



LOUISIANA ANIMAL
WELFARE COMMISSION

Governor's Office of Community Programs

17732 Highland Road Suite G-Box 237, Baton Rouge, LA 70810

(504) 568-8315

August 17, 2016

Dear Ouachita Parish Police Jurors,

The Louisiana Animal Welfare Commission (LAWC) performed an inspection of the Ouachita Parish Animal Shelter on December 16, 2015. The inspectors included Ms. Ashley Delrie, LAWC's director of the inspection program, and me, LAWC Vice-chair and state public health veterinarian with the Department of Health and Hospitals.

LAWC's inspection process involves two components. The first portion of the inspection deals with compliance with Louisiana law and LAWC shelter management guidelines. The second part of the inspection is concerned with shelter development of "standard practices" related to humane programs, community outreach, leadership, enforcement of laws, and progress toward becoming a very high quality shelter, one of the best in the state. Both sections are intended to provide valuable feedback to shelters and serve as a guide for future development.

Please see the attached Louisiana Animal Welfare Commission (LAWC) Inspection Form. The shelter was judged to fall short of LAWC standards primarily due to inadequate and unsanitary storage of animal feed, an inadequately lit and equipped euthanasia room, poor record keeping and documentation of individual animals, lack of isolation of incoming animals for health reasons, and a failure to track compliance with rabies vaccine requirements in adopted animals.

The "poor performance" rating in the shelter development section was due to several deficiencies in shelter programs aimed at public education and adoption, community outreach and partnerships, and failure to institute mandatory rabies vaccination and licensing in the parish.

This report cannot evaluate changes that have been made over the past six months, nor can it verify the intent of the parish to improve the situation in the future. Ratings may be appealed. Any inspection under appeal will include the words "under appeal" next to the assigned rating in the rating box, until the issue can be addressed at a regular meeting of LAWC.

Sincerely:

Gary A. Balsamo, D.V.M., M.P.H. & T.M.
State Public Health Veterinarian/Assistant State Epidemiologist

Attachments:

LAWC Inspection Form

Shelter Development Evaluation Form

...to ensure and promote the proper treatment and well-being of animals

Name of shelter: Ouachita Parish Animal Shelter			Contact person: Brad Commack, Ouachita Parish PJ Treasurer	
Phone: 318-323-4032, fax: 318-388-2616			Email address:	
Physical address: 417 Well Road West Monroe, LA 71291				
Name of inspector: Ashley Delrie, LAWC Shelter Inspection Director, Dr. Gary Balsamo, State PH veterinarian (LA Dept. of Health & Hosp.)			Date of inspection: 12/16/2015	
			Initial <input checked="" type="checkbox"/> Re-inspection <input type="checkbox"/>	
Critical	Major	Minor		Category
				A. Animal euthanasia
			Citation	Comments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A5, A12,A13	Euthanasia room is in deplorable condition. Lighting is inadequate & euthansias are done on the ground. Deficiencies are risks to personnel.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	A9	Inspectors did not witness the existence of a written euthanasia profilespecifying the decision making process for euthanasia of animals.
				B. Management
			Citation	Comments
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	B3	Vet care is provided however the parish should make an effort to contract with a veterinarian to routinely visit the shelter at least twice weekly.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	B13	Emergency telephone number is not prominently displayed at the entrance to the shelter.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	B24	No area for potential adopters to acquaint with animals. Better adoption rates would be expected with a more attractive shelter appearance.
				C. Records
			Citation	Comments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	C2.	A record should be prepared and available on each individual animal housed in the shelter.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	C6	The shelter has a computer, but no shelter management program is used. LAWC recommends an easy, efficient computerized system.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	C5, C9	Animals are microchipped, however no protocol is available specifying the process and animals are scanned only once.
				D. General structure
			Citation	Comments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	D22	Open drains are present throughout the facility. Drains should have covers to prevent injury to staff and/or animals.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
				E. Water and electric power
			Citation	Comments
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
				F. Waste disposal
			Citation	Comments
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
			G. Storage	
			Citation	Comments
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	G1	Loose food was all over the floor of the storage area. This serves as an attractant to rodents, who then might contaminate food for residents.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	G2	Storage facilities are lacking. This likely explains the existence of multiple pieces of equipment (cages, washing machines, etc) evidenced throughout.
			H. Primary Enclosures	
			Citation	Comments
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	H1	Cages were observed housing more than one cat, but featuring no elevated surfaces as is required.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	H6	The goal of the shelter should be to house one dog per primary enclosure.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	H8	Cage tops not present on all cages. This may encourage animals to attempt escape, and is certainly not sufficient security for rabies observation.
			I. Feeding and watering	
			Citation	Comments
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
			J. Pest control	
			Citation	Comments
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	J1	There is evidence of rodent activity in the food storage area.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
			K. Rabies quarantine	
			Citation	Comments
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
			L. Infection control and rabies vaccination requirements	
			Citation	Comments
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	L1	There is no method to track rabies vaccine compliance in adopted animals, and there is no penalty for owners reclaiming animals that are not in compliance with state rabies requirements.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	L6, L8	The shelter does not isolate animals on intake and no HW tests are performed. A microscope is available to perform direct blood smears.
			M. Population control	
			Citation	Comments
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Additional comments:

Since the inspection Ouachita Parish has made several improvements to the facility. Some of the improvements are now in the planning stages. Ouachita Parish has related that corrections will be made to the following areas and procedures of the shelter:

Euthanasia room: A new room will be constructed.

Euthansia protocol: A euthanasia protocol will be drafted with the assistance of LAWC.

Veterinary care: A local veterinarian is being regularly consulted as needed. Future consideration for regular attendance at the shelter is under consideration.

Emergency telephone number: Will be posted, according to parish officials.

Area for potential adopters to acquaint with prospective pets: Parish officials plan to create such an area in the near future.

Records: The shelter is searching for affordable, effective shelter software.

Open drains: Parish officials are aware of the problem and plan to address this issue in the future.

Storage and pest control: A pest control company is addressing the rodent issues, thorough cleaning of the facility has been initiated, and additional sealed storage facilities are planned in the future.

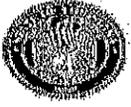
Rabies vaccine compliance: LAWC is aware that Ouachita Parish Animal Control cannot administer rabies vaccines, however this fact does not excuse animal control officials from the responsibility of ensuring compliance with state rabies vaccine laws. Rabies statute compliance is a basic tenet of animal control. Ouachita Parish experienced a case of rabies in a pet dog a short time ago, illustrating the importance of rabies vaccination. LAWC is available for consultation in regard to potential parish ordinances implementing a mandatory rabies/pet licensing program that, in conjunction with strict enforcement of fines for non-compliance, would result in increased funds generated for animal control purposes. Such ordinances already exist in several urban and suburban areas of the state.

There are several positive observations. Security on aggressive and rabies observation dogs is excellent. Cages are secured with a lock. The only caveat is that cage tops should be present, as described above. The shelter accepts animals from neighboring, underserved parishes. All animals adopted from the shelter are spayed and neutered. All adoptable dogs are vaccinated for distemper, hepatitis, leptospirosis, parvovirus and parainfluenza virus. All adoptable cats receive immunizations for Feline viral rhinotracheitis, calicivirus, chlamydia, and parainfluenza virus.

One additional deficiency is the fact that none of the animal contact personnel are vaccinated against rabies, as is suggested by CDC's Advisory Council on Immunization Practices. ****This is an additional major deficiency. ****

Although written protocols were available for examination by the inspectors, the staff demonstrated some difficulty in locating the protocols. Also, the protocols have not been reviewed recently and certainly no changes or adjustments have been made. There is no formal inspection procedure routinely carried out by parish officials, as the model state law requires. ****This is an additional minor deficiency.**** LAWC recommends that shelters hire, contract, or otherwise require the services of a shelter veterinarian that actually is present at the facility at least two times per week. All animals are not vaccinated on intake into the facility.

Rating: Below standards Meets standards Exceeds standards



LOUISIANA ANIMAL
WELFARE COMMISSION



Shelter Development Evaluation

Shelter Evaluated: Ouachita Parish Animal Control

Evaluation Date: 12/16/15

Director: Mr. Hank Tull- Director

Email address: animal@oppj.org

Contact number: 318-323-4032

Evaluator: Ashley Delrie

Email: ashleydelrie@lawc.la.gov

initial Follow up

The LAWC Shelter Development Evaluation

The LAWC Shelter Development Evaluation is a comprehensive assessment to measure the performance of a shelter on humane programs and initiatives, community outreach and partnerships, leadership, law enforcement, and the ability to offer the public a quality, effective shelter.

Standard Practices

The standard practices section focuses on guidelines and standard practice areas that are recognized by the National Animal Care & Control Association, the ASPCA, and HSUS as essential practices that provide a high quality, humane, and effective shelter. Each shelter will be evaluated on their proficiency of each standard.

Standard Practices are:

Executive Leadership

Shelter Programs

Community Outreach & Partnerships

Emergency Preparedness & Disaster Planning

Performance Ratings

Meets all standard practices

Meets most standard practices

Meets some standard practices

Meets few or none of the standard practices

Distinguished Performance

Good Performance

Average Performance

Poor Performance

***NOTE:** Shelters/agencies that do not manage an effective adoption program will automatically be assigned a poor performance rating.

