

Animal Services Strategic Plan

Levy County, Florida

2024-2025

DRAFT





Adopt, Don't Shop!

Levy County Animal Services



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Levy County Animal Services



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The Strategic Planning Team

Community Stakeholders

Sue Beaudet, Town of Bronson
Kelly Boyd, Resident
Steve Boyd, Resident
Mina Bustamante, Resident
Stephanie Buxton, Resident
Renate Cannon, Resident
Sally Ann Collins, Resident
Linda Cooper, Resident
Audrie Garrison, Operation Catnip
Diane Garte, Resident
Dana Henson, Resident
Cheri Hicks, Resident
Candice Hirt, Humane Society of North Central Florida and Resident
Susanne Hoffman, Trainer and Levy County Animal Services Volunteer
Cheri Jenkins, Vice President, Williston Animal Group
Laura Jones, City of Williston
Molly Jubitz, Trap-Neuter-Return Volunteer and Resident
Heather Kelly, Williston Animal Group and Resident
Sylvia King, Levy County Animal Services Volunteer and Resident
Mary Lorenzi, Animal Transporter
Diane Marchand, Animal Cruelty Advocate
Stacey Peters, Resident
Laurel Pierce, Resident
Sarah Podobinski, Resident
G. Ransco, Partner and Experience with ASPCA
Tammy Reed, Levy County Animal Services Volunteer and Resident
Albert Rese, Fixe Them All, and Resident
Lucille Rese, Fix Them All, and Resident
Theresa Ridinger, Williston Animal Group
Elie Suding, Williston Animal Group and Resident
Linda Sweeney, Resident
Kristine Swift, Resident
Carol Tchebanoff, President, Williston Animal Group



Robin Tjong, President, House of Happy Cats
Michelle Tomter, Marion County Resident
April Tschan, Horse Trainer and Resident
Dana Wade, Blue Pear Farms, and Resident
Amanda Webb, Williston Animal Group
Kristen Zimmer, Williston Animal Group

Levy County Board of County Commission

Commissioner Charlie Kennedy - District 1
Commissioner Rock Meeks - District 2
Commissioner Desiree Mills, Chair - District 3
Commissioner Tim Hodge, Vice Chair - District 4
Commissioner Johnny Hiers - District 5

Levy County Staff Members

Brandy Cannon, Animal Services
Andrew Carswell, County Engineer
Tammy Goss, Animal Services
Mary-Ellen Harper, County Manager
Chanda Jordan, Office of the Clerk of the Court
Lynne Langston, Legal and Engineering Departments
Kristie Lewis, Animal Services
Lisa Makar, Board of County Commission Office
Jacqueline Martin, Human Resources
Doug Partin, Maintenance and Construction
Nicolle Shalley, County Attorney
Amie Skinner, Animal Services
Alicia Tretheway, Procurement
Matt Weldon, Animal Services, Parks and Recreation and Mosquito Control



Executive Summary

Background

County Manager Mary-Ellen Harper reported to the Board of County Commissioners during the October 22, 2024, Commission Meeting that she had put Animal Services Manager Rod Hastings on administrative leave on October 17, 2024, receiving a series of complaints. She further reported that she appointed Parks and Recreation / Mosquito Control Director Matt Weldon as the Interim Animal Services Director. She invited the University of Florida Shelter Medicine Program to review Levy County's Animal Services Operations thoroughly. County Manager Harper subsequently appointed Brandy Cannon as the Interim Animal Services Manager.

Cameron Moore from the University of Florida reviewed the Levy County Animal Services operations on October 24 and 25, 2024, as part of the Maddie's Million Pet Challenge Program. Maddie's Million Pet Challenge is a partnership between the University of Florida and the University of California at Davis' Shelter Medicine Programs, Team Shelter USA, and the Open Door Veterinary Collective. Maddie's Million Pet Challenge Program awarded Levy County Animal Services a pro bono consult in response to my request for assistance. Research was completed before the onsite visit, including a review of the Florida State Statute, local ordinances, historical statistical trends, record keeping, website and social media, and discussions with partner agencies. During the onsite visit, the consultant toured the Animal Services property and met with individual staff members and the leadership team to learn more about the processes in place for both kennel operations and field services from the point of intake to outcome.

