BOARD OF ANIMAL SERVICES COMMISSIONERS
CITY OF LOS ANGELES

REGULAR MEETING AGENDA
Tuesday, March 10, 2020
9:30 A.M.

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

LARRY GROSS
President

OLIVIA E. GARCÍA
Vice-President

ALISA FINSTEN
JOSE SANDOVAL
ROGER WOLFSON

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

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

I. ADMINISTRATIVE APPEALS

1. Barking Revocation Animal Case: BR 191225 NC
   Appellant: Oswaldo Mendez
   North Central Animal Services Center: Lt. Owen
   Complaining Witness: Lisette Real

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)
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 Minutes for the Meeting of February 25, 2020. (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. Recommendation to Approve Dogs Trust USA Dog School Los Angeles Pilot 2020; (Action Item; Public comment limited to one minute per speaker)
   
   B. Approval of the Use of the Animal Welfare Trust Fund for Leadership and Management Skills Training; (Action Item; Public comment limited to one minute per speaker)
   
   C. Request to Negotiate and Enter into Contract Agreement with The Glue, LLC for Marketing, Fundraising, Public Relations, and Website Development and Management Services; (Action Item; Public comment limited to one minute per speaker)
   
   D. Report back on General Year-End Report (to include Operations, Response Times, and dog bites in the shelter and field); (Information Item; Public comment limited to one minute per speaker)

7. **ADJOURNMENT**

   Next Regular Meeting is scheduled for 7:00 P.M., March 24, 2020, at the East Valley Animal Services Center, 14409 Vanowen Street, Van Nuys, CA 91405.

Please join us at our website: [www.LAAnimalServices.com](http://www.LAAnimalServices.com)
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. 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 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.

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.

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.

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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.
NOTIFICATION OF ADMINISTRATIVE APPEAL HEARINGS

To Be Held:
Tuesday, March 10, 2020, at 9:30 A.M.
City Hall
200 North Spring Street, 10th Floor, Room 1060
Los Angeles, CA 90012
(Entrance on Main Street)

This serves as formal notice pursuant to Section § 53.18(q) 4 of the Los Angeles Municipal Code (LAMC) to the following parties and witnesses in the appeal(s) listed below:

1. **Barking Revocation Case: BR 191225 NC**
   Appellant(s): Oswaldo Mendez
   North Central Animal Services Center: Lieutenant Owen
   Complaining Witness: Lisette Real

These hearings will not be rescheduled, except for good cause.

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 meeting you wish to attend.

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/](http://www.laanimalservices.com/). Written statements are to be submitted to the Commission seven days prior 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.

*Para información en español, llame al (213) 482-9558.*
Meeting called to order at 7:23 p.m. Commissioners present were Gross, García, Finsten, and Sandoval. Also present from Los Angeles Animal Services (LAAS) was General Manager (GM) Brenda Barnette, Assistant General Manager (AGM) Tammy Watson, Board Secretary Francine Acuña, and Deputy City Attorneys Strefan Fauble and Jonathan Groat.

**Commissioner Gross** opened the meeting, introduced staff, and provided an overview of the meeting agenda. Commissioner Gross introduced Lorena Espinal from Councilmember Lee’s office – Council District 12, and Logan Smith from the Office of Assemblyman Adrin Nazarian.

**Lorena Espinal** – Field Deputy for Councilmember John Lee, Chatsworth Area. Liaison for Animal Services.

**Logan Smith** – Field Representative from the Office of Assemblyman Adrin Nazarian. Representing the 46th District. Assemblyman Nazarian is asking the Board to support Riley’s Law – Assembly Bill 2645 authored by Assemblyman Nazarian. Riley’s Law is sponsored by the Animal Hope and Wellness Foundation and the Animal Legal Defense Fund will allow judges to appoint courtroom advocates to represent the interest of an animal in a criminal legal proceeding. Riley’s law will allow appointed advocates to give voice in court to animals impacted by criminal cruelty. AB 2645 is designed to operate at a no or low cost to the State of California. Advocates will be appointed by judges from a voluntary register of certified attorneys and law students. Urges the board to take this issue up for a vote and support the Bill.

I. **REGULAR COMMISSION MEETING**

1. **PUBLIC COMMENT**

Public comments were made by:

- Lisa Karlan
- Shani Rigsbee
- Paul Darrigo
- Natalie Campos
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- Valarie Ianniello
- Logan Smith
- Olivia Powell
- Whitney Smith
- Martha Toho
- Andrew Brown
- Taylor Deering
- Nicole Plescia
- Paula Hysin
- Carolin Eliya
- Cathy Serksnas
- Diane Pfeifer
- Mark Mulcahy
- Kat McDonough
- Vessela Mulcahy
- Sherry Brewer
- Wayne from Encino
- Elizabeth Regensburger
- Barbara Hayes
- Angela Dawn
- Fabienne Origer
- Danielle Novacci
- Ady Gil
- Ariel Cohen
- Amy Mackey
- Eugene Burke

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 January 28, 2020.

