HUMAN SERVICES COMMITTEE
Monday, March 31, 2014
6:00 p.m.
Lorraine H. Morton Civic Center, 2100 Ridge Avenue, Council Chambers

AGENDA

I. CALL TO ORDER / DECLARATION OF QUORUM

Citizen Comments

II. SPECIAL ORDER OF BUSINESS

HH1 – Evanston Animal Care and Control Operations

III. ADJOURNMENT
Memorandum

To: Honorable Mayor and Members of the City Council
   Members of the Human Services Committee

From: Wally Bobkiewicz, City Manager

Subject: Evanston Animal Care and Control Operations

Date: March 28, 2014

Recommended Action:
It is recommended that the Committee review and comment on the components of the recommended policy for going forward with the management and operation of animal care and control operations in Evanston. Upon approval by the Committee of these recommendations, it is recommended that the City Manager be directed to negotiate a one year agreement with C.A.R.E. for the operation of the Evanston Animal Shelter pursuant to these policies.

Summary:
At its March 3, 2014 meeting, the Committee directed the City Manager to develop a framework for the operation of the Evanston Animal Shelter. The policies would be the foundation for operations between the City and the designated volunteer animal organization ("VAO") that would partner with the City for the operation of the Animal Shelter into the future.

Staff has developed a four part recommendation for going forward with the management and operation of animal care and control in Evanston. These recommendations will be discussed at the special Human Services Committee on March 31, return to the Committee at its regular meeting on April 7 for further consideration and recommendation to the City Council. Staff will place this issue on the April 8 City Council meeting for action ahead of the April 7 meeting given the timing of April City Council meetings so that discussions on this topic may continue with C.A.R.E. through the month of April if the City Council takes action on April 8.

A draft of these documents was distributed to the Committee and the community on March 24, 2014. A summary of the comments received and the actual comments are attached for your information.

A. Animal Control Policy:
The Police Department Animal Control Standard Operating Procedure Manual is the only document that currently governs operations for animal control in the City. The Manual is silent on a few issues and the City seeks to clarify and supplement the Manual on other issues. The Animal Control Policy attached for review, addresses four main areas of concern: (a) behavior evaluations, testing methods, testing room, and disposition decisions; (b) Rescue Procedures; (c) Feral Cats; and (d) Record Keeping and Communication going forward.
B. Evanston Animal Shelter Fund:
The City would create an Evanston Animal Shelter Fund to receive donations specifically to support the operations of the Animal Shelter.

C. Board of Animal Care and Control:
Staff is recommending that the City create a Board of Animal Care and Control. The Mayor, with the approval of the City Council, would appoint seven (7) persons who shall constitute and be known as the Board of Animal Care and Control. The Board members shall include 2 City Council members; 1 member representing the VAO; and 4 members at large that are residents of the City of Evanston. The Board shall annually, on the first meeting of the year, elect a Chairman. Each Board member shall serve a three (3) year term until his or her successor is appointed and qualified. At the discretion of the Mayor, each Board member may be reappointed for just one (1) additional term. The Chief Animal Warden shall serve as a staff liaison to the Board. The Board shall meet no less than quarterly during the year.

Duties of the Board:
- The Board shall review, provide feedback and suggested revisions and approve the Animal Control Policy and any amendments thereto.
- Fundraising efforts for the Animal Shelter Fund will be organized and coordinated by the Board.
- The Board shall discuss the implementation of the Policy and review reports provided by the VAO and the Chief Animal Warden. Members can vet issues that arise out of the implementation of the Policy and suggest options to fix the subject issue or concern raised to the Chief Animal Warden.
- Public relations efforts will be explored and coordinated with the Board.

Reports: The Chief Animal Warden and the VAO will compile a monthly update report to the Board and the City Manager of its efforts at the Shelter. The monthly report shall address issues such as a total number of dogs and cats received by the Shelter, time period of evaluation completion, vaccination date, spay/neuter date, and disposition (adoption, foster home, transfer to rescue, euthanasia). The report should also update efforts on existing dogs, to include total length of time at the shelter and efforts towards a final disposition. Lastly, the report shall include any procedural concerns, facility issues, kennel enrichment efforts, and volunteer training.

D. Volunteer Animal Organization Disclosures
The selected VAO to work in partnership with the City must acknowledge and agree to the following conditions:
- VAO will release copies of its audited financial statements and tax returns annually to allow the City to review Shelter operational expenses and costs incurred by the VAO.
- Disclosure of certain board member information: board member names, connection to the Evanston community, and length of service on the board.
- Disclose criteria for election to the VAO Board and term limits.
- Names of full-time or part-time staff, if any.
- Sharing communications among all volunteers

Attachment:
1. Comments on Proposed Policies
2. Proposed Animal Control Policy
To: Human Services Committee  
From: Wally Bobkiewicz, City Manager  
Subject: Comments on Draft Documents – Animal Care and Control Operations  
Date: March 28, 2014  

Staff provided a draft of documents to be considered by the Human Services Committee on March 31 regarding changes to the City’s animal care and control operations to the Committee and members of the public.

The City received twenty-six emails with comments on the draft documents. The emails are attached.

The comments focused on the following areas:

1. **Cats**: Many comments felt that the proposed Animal Control Policy did not properly address procedures for working with cats. Staff will develop language to address this in the next draft of the Policy.

2. **Fundraising for Animal Shelter**: There were questions why the City would raise funds for the Animal Shelter and what will happen to the funds raised by C.A.R.E. that were collected to support the Evanston Animal Shelter. It is clear to staff that there needs to be a fund to support the facility. Perhaps the Fund could be better named to address the capital and facility needs of the Shelter. The Committee will need to determine how it wishes to address the funds already raised by C.A.R.E. to support the Animal Shelter.

3. **Volunteer Animal Organization Disclosures**: Several individuals that provided comments believed that additional information about the Volunteer Animal Organization (VAO) should be disclosed. Additional information suggested including full copy of VAO audit, with auditor notes as well as more information on mission, purpose and experience of the VAO.

Staff recommends that the Committee discuss these issues and direct staff as appropriate to make changes in the document drafts.

Attachment  
Comments on Draft Documents
Public Comments Regarding Draft Report: Animal Care and Control Operations  
March 25-27, 2014

I.  
-----Original Message-----
From: Lila Valinoti  
Sent: Tuesday, March 25, 2014 4:08 PM  
To: CityManagersOffice  
Subject: Draft Report - Animal Care and Control Operations

Under the city's current arrangement with CARE, cats benefit from a dedicated enrichment program that is well coordinated across 14 separate volunteer shifts and scores of volunteers. I am dismayed that the proposed shelter operations procedures include a separate section for "Kennel Enrichment" (Section 2F), and then summarily dismiss any dedicated efforts to socialize and provide enrichment to the cats and kittens in the care of the Evanston Animal Shelter.

***F. Kennel Enrichment:***
The City and the VAO will increase its efforts to provide enrichment programs for all animals.  
1. Cat and Kitten Enrichment: While kenneled, in Isolation, or Quarantine, cats and kittens have limited handling contact, although they also have some interaction with people as staff and patrons walk through the area usually responding to the animals by talking to them.***

This is a huge oversight and demonstrates a staggering lack of compassion and understanding about the physical and emotional needs of cats. I strongly encourage you to modify this language to explicitly require that the Volunteer Animal Organization to be selected by the city have the capacity to and responsibility for providing dedicated socialization opportunities for the cats as well as the dogs housed at the Evanston Animal Shelter.

Sincerely,
Lila Valinoti  
3000 Thayer St


II.  
-----Original Message-----
From: Margaret Ronan  
Sent: Tuesday, March 25, 2014 6:53 PM  
To: CityManagersOffice  
Subject: Animal shelter

I think city is responsible for past funds donated under the name C.A.R.E.  
The funds were raised to expand and improve the animal shelter. Where is the money? Where will the money go if this organization leaves the Evanston property? It was raised for our city shelter, not the animal group.
Margaret Ronan


III.  
-----Original Message-----
From: Marsha Niazman  
Sent: Tuesday, March 25, 2014 7:17 PM  
To: CityManagersOffice  
Subject: Re: Evanston Animal Care and Control

5 of 35
Public Comment: see attached regarding SOP for cat care

At the March 3rd Human Relations Committee meeting, one of the alderwomen made the point that any group which might replace CARE at the Evanston Animal Shelter must adhere to the same standards which the Committee expects of CARE. Later, Commander Eddington assured the Committee members that, without CARE, "the wardens and a corps of volunteers" would be adequate to care for the shelter animals. While Commander Eddington seems well-intentioned, his comments are of concern to those of us who care for the cats, as we believe he does not realize the efforts which are made for each cat. In fact, there are almost always more cats than dogs at the shelter. In a typical year, more than two hundred cats come through the shelter. There is usually a spring and fall "crop" of kittens, and this year, from August 1st till the end of the year fifty-six kittens alone were admitted. With our cold but sunny winter we anticipate a possible large number of kittens this spring, and kittens are high-maintenance. At this time of year our inventory of cats is usually at it's smallest but going into summer we will become full. We now have thirty-one cages, some of which will hold from 1-4 cats at the top of the season. The following is a summation of CARE's standard operating procedures in dealing with our cats;

Each day a morning shift of at least three volunteers and an evening shift of from 3-6 volunteers clean cages, and feed, medicate, and socialize the cats. Many of the volunteers have more than ten years experience with CARE and pride themselves on their knowledge of "best practices".

Each incoming cat, after a seven day period to determine that they are unclaimed, is then vet checked, given inoculations against rabies, distemper, and three upper respiratory diseases, is blood tested for leukemia and FIV (a feline version of HIV), is microchipped, and spayed or neutered. If needed the cat is also given dental work. Cats over ten years old receive a blood test to further determine if they suffer from kidney, liver, or thyroid disease. Kittens begin a series of three inoculations over a period of nine weeks, and are not considered for adoption until they have received their blood work, adequate number of inoculations, and deemed healthy and socialized enough to be a happy, healthy pet. Kittens are always adopted in pairs for their social well-being.

