BOARD OF ANIMAL SERVICES COMMISSIONERS
CITY OF LOS ANGELES
Tuesday, June 24, 2014
7:00 PM

Harbor Animal Shelter
957 North Gaffey Street
Community Room
San Pedro, California 90731

DAVID ZAFT
President

ALANA YANEZ
Vice-President

JENNIFER BRENT
LARRY GROSS
ROGER WOLFSON

Sign language interpreters, assistive listening devices, or other auxiliary aids and/or services may be provided upon request. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend. For information please call (213) 482-9501.

Si requiere servicios de traduccion, favor de notificar la oficina con 24 horas por anticipado.

I. FACILITY TOUR OF HARBOR SHELTER

A. Commission Tour of the Harbor Shelter (starts at 6:15 p.m.). Public welcome.

II. REGULAR COMMISSION MEETING

1. PUBLIC COMMENT PERIOD - (Comments from the public on items of public interest within the Board's subject matter jurisdiction and on items not on the Agenda.)

Public Comments: The Brown Act prohibits the Board and staff from responding to the speakers' comments. Some of the matters raised in public comment may appear on a future agenda.

2. COMMISSION BUSINESS

A. Approval of the Minutes for the Meeting of June 10, 2014 (Action Required)

3. ORAL REPORT OF THE GENERAL MANAGER

4. DISCUSSION ITEMS

A. Data Project Presentation by Dr. Sue Mattson

B. Report on "Feline-ality" Program

C. Commissioner Wolfson's Report on Proposal for Recognition of Outstanding Services by Staff and Volunteers (Action Required)

5. BOARD REPORT

A. Request To Use Animal Welfare Trust Fund To Pay For Elephant Veterinarian (Action Required)

B. Staff and Community Recommendations for Purchase of Cages, Freezers and Window Shades to Improve Care of Shelter Rabbits. (Action Required)

C. Agreement To Provide Animal Electronic Identification System (Microchips) With Found Animals, Inc. (Action Required)

6. ADJOURNMENT

Next Commission Meeting is scheduled for 10:00 A.M. July 8, 2014, Los Angeles City Hall, 200 North Spring Street, Los Angeles California

AGENDAS - The Board of Animal Services Commissioners (Board) meets regularly every second (2nd) and fourth (4th) Tuesday of each month at 10:00 A.M. Regular Meetings are held at City Hall, 200 North Spring Street, Room 1060, in Los Angeles, CA 90012. The agendas for Board meetings contain a brief general description of those items to be considered at the meetings. Board Agendas are available at the Department of Animal Services (Department), Administrative Division, 221 North Figueroa Street, 5th Floor, Los Angeles, CA 90012. Board Agendas may also be viewed on the 2nd floor Public Bulletin Board in City Hall East, 200 North Main Street, Los Angeles, CA 90012. Internet users may also access copies of present and prior agenda items, copies of the Board Calendar, MP-3 audio files of meetings as well as electronic copies of approved minutes on the Department's World Wide Web Home Page site at **http://www.laanimalservices.com/CommissionAgendas.htm**

Three (3) members of the Board constitute a quorum for the transaction of business. Some items on the Agenda may be approved without any discussion.

The Board Secretary will announce the items to be considered by the Board. The

Board will hear the presentation on the topic and gather additional information from Department Staff. Once presentations have finished, the Board President will ask if any Board Member or member of the public wishes to speak on one or more of these items. Each speaker called before the Commission will have one (1) minute to express their comments and concerns on matters placed on the agenda.

PUBLIC INPUT AT BOARD MEETINGS – Public Participation on Agenda Items. Members of the public will have an opportunity to address the Board on agenda items after the item is called and before the Board takes action on the item, unless the opportunity for public participation on the item was previously provided to all interested members of the public at a public meeting of a Committee of the Board and the item has not substantially changed since the Committee heard the item. When speaking to an agenda item other than during Public Comment (see Public Comment below), the speaker shall limit his or her comments to the specific item under consideration (California Government Code, Section 54954.3).

Public Comment. The Board will provide an opportunity for public comment at every regular meeting of the Board. Members of the public may address the Board on any items within the subject matter jurisdiction of the Board as part of Public Comment.

Speaker Cards. Members of the public wishing to speak are to fill out one speaker card for each agenda item on which they wish to speak and present it to the Board secretary before the item is called.

Time Limit for Speakers. Speakers addressing the Board will be limited to one (1) minute of speaking time for each agenda item except in public comment which is limited to three (3) minutes. The Chairperson, with the approval of a majority of the Board, may for good cause extend any speaker's time by increments of up to one (1) minute. Total speaker time on any agenda item will be limited to ten (10) minutes per item and fifteen (15) minutes for Public Comment, unless extended as above.

Brown Act. These rules shall be interpreted in a manner that is consistent with the Ralph M. Brown Act, California Government Code Section § 54950 et seq.

STANDARDS OF CONDUCT. Speakers are expected to behave in an orderly manner and to refrain from personal attacks or use of profanity or language that may incite violence.

All persons present at Board meetings are expected to behave in an orderly manner and to refrain from disrupting the meeting, interfering with the rights of others to address the Board and/or interfering with the conduct of business by the Board.

In the event that any speaker does not comply with the foregoing requirements, or if a speaker does not address the specific item under consideration, the speaker may be ruled out of order, their speaking time forfeited and the Chairperson may call upon the next speaker.

The Board, by majority vote, may order the removal from the meeting of any speaker or audience member continuing to behave in a disruptive manner after being warned by the Chairperson regarding their behavior. Section 403 of the California Penal Code states as follows: "Every person who, without authority of law, willfully disturbs or breaks up any assembly or meeting that is not unlawful in its character, other than an assembly or meeting referred to in Section 302 of the Penal Code or Section 18340 of the Elections Code, is guilty of a misdemeanor".

VOTING AND DISPOSITION OF ITEMS – Most items require a majority vote of the entire membership of the Board (3 members). When debate on an item is completed, the Board President will instruct the Secretary to "call the roll". Every member present must vote for or against each item; abstentions are not permitted unless there is a Conflict of Interest for which the Board member is obliged to abstain from voting. The Secretary will announce the votes on each item. Any member of the Board may move to "reconsider" any vote on any item on the agenda, except to adjourn, suspend the Rules, or where an intervening event has deprived the Board of jurisdiction, providing that said member originally voted on the prevailing side of the item. The motion to "reconsider" shall only be in order once during the meeting, and once during the next regular meeting. The member requesting reconsideration shall identify for all members present the Agenda number and subject matter previously voted upon. A motion to reconsider is not debatable and shall require an affirmative vote of three members of the Board.

When the Board has failed by sufficient votes to approve or reject an item, and has not lost jurisdiction over the matter, or has not caused it to be continued beyond the next regular meeting, the issue is again placed on the next agenda for the following meeting for the purpose of allowing the Board to again vote on the matter.

LAST UPDATED: June 5, 2014

The Poko Project

LA No-Kill Data Project

Final Report: Audit and Analysis

Quick Links to Recommendations (Ctrl+Click):

Collaboration Issues & Recommendations pp 8-9

Data Audit Findings & Recommendations pp 9-15

Administrative & Policy Recommendations pp 18-19

Quick Links to Shared Files (Ctrl+Click):

LA No-Kill Data Project Dropbox Folder

PDF of Findings – Figures and Tables

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Prepared for: ASC, LAAS and general public

TABLE of CONTENTS

(*Ctrl+Click on any* **heading** *or* subheading *to follow link*)

I. PROJECT OVERVIEW 3
II. DATA REQUEST 3
III. DATA PREPARATION 4
IV. DATA SET ISSUES AND SOLUTIONS 4
A. Data Request 5
B. De-duping 5
1. License status change records. 5
2. Multiple impounds. 6
C. Data Cleaning 6
1. Recoding conventions. 6
2. Recoding flags. 6
D. Field Expansion 6
1. Expansion conventions. 7
2. Documentation. 7
E. Custom Coding 7
1. Groupings of interest. 7
2. Alignment with industry standards. 7
3. Meaningful rollups. 7
F. Triangulation 7
G. Quality control 8
H. Project Collaboration 8
1. Revised data pulls. 8
2. Code definitions. 8
3. Data entry rules. 8
4. Historical information. 9
5. Online portal access. 9
V. DATA AUDIT FINDINGS AND RECOMMENDATIONS 9
A. Missing field values 9
B. Inconsistent data entry 10
C. Code application ambiguities 11
D. Issues caused by field use conventions 12
1. Redemption vs. Release. 12
2. Tracking Fosters. 13
3. Foster Programs as Receiving Organizations. 13
E. Statistical issues caused by exceptions to standard intake and outcome 14
1. Internal transfers. 14
2. "Remote impound" transfers to Best Friends. 14
VI. DATA ANALYSIS METHODS 14
A. Descriptive statistics 15
1. Descriptive data presentation. 15
2. Graphing conventions. 15
3. Measures of change. 15

4. Data Interpretation 16
B. Statistical analysis 16
C. Statistical Consulting 17
VII. ACCESS TO PROJECT RESULTS 17
VIII. ADMINISTRATIVE AND POLICY RECOMMENDATIONS 18
A. IMPROVEMENTS IN INFRASTRUCTURE 18
1. Update/upgrade shelter software 18
2. Troubleshoot and overhaul all online portals 18
3. Expand capacity of administrative staff 18
B. IMPLEMENT ROUTINE QUALITY CONTROL 18
1. Conduct an audit of data entry practices 18
2. Produce a comprehensive manual of business rules 18
3. Develop and implement standardized quality control (QC) 18
4. Develop and implement quality assurance (QA) 18
C. INTEGRATED REPORTING 19
1. Produce annual reports of multi-year trends 19
2. Produce reports with City of LA oversight and the general public as target audience 19
3. Require contractors and partners to produce reports that align transparently with LAAS metrics 19
4. Require contractors and partners to produce reports that correspond to the fiscal year 19
D. TRANSPARENCY AND OPEN ACCESS 19
1. Release data-related records consistent with CPRA. 19
2. Archive all documentation in a manner that allows easy and timely public access. 19

APPENDIX A: PROJECT PROPOSAL
APPENDIX B: DATA REQUEST
APPENDIX C: DATA AUDIT & ANALYSIS ACCESS

LA NO-KILL DATA PROJECT
DATA AUDIT and ANALYSIS – FINAL REPORT

REPORT DIRECTORY (Ctrl+Click to follow links)

I. PROJECT OVERVIEW
II. DATA REQUEST
III. DATA PREPARATION
IV. DATA SET ISSUES & SOLUTIONS
IV. DATA AUDIT FINDINGS & RECOMMENDATIONS
V. DATA ANALYSIS METHODS
VI. ACCESS TO PROJECT RESULTS
VII. ADMINISTRATIVE AND POLICY RECOMMENDATIONS
Appendix A: Project Proposal
Appendix B: Data Request
Appendix C: Data Audit & Analysis

I. PROJECT OVERVIEW

(Back to Directory)

In July 2013, the LA No-Kill Data Project was proposed by The Poko Project, a group of private citizens, to conduct an audit and analysis of Los Angeles Animal Services' (LAAS) shelter data in support of the goal of "no-kill." A copy of the proposal is provided in Appendix A. The project sought to look at trends and influences associated with key shelter metrics – specifically, live intake, live release and euthanasia. Another interest involved identifying trends associated with "at-risk" groups of animals and to determine contributing factors.

In terms of citizen participation, the goal was (and is) to add insights, in the form of sound data work and statistical methods, to LAAS' current data operations. To do this, The Poko Project sought to partner with LAAS under the sponsorship of LA's Animal Services Commission (ASC). In addition, the project engaged with UCLA's Statistics Consulting group as consultants in designing, performing and interpreting statistical tests. The results are available to the public through the online service "Dropbox." The following is a link to the public Dropbox folder: LA No-Kill Data Project

II. DATA REQUEST

(Back to Directory)

To accomplish the audit and analysis, The Poko Project requested "raw data" associated with each animal impounded into an LAAS shelter over the period July 2009 through September 2013. The data are stored in LAAS' shelter database, Chameleon. Each time an animal is admitted into an LAAS shelter, a new impound record is created, which carries each animal's unique identification number ("ARN"). Information is attached to each record with intake and outcome details. These details help identify and describe the animal, the circumstances under which it was impounded and information about its final outcome. These details ALSO are the basis for identifying trends and changes in shelter metrics.

For this project, specific types of data ("fields") were requested; the resulting data set contains this information for each animal impounded during the above time period – for a total of approximately 248,000 records. The raw data was delivered on October 26 in a compressed (.rar) file. A copy of the data request is provided in Appendix B.

III. DATA PREPARATION

(Back to Directory)

Once received and formatted into Excel, the data were processed in a series of steps intended to produce a "clean", accurate, and analytically useful final data set. These steps – referred to as data preparation – are the foundation of the audit and produce a final data set that is used for the analysis. They include:

- **De-duping** Removal of duplicate records to avoid "double counting" the same individual
- **Field Audit** Examining individual fields to identify type of data and range of values
- **Field Alignment** Reviewing output of grouped fields to detect coding relationships
- **Value Checking *** Auditing individual and aligned field outputs to identify data issues
- **Data Cleaning** Correcting values and/or using additional coding to flag values to indicate issues
- **Field Expansion** Adding fields to enable new codes of interest to be attached to an individual's record
- **Custom Coding **** Creating new codes that allow the analysis to focus on the most important metrics
- **Test Audit** Compiling output in analytically relevant ways to locate and address remaining data issues
- **Triangulation** Comparing prepared data with original data to locate and reconcile differences
- **Documentation** Preparation of a data set directory, list outline, and test audit results

* This step is the crucial step in the data audit. Results are used to identify the issues and flag data for recoding or qualification.

** This step is critical to the data analysis. With field expansion, custom coding allows the data to be analyzed in ways that are focused on the metrics of interest.

Quality Control This aspect of data preparation is, ideally, integrated into the process by involving double-checking and "more eyes" on the output of each step by members of the data team. This also involves input and collaboration with those who work most closely with the data. The goal is to increase the extent to which an audit correctly identifies and is able to "fix" or otherwise deal with data-related issues, especially those that most impact the validity of the data analysis.

IV. DATA SET ISSUES AND SOLUTIONS

(Back to Directory)

Issues with the data set are to be expected with the first iteration of an independent review, especially with an unfamiliar data set that hasn't previously or recently been examined. These issues are the targets of the data audit. Data preparation, outlined above, is meant to reveal errors, inconsistencies, ambiguities and problematic conventions, focusing on those that have the most potential to introduce inaccuracies and misalignments in data analysis. In addition, problems with the data request itself can emerge.

Methods of prepping the data (e.g., data cleaning or custom coding) can address some issues, while others can be qualified in reporting. Typically, some data issues can be mitigated in future iterations by refining the data request and/or obtaining additional information from data entry and administrative staff. Others need to be addressed by changing business rules for data entry and/or the codes and fields used to capture data.

Because data preparation generally results in a final data set that modifies the raw data, the potential exists for producing statistics that don't align with original data. One safeguard to ensure error isn't introduced and masked by data preparation is triangulation of the prepared data against reports from the original data set. Discrepancies are then reconciled, or if this isn't possible, noted for qualification. Also, "spot audits" by members of the data team and collaboration with the customer can guard against error.

The following presents findings related to audit methods – specifically the data request and preparation. Some findings lent themselves to presentation in tables; others were more effectively summarized in narrative form. Not all data request and preparation steps above are discussed – only those with findings having the most potential to impact the quality of the audit and/or accuracy of the analysis.

A. Data Request (Back to Directory)

Issue	Finding(s)	Implications	Recommendations
1) Inadequate Date Range	**a) Start date** based on intake ≥ 7/1/09 resulted in missing outcome dates for animals impounded before 7/1/09.	**a)** Missing outcome data made analysis of FY09-10 unreliable.	**a)** Plan data set with start date 3-6 mo ahead of intended analysis period.
	b) End date based on intake ≤ 9/30/13 resulted in missing data for 2013; high seasonality makes estimating difficult.	**b)** Missing data prohibited analysis of full annual cycle by either FY or CY.	**b)** Plan data set to allow for full FY or CY analyses, with FY aligning best with LAAS reporting.
2) Fields not useful	**a) DOB** isn't a required data entry field; DOB is missing for 14% cats and 4% dogs impounded live.	**a)** Age and age group can't be determined from DOB; this data defines at-risk groups.	**a)** Require age data. Determine if age range field is in use; if not, recommend its use to avoid missing age data and inherent DOB errors.
	b) S/N date isn't used to record or update all animals impounded and sterilized by LAAS or its contractors/ partners.	**b)** Audit of S/N status after release isn't possible; adherence to S/N ordinance can't be documented using this field.	**b)** Determine if another field is used; if not, recommend mandatory S/N data entry for all animals released live, even if manual.

B. De-duping (Back to Directory)

For this project, accurate analysis required retaining records of "legitimate" impound events and eliminating duplicates. An impound event is defined as an intake and outcome for an individual animal. At intake, a new record is created for each impound event and an ARN ("animal record number", or "A number") is either assigned by the software or recorded from previous transactions involving the animal. After an outcome is recorded, the record for that impound event is complete. There were two decisions regarding de-duping to ensure retention of records appropriate for the data analysis.

1. License status change records. As a consequence of requesting license status and date data, duplication of records for thousands of animals was discovered. Further examination indicated these were strictly administrative changes to license information, not impounds. The data set was subject to software-based de-duping of those records for which an identical record appeared by intake date containing only updated license information. This may have introduced

removal of records in error; however, triangulation with LAAS reports indicated that this effect was not widespread if present at all.

2. Multiple impounds. Animals are sometimes returned after adoption or impounded more than once. This creates duplicate records by ARN number in the data set – one for each impound. Because of the convention LAAS uses to track foster status, foster returns are also treated by the software as unique impound events and are thus present as duplicates. To determine the need to de-dupe, LAAS' goal to end euthanasia for space was invoked. Any intake event – including foster intake – can be presumed to require shelter space. For this reason, all impound duplicates were retained.

It should be noted that foster intakes (and outcomes) can be excluded by the software when doing so is required for statistical purposes. It should also be noted that reports of "lives saved" can count ONLY unique animals, not all impounds.

C. Data Cleaning

(Back to Directory)

1. Recoding conventions. In a few cases (<100 of 248K records, or <.05%), revised codes were entered directly into the relevant field to address what appeared to be a data entry issue (e.g., obvious mis-keys). These are considered idiosyncratic "one-offs" that nonetheless indicate the need for periodic auditing. In contrast to "one-offs", larger groups of records revealed what appeared to be systematic errors (e.g., animals coded dead at intake but released live). To the extent possible, the appropriate recoding was determined by clarifying LAAS definitions and business rules.

The convention for recoding in "batches" involved creating a new field (column) with a "2" being added to the source field title. The new column, generally adjacent, contains the same data as the source column, except for the revised values. This method retains the original values next to the revised values for cross-auditing or further data cleaning.

2. Recoding flags. Most of the records recoded in a new field involved data that potentially impacted statistics for key metrics – DOA vs. Live Intake counts, or Return-to-Owner (RTO) vs Transfers. In these cases, the groups of records affected were recoded with the new value appended with an "X", with "X" standing for "changed." A value of "DiedX", for example, means "changed to Died", with the adjacent original field retaining what this value was changed *from*. This convention made it possible to use the "X" to flag changed records in the data next to the original value, while also allowing the new value to be grouped easily with its "equivalences" (e.g., records coded "Died" combine easily with "DiedX").

D. Field Expansion

(Back to Directory)

The original data set requested fields that represent specific types of information captured in online forms ("screens") at data entry. These forms and the types of values they enter may not translate to a data set that directly or transparently generates statistics of interest. For example, LAAS' configuration of Chameleon doesn't have a field to enter "live intake" or "live release" – these statistics rely on combining different subcategories of data.

In this data analysis, there were also numerous metrics important to assessing progress that had no counterpart in data entry – for example, different categories of at-risk animals, such as pit-bull-type dogs, or seniors. Field expansion and custom coding allow for data to be regrouped in ways that are most meaningful for analysis. Most field expansion involved forming different groupings of more-at-risk animals (e.g., dog breed types, age groups) or creating coding hierarchies that made "rolling up" intake and outcome data better reflect metrics of interest.

