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# Prince William County, Virginia Internal Audit Report – Animal Shelter

June 1, 2017



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## TRANSMITTAL LETTER

June 1, 2017

The Audit Committee of  
Prince William County, Virginia  
1 County Complex Court  
Prince William, Virginia 22192

Pursuant to the internal audit plan for fiscal year ("FY") 2016-17 for Prince William County, Virginia ("County" / "PWC"), approved by the Board of County Supervisors ("BoCS"), we hereby present the internal audit of the Animal Shelter. We will be presenting this report to the Audit Committee of Prince William County at the next scheduled meeting on June 20, 2017.

Our report is organized into the following sections:

<b>Executive Summary</b>	This provides a high-level overview and summary of the observations noted in our internal audit of the County's Animal Shelter.
<b>Background</b>	This provides an overview of the Animal Shelter, as well as relevant background information.
<b>Objectives and Approach</b>	The internal audit objectives are expanded upon in this section as well as a review of our approach.
<b>Observations Matrix</b>	This section includes a description of the observations noted during our internal audit and recommended actions, as well as Management's response including responsible party, and estimated completion date.
<b>Process Maps</b>	This section illustrates process maps, which identifies data flow, key control points and any identified gaps.

We would like to thank the staff and all those involved in assisting our firm with this internal audit.

Respectfully Submitted,

*RSM US LLP*

**Internal Auditors**



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## EXECUTIVE SUMMARY

### Background

The PWC Animal Shelter's primary role is to house abandoned, homeless, lost or stray animals in the County. The shelter is administered by the Prince William County Police Department.

Per the County website, the Animal Shelter *"is a public, open-admission shelter that takes in any animal in need in Prince William County, including animals that are too aggressive, injured or sick to be rehabilitated or treated for adoption. The Shelter receives and cares for more than 5,400 animals each year."*

The primary objective of the Animal Shelter is to *"provide for the basic needs of animals in our care until they are reclaimed by owners, placed in new homes, or placed with another organization for adoption. The Shelter administers temperament tests to cats and dogs before they are put up for adoption to determine the adoptability. If their test results are positive, the Shelter staff determines the appropriate environment for the animal."*

The Animal Shelter must comply with the Virginia Department of Agriculture and Consumer Services ("VDACS") regulations and the Prince William County, VA Code of Ordinances.

The Animal Shelter consists of the three primary departments:

- Administration and volunteers
- Animal control / police department
- Animal shelter operational management / staff

Refer to the organizational chart on page 5 in the *Background* section of this report for further detail.

Fieldwork was performed April 2017 through May 2017

### Objective and Scope

The objective of this internal audit was to evaluate the Animal Shelter's compliance with applicable County regulations and operational compliance with policies and procedures. This audit included reviewing, benchmarking and analyzing comparative data of the Animal Shelter as compared to other jurisdictions. Services and scope of work focused on the following:

- Gain an understanding of applicable regulations and determine the extent to which the Animal Shelter complies with the County regulations;
- Determine that policies and procedures are effective, documented and in place and evaluate the extent to which the Animal Shelter complies;
- Understand and assess training and required credentials for volunteers and staff;
- Document and evaluate key operational processes, such as "animal take-in" process and identify opportunities for improvement;
- Calculate and assess key performance indicators, such as "alive release rate," for appropriateness and accuracy and benchmark against other jurisdictions;
- Gain an understanding of the Animal Advisory Committee, including frequency of meetings, objectives and operational effectiveness;
- Review and report public opinion;
- Assess the budget allocated to the partnerships of the Animal Shelter for reasonableness;
- Perform physical inspections and interviews to gain an understanding of the culture at the Animal Shelter; and
- Assess whether records and documentation are sufficient to establish an audit trail for all transactions associated with all key processes, where applicable.

### Overall Summary / Highlights

The observations identified during our assessment are detailed within the pages that follow. We have assigned relative risk or value factors to each observation identified. Risk ratings are the evaluation of the severity of the concern and the potential impact on the operations of each item. There are many areas of risk to consider in determining the relative risk rating of an observation, including financial, operational, and/or compliance, as well as public perception or 'brand' risk'.

#### Summary of Observation Ratings

(See page 10 for risk rating definitions)

	High	Moderate	Low
Animal Shelter Internal Audit	4	3	-



## EXECUTIVE SUMMARY – CONTINUED

### Observations Summary

There were seven (7) observations that were identified during this internal audit. Below includes a listing of the observations that were identified. Detailed observations are included in the observations matrix section of the report.

Summary of Observations	
Observations	Rating
1. Policy Impacts on Shelter Statistics	High
2. Shelter Facility Shortfalls	High
3. Document Maintenance	High
4. ShelterPro Data Issues and Limitations	High
5. Animal Advisory Committee	Moderate
6. Public Opinion – Adopter Survey Results, Citizen Complaints, and Social Media Review	Moderate
7. Culture	Moderate



## BACKGROUND

### Animal Shelter Financial Overview

The Animal Shelter has four main categories of revenue which include dog licenses, animal control fees, gifts and donations and other revenue from the Commonwealth as listed below. Per the "FY17 Adopted Animal Control Budget" the Animal Shelter has a budget of \$2,138,293 and is operating at a net general tax supported loss of \$1,788,217. Revenues from fees are designed to cover services; whereas, general fund support is relied on to cover salaries and benefits and other internal services costs.

Requestor: KXB6653		
Performance Accounting		
Prince William County P&L Financial Analysis Inquiry Fiscal Period: Month 01 2017 Appn Yr: 2017 Act/Bal: Year Activity		
Style: Tabular		
Dept: 25		
Org:		
Summarize by: Program 2505000000000000 Animal Control Secondary Summarize by: (None)		
Primary Detail by: Object Lvl 3 Secondary Detail by: (None)		
Exclude Enc/Prenc: No		
Object Lvl 3	Object Lvl 3 Title	Department Budget
310 Dog Licenses - Regular		\$195,940.00
930 Animal Control Fees		\$143,936.00
1160 Gifts & Donations Private Source		\$700.00
1600 Other Rev From Commonwealth		\$9,500.00
<b>Revenue Total</b>		<b>\$350,076.00</b>
2101 Salaries Permanent Employees		\$1,206,720.88
2130 Overtime & Extra Compensation		\$14,263.00
2131 Salaries Sunday & Holiday Pay		\$27,886.00
2150 Shift Differential		\$1,200.00
2301 Miscellaneous Compensation		\$2,067.00
2305 Clothing Allowance		\$850.00
2310 Retention Supplement		\$6,445.00
2501 County Contribution - FICA		\$91,093.81
2502 County Contribution-Temp FICA		\$379.00
2503 County Contribution - VSRS		\$83,210.11
2504 County Contribution Police&Fire Retire		\$5,313.58
2507 County Contribution - VRS Plan 2		\$14,296.04
2508 County Contribution - VRS Hybrid		\$40,401.13
2510 County Contribution - Group Life		\$15,808.04
2512 Money Purchase Plan 401(a)		\$6,033.58
2513 County Contribution - 401(a) Mandatory		\$3,761.76
2515 County Contribution - STD/LTD		\$2,332.31
2520 County Contrib-Anthem Vacant Positions		\$51,169.56
2524 County Contribution - Anthem		\$124,633.86
2527 County Contribution - Delta Dental		\$6,973.46
2528 County Contribution - AdminFeeFlex Accts		\$91.00

Object Lvl 3	Object Lvl 3 Title	Department Budget
2530 County Contribution - Retiree Ins Credit		\$11,618.88
3101 Medical & Dental		\$155.00
3109 Veterinarian Services		\$97,042.00
3280 Hazardous Waste Services		\$900.00
3401 Repairs & Maint - Contractual		\$400.00
3420 Repairs & Maint - Equipment		\$400.00
4161 Fleet Mgmt - Vehicle Maintenance		\$25,640.00
4170 Fleet Mgmt - Gasoline		\$44,127.00
4210 Seat Management Services		\$10,164.00
4211 Seat Hardware Refresh		\$3,960.00
4240 Capital Replacement (CRP)		\$2,450.00
4241 Web Support		\$3,738.00
4242 Network Data		\$5,852.00
4243 Technology Hosting		\$2,520.00
4244 Cyber Security Policy		\$3,430.00
4245 Administration		\$350.00
4246 Business Group		\$840.00
5210 Postage/Shipping Services		\$800.00
5231 Telecommunications Services		\$540.00
5401 Office Supplies		\$7,000.00
5402 Stationery & Printed Forms		\$605.00
5404 Office Equipment		\$500.00
5405 Print Shop Charges		\$100.00
5408 Office Furniture		\$600.00
5411 Kitchen Equipment & Supplies		\$150.00
5412 Food Supplies		\$345.00
Object Lvl 3	Object Lvl 3 Title	Department Budget
5420 Agricultural Supplies		\$30,250.00
5430 Medical, Drug, Chemical Supplies		\$37,000.00
5441 Cleaning & Sanitation Supplies		\$5,300.00
5442 Building Custodial Supplies		\$3,100.00
5450 Building Maintenance Supplies		\$250.00
5461 Minor Equip/Small Tools/Other		\$750.00
5513 Micro Computer Software Pkg		\$3,000.00
5520 Operating Supplies		\$22,316.00
5541 Subscriptions and Periodicals		\$150.00
5583 Travel Specialty Related Training		\$1,750.00
5600 Contributions to Other Entities		\$94,000.00
5801 Memberships Dues		\$100.00
5815 Permits, Licenses, Fees		\$1,750.00
5820 Transfer to State of VA - State Payment		\$2,500.00
5860 Claims Against the County		\$801.00
8120 Motor Vehicle Rental		\$140.00
8150 Copy Machine Rental		\$6,000.00
<b>Expend Total</b>		<b>\$2,138,293.00</b>
<b>Net Income (Loss)</b>		<b>(\$1,788,217.00)</b>

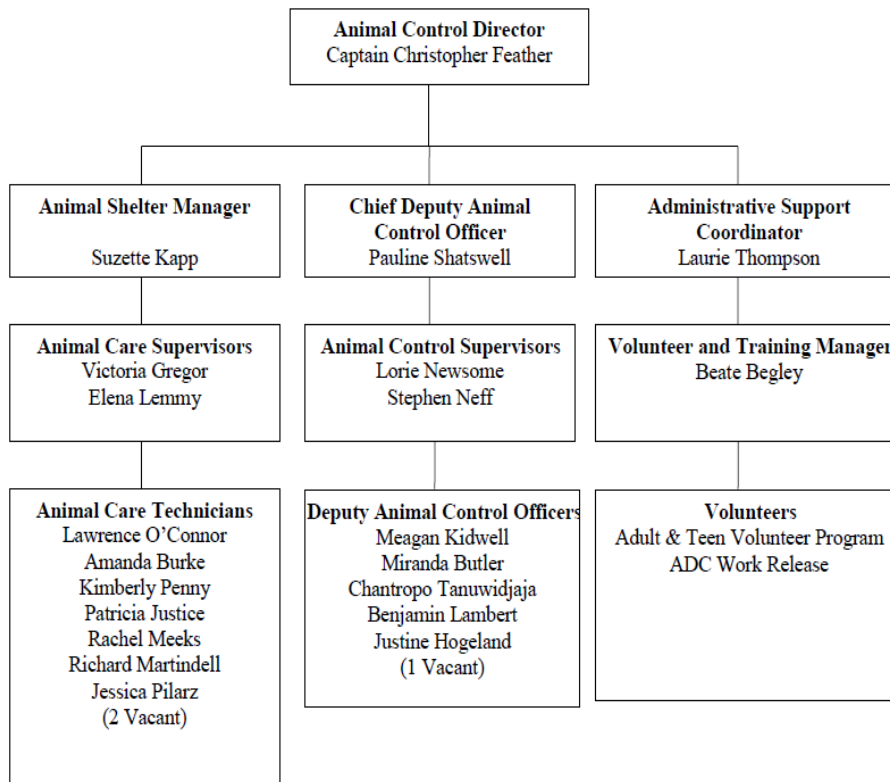




## BACKGROUND – CONTINUED

### Organizational Chart

#### Prince William County Police Department Animal Control Bureau



14807 Bristow Rd, Manassas, VA 20112



## BACKGROUND – CONTINUED

### Animal Advisory Committee

The Animal Advisory Committee's ("AAC") Bylaws were approved by the BoCS in March 2014. The purpose and mission of the AAC is "focusing on companion animal issues in PWC. The AAC provides advice to the Board of County Supervisors on improving policies, increasing community outreach, seeking outside grant funding for animal welfare initiatives, and supporting requests from Animal Control/Animal Services. The AAC may also make recommendations to the BoCS on programs, classes, and special events that will further assist PWC in providing the best possible animal welfare services to the community."

