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**Long Beach needs a resolution that will make No Kill the policy of Long Beach no matter who the shelter manager is, no matter who is Mayor or on City Council, and no matter who the City Manager is. This is a model resolution and implementation plan that could be passed as a resolution, or it could become a City ordinance. Whatever form such an ordinance would take would, of course, be subject to discussion and consensus by the community.**

**No Kill Long Beach offers this as a start to that conversation.**

**MODEL RESOLUTION FOR AN OPEN-ADMISSION NO KILL SHELTER  
IN LONG BEACH**

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION TO IMPLEMENT NEW POLICIES AT LONG BEACH ANIMAL CARE SERVICES TO BETTER SERVE BOTH THE CITIZENS AND THE LOST AND HOMELESS ANIMALS OF THE CITY OF LONG BEACH AND CONTRACT CITIES BY SAVING ALL HEALTHY AND TREATABLE SHELTER ANIMALS**

**WHEREAS**, the current vision of Long Beach Animal Care Services is to become California's safest large city for people and animals through a proactive strategy of community engagement and enforcement activities; and

**WHEREAS**, the City of Long Beach and its citizens have demonstrated great interest in community planning and strategies for animal welfare programs community wide; and

**WHEREAS**, the citizens of Long Beach deserve a **progressive, open-admission animal shelter** that succeeds at saving the lives of homeless animals at a level that is consistent with the most successful animal shelters in the country;

**NOW THEREFORE, BE IT RESOLVED** that the City Manager is hereby directed to revise the mission of Long Beach Animal Care Services to make the attainment of positive outcomes for Long Beach's lost and homeless animals a **primary mission** of the agency **with the goal of saving all healthy and treatable animals in the Long Beach Animal Care Services animal shelter**. To achieve this goal, the City Manager is directed to oversee the implementation by Long Beach Animal Care Services of the "City of Long Beach Lifesaving Programs Implementation Plan," attached as Exhibit A, which includes the following actions and programs:

- Revise the mission of LBACS to make obtaining positive outcomes for Long Beach's lost and homeless pets the agency's primary mission, alongside public safety;
- Implement a **comprehensive LBACS adoption program, separate from SpcaLA**, to increase life-saving capacity, including utilizing the Humane Society of the United States (HSUS) Adopters Welcome protocol;
- Extensively **market animals in a variety of forms** using promotions (e.g., low-cost adoptions) that maximize lifesaving.

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- Establish a **large-scale LBACS foster program, separate from SpcaLA**, to increase cage space and increase the number of animals adopted from the shelter;
  - Implement and sustain a **City-supported kitten fostering program with neo-natal fostering capacity** over the long term;
  - Increase efforts to provide **high-volume low-cost spay/neuter surgeries** to the residents of Long Beach;
  - Implement a **large-scale LBACS volunteer program** to staff lifesaving programs;
  - Improve **outreach to and relations with private rescue organizations** to facilitate their ability to save lives;
  - Build the capacity of its **Shelter Neuter Release (SNR) program** to decrease the number of community cats euthanized at the shelter;
  - Improve LBACS's capacity for **behavioral evaluation and management of animals** and use an **established protocol designed to maximize lifesaving for at-risk dogs and cats**;

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- Decrease owner surrenders through **pet retention programs and community outreach**;
- **Increase redemptions** through proactive policies designed to return animals to their owners (e.g., shelter help line; shelter intervention program; subsidized redemption fees);
- End Empty-Cage Killing; no animals shall be killed at LBACS while empty cages exist;
- Increase LBACS's accountability and transparency to the public by **publishing all animal outcomes monthly** on its website;
- Reexamine and redefine LBACS's relationship with SPCALA and **formalize agreements to ensure that LBACS operates autonomously of SpcaLA and has full control of its own policies and programs**;
- **Reserve the act of euthanasia for animals that are medically irremediably/incurably suffering and those with irremediable/incurable and severe behavioral issues.**

**BE IT FURTHER RESOLVED** that the Long Beach Lifesaving Programs Implementation Plan shall be codified as an ordinance in the City Code in order to provide for the proper management and operation of Long Beach Animal Care Services as a City-operated shelter that prioritizes lifesaving alongside public safety.