1. Expansion conventions. In the data set, added fields were generally positioned adjacent to the source fields. Specific types of added fields included "grouping fields" (e.g., codes from another field are grouped into fewer codes), "calculated fields" (e.g., values are derived by using a formula applied to values from another field), "recoded fields" (e.g., fields created to assign values that correct or clarify original values). All of these are examples of expansion of the original data set for analytical purposes.

2. Documentation. The data directory, produced for the final data set, identifies all fields included and lists them as "original" or as one of the above subtypes of added fields. In most cases the directory also includes a summary of how the added field was populated.

E. Custom Coding

(Back to Directory)

1. Groupings of interest. Field expansion makes it possible for individual animals to be assigned custom codes that form analytically meaningful groups. For this analysis, groups were formed related to dog breed, dog size, age at intake, zip code jurisdictions, transfer agency type, transfer agency affiliation, and length-of-stay (LOS).

2. Alignment with industry standards. The data set, which reflects LAAS' configuration of Chameleon, didn't align "as is" with industry standards for certain categories. For example, it mixes one category of return-to-owner (RTO) and transfer to an organization together. Custom coding locates mixed or misaligned types and reassigns them to the appropriate category.

3. Meaningful rollups. The metrics of most interest – live intake, live release, and euthanasia – have finer-grained details that are attached to each individual's record. Live release, for example, consists of adoption, RTO and transfer and each of these categories can be further subdivided into meaningful groups. Transfers, for example, can be to Best Friends, New Hope partners, or other agencies. Custom coding allows for analysis at both fine and coarse "grains" by enabling aligned "roll-ups."

F. Triangulation

(Back to Directory)

To accomplish triangulation, the data published on the LAAS website (About Us/Statistics) and in the monthly WoofStats reports were used as a reference for side-by-side comparison with data compiled from the final data set in a test audit. The results of triangulation were documented in a dedicated file (Dropbox link: LAAS Triangulation - Tables) with comments provided to identify and, to the extent possible, reconcile discrepancies. Overall, the values were close, with variance likely stemming from data cleaning and code revisions affecting roll-up.

G. Quality control

(Back to Directory)

Preparation of the final data set was iterative, with repeated "spot-audits" to ensure that data cleaning and custom coding produced the intended analytical groups and accurate counts. At the beginning and end of data preparation, questions were sent to the LAAS IT Supervisor to clarify code definitions and data entry business rules. While not all questions were answered, and some answers need additional clarification, I am confident that the data set is soundly prepared.

That said, examination and cross-auditing of the final data set – to validate the results of data cleaning or custom coding – has not been done. Should there be a need, however, the raw data, the original data set in Excel format, and the final data set with documentation are available to any party wishing to conduct quality control or a cross-audit.

H. Project Collaboration

(Back to Directory)

This project was intended to be proactively collaborative, with the Animal Services Commission as a sponsor and LAAS as a partner. The hope was to involve both entities at points when input would help ensure accurate and useful findings.

The Animal Services Commission received the first draft of the project proposal in early Sept – however, the project was never formally considered as part of the agenda or any working forum. Nonetheless, there was no objection and informal support for the work, and in October 2013, LAAS agreed to provide and then delivered the raw data set based on the data request (see Appendix B).

Questions following data preparation were submitted to LAAS on two occasions – early and at the end of this phase. Although the response time was somewhat lengthy (3-4 weeks), the answers were able to inform the audit and analysis. Ideally, there would be closer collaboration and more timely access on an as-needed basis.

The following are instances where better collaboration would benefit this type of project in the future. Indeed, these comments and suggestions might contribute to a higher standard of transparency and support a goal of ongoing open public access and better understanding of LAAS' shelter data and metrics.

1. **Revised data pulls.** Following an initial data audit, it became clear that a revised data set including additional fields might have been beneficial. This would have involved conferring with the IT Supervisor followed by time to revise, format and deliver the custom query. Because of significant internal demands on the IT Supervisor's time, this was not attempted.

2. **Code definitions.** Email exchanges related to code definitions were ultimately effective in answering general questions. Documentation in the form of a data directory with code definitions and examples of proper and improper applications would provide anyone interested in the data with a self-service resource.

3. **Data entry rules.** To locate possible causes of data entry issues, it would have been extremely helpful to have access to business rule documentation – and also to shelter operations staff. While the IT Supervisor is the authority on how the shelter database,

Chameleon, operates and is configured, the staff actually *doing* data entry are better resources for how business rules are or aren't being applied. Together, with code definitions, this type of administrative document would be an invaluable internal and external resource.

4. Historical information. Test audits and formal data analysis revealed trends that suggest specific events – occurring unpredictably over the course of weeks or months – might have influenced the data (vs. a continuation of ongoing influences). In addition, the evolution of the database and new or changing conventions might also influence how data act. LAAS staff were not able to respond to questions aimed at uncovering historical influences, which makes interpretation grounded in front-line context impossible.

However, this analysis is a type of permanent record – historical insights can be applied moving forward to previously analyzed data. In all interpretations, it should be understood that there are multiple influences on trends that may or may not be obvious. Any "cause and effect" claims, in particular, should not be made without due diligence that involves asking the question: "What else could be responsible?"

5. Online portal access. Questions meant to be addressed through the data set included the extent to which compliance data for animals released live were being captured in Chameleon. This includes S/N status upon release. While required by law, many animals are currently released live to transfer groups prior to sterilization. The same is true for micro-chipping and licensing.

In addition to direct data entry, LAAS uses online portals for outside parties to report relevant data. For example, there is a portal for New Hope partners to update information about transferred animals and one for contract vets to report sterilization and micro-chipping information. It appears that Chameleon is not integrated directly with online portals – in other words, reported data don't populate related Chameleon fields. It would have been useful to have read-only access to determine how portal fields map to Chameleon for the purposes of considering how integration for tracking compliance might be improved.

V. DATA AUDIT FINDINGS AND RECOMMENDATIONS

(Back to Directory)

The following summarizes the results of the data audit. The intention of each summary is to identify opportunities for improving data operations. Specifically, there is an ongoing need for LAAS, as a major metropolitan public service provider, to model best practices in data operations that result in timely, sound and useful statistical reports that can THEN drive decisions. The status quo can be progressed by audit results.

A. Missing field values

(Back to Directory)

Issue	Findings	Implications	Recommendations
1. Primary Breed	**No breed info** at live intake of 61% of dogs.	Can't adequately assess trends in more-at-risk groups or by using breed as an indicator of size.	Require primary breed for both dogs and cats at live intake. Use additional or custom fields to identify affiliation with at-risk breed types or size groups.

Issue	Findings	Implications	Recommendations
2. Date of Birth	**No DOB** at live intake of 14% of cats and 4% of dogs.	Can't use DOB field to identify age and assess trends by different age groups.	Ensure either DOB or other field is used, such as Yr/Mo or a custom age range, for all live intakes.
3. Owner Surrender Reason	**No surrender reason** at live intake for 20% of cats and 19% of dogs.	Can't adequately assess trends in reasons for OS.	Require this field, with appropriate training to elicit honest responses or otherwise enter "refused."
4. S/N Date	**S/N Date not recorded** for 33% of animals adopted and 52% of animals transferred.	Unable to track adherence of LAAS or contractors and partners with mandatory S/N ordinance.	Ensure the dates for S/N performed at LAAS or as per agreement with contractors and partners are recorded, even if manual entry is required.
5. Receiving Organization	Identification of a **receiving group is missing** for 208 transferred animals.	Loss of information about outcomes to specific receiving organizations.	Reinforce accurate entry of receiving organization for possession changes involving an outside group or agency.
6. Zip Codes	**Zip codes are missing** or anomalous for what should be local transactions (e.g. no such zip code, intake or outcome zip is distant).	Difficult to analyze intake and outcome patterns that correlate with zip code; this is a metric of interest in intake statistics.	Initiate field validation or automatic postal code checking through the software; or, audit for outliers and correct.

B. Inconsistent data entry (Back to Directory)

Issue	Findings	Implications	Recommendations
1. Died in foster	1284 animals returned from foster were given coding that signifies DOA: "Body Dispo/ Sanitation"; these returns should be coded as "Died in Foster."	Animals that die after initial impound but before a final outcome are always live intakes. This error impacts live release rates 1-2%; it also causes the outcome "Died" to be undercounted.	Establish clear business rules for all animals that die in care; audit DOA and died outcomes and correct inaccuracies; maintain DOA and Died as distinct groups for reporting and statistics.
2. Died in kennel	658 foster and public intake animals that died after being returned (length of stay >1 day) were given Died in Foster coding; they should be coded "Died in Kennel ."	Foster vs. shelter deaths are different groups; all deaths at shelters after a return warrant separate tracking and retention of details.	Ensure animals that die while in physical possession of LAAS are assigned accurate location codes.

Issue	Findings	Implications	Recommendations
3. Outcomes to organizations	Outcomes to organizations are considered transfers; numerous records show RTO and Adoption outcomes to organizations.	Accurate counts for transfers are reduced; adoptions and RTO are increased. This affects live release statistics by channel.	Clarify rules for assigning outcomes to organizations. Determine if this convention is used to "flag" affiliation with an organization; if so recommend a custom field for "soft" credits.
4. Born in care	**a) Litters.** Not clear if all animals born in care receive the same Intake coding. **b) DOB.** Appears some newborns may retain the intake date of the mother; DOB is BEFORE intake date.	**a)** Unable to accurately track total counts of litters and individuals born in care. **b)** When DOBs occur before intake age; age group can't be calculated for related analyses.	These issues can be addressed by analyzing all circumstances of "born in care", confirming business rules for assigning codes, and auditing codes assigned to litters periodically.
5. Intake Condition	Codes being applied at intake conflict with codes applied for outcomes; specifically, 771 animals coded dead were released alive and 395 that received DOA coding had a live intake condition code and/or a positive LOS.	This field appears to be evolving as a catchall for additional details. There are numerous "apples to oranges" purposes in the coding and the audit reveals misalignments with outcome codes. This makes it difficult to use for analysis – it's an inefficient use of a field.	Clarify business rules. Reconsider the type of information this field targets, and consider revising use, possibly by shifting functions to other or custom fields. Determine code alignment for intake and outcome and periodically audit.

C. Code application ambiguities (Back to Directory)

Issue	Findings	Implications	Recommendations
1. Intake Type: Legal seizures	Two intake types – **"ACTF"** and **"Evidence"** – deal with legal seizure of animals. The difference between the two isn't transparent in the coding.	Legal seizure tracking is now split into two categories; this may or may not be an inefficiency.	Review the situations involving legal seizures; as needed, revise coding or field use.
2. Intake Subtype: "OBS"	Animals impounded and processed for behavioral observation receive **"OBS"** as the intake subtype. This appears to be equivalent to a "quarantine" code (e.g., for bite cases).	All other intake subtypes indicate how the animal came into possession (e.g., field, OTC, trap). This is a misaligned use; intake circumstances are lost. Also OBS flags an animal as a behavior case, which may or may not influence outcome.	Consider using another field to capture intake data related to behavior – even if this application is different than a legal quarantine (e.g., an owner or staff report of risky behavior).

Issue	Findings	Implications	Recommendations
3. Outcome Subtype: "Enroute"	Coding in intake fields appears to conflict with outcome coding: "**Died Enroute.**"	"Died Enroute" appears subject to ambiguity with DOA. This undercounts the outcome "Died" and over-counts "DOA".	Review application of "Died Enroute" in relationship to the moment of possession; clarify business rules for data entry with staff.
4. Euthanasia Subtypes: Behavioral	Animals euthanized for behavioral reasons receive **Beh Obsv** or **Beh Hist** coding; Beh Obsv is based on direct observation, Beh Hist is based on reported behavior.	Beh Hist cases appear to allow indirect behavioral accounts to be the basis for euthanasia. Factors behind decisions to euthanize for behavior are important to retain; euthanasia for unobserved behavior is a red flag; also may underestimate euthanasia for space.	Inventory additional euthanasia data for behavioral cases. Document current and identify model criteria for confirming "unadoptable and untreatable" behavior. Create and publish LAAS policy that moves toward model criteria. Implement QC that provides routine public accountability.
5. Euthanasia Subtypes: Medical	**a)** Animals euthanized for medical reasons include **Irr Suffer, Med Non Mg and 8 Wk Unsust**. **b) Med Rehab and 8 Wks Sust,** which indicate treatable conditions, are also subtypes.	**a)** While irremediable suffering is truly an "untreatable" status, Med Non Mg and 8 Wk Unsust may relate more to available resources – funding, facilities and staffing. This category "hides" otherwise treatable cases. **b)** Treatable subtype codes don't actually indicate euthanasia FOR a medical condition, just that a condition existed concurrently. Euthanasia of medically treatable animals is euthanasia for space.	Inventory additional euthanasia data for medical cases. Document current and identify model criteria for confirming "unadoptable and untreatable" medical conditions – independent of existing resources. Create and publish LAAS policy that moves toward model criteria. Implement QC that provides routine public accountability. Medical cases are at-risk animals and these categories indicate a "scale" of implied care that influences likely outcome; these categories need to be retained to allow analysis over time.

D. Issues caused by field use conventions

(Back to Directory)

1. Redemption vs. Release. "Redemption" indicates an animal is returned to owner (RTO) after paying a fee. When no fee is paid, the code "Released" is used, whether or not the release is to an owner or a transfer to an organization. Return-to-owner (RTO) is an industry-standard

live release category that is always tracked separately from transfers. Currently, LAAS reports Redemption (RTO) and Release outcomes separately, with Release "hiding" the no-fee RTOs. RTO is thus undercounted in reports. This could be addressed by adding an Outcome Subtype used with Redemption to indicate RTO with no fee payment. All RTOs would then be confined to the Redemption code.

2. Tracking Fosters. Regardless of intake coding, animals sent to foster are assigned the Outcome Type "Foster." Upon return, animals are assigned the Intake Type "Foster", with the appropriate Outcome Type code being assigned for the next outcome. These both represent different impound events in the software – as there's an intake and an outcome. As a result, even though Foster is considered an internal transfer that doesn't involve a change in possession, these two records do not have continuity with one another in the data set. The newer record doesn't "synch" in any way with the older.

There are a few implications for using this convention to track fosters. First, this introduces duplicates into the data set – sometimes several for the same animal going in and out of foster care. This can be dealt with through the software by excluding records coded "Foster" when appropriate – for example, when calculating live intake and live release statistics. Unique foster cases (e.g., individual animals), however, can't be directly determined – this requires de-duping foster outcomes to remove multiple times in foster.

This convention also makes using standard Chameleon reporting to identify and count animals in foster *at any one point in time* difficult – because there is no continuity in an animal's record. Each new record is thus "detached" from the others – it's not possible to produce a standard report for all foster outcomes that shows which have been returned. However, custom coding by animal in a designated field, while still unsynched for an animal's multiple records, can be used to produce a report identifying and counting animals still in foster.

Another consequence has to do with a metric called length-of-stay (LOS). LOS tells us how long an animal is in LAAS possession – which relates directly to resources (e.g., space, care and staffing). LOS also measures how long it takes different groups of animals to get to an outcome. The current convention of tracking fosters makes calculating LOS to include time in foster care difficult, because days in foster care aren't recognized by the software. One workaround, which maintains the convention but facilitates LOS tracking, is to use custom fields to capture foster intake and outcome dates and provide LOS calculations. This does, however, add administrative steps.

3. Foster Programs as Receiving Organizations. Live release outcomes require identification of the receiving party – whether it's an adopter, owner or an organization. In the data set, the titles of LAAS foster programs appear in this outcome field: the "Bottle Baby Foster Program" (BBFP) and the "Adult Animal Foster Program" (AAFP). While generally paired with a Foster outcome, other types of outcomes (Adoption, RTO, Died) sometimes carry this code. This impacts tracking outcomes by receiving organization, and identifies an LAAS foster program with a private release. If there is a need to retain program or organizational affiliation with an adoption, RTO or other outcome, a custom field might be used for this purpose (e.g., a "soft" credit field).

E. Statistical issues caused by exceptions to standard intake and outcome (Back to Directory)

1. Internal transfers. LAAS regularly transfers small numbers of animals from high-intake shelters (e.g., South LA and North Central) to shelters where live outcomes are more likely (e.g., West LA and West Valley). In the data set, the receiving shelter replaces the original intake shelter. This impacts intake statistics for the original shelter – intake counts are reduced, which masks evidence of the demand for space. And although intake zip code is retained, the zip code is attributed to a distant shelter.

While internal transfer counts aren't comparatively high, tracking how transfers correlate to outcomes at receiving shelters is important. This is especially true if transfers cause pressure for space and increased euthanasia. It appears this might be happening at West LA and West Valley; this warrants further investigation. WoofStats does appear to document "to and from" transfers, which indicates there is a field for this in Chameleon.

2. "Remote impound" transfers to Best Friends. Early in 2012, LAAS instituted a process referred to as "remote impound" in partnership with Best Friends' Pet Adoption Center. This permitted Best Friends to admit animals directly at the Northeast Valley facility without "pulling" them from a shelter where LAAS had initially impounded them. The program admitted litters of kittens and puppies (e.g., "bottle babies") and lactating mothers; also, "Good Samaritan" drop-offs of numerous adult cats and dogs from the public.

The administrative protocol involves written notification by Best Friends to staff at the East Valley shelter. Staff at East Valley then "remotely" create a record and ARN number in Chameleon and "virtually" transfer the animals to Best Friends using the outcome coding "Transfer/Northeast".

The remote impound program introduces a source of error into LAAS statistics if not qualified. It inflates physical intake counts for East Valley, which is a measure of the demand for and use of shelter space. It also attributes live release to East Valley without actually possessing the animals.

This convention makes East Valley appear to be "turning around" high intake through high live release, when actual intake and final outcomes occur at Northeast Valley under the control of Best Friends. In generating and interpreting LAAS and East Valley statistics, this consequence needs to be accounted for and qualified.

VI. DATA ANALYSIS METHODS (Back to Directory)

The final data set was used in the second phase of the LA No-Kill Data Project – the analysis. The background and details of the analysis are described in the project proposal (see Appendix A). Briefly stated, the purpose of this pilot project was to examine trends in key shelter metrics over multiple years and to relate observed changes to possible influences. Specifically, the analysis focused on live intake, live release and euthanasia data followed by in-depth study of groups of more-at-risk animals. This generated preliminary results in the form of descriptive statistics followed by more sophisticated analysis to evaluate statistical significance and identify contributing factors.

A. Descriptive statistics

(Back to Directory)

The majority of project results are presented as tables and graphs summarizing different "studies" of intake and outcome data. These visuals present the data in one or more of the following ways: a) absolute counts; b) rates (% of a relevant total count); or c) a subgroup's proportion of the whole (relative % or ratio). In most cases, visuals are designed to show trends month-by-month or year-by-year during the study period (July 2009 – Sept 2013).

1. Descriptive data presentation The projects' focus on change over time requires detecting significant differences in counts of animals compared to previous counts. "Difference" is always defined as change relative to a "baseline" period. The tables and graphs seek to display change over multiple years.

Due to data set limitations, incomplete fiscal year data for 2009 and calendar year data for 2013 affects the ability to include a complete annual cycle for these years. As a result, the baseline for most graphs is CY 2010, which is compared to CY 2012. CY 2013 is excluded from change summaries due to the reasons described above. However, the inclusion of 2013 data in all graphs allows forecasting based on three quarters of data. In the tables, the baseline is Oct 2009-Sept 2010, enabling full year comparisons through Oct 2012-Sep 2013.

2. Graphing conventions Most of the graphs include software-produced data tables at the bottom, which display source data used to create the graph. This allows readers to access and verify this data adjacent to the graph. Custom insets at the top of most graphs are intended to summarize change. The insets generally present total counts or rates by year along with absolute difference and/or % difference over time.

3. Measures of change

a) Absolute difference Absolute difference provides a value calculated by simple subtraction: **New Value – Old Value.** When applied to counts, this statistic provides a transparent snapshot of changing numbers of animals increasing (or decreasing), which impacts the need for LAAS resources. Or, this can describe change in a rate or percentage.

