

TAYLOR COUNTY BOARD OF COUNTY COMMISSIONERS

PERRY, FLORIDA

TUESDAY, OCTOBER 29, 2024

***IMMEDIATELY FOLLOWING THE SPECIAL MEETING AT 6:00PM**

201 E. GREEN STREET

TAYLOR COUNTY ADMINISTRATIVE COMPLEX

OLD POST OFFICE

THE CHAIR CALLED THE WORKSHOP MEETING TO ORDER AT 6:06 P.M. THE MEMBERS OF THE BOARD ATTENDED THE MEETING AS FOLLOWS:

<u>DISTRICT</u>	<u>OFFICE</u>	<u>NAME</u>	<u>HOW ATTENDED</u>	<u>PORTION ATTENDED</u>
1	CHAIR	JAMIE ENGLISH	IN PERSON	ALL
2		JIM MOODY	IN PERSON	ALL
3	V-CHAIR	MICHAEL NEWMAN	IN PERSON	ALL
4		PAM FEAGLE	IN PERSON	ALL
5		THOMAS DEMPS	IN PERSON	ALL

A FULL BOARD BEING PRESENT.

COUNTY STAFF ATTENDED THE MEETING AS FOLLOWS:

<u>POSITION</u>	<u>NAME</u>	<u>HOW ATTENDED</u>	<u>PORTION ATTENDED</u>
CO ADMINISTRATOR	LAWANDA PEMBERTON	IN PERSON	ALL
ASST CO ADMIN	MARSHA DURDEN	IN PERSON	ALL
COUNTY ATTORNEY	CONRAD BISHOP	IN PERSON	ALL
COUNTY FIRE CHIEF	DAN CASSEL	IN PERSON	ALL
ENVIRONMENTAL SERVICE	GARY WAMBOLT	IN PERSON	ALL
ROAD DEPARTMENT	HANK EVANS	IN PERSON	ALL

COUNTY CONSTITUTIONAL OFFICERS ATTENDED THE MEETING AS FOLLOWS:

<u>POSITION</u>	<u>NAME</u>	<u>HOW ATTENDED</u>	<u>PORTION ATTENDED</u>
CLERK OF COURT	GARY KNOWLES	IN PERSON	ALL
DEPUTY CLERK	SALINA GRUBBS	IN PERSON	ALL

COMMISSIONER DEMPS LED THE BOARD IN PRAYER, FOLLOWED BY THE PLEDGE OF ALLEGIANCE TO THE FLAG. BUSINESS WAS TRANSACTED AS FOLLOWS:

THE CHAIRMAN READ INSTRUCTIONS FOR CONFERENCE CALL-IN LINE.

3. THE BOARD TO DISCUSS ANIMAL CONTROL.

DISCUSSION:

JACKIE KOELLER, TAYLOR COUNTY ANIMAL CONTROL ADVOCACY GROUP SHARED CONCERNS WITH ANIMAL CONTROL AND THE LOSS OF TRANSPORT GROUP SUPPORT.

KRIS OLSON, HEARTS FOR HOMETOWN DOGS EXPRESSED THEIR CONCERNS WITH ANIMAL CONTROL OF STAFF TRAINING, VOLUNTEERS, EMERGENCY VET CARE AND SANITATION.

COMMISSIONER FEAGLE RECOMMENDS HEARTS FOR HOMETOWN DOGS AND STAFF TO MEET AND GO OVER POLICY AND CONCERNS AND MAKE ANY CHANGES AS NECESSARY.

4. THE DEPARTMENT OF HEALTH TO DISCUSS SOCIOECONOMIC FACTORS AND HEALTH EQUITY INITIATIVES IN TAYLOR COUNTY.

DISCUSSION: RESCHEDULED

5. THE BOARD TO DISCUSS MOBILE HOME INSPECTOR POSITION.

DISCUSSION:

COUNTY ADMINISTRATOR- MARK WIGGINS, TAX COLLECTOR PREVIOUSLY SUGGESTED TRANSFERRING THE MOBILE HOME INSPECTOR POSITION TO THE BOARD AND COMBINE IT WITH CODE ENFORCEMENT. I DON'T BELIEVE THIS IS FEASIBLE BECAUSE IT IS 100% FUNDED OUT OF SOLID WASTE. CODE ENFORCEMENT IS PAID OUT OF MSTU.

TAX COLLECTOR HAS NOT INCLUDED THIS POSITION IN HIS BUDGET REQUEST, SO IT IS CURRENTLY NOT A FUNDED POSITION.

CLERK KNOWLES- CODE ENFORCEMENT IS TO BE PAID OUT OF MSTU. WE WILL NEED TO DETERMINE THE HOURS TO BE PAID.

COMMISSIONER FEAGLE- LEAVE AS IS AND REPORT ANY ISSUES OF CODE ENFORCEMENT TO THE COUNTY. TAX COLLECTOR MAY NEED TO AMEND HIS BUDGET.

STAFF TO CONTINUE TO DISCUSS WITH TAX COLLECTOR.

6. THE BOARD TO DISCUSS RECOMMENDED ACTION ITEMS FROM ADAMS & REESE, LLP PLANNING GRANT REPORT.

DISCUSSION:

COUNTY ADMINISTRATOR- MS. LAURA BELLA PREVIOUSLY MADE A PRESENTATION TO THE BOARD AND PROVIDED AN EXECUTIVE SUMMARY. MR. BOB KATE WAS VERY HELPFUL AND PUT THIS INTO A FORMAT FOR US TO MAKE SURE THAT WE REMEMBER THAT THERE ARE ACTION ITEMS THAT CAME OUT OF THE ENVIRONMENTAL ASSESSMENT. JUST WANT TO MAKE SURE THAT THE BOARD IS IN AGREEMENT WITH THE ASSIGNMENT THAT IS ON THE TABLE.

THE OBVIOUS CONCERN IS THE RECOMMENDATION FROM MS. BELLA WAS SEVERAL OF THESE ITEMS BE ASSIGNED TO AN ENVIRONMENTAL CONSULTANT, WHICH WE DO NOT HAVE AND THE BUDGET SHORTFALLS THAT WE WILL BE FACING.

WE CAN PLAN TO MOVE FORWARD WITH THE GRANT WITH DEPARTMENT OF COMMERCE AND ADD TO THE SCOPE OF WORK, MONITORING THAT THE ENVIRONMENTAL CONSULTANT WOULD BE DOING ON OUR BEHALF AND SEE IF COMMERCE AGREES WITH THAT SCOPE OF WORK.

BOB KATE EXPLAINED THE TEAR DOWN AND MONITORING OF THE GP MILL CLOSURE.

COUNTY ADMINISTRATOR TO GET IDEA OF ASSIGNING COST AND BRING BACK TO BOARD.

7. THE BOARD TO DISCUSS EMS CONTRACT.

DISCUSSION:

COUNTY ADMINISTRATOR-JANUARY STARTS THE FINAL YEAR OF CENTURY PROVIDING EMS SERVICES. WANTED TO GET THE BOARD'S OPINION ON RUNNING A DUAL SERVICE OR A STAND-ALONE EMS SERVICE. IF THE COUNTY HAS ANY INTEREST IN RUNNING THIS SERVICE, WE NEED TO START PLANNING NOW.

COMMISSIONER FEAGLE- WE NEED TO KNOW THE PROJECTED COSTS AND THE WORK FORCE NEEDED.

FIRE CHIEF, DAN CASSEL SUGGESTED A PHASE ENTER APPROACH IF THE COUNTY IS LEANING TOWARDS TAKING IT OVER.

COMMISSIONER FEAGLE NOT INTERESTED IN THE COUNTY TAKING OVER AT THIS TIME.

COUNTY ADMINISTRATOR RECOMMENDS TO PUT IT OUT FOR BID.

COMMISSIONER MOODY WANTS TO GET IT OUT FOR BID. HAD SEVERAL COMPLAINTS WITH THE CURRENT PROVIDER. NOT IN FAVOR OF THE COUNTY TAKING IT OVER.

COMMISSIONER NEWMAN IN SUPPORT OF AN RFP.

8. THE BOARD TO DISCUSS PERMITTING HOURS.

DISCUSSION:

COUNTY ADMINISTRATOR-BUILDING AND PERMITTING DEPARTMENT IS OVERWHELMED WITH PERMITTING AND INSPECTION REQUESTS. THEY ARE ISSUING ABOUT 60 PERMITS A WEEK. PEOPLE WOULD LIKE TO USE AN ONLINE METHOD TO SEND AND RECEIVE PERMITTING ELECTRONICALLY, WHICH WE HAVE DONE FOR SEVERAL YEARS. WITH OUR WORKLOAD, IT IS ALMOST IMPOSSIBLE FOR US TO SPEND ANY TIME DURING THE DAY WORKING ON THESE ONLINE PERMITS. WE WOULD LIKE TO CLOSE THAT DEPARTMENT AT 4 P.M., SO THAT WE CAN HAVE THE LAST HOUR WORKING ON THE ONLINE PERMITS.

COMMISSIONER FEAGLE WOULD LIKE TO SEE WHAT DIFFERENCE THE ADDITIONAL PEOPLE WOULD MAKE, INSTEAD OF CLOSING AT 4 P.M. RIGHT NOW. NEED TO USE IN-HOUSE STAFF TO HELP AND EXTENDING THE NO PERMIT FEE CHARGE UNTIL DECEMBER 1ST MAY HELP.

COMMISSIONER NEWMAN- OPEN TO THE ONLINE SERVICE. MAYBE STAFF CAN COME IN EARLY. CLOSING AT 4 P.M. WOULD BE CONFUSING TO THE PUBLIC.

COUNTY ADMINISTRATOR- THIS MAY CAUSE A HARDSHIP WITH STAFF THAT HAVE CHILDREN.

CHAIR ENGLISH- YOU MAY HAVE LESS ONLINE THAN YOU WOULD PEOPLE WALKING IN THE DOOR. THE LAST THING YOU WANT TO DO IS SHUT THE DOORS FOR ANY PERIOD OF TIME.

COUNTY ADMINISTRATOR- I CAN PUT ON THE AGENDA FOR THE EXTENDING THE PERMITTING FEES.

9. THE BOARD TO DISCUSS DAMAGED ASSETS FROM HURRICANE HELENE.

COUNTY ADMINISTRATOR PROVIDED THE BOARD WITH A CURRENT LIST OF STORM DAMAGE.
WILL PUT ON THE NEXT AGENDA FOR THE TURNKEY ITEMS.

THE HOUR BEING APPROXIMATELY 8:34 P.M., AND THERE BEING NO FURTHER BUSINESS, THE WORKSHOP WAS ADJOURNED.

BOARD OF COUNTY COMMISSIONERS
TAYLOR COUNTY, FLORIDA

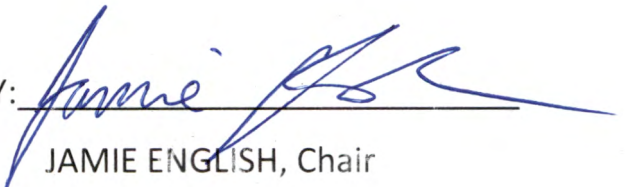
BY: _____
JAMIE ENGLISH, Chair

ATTEST:


BY: _____
SALINA GRUBBS, D.C. for
GARY KNOWLES, Clerk

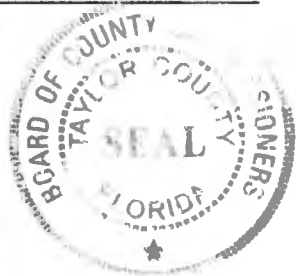
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BOARD OF COUNTY COMMISSIONERS
TAYLOR COUNTY, FLORIDA

BY: 
JAMIE ENGLISH, Chair

ATTEST:

BY: 
SALINA GRUBBS, D.C. for
GARY KNOWLES, Clerk



TAYLOR COUNTY BOARD OF COMMISSIONERS

County Commission Agenda Item

SUBJECT/TITLE:

TAYLOR COUNTY ANIMAL CONTROL AND NON PROFIT HEARTS FOR HOMETOWN DOGS.



MEETING DATE REQUESTED:

10-29-24

Statement of Issue: TAYLOR COUNTY ANIMAL CONTROL MANAGEMENT. DUE TO FAILURE IN FOLLOWING PROPER INTAKE AND OUTAKE PROCEDURES NON PROFITS CANNOT CONTINUE TO WORK WITH OUR ANIMAL SHELTER TO PULL ANIMALS.

Recommended Action: SEE SPREADSHEET SHOWING ISSUES/PROPOSEDSOLUTIONS/BUDGET IMPACT

Fiscal Impact: LOW IMPACT IF ACTION ITEMS ARE UTILIZED EFFECTIVELY AND SOLID LEADERSHIP SUPERVISES AND FOLLOWS UP.

Budgeted Expense: 0

Submitted By: TAYLOR COUNTY ANIMAL ADVOCACY GROUP

Contact: JACKIE KOELLER

SUPPLEMENTAL MATERIAL / ISSUE ANALYSIS

History, Facts & Issues:

TAYLOR COUNTY ANIMAL SHELTER HAS A LONG HISTORY OF ISSUES FROM

1. CHRONIC OVERCROWDING.
2. LACK OF ENFORMCEMENT OF BEST PRACTICES AS OFFERED BY UNIVERSITY OF FLORIDA.
3. LACK OF PLANNING FOR CURRENT AND FUTURE CAPITOL NEEDS AS WELL UNDERSTAFFED TO MANAGE OUT COUNTIES ANIMAL POPULATION.

CURRENT NON PROFIT HEARTS FOR HOMETOWN DOGS, STARTED IN 2016, HAS STOPPED PULLING ANIMALS FROM OUR COUNTY SHELTER DUE TO LACK OF COMPLIANCE IN FOLLOWING ESTABLISHED POLICIES AND RPROCEDURES BY COUNTY STAFF IN ORDER FOR ANIMALS TO BE ELIGIBLE TO BE PULLED AND TRANSPORTED.

**Options: REVIEW THE SPREADSHEET SUBMITTED FOR A COMPREHENSIVE
LOOK AT ISSUES, PROPOSED SOLUTIONS AS WELL AS BUDGET IMPACT.**

Attachments:

- Cover page for 10-29-24 workshop
- BOCC priority list of immediate issues to be addressed/resolved
- Overall Shelter action items
- Hearts for Hometown Dogs cover page and history of intake and outtake performance.
- FL statutes
- Best practices
- Article on rescue groups and govt run shelters
- Powerpoint presentation

Ask yourself...



- ? Have you visited our animal shelter?
- ? Are the County Taylor County Board of Commissioners and the City of Perry responsible for oversight of the Taylor County Animal Shelter?
- ? Do you feel **our Animal Shelter is operating effectively** and to the best of our ability and making use of every resource to mitigate the overpopulation of animals that chronically plagues our shelter?
- ? Is the Animal shelter **meeting our community needs**? Is access granted to the public only during business hours and not possibly on a weekend or after 5 on a weekday?
- ? Are we utilizing and exhausting **all available resources** to reduce overcapacity issues happening frequently such as social media, fundraisers, volunteer, and non-profit rescue groups to ensure our shelter's initiatives are met and animals are moved out quickly on a consistent basis to avoid overcrowding?
- ? Are we taking **proactive steps** to stem the overpopulation of cats & dogs in our County in lieu of euthanizing them?
 - Partnering/networking with rescue groups to move animals out.
 - Educating community on importance of spay/neuter and offering local clinics.
 - Strengthening or instituting our Counties laws regarding breeding.Its essential to get ahead of the problem and **respond** rather than **react** to overflow.
- ? Would you be ok for your pet to spend time at our animal shelter?
- ? Are we doing short- and long-term planning for the shelter and asking for funding?
- ? Are Animal Medical petitions being submitted at all by the Animal Control officers?
- ? Are all Animal Cruelty cases being pursued?

If you can't answer yes to all the above, then we have some work to do.

We are reaching out to our community leadership in hopes of partnering with y'all to support our Animal shelter initiatives. We listened when the Community showed up to give support to our long time running non-profit Hearts for Hometown Dogs...will you?

We believe:

Taylor County Animal Shelter should be a resource for our community.

- ✓ Our community wants to be proud of our shelter and how it operates.
- ✓ Infrastructure issues need to be addressed such as kennel 21 that stays flooded, only 2 operation electrical outlets in the kennels operating numerous fans, no climate control for the shelter.
- ✓ Social media needs to be utilized effectively & responsibly to network with the Public at large and our nonprofit partners (who network to move animals 24/7). Social media has a far reach and is free and no cost to the Animal shelter budget.
- ✓ Security cameras need to be installed to ensure the safety of our animals during the time when staff is not in attendance. After 5 on weekdays and all weekend long. This can be very helpful during storm conditions if staff are unable to access the kennel due to road conditions.
- ✓ Standard operating procedures for processing animals need to be adhered to and supervised to ensure prompt processing of animals and for rescue groups to take possession and move them.
- ✓ Our community wants access to our shelter both in person and via the phone. The phones should be answered consistently to communicate with the community.
- ✓ Shelter should be open to the community as much as possible to visit to view adoptable animals and available 1 weekend a month and 1 day past 5pm during the weekdays as determined by FL Statute Ch. 823.151. #6
- ✓ The shelter should be maintained and operated in compliance with Florida statutes and Taylor County & City ordinances.
- ✓ It should be a safe haven for homeless animals as well as a resource for the community as a whole.
- ✓ Shelter should post, as mandated, animal intake/outcome data for the public to see pursuant to FL statute 823.15
- ✓ County leadership needs to consistently & adequately train the Animal Shelter staff in all responsibilities to ensure the safety of our animals and proper protocol of intakes and outcomes. Consistent oversight needs to be improved due to a history of events that jeopardize animal's lives.



As concerned citizens of Taylor County we want to:

- ✓ *Be a resource for the Taylor County Community*
- ✓ *Be a voice for homeless animals*
- ✓ *Provide a platform to fundraise and support our local nonprofit rescue partners.*
- ✓ *Be a think tank to share ideas for best practices*
- ✓ *Provide support for Animal Control staff to achieve Animal Shelter initiatives*
- ✓ *Communicate and Educate the Community*
- ✓ *Embrace volunteers to help network our animals and offer support to the shelter.*
- ✓ *Partner with area Business and Groups and Schools to fundraise for the Animal Shelter*
- ✓ *Hold Adoption events and work with non-profits to accomplish mutual goals.*
- ✓ *Research and management grants for the shelter for additional funding.*
- ✓ *Raise funds through donation programs and adoption events.*

HISTORY/FACTS

Funding for our Animal shelter has always been minimal and with recent storms and business closures the future doesn't hold much promise for improvement. The outside kennel runs have been torn down. We are finding infrastructure issues with the electrical and drainage problems. The current building was operated by the City originally. It is not climate controlled to the benefit of the animals nor the public or staff.

- ✓ We believe we need to be effectively and proactively looking at all avenues to support our shelter needs and it should be a priority.
- ✓ We understand our Animal Shelter has low funding and limited staff available to operate it effectively all the time.
- ✓ We are here to offer solutions to alleviate issues and provide solutions in a manner that supports our County.
- ✓ We are interested in partnering with our County/City and finding solutions to the chronic problems continuing at our Animal Shelter.
- ✓ We are essentially free labor with a committed interest in providing solutions and oversight!

As community members we are interested in helping shoulder this load and work towards making vital improvements to our shelter. The budget may be small, but we are rich with volunteers and community support and if given the opportunity will pursue all avenues to collectively work together with County leadership, interested rescue groups and non-profits to work towards remedying current issues facing our Animal shelter both short and long term.

Effective management all starts with good leadership and planning. We have leaders stepping up in the community to support this. Will our current County and City leadership step up as well? Taylor County Commissioners, the County Administrator and the City of Perry are tasked with oversight of this important asset for our County. We as a community would like to know what (if any) are the short- and long-term plans to improve our Animal shelter? Is it on anyone's radar? Is it part of the Vision 2060 plan?

Please help us be a voice for change and implement needed support for our Animal Shelter. How we treat animals speaks volumes about ourselves. It's important for our County/City leadership to see and hear our citizens want change. Taylor County is a God loving County. Animals are God's children so let's do God's work and look for solutions to raise our Animal shelter up and help the Community be proud. Actions speak louder than words.



Taylor County Animal Shelter Concerns

Overcapacity of animals is a chronic issue that impacts our Animal shelter on a regular basis. The Animal shelter is forced to close accepting any additional animals from the community during these events. The community suffers as a whole when this happens on a repeated basis. When animals are not being received, we run the risk of having dogs running loose in the community and leading to events like the recent goat killing by a dog pack. This is a Public safety issue.

An overcapacity shelter runs the risk of transferring communicable disease at a rapid pace if kennels, equipment, tools and surfaces are not sterilized on a consistent basis in the dog and cat kennels. Recent events surfacing at the cat kennel of the Pan Leuk virus spreading to many cats resulting in deaths, is an example of this. Following properly established protocol at animal intake is critical.

Our efforts are focused on identifying areas that impact and improve the chronic overcapacity at our Animal Shelter as well as other important areas of concern and offer solutions. Our County and City Government are directly responsible for oversight and should be proactively working towards resolving this chronic overcapacity issue as well as ensuring a well-functioning Animal Shelter which supports our community. Leadership matters.

Our community is asking for and deserves an efficiently run animal shelter we can be proud of and feel safe visiting. Working towards this end will reduce staff workload, positive budget impact and reduce risk of transmitting communicable disease resulting in a positive outcome for the animal as well as the community.

We propose to meet with County staff on a regular basis in order to review areas of concern, propose solutions, identify areas for shelter support from the community and work towards the common goal of moving animals out of the shelter for the best outcome. Many of the solutions do not impact the budget. We all share the same common goal of moving animals out of the shelter.

These issues/concerns have been thoughtfully deliberated by our group of concerned citizens. Please consider addressing these so we can work towards a shelter that is operating efficiently, safely and effectively for the benefit of the community and the animals. While this is a shortened version of the original Shelter action list submitted earlier, we hope you see the seriousness of these immediate concerns and ask for action on the part of County staff leadership to correct. Let's make our animal shelter a safe haven and resource for our community and one to be proud of.



Priority list of immediate Issues to be resolved at Taylor County Animal Shelter:

Issue/Concern	Proposed Solution	Benefit	Budget Impact
<p>Rescue group Hearts for Hometown dogs ceased pulling animals from our animal shelter on Aug. 1.</p> <p>They have successfully pulled a large number of animals from our shelter for over 8 years.</p> <p>See the intake/outcome reports submitted and the # of animals sent via rescue. See their list of reasons why now they cannot continue to partner with the Shelter.</p>	<p>Hear the concerns of the rescue group and engage County staff to look for solutions.</p> <p>County leadership to enforce the importance of networking professionally with rescue partners.</p>	<p>Direct impact on improving shelter overcapacity problem.</p> <p>Positive impact on the community that the shelter remains open and available to accept animals.</p>	<p>None</p>
<p>Shelter animals not receiving stabilizing care by a veterinarian when presented with obvious injuries.</p> <p>Case: Injured dog, Caesar was run over and lost the use of his back legs and staff did not transfer to vet care and left him to linger in kennel for 7 days despite pleas from volunteers. Videos and pictures are available.</p>	<p>Review policies regarding animal intakes presenting injuries and adjust in accordance with recommended practices and policies.</p>	<p>Injured animal receives immediate care.</p>	<p>Impact on a case-by-case basis but should be budgeted for.</p>

Issue/Concern	Proposed Solution	Benefit	Budget Impact
<p>Allow access to ASM database by qualified volunteers in order to promote and network the animal as well as be able to generate necessary reports by nonprofit rescues.</p>	<p>Approve qualified volunteer access.</p> <p>Set policy.</p>	<p>Our rescue partners can pull animal information and network for adopters as well as pull necessary information needed for reporting.</p> <p>Direct impact on improving shelter overcapacity problem.</p>	<p>None</p>
<p>Correct Animal Shelter building issues –</p> <p>Electrical outlets – Upgrade to 220.</p> <p>Kennel drainage. Kennel #21 specifically</p> <p>Kennels not locking correctly and held together with zip ties.</p> <p>Install the already purchased ceiling fans to improve kennel circulation.</p>	<p>Get quotes from electrician.</p> <p>Get quotes from plumber.</p> <p>Allocate budget funding.</p>	<p>Improves functionality of shelter for animals, staff and public.</p> <p>Improves safety for public, staff and animals.</p>	<p>Unknown at this time until quotes are received.</p> <p>Possibility of in-kind donations of labor/supplies.</p>

Issue/Concern	Proposed Solution	Benefit	Budget Impact
<p>Incompliance with Standard operating procedures:</p> <p><u>Animal intake</u> – Scan, vaccinate, dewormer, weight, heartworm test, pictures, addition to database ASM, notes on white board and completed kennel card.</p> <p>Not following established protocol means Rescue groups cannot pull animals from the Shelter and potential adopters cannot adopt...thus contributing to the overcapacity problem.</p> <p>Lack of consistent daily kennel cleaning, sanitization and sterilization.</p>	<p>Review Standard Operating procedures with all Shelter staff and ensure compliance.</p> <p>Ensure certifications are updated.</p> <p>Enforcement of established procedures by County leadership.</p>	<p>Animals that receive proper intake measures are available for Rescues to pull quickly.</p> <p>Direct impact on improving shelter overcapacity problem.</p> <p>Consistent cleaning will reduce risk of transferring sickness to rest of the animals.</p>	None
<p>Volunteer access limited.</p> <p>Who establishes policy? Limiting volunteer access and support reduces community connection and support and puts an additional burden on already short staffed department. Other shelters have robust volunteer support groups helping.</p>	<p>Review Volunteer policy and identify areas where they can support Shelter initiatives.</p> <p>Look at other shelter volunteer programs and implement best practices.</p>	<p>Increased volunteer support helps alleviate the staff workload, increases community connection and outreach for the animals. Free labor!</p>	None

Issue/Concern	Proposed Solution	Benefit	Budget Impact
<p>Security cameras need to be installed in Kennels for the dogs as well as cats.</p> <p>Safety concerns regarding after hours and weekends and storm events as well as transparency for the public.</p> <p>These were requested in the 2020—2021 FY year but not purchased due to cost estimates ranging \$3000.</p>	<p>Research available adequate wireless cameras to install.</p> <p>Purchase and install security cameras where possible.</p>	<p>Safety for animals when the shelter is not manned.</p> <p>Useful for after hours and weekend monitoring as well as during storm and emergency events.</p>	<p>Unknown until identifying # of cameras needed.</p> <p>Possibly an item that can be donated.</p>
<p>Owner surrender intake process.</p> <p>Lack of collection of important information on the animal in order to position it for adoption, i.e. reason for surrender, behavior concerns? food aggression, good with cats, kids?</p>	<p>Use a checklist to collect important information on the animal and health history to inform potential adopters.</p> <p>Establish policy.</p> <p>Post accordingly on kennel card, online and in ASM database.</p>	<p>More information to give potential adopters will increase the potential of getting adopted.</p> <p>Direct impact on improving shelter overcapacity problem.</p>	<p>None</p>



Issue/Concern	Proposed Solution	Benefit	Budget Impact
<p>Support use of Social Media to network available animals and rescue groups. Harness available technology.</p> <p>Other shelters utilize this free form of media to advertise, network and promote interest in Shelter animals with great success. Suwannee County has a successful Facebook page.</p>	<p>Establish a social media presence on Facebook, Instagram, etc. by which to advertise and network animals.</p> <p>Establish policy and identify qualified users.</p>	<p>Direct impact on improving shelter overcapacity problem.</p> <p>Increased awareness of the community in availability of animals at the shelter can increase traffic to the shelter and increase possible adoptions.</p>	<p>None</p> <p>Volunteers can work with staff and operate the social media presence in line with an established policy.</p>
<p>Shelter phones not being answered consistently.</p> <p>A citizen tried repeatedly to call the shelter to adopt and after no answer he went to Tallahassee.</p> <p>Numerous reports of the phone not being answered when citizens call in.</p>	<p>If staff are unavailable to answer phones propose using volunteer support. Rotate staff for phone duty. Route calls not answered to another location.</p>	<p>Utilizing volunteer support to answer phones allows the community to continue to communicate with our shelter and potentially come to adopt.</p> <p>Direct impact on improving shelter overcapacity problem.</p>	<p>None</p>

Issue/Concern	Proposed Solution	Benefit	Budget Impact
Publicly posting intake/outcome data online pursuant to FL Statute 823.15.	Post data online and make available to non profit rescue groups as needed on a timely basis in compliance with FL Statute 823.15.	Public is informed and Shelter is complying.	None
<p>Padlocking various dog kennels. Some are zip-tied.</p> <p>This is a safety issue if you have to evacuate animals quickly due to a fire or other emergency.</p> <p>Who determines this policy and why? Who holds the keys? Are these removed over the weekend when staff is gone? Other shelters use carabiners.</p>	<p>Fix kennels that have locking issues.</p> <p>Set policy on padlocking kennels if necessary, with a backup plan if staff isn't available.</p>	<p>Maintaining kennel functionality benefits staff to adequately perform their jobs and keeps the animals safely contained.</p>	<p>Unknown until assessment of kennels can be made.</p> <p>Possible donations.</p>
<p>Increase Public access time to the shelter.</p> <p>Consider opening the kennels after hours weekdays or a day on the weekend to promote adoptions. See FL statute 823.151 #6 included with BOCC agenda packet.</p> <p>Other shelters offer this with success.</p>	<p>Consider flex hours for staff to accommodate this.</p>	<p>Allowing the public to view animals outside M-F 10-5 would increase the possibility of adoptions.</p> <p>Direct impact on improving shelter overcapacity problem.</p>	<p>None, if it's kept within the normal operating 40 hours by flexing employee time.</p> <p>See FL Statute 823.151 #6</p>

Taylor County Animal Control **Minimum Standards / Changes Required**

Hearts for Hometown Dogs Volunteers will not partner with Taylor County Animal Control until these minimum standards are met.

- **Seek consult with Florida Animal Protection and Advocacy Association (FAPAA)** on implementing Best Practices & Shelter Standards (see attached brochure).
- **Emergency Veterinary Care** - sick or injured animals **MUST** be seen by the vet promptly to receive basic stabilizing care! Allow knowledgeable volunteers to arrange veterinary care without interference (see attached Intake Procedure #9 as used by UF). Hearts for Hometown Dogs have covered veterinary cost.
- **Building Electrical Upgrades** - the electric in the kennel building needs to be repaired & upgraded to 220 so ALL outlets are working properly.
- **Intake protocols**- intake protocols are not consistent, putting both staff and animals at risk of disease outbreak. Without proper and consistent protocols rescue organizations are not willing to put their current shelter population at risk and will not accept transfers from our shelter. See attached University of Florida Shelter Medicine Intake Procedures for Dogs and Cats and Vaccination of Dogs and Puppies and Cats and Kittens. Many other valuable resources can be found via the University of Florida Shelter Medicine website. <https://sheltermedicine.vetmed.ufl.edu/>
- **Kennel Sanitation** – Proper cleaning protocols go hand in hand with proper vaccination and intake protocols to help control the risk of disease transmission and outbreak. Kennel and shelter sanitation must happen on a regular schedule. See attached kennel cleaning protocol summary. Best Friends offers great resources for additional sanitation procedures, they can be found here. <https://network.bestfriends.org/education/manuals-handbooks-playbooks/disease-control-role-sanitation-training-playbook>
- **Transparency/Accountability**

Cameras - Live stream cameras accessible to the public be placed in the kennel building so the dog kennels can be viewed, inside of the cat house, as well as the outside so outside kennels can be viewed & in the office.

Animal Outcome Data - post outcome data on website pursuant to FL Statute 823.15

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&URL=0800-0899/0823/Sections/0823.15.html

Public Notice - inform public of disease outbreak or illness in shelter population.

Policy - Review policies and update them to reflect current sheltering standards
<https://www.aspcapro.org/resource/asv-guidelines-shelter-checklists>

Staff Training - provide and require staff with complete training, continuing education courses and required certifications to carry out their duties as animal control officers.

Adoption Standards – review adoption standards to promote responsible pet ownership. Adopting and/or owning an animal is NOT a right, it is a privilege.

- **Volunteer Access to Animal Shelter Manager (ASM)** - access allows volunteers coordinating rescue to ability to get pertinent information about an animal that rescues require for transfer. This access relieves the transmission of information burden from animal control staff. Volunteers have never misused or abused access in ASM.
- **Public Access and Welcoming/Valuing volunteers** –

Extended Hours – extended hours one weekday per week and 1 weekend day. (see attached Statue 823.151 #6)

Staff and Volunteer Collaboration - allow staff to assist volunteers, including allowing them to communicate directly amongst each other for rescue related needs

Volunteer Application - create an Animal Shelter Volunteer Application with pertinent questions/information that is animal related so that volunteers can be placed in the appropriate volunteer position. Streamline the volunteer application, approve/deny promptly. (see attached sample from another shelter)

Suggestions

- **Intake diversion** – with limited capacity not every animal needs to be taken into animal control custody.
 - **Owner Surrenders** - Animal owners need to take responsibility of their pets. If they threaten to dump them or kill them, inform them that those are crimes and they will be prosecuted. Some suggestions for intake diversion are below:
 - * provide food if they cannot afford it or refer them to HFHD for help with food.
 - * educate them on how to responsibly try to find homes via social media.
- **Heed the advice of Taylor County Animal Advocacy Board**
- **Website/Social Media Presence** – both the website and social media pages are valuable tools to help promote the animals at the shelter. Owners looking for lost pets usually take to social media for help.

Gatorland Animal Services SOPs

Vaccination of Cats and Kittens

Effective Date: 9/15/2021

Revised:

Responsible Staff:

- Vet techs
- Kennel staff

Purpose: This SOP provides vet techs and kennel staff with a step-by-step procedure for vaccination of cats and kittens starting at intake and during their shelter stay and documenting the vaccinations in each animal's medical record. The vaccination SOP is based on the recommendations for shelter cats in the 2020 AAEP/AAHA Guidelines for Vaccination of Cats.

Definitions

- FVRCP = combination vaccine containing modified-live herpes virus, calicivirus, and panleukopenia
- Rabies vaccine = killed rabies vaccine with a 3-year duration of immunity
- SQ = subcutaneous injection

Supplies Needed

- Disposable exam gloves
- FVRCP vaccine in intake room refrigerator
- Rabies vaccine in treatment room refrigerator
- Sterile 3cc syringes with leur lock
- Sterile 22 gauge and 25 gauge needles
- Sharps box for needle disposal
- Vaccination site chart posted above computer in the intake room

Procedures

1. Wear clean exam gloves.
2. Open the animal's medical record in Chameleon.
3. Ensure that the animal's ID neckband and description match the medical record.
4. Vaccinate all cats at least 1 month old starting at admission.
 - a. This includes stray cats, owner-surrendered cats, pregnant cats, nursing cats, feral cats, and cats with mild illness or injury.
 - b. Do NOT vaccinate kittens and cats with fevers and signs of more severe illness or injury pending evaluation by the veterinarian.
5. Kittens <5 months old (no permanent canine teeth)
 - a. Reconstitute one dose of FVRCP in a 3cc syringe with a 25 gauge needle
 - b. Administer SQ in the right front leg below the elbow at admission
 - c. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - d. Record the vaccine, date, and vaccination site in the medical record
 - e. Repeat FVRCP vaccination every 2 weeks while in the shelter or until 5 months old (erupted permanent canine teeth) and record in the medical record

6. Cats \geq 5 months old (permanent canine teeth)
 - a. Reconstitute one dose of FVRCP in a 3cc syringe with a 25 gauge needle
 - b. Administer SQ in the right front leg below the elbow at admission
 - c. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - d. Record the vaccine, date, and vaccination site in the medical record
 - e. Repeat FVRCP vaccination in 2 weeks and record in the medical record
7. Rabies vaccination
 - a. Must be administered by a veterinarian or a vet tech under direct supervision of the veterinarian
 - b. Cats must be at least 3 months old
 - c. Administer at the time of spay/neuter surgery or before discharge from the shelter
 - d. Administer SQ in the right hindleg below the stifle using a 3cc syringe with 25-gauge needle
 - e. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - f. Record the vaccine, date, and vaccination site in the medical record
 - g. Complete the rabies vaccination certificate

Gatorland Animal Services SOPs

Vaccination of Dogs and Puppies

Effective Date: 9/15/2021

Revised:

Responsible Staff:

- Vet techs
- Kennel staff

Purpose: This SOP provides vet techs and kennel staff with a step-by-step procedure for vaccination of dogs and puppies starting at intake and during their shelter stay and documenting the vaccinations in each animal's medical record. The vaccination SOP is based on the recommendations for shelter dogs in the 2017 AAHA Guidelines for Vaccination of Dogs.

Definitions

- DAPP = combination vaccine containing modified-live distemper virus, adenovirus type 2, parvovirus, and parainfluenza virus
- Bordetella/CPiV = combo vaccine containing modified-live Bordetella bronchiseptica bacteria and parainfluenza virus
- Rabies vaccine = killed rabies vaccine with a 3-year duration of immunity
- SQ = subcutaneous injection
- IN = intranasal administration

Supplies Needed

- Disposable exam gloves
- DAPP vaccine in intake room refrigerator
- Bordetella/CPiV vaccine in intake room refrigerator
- Rabies vaccine in treatment area refrigerator
- Sterile 3cc syringes with leur lock
- Sterile 22 gauge and 25 gauge needles
- Sharps box for needle disposal
- Vaccination site chart posted above computer in the intake room

Procedures

1. Wear clean exam gloves.
2. Open the animal's medical record in Chameleon.
3. Ensure that the animal's ID neckband and description match the medical record.
4. Vaccinate all dogs at least 1 month old starting at admission.
 - a. This includes stray dogs, owner-surrendered dogs, pregnant dogs, nursing cats, and dogs with mild illness or injury.
 - b. Do NOT vaccinate puppies and dogs with fevers and signs of more severe illness or injury pending evaluation by the veterinarian.
5. Puppies <6 months old (no permanent canine teeth)
 - a. Reconstitute one dose of DAPP in a 3cc syringe with a 25 gauge needle
 - i. Administer SQ in the right front leg over the shoulder area at admission

- ii. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - b. Draw up one dose of the Bordetella/CPIV vaccine in the plastic administrator
 - i. Administer IN into each nostril at admission. Do NOT administer this vaccine SQ!!
 - ii. May need to apply a soft muzzle for dogs that are fearful of this procedure
 - c. Record the vaccines, dates, and vaccination sites in the medical record
 - d. Repeat DAPP vaccination every 2 weeks while in the shelter or until 6 months old (erupted permanent canine teeth) and record in the medical record
 - e. The Bordetella/CPIV is only administered once at admission
6. Dogs ≥ 6 months old (permanent canine teeth)
- a. Reconstitute one dose of DAPP in a 3cc syringe with a 22 gauge needle
 - i. Administer SQ in the right front leg over the shoulder area at admission
 - ii. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - b. Draw up one dose of the Bordetella/CPIV vaccine in the plastic administrator
 - i. Administer IN into each nostril at admission. Do NOT administer this vaccine SQ!!
 - ii. May need to apply a soft muzzle for dogs that are fearful of this procedure
 - c. Record the vaccines, dates, and vaccination sites in the medical record
 - d. Repeat DAPP vaccination in 2 weeks and record in the medical record
 - e. The Bordetella/CPIV is only administered once at admission
7. Rabies vaccination
- a. Must be administered by a veterinarian or a vet tech under direct supervision of the veterinarian
 - b. Dogs must be at least 3 months old
 - c. Administer at the time of spay/neuter surgery or before discharge from the shelter
 - d. Administer SQ in the right hindleg below the stifle using a 3cc syringe with 22 gauge needle
 - e. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - f. Record the vaccine, date, and vaccination site in the medical record
 - g. Complete the rabies vaccination certificate

Gatorland Animal Services SOPs

Intake Procedures for Dogs and Cats

Effective Date: 9/15/2021

Revised:

Responsible Staff:

- Vet techs
- Kennel staff

Purpose: This SOP provides vet techs and kennel staff with step-by-step procedures for preventive health care administered to dogs and cats on admission to the shelter and documenting the procedures and treatments in each animal's medical record.

Definitions

- BCS = body condition score using the Purina scale

Supplies Needed

- Walk-on scale for dogs and baby scale for cats
- Disposable exam gloves
- Universal microchip scanner
- Thermometer with covers
- Stethoscope
- Vaccines
- Parasite treatments
- Camera attached to Chameleon
- ID band
- Rescue disinfectant in spray bottle

Procedures

1. Put on clean exam gloves.
2. Open a new medical record in Chameleon.
3. Take a good quality picture of the animal that includes the entire body and upload into the medical record.
4. Record species, sex, estimated age, coat length, coat color, and intake type in the medical record.
 - a. Use the dentition chart to estimate the age of puppies and kittens
 - b. Estimate age of adult animals based on appearance of teeth and dental calculus
5. Weigh the animal in pounds and record weight in the medical record.
 - a. Walk-on scale for dogs
 - b. Baby scale for cats
6. Determine the BCS using the Purina scale charts for dogs and cats. Record in the medical record.
7. Perform a thorough scan for a microchip following the scanning technique chart. Record the result in the medical record.
 - a. Enter "no microchip found" or the microchip number if one is detected
 - b. Follow the Found Microchip SOP for detected microchips

8. Perform a brief physical exam according to the template in the Chameleon medical record and record findings in the template.
 - a. Complete all fields of the template
 - b. Note if cats have a tipped ear and which ear is tipped (see picture of ear-tipped cat)
 - c. Examine the ventral midline and scrotal areas for a green tattoo signifying sterilization. Shave the area if necessary for good visualization
9. Immediately notify the veterinarian or chief vet tech if an animal has a fever (Temp >103°), severe respiratory illness, vomiting or diarrhea, severe skin disease, injuries such as large wounds or lameness, bleeding, or appears painful
 - a. Hold the animal in the intake room runs/cages pending further evaluation by the vet or chief vet tech
 - b. Place a neckband with the animal's unique ID number that matches the medical record number
 - c. Print out a kennel card and place on the animal's run or cage
10. Administer parasite treatments based on body weight and record the treatments in the medical record.
 - a. Cats and kittens: follow the Cat Parasite Control SOP
 - b. Dogs and puppies: follow the Dog Parasite Control SOP
11. Administer the required vaccines and record in the medical record.
 - a. Cats and kittens: follow the Cat Vaccination SOP
 - b. Dogs and puppies: follow the Dog Vaccination SOP
12. Collect blood samples for FeLV/FIV testing of cats and for heartworm testing of dogs
 - a. FeLV/FIV testing: follow the FeLV/FIV Screening SOP
 - b. Heartworm testing: follow the Canine Heartworm Screening SOP
 - c. Notify the vet techs that samples are ready for testing
13. Attach a neckband with the unique number that matches the medical record number.
14. Print out a kennel card.
15. Move the animal to the proper housing section.
16. Wipe down the scales and exam tables with the Rescue disinfectant.
17. Discard gloves.

Shelter Animal Intake Protocol Summary

- All puppies under the age of 6 months must be parvo tested prior to entering vehicles or shelter property.

1. Scan every animal (dog and cat) for a microchip
2. Vaccinate
3. Administer dewormer
4. Weight
5. Determine age based on teeth
6. Heartworm test
7. Take a good, clear photo showing face and body
8. Examine animals for injuries, illness, etc.
9. Immediately add animal to ASM with ALL information accurately
10. Write all above info on white board with animals in corresponding kennel number.
11. Print out completed Kennel Card and place on plastic insert of animal's kennel door.

- If animal is Owner Surrender, ask for all of the following information

1. Medical/vet history; request vet records
2. Is the animal good with other people, dogs, cats, kids, etc
3. Any behavior concerns (food aggression, resource guarding, etc)
4. Reason for surrender
5. Ask if they have tried rehoming the animal, if they'd be willing to hold onto the animal until there is space at the shelter.

Shelter Cleaning and Disinfecting Procedures

1. Start cleaning a kennel by removing the animal. **NEVER** leave a pet in the kennel during the cleaning process. Place the dog or cat in a separate holding area. Dogs should be walked during this time by another staff member or volunteer.
2. Remove feeding and water bowls, bedding and toys.
3. Clean bowls by soaking them in a diluted disinfectant solution. Rinse and dry or run through a dishwasher. Blankets and other soft bedding should be washed in a washing machine.
4. Scoop all solid waste from the kennel and sweep up any fur or hair.
5. Rinse kennel with hot water.
6. Dilute disinfectant and cleaning agents according to manufacturers' instruction. Take care as improperly diluted products can corrode metal cages and hurt animals. Spray cleaning solution to all surfaces.
7. Starting at the top, scrub the entire kennel with a stiff-bristled brush. Don't forget the ceiling or the walls above dog height as disease can be transmitted from any non-sanitized section. Let the solution dwell as instructed.
8. Thoroughly rinse all surfaces with water.
9. Thoroughly dry all surfaces including raised beds before returning clean water buckets, bowls & most importantly the animal. **Dogs should never be put back into a kennel with standing water or wet beds.**
10. Replace clean food and water bowls, bedding and toys. The kennel is now ready for the animal.

The 2024 Florida Statutes

[Title XLVI](#)
CRIMES

[Chapter 823](#)
PUBLIC NUISANCES

[View Entire Chapter](#)

823.151 Lost or stray dogs and cats.—

(1) The Legislature finds that natural disasters, such as hurricanes, may result in an increase in owned dogs and cats becoming lost or stray. The Legislature further finds that dog and cat owners statewide should be afforded the opportunity to quickly and reliably claim their lost pets. It is therefore declared to be the public policy of the state that animal control agencies and humane organizations shall adopt policies and procedures to help return lost cats or dogs to identified owners.

(2)(a) A public or private animal shelter, humane organization, or animal control agency operated by a humane organization or by a county, municipality, or other incorporated political subdivision that takes receivership of any lost or stray dogs or cats shall adopt written policies and procedures to ensure that every reasonable effort is made to quickly and reliably return owned animals to their owners. Such policies and procedures shall include:

1. Upon intake, screening of lost or stray dogs and cats for identification, including tags, licenses, implanted microchips, and tattoos.
2. A process for matching received lost or stray dogs and cats with any reports of lost pets received by the shelter from owners.
3. Public notice of lost or stray dogs and cats received, provided at the shelter or on the internet, as appropriate, within 48 hours of the animal's admission.
4. Reasonable efforts to notify identified owners of lost or stray dogs and cats within 48 hours of identification. Such reasonable efforts may include, but are not limited to, attempts to contact identified owners by telephone, by electronic mail, by United States mail, or by personal service at the owner's last known phone number and address.
5. Notice to the public of the shelter's location, hours, fees, and the return-to-owner process posted on the Internet, with the shelter's business hours posted outside the shelter facility and recorded on the shelter's telephone answering system message.
6. Access for owners to retrieve dogs and cats at least 1 weekend day per week and after 5:00 p.m. 1 weekday per week, provided that complying with the requirements of this subparagraph does not require an increase in total operating hours.
7. Direct return-to-owner protocols that allow animal control officers in the field to directly return lost or stray dogs and cats to their owners when the owners have been identified.
8. Procedural safeguards to minimize the euthanasia of owned dogs and cats. Such safeguards shall include, but are not limited to, record verification to ensure that each animal to be euthanized is the correct animal designated for the procedure and proper scanning for an implanted microchip using a universal scanner immediately prior to the procedure.
9. Temporary extension of local minimum stray hold periods after a disaster is declared by the President of the United States or a state of emergency is declared by the Governor, if deemed necessary by a local government in the area of the declaration.

(b) Records related to this section and maintained by a public or private animal shelter, humane organization, or animal control agency operated by a humane society or by a county, municipality, or other incorporated political subdivision must be made available to the public pursuant to chapter 119.

History.—s. 1, ch. 2018-87.

**Florida Animal Control Association
&
The Florida Association of Animal
Welfare Organizations**



**Best Practices for Humane Care
&
High Live Release Programming**

About FACA and FAAWO

The Florida Animal Control Association (FACA) and Florida Association of Animal Welfare Organizations (FAAWO) recognize that every shelter, animal control agency, and rescue group, collectively referred to as "organizations," has a responsibility to provide quality and humane care to every animal received and to be diligent in its efforts to find appropriate live outcomes for as many animals as possible.

FACA and FAAWO also acknowledge and take seriously their responsibility for public safety and promoting safe interactions between the community and its pets. We believe this is paramount to a successful program.

FACA and FAAWO recognize that every organization is different in terms of local animal ordinances, available resources including funding, and community needs. We understand that not every organization will be able to immediately follow the recommendations provided, but it is our hope that those responsible for the operation of Florida's animal organizations will start the process, develop a plan, and establish timeframes for needed improvements.

This document is not intended to be comprehensive but rather to serve as a basis from which shelters and rescue organizations can work to develop and implement minimum best practices for care while increasing the number of animal lives saved. FACA and FAAWO believe this can be accomplished without compromising public safety.



