March 26, 2013

The Honorable Linda Doggett Clerk, Lee County

Re: Audit Lee County Domestic Animal Services

Dear Mrs. Doggett:

The Internal Audit Department has conducted an audit of Lee County Domestic Animal Services. Thomas Cianflone, CISA, CFE, CFSA has completed this review.

The response to the auditor’s conclusions, issues and recommendations is attached to this report. The auditors wish to thank the Domestic Animal Services employees for their assistance and cooperation during the review.

This Report has been posted to the Clerk of Courts website www.leeclerk.org under Internal Audit, Audit Reports. The hyperlink to the report has been sent to the Lee County Board of County Commissioners and appropriate parties.

Sincerely,

Chuck Short, Chief Internal Audit Officer
Internal Audit Department

CTS/mf
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**Lee County Domestic Animal Services**

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Executive Summary

Lee County Clerk of Courts Internal Audit Department has completed a scheduled audit of the Lee County Domestic Animal Services (LCDAS). The audit concentrated on the LCDAS Operations and its compliance with State and Local regulations.

The audit was performed in accordance with general auditing standards for the professional practice of Internal Auditing. Audit work papers contain details supporting the conclusions, findings, and recommendations in this report. The scope and cost of the audit are in (Exhibit 1.)

Conclusions

Management and staff satisfactorily and professionally perform their roles and responsibilities. Employee morale is good and management keeps the lines of communication open. Internal controls are adequate and new controls are being implemented due to the space addition to the facility.

LCDAS:

- Is properly licensed and permitted to do business in the State of Florida and is registered with United States Department of Justice Drug Enforcement Administration as a mid-level practitioner for controlled substance use.

- Opened in December 1999, is located at 5600 Banner Drive in Fort Myers. The addition of 10,000 SF in 2011, expanded the current facility to over 18,000 SF.

- Provides services to City of Bonita Springs, City of Cape Coral, City of Fort Myers, Town of Fort Myers Beach, and unincorporated Lee County. The operations are supported by County general funds and funds from other government entities via memorandum-of-understanding (MOU). Revenue and expenses have been properly recorded. For 2012, Revenue was $2,622,898 and Expenses were $4,609,741.

- Annually provides temporary refuge for over 9,500 stray, abandoned and unwanted animals. The agency makes every attempt to reunite lost pets with their owners and also provides an adoption service for pets unclaimed by owners.

- Has formal short/long-term operating goals and objectives addressing all the latest trends in animal control, (e.g. overpopulation; adoption; spay/neuter program; new technology; customer service).
Florida Statute 828.27(4)(a)3(b) states that “the governing body of a county or municipality may impose and collect a surcharge of up to $5 upon each civil penalty imposed for violation of an ordinance relating to animal control or cruelty. The proceeds from such surcharges shall be used to pay the costs of training for animal control officers.” The account named “Animal Control Surcharge” first had activity in FY01-02. The account currently has $32,252.66. The monies are still with the Clerk’s Office and LCDAS has not utilized the monies for training.

- Received the Harvard Law School Bright Ideas Award for Animal Euthanasia Reduction Services for Government Agencies in 2012.

The Lee County Sheriff’s Office (LCSO) performed a security review of the facility and its violence in the workplace policy. Five suggestions for improvements in security were made and some corrective action has been taken.

Recommendations to consider for improvement are:

- Conditions at the facility (i.e., security, air-quality and noise level).
- Revisions to the Animal Services Ordinance and External Fees and Fines Manual.
- Development and implementation of a citation and collections process.
- Review for updating older policies and procedures.
Background

The LCDAS provides animal control enforcement and maintains an animal shelter for domestic animals in Lee County. Lee County assumed the animal control function from the Humane Society in January 1999. This includes the enforcement of animal laws, rescuing mistreated animals, the sterilization of dogs and cats released from the shelter, the disposition of unwanted impounded animals and a public education program.

DETAILS OF FINDINGS

LCDAS Organization

The goal of the shelter and animal care facility is to be staffed each day with the appropriate number of kennel personnel to ensure that every animal is properly cared for in a safe and humane manner and to maintain a safe working environment for employees.

There are 50 current employees and two vacancies as of mid-February (Exhibit 2). Turnover problems still exist due to the nature of the job (overwork, stress, extensive time away from family, etc.) and pay scale. They did succeed in raising the pay grades for most of the staff; however, due to the salary freeze, no employee has seen an increase. Segregation of duties is satisfactory. Job descriptions have been revised accordingly.

