



**Clerk of the Circuit Court, Brevard County, Florida**

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**Scott Ellis, Clerk**

To: Honorable Scott Ellis, Clerk of Court  
From: Clerk of Court Internal Audit Staff  
Date: March 19, 2014  
Re: **Limited Scope Review: Brevard Animal Services & Enforcement (BASE)**

The Internal Audit group was tasked with conducting a limited scope review of Brevard Animal Services & Enforcement (“BASE”). This report presents our findings, analysis and recommendations.

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### **PURPOSE**

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The purpose of the review of BASE was to ensure compliance with the following: Florida Statutes (Chapters 125, 828, 767, 877, and 823); Brevard County Code Chapter 14; BASE’s mission, policies and procedures; and Brevard County policies or orders affecting animal services and enforcement.

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### **SCOPE OF REVIEW**

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The review of BASE encompasses areas within the scope of BASE’s Mission Statement, which is stated below:

Animal Services and Enforcement (ASE) promotes and protects public safety and animal care through sheltering, pet placement programs, education and animal law enforcement. All are vital components in Brevard County’s evolution to a “No Kill Community.”<sup>1</sup>

The findings and recommendations described in this report relate directly or indirectly to animal care and efforts to limit the need for euthanization. Recommendations are meant to be constructive, as the goal is not only to ensure compliance, but also to improve the level of service provided by BASE.

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### **METHODOLOGY**

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Clerk audit staff researched and reviewed relevant laws, rules, codes, policies, reports, animal cards, data, websites, software, budget materials, meeting agenda items and minutes. Audit staff visited BASE facilities, and gained further perspective through visits to the Humane Society of Vero Beach & Indian River County, Orange County Animal Services, Hillsborough County Animal Services, the Central Brevard Humane Society, SPCA of North Brevard, the Brevard

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<sup>1</sup> This Mission Statement was provided in Brevard County budget documents for the 2013-14 fiscal year.

Zoo, and DogSpot Hotel. Clerk staff also met with Brevard County's Human Resources and Utility Services departments. Finally, Clerk staff reviewed prior audits, such as those performed by the Clerk's Office, Brevard County, the University of Florida, and counties elsewhere in the state with respect to their own animal services departments.

Note that this report was prepared independent of any auditing work conducted by Brevard County (the "County"). Clerk staff, however, did examine the County's post-2009 audit follow-up reviews (conducted in 2011 and 2013) to determine whether progress had been achieved with respect to 2009 audit recommendations. The examination's findings, as detailed in Exhibits A1-A5, reveal that no appreciable progress was made between 2011 and 2013. Specifically, no item "open" in 2011 appeared to be "closed" in 2013.

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## AREAS OF FOCUS

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The analysis of BASE encompasses the following areas:

- A. DATA MANAGEMENT
- B. ANIMAL CARE
- C. ANIMAL ENFORCEMENT
- D. FINANCIAL MANAGEMENT
- E. WORKFORCE MANAGEMENT
- F. FACILITIES
- G. MISSION & STRATEGIES

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## SUMMARY OF FINDINGS

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**A. DATA MANAGEMENT (see pages 5-7)**

1. BASE does not appear to be using many of the features provided by Chameleon, or is not using them appropriately.
2. The quantity and quality of data entered into Chameleon may be insufficient.
3. Data entry users and logged-in users may not always be the same person.
4. The Live Release Rate is artificially improved, as BASE treats animals moved between the South Animal Care Center ("SACC") and North Animal Care Center ("NACC") as "transfers."
5. BASE has recently switched from manual log-in sheets to using Volgistics software to track volunteer names and hours.
6. BASE appears to be several months (and perhaps years) behind on capturing licensing data received from participating animal hospitals and clinics.

**B. ANIMAL CARE (see pages 8-12)**

1. Written policies and procedures appear to be outdated or incomplete.
2. Food has not always been rotated.
3. Dogs are not fed at an optimal time.
4. Toys are not consistently provided to dogs in the kennels.
5. Dogs are not walked enough.
6. Kennels and cages are not consistently clean.
7. BASE has only one veterinarian on staff.
8. Kennel cards do not reflect sufficient data for euthanization.
9. There appears to be a lack of consistency in the administering of euthanization drugs.
10. Some stray animals do not appear to be held for 5 days prior to euthanization.
11. Many decisions to euthanize appear to lack sound reasoning.
12. BASE has conducted tests to determine how dogs interact with cats. These “live” encounters have led to death or euthanization.
13. BASE does not sufficiently alert the public and animal rescue community when a euthanization is inevitable.
14. BASE may be honoring owner requests to euthanize without independently determining what is in the best interest of the animals.

**C. ANIMAL ENFORCEMENT (see pages 13-14)**

1. Vehicles are not tracked.
2. Animal Enforcement spends considerable time responding to trapped cats.
3. Handwritten logs are used to record animal enforcement dispatches.
4. Animal control vehicles have exceeded their useful lives.

**D. FINANCIAL MANAGEMENT (see pages 15-16)**

1. BASE has returned over \$500,000 to the General Fund over the last three years.
2. License tag fees for non-spayed/non-neutered (i.e., “unaltered”) dogs and cats is low relative to other counties.
3. BASE does not appear to be proactive in marketing its services.

**E. WORKFORCE MANAGEMENT (see pages 17-20)**

1. BASE may not be using sound hiring practices.
2. BASE employees are scheduled to work more hours on Wednesdays than they are on weekend days, when public interaction is heavy.
3. The use of veterinarians does not appear to be optimal.
4. BASE employees manually fill out time cards to track the hours they work.

5. BASE does not appear to have any “behaviorists” on staff.
6. The time it takes to process a new volunteer appears to be excessive.
7. BASE inconsistently reports both numbers of volunteers and numbers of volunteer hours.
8. BASE does not appear to be using volunteers to their full potential.

**F. FACILITIES (see pages 21-23)**

1. Noise levels in dog kennel areas (particularly NACC) are exceedingly high.
2. Surveillance cameras appear to be non-operational (SACC) or non-existent (NACC).
3. BASE does not appear to be using the shelter grounds optimally.
4. Shelters are closed on Wednesdays.
5. The cat socializing room at NACC does not appear to be used.
6. Music is not played at the shelters.
7. The shelters are not adequately maintained.

**G. MISSION AND STRATEGIES (see pages 24-25)**

1. BASE does not appear to be using its shelters optimally, given NACC’s lack of success as an adoption center.
2. BASE places undue emphasis on its live release rate, and appears to rely on that metric to gauge its success with regards to population management.
3. BASE lacks a robust strategic plan for achieving no-kill status.

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## FINDINGS

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### A. Data Management

- ❖ Chameleon Software
- ❖ Volgistics Software
- ❖ License Tags

#### Chameleon Software

*BASE uses Chameleon, which is an integrated shelter software case management system. Chameleon can be used to maintain animal and kennel data, record field-related activities, track licensing, perform financial transactions and record-keeping, record medical histories, track donations, and produce a multitude of reports. Exhibits B1-B2 provide an exhaustive list of items that can be managed and tracked.*

#### Volgistics Software

*BASE uses Volgistics software, which is an on-line tool for managing volunteers. This software is used by animal shelters, zoos, libraries and other types of organizations that rely on a large pool of volunteers.*

#### License Tags

*In Brevard County, dogs and cats must be licensed annually. Owners may purchase tags through BASE. They may also purchase tags through participating animal hospitals and clinics, which then forward the tag information to BASE.*

### OBSERVATIONS

- 1. BASE does not appear to be using many of the features provided by Chameleon, or is not using them appropriately.**  
BASE apparently has not engaged County IT to any great extent to explore the full range of Chameleon's capabilities. Also, the depth and breadth of training may be inadequate with respect to report generation.
- 2. The quantity and quality of data entered into Chameleon may be insufficient.**  
Foster inventories generated by Chameleon, for example, do not appear to reflect reality, given that many animals have been in foster care for over a year. It is unclear whether BASE has even established a set period after which a fostered animal becomes an adoptee. It is also unclear whether BASE follows up with foster parents to ensure that vaccinations are current or that spay/neutering has been done for "foster to adopt" animals. (Exhibit C1 contains one of the pages of a recent foster inventory report.)
- 3. Data entry users and logged-in users may not always be the same person.**  
In Exhibits D1-D3, for example, it appears that the user who entered notes regarding the euthanasia of dogs was different than the user who was logged into the Chameleon system at the time of the entries. (Clerk audit staff has no knowledge of whether passwords have been shared.)

**4. Animals that are moved between SACC and NACC artificially improve the live release rate.**

Transfers of animals from BASE should be (and are) included in calculating live release rates. However, as part of its transfers, BASE has been including animals moved between its own shelters. This is incorrect, as there is no net reduction in inventory. Thus, the live release rate is artificially increased.

**5. BASE has recently switched from manual log-in sheets to using Volgistics software to track volunteer names and hours.**

BASE had been using three sets of log books to record volunteers' names, check-in and check-out times: (1) Regular Volunteers, (2) Students and (3) Community Service. (See, for example, Exhibit E1.) Clerk audit staff had found many of the records to be unreadable, with some volunteers using the wrong books. The migration to Volgistics should be a tremendous improvement, provided that the data is input accurately and a rewards system for volunteers is established.

**6. BASE appears to be several months (and perhaps years) behind on capturing licensing data received from participating animal hospitals and clinics.**

The failure to enter licensing data is problematic in two respects. First, BASE may not be able to identify the owner of an animal picked up by animal enforcement officers; or, BASE may have difficulty matching an animal with an owner who has reported the animal missing. Second, annual license renewal notices may not be generated if the information that would trigger such renewal notices is not in the BASE system. This could represent a significant lost revenue source. Note that Clerk audit staff contacted ten hospitals/clinics on BASE's participating veterinarian list to determine whether the participants sent tag renewal notices to their customers; nine of the ten did not. Moreover, two out of the ten listed on BASE's website no longer sold licenses.

## **RECOMMENDATIONS**

**1. BASE should more fully utilize Chameleon software capabilities.**

Inputting data into Chameleon is helpful only to the extent software can be used as a true management tool. BASE should consult the services of County IT, and take advantage of the Chameleon Yahoo user group, where report-sharing is evidently free. At Hillsborough County Animal Services ("HCAS"), for instance, IT has helped produce reports covering "length of stay," medication/special treatment to-dos, vaccine booster follow-ups, and adoption details. Photos are taken using a webcam linked to Chameleon. Chameleon-generated kennel cards provide additional information such as weight and reason for a hold. In Orange County, Chameleon is used in conjunction with other technology to provide detailed information on field activities. Clerk staff recommends that BASE personnel be sufficiently cross-trained to ensure that all reports are produced in a timely fashion.

**2. BASE should ensure that data entered into Chameleon is accurate and sufficient.**

The old adage of "garbage in, garbage out" holds true with Chameleon, which is useful as a management tool only to the extent data is properly entered. Thus, BASE management

should ensure that data is precisely entered and is comprehensive. Moreover, BASE should revisit the fosters program to determine what constitutes a temporary foster versus a long-term foster versus an adopted animal (i.e., consider time ranges). BASE should also consider methods for following up on fostered animals (e.g., vaccination boosters, spay/neutering). Euthanization reasons should be better documented in Chameleon.

**3. The person entering data into Chameleon and the person logged into Chameleon should be the same.**

This recommendation should be formalized in shelter policies and procedures, and distributed to all employees. Note that at HCAS, management has set timers within Chameleon, which automatically log the software off after 30 seconds of non-use. If implementing the recommendation above is difficult due to a lack of computers, management should seek surplus computers and associated hardware through other departments or agencies. Clerk staff does acknowledge that BASE management has recently indicated their desire to upgrade technology and acquire additional computers.

**4. BASE should not include transfers between SACC and NACC when calculating live release rates.**

When an animal is being moved between BASE's shelters, it is not actually being released as a "transfer," as it is still part of the animal inventory. Thus, BASE should back out such numbers from the numerator to arrive at an accurate live release rate.

**5. BASE should make full use of Volgistics to manage its volunteers.**

Since Volgistics is now being used to track volunteer names and hours, BASE should be able to provide accurate volunteer statistics using any time period. Management can also use the data to provide rewards to show gratitude for volunteer service (e.g., t-shirts, meals, gift cards, ice cream). While there may be instances where a participant would not need a Volgistics password (e.g., short-term community service), manual records should be kept with greater accuracy than they have been in the past.

**6. BASE should prioritize the updating of license tag data. BASE should also consider creating a promotion plan to educate County residents about licensing requirements.**

Catching up on data input will enhance revenues through renewals and raise the likelihood that owners will be matched with their lost animals. If employee resources are insufficient to meet this task, then management should consider using volunteers – particularly those who are unable to perform physical tasks but are comfortable working on a computer. Additionally, BASE should consider holding a contest (e.g., through schools) to create a poster reminding the public about license requirements, and convince participating veterinarians to hang them in their lobbies – an easy sell because it would protect the vets' clients. Finally, BASE should create an on-line form that would permit animal owners to renew tags and update their contact information through BASE's website.

