the southern region of the County. This new facility would not only help address the increasing number of stray animals in a broader service area but also replace and modernize the outdated infrastructure currently in use.

Opportunities:

- Increase community outreach and education efforts: Develop and invest in outreach programs and educational campaigns to raise awareness about responsible pet ownership, spaying/neutering importance, and the compliance requirements of licensing and vaccination.
- Expansion of spay/neuter programs: Increase access to low-cost spay/neuter services to help reduce pet overpopulation and euthanasia rates.
- Grant funding: ASD has a significant opportunity to increase funding through proactive pursuit of grants from government agencies, foundations, not-for-profit organizations, and private entities to support targeted initiatives and projects. To maximize these opportunities, the department actively engages with County Commissioners and state legislators to advocate for and sponsor appropriation requests that align with departmental priorities. In addition, ASD is kickstarting a corporate sponsorship program aimed at building long-term partnerships with businesses to fund key programs. The department is also exploring donor-sponsored events as a means of raising both funds and community awareness, further diversifying its funding streams and enhancing sustainability.
- Expand Pet Retention support program: Provide support and resources to pet owners like food assistance, medical treatment, dog housing, and dog training opportunities through programs and partnerships to encourage owners to retain their pets and reduce the shelter pet intake.
- Expansion of services: Exploring new programs or partnerships, such as behavior challenged dog training to increase their adoptability opportunities.
- Adoption events and promotions: Hosting regular adoption events and offering promotions to help increase adoptions and raise awareness about the shelter.



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- Establishing additional satellite locations: Explore the opportunities to open new locations throughout the County to facilitate public access to our services and programs and to promote adoptions.
- Construction of a New State-of-the-art Animal Shelter: An opportunity for ASD lies in the construction of a new, state-of-the-art animal shelter that incorporates both an indoor play area and a yard, enhancing the facility's ability to care for and foster animals while improving community engagement.

Threats:

- Animal overpopulation: High numbers of stray or abandoned animals can significantly impact ASD resources and their ability to take care of the shelter pets and maintain service levels, leading to overcrowding and even increased euthanasia rates.
- Legislative changes: Changes in local or state laws and regulations related to animal welfare, licensing, or animal control policies can impact ASD's operations and resources.
- Economic downturns: Housing challenges experienced by residents impact the owner's ability to maintain their pets thus increasing the number of pets entering the shelter.
- Natural disasters: Miami-Dade County faces threats from hurricanes, floodings, or other natural disasters, which can disrupt operations and endanger the animals in the community.
- Zoonotic diseases: Outbreaks of zoonotic diseases such as rabies or leptospirosis can pose risks to both animal and human health, requiring immediate and effective response measures.
- Public perception and lack of awareness: Negative publicity and misinformation can damage ASD's reputation, erode public trust and reduced support from the community.

Issues

- Shelter Overpopulation: Due to an increase in the volume of animals being surrendered and the stray's intake, ASD has exceeded its capacity to individually house pets. This can lead to animals suffering from stress, increased behavioral issues, limited access to socialization, and potential health risks and disease outbreaks
- Limited Funding and Resources: ASD is limited by funding constraints in its ability to carry out essential lifesaving initiatives and provide services that directly impact the community like outreach programs, public education campaigns, adoption and spay/neuter events, or Trap, Neuter, Vaccinate, and Return (TNVR) programs, which are crucial for managing feral cat populations and preventing overpopulation. The funding constraints also limits access to behavior modification training, robust enrichment programs, and activities that ensure an animal's well-being. Furthermore, revenue-generating services like spay/neuter surgeries, pet licensing, and vaccinations which are essential to controlling animal populations and ensuring public health, can be affected by not having adequate staffing levels, equipment, or outreach to make these services accessible or affordable for the community.
- Staffing Shortages: Overpopulation increases the pet/staff ratio resulting in overwhelming of already under-resourced staff. This can lead to struggle to meet all the shelter's needs, decreased



quality of care, delays in necessary services such as assessment or adoption processing, and potentially causing stress for the animals. To help minimize the impact, ASD will engage with local schools, organizations and corporations to participate in a Day of Service. A Day of Service allows for certain shelter tasks to be absorbed by service groups and alleviate the workload of shelter staff.

