

My name is Anthony, and I am a former Outreach Coordinator from Alachua County Animal Resources. After discussing my experiences at the shelter with current and former employees and learning how many staff have resigned recently, I, along with other technicians who have resigned recently, have decided to inform the Board of County Commissioners, the County Manager, and this community of why so many of us have departed and why more of us will continue to leave.

Based on prior experience, we fully anticipate that the County will respond to these concerns with a carefully worded, politically correct statement, likely written by AI as social media posts for the shelter now are, labeling me as a "disgruntled employees" and rushing to "defend the hardworking staff" rather than a substantive acknowledgment of the issues raised. Previous requests for an independent investigation or a safe way for staff and the community to report concerns have gone unanswered or have been dismissed without meaningful follow-up, demonstrating a pattern of institutional inaction. This approach appears to rely on the expectation that public attention will shift elsewhere, allowing unresolved problems to persist without accountability. Furthermore, Assistant County Manager and Acting Director of Alachua County Animal Resources Gina Peebles has explicitly stated that she does not consider public opinion in her decision-making processes and has acknowledged that public comments are intentionally not reviewed and that emails are, at times, not read, further reinforcing a culture resistant to transparency and public engagement. However, with years of extensive documentation and witness testimony, my hope is for meaningful dialog. I also want to state that this is not a list of concerns being written "disgruntled" employees. I enjoyed my time at the shelter and was planning on staying had life not forced me to move in a different direction. I loved seeing the animals each and every day. I do not write this to be a personal attack towards the staff, but to be informative and let everyone exactly what is going on.

Many other former and current staff members could all write separate letters highlighting our experience as employees, how staff is meticulously targeted for having genuine concerns regarding animal welfare, how it is known that experience and work ethic do not equate to promotions as is demonstrated in the facility currently, the microaggressions rampant throughout the building, how Gina Peebles refers to volunteers as "lynching ladies," but this is already well-known. How many employees have come forward about this abuse and toxicity over the years? How many times were we told "if it's not illegal, there is nothing that can be done?" Our focus right now, however, is on the animals and the conditions of the shelter.

The shelter has been without a veterinarian since August and without a director for just as long. While the veterinarian position was posted previously, the director position was not. This is widely speculated to be due to Gina Peebles allowing time for Brittany D'Azzo, the current Shelter Supervisor from Polk County, to slide into the role 6 months from her initial hire when she would be eligible for promotion. Staff raised concerns over alarming allegations coming out of Polk County (see the attached links to articles), but the response was not to disclose employment history because "the public did not need to know that." In front of community partners, who will confirm this, Brittany D'Azzo has defended Polk County, stating "it's a great shelter, just ignore the live release rate." Many of us predicted the trends in euthanasia, and our statistics at Alachua County support this prediction, but the tireless efforts to abandon Alachua County's no-kill resolution are only the beginning of our concerns.

<https://www.fox13news.com/news/animal-welfare-advocates-call-change-amidst-dog-overpopulation-euthanasia-crisis-polk-county>

<https://www.tampabay28.com/news/region-polk/viral-photos-of-living-conditions-for-cats-at-polk-county-animal-control-spark-debate>

<https://www.tampabay28.com/news/in-depth/polk-county-continues-to-rank-1-in-florida-for-shelter-animals-killed>

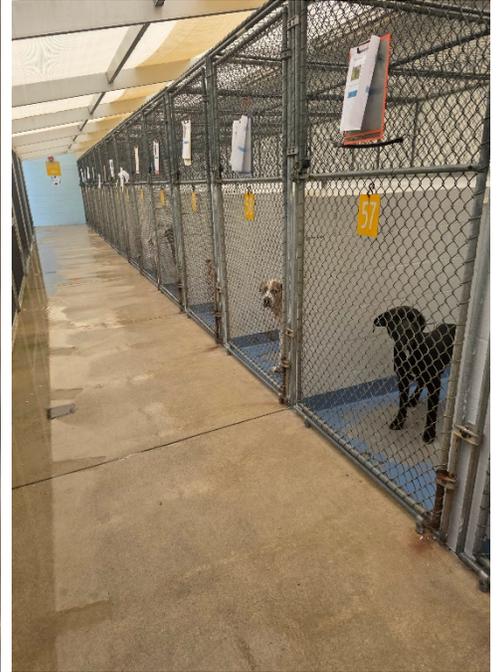
<https://www.tampabay28.com/news/region-polk/so-many-wont-make-it-out-alive-last-year-400-animals-died-polk-county-shelters-care-557-escaped>