## **B. Animal Care**

- ❖ **General Care**
- ❖ **Medical**
- ❖ **Euthanasia**

### **General Care**

*Providing proper animal care is fundamental to the success of BASE. Given the volume of animals that BASE handles, it is important to have common-sense procedures and checklists in place that are consistently followed.*

### **Medical**

*A focus on animal wellness and the prompt and successful medical treatment of animals is one of the cornerstones of a well-run shelter operation.*

### **Euthanasia**

*Given the traumatic nature of euthanasia, every effort should be made to ensure that each separate euthanasia event is justifiable and competently performed.*

## **OBSERVATIONS**

- 1. Written policies and procedures appear to be outdated or incomplete.**  
County management recently acknowledged that BASE staff was working on updating policies and procedures. This is long overdue, given BASE's commitment to do so in the County's 2013 follow-up audit to the 2009 University of Florida review (and 2011 County audit).
- 2. Food has not always been rotated.**  
In handling food storage, if the inventory policy of "first in, first out" is not strictly followed, the food can become contaminated and full of insects and moths, which can cause illness and weaken animal immune systems.
- 3. Dogs are not fed at an optimal time.**  
Since dogs are fed in the mornings, there is a greater likelihood that they will defecate in their kennels during open shelter hours, particularly if the dogs are not walked.
- 4. Toys are not consistently provided to dogs in the kennels.**  
BASE management has agreed to allow dogs to have large toys, but toys in kennels are often found to be lacking.
- 5. Dogs are not walked enough.**  
Dogs are not walked more than once or twice a day – some perhaps not at all. Less walking can lead to higher stress levels and a higher likelihood that dogs will defecate or urinate in the kennels – which, besides being unhealthy, adds to unsightliness and a disagreeable smell.



**6. Kennels and cages are not consistently clean.**

Upon observation, audit staff has seen feces or urination on several dog kennel floors at the same time (particularly at SACC). Cat cages are also not consistently clean, and cats have been found lying in their soiled litter boxes.

**7. BASE has only one veterinarian on staff.**

One vet on staff to handle up to 13,000 animals per year appears to be sub-optimal. By comparison, Hillsborough County Animal Services (roughly 23,000 animals, with no clinic services provided to the public) has 2.5 vets on staff and will soon add another; this shelter also has vets that are contracted out. Orange County Animal Services (roughly 23,000 animals, with some spay/neuter services provided to the public) has 2 vets, with additional vets contracted out.

**8. Kennel cards do not reflect sufficient data for euthanization.**

Clerk audit staff reviewed the kennel cards of several animals that had been euthanized. Many cards were missing relevant data, including weights and the signatures of owners surrendering their animals. See, for example, Exhibits F1-F3.

**9. There appears to be a lack of consistency in the administering of euthanization drugs.**

On October 26, 2013, no weight was apparently listed for the dog "Bo" (on either the kennel card or in Chameleon), and thus there is no way to conclude that the correct dosage was provided. (See Exhibits G1-G2.) Other examples: On September 14, 2013, a dog (#618665) weighing 47.4 pounds was reportedly given 8 cc of euthanasia drug. Around the same time, another dog (ID #618967) weighing 62.3 pounds, was reportedly given 7 cc.

**10. Some stray animals do not appear to be held for 5 days prior to euthanization.**

On September 26, 2013, at least three cats apparently were not held for the requisite 5 days before being euthanized. The same is reportedly true for a stray dog that was euthanized on October 23, 2013.

**11. Many decisions to euthanize appear to lack sound reasoning.**

In 2013, 90% of all cat and dog euthanizations were performed for behavioral or medical reasons. (In terms of raw numbers: 4,455 out of 4,932.) See Exhibit H1. The significance of this is that BASE is likely either miscategorizing euthanizations (e.g., indicating behavioral or medical when time/space is the true reason) or BASE is carrying out many euthanizations for reasons that are unsupportable. Some examples of reasons that may be questionable are as follows: The dog Bobby (ID# A616732) was apparently euthanized following a minor bite incident; the dogs Happy (#612712) and Mac (#611167) were euthanized two days prior to a large adoption event; the dog Leta (#615804) was apparently euthanized due to ear and eye infections and dermatitis; a young puppy (#A620467) was euthanized for continually fighting with a sibling (yet the puppies were apparently never separated).

**12. BASE has conducted tests to determine how dogs interact with cats. These “live” encounters have led to death or euthanization.**

As an example, in late January 2013, dog #597242 was tested for its receptiveness to cats. During the test, the dog attacked a cat and caused such harm that the cat had to be euthanized. The dog was then euthanized on account of its own behavior.

**13. BASE does not sufficiently alert the public and animal rescue community when a euthanization is inevitable.**

Animal rescue groups, foster families and adopters are not in a position to take quick action to save an animal if they are unaware of a pending euthanization.

**14. BASE may be honoring owner requests to euthanize without independently determining what is in the best interest of the animals.**

BASE performs many euthanizations upon the request of owners. There are usually over 100 such requests made each month.

## **RECOMMENDATIONS**

**1. BASE should complete and have accessible to all employees a current Policies and Procedures manual. Perhaps more importantly, BASE should provide Checklists for employees and volunteers providing animal care.**

Policies and procedures manuals are a good resource, but in reality, are rarely accessed on a daily basis. Checklists can and should be used daily, particularly given the large volume of animals that are cared for at BASE. Some checklists should actually be signed off as they are completed, and then submitted to supervisors.

**2. BASE should ensure that food is rotated appropriately so that a “first in, first out” inventory policy is maintained.**

Animals at BASE have traditionally been fed with donated food. This will apparently change as BASE management budgets money for food. However, food rotation is crucial even with higher-quality food.

**3. Dogs should be fed at the same time in the afternoons.**

Feeding dogs in the afternoons (as opposed to mornings) provides a more balanced approach regarding food intake and digestion, and reduces the likelihood that the dogs will defecate in kennels during adoption viewing hours. Orange County Animal Services feeds their dogs in the late afternoon; Hillsborough County Animal Services (“HCAS”) feeds their dogs at 2:00pm every day. Whatever time is selected, it should be consistent from day to day.

**4. Dogs should always have access to toys.**

Toys alleviate anxiety and channel nervous energy. Moreover, a dog seen playing with a toy may be more adoptable. Cats should also be provided with toys when possible.

**5. Dogs should be walked more frequently.**

More dog-walking leads to lower anxiety and an opportunity for dogs to relieve themselves in an outdoor environment. At the Humane Society of Vero Beach & Indian

River County (“HSVB&IRC”), for instance, dogs are typically walked three times a day. At Hillsborough County Animal Services, an enrichment team meets daily to determine which dogs should be walked more frequently. A dog-walking schedule should be part of a general operational checklist to be signed off each day. Strays should not be neglected. Finally, it is recommended that BASE follow the example of other shelters and maintain a whiteboard to display the times dogs have been walked and who the walkers were.

**6. BASE management should implement protocols for maintaining cleanliness throughout the shelters.**

Visitors are less likely to adopt when the kennels and cages are not clean. On visits to other shelters, audit staff found very clean conditions. The Humane Society of Vero Beach & Indian River County performs a thorough cleaning of kennels every morning before opening its doors to the public. Animal Services in both Orange County and Hillsborough County place privacy boxes (a/k/a cat dens or feral boxes) in cats’ cages; this makes the task of cleaning cages much easier, lowers the sickness rate, and reduces cat anxiety. Note that some facilities, including the facilities mentioned above, have begun using alternatives to the bleach-related product Wysiwash, which has been found to be corrosive (and may have little effect when organic matter is present). Hillsborough County Animal Services, for example, uses a hydrogen-peroxide based product called Accel.

**7. BASE should add a veterinarian to its staff and/or take advantage of free and contract vet services.**

One vet on staff is likely insufficient for BASE. Currently, the vet on staff is visiting NACC no more than one day per week. Moreover, given the volume of animals that pass through the shelters, it would be very difficult to sustain a schedule that included multiple surgeries and a complete wellness monitoring of animals. Furthermore, a reliance on one vet creates a challenge for management should that vet become incapacitated; a second vet (even if contracted) who is familiar with operations would make any transition easier to manage. It should be noted that free vet services were offered to BASE in the past, but were rejected.

**8. BASE staff should include relevant information on kennel cards as part of the euthanization process.**

The inclusion of relevant data on a kennel card will provide a proper audit trail for management, and help ensure that the euthanization process complies with accepted standards. This is true even if that data is entered into Chameleon. For instance, there should be some indication that an owner provided identification, and that staff checked for a chip as corroboration. If an owner cannot sign a kennel card, then a note should be made to that effect. Accurate weights should be provided. If a scale breaks, it should be quickly replaced. Note that at HCAS, animals do not pass the intake process until they are accurately weighed (no exceptions).

**9. BASE staff administering euthanization drugs should carefully follow weight/dosage protocols.**

If enough of the drug is not being administered, a certification of death cannot be made with any confidence. On the other hand, administering too much of the drug is a waste of BASE resources.

**10. BASE should ensure that animals are not euthanized prior to the expiration of their hold time.**

With regard to euthanization, the number of days an animal is held should be no fewer than the number provided for in the County Code or in BASE's Policies and Procedures (whichever is longer).

**11. BASE management should revisit its policies and procedures regarding medical and behavioral-based euthanizations.**

Policies and procedures should be updated as necessary. BASE staff should be retrained to ensure that animals are properly vetted for euthanization; this includes evaluating all potential options. Any reason for euthanizing should be documented with sufficient detail. As mentioned elsewhere in this report, BASE should have at least one behaviorist on staff to address behavioral issues, which should lead to fewer euthanizations. Note that in Hillsborough County, any decision to euthanize requires unanimous consent from a 3-person team.

**12. BASE should discontinue using live cats to test whether dogs can interact successfully with cats.**

Such tests create the significant risk that a dog will attack and kill a cat. Even if the cat is unharmed, the stress of the encounter, coupled with the stress created from the cat being held in a shelter environment, outweighs any benefit that could be gained. Moreover, any aggressiveness by the dog could trigger a bias against that dog's adoption potential, thus leading to an unwarranted euthanization of the dog.

**13. BASE should post pending euthanizations on the internet.**

A sufficient time (e.g., 48 hours) should ideally be allowed before a euthanization occurs following the date of the posting. This will provide outside individuals and groups an opportunity to foster, adopt or rescue an animal.

**14. BASE should review owner requests to euthanize the same way it reviews other types of animals that are sheltered.**

Clearly, euthanizations can be very stressful for BASE staff and the owners of animals being turned over to BASE. In fact, Clerk staff is unaware of any requirement that BASE even accept euthanasia requests.<sup>2</sup> Regardless of the request, BASE staff should evaluate such animals as they would any other animals that arrive at the shelter. If adoption (or rescue) is possible, then that course should be pursued instead of euthanization. BASE clearly possesses this discretion.

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<sup>2</sup> Note that Hillsborough County Animal Services does not accept owner requests to euthanize. Owners are asked to bring the animals to their vets.

## C. Animal Enforcement

- ❖ Field Operations
- ❖ Dispatch

### Field Operations

*BASE's animal control personnel include about a dozen animal enforcement officers ("AEOs") and three or four telecommunications people. Operations are conducted to ensure compliance with the County Code and Florida Statutes.*

### Dispatch

*Depending on how a county delineates its responsibilities, dispatch-related duties could include the following: responding to calls from the public; generating activity numbers; dispatching calls to AEOs; and maintaining records pertaining to the activities of animal control.*

## OBSERVATIONS

### 1. Vehicles are not tracked.

BASE does not have any reliable or verifiable means to track the location of its vehicles. BASE management has recently indicated their desire to track vehicles using GPS technology.

### 2. Animal Enforcement spends considerable time responding to trapped cats.

AEOs are responding to about a hundred calls per month to pick up cats that have been trapped by people in the community.

### 3. Handwritten logs are used to record animal enforcement dispatches.

Exhibit I1 is a copy of a log sheet generated by dispatch. It is apparent that the sheet contains little information about events – e.g., details of a call's nature and location.

### 4. Animal control vehicles have exceeded their useful lives.

BASE's trucks are old and prone to mechanical and structural failure. There is a point where downtime and the cost of repairs outweigh the costs associated with purchasing a new truck. Note that according to 2013-14 budget documents, BASE has made developing/implementing a fleet replacement plan an initiative for the fiscal year.

## RECOMMENDATIONS

### 1. BASE should employ readily available technology to track vehicles.

Resource and activity workflow, personnel management and risk management are important reasons for tracking vehicles. (See, for example, Exhibit J1.) Fortunately, technology is readily available and affordable. At Orange County Animal Services, for instance, Chameleon software is linked with a vehicle-based aircard (citrix), which allows management to see not only where vehicles are located, but also whether (and what kind of) animals are being transported. In Hillsborough County, iPads are used to track vehicle locations. Since AEOs use Chameleon real-time, locations and activities can be easily cross-verified. Even in Brevard County, Utilities Services has a tracking/work order system in place (which also provides vehicle diagnostic updates).

**2. BASE should revisit the practice of responding to calls from citizens trapping cats.**

It appears that the Brevard County Code only provides Animal Services personnel with the authority to catch/seize animals and make the determination that there is a code violation. BASE should not be dispatching trucks to respond to such cat-trapping calls from the citizenry. If a citizen brings a cat to NACC or SACC, BASE personnel would naturally check for ownership and investigate as necessary, but at least the expenditure of resources (i.e., manpower, fuel and vehicle wear-and-tear) would be avoided.

**3. Dispatch logs should be electronic.**

While AEOs may be able to record detailed information electronically, this does not negate the necessity of having a proper audit trail. BASE's handwritten dispatch logs do not meet this requirement. Logs currently in use provide limited information, can be easily lost or misplaced, and are not in a format that permits the generation of statistical reports. Only electronic logs (with sufficient detail) would truly satisfy the requirement.

**4. New animal control vehicles should be cycled into the fleet.**

BASE should follow through on its initiative to develop a fleet plan and include a purchase and replacement schedule. Some older vehicles with good maintenance records could continue to be used for back-up purposes.

## D. Financial Management

- ❖ Revenues
- ❖ Expenditures

### Revenues

Revenues for BASE's \$3.25 million budget is comprised of General Fund transfers (\$2.25 million), animal licenses (\$700,000), adoption and other assorted fees (\$180,000), fines (\$60,000), and donations (\$60,000).

### Expenditures

BASE's \$3.25 million in budgeted expenditures primarily reflects compensation and benefits (\$2.25 million), operating supplies (\$500,000), professional and other services (\$150,000), repair & maintenance (\$90,000), utility services (\$80,000), rentals & leases (\$60,000), machinery & equipment (\$40,000), communications and freight (\$30,000), and insurance (\$30,000).

