RON GALPERIN
CONTROLLER

September 3, 2015

Brenda Barnette, General Manager
Department of Animal Services
350 South Grand Avenue, 45th Floor, Suite 4501
Los Angeles, CA 90071

Dear Ms. Barnette:

Enclosed is the report entitled, "Operational Data Published by the Department of Animal Services." A draft of this audit report was provided to your office, and comments provided by your Department at the August 21, 2015 exit conference were evaluated and considered prior to finalizing this report.

Please review the report and advise the Controller's Audit Division by October 5, 2015 of the actions planned and/or taken to implement the recommendations. An electronic template has been provided to your staff to facilitate this process.

If you have any questions or comments, please contact me at farid.saffar@lacity.org or (213) 978-7392.

Sincerely,

FARID SAFFAR, CPA
Director of Auditing

Enclosure

cc: David Zaft, President, Animal Services Commission
Ana Guerrero, Chief of Staff, Office of the Mayor
Barbara Romero, Deputy Mayor, Office of the Mayor
Miguel A. Santana, City Administrative Officer
Holly L. Wolcott, City Clerk
Sharon M. Tso, Chief Legislative Analyst
Independent City Auditors

AUDIT



City of Los Angeles

Every Animal Counts

Operational Data Published by the Department of Animal Services

September 3, 2015

RON | GALPERIN
Los Angeles City Controller
controller.lacity.org

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SUMMARY

Given broad concern for animal well-being and involved groups of animal advocates, the Los Angeles Department of Animal Services (Animal Services or Department) has historically received a lot of public interest. Charged with enforcing laws regulating the care, custody, control and prevention of cruelty to animals, the Department must provide timely, accurate, and reliable data to successfully engage interested parties and improve animal care and control programs. Failure to do so erodes confidence and can put citywide animal control and welfare programs at risk.

To provide transparency for its stakeholders, Animal Services has reported operational data on its public website each month since 2012. Over that time, the Department has made several improvements to the format and content of the reported data. Referred to as the "Woof Stat Report," these reports include statistics on animal impounds (how animals enter the Department's shelters – are they picked up as strays, turned in by owners, etc.) as well as animal outcomes (what happens to them – are they adopted, returned to owners, euthanized, etc.) The reports also include data on licenses issued, sterilization surgeries, and general operations.

The overall objective of this audit was to evaluate the completeness, relevance and reliability of Animal Services' publicly reported data by evaluating the appropriateness of data sources used, and assessing the adequacy of Department processes for data collection.

I. Overall Assessment

The data publicly reported by Animal Services was relatively accurate, except for minor differences in impound and outcome statistics (1.3% overstated in both categories), and a significant undercount of spay/neuter surgeries, which resulted in a 41% understatement of certain animal sterilizations paid by the Department. These differences were caused by system and process deficiencies that, if not corrected, could result in significant errors over time.

Further, the Department does not provide additional data, such as animal age and health conditions, that other animal control and welfare organizations report. Our benchmarking disclosed that five of nine comparable organizations use standardized animal welfare statistics in their published reports. If Animal Services reported data using a standardized model, the Department would be able to better assess its own effectiveness and provide the public with a constructive basis for comparison with other animal welfare organizations.

II. Key Points

LAAS lacks system controls and processes to minimize errors with impound and outcome statistics.

Approximately 1.3% of Dog and Cat outcome records were potentially duplicated and miscategorized during the audit period.

Approximately 5,300 sterilization surgeries for shelter animals were not reported in 2014, and more than 4,000 sterilization surgeries for privately-owned animals performed by mobile clinics were not reported in 2014.

Animal impound and outcome statistics are inadvertently overstated because the computer system used to track statistics has limitations and reporting processes are insufficient to identify and correct data errors. Animal impound and outcome statistics can be double-counted when owners are identified for strays that are subsequently surrendered to the Department. While this type of error had a minor effect on the total reported impounds and outcomes during the audit period reviewed, this type of systemic problem—if left unaddressed—could significantly impact the accuracy of future reported statistics.

Reported spay and neuter surgery statistics do not include all sterilizations performed on behalf of the Department. The Department reports sterilizations performed by City and Contract Veterinarians for shelter animals at City shelters, but does not report the number of spay and neuter surgeries performed for shelter animals by private veterinarians at off-site clinics, nor those performed by contracted mobile veterinarians for privately-owned animals.

Furthermore, Department staff do not track and report sterilizations of shelter animals using a standardized process. Based on our review of two shelters, we noted inconsistency in the maintenance of source documents used to determine the number of sterilization surgeries performed. Also, the process to report shelter statistics to the Department's Administrative Staff was not standardized; contributing to a reporting error in the month we reviewed.

Statistical reports published by Animal Services differ from comparable organizations.

Statistics published by Animal Services differ from those published by comparative animal control organizations. While the Department provides numerous statistics related to its operations and animal outcomes, a lack of standardized reporting limits the viability of comparative performance assessment with other animal welfare organizations.

III. Significant Recommendations

To improve the quality of the data it reports to the public and the delivery of animal welfare programs throughout the City, Animal Services should take the following actions:

- Establish processes that validate Woof Stat data to ensure the public is provided with accurate and reliable statistics. Identify expected numbers for animal outcomes at each City shelter and implement automation and validation techniques to detect data anomalies and reporting errors prior to Woof Stat publication.

- Implement procedures for shelter supervisors to review data entered into the Department's information system daily, at least on a sample basis, to ensure the accuracy of reported animal outcomes. Data entry errors should be appropriately addressed and noted within the information system database.

- Better define the statistics published in Woof Stat reports. For example, sources, definitions, and any known limitations on the data should be disclosed alongside published statistics.

- Establish procedures for staff to adequately gather, validate, and report the number of animal sterilization surgeries performed on shelter animals. All sterilization surgeries performed on shelter animals should be reported, noting the contracted veterinarian.

- Consider reporting the number of sterilization surgeries performed by Mobile Contract Veterinarians within Woof Stat reports.

- Consider adopting a standardized statistical reporting model, to produce animal welfare statistics and metrics that are widely accepted by other animal welfare organizations. These statistics and metrics could be reported alongside current Woof Stat reports to better assess the Department's animal welfare mission, and to better benchmark shelter performance to other comparable animal welfare organizations.

IV. Review of the Report

On August 4, 2015, a draft of this report was provided to Animal Services' management. We met with Animal Services' management at an exit conference held on August 21, 2015 and considered the comments and additional information provided as we finalized this report. Overall, the Department agreed with the findings and recommendations.

BACKGROUND

Animal Services enforces laws to ensure the safety of people and animals.

The Department of Animal Services (Animal Services or Department) provides services that enable people and animals to live safely together within the City of Los Angeles (City). In accordance with the Los Angeles Administrative Code, the Department houses and cares for lost and abandoned animals in its six shelters, enforces animal-related laws, and acts to prevent cruelty to animals. The Department issues dog and equine licenses, collects license fees, and participates in the State rabies control program. The Department also issues cat identification tags and collects tag fees. The Department enforces the Leash Law[1] which requires owners to leash dogs in public; inspects and issues permits for animal establishments; accepts unwanted animals and investigates complaints of disturbing or offensive noise or conduct of animals kept or maintained within the City.

Animal Services' Budget for FY 2014-15 was $44 million and included 332 budgeted positions.

For Fiscal Year (FY) 2014-15, the total cost of Animal Services' programs was budgeted at $44 million with 332 budgeted positions. Under the direction of a General Manager, Animal Services operates out of an administrative headquarters in Downtown Los Angeles and at six City-owned animal shelters: (1) East Valley, (2) Harbor, (3) North Central, (4) South Los Angeles, (5) West Los Angeles, and (6) West Valley.

There are four main operating units within the Department: (1) Enforcement, (2) Shelter Operations, (3) Medical/Veterinarian, and (4) Administration.

Enforcement staff consists of Animal Control Officers (ACOs) who investigate and enforce animal control laws within the City. Most ACOs are headquartered at one of the six City animal shelters, and ACOs respond to incidents of animal control, health, and public safety. When violations of animal control laws are observed or substantiated, ACOs can issue compliance letters, citations, and/or impound animals into City shelters.

[1] LAMC 53.06.2

Shelter Operations staff also include Animal Control Technicians (ACTs) who receive, care for, and monitor the disposition of impounded animals at City animal shelters.

Medical/Veterinary staff provide medical evaluations, treatments, and surgeries to impounded animals.

In addition to supporting the work of the Enforcement, Shelter Operations, and Medical/Veterinary units, Animal Services' Administrative Staff sets department policy, performs budgetary and accounting functions, facilitates the use of information technology, and supports the General Manager in executing program initiatives.

Animal Shelter Operations

Each of the City's animal shelters are open six days per week and provide living space, medical support, and adoption services for hundreds of sheltered animals including dogs, cats, rabbits, birds, and reptiles.

Exhibit 1: Location of Los Angeles City Animal Shelters



All City animal shelters provide the following:

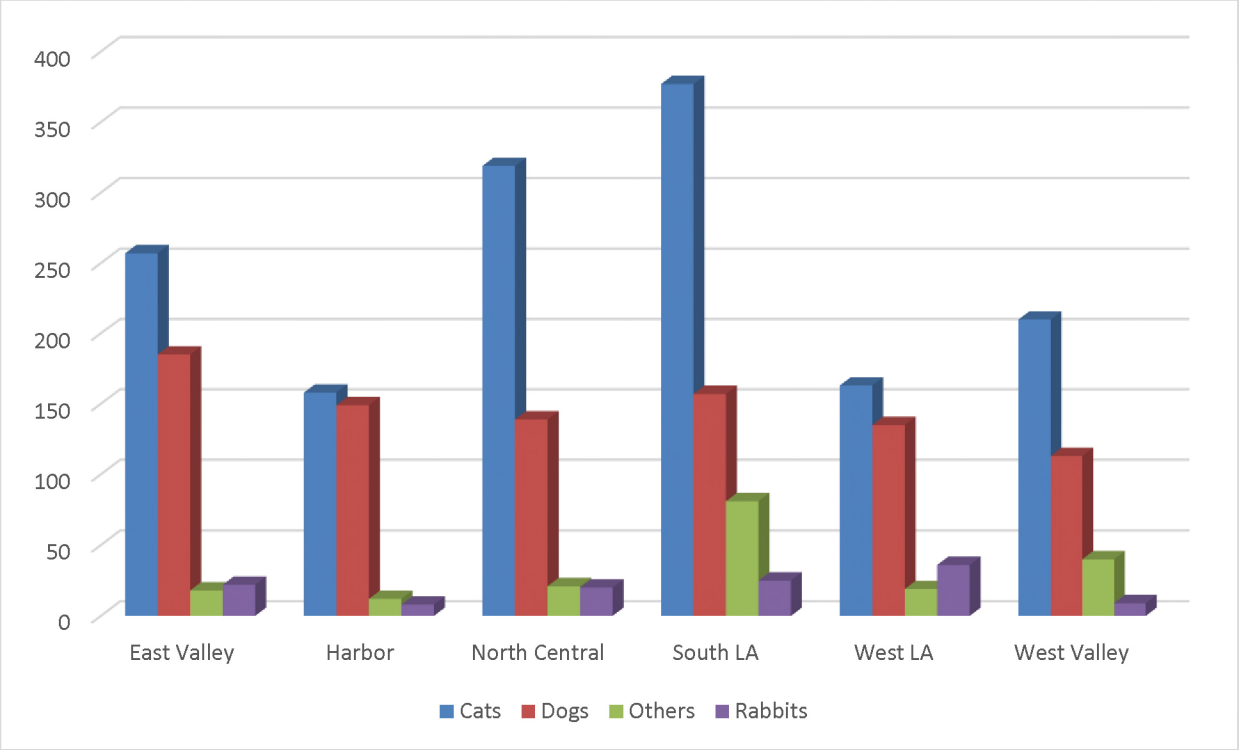
- **Animal impound and evaluation areas (Animal Intake Area)**
- **Medical evaluation and treatment rooms**
- **Indoor, outdoor, and quarantine animal kennels**
- **Customer service windows**
- **ACO dispatch centers**
- **Public and ACO vehicle parking lots**
- **Deceased animal storage facilities**

Generally, Animal Services staff screen, handle, evaluate, treat, and place each animal within an appropriate holding kennel as part of the impound process. During the impound process, staff also update related animal identification, ownership, medical, and shelter location information within the Department's automated management system, the Chameleon Database. Animals can be impounded into shelters for several reasons including, but not limited to:

- captured as a stray;
- surrendered by the animal's owner;
- required shelter during an emergency or disaster;
- held as evidence in a law enforcement investigation; or
- requested humane euthanasia.

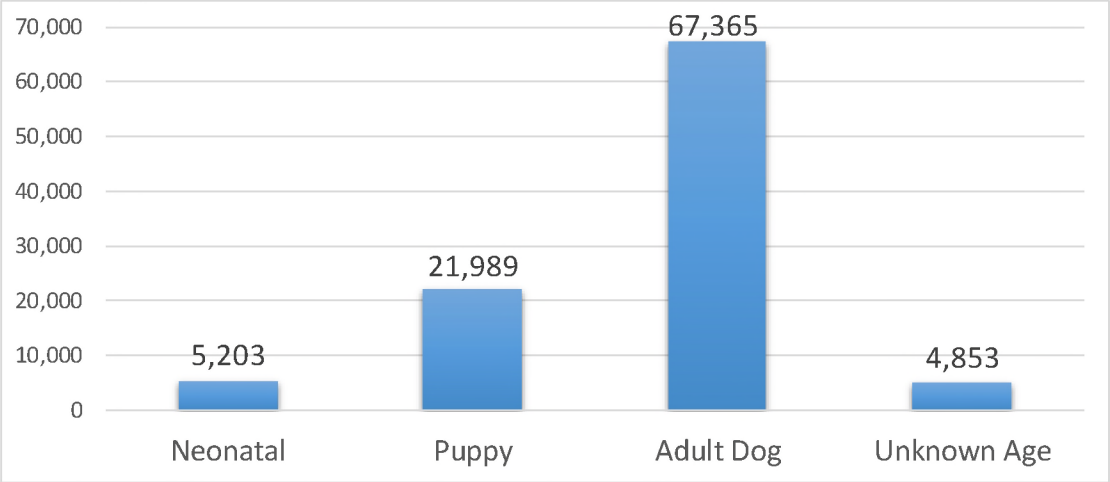
Based on Animal Services' impound records, at the end of FY 2013-14 there were approximately 2,700 animals in City shelters. The breakdown by shelter of cats, dogs, rabbits and other animals (including birds, reptiles, livestock, wildlife and others) is shown in Exhibit 2.

