

Metropolitan Board of Health of Nashville and Davidson County April 13, 2017 Meeting Minutes

The meeting of the Metropolitan Board of Health of Nashville and Davidson County was called to order by Vice Chair Carol Etherington at 4:05 p.m. in the Board Room, on the third floor of the Lentz Public Health Center, 2500 Charlotte Avenue, Nashville TN 37209.

Present

Carol Etherington, RN, MSN, Vice-Chair
Francisca Guzmán, Member
Margreete Johnston, MD, MPH, Member
Thomas W. Campbell, MD, Member
William S. Paul, MD, MPH, FACP, Director of Health
Sanmi Areola, PhD, Director of Environmental Public Health Bureau and Interim Deputy Director
John Finke, P.E., Director of Air Pollution Control Division
Tom Sharp, Policy Director and Governmental Liaison
Peter Fontaine, CPA, MBA, Director of Administration and Finance Bureau
Corey Harkey, JD, Metropolitan Department of Law

BOARD OF HEALTH

Strategic Priority: Workforce Development

Dr. Paul updated the Board on Workforce Development as a Strategic Priority (Attachment I).

Report on Quarry at 771 Burnett Road, Old Hickory

John Finke presented an update on the rock quarry at 771 Burnett Road in Old Hickory (Attachment II).

Dr. Paul, Tom Sharp and Mr. Finke each spoke to the authority and finite scope of the Air Pollution Control Division's role in the issuance of permits to such facilities.

Approval of Animal License Fee Adjustment

Dr. Areola presented the Animal Control Fee Schedule with a proposed change of license fee to \$8.00 per year (Attachment III).

Dr. Campbell made a motion to approve the Animal Control Fee Schedule with the license fee increase as proposed. Dr. Johnston seconded the motion, which passed unanimously.

Approval of Vehicle Inspection Contracts

Dr. Areola shared details of two contracts for the Vehicle Emissions Testing Program, and asked the Board's approval. The contracts have already been bid and been through the procurement process.

Ms. Guzmán made a motion to approve the Vehicle Inspection contracts for the Vehicle Emissions Testing Program as presented. Dr. Campbell seconded the motion, which passed unanimously.

Approval of Grants and Contracts

Peter Fontaine presented ten items for approval:

1. Grant from the State of Tennessee Department of Health – Fetal Infant Mortality Review Fetal and Community Infant Morality Reduction Services
Term: July 1, 2017 through June 30, 2018
Amount: \$318,600

2. Grant from the Tennessee Department of Health: Health Promotion Services
Term: July 1, 2017 through June 30, 2018
Amount: \$116,000
3. Grant Contract from the State of Tennessee Department of Health – Family Planning Services
Term: July 1, 2017 through June 30, 2022
Amount: \$4,325,500 (\$52,000 increase)
4. Grant from the State of Tennessee Department of Health – Immunization Services
Term: April 1, 2017 through June 30, 2018
Amount: \$555,600 (\$81,850 decrease from previous 15 months)
5. Notice of Award from the U.S. Environmental Protection Agency 103 Air Pollution Program
Term: April 1, 2015 through March 31, 2018
Amount: \$562,565 this fiscal year; (total award to date, \$321,374)
6. Internship Agreement with University of Tennessee College of Veterinary Medicine
Term: February 1, 2017 through January 31, 2022
Amount: \$0
7. Business Associate Agreement with Park Center
Term: Five years upon execution
Amount: \$0
8. Business Associate Agreement with St. Thomas Hospital
Term: Five years upon execution
Amount: \$0
9. Grant from the State of Tennessee Department of Health – Public Health Emergency Preparedness
Term: July 1, 2017 through June 30, 2022 (term change from one year to five year contract)
Amount: \$555,600 (\$81,850 decrease from previous 15 months)
10. Grant from the State of Tennessee Department of Health: Breast and Cervical Cancer Screening Program
Term: July 1, 2017 through June 30, 2020
Amount: \$267,000 (\$89,000 annual)

Dr. Johnston made a motion to approve the grants and contracts as presented. Ms. Guzmán seconded the motion, which passed unanimously.

Approval of the March 9, 2017 Regular Meeting Minutes

Dr. Campbell made a motion to approve the minutes of the March 9, 2017 regular Board of Health meeting as written. Ms. Guzmán seconded the motion, which passed unanimously.

Report of the Director

Dr. Paul referred to the Director’s Update provided in the Board packet (Attachment IV) and gave a brief summary of the report.