## OBSERVATIONS

1. **BASE has returned over \$500,000 to the General Fund over the last three years.**  
BASE expenditures have been well below budgeted figures during a period when many capital and operating needs have seemingly not been met. (See Exhibit K1.) Management has stated that budget gaps occurred mostly due to unfilled salaried positions. However, moving money should not have been an issue, as over 700 such budget change requests were made by Brevard County departments last year. Furthermore, to the extent donations were not segregated out, such monies could also have been part of the pool of funds that were simply returned to the General Fund.<sup>3</sup>
2. **License tag fees for non-spayed/non-neutered (i.e., "unaltered") dogs and cats is low relative to other counties.**  
For unaltered dogs and cats, BASE charges \$16/year per license tag. This is \$15 below the average fee for such licenses in several other counties that were examined. (See Exhibit L1.)
3. **BASE does not appear to be proactive in marketing its services.**  
Very little money appears to be budgeted for advertising and promotions, as BASE seems to rely mostly on other animal groups to market BASE's animals and services.

## RECOMMENDATIONS

1. **BASE leadership should take a more focused approach in managing its budget.**  
BASE management should continually review its fund usage, and consider making budget change requests to overcome unforeseen events or strategic changes. For example, if a decision is made to keep unfilled positions open, those funds can be directed to other important needs (e.g., fresh food, surveillance camera replacements,

<sup>3</sup> Note that it is unclear whether all donations have been recorded in Chameleon. On a separate note, it is also unclear whether BASE balances all of its receipts at the end of each day.

better cat housing, new fencing, sound baffles, toys, truck purchases and renovations of facilities). BASE should also create procedures for identifying donations and providing for their specific application to BASE projects or activities. Many citizens are interested in contributing to BASE, as they are deeply interested in animal welfare.<sup>4</sup> Encouraging (and even proactively soliciting) donations is advisable. However, returning donations to the General Fund is not in the spirit of such charity.<sup>5</sup> Clerk audit staff does acknowledge that BASE management has recently presented ideas for segregating and targeting donated funds.

**2. BASE should increase tag fees for unaltered (i.e., non-spayed/non-neutered) animals.<sup>6</sup>**

Increasing such tag fees would accomplish two things: First, it would create a strong incentive for owners to have their pets spayed and neutered. Second, the higher fees would provide additional revenues that could be used to offset the cost of BASE operations.

**3. BASE should use outreach methods more akin to a retail operation, and employ its financial resources accordingly.**

BASE should move beyond its culture as a warehousing operation and adopt a retail-oriented approach—which should lead to more live outcomes. Such an approach can be nurtured, but it also needs to be supported financially. Thus, funds would need to be diverted (or sought) to ensure its success. Additionally, a marketing and promotional plan should be developed to determine how to best employ such funds. It is notable that Orange County Animal Services had over \$42,000 in promotional expenses in 2012.

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<sup>4</sup> Note that the donor program at Humane Society of Vero Beach & Indian River County provides for cage and room sponsors when a donation threshold has been met.

<sup>5</sup> Note that at Orange County Animal Services, all donations are segregated into a separate trust that is not controlled by the shelter.

<sup>6</sup> Note that a 2013 audit of Lake County's Animal Services licensing function had a similar recommendation.



## E. Workforce Management

- ❖ Staffing
- ❖ Volunteers

### Staffing

*BASE has a workforce of nearly 50 people. Activities include caring for animals at two shelters, responding to animal issues and potential violations in the field, call dispatch, providing medical treatment, organizing volunteers, and working with other animal-focused organizations.*

### Volunteers

*Volunteers are a vital BASE resource. The Volunteer Manual on BASE's website lists the following volunteer positions: animal biographer; animal care assistant; clerical assistant; dog walker; event volunteer; greeter; groomer; photographer; and transport volunteer.*

## OBSERVATIONS

### **1. BASE may not be using sound hiring practices.**

Audit staff met with County Human Resources ("HR") to discuss the general process for hiring employees and performing background checks for volunteers. During the discussion, it was discovered that two of the top three candidates recently selected for an open kennel supervisor position at BASE had no experience working with animals. Audit staff also learned that candidates were required to have euthanasia certificates to be considered for Technician II and kennel supervisor positions. Moreover, it was determined that the staffing of some unfilled but budgeted positions had been delayed for months, when no reasons (e.g., budget constraints) seemed to justify such delay.

### **2. BASE employees are scheduled to work more hours on Wednesdays than they are on weekend days, when public interaction is heavy.**

For the period 11/13/13 – 11/20/13, Audit staff reviewed BASE time cards for employees providing animal care at the shelters. For Saturday and Sunday, employee hours averaged less than 110 per day. For the two Wednesdays reviewed, employee hours average over 125 hours. Audit staff also reviewed the period of 01/04/14 – 01/17/14. Employee hours at the shelters during this period averaged 145 for Wednesday, 137 for Saturday and 104 for Sunday.

### **3. The use of veterinarians does not appear to be optimal.**

BASE has one veterinarian on staff. She is scheduled to be at NACC only once a week. Furthermore, BASE does not appear to contract out for veterinarian services unless there is an extended absence by the in-house vet.

### **4. BASE employees manually fill out time cards to track the hours they work.**

An electronic timekeeping system is not used to monitor hours worked. Tracking is done by paper.

**5. BASE does not appear to have any “behaviorists” on staff.**

While there are BASE employees who are undoubtedly comfortable working with animals, there does not appear to be any designated specialists who are trained/certified to assess animals having behavioral issues.

**6. The time it takes to process a new volunteer appears to be excessive.**

The background check for new volunteers should be able to be accomplished in one day. However, some volunteers have had to wait weeks to even be contacted following their submittal of a volunteer application.

**7. BASE inconsistently reports both numbers of volunteers and numbers of volunteer hours.**

In April 2013, BASE advised County Commissioners that BASE currently had 611 volunteers who had provided over 27,779 hours over the prior year. Six months later (October 2013), BASE reported that an average of 127 volunteers contributed their time each month, representing 1,000 hours/month. Two months after that (December 2013), BASE stated that there were 300 active volunteers (i.e., those registered in Volgistics who had worked four hours or more in the past 6 months). Such reporting is inconsistent and confusing, and provides no real benchmark for future progress. What the Clerk’s audit staff found (through an extrapolation of volunteer log-in sheets) was that volunteers were logging roughly 1,000 hours per month.<sup>7</sup> See **Exhibit M1**.

**8. BASE does not appear to be using volunteers to their full potential.**

BASE apparently allows only a few select volunteers to show dogs to prospective adopters without an employee present. Additionally, volunteers are apparently excluded from performing critical data entry tasks.

## **RECOMMENDATIONS**

**1. BASE should consider consulting with County HR during the new hire selection process, and not just use HR to process employee applications.**

HR staff can be helpful in vetting candidates and lending common sense to the hiring and selection process, even if HR is unfamiliar with the technical aspects of positions being filled. For instance, it is debatable that technicians and kennel supervisors should be required to euthanize; but even if a decision were made that they should, it makes little sense that a lack of certification would be grounds for rejecting the best candidates available, as certificates could be acquired post-hire date. Also, if positions are budgeted and needed, they should be filled without undue delay.

**2. BASE should shift employee hours from Wednesday to the weekend so as to accommodate potential adopters and the greater demand for services.**

Shelter visits by the public are typically highest on the weekends; therefore, it makes sense to beef up the staff then. Greater employee participation in adoption efforts, for

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<sup>7</sup> The Clerk’s Office had requested all volunteer log-in sheets for 2012, but instead received several months of sheets (some with gaps) that were not necessarily contiguous by volunteer classification (e.g., regular, school, community service) or by shelter (SACC, NACC).

instance, would help with animal throughput and population management. Moreover, the high number of employee hours scheduled for Wednesdays would not appear to be merited, especially since deep cleaning is apparently no longer regularly performed on that day.

**3. BASE should consider contracting out for additional veterinarian services.**

Adding a contract vet would be advantageous in several respects. This additional vet, for instance, could be available to handle spikes in animal intake. He or she could also be used to perform spay/neuter surgeries in support of population management efforts. At Orange County Animal Services, for example, a contract vet can perform over 25 such surgeries per day. Furthermore, a contract vet could be used to provide low cost wellness services at designated times during the week – as is being done at Humane Society of Vero Beach & Indian River County (“HSVB&IRC”). Work performed by a vet in the scenarios above should offset vet expenses, given the high volume nature of the services, and the fact that this vet would not be eligible for County benefits.

**4. BASE should acquire an electronic timekeeping system to track employee hours.**

No employee tracking system is entirely foolproof. However, an electronic timekeeping system (e.g., Kronos) would instill greater confidence in the accuracy of hours worked. The data could also be used to address issues such as tardiness, excessive breaks and premature departures. Additionally, the system would be useful for generating accurate statistics. Finally, it would cut down on problems inherent with maintaining hours on paper (e.g., lost documents, illegibility and storage requirements).

**5. BASE should hire one or two behaviorists.**

In 2013, approximately 44% of cat and dog euthanizations (2,170 in raw numbers) were performed on account of animal behavior. (Refer to previous Exhibit H1.) Skilled/certified behaviorists could potentially play a large role in reducing such euthanizations. It should be noted that HSVB&IRC has 4 behaviorists on staff; they test for safe behavior and provide personality tests – helping to match up potential adopters with the right pet (called “Meet Your Match” program). HSVB&IRC management found that adding behaviorists reduced euthanizations.

**6. BASE should accelerate the time it takes to process a new volunteer.**

BASE management should make every effort to encourage animal supporters to join as volunteers. Additionally, because a delayed on-boarding process can dampen spirits and engender doubt in the minds of prospective volunteers, strict goals should be set for the time it takes to approve a new volunteer and schedule that volunteer for orientation and assignment.

**7. BASE should rely on accurate data and better definitions to avoid the perception that it embellishes the numbers of volunteers and volunteer hours.**

BASE should establish a meaningful baseline of volunteer hours, maintain accurate statistics to determine how it is performing relative to that baseline, and then take action steps to improve its performance. The ultimate goal, of course, is to add more volunteers. Adding sign-in pads/screens to complement current Volgistics volunteer software is the only sure way to track volunteer numbers and hours. Moreover, a more realistic

definition of “active volunteer” should be used than one who contributes 4 hours every *six* months.<sup>8</sup> Another benefit of using Volgistics to monitor volunteer hours is that the software alerts the administrator when a volunteer has met a certain milestone (e.g., 200 hours); BASE management can recognize and award volunteers who have met such milestones.

**8. BASE should tap the full potential of its volunteers.**

On crowded weekends, there may be a delay in attending to shelter visitors when BASE shelter staff resources are constrained. Thus, BASE should broaden its pool of volunteers authorized to show animals to prospective adopters. Furthermore, as mentioned in the Data Management section of this report, volunteers could be used to complete data entry tasks, such as entering license tag information provided by animal hospitals and clinics. Volunteers could also help with fundraising (e.g., donations and grants). Essentially, volunteer training should be sufficient to provide volunteers the opportunity to serve in any reasonable capacity. Finally, if people with specialized skill sets, such as veterinarians, offer to provide their time treating animals, they should be welcomed with open arms.

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<sup>8</sup> The Central Brevard Humane Society defines “active” as 4 hours every month, and Hillsborough County Animal Services defines it as 4 hours per week or 12 hours per month.

## **F. Facilities**

### **❖ Buildings & Grounds**

#### **Buildings & Grounds**

*The South Animal Care Center ("SACC"), located nearly half a mile west of I-95 on West Eau Gallie Blvd in Melbourne, is the larger of BASE's two shelters. The North Animal Care Center ("NACC") is a 1960s-era facility located on Flake Road, which is on the north side of Arthur Dunn Airpark in North Titusville.*

#### **OBSERVATIONS**

- 1. Noise levels in dog kennel areas (particularly NACC) are exceedingly high.**  
Both SACC and (particularly) NACC have relatively narrow hallways between dog kennels, along with a lot of hard surfaces that do not absorb noise. Thus, it can be difficult to carry on even very loud conversations in the dog kennel areas. The high decibel levels create a stressful environment for dogs, employees, volunteers and potential adopters.
- 2. Surveillance cameras appear to be non-operational (SACC) or non-existent (NACC).**  
When audit staff reviewed SACC video footage from outside cameras, no footage was provided for the view from the southwestern corner of the main building – the same corner where employees typically enter and exit the building. It does not appear that NACC has any video cameras on site.
- 3. BASE does not appear to be using the shelter grounds optimally.**  
Through observation, the large yards at both shelters do not appear to be used to the extent they could. Instead, small fenced-in "get acquainted" yards are getting much of the use. Moreover, at SACC, much of the north fence is lost amidst overgrown plants.
- 4. Shelters are closed on Wednesdays.**  
Both SACC and NACC are closed on Wednesdays, ostensibly to provide deep-cleaning. However, BASE management reported that this was not being done with regularity. Note that Clerk audit staff reviewed over two hours of Wednesday, September 11, 2013 video footage for the main entrance at SACC. About 10 potential customers appeared during that period, some of whom were visibly dismayed by the closure. These customers could have adopted animals.
- 5. The cat socializing room at NACC does not appear to be used.**  
Cats at NACC are generally kept in cages. However, a room near the lobby was set up to be an open socializing area for cats, which is also more appealing from the perspective of a potential adopter. No cats were to be found in this room during random visits to NACC.
- 6. Music is not played at the shelters.**  
Other shelters play soothing music through a speaker system. BASE has not adopted this policy.

**7. The shelters are not adequately maintained.**

Facility walk-throughs revealed several issues, including peeling paint, rusty kennels, unkempt rooms, poor lighting, dirty fans and inadequate ventilation (including cross-ventilation between sick and healthy animals). Clerk audit staff acknowledges that some work has been done recently to address some of these issues.

