



BOARD OF ANIMAL SERVICES COMMISSIONERS
CITY OF LOS ANGELES

REGULAR MEETING AGENDA
Tuesday, September 14, 2021
9:30 A.M.

Dial (669) 900-6833 to Join the Meeting and use Webinar ID No. 959 3555 1887 and then Press #. Press # again when prompted for participant ID.

LARRY GROSS
President

OLIVIA E. GARCÍA
Vice-President

JILL COHEN
ALISA FINSTEN
JOSE SANDOVAL

In conformity with the Governor's Executive Order N-29-20 (March 17, 2020) and due to concerns over COVID-19, the Board of Animal Services Commission meeting will be conducted entirely telephonically and using Zoom software.

Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To make your request please call (213) 482-9558. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend.

Si requiere servicios de traducción, favor de hacer pedido con 24 horas de anticipo al (213) 482-9558.

Members of the public who wish to offer public comment to the Board of Animal Services Commission should call (669) 900-6833 and use Webinar ID No. 959 3555 1887 and then press #. Press # again when prompted for participant ID. Instructions on how to sign up for public comment will be given to listeners at the start of the meeting.

I. ADMINISTRATIVE APPEALS

1. Dangerous Animal Case: DA 192211 WLA

Appellant: Dina Sheyn

West Los Angeles Animal Services Center: Lt. Botta

Complaining Witness: Bette Geller

II. COMMISSION MEETING

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

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

2. NEIGHBORHOOD COUNCIL COMMENTS - (Discussion with Neighborhood Council representatives on Neighborhood Council Resolutions or Community Impact Statements filed with the City Clerk which relate to any agenda item listed or being considered on this agenda for the Board of Animal Services Commissioners)

3. COMMISSION BUSINESS

A. Approval of Minutes for the Meeting of August 24, 2021 (Action Item; Public comment limited to one minute per speaker)

4. ORAL REPORT OF THE GENERAL MANAGER

5. COMMISSIONERS' ORAL REPORTS AND FUTURE AGENDA ITEMS

6. BOARD REPORTS

A. Update from The Glue (Information Item; Public comment limited to one minute per speaker)

B. Approval of Community Cat Program (Action Item; Public comment limited to one minute per speaker)

C. Approval of Additional Letters of Agreement with the following Veterinary Care Providers; Pet Medical Center Sunland and Katella Animal Clinic for participation in the STAR Program (Action Item; Public comment limited to one minute per speaker)

- D. Owner Surrender Update (Information Item; Public comment limited to one minute per speaker)
- E. Commission Virtual Meeting Schedule (Action Item; Public comment limited to one minute per speaker)
- F. Discussion on Department's Response to Kapparot Activities (Information Item; Public comment limited to one minute per speaker)

7. ADJOURNMENT

Next Regular Meeting is scheduled for 9:30 a.m., September 28, 2021

AGENDAS - The Board of Animal Services Commissioners (Board) meets regularly every second (2nd) and fourth (4th) Tuesday of each month at 9:30 A.M. For the duration of the COVID-19 emergency, the Board will meet telephonically and using Zoom software in conformity with the Governor's Executive Order N-29-20 (March 17, 2020). 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, 6th Floor, Suite 600, 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 <https://www.laanimalservices.com/about-us-2/commission/#three>

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. (For certain agenda items, speakers will have two (2) minutes.)

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. Each speaker will be granted a maximum of two minutes and the presiding officer reserves the

ability to extend or limit the time depending on the circumstances of the meeting.

Notice to Paid Representatives. If you are compensated to monitor, attend, or speak at this meeting, City law may require you to register as a lobbyist and report your activity. See Los Angeles Municipal Code §§ 48.01 *et seq.* More information is available at ethics.lacity.org/lobbying. For assistance, please contact the Ethics Commission at (213) 978-1960 or ethics.commission@lacity.org.

Time Limit for Speakers. Speakers addressing the Board will be limited to one (1) minute of speaking time for each agenda item except during the general public comment period, which is limited to two (2) minutes per speaker (For certain agenda items, speakers will have two (2) minutes each).

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.

**BOARD OF
ANIMAL SERVICES
COMMISSIONERS**

LARRY GROSS
PRESIDENT

OLIVIA E. GARCIA
VICE PRESIDENT

COMMISSIONERS

JILL COHEN

ALISA FINSTEN

JOSE SANDOVAL

City of Los Angeles

CALIFORNIA



ERIC GARCETTI
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CHIEF VETERINARIAN

NOTIFICATION OF ADMINISTRATIVE APPEAL HEARING

To Be Held: Tuesday, September 14, 2021, at 9:30 A.M.

This hearing will be held telephonically. To appear, please follow the instructions below.

Pursuant to Los Angeles Municipal Code Section 53.18(q)(4) this serves as formal notice to the following parties and witnesses of an appeal hearing before the Board of Animal Services Commissioners in the case listed below:

- 1. Dangerous Animal Case: DA 192211 WLA**
Appellant: Dina Sheyn
West Los Angeles Animal Services Center: Lt. Botta
Complaining Witness: Bette Geller

Due to concerns over COVID-19, this appeal hearing will be held telephonically. To appear at the hearing, DIAL (669) 900-6833, ENTER Webinar ID No. 959 3555 1887, and then press #. Press # again when prompted for participant ID.

If you have any questions or need further assistance with your telephonic appearance, please contact the Department at (213) 482-9558.

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities. 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 hearing.

For additional information, please refer to the Board's "Rules and Procedures for Appeals", or contact the Department of Animal Services at (213) 482-9558, or visit the Department's website: <http://www.laanimalservices.com/>. Written statements are to be submitted to the Commission seven days prior to the hearing and, if in excess of 50 pages, seven hard copies must be provided. You may submit your statement (50 pages or less) via email to: ani.commission@lacity.org. This hearing will not be rescheduled, except for good cause.