**Florida Animal
Control Association**



Best Practices for Humane Care

The public at-large expects that animals taken in by an organization will be properly cared for and treated humanely.

FACA and FAAWO believe that at a minimum, all organizations should meet the five freedoms:

1. Freedom from hunger and thirst; by making provisions for readily accessible wholesome food and fresh water.
2. Freedom from discomfort; by providing an appropriate environment including shelter and a comfortable resting area.
3. Freedom from Pain, Injury, or Disease; by implementing proper sanitation and vaccination practices in addition to providing quick examination and treatment of sick or injured pets.
4. Freedom to express normal behavior; by providing adequate space with separate areas for resting, eating, and eliminating, daily enrichment including physical activity and mental stimulation, and positive, predictable, and regular social interactions with people and/or other animals as appropriate for the individual.
5. Freedom from Fear and Distress; by providing proper segregation of species, keeping intact males from females, minimizing unnecessary noise and providing a stress-free environment as much as is possible.

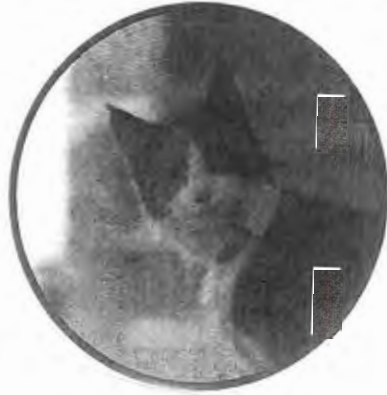
Training:

Staff that have direct contact and care responsibilities associated with the animals should have at a minimum, the following training:

1. Disease recognition;
2. Shelter sanitation;
3. Animal Behavior;
4. Safe and humane animal handling;
5. Proper use of equipment;

6. Pet first aid;
7. Disaster planning and response.

Records should be kept regarding training that staff has received, to include name of staff, class title, date of instruction, instructor, and organization providing the training and Continuing Education (CE) credits received.



Capacity for Care:

Every organization has a "capacity for care (CC)." The CC will vary widely depending on housing, staffing, the types of animals received, and other resources. Organizations should not operate beyond their capacity for care by being forced or required to accept animals any time for any reason in any number. It is typical that during summer months, organizations in Florida are pushed far beyond their limits in terms of the number of animals that can be properly cared for. For this reason, FACA and FAAWO believe that organizations should determine what programs may help them operate within their capacity for care.

Length of Stay:

Organizations should in general work with a "quick-in, quick-out" philosophy. It is in the best interest of the animal to not be housed at a shelter or otherwise confined any longer than absolutely necessary. Prolonged housing periods add to stress, disease and euthanasia. FACA and FAAWO recommend a close examination of the length of stay for dogs, cats, puppies, and kittens to determine what animals move most quickly out of the shelter and to identify bottlenecks in the animal flow through the shelter. All efforts need to be made to minimize the length of stay for animals with an emphasis on a live release outcome.

Best Practices for High Live Release Programming

Best practices for high live release programming are achieved through implementation of comprehensive adoption programs to include flexible adoption fees (including fee waived), an easy and user-friendly adoption process, offsite adoption venues, participation in community events with animals for adoption, and collaboration with area public and private partners. The objective is to re-home or divert as many pets as possible, regardless of age, to approved organizations or foster homes.



Shelter Health and Intake Management:

All organizations should have an established protocol for the animal intake process that includes an examination and administration of core vaccines in addition to anthelmintics and flea/tick control agents as necessary. Organizations should have access to a veterinarian either through employment, contract, or consultation to prevent animal pain and suffering and to allow treatment of common illnesses and injuries. A veterinarian should prescribe and oversee all medical treatments.

Additionally, it is important that all animals be closely and properly monitored to ensure early detection of illness or injury or behavioral change. Measures need to be in place to address problems as soon as possible.

Reference:

Animal Shelter Veterinarian Guidelines for Standards of Care in Animal Shelters

<http://www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf>

Adoption program:

Organizations should have the flexibility to change adoption fees including the ability to offer fee waived adoptions when the need arises and to facilitate more adoptions. This is particularly important during times of high intake, summer months, when these organizations are engaging in special adoption events, or to promote harder to place animals, including animals that have been sheltered for extended periods of time.

Open Adoptions:

Animals are best served by an open adoption process. Conversations with potential adopters go a long way towards understanding the potential adoptive home.

A basic application that is easy to complete and a friendly conversation to help the adopter choose a pet that will be a good fit typically results in a better outcome. Long and strict adoption applications/ requirements should be avoided because they have a tendency to discourage even the most well intentioned adopter.

Organizations should also host adoption events to include special activities and other enticements to attract potential adopters. Many organizations offer theme- based events that can be fun for the entire family. This also helps with the public's perception of the organization. Consider including other entities in your area to better serve the community and demonstrate that you support each other and want to offer as many animals as possible for adoption.

Staff should be available to assist adopters so that an informed decision can be made about what pet to adopt taking into





account, for example, family and home environment, if other pets are in the household, etc. Also, information on how to introduce pets into a new home is critical in preventing pets from being returned after adoption.

Organizations should remain breed neutral and evaluate and place dogs for adoption based on the individual rather than any preconceptions regarding specific breed characteristics.

Offsite Events and Outreach

Offsite events will increase exposure for pets to potential adopters who may not visit an animal organization. These offsite venues make adoptable pets available to a wider range of people looking to acquire a new pet. Organizations should work with area public and private entities to form partnerships that will help facilitate offsite adoptions. This can reduce the workload for the organization by enlisting outside assistance and participation. Agreements between the parties involved may be necessary so that roles can be clearly defined.

In addition to offering offsite adoptions, community outreach should be part of the effort to save more lives. Messaging should be focused on saving lives without compromising public safety. Organizations should try to budget for marketing and advertising as part of their annual budget process to help ensure adequate exposure for adoptable pets, services and programs.

Social media is critical to communicating with the citizens in your community. It is recommended that every organization have a website, either a stand-alone website or one that is linked to a main city/county site. This offers an excellent forum for distributing information

about programs, services, and adoptable pets to the community. Facebook, Instagram, Constant Contact and other social media outlets bolster adoptions.

All organizations are encouraged to engage in appropriate social media activities.

Foster/volunteer programs:

Foster care programs may be used to provide care for pets entering the shelter that may not be suitable candidates for immediate adoption. A successful foster program plays a vital role in increasing the availability of healthy, sociable, and adoptable pets while also alleviating constraints for space. Foster-to-adopt programs have become more widely accepted as a method to keep animals out of the shelter system and ensure a live outcome.

It is recommended that all organizations accept and train volunteers and foster parents.

Having an active volunteer workforce is also instrumental in the life-saving effort, as volunteers can help fill gaps in care provided to the animals, assist with adoption events, provide enrichment and training to sheltered pets, and much more. A robust volunteer program can help save many lives.



Shelters, Rescue Organizations, Veterinary and Other Partnerships:

Animal shelters and animal control agencies should work to develop positive relationships with as many approved animal rescue organizations that adhere to recommended humane standards as possible. It is also recommended that an agreement be in place

between the shelter, animal control agency and the rescue organization to ensure the roles are clear and basic guidelines are followed. On a regular basis, shelters and animal control agencies should conduct site visits of rescue organizations to which animals will be sent in order to ensure animals are not being inadvertently sent into an animal hoarding situation. If a site visit is not possible, letters of recommendation from veterinarians or other professionals may be considered.

Shelters and animal control agencies should make the process of animal transfer easy for approved rescues to receive animals and should not create unnecessary obstacles to the process. A well-structured program of collaboration with approved rescue organizations can greatly increase the number of lives saved.

The same can be said about partnering with area veterinarians and other animal welfare organizations in your area. Collaborating with these individuals and entities will help the effort to save lives. Some veterinarians may be willing to discount services or work from a voucher program where owners make a co-payment and remaining costs are provided via grant funding.



There should be ongoing and open communication among the organizations, veterinarians and other stakeholders regarding programs, services, resources etc. This helps organizations avoid duplication of services and allow pooling of resources.

As part of this collaborative effort, a budget analysis should be conducted by each organization to ensure an understanding of resource limitations and future needs.

Hours of Operation:

Organizations should determine the most conducive hours for animal receiving and adoption so the best interests of the animals and the community are served and animals are not left in a situation resulting in abandonment.

Hours of operation should offer evening and weekend hours in an effort to accommodate members of the community who work. Operating Monday-Friday during the same hours many people are working is not conducive to saving lives or reuniting pets with owners.

For organizations that run out of space quickly and have to euthanize animals as a result, they need to be open at certain times for live release efforts only and not to accept incoming animals into the shelter. Reserving certain days/times during the week or weekend for live outcomes only will help free up much needed space for incoming animals and help shelters avoid unnecessary euthanasia.

Lost & Found Program:

Organizations should make every reasonable effort to get lost pets back to their owners. Any organization that receives lost or stray dogs or cats should create written policies and procedures to ensure that every reasonable effort

is made to quickly and reliably reunite pets with their owners. These policies should include:



- a. Upon intake, screening of lost or stray dogs and cats for identification, including tags, licenses, implanted microchips, and tattoos.
- b. A process for matching received lost or stray dogs and

cats with any reports of lost pets received by the shelter from owners.

c. Public notice of lost or stray dogs and cats received, provided at the shelter or on the Internet, as appropriate, within 48 hours of the animal's admission.

d. Reasonable efforts to notify identified owners of lost or stray dogs and cats within 48 hours of identification. Such reasonable efforts should include, but are not limited to, attempts to contact identified owners by telephone, by electronic mail, by United States mail, or by personal service at the owner's last known phone number and address.

e. Notice to the public of the shelter's location, hours, fees, and the return-to-owner process posted on the Internet, with the shelter's business hours posted outside the shelter facility and recorded on the shelter's telephone answering system message.

f. Access for owners to retrieve dogs and cats at least one weekend day per week and after 5:00 p.m. one weekday per week, provided that complying with the requirements of this sub-subparagraph need not require an increase in total operating hours.

g. Direct return-to-owner protocols that allow animal control officers in the field to directly return lost or stray dogs and cats to their owners when the owners have been identified.

h. Procedural safeguards to minimize the euthanasia of owned dogs and cats. Such safeguards shall include, but are not limited to, record verification to ensure that each animal to be euthanized is the correct animal designated for the procedure and proper scanning for an implanted microchip using a universal scanner immediately prior to the procedure.

i. Temporary extension of local minimum stray hold



periods after a disaster declared by the President or Governor, if deemed necessary by local government.

j. Offering the public easy access to pet identification methods such as microchipping, pet ID tags, etc.



Animal Control Agencies are also encouraged to offer a "Free Ride Home" from an animal control officer for pets that bear identification. This is a great way to reunite pets and owners and create good will in the community. This can be limited to pets that are not posing an immediate threat to public safety and limited to one time per year, two years, etc. Shelters should offer a mechanism for citizens to complete a lost or found report that is monitored by staff and/or volunteers. Owners must be encouraged to visit the shelter frequently since they will be the best person to identify their own pet(s).

Animal Code:

Local animal ordinances should be consistent with accepted best practices to include return to field and safety net programs, officer discretion on how to resolve complaints, provisions for home quarantine as approved by the appropriate Health Department, and the ability to flex fees. There should be emphasis on problem resolution rather than animal impoundment. Educating the community should be a focus of Animal Control Officers.

Pet retention:

The number of pets that are voluntarily relinquished to organizations every year is staggering. Regardless of the reason, pet relinquishment should be an absolute last



option. A study conducted by the ASPCA in 2015 showed that 30-40% of pet owners would keep their pets if they were given temporary assistance. Assistance may come in the form of free spay/neuter, veterinary care, payment of a pet deposit, training, boarding, provisions for food, temporary fostering, etc. Since it would be difficult if not impossible for a shelter to offer all of these various services to owners in need, collaboration among organizations to develop a list of resources is recommended.

Public Records:

All organizations should be willing and able to share information with the public and other entities regarding the number and types of animals received and cared for, disposition of each animal, number and types of complaints responded to in the field and the outcome of those complaints if applicable. FACA and FAAWO recommend that monthly statistical information be entered into the Shelter Animals Count program. Organizations must be diligent in an effort to ensure that all data is complete and accurate.

Euthanasia:

All reasonable efforts should be made to provide for live release of sheltered animals taking into consideration capacity for care, length of stay, existing disease challenges, available resources, and facility design. When euthanasia is deemed necessary, every effort must be made to minimize fear and stress on each animal.

Summary of Programming Recommendations:

1. Offer flexible adoption fees
2. Host adoption events
3. Offer animals for adoption at offsite venues
4. Engage in community outreach
5. Use social media
6. Offer an open/easy adoption process
7. Provide assistance to adopters
8. Use volunteers/fosters including foster to adopt
9. Work with legitimate rescue organizations
10. Have user friendly hours of operation
11. Reserve certain hours for live release only
12. Offer a lost/found program that is monitored by staff/volunteers
13. Work with area organizations and individuals to offer pet retention resources
14. Collaborate to maximize resources
15. Conduct frequent budget analysis to identify resource limitations and plan for future needs.
16. Veterinary care must be offered by shelter veterinarian, contracted veterinarian or veterinary consultation.
17. Euthanasia should be the last option and provisions outlined in statute must be followed.
18. Animal shelters and rescue organizations should operate with transparency
19. Steps must be taken to minimize the length of stay and to avoid operating above capacity for care.



Contact Information:

Florida Animal Control Association
PO Box 211267
Royal Palm Beach, FL 33421
Info@FloridaAnimalControl.org
Ph. 786-505-FACA (3222)
Fax. 561-249-0422

**Florida Association of Animal
Welfare Organizations**
PO Box 220923
West Palm Beach, FL 33422



Taylor County Animal Control Minimum Standards / Changes Required

Hearts for Hometown Dogs Volunteers will not partner with Taylor County Animal Control until these minimum standards are met.

- **Seek consult with Florida Animal Protection and Advocacy Association (FAPAA)** on implementing Best Practices & Shelter Standards (see attached brochure).
- **Emergency Veterinary Care** - sick or injured animals **MUST** be seen by the vet promptly to receive basic stabilizing care! Allow knowledgeable volunteers to arrange veterinary care without interference (see attached Intake Procedure #9 as used by UF). Hearts for Hometown Dogs have covered veterinary cost.
- **Building Electrical Upgrades** - the electric in the kennel building needs to be repaired & upgraded to 220 so ALL outlets are working properly.
- **Intake protocols**- intake protocols are not consistent, putting both staff and animals at risk of disease outbreak. Without proper and consistent protocols rescue organizations are not willing to put their current shelter population at risk and will not accept transfers from our shelter. See attached University of Florida Shelter Medicine Intake Procedures for Dogs and Cats and Vaccination of Dogs and Puppies and Cats and Kittens. Many other valuable resources can be found via the University of Florida Shelter Medicine website. <https://sheltermedicine.vetmed.ufl.edu/>
- **Kennel Sanitation** – Proper cleaning protocols go hand in hand with proper vaccination and intake protocols to help control the risk of disease transmission and outbreak. Kennel and shelter sanitation must happen on a regular schedule. See attached kennel cleaning protocol summary. Best Friends offers great resources for additional sanitation procedures, they can be found here. <https://network.bestfriends.org/education/manuals-handbooks-playbooks/disease-control-role-sanitation-training-playbook>
- **Transparency/Accountability**
 - **Cameras** - Live stream cameras accessible to the public be placed in the kennel building so the dog kennels can be viewed, inside of the cat house, as well as the outside so outside kennels can be viewed & in the office.
 - **Animal Outcome Data** - post outcome data on website pursuant to FL Statute 823.15

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&URL=0800-0899/0823/Sections/0823.15.html

Public Notice - inform public of disease outbreak or illness in shelter population.

Policy - Review policies and update them to reflect current sheltering standards
<https://www.aspcapro.org/resource/asv-guidelines-shelter-checklists>

Staff Training - provide and require staff with complete training, continuing education courses and required certifications to carry out their duties as animal control officers.

Adoption Standards – review adoption standards to promote responsible pet ownership. Adopting and/or owning an animal is NOT a right, it is a privilege.

- **Volunteer Access to Animal Shelter Manager (ASM)** - access allows volunteers coordinating rescue to ability to get pertinent information about an animal that rescues require for transfer. This access relieves the transmission of information burden from animal control staff. Volunteers have never misused or abused access in ASM.
- **Public Access and Welcoming/Valuing volunteers** –

Extended Hours – extended hours one weekday per week and 1 weekend day. (see attached Statute 823.151 #6)

Staff and Volunteer Collaboration - allow staff to assist volunteers, including allowing them to communicate directly amongst each other for rescue related needs

Volunteer Application - create an Animal Shelter Volunteer Application with pertinent questions/information that is animal related so that volunteers can be placed in the appropriate volunteer position. Streamline the volunteer application, approve/deny promptly. (see attached sample from another shelter)

Suggestions

- **Intake diversion** – with limited capacity not every animal needs to be taken into animal control custody.
 - **Owner Surrenders** - Animal owners need to take responsibility of their pets. If they threaten to dump them or kill them, inform them that those are crimes and they will be prosecuted. Some suggestions for intake diversion are below:
 - * provide food if they cannot afford it or refer them to HFHD for help with food.
 - * educate them on how to responsibly try to find homes via social media.
- **Heed the advice of Taylor County Animal Advocacy Board**
- **Website/Social Media Presence** – both the website and social media pages are valuable tools to help promote the animals at the shelter. Owners looking for lost pets usually take to social media for help.

Gatorland Animal Services SOPs

Vaccination of Cats and Kittens

Effective Date: 9/15/2021

Revised:

Responsible Staff:

- Vet techs
- Kennel staff

Purpose: This SOP provides vet techs and kennel staff with a step-by-step procedure for vaccination of cats and kittens starting at intake and during their shelter stay and documenting the vaccinations in each animal's medical record. The vaccination SOP is based on the recommendations for shelter cats in the 2020 AAFP/AAHA Guidelines for Vaccination of Cats.

Definitions

- FVRCP = combination vaccine containing modified-live herpes virus, calicivirus, and panleukopenia
- Rabies vaccine = killed rabies vaccine with a 3-year duration of immunity
- SQ = subcutaneous injection

Supplies Needed

- Disposable exam gloves
- FVRCP vaccine in intake room refrigerator
- Rabies vaccine in treatment room refrigerator
- Sterile 3cc syringes with leur lock
- Sterile 22 gauge and 25 gauge needles
- Sharps box for needle disposal
- Vaccination site chart posted above computer in the intake room

Procedures

1. Wear clean exam gloves.
2. Open the animal's medical record in Chameleon.
3. Ensure that the animal's ID neckband and description match the medical record.
4. Vaccinate all cats at least 1 month old starting at admission.
 - a. This includes stray cats, owner-surrendered cats, pregnant cats, nursing cats, feral cats, and cats with mild illness or injury.
 - b. Do NOT vaccinate kittens and cats with fevers and signs of more severe illness or injury pending evaluation by the veterinarian.
5. Kittens <5 months old (no permanent canine teeth)
 - a. Reconstitute one dose of FVRCP in a 3cc syringe with a 25 gauge needle
 - b. Administer SQ in the right front leg below the elbow at admission
 - c. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - d. Record the vaccine, date, and vaccination site in the medical record
 - e. Repeat FVRCP vaccination every 2 weeks while in the shelter or until 5 months old (erupted permanent canine teeth) and record in the medical record

6. Cats \geq 5 months old (permanent canine teeth)
 - a. Reconstitute one dose of FVRCP in a 3cc syringe with a 25 gauge needle
 - b. Administer SQ in the right front leg below the elbow at admission
 - c. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - d. Record the vaccine, date, and vaccination site in the medical record
 - e. Repeat FVRCP vaccination in 2 weeks and record in the medical record
7. Rabies vaccination
 - a. Must be administered by a veterinarian or a vet tech under direct supervision of the veterinarian
 - b. Cats must be at least 3 months old
 - c. Administer at the time of spay/neuter surgery or before discharge from the shelter
 - d. Administer SQ in the right hindleg below the stifle using a 3cc syringe with 25-gauge needle
 - e. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - f. Record the vaccine, date, and vaccination site in the medical record
 - g. Complete the rabies vaccination certificate

Gatorland Animal Services SOPs

Vaccination of Dogs and Puppies

Effective Date: 9/15/2021

Revised:

Responsible Staff:

- Vet techs
- Kennel staff

Purpose: This SOP provides vet techs and kennel staff with a step-by-step procedure for vaccination of dogs and puppies starting at intake and during their shelter stay and documenting the vaccinations in each animal's medical record. The vaccination SOP is based on the recommendations for shelter dogs in the 2017 AAHA Guidelines for Vaccination of Dogs.

Definitions

- DAPP = combination vaccine containing modified-live distemper virus, adenovirus type 2, parvovirus, and parainfluenza virus
- Bordetella/CPIV = combo vaccine containing modified-live Bordetella bronchiseptica bacteria and parainfluenza virus
- Rabies vaccine = killed rabies vaccine with a 3-year duration of immunity
- SQ = subcutaneous injection
- IN = intranasal administration

Supplies Needed

- Disposable exam gloves
- DAPP vaccine in intake room refrigerator
- Bordetella/CPIV vaccine in intake room refrigerator
- Rabies vaccine in treatment area refrigerator
- Sterile 3cc syringes with luer lock
- Sterile 22 gauge and 25 gauge needles
- Sharps box for needle disposal
- Vaccination site chart posted above computer in the intake room

Procedures

1. Wear clean exam gloves.
2. Open the animal's medical record in Chameleon.
3. Ensure that the animal's ID neckband and description match the medical record.
4. Vaccinate all dogs at least 1 month old starting at admission.
 - a. This includes stray dogs, owner-surrendered dogs, pregnant dogs, nursing cats, and dogs with mild illness or injury.
 - b. Do NOT vaccinate puppies and dogs with fevers and signs of more severe illness or injury pending evaluation by the veterinarian.
5. Puppies <6 months old (no permanent canine teeth)
 - a. Reconstitute one dose of DAPP in a 3cc syringe with a 25 gauge needle
 - i. Administer SQ in the right front leg over the shoulder area at admission

- ii. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - b. Draw up one dose of the Bordetella/CPIV vaccine in the plastic administrator
 - i. Administer IN into each nostril at admission. Do NOT administer this vaccine SQ!!
 - ii. May need to apply a soft muzzle for dogs that are fearful of this procedure
 - c. Record the vaccines, dates, and vaccination sites in the medical record
 - d. Repeat DAPP vaccination every 2 weeks while in the shelter or until 6 months old (erupted permanent canine teeth) and record in the medical record
 - e. The Bordetella/CPIV is only administered once at admission
6. Dogs ≥ 6 months old (permanent canine teeth)
- a. Reconstitute one dose of DAPP in a 3cc syringe with a 22 gauge needle
 - i. Administer SQ in the right front leg over the shoulder area at admission
 - ii. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - b. Draw up one dose of the Bordetella/CPIV vaccine in the plastic administrator
 - i. Administer IN into each nostril at admission. Do NOT administer this vaccine SQ!!
 - ii. May need to apply a soft muzzle for dogs that are fearful of this procedure
 - c. Record the vaccines, dates, and vaccination sites in the medical record
 - d. Repeat DAPP vaccination in 2 weeks and record in the medical record
 - e. The Bordetella/CPIV is only administered once at admission
7. Rabies vaccination
- a. Must be administered by a veterinarian or a vet tech under direct supervision of the veterinarian
 - b. Dogs must be at least 3 months old
 - c. Administer at the time of spay/neuter surgery or before discharge from the shelter
 - d. Administer SQ in the right hindleg below the stifle using a 3cc syringe with 22 gauge needle
 - e. Dispose of the syringe and needle in the Sharps Box. Do NOT recap the needle.
 - f. Record the vaccine, date, and vaccination site in the medical record
 - g. Complete the rabies vaccination certificate

Gatorland Animal Services SOPs

Intake Procedures for Dogs and Cats

Effective Date: 9/15/2021

Revised:

Responsible Staff:

- Vet techs
- Kennel staff

Purpose: This SOP provides vet techs and kennel staff with step-by-step procedures for preventive health care administered to dogs and cats on admission to the shelter and documenting the procedures and treatments in each animal's medical record.

Definitions

- BCS = body condition score using the Purina scale

Supplies Needed

- Walk-on scale for dogs and baby scale for cats
- Disposable exam gloves
- Universal microchip scanner
- Thermometer with covers
- Stethoscope
- Vaccines
- Parasite treatments
- Camera attached to Chameleon
- ID band
- Rescue disinfectant in spray bottle

Procedures

1. Put on clean exam gloves.
2. Open a new medical record in Chameleon.
3. Take a good quality picture of the animal that includes the entire body and upload into the medical record.
4. Record species, sex, estimated age, coat length, coat color, and intake type in the medical record.
 - a. Use the dentition chart to estimate the age of puppies and kittens
 - b. Estimate age of adult animals based on appearance of teeth and dental calculus
5. Weigh the animal in pounds and record weight in the medical record.
 - a. Walk-on scale for dogs
 - b. Baby scale for cats
6. Determine the BCS using the Purina scale charts for dogs and cats. Record in the medical record.
7. Perform a thorough scan for a microchip following the scanning technique chart. Record the result in the medical record.
 - a. Enter "no microchip found" or the microchip number if one is detected
 - b. Follow the Found Microchip SOP for detected microchips

8. Perform a brief physical exam according to the template in the Chameleon medical record and record findings in the template.
 - a. Complete all fields of the template
 - b. Note if cats have a tipped ear and which ear is tipped (see picture of ear-tipped cat)
 - c. Examine the ventral midline and scrotal areas for a green tattoo signifying sterilization. Shave the area if necessary for good visualization
9. Immediately notify the veterinarian or chief vet tech if an animal has a fever (Temp >103°), severe respiratory illness, vomiting or diarrhea, severe skin disease, injuries such as large wounds or lameness, bleeding, or appears painful
 - a. Hold the animal in the intake room runs/cages pending further evaluation by the vet or chief vet tech
 - b. Place a neckband with the animal's unique ID number that matches the medical record number
 - c. Print out a kennel card and place on the animal's run or cage
10. Administer parasite treatments based on body weight and record the treatments in the medical record.
 - a. Cats and kittens: follow the Cat Parasite Control SOP
 - b. Dogs and puppies: follow the Dog Parasite Control SOP
11. Administer the required vaccines and record in the medical record.
 - a. Cats and kittens: follow the Cat Vaccination SOP
 - b. Dogs and puppies: follow the Dog Vaccination SOP
12. Collect blood samples for FeLV/FIV testing of cats and for heartworm testing of dogs
 - a. FeLV/FIV testing: follow the FeLV/FIV Screening SOP
 - b. Heartworm testing: follow the Canine Heartworm Screening SOP
 - c. Notify the vet techs that samples are ready for testing
13. Attach a neckband with the unique number that matches the medical record number.
14. Print out a kennel card.
15. Move the animal to the proper housing section.
16. Wipe down the scales and exam tables with the Rescue disinfectant.
17. Discard gloves.

Shelter Animal Intake Protocol Summary

- All puppies under the age of 6 months must be parvo tested prior to entering vehicles or shelter property.

1. Scan every animal (dog and cat) for a microchip
2. Vaccinate
3. Administer dewormer
4. Weight
5. Determine age based on teeth
6. Heartworm test
7. Take a good, clear photo showing face and body
8. Examine animals for injuries, illness, etc.
9. Immediately add animal to ASM with ALL information accurately
10. Write all above info on white board with animals in corresponding kennel number.
11. Print out completed Kennel Card and place on plastic insert of animal's kennel door.

- If animal is Owner Surrender, ask for all of the following information

1. Medical/vet history; request vet records
2. Is the animal good with other people, dogs, cats, kids, etc
3. Any behavior concerns (food aggression, resource guarding, etc)
4. Reason for surrender
5. Ask if they have tried rehoming the animal, if they'd be willing to hold onto the animal until there is space at the shelter.

Shelter Cleaning and Disinfecting Procedures

1. Start cleaning a kennel by removing the animal. **NEVER** leave a pet in the kennel during the cleaning process. Place the dog or cat in a separate holding area. Dogs should be walked during this time by another staff member or volunteer.
2. Remove feeding and water bowls, bedding and toys.
3. Clean bowls by soaking them in a diluted disinfectant solution. Rinse and dry or run through a dishwasher. Blankets and other soft bedding should be washed in a washing machine.
4. Scoop all solid waste from the kennel and sweep up any fur or hair.
5. Rinse kennel with hot water.
6. Dilute disinfectant and cleaning agents according to manufacturers' instruction. Take care as improperly diluted products can corrode metal cages and hurt animals. Spray cleaning solution to all surfaces.
7. Starting at the top, scrub the entire kennel with a stiff-bristled brush. Don't forget the ceiling or the walls above dog height as disease can be transmitted from any non-sanitized section. Let the solution dwell as instructed.
8. Thoroughly rinse all surfaces with water.
9. Thoroughly dry all surfaces including raised beds before returning clean water buckets, bowls & most importantly the animal. **Dogs should never be put back into a kennel with standing water or wet beds.**
10. Replace clean food and water bowls, bedding and toys. The kennel is now ready for the animal.

The 2024 Florida Statutes

[Title XLVI](#)
CRIMES

[Chapter 823](#)
PUBLIC NUISANCES

[View Entire Chapter](#)

823.151 Lost or stray dogs and cats.—

(1) The Legislature finds that natural disasters, such as hurricanes, may result in an increase in owned dogs and cats becoming lost or stray. The Legislature further finds that dog and cat owners statewide should be afforded the opportunity to quickly and reliably claim their lost pets. It is therefore declared to be the public policy of the state that animal control agencies and humane organizations shall adopt policies and procedures to help return lost cats or dogs to identified owners.

(2)(a) A public or private animal shelter, humane organization, or animal control agency operated by a humane organization or by a county, municipality, or other incorporated political subdivision that takes receivership of any lost or stray dogs or cats shall adopt written policies and procedures to ensure that every reasonable effort is made to quickly and reliably return owned animals to their owners. Such policies and procedures shall include:

1. Upon intake, screening of lost or stray dogs and cats for identification, including tags, licenses, implanted microchips, and tattoos.
2. A process for matching received lost or stray dogs and cats with any reports of lost pets received by the shelter from owners.
3. Public notice of lost or stray dogs and cats received, provided at the shelter or on the Internet, as appropriate, within 48 hours of the animal's admission.
4. Reasonable efforts to notify identified owners of lost or stray dogs and cats within 48 hours of identification. Such reasonable efforts may include, but are not limited to, attempts to contact identified owners by telephone, by electronic mail, by United States mail, or by personal service at the owner's last known phone number and address.
5. Notice to the public of the shelter's location, hours, fees, and the return-to-owner process posted on the Internet, with the shelter's business hours posted outside the shelter facility and recorded on the shelter's telephone answering system message.
6. Access for owners to retrieve dogs and cats at least 1 weekend day per week and after 5:00 p.m. 1 weekday per week, provided that complying with the requirements of this subparagraph does not require an increase in total operating hours.
7. Direct return-to-owner protocols that allow animal control officers in the field to directly return lost or stray dogs and cats to their owners when the owners have been identified.
8. Procedural safeguards to minimize the euthanasia of owned dogs and cats. Such safeguards shall include, but are not limited to, record verification to ensure that each animal to be euthanized is the correct animal designated for the procedure and proper scanning for an implanted microchip using a universal scanner immediately prior to the procedure.
9. Temporary extension of local minimum stray hold periods after a disaster is declared by the President of the United States or a state of emergency is declared by the Governor, if deemed necessary by a local government in the area of the declaration.

(b) Records related to this section and maintained by a public or private animal shelter, humane organization, or animal control agency operated by a humane society or by a county, municipality, or other incorporated political subdivision must be made available to the public pursuant to chapter 119.

History.—s. 1, ch. 2018-87.

**Florida Animal Control Association
&
The Florida Association of Animal
Welfare Organizations**



**Best Practices for Humane Care
&
High Live Release Programming**



**Florida Animal
Control Association**



FAAWO
FLORIDA ASSOCIATION OF ANIMAL WELFARE ORGANIZATIONS

About FACA and FAAWO

The Florida Animal Control Association (FACA) and Florida Association of Animal Welfare Organizations (FAAWO) recognize that every shelter, animal control agency, and rescue group, collectively referred to as "organizations," has a responsibility to provide quality and humane care to every animal received and to be diligent in its efforts to find appropriate live outcomes for as many animals as possible.

FACA and FAAWO also acknowledge and take seriously their responsibility for public safety and promoting safe interactions between the community and its pets. We believe this is paramount to a successful program.

FACA and FAAWO recognize that every organization is different in terms of local animal ordinances, available resources including funding, and community needs. We understand that not every organization will be able to immediately follow the recommendations provided, but it is our hope that those responsible for the operation of Florida's animal organizations will start the process, develop a plan, and establish timeframes for needed improvements.

This document is not intended to be comprehensive but rather to serve as a basis from which shelters and rescue organizations can work to develop and implement minimum best practices for care while increasing the number of animal lives saved. FACA and FAAWO believe this can be accomplished without compromising public safety.



**Florida Animal
Control Association**



Best Practices for Humane Care

The public at-large expects that animals taken in by an organization will be properly cared for and treated humanely.

FACA and FAAWO believe that at a minimum, all organizations should meet the five freedoms:

1. Freedom from hunger and thirst; by making provisions for readily accessible wholesome food and fresh water.
2. Freedom from discomfort; by providing an appropriate environment including shelter and a comfortable resting area.
3. Freedom from Pain, Injury, or Disease; by implementing proper sanitation and vaccination practices in addition to providing quick examination and treatment of sick or injured pets.
4. Freedom to express normal behavior; by providing adequate space with separate areas for resting, eating, and eliminating, daily enrichment including physical activity and mental stimulation, and positive, predictable, and regular social interactions with people and/or other animals as appropriate for the individual.
5. Freedom from Fear and Distress; by providing proper segregation of species, keeping intact males from females, minimizing unnecessary noise and providing a stress-free environment as much as is possible.

Training:

Staff that have direct contact and care responsibilities associated with the animals should have at a minimum, the following training:

1. Disease recognition;
2. Shelter sanitation;
3. Animal Behavior;
4. Safe and humane animal handling;
5. Proper use of equipment;

6. Pet first aid;
7. Disaster planning and response.

Records should be kept regarding training that staff has received, to include name of staff, class title, date of instruction, instructor, and organization providing the training and Continuing Education (CE) credits received.



Capacity for Care:

Every organization has a "capacity for care (CC)." The CC will vary widely depending on housing, staffing, the types of animals received, and other resources. Organizations should not operate beyond their capacity for care by being forced or required to accept animals any time for any reason in any number. It is typical that during summer months, organizations in Florida are pushed far beyond their limits in terms of the number of animals that can be properly cared for. For this reason, FACA and FAAWO believe that organizations should determine what programs may help them operate within their capacity for care.

Length of Stay:

Organizations should in general work with a "quick-in, quick-out" philosophy. It is in the best interest of the animal to not be housed at a shelter or otherwise confined any longer than absolutely necessary. Prolonged housing periods add to stress, disease and euthanasia. FACA and FAAWO recommend a close examination of the length of stay for dogs, cats, puppies, and kittens to determine what animals move most quickly out of the shelter and to identify bottlenecks in the animal flow through the shelter. All efforts need to be made to minimize the length of stay for animals with an emphasis on a live release outcome.

Best Practices for High Live Release Programming

Best practices for high live release programming are achieved through implementation of comprehensive adoption programs to include flexible adoption fees (including fee waived), an easy and user-friendly adoption process, offsite adoption venues, participation in community events with animals for adoption, and collaboration with area public and private partners. The objective is to re-home or divert as many pets as possible, regardless of age, to approved organizations or foster homes.



Shelter Health and Intake Management:

All organizations should have an established protocol for the animal intake process that includes an examination and administration of core vaccines in addition to anthelmintics and flea/tick control agents as necessary. Organizations should have access to a veterinarian either through employment, contract, or consultation to prevent animal pain and suffering and to allow treatment of common illnesses and injuries. A veterinarian should prescribe and oversee all medical treatments.

Additionally, it is important that all animals be closely and properly monitored to ensure early detection of illness or injury or behavioral change. Measures need to be in place to address problems as soon as possible.

Reference:

Animal Shelter Veterinarian Guidelines for Standards of Care in Animal Shelters

<http://www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf>

Adoption program:

Organizations should have the flexibility to change adoption fees including the ability to offer fee waived adoptions when the need arises and to facilitate more adoptions. This is particularly important during times of high intake, summer months, when these organizations are engaging in special adoption events, or to promote harder to place animals, including animals that have been sheltered for extended periods of time.

Open Adoptions:

Animals are best served by an open adoption process. Conversations with potential adopters go a long way towards understanding the potential adoptive home.

A basic application that is easy to complete and a friendly conversation to help the adopter choose a pet that will be a good fit typically results in a better outcome. Long and strict adoption applications/ requirements should be avoided because they have a tendency to discourage even the most well intentioned adopter.

Organizations should also host adoption events to include special activities and other enticements to attract potential adopters. Many organizations offer theme- based events that can be fun for the entire family. This also helps with the public's perception of the organization. Consider including other entities in your area to better serve the community and demonstrate that you support each other and want to offer as many animals as possible for adoption.

Staff should be available to assist adopters so that an informed decision can be made about what pet to adopt taking into





account, for example, family and home environment, if other pets are in the household, etc. Also, information on how to introduce pets into a new home is critical in preventing pets from being returned after adoption.

Organizations should remain breed neutral and evaluate and place dogs for adoption based on the individual rather than any preconceptions regarding specific breed characteristics.

Offsite Events and Outreach

Offsite events will increase exposure for pets to potential adopters who may not visit an animal organization. These offsite venues make adoptable pets available to a wider range of people looking to acquire a new pet. Organizations should work with area public and private entities to form partnerships that will help facilitate offsite adoptions. This can reduce the workload for the organization by enlisting outside assistance and participation. Agreements between the parties involved may be necessary so that roles can be clearly defined.

In addition to offering offsite adoptions, community outreach should be part of the effort to save more lives. Messaging should be focused on saving lives without compromising public safety. Organizations should try to budget for marketing and advertising as part of their annual budget process to help ensure adequate exposure for adoptable pets, services and programs.

Social media is critical to communicating with the citizens in your community. It is recommended that every organization have a website, either a stand-alone website or one that is linked to a main city/county site. This offers an excellent forum for distributing information

about programs, services, and adoptable pets to the community. Facebook, Instagram, Constant Contact and other social media outlets bolster adoptions.

All organizations are encouraged to engage in appropriate social media activities.

Foster/volunteer programs:

Foster care programs may be used to provide care for pets entering the shelter that may not be suitable candidates for immediate adoption. A successful foster program plays a vital role in increasing the availability of healthy, sociable, and adoptable pets while also alleviating constraints for space. Foster-to-adopt programs have become more widely accepted as a method to keep animals out of the shelter system and ensure a live outcome.

It is recommended that all organizations accept and train volunteers and foster parents.

Having an active volunteer workforce is also instrumental in the life-saving effort, as volunteers can help fill gaps in care provided to the animals, assist with adoption events, provide enrichment and training to sheltered pets, and much more. A robust volunteer program can help save many lives.



Shelters, Rescue Organizations, Veterinary and Other Partnerships:

Animal shelters and animal control agencies should work to develop positive relationships with as many approved animal rescue organizations that adhere to recommended humane standards as possible. It is also recommended that an agreement be in place

between the shelter, animal control agency and the rescue organization to ensure the roles are clear and basic guidelines are followed. On a regular basis, shelters and animal control agencies should conduct site visits of rescue organizations to which animals will be sent in order to ensure animals are not being inadvertently sent into an animal hoarding situation. If a site visit is not possible, letters of recommendation from veterinarians or other professionals may be considered.

Shelters and animal control agencies should make the process of animal transfer easy for approved rescues to receive animals and should not create unnecessary obstacles to the process. A well-structured program of collaboration with approved rescue organizations can greatly increase the number of lives saved.

The same can be said about partnering with area veterinarians and other animal welfare organizations in your area. Collaborating with these individuals and entities will help the effort to save lives. Some veterinarians may be willing to discount services or work from a voucher program where owners make a co-payment and remaining costs are provided via grant funding.



There should be ongoing and open communication among the organizations, veterinarians and other stakeholders regarding programs, services, resources etc. This helps organizations avoid duplication of services and allow pooling of resources.

As part of this collaborative effort, a budget analysis should be conducted by each organization to ensure an understanding of resource limitations and future needs.

Hours of Operation:

Organizations should determine the most conducive hours for animal receiving and adoption so the best interests of the animals and the community are served and animals are not left in a situation resulting in abandonment.

Hours of operation should offer evening and weekend hours in an effort to accommodate members of the community who work. Operating Monday-Friday during the same hours many people are working is not conducive to saving lives or reuniting pets with owners.

For organizations that run out of space quickly and have to euthanize animals as a result, they need to be open at certain times for live release efforts only and not to accept incoming animals into the shelter. Reserving certain days/times during the week or weekend for live outcomes only will help free up much needed space for incoming animals and help shelters avoid unnecessary euthanasia.

Lost & Found Program:

Organizations should make every reasonable effort to get lost pets back to their owners. Any organization that receives lost or stray dogs or cats should create written policies and procedures to ensure that every reasonable effort

is made to quickly and reliably reunite pets with their owners. These policies should include:

- a. Upon intake, screening of lost or stray dogs and cats for identification, including tags, licenses, implanted microchips, and tattoos.
- b. A process for matching received lost or stray dogs and



cats with any reports of lost pets received by the shelter from owners.

c. Public notice of lost or stray dogs and cats received, provided at the shelter or on the Internet, as appropriate, within 48 hours of the animal's admission.

d. Reasonable efforts to notify identified owners of lost or stray dogs and cats within 48 hours of identification. Such reasonable efforts should include, but are not limited to, attempts to contact identified owners by telephone, by electronic mail, by United States mail, or by personal service at the owner's last known phone number and address.

e. Notice to the public of the shelter's location, hours, fees, and the return-to-owner process posted on the Internet, with the shelter's business hours posted outside the shelter facility and recorded on the shelter's telephone answering system message.

f. Access for owners to retrieve dogs and cats at least one weekend day per week and after 5:00 p.m. one weekday per week, provided that complying with the requirements of this sub-subparagraph need not require an increase in total operating hours.

g. Direct return-to-owner protocols that allow animal control officers in the field to directly return lost or stray dogs and cats to their owners when the owners have been identified.

h. Procedural safeguards to minimize the euthanasia of owned dogs and cats. Such safeguards shall include, but are not limited to, record verification to ensure that each animal to be euthanized is the correct animal designated for the procedure and proper scanning for an implanted microchip using a universal scanner immediately prior to the procedure.

i. Temporary extension of local minimum stray hold



periods after a disaster declared by the President or Governor, if deemed necessary by local government.

j. Offering the public easy access to pet identification methods such as microchipping, pet ID tags, etc.



Animal Control Agencies are also encouraged to offer a "Free Ride Home" from an animal control officer for pets that bear identification. This is a great way to reunite pets and owners and create good will in the community. This can be limited to pets that are not posing an immediate threat to public safety and limited to one time per year, two years, etc. Shelters should offer a mechanism for citizens to complete a lost or found report that is monitored by staff and/or volunteers. Owners must be encouraged to visit the shelter frequently since they will be the best person to identify their own pet(s).

Animal Code:

Local animal ordinances should be consistent with accepted best practices to include return to field and safety net programs, officer discretion on how to resolve complaints, provisions for home quarantine as approved by the appropriate Health Department, and the ability to flex fees. There should be emphasis on problem resolution rather than animal impoundment. Educating the community should be a focus of Animal Control Officers.

Pet retention:

The number of pets that are voluntarily relinquished to organizations every year is staggering. Regardless of the reason, pet relinquishment should be an absolute last



option. A study conducted by the ASPCA in 2015 showed that 30-40% of pet owners would keep their pets if they were given temporary assistance. Assistance may come in the form of free spay/neuter, veterinary care, payment of a pet deposit, training, boarding, provisions for food, temporary fostering, etc. Since it would be difficult if not impossible for a shelter to offer all of these various services to owners in need, collaboration among organizations to develop a list of resources is recommended.

Public Records:

All organizations should be willing and able to share information with the public and other entities regarding the number and types of animals received and cared for, disposition of each animal, number and types of complaints responded to in the field and the outcome of those complaints if applicable. FACA and FAAWO recommend that monthly statistical information be entered into the Shelter Animals Count program. Organizations must be diligent in an effort to ensure that all data is complete and accurate.

Euthanasia:

All reasonable efforts should be made to provide for live release of sheltered animals taking into consideration capacity for care, length of stay, existing disease challenges, available resources, and facility design. When euthanasia is deemed necessary, every effort must be made to minimize fear and stress on each animal.

Summary of Programming Recommendations:

1. Offer flexible adoption fees
2. Host adoption events
3. Offer animals for adoption at offsite venues
4. Engage in community outreach
5. Use social media
6. Offer an open/easy adoption process
7. Provide assistance to adopters
8. Use volunteers/fosters including foster to adopt
9. Work with legitimate rescue organizations
10. Have user friendly hours of operation
11. Reserve certain hours for live release only
12. Offer a lost/found program that is monitored by staff/volunteers
13. Work with area organizations and individuals to offer pet retention resources
14. Collaborate to maximize resources
15. Conduct frequent budget analysis to identify resource limitations and plan for future needs.
16. Veterinary care must be offered by shelter veterinarian, contracted veterinarian or veterinary consultation.
17. Euthanasia should be the last option and provisions outlined in statute must be followed.
18. Animal shelters and rescue organizations should operate with transparency
19. Steps must be taken to minimize the length of stay and to avoid operating above capacity for care.



Contact Information:

Florida Animal Control Association
PO Box 211267
Royal Palm Beach, FL 33421
Info@FloridaAnimalControl.org
Ph. 786-505-FACA (3222)
Fax. 561-249-0422

**Florida Association of Animal
Welfare Organizations**
PO Box 220923
West Palm Beach, FL 33422



**Florida Animal
Control Association**



FAAWO
FLORIDA ASSOCIATION OF ANIMAL WELFARE ORGANIZATIONS

Example 1

VOLUNTEER BECOME A VOLUNTEER

ANIMAL RESCUE PROJECT VOLUNTEER APPLICATION

Join Our Team of Smiling Faces

We need the gift of your time and talent!

Volunteers are the lifeblood of Animal Rescue Project. We look to volunteers to walk dogs, socialize cats, cuddle with kittens and puppies, bathe and groom animals in need, and so many other hands-on interactions with pets.

We also need volunteers to help with fund-raising, marketing, and administrative tasks.

Whatever your talents and interests, we have a role for you.

The first step in the process is to complete and submit a Volunteer Application. Once we receive your application we will schedule you for an orientation session.

CODE OF CONDUCT

Our Code Of Conduct Defines The Values And Beliefs Of Our Organization

When you join our team, you're part of our family, whether you've been with us since we started or you have just signed up. As an Animal Rescue Project volunteer we ask you to agree to our code of conduct:

- Professionalism
- Kindness
- Fairness and Respect
- Teamwork
- Safety

Our code of conduct guides us in maintaining a harmonious volunteer community, where people are respected for their contributions and are dedicated to helping one another succeed.

You'll be expected to sign a pledge committing to these values before becoming an active volunteer.

THE NEXT STEP

You're On Your Way To Becoming Our Next Volunteer!

To find out more about volunteer opportunities with Animal Rescue Project, please [contact us](#). Or just fill out our volunteer application below, and we'll contact you about a volunteer orientation.

VOLUNTEER APPLICATION

APPLICANT INFORMATION

* INDICATES A REQUIRED FIELD

APPLICANT FIRST NAME *

Enter your first name

APPLICANT LAST NAME *

Enter your last name

EMAIL ADDRESS *

Enter your Email Address

AGE *

Enter your age

PHONE NUMBER *

Enter your Phone Number

ADDRESS 01 *

Enter your Street Address

ADDRESS 02

Enter the apartment or building #

CITY *

Enter your city

STATE *

Enter State Abbreviation

ZIP CODE *

Enter your zip

COUNTRY

Enter your country

REQUIREMENTS

- Please bring picture ID with you to your volunteer orientation.
- If you're under 18, you will need to bring a parent/guardian with you to orientation to fill out waivers.
- If you're under 16, you will need to be accompanied by a registered adult volunteer when volunteering with ARP

ARE YOU INTERESTED IN VOLUNTEERING TO SATISFY A COMMUNITY SERVICE REQUIREMENT? *

Select Yes or No

BACKGROUND AND INTERESTS

HOW DID YOU HEAR ABOUT THE ANIMAL RESCUE PROJECT VOLUNTEER PROGRAM?

