

Stephanie Marchman | stephanie.marchman@gray-robinson.com | D 352.283.1522
643 SW 4th Avenue, Suite 110, Gainesville, Florida 32601 | T 352.376.6400 | F 352.376.6484

TO: Sylvia E. Torres, County Attorney, Alachua County
FROM: Stephanie Marchman, Attorney at Law, GrayRobinson, P.A.
DATE: July 1, 2026
SUBJECT: Investigation Report and Findings regarding Alachua County Animal Resources Department Whistle-Blower Complaint

I was engaged by Alachua County (“County”) on March 11, 2026 to conduct an independent investigation into a complaint purportedly authored by former Outreach Coordinator for Alachua County Animal Resources, Anthony Friedell (“Complaint”). This investigative report summarizes the Complaint, as well as my investigation, findings, and recommended actions for the County’s consideration.

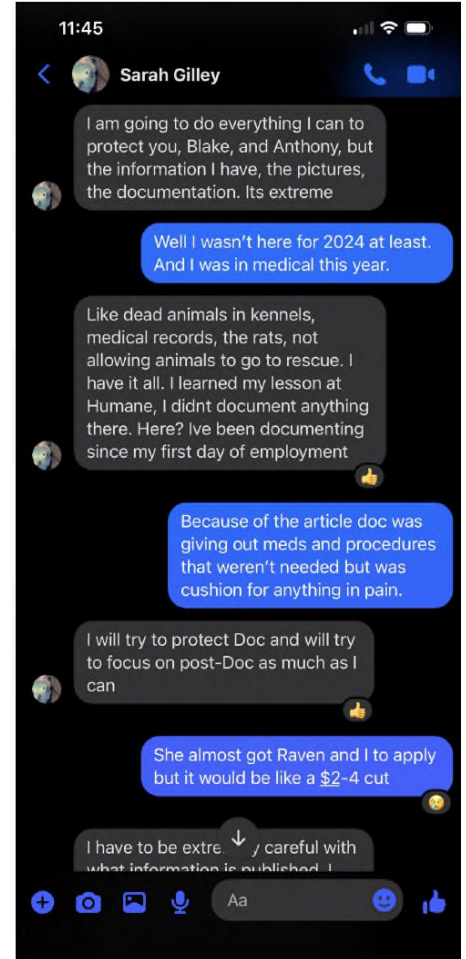
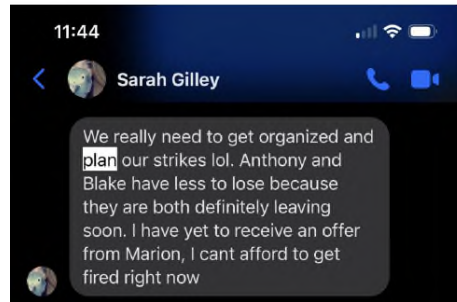
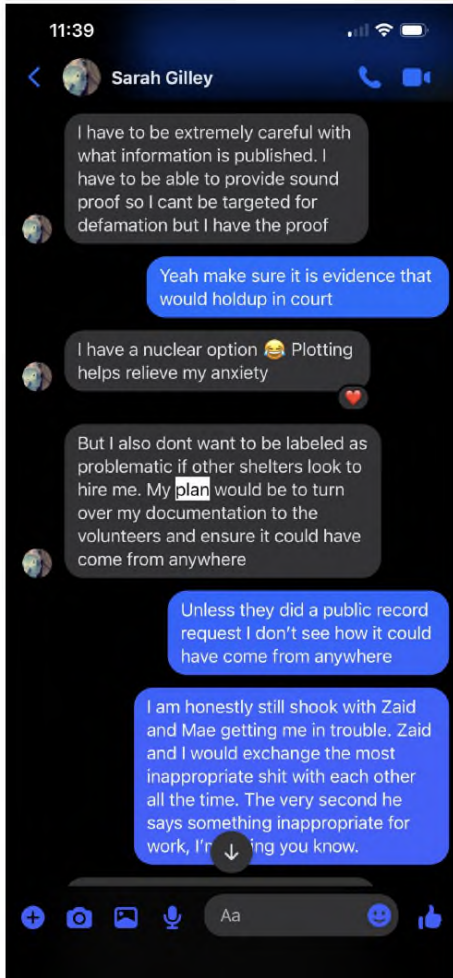
I. Summary of Complaint:

A 15-page single-spaced Complaint was sent from the email address fortheanimals37@yahoo.com to the Board of County Commissioners and County Manager on March 2, 2026, and included numerous photos of animals and conditions allegedly taken at the County’s animal shelter.

At the outset, the Complaint states: “My name is Anthony, and I am a former Outreach Coordinator from Alachua County Resources.” The County’s personnel records reflect that Anthony Friedell resigned from his position as Outreach Coordinator with the County on February 7, 2026. Despite numerous attempts to contact Mr. Friedell at the above-referenced email address and through his contact information on file with the County, Mr. Friedell did not respond.¹ Accordingly, he did not participate in this investigation or confirm that he authored the Complaint.

Numerous witnesses interviewed during this investigation stated that they believed Sarah Gilley, a former Outreach Program Supervisor with Alachua County Animal Resources who worked closely with Mr. Friedell and resigned the same day as Mr. Friedell, actually authored the Complaint. This is because Ms. Gilley was a creative writer and outspoken, whereas Mr. Friedell was quiet. Additionally, the Complaint states on page 10 “[t]his discovery of falsified reports is one of the many reasons *this supervisor* resigned.” (emphasis added). Mr. Friedell was not a supervisor, but Ms. Gilley was. Finally, text messages between Ms. Gilley and her co-worker demonstrate that Ms. Gilley had documented conditions at the animal shelter throughout her employment with the County, which began on June 13, 2022, and that she was “plotting” a “nuclear option” for after she left the County:

¹ I had no subpoena authority during this administrative investigation, therefore I could not compel witnesses not employed by the County to participate in this investigation. All County employees requested to be interviewed fully cooperated in this investigation by participating in interviews and providing any records requested.



In terms of “doing everything [she] can to protect . . . Blake and Anthony”, it is relevant that Ms. Gilley, Mr. Friedell, and Blake Jacoby were the Outreach team for Alachua County Animal Resources and all resigned from the County at about the same time, with Ms. Gilley and Mr. Friedell resigning on February 7, 2026, and Mr. Jacoby resigning on February 9, 2026, approximately 3 weeks before the Complaint was filed. Mr. Jacoby participated in an investigative interview, but he denied authoring the Complaint or having any knowledge of who authored the Complaint. It should be noted that Mr. Jacoby’s statements are not credible because he also stated in his interview that Alachua County Animal Resources staff should have continued to have access to ACAR’s Volunteers and Fosters Facebook account after he resigned and that he did not ban anyone from using the account, but the Facebook activity log for the account clearly shows that he banned County staff two days after he resigned, which prevented any current County employee from communicating with volunteers and fosters who are critical to the functioning of the shelter.²

-  Blake Jacoby banned Kyle Fehl from the group.
Feb 11, 2026, 4:40 PM
-  Blake Jacoby banned Kyle Fehl from the group.
Feb 11, 2026, 4:40 PM
-  Blake Jacoby declined Kyle Fehl's request to join the group.
Feb 11, 2026, 4:40 PM

² After Mr. Jacoby’s interview, I followed up with him using the same email we used for his interview and stated: “When we met with you, you stated that you did not block anyone from the ACAR Facebook page. However, the attachments show otherwise. Can you please explain the discrepancy between your statement and the attachments?” Mr. Jacoby did not respond.

Based on the foregoing, the Complaint appears to be authored by Ms. Gilley, who was also contacted numerous times through her contact information on file with the County, but did not respond or otherwise participate in this investigation.

In terms of the allegations in the Complaint, they generally raise concerns with respect to the substandard conditions of the County's animal shelter, the mistreatment of animals at the County's animal shelter, mismanagement of the County's animal shelter, and management "fixing" the County's animal shelter statistics. The specific allegations in the Complaint are detailed below in the findings section of this report.