Per the Bylaws, "The Animal Advisory Committee shall be composed of thirteen (13) members appointed by the Prince William BoCS", as follows:

- A pet owner representing each magisterial district
- A pet owner to be nominated by the Chairman of the BoCS
- A veterinarian or veterinary technician
- A member of the Prince William Society for the Prevention of Cruelty to Animals ("SPCA")
- A member from an animal rescue organization operating in the county
- A county resident in the pet retail, boarding or grooming industry
- A County police officer or employee of the Prince William County Animal Shelter, which police officer or employee will be nominated by the Chief of Police



The PWC Animal Shelter's "Help a Horse" Day celebrates the public-private partnerships that make horses' lives better in Prince William County





## BACKGROUND – CONTINUED

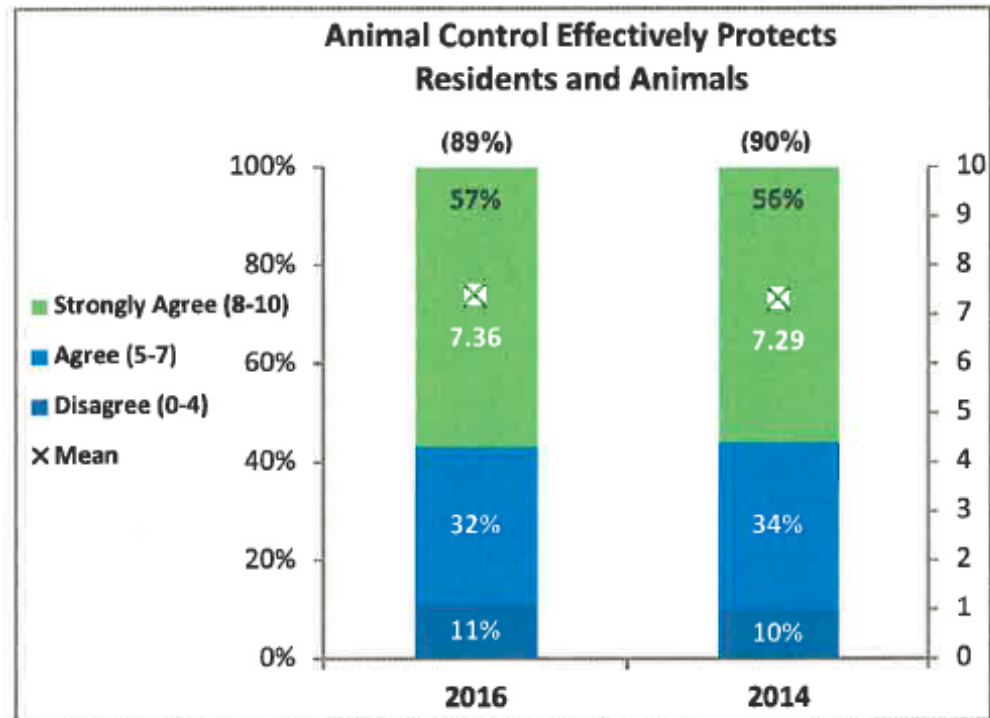
### 2016 Citizen Survey

The PWC citizen survey was prepared in 2016 by ORC International, Inc. Below is the results of the citizen survey question related to animal control.

### Animal Control\*

Nearly 9 out of 10 county respondents feel animal control is effective.

- Current (2016) scores are similar to 2014.





## OBJECTIVES AND APPROACH

### Objectives

The objective of our internal audit was to evaluate the Animal Shelter's compliance with applicable county regulations and operational compliance with policies and procedures. This audit included reviewing, benchmarking and analyzing comparative data of the Animal Shelter as compared to other jurisdictions. Services and scope of work focused on the following:

- Gain an understanding of applicable regulations and determine the extent to which the Animal Shelter complies with the County regulations;
- Determine that policies and procedures are effective, documented and in place and evaluate the extent to which the Animal Shelter complies;
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- Document and evaluate key operational processes, such as "animal take-in" process and identify opportunities for improvement;
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- Gain an understanding of the Animal Advisory Committee, including frequency of meetings, objectives and operational effectiveness;
- Review and report public opinion;
- Assess the budget allocated to the partnerships of the Animal Shelter for reasonableness;
- Perform physical inspections and interviews to gain an understanding of the culture at the Animal Shelter; and
- Assess whether records and documentation are sufficient to establish an audit trail for all transactions associated with all key processes, where applicable

### Approach

Our audit approach consisted of the following three phases:

#### Understanding of the Process

The first phase of this cycle audit consisted primarily of inquiry, in an effort to obtain an understanding of the key personnel, risks, processes, and controls relevant to the objectives outlined above. The following procedures were completed as a part of this phase:

- During the first phase of our approach, we met the appropriate Animal Shelter representatives to discuss the scope and objectives of the project, obtain preliminary data, and establish working arrangements;
- In order to obtain an understanding of the process and identify related controls, we conducted a inquiries, obtained and reviewed detailed documentation and documented the process;
- Researched key performance indicators and obtained applicable statistics, financial statements, and other documents deemed necessary; and
- Reviewed the applicable regulations between the Animal Shelter and County and other laws/regulations.

#### Evaluation of the Design and Effectiveness of Process and Controls

The purpose of this phase was to conduct analysis and if necessary, appropriate testing, in order to validate that processes are operating as intended and data used in reporting was accurate. Below are brief descriptions of testing techniques utilized during the assessment:

- Performed physical walkthrough of the facility and comparison to key VDACS regulations
  - Inspected for cleanliness
  - Inspected physical property and usage; i.e. how outdoor area(s) are utilized and whom is using those area(s)
  - Performed phone inquiries to assess interactions and timeliness of response
  - Gained an understanding of training provided to volunteers and staff
  - Interviewed staff and volunteers to gain insight into work culture



## OBJECTIVES AND APPROACH – CONTINUED

### Approach – Continued

#### Evaluation of the Design and Effectiveness of Process and Controls – continued

- Sampled staff and volunteers and reviewed credentials of staff, documentation for completion of required training, onboarding and staff evaluation documentation;
- Performed a walkthrough of the animal intake, adoption and euthanasia processes, documented in flowcharts, requested documentation and tested each control identified for selected samples;
- Reviewed VDACS reporting and calculated alive release rate, save rate and euthanasia rates and compared to Fairfax and Loudoun County data;
- Surveyed and interviewed AAC members for to understand operations and mission of the committee;
- Reviewed social media outlets and surveyed adopters in order to understand the public opinion of the shelter;
- Reviewed the shelter budget and held discussions to understand the partnerships with the Humane Society and their progress in creating an adoption center for the County;
- Interviewed shelter staff to gain an understanding of the culture at the shelter.

#### Reporting

At the conclusion of this cycle audit, we summarized our findings into this report. We have reviewed the results with the appropriate persons in Management, and have incorporated Management’s response into report.

Provided below is the observation risk rating definitions for the detailed observations starting on the following page.

Observation Risk Rating Definitions	
Rating	Explanation
Low	Observation presents a low risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of low importance to business success/achievement of goals.
Moderate	Observation presents a moderate risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of moderate importance to business success/achievement of goals. Action should be in the near term.
High	Observation presents a high risk (i.e., impact on financial statements, internal control environment, brand, or business operations) to the organization for the topic reviewed and/or is of high importance to business success/achievement of goals. Action should be taken immediately.



## OBSERVATIONS MATRIX

Observation	1. Policy Impacts on Shelter Statistics																												
<b>High</b>	<p>All Virginia public animal shelters must provide data to the state for VDACS reporting on an annual basis. Below is a summary of the VDACS data from 2016 for Prince William County, Fairfax County, Loudoun County and the state of Virginia. The counties selected are the most comparable shelters within Northern Virginia and were agreed to as the benchmarking counties during our initial scoping session for the assessment. Three different metrics were calculated using this data, and were used to benchmark data amongst these counties. The calculation methods utilized were identified by the National Federation of Humane Societies Metrics and Measurement Committee.</p> <ul style="list-style-type: none"> <li>• <b><u>Euthanasia Rate</u></b> <ul style="list-style-type: none"> <li>○ <i>Total animals euthanized / (Total Method of Disposition - on-hand January 1)</i></li> </ul> </li> <li>• <b><u>Live Release Rate</u></b> <ul style="list-style-type: none"> <li>○ <i>(Reclaimed by owner + adopted + Transferred to another VA Releasing Agency + Transferred to Out of State Releasing Agency) / (Total Method of Disposition - on hand December 31)</i></li> </ul> </li> <li>• <b><u>Save Rate</u></b> <ul style="list-style-type: none"> <li>○ <i>((On-hand January 1 + Total Intake) – Euthanasia outcomes) / (On-hand January 1 + Total Intake)</i></li> </ul> </li> </ul> <table border="1" data-bbox="394 773 1982 1010" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #0070C0; color: white;"> <th>County</th> <th>Euthanasia Rate</th> <th>Euthanasia Rate *excluding cats</th> <th>Live Release Rate</th> <th>Save Rate</th> </tr> </thead> <tbody> <tr style="background-color: #D9E1F2;"> <td><b>Prince William County</b></td> <td><b>20.59%</b></td> <td><b>12.13%</b></td> <td><b>77.82%</b></td> <td><b>80.07%</b></td> </tr> <tr> <td>Loudoun County</td> <td>13.47%</td> <td>9.97%</td> <td>85.58%</td> <td>86.81%</td> </tr> <tr> <td>Fairfax County</td> <td>8.54%</td> <td>6.79%</td> <td>90.93%</td> <td>91.76%</td> </tr> <tr> <td>State of Virginia</td> <td>25.65%</td> <td>13.75%</td> <td>73.16%</td> <td>75.48%</td> </tr> </tbody> </table> <p>Through inquiry, we identified potential variables within the peer policies and procedures as it relates to animal services which may have impacted the statistics listed above. Below are a few examples of the variables identified:</p> <ul style="list-style-type: none"> <li>• PWC does not turn any animals away from the shelter for any reason. <ul style="list-style-type: none"> <li>○ Per VDACS reporting in 2016: PWC (population approximately 400,000) took in 3,814, Loudon (population over 380,000) took in 2,532, and Fairfax (population over 1.1million) took in 4,819.</li> </ul> </li> <li>• PWC continues to take in stray cats while Fairfax County has stopped taking in stray cats. <ul style="list-style-type: none"> <li>○ Per VDACS reporting in 2016: PWC took in 784 stray cats, Loudon took in 427, and Fairfax took in 339.</li> </ul> </li> </ul> <p>These differences in policy has a significant impact on the volume of animals and the types (health) of animals received impacting the Euthanasia, Live Release and Save Rates.</p>				County	Euthanasia Rate	Euthanasia Rate *excluding cats	Live Release Rate	Save Rate	<b>Prince William County</b>	<b>20.59%</b>	<b>12.13%</b>	<b>77.82%</b>	<b>80.07%</b>	Loudoun County	13.47%	9.97%	85.58%	86.81%	Fairfax County	8.54%	6.79%	90.93%	91.76%	State of Virginia	25.65%	13.75%	73.16%	75.48%
County	Euthanasia Rate	Euthanasia Rate *excluding cats	Live Release Rate	Save Rate																									
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State of Virginia	25.65%	13.75%	73.16%	75.48%																									



