

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

935



FROM: Community Health Agency – Department of Animal Services

SUBMITTAL DATE:
April 12, 2005

SUBJECT: Humane Society of the United States Audit - Task Force Report and Recommendations

RECOMMENDED MOTION: That the Board of Supervisors:

- 1) Receive and File the attached report;
- 2) Direct the Director of Animal Services to submit a plan to implement the Task Force recommendations at the May 16, 2005 Board Workshop or within 90 days;
- 3) Direct the Director of Animal Services to provide progress updates in six months and one year; and
- 4) Disband the HSUS Audit Task Force after review of the department's one year progress update.

Departmental Concurrence

BACKGROUND: The Executive Office hired the Humane Society of the United States to audit the Animal Services Department. The audit was conducted in April 2004 and the results of the audit were reported to the Board of Supervisors in August. The Board referred the report to a select committee for review and recommendations on how to improve operations at the shelter in Riverside and elsewhere in the county.

(continued)

Robert P. Miller

Robert Miller
Director of Animal Services

FINANCIAL DATA	Current F.Y. Total Cost:	\$ 0	In Current Year Budget:	n/a
	Current F.Y. Net County Cost:	\$ 0	Budget Adjustment:	n/a
	Annual Net County Cost:	\$ 0	For Fiscal Year:	n/a

SOURCE OF FUNDS: n/a	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION:

APPROVE

Dan Martinez

County Executive Office Signature

Policy Policy
Consent Consent

Dept Recomm.:
or Exec. Ofc.:

Prev. Agn. Ref.: 12/16/03 Item 3.2; 1/27/04 Item 3.2; 2/10/04 Item 3.4; | **District:** All | **Agenda Number:**

**ATTACHMENTS FILED
WITH THE CLERK OF THE BOARD**

3.5

The department immediately set to work and addressed the areas of greatest concern to the HSUS auditors. Facilities Management, Purchasing, the Executive Office and Human Resources provided the department with expertise and resources to improve the Riverside Shelter HVAC system, install air-conditioners on all the animal control truck boxes, create dedicated customer parking, improve facility security, establish a labor-management committee and implement Drug Enforcement Agency safeguards. Additional administrative support has been on loan to the department from the Community Health Agency to assist with supervision, management, employee relations issues and purchasing. All departmental policies were prioritized by staff and management for review. Some policies have been updated and implemented including euthanasia, cleaning and feeding.

The majority of the HSUS Audit recommendations are technical items the department is making progress toward implementing. Many are minimal cost items such as changes to policies, protocols and procedures. The Board of Supervisors has already identified funding to provide resources to make improvements that require new staff, equipment and supplies. The Task Force recommendations should provide a spring board to achieving the shared vision of the community and department where euthanasia is a rare event reserved as a humane alternative to pain and suffering or animals with profound behavioral problems. The recommendations will provide for the humane treatment of animals under our care, once implemented.

Humane Society of the United States Audit

Task Force Report

To

The County of Riverside Board of Supervisors

April 19, 2005

Executive Summary

The Grand Jury submitted reports critical of the Animal Services Department in Dec 2003. Unflattering stories and opinion letters were printed in local news papers. Citizens and employees addressed the Board of Supervisors alleging inhumane conditions at the Riverside City-County Animal Shelter. The County Executive Office contracted the Humane Society of the United States (HSUS) to conduct an audit of the Riverside City-County Animal Shelter to provide an unbiased assessment of the operation. The HSUS conducted their audit in April 2004. The audit team provided a verbal briefing to the County highlighting the areas of greatest concern. The director at that time resigned in May 2004 and Roger Uminski II was appointed as the interim. HSUS' audit report was completed and presented to the Board of Supervisors in Aug 2004.

The department made significant progress on completing the items of greatest concern to the HSUS by the time the report was completed.

- Put systems in place to comply with Drug Enforcement Agency controlled substance storage and tracking.
- Created dedicated customer and employee parking.
- Upgraded shelter ventilation system.
- Upgraded truck animal box cooling systems from evaporative cooling to air-conditioning.
- Thoroughly cleaned entire facility.
- Drafted new cleaning and sanitation procedures.

Since then the department has addressed other issues.