It was determined by the Animal Welfare Advisory Committee that staff should get every dog out of the kennel every day. This took years to achieve, but the staff proved that with at least 3 technicians, it was more than possible to get dogs out every day. We can attest to this as we have all, individually, accomplished this goal. Since the previous director was terminated, dogs do NOT get out of kennels every day. This means dogs will sit for days at a time on concrete slabs. The current administration will tell you this is due to staffing issues, but we had more technicians than ever before. Yes, technicians have resigned recently, but we have resigned due to the conditions and lack of leadership present in the shelter. Still, there are more than enough staff members who can achieve the goal of every dog, every day, but there is no accountability. Select staff members are not required to lay hands on dogs, including long-tenured technicians. We have documented pictures of the whiteboard (a few examples below), videos, and witness testimony from volunteers and fosters who have witnessed staff sitting in the lobby for hours while dogs were overdue to get out of kennels.



Staff are also not required to clean kennels outside of morning resets. Anyone who visits the shelter can witness piles of feces in every kennel, drains that have not been cleaned in weeks, resulting in standing water in the kennels with the dogs, play yards that have not been cleaned in months. The new turf that was installed is NOT cleaned on a daily, weekly, or even monthly basis. The concrete puppy yard is not cleaned between litters of puppies. Paint scrapers are commonly used to scrape bedding off cat kennels after new blankets are tossed atop old ones. Dogs are left with open wounds in urine and feces-slathered kennels. The new shade covers do not provide protection from rain, so dogs will be locked outside, standing in freezing rain as has been documented over the last two months. A cat room was turned into makeshift dog housing with dogs shoved in tiny kennels. Bowls and kiddie pools riddled with algae can be found throughout the facility. Moldy food bowls will be left in kennels for days at a time. Shutdowns are often not completed properly, resulting in doors and kennels being left open. We will allow pictures to speak for themselves, and we have **hundreds** of additional images we stand ready to provide.





The pest infestation is still ongoing. Despite insulation being removed, there is still daily evidence of rat infestation in the kennels. The answer of having more cats "RTFed to the shelter" is frequently suggested, but numerous cats have died on the shelter's property. Cats have been mauled and killed by shelter dogs on several occasions (a former volunteer

witnessed this firsthand), cats have dropped dead mysteriously, cats lose weight, become ill, and are quietly disposed of. Two "jungle cats" from a previous case were released on the shelter property with zero regard for native wildlife or their own wellbeing. Former staff members have documented rats present in the medical suites, break room, and in the ceiling over offices.

Upper respiratory infections, parvovirus, panleukemia have all spread through the shelter multiple times over the last 6 months. While cleaning protocols certainly contribute to this, Brittany D'Azzo also tasked Kyle Fehl the "shift lead," a position that does not technically exist but provides out-of-class pay - a loophole to promote an individual who was not eligible for promotion - with managing population, leading to litters of unvaccinated kittens and puppies being combined without being tested for infectious diseases and as many as 6 medium/large dogs and 20 small dogs/puppies being combined in kennels. To no surprise, parvovirus has become common in the kennels, even being documented in an adult dog, due to mismanagement of population, cleaning protocols (or lack thereof) and the failure for animals to receive timely medical care. One technician resigned as a due to this individual's promotion.

January 30 11:10 AM

December 2, 2025 5:22 PM

Mae Maurer

MM Heads up. Cat room 1 is being quarantined. Pankluek

📍 📍

Michael Lauterer

ML D87 had a massive amount of blood in kennel and just tested very strong pos for parvo

I can put him in ub with the others

Brittany M. D'Azzo

BD The ones in UB were negative and can move out

Michael Lauterer

ML Ok, He is going to be placed in UB12 away from everyone else.

