ACD Audit Checklist
v. 5.17.23

At the January 12, 2021 Commission meeting, the Broward County Board of County Commissioners requested a checklist demonstrating progress on addressing 132[1] recommendations from the County Auditor on improving ACD operations [see ACD Audit Report No. 21-05, dated December 16, 2020, and covering fiscal years 2019 and 2020 (through May 31, 2020)]. The checklist below is the final report on the status of these recommendations.

On September 8th, 2022, following the publishing of a follow-up review of the Audit [see ACD Follow-up Review Report No. 22-13], the Broward County Board of County Commissioners requested a secondary follow-up in 6 months. Below tracks the progress to date for all of the initial Audit items as well as additional opportunities recognized in the follow-up report.

Audit Report Section	Recommendation		As of Report 22-13		Present		Comments
	#	Description	Implemented	Partially Implemented	Implemented	Partially Implemented	
		Total	89	38	137	20	
			59%	25%	85%	12%	
Areas of Immediate Concern	1	Recommend management increase ACAD staff by 29.5 to 36 FTE depending on management's decisions about: ▪The use of volunteers for enrichment, which may reduce proposed staffing by 4 FTEs ▪Hiring or outsourcing behaviorists, which may reduce proposed staffing by 2.5 FTEs		✓	✓		ACD added 5 positions in FY22, 5 in the regular budget cycle in FY23, and an additional 19 in the first supplemental budget period of FY23, for a total of 29 positions. (*See AR-1.*)

#	Recommendation					Comment
2	Recommend management evaluate administrative and clerical position staffing for adequacy.	✓		✓		Management has evaluated and made changes to administrative and clerical staffing. Evaluation is ongoing.
3	Recommend management define its capacity for care and update standard operating procedures with protocols to maintain the shelter's population within this capacity while pursuing the County's no kill goal.	✓		✓		Capacity for Care has been defined and procedures updated.
4	Recommend management monitor the average length of stay for dogs, cats, puppies, and kittens to determine what animals move most quickly out of the shelter and to identify bottlenecks in the animal flow through the shelter. All efforts need to be made to minimize the length of stay for animals with an emphasis on a live release outcome.		✓	✓		ACD has a dashboard for monitoring length of stay (LOS). LOS is also included in the "Inventory Report" that many staff run daily, therefore the shelter census is generally organized and referred to in conversation in terms of decreasing LOS.
5	Recommend management work to create additional community partnerships to decrease average length of stay.	✓		✓		ACD continues to increase community partnerships. (*See also AR-7*)
6	Recommend management implement all recommendations in the consultant reports to address issues with the HVAC System.		✓	✓		Completed.
7	Recommend management review current shelter design and develop a plan for enhancements that would support the County's "No-kill" goal.		✓	✓		The "No-kill" goal is best addressed by supporting more animals in their community and not defaulting to institutionalized care as a "solution" to the needs of people and their pets. Necessarily, this approach will mean that a higher proportion of sheltered animals will have severe medical and behavioral concerns. We are therefore looking at our campus with an eye toward this. We already have received a bequest and a capital budget request which will allow us to refurbish our play yard (for more usability) and to begin construction on a new play yard, which may be used as a training center for owned pets in future. We also have plans for increased parking, a walking pathway for dogs, and the enhancement of that new play yard/training center. In the future, if the sheltered population continues

					 	trending as we have seen and as we expect, we hope to allow for more isolation space for sick/injured dogs, and for larger housing units for dogs in our general population (as we expect them to stay with us longer).
8	Recommend management redesign play and enrichment areas to ensure suitability for this purpose. Management should ensure the areas: A. Can be adequately sanitized by considering a mixture of natural grass and synthetic turf.		✓		✓		A. Sanitizable turf is included in the new play yard plans. For refurbishment of the existing play yards we are looking at clean fill sand which will be periodically refreshed.
	B. Have sufficient shade and protection from inclement weather to facilitate daily operations.		✓		✓		B. Shade, lighting, and misters for safety are included in both the plans for the new yard and refurbishment of existing.
	C. Are adequately graded or leveled to reduce the risk of fall and injury to employees, volunteers, and members of the public.		✓		✓		C. We are addressing this need with several plans for pathways: one for between the building and the existing play yard (which is down a slope), one for between our parking and the parking lot next door, and one for dog walking.
9	Management work with appropriate County agencies to develop and implement a plan to improve the drainage of exterior areas in order to make them useable for critical enrichment activities.		✓		✓		Drainage will be included in all construction plans. ACD has also added trees to the backyard to increase the speed of water uptake during rain events.
10	Management proactively and periodically have water retention ponds treated for mosquitos with increasing frequency during the summer months.	✓		✓			Water retention is treated as needed by Mosquito Control.

