



## Los Angeles County Department of Animal Care and Control Summary of 2006-2007 Consultant Recommendations and Departmental Responses



Recommendation No.	Dept. Area	Recommendation	Resolution
A-LSI-1	All	Obtain separate Controlled Substance Registration Certificates for each shelter	<b>COMPLETE</b>
A-LSI-1	All	Develop a standardized protocol enumerating specific record keeping and order for requirements for intra-shelter transfer of controlled substances	<b>COMPLETE</b>
1-LSI-2	Downey	Assign 2 RVTs starting at 7:00 a.m. until shelter closes to the public	Will be addressed with anticipated additional positions in new 08-09 FY Budget
1-LSI-2	Downey	Non-medical staff can share some responsibilities assigned to RVTs	<b>COMPLETE.</b>
A-LSI-3	All	Veterinarians should supervise RVT and Medical staff	Dept. disagrees and believes that shelter managers are better equipped to handle administratively.
1-LSI-4	Downey	Designate an ASA or RVT as "acting supervisor" for kennel area when a supervisor is off duty.	New classification study has been completed. Will be reclassifying current staff to identify appropriate personnel for this role.
1-LSI-5	Downey	All veterinarians should have departmental e-mail	<b>COMPLETE</b>
A-LSI-6	All	All shelter staff should wear name badges, including name, position and rank	<b>COMPLETE:</b> All staff should wear nametags. Shelter managers advised to order name tags for any staff that may not have one.
A-LSI-6	All	All shelter staff--esp. medical staff--should be provided with business cards to ease in providing contact information to the public.	Will provide blank cards for each shelter on which names could be written in. Cards have been ordered.
1-MCSA-1	Downey	Instill higher level disease prevention practices in the hospital room.	<b>COMPLETE.</b>
A-MCSA-2	All	Expand OPK100 on reptiles and to include rodent species. Post policy for reference in food storage rooms or where exotic species are housed.	<b>COMPLETE.</b> RVTs help oversee nutrition. Sheets are posted in every shelter.
A-MCSA-2	All	Have more veterinarian oversight on feeding practices to ensure proper nutrition for all animals.	<b>COMPLETE.</b> RVTs supervise feeding and make recommendations to dept. management.
A-MCSA-2	All	Adjust food ordering practices to assure that all appropriate food is available when needed.	<b>COMPLETE.</b>
A-MCSA-3	All	Strengthen policies so that RVTs are more aggressive in providing treatment when veterinarians are not available. RVTs should be doing initial medical assessments.	<b>COMPLETE.</b> RVTs are already performing these duties. Additional staffing will help supplement current care.



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Recommendation No.	Dept. Area	Recommendation	Resolution
A-MCSA-4	All	Develop a policy for assessing animals at impound based on their degree of injury. Train RVTs on emergency stabilization and triage procedures. Assemble a crash kit.	Scheduling additional RVT training to be completed by October 2008. All "crash cart" supplies are available. Working on consolidating supplies to improve efficiency.
A-MCSA-5	All	Reconfigure RVT office to allow a impound/medical examination area to assure more timely vaccinations of animals on impound.	Plans for reconfiguration of RVT rooms will be addressed in the upcoming budget request.
A-MCSA-5	All	Design a Chameleon report that will show animals that have been impounded for more than 15 days and which should receive booster vaccines.	<b>COMPLETE</b>
A-MCSA-6	All	Quarantine areas should be regularly monitored for illness. Policies should be implemented to notify public health veterinarian within 2 days of release date to assure more timely release of these animals.	<b>COMPLETE.</b>
A-MCSA-7	All	Parvovirus test kits, FeLV and FIV test kits should be available to shelter staff.	<b>COMPLETE.</b>
A-MCSA-7	All	Medical division should have equipment available to perform general laboratory work.	<b>COMPLETE.</b>
A-MCSA-8	All	Revamp behavior assessment to train additional staff to perform; include criteria for assessment; and include cats.	Currently researching other options to current evaluation program, to be completed by Nov. 2008.
A-MCSA-9	All	Develop a more formal fostering program to include training and registration of qualified foster parents.	The program is currently being reviewed and recommendations will be enacted by Oct. 2008.
A-MCSA-10	All	All veterinarians and RVT staff should be trained in humane investigation procedures	Will be completed with training to be scheduled by Dec. 2008.
A-EP-1	All	All employees required to be certified to perform euthanasia must be enrolled in a state approved course. All euthanasia technicians should be performing daily euthanasia on a rotating basis to maintain competency.	<b>COMPLETE.</b> All staff that perform euthanasia are trained in accordance with state regulations.
1-EP-2	Downey	The euthanasia room should undergo intensive cleaning to bring it acceptable standards and a policy put into effect for more effective routine daily cleaning.	<b>COMPLETE.</b>