Exhibit 2: Los Angeles Animal Shelter Population by shelter as of June 30, 2014



During FY 2013-14 more than 54,000 animals were impounded into City shelters, including 19,489 cats and 28,397 dogs. Exhibits 3 and 4 note the number of dogs and cats that were impounded into Los Angeles City Animal Shelters during a three-year period from July 2011 through June 2014.

Exhibit 3: Count of Dogs Impounded into Los Angeles City Animal Shelters (July 2011 - June 2014)



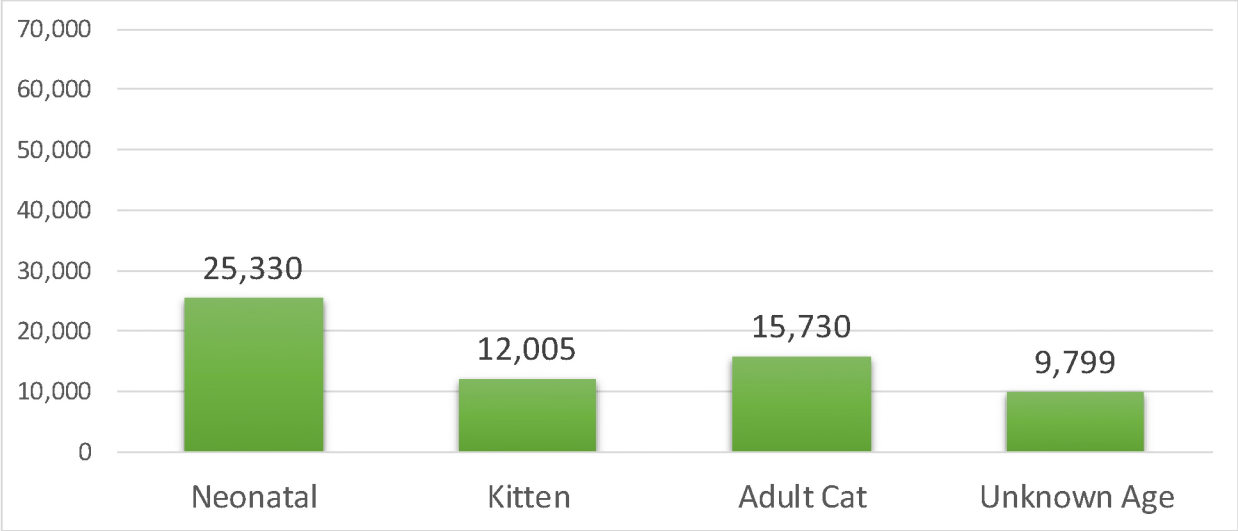
Dog Breeds[1] Impounded at Los Angeles City Animal Shelters

	Neonatal	Puppy	Adult	Unknown Age	**TOTAL**	% of total
CHIHUAHUAS[2]	1,278	4,331	11,608	1,080	18,297	18.4%
PIT BULL	577	1,676	5,394	429	8,076	8.1%
TERRIER MIX	611	2,718	4,131	325	7,785	7.8%
GERMAN SHEPHERD	365	1,505	4,958	370	7,198	7.2%
LABRADOR RETRIEVER	305	1,416	3,331	209	5,261	5.3%
AMERICAN STAFFORDSHIRE	346	1,171	3,405	268	5,190	5.2%
POODLES[2]	74	583	3,570	248	4,475	4.5%
STAFFORDSHIRE	217	881	2,696	163	3,957	4.0%
AMERICAN PIT BULL TERRIER	154	396	1,602	135	2,287	2.3%
COCKER SPANIEL	78	362	1,457	88	1,985	2.0%
DACHSHUNDS[2]	104	655	1,151	55	1,965	2.0%
MALTESE	46	315	1,280	87	1,728	1.7%
SHIH TZU	53	201	1,288	77	1,619	1.6%
BOXER	67	310	1,115	59	1,551	1.6%
SIBERIAN HUSKY	31	214	1,199	51	1,495	1.5%
BEAGLE	71	353	1,018	39	1,481	1.5%
ROTTWEILER	97	181	1,022	104	1,404	1.4%
MINIATURE PINSCHER	40	290	944	83	1,357	1.4%
POMERANIAN	29	124	874	66	1,093	1.1%
CHOW CHOW	40	69	898	79	1,086	1.1%
JACK RUSSELL TERRIER	28	316	667	62	1,073	1.1%
ALL OTHERS	592	3,922	13,757	776	19,047	19.2%

[1] These dog breed classifications are determined through observation by Animal Services Staff and entered into the Chameleon system upon impound as the primary breed. Age and breed classifications were not verified as part of this audit.

[2] Combines counts from multiple primary breed categories that are uniquely simliar. (e.g. Shorthair Chihuahuas, Longhair Chihuahuas, Smooth Chihuahuas)

Exhibit 4: Count of Cats Impounded into Los Angeles City Animal Shelters (July 2011 - June 2014)



Cat Breeds[1] Impounded at Los Angeles City Animal Shelters

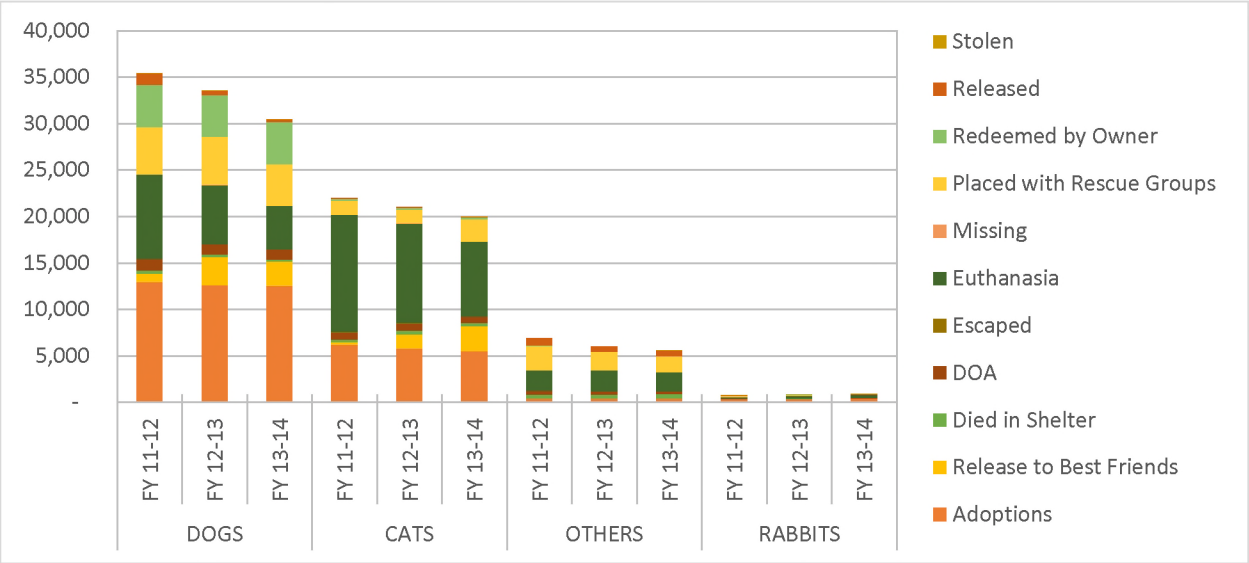
	Neonatal	Kitten	Adult	Unknown Age	**TOTAL**	% of total
DOMESTIC SHORTHAIR	21,778	9,764	11,676	8,293	51,511	81.9%
DOMESTIC MEDIUM HAIR	1,777	938	1,189	599	4,503	7.2%
DOMESTIC LONGHAIR	621	492	1,262	405	2,780	4.4%
SIAMESE	406	331	586	161	1,484	2.4%
AMERICAN SHORTHAIR	571	226	285	234	1,316	2.1%
ALL OTHERS	177	254	732	107	1,270	2.0%

[1] These cat breed classifications are determined through observation by Animal Services Staff and entered into the Chameleon system upon impound as the primary breed. Age and breed classifications were not verified as part of this audit.

All animals that are impounded into shelters will eventually have an outcome disposition. Similar to impound information, outcome dispositions are entered by Animal Services' staff and tracked within the Chameleon Database. Common outcome dispositions include adoption, return/redemption to owner, placement with a foster provider or rescue group, release to a partner shelter organization, euthanasia, and death by natural causes. A specific outcome for each animal is dependent upon many factors including the type, size, age, and breed of the animal, the impound circumstance, the animal's health and behavior history, public adoption and rescue group interest, and public safety considerations.

Exhibit 5 below summarizes shelter animal outcomes over the past three fiscal years:

Exhibit 5: Animal Outcomes from City Shelters by Fiscal Year



As shown in Exhibit 5 above, the number of animals euthanized in City shelters has significantly decreased during the past three fiscal years. A detailed breakdown of this decline, including euthanasia subcategory for cats and dogs over our audit period is shown in Exhibit 6 below. See Appendix V for Departmental definitions of these euthanasia subcategories.

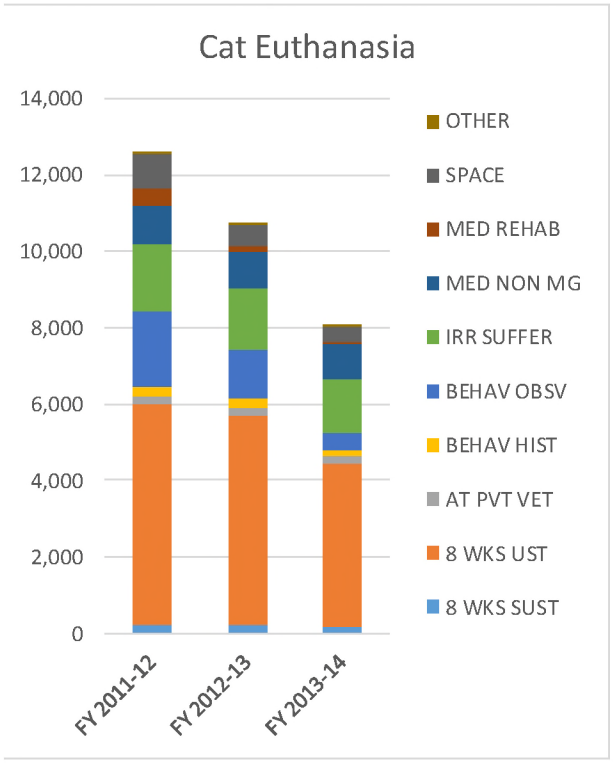
Exhibit 6: Detailed Cat and Dog Euthanasia by Fiscal Year

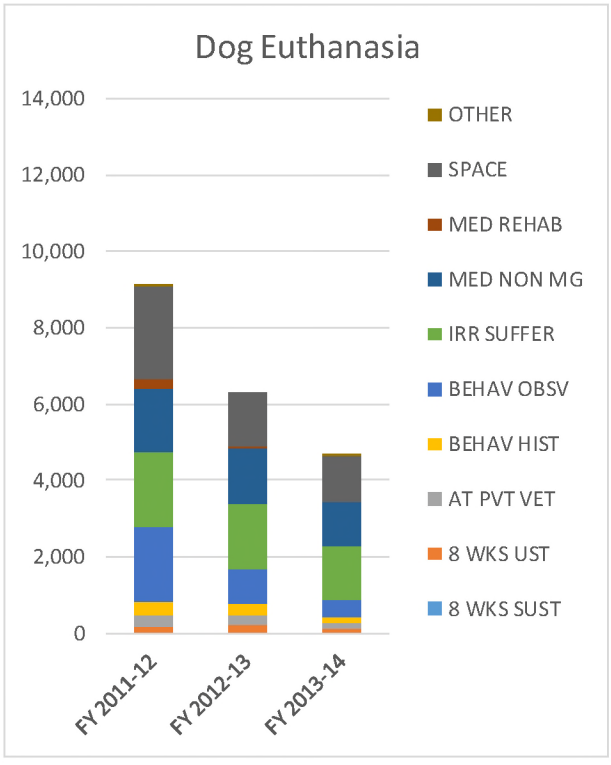
CATS

Euthanasia Category	FY 2011-12	FY 2012-13	FY 2013-14
8 WKS SUST	209	238	186
8 WKS UST	5,789	5,448	4,250
AT PVT VET	240	210	215
BEHAV HIST	237	267	153
BEHAV OBSV	1,934	1,246	470
IRR SUFFER	1,789	1,648	1,398
MED NON MG	1,027	952	897
MED REHAB	425	135	32
SPACE	911	572	414
OTHER	1	1	3
TOTAL	**12,562**	**10,717**	**8,018**

DOGS

Euthanasia Category	FY 2011-12	FY 2012-13	FY 2013-14
8 WKS SUST	2	5	1
8 WKS UST	168	218	79
AT PVT VET	291	250	192
BEHAV HIST	325	262	136
BEHAV OBSV	1,980	935	452
IRR SUFFER	1,968	1,700	1,389
MED NON MG	1,667	1,478	1,173
MED REHAB	238	58	10
SPACE	2,417	1,421	1,231
OTHER	1	-	1
TOTAL	**9,057**	**6,327**	**4,664**





Chameleon Database

To assist the Department with process automation, and the facilitation of operational data, Animal Services utilizes an industry-specific information management system called "Chameleon". Chameleon tracks, processes, and automates several animal control and shelter activities such as impounding animals, tracking animal outcomes, monitoring animal inventory, recording medical evaluations and treatments, creating and updating licensing and ownership records, and tracking field enforcement operations.

Chameleon has been used by Animal Services since the early 1990s, and many of the Department's policies and procedures are tailored to how the system runs. The Chameleon Database is created by Animal Services' staff who use automated input screens from Department computers. Information within the Chameleon Database consists of automated codes and text fields entered by shelter staff to permanently record shelter workload, and to document information specific to particular animals, people, or locations. Information from the Chameleon Database is used to produce various statistical reports for management purposes and for publication onto the Department's public website.

Since its implementation, Chameleon has been enhanced to provide additional features such as the capability to include photos of shelter animals, an interface with partner websites to advertise adoptable animals, and barcode scanner technology to streamline the animal inventory process. These enhancements have also increased the amount and types of data available within the Chameleon Database.