# OBSERVATIONS MATRIX – CONTINUED

## Observation

## 1. Policy Impacts on Shelter Statistics - continued

Animal Shelter - County Data Comparison																			
2016 - Virginia Department of Agricultural and Consumer Services "VDACS" Report Data																			
County	Species	Reason for Custody								Method of Disposition									Total
		A	B	C	D	E	F	G	H	J	K	L	M	N	O	P	Q		
		On Hand January 1	Stray or Abandoned	Seized	Bite Case Quarantine	Surrendered by Owner	Received From Another Virginia Releasing Agency	Received From Out of State Releasing Agency	Other*	Reclaimed by Owner	Adopted	Transferred to another VA Releasing Agency	Transferred to Out of State Releasing Agency	Died While in Custody	Euthanized	Other***	On Hand December 31		
Prince William County	Dogs	31	1038	8	45	635	45	0	0	1800	710	742	77	0	3	233	1	34	1800
	Cats	55	784	1	8	667	0	0	56	1571	38	880	78	0	22	496	0	57	1571
	Other Companion Animals	35	59	9	0	312	0	0	0	415	5	295	45	0	13	31	26	0	415
	Hybrid Canines	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Equine	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Livestock	0	7	0	0	0	0	0	0	7	4	3	0	0	0	0	0	0	7
	Poultry	1	4	0	0	14	2	0	0	21	0	17	0	0	0	0	0	4	21
	<b>Total</b>	<b>122</b>	<b>1892</b>	<b>16</b>	<b>53</b>	<b>1628</b>	<b>47</b>	<b>0</b>	<b>56</b>	<b>3814</b>	<b>757</b>	<b>1937</b>	<b>200</b>	<b>0</b>	<b>38</b>	<b>760</b>	<b>27</b>	<b>95</b>	<b>3814</b>
<b>% of Total</b>	<b>3.20%</b>	<b>49.61%</b>	<b>0.42%</b>	<b>1.39%</b>	<b>42.88%</b>	<b>1.23%</b>	<b>0.00%</b>	<b>1.47%</b>		<b>20.50%</b>	<b>52.48%</b>	<b>5.42%</b>	<b>0.00%</b>	<b>1.03%</b>	<b>20.69%</b>	<b>0.73%</b>	<b>2.67%</b>		
Loudoun County	Dogs	17	444	1	1	374	16	159	5	1017	390	427	28	18	2	137	0	15	1017
	Cats	22	427	1	0	524	28	14	11	1027	42	707	28	20	20	187	0	23	1027
	Other Companion Animals	12	30	0	0	266	14	15	11	348	4	289	24	20	2	7	0	2	348
	Hybrid Canines	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Equine	2	0	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	2
	Livestock	0	0	5	0	5	0	0	0	10	0	8	1	0	1	0	0	0	10
	Poultry	0	4	7	0	117	0	0	0	128	4	119	0	0	0	3	0	2	128
	<b>Total</b>	<b>53</b>	<b>905</b>	<b>14</b>	<b>1</b>	<b>1286</b>	<b>58</b>	<b>168</b>	<b>27</b>	<b>2532</b>	<b>440</b>	<b>1552</b>	<b>81</b>	<b>58</b>	<b>25</b>	<b>334</b>	<b>0</b>	<b>42</b>	<b>2532</b>
<b>% of Total</b>	<b>2.09%</b>	<b>35.74%</b>	<b>0.56%</b>	<b>0.04%</b>	<b>50.79%</b>	<b>2.29%</b>	<b>7.42%</b>	<b>1.07%</b>		<b>17.76%</b>	<b>62.61%</b>	<b>3.27%</b>	<b>2.34%</b>	<b>1.01%</b>	<b>13.47%</b>	<b>0.00%</b>	<b>1.69%</b>		
Fairfax County	Dogs	87	1020	140	55	982	43	18	19	2364	901	1133	57	12	3	194	0	64	2364
	Cats	68	339	148	13	886	17	1	64	1536	92	1124	43	1	6	181	0	89	1536
	Other Companion Animals	17	111	27	1	699	18	3	24	900	18	784	32	5	15	22	0	24	900
	Hybrid Canines	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Equine	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Livestock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Poultry	0	10	0	0	9	0	0	0	19	3	15	0	0	0	0	0	1	19
	<b>Total</b>	<b>172</b>	<b>1480</b>	<b>315</b>	<b>69</b>	<b>2676</b>	<b>78</b>	<b>22</b>	<b>107</b>	<b>4819</b>	<b>1014</b>	<b>3058</b>	<b>132</b>	<b>18</b>	<b>24</b>	<b>397</b>	<b>0</b>	<b>178</b>	<b>4819</b>
<b>% of Total</b>	<b>3.57%</b>	<b>30.71%</b>	<b>6.54%</b>	<b>1.43%</b>	<b>55.46%</b>	<b>1.62%</b>	<b>0.46%</b>	<b>2.22%</b>		<b>21.82%</b>	<b>63.76%</b>	<b>2.84%</b>	<b>0.39%</b>	<b>0.82%</b>	<b>8.64%</b>	<b>0.00%</b>	<b>3.83%</b>		



## OBSERVATIONS MATRIX – CONTINUED

Observation	1. Policy Impacts on Shelter Statistics - continued
<b>Recommendation</b>	The County is in the beginning stages of making a considerable capital investment to build a new animal shelter for PWC. Senior Leadership should consider the impact any changes to policies and procedures would have on the needs and volume requirements as noted above.
<b>Management's Action Plan</b>	<p><b>Response:</b> Explore the possibility for a change to the intake policy for the shelter, particularly for stray or abandoned cats, that would allow us to and reduce the number of domestic animals on-hand at any given time, which has a direct impact on euthanasia, live release, and save rates.</p> <p><b>Responsible Party:</b> Police Department Management</p> <p><b>Estimated Completion Date:</b> Open ended</p>





## OBSERVATIONS MATRIX – CONTINUED

Observation	2. Shelter Facility Shortfalls
High	<p data-bbox="386 402 737 431"><b><u>Facility space observations</u></b></p> <p data-bbox="386 451 1995 508">Per our physical inspection and walkthrough of the facility and multiple discussions with several staff members, it was noted that a lack of space to adequately house the vast number of animals taken in to the shelter is apparent.</p> <p data-bbox="386 527 1995 584"><b>Overcrowded kennels:</b> Multiple dogs are kept in one kennel, sometimes leading to fights or other aggressive behavior displayed towards their fellow kennel mates or animal care takers. In some cases this aggressive behavior can lead to the animal being euthanized.</p> <p data-bbox="386 604 1995 722"><b>Birds in general usage room:</b> We also observed that birds are kept in a temporary building which also houses the shelter's laundry room, temperature controlled chemicals (which may be or may not be toxic), cleaning supplies, and a break room for the employees and volunteers. This is not conducive to the health and well-being of both the animals and staff that share this small space. These observations are inconsistent with the following VDAC regulations:</p> <ul data-bbox="436 742 1995 987" style="list-style-type: none"> <li>• <b>2VAC5-111-20 general provisions</b> regulation states that “each facility shall be kept in a clean, dry, and sanitary condition and shall provide enclosures that can safely house and allow for adequate separation of animals of different species, sexes, ages, and temperaments. Animals shall be maintained in a manner that protects them against theft, injury, escape, and exposure to harmful substances.” Additionally, “each facility shall ensure that all enclosures provide adequate shelter that is properly ventilated and that can be maintained at a comfortable temperature for the animals confined therein. An enclosure shall not be cleaned when occupied by an animal unless the animal can be further confined in a portion of the enclosure that precludes exposure to any cleaning agent including water and shall be thoroughly dry before the enclosure is returned to use. A disinfectant or germicidal agent shall be used when cleaning an enclosure.”</li> </ul> <p data-bbox="386 1003 1995 1092"><b>Isolation room for dogs:</b> There is no proper isolation room for dogs. When a dog/s need to be isolated, due to behavior or illness i.e. contraction of contagious disease, they are placed in the isolation area located in the cats isolation room with just one crate allocated for dogs, which is not adequate. This is inconsistent with following VDAC regulation:</p> <ul data-bbox="436 1112 1995 1201" style="list-style-type: none"> <li>• <b>2VAC5-111-30 (1) provision of veterinary treatment</b> regulation states that “each facility shall engage a licensed veterinarian to develop or ratify a protocol for the control of infectious and contagious disease and shall adhere to such protocol. Each facility shall provide a marked isolation room for the confinement of animals suffering from a contagious or infectious disease.”</li> </ul> <p data-bbox="386 1218 1995 1307"><b>Room for newborn/medically compromised animals:</b> There is no specified area for newborns and medically compromised animals, specifically cats. They are maintained in separate crates in the same room as adults. This is inconsistent with the following VDAC regulation:</p> <ul data-bbox="436 1326 1995 1416" style="list-style-type: none"> <li>• <b>2VAC5-111-30 (2) provision of veterinary treatment</b> regulation states that “each facility shall engage a licensed veterinarian to develop or ratify a protocol for the management of neonatal (just born) and medically compromised animals and shall adhere to such protocol. Enclosures shall be maintained that can properly and safely house such animals.”</li> </ul>



