



Follow-Up Review of the Audit of Animal Services

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Purpose of the Follow-Up Review

- Provides a progress update on audit recommendations.
- Audit project evaluated the City's animal services, including animal care activities, officer response, asset management, and fee accuracy & appropriateness.
- Review found significant animal monitoring and live outcome improvements; most recommendations in progress.



Animal Care Staffing has Increased; Animal Care Monitoring has Significantly Improved

- Recent staffing additions should allow Animal Services to provide minimum care to all animals without regularly needing field officer support
 - Addt'l staff may be needed for increased care levels directed by City management.
- Implemented Daily Health and Wellness (Animal) Monitoring system provides significantly more assurance that all animals receive minimum care and improves shelter population monitoring and management.
 - Additional refinement of the system and related-care SOPs would further ensure consistency.

Est. Full-Time Shelter Staffing Needs

Service Level	Avg. Mins. Per Animal	Daily Staff Needed	Total Shelter FTE Needed
Minimum Care	15	8	15
Advanced Care	25	13	24
Enhanced Care	35	18	33

Medical Care and Drug Documentation Consistency Remains Similar to the Original Audit

- Documentation of vaccines has improved for cats but remained similar for dogs.
- Animal Monitoring system ensures animals with long-term stays receive adequate medical attention.
- Inventory controls over non-euthanasia drugs have not been implemented due to resource constraints.
 - Animal Services remains compliant with Federal drug control regulations.



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Percent of Required Vaccines Documented

Vaccine/Med	Kittens	Cats	Puppies	Dogs	Change
FVRCP/HCPCH	100%	89%	NA	NA	↑
DAPPv	NA	NA	90%	82%	↓
Dewormer 1	100%	89%	90%	82%	↑
Dewormer 2	87%	NA	80%	NA	—
Heartworm*	NA	NA	90%	82%	↓
Flea/Tick	100%	89%	90%	79%	—
Bordatella	NA	NA	90%	79%	↓
Boosters	89%		80%		↑
Overall Change:	↑		—		—

*Heartworm administration consistency decreased, but not as significantly as DAPPv and Bordatella.

Live Release Rate has Significantly Improved; Addt'l Resources being Developed for the Public

- While the shelter's live release rate was high originally, it has significantly increased.
- Likelihood of returns to owners has been increased.
 - New microchipping program and website information should help owners find lost pets.
 - Potential operating hours changes delayed till after the shelter remodel.
- Community cat trap-neuter-release and owner-requested sterilization programs in beginning stages of development.

Live Release Rate Changes

	Original Audit (FY24)	Follow-Up (2025)
Cats	87%	92%
Dogs	83%	92%
All:	83%	91%

Euthanasia Documentation has Improved

- A Euthanasia Policy has been implemented that requires additional review before an animal is euthanized.
 - Euthanasia SOP was updated to correct small errors.
- Documentation of performed euthanasia procedures has improved.
- The euthanasia drug usage documentation has improved. Pre-euthanasia, sedation drug usage is not recorded consistently.

Euthanasia Documentation Review

Requirement	% Completed Appropriately	
	Original Audit (FY24)	Follow-Up (2025)
Authorizer Doc. In Sys.	58%	100%
Two Staff Completed	42%	74%
Reasoning Clearly Doc.	13%	95%
Microchip Doc. In Sys.	6%	30%
Weight Doc. In Sys.	42%	30%
Kennel Card on Body Bag	0%	NA

New Field Operations Manual Should Improve Clarity

- Officer training requirements now centrally tracked.
- Process for entering calls for service is spread out over several functions.
 - Communication between functions has increased to help ensure consistent information is provided to the public.
 - Formal call-taking practices for Animal Services front-desk staff have not been created.
- Field Operation Handbook recently implemented.



Add'l Access Guidance Needed; Fee Schedule Recently Updated

- Written criteria for animal management and monitoring systems and shelter staff and volunteer access have not been created.
 - No access issues were identified. Tracking of volunteer access has improved.
- Documentation of facility and vehicle inspections is improved; the Continuity of Operations Plan should be further updated.
 - Additional security cameras will not be added until the remodel is complete.
- Animal Services fee schedule was updated in July 2025.
 - Accuracy of charged fees under new schedule will be assessed during next follow-up review.
 - Discount program expanded and now requires documentation of approval; periodic review would further reduce risk of misuse.
 - Accurate fee information is now readily available online and in the shelter.



Animal Services Follow-Up Summary:

Significant Improvements Made; Addt'l Refinement Needed

Audit Area	Recommendations	Implemented	In Progress	Not Implemented
Daily Care Activities	4	25%	75%	0%
Medical Care	5	0%	80%	20%
Education & Outreach*	6	0%	100%	0%
Euthanasia Procedures	2	0%	100%	0%
Officer Response	5	0%	100%	0%
Asset Management	7	29%	71%	0%
Fees	3	67%	33%	0%
All:	34	15%	82%	3%

Recommendation Not Implemented:

9. Work with the veterinary care contractor to establish inventory management procedures over non-euthanasia drugs to reduce the risk of loss or theft.



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*Two of the recommendations in this audit area were not yet due when the follow-up review was conducted. They are assumed to be In Progress.

Questions?

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