

2013

NO MORE HOMELESS PETS® NATIONAL CONFERENCE

PLAYBOOK



**NO-KILL COMMUNITY:
WHAT WORKED, WHAT DIDN'T,
WHAT'S NEXT**

**LOS ANGELES,
CALIFORNIA**

NKLA™
A BEST FRIENDS ANIMAL SOCIETY™ INITIATIVE



**SAVE
THEM
ALL™**

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Community: Los Angeles, California

Key participants in helping the community to become no-kill:

- One major municipal shelter system (seven facilities): Los Angeles Animal Services
- One major rescue group: Best Friends Animal Society–Los Angeles
- More than 60 rescue partners and service providers (NKLA Coalition)

INTRODUCTION

In 2011, more than 17,000 healthy or treatable adoptable pets perished in Los Angeles city animal shelters. This number represents a painfully low save rate of only 57.7 percent of the animals who entered the city’s six shelters. Clearly, something needed to be done to end the needless killing of L.A.’s homeless pets, but the problem was deep-seated and broad in scope, so it would demand an innovative, multifaceted and far-reaching solution. Best Friends Animal Society was willing to take the lead in working toward that solution, but it was clear that active cooperation and engagement from the local animal welfare community was critical to putting such a plan in motion.

The first obstacle on the road to no-kill was a severely fragmented animal-welfare system. In addition to the six municipal shelters operated by L.A.'s animal control agency, Los Angeles Animal Services (LAAS), there are numerous smaller shelters and hundreds of individual rescue organizations spread throughout the Los Angeles metropolitan area. Options for pet adoption were available to the public, but they were far from ideal. Shelter management and rescue groups were doing the best they could, but the problem was far too large for any one group to tackle alone. And, because the groups were not all working in concert, the overall impact on the community — and on the number of animals being killed — was limited. To make matters worse, results were difficult to calculate, since the city and individual rescue groups often measured success by different yardsticks.

Additionally, all parties were constrained by a lack of funding. Critical resources were not being used: For example, in addition to the six LAAS shelters already in use, a new facility was completed in 2007. The Northeast Valley Shelter, located in the Mission Hills area, was built to increase the holding capacity of LAAS, but it never opened. Instead of becoming the seventh city shelter, the building was used only for overflow and emergencies, because there wasn't enough funding to staff it.

Another staffing issue had also created problems for L.A.'s homeless pets. Since 1998, successive turnover in LAAS's general manager position meant that no one had occupied the position long enough to focus on, or make significant progress toward, long-term solutions to the high kill rate.

Finally, although the topic of no-kill had been a part of an ongoing conversation among Best Friends Animal Society, the city of L.A. and local rescue groups for quite a few years, there was a general lack of awareness and engagement from people in the community. This was especially true for low-income people, who often lack the resources (money, transportation, etc.) to do the right thing for their pets, particularly when it comes to spaying and neutering. Yet it was these very people — the average man or woman on the street who wasn't involved in animal welfare and was unaware of what the real issues are — who needed to get on board if L.A. was ever to become a no-kill city.

Beginning in 1991, Best Friends had been cultivating relationships with Los Angeles area rescue groups and began collaborating with LAAS in 1999 on adoption promotions and special events. The programs included not only municipal officials and respected animal groups, but also celebrities and local volunteers. Over time, the city saw a burst in growth of local rescue groups that were saving more shelter pets, but it was clear that a far more cohesive and strategic plan — indeed, a whole movement — was needed. And that movement would have to bring about measurable results and finally get the attention of the community.

The basic idea of No-Kill Los Angeles (NKLA) had been germinating for years: an initiative of Best Friends, a community-wide strategy to end the killing, a high-profile and comprehensive marketing campaign, and an ever-growing coalition of organizations and individuals passionate about putting an end to the killing of homeless pets in Los Angeles shelters. In 2012, this vision would finally become a reality.

After nearly two decades of involvement in the Los Angeles community, the time and conditions were right for Best Friends to spearhead this lifesaving effort. In 2010, LAAS cleared a path for a no-kill campaign when it brought Brenda Barnette on board as general manager. According to Best Friends co-founder Francis Battista, Brenda had “an understanding of the philosophy of no-kill and of different strategies for high-volume adoptions.” As a no-kill advocate, Brenda became an immediate partner of Best Friends, reaching out for help in making LAAS a no-kill municipal agency.

