EXECUTIVE SUMMARY

The Internal Audit Office has concluded its audit of the Animal Services Division. Based on the results of the audit, six findings have been identified. All six of these findings are considered significant.

Listed below is a summary of the findings identified in this report:

1. The Animal Services Division has become the Region’s Animal Shelter and is exceeding capacity limits.

2. The Animal Services Division does not have a comprehensive set of Policies and Procedures, documented goals, objectives or a mission statement specific to the unique services it provides.

3. Inventory of medication and medical supplies is not taken.

4. Proper controls are not in place to safeguard medication and medical supplies.

5. The Animal Services Division staff did not consistently charge the $5.00 fee when transferring animals to other rescue partners.

6. Based on our review, it was identified that Accela has limited data entry editing and report generating limitations.

For a detailed explanation of the findings please refer to the body of this Audit Report.
BACKGROUND

Animal Services is a division of the Environmental Services Department. Animal Services Division staff provides a wide range of services to the citizens of El Paso, seven additional local governments and Ft. Bliss. Staff enforces animal control laws, educates the public about responsible pet ownership, and provides care and comfort to abandoned and stray pets. Services include:

- Animal Adoptions through a mobile van and the Humane Society
- Found Pets
- Animal – related Permits and Licenses
- Animal Trap Loans
- Education
- Volunteer Program
- Low Cost Vaccine & Microchip Clinics
- Trap Neuter and Release Program
- Low Income Spay/Neuter Voucher Program
- Off – site adoptions
- Euthanasia

Besides the City of El Paso, the animal shelter also provides services to other local governments such as Anthony, Clint, Horizon, San Elizario, Socorro, Vinton and El Paso County. A contractual agreement has been established with each local government and the City of El Paso receives payment. Services are being provided to Ft. Bliss, however a contractual agreement has not been finalized as of the date on this report.

A comparison of the City of San Antonio Animal Shelter, Animal Services of the Mesilla Valley, City of Austin Animal Shelter, City of Irving Animal Shelter and the City of El Paso’s Animal Services Division was conducted. The following statistics were identified:
Total animal intake at the City of El Paso’s Animal Services Division for Fiscal Year 2015.

**Animal Intake By Local Government & Ft. Bliss**

<table>
<thead>
<tr>
<th>Local Government</th>
<th>Budget</th>
<th>Number of Animals Received at Shelter a Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of San Antonio</td>
<td>$12,000,000.00 (FY15)</td>
<td>30,058 (FY14)</td>
<td>1,855,866 (Bexar County)</td>
</tr>
<tr>
<td>City of Austin</td>
<td>$10,600,000.00 (FY15)</td>
<td>16,951 (FY14)</td>
<td>1,151,145 (Travis County)</td>
</tr>
<tr>
<td>City of El Paso</td>
<td>$4,300,488.00 (FY15)</td>
<td>29,369 (FY15)</td>
<td>833,487 (El Paso County)</td>
</tr>
<tr>
<td>Animal Service Center of the Mesilla Valley</td>
<td>$2,400,000.00 (FY15)</td>
<td>12,000 (approximately in Calendar Year 2014)</td>
<td></td>
</tr>
<tr>
<td>City of Irving</td>
<td>$1,601,698.00 (FY15)</td>
<td>8,098 (FY14)</td>
<td>232,406</td>
</tr>
</tbody>
</table>

Comparison of number of employees, number of volunteers, and number of veterinarians to the average number of housed animals as of December 22, 2015.

<table>
<thead>
<tr>
<th>Local Government</th>
<th># of Employees</th>
<th># of Volunteers</th>
<th># of Veterinarians</th>
<th>Housed Animals at the Shelter on Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of San Antonio</td>
<td>130</td>
<td>500</td>
<td>4</td>
<td>620</td>
</tr>
<tr>
<td>City of Austin</td>
<td>98.5</td>
<td>350</td>
<td>8</td>
<td>500</td>
</tr>
<tr>
<td>City of El Paso</td>
<td>53</td>
<td>55</td>
<td>2</td>
<td>420</td>
</tr>
<tr>
<td>Animal Service Center of the Mesilla Valley</td>
<td>40</td>
<td>70-80</td>
<td>2</td>
<td>800</td>
</tr>
<tr>
<td>City of Irving</td>
<td>18</td>
<td>20</td>
<td>1</td>
<td>179</td>
</tr>
</tbody>
</table>
Comparison of live release rates as of December 22, 2015.

