



BOARD OF ANIMAL SERVICES COMMISSIONERS
CITY OF LOS ANGELES

Tuesday, February 25, 2014

6:15 P.M.

**East Valley Animal Shelter
14409 Vanowen Street
Van Nuys, California 91405**

DAVID ZAFT
President

ALANA YANEZ
Vice-President

JENNIFER BRENT
LARRY GROSS
ROGER WOLFSON

Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend. For information please call (213) 482-9501.

Si requiere servicios de traduccion, favor de notificar la oficina con 24 horas por anticipado.

I. FACILITY TOUR OF EAST VALLEY SHELTER

A. Commission Tour of East Valley Shelter. Public Welcome

II. ADMINISTRATIVE APPEAL HEARING

A. Dangerous Animal License Revocation Case Number: BD 135060 WV
Appellant: Richard and Julie Weber
Complaining Witness: Adone C. Pietrasanta, Jr.
Field Operations Supervisor, West Valley Animal Care Center, Lt. Troy Boswell
Hearing Coordinator, Department of Animal Services, Ross Pool, MA II

III. REGULAR COMMISSION MEETING

1. PUBLIC COMMENT PERIOD - (Comments from the public on items of public interest within the Board's subject matter jurisdiction and on items not on the Agenda.)

Public Comments: The Brown Act prohibits the Board and staff from responding to the speakers' comments. Some of the matters raised in public comment may appear on a future agenda.

2. COMMISSION BUSINESS

- A. Approval of the Minutes for the Meetings of February 11, 2014
- B. Discussion on the Brown Act by the City Attorney
- C. Commission's Roles and Responsibilities by the City Attorney. Includes City Attorney's Letter.

3. DISCUSSION ITEMS

None

4. BOARD REPORTS

- A. Board Report on the New Hope Program, Purpose, Policy and Partnership

5. ORAL REPORT OF THE GENERAL MANAGER

6. BOARD AVAILABILITY FOR THE MEETING OF March 11, 2014

7. ADJOURNMENT

Next Commission Meeting is scheduled for 10:00 A.M. February 11, 2014, Los Angeles City Hall, Room 1060, 200 North Spring Street, Los Angeles, CA 90012.

AGENDAS - The Board of Animal Services Commissioners (Board) meets regularly every second (2nd) and fourth (4th) Tuesday of each month at 10:00 A.M. Regular Meetings are held at City Hall, 200 North Spring Street, Room 1060, in Los Angeles, CA 90012. The agendas for Board meetings contain a brief general description of those items to be considered at the meetings. Board Agendas are available at the Department of Animal Services (Department), Administrative Division, 221 North Figueroa Street, 5th Floor, Los Angeles, CA 90012. Board Agendas may also be viewed on the 2nd floor Public Bulletin Board in City Hall East, 200 North Main Street, Los Angeles, CA 90012. Internet users may also access copies of present and prior agenda items, copies of the Board Calendar, MP-3 audio files of meetings as well as electronic copies of approved

minutes on the Department's World Wide Web Home Page site at <http://www.laanimalservices.com/CommissionAgendas.htm>

Three (3) members of the Board constitute a quorum for the transaction of business. Some items on the Agenda may be approved without any discussion.

The Board Secretary will announce the items to be considered by the Board. The Board will hear the presentation on the topic and gather additional information from Department Staff. Once presentations have finished, the Board President will ask if any Board Member or member of the public wishes to speak on one or more of these items. Each speaker called before the Commission will have one (1) minute to express their comments and concerns on matters placed on the agenda.

PUBLIC INPUT AT BOARD MEETINGS – Public Participation on Agenda Items.

Members of the public will have an opportunity to address the Board on agenda items after the item is called and before the Board takes action on the item, unless the opportunity for public participation on the item was previously provided to all interested members of the public at a public meeting of a Committee of the Board and the item has not substantially changed since the Committee heard the item. When speaking to an agenda item other than during Public Comment (see Public Comment below), the speaker shall limit his or her comments to the specific item under consideration (California Government Code, Section 54954.3).

Public Comment. The Board will provide an opportunity for public comment at every regular meeting of the Board. Members of the public may address the Board on any items within the subject matter jurisdiction of the Board as part of Public Comment.

Speaker Cards. Members of the public wishing to speak are to fill out one speaker card for each agenda item on which they wish to speak and present it to the Board secretary before the item is called.

Time Limit for Speakers. Speakers addressing the Board will be limited to one (1) minute of speaking time for each agenda item except in public comment which is limited to three (3) minutes. The Chairperson, with the approval of a majority of the Board, may for good cause extend any speaker's time by increments of up to one (1) minute. Total speaker time on any agenda item will be limited to ten (10) minutes per item and fifteen (15) minutes for Public Comment, unless extended as above.

Brown Act. These rules shall be interpreted in a manner that is consistent with the Ralph M. Brown Act, California Government Code Section § 54950 et seq.

STANDARDS OF CONDUCT. Speakers are expected to behave in an orderly manner and to refrain from personal attacks or use of profanity or language that may incite violence.

All persons present at Board meetings are expected to behave in an orderly manner and to refrain from disrupting the meeting, interfering with the rights of others to address the Board and/or interfering with the conduct of business by the Board.

In the event that any speaker does not comply with the foregoing requirements, or if a speaker does not address the specific item under consideration, the speaker may be ruled out of order, their speaking time forfeited and the Chairperson may call upon the

next speaker.