	#	Recommendation					Notes
	11	Recommend management design and implement lighting schedules that support the natural (circadian) rhythms of wakefulness and sleep for sheltered animals as indicated by ASV Guidelines.	✔		✔		We initially placed all our lights in animal areas on timers which were keyed off of sunlight (coming on with the sun and going off slightly afterward). We have since moved from this timer and ensure that lights are turned off and on manually, allowing us control over a "quiet period" midday, as shown to be effective in assisting animals to cope with kenneled stress levels.
	12	Recommend management immediately adjust kennel operations work schedules to, at minimum, 6 a.m. to 7 p.m. to: A. Reduce the number of hours animals are left unattended.	✔		✔		Completed.
		B. Facilitate the early removal of animal waste to reduce unpleasant odors upon opening.	✔		✔		Completed.
		C. Complete major cleaning processes prior to opening to reduce hazards and provide a pleasant environment to volunteers and the public.	✔		✔		Completed.
		D. Allow for early feeding to reduce the amount of animal waste produced during the hours the shelter is open to the public.	✔		✔		Completed.
	13	Recommend management implement a 10-hour workday, 4 days a week for kennel operations staff in order to accomplish the workday recommendation in Recommendation 12 above.	✔		✔		Completed.
	14	Recommend management open the Shelter to the public 7 days a week in alignment with Miami-Dade and Palm Beach Shelters.			✔		Completed.
	15	Recommend management evaluate and implement procedures to lock kennels and cages while the shelter is open to the public.	✔		✔		Carabiners are now installed on all dog kennels and the requirement captured in ACD procedures.

#	Recommendation					Notes
16	Recommend management assign staff to each kennel area to: i. Monitor visitor and volunteer activities; ii. Ensure the public's and animal safety while the shelter is open to the public; iii. Perform spot cleaning of animal cages; and, iv. Provide volunteer and customer service assistance. At least one kennel operations staff should always be in each Kennel section during opening hours.	✓		✓		Staff has been assigned accordingly.
17	Recommend management restrict the removal of animals from the kennels to employees only.	✓		✓		ACD is now increasing volunteer training to allow trained volunteers to assist.
18	Recommend management immediately repair and/or enhance the SMT system so that it works as intended.	Not Applicable		Not Applicable		We use both the SMT and hoses throughout the kennels. The SMT system, while an interesting innovation, was not designed for a facility this large and could not sustain water pressure.
19	Recommend management document disease transmission control procedures for kennel operations and ensure periodic training is conducted for all shelter staff and volunteers to ensure: A. Adequate hand sanitization. B. Appropriate use of protective garments C. Adequate sanitization of equipment		✓	✓		Management has developed trainings and is providing those trainings to staff. ACD is working on a more frequent schedule and a method of ensuring trainings are included in onboarding and has worked with Learning and Organizational Development (LOD) to ensure that this is tracked in the PeopleSoft Learning Center.
20	Recommend management enhance behavioral health practices and protocols to align with national standards as indicated in A above.	✓		✓		We have various enrichment programs and are working toward more frequent scheduling as well as better tracking methods for both use and impact. (*See also AR-3*.)
21	Recommend management ensure all dogs receive a behavior evaluation as required by policy and ensure behavior evaluations are performed periodically for animals in the shelter over 30 days.	✓		✓		Evaluations are not indicated by research and best practices, but rather a wholistic view of the animal from prior to intake and throughout their shelter stay. We use objective observations of body language, and a fear-anxiety-stress scoring system as outlined in Fear Free animal handling training.

#	Recommendation					Comments
22	Recommend management ensure behavior classification for animals are: i. Adequately supported by behavior notes within the animal record. ii. Recorded within the animal record to reflect the behavioral classification on the animal kennel card. iii. Entered into the behavior field rather than the overall memo field.	✓		✓		Evaluations are not indicated by research and best practices, but rather a wholistic view of the animal from prior to intake and throughout their shelter stay. We use objective observations of body language, and a fear-anxiety-stress scoring system as outlined in Fear Free animal handling training.
23	Recommend management ensure appropriate procedures are in place and are consistently followed to disclose known behavioral or medical conditions to the public prior to releasing the animal into their custody	✓		✓		We both disclose and print all medical history and summaries of unique behavior concerns, and have adopters initial in recognition of receiving each disclosure.
24	Recommend management develop and implement a formal enrichment program to maintain the health and well-being of animals that includes the types of animals eligible to participate, the frequency of the activity and documentation required to track the performance of the activity. Staffing recommendations in Opportunity for Improvement #1 contemplate the use of additional kennel operations staff for enrichment.		✓		✓	We have various enrichment programs and are working toward more frequent scheduling as well as better tracking methods for both use and impact. With added staffing and computer access, we expect tracking to improve during the time that the follow-up to the follow-up assessment is ongoing.
25	Recommend management ensure the volunteer program provides a sufficient number of volunteers to meet the shelter's needs.			✓		Number of volunteers has increased from being completely halted during the COVID-19 pandemic. Volunteer programs are more structured with a clear training path and expectations, which has led to slow, responsible onboarding a training of new volunteers. The shelter's needs for volunteers are highly dependent on staffing and the skill/training level of the volunteers, both of which were adjusted in response to the Audit.
26	Recommend management evaluate and implement improvements to the volunteer program by addressing the concerns noted by volunteers.	✓		✓		We addressed all concerns from the initial Audit. This is ongoing, as many were with regard to relationships.
27	Recommend management perform volunteer surveys at various stages of the program as required by the approved Volunteer Standard Operating Procedure.		✓	✓		Survey policy and procedure developed.