January 30 1:56 PM

← **Kennel Updates For...** 18 participants

[A0059541638](#) Display C46
[A0055871774](#) Colony 2 C59

October 22, 2025 11:59 AM

Michael Lauterer

ML Hey everyone, cat room two is going to be quarantined again for a week. The kittens that will be staying in room 2 under quarantin are evie 59304609 and momo 59445335 in c50, River 55871774 in c59, Fiona 59451773 in c40, midnight 59451797 in c42 and rolo 59541646 sasha 59541644 boo 59437176 cesar 59541639 and punky 59541638 in c45. Scott 59333071 and pickles 59333061 are in sc5 right now and will need to move into cat room two

everyone else in cat room 2 can move out. Any cats that break with URI need to have their mouth examined. If it looks like something unusual then bring it to medicals attention on the vet check lists and we will check it out and let you know if they need to move into room two

October 22, 2025 12:02 PM

Michael Lauterer

ML Just so everyone knows, cat room two is going to be under quarantine for a week starting today. No new cats can be placed in this room unless medical or a supervisor has approved please

Melissa Baker

got it so fill it up haha

October 22, 2025 5:26 PM

Ashley Carter

I need a kennel

Type a message 📍 📍 📍

← **Kennel Updates For...** 18 participants

now have cage cards. Please let me know if I missed anyone. Colony 2 will get their...

C46 stillneed kennel cards.

Skye A. Barkley

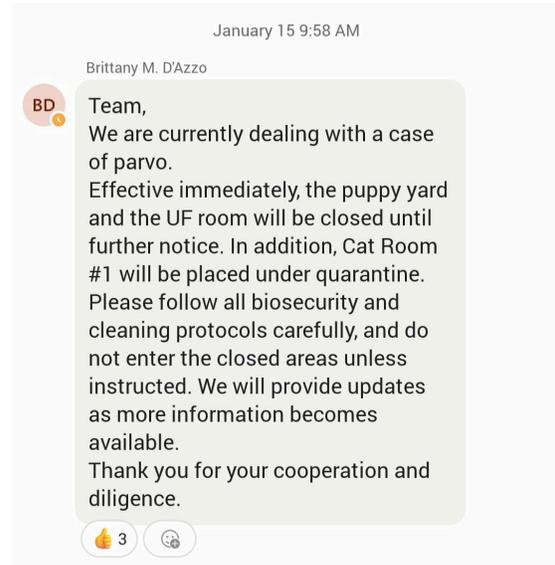
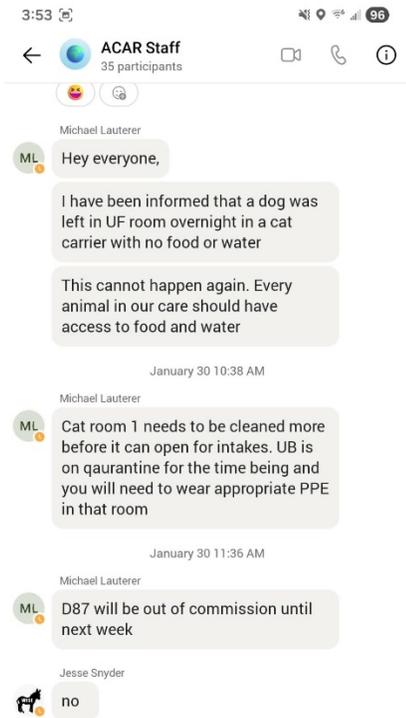
The two dogs in D002 are fighting each other. I didn't see any opens wounds but this isn't the first time they've done this. An officer saw and broke them up on Wednesday. I had to band on the kennel door while yelling to get their attention. One was whining while the other was biting on it's throat

Kyle Fehl

KF Skye A. The two dogs in D002 are fighting each other. I didn't see any opens wounds but this isn't the first time they've done this. An officer saw and broke them up on Wednesday. I had to band...

No worries, will find our friends alternative addresses. Ty!

