

Internal Audit Report #2023-003  
Jefferson Protection & Animal Welfare Services  
Policies & Procedures  
Release Date: July 12, 2023



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## OVERVIEW

### BACKGROUND<sup>1</sup>

The mission of Jefferson Protection & Animal Welfare Services (JPAWS) is to improve the community through compassion by saving and protecting animals, providing care and treatment through education, advocating for their welfare, and enhancing the human-animal bond. JPAWS operates door-to-door services on the east bank and has a physical location on the west bank at 2701 Lapalco Boulevard at Peters Road in Harvey. The Lapalco center was newly constructed and opened in 2017. JPAWS previously operated a physical center on the east bank; however, it was placed out of service after damages sustained from Hurricane Ida. On January 4, 2023, the Jefferson Parish Council adopted a resolution authorizing an estimated \$15.6 million to design and construct a new center on the east bank of Jefferson Parish. As of the timing of this report, the new east bank center is in the pre-design stage.

JPAWS provides services such as animal holds for owners who have lost their pets and wish to reclaim them, adoptions for homeless animals, and quarantine of dogs and cats that have bitten others. JPAWS also investigates complaints of cruelty or neglect of animals, accepts all stray animals turned over to them found in Jefferson Parish, and accepts owner surrenders ("owned" pets). JPAWS strives to be more than a housing center for animals; rather, they endeavor to be a resource center for the pet-loving community.

According to the 2023 adopted budget, sources of revenue for the Animal Shelter are as follows:

Revenue Source	Ref.	Amount	Pct.
Property Tax	A	\$5,524,927	88.6%
Charges for Services	B	409,000	6.6%
Intergovernmental	C	149,325	2.4%
Other Revenues	D	149,058	2.4%
<b>TOTAL</b>		<b>\$6,233,310</b>	<b>100.0%</b>

**A:** Tax revenue is 64% of a special property tax levy for health services (Health Unit Millage) to provide for the care of animals received each year at the two shelter facilities.

**B:** Charges for services include fees for adoptions, redemptions, rabies programs, and other pet licensing activities.

**C:** Intergovernmental revenue includes state revenue sharing distributed by the Jefferson Parish Sheriff's office.

**D:** Other revenues include fines & forfeitures, interest income, and miscellaneous income.

The Jefferson Protection & Welfare Services is led by Director Ms. Michelle Brignac, who was appointed to the role on August 3, 2019. The department's mission is largely achieved through a forty (40) position staff, including the director (See Attachment A). As of the writing of this report, the department is fully staffed except for three (3) positions. The department utilizes the Parish's financial management system (AS/400) to manage and track financial data. In addition, they utilize a software named PetPoint to maintain operational data for the animals, such as intake, pet care, outcomes, and adoptions.

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<sup>1</sup> Background verbiage was excerpted and paraphrased from the Jefferson Parish website, department page for Jefferson Protection & Animal Welfare Services.

## OBJECTIVES

The objectives of this engagement were to determine that standard operating policies and procedures are in place and to evaluate the quality and comprehensiveness of such.

## SCOPE

The scope of this engagement included all current policies and procedures in effect during the fiscal year 2022 through the time of this engagement.

## PROCEDURES

Internal Audit utilized the following basic procedures in analyzing the data.

- a) Interviewed key personnel from Jefferson Protection & Animal Welfare Services. Other individuals were contacted as necessary.
- b) Obtained all current policies and procedures in place.
- c) Reviewed department staffing and applicable budgets.
- d) Retrieved current and historical financial data from the AS/400 Financial Management System.
- e) Reviewed ordinance changes affecting rates or operations since January 2019.
- f) Toured the Lapalco center location.
- g) Placed an anonymous phone call to the Lapalco center to obtain information about operating hours and rates.
- h) Researched applicable best practices related to policies and procedures.
- i) Performed other procedures deemed necessary to satisfy the objectives of this engagement.





## BEST PRACTICES FOR POLICY WRITING

### CRITERIA

Written policies and procedures should be formalized and organized in a fashion that is logical and provides a clear understanding of what should be done, how it should be done, who should do it, and when it should be done. Such formalized, written policies and procedures will establish controls that can deter theft and other losses, ensure that employees are consistent in handling transactions, help to cross-train staff, and hold staff accountable for their actions.

### FINDING

- 1) Policies and procedures in place do not follow a logical flow and do not consistently embrace best practices.

### OBSERVATIONS

Internal Audit requested all policies, procedures, and standard operating procedures from Jefferson Protection & Animal Welfare Services that were in effect in 2022 through the current day. The following documents were provided.

Policy or Procedure Name <sup>2</sup>	Type	Adoption Date
<b>Manual of Standard Operating Procedures (SOPs)</b>	Operations	10/01/2019
<b>Departmental Attendance Policy - Memo</b>	Administrative	07/16/2022
<b>Dress Code Policy - Memo</b>	Administrative	Not Stated
<b>Internal Control Procedures</b>	Financial	12/31/2022
<b>Key PetPoint Procedures</b>	Operations	Not Stated

Internal Audit observed the following regarding the policies and procedures in place:

- A. The procedure numbers within the SOPs are inconsistent in format and missing for some sections. Section numbers are formatted as XXX-XX, while others are XXXX-XX. For example, the first procedure is numbered "000-01," while the last is numbered "0000-41." Additionally, Internal Audit could not locate all procedure numbers within the series of 1 through 41. Numbers 11, 16, 17, 19, 20, 25, and 29 appear missing or not clearly labeled.
- B. The SOPs do not contain page numbers, which are helpful when referring to specific verbiage within a document. Additionally, the SOPs need to be logically paginated or separated by each procedure. Proper pagination can ease the reader's navigation of the document.
- C. The SOPs do not contain a definitions or acronyms section. While definitions and acronyms may seem obvious to those involved in day-to-day operations, they are helpful to include as a training tool for those unfamiliar with industry terms and acronyms. A few examples are listed below.
  - 1) Polydactyl – more than the usual number of toes (consider using a simpler term)
  - 2) ACCEL – cleaning solution/disinfectant
  - 3) The American Society for the Prevention of Cruelty to Animals (ASPCA)
  - 4) Certified Animal Euthanasia Technician (CAET)
  - 5) Pet Point (PP)

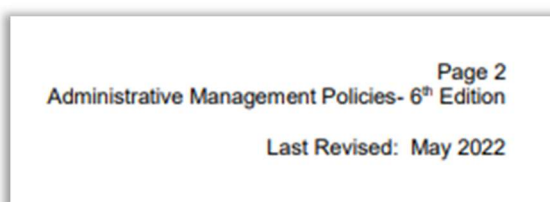
<sup>2</sup> See Attachments B through F.

- D. The document does not contain a table of contents that can be used for assistance in locating a specific topic. Internal Audit will refer to Jefferson Parish’s Administrative Management Policies for guidance. An excerpt of the table of contents is shown below to illustrate how topics are arranged.

<b>Table of Contents</b>	
Preface .....	2
100 General Provisions .....	5
101 Definitions .....	5
102 Establishment and Purpose .....	7
103 Scope and Effect .....	7
104 Development and Review of Policies .....	8
105 Application and Interpretation of Policies .....	9
106 Implementation and Compliance with Policies .....	9
200 Employment Practices .....	9
201 Recruitment/Selection .....	9
202 Employment Requirements .....	11
203 Nepotism and Fraternization .....	14
204 Separation from Employment .....	15
205 Employee Files .....	16
206 Employee Development .....	18
207 Job Related Injury or Illness .....	21
300 Equal Employment Opportunity – Non Discrimination .....	22
301 Equal Employment Opportunity .....	22
302 Employees and Applicants with Disabilities .....	24
303 Reasonable Accommodations for Religious Observances and Practices .....	25
400 Employment Compensation and Work Schedule .....	26
401 Compensation and Pay Plan .....	26
402 Hours of Work and Work Schedule .....	26
403 Attendance, Leave and Absence .....	30
404 Unearned Compensation .....	31
500 Employee Responsibilities, Performance and Conduct .....	35
501 General Provisions .....	35
502 Maintaining Standards of Effective Service .....	37
503 Reporting and Performance of Duty .....	41
504 Media Communications Policy .....	42
505 Secondary Employment .....	44

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Administrative Management Policies- 6<sup>th</sup> Edition  
Last Revised: May 2022

- E. Policies and procedures do not indicate if they have superseded a previous version, show a history of updates, or state when they were last revised. Such information is helpful for someone to keep abreast of specific changes. A good example can be seen in Jefferson Parish’s own Administrative Management Policies. (See excerpts below.)