## **RECOMMENDATIONS**

**1. BASE should install sound baffles and dividers to reduce noise. Additionally, dogs should be walked more often, which should reduce barking.**

Sound baffles (and dividers) would likely reduce noise to a noticeable extent. (The Central Brevard Humane Society recently added baffles.) Moreover, the periodic walking (or running) of dogs should have a calming effect, thus leading to less barking. Audit staff noticed this to be the case at the Humane Society of Vero Beach & Indian River County (“HSVB&IRC”), where staff also provided food based on dogs’ willingness to refrain from barking (i.e., variation of Pavlov’s Dog psychology).

**2. BASE should repair any non-operational cameras at SACC, and should strongly consider adding cameras to NACC.**

Having the ability to monitor entrances, especially in non-fenced-in areas, is important from a security and liability standpoint. With respect to SACC, a camera operating at the employee entrance/exit door provides an additional benefit, in that BASE management can track employee arrivals, departures and breaks (if abused). This is particularly true given the lack of any time-keeping system at BASE. It is also recommended that a camera system be installed at NACC.

**3. BASE should make greater use of the large yards, and seek additional fencing where appropriate.**

BASE should ensure that the fencing barrier on the north side of SACC is secure by either cutting back the plants or bringing the fence in closer. BASE should reach out to members of the community who are willing to donate free fencing so as to create another yard, thereby satisfying any requirement that dogs be separated. At NACC, greater use of the larger yard should be made, so that dogs have an opportunity to stretch their legs.

**4. BASE should strongly consider opening to the public on Wednesdays.**

Given the potential demand from the public, as well as the inconsistency of deep-cleaning activities, BASE should be open on Wednesdays. Scheduling of staff should not be an issue, as recent records show that more employee hours were actually scheduled for Wednesdays than for Saturdays or Sundays.

**5. BASE should ensure that the cat socializing room at NACC is used with greater frequency.**

This room is an excellent feature in a shelter that is otherwise very cramped. It provides a more natural environment (than a cage) from which potential adopters can evaluate the suitability of an adoption.

**6. Music should be played through speaker systems at the shelters.**

Music has a positive effect on both employees and animals, and thus should be incorporated – as it is in other counties. Note that at HSVB&IRC, there is a loudspeaker broadcast every time an animal is adopted. Doing the same at BASE would provide a nice touch, given the emotional impact it would have on staff, visitors and the adopter. It could even be done for foster placements.

**7. BASE should create and implement a scheduled maintenance plan for its facilities.**

Some maintenance work could be done inexpensively and with volunteers (particularly community service volunteers and inmates). Other projects might require budget request transfers. Bringing maintenance up to the appropriate standards is important, given the positive effect it has on appearance (thus possibly leading to more adoptions), health (of animals, staff and volunteers), and useful life of the facilities.

## G. Mission and Strategies

### ❖ Mission and Strategies

#### Mission and Strategies

*BASE's Mission Statement, provided elsewhere in this report, discusses Brevard County's "evolution" toward becoming a No-Kill Community.*

#### OBSERVATIONS

1. **BASE does not appear to be using its shelters optimally, given NACC's lack of success as an adoption center.**

In the County's 2013-14 budget documents, BASE management admits that NACC's "location and condition limit its ability to function as a full service facility." Statistics support this statement; in 2013, adoption revenue from NACC (\$8,478) represented only 11% of adoption revenue.

2. **BASE places undue emphasis on its live release rate, and appears to rely on that metric to gauge its success with regards to population management.**

In at least one County Commission meeting, BASE and county management have stressed the improvement BASE has made in its live release rate, and how BASE compares favorably to other counties. What has not been discussed, however, is that intake volumes have been steadily declining. (See Exhibit N1.) This automatically improves the live release rate, all other things being equal.<sup>9</sup>

3. **BASE lacks a robust strategic plan for achieving no-kill status.**

There is general consensus that to be no-kill, a shelter should be saving over 90% of intakes. Unless the intake volume falls dramatically, it is highly unlikely that a continuation of BASE's operations will lead to no-kill status.

#### RECOMMENDATIONS

1. **NACC should be used primarily to house strays and quarantines. SACC should focus on adoptions.**

Since NACC is small, cramped and not easily found or accessible, its use as an adoption center should be minimized. Based on market dynamics, SPCA of North Brevard could serve as the main adoption conduit in the northern part of Brevard County. Given SACC's location, size and grounds, SACC should be used primarily to house adoptable animals. Making the changes above should alleviate some of the overcrowding that is occurring, and enhance the likelihood that animals will be successfully discharged.

2. **BASE should focus on adoption numbers instead of the live release rate when evaluating population management.**

Clerk audit staff reviewed BASE statistics for the last four years. (See Exhibit N1.) It is apparent that no real progress has been made with regard to adoptions, and thus by

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<sup>9</sup> Intakes represent the denominator when calculating the rate. The rate increases as Intake figures get smaller.



extension, population management. Going forward, BASE should focus on adoption numbers for benchmarking purposes. By implementing a “retail-based” strategy, BASE should see these numbers improve.

**3. BASE management should develop a strategic plan that will definitively guide BASE toward no-kill status.**

Wholesale changes in operations are needed to become no-kill. Below are some ideas that should be considered by BASE management:

- Foster a culture shift from warehouse mentality to retail mentality with great urgency
- Create and post a monthly report and scorecard reflecting action items and performance. Informing the public of positive developments will enhance communications. (See, for example, Exhibits O1-O2.)
- Address the intake side of population management:
  - o by offering low-cost spay/neuter services, the income from which should cover the costs of contracting out an additional vet.<sup>10</sup>
- Address the intake side and outtake side of population management:
  - o by dedicating funds to trap-neuter-return (“TNR”) programs. This should actually result in a net savings in expenditures.<sup>11</sup>
- Address the outtake side of population management:
  - o by spaying/neutering as soon as possible, so (1) behavioral issues can be avoided on account of animals being in estrous, and (2) animals can be readily available for adoption.
  - o by shifting staff to weekends, which will maximize interaction with potential adopters.
  - o by featuring hard-to-adopt animals in the main lobby.<sup>12</sup>
  - o by developing new adoption outlet opportunities to complement those recently done at Melbourne Square Mall and Renningers Flea Market.
  - o by holding more Mega-adoption events.
  - o by growing the list of foster families, who serve as a safety valve when there is an ebb in adoptions and rescues.
  - o by spaying/neutering dogs in the shelter as soon as possible so there is no delay in releasing adoptable animals.
  - o by dedicating more funds to marketing and promotions.
  - o by holding more adoption “specials” (e.g., \$14 Valentine’s Day special) or simply reducing adoption fees on a permanent basis.
  - o by labeling fewer dogs as “pit mixes” when their pedigree cannot be determined.

<sup>10</sup> Note that Volusia County has a state-of-the-art mobile veterinarian clinic that provides sterilization services within the unincorporated area of that county. The Humane Society of Vero Beach & Indian River County (HSVB&IRC) advertises dates when citizens can bring their animals in for low-cost sterilization services; owners often arrive in the hundreds.

<sup>11</sup> Orange County Animal Services ran a TNR cost study, concluding that each cat processed through the shelter cost \$200, while TNR costs per cat were only \$80.

<sup>12</sup> This is done by HSVB&IRC with great success.

# BREVARD COUNTY INTERNAL AUDITS REVIEW

CATEGORY	2011 Follow Up Internal Audit				Presented 2013 Follow Up Internal Audit				2013 Corrected Internal Audit Update			
	TOTAL	OPEN	CLSD	DEFER	TOTAL	OPEN	CLSD	DEFER	TOTAL	OPEN	CLSD	DEFER
POPULATION MANAGEMENT	17	2	11	4	16	2	11	3	17	2	11	4
COMMUNITY OUTREACH	7	0	7	0	7	0	7	0	7	0	7	0
INTAKE PROCESSING	35	11	23	1	31	7	23	1	35	11	23	1
SANITATION	22	12	10	0	16	6	10	0	22	12	10	0
NUTRITION	10	3	2	5	6	1	2	3	10	2	2	6
VETERINARY SERVICES	19	4	13	2	19	4	13	2	19	4	13	2
EUTHANASIA	15	4	11	0	14	3	11	0	15	4	11	0
<b>TOTALS</b>	<b>125</b>	<b>36</b>	<b>77</b>	<b>12</b>	<b>109</b>	<b>23</b>	<b>77</b>	<b>9</b>	<b>125</b>	<b>35</b>	<b>77</b>	<b>13</b>

### NOTES

**NO POSITIVE PERFORMANCE IS EVIDENCED BETWEEN THE 2011 AND 2013 AUDITS**

No Recommendations from 2011 were implemented by 2013

Neither report addresses the "closed" items as to when or how they were determined closed or the current status of closed items at the time of the Audits.

Therefore it is possible that performance actually declined between 2011 and 2013

The 2013 report NACC and SACC Recommendation were combined and therefore reduced the number of items by 16 (from 125 to 109)

The Tabular Presentation of the Audit items is flawed and NO comparison between the PUBLISHED 2011 and 2013 TABLES can be made

The Corrected Table addresses this problem

Neither Audit Report addressed the Community Outreach Category

A1

Category	Recommendations	Count 2009	Reported Status 2011	Reported Status 2013	COMMENTS 2014
<b>Population Management</b>					
SACC					
Recom. #1	There are only 72 Runs Therefore the Max Population should be managed to not exceed 72	1	Closed	Closed	The 2011 Audit lacks methodology used to determine item=Closed
Recom. #2	Reallocate space to accommodate small and young animals	2	Closed	Closed	THE 2013 items showing closed in 2011 were not re-audited IF an item was closed in 2011 (i.e. met standards) does not mean it would maintain this Status in 2013 (Poor Audit practice)
Recom. #3	Reallocate Runs Between Holding, Adoption, Quarantine, and Medical (36,26,8,2 respectively)	3	Deferred	Deferred	
Recom. #4	Designate a skilled staff to serve as Population Manager and track metrics	4	Closed	Closed	
Recom. #5	Implement a fully Staffed Daily Rounds Protocol	5	Closed	Closed	
Recom. #6	Implement a Fast Track/Slow Track Adoption Protocol and house accordingly	6	Closed	Closed	
Recom. #7	Implement a "Open Selection" paradigm to immediately advertise & publically view all shelter animals	7	Closed	Closed	
Recom. #8	Develop and implement a "Placement Partner" Program to alleviate over crowding.	8	Closed	Closed	
NACC					
Recom. #1	There are only 40 Runs Therefore the Max Population Should be managed to not exceed 40	9	Closed	Closed	
Recom. #2	Reallocate space to accommodate small and young animals	10	Deferred	Deferred	
Recom. #3	Continue the Lobby 4 Cages to display of small Adoptable and provide several Exercise periods/day	11	Closed	Closed	
Recom. #4	Reallocate Runs Between Holding, Adoption, Quarantine, and Medical	12	Deferred	Deferred	
Recom. #5	Designate a skilled staff to serve as Population Manager and track metrics	13	Closed	Closed	
Recom. #6	Implement a fully Staffed Daily Rounds Protocol	14	Deferred	Deferred	
Recom. #7	Implement a Fast Track/Slow Track Adoption Protocol and house accordingly	15	Open	Open	
Recom. #8	Implement a "Open Selection" paradigm to immediately advertise & publically view all shelter animals	16	Open	Open	
Recom. #9	Develop and implement a "Placement Partner" Program to alleviate over crowding.	17	Closed	Closed	2013 Table Shows 3 Deferred Actual is 4: Group Total =16+1=17
<b>Community Outreach</b>					
SACC					
Recom. #1	Enhance a community wide diversion program to avoid need for admissions	18	Closed	Closed	The 2011 Audit lacks methodology used to determine item=Closed
Recom. #2	Create Community culture that works together to own the problems-Share repossibility and credit	19	Closed	Closed	This whole section was skipped in 2013
Recom. #3	Create a more informative and positive adopter experience	20	Closed	Closed	THE 2013 items showing closed in 2011 were not re-audited IF an item was closed in 2011 (i.e. met standards) does not mean it would maintain this Status in 2013 (Poor Audit practice)
Recom. #4	Educate Staff, volunteers, and "Placement Partners" on benefits of reducing shelter time	21	Closed	Closed	
Recom. #5	Increase the number and efficiency of transfers to "Placement Partners"	22	Closed	Closed	
NACC					
Recom. #1	Utilize off-site adoption oportunities to improve adoption rates	23	Closed	Closed	This whole section was skipped in 2013
Recom. #2	Expand the transfer programs	24	Closed	Closed	
<b>Intake Processing</b>					
SACC					
Recom. #1	Properly Equip and maintain the Medical Intake room	25	Closed	Closed	The 2011 Audit lacks methodology used to determine item=Closed
Recom. #2	Delineate administration duties and responsibilities. Do not have Admin to process intakes	26	Open	Open	THE 2013 items showing closed in 2011 were not re-audited IF an item was closed in 2011 (i.e. met standards) does not mean it would maintain this Status in 2013 (Poor Audit practice)
Recom. #3	Get Veterinary Input on all intake operation and personnel(Training documentation, evaluations,etc.)	27	Closed	Closed	
Recom. #4	Intake Policy Revised and detailed	28	Open	Open	
Recom. #5	Develop and Implement a comprehensive Microchip identification protocol	29	Open	Open	
Recom. #6	Develop and Implement an intake examination protocol for Vet-Techs	30	Open	Open	
Recom. #7	Develop and Implement a comprehensive Microchip Identification protocol	31	Closed	Closed	
Recom. #8	Weigh and Record all intakes and returns in a computerized Medical record	32	Open	Open	
Recom. #9	Record known or estimated ages of animals in a computerized record	33	Closed	Closed	
Recom. #10	Record animals temperament on intake	34	Closed	Closed	
Recom. #11	Place ID neckband on every animal to insure accuracy independent of kennel card	35	Closed	Closed	
Recom. #12	Assign and train a Vet-Tech to vaccinate ALL on intake without delay	36	Closed	Closed	
Recom. #13	Revaccinate intakes promptly as required by medical standards	37	Closed	Closed	
Recom. #14	Revaccinate fostered animals promptly as required by medical standards	38	Closed	Closed	
Recom. #15	Use a Licenced Veterinarian to vacinate for Rabies as required	39	Closed	Closed	
Recom. #16	Implement protocol for a searchable and permanent Medical record that prompts for required care	40	Closed	Closed	
Recom. #17	Treat all dogs on intake with a dewormer and then retreat in two weeks	41	Closed	Closed	
Recom. #18	Treat all dogs on intake for fleas and ticks and avoid reinfestation	42	Closed	Closed	
Recom. #19	Computer record on Intake all parasite treatment (Med name,dose,date,weight,scheduled Trtmnt,etc)	43	Closed	Closed	