👍 📍



An alarming change is the inability to provide water for the animals. At any given time, you can walk the kennels and find animals with bone-dry bowls despite having this full-time shift lead and a Shelter Supervisor. We have **hundreds** of timestamped pictures showing water bowls remaining empty, littered with rat feces or other excrements, hours and even days apart. We also have proof of animals being forgotten in carriers overnight, being left in play yards overnight by the shift lead, being left with no access to food or water, offenses we would charge members of our community with are permitted in the shelter, so long as the perpetrator remains in support of the shelter leadership. (see County Ordinance Section 72.10, Florida Statute 828.13)



With all of this being said, you would believe the goal of the leadership team would be to get animals out as quickly as possible, but time and time again, animals are held behind or accepted to buffer statistics. When puppies arrived following an abandonment, Gina Peebles refused to allow staff to send these puppies to a rescue, stating "we already made a social media video about them" as the reason. These puppies would later be combined with parvo positive puppies in a kennel and left to wait days longer for adopters. Because there is no veterinarian, surgeries are being outsourced, and animals are being sent foster-to-adopt for weeks or months at a time. These puppies could have been granted access to immediate veterinary care and foster homes, but instead, they were exposed to parvovirus and left to wait in a county shelter before leaving to foster, wasting resources that could have been used for other animals. Several of these puppies are now missing in foster care with the staff being unable to reach their foster homes. Brittany D'Azzo assigned a new directive that officers would no longer assist in reclaiming ACAR animals when fosters become inaccessible. The outcome "lost" was removed as an option for transferring animals out of the system. Gina Peebles instructed staff to process all missing animals out as adoptions to boost the live release rate. This included a heartworm positive dog, but staff refused to process this adoption and insisted on sending an officer out to facilitate this dog receiving treatment. Unfortunately, many unsterilized animals have already been processed out as adoptions. Given the county has told us the only thing that matters is "illegal activity," how is directing staff to knowingly violate ordinances permitted? (Section County Ordinance 72.30 (b). Also see Florida Statute 823.15)

The mismanagement of population and rescue relationships can also be true for two ferrets who were blocked from rescue transfer, so select staff could have "emotional support pets." We were tasked with caring for the ferrets, though animal care did not want them in the shelter, and there would be days in between the ferrets receiving handling despite a rescue having an open and loving home ready to receive them. Gina Peebles can claim she did not support this, but the ferrets knowingly remained in the shelter for many months. After months of requests, staff were eventually permitted to allow rescue placement following the termination of the previous director. This resulted in Gina Peebles making jokes, going so far as to buy "ferret gifts" for the staff during a Christmas party despite this being a sensitive topic with how long these animals suffered in the shelter's care.

The shelter has seen little to no parvovirus cases for many years until the change in leadership. On February 3rd, we found a puppy unresponsive in her kennel. This puppy had been monitored for signs of parvovirus for several days, being kept in a cat room without sufficient heat sources. The puppy received a negative parvovirus test result on January 28th, but despite her known exposure to other parvo puppies, the puppy was sent to Jacksonville in the back of a horse trailer with 40+ animals for spay surgery. Following the surgery, the puppy was placed in a kennel on the adoption floor and found unresponsive the following morning. The weather had dipped below freezing overnight, the puppy was left in a freezing kennel following surgery. The puppy did test positive for parvovirus and was euthanized. What of the puppy's littermate? That puppy was sent back to the owner as a reclaim. The owner was experiencing homelessness and did not have the means to provide veterinary care, yet that owner was given a puppy with confirmed exposure to parvovirus. This is also true for the puppies mentioned in the previous paragraph. Staff were told not to notify fosters of the parvovirus exposure at the shelter but instead told to process those puppies out as adoptions and leave the fosters responsible for sterilization and potential parvo treatment. Brittany D'Azzo blames the uptick of parvovirus on the conditions around GRACE Marketplace and the virus being rampant in the area. If this was true, why was the puppy sent back?

Select staff will attempt to blame medical failures on the lack of a veterinarian. This is certainly making the situation at ACAR much more dire, but there are failures that can be attributed to poor population management, lack of urgency, and lack of care. We have numerous examples, including:

- Gia the German Shepherd was found by a staff member on November 5th lateral in her kennel. It is unknown how long she was in this condition prior to being discovered by a staff member who does not work in the kennels or in the medical team. She was placed on a cart and wheeled to the medical area before CCVS was finally approved. It was too late. She was later euthanized. She was suffering for days before ultimately collapsing and not being discovered by the shift lead, Shelter Supervisor, Animal Care Staff, or even the Medical Staff that was tasked with monitoring her.