**Live Release Rates**

<table>
<thead>
<tr>
<th>Shelter</th>
<th>Live Release Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of El Paso Animal Service Center of the Mesilla Valley</td>
<td>38.00%</td>
</tr>
<tr>
<td>Animal Service Center of the Mesilla Valley</td>
<td>62.00%</td>
</tr>
<tr>
<td>City of Irving</td>
<td>84.00%</td>
</tr>
<tr>
<td>City of San Antonio</td>
<td>85.00%</td>
</tr>
<tr>
<td>City of Austin</td>
<td>93.80%</td>
</tr>
</tbody>
</table>

Note: All shelters receive cats and dogs.

Capacity of the Animal Services Division is 340 animals. For the week of October 18 – 24, 2015 the animal shelter was at a weekly average of 435 animals 128% of its capacity.

**Average Animal Census for the Week of October 18 - 24, 2015**
AUDIT OBJECTIVES

The audit objectives of the Animal Services Audit were to:
1. Monitor performance to ensure compliance with customer services standards,
2. Determine what processes are in place to ensure most animals are adopted or transferred out of the shelter,
3. Reduce the number of euthanized animals.

AUDIT SCOPE

The audit period covered the operations of Fiscal Year 2015 (September 1, 2014 – August 31, 2015).

AUDIT METHODOLOGY

In order to achieve the audit objectives we:
- Conducted interviews with Animal Services Division management and staff,
- Reviewed the Animal Services Division policies and procedures,
- Contacted the City of San Antonio Animal Shelter, Animal Services Center of the Mesilla Valley, the City of Austin Animal Shelter, and the City of Irving Animal Shelter and compared budget, grants, capacity, employee, volunteer and veterinarian allocation to that of the City of El Paso’s Animal Services Division,
- Determined if the Animal Services Division assisted its volunteer groups in establishing a 501(c)(3) nonprofit organization,
- Reviewed a sample of the reported animal statistics and tested a sample for accuracy,
- Reviewed the contractual agreements the City of El Paso has established with Anthony, Clint, El Paso County, Horizon, San Elizario, Socorro and Vinton to take in their animals at the animal shelter,
- Calculated the percentage of animals received at the Animal Services Division that belong to other local governments and Ft. Bliss,
- Quantified and determined how much revenue is generated by charging $5.00 to transfer animals out of the City of El Paso’s Animal Services Division,
- Reviewed the controls established to safeguard medication and medical supplies, and
- Observed the adoption process.

We conducted this audit in accordance with Generally Accepted Government Auditing Standards and the International Standards for the Professional Practice of Internal Auditing. 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.
SIGNIFICANT FINDINGS, RECOMMENDATIONS,
AND MANAGEMENT’S RESPONSES

The definition of a “Significant Finding” is one that has a material effect on the City of El Paso’s financial statements, identifies an internal control breakdown, is a violation of a City procedure, or a violation of a law and/or regulation, which the City is required to follow. Any finding not meeting these criteria will be classified as a “Regular Finding”.

Finding 1

Animal Services Division Exceeding Capacity Limits

City of El Paso’s Strategic Plan 2016

- Goal 8.3: Enhance animal services to ensure El Paso’s pets are provided a safe and healthy environment.

According to Guidelines for Standards of Care in Animal Shelters established by The Association of Shelter Veterinarians 2010 – Capacity for Care: “Every sheltering organization has a maximum capacity for care, the population in their care must not exceed that level............ Operating beyond an organization’s capacity for care is an unacceptable practice.”

The Animal Services Division has become the Region’s Animal Shelter. A total of 29,369 animals were taken into the animal shelter in Fiscal Year 2015.

- 24,443 (83%) of animals taken into the Animal Services Division come from within the City of El Paso.
- 4,926 (17%) of animals taken into the Animal Services Division come from within other local governments and Ft. Bliss.
Recommendation
The Animal Services Division should:

- Maintain their population below maximum housing capacity to allow for daily intake as well as flexibility when choosing appropriate enclosures for each animal.
- Consider cancelling contracts with other local governments in order to reduce the shelter’s population.
Management’s Response
Current practices must change for the welfare of the animals in our community and El Paso Animal Service Shelter. This will not be an easy fix but rather will require the cooperation of the current shelter staff, Animal Control Officers (City of El Paso Environmental Services, County of El Paso Sheriff’s Department and Ft. Bliss), local rescue groups, local veterinarians, volunteers and the public. All must play a role in increasing the number of animals that are spayed or neutered within the community, reducing the number of animals coming into the shelter and increasing the number of animals reunited with their owners or adopted into new homes.

