

Quality and Productivity Commission
32nd Annual Productivity and Quality Awards Program
"Innovating for Impact"

2018 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: LYFTING SPIRITS: SAVING LIVES ONE KITTEN AT A TIME

DATE OF IMPLEMENTATION/ADOPTION: APRIL 2017

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2017)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No




EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 Each year, over 10,000 kittens enter the Department of Animal Care and Control
 2 (DACC) system. Usually, it is Good Samaritans that find and bring them to an Animal
 3 Care Center for care. Unfortunately, many of these kittens are too young to be adopted,
 4 and require round-the-clock care that is beyond DACC's resources. Sadly, because of
 5 their fragile state and need for specialized care, most must be euthanized to prevent
 6 suffering from starvation or disease. This has a devastating effect on staff and
 7 volunteers at the care centers. The Department recognized the need to change this
 8 outcome but lacked funding. Thankfully, in collaboration with the American Society for
 9 the Prevention of Cruelty to Animals (ASPCA) the innovative Pee Wee Kitten Program
 10 launched at the Baldwin Park Animal Care Center. In just 12 months, over 1,400 kittens
 11 have been saved at no cost to the County through this unique and collaborative
 12 partnership between DACC, The ASPCA, and Lyft Rideshare Services, which
 13 transports kittens and supplies directly to foster homes.
 14
 15

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ -0-	\$ 6,536	\$ -0-	\$ 6,536	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Animal Care and Control 5898 Cherry Avenue Long Beach, CA 90805		TELEPHONE NUMBER (562) 728-4572
PROGRAM MANAGER'S NAME Allison Cardona 		TELEPHONE NUMBER (562) 728-4572 EMAIL acardona@animalcare.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Dorothy Phillips 		TELEPHONE NUMBER (562) 256-1379 EMAIL dphillips@animalcare.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Marcia Mayeda 		TELEPHONE NUMBER 562-728-4610

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and **specify assessment time frame**. Use Arial 12 point font.

Challenge: The County of Los Angeles Department of Animal Care and Control is the largest animal welfare agency in the country. Each year, more than 60,000 animals enter the seven animal care centers in the county system. Through partnerships and innovative programs, 84% of the adoptable dogs are placed in homes or with rescue groups. The reality for cats that enter the system is much more challenging, with only 40% of cats finding homes or placement with rescues.

A significant reason for this statistic is the number of kittens received by DACC. In Fiscal Year 2016-2017, 10,137 kittens were brought to County animal care centers. Thousands of those kittens were euthanized because they were too young to be adopted and the Department does not have the resources to provide the specialized level of care they need. Unweaned kittens are generally less than four weeks of age and require milk or milk replacement, relying on their mother to nurse them or to be bottle fed every two hours and kept warm and dry by a human caretaker. Weaned "Pee Wee" kittens are four to eight weeks of age, able to eat solid food on their own, and are starting to explore their environment. Although they require less round-the-clock care than unweaned kittens, they are still too young to be adopted. Housing these vulnerable kittens at animal care centers is extremely risky for them because their immune systems are not fully developed and they are highly susceptible to serious illness from adult stray cats housed at the care centers. The County does have a number of dedicated foster volunteers (including staff), but the need for volunteers still far outweighed the availability of these homes. With additional resources to provide medical care and staffing to run the program and identify additional foster homes, almost all weaned kittens could thrive and be adopted.

Solution: In 2014, the Department began partnering with the American Society for the Prevention of Cruelty to Animals (ASPCA). A national nonprofit organization, the ASPCA provides resources and funding to assist the Department with innovative programs. In April, 2017 the ASPCA and DACC developed a collaborative pilot program to save kittens at the Baldwin Park Animal Care Center. The ASPCA would provide the medical services, staffing, and transportation and the County would provide the kittens, facilities, support staff, and other infrastructure. The Pasadena Humane Society and SPCA, and Petco Corporation, were brought on as additional partners for subsequent adoption opportunities for these kittens.

Upon intake at the Baldwin Park Animal Care Center, eligible kittens are now immediately moved to a specialized mobile unit where they are examined to ensure they are healthy and can eat on their own.

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The kittens receive vaccines, flea treatment, deworming, and are transported to pre-approved foster homes as soon as possible. There, they are lovingly cared for by foster volunteers until they are ready to be spayed or neutered and placed into new homes. These kittens, therefore, never enter the general care center population. This greatly reduces their risk of disease and euthanasia, and fast tracks their ability to be adopted.