The Board, by majority vote, may order the removal from the meeting of any speaker or audience member continuing to behave in a disruptive manner after being warned by the Chairperson regarding their behavior. Section 403 of the California Penal Code states as follows: "Every person who, without authority of law, willfully disturbs or breaks up any assembly or meeting that is not unlawful in its character, other than an assembly or meeting referred to in Section 302 of the Penal Code or Section 18340 of the Elections Code, is guilty of a misdemeanor".

VOTING AND DISPOSITION OF ITEMS – Most items require a majority vote of the entire membership of the Board (3 members). When debate on an item is completed, the Board President will instruct the Secretary to "call the roll". Every member present must vote for or against each item; abstentions are not permitted unless there is a Conflict of Interest for which the Board member is obliged to abstain from voting. The Secretary will announce the votes on each item. Any member of the Board may move to "reconsider" any vote on any item on the agenda, except to adjourn, suspend the Rules, or where an intervening event has deprived the Board of jurisdiction, providing that said member originally voted on the prevailing side of the item. The motion to "reconsider" shall only be in order once during the meeting, and once during the next regular meeting. The member requesting reconsideration shall identify for all members present the Agenda number and subject matter previously voted upon. A motion to reconsider is not debatable and shall require an affirmative vote of three members of the Board.

When the Board has failed by sufficient votes to approve or reject an item, and has not lost jurisdiction over the matter, or has not caused it to be continued beyond the next regular meeting, the issue is again placed on the next agenda for the following meeting for the purpose of allowing the Board to again vote on the matter.



OFFICE OF THE CITY ATTORNEY
ROCKARD J. DELGADILLO
CITY ATTORNEY

OPINION NO. 2006:1

MAY 09 2006

OPINION RE:

**AUTHORITY OF THE BOARD OF ANIMAL SERVICES COMMISSIONERS
AND THE GENERAL MANAGER
OF THE DEPARTMENT OF ANIMAL SERVICES**

The Honorable Board of Animal Services Commissioners
221 North Figueroa Street, Fifth Floor
Los Angeles, California 90012

Mr. Ed Boks, General Manager
Department of Animal Services
221 North Figueroa Street, Fifth Floor
Los Angeles, California 90012

Honorable Commissioners and Mr. Boks:

We have been asked by both the Board of Animal Services Commissioners ("Board") and the previous General Manager to opine as to the respective roles and authority of each in managing the affairs of the Department of Animal Services ("Department"). Specific questions include who heads the department, who has the authority to appoint and remove the General Manager, whether the General Manager can disregard the instructions of the Board, whether the Board may establish qualifications for the Assistant General Manager position and participate in the interview process, and who has the authority to approve contracts and the proposed budget. In this opinion, we answer these questions while setting forth the management framework for the Department.

QUESTION NO. 1:

Who is the head of the Department, the Board or the General Manager?

ANSWER NO. 1:

The Board is the head of the Department, and, therefore, the Department is under the control and management of the Board.

DISCUSSION:

The Board, pursuant to the Los Angeles City Charter ("Charter") and the Los Angeles Administrative Code ("LAAC"), serves as the head of the Department. The Board is vested with the express authority to supervise, control, regulate and manage the Department, make and enforce all rules and regulations necessary for the exercise of the powers conferred upon the Department by the Charter, and provide instructions to the General Manager.

Power and Authority of the Board

The Department is created by ordinances codified in the LAAC. Specifically, LAAC § 22.4 establishes the Board as the head of the Department and states that the Department "shall be under the control and management of the Board." Furthermore, LAAC § 21.20 directs that each City department, office or commission created by ordinance comply with Charter § 506,¹ which authorizes the Board to supervise, control, regulate and manage the Department, and to make and enforce all rules and regulations necessary to exercise the powers conferred upon the Department by the Charter.

In addition to the powers enumerated in Charter § 506, the Board has the power pursuant to Charter § 509 to instruct the General Manager with respect to all matters that make up the duties and responsibilities of the General Manager. However, commissioners only have authority over the Department when they act as a Board and not when they act individually.² Therefore, orders or directions given to the General Manager by individual commissioners are not binding. In addition, consistent with Charter §§ 506 and 509, the Board's ability to direct staff is limited to directing or instructing the General Manager. With narrow exceptions, the Board may not direct, supervise, control, regulate or manage other Department employees.³

¹ Charter § 506 states that "subject to the provisions of the Charter, and to any ordinances as are not in conflict with the grants of power made to each department in the Charter:

- (a) **Management.** The head of each department shall have power to supervise, control, regulate and manage the department.
- (b) **Rules and Regulations.** The head of each department shall have the power to make and enforce all rules and regulations necessary for the exercise of the powers conferred upon the department by the Charter. . . ."

² LAAC § 21.16.

³ Charter § 504 provides that the head of each department shall appoint an employee of the department to serve as secretary to the board and one employee of the department to serve as chief accounting

Duties and Responsibilities of the General Manager

The General Manager, as the chief administrative officer of the Department, is vested with the authority to direct his or her subordinates.⁴ This authority includes the power to appoint, discharge, suspend or transfer the Department's employees, issue instructions to employees in line with their duties, recommend an annual budget to the Board, expend Department funds in accordance with the provisions of the budget appropriations adopted by Council, and exercise further powers as may be conferred by the Board.⁵ However, these powers are subject to the provisions of the Charter, the rules of the Department *and the instruction of the Board*, and so the Board, if it so desires, may instruct the General Manager regarding these tasks.⁶ In contrast, when the General Manager serves as head of a department, the General Manager is exclusively responsible for managing all department activities and making and enforcing any rules and regulations necessary to exercise the powers conferred upon the department.⁷

Respective roles of the Board and General Manager

In a 1999 Opinion of the City Attorney to Chief Bernard C. Parks and the Board of Police Commissioners,⁸ this Office opined that the Charter's design for departments headed by boards is "an arrangement by which the board and the chief administrative officer, while governing the same terrain, are assigned different tasks. The board promulgates rules for the department and instructs the chief administrative officer. The chief administrative officer follows such rules and instructions in directing department staff in conducting operations."⁹

employee. LAAC § 21.3 similarly provides that when a board of commissioners is head of a department, it shall assign an employee of that department as its secretary.