#	Recommendation					Comments
28	Recommend management outsource the management of pet registration tags using forever tags or implement methods to improve compliance with County ordinances that govern the annual renewal of pet registration tags.				✓	ACAD has conducted an outsource assessment as requested at the 1/26/2021 Commission Meeting (Item 47) and provided that assessment to the Board on 3/12/21. ACD has outsourced the data entry component of this process (by adding this service to an existing contract) and is in the process of fully outsourcing the program, working with the County Auditor to do so.
29	Recommend management implement formal training standards for employees and volunteers that is periodically refreshed on the following topics: ▪Disease recognition; ▪Shelter sanitation; ▪Animal behavior; ▪Safe and humane animal handling; ▪Proper use of equipment; ▪Pet first aid; ▪Disaster planning and response	✓	✓			Listed trainings are included in first-day onboarding training, which will be tracked in the PeopleSoft Learning Library. ACD is in process of ensuring all existing staff have trainings logged in PeopleSoft, or are provided refreshers.
30	Recommend management implement recordkeeping supervisory and monitoring controls, such as, supervisory reviews and approvals, and periodic checks of electronic and paper records for accuracy and completeness.	✓			✓	Recommendation 30 refers to the record keeping components of several other recommendations: 20, 21, 22, 23, 53, 60, 64, 68, 70, 71, 95, 97, 125, and 132. Of these 17 recommendation lines, only 4 are not yet fully implemented. These include a complete annual review of all transfer partners (37.b.), charging interest to veterinary partners (70.b.), mailing late reminders to veterinary partners (71.a.), and implementing complete data logging for all server changes (132). 37b is simply a long task, which is in progress, as we partner with over 200 groups. Items 70b and 71a are currently waiting for the selection of an outsourcing vendor. And item 132 will be implemented at the same time as a server upgrade and migration.

Category	#	Recommendation					Response
	31	Recommend management design and implement standard inventory control systems and practices throughout the shelter.		✓		✓	We have a really broad variety of inventories, from DEA regulated drugs (which are well controlled by inventory monitoring systems) to donated in-kind goods. We are developing a wholistic plan which will address all inventory, working section-by-section as driven by need.
	32	Recommend management: A. Reinforce training on State statute requirements restricting the administration of rabies vaccinations to licensed veterinarians.	✓		✓		This referred to one event, which has not repeated.
Facility Design and Environment	33	Recommend management increase the number of parking spaces at the shelter. In the interim, management should consider using the boat ramp parking lot currently under construction adjacent to the shelter for overflow public parking.		✓		✓	Increasing parking is included in our site plan and is reflected in a capital budget request for this year. We have also requested funds to create a pass-through to Boaters' Park to cover ADA requirements. Currently, Field staff is parking County and personal vehicles in Boaters' Park, freeing up parking for patrons.
	34	Recommend management phase out the use of smaller cages for cat housing that do not provide a minimum separation of two feet between food, litter and rest areas as recommended by ASV Guidelines.		✓	✓		All portals are installed, and processes are in place so that they remain open.
	35	Recommend management ensure that bed and bedding restrictions for animals are adequately documented and approved within the Chameleon system	✓		✓		All animals are provided with bedding. If an animal is an ingestion risk, this is documented, but we err on the side of providing bedding.
Sheltering Services	36	Recommend management develop and implement formal animal handling training during the onboarding of employees and volunteers. Refresher training should be conducted at least annually or when animal handling standards or procedures are updated.	✓		✓		All staff are Fear Free Certified. We intend to expand training to shadowing of advanced handling techniques and trianing in more advanced/infrequent topics. In addition, we are teaching handling trainings to various municipal partners.
	37	Recommend management ensure adequate equipment is consistently provided to employees and volunteers in order to safely handle animals.	✓		✓		All animal-handling staff have the supplies they need, as do volunteers.
	38	Recommend management implement an inventory management system to efficiently and effectively track donated and purchased food items.		✓		✓	Will be addressed in overall inventory management development. We have a rudimentary system for purchased food and are working