Citywide Spay and Neuter Program

Effective April 2008, the City enacted a new law requiring all cats and dogs in the City to be spayed or neutered after the age of four months[2]. By aggressively regulating the reproductive capacity of dogs and cats, Los Angeles can humanely decrease the number of pets abandoned and euthanized each year.

To encourage City pet owners to comply with sterilization requirements, Animal Services offers discount vouchers to low income residents that help cover the cost of pet sterilization. To manage the discount programs, Animal Services developed a customized information management system (Voucher

[2] Some specific exemptions to animal sterilization are allowed.

System) that generates vouchers and tracks redemption requests made by veterinarians. Participating veterinarians (Partner Veterinarians) must have a signed Letter of Agreement on file with the Department to redeem payment by the City.

Animal Services also uses the Voucher System to track transactions with contracted veterinarians (Contract Veterinarians) who perform spay/neuter surgeries on behalf of the Department. As of April 2015, the Department has executed four contracts and facility agreements with Contract Veterinarians to provide spay/neuter surgeries at City-owned shelters. During FY 2013-14, approximately 25,000 discount and contractual spay/neuter vouchers were issued using the Voucher System. In addition, the Department has executed two contracts with Contract Veterinarians to provide mobile animal sterilization surgeries for low-income residents throughout the City.

Partner and Rescue Organizations

Animal Services partners with several animal rescue and foster organizations that help reduce the number of animals at-risk for euthanasia by providing foster and adoption services for those animals. To facilitate this goal, Animal Services enters into agreements with rescue groups which allow animals to be placed into rescue homes or shelters.

Since July 2011, the Department has had an agreement with Best Friends Animal Society (Best Friends) to operate the Northeast Animal Shelter located in Mission Hills. Under this agreement, Best Friends can remove animals at-risk for euthanasia so that they can receive continued care and adoption services. The agreement aims to alleviate the scarcity of kennel space at City shelters and, to reduce the number of animals being held and euthanized within City shelters.

Monthly Statistical Reports ("Woof Stat Reports")

On a monthly basis, Animal Services compiles statistical reports, referred to as the "Woof Stat Report[3]," that are published on its public website. Woof Stat reports provide summary statistics on a citywide and shelter basis for several categories of animal control and shelter activities. Statistics are gathered by Animal Services staff from various data sources including the Chameleon Database, Voucher System, and manually by staff. Woof Stat

[3] An example of a recently published Woof Stat report is provided in Appendix VI.

reports are categorized in several ways including impounds by type (i.e., stray, owner surrender, etc.) and outcomes by type (i.e., adoptions, returned to owner, euthanized, etc.), as well as impounds and outcomes by animal type (i.e., cats, dogs, rabbits, etc.). Exhibit 7 provides a summary of the statistical categories provided within Woof Stat reports.

Exhibit 7: Categories of Monthly Statistics included in Woof Stat Report

Category	Description	Data Source
Impounds by Animal Type	Number of animals impounded into LAAS shelters during the reporting period by type (dog, cat, rabbit, other).	Chameleon
Impounds by Impound Type	Number of animals impounded into LAAS shelters during the reporting period by intake type.	Chameleon
Live Releases	Number of animals released from LAAS shelters during the reporting period by type.	Chameleon
Live/Save Rates	Rate of releases from LAAS shelters as a proportion of animal impounds during the reporting period.	Calculation Live Releases ÷ Impounds
Licenses Issued	Number of animal licenses issued by LAAS during the reporting period by license type.	Chameleon
Spay/Neuter Surgeries by LAAS Vets	Number of spay/neuter surgeries performed by LAAS Veterinarians during the reporting period.	Chameleon
Cat and Dog Euthanasia	Number of Cats and Dogs euthanized during the reporting period.	Chameleon
Cat and Dog Live Releases	Number of cats and dogs released from LAAS shelters during the reporting period.	Chameleon
Outcomes for All Animals	Outcomes of animals during the reporting period by outcome type. (adoption, redemption by owner, placed with rescue partner, release to partner organization (Best Friends), died in shelter, euthanized).	Chameleon
Admin Stats	Number of public records requests processed and administrative hearings held during the reporting period.	Manual counts
Spay/Neuter Vouchers Issued	Number of discounted spay/neuter surgery vouchers issued during the reporting period.	Voucher System
Volunteers	Activity data related to LAAS Volunteers during the reporting period.	Volunteer System and manual counts
Animals Sent to Foster	Number of animals sent to a foster provider during the reporting period.	Chameleon
Officer Stats	Number of activities performed by Animal Control Officers during the reporting period.	Chameleon
Spay/Neuter Surgeries by Contract Vets	Number of spay/neuter surgeries performed by Contract Veterinarians during the reporting period.	Manual counts by Shelter Supervisors

Audit Objectives

The primary objective of this audit was to assess and validate the completeness, relevance and reliability of Animal Services' data collection, sources and accuracy for currently reported statistics in light of prior audit recommendations.

Other Audits, Investigations and Reviews

The Controller's Office has previously audited the Department's activities and operations. Reports with recommendations related to data accuracy include:

- **Audit of Fiscal Operations at the Los Angeles Department of Animal Services**, issued February 15, 2012, evaluated the overall financial controls of the Department and how well the Department was mitigating the risks associated with financial processes such as revenue collection and billing, payroll and timekeeping, donation accounting, purchases, animal inventory management and contracting.

- **Process Improvements for the Los Angeles Animal Services Department Spay and Neuter Program** (a non-audit service), issued June 30, 2009, provided recommendations for the Department to better manage its spay/neuter program, monitor financial program performance, and produce relevant data to enhance fiscal and operational reporting.

- **Performance Audit of the Department of Animal Services' Spay and Neuter Program**, issued August 19, 2008, assessed the performance and overall strategic plan regarding the department's Spay/Neuter Program.

- **Report on Department of Animal Services Spay/Neuter Services**, issued July 30, 2002, assessed the performance of the Department's Spay/Neuter Program, and included recommendations to develop a database for tracking program data and validating program-related transactions.

Benchmarking

Our audit compared the types of statistical data provided to the public by comparable animal control and welfare organizations to those published by the Department of Animal Services. Several of these organizations utilize an animal welfare industry reporting model called Asilomar Statistics to standardize reporting metrics related to animal welfare. Although Animal Services reports similar statistics within Woof Stat reports, additional data categories and calculations could be reported by the Department, such as euthanasia by health status at impound, owner requested euthanasia, and beginning and ending shelter inventories. These computations and recommendations are discussed further in Finding 2.

FINDINGS & RECOMMENDATIONS

Section I: Accuracy of Reported Data

Without adequate processes to ensure the accuracy and completeness of reported statistics, the integrity of Animal Services' operating performance is at risk. Publicly reported information provides transparency of management practices, supports accountability, and helps maintain stakeholder confidence. The public must be assured that information provided is accurate, reliable and complete. By publishing data on its website, Animal Services must have adequate controls to ensure its reported data meets the public's expectations.

Finding No. 1: Animal Services lacks sufficient processes to ensure reported statistics are accurate.

- **Impound and outcome statistics are inadvertently overstated due to system limitations and departmental procedures, resulting in 2,204 impound and outcome records that were potentially duplicated and miscategorized during our audit period.**
- **Data entry errors can occur, resulting in inaccurate reporting of what happens to animals.**
- **Animal sterilization statistics are underreported. In 2014, the Department did not report 5,362 sterilizations performed on shelter animals by Partner Veterinarians, and 4,065 sterilizations performed on privately-owned animals by a contracted mobile veterinarian.**

During our audit we reviewed the systems, data sources, and processes utilized by Animal Services to collect, summarize, and report its operational statistics. Animal Services uses the Chameleon Database to extract animal impound and outcome statistics for inclusion within monthly Woof Stat reports. To streamline data collection from the Chameleon Database, Animal Services' Administrative Staff run automated reports customized to compile the data into Woof Stat categories.

Our testing of 60 animal outcome records disclosed that Chameleon software has limitations; coupled with rigid Departmental procedures, this led to the

inadvertent duplication of impound and outcome records for some animals, resulting in an overstatement of both figures. In addition, we found instances where reporting errors in animal outcomes and sterilizations went undetected, and also discovered that Animal Services does not report the total number of animal sterilizations performed on its behalf.

Process Limitations Cause Overstatement of Animal Impound and Outcome Statistics

Processes followed by Animal Services staff to create and report animal impound and outcome statistics led to inadvertent overstatements within Woof Stat reports. Chameleon software limitations and the inability to identify and adjust record counts, hampers Animal Services' efforts to produce accurate animal statistics.

Our sample of 60 outcome records disclosed few system and process controls to prevent duplicate records in Woof Stat reports. Record duplication occurred when impounded animals were initially recorded as strays; however, after the owners were identified, they surrendered the animals to the shelter.

According to Department procedure, all animals brought into a shelter are given an impound record in Chameleon and categorized by an impound type such as stray, owner surrender, declared disaster, etc.

Each impound record eventually has a corresponding outcome such as adoption, redeemed, New Hope placement, etc. Animals that are returned to their owners are recorded as "Redeemed" or "Released." [4] Our sample included two instances when animals were impounded into the shelters as strays, but then received an additional impound record because of Chameleon's limitations. Shortly after impounding the animals as strays, staff noted that the owners did not redeem their animals, but rather opted to surrender them to the shelter.

In this situation, Chameleon and Departmental procedures require that the original impound record be assigned an outcome disposition and a second impound record be created for each animal. The Department used "Released" as the outcome disposition for the first impound record and created new impound records with an impound type of "Owner Surrender". As a result, each animal accounted for two separate impounds ("Stray" and "Owner Surrender"), and two separate outcomes ("Released" and "New Hope

[4] Animals returned to owners are generally "Redeemed". In some cases, an animal may be returned to its owner as "Released" without paying redemption fees.

Adoption"), overstating the actual number of impounds and outcomes within the Chameleon Database.

Since the automated process used by Animal Services to compile Woof Stat reports uses distinct counts of impound and outcome codes[5] within a specified reporting period, the number of animal impound and disposition records were double-counted within Woof Stat reports for these two animals. The exceptions noted in our sample are not isolated incidents since the outcome code of "Released" is commonly used in these types of cases. This is a systemic weakness resulting in overstatement of animal outcomes when an animal is categorized as being "Released" and a corresponding overstatement of animal impounds.

Animal Services acknowledges that these types of impound situations have caused double-counting. However, this limitation and effect on the reported impound and outcome statistics is not disclosed within Woof Stat reports. Analysis of outcome data shows 2,204 "Released" dogs and cats were entered into Chameleon during Fiscal Years 2011-12 through 2013-14. Exhibit 8 summarizes the potential number of duplicate records based on dog and cat outcomes categorized as "Released" within the Chameleon Database.

Exhibit 8: Potential Overstated Dog and Cat Outcomes by Fiscal Year

	FY 2011-12	*FY 2012-13*	*FY 2013-14*	*Total*
Number of All Animal Outcomes Entered into Chameleon	**65,083**	**61,232**	**56,835**	**183,150**
Number of Dog & Cat Outcomes (All Types)	**57,402**	**54,472**	**50,384**	**162,258**
Number of "Released" Dog & Cats Outcomes -or- Number of Potential Erroneous Dog & Cat Impounds and Outcomes	**1,316**	**554**	**334**	**2,204**

From this data, we can see that the potential overstatement for all Dog and Cat outcomes was 1.3% over the 3-year audit period.

[5] Impound and outcome codes distinguish the different types of animal intakes (e.g., stray, owner surrender, etc.) and outcomes (e.g., adoptions, euthanized, etc.).

Reporting Errors Undetected Within Woof Stat Reports

Without sufficient oversight and controls over data entry, Animal Services cannot guarantee the accuracy and reliability of reported statistics. By choosing to report operational statistics within monthly Woof Stats reports, Animal Services' Administration must depend on Shelter Staff to provide timely and accurate data-entry into Chameleon.

During our sample testing, we identified one instance where Animal Services staff entered the wrong animal outcome code into Chameleon. Such errors then lead to inaccurate reporting because the Department uses these codes to identify and count animal outcomes. The Department does not have adequate manual controls to minimize the risk for reporting error and to ensure its reported data is reasonably accurate.

In this exception, an Animal Control Technician miscategorized the death of a stray cat. Based on our review of the animal's records in the Chameleon Database, we determined that this disposition record should have been "euthanasia," since veterinary staff notes indicate that the animal was euthanized by a private veterinarian due to irreparable suffering. However, the outcome noted was "body disposal", which is used when an animal dies of natural causes while in the shelter. Animal Services agreed this was an error, but as of our fieldwork date, the error had not been corrected within the Chameleon Database.

Underreporting of Animal Sterilization Statistics Limits the Capacity for Independent Program Assessment

Underreporting of sterilization statistics limits the reliability and usefulness of reported data, and hinders stakeholder ability to effectively monitor and assess citywide sterilization programs. Our audit revealed that Animal Services' reported statistics do not include all sterilizations performed on behalf of the Department. Specifically, reported statistics do not include the number of sterilization surgeries by private veterinarians for shelter animals, nor do they include the number of surgeries performed by contracted mobile veterinarians on privately-owned animals in low-income areas.

In 2014, Animal Services staff and Contract Veterinarians sterilized approximately 23,000 animals on behalf of the Department. However, the Department only reported 75% of these surgeries within Woof Stat reports. Since Animal Services relies on Partner and Contract Veterinarians to address

the demand for citywide animal sterilizations, limited reporting restricts stakeholder ability to monitor and assess the Department's operations.

Shelter animals may be sterilized by Department veterinarians, Contract Veterinarians operating at City Shelters, or by private veterinarians who have an agreement with the Department and operate out of their own clinics. The Department also provides free sterilization certifications to low-income residents and discounted vouchers to any City resident to encourage sterilization of privately-owned animals. The public can use free certificates or discount vouchers to sterilize privately-owned animals at City Shelter clinics, or at private veterinary clinics that have an agreement with the Department. The Department also subsidizes sterilization services using contracted mobile veterinarians that provide free sterilization surgeries for privately-owned animals within low-income areas.

On a monthly basis, Animal Services reports the number of sterilization surgeries performed by its own veterinary staff and those performed by Contract Veterinarians at four of the six City shelters. The Department also reports the number of free certificates/discount vouchers used for sterilization surgeries performed on privately-owned animals.