County Manager Harper received the Maddie's Million Pet Challenge Report on October 28, 2024. The report contained a multitude of recommendations that could not all be implemented simultaneously. The Board of County Commissioners approved County Manager Harper's recommendation to schedule a Strategic Planning Workshop on Tuesday, November 19, 2024, at 1 pm to consider, prioritize, and implement the goals and objectives recommended in this report.



October 2024

Operational Consult
Levy County Animal Services



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Goals

Stakeholders established the following Goals for Animal Services for the 2025 planning period:

- Goal 1.1 Create a more robust Levy County Animal Services social media and website presence.
- Goal 1.2 Increase Animal and Animal Services Staff In-Person Community Interactions.
- Goal 1.3 Develop a Levy County Animal Services Community Resource Program.
- Goal 2.1 Establish Levy County Animal Services Volunteer Program.
- Goal 2.2 Develop a Levy County Animal Services Volunteer Recruitment Program.
- Goal 2.3 Develop a Levy County Animal Services Volunteer Training Program.
- Goal 3.1 Determine the cost of renovating the kennels and administrative offices.
- Goal 3.2 Determine the cost of building new kennels and administrative offices.
- Goal 3.3 Solicit public input on renovating or building new kennels and administrative offices.
- Goal 4.1 Provide a safe environment for the public, dogs, and cats in Levy County by enforcing state and local laws.
- Goal 5.1 Create a system of current systems, policies, and procedures to guide the operations of Animal Services.
- Goal 6.1 Create a current system, policies, and procedures to guide the clinical operations within Animal Services.

Next Steps

This Animal Services Strategic Plan provides a detailed roadmap for Levy County Animal Services based on the community's priorities, the Board of County Commissioners, and the Levy County Staff Members. Ideally, the Board of County Commissioners will adopt the Levy County Animal Services Strategic Plan or some variation of the plan. The approved document should be shared with all community members and regularly updated as goals and objectives are completed or modified.

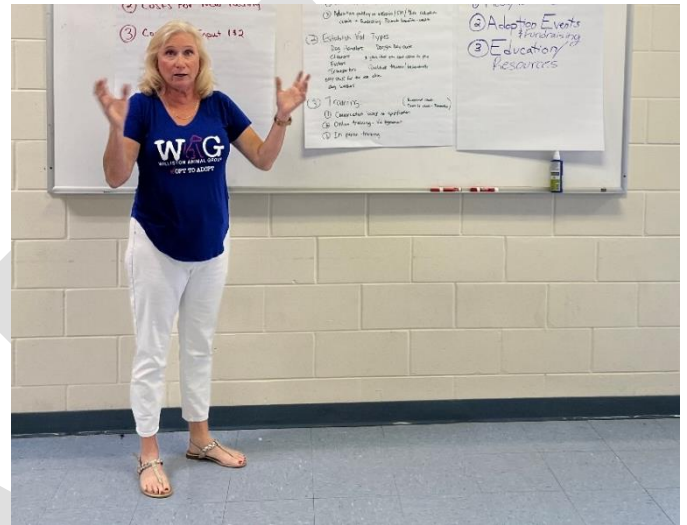


The Strategic Planning Process

Held on November 19, 2024, the Levy County Animal Services Strategic Planning Workshop was a historical event. The Board of County Commissioners invited stakeholders from throughout the community to come together and participate in the Strategic Planning Workshop. Never before had Levy County initiated such an inclusive and transparent planning process for Animal Services.

"Strategic Planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them."

– Robert McKain



An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there, has the best chance of meeting the needs of its community and achieving its vision.





Community members stepped forward and helped the Board of County Commissioners prioritize its strategic initiatives, goals, and objectives. It is now time for the Board of County Commission and the Management Team to roll up their sleeves and get to work. Collaboration, communication, and commitment are the keys to successfully achieving the short-range objectives, while the Board of County Commissioners works toward accomplishing the longer-range goals outlined in this Animal Services Strategic Plan.



To the extent possible, the Animal Services Budget should align with the elements of this Animal Services Strategic Plan. The Board of County Commissioners must also plan to allocate funding for the Animal Services Strategic Plan elements to keep funding from being the roadblock to successful implementation. The Animal Services Strategic Plan should be a "living" document, continuously updated to reflect the changing needs of the Levy County. Goals and objectives can and should change over time. The effective management of the Animal Services Strategic Plan will communicate the changes and the reasons for the changes in a timely fashion.