## OBSERVATIONS MATRIX – CONTINUED

Observation	2. Shelter Facility Shortfalls - continued																																																
<b>High</b>	<p data-bbox="373 386 1980 418">Per the 2017 VDACS Inspection Report, there were no significant findings identified related to any of the VDACS provisions listed above.</p> <p data-bbox="373 435 604 467"><b><u>Capacity Analysis</u></b></p> <p data-bbox="373 483 1990 540">Below is an analysis of the animal shelter capacity over a 15 month period from 1/1/2016 – 3/31/17, using data from the FY16 and FY17 “Shelter Capacity Report”. As evident in the chart, cats most routinely exceed capacity at the PWC Animal Shelter.</p> <table border="1" data-bbox="585 581 1778 914"> <thead> <tr> <th colspan="8" data-bbox="590 581 1774 621" style="background-color: #4F81BD; color: white; text-align: center;"><u>Shelter Capacity Analytics from 1/1/16 - 3/31-17 (456 days)</u></th> </tr> <tr> <th data-bbox="590 621 856 719" style="background-color: #4F81BD; color: white;"><u>Category</u></th> <th data-bbox="856 621 989 719" style="background-color: #4F81BD; color: white;"><u>Adoptable Dogs</u></th> <th data-bbox="989 621 1121 719" style="background-color: #4F81BD; color: white;"><u>Stray Dogs</u></th> <th data-bbox="1121 621 1253 719" style="background-color: #4F81BD; color: white;"><u>Treatment Room Dogs</u></th> <th data-bbox="1253 621 1386 719" style="background-color: #4F81BD; color: white;"><u>Cat Room Cats</u></th> <th data-bbox="1386 621 1518 719" style="background-color: #4F81BD; color: white;"><u>Treatment Room Cats</u></th> <th data-bbox="1518 621 1650 719" style="background-color: #4F81BD; color: white;"><u>Isolation Room Cats</u></th> <th data-bbox="1650 621 1774 719" style="background-color: #4F81BD; color: white;"><u>Small Domestic Animals</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="590 719 856 776" style="background-color: #4F81BD; color: white;"><u>Full Capacity</u></td> <td data-bbox="856 719 989 776" style="text-align: center;"><u>24</u></td> <td data-bbox="989 719 1121 776" style="text-align: center;"><u>24</u></td> <td data-bbox="1121 719 1253 776" style="text-align: center;"><u>14</u></td> <td data-bbox="1253 719 1386 776" style="text-align: center;"><u>18</u></td> <td data-bbox="1386 719 1518 776" style="text-align: center;"><u>54</u></td> <td data-bbox="1518 719 1650 776" style="text-align: center;"><u>16</u></td> <td data-bbox="1650 719 1774 776" style="text-align: center;"><u>10</u></td> </tr> <tr> <td data-bbox="590 776 856 816" style="background-color: #D9D9D9;"><u>Average # per day</u></td> <td data-bbox="856 776 989 816" style="text-align: center;">11.67</td> <td data-bbox="989 776 1121 816" style="text-align: center;">13.00</td> <td data-bbox="1121 776 1253 816" style="text-align: center;">10.05</td> <td data-bbox="1253 776 1386 816" style="text-align: center;">18.49</td> <td data-bbox="1386 776 1518 816" style="text-align: center;">36.20</td> <td data-bbox="1518 776 1650 816" style="text-align: center;">12.33</td> <td data-bbox="1650 776 1774 816" style="text-align: center;">15.63</td> </tr> <tr> <td data-bbox="590 816 856 857" style="background-color: #D9D9D9;"><u># days over capacity</u></td> <td data-bbox="856 816 989 857" style="text-align: center;">3</td> <td data-bbox="989 816 1121 857" style="text-align: center;">15</td> <td data-bbox="1121 816 1253 857" style="text-align: center;">47</td> <td data-bbox="1253 816 1386 857" style="text-align: center;">183</td> <td data-bbox="1386 816 1518 857" style="text-align: center;">87</td> <td data-bbox="1518 816 1650 857" style="text-align: center;">105</td> <td data-bbox="1650 816 1774 857" style="text-align: center;">315</td> </tr> <tr> <td data-bbox="590 857 856 914" style="background-color: #D9D9D9;"><u>% of days over capacity</u></td> <td data-bbox="856 857 989 914" style="text-align: center;">0.66%</td> <td data-bbox="989 857 1121 914" style="text-align: center;">3.29%</td> <td data-bbox="1121 857 1253 914" style="text-align: center;">10.31%</td> <td data-bbox="1253 857 1386 914" style="text-align: center;">40.13%</td> <td data-bbox="1386 857 1518 914" style="text-align: center;">19.08%</td> <td data-bbox="1518 857 1650 914" style="text-align: center;">23.03%</td> <td data-bbox="1650 857 1774 914" style="text-align: center;">69.08%</td> </tr> </tbody> </table> <p data-bbox="373 979 1990 1068">As result of the items listed above, it is evident that the PWC Animal Shelter lacks appropriate space for segregation of work functions, storage and public access. The facility does not appear to be adequate to meet the needs of the public, employees, and the animals. This may have an impact on adoption and euthanasia rates, safety, cleanliness and ultimately employee morale and turnover.</p> <p data-bbox="373 1084 709 1117"><b><u>Other facility observations</u></b></p> <p data-bbox="373 1133 1990 1190">The following are general observations related the physical aspects of the PWC Animal Shelter, as a result of our walkthrough and inspection of the facility.</p> <p data-bbox="373 1206 1990 1360"><b>Lack of space for staff operations:</b> During our on-site visits, we worked in a conference room in a trailer, outside the primary shelter structure, where the Animal Controller Officers (ACOs) also work. This room also acts as a break room for the ACOs, storage room for files and is the only conference room available for group meetings and interviews. With various meetings, interviews, and other activities required as part of standard operations, it is evident that there is a need for increased space and workstations for staff. A lack of adequate space for staff members may impact day-to-day productivity and overall performance of the shelter.</p> <p data-bbox="373 1377 1990 1466"><b>Physical clutter:</b> It is apparent that there is a lack of adequate storage space/areas. For example, there are many animal crates sitting outside the shelter in elements susceptible to rain, sleet, snow, and any other form of bad weather. These crates can potentially become damp and accumulate unhealthy mold or dust, not conducive to the health of the animals, and/or be destroyed due to the bad weather.</p>	<u>Shelter Capacity Analytics from 1/1/16 - 3/31-17 (456 days)</u>								<u>Category</u>	<u>Adoptable Dogs</u>	<u>Stray Dogs</u>	<u>Treatment Room Dogs</u>	<u>Cat Room Cats</u>	<u>Treatment Room Cats</u>	<u>Isolation Room Cats</u>	<u>Small Domestic Animals</u>	<u>Full Capacity</u>	<u>24</u>	<u>24</u>	<u>14</u>	<u>18</u>	<u>54</u>	<u>16</u>	<u>10</u>	<u>Average # per day</u>	11.67	13.00	10.05	18.49	36.20	12.33	15.63	<u># days over capacity</u>	3	15	47	183	87	105	315	<u>% of days over capacity</u>	0.66%	3.29%	10.31%	40.13%	19.08%	23.03%	69.08%
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## OBSERVATIONS MATRIX – CONTINUED

Observation	2. Shelter Facility Shortfalls - continued
High	<p>The following are specific items related to the facility maintenance that were noted during our physical walkthrough.</p> <p><b>Exposed HVAC System:</b> The system was newly installed at the time of our visit, however, was not properly covered in all areas of the shelter. Particularly, a room that housed several cats, rabbits, and gerbils did not have adequate covering. Lack of proper coverage of an HVAC system may pose a risk to the health of animals due to the possibility of it gathering and holding diseases and dirt. Per the Police Captain, boxing in and closing off the HVAC system is currently in process as of June 2016.</p> <p><b>Unsecure outdoor enclosures:</b> The chicken coup and the barn have not been suitably maintained or updated for an extended period of time. They are not properly secured, therefore, livestock animals may be at risk of escaping. The material they've used on these enclosures has turned a brown, rustic color, is visibly old, and is falling apart. Per inquiry with shelter staff, it was admitted that there have been many instances of animals escaping, particularly from the chicken coup.</p> <p><b>Old fencing:</b> Upon walkthrough of the perimeter of the dog park, it was evident that the fence is old, rusty, and loose. We saw that the posts are coming out off the ground and that the fence isn't properly secured to the main posts. See picture to the right.</p> <p><b>Adoptable cats' area:</b> As of our inspection, wooden cages that are not impervious to moisture, were used to house cats that were ready for adoption. However, per inquiry, it was stated that the BoCS had approved the proposal to purchase new cages that were made with particle board core ("PBC") doors; a more suitable material that will be impervious to moisture. The current lack of proper cat cages is in violation of the VDAC regulation:</p> <ul style="list-style-type: none"><li>• <b>2VAC5-111-40 housing of animals subject to a holding period</b> regulation states that "an enclosure or portion thereof used to house an animal subject to a holding period that is part of the structural integrity of the building shall have a surface material that is durable, nonporous (smooth), <b>impervious to moisture</b>, and able to be thoroughly cleaned and disinfected."</li></ul> <p><b>Outdoor sally port:</b> a sally port is intended to serve as a protected areas for the transfer of animals to and from the shelter. The PWC Animal Shelter sally port is not enclosed. Lack of secured sally port may pose a risk of animals escaping during their transfer from the vehicle into the shelter or vise-versa. Additionally, the cleaning supplies and the hose used to clean animals for intake is maintained outside in sally port, which is not ideal for cleaning the cages and transport vehicles, especially in winter conditions.</p>





## OBSERVATIONS MATRIX – CONTINUED

Observation	2. Shelter Facility Shortfalls - continued
<b>Recommendation</b>	It is understood that there have been proposals developed with the goal of building a new animal shelter for PWC. If approved, it is expected that the new facility would address the capacity issues identified above. During the interim, shelter staff should make improvements to the best of their ability; including removing animals from rooms where chemicals are maintained, identify an area for a separate dog and newborn/ medically compromised animal isolation room, etc.
<b>Management's Action Plan</b>	<p><b>Response:</b></p> <ul style="list-style-type: none"> <li>• Endorsement of a new shelter that provides adequate space to meet the needs of Prince William County.</li> <li>• Explore the possibility a change to the intake policy for the shelter that would allow us to improve housing conditions and reduce the number of domestic animals on-hand at any given time.</li> <li>• In the interim, staff will continue to utilize existing spaces to meet the needs and remain in compliance with all VADACS requirements</li> <li>• Staff has been working with Buildings and Grounds to reduce the number of pending work orders at the Animal Shelter that have increased due to competing demands for services and the HVAC project. This includes regular discussions with supervisors to develop a work plan on how best to address the concerns in priority based on available resources.</li> <li>• Utilizing donations from the Edna Hara Trust, which is designated for the sole use of promoting cat welfare, new cat housing units, have been ordered. It is anticipated that they will arrive and be installed in August 2017.</li> </ul> <p><b>Responsible Party:</b> Animal Shelter Staff and Buildings and Grounds</p> <p><b>Estimated Completion Date:</b> Ongoing</p>



## OBSERVATIONS MATRIX – CONTINUED

Observation	3. Document Maintenance
<p style="text-align: center;"><b>High</b></p>	<p>Through walkthrough and inspection, it was determined that there is insufficient space for proper storage of physical files at the animal shelter. As mentioned throughout the report, the animal sheltered is lacking in space and is more cluttered than ideal. Below is an overview of the document maintenance at the shelter.</p> <p><b>Current year documentation:</b> is maintained in drawers near the entrance of the main building.</p> <p><b>Prior year documentation:</b> is maintained indoors in drawers in a temporary building separate from the main shelter.</p> <p><b>Older documentation:</b> Other documentation, still within the Counties five year documentation maintenance requirement, is maintained in a shed. The shed does not adequately protect the documentation as it is not temperature controlled, and may not be properly secured to protect the documentation from rodents, evidenced by the number of rodent traps located within its vicinity.</p> <p>A lack of a proper filing system including a centralized area for file storage, may lead to pertinent documents being misplaced, destroyed or lost. Also, the inefficiency resulting from not being able to quickly locate files when needed, due to their multiple locations, can have a negative impact on team morale and work productivity.</p>
<p><b>Recommendation</b></p>	<p>It is recommended that a central location within the primary facility be utilized to maintain and file all animal records and other pertinent records within the past five years. Alternatively, files that are more than one year old may be securely transported to the county's records office. Additionally, it is recommended that in the near future, the Animal Shelter consider filing all documentation electronically for consistency, adequate safeguarding and efficiency in review and retrieval.</p>
<p><b>Management's Action Plan</b></p>	<p><b>Response:</b></p> <ul style="list-style-type: none"> <li>• Shelter staff has begun sending older records to County Warehouse for storage.</li> <li>• As part of the County's Technology Improvement Plan, and the Police Department's upgraded Records Management System implementation, is the replacement of the ShelterPro software application with a module in Premier One, which is already funded. The project will address current deficiencies and will provide a seamless interface to other existing information systems providing timely and accurate information to the Animal Shelter.</li> </ul> <p><b>Responsible Party:</b> Police Department and Animal Shelter Staff</p> <p><b>Estimated Completion Date:</b> Ongoing</p>



## OBSERVATIONS MATRIX - CONTINUED

Observation	4. ShelterPro Data Issues and Limitations																												
<p style="text-align: center; background-color: red; color: white; padding: 5px;"><b>High</b></p>	<p>ShelterPro is the system of record used to maintain the animal records for adoptions, redemptions, transfers, rescues, and euthanasia information. Various issues were identified with ShelterPro and its usability.</p> <p><b>Reconciliation to regulatory reporting:</b> Currently, the animal shelter staff are unable to run reports from ShelterPro to include the exact data that is utilized in VDACS reporting. Through review of the 2016 VDACS report and reconciliation to reports from ShelterPro, it was determined that the data included in ShelterPro is not complete / accurate, and therefore, cannot be solely utilized for VDACS reporting. Below are discrepancies identified when comparing 2016 data from ShelterPro the 2016 VDACS report.</p> <table border="1" data-bbox="772 605 1591 865" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="4" style="background-color: #4F81BD; color: white; text-align: center;">VDACS Report and Source Record (ShelterPro) Reconciliation</th> </tr> <tr> <th style="background-color: #D9E1F2;">Type</th> <th style="background-color: #D9E1F2;">VDACS</th> <th style="background-color: #D9E1F2;">ShelterPRO</th> <th style="background-color: #D9E1F2;">Difference</th> </tr> </thead> <tbody> <tr> <td>On hand Jan 16</td> <td style="text-align: center;">122</td> <td style="text-align: center;">432</td> <td style="text-align: center;">310</td> </tr> <tr> <td>On hand Dec. 16</td> <td style="text-align: center;">95</td> <td style="text-align: center;">481</td> <td style="text-align: center;">386</td> </tr> <tr> <td><b>Total Intake</b></td> <td style="text-align: center;">3814</td> <td style="text-align: center;">4710</td> <td style="text-align: center;">896</td> </tr> <tr> <td><b>Total Disposition</b></td> <td style="text-align: center;">3814</td> <td style="text-align: center;">4710</td> <td style="text-align: center;">896</td> </tr> <tr> <td><b>% Euthanized</b></td> <td style="text-align: center;">20.59%</td> <td style="text-align: center;">17.86%</td> <td style="text-align: center;">-2.73%</td> </tr> </tbody> </table> <p>Through discussions with the shelter Manager, data discrepancies exist for several reasons, including, the Animal Control Officer (“ACO”) computers do not interface with ShelterPro, requiring the ACO to manually log animal intake entries when in the field and must re-enter the information into ShelterPro once back at the shelter. Additionally, ACO’s do not consistently follow the process to accurately disposition animals that physically leave the shelter in ShelterPro in a timely manner. As a result of the discrepancies, it takes an estimated 6 hours to review compiled data from ShelterPro with data in manual spreadsheets to calculate the data required for VDACS reporting.</p> <p><b>Additional system limitations identified:</b></p> <ul style="list-style-type: none"> <li>• Systems inability to adequately track lost and found reports, resulting in increased manual efforts required for searching the shelter for lost animals. Staff limitations and unnecessary manual processes may adversely affect the time that animals are reunited with owners.</li> <li>• Systems inability to run certain ad hoc reports for specific needs, for example, for adopter addresses for the purposes of citizen outreach.</li> </ul>	VDACS Report and Source Record (ShelterPro) Reconciliation				Type	VDACS	ShelterPRO	Difference	On hand Jan 16	122	432	310	On hand Dec. 16	95	481	386	<b>Total Intake</b>	3814	4710	896	<b>Total Disposition</b>	3814	4710	896	<b>% Euthanized</b>	20.59%	17.86%	-2.73%
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<p><b>Recommendation</b></p>	<p>We understand that the County has budgeted for a new facility and as part of the process it is recommended that the County consider the following:</p> <ul style="list-style-type: none"> <li>• Cleanse all data in ShelterPro to reflect only accurate and current information. Additionally, work with ShelterPro developers to identify ways to create and run reports with accurate data that may be easily utilized in preparing regulatory reporting, such as the VDACS report. Additionally, implement additional training and review processes for the ACO’s that would require them to accurately enter animal intake and disposition information into ShelterPro on a consistent basis.</li> </ul>																												