Commissioner Sandoval moved to approve the minutes for the meeting of January 28, 2020.

Commissioner Garcia seconded and the motion was approved by a unanimous vote of 4-0.

Ayes: Gross, García, Finsten, and Sandoval

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Noes: None.
Absent: Wolfson.

Public Comment was made by: (Taken Out of Order – After Item 4)
• Wayne Spindler

B. Approval of the Minutes for Meeting of February 11, 2020.

Commissioner Garcia moved to approve the minutes for the meeting of February 11, 2020.

Commissioner Finsten seconded and the motion was approved by a unanimous vote of 4-0.

Ayes: Gross, García, Finsten, and Sandoval
Noes: None.
Absent: Wolfson.

Public Comment was made by: (Taken Out of Order – After Item 4)
• Wayne Spindler

Commissioner Sandoval moved to reconsider the minutes.

Commissioner Finsten seconded and the motion was approved by a unanimous vote of 4-0.

Ayes: Gross, García, Finsten, and Sandoval
Noes: None.
Absent: Wolfson.

Commissioner Sandoval moved to approve the minutes for meetings of January 28, 2020, and February 11, 2020

Commissioner Finsten seconded and the motion was approved by a unanimous vote of 4-0.

Ayes: Gross, García, Finsten, and Sandoval
Noes: None.

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4. ORAL REPORT OF THE GENERAL MANAGER

GM Brenda Barnette discussed the following:

- The Board of Animal Services Commissioners is a policy making board. When the Department wants to change any type of policy, we have to write a report and it has to be presented to the Board and they will decide if that policy will be changed or not. Staff is responsible for the day-to-day operations of the shelters.

- In response to an email from Dan Guss – he asked why we aren’t calling ourselves No-Kill because we have been exceeding 90% life save rate for dogs for three years. In 2017 we reached 91.78%, in 2018 we reached 93.97%, and in 2019 we reached 93.63%. We are not considering ourselves no-kill because we have not reached a 90% life save rate for cats.

- In 2019 we had five volunteers – four were asked to meet with staff to discuss their concerns and they did not. Those volunteers were not terminated, we are waiting for them to agree to meet with staff to discuss their concerns so we can work it out together. One volunteer was terminated for sexual harassment.

- At the end of 2019, we had 2,800 volunteers who contributed 118,000 hours to the shelters. We welcome volunteers.

- The situation with Jellybean and Max are things that nobody wanted to have happen, but I will continue to try my best to continue to be willing to work with you if you are willing to work with us.

Public Comments were made by:

- Paula Hysin
- Cathy Serksnas
- Carolin Eliiya
- Wayne Spindler
- Taylor Deering
- Diane Pfeifer

5. COMMISSIONERS’ ORAL REPORTS AND FUTURE AGENDA ITEMS

Commissioner Gross:
- Directive to City Council to support Assembly Bill 2645

Commissioner Finsten:
- Volunteer program – need to find ways to improve communication between volunteers, staff, and the Department. Item discussed on an ongoing basis.

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Commissioner Garcia:
  • None

Commissioner Sandoval:
  • None

Public Comment:
  • Wayne Spindler – Removed from meeting.

6. Board Reports

A. Acceptance of a $400,000 Grant Awarded by the American Society for the Prevention of Cruelty to Animals (ASPCA); (Action Item)

Public Comments were made by:
  • Sherry Brewer
  • Cynthia Larson

Commissioner Finsten asked about prior grants from 2015, 2017, and 2018 if those were also restricted funds and GM Brenda Barnette replied yes. The first year was only for cats, but now includes cats and kittens. When we do adoptions, we obtain a copy of the adopter’s driver’s license or State ID card and all the cats, dogs, and bunnies are microchipped before they leave the shelter.

Commissioner Gross asked about the study on free cats. Brenda talked about the different studies made on cats, such as doing adoptions of black cats during Halloween. Research on a national level has not shown that these events have a higher return rate. Our return rate was 1.6%.

Commissioner Sandoval made a motion to accept a $400,000 Grant Awarded by the American Society for the Prevention of Cruelty to Animals (ASPCA).

Commissioner Finsten seconded and the motion was approved by a unanimous vote of 4-0.

  Ayes: Gross, García, Finsten, and Sandoval

  Noes: None.

  Absent: Wolfson

B. Acceptance of a Bequest from the Estate of Kenneth G. Anderson as a Gift in the Name of Rosemary Long Anderson; (Action Item)

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Public Comment:
None

**Commissioner Garcia** made a motion to accept a Bequest from the Estate of Kenneth G. Anderson as a Gift in the Name of Rosemary Long Anderson.