Dr. Paul reported that he will serve another two-year term on the Board of Directors of the National Association of City and County Health Officials.

Report of the Vice Chair

Vice Chair Etherington report included the following items:

- A request that Rebecca Morris share with the Board at a future meeting about the placement of the large number of animals that were recently impounded;

- Dr. Johnston will be attending the National Association of Local Boards of Health annual conference in August 2-4. The conference will be held in Cleveland, Ohio;
- Dr. Paul recently shared audit reports with the Board and Ms. Etherington invited Board members to address questions they may have to Dr. Paul;
- The April 5 meeting of Chairman Felker and herself with Dr. Paul and the department's Executive Leadership Team addressed Board engagement with the Department and transition. Ms. Etherington invited each Board member consider areas in which they have particular interest.

CIVIL SERVICE BOARD

Approval of Salary Above the Control Point for Civil Service Medical Examiner

Dr. Paul requested that the Board approve hiring Gill Wright, M.D. to as Civil Service Medical Examiner at a salary above the control point due to the challenges of attracting an applicant with requisite experience in occupational health.

Dr. Johnston made a motion to approve the proposed salary above control point for the Civil Service Medical Examiner. Dr. Campbell seconded the motion, which passed unanimously.

Approval of Extension of Out-of-Class Pay for Acting Deputy Director

Dr. Paul asked approval of the extension of out-of-class pay for Dr. Areola, who is serving as acting Deputy Director. Hiring for the position is in process but will not be complete before Dr. Areola has served 100 days in the position.

Dr. Johnston made a motion to approve the extension of out-of-class pay for Dr. Areola as acting Deputy Director. Dr. Campbell seconded the motion, which passed unanimously.

Personnel Changes

Peter Fontaine presented the personnel changes, which were unremarkable.

Next Regular Meeting

The next regular meeting of the Board of Health is scheduled to be held at 5:30 p.m. on Tuesday, May 9, 2017, in the Board Room (third floor) at 2500 Charlotte Avenue, Nashville TN 37209.

The meeting adjourned at 5:37 p.m.

Respectfully submitted,

Samuel L. Felker, J.D.
Chair

Strategic Plan: Workforce Development Update to the Board of Health--April 13, 2017

William S. Paul, MD, MPH, FACP
Director of Health



Metro Public Health Dept
Nashville / Davidson County

Protecting, Improving, and Sustaining Health

Strategic Priorities

1. **Strengthen and support the public health workforce**
2. Strengthen organizational performance
3. Develop and strengthen community collaboration
4. Advance health equity
5. Enhance public health communication



Features

- Objectives and Tactics (2015 – 2020)
- Mostly on track
- Operational Index
 1. Completed
 2. In progress
 3. To be completed



Strengthen and Support Public Health Workforce

- Objectives
 - Human Resources (1.1)
 - Internal Communication (1.2, 1.3, 1.4, 1.5)
 - Training (1.6)
 - Leadership/Workforce Morale (1.7, 1.8, 1.9)

Human Resources

- **Objective 1.1** – By July 2017 and ongoing, 100% of MPHD Supervisors will utilize MPHD Human Resources' guides for hiring, development and retention of employees
- **Status:** Completed. Overall objective has been met.

Human Resources

- **Tactic 1:** By July 2016 and ongoing, 100% of MPHD supervisors will utilize MPHD Hiring Practices Manual and its process in new hire and promotional decisions in accordance with Civil Service Rules.
- **Status:** Completed. Hiring Practices in use. (*Group Consensus form is required*).

Human Resources

- ***Tactic 2:*** By October 1, 2016, develop Onboarding Survey.
- ***Tactic 3:*** By November 1, 2016, complete onboarding survey.
- **Status:** *Completed.* Results analyzed, January 2017.



Human Resources

- ***Tactic 4:*** By December 1, 2016, submit changes to HR/ELT for review/approval.
- ***Tactic 5:*** By January 1, finalize all changes to Onboarding Manual.
- **Status:** *In Progress.* Pending completion of revisions and creating processes to support.

Human Resources

- ***Tactic 6:*** By July 1, 2017 offer annual Performance Evaluation Refresher training to supervisors.
- **Status:** *Completed.* Refresher provided

Human Resources

- **Tactic 7:** By July 1, 2017, make performance evaluation supporting materials and trainings available to supervisors.
- **Status:** Completed. (*Written guidelines were developed and distributed to supervisors via e-mail and placed with Performance Evaluation material on the Intranet*).