#	Recommendation					Management Response
						on adding this to our database of record.
39	Recommend management establish rodent and pest control policies and procedures.		✓	✓		Procedures completed and implemented.
40	Recommend management establish food handling, preparation and distribution policies and procedures.	✓		✓		Procedures completed and implemented.
41	Recommend management ensure that cleaning supplies are adequately labelled and that a consistent process is established to ensure that volunteers are adequately trained on appropriate use of chemicals and cleaning procedures.	Not Applicable		Not Applicable		Cleaning supplies are labelled. We are re-expanding some volunteer roles to allow for cleaning assistance.
43	Recommend management discontinue the acceptance of owner surrendered animals from outside Broward County or adjust fees for this service to be more commensurate with costs.	✓		✓		We do not accept OS animals from outside Broward County, unless an adoption return or, very rarely, an emergency.
44	Recommend management perform daily inventory counts [on pets] as required by ACAD's policies and procedures and ensure appropriate procedures are in place to follow-up on variances and update Chameleon timely.			Not Applicable		ACD now conducts daily inventory of all animals with the added benefit of making daily notes on behavioral and medical changes. This process is called 'rounds.' This does include multiple staff members verifying a daily inventory report. We have been invited by national organizations to present on our rounds processes.
45	Recommend management enhance current intake policies and procedures to align with industry guidelines.		✓	✓		ACD follows the Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters for intake processes.
46	Ensure ACAD's intake procedures are consistently followed and that animal records are complete and contain all required documentation	✓		✓		Procedures completed and implemented.
47	Recommend management implement procedures to ensure that each owner requested euthanasia record is reviewed for accuracy, adequate supporting documentation, and authorization.		✓	✓		All owner requested euthanasia forms are reviewed as well as scanned and attached to the animal's file in the database of record, Chameleon. In addition, Animal Care is transitioning to providing this service primarily as a veterinary service via their Pet Care Clinic.

#	Recommendation					Comments
48	Recommend management ensure that euthanasia approval forms are retained in order to demonstrate that euthanasia approval procedures are followed.	✓		✓		We retain all forms.
49	Recommend management ensure that euthanasia approval forms are uploaded and attached within the animal record in Chameleon.	✓		✓		We have moved to this practice.
50	Recommend management document policies and procedures for the completion and approval of euthanasia forms.	✓		✓		Procedures completed and implemented.
51	Recommend management enhance adoptions policies and procedures to include: i. The post-adoption follow-up and support procedures to minimize the return of animals to the shelter. ii. Checks performed to reduce the likelihood that animals are adopted by individuals with a history of animal abuse and violation of animal control laws.	✓		✓		We practice open adoptions. We do want to continue to increase post-adoption support. But we do not consider returns an issue. We would like an adopter to "try" an animal (safely) rather than to predict failure. We get more information on both the pet and the adopter to better match them next time, and the pet gets a break from the shelter environment.
52	Recommend management enhance adoptions forms and questionnaires to include inquiries on known pet allergies and the vaccination status of each household pet.		✓	Not Applicable		We no longer use adoption forms/questionnaires before adoptions, but rather utilize the best practice of conversation-based adoptions. This does not include invasive questions that may be barriers to adoptions.
53	Recommend management ensure adoption application documentation is complete and adequately maintained.	✓		✓		Completed.
55	Recommend management ensure animals are posted on the Pet Harbor Website with a photograph.	✓		✓		Completed.
56	Recommend management review established photograph standards and ensure that they are followed to post acceptable animal photos on its website.	✓		✓		Procedures completed and implemented.
57	Recommend management enhance kennel/cage cards to include animals' best attributes including temperament and relevant medical information.		✓	✓		Kennel Cards are updated. New SOP developed to ensure every animal in the shelter longer than 5 days has a description displayed.
58	Recommend management ensure that foster program policies and procedures are formally approved by the Agency Director.	✓		✓		Completed.