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Category	Recommendations	Count 2009	Reported Status 2011	Reported Status 2013	COMMENTS 2014
<b>NACC</b>					
Recom. #1	Designate the Medical Room as THE intake processing room and allow no Temp Housing	44	Deferred	Deferred	
Recom. #2	Delineate administration duties and responsibilities. Do not have Admin to process Intakes	45	Open	Open	
Recom. #3	Develop and Implement a comprehensive Microchip Identification protocol	46	Open	Open	
Recom. #4	Hire a Veterinarian(as an interim train a Vet-tech)/Develop& Implement intake exam protocol	47	Open	Open	
Recom. #5	Weigh and Record all intakes and returns in a computerized Medical record	48	Open	Open	
Recom. #6	Record known or estimated ages of animals in a computerized record	49	Closed	Closed	
Recom. #7	Record animals temperament on intake	50	Closed	Closed	
Recom. #8	Place ID neckband on every animal to insure accuracy independent of kennel card	51	Closed	Closed	
Recom. #9	Assign and train a Vet-Tech to vaccinate ALL on intake without delay	52	Closed	Closed	
Recom. #10	Revaccinate intakes promptly as required by medical standards	53	Closed	Closed	
Recom. #11	Revaccinate fostered animals promptly as required by medical standards	54	Open	Open	
Recom. #12	Use a Licenced Veterinarian to vacinate for Rabies as required	55	Closed	Closed	
Recom. #13	Implement protocol for a searchable and permanent Medical record that prompts for required care	56	Closed	Closed	
Recom. #14	Treat all dogs on intake with a dewormer and then retreat in two weeks	57	Closed	Closed	
Recom. #15	Treat all dogs on intake for fleas and ticks and avoid reinfestation	58	Closed	Closed	
Recom. #16	Computer record on Intake all parasite treatment (Med name,dose,date,weight,scheduled Trtmnt,etc)	59	Open	Open	
					THE 2011 AUDIT TOTALS 35 ITEMS; 2013 SHOWS ONLY 31 ITEMS
					THE 2013 Table Shows 7 Open actual is 11: Group Total =31+4=35
					The 2011 Audit lacks methodology used to determine item=Closed
<b>Sanitation</b>					
<b>SACC</b>					
Recom. #1	Reduce number of animals to Population Maximum Capacity	60	Closed	Closed	THE 2013 items showing closed in 2011 were not re-audited IF an Item was closed in 2011 (i.e. met standards) does not mean it would maintain this Status in 2013 (Poor Audit practice)
Recom. #2	Cleaning and disinfection detailed protocol should be developed, posted, and implemented	61	Open	Open	
Recom. #3	Staff should be assigned to a specific area (order should be Adoptions, Holding, Quarantine)	62	Closed	Closed	
Recom. #4	Provide Separate Personal protective wear and Cleaning/Disinfectants for each area	63	Open	Open	
Recom. #5	Apply both detergent and disinfectants on a daily basis	64	Open	Open	
Recom. #6	Specifically Clean and disinfect as specifically needed by protocols	65	Open	Open	
Recom. #7	Follow Cleaning protocols in all areas	66	Open	Open	
Recom. #8	Use or rotate disinfectants as needed	67	Closed	Closed	
Recom. #9	Follow required disinfectant protocols	68	Closed	Closed	
Recom. #10	Train ACO's on disinfectant protocols and use those protocols on their equipment and vehicles	69	Closed	Closed	
Recom. #11	Develop protocols and train staff on sanitation for cleaning Food and Laundry items and utensils	70	Open	Open	
<b>NACC</b>					
Recom. #1	Reduce number of animals to Population Maximum Capacity	71	Closed	Closed	THE 2011 AUDIT TOTALS 22 ITEMS; 2013 SHOWS ONLY 16 ITEMS THE 2013 Table Shows 6 open actual is 12: Group Total=16+6=22
Recom. #2	Cleaning and disinfection detailed protocol should be developed, posted, and implemented	72	Open	Open	
Recom. #3	Staff should be assigned to a specific area (order should be Adoptions, Holding, Quarantine)	73	Closed	Closed	
Recom. #4	Provide Separate Personal protective wear and Cleaning/Disinfectants for each area	74	Open	Open	
Recom. #5	Apply both detergent and disinfectants on a daily basis	75	Open	Open	
Recom. #6	Specifically Clean and disinfect as specifically needed by protocols	76	Open	Open	
Recom. #7	Follow Cleaning protocols in all areas	77	Open	Open	
Recom. #8	Use or rotate disinfectants as needed	78	Closed	Closed	
Recom. #9	Follow required disinfectant protocols	79	Closed	Closed	
Recom. #10	Train ACO's on disinfectant protocols and use those protocols on their equipment and vehicles	80	Closed	Closed	
Recom. #11	Develop protocols and train staff on sanitation for cleaning Food and Laundry items and utensils	81	Open	Open	

A3

Category	Recommendations	Count 2009	Reported Status 2011	Reported Status 2013	COMMENTS 2014
Nutrition					The 2011 Audit lacks methodology used to determine item=Closed
SACC					
Recom. #1	Develop and Implement and Post Feeding Protocol (include Amounts, Diet, Time, etc.)	82	Open	Open	THE 2013 items showing closed in 2011 were not re-audited
Recom. #2	Create Daily Observation Chart for each animal	83	Deferred	Deferred	IF an Item was closed in 2011 (i.e. met standards) does not mean
Recom. #3	Develop Weekly Protocol for monitoring Weight and Body Condition	84	Deferred	Deferred	it would maintain this Status in 2013 (Poor Audit practice)
Recom. #4	Feed a consistent High Quality age/size related Diet	85	Deferred	Deferred	
Recom. #5	Any animal not eating within 24 hours should be reported and have a medical exam	86	Closed	Closed	
NACC					
Recom. #1	Develop and Implement and Post Feeding Protocol (include Amounts, Diet, Time, etc.)	87	Open	Open	
Recom. #2	Create Daily Observation Chart for each animal	88	Deferred	Deferred	
Recom. #3	Develop Weekly Protocol for monitoring Weight and Body Condition	89	Open	Deferred	The 2013 Audit Changed Status from open to deferred
Recom. #4	Feed a consistent High Quality age/size related Diet	90	Deferred	Deferred	
Recom. #5	Any animal not eating within 24 hours should be reported and have a medical exam	91	Closed	Closed	
					THE 2011 AUDIT TOTALS 10 ITEMS; 2013 SHOWS ONLY 6 ITEMS
					THE 2013 Table Shows 1 Open Actual is 2 Total
					THE 2013 table shows 3 Deferred actual is 6: Group Total=6+1+3=10
Veterinary					The 2011 Audit lacks methodology used to determine item=Closed
SACC					
Recom. #1	Institute a daily rounds to manage population	92	Closed	Closed	THE 2013 items showing closed in 2011 were not re-audited
Recom. #2	Daily rounds (DR) team approach should be implemented daily	93	Closed	Closed	IF an Item was closed in 2011 (i.e. met standards) does not mean
Recom. #3	DR requires: decisions, follow up, prompt action, clear lines of authority, responsibility, & accountability.	94	Closed	Closed	it would maintain this Status in 2013 (Poor Audit practice)
Recom. #4	Each animal should be ID, physically assessed, determined placement, needs now, scheduled as reqd	95	Closed	Closed	
Recom. #5	Record required actions from "Daily Rounds Action List"	96	Deferred	Deferred	
Recom. #6	Observations by staff should be recorded on a "Daily Observation Form" on each cage	97	Closed	Closed	
Recom. #7	Implement a permanent "Daily Vet Check List" for staff to note their concerns	98	Closed	Closed	
Recom. #8	Utilize the Chameleon software to create medical records for each animal and a "To Do List"	99	Closed	Closed	
Recom. #9	Develop and implement a schedule for planned care of foster animals	100	Closed	Closed	
Recom. #10	Clean and disinfect vet ward cages immediately at vacating using sanitation protocol	101	Open	Open	
Recom. #11	Calculate required surgery capacity to assure all animals received surgery when due.	102	Closed	Closed	
Recom. #12	Create a Veterinary Schedule for "Rounds", Surgery, Care, and completion of "Check List" items	103	Closed	Closed	
NACC					
Recom. #1	Provide Veterinarian Services on site for intakes or injured animals and to lead the Daily Rounds	104	Open	Open	
Recom. #2	Implement a fully staffed system of Daily Rounds	105	Deferred	Deferred	
Recom. #3	Require the Shelter Manager to lead "Daily Rounds" when Vet is not available	106	Closed	Closed	
Recom. #4	Implement a cage-side monitoring card to record observations to be addressed at next "DR"	107	Closed	Closed	
Recom. #5	Calculate required surgery capacity to assure all animals received surgery when due.	108	Closed	Closed	
Recom. #6	Implement a Computerized Med Record and record reqd actions from DR generate daily "To Do List"	109	Open	Open	
Recom. #7	Develop and implement a schedule for planned care of foster animals	110	Open	Open	

A4

Category	Recommendations	Count 2009	Reported Status 2011	Reported Status 2013	COMMENTS 2014
Euthanasia					The 2011 Audit lacks methodology used to determine item=Closed
SACC					
Recom. #1	Provide veterinarian oversight and a system of staff accountability	111	Closed	Closed	THE 2013 items showing closed in 2011 were not re-audited IF an Item was closed in 2011 (i.e. met standards) does not mean it would maintain this Status in 2013 (Poor Audit practice)
Recom. #2	Rewrite protocol to comply with guidelines for humane euthanasia and implement	112	Open	Open	
Recom. #3	Establish a documented review process to ensure adherence to protocols and training	113	Closed	Closed	
Recom. #4	Ensure the required supplies are available in the euthanasia room	114	Closed	Closed	
Recom. #5	Do Not euthanize in a room where dead animals are visible.	115	Closed	Closed	
Recom. #6	Allow sufficient time for euthanasia to insure adequate animal welfare and staff safety	116	Closed	Closed	
Recom. #7	Minimize technician stress factors and post EAP materials	117	Closed	Closed	
NACC					
Recom. #1	Provide veterinarian oversight and a system of staff accountability	118	Closed	Closed	
Recom. #2	Stop using current room for euthanasia use Medical room.	119	Closed	Closed	
Recom. #3	Rewrite protocol to comply with guidelines for humane euthanasia and implement	120	Open	Open	
Recom. #4	Establish a documented review process to ensure adherence to protocols and training	121	Closed	Closed	
Recom. #5	Ensure the required supplies are available in the euthanasia room	122	Open	Open	
Recom. #6	Do Not euthanize in a room where dead or live animals are present.	123	Closed	Closed	
Recom. #7	Allow sufficient time for euthanasia to insure adequate animal welfare and staff safety	124	Closed	Closed	
Recom. #8	Minimize technician stress factors and post EAP materials	125	Open	Open	
	<b>Total Items</b>	<b>125</b>	<b>2011</b>	<b>2013</b>	
	Number classified Open		36	23	
	Number classified Closed		77	77	
	Number classified Deferred		12	9	
	Total Items Reported on 2013 Update Audit Report		125	109	
	Number Open but not Classified			12	
	Number Deferred but not Classified			4	
	<b>Total Items</b>	<b>125</b>	<b>125</b>	<b>125</b>	

AS



B1

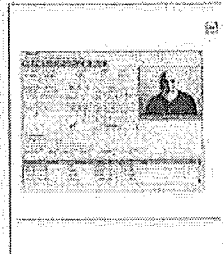
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Thursday, January 30, 2014

...: Products and Services » Chameleon/CMS©:...

Register Login



### Chameleon/CMS©

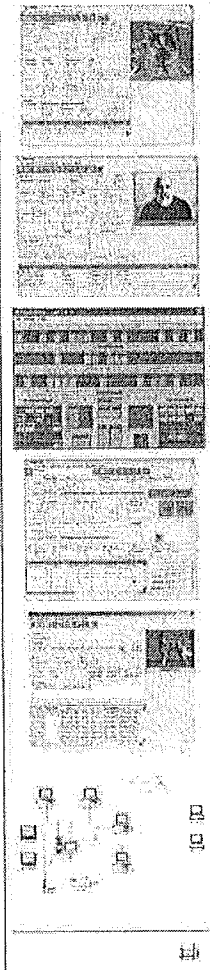
Chameleon/CMS© is an integrated shelter software case management system for the entire animal care facility. Chameleon/CMS© is at the heart of the HLP line of products. It was developed to help manage and track all the data at any animal care facility.

Chameleon/CMS© is a front end application that utilizes the latest in Client/Server network technology. It operates under Microsoft Windows to manage and track all the data any animal care facility (animal control, humane control, humane society, SPCA, ARL, AWL, etc.) will handle. Charts, graphs, spreadsheets, notices, and reports are shipped with the product and easily produced and customized using the report writing tools.

Chameleon/CMS© can be quickly implemented with training and support. Help is also available with our extensive online community of end users.