The Department currently has six executed agreements with private veterinarians (Contract Veterinarians) to perform sterilization surgeries within the City. Four of the Contract Veterinarians have exclusive rights to operate at City shelters and, in addition to performing surgeries on adoptable shelter animals, they may also accept free certificates/discount vouchers issued by the Department to sterilize privately-owned animals. The two Contract Veterinarians that operate mobile clinics serve only privately-owned animals and are prohibited from accepting free certificates/discount vouchers, since mobile sterilization services are already directed to residents within low-income areas. Exhibit 9 below provides a summary of these agreements:

Exhibit 9: ***Summary of Current Contract Veterinarian Agreements for Animal Sterilization Services***

Contract Veterinarian	Location	Sterilization Limitations	No. of Surgeries Reported in Woof Stat
Spay Neuter Project (SNP) of Los Angeles, Inc.	Harbor Animal Care Center Spay/Neuter Clinic	5 adopted dogs per day, 5 adopted cats per day; unlimited male cats; up to 35-40 shelter and privately-owned animals.	Yes
SNP Los Angeles, Inc.	East Valley Animal Care Center Spay/Neuter Clinic	5 adopted dogs per day, 5 adopted cats per day; unlimited male cats; up to 40 shelter and privately-owned animals.	Yes
Value Vet, Inc.	West Los Angeles Animal Care Center Spay/Neuter Clinic	Minimum of 20 sterilization surgeries for both shelter and privately-owned animals.	Yes
The American Society for the Prevention of Cruelty to Animals (ASPCA)	South Los Angeles Animal Care Center	Up to 20 surgeries per day for shelter animals; including privately-owned animals, approximately 35 surgeries per day.	Yes
Amanda Foundation	Mobile Clinic (Citywide)	Privately owned animals of low-income residents.	No
Spay4LA, Inc.	Mobile Clinic (ZIP Codes 90003, 90011, 90018 and 90037)	Privately owned animals of low-income residents.	No

Since stakeholders rely on Woof Stat to monitor and assess the Department's operations, inaccurate sterilization statistics increase the risk of improper program and policy decisions.

In addition to the Contract Veterinarians described in Exhibit 9, the Department also uses private veterinarians (Partner Veterinarians) on an as-needed basis to perform sterilization surgeries on shelter animals. Operating under letters of agreement with the Department, Partner Veterinarians work

when a shelter does not have an on-site Veterinarian[6], on days when Contract Veterinarians are not in operation, or when Contract Veterinarians have reached their maximum daily surgery capacity. Partner Veterinarians may also accept free certificates/discount vouchers issued to City residents for privately-owned animals. As of June 2015, the Department had signed letters of agreement with 45 Partner Veterinarians to participate in the City's free certificate/discount voucher program. However, sterilization surgeries performed by Partner Veterinarians are underreported, and therefore, policy decisions related to shelter animal sterilization programs are not based on accurate results.

Monthly Woof Stat reports provide statistics on the number of sterilization surgeries performed on shelter animals by City Veterinarians and by Contract Veterinarians that operate at City shelters. In addition, Woof Stat reports the number of free certificates/discount vouchers redeemed for surgeries on privately-owned animals. However, the number of surgeries performed by Mobile Contract Veterinarians are not reported within Woof Stat. In addition, the Department no longer reports the number of sterilization surgeries performed on shelter animals by Partner Veterinarians even though Shelter Staff track and provide this information to Administrative Staff on a monthly basis.

Exhibit 10: Sterilization Surgeries Performed by Animal Services' Staff and Contract Veterinarians (2014)

Veterinarian	Department Staff Veterinarians	Contract Veterinarians	Partner (Private) Veterinarians	Mobile Contract Veterinarian
Location	At Shelter	At Shelter	Off-site Clinic	Mobile Clinic
Animal Type	Shelter Animals	Shelter Animals	Shelter Animals	Private Animals
Number of Sterilization Surgeries Performed	5,474	6,932 ❶	6,494 ❷ [5,362 unreported]	4,065
Reporting Status	Reported In Woof Stat Reports	Reported In Woof Stat Reports	Not Reported in Woof Stat Reports	Not Reported in Woof Stat Reports

❶ Sterilization surgeries performed on privately-owned animals are not included in this figure, however, discounted vouchers that are redeemed by both Private and Contract Veterinarians are reported separately within Woof Stat.
❷ Sterilization surgeries were only reported in January and February 2014.

[6] The North Central and West Valley Animal Shelters do not have on-site Contract Veterinarians.

According to Department records, Partner Veterinarians performed 6,494 surgeries (average of 541 per month) on shelter animals in 2014. However, only two months of this data (1,132 surgeries or 17%) were published within Woof Stat Reports. During the same period, the City's Mobile Contracted Veterinarian[7] performed 4,065 surgeries on privately-owned animals (average of 339 per month) that were not published within Woof Stat reports. Excluding the amount of sterilizations reported under the Department's Free Certificate/Discount Voucher Program[8], the Department included only 59% of the sterilization surgeries it paid for in 2014, an understatement of 41%.

By not reporting all sterilization surgeries performed under an agreement with the Department, Animal Services does not provide complete and comprehensive animal sterilization statistics within its Woof Stat reports, and therefore, is not providing comprehensive statistics for the public to monitor and assess the Department's sterilization program performance.

Processes for Reporting Animal Sterilization Statistics are Inconsistent

Without standardized processes to track and validate the number of surgeries performed on its behalf, the Department cannot be assured its published sterilization statistics are accurate and reliable. Our review of data sources used to report animal sterilization statistics revealed inconsistent practices in the accounting of sterilization surgeries performed on shelter animals. We further noted that during our review Animal Services' Administrative Staff performed limited validation procedures on the data provided by Shelter Staff. While testing the accuracy of reported animal sterilization statistics, we found that the processes used by staff to gather and report animal sterilization statistics are fragmented and, for one Animal Shelter, were reported in error. Without adherence to standardized processes, Animal Services Administration cannot effectively ensure that statistics reported by Shelter Staff are accurate and reliable. On a daily-basis, animals released from shelters for sterilization surgeries are tracked by Shelter Staff within the daily release log. Release log information includes the type, sex, and breed of the animal. If shelter animals

[7] One mobile clinic was under agreement with the City during calendar year 2014.
[8] Sterilizations related to Animal Services' Free Certificate/Discount Voucher Program are reported independently from other sterilization categories within Woof Stat. (See Appendix VI Pg. 2 -- "Spay/Neuter Vouchers Issues / Redeemed")

are released for sterilization surgery, the release logs specify which Contract or Partner Veterinarian the animal was released to for sterilization surgery.

Using information recorded within release logs and shelter calendars, Shelter Supervisors tabulate the number of sterilization surgeries performed on shelter animals for inclusion within monthly management reports. Data from all six City shelters are compiled together within a consolidated management report. Administrative Staff uses the consolidated report to include the amount of sterilization surgeries performed by on-site Contract Veterinarians into Woof Stat reports.

South Los Angeles Animal Shelter

Inconsistent processes led to inaccurate reporting of animal sterilization statistics at the South Los Angeles Animal Shelter. During the month of June 2014, Animal Services reported that 340 animals had been sterilized by the Contract Veterinarian at the South Los Angeles Animal Shelter. We attempted to gather the release logs for June 2014, but Shelter staff were unable to locate all of them for that month. The Shelter Supervisor reviewed supplementary records provided by the Contract Veterinarian and noted records supported only 172 sterilization surgeries performed on shelter animals from the South Los Angeles Shelter by the Contract Veterinarian during June 2014.

Based on further discussion, the Shelter Supervisor indicated that the total number of sterilization surgeries previously reported may have included surgeries performed by Private Veterinarians. This seems to be supported by the records of surgeries performed by Partner Veterinarians, however, a review of Partner Veterinarian records show 351 surgeries performed during June 2014; leading to a potential underreporting of 11 surgeries (3.2%) for the month at the shelter.

East Valley Animal Shelter

For statistics to be valid and reliable, they must be supported. Fragmented processes can cloud support for reported statistics, and decrease reporting efficiency. During our review of the release logs at the East Valley Animal Shelter, we found that records were not always accurate, nor did the logs adequately support the number of surgeries reported within Woof Stat. While the East Valley Shelter Supervisors provided adequate support for the reported number of surgeries performed in June 2014, supplementary

information outside of the release logs was needed to support the reported statistic. If release logs were adequately updated and maintained, additional supporting documentation would not have been necessary to validate reported statistics.

Woof Stat Reporting Categories Lack Clarity

For data to be meaningful, users must be able to understand what is being represented. The Woof Stat report can be enhanced by including additional details on reporting categories, calculations, and related data sources.

Based on our review of Woof Stat reports, we noted the Department has not defined various reporting categories. These unclear definitions, can make it difficult for the public to interpret and appropriately act upon the reported information. For example, Cat and Dog Live Releases include "Redeemed" and "Released" categories (these two categories are also included in Outcomes for All Animals). In general, a redeemed animal is returned to its owner at the shelter, and it is reasonable to expect that many animals will be redeemed on a monthly basis. In contrast, a released animal is released into the wild, and we would not expect Animal Services to release unowned dogs and cats without them being adopted. The problem is that the general public may easily confuse the two terms. Since Woof Stat reports do not define what the "Redeemed" and "Released" categories entail, report users must make assumptions about the information being reported.

Furthermore, Woof Stat reports include a Live/Save Rate metric which intends to represent the ratio of animals that die or are euthanized at City shelters, to the number of impounded animals during the reporting month. However, because there are no definitions given for the categories presented within Woof Stat, it is not clear which data the Live/Save Rate calculation specifically presents.

Recommendations

Animal Services' management should:

1.1. Establish processes that will validate Woof Stat data to ensure the Department releases accurate and reliable statistics. Identify the expected number of animal outcomes at each City shelter, and implement enhanced automation and validation techniques to detect data

anomalies and reporting errors prior to Woof Stat publication.

1.2. Implement procedures for shelter supervisors to review Chameleon data, at least on a sample basis, to ensure the accuracy of reported animal outcomes. Data entry errors should be appropriately addressed, and also noted within the Chameleon Database.

1.3. Formally define each of the statistics reported in Woof Stat reports. For example, data sources, category definitions, and any known system or data limitations should be disclosed alongside published statistics.

1.4. Establish formalized procedures for staff to adequately gather, validate, and report the number of animal sterilization surgeries performed on shelter animals. All sterilization surgeries performed on shelter animals should be reported, noting the contracted veterinarian.

1.5. Consider reporting the number of sterilization surgeries performed by Mobile Contract Veterinarians within Woof Stat reports.

Section II: Comparison of Reported Data

Tracking performance data is key to the success of any organization. Statistics are navigation devices—they tell you where you are, where you've been, and what needs to be done to get to where you want to go. Performance data gives an organization an objective standard for measuring results. They provide tools to determine how well an organization is performing compared to others and in the past. When publicly reported, statistics provide organizational transparency and tools for stakeholders and the public to measure the organization against their own expectations.

Important statistics reported by animal welfare organizations include the number of animals impounded and the number of animals that are adopted, returned to owners, released to partner organizations or euthanized. These numbers show how an organization is fulfilling its animal welfare mission, and can provide organizational insight through performance trends, especially in light of specific policy initiatives such as mandatory animal sterilization throughout the City.

Animal Services has authority over animal welfare for one of the most geographically diverse and populous cities in the world. Because of its relatively large service demand and range of stakeholders, it is imperative that Animal Services report operational statistics that adequately reflect its activities and services, while enabling the public to monitor the Department's performance toward meeting its goals.

Finding No. 2: Animal Services' published operational reports do not include details related to animal impound and outcome statistics that other comparable animal control organizations report.

- **Operational reports published by comparable animal control organizations provide additional details related to animal impound and outcome statistics. Additional details include the age of animals in shelters and the health of animals adopted, rescued, or euthanized.**

Since its initial implementation in 2012, Woof Stats' reporting categories and formats have been significantly updated and refined. However, with several changes in calculations and additions to reporting categories, it is difficult to assess trends in reported statistics over time.

Adoption of a Standardized Reporting Model Would Increase Animal Services' Capacity for Comparative Assessment

Adopting and implementing a standardized methodology for statistical reporting could assist Animal Services in better gauging its operational performance, and would greatly assist in the production of comparable benchmarks for comparative purposes. We compared Woof Stat to published reports of nine similar animal welfare organizations. Our review shows that there is significant variation in the amount and detail provided by each organization. For example, some organizations report animal impound and outcome information by animal type (i.e. dog, cat, rabbit, and other) and age (i.e. neonatal, puppy/kitten, adult), while others, including Animal Services, only report by animal type.

While Animal Services generally reports similar types of statistics as other organizations, it could adopt a standardized methodology used by other animal welfare organizations in addition to its own reporting. Appendix III shows a comparative chart of animal control and welfare statistics reported by other comparable animal control organizations.

Asilomar Accord Statistics Offer a Standardized Reporting Methodology for Animal Welfare Statistics

A standardized reporting model could help Animal Services set important benchmarks and improve animal welfare throughout the city by allowing for comparisons to peer agencies. In August of 2004, a group of animal welfare industry leaders from across the nation convened at Asilomar Conference Center for the purpose of building bridges across varying philosophies, developing relationships, and creating goals focused on significantly reducing the euthanasia of healthy and treatable companion animals in the United States (Asilomar Accords). As part of this effort, a statistical reporting model was developed to assist animal welfare organizations implement a standardized model to calculate and present certain animal welfare statistics. See Appendix IV for the annual animal statistics template and "live release rate" formula.

While our audit did not include an analysis of the statistical reporting model developed by the Asilomar Accords (Asilomar Model), we did observe that five out of the nine comparable organizations we selected for benchmarking utilize the Asilomar Model when reporting animal welfare statistics.

Woof Stat presents more data that what is included in the Asilomar Model; however, a noted difference is that the Model presents euthanasia statistics in four sub-categories: 1) Healthy; 2) Treatable – Rehabilitatable; 3) Treatable – Manageable; and 4) Unhealthy and Untreatable. While Animal Services tracks euthanasia sub-classifications through the Chameleon system, Woof Stat reports only the total, by animal type.

