



Richmond City Council

The Voice of the People.

Richmond, Virginia

OFFICE OF THE CITY AUDITOR

REPORT # 2013-04

AUDIT

Of the

Department of Animal Care and Control

January 2013

OFFICIAL GOVERNMENT REPORT

Richmond City Council

OFFICE OF THE CITY AUDITOR

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*Committed to increasing government efficiency, effectiveness,
and accountability on behalf of the Citizens of Richmond.*

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Richmond City Council

The Voice of the People

Richmond, Virginia

Office of the City Auditor

Executive Summary

January 29, 2013

The Honorable Members of the Richmond City Council
The Honorable Mayor Dwight C. Jones

Subject: Department of Animal Care and Control

The City Auditor's Office has completed an audit of the Department of Animal Care and Control. The auditors conducted this performance audit in accordance with generally accepted government auditing standards.

Animal Control provides pet shelter services and assistance with animal-related issues involving the safety of residents and the humane care of animals. The department processes domestic animals housed at the shelter in one of four primary methods: adoption, return to owner, transfer to another humane organization, and euthanasia.

The following are the salient findings of the audit:

- Auditors found that material internal control issues do not exist in the following processes:
 - Expenditures had proper supporting documentation and appeared to be for appropriate business purposes;
 - Only certified personnel performed euthanasia;
 - Adoption paperwork was adequately maintained; and
 - Adequate marketing events occurred to effectively advertise the availability of pets.
 - Currently, the shelter is being renovated to improve sanitation, reduce costs, and make the facility safer and more comfortable for the animals and staff.
- According to statistics published by the National Council on Pet Population Study and Policy, a population the size of Richmond would have approximately 90,000 dogs and cats living in the City. The City Code levies an annual \$10 pet license fee from pet

owners. However, during the period of November 2011 – October 2012, the City collected only approximately \$13,000 for this fee, which represents about 1,300 pets. Not having pets licensed and properly tagged not only results in lost revenues but also increases the probability that lost pets may not be identified and could be euthanized.

- The table below depicts that euthanasia rates increased in FY2012 as compared to FY2011, while adoptions, return-to-owner, and transfers decreased:

	FY2012	FY2011
Adoptions	853 (19%)	923 (22%)
Return to owner	459 (10%)	547 (13%)
Transfers	1,312 (30%)	1,470 (34%)
Euthanasia	1,833 (41%)	1,317 (31%)

Appropriate tagging of animals would allow Animal Control to return more animals to their rightful owners. Increasing Animal Controls’ efforts, when possible, to transfer unclaimed animals to partnering agencies would reduce the rate of euthanasia.

- Based on the results and findings of the audit methodology employed, auditors found some opportunities to strengthen existing controls or to develop controls that are missing.
 - Only 31% of citizen complaints were responded to in accordance with Animal Control’s Policy. Not responding to service calls in a timely manner could jeopardize the health and safety of citizens and animals. It is possible to generate reports in the Shelter Buddy software to analyze key metrics such as response time. The Field Supervisor is not routinely generating and reviewing reports to analyze overall response times and individual performance of each Animal Control Officer.
 - The six Animal Control Officers currently employed by Animal Control earned 751 hours of overtime during FY2012. In an audit sample, the available overtime logs submitted to Management for approval did not support 210 of 412 overtime hours paid. Therefore, accountability over \$6,466 paid for the overtime could not be verified.
 - City Policy requires that deposits are made at least weekly, or within 24 hours if the amount of funds on-hand exceeds \$500. Animal Control did not consistently comply with this Policy in FY2012. The auditors found that \$48,658 consisted of

\$30,756 in cash and \$17,902 in checks collected during the period of August 11, 2011, through March 1, 2012 were held at the shelter and deposited on March 21, 2012. Auditors attempted to retrieve the supporting documentation related to the above deposit. Neither Animal Control nor the City's Finance Department retained the documentation to support the accuracy of the deposit. However, using Shelter Buddy records, auditors were able to verify the reasonableness of the dollar amount of this deposit.

In the subsequent period, funds were deposited every two to three weeks and ranged from \$4,000 - \$5,000. Money held at the animal shelter for an extended period is subject to the threat of theft or misuse, and reduces interest earned on deposits.

- Animal Control does not have a process to properly account for and set off amounts collected against these receivables. In addition, the department needs to improve its collection of these receivables. Not having proper processes to account for amounts collected could lead to misappropriation of funds.