#	Recommendation						Response
59	Recommend management enhance foster program policies and procedures, considering inclusion of the following elements: ❖Describe requirements for qualifying as a Foster. address the issue of liability for incidents while animals are in the care of Foster. ❖Require home visits. ❖Offer foster family orientations and training upon approval of application. ❖Explicitly encourage fosters to find forever homes for the animals they foster. ❖Review the "Do Not Adopt" list as the agency performs checks of potential fosters for a history of animal cruelty and animal code violations. ❖Procedures for monitoring compliance with clinic visits.	✓			✓		This has been done. We do not conduct home visits, as it is not best practice. We would like to expand the expectations and autonomy for fosters to find adoptive homes. We need to enhance the compliance with clinic visits (*see AR-8*).
60	Recommend management ensure: A. Foster application documentation is complete and adequately maintained			✓	✓		Foster documentation is maintained. ACD plans to introduce a new Foster Agreement.
	B. Foster application documentation is periodically reviewed to ensure continued compliance			✓	✓		Foster documentation is spot-checked monthly.
61	Recommend management establish and maintain a formal list of animals requiring foster and track activities to improve, accountability and transparency, utilizing the functionality within Chameleon.	✓			✓		All animals in care are eligible for foster. Those who are priorities are identified on intake or on daily rounds. We continue to set benchmarks for number in foster and speed to foster per cohort (e.g. all neonatal kittens go to foster the same day as intake).
62	Recommend management ensure that rescue program policies and procedures are formally approved by the Agency Director.	✓			✓		Completed.
63	Recommend management ensure that the daily assessments of at-risk animals are performed as required by ACAD's policies.	✓			✓		For veterinary concerns, animals are monitored by veterinarians daily (or veterinary technicians, when appropriate). For behavioral concerns, the Behavior and Training Manager as well as kennel staff. All animals are observed daily during rounds.
64	Recommend management ensure: A. Appropriate controls are in place to validate that each rescue partner application is complete and meets minimum eligibility requirements prior to approval.	✓			✓		Completed.

Category	#	Recommendation					Notes
		B. Rescue partner eligibility status is reviewed at least annually to ensure continued compliance with minimum eligibility requirements.		✓		✓	A new Transfer Partner Application was approved by the BOCC 9/8/22, and all existing transfer partners and new partners will be invited to re-register using this paperwork over the course of the year.
	65	Recommend management develop and implement formal procedures governing volunteer timekeeping practices.	✓		✓		This is done with a volunteer management software package called Volgistics.
	66	Recommend management ensure evidence to support manual entries and changes to volunteer hours be adequately maintained. In addition, manual entries and changes should be periodically reviewed for accuracy and appropriateness.			✓		SOP developed. Data to support manual entries digitally archived on shared drive.
	67	Recommend management ensure that appropriate procedures are implemented and enforced to ensure all volunteer hours and activities are entered into the Volgistics system.	✓		✓		All volunteers enter their hours upon entry and exit. If they "miss a punch," this information is retained by the volunteer coordinator and input into Volgistics.
	68	Recommend management ensure all required volunteer application documentation is complete, executed and retained.	✓		✓		Completed.
Licensing Services	69	Recommend management document policies and procedures related to pet registration, tag issuance, tag renewals, enforcement processes, and the vet partner program.		✓	✓		Procedures completed and implemented.
	70	Recommend management ensure appropriate procedures are implemented to: A. Adequately reconcile vet partner registration tags timely.			✓		Completed.
		B. Follow up on outstanding remittances and charge interest at 1.25% monthly (fifteen percent (15%) added to the balance due to the County and compounded monthly on the unpaid balances.					ACD is working to outsource this program and will assign this task to the selected vendor.
	71	Recommend management ensure appropriate procedures are implemented to: A. Comply with County policy requiring notices to be sent to veterinarian partners with past due balances at 30, 60, and 90 days after the initial invoices and refer delinquent receivables outstanding 120 days or more to the County Attorney's Office.					ACD is working to outsource this program and will assign this task to the selected vendor.

	#	Recommendation					Comments
		B. Periodically review veterinarian partner compliance with agreements and take action to evaluate whether the County should continue doing business with the Veterinarian partner.			✓		This is done in the course or reconciling tag sales and delivering tags to each veterinary office.
	72	Recommend management ensure appropriate procedures are implemented to adequately manage and secure the inventory of pet registration tags.		✓	✓		Tags are counted monthly in compliance with Broward County CAPP.
Clinic Services	73	Recommend management provide on-call veterinarian services or contract with a veterinary hospital to provide emergency after-hours care.	✓		✓		Contract signed by hospital; working with procurement to finish. While awaiting contract, working with six 24-hour hospitals informally.
	74	Recommend management evaluate and implement methods and resources needed to reduce feline deaths to within industry standards.			✓		In calendar year 2022, 164 cats died in care of ACD. Out of 6,293 total feline outcomes, that is 2.6%, a sharp reduction from the previous Audit period. Management also notes that national and state averages do not take into account programming. As ACD has a strong neonatal foster program with all kittens going to a foster home the same day as intake, the unassisted death rate for cats at ACD, for a population that includes a large number of very fragile newborn kittens, will be higher than at many organizations who continue to euthanize neonatal kittens upon intake.
	75	Recommend management implement an inventory management system to efficiently and effectively track drugs and medical supplies.		✓	✓		ACD keeps a spreadsheet of drugs and medical supplies which is verified monthly and upon receiving any purchased supplies. Controlled substances are weighed daily.
	76	Recommend management ensure purchasing and inventory management duties are adequately segregated.			✓		ACD ensures that two people sign off on receipt of all purchases: the purchaser and a third party to verify inventory.
	77	Recommend management ensure a minimum of one physical inventory count of drugs and medical supplies is performed annually.			✓		ACD does an inventory count of medical supplies the last week of each month.
	78	Recommend management perform monthly medical evaluations for animals in the shelter over 30 days.	✓		✓		This is being done.

