

**MINUTES
LINCOLN COUNTY BOARD OF COMMISSIONERS
MONDAY, MAY 15, 2017**

The Lincoln County Board of County Commissioners met May 15, 2017 at the Citizens Center, Commissioners Room, 115 West Main Street, Lincolnton, North Carolina, at 6:30 P.M.

Commissioners Present:

Bill Beam, Chair
Martin Oakes, Vice Chair
Carrol Mitchem
Richard Permenter
Anita McCall

Others Present:

Kelly G. Atkins, County Manager
Wesley Deaton County Attorney
Amy S. Atkins, Clerk to the Board

Call to Order: Chairman Beam called the May 15, 2017 meeting of the Lincoln County Board of Commissioners to order. He called for a moment of silence, asking everyone to remember the Police Officers for National Police Week, and led in the Pledge of Allegiance.

Adoption of Agenda: Chairman Beam presented the agenda for the Board's approval.

**AGENDA
Lincoln County Board of Commissioners Meeting
Monday, May 15, 2017
6:30 PM**

**James W. Warren Citizens Center
115 West Main Street
Lincolnton, North Carolina**

Call to Order - Chairman Bill Beam

Moment of Silence

Pledge of Allegiance

1. Adoption of Agenda
2. Consent Agenda
 1. Tax Requests for Refunds 4/10 - 4/23/17
 2. Vehicle Tax Systems Refunds for April, 2017
 3. Tax Requests for Releases 3/16 - 4/15/17

May 15, 2017
Public Hearing - Zoning

4. Request for Road Closure for Crouse July 4 Parade
5. Proclamation National Police Week
3. Proclamation Honoring Deputy Seth Hovis
4. Planning Board Recommendations - Randy Hawkins
5. Animal Services No Kill Plan - Hannah Beaver
6. Lincoln County Animal Services Hours - Hannah Beaver
- ~~7. Approval of Architectural Firm to design the new West Lincoln Library - John Henry~~
8. Motion to approve bid award to Dellinger, Inc. for \$662,998.60 for NC 16 Waterline expansion - John Henry
9. Public Comments (15 minutes allowed per Rules of Procedure - 3 minutes per person)
10. Budget Presentation - Kelly Atkins
11. Approval of Capital Project Ordinance Amendment #6 - Deanna Rios
12. Approval of Budget Ordinance Amendment #9 - Deanna Rios
13. Finance Officer's Report - Deanna Rios
14. County Manager's Report
15. County Commissioners' Report
16. County Attorney's Report
17. Vacancies/Appointments
18. Calendar
19. Other Business

Information Only - No Action Needed

- Register of Deeds Report
- Property Tax Collection Report

Recess to 5/16/17 at 2:00 PM for a discussion and possible action on sewer allocation

UPON MOTION by Commissioner Oakes, the Board voted unanimously to approve the agenda removing Item 7 and adding the Proclamation for National Police Week in the Consent Agenda and moving item 6 to Item 5.

Consent Agenda: Kelly Atkins gave an overview of the Consent Agenda items:

Consent Agenda

1. Tax Requests for Refunds 4/10 - 4/23/17
2. Vehicle Tax Systems Refunds for April, 2017

May 15, 2017
Public Hearing - Zoning

3. Tax Requests for Releases 3/16 - 4/15/17
4. Request for Road Closure for Crouse July 4 Parade
5. Proclamation National Police Week

UPON MOTION by Commissioner Permenter, the Board voted unanimously to approve the Consent Agenda.

Proclamation Honoring Deputy Seth Hovis: The Board recognized Deputy Seth Hovis with a Proclamation for his heroism saving a handicapped citizen from a house fire.

Planning Board recommendations: Randy Hawkins presented the following:

PD #2017-1 Meritage Homes of the Carolinas, Inc., applicant (Parcel ID# 02357, 02364, 51875 and 31823) A request to rezone 58.5 acres from R-T (Transitional Residential) to PD-R (Planned Development Residential) to permit a subdivision with up to 152 single-family detached homes. The property is located on the west side of Saint James Church Road and north side of Verdict Ridge Drive in Catawba Springs Township.