Select how you heard about the Animal Rescue Project

WHY ARE YOU INTERESTED IN BECOMING AN ANIMAL RESCUE PROJECT VOLUNTEER?

Describe why you're interested



Describe Your Experience With Pets

SPECIAL SKILLS, TRAINING, INTERESTS, OR HOBBIES

Describe Any Special Skills, Training, Interests, Or Hobbies That You Can Provide

————— AVAILABILITY —————

HOW OFTEN ARE YOU LOOKING TO VOLUNTEER? *

Select an Answer

WHEN ARE YOU TYPICALLY LOOKING TO VOLUNTEER? CHECK ALL THAT APPLY

Weekdays Evenings Weekends

Thank you again for your interest in working on our rescue team!
Please check that the information in all fields is accurate and then click the button below.

Submit →





Animal Rescue Project focuses on helping at-risk dogs and cats find their forever homes. We seek to help animals in need through efficient adoption programs, safe temporary care, and responsible rehoming. We also provide pet services.

FEATURED PETS



Potato
11 months old
40 lbs, 15.5 inches



Stan
14 months old
40 lbs, 15.5 inches



Giovanni
10 months old
40 lbs, 15.5 inches

QUICK LINKS

- [Home](#)
- [About Us](#)
- [Adoption](#)
- [Fostering](#)
- [Rehoming](#)
- [Pet Services](#)



Animal Rescue Project

219 Beek St.

Kalamazoo, MI 49007

Monday - Friday: 12:00 pm - 6:00 pm

Saturday: 11:00 am - 4:00 pm

Sunday: 11:00 am - 4:00 pm

269-492-1010

info@animalrescueproject.com



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Example
2

FLUFF Volunteer Application

WELCOME and thank you for wanting to be a part of our life-saving team! If you are searching for a way to help others and get involved in something greater than yourself, you have come to the right place! FLUFF Animal Rescue, Inc. has both a non-profit thrift store located at 9400 Seminole Blvd, Seminole, FL 33772 and a rescue/adoption resource center located at 7400 62nd Terrace N Pinellas Park, FL 33781.

Our physical locations support our foster-based animal rescue that exists to save the lives of those who don't have a voice and to make a difference in our community. If you have landed here, we believe that you have something to offer, and we are grateful for your willingness to share your time and talents with us!

If you are interested in becoming a FLUFF Animal Rescue, Inc volunteer, please complete this application and a staff member will follow up with you regarding next steps. Once you complete the form, click the continue button at the bottom.

Thank you and we look forward to working with you!

*** If you are seeking community service hours, please do not fill out the application and directly email volunteer@fluffanimalrescue.org.

Please note that we will be able to provide a letter of completion of hours. If your document requires notarization, you will be responsible for all notary fees. Please note that if your offense involved theft, and/or cruelty or neglect to animals, you will not be permitted to volunteer.

Name and address

<input type="text"/>	First name *
<input type="text"/>	Last name *
<input type="text"/>	Title
<input type="text"/>	Street 1 *
<input type="text"/>	Street 2
<input type="text"/>	Street 3
<input type="text"/>	City *
<input type="text"/>	State *

Zip *

Home Ok to call

Work Ok to call

Cell *

Email address *

Password *

Confirm Password *

Demographic Information

Date of birth *

T-Shirt size *

Would you like to opt-in to text messaging?: Yes Not now

Volgistics Volunteer Alerts sends reminders, alerts, and custom messages from System Operators and Coordinators. Use this section to opt-in and opt-out of text messaging (also known as "SMS"), and initially set how you would like to receive messages. Your messages can be delivered as emails, text messages, or none. You can change this at any time through VicNet. [View supported phone carriers.](#)

Phone * Country

When to Receive Messages

From To

Time Zone

I agree to the [Volgistics Terms and Conditions.](#) *

How to Receive Messages

FLUFF Newsletter <input type="text" value="Email"/> <input type="button" value="i"/>	Administrative <input type="text" value="Email"/> <input type="button" value="i"/>
FLUFF Event Updates <input type="text" value="None"/> <input type="button" value="i"/>	Schedule reminders <input type="text" value="Text"/> <input type="button" value="i"/>

Message and Data Rates May Apply. For help or information on this program send **"HELP"** to 28344. You can send "STOP" to 28344 at any time to opt out. For additional assistance, call 888-891-6978 or [click here](#). Message frequency based on account settings. Messages are not guaranteed to be delivered. All messages will be sent by email until you respond "YES" to the welcome text message sent after the application form is submitted. Message preferences can be changed in VicNet on the Account Tab.

Availability

Please indicate the days and times you are usually available to volunteer.

Sunday
Monday
Tuesday
Wednesday
Thursday
Friday
Saturday
My availability is *
From *
to *

Age Requirement

All Volunteers must be at least 16 years of age to volunteer (unless accepted into the junior volunteer program ages 13-15).

Age *

Area of Interest

Please indicate which area you are interested in volunteering.

All onsite volunteer opportunities are performed at "Fluff's Stuff" Retail for Rescue Thrift Store and Rescue Resource Center at 9400 Seminole Blvd, Seminole, FL 33772. Volunteer hours will vary

based on need and availability of schedule.

Retail: these positions may include merchandise management: receiving, sorting, pricing, display/placement, straightening displays, laundry, assisting customers, and cleaning; coverage of cash register for breaks, receiving and unloading merchandise as well as helping customers who purchase larger items

Rescue: these positions include supporting the rescue resource center in their daily duties which includes cleaning & monitoring of dog and cat kennels, dishes, laundry, sweeping/mopping floors, sanitizing and ensuring a clean, germ-free environment for our animals to reside in. Supporting the team with general animal care.

Special events: as needed, includes set up/tear down of display tables/tents/crates/signage at events and managing the information table

Transport: as needed, to transport animals from location to location in your vehicle. Transports vary when it comes to distance and types/numbers of animals.

Assignment Preference *

- [Events \[Volunteer Services\]](#)
- [Rescue \[Volunteer Services\]](#)
- [Retail \[Volunteer Services\]](#)
- [Transport \[Volunteer Services\]](#)

Emergency Contact

Please provide an emergency contact that we may use in case of emergency while you are onsite volunteering.

First name *	<input type="text"/>
Last name *	<input type="text"/>
Street 1	<input type="text"/>
Street 2	<input type="text"/>
City	<input type="text"/>

State

Zip

Home

Cell *

Email address

Relationship *

Desire to volunteer

Please tell us what interested you in volunteering with FLUFF.

Desire to Volunteer *

FLUFF Volunteer Agreement

I understand that it is required of me to attend an orientation prior to beginning my volunteer hours.
I agree to abide by all policies and procedures I am provided by FLUFF Animal Rescue.

I Agree *

JAMIE ENGLISH
District 1

JIM MOODY
District 2

MICHAEL NEWMAN
District 3

PAM FEAGLE
District 4

THOMAS DEMPS
District 5



TAYLOR COUNTY ANIMAL CONTROL DEPARTMENT

302 W Maurice Linton Rd.
Perry, FL 32347
(850)838-3525

GARY KNOWLES, Clerk of Court
Post Office Box 620
Perry, Florida 32348
(850) 838-3506 Phone
(850) 838-3549 Fax

LAWANDA PEMBERTON, County Administrator
201 East Green Street
Perry, Florida 32347
(850) 838-3500, extension 7 Phone
(850) 838-3501 Fax

CONRAD C. BISHOP, JR., County Attorney
Post Office Box 167
Perry, Florida 32348
(850) 584-6113 Phone
(850) 584-2433 Fax

Lacie A. Oscarson, Coordinator

Meeting with HFHD on September 24th, 2024:

Emergency Veterinary Care: All animals that appear to have injury or open lacerations are being seen by Perry Animal Hospital if they can accommodate us for that day(s). **This is to be arranged by Taylor County Animal Control Staff.** (Rules still will follow county Policy on this incident, animal(s) aren't to be sent out to rescue to receive medical care until stray hold is up.) **(County Policy 2009-17)**

Building Electrical Upgrades: All the electrical is run with 110 and eGFI outlets. There are Heat lamps that are on top of every kennel inside the building and outside building that are only to be used if a momma dog has baby puppies or winter. The inside kennel has 10 4 blade fans above the kennels. On the floor standing there is 6 fans, and inside certain kennels are fans in which blow the hot air outside and there are 5 of these fans. The outdoor kennels are 10 by 10 chain link kennels and concrete floor, and each have a four-blade fan with a drop-down attachment for air circulation. The cat house is a 12/40 building to ensure cats are away from dogs in their own separate building. The "Cat house" has an AC unit in the wall and a circulating fan with a roll up door and four windows.

Intake Protocols: Each animal will receive vaccines, dewormer and appropriate flea and tick medication. Every animal that comes into the shelter gets scanned with a universal microchip scanner and if the pet has a chip a company and or dog owner is called.

Kennel Sanitation: Proper cleaning protocols are in place for cleaning the kennels. Each employee has a copy of how the kennels are supposed to be cleaned and sanitized for when we have a pet and when an animal leaves. (See forms attached). **(County SOP)**

Transparency/ Accountability: Video Cameras have not been installed into our facility.

Animal Outcome Data: Outcome for the shelter will be posted onto our website to follow FL Statue 823.15. This also will require the Taylor County Animal Control to receive the disposition of **EVERY** animal that has left our shelters that rescue has sent to a different facility.

Public Notice: When and if there is an outbreak, we are sure to inform our public that there is an outbreak. We or if we have a shelter outbreak County Policy will still hold affect.

Policies: Policies have been renewed by Taylor County Animal Control and Environmental Services Director and County Admission. This plan is to be brought forward to the board to revise and update County Policies for our county.

Staff Training: To be an ACO officer with Taylor County Animal Control, they will receive the training when a class is available with the instructor. (These classes are normally not easy to get into) The classes that are mandatory to be an ACO are the 40-hour class of minimum standards and training. (When is a class about equipment handling, civil citations, animal handling, animal cruelty investigations.) **FL statute 828.27 Section 4a.** Additional training is then scheduled when there are classes available. All staff are currently up to date with the ACO training.

Adoption Standards: Every animal that is adopted from our Facility is to have a current and up to date Rabies vaccine **FL statute 828.30 section 1.** These animals once they are adopted also are required to be sterilized meaning spayed or neutered **(animals aren't held at the facility until this is done due to the turnaround time that the vets have. We have discounted prices, and they still must accommodate their clients.)**

Adoptions on puppies: If the animal is over the age of four months old the animal can be vaccinated to Rabies vaccine. However, the vet's office will not spay or neuter them until they are older so a deposit of \$50.00 to the courthouse is required. **(As followed in County Policy 2009-06) If animals aren't sterilized when they have an appointment that citizen, then will receive a fine or Animal Control will Relinquish rights for the animal. (County SOP)**

Volunteer Access to Shelter Management (ASM): Animal Control is required to have the Citizens information Confidentiality, meaning that we do have to block off certain information to Volunteers. Shelter Volunteers only need access to the photos of animals and medical record (Such as vaccines, medication and flea and tick) Volunteers **DO NOT** need full access to our website due to record keeping and or information regarding a case that is under investigation. Animal Control can tell the Shelter Volunteer the information regarding a back story on the animal. (We do not know what the history of these animals is until we have them in our care and or have dealt with them.)

Public Access and Welcoming Volunteers: Each Volunteer is required to fill out a volunteer application and will have to have a background check done by Human Resources. Once that is complete then HR will email the animal control Coordinator. Then the Animal Control Coordinator will call the volunteer and inform them that have cleared a background check and schedule a date for orientation and what day the volunteer is available to do the task areas.

Extended Hours: Animal Control Facility is open 8:00am to 5:00pm Monday through Friday for County Employee and is open to the public from 10:00am to 5:00pm. **This gives us two hours to clean 27 dog kennels and 40 cat cages.** Per FL statute 823.151 #6 it states that "Access for owners to retrieve dogs and cats at least 1 weekend day per week and after 5:00 p.m. 1 weekday per week, provided that complying with the requirements of this subparagraph does not require an increase in total operating hours." For us to operate on a weekend and or after 5:00pm we would need the following facilities to stay open. (Vets office and Court House) It would also affect our normal, and the County would have to pay overtime for the allotted hours.

Staff and Volunteer Collaboration: Taylor County staff and Aco must work hand and hand together. A volunteer must not coordinate meet and greet, vet visit and or adoptions on their own terms, and everything must be run through the Taylor County Coordinator.

Volunteer Application: We are working on revising a Volunteer Application that is permitted with questions/information relating to animals and our job experience. It will need to be taken to the board to

be approved. The only people who can approve and deny an application are Human Resources and County Administration.

Mission statement: It is listed on our website which is found under the Taylor County Animal Control page. Our statement advises that our first and foremost job is to protect and serve the Citizens in Taylor County. **(Taylor County Website)**

Intake Diversion: Our job as animal control is to respond to calls of service relating anything that must deal with animals. Such as animals running at large, wellness checks, aggression calls, assist LEO, injured animals, abandoned animals, abuse, animal in a trap, animals left in a vehicle and nuisance. (These are just a few calls of service that we get) We can not decline going on a call for service because we don't have room or not enough space. When we receive a call, we try in our best efforts to return the dog with an owner but its not always the case. So therefore, when a call of service comes in, we must go and do our jobs.

Owner surrenders: We are working on our County Policies to enlighten this and make it clearer and hope to possibly start charging a fee and holding Citizens accountable with their own pet. However, this is something that we plan on taking to the board to be approved. **(County SOP)**

Animal Food: Our county supplies dog and cat food monthly, we have run low on wet food before and have contacted HFHD to get some to get by. However, we used to receive donations from Tractor Supply and Walmart unfortunately we don't receive them, so we are unable to help the community with their dog food supply. **The county does not need to provide Citizens with County supplied food that the tax papers are paying for.** The Taylor County Animal Control has reached out to HFHD when people need animal food and or send them to the number for HFHD.

Website/social media: Taylor County Animal Control has a website that is linked with our shelter management app. (Which shows all the animals in our system). We have spoken about having a Facebook page, but we need to ensure that we can back up all the information on the page for record keeping. We do understand that the Citizens use social media to list their pets, but our facility has a Phone system and our website. When we receive a call regarding a lost animal, we input that into the system.

Recue Organizations: Taylor County Animal control requires a Disposition of the outcome of animals that have been transferred to other rescue organizations. We haven't received any email confirmation regarding disposition on the animals that HFHD has transported. **(County Policy 2009-08)**

Taylor County Environmental Services

Animal Control

Lacie Oscarson Coordinator

302 W. Maurice Linton Rd.

Perry, FL 32347

Office/Shelter (850)838-3525

LOscarson@taylorcountygov.com

Standard Operating Procedures

- Section 1: General
- Section 2: Kennel Duties
- Section 3: Administrative Policy & Procedures
- Section 4: Chemical Capture & Euthanasia Procedures

General

Section 1: 09/01/2024

Vehicle Safety: The driver of the vehicle is responsible for completing safety checks on the Animal Control vehicle. Each week, the vehicles will be checked and the following items should be in working order: lights, brakes, animal cages and animal capture equipment. Immediately report any non-working, worn, broken and lost/stolen items to the Superintendent. Truck will have routine maintenance every 5,000 miles, tires rotated as needed, oil, fluids checked, wiper blades, etc.

Also, please see Vehicle Inventory attachment as to items that need to be in your vehicles.

Equipment: The cost to replace equipment is high.

- Only the Superintendent and certified personnel will have access (keys) to the drug safe.
- Drug safe will be kept locked at all times. Only certified personnel will be allowed into safe at any time.
- Drugs and drug kit will be locked in the drug safe at all times unless being used during a euthanasia session.
- Drugs, drug kit will not be transported in any vehicle unless in the event of Chemical Capture or on the road injury where transportation of animal is not feasible.

Uniform/Dress:

- ACOs will be in full work uniform when conducting official county business.
- BDU pants or approved jeans
- Uniform shirt
- Work boots that fully cover the ankle
- Court hearings and formal appearances – ACO will be in dress uniform consisting of a long-sleeved white, collared shirt, collar brass, black uniform pants and black boots
- Closed toe shoes/boots will be worn at all times by all staff members

- **ID Badges:** Each certified officer will be issued a Badge/Shield that must be worn at all times when conducting county business. This badge/shield must be visibly attached to the belt or pocket of uniform or sewn on to uniform shirt

Sanitation: To prevent the spread of contagious diseases, all staff and volunteers will wear footwear that can be disinfected with diluted bleach, Wysi-Wash or Rescue

Official Statements to the Public or Media: It is not your duty to give any information regarding the Animal Control Department without prior authorization from the Superintendent. Should you be approached for an interview, refer the party to the Animal Control Superintendent or his/her designee (PIO).

Paperwork and Procedures:

- Drug log must be kept up to date after every euthanasia session.
- Drug inventory must be kept up to date and updated monthly. A separate record will be kept for DEA and updated monthly.
- No equipment with BCC number is to be discarded without first checking with the Superintendent of Animal Control.
- An up-to-date, written guide to office and kennel procedures will be made available should it be necessary for the office staffing position to be manned by a person unfamiliar with procedures.

Legal Cases: As the Taylor County Board of County Commissioners is liable for the actions of its employees...

- A confidentiality agreement will be signed by all staff members upon employment with TCAC. Should you chose to disclose information regarding cases this department is handling, disciplinary actions will be initiated.
- The Superintendent of Animal Control or his/her designee will **immediately** be made aware as to any action which could result in formal charges being brought against a citizen of Taylor County for Animal Cruelty, neglect, abuse or dangerous dog PRIOR to proceeding with actions.
- All documentation will be given to the Superintendent by the ACO initiating charges detailing the situation and make a recommendation as to the disposition of the case.
- Permission to proceed with such actions will be granted should the Superintendent find it is warranted. The Superintendent will be made aware of and will make every attempt to attend all meetings the ACO schedules with any Law Enforcement or Attorneys. (County, States, Defense, etc.) Should attendance be impossible, the Superintendent will be brought up to date by ACO immediately or soon thereafter the meeting(s) have been adjourned.
- During all meetings, in regards to the above, ACO will take notes as record of all events concerning these cases.
- With confidentiality in mind, the utmost care will be taken by staff involving the discussion of ANY Animal Control issues.

Investigation Procedures:

- Each ACO assigned to a specific case (i.e. Animal Bites, Dangerous/Aggressive Animals, Cruelty, Neglect, etc.) which may result in criminal prosecution, is required to conduct a thorough and complete investigation and subsequent investigations as necessary to expedite due process.
- ACO with a case will keep all of the staff updated with any information regarding their case. No other employees shall interfere with another ACOs case.

- Case information will only be discussed with the legal owner of the animal, unless the owner is a minor – then legal parent/guardian will be contacted.
- Each ACO is responsible for collecting evidence, photographs, statements etc. to insure a thorough investigation. Should additional help be necessary, the ACO or Superintendent will assign duties as needed.
- ACOs shall make every reasonable effort to complete investigations as soon as possible to ensure due process is adhered to. Once the ACO has conducted his/her investigation and it has been approved, the case shall be turned in to the appropriate law enforcement authority OR State Attorney for criminal prosecution.
- Copies of all reports and findings will be given to the Animal Control Superintendent immediately and any follow up reports will be forwarded as well.
- ACOs are responsible for maintenance of his/her own records in all cases. Before any legal counsel is contacted, the Animal Control Superintendent will be given the file to review.
- The Animal Control Superintendent will be notified when attorney services are warranted prior to the attorney being retained.
- The Animal Control Superintendent will be notified as to times and dates of all appointments with council so that he/she may be in attendance as he/she deems necessary.
- As TCAC is under the watchful eyes of the citizens of Taylor County, the entire staff is expected to, at all times, present a professional manner. Boasting and abuse of power will not be tolerated within this department.

Call Outs: As the citizens expectations for service have increased and budgets have decreased, we have to be cautious on all after hour's calls.

- After hour calls will be justified only if the call reflects the following
- Animal Bites – in the case of a dog/cat biting an owner, Animal Control may be able to handle the call the following business day. In this instance, the ACO will make contact with the victim and ensure the animal will be properly confined until the officer can complete the investigation.
- Aggressive Animals – LEO will respond to the call and contact the Animal Control Officer if the call is legitimate. At that time an ACO will respond to the complaint. In the case of LEO being busy and unable to respond, an Animal Control officer will respond.
- Injured Animals – LEO will respond to the call and contact the Animal Control Officer if the call is legitimate. At that time, an ACO will respond to the complaint. If the animal owner is the complainant, it is NOT considered a call out and overtime WILL NOT be paid.
- Vehicle Accidents or traffic violations involving arrest – In the case of LEO contacting Animal Control regarding an animal in a vehicle where the owner will be removed, an Officer will respond to pick up and impound the animal.
- There may be times where Law Enforcement requests Animal Control presence on a scene. In this instance, Animal Control will respond.
- No afterhours livestock calls will be handled by TCAC unless requested by LEO.
- All other calls will be handled the following business day. Upon receiving a complaint, a courtesy call to the complainant is REQUIRED.
- A call out justification form will be turned in to the Animal Control Superintendent the following business day with a detailed explanation of the call. Include the complainant's name, address, phone number and disposition of the call.
- When impounding an animal after hours, return to the shelter with animal and place in kennel immediately. Do not let any animals sit in dog box, trap or transfer cage overnight.

Kennel Duties

Section 2: 09/01/2024

It is vital that you take pride in the work that you do while cleaning. Provide the best environment possible for the animals in your care. DO NOT take shortcuts. The animals and your co-workers are depending on these tasks to be done correctly each and every day. Staff will be accountable for the correct completion of their assigned tasks and following the SOP.

General Duties:

- Staff will not eat in the kennel area. Drinks are acceptable.
- Mix all chemicals according to the manufacturer's instructions. NO EXCEPTIONS! Bleach is to be mixed ½ cup per gallon of water. Wysi-Wash mixes itself through the hose attachment.

DOGS:

- Dogs are to be taken out of the kennel and placed in an outside kennel prior to cleaning.
- The platforms or beds are to be scrubbed (before placing with a new intake) with a mixture of Dawn and Wysi-Wash. They are to be completely dry before placing back into kennel.
- All solid Waste in kennel must be picked up and placed in a bucket with a liner then disposed of in garbage dumpster (immediately following clean up).
- Spray out kennel with water.
- Make sure there is no waste stuck in the cracks or corners.
- Spray kennels with Wysi-Wash and allow to sit 10 minutes.
- Food and water bowls are to be scrubbed and disinfected with Bleach and Dawn when an animal is no longer in the kennel.
- Squeegee excess water from kennel and move dogs back in.
- Clean all portable animal carriers with a mixture of Bleach solution and Dawn OR Wysi-Wash. The solution must sit for a minimum of 10 minutes.

CATS:

- In the event that litter can be scooped, scoop all solid material. For boxes that are not able to be scooped, replace with fresh litter.
- After the kennel is cleaned, feed and water.

All animals are to be given fresh water daily.

Laundry is to be done daily.

Rake around the front of the kennel area and discard any trash. Remember, this is the first area that the public will view.

Sweep the floor daily. Rinse with Wysi-Wash once per week.

Do not leave garbage or broken items lying around in the kennel. If you are unsure about discarding an item, check with the Superintendent.

Check that every kennel or cage is secure. No kennel/cage is to be left unclean.

Keep all dogs under padlock. At the end of the day, verify that all kennels are locked.

Use personal protection equipment (PPE): Rubber gloves, goggles, water and/or chemical resistant outer wear, coveralls, rubber boots, face masks as needed.

Paperwork: Staff will double check all paperwork (kennel intakes, daily logs, etc.). Be sure all information is complete and correct. If medication is given, be sure that it is noted in ASM. If an animal is moved within the shelter, be sure that the appropriate paperwork follows and location is updated in ASM. ALL animals must have a name, available date and heartworm status (if known) on their kennel.

Administrative Policy & Procedures

Section 3: 09/01/2024

Office Procedures:

- Prior to beginning office duties, kennels will be given a walk through each morning by ACOs. During this walk through, note any illness or injury of the animals and report to the Superintendent. Make sure all cleaning is completed.
- Superintendent or his/her designee will check messages and emails from previous day/night.
- Staff will check their individual computers for any emails or alerts.
- ACOs will check incidents within their patrol areas.
- If at any time, an ACO is out of the office for more than 2 hours, regular contact must be made to office staff.
- ACOs will make contact with citizens in his/her patrol area regarding their complaint and notations will be made in ASM.
- Office ACO or Superintendent will make contact with citizens regarding general inquiries not related to Service Requests for ACOs.
- Inventory of main supplies will be completed weekly by the Superintendent or his/her designee. A minimum of 3 bags of dogs food, 3 bags of cat food, 3 bags of cat litter and 12 cans of dog/cat food.
- Staff will make every possible effort to keep county assigned cell phone numbers private. Again, these are not meant for the general public. Citizens shall be directed to call the Animal Control Office to speak with staff.
- County issued cell phones are to be used for all County business.
- Review with the entire staff items which could affect the department. Report to Superintendent or Office ACO service call history (done at the end of every day). By sharing information regarding Animal Control business, it makes us an informed team. This does not have to be a time consuming process.
- Prior to leaving at the end of each day, ACO or Superintendent will do a walk through to check the security of the kennel, gates, locks and to insure that each animal has access to water.

Filing:

- All incident notes and dispositions will be completed by the end of the day.
- At the end of the Fiscal year, all files can be archived in storage boxes and will be kept at least 2 years for euthanization records and 5 years for all other files.
- No files will be shredded or discarded without permission from the Superintendent of Animal Control.

End of the Month Report:

- Each ACO will be responsible for entering their own incident notes and dispositions on a daily basis.
- All incidents, notes and dispositions will be entered into ASM DAILY.
- No incidents are to be held longer than 2 days before being completed in the computer.
- Superintendent will do a complete tally of all services provided for the month and turn that information in to the Director of Animal Control no later than the 10th of each month.

Media: No staff member will solicit any form of media, whether it is television or newspaper, regarding cases being investigated or that may be investigated. Should media solicit information or make contact with any ACO staff member, they will refer them to the Superintendent immediately.

Animal Check-in:

- Owner turn in – Owner must sign an Owner Surrender form and provide a copy of driver's license, signature and present address.
- General Check-in includes:
 - A detailed description of the animal in ASM. Document the condition of the animal (i.e. appears sick, has skin problems...)
 - Every dog that enters the shelter over 6 weeks old will be vaccinated with 5-in-1 and Bordetella (WHEN AVAILABLE). Dogs over 6 months old will receive a Heartworm check (WHEN AVAILABLE).
 - Pyrantel wormer will be given to any Heartworm positive dogs and Heartgard will be given to those that are negative (WHEN AVAILABLE).
 - All dogs will have a sheet on their kennel door with their name, available date and heartworm status (if known). All cat intakes can be accessed in ASM.
 - A picture of each animal will be placed in ASM. If animal is there on a pending case, photos from the front and side will be placed in ASM.
 - Check for microchip, tattoo or any other identifying marks.
 - Weigh the animal and record the weight in ASM.
 - Check the Lost & Found files for similar missing animals.

Visitors:

- No children under the age of 18 years of age will be allowed into the shelter without an adult.
- All visitors entering the shelter will be properly dressed and will be required to wear shoes.
- All visitors must step into the disinfectant pan upon entering and prior to leaving the shelter.

Trap Agreements:

- Citizens are responsible for picking up traps. The following are the only exceptions:
 - Citizens who are homebound
 - Citizens with no transportation
 - Except in emergency situations such as aggressive animals, sick or injured animals. The citizen will be advised that a trap will be delivered when an Officer is in the area. The trap will then be delivered in a timely manner when in the area of the call.
- Citizen is to sign the trap agreement form
- Traps are loaned Monday through Friday ONLY. The following are the only exceptions:
 - Aggressive Animals
 - Sick/Injured animals

- Owned animals that the owner needs to apprehend and is NOT in the need of pick up
- A copy of current Driver's license and address or other form of picture identification must be presented at the time of the trap rental.
- Provide a copy of the signed trap agreement to the renter.
- Stress to the renter areas of concern when renting a trap. If bad weather approaches, the trap must be closed to avoid an animal becoming trapped. IF an animal is trapped on a weekend and an officer cannot respond, the renter is responsible to protect the animal from the weather at all times and if possible, provide with water. Unless the trap has been set for an aggressive or sick/injured animal, an officer will not respond to retrieve the animal or the trap on weekends.

Reserving an Animal for Adoption:

- Reservations will be accepted for any animal that is still on stray hold.
- Potential adopters will sign for a date and time they can adopt the chosen animal if an owner has not claimed it during the stray hold.
- When an animal is reserved, an orange neck band will be placed on it and the reservation will be noted in ASM under movements/pending adoption.

Adoptions:

- Staff responsibilities include:
 - Inquire as to their interest so as to assist with their adoption decisions and suitability.
 - All adopters must be at least 18 years of age. NO EXCEPTIONS!
 - Adopters must complete and sign an adoption application.
 - Advise that animals adopted from our shelter receive no prescreening regarding their health and are adopted in "as is" condition.
 - Make the veterinarian appointment for spay or neuter and rabies vaccine (soonest possible at vet of their choice).
 - If the animal is less than 3-4 months old, advise of due date for spay/neuter and rabies vaccination. Make a copy of the spay/neuter contract and let the adopter know that this must be presented to the vet at time of sterilization.
 - Fill out the appropriate forms for the Clerk's Office and the adopter will be given the first three copies. The adopter is to be informed that the \$50 deposit is cash only. The blue copy is maintained by Animal Control in an assigned binder. This form will be kept for auditing purposes for no less than 5 years.
 - The adopter will bring back the green copy as proof of payment and it is to be scanned into ASM and given back to adopter.
- Animals may be returned to our shelter within a 24 hour period or next business day if adoption occurs on a Friday or before a holiday. At that time, a full refund of the deposit will be given per county refund policy. Refunds may only be granted if the animal is returned to the Animal Control facility.
- All adopted animals will be micro chipped prior to leaving the facility or during their spay/neuter (when available).
- A Taylor County or City Ordinance will be given to everyone who adopts from the shelter.

Euthanasia Procedures

Section 4: 09/01/2024

Prior to any animal being euthanized for any reason including sickness or injury, ACOs are required to check the intake paperwork to verify that the animal has been scanned for a microchip. If NOT, the animal is to be scanned and that information documented. If the animal has a microchip, the owner is to be contacted in a timely manner.

If the found animal is injured but reunited with the owner, the owner shall have the option to pay the impound fees and transport the animal to the veterinarian of their choice or may sign an owner surrender form and allow Animal Control to euthanize the animal in accordance with Florida State Statutes regarding humane euthanization.

Owner Surrender Agreement:

I, _____ am surrendering, _____ animal(s) to the Taylor County Animal Control.

Description as follows:

I understand that this animal MAY only be held for 24 hours depending on several factors, including adaptability, kennel space, temperament and/or containment of diseases.

_____ I have read over the above statement and agree to the terms in which I am surrendering this animal(s) over to Taylor County Animal Control. I further agree that NO guarantees have been made as to the disposition of this animal(s).

Reasoning for Surrender: Please Check **ALL** that applies

Injured Sick Vicious Can't keep Too Expensive Behavior Problems Too Much Trouble
Runs Loose Bites Not Friendly No time for Don't want

Special Traits: House broken Good with children Good with other animals

Food: Dry food Wet food Other

History of Animal:

Has this animal bitten or scratched a person within the last ten days? _____ Yes _____ No

(This statement must be initialed by the person surrendering this animal)

Statement of Surrender:

_____ I fully understand that the animal I am surrendering may be destroyed at any time in accordance with the agency's euthanasia policy.

_____ I swear and certify that I am the owner, as defined in Florida Statutes S828.02 and S 828.13, of the animal described in this form and I unconditionally surrender my animal to the Taylor County Animal Control.

_____ I relinquished all covenants and requirements as stated in the Animal Control Ordinance.

Signature of owner Print Name: Driver License Number Officer/Witness

Address of owner: _____

Phone number: _____

Shelter intake Protocol Summary:

****Any dog that comes into the facility that is under 6 months needs to be parvo tested. We normally do this outside the facility or in the dog box where we can sanitize the area. ****

Step 1: Scan animal for a microchip.

Step 2: If the pet has an ID collar or identification on the animal try to make contact with Citizen.

Step 3: Vaccinate (Dog's: DHPP and Bordetella) (Cat's: FVRCP)

Step 4: Administer Dewormer (Pyrantel Pamoate Oral Suspension)

Step 5: Take a photo of the dog, try to include the side profile to show what markings the animal may have.

Step 6: Examine the animal for any injuries and or wounds. (Let TCAC know).

Step 7: Once intake is complete set an appropriate kennel up for the animal.

Step 8: Add the animal and correct information into the system when entering the animal.

Step 9: Upload the photo into the website and print a cage card and place it on the Kennel where the animal is housed at.

Cat house Proper Cleaning Producers:

Step 1: Remove ALL solids from litter box.

Step 2: Remove the newspaper and clean the kennel with rescue solution and let sit for 5 minutes. (During this time move all cats to one side of the cat kennel).

Step 3: Once all kennels have been sprayed down return to the first kennel and wipe down. (Make sure to change gloves every Kennel).

Step 4: Move cats to the other side of the kennel and repeat step 2.

Step 5: Repeat step 3 and be sure to make sure the cats have new water in bowls daily. Also, if low on food please give 1 scoop of food.

Step 6: After all kennels have been wiped out and refilled with appropriate needs sweep the cat house and mop with Pine-sol.

Step 7: Start the Cat House Laundry.

Removal of a cat Proper cleaning Producers:

Step 1: Remove EVERYTHING from the kennel

Step 2: Once everything has been removed, the kennel will need to be sanitized in Rescue Solution and let sit for 5 minutes. (Please be considerate and put the litter into trash and laundry into laundry basket.)

Step 3: Once the kennel has set to be sanitized allow it to air dry before replacing a new animal in that kennel.

Step 4: After the kennel has been able to dry, please put a "Clean" marker on the clipboard to show it's been cleaned.

Step 5: After these steps, please make sure you remove the animal from the Animal Shelter Website!



Taylor County

Board of County Commissioners'

Policy Manual

5.15

Policy #:	Title:	Effective Date:
2009-17	Veterinarian Expenses	03/17/09

PURPOSE

To establish a consistent procedure for controlling and monitoring veterinary expenses.

REFERENCE

None

POLICY

Depending on the specific circumstance, the following procedures shall be in effect:

- A) When any animal with confirmed ownership and in our custody that becomes sick or injured, Taylor County Animal Control will authorize treatment and payments to a licensed veterinarian. In some instances, the owner may be required to make restitution to the County when the animal is redeemed from the Shelter.
- B) Any time Animal Control is dispatched to an emergency service call:
1. All veterinary expenses will be authorized by the owner if possible before treatment is administered. At that time, the owner will take responsibility and either transport the animal to the veterinarian or meet (when possible) the Animal Control officer at the veterinarians office. Animal Control will not be responsible for any fees associated with said animal.
 2. If animal ownership is unknown, Animal Control will take the animal into custody and may take the animal to a licensed veterinarian. If possible the animal will be stabilized for 24 hours while every effort is made to contact an owner.
 3. If after the initial 24 hours an owner has not been found, Animal Control will reclaim the animal from the veterinarian and provide for its disposition. In this case, Taylor County Animal Control will pay for the veterinarian expenses incurred, unless the owner comes forward.
- C) Veterinarian expenses incurred due to an animal owner's violation of State or County Laws or Ordinances Pertaining to Animal Laws:
1. Animals that are taken into custody and that must be given veterinarian treatment due to possible abuse and/or neglect will initially be paid for by Taylor County Animal Control.

The owner will be ultimately responsible for all costs incurred throughout the investigation process until the final disposition of the case.

RESPONSIBLE DEPARTMENT

Environmental Services Department – Animal Control

DATE ISSUED/SUNSET DATE

Sunset Date: None



Taylor County

Board of County Commissioners'

Policy Manual

Policy #:	Title:	Effective Date:
2009-06	Animal Adoptions	03/17/09

PURPOSE

To establish general guidelines for animal adoptions.

REFERENCE

None

POLICY

No animal is to be adopted if any of the following criteria is met:

- 1) If the animal has exhibited any sustained signs of aggression after at least a three day assessment period.
- 2) An owner turn-in that has a history of aggressive behavior towards a human or another animal.
- 3) If the dog has any **known** contagious disease.

When adopting animals an application must first be filled out. After completing the application the decision is made whether to approve or deny the adoption. Without consent from the Animal Control Coordinator, no adoption is to be approved if any of the following criteria is met:

- 1) Individuals with any past history of animal abuse.
- 2) Any individual who habitually surrenders their own animals.
- 3) Any individual who posses 5 or more animals of the same species being adopted.
- 4) Any individual that has previously adopted an animal and received a citation/warning and failed to comply.

RESPONSIBLE DEPARTMENT

Environmental Services Department– Animal Control

Sunset Date: None

Animal Control Volunteer Information

Volunteers must have a volunteer application on file that has been approved by Coordinator or Director of Department.

RULES & REGULATIONS

No children under the age of 18 are permitted to volunteer or accompany anyone volunteering.

No animals are to be loose in the kennel at any time.

Volunteers must be pre-authorized for computer access.

Volunteers will not vaccinate or perform medical tests on animals in the shelter.

Volunteers are to direct any questions or concerns they have about the shelter or its animals to the Animal Control Coordinator or Environmental Services Director, not to staff.

Volunteers must refer all questions from citizens to an Animal Control staff member and not engage in giving advice or opinions in these matters.

Volunteers must sign up for a specific task area (each day) and work only in that area while volunteering.

If a call comes in requiring staff to leave. **ALL** volunteers must leave as well.

VOLUNTEERS ARE PROHIBITED FROM

Handling more than one animal at a time.

Behaving in a manner that gives the shelter a negative perception to citizens and customers alike.

Bringing animals, owned or under their custody, to the shelter while volunteering.

Any volunteer in violation of the above rules and regulations will be asked to leave immediately and could lose the option of volunteering in the future.

STEPS WHEN VOLUNTEERING

Schedule the day and time you are available to volunteer with the Animal Control Coordinator only. In the case that the coordinator is not available, the Senior Officer may approve scheduling.

When arriving at the shelter, sign in on the volunteer log by printing your name, phone number and time of arrival as well as the task area you will be working in that day.

Report to your task area and work on individual tasks for that area as described below.

When your volunteer time is complete, log the time you are leaving an initial.

TASK AREAS AND TASKS

DOG CARE SPECIALIST	Sweep floors, do laundry, wash and sanitize dishes, exercise/play with dogs 1 at a time in play area, top off water buckets and/or clean solids from kennel, kennel maintenance and general kennel duties. Once primary care is done, dogs can be brushed and/or can enjoy playing in the outside run.
CAT CARE SPECIALIST	Sweep, mop, wipe down counter, sanitize newly emptied cages, wash and sanitize litter pans and dishes, top off water bowls, check and scoop litter boxes. Once primary care is done, petting, playing, brushing of the cats is encouraged.
GROUNDS MAINTENANCE SPECIALIST	Mow, use weed eater, painting, planting, trash pickup and removal, sweep porch, wash vehicles and/or pressure wash outside of buildings.
LAUNDRY SPECIALIST	Laundry animal blankets and cleaning towels, folding and putting laundry away in proper areas.

I _____, do hereby certify that I have received and reviewed the Animal Control Volunteer Information sheet and it has been discussed with me. If I violate any of the rules and regulations, I will be asked to leave immediately and could lose the option of volunteering in the future.

Signature

Date

DOG KENNELS CLEANING PROCEDURES:

1. ACO
2. ACO OR TRUSTEE

PERSON 1: REMOVE 1ST SET OF DOGS TO THE OUTSIDE RUNS.

PERSON 2: REMOVE SOLIDS FROM KENNEL, EMPTY WATER BOWLS, REMOVE FOOD BOWLS AND PROP BEDS AGAINST THE WALL.

PERSON 1: SPRAY KENNEL WALLS, BED AND FLOOR WITH WATER HOSE.

PERSON 2: SPRAY KENNEL WALLS, BED AND FLOOR WITH WYSI-WASHY

PERSON 1: FILL WATER BUCKETS AND HOOK TO FENCING, SQUEEGEE EXCESS WATER FROM FLOORS.

PERSON 2: RETURN DOGS TO CORRECT KENNELS

++REPEAT THIS UNTIL ALL DOG KENNELS ARE DONE++

PERSON 1: PUT SOLIDS BAG IN THE DUMPSTER AND SPRAY OFF AND SANITIZE THE SHOVEL AND PUT ITEMS AWAY.

PERSON 2: TURN OFF WATER AND ROLL ALL HOSES UP.

PERSON 1: WASH AND SANITIZE ALL DIRTY DOG BOWLS AND START LAUNDRY.

+++ONCE DOGS ARE COMPLETED MOVE TO CAT HOUSE.+++

Animal Control

DEPARTMENT OF ANIMAL CONTROL**302 W. Maurice Linton Rd.****Perry, FL 32347****email: LOscarson@taylorcountygov.com****850-838-3525**

Hours of Operation:

Monday - Friday

10 AM - 5 PM

After Hours Call 850-584-2429

Check out our adoption pets, by [clicking here](#)

The mission of Taylor County Animal Control is to promote responsible pet ownership, animal welfare, a safe community, and to reduce pet over population. Our division strives to eliminate animal cruelty by educating the public and enforcing the laws.

With the growth and development on the coast and throughout the county, we are encountering an increase in calls for service. Population growth also means an increase of animals to the area. We have experienced more calls regarding lost or stolen pets, abandoned animals, cruelty/neglect calls and aggressive animal calls.

Taylor County Animal Control works under the direction of The Environmental Services Division and the Taylor County Board of County Commissioners. We are a non-profit agency that is supported by the tax dollars of county and city residents. Our annual budget is approximately \$192,500.00 from which we pay the salaries of two (2) Animal Control Officers and one (1) Coordinator, their benefits, capital expenses, maintenance on equipment and vehicles, purchase all of our pet foods, pet supplies, and equipment. Animal Control is not part of or related to, the Taylor County Humane Society or other animal care or enforcement agency.

DISCLAIMER

Although Taylor County Animal Control provides links to other websites this is strictly done as a service to the public. The opinions and issues in those sites are not necessarily those of Taylor County Animal Control or the Board of County Commissioners.

Some of the links on this site may lead to resources outside of the County's municipal government. The linked sites are not under the control of the Board of County Commissioners and have not been reviewed or investigated in any way the information at such linked sites. The Board of County Commissioners makes no representation or warranty as to the contents of any linked site or any link contained in a linked site. The Board Of County Commissioners is providing these links only as a convenience, and the inclusion of any link does not imply endorsement, representation or warranty by Taylor County, Florida.

Select Year: 2024

The 2024 Florida Statutes

[Title XLVI](#)[Chapter 828](#)[View Entire Chapter](#)

CRIMES

ANIMALS: CRUELTY; SALES; ANIMAL ENTERPRISE PROTECTION

828.30 Rabies vaccination of dogs, cats, and ferrets.—

(1)(a) All dogs, cats, and ferrets 4 months of age or older must be vaccinated by a licensed veterinarian or a person authorized under paragraph (b) against rabies with a vaccine that is licensed by the United States Department of Agriculture for use in those species.

(b) Acting under the indirect supervision of a veterinarian, an employee, an agent, or a contractor of a county or municipal animal control authority or sheriff may vaccinate against rabies dogs, cats, and ferrets¹ that are in the custody of an animal control authority or a sheriff² and which will be transferred, rescued, fostered, adopted, or reclaimed by the owner. The supervising veterinarian assumes responsibility for any person vaccinating animals at his or her direction or under his or her direct or indirect supervision. As used in this paragraph, the term “indirect supervision” means that the supervising veterinarian is required to be available for consultation through telecommunications but is not required to be physically present during such consultation.

(c) The owner of every dog, cat, and ferret shall have the animal revaccinated 12 months after the initial vaccination. Thereafter, the interval between vaccinations shall conform to the vaccine manufacturer’s directions. The cost of vaccination must be borne by the animal’s owner. Evidence of circulating rabies virus neutralizing antibodies may not be used as a substitute for current vaccination in managing rabies exposure or determining the need for booster vaccinations.

(2) A dog, cat, or ferret is exempt from vaccination against rabies if a licensed veterinarian has examined the animal and has certified in writing that at the time vaccination would endanger the animal’s health because of its age, infirmity, disability, illness, or other medical considerations. An exempt animal must be vaccinated against rabies as soon as its health permits.

(3) Upon vaccination against rabies, the licensed veterinarian shall provide the animal’s owner and the animal control authority with a rabies vaccination certificate. Each animal control authority and veterinarian shall use the “Rabies Vaccination Certificate” of the National Association of State Public Health Veterinarians (NASPHV) or an equivalent form approved by the local government that contains all the information required by the NASPHV Rabies Vaccination Certificate. The veterinarian who administers the rabies vaccination or who supervises the administration of the rabies vaccination as provided in paragraph (1)(b) to an animal as authorized under this section may affix his or her signature stamp in lieu of an actual signature.

(4) Each ferret vaccinated according to this section must be quarantined, when necessary, according to rules of the Department of Health.

(5) An animal owner’s name, street address, phone number, and animal tag number contained in a rabies vaccination certificate provided to the animal control authority is exempt from s. 119.07(1) and s. 24(a), Art. I of the State Constitution. However, any person who has been bitten, scratched, or otherwise exposed to a zoonotic disease or the physician of such person; a veterinarian who is treating an animal that has been bitten, scratched, or otherwise exposed to a zoonotic disease; or the owner of an animal that has been bitten, scratched, or otherwise exposed to a zoonotic disease shall be provided with any information contained in a rabies vaccination certificate but only with respect to the particular animal biting, scratching, or otherwise causing exposure. Any person with an animal tag number may receive vaccination certificate information with regard to that animal. Law enforcement and prosecutorial agencies; other animal control authorities; emergency and medical response and disease control

Select Year: 2024

The 2024 Florida Statutes

[Title XLVI](#)
CRIMES

[Chapter 823](#)
PUBLIC NUISANCES

[View Entire Chapter](#)

823.151 Lost or stray dogs and cats.—

(1) The Legislature finds that natural disasters, such as hurricanes, may result in an increase in owned dogs and cats becoming lost or stray. The Legislature further finds that dog and cat owners statewide should be afforded the opportunity to quickly and reliably claim their lost pets. It is therefore declared to be the public policy of the state that animal control agencies and humane organizations shall adopt policies and procedures to help return lost cats or dogs to identified owners.

(2)(a) A public or private animal shelter, humane organization, or animal control agency operated by a humane organization or by a county, municipality, or other incorporated political subdivision that takes receivership of any lost or stray dogs or cats shall adopt written policies and procedures to ensure that every reasonable effort is made to quickly and reliably return owned animals to their owners. Such policies and procedures shall include:

1. Upon intake, screening of lost or stray dogs and cats for identification, including tags, licenses, implanted microchips, and tattoos.
2. A process for matching received lost or stray dogs and cats with any reports of lost pets received by the shelter from owners.
3. Public notice of lost or stray dogs and cats received, provided at the shelter or on the Internet, as appropriate, within 48 hours of the animal's admission.
4. Reasonable efforts to notify identified owners of lost or stray dogs and cats within 48 hours of identification. Such reasonable efforts may include, but are not limited to, attempts to contact identified owners by telephone, by electronic mail, by United States mail, or by personal service at the owner's last known phone number and address.
5. Notice to the public of the shelter's location, hours, fees, and the return-to-owner process posted on the Internet, with the shelter's business hours posted outside the shelter facility and recorded on the shelter's telephone answering system message.
6. Access for owners to retrieve dogs and cats at least 1 weekend day per week and after 5:00 p.m. 1 weekday per week, provided that complying with the requirements of this subparagraph does not require an increase in total operating hours.
7. Direct return-to-owner protocols that allow animal control officers in the field to directly return lost or stray dogs and cats to their owners when the owners have been identified.
8. Procedural safeguards to minimize the euthanasia of owned dogs and cats. Such safeguards shall include, but are not limited to, record verification to ensure that each animal to be euthanized is the correct animal designated for the procedure and proper scanning for an implanted microchip using a universal scanner immediately prior to the procedure.
9. Temporary extension of local minimum stray hold periods after a disaster is declared by the President of the United States or a state of emergency is declared by the Governor, if deemed necessary by a local government in the area of the declaration.

(b) Records related to this section and maintained by a public or private animal shelter, humane organization, or animal control agency operated by a humane society or by a county, municipality, or other incorporated political subdivision must be made available to the public pursuant to chapter 119.