- F. Where possible, replace words that need to be defined with “Plain English” words. For example, consider using words like “cranky” or “unruly” instead of “fractious.”
- G. The standard operating procedures (SOPs) in effect as of the time of this report contain sections numbered from 1 to 41. Some sections appear to be closely related.
- H. Along with the SOPs, Jefferson Protection & Animal Welfare Services (JPAWS) provided four other policy or procedure documents that are in a memo or letter form. JPAWS should consider incorporating them into the main SOPs to ensure employees keep sight of them. (See Attachments C through F.)
- I. Policies could be arranged logically by responsibility or area (Administrative Policies, Kennel Duties, Front Desk, Animal Care, etc.) or categorized in a table of contents. (See page 5.)
- J. Overall, the SOPs contain mostly procedures and sometimes policy statements. Other policies exist separately, such as an Attendance Policy and a Dress Code Policy. (See Attachments C and D.)

Policies are the big, overarching tenets of your organization. They set direction, guide, and influence decision-making. Policies guide the day-to-day actions and strategies but allow for flexibility – the big keyword for policies is “guiding.” They establish a framework of management philosophies, aims, and objectives. Procedures have a narrow focus; they describe, step by step, what actions to take in specific instances. Procedures have a beginning and an end and should be strictly followed to achieve the desired outcome. The cyclical nature and uniformity of a procedure are vitally important for training new employees, compliance, process improvement, and auditing.<sup>3</sup>

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<sup>3</sup> Compliance Bridge – <https://compliancebridge.com/policy-vs-procedures>

Internal Audit suggests that all policies and procedures be combined into one manual and that policy statements and procedures be incorporated into the manual. As referenced earlier in this report, policies could be arranged logically by responsibility or area (Administrative Policies, Kennel Duties, Front Desk, Animal Care, etc.) or categorized in a table of contents.

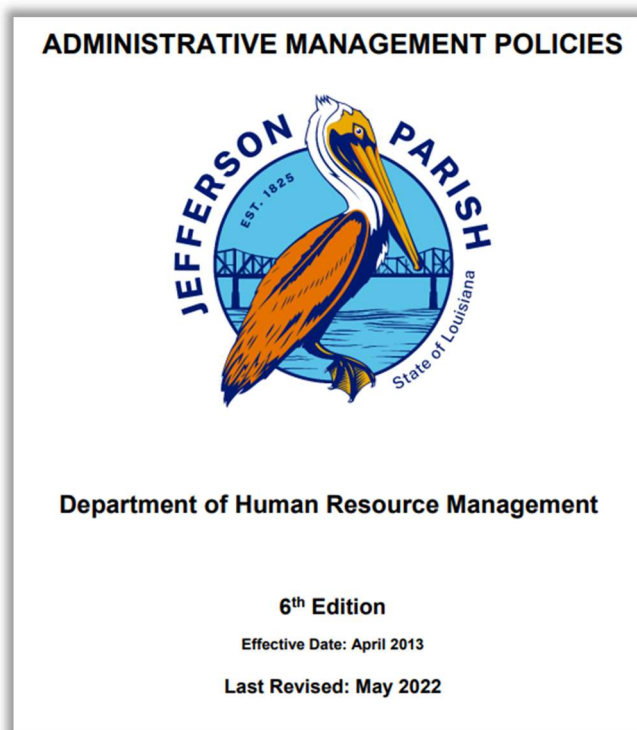
Written policies and procedures should be organized in a fashion that is logical, easy to follow, and provides a clear understanding of what should be done, how it should be done, who should do it, and when it should be done. Policies and procedures will establish controls that can deter theft and other losses, ensure that employees are consistent in handling transactions, help to cross-train staff and hold staff accountable for their actions.

Internal Audit provided Jefferson Protection & Animal Welfare Services (JPAWS) with a Microsoft Word document of the SOPs that include comments in the margin. This document can be used as a reference tool to implement the recommendation shown below. However, the ultimate responsibility of the SOPs remains with JPAWS.

### RECOMMENDATION

1. Internal Audit recommends Jefferson Protection & Animal Welfare Services review their full set of policies and procedures, ensure they are comprehensive, and consolidate them into one policies and procedures document for all operational components (Clinic, Front Desk, Kennel, etc.). In addition, the document should embrace best practices and include elements such as:
  - a) Effective Date and Date of Last Revision or Review
  - b) A Table of Contents and Page Numbers
  - c) Definitions and Acronyms
  - d) Authoritative Sources
  - e) Plain English Language
  - f) Both Policy statements and Procedures, as necessary
  - g) Relevant Appendices, as necessary
  - h) Listing of Revisions

The Jefferson Parish Human Resource Management Administrative Management Policies can be used as a guide for Best Practices.



## COMMON JPAWS PRACTICES

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### CRITERIA

Organizational policies and procedures and operational practices should be the same.

### FINDING

2) Policies and procedures do not consistently reflect actual practices.

### OBSERVATIONS

Internal Audit reviewed the Standard Operating Procedures (SOPs) in place and compared verbiage to the day-to-day functions of Jefferson Protection & Animal Welfare Services (JPAWS). In other words, do the policies and procedures reflect what is happening in reality? If not, what must be changed: the policy, procedures, or practice? Comments are provided next; however, this is not an exhaustive list. More details were provided to the Director via an annotated version of the Standard Operating Procedures document.

- A. The SOPs contain a cover letter to staff that suggests that each staff member has a personal (printed) copy of the document. However, in reality, this is not the intent. The document is maintained in print in key locations and electronically.
- B. The SOPs refer to a regular “department staff meeting.” According to the director and assistant director, such meetings are called “10 am Tailgates.” This is good information to include in the SOPs. However, while these informal team meetings occur, there is no formalized internal training program for topics included in the policies and procedures.
- C. The SOPs refer to an assignment board called “Information Central.” When touring the Lapalco center, Internal Audit identified the board; however, it is not obvious to someone (i.e., a new employee or volunteer) unfamiliar with the center. Therefore, Internal Audit suggests signage be posted to identify it clearly.
- D. While touring the Lapalco center, Internal Audit also observed that room names or placards often needed to match the purpose of the area. This would make it challenging for new employees or volunteers to become oriented or navigate the center. Internal Audit suggests that placards, even temporary laminated signs, be placed to appropriately identify areas such as intake, adoption, stray hold, isolation, storage, cat, dog, etc.

Policies and procedures need to be written with the practicality of implementation in mind. The SOPs and actual practices of the team members should be consistent. Periodic, formalized training can grow team members’ knowledge base and help ensure that policies and procedures are being carried out as designed.

### RECOMMENDATION

2) Internal Audit recommends that policy and procedure verbiage and operational practices be reconciled, and correct signage and appropriate visual tools be utilized throughout the center. Additionally, formalized training should be instituted to ensure policies and procedures are carried out as designed.

## CURRENT JEFFERSON PARISH ORDINANCES

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### CRITERIA

Policies and procedures should be regularly reviewed and revised to consider new parish ordinances, regulations, standards, technology, and structural changes.

### FINDING

- 3) Regular review and updates to the policies and procedures are not apparent or documented as to the effective date.

### OBSERVATIONS

The Standard Operating Procedures (SOPs) have an effective date of October 1, 2019, stated throughout. Director, Michelle Brignac, took the leadership role in August of 2019, drafted the SOPs, and placed them into effect. Internal Audit requested any Jefferson Parish Ordinance changes affecting rates or operations since January 2019. The following three Ordinances were identified and provided by Ms. Brignac.

Ordinance No.	Adoption Date	Brief Description
26192	April 28, 2021	Name change to Jefferson Protection and Animal Welfare Services (JPAWS).
26237	June 30, 2021	Changes to fees charged.
26562	January 18, 2023	Authorizes and approves a Loan Agreement for the new East Bank center.