Chameleon/CMS© can be used on wide-area-networks (multiple disconnected facility locations) as well as local area networks (network of computers in the same facility).

### Examples



### Detailed Product Information

Chameleon/CMS© is an integrated shelter software case management system for the entire animal care facility. Chameleon/CMS© is at the heart of the HLP line of products. It was developed to help manage and track all the data at any animal care facility.

Chameleon/CMS© is a front end application that utilizes the latest in Client/Server network technology. It operates under Microsoft Windows to manage and track all the data any animal care facility (animal control, humane control, humane society, SPCA, ARL, AWL, etc.) will handle. Charts, graphs, spreadsheets, notices, and reports are shipped with the product and easily produced and customized using the report writing tools.

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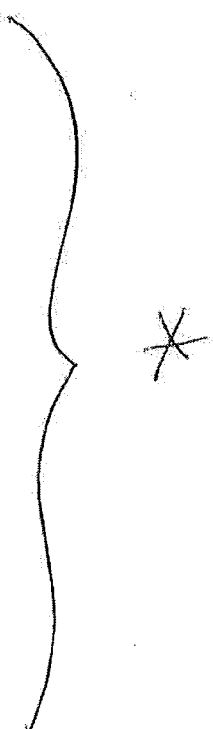
Chameleon/CMS© gives you the power to manage and track:

- **Kennel**
  - intake & outcome
  - home kennel
  - lost & found
  - visual kennel
  - foster care
  - daily review

- **Animals**
  - permanent record
  - spay/neuter
  - photo
  - behavior profiles
  - history
  - memo

- **License**
  - individual or batch
  - monthly-yearly
  - lost & found
  - differential pricing
  - follow up
  - year 2002 ready

- **Finance**
  - debt lookup
  - refunds
  - tax calculation
  - fees, discounts
  - bar coding
  - close of business



B2

- journal entry
- inventory
- invoices
  
- **Clinic**
  - medical history
  - calendars
  - spay/neuter
  - treatments
  - schedules
  - medication management
  
- **Reports**
  - daily shelter
  - ad hoc queries
  - local stats
  - charts & graphs
  - notices & letters
  - national stats
  
- **Field**
  - incoming calls
  - citations/bites
  - activity cards
  - dispatch
  - laptops
  - shifts
  
- **People**
  - staff & volunteers
  - training
  - visual scheduling
  - veterinarians
  - total history
  - visual appointments
  
- **Donor**
  - solicitations
  - campaign management
  - contact tracking
  - notices & thank you's





SARA QUEIROGA  
1874 FILLMORE AVE  
MELBOURNE FL 32935  
(321) 961-9463

Page from Foster Inventory list produced  
on November 4, 2013.

Current Fosters: 1

	<u>Date Out / Reason</u>	<u>Days Out</u>
PRINCESS A601343 - BLACK & WHITE, DOMESTIC SH	3/22/13, ADOPTION	
TOTAL CATS:		1

C1

TABITHA REECE  
491 WAYLAND RD  
PALM BAY FL 32908  
(321) 243-1701

Current Fosters: 1

	<u>Date Out / Reason</u>	<u>Days Out</u>
NO NAME A579657 - GRAY & WHITE, DOMESTIC MH	11/1/12, ADOPTION	
TOTAL CATS:		1

ASTI'S FERRET RESCUE  
821 IRONWOOD DR  
MELBOURNE FL 32935  
(321) 432-6937

Current Fosters: 2

	<u>Date Out / Reason</u>	<u>Days Out</u>
NO NAME A599577 - BROWN & TAN, FERRET	2/3/13, MEDICAL	
MILO A561302 - WHITE & GRAY, FERRET	11/28/11, CHECKED	
TOTAL OTHERS:		2

CHI-CHI RESCUE  
0

Current Fosters: 1

(321) 652-5093

	<u>Date Out / Reason</u>	<u>Days Out</u>
NO NAME A558584 - BLACK & TAN, CHIHUAHUA SH \ MIX	10/27/11, CHECKED	
TOTAL DOGS:		1

DAPHNE FOUNDATION RESCUE  
136 CAVALIER ST  
PALM BAY FL 32909  
(321) 223-0771

Current Fosters: 1

	<u>Date Out / Reason</u>	<u>Days Out</u>
NO NAME A587835 - GRAY & WHITE, DOMESTIC SH	9/22/12, ADOPTION	
TOTAL CATS:		1

D1

## Chameleon Accountability

Based on Exhibits D2 and D3 (which follow), it appears that euthanization information was entered by a person who was not signed onto Chameleon at the time. Per screen shots –

- “KB” appeared to have entered euthanization information at 2:35
- “kmcrae” was evidently signed in the same day at 2:35

D2

Kennel: ANIMAL at BASI

File Windows Commands Procedures Reports Extras Help

Ready Search Back Kincrae 2013-10-26 14:35:01.553

Impound No	Litter No	Tot	Kennel No	Status	Sub Status	Tag	Other ID	Activity No
K13-013282		1	N TEMP	UNAVAIL				A13-014015

Animal ID: A623936 SPOOKY 4YX-LRG DOG GRAY F WOLF HYBRID

Microchip Check: Extra2 NOSCANAAGGR

Hold Request

Comment: \*Owner cannot control wolf-hybrid anymore (won't listen, keeps digging out & running loose). owner believes animal is "going feral". Owner is aware of humane euth, if no wolf rescue will accept. #37

Intake Information

Person: PO48113 BARBARA BELAICH 268-4799 5434 RIVEREDGE DR TITUSVILLE

Type	Subtype	Cond	Date	Time	Due Out	Review	OS Source	OS Reason
EUTH REQ	FIELD	WILD	10/26/13	13:28	10/26/13 13:29	/ /		

Pick Up Location: RIVEREDGE DRIVE Jurisdiction: TITUSVILLE Extra3: SEE NOTES... Extra4: OTI FOR P.T.S. By: 37 Receipt No:

Outcome Information

Person To: P

Type	Subtype	Cond	Date	Time	Weight	Dose	Dose2	Bottle	EUTH	By	Receipt No
EUTH	BEHAVIE		10/26/13	14:34	.00	5.00	.00	20		KB/	

Special Searches

Type	Sex	Size	Color	Breed	Primary Breed	Collar	Collar Type	Markings	Animal Name	Kennel	Lost	Foster
										PetHarbor.com		Other Shelters

Kennel	ImpoundNo	Animal	Type	Size	Sex	Color	Breed	Intake Date	Intake Type	fold	Request	Out Date	Out Type	Color2
N TEMP	K13-013282	A623936	DOG	XLRG	F	GRAY	WOLF HYBRID	10/26/13 00:00	EUTH REQ			10/26/13 00:00	EUTH	WHITE

D3

Kennel ANIMAL aLBASE

File Windows Commands Procedures Reports Extras Help

Ready Search Back kmcrae 2013-10-26 14:36:00.887

Impound No	Litter No	Tot	Kennel No	Status	Sub Status	Tag	Other ID	Activity No
K13-013268		1	NTEMP	UNAVAIL				A13-014014

Animal ID: A624168 BO.6Y SMALL DOG GRAY M SCHNAUZER MIN

Microchip Check: [ ] Extra2: NOSCANAAGGR

Intake Information

Person: P371863 TAYLOR BYRON 2989232 132 VIRGINIA AVE COCOA 32922

Type	Subtype	Cond	Date	Time	Due Out	Review	OS Source	OS Reason
OWNER SUR	FIELD	AGGRESSIV	10/26/13	12:11	10/26/13 12:12	J J		

Pick Up Location: VIRGINIA AVENUE Jurisdiction: COCOA Extra3: OTI-AGGR Extra4: PTS IF NEEDED By: 37 Receipt No:

Outcome Information

Person To: P

Type	Subtype	Cond	Date	Time	Weight	Dose	Dose2	Bottle	EUTH	By	Receipt No
EUTH	BEHAV HIE		10/26/13	14:35	.00	4.00	.00	20		KB	

Special Searches

Type	Sex	Size	Color	Breed	Primary Breed	Collar	Collar Type	Markings	Animal Name	Kennel	Lost	Foster
										PetHarbor.com		Other Shelters

Kennel	ImpoundNo	Animal	Type	Size	Sex	Color	Breed	Intake Date	Intake Type	Hold	Request	Out Date	Out Type	Color2
NTEMP	K13-013268	A624168	DOG	SMALL	M	GRAY	SCHNAUZER MIN	10/26/13 00:00	OWNER SUR			10/26/13 00:00	EUTH	

Hold Request: [ ]

Comment: [ ]

To Do

X	Task	Date

Complete Cancel New

SOUTH ANIMAL CARE & ADOPTION CENTER

# Volunteer Sign In Sheet

Print	This Must Be Completed Everyday					
Volunteer Name	Date	Time In	Time Out	Total Hours	School/Organization	Volunteer's Signature
[Redacted]	4-3	7:00 AM	11:00 AM	4 hrs	Dog Cages	
[Redacted]	4/3	7:00 AM	11:30 AM			
[Redacted]	4-3	8:15	11:45	3.5	BCC	[Redacted]
[Redacted]	4/3	9:15	11:15			
[Redacted]	4/3	10 <sup>am</sup>	1:15	3 1/2	DOG WALK	
[Redacted]	4/3	8:00	10:00			
[Redacted]	4/3	12:00			BCC	
[Redacted]	4-3	12:00				
[Redacted]	4/3	11:45	6:15	6 1/2	BCC	[Redacted]
[Redacted]	4/3	12:30	3:30	3	BCC	[Redacted]
[Redacted]	2:30	3:30		1		
[Redacted]	4/3	2:30	5:30	3		[Redacted]

EA

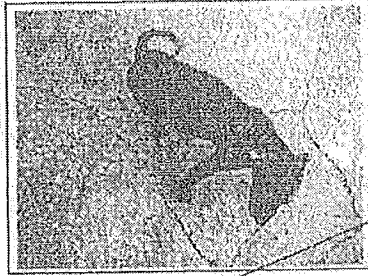
**ORTH ANIMAL CARE AND ADOPTION CENTER**  
 2605 Flake Rd., Titusville FLorida 32796

F1 14



My Animal ID # **A620647**

DTB  
9/29/13



**Can you give me a new name ?**

I am a female black Bulldog Mix . I came into the shelter on **09/20/2013** as an **owner surrender** . I am approximately 2 months old

A13-012455



985 112 002 751 571

*LUCKY STREET*

**STATEMENT OF SURRENDER**

I certify that I do own the animal described above, and I hereby surrender all my interest, if any, therein to Brevard County Animal Services and Enforcement, and I request that the animal be disposed of at the discretion of Brevard County Animal Services and Enforcement. It is expressly agreed that Brevard County Animal Services and Enforcement, including its officers and employees, will not incur any obligation to me on account of such disposition of said animal.

Signature \_\_\_\_\_ Phone (786) 972-8872  
 Address 920 KENILWORTH CT TITUSVILLE FL 32780  
 Print Name DOUGLAS MURRAY

DHLPP \_\_\_\_\_ CITE HW SNAP TEST \_\_\_\_\_  
 HEARTGUARD \_\_\_\_\_ ADVANTAGE \_\_\_\_\_  
 BORDETELLA \_\_\_\_\_ MICROCHIP CHECK \_\_\_\_\_  
 STRONGID \_\_\_\_\_ WEIGHT \_\_\_\_\_  
 1st Management Approval \_\_\_\_\_ Chameleon/Book Check \_\_\_\_\_  
 2nd Management Approval \_\_\_\_\_  
 Euth Tech EW \_\_\_\_\_ EUTH Reason B/D \_\_\_\_\_  
 Staff Member JH \_\_\_\_\_ Dosage 4/18 \_\_\_\_\_

NORTH ANIMAL CARE AND ADOPTION CENTER

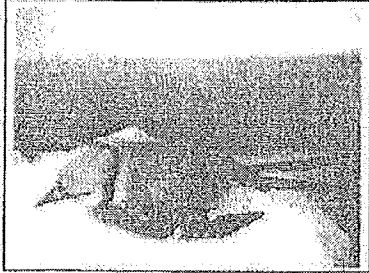
2605 Flake Rd., Titusville Florida 32796

F2



My Animal ID # A621661

SEVERELY INJ.  
BOY A STRAY  
CAT.



P.T.S. @ NACC  
#37

**Can you give me a new name?**

I am a unknown sex blue and white Bluebird Scrub . I came into the shelter on **09/28/2013** as an **euthanasia request**. I am approximately 1 year old.

A13-012871

**BALSAM STREET**

**STATEMENT OF SURRENDER**

I certify that I do own the animal described above, and I hereby surrender all my interest, if any, therein to Brevard County Animal Services and Enforcement, and I request that the animal be disposed of at the discretion of Brevard County Animal Services and Enforcement. I is expressly agreed that Brevard County Animal Services and Enforcement, including its officers and employees, will not incur any obligation to me on account of such disposition of said animal.

Signature \_\_\_\_\_ Phone (321) 633-2024

Address 2725 JUDGE FRAN JAMIESON WAY MELBOURNE FL 32940

Print Name GARY KARCZEWSKI

1st Management Approval \_\_\_\_\_ Chameleon/Book Check \_\_\_\_\_

2nd Management Approval \_\_\_\_\_

Euth Tech \_\_\_\_\_ EUTH Reason \_\_\_\_\_

Staff Member \_\_\_\_\_ Dosage \_\_\_\_\_

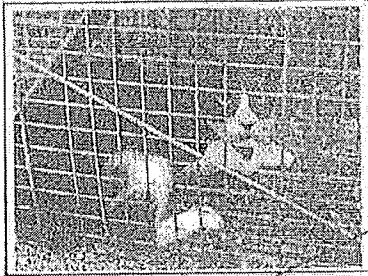
NORTH ANIMAL CARE AND ADOPTION CENTER  
2605 Flake Rd., Titusville Florida 32796

F3



My Animal ID # **A621350**

PLS  
9/29/13



***Can you give me a new name?***

I am a female black and white Domestic Sh. I came into the shelter on **09/26/2013** as a stray. An officer found me in COCOA. I am approximately 1 year old.