Standard Practices

1) Executive Leadership

Written statement of mission, vision, and a strategic plan that outlines short term and long term goals for the current fiscal year

Yes No

The Director demonstrates knowledge and awareness of the budget and practices appropriate stewardship of animal shelter funds

Yes No

The shelter/agency actively manages a shelter/agency website accessible to the public with up to date shelter information, current adoptable animals, event information, and shelter program information

Yes No

The shelter/agency creates strategies specific to reducing the euthanasia rate

Yes No

The shelter/agency shows evidence of collaboration with local law enforcement agencies and other government agencies

Yes No

The shelter/agency actively educates and encourages the public to report all instances of animal cruelty and neglect.

Yes No

The shelter/agency actively communicates to the public on how to properly report cruelty to the agency

Yes No

The shelter/agency has a clearly written protocol on how cruelty is reported, investigated, and prosecuted

Yes No

The shelter/agency works with local or parish law enforcement to facilitate the prosecution of cruelty cases to the fullest extent of the law.

Yes No

The shelter/agency employs an effective means to enforce compliance with local, parish, and state rabies ordinances

Yes No

Mandatory Registration & Licensing

For municipalities where registration & licensing does not exist in the local ordinances:

The shelter/agency or its governing body shall work to establish mandatory registration and rabies licensing of dogs and cats as recommended by the American Veterinary Medical Association **No**

The Director should actively work with local government and elected officials to incorporate licensing into the local or parish ordinances **No**

The Director shall create and advocate a plan to educate the public and government officials about the benefits of mandatory licensing & registration **No**

For municipalities where registration & licensing does exist in the local ordinances:

The shelter/agency employs an effective means to enforce registration & licensing compliance and monitors compliance rate. n/a

The shelter/agency actively employs methods to increase the compliance rate and educate the public on the law. n/a

The shelter/agency institutes a fine for non-compliance with rabies vaccination and license registration. n/a

License fees and fines are reviewed annually n/a

2) Shelter Programs

The shelter/agency manages an **effective** adoption program that includes:

Daily adoption times	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Shelter adoption events	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Off-site adoption events	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Extended shelter hours on weekends & evenings	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Shelter/agency website utilization	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Social Media	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
The adoption program features a fee	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

The shelter/agency conducts humane education programs for schools, civic organizations, colleges, universities, and community organizations covering subjects on responsible pet ownership, shelter adoption, heartworm disease prevention, approaching and reporting strays, dog fighting, services performed by animal control, and the value of animal control in the community

None

The shelter/agency uses a proper owner surrender intake form that captures health history, behaviors, and general personality information about the animal
Yes No

The shelter/agency adoption program educates the adopter on heartworm disease and the importance of administering heartworm preventative medication to the animal at the time of the adoption
Yes No

The shelter/agency actively engages in promotional practices and utilizes a variety of communication tools to increase public awareness about the shelter and adoptable animals
Yes No

The shelter/agency uses a shelter managed social media and website program to communicate to the public about shelter policies, adoption events, promotions, shelter events, programs, and other useful information
Yes No

The shelter/agency employs a shelter managed foster care program to care for pets at sites external to the shelter itself
Yes No

The shelter/agency employs a rescue program to help reduce the shelter euthanasia rate
Yes No

The shelter/agency employs a Return to Owner (RTO) program that helps return licensed animals to their rightful owners. A "Free Ride Home"
n/a

The shelter/agency has an efficient program in place to increase owner redemption rates
Yes No

The shelter/agency has an effective volunteer program
Yes No

The shelter/agency has a surrender prevention program, or provides references to those unsure of whether a pet requires surrender
Yes No

The shelter/agency employs an enrichment and/or socialization program for shelter inhabitants
Yes No

The shelter/agency participates in an inmate/pet rehabilitation program
Yes No

The shelter/agency participates in community programs at schools and centers
Yes No

The shelter/agency participates in an animal transport program

Yes No

The shelter/agency conducts, cooperates with, or recommends obedience training programs to adoptive owners or other pet owners in the community

Yes No

The shelter/agency employs a bathing and grooming program to those animals suffering from coat conditions affecting the health of the animals

Yes No

3) Community Outreach & Partnerships

Spay & Neuter Outreach & Education

The shelter/agency employs an effective spay/neuter education program

Yes No

The shelter/agency implements effective community initiatives to increase awareness about local resources for low cost spay/neuter services