Definition of Terms

There are four main components to this Animal Services Strategic Plan: initiatives, goals, objectives, and outcomes. For purposes of this Animal Services Strategic Plan, they are defined as follows:

Initiative: The largest overarching element of the Animal Services Strategic Plan, an initiative is a broad enterprise where there may be multiple areas of focus.

Goal: A smaller component of and subordinate to an initiative, a goal focuses on one area but is still general in nature. Strategic planners consider initiatives accomplished upon completion of all goals under each initiative.

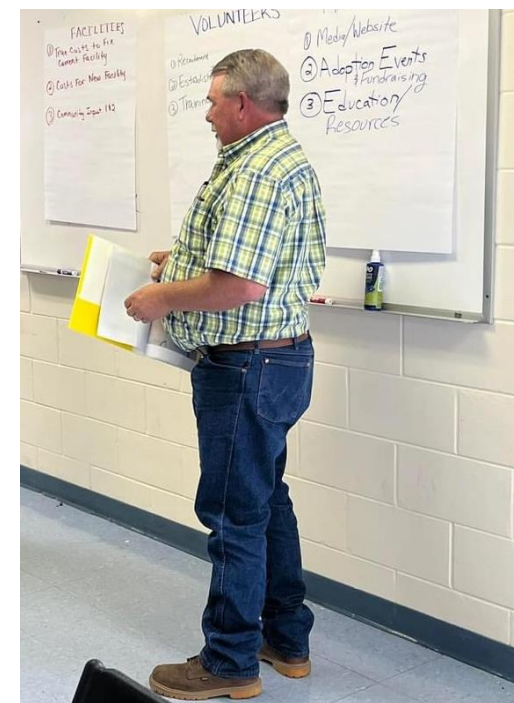
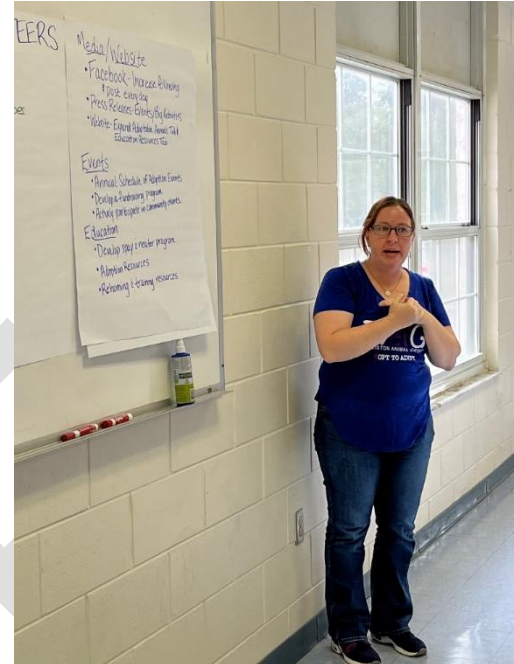
Objective: A smaller component of and subordinate to a goal, an objective is specific, measurable, action-oriented, realistic, and time-sensitive. Strategic planners consider goals accomplished with the completion of each corresponding objective.

Outcome: The description of the desired result of a goal or objective once accomplished.

Strategic initiatives, goals, objectives, and outcomes are essential to Animal Services' future work efforts. By following these components carefully, Animal Services will accomplish its objectives and, in turn, its goals and should benefit from reduced obstacles and distractions.

Role of the Animal Services Strategic Plan Manager

The County Manager will be responsible for managing the Animal Services Strategic Plan. The Strategic Plan Manager is responsible for tracking the progress made on each of the stated objectives in the Animal Services Strategic Plan. A Progress Reporting Template has been included at the end of this report to illustrate the format for tracking the progress of the objectives developed as part of this plan.





Role of the Board of County Commissioners and Management Team

Every Board of County Commissioners and Management Team member is responsible for understanding the Animal Services Strategic Plan, internalizing its goals and objectives, and helping the organization succeed. By being aware of the various efforts undertaken to achieve success, the Board of County Commissioners and Management Team can look for opportunities to assist in achieving its objectives.

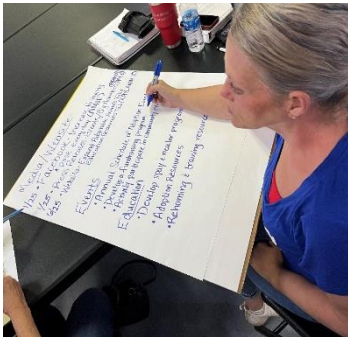


While there should be room for unforeseen circumstances that require timeline adjustments or unexpected opportunities that may necessitate a shift in a specific approach, these corrections should not be a common excuse for not achieving what was committed to at the inception of this Animal Services Strategic Plan.