**Commissioner Sandoval** seconded and the motion was approved by a unanimous vote of 4-0.

- Ayes: Gross, García, Finsten, and Sandoval
- Noes: None.
- Absent: Wolfson

C. Recommendation to Support the Adopted Resolution made by Councilmember David Ryu to Support the California for All Animal Sheltering Program proposed by Governor Newsom in the 2020-21 State Budget; (Action Item)

**Commissioner Finsten** asked about the geographic distribution. **AGM Brenda Barnette** stated details have not been provided yet, but the program is run by the UC Davis shelter medicine program under the direction of Kate Hurley. I have no doubt that she will try to make it fair to help all the animals in the state where the need is. **Commissioner Gross** stated there is an intense focus on shelters in under resourced and overburdened communities.

Public Comment:
None

**Commissioner Garcia** made a motion to Support the Adopted Resolution made by Councilmember Ryu to Support the California for All Animal Sheltering Program proposed by Governor Newsom in the 2020-21 State Budget.

**Commissioner Finsten** seconded and the motion was approved by a unanimous vote of 4-0.

- Ayes: Gross, García, Finsten, and Sandoval
- Noes: None.
- Absent: Wolfson

D. Report back on List of Shelters with Radiant Heat Floors; (Information Item)

**AGM Tammy Watson** provided a report back on the list of shelters with radiant heat floors. South LA has 86%, West LA has 61%, East Valley has 70%, West Valley has 5%, North Central has 64%, and Harbor has 76%. Kennels that do not

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have the radiant heat floors are because they are in the training kennels or have HVAC in the rooms. All of them are working.

**AGM Brenda Barnette** stated that we are working with other Departments who are responsible for maintenance and upkeep and are trying to come up with a long-term facility maintenance plan. **Commissioner Finsten** asked if there is a dedicated liaison from the Department. **AGM Brenda Barnette** stated yes we do and she reports to our Director of Field Operations. **Commissioner Sandoval** asked how long are the dogs kept in the training kennels. **AGM Brenda Barnette** said it depends on the time of the year.

Public Comment:
None

7. **ADJOURNMENT**

Meeting ended at 8:53 p.m.
Report to the Board of Animal Services Commissioners

MEETING DATE: March 10, 2020

REPORT DATE: March 2, 2020

SUBJECT: RECOMMENDATION TO APPROVE DOGS TRUST USA DOG SCHOOL LOS ANGELES PILOT 2020

BOARD ACTION RECOMMENDED:

APPROVE the implementation of the Dogs Trust USA Dog School Los Angeles at the Los Angeles Animal Services centers; and

AUTHORIZE staff, working with the City Attorney’s Office, to prepare a Memorandum of Understanding, using the attached draft as an outline and in compliance with City standards, with Dogs Trust USA for the administration of the Paws for Life Shelter Program with a term of one year with two one-year options to renew at the discretion of the General Manager.

BACKGROUND:

Dogs Trust USA is a registered non-profit organization, which aims to support the work of organizations whose mission it is to improve the lives of dogs across the United States and beyond. Dogs Trust USA is the sister organization of Dogs Trust UK – who have been operating in the UK for 128 years. As their focus is entirely dogs, they have been able to invest their resources over the years to develop expertise in all areas of dog welfare and have become the incubators for many innovations. Dogs Trust UK’s most recent innovation is Dog School, and they now have 34 Dog Schools established across the UK training over 13,000 dogs and their humans every year preventing many of these dogs being surrendered to the shelter as a result of preventable problem behaviors.

SUMMARY:

Dogs Trust USA wishes to partner with Los Angeles Animal Services to provide two pilot programs free of charge.

"Creating a Humane LA"

AN EQUAL OPPORTUNITY EMPLOYER

Visit our website at www.LAAnimalServices.com
The first program is a program to provide training and mentoring support, free of charge, to staff and volunteers working in the six Los Angeles Animal Services Centers. This program is designed to improve staff and volunteer knowledge and expertise in dog behavior and rehabilitation via a mixture of short training courses, workshops, practical demonstrations, and one to one mentoring and support delivered by leading experts.

The second program is to run a Dogs Trust USA Dog School, providing free weekly training classes for adopters. This program is designed to provide positive, reward-based training classes for adopters based on the latest scientific evidence and research to directly benefit dogs and their owners. It will also act as a demonstration project enabling staff from local dog rescues and shelters to learn how they too can set up their own equivalent Dog School or training classes.

These programs will be delivered onsite at the six Animal Services Centers in agreed weekly blocks beginning in October 2020.

FISCAL IMPACT:

There is no fiscal impact on the General Fund.

Approved:

Brenda F. Barnette, General Manager

Attachments

BOARD ACTION:

_______ Passed

_______ Disapproved

_______ Passed with noted modifications

_______ Continued

_______ Tabled

_______ New Date
Dogs Trust USA Dog School Los Angeles Pilot 2020
In partnership with Los Angeles Animal Services

Introduction

Dogs Trust USA wishes to partner with LA Animal Services on two new pilot programs during 2020:

**Program One: A program to provide training and mentoring support, free of charge, to your staff and volunteers working in the six LA city shelters during 2020.**

With the backing, knowledge and expertise of Dogs Trust in the UK, this will be a program open to staff and volunteers of dog rescues and shelters where they can learn about all aspects of canine welfare, but with an emphasis on increasing knowledge and expertise in dog behavior and rehabilitation. The program will provide a mixture of short training courses, workshops, practical demonstration and one to one mentoring and support and will be delivered by leading experts in all aspects of canine welfare and behavior.