No cat who is found to test positive for leukemia or FIV is euthanized unless it presents signs of being critically ill. This year we found wonderful homes for our three FIV+ cats and Cubby, our leukemic cat, is currently thriving in a foster home while he awaits a permanent adopter. CARE typically spends thousands a year on basic medical care, but also attends to extraordinary needs when necessary. For instance, during the past month $1500 was provided for a biopsy at Blue Pearl, veterinary specialists, for a cat with inflammatory bowel syndrome. CARE has good relationships with many highly regarded veterinarians in the area.

CARE is fortunate in having a group of wonderful foster homes, some of whom have been with us more than fifteen years. One home specializes in caring for the elderly or chronically ill cats who are admitted to the shelter. Quite honestly, our cat euthanization rate would be much higher if it was not for this couple who dedicate themselves to our senior citizens. The majority of our foster parents care for the many kittens who come to us, usually as orphans. These orphans can be in litters of from four to eight kittens. These people do more than simply enjoy the kittens, but commit themselves to taking the kittens for their veterinary appointments and providing them with appropriate socialization. CARE provides our foster families with all necessary food and supplies, and covers all veterinary care, included those times when the kitten might need emergency services. Many foster parents choose to provide their own supplies, but this is not necessary. There’s a special place in heaven for those who take newborn orphans. While some shelters euthanize orphans as their care is so demanding, these special foster parents are willing to provide bottle-feeding and burping every 4-6 hours, knowing that these fragile babies may still not survive apart from their feline mothers. Our foster parents are so experienced, however, that it is rare for us to lose a kitten.

CARE provides most supplies, canned food, and specialized dry food for the cats. The City provides litter and basic dry food. Well before the end of 2012 we were informed that the City's supply of litter was limited and the volunteers would have to ration litter. In the fall of 2013 the Chief Warden informed me that the City was expending too much money on dry food for the kittens. When I mentioned the number of
kittens in the shelter and in foster homes she suggested that the foster parents purchase their own dry food. As our foster parents are already providing a major service we do not expect them to spend their own money.

If the City is so stretched that it cannot provide basic needs such as litter and kitten food for the cats how is it to provide basic medical needs? This and the amount of volunteer hours which we now provide in-shelter compels us to hope that if not CARE, any organization which the City contracts with to service our animals will at the least, meet our basic standards. We Evanston animal lovers will certainly be monitoring this eventuality to guarantee that the cats that we have invested so much dedication to continue to receive our level of care. In fact it is our hope that CARE can eventually negotiate with the City a situation by which we can continue to provide the quality of service which we have established.

Marsha Niazman

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IV.

From: Aviva Tauman
Sent: Tuesday, March 25, 2014 9:43 PM
To: CityManagersOffice; care
Subject: draft report re Evanston Animal Care and Control

I am saddened and heartsick, but not surprised, that the City of Evanston is sabotaging its relationship with such a valuable non-profit as C.A.R.E. after the organization's service to the city for more than a quarter of a century. Frankly, I felt hopeless after the shameful hearings on this topic.

Here's a question raised by the draft report: For which other city services will you be seeking "donations" from Evanston residents?

Aviva Tauman
1718 South Blvd.
Evanston 60202

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Dear Officials for the City of Evanston,

I read the City Manager, Wally Bobkiewicz’s, draft of the proposed changes that are being placed "on the table" so to speak for the new and improved Evanston Animal Shelter. I am not an Evanston resident so I don’t want to bombard you with my thoughts and utter shock at the proposed “ideas”. I am, however, a long time CARE volunteer who cares deeply about Evanston's (and all) homeless animals.

I want to express to you my enormous concern for the homeless animals that end up at the Evanston Shelter should this proposal be put into place. It is a disorganized, unrealistic proposal and in my opinion will have a catastrophic effect on the day to day care of the animals. I predict with all of the "red tape" proposed here that the animals will suffer immensely while waiting for the bureaucrats to make up their minds on how things need to be run or changed at the shelter.

I am deeply saddened and pray for a better outcome for the homeless animals of Evanston.

Sincerely,
Michelle Demos
Concerned CARE Volunteer and Animal Lover

-----Original Message-----
From: Martha Erpelding
Sent: Wednesday, March 26, 2014 10:01 AM
To: CityManagersOffice
Subject: Comments on Draft Report for Evanston Animal Care

This draft report reads more like a brainstorming product than a well thought out plan for the future.

Finding homes for all dogs in 30 days? Computerizing all shelter records? 52 adoption hours a week? Keeping up with social media? Who is going to do all that work? I suggest that the City intensely investigates the VAO that it wants to work with - the VAO will need a huge volunteer base just to cover the adoption hours; it will also have to have people well versed in computers and public relations.

Regarding the proposal to establish an Evanston Animal Shelter Fund - will a donation to this fund be tax deductible? The City wants to establish this fund, yet expects the VAO to pay for the vast majority of animal care. Do you really think someone wanting to donate to an animal shelter will write out a check to a city government entity?

The Kennel and Canine Enrichment sections indicate that the authors have no idea (and no desire to know) what current volunteers do to socialize the animals in the volunteers. Cats and kittens are taken out of their cages every day (sometimes twice a day) for socialization. This proposal makes it clear that the care of the felines in the shelter is not a priority, and will deteriorate.

I trust the members of the team who wrote this proposal are getting ready to find time to become adoption counselors at the VAO, become foster parents, help coordinate fund raising efforts - the list goes on and on. But somehow I think your participation in the care of animals stops after you dictate the rules.

Martha Erpelding
Dear Mr. Bobkiewicz:

As an Evanston taxpayer who cares about animals, I'm concerned about the proposal to cut the C.A.R.E. organization out of Evanston's animal welfare picture.

First and foremost, it seems they have brought a lot of donated money and resources to their mission, plus the service hours of many dedicated volunteers. I know it has been proposed that a new organization will be formed to accept donations. It seems you already have an established financial network in C.A.R.E., and starting over will either tax the city's financial resources or leave the animals under-supported.

I know a few C.A.R.E. volunteers, and they are greatly devoted to caring for the animals that come to them--and to finding them good homes. Judging by their records, the organization has an outstanding track record with cats, especially. I have read the proposed rules, and I'm concerned that cats will no longer be so well supported by a new system. I am prone to believe the C.A.R.E. volunteers that I know who say that the present animal warden prefers not to deal with cats, and I fear that that will translate to more cats being euthanized.

I understand that a few former volunteers disagreed with how stray dogs were being handled, believing far too many were being euthanized. I sympathize with that concern, though I wonder if it would be more prudent to require that C.A.R.E. adopt the standards of Evanston's choice, rather than throw the proverbial baby out with the bathwater. Side note: If C.A.R.E. is removed and laxer assessment standards can be tied to some future dog attack on a human, who will be sued and/or liable? The city and the taxpayers?

I'm not sure that I see any positive outcome for the majority of animals by the wholesale removal of people who have devoted considerable time to being fundraisers and caretakers, most of which presumably will choose to donate their time and money to non-city-sponsored shelters should Evanston reject their participation. I hope you and the commission will reconsider this plan.

Ann Stockham
705 Michigan
Evanston

From: Karen Straus
Date: March 26, 2014 at 10:39:33 AM CDT
To: Delores Holmes
Subject: comment on the CARE proposal
(1) **Million Dollars**: The proposed agreement says nothing about what happens to the million-plus dollars that CARE has already raised for the Evanston animal shelter. That issue has to be addressed.

(2) **Auditor’s Notes**: The city should ask for, not only the yearly audited financial statements, but also for the auditor’s notes. At a CARE board meeting, the board stated that the auditor said that they could transfer all but $29,000 from the building fund into the operating fund. The city should ask for the auditor’s notes supporting that conclusion.

(3) **Good Ideas**: The 7-person oversight board is a good idea, and so is starting a TNR program for feral cats.

(4) **Cat House**: The cats need a house. Since the cats, unlike the dogs, never get to go outside while they are at the shelter, it is particularly important that they have a nice indoors environment. Cats need windows, so they can lay in the sunshine or watch birds. At present, not a ray of sunshine penetrates any of the cat rooms. The volunteer organization should be required to purchase a pre-fab house, which could be placed near to and connected to the existing shelter. A million dollars could certainly buy a nice one. A house, with couches and carpet, would have the added advantage of allowing volunteers to see how the cats behave in a home setting and hopefully prevent failed adoptions.

From a 14-year cat volunteer and 20-year Evanston resident, Karen Straus (Hinman Avenue, Evanston, 1st Ward)

IX.

-----Original Message-----
From: Erin
Sent: Wednesday, March 26, 2014 11:13 AM
To: CityManagersOffice
Subject: CARE

Dear Sir,

If you have been reading my patch comments then you know I am not a fan of CAREs current leadership. I think it is scandalous that they have been allowed to funnel so much money away from the Evanston shelter and our animals. It saddens me that no matter how much evidence is presented against their management practices the City still feels they should be the group invested with assisting at the Evanston shelter. I like the idea of an oversight Board but I feel that the oversight Boards first task should be to find a better volunteer group that would work for the Evanston shelter, not one that uses the Evanston shelter to further their own agenda as well as fill their own coffers. Being a long time Evanston resident, one of the founding members of CARE, as well as having quite a bit of experience working with municipal animal shelters, I would like very much to be considered for service on this Board.

Thank you for your time

Erin Chrusciel

X.
From: Stephen Young
Sent: Wednesday, March 26, 2014 1:28 PM
To: CityManagersOffice
Subject: Shelter/CARE agreement
I testified at one of the hearings regarding CARE’s management of the animal shelter. I’m a life-long dog owner and I’ve always had an ability to understand dogs and what makes them compatible with people. In my testimony I talked of my experience trying to adopt a young male named Roscoe who was euthanized because he failed the controversial temperament test. This dog was put down after my family had met with him and we’d already initiated the adoption process. I was quite upset when I learned of this but eventually we adopted a female named Bella. She has worked out beautifully with my family, she’s a sweet, intelligent dog.

Later I learned that Bella was also scheduled to be euthanized because she’d been returned by a couple who had previously adopted her. Her crime as chewing furniture, which happened because they were leaving her alone every day, all day, when they went to work. A volunteer saved Bella correctly understanding that she needed to be in the right home environment. Eventually we came along and adopted her and yes she did some chewing at first, but that was no surprise as I have raised many young dogs before her. Young dogs chew things, always have, always will, until they work out their anxieties and mature. What surprises me is that CARE’s management didn’t even recognize this basic puppy behavior.