II. Investigation Procedure

Given the allegations in the Complaint, the Whistle-Blower procedures in Sections 23.30 and 23.31 of the Alachua County Code of Ordinances are implicated. In relevant part, Section 23.30(b) provides:

Employees or other persons who have information concerning the following categories are required to disclose that information to either the county manager or the county attorney:

(1) Any violation or suspected violation of any federal, state, or local law, rule or regulation committed by an employee or agent of an agency or independent contractor which creates and presents a substantial and specific danger to the public's health, safety, or welfare; or

(2) Any act or suspected act of gross mismanagement, malfeasance, misfeasance, gross waste of public funds, suspected or actual Medicaid fraud or abuse, or gross neglect of duty committed by an employee or agent of an agency or independent contractor.

Section 23.31(b) further provides:

The level of formality and documentation of any investigation of disclosures made may vary depending on the nature and severity of the disclosure. In any event, the chair and members of the board should be kept updated as appropriate on the progress of any investigation. Investigations shall be completed within 90 days of disclosure. If due to the nature of the disclosure or other extenuating circumstances, additional time is necessary, the county manager or county attorney shall seek approval from the chair with subsequent notice to all other members of the board of the granted extension and rational for the necessary additional time.

To properly investigate the allegations in this case, it was necessary to engage a neutral standard of care expert in the field of shelter medicine. Dr. Dallas Riley, a veterinarian and clinical instructor with the shelter medicine service at Mississippi State University's College of Veterinary Medicine served as the neutral standard of care expert in this case. Dr. Riley does hold a Graduate Certificate of Shelter Medicine from the University of Florida's online distance learning program, but she never visited Alachua County or its shelter prior to this investigation, nor did she study Alachua County's animal shelter as part of her program or have any knowledge of the complainants or witnesses in this case before this investigation. Accordingly, she has no conflict of interest as it relates to serving as a neutral standard of care expert in this case. Dr. Riley was involved with this investigation at every step, including conducting a site visit of the County's animal shelter on May 6, 2026, interviewing witnesses, reviewing documents obtained in the course of the investigation, and contributing to and concurring with the findings and recommendations in this report.

I am a Florida Bar board certified labor and employment lawyer with two decades of experience in representing employers, conducting workplace investigations, and serving as general counsel to public and private entities. I was engaged by the County Attorney to serve as a neutral investigator in this case. In terms of neutrality,

before beginning this investigation, I do not believe I met any of the witnesses interviewed in this case except for Gina Peebles, who I interviewed as part of a prior investigation I conducted for the County. I also do not believe I have ever met Mr. Friedell or Ms. Gilley. I have no personal relationships with any of the complainants or witnesses involved in this case, nor did I have any personal knowledge of the concerns raised in the Complaint prior to beginning this investigation.

The following is a summary of information³ reviewed and considered in this investigation:

1. Complaint
2. County Ordinance Sections 23.30, 23.31, and Chapter 72
3. County Resolution 01-125
4. Chapter 828, Florida Statutes
5. Alachua County Animal Resources Operating Procedures and Policies (including volunteer policy and recent consultant feedback on same)
6. County Compensation by Status Type Procedure, EP 5-4 (contains out of class pay provision)
7. The Association of Shelter Veterinarians' Guidelines for Standards of Care in Animal Shelters
8. US Department of Agriculture Animal and Plant Health Inspection Service (USDA APHIS) Minimum Space Requirements for Dogs
9. Purdue University Extension publication "Promoting the Welfare of Kennelled Dogs: Space Allocations and Exercise"
10. County Draft Population Management Procedure
11. County Pathway Planning Rubric
12. County Foster Handbook
13. Alachua County Animal Resources Organization chart and staff list
14. List of employees who resigned from ACAR since January 1, 2025
15. Personnel files for Brittany D'Azzo, Anthony Friedell, Sarah Gilley, Blake Jacoby, and Kyle Fehl (including documentation related to terminations/resignations as applicable)
16. Alachua County Animal Resources staff group messages for the last 6 months
17. ACAR Volunteers and Fosters Facebook Activity Log
18. Asilomar monthly data for 2026, 2025, and 2024
19. Euthanasia final authorizations within six months of receipt of the Complaint
20. Euthanasia Form
21. Euthanasia Controlled Substance Report for 10/21/2025 to 3/31/2026
22. Euthanasia course materials and attendance log for course in February 2026
23. Euthanasia Pathway Flow Chart
24. Hill's Science Diet agreement, Tractor Supply agreement, and documentation regarding amounts ordered and used in 2025 and 2026
25. Kennel Tech Assignment Sheets
26. Records regarding animals referenced in the Complaint and during interviews
27. Risk internal assessment of ACAR issued in January 2024
28. Sarah Gilley Text Messages
29. Emails and social media posts regarding Brittany D'Azzo and Gina Peebles
30. Various records provided by witnesses, including Brittany D'Azzo, Gina Peebles, Pamela Blasetti, Melissa Wokasch, Patricia Antonucci, Chris Duetsch, and Mae Maurer

³ Thousands of records were received during the course of this investigation – not every record is listed here. This is simply a summary of information received and considered.

As part of this investigation, the following individuals voluntarily participated in investigative interviews (listed in order of interviews):⁴

1. Rebecca Guthrie, Animal Control Officer
2. Melissa Baker, Animal Control Officer
3. Brittany D’Azzo, Supervisor
4. Mae Maurer, Administrative Coordinator
5. Kyle Fehl, Lead Kennel Technician
6. Michael Lauterer, Lead Veterinary Technician
7. Skye Barkley, Senior Office Assistant (serves as Foster and Volunteer Coordinator)
8. Maureen Powell, Employee and Labor Relations Manager
9. Ori Bly, Senior Office Assistant/Lead Worker
10. Gina Peebles, Assistant County Manager/Chief of Staff/Interim Alachua County Animal Resources Director
11. Pamela Blasetti, Concerned Citizen/Former Alachua County Animal Resources Volunteer
12. Melissa Wokash, Concerned Citizen/Alachua County Animal Resources Volunteer
13. Catherine McGuire, All Paws Pet Kennel Foster and Adoption Coordinator
14. Chris Deutsch, Concerned Citizen/Alachua County Animal Resources Volunteer
15. Patricia Antonucci, Concerned Citizen/Alachua County Animal Resources Volunteer
16. Ashley Carter, Animal Control Officer
17. Blake Jacoby, Former Rescue and Behavioral Coordinator
18. Matthew Goode, Concerned Citizen/Alachua County Animal Resources Volunteer
19. Dr. Amber Emanuel, Concerned Citizen

The issuance of this report is timely, as I obtained an extension of 30 days to complete this investigation because it took approximately one month to identify and engage a neutral standard of care expert to assist with this investigation, and due to the substantial volume of allegations, records, and witnesses in this case.

III. Background and Findings:

A. Background

Alachua County Animal Resources (“ACAR”) provides animal control, shelter and care for stray/unwanted animals awaiting adoption, and animal services to the public, including pet adoption and fostering, spay/neuter surgery for animals that have been adopted from ACAR, acceptance of owner surrendered animals, medically necessary euthanasia, pet license tags, microchipping, and assistance with finding lost animals. ACAR is a 24/7 operation.

ACAR’s facility is currently located at 3400 NE 53rd Avenue, Gainesville, Florida 32609, and includes 112 regular dog kennels and space for over 200 cats, as well as kennels for “case dogs”, 6 turf play areas, a “kitten cabana” for kittens and their mothers, a stray cat holding room, staff offices, a medical examination room, dish washing, laundry, enrichment rooms, and storage. The facility has varied animal housing spaces. A guillotine dog kennel system – a kennel that provides an outdoor space and an indoor space separated by a sliding guillotine door – is provided for all healthy dogs. Cinderblock walled and Shoreline stainless steel kennels are

⁴ It should be noted that several individuals participated in follow up interviews. Additionally, all current ACAR staff were offered the opportunity to be interviewed as part of this investigation. Those who volunteered to be interviewed were interviewed. We also requested to interview ACAR staff members who we believed may have personal knowledge of the allegations in the Complaint.

utilized for dogs being housed for medical concerns. Cat housing is comprised of mixed Shoreline stainless steel kennels, porthole system kennels, and large group housing spaces.