A13-012754

*OLIVE*

FELOVAX 4 _____	FEL. LEUK TEST _____
FEL. COMBO TEST _____	ADVANTAGE _____
EAR/EYE/NOSE _____	MICROCHIP CHECK _____
STRONGID _____	WEIGHT _____
1st Management Approval _____	Chameleon/Book Check _____
2nd Management Approval _____	
Euth Tech <i>[Signature]</i>	EUTH Reason <i>wild</i>
Staff Member <i>[Signature]</i>	Dosage <i>3cc bottle</i>



G1

Kennel ANIMAL DATABASE

File Windows Commands Procedures Reports Extras Help

Ready Search Back kmcrae 2013-10-26 14:36:09.887

Impound No	Litter No	Tot	Kennel No	Status	Sub Status	Tag	Other ID	Activity No
K13-013268		1	N TEMP	UNAVAIL				A13-014014

Animal ID: A624168 BO-BY SMALL DOG GRAY M SCHNAUZER MIN Microchip Check: [ ] Extra2: NOSCANVAGGR

**Intake Information**

Person: P371863 TAYLOR BYRON 2989232 132 VIRGINIA AVE COCOA 32922

Type	Subtype	Cond	Date	Time	Due Out	Review	OS Source	OS Reason
OWNER SUR	FIELD	AGGRESSIV	10/26/13	12:11	10/26/13 12:12	J J		

Pick Up Location: VIRGINIA AVENUE Jurisdiction: COCOA Extra3: OTI-AGGR Extra4: PTS IF NEEDED By: 37 Receipt No: [ ]

**Outcome Information**

Person To: P [ ]

Type	Subtype	Cond	Date	Time	Weight	Dose	Dose2	Bottle	EUTH	By	Receipt No
EUTH	BEHAVIE		10/26/13	14:35	.00	4.00	.00	20		KBL	

**Special Searches**

Type: [ ] Sex: [ ] Size: [ ] Color: [ ] Breed: [ ] Primary Breed: [ ] Collar: [ ] Collar Type: [ ] Markings: [ ] Animal Name: [ ] Kennel: [ ] Lost: [ ] Foster: [ ]  
 PetHarbor.com: [ ] Other Shelters: [ ]

Kennel	Impound No	Animal	Type	Size	Sex	Color	Breed	Intake Date	Intake Type	Hold	Request	Out Date	Out Type	Color2
N TEMP	K13-013268	A624168	DOG	SMALL	M	GRAY	SCHNAUZER MIN	10/23/13	OWNER SUR			10/23/13 00:00	EUTH	

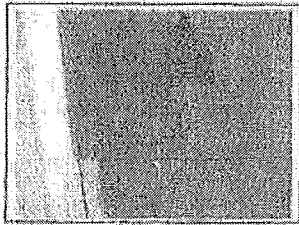
G2

**NORTH ANIMAL CARE AND ADOPTION CENTER**  
2806 Flake Rd., Titusville Florida 32796



My Animal ID # **A624168**

10/30/2013 08:25 #784 P.005/030



***My name is Bo***

I am a male gray Schnauzer Min . I came into the shelter on **10/26/2013** as an **owner surrender** . I am approximately 6 years old.

A13-014014

**VIRGINIA AVENUE**

**STATEMENT OF SURRENDER**

I certify that I do own the animal described above, and I hereby surrender all my interest, if any, therein to Brevard County Animal Services and Enforcement, and I request that the animal be disposed of at the discretion of Brevard County Animal Services and Enforcement. It is expressly agreed that Brevard County Animal Services and Enforcement, including its officers and employees, will not incur any obligation to me on account of such disposition of said animal.

Signature \_\_\_\_\_ Phone (321) 298-9232

Address 132 VIRGINIA AVE COCOA FL 32922

Print Name TAYLOR BYRON

PTS  
10/24/13

321 284 5066  
North Animal Care Center

DHPP _____	CITE HW SNAP TEST _____
HEARTGUARD _____	ADVANTAGE _____
BORDETELLA _____	MICROCHIP CHECK _____
STRONGID _____	WEIGHT _____
1st Management Approval _____	Chameleon/Book Check _____
2nd Management Approval _____	
Euth Tech _____	EUTH Reason _____
Staff Member _____	Dosage _____

H1

**EUTHANIZATIONS: CALENDAR YEAR 2013**

	Dogs	Cats	Both
% of euth. that are Behavioral-related:	42%	45%	44%
% of euth. that are Medical-related:	47%	46%	46%
<b>% of euth. that are Behavioral or Medical:</b>	<b>89%</b>	<b>91%</b>	<b>90%</b>

	Dogs	Cats	Both
<i>In numbers</i>	581	1,589	2,170
<i>In numbers</i>	657	1,628	2,285
<i>In numbers</i>	<b>1,238</b>	<b>3,217</b>	<b>4,455</b>

**Euthanasia Reasons:**

Dogs	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	TOTALS	% of TOTAL	
<i>Other</i>	0	2	1	4	0	1	1	0	2	2	1	3	17	1%	
<i>Behav Hist</i>	13	10	12	13	14	8	16	12	14	19	7	7	145	10%	Behavioral
<i>Behav Obsv</i>	36	39	29	38	44	26	41	52	47	31	27	26	436	32%	Behavioral
<i>Contag Dis</i>	4	3	2	1	5	1	6	0	1	0	3	1	27	2%	Medical
<i>Felv</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	Medical
<i>Feral</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	
<i>Heartworm</i>	0	0	0	0	1	0	0	0	0	0	0	1	2	0%	Medical
<i>Medical</i>	56	47	43	57	60	60	65	64	59	47	45	25	628	45%	Medical
<i>Pregnant</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	
<i>Space</i>	0	0	0	6	4	0	0	4	4	0	4	2	24	2%	
<i>Time</i>	1	0	0	0	0	0	0	0	0	0	0	0	1	0%	
<i>Time/Space</i>	1	2	0	9	20	12	10	11	18	3	3	5	94	7%	
<i>Too Old</i>	0	3	0	0	2	1	1	0	1	1	0	1	10	1%	
<i>Too Young</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	
<b>TOTAL</b>	<b>111</b>	<b>106</b>	<b>87</b>	<b>128</b>	<b>150</b>	<b>109</b>	<b>140</b>	<b>143</b>	<b>146</b>	<b>103</b>	<b>90</b>	<b>71</b>	<b>1384</b>	<b>100%</b>	

Cats	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	TOTALS	% of TOTAL	
<i>Other</i>	0	8	0	5	1	4	9	3	2	4	2	2	40	1%	
<i>Behav Hist</i>	3	5	4	3	3	7	2	6	2	8	2	1	46	1%	Behavioral
<i>Behav Obsv</i>	116	165	122	101	104	170	179	163	74	113	154	82	1543	43%	Behavioral
<i>Contag Dis</i>	38	26	24	34	36	43	59	37	38	28	56	21	440	12%	Medical
<i>Felv</i>	0	1	0	0	0	0	0	0	0	0	0	0	1	0%	Medical
<i>Feral</i>	0	1	0	0	0	0	0	0	0	0	0	0	1	0%	
<i>Heartworm</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	Medical
<i>Medical</i>	84	68	59	78	98	154	113	173	150	52	95	63	1187	33%	Medical
<i>Pregnant</i>	0	0	0	1	4	2	0	0	1	0	0	0	8	0%	
<i>Space</i>	0	0	0	0	0	3	4	26	20	2	0	0	55	2%	
<i>Time</i>	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	
<i>Time/Space</i>	0	0	0	0	8	7	17	24	0	6	0	0	62	2%	
<i>Too Old</i>	2	0	0	0	0	1	2	0	4	1	0	0	10	0%	
<i>Too Young</i>	5	0	2	0	24	26	1	39	44	12	2	0	155	4%	
<b>TOTAL</b>	<b>248</b>	<b>274</b>	<b>211</b>	<b>222</b>	<b>278</b>	<b>417</b>	<b>386</b>	<b>471</b>	<b>335</b>	<b>226</b>	<b>311</b>	<b>169</b>	<b>3548</b>	<b>100%</b>	

Source: Space Coast Feline Network Statistic Report

DATE: 9/24/13

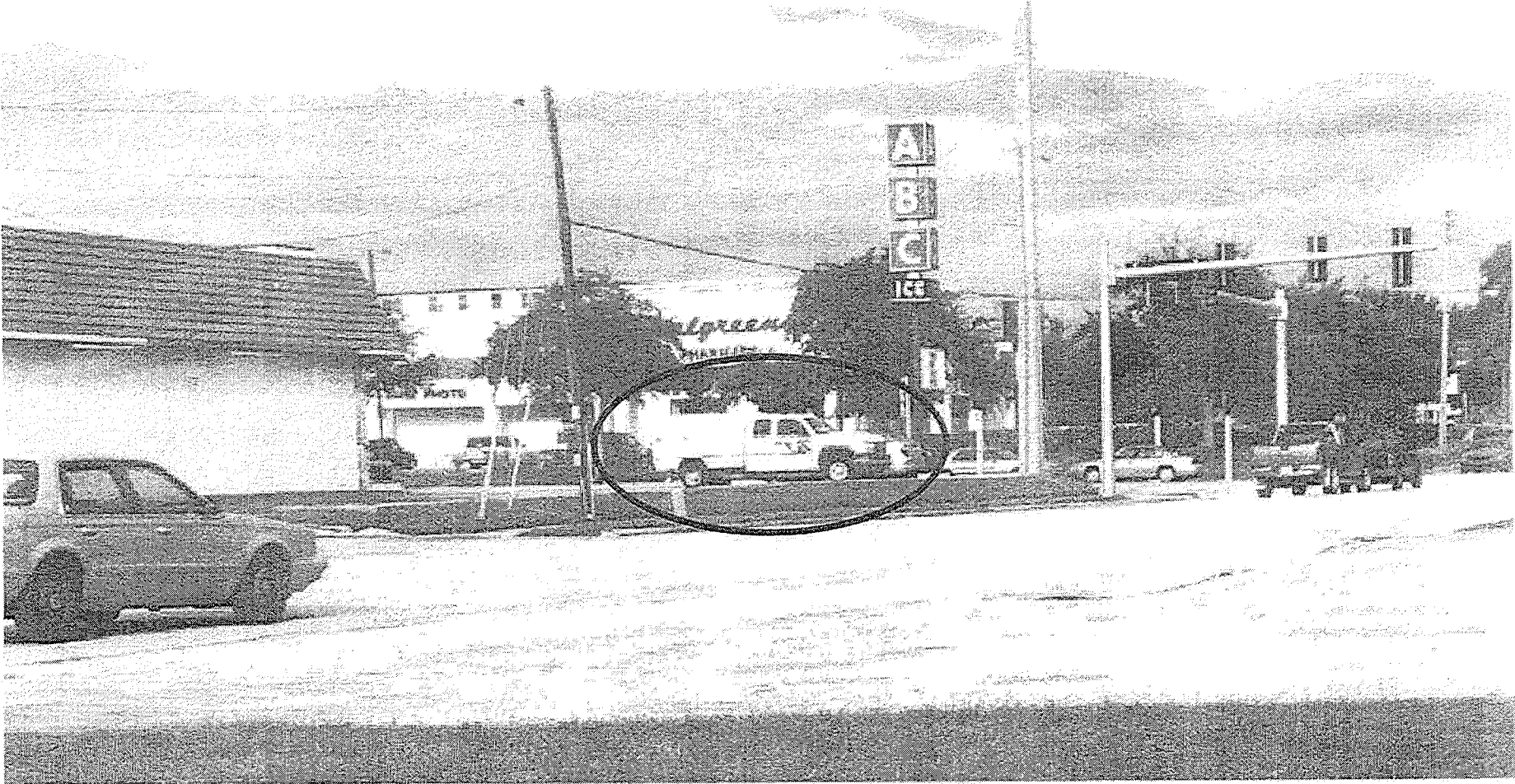
PAGE # 4

## ANIMAL SERVICES ENFORCEMENT

I 1

TIME	AEO	CODE	LOCATION	NOV	SIG	BREED OTHER
1417	41	10-8-51	SACC			
1428	46	10-51	TITUS			
1436	46	10-97	TITUS			
1437	41	10-97	SACC			
1442	34	10-97	MISTON			
1455	46	10-51	SACC			
1458	46	10-97	SACC			
1516	34	10-51	PINEWOOD			
1526	48	10-51	MANTENO BAY			
1536	34	10-				
1536	41	10-77				
1548	34	10-51	SACC			
1558	46	10-51	FORTUNE			
1605	34	10-97	SACC			
1628	48	10-51	FUEL			
1649	41	10-51	FUEL			
1700	48	10-97	FUEL			
1706	41	10-97	CEP			
1724	41	10-51	(S) (S)			
1725	34	10-51	S PATRICK			
1734	41	10-97	JESON			
1745	46	10-8				

Parking to complete a report? Or paying a visit to ABC Liquors? It would be hard to know without good tracking methods.