⁴ LAAC § 22.8 provides that the "general manager shall have those powers and duties set forth in Charter § 509."

⁵ Charter § 509.

⁶ Charter § 509.

⁷ Charter § 506 authorizes the head of a department to make and enforce the rules. By contrast, the powers of the general manager who heads a department are enumerated in Charter § 510 and are not subject to rules that have been established by a board, nor to the instructions of a board. See also LAAC § 21.1.

⁸ City Attorney Opinion No. 99:7 (September 20, 1999).

⁹ City Attorney Opinion No. 99:7, page 6.

The opinion explained that while this combination of roles for a volunteer board and a chief administrative officer, or general manager, assumes that most management decisions will be made by the general manager and most policy decisions made by the board, this assumption rests upon the practicalities of the roles. A board, to provide instruction, must act as a body,¹⁰ must comply with the Brown Act,¹¹ and must limit its instructions to the general manager. Furthermore, for the most part board members have minimal or no staff (other than the general manager), are not paid, and serve on a part-time basis, typically meeting only twice a month,¹² thus limiting their capacity to actively supervise department operations. Therefore, board members must make the best use of the limited resources and time available to them. "This fact alone forces concentration on what are perceived to be the most important matters facing the Department."¹³ Accordingly, active supervision of a department's operations and precise directions that are operational in nature will be the exception rather than the rule.¹⁴

QUESTION NO. 2:

Who has the authority to appoint and remove the General Manager?

ANSWER NO. 2:

The Mayor, subject to Council approval, has the authority to appoint the General Manager. The Mayor also has the authority to remove the General Manager, subject to an appeal by the General Manager to the Council.

DISCUSSION:

The Mayor is charged with the responsibility to appoint and remove the General Manager.¹⁵ This grant of authority to the Mayor is found in Charter § 231(c), which provides that the Mayor has the power and the duty to appoint the chief administrative officers of City departments, and in Charter § 231(e), which provides the power to

¹⁰ Charter § 503(c).

¹¹ Ralph M. Brown Act, California Government Code § 54950 et seq.

¹² Charter § 503(b).

¹³ City Attorney Opinion No. 99:7, page 8.

¹⁴ City Attorney Opinion No. 99:7, page 10.

¹⁵ The power to appoint is subject to Council confirmation and the power to remove is subject to an appeal to Council. Charter § 508; Charter § 231(c) and (e); LAAC § 22.5.

remove from office any chief administrative officer.¹⁶ LAAC § 22.5 further provides that general managers shall be appointed and may be removed in accordance with Charter § 508, which authorizes the Mayor to appoint general managers subject to confirmation by the Council and remove general managers subject to an appeal to Council.

QUESTION NO. 3:

May the General Manager disregard the instructions of the Board?

ANSWER NO. 3:

No. The General Manager may not disregard instructions of the Board that are consistent with applicable law.

DISCUSSION:

As previously noted, the Charter provides that the exercise of the power of the General Manager is subject to the rules of the Department, which the Board promulgates, and the instructions of the Board.¹⁷ The General Manager must follow such instructions, as long as they are consistent with applicable law.¹⁸ Although the Board does not appoint or remove the General Manager, this fact alone does not diminish its authority as head of the Department. From a practical standpoint, disregarding the Board's instruction may result in unfavorable consequences for the General Manager, such as the risk that the Board lodge a complaint with the Mayor, and the attendant consequences, including possible removal by the Mayor.

QUESTION NO. 4:

May the Board establish the qualifications for the position of Assistant General Manager of the Department (i.e., education, professional background, skill, abilities, knowledge, etc.)?

ANSWER NO. 4:

Yes.

¹⁶ Charter § 508(d) also requires the Mayor to evaluate each general manager annually, except for the general managers of the proprietary departments, the City Ethics Commission, and the Police Department who are evaluated by their respective boards pursuant to Charter § 604.

¹⁷ Charter §§ 506 and 509.

¹⁸ See *Patton v. Board of Harbor Commissioners*, 13 Cal. App. 3d 536, 542-43, 91 Cal. Rptr. 832 (2d Dist. 1970). See also City Attorney Opinion No. 2000:3 (October 6, 2000).

DISCUSSION:

The Board may instruct the General Manager on the qualifications of the position of Assistant General Manager¹⁹ consistent with the qualifications, if any, that have been previously established by regulation or ordinance, or by the civil service provisions of the Charter, if applicable to the position.²⁰

QUESTION NO. 5:

May members of the Board be included in the interview process for candidates applying for the position of Assistant General Manager of the Department?

ANSWER NO. 5:

Yes, under certain circumstances.

DISCUSSION:

Aside from Brown Act considerations, the City's legal framework²¹ permits one or more Board members to attend in some limited role the various meetings and interviews that are part of the selection process for Assistant General Manager.²² The Board does not, however, have the authority to directly hire the Assistant General Manager.²³ Therefore, while the General Manager is to honor Board instructions, the Board may not perform the General Manager's function of hiring the candidate. Such action is reserved for the General Manager.