**Program Two: To run a Dogs Trust USA Dog School, providing weekly free training classes for your adopters.**

The Dog School would provide positive, reward-based training classes for your adopters based on the latest scientific evidence and research to directly benefit dogs and their owners in the local area but will also act as a demonstration project enabling staff from local dog rescues and shelters to learn how they too can set up their own equivalent Dog School or training classes.

Dogs Trust USA will provide all the staff and equipment, free of charge and manage the Dog School fully. We would ask that LA Animal Services allow Dogs Trust USA to hold the weekly training classes at your shelters, for example in your community room and outside in your exercise areas. More details can be found here.

https://www.youtube.com/watch?v=X6zDtrD_LJ9k&feature=youtu.be
https://www.dogstrustdogschool.org.uk/ Working with you, we would develop a schedule of training sessions at your city shelters.

We propose delivering both programs on site at your shelters in agreed weekly blocks from October 2020. More details on timescales are provided in the specific proposals below.
Program One: A program to provide training and mentoring support, free of charge, to your staff and volunteers working in the six LA city shelters during 2020.

Aim:

To Support of staff and potentially volunteers in knowledge of dog behavior and the application of suitable and appropriate training techniques.

Background to Proposal:

Steve Goward, Dogs Trust Senior Behavior Development Manager, visited 3 shelters that were run by LAAS in September 2019. All three were of similar design and all had areas both inside and outside to work with dogs and people. The aim would be to support all six of the shelters without creating concerns about how staff will be able to fulfill their daily workloads.

Contents of the training could include but would not be limited to the list below. All decisions regarding topics to be covered will be decided in consultation between LAAS and Dogs Trust following the scoping trip and phase one delivery.

1. Body language
2. How dogs learn
3. Enrichment
4. Basic training of dogs for rehoming
5. Equipment introduction and use
6. Introducing dogs for enrichment, pair housing, to live with other dogs
7. Day to day activities (the affect we have and what the dogs learn)
8. Rehabilitation training
9. Welfare and quality of life

Identifying staff at each shelter that are more likely to buy in to the development sessions will be crucial to getting the wider teams on board. We suggest a mentorship program of some type to enhance and maintain the project when the Dogs Trust trainer is there and once they have left.

Volunteers are a large part of the shelters here and we would suggest that some form of volunteer specific training program be implemented as the volunteers are often those who handle the dogs and therefore impact significantly on the dog's welfare.

Phase 1:

To get a fuller picture we would suggest the first Dogs Trust trainer visit incorporates a buddying up number of days for the trainer/trainers to learn about the day to day activities and methods used to move dogs around the sites along with any existing protocols for cleaning, feeding, exercising, taking to the vet etc.

Once individuals at the 6 sites have been identified as potential mentors (probably by LAAS) the trainer could pair up with these individuals and work closely with them and start to train them on the importance of their daily activities and how these impact on the dogs' behavior. This part of the process is all about building trust and showing how small changes can make big differences. We would envisage the trainers looking at teaching specific behaviors to dogs that are harder to rehome due to bouncy, leash pulling, lack of focus type behaviors as these relatively easy wins that can start to show the staff the difference that can be made with just a few days of consistent training.

The mentorship program here may take a while to implement and there may need to be a greater focus on training smaller numbers in the early stages. This might be down to the availability of staff but also the need for a champion for training at each of the sites. We feel the time spent learning
about the day to day activities and building a relationship with individuals at the shelters will benefit the pilot greatly.

We would suggest the trainer would spend 2 days minimum at each shelter working closely with the nominated mentor and that they would feed back to the management of the various sites on the progress and suitability of the individual for being a mentor. We understand this will need to be handled carefully and that the choice of mentors may need to be guided by Dogs Trust with a good, for want of a better word, job description. This initial 2 days per site will involve one to one training of the mentors in both training and behavior techniques but also mentorship qualities to help them support others when the 2nd phase of the training begins.

Phase 2:
Depending on the availability of the six shelters to free people up for training, a number of return visits with ongoing online support of mentors through skype, email, calls and video is proposed. This is difficult to put a timescale on as it will depend greatly on the individual sites' ability to free up those to be trained. A suggested schedule is outlined below.

We would additionally suggest, as a lot of training will be mentor supported on site, the development of a document along the lines of the Dogs Trust Canine Carer checklist (but adapted for LAAS's purposes/location) to enable the mentors to continue supporting other staff and eventually volunteers too. The volunteer program may fit into phase 2 of this pilot but that will depend on length of stay for our trainer (largely dependent on Dogs Trust budgets) and availability of staff to be trained in this phase.

The overall aim of this proposal is to look at ways to begin a culture of up to date training and behavior methods being incorporated into day to day activities to improve the welfare and rehoming prospects of the dogs in LAAS's care.