In 2011, Best Friends submitted a proposal to the City of Los Angeles to turn the Northeast Valley Shelter into a high-volume spay/neuter and adoption center. Spay/neuter services would be offered to low-income residents, and animals coming into and adopted out of the shelter would be exclusively from LAAS. When the proposal was approved, Best Friends walked into an essentially brand-new building in January of 2012. This was a critical boon to the newly launched NKLA campaign. The city's six other shelters would continue to provide animal control services to the community, and, by contract, the new Best Friends Pet Adoption and Spay/Neuter Center would only house animals from the six LAAS animal control shelters and provide low-cost and free spay/neuter services to low-income city residents. The new adoption center enabled Best Friends to directly facilitate high-volume adoptions.

Although the importance of a Best Friends–run facility could not be underestimated, the scope of NKLA extends far beyond shelters. “The task of NKLA is to help multiply the effectiveness of the rescue groups,” says Gregory Castle, Best Friends co-founder and CEO, “to leverage strengths, identify and shore up weaknesses, and build out projects and programs that either don’t exist or don’t exist on a scale sufficient to make a difference.” Through the NKLA initiative, Best Friends provides adoption incentives, staffing grants and funding for economically targeted spay/neuter projects.

NKLA is a five-year initiative to make L.A. a no-kill city by 2017. To do that, Best Friends and coalition members (including LAAS) will need to get the save rate up to 90 percent, which is the generally accepted threshold for no-kill status in a community. Reaching a 90 percent save rate requires not only strengthening existing efforts and resources, but also increasing the number of targeted (low-income) spay/neuter surgeries; decreasing shelter intake (“noses in”); increasing the number of adoptions (“noses out”); supporting existing TNR programs to reduce the numbers of community cats entering the shelters; raising public awareness; and starting new programs, such as a nursery for neonatal kittens and a shelter surrender-intervention program to help families find alternatives to surrendering their pets.

All of these efforts are aimed at reducing shelter deaths in L.A., but success in Los Angeles also means that NKLA can serve as a guide for other communities striving to get to no-kill, and particularly for those that share the profile of Los Angeles. “We are going to turn Los Angeles into No-Kill Los Angeles,” says Best Friends co-founder Francis Battista, “and then take it everywhere else.” Since the launch of NKLA, in the period of time from January 2012 through August 2013, shelter deaths were down by about 7,700 animals.



WHAT WORKED

CREATING A COALITION

NKLA was designed to capitalize on, and to strengthen, the collaboration that had already formed between Best Friends and the stakeholders in L.A.’s rescue community, including LAAS and various rescue groups. The idea was simple, but the effect would be powerful: With Best Friends leading the way, the organizations would join together in a concerted and targeted effort to increase the number of animal lives saved.

Judah Battista, director of animal care at Best Friends, was instrumental in creating NKLA and in helping to bring NKLA Coalition partners together. He explains that while each organization is functionally autonomous, their work is strongly connected to the coalition, and they share a common understanding of the problem and a common goal. Every partner contributes in some way to the effort and is an important part of the work that Best Friends is doing.

Fortunately, there was no need to reinvent the wheel in uniting these animal welfare groups, since an infrastructure already existed upon which to build. Many of the original coalition members were already working with LAAS as New Hope partners. These organizations, registered 501(c)(3) nonprofits, occupied various roles within the growing no-kill movement, from hands-on work directly with animals,

to education of the public about animal welfare issues, to efforts to pass critical legislation. Since the groups were already reporting data to the city of L.A., joining the NKLA Coalition did not require them to duplicate their efforts, which meant that they could devote more time to their lifesaving work.

Of course, a core group of people was needed to organize and guide early coalition and initiative efforts, and to develop theory and best practices for NKLA. So, in December 2010, a steering committee formed and began meeting regularly to take on that task. Besides representatives of LAAS and Best Friends, the committee comprised representatives of coalition members, including Found Animals Foundation, Kitten Rescue, Stray Cat Alliance, Downtown Dog Rescue, FixNation, Karma Rescue and the Board of Animal Services Commissioners.

While the steering committee helped to hammer out the initial strategy of the coalition, it also served another important function. According to Judah Battista, it helped to inform what needed to be done in L.A., and it was a way for Best Friends to “give our partners a voice in the strategic direction of the work that we do.” Francis Battista adds that the steering committee “provided a voice to and for the L.A. rescue community,” and that they were “absolutely intricately involved in helping us frame our programs to meet and match the realities of that world.”