¹⁹ This is consistent with the Mayor's Executive Directive No. 6, dated March 15, 2006 entitled *Selection of Executive Management (Assistant General Managers)* directed to the "Heads of all Departments of City Government", that the process to be used by most City Departments, including the Department of Animal Services, in filling an executive-level manager position is "subject to the direction of the Board or Commission, if any, that is head of the department, and subject to all Charter and ordinance requirements. . . ."

²⁰ City Attorney Opinion No. 99:7, page 7.

²¹ This includes Mayor's Executive Directive No. 6.

²² This role may be expanded by the General Manager.

²³ Charter § 509 states that, subject to the provisions of the Charter, the rules of the department and the instruction of the board, the general manager of a department under the management and control of a board of commissioners shall:

"(b) appoint, discharge, suspend, or transfer the employees of the department or bureau, other than the secretary of the board and the chief accounting employee of the department, all subject to the civil service provisions of the Charter. . . ."

The Board may, however, assign one or two of its members²⁴ (less than a quorum) to attend the various meetings and interviews that are part of the selection process and observe for the purpose of informing the Board about the candidates, including the selection process and procedures.²⁵ Following the interview process, the Board may choose to issue instructions to the General Manager regarding various aspects of the appointment process.²⁶

QUESTION NO. 6:

Who has the authority to approve contracts?

ANSWER NO. 6:

The Board, when the contract has a duration exceeding one year or a value greater than \$20,000.

DISCUSSION:

The Board, as head of the Department, is required to award contracts obligating the City for a period longer than one year or which involve consideration reasonably valued in excess of Twenty Thousand Dollars (\$20,000).²⁷ Accordingly, while staff will evaluate the proposals and make a recommendation to the Board, the Board makes the award and approves the contract.²⁸ As part of this process, the Board may question staff or the General Manager regarding the basis upon which the recommendation for award of the contract is made, as well as provide direction to the General Manager on contract requirements and negotiations, if any.²⁹

²⁴ In addition, the General Manager may invite one or two members of the Board to participate in the Applicant Screening Committee and/or to be a member of the Interview Board for the Assistant General Manager pursuant to the Mayor's Executive Directive No. 6.

²⁵ Clearly such a meeting would be subject to the requirements of the Brown Act, California Government Code § 54950 et seq.

²⁶ The Board, however, is under no obligation to do so. The instructions may, for example, direct the General Manager to fill or not to fill the position due to policy, budgetary or other considerations.

²⁷ LAAC § 10.1.1.

²⁸ Related to its authority over contracts and as a result of its Charter authority generally, the Board may also approve and/or authorize Requests for Proposals ("RFP's") and reject proposals.

²⁹ While LAMC § 49.5.17 prohibits a board member from participating in or otherwise being involved in the development, review, evaluation, negotiation and recommendation process for bids, proposals or any other submittals or requests for the award of a contract, contract amendment or change order, it does not preclude a board, acting as a body and subject to the Brown Act rules, from reviewing staff

In addition, LAAC § 10.2(3) provides that contracts shall be signed on behalf of the City by the Board as the head of the Department or by the officer or employee authorized by the Board to execute the contract. In order to authorize the General Manager to execute a contract that is to be awarded by the Board, the order or resolution of the Board should read that "the General Manager or designee is authorized to execute the contract."³⁰ In the absence of such language, the Board would need to execute the contract.³⁰

QUESTION NO. 7:

Who has the authority to approve the budget estimate that is sent to the Mayor?

ANSWER NO. 7:

The Board.

DISCUSSION:

The Board, as head of the Department, is vested through Charter § 311(a) with the power and responsibility to approve the budget estimate for the next fiscal year to be sent to the Mayor.³¹ In addition, subject to the Charter, the rules of the Department and instructions of the Board, the General Manager is to recommend an annual departmental budget estimate to the Board.³² In order to effectively provide this approval, the proposed budget estimate should be calendared at a properly noticed Board meeting for discussion and consideration by the Board in a timely fashion.

CONCLUSION:

The Department is under the control and management of the Board. As head of the Department, the Board has far-reaching powers to supervise, control, regulate and

recommendations when considering an award of a contract, contract amendment or change order, or from reviewing documents and other information provided by staff when preparing for a meeting of the full Board or committee, at which the matter will be considered.

³⁰ Charter § 503(c), states in part as follows: "Action of the Board shall be attested by the signature of the President or Vice-President, or two members of the board, and by the signature of the secretary of the board."

³¹ Charter § 311(a) states as follows: "At the time the Mayor prescribes, but no later than January 1 of each year, each board or officer at the head of any department or office, or other City governmental activity, other than those departments having control of their own funds, shall submit to the Mayor, with copies to the Council. . . ."

³² Charter § 509(e).

manage the Department as well as the power to make and enforce all rules and regulations necessary for the exercise of the powers conferred upon the Department by the Charter. Although the General Manager has the power to administer the affairs of the Department and to appoint, discharge, suspend, or transfer employees, these powers are subject to the rules of the Department and to the instructions of the Board.

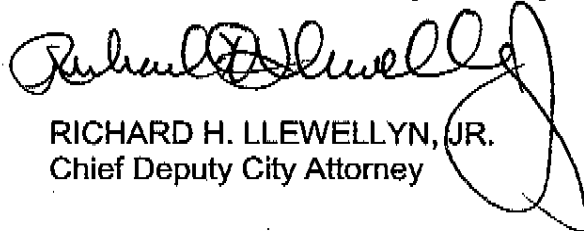
Therefore, although the Board does not have the power to appoint and remove the General Manager or to direct any staff except for the General Manager (and the Board secretary and chief accounting employee), the Board has the power to establish qualifications for the position of the Assistant General Manager and be included in the interview process, approve contracts in excess of \$20,000 as well as RFPs, and approve the budget of the Department before it is sent to the Mayor and Council. The General Manager must follow the instructions of the Board so long as those instructions are consistent with applicable law.

