

## Conclusion

Animal licensing programs in North Carolina have yet to reach their maximum revenue potential. By increasing the number of licensed animals through the use of rabies records, these programs will increase the number of licensed and vaccinated pets in their jurisdictions, improve their service to the community, and increase their revenues.

The recommendations offered in this article must be adapted to fit animal licensing operations for each program. Variations will be necessary depending on the services a program provides, the size of the pet population, the size of the annual budget, and the sentiment of pet owners.

## Notes

1. Revenues from animal taxes are typically included in a local government's general fund unless the governing body enacts an ordinance to dedicate the revenues to the animal services department. (For the use of local government ordinances for this purpose, see the sidebar on page 43.)

2. The responsibility for rabies monitoring and control may be placed in another department if the animal control program is not housed in the health department. For example, in Wake County, rabies control falls under the Animal Control Division of the Department of Environmental Services.

3. N.C. GEN. STAT. § 130A-189 (hereinafter G.S.).

4. Although a county and each incorporated municipality within it may all operate separate animal programs, a locality often enters into an interlocal agreement with another locality to provide joint services. Interlocal agreements are most common with animal licensure and animal sheltering. Animal control functions, such as abating animal nuisances and responding to calls about vicious animals, often are handled separately by each local government's animal control office or law enforcement office.

5. G.S. Chs. 153A and 160A authorize local governments to create ordinances for their jurisdiction on any number of matters, including animal abuse, dangerous animals, animal license fees, animal shelters, and contracts for animal services.

6. Setting separate fees for sterile and fertile animals is called "differential licensing." Localities may choose this option to encourage owners to spay or neuter their pets.

7. BEN F. LOEB, JR., ANIMAL CONTROL LAW FOR NORTH CAROLINA LOCAL GOVERNMENTS 5 (Chapel Hill: Inst. of Gov't, The Univ. of N.C. at Chapel Hill, 1997).

8. Several of these localities have entered into interlocal agreements to serve the area.

For example, Charlotte operates the animal control program for Huntersville, Mint Hill, Pineville, and the unincorporated areas of Mecklenburg County. Durham County Animal Control serves both Durham city and the unincorporated areas of the county. Carrboro and Chapel Hill contract with Orange County for animal control services. Hillsborough does not because it does not have an animal licensure ordinance.

9. The American Humane Association recommended these localities as having exemplary animal licensure programs. The association also recommended the programs operated by Palm Beach County, Florida; Pittsburgh; and San Mateo County, California. However, these localities were not able to provide the necessary data for inclusion in this study.

10. Of the programs in this study, the average North Carolina program licenses 20,239 animals, whereas the average out-of-state program licenses 83,596 animals.

11. Four North Carolina programs were unable to provide rabies data and are not included in the reported statistics.

12. Statistics of the American Veterinary Medicine Association (available at [www.avma.org/cim/estimate.htm](http://www.avma.org/cim/estimate.htm)) indicate that 53 percent of households own dogs, and 60 percent cats.

13. These owners argue that license revenues are used disproportionately to support dog operations, including dog control, nuisance complaints, and dog sheltering. They also contend that cats should be able to roam freely and cannot be expected to wear a license tag.

14. For a review of current software options, see *Finding Software for Your Shelter*, ANIMAL SHELTERING, May/June 2000, p. 24. It can be ordered from the Humane Society of the United States or downloaded from the society's Web site, [www.animalsheltering.org](http://www.animalsheltering.org).

15. Under G.S. 130A-189 it is not a violation of the law for a county to provide rabies data to a municipality, a nonprofit, or a contracted company to use for licensure, "provided that the information . . . will not be used for commercial purposes."

16. Under G.S. 130A-189, rabies records are sent "to the county agency responsible for animal control."

17. This study found no licensing programs that shared or distributed rabies vaccination records except those participating in interlocal agreements.

18. As the Orange County animal control director pointed out, rabies vaccinations soar at the announcement of a rabid-animal sighting and fall in the absence of any publicity about rabies.

19. Although some programs allow veterinarians to collect license fees on the animals they serve, several programs report that they have found it difficult to manage the arrangement and collect the fees. This relationship is not recommended.

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## Ammons Appointed to Lead MPA Program

### Former Director Allred Moves to Associate Provost Position

In September 2001, Professor David N. Ammons, a specialist in local government productivity, was appointed to a five-year term as director of The University of North Carolina at Chapel Hill's Master of Public Administration (MPA) Program. The program is housed in the School of Government.