The Planning Board voted 6-1 to recommend approval.

Mr. Hawkins advised that an agreement has been reached with Verdict Ridge Homeowners and becomes a part of the proposal.

UPON MOTION by Commissioner Oakes, the Board voted unanimously to approve statement of consistency and reasonableness as submitted by the Planning Board for PD #2017-1 Meritage Homes of the Carolinas, Inc., applicant.

UPON MOTION by Commissioner Permenter, the Board voted unanimously to approve PD #2017-1 Meritage Homes of the Carolinas, Inc., applicants, as recommended by the Planning Board.

ZMA #634 Robert McLaughlin, applicant (Parcel ID# 71967) A request to rezone a 2.5-acre lot from R-T (Transitional Residential) to I-G (General Industrial). The property is located at 6899 Glover Lane, about 1,200 feet west of N.C. 16 Business and 3,000 feet north of Old Plank Road, in Catawba Springs Township.

The Planning Board voted 7-0 to recommend approval.

UPON MOTION by Commissioner Permenter, the Board voted unanimously to approve statement of consistency and reasonableness as submitted by the Planning Board for ZMA #634 – Robert McLaughlin, applicant.

UPON MOTION by Commissioner McCall, the Board voted unanimously to approve ZMA #634 – Robert McLaughlin, applicant., as recommended by the Planning Board

ZMA #635 Rick Earnhardt, applicant (Parcel ID# 32322 and 31062) A request to rezone 0.9 acre from RSF (Residential Single-Family) to R-S (Residential Suburban). The property is

located at 3348 Saint James Church Road, on the east side of Saint James Church Road at James Plantation Drive, in Catawba Springs Township.

The Planning Board voted 6-1 to recommend disapproval.

UPON MOTION by Commissioner Oakes, the Board voted unanimously to approve statement of consistency and reasonableness as submitted by the Planning Board for ZMA #635 Rick Earnhardt, applicant

UPON MOTION by Commissioner Oakes, the Board voted unanimously to deny ZMA #635 Rick Earnhardt, applicant, as recommended by the Planning Board

UDO Proposed Amendment #2017-1 Red Apple Development, LLC, applicant. A proposal to amend Section 2.2 of the Lincoln County Unified Development to make elementary and secondary schools a permitted use in the B-N (Neighborhood Business) and B-G (General Business) districts.

The Planning Board voted 7-0 to recommend approval of a revised proposal to make elementary and secondary schools a conditional use in the B-N and B-G districts.

UPON MOTION by Commissioner Oakes, the Board voted unanimously to approve statement of consistency and reasonableness as submitted by the Planning Board for UDO Proposed Amendment #2017-1 Red Apple Development, LLC., applicant.

UPON MOTION by Commissioner Oakes, the Board voted unanimously to approve UDO Proposed Amendment #2017-1 Red Apple Development, LLC, applicant, as recommended by the Planning Board

LUP Proposed Amendment #2017-1 Lincoln County Planning and Inspections

Department, applicant. A proposal to amend the Lincoln County Land Use Plan to state that in areas designated Suburban Residential where public water and sewer are available, densities of up to 3.0 dwelling units per buildable acre are appropriate, and that in other so designated areas with no or one such utility, densities will range from 1-2 units per buildable acre, with buildable area defined as excluding land in the 100-year floodplain, streamside buffers, utility rights-of-ways and slopes above 25% of at least 20,000 square feet of contiguous area.

The Planning Board voted 6-1 to recommend approval of the following revised proposal: These planning areas are primarily single family in character, with options for a limited amount of town home or patio home development. In areas with public water and public sewer, densities of up to 3.0 dwelling units per acre are appropriate. In order to achieve densities greater than 3.0 units per acre, additional open space shall be conserved and/or improved. In areas with no or one such utility, densities will range from 1-2 units per acre.