Communication Strategies



No single method of communication reaches the four corners of any organization, so it is critical to use multiple methods of communication to keep the plan in the front of everyone's mind. Communication Strategies may include but should not be limited to:

- Progress updates from the Animal Services Officer, both verbally and in writing.
- Periodic Management Team meetings to review the Animal Services Strategic Plan.
- Upload the Animal Services Strategic Plan electronically to make it accessible to the community.
- Communicate status updates quarterly, celebrating successes and identifying struggles transparently.
- Convene an annual meeting of internal stakeholders annually to update the plan and ensure accountability.



These strategies and mechanisms have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently within the Board of County Commissioners. By keeping the Animal Services Strategic Plan front and center, the plan will remain alive in the minds and hearts of everyone. Celebrating successes as they occur will increase the level of anticipation by the stakeholders for accomplishments in the other elements.





Development of Strategic Initiatives

Development of Strategic Initiatives

Following a review of Maddie's Million Pet Challenge Operational Consult for Levy County, six Strategic Initiatives were established for the Animal Services Strategic Plan.

Strategic Initiatives

1. Public Relations and Marketing
2. Volunteer Program
3. Facilities
4. Enforcement
5. Clinical Policies and Procedures
6. Administrative Policies and Procedures

To respect the time of the Strategic Planning Workshop Participants, the County Manager focused the Workshop on three strategic initiatives: Public Relations and Marketing, the Volunteer Program, and Facilities. The County Manager worked with Levy County Staff to address the Animal Control Code Enforcement, Administrative, and Clinical recommendations made in the Operational Consult separately. All six strategic initiatives, as well as their associated goals and objectives, are included in this Strategic Plan.





Mission, Vision, and Organizational Values

Mission

A Mission Statement explains the organization's reason for existence. It supports the vision and communicates purpose and direction to employees, customers, and other stakeholders. The mission statement should answer the questions, "What is our organization's purpose?" and "Why does our organization exist?"

The current Levy County Animal Services Mission Statement is:

The Levy County Animal Services is an animal shelter that takes in unwanted or stray pets.

Members of the Strategic Planning Team, through open discussion and consensus, recommended the following updated Mission Statement for Levy County Animal Services:

Through collaboration with community partners, Levy County Animal Services will ensure a safe environment for the public, dogs, and cats in Levy County through education, enforcement of state and local laws, providing temporary care, and uniting animals with loving homes.

Levy County Staff reviewed this recommendation and offered the following update for ease of reading:

Levy County Animal Services will collaborate with community partners to provide a safe environment for the public, dogs, and cats in Levy County through education, enforcement of state and local laws, providing temporary care, and uniting animals with loving homes.





Vision

A Vision Statement establishes the ideal image that the organization wishes to achieve. It should answer the questions, "Where are we headed?" and "If we achieved all strategic goals, what would we look like ten years from now?"

Levy County Animal Services does not currently have a Vision Statement. Members of the Strategic Planning Team, through open discussion and consensus, recommended the following Vision Statement for Levy County Animal Services:

Promoting an environment of responsible pet ownership through progressive animal welfare initiatives, community outreach, and humane education.



Organizational Values

An Organizational Values Statement includes the core principles that guide the organization and its culture. In a values-led organization, the values guide decision-making and establish a standard to gauge and assess all actions.

The Organizational Values Statement should answer the questions "What values should guide the operations of our organization?" and "What conduct should our members uphold?" Establishing values embraced by all members of an organization is extremely important. Values define those features and considerations that make up the personality of the organization.





Levy County Animal Services does not currently have Organizational Values. Members of the Strategic Planning Team, through open discussion and consensus, recommended the following Organizational Values for Levy County Animal Services:

- Compassion:** We shall have understanding and concern for people and animals without judgment.
- Transparency:** We shall provide accurate information regularly.
- Professionalism:** We shall treat people and animals with respect at all times.
- Responsibility:** We shall keep people accountable for the humane treatment of their animals.





Initiative 1: Public Relations and Marketing

Goal 1.1 Create a more robust Levy County Animal Services social media and website presence.