Both the National Animal Control Association (NACA) and Florida Animal Control Association (FACA) have formulas to calculate the recommended number of Animal Controls Officers (ACO). Based on their formulas, LCDAS is still understaffed in the ACO area. NACA results were 26 ACO; FACA results were 35-42 ACO. The LCDAS currently has 15 ACO.

Facility

Structure:

An expansion was completed in 2011, adding an additional 10,000 SF.

- 4,000 SF for the veterinary center and 6,000 SF for Lost & Found, Kitten and Adult Cat Stray Holding.
- Dog housing has new air conditioning.
- The feline housing areas changed drastically.
- Since night drop-offs are no longer permitted, the seven cages are now used for canine intake.

Major improvements include:

- There are now three separate areas for the public:
  - Adoption Center
  - Lost and Found.
  - Spay and Neuter Center (Veterinary Service).
- Administrative staff office space is better organized and private from public view.
- Work areas have better storage space.
The new shelter was expanded to allow better isolation and separation of the animals.

- Receiving Area (kitten/feline adult intake, puppy/adult canine intake)
- Isolation Area (feral cat intake, canine stray wait)
- Quarantine Area (isolation room for sick felines/canines)
- Healthy Hold Area (kitten/adult feline adoption, puppy/adult canine adoption)

Safety issues are adequately addressed (eye wash stations, chemical precautions, gloves, glasses, etc.).

An energy-efficient, 100% outside air exchange that exchanges the air 12-14 times per hour that is recommended for animal shelters has been installed.

One problem of extreme odor remains in the kitten adoption area where an exhaust fan should have been installed. A request has been made to Facilities Management to correct the problem.

The facility has a generator for backup power.

**Security**

Security in the facility has been improved:

- Shatter-proof Lexan partitions were installed in the Adoption and Lost & Found Centers, providing safer separation between the counter from the public.
- Panic buttons are installed in all three lobbies to dispatch the (LCSO) in the event of an emergency situation.
- Security cameras have been installed within the facility.
- Access doors to employee areas should be locked and accessible to employees only.
- Vehicles parked in unsecured open areas have computers, printers, phones locked inside. Policies do not require removal of these assets from a vehicle when not in use.

On February 14th, the LCSO performed a security review of the facility and its violence in the workplace policy. A summary of the findings and suggestions include:

- Installing CCTVs at key internal locations (e.g., medical supply area, euthanasia area, entrance/exit doors in lobbies).
  Install signage at all public entrances stating premises is under surveillance.
- Installing alarms by certain entrances.
- Installing double locks on certain doors.
- Installing electric swipes on doors that currently have door locks.
Some corrective action has been taken. They are waiting for pricing (door swipes, door locks, cameras) and are changing some of the positions of the cameras for better security views. Policies are also being reviewed for better security of assets in vehicles.

**Strategic Planning**

**Operations:**

All of the latest trends in animal control are being addressed:
- Animal overpopulation
- Animal attacks
- Illegal dog fights
- Feral cats
- Animal rabies
- Captive wildlife and exotic pets
- Animal cruelty-human link connection

They have formal short/long-term operating goals and objectives.

**Short-term goals for FY 2012-13 include:**

- Reduce pet overpopulation, Animal Intake and Euthanasia by 20% annually.
- Complete Canine Adoption Center renovations (noise level reductions).
- Continue to promote Permanent Naming opportunities to benefit Animal Care Trust Fund.
- Increase adoption statistics by 20% annually.
- Continue to increase public animal spay/neuter surgeries by 20% annually specifically targeting pit bull/pit bull mixes and felines.
- Provide comprehensive canine behavioral assessments of adoption pets by making good matches (Meet Your Match Program).
- Strengthen relationships with local agencies.
- Obtain off-site sick bay located within proximity to the facility for felines (and possibly canines) with certain diseases that cannot be housed at the facility or in foster homes with owned animals. Fosters would be used for healthy underage kittens. Attempting to partner with Heritage College who are implementing veterinary technician certification program and may have facilities/staffing available to assist LCDAS.
- Greater external training opportunities for employees.
- Implement life-time license with board approval to reduce data entry and more convenience for pet owners. If life-time license is not approved or not purchased, two (2) additional customer service specialists will be required.
- Perform outside security audit to ensure employee safety and make revisions, if needed, to current Violence in the Workplace Policy. *(Note: Performed by LCSO in February 2013).*

**Long-term goals for FY 2012-2013 include:**

- Proactive enforcement of rabies, county licensing, neighborhood sweeps in problem areas with additional staffing of a minimum of six animal control officers and to meet inter-local agreement response times.
- Reduce animal control officer turn over with additional new staffing to be responsible for second and third shifts with tenured animal control officers on first shift.
• Continue to focus on and promote exceptional customer service for greater financial support and increased adoptions.
• Continue to actively promote programs and services to increase financial support, adoptions and participation in community outreach programs.
• Continue to research technology and/or shelter procedures to reduce employee workload, improve efficiencies and reduce expenses.

