



**OFFICE OF INDEPENDENT INTERNAL AUDIT**  
LAVOIS CAMPBELL, INTERIM DEPUTY CHIEF AUDIT EXECUTIVE

**FINAL**

March 17, 2022

Jack H. Lumpkin, Deputy Chief Operating Officer,  
DeKalb County Office of Public Safety  
3630 Camp Circle  
Decatur, GA 30032

**RE: Follow-up Report on Audit of Animal Enforcement, Audit Report Number 2018-003-PSAE**

Dear Chief Lumpkin:

As required by DeKalb County, Georgia – Code of Ordinances/Organizational Act Section 10A – Independent Internal Audit (I), the Office of Independent Internal Audit has completed a follow-up of the audit noted above. I have attached the Office of Independent Internal Audit’s report on the status of actions taken by your office to address the findings contained in the audit report referenced above.

**Status of Audit Findings**

Based on our review of management responses to the findings, we concluded that: five of five findings are “**Closed**”.

#	Report Finding	Management Action Plan Status
1	Standard Operating Procedures (SOP's) Were Not Current	Closed
2	Training Procedures For Animal Control Officers Need Improvement	Closed
3	Some Officers Have Not Completed Training For Chemical Immobilization	Closed
4	Records Are Not Maintained For Dangerous Animal Registration	Closed
5	PetPoint System Was Not Always Updated With The Court Dispositions For Animal Incidents	Closed

Please contact me if you require additional information.

Sincerely,

*Lavois M. Campbell*

Lavois Campbell, CIA, CISA, CFE, CGA-CPA  
Interim Deputy Chief Audit Executive  
Office of Independent Internal Audit

**Attachment:**



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Cc: Tamica Pack, Department Coordinator  
Michael L. Thurmond, Chief Executive Officer  
Robert Patrick, Board of Commissioners District 1  
Jeff Rader, Board of Commissioners District 2  
Larry Johnson, Board of Commissioners District 3  
Steve Bradshaw, Board of Commissioners District 4  
Mereda Davis Johnson, Board of Commissioners District 5  
Ted Terry, Board of Commissioners District 6  
Lorraine Cochran-Johnson, Board of Commissioners District 7  
Zachary L. Williams, Chief Operating Officer/Executive Assistant  
La'Keitha D. Carlos, Chief of Staff  
Kwasi K. Obeng, Chief of Staff, Board of Commissioners  
Adrienne T. McMillion, Chairperson, Audit Oversight Committee  
Harold Smith, Jr., Vice-Chairperson, Audit Oversight Committee  
Claire Cousins, Audit Oversight Committee  
Lisa Earls, Audit Oversight Committee  
Tanja Christine Boyd-Witherspoon, Audit Oversight Committee