Objectives

- 1.1.1 Expand the Levy County Facebook following from 1,200 followers to 2,400 followers.**
Objective Coordinator: Amie Skinner Due Date: June 1, 2025
- 1.1.2 Work with the County Manager’s Office to consistently issue Press Releases about Special Events and Activities.**
Objective Coordinator: Amie Skinner Due Date: February 1, 2025
- 1.1.3 Expand the Animal Services Web Page to include more information about adoptable animals and related resources.**
Objective Coordinator: Amie Skinner Due Date: August 1, 2025

Outcome: A broader reach through social media and the Levy County Animal Services website to connect more dogs and cats with potential adoptive families and rescue organizations.

Goal 1.2 Increase Animal and Animal Services Staff In-Person Community Interactions.

Objectives

- 1.2.1 Develop an annual schedule of adoption events in which Levy County Animal Services will participate.**
Objective Coordinator: Amie Skinner Due Date: March 1, 2025
- 1.2.2 Develop an annual schedule of community events in which Levy County Animal Services will participate.**
Objective Coordinator: Amie Skinner Due Date: April 1, 2025
- 1.2.3 Explore the feasibility of developing a fundraising program for Animal Services.**
Objective Coordinator: Budget Officer Due Date: July 1, 2025

Outcome: Increased interactions between Levy County Animals and Animal Services Staff with members of the Community who may be willing to adopt, foster, or volunteer with Levy County Animal Services.



Goal 1.3	Develop a Levy County Animal Services Community Resource Program.
Objectives	1.3.1 Create a Spay and Neuter Program that can be shared on the website and includes printed references to hand out to the community. Objective Coordinator: Brandy Cannon Due Date: February 1, 2025
	1.3.2 Create an Adoption Program that can be shared on the website and includes printed references to hand out to the community. Objective Coordinator: Brandy Cannon Due Date: April 1, 2025
	1.3.3 Create a Rehoming and Training Program that can be shared on the website and includes printed references for the community to use. Objective Coordinator: Budget Officer Due Date: July 1, 2025
	Outcome: Improved community access to resources related to Spay and Neuter Programs, Adoption, Rehoming, and Training.

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Initiative 2: Volunteer Program

Goal	Establish Levy County Animal Services Volunteer Program.
2.1	
Objectives	2.1.1 Identify the volunteer jobs available at Levy County Animal Services.
	Objective Coordinator: Jacqueline Martin Due Date: February 1, 2025
	2.1.2 Create job descriptions for the volunteer jobs at Levy County Animal Services.
	Objective Coordinator: Jacqueline Martin Due Date: April 1, 2025
	Outcome: A system of volunteer positions specifically designed to support the needs of Levy County Animal Services.

Goal	Develop a Levy County Animal Services Volunteer Recruitment Program.
2.2	
Objectives	2.2.1 Simplify the application process for Levy County Animal Services Volunteers.
	Objective Coordinator: Jacqueline Martin Due Date: February 1, 2025
	2.2.2 Identify volunteer jobs that could be performed by high school students and recruit student volunteers at the local high schools.
	Objective Coordinator: Kristy Lewis and Jaquelin Martin Due Date: April 1, 2025
	2.2.3 Advertise for Levy County Animal Services Volunteers.
Objective Coordinator: Jacqueline Martin Due Date: April 1, 2025	
	Outcome: A robust volunteer program to support Levy County Animal Services.



Goal	Develop a Levy County Animal Services Volunteer Training Program.		
2.3	2.3.1 Establish minimum volunteer requirements (pass a background check, etc.).		
Objectives	Objective Coordinator:	Jacqueline Martin	Due Date: February 1, 2025
	2.3.2 Create an introductory training program to be completed online by new volunteers.		
	Objective Coordinator:	Tammy Goss	Due Date: April 1, 2025
	2.3.3 Create an in-person training program to be completed by new volunteers following completion of the online training program.		
	Objective Coordinator:	Tammy Goss	Due Date: May 1, 2025
Outcome: Volunteers who are prepared to help Levy County Animal Services.			