Para información en español, llame al (213) 482-9558.

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



**MINUTES
TUESDAY, August 24, 2021 at 9:30 AM**

VIRTUAL ZOOM MEETING

Audio MP-3 Recording is available at www.laanimalservices.com

Larry Gross, President
Olivia E. García, Vice President
Jill Cohen
Alisa Finsten
Jose Sandoval

Meeting called to order at 9:31 a.m. Commissioners present were Gross, García, Cohen, Finsten, and Sandoval. Also present from Los Angeles Animal Services (LAAS) was General Manager Dana Brown, Assistant General Manager (AGM) Curtis Watts, Assistant General Manager (AGM) Annette Ramirez, Board Secretary Francine Acuña, and Deputy City Attorney Steve Houchin.

Commissioner Gross opened the meeting, introduced staff, provided an overview of the meeting agenda, and provided instructions to the public on how to make public comments for this virtual meeting.

I. REGULAR COMMISSION MEETING

1. PUBLIC COMMENT

Public Comment was made by:

- **Whitney Smith** - spoke about an incident where someone was not allowed to drop off kittens at the South Los Angeles shelter.
- **Michelle Cornelius** - spoke about the limitations for volunteer activities and suggested assigning a back-up person when the life-saving coordinator is not available.
- **Cathy Serksnas** - asked for an update on questions asked at the last commission meeting and emphasized the importance of having a back-up person when the life-saving coordinator is not available.
- **Gail Raff** - asked how to get a public comment added to the agenda, suggested scheduling an evening commission meeting, and expressed concern for the kittens at West Valley shelter.
- **Jeff Mausner** - thanked all the volunteers for their hard work.

- 2. NEIGHBORHOOD COUNCIL COMMENTS** - (Discussion with Neighborhood Council representatives on Neighborhood Council Resolutions or Community Impact Statements filed with the City Clerk which relate to any agenda item listed or being considered on this agenda for the Board of Animal Services Commissioners)

Public comment:
None

3. COMMISSION BUSINESS

A. Approval of the Minutes for Meeting of August 10, 2021.

Commissioner Finsten moved to approve the minutes for the meeting of August 10, 2021.

Commissioner Cohen seconded and the motion was approved by a vote of 5-0.

Ayes: Gross, García, Cohen, Finsten, and Sandoval.

Noes: None.

Absent: None.

Public Comment:
None

4. ORAL REPORT OF THE GENERAL MANAGER

GM Dana Brown discussed the following:

- On August 16, six Animal Care Technicians were hired through the Targeted Local Hire program.
- City Council approved a draft ordinance requiring City employees to get vaccinated. As of today, only a little over 37% of LAAS employees have reported that they are vaccinated.
- Fundraising update from The Glue - they have conducted a complete analysis of the Department's fundraising and donor operations, including past fundraising results and benchmarking. They have also developed a strategic fundraising plan identifying fundraising targets and market segments and have developed a fundraising calendar and an annual plan.
- Branding update from The Glue - they have finalized and presented a revised set of Department logos along with instructions for use.
- Website development update from The Glue - they have developed a site map and determined a user experience concept for the redesigned site for both desktop and mobile. Other technical and creative parts of the site will be worked on and finalized throughout the fall of 2021. The launch of the website is targeted for February 2022.
- Compared the licensing revenues over the past three fiscal years and stated that it has remained steady but it is imperative that we upgrade our licensing capabilities in order to increase this revenue.
- The Department does not have contracts with any of the spay/neuter

mobile vans, we have letters of agreement with these vets. Invoices are due by the 10th of every month but the Department typically receives invoices after the 10th of every month, so the billing is often delayed. Invoicing and payment delays are not directly related to the pandemic.

- The salary increases reported in the Fiscal Year report were a result of the Separation Incentive Program (SIP). There were a total of 12 employees who retired in April and May from the SIP. The increases were caused by the payouts required through the SIP. Each SIP participant received up to \$10,000 at the time of their retirement and any banked vacation and sick time also had to be paid out.
- Pet Food Pantry was held on August 15 and August 22. On August 15, there were 233 pets served at Chesterfield Square and 180 pets served at East Valley for a total of 413 pets served. On August 22, there were 289 pets served at Chesterfield Square and 249 pets served at East Valley for a total of 538 pets served.

Public Comment was made by:

- **Whitney Smith** - spoke about the incident at South Los Angeles where they refused to accept kittens.
- **Michelle Cornelius** - asked if a study has been conducted that proves animals are more likely to be reunited with the owner if it is kept nearby as opposed to going into a shelter.
- **Cathy Serksnas** - stated she would become more involved in getting the community to attend the Wildlife webinars.
- **Cora** - advocate for rabbits to be included in the mandatory spay/neuter ordinance and suggested the signage enforcing the law against buying and selling bunnies and Santee Alley be more accessible.
- **Courtney Mann** - stated people in LA Country are surrendering their animals and are being turned away.

5. COMMISSIONERS' ORAL REPORTS AND FUTURE AGENDA ITEMS

Commissioner Gross:

- None.

Commissioner Cohen:

- Report back on owner surrenders from each shelter.
- Report back on volunteer programs for each shelter.

Commissioner Finsten:

- Shared a story of a friend who recently adopted a dog from the West Valley shelter and the issues she experienced while trying to call into the shelter to schedule an appointment.

Commissioner García:

- Requested a presentation from The Glue.