ACAR is a “no-kill shelter”, meaning it does not euthanize animals for space. ACAR uses the Asilomar Accords characterization for pathway planning of animals and evaluation of their live release rate. ACAR does euthanize animals if directed by the Court (“case animals” or “case dogs”), if medically necessary, or for behavior concerns. According to witness statements, ACAR endeavors to meet a 90% live release rate, but ACAR staff feel comfortable to fall below this number if that is what is best for the animal.

The former ACAR Director, Julie Johnson, was terminated from her employment with the County on August 25, 2025, and Assistant County Manager/Chief of Staff Gina Peebles was assigned to serve as Acting ACAR Director. Ms. Peebles requested removal from this assignment on April 27, 2026, and then various Assistant County Managers and Directors rotated to oversee ACAR. On May 16, 2026, Dianne Sauve began serving as ACAR’s Interim Director. To date, the County has been unsuccessful in its efforts to secure a new, permanent ACAR Director.

ACAR has budgeted 12 full-time and two part-time kennel technicians to clean kennels and care for the animals in ACAR’s custody, but only 8 of those positions were filled as of May 6, 2026. A new full-time veterinarian began employment with ACAR on May 11, 2026, after ACAR’s prior veterinarian resigned on July 18, 2025, with an effective date of August 15, 2025. Between August 2025 and May 2026, local veterinarians provided care to the animals in ACAR’s custody, as did ACAR’s 4 veterinary technicians on staff. Brittany D’Azzo was hired to serve as the Kennel Supervisor at ACAR on June 16, 2025. On October 20, 2025, Ms. Peebles assigned both shelter and animal control supervision to Ms. D’Azzo.

B. General Findings

While the allegations in the Complaint are deeply concerning, the evidence gathered during this investigation demonstrates there is no need for the Board of County Commissioners, County management, County employees, or members of the public to be deeply concerned about the condition or management of ACAR. It was apparent from our witness interviews, which included members of the public, volunteers, staff, and management, that they all intensely care for the animals in the County’s custody. Further, based on our site visit, witness interviews, and records obtained and reviewed in this investigation, we find that the current condition and management of ACAR appears to be sound and reasonable. Indeed, ACAR has resources and programs not commonly found in many southern animal shelters. Examples of these are true separate housing spaces for medical isolation, on-site medical facilities with trained veterinary staff, and inclusion of a credentialed on-staff behaviorist.

We find it extremely unfortunate that County employees have had to endure severe reputational and emotional consequences due to the allegations in the Complaint, without having the opportunity to be heard or clear their name until now, including public demands that certain County employees named in the Complaint lose their jobs, as well as social media posts and public emails baselessly disparaging them, calling for their removal, calling them criminals, alleging they are taking kickbacks, questioning their ethics, and suggesting shotguns be employed should ACAR staff visit a home for animal control purposes. Community partners have also unfortunately stopped working with ACAR due to the allegations in the Complaint.

While there are nuggets of truth in the Complaint, we find that many of the allegations relate to the treatment of ACAR animals and conditions of ACAR that occurred prior to Gina Peebles and Brittany D’Azzo becoming a part of ACAR’s leadership team in 2025. We know this because witness statements confirmed that many of the allegations related to conditions of ACAR occurred under prior management and that ACAR’s facilities

and care of animals vastly improved under Ms. Peebles and Ms. D’Azzo’s skilled leadership. Additionally, a photo in the Complaint shows a blue roof covering reflected in water pooling in the dog kennel area and that roof covering was changed to a yellow covering when Ms. D’Azzo was hired, demonstrating that the photo was likely taken before Ms. Peebles and Ms. D’Azzo joined ACAR. Another photo in the Complaint is of an animal that was in the shelter long before Ms. Peebles and Ms. D’Azzo joined ACAR. Finally, Ms. Gilley’s text messages above confirmed she had been “documenting since [her] first day of employment”, which was June 13, 2022, well before Ms. Peebles and Ms. D’Azzo joined ACAR.

It is significant that Ms. Gilley was issued a formal written warning by Ms. Peebles and Ms. D’Azzo on November 5, 2025 for using profanity in front of children and volunteers at an “ACAR after Dark” event and for being initially untruthful about her use of profanity at the event. It is also significant that Ms. Gilley’s use of profanity at the public ACAR event was reported to management by the “shift lead technician” repeatedly referenced in the Complaint. Further, it is clear from witness statements that Ms. Gilley wanted to be in control at ACAR and had problems with others being in control. For example, witnesses confirmed that Ms. Gilley was upset when Ms. Peebles and other ACAR staff made legitimate and necessary euthanasia decisions in December 2025 while she was on vacation. In addition, under prior leadership, Ms. Gilley was able to freely do as she pleased and it was reported that the former director rarely left her administrative offices to ensure that the conditions of the facilities where animals were housed were appropriate. In contrast, Ms. Peebles and Ms. D’Azzo have been hands on, held staff accountable, worked to improve staff morale, and made fiscally responsible improvements to ACAR facilities and conditions. Finally, it is obvious from Ms. Gilley’s text messages above that she had no legitimate concerns about ACAR, but instead she carefully selected images and facts gathered throughout her employment, much of which occurred under prior management, and filed this Complaint selectively targeting Ms. Peebles, Ms. D’Azzo, and the “shift lead technician” (Kyle Fehl) to retaliate against them.

Overall, as it relates to the allegations in the Complaint, we do not find any violation of any federal, state, or local law, rule, or regulation committed by any current County employee which creates and presents a substantial and specific danger to the public’s health, safety, or welfare; nor do we find gross mismanagement, malfeasance, misfeasance, gross waste of public funds, or gross neglect of duty committed by any current County employee. Instead, we believe that the County employees named in the Complaint and those currently working at ACAR should be commended for their service. With that said, there is always room for more resources and improvement, and we will identify those opportunities in this report.

C. Specific Findings

- 1) Complaint: “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.”

These allegations are unsubstantiated. To the contrary, witness statements confirmed that Ms. Peebles actively reviewed and assigned staff to respond to public emails.

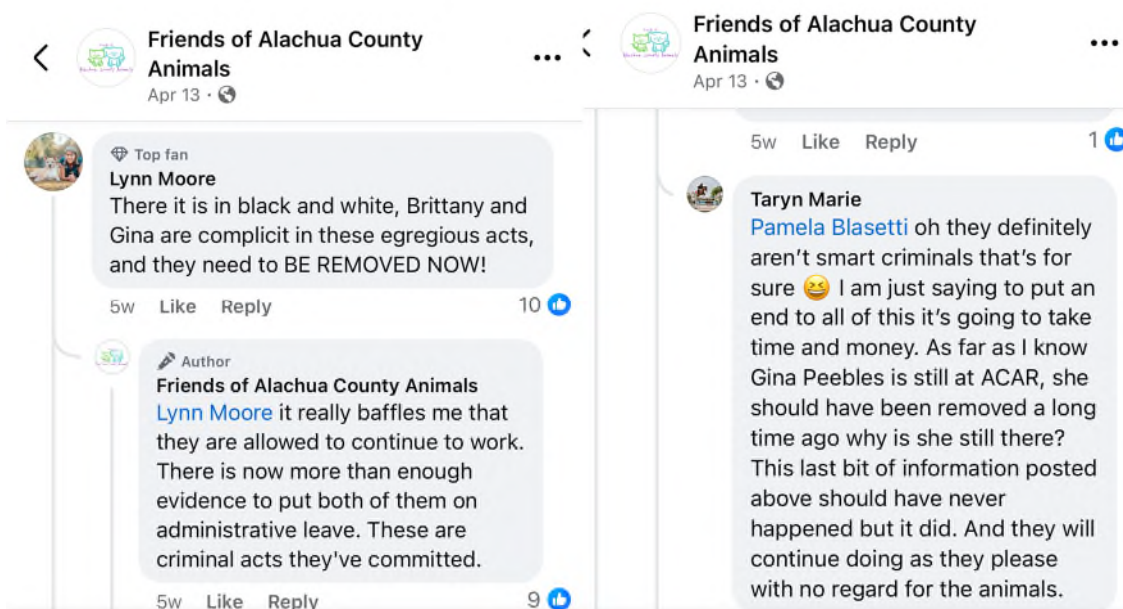
- 2) Complaint: “staff is meticulously targeted for having genuine concerns regarding animal welfare, how it is known that experience and work ethic do not equate to promotions as is demonstrated in the facility currently, the microaggressions rampant throughout the building,

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?’”