The Director stated in the hearing that CARE didn’t want to take any chances with aggressive dogs so they erred on the side of caution in explaining their 40-50% euthanization rate. Bella has never displayed aggressive tendencies, but CARE ordered her put down because she chewed furniture. That’s not aggression.

I recently spoke with a former volunteer who quit working at the shelter because of the atmosphere of “intimidation and arrogance” which he said the management routinely displayed to the volunteers. He even claimed there appeared to be a negative bias toward male dogs, because they were given the temperament test the day after they were castrated when they were still very sore and drugged out.

I’ve read the proposed agreement the City has drawn up with CARE and unless you believe you can hold these people accountable every day, they’re still going to do what they want to do.

Given the track record of this CARE group, the high kill rate, their refusal to listen to volunteers who questioned the temperament test, and all that sequestered money donated by Evanston citizens who thought they were helping to keep dogs alive, isn’t it clear that the shelter could do much better? Please, get a management group in there that won’t be an embarrassment to Evanston.

Stephen Young

XI.

From: Patricia Thrash
Subject: Response to draft report re: Evanston Animal Care and Control Operations
Date: March 26, 2014 at 1:50:42 PM CDT
To: citymanagersoffice@cityofevanston.org

I appreciate the effort that the Human SERVICES Committee is making to begin defining its expectations with regard to the relationship between the City, Police Chief Eddington and Animal Control with C.A.R.E. -- or any Volunteer Animal Organization. Your draft is a first step, and much needed. And definitely just a beginning that will benefit from comments and significant revisions.

I’ve reviewed your memorandum of March 24 to the Mayor and Members of the City Council and Members of the Human Services Committee as well as your Draft Report: Evanston Animal Care and Control Operations (with the opportunity for public comment until Thursday, March 27 2014, at 5:00 p.m.) I am pleased to see in your cover memo to the Mayor and Members of the City Council the recommendation to create a Board of Animal Care and Control, something sorely needed for a very long time. Overall, most of what you have written seems focused on controlling the Volunteer Animal
Organization (see D. Volunteer Animal Organization Disclosures), particularly as it relates to dogs. I see almost nothing in your draft that requests information about a prospective VAO's mission, purposes, experience, etc. If I were a prospective VAO, I would wonder about this.

As for your Draft Report re: Evanston Animal Care and Control Operations, it seems 95% directed at dogs with almost nothing about cat care.

There are only two statements related to CATs in your draft document, as far as I can tell:

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This statement shows how very little the writer of this draft knows or has been told about the very successful program for felines and underscores my own frustration about why city officials are willing to travel to Waukegan re: dogs but never seem to have stepped foot in the Shelter during this recent crisis to observe the work we do on our regular shifts with cats, which is more than half of CARE's program, and also dogs. Here are my comments about cats, which you may want to consider in subsequent drafts.

F. Kennel Enrichment: The City and the VAO ((volunteer animal organization)) will increase its efforts to provide enrichment programs for all animals.

1. Cat and Kitten Enrichment: While kenneled, in isolation, or Quarantine, cats and kittens have limited handling contact, although they have some interaction with people as staff and patrons walk through the area--usually responding to the animals by talking to them.

This statement totally ignores the outstandingly successful and complete cat program. Of course cats and kittens first brought to the Shelter have limited handling contact in the Laundry Room, where they are initially placed. They are taken within days to the vets for appropriate examinations and inoculations (which the dogs do not do!) Even with limited handling (because they have not been examined for diseases that might affect other cats in the shelter), they still receive twice daily care, which includes cage cleaning, water and dry food, and wet food twice a day, plus loving attention from the CAT care volunteers both morning and evening. They may not have out of cage time like other cats/kittens in our totally inadequate Shelter space, never addressed in this report. There is much traffic in the Laundry Room as dog volunteers pass through with dogs they are walking, laundry is done, people stop by with donations, litter pans are washed, etc. It is the space that is inadequate, not the socialization of cats. If any concerned alderman would take the time to visit the Shelter during the hours when cat volunteers are present, you would witness the extraordinary socialization efforts that the volunteers make with every cat/kitten in the shelter, whether in the entrance area called the Laundry Room, (where socialization is limited to pets in the cages), the Front Room where cats available for adoption are shown to the public, or ISO, the isolation space where the majority of the cats and kittens requiring special care are housed. Cat Volunteers make every effort to provide out of cage socialization in the severely limited space (two bathrooms and occasional and limited time in the lobby or dog room). Their observations about the general health and behavior of these cats/kittens are shared on the listserv so that subsequent volunteers may follow up. The socialization program is well-organized and successful. Anyone who might follow CARE and work the Shelter needs to have a lot of information and education about how to continue this successful program that some in the city in their zeal to punish CARE seem so willing to throw out—or at least not even consider educating itself about.

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SECTION 5: FERAL CATS

A. No City Regulation of Feral Cats: makes clear the City has no regulations addressing feral cats...and also no interest at all in involvement other than referral to another agency--this reflects the action of the city through its police chief who directed the wardens in 2010 to kill the feral cats on Grant more than 30 before they could be stopped and Tree House stepped in to relocate the survivors. The publicity of record about this unseemly haste on the part of the city to kill cats that need not have been killed (there were other options) is to this day an indictment of the city. And also evidence that the city does not want to be
bothered with ferals. The good news about now having a policy is that never again will the city kill them the way the police chief ordered Animal Control wardens to do on that terrible day.

MORE ABOUT THE ANIMAL CONTROL POLICY DRAFT
SECTION 1: OVERVIEW-Tells us clearly that Animal Control is in charge. Question: When if ever is the city going to evaluate its own effectiveness through the police Department and Animal Control? Surely something needs to be said about the importance of the wardens and the volunteers working together through clear communications, cooperative efforts, training, and civility. Maybe you have made a beginning in this document, but much more needs to be said about these important working relationships. SECTION 2: BEHAVIOR EVALUATION, TRAINING AND OVERSIGHT—all about dogs, except for the one paragraph about Kennel Enrichment Cats/Kittens and the statement on Feral Cats. SECTION 3: VACCINATIONS AND SPAY NEUTER. Again, this is what the cat program has always done. We have always done immediate vet checks and provided for spay/neuter and continuing medical care. Those working with our dogs with have provided the same continuing care. SECTION 4: RESCUE PROCEDURES. Again, all dogs. SECTION 5: FERAL CATS—confirms the city's desire not to be involved with regulating feral cats in any way other than referral to a responsible caretaker organization. At least now there is a clear policy.

+++Now to your introductory memo:
The four part recommendation for going forward is once again focused almost totally on the dogs (only a strange and inaccurate statement about Cat-Kitten Enrichment and a statement about Feral Cats, making sure we all know that The city does not want a feral cat program, and hasn't since the wardens were ordered to kill many cats in the home and yard of a woman who died in 2010 before they could be stopped when Tree House stepped in and relocated the remaining living cats—a well-publicized and shameful event).

A. Animal Control Policy: Only 2 statements referring to cats. Shows apparent ignorance of (or disinterest in) the total program for volunteers' work with cats and even for dogs.
B. Evanston Animal Shelter Fund—donations to support the operations of the Animal Shelter. Just how much money exactly does the City now allocate to support the shelter? (Here is just some information about how much one VAO (CARE) contributes to the care of our animals, such as:
+ Staffing the Shelter, which includes:
+ food and medical supplies and medical care (certainly for the cats/kittens initial vet checks, vaccination, and extended medical care when needed)
+ fundraising for CARE (of course the money raised goes to feeding and caring for our animals!) City provides kibble and litter.
+ Who is going to staff the Shelter as we do when the wardens enjoy paid holidays and evenings and Sundays off, cleaning cages and feeding the cats and dogs and walking the dogs twice an evening whatever the weather?
+ Who is going to staff the volunteer hotline? take in give-ups? provide counsel and support to callers?
+ Who is going to take the initiative as CARE did working with Home Depot to completely redecorate the Shelter to make it a much more attractive space?
+ Who is going to beautify the grounds, including the signage, as CARE did?
+ And who is going to have the amazing success record of adoptions, as the cat adoption counselors have had? And as dog adoption counselors do so well under difficult current circumstances?
+ Fundraising—how could anyone in the city possibly believe our donated funds belong to the city --I even gave stock my father left me when the last expansion effort was undertaken--until the city aborted the efforts after our drives for funds and fruitless hours spent with architects?

C. BOARD OF ANIMAL CARE AND CONTROL: long sorely needed. With appropriate oversight, many of our problems with Animal Control and CARE might never have occurred.
But still—everything in this draft information seems concerned more about control than philosophy of management, care of the animals.

D. VOLUNTEER ANIMAL ORGANIZATION DISCLOSURES
Again, all about money and disclosure, absolutely nothing about the VAO's mission, goals, operational structure, human and physical resources. What is wrong with this picture?

Thank you for your attention to my comments and for your understanding of the difficult time I had trying to put into words recommendations for specific changes when I felt that the draft lacked an underlying philosophy of and concern for animals in the city's care. I hope that future revisions will rectify that absence.

Patricia Thrash
2337 Hartrey Avenue
Evanston, IL 60201-2552

XII.
-----Original Message-----
From: Margo Scheiberg
Sent: Wednesday, March 26, 2014 3:33 PM
To: CityManagersOffice
Cc: Rainey, Ann; Tisdahl, Elizabeth
Subject: CARE

As an Evanston Resident and Voter since 1956 and being familiar with CARE, the only question I raise is DID ANYONE PROOFREAD YOUR ‘OFFER’ TO CARE?

Margo Scheiberg

XIII.
-----Original Message-----
From: Karin Williams
Sent: Wednesday, March 26, 2014 3:35 PM
To: CityManagersOffice
Subject: "Limited handling contact" if cats and kittens

Shame on you for proposing "limited handling contact" of cats and kittens. Several of us cat volunteers got up to speak at the city meetings where you claimed you already knew all about the work we do every day of the year. And then you put this extremely unacceptable clause about cat and kitten care in your draft agreement. No enrichment at all for cats and kittens? You have to be kidding!

I want the names of people involved in drafting this agreement because these people need to be replaced. We need people who care, not cold-hearted people. I would appreciate a response giving the names of these people because at the next meeting I want to propose working on replacements for these people because we don't want them making important decisions for our community. They are an unwelcome presence and with the job market being what it is, there are plenty of people who are deserving of these jobs and will do excellent work.