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A-EP-2	All	"Lead" Kennel attendant should monitor the status of dead animal freezer and resolve issues of sanitation and disrepair.	<b>COMPLETE.</b> This duty is assigned to the kennel sergeant. All freezers undergo regular maintenance checks.
A-EP-3	All	Safety supplements for the euthanasia room, including eye wash station, catch pole, telephone w/outside line and various squeeze cages.	Eye-wash stations have been installed. Additional improvements will be addressed during current budget year and ongoing capital projects.
A-EP-3	ALL	Additional safe handling training for all kennel staff.	Currently rotating staff through training.
1-EP-4, 3-SCP-2	ALL	Utilize large tags for impound numbers on animals to help in the identification of animals. Can be reused and color-coded to assist in identifying certain classes of animals.	<b>COMPLETE.</b> Department has identified superior animal ID system and it is being implemented as supplies are replenished.
1-EP-5	Downey	Shelter veterinarian should oversee euthanasia as a medical procedure.	<b>COMPLETE.</b>
1-EP-5	Downey	Area of euthanasia room should be cordoned off to place animals whose death has not been confirmed while the authorization process proceeds on others.	In process of improving design and functionality to implement recommendation for completion by end of Aug. 2008
A-EP-6	All	Ensure the euthanasia technicians have appropriate cleaning supplies for cleaning between euths.	<b>COMPLETE.</b>
A-EP-7	All	Use xylazine-ketamine solution for pre-euthanasia anesthesia.	<b>COMPLETE.</b>
1-EP-7	Downey	Euth technicians should go into the euth room with all supplies that may be needed.	<b>COMPLETE.</b>
A-EP-8, 4-MCSA-4	All, Baldwin Park	Ensure staff are properly trained on euthanization of irremediably suffering animals and procedures to take whenever they are unsure of the proper course of action.	<b>COMPLETE.</b> Addressed in Policy and Procedure manual, as well as ongoing training at shelters.
1-EP-9, 3-EP-6	Downey, Carson	Cats should be relocated to the euthanasia room for euthanization.	<b>COMPLETE.</b> Cat dens have been purchased that will be used to transport cats to the euthanasia rooms without causing undue stress to the animals.
A-EP-9	All	Each feral cat cage should have a feral cat den.	<b>COMPLETE.</b>
A-EP-10	All	Reduce storage of controlled substances in the shelter to three locations.	<b>COMPLETE.</b>



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Recommendation No.	Dept. Area	Recommendation	Resolution
A-EP-10	All	Strengthen security and accountability for controlled substances, including more secure storage and more stringent record keeping and oversight.	<b>COMPLETE.</b>
A-EP-11	All	Include field euthanization in OPK120 and train ACOs in field euthanization and chemical immobilization.	<b>COMPLETE.</b> Only veterinarians perform field euthanasia when absolutely necessary. Experienced ACOs have received training in chemical immobilization.
1-EP-11	Downey	Safety protocols for sharps should include that no sharps placed in sharp containers can be removed from those containers and used for any reason.	<b>COMPLETE.</b> Managers have been instructed to review and replace broken sharps containers.
A-MRK-1	All	Develop a Daily Medical Treatment Log to assist in streamlining medical treatment. Discontinue the use of Pink Treatment cards. Treatment should then be recorded in Chameleon.	<b>COMPLETE.</b>
1-MRK-1	Downey	Use color-coded stickers on kennel cards to designate animals under treatment and for what type of injury.	Will be addressed with the redesign on the kennel cards in the upcoming fiscal year.
1-MRK-3	Downey	Record keeping needs to be revamped by updating the policy on purging hard-copy files, a more effective organizational method and moving community service worker files to admin.	<b>COMPLETE.</b> All files have been moved.
1-SCP-1	Downey	Rear portion of building 8 (storage area) needs an overhaul--either complete replacement or reconditioning for better use.	<b>COMPLETE.</b> Area is cleaned out on a semi-annual basis. Replacement not permitted due to planned expansion of Rancho Los Amigos campus.
1-SCP-1, 3-4-LSI-6, 7--LSI-4	All	Addition of an graveyard kennel attendant whose duties are not split between kennel and field.	New positions have been approved and Dept. is currently working with DHR for hiring.
A-SCP-2	All	Brushes must be provided and used by kennel staff to scrub surfaces prior to disinfectant being applied.	The use of brushes will be implemented with the newly allocated positions.
A-SCP-2	All	Bowls should be soaked in a container of soapy water, scrubbed and disinfected. Use metal bowls, not plastic, in all kennel areas.	Bowls are currently disinfected daily. New bowls will be ordered to replace current plastic bowls and will implement recommended cleaning process to improve efficiency with new staffing.