## OBSERVATIONS MATRIX – CONTINUED

Observation	4. ShelterPro Data Issues and Limitations – continued
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>• Adopt and / or develop a new system with all of the capabilities and reporting tools needed to effectively manage the animal intake and disposition processes, manage the animal lost and found records electronically, interface with the ACO computers and generate reports that require no manual manipulation and fulfill all regulatory reporting requirements.</li> </ul>
<b>Management's Action Plan</b>	<p><b>Response:</b></p> <ul style="list-style-type: none"> <li>• As part of the County's Technology Improvement Plan, and the Police Department's upgraded Records Management System implementation, is the replacement of the ShelterPro software application with a module in Premier One, which is already funded. The project will address current deficiencies and will provide a seamless interface to other existing information systems providing timely and accurate information to the Animal Shelter.</li> <li>• In the interim staff will work with the ShelterPro vendor to provide additional training to ensure the application is being used to fullest extent possible and providing the reports to meet our needs.</li> <li>• Staff will also work towards cleansing the data to ensure accuracy for future reporting.</li> </ul> <p><b>Responsible Party:</b> Police Department and Animal Shelter Management</p> <p><b>Estimated Completion Date:</b> Ongoing</p>



## OBSERVATIONS MATRIX – CONTINUED

Observation	5. Animal Advisory Committee
Moderate	<p><b>1. AAC Survey:</b> Refer to Appendix A for detailed information results related to the survey provided to the AAC members.</p> <p>It was noted that the responses to each question varied widely, evidencing that the members have different perceptions on the operations and mission of the committee. Below are key takeaways based on the results of the surveys:</p> <ul style="list-style-type: none"> <li>• <u>Question #1:</u> 62.5% of members either disagree or strongly disagree that the AAC’s missions is well-understood and supported by the committee.</li> <li>• <u>Question #3:</u> 62.5% disagree or strongly disagree that the committee evaluates its performance on regular basis by comparing to the stated mission.</li> <li>• <u>Question #4:</u> 50% disagree or strongly disagree that committee operates under a set of policies and procedures familiar to all members.</li> <li>• <u>Question #9:</u> 50% disagree or strongly disagree that the committee actively engages in discussions around significant issues.</li> <li>• <u>Question #13:</u> 50% disagree or strongly disagree that committee meetings are well attended, with near full turnout at each meeting.</li> </ul> <p><b>2. Results of discussions with AAC members</b></p> <p>In order to gain a comprehensive understanding of the committee, including the committees’ relationship with the shelter and any areas of contention and/or opportunities to enhance the relationship, we judgmentally selected five of the ten (active) committee members for a detailed discussion. Below are consistent themes identified throughout those discussions:</p> <ol style="list-style-type: none"> <li>a) <b>Lack of tangible goals achieved:</b> There has been no evidence of tangible goals achieved by the committee since inception of the committee. The most notable, and from our understanding the only notable project that was conducted successfully, was an establishment of a tethering ordinance, brought to the County Police Department and Police Captain. The tethering ordinance is currently going through the County review and approval process.</li> <li>b) <b>Conflicts of interest amongst AAC members:</b> Members have brought in their personal grievances and have focused on those rather than the mission and purpose of the committee. Members of the committee seem to have independent and potentially conflicting goals, particularly due to the nature of their backgrounds. The current members include county staff, volunteers, SPCA members, humane society members and a Police Captain. As this was intended to be a volunteer organization, it is evident that the conflicts in personal agendas has resulted in noticeable conflict during committee meetings which may have adversely affected committee performance.</li> </ol> <p>For example, through inquiry, it was determined that eight AAC members have operated on the Board of the Humane Society in the past four years. Per AAC bylaws, Article 10 section A: AAC members may not utilize their role on the AAC to promote their own interests, organizations or businesses. However, in 2016, the Humane Society received \$94k of funding from the County for an off-site adoption center.</p>



## OBSERVATIONS MATRIX – CONTINUED

Observation	5. Animal Advisory Committee - continued
<p style="text-align: center;"><b>Moderate</b></p>	<p>c) <b>Operating ineffectiveness from AAC contention with Shelter staff:</b> There is a noted contention between the members of the committee and the shelter staff. There is a disagreement as to whether the AAC should play a role in shelter operations or should adhere to their primary mission of community outreach and seeking grant funding. This contention is likely part of the root cause for the limited accomplishments of the committee.</p> <p><b>3. Animal Advisory Committee Members Fulfillment</b>            Through review of the AAC bylaws, it was determined that “<i>the Animal Advisory Committee shall be composed of thirteen (13) members appointed by the Prince William BoCS.</i>” As of May 2017, there were 3 vacancies identified; an officer position of secretary, a veterinarian technician member and a pet retail/ boarding/ grooming member.            Additionally, through discussion with various AAC members, it was determined that there was a tie in the voting for the AAC Chair and Vice Chair in March 2017. The vote was not resolved until the following meeting in April 2017.</p>
<p><b>Recommendation</b></p>	<p>We recommend that:</p> <ul style="list-style-type: none"> <li>• The AAC bylaws should be revisited and assessed to determine if changes are required in order to limit the perception of conflict of interest between the AAC and other organizations; such as the Humane Society. Additionally, the requirements for the composition of the AAC should be re-assessed, in order to determine the most ideal make-up for achieving tangible goals.</li> <li>• The newly elected officers make every effort to reinforce the mission and duties of the committee to its members and the shelter staff. The officers should develop a methodology to meet with shelter staff on a periodic basis in order to understand all shelter highlights and issues and to identify opportunities for the AAC to engage. The consistent communications should be summarized for reporting during monthly AAC meetings and shall be utilized to develop rapport amongst the groups to help facilitate positive change. Increased communication and reduced confusion on the objectives and purpose of the committee will allow the committee to develop actionable goals related to the mission for which it was founded.</li> <li>• The Chair and Vice Chair of the Animal Advisory Committee should be make every reasonable effort to ensure that the committee is composed of 13 members and that each member is involved in all key decisions and votes.</li> <li>• The AAC regularly communicate with the BoCS and County executives on key performance indicators and statistics.</li> </ul>
<p><b>Management's Action Plan</b></p>	<p><b>Response:</b></p> <ul style="list-style-type: none"> <li>• It is recommended that the County look to review the purpose, structure, by-law review, and need for the committee.</li> <li>• In the interim, Police Department Command Staff will meet with the Animal Advisory Committee to address some of the shortcomings identified in this report and how best we can work together in the promotion of animal welfare in Prince William County and reduce conflict among the members, which is causing dysfunction.</li> </ul> <p><b>Responsible Party:</b> Police Department Management and Animal Advisory Committee</p> <p><b>Estimated Completion Date:</b> Open ended</p>



## OBSERVATIONS MATRIX – CONTINUED

Observation	6. Public Opinion – Adopter Survey Results, Citizen Complaints, and Social Media Review
<p><b>Moderate</b></p>	<p><b>Adopter survey results</b></p> <p><i>Refer to Appendix B for detailed information results related to the survey provided to a sample of adopters.</i></p> <p><b>Citizen complaints</b></p> <p>Although there is a formal process in place to document and remediate citizen complaints with the Police Department and the Animal Control function, there is no consistent process utilized by the Animal Shelter staff.</p> <p><b>Social Media Review</b></p> <p>As part of our review on public opinion of the animal shelter and customer experience, we analyzed various social media platforms such as Facebook, Twitter, and Yelp. Listed below are some of the common themes that we identified across the various platforms:</p> <ul style="list-style-type: none"> <li>• Call response times on the weekends is very poor</li> <li>• False information being provided to the public about animals; with perceived rationale of increasing adoption</li> <li>• Complaints about the shelter's cleanliness</li> <li>• The shelter is noticeably understaffed</li> </ul> <p>Negative feedback can impact employee morale. This can also effect the adoption rates, as potential adopters may be turned off by reviews and comments made online.</p>
<p><b>Recommendation</b></p>	<p><b>Citizen complaints</b></p> <p>It is recommended that the Animal Shelter staff be trained and utilize the formal citizen complaint process in place with the Police Department to track and remediate all complaints received via phone call, email, in person, or social media. Incorporating a formal complaint tracking process will allow shelter management to easily identify common complaint areas and enable the team to educate and train staff members more adequately in order to prevent similar complaints in the future.</p> <p><b>Social Media Review</b></p> <p>It is recommended that Animal Shelter management perform customer service training to all employees on an annual basis and as part of the employee onboarding process. The training should include general best practices in customer service, including ensuring that a staff member is available to answer customer calls at all times, that only accurate information is provided to customers, that employees shall make every effort possible to make all common areas within the shelter clean.</p> <p>Additionally, a dedicated individual responsible for managing all administrative front desk operations should be considered as this would afford animal caretakers additional time to both more effectively care for animals, and to maintain and clean the facility.</p>



## OBSERVATIONS MATRIX – CONTINUED

Observation	6. Public Opinion – Adopter Survey Results, Citizen Complaints, and Social Media Review – continued
<b>Management's Action Plan</b>	<p><b>Response:</b></p> <ul style="list-style-type: none"><li>• Endorsement of a new shelter that provides adequate space to meet the needs of Prince William County and improve the working conditions for employees. The improved environment can lead to increased morale and positive customer interactions.</li><li>• The Police Department is conducting a review of all civilian positions to ensure they are assigned to meet the needs of the agency. Included in this review is the need for a designated staff member at the Animal Shelter to handle social media and community outreach.</li><li>• Importance of positive customer service encounters is re-enforced with staff on a continual basis and shelter supervisors have been encouraged to provide support and offer training to staff.</li></ul> <p><b>Responsible Party:</b> Police Department Management and Shelter Management</p> <p><b>Estimated Completion Date:</b> Ongoing</p>