A MOTION by Commissioner Oakes to approve an amended LUP Proposed Amendment #2017-1 – Lincoln County Planning and Inspections Department, applicant, as follows:

These planning areas are primarily single family in character, with options for a limited amount of town home or patio home development. In areas with public water and public sewer, densities of up to 2.0 dwelling units per acre are appropriate. In order to achieve

densities greater than 2.0 units per acre, additional open space shall be conserved and/or improved, , or other improvements to the local neighborhood shall be offered as defined in GS153A-331(a) and (c). In areas with no or one such utility, densities will range from 1-2 units per acre.

GS153A-331:

(a) A subdivision control ordinance may provide for the orderly growth and development of the county; for the coordination of transportation networks and utilities within proposed subdivisions with existing or planned streets and highways and with other public facilities; for the dedication or reservation of recreation areas serving residents of the immediate neighborhood within the subdivision and of rights-of-way or easements for street and utility purposes including the dedication of rights-of-way pursuant to G.S. 136-66.10 or G.S. 136-66.11; and for the distribution of population and traffic in a manner that will avoid congestion and overcrowding and will create conditions that substantially promote public health, safety, and the general welfare.

(c) (para 1)

A subdivision control ordinance may provide that a developer may provide funds to the county whereby the county may acquire recreational land or areas to serve the development or subdivision, including the purchase of land that may be used to serve more than one subdivision or development within the immediate area.

Commissioner McCall asked to table Commissioner Oakes' motion and made a motion to approve LUP Proposed Amendment #2017-1 – Lincoln County Planning and Inspections Department, applicant

VOTE ON COMMISSIONER OAKES MOTION:

3 – 2 AYES: Oakes, Mitchem, Permenter
NOES: Beam, McCall

Commissioner McCall withdrew her motion.

Lincoln County Animal Services Hours: Hannah Beaver presented a change to the Animal Services hours of operation. The current hours of operation are unclear, confusing and often negatively impact animal care operations. Animal Services wants to encourage and promote hours for adoptions, provide hours for intake that allow adequate staff to be present to interact with those who may be surrendering animals, and also emphasize hours, specifically for animal care. They are proposing new hours that reflect their mission and goals, but that also strive to meet public perceptions about what hours the service they offer should be available.

Chairman Beam said the Commissioners do not need to approve the hours, the County Manager can do that, but thanked Mrs. Beaver for the information.

LINCOLN COUNTY ANIMAL SERVICES HOURS

OLD HOURS

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
SHELTER HOURS	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-5pm	11am-5pm	X
ADOPTIONS	11am-5pm	11am-5pm	11am-5pm	11am-5pm	11am-5pm	11am-5pm	X
STRAY INTAKE	8am-5pm	8am-5pm	8am-5pm	8am-5pm	8am-5pm	11am-5pm	X
SURRENDERS	1pm-3pm	1pm-3pm	1pm-3pm	1pm-3pm	1pm-3pm	1pm-3pm	X

SUGGESTED NEW HOURS

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
SHELTER HOURS	10am-5pm	10am-7pm	10am-5pm	10am-7pm	10am-5pm	12pm-5pm	X
ADOPTIONS	10am-5pm	10am-7pm	10am-5pm	10am-7pm	10am-5pm	12pm-5pm	X
INTAKES	10am-5pm	10am-5pm	10am-5pm	10am-5pm	10am-5pm	12pm-5pm	X

OWNER SURRENDER INTAKES BY APPOINTMENT ONLY

Animal Services No Kill Plan: Hannah Beaver presented a strategic plan for transforming Lincoln County into a No Kill Community, which is incorporated by reference and attached to this document.

Hannah Beaver said a few additional employees will be needed to carry out this plan.

The Board praised Hannah Beaver for her hard work and dedication to making Lincoln County No Kill.

UPON MOTION by Commissioner McCall, the Board voted unanimously to approve the Animal Services No Kill Plan as submitted.