When NKLA launched in 2012, there were just over 30 coalition members. As of August 2013, that number had more than doubled, with a total of 63 partners. And the coalition will continue growing as success generates more success and NKLA catches on throughout the rest of the rescue community and the city.

OFFERING SUBSIDIES TO INCREASE ADOPTIONS

One of the core strategies of NKLA was building an incentivized program to increase the number of animals adopted out by coalition partners. This strategy grew from the understanding that most animal welfare groups have limited resources, which reduces the number of rescued animals that they can afford to make healthy and available for adoption. Best Friends’ primary concern was ensuring that coalition partners would have the financial resources to facilitate more adoptions than they had done in the past. Francis says, “We knew we had to build a high-volume adoption program and encourage our partners to do the same.”

Judah says that most rescue organizations operate from the perspective that adoptions are a one-for-one transaction, in that the adoption fee paid by the adopter helps to offset the cost of taking care of that particular animal. But Best Friends wanted to give coalition partners the incentive to raise the bar — to see if, with subsidies (over and above the adoption fee), the partners could commit to doing two adoptions for every one they previously did.

In granting the subsidies, Best Friends used coalition partners’ 2010 adoption statistics as a baseline. In the first year of the program, 2012, rescue organizations received \$150 for each completed adoption of a LAAS dog or cat over the number of such adoptions for the same month of 2010. LAAS itself received \$100 for each adoption above their baseline. The latter stipend was paid directly to LAAS’s Animal Welfare Trust, with the money earmarked for increasing adoptions and building shelter capacity. (Rescue organizations receive \$50 more per over-baseline adoption to offset the cost of spay/neuter for each animal.)

The goal in year one of the NKLA initiative was to increase by 3,000 the total number of shelter dogs and cats adopted out by coalition organizations (including Best Friends and LAAS). The actual number of animals (over the baseline) adopted out by coalition members in 2012 was more than 3,500, meaning that the coalition exceeded the goal by helping an additional 500 animals find homes. In total, NKLA Coalition members (again including Best Friends and LAAS) adopted out more than 23,000 pets in 2012.

In that first year, Best Friends provided nearly \$243,000 in adoption subsidies for increased adoptions by coalition members. And in the first half of 2013 (January 1 to June 30), subsidies exceeded \$100,000.

In 2013, Best Friends also began offering staffing grants in order to build capacity and further increase adoptions. From January 1 through the end of August 2013, Best Friends paid \$192,500 to coalition partners for staffing increases.

SIZING UP DEMOGRAPHICS

NKLA was targeted specifically at the city of L.A., as opposed to the county, which Francis calls “the most sensible approach.” During the nearly 20 years that Best Friends has been working with the city of L.A., strong ties have been forged with the animal welfare community there, and Best Friends was able to develop a good understanding of the dynamics of the Los Angeles city community.

Still, a comprehensive assessment of community needs had to be done before the launch of NKLA. It was important, for example, to figure out where most shelter animals (“noses in”) were coming from, and what strategies or programs would be most effective at reducing that intake. Francis also points out that knowing a community’s demographics is crucial for assessing that community’s needs. Otherwise, resources, such as free spay/neuter, are randomly applied instead of being targeted in places where they might be most effective. Gregory Castle agrees, noting that “in a city of four million people that is this economically and ethnically diverse, it is imperative that data drive the decisions on where to place resources.”

For example, to provide spay/neuter services in a particular community, Best Friends needed to determine supply and demand: what type of services (mobile, fixed location, etc.) that community really needed, how many spay/neuter surgeries might be performed in that location, and approximately how many people actually needed free or low-cost services. Judah says that the vast majority of people in middle-income brackets ultimately do the responsible thing and get their pets spayed or neutered. However, low-income people often lack the resources to take the same initiative.

In addition to cost, factors such as lack of transportation and language barriers are obstacles to getting pets spayed or neutered. Families with such challenges cannot take advantage of free services even if they want to (and they do want to). Clearly, lower-income areas had to be identified and targeted to give residents the means to be responsible about their pets, and for the NKLA Coalition to make program services convenient and accessible to them. As a result of the community assessment, people in 12 underserved zip codes (seven with populations consistently below the poverty line) were selected as NKLA’s initial recipients of spay/neuter ventures.