These allegations are unsubstantiated as it relates to targeting and microaggressions and substantiated as it relates to referring to volunteers as “lynching ladies.” Current ACAR staff confirmed that the workplace conditions greatly improved under the leadership of Ms. Peebles and Ms. D’Azzo. They were respectful toward staff but held them accountable when appropriate, provided needed resources, and ensured proper staffing for the 24/7 facility. However, Ms. Peebles acknowledged during the investigation that she has referred to certain members of the public who have relentlessly attacked her without any sound basis as the “lynching ladies.” There was no indication that her use of this phrase had anything to do with race. Instead, Ms. Peebles provided us with a “slang or modern definition” of “lynched” to mean “to be publicly attacked, condemned, or viciously destroyed in reputation by a group without formal trial or fair hearing. It implies a, typically online, collective action intended to punish or ruin someone, acting as a modern, metaphorical form of mob justice.” Certainly, what Ms. Peebles has endured meets this “slang or modern definition.” The County has received over 100 public emails about Ms. Peebles and her leadership of ACAR. For example, one writer sent Ms. Peebles the following email at her County email address:

Gina,
You disgust me!
The sign of a true sociopath is someone who abuses animals. Your family must be so proud.
Leave Gainesville. We don’t need anymore criminals or stay. Maybe you will get to see the inside of our jail system and we will be sure your toilet doesn't flush.
👁️

Additionally, the following are some examples of social media posts provided to us:




<  **Jessica Law**
Apr 23 · 🌐

Animal services showed up at my house trying to impound my dogs today. If y'all see me in mug shots you now know why. I will not let mine be 27 and 28
[Friends of Alachua County Animals](#)

👍 46 🔄 2 🙄 🤔

 **Heather Damron**
The hound dogs of yours?
3w Like


 **Jennifer Congden-Harrington**
No way! What now? You're neighbors again?


Oh my!




3w Like

 **Jessica Law**
Jennifer Congden-Harrington I have been sharing all the bad press animal services is getting and now mysteriously my dogs are being investigated.
3w Like 3 🙄

 **Marcus Tucker**
Shotguns are great in these situations
3w Like 1 👍


<  **Friends of Alachua County Animals**
Apr 22 · 🌐

3w Like Reply 2 👍

 **Pamela Blasetti**
[Taryn Marie](#) no, they are criminals. Liars. And lack the basic ethics needed to be involved in running our shelter.


3w Like Reply 3 👍

< **Friends of Alachua County Animals's post**
Euthanasias could occur without consulting certain supervisors
sent numerous long term dogs to a mysterious


 **John Davis**
So they euthanized a bunch of job them high-fived each other?
Am I understanding this correctly?
11w Like Reply 3 👍


 **Pamela Blasetti**
[John Davis](#) yup
10w Like Reply 1 🙄


Write a reply...

 **Pamela Blasetti**
Disgusting
10w Like Reply 1 🙄

 **Linda Betz**
This makes me f@cking sick. This stupid bitch is congratulating them all on how great they did, by KILLING ALL THE DOGS!?
11w Like Reply 1 🙄

<  **Friends of Alachua County Animals**
Apr 13 · 🌐

 **Lynn Moore**
Top fan
There it is in black and white, Brittany and Gina are complicit in these egregious acts, and they need to BE REMOVED NOW!
5w Like Reply 10 👍

 **Friends of Alachua County Animals**
Lynn Moore it really baffles me that they are allowed to continue to work. There is now more than enough evidence to put both of them on administrative leave. These are criminal acts they've committed.
5w Like Reply 9 👍



With that said, the term “lynch” is defined as “to put to death (as by hanging) by mob action without legal approval or permission” and carries heavy historical and racial trauma. See <https://www.merriam-webster.com/dictionary/lynch> (last visited June 30, 2026). Accordingly, Ms. Peebles’ use of the term to describe her situation, which in no way rises to the level of what African Americans historically endured in the United States, is insensitive and inappropriate, especially given her position in public management. It is recommended that her use of this term “lynching ladies” be addressed with Ms. Peebles as the County deems appropriate.

- 3) Complaint: “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.’”

These allegations are substantiated to the extent that they allege ACAR has been without a permanent director since August 2025 and without an in-house veterinarian between August 2025 and May 2026. The remainder of the allegations are unsubstantiated. As stated above, the prior ACAR Director was terminated in August 2025, and Ms. Peebles was assigned Acting ACAR Director the same day. The veterinarian resigned under the prior ACAR Director. Her resignation letter states she accepted another position, but it has been reported that she verbally stated her resignation was due to the prior ACAR director. Further, ACAR had access to a relief veterinarian and after-hour veterinarian offices during this time period. Witnesses stated they felt like if an animal needed medical care during this time period, they could obtain it. **It is unsubstantiated that the Director position has been held open for Ms. D’Azzo.** Ms. D’Azzo was hired in June 2025 before Ms. Peebles became Acting ACAR Director in August 2025, and when Ms. Peebles arrived to ACAR in August she had no prior relationship with Ms. D’Azzo. The County ran a search for director, but it failed. It is understandable that the County has had difficulty filling this position given the nature of this position and the public and baseless calls for Ms. Peebles and Ms. D’Azzo’s jobs.

- 4) Complaint: “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.”

These allegations are largely unsubstantiated. Under the leadership of Ms. Peebles, Ms. D’Azzo, and Mr. Fehl, they endeavored to get dogs out of the kennels every day (this does not include case dogs who are dangerous or dogs who cannot be let out of the kennels due to medical reasons). New leadership also ensured every kennel had a dog bed and blanket. Some technicians focus on care of cats in the shelter, so they would not be expected to care for the dogs on a regular basis. There are also some employees who are dedicated to washing dishes and laundry. These conditions and practices are expected and do not fall below the standard of care. At a bare minimum, space for comfortable standing, sitting, and laying down should be provided for all animals housed in kennels, a practice that appears to be met by ACAR facilities and staff’s allocation of animals to housing areas. Staff endeavors to provide additional enrichment, outdoor exercise, and socialization with other animals and people, which is beneficial for the overall behavioral welfare of ACAR’s animals.

- 5) Complaint: “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, 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-splattered 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.”

These allegations are largely unsubstantiated. Under the leadership of Ms. Peebles, Ms. D’Azzo, and Mr. Fehl, they endeavored to deep clean kennels every morning and spot clean as needed throughout the day. Of course, in any facility with hundreds of animals and limited staff, there will be feces from the animals on the floor or in the kennels from time to time.

The drains do clog with animal hair from time to time, and the ACAR staff plunges the drain or calls a plumber to address the clog.

It should be noted that the current ACAR facility was built in the 1980s. As such, it was acknowledged that there is puddling of water in the kennel walkways when there is heavy rain, but not to the extent that the water reaches the animals or animals cannot be cared for by staff. Facility degradation and environmental factors understandably change over time, and solutions to arising problems may be complex. It appears that ACAR is informed of various issues such as water puddling, and efforts are attempted to limit the effect on animal welfare. These conditions and practices are expected and do not fall below the standard of care.

