

## Attachment C Broward County Animal Care Division Services

### 1. Animal Care's Responsibilities

[Section 8.8 of the Broward Administrative Code](#), and including:

- Attend to free roaming pets
- Manage rabies licensing
- Provide no/low-cost sterilization and rabies vaccinations
- Emergency service for injured or dangerous pets
- Enforce pet laws ([Chapter 4 of the Broward County Code of Ordinances](#))
- Prosecute animal cruelty cases
- Respond to animal-related complaints
- Maintain an animal shelter
- Maintain a community education program
- Responsible for animal-related disaster preparation, response, and recovery
- Provide administrative support for Animal Care Advisory Committee

### 2. Current Key Issues of Concern

- a. [Audit Response](#). The [December 16, 2020, Audit](#) completed by the Broward County Auditor included 132 recommendations for improvement within the organization. Animal Care is working to respond to those recommendations while undergoing a second, follow-up audit. As of January 2022, Animal Care has resolved or developed a plan to resolve 90% of the Audit's recommendations. The remaining 13 items require construction, contracts, or otherwise more long-term planning.
- b. *Shifting focus to align with best practices and community need*. Current best practices in animal care seek to keep pets in their homes, keeping them from entering the shelter by working with the community to care for or rehome those pets. The shelter is then used primarily for the most at need animals (e.g., sick, injured, dangerous, or those whose guardians are temporarily unable to provide care). This transition is underway and will likely take years to fully implement as the change requires broad-based community collaboration.
- c. *Staffing*. As in most industries during these unprecedented times, Animal Care is struggling with labor market issues. Animal Care is currently recruiting for over a dozen vacant positions, from part-time to senior positions, and is working diligently to recruit and retain staff.
- d. *Select advocates dissatisfied with the Division*. Historically, a small but vocal group of activists are frequently dissatisfied with Animal Care actions and performance (not uncommon in the public animal care community). Accordingly, a wide variety of complaints are frequently received at all levels of the Broward County organization, including the Board of County Commissioners and individual Board members. This dynamic is expected to continue and possibly intensify as community involvement increases (see item 2.b., above).

### 3. Key Programs

- a. *Early Win Actions*. The current ACD Director's tenure began concurrent with the aforementioned Audit being publicized. The Director committed to implementing as many immediate improvements as possible. These have included: maintaining a [Capacity for Care](#) (ensuring shelter capacity does not exceed resources available to ensure proper care), new staffing shifts to improve cleaning practices, release of the [Virtual Shelter](#) and [Dashboard](#) to improve transparency into ACD practices, hiring a Behavior Specialist to improve population welfare practices, hiring a Public Information Officer to better message Animal Care's successes, hiring a new Volunteer Coordinator, and restructuring the organization to provide Alternate Placement and Prevention Management (two programs to keep and place pets in the community). These efforts will continue concurrent with implementing longer term improvements.
- b. *Prevention Program*. Dedicated to keeping pets with their families, in their community, and from ever arriving at the shelter. Elements include supported self-rehoming (helping citizens find homes for pets they can no longer care for), provision of resources (food, leashes, etc.), access to veterinary care, and access to behavior training and

support. Finally, Animal Care also supports other jurisdictions incorporated within Broward County, leveraging resources to improve Prevention Management.

- c. *Field Operations*. Mobile units with education, outreach, and enforcement duties. These units also assist jurisdictional partners, respond to concerns regarding care and compliance as outlined in Chapter 4, and provide emergency response.
- d. *Community Cat Program*. Includes TN(V)R (Trap-Neuter-(Vaccinate)-Return), RTF (Return to Field), community cat spay/neuter voucher program, and working cat placements. All these programs are designed to capture, spay/neuter, and release cat colonies throughout Broward County, with the goal of collapsing those colonies and preventing new ones from developing.
- e. *Spay/Neuter Incentive Program (SNIP)*. Vouchers used by members of the public to pay for spay/neuters at contracted private veterinary clinics.
- f. *Pet Care Clinic*. Just opened in late 2021, this clinic provides vaccination services and will soon provide high-volume spay/neuter.
- g. *Shelter Operations*. Maintaining a world-class shelter facility, utilizing evolving best practices. This includes a shelter medicine program, enrichment and behavior programs, and adhering to national guidelines regarding cleanliness, husbandry, and [Capacity for Care](#).
- h. *Placement Services*. Assistance to customers seeking to adopt pets, including placement of adoptable cats in Pet Supermarket partner stores (representing 55% of total cat adoptions in 2021).
- i. *Transfer Programs (“Rescue”)*. A key element of Alternative Placement, the maintenance of relationships with some 200 rescue and pet transfer groups that assist Animal Care by taking pets – some requiring special treatment – and rehoming locally and across the county. Animal Care has maintained a positive rescue program (transferring over 1,000 pets in 2021) and continues to develop this relationship via virtual townhall meetings with transfer partners.
- j. *Volunteer Engagement*. Responsive to the Audit, Animal Care has retooled its volunteer program, creating more volunteer opportunities and training. As such, the number of regular volunteers has doubled since the summer onboarding of a new Volunteer Coordinator, and it continues to grow.
- k. *Rabies Licensing*. Animal Care currently monitors the rabies vaccination status of cats, dogs, and ferrets living within Broward County. This is a broad program with evolving improvements.

#### 4. Future Strategy

To align Animal Care operations with scientifically based and current and evolving industry best practices. This strategy is summarized in the “[Reset](#)” presented at the May 16, 2021 Board Workshop, and includes four pillars:

- a. Community Animal Care (keeping animals in communities and relying on community partnerships to maximize impacts),
- b. Equitable Services (ensuring Animal Care meets the animal care needs of all of Broward County’s diverse population),
- c. Public Safety (addressing human-animal conflicts, including protecting residents from pet-related disease and physical harm from unsafe pets), and
- d. Shelter Operations Focus (maintaining a world-class physical shelter).

#### 5. Performance

- a. Broward County Animal Care’s performance is exceptional. Priding itself on transparency, Animal Care’s performance can be tracked using the [online dashboard](#). Successful indicators include:
  - i. 87% live release (compared to 83% nationwide).
  - ii. Since 10/1/20, over 9,200 pets have been managed at the shelter.
  - iii. Partnerships with national animal welfare groups. For example, awarded two Petco Love grants in 2021, serves as a Jackson Galaxy Cat Pawsitive shelter location, and supports Best Friends mentorships in foster and marketing.
  - iv. In line with leading-edge best practices nationally, such as a robust RTF program, managed admissions, humane end of life decisions, and safety net programming.
- b. Broward County’s Animal Care performance can also be compared against other shelters nationwide using the [Shelter Animals Count national database](#).
- c. [Google reviews](#) provide an objective evaluation of ACD’s performance.