Although the Department understands the benefits of the model, management expressed concerns due to the subjectivity involved with some of the reporting categories defined within the Asilomar Model. Animal Services' management stated that adoption of the Asilomar Model may create a lack of trust from the community. For example, if Animal Services used the Asilomar Model the Department would be required to determine that some animals are not treatable, and therefore, are not adoptable. These animals would not be factored into the live-save rate calculation that currently counts all "noses in and noses out." Because of this, Animal Services believes that adoption of the Asilomar Model would reduce transparency and could have a negative impact on public trust.

While we acknowledge this concern, clearly communicating the specifics of what is reported, and explaining the basis of the model for comparative purposes could help alleviate potential concerns from the public.

If Animal Services reported statistics using the Asilomar Model, it would be possible to benchmark Animal Services against other comparable organizations that subscribe to the Asilomar Accords. Further, adherence to reporting standards such as the Asilomar Model would also allow Animal Services to guide organizational efforts in accomplishing goals pertaining to animal welfare throughout the City. These statistics could be included as an addendum to current Woof Stat reports to better benchmark performance to other comparable animal welfare organizations.

Recommendation:

2.1 Animal Services should consider adopting a standardized reporting model to produce animal welfare statistics and

metrics that are widely accepted by other animal welfare organizations. At a minimum, the Department should consider providing additional information regarding euthanasia categories, and information on how the reported live/save rate is calculated.

Respectfully submitted,

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GLOSSARY OF KEY TERMS

Animal Impound *- The process performed by Animal Services' staff when an animal physically arrives at a Shelter.*

Animal Outcome *– The disposition status of an animal when it physically leaves a shelter. (i.e. adoption, death, euthanasia, release to a rescuer, or placement with a partner/foster organization)*

Asilomar Accords - *In August of 2004, a group of animal welfare industry leaders from across the nation convened at Asilomar in Pacific Grove, California, for the purpose of building bridges across varying philosophies, developing relationships and creating goals focused on significantly reducing the euthanasia of healthy and treatable companion animals in the United States.*

Asilomar Model *– Statistical model created by Asilomar Accord participants that aim to standardize the reporting of animal welfare statistics.*

Chameleon *– The trade name of the information system used by Animal Services' to manage animal licensing, enforcement, and shelter operations.*

Chameleon Database *– The database maintained by Animal Services' that houses the data used within Chameleon.*

Euthanasia *– The act of putting to death painlessly.*

Neuter *- A surgical procedure performed on a male animal that terminates the reproductive capacity of the animal.*

Owner Surrender *– The process in which an animal owner relinquishes ownership of their animal.*

Spay *– A surgical procedure performed on a female animal that terminates the reproductive capacity of the animal.*

Stray *– Classification of an animal that is found without an owner.*

Veterinarian *– A person licensed to practice veterinary medicine or surgery.*

Woof Stat *– Monthly reports published by Animal Services' that show selected statistics on a shelter and citywide lev*

APPENDIX I – AUDIT ACTION PLAN

	Finding	Page		Recommendation	Page	Entity Responsible for Implementation	Priority
	Section I: Accuracy of Reported Data						
1	Animal Services lacks sufficient processes to ensure reported statistics are accurate.	16	1.1:	Establish processes that will validate Woof Stat data to ensure the department releases accurate and reliable statistics. Identify the expected number of animal outcomes at each City shelter, and implement enhanced automation and validation techniques to detect data anomalies and reporting errors prior to Woof Stat publication.	25-26	Department of Animal Services (Animal Services)	B
			1.2:	Implement procedures for shelter supervisors to review Chameleon data, at least on a sample basis, to ensure the accuracy of reported animal outcomes. Data entry errors should be appropriately addressed, and also noted	26	Animal Services	B

APPENDIX I – AUDIT ACTION PLAN

Finding	Page	Recommendation	Page	Entity Responsible for Implementation	Priority
		within the Chameleon Database.			
		1.3: Formally define each of the statistics reported in Woof Stat reports. For example, data sources, category definitions, and any known system or data limitations should be disclosed alongside published statistics.	26	Animal Services	B
		1.4: Establish formalized procedures for staff to adequately gather, validate, and report the number of animal sterilization surgeries performed on shelter animals. All sterilization surgeries performed on shelter animals should be reported, noting the contracted veterinarian.	26	Animal Services	B
		1.5: Consider reporting the number of sterilization surgeries performed by Mobile Contract Veterinarians within Woof Stat reports.	26	Animal Services	B

APPENDIX I – AUDIT ACTION PLAN

	Finding	Page		Recommendation	Page	Entity Responsible for Implementation	Priority
	Section II: Comparison of Reported Data						
2	Animal Services' published operational reports do not include details related to animal impound and outcome statistics that other comparable animal control organizations report.	27	2.1:	Animal Services should consider adopting a standardized reporting model to produce animal welfare statistics and metrics that are widely accepted by other animal welfare organizations. At a minimum, the Department should consider providing additional information regarding euthanasia categories, and information on how the reported live/save rate is calculated.	29-30	Animal Services	B – Medium

A –High Priority *- The recommendation pertains to a serious or materially significant audit finding or control weakness. Due to the seriousness or significance of the matter, immediate management attention and appropriate corrective action is warranted.*

B –Medium Priority *- The recommendation pertains to a moderately significant or potentially serious audit finding or control weakness. Reasonably prompt corrective action should be taken by management to address the matter. Recommendation should be implemented no later than six months.*

C –Low Priority *- The recommendation pertains to an audit finding or control weakness of relatively minor significance or concern. The timing of any corrective action is left to management's discretion.*

N/A *- Not Applicable*

APPENDIX II – SCOPE & METHODOLOGY

SCOPE

Throughout the past decade, the Controller's Office has made several recommendations to the Department of Animal Services (Animal Services) related to improving its control over operations and data-related practices. In addition, recent concerns have been raised by animal advocates over the validity of data reported by Animal Services. In light of the prior recommendations and public concern, it is appropriate for the Controller to follow-up through a review of performance measures and controls related to data accuracy.

The primary objective of this audit is to assess the accuracy and reliability of Animal Services' reported data and to follow-up on prior Controller's audit recommendations. To answer the primary objective, we focused our audit efforts on accomplishing the following sub-objectives:

1. Assess Animal Services processes for data collection and appropriate sources of data to ensure data is collected efficiently and the use of technology is maximized.

2. Evaluate Animal Services processes to ensure data accuracy and confirm metrics reported to public and City leaders are accurate, complete, and reliable, including whether appropriate metrics are reported.

To ensure that the data related to our audit was current and relevant, we limited the scope of our audit to data reported by the Department during Fiscal Years 2011-12, 2012-13, and 2013-14.

METHODOLOGY

This audit was performed in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe the evidence obtained provides reasonable basis for our findings and conclusions based on our audit objectives.

We reviewed and evaluated Animal Services' publically reported data and related processes. Audit fieldwork was performed from March 2015 through May 2015 and generally covered Animal Services' data over a three year period from July 2011 through June 2014.

In accordance with these standards, we performed the following audit procedures to conclude on our audit objectives:

- Reviewed relevant laws, regulations, policies & procedures, and other background materials pertaining to Animal Services' data processing and reporting.
- Identified and reviewed information systems used by Animal Services to generate and publish operational statistics from Fiscal Year 2011-12 through 2013-14.
- Interviewed and observed Animal Services' staff while performing data-entry functions.
- Observed animal shelter operations and performed walk-through analyses on data-related functions.
- Observed processes used by Animal Services' staff to gather, process, and report statistics to the public.
- Evaluated the relevance and appropriateness of statistics published by Animal Services.
- Assessed the risk of potential data error within published reports.
- Gathered and analyzed data records that support animal income and outcome statistics for Fiscal Years 2011-12 through 2013-14.
- Selected a random sample of 30 animal intake records and 60 animal outcome records for detailed review and validation.
- Sampled and reviewed supporting documentation for one month of published Animal Sterilization statistics at two City animal shelters.
- Researched statistics and metrics published by comparative animal organizations and compared statistics published by Animal Services to those published by other animal control organizations.

APPENDIX III –PUBLICLY REPORTED DATA MATRIX

		Regional Organizations					In-State Organizations		Out-of-State Organizations		
		Los Angeles Deptartment of Animal Services	County of Los Angeles Animal Care & Control	County of San Diego Animal Services & San Diego Animal Welfare Coalition	Orange County Animal Care	Pasadena Humane Society	San Jose Animal Care Center	San Francisco Animal Care & Control [1]	Austin Animal Services (Austin, TX)	Maricopa County Animal Care & Control (Phoenix, AZ area)	Multnomah County Animal Services (Portland, OR area)
Impound Statistics	**By Animal Type** (Dogs, Cats, Others,)	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	By Animal Age (Neonatal, Kitten/Puppy, Adult)								Yes		
	By Impound Reason (Stray, Owner Surrender, etc.)	Yes		Yes	Yes		Yes [2]		Yes	Yes [2]	Yes [2]
Outcome Statistics	**By Animal Type** (Dogs, Cats, Others)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	By Animal Age (Neonatal, Kitten/Puppy, Adult)								Yes		
	By Outcome Type (Adoptions, Transfers to Rescue Groups, Euthanasia)	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes
	Euthanasia Detail			Yes	Yes	Yes	Yes			Yes	Yes
Live Save Rate Statistics	**By Animal Type** (Dogs, Cats, Others)	Yes	Yes	Yes	Yes		Yes		Yes	Yes	Yes
	By Animal Age (Neonatal, Kitten/Puppy, Adult)								Yes		
	Live Release Rate Calculation	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes
Asilomar Accord Statistics	**Reports Using Asilomar Accords Model**			Yes			Yes		Yes [3]	Yes [3]	Yes [3]
Licensing Statistics	**By Type**	Yes				Yes				Yes [4]	
	Revenue Amounts					Yes					

[1] Latest statistics published were for fiscal year 2010-11. Statistical reporting website under construction as of April 2015.
[2] Impound statistics reported using Asilomar Model Template which groups impound categories and provides detail ststictics by the health of the animal upon impound.
[3] Asilomar Statistics are published on seperate report using a standardized template.
[4] Statistics available for dog licenses only.

APPENDIX IV – ASILOMAR MODEL REPORT TEMPLATE

1. Annual Animal Statistics Table

		Dog	Cat	Total
A	BEGINNING SHELTER COUNT (date)			
	INTAKE (Live Dogs & Cats Only)			
B	From the Public			
C	Incoming Transfers from Organizations within Community/Coalition			
D	Incoming Transfers from Organizations outside Community/Coalition			
E	From Owners/Guardians Requesting Euthanasia			
F	Total Intake [B + C + D + E]			
G	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)			
H	ADJUSTED TOTAL INTAKE [F minus G]			
I	ADOPTIONS			
J	OUTGOING TRANSFERS to Organizations within Community/Coalition			
K	OUTGOING TRANSFERS to Organizations outside Community/Coalition			
L	RETURN TO OWNER/GUARDIAN			
	DOGS & CATS EUTHANIZED			
M	Healthy (Includes Owner/Guardian Requested Euthanasia)			
N	Treatable – Rehabilitatable (Includes Owner/Guardian Requested Euthanasia)			
O	Treatable – Manageable (Includes Owner/Guardian Requested Euthanasia)			
P	Unhealthy & Untreatable (Includes Owner/Guardian Requested Euthanasia)			
Q	Total Euthanasia [M + N + O + P]			
R	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)			
S	ADJUSTED TOTAL EUTHANASIA [Q minus R]			
T	SUBTOTAL OUTCOMES [I + J + K + L + S] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)			
U	DIED OR LOST IN SHELTER/CARE			
V	TOTAL OUTCOMES [T + U] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)			
W	ENDING SHELTER COUNT (date)			

To check the accuracy of the shelter data you've compiled, the Beginning Shelter Count (A) plus the Adjusted Total Intake (H) should equal the Total Outcomes (V) plus the Ending Shelter Count (W): A + H = V + W

2. Annual Live Release Rate Formulas

The Annual Live Release Rate is calculated by dividing total live outcomes (adoptions, outgoing transfers, and return to owner/guardian) by total outcomes (total live outcomes plus euthanasia not including owner/guardian requested euthanasia or died/lost in shelter/care). NOTE: The Annual Live Release Rate Formula is different for an individual agency and a coalition or community due to transfers between agencies.

Calculation for an individual agency:

Adoptions + All Outgoing Transfers + Return to Owner/Guardian divided by Total Outcomes excluding owner/guardian requested euthanasia (unhealthy and untreatable), and dogs and cats that died or were lost in the shelter/care.

Annual Live Release Rate = (I + J + K + L) / (T) * 100 = _____%

When reporting the Annual Live Release Rate for an individual agency, you should include the following statement: The Annual Live Release Rate does not include _____ owner/guardian requested euthanasia which were unhealthy & untreatable [see Line R] and _____ dogs and cats that died or were lost in the shelter/care [see Line U].

Calculation for community or coalition:

Adoptions + Return to Owner/Guardian divided by Total Outcomes excluding all outgoing transfers, owner/guardian requested euthanasia (unhealthy and untreatable), and dogs and cats that died or were lost in the shelter/care.

Annual Live Release Rate = (I + K + L) / (T – J)* 100 = _____%

When reporting the Annual Live Release Rate for the community or a coalition, you should include the following statement: The Annual Live Release Rate does not include _____ owner/guardian requested euthanasia which were unhealthy & untreatable [see Line R] and _____ dogs and cats that died or were lost in the shelter/care [see Line U].

Source: http://www.asilomaraccords.org/

APPENDIX V – EUTHANASIA CATEGORIES

Note: This document was provided by Animal Services' Administration and is used as a reference and training tool for euthanasia categorization.

Outcoming Euthanasias

1) If an animal is not available or is owner surrendered but still within the holding period then it **MUST** be outcomed as **IRREMEDIABLE SUFFERING** (this is due to State law).
   - **Irremediable Suffering**- On intake or during holding period, any animal that is enduring pain or distress that is unlikely to be changed or corrected within a reasonable amount of time. The condition is not likely to be curable or the trauma/physical condition is not easily repairable. (Note: this is our Dept.'s definition…the State does not actually define "irremediable suffering")

2) Once the animal is past the holding period, we use the **MEDICAL- NON-MANAGEABLE** or the **MEDICAL-REHABILITATABLE** outcomes.
   - **Medical-Non-manageable(MED NON MG)**
     Available animal that is sick/injured and is not likely to become "healthy" or "treatable" even if provided the medical care typically provided to pets by reasonable and caring pet owners/guardians in the community. These animals have a poor to grave prognosis of being able to return to a healthy, adoptable status. (an example of this would be heart/renal failurea badly broken pelvis or a Distemper Virus infection)
   - **Medical- Rehabilitatable(MED REHAB)**
     Available animal that is sick/injured but would be likely to be able to return to a healthy, adoptable status, if given medical care typically provided to pets by reasonable and caring pet owners/guardians in the community. (an example of this would be an Upper Respiratory Infection, kennel cough, some fractures)

3) **If the animal is <8 weeks old**, then we use the **<8wSUST** or **<8wUNSUST** outcomes, depending on its age and if it is sick or not.