Human Resources

- ***Tactic 8:*** By July 1, 2018 and ongoing, annually review and revise Performance Evaluation trainings and supporting materials.
- **Status:** Completed. Review and revision of Performance Evaluations completed

Human Resources

- ***Tactic 9:*** By July 2017, update practices for promotions and merit increases based on revised Civil Service rules.
- **Status:** Completed. Promotion and merit-based guide developed and adopted.

Internal Communications

- **Objective 1.2** - Starting July 2015 and ongoing, 100% of bureau directors will visit all sites and meet with programs and staff quarterly to share and receive information about program operations.
- **Status:** Completed. Overall objective is being met.
 - Dr. Paul is planning meetings at all sites.



Internal Communications

- **Objective 1.3** - Starting July 2015 and ongoing, 100% of programs will meet at least monthly to enhance two-way communication to improve program and departmental performance.
- **Status:** Completed. Ongoing – we will develop a means for tracking compliance.

Internal Communications

- **Objective 1.4** - By July 2016 and ongoing, each year, 90% of staff will attend a quarterly General Staff Meeting.
- **Tactic 1:** *Inform staff on departmental issues and to engage staff to share programmatic updates, ideas, concerns and suggestions for improvement.*
- **Tactic 2:** *Solicit employee feedback to help form agenda of the quarterly meetings.*
- **Status:** **Completed**. Four (4) General Staff meetings were held in 2016.
 - ELT decided on one General Staff meeting in 2017 and ongoing.



Internal Communications

- **Objective 1.5** - By December 2017, develop and implement an annual employee meeting to recognize staff and discuss the state of the department and public health in Nashville.
- **Status:** *In Progress*. Meeting planned for August.

Training

- **Objective 1.6** - By December 2015, adopt and implement a Workforce Development Plan for the department that assesses and addresses workforce needs, builds leadership capacity, and ensures the timely completion all required Metro and MPHD required trainings.
- **Status:** Completed. Plan adopted; implementation ongoing.

Training

- **Tactic 1:** *Starting in July 2015 and ongoing, implement a Supervisor training series annually.*
- **Status:** Completed. And ongoing.
 - *Supervisors have access to Lynda.com for individualized professional growth.*
 - *Supervisor Meetings are also utilized to provide training to Supervisors.*

Training

- **Tactic 2:** *By July 2016 and ongoing, ensure all staff have access to Public Health 101 and 102 trainings to strengthen the department's knowledge of the core functions of public health.*
- **Status:** *In Progress.*
 - *Revised Public Health 101 training has been placed on the Lentz U page for easy access by staff.*
 - *Additional training resources are being identified.*



Training

- **Tactic 3:** *Annually, ensure all mandatory Metro, MPHD and job-specific trainings are offered and completed in a timely manner.*
- **Status:** *In Progress.*
 - *Training database created.*
 - *Supervisors have received individualized reports on their staff's training records and needs.*

Leadership & Workforce Morale

- **Objective 1.7** - By July 2017, develop a transparent process for filling MPHD committee vacancies.
- **Tactic Status:** *In Progress*.
 - *Draft produced by Workplace Culture committee.*
Will be reviewed by ELT and approved Dr. Paul.



Leadership & Workforce Morale

- **Objective 1.8** - By July 2018, implement at least two recommendations from Workplace Culture Assessment.
- **Objective Status:** *In Progress.*

Leadership & Workforce Morale

- **Objective 1.8 –**
- **Tactic 1:** *By July 2017, and every 3 years at minimum, assess the work environment for employee engagement, morale, internal communication and innovation (Workplace Culture Assessment).*
- **Status – In Progress.** *Assessment ongoing. Survey sent out to employees. 241 responses.*
- **Tactic 2:** *By December 2016, utilize assessment to make recommendations to ELT.*
- **Status – In Progress.** *Assessment ongoing. Survey responses being analyzed.*



Leadership & Workforce Morale

- **Objective 1.9** - By July 2018, implement 'transition planning' practices across the department.
- **Status** - (*To be completed*)
 - *Tactic 1: By December 2016, research and identify transition planning practices.*
 - *Tactic 2: By July 2017, adopt transition planning plan.*
 - *Tactic 3: By July 2018, each bureau will implement transition planning practices.*
 - *Tactic 4: By June 2019, review/evaluate and revise transition planning practices.*



MEMORANDUM

TO: Dr. Bill Paul

FROM: John Finke

DATE: April 5, 2017

SUBJECT: Industrial Land Developers – 771 Burnett Road, Old Hickory

As requested by the Metropolitan Board of Health (Board), this document is a summary of the permitting history, site visits, and complaint investigations, conducted by the Pollution Control Division (PCD) for the rock quarry owned by Industrial Land Developers, LLC, 771 Burnett Road, Old Hickory, Tennessee (ILD).