For example, a shelter might adopt 50 of 100 cats in Jan - an adoption rate of 50%. In Feb, perhaps 80 out of 120 (66%) are adopted. The absolute difference by *count* is +30. The absolute difference by *rate* is +16%. From these statistics, the shelter could say: "30 more animals were adopted in Feb and our adoption rate rose 16%. This required adoption resources for 30 additional animals."

What absolute value DOESN'T indicate is the extent of change – whether or not 30 more adoptions or a rate that goes up 16% is something to take note of. To do this, knowing the *starting value* or having a comparison value *relative* to the new value is of importance.

b) Percent (%) Difference Percent difference is a measure of relative change that a new value represents as a proportion (%) of a previous value. This value is calculated as follows: **(New Value – Old Value)/Old Value.** The resulting value is always expressed as %.

To continue with the example above, the % difference in counts between Feb and Jan is +60% (i.e., 30 is 60% of 50). The % difference in adoption rate is +33%. (i.e., 16% is 33% of 50%). To accompany the above statement, the shelter could say: "In Feb, we adopted 60% more animals than in Jan and exceeded our previous adoption rate by 33%." In this way, % difference can be used as a measure of how "fast" change is occurring over a specific time period.

c) Interpretive Caviats The above statistics are often used to quantify change across time periods or between groups (e.g., shelters, outcome types) as a measure of relative improvement. Absolute difference provides a more direct measure of actual animals involved, whereas % difference provides an indirect measure of relative change.

For that reason, % difference is easily misinterpreted – and can be misleading. For example, 20 adoptions compared to 10 reflect a 100% difference; the same 20 adoptions added to 100 is only a 20% difference. If these were two shelters, which one is "doing better?"

Another caviat involves understanding that % difference for low starting rates is more easily influenced than for high starting rates. Going from 80% to 90%, for example, is a 12.5% difference. Going from 10% to 20% is a 100% difference. Which indicates more improvement?

The rule of thumb for sound interpretation is to always reference the starting value for assessing change in counts or rates. Counts AND rates need to be considered together.

4. Data Interpretation It should be noted that some audiences will find tables and graphs "busy", with a lot of details occupying a limited amount of space. This decision was made as a trade-off to using multiple visuals and writing narratives to help with interpretation. The primary audience was considered – Commissioners, LAAS administrators, and the general public – and the need for single "snapshots" that are "data rich", yet allow transparent connection to source data. As a result, visuals were designed to be "standalones" that have high information value on one screen (or page) but also incorporate conventions providing the layperson with interpretive (and cross-auditing) support.

At the time of this report, no additional interpretations or highlights of tables and graphs are presented. These perspectives may be added as time permits. However, the lack of interpretive notes should not be a significant factor for most audiences in understanding general trends and changes over time.

B. **Statistical analysis** Statistical analysis involves applying standard statistical methods and interpretive techniques to data of interest. For this project, statistical analysis is used to test trends in live intake, live release and euthanasia to determine if changes are significant over time (vs. a result of random variation).

Statistical analysis is also the basis for in-depth "at-risk" studies to examine trends in more-at-risk vs. less-at-risk groups of animals. More-at-risk groups included: cats, pit-bull-type dogs, chihuahuas, big dogs, and animals by age group. In addition to testing for significant differences, statistical methods were used to search this data for indicators of the most likely influences.

Further analysis looks at how at-risk groups are being impacted by different live release programs, such as adoption promotions, New Hope partnerships, and the public-private partnership with Best Friends Another study looks at an intake intervention program, instituted at one shelter, to determine if intake trends there are significantly different from trends at other shelters.

C. **Statistical Consulting** The Statistics Department at UCLA partnered pro bono with The Poko Project to assist with statistical analysis. Under the supervision of a professor who represents the UCLA Statistics Consulting group, teams of seniors in a capstone course served as the consultants and analysts for this project. Using methods based on the technique of regression, data teams determined appropriate methods, performed statistical tests, applied accepted interpretive techniques, drew conclusions and prepared technical reports summarizing findings.

The technical reports will be posted as is. Readers should be aware that, while the "take-aways" are presented for the general audience, some of the content applies technical language and domain-standard visuals that may not be easily comprehended by the layperson. If time permits, these papers will be adapted for the general public.

VII. ACCESS TO PROJECT RESULTS

(Back to Directory)

One of the goals of this project was to make the data, methods and results transparent and available to any interested party. This includes the Animal Services Commission, LAAS administrators and other staff, the animal welfare community in Los Angeles and elsewhere, and the general public. The results were not directed toward the priorities or agenda of any single influence or entity. That said, an overarching goal was to provide the Commission and LAAS with a working example of how "good" data and sound statistical methods can be used to build institutional and community knowledge – that can then drive decisions in a way that is timely, transparent and accessible to the public.

Project results can be accessed using the online file sharing service, "Dropbox." The link to the main folder permits access to all subfolders:

LA No-Kill Data Project Dropbox Folder

All files can be examined online and downloaded. The intention is for the link to be disseminated by parties that access the folder. There is no need to have a Dropbox account. More information about Dropbox, a directory to its contents, and a link to a PDF of the complete set of graphs and tables can be found in Appendix C.

At the time of this report, work related to the analysis is still in progress. Additional files will be added as they become available. Existing files are subject to revision or may be retired (but will remain posted) should the situation demand. A detailed outline of the contents with links to subfolders will be supplied as a standalone in the main folder pending project completion.

LAAS retains a copy of the raw data set for comparison purposes. An unchanged copy of the original data set as delivered by LAAS is posted (as an .rar file), along with an unchanged copy formatted in Excel. The final data

set, also formatted in Excel, is also posted. (CAUTION: All versions of the data set are very large files and will require a lengthy download.)

All results files are stored by The Poko Project as originals should any party be interested in comparing with posted files. LAAS, as the source of the data, has not audited any output from this project. Public posting, however, invites cross-auditing and input by LAAS, which may result in qualification, revision or retirement.

A separate report will make policy recommendations to the Animal Services Commission based on the analysis and major findings.

VIII. ADMINISTRATIVE AND POLICY RECOMMENDATIONS

(Back to Directory)

The data audit and analysis provided insight into LAAS shelter data operations as a whole. In addition to recommendations involving database issues, this work also provided an opportunity to envision what continuing toward best practices might look like. The following are administrative and policy recommendations to improve ability to use shelter data to best advantage and to model best practices.

A. IMPROVEMENTS IN INFRASTRUCTURE

1. Update/upgrade shelter software to:

- **a)** successfully address problems and gaps in current functionality;
- **b)** anticipate needs for improved statistical monitoring of key shelter metrics;
- **c)** adequately assess the impact of ongoing and new programming; and
- **d)** produce timely and useful standard, policy and public-oriented reports.

2. Troubleshoot and overhaul all online portals (e.g., New Hope, Licensing, Vet) to expand and improve the ability to:

- **a)** capture data relevant to key metrics;
- **b)** integrate more effectively with the shelter database; and
- **c)** produce timely and useful standard, policy and public-oriented reports.

3. Expand capacity of administrative staff (e.g., cross-train several individuals) to be able to field requests and deliver both standard and "one-off" data sets and reports in a timely manner (e.g., in anticipation of or response to current and future Commission agenda items and ongoing public concerns).

B. IMPLEMENT ROUTINE QUALITY CONTROL

1. Conduct an audit of data entry practices by shelter and administrative staff to detect and correct inconsistencies related to key shelter metrics.

2. Produce a comprehensive manual of business rules that standardize "noses in to tails out" data entry, compilation, and summarizing for reports.

3. Develop and implement standardized quality control (QC) measures for data entry by LAAS, contractors and partners that results in regular (e.g., quarterly), QC reports documenting the adherence to reporting requirements, business rules for data capture and unbiased compiling and summarizing data.

4. Develop and implement quality assurance (QA) processes under Animal Services Commission oversight to assure QC measures are being met including periodic (e.g., semi-

annual) QC report compilation and summary and followed by direction for ongoing improvement.

C. INTEGRATED REPORTING

1. **Produce annual reports of multi-year trends** highlighting significant changes in key shelter metrics (e.g., intake, live release, euthanasia, at-risk groups) to correspond with and follow the end of the fiscal year (e.g., report comes out in October).

2. **Produce reports identifying the audience** as all levels of City of LA oversight and the general public, including standard definitions related to shelter metrics and transparent and easy-to-interpret tables, figures and summaries of trends.

3. **Require contractors and partners** to capture data and produce regular reports (e.g., quarterly) that **align transparently with LAAS shelter metrics** and reflect evolving statistical priorities.

4. **Require contractors and partners** to produce reports that **correspond to the fiscal year** and that facilitate triangulation with LAAS monthly (e.g., WoofStats) and FY reporting; also require identification and accounting for variances in key metrics over/under a certain threshold.

D. TRANSPARENCY AND OPEN ACCESS

1. Consistent with CPRA, **require LAAS, contractors and partners to document** methods for capturing, compiling, summarizing and reporting data relevant to LAAS shelter metrics and to provide timely and appropriate public access to this documentation as well as unmodified source (e.g., "raw") data.

2. In alignment with CPRA and City-endorsed best practices, **archive all documentation** related to the above in a manner that allows easy (e.g., self-service) and/or timely (e.g., within 10 business days) public access.

APPENDIX A

PROJECT PROPOSAL

Back to Directory

TO PROJECT PROPOSAL

DRAFT: PILOT PROJECT PROPOSAL

Back to Directory

WORKING TITLE: "LA No-Kill Data Analysis"
DATE: Saturday, October 19, 2013

PREPARED BY: Dr. Sue Mattson
PREPARED FOR: The Los Angeles Animal Services Commission

REVIEW RECIPIENTS: Commissioner McCurdy (President), Commissioner Jensvold (Vice President)
COURTESY RECIPIENTS: LAAS – General Manager Brenda Barnette; UCLA – Dr. Vivian Lew, Dr. Jan De Leeuw, Dr. Don Yvlisaker

Statement of Need

The Los Angeles Animal Services Commission (ASC), under the direction of the Mayor of the City of Los Angeles (LA) and representing its citizens, acts to set policy for the Los Angeles Animal Services Department (LAAS). A critical part of the ASC's role is taking action and tracking outcomes that support LAAS in achieving "no-kill" status.

This requires monitoring trends that signal change in the shelter population related to LAAS' no-kill functions. These functions include shelter intake, adoption and other live-release outcomes, humane euthanasia, spay-neuter of shelter and public animals, licensing, micro chipping, basic and acute medical care, and treatment of manageable medical and behavioral conditions.

The ASC has an ongoing interest in detection, analysis and response to statistics arising from the above LAAS functions. The ASC thus recognizes the benefits of expanding and improving upon the means by which LAAS trends are evaluated against historical data and its short- and long-term goals. However, this interest must be addressed during a period when LAAS resources, which might otherwise provide support, continue to decrease.

As a response, the ASC proposes to meet this need for additional statistical work by forging a creative partnership with a local resource – UCLA – in a way that complements and adds capacity to existing LAAS resources. The following describes a pilot project that engages UCLA's expert, independent data analysis relevant to key LAAS functions to understand trends and assess progress toward no-kill goals.

Background

For over a decade, LAAS has been responding to a shift in public opinion and related policy that currently targets what is referred to in animal sheltering as "no-kill." For the purposes of this proposal, no-kill is defined by LAAS as a live-release rate of 90% or more for all animals admitted into its shelter system, or otherwise brought into LAAS possession by contractors, partners or other entities.

LAAS routinely collects data for each animal admitted through its sheltering and public clinic functions. LAAS also regularly produces reports – for example, WoofStats – that highlight descriptive statistics used for various purposes, including judging the performance of LAAS operations, assessing the efficacy of activities supporting no-kill and tracking overall progress toward its no-kill goal.

This data, most of which is administered through the commercial database, Chameleon, is captured, maintained, processed, analyzed, summarized and reported through resources internal to LAAS. Summaries of high-level statistics are made available to various stakeholders through public channels including the LAAS website, at ASC and other public meetings and upon request.

There are indeed many stakeholders keenly interested in, and impacted by, LAAS data, analysis and reporting. The City of LA, as the custodian of public dollars and the public trust, is a primary stakeholder. Others include:

- private citizens who are (or aren't) companion animal owners
- public animal advocacy groups both formal ("DAWS" panels) and informal (The Poko Project)
- nonprofit rescue organizations and independent rescuers (New Hope partners and others)
- nonprofit spay/neuter and other shelter service providers (Amanda Foundation, Downtown Dog Rescue)
- nonprofit funders and advocacy groups (Found Animals, Actors and Others for Animals, HSUS, ASPCA)
- contractors to LAAS for clinic and sheltering services (SNP-LA, Best Friends Animal Society)
- agencies and groups that have transfer/transport relationships with LAAS , its contractors and partners
- for-profit retail and service providers that focus on the companion animal market
- entities that provide contracts, grants and gifts to fund public and nonprofit companion animal programs

As the entity responsible for providing policy direction for LAAS and for assessing policy efficacy, the ASC has a significant role in and burden to make decisions that take into account and advocate for the above stakeholders. LAAS data therefore plays an integral role in the ability of the ASC to perform due diligence to that end.

With transparency, accountability, and responsiveness to the public being paramount to stakeholders – and aligned with directives from the Mayor's office – there is every reason to strive for increasingly higher standards in administering, analyzing and reporting this publically funded data. There is also a shift in city administrative culture to create momentum that embraces creative, cross-sector, technologically current and entrepreneurial solutions in solving complex community problems. This pilot project is an example of such a solution.

Recommended Action

In considering how the ASC might expand and improve its ability to monitor performance of LAAS and enact sound no-kill policy, this proposal identifies the ASC as the sponsor of a pilot project that engages the UCLA Statistical Consulting Group (UCLA) as a partner with LAAS, on an initial pro bono basis, to plan and execute a basic audit and in-depth analysis of data, as administered and provided by LAAS, that are relevant to its no-kill goals.

The initial momentum for launching the project through ASC sponsorship is President Lisa McCurdy, with subsequent oversight by a commissioner yet to be determined. The point of contact for partnering with LAAS is General Manager Brenda Barnette, or a delegate, working with IT Supervisor Dara Ball. The point of contact for UCLA is Dr. Vivian Lew, with additional support to facilitate the inaugural partnership by Dr. Sue Mattson, a private citizen and volunteer who will serve in the capacity of a liaison providing administrative, technical and reporting support when appropriate.

Rationale

There are several trends currently being monitored to assess progress toward no-kill across and at each of six municipal shelters in LA. These trends relate to intake ("impound"), adoptions and other live -release outcomes, euthanasia and spay/neuter. There is also one key performance indicator being used to track overall progress – the live-release rate ("save rate"), which has a counterpart in the euthanasia rate ("kill rate").

In WoofStats, which is the current resource for monitoring trends, the data reported represent total counts of animals that fall into a specific category. These counts are derived from raw data that have been "rolled up" into totals, which then provide a snapshot of the number of animals that share characteristics of interest at certain points in time. For example, at the highest level, WoofStats tells us how many cats and dogs were impounded, adopted, or euthanized each month or year-to-date.

This type of simple statistical summary is known as "descriptive" – it describes the shelter population at a point in time. WoofStats adequately tells us "the what" – what is happening within the shelter population – and is a preliminary means for determining whether and why change is occurring.

To monitor change, these high level counts are then compared side-by-side with another time period of interest. Reviewers then "eyeball" counts to attempt to answer these questions: Is there a difference? Is it significant? Is it related to any particular activity, and if so, how can we know what that is?

However, this critical data, which is currently the only resource available to the ASC and LAAS for monitoring and responding to trends, is actually just a starting point statistically. WoofStats counts and simple rate calculations provide "clues" but are inadequate, in most cases, to confirm questions of significance or "the why" with any degree of confidence. In such a complex system, conclusions based on "eyeballing" data can thus only be considered highly speculative, and therefore a source of risk to both the ASC and LAAS.

To determine if trends are statistically significant and to form valid and reliable conclusions – as well as to connect to possible causes – requires more sophisticated analysis and interpretation that makes use of more powerful statistical tools and reasoning.

The purpose of this pilot project is to accomplish this, and, concurrently, to triangulate the descriptive statistics in WoofStats in a basic audit. Doing so will lend scientific credibility to interpretation and conclusions, which will better support policy decisions by the ASC, operations by LAAS and the no-kill activities of animal welfare groups and interested citizens.

Synopsis of Work Back to Directory

What data will be analyzed?

The data that will be analyzed for the pilot project are the "primary" or "raw" data that are rolled up into the summary statistics in WoofStats. More precisely, a comprehensive but **targeted subset of raw data contained in Chameleon** will be subjected to a data audit and sophisticated analysis by resources provided by UCLA including advanced statistical software and expert interpretation. The first step in this process is called a "data dump."

A data dump is simply an electronic file generated by an authorized administrator who creates a custom report that is set up within the resident software – in this case, Chameleon. The data are exported into Excel and include relevant types ("fields") of data for relevant individuals ("records") in a database to cover a time period of interest. See Attachment A for a partial example of a data dump from Chameleon from another large shelter system – noting the example is not meant to be an exact reference.

For the purposes of the pilot project, the following describes the proposed "data dump" (see Attachment B):

a) derived from the **LAAS database Chameleo**n

b) **authorized by GM Barnette** and prepared in coordination with IT Supervisor Dara Ball

c) delivered electronically as a **CSV file for UCLA's** Statistics Consulting Group

d) limited to **fields relevant to the analysis** (and to be further defined as needed), such as:

   i) **animal identification**: ARN number, name

   ii) **animal characteristics:** species, primary breed, sex, DOB/age at intake, color/markings, pre-altered status, spay/neuter date, microchip date/status, license date/status

   iii) **intake data:** date, type/subtype (stray, owner surrender, evidence, etc.), reason, condition (normal/healthy, injured, medical condition/sick, pregnant, etc.), zip code, agency/shelter

   iv) **outcome data:** date, type/subtype (adoption, New Hope, euthanasia, etc.), reason/circumstances (adoption event, transfer/transport, lack of space/medical, etc.), zip code, receiving agency/organization

   v) **other indicators of progress**: TBD by interested parties (in first or future iterations)

e) limited to **records relevant to the analysis –** in this case, **all individual cats and dogs**

f) limited to the time period **FY 2009-2010 through the present** (July 1, 2009 through the present).

What will **not** be requested is any **personally identifying information (PII**) - or data that effectively leads to PII – **for a previous, current or other private individual** connected to possession of an animal. This includes names, addresses, phone numbers, emails, driver's licenses, etc. It is understood, however, that **required exclusions of PII do NOT apply to information that identifies an agency/organization** that receives animals through a transfer agreement.

In terms of process, the report is set up once and can then be produced on demand. Set up may take 30 min - 1 hr. Generally, a test file is produced for review by the customer and the statistician as part of determining its adequacy and to finalize the specific questions to be addressed. This accommodates the possibility of adjusting custom report criteria to add or delete data fields prior to beginning analysis.

Subsequent data dumps can be produced for export in just a few minutes, and customization tweaked as needed with minimal additional staff time. The original files remain on the originating server for archival purposes and can always be used to triangulate against any audit or analysis.

What analysis will be performed?

The proposed analysis will involve appropriate statistical tests, to be determined by UCLA, that are routinely used to analyze complex data sets. These tests will be used to answer questions about trends seen in WoofStats – in this case, connected to intake, outcomes and other LAAS operations – that indicate progress toward no-kill in the shelter population.

With raw data – vs. the summary data in WoofStats – the details attached to each individual animal in the data set can be subjected to iterations of statistical tests. These tests act to determine the most likely influences on high level trends (e.g., intake, save or kill rates) as well as those at very fine-grained levels (e.g, intake changes by zip

code, outcome differences among breeds, relative impact of external transfers by group). WoofStats is simply not capable of providing this level of scientifically valid information – indeed, that is not the purpose of WoofStats. Hence, the value of adding this capacity to LAAS resources through this pilot project.