   <8 WKS SUST- if healthy but too young to survive in the shelter and no foster is available.
   <8 WKS UNSUST- if sick/ill/injured.

4) **WILDLIFE** – When a sick or injured wild animal is brought in we try to find a rehabber who can take it. If not, the animal is euthanized.

5) **PUB HEALTH** – When any animal is being euthanized in order to test for Rabies.

APPENDIX V – EUTHANASIA CATEGORIES

The above Subtypes are Medical decisions and require a Veterinarian approval.

6) **AT PVT VT** – this is for animals that are euthanized at a private vet. This generally occurs for Irremediable Suffering animals and sick, unweaned kittens brought to one of our AFE- contracted Veterinary Hospitals.

7) **BEHAV HIST** – These are for dangerous animals with a documented bite history. Need 2 ACT supervisors to sign authorization to euthanize.

8) **BEHAV OBSV** – These are animals that have observable, dangerous aggression. Need a memo observing the behavior on 3 separate days and the memos must be from 3 separate individuals. Need 2 ACT supervisors to sign authorization to euthanize.

9) **FIELD** – When an ACO euthanizes an animal in the field.

10) **ROOSTER** – After a cockfighting bust, the roosters are euthanized under this subtype.

11) **SPACE** – Too many animals, not enough cages. Need 2 ACT supervisors to sign authorization to euthanize.

APPENDIX VI – EXAMPLE WOOF STAT REPORT

Woof Stat Report February 2015:

Citywide .....Pg. 1-2

East Valley Shelter.....Pg. 4-5

Harbor Shelter .....Pg. 6-7

North Central Shelter .....Pg. 8-9

South LA Shelter .....Pg. 10-11

West LA Shelter .....Pg. 12-13

West Valley Shelter .....Pg. 14-15

Administrative Statistics .....Pg. 16

LA Animal Services Woof Stat Report for February 2015

Department Totals - All Animals

Impounds by Animal Type - All Animals

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	712	661	8%	12,054	11,723	3%
Dogs	2,011	2,164	-7%	19,755	20,554	-4%
Others	303	283	7%	3,399	2,922	16%
Rabbits	43	58	-26%	620	624	-1%
Totals	**3,069**	**3,166**	-3%	**35,828**	**35,823**	0%

Impounds by Impound Type - All Animals

ACTF/Dsstr/Evid/Pers Prop	115	80	44%	1,198	867	38%
Owner Surrender	821	745	10%	7,563	7,856	-4%
Possible Owner	363	344	6%	3,440	3,217	7%
Stray	1,582	1,840	-14%	21,707	22,209	-2%
Wildlife	188	157	20%	1,920	1,674	15%
Totals	**3,069**	**3,166**	-3%	**35,828**	**35,823**	0%

Live/Save for Cats and Dogs

Impounds

Cats	712	661	8%	12,054	11,723	3%
Dogs	2,011	2,164	-7%	19,755	20,554	-4%
Totals	**2,723**	**2,825**	-4%	**31,809**	**32,277**	-1%

Live Releases

Cats	501	505	-1%	7,028	6,749	4%
Dogs	1,808	1,857	-3%	16,476	16,814	-2%
Totals	**2,309**	**2,362**	-2%	**23,504**	**23,563**	0%

Live/Save Rates

Cats	70.37%	76.40%	-8%	58.30%	57.57%	1%
Dogs	89.91%	85.81%	5%	83.40%	81.80%	2%
Totals	**84.80%**	**83.61%**	1%	**73.89%**	**73.00%**	1%

Licenses Issued

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Intact Dogs	100	139	-28%	902	996	-9%
Breeder's	77	53	45%	563	413	36%
Cat Tag	0	1	-100%	2	6	-67%
Diplomats	0	0	0%	0	0	0%
Disabled	77	82	-6%	669	628	7%
Duplicate	160	132	21%	1,357	1,221	11%
Equine Lic	75	67	12%	737	846	-13%
Equine Lic 2	0	0	0%	3	0	300%
Equine Lic 3	1	0	100%	7	5	40%
Equine Lic 4	0	0	0%	0	0	0%
Equine Lic 5	1	1	0%	52	85	-39%
Guide Dogs	0	1	-100%	2	8	-75%
Humane Grps	134	140	-4%	1,551	1,551	0%
Junkyard Intct	2	1	100%	20	10	100%
Junkyard Altrd	8	12	-33%	84	73	15%
LAPD K9	4	0	400%	0	0	0%
Pending	374	528	-29%	3,056	2,994	2%
Sentry	0	0	0%	0	2	-200%
Service	0	0	0%	0	27	-2700%
Signal	0	1	-100%	3	3	0%
Altered Dogs	7,546	8,515	-11%	59,809	71,696	-17%
Altered Dogs 3 Yrs	274	253	8%	1,693	1,331	27%
Senior	436	398	10%	2,769	2,594	7%
Svc	0	0	0%	3	0	300%
Svc Blue	0	0	0%	30	0	3000%
Totals	**9,269**	**10,324**	-10%	**73,312**	**84,489**	-13%

Spay/Neuter Surgeries by LAAS Vets

Cats	89	100	-11%	1,217	1,629	-25%
Dogs	259	377	-31%	1,907	2,258	-16%
Rabbits	1	4	-75%	75	59	27%
Totals	**349**	**481**	-27%	**3,199**	**3,946**	-19%

Department Totals

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cat and Dog Euthanasia						
Cats	179	199	-10%	5,060	5,124	-1%
Dogs	180	247	-27%	2,717	3,276	-17%
Totals	**359**	**446**	**-20%**	**7,777**	**8,400**	**-7%**
Cat and Dog Live Releases						
Adoptions to the Public	1,201	1,146	5%	11,802	12,308	-4%
Best Friends	326	308	6%	3,743	3,385	11%
New Hope Placements	387	520	-26%	4,192	4,479	-6%
Redeemed	364	355	3%	3,518	3,145	12%
Released	31	33	-6%	249	246	1%
Totals	**2,309**	**2,362**	**-2%**	**23,504**	**23,563**	**0%**
Outcomes for All Animals						
Adoptions to the Public	1,298	1,202	8%	12,542	12,831	-2%
Best Friends	326	308	6%	3,743	3,385	11%
Died/DOA (not euthanized)	206	179	15%	2,035	1,940	5%
Euthanized	502	546	-8%	9,207	9,666	-5%
Missing/Stolen/Escaped	3	17	-82%	56	55	2%
New Hope Placements	517	641	-19%	5,245	5,492	-4%
Redeemed	366	358	2%	3,556	3,163	12%
Released	49	50	-2%	550	524	5%
Animals Outcomed	**3,267**	**3,301**	**-1%**	**36,934**	**37,056**	**0%**

Admin Stats	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
CPRA Requests	50	58	-14%	407	428	-5%
Hearings Held	15	8	88%	109	70	56%
Spay/Neuter Vouchers Issued / Redeemed						
$30 Vouchers Issued	471	230	105%	3,434	1,937	77%
$70 Vouchers Issued	374	427	-12%	3,062	3,630	-16%
$30 Vouchers Redeemed	349	198	76%	1,988	1,354	47%
$70 Vouchers Redeemed	261	348	-25%	2,248	2,825	-20%

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Volunteers						
# of Volunteers	3,834	3,580	0%	n/a	n/a	n/a
# of Volunteer Hrs Worked	3,508	5,074	-31%	32,709	39,072	0%
# of Orientations	6	6	0%	44	43	2%
# attended	109	85	28%	632	763	0%
Animals Sent to Foster						
Cats	7	83	-92%	697	994	-30%
Dogs	19	97	-80%	207	476	-57%
Others	1	32	-97%	5	1	400%
Rabbits	0	0	0%	6	41	-85%
Totals	**27**	**212**	**-87%**	**915**	**1,512**	**-39%**
Officer Stats						
Citations Issued	82	50	64%	568	626	-9%
Permits Processed	79	100	-21%	736	638	15%
Wildlife Calls	394	327	20%	3,323	3,185	4%
Community Presentations	0	0	0%	0	0	0%

Spay/Neuter Surgeries by Contract Vets

	Feb-15	YTD Fiscal 14/15	Fiscal YTD Goal	% Chng
SNP LA Harbor- max of 10 /Day*	123	1,329	1,660	-20%
SNP LA EV - max of 10 /Day*	157	1,177	1,660	-29%
Value Vet WLA min. 20/Day Shelter and Public**	73	653	3,320	-80%
ASPCA SLA Clinic up to 20/Day**	206	1,646	3,320	-50%
Total	**559**	**4,805**	**9,960**	**-52%**

*On average 200 surgeries per month

**On average 400 surgeries per month

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East Valley Shelter

All Animals

Impounds by Animal Type - All Animals

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	191	155	23%	3,125	3,028	3%
Dogs	512	527	-3%	4,976	5,224	-5%
Others	73	109	-33%	788	850	-7%
Rabbits	9	16	-44%	171	155	10%
Totals	**785**	**807**	**-3%**	**9,060**	**9,257**	**-2%**

Impounds by Impound Type - All Animals

ACTF/Dsstr/Evid/Pers Prop	40	5	700%	192	175	10%
Owner Surrender	197	201	-2%	1,855	2,009	-8%
Possible Owner	90	99	-9%	870	946	-8%
Stray	410	452	-9%	5,681	5,634	1%
Wildlife	48	50	-4%	462	493	-6%
Totals	**785**	**807**	**-3%**	**9,060**	**9,257**	**-2%**

Live/Save for Cats and Dogs

Impounds

Cats	191	155	23%	3,125	3,028	3%
Dogs	512	527	-3%	4,976	5,224	-5%
Totals	**703**	**682**	**3%**	**8,101**	**8,252**	**-2%**

Live Releases

Cats	124	111	12%	1,840	2,056	-11%
Dogs	500	497	1%	4,440	4,676	-5%
Totals	**624**	**608**	**3%**	**6,280**	**6,732**	**-7%**

Live/Save Rates

Cats	64.92%	71.61%	-9%	58.88%	67.90%	-13%
Dogs	97.66%	94.31%	4%	89.23%	89.51%	0%
Totals	**88.76%**	**89.15%**	**0%**	**77.52%**	**81.58%**	**-5%**

Licenses Issued

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Intact Dogs	18	15	20%	146	87	68%
Breeder's	18	9	100%	126	74	70%
Cat Tag	0	0	0%	0	0	0%
Diplomats	0	0	0%	0	0	0%
Disabled	14	11	27%	78	73	7%
Duplicate	36	22	64%	294	265	11%
Equine Lic	19	16	19%	110	140	-21%
Equine Lic 2	0	0	0%	0	0	0%
Equine Lic 3	0	0	0%	1	0	100%
Equine Lic 4	0	0	0%	0	0	0%
Equine Lic 5	0	0	0%	2	4	-50%
Guide Dogs	0	0	0%	0	0	0%
Humane Grps	36	36	0%	524	653	-20%
Junkyard Intct	0	0	0%	1	3	-67%
Junkyard Altrd	2	2	0%	10	5	100%
LAPD K9	0	0	0%	0	0	0%
Pending	59	21	181%	365	198	84%
Sentry	0	0	0%	0	0	0%
Service	0	0	0%	0	1	-100%
Signal	0	0	0%	1	0	100%
Altered Dogs	996	851	17%	6,713	6,466	4%
Altered Dogs 3 Yrs	10	4	150%	71	52	37%
Senior	38	34	12%	204	225	-9%
Svc	0	0	0%	0	0	0%
Svc Blue	0	0	0%	0	0	0%
Totals	**1,246**	**1,021**	**22%**	**8,646**	**8,246**	**5%**

Spay/Neuter Surgeries by LAAS Vets

Cats	5	10	-50%	234	293	-20%
Dogs	67	89	-25%	516	408	26%
Rabbits	0	0	0%	4	2	100%
Totals	**72**	**99**	**-27%**	**754**	**703**	**7%**

East Valley Shelter

Cat and Dog Euthanasia

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	44	41	7%	1,188	967	23%
Dogs	27	30	-10%	414	495	-16%
Totals	**71**	**71**	0%	**1,602**	**1,462**	10%

Cat and Dog Live Releases

Adoptions to the Public	318	264	20%	2,892	2,954	-2%
Best Friends	88	92	-4%	1,132	1,205	-6%
New Hope Placements	99	151	-34%	1,188	1,626	-27%
Redeemed	112	88	27%	994	851	17%
Released	7	13	-46%	74	96	-23%
Totals	**624**	**608**	3%	**6,280**	**6,732**	-7%

Outcomes for All Animals

Adoptions to the Public	335	282	19%	3,023	3,105	-3%
Best Friends	88	92	-4%	1,132	1,205	-6%
Died/DOA (not euthanized)	54	50	8%	571	610	-6%
Euthanized	111	94	18%	1,910	1,754	9%
Missing/Stolen/Escaped	1	14	-93%	7	16	-56%
New Hope Placements	121	211	-43%	1,465	1,971	-26%
Redeemed	113	89	27%	1,004	855	17%
Released	17	16	6%	166	185	-10%
Animals Outcomed	**840**	**848**	-1%	**9,278**	**9,701**	-4%

Volunteers

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
# of Volunteers	722	572	26%	n/a	n/a	
# of Volunteer Hrs Worked	757	916	-17%	4,826	7,450	54%
# of Orientations	1	1	0%	7	7	0%
# attended	19	19	0%	92	141	53%

Animals Sent to Foster

Cats	1	9	-89%	254	344	-26%
Dogs	6	8	-25%	70	116	-40%
Others	0	0	0%	2	0	200%
Rabbits	0	0	0%	1	0	100%
Totals	**7**	**17**	-59%	**327**	**460**	-29%

Officer Stats

Citations Issued	19	22	-14%	107	98	9%
Permits Processed	2	5	-60%	43	30	43%
Wildlife Calls	49	54	-9%	428	490	-13%
Community Presentations	0	0	0%	0	0	0%

