

Dear Counselor,

After much research and review I have compiled my thoughts into one comprehensive plan for a joint City/County Animal Shelter. In my personal opinion, this plan includes what is necessary for the City of Muncie and Delaware County to enter into an inter-local agreement. I would like for you to please review the information and make suggestions and/or recommendations. I will be out of town over the holidays but you may contact me at lisabookout@comcast.net. I thank you in advance for your time in reviewing this information.

Have a Merry Christmas and Happy New Year!

Sincerely,

A handwritten signature in cursive script that reads "Bradley T. Bookout".

Bradley Bookout

Problem:

Within the last twenty four (24) months both Delaware County and The City of Muncie have experienced problems with their respective animal control and shelter arrangements. The problems for the most part have inherently been financial.

The County currently contracts animal control with Henry County. However an inexpensive option, animal groups and many individuals have expressed concern that Delaware County should adequately fund and supply its own animal control program. Private groups have proposed solutions and dog taxes have been considered. The decisive nature of these issues has lead to inaction on the counties part.

The City of Muncie on the other hand has for many years, funded, operated and maintained an adequate animal control and shelter operation on South Gharkey Street. Recent changes in the collection and distribution of property taxes has left the City in a position whereby it is unable to continue the current level of operation at this facility.

The resulting municipal revenue short-falls have lead many individuals and groups to begin to consider other methods of government operation. One of those methods has involved government consolidation. The current situation of animal control lends itself the opportunity to explore this option further. With the County paying a relatively minuscule amount yearly for animal control and the City paying an amount it can no longer afford, the opportunity for action is immanent.

Extensive research has been completed during the creation of the following plan. The finances and operations of the Madison County Shelter, Henry County Shelter, Blackford County Shelter, and the Animal Rescue Foundation (ARF) have all been reviewed. The best policies, procedures and operational framework have been combined into the following cohesive Joint City/County Animal Shelter Plan. The plan has been reviewed and approved for implementation by two independent advisors of the Small Business Development Center (SBDC).

While it is apparent the plan is not all inclusive, nor a pinnacle model of animal control, it is however an adequate, affordable solution to the current state of animal control in our community. All in all, the intensions of this plan are to spur the creation of an inter-local agreement between The City of Muncie and Delaware County. This agreement is in the best interest of the residents and animals of this community!

Joint City/County Animal Shelter Plan

1. Funding:

Funding for the Joint City/County Animal Shelter is agreed to by Delaware County Ordinance Number _____ and City of Muncie Ordinance Number _____ as well as an inter-local agreement signed and dated on _____ that provides as follows.

Operations of the Joint City/County Animal Shelter shall be funded by both the City of Muncie and Delaware County. The funding formula will be based upon the approximate number of residents within the City of Muncie, Unincorporated Delaware County and Incorporated Towns. The funding formula is 3.4662219 which shall be multiplied by the approximate number of residents within the appropriate jurisdiction to determine the cost of operations. The approximate number of residents will be determined yearly from the most current available data from the U.S. Census Bureau. This agreement is binding upon The City of Muncie and Unincorporated Delaware County and is optional for the Incorporated Towns. Under separate contract, the unincorporated towns of Daleville, Yorktown, Gaston, Eaton, Albany and Selma may wish to take part in this agreement and in return receive the accompanying services of the joint shelter.

The City of Muncie will contribute \$225,217.76 annually and Delaware County will contribute \$119,782.23 annually. All funding shall be exclusively for animal control and shelter operations as proposed in the budget.

Notes:

***It should be taken into consideration that residents of incorporated areas pay taxes into the county as well as their respective incorporated Cities or Towns thus skewing the overall funding formula. None-the-less, consideration has been given to historical data showing a relatively larger proportion of animals coming from incorporated areas with denser populations thus offsetting much of the financial differences. Due to fluctuations in the taxing structure, human population totals and varying animal populations, it is impossible to fully and properly account for this outcome.

***It is recommended that the funding structure be reviewed yearly and be divided equally between the municipalities based upon the most current estimate of the U.S. Census Bureau Population Estimates.

2. In-Kind Funding:

The City of Muncie will contribute full use of the facility, vehicles and equipment located at 2401 South Gharkey Street, Muncie, Indiana 47302.

Delaware County will fund one County Sheriffs Deputy as a full time Animal Control Officer estimated at \$29,000 plus benefits. This position will be funded yearly thru the Delaware County Sheriffs Department Budget. The Assistant Director of the shelter shall act as and be required to be this officers "On Call" full time back-up for emergency, weekend, and after hours animal control issues.

The in-kind contributions shall survive for so long as the inter-local agreement exists.

3. Board of Directors:

The City/County Animal Shelter will be overseen by a non-compensated seven member board of directors. The directors shall be appointed as follows and shall consist of at least three Democrats and three Republicans appointed to staggered two year terms.

- 1 appointment from the Mayor of Muncie
- 1 appointment from the Delaware County Commissioners
- 2 appointments from Muncie City Council
- 2 appointments from the Delaware County Council
- 1 appointment from the County Sheriff

The appointing bodies shall be required to advertise openings on the Board of Directors and accept letters of interest/qualifications prior to making the respective appointments.