Commissioner Sandoval:

- Asked for a status update on providing a pet food pantry at the North Central shelter.
- Asked for an update on the canvassing program.
- Report back on owner surrenders to ensure we are accommodating their needs.

Public Comment was made by:

- **Whitney Smith** - stated the phones were scheduled for an overhaul over two years ago and asked for an update.
- **Paul** - stated the Commissioners need to take an active leadership role on issues being raised by the public.
- **Courtney Mann** - stated the public should be allowed a longer time to roam the shelters.

6. BOARD REPORTS

A. Woofstat Report for July 2021 (Information Item)

GM Dana Brown discussed the July Woofstat Report.

Public Comment was made by:

- **Gail Raff** - stated rescue groups are starting to get full of cats and kittens.
- **Whitney Smith** - spoke about breeders' permits and licenses.
- **Michelle Cornelius** - stated Best Friends has an obligation to be taking in more cats and kittens.
- **Paul** - spoke about the requirements for becoming a breeder.
- **Cathy Serksnas** - spoke about the huge decrease in the numbers of kittens and dogs adopted by the public.

B. Weekend Shelter Operations Update (Information Item)

GM Dana Brown provided an update on the weekend shelter operations.

Public Comment was made by:

- **Cathy Serksnas** - spoke about the high percentage of animals that were adopted over the weekend.
- **Gail Raff** - asked if owner surrenders are going to continue to operate on an appointment-only basis.
- **Michelle Cornelius** - was pleased with the amount of adoptions that occurred

Please join us at our website: www.LAAnimalServices.com

over the weekend and is hoping the shelters can eventually reopen without appointments during the week.

ADJOURNMENT

Meeting adjourned at 11:16 a.m.



Marketing, Fundraising, Public Relations, and Website Development and Management Services

September 2021 Progress Update



HIGH LEVEL PROGRESS VIEW

1/11/21

4/5/21

10/17/21

2/15/22



Marketing and Website Services



Fundraising Services



Marketing & Website Services > Discovery

1. **Quantitative Survey Data and Results** ✓

We engaged in a robust discovery process to help best understand the diverse and segmented audiences—volunteers, donors, fosters, and adopters—and further demographic and psychographic differences within those segments.

In-depth user interviews include both current donors and institutional donors that do not yet have a relationship with the organization.

2. **Comparative Analysis** ✓

We explored both nearby public agency brands, website and donation strategies, and implementations, as well as some best-in-breed animal services approaches from around the world. We documented best practices, innovative approaches, and other noteworthy findings.

3. **Personas and User Journeys** ✓

Personas are fictional representative proxies of the real audience population. These profiles are built from information gathered through the user research above — primarily contextual inquiries and user observations — as well as interviews with stakeholders, survey data, and existing market research.

We then created a user journey for each persona, exploring lived patterns, processes, and paths. These documents help us clarify audience needs, values and goals and serve as our North Star during the design process.



Strategic Fundraising Plan



1. Fundraising Analysis ✓

We started in December 2020 with a small test taking advantage of the opportunity of year-end fundraising (the most popular days of the year to give are the last three days of December).

Using donor data from 2018 - 2020, we did an analysis of donation transactions, donor behavior, and gift size. From this analysis, we could make some preliminary recommendations.

2. Fundraising Goals ✓

From there, we had conversations with the LAAS team to try and determine what our fundraising goals should be, and how we might get there. During this process we identified a need for LAAS to come up with a spending plan for current funds - reporting back to donors is a vital part of fundraising.

We also created a dashboard to track fundraising data and progress to goals. Data is being input by the accounting team.

3. Donor Personas and Prospects ✓

We spoke to individual and institutional donors to understand their connections to LAAS. In this document, we've captured notes from conversations with individual donors. This work is captured in the user persona presentation. From conversations with donors and the analysis we were able to present some priority areas to target. Included in this deliverable are personas for corporate and foundation partners, potential grant opportunities, and a discussion of higher level individual donors.

Strategic Fundraising Plan

4. **Donor Stewardship** ✓

A recurring theme in our findings has been the need to enhance LAAS' ability to build and maintain relationships with donors. We presented a plan to implement donor retention activities. This presentation also includes a preliminary discussion of CiviCRM, a relationship management software.

5. **Case for Support** ✓

With the LAAS team we developed a "case for support" - all the reasons someone might be inspired to donate. This language will be used in campaigns and on the website.

6. **Fundraising Campaign Planning and Calendar** ✓

We delivered the fundraising strategic plan with goals and fundraising calendar.



Marketing & Website Services



1. **Creative Brief and Updated Brand and Direction ✓**

The creative brief captures target demographics, unique selling points, brand tone and the value that only LA Animal Services can offer. We delivered 6 concepts of which LAAS select two directions to explore further until selecting a final direction to continue refining. We then refined and revised that concept to finalize marks, logos, copywriting and a set of standards that establishes who the agency is at every touch point on the customer's journey.

2. **Site Concept, Moodboards and New Information Architecture ✓**

This is the creative idea behind the site in wireframe form, both desktop and mobile. It is the execution of the vision and requirements we defined in the discovery. We re-imagined the information architecture (IA) for the site based on our user research (personas, user journeys, comparative analysis), as well as the current website analytics. It includes the global navigation, the labeling, categorization and grouping of content. Moodboards are an unstructured composition of design elements used to develop visual ideas. We explored color palettes, typography, photography, user interface patterns and overall look and feel. We delivered four directions of which LAAS stakeholders will review and select one to guide the visual language and sensibility of the site.