On May 19, 2016, PCD received a Process Permit Application for a new limestone quarry and a diesel-powered water pump at the property owned by ILD. The application was reviewed internally, and was placed into public review on July 1, 2016. During the 30-day public review and comment period, the PCD received numerous comments from public officials and residents in the surrounding area. After addressing the comments, PCD issued construction permits for the quarry and water pump on September 28, 2016.

The following is a timeline of all enforcement-related activities conducted on the ILD property over the past nine months:

<u>Date</u>	<u>Activity</u>	<u>Comments</u>
June 17, 2016	Complaint received	PCD received a complaint that material was being hauled off-site and dropped on the roadway, creating dusty conditions. PCD conducted an investigation and found that ILD was moving earth on-site to build a retention pond. No material was being removed from the site. No dust was visible on the roadway or in the adjacent neighborhoods. No violations were found.
July 1, 2016	Complaint received	PCD received a complaint that ILD was operating conveyor belts without a permit. PCD conducted an investigation and found that NES had not run power to the site for any of the crushing-related equipment and the conveyors were inoperable. No violations were found.

<u>Date</u>	<u>Activity</u>	<u>Comments</u>
September 1, 2016	Email received	“Hope you enjoy the payoff you no good #@^%!” No follow-up action or inspection was conducted.
October 6, 2016	Blasting	PCD staff was on-site for the blast. No dust was observed leaving the property. No violations were found.
October 14, 2016	Email received	“Lots of dust. No enforcement” PCD conducted an investigation and found that topsoil was being hauled off-site. No dust issues were observed. No violations were found.
October 17, 2016	Blasting	PCD staff was on-site for the blast. No dust was observed leaving the property. No violations were found.
October 20, 2016	Complaint received	PCD staff was notified that the site was dusty the previous day. Staff explained to the complainant that it was far more helpful to call while the problem was occurring. An investigation was conducted, but it had recently rained, so dusty conditions were not expected. No violations were found.
October 21, 2016	Surprise inspection	PCD conducted a surprise inspection. Some land clearing was being conducted. No dust issues were observed. No violations were found.
October 24, 2016	Email received	“Much dust no enforcement as expected” The email came in at 10:15PM, no inspection was conducted.
October 26, 2016	Email received	“A playlist for those dirt road drives clean up dust” PCD conducted an investigation of the property. No equipment was in operation and no dust issues were observed. No violations were found.
January 4, 2017	Surprise inspection	PCD staff conducted an investigation and noticed the primary crusher had been delivered and there was a pile of crushed stone on-site. No equipment was operating at the time. No dust issues were observed. No violations were found.

<u>Date</u>	<u>Activity</u>	<u>Comments</u>
January 4, 2017	Surprise inspection	PCD staff made another attempt to see the primary crusher running. Staff learned there was still no power for the crushing equipment and the rock on-site was brought from another facility. No dust issues were observed. No violations were found.
February 8, 2017	Complaint received	MPHD was contacted by the Mayor's Office regarding blasting at the site. It was unclear whether the concerns were related to dust or tremors from the blast. If it was a dust issue, it would have long since dissipated, but PCD staff committed to contacting ILD and ensuring PCD was present for future blasts. Further communication between the Mayor's office and the State Fire Marshal implied that the real concern was the effects of blasting on the nearby dam.
February 15, 2017	Surprise inspection	PCD found that there was still no power for crushing operations. Haul roads were being adequately wetted. No dust issues were observed. No violations were found.
March 2, 2017	Surprise inspection	PCD observed some crushing equipment in operation. All equipment was operating within permit requirements. No dust issues were observed. No violations were found.
March 14, 2017	Blasting	PCD staff briefly observed dust leaving the property. Visible emissions never exceeded 5% and lasted less than 15 seconds. Both measurements are well within permitted allowables. No violations were found.
March 24, 2017	Surprise inspection	PCD staff was unable to get full readings on all operating equipment due to a malfunction that stopped operation. Staff was concerned that one screen may have been in violation if the malfunction had not occurred. That piece of equipment has since been replaced. No violations were found.

