

**Forsyth County
Animal Control
Advisory Board**



**Five - Year Plan for Animal Services
2013**



Animal Control Advisory Board
2011 -2013

Membership & Representation

Sandra Averitt	<i>Purebred Animals</i>
Bruce Bailiff	<i>City of Winston-Salem</i>
Charles Cahill	<i>Public Health Department</i>
Toby Cranfill	<i>Hunting Dogs</i>
H. Brad Craig	<i>Veterinarian</i>
F. Mitch Cromer	<i>Member At Large</i>
Marsha Crumpler	<i>Animals OtherThan Dog or Cat</i>
Greg Gartner	<i>Public Health Department</i>
Priscilla Ivester	<i>Member at Large</i>
Albert Jacobs	<i>Purebred Animals</i>
Keith Murphy	<i>Animal Welfare</i>
Marcia Potter	<i>Non-Pet Owner</i>
Jennifer Tierney	<i>Animal Welfare</i>
Martha Wilson	<i>Animal Welfare</i>
Tim Jennings	<i>Animal Control Director</i> <i>Ex-officio non-voting member</i>

For more information call: (336) 703-2480
Or visit the Animal Control website at: <http://animalcontrol.forsyth.cc>

Table of Contents

Executive Summary		Page 4
Introduction		
Goals & Objectives		5
Background		
	Mission, Values, Stakeholders, Mandates	6
	Settings & Populations	8
	Responsibilities & Services	9
	Organization Chart	10
	Department History	11
Demand & Need		
	Feedback & Analysis	13
	Existing Conditions – Performance Gaps	15
	Community Opinion Survey	24
	FCAC Special Programs	25
Programs & Performance Measures		
	Administration	28
	Patrol	32
	Custody & Care	35
Strategies		
	Low Income Spay/Neuter Assistance	38
	Public Education	38
	Partnership Programs	38
	Accessibility to Resources	39
	Volunteer Programs	39
	Code Amendments	39
Appendix		
	Population Analysis Methodology	41
	Advisory Board By-Laws	42
	County Measures - Animal Control	47
	WFU Pet Adoption Survey	48
	Community Animal Services Survey - results	53
	Community Stakeholder Survey - results	65

Executive Summary

This document represents the first Five Year Plan for Forsyth County Animal Control services developed by the Animal Control Advisory Board. Advisory board strategies and recommendations will provide the Animal Control department a generalized guide for future program development. A sixteen-month work-plan was utilized. It included alternating monthly meetings for Advisory Board review and discussion of services and issues, then solicitation of interest group input. Input on topics was requested from stakeholders through:

- Attendance at meetings.
- Written and email submissions.
- Telephone contact with staff.
- Meetings with FCAC staff.
- Surveys directed to general public and stakeholder organizations.

When preparing the plan the Advisory Board adopted certain assumptions. In general it has been assumed conditions affecting animal services will remain consistent with the pattern of the past three year period.

- Service demand activity levels will continue at rates consistent with 2008-2012 or greater.
- There will be only inflationary growth at best in available resources.
- Cost recovery for programs will remain at less than 100%.
- Staffing levels will remain constant, not increasing with workload on a 1 to 1 basis.
- Fees will be basically consistent with similar fees charged by communities in North Carolina and the Piedmont Triad area.

After consideration of community animal services issues the following broad strategies are recommended for implementation. These strategies all reflect collaborative relationships between the County's Animal Control department and its stakeholders.

Strategies:

- **Spay Neuter Assistance Program:** Develop a sustainable program for spay/neuter assistance to low income households. In addition to the proactive pet licensing program, additional resources should be directed toward reducing the disposable population of pets in the County.
- **Public Education:** Expand web page and social media to provide resource and liaison information to the community. Improve communication to stakeholder and/or partnership organizations on department activities and workloads.
- **Expanded Partnership Programs:** Partnership programs have been a very successful method of unifying private and public stakeholder resources on a signal goal. It is recommended that the department look to expand its partnerships wherever possible.
- **Accessibility to Resources:** Outsourcing some responsibilities may be the most cost effective manner to increase services without the addition of full time staff positions.
- **Volunteer Programs:** The department of Animal Control may actively look at ways to expand volunteers to support field services.
- **Code Amendments:** Suggested areas for priority review include increased regulation/penalties for owners of aggressive dogs and evaluation of the licensing program to encourage more voluntary compliance.

Introduction

The Forsyth County Animal Control Advisory Board is an eleven (11)-member board identified in Forsyth County Code Chapter 6, Sec. 6-5 Animal Control Advisory Board. The Advisory Board makes recommendations on animal control codes, policies and programs related to animals. Members are appointed by the Board of County Commissioners pursuant to identified capacities. The advisory board conducts regular public meetings and prepares an annual report for the Board of County Commissioners. Pursuant to FCC Chapter 6, Sec. 6-5 the Advisory Board has adopted By-Laws governing the purpose, duties, operations and membership subject to the approval of the County Manager.

Advisory Board Meetings are held at 6:00 p.m. on the third Thursday of each month. The public meeting alternates monthly with the Hearing Tribunal function. The public meeting acts as a forum to solicit public opinion on ordinances, services, and policy. This function also provides information on services, other than those of the Animal Control Department, available within the community. Annual reports then provide a foundation for strategic planning through the creation of a series of Five Year Plans.

This plan was developed to guide Forsyth County's Animal Control Department. The methodology utilized by the advisory board assumes no new sources of revenue will be available to support community animal services. As a guiding tool this document is based on the following framework:

It is Long-range

It looks ahead as far as is practical to anticipate growth and the resulting community needs.

It is Comprehensive

It considers all areas of animal care and control within the community.

It is General

It establishes general areas of need and their relationship and implications for the community.

It is hoped that this plan will better enable the Board of County Commissioners, the citizen advisory board, regional city councils, animal interest organizations and the Animal Control department to provide a comprehensive system of animal care and control for the community of Forsyth County.

Goal:

It is the goal of this report to provide an outline for animal control services for Forsyth County that affords maximum benefits to the greatest number of people in a manner that is financially responsible. This plan examines, in a systematic way, how the department can strive to achieve that goal within a changing community.

Objectives:

- To assess the demand and need of Forsyth County's residents for animal protection and control.
- To establish priorities for the development of expanded services to the community of Forsyth County.
- To establish the groundwork for obtaining funds and other resources for capital improvements, operation and maintenance of Animal Control programs.
- To provide an animal control program that meets the needs of Forsyth County's residents.
- To further strengthen Animal Control's relationship with individuals, other agencies and organizations with animal regulation and welfare interest.
- To provide the framework from which the Forsyth County Commissioners can establish policies for Forsyth County's Animal Control Department.

Background

When initiating the process of strategic planning and development of the 2012 Animal Control Five-Year Plan, the Animal Control Department has incorporated the public process of the Advisory Board into its strategic planning. The presentations, appeal hearings, citizen comment and issue related discussions of the Advisory Board meetings provides an ongoing outreach to Forsyth County citizens regarding animal services.

This engagement with the community has identified the Animal Control Department mission, values, stakeholders and mandates. These guiding principles are:

Mission

- **Forsyth County Government**

The mission of Forsyth County Government is to help create a community that is safe and healthy, convenient and pleasant to live in, with educational and economic opportunities for everyone. We cooperate with many other public agencies and community organizations in this mission.

We provide certain services and functions that are responsibilities of all county governments, and other services that the Board of Commissioners has determined to be necessary and appropriate. We are committed to the goal of providing quality services, efficiently and effectively, with courteous attention to the opinions and needs of individual citizens.

- **Animal Control Department**

The Department of Animal Control is concerned with the protection of the public's health and safety and with the welfare of animals in our community. The Department is responsible for the timely and effective enforcement of state laws and county ordinances concerning animals and for providing safe, humane shelter for stray, unwanted and abused animals.

Core Values

- Always treat others with consistency and respect;
- Being responsive to community needs;
- Accepting cultural diversity;
- Striving for a positive and creative work environment;
- Maintaining personal and professional integrity;
- Investing in professional excellence.

Stakeholders

- General Public
- Animal Owners
- Non-Animal Owners
- Neighborhood Associations
- Animal Welfare & Interest Organizations (Profit & Non-Profit)
- Elected Officials
- Local Governments
- Local Regulatory Agencies
- State Agencies.
- Federal Agencies
- Veterinarians

Mandates

Community Mandates:

- Provide for the public health, safety and welfare;
- Provide quality customer service;
- Maintain an awareness of changing perspective & demographics;
- Conduct operations with fiscal responsibility;
- Administer Chapter 6 Animals of the County Code.

Legal Mandates:

- Forsyth County Code- Chapter 6 Animals outlines department responsibilities and duties;
- The County is not required to provide Animal Control services, but the Health Director can provide rabies control through an Animal Control Officer (NCGS 130A-184 through 130A – 198);
- The County may appoint Animal Control Officer by NCGS 67-30, powers and duties outlined in NCGS 67-31;
- The County may provide an Animal Shelter by NCGS 153-442;
- The County established the Animal Control department in 1970, choosing to provide the service through ordinance.

Setting & Populations

Forsyth County is located in north central North Carolina in the area known as the Piedmont Triad.

Forsyth County is a growing community of approximately 354,952 residents*. Projections estimate the County has been growing at a rate of approximately 2% per year for the past decade.

Winston-Salem is the largest City within the County with an approximate population of 232,385. According to the 2010 census the number of residents living in unincorporated Forsyth County is now 16%, or approximately 56,285 people. Eight-(8) cities and towns are incorporated within the county:

<u>Incorporated City or Town</u>	<u>Population</u>
Winston-Salem	232,385
Clemmons	18,858
Kernersville	23,411
Lewisville	12,998
Walkertown	4,875
Rural Hall	2,937
Tobaccoville	2,441
Bethania	328

Animal Control serves all of Forsyth County including all municipalities.

An estimated 165,007 domestic dogs and cats resided in Forsyth County. This total is based upon an estimate of 76,787 dogs and a cat population estimated at 88,220. **

The USDA, National Agriculture Statistics Service reported the following livestock populations for Forsyth County in the 2007 Census of Agriculture: 4,005 cattle, 334 sheep, 84 swine and 1,372 horses. .

It is recognized that other agencies, such as the NC Wildlife Commission, NC Department of Agriculture, Forsyth County department of Public Health, Forsyth County Sheriff, and municipal police departments also have animal control and welfare responsibilities and interests.

* United States Census Bureau

** Appendix: Population analysis methodology

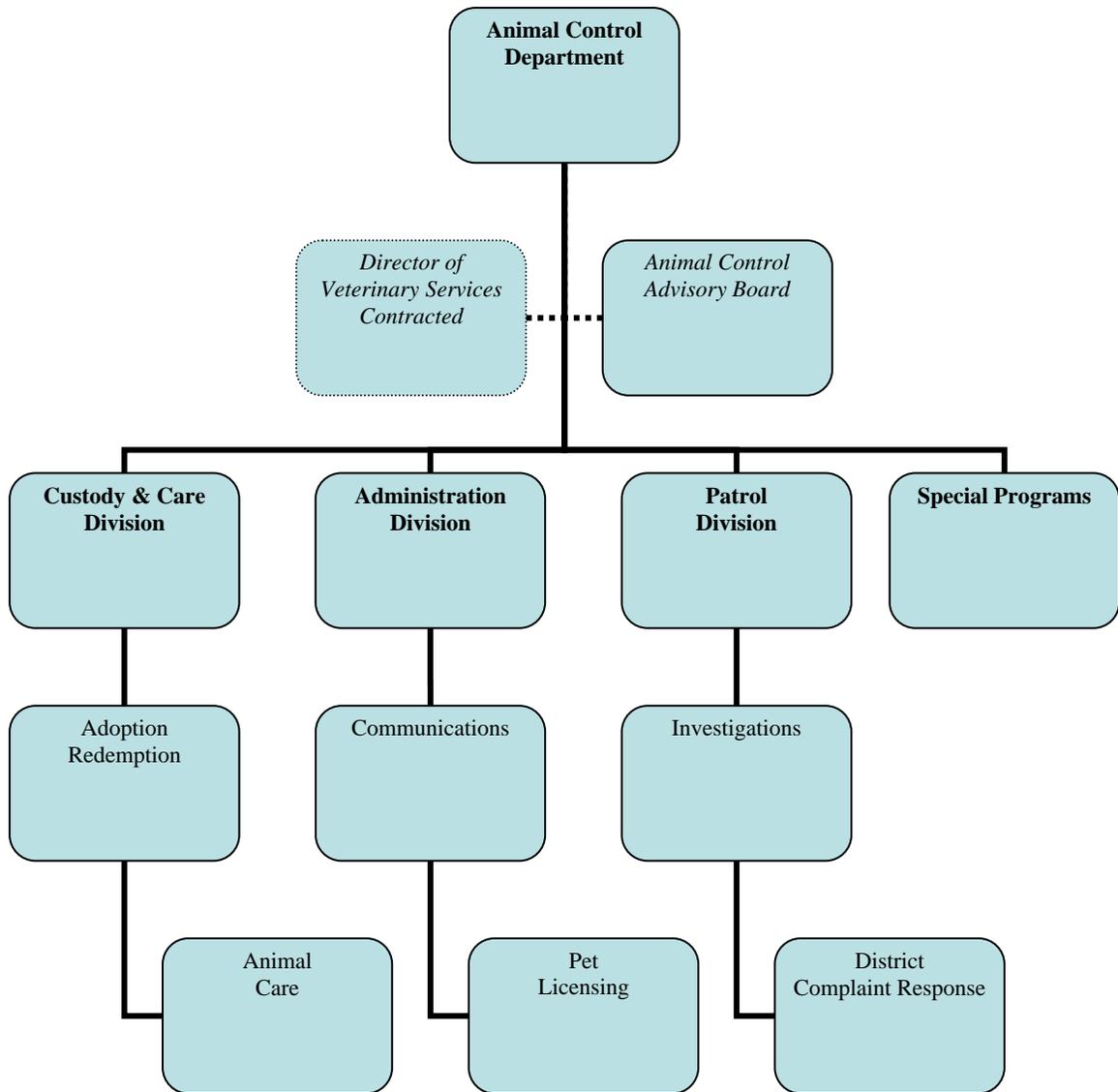
Responsibilities & Services

Forsyth County Code Chapter 6, Animals duties and responsibilities of the Animal Control Department:

FCC Sec. 6-3. General duties of animal control department.

The animal control department is responsible for:

- (1) Enforcing in this county all state and county laws, ordinances, and resolutions relating to animals and their care, custody and control.
- (2) Enforcing this chapter within the corporate limits of those municipalities of this county which have a standing resolution or ordinance duly adopting this chapter or its underlying ordinances.
- (3) Enforcing the municipal laws, ordinances and resolutions within the corporate limits of those municipalities of this county relating to animals and their care, custody and control which have been duly adopted by the municipalities and which the board of county commissioners by ordinance or resolution has authorized the animal control department to enforce in accordance with the policies of the animal control department.
- (4) Cooperating with the health director and assisting in the enforcement of the laws of the state with regard to animals and especially with regard to the vaccination of dogs and cats against rabies and the confinement or leashing of vicious animals.
- (5) Investigating cruelty or animal abuse with regard to dogs, cats and other animals.
- (6) Making such canvasses of the county, including the homes and businesses in the county, as it deems necessary for the purpose of ascertaining that all dogs and cats are duly and properly registered, that all dogs and cats of proper age are vaccinated against rabies, and that all dogs are properly tagged.
- (7) Operating, pursuant to policies of the animal control department, the county animal shelter.
- (8) Issuing dog and cat registration tags and maintaining a reference file in connection therewith, all in accordance with the provisions of this Chapter and the policies of the Animal Control Department.



Department History

The Forsyth County Animal Shelter provides countywide service and was initially built during the 1960's with county, city, and privately donated funds.

1970 Forsyth County opened a new animal shelter located on Fairchild Drive in Winston-Salem. This facility replaced a substandard shelter at the City Yard.

1971 An Animal Shelter Advisory Committee was established to advise the Board of Commissioners and the County Manager with respect to animal control matters.

1975 Animal Control began enforcement of Winston-Salem's leash law which made it illegal for a dog to run loose within the city limits.

1988 Rules regulating Dangerous Dogs were implemented by the Public Health Department.

1989 Monetary fines for violation of animal control ordinances were increased. At this time the County declined to enact proposals for a leash law and cat licensing.

1995 The use of carbon monoxide for animal euthanasia was phased out and replaced with euthanasia by injection. The shelter staff was increased with a Veterinary Technician position. Animal Control Officer training was enhanced through National Animal Control Association training and certification.

1998 - 2001 The department of Animal Control produced a local cable television program, Animal Perspectives, providing education and community discussion of issues.

1999 Chapter 6 Animals of the Forsyth County Code underwent major revision. The department responsibilities increased to include enforcement of rabies control and dangerous animal regulation.

2002 A Safe Haven program was established to provide temporary shelter for animals whose owners seek shelter from an abusive situation. Safe Haven is a partnership program with Forsyth County Family Services and law enforcement agencies.

2003 The Houses for Hounds program was developed to provide free dog houses to low income families in Forsyth County. It was initiated through the coordinated efforts of the WS/FC Career Center Carpentry Program, Forsyth County Animal Control, Fur-Ever Friends Adoption and Outreach Center, and the Forsyth Humane Society. Forsyth County entered into an agreement with the Humane Society of the United States Animal Services Consultation program. The program report examined the County's animal sheltering and field services and provided recommendation on service improvements.

2004 Forsyth County adopted a differential licensing ordinance. It's stated purpose: In an effort to reduce the number of unwanted dogs and cats in Forsyth County and as an incentive to owners of dogs and cats to have their animals sterilized, registration of all nonexempt dogs and cats shall require payment of an annual license tax registration fee, which shall be assessed based upon whether or not the animal is fertile.

The processing of all license transactions was transferred from the Tax Assessor to the department of Animal Control. One (1) Office Assistant position was added to the FCAC staff to assist with the new responsibilities. The Community Care Program was initiated establishing partnerships with non-profit breed rescue and animal welfare organizations to enhance opportunities for the re-homing of pets in the FCAC adoption program

2005 The AniMeals program was initiated. This program offers free pet food for the dogs and cats of elderly, disabled or low income residents of Forsyth County. Pet food donated to the FCAC program helps keep people and their companion pets together by removing logistical and financial obstacles to ensure that clients will always be able to provide nutritious meals for their pets.

An Animal Care Officer position was established with a job description encompassing non-criminal enforcement authority, shelter care duties and an emphasis on licensing enforcement. Two (2) part time office and shelter positions were incorporated into one (1) Animal Care Officer.

2006 Forsyth County's new award winning animal shelter was opened. The shelter more than doubled the space for animal sheltering and provided access for community involvement.

The Animal Control Advisory Board was established with responsibilities to advise the Board of County Commissioners, County Manager and Animal Control Department with respect to animal control matters and act as a Hearing Tribunal for appeals of civil citations and declarations.

2008 The County Code was amended to include a Dangerous Dog ordinance and establish extended stray hold periods for licensed animals.

2010 FCAC established a partnership with Forsyth County Schools to present the Lets End Animal Fighting (LEAF) program to middle and high school students emphasizing humane animal treatment and responsible pet ownership.

2011 The County Code was amended to include enhanced penalties for situations of aggression or abuse resulting from the tethering of dogs, a requirement to report found dogs or cats to the department of animal control and the waiver of licensing fees, for the first year a pet is registered as altered as an incentive to spay and neuter pets.

2013 The Animal Control Advisory Board completed and presented to the Board of County Commissioners the first Five-Year Strategic Plan for Animal Control services in Forsyth County.

Demand & Need

Feedback & Analysis

The Forsyth County department of Animal Control receives feedback from stakeholders through a variety of methods and resources. Analysis of input from diverse sources may provide a generalized concept of the community's service preferences. The department perceives this analysis function as a fundamental process that provides indicators of changing trends, and perceptions, and as an opportunity to initiate necessary program changes.

Examples of input by stakeholders:

General Public

Public Meetings

- The Forsyth County Animal Control Advisory Board holds regular monthly evening meetings to solicit, and facilitate, public involvement in program and policy development.
- Advisory Board meetings alternate between regular meetings and the Hearing Tribunal functions pursuant to FCC 6, Article VII Appeals.
- Public comment is actively solicited regarding proposed new sections to the County Code. The methods utilized to solicit public comment include designated meetings requesting public comment, providing public access to proposals and comment email on the department webpage and at the Animal Shelter, utilization of public service announcements and paid advertisements to solicit public input, provision of a designated telephone number and telephone voicemail for comment, and designation of an email address for comment and maintaining an open comment period of, at minimum, 30 days.
- Annual reports and five-year plans are presented to elected officials. Customer satisfaction surveys are utilized in the development of these reports.

Public Access

- FCAC is a seven (7) day per week operation.
- Officers are on duty from 8:00 AM to 11:00 PM daily with on-call services available until the next morning.
- The FCAC Communication Room functions 7 days per week, including holidays, receiving calls from citizens and dispatching officers. After 5:00 PM dispatch services are handled through the Forsyth County Sheriff's Office and Winston-Salem Police.
- Multiple information telephone numbers are published with 24-hour voicemail access.
- The Animal Shelter is open to the public Monday through Saturday. It closes Sundays and holidays. Operating hours are:

Monday, Wednesday, Friday, Saturday	12:00 PM – 5:00 PM
Tuesday, Thursday	12:00 PM – 7:00 PM
- The department web page provides access to general information, a variety of applications, and ordinances organized by general concerns.
- Social media is utilized through the FCAC Facebook page to provide daily updates, access and interaction with volunteers.

Interest Organizations – Local Regulatory Agencies

Outreach Programs

- FCAC maintains liaison programs with regulatory agencies and neighborhood associations to encourage communication and proactive response to issues.
- The pet licensing program annually conducts two (2) canvassing programs to provide education, information, and visibility, in neighborhoods.
- Annually two (2) low cost rabies clinics are held in cooperation with the department of Public Health.
- Dozens of community locations are utilized for public access to informational brochures.
- The Department’s Special Programs provide a consistent method of interaction and outreach with both public and private organizations.
- Annually held events dedicated to support community service programs.

Partnership Programs

- Many fundamental services are delivered through partnerships with local non-profit organizations. Partnerships are formed through agreement for cooperative actions to address community concerns.
- Regional, State and National Associations. Active membership provides access to support, training, liaison, and program evaluation resources.
- Both for profit and not for profit organizations sponsor FCAC AniMeals program fundraisers.
- The Community Care Program, with over 40 member organizations, provides for transfer and adoption, as well as foster care for FCAC sheltered animals.

Elected Officials – Local Government

- FCAC provides regional service provision. This provides contact with the elected officials of multiple jurisdictions within the County.
- Meetings, workshops and complaint tracking systems provide feedback on the perception, and expectations, of FCAC programs.

Performance Gaps & Issues

Each division of the FCAC department utilizes partnerships in providing services. These partnerships range from volunteer advisory boards to weekend adoption fairs. While such methods of service provision can be complicated and lead to delay when implementing new policy and procedure, it also provides an interactive link to the Department's stakeholders that enhances the ability to identify trends and perceptions the programs need to address.

Animal Control programs are classified in three categories:

- **Mandated** by code or statute;
- **Essential** to the health and welfare of the community;
- **Discretionary** to the livability of the community;

Patrol Division

Historic Service Guidelines: Mandated - Essential

- Performance expectations may be higher than other regional jurisdictions. Examples are:
 1. 7 day per week, 24 hour response.
 2. No categorical exceptions by animal types.
 3. Human resources do not match public expectations for time of response.
 4. Customer Service guidelines often equate to convenience service for the public.
 5. Public service policy often places FCAC in conflict with private vendors. Examples are Nuisance Wildlife Operators licensed by the state.

Service Request Analysis +	2004	2006	2008	2010	2012	% Change 2004-2012
At Large: Uncontrolled Animals Animals in Distress	4232	4584	5721	5723	6168	+ 46%
Cruelty: Neglect Malicious acts	990	1346	1402	1574	1522	+ 54%
Vicious: Aggressive Dogs Animal Bites Dangerous Animals	1603	3171	2872	2847	2914	+ 82%
Other: Wildlife Assistance Licensing Miscellaneous	1624	2424	2752	3159	3831	+ 136%
TOTALS	8449	11,525	12,747	13,303	14,435	+ 71%

+ FCAC Monthly Activity Reports

Partnerships: Essential

- Partnerships are a form of volunteer services in which the cooperative organizations maintain their own identity and priorities.
- Volunteers are a generally unreliable resource on which to base mandated services.

