



BOARD OF ANIMAL SERVICES COMMISSIONERS  
CITY OF LOS ANGELES  
Monday March 9, 2009  
10:00 A.M.  
**LOS ANGELES CITY HALL**  
**200 N. Spring St.**  
**Room 1060**  
**Los Angeles, CA 90012**

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Kathleen Riordan, Vice-President  
Tariq Khero  
Irene Ponce  
Archie J. Quincey, Jr.  
Ruthanne Secunda

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

**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.**

**COMMISSION MEETING**

**1. ORAL REPORT OF THE GENERAL MANAGER**

**2. COMMISSION BUSINESS**

- A. Approval of the Commission Meeting Minutes for January 12, January 26, February 9, and February 23, 2009

- B. Oral Report by the Commission on Meetings and Events attended.

**3. GENERAL MANAGER RECOMMENDS FOR BOARD ACTION**

- A) None

#### **4. DISCUSSION ITEMS**

A) Information Report from the Volunteer Coordinator

Discussion of an Assessment of the Volunteer Program, the Erica Meadows Report and the plans for the future.

B. Update on Spay and Neuter Programs and Clinics

Oral Report on the Various Spay and Neuter Programs and Clinics

#### **5. 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.)

#### **6. FUTURE AGENDA ITEMS**

Requests from Commissioners for future Agenda Items.

#### **7. ADJOURNMENT**

Next Commission Meeting is scheduled for 10:00 A.M., March 23, 2009, Los Angeles City Hall, Room 1060, 200 North Spring Street, Los Angeles, California 90012

**AGENDAS** - The Board of Animal Services Commissioners (Board) meets regularly every second (2<sup>nd</sup><sup>P</sup>) and fourth (4<sup>th</sup><sup>P</sup>) Monday 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, 5<sup>th</sup><sup>P</sup> Floor, Los Angeles, CA 90012. Board Agendas may also be viewed on the 2<sup>nd</sup><sup>P</sup> 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, as well as electronic copies of approved minutes on the Department's World Wide Web Home Page site at [Hhttp://www.laanimalservices.com/CommissionAgendas.htm](http://www.laanimalservices.com/CommissionAgendas.htm)

Three (3) members of the Board constitute a quorum for the transaction of business. The Board may consider an item not listed on the Board Agenda only if it is determined by a two-thirds (2/3) vote that the need for action arose after the posting of an Agenda. 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).

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**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".

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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.



## **APPEAL AGENDA**

**BOARD OF ANIMAL SERVICES COMMISSIONERS  
CITY OF LOS ANGELES**

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### **ADMINISTRATIVE APPEAL HEARING 10:00 A.M.**

#### **1. Barking Dog Revocation - BR 08387 NC**

Appellant: Shui Hang Tam

Complaining Witness: Jack Chludzinski

Field Operations Supervisor, North Central Shelter, Lt. William Tranzow

Hearing Coordinator, Department of Animal Services, Ross Pool, Management Analyst

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CITY OF LOS ANGELES  
**L A ANIMAL SERVICES**



Date: March 9, 2009

To: Board of Animal Services Commissioners

From: Edward A. Boks, General Manager

Subject: UPDATE ON SPAY/NEUTER PROGRAMS AND CLINICS

We are pleased to provide information regarding various aspects of the Department's spay/neuter programs, including the number of surgeries performed at the South Los Angeles Spay/Neuter Clinic, as requested by the Commission.

The City of Los Angeles is the national leader in promoting spay/neuter as a responsible step for pet owners and a key tool in reducing pet overpopulation. This leadership is a result of no mere advocacy, but through the willingness to invest today in spay/neuter for the yield in future years of a lower pet population. The City has been investing through low cost clinics, spay/neuter of adopted pets, and subsidy programs, since 1971.