Motion to Approve bid award to Dellinger, Inc. for \$662,998.60 for NC 16 Waterline expansion: John Henry presented the following:

Bids were open on Thursday, May 4, 2017. Piedmont Utility Group, Inc. was the apparent low bidder. Upon review of the bid with staff and the engineer it was determined that Piedmont Utility Group, Inc. was a non-responsible bidder.

He asked the Board to approve the bid award to Dellinger, Inc. for \$662,998.60.

UPON MOTION by Commissioner McCall, the Board voted unanimously to approve the bid award to Dellinger, Inc. for \$662,998.60 for NC 16 Waterline expansion.

Public Comments: Chairman Beam opened Public Comments.

Kate Cameron, representing HATS, recognized and thanked the Board, Animal Services Advisory and Ad Hoc Boards, and Hannah Beaver, along with her staff, for their hard work moving LCAS towards a 90% or better live release rate. She said they are excited about the plan presented and approved.

Ashley Oliphant, founder of Humane Voters of Lincoln County and acting Chair of the Animal Services Advisory Board and member of Ad Hoc Committee for No Kill, stated that she wanted to register for the public record how happy she is that LCAS now has a really motivated, compassionate director who understands the no kill philosophy and is ready to implement it. She said Hannah Beaver should be applauded for leading the shelter away from the status quo and into a new era of great possibility.

Being no additional speakers, Chairman Beam closed Public Comments.

Budget Presentation: Kelly Atkins, Josh Grant and Deanna Rios presented the budget for fiscal year 2018, which included the following:

- The County Manager's recommended budget for FY 18 is \$98,739,155.00
- Adequate fund balances in all operating funds is expected to continue
- An ad valorem property tax rate of \$.611 per \$100
- Tax Assessment \$8.84 billion in FY 18
- Property tax collection rate of 98.35%
- All funds are Balanced
- The proposed tax rate of \$0.611 per \$100 of valuation is the 4th lowest tax rate of neighboring counties. This is according to the NC Association of County Commissioners Annual Survey. Furthermore, Lincoln County has the 3rd lowest tax rate among counties with similar populations in North Carolina.

FY 2018 Expenditures

- Enterprise Funds will be self-supporting
- Education, public safety, economic development, and quality of life.
- Employee Salaries

Economy

- Sales tax revenues
- Residential and Commercial construction
- Property tax collection rate
- Unemployment rate 4.5% Lincoln County
- Inflation
- Other Revenues
- The three local option sales taxes

Fees

- Fees will remain unchanged with the following **exceptions:**

- Increasing the Water Volumetric Rates by adjusting the threshold from 13,000 GPM to **12,000 GPM**
- New water tap fee for Agricultural- \$2800.00
- Industrial water rate increased from \$4.22 to \$4.72 beyond 2500 gallons base rate

Lincoln County Schools FY 2018 Funding

Education Funding

Current Expense: \$18,270,288.00
 School Capital Expense: \$2,950,091.00
 School Debt Expense: \$10,349,921.00
 Total School Expense: \$31,570,300.00

* LED Lighting \$950,000.00 April 2017*

Capital FY 18

- Airport Business Park Grading \$4,000,000
- Library West Lincoln \$2,450,000
- Communication Center \$3,700,000
- Health Department \$5,500,000
- Court Overview/Plans \$1,000,000
- Viper Radio System \$4,537,831
- Senior Services Multi-Purpose Building \$800,000
- Tax Department Renovation 3rd Floor \$100,000
- Animal Services Plans \$100,000
- **Total: \$22,187,831.00**

Human Resources FY 18 - Recommended New Positions

- Library- 1 Program Outreach Manager/1 Library Assistant
- Senior Services- 1 Senior Center Program Manager
- Tax- 1 Deed Review Officer/1 Real Appraiser III/1 Data Entry Temp
- Recreation- 2 PT Recreation Staff
- Fire Marshal- 1 Fire Inspector
- Register of Deeds- 1 Deputy Register of Deeds
- Animal Services- 1 Animal Control Supervisor/1 Lead Animal Caretaker
- Finance- 1 Senior Accountant
- Health- 1 Health Operations Coordinator/1 Medical Office Assistant
- DSS- 2 SW Supervisor/1 Income Maintenance
- EMS- 2 PT to 2 FT Paramedics
- Public Utilities- 1 Utility Maintenance Crew Leader/1 Utility Maintenance Worker
- Solid Waste- 1 Recycling Coordinator/4 Solid Waste Workers