Timescales:
- **March/April 2020:** If staffing allows, we would ideally like to arrange a first visit in March/April to spend some time in the six shelters & with LAAS Management to help identify & agree key areas/topics of focus for training.
- **August 2020:**
  - LAAS select mentors
  - DT interaction with mentors via virtual means to “meet” mentors and put some pre-learning in place
- **Early October 2020:** DT trainer spends 2 days at each site with the mentors getting to know the realities of the site and identify best intervention strategy (2 days per site, 3 visits, a day off, 3 visits, 2 days off, 2 days debrief & training = 17 days)
- **Early November 2020:** DT trainer returns after a period to begin implementing training during day to day work with the mentors. Spends the same time period as per visit 1 at each of the six shelters.
- **Late November 2020:** DT trainer designs and provides a training checklist to LAAS
- **January 2021:** DT trainer returns to implement training with the idea of spending 3-4 weeks in situ.
- **March-April 2021** – Evaluation undertaken.

**Venue:** all 6 LAAS shelters
Minimum space needed at each site: a training room sufficiently large to accommodate small group activities with dogs. Facilities required: data projector with audio (for showing videos) & materials specific to practical sessions.
Program Two: To run a Dogs Trust USA Dog School, providing weekly free training classes for your adopters

Aim:
To offer affordable dog training classes to puppy and rescue dog owners, giving owners and dogs the foundations they need to develop a strong bond, cope with domestic life and avoid some of the common pitfalls which lead to behavior problems.

By providing support to LAAS adopters, the hope is that this will also reduce the workload for LAAS staff, with fewer requests for assistance post adoption as well as reducing the chances of those dogs being abandoned or relinquished in the future due to behavior problems. We also intend to extend these classes to new puppy owners in the local area, through LAAS’s stakeholders to try and reduce the risk of those dogs being the abandoned dogs of the future.

We intend to run Dogs Trust Dog School to see how receptive adopters are to attending training, as well as measuring the impact that training has on the owner’s approach to training their dogs.

Partners:
New York – New York Animal Services and Bideawee (and associates)
Los Angeles – LA Animal Services and Wags and Walks (and associates)

Staffing:
- Dogs Trust UK to provide teams of 2 people to run the program in the US for around 16 weeks. The team will perform all administrative duties as well as run classes for owners.

Customer Capacity:
- We intend to run 12 classes per week - 3 classes per day, on 4 days in 4 different locations across New York or LA.
- Classes will be run at times convenient for customer e.g. evenings and weekends.
- This would allow 432 spaces per pilot, but we would like capacity of around 80% in classes, meaning we are more likely to see around 350 dogs.
- There will be a nominal fee for owners to attend classes (likely $20 for the 3-week course) as research we have conducted in the UK has shown that a nominal fee increases attendance of classes as there is a better commitment from owners.
- Staff and volunteers from partner organizations are welcome by prior arrangement to come and watch classes, volunteer in classes to improve their own dog training skills or bring shelter dogs along to classes where there is capacity and dogs are deemed suitable by Dog School staff.

Timescales:
- We propose to run classes at LAAS shelters from the beginning of October 2020 to run for an initial period of 12 weeks.

Content of Classes:
- For pilot phasing, courses will be 3 weeks long to maximize the number of participants we can engage with. However, this would then be extended to standard 6-week duration if the program continues beyond initial phase. Proposed content is an adaption to the UK Introduction to Dog School program which, although heavy in volume of content, has worked exceptionally well. This content is available for partners to view.
Qualifying Dogs:
- We will attempt to split classes into puppy (under 18 weeks), adolescent (18 weeks – 18 months) and adult classes, but will confirm this once enquiries and demand for classes starts to come in. Staff running the pilot are used to being adaptable depending on enquiries they receive and will amend accordingly.
- Dogs will need to be suitable for classes as per normal Dog School admissions (dogs must be confident and relaxed in the environment/ around other dogs and people).

Marketing and Promotion:
- We anticipate dogs will predominantly be referred through our partners and their affiliates when rehomed.
- Training will be offered to rescue organizations staff and volunteers so that they understand the program, the DTUSA organization and the benefit of classes for owners.
- Any dog owner can come as long as the puppy or dog is suitable for classes.
- Marketing materials are to be provided to ‘adoption advisors’ and partner organizations at DTUSA expense e.g. leaflets, posters and pop up banners.
- We may promote classes through other appropriate dog professionals (vets, groomers, walkers) and industry influencers.
- We intend to set up social media channels for promotion.

Supporting Resources:
- Participants would be issued with an owner booklet, cost to be covered by DTUSA.
- Owners will also be signposted to our resources – the Dogs Trust Dog School videos, website etc.

Equipment:
Dogs Trust USA will purchase or hire the following, to facilitate classes:
- Training equipment for classes.
- IT and office equipment.
- A vehicle (van or truck) be hired to travel between classes.