General questions for either high level or fine-grained trends will be directed at **significance and validation**:

- **Which trends are significant from a statistical perspective?**
- **Which are just as likely to reflect random year-to-year variation?**
- **Which trends are consistent with those occurring prior to implementing new programs?**
- **Which are likely to indicate a true response to new programs?**
- **Do trends from WoofStats triangulate with those arising from more sophisticated analyses?**
- **If not, what parts of the data set and/or data operations may need a closer audit?**

Specific questions will be directed toward making **inferences about cause**. For example:

- **What types of intake are having the most influence on observed trends? Owner surrenders? Strays picked up in the field? Strays with possible owners?**
- **What's driving trends in outcomes that vary among shelters? Adoptions? New Hope pulls? Transports?**
- **Which reasons for euthanasia are having a significant influence on trends? Space? Unsustainable under 8 weeks? Non-manageable medical conditions?**

It may also be possible to explore the impact of specific pilot or shelter-specific programs, such as Downtown Dog Rescue's Shelter Intervention Program at the South LA facility, or SNP-LA's clinic program at East Valley. And, this type of analysis can identify sub-populations within the shelter system that aren't benefitting to the extent predicted (or intended) despite amplifying no-kill programming. For example, at-risk breeds such as pit bull types or chihuahuas, big dogs, unweaned kittens, senior or special needs animals whose trends may in fact be contrary to higher level trends.

How will the results be used?

The results of the pilot project are meant to be a resource for various groups of stakeholders, with the ASC and those who interact in the commission forum being the primary audience. While there will be multiple uses for the results, the intention is to provide the ASC, LAAS and the citizens of LA an opportunity to better understand what's working, what's not, and to offer valid statistical interpretations that address the question: Why?

This will benefit the ASC and LAAS in three crucial ways:

1) knowing what's working and what's not can inform how to shape policy to add or shift resources;

2) identifying the reasons behind significant change can focus policy and resources on specific activities; and

3) understanding what's driving the system and its parts is the *only* means of knowing how to sustain it.

The product will be entirely different from the worksheets and graphs currently encompassing WoofStats. There will be a **technical report** and **PowerPoint presentation** that will document the research questions, statistical methods, results, interpretations and conclusions, as well as offer recommendations for addressing gaps and opportunities.

Accompanying the technical report will be a **"brief"** that will be shaped specifically with the policy maker and layperson in mind. And, **all of the above plus the raw data set will be posted** in an appropriately designed and configured location on the LAAS website.

Ultimately, this will support better decisions by all stakeholders – decisions that continue to support and can even escalate progress toward a no-kill LA. Finally, the results – which might be considered analogous to an annual report – can be used to "manage up" or otherwise inform discussions in other municipal settings, or as a resource for communicating with interested parties, such as the media and community leaders.

Outline of Activities and Timeline Back to Directory

While the details of the work to be performed necessarily require input from various agency stakeholders and UCLA, and may require more than one iteration, the following is a preliminary outline of milestones for the purposes of describing this project:

Milestone 1 (Target date: Thu Sep 12)
Successful introduction of project at the Sept 10 ASC meeting for further consideration **(Owner: Sue Mattson)**
Draft of pilot project requirements and "deliverables" for review by AWC **(Owner: Sue Mattson)**

Milestone 2 (Target date: Thu Sep 19)
Draft of preliminary proposal for review by ASC, LAAS, and UCLA **(Owner: Sue Mattson)**

Milestone 3 (Target date: Thu Oct 3)
Draft of final proposal for review by the above parties and the City Attorney **(Owner: Sue Mattson)**

Milestone 4 (Target date: Tue Oct 8)
Initial requirements for "data dump" delivered to LAAS **(Owner: Sue Mattson)**

Milestone 5 (Target date: Thu Oct 17)
Final draft proposal details formalized and sent for review to ASC, LAAS and UCLA **(Owner: Sue Mattson)**

Milestone 6 (Target date: Thu Oct 24)
Agenda item for public comment and sponsorship vote at Oct 24 ASC meeting **(Owner: Commissioner McCurdy)**
Pilot project launched with delivery of "data dump" to UCLA **(Owner: Sue Mattson w/ASC Sponsor)**

Milestone 7 (Target date: Tue Dec 10)
Preliminary findings/progress update at Dec 10 AWC meeting **(Owner: Sue Mattson w/UCLA)**

Milestone 8 (Target date: Thu Jan 9)
Final findings/draft report for review by AWC and LAAS **(Owner: Sue Mattson w/UCLA)**
Agenda item for presentation, discussion and public comment at Jan 14 AWC meeting **(Owner: AWC Sponsor)**

Milestone 9 (Target date: Thu Jan 23)
Final report for review by AWC and LAAS **(Owner: Sue Mattson w/UCLA)**
Agenda item for discussion, public comment and acceptance at Jan 28 AWC meeting **(Owner: AWC Sponsor)**

Milestone 10 (Target date: Thu Feb 6)
Draft of "brief" version adapted for the public provided for AWC and LAAS review **(Owner: Sue Mattson w/UCLA)**
Agenda item for announcement of publication and next steps at Feb 11 AWC meeting **(Owner: AWC Sponsor)**

Milestone 11 (Target date: Tue Feb 11)
Final report and "brief" version posted on LAAS websites and other appropriate platforms
Raw data files posted in appropriate manner on LAAS website for open access by public
Pilot project completed with future iterations of process and product to be determined by AWC

Costs

For the pilot project, there is little cost to LAAS other than staff time to set up the existing LAAS database – which is the commercial software "Chameleon" – to produce a custom report that includes previously identified data fields that are exported into an Excel or csv file onto a CD, thumb drive or online file transfer service. Once this custom report is set up one time, it can be modified to add or omit fields with minimal staff effort, and each subsequent export can be produced by updating report specifications in just a few minutes.

Other costs incurred toward the end of the pilot project might be associated with preparing preliminary and final report findings for review followed by those for publication. Expenses might include making paper copies and staff time to configure files and the LAAS website for posting.

Cost savings for the pilot project are significant, due to the pro bono services being provided by UCLA. These include: expert data science consulting and statistical analysis under the direction of eminent local statisticians, professional support by local citizen volunteers in planning and executing the pilot and adapting reported findings

for public access, and future administrative efficiency resulting from developing a process, product and partnerships that can provide support for future iterations of this vital – and ongoing – ASC resource.

Benefits

- Statistically sound data analysis that will enable better monitoring and evaluation of the progress of LAAS, its contractors and its partners toward the goal of no-kill
- Improved ability to make timely and accurate policy decisions based on "good data"
- Ability to use finer-grained data to identify problems and opportunities in specific program areas and make focused adjustments to improve impact
- Initiation of innovative cross-sector partnerships consistent with emerging best practices that seek to add capacity to under-resourced public work
- Exemplary use of database and data science expertise and methodologies to answer policy-related questions
- Mitigation of public concerns about conflict of interest associated with strictly internal data processing and reporting by adding independent and unbiased expert auditing and analysis
- Modeling the principles of transparency, accountability, responsiveness to public concerns, excellence in customer service and entrepreneurial problem-solving – all consistent with the Mayor's action plan

Risk of Taking Action

- There may be unforeseen difficulties in executing the plan as intended due to it being a pilot process, product and partnership without precedent
- The opening of the process and product to input and interpretation by a wider group of stakeholders than has historically been included may be challenging to manage in a timely, objective and responsive way
- Findings may reveal the need for changing what is currently being done, which may require additional resources including staff, time and money and adjustments in how work is performed and monitored
- Findings may be met with contrasting points of view by agency and public parties that are played out in ways that are difficult to foresee and challenging to work through

Risk of Inaction

- Ongoing and emerging questions regarding the status of no-kill and the related LAAS functions will continue to be answered only by existing means, which have repeatedly been referred to as "understaffed," or "without adequate bandwidth"
- Undetected or unaddressed flaws in data operations and analysis may continue to be the basis for operational and policy decisions
- Existing data operations and analysis may generate findings that are neither accurate nor statistically sound by industry standards
- Inquiries from the AWC and public about performance related to LAAS no-kill functions will continue to be treated as "one-offs" – repeated requests to LAAS that contribute to administrative inefficiency
- The understandings of the "statistics of no-kill" will be extremely limited, particularly with regard to finer-grained indicators of:
    - programs and practices that are or are not working
    - unrecognized opportunities to boost impact
    - solutions that may or may not be scalable or sustainable in the long term

APPENDIX B

DATA REQUEST

Back to Directory

TO DATA REQUEST

EXAMPLE of DATA REQUEST (aka Data Dump) from Chameleon for a large municipal shelter

Columns: Data fields (types of info) for each animal

Rows: Records for 30 individual animals

Animal #	Primary Breed	Intake Type	Intake Subtype	Intake Reason	Intake Condition	Outcome Type	Outcome Subtype	Intake Date	Outcome Date	Days to Outcome
A0319077	LABRADOR RETR	OS		DOA	NORMAL	DIED	DEAD ON AR	1/6/10	1/6/10	0
A0751199	STAFFORDSHIRE	OS	Own Req	OWNER DIED	NORMAL	EUTH-UNTREATABLE	NOTREAT BM	1/6/10	1/6/10	0
A0952656	PIT BULL	OS		AGG PEOPLE	NORMAL	EUTH-BEHAVIOR	BEHAV HIST	1/5/10	1/5/10	0
A0985054	PEKINGESE	OS		AGG ANIMAL	NORMAL	TRANSFER	TRANSFER	1/5/10	1/6/10	1
A1020601	MASTIFF	OS		COST	NORMAL	EUTH-TREATABLE	TREAT B/M	1/5/10	1/7/10	2
A1068516	LABRADOR RETR	OS		BITES	NORMAL	EUTH-BEHAVIORX	AGG/PS/FRF	1/2/10	1/17/10	15
A1077098	PIT BULL	OS		BEHAVIOR	NORMAL	EUTH-BEHAVIORX	AGG/PS/FRF	1/6/10	1/6/10	0
A1174444	ROTTWEILER	OS		AGG ANIMAL	NORMAL	EUTH-BEHAVIOR	BEHAV HIST	1/6/10	1/6/10	0
A1189956	MASTIFF	OS		BITES	NORMAL	EUTH-UNKNOWN	Unknown	1/6/10	1/17/10	11
A1204472	POMERANIAN	OS		MEDICAL	NORMAL	TRANSFER	RESCUE	1/5/10	1/20/10	15
A1208670	PIT BULL	Stray	Pos Own		NORMAL	EUTH-HEALTHY	PIT BULL	1/1/10	1/9/10	8
A1208671	LABRADOR RETR	Stray			NORMAL	RTO	MICROCHIP	1/1/10	1/2/10	1
A1208675	GERM SHEPHERD	Stray			NORMAL	EUTH-MEDICAL	UNTHR/EMAC	1/1/10	1/9/10	8
A1208676	CHOW CHOW	Stray	Pos Own		NORMAL	RTO	MICROCHIP	1/1/10	1/2/10	1
A1208680	PIT BULL	Stray	Pos Own		SICK	EUTH-TREATABLE	TREAT B/M	1/1/10	1/1/10	0
A1208685	DACHSHUND	Stray			NORMAL	ADOPTION	GENERAL	1/2/10	1/14/10	12
A1208696	LABRADOR RETR	Stray			NORMAL	ADOPTION	GENERAL SP	1/2/10	1/16/10	14
A1208710	GERM SHEPHERD	OS			NORMAL	EUTH-BEHAVIORX	AGG/PS/FRF	1/2/10	1/6/10	4
A1208713	YORKSHIRE TERR	Stray	Pos Own		NORMAL	ADOPTION	GENERAL	1/2/10	1/14/10	12
A1208750	CHIHUAHUA SH	Stray			NORMAL	ADOPTION	GENERAL SP	1/2/10	1/12/10	10
A1208856	GOLDEN RETR	OS		BITES	NORMAL	EUTH-BEHAVIORX	AGG/PS/FRF	1/5/10	1/17/10	12
A1208867	PIT BULL	OS	Own Req	NO TIME	NORMAL	EUTH-MEDICAL	URI/KCOUGH	1/5/10	1/12/10	7
A1208875	CATAHOULA	OS		EUTH OLD	NORMAL	EUTH-UNTREATABLE	NOTREAT BM	1/5/10	1/5/10	0
A1208894	PIT BULL	OS	Own Req	MEDICAL	INJURED	EUTH-MEDICAL	UNTHR/EMAC	1/5/10	1/5/10	0
A1208908	SHETLD SHEEPDOG	OS		EUTH ILL	NORMAL	EUTH-UNKNOWN	Unknown	1/5/10	1/5/10	0
A1208988	YORKSHIRE TERR	OS		COST	NORMAL	ADOPTION	GENERAL	1/6/10	1/8/10	2
A1208994	GERM SHEPHERD	OS	Own Req	AGG PEOPLE	NORMAL	EUTH-UNTREATABLE	NOTREAT BM	1/6/10	1/17/10	11
A1209056	BOXER	OS		NO HOME	NORMAL	RTO	Unknown	1/6/10	1/7/10	1
A1209175	PIT BULL	OS		AFRAID	NORMAL	EUTH-UNTREATABLE	PITBULL NT	1/7/10	1/9/10	2

***The above are just a few records exported from Chameleon from a large municipal shelter in CA. The Chameleon field names were renamed to eliminate ambiguity for the analyst. The codes used within each field are configured as lists in Chameleon by the administrator so these will likely be different for LAAS. This data dump was for a project involving pit bulls, and is not meant to portray an exact reference. The LAAS data dump will include a larger set of data fields.**

**** Estimated time to produce. Less than 30 min (Chameleon service rep); Less than 1 hr (LA County Chameleon admin); Up to 2 hrs (Poko Project volunteer). The Poko Project has secured funding for addl staff and/or technical support in the event LAAS resources are unable to accommodate due to lack of time and/or staff.**

ATTACHMENT B

Back to Directory

Preliminary request of Chameleon data fields for custom report (aka data dump)*

Time period:

Intake dates July 1, 2009 through the present (using fiscal year for ease of comparison)

This provides sufficient baseline (approx. 30 mo) and post-NKLA programming (approx. 22 mo)

Records:

All cats and dogs (including all kittens and puppies) impounded during the above time

Include active animals (no outcome yet)

Fields:

Animal identification

ARN number

name

Animal characteristics

species

primary breed

sex

DOB

color/markings

S/N pre-altered status

S/N date

microchip date/status

license date/status

Intake data

intake date

intake type

intake subtype

intake reason

intake condition

intake zip code

intake agency/shelter/location

Outcome data

outcome date

outcome type

outcome subtype

outcome reason/notes

outcome zip code

receiving agency/organization

Other indicators of progress

TBD by interested parties (in first or future iterations)

*** Exact names of fields may be different in LAAS version of Chameleon; after initial review and/or testing, additional fields may be needed and/or useful so this should be considered a starting point with adjustments likely. Adjusting the custom report and producing it will take a minimal amount of staff time (15 min or less).**

APPENDIX C

DATA AUDIT & ANALYSIS ACCESS

Back to Directory

TO ACCESS LINKS

ACCESS to DATA PROJECT DOCUMENTS

LA NO-KILL DATA PROJECT DROPBOX FOLDER Back to Directory

All project documents, including this report, the data set and methods work, all figures & tables, and various references and resources related to the audit and analysis are posted for public sharing in a Dropbox folder. This is the link:

LA No-Kill Data Project Dropbox Folder

The link will be "permanent" and the folder can be accessed 24/7 by anyone with the link. Anyone with the link to the main folder will be able to access all of its contents. Individual files also have links, which are provided in Section 2 (below) of this Appendix. Other files and folders cannot be accessed from an individual file.

The conventions for indexing files and folders evolved through the course of the project – in general, documents related to different "studies" (e.g., Intake, Live Release Rate, Outcomes) can be tracked by a numeric "tag" and sequential numbering.

Most files are formatted as PDFs. All PDFs are formatted to be viewed online and/or downloaded and printed on letter-sized paper. The data set and related Excel files are NOT meant to be printed, but may be downloaded for review or independent analysis.

This folder and its contents are a work in progress, and will be updated as additional work is done. The best way to "stay current" will be to access the Dropbox folder and check the document titled "RECENT UPDATES."

SECTION 1: PDF Files with Internal Links

While the Dropbox folder contains ALL project documents, the figures and tables that represent the basis for analysis have been prepared as PDF files for each study and for all studies combined. Each PDF is prefaced with a directory to its main sections, with links that navigate to the relevant page (and back to the directory).

This is by far the easiest way to review project findings – and most files will not be updated. If a file is updated, it will ALSO be updated in the PDF. However, reviewers will need to re-access PDFs in the main Dropbox folder to ensure that the contents are current.

The following are links to the PDF files containing figures and tables from the analysis:

LA NO-KILL DATA PROJECT – ALL STUDIES
4.0 INTAKE STUDIES-All Files Combined
4.1.0 SHELTER INTERVENTION PROJECT STUDY-All Files Combined
5.0 LIVE RELEASE RATE STUDY-All Files Combined
6.0 OUTCOMES STUDIES - All Files Combined
7.0 AT-RISK STUDIES - All Files Combined

Section 2, below, provides direct links to the files in the Dropbox folder as of the date of this report.

SECTION 2: DROPBOX FOLDER DIRECTORY

Back to Directory

Note: Filenames in Directory and Dropbox Folder may be different. Content not affected.