The City Auditor's Office appreciates the cooperation of the Department of Animal Care and Control's staff. Please contact me for questions and comments on this report.

Sincerely,

Umesh Dalal

Umesh Dalal, CPA, CIA, CIG
City Auditor

cc: Mr. Byron C. Marshall, CAO
The Richmond City Audit Committee
Christopher Beschler, DCAO
Chuck Marchant, Acting Operations Manager

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2	Increase efforts to transfer unclaimed animals to partnering agencies, when possible.	8
3	Provide relevant training to the Dispatchers on field operations and how to properly classify complaint calls.	10
4	Provide laptops for all Animal Control Officers' vehicles.	10
5	Run routine reports from Shelter Buddy to analyze response times and individual Animal Control Officers' productivity.	10
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8	Enforce compliance with the City's cash policy for deposits.	14
9	Update policies and procedures to reflect current practices.	14
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Overview

Introduction and Scope

The City Auditor's Office has completed an audit of the Department of Animal Care and Control. This audit covers the 12 - month period that ended June 30, 2012. However, due to lack of availability of some data during this period, the scope of the audit was expanded through October, 2012. The objectives of this audit were to:

- Determine the existence and effectiveness of internal controls;
- Evaluate the efficiency and effectiveness of operations; and
- Verify compliance with laws, regulations, and policies.

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

Methodology

Auditors employed the following procedures to complete this audit:

- Reviewed relevant records, policies and regulations;
- Performed various tests;
- Conducted interviews; and
- Performed other audit procedures, as deemed necessary.

Management Responsibility

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

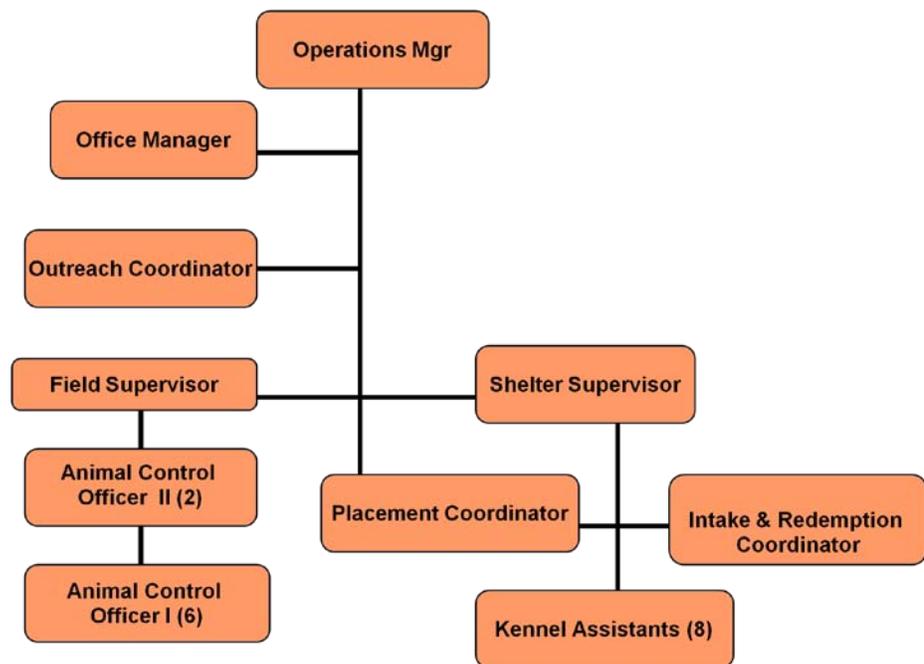
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Animal Care and Control

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Background

In April 2012, City Council established Richmond Animal Care & Control (Animal Control) as a separate department of the City of Richmond. Previously, Animal Control was a division of another City Department. Animal Control has been approved for 23 FTE staff since fiscal year (FY) 2010. An organization chart is depicted below:



Animal Control's adopted budget for the last three fiscal years is depicted below:

Fiscal Year	Adopted Budget
2012	\$1,391,368
2011	\$1,299,894
2010	\$1,360,661

Source: data provided by the Budget Department

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The purpose of Animal Control is to provide City residents with pet shelter services and assistance with animal-related issues involving the safety of residents and the humane care of animals. The department receives animals for a variety of reasons, such as:

- Stray pets found in the City
- Unwanted pets surrendered by owners
- Pets found injured or neglected in the City

Domestic animals housed at the shelter are processed in one of four primary methods: adoption, return to owner, transfer to another humane organization, and euthanasia. A brief discussion of each method is listed below.