For those animals that do end up at the El Paso Animal Shelter, we will strive to meet the guidelines established by the Association of Shelter Veterinarians for the care of the animals while at the shelter. To reach this goal, improvements are needed in the form of additional personnel who will provide outreach, education, adoptions and general enhancements to current operations. Facility improvements, policy changes, and renewed and energetic relationships with our partners, volunteers and donors are also paramount in making the needed culture change at the shelter, and in our community, a reality.

The City of El Paso accounts for approximately 83% of the animals entering the shelter system. A review of the current contracts we have for all other entities is underway. While sheltering 17% of the “larger” community animals at another location is not an overnight solution, management agrees there is certainly an additional burden to the shelter system. We will look for future solutions with our partner communities.

Responsible Party
Kurt Fenstermacher, Interim Animal Services Director

Implementation Date
Our stated goal for the El Paso Animal Shelter is to reach a no-kill status equivalent to 90% live release rate in the next five years – beginning with a 50% live release rate by December 31, 2016 and continuing to increase 10% each additional year.
Finding 2  

Policies, Procedures, Goals, Objectives and Mission Statement

City of El Paso’s Strategic Plan 2016  
- Goal 6.13: Maintain systems integrity, compliance, and business continuity.

A strong system of internal controls requires that policies and procedures are written to document routine or repetitive activity followed by an organization. The development and the use of policies and procedures are an integral part of a successful quality system as it provides individuals with the information and guidance to perform a job properly.

According to Guidelines for Standards of Care in Animal Shelters established by The Association of Shelter Veterinarians 2010 – Veterinary Relationship and Recordkeeping: “The best way to ensure that health care practices are in keeping with professionally accepted standards is to implement written Standard Operating Procedures (SOPs).”

National Animal Care & Control Guidelines (NACA) – Extended Animal Care and Control Concerns – Policy and Procedures Manuals: “Animal care and control agencies and organizations must have policies and procedures in place for the efficient operations of their facilities. The policies and procedures detail how the agency accomplishes its Mission Statement and provides guidance to the personnel.”

- The Animal Services Division does not have a comprehensive set of Policies and Procedures.
  - As of November 6, 2015, there are four sets of Policies and Procedures that were revised in 2014.
  - The four sets of Policies and Procedures cover:
    - Quarantine,
    - Rescue transfer groups,
    - Volunteer vaccine, and
    - Other functions of the animal shelter.
  - Areas missing in the Policies and Procedures are:
    - The proper handling of medication and medical supplies,
    - Preparing of accurate monthly reports,
    - Live release rate goal and calculation method,
    - Euthanasia performed by Animal Control Officers,
    - Feeding schedule for animals, kennel space limitations, general facility requirements, etc.

- The Animal Services Division does not have documented goals, objectives or a mission statement specific to the unique services it provides. It is operating under the goals, objectives and mission statement of the Environmental Services Department.

**Recommendation**
The Animal Services Division should:
- Create a comprehensive set of Policies and Procedures Manual. Once final, the manual should be distributed to all the Animal Services Division staff.
- Periodically update Policies and Procedures.
- Create goals, objectives, and a mission statement specific for the Animal Services Division.

**Management’s Response**

The development, implementation and updating of Standard Operating Procedures is critical to the success of any organization. There have been several sets of older SOPs with no recent updates or training. To that end, the Task Force started a plan in mid-October to review all existing SOPs, modify them as necessary and train the workforce (staff and volunteers) on the procedures. Currently, the revised manual includes the following sections:

1. Animal Welfare
2. Sanitation and Hygiene
3. Customer Service
4. Veterinary Care
5. Euthanasia
6. Safety
7. TNR
8. Adoptions
9. Volunteers
10. Intake and Outflow

Each section has been assigned to a lead staff person who is responsible for the creation, update and presentation of the section. Training on each revised section began in December 2015 and will continue on a weekly basis through March 2016.