Information Technology

The Chameleon/Case Management System (Chameleon/CMS) software is used.

Some new IT technology has been implemented:

• Wi-Fi installed to the facility in 2012, has been instrumental in using I Pads in the kennels for recording records/notes when vaccinating/evaluating animals.
• Use of scanners to upload microchip data into Chameleon/CMS to increase accuracy and improve efficiencies via barcode scanning.
• Better utilization of Chameleon/CMS software (for on-going veterinary treatments (e.g. vaccine boosters, parasite treatments, etc.).
• Installed the Advanced Public Safety System in all Animal Control Officer vans with printer and thermal paper to print citations rather than hand writing, saving time in the field writing citations.
• Provided Motorola radios to employees enhancing communications within the expanded facility.
• Installed an oxygen generator eliminating the need for oxygen tanks.

Inventories

Periodic inventories are taken in 4 areas: administration, fleet, field, and kennel operations.

Administration/Fleet/Field:

We reviewed the current inventory (e.g., asset return, condition change, etc.) and found no discrepancies.

Kennel Operations:

Animal inventory can change each minute, depending upon adoptions, drop-offs, etc. The animal inventory can be affected by stray animals reclaimed by their owners, animals transferred to rescue groups and adoptions as well as the euthanasia process. Euthanasia can reduce inventory from 1 to as many as 30 in a single day.

The kennel takes inventory daily and compares it to the Chameleon records.

Controlled Substances/Syringes/Needles:

The facility expansion has provided a larger pharmacy room and all veterinary supplies are housed in this room. These include:

• All kennel operations supplies (e.g., flea medicines, gloves, etc.).
• Vitamins and medicines (Currently overstocked at lower cost due to recent price increase by suppliers).

The pharmacy room has a double door lock; however, it is open during hours of operation. Only the managers, vets supervisors, and trade’s worker (maintenance) have keys. Employees must check with the veterinary supervisor or technician to request items for their area.

A small supply of inventory is housed at Lost & Found intake and the (ACO) intake area.

All controlled drugs are stored in a locked safe when not in use. A supply is retained in a locked cabinet. The State of Florida Department of Health Investigative Services reviewed the drug record-keeping and passed LCDAS in June 2011 (Exhibit 3).

Euthanasia logs for storage and usage are retained in the room where animals are euthanized.

There are no records kept for the syringes and needles used for surgeries, vaccinations and euthanasia.

There are tranquilizer guns and darts adequately stored in a gun safe.

**Recommendation:**

• Maintain control procedures over controlled substances, syringes and needles.

**Training**

There is an in-house training program. Front office personnel go through an on-the-job-training process (e.g., intake and adoption process, handling of animals, learning animal shelter software, answering phones and customer questions, etc.). ACO’s follow a customized training program, which include working in various sections, (e.g., kennel, veterinary services, dispatch operations) before supervisory signoff to the field.

Florida Statute 828.27(4)(a)3(b) states that “the governing body of a county or municipality may impose and collect a surcharge of up to $5 upon each civil penalty imposed for violation of an ordinance relating to animal control or cruelty. The proceeds from such surcharges shall be used to pay the costs of training for animal control officers.”

The account named “Animal Control Surcharge” first had activity in FY01-02. The account currently has $32,252.66. We found no reference to this surcharge in Lee County Ordinance 09-20 or the External Fees Manual (Section 1-0, “Animal Services Department”). Monies are set aside in a subsidiary account code for this purpose. However, the monies are still with the Clerk’s Office and LCDAS has not utilized the monies for training.

As per the County Attorney’s Office, while Ordinance 09-20 indicates that the citation procedures found in FS 828.27 will be used to enforce the ordinance provisions and that all fines and fees, including licensing fees, are set by resolution of the BOCC and included in the external fees and charges manual, the Ordinance and the External Fees Manual does not reflect the surcharge and how it will be used.
In August 2012, the Director resubmitted a revised Ordinance draft to the County Attorney’s Office. Recent revisions were made to the draft in March 2013. A final draft is tentatively planned to be presented at an April Management and Planning meeting.

Compliance

The applicable federal, state and local laws relative to animal services are being complied with. (Exhibit 4)

In-house policies and procedures that address Adoption, Euthanasia, Field and Kennel Operations, Front Office and Administration, Personnel, TNR Program and Veterinary Services have been updated.