In making the appointment, Michael R. Smith, dean of the school, said Ammons "is recognized nationally as a leader in the field of public administration and is deeply committed to maintaining and enhancing the academic excellence and reputation of the MPA Program."

Ammons replaces Professor Stephen Allred, program director since 1995 and a School of Government faculty member since 1986. Allred recently was appointed associate provost of UNC-Chapel Hill.

Ammons's primary focus is local government performance measurement, benchmarking, and productivity improvement. He is the author of several books, including the 2001 release *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards* (Sage Publications).

Ammons has served in various



New MPA Program Director David Ammons

JON GARDNER

## About the MPA Program

The two-year MPA Program serves about forty full-time students each year, preparing them for leadership in local, state, and federal government and nonprofit organizations. Started in 1966, the program has long been recognized as providing outstanding public administration scholarship with a pragmatic focus. Accredited by the National Association of Schools of Public Affairs and Administration, it is consistently ranked highly by *U.S. News and World Report*.

administrative capacities in the municipal governments of Hurst and Fort Worth, Texas; Phoenix, Arizona; and Oak Ridge, Tennessee. He holds a Ph.D. in political science, with a concentration in public administration, from the University of Oklahoma and an MPA from Texas Christian University. Ammons taught in the public administration programs at the University of Georgia and the University of North Texas before joining the Institute in 1996.

In assuming leadership of the MPA Program, Ammons noted that the quality of the students and the strong alumni network, which “few other programs, if any, can match,” have impressed him. He also considers the program’s location in the School of Government to be a major advantage. Students benefit from direct experience working with faculty on some of the newest research in public administration and related fields. “Many of the plum assignments are handled by MPA students, making the educational experience a very practical one,” Ammons remarked.

Of his predecessor, colleague, and friend, Ammons said, “Steve did a great job as MPA director. I hope we can build on his work and enjoy additional accomplishments for the program in the future.”

According to Allred, the associate provost position was too rare an opportunity to pass up. “There are few times when you have the chance to do something you really believe in, on a scale that will really make a difference,” he said. A respected educator in public personnel law and the recipient in 2000 of the Albert and Gladys Hall Coates Term Professorship for Teaching Excellence, Allred will maintain his connection with the School of Government and the MPA Program by continuing to teach a first-year personnel law course.

## Juffras to Teach Employment Law

Diane M. Juffras joined the faculty of the School of Government in September 2001 as an assistant professor. She will focus on employment law, employment discrimination law, and relations between governmental employer and employee.

Juffras has broad experience dealing with workplace policy and termination issues, wage and hour law, the Family and Medical Leave Act, the Americans with Disabilities Act, and the Older Workers Benefit Protection Act. She spent the last several years in private law practice in Connecticut. Although noting significant differences between private practice and public service, she expects to draw on her diverse legal experience in intellectual property, e-commerce, health care, and business law to add depth to her teaching and consultations.

A lawyer with a Ph.D. in classics, Juffras has taught in the classics departments of Ohio State University, Princeton University, and the University of Virginia. She earned her undergraduate degree from Dartmouth (where she was elected to Phi Beta Kappa), her Ph.D. from the University of Michigan, and her J.D. from the



New York University School of Law. She is married to UNC–Chapel Hill classics professor Jim O’Hara and has a four-year-old daughter.



JON GARDINER

## Wall Joins Public Health Law Faculty

Aimee N. Wall, an attorney specializing in public health law, joined the School of Government faculty in July 2001 as an assistant professor. She will cover a broad array of public health issues and subjects, including privacy of health information, environmental health, smoking regulation, local boards of health, and health department services.

Before joining the school faculty, she worked in health law with the Washington, D.C., firm of Powell, Goldstein, Frazer, & Murphy. She also participated in the prestigious Presidential Management Intern program, where she worked in the Office of the Assistant Secretary for Planning and Evaluation and the Health Care Financing Administration of the U.S. Department of Health and Human Services. Her work for the department included drafting regulations, briefing congressional staff, and performing data analysis. In North Carolina, Wall interned with the N.C. Health Access Coalition during implementation of the state’s Children’s Health Insurance Program.

Wall received her J.D. in 1997, with honors, from the UNC–Chapel Hill School of Law and earned an MPH from the School of Public Health the following year as part of a joint degree program. An Ohio native and a Phi Beta Kappa graduate of Ohio State University, she is married to Steve Wall.

—Ann C. Simpson