- Royal had suspicious masses removed and was being "monitored" while the results were pending. While medical euthanasia was likely to be her outcome, instead of being housed in a medical suite, she was left in a kennel on the main floor. We found her kennel covered in bloody vomit on the evening of November 30th. A staff member offered to bring her to CCVS but never received confirmation that this would be permitted (only Gina Peebles can approve emergency care). She was found dead in her kennel the following morning.



- Monkeybread had a vaginal prolapse. Even though staff received confirmation a local clinic could help, Brittany D'Azzo declined this offer, stating Monkeybread was "too aggressive to save." A veterinary technician, multiple staff members, and volunteers were able to handle this dog without issue. After the vaginal prolapse was discovered, a relief veterinarian offered to examine the dog the following morning. This offer was declined, and Monkeybread was euthanized 24 hours after the initial prolapse was reported, being left to suffer in a kennel. After we expressed concern that her behavior was not aggressive and may have been a result of pain, though we had never experienced aggression ourselves, Brittany D'Azzo changed the narrative, stating vaginal prolapses cannot be fixed. Staff were unable to secure rescue placement as there was not notice of her medical condition or the fact she was being euthanized until the decision had already been made.

- Liam the puppy was surrendered on February 4th by his previous adopter. He was examined, determined to have a blockage. He received exploratory surgery the following morning. On the morning of February 8th, Liam was found unable to stand in his kennel. He was responsive, blinking and wagging his tail, but he had not moved, there was no evidence of urine or feces, and he had not taken his medication from the day before. The technician who found him immediately began conversing with the medical staff and was provided with instructions for basic supportive care. A staff member contacted a local rescue begging for assistance to ensure this puppy received emergency care. The rescue agreed to take the puppy, the puppy was transported to C CVS, discovered to be septic, and humanely euthanized. Had this rescue not agreed to help, this puppy would have been left to suffer overnight.



Regarding medication, it is well known that the medical staff are not required to ensure animals receive their medication. There are technicians who will step into kennels to physically administer medication, but often, medication is dropped in paper bowls or meatballs and select staff will not wait to ensure the medication has been taken successfully. We have documentation of animals not receiving medication for days at a time with moldy meatballs and

pills being found scattered throughout the kennels. There is no medical staff required to be at the shelter on Sundays, leaving us to handle medication and medical emergencies.

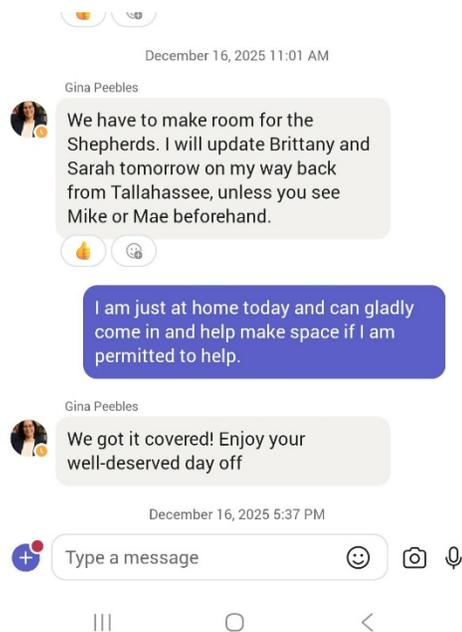
It is well-known that kittens in a county shelter are vulnerable and need to exit to foster homes as quickly as possible, which staff worked tirelessly to accomplish, even taking kittens home for days, weeks, months on end to prevent unnecessary euthanasia that many remaining staff members would go through with, but older, healthy kittens were entering the shelter only to die days later. The shift lead and Shelter Supervisor did not perform daily walkthroughs, leaving us to find deceased kittens often. 16 sickly kittens were moved to the outreach center by staff members who were concerned about the state of the kennels, and each of these kittens survived with basic care and monitoring. The shift lead observed this and began leaving carriers of kittens in the outreach center without approval, without adequate heat sources or food.