Best Friends, however, did not take a blanket approach to solving the problem, but looked for gaps in services and explored various avenues to fill them. For example, in some communities, fixed spay/neuter facilities in appropriate locations might be the best solution, whereas in others mobile spay/neuter services would be a more effective method.

TARGETING SPECIFIC AREAS FOR SPAY/NEUTER

Best Friends has a long history of advocating aggressive spay/neuter. To reduce “noses in,” the NKLA initiative specifically targets low-income areas for spay/neuter programs. Coalition partners are incentivized, through NKLA funding, to develop projects in their respective areas to increase the number of spay/neuter surgeries. Resources are already in place in L.A. to help reach low-income families, including numerous clinics and mobile units. Best Friends also operates a spay/neuter center at the Northeast Valley Shelter location. With these combined efforts, over 20,000 sterilizations were planned for year one of the initiative, and a minimum of 20,000 each subsequent year.

To determine that target number, Best Friends employed a model that has had great success in New Hampshire. In fact, Peter Marsh’s model not only had a proven track record of reducing shelter killing over a measurable period of time, but also of making New Hampshire the first state in the U.S. to achieve no-kill status. The model relies on non-mandatory, publicly funded spay/neuter programs that target the low-income communities and families identified as the source of the majority of animals entering the state’s shelters.

In developing this approach, Peter analyzed shelter intake, adoption and death statistics from every available source. What he found was that adoptions peaked when intake peaked, but the difference (the number of animals killed) remained relatively constant. In his book, *Replacing Myth with Math*, Peter states that, historically, the reduction in shelter deaths has been produced almost exclusively by a decline in shelter intake rates rather than increased adoptions. He therefore advocates targeted spay/neuter as the primary way to reduce that intake.

As a result of his extensive research, Peter estimated that targeted spay/neuter in low-income communities, at the rate of five cats or dogs per 1,000 people per year, can reduce shelter intake by as much as one-third over a five-year period. For a city the size of Los Angeles, then, 20,000 surgeries would be needed to get that reduction in intake.

Best Friends funds approximately 6,000 to 7,000 of these surgeries annually. In addition, because the Northeast Valley Shelter facility is in a unique position to provide free or low-cost spay/neuter services to underserved areas of the city, where such services are in particular demand, Best Friends performs 1,000 to 1,500 (of the 20,000) surgeries there.

Judah says that it is important for people to understand the emphasis on spay/neuter: “Spay/neuter has been proven to decrease the number of animals going in; adoptions raise the number going out. When you put the two together, a higher number of animals are being saved.”

BUILDING COMMUNITY AWARENESS AND ENGAGEMENT

According to Francis, building the brand and identity of NKLA was a critical part of the overall strategy. After all, every good idea needs a marketing campaign to spread the word. But to really get people to hear the message, it has to be something comprehensive and compelling. Best Friends already had the support of the animal rescue community; now it needed to reach average citizens, most of whom had little or no involvement in animal welfare and were unaware of the plight of L.A.’s homeless pets. The ad campaign needed to stand out, to shake up the community and create a sense of urgency, and to get Los Angeles residents to embrace and own the NKLA concept as “a matter of civic pride,” as Gregory puts it.

To make that happen, Best Friends got help from advertising genius Lee Clow, one of the most widely respected advertising creatives in the world. With nearly 40 years in the industry, Lee has a clear grasp of what it takes to catch consumer attention. He is known for building the Apple brand, as well as ad campaigns for the Energizer bunny, Pepsi, Adidas and Pedigree’s Dogs Rule campaign. Along with the Let There Be Dragons team at TBWA\Chiat\Day, Lee helped to create the unique look and feel of the NKLA brand and target it to the urban L.A. community.

The pro bono NKLA media campaign is full of edgy and sometimes funny substance. From a streamlined website that propels viewers into action with stunning black-and-white visuals and a straightforward message, to attention-grabbing billboards throughout the city, to hilarious televised PSAs featuring Saturday Night Live’s Kevin Nealon, this media blitz has indeed hit the mark.

Marc Peralta, executive director of Best Friends–Los Angeles, says that gaining a public identity was and is a very important piece of NKLA. It took a little while to catch on, but with the ad campaign, and events like “meet your neighbor day” (to introduce the public to the new adoption and spay/neuter center), the people of L.A. have certainly begun to take notice.

