



Audit of Animal Services

Follow-Up Review

Live release rate has significantly increased. While additional staffing has been added, more staff is likely needed to provide higher care levels as directed. A new animal care monitoring system significantly increases assurance that all animals receive minimum daily care, but could be further refined to improve consistency.

An employee field manual has been created for officers. Formal guidance to control access to the animal shelter, animal shelter management system, and vehicles are being implemented. Operating hour changes have been delayed till after the planned shelter remodel, and non-euthanasia drug inventory procedures have not been established.

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Follow-Up at a Glance

Why we did this Follow-Up:

This report is intended to provide information on what changes have been made in response to the Audit of Animals Services issued in January 2025. The original audit evaluated the effectiveness and compliance of Animal Services animal care activities, officer response, and asset management, as well as the accuracy and appropriateness of fees. This follow-up review was included on the City’s Fiscal Year 2024-2025 Annual Internal Audit Plan as approved by the City Council.

What we Found:

Animal Services has received an additional two budgeted animal care technicians; however, direction from the City Council to provide a higher level of care will require additional staffing. Guidance on providing animal care activities has been created or updated and a daily care tracking system has been created and significantly improves animal monitoring; use could be further refined and more consistent. While vaccine administration consistency has increased for felines, it has fallen for dogs. Live release rate has significantly increased; euthanasia procedure documentation can still be improved. A field employee handbook was implemented in September 2025 that addresses officer activities, including vehicle usage. Operating hours changes have been delayed until the shelter remodel is complete. Non-euthanasia drug inventory procedures have not been developed, but physical security controls are in place. Updated fees were adopted in July 2025. The status of each recommendation is summarized below:

Recommendation	Mgmt. Response	Status
1. Assess current staffing organization and structure to ensure minimum care standards are maintained without impacting other operations.	Agree	In Progress
2. Develop a process for ensuring all required vaccinations and medicines are administered to animals during intake. Require follow-up intake exams for animals that could not complete their initial exam.	Agree	In Progress
3. Implement written guidance regarding intake and care of non-dog and cat animals and ensure staff are trained on the procedures.	Agree	In Progress
4. Formalize a method for tracking an animal's length of stay and implement monthly medical exams for those that remain in the Department's care for over 30 days. Monthly medical exams should at least include re-checking the animal's weight and providing vaccine boosters.	Agree	In Progress
5. Establish a method to track and verify daily care task completion, including which animals have been fed and what kennels have been cleaned.	Agree	In Progress
6. Align feeding and cleaning practices and relevant standard operating procedures, including feeding the correct type and amount of food, removing paper bowls from canine kennels as soon as they are emptied, and clarifying how long disinfectant should remain on the kennels before removal.	Partially Agree	In Progress

7. Implement a standard operating procedure regarding behavior monitoring that requires staff to record observations in the Shelter's animal management system.	Partially Agree	Alternative Solution
8. Work with the Purchasing Division to ensure the veterinary care contract includes any extra, appropriate costs that may not be covered in the current agreement. Implement a method to verify contractor billing independently to ensure the City is only paying for services received.	Agree	In Progress
9. Work with the veterinary care contractor to establish inventory management procedures over non-euthanasia drugs to reduce the risk of loss or theft.	Agree	Not Implemented
10. Enhance promotional efforts for the City's microchip program once appropriate fees have been authorized.	Agree	In Progress
11. Consider establishing an owner-requested sterilization program.	Partially Agree	Not Due Yet
12. Evaluate shelter operating hours to increase accessibility to the public, especially in the evening. Post information online on how to contact shelter staff to set appointments for lost animal searches or returns on days the shelter is not open to the public.	Partially Agree	In Progress
13. Update the Return to Owner Standard Operating Procedure to ensure that legally required verifications are documented in the animal management system.	Agree	In Progress
14. Formalize requirements for staff to obtain behavioral forms for owner-surrendered animals and saved to animal's electronic record. Ensure all adoption and owner surrendered agreements are completed and saved to the animals' electronic record. Formalize a method for tracking and saving animal visitation waivers.	Partially Agree	In Progress
15. Ensure staff are completing microchip scans and recording the results consistently in the animal management system.	Partially Agree	In Progress
16. Create formal guidelines for a community cat trap-neuter-return program including criteria for animals to be diverted to the program and education and outreach materials about the benefits of maintaining community cat colonies and how to deal with nuisance cats.	Agree	Not Due Yet
17. Implement a standard operating procedure regarding Department's drug handling and control for sodium pentobarbital and the pre-euthanasia, sedation drug, including developing a process to compare the drug log to the animal management system for accuracy, and provide regular training. Ensure only trained staff are performing euthanasia procedures and maintain a record of training certificates. Locate and save a copy of the City's current DEA license in Department's records.	Agree	In Progress
18. Update the euthanasia standard operating procedure to include documentation requirements within the current system and staff expectations including dosage instructions and required hold times.	Agree	In Progress
19. Formalize training tracking to ensure training records are appropriately maintained. Verify the listed continuing education cycle matches the Officer's completed basic training course date. Department-specific training expectations should be formalized and tracked for both staff that work only in the shelter and for those that work in the field.	Agree	In Progress
20. Update the home quarantine standard operating procedure to address the new system and require consistent documentation of visual observations and confirmation of rabies vaccination. Ensure	Agree	In Progress

home quarantines are only permitted when animals meet the City requirements.		
21. Implement a standard operating procedure regarding taking and inputting calls for service including timing expectations and provide comprehensive training to staff. Update the call-taking process to include staff expectations on when calls should be entered and ensure staff members are trained on call-entering including entering future calls to ensure consistent practices.	Partially Agree	In Progress
22. Work with the Public Safety Communication and 3-1-1 Divisions to ensure members of the public calling after hours receive consistent and correct information.	Agree	In Progress
23. Establish protocols for field staff including response time expectations, guidance on when incident reports should be created, and required safety practices.	Agree	In Progress
24. Formalize a citation submission process that ensures all written citations are transferred to the Municipal Court and permits the Department to track the citations written by their staff.	Agree	In Progress
25. Develop criteria to guide staff in granting access to staff and contractors to the animal management system. Generic logins should be eliminated to the extent possible to ensure accountability.	Agree	In Progress
26. Improve facility access management processes including establishing criteria for granting access to staff and tracking volunteer access.	Agree	In Progress
27. Improve security camera coverage to further promote the safety of animals and safeguard City assets.	Partially Agree	In Progress
28. Update Animal Services Continuity of Operations Plan to include information on animals in foster care, controlled substances, and volunteers. Ensure the plan has up-to-date emergency contact information and provide periodic disaster response training.	Agree	In Progress
29. Implement a procedure to retain annual inspection forms.	Agree	Implemented
30. Establish written guidance regarding transporting animals in Department vehicles including the amount of time an animal should be left in the truck kennel.	Agree	Implemented
31. Reinroduce vehicle inspection procedures and formalize vehicle key management.	Agree	In Progress
32. Periodically review and update the Animal Services fee schedule to ensure it reflects current regulatory requirements, policy-driven cost recovery goals, and appropriate pet population control incentives.	Agree	Implemented
33. Develop a process to ensure that any discounts applied to regulatorily established fees are appropriately reviewed and approved.	Agree	In Progress
34. Post a complete fee schedule on the City's website and ensure at least the most commonly charged fees (e.g., adoption, impoundment, etc.) are clearly posted at the customer service desk of the shelter.	Agree	Implemented

Recommendation Status Update

This report summarizes the Audit of Animal Service recommendations, management responses, and the City Auditor's Office's follow-up findings, which describe to what extent City management has implemented Internal Audit's recommendations since the publication of the original report in January 2025.

Limited Staffing Reduces Ability to Ensure Consistent Care; Improved Dangerous Drug Control and Updates to Current Medical Care Contract Could Improve Process

1. **Assess current staffing organization and structure to ensure minimum care standards are maintained without impacting other operations. It is likely additional staff is needed.**

Management Response: Agree

Animal Services Comments: Two additional Animal Care Technicians were added to the department for FY25 during the Budget Process. Those positions were posted in October and filled in December. The department has had to work through additional vacancies due to turnover, separations, and promotions; however, the department anticipates being fully staffed by the end of January 2025. Any additional identified staffing needs will be presented as part of the FY26 Budget process. Additionally, the department was recently reorganized to center positions around goals versus functions and align positions with renewed expectations for service and lifesaving.

Audit Follow-Up Finding: In-Progress

Since the original audit, Animal Services management has assessed staffing levels, and additional Animal Care Technician positions were budgeted; however, additional Animal Care Technicians have not yet been hired. Based on an analysis of staffing needs, this level of budgeted staff is sufficient to provide minimum care to all animals (i.e., one feeding and one cleaning); however, staff indicated that they have been directed to provide increased care levels to all animals through additional enrichment and attention. Estimated staffing needs for these advanced and enhanced care levels are outlined in Table 1.

Table 1: Estimated Full-Time Shelter Staffing Needs¹

Service Level	Avg. Minutes Per Animal	Daily Staff Needed	Total Shelter FTE Needed
Minimum Care	15	8	15
Advanced Care ²	25	13	24
Enhanced Care ³	35	18	33

According to staff they have been relying on Animal Service Officers and volunteers to provide advanced care levels to animals and have recently hired additional part-time workers through a partnership with the Denton Community Shelter. However, these additional resources only just provide adequate staffing for the advanced care level, indicating that additional Animal Care Technicians are still needed, especially to ensure Animal Control Officers have adequate time to perform their field duties.

2. Develop a process for ensuring all required vaccinations and medicines are administered to animals during intake. Require follow-up intake exams for animals that could not complete their initial exam.

Management Response: Agree

Animal Services Comments: RSVP staff were tasked with ensuring completion of exams for animals who did not receive them on intake and for conducting booster follow ups. Over the last four months, there have been a number of changes in the RSVP staffing causing inconsistencies in the work. The Intake Supervisor will be tasked with ensuring the new RSVP staff complete required tasks and develop a process for ensuring required intake exams are complete.

Audit Follow-Up Finding: In-Progress

Intake Exam SOP Updates. The Intake Exam process standard operating procedure was updated in January 2025 and then again in July 2025. Both versions of the document provide information on how staff should handle fractious animals and instruct staff to notate an animal's record if unable to complete the exam and establish a reminder to complete the exam within 24 to 48 hours. Intake exams should include verifying and entering the general information of the animal and providing the appropriate vaccinations and medications to dogs and cats.

¹ These estimates were based on the average number of animals in Animal Services' care per their management system which may include animals not always present in the shelter such as those in foster care. Ideally, these estimates are based on an exact maximum capacity. Animal Services has recently established an estimated shelter capacity directive that provides a total of 281 based on the number of kennels. This estimated capacity would require roughly the same amount of staffing as listed in the table.

² Using the average number of animals per day, Internal Audit calculated a weighted average care time of about 25 minutes assuming 30 minutes for dogs, 20 minutes for cats, and 15 minutes for all other animal types.

³ Department leadership identified this service level estimate based on UC Davis Koret Shelter Medicine Program.

Intake Exam Comprehensiveness Evaluation. Based on a statistical sample of 92 intakes from January 1 to June 30, 2025, City staff are completing a small portion of the intakes, however, as shown in Table 2, City staff do not appear to be completing comprehensive exams consistently.

Table 2: Intake Exam Completion Rates (2025)

Staff Group	Total Intakes	Total Comprehensive Intake Exams	Percentage of Intakes with Comprehensive Intake Exams
City	30	5	17%
Contractor	53	45	85%
County	9	2	22%
Total:	92	52	57%

Vaccination Rates. As shown in Tables 3 and 4, vaccinations and medicines are generally provided to both cats and dogs. However, there is more consistency with older felines and less with older dogs. Specifically, in the original audit, a review found that required intake vaccines and medicines for adult dogs were generally given at a 90 percent rate or higher and for this review that fell to roughly 81 percent and only two intakes clearly stated that the animal's behavior limited intake activities.

Table 3: Percent of Required Cat Vaccines/Medicines Documented

Required Vaccinations	Original Audit (FY24)		Follow-Up (2025)	
	Kitten (31 Total)	Cat (22 Total)	Kitten (15 Total)	Cat (19 Total)
FVRCP or HCPCH	87%	77%	100%	89%
Dewormer (Pyrantel)	55%	82%	100%	89%
Dewormer (Panacur)	90%	N/A	87%	N/A
Flea/Tick Prevention	94%	82%	100%	89%

Table 4: Percent of Required Dog Vaccines/Medicines Documented

Required Vaccinations	Original Audit (FY24)		Follow-Up (2025)	
	Puppy (11 Total)	Dog (35 Total)	Puppy (10 Total)	Dog (33 Total)
DAPPv	100%	94%	90%	82%
Dewormer (Pyrantel)	36%	97%	90%	82%
Dewormer (Panacur)	73%	N/A	80%	N/A
Heartworm Prevention	100%	91%	90%	82%
Flea/Tick Prevention	100%	97%	90%	79%
Bordatella	100%	91%	90%	79%

Finally, the standard operating procedure states that effective July 1, 2025, dogs and cats were to receive rabies vaccinations upon intake. However, since the scope of the review fell before this required date, the review did not assess

compliance with this practice. Yet, a review of documented rabies vaccinations for the sampled 89 adopted animals was completed and found that cats and dogs 12 weeks or older generally received rabies vaccinations before ownership was transferred from the City.⁴ However, five animals that were over the minimum age recommendation did not show a recorded rabies vaccination at the time of ownership transfer. All five received vaccinations roughly one month later.

3. Implement written guidance regarding intake and care of non-dog and cat animals and ensure staff are trained on the procedures.

Management Response: Agree

Animal Services Comments: Management will develop a formal SOP to offer guidance to staff on the appropriate steps to intake and care for non-traditional shelter animals.

Audit Follow-Up Finding: In-Progress

As reported in Recommendation 2, the Department updated the Intake Exam standard operating procedure in January and July 2025. The updated document now contains some basic instructions on non-cat and dog intakes. However, since these requirements were updated during the follow-up review, Audit staff could not verify if the required practices were constantly occurring. The implementation status will be further assessed in the next follow-up to ensure management has time to implement the new practices and train staff accordingly.

4. Formalize a method for tracking an animal's length of stay and implement monthly health checks for those that remain in the Department's care for over 30 days. Monthly health checks should at least include re-checking the animal's weight and providing vaccine boosters.

Management Response: Agree

Animal Services Comments: Animals receive daily health and welfare checks ensuring that they:

- Are eating food and drinking water.
- Are not exhibiting any concerning behavior or signs of distress
- Are not exhibiting symptoms of URI or other illness.
- Are not visibly injured.
- Are not exhibiting any signs of being in pain.
- Are bright, alert, and responsive.

These checks are sampled and audited daily by supervisors. Any animal that does not meet all of the above criteria is addressed appropriately, including being given clinical care.

⁴ Twelve weeks or older is the recommended age for rabies vaccination per the Association of Shelter Veterinarians.

Additionally, the Outcome Supervisor will work with RSVP staff to develop a process for ensuring required monthly rechecks and boosters are completed and documented.

Audit Follow-Up Finding: In-Progress

Monthly Health Checks. Written guidance regarding medical requirements for animals with long-term stays (i.e., longer than 30 days) has not been developed. A statistical sample review of 90 animals that were active in the system for over 30 days found that no formal monthly health checks or exams were performed for animals that remain in the shelter more than 30 days. However, the risk that animals with long-term stays are not receiving adequate medical attention has been adequately addressed with the implementation of Animal Service's Daily Care Monitoring system.

Booster Shots. Of the applicable 86 animal records reviewed,⁵ booster shots are provided with more consistency, as shown in Table 6; however, administration of boosters could still be improved.

Table 5: Percent of Boosters Received

Animal Type	Original Audit (FY24)	Follow-Up (2025)
Cats	68%	89%
Dogs	54%	80%

5. Formalize a method to track and verify daily care task completion, including which animals have been fed and what kennels have been cleaned.

Management Response: Agree

Animal Services Comments: Animal Services has implemented a Daily Health and Wellness Monitoring System to ensure that every animal, every day, has been given appropriate care including medication, feeding, enrichment, etc. Training has been conducted with staff members and the system is supporting proactive identification and addressing of issues.

Audit Follow-Up Finding: In-Progress

The Department has implemented a Daily Health and Wellness Monitoring system and a Health and Wellness Monitoring directive that outlines how staff should use this system. Training on the use of this system was provided to staff on November 20, 2024. Per this directive, all new staff are to receive training on this topic during onboarding, and refresher sessions should be held quarterly or as needed. There are also timing instructions listed in this directive regarding when staff should record certain actions and that "bulk" additions should generally be limited to the recording of bathroom usage.

⁵ Three dogs were excluded since they were home quarantines that never entered the shelter and an additional domestic bird was excluded since boosters are not provided to these animals.

Audit staff observed staff and volunteers reviewing animals' kennel cards, which contain general information like weight, behavioral concerns, and the barcode for the animal monitoring system, during feeding and cleaning tasks. This barcode allows staff to scan and connect to the animal's care record in the animal monitoring system to record their actions or observations. However, based on onsite observation, recorded animal behavior observations and completed tasks were not necessarily conducted by the City staff member who entered the data into the system. Specifically for cats, volunteers and contracted workers notated their observations on a standardized slip of paper and placed it in the animals' kennel card sleeve, and it was later added by a staff member. According to Animal Services staff, this practice is currently in place due to staffing shortages since providing access to the animal monitoring system for every volunteer is not feasible.

A review of 77 applicable animals⁶ found 19 percent showed daily care records for every day the animal was in the shelter's care per the Department's animal management system location data. However, 35 percent of those were missing just the initial intake date during which an intake exam is performed and documented—indicating that almost half of all animals actually received documented daily care.

Overall, the Department does show evidence of using a monitoring system to record basic care items within the system, but the sample review and onsite observations found they may not be using this system consistently. Further refinement of the process, including clearly listing when the first record of an animal should be added into the animal monitoring system and when the first care record should be listed, is needed. Additionally, onsite observations and the sample review found that animal monitoring system records are generally added in bulk in contrast to what the written directive instructs due to staffing issues.

- 6. Align feeding and cleaning practices and relevant standard operating procedures, including feeding the correct type and amount of food, removing paper bowls from canine kennels as soon as they are emptied, and clarifying how long disinfectant should remain on kennels before removal. Consider implementing twice-a-day feeding as recommended by best practices. If daily supplements are continued to be offered to cats, ensure dosage guidance is provided to staff.**

Management Response: Partially Agree

⁶ The sample was based on a statistical sample of 92 intakes from January 1 to June 30, 2025, of which 77 were housed for some time within the shelter.

Animal Services Comments: Staff will update SOPs to reflect the current established practices for feeding, cleaning, and dosage of supplementals. There is no supporting information in the audit for twice daily feedings. At the November 13, 2024, ASAC meeting, the idea of twice daily feedings was discussed, and the board veterinary member stated clearly that it was not necessary or otherwise beneficial.

Audit Follow-Up Finding: In-Progress

Standard Operating Procedure Alignment. The Department has streamlined the cleaning and feeding standard operating procedures. Specifically, both dogs and cats now have one standard operating procedure each for cleaning, with simplified instructions and a shared feeding standard operating procedure. As detailed in Table 7, some of the procedural updates address this recommendation, such as disinfectant contact time, but some specific instructions are not available.

Table 6: Major Procedure Updates & Changes

SOPs Details	
➤	Puppy and kitten kennels should be cleaned first
➤	No specific instructions on handling isolated or sick animals
➤	Disinfectant contact time listed
➤	Information on using the weight chart to determine the amount of food for puppies and kittens is not provided, including for wet food. Weight management plans are only mentioned for dogs, not cats.
➤	No specific timing instructions are provided for feeding puppies or kittens.

While onsite, Audit staff observed both contracted staff and volunteers questioning the amounts of wet and dry food to provide animals and the cleaning prioritization required by the standard operation procedure was not maintained, indicating that staff may need further instructions on management expectations, or the SOP could use further refinement. Most dogs and cats observed had metal bowls with only one cat having a paper bowl, indicating that the Department has transitioned to using metal bowls.

Daily Cat Supplement Guidance. The Department has elected to continue providing daily powder supplements to cats and has now clearly posted dosage guidance in cat housing areas.

Twice-Daily Feeding Consideration. Finally, Animal Services management reported that the Animal Services Committee discussed the twice-a-day feeding practice in November of 2024, and the Board gave direction that it was not needed. However, Audit could not verify this discussion based on available meeting minutes. Still, management indicated that twice-daily

feedings would create operational issues, and the implementation of the Daily Health and Wellness Monitoring system provides assurance that all animals are fed appropriately.

7. Implement a standard operating procedure regarding behavior monitoring that requires staff to record observations in the Shelter's animal management system.

Management Response: Partially Agree

Animal Services Comments: Staff are currently required to provide notes on concerning behavior and positive behavior daily in the Daily Health and Welfare Monitoring System for supervisors to address and document in the shelter management system. Staff have received training on this process. A formal SOP will be established.

Audit Follow-Up Finding: Alternative Solution

The Department has implemented a Daily Health and Wellness Monitoring system and a Health and Wellness Monitoring directive that outlines how staff should use this system. Training on the use of this system was provided to staff on November 20, 2024. For each animal each day this system documents: (1) if the animal's kennel has been cleaned and reset; (2) if the animal ate food and drank water; (3) if the animal was given medicine; (4) if the animal used the bathroom; (5) if the animal was given at least ten minutes of enrichment (i.e., walking, playing, interaction, etc.); (6) if the animal appears healthy or needs attention for some reason; and (7) any other relevant observations or care details.

The training provided to staff includes guidance on behaviors that should alert a staff member that an animal "needs attention." This information is then used by supervisors daily as well as during weekly Population Meetings, during which senior staff discuss animals that had concerns noted, including behavioral testing results. However, these results were not readily available in either the animal management system or the animal monitoring system. Notes from the weekly Population Meetings are added into the animal's Animal Management system record, such as 'needs behavioral testing' or 'needs a sign to clearly identify needs.'

While this system is new and could use additional refinement, the Daily Health and Wellness Monitoring system and Directive provide significantly more assurance that all animals receive basic daily care and allow for improved shelter population monitoring and management.

8. Work with the Purchasing Division to ensure the veterinary care contract includes any extra, appropriate costs that may not be covered in the current agreement. Implement a method to verify contractor billing independently to ensure the City is only paying for services received.

Management Response: Agree

Animal Services Comments: Staff is currently working with the Purchasing Department and the contractor to update the agreement to ensure pricing, services, and invoicing are accurately reflected.

Audit Follow-Up Finding: In-Progress

In August 2025, Animal Services management and the Purchasing Division amended the contract with the veterinary care contractor to include additional service costs. The Purchasing Division and City Attorney's Office were also made aware of previously approved overages and Animal Services has resolved the issue per their guidance. Finally, Animal Services management reported that they have not yet developed a method to independently verify the work hours of veterinary care contractor staff.

9. Work with the veterinary care contractor to establish inventory management procedures over non-euthanasia drugs to reduce the risk of loss, theft, or misuse. If possible, an active inventory list should be maintained, and drugs should be periodically inventoried by City staff to verify accuracy.

Management Response: Agree

Animal Services Comments: Non-euthanasia drugs are managed by veterinary staff who conduct periodic informal inventory. Staff is currently exploring options for more formalized and efficient inventory tracking of non-euthanasia drugs.

Audit Follow-Up Finding: Not Implemented

The department remains fully compliant with U.S. Drug Enforcement Agency and state regulations governing controlled substances. Inventory controls over non-euthanasia drugs, which include medications that are prescribed to humans as well as animals, were recommended to increase assurance that theft and misuse are not occurring. Still, during this follow-up review, Animal Services management raised concerns regarding the volume of drugs implicated by the recommendation and the feasibility of maintaining a complete inventory of non-euthanasia drugs.

The City Auditor's Office agrees that active inventory monitoring and verification procedures for all non-euthanasia drugs are operationally burdensome given the Department's existing resource constraints. For this reason, the City Auditor's Office provided a list of high-risk non-euthanasia drugs—specifically those classified as Schedule I or Dangerous Drugs under Texas regulations—for prioritization.

While full inventory tracking has not been feasible, the department has implemented additional physical controls, including badge-restricted access to storage areas, locking cabinets for non-controlled substances, and a secured

lock box for cabinet keys with restricted access. Still, physical security concerns for non-euthanasia drugs were noted during two onsite visits, highlighting the need for improved practices.

Live Release Rate is High; Improved Outreach and Documentation of Animal Behavior could Improve Adopter Experiences

10. Enhance promotional efforts for the City's microchip program once appropriate fees have been authorized.

Management Response: Agree

Animal Services Comments: The department cannot currently charge for microchipping services but has been offering them to the community free of charge since May 21, 2024. Staff plans to bring an updated schedule of fees to Council in Q2 of FY25. Once adopted, the department will promote the microchip program.

Audit Follow-Up Finding: Implemented

Updated Animal Services fees were adopted on July 1, 2025. In August 2025, microchip program information was provided to both the public and City staff members via the monthly newsletters. The new fee schedule, which includes the newly approved microchip fee, has been posted online and at the Animal Shelter.

11. Consider establishing an owner-requested sterilization program.

Management Response: Partially Agree

Animal Services Comments: More research into funding and logistics would be needed before implementing.

Audit Follow-Up Finding: Not Due Yet

Animal Services management has not yet made progress on establishing an owner-requested sterilization program, but reported they would like to do so in the future. The City Auditor's Office will assess implementation status in the next follow-up review based on the original management response's planned implementation date of Fiscal Year 2026 Quarter One.

12. Evaluate shelter operating hours to increase accessibility to the public, especially in the evening. Post information online on how to contact shelter staff to set appointments for lost animal searches or returns on days the shelter is not open to the public.

Management Response: Partially Agree

Animal Services Comments: Current staffing levels prohibit expansion of services at this time; however, management is working to implement an expansion of hours as soon as feasibly possible. Staff has worked with Customer Service Department and Public Safety Communications to provide consistent and more accurate information and communication

to the public during shelter non-operational hours. Staff will work with the City's webmaster to update the department website.

Audit Follow-Up Finding: In Progress

Shelter Operating Hours. Since the original audit, shelter operating hours have not changed, continuing to be closed on Wednesday and Sunday and offering no evening hours. Due to the upcoming shelter remodel, any changes to operational hours have been delayed till construction is complete.

Online Contact Information. Additionally, Animal Services has recently posted online instructions for the public on how to pick up lost animals when the Shelter is not open, but staff are present.

13. Update the Return to Owner Standard Operating Procedure to ensure that legally required verifications are documented in the animal management system.

Management Response: Agree

Animal Services Comments: Previously, staff would visually verify documentation but recording of verification was not mandatory. Staff will update Return to Owner SOP to require documented verification of necessary documents.

Audit Follow-Up Finding: In-Progress

The Return to Owner standard operating procedure was updated in August 2025, and Audit staff verified that the document states that staff must list the ownership verification documents in the animal management system. However, since these requirements were updated during the follow-up review period, Audit staff could not verify if the required practices were occurring consistently. The implementation status will be further assessed in the next follow-up, ensuring management has time to implement the new practices and train staff accordingly.

14. Formalize requirements for staff to obtain behavioral forms for owner-surrendered animals and save them to the animal's electronic record. Ensure all adoption and owner-surrendered agreements are completed and saved to the animals' electronic record. Formalize a method for tracking and saving animal visitation waivers.

Management Response: Partially Agree

Animal Services Comments: Staff are currently required to provide notes on concerning behavior and positive behavior daily in the Daily Health and Welfare Monitoring System for supervisors to address and document in the shelter management system. Staff have received training on this process. A formal SOP will be established. Currently, visitation waivers are bulk saved electronically on the department's network drive. At this time, staff is

developing an electronic method for collecting and retaining visitation waivers. Once the process is complete, an SOP will be generated

Audit Follow-Up Finding: In-Progress

Owner-Surrender Behavior Forms. A process to require staff to obtain animal behavior forms for owner-surrendered animals has not been formalized. An electronic form has been created for owner-surrendered animals in the animal monitoring system that requires information about animal behavior; however, this information is not required on the physical version of the form.

15. Ensure staff are completing microchip scans and recording the results consistently in the animal management system.

Management Response: Partially Agree

Animal Services Comments: The updated Microchip Scanning and Contacting SOP requiring documentation of scans was implemented and reviewed with staff 9/25/24. The Intake Supervisor will conduct periodic reviews to ensure compliance with the SOP.

Audit Follow-Up Finding: In-Progress

A sample review of 57 animals coded as "returned to owner" in the animal management system found 86 percent had documented microchip scans, which was a significant improvement compared to the 38 percent recorded in the original audit. However, there were some inconsistencies where staff recorded the microchip scans within the animal's record.

Of the 49 documented microchip scans, only 16 scans successfully found a microchip. Per the current standard operating procedure, if a microchip is found the information should be recorded on a physical communication sheet and documented in the animal management system. Only four of the 16 found microchips had associated communication sheets, and all four forms were incomplete.⁷ Still, for some records with a documented scan and no attached communication sheets, there was evidence that an owner had been contacted based on notes within the animal management system, indicating undocumented microchip scans are likely still occurring.

16. Create formal guidelines for a community cat trap-neuter-return program including criteria for animals to be diverted to the program and education and outreach materials about the benefits of maintaining community cat colonies and how to deal with nuisance cats.

Management Response: Agree

Animal Services Comments: This is an already identified need. Work is planned to begin FY25 Q2.

⁷ Of the four forms, two did not list any communication attempts, two did not have the date or time listed, and one did not list the microchip's implanting facility.

Audit Follow-Up Finding: Not Due Yet

Animal Services management is working with another animal care organization on developing 'heat maps' of areas where stray cats are commonly found, which will help the Department develop a comprehensive program in the future.

Completed Euthanasia Appear Humane; Improvements to Documentation and Verification of Staff Training Is Needed

17. **Implement a standard operating procedure regarding Department's drug handling and control for sodium pentobarbital and the pre-euthanasia, sedation drug, including developing a process to compare the drug log to the animal management system for accuracy, and provide regular training. Ensure only trained staff are performing euthanasia procedures and maintain a record of training certificates. Locate and save a copy of the City's current DEA license in Department's records.**

Management Response: Agree

Animal Service Comments: The department currently conducts periodic spot audits and the required bi-annual audit of the drug log to ensure accuracy; however, no formal procedure exists. Staff will develop a formal SOP for conducting controlled substance audits. Department will formalize training tracking and records retention to ensure department records are appropriately maintained.

Audit Follow-Up Finding: In-Progress

Drug Handling and Control. Animal Services continues to maintain a controlled substance log for sodium pentobarbital that contains all recommended details including the amount of drug used, date used, and balance remaining in bottle. As required by the standard operating procedure, all applicable procedures reviewed were recorded in the log. However, there were some documentation inconsistencies, including two bottles ending before a zero tally with no recorded waste from the bottle before the start of a new bottle. Additionally, there was one instance of an incorrect tally, which caused the bottle's ending balance to be incorrect.

Sixteen euthanasia procedures performed between July 9 and August 8, 2025, were reviewed to assess current practices, and, though a sedation drug appeared to be used consistently with dogs, the drug usage was not documented in the animal management system as required by the standard operating procedure. Of the additional 55 documented euthanasia procedures sampled and reviewed, none showed sedation usage in the animal management system, but dosage was recorded in a physical logbook for six procedures.

Euthanasia Procedure Training. All current euthanasia certifications for employees performing euthanasia were available as required by state regulations.⁸

Drug Enforcement Administration—or DEA—License Retention. Animal Services located a copy of the City's current DEA license, which is now stored within the Department records for easy review.

18. Update the euthanasia standard operating procedure to include documentation requirements within the animal management system and staff expectations, including dosage instructions and required hold times.

Management Response: Agree

Animal Services Comments: The SOP at the time of the audit was last reviewed in 2021. Staff has since updated the SOP to reflect 2024 changes to the ordinance and new shelter management system.

Audit Follow-Up Finding: In-Progress

Euthanasia Policy Creation. The City of Denton adopted a Euthanasia Policy on July 1, 2025. This policy requires all non-emergency euthanasia procedures to be reviewed and approved by a review team comprised of a veterinarian, a member of management, an animal behaviorist, and, when applicable, staff members who worked with the animal. Other major elements of the policy include prohibiting stray animals from being euthanized on (1) days when the shelter is closed and (2) before the expiration of the 72-hour stray hold time. Since this policy was not formally adopted until mid-year, implementation will be further assessed in the next follow-up, ensuring management has time to implement the new practices and train staff accordingly.

Euthanasia SOP Updates. The Euthanasia standard operating procedure was last updated at the end of 2024 and as shown in Table 7 requires staff to complete multiple actions while performing the process.

⁸ One staff member who was listed in the Animal Management system as having assisted in one euthanasia procedure did not have a current certification on file. Staff who assist in euthanasia procedures are not required to be certified by law, though state guidance recommends all participants be certified and it is required by the Department's SOP.

Table 7: Current Procedure Requirements

Major Actions	
➤	Record all drugs usage in the animal management system
➤	Record sodium pentobarbital usage in logbook
➤	Use only intravenous or intraperitoneal injection routes
➤	Verify animal identity multiple times (i.e., microchip scan)
➤	Document animal's final weight In Animal Mgmt. System

Dosage guidance is presented for both the sodium pentobarbital and the sedation drugs. However, the incorrect sedation drug is listed. However, there is no specific dosage guidance for commonly handled wildlife. Rather the dosage guidance generally instructs that dosages vary from species to species and that a veterinarian should be consulted before euthanizing any species staff are not trained on.

Euthanasia Documentation Review. As shown in Table 8, the statistical sample review of the 55 documented euthanasia procedures found documentation consistency still needs improvement.⁹ Specifically, staff member names, microchip scan documentation, and the final weight are not recorded consistently.

Table 8: Euthanasia Documentation Review Summary

Procedure Requirement	Percent Completed Appropriately ¹⁰	
	Original Audit (FY24)	Follow-Up (2025)
Authorizer documented	58%	100%
Two Staff Members Completed Procedure	42%	74% ¹¹
Reasoning Clearly Documented	13%	95%
Microchip Scan Clearly Documented ¹²	6%	30%
Weight Documented	42%	30%

Wildlife euthanasia documentation practices have improved since the original audit, as staff will often include pictures of the injury as documentation of the reason for the euthanasia.

⁹ Five of the 55 procedures were conducted offsite; only the documentation of the authorizer and reasoning was assessed for offsite procedures.

¹⁰ County-related procedures were also included in these totals as some of the procedures showed City staff as the approver.

¹¹ Thirteen procedures showed only one documented staff member, however three of the procedures were medical emergencies that occurred after regular business hours and three appeared to be county-only procedures.

¹² Documentation of microchip scans were only assessed for the applicable 33 domestic non-neonate animals.

Euthanasia Video Review. Sixteen euthanasia procedures performed between July 9 and August 8, 2025, were reviewed to further assess compliance with the updated SOP. Although the video review found that the Department conducted procedures with two individuals in the room, the animal management system found one of the procedures had the wrong secondary person listed and another two did not list the secondary individuals' name.

Live Release Rate and Euthanasia Rate Changes. Overall, Animal Services has significantly increased its live release rate as shown in Table 9 and is conducting significantly fewer euthanasia procedures. Specifically, in the first six months of 2024, Animal Services completed about 78 euthanasia procedures monthly, while this dropped to about 17 euthanasia procedures a month in the first six months of 2025.

Table 9: Live Release Rate Changes

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

Lack of Comprehensive and Updated Guidance Hinders Consistency of Field Operations

19. **Formalize training tracking to ensure training records are appropriately maintained for all staff. Verify the listed continuing education cycle matches the Officer's completed basic training course date. Department-specific training expectations should be formalized and tracked for both staff that work only in the shelter and for those that work in the field.**

Management Response: Agree

Animal Services Comments: Department will formalize position specific training requirements and training tracking to ensure training records are appropriately maintained and certifications kept up to date.

Audit Follow-Up Finding: In-Progress

Animal Control Officer Certification Tracking. Officer certification training is now tracked in a spreadsheet software. However, review of the tracker found that the record was not up-to-date, did not clearly list all the training some staff needed, and did not list expiration dates of officer certifications, limiting its usefulness as training courses are valid for different periods. Overall, the current tracker does not provide a clear tracking method for field officers to ensure they maintain their

certification. Staff certifications continue to be saved centrally in general, but there are no formal requirements for this.

Department-Specific Training. Department-specific training expectations have not been formalized.

- 20. Update the home quarantine standard operating procedure to address the new system and require consistent documentation of visual observations and confirmation of rabies vaccination. Ensure home quarantines are only permitted when animals meet the City requirements.**

Management Response: Agree

Animal Services Comments: Current SOP only requires visual confirmation of the required documentation for home quarantine. SOP will be updated to require documentation of records in shelter management System.

Audit Follow-Up Finding: In-Progress

A standard operating procedure for processing home quarantines was implemented in July 2025. Since these requirements were updated during the follow-up review period, the implementation status will be further assessed in the next follow-up, ensuring management has time to implement the new practices and train staff accordingly.

- 21. Implement a standard operating procedure regarding taking and inputting calls for service including timing expectations and provide comprehensive training to staff. Update the call-taking process to include staff expectations on when calls should be entered and ensure staff members are trained on call-entering including entering future calls to ensure consistent practices. Consider moving computers with the dispatching software closer to front-desk personnel.**

Management Response: Partially Agree

Animal Services Comments: Staff will develop a formal SOP and formal training for DAS staff on the call-taking and inputting process. Current facility and security regulations restrict CAD system locations. Proximity of CAD computer to front-desk personnel is planned to be addressed in the facility renovation project.

Audit Follow-Up Finding: In-Progress

Call Taking Standard Operating Procedures. A standard operating procedure outlining call-taking expectations has not been formally adopted.

Dispatching Computer Location Considerations. The City of Denton has begun the process of remodeling the Animal Shelter. The new shelter design schematics provide a location for the dispatching computers that is closer to the front desk.

22. Work with the Public Safety Communication and 3-1-1 Divisions to ensure members of the public calling after hours receive consistent and correct information.

Management Response: Agree

Animal Services Comments: Staff is working with Public Safety

Communication and Customer Service managers to ensure correct and consistent information is given to the public. In July 2024, AS staff provided both departments with an updated reference and information guide, and in November 2024, AS staff provided both departments with scripted responses to commonly asked questions. Management from all three departments have established clear lines of communication and addresses any issues or concerns as they arise.

Audit Follow-Up Finding: In-Progress

The Shelter's after-hours voice message provides some information to the public and can direct callers to the Police Department's non-emergency line or the 3-1-1 call center. However, as reported in the original audit, there is no information regarding lost pets or reclaiming animals or instructions on what option should be selected if the caller wishes to notify staff of their intention to pick up their animal. Animal Services management is currently working with 3-1-1 and Public Safety Communication division to help ensure information provided to the public is consistent.

23. Establish protocols for field staff including response time expectations, guidance on when incident reports should be created, and required safety practices.

Management Response: Agree

Animal Services Comments: In July 2024, the department began implementing the use of the case module in the shelter management system to record all incidents and generate reports. The case module provides a standard template and repository of all information related to incidents. The department will formalize protocols on use of the case module and response time expectations for field staff.

Audit Follow-Up Finding: Implemented

In September 2025, Animal Services management formalized field staff protocols in an updated employee handbook. This handbook now lists specific response time expectations for received calls, general safety practices, and states provides timelines for completing reports including incident reports. The Department has transitioned to an electronic case module which requires all actions taken on a call to be documented.

- 24. Formalize a citation submission process that ensures all written citations are transferred to the Municipal Court and permits the Department to track the citations written by their staff.**

Management Response: Agree

Animal Services Comments: Department will formalize a citation submission process.

Audit Follow-Up Finding: In-Progress

There are written instructions that state only field officers can write citations and all citations filed from January 1 to June 30, 2025, were issued by field officers. However, the review found that there were gaps in filed citation numbering increasing the risk that some citations may have been lost.

Access to Animal Shelter Assets Should be More Formally Controlled

- 25. Develop criteria to guide staff in granting access to staff and contractors to the animal management system. Generic logins should be eliminated to the extent possible to ensure accountability.**

Management Response: Agree

Animal Services Comments: The two generic accounts are used for vet staff who are not consistently scheduled; however, those accounts have limited access to the shelter management system. Access levels can only be granted by administrative users; however, staff will develop formalized criteria and a form for requesting and granting system access. Additionally, staff will conduct quarterly audits of system users and access levels.

Audit Follow-Up Finding: In-Progress

An access risk policy is in the drafting stage, and Animal Services has developed an access form to document access requests and changes. A review of those who have access to the animal management system indicates that access is removed when staff leave service. Generic logins are still being used. According to Animal Services management, there are operational reasons that make generic log-ins necessary, such as relief veterinary technicians. These reasons should be formally documented to guide access determinations since generic log-ins hinder accountability.

- 26. Improve facility access management processes including establishing criteria for granting access to staff and tracking volunteer access.**

Management Response: Agree

Animal Services Comments: Badge and facility access are managed through the Facilities Department. However, staff will develop formalized criteria and a form for department use to request and grant facility access. Additionally, staff will conduct an annual review of the list of individuals with facility access.

Audit Follow-Up Finding: In Progress

No written processes or guidance for facility access levels have been established, but Animal Services management reported that the Facilities Division is notified when staff separate from City employment. However, inconsistent access is still granted to volunteers, which can cause inconsistent badge activation and deactivation.

As reported in the original audit, in December of 2024 the Department developed a new process to help create accountability and proper management of the five shared volunteer door badges. The badges are now located in the Volunteer Coordinator's Office and appear to be signed out when used, helping ensure accountability. However, some volunteers are granted their own badges with differing access levels, and criteria has not been developed to determine what levels are appropriate.

27. Improve security camera coverage to further promote the safety of animals and safeguard City assets.

Management Response: Partially Agree

Animal Services Comments: In-progress. Exploring options and costs with Facilities Department. If not done now, will address during bond project.

Audit Follow-Up Finding: In-Progress

In January 2025, Animal Services worked with the Facilities Division to evaluate additional onsite cameras. Based on estimated costs, existing resources, and the upcoming animal shelter remodel, Staff chose not to add additional cameras at this time.

In addition, camera footage is still stored for 31 days despite staff originally requesting footage to be stored for 60 days. Since camera coverage will not be increased until the shelter remodel is completed, it may be beneficial to ensure the recorded coverage increases to the original requested retention level of 60 days.

28. Update the Animal Services Continuity of Operations Plan to include information on animals in foster care, controlled substances, and volunteers. Ensure the plan has up-to-date emergency contact information and provide periodic disaster response training.

Management Response: Agree

Animal Services Comments: Will update contact information and will work with OEM to enhance. Will provide regular training.

Audit Follow-Up Finding: In-Progress

The Continuity of Operations Plan emergency contact list was updated in August 2025; only current employees are now listed. The Continuity of Operations Plan has not been updated to include information on caring for

animals in foster care, maintaining controlled substance security, or volunteer usage.

29. Implement a procedure to retain annual inspection forms.

Management Response: Agree

Animal Services Comments: Have developed electronic repository.

Audit Follow-Up Finding: Implemented

A spreadsheet software is now used to track annual inspection forms. Further, Animal Services management implemented a directive that details where annual inspection forms should be stored. Review of this spreadsheet found that the 2024 and 2025 inspection forms were available.

30. Establish written guidance regarding transporting animals in Department vehicles including the amount of time an animal should be left in the truck kennel.

Management Response: Agree

Animal Services Comments: Department will review and update current SOPs to include formalize written guidance for additional processes. It should be noted the audit did not observe or find any concerning issues with the transportation of animals in the vehicles.

Audit Follow-Up Finding: Implemented

Animal Services management reported that a verbal directive was given to officers in January 2025. The employee handbook was updated in September 2025 with a section regarding animal transport, which instructs staff that they should ensure animals are not left in vehicles during breakdowns and references the vehicle's kennel climate control system. While this handbook provides general guidance to staff on animal transport, additional details may need to be communicated to new staff through on-the-job training or a standard operating procedure.

31. Reintroduce vehicle inspection procedures and formalize vehicle key management.

Management Response: Agree

Animal Services Comments: Will reimplement and formalize key management.

Audit Follow-Up Finding: In-Progress

Animal Services has started developing a vehicle inspection log; however, this procedure has not been formalized. Additionally, the field manual was updated in September 2025 with details regarding vehicle and key management. The implementation status will be further assessed in the next follow-up, ensuring management has time to implement the new practices, enhance written requirements, and train staff accordingly.

Animal Services Fees Have Become Outdated; Lack of Clear Guidance Has Resulted in Inconsistent Charges

- 32. Periodically review and update the Animal Services fee schedule to ensure it reflects current regulatory requirements, policy-driven cost recovery goals, and appropriate pet population control incentives. Consider having a formal cost-of-service study conducted as part of the next fee update.**

Management Response: Agree

Animal Services Comments: In-progress. Staff plans to bring proposed fee schedule to Council in Q2 of FY25.

Audit Follow-Up Finding: Implemented

As mentioned previously, new fees were adopted on July 1, 2025. Due to cost restrictions a formal cost-of-service study was not conducted. As this was the first fee update in over 10 years, the periodic review cycle could not be observed in this follow-up.

As detailed in the original audit report, animal shelters must balance cost recovery against pet population control goals, particularly decreasing the number of stray animals. Animal Services recently adopted fee schedule, which generally follows best practices that typically help encourage this goal, except for charging for animal surrenders.

- 33. Develop a process to ensure that any discounts applied to regulatorily established fees are appropriately reviewed and approved. This may be through a formally documented and advertised discount program (i.e., “Clear the Shelter” or “30 for 30”) or on a case-by-case basis. If the City intends to discount impoundment fees similar to adoption fees, this authority should be granted by ordinance.**

Management Response: Agree

Animal Services Comments: In-progress. Staff plans to bring proposed fee schedule to Council in Q2 of FY25 which will include requesting authority to discount impoundment fees. Staff will formalize written guidance on documenting discounts applied to regulatory established fees.

Audit Follow-Up Finding: In-Progress

As reported previously, new fees were adopted on July 1, 2025. This fee schedule allows the Animal Services' Director to reduce adoption, impound, holding, or microchip fees of any animal. A 'reduced fees directive' was recently implemented that requires staff members to receive permission from Animal Services management and document that permission into the animal management system.

Requiring permission for discounts increases documentation of these instances, reducing the risk of inappropriate usage. Still, performing periodic checks of applied discounts for appropriateness would further reduce this risk.

As both the new fee schedule and the 'reduced fee' directive were recently implemented, Audit staff could not verify if the required practices are consistently occurring. The implementation status will be further assessed in the next follow-up, ensuring Animal Services management has time to implement the new practices and train staff accordingly.

34. Post a complete fee schedule on the City's website and ensure at least the most commonly charged fees (e.g., adoption, impoundment, etc.) are clearly posted at the customer service desk of the shelter.

Management Response: Agree

Animal Services Comments: The City's website will be updated to include additional fees. Current Fees will be posted at the shelter front desk.

Audit Follow-Up Finding: Implemented

Onsite observations found that the complete schedule of commonly charged fees was located at the shelter's front desk. Additionally, the new fees for adoption, animal surrender, and reclaim transactions are now listed on the Animal Services' City webpage.

Audit Project Background

The City Auditor's Office is responsible for providing: (a) an independent appraisal¹³ of City operations to ensure policies and procedures are in place and complied with, inclusive of purchasing and contracting; (b) information that is accurate and reliable; (c) assurance that assets are properly recorded and safeguarded; (d) assurance that risks are identified and minimized; and (e) assurance that resources are used economically and efficiently and that the City's objectives are being achieved.

Auditing Standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Management Responsibility

City management is responsible for ensuring that resources are managed properly and used in compliance with laws and regulations; programs are achieving their objectives; and services are being provided efficiently, effectively, and economically.

Objectives, Scope, and Methodology

The City Auditor's Office has completed a follow-up review of the Audit of Animal Services, which evaluated the effectiveness and compliance of Animal Services animal care activities, officer response, and asset management, as well as the accuracy and appropriateness of fees. This report is intended to provide a progress update on recommendations from the [Audit of Animal Services](#).

Audit fieldwork was conducted during July and August 2025. The scope of review varied depending on the procedure being performed. The following list summarizes major procedures performed during this time:¹⁴

- Reviewed documentation from the issued audit review to develop criteria including industry standards, best practices, policies, and procedures;
- Interviewed Animal Services and veterinary services contractor staff;

¹³ The City of Denton City Auditor's Office is considered structurally independent as defined by generally accepted government auditing standard 3.56.

¹⁴ All sample sizes provide a 95 percent confidence that the true population mean is within ± 10 percent of the sample estimate.

- Reviewed new and updated standard operating procedures and directives related to intaking animals, caring for animals, microchip scanning & contacting owners, home quarantines, issuing citations, euthanasia procedures, and fee reductions;
- Conducted two onsite visits including four hours observing cleaning and feeding practices in August 2025;
- Assessed current staffing levels, examined monthly volunteer numbers, calculated shelter staffing needs, and reviewed Department-created staffing needs assessment;
- Calculated the number of animal intakes processed by the veterinary services contractor, County staff, and City staff;
- Verified return to owner practices for a sample of 100 stray reclaims from January 1 to June 30, 2025;
- Evaluate a sample of 100 intakes, 90 adoptions, and 90 long-term (i.e., over 30 days) stays from January 1 to June 30, 2025, for documentation completeness, including comprehensive intake exams, vaccination records, medical exams, and daily care notations in the Department's new animal monitoring system.
- Examined a sample of 55 euthanasia procedures from January 1 to June 30, 2025, to assess Department practices and documentation completeness, including a review of substance documentation;
- Observed surveillance footage of the animal shelter, including 16 euthanasia procedures completed during July and August 2025;
- Reviewed available training records to verify compliance with State and Department requirements; and
- Evaluated the sequencing of citations filed by Animal Services staff during January 1 to June 30, 2025, and assessed citation filing practices;
- Compared the current employee list to the animal management system users and facility door access;
- Reviewed the most recent Continuity of Operations Plan; and
- Observed the public-facing website and Animal Services to verify information posted, including current fee schedule information.