Animals are placed on the adoption floor with staff knowing how sickly they are, leaving adopters and rescues with the financial and emotional burden of providing medical care. There have been many documented instances of this from veterinary clinics and adopters (<https://www.wuft.org/animals/2025-11-17/in-the-emotional-world-of-animal-care-mixed-reviews-are-common-for-alachua-county-animal-resources>). Fosters are also often left paying out of pocket to ensure animals receive adequate medical care with Gina Peebles only approving up to \$500 for select cases, though "there is no longer money in the budget for afterhours emergencies."

Following a slate of dog euthanasia and after the realization that cats can be adopted quickly, Brittany D'Azzo and Gina Peebles pulled cats from Marion County Animal Services. This occurred while there were active upper respiratory infections and panleukemia cases in the shelter and while the front desk began turning away cats and kittens found within our own county. The shelter could have partnered with local organizations to prioritize Alachua County animals if the shelter was "desperate" for more adoptable cats, but instead, Gina Peebles and Brittany D'Azzo opted for discretion to quickly and quietly buffer the live release rate.

Despite their efforts to conceal dog euthanasia with live cat outcomes, the overall live release rate for 2025 fell below 90%. To no one's surprise, leadership quickly "fixed" the reports. Gina Peebles herself was weary of this but proceeded to report the "fixed" numbers. The website showed "inaccurate" statistics, but Mae Maurer provided the fixed numbers. ACAR was in collaboration with the Jacksonville Humane Society and Best Friends for well over a year, working to maximize live outcomes when appropriate to do so. Brittany D'Azzo resisted these efforts and has stated numerous times the shelter does not need assistance from outside organizations after questions were raised regarding the owner requested euthanasia. ACAR does not include these numbers in the final live release rates. This is why no signature is required; no contracts are made regarding this "service" at the shelter. While yes, the shelter sees true owner requested euthanasia cases, this label can also be used to conceal behavior euthanasia decisions.

When euthanasia is processed, a log is printed and signed by two supervisors, but it is the Department Director who has final authorization. You will only find the signatures of Gina Peebles, Brittany D'Azzo, and Mae Maurer on all euthanasia over the last 6 months, though an increasing number of euthanasia were being processed out as authorized by the one supervisor who would not sign off on these logs, including medical cases the supervisor and most technicians never laid hands on. This discovery of falsified reports is one of the many reasons this supervisor resigned.



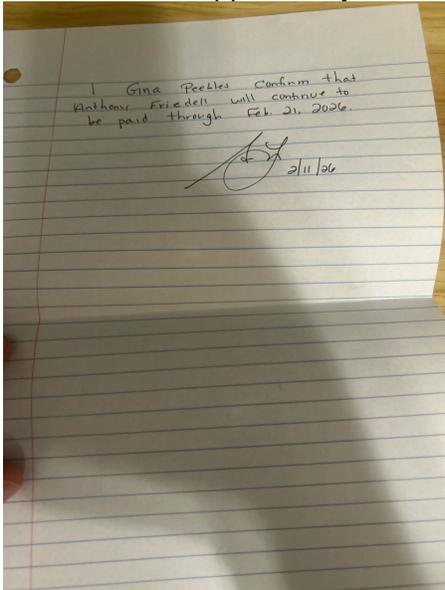
The volunteers and the community were rightfully outraged by unannounced euthanasia. Following the first round of emails to the BoCC, retaliation began. The outreach team was instructed to ban volunteers who spoke out from the volunteer program, and we were instructed not to speak to any of the long-term volunteers. Gina Peebles states, "we do not have to have volunteers. We can easily terminate them." We pushed back against this countless times and insisted regular volunteers would not be punished for exercising their rights and voicing concerns over their own shelter. Outreach never carried out the assigned bans on the "lynching ladies" but fear further attempts at silencing their concerns are inevitable. We have proof that the current administration will hide perceived negative comments on posts or restrict volunteers from commenting without notice or discussion, and there are already plans in place to make volunteering at the shelter less accessible.