3. **Wireframes and Design (in progress)**

After reviewing and making any necessary revisions of the sitemap and UX concept, we detail each template with one mobile and one desktop breakpoint. Wireframes include content hierarchy, functionality specs and layout. The wireframes define all functional and content elements on the website, including interface elements, widgets, navigational systems and their relationships and hierarchies. We are currently developing comps for each template and all various page states. All pages, components and visual styles will be accounted for within the design process. We will select the imagery and complete and color correction, sharpening, brightening, filtering to create a consistent look and feel, cropping/sizing as well optimization.

Marketing & Website Services

5. **Photography & Videography (in progress)**

We will be spending a day at each city shelter taking pictures and capturing video to populate the website, as well as store assets for the next two years after launch. We will also collect photos and video to support the next 2+ years of fundraising campaigns (direct mail, social, and e-newsletters), as well as other collateral requested by the department.

6. **DevOps, Architecture & Hosting Support (in progress)**

The Glue is working closely with LAAS and the City's IT department to create a secure, robust, and scalable architecture for the new website, that is in-line with other Drupal websites under the City's ownership. This includes:

- a. CiviCRM Installation ✓
- b. CRM Donor and Transaction Import **(in progress)**
- c. Drupal Installation ✓

7. **Animal Database Integration (in progress)**

8. **Payment and donation integration (in progress)**

9. **Site templates - Drupal Development (in progress)**

The site will be built in Drupal, as per City requirements. We ensure the designs translate properly to various screen aspects by creating mobile and desktop specific styles, taking full advantage of modern front end frameworks and CSS template engines.



Marketing & Website Services

10. **Quality Assurance & Bug Fixing**
During the QA process we systematically test the website for any bugs, defects and style errors and correct them before launch
11. **Usability Testing**
Once the website is in alpha, a group of representative users will perform everyday tasks. These findings help refine and improve existing design ideas as well as uncover gaps in knowledge we may not have considered, prior to launch.
12. **Training and Launch**



Recruitment Year 1 (Fundraising Activities July 2021 - June 2022)

1. Donor Stewardship **(Ongoing)**
 - a. In July and August 2021 we began implementing tools that will improve LAAS' ability to retain donors. This includes a donor database, automated donation receipt emails, thank you emails, and a newsletter outline.
 - b. In August 2021 with the LAAS team we conducted the first effort to thank LAAS donors for their support. The top 182 donors received personal phone calls, voicemails, or handwritten notes.
2. Ongoing support and testing of scheduled fundraising campaigns **(Ongoing)**
 - a. September is National Preparedness Month and we will test a donation ask within this content campaign.
3. End of Year Campaign **(November 15, 2021 - December 31, 2021)**
 - a. The end of the year is the most important fundraising period, where (some organizations raise 30% of their funds in December alone). We are planning an email campaign coupled with a direct mail campaign to raise funds.
4. Launch monthly giving option **(January 2022)**
5. Bi-weekly fundraising meetings and monthly fundraising reports **(Ongoing)**
Support and train staff on donor customer service, asks, and interaction with potential donors **(in progress)**
6. Spring campaign for Spay and Neuter **(May 2022)**
7. Ongoing donor communication (ie newsletter and social media guidelines) **(Ongoing)**
 - a. We have planned an "Impact Report" for donors to be distributed in October 2021. This will set the stage for the year-end campaign.
8. Evaluation of year 1 fundraising activities and adjusting plan as needed **(July 2022)**



Thank You



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Report to the Board of Animal Services Commissioners

MEETING DATE: September 14, 2021

PREPARED BY: Dana Brown

REPORT DATE: September 7, 2021

TITLE: General Manager

SUBJECT: APPROVAL OF COMMUNITY CAT PROGRAM

BOARD ACTION RECOMMENDED:

- **APPROVE** the implementation of the attached Community Cat Program for Los Angeles Animal Services.

BACKGROUND:

In November 2020, this Board certified the completion of the final Environmental Impact Report (EIR) for the Citywide Cat Program (CCP). In the following weeks, the Los Angeles City Council adopted the EIR which allowed Los Angeles Animal Services to move forward with the planning, designing, and implementation of a CCP.

In the final EIR, specifications were set forth for the CCP. During the program's planning phase, these specifications were carefully reviewed and considered ensuring that all requirements were met. The Department sought the assistance of Maddie's Fund in this effort. Maddie's Fund has assisted many municipalities with the design and implementation of CCPs. Their professional advice and guidance led to the attached document for your review and approval.

At the July 27, 2021 meeting of this Board, an oral update was provided on the CCP. At that time, it was reported that the next step was to engage the professional rescue community to get their input. On August 25, 2021, a meeting was held with those partners and valuable feedback was obtained. As the attached plan is implemented, some minor adjustments may be required based on that feedback.

SUMMARY:

The Department is requesting the Board's approval of the attached Community Cat Program for immediate implementation. Implementation will begin with educational outreach.

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Visit our website at www.LAAnimalServices.com

FISCAL IMPACT:

The fiscal impact of this program to the General Fund is \$300,000 in the current fiscal year.

Approved:



Dana Brown, General Manager

Attachment

BOARD ACTION:

_____	Passed	Disapproved	_____
_____	Passed with noted modifications	Continued	_____
_____	Tabled	New Date	_____

LOS ANGELES ANIMAL SERVICES COMMUNITY CAT PROGRAM

PROGRAM OUTLINE

- I. Program Operations
 - a) Participant Agreement
 - Organizations
 - Single Use Partners
 - b) Vouchers
 - c) Trapping Permits
 - d) Creation of Working Cat Program (WCP)
- II. Educational Outreach
 - a) Partners
 - b) Community
 - c) Staff/Volunteers
 - d) City Officials
- III. Public Relations Communications
 - a) Webpage
 - b) Press Copy
- IV. Recordkeeping and Data Collection
 - a) Data Collection
 - b) Verification
 - c) Accountability

PROGRAM GOALS

- Long Term Program Goal: Through the spay/neuter of 20,000 community cats each full program year, the birth rate of the community cat population in the City of Los Angeles will be reduced. This 20,000 community cats is expected to be in addition to what is currently being done absent this program.
- Launch Goal: No Voucher Unused

SHORT TERM GOALS

- Revise ordinance to remove stray hold for cats processed through Community Cat Programming.
- Include clause that cats processed through Community Cat Programming shall not be considered abandonment or subject to abandonment laws.