Yes No

The shelter/agency participates in an income based subsidized spay/neuter program

Yes No

The shelter/agency implements community outreach spay/neuter initiatives targeting low income and high stray intake areas

Yes No

The shelter/agency actively seeks out spay/neuter grant opportunities

Yes No

The shelter/agency employs shelter based spay/neuter community incentives programs

Yes No

Partnerships

The shelter/agency actively seeks out and develops partnerships with animal welfare organizations and rescue groups

Yes No

The shelter/agency works to develop partnerships with the local business community

Yes No

The shelter/agency works to develop partnerships with the local veterinarian community

Yes No

The shelter/agency conducts community reduced price rabies vaccination clinics

Need more information

The shelter/agency partners with local media to promote shelter adoption and shelter resources

Yes No

The shelter/agency partners with local media to promote spay & neuter education & resources?

Yes No

4) Emergency Preparedness/Disaster Planning

The shelter/agency maintains an emergency response plan for natural disasters and other catastrophic events (OEP & LDAF requirements)

Yes No

The shelter/agency conducts drills and trainings to assure effectiveness of emergency response plans

Yes No

Performance Rating

Meets few or none of the standard practices

POOR PERFORMANCE

SHELTER DEVELOPMENT PLAN

The goal of the shelter development evaluation is to highlight specific shelter practice areas where Ouachita Parish Animal Control is demonstrating a strong level of proficiency, and to identify other shelter practice areas that are in need of improvement. This will allow the agency, and the Ouachita Parish Police Jury, to conduct a thorough review of areas where the agency is currently successful, and other areas that are identified as in need of improvement. LAWC's goal with this evaluation is to give recommendations to the agency so a "working plan" of development can be created and implemented over time. LAWC will periodically, and during subsequent inspections, refer to this document to assess if the recommendations are being implemented and are helping to improve the agency. Our goal is to help the agency build on current areas of success, and offer support in areas of development.

It was evident during the inspection that the Ouachita Parish Animal Control agency relies heavily on the exemplary work of PAWS of Northeast Louisiana, a non-profit humane organization. This inspection report is **not** an evaluation of the work of PAWS, but a thorough evaluation of the work of the Ouachita Parish Animal Control agency. The agency should be commended for the strong working relationship that exists between the PAWS organization and the shelter. However, the agency is still considered ultimately responsible and accountable for the overall operations of the shelter and the agency. Thus, this evaluation will focus on the work of the agency and its level of proficiency on providing the citizens of Ouachita Parish a quality, effective shelter.

The agency demonstrated that it is efficient in some areas of the four (4) standard practices. The following is list of areas where the shelter is demonstrating a strong level of proficiency:

Proficiency Areas:

- Enforcing the state sterilization law R.S. 3:2472- which requires all shelter animals adopted from

- the agency be spayed or neutered prior to relinquishing custody of the animal to the adopter.
- A strong partnership with the local veterinarian community has been established.
- All adopted animals receive standard vaccinations prior to release.
- The adoption program is available and accessible to the public.
- A strong and effective partnership with PAWS of Northeast Louisiana has been established.
- A RTO (return to owner) identification tagging system is employed.

Areas of Development & Recommendations:

- **Computerized Records-** LAWC strongly recommends the agency use a computer to conduct daily operations. A computerized shelter software system should be utilized to help track intake, euthanasia, individual animal information, rescue placements, and adoption. The Pet Point shelter software system is an efficient software system that should be considered.
- **Shelter Policy Manual-** the shelter/agency policy and procedure manual is grossly outdated and not sufficient in addressing many of the current operations of the shelter. The last revision was completed by Director Hack Tull on June 1, 2001. The policy manual should be updated immediately and written policies should be posted where appropriate. The policy & procedure manual should be reviewed every two years and updated accordingly. Policies should be posted on the agency website for the public to view.
- **Animal Control Ordinances-** Ouachita Parish Animal Control ordinances should be thoroughly reviewed and updated to reflect the current needs of the public and the agency. By reviewing and updating the local ordinances, the agency will be able to respond to the public's needs more appropriately. It will also give the agency the legal authority to govern animal control related issues more effectively. LAWC strongly recommends a joint task force and/or animal advisory committee be formed with cooperation from local police jury officials, the agency, local veterinarians, and community members to update and rewrite the ordinances.
- **Mandatory Rabies Licensing Law-** LAWC strongly recommends that agency leadership advocate for a local mandatory rabies licensing & registration law. The benefits of enforcing this local law include an increase in rabies compliance and shelter funding (if a fee is assessed). LAWC can assist in these efforts by conducting an educational presentation on rabies control and the benefits of mandatory registration and licensing to the local police authority and veterinarian community. Please submit a written request to the commission if interested.
- **Humane Educator-** LAWC strongly recommends that the agency consider hiring a Humane Educator to help with the educational needs of the agency. Director Tull shared with us that the agency should be focused on education as top priority. This staff member could focus on improving animal welfare in the parish by educating the public on responsible pet ownership, the benefits of spaying & neutering, cruelty reporting, and heartworm disease prevention. This could prove to be a very valuable position for the agency.
- **Voucher Tracking System-** there is no system in place to track compliance with the agency funded spay & neuter vouchers. A numbering system should be implemented and follow-up system should be in place to ensure compliance with the state sterilization law.
- **Signage-** proper shelter signage is essential. At the time of the inspection, there was a temporary plastic sign marking the location of the shelter. The agency should purchase a more professional looking sign to indicate the shelter's location, hours, contact information, and post emergency after hours information.
- **Staff-** adequate staff should be a priority for the agency. Consider hiring more animal control officers and kennel workers to meet the needs of the shelter. Proper training of staff members should be a priority.
- **Strategic Planning-** a written shelter plan outlining the agency's short-term and long-term goals should be in place and updated annually. A continuous review of the plan should be conducted to evaluate if the agency is achieving specified goals and to ensure that the goals are relevant to needs of the agency. The