There is now a fire suppression (sprinkler) system in the shelter. The shelter also has many hand-held extinguishers. Field observation noted that the extinguishers were inspected in July 2012.

Revenue and Expenses:

The operations are supported by County general funds and funds from other government entities via memorandum-of-understanding (MOU). Revenue and expenses have been properly recorded. For 2012, Revenue was $2,622,898 and Expenses were $4,609,741.

Cities with Interlocal Agreements are concerned about how they are being billed. The City of Cape Coral and the Town of Fort Myers Beach requested the calculations be formulated by net revenues.

In the surrounding counties, Animal Services is funded by the Sheriff’s Office (Sarasota) and the general fund (Collier and Charlotte).

The Budget Department and LCDAS are looking at other alternatives. The County will be meeting with the municipalities in April 2013 to discuss any changes to the calculation for the FY 2013-2014 agreements.

Animal Control Surcharge:

The current Animal Control Ordinance (09-20) and External Fees and Fines Manual do not reflect the citation surcharge ($5) that could be used for training expenses.

Citations issued may not equal citations turned over to the Clerk for payment and possible collection, for example:

- Some may have come into compliance and the Clerk would not receive the $5.
- Some may have been dismissed by a judge. If they write multiple citations to one person, the judges will commonly dismiss some of them to get the fine at an amount the people can pay.
- Some may never get a court date and are referred to a collection agency.
Recommendation:

- Develop and implement a citation and collections process.

Grants:

LCDAS has applied for and received monies from the following grants:

- Florida Animal Friend (For spay/neuter projects)
- Pet Smart Charities (For feral cat spay/neutering)

We were advised that LCDAS is in the process of reviewing grant opportunities for 2013 with the ASPCA.

Fees and Fines:

The External Fees Number 1-0 were last modified in August 2009. The Director plans to revise the External Fees Manual once the Animal Control Ordinance is approved by the Board.

Animal Services Programs

Animal Control Management:

Statistics for calendar year 2012, compared to calendar year 2011, shows a 2% decrease in intakes (dogs and cats), an increase in adoptions, dogs 16.7%; cats 1.6% and a decrease in euthanasia for dogs, 18.3% and an increase in euthanasia for cats, 6.1%. (Exhibit 5)

Adoption:

LCDAS actively promotes the adoption of pets and their goal is to place companion animals with responsible owners.

Spay/Neuter Program:

Florida Statute 823.15 requires that all dogs and cats placed for adoption from animal shelters or animal control agencies be sterilized by the shelter or within 30 days from the date of adoption by the adopter or purchaser. Lee County Ordinance # 09-20 also mandates that no unclaimed dog or cat shall be released for adoption without being sterilized.

In May 2006, the Board of County Commissioners approved the creation of the Pet Sterilization Incentive Program Administrative Code, Administrative Code 1-11, which was to set guidelines for sterilization incentive programs that are funded in part or whole by revenue from the sale of County pet registration licenses.

Trap/Neuter/Return Program:

In concert with the spay/neuter program, LCDAS has implemented a Trap/Neuter/Return (TNR) Program. TNR is a no-cost spay/neuter service available for outdoor community cat colonies to reduce overpopulation while also reducing euthanasia statistics in local shelters.
This program is funded through the Lee County Pet Licensing restricted fund earmarked to reduce pet overpopulation and euthanasia in shelter. LCDAS has spayed/neutered 6,835 feral cats from 2009-10 to 2011-12.

**Microchip Identification (ID) Program:**

LCDAS inserts a microchip in the animals before they are adopted.

**Bite Case/Rabies Program:**

Statutorily (Florida Statute Chapter 381 and Chapter 64D-3, FAC), the County Health Officer has primary responsibility for the management of human exposures to rabid or suspect rabid animals and control of animal rabies including quarantine.

The LCDAS Director was advised that the DOH contracted with P. A.W.S. Lee County to provide this service.

**Pet Surrender:**

LCDAS does not accept owner surrendered pets.

LCDAS recommends the following options for owners who can no longer keep their pet:
- Contact family, friends, and co-workers who may wish to adopt your pet.
- Contact local humane societies and breed rescue groups, who accept surrendered pets, for assistance.

**Rescue Organizations:**

To reduce euthanasia, LCDAS works with rescue organizations primarily for dogs. LCDAS is currently re-evaluating its current list of rescue groups.

**Euthanasia:**

Euthanasia of animals is performed for medical reasons or for sick and/or injured animals that cannot be medically treated.

LCDAS is in compliance with the State regulations (FS 828.058) on euthanasia.