Today, the City's various spay/neuter efforts are funded in part by a surcharge on dog licenses (\$7 from an altered dog license, \$2 from an unaltered dog license) and in part from the General Fund through direct cash (to pay for surgeries). The City pays some utilities for independent contractors operating the spay/neuter clinic in the animal care centers in exchange for discounts on surgeries for adopted animals or modest rental payments, which allows our other funds to stretch further.

However, the City's current fiscal crisis threatens to erode some of the funding for spay/neuter in the immediate future. In the current fiscal year, over \$300,000 will be deleted from the General Fund appropriations to the Department. As a consequence, we will need to take various steps such as:

- Slightly reduce coupon distribution
- Strictly enforce the Low Income requirement of \$30,300 per household (HUD "very low income") to qualify for a \$70 coupon
- Scrub all accounts for encumbered funds from prior years that can be released.

The funding level for the next fiscal year is not known at this time.



### Coupon and Adoption Programs

The table below summarizes the number of sterilizations performed through our coupon and adoption programs. This data is compiled by fiscal year, with the full July 2007 through June 2008 data and the first quarter of 2008-2009 provided. Dogs and cats are shown separately in our monthly reports for the coupon programs, for the purpose of tracking demand and use. Data for sterilizations performed as part of the adoption process, whether before release to the new owner, which is in the majority of cases, or after release to give the new pet time first to recover from any illness, is summarized as a total.

About 65% of the coupons in both the \$30 and \$70 program are eventually redeemed, most within about 90 days. First quarter results for this year suggest that we are on track to meet or exceed last year's redemptions, with a slight increase in the redemption rate becoming evident as the second quarter statistics are being compiled.

	\$30 Coupon		\$70 Coupon		Events		Rabbits	Adoption		Redeemed
	<i>Dog</i>	<i>Cat**</i>	<i>Dog</i>	<i>Cat</i>	<i>Dog</i>	<i>Cat</i>		<i>Pre-Release</i>	<i>Post-Release</i>	
2007-2008	1675	8913	3510	2807	318	219	578	11886	954	307
2008-2009*	424	2643	300	280	45	39	156	4230	303	129

\* 1st quarter

\*\*includes owned and feral cats

### South Los Angeles Spay/Neuter Clinic (Dr. Eric Jones, DVM)

For the purposes of providing a one-year picture, data below is for calendar year 2008. (Note: the number of surgeries or related veterinary medical services provided to the general public [not adoptions or coupon redemptions] was not tabulated prior to compilation of this report.)

#### Number of Surgeries for Adopted Animals

	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug & Sep 08	Oct & Nov 08	Dec 08	Total
Dogs	127	121	123	133	153	135	103	221	225	111	1,452
Cats	37	53	30	32	36	56	66	129	134	38	611
Rabbits	4	0	6	2	0	0	0	0	0	0	12
Total	168	174	159	167	189	191	169	350	359	149	2,075

#### Number of \$30 Coupons Redeemed (Discounts, Ferals)

	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug & Sep 08	Oct & Nov 08	Dec 08	Total
Dogs	2	0	13	29	16	27	11	23	12	2	135
Cats	2	0	6	5	2	12	6	6	5	1	45
Total	4	0	19	34	18	39	17	29	17	3	180



**Number of \$70 Coupons (Free Certificates, Seniors)**

	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug & Sep 08	Oct & Nov 08	Dec 08	Total
Dogs	56	23	102	73	55	30	85	211	174	33	842
Cats	46	43	47	18	14	9	3	6	80	24	290
Total	102	66	149	91	69	39	88	217	254	57	1,132

**Prices of common services at the South Los Angeles Spay/Neuter Clinic:**

Cat spay	\$80	Dog spay (50 lbs and under)	\$80	Blood work	\$35
In heat	\$50	Dog spay (over 50 lbs)	\$120	Rabies vaccine	\$10
Cat neuter	\$75	In heat	+ \$25	FvRCP	\$10
		Pregnant	+ \$45	Bordetella	\$10
		Dog neuter (50 lbs and under)	\$75		
		Dog neuter (over 50 lbs)	\$100		

Above prices match prices proposed by Dr. Jones in his proposal for that clinic.