Karin
Dear Wally:

I attended the March 3 meeting in which you and Aldermen Fiske and Tendam had that first discussion with the CARE folks so I’m well aware of the attitude the CARE leadership displayed during that session. It was not pretty. But, like you and the council, I decided to let things fall where they might at the next meeting.

Again, I mention attitude because I believe it says plenty about who the city I pay taxes to should partner with. To paraphrase Alderman Holmes, I sure didn’t see any passion for the job from the CARE leaders. The CARE volunteers were all eager to be on their best behavior that night, but not the CARE leadership. After everything we’ve all been through on both sides over the past few months, the most interesting thing Linda Gelb could muster to the council when offered an opportunity was “I don’t know what it is you want me to say.”

That’s it … that’s your passion, your devotion to the shelter?

I never once heard her or any other member of CARE stand up and say … “We want to be the city’s partner at the shelter.” That’s called commitment and I have never seen those people express that, not once … volunteers yes, but not the leadership. Or how about the CARE leadership admitting that perhaps they made even a few errors along the way, but had learned from their mistakes and wished to go on. Not a chance. To them, this mess is only the fault of the city and those mouthy volunteers. The CARE leadership claims to be innocent … and as we often heard Gail say … “I’m very confused.” No kidding.

Of course they haven’t committed as they maneuver behind the scenes to protect the million plus in funds local residents donated thinking they were helping the shelter … money that never made it to the city coffers for anything.

Did you know that in just the past month or so, key volunteers are STILL spending their own money for items that CARE refuses to cover while they wait for the city to grant them permission to remain in charge. Volunteers recently had to buy new leashes and dog pillows … while CARE sits on $1.3 M.

The reason the CARE folks don’t ever mention the word commitment is easy … they’re not committed. They don’t want to be here. They just don’t want to be fired. So let’s figure out a nice way to part company and move on.

Now that I have that out of the way, I’ll tell you that I agree wholeheartedly with a board to oversee operations, as well as turning over final say on every dog and cat to the animal warden. I also agree on full disclosure of animal shelter records, another item the CARE people refused.

My only concern is that for the life of me I have no idea why the city is bending over backwards to accommodate the CARE leadership team. Again, they have not earned it. I am very concerned about the accountability issue. If you allow CARE back at the shelter this will become a never-ending nightmare of the need for someone to watch over CARE’s shoulders day and night. That is not good business for anyone. What does the city possibly have to gain?

Please give some other group the chance to bid on the opportunity to show the city what a solid animal welfare group can do. Let an RFP if you need to offer everyone a chance … let the CARE people compete alongside everyone else. I doubt they’ll even make the final cut.
Again, please do not let someone like the CARE leadership team have another crack at our shelter. Let them just take their money and go … please.

Regards,

Robert Mark

Robert P. Mark, CEO
2400 Grant Street
Evanston, IL 60201

XV.

On Mar 26, 2014, at 3:52 PM, "Karin Williams"

Alderman Grover,

I wanted to point out that clause in the draft agreement for the Evanston Animal Shelter --- "limited handling contact" of cats and kittens, with no enrichment planned at all. Unacceptable! There are many things I have issues with in that agreement but this part really upset me most.

I will speak from experience in fostering a dog with serious medical issues that the vet delayed vaccinations because we had to get her well enough to handle it. I am VERY concerned that under the agreement there will be a rush to vaccinate and some animals may die as a result.

Linda Tekler would be in charge according to this agreement. If only you knew how little she cares or has shown any interest in the animals housed at our facility. I'm not the only one who would like to see Warden David Rose promoted to Head Warden and put Tekler elsewhere. He has always worked with, and not against, the volunteer side of the shelter. I can't say the same for Tekler. If there is a possibility to promote him, the future of the animals will be much brighter.

Karin Williams
2101 Oakton Street
Evanston, IL. 60202
847-687-6936

XVI.

From: Ann Mallow
Sent: Wednesday, March 26, 2014 9:28 PM
To: CityManagersOffice
Subject: CARE and Evanston Animal Shelter

Dear Mr. Bobkiewicz:

I was the person who spoke at the Human Services meeting on March 3rd and showed the award I had received for my service to CARE. I began working with CARE when it first started, and was medical director for cats from 1988 to 1996. I was part of the team that implemented the TNR and foster-care programs. I was unable to continue working at the shelter after 1996 for health reasons. Nevertheless, I continued to support their work, both by fostering cats and by making financial contributions to what I
thought was the project to expand the animal shelter. I also have worked closely and comfortably with Officer Teckler over the years.

Unfortunately, I have lost faith in CARE and believe it is not possible to continue working with them. The proposal that they continue with a new board would still leave the present board members there. Their record of poor handling of dogs is unforgivable, and I don’t believe they can be trusted in the future.

Their refusal to open their books to the City Council is not cooperation, it is adversarial. This alone should be sufficient to end the city’s relationship with them. Their removal of the name “Evanston” from their identifying name certainly misrepresents what I thought CARE stood for: my old T-shirt says, “CARE for the Evanston Animal Shelter.”

I do not understand what they have done with my and other contributors’ money designated for shelter expansion. Linda Gelb claimed at last Monday’s Human Services Meeting that they intend to “reach out into the community”; this suggests that some of my contributions would be going to an enterprise to which I did not commit and of which I first heard at the meeting.

There have been proposals to resolve this impasse: replace the board; have CARE compete with other rescue groups; have CARE leave the Shelter entirely. The first two both mean that the same people who have behaved so dishonestly with the funds and so cruelly with the dogs would still have the opportunity to be there. I believe that the only option is a complete break with CARE and a search for a new rescue organization with which to partner. I am confident that the present volunteers would stay on.

Sincerely, Ann Mallow

XVII.
From: Peggy Asseo
Sent: Wednesday, March 26, 2014 10:54 PM
To: CityManagersOffice
Subject: Comments on CARE

Dear Mr. Bobkiewicz,

I just reviewed the report on the Evanston Animal Care & Control relationship with CARE, and would like to share a few thoughts. My background includes many years in animal welfare, including The Anti-Cruelty Society and PAWS Chicago (I was Vice President for External Affairs at both organizations) as well as consulting work for shelters in Indiana, Illinois, and Arizona. One thing I learned early on is that there is a reason that there are over 100 animal welfare organizations in the Chicago area: each organization feels that only it truly understands the best way to do things. This arrogance can result in tightly knit leadership, which is clearly one of the challenges of CARE. Volunteers become emotionally invested in the animals and find it difficult to live with some of the decisions that must be made regarding euthanasia. Their passion can overwhelm rationale dialogue.

As I read the draft report, I was struck by a feeling that the city may not realize the extent of the challenges in the plan that it proposes. Certainly CARE’s activities should be discussed, monitored, and amended, but I do not know of many small animal welfare organizations that are well run. I suspect that the leadership of CARE is well-meaning, if insular. I also suspect that the behavior assessment decisions may have been driven by space issues, a point that has surprisingly not been covered well in the press. Just what do you do with ten pit bulls when you are out of space? That single question has profound ramifications in animal welfare; people have literally come to blows over the topic.

Before imposing an entire new structure, I would like to suggest that the City of Evanston mandate a consultant audit of CARE and recommendations for board and leadership restructuring and operations. A group of city officials, CARE representatives, and selected community members could review the
recommendations and agree to a strategic plan for moving forward. I have no doubt that term limits for board members will be part of the recommendation, a move that will help to make CARE a more open and flexible organization.

CARE’s modest fund raising efforts are known and respected in Evanston and surrounding communities. While a city fund to accept gifts is a fine idea, it is not likely to attract substantial support (unless someone dies and leaves an estate, which is not unheard of).

Finally, a word on temperament testing. The SAFER test is excellent, and the ASPCA personality profiles are tremendously useful. But, no matter what the test, when a dog shows aggression, it must be taken seriously. Certainly stress or other factors can cause an adverse reaction, and behavioral training can help, but any aggression is a cause for concern. I have seen volunteers rationalize behaviors that were scary. Putting down a dog is sad but preferable to putting a child at risk.

Thank you for letting me share my thoughts.

Peggy Froh Asseo
1414 Dempster
Evanston IL 60202

XVIII.
From: Cathy Allen
Sent: Thursday, March 27, 2014 10:42 AM
To: CityManagersOffice
Subject: animal shelter oversight board

Although I'm not an Evanston resident, I've been an animal shelter volunteer for more than 10 years. It seems to me that right now, both the City of Evanston and C.A.R.E. have a chance to do something wonderful for Evanston residents and for the animals in the shelter's care. Many of the suggestions in the recently posted document offer a good beginning for creating a workable and sustainable relationship between the city and C.A.R.E. The euthanasia rate for dogs was an issue that needed to be addressed, as does the sub-standard facility in which the animals are housed. As a cat volunteer, I have to admit that I'm concerned that the author of the document considers talking to caged cats as sufficient socialization and I would hope that the final document reflects best care for all the animals.

Please use this opportunity, not to divorce the city from the C.A.R.E. leadership, but for making this volunteer organization a part of the process toward making the shelter an example to other communities.

Cathy Allen

XIX.
From: Emma Garl Smith
Sent: Thursday, March 27, 2014 11:23 AM
To: CityManagersOffice; Fiske, Judy; Braithwaite, Peter; Wynne, Melissa; Wilson, Donald; Holmes, Delores; Mark Tendam; Grover, Jane; Rainey, Ann; Burrus, Coleen
Subject: Please Approve the New CARE Proposal

To the Evanston City Council and Manager,

I would like to commend the Human Services Committee for realizing the need for a functioning animal shelter environment that provides oversight and clarity where it has been much needed. As an Evanston resident, I see that CARE's disrespectful actions against the City of Evanston, Warden Teckler, and the Aldermen of Evanston have shown a clear light on the inability to have a future with CARE. The Evanston
Community is stunned and outraged that CARE has been allowed exist in its current fashion for over 25 years and the issue will never go away.

Please approve the new proposal for the Evanston Animal Shelter and show that Evanston is a progressive community with a government that values its citizens above all else. This means complete transparency, full accountability, and the security of knowing that if your family pet is lost in Evanston, it will be safe in the place where all animals should be.