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Recommendation No.	Dept. Area	Recommendation	Resolution
1-SCP-2	Downey	Cats should not be placed in the same holding cage without cleaning in between. Consider a cage bank to allow for transfer and cleaning of multiple cages at a time.	<b>COMPLETE.</b> Added temporary holding dens to all cat cages to help with the implementation of this recommendation.
A-SCP-2	All	Ensure soap, paper towels and disposable gloves are available to staff in all areas.	<b>COMPLETE.</b> Currently available.
A-SCP-2	All	Reduce feral cat population by reducing holding period to 3-days by implementing an evaluation program (see also 1-MCSA-8, 3-SCP-2)	<b>COMPLETE.</b> DACC management does not feel this recommendation will be beneficial to overall operations.
A-ESIIP-1	All	Provide MSDS sheets and train employees on Injury Illness Prevention Program. Assign an employee as (a) an IIP Program Administrator and (b) to maintain MSDS notebooks.	<b>COMPLETE.</b> MSDS books are available at all shelters. An IIPP administrator has been identified.
3-LSI-2	Carson	A second veterinarian should be assigned to the shelter, with one vet primarily assigned to S/N clinic and one to shelter animal care	An additional RVT has been approved this fiscal year and will enhance medical care at this shelter. Working with DHR for hiring. Additional veterinarian staffing will be addressed in future budget requests.
3-LSI-2	Carson	There should be at least 2 RVTs daily.	<b>COMPLETE.</b> In addition, working with DHR to hire another RVT position added with the current FY budget.
3-LSI-2	Carson	Better define the duties of the Medical Operations Supervisor. Reassign the duties to the new medical staff. Have the veterinarian play a more proactive role in administrative work.	DACC management does not feel this recommendation will be beneficial to overall operation; veterinarians should focus on medical care, not administrative duties.
3-4-LSI-4	Carson	The kennel operations supervisor should have more continual contact with kennel aids to assure that they care completing their assigned tasks.	<b>COMPLETE.</b> Plus, the addition of the ACAII position will supplement this recommendation.
A-LSI-7	All	Be sure that any ASAs responding to field calls are appropriately trained and issued proper equipment with a place to store it.	<b>COMPLETE.</b> In addition, the reclassification of the ASA positions will result in additional training and more defined duties as assigned to those positions.
3-LSI-7	Carson	Vehicles that are not in good-working order should be sent for repairs or placed out of commission until repairs are performed.	<b>COMPLETE.</b> Current practice. In addition, more funding was received this fiscal year to continue to replace outdated vehicles.



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Recommendation No.	Dept. Area	Recommendation	Resolution
A-MCSA-2	ALL	Strengthen, implement and enforce basic disease prevention practices, including providing disposable gowns, gloves and booties; increasing security to restricted areas; posting kennels cards of animals contained within restricted isolation areas; and thoroughly disinfecting cages.	Disinfecting cages is current practice. Gowns, gloves and booties will be purchased this fiscal year. Department is currently addressing security concerns in isolation areas and researching best method for displaying animals within restricted isolation areas, such as a display monitors in shelter lobbies.
3-MCSA-2	Carson	Isolation kennels should be those closest to the end of the kennel drainage system.	Done whenever population levels allow.
3-4-MCSA-4	Carson, Baldwin Park	All staff should be trained on administration of medical treatments to shelter animals.	<b>COMPLETE.</b> Current practice.
A-EP-2	All ( <i>except Downey</i> )	An enclosed room needs to be designated for euthanasia that prevents escape and is shielded and secured from the public. The room must be equipped properly, including an examination table, electrical outlets for clippers, proper lighting, secured storage, eye wash stations and undamaged bank cages.	This will be addressed in future budget requests. Currently reviewing all euthanasia areas to determine best solution(s). Any short-term solutions will be implemented as possible.
3-EP-3	Carson	A proper sharps container should be provided.	<b>COMPLETE.</b>
3-EP-3	Carson	Employees not participating in euthanization should not be in the area when euthanization is in progress.	<b>COMPLETE.</b>
3-EP-5	Carson	Staff requires additional training to ensure that owner requested euthanasia is completed in a timely manner on animals that pose a public safety risk.	Public safety risk animals do not normally require immediate euthanasia because our cages are strong enough to contain them.
3-SCP-1	Carson	The shelter requires a commercial sized washer and dryer. A policy needs to be implemented for how to handle laundry if the unit(s) are inoperable.	<b>COMPLETE.</b> All shelters have new industrial washers and dryers.
3-SCP-1	Carson	Food should not be stored in the wash rack area, but stored in designated food storage areas.	<b>COMPLETE.</b> Current practice.
3-SCP-1	Carson	A new wheelbarrow with a lid that can be opened and closed should be purchased for food distribution.	Shelter manager advised to implement recommendation.
3-SCP-1	Carson	A bleach concentration should be used to clean surfaces when enveloped viruses are concerned and/or at least once a week.	<b>COMPLETE.</b> Bleach is currently being used.