- Additional administrative resources have been borrowed from the Community Health Agency's Administrative Division.
- A Labor-Management Committee has been established.
- Policies and Procedures have been prioritized for review; some have been revised and implemented.
- The shelter is in the process of being remodeled.
- Management and supervising staff have all attended customer service training and training for the balance of staff is substantially complete.
- Additional training has been provided to Animal Control Officers and Animal Care Technicians.
- The number of volunteers in the Western half of the county increased from 28 to 58 (not including Riverside Emergency Animal Rescue System (REARS) volunteers) and twenty new volunteers have been recruited in the Eastern half of the county.
- A nation-wide recruitment culminated in the hiring of Robert Miller as the new director in Feb 2005.

The audit report recommendations are based upon what the HSUS deems as best sheltering practice. The HSUS recommended that the county convene a task force to

create a working plan of action. The Board appointed the following people to serve on what became known as the HSUS Task Force: Laura Pearson-Densmore, Riverside Humane Society Executive Director (Chairwoman of the Task Force); Aurora Kerr, Coachella Valley Association of Governments; Roy Saldanha, DMV, Orange Belt Veterinary Association; Siobhan Foster, City of Riverside Deputy Director of Public Works; Ken Williams, County of Riverside retiree; and Roger Uminski II, Community Health Agency Administrative Director. The Task Force was advised to prioritize and weigh each recommendation against available resources and decide whether or not that recommendation is to be implemented or used as a departure point for what may be realistic in the future. The public was invited to comment and provide input during the process. Katie Wider, Suzanne Martin, Monique Pegg, Tony Rogers, Pat Merritt, Gena Osborne, Cindy Gudino, Angel White, Andrea Vander, Carol Joob and others provided testimony on a regular basis for the Task Force to consider. The Task Force has identified priority areas the department should concentrate on for the next year.

- Adoption/Fostering Programs
- Animal Care and Field Services
- Customer Service
- Community Outreach, Education and Volunteer Programs
- Administrative Systems

A new Animal Services Director was hired in Feb 2005, during the Task Force process. He has made it known that he concurs with the findings and recommendations in the audit report. It is expected that he will provide regular progress updates to the Board.

The Task Force acknowledges the Board's support for the Animal Services Department. Department management will be primarily responsible for implementing the improvement plan contained in this report. The Community Health Agency and the Board of Supervisors are expected to hold the department accountable and to provide the necessary resources for a successful implementation.

Findings

The Task Force reviewed and discussed each audit recommendation, some in great detail. In addition, each member independently toured the Riverside City-County Shelter to verify audit findings and progress the department reported during the review period. Dr. Saldanha toured the facility, observed field operations and interviewed staff as he focused on audit report Sections 6 "Veterinary/Medical/Health Issues" and 7 "Euthanasia".

We found the audit findings accurate and most of the recommendations to be standard general practice for animal services. We found no recommendation that should not eventually be implemented. The department has already implemented, or is in process of acting upon. Dr. Saldanha's observations are found in Attachments A and B. The implementation status of all standard audit recommendations is found in Attachment C.

The audit report is organized in such a way that related items are found in multiple sections. Implementing these recommendations must take into account impacts they will make in other areas and some related items will be best implemented simultaneously.

The Task Force identified five priority areas that require special attention the next year: Adoption/Fostering Programs; Animal Care and Field Services; Customer Service; Community Outreach, Education and Volunteer Programs and Administrative Systems. We have specific recommended goals and actions for the department in each of these areas tailored to the community. We believe it is realistic for the department to achieve these goals within the next year. Completing these tasks and the more mundane audit recommendations will place the department in better position to attain its limited euthanasia goal.

Priority Projects

Adoption/Fostering Programs

There needs to be greater emphasis by the department in finding permanent homes for shelter animals. The current structure places the greatest adoption responsibility on the Animal Care Technician staff. These staff members are also responsible for cleaning kennels, feeding, watering, noting animal behavior, monitoring animal health, assisting the public to find lost animals, intake processing and euthanasia. Not much time is available to spend with prospective adopters to find an appropriate animal match, explain the adoption process and costs, educate the adopter on care and follow-up to ensure the adoption is working and provide support, advice and referral for assistance.

There should be staff held specifically responsible for shelter animal adoptions. The additional time spent increasing the probability of a permanent placement reduces the probability that the animal will be returned to the shelter or abandoned. Volunteer adoption counselors are expected to reduce the tax-payer burden.