Comments regarding the ordinances relative to the SOPs are as follows:

- A. The Jefferson Protection and Animal Welfare Services (JPAWS) name was officially adopted via Ordinance No. 26192 on April 28, 2021. The SOPs indicate an effective date of October 1, 2019. However, the new name adopted later is included throughout the SOPs and on the cover page. The cover page also includes an updated logo, as called for in the Jefferson Parish "Style Guide," updated in October 2020. Therefore, it appears that elements of the SOPs were updated without the effective date being changed.
- B. A process for making changes to the SOPs is documented on the third page; however, there needs to be an apparent process for a regular review of the SOPs. In addition, there was no signature page to help manage notifications of revisions and signify that team members have read and understood any revisions.
- C. Internal Audit compared the fees stated in the SOPs and on the JPAWS website to those stated in Ordinance No. 26237, dated June 30, 2021. The fees were in agreement.
- D. Jefferson Parish Ordinance No. 26562, adopted on January 18, 2023, authorizes and approves the execution of a loan with the Louisiana Local Government Environmental Facilities and Community Development Authority (LCDA) for the new East Bank center. The ordinance currently has no bearing on the SOPs except to note that the former east bank center is not in service as of the timing of this report.

### RECOMMENDATION

- 3) Internal Audit recommends that the Jefferson Protection and Animal Welfare Services designate a policy reviewer and that policies and procedures are reviewed and updated at least annually. A signature page should also be instituted to verify that team members have received, read, and understand any revisions.



## SUGGESTED POLICY INCLUSIONS

### CRITERIA

Policies and procedures should be comprehensive to reflect all operational areas.

### FINDING

4) The Standard Operating Procedures Manual needs procedural enhancements.

### OBSERVATIONS

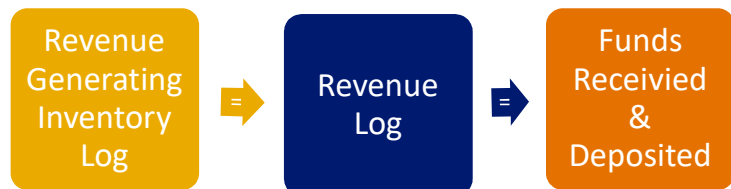
The Standard Operating Procedures (SOPs) contain a section named and numbered “Shelter Operations 0000-.” The section contains procedures on entering Daily Cash Receipts into the Parish’s financial management system (AS/400), how to attach documents in the AS/400, how to process and receive a supply order, etc. (See Attachment B.)

Jefferson Protection and Animal Welfare Services (JPAWS) has a separate Internal Control Procedures document created as part of the external audit. This document contains a policy statement: “Cash is no longer accepted at JPAWS.” The document also referred to data entry into the PetPoint system; however, no such procedures are included in the SOPs or the Internal Control Procedures document. (See Attachment E.)

A “Key PetPoint Procedures” document exists, titled by Internal Audit. Such document includes data input procedures for the Intake of Animals, New Licensing Procedures, and Returning to Owner procedures. One of the tenured clerks created this procedures document for the day-to-day reference of newer clerks as a training tool. (See Attachment F.)

Internal Audit report 2019-008, Animal Shelter – Follow Up, was released on December 17, 2019. The report was a follow-up to Internal Audit 2017-004, Animal Shelter Inventory and Collections, and addresses an internal control issue regarding reconciling revenue-generating inventory movement to revenue collected. The current Internal Control Procedures specify that the Counter Clerk accepts payment and enters the data into the AS/400 and the PetPoint System. A different clerk, the Account Clerk II, “makes sure the totals of checks balance, and that the credit card printout and the report match.” The same person collects funds and enters the information into the systems; an opportunity exists for the employee to waive fees without authorization. There would be no record of the waived fees in the AS/400 or PetPoint; therefore, the missing fee collection would not be detected. A procedure should be added for the Account Clerk III to generate a report from PetPoint that shows adoption, rabies shots administered, etc. (any activity that generates revenue). This report should be used to develop the expectation of how much was collected the previous day; that is to say, it should be used to reconcile funds deposited to this expected amount.

Additionally, Internal Audit did not note a policy regarding any fee waivers and an approval process.



### RECOMMENDATION

4) Internal Audit recommends enhancing the daily receipts reconciliation process to include an expectation of revenue collections and any policy and procedures for fee waivers.

## WEBSITE REVIEW

### CRITERIA

The website should accurately convey organizational information.

### FINDING

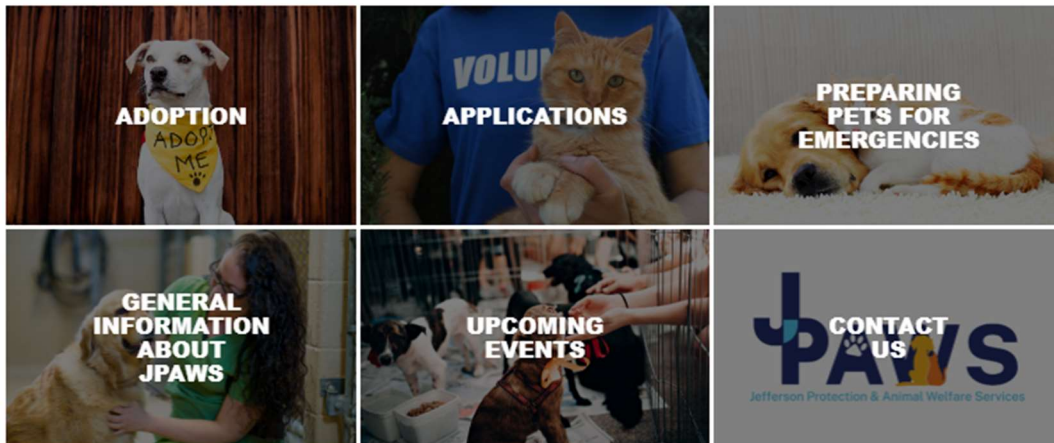
- 5) The Jefferson Protection and Animal Welfare Services website is not congruent in all cases with the Standard Operating Procedures manual and with practices conveyed via telephone interaction.

### OBSERVATIONS

Internal Audit compared verbiage posted on the Jefferson Protection and Animal Welfare Services (JPAWS) website with verbiage included in the Standard Operating Procedures (SOPs) and actual practices. On April 19, 2023, Internal Audit called the Lapalco center and anonymously obtained information regarding standard operating hours. Adoption, rabies, and business hours vary across the SOPs, the JPAWS website, and those communicated verbally via telephone.

Type	Days	SOPs (000-01)	Website	Verbal
Business	Mon to Fri Sat Sun	9 am to 5 pm 10 am to 4 pm None stated	9 am to 5 pm 11 am to 4 pm By appointment	9 am to 4:30 pm 9 am to 4 pm None stated
Adoption	Mon to Fri Sat Sun	11 am to 4 pm 11 am to 3 pm By appointment	12 pm to 4 pm 12 pm to 3 pm None stated	9 am to 4:30 pm 9 am to 4 pm None stated
Rabies	Tue only	Tue for Westbank Wed for Eastbank No hours stated	10 am to 11:30 am	10:30 am to 12:30 pm

The only difference found relates to hours of operation. In addition, Internal Audit noted that the JPAWS website was revamped during the audit. The new website design is well laid out and easy to navigate. An excerpt is shown below.



### RECOMMENDATION

- 5) Internal Audit recommends that standard operating hours be consistently and accurately conveyed via operating policies and procedures, on the Jefferson Protection and Animal Welfare Services website, and through telephone communications.