Select Year: 2024

The 2024 Florida Statutes

[Title XLVI](#)
CRIMES

[Chapter 823](#)
PUBLIC NUISANCES

[View Entire Chapter](#)

823.15 Public or private animal agencies; sterilization required for dogs and cats released; recordkeeping requirements; microchipping; public records exemption.—

(1) The Legislature has determined that the importation of dogs and cats into, and the uncontrolled breeding of dogs and cats in, this state pose risks to the well-being of dogs and cats, the health of humans and animals, and the agricultural interests in this state. Importation of dogs and cats from outside the United States could result in the transmission of diseases that have been eradicated in the United States to dogs and cats, other animals, and humans living in this state. Uncontrolled breeding results in the birth of many more puppies and kittens than are needed to provide pet animals to new owners or to replace pet animals that have died or become lost. This leads to many dogs, cats, puppies, and kittens being unwanted, becoming strays and suffering privation and death, being impounded and destroyed at great expense to the community, and constituting a public nuisance and public health hazard. It is therefore declared to be the public policy of the state that every feasible means be used to reduce the incidence of birth of unneeded and unwanted puppies and kittens. Determining which programs result in improved adoption rates and in reduced euthanasia rates for animals in shelters and animal control agencies is crucial to this effort.

(2)(a) Each public or private animal shelter, humane organization, or animal control agency operated by a humane organization or by a county, municipality, or other incorporated political subdivision, shall prepare and maintain the following records and make them available for public inspection and dissemination for the 3 preceding years. The following data will be available on a monthly basis commencing July 31, 2013:

1. The total number of dogs and cats taken in by the animal shelter, humane organization, or animal control agency, divided into species, in the following categories:
 - a. Surrendered by owner;
 - b. Stray;
 - c. Impounded;
 - d. Confiscated;
 - e. Transferred from within Florida;
 - f. Transferred into or imported from out of the state; and
 - g. Born in shelter.

Species other than domestic cats and domestic dogs should be recorded as “other.”

2. The disposition of all animals taken in by a public or private animal shelter, humane organization, or animal control agency operated by a humane society or by a county, municipality, or other incorporated political subdivision, divided into species. These data must include dispositions by:

- a. Adoption;
- b. Reclamation by owner;
- c. Death in kennel;
- d. Euthanasia at the owner’s request;
- e. Transfer to another public or private animal shelter, humane organization, or animal control agency operated by a humane society or by a county, municipality, or other incorporated political subdivision;
- f. Euthanasia;



Taylor County

Board of County Commissioners'

Policy Manual

5.06

Policy #:	Title:	Effective Date:
2009-08	Animal Rescues	03/17/09

PURPOSE

To establish procedure for animals being placed in a rescue facility.

REFERENCE

None

POLICY

Any animal that has not been adopted in the appropriate time may be transferred to a rescue facility if the following criteria are met:

- 1) Animals may be placed only with breed-specific rescue organizations.
- 2) During the five (5) days that the animal(s) is available for adoption, a volunteer will be given the right to contact a breed specific rescue. If a rescue is located, on the final day of the animal's adoption period, a rescue may transfer the animal to their facility. The following paperwork must be on file before the animal will be released:
 - a. A W-9 form.
 - b. A copy of policy and procedures from the rescue organization outlining the adoption policy, spay/neuter policy, a mission statement, and no less than three (3) personal references.
 - c. A statement stating that the animal is in "as is" condition and has not been vetted. A release and waiver stating the Taylor County Board of County Commissioners are not held liable for any actions of said animal after leaving our facility.
- 3) A certificate of spay/neuter compliance must be received in our office within 30 days (unless the animal is not of age, then a date will be given). A statement addressing this procedure will be signed by the rescue coordinator/director. If there is a non-compliance a grievance will be filed against the rescue organization. Any deviations from this procedure may result in a rescue organization being prohibited from rescue in the future.
- 4) A final disposition of the animal will be mailed to Animal Control to be placed in the file.
- 5) A list of all rescued animals will be kept in the appropriate file.

RESPONSIBLE DEPARTMENT

Environmental Services Department – Animal Control

Sunset Date: None

Select Year: 2024

The 2024 Florida Statutes

[Title XLVI](#)[Chapter 828](#)[View Entire Chapter](#)

CRIMES

ANIMALS: CRUELTY; SALES; ANIMAL ENTERPRISE PROTECTION

828.27 Local animal control or cruelty ordinances; penalty.—

(1) As used in this section, the term:

(a) “Animal” means any living dumb creature.

(b) “Animal control officer” means any person employed or appointed by a county or municipality who is authorized to investigate, on public or private property, civil infractions relating to animal control or cruelty and to issue citations as provided in this section. An animal control officer is not authorized to bear arms or make arrests; however, such officer may carry a device to chemically subdue and tranquilize an animal, provided that such officer has successfully completed a minimum of 16 hours of training in marksmanship, equipment handling, safety and animal care, and can demonstrate proficiency in chemical immobilization of animals in accordance with guidelines prescribed in the Chemical Immobilization Operational Guide of the American Humane Association.

(c) “Control” means the regulation of the possession, ownership, care, and custody of animals.

(d) “Cruelty” means any act of neglect, torture, or torment that causes unjustifiable pain or suffering of an animal.

(e) “Officer” means any law enforcement officer defined in s. [943.10](#) or any animal control officer.

(f) “Citation” means a written notice, issued to a person by an officer, that the officer has probable cause to believe that the person has committed a civil infraction in violation of a duly enacted ordinance and that the county court will hear the charge. The citation must contain:

1. The date and time of issuance.
2. The name and address of the person.
3. The date and time the civil infraction was committed.
4. The facts constituting probable cause.
5. The ordinance violated.
6. The name and authority of the officer.
7. The procedure for the person to follow in order to pay the civil penalty, to contest the citation, or to appear in court as required under subsection (6).
8. The applicable civil penalty if the person elects to contest the citation.
9. The applicable civil penalty if the person elects not to contest the citation.
10. A conspicuous statement that if the person fails to pay the civil penalty within the time allowed, or fails to appear in court to contest the citation, the person shall be deemed to have waived his or her right to contest the citation and that, in such case, judgment may be entered against the person for an amount up to the maximum civil penalty.
11. A conspicuous statement that if the person is required to appear in court as mandated by subsection (6), he or she does not have the option of paying a fine in lieu of appearing in court.

(g) “Ordinance” means any ordinance relating to the control of or cruelty to animals enacted by the governing body of a county or municipality the violation of which is a civil infraction.

(2) The governing body of a county or municipality is authorized to enact ordinances relating to animal control or cruelty, which ordinances must provide:

(a) That a violation of such an ordinance is a civil infraction.

- (b) A maximum civil penalty not to exceed \$500.
- (c) A civil penalty of less than the maximum civil penalty if the person who has committed the civil infraction does not contest the citation.
- (d) For the issuance of a citation by an officer who has probable cause to believe that a person has committed an act in violation of an ordinance.
- (e) For the contesting of a citation in the county court.
- (f) That, if a person fails to pay the civil penalty, fails to appear in court to contest the citation, or fails to appear in court as required by subsection (6), the court may issue an order to show cause upon the request of the governing body of the county or municipality. This order shall require such persons to appear before the court to explain why action on the citation has not been taken. If any person who is issued such order fails to appear in response to the court's directive, that person may be held in contempt of court.
- (g) Such procedures and provisions as are necessary to implement any ordinances enacted under the authority of this section.

(3) The commission of a charged infraction at a hearing authorized pursuant to this chapter must be proven by a preponderance of the evidence.

(4)(a)1. County-employed animal control officers must, and municipally-employed animal control officers may, successfully complete a 40-hour minimum standards training course. Such course must include, but is not limited to, training for animal cruelty investigations, search and seizure, animal handling, courtroom demeanor, and civil citations. The course curriculum must be approved by the Florida Animal Control Association. An animal control officer who successfully completes such course shall be issued a certificate indicating that he or she has received a passing grade.

2. County-employed and municipally-employed animal control officers must successfully complete the 1-hour training course developed by the Department of Children and Families pursuant to s. [39.208\(5\)](#). Animal control officers must be provided with opportunities to attend the training during their normal work hours.

3. Any animal control officer who is authorized before January 1, 1990, by a county or municipality to issue citations is not required to complete the minimum standards training course.

4. In order to maintain valid certification, every 2 years each certified animal control officer must complete 4 hours of postcertification continuing education training. Such training may include, but is not limited to, training for animal cruelty investigations, search and seizure, animal handling, courtroom demeanor, and civil citations.

(b) The governing body of a county or municipality may impose and collect a surcharge of up to \$5 upon each civil penalty imposed for violation of an ordinance relating to animal control or cruelty. The proceeds from such surcharges shall be used to pay the costs of training for animal control officers.

(5) Any person who willfully refuses to sign and accept a citation issued by an officer is guilty of a misdemeanor of the second degree, punishable as provided in s. [775.082](#) or s. [775.083](#).

(6) The governing body of a county or municipality may require mandatory court appearances for certain aggravated violations of a local ordinance resulting in the unprovoked biting, attacking, or wounding of a domestic animal; violations resulting in the destruction or loss of personal property; second or subsequent violations of local animal cruelty laws; or violations resulting in the issuance of a third or subsequent citation to a person. The citation must clearly inform the person of the mandatory court appearance. The governing body of the county or municipality shall maintain records to prove the number of citations issued to the person. Persons required to appear in court do not have the option of paying the fine instead of appearing in court.

(7) Nothing contained in this section shall prevent any county or municipality from enacting any ordinance relating to animal control or cruelty which is identical to the provisions of this chapter or any other state law, except as to penalty. However, no county or municipal ordinance relating to animal control or cruelty shall conflict with the provisions of this chapter or any other state law. Notwithstanding the provisions of this subsection, the governing body of any county or municipality is authorized to enact ordinances prohibiting or regulating noise from any domesticated animal, violation of which shall be punishable upon conviction by a fine not to exceed \$500 or by imprisonment in the county jail for a period not to exceed 60 days, or by both such fine and imprisonment, for each violation of such ordinance. This subsection shall not apply to animals on land zoned for agricultural purposes.

TAYLOR COUNTY BOARD OF COMMISSIONERS

County Commission Agenda Item

SUBJECT/TITLE: Taylor County Socioeconomic Factors and Health Equity Initiatives



MEETING DATE REQUESTED: 9/24/2024

Statement of Issue: Taylor County Health Department (CHD) would like to provide information to the Taylor County Board of County Commissioners about socioeconomic factors effecting the county and health equity initiatives underway by the CHD.

Recommended Action: This would be a brief presentation on behalf of Taylor CHD for information purposes only. No action needed.

Fiscal Impact: None

Budgeted Expense: None

Submitted By: Katrina Fillyaw, Health Educator & Martine Young, Operations Manager – Taylor County Health Department

Contact: Katrina Fillyaw or Martine Young at 850-584-5087
katrina.fillyaw@flhealth.gov or martine.young@flhealth.gov

SUPPLEMENTAL MATERIAL / ISSUE ANALYSIS

History, Facts & Issues:

Options:

Attachments: The presentation attachment is only for information. We do not need to review the attachment, but would like attendees to have the information.



TAYLOR COUNTY SOCIOECONOMIC BARRIERS TO HEALTH

Data as of 3/14/2023

SOCIOECONOMIC BARRIERS TO HEALTH

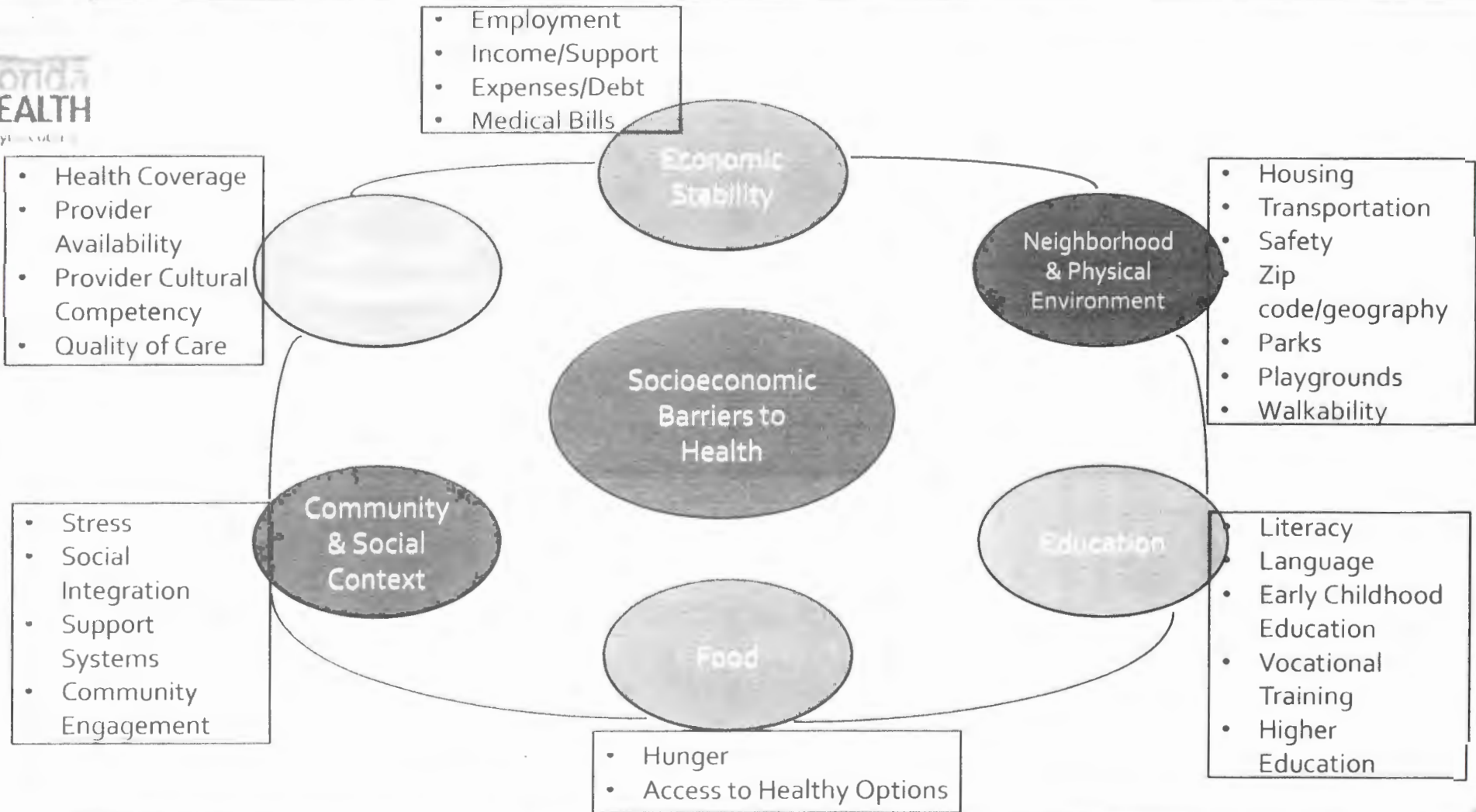
Data Source: DOH Florida CHARTS, Florida Department of Education, and U.S. Census Bureau

Introduction

- The term social determinants of health is migrating to “socioeconomic barriers to health”
- The concept was originally introduced to the public through the Healthy People 2020 initiative.
- Healthy People 2030 Goal: Create social and physical environments that promote good health for all.
- Healthy People 2030, “The conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.”

Socioeconomic Barriers to Health

- The rationale is that in order to fix health care, you have to fix these items first
 - Education
 - Economic Stability
 - Food
 - Social and Community Context
 - Health & Health Care
 - Neighborhood and Built Environment



Access to Health Care

Data Source: DOH Florida CHARTS, US Bureau of the Census
SURVEY

Health and Health Care

- Included in this category are:
 - Access to Health Care
 - Access to Primary Care
 - Health Literacy
- Access to health care barriers to consider
 - Inadequate health insurance can result in lack of health care
 - Lack of insurance and/or high out-of-pocket costs means less preventive care
 - Lack of transportation means emergency only care
 - Physician shortages can mean longer wait times and delayed care

Health and Health Care

- Access to primary care barriers to consider
 - Limited or no access to primary care means less preventive health services and no early detection of health care issues
 - Access to telehealth depends on the internet broadband infrastructure
- Health literacy barriers to consider
 - Persons who do not speak English are less likely to receive health care services and preventive screenings

Taylor County Health Care Facilities (2021)

- 48 Hospital Beds
- 48 Acute Care Beds
- 0 Adult Psychiatric Beds
- 0 Adult Substance Abuse Beds
- 0 Child/Adolescent Psychiatric Beds
- 0 Intensive Residential Treatment Facility (IRTF) Beds
- 0 NICU Beds
- 0 Rehab Beds and 0 Skilled Nursing Unit Beds
- 0 Specialty Beds
- 120 Nursing Home Beds

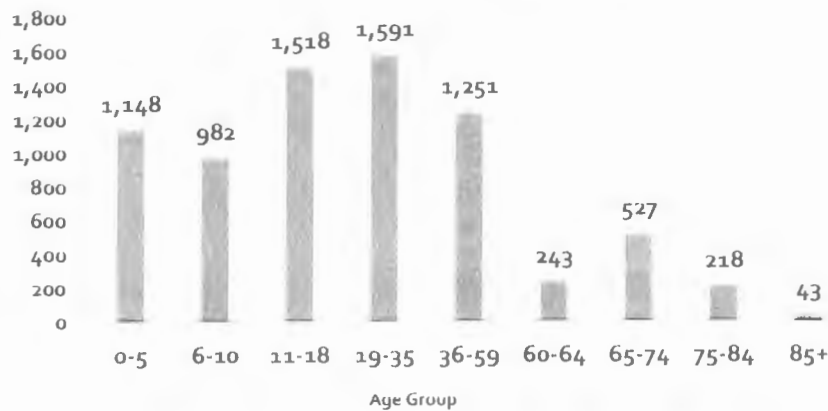
Taylor County Health Care Providers (FY 2020-2021)

- 8 Licensed, Active MDs
 - 1 Family Practice Physician
 - 0 Internal Medicine
 - 0 OB/GYN
 - 0 Pediatrician
 - 7 Other practice
- 23 EMTs/Paramedics
- 4 Licensed Dentists
- 4 Dental Hygienists
- 27 Full-Time Health Department employees
- 24 APRNs
- 157 Registered Nurses
- Licensed Mental/Behavioral Health Providers
 - 2 Clinical Social Workers
 - 1 Marriage and Family Therapists
 - 0 Mental Health Counselors
 - 1 Psychologist

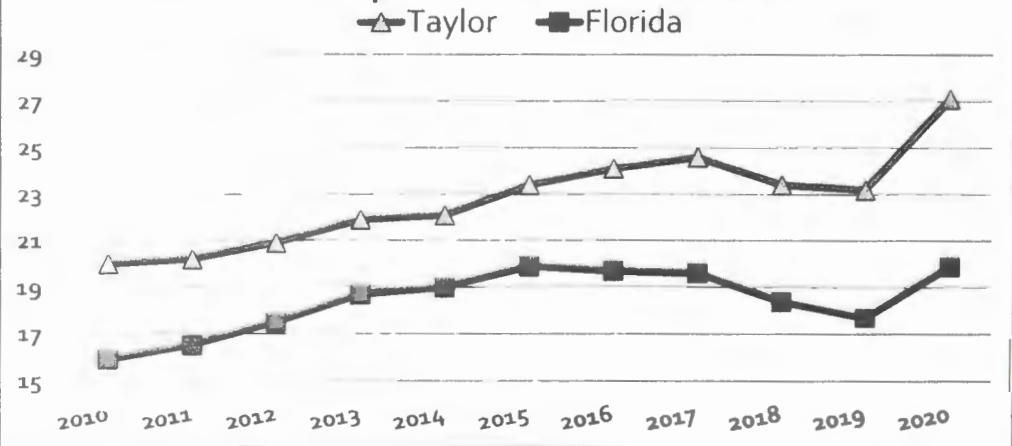
Medicaid Eligibility and Insurance Information, Taylor County

- 14.5% of residents ages 19-64 were uninsured in Taylor County in 2020
- 5% of residents < 19 years of age were uninsured in Taylor County in 2020
- 27.1% of Taylor County residents were enrolled in Medicaid in 2020
- 22% of Taylor County residents were enrolled in Medicare in 2020

Number of Medicaid Eligible Persons
by Age Group, as of February 28, 2023, Taylor County



Percent of Population Enrolled in Medicaid



Health Care Coverage by Census Tract Taylor County, 2016-2020 (% of Population)

	9501	9502.01	9502.02	9503.01
With private health insurance	61.3	40.2	58.2	47.9
With public health insurance	46.5	57.9	54.7	48.1
No health insurance coverage	6.5	14.6	3.4	12.9
<19 years of age no health insurance	0.0	0.0	1.1	5.1

	9503.02	9504.01	9504.02
With private health insurance	62.6	66.0	68.3
With public health insurance	42.7	57.1	40.2
No health insurance coverage	8.5	8.7	4.8
<19 years of age no health insurance	0.0	0.0	0.0

Taylor County Census Tracts

Highest % of White residents

9502.01

Highest % of ages 0-19

9501

9502.02

9503.01

9503.02

Highest % of Black residents

9504.01

Highest % of ages 60+

9504.02

Highest % of Hispanic Residents

&

Highest % of Multiracial residents

&

Highest % of child bearing age

ECONOMIC STABILITY

Data Source: DOH Florida CHARTS, Suburban Stats, University of Florida and U.S. Census Bureau

Economic Stability

- Included in this category are:
 - Employment
 - Poverty
 - Food Insecurity
 - Housing Instability
- Employment barriers to consider
 - Persons who are unemployed or underemployed will most likely not have access to health insurance
 - Persons who are unemployed or underemployed may also have issues with food insecurity, inadequate housing, access to medical services and transportation
- Poverty barriers to consider
 - Poverty can lead to issues with health insurance, food insecurity, inadequate housing, access to medical services and transportation

Economic Stability

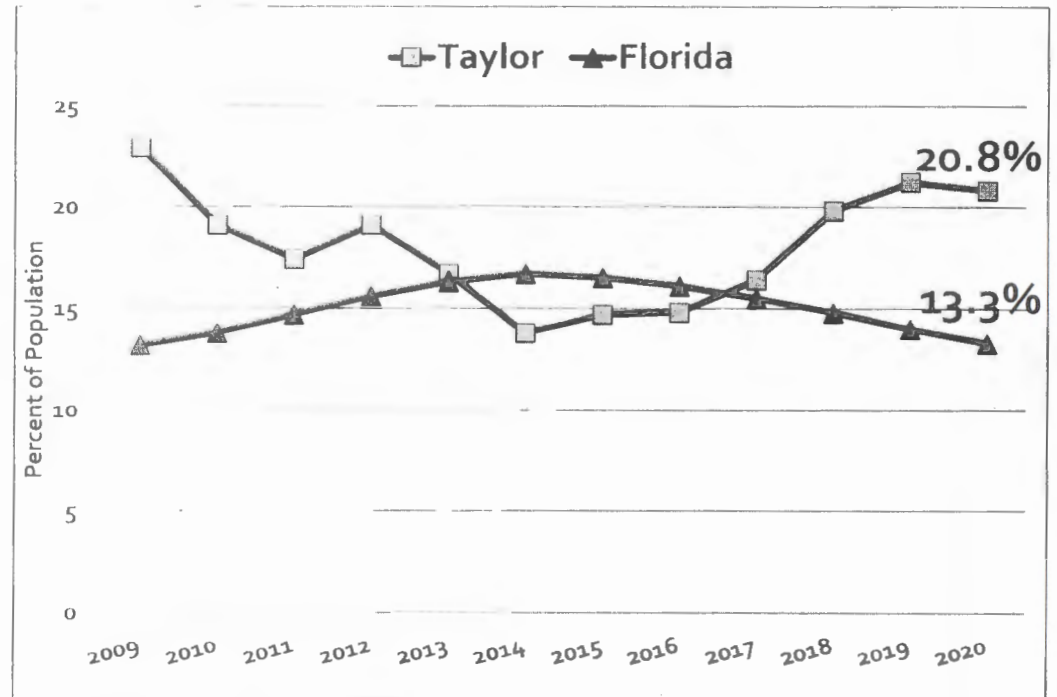
- Food insecurity barriers to consider
 - Adults who are food insecure are more likely to be obese and suffer from chronic diseases
 - Children who do not eat regularly or do not eat a variety of healthy foods are at risk for developmental and mental health issues, as well as obesity
- Housing instability barriers to consider
 - Families that pay too much for housing have less money for necessary expenses and health insurance
 - Pregnant women who are homeless are more likely to have low birth-weight and preterm births.
 - Home foreclosures and evictions can lead to suicides
 - Children who are moved frequently have more chronic conditions

Economic and Poverty Data (2020)

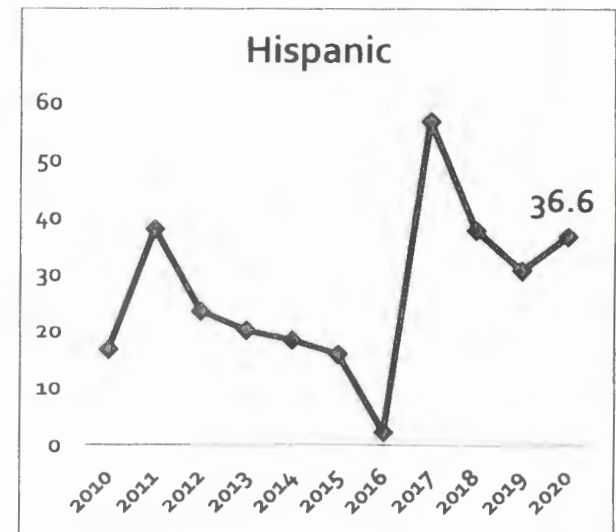
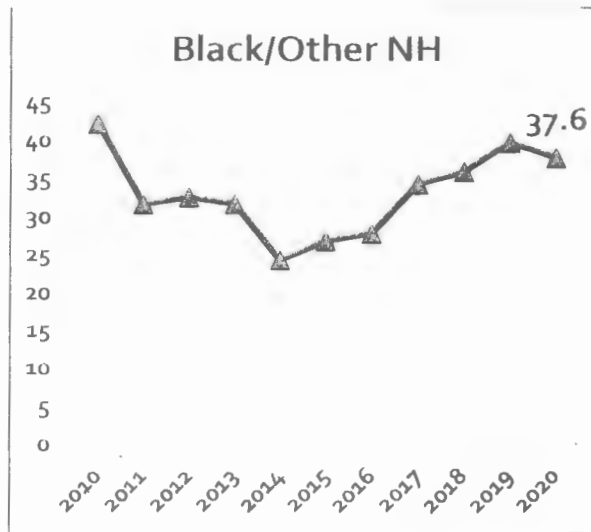
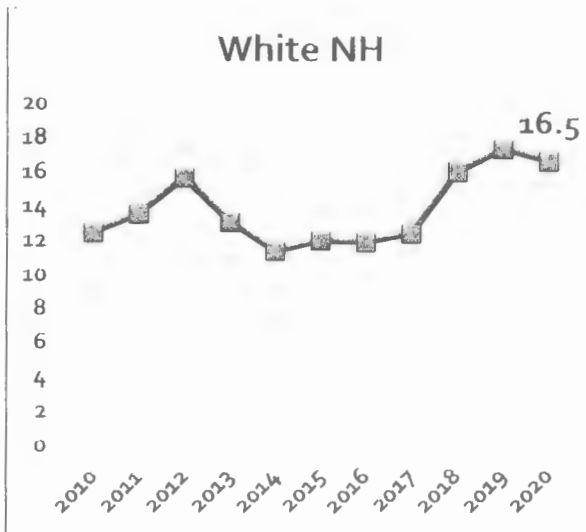
Taylor County

- Taylor ranked 53rd highest of the 67 counties for median household income in 2020. Taylor County's median income was \$38,295 compared to \$57,703 for the state as a whole
- The individual poverty rate for Taylor County was 20.8% in 2020, compared to 13.3% for Florida
- 40.1% of individuals in Taylor County were living below 200% poverty level in 2020, compared to 32.9% for Florida

Individuals Below Poverty Level



Percent of Individuals Below Poverty Level by Race & Ethnicity, Taylor County, 2010-2020

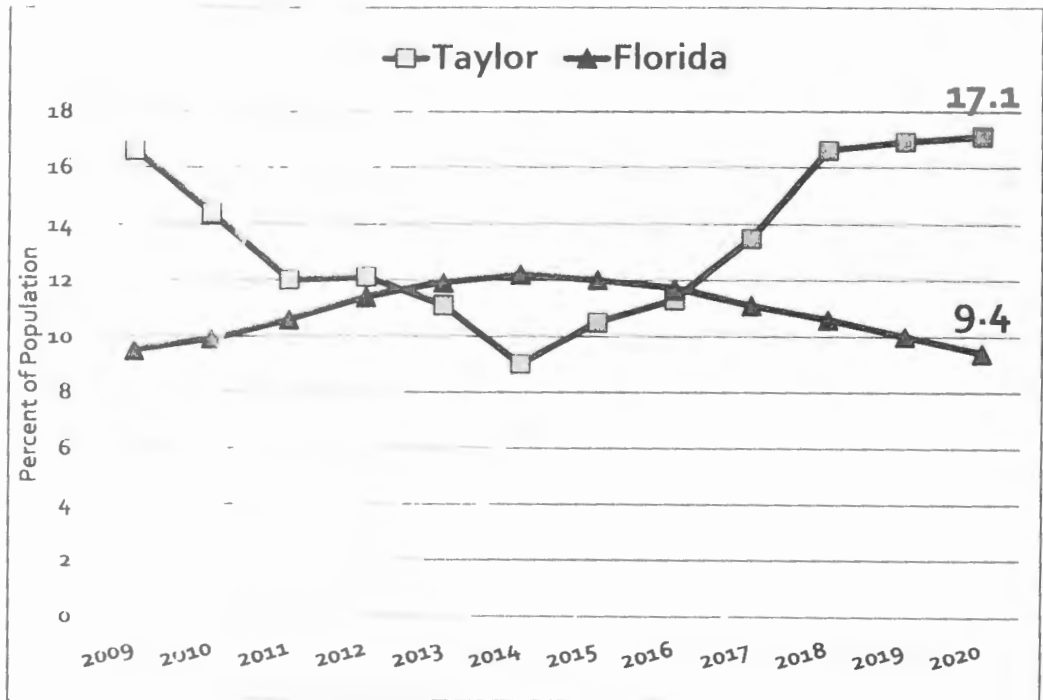


Economic and Poverty Data (2020)

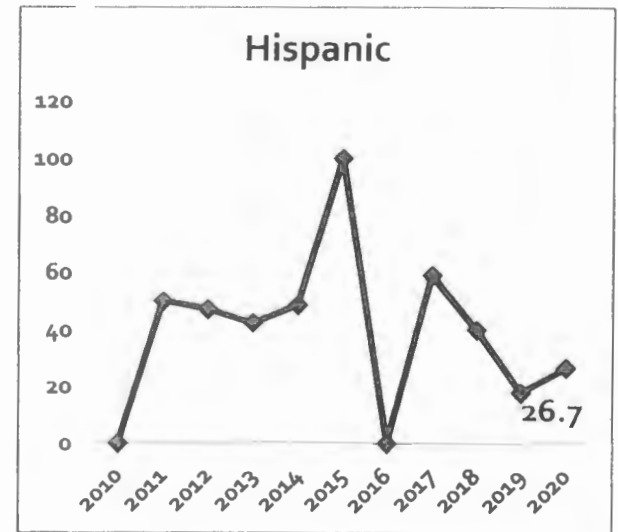
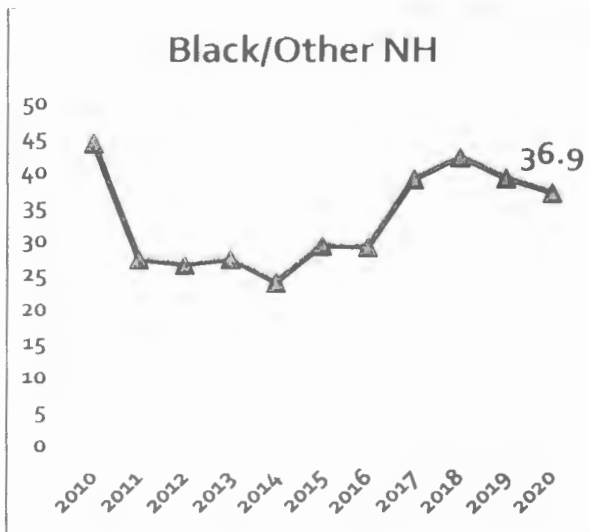
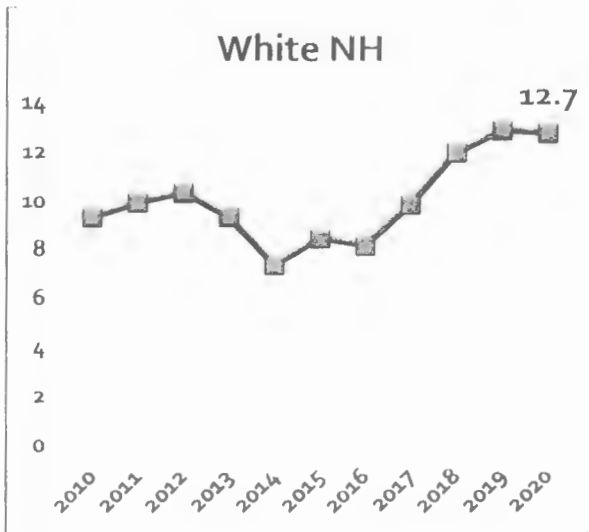
Taylor County

- Approximately 25.9% of persons ages 65+ in Taylor County were living below 150% poverty level in 2020, compared to 20.0% of the state as a whole.
- 37.2% of Taylor County individuals under age 18 were living below poverty level in 2020, compared to 18.7% for Florida
- The percent of families with related children under the age of 18 in poverty for Taylor County in 2020 was 31.8%, compared to 15.2% for Florida

Families Below Poverty Level



Percent of Families Below Poverty Level by Race & Ethnicity, Taylor County, 2010-2020

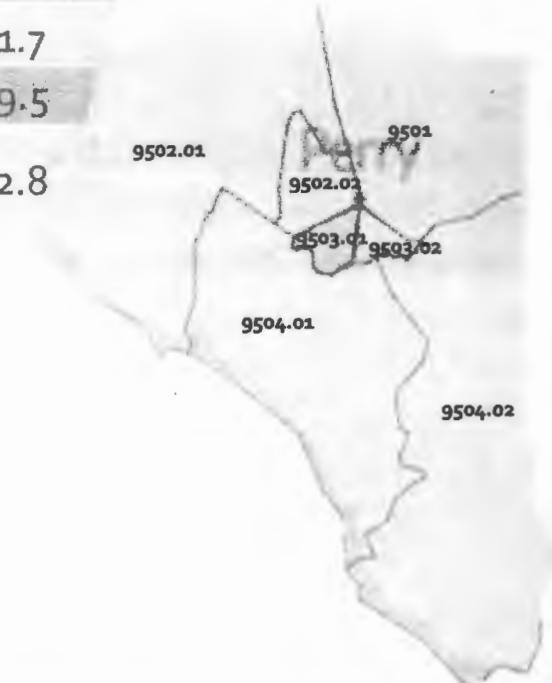


Poverty Data by Census Tract (2016-2020)

Taylor County

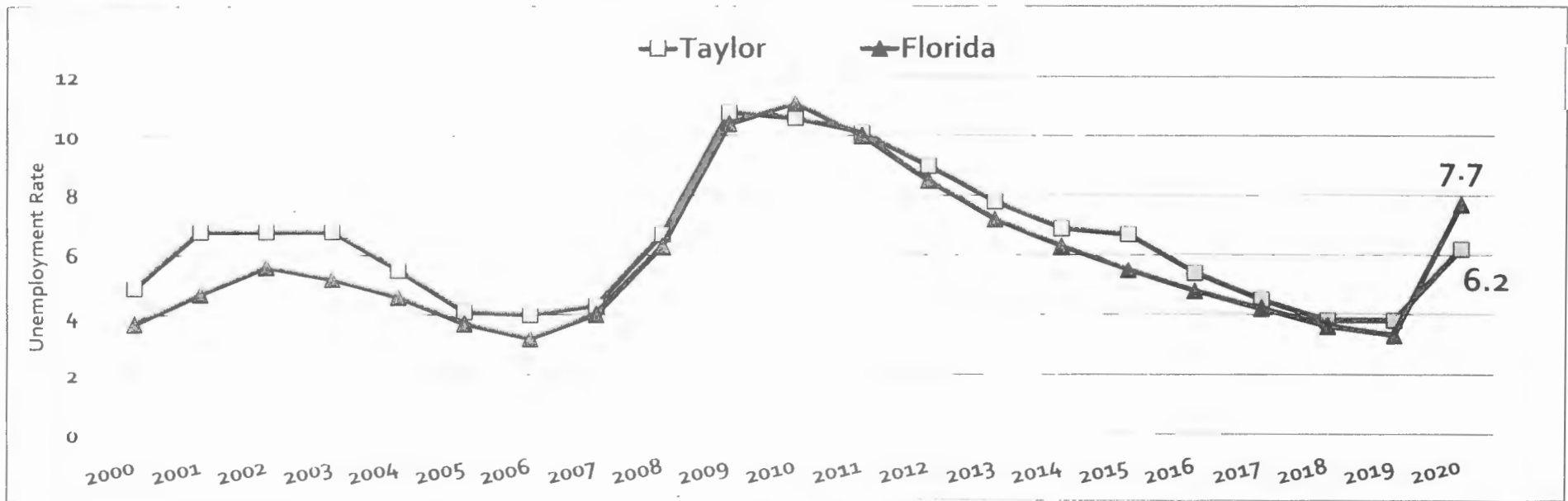
	9501	9502.01	9502.02	9503.01
Median household income (\$)	\$61,760	\$37,930	\$36,356	\$32,500
People under 100% of poverty (%)	23.9	15.3	26.1	31.7
Families under 100% poverty (%)	15.9	22.5	20.6	29.5
Female HOH families under 100% poverty (%)	0.0	80.6	61.5	52.8

	9503.02	9504.01	9504.02
Median income (\$)	\$44,097	\$47,639	\$43,750
People under 100% of poverty (%)	15.6	7.2	19.5
Families under 100% poverty (%)	10.4	3.1	22.2
Female HOH families under 100% poverty (%)	30.9	0.0	0.0



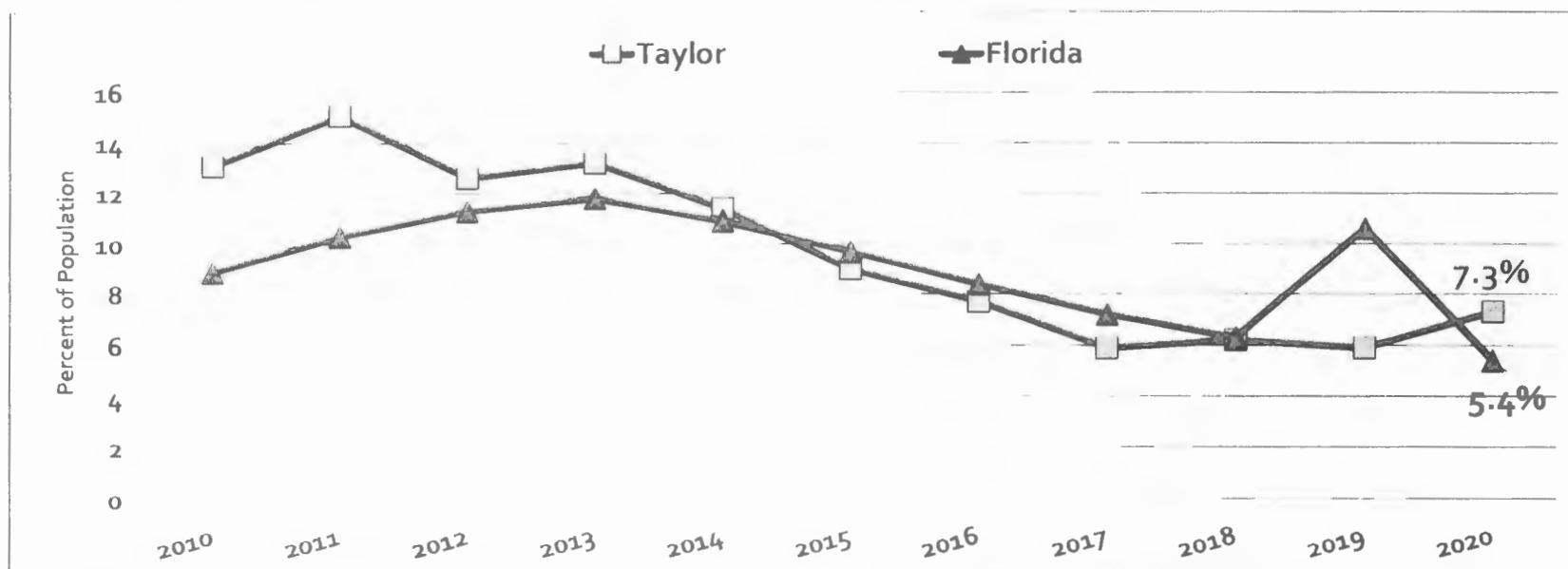
Unemployment Rates, 2000-2020 Taylor County and Florida

- The 2020 unemployment rate for Taylor County was 6.2%, compared to 7.7% for the state as a whole

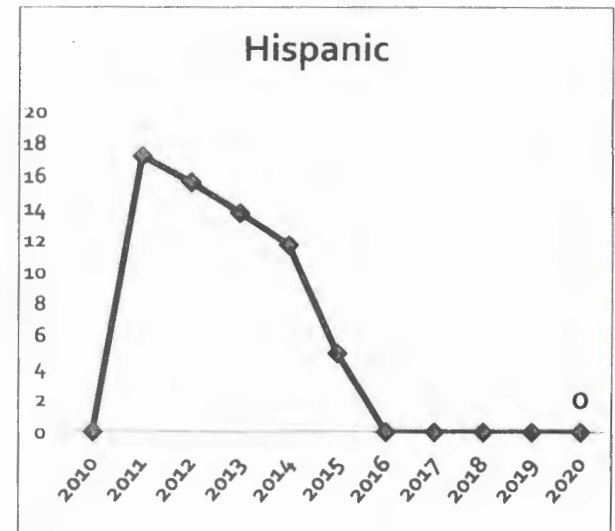
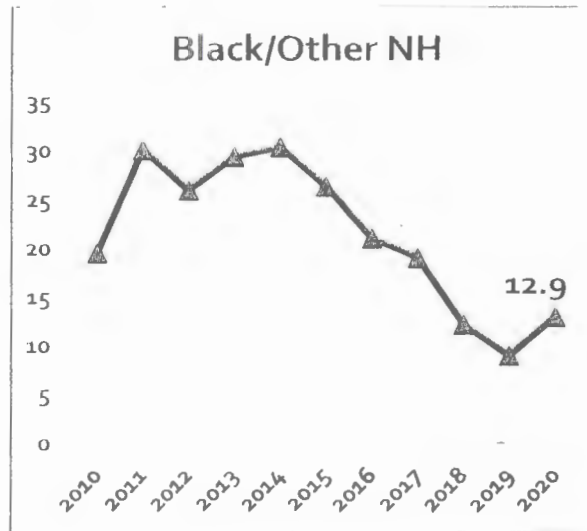
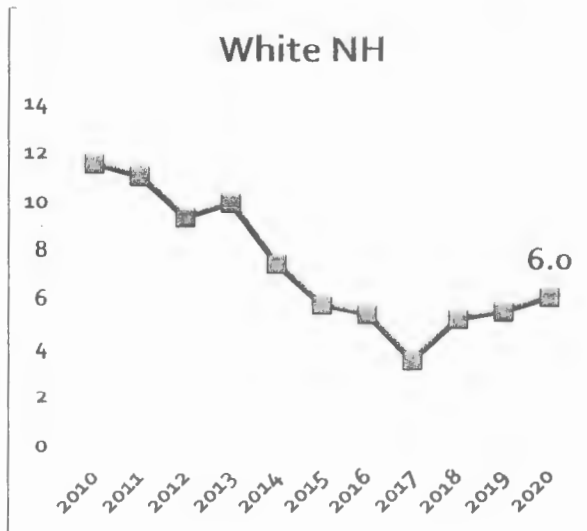


Percent of Civilian Workforce Unemployed 2010-2020, Taylor County and Florida

- The 2020 percent of civilian workforce unemployed for Taylor County was 7.3%, compared to 5.4% for the state as a whole



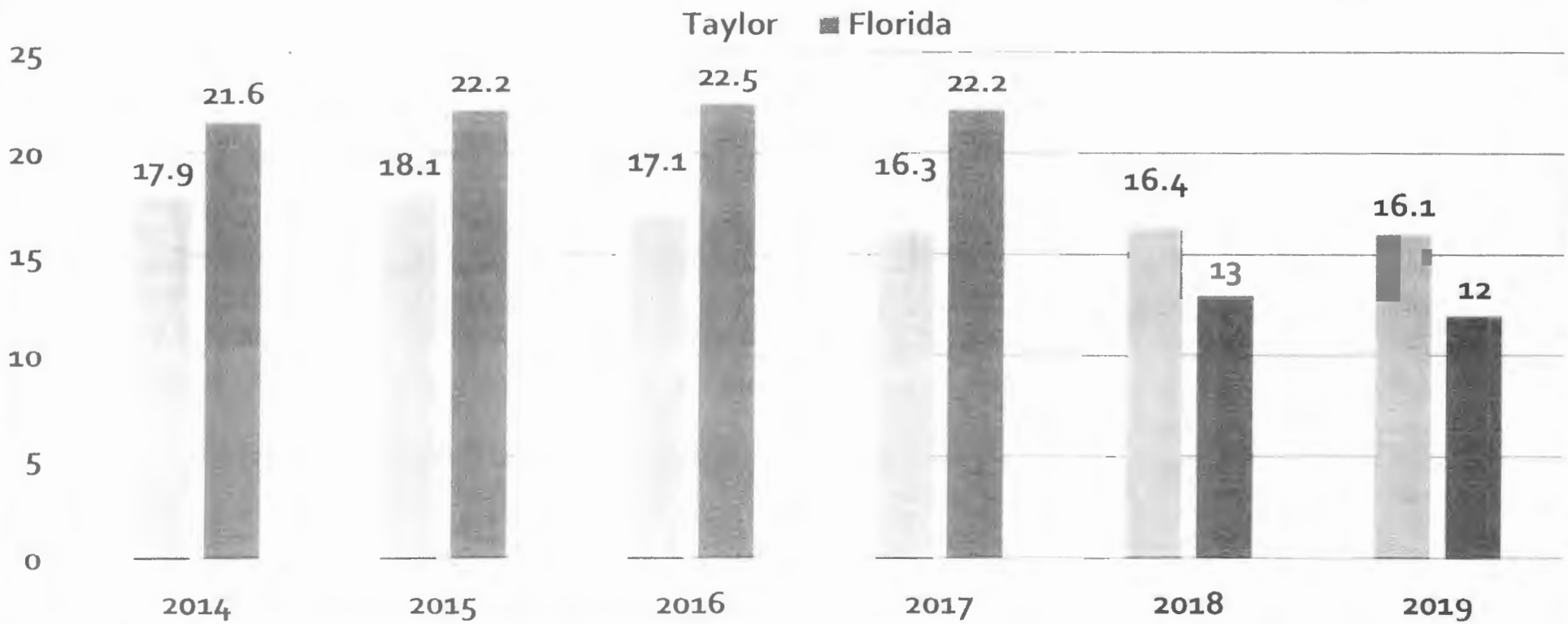
Percent of Civilian Workforce Unemployed, by Race & Ethnicity, Taylor County, 2010-2020