FOLDER 1: SHELTER STATISTICS BACKGROUND (not all files represented here)
- ASILOMAR – GLOSSARY (terms and definitions relevant to defining "no-kill")
- ARTICLE – What is Your Rate? (background and examples of methods for calculating Live Release Rate)

FOLDER 2: LA SHELTER DATA REPORTS (not all files represented here)
- FINAL REPORT: LA NO-KILL DATA PROJECT (comprehensive data audit findings and recommendations)

FOLDER 3: DATA SET & DIRECTORY (not all files represented here)
- PROPOSAL: LA No-Kill Data Project
- DIRECTORY, LISTS and DATA AUDIT (Excel Workbook)

FIGURES & TABLES

FOLDER 4: INTAKE STUDIES
- 0-Intake-All Files Combined

Mo-by-Mo Trends by Species

Cats vs Dogs Comparing Shelters	1-Intake-Shls Cmprd X Mo-Cats v Dogs-Grphs
Cats & Dogs by Shelter (4pg)	2-Intake- By Shelter X Mo-Cats & Dogs-Grphs-4pg

Trends by Age Group

Cats vs Dogs by Age Group by Mo	3.1-Intake-Age Grp-LAAS X Mo-Grphs
% Each Age Group by Shelter by Yr	3.2-Intake-Age Grp %-Shls Cmprd X Yr-Grphs-2pg
4-Yr Change by Age Group by Shelter (2pg)	3.3-Intake-Age Grp-By Shl-4Y-Data Tbls-2pg

Trends by Intake Type

4-Yr Change in Intake Type by Shelter (2pg)	4-Intake-Type-By Shl-4Y-Data Tbls-2pg

Trends by Owner Surrender (OS) Reason

LAAS	5-Intake-OS Reason-LAAS-4Y-Cats v Dogs-Data Tbls	
	EVL	5.1-Intake-OS Reason-EVL-4Y-Cats v Dogs-Data Tbls
	HAR	5.2-Intake-OS Reason-HAR-4Y-Cats v Dogs-Data Tbls
	NOR	5.3-Intake-OS Reason-NOR-4Y-Cats v Dogs-Data Tbls
	SLA	5.4-Intake-OS Reason-SLA-4Y-Cats v Dogs-Data Tbls
	WLA	5.5-Intake-OS Reason-WLA-4Y-Cats v Dogs-DataTbls
	WVL	5.6-Intake-OS Reason-WVL-4Y-Cats v Dogs-Data Tbls

Trends by Top 50 Dog Breeds

LAAS	6-Intake-Dog Brd-ALL-Data Tbls	
	EVL	6.1-Intake-Dog Brd-EVL-Data Tbls
	HAR	6.2-Intake-Dog Brd-HAR-Data Tbls
	NOR	6.3-Intake-Dog Brd-NOR-Data Tbls
	SLA	6.4-Intake-Dog Brd-SLA-Data Tbls
	WLA	6.5-Intake-Dog Brd-WLA-Data Tbls
	WVL	6.6-Intake-Dog Brd-WVL-Data Tbls

Trends by Top 20 Zip Code, Jurisdiction and City

4-Yr Change in Top 20 Zip Codes	7-Intake-Top 20 Zips-By Shl-4Y-Data Tbls

Trends in S/N Status

4-Yr Change in S/N Status by Shelter	8.1-Intake-SN Status-By Shl-4Y-Data Tbls-2pg
4-Yr Change in S/N Status in Top 20 Zip Codes w/ Income Indicator	8.2-Intake-SN Status X Top 20 Zips-4Y-Data Tbls

Back to Directory

FOLDER 4.1: SHELTER INTERVENTION PROJECT STUDY

0 SIP-All Files Combined

1 SIP-Study Summary

4-Yr Trends in Over-the-Counter (OTC) Owner Surrender (OS) vs Non-OS (Non-OS) from Apr-Sep

DOGS

Graph Series 1:	Systemwide Trends	2.1 SIP-OS-All Shls-Dogs-Grphs
Graph Series 2:	South LA Shelter Trends	2.2 SIP-OS-SLA-Dogs-Grphs
Graph Series 3:	Shelters Compared	2.3 SIP-OS v NonOS-ShlComp-Dogs-Grphs
Graph Series 4:	Change by Shelter Compared	2.4 SIP-OS Chg-ShlComp-Dogs-Grphs

CATS

Graph Series 1:	Systemwide Trends	3.1 SIP-OS-All Shls-Cats-Grphs
Graph Series 2:	South LA Shelter Trends	3.2 SIP-OS-SLA-Cats-Grphs
Graph Series 3:	Shelters Compared	3.3 SIP-OS v Non OS-ShlComp-Cats-Grphs
Graph Series 4:	Change by Shelters Compared	3.4 SIP-OS Chg-ShlComp-Cats-Grphs

DATA TABLES

DOGS 4.1 SIP-Dogs-Data Details

CATS 4.2 SIP-Cats-Data Details

KEY TO GRAPHS

Graph Series 1: Systemwide Trends (for comparing to SLA)

Left	OS vs Non-OS Counts (Top) and % Change in Counts (Bottom)
Middle	OS vs Non-OS % of OTC (Top) and % Change in OS % of OTC (Bottom)
Right	Ratio of OS vs Non-OS (Top) and % Change in Ratio (Bottom)

Graph Series 2: South LA Shelter Trends (for comparing to system)

Left	OS vs Non-OS Counts (Top) and % Change in Counts (Bottom)
Middle	OS vs Non-OS % of OTC (Top) and % Change in OS % of OTC (Bottom)
Right	Ratio of OS vs Non-OS (Top) and % Change in Ratio (Bottom)

Graph Series 3: Shelters Compared (each compared to SLA)

Top	OS vs Non-OS Counts
Middle	OS vs Non-OS OS % of OTC
Bottom	Ratio of OS vs Non-OS

Graph Series 4: Change by Shelter Compared (each compared to SLA)

Top	OS vs Non-OS % Change in Counts
Middle	OS vs Non-OS % Change in OS % of OTC
Bottom	Ratio of OS vs Non-OS % Change in Ratio

Back to Directory

FOLDER 5: LIVE RELEASE RATE STUDIES

- 0-LRR-All Files Combined
- 0.0-LRR-Methods Compared-Tutorial
- 1-LRR-All Shelters
- 2-LRR-East Valley
- 3-LRR-Harbor
- 4-LRR-North Central
- 5-LRR-South LA
- 6-LRR-West LA
- 7-LRR-West Valley

Three methods for calculating Live Release Rate are compared. Each combines counts for Cats and Dogs.

METHODS

1) **% Live Intake:** Live Release Count/Total Live Intake Count
2) **% Final Outcomes:** Live Release Count/Total Final Outcomes Count
3) **% Total Inventory:** Live Release Count/Total in Inventory Count

ALTERNATIVE DENOMINATORS

Live Release = Adoption, Return-to-Owner (RTO) and Transfers to other organizations
Final Outcomes = All Live Release types plus Euthanasia, Died, and Unknown
Total Inventory = All Final Outcome types plus Shelter & Foster continuing to next period

Back to Directory

FOLDER 6: **OUTCOME STUDIES**

0.0 Outcomes -Graphs-All Files Combined

DATA TABLES (48 mo, Oct 09-Sep 10 through Oct 12-Sep 13)

4Y Trends in Outcome Types and Subtypes

CATS	Summary Statistics	1.1 Outcomes-Cats-4Y Summary
	Details by Subtype	1.2 Outcomes-Cats-4Y Details
DOGS	Summary Statistics	2.1 Outcomes-Dogs-4Y Summary
	Details by Subtype	2.2 Outcomes-Dogs-4Y Details

4Y Trends in Transfers to Partners by Type

CATS	Best Friends and New Hope	9.1 Outcomes-4Y-TransfGrps-Cats-DataTbl
DOGS	Best Friends and New Hope	9.2 Outcomes-4Y-TransfGrps-Dogs-DataTbl

GRAPHS (45 mo, Jan 2010 through Sep 2013, Calendar Yr)

Mo-by-Mo Trends in Live Intake, Live Release and Euthanasia

Systemwide and By Shelter

CATS	LAAS	1.3 Outcomes-Cats-LAAS X Mo
	EVL	1.4 Outcomes-Cats-EVL X Mo
	HAR	1.5 Outcomes-Cats-HAR X Mo
	NOR	1.6 Outcomes-Cats-NOR X Mo
	SLA	1.7 Outcomes-Cats-SLA X Mo
	WLA	1.8 Outcomes-Cats-WLA X Mo
	WVL	1.9 Outcomes-Cats-WVL X Mo
DOGS	LAAS	2.3 Outcomes-Dogs-LAAS X Mo
	EVL	2.4 Outcomes-Dogs-EVL X Mo
	HAR	2.5 Outcomes-Dogs-HAR X Mo
	NOR	2.6 Outcomes-Dogs-NOR X Mo
	SLA	2.7 Outcomes-Dogs-SLA X Mo
	WLA	2.8 Outcomes-Dogs-WLA X Mo
	WVL	2.9 Outcomes-Dogs-WVL X Mo

Shelters Compared Side-by-Side

CATS	Live Release & Euthanasia Counts	3.1 Outcomes-Cats-Shls X Mo-Counts
	Live Release Rates	3.2 Outcomes-Cats-Shls X Mo-LR Rates
	Euthanasia Rates	3.3 Outcomes-Cats-Shls X Mo-Eu Rates
DOGS	Live Release & Euthanasia Counts	4.1 Outcomes-Dogs-Shls X Mo-Counts
	Live Release Rates	4.2 Outcomes-Dogs-Shls X Mo-LR Rates
	Euthanasia Rates	4.3 Outcomes-Dogs-Shls X Mo-Eu Rates

Yr-by-Yr Trends in Live Intake, Live Release and Euthanasia

CATS	Systemwide Counts and Rates	5.1 Outcomes-Cats-LAAS X Yr
	Counts Compared by Shelter	5.2 Outcomes-Cats-Shls X Yr-Counts
	Rates Compared by Shelter	5.3 Outcomes-Cats-Shls X Yr-Rates
DOGS	Systemwide Counts and Rates	6.1 Outcomes-Dogs-LAAS X Yr
	Counts Compared by Shelter	6.2 Outcomes-Dogs-Shls X Yr-Counts
	Rates Compared by Shelter	6.3 Outcomes-Dogs-Shls X Yr-Rates

Trends in Live Release Types and Euthanasia Reasons

CATS	Systemwide by Mo	7.1 Outcomes-Cats-LAAS X Mo-Subtype Rates
	Shelters Compared by Yr	7.2 Outcomes-Cats-Shls X Yr-Subtype Rates
DOGS	Systemwide by Mo	8.1 Outcomes-Dogs-LAAS X Mo-Subtype Rates
	Shelters Compared by Yr	8.2 Outcomes-Dogs-Shls X Yr-Subtype Rates

Back to Directory

FOLDER 7: AT-RISK STUDIES

0.0-AtRisk-All Files Combined

At-Risk populations that were focused upon include Cats vs. Dogs, Age Groups, Dog Breed and Dog Size. Each population was studied to determine trends in Live Release and Euthanasia.

Descriptive statistics identify 4-Yr trends in Adoption, Transfer and Euthanasia for at-risk populations. Transfers to partners (Best Friends, New Hope transporters, and New Hope local adopters) were also analyzed to determine how partners are impacting at-risk populations. These statistics show combined total counts by partner for at-risk groups transferred over two years – from Oct 2011 to Sep 2013. This allows an approximation of the impact of the NKLA incentive program for New Hope groups, which was launched in Fall 2011.

Statistical analyses looked for significant differences between at-risk and comparison groups and trend changes between 2010 and 2013. In addition, statistical analyses were used to determine the most likely influences on trends over time. Technical papers resulting from statistical analysis to be posted and summarized separately.

Trends in Age Group Outcomes

4-Yr Trends in Adoption, Transfer and Euthanasia — 1.0-AtRisk-AgeGrp-Cats&Dogs-DataTbls

Cat Transfers over 2-Yrs (2pg) — 1.1-AtRisk-TrfPart-AgeGrp-Cats-DataTbls-2pg

Trends in Top 5 Dog Breeds and Size Groups

4-Yr Trends in Adoption, Transfer and Euthanasia — 2.0-AtRisk-Top5Brd&Size-Dogs-DataTbls

Dog Transfers over 2-Yrs (2 pg) — 2.1-AtRisk-TrfPart-Brd&Size-Dogs-DataTbls-2pg

KEY TO STUDIES: (D=Descriptive study; S=Statistical analysis)

Species (D,S)

Age Groups (D, S)

- <8wks (neonate)
- 6mo-1yr (juvenile)
- 1yr-3yr (young adult)
- 3yr-6yr (adult)
- >6yr (senior)

Dog Breed

- Top 5 Breeds (D)
- Pit Bull-Type vs. Non-Pit Bull-Type (S)
- Chihuahuas vs. Non-Chihuahuas (S)

Dog Size (D,S)

- S/ML (S=<30lbs; ML=30-60lbs)
- L (L=>60lbs)

HANDOUT A

LA No-Kill Data Project
Trends in Live Release - Alternative Views

LRR X Method X Mo/Yr

LAAS Shelters - Cats & Dogs

Calculating Live Release (LR) Rate

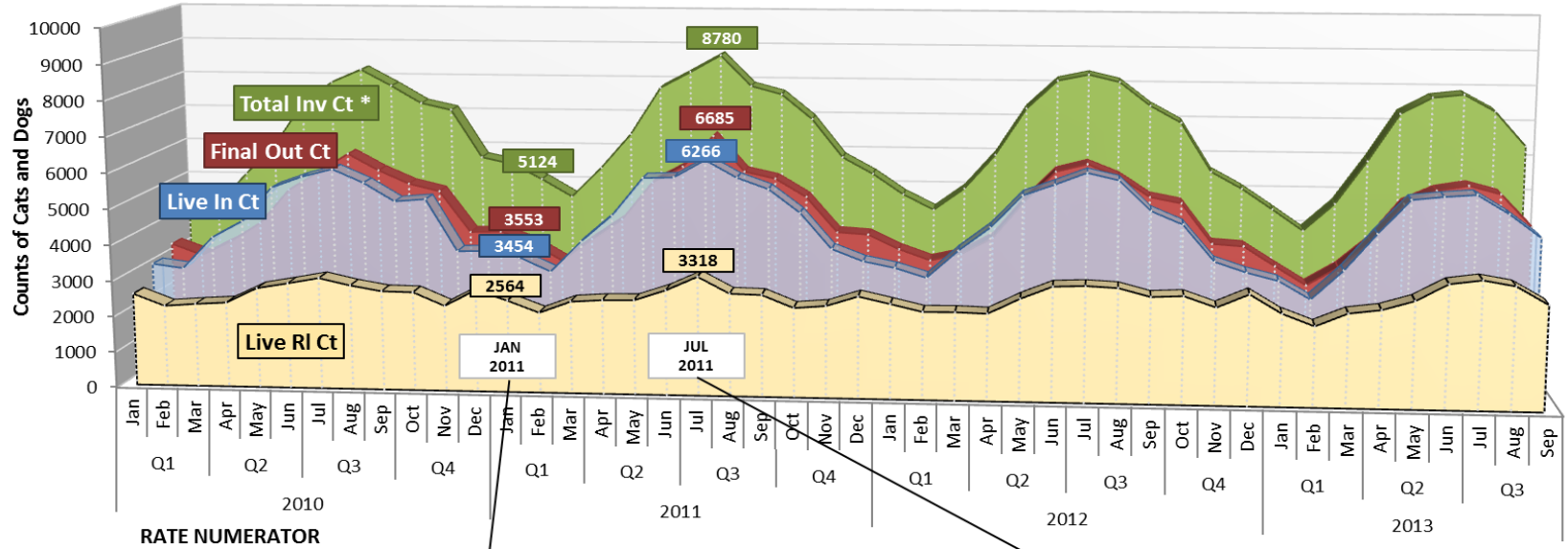
Alternative Methods Compared

LR Rate	as % Live In	as % Final Out	as % Total Inv
2010	59.4%	59.4%	57.8%
2011	57.7%	57.5%	56.0%
2012	63.0%	63.2%	61.4%
% Rate Chg	3.6%	3.8%	3.6%

2013 data partial; % rate chg excluded

% Total Inventory is a method subject to current database and datakeeping limitations . *

LAAS currently calculates Live Release Rate as **% Live Intake**



RATE NUMERATOR

Live Release (LR)
Counts of Adoptions, RTOs, Transfers

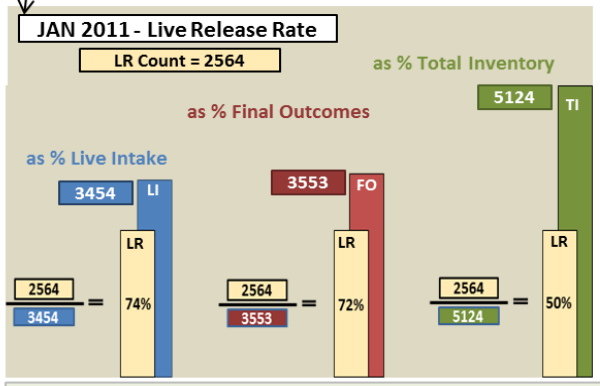
RATE DENOMINATOR

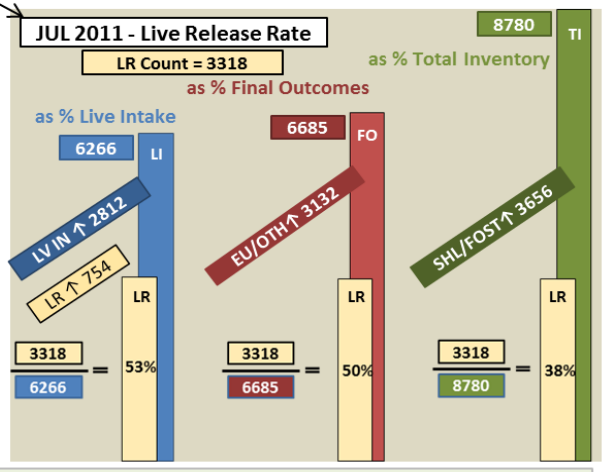
ALTERNATIVE METHODS

Live Intake (LI) Method (Intake-Based)
Counts of Unique Live Impounds Only

Final Outcomes (FO) Method (Outcomes-Based)
Counts of
Euthanasia, Died & Unknown Outcomes +
All Live Releases

% Total Inventory (TI) * Method (Population-Based)
Counts of
Continuing Shelter & Foster Population +
All Final Outcomes



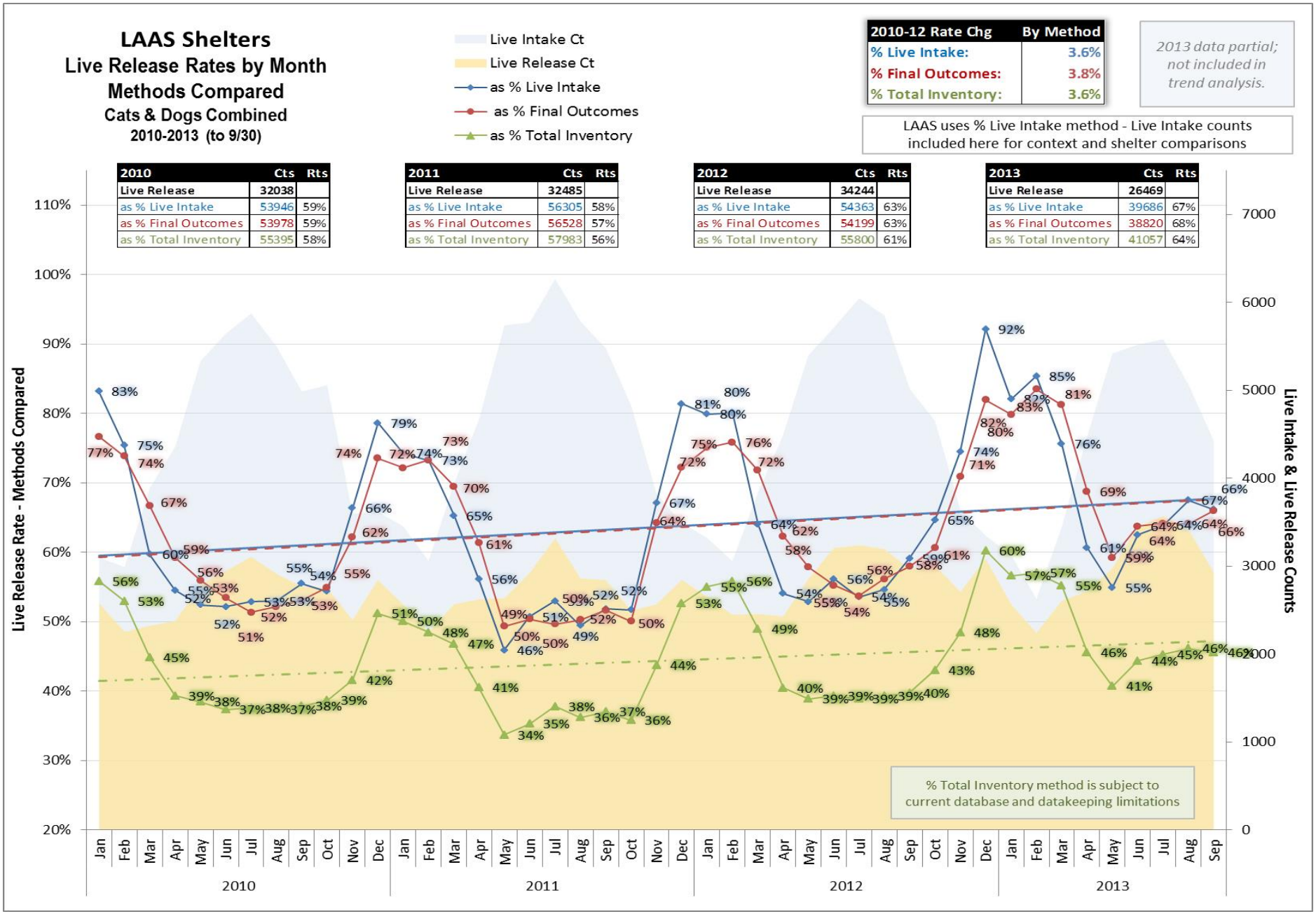


* % TI method not well-supported by commercial shelter software as counts for continuing population are not included in outcome reporting.