The turf play yards are cleaned daily with Rescue hydrogen peroxide. Upon her arrival, Ms. D’Azzo stopped the use of the concrete patio for puppies because it cannot be properly sanitized.

There was insufficient evidence to support the remaining allegations related to conditions in the shelter and care of animals under the leadership of Ms. Peebles, Ms. D’Azzo, and Mr. Fehl. We observed adequate care and concern for the animals in ACAR’s custody on May 6, 2026 – attached to this report are photos from our site visit.

- 6) Complaint: “The pest infestation is still ongoing. Despite insulation being removed, there is still daily evidence of rat infestation in the kennels... Former staff members have documented rats present in the medical suites, break room, and in the ceiling over offices.”

These allegations are substantiated; however, there is no finding of ACAR falling below the expected standard of care for an animal shelter. Witnesses acknowledged that there has been a rat infestation at the animal shelter, but under the leadership of Ms. Peebles and Ms. D’Azzo, they have the facilities treated weekly and the incidents of rats are more isolated. We observed one rat trap on our site visit. It is understandable that rats would be attracted to the facility given its proximity to the woods and open areas with animal food readily accessible. Pest management is a frequent concern in animal shelters and a commonly requested consultation. An integrated pest management plan is recommended for most cases, and ACAR has established this plan through their relationship with a professional pest control company, surveillance of active pests through trapping, and attempted prevention of further pest introduction to the facility.

- 7) Complaint: “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.”

These allegations are largely substantiated; however, there is no finding of ACAR violating the law or falling below the expected standard of care for an animal shelter. According to information we obtained, if a cat is caught outside and thriving outside, it is the practice of ACAR to spay and neuter the cat and return it to where it came from (Returned to Field or “RTF”). Indeed, this practice is consistent with Alachua County Code Section 72.25 relating to “Community Cat Management.”

The two “jungle cats” referenced in the Complaint were suspected to be savannah cats per a witness statement, and they were sent to a wildlife rescue after collaboration with the Florida Fish and Wildlife Conservation Commission (FFWCC). Exotic cats such as ocelots, savannah cats, bengals, servals, etc. are specifically classified (Class I, II, or III) by the FFWCC on their open access website. This previous collaboration was appropriate, and further consultation with FFWCC is recommended should ACAR receive any non-traditional cat or dog species or breeds (including mixes of non-traditional species or breeds) so that suitable housing, diet, and enrichment needs are met for these animals. Community cats have not been released in the area around the ACAR facility in a year and a half. Regardless, relocation of a community cat with intention to provide safety, access to clean food and water, and veterinary care as warranted is an acceptable practice. Return to field or relocation programs are common methods of improving live outcomes for cats entering shelters.

There was insufficient evidence to demonstrate that cats have been mauled and killed by shelter dogs.

Certainly, cats have entered the facility, become ill, and died mysteriously, but there is no evidence that this was due to the neglect of the ACAR staff. It is expected that animals picked up in the community by animal control or dropped off at ACAR by members of the public may come into the facility with unknown medical conditions which cause illness or death. There are illnesses that produce subtle signs or no signs at all until emergency care is warranted.

- 8) Complaint: “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.”

These allegations are largely unsubstantiated. While there have been cases of upper respiratory infections, parvovirus, and panleukemia, there was insufficient evidence to establish that these cases were widespread or abnormal given the prevalence of these medical conditions in stray or uncared for animals brought into the shelter. Review of ACAR’s SOPs for cleaning and disinfection as well as witness statements relay appropriate protocols and do not fall below the standard of care.

Ms. Peebles properly employed the County’s lead worker status procedure (see EP 5-4) with the approval of Human Resources to provide 5% in extra pay to ACAR employees who took on lead positions within the facility to ensure proper staffing and supervision, a decision which ultimately supports proper care of the animals and improved the morale of staff.

Under the leadership of Ms. Peebles, Ms. D’Azzo, and Mr. Fehl, the management of the population of animals in ACAR’s custody has significantly improved. Under prior leadership, animals languished in kennels for years, which is in and of itself a cruel condition for an animal. The goal of ACAR is to place animals with a member of the public for adoption or foster, or

with a pet rescue, as soon as possible so that they are not in kennels on a long-term basis. A long-term stay within a shelter is considered greater than 2 weeks (page 48, ASV Guidelines to Standards of Care in Animal Shelters). Prolonged stays can reduce an animal's ability to cope with environmental stressors and result in behavioral frustrations. When relocation out of the shelter or provision of medication, enrichment, and behavioral training is not sufficient to alleviate behaviors such as social withdrawal, repetitive behaviors (e.g. pacing, circling), or aggression, a timely outcome decision is essential. When humane euthanasia is deemed necessary for the welfare of the animal, foster care should not be used as an alternative to avoid a non-live outcome. Foster care is a vital resource, and it is critical to utilize all information provided by staff, volunteers, and fosters to guide decision-making for each animal. Additionally, long-term safety and mental wellbeing of the individual animal, other animals, and potential adopters must be prioritized in pathway planning.

- 9) Complaint: "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)"

This allegation is largely unsubstantiated. Witnesses stated that animals in ACAR's custody are regularly provided water. Under the leadership of Ms. Peebles, Ms. D'Azzo, and Mr. Fehl, they secured larger water buckets to hang from the door so that water bowls could be filled more conveniently and as needed. There may be occasions where water bowls are empty, but staff regularly fill the bowls as needed. If there are timestamped pictures showing water bowls remaining empty hours or days apart, we have not received them. It is also disturbing that the individual taking such photos did not fill the bowls with water.

There were isolated reports of animals being left in crates for various reasons. For example, a small dog may be placed in a crate in the heated area of the facility during a cold front. We did not obtain evidence that dogs were left in play yards or carriers overnight by Mr. Fehl. Indeed, it was widely reported that Mr. Fehl has brought home hundreds of animals to care for them overnight when there is no volunteer or rescue partner identified to care for them.

- 10) Complaint: "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)"

These allegations are largely unsubstantiated. The goal of Ms. Peebles, Ms. D'Azzo, and Mr. Fehl is to get animals out of ACAR's custody as soon as possible. The information gathered in this investigation supports a finding that there have been no efforts to intentionally "buffer statistics" or falsify data related to ACAR outcomes. Specifically, the evidence does not support the allegation that Ms. Peebles directed staff to process all missing animals out as adoptions to boost the live release rate or that she or Ms. D'Azzo told staff "the only thing that matters is illegal activity." However, there is evidence that prior leadership processed lost animals as adoptions. Further, in December 2025, ACAR's adoption system was upgraded to be paperless. It was discovered in January 2026 that the upgraded software was not mapped properly. As a result, the system was showing zero adoptions for December 2025, but of course there were adoptions in December. Email correspondence with the software company to address this issue was provided in the course of this investigation.

In terms of the puppies advertised on social media, these were legitimate efforts to identify adoptive homes for these animals who were highly adoptable. And as a result of the social media posts, ACAR received an online application to adopt the puppies. To hold the puppies for adoption at ACAR for a week instead of immediately transferring them to a rescue is a decision within the sound discretion of management. It is true that ACAR staff is sometimes unable to retrieve animals from foster care, but that is because the foster volunteers are uncommunicative with ACAR and ACAR does not have jurisdiction over fosters outside of Alachua County. ACAR appears to make best efforts to recover these animals within the bounds of the resources it has. The outcome of "lost" is still a code in the system which is used if an animal escapes from the facility or a volunteer.

- 11) Complaint: "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."

These allegations are unsubstantiated as they relate to the new leadership of ACAR (Ms. Peebles, Ms. D'Azzo, and Mr. Fehl). It is true, however, that the prior ACAR Director, Ms.

Johnson, adopted two ferrets, kept them in ACAR's office area as "emotional support pets", and staff cared for the ferrets. When Ms. Johnson was terminated, she did not take the ferrets with her, and staff confirmed that she did not want the ferrets and thereafter transferred them to a rescue.