Emma Garl Smith
1607 Dobson St.
Evanston

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XX.
From: ROBIN CEMBER
Sent: Thursday, March 27, 2014 11:32 AM
To: CityManagersOffice
Subject: Evanston's Draft

I wrote this as a general CARE email after reading the Draft.

I would like to send this draft to other "VAO"s to get some feedback as to what Evanston is setting up as a plan to run the shelter. Were they planning to do the fundraising which then would be how the VAO pays for the care of the animals. And what happens if they can not raise enough funds to cover the animals medical bills? The cats and dogs still need to go to a vet for physical exams and vacs. with in the first few days. I know of rescues that will not take pits if there has been no behavior evaluation done on them. Do the wardens have enough time and patience to use Dr. Weiss' test on each dog?

I think that the part about the fund raising is sloppily written. I suggest that anyone who sits on the board has to first work for 2 weeks caring for the dogs every day(and twice/day on the weekends) before they even start to write up a draft. Walk the dogs , clean cages, feed, medicate, socialize --- and all the same for the cats except for the outdoors walk. And that is just the bare minimum per shift. And in between that-- they can answer the phones, greet and counsel prospective adopters, and clean the shelter at the end of each shift.

The above was not written in anger, but in not only my concerns , but as a person who has been at CARE for the past 20 years. I have done all the above and then some. If you would like to see my resume, I can email it to you. I have just recertified for another 3 years as a CPDT-KA, Certified Professional Dog Trainer. I left CARE a little over 3 years ago so that I would be able to guide the people that I help with first hand knowledge. I realized that Evanston was small, had a fairly static dog population as to breeds coming in. Over the years, I have been employed in boarding kennels and dog daycares. I am currently on the transfer team over at CACC. I work with Safe Humane Chicago in some of their programs, in the court system and with my dog in the Youth Leaders program. I believe that Evanston would be a great place to build a program along the same guidelines as SHC, but at this point, that is still a dream away. I do evaluations at CACC (a vastly different place than Evanston's shelter--- and it really is working in the trenches), and I take pictures. I have also done many years of dog rehab, learning along the way. I started out at CARE. Over the years, I have seen the good, the bad and the ugly happen. I started out doing kennel work many years ago, dog adoptions, dog rehab, and in the last few years I was Monday night supervisor at the shelter. ALL of that was a path that I enjoyed, honor, and understand the intricacies of working a this shelter. And by the way, you will find passionate people working in every shelter. The real trick is to understand that not every person has the same passion, but most are working toward a common goal.

I truly wish that this did not happen---- in some ways it was inevitable, people being people. And the wind has changed in the shelter world---- not necessarily for the better, but it is what it is. I follow Emily
Weiss's blogs and articles on ASCPS. org.  I understand why she is saying what she is saying now—and the complexities that surround what is happening.  When I go to other places, Hawaii, Europe, and in the area, I visit shelters to talk to people.  In Canada recently, I visited a dog daycare when I could not get to the local shelter.  It is always good to understand what is going on around us from another person's perspective.

I came back to CARE when I heard about all this drama that was bubbling up at the shelter.  I can not revamp the past--- I do not know if anyone can.  I can say, though that the draft that I read is lopsided, and does nothing to realistically structure the future of the Shelter.  I must say that, even considering the Good, the Bad, and the Ugly, CARE has done a yeoman's job within the confines of reality and where it started out—and with so many people with so many skills—who daily watched and helped the furry residents (and at times those whose fur had fallen out due to terrible circumstances).

Think a lot more as to how you are working out the future of the animals under your care.

Robin Cember  CPDT-KA

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XXI.

From: pauline yearwood
Sent: Thursday, March 27, 2014 1:52 PM
To: CityManagersOffice
Subject: Comment on Evanston Animal Care and Control Draft Report

Hello City Manager Bobkiewicz. Thank you for allowing me to comment on the report. I am a 17-year volunteer with CARE, where I care for the cats and serve as a cat adoption counselor.

My comments mainly involve the cats, and I'll try to keep them brief.

First, section F, Kennel Enrichment, second paragraph, makes no sense to me. Are you speaking only about cats "in Isolation, or Quarantine" (sic), or all cats in the animal shelter? CARE cat volunteers understand that the need for environmental enrichment for cats is just as great as for dogs. We take them out of their cages (after they have been medically cleared to do so, of course), brush and comb them, play with them, etc. etc. etc. All of these activities increase the potential for the cats to be adopted. Many of the cats that come in to the shelter are strays, have possibly been mistreated, are fearful, etc. Frequent handling from loving volunteers makes them much more likely to interact positively with potential adopters, and thus to be adopted. Simply talking to the animals in their cages does not provide the necessary enrichment, as I'm sure you can understand.

On to another topic that is mentioned in the draft, adoption hours. Currently all the adoption counselors at CARE are volunteers. Most of us, including myself, work full-time jobs and would not have the time to give for the hours that you suggest. In addition, it is difficult to recruit new adoption counselors. To have adoption counselors be on the job for the hours you suggest, I am certain that you would have to hire paid employees. I'm not sure that this is what you had in mind, though.

One more point -- and I certainly don't mean to slander anyone, I'm simply reporting my observations (I am a trained reporter in "real" life). It seems to me that the Chief Animal Warden would not be adequate for the heavy responsibilities that you have assigned to her. Again this is just my personal observation (reinforced by many, many CARE volunteers), but she seems to have little real interest in the animals in the shelter. Except for a few "pet" volunteers, she is consistently hostile to the volunteers even to the point of throwing out items that belong to volunteers and that are being used to care for the animals. I feel that Assistant Animal Warden David Rose would be a much better candidate for the job of running the animal shelter. From what I know of him he is engaged with the animals, has a good relationship with the volunteers and is constantly upgrading his knowledge of his position by taking online courses, etc. etc. His enthusiasm for the job doesn't turn on self interest, which I think is a good recommendation for any employee.
One more thing I'd like to say is that I don't think CARE volunteers have been given their due by the city. None of us are paid for our work, yet we are there day and (often) night, week in and week out, in the most horrible weather, simply because we love caring for the animals in the shelter. There could be no other reason.

Thanks for letting me have my say!

Pauline Yearwood
Saturday morning cat volunteer and Saturday afternoon cat adoption counselor

XXII.
From: vicky pasenko
Sent: Thursday, March 27, 2014 2:05 PM
To: CityManagersOffice
Cc: Holmes, Delores; Burrus, Coleen; Fiske, Judy; Grover, Jane; Mark Tendam; Braithwaite, Peter; Wynne, Melissa; Wilson, Donald; Tisdahl, Elizabeth
Subject: Comments Regarding Proposed Agreement for Operation of the Evanston Animal Shelter

I am one of the three Volunteers at the Evanston Animal Shelter who raised the concerns that have resulted in the preparation of this draft agreement.

Conceptually I think the agreement is a step in the right direction. I have struggled to understand how the shelter ever came to be so tightly controlled by the CARE leadership, and I think it is important that the City take a much more active role. I believe the Board structure will help with that as will the act of giving authority over shelter operations to the Chief Animal Warden. The current City Council is inheriting problems that were created by people who came before them, and by setting up this oversight structure your actions will ensure the shelter is set up for success well into the future.

From the beginning of our discussions with the city our concern has been for the dogs, but I would be remiss in failing to point out a couple of things relative to the cat side of the house.

1) The paragraph about kennel enrichment in Section F on page 2 is awkward. I believe the intent is to encourage the kennel enrichment activities that are already in place but the wording makes it sound like the cats do not receive enrichment and that is not true.
2) Currently, volunteer caregivers are doing a good job with the cats. However, the city needs to work with the VAO to improve their living conditions. I believe there are some ideas that could be implemented without a complete building renovation that would make the cats more comfortable. There is a total lack of sunlight in the facility and a review should be done to see if some practical solutions could bring some improvements there. Consultation with an organization like Tree House Humane Society would prove helpful at little or no cost.

Finally, I have to echo the statements that were made at the most recent meeting of the Human Services Committee. Every alderman indicated that they felt the CARE leadership was incapable of adapting to the changes that are going to be required if this agreement is to work. I have been a volunteer at the Evanston Animal Shelter for 7 years and I have seen the inner workings of this organization. Their goal is to open a private shelter, and their philosophies are more in line with the operation of a private, closed admission shelter than the requirements of a municipal shelter. In a municipal shelter you deal with strays and owner give-ups. Our dogs are wonderful, but you cannot pick and choose them. Despite this, you have to be willing to be an advocate for each dog – to find the best in them, to fight for them, and to find fosters and rescues for them. Many municipal shelters are now doing a magnificent job at this, but it takes dedication and passion for that kind of work and that kind of shelter. CARE has made it clear that this isn’t the type of work they want to do. They want to operate a shelter like PAWS, where they serve a
broader community and only take in dogs that fit their ideal profile. And that is fine. But that is not how a municipal shelter does or should operate.

It is always difficult to look at a relationship and admit that there are irreconcilable differences and in too many cases, both parties try to make the relationship work beyond its natural course. I believe this is one of those cases. You can ask any volunteer at the shelter – whether they are wearing a red shirt at the meetings or sitting on the other side, or not participating in this discussion in any way and they will tell you that this situation needs to end – and dragging it out is not doing anyone a favor.

XXIII.

From: Tim Crum
Sent: Wednesday, March 26, 2014 2:03 PM
To: CityManagersOffice
Subject: Animal Shelter Evaluation

City Manager Wally Bobkiewicz

I recently read the online article, Evanston proposes new shelter guidelines, and wanted to share with you that our company - Animal Shelter Services - can be of help in your situation. Your shelter could benefit by having an independent, third-party, objective evaluation conducted by industry experts.

Our company is comprised of animal shelter professionals who have worked in, and consulted for, animal shelters all across the country. A shelter evaluation is a comprehensive examination of everything involving the operations and governance your animal shelter or animal control. This 360° look at your shelter will identify your strengths, weaknesses, opportunities and threats. You'll benefit by receiving recommendations to capitalize on your strengths and seize your opportunities while also addressing your weaknesses and identifying and preparing for threats. As a result of a shelter evaluation by Animal Shelter Services, your animal shelter will implement best practices, operate more efficiently, and as a result...save more lives! We can help your organization achieve stability, sustainability and success.