**Volunteer Program:**

Volunteer opportunities include dog walking, dog and cat socialization and grooming, adoption counselors, lobby greeters, clerical assistants, and spay/neuter transportation services.

**Animal Fostering:**

Foster programs are established for abused pets, medical-related incidents, kitten-care, socialization, or long-term residents. There are no costs to the foster families to participate as pet food and supplies including medications are provided free of charge.
Community Pet Pantry:

LCDAS established the Community Pet Pantry Program to temporarily assist pet owners in financial crisis to keep beloved pets in loving, responsible homes rather than surrendered to overcrowded shelters.

Voucher Program:

LCDAS has a program with P.A.W.S., Lee County and Gulf Coast Humane Society for the Pit Initiative to Sterilize (PITS) Program, a free service for spay/neuter of pit bulls and pit bull mixes. P.A.W.S. is a non-profit, 501c(3) low cost spay and neuter clinic. These agencies perform surgeries for pets of Lee County residents and invoice the County.

Animal Care Trust Fund Account

The Lee County Animal Care Trust Fund Account was established in Administrative Code 2-21, which was approved by the Board of County Commissioners in County Resolution 02-06-19. The Animal Care Trust Fund Account was established for the sole purpose of accepting and disbursing donations, gifts, grants, and awards of money given to Lee County for the use and benefit of the animals of Lee County.

The current fund balance is $197,498

Risk Analysis

We reviewed risk factors with LCDAS management. Current risk areas of primary importance include:

(Exhibit 6)

- Animal attacks, bites and scratches
- Zoonotic Diseases/Hazardous Animal Hoarding Properties
- Hostile assaults/verbal abuse by citizens
- Night duty
- Natural disasters, such as a flood or a hurricane
- Accidents in vehicles
- Work related stress/depression and turnover
- Noise damage
- Toxic chemicals

LCDAS continues to mitigate any risk factors through staff meetings where shelter risks are discussed and safety and loss control programs are developed as needed.

Contracts and Agreements

Inter-Local Agreements:

LCDAS has four current Inter-local Agreements to provide animal services. The Agreements are with the City’s of Fort Myers, Cape Coral, Bonita Springs, and the Town of Fort Myers Beach.
Animal Disposal Contract:

LCDAS has an annual purchase order with a vendor for $24,000, to haul away animal carcasses once per week.

Veterinarian Contracts:

LCDAS no longer contracts with local veterinarians to perform veterinary services (public spaying and neutering).

Prior Audits Follow-up

Issues identified in the 2010 audit (i.e., development of short/long-term IT strategies, research new technologies for field operations, and enhance facility security) were addressed and corrective action completed. The monitoring of surcharge collections, updating of the Animal Services Ordinance, and External Fees and Fines Manual has not been completed.

The final report of the University of Florida assessment was issued in 2010. LCDAS took action on 50+ recommendations.
Audit Scope

The scope will address the following areas:

- Review the LCDAS mission and vision.
- Review general tasks (prior audits, organization, etc.).
- Review for compliance with applicable laws, regulations, policies, and procedures.
- Determine if job functions accurately reflect job classifications.
- Determine the economical and efficient use of resources employed by LCDAS employees.
- Review the revenue and expenses for accurate and reliable operating information.
- Assess the LCDAS operations.
- Review contract and inventory administration.
- Evaluate the LCDAS information technology strategy (e.g., processes and operations are in place, functioning properly, timely and effective processing, and completeness and accuracy of data).

Audit Hours = 467 hours (58.4 days) as of March 8, 2013
Cost of Audit = $23,283.29
STATE OF FLORIDA
DEPARTMENT OF HEALTH
INVESTIGATIVE SERVICES

MODIFIED CLASS II INSTITUTIONAL PERMIT
ANIMAL CONTROL SHELTER

N.I. # 10539
State # 15651

NAME OF ANIMAL SHELTER
LECCOUNTY SHELTER SERVICES

EXHIBIT 3

License is valid for a period of 2 years and the permit holder may not transfer the permit to another party without the prior approval of the Florida Department of Health. The permit holder must keep the permit in a secure location and make it available for inspection by the Florida Department of Health at any time. The permit holder must notify the Florida Department of Health of any changes to the permit information within 30 days of the change.