Animals housed at the shelter are processed in one of four primary methods

Pet adoption:

Animal Control staff and volunteers work together through adoption to re-home as many animals as possible. The shelter is open to the public five days a week for adoptions. The standard adoption fee is currently \$100, which includes the following services:

- spay/neutering
- vaccinations
- heartworm testing for dogs or feline leukemia and feline AIDS for cats
- microchipping

Return to Owner:

Animal Control follows established criteria to determine whether a person claiming ownership of an animal is in fact the owner. Owners claiming an animal as their own must provide evidence of ownership, such as a pet license or rabies tag with matching certificate.

Transfers:

Animal Control partners with over 30 humane organizations to transfer healthy adoptable animals in order to prevent unnecessary euthanasia. These organizations identify animals they would like to transfer from the shelter, and are then responsible for the medical services and spay/neuter for each transferred animal.

Euthanasia:

Animals are euthanized when deemed necessary for medical, behavioral, or space availability reasons. Euthanasia is to be carried out in a humane, compassionate and caring manner to minimize the physical pain, suffering and psychological impact to both the animals and the personnel performing the procedure. Only certified individuals are allowed to perform euthanasia.

Observations and Recommendations

***Internal
Controls***

According to Government Auditing Standards, internal control, in the broadest sense, encompasses the agency's plan, policies, procedures, methods, and processes adopted by management to meet its mission, goals, and objectives. Internal control includes the processes for planning, organizing, directing, and controlling program operations. It also includes systems for measuring, reporting, and monitoring program performance.

***Some opportunities
exist to strengthen
existing controls or
to develop controls
that are missing***

Based on the results and findings of the audit methodology employed, auditors concluded that there are some opportunities to strengthen existing controls or to develop controls that are missing.

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What is working well?

Auditors found several processes that are functioning well

Auditors tested the following processes and determined there were no material internal control issues:

- Expenditures had proper supporting documentation and appeared to be for appropriate business purposes;
- Only certified personnel performed euthanasia;
- Adoption paperwork was adequately maintained; and
- Adequate marketing events occurred to effectively advertise the availability of pets.

The Animal Shelter Renovation

The shelter renovation currently in progress will improve the facility significantly

At the inception of this audit, Animal Control management informed the auditor that the animal shelter was being renovated to improve sanitation, reduce costs, and make the facility safer and more comfortable for the animals and staff. This \$2.3 million renovation and expansion is currently in progress and is scheduled to be completed in FY2014. The auditor reviewed the contract and detailed design specifications and it appears that Animal Control will be in compliance with humane society standards and industry best practices once the renovation is complete. Examples of these improvements include the following:

Improvements Scheduled**Expected Benefits**

Improvements Scheduled	Expected Benefits
Expansion of 3,539 square feet of kennel space, which will eliminate two-tier kennels and provide a small amount of additional space to house more animals. Kennels will no longer be indoor/outdoor types.	This change will improve sanitation since animals on the upper tier currently can contaminate animals on the lower tier. Currently, Animal Control struggles with climate control and housing needs in the winter and summer. Having all kennels indoors will also reduce bird and rodent infestations that currently exist.

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A new state-of-the-art drainage system and sloped floors will be installed.

The current drainage system is not sanitary since the drain is not covered and an animal in one kennel can contaminate others. The current slope of the flooring also periodically causes standing water.

Ward and kennel surfaces will be lined with an impermeable sealant that can be properly sanitized on a daily basis

This change will no longer trap in contaminants due to its porous nature.

Unsanitary fiberglass cages will be replaced with new stainless steel kennels.

Improved sanitation.

A new bathing area will be installed with adjustable heights and a ramp.

This will increase the safety of the kennel staff and the animals since staff currently have to lift animals into a bath that is set at chest level.

An industrial grade washing machine will be installed.

Currently, everything is hand washed which is very time consuming for staff. The new washing machine will also allow Animal Control to utilize re-usable litter pans for cats instead of disposable litter boxes, which will reduce costs and is environmentally friendly.

Animal Control management should be commended for identifying the improvements needed for the animal shelter.