## RECAP OF RECOMMENDATIONS

#	Pg	Recommendation	Amount	Impact
1	7	Internal Audit recommends that Jefferson Protection & Animal Welfare Services review their full set of policies and procedures, ensure they are comprehensive, and consolidate them into one policies and procedures document for all operational components (Clinic, Front Desk, Kennel, etc.). The document should embrace best practices and include elements such as: <ul style="list-style-type: none"> <li>a) Effective Date and Date of Last Revision or Review</li> <li>b) A Table of Contents and Page Numbers</li> <li>c) Definitions and Acronyms</li> <li>d) Authoritative Sources</li> <li>e) Plain English Policies</li> <li>f) Both Policy statements and Procedures, as necessary</li> <li>g) Relevant Appendices, as necessary</li> <li>h) Listing of Revisions</li> </ul>	\$6.2 million	Dollars At Risk
2	8	Internal Audit recommends that policy and procedure verbiage and operational practices be reconciled and correct signage and appropriate visual tools be utilized throughout the center. Additionally, formalized training should be instituted to ensure policies and procedures are carried out as designed.	Included above	Management Tool
3	9	Internal Audit recommends that the Jefferson Protection and Animal Welfare Services designate a policy reviewer and that policies and procedures are reviewed and updated at least annually. A signature page should also be instituted to verify that team members have received, read, and understand any revisions.	Included above	Management Tool
4	10	Internal Audit recommends enhancing the daily receipts reconciliation process to include an expectation of revenue collections and any policy and procedures for fee waivers.	Included above	Management Tool
5	11	Internal Audit recommends that standard operating hours be consistently and accurately conveyed via operating policies and procedures, on the Jefferson Protection and Animal Welfare Services website, and through telephone communications.	Included above	Management Tool
		<b>DOLLARS AT RISK</b>	<b>\$6.2 million</b>	

## SUMMARY

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The Jefferson Protection and Animal Welfare Services (JPAWS) has a Standard Operating Procedures (SOPs) document in place that includes areas of operation such as operating hours, animal intake, adoptions, return to owners, rehabilitation, veterinary care, financial transactions, and cleanliness of the center(s). Based on the effective date stated throughout the document, October 1, 2019, it is apparent that this is one of the initial undertakings of the current director, who was appointed on August 3, 2019. The document contains a wealth of information, and Internal Audit commends the JPAWS Director for placing it into service from the onset of her leadership.

Four of the recommendations in this report address best practice items to improve flow, clarify the document, add consistency between policy, procedures, and practices, and ensure that updates are regularly considered and reflected. One of the recommendations calls for enhancing policies and procedures related to processing the collection of receipts.

Jefferson Parish has "Administrative Management Policies,"<sup>4</sup> which can be used as a reference tool when addressing the recommendations of this report. Additionally, two previously issued Internal Audit reports<sup>5</sup> can be referenced to assist with policies and procedures surrounding collections of receipts and other financial matters.

Internal Audit would like to thank JPAWS personnel for their professionalism and responsiveness during this process, along with the various Jefferson Parish Directors and team members who contributed time and attention to this engagement.

### \*\*\*END REPORT\*\*\*

POLICY	PROCEDURE
<i>The formal guidance needed to coordinate and execute activity throughout the district. When effectively deployed, policy statements help focus attention and resources on high priority issues - aligning and merging efforts to achieve the district's vision. Policy provides the operational framework within which the district functions.</i>	<i>The operational processes required to implement district policy. Operating practices can be formal or informal, specific to a department or building or applicable across the entire district. If policy is "what" the district does operationally, then its procedures are "how" it intends to carry out those operating policy expressions.</i>
<ul style="list-style-type: none"><li>• Widespread application</li><li>• Changes less frequently</li><li>• Usually expressed in broad terms</li><li>• States "what" and/or "why"</li><li>• Answers operational issues</li></ul>	<ul style="list-style-type: none"><li>• Narrow application</li><li>• Prone to change</li><li>• Often stated in detail</li><li>• States "how", "when", and/or "who"</li><li>• Describes process</li></ul>

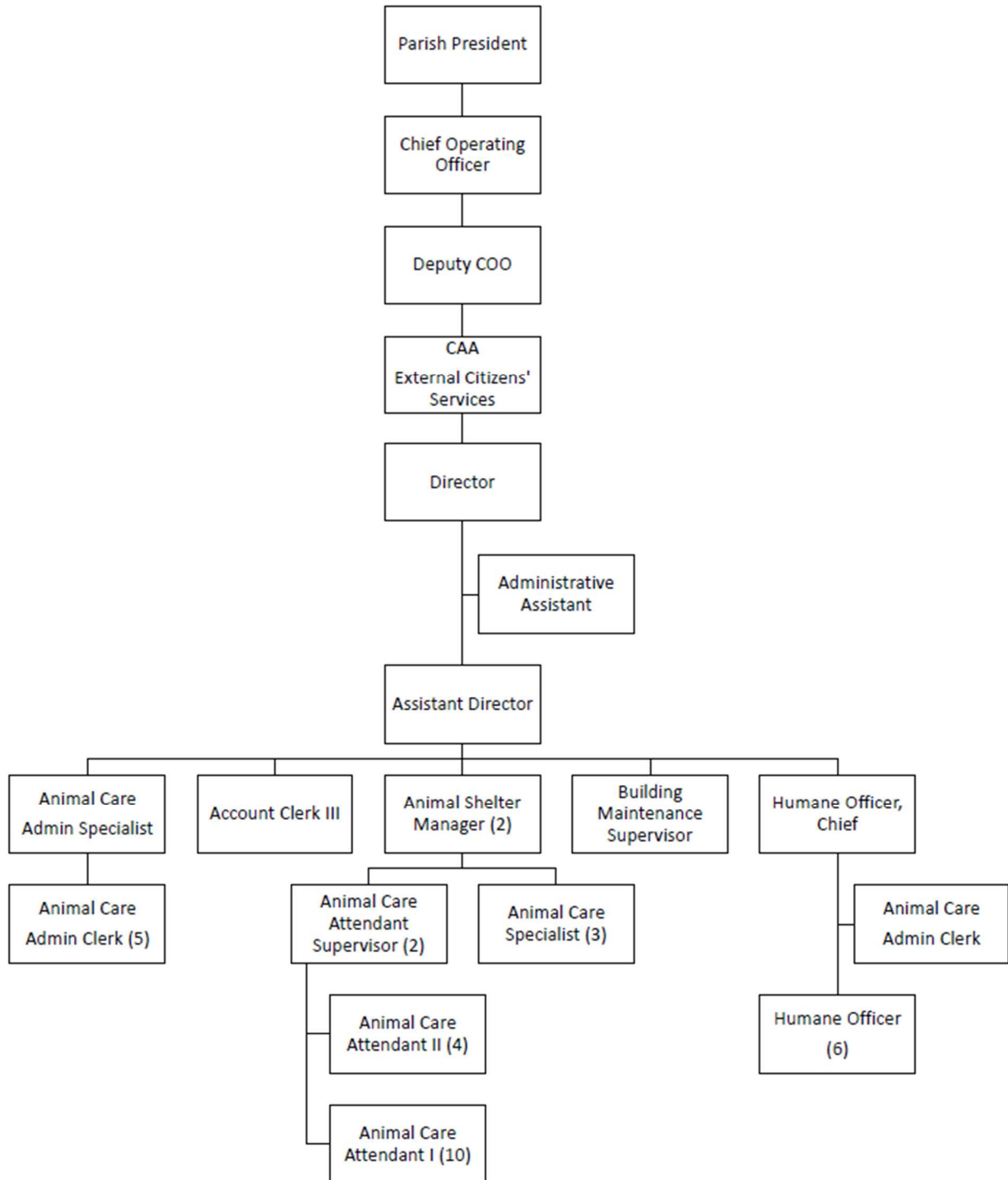
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<sup>4</sup> The Jefferson Parish Management Policies are issued by the Department of Human Resources and are located on the Jefferson Parish Intranet.

<sup>5</sup> All Internal Audit reports can be found on the Jefferson Parish website at [www.jeffparish.net](http://www.jeffparish.net). Click path: Departments >> Internal Audit >> Audit Reports. Reports related to JPAWS, formerly called the Animal Shelter, are numbered 2017-004 and 2019-008.

## ATTACHMENT A

### JPAWS ORGANIZATIONAL CHART (AS OF MARCH 3, 2023)



JPAWS MANUAL OF STANDARD OPERATING PROCEDURES (EXCERPTS<sup>6</sup>)



Jefferson Parish Protection and Animal  
Services:

Manual of Standard Operating Procedures

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<sup>6</sup> The Standard Operating Procedures document is 104 pages in length. The first 10 pages are included, along with select pages for illustration purposes.

## COVER LETTER TO STAFF

This is your personal copy of the Standard Operating Procedures (SOPs) Manual. SOPs are a key tool for the operation and management of Jefferson Protection and Animal Welfare Services. They establish a baseline for how all staff and volunteers perform routine shelter tasks. The consistency and predictability that SOPs can provide helps make life less stressful for the animals — and for people, too.