Administration:
- We will be using our Salesforce CRM system to make the booking process as simple as possible, complying with all US data protection laws.

Assessing Impact:
- Will be supported by Dogs Trust UK Research team.
- Week 1 and final week questionnaires collected to assess customers understanding of dog training and behavior and entered onto a computer program.
- Reports can then be generated to assess different areas of research.

Assistance required from partner organizations where possible:
- Helping to find suitable venues for teaching classes.
- Put us in touch with suitable affiliates to help raise awareness of the program.
- Help with marketing as stated above in marketing section.
Memorandum of Understanding:
- MOUs to be created by DTUSA at our expense and agreed by all parties prior to commencing pilots.

Resources Required by LA Animal Services

All training for LA Animal Services staff and volunteers would be delivered free of charge by Dogs Trust USA. LA Animal Services would not need to make a financial contribution.

Dog School classes would be provided to adopters on a very low-cost basis ($20 for the 3-week course).

LA Animal Services contribution to the program would be to provide the space for the Dog School classes at one or more of the six city shelters, for example an agreed weekly slot in the community room at the shelter and to advertise the Dog School classes to your adopters. Dogs Trust USA would provide posters and leaflets for the participating shelters. We would also ask that the Dog School trainers could store their equipment, which would be minimal, on the premises in the shelter for ease of access each week.

LA Animal Services would also need to find suitable slots in the shelter schedule for the staff and volunteers to be released for class-room based training, (e.g. 1-3-hour slots) and provide space for the training to be delivered on site (a community room would be ideal). The mentoring and practical support would be delivered by shadowing staff and volunteers on their existing duties and routines so will cause minimal disruption, for example Dogs Trust staff working with LA Animal Services staff during dog mixing and playground sessions or on Intake duties when dogs are being assessed.

About Dogs Trust USA

Dogs Trust USA is a registered 501 c 3 which aims to support the work of organizations whose mission it is to improve the lives of dogs across the United States and beyond. Dogs Trust USA is the sister organization of Dogs Trust UK – who have been operating in the UK for 128 years. Each year, Dogs Trust UK cares for 15,000 dogs at their 21 no-kill shelters (which they call Rehoming Centers). Dogs Trust UK has over 1,500 staff and over 2,000 volunteers. As their focus is entirely dogs, they have been able to invest their resources over the years to develop expertise in all areas of dog welfare and have become the Incubators for many innovations. For example, they are expert in how to design and build shelters and how to develop rehabilitation programs for dogs that are struggling with their behavior and therefore less likely to be adopted. Through their efforts such as mass neutering programs, microchipping campaigns and rehoming stray and abandoned dogs, Dogs Trust UK has seen the numbers of dogs put down across the country reduced from nearly 22,000 in 1997 to just 1,500 last year. Dogs Trust UK's most recent innovation is Dog School, and they now have 34 Dog Schools established across the UK training over 13,000 dogs and their humans every year preventing many of these dogs being surrendered to the pounds as a result of preventable problem behaviors.

For more information

Please contact Helen Walker, Executive Vice President
heLEN.walker@dopstrustusa.org
+44 (0) 20 7833 5143
MEETING DATE: March 10, 2020

REPORT DATE: February 5, 2020

SUBJECT: APPROVAL OF THE USE OF THE ANIMAL WELFARE TRUST FUND FOR LEADERSHIP AND MANAGEMENT SKILLS TRAINING

BOARD ACTION RECOMMENDED:

APPROVE the use of up to $23,000 in Animal Welfare Trust Fund for a two-day Leadership and Management for Animal Welfare Professionals training for up to 50 employees.

BACKGROUND:

Emancipet New School offers a shared training experience for staff to facilitate cohesion in their understanding of effective management, communication, and leadership practices. For two content-packed days, attendees will hone communication skills, explore self-awareness, and focus on what it takes to practice effective leadership. The carefully designed and thoughtfully facilitated training promises a fun and safe environment for participants to improve their skills and connect with colleagues tackling similar challenges and opportunities. B. J. Rogers is a certified dialogue education teacher, a certified animal welfare administrator and holds an executive education certificate in public leadership from Harvard Kennedy School of Government. This experience was used to develop the training course Supervisor to Leader: Leadership and Management skills for Animal Welfare Professionals which includes the following content:

- Nature of problems and distinctions between the technical and adaptive challenges
- Difference between formal and informal authority, and between authority and leadership
- The four needs of followers and their strengths and challenges in meeting those needs
- Translating key concepts into observable behaviors in or to more effectively serve direct reports
- The concept of employee engagement and consideration of personal level of engagement in the organization
- Explore differences between coaching and controlling and practiced skills to facilitate coaching
- Identifying personal triggers and strategizing as to how to diffuse their charge
The Emancipet New School training program incorporates various group exercises and a variety of communication exercises for maximum learning opportunities.

**SUMMARY:**

The Supervisor to Leader: Leadership and Management skills for Animal Welfare Professionals training program will be open for all supervisors and managers. The two full days of training will be from 8:00 a.m. to 5:30 p.m. Upon approval, Management will identify the training dates with the least impact on operations. As the training request travel for the instructors, the training will be for two consecutive days.