Here are the areas that our shelter evaluation will examine:

**Facility:** interior/exterior appearance, size, housing capacity, conditions, parking, sights, sounds, and smells

**Operations:** hours, policies, procedures, practices, staffing, fees, forms, software, record-keeping, programs, services

**Animal:** care, feeding, cleaning, medical, housing, conditions, behavior, euthanasia, fostering, adoptions, lost & found, fees, adoption procedures, satellite adoption locations

**Fundraising:** activity, plan, cultivation, solicitation, money handling, data entry, donor base, software

**Marketing and Public & Community Relations:** image, reputation, activity, plan, relationships, media contacts, collaborations, outreach, education and social media

**Volunteers:** activity, hours, policies, procedures, practices, job descriptions, manual

**Board:** duties, responsibilities, manual, expectations, giving, meetings, minutes, governance

**Vehicles:** maintenance, appearance, condition, safety

**Other.**
Please visit our website about animal shelter evaluations.

In the meantime, I would be happy to speak with your parish about ways in which we can help your group.

Thanks for your time and consideration.

Tim Crum, President
Animal Shelter Services, LLC
12425 West Bell Road, Suite 117
Surprise AZ 85378
623.975.1234

Animal Shelter Services is the sister company of Animal Shelter Fundraising. Both companies operate Humane College.

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XXIV.

From: judith e. voigt
Sent: Thursday, March 27, 2014 2:35 PM
To: CityManagersOffice
Cc: judithevoigt@yahoo.com
Subject: CARE Draft Proposal - Comment

Dear Mr. Bobkiewicz,
I have been a cat volunteer at CARE for more than 13 years. My shift is on Friday PM. I am also on the tabling committee as well as served on the committee to create a proposal to the city on a TNR plan which entailed attending several seminars on TNR. Upon presenting the TNR plan to the city, the shelter never received a response. This was over ten years ago. I have also substituted for volunteers on all the major holidays, including working the morning shifts on Christmas and Thanksgiving for as many years as I can remember. I am full time employed.

My question concerns Section 4: Rescue Procedures, Item F, Para 1: Cat and Kitten Enrichment Could you please elaborate what Cat and Kitten Enrichment means as you state in this section that it refers to the people, staff, and patrons need to talk to the animals as they pass through the areas where the cats and kittens are at the shelter and this, as you say, means 'enrichment' for the animals. PLEASE HELP ME TO UNDERSTAND HOW TALKING TO A CAT AS ONE PASSES THROUGH THE INDIVIDUAL CAT ROOMS, EQUATES TO CAT AND KITTEN ENRICHMENT?
Thank you.
Judy Voigt,

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XXV.

From: Susan Doxtator
Sent: Thursday, March 27, 2014 2:36 PM
To: CityManagersOffice
Subject: Draft report on animal control and care
Dear City Manager Bobkiewicz,

Please reconsider the changes that the City of Evanston is proposing to make to the way that the Evanston Animal Shelter is run. C.A.R.E. is an effective, well-run volunteer organization that has functioned for several decades. They work to ensure the safety of volunteers, and the safety and satisfaction of people adopting shelter animals. Their volunteer spirit enriches our community.

Furthermore, CARE’S fundraising covers the vet expenses for the animals it receives, and they provide tremendous amounts of volunteer in-kind support for shelter operations, such as animal enrichment and assistance for residents and prospective adopters. Isn’t Evanston still running a deficit? Don’t we need all the support we can get?

For me personally, when our elderly inside-only cat snuck out of the house one cold November day, C.A.R.E. volunteers were very supportive in suggesting ways to locate her. When the time comes for my family to adopt new cats, I would like for them to be cats who have been cared for and socialized by C.A.R.E. volunteers, because they will be well matched to the dynamics of our family. Those families who want dogs (like my neighbors, who have a C.A.R.E. dog), will have a good shelter option as well.

Respectfully yours,

Susan Doxtator
825 Reba Place
Evanston 60202

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XXVI.

From: max ross
Sent: Thursday, March 27, 2014 2:39 PM
To: CityManagersOffice
Cc: Holmes, Delores; Burrus, Coleen; Fiske, Judy; Grover, Jane; Mark Tendam; Braithwaite, Peter; Tisdahl, Elizabeth; Wynne, Melissa; Wilson, Donald
Subject: Public Comment on Draft Report: Evanston Animal Care and Control Operations

Dear City Manager, Mayor Tisdahl, and City Council members,

I am pleased to see that the City of Evanston has taken steps to provide much-needed oversight over the animal shelter. If CARE stays, this agreement should be the minimum required to ensure that our shelter is in line with the values of a progressive community like Evanston.

I was particularly glad to see the creation of a City Animal Control Board, as well as attempts to address serious issues with behavior evaluation and fundraising practices. These provisions are essential if CARE remains, as the organization’s leadership has shown it cannot be trusted to carry them out themselves.

I continue to be concerned about the extreme entrenchment of the CARE leadership and its resistance to evolving best practices in animal sheltering. Even with this agreement in place, I am concerned that conflicts between CARE and the City will continue, and will hamper the City’s ability to do what is best for the animals.

We need an organization committed to caring for all the animals, not one that needs to be forced to save lives. This agreement is better than nothing and, if CARE stays, should be adopted as is. But it is a poor substitute for finding a true partner.

Sincerely,
XXVII.

From: Christine Pado
Sent: Thursday, March 27, 2014 3:33 PM
To: CityManagersOffice
Subject: Fwd: CARE, Animal Shelter Policy, and Oversight Board

--------- Forwarded message ---------
From: Christine Pado
Date: Tue, Mar 25, 2014 at 12:59 PM
Subject: CARE, Animal Shelter Policy, and Oversight Board
To: dholmes@cityofevanston.org, cburrus@cityofevanston.org, jfiske@cityofevanston.org, jgrover@cityofevanston.org, mark.tendam@comcast.net, pbraithwaite@cityofevanston.org
Cc: etisdahl@cityofevanston.org

As an individual involved in the placement of some of the Lucky 18, I want to commend the City of Evanston for the proposal to create an oversight board and for the development of the draft Animal Shelter Policy.

I am writing to urge the Human Services Committee to adopt the proposals as written. From my reading of the proposals, the policy and the oversight board will protect both the animals coming into the shelter and the public. The policy will also go a long way to assuring that the greatest number of animals find placement, either through direct adoption or through rescue partner placement.

My remaining concern is the recommendation that CARE continue as the VAO. Given the comments from parties who created the subcommittee report it is clear that the relationship between CARE, the City, the Police Department, and animal control is irretrievably damaged. Given that contention and CARE's previous unwillingness to change its policies and procedures it seems best to start fresh with a new VAO.

In the event that CARE remains as the VAO, it is vital to the welfare of the dogs and the public that CARE abide by the policy as currently written and remain willing - in spirit and in act - to work with the oversight board in good faith.

Thank you for taking the time to consider my comments.

--
Christine Pado

XXVIII.

From: Margaret Sinn
Sent: Thursday, March 27, 2014 4:39 PM
To: CityManagersOffice
Cc: CARE
Subject: Response to DRAFT REPORT: EVANSTON ANIMAL CARE AND CONTROL OPERATIONS
I am a CARE cat volunteer who work a 2 1/2 to 4 hours weekday morning shift. I read the Draft Report with interest as it will affect my volunteering at the Evanston Animal Shelter.

While feeling the need for more cooperation between the City and us (the VAO), I also felt the report being very one-sided as it seeks to give all the control of all the animals to the City via the Chief Animal Warden. The recommendations may also hamper the fund-raising effort of the VAO.

The one point in the report that I was especially shocked to see was in Section F: Kennel Enrichment. 1. Cat and Kitten Enrichment: While kenneled, in Isolation, or Quarantine, cats and kittens have limited handling contact, although they also have some interaction with people as staff and patrons walk through the area-- usually responding to the animals by talking to them. Please see below an extract of one of my report after my shift regarding socializing them in the limited space available at the shelter for the morning shifts, i.e. one bathroom and one office space only:

Esther is a changed kitty, demanding attention and interaction right when I stepped into the shelter, she was brushed and given pets and has a much better coat today than last week with all the excess brushed off.

Nadine (with a calming collar on her) did not show any aggression towards Gilbert as before, and had rubbed against me and Gilbert a couple times when they were in the dog room, and both of them demanded attention and pets. They were funny in the sense that they liked to walk around while I was brushing them. She liked to head butt and both loved pets but were no lap cats. Both has lost weight and it is especially worrying that bones were showing on Nadine.

Maxie loved the brushing and head rubs too, a sweetie.

Roma was shy and in hiding under the bench in the corner once she was in the dog room. It took time to coax her out, as she loved head and neck rubs plus her own comb as she seemed to have a keen sense of smell. She finally came out having taken a while to calm down. I am also very concerned that she had no interest in the wet food, which was her only food. As I did not know what kind of wet food was offered, I did not try to open another can for her.

Blue had a messy cage with scattered litter and shredded newspaper. Before I was ready to go I knew why: He got smelly poop and he wanted to cover it with the litter and paper, so I scooped it out for him and he felt much better. I did not check whether there was blood in the stool due to inexperience. As the notes stated, he was always hungry, chowing down the dry food while growling at the same time, at first he let me brush him while he was eating but than decided against it. He seemed affectionate all the same.

Below is a report I send to Marsha:

I brushed Brenda in the bathroom. She was shy but receptive to head rubs, soft massages and brushing, I placed her on the table at first and it took a lot of time, but after a small interval of exploration ground level, she came up again for more head rubs and actually relaxed to a resting position for my spa treatment. She then rubbed against and rested on the cat tree. She is skinny but her coat was fine. We did use the calming collar on her.

When we wanted to have Diamond to join her there, it was a totally different story. Maybe I tried to take her out without warming her up with pets, but it was the first time I experienced her anger and total distrust. She bit and swipe at the gloved hand, and was very distraught. I saw no hair in large portions of her lower side and stomach areas as well as on her legs, they looked shaved. What was strange was that when we put Brenda back in the adjacent cage, Diamond hissed at her, with her head just outside her own cage looking into Brenda's for at least six times before she cowered back. We think she missed her, but had an interesting way of showing it!