**FINAL**

Dekalb County Government			
Office of Independent Internal Audit			
Date: 3/14/22		Prepared by: Kesha Hall	
Audit Findings Status Update Form			
Status Date	Report #	Report Title	
3/14/22	2018-003-PSAE	Department of Public Safety - Audit of Animal Enforcement	
Contact Person	Title	Phone No.	Email Address
Tamica Pack	Department Coordinator	404-294-2091	<a href="mailto:tcpack@dekalbcountyga.gov">tcpack@dekalbcountyga.gov</a>
Activity	Accountability	Schedule	
Public Safety	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Public Safety - Animal Enforcement	Yes	N/A
Finding		Standard Operating Procedures (SOP's) Were Not Current	
No.	1		
Date	7/8/20		
Recommendation	<p>We recommend that Animal Enforcement management:</p> <ul style="list-style-type: none"> <li>Update SOP's to be consistent with the County's current procedures. In addition, include a checklist in the SOP manual of the documents required for all types of cases.</li> <li>Implement continuous and ongoing training for staff regarding SOP's and require documented acknowledgement of their understanding of the procedures.</li> <li>Update SOP's to ensure they are consistent with current county ordinances, policies and procedures, and State laws and implement procedures to ensure SOP's remain current.</li> </ul>		
Management Response	<p>Standard Operating Procedures were reviewed, updated, or created to reflect the current DeKalb County Animal Ordinances and Georgia State Laws. Policies and procedures were updated to include checklists of significant case types.</p> <ul style="list-style-type: none"> <li><b>Chemical Immobilization</b> – Updated procedures are in place to report department capture methods. All chemical immobilization actions are being properly documented. Please reference section 5.27 of the Standard Operating Procedures.</li> <li><b>Citations</b> – Per sections 3.7 and 5.30, "Citations" have been updated to reflect current procedures for office and field personnel. Defined issuance procedures have been established. A case closure accountability checklist was implemented.</li> <li><b>Georgia Open Records Request</b> – The Standard Operating Procedures were reviewed and have been updated. Animal Enforcement Supervisor review and authorization is required to eliminate errors and ensure proper execution. Please reference section 3.8, Open Records Request. Please reference section 3.8, Open Records Request.</li> <li><b>Chain of Command</b> – The Chain of Command is outlined in an organizational chart, which reflects the reporting structure and authority levels. Please refer to section 1.4.</li> <li><b>Animal Complaints</b> – The Standard Operating Procedures have been amended to define services provided by Animal Enforcement. Citizens will be referred to the appropriate agency when the complaint or concern does not fall within the jurisdiction of Animal Enforcement. Please refer to section 1.6 for additional detail.</li> <li><b>Radio Dispatching</b> – Radio dispatching lists were updated to reflect current active codes, signals, and associated meanings. CAD dispatcher procedures have been updated and outlined in section 3.5.</li> <li><b>Emailed Animal Complaints</b> – The procedure for handling emailed complaints was updated and reflects the process currently being followed. Please refer to section 3.3.</li> <li><b>Bite Case Reporting</b> – The Bite Case Coordinator procedure has been amended to reflect the protocol for cases when the animal is not able to be taken into custody. Animal Enforcement is responsible for the follow-up with bite victims. Victims will be notified by phone or in-person to schedule an appointment with a physician and/ or poison control center for recommended treatment. Please refer to section 4.1.</li> <li><b>Report Writing</b> – "Memo writing" guidelines for routine calls have been outlined in section 5.16. "Incident Report" writing guidelines have been defined with supporting examples to ensure an appropriate narrative is capture on cases requiring more detail. Please refer to section 5.24.</li> <li><b>Research Prior Violation Location</b> – The Standard Operating Procedures were updated and now require a location history check be completed on all new complaints to determine previous complaint history. Please refer to section 3.4.</li> <li><b>Public Education Programs</b> – The Standard Operating Procedures were updated to reflect the participation of Animal Enforcement officers in educating the community regarding animal issues. Officers are well-versed and always prepared to represent DeKalb Animal Enforcement at various functions ranging from neighborhood meetings to county-wide events. Officers will dress in complete and clean uniform attire unless otherwise instructed. Please refer to sections 6.1 and 6.2.</li> </ul>		