HANDOUT B

LA No-Kill Data Project
Trends in Live Release - Alternative Views

LRR X Method X Mo/Yr



Prepared by: Sue M
Final on: 04/14/14

Source: LAAS Shelter Database

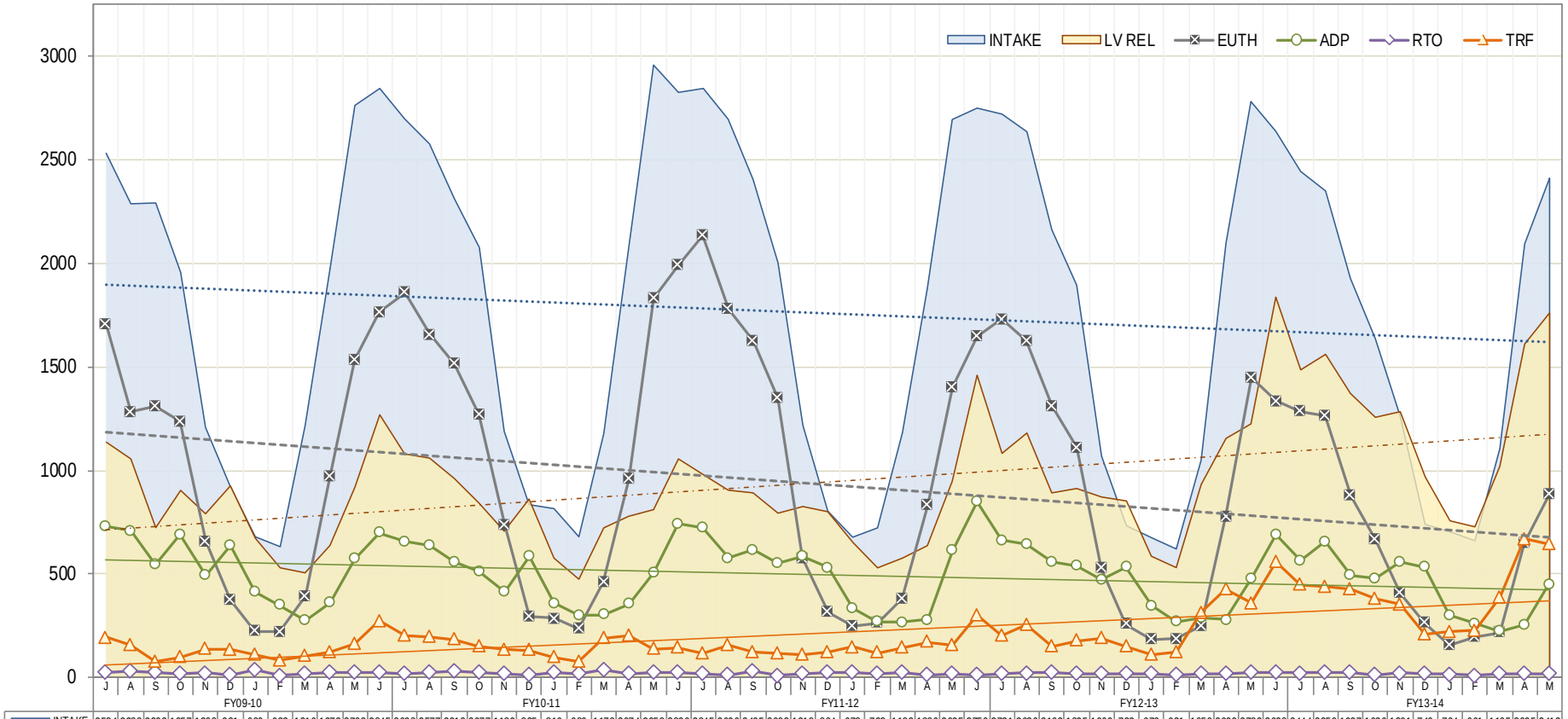
Prepared for: ASC, LAAS and general public
Filename: Picts-Proj-LR Mthd Cmprd 041414; Sheetname: Pict-LRMthXShl

HANDOUT C

LAAS SHELTER SYSTEM
CATS
5YR INTAKE & OUTCOME TRENDS
Data Source: LAAS Website

Outcome "Shares"**	**FY09-10**	FY10-11	FY11-12	FY12-13	**FY13-14**	Diff (Cmp-BL)	% Diff (Cmp-BL)/BL
LV IN	20639	21616	21098	20353	16703	3936	-19%
EUTH	57%	61%	60%	53%	41%	-15%	-27%
ADP	31%	28%	29%	28%	29%	-3%	-9%
RTO	1%	1%	1%	1%	1%	0%	-4%
TR-BF**	0%	0%	1%	8%	14%	14%	79%
TR-NH	8%	9%	7%	7%	13%	5%	58%
OTH	3%	2%	2%	3%	3%	0%	-4%

* Values do not reflect adjustments based on audit findings ** TR-BF baseline is FY12-13



	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
INTAKE	2534	2288	2292	1957	1208	921	680	632	1216	1972	2763	2845	2698	2577	2312	2077	1189	835	816	680	1178	2074	2958	2826	2845	2696	2405	2003	1218	804	678	723	1183	1880	2695	2750	2721	2636	2163	1895	1069	733	676	621	1050	2099	2782	2638	2444	2350	1927	1636	1261	740	704	661	1105	2095	2412
LV REL	1138	1056	724	904	791	926	673	530	506	638	919	1269	1080	1060	961	841	707	862	577	475	723	779	811	1056	980	905	892	794	826	801	654	530	577	637	948	1460	1083	1181	892	913	872	853	586	531	932	1155	1225	1837	1486	1561	1372	1257	1284	970	757	728	1020	1611	1761
EUTH	1704	1283	1312	1235	656	374	224	220	394	974	1532	1763	1860	1657	1514	1272	734	294	285	238	463	959	1834	1991	2134	1781	1627	1352	578	317	249	265	378	833	1403	1646	1730	1628	1308	1110	527	258	184	188	249	775	1446	1335	1286	1266	877	666	407	264	159	199	219	651	885
ADP	728	710	548	690	493	641	414	350	278	363	575	700	655	639	561	515	416	586	358	303	304	357	508	744	723	577	616	552	586	530	332	271	266	280	613	849	663	645	561	541	475	533	349	271	287	280	479	688	566	658	493	477	560	534	299	263	224	252	450
RTO	24	30	26	20	22	13	39	10	18	27	24	23	21	23	28	24	19	12	23	20	37	20	27	24	21	12	28	10	18	23	26	19	25	13	21	11	18	22	25	18	17	18	17	12	19	21	26	27	22	27	27	14	22	20	16	9	20	19	19
TRF	193	158	75	97	138	136	110	85	105	124	160	273	202	199	186	151	136	132	98	76	191	201	138	144	118	158	124	116	111	124	148	120	143	172	157	300	201	257	153	177	190	151	110	124	313	427	360	561	449	438	426	383	351	208	221	228	388	670	646

FOR PUBLIC REVIEW

CATS OUTCOME STATISTICS	cnc = cannot calculate; Yr 1 value is "0" (+ or - [yyyy]) = added/ retired code by approx yr recoded = data audit correction analyst code = for further analysis; not LAAS code		Count over 4 YRS (YR1 is baseline; comparison is YR4)				Change in Count		Change in % of Outcome Class				Change in Outcome Rate (calculated as % Live Intake)			
Class	**Type**	**Subtype**	**Y1 Oct09-Sep10**	**Y2 Oct10-Sep11**	**Y3 Oct11-Sep12**	**Y4 Oct12-Sep13**	**4 Yr Diff in Ct**	**4 Yr %Diff in Ct**	**Y1 % of Class**	**Y4 % of Class**	**4 Yr Diff in Cls %**	**4 Yr %Diff in Cls**	**Y1 Out Rt**	**Y4 Out Rt**	**4 Yr Diff in Rt**	**4 Yr %Diff in Rt**
LIVE RL	**ADOPTION**		**6339**	**6000**	**6142**	**5614**	**-725**	**-11%**	**74%**	**58%**	**-16%**	**-22%**	**29.8%**	**28.4%**	**-1.3%**	**-4.5%**
	RTO		**352**	**351**	**287**	**306**	**-46**	**-13%**	**4%**	**3%**	**-1%**	**-23%**	**1.7%**	**1.6%**	**-0.1%**	**-6.2%**
	TRANSFER	TRAN-BF			541	2035	2035	cnc	0%	21%	21%	cnc		10.3%	10.3%	cnc
		TRAN-NH	1811	1652	1450	1687	-124	-7%	21%	17%	-4%	-18%	8.5%	8.5%	0.0%	0.5%
		TRAN-OTH	11	16	40	1	-10	-91%	0%	0%	0%	-92%	0.1%	0.0%	0.0%	-90.2%
	TRANSFER Total		**1823**	**1668**	**2031**	**3723**	**1900**	**104%**	**21%**	**39%**	**17%**	**80%**	**8.6%**	**18.9%**	**10.3%**	**120.3%**
LIVE RL Total			**8514**	**8019**	**8460**	**9643**	**1129**	**13%**	**100%**	**100%**	**0%**	**0%**	**40.0%**	**48.9%**	**8.9%**	**22.2%**
	EU-BEHAVIOR	BEHAV HIST	360	237	223	270	-90	-25%	3%	3%	0%	-2%	1.7%	1.4%	-0.3%	-19.1%
		BEHAV OBSV	1578	1851	1778	934	-644	-41%	13%	10%	-3%	-23%	7.4%	4.7%	-2.7%	-36.2%
EUTHANASIA	**EU-BEHV Total**		**1938**	**2088**	**2001**	**1204**	**-734**	**-38%**	**16%**	**13%**	**-3%**	**-19%**	**9.1%**	**6.1%**	**-3.0%**	**-33.0%**
	EU-MED NTR	IRR SUFFER	1859	1735	1753	1527	-332	-18%	15%	16%	1%	7%	8.7%	7.7%	-1.0%	-11.4%
		AT PVT VET	234	244	213	224	-10	-4%	2%	2%	0%	25%	1.1%	1.1%	0.0%	3.3%
		FIELD	5	1	0	0	-5	-100%	0%	0%	0%	-100%	0.0%	0.0%	0.0%	-100.0%
		PUB HEALTH	0	0	0	1	1	cnc	0.0%	0.0%			0.0%	0.0%		
		Humane (analyst code)	*2098*	*1980*	*1966*	*1752*	*-346*	*-16%*	*17%*	*18%*	*2%*	*9%*	*9.9%*	*8.9%*	*-1.0%*	*-9.9%*
		8 WKS UST	4831	6419	5519	4903	72	1%	39%	52%	13%	32%	22.7%	24.8%	2.2%	9.5%
		MEDICAL (-2010)	854				-854	-100%	7%	0%	-7%	-100%	4.0%	0.0%	-4.0%	-100.0%
		MED NON MG	856	1190	1030	988	132	15%	7%	10%	3%	51%	4.0%	5.0%	1.0%	24.5%
		Conditional (analyst code)	*6541*	*7609*	*6549*	*5891*	*-650*	*-10%*	*53%*	*62%*	*9%*	*18%*	*30.7%*	*29.9%*	*-0.9%*	*-2.9%*
	EU-MNTR Total		**7785**	**9589**	**8515**	**7643**	**-142**	**-2%**	**63%**	**81%**	**18%**	**28%**	**36.6%**	**38.7%**	**2.2%**	**5.9%**
	EU-MTRT	8 WKS SUST	574	301	230	223	-351	-61%	5%	2%	-2%	-49%	2.7%	1.1%	-1.6%	-58.1%
		MED REHAB	432	564	239	50	-382	-88%	3%	1%	-3%	-85%	2.0%	0.3%	-1.8%	-87.5%
	EU-MTRT Total		**1006**	**865**	**469**	**273**	**-733**	**-73%**	**8%**	**3%**	**-5%**	**-65%**	**4.7%**	**1.4%**	**-3.3%**	**-70.7%**
	EU-SP	SPACE (+ 2012)			501	372	372	cnc	0%	4%	4%	cnc	0.0%	1.9%	1.9%	cnc
		TIME/SP.MD (-2010)	22				-22	-100%	0%	0%	0%	-100%	0.1%	0.0%	-0.1%	-100.0%
		TIME/SPACE (-2013)	784	1061	187		-784	-100%	6%	0%	-6%	-100%	3.7%	0.0%	-3.7%	-100.0%
	EU-SP Total		**806**	**1061**	**688**	**372**	**-434**	**-54%**	**7%**	**4%**	**-3%**	**-40%**	**3.8%**	**1.9%**	**-1.9%**	**-50.2%**
EUTH Total			**12389**	**13603**	**11673**	**9492**	**-2897**	**-23%**	**100%**	**100%**	**0%**	**0%**	**58.2%**	**48.1%**	**-10.1%**	**-17.4%**
DIED		ENROUTE	91	60	58	57	-34	-37%	12%	10%	-2%	-15%	0.4%	0.3%	-0.1%	-32.4%
		AT PVT VET	9	11	7	9	0	0%	1%	2%	0%	36%	0.0%	0.0%	0.0%	7.9%
		PUB HEALTH	0	0	1	2	2	cnc	0%	0%	0%	cnc	0.0%	0.0%	0.0%	cnc
		FOSTER	158	96	48	81	-77	-49%	21%	15%	-6%	-30%	0.7%	0.4%	-0.3%	-44.7%
		FOSTER (recoded)	186	136	202	167	-19	-10%	25%	31%	6%	22%	0.9%	0.8%	0.0%	-3.1%
		IN KENNEL	227	176	221	181	-46	-20%	31%	33%	3%	9%	1.1%	0.9%	-0.1%	-14.0%
		IN KENNELX (recoded)	68	32	55	46	-22	-32%	9%	8%	-1%	-8%	0.3%	0.2%	-0.1%	-27.0%
		IN SURGERY	5	2	5	3	-2	cnc	1%	1%	0%	cnc	0.0%	0.0%	0.0%	cnc
		CREM-PRIV	0	0	2	0	0	cnc	0%	0%	0%	cnc	0.0%	0.0%	0.0%	cnc
		CREM-VET	0	1	0	0	0	cnc	0%	0%	0%	cnc	0.0%	0.0%	0.0%	cnc
DIED Total			**744**	**514**	**599**	**546**	**-198**	**-27%**	**100%**	**100%**	**0%**	**0%**	**3.5%**	**2.8%**	**-0.7%**	**-20.8%**
UNK Total			**135**	**100**	**75**	**31**	**-104**	**-77%**	**100%**	**100%**	**0%**	**0%**	**0.6%**	**0.2%**	**-0.5%**	**-75.2%**
Grand Total			**21782**	**22236**	**20807**	**19712**	**-2070**	**-10%**	**100%**	**100%**	**0%**	**0%**	**102.3%**	**99.9%**	**-2.4%**	**-2.4%**

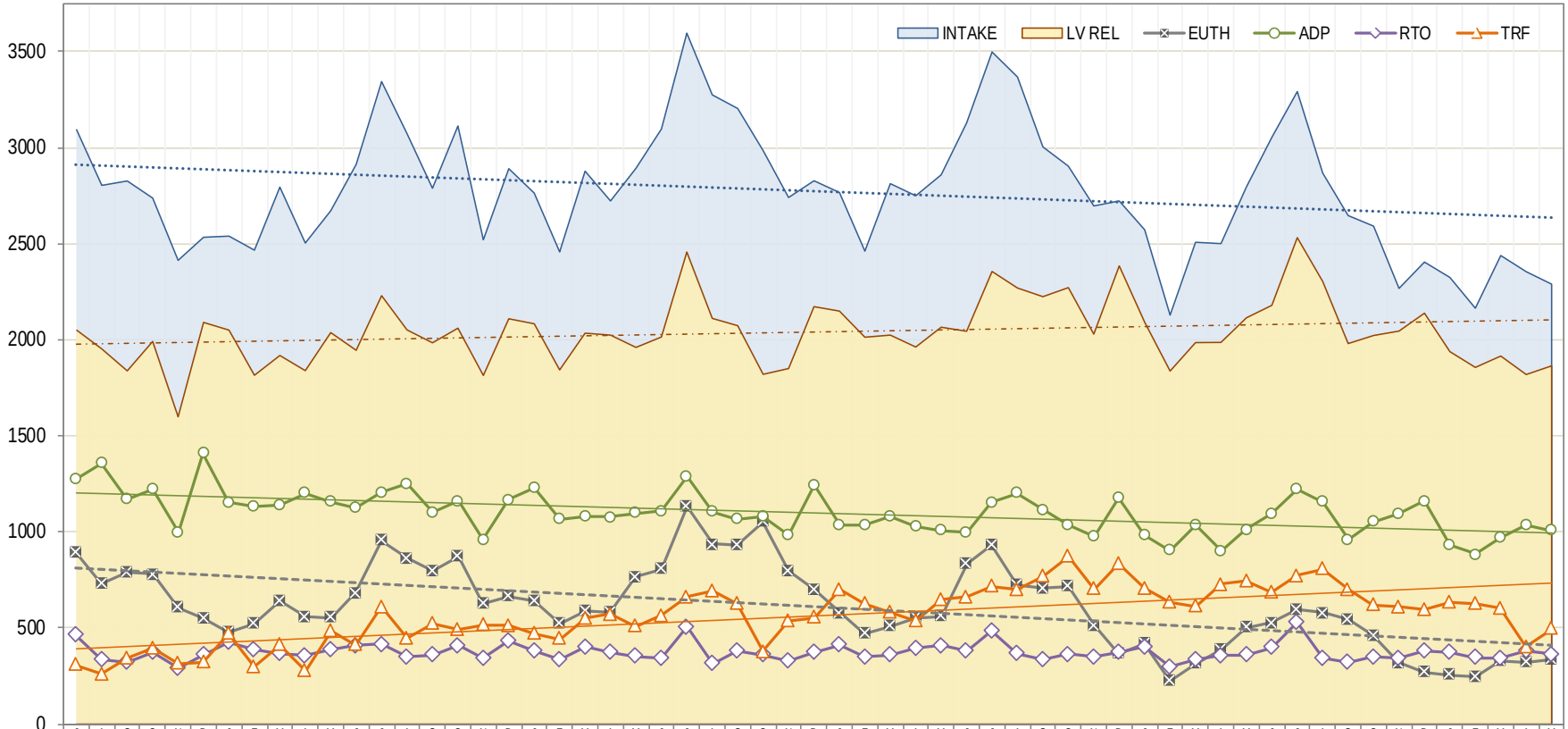
SOURCE: LAAS Shelter Database

HANDOUT E

LAAS SHELTER SYSTEM
DOGS
5YR INTAKE & OUTCOME TRENDS
Data Source: LAAS Website

Outcome "Shares"**	FY09-10 (Baseline)	FY10-11	FY11-12	FY12-13	FY13-14 (Comparison)	Diff (Cmp-BL)	% Diff (Cmp-BL)/BL
LV IN	31303	33476	34152	32605	26659	4644	-15%
EUTH	25%	26%	27%	19%	16%	-9%	-36%
ADP	46%	40%	38%	39%	43%	-3%	-6%
RTO	14%	13%	13%	14%	15%	1%	7%
TR-BF**	0%	0%	3%	9%	9%	9%	2%
TR-NH	11%	15%	15%	16%	15%	4%	36%
OTH	4%	5%	5%	3%	1%	-3%	-75%

* Values do not reflect adjustments based on audit findings ** TR-BF baseline is FY12-13



	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
	FY09-10												FY10-11												FY11-12												FY12-13												FY13-14											
INTAKE	3095	2803	2826	2737	2413	2533	2539	2466	2794	2503	2671	2912	3343	3072	2788	3112	2520	2890	2763	2457	2877	2722	2892	3096	3595	3274	3203	2984	2740	2827	2766	2461	2812	2749	2858	3128	3497	3367	3003	2903	2696	2722	2572	2128	2507	2500	2795	3053	3291	2867	2646	2591	2267	2404	2324	2164	2438	2354	2289
LV REL	2051	1952	1838	1991	1599	2090	2050	1815	1918	1839	2037	1945	2229	2051	1984	2060	1814	2109	2083	1843	2034	2024	1960	2014	2456	2111	2073	1820	1850	2172	2149	2013	2024	1962	2065	2044	2355	2269	2224	2271	2029	2384	2091	1837	1985	1986	2114	2179	2531	2303	1980	2022	2045	2138	1938	1856	1915	1819	1864
EUTH	891	733	789	779	605	553	481	522	643	557	554	682	955	861	794	875	627	665	639	524	591	580	764	808	1135	935	930	1053	796	700	578	469	510	554	560	837	929	723	705	719	513	366	418	227	317	386	502	526	596	578	546	462	319	272	256	247	328	320	334
ADP	1277	1356	1169	1220	996	1411	1151	1130	1141	1202	1158	1123	1205	1251	1099	1160	959	1166	1230	1066	1082	1077	1097	1107	1289	1106	1065	1083	986	1245	1038	1037	1081	1026	1009	999	1152	1202	1115	1036	976	1177	983	903	1038	902	1011	1092	1225	1157	958	1053	1093	1160	930	883	971	1037	1007
RTO	466	336	324	375	288	359	426	388	366	358	391	408	416	352	361	409	340	431	381	334	404	375	354	344	505	315	380	359	328	373	413	348	359	397	407	382	488	369	338	362	351	373	401	298	334	357	361	399	533	340	322	350	344	381	372	346	343	381	362
TRF	308	260	345	396	315	320	473	297	411	279	488	414	608	448	524	491	515	512	472	443	548	572	509	563	662	690	628	378	536	554	698	628	584	539	649	663	715	698	771	873	702	834	707	636	613	727	742	688	773	806	700	619	608	597	636	627	601	401	495