CREATING A SHELTER SURRENDER-INTERVENTION PROGRAM

A shelter surrender-intervention program, funded in large part by NKLA charter member Found Animals Foundation and run by another partner, Downtown Dog Rescue, began in April 2013 at the South Los Angeles shelter. Volunteers sit at a table inside the shelter and initiate face-to-face interactions with people who come in to surrender their pets.

The main goal of the program is to provide families with the resources that will enable them to keep their pets, in order to lower the “noses in” number at the shelter. Downtown Dog Rescue has identified (and is keeping track of) the main reasons why people surrender their pets: for example, pets not allowed in housing, behavioral issues, medical conditions, inability to pay for pet upkeep and spay/neuter.

In an effort to prevent these animals from entering the shelter, Downtown Dog Rescue offers free and/or low-cost services, such as behavioral training, medical treatment, and spay and neuter. Many families find themselves in need of multiple services (e.g., spay/neuter and a monthly supply of pet food). In addition to providing these resources, the organization works with families to help them create a safe and healthy environment for their pets. If the person or family decides to keep the pet at the initial point of contact, the organization follows up with them to track outcomes.

Because this pilot program just started in 2013, it may be too soon to tell whether or not it will have a significant long-term effect on the number of “noses in.” Continuation of the program is also heavily dependent upon the availability of funding from Found Animals Foundation. However, initial success has far exceeded expectations. Since the program began four months into the year, the goal for the remaining eight months was modest: 400 successful shelter interventions. But in only five months (April through August 2013), the dedicated team had astounding results, preventing over 1,000 pets from entering the South L.A. shelter, and showing great promise for keeping many thousands more out in the future.

CREATING A KITTEN NURSERY

In 2013, Best Friends enhanced the bottle baby program, which focuses on saving neonatal kittens, that it had started the previous year. According to Marc, the death rate of kittens is enormous compared to that of dogs and adult cats, particularly during “kitten season,” which typically begins in the last few weeks of March and lasts until fall. In 2011, 7,295 neonatal kittens were killed in L.A. shelters. In 2012, with the help of the bottle baby program, that number dropped to 6,339. Still, the high mortality rate for neonatal kittens has been a huge area of concern and focus for Best Friends.

The bottle baby program and neonatal kitten nursery was planned in the early days of NKLA. Francis and Judah began developing this much-needed lifesaving program even before Marc joined the team as executive director. Now, Best Friends operates a 24-hour nursery at the Northeast Valley Shelter. The nursery can accommodate up to 120 kittens, ranging in age from just a day old to eight weeks old.

Caring for such young kittens is extremely labor-intensive because it needs to happen around-the-clock. During kitten season, when the number of neonatal kittens is at its highest, a large and dedicated group of volunteers and staff members have stepped up to the task, arranging (and rearranging) their schedules so that someone is always on-site, providing direct care for the kittens.

In 2013 Best Friends also expanded its kitten foster program, in which volunteers foster and bottle-feed unweaned kittens until they can be spayed or neutered and adopted out through the Northeast Valley Shelter. In fact, most of the foster homes that Best Friends has in L.A. are dedicated to these kittens (though there are also foster homes for dogs with behavioral issues and animals in medical recovery). The allocation of the majority of foster homes to neonatal kittens reflects Best Friends’ focus on getting the animals most at risk of dying out of the shelters, and eventually into permanent homes.

The 2013 goal for the bottle baby program is to pull 1,800 kittens from LAAS shelters and save 90 percent of them (1,620). As of early August, approximately 1,200 kittens had been pulled from the shelters and put through the program, so it seems likely that Best Friends will exceed that goal.

OPENING A SECOND ADOPTION CENTER

One of the biggest obstacles to increasing “noses out” is getting people to walk into city shelters. Municipal shelters are often stigmatized as being sad, dirty, loud places. The unfortunate consequence of this widely held view is that the animals within the city shelter system are judged as inferior to those who come from breeders, pet stores or other retail venues. To combat this stereotype, there has been a push

within the animal welfare world to bring animals out of the shelters and into more conveniently located, comfortable and/or upscale retail locations. For example, many pet stores are now partnering with local shelters and rescue groups to offer homeless pets for adoption.