Service Mandates: Mandated

- State of North Carolina statues establish unfunded mandates. FCC 6.6-2 established the Animal Control Department in 1970. FCC 6.3 outlines the general duties of the department as:

- (1) Enforcing in this county all state and county laws, ordinances, and resolutions relating to animals and their care, custody and control.
- (2) Enforcing this chapter within the corporate limits of those municipalities of this county which have a standing resolution or ordinance duly adopting this chapter or its underlying ordinances.
- (3) Enforcing the municipal laws, ordinances and resolutions within the corporate limits of those municipalities of this county relating to animals and their care, custody and control which have been duly adopted by the municipalities and which the board of county commissioners by ordinance or resolution has authorized the animal control department to enforce in accordance with the policies of the animal control department.

Citation issuance by violation +

Licensing/Rabies Vaccination	1034
At Large/Leash Law	402
Vicious Behavior/Biting	48
Cruelty/General Duties	160
Dangerous Dog Declarations	30
Potentially Dangerous Dog Declarations	143

- (4) Cooperating with the health director and assisting in the enforcement of the laws of the state with regard to animals and especially with regard to the vaccination of dogs and cats against rabies and the confinement or leashing of vicious animals.
- (5) Investigating cruelty or animal abuse with regard to dogs, cats and other animals.
- (6) Making such canvasses of the county, including the homes and businesses in the county, as it deems necessary for the purpose of ascertaining that all dogs and cats are duly and properly registered, that all dogs and cats of proper age are vaccinated against rabies, and that all dogs are properly tagged.
- (7) Operating, pursuant to policies of the animal control department, the county animal shelter.
- (8) Issuing dog and cat registration tags and maintaining a reference file in connection therewith, all in accordance with the provisions of this Chapter and the policies of the Animal Control Department.

+ FCAC Citation Report 2010

Personnel & Equipment: Essential

- Budget limitations restrict human and equipment resources. Fee based services, especially those generated from regulatory agencies, are often perceived by the public as punitive costs rather than support for desirable community programs.
- Overall service demand increasing at an average of 4.3% per year impacts staffing ratios.

Animal Control Officer Time Expenditure Analysis ++

	2006	% of day 2006	2010	% of day 2011
Shelter Time	3 hr	42%	49%	38%
Case management, training, special program activities	14 min			
Travel time between responsibilities	3 hr 14 min	38%	31%	35%
On-site at Calls	1 hr	20%	20%	27%
Contact with reporting parties, animal owners or animals.	41 min			

	2006	2010	2011
FCAC Officers	11	11	11
Complaint/Field Responses per officer	960	1,513	1,442
Impoundments per month per ACO	298	308	323

- Animal Control Officer's time restrictions limit ability to provide quality service. The National Animal Control Association provides a methodology for estimating animal control officer staffing needs. Utilizing this methodology it can be estimated that Forsyth County is operating at approximately 52 % of officer need for effective service delivery. ****

++ FCAC Officer Daily Logs

*** Appendix.: Estimating Animal Control Officer to Population Service Needs

Field Services – Jurisdictional Comparison

JURISDICTION	POPULATION	ANIMAL CONTROL OFFICERS +	POPULATION PER OFFICER
Cumberland County	319,431	13	24,572
Durham County	267,587	12	22,299
Forsyth County	354,952	10	35,495
Gaston County	206,086	12	17,174
Guilford County	488,408	11	44,401
Mecklenburg County	919,628	39	23,580
New Hanover County	202,667	7	28,952

+ FCAC has 9 Animal Control Officer positions and 2 non-commissioned Animal Care Officers. Animal Care Officers job description establishes 50% of their duties and time be working in the shelter. For the purpose of this comparison the field hours of the Animal Care Officers have been counted as 1 ACO.

Administration Division

Historic Service Guideline: Discretionary

- Goal of cost effective services may also equate to insufficient resources.

Animal Control Advisory Board: Mandated

- Membership interest is derived from special interests organizations and may not reflect the general public opinion.
- Special interests often wish to direct policy and operations.
- Policy & procedure recommendations may and have caused spirited debate when the general public perception of issues, needed policy guidelines, and fiscal responsibility differed from recommendations put forward.

Potential Partnership Conflicts: Discretionary Essential

- FCAC regulates organizations with which it seeks to partner. This circumstance discourages potential beneficial partnerships.
- Competition for resources in areas of donations and volunteer assistance between FCAC and our community partners.
- As a facilitator agency FCAC easily becomes a target for service complaints. Local government is expected to resolve many animal control issues for which resources are not available in Forsyth County.

Technology: Essential

- Technological enhancements are a function of available resources.

Community Issues: Discretionary

- Special interest organizations may inadvertently hinder enhancements. Special license fee categories for pet owners as well as pets require FTE time in review and account updating.
- Pet licensing is perceived as an intrusive activity and not as a fee for services. Voluntary compliance is limited as a result.
- Fee base is transient in nature. Outreach and enforcement efforts generate non-voluntary licensing. Renewal compliance yield is relatively low.

Hearing Tribunal Mandated

- Public can utilize service at no cost.
- Established by code: FCC 6.55 Violations and penalties and FCC 6.56 Appealable Actions

Funding: Essential

- Accountability for non-compliance is low. Collection of fees and penalties may not be cost effective, but a collection program has benefits in resolution of community livability and public safety issues.

Custody & Care Division

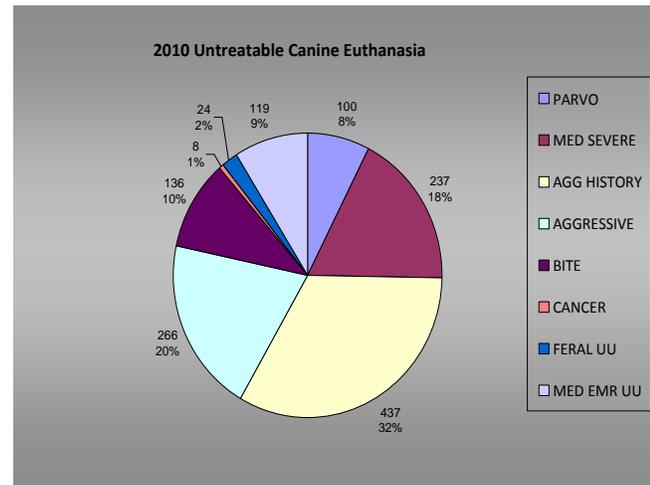
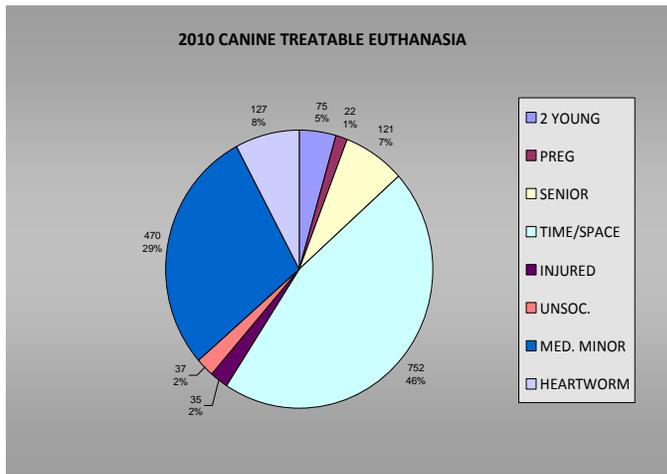
Animal Shelter: Mandated - Essential

- The fundamental service mandate of FCC Chapter 6 Animals is the provision of a shelter for the housing, care and recovery of animals in the custody of Forsyth County Animal Control.

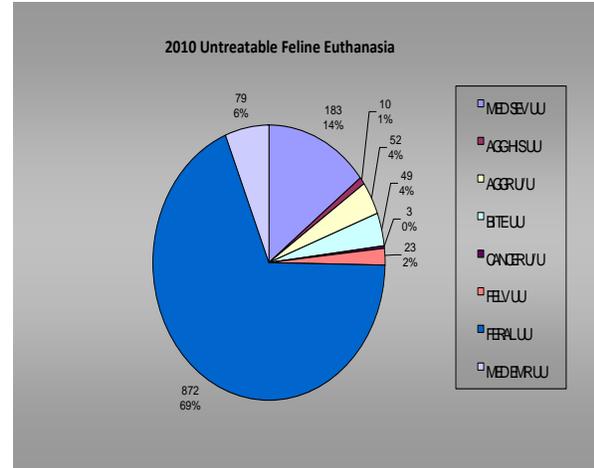
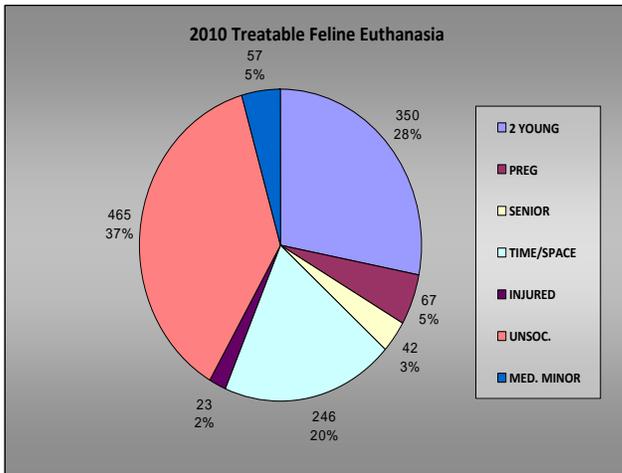
Workload Statistics FY 2012 +

Animal Control	June 2012	June 2011	% Change	2011-2012 Year to Date	2010-2011 Year to Date	% Change
Sheltered	974	848	+ 15	9,059	8,395	+ 8
Adoptions	142	123	+ 15	1,518	1,175	+ 29
Redemptions	67	49	+ 37	592	526	+ 13
Euthanized	747	641	+ 17	6,727	6,474	+ 4

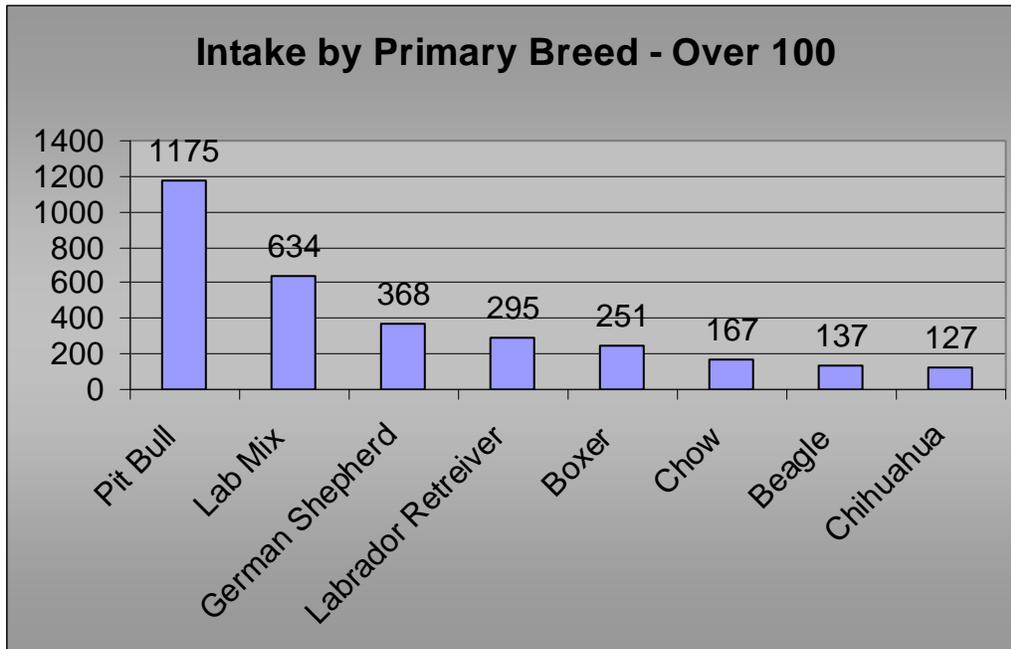
- Animal Shelters are inspected and licensed annually by the NC Department of Agriculture pursuant to NCGS 52-J Animal Welfare Section.
- Euthanasia Technicians must be certified by the NC Department of Agriculture pursuant to NCGS 52-J Animal Welfare Section.
- Forsyth County maintains an “open door” policy regarding shelter intake. All animals are accepted during business hours of operation.
- A time analysis of Shelter Attendant daily responsibilities shows 8.5 hours per day per employee are required for animal care responsibilities at full staffing. This does not include customer service and Special Program duties of these employees.



+ FCAC County Measures



- Shelter availability is primarily for domestic pets.



- A County policy determination was adopted to address excess/disposable pet populations through proactive programs. FCC 6-10 Registration of dogs and cats required.