FOR PUBLIC REVIEW

DOGS OUTCOME STATISTICS	cnc = cannot calculate; Yr 1 value is "0" (+ or - [yyyy]) = added/ retired code by approx yr recoded = data audit correction analyst code = for further analysis; not LAAS code		Count over 4 YRS (YR1 is baseline; comparison is YR4)				Change in Count		Change in % of Outcome Class				Change in Outcome Rate (calculated as % Live Intake)			
Class	**Type**	**Subtype**	**Y1 Oct09-Sep10**	**Y2 Oct10-Sep11**	**Y3 Oct11-Sep12**	**Y4 Oct12-Sep13**	**4 Yr Diff in Ct**	**4 Yr %Diff in Ct**	**Y1 % of Class**	**Y4 % of Class**	**4 Yr Diff in Cls %**	**4 Yr %Diff in Cls**	**Y1 Out Rt**	**Y4 Out Rt**	**4 Yr Diff in Rt**	**4 Yr %Diff in Rt**
LIVE RELEASE	**ADOPTION**		**14060**	**13387**	**12955**	**12435**	**-1625**	**-12%**	**60%**	**49%**	**-11%**	**-19%**	**44.2%**	**39.4%**	**-4.8%**	**-10.9%**
	RTO		**4922**	**5102**	**5005**	**4718**	**-204**	**-4%**	**21%**	**18%**	**-3%**	**-12%**	**15.5%**	**14.9%**	**-0.5%**	**-3.5%**
	TRANSFER	TRAN-BF			1550	3275	3275	cnc		13%	13%	cnc		10.4%	10.4%	cnc
		TRAN-NH	4100	5285	4881	5100	1000	24%	17%	20%	2%	14%	12.9%	16.1%	3.3%	25.2%
		TRAN-OTH	366	768	503	95	-271	-74%	2%	0%	-1%	-76%	1.2%	0.3%	-0.9%	-73.9%
	TRANSFER Total		**4466**	**6053**	**6934**	**8470**	**4004**	**90%**	**19%**	**33%**	**14%**	**74%**	**14.0%**	**26.8%**	**12.8%**	**91.0%**
LIVE RL Total			**23448**	**24542**	**24894**	**25623**	**2175**	**9%**	**100%**	**100%**	**0%**	**0%**	**73.7%**	**81.1%**	**7.4%**	**10.0%**
EUTHANASIA	**EU-BEHAVIOR**	BEHAV HIST	393	306	305	264	-129	-33%	5%	5%	0%	-6%	1.2%	0.8%	-0.4%	-32.4%
		BEHAV OBSV	1701	1970	1869	683	-1018	-60%	21%	12%	-9%	-44%	5.3%	2.2%	-3.2%	-59.6%
	EU-BEHV Total		**2094**	**2276**	**2174**	**947**	**-1147**	**-55%**	**26%**	**17%**	**-10%**	**-37%**	**6.6%**	**3.0%**	**-3.6%**	**-54.5%**
	EU-MED NTR	IRR SUFFER	1767	2018	1934	1571	-196	-11%	22%	28%	5%	25%	5.6%	5.0%	-0.6%	-10.5%
		AT PVT VET	276	309	251	229	-47	-17%	3%	4%	1%	16%	0.9%	0.7%	-0.1%	-16.5%
		FIELD	2	0	1	1	-1	-50%	0%	0%	0%	-30%	0.0%	0.0%	0.0%	-49.7%
		Humane (analyst code)	*2045*	*2327*	*2186*	*1801*	*-244*	*-12%*	*26%*	*32%*	*6%*	*23%*	*6.4%*	*5.7%*	*-0.7%*	*-11.3%*
		8 WKS UST	143	206	200	156	13	9%	2%	3%	1%	53%	0.4%	0.5%	0.0%	9.8%
		MEDICAL (-2010)	803				-803	-100%	10%	0%	-10%	-100%	2.5%	0.0%	-2.5%	-100.0%
		MED NON MG	680	1438	1469	1549	869	128%	9%	27%	19%	219%	2.1%	4.9%	2.8%	129.4%
		Conditional (analyst code)	*1626*	*1644*	*1669*	*1705*	*79*	*5%*	*20%*	*30%*	*10%*	*47%*	*5.1%*	*5.4%*	*0.3%*	*5.6%*
	EU-MNTR Total		**3671**	**3971**	**3855**	**3506**	**-165**	**-4%**	**46%**	**62%**	**16%**	**34%**	**11.5%**	**11.1%**	**-0.4%**	**-3.8%**
	EU-MED TRT	8 WKS SUST	3	2	7	0	-3	-100%	0%	0%	0%	-100%	0.0%	0.0%	0.0%	-100.0%
		MED REHAB	196	217	180	22	-174	-89%	2%	0%	-2%	-84%	0.6%	0.1%	-0.5%	-88.7%
	EU-MTRT Total		**199**	**219**	**187**	**22**	**-177**	**-89%**	**2%**	**0%**	**-2%**	**-85%**	**0.6%**	**0.1%**	**-0.6%**	**-88.9%**
	EU-SPACE	SPACE (+ 2012)			991	1210	1210	cnc	0%	21%	21%	cnc	0.0%	3.8%	3.8%	cnc
		TIME/SP.MD (-2010)	143				-143	-100%	2%	0%	-2%	-100%	0.4%	0.0%	-0.4%	-100.0%
		TIME/SPACE (-2012)	1862	2594	1196		-1862	-100%	23%	0%	-23%	-100%	5.9%	0.0%	-5.9%	-100.0%
	EU-SP Total		**2005**	**2594**	**2187**	**1210**	**-795**	**-40%**	**25%**	**21%**	**-4%**	**-15%**	**6.3%**	**3.8%**	**-2.5%**	**-39.2%**
EUTH Total			**7969**	**9060**	**8403**	**5685**	**-2284**	**-29%**	**100%**	**100%**	**0%**	**0%**	**25.1%**	**18.0%**	**-7.1%**	**-28.2%**
DIED		ENROUTE	79	80	63	69	-10	-13%	21%	22%	1%	4%	0.2%	0.2%	0.0%	-12.1%
		AT PVT VET	17	15	13	11	-6	-35%	5%	4%	-1%	-23%	0.1%	0.0%	0.0%	-34.8%
		PUB HEALTH	0	0	2	0	0	cnc	0%	0%	0%	cnc	0.0%	0.0%	0.0%	cnc
		FOSTER	19	22	16	8	-11	-58%	5%	3%	-3%	-50%	0.1%	0.0%	0.0%	-57.6%
		FOSTER (recoded)	20	24	33	11	-9	-45%	5%	4%	-2%	-35%	0.1%	0.0%	0.0%	-44.6%
		IN KENNEL	172	227	243	148	-24	-14%	47%	48%	1%	2%	0.5%	0.5%	-0.1%	-13.4%
		IN KENNELX (recoded)	59	66	71	57	-2	-3%	16%	18%	2%	15%	0.2%	0.2%	0.0%	-2.7%
		IN SURGERY	0	4	2	4	4	cnc	0%	1%	1%	cnc	0.0%	0.0%	0.0%	cnc
		CREM-PRIV	3	1	1	2	-1	-33%	1%	1%	0%	-21%	0.0%	0.0%	0.0%	-32.9%
		CREM-VET	0	1	0	0	0	cnc	0%	0%	0%	cnc	0.0%	0.0%	0.0%	cnc
DIED Total			**369**	**439**	**444**	**310**	**-59**	**-16%**	**100%**	**100%**	**0%**	**0%**	**1.2%**	**1.0%**	**-0.2%**	**-15.4%**
UNK Total			**55**	**46**	**28**	**31**	**-24**	**-44%**	**100%**	**100%**	**0%**	**0%**	**0.2%**	**0.1%**	**-0.1%**	**-43.2%**
TOTAL OUTCOMES			**31841**	**34087**	**33769**	**31649**	**-192**	**-1%**	**100%**	**100%**	**0%**	**0%**	**100.1%**	**100.2%**	**0.1%**	**0.1%**

SOURCE: LAAS Shelter Database

City of Los Angeles

CALIFORNIA

ERIC GARCETTI
MAYOR

DEPARTMENT OF ANIMAL SERVICES
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Los Angeles, CA 90012
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BRENDA F. BARNETTE
GENERAL MANAGER

JOHN D. CHAVEZ
ASSISTANT GENERAL MANAGER

DR. JEREMY PRUPAS
CHIEF VETERINARIAN

May 15, 2014

TASK ORDER SOLICITATION

The Department of Animal Services is requesting a bid on the following:

1. **PROJECT DESCRIPTION:** The Ringling Bros. and Barnum & Bailey circus will be in Los Angeles from July 9 to July 15, 2014. The Department of Animal Services will require a veterinarian to provide performing animal permit-related inspection services.

2. **SCOPE OF WORK:** The proposed scope of work required will include, but not be limited to, the following:

    a. Inspecting circus elephants, tigers and other wild and exotic animals, as well as their travel containers, including before, during and after a performance.

    b. Checking the travel and location accommodations to make sure that they meet USDA standards for approved accommodations (space, cleanliness, etc.), reviewing medical records on each animal, where necessary in the opinion of the veterinarian, accompanying and observing the animals as they walk to their temporary shelters. These inspections may occur before dawn and late into the evening.

    c. Providing the Department with a complete report detailing his/her findings.

3. **SCHEDULE OF WORK:** The circus performances start on Wednesday, July 9, 2014; however, the veterinarian must plan to be here prior to that date. The animals will disembark from the train prior to that date and the veterinarian is required to be there during this time. Animal Services staff will be there as well. The veterinarian must attend at least one performance and inspect/observe the animals before, during and after a performance. The veterinarian does not need to be here for the duration of Ringling Bros.' seven-day performance schedule. The final report is due within 30 days of witnessing the circus performance(s).

4. **INSURANCE REQUIREMENTS:** Workers' Compensation, General Liability, and Professional Liability (errors and omissions) limits are $1,000,000 each, naming the City as an additional insured. Work cannot commence or continue if the proper proof of insurance forms is not on file. Also, invoices will not be paid if the proper proof of insurance forms is not on file. For additional information about requirements, contact the Office of the City Administrative Officer at (213) 978-RISK (7475) or http://cao.lacity.org/risk/index.htm.

5. **SUBMITTAL REQUIREMENTS:** Veterinarians need to submit a bid detailing the costs for providing these services. Last year, these services cost the Department less than $6000. The Department will reimburse actual travel fares, incidentals and hotel costs plus IRS-approved per diem rates for travel time. Consulting fees shall apply only to actual hours worked on site and completion time for final report preparation and submission but not on travel days.

The Department recognizes that the while the performing animal permit will be issued prior to the circus performance, it still has the right to inspect elephants and other animals before, during and after performances, as needed.

Assignments will reflect the best overall value to the City. Please submit your qualifications no later than **FRIDAY, MAY 23, 2014** to john.chavez@lacity.org with the subject heading "*Task Order Solicitation - Wild and Exotic Animal Veterinarian*" or at the address on the letterhead. If you have any questions, please contact Mr. Chavez via email or at 213-482-9558.

BRENDA F. BARNETTE
General Manager

x:\budgets\jdc\rfp-rfq\wild and exotic animal vet\elephant vet rfq 2014\task order solicitation for wild and exotic animal veterinarian.docx

City of Los Angeles

CALIFORNIA

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BRENDA F. BARNETTE
General Manager

JOHN CHAVEZ
Assistant General Manager

Report to the Board of Animal Services Commissioners

Brenda Barnette, General Manager

COMMISSION MEETING DATE: June 24, 2014 **PREPARED BY:** John Chavez

REPORT DATE: June 19, 2014 **TITLE:** Asst. General Manager

SUBJECT: REQUEST TO USE ANIMAL WELFARE TRUST FUND TO PAY FOR ELEPHANT VETERINARIAN

BOARD ACTION RECOMMENDED:

That the Board:

- AUTHORIZE the Department to use $6,500 in Animal Welfare Trust Funds for the veterinary services provided by Dr. Philip Ensley.

SUMMARY

Since 2011, the City of Los Angeles has used the veterinary services provided by wild and exotic animal veterinarians. Initially, these services were provided by a veterinarian paid by donors. However, since 2012, the Department has paid for these services, beginning with Dr. Ensley in 2012 and Dr. Rhonda Aliah in 2013. This year, the Department is recommending the services of Dr. Ensley and the use of the Animal Welfare Trust Fund to pay for these services.

BACKGROUND

To ensure that wild and exotic animals that are part of circuses staged in Los Angeles are treated humanely, the City of Los Angeles requires the services of a veterinarian as part of the permitting process for traveling circuses. In 2011, donors paid for this service on behalf of the City. The following year, Dr. Phillip Ensley was selected by the Department and his bid was the only one received due to scheduling conflicts with other veterinarians qualified specifically to examine elephants.

In 2013, with the approval of the Board, the Department issued a Request for Qualifications to create a list of qualified veterinarians who could provide these veterinary services. The Chief Veterinarian of the Los Angeles Zoo, Dr. Curtis Eng, evaluated these submissions. This process resulted in a qualified list

of five veterinarians the Department could use to provide these services[1]. This list is valid for three years.

The Board directed the Department to reissue another RFQ and ensure that key professional organizations were notified of this opportunity. The RFQ was released on April 9, 2014 and was due on April 23, 2014. The Humane Society Veterinary Medical Association, American Association of Zoo Veterinarians, Associations of Zoo Veterinarians, the Californian Veterinary Medical Association and the American Veterinary Medical Association were all contacted. The Department received no additional qualifications.

Therefore, the Department requested bids from the four veterinarians that were qualified last year. The Department received three proposals:

- Dr. Dave Miller
- Dr. Rhonda Aliah
- Dr. Phillip Ensley

The Department is recommending Dr. Ensley based on his prior experience and qualifications; the Department's favorable experience with his services/report in 2012; and reasonable cost. Dr. Ensley has provided the Department with proof of insurance and necessary Office of Contract Compliance documents.

Ringling Bros. will be in Los Angeles on July 9 through the 15th. The scope of work is attached. Inasmuch as Dr. Ensley's proposal exceeds $5000, Board approval is required.

FISCAL IMPACT
There is no General Fund impact. Funding will come from the Animal Welfare Trust Fund.

Approved:

_____
BRENDA BARNETTE, General Manager

Attachment

BOARD ACTION:

_____ Passed Disapproved _____

_____ Passed with noted modifications Continued _____

_____ Tabled New Date _____

[1] One of these veterinarians, Dr. Mel Richardson, died earlier this year.

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BRENDA BARNETTE
GENERAL MANAGER

JOHN D. CHAVEZ
ASSISTANT GENERAL MANAGER

COMMISSION MEETING DATE: June 24, 2014 **PREPARED BY:** Brenda Barnette

REPORT DATE: June 19, 2014 **TITLE:** General Manager

SUBJECT: REQUEST TO PURCHASE EQUIPMENT FOR SHELTER RABBITS

BOARD ACTION RECOMMENDED:

That the Board:

AUTHORIZE the General Manager to use up to $15,000 from the Animal Welfare Trust Fund to purchase the following equipment for shelter rabbits:

1. Six freezers to provide frozen water bottles to put in the rabbit bedding and keep rabbits cooler in hot weather (approximately $1,961.86);

2. Sun shades for windows in rabbit areas, as needed (approximately $5,000);

3. Six “ProSelect” Stainless Steel Modular Cage Bank Kits (approximately $7,420.56).

SUMMARY

The Department of Animal Services seeks approval to use Animal Welfare Trust Funds to purchase items that will increase the comfort and safety of rabbits in its care. Because the amount requested exceeds $5,000, Board approval is needed.

BACKGROUND

There are rabbit facilities in each of the six City shelters. The Department (and the rabbits) are incredibly fortunate to have a strong group of rabbit volunteers who contribute time and resources to give shelter bunnies the care they deserve, and to help counsel prospective adopters about rabbit care.

Many rabbit areas do not have air conditioning; some have large windows that let in uncomfortable amounts of sunlight/heat. With additional modular cage units described above,

we can save lives by holding 12 bunnies per space when we have an influx and we can open a middle divider to have expanded condos when we have fewer bunnies.

FISCAL IMPACT

Approval of the recommendations in this report will have no impact on the General Fund. The funds will be used from the Animal Welfare Trust Fund.

Approved:

_____
Brenda Barnette, General Manager

BOARD ACTION:

_____ Passed Disapproved _____

_____ Passed with noted modifications Continued _____

_____ Tabled New Date _____

City of Los Angeles

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BRENDA F. BARNETTE
General Manager

JOHN CHAVEZ
Assistant General Manager

Report to the Board of Animal Services Commissioners

Brenda Barnette, General Manager

COMMISSION MEETING DATE: June 24, 2014 **PREPARED BY:** John D. Chavez

REPORT DATE: June 20, 2014 **TITLE:** Asst. General Manager

SUBJECT: AGREEMENT TO PROVIDE ANIMAL ELECTRONIC IDENTIFICATION SYSTEM (MICROCHIPS) WITH FOUND ANIMALS, INC.

BOARD ACTIONS RECOMMENDED:

1. AWARD a two-year Agreement, with three one-year options, substantially in the form as attached, with Found Animals, Inc. to provide an animal electronic identification system (microchips). The approval is subject to the proposer complying with the requirements of the Office of Contract Compliance;

2. DIRECT staff to transmit the proposed Agreement concurrently to the Office of the Mayor, and the Office of the City Attorney for approval as to form and legality, and subsequently to the City Council, and authorize the General Manager of the Department of Animal Services to execute the subject Agreement upon receipt of necessary approvals.

3. REQUEST the City Council to direct the City Attorney to prepare an ordinance that would amend the relevant code(s) to allow the Department to retain microchip revenues at the end of the fiscal year; and submit the draft ordinance to the Mayor and Council for approval.

SUMMARY

The Board of Animal Services Commissioners authorized the Department to release a Request for Proposals (RFP) for an animal electronic identification system, which includes pet microchips, microchip readers, a fully staffed pet registry and related support. Staff released the RFP on September 26, 2013 and the proposals were due

on October 28, 2013. At its meeting of January 28, 2014, the Department recommended entering into an agreement with Found Animals to provide microchips for a two-year period, with three one-year options. During the discussion, public comments were raised regarding Found Animals' ability to meet the terms of the proposed agreement. Staff was directed to research and report back on those claims.

CONTRACT NEGOTIATIONS WITH FOUND ANIMALS

The Department reviewed the transcript of a County of Los Angeles panel related to an RFP issued by the Department of Animal Care and Control. After review of the document, the Department believes that any contractual issues can be worked out through the negotiation process. Therefore, on March 25, 2014, the Department recommended entering into negotiations with Found Animals to provide microchips, scanners, registry, and related support and activities. As directed by the Board, the term of the microchip contract is for two years, with three one-year options.

At that March meeting, Animal Services was directed to enter into negotiations with Found Animals. The proposed contractor provided the Department with its changes; those changes are incorporated into the draft agreement. The Office of the City Attorney has also reviewed the agreement for form. Animal Services continues to recommend that the Board award the agreement to Found Animals.