- **Public Awareness and Education:** Limited marketing budget to support efforts to raise public awareness about responsible pet ownership, spaying/neutering, and the importance of adopting from shelters rather than purchasing; as well as to educate the community about the Pet Adoption and Protection Center's services and programs, increase brand recognition and reputation management.
- **Behavioral Issues in Animals:** Extended lengths of stay lead to behavioral issues like fear, anxiety, aggression, or difficulty socializing with people and other animals, leading to increased safety risk of potential animal bites. These animals are often harder to adopt, and may require specialized training, behavior modification, or socialization, which can be expensive and time-consuming.

PRIORITY INITIATIVES

- **Community Engagement and Events:** Community engagement is an ongoing priority of the Department, which historically has been achieved through offering services via mobile events. ASD hosts adoption events ranging in size, from two (2) pets in attendance to over two hundred (100) pets and offers a variety of event setup types (i.e., tents, mobile adoption vehicle also known as the HOPE Express, etc.). While adoption events are the most common event type, ASD also offers pet wellness events for owned pets as well as spay/neuter events for owned pets or community cats. ASD has a robust outreach program and hosts many adoption events, some of which receive national attention such as the NBC/Telemundo-sponsored Clear the Shelter Adoption event. The Department will continue to use media outlets and social media platforms to increase responsible pet ownership education and community awareness of available services. The PAWS at The Underline events continue to be held monthly except during the summer months. During the fiscal year, we have the goal to establish quarterly large-scale offsite adoption events to enhance community engagement and provide residents with adoption opportunities closer to their home.
- **Facilities:** ASD's current facilities are in critical need of modernization to effectively meet the growing demands of animal care and public service across the County. The Medley shelter, the department's overflow facility, is aging and increasingly inadequate in supporting current operational needs, animal population volumes, and service expectations. To address this, ASD is prioritizing the development of a state-of-the-art facility, through the construction of a new shelter in the southern region of the County, where population growth and stray animal intake continue to rise. Establishing a modern facility in the south would not only relieve pressure on current operations but also improve access to services for underserved communities.

In addition to the Medley facility, the Doral location faces ongoing challenges related to limited parking availability. This impacts both customer experience and employee accessibility. A long-term



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solution, such as leasing or acquiring additional space for designated parking, is essential to accommodate increasing foot traffic and support operational efficiency.

Furthermore, the Homestead trailer—currently used as part of ASD’s service footprint—is extremely outdated and in need of replacement. Upgrading this structure with a new, functional, and safe unit will enhance the department’s ability to serve southern communities more effectively and ensure continuity in outreach and support services. Modernizing ASD’s facilities is a top strategic priority that will directly improve animal welfare, staff effectiveness, and the overall experience for residents seeking services from the department.

- **Canine Training Program:** The Save Charlie Act has empowered the Department to continue to reach for the highest save rate. Going on nine (9) consecutive years with a 90% save rate or higher, the Department wishes to enhance its life-saving goal to target dogs with behavioral concerns, one of our most marginalized populations. At any given time, about one third of the shelter’s dog population suffers from some type of behavioral concern that could potentially affect adoption or other rehoming efforts. In the past, ASD relied almost entirely on private rescue organizations to pull behaviorally concerning animals, provide individualized training, and find a positive outcome independent of the PAPC. The behavior team at ASD has the qualifications to track behavior, formulate behavior plans, conduct trainings, and offer post outcome behavioral support for these dogs. Throughout the fiscal year, ASD will evaluate this program and enhance on activities that show success.
- **ASD will work with local trainers in establishing a program to enhance the adoptability of dogs by providing our pets with basic dog training:** In addition, ASD and Miami-Dade Corrections and Rehabilitation Department (MDCR) will partner for the Second Chance Dog Training Program. Dogs in the program will receive specialized attention to increase their chances for a positive outcome, and participating in MDCR Boot Camp Cadets will develop skills to enhance their employability.
- **Managed Pet Intake:** ASD started offering pet retention services before it became a national model for keeping pets with their owners and out of shelters. During FY 23-24, these efforts have increased in an attempt to reduce the current shelter overpopulation by limiting pet intakes and providing assistance and support to pet owners. Some of the assistance currently provided include medical treatment, pet food assistance, dog housing and enclosures. Other initiatives implemented to reduce shelter pet population are the Farmer’s Dog program which allows rescues to house stray dogs in their locations while receiving services from ASD. Also, the Population Incentive Program (PIP) provides financial support for rescue groups that outcome pets with long length of stays and are difficult to adopt.
- **Foster/Volunteer Program:** The Foster and Volunteer Programs provide a pathway for civic engagement and play an integral role in our life-saving mission. With a combined participation of over 3,000 individuals, these programs improve the well-being of shelter pets by providing enrichment and socialization among other things. Fostering is especially important for large dogs, which consistently make up more than 60% of the shelter dog population.