plan should be made available to public via the shelter website.

- **Cruelty Reporting & Education-** LAWC strongly recommends that the agency improve on its communication to the public on properly reporting animal cruelty to the agency. A written protocol should be developed and communicated to the public on an ongoing basis. An anonymous hotline or email reporting system should be considered. In addition, a “see something, say something” reporting program should be considered and be available on the agency’s website. It is recommended that the agency develop a written protocol on how cruelty complaints are handled internally. All protocols and/or agency policies regarding cruelty should be added to the agency’s policy manual. Strong collaboration with the sheriff’s department is essential and recommended and should be included in the protocol.
- **Shelter Website-** a website for the agency should be made available to the public. The agency should actively manage the website. The website should have animal control ordinances, up-to date shelter information and resources, animals available for adoption, and spay & neuter resources and information available.
- **Shelter Awareness & Events-** conducting special shelter events should be considered to help with adoption and education efforts. Developing partnerships with local media outlets (tv, newspaper, and radio) to increase awareness about the shelter and adoptable animals is essential.
- **Intra Agency Collaboration-** partner with other local government agencies to help create awareness about adoptable pets and the shelter. Posting links with shelter information on other government agency websites could be helpful in increasing awareness about adoptable animals and
- **Community Initiatives & Education-** develop partnerships with community and civic organizations, school & universities, and churches to help build awareness about responsible pet ownership, spay & neuter education & resources, cruelty reporting, adoption, and shelter resources.
- **Business Community-** develop partnerships with local businesses to help with adoption efforts and sponsorship of educational programs. Local car dealerships can be great partners with conducting off-site pet adoption.

Spay & Neuter Education & Resources- this is a major area of deficiency for the agency. A comprehensive review should be conducted to review how the agency can improve on educating the public on the benefits of spaying and neutering and what resources are available locally to the public.

- Create an agency driven spay & neuter education program for the public.
- Consider supporting a low income spay & neuter subsidized program. Please review DeSoto Parish’s and Caddo Parish’s programs as examples of successful subsidized programs.
- Consider establishing a partnership with the local water or utility company to help with the dissemination of information about the benefits of spaying & neutering and how to access local/regional resources. Informational inserts into consumer bills can be an effective way to reach a large percentage of the community.
- Consider partnering with Century Link or the local Municipal Association to help with educational efforts.
- Consider purchasing a billboard or placing adds in local newspapers to help with educational efforts. These can be helpful options in increasing awareness about the importance of spaying & neutering.
- Seek out spay & neuter grant opportunities from local and national non-profits organizations and local/state foundations.
- Leverage relationships with local media outlets to run public service announcements about local & regional spay & neuter resources available to the public.

Overall, I think the agency needs to improve in many different areas. Strong consideration should be given to building a new facility. In addition, the biggest area of development identified is the need for the agency leadership to take more initiative on the educational & community outreach needs of the agency. I would recommend the staff review the revised NACA (National Animal Care & Control Association) Guidelines and

"Guidelines for Standards of Care in Animal Shelters" written by The Association of Shelter Veterinarians to understand current shelter standards thoroughly. I would also like to recommend Dr. Wendy Wolfson with LSU's Shelter Medicine Program consult with the agency to help make further improvement recommendations. wwolfson@vetmed.lsu.edu, 225- 578-9045.