Exhibit 3
Animal Services Regulations

- U.S. Department of Justice Drug Enforcement Administration (DEA) requirements for Controlled Substances (i.e. Anesthetics, euthanasia fluid).
- Federal Drug Administration (FDA) requirements that all pharmaceuticals are obtained and stored with two locking mechanisms.
- Occupational Safety & Health Administration (OSHA) requirements that cleaning products are labeled in accordance with OSHA guidelines and Medical Safety Data Sheets (MSDS) are maintained and available for employee review.
- U.S. Department of Agriculture (USDA) requirements that animal vaccines are purchased from reliable distributors and stored in accordance with label requirements to ensure efficacy. The USDA also regulates animal housing and cleanliness of animal facilities.
  - U.S. Department of Agriculture (USDA) requires animal facilities and shelters to adhere to federal regulations for the handling, care, treatment, and transportation of dogs and cats (Part 3 Section 3.8)
  - Code of Federal Regulations Title 9 - Animals and Animal Products, Chapter 1 - Part 3 (Standards)
  - Chapter 119.07 – Public Records
  - Chapter 381- Epidemiological Research; Report Of Diseases Of Public Health Significance To Department
  - Florida Statute Chapter 474: Veterinary Medical Practice.
  - Florida Statute Chapter 585: Animal Industry.
  - Florida Statute Chapter 767: Damage by Dogs.
  - Florida Statute Chapter 823: Public Nuisances.
  - Florida Statute Chapter 828: Animals, Cruelty, Sales, Animal Enterprise Protection (includes animal sales at kennels and pet stores).
  - Florida Statute Chapter 877: Miscellaneous Crimes.
  - Florida Administrative Code Chapter 61G18-16.002 Continuing Education Requirements for Active Status License Renewal
  - Florida Administrative Code Chapter 61G18-16.005 – Continuing Education – Euthanasia of Dogs and Cats Technician Certification Course.
  - Florida Administrative Code Chapter 64D-3 (3.001 to 3.013) – Control of Communicable Diseases.
  - Florida State Retention Requirements
  - Lee County Ordinance 09-20– “Animal Control Ordinance.”
  - Lee County Administrative Code 1-11 Pet Sterilization Incentive Program.
  - Lee County Administrative Code 2-21 Animal Trust Fund.
  - Lee County Administrative Code 3-10 (External Fees and Fines). The External Fees and Fines Section for Animal Services was lasted updated in August 2009. LCDAS is attempting to have Ordinance 09-20 revised which will modify the Manual.
### Animal Management

#### Lee County Animal Services Kennel Comparisons Statistics

**Intake Comparisons**

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<thead>
<tr>
<th></th>
<th>1/1/11 to 12/31/11</th>
<th>1/1/12 to 12/31/12</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dogs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stray</td>
<td>4,527</td>
<td>4,245</td>
<td>↓ 6.2%</td>
</tr>
<tr>
<td>Owner Surrender</td>
<td>242</td>
<td>256</td>
<td>↑ 5.8%</td>
</tr>
<tr>
<td>Confiscated for Cruelty</td>
<td>101</td>
<td>168</td>
<td>↑ 66.3%</td>
</tr>
<tr>
<td>Received From Other Agency</td>
<td>0</td>
<td>4</td>
<td>↑ 400.0%</td>
</tr>
<tr>
<td>Return Adopt</td>
<td>120</td>
<td>121</td>
<td>↑ 9.2%</td>
</tr>
<tr>
<td><strong>Total Dogs Received:</strong></td>
<td><strong>4,990</strong></td>
<td><strong>4,804</strong></td>
<td>↓ 3.7%</td>
</tr>
<tr>
<td><strong>Cats</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stray</td>
<td>4,628</td>
<td>4,442</td>
<td>↓ 4.0%</td>
</tr>
<tr>
<td>Owner Surrender</td>
<td>121</td>
<td>194</td>
<td>↑ 60.3%</td>
</tr>
<tr>
<td>Confiscated for Cruelty</td>
<td>114</td>
<td>108</td>
<td>↓ 5.3%</td>
</tr>
<tr>
<td>Received From Other Agency</td>
<td>0</td>
<td>9</td>
<td>↑ 900.0%</td>
</tr>
<tr>
<td>Return Adopt</td>
<td>70</td>
<td>49</td>
<td>↓ 30.0%</td>
</tr>
<tr>
<td><strong>Total Cats Received:</strong></td>
<td><strong>4,933</strong></td>
<td><strong>4,802</strong></td>
<td>↓ 2.7%</td>
</tr>
<tr>
<td><strong>Other Animals (Not Dogs or Cats)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stray</td>
<td>23</td>
<td>31</td>
<td>↑ 34.8%</td>
</tr>
<tr>
<td>Owner Surrender</td>
<td>0</td>
<td>2</td>
<td>↑ 200.0%</td>
</tr>
<tr>
<td>Confiscated for Cruelty</td>
<td>3</td>
<td>11</td>
<td>↑ 3666.7%</td>
</tr>
<tr>
<td><strong>Total Other Animals (Not Dogs or Cats) Received:</strong></td>
<td><strong>26</strong></td>
<td><strong>146</strong></td>
<td>↑ 461.5%</td>
</tr>
<tr>
<td><strong>Total Intakes:</strong></td>
<td><strong>9,949</strong></td>
<td><strong>9,732</strong></td>
<td>↓ 2.0%</td>
</tr>
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</table>