The Standard Operating Procedures were written with everyone's input, and all staff are accountable for following them. These SOPs enable us to be consistent about expectations for every employee and to determine whether performance meets, exceeds, or falls short of expectations. Be sure to read the entire document and then review the sections that relate to your job. Discuss any questions that you have with your supervisor.

The SOP manual is a 'living' document that will be updated as we identify better ways of doing our jobs and responding to the needs of the animals in our care and of the human community we serve. The formal procedure for suggesting and making changes to SOPs is outlined below. The Director will have the master and current copy of the SOPs.

**Process for changes, updates or clarifications to the SOPs:**

To avoid confusion and inconsistency, only the Director can make the actual written changes to the SOPs. However, all staff can suggest changes as described below:

- If you have suggestions for change, deletions, or additions, ask your supervisor to include SOPs on the agenda of the department staff meeting.
- After discussion with the entire department, the department supervisor advises the Director of his/her team's suggestions or needed clarification.
- The Director evaluates the requested change.
- If the Director agrees to make the change, that section of the master SOP manual (both electronic and physical copy) is updated with the new wording and instruction.
- A memo then goes out to the entire staff with a summary of the update, and the page and section number that was updated. Each staff person also receives a printed copy of the new revised section for the staff member to update their own manual.

This manual is the foundation for the continued excellent performance of our staff and the organization. The manual will be used as a training document throughout the agency. We strongly encourage you to review SOPs in your department staff meetings on a regular basis, the supervisors are responsible for ensuring that their staff understand and follow the SOPs that apply to their roles in the agency.

Thank you for all the hard work you do each day for the animals in our care.

Sincerely,

Michelle D. Brignac

## **Shelter Operations 000-01**

10/01/2019

### **HOURS OF OPERATION**

#### **General**

The hours of operation are designed to ensure that all domestic and wild animals are properly and humanely cared for and that the public has adequate and ample opportunity to conduct business at the Jefferson Protection and Animal Welfare Services.

#### **Adoption Hours**

11 a.m. – 4 p.m. Monday-Friday

11 a.m. – 3 p.m. Saturday

Adoptions can be scheduled any day/time of the week with the Adoption Coordinator

#### **Business Hours**

The Shelter is open for all other animal-related services (that is, except adoption) during the following hours: 9 a.m.-5 p.m. Monday through Friday and 10 a.m. to 4 p.m. on Saturday.

#### **Emergency Service Hours**

The Shelter promptly responds to animal emergencies 24 hours a day, every day of the year. Any situation is considered an emergency in which a domestic or wild animal is in danger or is creating a danger to the community.

## **Shelter Operations 000-02**

**10/01/2019**

### **DISPOSITION OF ANIMALS**

#### **General**

Domestic animals housed at the Jefferson Protection and Animal Welfare Services leave in one of following ways: they're adopted, returned to the owner, euthanized, rehabilitated or transferred. Wild animals are released, sent to a certified rehabilitator, or euthanized.

#### **Adoption**

Information about animals adopted from the Shelter must be recorded on the computer record. This includes the date of adoption and the name, address and telephone number of the adopter.

#### **Return to Owners**

Owners claiming a stray animal as their own must provide evidence of ownership such as a bill of purchase, pictures that document ownership over time (i.e. puppy thru adult pictures), proof of rabies or licensing, and/or medical records.

The owner's name, address, and telephone number and the date of return should be noted on the computer record.

If someone claims an animal after the stray hold date or there is lacking proof of ownership, the Jefferson Protection and Animal Welfare Services can choose to adopt the animal pending an approved application and the animal is spayed or neutered prior to adoption.

#### **Euthanasia**

When deemed necessary for medical, and behavioral reasons, domestic and wild animals may be euthanized. Unweaned, critically ill, or seriously injured domestic animals may be euthanized prior to conclusion of the stray holding period to prevent any additional suffering (only with the recommendation of the veterinarian).

#### **Rehabilitation**

Domestic animals, such as chickens, and wild animals may be placed in rehabilitative care. The name of the wildlife rehabber and the date of release should be noted on the computer record.

#### **Release**

Depending on the condition of the animal and circumstances regarding rabies control in Jefferson Parish, wild animals may be set free in a safe release area. Personnel should indicate disposition in the computer record.

#### **Transfer**



Animals are released to shelter and rescue partners, if the receiving agency is approved by the Jefferson Protection and Animal Welfare Services's Director.

#### **Shelter Operations- 000-03**

10/01/2019

#### **Animal Intake Procedure**

The Jefferson Protection and Animal Welfare Services is an open admission shelter in that we will never turn away a stray animal from within Jefferson Parish.

If a citizen brings in a stray animal and asks if the shelter is 'Full' they can be informed whether or not the shelter is at capacity so they can determine if they still wish to leave the animal there or make other arrangements. It is our mission and mandate that we only accept animals from citizens in the Parish. We evaluate each animal individually and will make decisions regarding adoption, transfer, foster or euthanasia based on the animal and his or her ability to be safely re-homed.

#### **1. Intake**

##### **A. Microchip**

1. All animals get scanned, including owner surrenders
2. If a microchip is found, be sure to call and make a note in memos using the "microchip" subtype.
  - a. If an os, verify the microchip.
3. If a microchip is not found, be sure to make a note in memos that the animal was scanned but did not have a microchip.

##### **B. All animals**

1. Picture
  - a. Eye level (if possible), not overhead
  - b. Clear
  - c. Not in kennel (preferably)
2. Gender (dogs unless severely matted)

##### **C. Owner surrenders**

1. Name

2. Age
3. Gender
4. Spayed/neutered
5. Breed

D. OS/stray forms

- Scan under "Files"
- Put information in memos under "behavior" subtype

E. Kennel cards

- Print from Foster and Memo

**II. Holds**

A. Types of holds

- Adoption
- Rescue
- Transport
- Pending redemption
- Microchip

B. Information Needed

- Name (person or rescue)
- Phone number
- Type of attempt at communication (i.e. left message on voicemail or with person, phone out of service, voicemail full)

**III. Memos**

A. Behavior/personality

- I. Place under "behavior" subtype

**IV. Outcomes**

A. Need to be done right away

Note: Every attempt at communication and all communications regarding any animal in our care should be noted in PP.

Locations and stages need to be updated immediately. Example: when an animal goes into foster care or returns from foster care. When an animal is going offsite but returning to its kennel, stage it "offsite" and in the stage change reason put where the animal is going.

\*Remember, we need to know where our animals are at all times.

### **Animal Process**

Greet the person: "Is this your animal?" "Where is the animal?" if it is in the car – ask if the animal is on a leash or in a carrier.

If the animal is not on a leash or carrier –and the animal belongs to the person and has an appointment, provide the owner with a leash or transfer cage for the animal. Instruct the owner to secure the animal in the car with the doors shut – i.e. dog on the leash or cat in the carrier before they open the car doors.

If the animal is a stray, follow them to the car and escort them and the animal to the front desk of the shelter – if staffing allows. You may need to get the assistance of an animal care attendant if the animal is fractious or you feel that you cannot control the animal.

If the animal is a feral cat, see the *Intake Procedure for Feral Cats*.

Dogs and cats are placed in the temporary hold or new arrival runs or cages for that species.

If a person bringing in a stray refuses to sign intake paperwork– just write in the signature area "refused to sign" and your name. The animal will be reflected as a stray and held for the stray period.

### **Intake Procedures for Feral Cats**

Feral cats brought in over the front counter or from an animal control vehicle should be transported in a wire transfer cage (animal control) or the trap (front office) already covered with a towel or sheet to minimize stress.

### **Counseling Owner Relinquished Intakes**

All owner surrendered animals must be brought in by their owner and by appointment:

- We must call the owner at the time of relinquishment to get a verbal release only if not present – we read the release statement to them from the intake paperwork and then indicate the date and time of the verbal release. We also must write on the intake slip the name and drivers license number of the person who did bring in the animal.
- If the animal is obviously not adoptable (animal is sick, cat that has a long history of not using the litter box, animal has bitten people, etc.) the person handling the intake must inform the owner that the animal is unlikely to be placed for adoption and could be euthanized. We do not want to give people a false sense of what we can do. This will give them an opportunity to take the animal somewhere else.