In addition to improving direct adoptions by the department, the task force recognizes the importance of community adoption partners. The department has worked to better develop relationships with adoption partners such as rescue groups and humane organizations. These efforts, though limited by lack of dedicated staff, have resulted in more animals being sent to rescue groups thereby reducing euthanasia. It is recommended that the department is allocated staff dedicated as adoption partner liaisons. The department has a draft policy written prior to the audit. Community meetings have occurred to solicit input from rescue groups prior to implementation. The task force recommends the department re-write the policy in a way that strikes a balance between user friendliness and accountability. The policy should include a standard of care and it should minimize the risk of well intentioned adoption partners becoming collectors. We think this can be accomplished in a reasonably short period of time.

Limited staffing and space constraints require the department to perform euthanasia on animals that are very young or with minor medical problems. These animals are

otherwise adoptable. It is recommended that the department develop a fostering program to care for litters and animals needing minor medical care. The foster program should include training for foster families. It should also provide necessary resources to foster families for the care of the animals: collars, crates, leashes, food, litter boxes, medications, etc. Policies and procedures should be established similar to Kalamazoo Animal Rescue Foster Care Guidelines.

Goal 1: Place a focused emphasis on permanent adoption of animals from the shelters.

Action Item	Who	When	Done	Status	
				On Target	Revised
1 Create an adoptions division in the department.	Robert Miller / Board of Supervisors	10.01.05		✓	

How: Approve Director's requested budget that includes positions dedicated to adoptions.

2 Establish new policies for the intake and adoption of shelter animals.	Robert Miller	10.01.05		✓	
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How:

Notes: Intake relate to animal care and vaccination protocols to prevent and treat disease. Adoption counseling should be more extensive to maximize probability of a permanent placement.

3 Recruit and train volunteers as adoption counselors.	Ralph Rivers / Robert Miller	11.01.05		✓	
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How: All volunteers should have job descriptions. Training protocols should be established for volunteer adoption counselors.

Notes: Job descriptions and training protocols should be established for volunteers performing other duties as well.

4 Waive turn-in fee. Robert Miller / 09.01.05
Board of
Supervisors



How: Change in department policy and fee schedule.

Notes: This will reduce the instances of people turning pets out into the street rather than into the shelter is a stray. The department can immediately offer the animal for adoption. The department can get more data on the animal to assist in making a permanent placement.

5 Dedicate staff as liaisons with adoption partners Robert Miller/ 10.01.05
Board of
Supervisors



How: Approve Director's requested budget that includes positions for adoption partner liaisons.

Notes:

6 Refine and implement draft adoption partner policy Robert Miller 10.01.05



How: Policy is drafted. Meetings have been conducted with adoption partners and comments solicited.

Notes: Disparity between east and west adoption partner concerns. There are legal aspects that need resolution in terms of organizations that do have 501(c) 3 status and waiving s/n deposits.

7 Develop foster policy and procedures. Robert Miller / 11.01.05
SORT



How: A canine and feline Foster Coordinator is necessary to make this a successful program. This person could be a volunteer.

Notes: Utilize Kalamazoo Animal Rescue Foster Care Guidelines as a model.

8 Develop foster family training material and program. Education and Outreach Staff 12.01.05



How:

Notes:

9 Recruit and train foster families Ralph Rivers / Cookie Briney / Education and Outreach Staff 12.01.05



How:

Notes:

10 Establish funds for fostered animal medical care and supplies. Robert Miller / Board of Supervisors 11.01.05



How:

Department to estimate costs based on volume of animals projected to require foster care and realistic projection of volunteers for the fiscal year. Request to Board for funding via Form 11 process.

Notes:

Animal Care and Field Services

Animals in county custody should be treated in a humane manner with adequate shelter, food and medical care. The department has made the critical shelter improvements recommended by the HSUS including ventilation and sanitation. The department continues to make facility improvements. Feeding schedules have been revised. Shelter medicine in the Riverside City-County Shelter has been minimal, at best, and non-existent in the other county operated shelters. The spay/neuter clinic vet and staff in Riverside spend a limited amount of time doing rounds in the shelter to observe the health of the animals and provide basic care. The clinic is limited in equipment available to provide the only most basic medical care. The vet is involved in policy and procedure development. Every minute spent on these activities is time away from the core function of altering animals. The other two shelters lack any immediately available vet care.

Adoption partners and the general public complain about the poor health of animals adopted from county shelters. Sick animals provide a barrier to adoptions. It limits the number of potential adopters who would seek a pet from a shelter. The county leaves a poor impression on people who do adopt from the shelter and they are more likely to return the animal. Sick animals cannot be altered prior to going to a new home. Therefore, sick adopted animals are more likely to not get altered and contribute to pet over-population.