If you have any questions, please contact Assistant City Attorney Dov S. Lesel at (213) 978-8154.

Sincerely,

ROCKARD J. DELGADILLO, City Attorney

By



RICHARD H. LLEWELLYN, JR.
Chief Deputy City Attorney

RHL:DSL:fa/lee

cc: Honorable Antonio R. Villaraigosa
Mayor

**BOARD OF
ANIMAL SERVICES
COMMISSIONERS**

LISA MCCURDY
PRESIDENT

JIM JENSVOLD
VICE PRESIDENT

COMMISSIONERS

MAGGIE NEILSON

ALANA YAÑEZ

DAVID ZAFT

City of Los Angeles
CALIFORNIA



ANTONIO R. VILLARAIGOSA
MAYOR

DEPARTMENT OF
ANIMAL SERVICES
221 North Figueroa Street
5th Floor
Los Angeles, CA 90012
(888) 452-7381
FAX (213) 482-9511

BRENDA F. BARNETTE
GENERAL MANAGER

JOHN D. CHAVEZ
ASSISTANT GENERAL MANAGER

DR. JEREMY PRUPAS
CHIEF VETERINARIAN

February 4, 2014

The Honorable Nury Martinez
Councilmember, Sixth District
Room 425, City Hall
200 North Spring Street
Los Angeles, California 90012

Honorable Councilmember Martinez,

The Board of Animal Services Commissioners (Board) has scheduled a meeting in your Council District. The Board meeting will be held on Tuesday evening, February 25, 2014, at 7:00 P.M. The meeting will be held in the Community Room of the East Valley Animal Shelter, 14409 Vanowen Street, Van Nuys, California 91405.

On behalf of the Board and the Department of Animal Services, I invite you and your staff to attend the meeting. If you have any questions or require additional information, please have your staff call Mr. Ross Pool, Management Analyst II, at (213) 482-9558, or ross.pool@lacity.org.

Sincerely,

Brenda F. Barnette
General Manager

BB:RP

cc: Jim Dantona, Chief-of-Staff, CD 6
Lisa McCurdy, President, Board of Animal Services Commissioners
Patricia Whelan, Office of the Mayor
Ross Pool
File

AN EQUAL OPPORTUNITY EMPLOYER

Visit our website at www.LAAnimalServices.com



NEW HOPE PROGRAM

Purpose, Policy, Procedure and Partnership

Los Angeles Animal Services

Table of Contents

<i>LAAS Mission, Vision, Values, and Service Theme</i> _____	3
<i>The Purpose of New Hope</i> _____	4
<i>Eligibility Requirements</i> _____	4
<i>Animal Availability</i> _____	5
<i>Red and Blue Alert</i> _____	5
<i>Shelter After Hours Access</i> _____	6
<i>Adoption Paperwork Processing</i> _____	7
<i>First-Come/First-Serve Exceptions</i> _____	8
<i>Program Policies and Procedures</i> _____	8
<i>On-Site Procedures</i> _____	11
<i>Monthly Reports</i> _____	12
<i>LAAS Employees, Chain of Command and Partnerships</i> _____	13

Los Angeles Animal Services

Our Mission

To promote and protect the health, safety and welfare of animals and people.

Our Vision

We envision the day when every pet born has a good home and is cared for all its life, and no person is ever endangered by an animal.

Our Values

We value each employee, volunteer and partner contributing to the professional delivery of excellent customer service and the humane treatment of animals, in an atmosphere of open, honest communication, predicated on our respect for and trust in each other. Our values depict the highest standards of:

- Respect – We pledge to treat each person thoughtfully, politely and kindly regardless of rank or relationship.
- Trust – We strive to conduct ourselves in an honest, ethical way, inspiring confidence in our abilities and our honesty.
- Open and Honest Communication – We commit to complete transparency in all forms of communication and to carefully listen to the communications of one another.
- Customer Service – We pledge to provide our best service to every customer, whether an internal or an external customer, every time.
- Humane Treatment – At all times and in all places, we vow to care compassionately, advocate actively and work tirelessly to insure the best possible environment for all animals.

Our Service Theme

Creating a Humane LA

NEW HOPE PROGRAM

The Purpose of New Hope

The purpose of the New Hope Program is to expand opportunities for Los Angeles Animal Services' (LAAS) dogs, cats, and rabbits to find permanent homes by partnering with qualified 501(c)3 organizations. The New Hope Program is the means by which LAAS acknowledges, cooperates with, and supports the efforts of partnering animal care, training, rescue, welfare and law enforcement organizations as we all try to find homes for the City's orphaned dogs, cats, and rabbits.