When a person who relinquished their animal calls wanting the animal back:

This is a situation that must be handled by the Shelter Manager:

- Check to see if the animal is still here, and if so, put an immediate Hold on that animal's computer record and cage card.
- If the animal has an adoption application, list the previous owner as a backup pending approval of the first adoption application.
- Ask why the person wants the animal back, what has changed, what is the reason?
- If the situation appears ok for the animal, place a hold in the animal's computer record. The previous owner follows the adoption process as all potential adopters do.
- If the situation is acceptable and there is a first hold on the animal, inform the owner that they will be placed as a back-up pending the outcome with the first hold.
- The animal must be spayed or neutered before release.

When someone brings in a stray and wants it back after the stray period:

- Explain the stray hold state law. Ask them to fill out an adoption application on the animal and inform them of the next steps.

**Completing the Intake Process:**

After creating a record in the computer for the animal, take a photo of the animal. See *Photographs for animal record*. If the animal is frightened or you cannot safely control the animal, do not try to take a picture at this time. Print out the cage card and place the cage card and the original paperwork in the plastic sleeve on the cage into which the animal is placed.

When owner relinquished animals come in with collars, the collars are to be removed and discarded.

When strays enter with collars, any ID, rabies tag, license information on the collar or the tags are entered into the computer and the front office staff then starts tracing the information to find the owners. Stray animal collars are removed and then placed in a zip lock bag with the animal number noted on the outside of the bag with a Sharpie pen. Bagged collars are then kept with the animal behind his/her cage card in the sleeve. If the animal is moved to adoption, then the collar is thrown away.

**Shelter Operations- 000-4**

**10/01/2019**

**Photographs for animal record**

SEE FOOTNOTE ON PAGE 15

### **If You Must Place a Caller on Hold**

Answer as follows: "Jefferson Protection and Animal Welfare Services, this is {say your name} do you have an animal emergency?" Wait for a response, in case the caller has an animal emergency, and then ask "may I place you on hold?"

Don't let callers linger on hold. Offer to take a message, or suggest a time to call back when they are more likely to reach the person they need or when staff will be available to assist them.

### **Shelter Operations 0000-39**

10/01/2019

### **MEDIA CONTACTS**

If you are contacted by a reporter or representative of any TV, radio, newspaper, or magazine reporters, or by other media reps, you need to direct him or her to the Public Information Officer.

### **Shelter Operations 0000-**

#### **Daily Cash Receipts:**

To process/print daily by Account Clerk:

AS400 - login

Type 3 for Animal Shelter then press ENTER

Type 6 for Revenue then press ENTER

Type 50 for Revenue Accounting then press ENTER

Type 1 for Daily Receipt Processing Menu then press ENTER

Type 6 for Payment Edit report then press ENTER

Type 9 for Update Receipts then press ENTER

\*in pop-up box (to print report)

Delete Cashier Code

Change location if necessary

Use the previous day's date unless Monday morning both Friday and Saturday's dates are completed separately.

DO NOT PRESS ENTER until all information is accurate and complete.  
Report will print for previous day.

Reconcile the report with the receipts from the clerks. Once reconciled, close out previous day.  
Use F3 to return to previous screen

Close Out:

In pop up box:  
Delete cashier code  
Select Location EBJPAWS/WBJPAWS  
Previous Day's date +  
Previous Days Date +  
Hit ENTER  
SHIFT F8 to print

Enter totals in monthly spreadsheet.

**How to attach a document in AS400:**

F12

Go back down to 2210 - a blank document will open up  
Scan order to myself (sheet printed from LAOP items)

Open Scan Icon and scan document to LA Office orders folder (my scans)

Save as "order and that date"

Attach file: work with request screen

24 (attach to the 1st item in the order)

Type: W

Description: Order

Enter

Open Documents

Find the document

Open

Click on document (turns Blue)

Right click

Copy 0

Paste into blank document

Close

Yes

\*\*\*\*\*Sent for Approval\*\*\*\*\*

Once Approved it must be processed

**Processing an Order:**

AS400

24

1  
4  
2  
ENTER  
F8  
Requesting Employee  
Vendor: F4(look-up) (29511-LAOP)  
Hit F9 to find a different vendor  
ENTER  
ENTER  
SHIFT F8  
It will print confirmations (hold this and attach to Purchase Order)

**Once P.O. is received:**

Attach P.O. to other paperwork in "Pending Invoice" Folder  
Log into LAOP and click Check Out  
Change Address  
Enter short P.O  
Update changes  
Place Order

**Wait for order to come in and check all items**

**Final Step/ Receiving:**

Make sure P.O amount matches Invoice amount  
AS400  
24  
1  
4  
6  
1  
F6  
F9  
P.O. #  
1 = correct P.O. (mark 1 for all items from that order)  
Enter  
Invoice #  
Qty Received  
Field +  
Enter  
F3  
F3  
5  
Receipt Date and G/L post (today's date)



Enter  
Shift F8  
Report will print

MAKE A COPY OF INVOICE AND REPORT

ORIGINAL INVOICE AND POSTING GOES TO ACCOUNTING

COPIES GO TO ACCOUNT CLERK III MARKED COMPLETE WITH TODAY'S DATE

1. P.O
2. Create Requisition
3. LAOP order print out
4. Receipt post listing
5. LAOP invoice

DONE

#### **Shelter Operations 0000-40**

Standard Operating Procedures for the JPAWS Vet Office

#### **Surgical Instrument Cleaning and Care**

1. Rinse in warm running water within 20 minutes after use and soak in instrument cleaner for 10-20 minutes, Instruments must remain open while soaking. Be sure to scrub any remaining blood, tissue, or Other biological material from instruments.
2. Place instruments in ultrasonic cleaner for 15 minutes with heater on. Be sure instruments are left open and not clamped while in ultrasonic cleaner. Do not overpack ultrasonic cleaner.
3. Rinse thoroughly with distilled water.
4. Pat instruments dry with a clean surgical towel.
5. Dip or spray with instrument milk to coat and lay on a flat surface to dry. Be sure instruments are left open and not clamped while drying. Do not leave instruments in milk.
6. Once completely dried, place instruments in pouches or surgical packs to be autoclaved. Be sure instruments are left open and not clamped while packing for autoclave.
7. Do not over pack the autoclave. Pouches should face in the same direction (paper against plastic).

## ATTACHMENT C

### ATTENDANCE POLICY



## JEFFERSON PARISH

### DEPARTMENT OF ANIMAL SHELTER

#### INTER-OFFICE MEMORANDUM

CYNTHIA LEE SHENG  
PARISH PRESIDENT

MICHELLE BRIGNAC  
DIRECTOR

**DATE:** July 16, 2022  
**TO:** All Employees  
**FROM:** Michelle Brignac, Director, Department of JPAWS  
**SUBJECT:** Departmental Attendance Policy

Dear Employees:

As an employee of JPAWS, it is your responsibility to familiarize yourself and abide by this Departmental Attendance Policy. This Department intends to fully enforce this Policy, as well as to fully enforce the Personnel Rules of the Classified Service and the Human Resource Management Administrative Management Policies.

#### ANNUAL LEAVE

Employees working in positions which require management to schedule shifts must submit a Time Off Request in Kronos at least fourteen (14) calendar days prior to the date(s) for which annual leave is requested. No shift employee will be permitted to take annual leave without requesting in advance.

All other employees must submit a Time Off Request in Kronos. It is up to the discretion of their supervisor as to whether or not the annual leave request may be approved.

In the event of a personal emergency, an annual leave request may be granted by verbal request to the employee's supervisor at the time of need. When an employee is absent from work for an emergency, they must notify their immediate supervisor no later than thirty (30) minutes after scheduled starting time, and the employee must personally notify the department of their absence, unless seriously incapacitated. All emergency annual leave requests shall be marked as an occurrence on the employee's yearly rating period, and will require submitting a Time Off Request in Kronos immediately upon their return to work. *Occurrence = any amount of time absent in a work day that was not previously scheduled and approved by supervisor and includes consecutive days pertaining to the same illness or event.*

It is the practice of the Department that no employee will be allowed to use more annual leave than they accumulate during any year without prior written request to, and approved by the Department's Director.