The Manager of Long Beach Animal Care Services is further directed to provide a briefing to

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City Council on the progress of the implementation of the actions outlined in the Long Beach lifesaving Programs Implementation Plan within three (3) months of the passing of this resolution.

This resolution shall take effect immediately upon its adoption by the City Council, and the City Clerk shall certify the vote adopting this resolution.

I hereby certify that the foregoing resolution was adopted by the City Council of the City of Long Beach at its meeting of \_\_\_\_\_, 20XX, by the following vote:

Ayes: \_\_\_\_\_ Councilmembers: \_\_\_\_\_

Noes: \_\_\_\_\_ Councilmembers: \_\_\_\_\_

Absent: Councilmembers: \_\_\_\_\_

\_\_\_\_\_  
City Clerk

# No Kill Long Beach

Exhibit A

## **(Draft Ordinance) City of Long Beach Lifesaving Programs Implementation Plan**

To increase the lifesaving capacity of Long Beach Animal Care Services, the City shall:

1. Establish the lifesaving of impounded animals as the mission of Long Beach Animal Care Services, alongside public safety as follows:
  - a. Adopt the following mission statement for LBACS: The mission of Long Beach Animal Care Services is to develop, implement and enforce policies, procedures and programs that will make Long Beach a No Kill community, encourage compassionate and responsible behavior toward animals and reposition Long Beach as a recognized state and national leader in animal sheltering by saving all healthy and treatable animals that enter the city-run shelter and reserving euthanasia only for animals that are irremediably suffering. (See 20(c)).
2. Implement a comprehensive LBACS adoption program to increase lifesaving capacity at the city shelter. The City shall require LBACS to:

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- a. Shift to public-friendly adoption hours (e.g., from 11:30 am to 7:30 pm) to allow people to go to the shelter to adopt and/or redeem animals after working hours.
- b. Post clear signage at LBACS. This will specifically include putting signs outside of the LBACS side of the shelter advertising LBACS animals as adoptable, placing a sign at the entrance of El Dorado Park stating that entrance to the park is free for shelter visitors, and placing signage on both sides of freeway prior to shelter off-ramp exits.
- c. Hold off-site adoptions using a tiered plan of implementation that allows LBACS to gradually increase the number of weekly adoption events from 2 events per week, to 4 events per week until, one year after the implementation, offsite adoption events are held every day the shelter is open to the public. These events shall take place in high-traffic areas to increase the exposure of shelter animals to potential adopters. These events will be implemented through the work of volunteers.
- d. Hold weekly adoption promotions featuring reduced adoption fees. More frequent promotions will be held for animals that are at high-risk of being euthanized.
- e. Extensively market animals in a variety of forms, including social media, so that the public knows in a timely manner which animals are available for adoption. At least 60% of postings on LBACS's Facebook page shall feature adoptable animals. All City Council meetings shall begin with an announcement of animals for adoption at Long Beach Animal Care Services.
- f. Use traditional media (newspaper, radio, TV) to **proactively** market animals by reaching out to the media and to businesses to establish advertising partnerships that will enhance the shelter's lifesaving capacity while giving local businesses the opportunity to give back to the community.
- g. Establish policies for when to alert the local media for crisis management. (e.g., alerting the community when kennels are full, asking for community fosters, adopters and other support.)
- h. Create and implement a protocol that sets forth a streamlined adoption procedure with no more than a 24-hour gap between time of application and release of an animal to a new home. Use the "Adopters Welcome" protocol for adoptions developed by the Humane Society of the United States (HSUS) (See Exhibit B). Streamline adoption process so that it only takes 15 minutes at the window to complete a customer's transaction.