- 12) Complaint: "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?"

These allegations are unsubstantiated to the extent they suggest wrongdoing by new leadership of ACAR (Ms. Peebles, Ms. D'Azzo, and Mr. Fehl). As stated previously, parvovirus cases do occur, but there was no evidence that such cases were out of the ordinary or caused by new leadership. There were puppies of an unhoused person taken in by ACAR to have them spayed. They initially tested negative for parvovirus and therefore were permitted to join a transport by Ms. D'Azzo to Jacksonville for them to be spayed. Medical records of the deceased puppy referred to above (named Gouda) support a period of 3.5 weeks from the puppy's initial exam at ACAR to the date of spay, including a negative parvovirus test one week prior to surgery and no documented health concerns. The canine parvovirus incubation period is typically less than two weeks, so it was a reasonable assumption that the puppy was a healthy surgical candidate. Infrequently, the incubation period can be longer than two weeks. Events such as transportation and surgery are inevitably stressful and can affect even a healthy animal's immune system. Staff relayed during the investigation that a puppy was brought inside the cat kennel area in a crate to keep the puppy warm. Unfortunately, the puppy did become sick and passed away. Medical documentation and witness accounts support that ACAR staff made reasonable decisions for the care of these puppies given the information available at the time. Returning animals belonging to an unhoused person on the premise of a fully informed return is appropriate. As with any foster transfer or adoption, the receiving party should be informed of any potential health concerns or infectious disease exposures. These actions do not fall below the expected standard of care.

- 13) Complaint: "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 C CVS 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.”

These allegations are partially substantiated in suggesting that rapid care was not provided to Gia but unsubstantiated to the extent that they suggest this delay of care was intentional. The Complaint itself is contradictory in saying that “it is unknown how long she was in this condition prior to being discovered...” while also stating “she was suffering for days...” Medical documentation relays that Gia was spayed on November 31, 2025. Medical notes added to the record on post-op days 3 and 4 indicate that Gia had a waxing and waning appetite and was noted to be drooling. These signs can indicate nausea or pain. Gia’s record does not have further medical evaluation documented for days 3 and 4, but it does suggest that she was being observed. On post-op day 5, it was noted that Gia was panting, lateral in her kennel, and had bruising at her spay site. The record states that an abdominal x-ray was performed to rule out obstruction and communication with one of ACAR’s relief veterinarians occurred before Gia was transported to CCVS. CCVS diagnosed sepsis and humanely euthanized Gia. Retrospectively, more thorough post-op medical evaluation when Gia was noted to be anorexic and drooling may have led to a quicker diagnosis and treatment for Gia, but there is not sufficient evidence to support intentional neglect in Gia’s case.

- 14) Complaint: “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.”

These allegations are largely unsubstantiated due to lack of evidence supporting the events and implied neglect of Royal. Per Royal’s medical record, she was spayed on November 20, 2025 and noted to be vomiting the day after surgery. ACAR’s relief veterinarian prescribed Cerenia, an anti-nausea medication. There are no further medical notes (aside from documenting medicated baths for skin concerns) until 10 days later when Royal was found deceased in her kennel. If staff had further concerns for Royal’s condition or requests for her to receive further medical care, it is undocumented in her medical record. ACAR staff relayed that Gina Peebles or Mike Lauterer may approve emergency care. Witness statements do not support that either were contacted with a request for emergency care. Given the information available in her record and witness accounts, there is insufficient evidence to suggest untimely care or neglect in Royal’s case.

- 15) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by Ms. D’Azzo. In a leadership meeting with Ms. D’Azzo, Ms. Peebles, Ms. Gilley, and Mr. Lauterer, it was determined that the most humane path forward for Monkeybread was euthanasia due to her aggressive behavior and medical issues. Monkeybread’s medical record noted multiple instances of aggression (3 separate events) prior to diagnosis of her prolapse, increasing the likelihood that her behavior was due to fear rather than pain. She had been placed on medications to relieve fear, anxiety, and stress, and there are sparse notes regarding some positive behaviors. The timeline from her intake exam to her vaginal prolapse was approximately one month, a timeline that is sufficient for evaluating consistent fear-related behaviors and improvement or decline of an animal’s behavioral health. Though an animal may react positively to some individuals, public safety and shelter liability must be considered during behavioral euthanasia decisions. Ms. D’Azzo reported that Monkeybread was so uncomfortable due to her condition that she was spinning in the kennel to the point that her feet were bloody. There are limited medical notes regarding Monkeybread’s vaginal prolapse, so definitive retrospective assessment of her comfort and appropriate treatment of the prolapse cannot be performed. Vaginal prolapses can plausibly cause severe discomfort and often require surgical treatment. The decision to euthanize Monkeybread based on her medical condition and previous behavioral history seems appropriate.

- 16) Complaint: “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 CCVS, discovered to be septic, and humanely euthanized. Had this rescue not agreed to help, this puppy would have been left to suffer overnight.”

These allegations are unsubstantiated. The Complaint assumes events that *might* have occurred. There are thorough notes in Liam’s medical records with evaluations prior to a foreign body diagnosis, diagnostics (physical exam and x-ray) revealing the foreign body, and surgical notes describing his abdominal exploratory surgery performed on February 5th. Foreign material can cause local irritation, perforation, and altered blood flow to the organs. Surgery to remove foreign material is recommended but comes with significant risks. Surgeons attempt to limit damage created by foreign materials, prevent contamination of the abdomen, and overall reduce the risk of sepsis, but it is a potential consequence of any intestinal surgery. There are no additions to the medical record after February 6th. Given the thorough examinations leading up to Liam’s surgery, there is no reason to assume that Liam was not receiving frequent monitoring and care. Prompt medical evaluation was provided when Liam appeared unwell, and a reasonable decision to euthanize based on his condition was made. The claim that Liam would not have received care otherwise is presumptuous.

- 17) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff. The practice of ACAR staff is to provide animals medication on a paper dish with meatballs or tuna and ensure the animal eats the medication. Under Ms. D’Azzo’s leadership, ACAR staff now gives the medication to animals before they receive their regular food so they are not full at the time they receive their medication. It is true, however, that Mr. Friedell (the alleged Complainant) was written up on January 22, 2026 by Ms. Peebles for not showing up to a shift he agreed to work to give animals medication, resulting in animals not receiving their morning medications.

- 18) Complaint: “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. emergencies.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff. Current ACAR staff understand that very young kittens who need to be bottle fed every hour or two are vulnerable and need to be transferred to fosters as soon as possible to receive the intense care required. ACAR staff often take home these kittens to care for them overnight if fosters cannot be located. Kittens have died in ACAR’s custody but seemingly not due to any wrongdoing of ACAR. It should be noted that it was the job of the Outreach Team to find fosters for these kittens, and at one point Ms. Gilley brought a rolling bank of kennels into her office area to assist with caring for kittens. Ms. D’Azzo and Mr. Fehl do perform daily walkthroughs when they are scheduled to work.

- 19) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff or Ms. Peebles. As a professional courtesy, Ms. Peebles agreed to take a group of kittens from Marion County related to a hoarding case. At the time she made that decision, there was capacity for the kittens at ACAR, and ACAR is usually able to easily place kittens for adoption. This decision was in the sound discretion of leadership, Ms. Gilley did not need to be included in the decision, and the decision served to aid a neighboring community whose shelter was overcrowded.

- 20) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff or Ms. Peebles. As previously stated, a software update caused adoption data to be underreported and the software issue was “fixed” to correct the data. It should be noted that the software company ACAR uses provides the calculated statistics, and they are not currently independently calculated by ACAR staff. Staff are responsible for accurate coding of the animal outcomes.

There was no evidence of Ms. D’Azzo not seeking assistance from outside organizations. Instead, the Jacksonville Humane Society stopped providing free training to ACAR due to their grant funding requirements, but ACAR still does events with this organization.