No.	Recommendation						Response
79	Recommend management ensure appropriate procedures are in place to validate the completeness of animal records.		✓			✓	Various section supervisors ensure the quality of data entry. We are in process of updating our database procedures to allow for easier and automated reporting of errors.
80	Recommend management establish a process to ensure that the dosage amount of controlled substances entered into the Chameleon system is accurate and reasonable.	✓		✓			Completed.
81	Recommend management: A. Ensure rabies clinics are adequately staffed to manage and control the event.	✓		✓			This has been done. We generally conduct vaccine clinics, and other similar services, as drive-up, where clients wait in their car.
	B. Implement procedures to manage crowd size, such as appointment times and windows for faster service.	✓		✓			
82	Recommend management document and approve disease outbreak response procedures	✓		✓			We have policies and procedures, which thankfully, we have had little need to use.
83	Recommend management implement procedures to independently weigh biohazardous waste to detect billing errors and inaccuracies.	✓		✓			Procedures completed and implemented.
84	Recommend management identify and contract with a secondary biomedical waste transporter using the county's procurement process.	✓		✓			A review of FY 2021 expenditures revealed an estimated $615 in costs for biomedical waste disposal. Developing and executing a backup contract for such low volume is not efficient. A review of the Florida Health registered biomedical waste transporters reveal 10 registered in Broward County. Should another provider be required, ACD will pay for disposal using existing purchasing processes until a new contract can be executed.
85	Recommend management ensure established biomedical waste disposal procedures are periodically reinforced and followed.	✓		✓			Procedures fully implemented.
86	Management ensure clinic medical facilities and holding areas are frequently and adequately sanitized according to ACAD's procedures.		✓	✓			Procedures fully implemented.

Category	#	Recommendation					Response
Field Services	87	Recommend management ensure actual response times comply with expected response times. Exceptions should be documented and reviewed for reasonableness.	✓		✓		Field Supervisors monitor response times, both via our database and via GPS.
	88	Recommend management separate dispatch and call response functions.				✓	A first tier of dispatch is conducted by Call Center employees during open hours. Field Officers then respond. There are still exceptions, which will be addressed by call takers internal to ACD, currently in training.
	89	Recommend management design and implement formal procedures to monitor field service officer activity.	✓		✓		Field Supervisors QA/QC various Field Officer activities.
	90	Recommend management routinely monitor field service officer activity for compliance and reasonableness.	✓		✓		Field Supervisors QA/QC various Field Officer activities.
	91	Recommend management ensure all field service trucks are equipped with GPS units.	✓		✓		Completed.
	92	Recommend management implement appropriate procedures to ensure that [controlled substances] data entered into Chameleon matches the logbook entries.		✓	✓		Procedures completed and implemented.
	93	Recommend management ensure reconciliation procedures are adequate to consistently identify and resolve errors in controlled substance use logs.		✓	✓		Completed.
	94	Recommend management ensure procedures to document the reconciliation of controlled substance logs are documented.	✓		✓		Procedures completed and implemented.
	95	Recommend management ensure data entry on the treatment and kennel screens, used to identify who administered a controlled substance, is consistently and accurately input, monitored, and reviewed.			✓		Completed. Our database automatically archives who has made changes to a data entry.
	96	Recommend management review and update telephone voice prompts to reduce the number of non-relevant calls transferred to Field Service Officers.	✓		✓		This is done. Our phone system is a focus of continuing improvement.
Customer Service	97	Recommend management ensure appropriate procedures are implemented to respond to public records requests within a reasonable timeframe.	✓		✓		ACD works closely with the Office of Public Communications and the Office of County Attorney to ensure swift response to requests for public records.
	98	Recommend management monitor employees to ensure they comply with County policy and ensure employees attend required County training.		✓	✓		ACD is working with the Learning and Organizational Development Team to ensure the entire