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Finding foster homes for large dogs is one of the biggest challenges of the Foster Program. Some barriers include HOA restrictions on pet weight throughout the County which preclude families from housing large dogs. Beginning in 2024, ASD will implement foster recruitment and opportunities during adoption events to increase the ability of dogs to leave the shelter as quickly as possible and hopefully provide an opportunity for the foster to adopt in the future. ASD found much success in fosters adopting dogs already under their care in 2024 after Hurricane Milton, so just giving the additional opportunity for dogs to leave the shelter, even temporarily, has increased the probability for adoption in the future. Additionally, the Foster Care Coordinators will manage the foster placement and care of nearly 1,200 neonatal pets. Neonatal pets require specialized care to survive, which involves ASD providing the necessary training to equip the foster family with the knowledge and resources to properly care for this vulnerable population. For neonatal pets, an available foster home is often their only hope for survival as they must be bottle fed every couple of hours.

ASD has significantly expanded its volunteer program year after year by onboarding more than 2,400 new volunteers who have logged over 100,000 hours of service since 2018. The goal is to create a stronger partnership between the volunteers and the shelter staff. ASD will automate the scheduling and task assignments for volunteers to strategically align with the operational needs for animal care. In 2020, ASD was recognized for its excellence in volunteer management and organizational performance by the world's largest organization dedicated to volunteer service, Points of Light. With this recognition ASD was also awarded a Service Enterprise Certification, an elite notation that is only held by 11% of nonprofits across the nation.

- **Veterinary Services:** The well-being of our homeless pet population is core to the mission of caring for and protecting shelter pets. The medical treatment of all animals at the time of intake and throughout their stay at the PAPC is vital to ensure their long-term health and adoptability. In conjunction with sound veterinary medical protocols, the PAPC features isolation and quarantine housing areas designed to reduce the spread of disease. The Save Charlie Act has increased the demand for veterinary services to be administered to address the needs of animals that are suffering from physical injuries or emotional distress typically linked to increased length of stay. The Department has expanded veterinary services to include public vaccination and sterilization programs, the emergency treatment of injured or ill animals, and the treatment of owned pets through pet retention programs. Mobile veterinary units providing services like free vaccinations and free or low-cost surgeries; have been mainly targeted to underserved and low-income communities in an effort to provide equal pet care and animal welfare opportunities to all county residents. Veterinarians are in high-demand and in short supply nationally, so the Department is looking at ways to incentivize new veterinarians to join our shelter team.
- **Employee Engagement and Retention:** The Human Resource division focuses on employee satisfaction and retention. They meet regularly after on-boarding to conduct “check-ins” where staff will have the opportunity to provide feedback on their training and supervisors, as well as advise HR of any tools they need to succeed. HR will strengthen employee support initiatives to boost job



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satisfaction and maintain a pipeline of skilled, qualified candidates to fill vacancies, ensuring a diverse workforce. Additionally, a formal succession plan will be established, along with departmental training and mentoring programs, to support effective staffing and knowledge sharing.

- **Securing Additional Funding:** ASD is actively seeking additional funding opportunities by applying for grants from government agencies, private foundations, and corporate sponsors. Grant funding allows ASD to expand their efforts and serve more animals and people by sustaining and implementing critical lifesaving programs like spay/neuter initiatives, expanded medical care to pet owners, and increase adoption events.
- **ASD Mobile Services:** In 2020, Friends of Miami Animals (FOMA) donated a mobile veterinary unit, also known as the Wellness on Wheels Mobile or W.O.W., to the Department, to provide basic preventative wellness care for owned pets in underserved and low-income communities throughout Miami-Dade County. Since its opening on May 27, 2021, the W.O.W. has provided care for over 7,100 pets and has helped more than 5,200 pet owners throughout Miami-Dade County.