It is recommended that the first steps toward implementing a shelter medicine program be initiated within the next twelve months. We recommend the department hire a veterinarian whose primary responsibility will be shelter medicine throughout the county.

They will be secondarily responsible for assisting the spay/neuter clinic. Eventually, registered veterinary technicians (RVTs) and/or veterinary assistants (VAs) could be added to provide assessment of every animal brought to each shelter, administer medications, perform minor procedures and assist with surgeries.

It is recommended that the department review its vaccination protocol for incoming animals and implement a new protocol that will provide a faster immune response to kennel cough and upper respiratory infections. It is also recommended that feline leukemia and AIDS testing be performed on all cats coming into the shelter. This will be a screening tool for adoptability and a tool to help prevent the spread of these diseases in the shelter population.

It is recommended that all animals leaving the shelter are micro-chipped. Chipping provides a better mechanism than collars and tags to identify animal owners. Identifying and contacting owners increases the probability that lost animals will be claimed. Field staff has a better chance of return the animals directly to their homes when an owner can be identified. This reduces the number of animals in the shelter.

Goal 2: [REDACTED] Reduce the incidence of shelter animal illness.

Action Item	Who	When	Done	Status	
				On Target	Revised
1 Hire a veterinarian specifically responsible for shelter medicine.	Robert Miller/ Board of Supervisors/ Human Resources	12.01.05		✓ <input type="checkbox"/>	

How: [REDACTED] Approve the department's requested budget that includes a shelter medicine veterinarian. Recruit for the position.

Notes: [REDACTED]

2 Review vaccination protocol.	Robert Miller/ Orange Belt Vet Assoc.	12.01.05		✓ <input type="checkbox"/>	
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How: [REDACTED]

Notes: [REDACTED]

3 Establish and implement feline leukemia and AIDS testing protocol for incoming cats. Robert Miller / Orange Belt Vet Assoc. 12.01.05

✓

How:

Notes:

4 Establish a program to micro-chip all animals leaving the shelter. Robert Miller / SORT 12.01.05

✓

How:

Notes:

5 Develop a plan for introducing RVTs and V.A.s into the shelter staffing mix Robert Miller 12.01.05

✓

How:

Notes:

Customer Service

The Department of Animal Services has four distinct operational divisions: sheltering, field service, spay/neuter clinic and administration. Each division has direct contact with and provides a service to the public. The Animal Control Officers, License Inspectors, Animal Care Technicians, Office Assistants and Veterinary Technicians are the ambassadors of the department to the public.

The field services division includes Animal Control Officers and License Inspectors. Field services provide the most visible code enforcement role and therefore places them in potentially confrontational situations.

The shelter staff is responsible for keeping the facility clean and providing direct care of the animals in custody. They have traditionally been the main contact points for constituents seeking lost animals and for animals to adopt.

The clinic staff provides low-cost spay/neuters and low cost vaccinations to the public. They are typically the last point of contact with adopters in the Riverside City-County shelter as they provide post surgical instruction after adopted animals have been altered.

Administrative staff has the most contact with the public. There is an average of about 400 phone calls per day at the Riverside Shelter. People call inquiring about lost animals, request field services, report suspected cruelty cases, have questions about licensing, ask for directions to the shelters and have other general questions. The administrative staff also conducts transactions at the front counter related to adoptions, owner returns, owner turn-ins, licensing and fines.

The majority of customer service complaints come from shelter and administrative services. Shelter complaints stem from the lack of staff dedicated to provide customer service. There is a 25% staff vacancy rate in the shelters and the staff is required to fulfill many competing roles. It takes only a few members of the public needing assistance in the shelter area to overwhelm the existing staff. The administrative staff answers an average of 70 calls per day each. The automated phone system needs to be re-structured to more efficiently process the call volume.

The facility has some deficiencies related to customer service. The outside of the building is not well marked and identified as a shelter. It blends in with the other industrial buildings in the area. The lobby design does not allow for an efficient flow of people to receive service. It is not obvious to visitors where to go and who to see for a particular type of service. The space for potential adopters to get acquainted with an animal is inadequate.

Goal 3: Provide service at a level the public expects.

	Action Item	Who	When	Done	Status	
					On Target	Revised
1	Provide customer service training to all staff.	Robert Miller / CHA Staff Development	12.01.05		✓	<input type="checkbox"/>

How: CHA Staff Development offers a training class in customer service.

Notes: All the department's managers and supervisors have gone through the training. Staff has started going through the training. This will be on-going as new staff is hired.