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3-SCP-1	Carson	Having kennel attendants clean the outsides of the kennels and feed the animals at the end of the graveyard shift will eliminate one complete cycle of indoor/outdoor cleaning or day shift.	Will be addressed with additional positions granted in new FY Budget.
3-SCP-1	Carson	Kennel operations supervisor should be more closely monitoring that proper cleaning techniques and policies are being followed; and doing regular daily walk-throughs. Kennel op supervisor should be more proactive and preventative.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation.
3-SCP-1	Carson	Kennel walls and flooring need to be repaired and repainted.	Already in the process of implementing this recommendation with a multi-year phased renovation among all shelters.
3-SCP-1	Carson	Kennel beds and platforms need to be replaced.	<b>COMPLETE.</b> All beds in all shelters have been recently replaced.
4-LSI-2	Baldwin Park	Two veterinarian's shifts should be staggered to allow for a vet presence for more hours in the day.	Both veterinarians are needed during the day to complete surgeries as well as treatments.
4-MCSA-1	Baldwin Park	Need to establish a medical treatment room.	Will be included in new medical facility.
4-MCSA-4	Baldwin Park	A veterinarian should participate in twice-daily medical rounds.	<b>COMPLETE.</b> Done whenever practical. In the alternative, RVTs conduct rounds and report to the veterinarians.
4-MCSA-5	Baldwin Park	All impounding staff should be trained to administer vaccinations.	<b>COMPLETE.</b> Staff trained.
4-EP-5	Baldwin Park	Two employees should be used to perform euthanasia for safety and to ensure the most humane process.	<b>COMPLETE.</b> Current practice.
4-EP-5	Baldwin Park	The entire process of euthanization, including confirmation of death and disposal, should be completed before the employee leaves the area.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation.
All	All	Eyewash stations must be installed throughout the premises of every shelter.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation.
4-SCP-1	Baldwin Park	Holding cages in the wash rack area should be cleaned when an animal is removed.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation.
4-SCP-1, 6-EP-5	Baldwin Park, Castaic	The euthanasia area should be cleaned between euthanizations and at the end of the day. It is the responsibility of the euth tech.	<b>COMPLETE.</b> DACC Management did not witness this as a problem.



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Recommendation No.	Dept. Area	Recommendation	Resolution
4-ESIP-3	Baldwin Park	The kennel supervisor should be monitoring to ensure all kennel gate locks are functioning properly inside and out. Staff should be reporting damage to supervisor. Kennel supervisor should ensure that repairs are made in a timely manner. Animals should not be kept in kennels with diminished functioning.	<b>COMPLETE.</b> Shelter managers advised to replace any malfunctioning equipment. New facility repair process enacted to aid in repairs.
5-LSI-4	Lancaster	All shelter veterinarians should be included in department-wide meetings.	<b>COMPLETE.</b> It is not practical to call all veterinarians in from the shelter and away from the care of the animals to attend meetings. The senior veterinarian attends staff meetings and relays information to medical staff. All veterinarians and RVTs now have email to aid in communication and information dissemination.
5-LSI-7	Lancaster	All employees should be in uniform when working at the shelter. Medical staff should also be in appropriate medical attire and formal uniforms such as those that ASAs wear.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation. Only new staff noted to be not in uniform. Will purchase temporary vests for new staff until uniforms arrive. All medical staff wear scrubs.
5-MCSA-1	Lancaster	A clipboard should be maintained with a form listing animals that require examination by the veterinarian for the vet to reference,	<b>COMPLETE.</b> Current practice.
5-MCSA-1	Lancaster	ASAs should carry pocket notepads while working the floor to make notes that have to be entered in Chameleon or the medical list. They can then cross-off the tasks that have been completed.	<b>COMPLETE.</b> Pads have been ordered for all ASAs.
5-MCSA-3	Lancaster	Food supplies should be kept covered and secured.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation.
5-MCSA-3	Lancaster	Dogs should be fed early in the morning at the end of the graveyard shift so defecation will be completed by the clean-up prior to opening to the public.	Will be addressed with additional positions granted in new FY Budget. Working with DHR on hiring.