Eligibility Requirements

Organizations that are located in Southern California and are established or recognized in their community as an animal shelter, animal welfare organization, animal rescue organization or veterinary hospital may be eligible to participate in the New Hope Program. Eligibility requirements include, but are not limited to:

1. 501(c)(3) status or veterinary business license (including license to treat exotics if applicable);
2. A current copy of the organization's articles of incorporation and by-laws;
3. The organization's statement of purpose, indicating the primary breed the organization rescues. (Note that rabbits can only be adopted by approved rabbit New Hope Rescue Partner organizations);
4. A current copy of the adoption agreement used by the organization;
5. A written description of how and where animals will be housed when they leave an Animal Shelter;
6. A list of all individuals, their California Driver's License, contact phone numbers and e-mail addresses of persons authorized to enter into an agreement for a New Hope adoption from LAAS and to remove the animal once formally adopted on behalf of the organization. Individuals must be bona fide members of the rescue group;
7. The name, phone number, e-mail address, and California Driver's License of the group President or Director responsible for accurate completion of all forms and for providing updates or changes in writing;
8. A valid phone number and email address for the organization that is monitored and will be responded to within 24 hours;
9. The name of a licensed veterinarian indicating a willingness to provide veterinary services to the organization; and
10. Providing adopters with appropriate license application forms and providing LAAS with the name and address of dog adopters that reside within the City of Los Angeles for license follow-up. New Hope Rescue Partners are also required to provide addresses for cat and dog adopters that reside inside and outside the City of Los Angeles for statistical use.

NEW HOPE PROGRAM

Please refer to the application materials for complete requirements.

Animal Availability

There will be three levels of availability:

1. Animals on the Red or Blue Alert will be available to the New Hope Rescue Partner the same day that they become available to the public (i.e., impound day plus four days for strays, and same day as impound day for owner-surrendered).
2. Dogs over 30 lbs. and all other animals are available at the New Hope Rescue price one day after they become available to the public (i.e., impound day + five days for strays, impound day plus one day for owner-surrendered animals).
3. Dogs under 30 lbs. are available at the New Hope Rescue price after they have been available for one full weekend to the public for adoption.

Kittens/Puppies Under 8 weeks or Unweaned: At the discretion of the Department, unweaned kittens or puppies will be placed on the Blue Alert for immediate adoption (puppies or kittens nearing their adoption date may be held for public adoption).

Animals determined to be irretrievably suffering by the LAAS medical team will not be eligible for New Hope.

Red and Blue Alert

The New Hope Red and Blue Alert list is intended to communicate to New Hope Rescue Partners which animals are most in need of help, to flag them for special consideration by rescuers. Animal Care Technician Supervisors (ACTS) are responsible for determining which animals will be placed on the Red Alert list and the Registered Veterinary Technicians (RVTS) or Veterinarian are responsible for determining which animals will be placed on the Blue Alert list.

NEW HOPE PROGRAM

Criteria for consideration for placement on the Red or Blue Alert list:

1. Blue

- a. Medical – Animals are not irremediably suffering, but according to medical staff, are not responding well to a standard course of treatment or have illnesses or injuries that need treatment beyond stabilization.
- b. Age – Neonates which need feeding and support, as well as geriatric animals.
- c. Lactation – Animal is lactating with young.

2. Red

Behavioral – Animals have demonstrated non-socialized behavior (aggression) or extreme fear or fear biting, as observed and reported by staff.

Space - Any dog, cat, or rabbit meeting the above criteria may be placed on the New Hope Red or Blue Alert as soon as the condition or behavior is noted, whether the animal is available or still under hold. Unavailable animals may be listed on the Red or Blue Alert to give advance notice to the New Hope Rescue Partners.

Once an animal is listed on the Red or Blue Alert the animal may be euthanized after 48 hours. No Interested Person (IP) will be allowed on a Red or Blue alerted animal.

Shelter After Hours Access

If a New Hope Rescue Partner needs to access the shelter after hours for an adoption pick up, they must first contact the ACTS and the New Hope Coordinator (if applicable) at the shelter to make arrangements. For all other requests to be at a shelter after hours, the New Hope Rescue Partner must first contact the Director of Field Operations who oversees shelter operations.

NEW HOPE PROGRAM

Adoption Paperwork Processing

1. All New Hope Rescue Partners will be provided “no waiting” adoption paperwork processing with telephonic notification. The New Hope Rescue Partner telephones their New Hope animal adoption selection(s) to the ACTS or New Hope Coordinator (if applicable) before 4:00 p.m. on the day they want to adopt the animal(s) and the paperwork will be ready for signature the following morning by 11 a.m.
2. Any requests received after 4:00 p.m. will be processed the following morning and will be ready for signature by 5 p.m. the following day.
3. New Hope Rescue Partners using the “no waiting” processing may use a credit card to complete the transaction for the applicable licensing and/or adoption fees. All signatures required for the adoption process, i.e. credit card receipt, adoption contract, any necessary waiver, must be provided in person that day, in order to send the adopted dog or cat for sterilization.
4. If the credit card holder is unable to present himself or herself in person, any other “identified” member of their New Hope organization may sign for the transaction. “Identified” members are persons listed as a member of such organization and have been listed as an authorized “signature” by the credit card holder in the New Hope Rescue Partner’s agreement. Additionally, should the credit card bank reject such signature as not authorized, it is the responsibility of the credit card holder to make good the adoption fees. No “in lieu of” signature will then be permitted until the credit card holder presents bank authorization for such a signature.
5. Before completing the adoption transaction, the New Hope Rescue Partner must complete and submit to LAAS each adopted animal’s microchip registration. The New Hope Rescue Partner must register as either the animal’s primary or the animal’s secondary registered name on the microchip.
6. Any dog, cat, or rabbit adopted by a New Hope Rescue Partner that does not require sterilization or is being released with a medical release (D300), must be picked up by the close of public business hours on the day of adoption transaction, unless prior arrangements are made.