Additional Material to Director's Update: Quarry

<u>Date</u>	<u>Activity</u>	<u>Comments</u>
March 29, 2017	Blasting	PCD staff was on-site for the blast. No dust was observed leaving the property. No violations were found.

PCD staff will continue to respond to complaints received and be on-site for occasional blasting. However, due to resource constraints, the number of scheduled, on-site inspections will be reduced to be more consistent with other sources, unless otherwise directed.



Metro Public Health Dept
 Nashville / Davidson County
 Protecting, Improving, and Sustaining Health

**Metropolitan Government of Nashville and Davidson County
 Animal Control Fees Per Metro Code of Ordinances Section 8.04.130 (A)**

Impound fee* \$50.00 per animal

Boarding fees/per day*

Dogs \$18.00

All others \$4.00

Duplicate Tag \$2.00

Rabies vaccination \$10.00

License fee (per year) \$8.00

Microchip implant \$25.00

Animal trap security deposit

Dogs \$100.00/each

Cats \$50.00/each

Kennels

- 1) For each kennel of less than ten dogs, twenty dollars per year or any fraction thereof;
- 2) For each kennel of from ten to twenty dogs, twenty dollars per year or any fraction thereof;
- 3) For each kennel of over twenty dogs, thirty dollars per year, or any fraction thereof.

* Per Metro Code 8.04.130 (E) the department may discount or waive these fees “when the dog has been impounded through no fault of the owner as determined by the director of health.”

Director's Update to the Board of Health April, 2017

Improve and Sustain Family and Child Well-Being

Community Advisory Group

The Community Advisory Group formed under the auspices of the Community Health bureau held its inaugural meeting here last month. Several Metro departments were represented along with non-governmental agencies and MPH staff. The purpose is to review and provide feedback on patient educational materials and plans, especially family planning, and on other MPH services, and to share resources, community events and news. Topics from the group included offering family planning services at schools, sharing information about human trafficking with community partners, and presumptive eligibility enrollment into TennCare. The group is scheduled to meet quarterly.

Promote and Support Healthier Living

Summit

A reminder that the 8th annual Healthy Nashville Summit, *Nurturing Healthy Brains for a Thriving Community* will be April 28 at Trevecca Community Church on Murfreesboro Pike. The year's keynote speaker is Dr. Renée Boynton-Jarrett, a pediatrician and social epidemiologist at Boston University's School of Medicine and founding director of the Vital Village Community Engagement Network. Her work focuses on the role of early-life adversities as social determinants of health.

Mayor's Senior Advisor on Health and Wellness

The Mayor's new Senior Advisor on Health and Wellness Policy is Kristen Simpson-Zak, who is expected to join the Mayor's staff this month. A native of Middle Tennessee, she comes to Nashville from the New York City Department for the Aging.

Create Healthier Community Environments

Data Talk

We will host a discussion and demonstration of the new 500 Cities Initiative data project here on May 2. The initiative is funded by the CDC and Robert Wood Johnson Foundation to provide small area estimates for chronic disease factors, to enable communities to better target their resources and programs. Nashville is one of six Tennessee cities selected. Data are available for over 100 health and health behavior indicators at the census tract level.

Quarry

(See attached update)

Prevent and Control Epidemics and Respond to Public Health Emergencies

New Testing

MPHD recently implemented hepatitis C testing in the STD clinic. Hepatitis C is a viral illness that affects the liver and is spread through contact with infected blood. Several jurisdictions have seen an increase in cases, particularly in areas impacted by the opioid epidemic. The STD clinic now offers testing to those at highest risk, including people living with HIV and those using injection drugs. Our viral hepatitis

coordinator works with those who test positive to provide education, linkage to care, and vaccination against other diseases that may impact the liver.

Mumps

Mumps cases are on the rise across the country, with ongoing outbreaks at universities in several states. We continue to investigate cases associated with local colleges and universities, and so far this year have identified three confirmed and 10 probable cases associated with local institutions. We also continue to investigate local contacts who were exposed to mumps cases in other states. The health department has issued guidance and alerts about the mumps situation to local colleges and universities, as well as local providers.

Ryan White

The Ryan White program's Quality Management recently was assessed by the HIV National Quality Center. The assessment identifies essential elements associated with a sustainable and effective quality management in 10 areas. Our program received a score of 90% on an assessment of 234 elements. The highest score was in the area of performance data collection and usage.