Shelter Outcomes

Fiscal Year	Animals Impounded	Animals Redeemed	Percent Redeemed	Animals Adopted	Percent Adopted	Animals Re-homed
03-04	7,862	355	4.5	1,024	13.0	1,379
04-05	7,403	333	4.5	1,024	13.8	1,357
05-06	8,506	442	5.2	1,182	13.9	1,624
06-07	8,238	531	6.4	1,289	15.6	1,802
07-08	8,075	562	7.0	1,348	16.7	1,910
08-09	8,853	584	6.6	1,473	16.6	2,057
09-10	8,402	564	6.7	1,308	15.6	1,872
10-11	8,395	526	6.2	1,175	14.0	1,701
11-12	9,059	592	6.5	1,518	16.7	2,110

- Partnership programs are discretionary, but essential for successful programs.
 Community Care: 40** member organizations
 Volunteers: Average 7 hours 45 minutes per day
 Community Service average 4 hours 20 minutes per day

Community Opinion Survey: **Summary**

A variety of Methods were utilized to solicit public comment regarding animal services, both public and private in Forsyth County. *

1. Publicized public input meetings.
2. A 39 question animal services survey was advertised and accessed through the County webpage.
3. A telephone number was designated with voicemail to receive public comment.
4. An email address was created and advertised to receive public comment.
5. Directed outreach to stakeholder organizations including neighborhood associations, with a mailed Stakeholder Survey.

Public comment - Response summary & evaluation

- Public Comments received over a 60 day period.
290 surveys were completed and submitted in addition to email, telephone and public comment submitted by the public.

- Key community issues identified from public input:

The level of resources available to Animal Control was recognized with generally positive comments regarding the quality of performance of shelter and field staff members.

The majority of comments and recommendations submitted can be summarized as follows:

I. Increased Proactive Programs

- Forsyth County needs increased Low Cost Spay/Neuter Assistance.
- Increased Education and Outreach are needed to make pet owners aware of their responsibilities to the community.

II. Improved Complaint Response

- Response is considered inadequate and frustrating .

III. Customer Service.

- Frustration with limited access to human customer service, primarily telephone, which was considered inadequate.

IV. Generally More Positive Outcomes

- More programs for Feral, stray roaming cats
- Longer hold periods for adoptable animals
- Medical treatment – behavior training to improve adoptability of shelter animals.

* Appendix: Community Opinion Survey page 53
 Stakeholder Survey page 65

FCAC Special Programs

<u>Program</u>	<u>Description</u>
Community Care Almost Home	<p>The Community Care and Almost Home programs provide additional adoption, rescue & foster care resources for the Forsyth County Animal Shelter. Currently over 40 animal rescue, welfare, veterinarian and professional organizations participate in the Community Care and Almost Home programs. The success of these programs is due largely to the efforts of our partner organizations and the sustained relationship of the Department with these groups. Through this program the community itself becomes an extension of the animal shelter.</p> <ul style="list-style-type: none">• Annually, approximately 217 animals are transferred from FCAC to Community Care or Almost Home organizations.
Spay/Neuter	<p>Forsyth County Animal Control requires all dogs and cats adopted from the animal shelter be altered before placement in a new home. The FCAC differential licensing program encourages altering pets to reduce the number of ownerless/unwanted pets. County incentives to alter pets include reduced registration fees for altered pets, free licensing for the first year a pet is registered as altered, and citation penalties for licensing violations may be waived upon gaining compliance with registration requirements.</p> <ul style="list-style-type: none">• Forsyth County requires the approximate 1,300 dogs and cats adopted annually from the Forsyth Animal Shelter be spayed or neutered.• Currently 86% of dogs and 98% of cats registered with the County are altered.
AniMeals	<p>This program offers donated pet food for the dogs and cats of elderly, disabled or lower income residents of Forsyth County. AniMeals helps keep people and their companion pets together by removing logistical and financial obstacles to ensure that clients will always be able to provide nutritious meals for their beloved pets. Major events are held annually to solicit donations to support the program.</p> <ul style="list-style-type: none">• FCAC receives approximately 120 applications for the program each year. Generally 37 households are within the program receiving assistance.

Houses for Hounds

This is a program for the purpose of providing free dog houses to lower income Forsyth County residents. The Houses for Hounds program was developed through the coordinated efforts of the WS/FC Career Center Carpentry Program, Forsyth County Animal Control, Fur-Ever Friends Adoption and Outreach Center, and the Forsyth Humane Society.

- Forsyth County annually provides 25 doghouses to applicants.

Project Pearl

Project Pearl is a non-profit organization that incorporated to support the Forsyth County Animal Control Department through:

- The utilization of professional photographers and social media to promote the adoption of shelter animals;
- Funding special programs to spay/neuter animals to enhance and promote their adoptability;
- Coordinating and staffing outreach events and media relations;
- Funding and coordinating a system of foster homes for animals in need of medical care, behavior assistance, or foster care pending case resolution.

Safe Haven

Safe Haven is a foster care program for the pets of victims of domestic violence. The program is a collaborative effort between Forsyth County Animal Control, Family Services, and the Domestic Violence Community Council. Safe Haven provides free foster care for the pets of Family Service’s clients.

Enhanced Patrol

The Enhanced Patrol program proactively establishes deterrents to violations through concentration of officers near schools and parks as well as neighborhoods identified as having problems with animal violations.

- Annually, approximately 40 Enhanced Patrol responses are conducted.

NC Animal Federation

FCAC is a charter member and maintains board level membership within NCAF. The Federation is an association of management professionals affiliated with public and incorporated private non-profit animal welfare organizations within the state of North Carolina. The primary goal of NCAF is to advance animal care and control issues through professional development and collaboration.

- Forsyth County has been requested to, and has, provided training on behalf of NCAF in the areas of new shelter construction and organizational change, working with feral cat organizations, training and certification of NC Certified Euthanasia Technicians.

CART
County Animal
Response Team

The program responsible for implementing the award winning FCAC animal disaster response plan. Standard responsibilities include:

- Annual contact and update of pet friendly and emergency animal shelter locations. Review of supply inventory and resources. Liaison contacts and training with state and local emergency response organizations.

Outreach

Planning and implementing public educations events, media relations, website and social media outreach.

Sample activities include:

- **Rabies Clinics:** A joint Public Health, Animal Control program that provides low cost rabies clinic vaccinations twice yearly, vaccinating over 1,220 animals annually.
- **Wake Forest University:** WFU Animals Make Us Human class provides students with interaction with the Department and provides the Department with volunteer hours as well as outreach projects such as brochure and video development.
- **Law Enforcement Memorial Foundation:** hosts annual events to honor, recognize, and support local current and fallen law enforcement heroes.
- **Medial relations:** Public Service Announcements, television and radio contacts, WXII TV Pet of the Week, WFMY TV 2 the Rescue.
- **Lets End Animal Fighting (LEAF):** A public education program to provide the community with a positive way of dealing with our feelings regarding illegal animal fighting and animal cruelty. LEAF program presentations to schools have ranged from elementary to high school grade levels.
- **Social Media:** Updates, contact and outreach to over 1,000 volunteers and followers of the FCAC Facebook and Twitter pages.
- **Neighborhood Canvassing:** Door to door canvassing by Animal Control Officers & volunteers to promote spay, neuter and licensing requirements

Shelter Operations Team

Develops reviews and updates FCAC policy & procedure manual, training guides, desk manuals and representation on County internal committees such as Safety and Green Team.

- **Safety:** This program conducts monthly shelter & vehicle safety inspections and conducts training for workplace safety compliance.
- **Green Team:** County program emphasizing energy saving and cost efficiency. FCAC developed electricity rationing and rainwater storage. Solar panels are utilized for hot water generation.

F.A.I.R.

(Feline Assistance Initiatives Response) - addresses community Feline issues related to the protection of the public and feline health and welfare throughout Forsyth County. FCAC partners with Forgotten Felines of Forsyth (FFF) to identify and address varied issues related to colonies of free roaming cats within the community.

- FCAC provides resources such as humane traps and microchips. FCAC recognizes colonies managed by FFF.
- FFF provides volunteer caretakers and assists with non-recognized colony issues. Microchips are utilized to identify recognized colony felines.

C.A.N.V.A.S.

(Community Animal Nuisance Viable Abatement Services) - a partnership program to proactively address animal nuisances in complexes such as apartment buildings or mobile home parks, while increasing licensing compliance.

Volunteers

Facilitates and trains volunteers to assist with shelter animals and public education events. Each year over 200 volunteers donate 600-700 hours of care and assistance for animals. Also assisting within the shelter, approximately 50 citizens complete hundreds of mandatory community service hours

Volunteer opportunities at the department include, but are not limited to:

Animal Care

- Help us provide a clean, safe environment for the animals in our care.
- Socialize animals and provide basic training as part of our SPOT (Shelter Pet Obedience Training) program. Give shelter pets the tools they need to thrive in their new homes.

Adoption Assistance

- Help shelter pets find the perfect home. A great way to spend your free time: helping a homeless animal find his/her forever home.
- Greeting the public, directing clients around the shelter, answering visitor's questions, assisting the public with viewing animals.
- Stay Together Program – experienced dog trainers and cat fanciers providing guidance and answering new adopters questions

Neighborhood Canvassing

- Door to door canvassing with Animal Control Officers to promote spay and neuter and licensing requirements.
- Distribute literature; licensing applications, adoption applications, volunteer applications and County Code information.

Houses for Hounds

- Dog houses are built or delivered by volunteers.

AniMeals

- Deliver donated pet food to needy clients in Forsyth County.
- Pick up donated food from donation bins.

Organizations partnering with FCAC:

- Furever Friends volunteers conduct weekly Sunday Adoption Fairs at the Animal Shelter.
- Hiking Hounds is a volunteer coordinated monthly program of organized walks with shelter dogs.
- Project Pearl is a volunteer program utilizing professional photographers and social media to promote the adoption of shelter pets. Project Pearl raises funding to support department program goals and coordinates a pet foster home program for FCAC.

Programs & Performance Measures

Administration Program

Administration is responsible for developing policies and procedures, providing budget and financial control and providing oversight for the overall operations of the department. Services are provided to all municipalities within Forsyth County. In conjunction with the Animal Protection & Control Advisory Board, this program facilitates communication and coordination of animal interest organizations. Provides public/private partnership programs which benefit the people and animals of the community.

Program Goal:

To manage the county Animal Control programs in a financially responsible manner while providing an effective level of community service.

Objective:

Cost efficient programs

Indicators:

Population served per FTE	2004	2006	2008	2010	2012
	11,238	11,579	11,921	12,092	12,240

Jurisdiction	Population	Animal Control Annual Budget	Animal Control Department Staffing	Service Cost per citizen *
Cumberland County	319,431	\$1,450,000	34	\$4.54
Durham County	267,587	\$1,437,047	18 <i>Shelter Services outsourced</i>	\$5.37
Forsyth County	354,952	\$1,964,094	29	\$5.53
Gaston County	206,086	\$1,725,154	23	\$8.37
Guilford County	488,408	\$2,932,313	16 <i>Shelter Services outsourced</i>	\$6.00
Mecklenburg County	919,628	\$5,000,000	78	\$5.44
New Hanover County	202,667	\$1,220,890	27	\$6.02

* FY 2011-2012 Budget

Cost per unwanted/unclaimed dogs & cats: 2010 FY Budget

Cost per dog & cat as a portion of Animal Control Budget	\$241.75.
Daily care expense to care for unwanted/unclaimed dogs and cats requiring euthanasia totaled	\$94,740.48.
Cost of unwanted/unclaimed dogs and cats requiring euthanasia as a portion of Animal Control Department total budget	\$1,485,312.00

Objective

Reduction of unwanted/unclaimed pet population

Indicators

Spay/Neuter Rate of Licensed Pets

Year % S/N	<u>2004</u>	<u>2006</u>	<u>2008</u>	<u>2010</u>	<u>2012</u>
	80%	87%	87%	90%	92%
Dogs	76%	83%	83%	86%	88%
Cats	94%	97%	97%	98%	98%

Service programs that implement the Administration program goals include:

- **Outreach** Webpage updates & enhancements
Education program for all ages. Media Liaison
- **Safe Haven** Partnership with the Women’s Shelter and Domestic Violence Community Council providing assistance to victims of domestic violence
- **AniMeals - Houses 4 Hounds** Providing donated pet food and dog houses to low income families
- **C.A.N.V.A.S.** A partnership program to proactively address nuisances in residential complexes
- **Community Care Program** A partnership program transferring adoptable pets into non-profit Programs and establishing foster homes for special needs animals.
- **NC Animal Federation** A professional association of public Animal Control Department and non-profit animal control and shelter managers.