FUTURE OUTLOOK

ASD has seen an increase in the length of stay for dogs that has nearly quadrupled, and our percentage of larger sized and behaviorally challenged dogs has also increased. The housing challenges experienced by residents has been a contributing factor to the current overpopulation issue. It has negatively impacted pet owners' ability to maintain their pets causing an increase of surrendered pets at the shelter and animal abandonment. Due to the limitations of large dogs in rental properties or HOAs, this presents an even greater challenge to adoption. The community cat population continues to be a priority for spay and neuter initiatives that aim to decrease free roaming cats. In the next 2-4 years ASD will increase current services, revamp existing programs to better align with strategic goals, and identify new programs that will reduce shelter intakes and increase positive outcomes for pets. As the Department moves forward, all aspects of the organization will continue to be reviewed and adapted in pursuit of its mission to improve animal welfare.

ASD will continue to focus on identifying and pursuing opportunities for community engagement delivering services to underserved areas. This will be achieved through creative planning and managed growth, not limited to the handling of our shelter pets, but to include a constant review of the Department's business processes, acquiring new technologies, and redistributing functions within the Department.

Furthermore, ASD wants to continue providing the best care for its shelter pets and is always looking for effective ways to improve their quality of life and find positive outcomes. This includes enforcing a managed intake policy, which keeps the shelter population as low as possible, decreases the likelihood of the spread of diseases, and allows resources to be used more efficiently and effectively. ASD is also looking to enhance its newly specialized behavior team that will assess and train dogs that raise behavioral concerns. These dogs will receive specialized attention to increase their chances for a positive outcome.



Departmental Business Plan and Outlook
Department Name: Animal Services Department
FY2024-25 & FY2025-26

ASD continues to work on projects to build and maintain infrastructure that supports long term goals. The Multi-Year Capital Plan includes funding to improve drainage to the Pet Adoption and Protection Center (PAPC) to alleviate flooding issues and resurface the parking lot for employees and customers. Also, the acquisition of a new trailer to replace the Homestead Veterinary Clinic with the goal of increasing and expanding the spay/neuter services in the community. Currently, ASD is exploring options to acquire a new facility in South Dade to provide additional services to the community or upgrade the Medley facility and complete the 40-Year recertification.

BUSINESS PLAN REPORT (ATTACHMENT 1)