**West Los Angeles Spay/Neuter Clinic (Value Vet, Inc.)**

Value Vet began operating at the West Los Angeles Spay/Neuter Clinic on January 20, 2009. The first month's data is due to the Department on or about March 15, 2009.

**Prices of common services at the West Los Angeles Spay/Neuter Clinic:**

Cat spay	\$130	Dog spay (small to med. dogs)	\$170 - \$200	Blood work	\$85
In heat	*	Dog spay (55 – 69 lbs)**	\$240	Rabies vaccine	\$16
Cat neuter	\$90	In heat	*	FvRCP	\$18
		Pregnant	*	Bordetella	\$19-20
		Dog neuter (small to med. dogs)	\$155 - \$240		
		Dog neuter (50 – 70 lbs)**	\$240		

\* On a case-by-case basis

\*\*Subject to quote if over 70 lbs.

Above prices match, and in some cases are lower than, prices proposed by Value Vet in their proposal for that clinic.

**Clinics Pending Operations**

- Harbor: Clinico's operations have been delayed pending completion of repairs to that facility; however, they are ready to begin when the repairs are completed.
- East Valley, Northeast Valley: Clinico intends to begin operations at these clinics later this year.
- West Valley, North Central: On January 27, 2009, the Department received one proposal for West Valley, from Value Vet, and one proposal for North Central, from Downtown Spay/Neuter Plus Veterinary, Inc., a venture established by a former

Culver City veterinarian. An evaluation panel will interview the proposers on March 17, and an announcement of an award of an agreement will be forthcoming. Those clinics may potentially be operational by the end of this year.

#### Mobile Spay/Neuter Clinics

Following are the number of sterilizations reported by The Amanda Foundation and the Sam Simon Foundation, for calendar year 2008. Amanda and Sam Simon primarily provide low-cost spay/neuter services throughout Los Angeles and do not ordinarily sterilize adopted animals. Thus the surgeries listed below are for animals already owned by low-income residents.

#### The Amanda Foundation

	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Total
Dogs	397	366	399	561	362	356	734	222	277	185	395	217	4,471
Cats	220	187	118	140	72	78	151	98	150	47	135	69	1,465
Total	617	553	517	701	434	434	885	320	427	232	530	286	5,936

#### Sam Simon Foundation

	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Total
Dogs	168	184	178	204	227	192	229	249	190	263	153	164	2,049
Cats	63	97	71	104	63	52	87	65	73	74	85	77	751
Total	231	281	249	308	290	244	316	314	263	337	238	241	3,312

A Request for Proposal for a three-year contract to operate a mobile spay/neuter clinic has been released, and two proposals are currently being evaluated. A recommendation of award will be presented to the Commission at a subsequent meeting.



CITY OF LOS ANGELES  
**L A ANIMAL SERVICES**



Date: February 23, 2009

To: Board of Animal Services Commissioners

From: Edward A. Boks, General Manager

Subject: Department Volunteer Program

In October of 2008, the Department was fortunately joined by Jaren Sorkow as our Volunteer Manager, filling a position that had been vacant since May of 2007. Mr. Sorkow has extensive experience with large volunteer programs such as at Los Angeles Animal Services, and he immediately immersed himself in both day-to-day operations with volunteers and in analyzing the overall program for improvement and expansion. Among the steps he took were to read and consider the recommendations in the report on volunteer activities prepared by consultant Erica Meadows in early 2007. Now that he has completed his first "100 Days," I am pleased to have him present his assessment of the Department's volunteer program, of the great potential for the program's future, and of the Meadow's report.