Possible Improvements

Opportunities Exist to Generate Additional Revenues

Currently, procedures do not exist to adequately collect annual Pet License fees due

The City Code levies an annual \$10 pet license fee from pet owners. According to statistics published by the National Council on Pet Population Study and Policy, a population the size of Richmond would have approximately 90,000 dogs and cats living in the City. Some of these animals would be strays, and would not be subject to the fee. After making an allowance for strays, Richmond should be collecting several hundred thousand dollars for this fee. However, during the period of November 2011 – October 2012, the City collected only

The City might be losing a substantial amount of revenue from pet license fees

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approximately \$13,000 for this fee, which represents about 1,300 pets. It is evident that the City does not have proper procedures to ensure collection of all pet license revenue due. Additionally, more education to pet owners in the City may increase awareness of this required fee.

Not having pets licensed and properly tagged increases the probability that lost pets may not be identified and could be euthanized. Also, the City's costs of housing/caring for these unidentified animals may increase.

More animals were euthanized in FY2012 as compared to FY2011

As referenced previously in this report, domestic animals housed at the shelter are processed in one of four primary methods: adoption, return to owner, transfer to another humane organization, and euthanasia. Relevant FY2011 and FY2012 statistics for each method are listed below:

The euthanasia rate increased in FY2012

	FY2012	FY2011
Adoptions	853 (19%)	923 (22%)
Return to owner	459 (10%)	547 (13%)
Transfers	1,312 (30%)	1,470 (34%)
Euthanasia	1,833 (41%)	1,317 (31%)

Source: data provided by Animal Control

The table above depicts that euthanasia rates increased in FY2012 as compared to FY2011, while adoptions, return-to-owner, and transfers decreased. Appropriate tagging of animals would allow Animal Control to return more animals to their rightful owners. Also, increasing efforts to transfer unclaimed animals, when possible, to partnering agencies would reduce the rate of euthanasia.

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Recommendations:

1. *Educate pet owners in the City regarding this required fee.*
2. *Increase efforts to transfer unclaimed animals to partnering agencies, when possible.*

The Audit Identified Several Operational Improvement Opportunities**Citizen Complaints were not Responded to in a Timely Manner**

During normal business hours, a dispatcher located at the animal shelter receives service calls from citizens. The dispatcher documents each call and classifies it as one of four priority levels as follows:

	Examples of Complaints	Response Time Goal Per Policy
Level 1	-animals that are attacking or creating a safety hazard -critically injured animals -unrestrained animals that have bitten someone	20 minutes
Level 2	-animals with special needs -animals in a home posing a health or safety risk -large animals running loose	20 minutes
Level 3	-Dogs running at large that are not causing problems or danger -Nuisance animals	24 hours
Level 4	-Deceased animals	24 hours

Level 3 and 4 calls should be responded to once Level 1 and 2 calls have been addressed, but the goal is to address them within 24 hours.

The auditor tested Animal Control's response time using calls received from November 2011 - October 2012. A review of 120 calls classified

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as Level 1 or 2 received during normal business hours during this period is as follows:

Response Time	# of Calls	% of Total	Notes
20 min. or less	38	31%	-
21 min. – 60 min.	41	34%	-
61 min. – 180 min.	21	18%	-
>180 min.	11	9%	4 of 11 calls were responded to the next business day.
?	7	6%	Arrival/departure times were not recorded on the Dispatch Log or Animal Control Officer's Daily Activity Report. It is not clear if these calls were ever responded to.
N/A	2	2%	Calls were cancelled by initial caller.

Animal Control needs to manage response times to complaints in accordance with their Policy

Based on the data above, it is evident that only 31% of citizen complaints were responded to in accordance with Animal Control's Policy. Not responding to service calls in a timely manner could jeopardize the health and safety of citizens and animals.

The auditor reviewed these calls with the Animal Control Field Supervisor, and while some of the calls may have been the result of unusual circumstances (such as a shortage of staff on a given day), the Field Supervisor agreed that response times needed improvement.

- The auditor also noticed that the Dispatch Logs revealed that almost all service calls were classified as Level 2 or 3. There appeared to be limited use of Level 1 and 4. Some of the calls appeared to be misclassified by the Dispatcher based on the nature of the complaint. The auditor noted instances where the Levels

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documented on the Dispatch Logs did not reflect the seriousness of the complaint. For example, calls described as "Aggressive attack on another dog" or "injured dog and the owner not getting medical treatment" were classified as Level 3, instead of Level 1 or 2. Increasing efforts to train the Dispatchers would ensure proper assignment of classification of complaint calls.