- Determine if LAAS can frontload voucher availability, knowing that additional funding is pending, in order to sterilize as many cats as possible as quickly as we can in order to reduce birth rate.

I. PROGRAM OPERATIONS

FY 2021/22: 357 vouchers per month are available.

1a.) Participant agreement

- There are two possible Participant Agreements: One for Organizations and Committed Advocates; and one simplified agreement for Single-Use Participants. Single-Use Participants will not be required to submit quarterly data.
- Vouchers will be used only on cats within LA city limits.
- Participants will commit to a sustained effort to TNR cats but this is not meant to be punitive but rather an effort to get a commitment for continued efforts.
- All information submitted must be truthful and accurate.
- Participants will abide by all program guidelines, including humane trapping and handling of cats.
- Participant will keep their contact info correct and current.
- Participant will adhere to quarterly data reporting guidelines. Those who do not submit their quarterly data will be unable to apply for vouchers until their data is submitted.
- Participant agrees to the LAAS Values Statement
- LAAS may terminate the agreement at any time.
- Indemnification and hold harmless agreement.
- Organizations agree to professionally engage the public as outlined in the EIR by assisting with nuisance complaints and TNR requests, as they are able.
- Participant agrees to return healthy, thriving adult cats to the location where they were trapped unless there are mitigating circumstances including but not limited to: kittens aged six months or below who are social or likely to be made social should be processed for adoption if possible; cats who are sick, injured, or not thriving may be processed for adoption if possible or treated then returned to their found location within three months; cats at credible and verified risk of harm may be processed for adoption if possible; cats located in Environmentally Sensitive Areas may be processed for adoption if possible.
- The partner agreement does not expire; it is valid as long as participant remains in good standing.

1b.) Vouchers

- Vouchers are made available to organizations, committed advocates, and single-use participants. All users must sign an online partner agreement, will be issued a partner ID number, will apply for a cat trapping permit at the same time, and then request an allotted number of vouchers which are immediately issued if available.
- Each redeemed voucher will gather the following information, if available: age of cat; sex of cat; microchip number; rabies vaccine lot and serial number; FVRCP

vaccine lot and serial number; date of sterilization; performing veterinarian name and license number.

- Veterinarians submit the voucher for reimbursement, either private-practice veterinarians or those working in-house at humane organizations.
 - Veterinarians will submit voucher information to the portal *weekly*, in order to increase speed of voucher redemption and to trigger the release of additional vouchers to those who have requested the max allowed at one time.
- Organizations and Committed Advocates may request up to 20 vouchers at a time, pending availability. Once a voucher shows as redeemed in the portal, these users may immediately apply for more vouchers, up to 20 total at a time, pending availability.
- Single-use participants may request up to 5 vouchers at a time, pending availability. Once a voucher shows as redeemed in the portal, these users may immediately apply for more vouchers, up to 5 total at a time, pending availability.
- All vouchers expire in 60 days from the date of issue.
- Expired vouchers will automatically re-enter the pool of vouchers available to all participants.
- Allotted vouchers will be released to the system on the first of the month at 8:00am PST and will be available to all registered participants until they are gone.

1c.) Trapping Permits

- Trapping permits will be rolled into the participant agreement portal and will be automatically generated/approved.
- Organizations and Committed Advocates will receive a trapping permit valid for one year.
- Single-Use Participants will receive a trapping permit valid for 30 days.
- LAAS will create a humane trapping video all participants must watch prior to receiving their trapping permit. Participant will certify that they have watched, understand, and will abide by the guidelines set forth in said video.
 - LAAS has the created guidelines on humane trapping to be included in the video including hours a trap may be left unattended, how long a cat can be kept in a trap before delivery to a service provider, and how many hours a cat may be kept in a trap after receiving services unless specified by a veterinarian.
 - LAAS has the guidelines created regarding posting advance notice of trapping occurring in a neighborhood.

1d.) Creation of Working Cat Program (WCP)

- LAAS will add a Working Cat adoption page to its website. See the [APA Barn Cat Program page](#) for reference.
 - Available cats should be listed here.
 - Include an [FAQ](#).
 - No adoption fee.

- Per the EIR, you must develop and distribute training on how to successfully adopt a working cat.
- [Barn Cat adoption procedures](#) can be found here.
- [Sample marketing flyer](#) for working cats.