I am deeply concerned about the change in Diamond. I will definitely be more gentle with her in the beginning before I grab her out next time. I wonder if she was traumatized at the hospital with all the shaving done to her. She did gloom herself a little.

Both of them are not eating their wet food. I tried to coax Brenda by sticking some wet food onto her nose and lips, she has totally no response to some food sticking to her nose! I saw a part of her black nose seemed flat, and wondered if it was an injury or not, Judy thought it seemed natural. She did lick when food was on her lip area. They were both resting when I left. Diamond eying me but not aggressively.
Please note that this is the observation by one cat volunteer during one shift inside the shelter which was shared with the CARE community by emails. We also have to make notes on their individual charts so that we learn of the temperament and health of each animal. Not to mention the many tabling events and fostering effort given by the many volunteers, just in the name of enrichment!! I can only imagine how misinformed the reporting officer was. Given that CARE has dealt with all the cat’s daily care and not the City, I am sorry that that limited exposure to the cat community has allowed for such a ludicrous observation in the Draft!

That is also why I would question the lack of flexibility of giving our cats medical, fostering and adoption opportunities if all the animals are properties of the City: CARE has delegated volunteers with different responsibilities to give the animals the fastest response possible. I cannot imagine the Chief Animal Warden to be given all such responsibilities and can handle them in a timely manner, since all the City employees have fixed ‘working hours’. Who is responsible if an animal is not given medical care in a timely manner because the Chief Animal Warden is not available to give the approval?

The Draft seems to want the City to have all the control even dictating the working hours of the volunteers in Section C2! Even though we are over 200 strong, I know that it is not possible to fill all the required hours recommended by the Draft, as we are having difficulties now to fill all shifts as it is. I wonder whether the City know the costs involved to cover such hours.

In Section 6B, it is also strange that VAO should be responsible for the software and yet all computerized records using it should be the City's properties only and not sharing it with the VAO. Does that mean the VAO is an unpaid organization of the City, working for free? It would be great if the need for this stipulation in the Draft is clarified at the Meeting.

I thank the City for wanting to have run a better Animal Shelter, but am distressed that there seems to be some underlying distrust of our group. Please note that we have serve the City and its animals for over 25 years, with many happy and grateful families after an adoption, and we have done so in the name of love!

Margaret Sinn-Pong

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XXIV.

From: Marisa Naujokas
Sent: Thursday, March 27, 2014 4:38 PM
To: CityManagersOffice
Subject: Animal issue

We are writing regarding the animal shelter proposal. The proposal is a good start but there are some comments and suggestions that we have. We have been CARE volunteers with dogs for almost three years and we agree that some things could be improved. Our specific points are:

--We agree that term limits for the Board are a good idea. Senior personnel could certainly still be involved. Perhaps tensions could be relieved by asking the VAO to designate a city/community liaison for communications. This could be helpful regardless of the VAO involved.

--We agree that open bidirectional communication about animal behaviors particularly dogs is very important. We are concerned that the new rescue approach could err on the side of leniency, as we have seen some dogs with very disturbing behaviors go to rescue. Are details of their disturbing behaviors communicated to the rescue groups? Such reports of aggression and bites should be required. All severe aggression and bite incidents should be recorded and given to anyone to whom the animal is transferred.

--We disagree with the assumption that is implied by the dissenting volunteer group that there is no such thing as a bad dog. Alderman Fiske was quoted at a city meeting about the vicious animal ordinance as saying something to that effect. We too love dogs, but we need to protect the public and their pets.
feel that CARE could be more lenient with some cases like food aggression cases, but there are others that frankly we were shocked went to rescue.

--The issue of city fundraising is very unclear, at best. The document describes the city as being able to raise funds and the VAO has to pay all the bills. If the city raises funds, what would they pay for? Also, if the city has fundraisers and separately the VAO has fundraisers, they are both pulling from the same pool of donors and it would limit the funds available to the VAO to pay the bills. If the city wants to do fundraisers, then take responsibility for paying the bills. The city seems to be angling to drain CARE of its savings, but how would another VAO swing that? Their fundraising ability would be reduced with the city doing their own. We suggest that the city withdraw any clauses about doing fundraising unless they take on the responsibility of paying all the bills.

--The catch spay release plan for cats is a step backward. CARE has a superb cat program that was praised by both inspection reports. Although that step backwards is condoned by Cook County, Evanston is the type of community that can set a far better example than that. We do already and this city plan would take that away.

--The plan for a city board that includes citizens is a good idea, but we feel strongly that board members should spend one shift to observe cats and dogs during volunteer hours as well as during warden hours so they understand the environment and circumstances as well as the variety of animals that come our way.

Marisa Naujokas
Clare Moran
1108 Maple Ave.
Evanston

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XXV.

From: Kw2950
Sent: Thursday, March 27, 2014 5:01 PM
To: Margaret Sinn
Cc: CityManagersOffice; CARE
Subject: Re: [CARE Information] Response to DRAFT REPORT: EVANSTON ANIMAL CARE AND CONTROL OPERATIONS

Margaret, excellent letter! It's great you shared one of many socialization reports you have given and pointed out others give their report for their shift, as well. That software arrangement is strange. Also, and correct me if I'm mistaken, but several years ago we offered to implement new software for record keeping and Linda Tekler said no to that. So now this seems to be a new idea and they think Tekler will go along with it? And be in charge of it?! Just saying....

Karin

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XXVI.

From: Sheryl Ferraro
Sent: Thursday, March 27, 2014 5:07 PM
To: CityManagersOffice
Subject: Draft - Evanston Animal Shelter

Dear Mr. Bobkiewicz,
I'm glad to have the opportunity to share my thoughts on the current draft for the Evanston Animal Shelter and Control Operations. I will share my overall personal thoughts as well as going through the draft and hopefully offering some constructive comment.

First I would like to say that I am an Evanston resident and have been a volunteer with CARE for just over the past year. I have helped with the care of dogs, a three hour shift, almost every Saturday night this past year. I have come in to cover extra holiday shifts as well. So my point of view comes from a person who has taken regular responsibility in the care of dogs at the shelter. I also want to make clear the fact that as a volunteer of just one year, my perspective comes from an experience with the shelter in which there has already been implemented much change. That being said, I support the CARE volunteer organization.

I am happy to know that an extra effort has been made in recent times to find placement for the dogs who may not fit the criteria for dogs that CARE finds to be suitable for adoption. It is good that the Chief Animal Warden and the City have become involved in finding alternatives when suitable, and wonder why this has only just happened over the past year or so.

At the last meeting of the Human Services Committee it was suggested by Alderman Burris, I believe, that a task was for the City to identify it's "vision" for the Evanston Animal Shelter. My overall comment for the draft document is that a "vision statement" re: a philosophy of management and care of the animals, has still not been clearly identified. I think that this should be first and foremost. At this point my overall impression of the draft is that there is a manual of sorts in the works but it has not quite been decided as to what we are actually trying to build. As you read through the draft you get an idea of this but it really needs to be presented so that everyone knows what this "vision" for our city shelter is, as we go forward.

Also, the first page of the document makes mention the "staff" that has developed this four part recommendation. I would like to know who staff is and if any of this staff has visited the animal shelter. I would like to be assured that all individuals charged with this task, including those on City Counsel making decisions, have at least visited the shelter. Ideally, in my opinion, for anyone to really be able to take on this task of deciding the best path for shelter operations, in consideration of the animals, they would need to take the time to shadow one full shift. This of course would mean one full shift on the cat side and one full shift on the dog side. I am not personally aware of anyone who has taken the time to do this, although people have been invited to come.

In regard specifically to items in the draft that I wish to address:

**C. Board of Animal Care and Control.** Essentially a good idea. However, I think that in regard to the number of the people on this board that there would not be nearly enough people that are actually involved in the daily activities and care of animals at the shelter. If the number is to be kept at seven, I would suggest that three of them be volunteers, two from the council and two from the community at large. I would also suggest that the turnover of board participants be higher. Two years maximum. It would also be ideal if the turnover could somehow be staggered so that the participants "getting up to speed" might be minimal. The draft mentions that the Chief Animal Warden is the staff liaison. Does this mean that the Warden attends all meetings as well?

Animal Control Policy, Section 2: Behavior, etc.

**A. Party Vested with Decision making etc.** It's good to see that the Chief Warden is being called on to take up the assigned tasks of the job that had already been outlined for the position in the original SOP. Including the affirmation that the Warden has always had responsibility for final determinations. Some clarification more information on appeals regarding euthanasia might be useful to the document.

**B. Evaluation Testing.** Not clear on the recommendation that the VAO shall not be involved in behavior evaluations, yet the VAO is charged with the responsibility of paying for fees associated with this. If the city of Evanston is conducting these evaluations and also doing their own fundraising for the shelter, then it seems that they would then be responsible for paying the associated fees and expenses. This does not
make sense to me. It only makes sense in regard to the fact of CARE as the possible VAO and the fact that they already have money resources. As a general document of policy, this does not make sense.

B. Evaluation Training. Does evaluation training apply to only those who assist with "rescues"? Does the term "rescue" here mean animals that may not fit immediate adoption criteria? Does this not apply to volunteers who assist with adoptions? (draft policy in this item seems to conflict with what is stated in the previous section re: testing.)

F. Kennel Enrichment:
1. It seems that the entire issue of cats in the shelter and the care that they require, as well as the program that CARE supports for them, has been largely ignored as well as not understood. Someone(s) really need to come by to see all that the CARE volunteers do with cats. Without the regular handling that the cats get we would not have the successful adoption rate that we have for them.
2. Dogs. Nothing new here that we are not already doing.

As I am running out of time I just want to say that I look forward to a continued thoughtful development of this draft. Undoubtedly you have already heard from a lot of people. I'm hoping that the final draft is more inclusive to the partnership of CARE with the Evanston Animal Shelter as we move forward.

Sincerely

Sheryl Ferraro
1124 Brummel
Evanston
ANIMAL CONTROL POLICY

SECTION 1: OVERVIEW

The purpose of this Policy is to guide operations and management of the animal control facility at 2310 Oakton Street Evanston, Illinois (the “Shelter”). The Policy establishes a baseline on certain issues in order to provide consistency and predictability at the Shelter and formally set expectations between the City and a designated volunteer animal organization (“VAO”). If there are any contradictions between this Policy and the Police SOP, this Policy shall dictate and control against the Police SOP or any other unnamed existing policies. The categories addressed in this Policy should not be considered exhaustive, if the Policy is silent on an issue, the Police SOP shall prevail. Lastly, the Policy unequivocally sets forth that the Chief Animal Warden shall make final disposition decisions for animals under the Shelter’s care.