REQUEST TO RETAIN MICROCHIP REVENUE

The Department will purchase microchips for $3.74 per chip from Found Animals. Funding for the program is provided by fees charged to implant microchips ($15 for an adopted animal; $25 to a member of the public who brings a pet for microchipping[1]). Funds generated by the sale of microchips are deposited into the Electronic Animal Identification Device Revolving Fund (Fund 41-C) and used to purchase additional microchips.

At the end of each fiscal year, the Fund's balance is transferred into the City's General Fund. At the end of fiscal year 2013, $35,000 was transferred to the General Fund. This yearly reversion has a negative impact on the Department's operations. It creates a zero balance in the Fund at the beginning of the new fiscal year (July 1st) and Animal Services is unable to purchase any new microchips until the Fund is reasonably replenished. Often, this results in late payment to the contractor.

To remedy this, the Department is requesting a change to the code(s) that would authorize the Department to retain microchip Fund balances at the end of each fiscal year.

FISCAL IMPACT

The retention of microchip revenues by the Department will reduce the amount that would have gone to the General Fund. However, the Department can work with the City Administrative Officer in the budget process to establish a minimum amount needed in

[1] Microchip fees are currently waived for New Hope rescue partners and for occasional special events/promotions.

Fund 41-C to enable the Department to purchase sufficient microchips during the fiscal year. Any surplus can be returned to the General Fund.

APPROVED

_____
BRENDA BARNETTE, General Manager

Attachment: Draft Electronic Animal Identification System Agreement

BOARD ACTION:

_____ Passed Disapproved _____

_____ Passed with noted modifications Continued _____

_____ Tabled New Date _____

AGREEMENT BETWEEN THE CITY OF LOS ANGELES
AND
FOUND ANIMALS, INC.

FOR AN ELECTRONIC ANIMAL IDENTIFICATION SYSTEM

THIS AGREEMENT is entered into between the City of Los Angeles ("City"), a municipal corporation, acting by and through the Department of Animal Services ("Department"), and Found Animals, Inc., on ("Found Animal" or "Contractor"), with regard to the following:

WHEREAS, the Department desires an electronic animal identification system based upon subcutaneous implantation of devices using passive integrated transponder (PIT) tag technology; and

WHEREAS, Section 53.15.5 of the Los Angeles Municipal Code requires the Department to implant each dog and cat adopted from the Department's care centers with an electronic animal identification device; and

WHEREAS, the purpose of this electronic animal identification system is to establish a safe, effective, and accurate method of identifying dogs, cats, and other animals in the City of Los Angeles using modern technology, and to reunite lost pets with their owners; and

WHEREAS, the desired electronic animal identification system will augment the Department's present animal licensing and identification program; and

WHEREAS, the Department released a Request for Proposals on September 26, 2013, to acquire an electronic animal identification system, received three proposals, and selected Found Animals' proposal as best meeting the Department's needs.

NOW THEREFORE, in consideration of the above premises and of the covenants and representations established herein, the parties agree as follows:

SECTION I. Representatives of the Parties and Service of Notice

A. The representatives of the parties authorized to administer this Agreement, and to whom formal notices, demands, and communications shall be given are as follows:

1. The representative of the City shall be the General Manager of the Department, or that person's authorized representative, as follows:

Brenda Barnette, General Manager

Department of Animal Services

221 North Figueroa Street, Suite 500

Los Angeles, California 90012

Phone: (213) 482-9558

Fax : (213) 482-9511

2. The representative of Contractor shall be:

Aimee Gilbreath, Executive Director

Found Animals, Inc.

PO Box 66370

Los Angeles, California 90066

SECTION II. Term of Agreement

Unless terminated earlier pursuant to this Agreement or pursuant to termination provisions within the attached exhibits incorporated herein, the term of this Agreement shall be two (2) years, commencing on the effective date, and may be renewed for up to

three (3) additional one (1) year agreements at the sole discretion of the Department. The Department may terminate this Agreement at any time during the term by giving 30 days written notice to Contractor.

SECTION III. Maximum Payment Per Fiscal Year

Payment to the Contractor by the City shall not exceed $400,000 per City's fiscal year (defined as July 1 through June 30). This provision does not mean that the City is required to reach or approach this amount.

SECTION IV. Standard Provisions for City Contracts

The City's Standard Provisions for City Contracts, Revised 03/09 ("Standard Provisions"), are attached hereto and incorporated herein as Exhibit A, and made part of this Agreement.

SECTION V. Scope of Services

A. General Requirements

1. The Contractor shall provide the Department pre-registered PIT tags to implant into dogs and cats adopted from the Department's Animal Care Centers, as well as other Care Center animals as requested; and for all pets owned by members of the public who request this service from the Department during the term of this Agreement. Also, the Contractor shall provide the Department, all scanners, equipment, related supplies, and support needed to implement and maintain the System throughout the term of this Agreement, including Agreement renewals.

2. At the start of the term of this Agreement, Contractor may be required to provide the Department with up to 190 scanners to meet its requirements. The scanner shall be provided within 30 calendar days of this Agreement's execution, as follows:

Six Department facilities may require approximately 10 scanners at each location for care center staff (veterinary staff and animal control technicians). These facilities will require a variety of scanners (heavy-duty, mini-scanners, pole-style scanners, etc.) to scan a variety of animals (large and small animals, aggressive animals, etc.).

The Department requires approximately 90 scanners for field staff (animal control officers). Scanners for field staff should be small or “mini”-style scanners, and/or pole-style scanners, readily usable by field staff in a variety of outdoor and indoor environments.

Contractor may also provide, at the start of the term of this Agreement, 20 scanners for use by the City of Los Angeles, Department of Public Works Bureau of Sanitation. Said scanners shall be delivered to the Department of Animal Services (which shall distribute scanners to Bureau of Sanitation staff).

Cost of the scanners are:

Universal Scanners First six (6) units free

Xtend Max Wand Additional Units $650.00

Buy one, Get one Free*

Universal Scanners $500.00

ISO Max V Buy one, Get one Free*

Universal Scanners $300.00

Imax + Buy one, Get one Free*

*Limit of 25 free Scanners in total regardless of scanner model

The contract allows for 31 free scanners: (6) scanners free of charge without a required purchase, and (25) scanners obtained through the "buy one, get one free" offer. All scanners purchased above the six free scanners and the 50 scanners (25 paid/25 free) purchased through the "buy one get one free offer," will be purchased at the price quoted in the bid proposal.

3. At the Department's request, Contractor shall provide additional scanners to the Department at the above costs.

4. Scanners provided to the Department by Contractor shall become the property of the Department. The Department shall not be obligated to return scanners to the Contractor upon termination of this Agreement.

5. The Contractor shall offer a variety of PIT tag scanner types, to provide the maximum benefit to the Department, such as heavy-duty scanners, mini-scanners, pole-style scanners, and any other types designed for dangerous and hard to handle animals, and shall provide detailed specifications and operation instructions for each. The scanners shall be capable of reading all makes and models of PIT tags commonly used in North America.

6. All of the equipment referenced herein from Contractor comprises a complete animal identification system (System) using PIT technology.

7. The components of the System are 100% compatible with each other and all other PIT tags. The Contractor shall guarantee that the System is complete, that the components are compatible with each other, and that they meet the needs of the City. The Contractor shall identify the manufacturer and model of all equipment used and shall provide all technical information at the Department's request.

8. The Contractor warrants that the components of the System meet all federal, state, and City requirements, including safety provisions.

9. All electrical equipment proposed shall be approved and/or certified as safe by a recognized electrical testing facility such as the Underwriters Laboratory or other widely-recognized organization.

B. PIT Tag Requirements; PIT Tags shall:

1. Be able to detect the radio frequency signals transmitted from the PIT tag scanner and respond by transmitting the PIT tag identifier in a radio frequency readable by the PIT tag scanner. PIT tags shall be readable by all industry standard scanners widely used in North America.

2. Be encoded with a unique PIT tag identifier that shall be transmitted to the PIT tag scanner when activated by the PIT tag scanner's sending signal.

3. Have a guaranteed useful life span of twenty (20) years after implantation.

4. Have a PIT tag identifier that is guaranteed by the Contractor to be unique for the life span of the implanted PIT tag, assuming approximately 38,000 implantations by the Department per year.

5. Be constructed of non-toxic materials, be hermetically sealed in bio-compatible material, be migration resistant, and have a smooth surface that shall permit dependable and reliable implanting into animals.

6. Be shipped with identification labels as detailed below:

    a. The identification labels shall be pressure sensitive with an approximate size of 1 inch by 2 5/8 inches (Avery model 5160 or similar).
    b. Pre-printed with
        i. The PIT tag identifiers
        ii. The bar code representation of the PIT tag identifiers. The bar code shall be imprinted in Code 39 bar code symbology at medium density or other industry standard.

7. Be shipped in a sterile package ready for use with the PIT tag injection device.

C. PIT Tag Scanners shall:

1. Be capable of reading, displaying, storing, and processing PIT tag identifier codes that are included in the System proposed, by sending and receiving radio frequency signals.

2. Be capable of detecting the existence of any PIT tag widely used in North America regardless of the manufacturer or the PIT tag identifier codes used and be capable of reading and displaying the PIT tag identifier.

3. Have a reading distance of approximately six to twelve inches from the implant location of the PIT tag on the animal, regardless of the orientation of the PIT tag.

4. Be capable of performing all functions with one-hand operation.

5. Have an error rate of less than one error per one hundred thousand PIT tag readings or equivalent to the industry standard.

6. Have a readout response time of approximately one second or less after each PIT tag reading.

7. Be portable and powered by rechargeable batteries. The Contractor shall provide battery chargers to the Department at no additional charge.

8. Be able to store up to approximately 1,000 PIT tag identifiers with the time and date that they were read.

9. Be lightweight (approximately 3 lbs. or less) and easily held and operated by Department employees the entire normal workday.

10. Be moisture proof.

11. Be shatter resistant.

12. Have an audible indicator (beep sound) when a PIT tag is detected.

13. Have an automatic shutdown and/or turn off when left unattended.

14. Be compatible and be able to be read by the Department's existing scanners.

D. PIT Tag Injection Devices shall:

1. Use a needle that is approximately 12 gauge or smaller.

2. Be designed for use by one person, during normal operations, when implanting PIT tags in domestic dogs and cats.

3. Be able to be used by all Department veterinarians and veterinary technicians to implant PIT tags.

E. Additional System Requirements

1. Data Processing Capabilities: The System has the data processing capabilities of sorting, downloading, and processing all PIT tag identifiers.

2. Training: The Contractor shall provide training on the procedure for implanting PIT tags, the use of the PIT tag scanners, and other necessary training for Department staff who use the System, as requested by the Department, at no additional cost. If requested by the Department, training shall be available initially at the start of this Agreement, and from time to time thereafter as required by the Department during the term of this Agreement. The Department's veterinarians and veterinary technicians shall be trained to use the scanners and implant the PIT tags; field staff (animal control officers) and care center staff (animal care technicians) shall be trained to use the scanners. Other Department staff may require training as needed to fully implement the System.

3. Sales Representation: The Contractor shall provide sales representation to the Department, at no additional cost. The Contractor's sales representative shall be available to visit Department staff at the Department's Care Centers approximately once a month, to provide training in using the System, updates on new equipment and products, and related support and information as requested by the Department.

F. Registry/Database Requirements

1. Database Requirement: The Contractor shall have a computerized database containing PIT tag identifiers and all corresponding information available related to implanted animals, including the name of the owner, address, city, state, zip code, telephone number, and the veterinarian or organization performing the implantation regardless of the manufacturer of the PIT tag. This database shall be maintained for the term of this Agreement plus 10 years after the term of this Agreement. In addition, the database shall include the names of pet owners who have moved, whose pets have died or have been destroyed, and whose pets may be scanned in other jurisdictions.

2. Toll-Free Telephone Service: The Contractor shall provide a staffed, toll-free telephone service that the City and the public can call 24 hours a day, 7 days per week, and 365 days per year, to obtain the name, address, and telephone number (if available) of the pet owner if the PIT tag identifier is provided.

3. Enrollment in registry/database: PIT tags provided by Contractor shall be pre-registered into the Contractor's registry. Contractor shall offer the enrollment into the registry as a life-time membership, with no annual fees charged to the pet owner. Additional fees may be charged to the pet owner for a new registration [change of ownership] or change of pet owner's information, and this updated information will be provided to the Department on a regular basis and at no cost to the Department.

4. Update of the City Database: The database shall include an automatic method or procedure to provide the Department with all available information on all animals implanted which are harbored within the City of Los Angeles in a timely manner, not to exceed 72 hours after initial entry into the database or update.

G. Public Outreach

1. Public Outreach Plan: The Contractor shall conduct a comprehensive public information plan throughout the term of this Agreement to inform the public about the System, its safety, and the benefits of having their pets implanted with PIT tags.

2. Printed Information: The Contractor shall provide, at its own cost, printed materials (such as brochures, displays, banners, and handouts) and/or electronic media (such as videos, DVDs, etc.) pertaining to the use, advantages, safety, and benefits of the System. The Contractor shall provide enough printed material to be distributed in all Department Care Centers and at Department-held special events.

H. Future Equipment Compatibility

1. The System and related equipment acquired under this Agreement shall be compatible with future identification systems and equipment offered by the Contractor or any other manufacturer of similar identification systems and equipment for the 20-year life of the PIT tags.

2. The Contractor shall provide to the Department new or upgraded equipment and technology that may be offered by the Contractor in the future, at no additional charge to the Department.

SECTION VI. Department Requirements

A. During the term of this Agreement, the Contractor shall be the Department's exclusive provider of PIT tags.

B. The Department shall provide Contractor with information related to each animal implanted with a PIT tag. The information provided by the Department shall include: the PIT tag code number; the date the PIT tag was implanted; descriptive information of the animal implanted; the animal owners name, address, and telephone number; and record identification information. The information shall be

transmitted to Contractor in a reasonable time after implantation, but not later than two weeks after implantation, and in a method determined by the Department.

C. The Department shall designate a Contract Administrator, who shall monitor Contractor's compliance with and performance under the terms of this Agreement and shall provide information to Contractor in areas relating to policy and procedural requirements.

SECTION VII. Prices, Ordering, and Invoicing

A. Contractor shall provide the Department with PIT tags pre-registered into Contractor's database, according to the following price schedule:

38,000 microchips annually at a cost of $3.74 each.

Above prices cover PIT tags and registration. In the event that an animal adopted from a Department Care Center has a PIT tag implanted by a previous owner, and the animal's adopter wishes to register their new pet to himself/herself, Contractor shall reregister the animal at no charge.

B. The Department shall order PIT tags and related equipment from the Contractor when needed, approximately once each month or every other month. The order shall specify the quantity of PIT tags to be obtained and the location where the PIT tags are to be delivered.

C. Contractor shall deliver the ordered PIT tags and related supplies within five working days after receipt of the order.

D. Invoices shall be submitted to the Department according to the Billing and Invoicing Requirements in the Standard Provisions. Department's accounting section will process invoices within two (2) weeks of receipt.

E. The Department is not obligated to purchase PIT tags from Contractor unless funds are available specifically for that purpose and unless an order is placed with the Contractor by the Department.

SECTION VIII. Miscellaneous Provisions

A. Termination

The Department may terminate this Agreement for CITY's convenience at any time by giving Contractor thirty (30) day's written notice thereof. Upon receipt of said notice, Contractor shall immediately take action not to incur any additional obligations, cost or expenses. Thereafter, Contractor shall have no further claims against the City under this Agreement.

In the event Contractor defaults in the performance of any of the terms or conditions of this Agreement, or becomes unable through personal non-capacity to fulfill its obligations under this Agreement, the Department shall have the following options without any further notice or authorization from Contractor, and its choice of any option shall in no way waive its right to select any other option at any time:

1. The Department may give Contractor a written notice of such default. If Contractor does not cure said default within 30 days after notice (forthwith for a default involving sanitary or safety conditions) or make reasonable progress to cure said default, the Department may terminate this Agreement, and/or;

2. The Department may recover, to the extent allowed by law, any and all loss or damage which may be due the Department.

B. Insurance

The Contractor shall acquire and maintain the insurance coverage and liability limits for this Agreement as listed in Exhibit B, "Insurance Requirements." Evidence of coverage shall be provided according to the City's "Instructions And Information On Complying With City Insurance Requirements," included in Exhibit B. Contractor's

insurance shall be approved by the City of Los Angeles, City Administrative Officer, Risk Management Division, prior to start of services.

SECTION IX. Confidentiality of Department Information

Contractor shall treat all information provided by the Department under this Agreement as secure and confidential and such information shall be used only for purposes of implementing terms and conditions of this Agreement. Contractor shall not sell, disseminate, distribute, or circulate in any manner animal information provided by the Department regarding animals implanted with PIT tags or owners of such animals; nor shall the Contractor use the information provided to solicit donations for its own use or to sell additional services or merchandise. Notwithstanding this provision, Contractor shall at all times provide information from its database to persons or agencies who have scanned an animal and identified a Contractor's PIT tag. The provision of this section survives termination of this Agreement.

Animal Services is willing to provide Contractor with microchip data on a regular, at least monthly. Contractor shall provide Animal Services with updated information from Contractor's database on all microchips located in, or originating in, the City of Los Angeles. The data will be provided electronically in a way that benefits both parties.

Contractor understands that Animal Services is entrusted with and must safeguard owners' private information and warrants and agrees that the data provided to Contractor by Animal Services will not be used by Found Animals for commercial purposes, including but not limited to selling the data to third parties. In return, Animal Services will not use Contractor's information for commercial purposes.

SECTION X. Required Information

Alternate forms and methods of providing the information required by each party of this Agreement, including electronic transfer, may be mutually developed by Contractor and the Department.

SECTION XI. Assumption of Costs

Contractor assumes all costs arising from the use of patented, trademarked, copyrighted, or service-marked materials, equipment, devices, processes, or rights used for this Agreement. Contractor agrees to indemnify the City from all damages, costs, expenses, and actions in law or equity for or on account of the use of any protected item used by the Contractor or provided by Contractor to the Department under the Agreement.

SECTION XII. Successors and Assigns

All of the terms, conditions, and provisions hereof shall ensure to the benefit of and be binding upon the parties hereto and their respective successors and assigns provided, however, that no assignment of this Agreement shall be made without written consent of the parties to this Agreement whose consent shall not be unreasonably withheld.

SECTION XIII. Severability

Should any portion of this Agreement be determined to be void or unenforceable, such shall be severed from the whole, and the Agreement will continue as modified.

SECTION XIV. Disputes

Should a dispute or controversy arise concerning provisions of this Agreement or the performance of work hereunder, the parties may elect to submit such to a court of competent jurisdiction.

SECTION XV. Incorporation of Attachments

The following Exhibits are hereby incorporated into and made a part of this Agreement:

Exhibit A: Standard Provisions for City Contracts (Revised 03/2009)

Exhibit B: Insurance Requirements

SECTION XVI. Order of Precedence

In the event of any inconsistency between the provisions of this Agreement and/or the Exhibits, the inconsistency shall be resolved by giving precedence in the following order:

1. This Agreement
2. Exhibit A, Standard Provisions for City Contracts (Revised 03/2009)
3. Exhibit B, Insurance Requirements

SECTION XVII. Entire Agreement

This Agreement, including Exhibit A, Standard Provisions, and B, Insurance Requirements, contains all of the agreements, representations, and understandings of the parties hereto and supersedes and/or incorporates any previous understandings, proposals, commitments, or agreements whether oral or written and may be modified or amended only as herein provided. This Agreement is executed in four (4) duplicate originals, each of which is deemed to be an original.

IN WITNESS WHEREOF, the authorized representatives of the parties have executed this Agreement below.

The City of Los Angeles,

Department of Animal Services

By

_____

Brenda Barnette, General Manager

Date:

_____

APPROVED AS TO FORM:

MICHAEL N. FEUER, City Attorney

By

_____

Dov S. Lesel, Assistant City Attorney

Date

_____

FOUND ANIMALS, Inc.

By

_____

Aimee Gilbreath

Executive Director

Date _____

(second signature required of corporations)

FOUND ANIMALS, Inc.

By

_____

Dennis Phillips

Chief Operating Officer

Date

_____

ATTEST:

HOLLY L. WOLCOTT, Interim City Clerk

By

_____

Deputy City Clerk

Date

_____