**Outcome Comparisons**

<table>
<thead>
<tr>
<th></th>
<th>1/1/11 to 12/31/11</th>
<th>1/1/12 to 12/31/12</th>
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<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adoption</td>
<td>1,265</td>
<td>1,476</td>
<td>↑ 16.7%</td>
</tr>
<tr>
<td>Return to Owner</td>
<td>821</td>
<td>839</td>
<td>↑ 2.2%</td>
</tr>
<tr>
<td>Euthanize</td>
<td>2,213</td>
<td>1,809</td>
<td>↓ 18.5%</td>
</tr>
<tr>
<td>Sent to Rescue Group</td>
<td>488</td>
<td>482</td>
<td>↓ 3.3%</td>
</tr>
<tr>
<td><strong>Total Dogs Dispositioned:</strong></td>
<td><strong>4,797</strong></td>
<td><strong>4,606</strong></td>
<td>↓ 4.0%</td>
</tr>
<tr>
<td><strong>Cats</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adoption</td>
<td>1,182</td>
<td>1,201</td>
<td>↑ 1.6%</td>
</tr>
<tr>
<td>Return to Owner</td>
<td>60</td>
<td>62</td>
<td>↑ 36.7%</td>
</tr>
<tr>
<td>Euthanize</td>
<td>2,731</td>
<td>2,838</td>
<td>↑ 6.1%</td>
</tr>
<tr>
<td>Sent to Rescue Group</td>
<td>175</td>
<td>164</td>
<td>↑ 5.1%</td>
</tr>
<tr>
<td><strong>Total Cats Dispositioned:</strong></td>
<td><strong>4,148</strong></td>
<td><strong>4,365</strong></td>
<td>↑ 5.2%</td>
</tr>
</tbody>
</table>
## Threat and Risk Assessment

<table>
<thead>
<tr>
<th>Threat Source</th>
<th>Threat</th>
<th>Risk Likelihood Rating</th>
<th>Risk Impact Rating</th>
<th>Risk Management/Control Measure</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Bites, Scratches, Attacks</td>
<td>5</td>
<td>3</td>
<td>Proper animal handling, personal protective equipment, use of control poles, nets, etc.</td>
<td>Employees required to handle animals; supervisors ensuring PPE is worn.</td>
</tr>
<tr>
<td>Employees</td>
<td>Zoonotic Diseases/Hazardous Animal Hoarding Properties</td>
<td>5</td>
<td>3</td>
<td>Wearing Gloves; Medicating Animals with Parasites</td>
<td>Employees required to handle animals; supervisors ensuring PPE is worn.</td>
</tr>
<tr>
<td>Employees</td>
<td>Verbal and Physical Abuse</td>
<td>3</td>
<td>3-5</td>
<td>Installation of Lexan Glass; Panic Buttons in all Lobbies; Supervisor or LCSO intervention</td>
<td>Management</td>
</tr>
<tr>
<td>ACO Night Duty</td>
<td>Working alone at night</td>
<td>3</td>
<td>3-5</td>
<td>Require law enforcement presence; Check in with LCSO Dispatch to give location</td>
<td>Animal Control Officers</td>
</tr>
<tr>
<td>Employees/Shelter Pets</td>
<td>Facility Located in Flood Zone</td>
<td>3</td>
<td>3-5</td>
<td>Back-Up Generator; Evacuate Animals to S. Ft. Myers High School or Lee Civic Center if necessary</td>
<td>Management</td>
</tr>
<tr>
<td>Employees</td>
<td>High Turn Over</td>
<td>5</td>
<td>1</td>
<td>Low Salaries; Rotational Shifts 24/7, 365; Euthanasia; Cruelty; Dealing with Difficult Customers</td>
<td>Management</td>
</tr>
<tr>
<td>Field Employees</td>
<td>Temperature Extremes</td>
<td>5</td>
<td>3</td>
<td>Heat Exhaustion, Stroke, Dehydration, Working in Rain and/or Flood Conditions; Dog Rescue</td>
<td>Employee wears reflective vests; boot wadders; vehicle safety lights at nights;</td>
</tr>
<tr>
<td>Category</td>
<td>Issue Description</td>
<td>Severity</td>
<td>Risk Level</td>
<td>Mitigation Measures</td>
<td>Responsible Party</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------------</td>
<td>----------</td>
<td>------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Employees/Public</td>
<td>Damage to Hearing/Ears</td>
<td>5</td>
<td>3</td>
<td>Installation of Fiberglass Sound Panels to Absorb Noise</td>
<td>Management</td>
</tr>
<tr>
<td>Employees</td>
<td>Burns, Eye Damage</td>
<td>5</td>
<td>3</td>
<td>Personal Protective Equipment</td>
<td>Employees required to use toxic chemicals; supervisors ensuring PPE is worn.</td>
</tr>
<tr>
<td>Employees</td>
<td>Human Injury; Damage to Vehicles; Lawsuits</td>
<td>5</td>
<td>3-5</td>
<td>On-Line Driving Courses; LCSO training program for driving; monthly safety meetings</td>
<td>Employees who drive county vehicles; management ensuring county vehicles used safely; employee back ground check for driving record</td>
</tr>
<tr>
<td>Public</td>
<td>Injuries; accidents; vehicle and/or property damage; lawsuits</td>
<td>5</td>
<td>3-5</td>
<td>Ensuring a safe workplace – no tripping or slipping hazards; assessing adoption pets for temperament to avoid bites/scratches; employees driving safely preventing vehicle accidents</td>
<td>Employees/Management</td>
</tr>
<tr>
<td>Employee/Public</td>
<td>Liability/Lawsuits</td>
<td>5</td>
<td>3-5</td>
<td>Seeking damages for injury, accidents, EEO violations – ensuring a safe work environment and adhering to federal, state and local employment laws</td>
<td>Management</td>
</tr>
<tr>
<td>Employee/Agency</td>
<td>DEA Controlled Substances</td>
<td>1</td>
<td>3</td>
<td>Proper Record Keeping; Inspections; Adhering to Federal, State and Local Laws pertaining to controlled substances and</td>
<td></td>
</tr>
</tbody>
</table>