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Initiative 3: Facilities

Goal	Determine the cost of renovating the kennels and administrative offices.
3.1	
Objectives	3.1.1 Evaluate the current conditions and create a comprehensive list of facility deficiencies.
	Objective Coordinator: Matt Weldon and Brandy Cannon Due Date: February 1, 2025
	3.1.2 Forecast future facility needs.
	Objective Coordinator: Matt Weldon and Brandy Cannon Due Date: June 1, 2025
	3.1.3 Categorize the recommended repairs into short and long-term needs and solicit pricing for each.
Objective Coordinator: Doug Partin and Alicia Tretheway Due Date: November 1, 2025	
	Outcome: Detailed cost estimates for renovating the current Levy County Animal Services Facilities to meet current and anticipated future needs.



Goal 3.2 Determine the cost of building new kennels and administrative offices.

Objectives

3.2.1 Investigate possible funding sources to construct new Animal Services Facilities.

Objective Coordinator: Grant Coordinator Due Date: February 1, 2025

3.2.2 Identify possible locations for new Animal Services Facilities.

Objective Coordinator: Mary-Ellen Harper Due Date: April 1, 2025
Matt Weldon
Brandy Cannon
Doug Partin
Alicia Tretheway

3.2.3 Develop cost estimates for building new Animal Services Facilities at the current location as well as at a new location.

Objective Coordinator: Matt Weldon Due Date: May 1, 2025
Brandy Cannon
Doug Partin
Alicia Tretheway

Outcome: Detailed cost estimates for building new Levy County Animal Services Facilities to meet current and anticipated future needs.





Goal 3.3 Solicit public input on renovating or building new kennels and administrative offices.

Objectives

3.3.1 Publicly share the actual costs of renovating the existing Animal Services Facilities and also the costs of building new Animal Services Facilities to meet both current and anticipated needs.

Objective Coordinator: Mary-Ellen Harper Due Date: February 1, 2025
Matt Weldon
Brandy Cannon

3.3.2 Develop an online survey to solicit public input about renovating the existing Animal Services or building new Animal Services Facilities.

Objective Coordinator: Mary-Ellen Harper Due Date: April 1, 2025
Matt Weldon
Brandy Cannon

3.3.3 Conduct a workshop to share the results of the online survey and to allow in-person community input about renovating the existing Animal Services or building new Animal Services Facilities.

Objective Coordinator: Mary-Ellen Harper Due Date: June 1, 2025
Matt Weldon
Brandy Cannon

3.3.4 Present a recommendation to the Board of County Commissioners about renovating the existing Animal Services or building new Animal Services Facilities.

Objective Coordinator: Mary-Ellen Harper Due Date: July 1, 2025
Matt Weldon
Brandy Cannon

Outcome: The Board of County Commissioners will receive public input before deciding on renovating or building new Animal Services Facilities.



Initiative 4: Code Enforcement

Goal	Provide a safe environment for the public, dogs, and cats in Levy County through enforcement of state and local laws.
Objectives	4.1.1 Meet with the State’s Attorney’s Office to identify required updates to Levy County Ordinances.
	Objective Coordinator: Mary-Ellen Harper Due Date: February 1, 2025 Matt Weldon Brandy Cannon
	4.1.2 Update the Animal Control Ordinances to serve the current and anticipated future enforcement needs in Levy County.
	Objective Coordinator: Mary-Ellen Harper Due Date: April 1, 2025 Matt Weldon Brandy Cannon
	4.1.3 Investigate the feasibility of using the Special Magistrate for animal code violations.
	Objective Coordinator: Mary-Ellen Harper Due Date: June 1, 2025 Matt Weldon Brandy Cannon
	Outcome: Updated Animal Control Codes and a Code Enforcement process that provide for the efficient provision of public and animal safety.



Initiative 5: Administrative Policies and Procedures

Goal	Create a system of current systems, policies, and procedures to guide the operations of Animal Services.	
5.1	5.1.1 Replace the outdated software system that does not fully capture basic animal data and does not provide for efficient recording of daily tasks.	
	Objective Coordinator: Brandy Cannon	Due Date: January 1, 2025
	5.1.2 Develop a system for written Policies and Procedures.	
	Objective Coordinator: Brandy Cannon	Due Date: January 1, 2025
	5.1.3 Develop a policy and establish a goal for animal length of stay.	
	Objective Coordinator: Brandy Cannon	Due Date: February 1, 2025
Objectives	5.1.4. Develop a policy to comply with Ponce’s Law for hours of operation.	
	Objective Coordinator: Brandy Cannon	Due Date: January 1, 2025
	5.1.5 Develop a Levy County Animal Foster Program and maintain an approved foster database.	
	Objective Coordinator: Brandy Cannon	Due Date: March 1, 2025
	5.1.6 Develop a policy outlining the use of Animal Rescue Organizations by Levy County Animal Services and maintains a database of approved rescues.	
	Objective Coordinator: Brandy Cannon	Due Date: April 1, 2025
	Outcome: An organized Animal Services Department that has written policies and procedures to ensure appropriate and consistent care of all animals.	