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3/14/22	2018-003-PSAE	Department of Public Safety - Audit of Animal Enforcement	
<b>Contact Person</b>	<b>Title</b>	<b>Phone No.</b>	<b>Email Address</b>
Tamica Pack	Department Coordinator	404-294-2091	<a href="mailto:tcpack@dekalbcountyga.gov">tcpack@dekalbcountyga.gov</a>
<b>Activity</b>	<b>Accountability</b>	<b>Schedule</b>	
Public Safety	<b>Responsible Area</b>	<b>Repeat Finding</b>	<b>Anticipated Completion Date/Date Adjustments will be made</b>
	Public Safety - Animal Enforcement	Yes	N/A
<b>Finding</b>			
<b>No.</b>	1	<b>Standard Operating Procedures (SOP's) Were Not Current</b>	
<b>Date</b>	7/8/20		
<b>Management Response</b>		<ul style="list-style-type: none"> <li>• <b>Transportation of Animals in Open Air Vehicles</b> – Expectations and procedures for handling unrestricted animals in open-air vehicles are outlined. Animal Enforcement and other Public Safety Agencies observing this violation are required to address the concern as deemed appropriate by job description. Please refer to section 5.31.</li> <li>• <b>Hazardous Animals</b> – The Standard Operating Procedures have been updated to align with DeKalb County Ordinance 5-15, advising hazardous animals are not allowed unless prior approval from the Police Chief has been received. Please refer to section 5.31.</li> <li>• <b>Guard Dogs</b> – The Standard Operating Procedures have been updated to align with DeKalb County Ordinance 5-16, clearly defining the rules and owner requirements for dogs deemed to be “guard dogs”. Please refer to section 5.31.</li> <li>• <b>Transient Animals</b> – The Standard Operating Procedures have been updated to reflect the DeKalb County Ordinance 5-26. Thus, the guidelines for handling animals shipped or transported through DeKalb County for less than 15 days are clearly defined. Please refer to section 5.31.</li> <li>• <b>Financial Transactions</b> – Procedures for recording and handling fees collected for the issuance of animal traps and "Dangerous Animal" registrations have been clearly defined. Please refer to section 3.10, "Financial Transactions."</li> <li>• <b>Emergency Operations Procedures</b> – A Disaster and Emergency Operation plan has been created to provide guidance on how to respond in the event of a natural disaster or emergency situation. Please refer to section 7.1 of the Standard Operating Procedures guide. Under the Freedom of Information Act, specific details related to deployment, mobilization, and tactical operations of Animal Services in response to emergencies cannot be disclosed.</li> <li>• <b>Mandated Reporting Requirements (Child or Elder)</b> – Rules for handling cases of potential abuse and/or neglect have been outlined in the Standard Operating Procedures guide. Officers have a duty to report any safety concerns to the appropriate authorities. Please refer to section 5.17 of the Standard Operating Procedures.</li> </ul>	
<b>Status Update Management Response</b>		During our follow up review, we examined the updated Public Safety Animal Enforcement SOP's that were provided by Animal Enforcement management. We noted that management has added and implemented all the of the recommendations noted in the finding. Therefore, this finding's implementation status is now closed.	
<input type="checkbox"/>	Open		
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
<input checked="" type="checkbox"/>	Closed		



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Activity	Accountability	Schedule	
Public Safety	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Public Safety - Animal Enforcement	Yes	N/A
Finding		Training Procedures For Animal Control Officers Need Improvement	
No.	2		
Date	7/8/20		
Recommendation	<p>We recommend that Animal Enforcement management implement procedures to help ensure:</p> <ul style="list-style-type: none"> <li>• All training records are retained in each officer's file.</li> <li>• Documentation of required training is completed.</li> </ul>		
Management Response	<p>Ten hours of annual training has been mandated for all staff to ensure competency and maintain certification requirements. Additionally, Standard Operating Procedures have been reviewed, and acknowledgment letters are signed during morning roll call. A copy of all training certificates and acknowledgment letters are placed in the employees' files.</p>		
Status Update Management Response	<p>A copy of all training certificates and acknowledgment letters are placed in the employees' files. Please reference section 2.11.</p>		
<input type="checkbox"/>	Open		
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
<input checked="" type="checkbox"/>	Closed		

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Tamica Pack	Department Coordinator	404-294-2091	<a href="mailto:tcpack@dekalbcountyga.gov">tcpack@dekalbcountyga.gov</a>
Activity	Accountability	Schedule	
Public Safety	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Public Safety - Animal Enforcement	Yes	N/A
Finding		Some Officers Have Not Completed Training For Chemical Immobilization	
No.	3		
Date	7/8/20		
Recommendation	<p>We recommend that Animal Enforcement management:</p> <ul style="list-style-type: none"> <li>• Implement procedures to help ensure Animal Enforcement staff are properly trained and continue this training to maintain competency and certification requirements. In addition, ensure proper documentation is included in the files for all chemical immobilization training.</li> <li>• Develop and implement written policies and procedures regarding the administration of chemical and tranquilizing equipment.</li> <li>• Establish policies and controls over the release of darts provided by the veterinarian at the shelter.</li> <li>• Implement procedures to help ensure officers remain certified in the use of chemicals.</li> <li>• Implement procedures to help ensure proper documentation is included in the files for all actions performed pertaining to the chemical immobilization of an animal.</li> </ul>		
Management Response	Each Animal Enforcement Officer has completed the Chemical Immobilization training, conducted by Animal Control Training Services. Procedures were updated to ensure department capture methods, and all chemical immobilization actions are properly documented.		
Status Update Management Response	Each Animal Enforcement Officer has completed the Chemical Immobilization training, conducted by Animal Control Training Services. Procedures were updated to ensure department capture methods, and all chemical immobilization actions are properly documented. Please reference section 5.29 of the Standard Operating Procedures.		
<input type="checkbox"/>	Open		
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
<input checked="" type="checkbox"/>	Closed		