Assessment of the Current Program

**LAAS has a large, active volunteer base.** Currently there are approximately 1000 active volunteers for LAAS. Active refers to volunteers who have completed orientation, and have volunteered at least six hours for the year. The number of volunteers varies among animal care centers, and in the ensuing months we will be focusing on retention and development for some animal care centers (East Valley, West Los Angeles, West Valley) and recruiting and diversity for others (South Los Angeles, North Central, Harbor). Overwhelmingly, volunteers operate on the weekends, and come out for events, which occur on a weekly basis. (Large events occur at least once every 6 weeks; these events often involve 30-40 volunteers who average at least 5 hours for the day, giving us 200 hours of volunteer hours for one event.)

**LAAS needs to improve its communication with volunteers.** Once volunteers enter LAAS, I have found that many do not feel that their concerns are being addressed, nor their suggestions being heard, which in large part is why volunteers go directly to administration for answers, the result of which produces tension between animal care center staff and upper management. Given that the Volunteer Manager position was open for two years, it is understandable that volunteers have either given up on communicating or do not follow the proper chain of command with regards to their concerns. From henceforth, if a volunteer needs to communicate or has an issue with regards to animal care center operations, he/she should contact their Liaison and/or the Volunteer Manager, who will ultimately find the appropriate staff person to address the concern. Furthermore, once the volunteer meetings are fully functional, communication

between staff and volunteers should improve. Finally, Volunteer Liaisons have been directed to concentrate on one-on-one development with their volunteers, which should give the volunteers the attention and supervision that they need.

***Volunteer Orientations need to be streamlined and structured more effectively.***

Each Liaison will perform two orientations a month, in addition to two dog-walking classes a month. Currently orientations cover a lot of ground, some of which should be covered during Liaison one-on-ones. I have instructed the Liaisons to invite Registered Veterinary Technicians and Animal Care Technicians to the orientations, as well as other volunteers, and for them to focus on giving a tour of the animal care center, rather than focusing too much on what one cannot do as a volunteer, which should be addressed on a more individual basis. There are some major do's and don'ts that need to be brought up in the orientation; however, one of the reasons our retention rates are low after an orientation is due to the stress of the negative, while we should be focusing on the positive work one can do for the animals. Liaisons have improved their orientations, and we have designed a power point presentation, which should establish an immediate level of professionalism when they first meet volunteers.

***The Volunteer Program is the de facto public relations for the Department.*** While the General Manager, Assistant General Managers, Center Managers, officers, animal care technician supervisors, and animal care technicians are in constant contact with the public, it is clear that with over 1000 volunteers, and access to many more, volunteers are the best voice for the Department. The goal for the Volunteer Program is to effectively work with the volunteers, but to also target specific populations, schools, faith based groups, etc, in efforts to diversify our volunteer pool, and as importantly, let the general public know about LAAS. During the past three months, the Volunteer Program has attended classrooms, street fairs, and events put on by City Council, and will continue to do so, with a particular focus on spay/neuter information and adoption events.

Accomplishments During The Past 100 Days

- Established two new MPA sites, both of which are collaborations (Starbucks and Best Friends).
- Created a guideline for Liaisons to conduct their one-on-ones.
- After a year and a half hiatus, established two new MPA sites at the Harbor shelter.
- Created a detailed description of Volunteer Liaison duties and how they fit into overall shelter operations.
- Served as a panel member for the Human Workshop on Volunteers, and followed through on many of the volunteer suggestions.
- Worked with Chief Veterinarian to instruct Registered Veterinary Technicians to attend volunteer orientations to discuss overall animal health.
- Streamlined orientation, capping the amount of volunteers per orientation at 15, while focusing on one-on-one management.
- Established a dog training/walking class at Harbor.
- Initiated conversations with Found Animals Foundation about collaboration for a volunteer training expo.