Initiative 6: Clinical Policies and Procedures

Goal 6.1	Create a current system, policies, and procedures to guide the clinical operations within Animal Services.
Objectives	6.1.1 Develop a written procedure for euthanization. Objective Coordinator: Dr. Ashley McMahon Due Date: January 1, 2025
	6.1.2 Develop written medical intake protocols to align with industry standards. Objective Coordinator: Dr. Ashley McMahon Due Date: February 1, 2025
	6.1.3 Develop a written policy for the storage of vaccines that complies with Department of Business and Professional Regulation and Department of Public Health requirements. Objective Coordinator: Dr. Ashley McMahon Due Date: March 1, 2025
	6.1.4 Develop a policy to ensure controlled drugs' security and maintain an accurate drug log. Objective Coordinator: Dr. Ashley McMahon Due Date: April 1, 2025
	Outcome: Written policies and procedures to ensure appropriate and consistent clinical treatment all animals in the care of Levy County Animal Services.



Progress Reporting Template

The Animal Services Strategic Plan Manager will use the following Progress Reporting Template to track the progress of each Objective and report quarterly to the Board of County Commissioners.

Due Date	Objective	Coordinator	Ahead of Schedule On Schedule Behind Schedule	Explanation
January 1, 2025				
January 1, 2025	5.1.1 Replace the outdated software system that does not fully capture basic animal data and does not provide for efficient recording of daily tasks.	Brandy Cannon		
January 1, 2025	5.1.2 Develop a system for written Policies and Procedures.	Brandy Cannon		
January 1, 2025	5.1.4. Develop a policy to comply with Ponce’s Law for hours of operation.	Brandy Cannon		
January 1, 2025	6.1.1 Develop a written procedure for euthanization.	Dr. Ashley McMahon		
February 1, 2025				
February 1, 2025	1.1.2 Work with the County Manager’s Office to consistently issue Press Releases about Special Events and Activities.	Amie Skinner		



Due Date	Objective	Coordinator	Ahead of Schedule On Schedule Behind Schedule	Explanation
February 1, 2025	1.3.1 Create a Spay and Neuter Program that can be shared on the website and includes printed references to hand out to the community.	Brandy Cannon		
February 1, 2025	2.1.1 Identify the volunteer jobs available at Levy County Animal Services.	Jacqueline Martin		
February 1, 2025	2.2.1 Simplify the application process for Levy County Animal Services Volunteers.	Jacqueline Martin		
February 1, 2025	2.3.1 Establish minimum volunteer requirements (pass a background check, etc.).	Tammy Goss		
February 1, 2025	3.1.1 Evaluate the current conditions and create a comprehensive list of facility deficiencies.	Matt Weldon and Brandy Cannon		
February 1, 2025	3.2.1 Investigate possible funding sources to construct new Animal Services Facilities.	Grant Coordinator		
February 1, 2025	3.3.1 Publicly share the actual costs of renovating the existing Animal Services Facilities and also the costs of building new Animal Services Facilities to meet both current and anticipated needs.	Mary-Ellen Harper Matt Weldon Brandy Cannon		
February 1, 2025	4.1.1 Meet with the State’s Attorney’s Office to identify required updates to Levy County Ordinances.	Mary-Ellen Harper Matt Weldon Brandy Cannon		
February 1, 2025	5.1.3 Develop a policy and establish a goal for animal length of stay.	Brandy Cannon		
February 1, 2025	6.1.2 Develop written medical intake protocols to align with industry standards.	Dr. Ashley McMahon		