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- i. Put in place a Call Before Killing (CBK) policy that allows an owner or person in the community who surrenders an animal and wants to be the last resort to prevent the animal from being killed to put “Call Before Killing” hold on the animal.
  - j. Use the mobile adoptions van that was donated to LBACS to do weekly mobile adoptions, moving to daily mobile adoptions in the City by the end of the first year of implementation.
  - k. Handle all adoption processes for LBACS animals at LBACS by LBACS staff. Adopters will not be sent to spcaLA to adopt; no double adoption application processes will exist; spcaLA will no longer have the right of first refusal of LBACS animals; LBACS will use the HSUS “Adopters Welcome” protocol for screening adoptions.
  - l. Begin marketing animals immediately after impound, with a clear statement that i) animals need to be held for the minimum 3-day hold required by California law before they can be adopted, and ii) if the animal’s owner comes to claim the animal, that animal will be released to the owner (see 14(a)).
  - m. Increase the number of animals spay/neutered at LBACS while they are impounded and prior to adoption to ensure that they are “ready to go home” when an adopter is identified.
3. Establish a foster program at LBACS, separate and distinct from that of spcaLA, to increase cage space and increase the number of animals adopted from LBACS, specifically. The City will direct LBACS to:
    - a. Create a “Foster until Adoption” program for people who surrender a found pet to LBACS, cannot adopt it, but would like to help find it a home. This would also include citizens who want to foster euthanasia-list pets until adoption.
    - b. Create an “Adoption from Foster” program to allow fosters to find adopters for the pets in their care, eliminating the need for foster pets to take up cage space at the shelter when they are ready for adoption.
    - c. Increase the number of animals in foster homes to the level attained by the best animal shelters in the state (e.g., In June 2014, Sacramento Animal Care Services had 200 animals in foster homes. This number has no doubt increased by 2019).

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4. Implement a kitten fostering program with neonatal fostering capacity. The City will direct LBACS to:
- a. Continue to support the kitten nursery partnership already in existence and should the current partnership dissolve, recruit another organization to continue the nursery, or LBACS will take on the nursery itself.
  - b. Recruit rescue organizations, as needed, to hold neonatal fostering workshops at the shelter and act as consultants for interested members of the community, who, in turn, foster neonatals, thereby building community capacity for volunteering at the shelter and decreasing the number of kittens killed. Although rescue organizations will provide the training, the actual operation of the foster program will be done by LBACS.
  - c. Recruit more local rescue organizations to do the fostering themselves. (See #7 for relationships with rescue organizations).
  - d. To offset the spay/neuter costs associated with not euthanizing these kittens, LBACS shall develop a Veterinarian Outreach Program that will ask local veterinarians to donate surgeries to the shelter to cover the increase in required spay/neuters, as well as establish a donation fund for this purpose.

5. Increase the number of low-cost spay/neuter surgeries. The City shall:
- a. Direct LBACS to increase the funding for the spay/neuter voucher program to restore the program to 2010 levels (\$110,473 was spent on this program in 2010). LBACS will do this by applying licensing funds to this program, soliciting financial donations from the public, and applying for grants that are available to shelters that declare lifesaving as their primary mission. Lists of low-cost spay/neuter providers shall be provided to the public.
  - b. Expedite the approval and operation of the onsite spay/neuter clinic that has been donated to LBACS such that it opens and is fully operational no later than (date). LBACS shall provide to the City a report on the status of this project and a projected timeline for completion no later than (date).
  - c. Increase funding currently allocated to local mobile low-cost spay/neuter providers by 20% under a contract that states that the increased funding shall be used to increase the number of cats that are spayed/neutered in Long Beach. Seek out funding for LBACS to procure its own mobile spay/neuter van.
  - d. All animals shall be spay/neutered prior to leaving LBACS premises.