Business Plan Report



Scorecard: Animal Services

As Of: 07/15/2025

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
Customer	Continue monitoring managed shelter intake	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-5: Ensure animal health and welfare	Total number of dog and cat intake	Jun '25	🔴	2,102	2,700	32,400	32,400
	Increase community pet health	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-5: Ensure animal health and welfare	Number of rabies vaccines administered by ASD Clinic	'25 FQ3	🟢	13,745	6,000	25,000	56,000
				Number of spay/neuter surgeries performed by ASD	Jun '25	🟢	2,203	2,100	25,000	25,000
	Increase positive outcome for pets	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-5: Ensure animal health and welfare	Increase number of saved animals (Live Release)	Jun '25	🔴	1,868	2,565	31,080	31,080
				Number of dogs and cats returned to owner	Jun '25	🔴	86	100	1,200	1,200
				Volunteer hours	Jun '25	🟢	4,590 Hours	3,000 Hours	36,000 Hours	36,000 Hours
				Percentage of dogs and cats rescued by out-state non-for-profit partners	Jun '25	🔴	0%	1%	1%	1%
				Save rate monthly (Asilomar)	Jun '25	🟢	92%	90%	90%	90%
				Number of dogs and cats rescued by out-state non-for-profit partners	Jun '25	🔴	3	15	180	180
				Percentage of trap, neuter, vaccinate, and release (TNVR) outcome	Jun '25	🔴	43%	55%	55%	55%
				Percentage of dogs and cats returned to owner	Jun '25	🟢	4%	4%	4%	4%
				Save rate calendar year	2024	🟢	93.44%	90.00%	90.00%*	90.00%*
				Percentage of dogs and cats adoptions	Jun '25	🟢	33%	20%	20%	20%
				Cats trapped, neutered, vaccinated and released (TNVR)	Jun '25	🔴	899	1,600	19,200	19,200
				Dog and cat adoptions	Jun '25	🟢	692	600	7,500	7,500
				Events	Q3 '25	🟢	87	70	280*	n/a
				Number of dogs and cats rescued by in-state non-for-profit partners	Jun '25	🔴	188	250	3,000	3,000
				Percentage of dogs and cats rescued by in-state non-for-profit partners	Jun '25	🔴	9%	10%	10%	10%
	Increase responsible pet ownership	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-5: Ensure animal health and welfare	Dogs licensed in Miami-Dade County	'25 FQ3	🔴	41,915	60,000	235,000	235,000
				Total microchips registered	'25 FQ3	🟢	13,194	10,000	40,000	40,000
	Maximize animal health and welfare to increase number of saved animals			Average Length of Stay - Puppies	'25 FQ3	🔴	7	5	5	5
				Average Length of Stay - Cats	'25 FQ3	🟢	4	7	7	7
				Average Length of Stay - Dog	'25 FQ3	🔴	41	20	20	20
				Average Length of Stay - Kittens	'25 FQ3	🔴	11	7	7	7
Financial	Meet Budget Targets (Animal Services)			Expenditures - Total (Animal Services)	'25 FQ3	🟢	\$10,329K	\$10,851K	\$43,413K	\$42,348K
				Revenue: Total (Animal Services)	'25 FQ3	🔴	\$3,707K	\$10,851K	\$43,413K	\$42,663K
				Positions: Full-Time Filled (ASD)	'25 FQ3	🔴	265	304	304	304
Internal	Consistent interpretation and application of enforcement practices (ASD)	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-1: Promote livable and beautiful neighborhoods	Citation Error Rate	Jun '25	🟢	0.13%	0.50%	0.50%	0.50%
				Number of citations	Jun '25	🟢	1,585	1,000	12,000	12,000
	Green Projects (ASD)	GG4: Effective leadership and management practices	GG4-3: Reduce County government's greenhouse gas emissions and resource consumption ★	Fuel consumption (gallons)	Jun '25	🟢	3,997	4,000	48,000	48,000
				Electricity Usage (kw)	Jun '25	🔴	252,240	300,000	3,260,000	3,260,000
	Improve the overall skills of workforce			Number of trainings performed	'25 FQ3	🟢	13	6	24	24
	Respond quickly to service calls to promote safe and livable communities	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-4: Protect the community from public nuisances and events that threaten public health	Number of dead animal pickup requests	Jun '25	🔴	365	400	4,800	4,800
				Number of Dead Animal Pickup Closed	Jun '25	🔴	378	400	4,800	4,800
				Dead animal pickup average response time (in calendar days)	Jun '25	🔴	1.28	1.00	1.00	1.00
				Number cruelty investigations responded to	Jun '25	🟢	260	250	3,000	3,000
				Number of dangerous dog investigations responded to	Jun '25	🔴	65	30	360	360
				Injured Animal - Total Monthly Count (ServiceStat)	Jun '25	🟢	324	300	3,600	3,600
				Injured Animal - Total Closed per Month (ServiceStat)	Jun '25	🟢	324	300	3,600	3,600
				Animal bite to person - total closed per month (ServiceStat)	Jun '25	🟢	272	150	1,800	1,800
				Number of animal bite to person cases	Jun '25	🟢	278	200	2,400	2,400
				Total Police Assistance Requests	Jun '25	🔴	141	160	1,920	1,920
				Animal bite to a person average response time (in calendar days)	Jun '25	🔴	8.0	3.0	3.0	3.0

Tuesday, July 15, 2025 4:03 PM Eastern Time

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
				Police Assist - Average Response Time (Service Stat) (in calendar days)	Jun '25		1days	1days	1days	1days

Legend:  : Key Initiative  : Featured Objective

* : This measure has been annualized to match the fiscal year-to-date total for this report. This year-to-date measure is configured based on the calendar year.

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

There are no Initiatives associated to the Objectives.

Initiatives for Scorecards

There are no Initiatives associated to the Scorecard.