Fund 61 Water and Sewer

- The proposed budget for Water and Sewer is \$10,658,704.00
- Proposed Capital Projects: Waterline Highway 16, Sewer Pump Station Rehab, Water Treatment Plant Upgrade, and Sludge Transfer Pump Study

Fund 66 Solid Waste

- The proposed budget \$6,362,128.00
- Proposed Capital Projects: Fueling Station

FY 18 – Solid Waste

- All Convenience Sites open 7 days a week.
- Necessary equipment replacement
- Move forward with Optimist Club Convenience Site Planning and Construction.
- No additional fee for accepting monitors and televisions.

Proposed Fire District Tax Rate

- **County Fire Districts:** All of the fire districts are recommending their respective tax rates remain the same for FY 17 with following exceptions: **Union, East Lincoln, and Denver**

	<u>Proposed FY 18</u>	<u>Current Tax Rate FY 17</u>
■ Alexis-	11.65	11.65
■ Boger City-	9.99	9.99
■ Crouse-	6.40	6.40
■ Denver-	11.50	11.25
■ East Lincoln-	8.90	8.60
■ Howards Creek-	12.233	12.233
■ North 321-	4.00	4.00
■ North Brook-	10.00	10.00
■ Pumpkin Center-	9.70	9.70
■ South Fork-	12.50	12.50
■ Union-	12.50	9.00

Unassigned Fund Balance

- Fund Balance- Previous BOC agreed (by resolution) to maintain 15% Fund Balance.
- The proposed budget includes an appropriation of fund balance. (\$3,405,237.00)
- As of the FY 16 Audit, Lincoln County currently had an unrestricted fund balance of approximately (\$18,408,808.00.00) or 18.64% of the proposed budget.
- After the appropriation in FY 18, the unassigned fund balance will be approximately 15.20% or (\$15,003,571.00)
- Across the State, counties that are comparable to Lincoln County in population average about 24% in their fund balance.

Future Challenges/Opportunities

- Rising Health Care cost
- Workers Comp cost
- Maintenance of existing county buildings
- Water Treatment Plant Expansion
- Sewer Treatment Plant Expansion
- Sewer Lines and Pump Stations
- Sewer Pump Station Upgrades

- “New” Health Department
- School Capital
- New Library in West Lincoln
- Renovation of the James Warren Citizens Center Interior
- Court Plans
- Communication Center
- Viper
- Airport Grading Project

In conclusion, Mr. Atkins said Lincoln County has made some advances over the last year. As we prepare to begin a new budget year, it is imperative that Lincoln County Government continue its efforts improving the quality of life for all of its citizens. He thanked all of the department managers and the Board of Commissioners for the many hours it has taken to prepare and complete this budget.

Approval of Capital Project Ordinance Amendment #6: **UPON MOTION** by Commissioner Oakes, the Board voted unanimously to approve Capital Project Ordinance Amendment #6.

Approval of Budget Ordinance Amendment #9: **UPON MOTION** by Commissioner Oakes, the Board voted unanimously to approve Budget Ordinance Amendment #9.

Finance Officers’ Report: Deanna Rios presented the Finance Officer’s Report.

County Manager’s Report: Mr. Kelly Atkins informed the Board that he received notification that at tonight’s City Council meeting the City passed the proposal with the conditions that the Airport name remain the same and the airfield to remain as the David E. Lowe Airfield with a few other conditions.

County Attorney’s Report: Mr. Deaton reported that the Strata Solar deliberation will be held on June 5, 2017.

County Commissioners’ Report: Nothing reported.

Vacancies/Appointments: Nothing reported.