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- e. Adoptions as a preventive mechanism. LBACS shall acknowledge that increasing the number of adoptions also serves to reduce future shelter intake by providing altered animals (rather than unaltered animals from alternative sources) to meet the community demand for companion animals.
6. Implement a large-scale volunteer program at LBACS to staff lifesaving programs. This will require the City to:
    - a. Hire a full-time volunteer coordinator who has experience in coordinating volunteers in a shelter in a city the size of Long Beach.
    - b. Create a volunteer recruitment plan to ensure that the bureau recruits enough volunteers to staff needed programs related to lifesaving.
    - c. Extensively promote the volunteer program to recruit people to run programs related specifically to lifesaving. Use best practices in volunteer recruitment and retention.
    - d. Schedule regular monthly volunteer orientation programs to ensure ongoing recruitment and to maintain volunteer pool.
    - e. Process volunteer applications in a timely manner, providing options for fingerprinting to be carried out after 5 pm or on weekends for volunteers who hold full-time jobs.
    - f. Establish processes and metrics to evaluate the volunteer program's effectiveness.
  7. Improve outreach to and relations with private rescue organizations. Recognizing that rescue organizations are a valuable resource to the City and that rescue organizations reduce the burden on the City to save the lives of Long Beach's lost and homeless pets, the City shall:
    - a. Direct LBACS to streamline the process that 501(c)(3) rescue organizations must go through to take an animal in from LBACS. This will include creating a protocol that 1) permits any 501(c)(3) that is willing to take an animal from the shelter to do so (in compliance with current state law) within 24 hours of the rescue organization's having made that request and 2) institutes a first-come, first-served policy for any rescue organization that agrees to take an animal.

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- b. Do not charge, if such charges currently exist, fees to rescue organizations that want to “pull” an animal from the shelter.
  - c. Waive the 4 animal-per-household pet limit for 501(c)(3) rescue organizations that hold a transfer permit with the City, with the clear understanding that such an exemption would not exempt those organizations from noise and sanitation abatement laws, as well as cruelty, neglect and other health and safety codes.
  - d. Increase outreach and improve communications with rescue organizations by sending out 5-day and 24-hour euthanasia lists to all rescue organizations in the community who sign up to receive such lists. Further, rescue organizations that agree to take an animal in response to the list shall have the animal released to them as soon as a representative of the rescue arrives at the shelter.
8. Expand the Shelter-Neuter Release (SNR) program to increase feral (community) cat live outcomes. The City shall direct LBACS to:
- a. Increase the number of community cats released under the SNR program so that all healthy and treatable community cats are returned to the community. This is assumed to be 90% of community cats admitted, though this number may fluctuate from month to month.
  - b. Add to the number of volunteers who participate in this public to ensure that the goal established in 8a, above, is met.
  - c. Continue to seek out opportunities to increase community involvement in Trap-Neuter-Release (e.g., community TNR training, easy-access trap lending program, etc.)
  - d. When kittens are found in the field, all attempts will be made to find the mother to effectuate spay.
9. Improve behavioral evaluation and management of animals in LBACS custody. The City shall direct LBACS to:
- a. Engage a **certified** animal behaviorist to conduct assessments of animals identified as potentially aggressive or posing a public health risk.
  - b. Create protocols for the behavioral assessment of any animal that is identified as potentially aggressive or posing a public health risk. This shall be done in consultation with a certified animal behaviorist.