## OBSERVATIONS MATRIX – CONTINUED

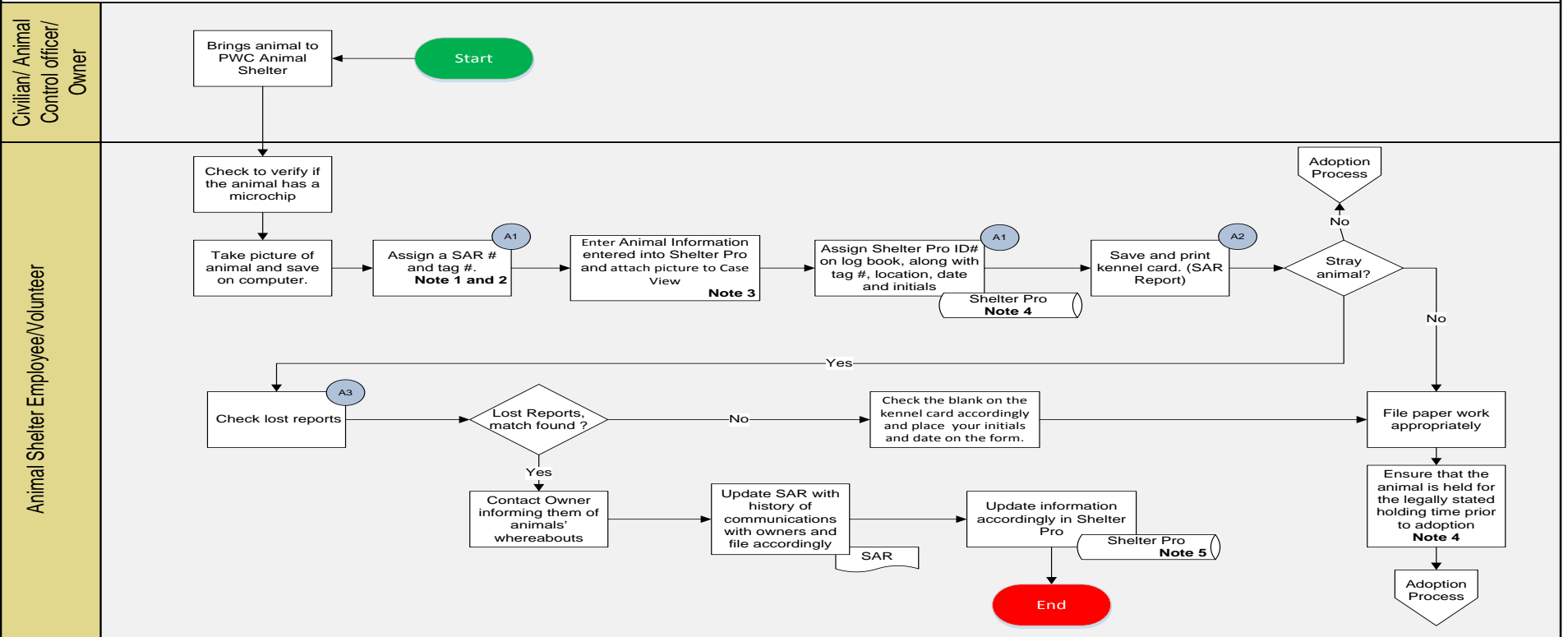
Observation	7. Culture
<p><b>Moderate</b></p>	<p>In order to better understand the culture at the animal shelter, we judgmentally selected a sample of five employees to interview ranging from newly hired Animal Specialists to veteran Animal Control Officers. We noted <i>'lack of space'</i> as a reoccurring theme. As noted within, there isn't adequate space to properly house all the animals the shelter takes in on a continuous basis. When the shelter is overflowed they've had to use plastic kennels to house cats and stack them on top of each other, something notably not conducive for the animals' health and well-being. Also mentioned and evident during our duration onsite, is a lack of separate space for staff to hold meetings and have personal space to eat and socialize. (See Observation #2) Another theme discussed was <i>'inadequate staffing and high employee turnover'</i>. For several years smaller teams have led to longer work hours and a decrease in necessary administrative work being performed as employees are needed in the field. It was also noted that new hires weren't given many days of formal or hands-on <i>'training'</i>, averaging about 4-5 days, before they were placed in their roles to begin fulfilling their responsibilities. They were then expected to learn on the job as they went along, asking for assistance when needed. These factors coupled with negative social media feedback (Observation #6) and a manual ineffective system (Observations #3 and #4) has taken its toll on the culture and employee morale.</p> <p>As a part of our culture review, we also made 10 anonymous calls to the shelter to determine the staff's overall friendliness and knowledge when speaking to customers. The staff member that answered the calls were friendly, very knowledgeable and patient. We asked about the euthanasia process as well as training for dogs. We noted that the frequently asked adoption questions, such as adoption fees, and required documents were clearly stated on the voice prompt when we called the shelter.</p>
<p><b>Recommendation</b></p>	<p>As mentioned as part of the recommendation in observation #2, it is understood that there have been proposals developed with the goal of building a new animal shelter for PWC. If approved, we recommend taking capacity issues noted throughout this report into consideration. Staffing and Training should be addressed by senior leadership with an emphasis on customer service and as noted in Observation #6 restructuring of the staffing model to have a dedicated individual responsible for managing all administrative front desk operations. This may allow more time for employees to perform animal care activities and improve morale. As noted in Observation #6 resources should be allocated for a social media campaign to improve the public perception of the Shelter.</p>
<p><b>Management's Action Plan</b></p>	<p><b>Response:</b></p> <ul style="list-style-type: none"> <li>• Endorsement of a new shelter that provides adequate space to meet the needs of Prince William County and improve the working conditions for employees. The improved environment can lead to increased morale and improved culture.</li> <li>• A review of training for all positions has been initiated to ensure it is in accordance with standards.</li> <li>• The Police Department is conducting a review of all civilian positions to ensure they are assigned to meet the needs of the agency. Included in this review is the need for a designated staff member at the Animal Shelter to handle social media and community outreach.</li> </ul> <p><b>Responsible Party:</b> Animal Shelter Management</p> <p><b>Estimated Completion Date:</b> Ongoing</p>



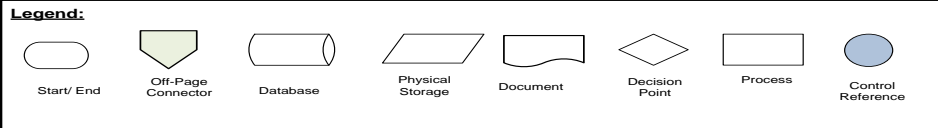


# PROCESS MAPS

## Prince William County - Animal Shelter: Animal Take-in Process



**Controls:**  
**AS.1:** An employee assigns a SAR #, Tag #, and Shelter Pro # to each animal processed for intake.  
**AS.2:** Each animal has a generated sheltered Animal Record maintained in accordance with the Virginia Department of Agriculture and Consumer Services (VDACS)  
**AS.3:** If the animal is a stray, a search of the lost report files is performed and evidenced on the Sheltered Animals' Record.

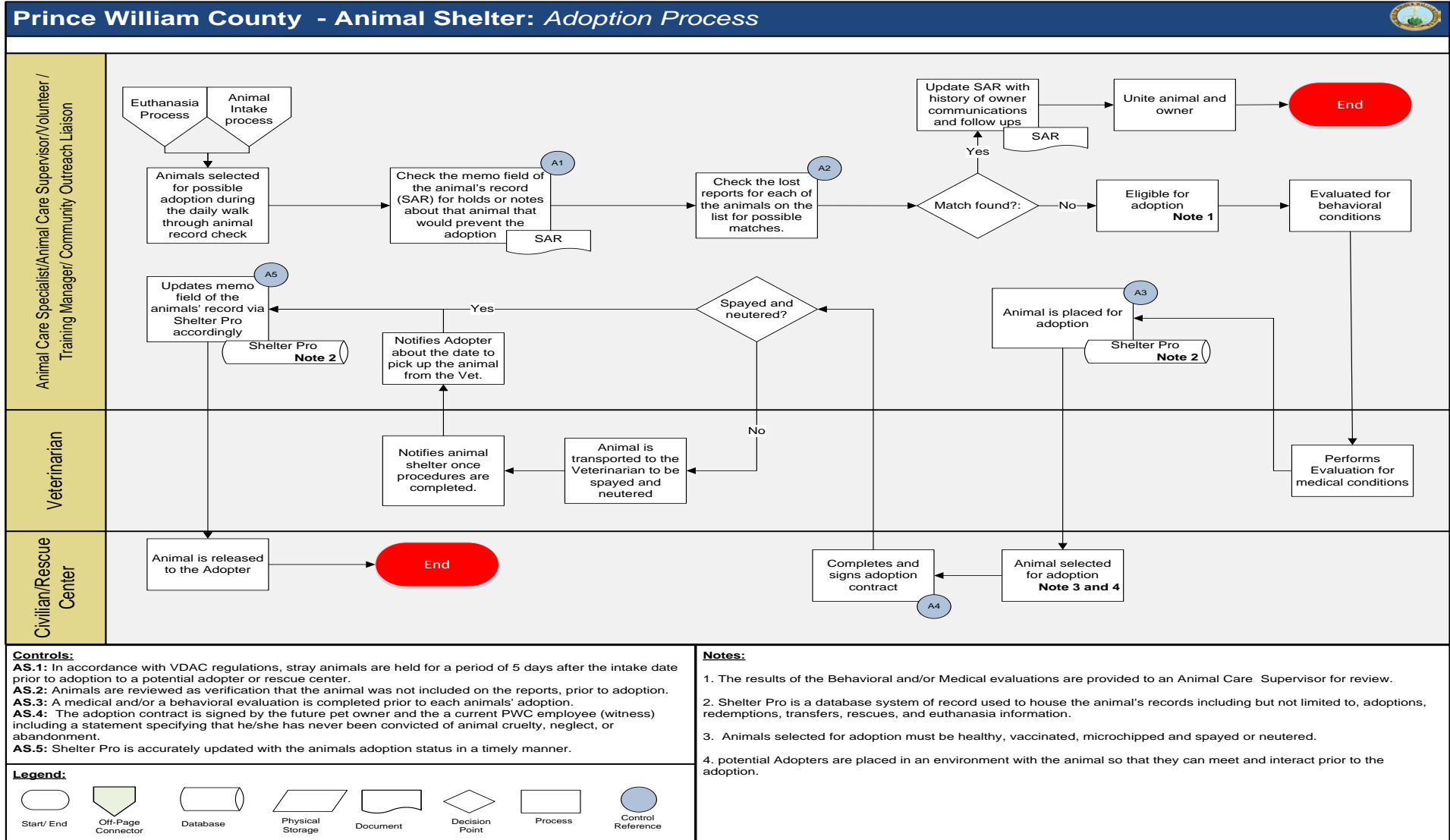


**Notes:**

- Tags are assigned in the following manner:
  - Black tags for cats/critters/others
  - Blue tags for released dogs
  - Green tags for stray dogs with no ID
  - Red tags for dogs with chip, tag, or known owner
- SAR- Sheltered Animal record (SAR)- Each year on January first it begins with the number 1.
- Animal information entered: condition of the animal, species, reason for intake, etc.
- In accordance with VDACS regulations, animals are required to be held for a period of 5 days after the intake date prior to adoption to a potential adopter or rescue center.
- Shelter Pro- a database system used to house the animal's records including but not limited to, adoptions, redemptions, transfers, rescues, and euthanasia information.