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5-EP-9	Lancaster	A protocol needs to be developed that outlines the procedures associated with rescue groups to inform them of animals needing immediate placement. Specifically, recommend the "lead" ASA should take charge.	<b>COMPLETE.</b> Current practice.
5-EP-10	Lancaster	Buy Fatal Plus (euthanasia solution) in liquid form.	<b>COMPLETE.</b> Current practice.
5-SCP-1	Lancaster	Cages on rack in grooming trailer should be rolled away to ensure proper cleaning of the floors under them.	<b>COMPLETE.</b> Current practice.
5-SCP-1	Lancaster	Rabbits should be relocated out of the grooming trailer.	Will be addressed with planned facility expansion and refurbishment.
5-SCP-1	Lancaster	Disposal paper towels should be used to clean cat cages rather than reusable rags.	<b>COMPLETE.</b> Dept. feels that a more environmentally-friendly option is to provide all shelters with an ample amount of rags to use a new, clean rag for every cat cage. Rags can then be properly laundered and reused.
5-SCP-1	Lancaster	Assembled disposable litter boxes should be pre-filled with litter and keep handy to quickly replace dirty litter boxes throughout the day.	May be addressed with additional positions granted in new FY budget.
5-SCP-1	Lancaster	Current cat cages in the feral cat room should be replaced.	Will be addressed with planned facility expansion and refurbishment.
5-SCP-2	Lancaster	Intake area should be disinfected daily or location reconsidered.	<b>COMPLETE.</b> Intake area is cleaned daily. But may address location concerns with planned facility expansion and refurbishment.
5-FLM-1	Lancaster	Reduce signage on the door to the most pertinent.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation as feasible.
5-FLM-1	Lancaster	Painted lines could help direct people to the proper building that they seek.	Will be addressed with planned facility expansion and refurbishment.
5-FLM-1	Lancaster	Outdoor lighting along the perimeter entrance should be replaced.	Will be addressed with planned facility expansion and refurbishment.
5-FLM-1	Lancaster	Create a secondary staging area outside near the entrance to the shelter to help ease congestion in the lobby.	Will be addressed with planned facility expansion and refurbishment.
5-FLM-1	Lancaster	Increased training for the clerical staff prior to being allowed to work on their own.	<b>COMPLETE.</b> All staff are currently put through a training curriculum prior to beginning at the shelters.



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5-FLM-1	Lancaster	Clerical stations should be differentiated by services.	May be addressed with planned facility expansion and refurbishment.
5-FLM-2	Lancaster	All kennel buildings need to be repainted.	Will be addressed with planned facility expansion and refurbishment.
5-FLM-2	Lancaster	Front door to Stray Cat room needs to be repaired or replaced.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation.
5-FLM-2	Lancaster	A lock should be placed on the door leading to the cat isolation room.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation.
5-FLM-2	Lancaster	Row of dog isolation kennels near the wash rack should be replaced with more modern kennels.	Will be addressed with planned facility expansion and refurbishment.
5-FLM-2	Lancaster	Cage numbering in the grooming trailer needs to be redone to be sure that all cages are uniquely numbered.	<b>COMPLETE.</b> Shelter manager advised to implement recommendation.
6-LSI-7	Castaic	Additional clerical staff need to be hired and trained immediately.	Will be addressed with additional positions granted in new FY Budget
6-SCP-1	Castaic	Stall and fowl holding area should be cleaned daily.	<b>COMPLETE.</b> DACC Management did not witness this as a problem.
6-SCP-1	Castaic	A graveyard kennel position should be implemented.	Will be addressed with additional positions granted in new FY Budget
7-MCSA-3	Agoura	The RVT and veterinarian should be doing morning rounds as a team.	<b>COMPLETE.</b> Current practice.
7-MRK-2	Agoura	Daily Euthanasia log should be updated to include the balance of solution left in the bottle. The veterinarian and sergeant should be monitoring the logs prior to dispensing new bottles of Fatal Plus.	<b>COMPLETE.</b>