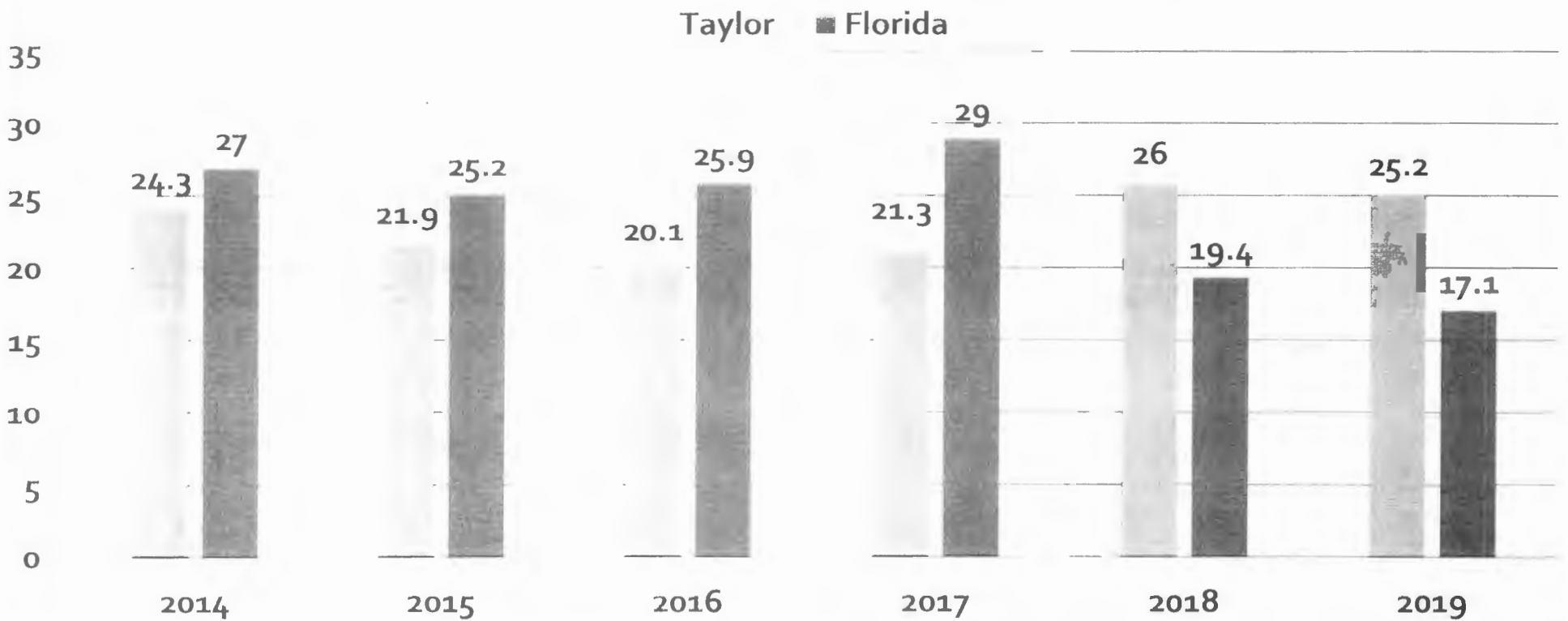
FOOD

Data Source: DOH Florida CHARTS, Suburban Stats, University of Florida, Florida Department of Health Bureau

Food Insecurity Rate, 2014-2019 (Percent of Population), Taylor County and Florida



Child Food Insecurity Rate, 2014-2019 (Percent of Population), Taylor County and Florida



Feeding America Food Insecurity Data for Taylor County, Florida 2020

- Feeding America estimates that the overall food insecurity rate for Taylor County was 15.3%, with 3,330 residents who were food insecure
- Taylor County food insecurity rates by race and ethnicity for 2020 are
 - Black, all ethnicities = 25.0%
 - White, non-Hispanic = 10.0%
 - Other race, multiracial or Hispanic data not available
- When looking at ages < 18, the food insecurity rate was 24.8%, with 1,040 residents who were food insecure

Cash and Food Assistance, 2016-2020 by Census Tract, Taylor County

	9501	9502.01	9502.02	9503.01
% Population with Supplemental Security Income	1.1	3.7	7.2	19.8
% Population with Cash Public Assistance Income	1.7	0	0	2.2
% Population with Food Stamp/SNAP Benefits	4.4	16	12.7	36.5

	9503.02	9504.01	9504.02
% Population with Supplemental Security Income	13.9	11.8	7.7
% Population with Cash Public Assistance Income	0	0	0
% Population with Food Stamp/SNAP Benefits	12.5	24.6	15.9



EDUCATION DATA

Data Source: DOH Florida CHARTS, DOE Education Information and Accountability Services

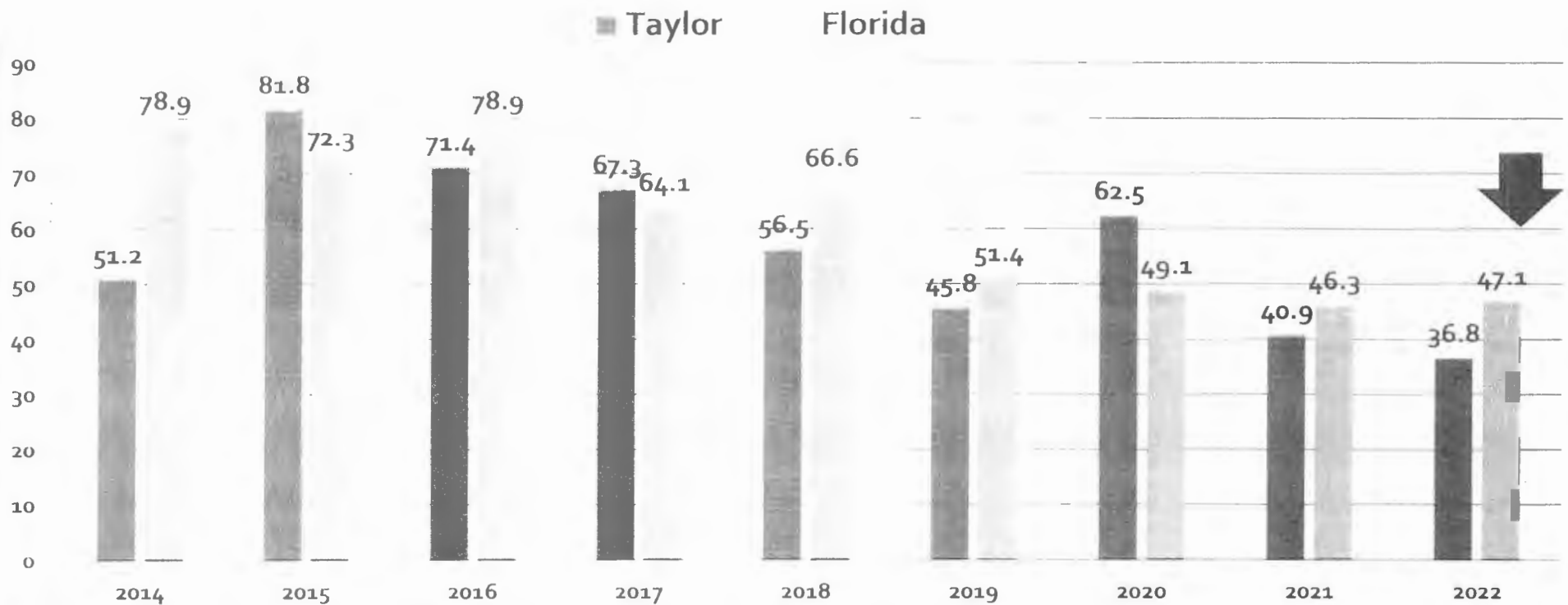
Education

- Included in this category are:
 - Early Childhood Education and Development
 - Enrollment in Higher Education
 - High School Graduation
 - Language and Literacy
- Early childhood education and development barriers to consider
 - Children who do not receive early childhood education are less likely to read at grade level. This can lead to literacy and health literacy issues later in life.
- Enrollment in higher education barriers to consider
 - Lack of higher education can mean lesser-paying jobs with more safety hazards
 - Lack of higher education can result in lower quality housing
 - If literacy level is low, knowledge about health is also low
 - If parents did not attend college, it is less likely that the child will

Education

- High school graduation barriers to consider
 - Persons who do not graduate from high school are less likely to obtain employment that will support them and/or their families.
 - High schools with less funding rarely provide advanced or honors classes
- Language and literacy barriers to consider
 - Health literacy is linked to overall literacy

Percent of Children <3 Served by Early Steps, Taylor County and Florida



School Readiness at Kindergarten Entry

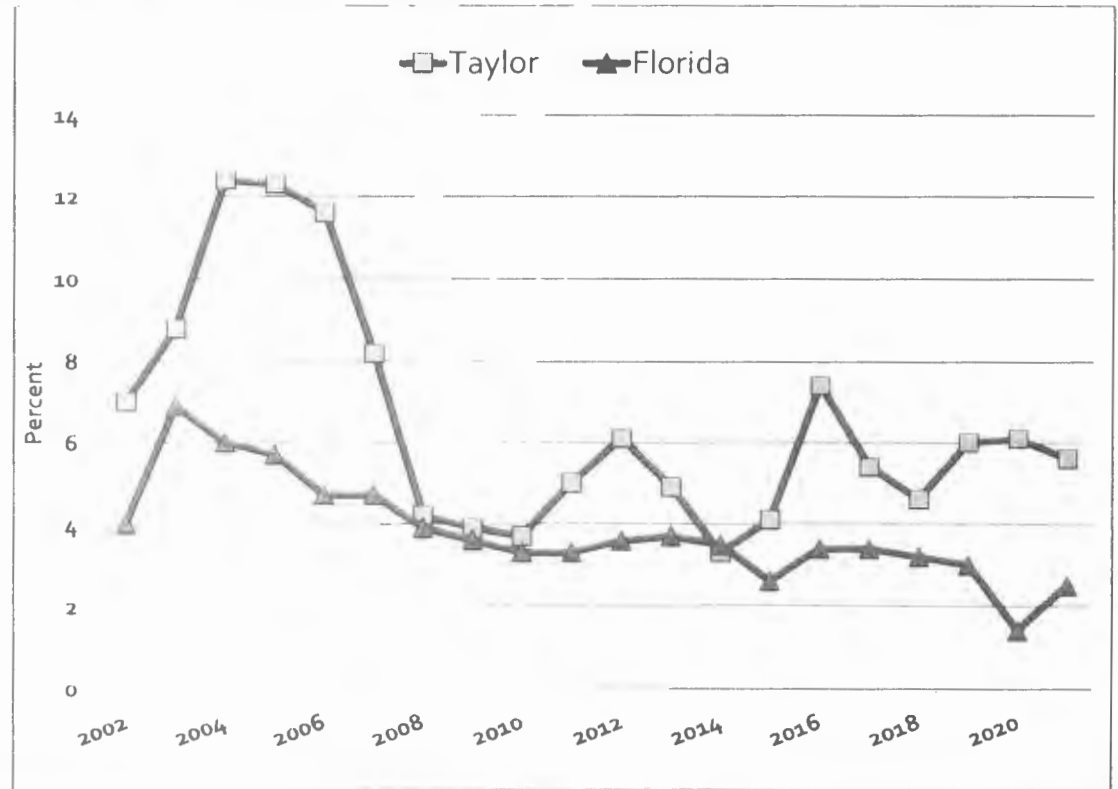
Percent of Total Children Entering Kindergarten

School Year	Taylor	Florida
2017	47.6	53.9
2018	45.2	52.7
2019	48.3	53.4
2020	43.6	56.9

Based on Early Childhood Observation System (ECHOS) Scores
 School Year = September through June

Percent of Elementary School Students Not Promoted, 2002-2021, Taylor County and Florida

- The percent of Taylor County elementary school students not promoted decreased from 6.1% in 2020 to 5.6% in 2021.
- Florida's percent of elementary school students not promoted was 1.4% for 2020 and 2.5% in 2021.
- Data are not available by gender or race/ethnicity.



3rd Grade FSA Passing Scores for English, Taylor County and Florida

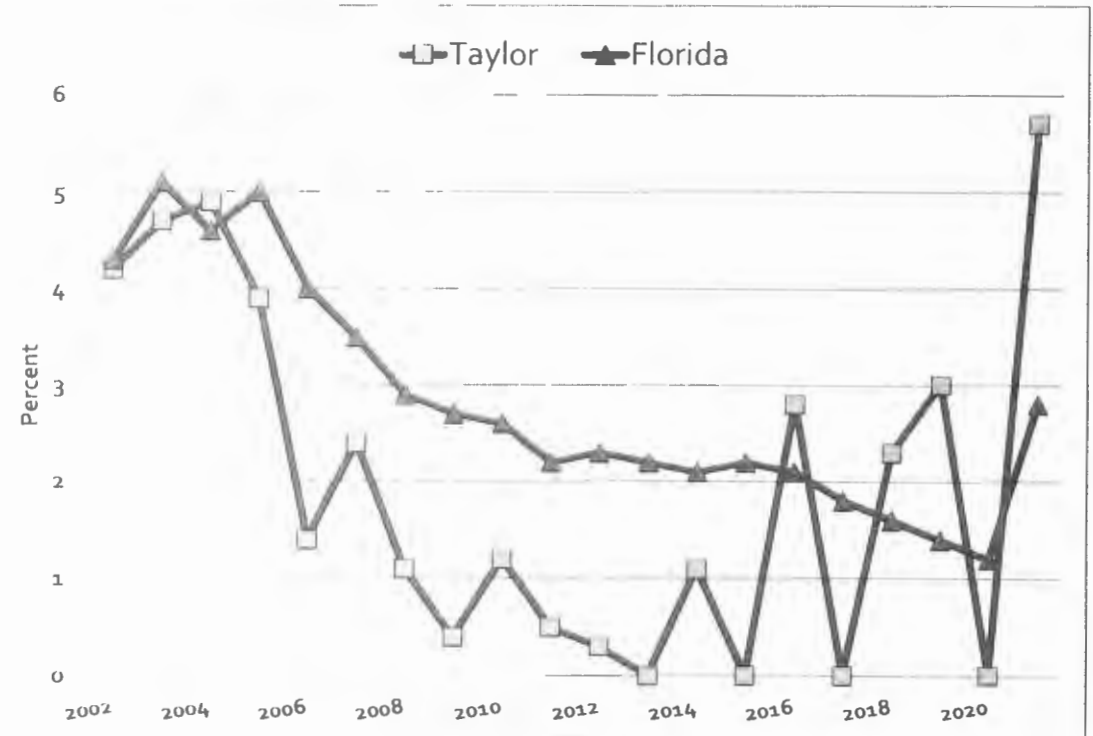
School Year	Taylor County (%)	Florida (%)
2016-17	44	54
2017-18	56	58
2018-19	55	57
2019-20	59	58
2020-21	39	54

3rd Grade FSA Passing Scores for Mathematics, Taylor County and Florida

School Year	Taylor County (%)	Florida (%)
2016-17	61	61
2017-18	62	62
2018-19	68	62
2019-20	71	62
2020-21	51	51

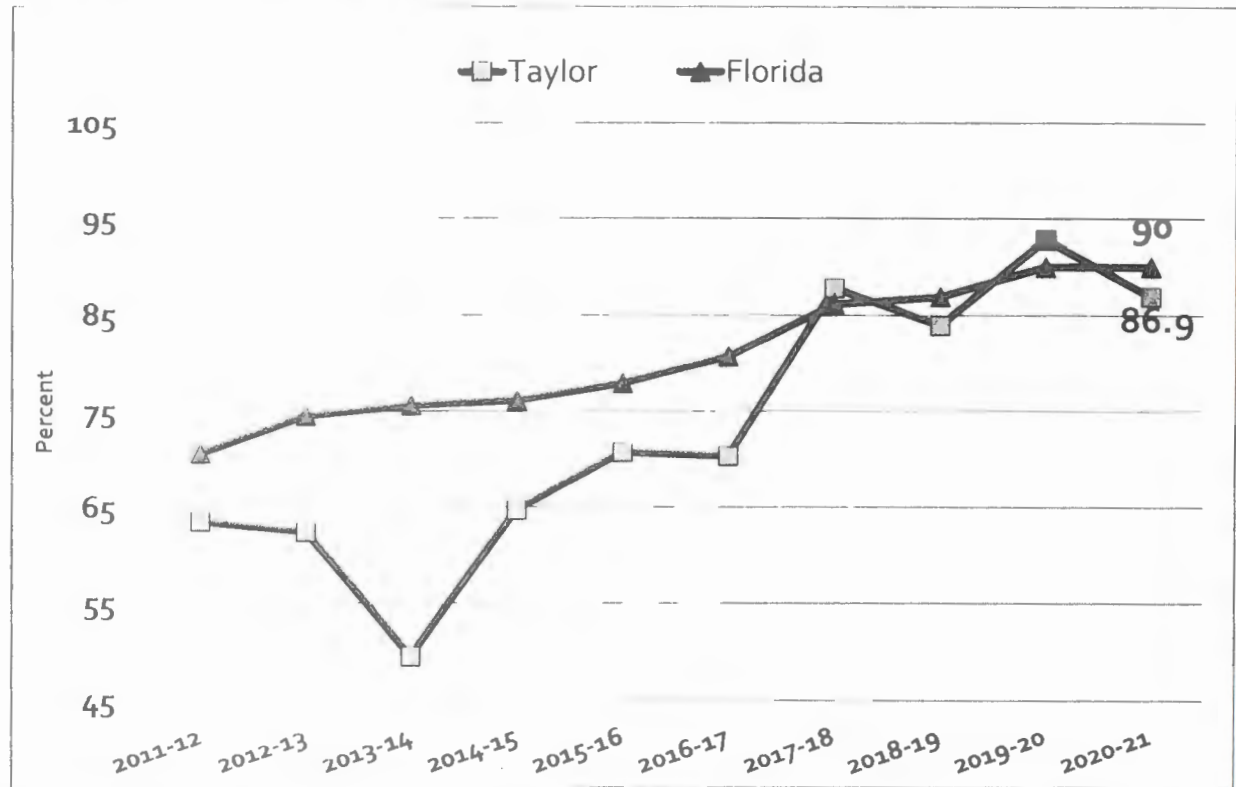
Percent of Middle School Students Not Promoted 2000-2020, Taylor County and Florida

- The percent of Taylor County middle school students not promoted increased significantly from 0.0% in 2020 to 5.7% in 2021
- Florida's percent of middle school students not promoted increased from 1.2% in 2020 to 5.7% in 2021
- Data are not available by gender or race/ethnicity



High School Graduation Rates 2011-2020, Taylor County and Florida

- Taylor County's graduation rate decreased from 92.8% in 2019-20 to 86.9% in 2020-21
- Florida's graduation rate was 90% for 2019-20 and 2020-21



Graduation Rates by Demographics, 2020-2021 Taylor County and Florida

Gender	Taylor County (%)	Florida (%)
Overall	86.9	90.0
Male	83.9	87.4
Female	91.8	92.9

Race/Ethnicity	Taylor County (%)	Florida (%)
Black, non-Hispanic	88.2	87.1
White, non-Hispanic	88.1	91.8

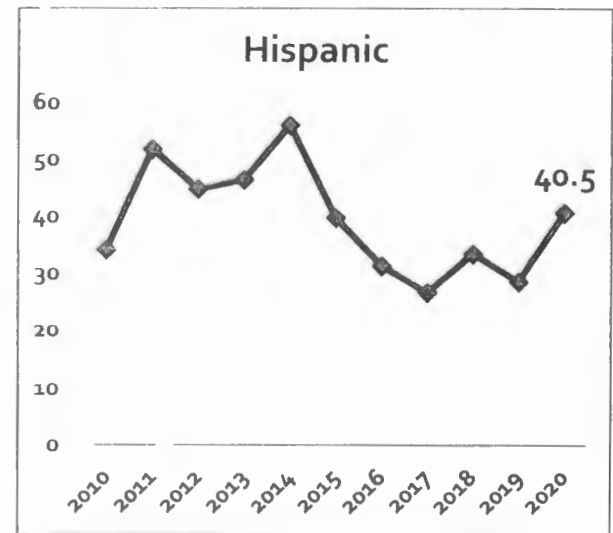
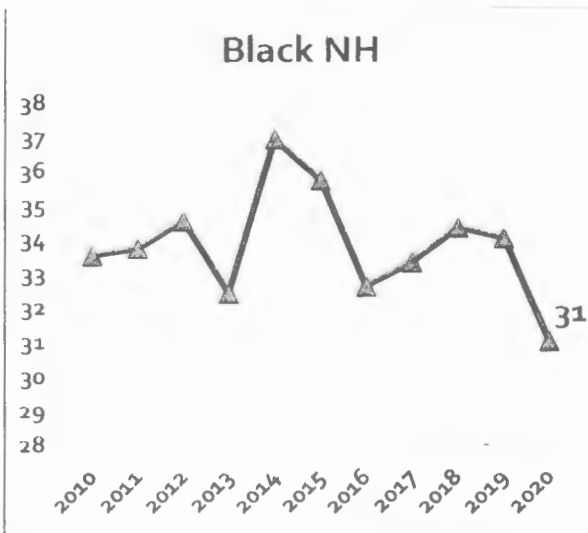
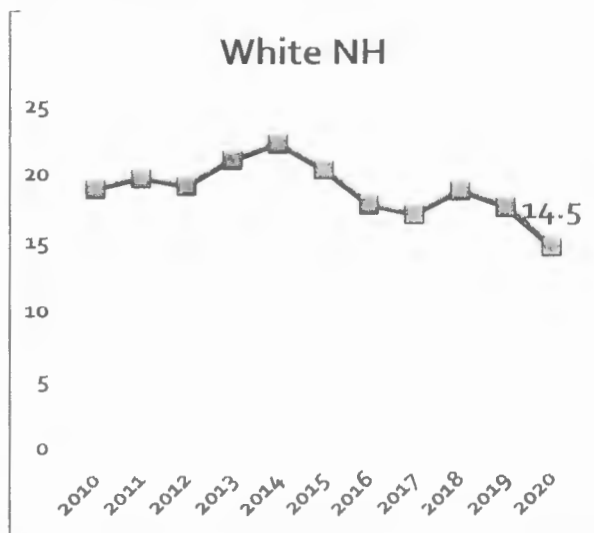
Hispanics not recorded for Taylor County

Disability Status	Taylor County (%)	Florida (%)
Disabled	84.2	82.3
Not Disabled	88.5	91.2

Disadvantaged Status	Taylor County (%)	Florida (%)
Disadvantaged	82.8	87.2
Not Disadvantaged	93.2	94.0

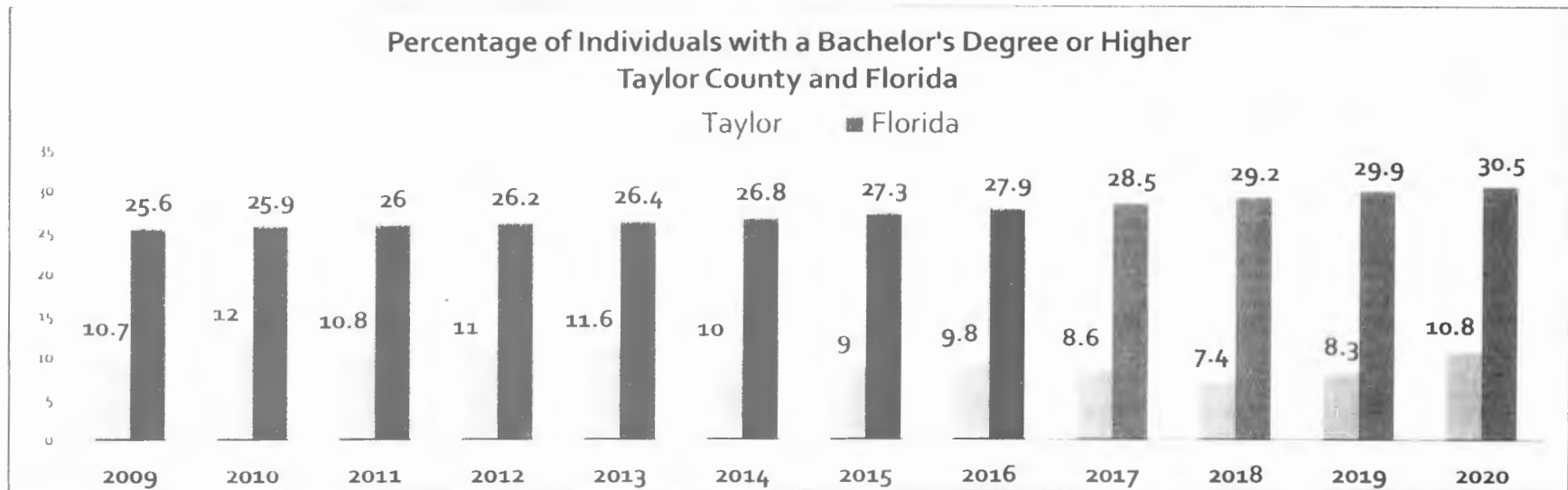
Percent of Population Ages 25+, With No Diploma by Race & Ethnicity, Taylor County, 2010-2020

- In 2020, 11.5% of Florida residents did not have a high school diploma.
- The overall percent of Taylor County residents with no high school diploma was 18.9% in 2020.

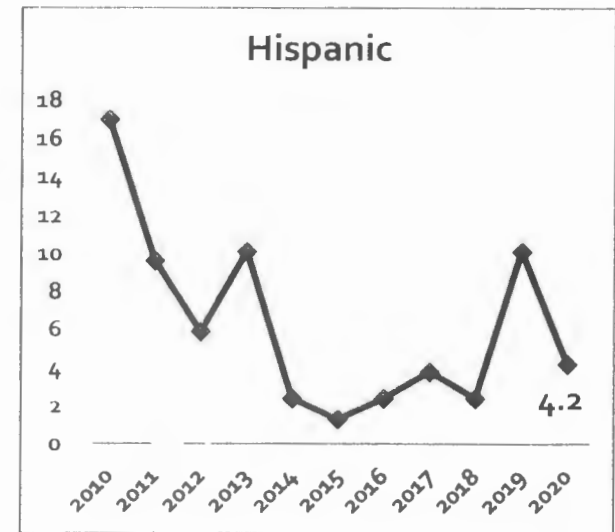
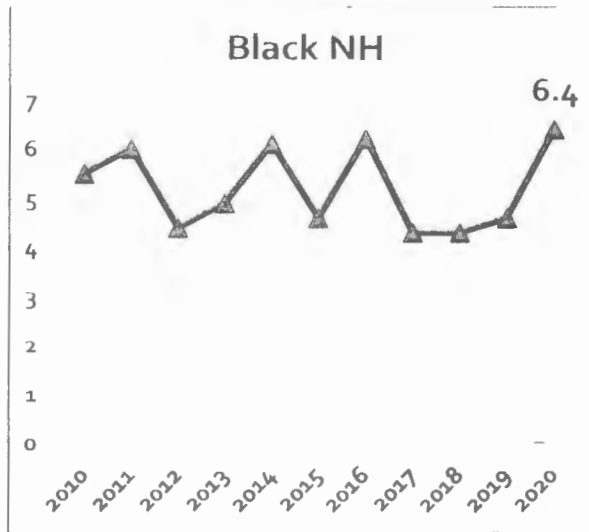
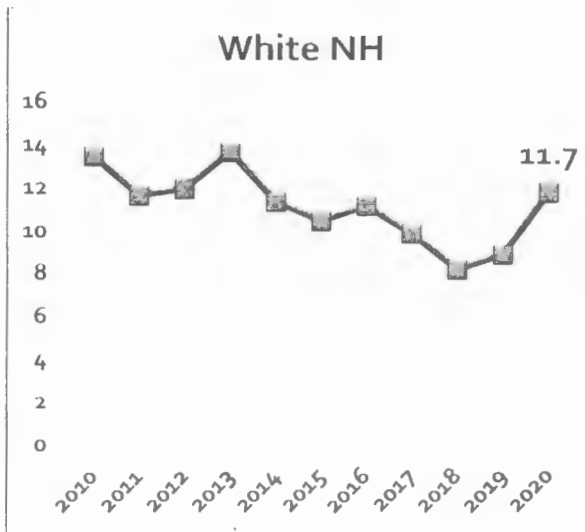


Taylor County Education Data, 2020

- Taylor County residents are less likely to pursue college degrees (10.8% in 2020) compared to the state (30.5%)
- In Taylor County, 11.7% of White residents had a bachelor's degree or higher in 2020, followed by 6.8% of Black residents and 4.2% of Hispanic residents



Percent of Population With Bachelor's Degree or Higher by Race & Ethnicity, Taylor County, 2010-2020



Education Data by Census Tract, 2016-2020 Percent of Population Ages 25+, Taylor County

	9501	9502.01	9502.02	9503.01	9503.02	9504.01	9504.02
Less than 9 th grade	3.4	6.2	4.3	3.7	5.6	4.1	3.9
Some high school	2.4	3.1	12.9	11	12	25.3	14.4
High school graduate	37.2	65.5	38.2	61.1	38.3	49.4	39.5
Some college	24.2	7.4	18.1	15.4	12.4	15.6	29.5
Associates degree	13.2	10.6	14.1	3.4	4.7	1.1	12.7
Bachelor's degree	12.6	7.3	9.2	1.9	16.1	2.4	0
Graduate degree	7.1	0	3.2	3.5	10.9	2.1	0

Neighborhood and Built Environment

Data Source: DOH Florida CHARTS, US Bureau of the Census, American Community Survey

Neighborhood and Built Environment

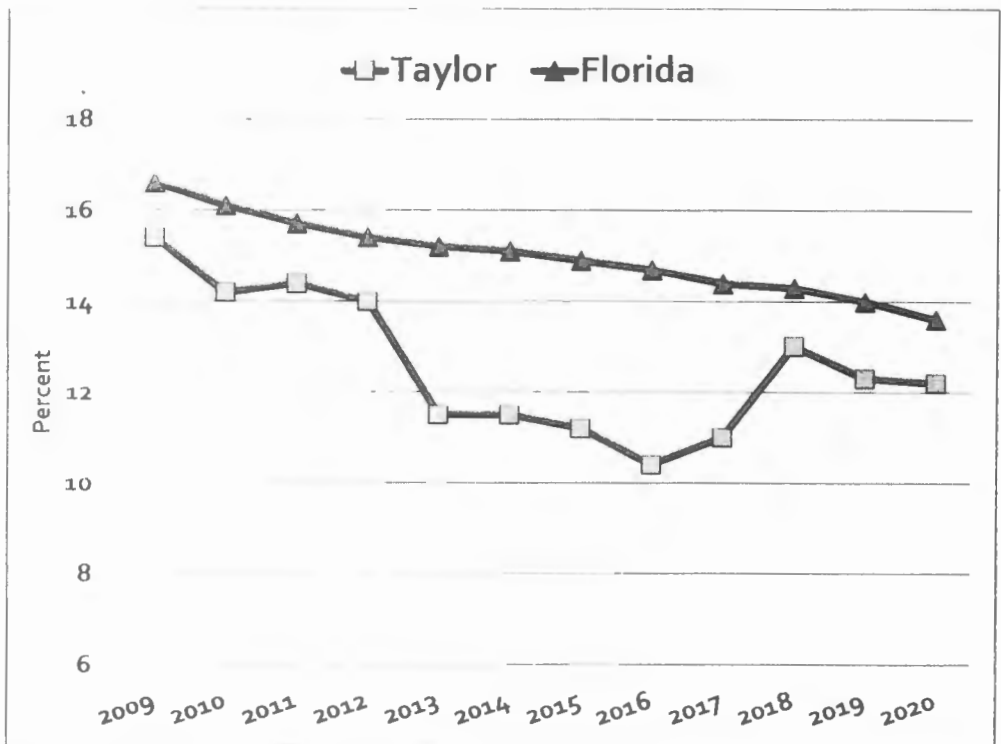
- Included in this category is:
 - Crime and Violence
 - Environmental Conditions
 - Quality of Housing
- Crime and violence barriers to consider
 - Violence can lead to premature death, physical pain, mental distress and reduced quality of life
 - People who fear crime may not go out to exercise
 - Child and adolescent exposure to violence can result in greater risk for substance abuse, risky sexual behavior
 - Sexual partner violence can lead to physical injuries and mental health issues such as eating disorders, depression and suicide

Neighborhood and Built Environment

- Environmental conditions barriers to consider
 - Poor water quality can lead to illnesses such as Giardia
 - Poor air quality can lead to cardiovascular issues
 - Poor air quality can lead to issues with fetal and child development
 - Lack of air conditioning can lead to heat-related disease and death
- Quality of housing barriers to consider
 - Substandard housing may have health risks like vermin, water leaks, mold, heat and AC issues

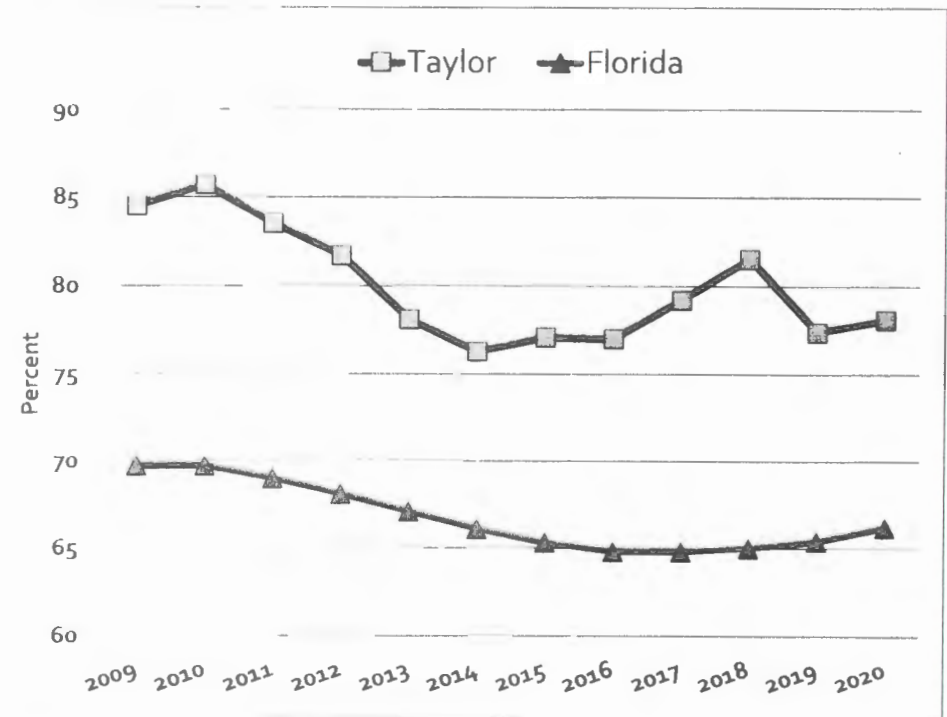
Individuals that Lived in a Different House 1 Year Earlier, 2009-2020, Taylor County and Florida

- The percent of persons living in a different house the year prior decreased from 12.2% for 2019 to 11.9% 2020 in Taylor County.
- This is slightly below the state of Florida at 14.0% and 13.6% respectively.
- 2020 by race/ethnicity
 - Hispanics represented 23.5% in Taylor and 13.1% in Florida
 - White NH accounted for 10.8% in Taylor and 13.1% in Florida
 - Black & Other NH represented 13.5% in Taylor and 15.5% in Florida



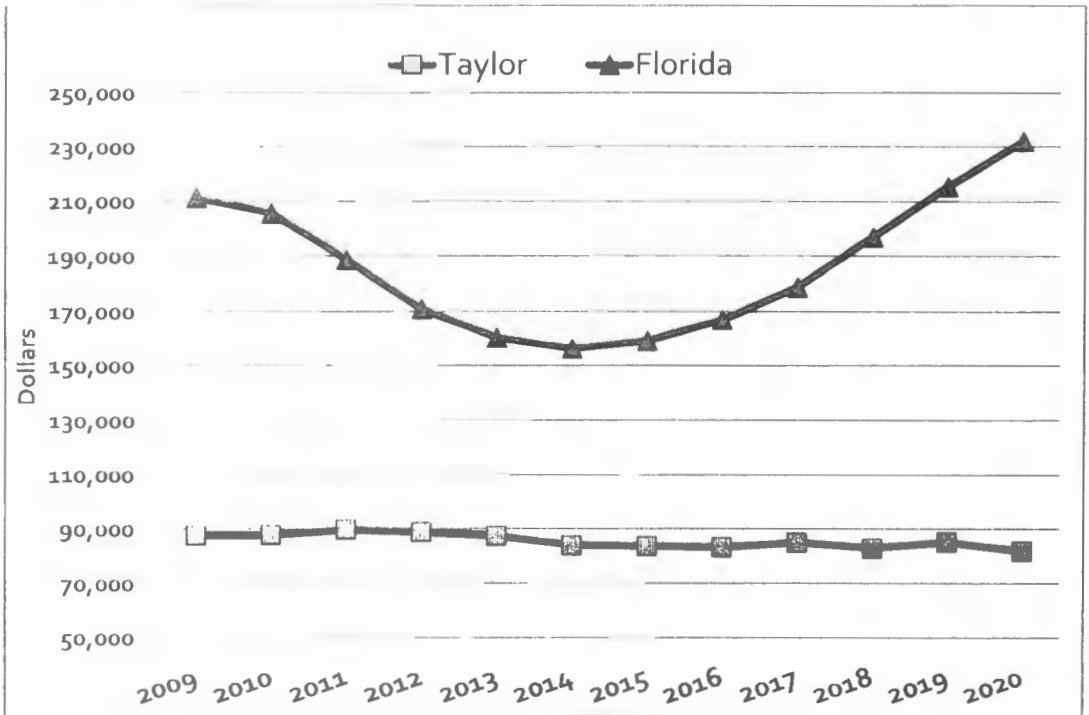
Owner Occupied Housing Units, 2009-2020 Taylor County and Florida

- The percent of housing units occupied by the owner decreased slightly, from 78.1% in 2019 to 77.2% in 2020 in Taylor County.
- This is above the state of Florida at 65.4% and 66.2% respectively.
- 2020 by race/ethnicity
 - Hispanic owners represented 88.0% in Taylor and 52.7% in Florida
 - White NH owners accounted for 82.5% in Taylor and 70.9% in Florida
 - Black & Other NH owners represented 61.5% in Taylor and 46.4% in Florida



Median Owner-Occupied Unit Values 2009-2020, Taylor County and Florida

- Taylor County's owner-occupied home values are well below the state.
- The median value of owner-occupied homes in Taylor County was \$81,900 for 2019 and \$80,200 for 2020.
- The median value of owner-occupied homes in Florida in 2020 was \$232,000.



Housing Quality, Taylor County 2020

- Highest percent of homes lacking complete plumbing facilities in census tract 9504.02 at 1.9%
- Highest percent of homes lacking kitchen facilities in census tract 9502.02 at 2%
- Highest percent of homes heated with wood in census tract 9504.02 at 22.1%
- Highest percent of homes not heated in census tract 9501 at 5.8%



Transportation to Work, Ages 16+, 2020, Taylor County

- 7.3% of Taylor County households did not have a vehicle
- 11.7% of working residents in Taylor County carpooled to work
- 0% used public transportation to get to work
- The average travel time to work was 25.5 minutes
- 73.6% of Taylor County households had access to broadband internet

Social and Community Context

Data Source: DOH Florida CHARTS, Florida Department of Corrections, Florida Department of Juvenile Justice

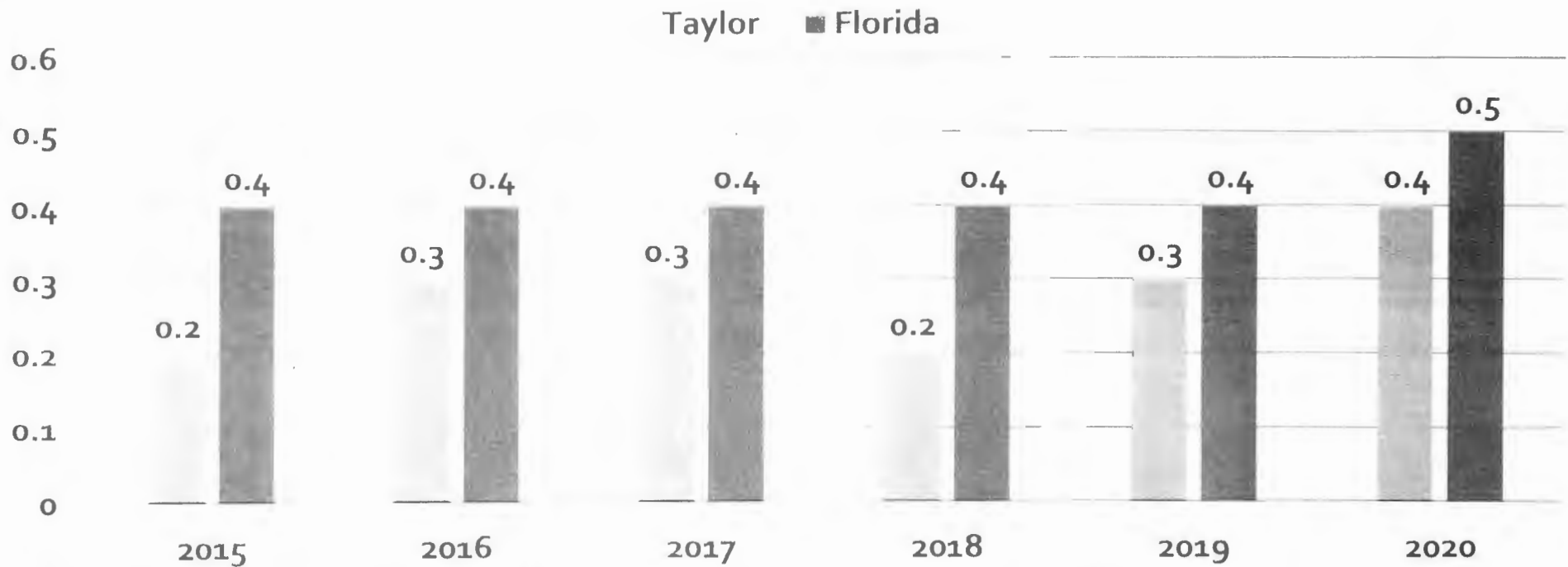
Social and Community Context

- Included in this category are:
 - Discrimination
 - Incarceration
 - Social Cohesion
- Discrimination barriers to consider
 - Discrimination can affect employment opportunities, access to care and access to adequate housing
 - Discrimination can result in toxic stress which leads to negative infant outcomes and cardiovascular issues

Social and Community Context

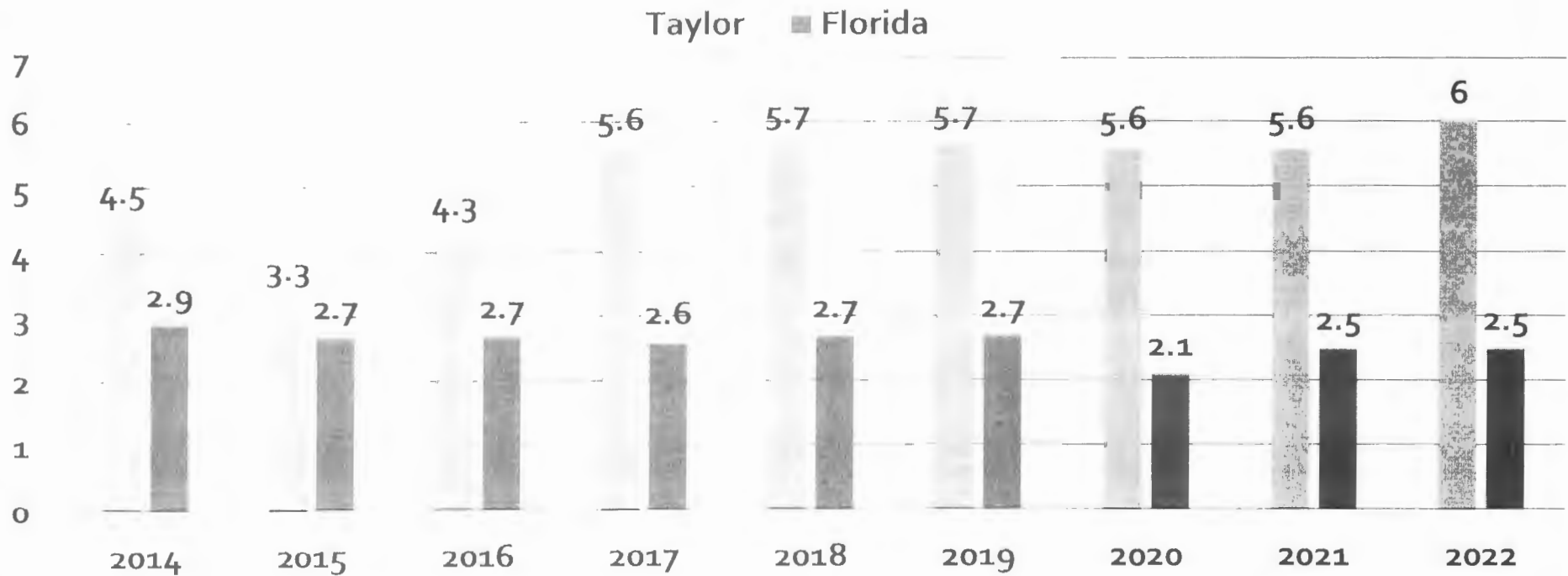
- Incarceration barriers to consider
 - Persons who were incarcerated have less chance of obtaining gainful employment
 - Persons who were incarcerated and have addictions issues may have health issues related to the addiction
 - Continuity of care for health conditions when incarcerated and released
- Social cohesion barriers to consider
 - Social networks can spread health behaviors, also known as social contagion. Examples are smoking, drinking and eating behaviors
 - Lack of social cohesion can lead to isolation, insomnia and emotional stress

Racial Residential Segregation, 2015-2020 Taylor County and Florida



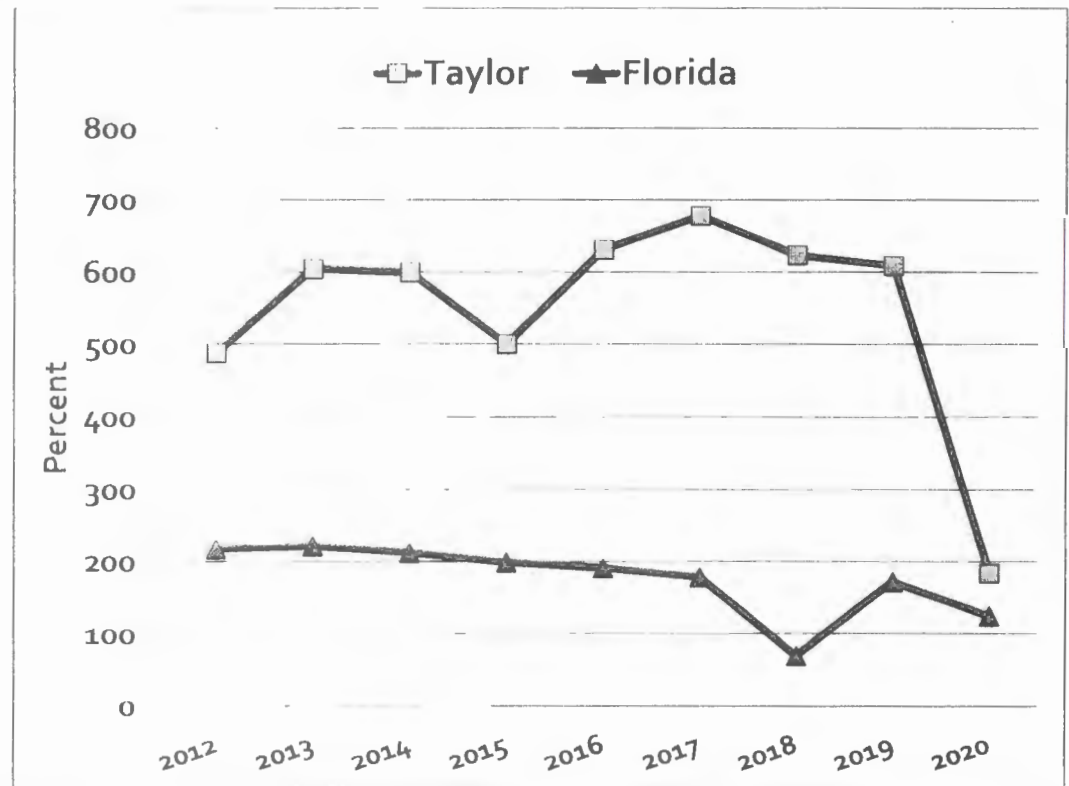
When the Racial Segregation Index is less than 0.3 the county's population is "well integrated."
 Values between 0.3 and 0.6 indicate the county's population is "moderately segregated."
 Values above 0.6 indicate the county's population is "very segregated."