Patrol Program

This program enforces local and state regulations establishing care and control requirements of animal ownership in Forsyth County. Officers of this program also address rabies control and provide emergency response to animal concerns primarily involving domestic pets, livestock and wildlife throughout Forsyth County.

Nine (9) deputized Animal Control Officers and two (2) non-deputized Animal Care Officers provide response seven days per week, 24 hours per day through a priority system identifying public safety/emergency, daily and follow up categories of service requests.

An individual service request may require multiple responses before closure. Through active involvement in department special program Officers interact and provide education within the community.

Program Goal:

To provide for the community health, safety and welfare through the enforcement of ordinances regulating animal care and control.

Objective: Priority Response.

The priority response system of service delivery was developed to coordinate available resources. The program response has been to maintain performance goals related to public safety and welfare issues.

Indicators:

Service Demand & Outcomes *

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Service Calls	14,810	16,256	15,261	14,055	14,562	14,902
Bites	561	576	668	776	733	853
Citations	1,071	1,153	1,274	1,246	1,002	842
Impoundments	8,254	8,105	8,833	8,397	8,395	9,059

* Source: County Measures

ACO Time of Response

Priority Code	Examples	Response Goal	Actual 2006	Actual 2008	Actual 2010	Actual 2012 +
1 Imminent Danger	Attack in-progress Animal Rescue – life threatening	30 minutes 1 hr EDO shift	17 min	14 min.	NA	32 min
2 Urgent	Animal Bites Rabies Exposures Quarantine Check	ASAP 2 - 3 hours	2 hr 18 min	1 hr 05 min	1 hr 46 min	8 hr 50 min
3 Today	Witnessed cruelty-neglect Vicious behavior Animals in traps	8 – 10 hours	12 hr 58 min	9 hrs 39 min	8 hrs 56 min	2 days 2 hrs
4 Normal	Investigative follow-up Neglect Stray animals Nuisance animals Service of Citations	48 hrs	4 days 12 hrs 8 min	1 day 4 hrs 15 min	1 day 2 hrs 1 min	6 days 18 hrs 25 min
5 General	Check for License Trap Route Special Program Mailed Warning letters	5 – 7 days	1 day 18 hrs 59 min	3 days 5 hrs 35 min	2 days 4 min	3 days 8 hrs 21 min

Source: FCAC Activity Response Time Report

+ Throughout 2012 the department functioned with approximately 70% of ACO staffing available.

Special programs that implement the Patrol Program goals:

Neighborhood Canvassing	Door to door canvassing by Animal Control Officers & volunteers to promote spay and neuter and licensing requirements
Advisory Board	Hearings Tribunal – Conducts appeal hearings of civil citations and Dangerous Dog Declarations
Enhanced Patrol	Public safety effort to increase animal control presence in & near parks & schools
C.A.R.T.	Animal Control response, coordination & relief planning in disaster situations
F.A.I.R.	(Feline Assistance Initiatives Response) - addresses community feline issues related to the protection of the public and feline health and welfare throughout Forsyth County.
C.A.N.V.A.S.	(Community Animal Nuisance Viable Abatement Services) - a partnership program to proactively address animal nuisances in complexes such as apartment buildings or mobile home parks
Rabies Clinics	A joint Public Health, Animal Control program that provides low cost rabies clinic vaccinations twice yearly
Pet Licensing	Addresses the County mandate for pet registrations and tracks rabies vaccination records. Through fee waivers, it offers a program of incentives to encourage spaying and neutering of pets with the intent of reducing the number of unwanted animals and its associated animal neglect.
L.E.A.F	Lets End Animal Fighting – A public education program highlighting to the community positive ways of dealing with feelings regarding illegal animal fighting and cruelty.
NC Animal Federation	A professional association of public animal control departments and non-profit animal shelter managers that provide a professional perspective and recommendation on North Carolina legislative and regulatory initiatives.

Custody & Care Program

This division is responsible for providing safe, humane housing and care for stray, unwanted, abandoned, abused, and impounded animals. Seven (7) Animal Shelter Attendants provide care, seven (7) days per week. Their responsibilities include feeding, cleaning, health evaluation and treatment, behavior evaluation, vaccinations, micro-chipping and humane euthanasia. The Custody & Care staff cares for an average of 200 animals daily while maintaining the standards, certifications and licenses required by the NC Animal Welfare Act.

Program Goal:

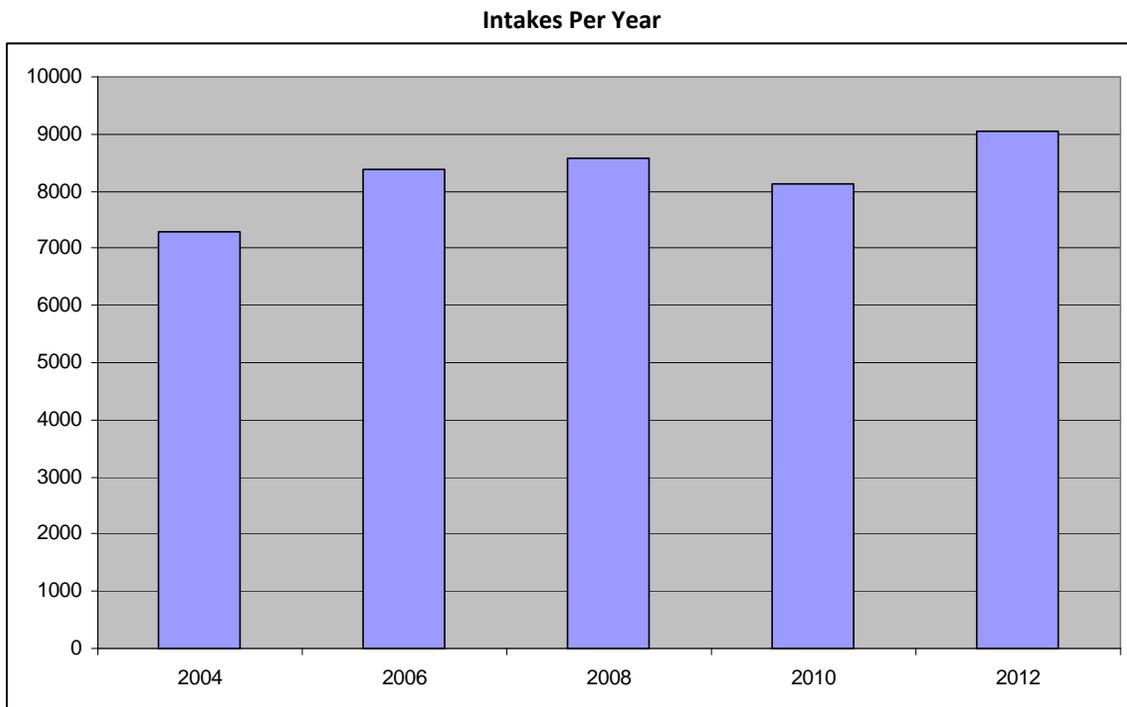
To manage the animal shelter in order to provide humane care for the animals as well as provide for the community health, safety and welfare. To implement proactive policies and education regarding the public safety, public health, negative environmental and livability impacts created by ownerless or unwanted, pet populations. To partner with organizations to provide community based solutions to issues related to unwanted or uncontrolled pets.

Objective:

Prevention or reduction of the numbers of dogs and cats in the custody of Forsyth County Animal Control.

Indicator:

The number of animals that annually require sheltering by the County.

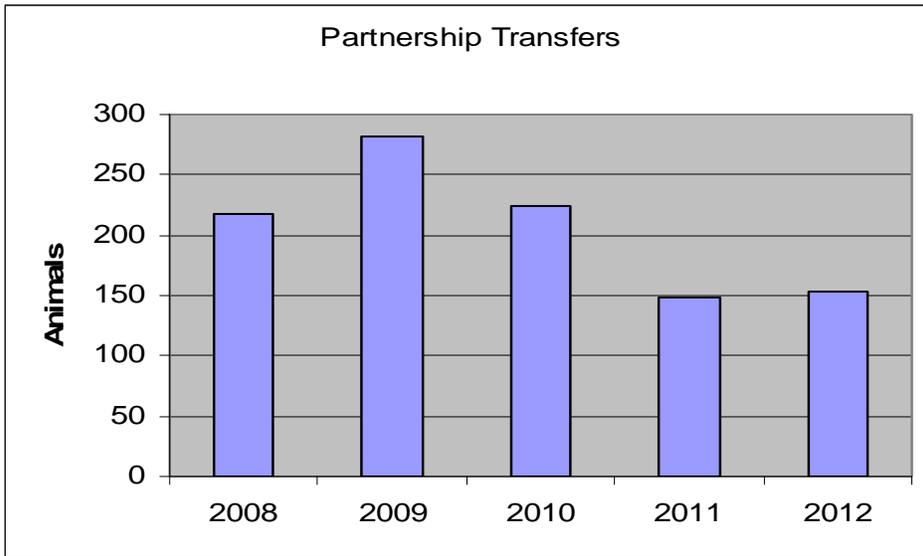


Objective:

To establish partnerships with private and professional organizations.

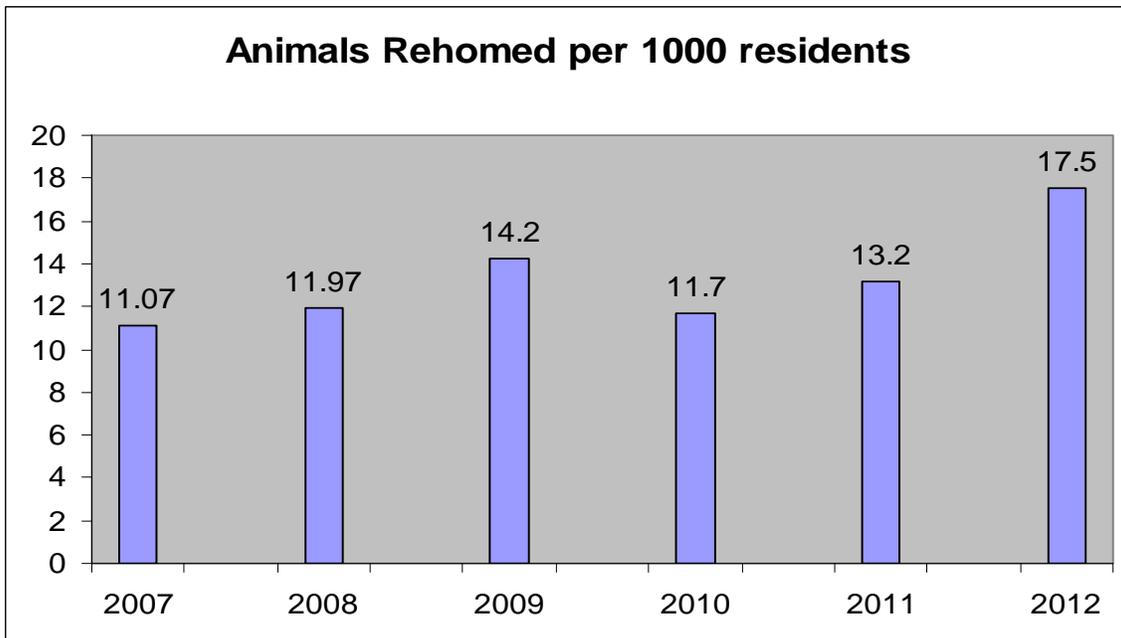
Indicator:

Community Care and Almost Home program transfers.



Objective:

The Re-homing of pets.



Special programs that implement the Custody & Care Program goals include:

Neighborhood Canvassing	Door to door canvassing by Animal Control Officers & volunteers to promote spay and neuter and licensing requirements
Project Pearl	<p>A non-profit organization that supports the Forsyth County Animal Control Department through:</p> <ul style="list-style-type: none">• The utilization of professional photographers and social media to promote the adoption of shelter animals;• Funding special programs to spay/neuter adoptable animals to enhance and promote their availability;• Coordinating and staffing outreach events and media relations;• Funding and coordinating a system of foster homes for animals in need of medical care, behavior assistance, or foster care pending case resolution.
Outreach	Planning and implementing public education events, media relations, website, Facebook and Twitter outreach.
Community Assistance	Programs to assist households during a time of need: Coordination of the AniMeals and Houses for Hounds programs that unite donated pet food and dog houses with low income households. The Safe Haven program provides emergency sheltering for the pets of victims of domestic abuse.
C.A.R.T.	Animal Control response, coordination & relief planning in disaster situations
F.A.I.R.	(Feline Assistance Initiatives Response) - addresses community Feline issues related to the protection of the public and feline health and welfare throughout Forsyth County.
C.A.N.V.A.S.	(Community Animal Nuisance Viable Abatement Services) - a partnership program to proactively address animal nuisances in complexes such as apartment buildings or mobile home parks
Rabies Clinics	A joint Public Health, Animal Control program that provides low cost rabies clinics vaccinations twice yearly
NC Animal Federation	A professional association of public animal control departments and non-profit animal shelter managers that provides a professional perspective and recommendation on North Carolina legislative and regulatory initiatives.
L.E.A.F.	(Lets End Animal Fighting) – A public education program to provide the community with a positive way of dealing with feelings regarding illegal animal fighting and animal cruelty.
Volunteers	Facilitates and trains volunteers to assist with shelter animals and public education events.

Strategies

The Advisory Board recognizes the difficult economic situation the community is facing and the corresponding funding challenges of the Board of County Commissioners. In developing recommendations and strategies the Advisory Board has assumed only inflationary adjustments will be available to the County.

Spay Neuter Assistance Program

Develop a sustainable program for spay/neuter assistance to low income households. In addition to the proactive pet licensing program additional resources should be directed toward reducing the disposable population of pets in the County.

- The county may wish to consider investing, or providing seed revenues as an incentive for potential partnerships.
- Community Incentive Program developed to utilize private matching funds has shown sustainability in animal services.
- Initial program funding of revenue, or supply, is often enough to sustain a community task force.
- Possibly add a surcharge to license and redemptions fees designated for low-income spay/neuter support. Consider contracting with a non-profit organization to hold and administer and raise matching funds to support a voucher program.

Public Education

Expand web page and social media to provide resource and liaison information to the community. Improve communication to stakeholder and/or partnership organizations on Department activities and workloads.

- It is recommended the Animal Control Department actively invest in continuing public education programs.
- One additional position, whether staff or volunteer to act as a coordinator for the divisions special programs, public outreach officer and volunteer program coordinator may have major impact upon available staff time. This would come through the reduction of current employee time invested in meetings and program development.
- The establishment of amnesty periods for delinquent accounts and abatement orders may be utilized to gain voluntary compliance as well as publicize code issues.

Expanded Partnership Programs

Partnership programs have been a very successful method of unifying private and public stakeholder resources on a single goal. It is recommended that the department look to expand its partnerships wherever possible. Current programs, such as the Community Care Program and F.A.I.R. have been successful and utilized as role models for other jurisdictions.

Animal Control's Administration Program should continue to encourage, facilitate and promote cooperation with and among stakeholder organizations on the mutually held goal of reducing the disposable pet population in Forsyth County. Grant funding for animal welfare is widely available to non-profit animal welfare organizations.

Potential partnership areas to improve the delivery of basic services may include:

- Joining with other County departments disseminating resource information on assistance for low-income households.
- Veterinary assistance for non-profit animal rescue/foster animal shelters.
- More formal relationships with existing public assistance departments may provide direct access to the pet owning households in need of education and resources.

Accessibility to Resources

- The Advisory Board recognizes the economic situation the community is facing and the corresponding funding challenges of the Board of County Commissioners. With this in mind the Advisory Board recommends future consideration for the establishment of a County funded program to assist low income households with the cost of spaying and neutering pets. NCGS 19A-61 Spay/Neuter Program provides for annual reimbursement to the County for the expense of such a program.
- Local governments should be aware of initiatives at the state level that could impact local animal services.
- Outsourcing some responsibilities may be the most cost effective manner to increase services without the addition of full time staff positions. Work time analysis by classification shows insufficient staffing to meet the executed service level for areas of customer service, animal care, and enforcement. Staffing levels are maintained at levels 20-50% lower per capita than in NC Counties of similar population. The following service areas bear review as to whether or not outsourcing is appropriate and effective and efficient:
 - I. Pet license transactions, including invoicing accounts, record data entry and daily deposits.
 - II. After-hours response: Utilize vendor(s) to act as animal transportation for injured pets as well as assisting public safety, agencies with aggressive animals.
 - III. Leverage County enforcement and collections resources to increase compliance.

Volunteer Programs

Community education events such as public fairs, pet adopt-a-thons, national tag & spay days, and community candlelight vigils occur more or less frequently. Animal Control, as the regulatory agency involved with these interest groups, is inherently involved and would be a likely participant.

In addition to these current areas of volunteer activities:

- Shelter hosts and Special Program leaders
- Community Outreach Events
- Fundraising to support
- Pet fostering
- Event staffing

The department may actively look at ways to expand volunteers to support field services. Such programs may include:

- Utilizing volunteers to check compliance with special licenses such as Dangerous Dogs.
- Utilizing volunteers to check compliance with correction action orders.
- Volunteer citizen patrols modeled upon existing handicapped parking enforcement programs may be cost effective and viable without competing for volunteers with non-profit stakeholder organizations.

Code Amendments

Suggested areas for priority review:

1. Review regulation and penalties for owners of aggressive dogs;
2. Evaluate licensing program for initiatives that would encourage greater voluntary compliance.
3. Review animal sheltering requirements to address changing environmental conditions and space needs for confined animals.

4. Develop strategies and accountability for repeat offenders.
5. Develop fees for pet surrender and transportation fees with standardized calculation methodology;
6. Mandatory alteration upon second impoundment of the same animal, subject to appeal;
7. Higher redemption fee for unaltered dogs and cats.
8. Increase penalties to encourage accountability for public safety and animal abuse violations.

Appendix

Population Analysis Methodology

*

Estimating Human Populations:

United States Census Bureau provided the figures for the population of cities, towns, and unincorporated Forsyth County as well as the estimated residents per household. For towns not listed within the census bureau report the towns individual websites, or direct call, provide population numbers.

**

Estimating Dog & Cat Population:

Populations calculated based on formula provided by the American Veterinary Medical Association
Population divided by 2.67 = number of households in the community .

DOGS:

Number of households that own dogs= 36.1%
Each household, on average, owns 1.6 dogs

CATS:

Number of households that own cats= 31.6%
Each household, on average, owns 2.1 cats

Example for a community with a population of 50,000

$50,000 / 2.67 = 18,726$ households

$18,726 \times .361 = 6760$ dog-owning households

$1.6 \times 6760 = 10,816$ dogs in the community

Estimating Animal Control Officers to Population Service:

The National Animal Control Association provides the following methodology which has been utilized in this report.

In most situations, the National Animal Control Association utilizes the “calls for service” model to determine optimal staffing.

Officer availability for staffing is determined by deducting from 2,080 hours (the maximum for one year), and the time required for vacation, sick leave, court time, “flex” days and training. In using this model, the average number of hours dedicated to Animal Control for Animal Control will be 1,832 hours (a standardized ratio), or 229 days.

Determine the relief factor (relating to the number of officers needed to fill one position for the entire year) by dividing the number of days of work required for each beat area in a year (365) by the average number of days officers actually work in a year. In using this ratio, the 365 divided by 229 equal's 1.60 officers per day, per district.

Comparative Jurisdictions Officers & budget to population:

US Census Bureau and direct contact with Animal Control Departments.

By-Laws
Of
Forsyth County
Animal Control Advisory Board

ARTICLE 1: NAME, PURPOSE

Purpose of the Animal Control Advisory Board.

1. To advise the Forsyth County Board of Commissioners on issues and needs relating to animal protection and control services in Forsyth County, and, through comprehensive planning and other measures, to promote the most efficient service possible.
2. To promote greater awareness of animal control services and the responsibilities of pet ownership.
3. To promote prevention of injury to property, annoyances, and hazards that may result from uncontrolled animals.
4. To promote prevention of injury to and the inhumane treatment of animals.
5. To report to the Forsyth County Board of Commissioners annually on any recommended modifications, or additions, to Chapter 6 of the Forsyth County Code and on programs that may support the goals and objectives of the Animal Control Department. The annual report shall include the recommended focus for the following year's advisory board review.
6. The Advisory Board is authorized to act as an appeal hearing tribunal to provide a recommendation to the Director on the penalties or conditions imposed by Sections 6-18, 6-55 (b) and 6-55 (c) of the Forsyth County Code provided it will do so only according to procedures established by the Advisory Board and approved by the Forsyth County Manager's Office. This hearing function may be delegated to a subcommittee of the Advisory Board composed of not less than three (3) of its voting members.
7. The Advisory Board shall perform such other further duties as may be authorized or directed by the Forsyth County Board of Commissioners.

ARTICLE II: DUTIES

The Advisory Board shall have the following specific duties and responsibilities as have been directed by the Forsyth County Board of Commissioners:

1. The Advisory Board shall review and evaluate, on an ongoing basis, animal-related issues, needs, and services in Forsyth County.
2. The Advisory Board shall make recommendations on the development of a five-year strategic plan (the "Strategic Plan") for the Animal Control Department. The Strategic Plan shall identify needs and establish priorities for animal control services in Forsyth County. The Strategic Plan shall be submitted to the Forsyth County Board of Commissioners for approval and shall be reviewed and updated every three to five years.
3. The Advisory Board shall monitor trends involving changes in animal populations, programs, demands for service, and licensing activities, and shall report to the Forsyth County Board of Commissioners as appropriate.
4. The Advisory Board shall coordinate its activities with other agencies and boards involved with animal welfare and control issues to avoid duplication and provide the best utilization of community resources possible.
5. The Advisory Board shall not be responsible for, and shall have no authority over, the day-to-day operations of the Forsyth County Animal Control Department and shall refer those matters to appropriate County staff members.

ARTICLE III: MEMBERSHIP

1. The Advisory Board shall consist of eleven (11) members. Members are appointed by the Forsyth County Board of Commissioners. Appointments shall attempt to fulfill, but are not limited to, the following affiliations and categories:
 - a) Two (2) members at large who are Forsyth County residents.
 - b) The acting chairman/president of the Forsyth County Veterinarian Association who practices in Forsyth County or his/her designee;
 - c) Two (2) members who are Forsyth County residents who are affiliated as a member, employee or officer in a Forsyth County animal welfare organization;
 - d) A representative who is a Forsyth County resident and who is the owner of a fertile hunting dog;
 - e) A representative who is a Forsyth County resident and who is affiliated as a member, employee or officer in a purebred animal registry organization;
 - f) A representative who is a Forsyth County resident and who does not own a companion animal;
 - g) A representative who is a Forsyth County resident and who is the owner of an animal other than a dog/cat;
 - h) The director of the Forsyth County Department of Health or his/her designee;
 - i) The town manager or his/her designee of a local municipality that receives animal control services provided by Forsyth County.

In addition to these members, the Director of the Animal Control Department or his or her designee shall serve as an ex-officio, non-voting member of the Advisory Board.

2. TERMS OF THE OFFICE

In forming the advisory board, five (5) members shall be appointed, by the Board of County Commissioners, to one-year terms and six (6) members to two-year terms. Thereafter, all members shall be appointed to two-year terms. Members may serve no more than 2 terms consecutively.

3. VACANCIES

When vacancies occur, the Forsyth County Board of Commissioners shall appoint someone to fill the unexpired term. This includes vacancies caused by a change in status of a member under the selection criteria set forth above during the course of his, or her, term.

Vacancies may be declared by the chair of the Advisory Board when any member misses two(2) consecutive regular meetings, or assigned committee meetings, without notifying the Animal Control Department or the chair of the Advisory Board, or when any member misses the equivalent of one-quarter of the scheduled meetings within a twenty-four month period. Reasonable effort will be made to determine the member's continued interest before the position is declared vacant by the chair.

4. OFFICERS

The Advisory Board shall elect one of its voting members to serve as chair; and one member to serve as vice-chair; other officers shall be elected as the board deems appropriate.

The term of the chair and vice-chair shall be one year. More than one term may be served.

5. MEETINGS

The Advisory Board will hold six (6) regular meetings annually, open to the public, and will give advanced public notice of these meetings consistent with the provisions of the open meetings law.

A majority of the voting board members serving shall constitute a quorum.

The Advisory Board shall keep written record of meetings, resolutions, recommendations, findings, etc., which shall be a public record.

In the absence of the chair and vice-chair (in the event a vice-chair has been elected), an acting chair shall be appointed by the board members present.

6. PARLIAMENTARY AUTHORITY

All meetings of the Board shall be conducted utilizing Roberts Rules of Order Newly Revised as a nonbinding guide.

