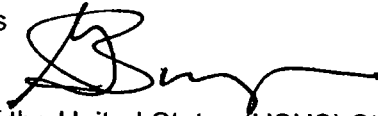


# Memorandum



**DATE:** September 27, 2004

**TO:** Honorable Alex Penelas, Mayor  
Honorable Chairperson Barbara Carey-Shuler, Ed.D.  
and Members, Board of County Commissioners

**FROM:** George M. Burgess  
County Manager 

**SUBJECT:** Humane Society of the United States (HSUS) Study on Miami-Dade Animal Shelter

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The Office of the Inspector General (OIG) and the County Manager's Office (CMO) together commissioned the Humane Society of the United States (HSUS) to conduct a peer review and assessment of the Miami-Dade Animal Shelter. Since we only received the complete package from the HSUS late last week, staff has not had sufficient time to review all the recommendations. However, there has been so much interest in its findings that I want to make sure each of you receives a package. We also have received several requests for copies from local animal organizations and activists, therefore these reports will be made available at [www.miamidade.gov](http://www.miamidade.gov) so that interested parties can have access to them. Attached for your review is the completed HSUS study.

The County's Performance Improvement Division in the Office of Strategic Business Management performed its own review (also attached) which focused on best practices and organizational placement within the County organization. Based on that internal review, as you know, the 2004-05 Adopted Budget takes the animal services function out of the Miami-Dade Police Department, creating a new Animal Services Department and increasing its budget by 21 percent. With the Board's approval of this recommendation at the second Budget Hearing last Thursday, I will begin a nationwide recruitment for a director for the department.

The HSUS review focused primarily on the conditions of the shelter, the procedures and practices in caring for the animals and our management practices. The report is technical and detailed and meant as a tool for the shelter staff to move forward and make necessary improvements. This report is meant to be the blueprint for short-term and long-term goals and accomplishments for the department and its new director.

I want to thank the Inspector General Chris Mazzella for partnering with the County in an effort to make Miami-Dade County Animal Services a better organization. And I thank the HSUS for such a thorough and professional review.

#### Attachments

cc: Chris Mazzella, Inspector General  
Robert Parker, Director, Miami-Dade Police Department  
Krista Hughes, Humane Society of the United States