On August 1, the new NKLA Pet Adoption Center opened in West Los Angeles. The state-of-the-art center is housed in an 11,000-square-foot Cape Cod-style building, and funded by Best Friends Animal Society, with support from the Ronald and Catherine Gershman Foundation. Besides being conveniently located, the new adoption center is very customer-friendly, it's designed and branded in keeping with the NKLA campaign, and its focus is on an urban community. Striking black-and-white images from the NKLA campaign adorn the walls inside, and the center is equipped with the latest interactive touch-screen technology and personalized pet matchmaking services.

The NKLA Pet Adoption Center is shared and run by both Best Friends and coalition partners in a 50/50 split. According to Marc, it is a brick-and-mortar metaphor of the coalition and its dedication to the no-kill mission. The comfortable, aesthetically pleasing facility showcases animals in a place where they don't have to battle the "shelter stigma," and is already attracting more potential adopters. Marc says that the people who have turned out to support the new center are not only adopters, but also people who want to learn about the program or donate to the cause. And that's the kind of community support that will turn L.A. into NKLA.



WHAT DIDN'T WORK

LIMITS ON BEST FRIENDS' TNR EFFORTS

Trap/neuter/return (TNR) programs have become a staple of communities across the country for their ability to reduce community cat populations through spay/neuter and colony management, rather than the trap-and-kill method. While no-kill advocates cheer the spread of TNR, however, others concerned about the impact of community cats upon urban wildlife work hard to thwart its progress.

Currently, a state court injunction prohibits LAAS from supporting or promoting TNR, a ruling prompted by a lawsuit by bird conservancy groups opposed to TNR programs based on a question of compliance with the California Environmental Quality Act. As a tenant in a building owned by the city of Los Angeles, Best Friends is enjoined from supporting TNR from the Best Friends Pet Adoption and Spay/Neuter Center that it operates out of the Northeast Valley Shelter. In fact, as Gregory notes, "No advice, references or resources can be given regarding TNR to members of the public who contact the center with community cat problems or questions."

However, it is important to note that the injunction does not interfere with local TNR work conducted outside of operations under city shelter jurisdiction, such as Free Fix L.A., a program run by Best Friends that has no operational connection with the Northeast Valley Shelter. The injunction also does not prevent other groups or private citizens from continuing TNR efforts, including other NKLA Coalition members.

GETTING THE CAT SAVE RATE ON PAR WITH THE DOG SAVE RATE

In 2011, the overall save rate for both dogs and cats in Los Angeles city shelters was 57.7 percent. In 2012, it rose to 63.8 percent. And, from January 1 through July 31, 2013, it climbed to 70.9 percent. From January through August 2013, about 3,000 fewer cats and dogs were killed at LAAS facilities than during the same time period in 2012, and about 5,400 fewer than in 2011.

Clearly, the needle is moving in the right direction and NKLA programs seem to be working. But a close look at the numbers reveals a large discrepancy between the number of dogs saved and the number of cats saved. The save rate for dogs in 2012 was 77.2 percent; for cats it was only 40.8 percent. From January through May of 2013, the NKLA save rate for dogs was 84 percent, compared to 57.8 percent for cats.

Though the goal of NKLA is to get the overall save rate to 90 percent by 2017, getting the cat save rate up is a particular area of focus for the coalition.



WHAT'S NEXT

FINDING INNOVATIVE WAYS TO SAVE MORE CATS

Because a large number of the neonatal kittens entering the bottle baby program are likely the offspring of community cats, Best Friends will continue the Free Fix L.A. program and keep supporting coalition partners' TNR efforts. Together with LAAS and the other coalition partners, Best Friends will concentrate on finding innovative solutions for saving more cats. Marc says, "We are really zeroing in on that cat save rate, and figuring out how to maximize lifesaving for cats (both noses in and noses out)."

EXPANDING THE COALITION

Though NKLA was created specifically for the city of L.A., and operates exclusively as a local initiative, it still maintains — and expands upon — Best Friends' brand and identity. Marc says that the edgy marketing campaign has really been able to reach people in the community, and help them understand the problem and how they can be part of the solution. Every day, more people want to get involved and engaged, which further increases the initiative's momentum. As NKLA's support base expands, the goal of making L.A. a no-kill city by 2017 comes closer to reality.

Therefore, Best Friends, LAAS and other rescue partners are currently in talks about how to further enhance the coalition and broaden it to include organizations beyond the animal welfare world. Getting supporters outside of animal welfare involved in the coalition, Marc says, will give NKLA more exposure and take the program to the next level.