Harbor Shelter

All Animals

Impounds by Animal Type - All Animals

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	45	75	-40%	1,229	1,096	12%
Dogs	180	168	7%	1,794	1,883	-5%
Others	29	8	263%	220	126	75%
Rabbits	0	8	-800%	21	57	-63%
Totals	**254**	**259**	**-2%**	**3,264**	**3,162**	**3%**

Impounds by Impound Type - All Animals

ACTF/Dsstr/Evid/Pers Prop	3	2	50%	63	37	70%
Owner Surrender	89	49	82%	773	675	15%
Possible Owner	24	42	-43%	315	330	-5%
Stray	115	161	-29%	1,951	2,048	-5%
Wildlife	23	5	360%	162	72	125%
Totals	**254**	**259**	**-2%**	**3,264**	**3,162**	**3%**

Live/Save for Cats and Dogs

Impounds

Cats	45	75	-40%	1,229	1,096	12%
Dogs	180	168	7%	1,794	1,883	-5%
Totals	**225**	**243**	**-7%**	**3,023**	**2,979**	**1%**

Live Releases

Cats	34	57	-40%	666	533	25%
Dogs	201	203	-1%	1,454	1,535	-5%
Totals	**235**	**260**	**-10%**	**2,120**	**2,068**	**3%**

Live/Save Rates

Cats	75.56%	76.00%	-1%	54.19%	48.63%	11%
Dogs	111.67%	120.83%	-8%	81.05%	81.52%	-1%
Totals	**104.44%**	**107.00%**	**-2%**	**70.13%**	**69.42%**	**1%**

Licenses Issued

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Intact Dogs	3	6	-50%	36	34	6%
Breeder's	5	7	-29%	40	26	54%
Cat Tag	0	0	0%	0	0	0%
Diplomats	0	0	0%	0	0	0%
Disabled	1	3	-67%	23	22	5%
Duplicate	12	8	50%	70	68	3%
Equine Lic	0	0	0%	0	0	0%
Equine Lic 2	0	0	0%	0	0	0%
Equine Lic 3	0	0	0%	0	0	0%
Equine Lic 4	0	0	0%	0	0	0%
Equine Lic 5	0	0	0%	0	0	0%
Guide Dogs	0	0	0%	0	0	0%
Humane Grps	16	10	60%	107	82	30%
Junkyard Intct	0	0	0%	1	0	100%
Junkyard Altrd	0	0	0%	3	4	-25%
LAPD K9	0	0	0%	0	0	0%
Pending	0	0	0%	9	19	-53%
Sentry	0	0	0%	0	0	0%
Service	0	0	0%	0	0	0%
Signal	0	0	0%	0	0	0%
Altered Dogs	230	219	5%	1,793	1,779	1%
Altered Dogs 3 Yrs	2	5	-60%	12	6	100%
Senior	20	16	25%	101	119	-15%
Svc	0	0	0%	0	0	0%
Svc Blue	0	0	0%	0	0	0%
Totals	**289**	**274**	**5%**	**2,195**	**2,159**	**2%**

Spay/Neuter Surgeries by LAAS Vets

Cats	0	20	-2000%	0	289	-28900%
Dogs	0	51	-5100%	0	421	-42100%
Rabbits	0	0	0%	0	0	0%
Totals	**0**	**71**	**-7100%**	**0**	**710**	**-71000%**

Harbor Shelter

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cat and Dog Euthanasia						
Cats	18	25	-28%	638	590	8%
Dogs	23	31	-26%	324	332	-2%
Totals	**41**	**56**	**-27%**	**962**	**922**	**4%**
Cat and Dog Live Releases						
Adoptions to the Public	125	138	-9%	1,378	1,330	4%
Best Friends	41	45	-9%	194	211	-8%
New Hope Placements	42	44	-5%	230	269	-14%
Redeemed	22	27	-19%	286	242	18%
Released	5	6	-17%	32	16	100%
Totals	**235**	**260**	**-10%**	**2,120**	**2,068**	**3%**
Outcomes for All Animals						
Adoptions to the Public	128	138	-7%	1,419	1,366	4%
Best Friends	41	45	-9%	194	211	-8%
Died/DOA (not euthanized)	20	8	150%	155	140	11%
Euthanized	59	62	-5%	1,066	989	8%
Missing/Stolen/Escaped	0	0	0%	12	1	1100%
New Hope Placements	48	47	2%	293	313	-6%
Redeemed	22	27	-19%	286	245	17%
Released	5	6	-17%	57	31	84%
Animals Outcomed	**323**	**333**	**-3%**	**3,482**	**3,296**	**6%**

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Volunteers						
# of Volunteers	385	288	34%	n/a	n/a	
# of Volunteer Hrs Worked	502	583	-14%	5,085	5,872	-13%
# of Orientations	1	1	0%	7	7	0%
# attended	15	12	25%	60	54	11%
Animals Sent to Foster						
Cats	1	0	100%	50	60	-17%
Dogs	0	1	-100%	17	44	-61%
Others	0	0	0%	0	0	0%
Rabbits	0	0	0%	3	0	300%
Totals	**1**	**1**	**0%**	**70**	**104**	**-33%**
Officer Stats						
Citations Issued	4	6	-33%	17	22	-23%
Permits Processed	0	1	-100%	0	1	-100%
Wildlife Calls	36	12	200%	245	122	101%
Community Presentations	0	0	0%	0	0	0%

North Central Shelter

All Animals

Impounds by Animal Type - All Animals

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	141	125	13%	2,276	2,352	-3%
Dogs	374	411	-9%	3,525	3,953	-11%
Others	46	31	48%	758	607	25%
Rabbits	10	4	150%	182	135	35%
Totals	**571**	**571**	**0%**	**6,741**	**7,047**	**-4%**

Impounds by Impound Type - All Animals

ACTF/Dsstr/Evid/Pers Prop	37	41	-10%	504	272	85%
Owner Surrender	141	128	10%	1,414	1,388	2%
Possible Owner	56	61	-8%	550	503	9%
Stray	315	317	-1%	4,039	4,619	-13%
Wildlife	22	24	-8%	234	265	-12%
Totals	**571**	**571**	**0%**	**6,741**	**7,047**	**-4%**

Live/Save for Cats and Dogs

Impounds

Cats	141	125	13%	2,276	2,352	-3%
Dogs	374	411	-9%	3,525	3,953	-11%
Totals	**515**	**536**	**-4%**	**5,801**	**6,305**	**-8%**

Live Releases

Cats	90	110	-18%	1,218	1,060	15%
Dogs	331	342	-3%	2,933	3,300	-11%
Totals	**421**	**452**	**-7%**	**4,151**	**4,360**	**-5%**

Live/Save Rates

Cats	63.83%	88.00%	-27%	53.51%	45.07%	19%
Dogs	88.50%	83.21%	6%	83.21%	83.48%	0%
Totals	**81.75%**	**84.33%**	**-3%**	**71.56%**	**69.15%**	**3%**

Licenses Issued

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Intact Dogs	11	34	-68%	156	183	-15%
Breeder's	8	12	-33%	98	94	4%
Cat Tag	0	1	-100%	2	3	-33%
Diplomats	0	0	0%	0	0	0%
Disabled	20	18	11%	149	99	51%
Duplicate	29	31	-6%	223	203	10%
Equine Lic	1	0	100%	13	16	-19%
Equine Lic 2	0	0	0%	0	0	0%
Equine Lic 3	0	0	0%	0	1	-100%
Equine Lic 4	0	0	0%	0	0	0%
Equine Lic 5	0	0	0%	4	39	-90%
Guide Dogs	0	0	0%	0	0	0%
Humane Grps	21	28	-25%	222	281	-21%
Junkyard Intct	0	0	0%	10	3	233%
Junkyard Altrd	4	0	400%	23	14	64%
LAPD K9	0	0	0%	0	0	0%
Pending	210	315	-33%	1,262	1,418	-11%
Sentry	0	0	0%	0	0	0%
Service	0	0	0%	0	0	0%
Signal	0	0	0%	0	0	0%
Altered Dogs	917	1,016	-10%	6,293	5,829	8%
Altered Dogs 3 Yrs	45	133	-66%	282	179	58%
Senior	187	158	18%	873	518	69%
Svc	0	0	0%	0	0	0%
Svc Blue	0	0	0%	0	0	0%
Totals	**1,453**	**1,746**	**-17%**	**9,610**	**8,880**	**8%**

Spay/Neuter Surgeries by LAAS Vets

Cats	35	23	52%	232	237	-2%
Dogs	51	83	-39%	504	535	-6%
Rabbits	0	0	0%	11	0	1100%
Totals	**86**	**106**	**-19%**	**747**	**772**	**-3%**

North Central Shelter

Cat and Dog Euthanasia

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	18	50	-64%	991	1,300	-24%
Dogs	19	30	-37%	438	556	-21%
Totals	**37**	**80**	**-54%**	**1,429**	**1,856**	**-23%**

Cat and Dog Live Releases

Adoptions to the Public	182	173	5%	1,851	1,963	-6%
Best Friends	104	70	49%	944	748	26%
New Hope Placements	67	129	-48%	739	1,063	-30%
Redeemed	63	73	-14%	579	549	5%
Released	5	7	-29%	38	37	3%
Totals	**421**	**452**	**-7%**	**4,151**	**4,360**	**-5%**

Outcomes for All Animals

Adoptions to the Public	212	177	20%	2,072	2,028	2%
Best Friends	104	70	49%	944	748	26%
Died/DOA (not euthanized)	43	50	-14%	386	369	5%
Euthanized	63	94	-33%	1,711	2,182	-22%
Missing/Stolen/Escaped	0	1	-100%	5	25	-80%
New Hope Placements	131	133	-2%	1,033	1,300	-21%
Redeemed	63	73	-14%	593	552	7%
Released	6	10	-40%	75	66	14%
Animals Outcomed	**622**	**608**	**2%**	**6,819**	**7,270**	**-6%**

Volunteers

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
# of Volunteers	995	819	21%	n/a	n/a	
# of Volunteer Hrs Worked	377	456	-17%	4,422	3,432	29%
# of Orientations	1	1	0%	8	7	14%
# attended	23	13	77%	125	138	-9%

Animals Sent to Foster

Cats	3	73	-96%	106	228	-54%
Dogs	9	62	-85%	51	131	-61%
Others	0	32	-3200%	2	1	100%
Rabbits	0	0	0%	0	40	-4000%
Totals	**12**	**167**	**-93%**	**159**	**400**	**-60%**

Officer Stats

Citations Issued	9	8	13%	103	204	-50%
Permits Processed	64	83	-23%	588	526	12%
Wildlife Calls	165	162	2%	1,268	1,453	-13%
Community Presentations	0	0	0%	0	0	0%

South LA Shelter

All Animals

Impounds by Animal Type - All Animals

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	164	111	48%	2,622	2,371	11%
Dogs	462	509	-9%	4,856	4,654	4%
Others	23	23	0%	286	246	16%
Rabbits	5	1	400%	65	59	10%
Totals	**654**	**644**	**2%**	**7,829**	**7,330**	**7%**

Impounds by Impound Type - All Animals

ACTF/Dsstr/Evid/Pers Prop	6	10	-40%	125	197	-37%
Owner Surrender	165	146	13%	1,484	1,474	1%
Possible Owner	72	49	47%	611	427	43%
Stray	392	423	-7%	5,461	5,074	8%
Wildlife	19	16	19%	148	158	-6%
Totals	**654**	**644**	**2%**	**7,829**	**7,330**	**7%**

Live/Save for Cats and Dogs

Impounds

Cats	164	111	48%	2,622	2,371	11%
Dogs	462	509	-9%	4,856	4,654	4%
Totals	**626**	**620**	**1%**	**7,478**	**7,025**	**6%**

Live Releases

Cats	107	88	22%	1,268	1,187	7%
Dogs	319	292	9%	3,404	2,879	18%
Totals	**426**	**380**	**12%**	**4,672**	**4,066**	**15%**

Live/Save Rates

Cats	65.24%	79.28%	-18%	48.36%	50.06%	-3%
Dogs	69.05%	57.37%	20%	70.10%	61.86%	13%
Totals	**68.05%**	**61.29%**	**11%**	**62.48%**	**57.88%**	**8%**

Licenses Issued

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Intact Dogs	14	4	250%	76	65	17%
Breeder's	13	5	160%	71	56	27%
Cat Tag	0	0	0%	0	2	-200%
Diplomats	0	0	0%	0	0	0%
Disabled	12	9	33%	76	52	46%
Duplicate	16	12	33%	147	109	35%
Equine Lic	0	0	0%	0	0	0%
Equine Lic 2	0	0	0%	0	0	0%
Equine Lic 3	0	0	0%	0	0	0%
Equine Lic 4	0	0	0%	0	0	0%
Equine Lic 5	0	0	0%	3	0	300%
Guide Dogs	0	0	0%	0	0	0%
Humane Grps	46	38	21%	505	345	46%
Junkyard Intct	0	0	0%	1	0	100%
Junkyard Altrd	0	5	-500%	21	17	24%
LAPD K9	4	0	400%	0	0	0%
Pending	2	8	-75%	50	64	-22%
Sentry	0	0	0%	0	0	0%
Service	0	0	0%	0	0	0%
Signal	0	0	0%	0	0	0%
Altered Dogs	575	484	19%	4,228	4,171	1%
Altered Dogs 3 Yrs	0	9	-900%	15	20	-25%
Senior	39	12	225%	186	105	77%
Svc	0	0	0%	0	0	0%
Svc Blue	0	0	0%	0	0	0%
Totals	**721**	**586**	**23%**	**5,379**	**5,006**	**7%**

Spay/Neuter Surgeries by LAAS Vets

Cats	17	17	0%	179	242	-26%
Dogs	32	73	-56%	180	288	-38%
Rabbits	0	0	0%	0	7	-700%
Totals	**49**	**90**	**-46%**	**359**	**537**	**-33%**