2	Physically distinguish the Riverside City-County Shelter as a shelter from the street.	Robert Miller / Roger Uminski / Facilities	10.01.05		✓	<input type="checkbox"/>
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How: Remove vegetation that blocks view on monument from the street. Add sign to building.

Notes: Project is underway.

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- 3 Remodel lobby area to improve customer flow and provide an area for a greeter with chameleon access. Robert Miller / Roger Uminski / Facilities 10.01.05

✓

How:

Notes: Project is underway

- 4 Improve signs throughout facility. Robert Miller / Roger Uminski / Facilities 11.01.05

✓

How: Replace existing paper signs with permanent signs. Update signs to reflect actual usage of rooms/ areas after remodel.

Notes:

- 5 Designate a person to work the front lobby as a greeter who can direct customers to appropriate staff and areas of the shelter for assistance. Robert Miller/ Board of Supervisors and HR 11.01.05

✓

How: Approve director's requested budget that includes this position.

Notes:

- 6 Improve responsiveness to phone calls. Robert Miller / Siobhan Foster / CHA IT 10.01.05

✓

How: Conduct a call volume study by call type, day of week and time of day. Modify staffing levels/schedules and the automated phone answering to more efficiently handle incoming calls.

Notes: The City of Riverside has provided technical assistance to the department.

Community Outreach, Education and Volunteer Program

The audit report highlights the department is mostly reactive when dealing with animal services issues. The Task Force concurs and recommends that the department create a Community Outreach and Education Branch to develop and implement proactive programs to increase spays/neuters, reduce euthanasia, promote the humane treatment of

animals and collaborate with school districts to develop age appropriate animal treatment curriculum.

The Task Force recommends that the county increases their spay/neuter efforts. We believe this is essential to slow the increasing demand for field and shelter services. It was recommended at the first Task Force meeting that \$150,000 be allocated immediately to implement a spay/neuter voucher program. This is a first step toward making alteration surgeries available and affordable. A voucher program will penetrate the entire county at minimal cost.

A robust volunteer program is critical to the success of the department meeting its goal of eliminating euthanasia for all adoptable animals within three years. Volunteers are envisioned to perform important tasks such as providing sheltered animals with exercise and social interaction, performing the role of adoption counselors, staffing off-site adoption efforts, organizing community events and fund raising. The Task Force recommends that the department revise its volunteer program to attract and retain more adult volunteers who can commit to a longer tenure.

The department made initial steps to include the public in policy discussions, goal setting and service improvements. The Task Force recommends that open discussions with the public continue. Animal services issues are community issues, not just governmental issues. Collaborative efforts between the county, cities, adoption partners and humane organizations are more effective than independent efforts. Transparency in the department's operations will build community trust.

Goal 4: Create responsible animal ownership as a societal norm in Riverside County.

Action Item	Who	When	Done	Status	
				On Target	Revised
1 Implement a county-wide spay and neuter voucher program.	Robert Miller/ Board of Supervisors/Veterinarian Community	11.01.05		✓	<input type="checkbox"/>

How: Replicate the spay/neuter voucher program in San Bernardino County.

Notes: This will be an ongoing effort.

2 Promote responsible pet ownership through education.	Robert Miller/ Board of Supervisors	01.01.06		✓	<input type="checkbox"/>
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How: Approve the Department's requested budget that includes staff for a Community Outreach and Education branch. The branch will develop and implement educational programs, promote animal welfare and departmental services at community events and organize community events for the department.

Notes: This will be an ongoing effort.

- 3 Increase volunteer base. Robert Miller / Ralph 01.01.06
Initial goal is to have at Rivers / Cookie Briney
least one adoption
counselor volunteer
available whenever the
shelters are open to the
public. ✓

How: Review and revise volunteer policies. Review and revise volunteer tasks and expectations. Priority tasks for volunteers are adoption counseling and animal socialization. Create new volunteer training programs based on revised tasks and expectations. Focus recruitment efforts toward adult volunteers.

Notes: This will be an ongoing effort.

- 4 Improve communications Robert Miller 10.01.05
with the community. ✓

How: Approve the Department's requested budget that includes staff for a Community Outreach and Education branch. The department managers should continue conducting open meetings with the public.

Notes: This will be an ongoing effort.

Administrative Systems

Management is responsible for strategic planning, allocating resources, establishing systems, monitoring results and setting course corrections as needed. Supervisors are responsible for tactical planning, managing staff, gathering statistical data and reporting results to management. Lack of management and supervision is an overarching theme throughout the HSUS Audit Report. The organizational structure is flat. There is currently Agency administrative support staff temporarily performing management and support roles in the department. The Task Force has confidence in Rob Miller to lead the department, but recommends that he is provided resources needed to manage and supervise the daily operations.