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Activity	Accountability	Schedule	
Public Safety	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Public Safety - Animal Enforcement	No	N/A
Finding		Records Are Not Maintained For Dangerous Animal Registration	
No.	4		
Date	7/8/20		
Recommendation	<p>We recommend that Animal Enforcement management:</p> <ul style="list-style-type: none"> <li>• Implement procedures to help ensure a log is maintained to record and track dangerous animal cases.</li> <li>• Create a checklist to ensure case files are complete with all the documents required for registering a dangerous animal.</li> <li>• Determine if the System has the functionality to track and store dangerous animal documents. If not, invest in a software system that can track enforcement cases, such as dangerous animal cases.</li> </ul>		
Management Response	<p>The prior administration was not familiar with using the PetPoint system to search for and obtain records on animal designated as "Dangerous". Procedures for handling "Dangerous Animal" cases have been implemented and are maintain by administrative personnel to ensure all cases are being properly documented.</p>		
Status Update Management Response	<p>The PetPoint system is utilized as the digital records management system to track animals classified as "Dangerous." PetPoint is supported and supplemented by a manual case file system. The manual system is maintained by AES and referenced as well as cited with the PetPoint case number. Once an animal is classified as "Dangerous," the court order designating the animal as such is transmitted to the DeKalb County shelter and DeKalb County Animal Enforcement. Effective 2021, shelter operations began uploading Dangerous Animal court orders to the animal files. As evidenced in Section 3.11(pages 101-103), and Section 5.28( pages 218-220), Standard Operating Procedures for handling "Dangerous Animal" cases have been implemented and are maintained by administrative personnel to ensure all cases are being properly documented. Future consideration will be given to developing a separate digital records management system to replace the current manual filing system.</p>		
<input type="checkbox"/>	Open		
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
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Department of Public Safety - Audit of Animal Enforcement			
<b>Contact Person</b>		<b>Title</b>	
Tamica Pack		Department Coordinator	
<b>Activity</b>		<b>Accountability</b>	
Public Safety		Responsible Area	
		Public Safety - Animal Enforcement	
		<b>Repeat Finding</b>	
		No	
		<b>Anticipated Completion Date/Date Adjustments will be made</b>	
		N/A	
<b>Finding</b>			
<b>No.</b>		5	
<b>Date</b>		7/8/20	
<b>PetPoint System Was Not Always Updated With The Court Dispositions For Animal Incidents</b>			
<b>Recommendation</b>		We recommend that Animal Enforcement management implement procedures to help ensure the System is updated and kept current with information regarding case disposition and follow-up.	
<b>Management Response</b>		Protocol for updating dispositions of cases has been implemented. Animal Enforcement management will perform a monthly inspection of court citations ensuring they have been closed properly entered into PetPoint.	
<b>Status Update Management Response</b>		During our follow up review, we examined the updated Public Safety Animal Enforcement SOP's that were provided by Animal Enforcement management. We noted that management has added and implemented all the of the recommendations noted in the finding. Therefore, this finding's implementation status is now closed.	
<input type="checkbox"/> Open			
<input type="checkbox"/> Management/Agency Assumes Risk			
<input type="checkbox"/> Partially Complete			
<input type="checkbox"/> Complete Pending Verification by OIIA			
<input checked="" type="checkbox"/> Closed			