#### SICK LEAVE

Employees who expect to be absent from work due to illness or injury must notify their immediate supervisor no later than thirty (30) minutes after scheduled starting time. If the occurrence of sick leave is for more than one (1) day, the employee must notify their immediate supervisor on a daily basis until such time that the employee returns to duty or is released from this requirement by their immediate supervisor. It is not acceptable for anyone else to call in for an employee unless the employee is seriously incapacitated. Violation of this policy will cause the employee to be charged Absent Without Leave (AWOL) for each occurrence.

Employees calling in sick to work and not having accumulated sick or annual leave to cover said absence will be charged AWOL even if a doctor's note is provided, unless the absence is due to a job injury, is FMLA-qualified, or the Department Director deems otherwise.

2701 LAPALCO BLVD. — HARVEY, LA 70058 — OFFICE 504.349.5111  
1 HUMANE WAY — HARAHAN, LA 70123 — OFFICE 504.736.6111  
EMAIL: MBRIGNAC@JEFFPARISH.NET  
WWW.JEFFPARISH.NET

All employees will be allowed five (5) individual occurrences of unscheduled absences of no more than a total of thirteen (13) days of approved sick leave not verified by a doctor's certificate in a leave year. Any employee using unscheduled sick leave in excess of five (5) occurrences or approved sick leave over thirteen (13) days in a leave year shall submit a written statement by a registered physician or other acceptable authority certifying that the employee or the employee's immediate family member was ill and therefore, the employee was unable to work during the period of sick leave of absence. Failure to provide a certificate from a registered physician or other acceptable authority shall result in the absence being an unauthorized leave of absence without pay and could result in other disciplinary actions. This section does not apply to employee on approved Family Medical Leave. *Occurrence = any amount of time absent in a work day that was not previously scheduled and approved by supervisor and includes consecutive days pertaining to the same illness or event.*

It is the practice of the Department that no employee will be allowed to use more sick leave than they accumulate during any year without prior written request to, and approved by the Director.

#### **PERFORMANCE EVALUATION RATING PERIOD – ATTENDANCE FACTOR**

If an employee has a cumulative total of ten (10) or more occurrences of AWOL, the employee shall receive a "Below Expectation" rating in "Attendance", which then results in denial of the employee's annual merit raise, and may also be cause for other disciplinary action up to and including termination.

If an employee has a cumulative total of six (6) occurrences and not more than nine (9) occurrences of AWOL, the employee shall receive a "Needs Improvement" rating in "Attendance", which then results in denial of the employee's annual merit raise, and may also be cause for other disciplinary action up to and including termination.

If an evaluation rating period is less than twelve months, the number of AWOL occurrences will be pro-rated for the length of the rating period. For example, five (5) occurrences of AWOL during a six-month rating period are equivalent to ten (10) AWOL occurrences during a twelve-month rating period; and three (3) occurrences of AWOL during a six-month rating period are equivalent to six (6) occurrences of AWOL during a twelve-month rating period.

#### **ABSENCE WITHOUT LEAVE (AWOL)**

It shall be the duty of every employee to report for work in accordance with, and to work throughout, all regularly scheduled working hours. Any employee not reporting to work on-time will be charged AWOL for the time missed. Each AWOL charged to an employee is tracked by management.

#### **LEAVE OF ABSENCE WITHOUT PAY (LWOP)**


ALL requests for LWOP shall be reviewed by the Director, and considered on a case-by-case basis; usage of such leave must be considered to be in the best interest of the department.

#### **OVERTIME**

All employees are expected to complete their daily tasks during their normal scheduled shift. However, based on the needs of the Department, an employee may be required or authorized by management at any time to work outside of their scheduled times. No overtime work shall be performed without proper supervisory knowledge and approval.

Overtime work on one day shall not relieve an employee of their responsibility to report for work at their scheduled time on the next day. It is the practice of this department that an employee shall not be approved to work overtime for one full pay period following an AWOL occurrence.

Sincerely, 

Michelle Brignac, Director  
Department of JPAWS 

**I have received a copy of the Department of JPAWS' Attendance Policy dated July 16, 2022.**

Print: \_\_\_\_\_

Sign: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT D

### DRESS CODE POLICY

#### Jefferson Protection & Animal Welfare Services Dress-Code Policy

**\*This policy applies to all paid staff/personnel\***

#### **Objective**

To ensure Jefferson Protection & Animal Welfare Services (JPAWS) customer-facing employees who are engaged in service and delivery functions are clearly identified as representing the company, JPAWS has established the following dress-code policy. This dress code policy will help us all provide a consistent professional appearance to our constituents, clients, and colleagues.

#### **Policy**

Employees must always present a clean appearance.

Appropriate attire must be worn at all times:

- Long Pants, NO shorts
- No low-cut shirts, halter tops, muscle shirts/tank tops, or clothing with inappropriate or offensive language, wording or symbols
- Safety or Athletic shoes, NO flip flops, or sandals
- Use caution when wearing jewelry, NO dangling earrings, necklaces, bracelets or hoop style facial piercings
- Long hair must be tied back or put up to prevent from it being caught or grabbed by an animal or machinery

#### **Dress Code Violations**

Managers or Supervisors are expected to inform employees when they are in violation of the uniform policy. Employees in violation are expected to immediately correct the issue. This may include having to leave work to change clothes (they will have to clock out). Repeat violations or violations that have major repercussions may result in disciplinary action being taken up to and including termination.

If employees have questions regarding this policy or its implementation, they should contact the department's administrative assistant, assistant director, departmental director, or the human resource department.

\_\_\_\_\_  
Employee Name (Printed)

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date (mm/dd/yyyy)

## ATTACHMENT E

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### INTERNAL CONTROL PROCEDURES

**Jefferson Parish  
Jefferson Protection & Animal Welfare Services  
Internal Control Procedures  
12/31/2022**

**Cash:** Cash is no longer accepted at JPAWS.

**Checks:** Checks, money orders, cashier checks, and travelers' checks are accepted. The Counter Clerk takes the payment, enters the transaction and the payment amount into both the AS/400 system and PetPoint animal system. As checks are received, Clerk should immediately put into their lock boxes. A copy of the invoice is put with the paperwork for the day.

**Credit/Debit Card:** The card is run through the credit card machine, and then enters it into the AS/400 system and PetPoint animal system. The receipt should be printed and put with the invoice and other paperwork for the day.

**Spay/Neuter Deposits:** Deposits on underage pets awaiting surgery is no longer accepted. JPAWS does not allow animals to leave unless they are altered.

**End of Shift:** The Counter Clerk runs a shift report using their username and password. They put their checks and report, keeping the reports neat and proper, into their envelope and drop it in the safe. Each cashier will then place their reports and invoices into the marked folder on Account Clerk III desk.

**Daily Receipts:** Account Clerk III runs daily reports the next business day. The Account Clerk III verifies the payments in each envelope. The Account Clerk III makes sure the totals of checks balance, and that the credit card printout and the report match. The Account Clerk III completes a bank deposit slip. Armored car service will then pick up deposits from JPAWS at both locations on Thursday of each week. Note: The Administrative Assistant, Shelter Manager, and Assistant Director are backups to Account Clerk III when out of office.

On the day of a deposit, the Account Clerk III emails a copy of the bank deposit slip and the verified slip from the bank to Accounting. The original deposit slips and verified deposit ticket are stapled to the daily report. All originals are saved at JPAWS.

**Accounting Report:** Accounting has prepared a spread sheet to be filled in daily by the Account Clerk III; this is turned in bi-weekly by the Account Clerk III to Accounting.

Reviewed and updated by Cory Durr, Assistant Director.

## ATTACHMENT F

### PET POINT PROCEDURES

**\*BEFORE YOU DO AN INTAKE, CHECK FOR A MICROCHIP WITH THE SCANNER. \***

- If there is a microchip number, search the microchip # on the website:  
"aaha.org/petmicrochiplookup"
- Scroll down and insert the microchip number in the search bar and call the number to get further information. Let the microchip company know you are with JAPWS.
- If there is no information, follow the steps below. If you can't reach the owner, follow the steps below.