Goal 5: Have effective administrative systems and staff in place to collect data, report statistics, plan, monitor and adjust departmental operations.

Action Item	Who	When	Done	Status	
				On Target	Revised

1	Increase management and supervision staff as appropriate for the department's size.	Robert Miller / Board of Supervisors / HR	02.01.06		✓ <input type="checkbox"/>
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How: Approve director's requested budget that includes positions for deputy director, an additional veterinarian and supervisors.

Notes:

2	Upgrade the Chameleon system to improve the collection of animal services data.	Robert Miller / Roger Uminski	11.01.05		✓ <input type="checkbox"/>
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How: Purchase and install the Chameleon system upgrade. Train staff to use the upgrades.

Notes: Animal Services has staff certified to provide Chameleon training.

3	Provide management and supervisory training to department managers, supervisors and staff interested in promoting.	Robert Miller / CHA / HR	06.01.06		✓ <input type="checkbox"/>
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How: Send all department management and supervisors to the County's Management and Supervisor Training Academies. Offer the Supervisory Training to staff demonstrating potential and interest to supervise.

Notes: This will be an ongoing staff development effort.

- 4 Review and update all the department policies and procedures. Health and safety issues should be reviewed first. Robert Miller / SORT / LMC 05.01.06



How:

Continue to review of all policies in the SORT and LMC meetings. Robert should ensure the policies pertaining to health and safety are reviewed and updated first.

Notes:

- 5 Update staff tasks and expectations, provide training and evaluate staff based on updated policies and procedures. Robert Miller and Management staff 06.01.06



How:

As new policies and procedures are developed and implemented, staff will be trained and held accountable.

Notes:

Plan Implementation and Accountability

We recommend the Board of Supervisors to direct the Community Health Agency Department of Animal services to implement the recommendations made in this report. We recommend the Board to direct the department to provide a progress update in six months and in one year. And finally, we recommend the Board keep the Task Force in place for one year after this report is filed so that we can review the progress reports in an open meeting prior to submission to the Board.

Attachment A

FINDINGS FOR SECTION 6

ROY SALDANHA, DVM

1) HSUS recommended better documentation of animal illness and injury.

COMPLETED: ACTs do initial animal evaluation upon entry and document in computer. ACTs do daily walk through and schedule of vet check if needed. Implementation of a treatment sheet for sick animals to record treatment and progress.

2) HSUS recommended kennel cleaning protocol.

COMPLETED: Kennel cleaning procedures are standardized and a protocol has been established based upon HSUS report to provide consistent cleaning.

3) HSUS recommended cattery cleaning protocol.

COMPLETED: Cattery cleaning procedures are standardized and a protocol has been established based upon HSUS report to provide consistent cleaning.

4) HSUS recommended better labeling of animals, separation criteria and space re-organization to make the housing of animals safer.

COMPLETED: Protocol has been established to segregated animals based upon age, sex, etc. New numbers and signage are being implemented and rooms have been reassigned to provide better housing.

5) HSUS recommended feeding protocols based upon specific criteria.

COMPLETED: Protocol has been established to feeding animals 2-6 times a day based upon age, illness, etc.

6) HSUS recommended vaccine protocol.

COMPLETED: This has been established based upon HSUS protocol. Animals vaccinated at time of entry or are separated based upon HSUS criteria.

Attachment B

FINDINGS FOR SECTION 7

ROY SALDANHA, DVM

1) HSUS recommended established criteria for euthanasia.

COMPLETED: A criteria has been established to euthanize animals based upon adoptability, public safety and shelter capacity.

2) HSUS recommended changes to verbiage and logging of drugs used for euthanasia.

COMPLETED: Based upon the HSUS report verbiage has been altered and there is tighter control to use of controlled drugs, including proper logging and accountability as to use out in the field.

3) HSUS recommended tightened control of drugs, drug access and drug order forms.

COMPLETED: All controlled drugs are locked with access to only certain responsible individuals. Drugs are logged based upon use and drug order forms are also locked away to restrict access.

4) HSUS recommended rearrangement of euthanasia room and certification of officers to perform euthanasia.

COMPLETED: Euthanasia room has been rearranged to provide more safety, privacy and dignity to euthanasia process and 11 employees are scheduled to undergo euthanasia certification.