Recess: **UPON MOTION** by Commissioner Oakes, the Board voted unanimously to recess to May 16, 2017 at 2:00 p.m. for the purpose of discussion and possible action concerning Sewer Allocation.

Amy S. Atkins, Clerk
Board of Commissioners

Bill Beam, Chairman
Board of Commissioners



Making Lincoln County No Kill: A Strategic Plan for Transforming Lincoln County, North Carolina, into a No Kill Community

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Prepared by Lincoln County Animal Services Staff, County Management, and the
No Kill Ad Hoc Committee, and reviewed by the Animal Services Advisory Board

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Comments and questions may be addressed to Hannah R. Beaver, Director,
Lincoln County Animal Services (hbeaver@lincolncounty.org).

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1. Background

In 2013, the Board of County Commissioners voted to work towards becoming a No Kill Community and attaining a monthly Live Release Rate of 90% or greater. Lincoln County Animal Services (LCAS) has made significant progress over the course of the last four years, steadily increasing the Live Release Rate of cats and dogs from 42.7% in 2013, to 80.7% in 2016. In 2017, a No Kill Ad Hoc Committee was created to assist Lincoln County Animal Services in the last steps of reaching this goal and achieving this endeavor.

2. Introduction

Lincoln County has been on the path to becoming a No Kill Community for years. With the work and commitment of the Animal Services staff, County Management, the No Kill Ad Hoc Committee, the Animal Services Advisory Board, the County Commissioners, community animal advocacy organizations, partner agencies and groups, and the residents of Lincoln County, we intend to make it happen. Through the support and collaboration of all parties involved, and the creation of programs and services geared to implement the No Kill philosophy, Lincoln County will build a successful No Kill Community.

3. No Kill Mission and Vision

Lincoln County's mission and vision is to be a place where all healthy and treatable animals are saved, and where only animals that are irremediably suffering are euthanized.

4. No Kill Goals and Objectives

The strategic goal is to achieve and maintain No Kill status as a shelter, based on the official No Kill formula to measure results, and to become the first open admission, government run, and No Kill shelter in the state – while following all laws and regulations administered through the North Carolina Department of Agriculture.

The annual objectives are to achieve the following:

- Achieve and maintain 90% or greater live release rate for dogs and cats individually
- Achieve and maintain 100% live release for healthy or treatable animals for each consecutive month

5. Strategic Plan

To become a No Kill shelter, Lincoln County Animal Services will work to implement and expand upon all programs associated with the No Kill Equation. These programs include:

- Rescue Group Transfer Partnerships
- Volunteer Programs
- Foster Care Programs
- Community Cat Sterilization
- Pet Retention Programs
- Comprehensive On-site and Off-site Adoption Program
- Public Relations/Community Involvement
- Medical/Behavioral Prevention and Rehabilitation Programs
- High-Volume, Low-Cost Sterilization Services
- Proactive Pet Redemption Programs

The implementation of the above programs is only possible through compassionate and dedicated leadership at Animal Services, as leadership is the critical element of the No Kill Philosophy. It is crucial that leadership understand and diligently execute all elements of the No Kill Equation, and establish a No Kill culture within the Animal Services Department and out in the community.

6. Implementing and Managing the Plan

The effective implementation of the No Kill strategic plan will depend on comprehensive program management by staff and best use of resources in the areas covered. Program management will include oversight, but also evaluation and monitoring of each program area. The No Kill Ad Hoc Committee will serve to give advice on the progress staff is making towards this plan, and provide ideas and expertise on program elements.

The implementation of this plan will take into consideration best practices as they exist in strategic plans and operations for other No Kill areas and organizations, including the No Kill Advocacy Center. As with any field, these practices are fluid and may change and adapt over time; as a result, Lincoln County Animal Services must be flexible with the implementation of this plan and programs.