One appointee of both the Muncie City Council and the Delaware County Council must be a certified veterinarian. All other appointees shall be residents of Delaware County who are knowledgeable and experienced in the areas of animal ownership and husbandry.

4. Executive Director:

Operations of the new City/County Animal Shelter will be administered by an Executive Director who will report to and be overseen by the Board of Directors. The Executive Director shall be an individual familiar with shelter operations, animal control, animal care, and animal adoption programs and have significant and successful previous experience in the daily operation and management of an animal control facility.

The Executive Director position shall be advertised by the Delaware County Auditor. Resumes shall be reviewed by the Board of Directors. The decision to hire the Executive Director shall be motioned, seconded and approved by a majority vote in a properly advertised meeting of the Board of Directors that shall take place within thirty (30) days of execution of this agreement. In an effort to prevent politically motivated replacement of the Executive Director, the Executive Director shall work under a five year contract.

5. Facilities:

After 12 months of operation and review of shelter facilities, the Board of Directors may submit recommended plans for facility improvements with accompanying estimates to the Delaware County Council for a one time facility upgrade payment not to exceed \$40,000. The council may approve the request with a majority vote. Other improvements or relocation of the facility may be reviewed by the board.

6. By-laws and Policy:

Within the first 12 months of operations, the Board of Directors shall be responsible to review, formulate, create, and adopt new written shelter by-laws and policy to address all situations pertinent to shelter operations.

Issues to be reviewed and establish policies for shall include but not be limited to the following:

Animal adoption	DNR relations
Animal control	Off site animal boarding
Spay/Neuter policies	Inmate animal adoption
Budgeting and fees	Large animal control/containment
Staffing	Coordination w/Prosecutor, Sheriff on criminal investigations
Volunteer recruitment	Community Corrections volunteers
Veterinarian examinations	Fund raising
Prerequisites to euthanasia	Facility operations
Private organization relations	
Facility improvements	
Cooperative Agreements with Incorporated Towns	

7. Employees:

Existing, laid off and part time employees of the city shelter shall be given an opportunity for employment at the new City/County Shelter. Said employees shall be required to submit an appropriate resume and/or application to the Executive Director. All shelter employee positions shall be reviewed by the County Human Resources Compensation Committee for a recommendation on appropriate base pay compensation. Previous year's employment shall be taken into account. Staffing numbers shall remain as set forth in the operations budget included with this agreement until reviewed by the Board of Directors. The Board of Directors and/or Executive Director shall make recommendations annually to the Delaware County Council for approval.

8. Budget:

The City/County Animal Shelter budget shall be administered through the County Auditor for the reasoning that this is a county-wide shelter. The budget shall remain as set forth in the operations budget included with this agreement until reviewed by the Board of Directors. The Board of Directors annually shall make recommendations to the Budget. The Executive Director shall present a proposed yearly budget to the Delaware County Council for approval.

The budget is based from a county-wide estimated yearly number of animals ranging from 3700-4000.

It has been recognized that significant revenue can be attained through policies for adoption fees, surrender fees and fines put in place by the Board of Directors. The Board is encouraged to review the fee structure of other shelters. Any fee revenues shall per state statute be divided and deposited back into the City of Muncie and Delaware County General Funds based upon the same U.S Census Bureau Population Estimates that were used to determine the prior year's budget.

It is further recognized that significant potential revenue can also be attained via grants and donations. The Board of Directors and Executive Director are encouraged to establish policies to aggressively pursue such. This additional revenue shall be added directly to the budget for shelter operations.

Cooperative agreements with the surrounding towns should be offered and negotiated by the Board of Directors and/or Executive Director within the first twelve (12) months of operation. Any additional revenue shall be added directly to the budget for shelter operations.

Estimated savings to the City of Muncie is approximately \$200,000.

Joint City/County Animal Shelter Operations Budget

Executive Director	\$48,000
Shelter Asst. Director/Back-up control officer	\$31,600
Full Time Animal Attendant	\$28,000
Part Time Animal Attendant x3	\$69,000
Overtime	\$5,600
Social Security	\$11,000
Medicare	\$2,600
PERF	\$7,800
Health Insurance	\$40,000
Life Insurance	\$400
Unemployment	\$10,000
Dues/Schooling/Travel	\$1,500
Uniforms	\$1,200
Supplies	
Institutional and Medical	\$35,000
Office Supplies	\$2,500
Chemicals	\$5,000
Food/Litter	\$7,000
Gasoline	\$8,000
Cages/Upgrades	\$0
Postage	\$200
Telephone	\$3,300
Insurance (Workers Comp.)	\$6,700
Electric	\$4,300
Gas	\$5,500
Water	\$800
Vehicle Repairs	\$4,000
Building Repairs	\$0
Other Services and Charges	\$6,000

Total	\$345,000.00
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*This budget is for proposal purposes only and is in-line and comparable to other joint City/County Shelters in the State with a comparable amount of animals.

*The budget shall immediately be reviewed and/or reworked by the Board of Directors as soon as the Board is established. This budget is the overall framework for the Board of Directors to work within.