South LA Shelter

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cat and Dog Euthanasia						
Cats	57	45	27%	1,365	1,208	13%
Dogs	93	144	-35%	1,262	1,569	-20%
Totals	**150**	**189**	**-21%**	**2,627**	**2,777**	**-5%**
Cat and Dog Live Releases						
Adoptions to the Public	209	178	17%	1,726	1,723	0%
Best Friends	67	54	24%	1,123	952	18%
New Hope Placements	115	107	7%	1,393	1,053	32%
Redeemed	35	38	-8%	407	318	28%
Released	0	3	-300%	23	20	15%
Totals	**426**	**380**	**12%**	**4,672**	**4,066**	**15%**
Outcomes for All Animals						
Adoptions to the Public	220	179	23%	1,790	1,770	1%
Best Friends	67	54	24%	1,123	952	18%
Died/DOA (not euthanized)	22	23	-4%	322	317	2%
Euthanized	167	207	-19%	2,872	2,925	-2%
Missing/Stolen/Escaped	1	2	-50%	7	7	0%
New Hope Placements	117	113	4%	1,430	1,092	31%
Redeemed	35	38	-8%	409	318	29%
Released	3	8	-63%	51	57	-11%
Animals Outcomed	**632**	**624**	**1%**	**8,004**	**7,438**	**8%**

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Volunteers						
# of Volunteers	453	348	30%	n/a	n/a	
# of Volunteer Hrs Worked	692	567	22%	6,962	7,780	-11%
# of Orientations	1	1	0%	7	7	0%
# attended	17	4	325%	85	87	-2%
Animals Sent to Foster						
Cats	0	0	0%	9	47	-81%
Dogs	4	18	-78%	41	80	-49%
Others	1	0	100%	1	0	100%
Rabbits	0	0	0%	0	0	0%
Totals	**5**	**18**	**-72%**	**51**	**127**	**-60%**
Officer Stats						
Citations Issued	14	3	367%	161	144	12%
Permits Processed	0	2	-200%	10	10	0%
Wildlife Calls	30	18	67%	256	316	-19%
Community Presentations	0	0	0%	0	0	0%

West LA Shelter

All Animals

Impounds by Animal Type - All Animals

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	77	76	1%	1,146	1,080	6%
Dogs	181	241	-25%	1,929	2,030	-5%
Others	54	38	42%	511	410	25%
Rabbits	9	16	-44%	71	113	-37%
Totals	**321**	**371**	**-13%**	**3,657**	**3,633**	**1%**

Impounds by Impound Type - All Animals

ACTF/Dsstr/Evid/Pers Prop	3	10	-70%	55	68	-19%
Owner Surrender	90	90	0%	892	881	1%
Possible Owner	30	19	58%	312	268	16%
Stray	161	228	-29%	1,990	2,132	-7%
Wildlife	37	24	54%	408	284	44%
Totals	**321**	**371**	**-13%**	**3,657**	**3,633**	**1%**

Live/Save for Cats and Dogs

Impounds

Cats	77	76	1%	1,146	1,080	6%
Dogs	181	241	-25%	1,929	2,030	-5%
Totals	**258**	**317**	**-19%**	**3,075**	**3,110**	**-1%**

Live Releases

Cats	89	63	41%	1,009	836	21%
Dogs	177	228	-22%	1,860	1,936	-4%
Totals	**266**	**291**	**-9%**	**2,869**	**2,772**	**3%**

Live/Save Rates

Cats	115.58%	82.89%	39%	88.05%	77.41%	14%
Dogs	97.79%	94.61%	3%	96.42%	95.37%	1%
Totals	**103.10%**	**91.80%**	**12%**	**93.30%**	**89.13%**	**5%**

Licenses Issued

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Intact Dogs	19	10	90%	70	58	21%
Breeder's	13	7	86%	54	46	17%
Cat Tag	0	0	0%	0	0	0%
Diplomats	0	0	0%	0	0	0%
Disabled	6	2	200%	42	34	24%
Duplicate	33	24	38%	261	228	14%
Equine Lic	0	0	0%	1	1	0%
Equine Lic 2	0	0	0%	0	0	0%
Equine Lic 3	0	0	0%	0	0	0%
Equine Lic 4	0	0	0%	0	0	0%
Equine Lic 5	0	0	0%	0	0	0%
Guide Dogs	0	0	0%	2	2	0%
Humane Grps	5	13	-62%	98	88	11%
Junkyard Intct	0	0	0%	0	0	0%
Junkyard Altrd	0	0	0%	0	3	-300%
LAPD K9	0	0	0%	0	0	0%
Pending	6	8	-25%	68	22	209%
Sentry	0	0	0%	0	0	0%
Service	0	0	0%	0	0	0%
Signal	0	0	0%	0	0	0%
Altered Dogs	502	451	11%	3,673	3,727	-1%
Altered Dogs 3 Yrs	19	3	533%	44	15	193%
Senior	15	3	400%	48	47	2%
Svc	0	0	0%	1	0	100%
Svc Blue	0	0	0%	0	0	0%
Totals	**618**	**521**	**19%**	**4,362**	**4,271**	**2%**

Spay/Neuter Surgeries by LAAS Vets

Cats	19	9	111%	268	178	51%
Dogs	41	34	21%	281	286	-2%
Rabbits	0	2	-200%	0	2	-200%
Totals	**60**	**45**	**33%**	**549**	**466**	**18%**

West LA Shelter

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cat and Dog Euthanasia						
Cats	12	15	-20%	252	319	-21%
Dogs	4	4	0%	91	97	-6%
Totals	**16**	**19**	**-16%**	**343**	**416**	**-18%**
Cat and Dog Live Releases						
Adoptions to the Public	202	194	4%	2,060	2,143	-4%
Best Friends	5	6	-17%	56	11	409%
New Hope Placements	35	55	-36%	397	252	58%
Redeemed	24	36	-33%	339	354	-4%
Released	0	0	0%	17	12	42%
Totals	**266**	**291**	**-9%**	**2,869**	**2,772**	**3%**
Outcomes for All Animals						
Adoptions to the Public	216	206	5%	2,164	2,255	-4%
Best Friends	5	6	-17%	56	11	409%
Died/DOA (not euthanized)	13	9	44%	189	150	26%
Euthanized	30	27	11%	496	569	-13%
Missing/Stolen/Escaped	1	0	100%	21	2	950%
New Hope Placements	56	85	-34%	555	393	41%
Redeemed	24	36	-33%	343	357	-4%
Released	2	1	100%	91	34	168%
	347	**370**	**-6%**	**3,915**	**3,771**	**4%**

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Volunteers						
# of Volunteers	586	980	-40%	n/a	n/a	
# of Volunteer Hrs Worked	525	1,128	-53%	7,075	6,206	14%
# of Orientations	1	1	0%	7	8	-13%
# attended	22	7	214%	132	134	-1%
Animals Sent to Foster						
Cats	0	0	0%	133	103	29%
Dogs	0	5	-500%	17	57	-70%
Others	0	0	0%	0	0	0%
Rabbits	0	0	0%	0	0	0%
Totals	**0**	**5**	**-500%**	**150**	**160**	**-6%**
Officer Stats						
Citations Issued	36	11	227%	170	158	%
Permits Processed	8	3	167%	28	26	8%
Wildlife Calls	70	43	63%	623	486	28%
Community Presentations	0	0	0%	0	0	0%

West Valley Shelter

All Animals

Impounds by Animal Type - All Animals	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	94	119	-21%	1,656	1,796	-8%
Dogs	302	308	-2%	2,675	2,810	-5%
Others	78	74	5%	836	683	22%
Rabbits	10	13	-23%	110	105	5%
Totals	**484**	**514**	**-6%**	**5,277**	**5,394**	**-2%**

Impounds by Impound Type - All Animals	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
ACTF/Dsstr/Evid/Pers Prop	26	12	117%	259	118	119%
Owner Surrender	139	131	6%	1,145	1,429	-20%
Possible Owner	91	74	23%	782	743	5%
Stray	189	259	-27%	2,585	2,702	-4%
Wildlife	39	38	3%	506	402	26%
Totals	**484**	**514**	**-6%**	**5,277**	**5,394**	**-2%**

Live/Save for Cats and Dogs

Impounds	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	94	119	-21%	1,656	1,796	-8%
Dogs	302	308	-2%	2,675	2,810	-5%
Totals	**396**	**427**	**-7%**	**4,331**	**4,606**	**-6%**

Live Releases	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	57	76	-25%	1,027	1,077	-5%
Dogs	280	295	-5%	2,385	2,488	-4%
Totals	**337**	**371**	**-9%**	**3,412**	**3,565**	**-4%**

Live/Save Rates	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cats	60.64%	63.87%	-5%	62.02%	59.97%	3%
Dogs	92.72%	95.78%	-3%	89.16%	88.54%	1%
Totals	**85.10%**	**86.89%**	**-2%**	**78.78%**	**77.40%**	**2%**

Licenses Issued	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Intact Dogs	19	12	58%	136	135	1%
Breeder's	18	11	64%	107	104	3%
Cat Tag	0	0	0%	0	0	0%
Diplomats	0	0	0%	0	0	0%
Disabled	3	5	-40%	34	39	-13%
Duplicate	17	15	13%	216	192	13%
Equine Lic	15	8	88%	118	95	24%
Equine Lic 2	0	0	0%	0	0	0%
Equine Lic 3	0	0	0%	4	3	33%
Equine Lic 4	0	0	0%	0	0	0%
Equine Lic 5	0	0	0%	22	22	0%
Guide Dogs	0	1	-100%	0	3	-300%
Humane Grps	10	15	-33%	95	102	-7%
Junkyard Intct	0	0	0%	1	0	100%
Junkyard Altrd	0	0	0%	0	2	-200%
LAPD K9	0	0	0%	0	0	0%
Pending	1	56	-98%	62	331	-81%
Sentry	0	0	0%	0	0	0%
Service	0	0	0%	0	0	0%
Signal	0	0	0%	0	0	0%
Altered Dogs	730	647	13%	5,060	4,990	1%
Altered Dogs 3 Yrs	12	6	100%	86	34	153%
Senior	30	11	173%	166	127	31%
Svc	0	0	0%	2	0	200%
Svc Blue	0	0	0%	0	0	0%
Totals	**855**	**787**	**9%**	**6,109**	**6,179**	**-1%**

Spay/Neuter Surgeries by LAAS Vets

Cats	13	21	-38%	304	390	-22%
Dogs	68	47	45%	426	320	33%
Rabbits	1	2	-50%	60	48	25%
Totals	**82**	**70**	**17%**	**790**	**758**	**4%**

West Valley Shelter

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Cat and Dog Euthanasia						
Cats	30	23	30%	626	740	-15%
Dogs	14	8	75%	188	227	-17%
Totals	**44**	**31**	**42%**	**814**	**967**	**-16%**
Cat and Dog Live Releases						
Adoptions to the Public	165	199	-17%	1,895	2,195	-14%
Best Friends	21	41	-49%	294	258	14%
New Hope Placements	29	34	-15%	245	216	13%
Redeemed	108	93	16%	913	831	10%
Released	14	4	250%	65	65	0%
Totals	**337**	**371**	**-9%**	**3,412**	**3,565**	**-4%**
Outcomes for All Animals						
Adoptions to the Public	187	220	-15%	2,074	2,307	-10%
Best Friends	21	41	-49%	294	258	14%
Died/DOA (not euthanized)	54	39	38%	412	354	16%
Euthanized	72	62	16%	1,152	1,247	-8%
Missing/Stolen/Escaped	0	0	0%	4	4	0%
New Hope Placements	44	52	-15%	469	423	11%
Redeemed	109	95	15%	921	836	10%
Released	16	9	78%	110	151	-27%
Animals Outcomed	**503**	**518**	**-3%**	**5,436**	**5,580**	**-3%**

	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Volunteers						
# of Volunteers	693	573	21%	n/a	n/a	
# of Volunteer Hrs Worked	655	1,424	-54%	4,339	8,332	-48%
# of Orientations	1	1	0%	8	7	14%
# attended	13	30	-57%	138	209	-34%
Animals Sent to Foster						
Cats	2	1	100%	145	212	-32%
Dogs	0	3	-300%	11	48	-77%
Others	0	0	0%	0	0	0%
Rabbits	0	0	0%	2	1	100%
Totals	**2**	**4**	**-50%**	**158**	**261**	**-39%**
Officer Stats						
Citations Issued	0	0	0%	10	0	1000%
Permits Processed	5	6	-17%	67	45	49%
Wildlife Calls	44	38	16%	503	318	58%
Community Presentations	0	0	0%	0	0	0%

Admin

Licenses Issued	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
Intact Dogs	16	58	-72%	282	434	-35%
Breeder's	2	2	0%	67	13	415%
Cat Tag	0	0	0%	0	1	-100%
Diplomats	0	0	0%	0	0	0%
Disabled	21	34	-38%	267	309	-14%
Duplicate	17	20	-15%	146	156	-6%
Equine Lic	40	43	-7%	495	594	-17%
Equine Lic 2	0	0	0%	3	0	300%
Equine Lic 3	1	0	100%	2	1	100%
Equine Lic 4	0	0	0%	0	0	0%
Equine Lic 5	1	1	0%	21	20	5%
Guide Dogs	0	0	0%	0	3	-300%
Humane Grps	0	0	0%	0	0	0%
Junkyard Intct	2	1	100%	6	4	50%
Junkyard Altrd	2	5	-60%	27	28	-4%
LAPD K9	0	0	0%	0	0	0%
Pending	96	120	-20%	1,240	942	32%
Sentry	0	0	0%	0	2	-200%
Service	0	0	0%	0	26	-2600%
Signal	0	1	-100%	2	3	-33%
Altered Dogs	3,596	4,847	-26%	32,049	44,734	-28%
Altered Dogs 3 Yrs	186	93	100%	1,183	1,025	15%
Senior	107	164	-35%	1,191	1,453	-18%
Svc	0	0	0%	0	0	0%
Svc Blue	0	0	0%	30	0	3000%
Totals	**4,087**	**5,389**	**-24%**	**37,011**	**49,748**	**-26%**

Admin Stats	Feb-15	Feb-14	% Chng	YTD Fiscal 14/15	YTD Fiscal 13/14	% Chng
CPRA Requests	50	58	-14%	407	428	-5%
Hearings Held	15	8	88%	109	70	56%
Spay/Neuter Vouchers Issued / Redeemed						
$30 Vouchers Issued	471	230	105%	3,434	1,937	77%
$70 Vouchers Issued	374	427	-12%	3,062	3,630	-16%
$30 Vouchers Redeemed	349	198	76%	1,988	1,354	47%
$70 Vouchers Redeemed	261	348	-25%	2,248	2,825	-20%