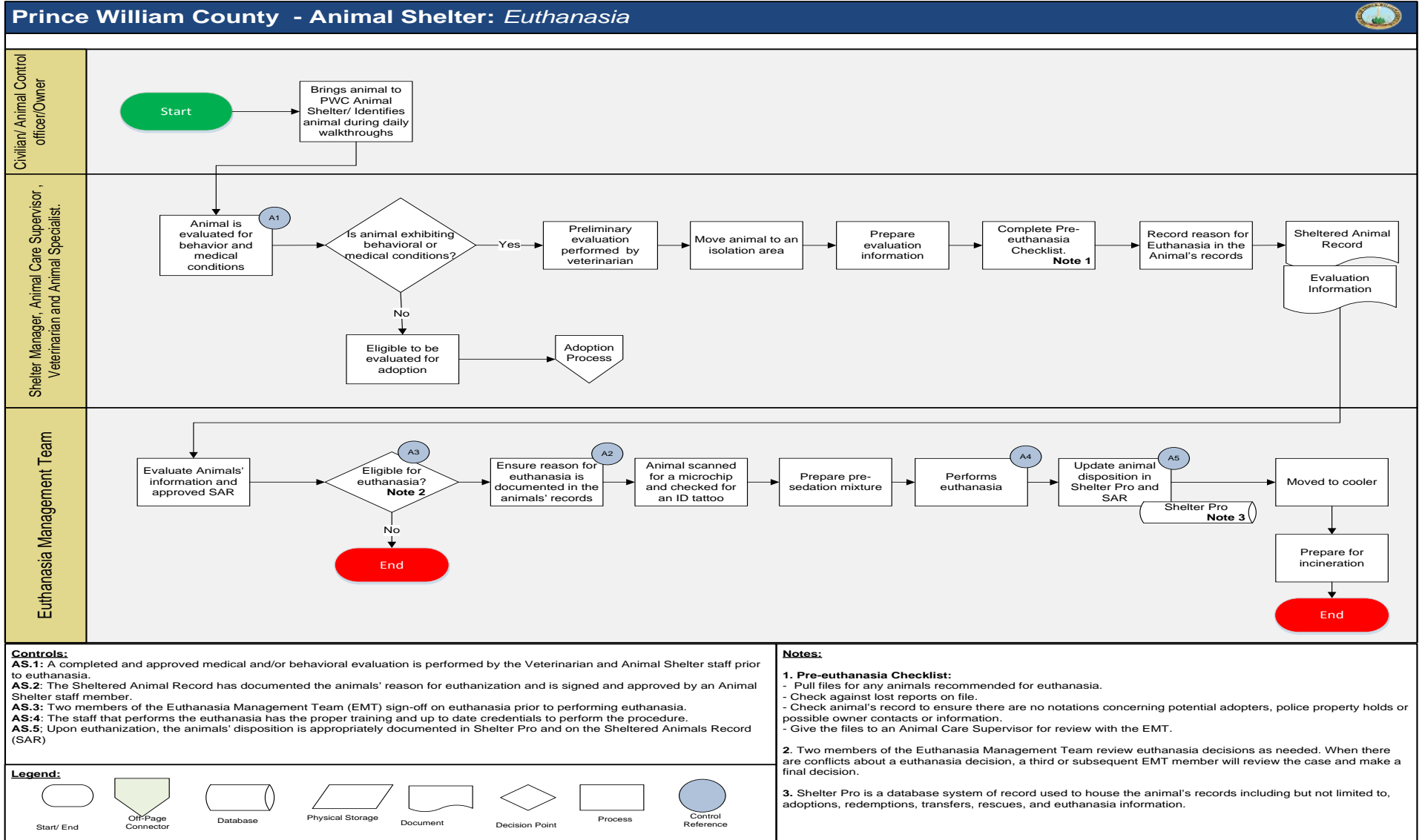


## PROCESS MAPS – CONTINUED





# PROCESS MAPS – CONTINUED





## APPENDIX A

### Animal Advisory Committee Overview & Questions

During our review of the Animal Advisory Committee (“AAC”), with an objective of gaining an understanding of the committee and perceptions on operating effectiveness, we prepared a survey to all current AAC officers and members (11). The survey was conducted through an online application and all answers received were given anonymously. *Note: we received responses from 8 / 11 of the members surveyed.*

Through this survey we were able to understand perception of the committee from each of its members. The following areas were touched upon during the survey to include:

- Committee activity
- Mission and purpose
- Governance partnership/membership
- Committee organization
- Committee meetings
- Committee membership

To the right are the questions that were submitted to the Animal Advisory Committee members in the survey that was conducted. The response rankings are listed below.

#### **Response Rankings**

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

#### **A. Committee Activity**

1. The committee operates under a set of policies, procedures, and guidelines with which all members are familiar.
2. Each committee member is involved and has a valuable impact on the committee.
3. Nomination and appointment of committee members follow clearly established procedures using known criteria.
4. Newly elected committee members receive adequate orientation to their role and what is expected of them.
5. The committee follows its policy that defines term limits for committee officers.
6. The committee actively engages in discussion around significant issues.

#### **B. Mission and Purpose**

1. Statements of the organization’s mission are well-understood and supported by the committee.
2. Committee meeting presentations and discussions consistently reference the organization’s mission statement.
3. The committee evaluates the organization’s performance on a regular basis by comparing the stated mission to actual operational achievements.

#### **C. Governance Partnership/ Membership**

1. The committee periodically reviews, and is familiar with, the organization’s partnerships.
2. The committee reviews its own performance and measures its own effectiveness in governance work.

#### **D. Committee Organization**

1. Information provided by staff is adequate to ensure effective committee governance and decision-making.
2. All committees have adequate agendas and minutes for each meeting.

#### **E. Committee Meetings**

1. Committee meetings are frequent enough to ensure effective governance.
2. Committee meetings are long enough to accomplish the objectives.
3. Committee members fully and positively participate in discussions.
4. Committee meetings are well attended, with near full turnout at each meeting.
5. Each committee meeting includes an opportunity for learning about the organization’s activities.
6. The committee officers effectively and appropriately leads and facilitates the committee meetings and the policy and governance work of the committee.
7. Committee members receive meeting agendas and supporting materials in time for adequate advance review.

#### **F. Committee Membership**

1. The committee size is adequate to effectively govern the organization.
2. The committee has a range of talents, experience, and knowledge to accomplish its role.
3. The committee makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.



## APPENDIX A – CONTINUED

### Animal Advisory Committee Survey Results

<b>Q1: STATEMENTS OF THE ORGANIZATION’S MISSION ARE WELL-UNDERSTOOD AND SUPPORTED BY THE COMMITTEE.</b>		<b>Q2: COMMITTEE MEETING PRESENTATIONS AND DISCUSSIONS CONSISTENTLY REFERENCE THE ORGANIZATION’S MISSION STATEMENT.</b>		<b>Q3: THE COMMITTEE EVALUATES THE ORGANIZATION’S PERFORMANCE ON A REGULAR BASIS BY COMPARING THE STATED MISSION TO ACTUAL OPERATIONAL ACHIEVEMENTS.</b>	
Answer Choices	Responses	Answer Choices	Responses	Answer Choices	Responses
Strongly Disagree	25.00% 2	Strongly Disagree	37.50% 3	Strongly Disagree	50.00%
Disagree	37.50% 3	Disagree	12.50% 1	Disagree	12.50%
Neutral	12.50% 1	Neutral	25.00% 2	Neutral	37.50%
Agree	25.00% 2	Agree	25.00% 2	Agree	0.00%
Strongly Agree	0.00% 0	Strongly Agree	0.00% 0	Strongly Agree	0.00%
<b>Total</b>	<b>8</b>	<b>Total</b>	<b>8</b>	<b>Total</b>	



## APPENDIX A – CONTINUED

### Animal Advisory Committee Survey Results - continued

<b>Q4: THE COMMITTEE OPERATES UNDER A SET OF POLICIES, PROCEDURES, AND GUIDELINES WITH WHICH ALL MEMBERS ARE FAMILIAR.</b>	<b>Q5: EACH COMMITTEE MEMBER IS INVOLVED AND HAS A VALUABLE IMPACT ON THE COMMITTEE.</b>	<b>Q6: NOMINATION AND APPOINTMENT OF COMMITTEE MEMBERS FOLLOW CLEARLY ESTABLISHED PROCEDURES USING KNOWN CRITERIA.</b>																																										
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## APPENDIX A – CONTINUED

### Animal Advisory Committee Survey Results - continued

<b>Q7: NEWLY ELECTED COMMITTEE MEMBERS RECEIVE ADEQUATE ORIENTATION TO THEIR ROLE AND WHAT IS EXPECTED OF THEM.</b>	<b>Q8: THE COMMITTEE FOLLOWS ITS POLICY THAT DEFINES TERM LIMITS FOR COMMITTEE OFFICERS.</b>	<b>Q9: THE COMMITTEE ACTIVELY ENGAGES IN DISCUSSION AROUND SIGNIFICANT ISSUES.</b>																																																															
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## APPENDIX A – CONTINUED

### Animal Advisory Committee Survey Results - continued

<b>Q10: COMMITTEE MEETINGS ARE FREQUENT ENOUGH TO ENSURE EFFECTIVE GOVERNANCE.</b>	<b>Q11: COMMITTEE MEETINGS ARE LONG ENOUGH TO ACCOMPLISH THE OBJECTIVES.</b>	<b>Q12: COMMITTEE MEMBERS FULLY AND POSITIVELY PARTICIPATE IN DISCUSSIONS.</b>																																																															
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## APPENDIX A – CONTINUED

### Animal Advisory Committee Survey Results - continued

<b>Q13: COMMITTEE MEETINGS ARE WELL ATTENDED, WITH NEAR FULL TURNOUT AT EACH MEETING.</b>		<b>Q14: EACH COMMITTEE MEETING INCLUDES AN OPPORTUNITY FOR LEARNING ABOUT THE ORGANIZATION’S ACTIVITIES.</b>		<b>Q15: THE COMMITTEE OFFICERS EFFECTIVELY AND APPROPRIATELY LEADS AND FACILITATES THE COMMITTEE MEETINGS AND THE POLICY AND GOVERNANCE WORK OF THE COMMITTEE.</b>	
Answer Choices	Responses	Answer Choices	Responses	Answer Choices	Responses
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Neutral	25.00% 2	Neutral	50.00% 4	Neutral	25.00% 2
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Strongly Agree	0.00% 0	Strongly Agree	0.00% 0	Strongly Agree	0.00% 0
<b>Total</b>	<b>8</b>	<b>Total</b>	<b>8</b>	<b>Total</b>	<b>8</b>



## APPENDIX A – CONTINUED

### Animal Advisory Committee Survey Results - continued

<b>Q16: COMMITTEE MEMBERS RECEIVE MEETING AGENDAS AND SUPPORTING MATERIALS IN TIME FOR ADEQUATE ADVANCE REVIEW.</b>	<b>Q17: THE COMMITTEE SIZE IS ADEQUATE TO EFFECTIVELY GOVERN THE ORGANIZATION.</b>	<b>Q18: THE COMMITTEE HAS A RANGE OF TALENTS, EXPERIENCE, AND KNOWLEDGE TO ACCOMPLISH ITS ROLE.</b>																																																															
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## APPENDIX A – CONTINUED

### Animal Advisory Committee Survey Results - continued

<b>Q19: THE COMMITTEE MAKEUP IS DIVERSE WITH EXPERIENCE, SKILLS, ETHNICITY, GENDER, DENOMINATION, AND AGE GROUP.</b>	<b>Q20: INFORMATION PROVIDED BY STAFF IS ADEQUATE TO ENSURE EFFECTIVE COMMITTEE GOVERNANCE AND DECISION-MAKING.</b>	<b>Q21: ALL COMMITTEES HAVE ADEQUATE AGENDAS AND MINUTES FOR EACH MEETING.</b>																																										
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## APPENDIX A – CONTINUED

### Animal Advisory Committee Survey Results - continued

Q22: THE COMMITTEE PERIODICALLY REVIEWS, AND IS FAMILIAR WITH, THE ORGANIZATION'S PARTNERSHIPS.			Q23: THE COMMITTEE REVIEWS ITS OWN PERFORMANCE AND MEASURES ITS OWN EFFECTIVENESS IN GOVERNANCE WORK.		
Answer Choices	Responses		Answer Choices	Responses	
Strongly Disagree	14.29%	1	Strongly Disagree	42.86%	3
Disagree	28.57%	2	Disagree	14.29%	1
Neutral	57.14%	4	Neutral	28.57%	2
Agree	0.00%	0	Agree	14.29%	1
Strongly Agree	0.00%	0	Strongly Agree	0.00%	0
<b>Total</b>		<b>7</b>	<b>Total</b>		<b>7</b>



## APPENDIX B

### Adopter Survey Overview and Questions

During our review of the PWC Animal Shelter, with an objective of gaining an understanding of the shelter's customer experience and public opinion, we prepared a survey for a sample of 60 customers that had adopted an animal within a year of our assessment and received 10 responses. The survey was conducted through an online application and all answers received were given anonymously.

The following are the questions that were submitted to the adopters in the survey that was conducted:

1. If you visited/contacted the shelter to adopt a particular animal, how did you first hear about that animal?
2. What is your overall impression of PWC Animal Shelter based on this visit or contact?
3. Please tell us your overall impression of the Animal Shelter in each area. See image to the right for additional details.
4. How long did it take for staff or volunteers to assist you?
5. How satisfied were you with the length of time it took for you to go through their adoption process and take your pet home?
6. At the time of adoption, do you feel the shelter did their best to prepare you for pet ownership with useful information on such things as feeding and caring for a pet?
7. What suggestions do you have to improve the public's opinion of our shelter, if anything?
8. Would you recommend PWC Animal Shelter to friends and family who are interested in adopting a pet?