SECTION 2: BEHAVIOR EVALUATION, TRAINING AND OVERSIGHT

A. Party Vested with Decision Making Authority for Animals at the Shelter: The Chief Animal Warden is responsible for all decisions regarding disposition decisions for dogs under the Shelter’s supervision. To that end, the Chief Animal Warden is the final authority on determinations of adoption, foster care, rescue or euthanasia for a subject animal. For dogs, disposition decisions will be based on the SAFER evaluation, written documentation about the dog’s behavior in the kennel, and observations by Shelter staff and volunteers. If the Chief Animal Warden believes adoption by the VAO is the best option for the animal and VAO agrees with the decision, then the VAO may put the dog up for adoption. If the recommendation is euthanasia by the VAO and/or the Chief Animal Warden, the decision may be appealed to the City Manager or the Circuit Court of Cook County.

B. Evaluation Testing:
The SAFER Test, or a similar test chosen by the Board of Animal Control (the “Board”), must be administered by a certified assessor with a trained observer. The VAO shall not perform behavior evaluations on dogs at the Shelter; the City shall be responsible for administering the SAFER test and establishing criteria for performance of the evaluation. The VAO shall pay any and all fees associated with evaluations or training performed by professional consultants.

C. Evaluation Training:
The City will contract with the American Society of Prevention of Cruelty to Animals (ASPCA) to conduct training at the Shelter facility for individuals that participate in behavior evaluations. Mandatory participants in the training will include: Chief Animal Warden, Deputy Animal Warden and any volunteers that assist with rescues. Only individuals that participate and receive SAFER training certification from the aforementioned training are able to conduct behavior evaluations. The City will provide training for both current and future volunteers. The City will ensure that ASPCA conducts regular on-site visits to the Shelter to evaluate the testing methods and provide feedback if participants need improvement.
D. Evaluation Logistics:
The City will coordinate with ASPCA on viable evaluation testing room sites. One potential site to be evaluated by the City and ASPCA is the temporary usage of the City’s recycling center given it is currently used as a storage facility and could accommodate a space for testing. The selected VAO shall agree to pay for any building alterations to the Shelter, purchase of a shed, or other Shelter facility concerns raised by ASPCA. All assessments shall be videotaped and records will be maintained for a period of 90 days. The written documentation and recordings will be readily available to all individuals from the City, VAO or the volunteer pool that need access to the evaluation results.

E. Evaluation Results:
The SAFER score will try to avoid designations of “pass” or “fail”, rather will inform the Chief Animal Warden of potential options for the respective dog under review, but it will not be sole source of information for a determination regarding adoption, future behavior training needed prior to adoption, foster home, release to a rescue partner or euthanasia. The Chief Animal Warden will use the feedback from the evaluation assessor and volunteer observations of the subject dog prior to making a disposition decision.

F. Kennel Enrichment: The City and the VAO will increase its efforts to provide enrichment programs for all animals.
   1. Cat and Kitten Enrichment: While kenneled, in Isolation, or Quarantine, cats and kittens have limited handling contact, although they also have some interaction with people as staff and patrons walk through the area-- usually responding to the animals by talking to them.

   2. Canine Enrichment: Enrichment helps dogs and puppies maintain their mental, physical, and emotional health so that they remain good adoption candidates and don’t become behaviorally at risk. All canines at the Shelter shall receive enrichment of some variety, provided that time and resources are available. The type of enrichment provided will vary based on the dog’s SAFER evaluation and other observations as outlined above. Procedures will be developed to outline the potential kennel enrichment methods to be utilized.

G. Removal from Shelter: Any and all animals at the Shelter are the property of the City of Evanston and not property of the VAO until release. Animals are not to be removed from the Shelter or housed off-site without the written permission of the Chief Animal Warden or his or her designee. Any removal or housing off-site will become part of the animal’s permanent record.

SECTION 3: VACCINATIONS AND SPAY/NEUTER

A. Vaccinations: This Policy requires vaccination of all dogs and cats within 72 hours of admission to the Shelter, or as soon as practicable, unless there is clear evidence that
the animal’s owner plans to return for the animal, or that the animal has already received the required vaccinations. The Chief Animal Warden shall determine the proper party to administer the vaccination, either a licensed veterinarian or volunteer medical director. The veterinarian administering the vaccine shall give the Shelter a rabies vaccination certificate to put in the animal’s file. If the veterinarian believes that the animal’s health would be adversely affected as a result of a vaccination, the veterinarian shall give the Chief Animal Warden a signed and dated statement indicating the opinion. The VAO is responsible for all costs and expenses relating to vaccinations of animals at the Shelter.

B. **Spay/Neuter and other Medical Care:** Vaccines must be completed prior to the spay/neuter surgery. Any animal that cannot have vaccines will be handled on a case by case basis by the shelter partners and other providers. All animals will be spayed and neutered unless the Chief Animal Warden waives the requirement (i.e. the animal is planned to be euthanized). All cost and expenses related to spay/neuter services will be paid with VAO funds.

**SECTION 4: RESCUE PROCEDURES**

A. **Foster Homes and Rescue Group Outreach:** In conformance with the goals outlined in Police SOP 1.15 *Adoptions by Animal Welfare Organizations and Adoptions of Animals Other than Dogs and Cats*, the City will continue to actively develop working partnerships with rescue organizations. To further this goal, the City will submit the appropriate paperwork to facilitate the process and partnership opportunities between the Shelter and other animal welfare organizations. The volunteers at the Shelter as of the Effective Date focused on rescue efforts shall be referred to as the “Rescue Team”. Shelter space shall be provided to accommodate efforts of the Rescue Team.

B. **Rescue Decision for Dogs:** The Chief Animal Warden will evaluate all of the information that is available regarding the animal’s behavior, health and its environment prior to making a decision. If the Chief Animal Warden elects that rescue is in the best interests of the dog, the Rescue Team shall immediately begin to contact rescue organizations who are designated partners with the Shelter. The rescue organizations will work with the City to place the dog as soon as possible. At the discretion of the Chief Animal Warden, she or he may elect to place the subject dog with a foster home that has an existing partnership with the City. In the discretion of the Animal Warden, she or he may elect to place a dog in a foster home or adoption.

C. **Placement Efforts Post-Rescue:** All efforts related to the rescue of a dog should be devoted to removing the dog from the existing environment and placing the dog with a new home within 30 days of rescue. The City and the VAO will coordinate to develop a proposal to facilitate the 30-day target date to be presented to the Board for review and approval. VAO must be an advocate for each dog at the Shelter and must work with the City on efforts of placement, such as posting pictures of dogs on social media and web sites, participating in offsite adoption events, and identifying a pool of qualified foster homes.
SECTION 5: FERAL CATS

A. No City Regulation of Feral Cats: To date, the City has no regulations addressing feral cats and in the absence of such regulation, existing Cook County regulations control. Enacted in 2007, Cook County’s Ordinance 07-O-72 “Managed Care of Feral Cats” (the “Feral Cat Ordinance”) designates animal welfare organizations and people vetted by those organizations as “colony caretakers”. The animal welfare organizations conduct trapping, along with neutering/spaying cats and then returning the cats to the location that they were found, under the Feral Cat Ordinance.

B. Interface with County Ordinance: The aforementioned Feral Cat Ordinance provides that an animal control officer from either the County or the City may investigate violations of the Feral Cat Ordinance. City animal control officers are to investigate nuisance complaints of feral cats. The Feral Cat Ordinance aims to keep the existing cats alive while preventing future generations of felines and in furtherance of that objective the Shelter shall follow said Ordinance and assist as needed. The City and the VAO shall develop a trap/neuter/return program for Evanston’s feral cats with an approved Colony Caretaker.

SECTION 6: RECORD KEEPING AND PUBLIC RELATIONS

A. Freedom of Information Act: Pursuant to the Illinois Freedom of Information Act, 5 ILCS 140/7(2), records in the possession of others whom the City has contracted with to perform a governmental function are covered by the Act and subject to disclosure within limited statutory timeframes (five (5) working days with a possible five (5) working day extension). Upon notification from the City that it has received a Freedom of Information Act request that calls for records within the VAO’s control, VAO shall promptly provide all requested records to the City so that the City may comply with the request within the required timeframe. The City and VAO shall cooperate to determine what records are subject to such a request and whether or not any exemptions to the disclosure of such records or part thereof, are applicable. VAO shall indemnify and defend the City from and against all claims arising from Freedom of Information Act requests. VAO shall also cooperate with the City to produce any documents in compliance with an opinion or a directive from the Illinois Public Access Counselor or the Attorney General under FOIA, or with a decision or order of Court with jurisdiction over the City.

B. Access to Records: The VAO agrees to permit City access to any and all records, including communications, on animals under their control. The Chief Animal Warden and Rescue Team volunteers will maintain computerized records of all activity relative to the animals going forward, using specialized software to be chosen by the City and purchased with VAO funds such as PetPoint. Each animal will have a complete file which will contain details regarding the animal and Shelter efforts to date. These records will be the property of the City of Evanston and kept by the Chief Animal Warden on site.
C. Communication:

1. Volunteers and animal control officers will complete customer service training. Course content will be devoted to greeting the customer (either by phone or in person), questioning to understand the customer’s need or problem, listening, confirming understanding, responding with value, using positive language, and the importance of body language and tone of voice. Volunteers and employees who are properly trained and who demonstrate professional customer service skills can improve customer satisfaction and customer loyalty.

2. Hours for Adoption will be expanded to Monday through Friday from 12 p.m. – 8 p.m.; Saturday 12 p.m. – 6 p.m. and Sunday 12 p.m. – 6 p.m. in order to better serve the animals at the Shelter by increasing opportunities to visit the Shelter and potential adoptions. Additional hours to be approved by the Board and also approval by the City Council, if budget implications.

3. Any group e-mail communication among VAO volunteers must be made available to all volunteers at the Shelter to ensure consistency in operations (i.e. the Yahoo Group must provide access for all volunteers).