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- c. Implement a Lifesaving Protocol for At-risk Dogs, similar to that operated by the City of Austin: <https://www.youtube.com/watch?v=Irj--TE5ouw>.
  - d. Establish “play groups” for dogs to help socialize them and make them ready for adoption. Dogs shall have at least one hour per day out of kennel divided into up to two sessions to decrease shelter stress. Dogs shall be walked before meeting potential adopters so that the dog may let off excess energy after being in kennel and before meeting adopters.
  - e. Document all steps taken to evaluate, rehabilitate and/or place in a sanctuary any animal that is euthanized after being deemed seriously aggressive or posing a public health.
  - f. Assess all animals within 3 days of intake, and dogs whose health permits shall be placed on the walk list immediately to ensure they get proper exercise and stimulation.
  - g. Establish cat rooms to give cats space outside of cages to exercise.
10. Implement a plan to reduce the number of owned animals surrendered to LBACS. The City shall direct LBACS to:
- a. Implement an appointment system similar to that advocated by ASPCA for owner surrenders that are willing to make appointments, so that personal, behavioral, health and other challenges can be analyzed, addressed and potentially solved, thereby managing intake and reducing the number of animals LBACS euthanizes. This shall be done with the understanding that any animal that is believed by LBACS staff to be in danger if not admitted immediately upon request by the owner shall be admitted with no delay.
  - b. Establish and staff a telephone help line with volunteers providing advice on behavioral and other issues which could result in the animal being surrendered.
  - c. Create a comprehensive library of online and print resources in multiple languages (e.g., low-cost vets, rescues, boarding facilities) to assist pet owners with behavioral and other challenges that lead to relinquishment.
  - d. Provide counseling for owners who surrender and educate them regarding the likelihood of euthanasia, options regarding re-homing, fostering and/or rescue and the availability of community based assistance in the form of food banks, low-cost veterinary clinics and pet-friendly housing.

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- e. LBACS shall provide an owner-surrender disclaimer to ensure that an owner surrendering an animal to LBACS fully understands the chances of the animal being adopted vs. killed. The disclaimer shall clearly indicate the number of animals killed, including chances of live outcome vs. killing by breed, age and health status in the prior year, and shelter staff shall read the disclaimer to persons contemplating surrender of their pet. City staff and the person surrendering their pet shall sign an Agreement of Acknowledgement of Possible Outcomes.
11. Decrease redemption fees for people who wish to redeem a lost pet that has been turned in to LBACS. This shall include establishing a sliding-fee scale for low-income owners, a program that allows people to work off their fees by volunteering at the shelter, and establishing a Redemption Fee Fund specifically established and maintained by monies received in donations to provide funds to pay fees for low-income owners. People who come to redeem their pets shall be informed of this policy in writing.
12. End Empty-Cage-Killing. LBACS will impose an immediate and permanent moratorium on the killing of any animal (unless it meets the conditions in 15(a)(1) or 15(a)(2) below) when there are empty cages and kennels. There is no legitimate reason to kill a healthy or medically or behaviorally treatable animal when there is cage space available to give him or her a chance at adoption, and such killing is inconsistent with the wishes of the animal-loving public of the City of Long Beach.
13. Increase LBACS's accountability and transparency to the public. The City shall direct LBACS to:
- a. Establish yearly performance goals and strategic plans and make them publicly available on LBACS' website.
  - b. Publish raw monthly euthanasia and other statistics detailing intake and outcomes on the LBACS website. In addition to intake and outcome categories, this will specifically include the number of adoptions accomplished through offsite adoption events, the number of animals in foster homes and the number of empty cages at the shelter.
  - c. Track and publish performance markers relative to their progress in implementing the Lifesaving Implementation Plan and post them on the LBACS website on a monthly basis.
14. Continue to offer humane education programs designed to foster compassion among the public and promote the benefits and responsibilities of responsible pet guardianship.

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15. Provide regular and ongoing professional development for all LBACS staff in relation to the humane and efficient operation of a lifesaving animal shelter, such as those offered by Maddie’s Fund and Best Friends.