NEW HOPE PROGRAM

First-Come/First-Served Exceptions

While LAAS tries to adhere to a first-come/first-serve practice with respect to deciding which animals go to which organization, the following exceptions apply:

1. When a member of the public and a New Hope Rescue Partner are present to adopt at the same time, the private citizen will have the right of first refusal.
2. When more than one New Hope Rescue Partner is present to adopt at the same time, the New Hope Rescue Partner with the earliest request for the animal will have the right of first refusal.
3. When more than one New Hope Rescue Partner is present to adopt at the same time and neither has made a request for the animal, the New Hope Rescue Partners will be given an opportunity to work out amongst themselves which organization will adopt the animal. If the Partners cannot come to a decision on their own, the Director of Field Operations overseeing shelter operations will make the decision based on the best interest of the animal. The decision of the Director of Field Operations shall be deemed final.

Program Policies and Procedures

LAAS is committed to developing and maintaining positive, productive relationships with our New Hope Rescue Partners, all other rescue organizations, and the communities we serve. LAAS is equally intent on ensuring animals adopted from our Animal Care Shelters are afforded appropriate care. For this reason:

1. New Hope Rescue Partners are not exempt in any way from any applicable laws, ordinances, or LAAS rules and regulations regarding animals and animal care.
2. LAAS requires all documentation listed in the Eligibility Requirements section of this document to be updated and current, and may require any other reasonable information.
3. LAAS forbids New Hope Rescue Partners from adopting animals in the name of any non-member of the New Hope Program. New Hope Rescue Partners may not extend adoption privileges in the name of their organization to any person adopting for private or other purposes.
4. New Hope Rescue Partners who will be transferring/transporting animals to other agencies, groups and/or municipal shelters will provide written notification **in advance** of the transfer/transport to the New Hope Program Manager with the following information:

NEW HOPE PROGRAM

- a. Date of transfer/transport
 - b. Method of transfer/transport (air or ground) and name of driver if applicable
 - c. Name, address, phone number and contact person of the receiving agency, shelter or group. Receiving agency must be a 501(c)(3) or a Municipal Shelter.
 - d. A signed agreement between the New Hope Rescue Partner and the receiving agency, shelter or group, stating the receiving agency, shelter or group will not kill to make space, will give the pet an adoption guarantee, will provide adopter contact information and will consult LAAS if the animal becomes seriously ill or there is a life threatening problem.
 - e. The New Hope Rescue Partner will include with their signed agreement from the receiving agency, whether the receiving agency has been investigated or cited for animal abuse or failure to maintain appropriate facilities and the name of the animal control authority that has oversight of their facility and/or organization.
 - f. The receiving agency must be re-credentialed every year and report any changes in status or policies to the New Hope Rescue Partner. The New Hope Rescue Partner shall report these changes in status or policies to LAAS immediately.
5. New Hope Rescue Partners shall retain copies of Adoption Contracts for paid adoptions of LAAS animals to private parties for no less than three years from the date of adoption. LAAS may ask to see copies of these files for animals adopted under the New Hope Program from LAAS' Shelters at any time.
 6. LAAS will create a report and place it on the LAAS Website which gives information on what the New Hope Rescue Partners are transferring/transporting and where the animals are going to.
 7. All New Hope Rescue Partners will pay a single price for a dog, cat, or rabbit as follows:
 - a. \$50– flat fee (includes spay/neuter and microchip), whether the surgery can be performed immediately or must be deferred for later. The fee applies even if an animal is already spayed/neutered and/or microchipped.
 - b. Plus \$5.50 – for dog license tax if applicable to the New Hope Rescue Partner's location.

NEW HOPE PROGRAM

- c. Animals on the Red or Blue Alert will be no fee adoptions (includes spay/neuter and microchip). Must pay \$5.50 for dog license tax if applicable to the New Hope Rescue Partner's location.
8. New Hope Rescue Partners will be permitted to place IP holds for three days on any animal that has not already been placed on the Red or Blue Alert list; the animal will not be euthanized during the three day hold unless the condition degrades so that the animal is irremediably suffering. The IP information in the Chameleon memo should include the name of the New Hope Rescue Partner group. ACTS have discretion to review and refuse placement of an IP if it appears to be other than a genuine interest for an animal the group intends to adopt if possible. The New Hope Rescue Partners are solely responsible to follow-up on their IP holds, and no telephone calls will be made by the Department to the IP.

A New Hope Rescue Partner that fails to adopt a New Hope animal that they have placed an "Interested Party" hold on, or fails to obtain permission from LAAS for a delay, may lose the holding privilege in the future.
9. Until adopted from the New Hope organization by a private party, New Hope Rescue Partners shall register an animal in their organization's name and will be responsible for all redemption fees should the animal be impounded by LAAS. New Hope Rescue Partners shall add the name of the animal's adopter to the animal's microchip registration within 30 days of a legal adoption by a new owner from the New Hope Rescue Partner organization. The Department requires that both the adopter and New Hope Rescue Partner be listed as registrants on the microchip and prefers that the adopter be listed as the primary registrant and the New Hope Rescue Partner as the secondary registrant, but will not require it.
10. New Hope Rescue Partners will provide dog license forms to new adopters of dogs who live in the City of Los Angeles and are required to report the name and mailing addresses of adopters of dogs who live in the City of Los Angeles to LAAS for licensing follow-up purposes; New Hope Rescue Partners must also provide addresses for cat and dog adopters that reside inside and outside the City of Los Angeles for statistical use.
11. Contract veterinarians providing spay/neuter services may impose additional fees on the New Hope Rescue Partner.
12. Every dog, cat, and rabbit of any age adopted from LAAS is required to be spayed/neutered before being released from LAAS, unless it is unsafe for the animal to undergo surgery in the animal's present condition. Only the LAAS veterinary team or LAAS contract veterinarians are authorized to postpone spay/neuter for medical reasons. When any LAAS cat, or dog of any age is released to a New