We did obtain euthanasia reports where it states the owner requested euthanasia when the animal was euthanized after the animal was surrendered by an owner and it was ultimately determined by ACAR staff that it was necessary to euthanize an animal due to behavior or medical concerns (including an animal who appears to have been coded this way by Ms. Gilley). However, this euthanasia report is just intended to list the animals euthanized over a period of time and we verified that Asilomar reports for these animals just shows that the animals were euthanized, thereby not “buffering” or “fixing” the live release rates. It is standard practice to remove owner-requested euthanasia cases from the Asilomar live release rate as this outcome is meant to account for cases that do not truly enter the facility’s custody and care.

- 21) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff or Ms. Peebles. See our commentary under paragraph 20. Further, Ms. Gilley was a supervisor who commonly approved of euthanizing ACAR animals, although she would not sign the log but gave her approval to Ms. D’Azzo verbally or written notes. Ms. Gilley reported to Ms. D’Azzo that she did not want the volunteers to know she was authorizing euthanasia. The euthanasia process used by current ACAR staff and Ms. Peebles is appropriate and does not fall below the standard of care. Multiple forms of pathway planning documentation are utilized and weekly round-table discussions among supervisors are held to determine appropriate decisions for animals of concern. The ACAR team uses pathway tasks, such as evaluating how an animal behaves in a kennel or how an animal reacts to a leash, to guide decision-making. Staff seek opportunities for rescue transfer in which the animal could receive more targeted medical care or behavioral support. When humane euthanasia has been deemed the necessary pathway for an animal, two supervisors must sign the decision memo. Behavioral cases are provided time to decompress, respond to behavioral medications and enrichment, and are evaluated multiple times prior to becoming a subject of humane euthanasia discussion. Mr. Fehl reports that the average length of time that behavioral modification is attempted prior to the round-table discussion is three weeks, though this timeline may vary based on an individual animal’s welfare. ACAR appears to be making every effort to provide medical care where needed and support animals displaying behavioral concerns. As discussed in the response to Paragraph 8, long-term shelter stays can be detrimental to the overall mental and physical wellbeing of animals. It is recommended to frequently evaluate animals of concern and use multiple staff and volunteer accounts to reach a reasonable, expeditious outcome decision.

- 22) Complaint: “It is impossible to discuss the failures at ACAR without acknowledging the slate of euthanasia that occurred in December of 2025 that prompted recent public backlash and resulted in one of our immediate resignations. On December 16th, Gina Peebles held an impromptu euthanasia meeting after learning dogs were coming in from a case. 7 to 10 kennels were needed, so dogs were selected to be euthanized. Gina Peebles and Mae Maurer were in ‘unanimous support’ of the first slate of euthanasia, despite having no firsthand knowledge of these dogs and their behavior. Staff were called into the room in a failed effort to have ‘representation’ from different departments, but the behavior team and multiple supervisors were absent for these decisions. When we offered to send dogs into foster to clear kennel space and prevent unnecessary euthanasia, Gina Peebles rejected this offer and stated these dogs were going to be euthanized regardless. Many were long-term dogs that would be marked as ‘unhealthy’ as the reason for euthanasia despite their records showing no mention of medical issues, including Kane whose records we have attached. Many of these dogs had positive behavioral notes and were never discussed as euthanasia candidates previously, resulting in confusion and panic. When word got out these dogs were being euthanized, a few staff members rushed to send pleas and had confirmed placement for Confetti, Steven, and Annabelle, but those dogs were already dead before the day ended. Staff could have saved those dogs, staff could have opened kennels, but Gina Peebles decided to euthanize these dogs anyway. Mae Maurer sent a congratulatory message to the entire staff following the euthanasia, stating ‘I am proud of the work we did today.’ Gina Peebles referred to the deceased dogs as ‘a bunch of little Cujos,’ a term she frequently uses to describe bully breeds, and those of us who were

observed to be upset over unannounced euthanasia were told we would be better off not working in a county shelter. One technician resigned as a direct result of the euthanasia onslaught.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff or Ms. Peebles. ACAR must receive and care for animals mandated by the Court; therefore, appropriate housing spaces to protect the case animals and staff must be determined. Ms. Peebles confirmed that the animals chosen for euthanasia in this event were indeed “going to be euthanized regardless” due to behavioral and safety concerns. The animals were euthanized at the time of the case intakes, coinciding with the need for kennels, but the decision to euthanize these dogs was not made *because* of the incoming case animals and the need for space. Further, the animals selected for euthanasia occurred in a meeting with Ms. Peebles together with 4 other ACAR staff members, including members of the outreach and medical teams present, and they thoughtfully considered each animal and unanimously agreed to the animals selected for euthanasia. Notably, Ms. Gilley and Mr. Jacoby were on vacation at the time of this meeting, but the decisions needed to be made nonetheless.

The dogs named in the Complaint – Kane, Confetti, Steven, and Annabelle – had been in ACAR’s custody for approximately 1 year, 7 months, 13 months, and 3 months, respectively. These dogs and others euthanized during the event were discussed by the leadership team for various reasons of positive welfare and safety concerns. While not included in the primary medical record, behavioral evaluations and other memos are added by various staff members throughout the length of stay for each dog. Memos attached to Kane’s record discuss multiple instances of resource guarding over food and toys. Memos attached to Confetti’s records describe inconsistent signs of fear, anxiety, and stress specifically when housed in her kennel. Reactivity such as barking and baring teeth were described. Memos attached to Annabelle’s record describe consistent avoidant behavior, signs of anxiety and stress, and selective interaction with humans. Memos attached to Steven’s record described occurrences of reactive behavior (raised hackles, growling, attempted fighting through fence lines) with other dogs and an attempted bite on a staff member.

As long-term residents of ACAR, these animals were understandably known and loved by many staff members, volunteers, and fosters. Liability for public health and safety remains with ACAR, and the decision not to transfer these animals to rescue or foster care appears sound based on documented histories. As mentioned multiple times prior in this report, long-term stays can cause detriment to the mental wellbeing of animals. Reducing the length of stay for individual animals and the general population is a key component of minimizing disease and behavioral distress, as well as a method of improving the overall care burden for the shelter system. Regardless of timeline, it is appropriate to make an outcome decision that promotes safety of staff, visitors, and future adopters. An animal that is selectively safe with particular individuals and other animals presents various risks that must be considered in pathway planning. It is the responsibility of ACAR to make every effort to ensure that animals leaving their custody do not pose a risk of being eventually classified as “aggressive” or “dangerous.”

- 23) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff or Ms. Peebles. In terms of the volunteers and community being “rightfully outraged by unannounced euthanasia”, again, euthanasia is employed commonly due to orders of the Court, as well as for medical and behavior reasons. Further, there is no requirement to announce euthanasia decisions publicly or share such information with volunteers. It should be noted as well that Ms. Gilley often approved euthanasia decisions via post-it notes and internal messages, apparently because she was concerned if it was known she was involved in making such decisions, it would impact the volunteers’ view of her and her ability to do outreach.

Witness statements and documentary evidence also do not support the allegation that the outreach team was instructed to ban volunteers who spoke out against ACAR by current ACAR leadership or Ms. Peebles. Indeed, some of the volunteers interviewed acknowledged that they volunteered regularly, and ACAR appears to have a robust volunteer program. It is acknowledged that several of the outspoken critics of ACAR do not volunteer, but they did not indicate that was because they were banned. It was reported to us by one witness that the prior director, Ms. Johnson, banned two volunteers because of their treatment of ACAR staff.

It is accurate that the Board voted to include a behaviorist in euthanasia discussions, and that direction has been implemented. Further, Ms. Peebles legitimately changed the work schedule to implement this direction because ACAR needs to be able to euthanize animals 7 days a week (for example, if a dog bites a baby, there is a need to euthanize the dog right away to test the dog for rabies and aid in the baby’s medical treatment).