Category	#	Recommendation					Comments
					✓		onboarding process occurs on-schedule for all staff.
	99	Recommend management ensure staff receive ACAD specific customer service training as well as periodic refresher training.				✓	ACD specific training has been developed and will be utilized in first-day onboarding training for all staff. In addition, most sections will be trained in Customer Service for Social Change and monitored in PeopleSoft's Learning Center.
	100	Recommend management ensure adequate coverage of designated Customer Service phone lines.		✓	✓		ACD currently relies on 311 to answer routine calls about Animal Care and to dispatch officers. Management reports they are currently training new staff to supplement this function on-site at the Animal Care facility.
	101	Recommend management review policies, procedures, and training related to handling of calls coming into the shelter and provide an option to speak with someone at all times since some members of the public may not have access to the internet to access information.	✓		✓		ACD currently relies on 311 to answer routine calls about Animal Care and to dispatch officers. Management reports they are currently training new staff to supplement this function on-site at the Animal Care facility.
	102	Recommend management conduct periodic surveys of visitors to the shelter as well as groups that interact with the shelter to gather opportunities and recommendations for improvement to shelter operations.	✓		✓		We do this, both in pushed surveys, passive surveys (in email signature lines for follow-up emails), and via virtual Town Hall meetings.
	103	Recommend management review the comments collected above and evaluate whether any comments noted above not specifically addressed in this report can be resolved.	✓		✓		We do this weekly.
Governance	104	Recommend management work with the Board of County Commissioners to appoint the required members of the Animal Care Advisory Committee.		✓	✓		ACD has worked with Intergovernmental Affairs and the BOCC to appoint additional members. There are two vacancies remaining.
	105	Recommend management work ACAC to restrict agenda items to functions and responsibilities outlined in the Code of Ordinances.	✓		✓		We attempt to do this with the assistance of Intergovernmental Affairs and the Office of County Attorney.
	106	Recommend management ensure partnerships with third party organizations are controlled by written agreement.	✓		✓		Completed.

Category	#	Recommendation	C1	C2	C3	C4	Management Response
	107	Recommend management goals improve the alignment between organizational objectives and performance measures.	✓		✓		We are currently working on our formal strategic plan and will propose a shift in performance measures during next budget cycle.
	108	Recommend management ensure the agency's performance measures are adequately supported.		✓	✓		Completed.
	110	Recommend management evaluate organizational reporting relationships and implement a supervisory structure to reduce the number of individuals that report directly to the Assistant Director. Each supervisor would then have direct reports reducing the Assistant Director's span of control.	✓		✓		Assistant Director's span of control has been limited to 3 sections, Business Manager 3 sections, and Director 3 sections (in addition to Business Manager and Assistant Director as direct reports).
	111	Recommend management ensure emergency evacuation procedures are adequate and are periodically reinforced through practice drills.	✓		✓		Completed.
Business Operations & Programs	112	Recommend management develop or update policies and procedures related to the SNIP, TNR, and RTF programs. Once developed, policies and procedure should be reviewed and approved by management.	✓		✓		Procedures completed and implemented.
	113	Recommend management perform income validation procedures or revise voucher eligibility requirements.			✓		ACD has updated documentation to no longer require income categories to qualify for voucher disbursement.
	114	Recommend management enhance voucher redemption procedures to prevent the payment of duplicate, expired, and invalid vouchers.				✓	ACD is in process of procuring a new vendor for voucher distribution. This will be a requirement of their service.
	115	Recommend management update procedures to require veterinarians to validate vouchers are accepted for eligible animals only.				✓	ACD is in process of procuring a new vendor for voucher distribution. This will be a requirement of their service.
	116	a. Recommend management develop and implement methods to assess the effectiveness of the program [Spay and Neuter].				✓	a. A new Community Cat Coordinator and IT Specialist have been hired and are working within our database and with the GIS team to assess needs and effectiveness across Broward County.
		b. Recommend management ensure animal data classifications are in compliance with County ordinance.					b. Management recognizes the use of "Intake Type" of "Stray" in the Chameleon database. This default language in the animal welfare industry and, therefore, in the database, differs from ordinance language.

#	Recommendation					Comments
117	Recommend management establish goals for the number of adoption events and the number of animals adopted through these events, and track progress towards achieving them.			✓		SOP developed with goals set. Post-event report developed and filled out for each event. Management notes that most events, while they may have adoptable animals, are for outreach and increasing community awareness of ACD.
118	Recommend management implement surveys or other methods to independently track and measure the effectiveness of promotional activities.	✓		✓		Completed.
119	Recommend management: A. Ensure that employees are required to clock-in/out and manual entries are kept to a minimum based on exceptions.	✓		✓		Completed.
	B. Implement procedures to periodically review manual time entries made by Supervisors for reasonableness.	✓		✓		Completed.
120	Recommend management ensure: A. Each trust fund is setup and managed independently.			✓		ACD has worked with the Office of Management and Budget to separate the Trust Funds.
	B. Recognize revenue, including accounts receivables in the period in which it is earned.			✓		Revenue recognized quarterly.
	C. Donations are recorded accurately in the correct account.	✓		✓		Donations are recorded accurately.
	D. Fund disbursements are compliant with the Code of Ordinances.	✓		✓		Completed.
121	Recommend management establish written policies and procedures for citations.	✓		✓		Procedures completed and implemented.
122	Recommend management revise the citation form to include the disclosures as required per the Broward County Ordinance.	✓		✓		Forms have been revised, working with CAO.
123	Recommend management enhance current mail processing procedures to require two employees to open and process mail.		✓	✓		This is done.
124	Safe Combinations are not changed periodically to prevent unauthorized access.	✓		✓		This is done.
125	Recommend management ensure: A. Cashier Certification Forms are reviewed and approved by supervisory personnel.	✓		✓		This is done.
	B. Cash receipts are deposited the next business day.	✓		✓		This is done.