LAAS is continually seeking different ways to engage employees and improve our leadership practices. The Supervisor to Leader: Leadership and Management skills for Animal Welfare Professionals training program would be a valuable addition to the Department's training program.

**FISCAL IMPACT:**

There is no fiscal impact to the General Fund. The cost of the Emancipet New School Program funds will be expended from the Animal Welfare Trust Fund (Fund 859).

Approved:

[Brenda F. Barnette, General Manager]

Attachments

**BOARD ACTION:**

- [ ] Passed
- [ ] Disapproved
- [ ] Passed with noted modifications
- [ ] Continued
- [ ] Tabled
- [ ] New Date
Training Proposal for
City of Los Angeles
Department of Animal Services
Submitted October 2019

The training and consulting team at Emancipet New School is pleased to submit this proposal to provide in-person leadership and management skills training to staff of the City of Los Angeles Department of Animal Services.

As requested by Dr. Jeremy Prupas, Chief Veterinarian, please find the proposal, cost estimate, and additional pertinent information below.

We look forward to your reviewing this proposal and welcome your questions.

Sincerely,

B.J. Rogers
Chief Communication Officer
PURPOSE

City of Los Angeles Department of Animal Services leadership would like to offer a shared training experience to their staff in order to facilitate cohesion in their understanding of effective management, communication, and leadership practices.

DELIVERABLE

**Supervisor to Leader: Leadership & Management Skills for Animal Welfare Professionals**

2-Day Private Training

The following represents a possible offering to be conducted over two (2) days at one of the City of Los Angeles Department of Animal Services' locations in Los Angeles, CA. The fee assumes that the City of Los Angeles Department of Animal Services will provide the following:

- Training site to comfortably accommodate all attendees* (including seating and tables) from 8:00am to 5:30pm on both days
- Whiteboard or two easels and post-it flipcharts
- Access to an LCD projector and projection screen
- Beverages, lunch, and snacks for attendees (light breakfast optional)

*The number of attendees will be determined by the City of Los Angeles Department of Animal Services prior to the contract signing and will be based on the options provided under the Project Costs on page 3.

Description:

For two content-packed days, attendees will hone communication skills, explore self-awareness, and focus on what it takes to practice effective leadership. This carefully designed and thoughtfully facilitated training provides a fun and safe environment for participants to improve their skills and connect with colleagues tackling similar challenges and opportunities.

Learning Objectives:

At the end of the two-day training, attendees will have:

- Discussed the nature of problems and distinctions between the technical and adaptive challenges
- Differentiated between formal and informal authority, and between authority and leadership
- Reflected on the 4 Needs of Followers and their strengths and challenges in meeting those needs
- Translated key concepts into observable behaviors in order to more effectively serve direct reports
• Delved into the concept of employee engagement and considered their own level of engagement in your work and organization
• Participated in a variety of communication exercises
• Practiced giving effective feedback and deploying Radical Candor
• Explored the differences between coaching and controlling and practiced skills to facilitate the former
• Identified personal triggers and strategized as to how to diffuse their charge
• Tried out practices meant to cultivate the capacity to respond and not react
• Conducted a personal core values inventory and identified 4 key core values
• Identified their predominant Conflict Mode and investigated how it differs from other modes
• Engaged colleagues in thoughtful and productive dialogue

PROJECT COST

ENS can facilitate the deliverable for various audience sizes. Below is the tiered pricing structure based on number of attendees.

Option #1 (up to 20 attendees).................$10,000.00 + travel for 1 presenter
Option #2 (between 21-30 attendees).....$15,000.00 + travel for 1 presenter
Option #3 (between 31-50 attendees).....$20,000.00 + travel for 2 presenters

Travel expenses are in addition to the project cost and are billed at a fixed cost of $1,500 per trainer (to cover hotel, air/ground transportation, and meals).

KEY STAFF

The following staff will be instrumental in the design and delivery of the training session:

B.J. Rogers, CAWA, CDET – Chief Communication Officer

B.J. believes that people are the solution and not the problem. From fundraising for multiple sclerosis research at a young age, to fighting for LGBTQ rights, to thirteen years of work in animal welfare, B.J. is a lifelong learner and advocate. Twice a nonprofit CEO, B.J. has worked for both community-based and national nonprofits, taught students and staff in higher ed, nonprofits, and the private sector, and made a career of working on issues of equity across a variety of disciplines.