- 24) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff or Ms. Peebles. It is accurate that a euthanasia course was provided to 9 ACAR staff members in February 22, 2026. As stated elsewhere in this report, euthanasia is necessary in animal shelters, and staff must be trained and certified to carry out this function. It is also accurate that it was an ideal time to hold the course because a number of case dogs had been ordered by the Court to be euthanized on January 16, 2026. The appeal time for such an order is 30 days, so the case dogs needed to be held by ACAR in kennels until the time to appeal expired, or until February 15, 2026. Accordingly, it was not unreasonable to hold case dogs who were ordered to be euthanized for one week for purposes of the course.

It is accurate that one of the case dogs – a puppy who was part of the dog fighting case – was killed by one of its littermates, but it is common practice to house littermates together and there is no evidence that ACAR staff intended this result. In terms of cohousing animals generally, a handful of animals were occasionally combined in kennels if they came in together as a litter, to socialize them, or for space reasons. Though improvement of this practice is recommended, it does not fall below the standard of care. Cohousing should be performed on the basis of improving socialization and welfare of the cohoused animals, not for space or desensitization purposes. Any unrelated animals or previously separated related animals should be medically evaluated prior to cohousing, and efforts should be taken to “match” animals based on weight, age, sex, and behavioral compatibility. Mature animals of differing sex should not be cohoused unless one sex is altered to prevent unwanted litters in the shelter. Animals of differing species should not be cohoused due to predator-prey interactions that may be exacerbated by an unfamiliar environment and associated stressors. It is recommended that pairs of dogs and no more than 6 cats be cohoused, though there are reasonable exceptions for litters of young animals; maintaining space recommendations and frequent evaluation for behavioral health is critical for ongoing cohoused animals. It seems that ACAR staff attempt to cohause compatible animals when possible and provide alternative housing when cohabitation is not suitable for one or more of the animals.

In terms of the case dogs being transferred, it is accurate that they were transferred to the course trainer’s organization, but this transfer was done not to “fix” ACAR’s live release numbers. It was done because the trainer would be supplying the controlled drugs used during the euthanasia course. The dogs were transferred to the trainer’s organization so they could be added to his euthanasia drug log and submitted under his DEA license, which is standard protocol for these types of courses.

- 25) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff or Ms. Peebles. It is accurate that Ms. Peebles placed Ms. Gilley, Mr. Friedell, and Mr. Jacoby on two weeks of paid administrative leave after they submitted their notices of voluntary resignation, and she did so with the approval of Human Resources. There is no County policy against a manager taking this action, and, in fact, it is common practice by employers who are concerned that a resigning employee may interfere with their continued operations. Ms. Peebles was right to be concerned given that Mr. Jacoby had “ghosted” ACAR staff and then banned ACAR staff from ACAR’s Volunteers and Fosters Facebook account two days after he resigned, which prevented any current County employee from communicating with volunteers and fosters who are critical to the functioning of the shelter. When he did so, two ACAR staff members were sent to his home to recover County-owned property, an action which was also approved by Human Resources. Further, it is evident from Ms. Gilley’s text messages above that she was “plotting” a “nuclear option” which has indeed adversely impacted the operations of ACAR. There is no evidence to substantiate that any of Ms. Peebles’ actions were taken to “maximize humiliation” or otherwise harm these former employees. Instead, she acted to protect ACAR.

- 26) Complaint: “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.”

These allegations are unsubstantiated to the extent they suggest wrongdoing by current ACAR staff or Ms. Peebles. It is true that a budget crisis is a possibility due to elimination of property taxes by the state, and that possibility has been discussed by management, as would be expected. It is also true that ACAR management and supervision were concerned about staying within their Board-approved budget, but that is to be expected. It is also true that ACAR

moved to Tractor Supply to supply food to animals in its custody, but the food is adequate and palatable to the animals, less expensive, and Tractor Supply's location near ACAR avoids supply chain issues ACAR previously experienced. Indeed, it has been reported that ACAR animals may now be eating too much food, and the food may need to be adjusted accordingly. ACAR still purchases medicated food from Hill's.

In terms of the new shelter, it could not be substantiated that Ms. Peebles and Ms. D'Azzo said they did not need a new shelter, and that they just wanted to fix up the existing facility. Instead, Ms. Peebles proposed a tract of land 3 miles from the current shelter be built for adoptable animals, and that the existing shelter be kept for non-adoptable animals.

In terms of "slashing vacancies", a second dispatch position with ACAR was not filled because it was not needed (investigations were moved to the Sheriff's office) and another administrative employee at ACAR was promoted instead.

- 27) Complaint: "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."

These allegations are largely unsubstantiated. Any dogs being inhumanely drug through the facility and falsified behavior reports could not be substantiated. As stated elsewhere in this report, dogs may be combined in kennels for socialization and/or because they are littermates, but it cannot be substantiated that dogs were recklessly combined or combined intentionally to cause a catastrophic result. We could find no written reports of this alleged misconduct submitted to current ACAR management or Human Resources during this investigation. Instead, the information we received is that Mr. Fehl, the "lead kennel tech", deeply cares for the animals in ACAR's custody, is aptly trained and experienced in animal welfare care and behavior, and is well-deserving of the team lead pay and nominations for awards he received.

When Ms. Peebles became the interim ACAR Director, Ms. Powell did tell ACAR employees that she knows her personally, but she did so to help rebuild trust with ACAR employees after the prior director was terminated, and to let them know Ms. Peebles would be open with them, as well as supportive. There is certainly nothing wrong with that.

IV. Overall Recommended Actions for the County's Consideration:

1. Take reasonable security measures to keep ACAR employees safe and continue to refrain from making personnel decisions based on unsubstantiated allegations in the Complaint or based upon public outcry.
2. Evaluate the driving ambition behind the "no-kill" goal. "No-kill status" should occur authentically as a result of systems management, but it should not be the only justification for decision-making. Statistics are a tool and guide for overall population management, but they should not be prioritized

over welfare decisions. A live release rate of 90% is admirable when positive animal welfare needs are being met, but the ambition to achieve this goal arbitrarily can contribute to animal warehousing, increased disease incidences, and compassion fatigue for staff. “Outcome-based metrics do not account for quality of life or animals still in a shelter’s care. Live release rates or save rates must be evaluated in the context of animal welfare and cannot be used alone as a measure of success” (Page 11, ASV Guidelines to Standards of Care in Animal Shelters). ACAR staff should not fear making appropriate decisions for the animals in their care because of desire to maintain a status and appease public outcry. It is pertinent to remember that individuals devoting time to ACAR animals have a vested interest in the animal outcomes, and a considerate, team-approach produces the greatest impact.

3. ACAR should adopt the 5 Domains of animal welfare as a guide for establishing positive welfare in lieu of the 5 Freedoms. The 5 Domains acknowledge that behavioral health is an adjunct to physical health and a critical component of positive welfare. Additionally, utilize the sound recommendations proposed by the Slomba Shelter Solutions consultation (performed in November 2025) and the ASV Guidelines to Standards of Care in Animal Shelters to achieve this goal.
4. If not already doing so, provide regular training to ACAR employees on animal care and cleaning. This is especially important given the turnover in the kennel technician position due to the nature of the work and transient nature of the individuals filling these positions (for example, students).
5. Advise ACAR staff conducting euthanasia to not code them as owner requested on the euthanasia report unless they are actually owner requested to avoid confusion and promote transparency. Additionally, the “lost” categorization should be reserved for patients that escape the facility, cannot be documentally accounted for, or otherwise have become physically untraceable.
6. Consider shifting the behaviorist role from outreach to medical or modify the position for a dual purpose so that behavioral evaluations are included in the animal’s medical record to promote congruency between behavior modification and pharmaceutical provisions.
7. Suggest ACAR staff to share the process for establishing rescue partners. There seems to be a lot of confusion surrounding these decisions. Providing knowledge of the process may improve the community’s feeling of involvement, transparency, and trust.
8. There is a gap between information in the public and what is actually happening at ACAR, as well as a general lack of trust. Perhaps this gap can be closed through new leadership meeting with volunteers and answering questions.

ACAR Site Visit – May 6, 2026