Staff has outlined a timeline through to for implementation of No Kill programs in a realistic and logical manner. In order to be successful it is imperative that this plan be implemented and then

managed on the basis of careful planning and strategy. While this plan is a guide to what LCAS plans to achieve and implement, it may well be the case that some programs get implemented sooner or later than expected, and additional programs not listed may be added and implemented in addition. Furthermore, at no point must operations necessary to be a licensed shelter under the North Carolina Department of Agriculture be compromised.

From this document, Lincoln County Animal Services will create an operational plan and strategy to guide the actions of staff and direction of programs, with the guidance of County Management, the advice of the No Kill Ad Hoc Committee, and the input of the Animal Services Advisory Board. This operational plan will be justified by good fiscal judgement and with the goal of reaching No Kill status.

7. Planning Objectives and Performance Measures

Effective program management requires performance measurement, thus we must establish and monitor specific measures of performance, and use these to manage individual programs and their interrelationships.

There are a number of critical program performance measures for the overall evaluation of the implementation No Kill plan and its programs. These include:

- Intake Numbers
- Number of Incoming Litters
- Live Release Rate and Euthanasia Rate
- Placement Numbers
- Pet Retention Numbers
- Number of Pets Returned to Owners
- Number of Returned Adoptions
- Number of Spays and Neuters Performed
- Number of Community Partners
- Number of Volunteer Hours and Fosters

Staff will be working to report these measures in a comprehensive manner to be accountable to our goals, and to evaluate and improve on program implementation as needed. Regular evaluation of benchmarks will be a hallmark of our strategy.

Other measures to be evaluated include regular statistics and reports compiled from best practices as found in the newly released publication from the No Kill Advocacy Center, “Calculating an Animal Shelter’s Live Release Rate.”

8. Conclusion

The No Kill philosophy is the humane and long-term fiscally responsible solution for animals in our community. Lincoln County has been working hard to achieve this goal of becoming a No Kill community by comprehensively and completely implementing all programs of the No Kill Equation. Staff will be working closely with County Management, the Animal Services Advisory Board, the No Kill Ad Hoc Committee, animal advocacy organizations, community partners, and the residents of Lincoln County to ensure this goal is achieved, maintained, and sustained for years to come.

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APPENDIX I

APPENDIX II

No Kill Ad Hoc Committee Goals and Objectives For LCAS to Reach No Kill Status 2017-2018

- **Establish “Managed Intake” Days/Hours**
 - Establish pre-defined intake days/hours to manage intake (this does not negate being an open-admission shelter)
 - Publicize new managed intake days and hours on the website, Facebook page and shelter front door.
- **Educate staff and ACOs on the No Kill Equation and No Kill philosophy**
 - Schedule ongoing “Lunch and Learns” for staff and ACOs to watch online videos of the complete Austin Pets Alive No Kill Conference sponsored by Best Friends Society
 - Provide No Kill education materials from the No Kill Coalition website to all staff and ACOs
 - Have each staff member, ACO, Manager, Director and Vet Tech take a knowledge quiz to establish baseline needs for education and then take a No Kill knowledge exam
- **Introduce Innovative LCAS Cat Program to Significantly Reduce Cat Intake**
 - Train all staff members (including ACOs and interested volunteers) on the latest research and innovative programs designed to reduce community cat intake (see ShelterMedicine.com/Library to start). Use periodic quizzes to ensure all ACOs and staff members are fluent in explaining to the public how the program works and the benefits to taxpayers, animal advocates and the animals.
 - Develop LCAS-branded public education materials about how the LCAS Cat Program works (including door hangers, brochures, webpage FAQs, social media posts, etc.)
 - Provide ongoing mass public education about how the LCAS Cat Program works and its benefits. Utilize the press and speaking opportunities at area clubs, associations, churches, etc. Engage volunteers to assist as well as groups and individuals like Humane Society of Charlotte, Friends of Feral Felines, Lake Norman Lucky Cats, Alley Cat Allies, Rick Dohman and Glen Griffin.
- **Establish High-Volume, Low-Cost Spay/Neuter Program with Third-Party Partners to Reduce Cat Intake**