Sample CCP Participant Step-by-Step Process:

1. Participant goes to the LAAS CCP website. This landing page explains the CCP and contains links to an FAQ about community cats. It emphasizes that everyone can participate, everyone must register.
2. Qualifying question: Are you 1) a humane organization or a Committed Advocate who plans to TNR many cats annually; or 2) a caring resident who simply wishes to TNR a cat or two?
 - If 1):
 - a. apply to register as a CCP partner.
 - b. Fill out the partner agreement
 - c. Watch the humane trapping video
 - d. You will then be granted a trapping permit and CCP ID# you can use to log in to the voucher portal. You can now request vouchers, if desired, or begin TNR work.
 - e. Request voucher/s, if desired
 - f. Book a spay/neuter appointment at a participating service provider
 - g. Acquire the target cat/s and have sterilized.
 - h. Cat is returned to its home, or adopted via a working cat program or via traditional adoption.
 - i. The service provider redeems the voucher.
 - j. Submit your quarterly data.
 - If 2):
 - a. Apply to register as a CCP partner
 - b. Fill out simple user agreement
 - c. Watch the humane trapping video
 - d. You will then be granted a trapping permit and CCP ID# you can use to log in to the voucher portal. You can now request vouchers, if desired, or begin TNR work.
 - e. Request voucher/s, if desired
 - f. Book a spay/neuter appointment at a participating service provider
 - g. Acquire the target cat/s and have sterilized.
 - h. Cat is returned to its home, or seek help if the cat cannot/should not be returned.
 - i. The service provider redeems the voucher

IT REQUESTS

1. Yearly trapping permits auto-renew if partner is in good standing.

2. Expired vouchers automatically get added back into the pool of available vouchers,
3. Users can get more vouchers, as supplies last, as soon as one of their issued vouchers shows as redeemed.
4. Client login will show vouchers issued and vouchers redeemed so they know is a provider is lagging on submission, and so they can reapply for more.
5. Designate allotted number of vouchers (20) for Organizations and Committed Advocates versus (5) vouchers for Single-Use Participants.
6. Track how many people are trying to get vouchers, and how many vouchers people are requesting, that they cannot get so we can track supply versus demand.

II. EDUCATIONAL OUTREACH

1. Coordinate with Dr. Kate Hurley to create custom training materials and a training program for pertinent LAAS staff and volunteers.
 - Options include a custom video on why this program exists and how it works; how to explain it all to the public; there should be an accompanying printed manual.
2. 311 / call center requires training materials explaining community cats and how residents can participate in this program.
3. All public-facing staff must understand the WHY behind this program, how it benefits cats and the community, and how the program works. This includes all field services personnel.
4. Documents presented to LAAS already via email include:
 - [HASS Public Communication Guide for Lost Cats and Found Cats](#)
 - [HASS ComCat Principles, Definitions, and Positions](#)
 - [HASS Community Cats: Language and Definitions](#)
 - [Deterrent Tip Sheet](#)
 - [HASS Training Guide: How to Talk to the Community About Free-Roaming Cats](#)
 - [HASS Common Concerns & Criticisms to Community Cats Q&A](#)
 - [HASS Top 10 Concerns About CCP](#)
 - [HASS Community Cat Communications Guide](#)

III. PUBLIC RELATIONS COMMUNICATIONS

1. A list of humane organizations and participating clinics/veterinarians should be created by LAAS and posted online, and in print, in multiple languages as appropriate. This list should include organizations who can assist with trapping and transport, as well as private clinics where cats may be directly scheduled for sterilization services. Field Services should maintain printed copies of this on all trucks and be prepared to disperse in the community.
2. LAAS will create a brochure or flyer outlining the program with information on how to participate. Field Services should maintain printed copies of this on all trucks and be prepared to disperse in the community.
3. A map of ESA's should be created and posted online and in print, in multiple languages as appropriate.
4. LAAS will create a humane trapping video all participants must watch prior to receiving their trapping permit. Participant will certify that they have watched, understand, and will abide by the guidelines set forth in said video.
 - LAAS has the created guidelines on humane trapping to be included in the video including hours a trap may be left unattended, how long a cat can be kept in a trap before delivery to a service provider, and how many hours a cat may be kept in a trap after receiving services unless specified by a veterinarian.
5. LAAS should create a proactive press release upon launch of the program which, via language, mitigates the negative feedback we discussed. HASS MarCom is happy to assist with this, if desired.
6. LAAS should continue discussing the success and merits of the program, at least monthly, and publicly show data and success stories.
7. LAAS should proactively send success stories to elected officials and local government to illustrate the benefits of the program.

IV. RECORDKEEPING AND DATA COLLECTION

1. Quarterly data to be submitted by each Organization Participant and Committed Advocate Participant includes:
 - a. The number of cats sterilized this quarter, both those sterilized with a voucher and those sterilized without a voucher, and the zip code for each cat
 - b. number of cats adopted via Working Cat Programs, number of cats returned to their trapped location, and number of cats adopted via traditional means
 - c. Number of cats sterilized that were trapped in ESA's
 - Number of these ESA cats adopted via WCPs; number returned to their trapped location; number adopted via traditional means.
2. Additionally, LAAS will track the following program information:
 - a. Comparative number of Organization Participants; Committed Advocates; and Single-Use Participants; the number of cats sterilized by each; the number of cats sterilized by user groups.
 - b. Call logs: number of community cat nuisance calls by zip code and date
 - c. Heat maps will be created for nuisance calls and by cats sterilized through this program
 - d. Supply versus demand on voucher requests
 - e. DOA pick-up information will be requested from sanitation and tracked by LAAS
 - f. Comparative LAAS cat and kitten intake numbers
 - g. Comparative LAAS feline live release rate
 - h. Comparative LAAS feline died in care numbers
 - i. Comparative number of CCP partners over time
 - j. Comparative number of CCP volunteers over time
 - k. Number of residents engaging with the program
 - l. Families and cats served by the program
 - m. WCP cats adopted

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CHIEF VETERINARIAN

Report to the Board of Animal Services Commissioners

MEETING DATE: September 14, 2021

PREPARED BY: Annette Ramirez

REPORT DATE: September 7, 2021

TITLE: Assistant General Manager

SUBJECT: APPROVAL OF ADDITIONAL LETTERS OF AGREEMENT WITH VETERINARY CARE PROVIDERS; PET MEDICAL CENTER SUNLAND AND KATELLA ANIMAL CLINIC FOR PARTICIPATION IN THE STAR PROGRAM

BOARD ACTION RECOMMENDED:

1. **APPROVE** the execution of Letters of Agreement, a template of which is attached to this Report, between the City of Los Angeles through the Department of Animal Services and the below-listed veterinary care providers for participation in the STAR Program to provide veterinary services:
 - Pet Medical Center Sunland
 - Katella Animal Clinic
2. **AUTHORIZE** the Department's General Manager or her designee to execute the Letters of Agreement and submit them to the City Attorney for review and approval as to form.

BACKGROUND:

The STAR (Special Treatment and Recovery) Program was established to use donated funds to provide medical treatment for severely injured, abused, and neglected animals surrendered to or seized by the Department. This program was designed to allow the Department to get sick/injured animals to a private veterinarian to receive the critical medical care they need and that is not always available in a municipal animal shelter.

The STAR Program cannot function without the participation of veterinary care provider partners. To facilitate their participation, the Department must enter into a Letter of Agreement with each veterinary care provider outlining the terms of the Program. This Board approved the first group of veterinary partners on July 13, 2021.

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SUBJECT: APPROVAL OF ADDITIONAL LETTERS OF AGREEMENT WITH VETERINARY CARE PROVIDERS; PET MEDICAL CENTER SUNLAND AND KATELLA ANIMAL CLINIC FOR PARTICIPATION IN THE STAR PROGRAM

SUMMARY:

The Department is requesting the Board's approval of the additional Letters of Agreement with each of the following veterinary care providers:

- Pet Medical Center Sunland
- Katella Animal Clinic

Each Letter of Agreement will take the form of the template attached to this Report and will set forth the terms and conditions of the STAR Program, including approved medical treatment and reimbursements. Each Letter of Agreement will carry a term of one year with optional renewal for two additional one-year terms at the Department's sole discretion.

FISCAL IMPACT:

There is no fiscal impact to the general fund. The cost of the STAR Program will be used from the STAR Fund, Fund No. 859.

Approved:



Dana H. Brown, General Manager

Attachment

BOARD ACTION:

_____ Passed	Disapproved _____
_____ Passed with noted modifications	Continued _____
_____ Tabled	New Date _____



**CITY OF LOS ANGELES
DEPARTMENT OF ANIMAL SERVICES
STAR PROGRAM VETERINARY PARTNER AGREEMENT**



This Letter of Agreement (“Agreement”) is for veterinarians that wish to participate in the City of Los Angeles (“City”) Department of Animal Services (“LAAS”) STAR Program (“Program”), which allows qualified non-profit rescue organizations to temporarily foster and care for LAAS-owned animals that have suffered from injury, abuse or neglect and are in need of medical treatment. Under the Program, rescue organizations will transport these animals to a veterinarian for treatment and LAAS will pay a portion of qualifying treatment costs.

Veterinary Care Provider: _____ (“Provider”)

In order to participate in the Program, Provider understands and agrees to the following terms and conditions:

1. Animal Intake and Medical Treatment.

- a. Provider will be included on a list of participating veterinarians provided by LAAS to non-profit rescue organizations that have entered into a separate agreement with LAAS to participate in the Program (“Participating Rescue Organization”). If Provider is selected by a Participating Rescue Organization, the Participating Rescue Organization will transport a LAAS-owned animal in need of specified medical treatment (“Animal”) to the Provider for treatment.
- b. Participating Rescue Organization will submit to Provider a “STAR Program Payment Form,” which will specify the LAAS-approved medical treatment requested for the Animal (“Medical Treatment”). If Provider accepts an Animal for treatment, Provider will only perform the specified Medical Treatment on the Animal and shall obtain prior authorization from LAAS before performing any other treatment or procedure.
- c. When the Medical Treatment is completed and an Animal is ready for discharge, Provider will contact the Participating Rescue Organization to arrange for pick-up. Provider shall not release an Animal to any person, group, or organization other than the Participating Rescue Organization that provided the Animal for treatment. Provider shall provide the Participating Rescue Organization with post-operative instructions.

2. Payment to Provider.

- a. If Provider complies with all terms and conditions set forth in this Agreement and if Medical Treatment provided to the Animal is supported by a detailed invoice from Provider, LAAS will pay Provider for a portion of costs for Medical Treatment as follows, per Animal:
 - LAAS will pay 100% of Medical Treatment costs up to \$1,000.
 - LAAS will pay 50% of additional Medical Treatment costs between \$1,000 and \$5,000.
 - LAAS will not pay any portion of Medical Treatment costs above \$5,000.
 - Under this payment structure, LAAS will pay no more than \$3,000 total for Medical Treatment costs per Animal.

- b. LAAS will not be responsible for paying any costs other than those related to the approved Medical Treatment. LAAS will not pay more than \$3,000 per Animal.
- c. In order to receive any payments from LAAS under this Agreement, Provider must provide LAAS with the following Required Documentation for each Animal:
 - a completed STAR Program Payment Form
 - a detailed invoice for Medical Treatment provided to the Animal
 - Invoices must include:
 - Veterinary Hospital Name and Address
 - Nature of Injury
 - Treatment Provided
 - Animal Disposition (e.g. euthanized or specify other)
 - Service Date
 - Complete Service Fees

The Required Documentation, with original signatures, must be mailed and postmarked within 7 days after Medical Treatment is completed. Any documents or requests for payment sent more than 7 days after Medical Treatment is completed will not be accepted by LAAS and no payments will be made to Provider.

The Required Documentation originals must be mailed to:

Chesterfield Square Animal Care Center
Attn: Dr. Jeremy Prupas
1850 West 60th Street
Los Angeles, California 90047

- d. All costs submitted to LAAS for payment shall be fair and reasonable. Provider shall offer the best prices and discounts that are offered to any of Provider's customers for similar medical treatment provided under this Agreement.
- e. Total payments to Provider under this Agreement shall not exceed \$3,000 for medical treatment cost per animal.

3. Term

- a. This Agreement shall take effect when fully executed and shall terminate one (1) year thereafter, unless terminated earlier pursuant to the terms of this Agreement. This Agreement may be renewed for up to two additional one-year terms at the sole discretion of LAAS. Such renewal options shall be effected through a letter from LAAS to Provider and signed by the General Manager of LAAS, or designee, and by the Provider.

4. Termination

- a. LAAS may terminate this Agreement at any time and for any reason by giving Provider written notice. Upon receipt of the notice of termination, Provider shall not accept LAAS-owned animals under the Program.

5. Insurance

- a. Provider shall acquire and maintain insurance coverage and liability limits of a type and in an amount for premises liability, malpractice and such other insurance as is customary for licensed California veterinarians in the Los Angeles area, with one or more financially sound and reputable insurance companies and provide proof of such insurance to LAAS upon request.

6. Indemnity Wavier, Release of Liability, and Assumption of Risk.

- a. Provider understands that the behavior of domestic animals is unpredictable and that domestic animals are capable of spreading disease, inflicting serious personal injury, causing extensive property damage, and/or causing death. Knowing the risk of handling domestic animals, nevertheless, Provider agrees to assume those risks and agrees to assume full responsibility for personal injury, property damage suffered and/or death sustained as a result of, or in connection with, its participation in the Program. Except for the active negligence or willful misconduct of the City, LAAS, or any of their officers, agents, employees, assigns and successors in interest, Provider shall defend, indemnify and hold harmless the City, LAAS and any of their officers, agents, employees, assigns and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in-house and outside counsel) and costs of litigation (including all litigation costs incurred by the City, including but not limited to costs of experts and consultants, damages or liability of any nature whatsoever, for death or injury to any person, including Provider's employees and agents, or damages or destruction of any property of either party hereto or of third parties, arising in any manner by reason of an act, error, or omission by Provider, including its boards, officers, agents, employees, assigns, and successors in interest. The rights and remedies of LAAS and the City provided in this Paragraph shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Agreement. This provision shall survive expiration or termination of this Agreement.

7. Additional Provider Obligations.

- a. Provider shall comply with all applicable laws of the United States of America, the State of California, and the City of Los Angeles. Provider shall follow the mandates of the California Veterinary Medicine Practice Act.
- b. Provider shall provide all materials, equipment, and personnel and shall bear all costs for any necessary permits, insurance and taxes required to perform these services.
- c. Provider shall maintain all licenses, permits, certifications and other documents required to provide any veterinary care or related services, including but not limited to the following:
 - Veterinary Premise Permit, as required by the California Veterinary Medical Board
 - Veterinarian License
 - Controlled Substance Registration Certificate, as required by the U.S. Drug Enforcement Administration (DEA)
 - City of Los Angeles Business Tax Registration Certificate

I declare under penalty of perjury that I am authorized to enter into this Agreement on behalf of Provider and that all information provided herein is true and correct. I further declare that I have fully read, understand, and agree to the terms and conditions of this Agreement on behalf of the Organization.

Name of Provider Hospital/Clinic (Print)

Veterinarian/Owner or Authorized Representative (Print)

Title (Print)

Veterinarian/Owner or Authorized Representative (Signature)

Date

Location Address

State

Zip Code

Phone Number: _____ Email Address: _____

Los Angeles City Business Tax License Number _____

IRS Taxpayer Identification Number _____

**THE CITY OF LOS ANGELES,
DEPARTMENT OF ANIMAL SERVICES**

By _____
Dana Brown, Interim General Manager

Date: _____

**APPROVED AS TO FORM:
MICHAEL N. FEUER, City Attorney**

By _____
Steve R. Houchin, Deputy City Attorney

Date: _____

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Report to the Board of Animal Services Commissioners

MEETING DATE: September 14, 2021

PREPARED BY: Dana Brown

REPORT DATE: September 7, 2021

TITLE: General Manager

SUBJECT: COMMISSION VIRTUAL MEETING SCHEDULE

BOARD ACTION RECOMMENDED:

1. **APPROVE** a start time of 6:00 pm for the regular meeting of the Board of Animal Services Commissioners scheduled for Tuesday, October 26, 2021.
2. **AUTHORIZE** six (6) evening virtual meetings for the 2022 Board of Animal Services Commissioners meeting calendar.

BACKGROUND:

In an effort to continue the regular business of this Commission using COVID safety protocols, regular meetings were moved to a virtual platform. In this transition, all meetings were held at 9:30 a.m. and the practice of having six meetings a year during the evening hours was temporarily suspended.

Recently, there has been a fair amount of public comment requesting that the evening meetings be reinstated on a virtual platform. With many members of the public returning to in-person work, the ability to participate in morning meetings is becoming more challenging. The reinstatement of the evening meetings six times a year on the virtual platform will allow the Department to continue to use COVID safety protocols, but also allow working members of the public to participate virtually in the evening.

SUMMARY:

The Department is requesting the Board's approval to change the start time of the upcoming October 26, 2021, meeting to 6:00 p.m. and for the 2022 Board Meeting Schedule to contain six evening virtual meetings.

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FISCAL IMPACT:

There is no fiscal impact of this program to the General Fund.

Approved:



Dana Brown, General Manager

BOARD ACTION:

_____	Passed	Disapproved	_____
_____	Passed with noted modifications	Continued	_____
_____	Tabled	New Date	_____