As new programs and procedures are developed, the SOPs will be amended and updated. A formal review of the SOP manual will occur on an annual basis. Training on additional SOP changes, beyond the initial training period, will be incorporated in the Departmental training plan.

Staff and volunteers will be trained in all best practice protocols and receipt of SOP manual and training will be kept in each employee’s training file. The revised SOP manual will be the basis for fair and consistent employee performance review.

**Responsible Party**

Kurt Fenstermacher, Interim Animal Services Director

**Implementation Date**

The initial review, rewrite and training began in mid-October 2015 and is expected to be completed by April 30, 2016. Annual reviews of Policy and Procedure updates will be scheduled thereafter.
Finding 3

Inventory Records

City of El Paso’s Strategic Plan 2016
• Goal 6.6: Ensure continued financial stability and accountability through sound financial management, budgeting and reporting.

U.S. Department of Justice Drug Enforcement Administration – Practitioner’s Manual Section II – Registration Requirements: “Under the Controlled Substance Act (CSA), the term “practitioner” is defined as a physician, dentist, veterinarian, scientific investigator, pharmacy, or other person licensed, registered..........

U.S. Department of Justice Drug Enforcement Administration – Practitioner’s Manual Section IV – Inventory: “Each registrant who maintains an inventory of controlled substances must maintain a complete and accurate record of the controlled substances on hand and the date that the inventory was conducted. This record must be in written, typewritten, or printed form and be maintained at the registered location for at least two years from the date that the inventory was conducted. After an initial inventory is taken, the registrant shall take a new inventory of all controlled substances on hand at least every two years.”

The Humane Society of the United States – Euthanasia Manual: “All shelters that use euthanasia drugs must meet federal requirements for the storage, record keeping, inventory and disposal of controlled substances, as well as any applicable state laws and regulations, which may even more stringent than the federal requirements.”

The Humane Society of the United States – Euthanasia Manual: “Any agency using euthanasia drugs or other controlled substances must adhere to the strictures of the Controlled Substance Act (part of the Comprehensive Drug Abuse Prevention and Control Act), passed in 1970 and enforced by the U.S. Drug Enforcement Administration (DEA).”

Inventory records are not in place to safeguard medication and medical supplies.
• Inventory of medication and medical supplies is not taken. A manual inventory was taken on October 30, 2015; however there are no prior documented inventory records.
• Euthanasia solution bottles are not numbered under dual control and euthanasia solution inventory logs are not up to date.
  o As of November 4, 2015, euthanasia logs did not account for 102 bottles of euthanasia solution.
• Euthanasia Solution Logs for Animal Control Officers were not properly completed for the period of November 2014 through November 2015.
  o Regarding the “Date Rec Completed Log / Initials” section:
    ▪ 43 of 54 (80%) entries were left blank or not properly completed.
    ▪ 11 of 54 (20%) entries were properly completed.
  o Regarding the “Received By” section:
    ▪ 3 of 54 (6%) entries were left blank.
    ▪ 51 of 54 (94%) entries were properly completed.
- Medications and medical supplies are not centralized in one location at the animal shelter.

**Recommendation**
The Animal Services Division should:
- Conduct inventory of all medication and medical supplies at a minimum of every two years.
- Number euthanasia solution bottles under dual control and ensure euthanasia solution inventory logs are up to date.
- Ensure Euthanasia Solution Logs for Animal Control Officers are properly completed.
- Centralize all medication and medical supplies in one location at the animal shelter.

**Management’s Response**
Inventory of medications and supplies are taken monthly. During previous veterinary oversight, the inventory was taken weekly. During both periods it was done by the same employee. At the time of the audit, the employee who did the inventory was out on medical leave. Not knowing when he would return, the responsibility was not assigned to someone else. The logs are stored in a locked cabinet in the recovery room. The need for inventory control to provide accountability and aide in ordering is fully understood. The Control Substance inventory was done 6/25/2015 by Dr. Bernie Page before turning over the responsibility to Marilyn Christensen and is documented in an email with that date.