Due Date	Objective	Coordinator	Ahead of Schedule On Schedule Behind Schedule	Explanation
March 1, 2025				
March 1, 2025	1.2.1 Develop an annual schedule of adoption events in which Levy County Animal Services will participate.	Amie Skinner		
March 1, 2025	5.1.5 Develop a Levy County Animal Foster Program and maintain an approved foster database.	Brandy Cannon		
March 1, 2025	6.1.3 Develop a written policy for the storage of vaccines that complies with Department of Business and Professional Regulation and Department of Public Health requirements.	Dr. Ashley McMahon		
April 1, 2025				
April 1, 2025	1.2.2 Develop an annual schedule of community events in which Levy County Animal Services will participate.	Amie Skinner		
April 1, 2025	1.3.2 Create an Adoption Program that can be shared on the website and includes printed references to hand out to the community.	Brandy Cannon		
April 1, 2025	2.1.2 Create job descriptions for the volunteer jobs at Levy County Animal Services.	Jacqueline Martin		
April 1, 2025	2.2.2 Identify volunteer jobs that could be performed by high school students and recruit student volunteers at the local high schools.	Kristy Lewis and Jaquelin Martin		
April 1, 2025	2.2.3 Advertise for Levy County Animal Services Volunteers.	Jacqueline Martin		
April 1, 2025	2.3.2 Create an introductory training program to be completed online by new volunteers.	Tammy Goss		



Due Date	Objective	Coordinator	Ahead of Schedule On Schedule Behind Schedule	Explanation
April 1, 2025	3.2.2 Identify possible locations for new Animal Services Facilities.	Mary-Ellen Harper Matt Weldon Brandy Cannon Doug Partin Alicia Tretheway		
April 1, 2025	3.3.2 Develop an online survey to solicit public input about renovating the existing Animal Services or building new Animal Services Facilities.	Mary-Ellen Harper Matt Weldon Brandy Cannon		
April 1, 2025	4.1.2 Update the Animal Control Ordinances to serve the current and anticipated future enforcement needs in Levy County.	Mary-Ellen Harper Matt Weldon Brandy Cannon		
April 1, 2025	5.1.6 Develop a policy outlining the use of Animal Rescue Organizations by Levy County Animal Services and maintains a database of approved rescues.	Brandy Cannon		
April 1, 2025	6.1.4 Develop a policy to ensure controlled drugs' security and maintain an accurate drug log.	Dr. Ashley McMahon		
May 1, 2025				
May 1, 2025	2.3.3 Create an in-person training program to be completed by new volunteers following completion of the online training program.	Tammy Goss		
May 1, 2025	3.2.3 Develop cost estimates for building new Animal Services Facilities at the current location as well as at a new location.	Matt Weldon Brandy Cannon Doug Partin		



Due Date	Objective	Coordinator	Ahead of Schedule On Schedule Behind Schedule	Explanation
		Alicia Tretheway		
June 1, 2025	1.1.1 Expand the Levy County Facebook following from 1,200 followers to 2,400 followers.	Amie Skinner		
June 1, 2025				
June 1, 2025	3.1.2 Forecast future facility needs.	Matt Weldon and Brandy Cannon		
June 1, 2025	3.3.3 Conduct a workshop to share the results of the online survey and to allow in-person community input about renovating the existing Animal Services or building new Animal Services Facilities.	Mary-Ellen Harper Matt Weldon Brandy Cannon		
June 1, 2025	4.1.3 Investigate the feasibility of using the Special Magistrate for animal code violations.	Mary-Ellen Harper Matt Weldon Brandy Cannon		
July 1, 2025				
July 1, 2025	3.3.4 Present a recommendation to the Board of County Commissioners about renovating the existing Animal Services or building new Animal Services Facilities.	Mary-Ellen Harper Matt Weldon Brandy Cannon		
July 1, 2025	1.2.3 Explore the feasibility of developing a fundraising program for Animal Services.	Budget Officer		
July 1, 2025	1.3.3 Create a Rehoming and Training Program that can be shared on the website and includes printed references for the community to use.	Budget Officer		



Due Date	Objective	Coordinator	Ahead of Schedule On Schedule Behind Schedule	Explanation
August 1, 2025				
August 1, 2025	1.1.3 Expand the Animal Services Web Page to include more information about adoptable animals and associated resources.	Amie Skinner		
November 1, 2025				
November 1, 2025	3.1.3 Categorize the recommended repairs into short and long-term needs and solicit pricing for each.	Doug Partin and Alicia Tretheway		

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Conclusion

Having a plan is only half of the formula necessary to achieve success. Developing a plan represents the intention to achieve something. The follow-through to the plan affects actual change.

The Board of County Commissioners committed time, effort, and energy to develop this Animal Services Strategic Plan. While the plan is now complete, its success depends entirely on the follow-through by all stakeholders to achieve the stated outcomes.





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