Thankfully, at the BoCC meeting on January 27th following testimony from the "lynching ladies," a motion was made that required a member of the behavior team to be present for behavioral euthanasia discussion. This motion enraged Gina Peebles, and as predicted, retaliation followed. Gina insisted the outreach team's schedules were changed, so behavioral euthanasia could happen 7 days a week without formal discussion as opposed to ensuring adequate representation during regularly scheduled euthanasia meetings. When volunteers voiced concerns that the behavior team may have faced retaliation following the new directive, this was immediately dismissed without further investigation.

At the end of February, a euthanasia course was scheduled for staff to attend. With over 10 employees taking this course, this administration determined this course would be an ideal time to euthanize dogs and puppies from the previous dog fighting case. While many of these dogs could be justifiably euthanized due to behavioral concerns, what the leadership team will not tell you is that the County has had custody of these dogs for weeks. These dogs have been warehoused, allowed to remain in the conditions described previously, without human interaction knowing what their outcomes would be. As the shift lead was managing the population and determining which dogs and puppies would be cohoused, one of the puppies from this case was killed by its littermates overnight. This resulted in every puppy being separated and more than 15 kennels being unnecessarily held, kennel space that could have been used for incoming strays that were being turned away at the front desk. The instructor of the course has a non-profit, so these dogs would be processed out to him as transfers, thus not

negatively impacting the live release rate. Once this plan was discovered, several of us made the decision to resign and leave the shelter, acknowledging that we could not support unethical warehousing of animals for euthanasia. We also fear the current administration may add additional long-term dogs to this course to discreetly euthanize. Seeing that the shelter is refusing to engage in transparency over recent transfers, we fear the worst for many of these dogs.

When me and several other staff members resigned over the last several weeks, Gina Peebles refused to allow us to finish our two weeks and assist in the transition, choosing to immediately promote the "only technician who supports the administration." Gina Peebles only dismissed me herself in the form of a scribbled piece of scrap paper after I insisted on having the dismissal in writing. Gina Peebles would not speak to the other staff members directly, refusing to accept their resignations but tasking Mae Maurer with the dismissals. One employee had to walk through an active staff meeting on the way out, intentional timing to maximize humiliation. The following morning, another staff member who had resigned and was taking a scheduled day off had two animal control officers sent to their doorstep, demanding all county property be returned and threatened legal action. The officers spent several minutes in the parking lot, pacing around the complex, and pounding on the employee's door. This employee had been calling and emailing HR requesting to meet downtown, but instead of a response from HR to allow the county policy of offboarding to be followed, animal control officers were sent out to intimidate and harass this employee on the taxpayer's dime. Dismissing employees who were willing to finish out their two weeks to assist in the transition while the shelter was critically understaffed further demonstrates how personal the retaliation had become and has created terror for all of us who have stepped away from the shelter.



We have been present for many conversations regarding the budget at the shelter and the budget crisis Alachua County is heading towards. This is why Brittany D'Azzo ended the Hill's Science Diet agreement and moved forward with Tractor Supply food that the animals are not receiving adequate amounts of and why the second dispatch position has already been slashed. We have heard Gina Peebles and Brittany D'Azzo discuss a new shelter not being needed, and "why spend 30 million on a new building instead of 3 million on fixing up this building." We suspected forcing employees out of their positions may have been a way to justify slashing

vacancies to save money and may explain why staff were subject to harassment and hostility and why positions have not been reposted, but this community deserves transparency. It deserves the new shelter that has been promised for years with oversight by a team that has experience leading successful, progressive shelters.

We reported these concerns to Gina Peebles numerous times. These reports included concerns with our shift lead - dragging dogs, falsified behavior reports, dogs being combined in kennels with catastrophic results - but our reports did not result in disciplinary action or even further investigation. Instead, this individual was promoted and nominated for awards over long-tenured technicians. This resulted in one of us resigning and retaliation for those reporting, often in the form of unrelated write-ups soon after reports were made. The "employee advocate," Maureen Powell, had boasted about her relationship with Gina Peebles outside of work. This coupled with years of inaction surrounding the former director created a dynamic where staff could not safely escalate concerns.

We have attached only a fraction of the evidence we have accumulated from eight current and former staff members, each with their own recollections and evidence of the atrocities that have occurred at Alachua County Animal Resources, and more information will be coming forward as we stand ready to provide additional pictures, videos, and witness testimony from more volunteers, fosters, and employees, including supervisors. We gain nothing by coming forward now, only the hope that our testimony may finally drive needed reform, and animals will no longer continue to suffer due to the actions of Gina Peebles and those who blindly support her for personal gain.