In his current role as Chief Communication Officer at Emancipet – an Austin, TX-based social change organization on a mission to make affordable, accessible, and inclusive veterinary care available to everyone – B.J. oversees marketing, PR, and fundraising strategies as well as all training and consulting services offered through the Emancipet New School.
A longtime student and educator, B.J. is a Certified Dialogue Education Teacher, a Certified Animal Welfare Administrator, and holds an Executive Education Certificate in Public Leadership from the Harvard Kennedy School of Government.
Report to the Board of Animal Services Commissioners

MEETING DATE: March 10, 2020
PREPARED BY: Tammy Watson

REPORT DATE: March 4, 2020
TITLE: Assistant General Manager

SUBJECT: REQUEST TO NEGOTIATE AND ENTER INTO CONTRACT AGREEMENT WITH THE GLUE, LLC FOR MARKETING, FUNDRAISING, PUBLIC RELATIONS, AND WEBSITE DEVELOPMENT AND MANAGEMENT SERVICES

BOARD ACTION RECOMMENDED:

1. AUTHORIZE the General Manager of the Department of Animal Services, or designee, to negotiate a contract Agreement with The Glue, LLC for marketing, fundraising, public relations, and website development and management services to general terms described in this Board Report.

2. DIRECT staff to transmit the approved Agreement to the Office of the Mayor and subsequently to the City Council, and authorize the General Manager of the Department of Animal Services to execute the subject Agreement upon receipt of necessary approvals.

SUMMARY:

On February 26, 2019, the Board of Animal Services Commissioners authorized the Department to release a Request for Proposals (RFP) for the development and coordination of LAAS’s marketing outreach related to high-level donor fundraising, public relations, and rebranding, including the development and management of a new website.

BACKGROUND:

Staff released the RFP on March 18, 2019, held a mandatory pre-conference meeting on April 2, 2019, with proposals due on April 25, 2019. The Department received eight proposals:

"Creating a Humane LA"
AN EQUAL OPPORTUNITY EMPLOYER
Visit our website at www.LAAnimalServices.com
Report to the Board of Animal Services Commissioners
SUBJECT: REQUEST TO NEGOTIATE AND ENTER INTO CONTRACT AGREEMENT WITH THE GLUE, LLC FOR MARKETING, FUNDRAISING, PUBLIC RELATIONS, AND WEBSITE DEVELOPMENT AND MANAGEMENT SERVICES

- Dailey Advertising
- Stellar Agency, LLC
- The Glue, LLC
- Macy + Associates, Inc.
- Fenton Communications, Inc.
- Coleman, Inc.
- JacobsEye Marketing Agency, LLC
- Nemoi Advertising and Design

Upon receiving the proposals, Staff reviewed all required documents and concluded that all proposals included all required documents and met the RFP's minimum qualifications.

An evaluation team comprised of three raters from other City departments reviewed the proposals and scored them using the scoring system as instructed in the RFP. This scoring system is the method established for this RFP to rank one proposal against another.

Although each proposer presented excellent qualifications, the evaluation panel's overall score ranks The Glue, LLC with the highest qualifications and the lowest cost. Based on the score rankings, it is recommended that The Glue, LLC be awarded the agreement, based on the value of the proposal to the Department, and how well the proposer demonstrated its ability to accomplish the Department's goals. Furthermore, The Glue, LLC has sufficient qualifications to perform the scope of services.

Experience and Qualifications
The Glue, LLC was founded in 2013 and is a women-owned full-service agency with a core mission to create value for users, achieve the objectives of their clients and communicate to customers with authenticity and joy. The Glue, LLC works with Good Ways as their fundraising partner and Stratus360 as the customer relationship management partner. Recently, The Glue, LLC successfully completed the LADOT Digital Strategy project with the Los Angeles Department of Transportation, Vision Zero Division.

Proposed Services
The Glue proposes to provide services in four components: A) Marketing Services, B) Fundraising and Recruitment Services, C) Website and Social Media Services, D) Component Integration and optional Photography and Videography components.

Conclusion
On numerous occasions, both City Council and the Office of the Mayor made requests for increased public educational programs and a new website. The requested contract outcomes will include the development of a new website designed to be user and mobile-friendly with multi-language translations. Also, improved marketing and branding and increased public outreach for educational programs such as Pet Laws, Licensing and Spay Neuter. The Department will also have a sustainable donor development and stewardship program.

With approval, contract negotiations will incorporate rules and regulations for evaluating, documenting and reporting performance of the contractor in accordance with the Los Angeles Administrative Code (LAAC) evaluation of City Personal Services Contractors. These rules and regulations will include designated benchmarks throughout the project.
The Department request that the Board of Animal Services Commissioners authorizes the General Manager to negotiate and enter into a contract for service with The Glue, LLC for an amount not to exceed $1,545,000 (including contingency) over three years.

**FISCAL IMPACT:**

There is no impact to the General Fund. The contract cost will be established and will be funded by the Animal Welfare Trust Fund. The total funding for this project is not-to-exceed $1,545,000. Funding for year one in the amount of $893,000 is available in the AWTF in unrestricted funds received after May 1, 2018 and eligible for new programs. Funding for years two and three are significantly less at $207,000 and $244,000, respectively not including the overall contingency of $201,000. Appropriations for years two and three are anticipated from future unrestricted AWTF deposits.

Approved:

_Brenda F. Barnette_, General Manager

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**BOARD ACTION:**

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