	#	Recommendation					Comments
		C. Cash overages and shortages are documented, tracked, and reviewed.	✓		✓		This is done.
	126	Recommend management work with the County Attorney's office to update and renew the contract with Pet Supermarket.	✓		✓		This has been done via the Advantage Marketing Program.
	127	Recommend management ensure: A. Cardholders comply with the County's P-Card policies.	✓		✓		This is done.
		B. Purchased for amounts in excess of the P-Card limit are competitively procured.	✓		✓		This is done.
	128	Recommend management ensure: A. Master Agreements are utilized when available.			✓		ACD has worked with Purchasing to get most frequently purchased supplies on master agreements and continues to do so.
		B. Management establish master agreements for food and supplies frequently purchased.	✓		✓		Completed.
	129	Recommend management ensure the agency complies with the County's procurement policies: A. Obtaining the required number of quotes based on the purchase price.	✓		✓		This is done.
		B. Having the receiver sign the accompanying invoice or receiver slip.			✓		Receivers now sign the invoice and upload to PeopleSoft when reconciling P-Cards.
		C. Tagging and capitalizing purchase greater than $1,000.	✓		✓		This is done.
Information Technology	130	Recommend management ensure that all access changes are consistent with the access authorized on a user access request form.		✓	✓		This is done.
	131	Chameleon Minimum Password Requirements do not Comply with County Policy.	✓		✓		This is done.
	132	Recommend management evaluate and implement monitoring controls to ensure that all changes performed to the database have been authorized by management and approved by the change control committee.					Management approved User Access Requests are used for any user access changes. IT Specialist attends Change Control meetings. Data logging has been developed and will be implemented after a necessary server upgrade and migration (it is cost prohibitive and wasteful to implement at this juncture).
	133	Recommend management ensure the use of generic accounts is restricted, where possible. In instances when these accounts must be used, management should ensure appropriate controls are in place to monitor user activity and tie that activity to authorized individuals.	✓		✓		This is done.

Category	No.	Recommendation					Comments
	134	Recommend management configure the available password security parameters to meet or exceed County policy.	✓		✓		This is done.
	135	Recommend management ensure volunteer activities in Volgistics agree to job preference options included in application documents to facilitate appropriate volunteer assignment, tracking, and data analysis.	✓		✓		This is done.
Additional Reccomendations in Report 22-13	AR-1	Increase ACD staff by 9.5 FTE			✓		ACD added 5 positions in FY22, 5 in the regular budget cycle in FY23, and an additional 19 in the first supplemental budget period of FY23, for a total of 29 positions.
	AR-2	Continue its efforts to fill vacant positions.			✓		ACD is actively and aggressively recruiting for all vacant positions.
	AR-3	Enhance the enrichment program to require documentation of enrichment activities within the Chameleon system for each animal.				✓	We have various enrichment programs and are working toward more frequent scheduling as well as better tracking methods for both use and impact.
	AR-4	Improve the effectiveness of this program or outsource it as recommended in the prior report.				✓	ACD is working closely with the County Auditors Office to ensure the procurement addresses all suggestions.
	AR-5	A. Re-examine the specifics of current intake practices. B. Actiively engage with stakeholders before finalizing changes to intake practices. C. Update intake standard operating procedures once changes are approved.			✓		ACD has not changed intake practices and is actively engaging all stakeholders with visits to individual municipalities as well as the Broward County City Managers Association. ACD is in regular contact with City/Town/Tribal leaders as well as with police departments and other animal control departments.
	AR-6	A. Ensure the new contract with Good Karma provides adequate value in exchange for the use of County property. B. Provide appropriate oversight to ensure new contract requirements are met.			✓		This is done.
	AR-7	Continue to work with rescue groups in order to increase rescue activity.			✓		ACD notes that the nation saw a 4-year low in the number of animals transferred. While ACD's transfer numbers do make up a smaller percentage of outcomes, ACD continues to onboard more partners.

	AR-8	Enhance the monitorning of compliance with required clinic visits for fostered animals and ensure follow-up procedures are consistently performed as required by standard operating procedures.				✓	ACD has established protocols so that those foster parents who miss appointments get timely phone call reminders. ACD is working to better their use of their database functionality to schedule appointments and automate reminders.