16. Review, revise and formalize the City’s operational relationship with spcaLA such that the relationship has no adverse impact on animals at LBACS. It will do so by requiring LBACS to:

- a. Formalize in writing the fact that LBACS is autonomous of spcaLA and the power to make all decisions regarding the operation of LBACS shall rest with LBACS and the City.
- b. Require spcaLA to provide its animal outcomes and shelter statistics to LBACS *on a monthly basis*. These statistics shall provide all outcomes (e.g., adoptions, transfers, euthanasias, etc.) The City’s shall post spcaLA’s animal outcomes on the LBACS website.
- c. Require spcaLA to post its animal outcomes and shelter statistics on the spcaLA website.
- d. LBACS will no longer wait for spcaLA to accept or pass on any animal before LBACS begins advertising an animal for adoption or before actually adopting out an animal. LBACS will establish autonomy in all operations as is fitting of a municipal animal shelter.
- e. Establish the “Open Stray” program. LBACS shall post as adoptable through LBACS any animal upon intake, with a disclaimer for potential adopters that the animal may be reclaimed by its owner before the adoption process is finalized if the animal is reclaimed within the legal time period.
- f. Adopt out an animal to any willing member of the public who applies and is approved to adopt a given animal regardless of whether or not spcaLA has reviewed that animal for intake.
- g. Monitor the number and percentage of animals that spcaLA takes from LBACS on a quarterly basis and report those figures to City Council.
- h. LBACS will cease to submit donations, donor information or donation opportunities to spcaLA and will instead establish its own donation platforms for direct support of LBACS, which will supplement its annual City budget.
- i. LBACS will not increase the number of animals transferred to SpcaLA and will work instead to decrease the number of animals transferred to that agency

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in favor of adopting animals into homes.

17. Establish processes and protocols to ensure that LBACS animals receive the highest standard of humane care, in alignment with the compassionate and humane values of the people of Long Beach. This standard shall be verified by external auditors every four years at the City's expense to ensure that LBACS continues to adhere to all best practices in animal shelter operations and management.

18. Establish euthanasia accountability measures. Document for all cases of euthanasia all steps taken to place the animal, and require the LBACS manager's sign-off for each animal euthanized. Utilize the Animal Evaluation Matrix when making determinations as to which animals are healthy, have treatable conditions or are irremediably suffering. The Animal Evaluation Matrix is attached as Exhibit C.

19. No animal shall be euthanized simply because the animal's holding period has expired. Before the animal is euthanized, all of the following conditions must be met:

a. There are no empty cages, kennels or other living environments in the shelter; and,

b. The animal cannot share a cage or kennel with another animal; and,

c. A foster home is not available; and,

d. A rescue group is not willing to accept the animal; and,

e. The animal cannot be transferred to another shelter with room to house the animal; and,

f. All mandates, programs and services of this ordinance have been met; and,

g. The manager of LBACS certifies that he or she has no other alternative.

20. The determination that sections 19a – 19g have been met shall be made in writing, signed by the manager of LBACS and be made available for free public inspection for no less than three years.

21. Establish an independent fundraising infrastructure, including staffing personnel to manage fundraising, in LBACS to provide additional funding for innovative lifesaving programs as funds become available, for example, funds to assist the public with redemption fees, veterinary care, pet food, spay/neuter or other such services. Fundraising infrastructure shall include recruiting and retaining volunteer or staff with grant-writing duties.

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22. Terminology. Commonly used terms are defined as follows:

- a. Euthanasia is permitted when there exists either:
  1. Terminal medical conditions which cause irremediable suffering (see 20(c)). This will apply to animals identified by a veterinarian who, if not euthanized, will die an agonizing death regardless of where or under whose care it is housed (i.e., a veterinary hospital or foster home with access to hospice).
  2. Serious aggression issues that pose a health and safety risk. This applies to animals who have been identified and agreed upon by a certified animal behaviorist to pose a safety risk to the community and who cannot be rehabilitated, regardless of whether or under whose care it is housed.
- b. Kill: The term “kill” applies when:
  1. Taking of life for any reason other than the above.
- c. Irremediable suffering: The term ‘irremediable physical suffering’ means an animal who has a poor or grave prognosis for being able to live without severe, unremitting pain even with comprehensive, prompt, and necessary veterinary care, as certified in writing by a licensed veterinarian.