NEW HOPE PROGRAM

Hope Rescue Partner unsterilized, the New Hope Rescue Partner agrees to provide LAAS proof of the animal's sterilization within 30 days from the date of adoption, or to provide a statement of further spay/neuter deferral from a licensed California veterinarian every 30 days, until proof of the animal's sterilization is provided or until a licensed California veterinarian recommends permanent spay/neuter deferral, or until the animal is deceased. Under no circumstances will any animal adopted from LAAS through the New Hope Program be allowed to breed; nor can animal(s) be placed in a permanent home until the animal(s) has been spayed/neutered. Violation will result in immediate termination of New Hope privileges.

13. Any violation of the terms of the New Hope Agreement may result in suspension or termination from the New Hope Rescue Partner Program. In the event a New Hope Rescue Partner does not comply with any of the above, the General Manager, Director of Field Operations, or the New Hope Program Manager, following an investigation of the incident, may suspend or terminate all New Hope privileges. New Hope Rescue Partners may appeal the suspension or termination of privileges. Any appeal for termination of the New Hope Rescue Partner's privileges must be addressed to the General Manager within 15 days of the suspension or termination. The General Manager, Director of Field Operations, New Hope Program Manager, or the General Manager's designee shall have the final discretion on whether to reinstate the New Hope Rescue Partner's privileges.

On-Site Procedures

New Hope Rescue Partners are permitted to view all animals in the Animal Care Shelters with the exception of animals placed in quarantine or medical areas pursuant to order or regulations from the Los Angeles County Department of Health.

Each member of a New Hope organization will receive a New Hope identification number from the New Hope Program Manager, presentation of which is required for access to New Hope benefits. A California driver's license or California ID also may be required.

Once a New Hope Rescue Partner makes a decision to accept an animal into their program, they are asked to:

1. Notify the ACT or New Hope Coordinator (if applicable) they want to adopt the animal.
2. LAAS staff will process the adoption and the New Hope Rescue Partner will take the paperwork to the business counter to initiate the adoption transaction.

NEW HOPE PROGRAM

3. Understand that all New Hope animals will be sterilized before release, subject to the exceptions set forth above under “Program Policies and Procedures,” Page 10, Number 12.
4. Receive a date and time to pick-up the animal if the animal is remaining for spay/neuter. It is vital that all animals, are picked up from the spay/neuter veterinarian on the specified date and time. Any New Hope Rescue Partner that does not pick-up their animal at the specified date and time and fails to obtain permission from the clinic for a delay may be suspended or terminated from the New Hope Program.

Monthly Reports

Completion of a New Hope Rescue Partner Monthly Report is required.

1. The report is accessible online, on the 1st of the month and is to be completed by the 10th of each month. New Hope Rescue Partners who fail to submit their completed monthly reports by the date requested two months in a row will be suspended until their reporting is brought up-to-date.
2. New Hope Rescue Partners will be assigned a user identification and temporary password to access their online report. New Hope Rescue Partners will change the temporary password to one of their own after the first time they log on.
3. A New Hope Rescue Partner can access their online report via: <http://anivet.lacity.org/nhportal>.
4. Reports shall require the following information:
 - a. Status report on all animals adopted from LAAS under the New Hope Program, including medical and second and third-party (if applicable) adoption status, and
 - b. Name and address information of all adopters, of all animals, who reside within and outside of the City of Los Angeles, and full name and address of transferee organization. (Refer to requirements for transferring animals to another rescue organization on page 8, number 4), and
 - c. If secondary transfer rescue group or municipal organization adopts or transfers to a third party, the name and address of adopter is also required. New Hope Rescue Partner is responsible for following up and receiving this information.

NEW HOPE PROGRAM

5. LAAS may ask to see receipts for medical and/or boarding costs incurred, at any time for reasonable cause, for animals adopted by the organization through LAAS' New Hope Program.
6. Spay/neuter certificates for all unsterilized animals released from LAAS (with deferral letters if applicable), must be sent to the New Hope Program Manager within 30 days from the date of adoption from the Shelter. All certificates or deferral letters must have the animal ID written/added on the actual certificate. Certificates submitted without an Animal ID will not be accepted.

LAAS reserves the right to request an up-to-date report at any time.

NOTE: New Hope Rescue Partners are to remind new owner/guardians living in the City of Los Angeles that a LAAS dog license is required.

LAAS Employees, Chain of Command, and Partnerships

If a New Hope Rescue Partner encounters a problem with any LAAS process, employee, or volunteer, the problem is to be discussed with the following individuals in the order listed until the problem is resolved:

1. New Hope Coordinator (If Applicable)
2. Animal Care Technician Supervisor
3. New Hope Program Manager
4. Director of Field Operations
5. General Manager

LAAS appreciates the efforts of every New Hope Rescue Partner and is committed to developing relationships consistent with our organizational values. New Hope Rescue Partners are representatives of the animals in our shelters and The Department emphasizes that New Hope Rescue Partners behavior reflect in a positive way our alliance whenever using any form of media to publicize the needs of animals within our care. The goal should always be to show the animals in the best possible way to encourage adoption, foster or rescue. LAAS asks all our New Hope Rescue Partners to value each other's employees and volunteers as we all contribute to the professional delivery of excellent customer service and the humane treatment of animals in an atmosphere of open, honest communication predicated on our trust in and respect for each other.