Incarceration Rate per 1,000 Population 2014-2022, Taylor County and Florida



Inmate Admission Rate per 100,000 Population Ages 19+, Taylor County and Florida

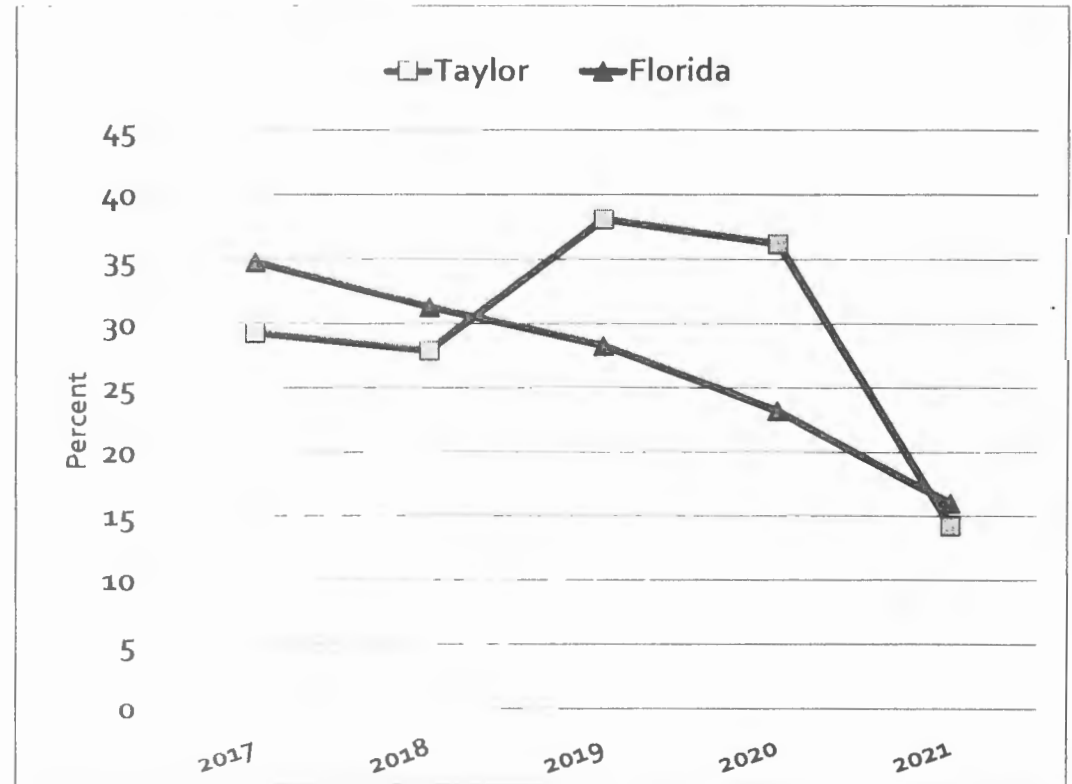
- The number of inmates admitted into prison who were sentenced from each county or other states
- The number of admissions were reduced by 70% in 2020 compared to 2019 in Taylor County
- 2019 = 109 admissions
2020 = 33 admissions



Arrest Rates in Ages 10-17, 2017-2021

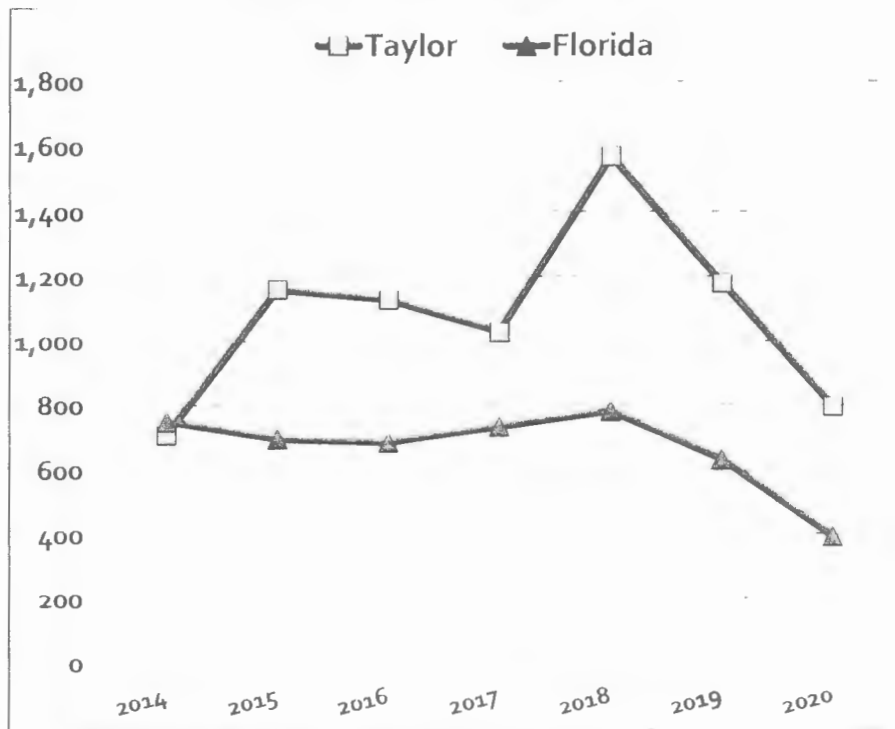
Taylor County and Florida

- Taylor County arrest rates were higher than the state for 2019 and 2020, then decreased below the state in 2021
- Actual numbers of youth ages 10-17 arrested were 71 in 2020 and 28 in 2021

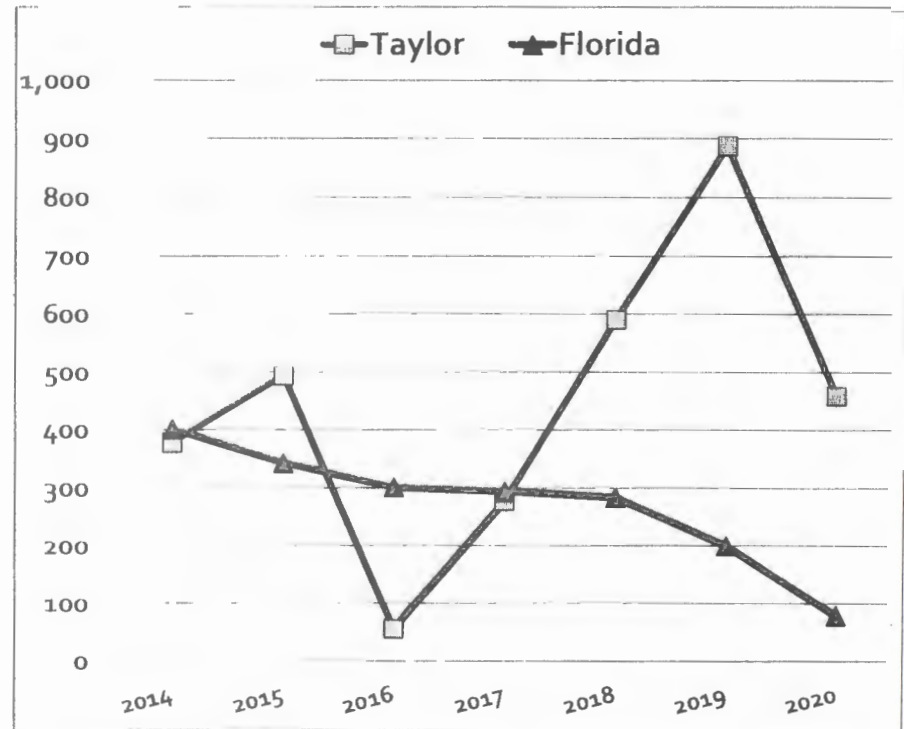


Drug Arrest Rates Per 100,000 Population Adults and Juveniles, Taylor County and Florida

Adult Drug Arrest Rates



Juvenile Drug Arrest Rates



Why is this initiative important?



76
5

Landfill/Solid Waste Inspector

Job Description

Landfill Roll- visit specific parcels to verify the accuracy of the LFI roll, as requested by the property owner, adjacent property owners and county.

The job will be a field job and an office job, although the majority of the time you spend will be in the field. You will be checking for RV hook ups, new construction (receive list of permits from the County Building Department), remodeling permits (also from County Building Department), added RV hook ups, new signage offering RV lots for rent (this action helps with enforcement of County Business Licensing and possibly the addition for registering for Tourism Tax). You will be taking pictures of dwellings, hook ups and signage when doing the inspection. This allows us to have a record of when we were out at property and proof to back up assessment. Also note that the pictures should not have property owners or others in the pictures. There will be times when a mid-year correction needs to take place and we will have the form to fill out for this. During hunting season, you will be going to camp sites and leased camp sites on Four Rivers Land and Private land. Four Rivers has a count for their parcels but we check them to verify amounts. During our annual scallop season, you will be down at the beaches and Steinhatchee as that is the most popular time for RV's and construction of RV lots. Although there are specific times to be in specific places you will cover the whole county for the full year.

Executive Summary

Taylor County's economy has been negatively affected by two large employers choosing to close operations shortly after Hurricane Idalia entered Florida as a Category 4 hurricane in August 2023, inflicting economic damage to this region of the state.

During the fallout from the hurricane, two major manufacturing operations – Georgia-Pacific's ("GP") Foley Cellulose Mill and West Fraser Timber Co.'s ("West Fraser") Perry Sawmill – ceased operations between October 2023 and February 2024.

These closures prompted the Taylor County Board of County Commissioners ("Commission") to request assistance in evaluating the environmental conditions, marketability, and advice regarding the sale and redevelopment of these properties. This report should serve as a beginning point for the Commission to consider options for economic development and job replacement, understanding some of the environmental history and challenges resulting from decades of manufacturing operations at the properties discussed in the report.

The environmental analysis of the two properties is based on publicly available data, as the properties are currently owned by GP and West Fraser, and the Commission nor its consultants have access. Due to the lack of direct access to the properties, the full extent of environmental conditions and potential impacts on human health and the environment remain unknown. However, this report seeks to provide a level of review and analysis to provide Commissioners with information necessary to consider future uses of the sites. The Commission and any third party should exercise caution and avoid relying solely on legal discussions or factual comments provided in this report.

This report also highlights historical background of the two properties, prior uses, and known environmental issues as well as opportunities the Commission may want to consider for potential replacement industries the County may be able to attract to the area. The report will also review additional sites throughout Taylor County that may be opportunities for industry investment that could drive job creation for the region, including industries that may benefit from the resources, location, and infrastructure already in place.

Commissioners should be able to use this information to craft economic development strategies and develop plans to drive Taylor County forward. While the properties remain privately held, the Commission has an opportunity to stay involved in permitting decisions that may affect future uses of the properties. Additionally, as industry shifts and different types of products become profitable, the Commission is uniquely positioned to act as a mediator to bring new businesses to the area, and maximizing any local, state, and federal programs to attract industries back to Taylor County.

Environmental Analysis

Deliverable 1: Data and Analysis

The choice between brownfield and greenfield manufacturing sites plays a crucial role in shaping our local communities. Brownfield sites refer to previously developed land that may be contaminated due to past industrial or commercial activities. In contrast, greenfield sites are undeveloped or minimally disturbed, often located outside of existing industrial boundaries. Brownfield sites often raise concerns about health and safety, costs, legal liability, and environmental contamination during redevelopment projects. These concerns often lead businesses and industries to prefer “greenfield” sites, leaving counties, municipalities, and small communities to address abandoned, unproductive, and often contaminated properties. Conversely, communities and agency regulations often encourage industrial operations to relocate to previously impacted industrial sites.

Recently, two major manufacturing operations in Taylor County, Florida, closed, prompting the Commission to address these issues. In October 2023, GP closed its Foley Cellulose Mill (“Mill”), located at 1 Buckeye Drive, in Perry, Florida. Less than five months later, West Fraser permanently closed its Perry Sawmill (“Perry Sawmill”), located at 1509 U.S. Highway 19 South, in Perry, Florida.

Given the shutdown of these two associated businesses, the Commission requested assistance in evaluating the environmental conditions, marketability, and advice regarding the disposition and redevelopment of these properties. As these properties are currently owned by GP and West Fraser, and neither the Commission nor any of its consultants have access or rights to enter, this report relies on publicly available sources. However, due to the lack of direct access to the properties, the full extent of environmental conditions and potential impacts on human health and the environment remain unknown. Consequently, the Commission or any third party should exercise caution and avoid relying solely on legal discussions or factual comments provided in this report. A thorough review of the actual onsite conditions will likely occur as both GP and West Fraser close their respective facilities. Additionally, once granted access, future prospects for either property should conduct all appropriate due diligence, in accordance with ASTM 1527-21, including Phase I and Phase II environmental assessments by qualified engineers.

The purpose of this environmental review is to achieve two objectives:

- Provide the historical background, prior uses, and known environmental issues related to the Mill and the West Fraser properties.
- Opportunities and limitations of the Commission regarding various environmental obligations, requirements, and options for the Mill and the Perry Sawmill.

I. **Evaluating Environmental Conditions and Marketability of the GP Foley Cellulose Mill**
located at 1 Buckeye Drive, Perry, Florida

A. **Background and Existing Known Conditions.**

1. **Historical Industrial Uses on the Mill.**

In 2013, GP purchased the Mill (883.5 acres), Lagoon No. 1 (66.68 acres), Lagoon No. 2 (244.6 acres), property along the corridor of the Fenholloway River, the San Pedro Bay Mitigation Bank, the well field and timber land east of the Mill, and other miscellaneous properties around the Mill (jointly the "Property"). The Mill lies within the Perry/Taylor County Enterprise Zone as a Brownfield. (Attachment 1, PPM Consultants' Desktop Due Diligence Review, July 26, 2024 ("PPM Review")). The Mill encompasses approximately 1,200 acres, as indicated in the Perry, Florida United States Geological Survey quadrangle (See Figure 1 of Attachment 1). Over time, the Property and Mill have played a significant role in the manufacturing of timber and timber-related products:

- **Early Sawmill Operations:** In 1929, prior to the construction of the Mill, the Brooks-Scanlon Corporation ("Brooks-Scanlon") built and operated the largest sawmill east of the Mississippi River on the Property. This sawmill included a self-contained company town that housed approximately 1,300 residents.
- **Buckeye Cellulose Corporation:** In 1951, Brooks-Scanlon sold 440,000 acres of previously harvested, local timberland to Buckeye Cellulose Corporation, a wholly owned subsidiary of the Procter and Gamble Company).
- **Procter and Gamble:** In 1954, Procter and Gamble constructed the original version of the Mill on the Property.
- **Buckeye Technologies:** In 1993, Procter & Gamble sold the Mill to a private partnership. Just two years later, in 1995, the partnership that bought the Mill became Buckeye Technologies, Inc., which continued the Mill's cellulose operations.
- **GP's Acquisition:** In 2013, GP acquired Buckeye Technologies, including the Property and Mill. GP manufactured bleached market, fluff, and specialty dissolving cellulose pulp at the Mill.
- **Recent Upgrades and Closure:** In 2018, GP upgraded the Mill by constructing a new wastewater treatment system and installing new black liquor evaporators. Additionally, in 2020, GP completed construction of a 15.3-mile pipeline to relocate the Mill's effluent discharge point to the lower Fenholloway River at the Gulf of Mexico. (See Map at Attachment C). Despite these significant upgrades, GP ceased operating the 69-year-old Mill on the Property in October 2023.

2. **Water Demand in the Cellulose Process**

The extraction of cellulose from wood chips involves a combination of chemical and mechanical processes. Wood chips are digested using steam and an alkaline solution of sodium hydroxide and sodium sulfate. This process breaks down the wood fibers, resulting in wood pulp and extracted cellulose. Subsequently, the wood pulp or cellulose undergoes washing and screening as part of the purification process, which includes bleaching.

This process uses a significant amount of water. Although the Mill required approximately 55 million gallons per day originally, historical changes decreased that amount to between 40.5 and 43.5 million gallons per day for the cellulose extraction process (Attachment 2). To meet this substantial demand, a water-well field was constructed. Additionally, the Mill collaborated with the City of Perry to accept approximately 315,000 gallons per day of reclaimed wastewater, utilizing it to cool equipment. Furthermore, the installation of four new sets of Black Liquor Evaporators resulted in a reduction of the Mill's water usage by approximately two (2) million gallons per day, as asserted by GP.

3. Impacts to Groundwater from Pumping Operations at the Mill.

To meet 40.5 to 55 million gallons per day water demands at the Mill, two water well pipelines were constructed. Production wells Nos. 1-3 currently feed the No. 1 water pipeline, while six water wells (Nos. 4-9) feed the No. 2 water pipeline. Production well No. 1 is located on the Property in the Mill process area, with wells No. 2-9 spaced roughly equal distance apart, extending approximately 3.4 miles to the east of the Property (See Attachments 3 & 4). These water wells, approximately 300 feet deep, withdraw water from the Floridan aquifer.

The significant withdrawal of groundwater via the water wells on and near the Property led to the partial dewatering of the Fenholloway River and the surrounding wetlands. The main channel of the Fenholloway River runs between wells No. 2 and 3. Due to the karst geology under and near the Property (including under the Fenholloway River), water withdrawals from wells No. 1-3 caused the shallow surficial aquifer and water from the Fenholloway River to migrate to the deeper aquifers that feed the water wells. This phenomenon, known as a 'cone of depression,' occurs when water from the surface and shallow groundwater funnels down to the location of the wells becoming part of the water supply to the Mill. While impacting water levels in the surrounding area, this cone of depression provided a protective zone preventing potentially contaminated groundwater from migrating away from the Mill. In 2014, in order to maintain the cone of depression at the Mill, the Suwannee River Management District ("SRWMD") officially removed the Fenholloway River from the Minimum Flows and Levels ("MFL") program. In the 1970s and 1980s, as the Mill was constructing its secondary wastewater treatment system, it was recognized that areas outside the cone of depression can contribute to contamination of surrounding groundwater. Early monitoring indicated the unlined 60-acre lagoon was leaking, and when the 120-acre lagoon was built in the 1970s, it also leaked. To address this the 120-acre lagoon was lined with a flexible liner, and the 60-acre lagoon was replaced with a new lined 30-acre lagoon. This 30-acre lagoon was relined with concrete in the 1990s.

In 1983, Florida began implementing groundwater standards. Existing installations with groundwater monitoring plans were exempt from the new secondary standards outside the zone of discharge. As indicated in the solid waste discussion below, because the Mill had a groundwater monitoring plan, it qualified it as an 'existing installation.' The Florida Department of Environmental Protection's ("FDEP") approved monitoring plan established a groundwater zone of discharge at the Mill that went vertically down to the Floridan aquifer and horizontally to the Mill property boundary (Attachment 5 at pp 15-18). Because well No. 2 is close to the center of this primary cone of depression at the Mill, monitoring and pumping operations of this well is critical.

In the early 1990s and in response to drinking water complaints in Taylor County, FDEP initiated a series of extensive groundwater studies, publishing the results between 1994 and 1995. These studies concluded that effluent in the Fenholloway River downstream from the Mill was seeping into the adjacent groundwater along the river corridor. It was determined the relocation of the effluent discharge with a pipeline would address this issue as well as other water quality standards issues in the river.

In October 2022, the SRWMD issued a Water Use Permit (“WUP”) to GP, valid for 20 years. The WUP authorizes the combined withdrawal of 40.5 million gallons per day from production wells No. 2-3 and 5-9. This reduced allocation from 55 MGD is a result of investments by the Mill to reduce water use. Because the Mill has not used the No. 1 production well since 1992 as a potable water supply, the WUP lists that well as inactive. However, the No. 1 well has not been officially closed. Generally, upon meeting certain requirements, WUPs are transferrable to a new owner or operator of a facility to continue the permitted water use (Fla. Admin. Code R. 40B-2.351).

With GP’s recent closure of the Mill’s cellulose and pulp production, the need for large-scale groundwater pumping to the Mill from the water wells has diminished. This fact is significant because the SRWMD calibrated its model used for GP’s current WUP based on groundwater levels from 2014-2021, a time during which the Mill was pumping significantly more groundwater than it currently does (Attachment 6). Despite the cessation of most manufacturing activities, reports indicate that the Mill continues to pump approximately 10 million gallons of groundwater per day (Attachment 2). The purpose behind the continuous pumping is likely to assure that the groundwater level does not rise to a level that encounters contamination in existing unlined wastewater treatment ponds, waste storage lagoons, and historic solid waste areas at the Mill. Because GP is only required to conduct quarterly groundwater monitoring, it is currently unknown whether the continued pumping of 10 million gallons per day of groundwater is sufficient to keep the shallow groundwater level low enough to prevent flow through the Mill’s unlined sludge ponds and solid waste disposal sites. This could be further exacerbated if the SRWMD decides the Fenholloway River should be subject to a “minimum flows and levels” requirement, which could further complicate the balance between river flow and pumping groundwater. The precise level of the groundwater currently remains unknown.

Although it is not directly impacting the Mill or the Property, it is unlikely that GP will continue to accept and reuse 315,000 gallons per day of wastewater from the City of Perry due to the Mill’s closure. The inability of the City of Perry to send this volume of wastewater to the Mill could create treatment capacity issues at its wastewater treatment facility, if existing infrastructure is not equipped to manage this additional load. It could strain City operations and cause noncompliance issues. Likewise, the City of Perry may incur additional costs related to treating and managing the wastewater that would have otherwise gone to GP. Curiously, after a history of compliance for seven straight quarters, the Perry Wastewater Treatment Facility (“WWTF”) began seeing noncompliance violations in the first quarter of 2023, well before GP closed. The authors of this report could not find any information on whether GP continues to accept this flow of wastewater (Attachment 7).

In 2016, a structural integrity assessment identified a volume of high pH groundwater near the Mill’s caustic storage tank. A carbon dioxide distribution system was initially proposed to remediate that

plume; however, the system was never installed. Rather, in 2022, GP installed a groundwater recovery system aimed at reducing pH in the groundwater. Prior to the Mill's closure, the system consisted of pumping groundwater and transferring it to the existing wastewater system for neutralization and discharge (Interview with Mr. Chet Thompson, P.E., July 9, 2024) (See Attachment 1A, Chet Thompson Foley Cellulose Mill Assignments). It is likely GP's current pumping of approximately 10 million gallons per day of groundwater from a different location provides enough low pH water to treat the high pH groundwater prior to discharge. Although remediation of this plume is ongoing at the Mill, it is uncertain how GP intends to remediate the high pH plume if it discontinues its current groundwater pumping regiment.

4. The Mill's Pulping Process and Solid Waste at the Mill.

Prior to the adoption of the Resource Conservation and Recovery Act, 42 U.S.C. § 6901 et seq ("RCRA") in 1976, federal and state regulations on the disposal of solid and hazardous waste were relatively lax. On February 12, 1985, Florida received authorization from the Environmental Protection Agency ("EPA") to administer its own solid and hazardous waste management and regulatory program under RCRA. In the 1990s, Florida developed a program and began implementing those regulations. Although Florida's waste regulations applied to most industries, the pulp and paper industry applied for alternative solid waste disposal requirements based on existing practices, which Florida law allowed. These disposal alternatives allowed the pulp and paper industry, including the Mill, to dispose of its non-hazardous wastes onsite. These alternative disposal practices focused on minimizing pollutants from leaching into the groundwater and collecting and treating stormwater runoff from process and waste management areas.

During its time in operation, the Mill used hazardous substances in the production process, many of which are now permitted and reported via the Toxic Release Inventory ("TRI") under the Emergency Planning and Community Right-to-know Act ("EPCRA"). According to the Mill's most recent TRI report—a federally required report of releases of toxic chemicals into the air, water, and land—GP used: acetaldehyde, ammonia, barium compounds, benzo (g,p,i), benzene, catechol, chlorine, chlorine dioxide, chloroform, chromium compounds, dioxin and dioxin-like compounds, formaldehyde, formic acid, hydrochloric acid, lead compounds, manganese compounds, mercury compounds, methanol, nitrate compounds, peracetic acid, phenol, polycyclic aromatic compounds, vanadium compounds and zinc compounds. Historically, there were also numerous accidental discharges (Attachment 1, attach. A, at pp 6 and 12).

The industrial pulping process used at the Mill generates concentrated by-products that must be separated from commercial products and subsequently discarded. These discarded wastes include: (1) ash by-products from the combustion of wood and wood cooking liquors, (2) contaminated wood fiber and pulp, and (3) sludge from the wastewater treatment system. Sludge is produced at two stages in the wastewater treatment process. During the first stage of wastewater treatment, sludge is formed when solids settle in treatment tanks. Then, during secondary biological treatment, a secondary sludge is formed. Typical contaminants expected in the Mill's waste include sodium hydroxide residues, sulfuric-sulfurous acid, hydrochloric acid, hydrogen sulfide, ammonia, lead, cyanide, zinc, chromium, resin, unnatural fatty acids, and chlorinated organic compounds. The Mill's typical bleaching process

involves chemical treatments, likely including chlorine dioxide, sodium hypochlorite, caustic, which can generate chlorinated organics such as dioxins and furans, and other pollutants. Once the manufacturing process is completed, the pulp goes to pulp drying and finishing, while the sludge waste generally settles into a treatment pond or is dewatered and disposed of onsite.

As discussed above, GP and prior operators of the Mill disposed of solid wastes, including sludge wastes, throughout the Mill. Also, it is likely that prior to the adoption of RCRA and equivalent Florida statutes and regulations, historic Mill operators disposed of various wastes at the Mill, which if tested today, may classify as hazardous wastes. It appears that some of the buried waste at the Mill is located close to the banks of the Fenholloway River. Additionally, prior Mill operators historically may have constructed water treatment facilities in the channel of the Fenholloway and, subsequently, moved the location of the stream channel, leaving the waste from the treatment facilities in place.

During its recent Mill operation, GP continued the practice of disposing of solid waste sludge and other solid waste throughout the Mill as an acceptable alternative disposal method for the pulp and paper industry under Florida regulations. The idea behind the alternative disposal method (i.e., onsite disposal of solid waste without a solid waste landfill permit) is that prior Mill operators and GP had historically disposed of solid wastes on-site and should be allowed to continue that practice, relying on the Groundwater Monitoring Plan in GP's National Pollutant Discharge Elimination System ("NPDES") permit to detect any contamination issues related to the onsite disposal. (See Attachment 5)

- a. Known solid wastes and sludges at the Mill site include:
 - Solids contained in a 60-acre abandoned lagoon (See Attachment 8)
 - Contaminated wood chips and fly ash (Attachment 9)
 - Historic General Refuse and Construction Debris (Attachment 9)
 - Sediment Excavated from the Fenholloway River (Attachment 10)
 - Solid waste from wood chipping operation (Attachment 10)
 - Historic knots and shives wood waste, containing high residual black liquor (Attachment 10)
 - Lime storage (mostly calcium carbonate—lime mud and calcium oxide—quick lime) (Attachment 10)
 - Potential waste from equipment in area not collected by the Mill's wastewater treatment facility (Attachment 10)
 - Wood bottom ash waste in Primary Clarifier Skimming Pond (Attachment 11)
 - Sludge waste in the 2B Sludge Lagoon (Attachment 11)
 - Sludge waste in the No. 2A Sludge Lagoon (Attachment 13)
 - Kilo Lime Grit waste (Attachment 13)
 - Secondary sludge waste from the activated sludge treatment and waste in No. 2 Lagoon (Attachment 13)

- Historic general refuse waste (Attachment 13);
 - Construction Debris, including asbestos containing materials, capped with concrete debris waste (Attachment 13);
 - Knots and shives waste, containing high residual black liquor (Attachment 14);
 - Waste from the old Brooks-Scanlon log pond that Mill also used for storage of primary sludge and knots and shives waste (Attachment 14);
 - Scrap metal recycling waste (Attachment 14);
 - Potential soil contamination from historic unloading of hazardous materials (Attachment 15);
 - Solid waste from operations on top of abandoned 60-acre lagoon:
 - Potential soil contamination and waste from equipment/tank laydown areas (Attachment 16);
 - Potential soil contamination and waste from Contractor Sandblast & Paint Yard (Attachment 16);
 - Sludge waste and wood fly ash present in Lagoon No. 1 (Attachment 17);
 - Sludge waste in overflow basin for No. 1 Lagoon (Attachment 18);
 - Secondary sludge waste containing elevated levels of dioxin in approximately 100-acre No. 2 Lagoon (Attachment 19); and
 - Construction debris waste adjacent to No. 2 Lagoon (Attachment 20);
 - Potential soil contamination at train engine maintenance area (Attachment 21);
 - Potential abandoned septic collection systems in area of abandoned Brooks-Scanlon company town (Attachment 22).
5. The Mill's Discharge of Industrial Wastewater and quality of Surface Water.

The Fenholloway River, located in Taylor County, has a complex history. In 1947, the Florida Legislature designated it as the state's only "industrial" river, providing relaxed water quality standards with no minimum flows or levels. This designation shifted the responsibility to the regulatory agencies to assure that conditions in the WUP and wastewater discharge permits were consistent with its industrial use. The alteration allowed companies, including owners of the Mill, to discharge wastewater directly into the river without significant restrictions, with the goal of attracting business investment and revitalizing the local economy after World War

To-date, neither FDEP nor the SRWMD have set minimum flows or levels for the Fenholloway River to identify the limit at which further withdrawals would be significantly harmful to the water resources or ecology of the area. The agencies consider minimum flows and levels in determining NPDES permit limits (i.e., assimilative capacity) of surface waters and use MFLs in WUPs in determining the impact

on surface water flow when groundwater is withdrawn. SRWMD could require MFLs in WUPs in the future.

In the 1960s, the need for biological treatment became apparent. The Mill constructed its first aerated stabilization basin in the Fenholloway River channel around 1965. This system included a primary clarifier and a 60-acre aerated stabilization basin. Without extended settling zones, this system filled with solids, decreasing its effectiveness. In 1975, as Florida began implementing the Federal Clean Water Act, it continued the Fenholloway River's classification as an industrial stream, while setting goals for all water bodies in the State to eventually attain Class III (Recreational Use). During this time, the Mill continued to make improvements to its wastewater treatment system, including adding a 120-acre stabilization pond to the existing 60-acre aeration pond.

In the 1980s, the entire Pulp and Paper industry came under intense scrutiny for its use of elemental chlorine and the toxic byproducts it produced, particularly dioxin. In 1988, EPA conducted a national study of fish living downstream of 100 pulp and paper mills, including the Mill. In the early 1990's EPA initiated industry wide studies and regulations (known as the "Cluster Rules") aimed at addressing the dioxin issue. Finding that fish downstream of the Mill contained unhealthy levels of dioxin, the Florida Department of Health ("FDOH") established a fish consumption advisory on the Fenholloway River. The implementation of the new EPA regulations at the Mill resulted in reduced concentrations of dioxin in the fish and the removal of the consumption advisory. Although FDOH removed this fish advisory in 2003, it was not because the fish were dioxin free. Rather, it was because the levels of dioxin in the fish met FDOH guidance levels even though they did not meet EPA's recommended levels.

In 1992, FDEP initiated a Use Attainability Analysis to determine what was needed to achieve Class III water quality standards in the Fenholloway River and the nearshore Gulf of Mexico. In 1994, Florida DEP finalized that analysis, concluding that the attainment of a higher use (recreation and the propagation and maintenance of healthy, well-balanced population of fish and wildlife) was technologically and economically attainable based on specific manufacturing changes, treatment technologies, and the relocation of the discharge point closer to the mouth of the Fenholloway River. As part of the Fenholloway Water Quality Project, over \$300 million in Mill improvements began, including:

- ▶ Moving the location for the effluent discharge point closer to the mouth of the Fenholloway River to address the freshwater criteria for specific conductance, dissolved oxygen, and bio-integrity. The relocation of the discharge point was also intended to address groundwater contamination caused by the interconnectivity between effluent discharged to the Fenholloway River and the adjacent shallow aquifer.
- ▶ Changing the Mill's processes in accordance with the EPA rules to address the unintentional generation and discharge of dioxins. Additional process changes were also needed to reduce the color of the wastewater at the new point of discharge on the Fenholloway River to improve transparency for the growth of seagrass.
- ▶ Improving wastewater treatment systems to reduce nutrient, color, and temperature discharges to the lower Fenholloway River. This included removing portions of the 120-acre facultative basin from service due to high dioxin levels in the biological solids.

By October 2020, the Mill had implemented all the required changes and monitoring began to confirm the attainment of Class III water quality standards in the Fenholloway River. To-date, documentation of pipeline route wetland restoration, seagrass recovery, and achievement of the marine bio-integrity are the remaining outstanding issues associated with the project. Additional unresolved issues not included in the project requirements are contaminated sediment deposition along the 22 miles of river downstream of the Mill and 100-year storm event plan for the Mill (See Attachment 23).

In summary, since the sawmill and the Mill first began operations, operators discharged industrial wastewater into the Fenholloway River. Early wastewater treatment consisted mainly of settling ponds to remove suspended solids from the water prior to discharge. Early on, the discharge of clarified wastewater relied upon the dilution and assimilative capacity of the Fenholloway River and the Gulf of Mexico. With the commencement of the pulp mill in the 1950s, wastewater volumes significantly increased, increasing the flow and levels in the river downstream of the Mill while decreasing flows and levels upstream due to the volume of groundwater withdrawal.

As groundwater use increased, two things happened. First, the effluent load exceeded the assimilative capacity of the Fenholloway River and impaired its biology. Then, due to the karst topography underlying the Mill and the Fenholloway River, the cone of depression drew the shallow groundwater under the Mill and from the river towards the wells.

GP currently discharges its effluent from the Mill's wastewater treatment facility under NPDES Permit FL0000875, which is technically set to expire on August 20, 2024. It appears that GP timely filed a renewal application prior to FDEP's 180-day deadline for renewal permits, meaning that the current permit will be administratively extended in the event FDEP fails to issue a new permit prior to the current permit's expiration date. Reports prior to the Mill's closing indicate that it was discharging approximately 35 million gallons of treated wastewater per day. Since the shutdown, the Mill is discharging approximately 10 million gallons per day.

On August 8, 2021, FDEP and GP entered a Consent Order, resolving several unauthorized discharges of pollutants (Attachment 23). The parties agreed that GP would "increase the holding capacity of process water or contact stormwater impoundments to prevent future unauthorized discharges". Specifically, GP agreed to increase its stormwater holding capacity to meet SRWMD's 100-year storm requirements. To date, it does not appear that GP has completed this requirement. In addition to the NPDES permit for industrial effluent discharges, GP is covered by a general industrial stormwater permit that provides for the discharge of noncontaminated stormwater from the Mill.

B. Opportunities and Limitations for the Commission.

1. Uncertainties Regarding GP's Future Plans for the Facility.

GP's plans for the Mill remain uncertain. In a statement on February 16, 2024, GP announced that the Mill was up for sale: "Foley Cellulose Facility for sale: evaluation for use could take 12+ months [wtxi.com]". It also announced that it could take 12 months or more for GP to decide what it will do with the Mill. *Id.* Further, GP indicated that it was evaluating the possible use of the Mill for "another business opportunity". *Id.* More recently, GP confirmed that the Mill will not be sold to any other company for use as a cellulose manufacturing facility but would instead "undergo demolition and/or equipment relocation to support GP's other operations" (Perry News Herald, Taco Times, April 24, 2024).

Due to the uncertainty surrounding GP's plans for the Mill, the Commission's ability to directly influence its future use is limited. GP has explicitly stated that it will not sell the Mill to another pulp and paper company. There are at least four potential scenarios for the Mill site:

- ▶ **GP Retains Ownership and Repurposes the Mill:** GP maintains ownership of the Mill and repurposes it for other business opportunities.
- ▶ **Production Shutdown:** GP continues to own the Mill but ceases all production at the Mill.
- ▶ **Use Restrictions and Sale:** GP attaches specific use restrictions to the Mill's deed and sells it to a non-pulp and paper industry.
- ▶ **Cellulose Manufacturing Sale:** GP changes course and agrees to sell the Mill to a company specifically for cellulose manufacturing.

These options highlight the complexity of the situation and the various paths GP might take regarding the Mill's future.

It appears that for the next one to two years, GP will continue pursuing Option 1. On May 22, 2024, GP applied to FDEP to modify its existing Title V air permit. The modification involves the restarting of GP's crude tall oil ("CTO") processing unit. Since the Mill is currently closed, this process would involve bringing in soap (a byproduct from the pulp and paper industry) from other facilities, adding a soap unloading station, replacing the existing CTO degasifier, adding a skimming tank, re-purposing two black liquor tanks, and adding a 350-hp natural gas-boiler. The water needs of a CTO operation depend on its size, efficiency, and practice (Attachment 1). This operation will require continued industrial wastewater treatment and discharge.

If GP continues to pursue this option, it will likely submit modifications to its NPDES permit renewal application and will likely need to modify its treatment system. At that time, the Commission can determine GP's water use requirements. The Commission should determine the extent of its involvement with FDEP and SWRMD based on whether it is satisfied with GP's selected a tentative Mill's use.

- ▶ **Action Item:** The Commission should continue to engage GP in discussions regarding its future plans for the Mill and whether GP has decided to repurpose the Mill.

- **Action Item:** The Commission should continue to monitor: (1) all permit modification applications to the Mill's NPDES submitted to FDEP and (2) all future modification requests to SRWMD regarding its WUP.

2. GP's NPDES Permit No. No. FL0000876.

GP applied for the renewal of its NPDES permit, No. FL0000876, which has an expiration date of August 20, 2024. FDEP will not likely reissue that permit prior to its expiration date. However, because GP appears to have timely filed its renewal application, FDEP has the option to administratively extend GP's current permit beyond its expiration date. Also, since GP closed a significant portion of the Mill after filing its renewal application, GP will likely amend that application to reflect the current operations at the Mill. Prior to reissuing GP's NPDES effluent discharge permit, FDEP will provide notice of the draft permit for public comment. Additionally, FDEP makes permit applications available for public review.

As discussed above GP's NPDES permit contains many requirements that the Commission should monitor and comment on when FDEP issues its draft permit. For example, the permit should adequately limit discharge of various constituents, contain an updated groundwater management plan based on current conditions, and must protect the bio-integrity for Class III water quality standards. Moreover, due to the likelihood that the level of groundwater will rise due to a significant decrease in the need for groundwater pumping, the NPDES permit should address the possibility of groundwater coming into contact with existing solid wastes located in ponds, lagoons, and waste buried throughout the Mill.

FDEP will likely include requirements in the draft NPDES permit to address bio-integrity criterion for discharges to the Fernholloway River. Obviously, those criteria will depend on the requested modifications to the NPDES permit along with the requirements for Class III water and from SRWMD.

- **Action Item:** The Commission should monitor and provide comments on GP's draft NPDES permit renewal during FDEP's public comment period on the draft permit.
- **Action Item:** The Commission should monitor the draft NPDES permit to make sure that it is satisfied with FDEP's requirements aimed at achieving Class III water quality standards and potentially the inclusion of MFLs.

3. GP's Water Use Permit No. 216141-5.

SRWMD recently issued GP a new Water Use Permit, valid for 20 years. The permit authorizes the combined withdrawal of 40.5 million gallons per day. SRWMD uses groundwater modeling (The North Florida Model, version 2.0) to evaluate local and regional impacts for individual withdrawals for every permit application. Because SRWMD calibrated its model using historical groundwater levels at the Property between 2014-2021, there is uncertainty how GP's significant decrease in groundwater withdrawal will impact those levels under the Mill.

- **Action Item:** The Commission should meet with and encourage the SRWMD to model groundwater impacts based on two situations at the Mill: 1) Groundwater levels resulting from a 10-million gallons per day groundwater withdrawal and 2) the impacts if GP decides not to

withdraw any groundwater for production in the future. The Commission should initiate discussions with SRWMD and FDEP regarding the adoption of a minimum pumping regimen at the Mill that assures a separation of the shallow groundwater from all solid wastes on the Mill until a complete closure plan is adopted and implemented.

4. Potential GP Closure Plan under Florida RCRA.

If GP determines that it will permanently close the Mill, FDEP will require it to prepare and implement a facility wide closure plan, assuring the cleanup to FDEP standards. The plan will involve various active and passive engineered controls, monitoring of soil, surface water, and groundwater. This plan will also require a stormwater management plan. Obviously, the extent of the cleanup and the extent of future controls will depend on whether GP completely closes the facility, partially closes the facility, or sells the facility.

- **Action Item:** The Commission should actively participate in the requirements of any Closure Plan for the Mill. If GP chooses to permanently close the Mill and declines repurposing or selling to a third party, it is crucial for the Commission to work with FDEP to assure that the Mill's closure process assures that, among other things, the historical solid waste currently disposed of in unlined areas of the Mill is remediated and properly disposed of, sludges and waste containing contaminants are properly remediated, contamination in and along the Fenholloway River is remediated, asbestos containing and lead based paint waste is remediated, and that a groundwater management and monitoring plan are protective of the environment.

5. FDEP's August 8, 2022 Consent Order.

On August 8, 2022, in a Consent Order with FDEP, GP committed to expanding its stormwater holding capacity to comply with SRWMD's 100-year storm requirements. GP has not met this obligation. The significance of this requirement lies in preventing stormwater that comes into contact with various process equipment and waste from transporting potential contaminants to the soil, surface water, or groundwater. GP's decision to close the facility may impact the need for this requirement.

- **Action Item:** The Commission should engage FDEP to assure that facilities at the site are adequate to capture all process stormwater from the site.

6. Public participation and notice.

Florida has a broad public records law that allows access to most FDEP documents. FDEP has the ability to include a municipality or county on all incoming and outgoing non-privileged documents for a particular site.

- **Action Item:** The Commission should request that FDEP and SRWMD provide it with notice of all future communications and documents relating to the Mill.

7. Ownership of the Mill.

Under the Comprehensive Environmental Response, Compensation, and Liability Act, 42 U.S.C. § 9601 et seq. ("CERCLA"), property owners or operators of contaminated sites can be held responsible for the cleanup of a site based solely on whether they meet the definition of a "potentially responsible party"

("PRP"). A PRP includes current owners and operators, past owners and operators, arrangers for disposal or treatment of hazardous waste, and transporters of hazardous waste. CERCLA is a strict liability statute, meaning liability can attach at simple ownership. CERCLA provides defenses to this strict liability; however, a discussion of those defenses is beyond the scope of this report.

- **Action Item:** The Commission should not take any action that gives it an ownership interest of the Mill, without completing appropriate due diligence.

8. Unclosed Waterwells.

As discussed above, GP has yet to close water well No. 1. Additionally, there are likely other production and monitoring wells that remain open but have not been used in several years. Because these open wells are direct conduits to the groundwater and aquifer, there is a risk of contamination from flood events until they are properly closed.

- **Action Item:** The Commission should engage with the SRWMD to encourage the closure of currently unused groundwater withdrawal and monitoring wells.

II. Evaluating Environmental Conditions and Marketability of the West Fraser Timber Co. Perry Sawmill located at 1509 U.S. Highway 19 South, Perry, Florida

A. Background and Existing Known Conditions.

The Sawmill Property has operated under various names, including the Perry Lumber Company ("Perry Lumber"), Gilman Paper Company ("Gilman Paper"), Gilman Building Products, LLC ("Gilman Building") and the Perry Sawmill, LLC:

- **Perry Lumber Company ("Perry Lumber").** From the early 1960s until 1996, Perry Lumber pressure treated wood at the Perry Sawmill, using a high vacuum treatment chamber and chemical preservatives.
- **Gilman Paper Company/Gilman Building Products, LLC (jointly "Gilman Companies").** In October 1996, Gilman Companies, a successor by merger to Perry Lumber, acquired the Perry Sawmill.
- **West Fraser Timber Co. Ltd.** In 2017, West Fraser purchased the Perry Sawmill from the Gilman Companies and continued providing approximately 125 jobs at the site. During its ownership, West Fraser operated the site solely as a sawmill, having an annual production capacity of one hundred million board feet of pine lumber.

B. Historical Industrial Uses on the Perry Sawmill.

During the 1960s until 1996, like most in the industry, Perry Lumber treated its wood using Chromated Copper Arsenate ("CCA"), which contains copper, chromium, and arsenic. By the end of 2023, the wood treating industry voluntarily phased out CCA for residential structures and replaced it with Alkaline Copper Quaternary ("ACQ"), which is copper based but does not contain arsenic. CCA and ACQ treated wood is resistant to decay, insects, and fungi.

The chemical treatment process first involved a vacuum phase to remove air from the wood cells, followed by the pressure phase to introduce the preservative. This included placing the wood into a pressure vessel, where the preservation solution (CCA or ACQ) is forced into the wood fibers under high pressure. The lumber was then moved to a drip-pad or a kiln for final drying. Generally, it is around the drip pad where environmental concerns arise.

Although the industry continues to chemically treat lumber, after the Gilman Companies acquired Perry Lumber in 1996, it shifted away from using chemical treatments, relying instead on kiln drying. Specifically, in February 1996, Gilman Companies initiated the removal of the chemical treatment building and drip pad. The treatment system was dismantled and decontaminated.

In 2017, West Fraser continued Gilman Companies' practice and began upgrading its kilns with continuous dry kiln technology, installing a 208-foot-long Continuous Dry Kiln ("CDK") system. This CDK system incorporated preheating, drying, cooling, equalizing, and conditioning phases in one extended structure. Kiln-dried lumber does not require any harsh chemical treatments. The heat effectively sanitizes the wood during the drying process.

C. Environmental Impacts to soil and sediment at the Perry Sawmill.

In 1996, after removing the chemical treatment facility and drip pad, several rounds of soil samples were collected and analyzed for arsenic and chromium to identify areas of contamination. Areas with concentrations of arsenic and chromium exceeding target levels were removed and disposed of as hazardous waste and those that did not were disposed of as non-hazardous. After remediation, approximately 161 and 4,969 tons of concrete and soil contaminated with arsenic and chromium were disposed of as hazardous and non-hazardous waste, respectively. These removal activities were completed in September 1996, reportedly without the knowledge of either FDEP or the EPA.

In October 1998, Gilman Companies entered into a consent agreement ("Consent Order # 98-4-206-250") with FDEP. In October 1998, under this consent agreement, Gilman excavated and properly disposed of approximately 7,900 tons of additional soil. Gilman also treated contaminated groundwater. In October 2001, after Gilman Companies successfully completed these remediation activities, FDEP issued a letter certifying clean closure of the former wood treatment unit.

Also, during Gilman's ownership, historical operations of the chemical treatment facility at the Perry Sawmill were later found to have impacted sediments in a stormwater retention pond. The retention pond received stormwater from a sizable portion of the facility, including the former treatment building area. As a result, elevated concentrations of arsenic were observed in the sediment of the pond. FDEP and Gilman agreed upon and implemented a Clean Closure Plan, which focused on the removal of source material. Removal activities included surface water pumping, vegetation removal, demolition of a gateco, and removal and disposal of contaminated sediment. In total, 7,331 tons of construction and demolition debris, 20,111 tons of vegetation, and 6,029 tons of sediment were removed and properly disposed of at an approved facility. Additional site remediation activities included repairs to stormwater system infrastructure, filling and grading the pond to approximate pre-construction conditions, and sodding.

In August 2013, Gilman Companies reported the results of the Perry Sawmill's rehabilitation activities in a Site Rehabilitation Completion Report to FDEP. On April 15, 2014, a Declaration Restrictive Covenant ("Restrictive Covenant") was recorded with the Taylor County Clerk of Courts, between the Perry Sawmill LLC and FDEP (Attachment 24). The Restrictive Covenant placed a groundwater use restriction on the Perry Sawmill property. In September 2014, FDEP issued a Site Rehabilitation Completion Order ("SRCO"), confirming that the criteria set forth in Florida Administrative Code Subsection 62-780.680(2) had been met (Attachment 24). As a result, Perry Sawmill LLC was released from any further obligation to conduct site rehabilitation at the property, subject to standard reopener clauses regarding fraud, discovery of new contamination, land use changes that heighten potential risk, all of which are further outlined in the SRCO.

D. Environmental Impacts to groundwater at the Perry Sawmill.

Gilman Companies successfully completed groundwater remediation activities in October 2021, and FDEP issued a letter certifying clean closure of the former wood treatment unit. However, historical groundwater analytical data indicates arsenic concentrations may still remain above the Groundwater Cleanup Target Level ("GCTL") in five monitoring wells after those remediation activities. The extent of the groundwater contamination was found to be stable and confined to the Perry Sawmill boundaries. Additionally, it appears that FDEP is satisfied that the restrictive groundwater use covenant discussed above is protective of the environment.

E. Opportunities and Limitations for the Commission.

Although groundwater at the Sawmill Property continues to be elevated, the site should be marketable given that FDEP issued a clean closure letter. Any prospective purchaser of this property should be encouraged to explore opportunities under FDEP's Brownfields Redevelopment and Voluntary Cleanup Programs, which are available to encourage the voluntary cleanup and redevelopment of abandoned and underutilized commercial and industrial sites. Voluntary Cleanup Tax Credits ("VCTC") are available to partially offset the costs of site rehabilitation and redevelopment through an offset of Florida corporate income tax. To utilize VCTC credits of up to \$500,000, the purchaser must enter a Brownfields Site Rehabilitation Agreement with FDEP. Florida's VCTC program received record funding in 2023 and 2024 from the Florida Legislature to encourage the growth of Brownfields redevelopment.

Taylor County Commissioners Action Register for the GP Foley Environmental Assessment

updated: 08/23/24

<u>Action Item</u>	<u>Assigned to:</u>	<u>Frequency</u>
The Commission should continue to engage GP in discussions regarding its future plans for the Mill and whether GP has decided to repurpose the Mill.	Laura Dibella	monthly
The Commission should continue to monitor: (1) all permit modification applications to the Mill's NPDES submitted to FDEP and (2) all future modification requests to SRWMD regarding its WUP.	Environmental Consultant	monthly
The Commission should monitor and provide comments on GP's draft NPDES permit renewal during FDEP's public comment period on the draft permit.	Environmental Consultant	monthly
The Commission should monitor the draft NPDES permit to make sure that it is satisfied with FDEP's requirements aimed at achieving Class III water quality standards and potentially the inclusion of MFLs.	Environmental Consultant	monthly
The Commission should meet with and encourage the SRWMD to model groundwater impacts based on two situations at the Mill: (1) Groundwater levels resulting from a 10-million gallons per day groundwater withdrawal; and (2) the impacts if GP decides not to withdraw any groundwater for production in the future. The Commission should initiate discussions with SRWMD and FDEP regarding the adoption of a minimum pumping regimen at the Mill that assures a separation of the shallow groundwater from all solid wastes on the Mill until a complete closure plan is adopted and implemented.	LaWanda Pemberton, Environmental Consultant	monthly

<p>The Commission should actively participate in the requirements of any Closure Plan for the Mill. If GP chooses to permanently close the Mill and declines repurposing or selling to a third party, it is crucial for the Commission to work with FDEP to assure that the Mill's closure process assures that, among other things, the historical solid waste currently disposed of in unlined areas of the Mill is remediated and properly disposed of, sludges and waste containing contaminants are properly remediated, contamination in and along the Fenholloway River is remediated, asbestos containing and lead based paint waste is remediated, and that a groundwater management and monitoring plan are protective of the environment.</p>	<p>LaWanda Pemberton, Environmental Consultant</p>	<p>monthly</p>
<p>The Commission should engage FDEP to assure that facilities at the site are adequate to capture all process stormwater from the site.</p>	<p>Greg Strong, FDEP</p>	<p>monthly</p>
<p>The Commission should request that FDEP and SRWMD provide it with notice of all future communications and documents relating to the Mill.</p>	<p>LaWanda Pemberton</p>	<p>one time</p>
<p>The Commission should not take any action that gives it an ownership interest of the Mill, without completing appropriate due diligence.</p>	<p>LaWanda Pemberton</p>	<p>monthly</p>
<p>The Commission should engage with the SRWMD to encourage the closure of currently unused groundwater withdrawal and monitoring wells.</p>	<p>Environmental Consultant</p>	<p>monthly</p>

Actions Items from the GP Foley Site Environmental Evaluation

Laura DiBella - Adams and Reese

12-Aug-24

Uncertainties Regarding GP's Future Plans for the Facility.

...The Commission's ability to directly influence its future use is limited. GP has explicitly stated that it will not sell the Mill to another pulp and paper company. There are at least four potential scenarios for the Mill site:

- ☐ **GP Retains Ownership and Repurposes the Mill:** GP maintains ownership of the Mill and repurposes it for other business opportunities. ⁽¹⁾
- ☐ **Production Shutdown:** GP continues to own the Mill but ceases all production at the Mill. ⁽¹⁾
- ☐ **Use Restrictions and Sale:** GP attaches specific use restrictions to the Mill's deed and sells it ⁽¹⁾ to a non-pulp and paper industry. ⁽²⁾
- ☐ **Cellulose Manufacturing Sale:** GP changes course and agrees to sell the Mill to a company specifically for cellulose manufacturing. ⁽¹⁾

It appears that for the next one to two years, GP will continue pursuing Option 1. On May 22, 2024, GP applied to FDEP to modify its existing Title V air permit. The modification involves the restarting of GP's crude tall oil ("CTO") processing unit. Since the Mill is currently closed, this process would involve bringing in soap (a byproduct from the pulp and paper industry) from other facilities, adding a soap unloading station, replacing the existing CTO degasifier, adding a skimming tank, re-purposing two black liquor tanks, and adding a 350-hp natural gas-boiler. The water needs of a CTO operation depend on its size, efficiency, and practice. This operation will require continued industrial wastewater treatment and discharge. [1] If GP continues to pursue this option, it will likely submit modifications to its NPDES permit renewal application and will likely need to modify its treatment system. At that time, the Commission can determine GP's water use requirements. The Commission should determine the extent of its involvement with FDEP and SWRMD based on whether it is satisfied with GP's selected alternative Mill's use. [2]

Action Item: The Commission should continue to engage GP in discussions regarding its future plans for the Mill and whether GP has decided to repurpose the Mill.

Action Item: The Commission should continue to monitor: (1) all permit modification applications to the Mill's NPDES submitted to FDEP and (2) all future modification requests to SRWMD regarding its WUP.

GP's NPDES Permit No. No. FL0000876. GP applied for the renewal of its NPDES permit, No. FL0000876... since GP closed a significant portion of the Mill after filing its renewal application, GP will likely amend that application to reflect the current operations at the Mill. Prior to reissuing GP's NPDES effluent discharge permit, FDEP will provide notice of the draft permit for public comment. Additionally, FDEP makes permit applications available for public review. As discussed above GP's NPDES permit contains many requirements that the Commission should monitor and comment on when FDEP issues its draft permit. For example, the permit should adequately limit discharge of various constituents, contain an updated groundwater management plan based on current conditions, and must protect the bio-integrity for Class III water quality standards. Moreover, due to the likelihood that the level of groundwater will rise due to a significant decrease in the need for groundwater pumping, the NPDES permit should address the possibility of groundwater coming into contact with existing solid wastes located in ponds, lagoons, and waste buried throughout the Mill. FDEP will likely include requirements in the draft NPDES permit to address bio-integrity criterion for discharges to the Fenholloway River. Obviously, those criteria will depend on the requested modifications to the NPDES permit along with the requirements for Class III water and from SRWMD.

Action Item: The Commission should monitor and provide comments on GP's draft NPDES permit renewal during FDEP's public comment period on the draft permit.

Action Item: The Commission should monitor the draft NPDES permit to make sure that it is satisfied with FDEP's requirements aimed at achieving Class III water quality standards and potentially the inclusion of MFLs.

GP's Water Use Permit No. 216141-5. [SEP] SRWMD recently issued GP a new Water Use Permit, valid for 20 years. The permit authorizes the combined withdrawal of 40.5 million gallons per day. SRWMD uses groundwater modeling (The North Florida Model, version 2.0) to evaluate local and regional impacts for individual withdrawals for every permit application. Because SRWMD calibrated its model using historical groundwater levels at the Property between 2014-2021, there is uncertainty how GP's significant decrease in groundwater withdrawal will impact those levels under the Mill. [SEP]

Action Item: The Commission should meet with and encourage the SRWMD to model groundwater impacts based on two situations at the Mill: (1) Groundwater levels resulting from a 10-million gallons per day groundwater withdrawal and (2) the impacts if GP decides not to [SEP] withdraw any groundwater for production in the future. The Commission should initiate discussions with SRWMD and FDEP regarding the adoption of a minimum pumping regimen at the Mill that assures a separation of the shallow groundwater from all solid wastes on the Mill until a complete closure plan is adopted and implemented.

4. Potential GP Closure Plan under Florida RCRA.

If GP determines that it will permanently close the Mill, FDEP will require it to prepare and implement a facility wide closure plan, assuring the cleanup to FDEP standards. The plan will involve various active and passive engineered controls, monitoring of soil, surface water, and groundwater. This plan will also require a stormwater management plan...

Action Item: The Commission should actively participate in the requirements of any Closure Plan for the Mill. If GP chooses to permanently close the Mill and declines repurposing or selling to a third party, it is crucial for the Commission to work with FDEP to assure that the Mill's closure process assures that, among other things, the historical solid waste currently disposed of in unlined areas of the Mill is remediated and properly disposed of, sludges and waste containing contaminants are properly remediated, contamination in and along the Fenholloway River is remediated, asbestos containing and lead based paint waste is remediated, and that a groundwater management and monitoring plan are protective of the environment.

5. FDEP's August 8, 2022 Consent Order.

On August 8, 2022, in a Consent Order with FDEP, GP committed to expanding its stormwater holding capacity to comply with SRWMD's 100-year storm requirements. GP has not met this obligation. The significance of this requirement lies in preventing stormwater that comes into contact with various process equipment and waste from transporting potential contaminants to the soil, surface water, or groundwater. GP's decision to close the facility may impact the need for this requirement.

Action Item: The Commission should engage FDEP to assure that facilities at the site are adequate to capture all process stormwater from the site.

6. Public participation and notice.

Florida has a broad public records law that allows access to most FDEP documents. FDEP has the ability to include a municipality or county on all incoming and outgoing non-privileged documents for a particular site.

Action Item: The Commission should request that FDEP and SRWMD provide it with notice of all future communications and documents relating to the Mill.

7. Ownership of the Mill.

Under the Comprehensive Environmental Response, Compensation, and Liability Act, 42 U.S.C. § 9601 *et seq* (“CERCLA”), property owners or operators of contaminated sites can be held responsible for the cleanup of a site based solely on whether they meet the definition of a “potentially responsible party”...

Action Item: The Commission should not take any action that gives it an ownership interest of the Mill, without completing appropriate due diligence.


8. Unclosed Waterwells.

...GP has yet to close water well No. 1. Additionally, there are likely other production and monitoring wells that remain open but have not been used in several years. Because these open wells are direct conduits to the groundwater and aquifer, there is a risk of contamination from flood events until they are properly closed.

Action Item: The Commission should engage with the SRWMD to encourage the closure of currently unused groundwater withdrawal and monitoring wells.

TAYLOR COUNTY BOARD OF COMMISSIONERS

County Commission Agenda Item

SUBJECT/TITLE: 	Discussion of options and planning for EMS services post contract.
Meeting Date:	10/29/2024

Statement of Issue: January starts the final year of the contract with Century EMS to provide
EMS services within Taylor County. Discussions of options and planning need to begin to ensure no
lapse in service post contract period.

Recommendation: _____

Fiscal Impact: \$ _____ **Budgeted Expense:** Yes No N/A

Submitted By: Dan Cassel

Contact: _____

SUPPLEMENTAL MATERIAL / ISSUE ANALYSIS

History, Facts & Issues: _____

Options: 1. _____

Attachments: 1. Copy of Current EMS contract.

**AGREEMENT FOR AMBULANCE AND EMERGENCY
AND NON-EMERGENCY MEDICAL SERVICES**

THIS AGREEMENT is made and entered into on this 31st day of December 2020, by and between Taylor County, Florida, a political subdivision of the State of Florida, whose mailing address is _____, ("County") and Century Ambulance Service, whose address is 2110 Herschel Street, Jacksonville, Florida 32204.

RECITALS

WHEREAS, the County recognizes that the systematic provision of emergency medical services saves lives and reduces disabilities associated with illness;

WHEREAS, the County also recognizes that it is in the public interest to develop and maintain emergency medical services because such services are essential to the health and wellbeing of the citizens of the County; to that end the County published its solicitation for Request for Proposals to provide privatized emergency ambulance and advanced life support medical services for the entire County;

WHEREAS, in response to the County's solicitation for such services, the County selected the Contractor to provide ambulance and advance life support services. Including health services involving the examination, diagnosis, treatment, prevention, medical consultation and administration for advance life support (herein collectively the "Emergency Medical Services" or "EMS");

WHEREAS, upon being issued a Certificate of Public Convenience and Necessity ("COPCN") for Taylor County, Florida, the Contractor shall operate as a fully licensed ambulance services provider by the Florida Department of Health (the "Department") as required by Florida Statutes section 401.25;

WHEREAS, it is understood and agreed by the Contractor that the County shall pay Contractor a subsidy for providing the Emergency Medical Services under the terms of this Agreement;

WHEREAS, at no cost to the Contractor, the County shall furnish and manage all emergency ambulance dispatch and communications services through the County's communication dispatch center;

WHEREAS, the purpose of this Agreement is to protect and enhance the public health, welfare and safety of the citizens of the County through the establishment of emergency medical services and transportation plans, and to provide for minimum standards for emergency and non-emergency medical services, personnel, vehicles and medical direction;

WHEREAS, the County may lease to Contractor space to house ambulances and other

vehicles necessary to the Contractor's performance of this Agreement; and

WHEREAS, the Contractor represents as follows:

- a. Contractor is authorized to do business in the State of Florida and has all requisite power and authority to carry on its business as contemplated herein; owns, holds, or otherwise controls its property which it will use in the performance of this Agreement; and is otherwise duly authorized to enter into and perform its obligations under this Agreement.
- b. The undersigned representative for the Contractor is duly authorized by the Contractor to enter into this Agreement, and this Agreement has been duly executed and delivered by Contractor through its agent or officer. The Contractor specifically represents that compliance with the terms and provisions hereof shall not: (i) require the further approval or consent of any other party, except as may be provided for by this Agreement; (ii) contravene any existing law, judgment, governmental rule, regulation, or order applicable to or binding on Contractor; or (iii) violate or contravene the charter or bylaws of Contractor or any other Agreement or instrument in existence to which Contractor is a party on the date of this Agreement.
- c. This Agreement constitutes a legal, valid and binding obligation of Contractor, enforceable against Contractor in accordance with the terms hereof, except as such enforceability may be limited by applicable bankruptcy, insolvency, or other similar laws, from time to time in effect, which affect creditors' rights generally.
- d. There are no pending actions or proceedings questioning the validity of this Agreement before any court or administrative agency to which Contractor is a party.
- e. Contractor is fully financially and otherwise capable of performing its obligations hereunder.
- f. During the entire term of this Agreement, the Contractor shall maintain in a current status its licensure as an advanced life support ("ALS") service as required by Section 401.25, Florida Statutes, and all other applicable local, state, and federal laws.

NOW THEREFORE, in consideration of the mutual covenants and promises hereinafter set forth and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties covenant and agree as follows:

I. RECITALS

- A. The above recitals, all of which are true and accurate, are included herein by reference and made a part of this Agreement.

II. DEFINITIONS:

- A. **"Advanced Life Support" or "ALS"** means the treatment of life-threatening and non-life-threatening trauma and medical conditions through the use of techniques, such as, but not limited to, endotracheal intubation, the administration of drugs or intravenous fluids, cardiac monitoring, and cardiac defibrillation by a qualified person, pursuant to Florida law and rules of the Department.
- B. **"Agreement Administrator"** means the County Administrator, or his/her designee. The County Administrator, or his/her designee, shall serve as the liaison between Contractor and the County.
- C. **"Ambulance"** means any vehicle that is designed, constructed, reconstructed, maintained, equipped, or operated for and is used for or intended to be used for land transportation of sick or injured persons requiring or likely to require medical attention during transport.
- D. **"Base Station Physician"** means a physician authorized to practice under Florida Statutes and regulations knowledgeable in the medical protocols, radio procedures and general operating policies of the EMS System, and a person from whom emergency medical technicians and paramedics at any training level, may take medical direction by radio or other remote communication device.
- E. **"Basic Life Support"** means treatment of medical emergencies by qualified persons through the use of techniques, such as patient assessment, cardiopulmonary resuscitation (CPR), splinting, obstetrical assistance, bandaging, administration of oxygen, application of medical anti-shock trousers, administration of a subcutaneous injection using a pre-measured auto-injector or epinephrine to a person suffering an anaphylactic reaction, and other techniques described in the emergency medical technician basic training course through a curriculum of the United States Department of Transportation. The term "basic life support" also includes other techniques which have been approved and are performed under conditions specified by rules of the Department.
- F. **"Basic Life Support (BLS) Level Patient"** means the acuity of the patient requiring interfacility non-emergency ambulance transport is such that the medical director has authorized the care to be managed by an EMT.
- G. **"Contractor"** means Century Ambulance Service, 2110 Herschel Street, Jacksonville, FL 32204
- H. **"County"** means Taylor County, Florida, including all un-incorporated areas and the City of Perry, FL.
- I. **"Default"** means the Contractor's non-compliance with the standards and

performances as defined in this agreement, or other covenants of this agreement.

- J. **"Department"** means the State of Florida Department of Health, its divisions or other state agencies, such as the Agency for Health Care Administration, having jurisdiction over EMS or Ambulance Services.
- K. **"Dispatch"** shall mean the Taylor County Combined Communications Center
- L. **"Disaster"** means an occurrence of a severity and magnitude that normally results in death, injuries, and/or property damage, and which cannot be managed through routine procedures and resources of the EMS system, as declared by Federal, State or County government.
- M. **"Emergency"** means any request for ambulance services received via 911 which may be of a life- or limb- threatening nature and which apparently requires immediate response by an ambulance.
- O. **"Emergency Calls"** are those received via the 911 Public Safety Answering Point(s) (PSAP) or a county emergency management communications center. Contractor is restricted from using EMS resources for non-emergent transport requests not sent through the County PSAP. County acknowledges that certain medical conditions may occur at medical facilities within Taylor County and may use EMS resources to facilitate emergent transports to destinations with higher levels of care. Examples of such conditions may occur when inclement weather occurs restricting air medical services or local hospitals services are unable to treat acute medical conditions like trauma, heart attack, stroke, childbirth, emergency surgery, etc....
- P. **"Emergency Medical Personnel"** means those persons who are First Responders, Emergency Medical Technicians or Paramedics volunteering or working for the Fire Districts/Departments and the Contractor.
- Q. **"EMS"** means emergency medical services.
- R. **"EMS System"** means the comprehensive coordinated arrangement of resources and functions to respond to medical emergencies and provide emergency and non-emergency ambulance service.
- S. **"Emergency Medical Technician"** (EMT) means a person who is certified by the Department to perform basic life support pursuant to Florida Statutes.
- T. **"Emergency Medical Technician-Paramedic"** (EMT-P) means a person who is certified by the Department to perform all ALS procedures.
- U. **"Fair Market Value (FMV)"** shall be the value agreed to by the parties and if the parties cannot agree then the value as established by an independent appraiser

agreed to by the parties. If the parties cannot agree on an appraiser, then an appraisal shall be appointed by a court of competent jurisdiction in Taylor County, Florida.

- V. **"First Responder"** means any person, Fire Department vehicle, police vehicle or non-transporting ambulance capable of providing appropriate basic or advanced first responder service, under the first responder program approved and administered by the Medical Director.
- W. **"Fuel"** means diesel fuel or gasoline used for ambulances in furtherance of emergency services.
- X. **"High Performance (ALS) EMS System"** means those systems, which are clinically effective, provide response time reliability and cost effectiveness simultaneously.
- Y. **"Initial Coverage Plan"** means that plan to deploy Contractor resources during the first 120 days of operation to specific locations on an hour by hour, day by day basis to achieve the response time requirements.
- Z. **"Long Distance Transport"** means any transport originating in the County and terminating at a destination other than Taylor County and any transport originating from other than Taylor County and terminating in the County.
- AA. **"Medical Director"** means the licensed physician (or his/her designee) selected by the County, City or Contractor as herein provided who serves and carries out the duties as described in, but not limited to Section III.A. Said physician provides medical supervision, including appropriate quality assurance.
- BB. **"Medical Protocol"** means any diagnosis-specific or problem oriented written statement of standard procedure, or algorithm, promulgated by the Medical Director as the medically appropriate standard of out-of-hospital care for a given clinical condition.
- CC. **"Medical Priority Dispatch System (MPDS)"** means that system to prioritize incoming medical calls as outlined by the National Academy of Emergency Dispatch.
- DD. **"Minor Infractions"** means those individual instances of non-compliance with the Contractor performances (e.g. response time to a single incident) required throughout the agreement.
- EE. **"Mutual Aid Agreement"** means a written agreement between one or more providers of emergency medical services whereby the signing parties agree to lend aid to one another under conditions specified in the agreement and as approved by the Medical Director as to quality of care and medical accountability.

- FF. **"Non-Emergency"** means any request for ambulance transport service for a patient, which is not an emergency request.
- GG. **"Off-line Medical Control"** means the provision of prospective and retrospective medical direction services provided by the Medical Director.
- HH. **"On-line Medical Control"** means the provision of interactive medical direction during an EMS assignment by the Medical Director or other authorized physician.
- II. **"Out-of-chute"** means the elapsed interval between ambulance alert and the time the ambulance is en-route to the scene.
- JJ. **"Patient"** means an individual who is either ill, sick, injured, wounded, helpless or otherwise incapacitated, and who is in need of, or is at risk of needing, medical care or assessment during transportation to or from a health care facility, and who is reclining or should be transported in a reclining position.
- KK. **"Permit"** means that document required to be obtained by (a) the County Ambulance Service Contractor, (b) each emergency medical personnel, and (c) for each ambulance.
- LL. **"Person"** means and includes any individual, firm, association, partnership, corporation, or other group or combination acting as a unit.
- MM. **"Preceptor"** means that person authorized by the Medical Director to serve an instructor within the system.
- NN. **"Priority"** means the assigned call priority number (i.e. Priority A, B, C, D, E, or O) of all requests for an ambulance, which are received by Dispatch at the time of the conclusion of receipt of a request for ambulance service. Such priorities shall be assigned at the time the call is received by Dispatch, pursuant to telephone algorithms and priority dispatch protocols approved by the Medical Director.
- OO. **"Response Time (Ambulance)"** means the actual elapsed time between conclusion of receipt of notification (e.g. address, callback number and presumptive designation) by the Contractor from Dispatch that an ambulance is needed at a location and the actual arrival of an ALS ambulance staffed and equipped to operate as an ALS ambulance unit under Florida regulations at the designated location within the service area.
- PP. **"Response Time (First Responder Unit)"** means the actual elapsed time from the receipt of request for first response service from Dispatch until the actual arrival of the first response unit at the designated location.
- QQ. **"Response Time Clock"** means the computer aided dispatch system's internal clock measuring response times and other time intervals.

- RR. **"Response Time Standards"** means non-emergency/inter-facility call responses: Contractor will use best efforts to ensure that all non-emergency calls are answered without undue delay.
- SS. **"Senior Crew Member"** means that person among the certified personnel assigned to an ambulance, not the driver, who is a certified EMT-paramedic designated as the person in command of the ambulance.
- TT. **"Service Area"** means that area which is contained within the boundaries of Taylor County, Florida.
- UU. **"Special Event"** means any public event located within the Primary Service Area for which ambulance service is arranged in advance, and for which an ambulance (or ambulances) is hired directly by the sponsor of the event, and for which a fee for transport may or may not be charged to the patient.
- VV. **"System Standard of Care"** means the written body of standards and policies governing clinical aspects of the EMS system. As used in this context, System Standard of Care is a comprehensive term including:
- a. Input standards (e.g., personnel certification requirements, in-service training requirements, equipment specifications, on-board inventory requirements, and other requirements, which the system must fulfill before receipt of a request for service);
 - b. Performance standards (e.g., priority dispatching protocols and pre-arrival instructions, medical protocols, standing orders, response time standards, and other performance specifications describing how the system should behave upon receipt of a request for service);
 - c. Outcome standards (e.g., target survival rates for certain narrowly defined presenting problems or presumptive diagnoses, such as witnessed cardiac arrests involving patients whose medical histories meet defined criteria). Outcome standards are results the system intends to achieve by meeting its input and performance standards.

III. OPERATIONAL REQUIREMENTS

A. CONTRACTOR'S OBLIGATIONS

1. The Contractor shall furnish all Ground Emergency Ambulance services for the entire population of Taylor County, including all incorporated and unincorporated areas.
2. The Contractor shall be the County's exclusive ground Emergency Ambulance Contractor.
3. All Contract Ambulance services shall be provided at the EMT-Paramedic level.
4. The Contractor shall designate and reserve not fewer than three (3) Ambulances to be available to respond to Emergency Calls at all times.
5. The Contractor shall operate an EMS division within Taylor County separate

and apart from its Non-Emergency operations; the EMS unit designated by this part shall operate as a standalone division and shall not be used by the Contractor to satisfy Non-Emergency or Special Event obligations owed by or undertaken by the Contractor for third parties.

6. The Contractor understands and agrees that periodic increases in demand for EMS response to Emergency Calls may require additional units to meet the response time requirements established by this Agreement. To the extent such surge conditions should arise from time to time the Contractor shall not be precluded from drawing or utilizing resources as needed from its non-emergency division.
7. The Contractor may furnish, upon request, stand-by Special Events coverage, limited long-distance transfer service, reasonable mutual aid services, and special contract services, and communication services through its Non-Emergency operations.
8. The Contractor shall furnish stand-by coverage for all structure fires consisting of not less than one ALS unit. The responding ALS unit shall respond to the scene commander.
9. Failure to provide no fewer than the minimum number of ambulances required under this part shall be an event of material breach and shall entitle the County to terminate this Agreement upon giving thirty (30) days' notice of said material breach.

B. COUNTY DISPATCH RESPONSE PRIORITY PROTOCOLS

County and Contractor agree to meet and develop mutually agreeable dispatch protocols consistent with current industry standards.

C. RESPONSE TIME PERFORMANCE, RELIABILITY AND MEASUREMENT METHODS

1. Response Time shall be calculated as a function of dispatch operations and field operations. Because this Agreement is performance-based, the County shall not unreasonably limit the Contractor's flexibility in the methods of providing EMS service other than the requirements described herein. It is the intent of the County to use a fractal method for measuring response time under this Agreement.
2. The County expressly reserves the right to periodically review and approve the Contractor's deployment plans. The parties shall coordinate their efforts to ensure Contractor is conforming at all times to the Response Time Standards herein.
3. An error on the Contractor's part in a single phase of its operation shall not serve as a basis for an automatic exception to the Contractor's performance in another phase of its operations.
4. Appropriate Response Time performance is the result of a coordinated effort of the Contractor's total operation and therefore it is solely the Contractor's responsibility to coordinate the Contractor's operations.
5. The Contractor shall not be held responsible for a failure to meet Response Time Standards if the reason for said failure is clearly attributable to a failure on the part of the County Combined Communications Center, as determined by the

Agreement Administrator.

6. Fractile Response Times shall be measured in minutes and integer seconds and shall be "time stamped" by the County-provided computer aided dispatch system.
7. Fractile Response Time Requirements – Zones
 - a. Urban, within eight (8) miles of designated locations
 - Zone I designated locations
 - Hampton Springs Ave. and Jefferson Street – Perry
 - 9th St. NE and 1st Ave. S. – Steinhatchee
 - For each response zone the contractor requirements shall be 10 minutes
 - b. Rural (areas beyond 8 road miles of zone I designated locations)
 - For each response zone the contractor requirements shall be 15 minutes
 - c. Remote (areas beyond 16 road miles of zone I designated locations)
 - For each response zone the contractor requirements shall be 20 minutes

Exemptions

- Response times outside of contracted service area
- Responses where service was cancelled while responding
- Responses with extenuating circumstances

8. Fractile Response Time Measurement Methodology.
 - a. Time intervals: System Response Time shall be measured from the time the call is dispatched until the first arriving transport capable ambulance is on scene. System Response Time includes the County Combined Communications Center call processing component and the Contractor response time component. Contractor performance shall be judged based upon the "Dispatched to Arrival" time interval.
 - b. For the purposes of the Agreement, the Contractor's Emergency Response Time shall be measured from the time that the Contractor is notified by radio, telephone, data link or other means that its services are required at a particular location until arrival at the incident location by the Contractor's first ALS Ambulance. The time stamp that will be used is the time the vehicle is assigned by the dispatch center. The indicator is referred to as a "dispatch" in the computer aided dispatch (CAD) system.
 - c. Arrival at an incident location means the moment an Ambulance crew notifies the County's Combined Communications Center that it is fully stopped at the location where the Ambulance shall be parked while the crew exits to assist the Patient. In situations where the Ambulance has responded to a location other than the scene, such as a staging area in cases involving hazardous materials or violent crime, arrival at an incident location shall be the time the Ambulance arrives at the proper staging location. The Medical Director may require the Contractor to log the time the patient is first contacted by the Contractor's personnel for medical research purposes; however, arrival time shall not be measured for purposes of Response Time

under this Agreement.

- d. If an Ambulance fails to report upon its arrival at the incident location, then time of the next communication between the Combined Communications Center and that Ambulance following arrival on scene shall be used for measurement purposes. Contractor understands and agrees that failing to timely report arrival at an incident location will result in a longer response time than would have resulted with proper reporting. This provision shall not preclude the Contractor from appealing to the County's Agreement Administrator for any reasonable exception.

9. "Turn Arounds" and Canceled Response Calls

a. From time to time circumstances may cause changes in call classification. Response Time calculations for determination of compliance with Agreement standards for Non-compliance will be as follows:

- i. Reassignment enroute: Once dispatched, only the Combined Communications Center can reassign an Emergency Ambulance in accordance with approved medical protocols.
- ii. If an Ambulance is reassigned enroute prior to arrival on scene, then the Response Times for the original call and reassigned call may be afforded an exception.
- iii. Diversions of an enroute ambulance to a different call may occur when the ambulance is the closest unit to a higher priority call.

b. The Contractor may determine to cancel response to a call prior to arrival on scene in accordance with approved medical protocols if provided with supplemental information from First Responders on scene or the Combined Communications Center. If an assignment is canceled by the caller prior to arrival on the scene of the Emergency Ambulance, the Contractor's compliance shall be calculated from enroute time to time of cancellation.

10. Contractor shall not be held accountable for Emergency Response Time compliance for assignments originating outside the defined limits of the Service Area. Responses to requests for service outside the Service Area will not be counted in the total number of calls used to determine compliance for the County Response Times.

11. Each incident shall be treated as a single response regardless of the number of units utilized by the Contractor to respond. Only the Response Time of the first-arriving ALS Ambulance shall be counted.

12. The Contractor shall implement protocols to provide for backup capacity, or reserve production capacity to increase production should a temporary system overload persist. However, it is understood and agreed that from time to time unusual factors beyond the reasonable control of the parties may affect the achievement of Response Times Standards. These unusual factors include unusually severe weather conditions, mass casualty incidents requiring three or more ambulances, or disasters as declared by a unit or units of government. Notwithstanding the fact of any of the foregoing occurrences, all exceptions hereunder shall require written approval of the

County's Agreement Administrator. Said approval shall not be unreasonably withheld.

- a. If the Contractor feels that any response or group of responses should be excluded from the calculation of Response Time due to factors beyond the Contractor's ability to reasonably control, the Contractor must provide detailed documentation as to each such response to be excluded, including the date and time of the call and the reason or reasons for the request. All documents shall be provided to the County Agreement Administrator. Requests must be in writing and received by the County Agreement Administrator within 96 hours of the incident time. Should the Contractor dispute the County's decision to reject an exception request, then the Contractor may appeal the County's decision to the County Administrator in writing within five (5) days of the receipt of Response Time calculations summary. The County Administrator's ruling shall be final and binding, and Contractor hereby irrevocably waives any appellate remedies that might exist but for this Agreement.
 - b. Equipment failure, traffic congestion, Ambulance failure, or other similar causes relating to human error shall not constitute grounds for an exception.
13. Isolated instances of individual deviations of Response times are considered instances of minor non-compliance with the Agreement. Not meeting Response Time Standards for at least 90 percent of measured calls in any one month shall constitute major non-compliance with this Agreement. However, financial penalties shall not be imposed until after the conditions of III-B are met.
- i. Provider shall provide County with timely reports of compliance every month for the previous month. Reports shall be provided to the County by the 10th of every month so that timely notification of compliance or non-compliance occurs.
 - ii. County shall notify contractor within 30-days of receiving performance report if any penalties are due or to be subtracted from the subsidy.
 - iii. Penalties

Failure of the Contractor to meet response time requirements will result in a deduction from the monthly subsidy.

Percentage of Response within parameters

90-100	No Penalty
80-90	\$2,500 per month
75-80	\$5,000- per month

Less than 75

\$10,000 per month and contract
review for possible termination

*Three or more occurrences of less than 75% within a rolling 12-month period may result in a contract review for possible termination

D. VEHICLES AND EQUIPMENT

Except as provided herein, the Contractor is required to provide and maintain all Ambulances, support vehicles, on-board medical supplies and equipment.

1. Equipment

All equipment and medical supplies utilized by Contractor shall meet or exceed the minimum requirements established by the Medical Director and Federal and State requirements for ALS ambulances. The intent of this provision is that Contractor has adequate reserve equipment to service the County.

2. Ambulances

- a. Ambulances furnished under this agreement shall be Type I, Type II, or Type III; shall be in good condition; and shall meet or exceed the then- prevailing standards as established from time to time by the State of Florida. New or replacement ambulances shall meet the equivalent standards at the time the ambulance is placed into service.
- b. The Contractor shall provide an annual listing of all Ambulances (including reserve ambulances) used in the performance of this Agreement, including registration, vehicle identification numbers, and mileage.

3. Ambulance, Vehicle and Equipment Maintenance

- a. The Contractor shall be exclusively responsible for maintenance of all Ambulances, support vehicles, and on-board equipment used by the Contractor in the performance of its work. All Ambulances and equipment used in the performance of the Agreement shall be maintained in a clean and orderly condition at all times. Any Ambulance, support vehicle, or piece of equipment with any deficiency that may reasonably compromise its full function under emergency conditions shall be immediately removed from service until such time as it is repaired or replaced.
- b. The appearance of all Ambulances and equipment must be maintained in a clean and undamaged condition. Ambulances or equipment with cosmetic damage to more than 20% of the ambulance shall be removed from service and repaired before returned to service.
- c. The Contractor shall implement an Ambulance maintenance program to achieve the highest standard of reliability appropriate to a modern paramedic level Ambulance service. The Contractor shall employ appropriately trained personnel in the maintenance and repair of

Ambulances, develop and implement standardized maintenance practices, and incorporate a thorough and reliable record keeping system. The Contractor shall at all times make every effort to comply with or exceed the maintenance standard as outlined in Standards-Accreditation of Ambulance Services published by the Commission on Accreditation of Ambulance services.

- d. Costs of replacement, maintenance, or repairs to Ambulances, Vehicles or Equipment shall be the sole obligation of the Contractor and shall not be invoiced or submitted for reimbursement to the County.

4. Personal Safety Equipment

Personal safety equipment shall be provided for all of Contractor's employees in accordance with federal or state standards as applicable from time to time. It shall be the Contractor's responsibility to maintain or replace any personal safety equipment required for the performance of the Agreement. Contractor represents and agrees that it is obligated to remain at all times up to date and in compliance with federal or state safety requirements.

E. COMMUNICATIONS SYSTEM MANAGEMENT

1. The Contractor is required to utilize the County's Combined Communications Center for dispatch. Upon receiving written approval from the County, the Contractor may locate one of Contractor's employees at the Center for dispatch and tracking purposes, at the Contractor's expense. The employee so designated and approved by the County shall have access to the Center twenty-four hours per day, seven days per week. The Contractor's employee shall meet or exceed all requirements and certifications required of County employees assigned to dispatch duties at the Center.
2. Dispatch services for Emergency responses originating through the 911 system shall be provided by the County at no cost to the Contractor.
3. The County shall furnish and manage emergency Ambulance dispatch and communications services, including a dispatch and medical communications facility, sufficient to handle all requests for emergency Ambulance service within the Service Area. Such service shall include, but is not limited to, provision for dispatch personnel, equipment, acquisition and maintenance of necessary equipment, in-service personnel training, quality improvement monitoring, purchasing and inventory control and related support services. Contractor shall take no role or responsibility for the components of the County's communications systems. Contractor shall, however, furnish all equipment to its ambulances, support vehicles, facilities and employees as necessary to communicate with the Combined Communications Center including, but not limited to, radios, MCTs and pagers.

F. DATA AND REPORTING REQUIREMENTS

1. Contractor shall complete, maintain, and provide copies of its records

including those records reflecting:

Each request for service dispatched to the Contractor;
Equipment failures;
Vehicle maintenance histories;
Patient accounts, subject to restrictions on such data as may be provided bylaw;
Deployment planning;
Continuing education and certification as well as documents reflecting training compliance;
State Inspections by Florida Department of Health.

2. Contractor shall provide to the County, within ten (10) days following the first business day of each calendar month, reports detailing the Contractor's performance during the preceding month. Reports shall reflect the Contractor's performance of clinical, operational, and financial duties imposed by this Agreement. The Contractor shall rely upon the County to provide operational reports reflecting Response Time from the CAD system. Response Time compliance and customer complaint resolution shall be reported not less than monthly for the duration of this Agreement. Other items to be reported shall be upon the County's reasonable request and in a format to be approved by the County.
3. Contractor shall enter into a standard HIPAA Business Associate Agreement (Attachment 3) with County, designating the County as a Covered Entity to provide for the protection of the privacy and security of Health Information.

G. INTEGRATION OF FIRST RESPONDERS

The Contractor shall foster an integrated First Response program with all Fire Departments within Taylor County and shall, at minimum, provide the following:

1. The Contractor will designate the Education and Community Outreach Manager as the designated First Responder Liaison. This person will be responsible for serving as the key interface between the Contractor and all First responder agencies on all issues, including training programs, community education, quality improvement, inquiry resolution, and any other First Responder related matters.
2. The Contractor shall restock in a timely fashion all disposable supplies used by the First Responders agencies in the treatment of patients.
3. The on-scene management of an emergency incident and the structure and organization of responding resources within a standard hierarchy shall be governed by this Agreement. All resources, including resources provided by the Contractor, are subject to the direct orders and assignments of the incident commander and sector officers in order to affect the timely and orderly

mitigation of any emergency.

H. SPECIAL EVENTS COVERAGE

The Contractor shall, upon written request by the Taylor County School Board, provide dedicated stand-by coverage, one ambulance, for all varsity home football games played within the Service Area, at no charge to Taylor County or the Taylor County School District. Any additional services made available by the Contractor to the School District shall be extrinsic to this Agreement.

The Contractor may, at its sole discretion, accept and make available additional services for Special Events separate from this Agreement and subject to separate service agreement, at the request of the County or any third-party entities or persons within the Service Area. Such extrinsic services and separate agreements will not require notice or additional approvals from the County, except as otherwise required by law.

I. COMMUNITY EDUCATION/ ACCESS EDUCATION REQUIREMENTS

The County desires that the Contractor take significant steps to improve prevention and system access through community education programs to be provided to the school system and civic groups. The Contractor shall take reasonable steps to facilitate such programs within the County in collaboration with other public safety and EMS related groups including but not limited to the American Heart Association, the American Red Cross and the County Fire Department.

1. Disaster Drill Preparedness.

- a. As requested by the Chief of the Taylor County Fire Department or the Taylor County Sheriff, the Contractor shall participate in all disaster drills conducted by County agencies.

I. PARTICIPATION IN SYSTEM DEVELOPMENT

The parties understand and agree that further development and improvement of the EMS system within the County and across the region will be necessary to enhance disaster response and mutual aid programs. The County participates with a variety of EMS related boards and committees. The Contractor shall support the County's efforts in enhancing these relationships through the Contractor's participation alongside the County.

J. DISASTER ASSISTANCE AND RESPONSE

The Contractor shall be actively involved in planning for and responding to any disaster declared by any governmental entity with jurisdiction within the State or County. Disaster coordination shall be facilitated by and with the County Emergency

Management Director. The parties shall develop a "mass casualty incident" plan and an "emergency disaster" plan following incident command system guidelines provided by the County. The Contractor's supervisory personnel shall each complete incident command training and hazardous materials training. The Contractor's participation shall include training, drills and exercises.

In the event a disaster occurs within the County, or in the event the County directs the Contractor to respond to a disaster in a neighboring jurisdiction, normal operations shall be suspended, and the Contractor shall respond in accordance with the County's disaster plan. The Contractor shall use its best efforts to maintain primary Emergency services throughout any disaster response period. During the period of the disaster performance requirements for Response Times will not be reviewed by the County and no penalty for non-compliance shall be imposed by the County upon the Contractor.

Additional and direct costs resulting from the performance of disaster services that are determined to be non-recoverable from third parties may be invoiced for payment by the County according to fees schedules consistent with then-current Federal or FEMA guidelines. Invoices for uncovered costs incurred in disaster response shall not include any cost for maintaining normal levels of service under this Agreement during the disaster. Incurred costs shall be paid by the County only to the extent the County obtains relief through Federal or State agencies.

K. DISASTER MANAGEMENT CAPABILITIES

In the event of a disaster as declared by a governmental agency, the Contractor will integrate its delivery of services with the County's Comprehensive Emergency Management Plan, and provide no less than:

- a. Around-the-clock staffing of the Emergency Operations Center ESF 8;
- b. If requested by the County, staffing for the Emergency Operations Center's infirmary with at least one medically trained person;
- c. If requested by the County, around-the-clock ambulance stand-by services at the County's special needs shelter;
- d. As requested by and in cooperation with the County, assistance with post-disaster inspections of homes of special needs patients prior to returning them to their homes;
- e. If requested by the County, Ambulance "strike teams" assembled using assets from other Contractor-owned facilities or operations.

L. DEPLOYMENT PLANNING AND INITIAL PLAN

During the first 120 days of operations, the Contractor shall be excused from meeting the performance standards provided herein. During these first 120 days, the Contractor will work with the Taylor County Communications Director to develop system deployment plans and strategies that will optimize unit availability.

M. HANDLING SERVICE INQUIRIES AND COMPLAINTS

The Contractor shall log and report to the County all inquiries and service complaints. The Contractor shall provide prompt response and follow-up to such inquiries and complaints and document those responses for the County's periodic review as provided herein. Such responses shall be retained and reported with appropriate attention paid to patient confidentiality.

The Contractor shall on a monthly basis submit to the County a list of all complaints received and their disposition, status, or resolution. Copies of any inquiries and resolutions of a clinical nature shall also be referred to the Medical Director within twenty-four (24) hours of the Contractor's receipt of same.

IV. CLINICAL AND EMPLOYEE PROVISIONS

A. MEDICAL OVERSIGHT

The Contractor shall employ its own Medical Director necessary to providing services under this Agreement. Duties of the Medical Director employed by the Contractor shall:

- a. Establish a uniform and appropriate standard of care, as defined herein
- b. Subsequently enhance the standard of care by incorporating advancements, which become known and available from time to time, or to correct defects in the system standard of care discovered as a result of quality improvement programs. However, no change shall be made in the system standard of care which results in a standard that is less than or in contravention of the minimum standards required by the laws of the State of Florida
- c. Review and approve local medical control standards and requirements including, if required, written and practical tests for EMS personnel providing care under the Medical Director's authority in accordance with the then-current System Standard of Care. Personnel subject to these requirements may include:
 - Persons receiving telephone requests for ambulance services;
 - First Responders;
 - Ambulance personnel;
 - Field training personnel; and
 - Online medical control physicians.
- d. Administer the approval, testing as required, and authorization of EMS system personnel, and establish and promulgate written guidelines in connection therewith.
- e. Develop guidelines for online medical control, transport destination policies, and use of air medical services in support of the EMS system's mission.
- f. In cooperation with the County and the Contractor, develop standards applicable to on-board equipment used in the delivery of First Response services and emergency ground ambulance services within the Service Area.

Such standards may be approved by the Medical Director and the County Administrator only following consideration of a fiscal impact statement.

- g. No less frequently than once every three months, report to the County Administrator on the clinical aspects of the quality of care and the Response Time provided by the Contractor and First Response agencies.
- h. Report once each year, in writing, to the County Commission on the quality of care and Response Time performance being provided by all components of the EMS system.
- i. Monitor all aspects of system performance including clinical quality of care and verification of Response Time performance reported by First Responders and the Contractor.
- j. Attend meetings of local medical societies, and represent the EMS system at appropriate EMS meetings, seminars, and conferences in order to stay abreast of developments in emergency medical care.

1. Medical Protocols

The Contractor shall comply with Medical Protocols and other requirements of the system standard of care as established by the Medical Director. Current Medical Protocols will remain on file at the Office of the County Administrator.

2. Direct Interaction with Medical Control

Field and communications personnel shall interact directly with the system's medical leadership on all issues related to Patient care. This personal professional responsibility is essential.

3. Medical Review and Audits

The goal of the medical audit process is to improve Patient care by providing feedback on system and individual performance. If the audit process is to be positive, it routinely must produce improvement in procedures, on-board equipment, and medical practices. It is the Contractor's responsibility to operationalize this corrective feedback.

The Medical Director may require that any Contractor employee attend a medical audit when necessary. Employees, at their option and expense, may attend any audit involving any incident in which they were involved that is being formally reviewed, but must maintain the confidentiality of the medical audit process. Attendance of every certificate holder involved in a case being reviewed shall not be required unless directed by the Medical Director.

4. Clinical Quality Assurance Goals

The Contractor shall have responsibility for each of the following quality assurance activities:

Prospective

- a. All of the Contractor's employees shall be oriented to and comply with

- the Contractor's system quality assurance program.
- b. Field personnel shall attend related medical training and continuing education sessions on a regular basis, the frequency of which shall be governed by the Contractor's program.
 - c. The Contractor's quality assurance program will interface with other such programs implemented by other jurisdictions and providers in Florida.
 - d. The Contractor will regularly review and revise quality assurance policies as necessary under the direction of the Contractor's senior management team, with oversight by the Contractor's Medical Director.

Concurrent

- a. The Contractor shall employ paramedics to serve as Field Training Officers, Operations Supervisors, and Field Supervisors to provide ongoing evaluation of field personnel. The Operations Manager will serve as a field coach and mentor for post-incident review.
- b. The Contractor shall monitor and evaluate field and medical control communications.
- c. Field personnel shall have the opportunity for continuing education and skill improvement. Field Training Officers will work with other field personnel to help improve performance.

Retrospective

- a. The Contractor shall ensure peer review of all patient records will be assessed for compliance with agency policy, medical protocols, standards of care, and quality issues which may be identified by the Contractor from time to time.
- b. The Contractor's management will recognize, reward, and encourage positive provisions of Patient care.
- c. The Contractor, through the Operations Manager, Supervisor, or the Medical Director, shall intervene with field personnel whose performance does not meet the Contractor's performance expectations.
- d. The Contractor shall complete an audit of any transport where an invasive skill is performed to ensure continued provision of quality care.
- e. The Contractor shall assist the EMS community as requested with research projects or focus audits.
- f. The Contractor shall routinely publish or provide feedback to field personnel and other EMS system participants regarding its quality assurance findings.

B. TRANSPORT REQUIREMENT LIMITATIONS

1. Destinations

Contractor shall be required to transport Patients from all areas of the Service Area, to appropriate medical facilities in accordance with all Medical Control Destination Protocols.

2. The Contractor shall provide to the County a detailed summary on a quarterly basis of patient transport data to include patient pickup location, receiving facility, and number of miles charged.

C. MINIMUM CLINICAL LEVELS AND STAFFING REQUIREMENTS

All Ambulances rendering emergency services under this agreement shall be staffed and equipped to render paramedic level care. All paramedic attendants shall be cleared to render all ALS procedures provided according to medical control protocols. The paramedic shall be the primary caregiver for all emergency patients and shall accompany all patients in the back of the Ambulance during patient transport except as may be permitted in accordance with medical control protocols.

Emergency Ambulance Staffing Configuration:

The contractor is required to staff not fewer than one (1) EMT-P and one (1) EMT on any ambulance responding to an Emergency Call.

Any ALS First Response unit shall be staffed by at least one (1) EMT-P cleared to perform all ALS procedures provided in accordance with medical protocols.

Personnel will be appropriately certified by the State of Florida at their level of qualification and will be specifically authorized by the Medical Director in accordance with Medical Control policies. The Contractor will provide paramedic supervision within Taylor County. The supervisor on duty shall not be a part of an ambulance crew. The supervisor on duty shall be the lead administrator in charge. The supervisor shall be available to serve as an interface with the County's Combined Communications Center, provide posting of ambulances, respond to customer service issues, respond to emergency calls, provide incident command support and perform other tasks as assigned or as necessary during the shift.

D. CHARACTER COMPETENCE AND PROFESSIONALISM OF PERSONNEL

The Contractor generally requires and strongly strives for professionalism and courtesy in both the conduct and appearance of Contractor's employees at all times. The Contractor will endeavor to promptly address and correct any departure from this standard of conduct upon receipt of a complaint from the County.

All persons employed by the Contractor in the performance of work are expected to be competent and holders of appropriate licenses and permits in their respective professions.

E. DISCRIMINATION NOT ALLOWED

During the performance of this Agreement, the Contractor agrees that it will comply with all applicable provisions of federal, state and local laws and regulations prohibiting discrimination. Specifically, Contractor warrants that it will fully comply with Title VI and VII of the Civil Rights Act of 1964, as amended, the Americans with Disabilities Act (ADA), and all other regulations promulgated thereunder. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, disability, national origin, sex, or age. Contractor will take affirmative action to ensure that employment is offered and that employees are treated during employment without regard to their race, religion, color, disability, national origin, sex, or age. Such action shall include but is not limited to the following: employment, upgrade, demotion or transfer; recruitment or recruitment advertising; lay-off or termination; rates of pay or other forms of compensation; and selection, including apprenticeship.