- Collaborated with numerous community volunteers on marketing strategies for the Department.
- Worked on establishing a key policy at each shelter.
- Brokered disagreements between staff and volunteers, documenting all.
- Conducted monthly training for Volunteer Liaisons, which focus on upcoming events and volunteer issues, but are also a forum for professional development.
- Established protocol for volunteers who are looking to participate in one-time group volunteer opportunities.
- Started conversations with Recreation and Parks about collaborating with students in their programs.
- Held volunteer meeting at each shelter, where volunteers were able to address their concerns.
- Held a holiday appreciation event at every animal care center.
- Established regular orientations and trainings at each shelter.
- Monitoring efforts by Volunteer Liaisons clearing all their pending volunteer applications.
- Worked with volunteers to create a power point presentation for volunteer orientations.
- Increased in-kind donations for LAAS.

#### Future Goals

1. ***Increase the outputs of Mobile Pet Adoptions (MPAs).*** We do not have the staff resources to do several MPAs a week. However, we need to audit our current MPAs and spend considerable time in looking at good MPA sites. It is proven that a good site results in a large amount of animals getting adopted; thus maximizing our MPA's is a priority.
2. ***Increase the communication channels between volunteers and staff,*** therefore decreasing staff/volunteer conflict. Achieved through: structured monthly group meetings, and regular e-mail's from the Volunteer Manager regarding shelter operations.
3. ***Increase public awareness of animal care centers.*** Achieved through: Strategizing with shelter staff and volunteers to decide which groups we need to contact. Volunteer Liaisons or the Volunteer Manager should go to at least one volunteer fair/event or public informational a month. Due to the shelter duties of each Liaison, many times the public outreach person will be the Volunteer Manager.
4. ***Develop a system of tracking public who come in the shelter,*** and using volunteers for follow-up adoption advice. Achieved through: Though this goal is not specifically related to the Volunteer Program, volunteers are instrumental in working with the public. We are developing a system of tracing who comes in the shelter and, with the permission of the individual, we will begin having volunteers do follow-up via e-mail/phone regarding available animals. Furthermore, once an animal is adopted, we will ask if the adopter will permit a LAAS volunteer to follow up, or we may give the adopter a screened, trained volunteer to call if she/he encounters problems with the adopted animal.

5. **Hold one large Volunteer Appreciation Event.** Achieved through: Working with volunteers and community on fundraising, planning and implementation of the event. Target date: To Be Determined.
6. **Increase Department relationships with corporations via volunteering.** Achieved through: Contacting the community service division of large corporations and encouraging their groups to participate in animal care center events. Large one-time events are particular draws for large volunteer groups. The larger, major corporations are excellent promotional vehicles for LAAS, at no cost to the Department.
7. **Maintain relationships with private rescues and other agencies** working on animal welfare. Achieved through: MPA collaborations; quarterly large events; and potential training events.

#### Review of Erica Meadow's Consultant Report

Erica Meadow's report focused on three areas:

**The Internal Structure of the Volunteer Program.** Many of Meadow's suggestions with regards to the internal structure of the volunteer program have come to fruition. This includes:

- Volunteer Liaison at each Shelter: These positions were in their infant stage when the consultant was conducting her research, and her assessment that the Liaison position will be crucial to the successful management of volunteers is correct. Currently, there is one Liaison at each animal care center. The Liaisons' past training and experience as ACTs is invaluable, particularly when they need to train volunteers in handling animals. However, as they were not trained as volunteer supervisors or managers, the Volunteer Manager needs to spend significant time with each Liaison on training and guidance with regards to volunteer management. The need for this training is mentioned throughout the consultant report, about which the Volunteer Manager concurs.
- Restructuring of volunteer orientation, including redesigning volunteer manual, liability forms, and application. Per Meadows' input, all Liaisons follow the same procedure and guidelines with regards to their volunteer orientation. While the volunteer manual includes valuable information, some of the volunteer opportunities cannot currently come into fruition or only can occur at one animal care center (i.e. Bold Brigade, Puppy Partier). The volunteer manual will be shortened, with supplemental material given to volunteers who are interested in specific tasks. The volunteer manual should cover basics of the Volunteer Program in the Department, but should not contain too much information, as many volunteers will be intimidated with a manual that is in excess of 30 pages.
- Volunteer Levels: Meadows suggested having various volunteer levels as a method of increasing volunteer production, and for purposes of volunteer retention. Though instituting a ladder of volunteer achievement is desirable, given the unique nature of each animal care center (it's intake and customer base), we are restructuring the volunteer levels. If volunteers want to work in a certain area of shelter operations, they must let their Liaison know. He/she will in turn speak to the appropriate supervisor, and/or guide the volunteer towards the necessary training. Overwhelmingly, volunteers' biggest request is access to kennel keys: volunteers