JF

K1

**Budgeted Dollars returned to the General Fund**

Year	Unused General Fund	
2013	\$ 155,165	projected
2012	\$ 362,930	
2011	\$ 190,507	
2010	\$ (187,416)	
2009	\$ -	
2008	\$ 119,105	
2007	\$ -	
	\$ 640,291	

L1

## License Fees (dogs and cats)

As of December 2013

	1 year Spayed/Neutered	1 year Unaltered	
Indian River County	\$10	\$20	
Hillsborough	20	40	Senior discount (5, 25)
Marion	5	35	
Pinellas	20	20	
Polk	10	25	
Escambia	11	30	
Seminole	6	11	
Lake	5	11	
Palm Beach	15	75	
Volusia	4	12	
City of Jacksonville	20	20	
Escambia	11	30	Special prices for seniors
St Lucie	10	75	
Miami-Dade	27	55	Owner on public assistance (5, 10)
Osceola	6	12	
<b>Average</b>	<b>\$12</b>	<b>\$31</b>	
<b>Brevard</b>	<b>\$10</b>	<b>\$16</b>	

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## VOLUNTEER HOURS

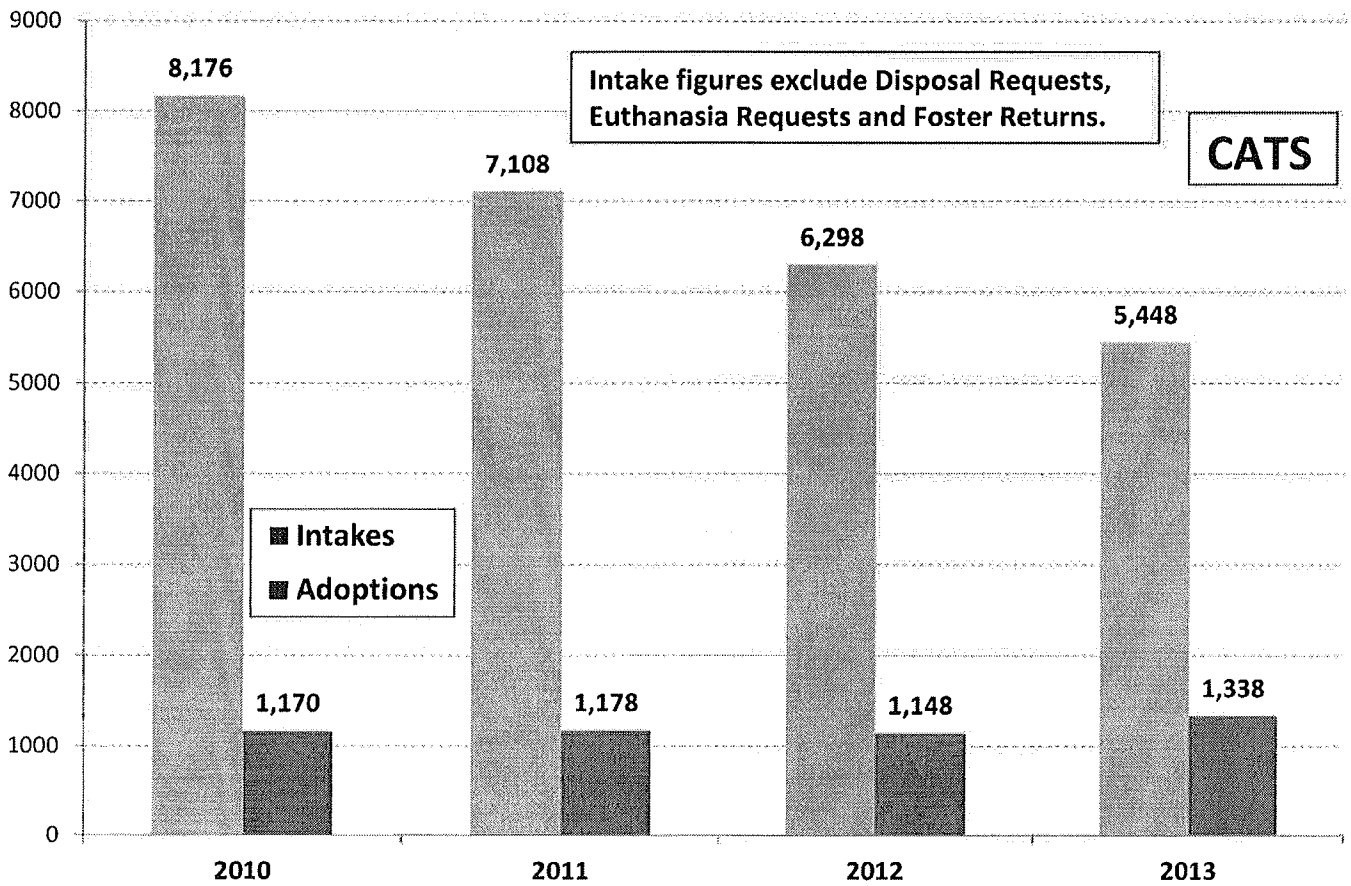
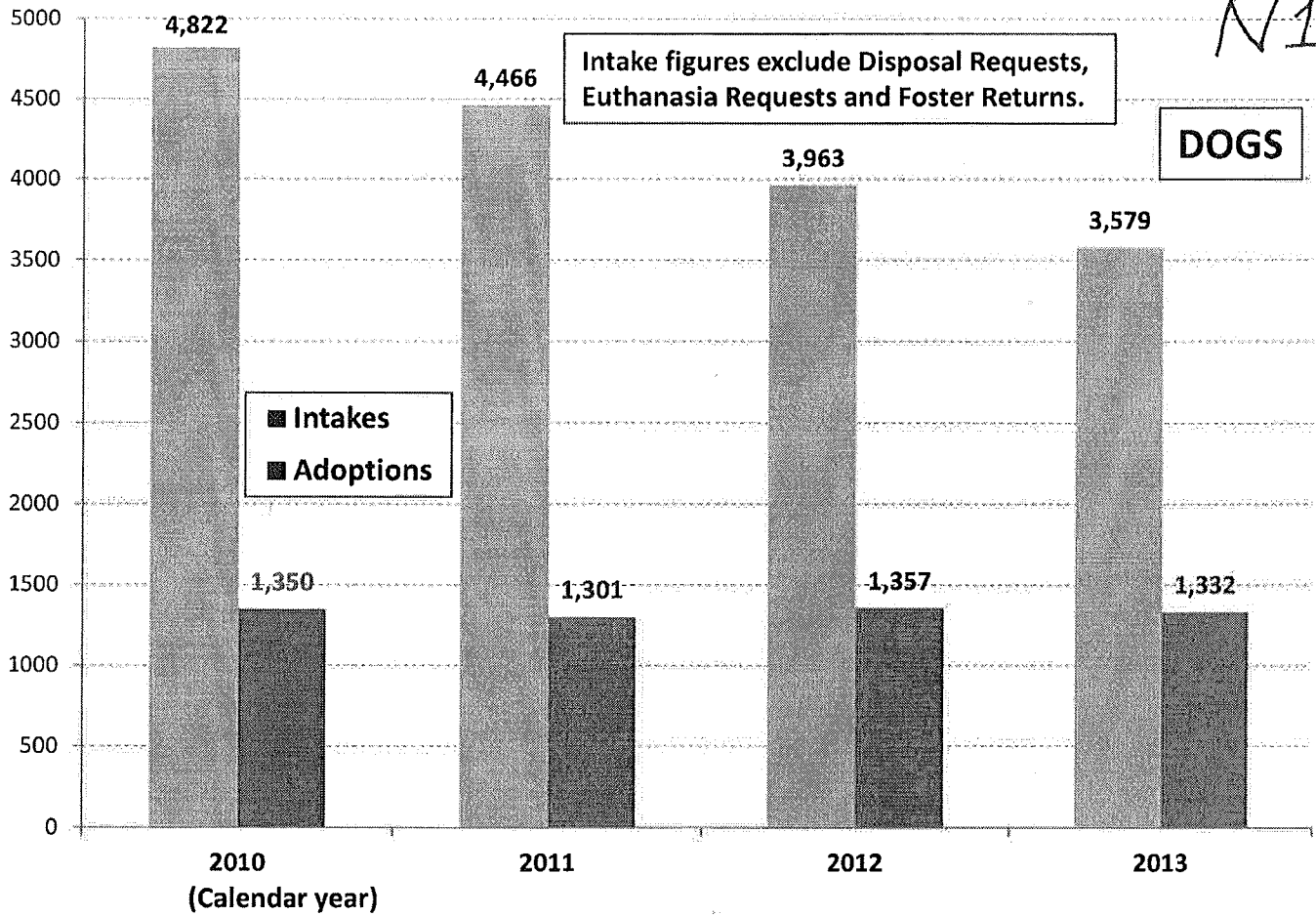
Based on Volunteer Sheets provided to Clerk audit staff

YEAR 2012	DAYS	HOURS	HRS/DAY
NACC Regular	405	269	0.7
NACC School	296	233	0.8
NACC Com.Svc.	152	117	0.8
SACC Regular	127	2260	17.8
SACC School	160	2071	12.9
SACC Com.Svc.	85	196.2	2.3
<b>Total Hours/Day</b>			<b>35.3</b>
<b>Annualized</b>			<b>12,871</b>

YEAR 2013	DAYS	HOURS	HRS/DAY
NACC Regular	89	79	0.9
NACC School	36	60	1.7
NACC Com.Svc.	143	179	1.3
SACC Regular	76	1413	18.6
SACC School	83	387	4.7
SACC Com.Svc.	84	112	1.3
<b>Total Hours/Day</b>			<b>28.4</b>
<b>Annualized</b>			<b>10,368</b>



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# Brevard County Board of County Commissioners Performance Management

Fast Facts (updated: 01/12/2011 8:53:45 AM)

### Why Implement a Performance Management Process:

Utilizing this process will allow us to:

- Objectively track our performance in comparison to the Goals and Objectives that the Board has established through its policies
- Track our performance over time to determine how effective and efficient we are in meeting the Boards stated goals and objectives
- Communicate these results to the Board

### Key Benefits of Performance Management:

- Allows government to increase efficiency
- Allows government to make better decisions
- Measuring and monitoring performance in comparison to the stated goals allows government to determine their effectiveness
- Measuring, monitoring, and communicating performance results and demonstrates the value of programs in a measurable way
- Communicating results allows government to be transparent.
- Measuring and monitoring the right things provides management with data necessary to make informed decisions

### Performance Management Defined:

The process of determining whether measurable goals and objectives are achieving intended outcomes.

This process includes determining measures, monitoring measures, and reporting measures to all stakeholders for the purpose of communicating effectiveness, efficiency, transparency, accountability, and value. The measures are also used to make informed decisions.

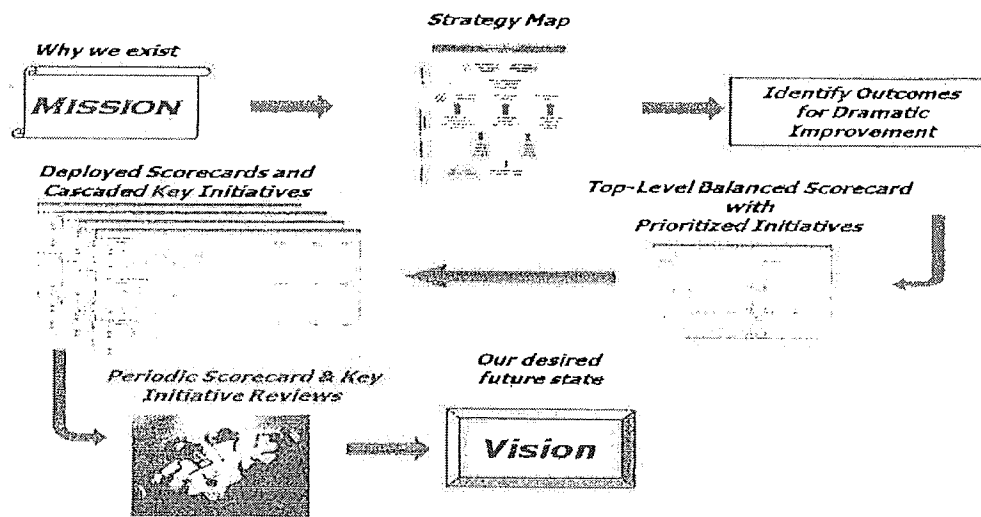
### Our Process includes these components:

- Vision
- Mission
- Strategy Map
- Top-Level Balanced Scorecard with Prioritized Initiatives
- Deployed Scorecard and Cascaded Key Initiatives
- Periodic Scorecard & Initiative Review

A visual depiction of our process is provided below. It represents the components in the process as well as the intended outcomes.

Fig. 1 Overall Roadmap

### Overall Roadmap



SCORECARD DETAIL-Animal Services Department

Details - Base View

None Initiatives Processes

Default

1.0 Customer

	Name	As Of Date	Actual	Goal	FYTD Actual	FYTD Goal
1.1 0	<u>Fulfill Workload Requirements - Animal Services Department</u>					
	<u>Completed Calls - Animal Services Department</u>	n/a	n/a	n/a	n/a	n/a
	<u>Animal Tags Sold - Animal Services Department</u>	n/a	n/a	n/a	n/a	n/a
	<u>Disposition of Animal Custody - Animal Services Department</u>	n/a	n/a	n/a	n/a	n/a
1.2 0	<u>Increase Customer Satisfaction - Animal Service Department</u>					
1.3 0	<u>Expand Community Outreach - Animal Service Department</u>					
	<u>Volunteer Hours - Animal Services Department</u>	n/a	n/a	n/a	n/a	n/a
	<u>Number of Offsite Adoption Events - Animal Services Department</u>	n/a	n/a	n/a	n/a	n/a

2.0 Operational Effectiveness/Efficiency

	Name	As Of Date	Actual	Goal	FYTD Actual	FYTD Goal
2.1 0	<u>Improve Effectiveness - Animal Service Department</u>					
	<u>Develop New Methodology to Calculate the Euthanization Rate</u>	n/a		%	n/a	n/a
	<u>Average Length of Stay - Animal Services Department</u>	n/a	n/a	n/a	n/a	n/a
	<u>Percentage Increase in Animal Tags Sold - Animal Services Department</u>	n/a	n/a	n/a	n/a	n/a
	<u>Average Response Time to Calls - Animal Services Department</u>	n/a	n/a	n/a	n/a	n/a