ARTICLE IV: APPEALS

Pursuant to Section 6-5 (a) of the Forsyth County Code the Advisory Board is authorized to act as an appeal hearing tribunal pursuant to Sections 6-18, 6-55 (b) and 6-55 (c) of the Forsyth County Code. This hearing function may be delegated to a subcommittee of the Advisory Board composed of not less than three (3) of its voting members.

(1) Any person appealing a determination under Chapter 6 of the Forsyth County Code, or a municipal code enforced by the animal control department, shall file in writing with the Director of the Animal Control Department and within ten (10) days of the notice of adverse action. An extension to the filing period may be granted by the advisory board for good cause shown. A written appeal shall contain:

- (a) The names of all appellants participating in the appeal;
- (b) A brief statement setting forth the action appealed and reasons why it is claimed the appealed action should be reversed, modified or otherwise set aside;
- (c) The signature of the appellant and official mailing address;
- (d) The verification (by declaration under penalty of perjury) as to the truth of the matters stated in the appeal.

(2) Upon filing an appeal, a place and time for hearing shall be set by the Director of the Animal Control Department. If, for whatever reason, the appellant is unable to attend the hearing on the date set by the Director of the Animal Control Department, the hearing may be rescheduled, one (1) time only, if such a written request is received three (3) working days before the hearing date.

- a) This provision shall be a one (1) time only provision for rescheduling.
- b) Written submissions from appellants who do not contest the action of the Animal Control Department, but request an opportunity to explain circumstances related to the violation, may be submitted to the Advisory Board for determination of the applicable fee, or penalty amount.

c) Fees and penalties may not be subject to appeal if the outstanding penalty has been assigned to a collection agency for recovery.

d) Appeals related to the amount of applicable fees, pursuant to Forsyth County Code Chapter 6, shall only be applicable upon payment in full, or the posting of a security bond pursuant Forsyth County Code Section 6-52, of the fee amount owed as identified by the Animal Control Department.

e) The person filing the appeal shall be personally liable for the cost of daily care and necessary veterinarian care, and /or humane destruction of any animal which remains in the animal control department's custody pending the result of the appeal unless otherwise ordered by the advisory board upon good cause shown.

(3) Failure of any person to file an appeal in accordance with this section, or failure of any person who has filed an appeal to attend the scheduled hearing, shall constitute a waiver of his right to an administrative appeal.

(4) Enforcement of any citation issued under this chapter shall be stayed during the pendency of an appeal, except the impoundment or seizure of an animal which is aggressive, vicious, or cruelly treated.

(5) The Advisory Board or a subcommittee thereof shall serve as the appointed hearings tribunal and shall have the power and authority to make a recommendation to the Director in matters brought before it under this title including the authority to alter, modify, reverse or affirm the violations amounts or confinement conditions appealed. The Director shall make the final decision as to the determination of an appeal.

(6) The advisory board shall have thirty (30) days in which to make a recommendation to the Director. A copy of the Director's final decision shall be mailed to the appellants within five (5) days, exclusive of Saturdays, Sundays and holidays, following the receipt of the Advisory Board recommendation under this section.

Monthly Report

June 2012

Animal Control

Departmental	Jun 2012	Jun 2011	% Change	2011-2012	2010-2011	% Change
				Year-to-Date	Year-to-Date	
Calls Received	1,450	1,173	23.6%	14,902	14,562	2.3%
Animals Impounded	974	848	14.9%	9,059	8,395	7.9%
Animals Adopted	142	123	15.4%	1,518	1,175	29.2%
Monthly Revenue	29,765	23,859	24.8%	425,634	379,163	12.3%
Animals Redeemed	67	49	36.7%	592	526	12.5%
Animals Euthanized	747	641	16.5%	6,727	6,474	3.9%
Citations Issued	77	60	28.3%	842	1,002	-16.0%
Number Violations Issued	117	80	46.3%	1,240	1,529	-18.9%
Animal Bite/Quarantine	79	85	-7.1%	853	733	16.4%
License Transactions	2,763	2,200	25.6%	37,425	33,873	10.5%

Monthly Report

December 2012

Animal Control

Departmental	Dec 2012	Dec 2011	% Change	2012-2013	2011-2012	% Change
				Year-to-Date	Year-to-Date	
Calls Received	1,139	1,073	6.2%	7,693	7,305	5.3%
Animals Impounded	584	644	-9.3%	4,550	4,665	-2.5%
Animals Adopted	173	159	8.8%	905	721	25.5%
Monthly Revenue	42,088	42,054	0.1%	204,790	224,644	-8.8%
Animals Redeemed	71	38	86.8%	314	280	12.1%
Animals Euthanized	359	454	-20.9%	3,225	3,598	-10.4%
Citations Issued	59	58	1.7%	473	336	40.8%
Number Violations Issued	95	73	30.1%	781	472	65.5%
Animal Bite/Quarantine	53	58	-8.6%	398	410	-2.9%
License Transactions	4,119	3,367	22.3%	21,301	17,075	24.7%

Forsyth Animal Control Survey Report

Survey Sample Statistics (By 12/7/2011)

Total Count: 531

Responded: 139

Total Completed: 134

Objectives

1. To help the shelter target specific groups of potential adopters.
2. To understand adopters' motives and needs so that the shelter can provide better animal profiles or advertise the animals in a way that will attract more potential adopters.
3. To offer suggestions for improvement.

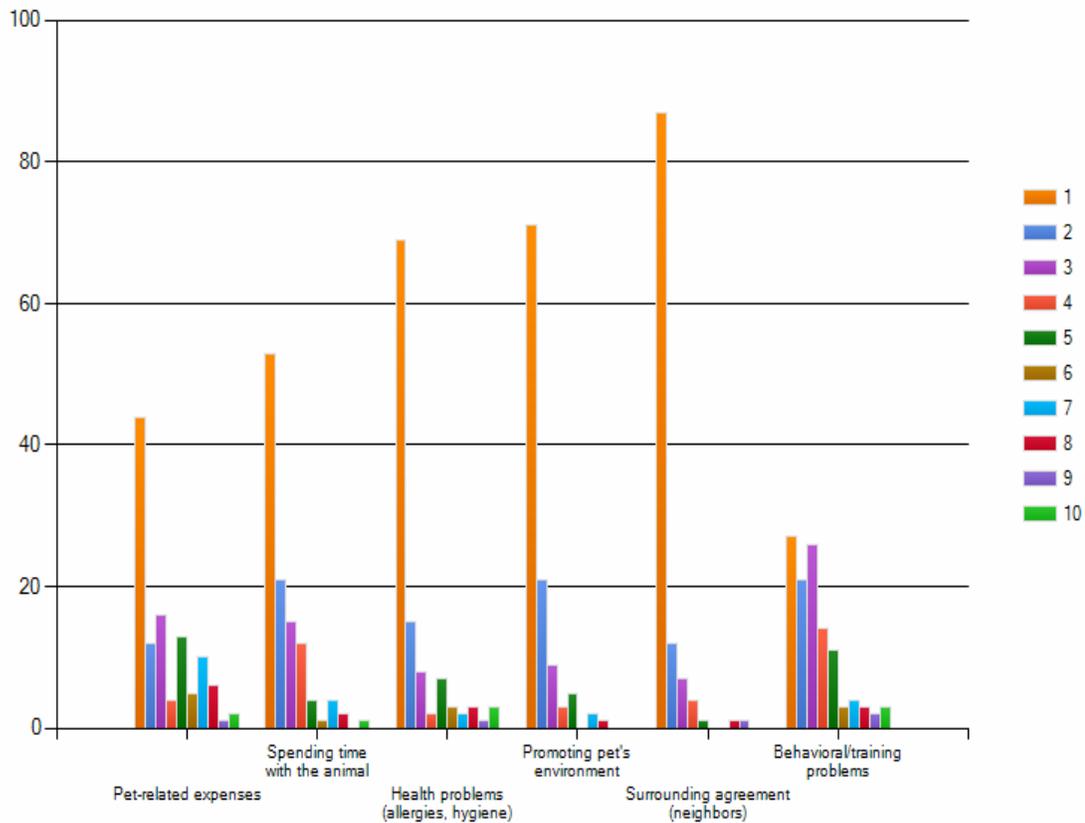
Facts

- The popular months for adoption are October, and then January and September. Winter season in general is more popular.
- Women adopted three times more often than the men did.
- The prime age to target for adoption is between 20 and 60 years old.
- Over 90% of adopters are Caucasian.
- People who live with 1 or 2 other people have more potential to adopt.
- Most people heard about Forsyth Animal Shelter from its website.
- When people choose about pets, the most influential factors, in order of importance, are: demeanor, age, size, breed, weight and color.
- Most people would like to adopt adult dogs (over 1 year) and puppies (less than 6 months) rather than cats or kittens.
- People choose puppies mainly because that they believe puppies are easier to train and can stay with them longer.
- People who want to adopt adult dogs do so because those dogs are harder to get adopted, they are trained and calmer than puppies.
- The prices of adopting animals are pretty fair.

Short Response Analysis

Difficulty

What is the degree of difficulty you face after adopting an animal? (Rank from 1 to 10. The rank "1" indicates that you have no problem, and the rank "10" indicates that you are having serious difficulties)



Based on the chart above, adopters are more likely to have more problem with training their pets, and pet-related expenses.

Initial motivation to adopt and if it changed after the adoption

Wanted to have one	41%
For replacing	18%
Companion for current pet	17%
For protecting	16%
For family	10%

- 41% of the people wanted to have a pet for companionship or new experience by raising pets.
- 18% of the people wanted to adopt pets from the shelter for replacing. They had lost their pets recently so they were ready to meet a new one.

- 17% percent of people wanted to adopt pets for their current pet’s companions. They wanted to make friends for their current dogs, worrying about whether their pets would feel lonely.
- 16% of people adopted because they have the ability to provide the animals a warm house and family. Usually people in this category did not consider adopting pets at first, but they decided to adopt quite impulsively. They are more likely to adopt older dogs.
- 10% of people wanted to have a pet for their kids or other family. Especially for kids, parents thought that pet ownership would teach children emotions such as love, responsibility, etc.

Adoption Experience

Great	64%
Fine	29%
Understaffed	4%
Pet had health problems	3%

- 64% of the adopters thought that Forsyth Animal Shelter has great facilities and a nice staff.
- 29% of adopters think the experience was fine. They said they are satisfied with the facilities of shelter but they sometimes don’t know how things work.
- 4% of the adopters said that during the adoption process staff was too busy to help them out, so they could not ask many questions they wanted to know.
- 3% of the people complained that the pets they adopted had some serious health problems. Staff at the shelter did not let them know about the pets' health problem so they spent a lot of money to treat their new pets.

Suggestions mentioned from adopters

- Update website more often with photos showing the attractiveness and the history of animals
- Expand open hours so that people can come after work

- More engaged and competent staff
- Hold a training course for the pets with reasonable fee
- Leave animals more time before putting them to sleep
- Open an account, then people can pay via web and don't need come to the shelter again
- Heat and AC
- Get rid of the smell

Conclusion

The adopting group with the most potential is the people who have compassion and have the ability, economically and physically, to raise pets. Most adopters are seeking companionship, no matter whether they are single or live with other family members. Therefore, any appropriate place that can attract a crowd will be nice a nice site to hold an adoption fair, except for schools, where teenagers are the majority.

Updating the animal information on the website is an effective way to advertise the animals, since most people heard about Forsyth Animal Shelter from the website. Besides that, giving the adopters and volunteers a great impression about the shelter will help increase the amount of adoptions. Many adopters said that they have heard about the shelter through their friends who had adopted from there before, and another few said that they adopted because they had volunteered. However, some adopters think the shelter is understaffed. Therefore, an extra effort on customer service will give Forsyth Animal Shelter an even better reputation so that people would be more willing to share or recommend their experiences with friends, other serious potential adopters.

Based on the ranking of pets' factors—demeanor, age, size and then breed, weight and color—demeanor is far more favored than other choices. Plus, the other five options are the facts that the shelter could not change. Opening up a training class with reasonable payment can be a good idea. People tend to have compassion for the docile animals. Since the consensus is that adoption prices are reasonable, increasing a small amount of fee in order to train the dogs will probably earn the shelter some profit, although the feasibility of this plan should be seriously determined by further trials. The other possibility the shelter can do is to provide an available open training course and tell the adopters the exact time amount and fee to get their pets trained. By doing this, it could also decrease the returning rate significantly.