who have put in some set amount of hours should have the ability to borrow the kennel key, per the Liaisons approval. For volunteers who wish to work in other areas: dog-walking; bathing; and/or MPA's, he/she will be directed to the appropriate training. The Volunteer Program needs to move to individual, one-on-one contact with each volunteer, so that he/she feels both appreciated and is given the necessary tools to succeed.

- Recruitment: Meadows report noted that attracting volunteers is not a problem for LAAS, which appears to be the case. Many volunteer organizations concentrate solely on recruiting, but for the Department retention and training need to be addressed. The Department can benefit from efforts to diversify its volunteer base, to more accurately reflect the City and the neighborhoods surrounding the animal care centers. This process will be done via the Liaisons' outreach to specific schools or faith-based organizations, and strategizing with our current volunteers, as word of mouth is the best and most efficient recruiting tool for any organization. With regards to retention, group meetings, consistent training opportunities, and, most importantly, the Liaisons' focus on individual volunteers, will serve to improve our retention rates.
- The relation of the Volunteer Program to other aspects of LAAS. Meadows stressed the importance of the Volunteer Program as it relates to other programs in the Department. Given that volunteers interact with all aspects of animal care center operations, it is imperative that staff and supervisors keep the Liaisons, and ultimately the Volunteer Manager, abreast of any and all changes. When there are any changes in animal care center or Department operations, policies, or procedures, many volunteers or volunteer staff or not notified until after the fact. The Volunteer Program should be notified in advance of changes, as the Program is the main go-between for volunteers and the Department. Once the Volunteer Program is notified of the changes, it is the Volunteer Manager and Liaisons' duty to inform the volunteers. This information will be communicated via the monthly group meetings, a monthly message from the Volunteer Manager, and through the newsletter (which may be through an Internet Bulletin Board). Furthermore, volunteers will receive information through the continued focused one-on-one management.

**LAAS Staff and Volunteer Relations.** Meadows' report included evaluations from both volunteers and staff regarding the volunteer program. While there was some positive feedback, there are several areas where staff and volunteers disagree; hence the Volunteer Program needs to focus on creating the necessary framework for productive communication. The most effective way to create communication is for each animal care center to adopt monthly group meetings, or committees; these meetings must include a supervisor or respected staff member who is not associated with the Volunteer Program.

**Volunteer Professional Development.** Meadows recommended several new programs and training ideas for volunteers. While such programs can prove beneficial for volunteers and our animals, given the unique dynamics at each shelter, and the additional on-going training necessary for these programs, it is recommended that we do not promote these opportunities at this time. Our Volunteer Manager's experience suggests that the most pressing needs and concerns of volunteers are: dog walking classes; dog grooming; and animal specific training (i.e. how to work with rabbits, cats). Each Center will have two dog walking classes a month, and at least one additional



class. This class can include dog grooming, cat cuddling, or be breed specific. However, the Department should not promote opportunities that are not applicable to every Center, as this causes confusion and dissension amongst volunteers at different shelters.

To further train our volunteers, at least twice a year we may attempt to hold Department-wide trainings for volunteers. These trainings will be all day/weekend affairs, where volunteers can attend training workshops and/or guest speaker seminars. Initially, our training should only focus on Department volunteers; however, given the number of private rescues and other 501c3 organizations we work with, the Volunteer Program will collaborate with other organization for training events.