- Establish working partnership with Gaston Spay Neuter (or Lake Norman Spay Neuter or both) to develop a high-volume, low-cost spay/neuter program for cats upon intake and for community cats to avoid intake (per the innovative Community Cat Program). Engage Helping Animals To Survive (HATS) and the Humane Society of Lincoln County (HSLC) to assist LCAS with running the program. Promote the program at the shelter and through social media.
- **Improve marketing and speed-to-market of LCAS animals for faster placement**
 - Increase Facebook activity and exposure of animals on other social media platforms such as Instagram and Twitter
 - Purchase new software that will update shelter animal profiles to PetFinder.com (the #1 online pet search directory) every hour
 - Regularly update all shelter staff about marketing activities, making sure all employees see themselves as part of the overall marketing team
- **Increase Number of Rescue Partners**
 - Recruit 5 additional dog rescue groups
 - Recruit 10 additional cat rescue groups
- **Increase Number of Fosters**
 - Recruit 15 additional cat fosters, including 3 medical fosters and 4 kitten fosters
 - Recruit 5 additional dog fosters
- **Increase Partnerships with “Rescue Trains” to Transport Animals to Other States**
- **Adopt Special Fundraising Platforms to Maximize Community Donations**
- **Establish and Publicize Comprehensive Adoption Event Calendar for 2017**
 - An Outreach and Volunteer Coordinator to organize events and volunteers has been hired
 - In addition to existing weekly adoption events, propose additional weekly adoption events (some cat only) to county administrators
 - Establish venues and hold events during evening and weekend hours to accommodate working individuals who are seeking pets to adopt
 - Partner with training facilities to provide training for dogs that exhibit problem behaviors that may impede adoptions
- **Improve Physical, Behavioral, and Social Health of Animals During Shelter Stay**
 - Improve separation of sick from healthy animals within the shelter (i.e. no kittens in the intake room)
 - Establish an audit system to ensure medical care, feeding and cleaning protocols are in place and consistently used by all staff and volunteers (including inmates)
- **Increase Return to Owner by Empowering and Incentivizing ACOs**

- Allow ACOs to take photos in the field of “stray” animals and post with location details to social media and Lost & Found websites/pages BEFORE bringing animals to the shelter
- Ensure all ACOs scan for microchips while out in the field BEFORE bringing animals to the shelter. Ensure they have working scanners in the field.
- Create a policy for stray animal pick up where all ACOs knock on area neighbors’ doors and leave door hangers with pet and contact information regarding the found animal
- Require staff members to cross-check Lost & Found pages (HATS, NC, etc.) BEFORE taking in animals as part of the LCAS system. These pages should also be checked prior to any euthanasia.
- For Community Cats, follow Community Cat Program protocols by having ACOs and staff proactively educate the public on how to live with Community Cats that do not have owners (explaining the benefits and providing details about what they can do to help)
- Apply for NC Spay/Neuter Program (I Care) for low-income residents
 - Provide low-cost spay/neuter services for low-income residents (see state statutes for details)
 - Submit required quarterly reports for reimbursement
 - Submit annual report as stipulated as part of the state program
 - Promote LCAS low-cost spay/neuter program to public via press releases, social media posts, door hangers in low-income areas of the county and Health Department/Social Services advertisements
 - Intensify marketing efforts for low-cost spay/neuter and low-cost vaccination opportunities that are not connected to financial categories
- Establish Pet Surrender Prevention Program
 - Hire a Lead Animal Caretaker to create and maintain the program and train animal care staff
 - Distribute counseling scripts to be used by staff members when dialoguing with pet owners who feel the need to surrender their pets
 - Compile list of resources available to solve pet owners’ situations that lead them to feel the need to surrender their pet(s), i.e. pet friendly housing, vet care, fencing, food, medicines, training, etc. The new Outreach and Volunteer Coordinator should contact businesses and housing agents to create a list of local resources. Contact HATS for its list of resources remembering that shelter staff should not simply tell pet owners to contact HATS when surrendering.
 - Create rotating “counselor” schedule during managed intake days/times to reduce pet surrenders