#### 5. Please tell us your overall impression of the Animal Shelter in each area

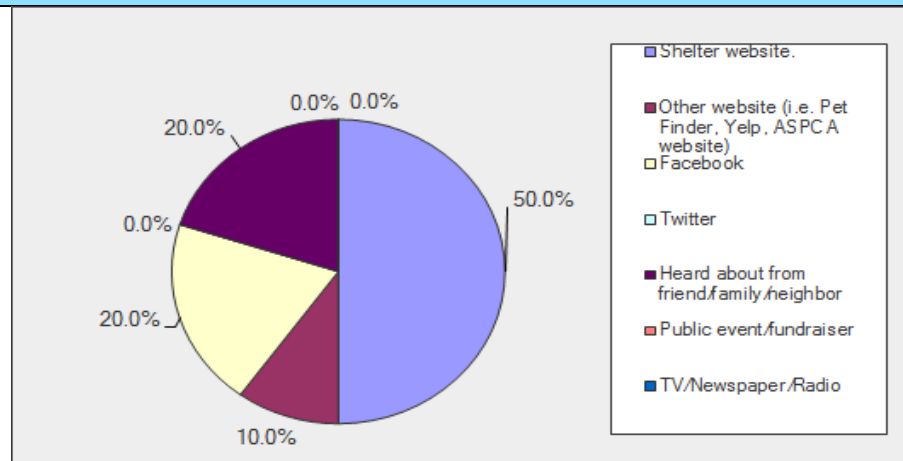
	Excellent	Meets expectations	Average	Needs improvement	Not at all acceptable
Clean facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of pets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adoption Fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helpful office staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helpful Animal Caretakers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helpful veterinary services staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly office staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly Animal Care Takers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly veterinary services staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledgeable office staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledgeable Animal Caretakers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledgeable veterinary services staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## APPENDIX B – CONTINUED

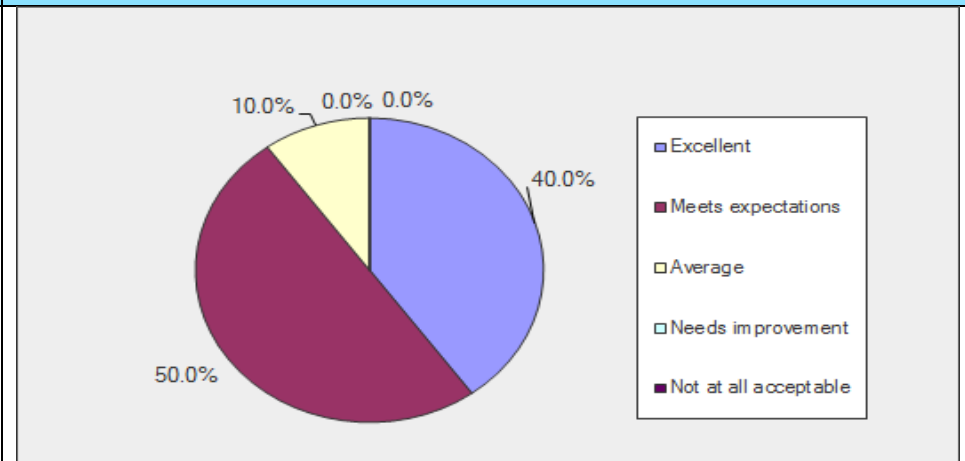
### Adopter Survey Results

**Q1: IF YOU VISITED/CONTACTED THE SHELTER TO ADOPT A PARTICULAR ANIMAL, HOW DID YOU FIRST HEAR ABOUT THAT ANIMAL?**



Answer Options	Response Percent	Response Count
Shelter website.	50.0%	5
Other website (i.e. Pet Finder, Yelp, ASPCA website)	10.0%	1
Facebook	20.0%	2
Twitter	0.0%	0
Heard about from friend/family/neighbor	20.0%	2
Public event/fundraiser	0.0%	0
TV/Newspaper/Radio	0.0%	0
Other (please specify)	0.0%	0
<b>answered question</b>		<b>10</b>

**Q2: WHAT IS YOUR OVERALL IMPRESSION OF PWC ANIMAL SHELTER BASED ON THIS VISIT OR CONTACT?**



Answer Options	Response Percent	Response Count
Excellent	40.0%	4
Meets expectations	50.0%	5
Average	10.0%	1
Needs improvement	0.0%	0
Not at all acceptable	0.0%	0
<b>answered question</b>		<b>10</b>





## APPENDIX B – CONTINUED

### Adopter Survey Results

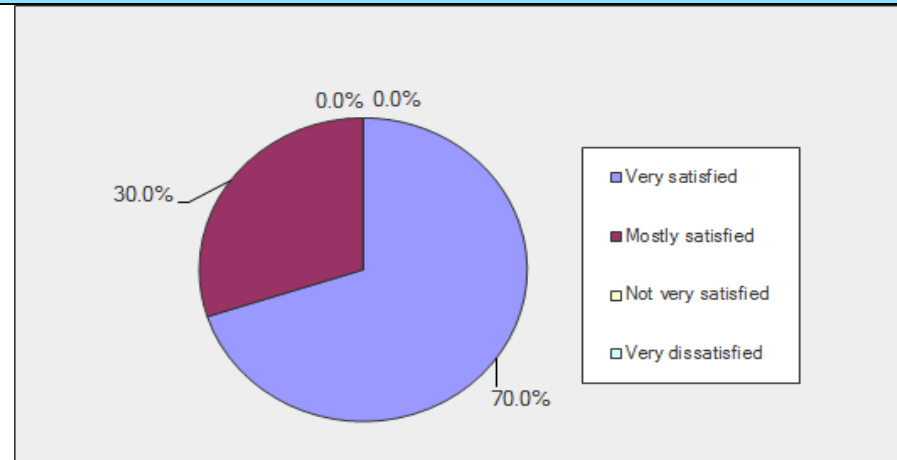
Q3: PLEASE TELL US YOUR OVERALL IMPRESSION OF THE ANIMAL SHELTER IN EACH AREA.						Q4: HOW LONG DID IT TAKE FOR STAFF OR VOLUNTEERS TO ASSIST YOU?					
Answer Options	Excellent	Meets expectations	Average	Needs improvement	Not at all acceptable	Answer Options	Immediately	5-15 min	15-30 mins	30+ min	Within 24 hours
Clean facilities	5	4	0	0	0	At the front desk	5	4	0	0	1
Availability of pets	4	5	1	0	0	In the animal areas	4	4	0	1	0
Public hours	1	7	1	0	0	On the phone	4	0	0	0	0
Adoption Fees	4	4	2	0	0	Through email	3	0	0	0	0
Helpful office staff	8	1	1	0	0						
Helpful Animal Caretakers	7	2	0	0	0						
Helpful veterinary services staff	6	1	2	0	0						
Friendly office staff	6	2	0	1	0						
Friendly Animal Care Takers	7	1	1	0	0						
Friendly veterinary services staff	6	1	2	0	0						
Knowledgeable office staff	6	2	1	0	0						
Knowledgeable Animal Caretakers	6	3	0	0	0						
Knowledgeable veterinary services	6	2	1	0	0						



## APPENDIX B – CONTINUED

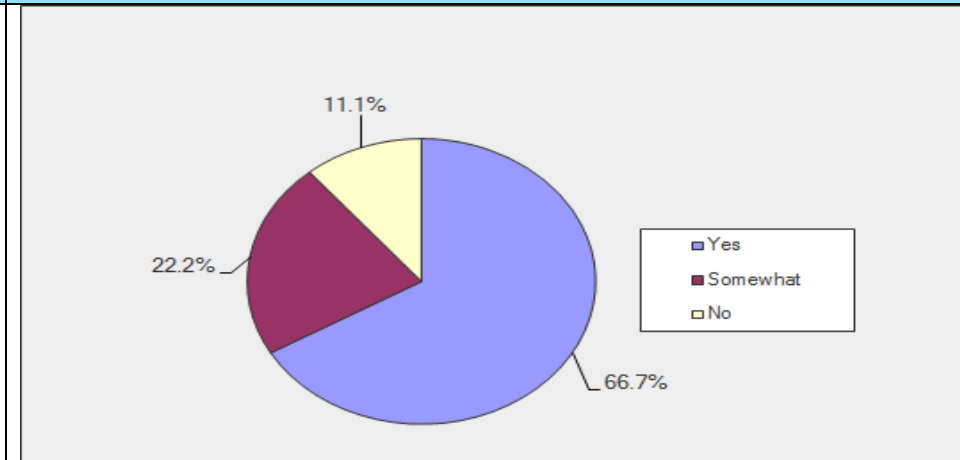
### Adopter Survey Results – continued

**Q5: HOW SATISFIED WERE YOU WITH THE LENGTH OF TIME IT TOOK FOR YOU TO GO THROUGH THEIR ADOPTION PROCESS AND TAKE YOUR PET HOME?**



Answer Options	Response Percent	Response Count
Very satisfied	70.0%	7
Mostly satisfied	30.0%	3
Not very satisfied	0.0%	0
Very dissatisfied	0.0%	0
<i>answered question</i>		<b>10</b>

**Q6: AT THE TIME OF ADOPTION, DO YOU FEEL THE SHELTER DID THEIR BEST TO PREPARE YOU FOR PET OWNERSHIP WITH USEFUL INFORMATION ON SUCH THINGS AS FEEDING AND CARING FOR A PET?**



Answer Options	Response Percent	Response Count
Yes	66.7%	6
Somewhat	22.2%	2
No	11.1%	1
<i>answered question</i>		<b>9</b>



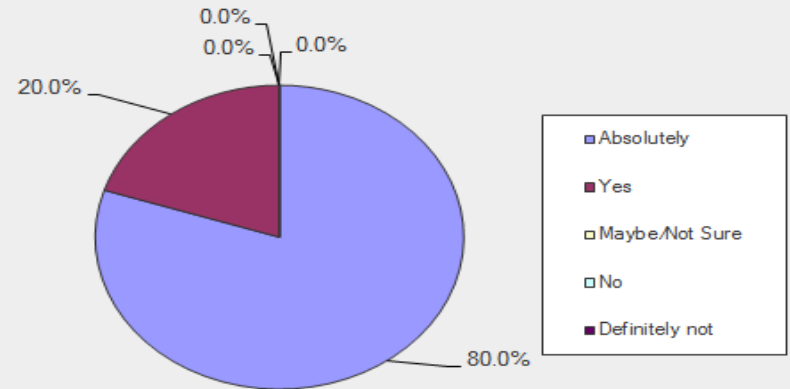
## APPENDIX B – CONTINUED

### Adopter Survey Results – contnued

#### Q7: WHAT SUGGESTIONS DO YOU HAVE TO IMPROVE THE PUBLIC'S OPINION OF OUR SHELTER, IF ANYTHING?

1. You need better paid staff in the front desk, the people there are helpful but very unmotivated. You need a better facility so all cats can be in display, and all dogs have run areas. Please allocate proper funding to the shelter, and you can turn it into a revenue producing facility for the county. Charge a feemin for entrance, charge a fee for dumping animals (other shelters do it), up the adoption fee to \$80. Nobody will care. Also, arrange better contractors for the adoptions neutering. Currently there, are 3 options only and they are too expensive. Peta is neutering very competently for \$15 each animal, why pay \$120 to the contractors? Make a partnership with them, lower the neutering fees and raise the for money adoptions so that the shelter has more income!
2. Why a week wait for abandoned scared pets?
3. Nice and friendly service. I'm happy

#### Q8: WOULD YOU RECOMMEND PWC ANIMAL SHELTER TO FRIENDS AND FAMILY WHO ARE INTERESTED IN ADOPTING A PET?



Answer Options	Response Percent	Response Count
Absolutely	80.0%	8
Yes	20.0%	2
Maybe/Not Sure	0.0%	0
No	0.0%	0
Definitely not	0.0%	0
<i>answered question</i>		<b>10</b>



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