We encourage other community members, volunteers, fosters, adopters, and previous/current staff members who have animal welfare concerns or have personal recollections of mistreatment at the shelter or cases being mismanaged to come forward. Please email bocc@alachuacounty.us. There is power in numbers. We encourage partners to consider how partnering with this organization reflects their mission statements and personal animal welfare beliefs. We know from extensive experience that this administration counts on the community "growing bored" and moving on from issues at the shelter, and the shelter will flaunt their relationships and weaponize any support to justify mistreatment of staff and animals. Your voices matter. Your experiences matter. The employees matter. The animals matter.

Our suggestions for immediate reform:

- Install cameras in every animal housing area of the shelter, including the UF Room, Cat Rooms, Medical Kennels, Outreach Center, hallways, office spaces, play yards. Anywhere dog testing, behavioral evaluations occur, there should be cameras to verify the behavior notes that are being recorded. The current administration has proven they will distort behavioral notes and post blatant lies in behavior cheat sheets, labeling dogs as dog, cat, and kid friendly without evidence to confirm these claims to "move dogs quickly." This is extremely dangerous for adopters, fosters, volunteers, and rescue partners, and the shelter needs to restore public trust.

- Record euthanasia meetings and publicly post animals in danger of euthanasia. At the very least, memos should be made detailing who made the decision, the reason the decision was made, and what efforts to prevent euthanasia have been made. The printed log with supervisor signatures should be uploaded to the animal's profile and accessible to validate the authorization.

- Independent investigation into euthanasia/death reports and medical records, at least over the last 6 months. This may require extremely thorough investigation to ensure records have not been manipulated, especially asilomar status. Establish a policy that asilomar status cannot be changed after an animal arrives. Many animals enter the shelter as "healthy," but this status will be changed months later to justify euthanasia and buffer statistics. From the ACAR website under the monthly statistics, every report states: "The Annual Live Release Rate does not include owner/guardian requested euthanasia which were unhealthy & untreatable and dogs and cats that died or were lost in the shelter/care."

- Establish formal procedures for owner requested euthanasia. This should include a signed form with the owner providing consent for this service.

- Ensure phone calls are recorded. Both dispatch and front desk have advised the community to dump found animals back where they were found. There have been hundreds, if not thousands of complaints from citizens about this, and we can verify that animals are still being turned away daily, even if finders and owners threaten to harm animals in the lobby. You can even find proof of this in Google reviews.

- Provide a safe method for staff and volunteers to report animal welfare concerns without retaliation. A feedback form on the website had been teased previously and was going to be brought to the attention of AWAC members before the project was halted. These concerns should not exclusively be reported to Gina Peebles but accessible to the BoCC and County Manager as Gina Peebles has proven to retaliate when volunteers and staff members have attempted to report concerns previously.

- Re-establish the County's stance on maintaining no-kill status. Understand the current administration will manipulate cat intakes/outcomes to offset dog euthanasia. Does no-kill status only apply to cats?

- Re-establish the County's stance on censorship. Is any volunteer who brings genuine animal welfare concerns into conversation subject to removal? Is the county permitted to hide comments on posts, limit volunteers' ability to make comments, and use AI responses to their concerns?

- Disallow utilizing animal control officers to harass and intimidate employees. While our focus is currently on the animals and the conditions of the shelter, the treatment of staff at the shelter will be a later focus. In the meantime, no employee working for this county should be subject to the embarrassment, blatant retaliation, and cruelty we have endured.

- Prioritize hiring a director with experience managing a progressive shelter or rescue. Listen to what your community is requesting. Prioritize your community and not personal agendas. Rely on assistance from outside experts in animal welfare to assist in the decision making process to select a candidate.

We fully anticipate further retaliation for coming forward now, and truthfully, this fear has kept many employees from coming forward over the years, but we can no longer be silent. Many of us intend on coming forward with our names and additional documentation and testimony. We look forward to continuing this conversation and hope to do so in a safe, productive manner.