**PetPoint Intake:**

1. Log into PetPoint
2. Go to the blue intake tab
3. Go down to stray
4. Insert First name and Last name
  - a. Make sure you have an ID for accurate address and ID number
5. If person is not in the system, go to the green Create New Person tab
6. Insert First Name\*, Last name\*, ID Number, Id type, Street Address\*, (everything you have to insert before moving on to the next part will have "\*" next to it. Ex: Street Address \*)
  - a. With the address enter the zip code then click the green arrow
  - b. Insert a phone number\* and Type\*
  - c. You can insert an email if possible.
7. Hit the green Save and move on to the green Animal tab
8. Insert the Reference Number or ARN.
  - a. Year-Office-month-day-number intake. Ex: 2023-WO-03-01-02
9. Fill out all drop tabs with a (\*) Type\*, Primary Breed\*, Age Group\*, Size, Animal Condition\*, Primary Color\*, Bitten Status\*
10. Insert picture. You can also do this on your phone.
11. Insert microchip information if you have any.
12. Save and move on to the green Details Tab
13. Insert the Intake Subtype\*, Jurisdiction\*, and the zip code where the animal was found. Sometimes this will not be the same as where the person lives so it is important that you change this if necessary. Insert the Location Found\*, this you will have to type in.
14. Next insert the Stage\* as WB Stray, Location\* as Dog intake or cat intake (if it is a wild life, insert WB Farmville) Then Sublocation\* CI-1 or DI-1.
15. Save and go to Print, Kennel Card, Foster and Memo.

#### Open Adoptions

- Search name in Pet Point
  - Check if they have owner submitted any animals and why.
- If not in Pet Point, Check in AS400
  - Log in
  - 3 (animal shelter) ->Enter
  - 20 (Central Complaints) -> Enter
  - 2 (Log complaint Activity) -> Enter
  - Go to address line and insert the street number and name
    - Ex: 503 Heritage
  - Go to Department Referred to: and insert- 17110
  - Go down to Rec'd and change the date to 01/01/2019
  - Look for any complaints



### New Licensing Procedures:

- Add licensing
- Look up name
  - If no name pops up, create new
- Look up animal
  - If no animal, create new. DO NOT ADD A REFERENCE NUMBER (ARN)
- Go to details and complete as if you are doing an adoption. Make sure you leave vaccination details blank.
- Keep track of Rabies tag number
- Hit Submit at bottom of screen
- Send Rabies tag number to vet office

### Returning Owner

- Go to licensing tab
- Go to search/edit
- Search animal name or A#
- Go to Statues\*
  - Change from current to cancelled
- Go to Cancelled Reason\*
  - change to renew/replace
- Hit Submit at bottom of screen
- Then complete as normal.

\$ 20 Altered  
\$ 25 unaltered

## ATTACHMENT #1

### AUDITOR INDEPENDENCE STATEMENT

According to Ordinance No. 26063 (September 16, 2020), Sec.2-162.2(a) and (d), the Director of Internal Audit "shall engage in internal audit activities and complete engagements in an independent manner, free of any organizational or personal impairment. The Director shall attest in writing that all activity was concluded with independence, free from organizational or personal impairment."

Sec. 2-162.2. - Independence and objectivity; professional standards.

(a) The department function must be independent to retain objectivity, and the department's independence allows the director to make assessments impartially and without bias while avoiding conflicts of interest. In furtherance of the operation of an independent and objective department, the department shall use the following standards in the completion of all engagements and in the conduct of all activity:

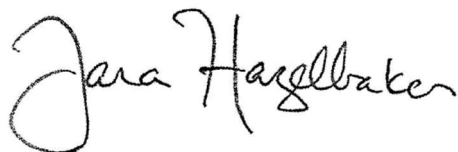
- (1) The standards and code of ethics produced by the Institute of Internal Auditors and published in the *Professional Practices Framework*;
- (2) The standards and principles produced by the Government Accountability Office and published in the *Government Auditing Standards*; and
- (3) The professional and ethical standards issued by the American Institute of Certified Public Accountants.

(d) The director shall engage in internal audit activities and complete engagements in an independent manner, free of any organizational or personal impairment. The director shall attest in writing that all activity was concluded with independence, free from organizational or personal impairment. Any impairment to independence, organizational or personal, shall be reported in writing to the council and copied to the parish president and the inspector general within seven (7) business days of discovering the impairment, organizational or personal.

The following is the required attestation meant to comply with both professional standards and Jefferson Parish Ordinance No. 26063.

#### ATTESTATION:

Internal Audit Report #2023-003 was conducted with independence and free from organizational or personal impairment.



TARA HAZELBAKER, CPA, CIA  
DIRECTOR OF INTERNAL AUDIT



## ATTACHMENT #2

### RESPONSE FROM PARISH ADMINISTRATION



## JEFFERSON PARISH

OFFICE OF THE PRESIDENT

CYNTHIA LEE SHENG  
PARISH PRESIDENT

July 11, 2023

**Via Electronic Mail**

Tara Hazelbaker, Director  
Internal Audit Department  
Joseph S. Yenni Building  
1221 Elmwood Park Blvd., Suite 306  
Jefferson, LA 70123

RE: Internal Audit Report #2023-003  
Jefferson Protection & Animal Welfare Services- Policies and Procedures

Dear Ms. Hazelbaker:

In accordance with Sec. 2-162.5(b), Jefferson Parish Code of Ordinances, the Administration provides the following response to Internal Audit Report #2023-003 Jefferson Protection & Animal Welfare Services ("JPAWS") - Policies and Procedures ("Report"), received by the Administration on May 25, 2023.

The Report contains five (5) "Recommendations" each of which is addressed below.

**Recommendation: 1.** Internal Audit recommends that Jefferson Protection & Animal Welfare Services review their full set of policies and procedures, ensure they are comprehensive, and consolidate them into one policies and procedures document for all operational components (Clinic, Front Desk, Kennel, etc.). The document should embrace best practices and include elements such as: a) Effective Date and Date of Last Revision or Review; b) A Table of Contents and Page Numbers; c) Definitions and Acronyms; d) Authoritative Sources; e) Plain English Policies; f) Both Policy statements and Procedures, as necessary; g) Relevant Appendices, as necessary; h) Listing of Revisions.

**Response:** The Administration is currently revising the full set of policies and procedures to ensure they are comprehensive, and consolidate same into one document for all operational components. The revised document will also contain items (a) – (h) listed in the recommendation.

**Recommendation: 2.** Internal Audit recommends that policy and procedure verbiage and operational practices be reconciled and correct signage and appropriate visual tools be utilized throughout the center. Additionally, formalized training should be instituted to ensure policies and procedures are carried out as designed.

**Response:** As part of the revisions referenced in the previous response, operational practices will comport with the revised policies and procedures. JPAWS is currently updating signage and appropriate visual tools throughout the center, providing training on processes and will incorporate "refresher" courses to employees bi-monthly

**Recommendation: 3.** Internal Audit recommends that the Jefferson Protection and Animal Welfare Services designate a policy reviewer and that policies and procedures are reviewed and updated at least annually. A signature page should also be instituted to verify that team members have received, read, and understand any revisions.

**Response:** The Administration designated the Assistant Director as the policy reviewer and is currently working on the revisions of the policies and procedures, and will ensure they are reviewed and updated annually. A signature page will be included in all policies and procedures going forward.

**Recommendation: 4.** Internal Audit recommends enhancing the daily receipts reconciliation process to include an expectation of revenue collections and any policy and procedures for fee waivers.

**Response:** Due to logistics, staffing and the department's hours of operation JPAWS will enhance receipts reconciliation as practicable and provide monthly reports.

**Recommendation: 5.** Internal Audit recommends that standard operating hours be consistently and accurately conveyed via operating policies and procedures, on the Jefferson Protection and Animal Welfare Services website, and through telephone communications.

**Response:** The Administration has updated the website, outside signage, and the Assistant Director is responsible for maintaining consistent posting of standard operating hours.

The Administration appreciates the guidance and recommendations on the changes and improvements necessary to ensure proper policies and procedures.

Thank you for your assistance, and for providing us an opportunity to respond.

If you have any questions, please contact me at your earliest convenience.

Sincerely,



Cynthia Lee Sheng  
Parish President

cc: Honorable Ricky Templet, Councilman at Large, Div. A  
Honorable Scott Walker, Councilman at Large, Div. B  
Honorable Marion Edwards, Councilman, Dist. 1  
Honorable Deano Bonano, Councilman, Dist. 2  
Honorable Byron Lee, Councilman, Dist. 3  
Honorable Dominick Impastato, Councilman, Dist. 4  
Honorable Jennifer Van Vrancken, Councilwoman, Dist. 5

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