The ASPCA recruits foster caretakers and trains them via online webinars. Once the foster caretaker has completed their training, they are placed "on deck" to be ready to receive a litter of kittens. Transport of kittens to their foster homes is arranged with Lyft Rideshare Service and paid for by the ASPCA. The ASPCA also provides ongoing training and support to foster caretakers through their veterinary medical services and clinically-staffed call center support line. Once the kittens are ready to be spayed or neutered, the foster caretaker or Lyft service will deliver the kittens for their treatment. Permanent homes for the kittens are also secured via this program. Foster parents serve as adoption ambassadors by networking the kittens to friends, on social media and in their community during the time they are caring for them. If they are unsuccessful, the ASPCA has partnerships with Petco and the Pasadena Humane Society and SPCA to provide adoption opportunities.

This program has required exceptional planning, partnering, and innovation to succeed. A unique component of the program is the provision of transportation of Pee Wee kittens to foster homes. LA County's large area and traffic congestion presents challenges that can hinder a foster caregiver's availability. To address this problem, the ASPCA arranges transportation with Lyft Rideshare Service to deliver kittens to their foster homes. This opens up fostering opportunities to many more willing and caring volunteers who live far beyond the Baldwin Park area.

Benefit: From April 2017 through April 2018, 1,440 kittens have been saved through this innovative program and the impact has been profound and far-reaching. The immediate impact is evidenced by the photos and videos sent to staff by foster caretakers and the happy stories of adoption. But there is also a profound impact on the morale and overall feeling of emotional wellness of the staff and volunteers at the Baldwin Park Animal Care Center. As a public service agency, Department staff pledge to serve and protect the community and act in the best interests of animals in our care. At the same time, they are faced with the task of euthanizing kittens brought to them by the public. Knowing that there isn't another option is the worst feeling for a public servant who made the choice to work in animal welfare. It can have a lasting and deep impact, especially when it involves some of the most vulnerable animals in our care. Plans are in place to expand this program to other County animal care centers in the future as resources allow. To provide the same level of services as provided by the ASPCA at the Baldwin Park Care Center, the

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County's cost would be an estimated \$ 330,000.

Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

This program links with several County Strategic Plan goals. The first is *Goal Number 1.1: Make Investments that Transform Lives by enhancing our delivery of comprehensive interventions.* By providing the Pee Wee intervention services, the community is better served and relieved that there are life-saving options for the kittens they bring to our care centers. Staff and volunteer morale is increased, and their compassion fatigue is alleviated knowing the kittens now have a program to save their lives.

This program also addresses Strategic Plan *Goal 3.III.3 by pursuing operational effectiveness, fiscal responsibility and accountability* by utilizing a strategic partnership with the ASPCA, who provides financial support for the program. The operational effectiveness of the program design by redirecting kittens to a specialized holding trailer purchased by the Los Angeles County Animal Care Foundation in order to avoid exposure to disease, and receive immediate veterinary medical examinations, is a novel approach that can be replicated at other care centers and other animal welfare agencies.

This program also addresses *Strategic Plan Goal III.4 by engaging our customers, communities, and partners.* The presence of the Pee Wee program has been highly received by the community, who is grateful for this opportunity for orphaned kittens. Our partnerships with the ASPCA, the Pasadena Humane Society and SPCA, and Lyft Rideshare Services are an innovative collaborative effort to increase the live release rate of cats and kittens.

This program transforms the lives of those involved, providing them with a high degree of satisfaction knowing that they are participating in a program that helps this vulnerable population. It also does a great deal to ease the emotional burden of staff members knowing that the kittens are being given a second chance. It is a unique and innovative program that can be replicated at other DACC animal care centers as well as animal welfare agencies across the country.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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Fostering out this population of kittens means that any costs to the County associated with euthanasia and subsequent disposal are avoided. A euthanasia procedure takes about 5 minutes of Registered Veterinary Technician (RVT) time per animal and \$2.00 worth of supplies. RVT salary is \$30.47 per hour and 5 minutes each for 1,440 kittens would total 120 hours, totaling \$3,656 in salary costs avoided. Add to that \$2,880 in supplies (\$2.00 x 1,440) and the total County cost avoided is \$6,536. (Dead animal disposal is contracted out at a flat rate, so the decrease in volume will have no impact on such costs.)

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FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____
DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
EMAIL: _____	EMAIL: _____