(Note: The table continues with similar entries for other issues and responsibilities.)
| Employee | Job-Related Stress/Depression | 5 | 1 | Job Rotation; Seminars to Deal with Stress and Difficult Customers; Employee Appreciation Luncheons, Awards and Events | Management |

Risk Likelihood and Impact Descriptors

Risk Likelihood Descriptors

<table>
<thead>
<tr>
<th>RATING</th>
<th>DESCRIPTION</th>
<th>LIKELIHOOD OF OCCURRENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rare</td>
<td>Highly unlikely, but it may occur in exceptional circumstances. It could happen, but probably never will.</td>
</tr>
<tr>
<td>2</td>
<td>Unlikely</td>
<td>Not expected, but there's a slight possibility it may occur at some time.</td>
</tr>
<tr>
<td>3</td>
<td>Possible</td>
<td>The event might occur at some time as there is a history of casual occurrence in the County.</td>
</tr>
<tr>
<td>4</td>
<td>Likely</td>
<td>There is a strong possibility the event will occur as there is a history of frequent occurrence in the County.</td>
</tr>
<tr>
<td>5</td>
<td>Almost Certain</td>
<td>Very likely. The event is expected to occur in most circumstances as there is a history of regular occurrence in the County.</td>
</tr>
<tr>
<td>RATING</td>
<td>DESCRIPTION</td>
<td>FINANCIAL IMPACT</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>1</td>
<td>Insignificant</td>
<td>Minimal financial loss; Less than $50,000</td>
</tr>
<tr>
<td>2</td>
<td>Minor</td>
<td>$50,000 to $500,000 not covered by insurance</td>
</tr>
<tr>
<td>3</td>
<td>Moderate</td>
<td>$500,000 to $1M; not covered by insurance</td>
</tr>
<tr>
<td>4</td>
<td>Major</td>
<td>$1M to $3M; not covered by insurance</td>
</tr>
<tr>
<td>5</td>
<td>Catastrophic</td>
<td>Above $3M; not covered by insurance</td>
</tr>
</tbody>
</table>
INTEROFFICE MEMORANDUM

TO: Chuck Short, Chief Internal Audit Officer
FROM: Donna Ward, Director, Lee County Domestic Animal Services
DATE: March 25, 2013
RE: Audit of Lee County Domestic Animal Services

Thank you for the opportunity to review the results of the recent audit of Lee County Domestic Animal Services. The information is quite comprehensive, and I concur with the proposed recommendations made by Auditor Tom Cianflone. It also was a pleasure working with Tom, and I appreciate his willingness to work around my busy schedule at times during the audit.

If you have any questions, please feel free to contact me. Thank you.