Organizational Updates

Budget and PIPs

Mayor Barry's State of Metro address and budget release are April 26 at Bridgestone Arena. You have received an invitation. A presentation of the Mayor's budget proposal will be made to the Metro Council at the courthouse immediately following the Mayor's address. We had our budget presentation to the Mayor last month, and participated in several Public Investment Plan proposals. We would anticipate learning which if any of the PIP proposals are funded at or near the time of the budget release. We also anticipate having our budget hearing before the Metro Council sometime in May, and will forward you that information when it becomes available.

Metro Animal Care and Control

Monthly Report

March 2017



METRO NASHVILLE
ANIMAL CARE & CONTROL

March 2017 Intakes

	Kitten	Adult Cat	Puppy	Adult Dog	Other	Wildlife	Total
Owner Surrender	9	40	30	88	21	0	188
Request for Humane Euthanasia	0	18	0	20	0	0	38
Stray	10	42	33	165	14	8	272
Total	19	100	63	273	35	8	498

Kitten/Puppy: 6 weeks old to 6 months old

Adult Cat/Dog: 7 months or older

Other: Includes Livestock, small animals

March 2016 to March 2017 Intakes

	2016				2017			
	Cats	Dogs	Other	Total	Cats	Dogs	Other	Total
Owner Surrender	41	176	0	217	49	121	21	188
Request for Humane Euthanasia (Owner Surrender)	7	22	0	29	18	20	0	38
Stray	57	164	14	235	52	198	22	272
Total	105	362	14	481	119	336	43	498

Other: Includes Livestock, small animals and wildlife

March 2017 Outcomes*

	Kitten	Adult Cat	Puppy	Adult Dog	Other	Wildlife	Total
Adopted	2	34	34	120	9	0	199
Transferred to Rescue Agency	1	18	19	30	11	4	83
Returned to Owner	0	5	9	78	1	0	93
Community Cats Program	0	9	0	0	0	0	9
Humanely Euthanized	0	26	0	68	2	2	98
Total	3	92	62	296	23	6	482

Kitten/Puppy: 6 weeks old to 6 months old

Adult Cat/Dog: 7 months or older

Other: Includes Livestock, small animals and wildlife

March 2016 to March 2017 Outcomes

	2016				2017			
	Cats	Dogs	Other	Total	Cats	Dogs	Other	Total
Adopted	39	135	2	176	36	154	9	199
Transferred to Rescue Agency	11	60	6	77	19	49	15	83
Returned to Owner	6	68	1	75	5	87	1	93
Community Cat Program	36	0	0	36	9	0	0	9
Humanely Euthanized	31	75	7	113	26	68	4	98
Total	123	338	164	477	95	358	29	482

*Outcome Data will rarely match Intake Data due to the fluidity of the shelter census. Animals are constantly being moved through the "Animal Flow Through" process.

***Not Yet Outcomed refers to animals that are still in the shelter or foster care.

Metro Animal Care and Control

Trailing 12 Month - Data Report

		Trailing 12 Month Average	
		Mar-16	Ending March 31st, 2017
A	Intake Total	498	590
B	Stray	272	280
C	Owner Surrender	188	249
D	Owner Req. Euth	38	49
E	Wildlife	8	10
F	Other	35	23
G	Adopted	199	209
H	Transfer	83	103
I	RTO	93	68
J	ORE Euthanized	39	39
K	Wildlife Euthanized	2	4
L	Euth Total	98	112
M	Euth %	11%	12%

Data Report Key

Intakes

Outcomes

Metro Animal Care and Control Data Report – Summary

Metro Animal Care and Control uses the National Federation of Humane Societies – Basic Animal Stats Matrix as a tool for data collection.

This basic matrix was designed to serve as a tool for data collection. It is a simple matrix containing what many (including Asilomar, ASPCA, National Federation, American Humane, UC Davis, Maddies Fund, PetSmart Charities and HSUS) have agreed are the minimum data points (along with definitions) an organization should gather. By using the basic matrix - we will have the opportunity to benchmark the work at MACC against similar agencies around the region or the nation.

Additionally, MACC prepares a Trailing 12-Month Report monthly. This reports includes the monthly Euthanasia Percentage. The Euthanasia Percentage is calculated using the recommended standards for an animal shelter.

Euthanasia Percentage Formula –

$$\frac{L - (J+K)}{A}$$

A