Documentation pages for the Euthanasia solution are generated by the veterinary technicians through a laborious process. The last two pages of the current order of Socumb were not created until needed. The solution was in the euthanasia cabinet and accounted for—the assignment to staff had not been made and thus the form was not needed. The format of loose leaf records is not appropriate. Bound logs that are approved by the DEA and represent industry standard have been purchased, however we are waiting for the next order of solution to begin the process. We have recently added a series of double lock wall mounted storage units for individual supplies of euthanasia solution. This is far preferable to the “tote” utilized prior stored in cabinets with questionable locks.
The euthanasia solution for the officers is signed out in 12cc bottles. At one point shelter staff were responsible for taking the data supplied by the officers regarding end use and placing the information in the computer as to reason, amount, ASAC/AAAA #. When the last form was created the Date Received/completed log/ Initials column was created with the thought that it would add to the information about when the technicians might “expect” to get that information from the officers. However, it was rarely used due to confusion about the meaning of that column. It is not required by DEA and will be removed from our form. In addition, once dispensed to the officers, they become responsible for documenting their own use of the euthanasia solution in the appropriate ASAC# in the computer program and in a bound book meeting DEA and Texas biological standards.

Medicines and supplies are kept in locations where they will be utilized. Pharmaceuticals that are required to be under direct dispense from the veterinarian are kept in the veterinary office. This requires extremely limited access. During the times when the veterinarian is not available, in some cases, authorization over the phone can be given to provide treatment based on symptomology. Products to provide pain relief, and those prescribed for specific pets will be in the veterinary technician office. Some supplies are kept in the euthanasia room so that officers coming in late, who do not have an on-duty technician can treat a wound or basic things. The surgical suite has a good deal of storage that is currently in use, although in most states that storage would be required to be separate from the surgical table. This area could be organized to include more of the storage room products, but access for those needing the products might be hindered.

**Responsible Party**
Dr. Marilyn Christensen, Chief Veterinarian

**Implementation Date**
Changes to the inventory process, storage and dispensing began in November 2015. Inventory will be taken monthly, beginning February 29, 2016.
Finding 4

Medication / Medical Supplies Security

City of El Paso’s Strategic Plan 2016
- Goal 6.6: Ensure continued financial stability and accountability through sound financial management, budgeting and reporting.

U.S. Department of Justice Drug Enforcement Administration – Practitioner’s Manual Section II – Registration Requirements: “Under the Controlled Substance Act (CSA), the term “practitioner” is defined as a physician, dentist, veterinarian, scientific investigator, pharmacy, or other person licensed, registered.........”

U.S. Department of Justice Drug Enforcement Administration – Practitioner’s Manual Section IV – Recordkeeping Requirements: “Each practitioner must maintain inventories and records of controlled substances listed in Schedules I and II separately from all other records maintained by the registrant. Likewise, inventories and records of controlled substances in Schedules III, IV, and V must be maintained separately or in such a form that they are readily retrievable from the ordinary business records of the practitioner. All records related to controlled substance must be maintained and be available for inspection for a minimum of two years.”

State of Texas Records Retention Schedule of Local Public Health Agencies – Record Number: HR4850-08a – Record Title: Controlled Substance and Dangerous Drug Records – Record Description: Veterinary controlled substances logs and inventories should be retained for a period of 2 years.

Proper controls are not in place to safeguard medication and medical supplies.
- The Animal Services Division personnel are not aware of DEA record retention requirements for the “Administering of Controlled Substances” logs.
- A key to the euthanasia cabinet where controlled substances are stored was left in the Supervisors Office in an unlocked drawer while the owner of the key was out on vacation for two weeks.
  - There is no record of who has access or should have access to keys and safe combinations.

Recommendation
The Animal Services Division should:
- Ensure all personnel are aware of record retention requirements for the “Administering of Controlled Substances” logs.
- Ensure employees keep assigned keys with them at all times.
- Maintain a key/safe log to record who has access to doors and safes.
Management’s Response
Animal shelter staff are taught the retention of records in the euthanasia course they are required to take every 3 years. Whether actively doing euthanasia or not, they must attend. The staff do not purge records, the decision to do so would require authorization by supervisors. In addition, records are passed to supervisors when a staff person leaves to be held until which time they are shredded. Rabies records are required to be held 5 years. This is the document retention information we have been provided:

- Microchip 15 years
- Finance 5 years
- Bite Cases Under 21 (hold until victim is 21)
- Bite Cases Over 21 3 years
- Impounds 1 year
- Quarantine Orders 2 years after release date or euthanized
- Controlled Substance 2 years
- Messages 4 years
- ORR 1 year
- Licenses 3 years
- Rabies Vaccination Cert 5 years after date of issuance

A key log is an excellent idea and has been started—it was assigned to Mr. Gilberto Maraboto. Creation of a SOP regarding keys is in progress.

Responsible Party
Dr. Marilyn Christensen, Chief Veterinarian
Gilberto Maraboto, Shelter Operations Supervisor

Implementation Date
Full implementation of SOP updates for logging records will be included in the SOP rewrite and training – complete by April 30, 2016. Implementation of the key/safe controls and log will be complete February 29, 2016.
### Finding 5

**Transfer Fee**

City of El Paso’s Strategic Plan 2016

- Goal 6.6: *Ensure continued financial stability and accountability through sound financial management, budgeting and reporting.*

SOP Rescue Transfer Groups revised in 2014: “The fee for release or transfer from Animal Services is $5.00, to be paid before the animal is released.”

The Animal Services Division staff did not consistently charge the $5.00 fee when transferring animals to other rescue partners.

- Animal Services Division did not charge $6,515.00 for transferring 1,303 animals during Fiscal Year 2015. Only 334 animal transfers were charged a $5.00 fee, totaling $1,670.00.

**Recommendation**

For the purpose of increasing transferred animals and reducing the number of animals in the shelter, the Animal Services Division should stop charging the $5.00 fee when transferring animals to rescue partners. This would reduce the overall cost for feeding and caring of the animals in the animal shelter.

**Management’s Response**

Management concurs with the recommendation of the Auditor. While there may have been reasons to charge the $5 transfer fee in the past, management believes that the shelter should eliminate any barrier to transfer to an approved partner. Rescue groups have also voiced their concern on the time that it takes to process this fee. Eliminating the fee will expedite the release of the animal to the care of partner organization.

**Responsible Party**

Kurt Fenstermacher, Interim Animal Shelter Director

**Implementation Date**

Policy change to commence with the “final” approval of the Animal Services Audit Report A2016-01 of February 29, 2016.
Finding 6

Accela

City of El Paso’s Strategic Plan 2016

According to Guidelines for Standards of Care in Animal Shelters established by The Association of Shelter Veterinarians 2010 – Monitoring Statistical Data: ‘*Monitoring population statistics over time is a necessary component of a population management plan. At minimum, statistics must include monthly intake (e.g., stray, owner surrendered) and outcomes by type (e.g., adoption, euthanasia, returned to owner) for each species.*’

Best Business Practice: ‘*Unreliable data will negatively affect customer satisfaction severely. Thus high reliability is a mandatory requirement for customer satisfaction.*’

Based on our review, it was identified that Accela has limited data entry editing and report generating limitations.
- Edits cannot be made once animals have been removed from Accela due to euthanasia. Accela will report the animals as euthanized although the animals may have been claimed by their owners, adopted or pulled into the Very Irresistible Pet (VIP) program.
- Adjustments cannot be made for duplicate entries. The additional entry will increase total impounds; however an animal was never received at the shelter. Duplicate entries cannot be deleted.
- A report cannot be generated to track dead on arrival (DOA) or died in kennel (DIK) animals. This will increase total impounds; however the animals have died and will never be released from the shelter.
- The total number of impounds, euthanized and released animals data for Fiscal Year 2015 was pulled from Accela. A total of 2,922 animals were unaccounted for. The table below shows the 2,922 unaccounted animals by local government and Ft. Bliss.

<table>
<thead>
<tr>
<th></th>
<th>Anthony</th>
<th>Clint</th>
<th>El Paso City</th>
<th>El Paso County</th>
<th>Ft. Bliss</th>
<th>Horizon City</th>
<th>San Elizario</th>
<th>Socorro</th>
<th>Vinton</th>
<th>Misc</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impounds</td>
<td>154</td>
<td>234</td>
<td>24,443</td>
<td>1,412</td>
<td>132</td>
<td>1,069</td>
<td>375</td>
<td>1,266</td>
<td>66</td>
<td>218</td>
<td>29,369</td>
</tr>
<tr>
<td>Euthanasia</td>
<td>90</td>
<td>153</td>
<td>12,897</td>
<td>924</td>
<td>69</td>
<td>565</td>
<td>237</td>
<td>718</td>
<td>33</td>
<td>-</td>
<td>15,686</td>
</tr>
<tr>
<td>Released</td>
<td>59</td>
<td>74</td>
<td>9,023</td>
<td>445</td>
<td>52</td>
<td>462</td>
<td>131</td>
<td>485</td>
<td>30</td>
<td>-</td>
<td>10,761</td>
</tr>
<tr>
<td>Difference</td>
<td>5</td>
<td>7</td>
<td>2,523</td>
<td>43</td>
<td>11</td>
<td>42</td>
<td>7</td>
<td>63</td>
<td>3</td>
<td>218</td>
<td>2,922</td>
</tr>
</tbody>
</table>

**Recommendation**
The Animal Services Division should consider acquiring a software system that is more conducive to the Animal Services Division operations.
Management’s Response
Data collection and analysis are essential management tools. Without accurate information regarding the intake specifics about a pet or their outcome, management cannot make fiscally or morally responsible decisions. The lack of adequate shelter software and reporting has created an insurmountable challenge/barrier to effective population management.

After considerable research, demonstrations, reference checks, etc., the Task Force, as well as most of the Animal Shelter staff, has agreed on the selection of PetPoint software. This software is one of the top-selling and popular shelter management software packages on the market. The system will streamline data entry, improve animal inventory and census control, interface with popular online pet search software, and allow for a public portal for individuals and families searching for lost or adoptable pets. These features were regularly requested by participant’s at all public meetings, as ways of improvement animal care and shelter services in El Paso.

The same standard professional software will be attained for both the shelter and the enforcement staff.

Responsible Party
Kurt Fenstermacher, Interim Animal Services Director
Enrique Martinez, Information Technology Services Director

Implementation Date
Process underway when the Task Force started their review in September 2015. The Purchase Order for the software has been signed and implementation will begin in early 2016. A kick off meeting is scheduled for early February with full implementation by April 30, 2016.
INHERENT LIMITATIONS

Because of the inherent limitations of internal controls, errors or irregularities may occur and not be detected. Also, projections of any evaluation of the internal control structure to future periods are subject to the risk that procedures may become inadequate due to changes in conditions, or that the degree of compliance with the procedures may deteriorate.

CONCLUSION

We have concluded our work on the objectives of the Animal Services Audit. The audit evidence used in the analysis is sufficient and appropriate for addressing the objectives and supporting the findings and conclusion. In accordance with Generally Accepted Government Auditing Standards, we are required to conclude whether the Animal Services Division met the objectives of this audit. Based on our audit work, we have determined that:

The Animal Services Division has met the objective of monitoring performance to ensure compliance with customer service standards. Significant improvement was shown in the following areas:

1. During the course of the Animal Services Audit, a Management Team was created to lead and reform the Animal Services Division. The Management Team solicited recommendations from nationally recognized Animal Shelter Directors and developed organizational best practices and protocols. The Management Team also worked closely with the Animal Services Division staff, veterinarians, and rescue organizations to implement the improvements necessary to effectively increase the live release rate and achieve the City of El Paso’s Strategic Goal 8.3: Enhance animal services to ensure El Paso’s pets are provided a safe and healthy environment.

2. The below list of events were also held during the course of the audit in an effort to reform the Animal Services Division.
   - September 16, 2015 – The Animal Services Division invited the community to learn about the Trap – Neuter – Release practices.
   - September 27, 2015 – The Animal Services Division offered affordable pet services through low cost clinic.
   - September 26, 27, 2015 – The Animal Services Division lowered adoption fees for its popular breeds, Chihuahuas, and Pit Bulls.
   - October 26, 2015 – The Animal Services Division raised its capacity to 368 by adding a community cat room.
   - October 28, 2015 – Community Meetings: The Animal Services Division sought input on how to improve operations, and increase live releases. Meetings were held November 5th, November 12th, November 19th, and December 2nd.
   - October 31, 2015 – Celebrate Halloween and save a life at the “Howl-O-Ween” pet adoptions event.
   - November 21, 2015 – The Animal Services Division sponsored a low cost clinic event at the Socorro Road Facility.
The Animal Services Division did not meet the audit objectives in the following areas:

- Ensuring most animals are adopted or transferred out of the shelter.
- Reducing the number of euthanized animals.

By implementing the recommendations identified in this audit, the Animal Services Division will enhance the operations of the animal shelter. We wish to thank the Animal Services Division management and staff for their assistance and numerous courtesies extended during the completion of this audit.

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