The auditor identified the following additional operational issues:

- Only four of the six Animal Control Officer's have laptops in their vehicles. This creates challenges for them to consistently receive and keep track of calls that require a response.
- It is possible to generate reports in the Shelter Buddy software to analyze key metrics such as response time. However, the Field Supervisor is not generating and reviewing reports on a routine basis to analyze overall response times and individual performance metrics for each Animal Control Officer. It appears that the Field Supervisor has not analyzed operational and employee performance on a periodic basis. Staff may not be held accountable if management does not properly analyze response times.

Animal Control does not analyze response times and individual performance metrics

Recommendations:

3. *Provide relevant training to the Dispatchers on field operations and how to properly classify complaint calls.*
4. *Provide laptops for all Animal Control Officers' vehicles.*
5. *Run routine reports from Shelter Buddy to analyze response times and individual Animal Control Officers' productivity.*
6. *Monitor the Dispatch Log at the end of each work day to ensure*

that all Level 1 and 2 calls have been addressed.

Overtime Hours Incurred by Animal Control Officers were not Properly Tracked and Monitored

The six Animal Control Officers currently employed by Animal Control earned 751 hours of overtime during FY2012. The auditor tested a representative sample of 412 overtime hours paid to these employees and noted the following issues:

- 210 of the 412 overtime hours paid to these employees were not supported by the available overtime logs submitted to Management for approval. It is possible that the employees were paid for hours not worked. The Field Supervisor indicated that the logs were not consistently used since some overtime hours were paid to employees based on emails written by the employees to Animal Control's payroll processor. It is evident that proper internal controls were not in place. Based on the employees' overtime rates, inclusive of benefits, these 210 hours paid for cost the City \$6,466. Therefore, accountability over these resources could not be verified.
- The Animal Control Officers rotate assignment of "on-call" duty to handle emergencies that arise after normal business hours. The "on-call" Officer is only supposed to respond to Level 1 or 2 calls, which includes animal cruelty, neglect, or serious injury, after normal business hours. Other calls such as complaints about deceased animals or nuisance pets are not supposed to be addressed during this time. All emergency "on-

Accountability of \$6,466 in overtime could not be verified

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call” work should be documented on the Officer’s Daily Activity Report (activity report), along with the arrival/departure times for all locations visited during normal business hours.

The auditor attempted to match the overtime hours paid to the employees to the activity reports. However, there were many activity reports missing. Of the ones that could be located, not all overtime was properly supported on the activity reports. In these instances, employees were paid for hours that did not appear to have been worked when reviewing the activity reports. It is possible that some of these overtime hours may have been worked, but were never documented on the activity report. Therefore, these overtime hours could not be verified.

The Field Supervisor acknowledged that he was not adequately monitoring the Animal Control Officers’ overtime hours and their activity reports on a daily basis. He also indicated that the Animal Control Officers needed to improve their documentation on the activity reports to ensure the reports were accurate and complete.

Not properly tracking and monitoring employees’ daily work, including overtime, could result in employees getting paid for hours that they did not work, resulting in a financial loss to the City.

Recommendation:

- 7. Review the daily activity reports to verify reasonableness of hours worked.*

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Deposits were not Timely and were not Supported by Proper Documentation

City Policy requires that deposits are made at least weekly, or within 24 hours if the amount of funds on-hand exceeds \$500. The auditor was able to determine that Animal Control did not consistently comply with this Policy in FY2012 since all deposits were not made timely.

\$48,658 was stored at the animal shelter for a period of almost six months before it was deposited

Auditors obtained a complete list of deposits made in FY2012 from the financial system. The auditors found that the funds collected during the period of August 11, 2011, through March 1, 2012 were deposited on March 21st, 2012. On this date, Animal Control made a deposit of \$48,658 covering this period, which consisted of \$30,756 in cash and \$17,902 in checks. Money held at the animal shelter for an extended period is subject to the threat of theft or misuse, and reduces interest earned on deposits.

Deposits were not completed timely and were not supported by proper documentation

Auditors attempted to retrieve the supporting documentation related to the above deposit. Neither Animal Control nor the City's Finance Department retained the documentation to support the accuracy of the deposit. However, using Shelter Buddy records, auditors were able to verify the reasonableness of the dollar amount of this deposit. Based on discussions with Animal Control management, relevant documentation such as the revenue report, calculator tape, and deposit pay-in sheet were not consistently maintained in FY2012.