V. FINANCIAL AND ADMINISTRATIVE PROVISIONS

A. TERM AND RENEWAL PROVISIONS

The initial term of the Agreement shall be for a period of five (5) years beginning January 1, 2021. This provision shall not be construed in any manner to require either party to renew this Agreement beyond the initial 5-year period. This provision shall not be construed to limit or preclude the County from negotiating for and extending this Agreement in its sole discretion.

B. METHODS AND FORM OF COMPENSATION

The following are the specific types of compensation available to the Contractor through this Agreement:

1. Market rights

The County, except as otherwise outlined in these specifications, shall utilize the Contractor exclusively for the performance of Emergency Ambulance services within Taylor County

2. User fees

HCPCS Code	A0425	A0426	A0427	A0428	A0429	A0433	A0426
Description	Loaded Mileage	ALS1 Non E	ALS1 E	BLS Non E	BLS E	ALS 2	SCT
Amount	\$21/mile	\$ 795.00	\$1,136.00	\$ 742.00	\$957.00	\$1,643.00	\$2,000.00

Treatment and no ground transport \$300

The pricing chart reflects non-contract pricing and does not reflect the particular fee arrangements stemming from contractual allowances that

Century currently has in place with the prevailing insurance providers (or may have in the future). Request for Fee increases must be submitted to the BOCC for approval at least 45 days prior to implementation. The Contractor shall have the right to raise its usual and customary rates 3% per annum to account for annual CPI increases without the approval of the BOCC.

3. Insurance

- a. At all times during the term of this Agreement, the Contractor shall exercise best efforts to maintain in-network provider relationships with Blue Cross/Blue Shield and United Health. The County acknowledges that under the terms of this Agreement, the Contractor, in the normal course of business, may engage in contractual negotiations at any time with any commercial insurance provider. The Contractor's inability to consummate an in-network provider contract with a given commercial insurance provider does not constitute a breach of this Agreement.
- b. The Contractor agrees not to balance bill in excess of contractual allowances with insurance carriers. For citizens who can show they do not have any form of insurance and also have a financial hardship, Contractor will extend a minimum of 20%, and up to 50% discount off of prevailing usual and customary rates and will work with citizens on a payment plans to further help any burden. Contractor shall offer 3-6-month payment plans in such circumstances.

4. Subsidy

County recognizes that the volume of transports does not adequately cover the costs associated with running its EMS system. County agrees to pay Contractor \$68,086 per month payable on the 1st of each month. If there is a significant economic factor, such as a recession, the County agrees to negotiate with the Contractor for an increase in the subsidy it pays monthly to the Contractor.

Non-payment of Subsidy by the County is a serious impairment in the ability of the Contractor to provide its services and represents a default of the agreement by the county. County may cure the default within 30 days from the time the default occurred.

5. First Responder Assistance

The Contractor shall have the benefit of ALS level First Responder services where available and basic first response for life-threatening calls throughout the County.

6. Communications Infrastructure

The use of the County's Emergency Communications/EMS Dispatch Center infrastructure is provided at no cost to the Contractor for 911 related Emergency Transports.

7. Grants

The County agrees to cooperate with Contractor to apply for any and all grants that may be available for the enhancement of ambulance services within the County, provided; however, this shall be at no cost to the County.

C. USER FEES AND USER FEE REGULATION PROCESS

1. User fee increase

Fee increases must be submitted to the BOCC for approval at least 45 days prior to implementation

2. Annual renegotiations of certain factors permitted

The County understands that certain economic variances occur beyond the control of the Contractor. It is the County's intent to reduce the risk of economic loss to the Contractor for these factors as much as possible. The County considers all factors related to labor and equipment to be within the control of the Contractor, and therefore no negotiated annual cost increases other than as provided in section V-B(2) above for those factors shall be allowed.

The County shall allow negotiated cost increases to the extent of documented increases in the Contractor's actual costs of production directly resulting front increases in prices paid by the Contractor for major changes in the standard of care (consistent with industry practice and as may be approved by the County), or federal or state regulatory requirements which increase the Contractor's production costs. County shall also allow negotiated user fee increases in the event that there are substantial changes in federal reimbursement policy, which materially adversely affect the Contractor's operation. User fee increases to offset negotiated production cost adjustments shall be allowed on a prospective basis only and shall not be allowed retroactive.

Should the County and the Contractor reach an impasse in negotiated rate increases, as outlined in this section, either party may require that the matter be submitted to non-binding mediation in Taylor County, Florida or a state court of competent jurisdiction in Taylor County, Florida.

VI. BILLING SYSTEM PROFESSIONALISM

1. The Contractor shall conduct all billing and collection functions for the

EMS system in a professional and courteous manner. The Contractor shall not unduly pressure those Patients who legitimately cannot pay.

2. Prior to the start date of this Agreement, the Contractor shall provide its then current billing and collection policies and procedures to the County, including sample invoices, reminders, telephone collection methods, and handling of accounts turned over to collection. Policies about acceptance of assignment and write off should be specifically addressed. As these policies are amended by the Contractor, the Contractor shall ensure the County receives updated copies of the policies inclusive of amendments or changes. Policies shall include not less than the following:
3. Local Access Phone Support. The Contractor shall supply a unique local phone number for billing inquiries from Patients and third-party payers. Should the Contractor elect to manage its account receivables from a location other than the metropolitan area, a local access number still must be provided.
4. On-Scene Collections Prohibited. For services provided within the Service Area, the Contractor shall not engage in on-scene collections for local services. "On scene" for purposes of this paragraph includes at scene, en-route to or from the scene, or upon delivery of the Patient to the destination.
5. Financial Hardship Relief. In cases where a patient demonstrates legitimate financial hardship as defined by the Contractor's billing policies, the Contractor shall make all attempts to resolve any outstanding balance owed according to its policy up to and including forgiveness of the unpaid balance.

VI. INSURANCE INDEMNITY PROVISIONS

1. Prior to the time the Contractor is entitled to commence any part of the work or services under the Agreement, Contractor shall procure, pay for and maintain the minimum insurance coverages and limits as provided for herein. Said insurance shall be evidenced by delivery to the County of (a) certificates of insurance executed by financially stable insurance carrier(s) acceptable to the County and licensed or permitted to write insurance by the Florida Department of Insurance, said certificates listing coverages and limits, expiration dates, terms of policies, and all carriers issuing or reinsuring said policies; and (b) a copy of each policy, including all endorsements. Insurance requirements shall remain in effect throughout the term of this Agreement.

- a. Commercial general liability insurance, including but not limited to, contractual, premises liability, including facilities released from County and City, operations,

products, completed operations, personal injury, and advertising injury. The amounts of such insurance shall be not less than \$1,000,000 per occurrence; general aggregate limit of \$5,000,000. The Contractor shall secure casualty insurance coverage for rented premises of not less than \$100,000 per location.

- b. Professional medical malpractice insurance, or Ambulance attendants malpractice coverage, including errors and omissions with minimum limits of \$1,000,000.00 per occurrence and \$2,000,000.00 annual aggregate, per occurrence; if occurrence form is available; or claims-made form with "tail" coverage extending four (4) years beyond the termination of the agreement with proof of "tail" coverage to be submitted no less than 60 days prior to the termination of the agreement, including any extensions thereof. In lieu of "tail" coverage, Contractor shall submit annually to the County a current certificate of insurance proving claims-made insurance remain in force throughout the same four-year period.
- c. Worker's compensation coverage to statutory limits as required by law; employer's liability insurance of not less than \$1,000,000.00 bodily injury by incident; \$1,000,000.00 bodily injury by disease for each employee; and \$1,000,000.00 bodily injury by disease.
- d. Commercial automobile liability - Bodily injury and property damage covering all vehicles used under the Agreement including owned, hired, and non-owned vehicles, including vehicles leased from the County, if any, with limits of not less than \$1,000,000 combined single limits bodily injury and property damage. Policies shall include coverage for loading and unloading hazards unless otherwise covered under general liability or professional liability. The Contractor shall provide primary coverage regardless of actual vehicle ownership.
- e. "Umbrella" Coverage in the amount of at least \$5,000,000 shall be provided as additional coverage to all underlying liability policies. This policy may be written as a form following basis.

2. Endorsements required.

- a. Each policy shall require that thirty (30) days prior to its expiration, cancellation, non-renewal or any material change in coverages or limits, a notice thereof shall be sent by the insurer to the County at its address of record. The Contractor shall also notify County in a like manner within twenty-four (24) hours

after receipt, of any notices of expiration, cancellation, non-renewal or material change in coverage received by the Contractor from its insurer; nothing shall absolve Contractor of this requirement to provide notice.

- b. Companies issuing insurance as required by this Agreement shall have no claims against the County for payment of premiums, assessments or deductibles, which are the sole responsibility and risk of the Contractor.
- c. Except for worker's compensation coverage, all policies issued pursuant to this Agreement shall name the County, its officers, employees, and the Medical Director, as additional insureds (general liability and auto liability) and loss payee where appropriate.

3. All insurance shall be maintained with companies that:

- a. Hold a "general policy holders rating" of "B+" or better, as set forth in the most current issue of "Best Insurance Guide," the successful rating to "B+" or comparable rating from reputable rating organizations;
- b. Are licensed or permitted to operate in the State of Florida; and
- c. Are in good standing with the Florida Department of Insurance or similar Agency.

4. Self-insured Risk

Any program of self-insurance risk employed by Contractor shall be subject to prior approval and ongoing monitoring by the County and their legal counsel. In addition to any assurances required by the County under this provision, as initially agreed prior to final award of the Agreement, the following items shall at a minimum be met to the County's satisfaction:

- a. Potential fiscal liability associated with the risk to be assumed by the Contractor must be reasonable and limited to an amount which would, if realized, not impair Contractor's ability to performance obligations under the Agreement.
- b. The coverage contemplated shall at a minimum be equivalent to the coverage required under paragraph 1 above.
- c. Throughout the term the County and City shall be immediately notified of any major claims, the amount reserved against potential claims, or other program changes, which may adversely affect the Contractor's ability to provide insurance against the risk as required in the Agreement.
- d. The self-insured program meets and complies with all applicable

laws and regulations.

B. PERFORMANCE SECURITY

1. Continuous Service Delivery

Contractor expressly contracts that, in the event of a Default by the Contractor under the Agreement, Contractor will work with the County to ensure continuous and uninterrupted delivery of services, regardless of the nature or causes underlying such breach. Contractor agrees that there is a public health and safety obligation to assist the County in every effort to ensure uninterrupted and continuous service delivery in the event of Default, even if Contractor disagrees with the determination of Default.

2. Performance bond, letter of credit, or cash escrow account

Contractor will deposit with the County Administrator an annually renewable performance bond, letter of credit, or cash escrow account in a form satisfactory to the County. The amount of the performance bond, letter of credit, or cash escrow account shall be \$250,000.00 and be issued by a federally insured (FDIC) banking institution with a debt rating of 1A or higher by the FDIC, A or higher by Standard and Poor's, or A or higher by Moody's investors or a comparable rating by a future comparable rating system. The federally insured banking institution, on which the performance bond, letter of credit is drawn, shall be acceptable as determined by the County Administrator and County Attorney.

The performance bond, letter of credit, or cash escrow account, if applicable shall be used to ensure the operation of the Ambulance service after a "take-over" has been affected by the County including but not limited to, the cost of take-over by the County, including any necessary rebidding, renewal, negotiation, or related administrative expenses.

C. CONTRACTOR DEFAULT AND PROVISIONS FOR TERMINATION OF THE AGREEMENT

Conditions and circumstances, which constitute Default of the Agreement, shall include the following:

1. Failure of the Contractor to operate the EMS system in a manner which enables County and the Contractor to remain in compliance with federal or state laws, rules, or regulations, medical control policies

- approved by the and/or related rules and regulations adopted pursuant thereto;
2. Failure of Contractor to meet the System Standards of Care as established by the Medical Director;
 3. Falsification of information supplied by Contractor during or subsequent to this procurement process;
 4. Failure of Contractor to provide data or falsification of data supplied during the course of operations, including by way of example but not by way of exclusion, dispatch data, Patient report data, Response Time data, financial data or falsification of any other data required under the Agreement;
 5. Excessive and unauthorized scaling down of operations to the detriment of performance during a "lame duck" period by Contractor;
 6. Failure of Contractor to maintain equipment in accordance with manufacturer recommended maintenance practices;
 7. Failure of Contractor's employees to conduct themselves in a professional and courteous manner and to present a professional appearance;
 8. Failure of Contractor to comply with the approved rate regulation, billing or collection provisions of the Agreement;
 9. Contractor makes an assignment for the benefit of creditors, files a petition for bankruptcy, is adjudicated insolvent or bankrupt, petitions to apply for any custodian, receiver or trustee for a substantial part of its property, commences any proceeding relating to it under bankruptcy, reorganization, arrangement, readjustment of debt, dissolution or liquidation law or statute of any jurisdiction;
 10. Failure of Contractor to cooperate with and assist the County after a Default has been declared as provided for herein, even if it is later determined that such breach never occurred or that the cause of such breach was beyond Contractor's reasonable control;
 11. Acceptance or payment by Contractor or any of Contractor's employees of any bribe, kick-back or consideration of any kind in exchange for any consideration whatsoever, when such consideration or action on the part of Contractor or Contractor's employees could reasonably be construed as a violation of federal, state or local law;
 12. Failure of Contractor to maintain insurance in accordance with the Agreement;
 13. Chronic failure of Contractor to consistently meet Response Time requirements as set forth in the Agreement;
 14. Failure to submit an audited financial statement prepared by a certified public accountant or public accounting firm within the specified time frame under the terms and conditions outlined in the Agreement;
 15. Failure to maintain a performance bond, letter of credit, or cash escrow account upon the terms and in the amount specified in Agreement;
 16. Any other failure of performance, clinical or other System Standards of Care as required in the Agreement and which is determined by the

County Commission to constitute a Default or endangerment to public health and safety

17. Default by the County for non-payment of subsidy and failure to cure the default may result in the immediate termination of this agreement without fault, penalties, service, operational, or financial obligations to the Contractor.

D. GENERAL PROVISIONS

1. Assignment

The Contractor shall not assign any portion of the Agreement for services to be rendered without written consent first obtained from the County and any assignment made contrary to the provisions of this section may be deemed a default of the Agreement and, at the option of the County shall not convey any rights to the assignee.

Any change in Contractor's ownership shall, for purposes of the Agreement, be considered a form of assignment. The County shall not unreasonably withhold its approval of a requested change in ownership, so long as the transferee is of known financial and business integrity for the undertaking and can conclusively demonstrate the ability to perform all terms and conditions and obligations of this Ambulance Service Agreement.

2. Permits and licenses

The Contractor shall be responsible for and shall hold any and all required federal, state or local permits or licenses required to perform its obligations under the Agreement. In addition, the Contractor shall make all necessary payments for licenses and Permits for the services and for issuances of state Permits for all Ambulance vehicles used. It shall be entirely the responsibility of the Contractor to schedule and coordinate all such applications and application renewals as necessary to ensure that the Contractor is in complete compliance with federal, state and local requirements for Permits and licenses as necessary to provide the services. The Contractor shall be responsible for ensuring that its employee's state and local certifications as necessary to provide the services, if applicable, are valid and current at all times.

3. Compliance with laws and regulations

All services furnished by the Contractor under the Agreement shall be rendered in full compliance with all applicable federal, state and local laws, ordinances, rules and regulations. It shall be the Contractor's sole responsibility to determine which, and be fully familiar with all laws, rules, and regulations that apply to the services under the Agreement, and

to maintain compliance with those applicable standards at all times. Furthermore, the Contractor agrees to perform in accordance with the provisions of any regulations or written guidelines established by the Medical Director.

4. Product endorsement/advertising Contractor shall not use the name of the County or City for the endorsement of any commercial products or services or Contractor's logo or brand name without the expressed written permission of the County.

5. Audits and inspections

County representatives may, at any time, and without notification, directly observe Contractor's operations to include maintenance facility, vehicles and equipment and any Ambulance post location. A County representative may ride as "third person" on any of the Contractor's Ambulance units at any time, provided, that in exercising this right to inspection and observation, County representatives shall conduct themselves in a professional and courteous manner, shall not interfere with the Contractor employee's duties, and shall at all times be respectful of Contractor's employer/employee relationships.

At any time during normal business hours and as often as may be reasonably deemed necessary, County representatives may observe Contractor's office operations, and Contractor shall make available to County for its examination any and all business records, including incident reports, patient records, financial records of the Contractor pertaining to the Agreement. County may audit, copy, make transcripts, or otherwise reproduce such records including but not limited to contracts, payroll, inventory, personnel and other records, daily logs, employment agreements, and other documentation for County to fulfill its oversight role.

6. Omnibus provision

Contractor understands and agrees that for four years following the conclusion of the Agreement it may be required to make available upon written request to the Secretary of the US Department of Health and Human Services, or any other fully authorized representatives, the specifications and subsequent Agreements, and any such books, documents, and records that are necessary to certify the nature and extent of the reasonable costs of services.

7. Return of equipment

Contractor agrees to return any County issued EMS equipment in good working order, normal wear and tear excepted, at the termination of the

Agreement. For any County equipment not returned at the conclusion of the term or for any equipment returned damaged or otherwise unusable, County shall repair or replace said equipment at Contractor's expense based upon the FMV of the used equipment.

8. Warranty regarding consideration and procurement

Contractor warrants that it has not employed or retained any company or person other than a bona fide employee working solely for the Contractor to procure or solicit an Agreement under this procurement, and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Contractor, any fee, commission, percentage, brokerage fee, gifts, or other consideration contingent upon or resulting from this procurement.

Further, Contractor represents that its pricing has been independently arrived at without collusion. It has not knowingly influenced and promises that it will not knowingly influence a County employee or former County employee to breach any ethical standards. It has not violated, and is not violating, and promises that it will not violate the prohibition against gratuities and kickbacks.

Violation of this warranty shall constitute Default of the resulting Agreement.

9. Relationship of the parties

Contractor is an independent contractor. Nothing in the Agreement shall be construed to create a relationship of employer and employee or principal and agent, partnership, joint venture, or any other relationship other than that of independent parties contracting with each other solely for the purpose of carrying out the provisions of the Agreement. Nothing in the Agreement shall create any right or remedies in any third party, it being solely for the benefit of the County and the Contractor.

10. Rights and remedies not waived

Contractor will be required to covenant that the provision of services to be performed by the Contractor under the Agreement shall be completed without further compensation than that provided for in the Agreement. The acceptance of work under the Agreement and the payment therefore shall not be held to prevent maintenance of an action for failure to perform work in accordance with the Agreement. In no event shall payment of consideration by County constitute or be construed to be a waiver by County of any default or covenant or any Default by Contractor. County's payment shall in no way impair or prejudice any right or remedy available to the County with respect to such default.

11. Consent to jurisdiction

Contractor shall consent to the exclusive jurisdiction of the courts of the State of Florida in any and all actions and proceedings between the parties hereto arising under or growing out of the Agreement. Sole and exclusive venue shall lie in Taylor County, Florida.

12. End-term provisions

The Contractor shall have ninety (90) days after termination of the Agreement in which to supply the required audited financial statements and other such documentation necessary to facilitate the close out of the Agreement at the end of the term.

13. Notices

All notices, certificates, or other communications hereunder shall be sufficiently given and shall be deemed given when delivered or mailed by either registered or certified mail or by nationally recognized guaranteed over-night courier service, postage prepaid, as follows:

If to County:

LaWanda Pemberton
County Administrator
201 E. Green Street
Perry, FL 32347

With a copy to:
Gary Knowles, Clerk of Court
P.O Box 620
Perry, FL 32347

If to Contractor:
Century Ambulance Service, Inc.
Attn: General Manager
2110 Herschel Street
Jacksonville, FL 32204

14. Execution counterparts

This agreement may be simultaneously executed in several counterparts, each of which shall be an original and all of which shall constitute and be one and the same instrument.

15. Binding effect

This agreement shall inure to the benefit of and shall be binding upon the parties and their respective successors and permitted assigns.

16. Construction and Compliance

- a) Severability. In the event that any provision of this agreement shall, for any reason, be determined to be invalid, illegal, or unenforceable in any respect, the parties hereto shall negotiate in good faith and agree to such amendments, modifications, or supplements of or to this agreement or such other appropriate actions as shall, to the maximum extent practicable in light of such determination, implement and give effect to the intentions of the parties as reflected herein, and the other provisions of this agreement shall as so amended, modified, supplemented, or otherwise affected by such action, remain in full force and effect.
- b) Compliance. The parties intend to comply fully with all applicable state and federal laws and regulations, including but not limited to the Balanced Budget Act of 1997, the Social Security Act, the federal Anti-Kickback Statute, the federal False Claims Act, and all applicable state and federal fraud and abuse laws and rules. Insofar as any terms or conditions of this Agreement are determined by any court or by the OIG to be contrary to any such statutes or regulations, the parties will promptly and in good faith confer and resolve any issues so as to make the performance of this Agreement consistent with all applicable statutes and regulations.
- c) Notification of Actual or Potential Violation of Law. If either party becomes aware of any actual or potential violations by the other party, whether intentional or inadvertent, of any applicable state or federal statutes or regulations, it shall promptly notify the other party
- d) Protection of Patient Information. Contractor is considered a "Covered Entity" and shall carry out its obligations under this Agreement in compliance with the privacy and security regulations of the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), to protect the privacy and security of any personally identifiable, protected health information ("PHI") that is collected, processed or learned as a result of the services provided pursuant to this Agreement. Both parties understand that it is permissible under HIPAA to freely exchange PHI for purposes of treatment, payment, or health care operations. Both parties agree to a free exchange of PHI for these purposes, and County will provide Contractor with documents or information requested so it may properly bill for transports

- 17. Force Majeure. The parties shall be excused for the period of any delay in or impossibility of the performance of any obligations hereunder, when prevented from doing so by any cause or causes beyond a party's control, which shall include without limitation: all labor disputes, civil commotion, war, nuclear disturbances, hostilities, sabotage, terroristic acts, governmental regulations or controls, inability to obtain any material or services, or through acts of God.

18. Entire and complete agreement

This agreement as amended, and all appendices hereto constitute the entire and complete agreement of the parties with respect to the services to be provided hereunder. This agreement unless provided herein to the contrary, may be modified only by written agreement duly executed by the parties with the same formality of this agreement.

19. Additional covenants

- a. Notwithstanding anything in this Agreement to the contrary, neither party will be liable to the other party for any indirect, incidental, loss of profits, punitive, exemplary, special or consequential damages of any kind whatsoever arising out of or relating to this Agreement to the extent and in the event a court of competent jurisdiction should declare all or any material portion of this Agreement contrary to law or otherwise invalid.

20. Survival of Representations and Warranties.

All representations, warranties and indemnities, and the covenants and agreements to be performed subsequent to the execution hereof by the parties contained in this agreement, or in any document delivered in contemplation hereof, shall survive the execution of this agreement and the termination, either voluntarily or involuntarily, of this agreement.

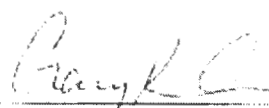
Signature Page to Follow

IN WITNESS WHEREOF, the parties have signed this agreement as of the day and year first above written.

TAYLOR COUNTY, FLORIDA

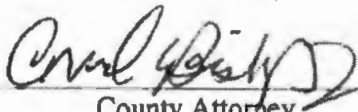
By: 
Board of County Commissioners



WITNESSES: 
Clerk of Courts

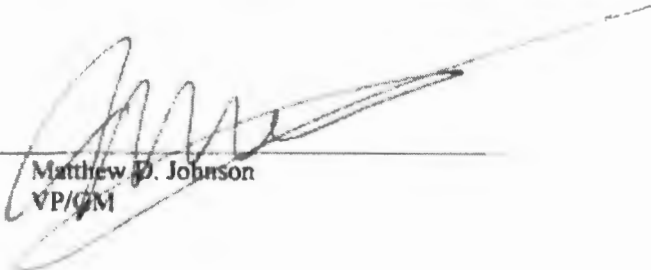
(SEAL)

Approved as to form:



County Attorney

CONTRACTOR: CENTURY AMBULANCE SERVICE, INC.

By: 

Matthew D. Johnson
VP/GM



Approval for Assignment of Contract

Contract Name:

- Agreement for Ambulance and Emergency and Non-Emergency Services dated December 31, 2020, by and between Taylor County, Florida, a political subdivision of the State of Florida, and Century Ambulance Service, Inc., (the "Agreement").

Approval of Assignment of Contract:

Effective September 14, 2023, at the close of the sale of Century Ambulance Service, Inc., to RG Ambulance Service, Inc. d/b/a Century Ambulance Service.

Statement of Approving Party:

My signature below indicates my approval that this contract for Ambulance Transportation Services may be assigned to RG Ambulance Service, Inc., d/b/a Century Ambulance Service, effective September 14, 2023, when the sale to RG Ambulance Service, Inc. d/b/a Century Ambulance Service is final.

I am authorized to approve this Assignment. This Assignment shall be incorporated by reference into the existing contract and amendments.

Name of Authorized Signer (printed):

Jamie English

Jamie English

Title of Signer:

Chair Person

Company Name:

Taylor County Board of County Commissioners

Signature: _____

Date Signed: *8/28/23*

Please complete and return this form to Century Ambulance Service, Inc, at your earliest convenience before **September 1, 2023**. Return to Karen.Robeson@CenturyAmb.com with a copy to Kathy@covalent-health.com.



Sent by e-mail and USPS Tracked

August 11, 2023

LaWanda Pemberton
Taylor County Administrator
201 East Green Street
Perry, Florida 32347

Re: Request to assign the Agreement for Ambulance and Emergency and Non-Emergency Services, dated December 31, 2020, by and between Taylor County, Florida, a political subdivision of the State of Florida, and Century Ambulance Service, Inc., (the "Agreement").

Dear LaWanda,

We are pleased to inform you that RG Ambulance Service, Inc. ("RG") expects to acquire substantially all of the assets of Century Ambulance Service, Inc. ("Century"), pursuant to an Asset Purchase Agreement (the "APA") by and among RG, Century, and the other parties thereto.

In connection with the transfer of the applicable assets of Century to RG (the "Transaction"), and in accordance with the terms of the APA, if the transactions contemplated by the APA are consummated, then as of the effective time of the closing of the Transaction (the "Closing"), RG will assume all of Century's rights under the Agreement, as well as its obligations under the Agreement that relate exclusively to the period following the Closing, and first arise after the Closing (the "Transfer"), while Century will remain responsible for all other obligations under the Agreement. In accordance with the Agreement, we are requesting that you provide your consent to the Transfer effective upon Closing.

The Closing is expected to occur on September 14, 2023. There will be no interruption of service as a result of the Transaction. The leadership team that you have depended upon at Century for so many years will remain in place.

Please complete, sign, and return the attached Approval for Assignment of Contract to us at your earliest convenience, but no later than **September 1, 2023**.

Should you have any questions concerning the Transaction, please do not hesitate to contact me or Karen Robeson, our Director of Business Development. Karen can be reached at Karen.Robeson@CenturyAmb.com or by mobile phone at (904) 545-3611.

Respectfully,
E-Signed by:

6A2B165C4CA84FB
Rick Fields

Senior VP Operations
General Manager, Century Ambulance Service, Inc.



RFields@covalent-health.com

Cc: Gary Knowles, Clerk of Court
Taylor County
PO Box 620
Perry, Florida 32347

Karen Robeson, Director of Business Development, Century Ambulance Service, Inc.
Kathleen Loya, Chief Administrative Office

**SEE NEXT PAGE FOR ASSIGNMENT FORM TO BE COMPLETED AND RETURNED BY
SEPTEMBER 1, 2023**

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Location Number	Claim Number	Asset Name	Location Address	Location Damaged?	Damage Severity (Number)	Resources Deployed by Synergy	Resources Deployed Description	Immediate Attention Required?	Damages Description	Estimated Damages (Calculation) - HIGH	Estimated Damages (Calculation) - MID	Estimated Damages (Calculation) - LOW	Building Limit	Named Storm Deductible
							Action Restoration - Interior Mitigation Poe Roofing - Temporary Roof Repairs IHC - Industrial Hygiene Assessment							
001001	GC2024281015	New County Jail	589 E. Highway 27	Yes	2	yes	Assessment	yes	Exterior walk around found evidence of w	\$100,000	\$50,000	\$20,000	\$12,684,240	\$694,312
001002		Vehicle Pavilion (at County Jail)	589 E. Highway 27	No	0	no		no	Walk around of asset found no visible sig	\$0	\$0	\$0	\$91,000	\$4,500
001003	GC2024281019	Garage Building	589 E. Highway 27	Yes	2	yes	SB300 - Debris Removal and Metal I	yes	Exterior walk around found lean to attach	\$100,000	\$50,000	\$20,000	\$108,000	\$1,400
001004		Generator: 237 - W	589 E. Highway 27	No	0	no		no	Walk around of asset found no visible sig	\$0	\$0	\$0	\$108,000	\$2,000
001005	GC2024281020	Tower: New County Jail: 220' Metal, Radio Transmission	589 E. Highway 27	Yes	3	no		no	Exterior walk around found tower is down.	\$100,000	\$50,000	\$20,000	\$59,400	\$2,970
002005	GC2024280643	Airport Terminal	481 Industrial Drive	Yes	2	yes	Poe Roofing - Temp Roof Repa	yes	Member reported hearing loud noise com	\$20,000	\$10,000	\$2,000	\$522,450	\$26,122.50
003001	GC2024281074	County Health Department	1215 Peacock Street	Yes	1	no		no	Vinyl soffit has some detached on 3 sides	\$20,000	\$10,000	\$2,000	\$3,173,310	\$159,865.50
003002	GC2024281022	County Health Department (Portable)	1215 Peacock Street	Yes	1	no		no	Enter or walk around of asset found minor	\$20,000	\$10,000	\$2,000	\$142,740	\$7,137
004001	GC2024281045	Auto Building	300 Industrial Park Dr	Yes	2	yes	Poe Roofing - Temporary Roof Repa	yes	Exterior of building shows damage to roof	\$20,000	\$10,000	\$2,000	\$308,300	\$15,318
							Action Restoration - Interior Mitigation IHC - Industrial Hygiene Assessment							
005001	GC2024280982	EMS and County Fire Station Staff Office	501 Industrial Drive	Yes	1	yes	Assessment	yes	On site met with member representative.	\$250,000	\$175,000	\$100,000	\$1,381,796	\$69,589.80
006002		Generator W/Tank 100 KW Diesel Caterpillar	501 Industrial Drive	No	0	no		no	No visible damage to exterior of building.	\$0	\$0	\$0	\$64,000	\$2,700
006001	GC2024281039	Hall / Armory - Use: Office	203 Forrest Park Drive	Yes	1	no		no	Exterior walk around of asset found impac	\$100,000	\$50,000	\$20,000	\$3,980,000	\$198,000
006002	GC2024281026	Cook Shed - Use: Concession	203 Forrest Park Drive	Yes	1	no		no	Exterior walk around of asset found minor	\$20,000	\$10,000	\$2,000	\$59,500	\$3,500
006003	GC2024281033	Old Homestead - Historical	203 Forrest Park Drive	Yes	1	no		no	Walk around of exterior of asset found mi	\$20,000	\$10,000	\$2,000	\$310,500	\$15,525
006004		Caterpillar 200 KW Generator	203 Forrest Park Drive	No	0	no		no	Walk around of asset found no visible dan	\$0	\$0	\$0	\$198,000	\$9,900
006005		Amphitheater: Metal/Wood	203 Forrest Park Drive	No	0	no		no	Walk around of asset found no visible dan	\$0	\$0	\$0	\$73,440	\$3,672
007001		Historical Society Building	318 E. Public Street	No	0	no		no	No visible damage to exterior building wal	\$0	\$0	\$0	\$1,585,180	\$78,408
008001		Storage Building for Vetting Machines	587 E. Highway 27	No	0	no		no	No visible damage on exterior of building.	\$0	\$0	\$0	\$133,812	\$6,690.60
008002	GC2024280656	Auto Garage and Office	587 E. Highway 27	Yes	1	yes	Poe Roofing - Temporary Tarping	yes	East Side of garage lean to has damaged r	\$20,000	\$10,000	\$2,000	\$258,144	\$27,807.20
008003		Storage Building Public Works	587 E. Highway 27	No	0	no		no	No visible damage to exterior of building.	\$0	\$0	\$0	\$221,490	\$11,074.50
008004		Storage for Mosquito Control Trucks	587 E. Highway 27	Yes	2	no		no	On inspection of building, No visible storn	\$20,000	\$10,000	\$2,000	\$189,000	\$9,450
008005	GC2024280714	New Public Works Building	587 E. Highway 27	Yes	1	no		no	Minor visible damage to northeast corner	\$20,000	\$10,000	\$2,000	\$195,378	\$9,768.90
008006	GC2024280720	Storage Building (Old Sign Shop)	587 E. Highway 27	Yes	3	no		yes	Buildings structural integrity looks to be o	\$100,000	\$50,000	\$20,000	\$338,310	\$16,916.50
008007		Diesel Storage Tank Concrete: 15000 Gallons	587 E. Highway 27	No	0	no		no	No visible damage to storage tank.	\$0	\$0	\$0	\$67,500	\$3,375
008008		Gasoline Storage Tank Concrete: 15000 Gallons	587 E. Highway 27	No	0	no		no	No visible damage to storage tank.	\$0	\$0	\$0	\$67,500	\$3,375
008009		Road Dept. Office / Breakroom Building	587 E. Highway 27	No	0	no		no	No visible damage to break room door lo	\$0	\$0	\$0	\$89,000	\$4,450
009001	GC2024280722	Administrative	201 East Green Street	Yes	1	no		no	Gutters downspout came dislodge from r	\$20,000	\$10,000	\$2,000	\$698,705	\$48,835.25
010001	GC2024280689	Administrative	1111 Washington Street NE	Yes	3	yes	Poe Roofing - Temp Roof Cover, Act	yes	Building has severe damage due to storm.	\$100,000	\$50,000	\$20,000	\$58,140	\$2,907
010002	GC2024280693	Stainhatchee Fire Department Out Buildings (3)	1111 Washington Street NE	Yes	2	yes	Action Restoration - Temp Wall Pan	yes	Moderate damage to building. Garage doo	\$100,000	\$50,000	\$20,000	\$48,800	\$2,440
010003	GC2024280692	Administrative, Stainhatchee Fire Department,	1111 Washington Street NE	Yes	2	yes	Action Restoration - Interior Mitiga	yes	Was able to enter building with member a	\$100,000	\$50,000	\$20,000	\$172,800	\$8,640
011001	GC2024281078	County Recycling Building	3750 Highway 98 West	Yes	1	no		no	Visible damage to metal siding on east sid	\$100,000	\$50,000	\$20,000	\$918,585	\$45,929.25
011002	GC2024281078	Office	3750 Highway 98 West	Yes	1	no		no	Metal end cap on south side gable has cel	\$20,000	\$10,000	\$2,000	\$150,860	\$7,543
011003	GC2024280635	County Recycling Building (Large metal building)	3750 Highway 98 West	Yes	3	no		yes	Severe damage to all four sides of buildi	\$1,000,000	\$750,000	\$500,000	\$877,500	\$43,875
011004	GC2024281079	Storage Building	3750 Highway 98 West	Yes	1	no		no	Several metal roof panels have been blow	\$100,000	\$50,000	\$20,000	\$249,480	\$12,474
012001	GC2024281047	Public Library Building	205 N. Washington Street	Yes	1	no		no	Exterior walk around of asset found appar	\$20,000	\$10,000	\$2,000	\$1,769,320	\$88,416
							Poe Roofing - Temporary Roof Repairs Action Restoration - Interior Mitigation							
013001	GC2024280761	Courthouse	108 N. Jefferson Street	Yes	3	yes	Assessment	yes	Extensive roof damage to the south east c	\$1,000,000	\$750,000	\$500,000	\$10,622,224	\$531,111.20
014001		Outdoor Sports Lighting	1685 N. US 19 (Taylor County)	No	0	no		no	No visible damage to ballfield lighting.	\$0	\$0	\$0	\$1,816,200	\$90,790
014002		Outdoor Sports Lighting	1685 N. US 19 (Taylor County)	No	0	no		no	No visible damage to ballfield lighting.	\$0	\$0	\$0	\$27,360	\$1,368
014003		Sports Complex Concession Building (Soccer)	1685 N. US 19 (Taylor County)	No	0	no		no	No visible damage to exterior or interior of	\$0	\$0	\$0	\$442,950	\$22,140
014004	GC2024280725	Sports Complex Concession Building (Baseball)	1685 N. US 19 (Taylor County)	Yes	1	yes	Action Restoration - Interior Mitiga	yes	No visible damage to building on exterior!	\$20,000	\$10,000	\$2,000	\$652,500	\$32,625
014005		Outdoor Sports Lighting (muscos light structure, control %26 monitoring system cab	1685 N. US 19 (Taylor County)	No	0	no		no	No visible damage noticed	\$0	\$0	\$0	\$1,581,900	\$79,095
014006		Restroom Building: Between Baseball #26 Tennis Courts	1685 N. US 19 (Taylor County)	No	0	no		no	No visible damage to exterior or interior of	\$0	\$0	\$0	\$229,500	\$11,475
014007		Taylor County Sports Complex Office Building	1685 N. US 19 (Taylor County)	No	0	no		no	No visible exterior damage to building. No	\$0	\$0	\$0	\$84,150	\$4,207.50
014008	GC2024280726	Concession Restroom Building: Baseball Fields #1, #2, #3 #26 #44	1685 N. US 19 (Taylor County)	Yes	2	yes	Action Restoration - Interior Mitiga	yes	Severely damaged about 70% of soffit & truss.	\$100,000	\$50,000	\$20,000	\$652,500	\$32,625
014009		Storage / Maintenance Building: Near Baseball Fields	1685 N. US 19 (Taylor County)	No	0	no		no	No visible damage to exterior of building. I	\$0	\$0	\$0	\$118,800	\$5,940
014013		Lights (8): Basketball/Tennis: 30 Ft Concrete	1685 N. US 19 (Taylor County)	No	0	no		no	No visible damage to ball field lights	\$0	\$0	\$0	\$151,200	\$7,560
014014		Multi-play Structure: Baseball Fields Playground: Metal	1685 N. US 19 (Taylor County)	No	0	no		no	No visible damage to multi play structure.	\$0	\$0	\$0	\$36,000	\$1,800
015001	GC2024280798	Metal Frame Structure: Playground: Metal	1685 N. US 19 (Taylor County)	Yes	2	yes	SB000 - Removal of Damaged Canop	no	No visible structural damage to playground	\$100,000	\$50,000	\$20,000	\$48,000	\$2,400
015001	GC2024281050	Animal Control Shelter - Office	302 W San Pedro Ave	Yes	1	yes	SB300 - Removal of Damaged Build	yes	Exterior walk around found impact damag	\$20,000	\$10,000	\$2,000	\$182,610	\$9,130.50
015002		Animal Control Shelter - Confin	302 W San Pedro Ave	No	0	no		no	Walk around of asset found no visible ext	\$0	\$0	\$0	\$378,000	\$18,900
015003		Animal Shelter: Wood/Metal: 9ft.	302 W San Pedro Ave	No	0	no		no	Walk around of asset found no visible dan	\$0	\$0	\$0	\$28,512	\$1,425.60
015004		Cat Shed: Cat housing	302 W San Pedro Ave	No	0	no		no	Walk around of asset found no visible ext	\$0	\$0	\$0	\$43,200	\$2,160
							Action Restoration - Interior Mitigation IHC - Industrial Hygiene Assessment							
016001	GC2024281052	Emergency Operations Center (EOC)	591 E. Highway 27	Yes	1	yes	Assessment	yes	Exterior walk around of asset found meas	\$20,000	\$10,000	\$2,000	\$1,005,000	\$50,250
016002		Generator: 30 KW Diesel: 7000watts	591 E. Highway 27	No	0	no		no	Walk around of asset found no visible dan	\$0	\$0	\$0	\$40,500	\$2,025
018001	GC2024280647	Supervisor of Elections Building	433 North US 19	Yes	1	no		no	Minimal damage to building, overhang cel	\$20,000	\$10,000	\$2,000	\$461,370	\$23,068.50
018002		Warehouse	433 North US 19	No	0	no		no	Election office is closed was not able to a	\$0	\$0	\$0	\$153,600	\$7,680

014003	Generator W/Tank: 40 KW; Primarily: Domestic	433 North US 10	No	0	no	no	No visible damage to exterior of building.	\$0	\$0	\$0	\$31,866	\$6,276
020001	Steinhilber Community Center	1013 Riverside Drive	No	0	no	no	No visible damage to exterior of building.	\$0	\$0	\$0	\$684,288	\$34,214.40
020002	Restroom Building	1013 Riverside Drive	No	0	no	no	No visible damage to exterior of building.	\$0	\$0	\$0	\$77,440	\$1,875
020003	GC2024280700 Welcome Center Building	1013 Riverside Drive	Yes	3	yes	Action Restoration - Interior Mitigation	Building snows; I was affected by severe s	\$100,000	\$50,000	\$20,000	\$67,500	\$3,375
021001	GC2024280673 Highway Patrol Station	2276 US 10 North	Yes	1	no	no	There is a 2 ft section of snow on the 10	\$0	\$0	\$0	\$44,540	\$12,272.50
025001	GC2024280673 Fire Station w/Rear Addition	2623 Baker Rd	Yes	2	yes	Action Restoration - Secure Bay/Wa	Met with member on site did walk through	\$20,000	\$10,000	\$2,000	\$284,030	\$14,701.50

Claim Number	Location Number	Project Classification (Internal)	Project Title	Effective Asset Address	Asset City	Asset Zip	IA Estimate Data: Most Recent		Named Storm Building	Project Reserve Value - Initial
							Replacement Cost	Deductible		
GC2024281608	008004	Member Direct	Taylor County BOCC: 008004 - Hurricane Helene Damage to Storage for Mosquito Control Trucks	587 E. Highway 27	Perry	32347	\$6,284.80	\$2,950	\$0	
GC2024281020	001005	Pending	Taylor County BOCC: 001005 - Tower: New County Jail: 220 Metal, Radio Hurricane Helene Damage	589 E. Highway 27	Perry	32348		\$1,277.10	\$0	
GC2024281022	003002	Pending	Taylor County BOCC: 003002 - County Health Department (Portable) - Hurricane Helene Damage	1215 Peacock Street	Perry	32347	\$24,071.99	\$5,062.50	\$0	
GC2024281028	006002	Pending	Taylor County BOCC: 006002 - Cook Shed - Use: Concession - Hurricane Helene	203 Forrest Park Drive	Perry	32347		\$9,720	\$0	
GC2024281028	006003	Pending	Taylor County BOCC: 006003 - Old Homesteads - Historical - Hurricane Helene	203 Forrest Park Drive	Perry	32347		\$4,387.50	\$0	
GC2024280714	008005	Pending	Taylor County BOCC: 008005 - New Public Works Building - Hurricane Helene Damage	587 E. Highway 27	Perry	32348	\$2,461.97	\$9,768.80	\$2,461.97	
GC2024280720	009004	Pending	Taylor County BOCC: 009004 - Storage Building (Old Sign Shop) - Hurricane Helene Damage	587 E. Highway 27	Perry	32347		\$18,800	\$0	
GC2024280722	009001	Pending	Taylor County BOCC: 009001 - Administrative - Hurricane Helene Damage	200 East Green Street	Perry	32347	\$1,099.43	\$33,840	\$0	
GC2024281078	011001	Pending	Taylor County BOCC: 011001 - County Recycling Building - Hurricane Helene Damage	Highway 98 West	Perry	32347		\$18,360	\$0	
GC2024281076	011002	Pending	Taylor County BOCC: 011002 - Office - Hurricane Helene Damage	Highway 98 West	Perry	32347		\$5,467.50	\$0	
GC2024280635	011003	Pending	Taylor County Board of County Commissioners: 011003 - County Recycling Building (large metal building)	Highway 98 West	Perry	32347		\$43,875	\$0	
GC2024281079	011004	Pending	Taylor County BOCC: 011004 - Storage Building - Hurricane Helene Damage	37500 Highway 98 West	Perry	32347		\$8,100	\$0	
GC2024281047	012001	Pending	Taylor County BOCC: 012001 - Public Library Building - Hurricane Helene Damage	205 N. Washington Street	Perry	32347		\$88,240	\$0	
GC2024280647	018001	Pending	Taylor County BOCC: 018001 - Supervisor of Elections Building - Hurricane Helene Damage	433 North US 19	Perry	32347	\$3,212.14	\$17,640	\$0	
GC2024280783	021001	Pending	Taylor County BOCC: 021001 - Highway Patrol Station - Hurricane Helene Damage	2275 US 19 North	Perry	32347	\$4,463.45	\$18,385	\$0	
GC2024281055	NSP001	Pending	Taylor County Board of County Commissioners: NSP001 - Hurricane Helene Damage	**Placeholder	Perry	32348		\$21,500	\$0	
GC2024281019	001003	Turnkey Recovery	Taylor County BOCC: 001003 - Garage Building - Hurricane Helene Damage	589 E. Highway 27	Perry	32348		\$3,555	\$100,000	
GC2024280982	005001	Turnkey Recovery	Taylor County BOCC: 005001 - EMS and County Fire Station Staff Office - Hurricane Helene Damage	501 Industrial Drive	Perry	32347		\$27,700	\$125,000	
GC2024280689	010001	Turnkey Recovery	Taylor County BOCC: 010001 - Administrative - Hurricane Helene Damage	County Road 357	Perry	32348	\$26,706.65	\$2,205	\$50,000	
GC2024280693	010002	Turnkey Recovery	Taylor County BOCC: 010002 - Steinhatchee Fire Department Out Buildings (3) - Hurricane Helene Damage	County Road 357	Perry	32348	\$7,636.28	\$1,550	\$40,000	
GC2024280692	010003	Turnkey Recovery	Taylor County BOCC: 010003 - Administrative (Steinhatchee Fire Department) - Hurricane Helene Damage	County Road 357	Perry	32348	\$2,486.79	\$6,750	\$100,000	
GC2024280730	014015	Turnkey Recovery	Taylor County BOCC: 014015 - Multi play Structure: Playground: Metal - Hurricane Helene Damage	1685 N. US 19 Taylor Cour	Perry	32347	\$11,107.98	\$2,025	\$20,000	
GC2024280700	020003	Turnkey Recovery	Taylor County BOCC: 020003 - Welcome Center Building - Hurricane Helene Damage	1013 Riverside Drive	Steinhatchee	32359	\$16,518.45	\$2,250	\$60,000	
GC2024280673	025001	Turnkey Recovery	Taylor County BOCC: 025001 - Fire Station w/Rear Addition - Hurricane Helene Damage	16725 Beach Rd	Perry	32347	\$6,387.73	\$7,722	\$15,000	
GC2024280726	014008	Turnkey Recovery	Taylor County BOCC: 014008 - Concession / Restroom Building: Baseball Fields #1 - #4 - Hurricane Helene Damage	1685 N. US 19 (Taylor Cou	Perry	32347	\$27,006.26	\$24,840	\$15,000	
GC2024281015	001001	Turnkey/Member Direct	Taylor County BOCC: 001001 - New County Jail - Hurricane Helene Damage	589 E. Highway 27	Perry	32347		\$503,212.50	\$30,000	
GC2024280643	002005	Turnkey/Member Direct	Taylor County BOCC: 002005 - Airport Terminal - Hurricane Helene Damage	Airport Drive	Perry	32347		\$19,337.25	\$10,000	
GC2024281045	004001	Turnkey/Member Direct	Taylor County BOCC: 004001 - AMH Building - Hurricane Helene Damage	Industrial Drive	Perry	32347		\$10,800	\$20,000	
GC2024280658	008002	Turnkey/Member Direct	Taylor County BOCC: 008002 - Auto Garage and Office - Hurricane Helene Damage	587 E. Highway 27	Perry	32347	\$3,306.82	\$18,720	\$20,000	
GC2024280761	013001	Turnkey/Member Direct	Taylor County BOCC: 013001 - Courthouse - Hurricane Helene Damage	108 N. Jefferson Street	Perry	32347		\$399,850	\$700,000	
GC2024280725	014004	Turnkey/Member Direct	Taylor County BOCC: 014004 - Sports Complex Concession Building (Baseball) - Hurricane Helene Damage	1685 N. US 19 (Taylor Cou	Perry	32347	\$15,855.12	\$24,840	\$15,000	
GC2024281050	015001	Turnkey/Member Direct	Taylor County BOCC: 015001 - Animal Control Shelter - Office - Hurricane Helene Damage	302 Maurice Linton Street	Perry	32347	\$2,878.36	\$5,355	\$10,000	
GC2024281052	016001	Turnkey/Member Direct	Taylor County BOCC: 016001 - Emergency Operations Center (EOC) - Hurricane Helene Damage	591 E. Highway 27	Perry	32347		\$50,250	\$20,000	