FCAC Community Opinion Survey Results

Questions

1. Are you a resident of Forsyth County? If not, what county/state?

Yes

240

No

25

Other

Beaufort, Guilford, Davidson

Response
Total

2. Have you visited the Animal Shelter at Sturmer Park Circle?

Yes

206

No

59

3. What was the purpose of your visit?

Adoption of an animal

101

Surrender of an animal

9

Redemption of an impounded animal

1

Looking for lost animal

15

Licensing or paying fines

24

Other

Donating, meeting, trap pickup,
volunteering, admiring, transfer
law
information

4. How did you view the shelter? Was it clean and pleasant?

Yes

197

No

7

Other

smelly & wet, clean not pleasant

5. Is it conveniently located?

Yes	188
No	32
Don't know	44

6. Was the staff courteous and helpful?

Yes	180
No	12
Strongly Disagree	4
Other	Disinterested, not enough, seemed depressed, most were, hard to get help, ok

7. Were there enough healthy animals for adoption?

Yes	224
No	40

8. Were the hours of operation convenient?

Yes	192
No	72

9. Do you think there should be a limit on the number of dogs & cats per household?

Yes	105
No	117
Other	Depends, 20 + prevent puppy mills, within reason, no roosters in city, avoid hoarding, good breeders no, only bad owners held accountable

10. What types of dogs & cats are living in your household? (all that apply)

Dogs - unaltered can breed	24
----------------------------	----

Dogs - Spayed or Neutered cannot breed	213
Cats - unaltered can breed	2
Cats - Altered Spayed or Neutered cannot breed	39

11. Please indicate how many dogs and cats are living in your household.

Dogs: 1-3	178
Dogs: 4+	39
Cats: 1-3	95
Cats: 4+	36
Don't know totals	
Other	bird, some foster, deceased

**12. Please indicate the registration status of the dogs & cats in your household.
(one option for dogs and one for cats)**

All DOGS in the household are registered with the county	189
Some DOGS in the household are registered with the county	14
Don't know - not sure	35
All CATS in the household are registered with the county	88
Some CATS in the household are registered with the county	10
Don't know - not sure	5
There are no DOGS in the household	17
There are no CATS in the household	19

13. Do you breed dogs or cats either as a business or as a hobby?

Yes	9
No	256

**14. In the past 12 months, please indicate the number of litters your pets have produces.
(dogs/cats only)**

1	7
---	---

2	2
More than 2 litters	0
Don't know	0
None	255

15. In the past 12 months have you entered any pets in show or competitions for purebred cats or dogs?

Yes	14
No	251

16. In the past 12 months have you used any of your dogs for hunting?

Yes	8
No	197
Not Applicable	60

17. Please indicate the number of dogs or cats in your neighborhood that are strays, but that you occasionally or regularly feed.

Dogs: 1-3	15
Dogs: 4+	1
Cats: 1-3	35
Cats: 4+	2
I feed strays, but don't know how many	9
N/A	205

18. What would you consider the maximum number of dogs that should be allowed, per household, within a residential neighborhood?

1 to 3	98
4 to 9	90
10+	6
Other	66

19. What would you consider the maximum number of cats that should be allowed per household within a residential neighborhood?

1 to 3	92
4 to 9	94
10+	17
Other	60

20. Are you aware of Forsyth County's dog and cat licensing/registration requirement?

Yes	242
No	20

21. Do you think differential licensing fees are effective in encouraging spaying/neutering? (annual \$5 S/N, \$25 unaltered, fee exemptions apply)

Yes	123
No	90
Don't know	53
Other	

22. Do you think licensing is effective in reducing the number of animals surrendered and euthanized? (FCAC receives 8000+/year)

Yes	50
No	146
Don't Know	68

23. Do you think it is a good use of taxpayer dollars?

Yes	143
-----	-----

No	50
Don't Know	67

24. What do you think are the 3 primary needs to improve the quality of life for pets in Forsyth County? (Please select 3 only)

More education to encourage responsible pet ownership and community awareness	193
More affordable & accessible spay/neuter services to address pet overpopulation	57
Need for preventative pet healthcare programs to address overall pet health concerns	5
Need for increased no-kill interim housing	4
Need for leadership to create a centralized focus	2
Other	2

25. If you had a sum of money to spend on the welfare of domestic animals in Forsyth County, how would you spend it? (select all that apply)

Public education regarding responsible pet ownership	109
Low cost health/medical services for animals	72
Increased medical care of shelter animals	77
A larger shelter for holding animals longer	111
More Animal Control Officers	69
Increased customer service from the animal shelter	43
Other	

26. Please select the 3 most important responsibilities of the Animal Control department

Adoption of animals	134
Sheltering stray & surrendered animals	83
Public safety - animals at large & bite investigations	98
Identification & control of dangerous animals	43
Cruelty/neglect investigations	238
Rabies vaccination compliance	15
Licensing compliance	19
Lost & Found animal services	34
Public education regarding responsible pet ownership	54
Other	

27. Which of the following services does the Forsyth County Animal Control department provide? (check all that apply)

Animal adoptions	234
Low-cost rabies vaccination clinics	152
Humane trap loans	123
Trap placement service	89
Humane education & promotion	84
Animal bite/rabies control investigations	134
Pick-up of stray or unwanted animals	230
Spay/Neuter assistance	77
Parvovirus vaccinations	48
Distemper vaccinations	49
Dangerous dog investigations	161
Animal cruelty investigations	216
Animal abandonment investigations	193
Rabies testing	82

Other

28. Do you think the Animal Control department should expand the amount, or type, of services it provides?

Yes	201
No	25
Indifferent	34

29. What single item do you feel would most improve the services of the Animal Control department? (Choose one)

Increase pet adoptions	75
Increase the number of low-cost rabies clinics	8
Increase assistance to low-income households	26
Increase business hours open to the public	14
Decrease officer response time to complaints	27
Increase veterinary medical treatment for shelter animals	17
Provide low-cost spay/neuter services	77
Other	20

30. Are there enough Animal Control Officers?

Yes	10
No	107
Don't know	145

31. Are officers able to respond to calls quickly?

Yes	18
No	90

p. 60

Don't know	155
32. Are officers knowledgeable and courteous?	
Yes	88
No	23
Don't know	151
33. Would you be willing to pay higher fees or taxes for enhanced Animal Control services?	
Yes	189
No	29
Don't know	45
34. Please rate the overall customer service provided by the Animal Control department.	
1 - Excellent	34
2	71
3	103
4	29
5 - Poor	16
35. Have you ever called the shelter? What was the purpose of your call? (Please check all that apply)	
To report a stray or aggressive animal	71
To report neglect or cruelty to an animal	37
To inquire regarding a lost or found animal	60
To inquire about animal laws	9
To inquire about licensing	9
N/A	69
Other	

36. Have you visited the Animal Control department website?

How could it be improved? (Please check all that apply)

Provide more information on policies and laws

114

Make it easier to locate information

112

Make it easier to navigate

21

Allow financial transactions through the website

62

Provide more resource information

21

Other

Ability to upload photos of found,
Upload data link to Facebook &
Twitter, Education material re:
tethering not ok, more info re:
available animals.

**37. Please identify the animal shelter services issues
you would most like to see improved or newly provided by the County.**

SAMPLE RESPONSES

Investigate, educate,
adopt

Take action on neglected animals

Seize, pick up & adopt

Educate re Spay/neuter - make no
kill

Allow out of Co.

adoptions

Take druelty seriously

More resources, education
programs

Control puppy/kitten mills

Low cost sn - cancel licensing

Do something about stray cats

More staff, better cust. Service

Enforce laws

p. 62

38. Please provide any general comments regarding animal services in Forsyth County.

Longer holding periods to adopt
More officers
Greensboro no kill, why not FCAC?
Whats hidden away?
Better cust. Service, callbacks
Faster response to complaints

SAMPLE RESPONSES

Limit pets if reasonable
Hold longer for adoption
Love to see shelter and staff get support & more accessible services for those in need.
Limits should not be just an arbitrary number.
#10 did not have an "no dog or cat" option
Beautiful building & grounds
Volunteers don't even know what dogs available in back.
Do not kill pregnant animals
Eliminate licensing, offer low cost
Spay neuter
Response to large & small rescue needs to be addressed.
ACO not trained in tech rescue. No public safety agency trained.
Complaints go ignored
FHS needs more fundraising events &
a centralized place to unite pet lovers
Educate, educate, p. 63

educate
 I love my dog
 Why does someone or an animal
 have to get hurt before something is
 done?
 Better customer service, more
 callbacks
 Stop animal abuse
 Get more officers
 Strengthen laws re:
 abuse
 Higher fees for breeders. Higher
 fines
 Don't release Dangerous Dogs
 Uacceptable to have ACO live in
 Davie
 & take truck home

39. Overall, on a scale of 1 to 10, how do you rate the animal services, both public and private, available in Forsyth County?

1 - Not Very Good
 2
 3
 4
 5
 6
 7
 8
 9
 10 - Very Good

6
 10
 14
 15
 29
 38
 54
 60
 18
 19

FCAC Stakeholder Survey Results

As of 09/24/12

Questions

1. Are you a resident of Forsyth County? If not, what county/state?

Yes

No

Other

Response
Total

23

2

Non-residents not
allowed

2. What do you think are the 3 primary needs to improve the quality of life for pets in Forsyth County? (Please select 3 only)

More education to encourage responsible pet ownership and community awareness

22

More affordable & accessible spay/neuter services to address pet overpopulation

18

Need for preventative pet healthcare programs to address overall pet health concerns

10

Need for increased no-kill interim housing

7

Need for leadership to create a centralized focus

9

Other

Fees to apply to animal pick up
More affordable rabies shots
Adoption fee too expensive - should not be profit driven
Control dangerous dogs

3. If you had a sum of money to spend on the welfare of domestic animals in Forsyth County, how would you spend it? (select all that apply)

Public education regarding responsible pet ownership

14

Low cost health/medical services for animals

9

Increased medical care of shelter animals

6

A larger shelter for holding animals longer

3

More Animal Control Officers

4

Increased customer service from the animal shelter

3

Other

Increase adoptions
Lower kill rate
Offer rabies vaccine at shelter

4. Please select the 3 most important responsibilities of the Animal Control department

Adoption of animals	3
Sheltering stray & surrendered animals	9
Public safety - animals at large & bite investigations	15
Identification & control of dangerous animals	16
Cruelty/neglect investigations	16
Rabies vaccination compliance	7
Licensing compliance	1
Lost & Found animal services	4
Public education regarding responsible pet ownership	6
Other	Protect public, not animals

5. Which of the following services does the Forsyth County Animal Control department provide? (check all that apply)

Animal adoptions	22
Low-cost rabies vaccination clinics	18
Humane trap loans	18
Trap placement service	11
Humane education & promotion	13
Animal bite/rabies control investigations	22
Pick-up of stray or unwanted animals	23
Spay/Neuter assistance	11
Parvovirus vaccinations	7
Distemper vaccinations	8
Dangerous dog investigations	23
Animal cruelty investigations	22
Animal abandonment investigations	14
Rabies testing	15
Other	pick up fees Not enough manpower.

Citizens need to pay for services
Make listing animals on taxes
easier

6. Do you think the Animal Control department should expand the amount, or type, of services it provides?

Yes	7
No	10
Indifferent	5

7. What single item do you feel would most improve the services of the Animal Control department? (Choose one)

Increase pet adoptions	8
Increase the number of low-cost rabies clinics	8
Increase assistance to low-income households	6
Increase business hours open to the public	9
Decrease officer response time to complaints	7
Increase veterinary medical treatment for shelter animals	5
Provide low-cost spay/neuter services	8
Other	People need to pay for services

8 Please rate each of the following services provided by the department of Animal Control.

Care of Sheltered Animals

Excellent	4
Good	14
Fair	2
Poor	4
No Opinion	2

Customer Services

Excellent	0
Good	11
Fair	6
Poor	4
No Opinion	2

Adoption/Placement of animals

Excellent	1
Good	13
Fair	4
Poor	4
No Opinion	3

Ease of business transactions

Excellent	0
Good	1
Fair	7
Poor	5
No Opinion	10

Public education and outreach programs

Excellent	0
Good	5
Fair	8
Poor	5
No Opinion	5

Complaint response

Excellent	0
Good	6
Fair	11
Poor	4

No Opinion	4
------------	---

Problem resolution

Excellent	0
Good	8
Fair	5
Poor	3
No Opinion	7

Community Assistance Special Programs

Excellent	0
Good	10
Fair	3
Poor	1
No Opinion	8

9. Would you be willing to pay higher fees or taxes for enhance Animal Control services?

Yes	5
No	20