

Finance Department
Director's Office

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Michael L. Thurmond

Board of Commissioners

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Gregory Adams

Memo

To: Xan Rawls, Director of Police Services, Animal Enforcement Division

From: Wayne A. Williams, Business Process Consultant 

cc: Zachary Williams, Chief Operating Officer;
Jack H. Lumpkin, Deputy COO (Public Safety)
Dianne McNabb, Interim Chief Financial Officer

Date: 5/17/2018

Re: Management Response Update - 2017 Animal Services and Enforcement Compliance Review

A follow-up to the 2017 Animal Services and Enforcement Compliance Review was conducted during the weeks of April 30, 2018 thru May 4, 2018. Specifically, the purpose of the follow-up was to ensure management responses included within the review were both:

- a. thoroughly performed and/or implemented to address the documented audit observations; and
- b. considered to be reasonably adequate to address the noted audit observations.

Physical observation of procedural improvements were conducted during a one day on-site visit at the ASE office. While noting process improvement is an ongoing effort based on operational need and nuance, based on these observations it appears ASE management has adequately completed the requirements set forth in their responses to the initial audit observations. Below is a summary of observations and efforts of ASE management to address each review point.

Management Response and Corrective Action taken to date	Follow-up Observation
<p><u>Standard Operating Procedures (SOP)</u></p> <p>The Animal Services and Enforcement SOP has been updated to include recent adoptions. Updates and changes to the SOP include:</p> <ul style="list-style-type: none"> • The inclusion of jurisdictional responsibility for complaints; • Creation of an optimized online email complaint management and tracking system; • Editing, consolidation and clarification of redundant SOP sections; and 	<p><u>Observation</u></p> <ul style="list-style-type: none"> • An updated ASE SOP was observed and posted on the DeKalb County website for transparency. <p>https://www.dekalbcountyga.gov/transparency-initiatives/2017</p>

<ul style="list-style-type: none"> • Procedures for improved color-coded filing system for managing dangerous, neglect and cruelty complaints. 	
<p><u>Training and Knowledge of County Code and State Laws</u></p> <p>Animal Services and Enforcement employees consistently attend internal and external training sponsored by multiple organizations locally and nationally including: DeKalb Animal Control Academy; Southeastern Animal Control Association; Georgia Animal Care & Control Association; Georgia Equine Rescue League; National Animal Control Association; The Humane Society of the United States; and The National Animal Cruelty Investigation School.</p>	<p><u>Observation</u></p> <ul style="list-style-type: none"> • ASE was previously noted as being in compliance with it's recommended training from the initial report. A listing of ASE personnel training and attendance sheets were observed. Additionally, updated publications guiding national standards were observed as utilized reference material.
<p><u>Code Compliance</u></p> <p>ASE continues to provide citizens with information regarding which department manages a particular segment of a complaint by providing contact information to those departments including: Code Enforcement, Sanitation, and the Department of Agriculture.</p> <p>To support this effort, ASE management coordinates with web site manager LifeLine Animal Project to ensure the Enforcement section accurately outlines applicable jurisdiction responsibility for each complaint segment as well. The most recent documented coordination of this effort was conducted in August 2017.</p> <p>The ASE SOP notes the reference to complaint segment responsibility within Section 1.5.</p> <p>Refer to the following website link: http://www.dekalbanimalservices.com/field-services/request-for-service</p>	<p><u>Observation</u></p> <ul style="list-style-type: none"> • The updated website and communications between the LifeLine Animal Project were observed to provide guidance on the proper jurisdictional responsibility as recommended within the Compliance Review.
<p><u>Record Maintenance and Documentation</u></p> <p>ASE has integrated a color coding system to facilitate its extensive complaint documentation and recording by case type and status. Hard copy files have all relevant case numbers and necessary information visibly noted.</p> <p>Section 2.5 of the ASE SOP states: <i>"Photographs are encouraged (when practical) of the location, animal, and other noteworthy information. Photographs stand as a record of events that can be used for comparison purposes on return calls or compliance orders."</i> and Section 4.16 of the ASE SOP states: <i>"Photographs will be taken in EVERY cruelty case."</i></p> <p>Officers continue the practice of photographing all cases determined as both required and feasible to do so. Management notes it's continued revision of scenarios where pictures are not taken for a call where no visible on-</p>	<p><u>Observation</u></p> <ul style="list-style-type: none"> • The color coding system was observed and adequately structured to allow for proper file maintenance, historical lookup and completeness.



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site evidence is present and/or a "For Follow-up" notification is provided.

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General Operations

As recommended, ASE performed an assessment of its current software systems and notes although not specifically designed for management of field enforcement complaints, the current system functional. Further cost-benefit analysis will be conducted to determine technological upgrade opportunities in the future.

Observation

- This is an ongoing assessment to determine technological upgrade opportunities. ASE management will make a recommendation for improvement as and if they deem required.

Transparency

ASE hired a dispatcher to ensure that each caller is provided with a unique case number which can be tracked for follow-up inquiry. Complaints received by email are responded to with a case number included as well. The County continues to work towards how to best capture anonymous complaints and calls discontinued by callers prior to case number issuance.

Observation

- It was observed that each case is provided with a unique number, whether for a call received or in response to an email complaint.