In order to verify if similar discrepancies existed in the subsequent period, the auditor tested the five deposits completed from August - October, 2012. All required supporting documentation was properly maintained, and the actual amounts collected by Animal Control

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matched the deposit amounts. However, deposits were not completed in a timely manner. These deposits were only done every two to three weeks and ranged from \$4,000 - \$5,000.

The auditor also noted that Animal Control's policies and procedures related to cash handling have not been updated since 2008. These policies and procedures do not reflect current business practices since they state the Department of General Services will pick up money from the animal shelter. Currently, General Services does not exist, and it is the responsibility of Animal Control to take their funds to City Hall.

Recommendations:

8. *Enforce compliance with the City's cash policy for deposits.*
9. *Update policies and procedures to reflect current practices.*

Controls over Receivables Need Improvement

The auditors found Animal Control had \$35,748 (including a court-ordered receivable of \$26,205) in fees receivable for FY2012. In FY2010 and FY2011, these receivables were \$10,976 and \$9,513, respectively. Animal Control does not have a process to properly account for and set off amounts collected against these receivables. In addition, the department needs to improve its collection of these receivables. Not having proper processes to account for amounts collected could lead to misappropriation of funds. In addition, not collecting these receivables would result in a financial loss for the City.

*Animal Control
needs proper
procedures to
account for and
collect fees
receivable*

Recommendation:

- 10. Develop and enforce procedures to account for and collect fees receivable.*

**APPENDIX A
MANAGEMENT RESPONSE FORM
Animal Care and Control 2013-04**

#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
1	<i>Educate pet owners in the City regarding this required fee.</i>	Y	In concurrence with the recommendation we will send renewal notices, and promote licensing at Division run Outreach Events.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Animal Control Officer		4/30/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
			Licensing information is currently posted on the Division websites.
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
2	<i>Increase efforts to transfer unclaimed animals to partnering agencies, when possible.</i>	Y	In concurrence with this recommendation, we will continue to notify our transfer partners of available animals in need, and document those efforts in a Transfer Notification Log.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Placement Coordinator		4/30/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
3	<i>Provide relevant training to the Dispatchers on field operations and how to properly classify complaint calls.</i>	Y	In concurrence with the recommendation we will develop a training plan and procedure for incoming Dispatchers. Training sessions and appropriate documentation will occur as the Dispatchers begin their 6 month rotations.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Field Service Supervisor		5/30/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
4	<i>Provide laptops for all Animal Control Officers' vehicles.</i>	Y	In concurrence with the recommendation we will requisition and distribute laptops as deemed appropriate.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Field Service Supervisor		2/28/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
5	<i>Run routine reports from Shelter Buddy to analyze response times and individual Animal Control Officers' productivity.</i>	Y	In concurrence with the recommendation we will train ACO's on how to properly enter dispatch calls and relevant call information. In addition, we will run dispatch reports on a weekly basis to analyze response times.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Field Service Supervisor		6/30/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS

6	<i>Monitor the Dispatch Log at the end of each work day to ensure that all Level 1 and 2 calls have been addressed.</i>	Y	In concurrence with the recommendation we will monitor and review the dashboard at the end of each work day to verify that all Level 1 and 2 calls have been addressed.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Field Service Supervisor		2/28/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
7	<i>Review the daily activity reports to verify reasonableness of hours worked.</i>	Y	In concurrence with the recommendation we will require field staff to submit DAR's on a daily basis with an accompanying O/T Requisition Form for any extra hours that were worked. Management will review the DAR's when submitted and give Field Staff feedback on performance and opportunities for improvement.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Field Service Supervisor		2/28/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
8	<i>Enforce compliance with the City's cash policy for deposits.</i>	Y	
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Shelter Operations Supervisor		4/30/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
	In concurrence with the recommendation we have drafted an SOP for Cash Deposits that complies with City Policy. The SOP is currently awaiting management review and subsequent approvals.		
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
9	<i>Update policies and procedures to reflect current practices.</i>	Y	
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Director		1/31/2014
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
	In concurrence with the recommendation we will continue our efforts in updating our policies and procedures. As such, we are examining our current practices and making revisions as appropriate. As part of our ongoing process new SOP's will be incrementally developed, reviewed, and approved.		
#	RECOMMENDATION	CONCUR Y-N	ACTION STEPS
10	<i>Develop and enforce procedures to account for and collect fees receivable.</i>	Y	In concurrence with the recommendation we will develop and implement procedures to review existing Pay-Later receipts and notify debtors of outstanding balances. We will send out notices on a bi-monthly basis.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Animal Control Officer		4/30/2013
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION