BOARD OF ANIMAL SERVICES COMMISSIONERS
CITY OF LOS ANGELES

REGULAR MEETING AGENDA
Tuesday, April 25, 2017
7:00 P.M.

EAST VALLEY ANIMAL SHELTER
14409 VANOWEN STREET
VAN NUYS, CALIFORNIA 91406

LARRY GROSS
President

OLIVIA E. GARCÍA
Vice-President

ROGER WOLFSON
ALISA FINSTEN
VACANT

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) 482-9558.

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

FACILITY TOUR OF EAST VALLEY ANIMAL SHELTER

Commission Tour of East Valley Animal Shelter (starts at 6:15 p.m.) Public is welcome. The Commission meeting will begin promptly at 7:00 p.m.

I. REGULAR 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; two minutes per speaker.)

   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. 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 the Minutes for Meeting of April 11, 2017. (Action Item; Public comment limited to one minute per speaker).

4. ORAL REPORT OF THE GENERAL MANAGER (Public comment limited to one minute per speaker).

5. COMMISSIONERS’ ORAL REPORTS AND FUTURE AGENDA ITEMS (Public comment limited to one minute per speaker).

6. BOARD REPORTS

   A. Staff Report requesting approval of the Los Angeles Animal Services Strategic Plan 2017-2022 (Action Item; Public comment limited to two minutes per speaker).

7. DISCUSSION ITEMS

8. ADJOURNMENT

Next Regular Meeting is scheduled for 10:00 A.M., May 9, 2017, at City Hall 200 North Spring Street, Room 1060, Los Angeles, California 90012. (Enter on Main Street).

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. Evening Meetings are held in various locations throughout the City, from 7:00 to approximately 9:30 P.M. 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 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

Please join us at our website: www.LAAnimalservices.com
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 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 during general public comment period which is limited to two (2) minutes per speaker. (For certain agenda items, speakers will have two (2) minutes each.) 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.

**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.

Please join us at our website: www.LAAnimalsslervices.com
BOARD OF ANIMAL SERVICES COMMISSIONERS
CITY OF LOS ANGELES

MINUTES
TUESDAY, April 11, 2017 10:00 AM

REGULAR MEETING
LOS ANGELES CITY HALL, ROOM 1060
200 NORTH SPRING STREET
LOS ANGELES, CALIFORNIA 90012

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

David Zaft, President
Larry Gross, Vice-President
   Alisa Finsten
   Olivia E. Garcia
   Roger Wolfson

Meeting called to order at 10:04 a.m. Commissioners present were Zaft, Gross, Garcia, Finsten. Commissioner Wolfson was absent. Also present from Los Angeles Animal Services (LAAS) Board Secretary Regina Gallegos, General Manager (GM) Brenda Barnette, Assistant General Manager (AGM), Dana Brown and Assistant City Attorney (ACA) Laurie Rittenberg.

Commissioner Zaft opened the meeting and provided an overview of the meeting agenda.
Commissioner Gross discussed the appeal hearing process and conducted the hearings.

I. ADMINISTRATIVE APPEALS

1. Dangerous Animal Case: DA 161401 WLA
   Respondent: Etta Surjani Hindra
   West Los Angeles Animal Care and Control: Captain Wendell Bowers
   Complaining Witness: Lana Michelle Ruffins

   Commissioner Gross provided an overview of the case and the basis for the General Manager’s decision. Neither the Respondent nor the Complaining Witness was in attendance. The Commission found that the evidence supported the General Manager’s decision.

   Commissioner Zaft motioned to uphold the General Manager’s decision. Commissioner Finsten seconded the motion and it was approved by a vote of 4-0.

II. REGULAR COMMISSION MEETING

1. PUBLIC COMMENT

Phyllis Daugherty: Stated that canvassers are to report to the valley; this is too far of a drive; they would like to keep their team together and meet at a closer location such as North Central.
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 March 28, 2017.

Commissioner Gross made a motion to approve the minutes. Commissioner Garcia seconded the motion and it was approved by a vote of 4-0.

Public Comment:
None

4. ORAL REPORT OF THE GENERAL MANAGER (heard after item 6.D)

GM Barnette discussed the following:

- Laurie Weiss founder of Dog Rescue have assisted 7172 pets, 6564 dogs, 589 cats and 19 rabbits, 283 redemption or licenses fees, 331 animals received euthanasia, 2786 medical care assistances, 281 people received dog training, 335 legal issues, 398 animal placement, and 2758 spay/neuter.
- Mark Peralta of Best Friends is leaving Los Angeles to take on a national regional position. Jose Ocano will be the regional Director of Best Friends.
- NBC4 and Telemundo 52 will be hosting its third annual nationwide Clear the Shelters Adoption event on Saturday, August 19. All six LA City Shelters will be participating again. The event helps find homes for hundreds of pets at our shelters and we receive great media exposure.
- Wildlife Community meetings are being held twice a month.
- The RFP for reopening the South LA Jefferson Park shelter has been extended to April 25th. There will be an additional bidders’ conference on April 11th.
- Representative from Homeless Healthcare LA visited the ongoing work in Skid Row.
- On April 5th, Council motioned to prohibit exhibition of wild or exotic animals for entertainment or amusement.
- An eight year old Pomeranian and rescued cat were reunited with their owners with the help of microchips.
- The Department will put out a public statement on bunnies.

Please join us at our website: www.LAAnimalServices.com
5. COMMISSIONERS’ ORAL REPORTS AND FUTURE AGENDA ITEMS

Commissioner Zaft: Mentioned that this is his last meeting before taking on his new position with the California Attorney General Office. He expressed what a privilege and tremendous education to have been part of the Board. He thanked all dedicated staff and volunteers of the Department; there have been positive changes in the department; thanked the City of Los Angeles.

Commissioner Gross: Passed

Commissioner Garcia: Passed

Commissioner Finsten: Passed

Public Comment: None

6. Board Reports

A. Project Description for Proposed Citywide Cat Program Environmental Impact Report.

GM Barnette mentioned that this is the draft. There are numerous experts in attendance to address questions. Commissioner Zaft asked how this program is compared to programs proposed previously. GM Barnette responded it is more streamlined; it is simple; the objective is to spay/neuter as many cats as possible to reduce cats coming in to the shelters, killing of cats and burst of cats. Commissioner Garcia asked about the implementation and timeline on Draft Description pg. 3 Item # 5. DCA Shyu explained the Environmental Review Process; may take a year or longer. Commissioner Zaft asked about the elements of the Environmental Impact Report (EIR) in particular the injunction. DCA Shyu confirmed that there is an injunction in place due to litigation; The City would return to court to make a motion to dissolve the injunction; we will study all impacts and litigation measures. Commissioner Gross mentioned developing materials in other languages; suggested changes to Exhibit A, Red line document -first line change from “Commission to “Commissioners”, Pg. 4 change from “Citizens” to “Residents”.

Public Comment:

Phyllis Daugherty: Opposed to the Citywide Cat Program and will continue to oppose it. It is not fair to the animals; this is creating outdoor

Please join us at our website: www.LAAnimalservices.com
stray cats; cats are not being provided a home; they are prey for coyotes; cats will be poisoned; using tax payers' money is a not a valid purpose; no steps have been taken to stop the source of the problem.

**Diana Mendoza:** Stated PETA sees many suffering homeless cats; cats deserve better. TNR encourages illegal feeding of wildlife at colony sites including rats, raccoons, possums, coyotes and skunks. Cats kill billions of birds and other small animals; cat homelessness can be prevented by enforcing the spay/neuter laws; PETA remains eager to work with the City.

**Kaylee Hawkins:** Thanked Commissioner Zaft for realizing the realities the City is dealing with. The February Woofstat showed an increase of cats at 15 % YTD; seeing about 7,300 kittens coming into shelters. If we move forward with TNR it would provide resources to our communities which will reduce the shelter intake and deaths; as an former employee at Best Friends and not being able to talk about TNR or give resources to community is not building community trust; Best Friends supports this action.

**Cheri Shankar:** Thanked Commissioner Zaft for his service and compassion on the Commission; he will be missed. Also Ditto to everything Commissioner Zaft said on questions asked to the PETA representative; cats have been around for thousands of years; they will always be around; we all agree to doing nothing is not the correct answer; PETA believes cats are better off dead in case they suffer in the future; lets help cats through TNR.

**Zoey Knittel:** From Spay Neuter Project of LA, we are in support of lifting the injunction; supportive of TNR; we agree with General Manager Brenda Barnette; agreed that the injunction does result in the needless deaths of cats; we are also restricted by the injunction we cannot share information and assist people who want to combat this problem. SNPLA is willing and ready to step up and help once the injunction is lifted.

**Aimee Gilbreath:** From Michelson Found Animals, Foundation thanked Commissioner Zaft for his services; he will be missed. The foundation has put a substantial amount of funding into spay/neuter organizations. It is effective with dogs; not so with cats and kittens they are still the single largest population of animals for which we cannot provide a life saving outcome; given some of the challenges that the City has based on the injunction it has been difficult to get enough surgeries to the cats who need that need it the most. The results are fantastic with TNR.

**Commissioner Gross** stated from his experience his neighborhood was overrun by feral cats until TNR; the population explosion is no more; it has been a world of difference; this program works and long overdue; he

Please join us at our website: [www.LAAnimalservices.com](http://www.LAAnimalservices.com)
appalled the City staff for moving to this point. Commissioner Zaft echoed Commissioner Gross; supports TNR. Encouraged all sides to think through what solutions they want to bring to public comment process. This is an issue the City is trying to address. The burden is on the people who want to oppose this proposal; encouraged those who oppose TNR to bring alternatives to the table. TNR approach has been used in cities and throughout the country; he commended everyone who has been engaged in this process they have done so in a thoughtful and deliberate. Commissioner Garcia mentioned this is the missing piece to the puzzle in making our shelters the place for public to come for resources. Maria Martin (BOE) talked about the public comment process; there will be an extensive outreach with notification through Neighborhood Council, newspaper ads and on City Department websites. DCA Shyu clarified the changes suggested by Commissioner Gross.

Commissioner Zaft made a motion to approve the recommendation from staff to ask City Council to direct the appropriate City staff to prepare an EIR using the attached project description with the modifications discussed that Commission Gross highlighted for the Proposed Citywide Cat Program. Commissioner Gross seconded the motion and it was approved by a vote of 4-0.

B. Permission to Release Direct Marketing RFP. (heard before item 6.A)

PR SPCLST Ebrahim discussed the request for permission to Release Direct Marketing RFP for consultant or agency to work with the Department to raise funds for shelters and animals; this is also an extension of our marketing campaign. Commissioner Gross asked about the money being raised. Sara Ebrahim responded monies will be put in the Animal Welfare Trust Fund. Commissioner Gross asked if the Department would be able to solicit volunteers, licensing and adoptions. PR SPCLST Ebrahim responded “Yes”. Commissioner Finsten asked about the contract budget. Sara Ebrahim responded not sure at this time; it consists through steps of the proposal. Commissioner Garcia asked about campaigning. PR SPCLST Ebrahim responded campaigning would be for two years with the organization; there will be monthly campaigns through direct mail. AGM Brown noted the request is to seek vendors; department will return to Board with specifics and fiscal impact. GM Barnette stated additional money is for services and capital improvements.

Commissioner Gross motioned to approve request to seek Direct Marketing Program Consultant. Commissioner Finsten seconded the motion and it was approved by a vote of 4-0.

Public Comment:

Please join us at our website: www.LAAnimalservices.com
Phyllis Daugherty: Stated not the correct way for the City to approach this request; should be a RFI; not the most cost effective; many direct mail companies out there; not that complex.

C. Use of VitusVet Medical Records App.

CH Veterinarian Prupas provided an overview of VitusVet Medical Records App. He explained that there are issues in transferring medical records between hospitals in particular emergency hospitals; shelters in general are still largely reliant on the telephone and other outdated communications tools for medical sharing. The company proposes creating a free, branded app for LAAS that would allow new pet owners to get full access to their records right on their smartphones. Commissioner Zaft asked if the app can be used by private veterinarians. Dr. Prupas responded if veterinarians are members of VitusVet it will be very easy or if not a member they can received the email then download the app. Commissioner Finsten asked if there are many veterinarian users. Dr. Prupas responded there are not many users in Southern California. The Company is based in Washington D.C. Commissioner Finsten asked if the app is free or any future charge. Dr. Prupas responded that it's a free app; no charge. Commissioner Gross concerned about security regarding cloud base software. Dr. Prupas responded the department is not allowing access to the Department records; there is no direct access to our system. Commissioner Garcia asked if there are other companies that provide this software. Dr. Prupas responded there are other companies with medical records apps. The benefit with this app allows sharing medical records. Commissioner Zaft suggested that the department obtain appropriate disclaimers.

Commissioner Finsten motioned to approve use of VitusVet App for medical records sharing to include disclaimers. Commissioner Garcia seconded the motion and it was approved by a vote of 4-0.

Public Comment:

Phyllis Daugherty: Expressed concern about privacy; this good idea since many people don’t keep records. Dr. Prupas is very conservative; however the department may need a disclaimer; adopters to be aware when providing their email address


SR. AC Licitian and Sr. MAII Forland provided an overview of the financial reports. Commissioner Gross asked about the unrestricted donations available. SR. AC Licitian responded the available total is in the Animal Welfare Trust Fund. Commissioner Gross asked what available

Please join us at our website: www.LAAnimalservices.com
donations represent. SR. AC Liclian responded it consists of donations as well as donations associated with licenses paid on-line. Commission Gross noted there is currently cash balance of nearly three million dollars. Commissioner Zaft noted the current balance is a combination of unrestricted donations and various monies that have restrictions. GM Barnette credited the Commission for allowing the department to utilize monies from the Animal Welfare Trust Fund. Commissioner Zaft asked if monies can be used for training. GM Barnette responded “Yes” there has been training with costs fewer than five thousand which doesn’t require Board approval. AGM Brown stated that she will work with Lilia Liclian to obtain a record of forthcoming item expenses. Lilia does a great job tracking expenses. Commissioner Gross asked about contracts in regards to the Animal Sterilization Fund. GM Barnette responded contracts are being updated if vendors are not utilizing monies as allocated the department can adjust at anytime. Commissioner Zaft noted it’s great to see when contracted vets utilize their allotment; this represents a lot of animals being altered. SR. Mall Forland mentioned that the Department is looking at expansion with SPAY4LA and Lucy Pet Foundation.

Public Comment:

Phyllis Daugherty: Asked what about owned cats? The money was going out to feral cats. TNR is not illegal; not one program being directed for owned cats.

E. Staff Report re New Animal Collection Vehicle Update. (heard before item 6.D)

AGM Brown provided an overview of the staff report on behalf of DFO Mark Salazar. The Department received the first two of 17 new Animal Collection Vehicles (trucks) in December 2015. The trucks were incorrect chassis sizes, an error by the dealer. Fleet is meeting with the Department staff to discuss and confirm the corrections on April 18, 2017. Commissioner Zaft clarified there was a miscommunication within the City Government and not the contractor. Commissioner Gross asked what is the confidence level of the contractor; also the money situation. AGM Brown responded more information will be provided to Board after meeting. Commissioner Zaft asked if the vehicles have air conditioning and vents. AGM Brown responded “Yes”. Commissioner Garcia asked about original vehicle delivery date if there were no problems. AGM Brown responded the first two vehicles were delivered in December 2015 the other 15 vehicles would have been delivered in 3 weeks; however there were dealer errors. Commissioner Gross asked the Department to provide a follow up report after the April 18th meeting.

7. ELECTION OF BOARD OFFICERS

Please join us at our website: www.LAAnimalservices.com
Commissioner Zaft nominated Commissioner Gross to serve as President and Commissioner Finsten seconded the motion and it was approved by a vote of 4-0.

Commissioner Zaft nominated Commissioner Garcia to serve as Vice President Commissioner Finsten seconded the motion and it was approved by a vote of 4-0.

Margaret Wynne from the Mayor's Office congratulated the new appointed Officers. Ms. Wynne presented a certificate to Commissioner Zaft on behalf of Mayor Garcetti; pictures were taken.

8. ADJOURMENT

Meeting ended at 12:04 p.m.

Please join us at our website: www.LAAnimalservices.com
Report to the Board of Animal Services Commissioners

COMMISSION MEETING DATE: April 25, 2017
PREPARED BY: Brenda Barnette
REPORT DATE: April 20, 2017
TITLE: General Manager
SUBJECT: LOS ANGELES ANIMAL SERVICES STRATEGIC PLAN 2017-2022

BOARD ACTIONS RECOMMENDED:

- ACCEPT the attached Los Angeles Animal Services Strategic Plan 2017-2022 for implementation over the next five years.

BACKGROUND:

Since January 2015, the process of creating a community-based strategic plan has been underway. The Department retained the services of a professional consultant to facilitate the process. The consultant, Francisca Baxa, completed the scope of services identified in her contract which included:

- Meetings with Department designees with report backs and progress updates
- Preparation, distribution, and analysis of stakeholder surveys
- Facilitation of community meetings in all 15 Council Districts
- Facilitation of staff meetings
- Analysis of information gathered
- Preparation of a formal Strategic Planning Process Report

At its December 13, 2016, meeting, the Board of Animal Services Commissioners unanimously voted to accept the Strategic Planning Process Report prepared by Baxa and instructed staff to use the report to develop a draft 5-year Strategic Plan with specific action items for Commission review and approval. Since that time, groups of staff, volunteers and community members met and added strategies to insure that the Department will succeed with the implementation of the strategic plan.

"Creating a Humane LA"
AN EQUAL OPPORTUNITY EMPLOYER
Visit our website at www.LAAnimalServices.com
FISCAL IMPACT:

There is no fiscal impact associated with the presentation of this information to the Board.

Approved:

[Signature]

Brenda Barnette, General Manager

Attachment

BOARD ACTION:

_______ Passed

_______ Passed with noted modifications

_______ Tabled

Disapproved ______

Continued ______

New Date ______
LOS ANGELES ANIMAL SERVICES

STRATEGIC PLAN

2017-2022

"The greatness of a nation and its moral progress can be judged by the way its animals are treated."

~ Mahatma Gandhi

221 N Figueroa Street 6th Floor, Los Angeles, California 90012
# Table of Contents

I. Executive Summary.................................................3

II. Who We Are.........................................................7  
   Vision  
   Mission  
   Values  
   Our Story

III. Strategies and Timeline........................................10  

   PRIORITY 1 WELFARE OF ANIMALS AND PEOPLE..............10  
   PRIORITY 2 GOOD COMMUNICATION AND OUTREACH.............14  
   PRIORITY 3 GOOD SERVICE..........................................15  
   PRIORITY 4 FINANCIAL SUSTAINABILITY.........................18

IV. Evaluation/Accountability.......................................20
EXECUTIVE SUMMARY

"Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future."

—Clark Crouch

The City of Los Angeles Animal Services (LAAS) is committed to promoting and protecting the health, safety and welfare of people and animals in your community.

To ensure it is fulfilling its commitment, LAAS engaged in a strategic planning process to learn about community needs and opportunities then created a five year plan that prioritizes LAAS’s limited resources and identifies strategies to better serve the community.

The Committee for the Future of LAAS (CFF) composed of the commission’s leadership, LAAS leadership, and the Mayor’s office has lead the strategic planning process and has been actively involved in formulating every instrument and strategy used to engage the community in the strategic planning process.

The strategic planning process included obtaining input and engagement from community residents, volunteers, advocates, activists, partners, funders, LAAS staff and leadership, community based organizations (CBO’s), elected officials, commissioners and others in the following manner:

1. Fifteen (15) Community Meetings - Community meetings were held, one meeting in each council district, throughout the months of March to May 2016. The meetings were coordinated by the council district offices. The meetings were attended by community residents, volunteers, advocates, activist, partners, CBOs, public officials and commissioners.

2. Over six hundred (600 +) Surveys - Surveys were developed and distributed at the community meetings, via Survey Monkey and by providing them to CBOs, council office staff, and partners during March to August 2016.

3. Six (6) Shelter Meetings and one (1) Administrative Staff Meeting - Meetings with staff working at the six shelters and with administrative staff.

4. Individual Interviews with the LAAS’s leadership team, partners, funders, the commissioners, and experts from February to August 2016.
5. LAAS retreat with commissioners, staff and LAAS leadership in January 2015.

WHAT WE LEARNED:

1. LAAS performs a critical public service essential to the community’s safety and livability.

2. The community wants the welfare of animals and people, humane education, relevant information, low cost medical services, and good (customer) service to be LAAS’s priorities.

3. Many in the community are not aware of LAAS’s programs and services and there is a great need for LAAS’s programs and services especially in LA’s low income neighborhoods.

4. The community has a misconception of LAAS and LAAS’s responsibilities.

5. Many in the community have a misconception of LAAS and LAAS’s responsibilities.

6. LAAS has experienced, committed staff and leadership that work very hard with limited resources and they need ongoing training, equipment, support and encouragement.

7. LAAS has committed volunteers willing to help, but volunteers need orientation, coordination, ongoing training, supervision and nurturing.

8. There are passionate, caring people engaged in helping animals and people throughout LA’s neighborhoods willing to partner with LAAS.

9. LAAS has very committed volunteers willing to help, but volunteers need orientation, coordination, ongoing training, supervision and nurturing.

10. LAAS has very committed volunteers willing to help, but volunteers need orientation, coordination, ongoing training, supervision and nurturing.

11. LAAS has very committed volunteers willing to help, but volunteers need orientation, coordination, ongoing training, supervision and nurturing.

12. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

13. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

14. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

15. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

16. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

17. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

18. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

19. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

20. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

21. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

22. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

23. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

24. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

25. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

26. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

27. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

28. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

29. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

30. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.

31. LAAS needs the infrastructure to access resources, both partnerships and financial resources, to augment its limited budget.
OUR PLAN:

To sustain an organization focused on public safety, the welfare of animals and people, providing good services to the community, excellent communication, and strong partnerships. We plan to do the following:

Organizational:

1. Build a stronger organization to achieve and maintain a live save rate of at least 90% for all dogs and cats\(^1\) entering the City shelter system by strengthening our infrastructure with sufficient staff and leadership, excellent internal communication and ensure staff and leadership have ongoing training, proper equipment, updated technology, support and encouragement to carry out LAAS’s mission.

2. Increase our communication capacity and visibility to ensure the community is well informed about LAAS’s mission, responsibilities, programs, services and accomplishments.

3. Expand the volunteer program by hiring volunteer program coordinators for each shelter to recruit, orient, train, support, supervise and nurture volunteers.

4. Strengthen and expand our partnerships with rescue organizations, funders, intervention groups, veterinarians, advocates, educational institutions, businesses, faith based organizations and community based organizations especially those serving low income neighborhoods.

5. Increase and diversify our funding each year by creating or activating a fundraising arm, new partnerships, and increasing our visibility through good publicity and community outreach.

Programs/Campaigns:

1. Humane Education Campaign: Develop and Implement a Humane Education Campaign that focuses on teaching youth and outreaches to multicultural audiences and low income neighborhoods.

---

\(^1\) Dogs and cats are the animals counted nationally when calculating live-save rate. This does not mean that we exclude other companion animals such as rabbits, or even the wildlife with whom we share our community.
2. Spay/Neuter Campaign: Conduct a comprehensive and sustained spay/neuter campaign in multiple languages and ensure low income people have access to spay/neuter vouchers, mobile spay/neuter services, transportation or other resources needed to have their animals spayed/neutered.

3. Resources Campaign: Develop partnerships to ensure low income people, seniors and other vulnerable populations are have the support (education, information, vouchers, transportation, food, low cost medical services) needed to keep their animals.
WHO WE ARE

"We are the ones we've been waiting for. We are the change that we seek."

~Barack Obama

OUR VISION:

We envision a day when every pet born has a good home and is cared for all its life, when no person is ever endangered by an animal and when all Angelenos are actively engaged in making Los Angeles the most humane City in the nation.

OUR MISSION:

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

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, professional and respectful manner in everything we think, do and say, inspiring confidence in our abilities and our honesty.

Open and Honest Communication-We commit to 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 of all animals.
OUR STORY:

The City of Los Angeles Animal Services Department (LAAS) was established 153 years ago. LAAS’s major areas of responsibility are saving the lives of animals that end up at one of our six City shelters, Public Safety and Enforcement of Municipal Code (Article 3:53.00).

LAAS operates six animal shelters and has field staff serving the community. The shelters are award winning facilities that have been built within the past 10-12 years. LAAS is one of the largest municipal shelter systems in the U.S., serving approximately 60,000 animals annually and responding to 20,000 emergency calls each year involving animals or people in danger.

Each shelter has at least one veterinarian as well as Registered Vet Techs to assist. Our veterinary team has training and experience in orthopedic surgery, wildlife, high volume spay/neuter and more.

Our field staff includes a world class Specialized Mobile Animal Rescue Team (SMART) – one of only two in the country, our Animal Control Officers are recognized experts in handling animal cruelty cases, they handle permits and all code enforcement including licensing, spay/neuter, leash laws and more whether they are helping dogs, cats, hawks, alligators, horses, turtles, etc. or the people who love them or fear them.

LAAS is often the leader on progressive animal issues. Los Angeles was the first major city to pass the ban of the use of the elephant bull hook inspiring other cities fall into step, Ringling Brothers began making plans to retire the elephants from circus acts. The earliest declawing legislation began here and is now being considered by New York and beyond. The anti-puppy mill ordinance to prevent the importation of mill bred puppies and kittens began in Los Angeles and cities across the United States are starting to join that movement.

In Fiscal Year 2011-12, our live-save rate for dogs and cats was only 57.8% and as of February 2017 the live-save rate was 86.67%. This is a total count of noses in and noses out. We still have work to do for sure, and we have been making steady progress during the past five years.
STRATEGIES AND TIMELINES
"Whether you think you can or whether you think you can't, you're right!"

~Henry Ford

After careful review of the goals recommended by community residents, volunteers, advocates, activists, partners, funders, LAAS staff and leadership, community based organizations (“CBO’s”), elected officials, commissioners and others, finding remarkable similarities, we aligned those goals to the Mayor’s Priorities.

PRIORITY 1
WELFARE OF ANIMALS AND PEOPLE - Focus on the welfare of animals and people, public safety, providing good services to the community, excellent communication, and strong partnerships. Build and sustain an organization that can achieve and maintain a live-save rate of at least 90% for all dogs and cats entering the City shelter system.

Strategy 1 - Reduce the number of all animals entering the City shelter system by reducing the number of pet births through a comprehensive and sustained Spay/Neuter Campaign, a Humane Education Campaign, by working with Intervention groups to help people keep their pets and by working with veterinarians to provide low cost medical services.

1. Decrease Impounds
   i. Increase Spay/Neuter
      1. Spay/Neuter Vouchers provided for help community members comply with Los Angeles’ Spay/Neuter Ordinance
         a. Increase the reimbursement amount of vouchers. (done)
         b. Review the amount paid out for reimbursement for spay/neuter vouchers every two (2) years and adjust if appropriate during the budget process. (for 2019-2020 budget)
         c. Increase promotion of spay/neuter through multiple media opportunities.
            i. Produce monthly spay/neuter Press Releases posted on website, Facebook and flyers for distribution through Neighborhood Councils highlighting seasonal needs such as kitten
season. (begin immediately and continue monthly)

ii. Engage high school students to promote spay/neuter in their neighborhoods as volunteers or by providing a stipend for their work. (Spring 2019)

2. Decrease Owner Surrenders

i. Expand assistance through Intervention programs to serve all shelters to assist pet owners who need help to keep their pet (add one annually beginning Spring 2019 for 2 years)

3. Decrease Euthanasia

a. Cats

i. Add Foster alerts emailed hourly to give rescues and foster volunteers best opportunity to help with incoming fragile kittens (work in process, completed by mid-May 2017)

ii. Complete EIR process required in Injunction against the City preventing spay/neuter for free roaming cats and ask to have the Injunction lifted (May 2019)

iii. Reduce wait time to make kittens available for adoption or for New Hope Partners. (may require assistance from City Attorney to interpret and possibly change ordinances. Could take three (3) to nine (9) months.)

iv. Encourage people wanting to surrender stray cat with kittens to become foster volunteers and to become a foster volunteer for that cat and kittens until the kittens are 6 weeks old. (Current pilot at South LA Chesterfield Square. Add one shelter monthly until all shelters are onboard.)

   1. Return kittens (and Mom if applies) to shelter to be spayed or neutered, vaccinated and microchipped.
   2. Foster volunteer gets first choice of up to 2 kittens or mother and one kitten if they want to adopt at half price. (July 2017).

b. Dogs

i. Education program for future and current large dog owners

   1. Revolving training/behavior videos in shelter lobbies (August 2017)
   2. Online webinars for staff, volunteers and dog owners in classroom style setting (Begin 5/17 at one shelter and add
one shelter every 4 weeks until all shelters are participating in regular training with volunteers.)

ii. Increase training and play groups at shelters (rotate through all shelters providing ongoing training check-up at each shelter every 2 months to insure active program).

iii. If not adopted, transfer to different shelter on the 1st or 15th of every month if possible.
   1. Track results of transfers and re-evaluate after 6-month pilot (Begin June 2017)

iv. Make optional training class available for dogs fifty (50) pounds of more with incentives. (October 2017)
   1. Identify sponsors who will provide incentives to adopters.
   2. Charge fee for training class and offer full refund for any adopter who competes the training class series and both owner and dogs “pass”.
   3. Change ordinance to allow someone who finds a stray dog to “foster” that dog for up to 30 days if they send a picture to the shelter, have the dog scanned for a microchip and post signs in the area the dog was found. (April 2018)

c. Cats, Dogs, Bunnies
   i. Increase Adoptions/Rescues
      1. Work with City Attorney to reduce length of stay where ordinances are in place- Stray, Possible Owner (Begin September 2017. May take 3-6 months.)
      2. Spay/Neuter the day before they are available to public (always the goal but needs focus, implement July 2017)
         a. Set up tracking system to see how we are doing with this and where/how we can improve. (October 2017)
   ii. Make sure animals are properly scanned on impound
      1. Make sure letters are sent that day and call made (review or write standard operating procedure and have all ACT/clerks staff sign that they understand the process. (August 2017).
   iii. Change practice to allow Animal Control Officers to take a licensed dog home instead of to the shelter if someone is home.
First ride home is free and subsequent rides home include fines. Work with City Attorney. (November 2017)

iv. If our officer picks up a currently licensed dog, they are entitled to one “get out of shelter free” redemption from shelter if done within 48 hours. (January 2018)

**Strategy 2** - Strengthen and increase partnerships with New Hope Partners to help LAAS place companion animals who need training or medical care that the shelters cannot provide.

   a. Evaluate and improve Medical Alert system
      i. Add Orange list for critical cases that need immediate intervention (May 2017)
   b. Install medical records system (Vitus Vet app) that makes sharing detail of patients condition more conveniently accessible to New Hope Partners (August 2017)
   c. Identify New Hope Coordinator for each shelter (June 2018)
   d. Certify New Hope Partners who show proof of insurance and agree to provide a training plan for dogs with behavior notes that indicate potentially dangerous behaviors.
      i. Write SOP for Certification. (September 2017)
   e. Provide 30 days of free pet insurance on adoption for individual and New Hope Partners (October 2017)
      i. Track and better utilize STAR donated funds for medical intervention to provide specialized medical care if needed to encourage New Hope Partners to assist with dogs who need extra medical care. Write SOP for Commission approval. (January 2018)
      ii. Determining annual funding needed to be effective (January 2018)
         1. Design campaign to add funds to STAR program. (January 2018)

**Strategy 3** - Strengthen and expand the volunteer program by hiring a volunteer coordinator to manage and expand the volunteer programs to ensure the volunteers are oriented, trained, supervised and nurtured. (June 2017)

**Strategy 4** - Expand the Foster Parent Program.

1. **See Decrease Euthanasia in cats.**
2. Evaluate what animals can go to foster regardless of behavior notes. (September 2018)

**Strategy 5** - Develop and Implement a Humane Education program that focuses on teaching youth and reaches low income communities by working with educational organizations such as LAUSD, local universities and CBOs serving low income neighborhoods. (January 2018)

**PRIORITY 2**
**GOOD COMMUNICATION AND OUTREACH** - Ensure the community understands LAAS’s mission and is well informed of LAAS’s programs, services and accomplishments.

**Strategy 1** - Increase communication capacity and visibility to ensure the community is well informed about LAAS’s mission, responsibilities, programs, services and accomplishments.

- Update LAAS Phone System
  a. Provide easy to use FAQ menu on answering message to give immediate resources to people and avoid tying up phone lines at shelters.
  b. Development easy to remember emergency phone number like 311 to handle animal emergency situations only.
  (End of 2017-2018 Fiscal Year)

**Strategy 2** - Outreach and Education Campaign: Develop and implement an education, information and outreach plan that informs and educates the community about LAAS, its mission, and accomplishments.

   a. Offer classes quarterly for the community at each shelter.
   b. Offer classes to community organizations, businesses and schools.
   c. Train core group of staff and volunteers to be experts in a category. This group will lead classes.

2. Social Media (2019)
   a. Build social media presence to reach more of the community.
   b. Network and connect with other social media accounts such as Volunteer Shelter groups, Lost/Found Dog groups, Animal Welfare organizations.
   c. Share more stories about accomplishments, adoptions and highlight
volunteers.

**Strategy 3** - Update the website to make it easier to locate information. Make sure the information on the website is accessible to those that do not read English.

1. Create new website that is user-friendly, interactive and mobile compatible.
   a. Website should have options to view in other languages besides English such as Spanish, Armenian and Korean.
   b. Website will be informative and include pet resources/tips. For example: what to do if you find a lost dog or if your dog goes missing and include a template to build a poster to post in neighborhood.
   (2018-2019)

2. Create LAAS App that will have information for barking dogs, reporting animal cruelty, animal emergencies and lost/Found pets.

**Strategy 4** - Partner with other City departments like the library, and Parks and Recreation to disseminate information about LAAS programs, services and accomplishments.

**Strategy 5** - Partner with social service organizations, faith based organizations, LAUSD and CBO’s serving low income neighborhoods to disseminate information about LAAS programs, services and accomplishments.

- Expand email distribution list to help disseminate information about LAAS programs, services and accomplishments.
  a. Reach out to City Council Districts and Neighborhood Councils/Animal Services Liaisons and ask for suggested organizations to send information to in their communities.
  b. Reach to other City departments like the library, and Recreation and Parks, social service organizations, faith based organizations, LAUSD and CBO’s serving low income neighborhoods to find out the best way to send them information about LAAS to post, display and share.
  Develop e-newsletter to send out monthly or quarterly to constituents.

**Strategy 6** - Develop a core group of community ambassadors in each City neighborhood to serve as the LAAS outreach and information corps, and hire or otherwise establish community liaison personnel to develop relationships with
community organizations, business partners and to coordinate the community ambassador corps. Coordinate this effort with animal welfare representatives from Neighborhood Councils.

- Work with Department of Neighborhood Empowerment to communicate with Neighborhood Councils and ensure they nominate an Animal Services Liaison.
  a. Build partnership with Animal Services Liaisons to be the eyes and ears of LAAS in their neighborhood and disseminate information about LAAS to their neighborhood.
  (In process)

**Strategy 7** - Build on the canvassing team to implement a community organizing/social service/education model of service and door-to-door outreach that provides information, education and assistance.

- Revamp and launch a modified RACO program
  a. RACO volunteers will observe and report only to LAAS. They will not have all the responsibilities of an ACO such as writing citations and will instead be available to assist ACO’s in the community. Uniforms will be given but they will look different than staff uniforms.
  (2018-2019)

**Strategy 8** - Require that all contractors (e.g. spay/neuter contractors) post signage acknowledging LAAS is funding the service being provided.

- Create signage and send to contractors to post.
- Supply contractors with LAAS collateral to display on-site.
  (End of 2016/2017 Fiscal Year)

**Strategy 9** - Work with a professional PR firm to develop a marketing/PR plan for LAAS. Commission has already given permission to release an RFP for these services. Process ongoing.

**PRIORITY 3**

**GOOD SERVICE** - Ensure LAAS is providing good services in the field, especially to low income neighborhoods with the greatest need, and good (customer) service when people call or visit the shelters.

**Strategy 1** - Build a stronger organizational infrastructure by having sufficient staff and leadership, excellent internal communication and ensure that leadership
and staff have ongoing training, proper equipment, updated technology, support
and encouragement to carry out LAAS’s mission. (40% of staff will attend some
training during 2017-2018 FY, 60% during 2018-2919 and then repeat.)

1. Arrange Department-wide training to expand the knowledge, skills,
and abilities of all employees and volunteers to provide the best
customer service possible.
Examples of training available are:
• Supervisor
• Customer Service
• Use of Progressive Discipline
• Dog handling/safety
• Professional Conferences
• Workplace Violence Prevention and Response
• Sexual Harassment Prevention and Response
• Animal Cruelty Investigations through City Attorney

2. Update LAAS Phone System
Provide easy to use FAQ menu on answering message to give immediate
resources to people and avoid tying up phone lines at shelters.
(End of 2018 Fiscal Year is estimated timeline for new City system

3. Intranet Keep updated with current information SOPS, Procedures,

1. Communication – Build better communication and cooperation
within each shelter.

2. Provide training on “Team Building”.
   i. Have a Supervisor from each section/unit meet either
      weekly/monthly. Provides insight as to what is happening
      within the entire shelter; thereby providing a “same page”
      approach. Sharing of information/knowledge with all staff.
   ii. Supervisors from each section/unit to have “roll call” meetings
       with their staff; every morning (beginning of shift) if possible.
       Provide necessary information for that day, such as special
       events taking place, safety reminders, etc.
   iii. Provide basic training periodically to keep staff aware of
       procedures and policies. Keeps everyone safe.
iv. Provide training on good customer service/professionalism.
   1. Phone etiquette.
   2. In-Person.

v. Establish protocols on how to deal with irate customers/public.

**Strategy 2** - Make shelters a community resource and the best place to adopt an animal. Make the shelters more inviting inside and outside and hold community events regularly at the shelters.

1. Have available a variety of dogs for public to choose from.
2. Shelter staff to arrange animals in kennels with friendlier dogs mixed throughout to encourage the public to walk the entire shelter.
3. Grooming – Continue with programs for grooming of all animals.
4. Spread/rotate events to all shelters; brings exposure to all shelters.
5. Do more community outreach – Get the word out.
   a. Provide information to public through media, newsletters, pamphlets, etc. and word of mouth.
      i. Have information available at counters.
      ii. Train staff so that they are knowledgeable and are able to provide this information to the public, both in person and on the phone. They in turn tell their friends and family.
      iii. Officers in the field can inform the community about our services.

**Strategy 3** - Actively engage LAAS in team building. Commissioners, leadership, ACTs, medical staff, ACOs, hearing officers, administrative staff, clerks and other serving LAAS are not always on the same page but they are all part of the same team and have the same mission. They need to all feel and know that each individual is an important part of achieving the mission.

1. Rotate Woofstat Attendees.
2. Hold All-Staff Meetings at least twice a year.
3. Supervisors to share the information with staff – have meetings often.
4. Provide email/intranet access for all employees.

PRIORITY 4
FINANCIAL SUSTAINABILITY - To ensure that LAAS has the financial and human resources needed to provide good services to the community and fulfill its mission, even when the City resources are limited.

Strategy 1 - Create or activate a “Friends of LAAS” organization that will fundraise and financially support LAAS. (In process. 2018)

Strategy 2 - Develop more private public partnerships (e.g. Petco, Media) by accessing the direct benefit to the Department and accepting opportunities that help the Department and recognize the contribution of the donor. (Ongoing. Stalled out with donor recognition plan. Need to work with City Attorney to resolve.)

Strategy 3 - Develop programs and partnerships with other City Departments (e.g. The Zoo and Parks and Recreation have summer camps, the Library system) and the County to leverage/pool resources.
  - Link LA Animal Services online licensing to Library and Recreation/Parks public use computers. (January 2019)

Strategy 4 - Cultivate relationships with community leaders and organizations (housing/homeless advocates, immigration advocates, equal pay advocates) that are actively engaged in making Los Angeles the most humane City in the nation.

Strategy 5 - Create Jobs and Economic Development by developing partnerships with the State of California, City agencies, and CBOs that serve the “difficult to employ” populations interested in careers working with animals and engaging in creative solutions with labor unions to create learning opportunities that lead to jobs at LAAS and in the community.
  - The Jefferson Park Animal Shelter is slated to have some community engagement including job training when we identify an appropriate vendor.

Strategy 6 - Pursue bringing the Administrative Citation Enforcement (ACE) process in-house to the Department. If the Department maintained the entire ACE program for Animal Services, the Department could see additional revenues as high as $2,000,000 per year. (2018-2019 Fiscal Year)
ACCOUNTABILITY AND EVALUATION

"One of the great mistakes is to judge policies and programs by their intentions rather than their results."

~~Milton Friedman~~

Many thanks and congratulations to the community residents, CBOs, advocates, staff and leadership of LAAS, volunteers, partners, funders, commissioners, mayor’s representative, council office staff and all those that have helped Los Angeles Animal Services reach its many milestones, including the development of this written strategic plan. It is time to begin the implementation phase and it will require commitment, vigilance and hard work to stay on course.

ACCOUNTABILITY:

1. Each strategy will have a champion giving LAAS staff opportunities to develop leadership and management skills and will engage community members in the process.
2. Develop a detailed work plan for each strategy that includes (long term outcome, specific tasks/activities, deadlines, person responsible, resources needed and evaluation).
3. Updates will be reported at monthly WoofStat meetings.
4. Establish a process for rewards such as acknowledgements in the personnel file or opportunities to attend conferences with other agencies for staying on course and on schedule.
5. Establish external accountability by providing the Board of Animal Services Commissioners an update every six months at the public Board meeting.

EVALUATION:

The goals and action steps will be evaluated by the commissioners at least once per year to ensure the actions LAAS is implementing are accomplishing its mission.