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June 9, 2022

The Honorable Eric Garcetti
Mayor, City of Los Angeles
200 N. Spring Street, Room 303
Los Angeles, CA 90012

Attention: Ms. Heleen Ramirez, Office of the Mayor

**RE: REPORT TO THE PERSONNEL, AUDITS AND ANIMAL WELFARE COUNCIL COMMITTEE
ON THE STATUS OF ALL WORK COMPLETED AND PLANNED THROUGH LA ANIMAL
SERVICES' CONTRACT (NO. C-137526) WITH THE GLUE FOR MARKETING,
FUNDRAISING AND WEBSITE DEVELOPMENT**

Recommendation for Council Action, subject to the approval of the Mayor:

NOTE AND FILE this Memorandum as this Memorandum is for informational purposes only

Discussion:

This report is provided in response to the May 6, 2022 Council motion (CF # 20-1177) requesting the Department of Animal Services to provide a report relative to the status of The Glue LLC's performance as it relates to their City of Los Angeles Contract (Contract No. C-137526) to provide marketing, fundraising, and website development. The Department of Animal Services is pleased to provide a summary of activities in reference to contract C-137526. Department staff have been working closely with The Glue on a multi-layered approach to a new logo, website and fundraising strategy for the department.

The strategic goals for these contracted services was to communicate to the public the updated vision and approach of the agency. The Department of Animal Services seeks to continually position itself as a partner to the community in keeping families and animals together and give the public new options to care for lost or community animals before bringing them to shelters. The website seeks to support these goals both in functionality (e.g. improved pet search) as well as content (e.g. highlighting the

"Creating a Humane LA"

AN EQUAL OPPORTUNITY EMPLOYER

Visit our website at www.LAAnimalServices.com

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Citywide Cat Program). Fundraising also uses this vision as a method for encouraging community investment and participation.

To date, The Glue has assisted the Department to complete the following activities:

Research for Marketing and Website Services

1. Quantitative Survey Data and Results

The Glue engaged in a robust discovery process to help best understand the diverse and segmented audiences—volunteers, donors, fosters, and adopters—and further demographic and psychographic differences within those segments. In-depth user interviews include both current donors and institutional donors that do not yet have a relationship with the organization.

2. Comparative Analysis

The Glue explored both nearby public agency brands, website and donation strategies, and implementations, as well as some best-in-breed animal services approaches from around the world. They documented best practices, innovative approaches, and other noteworthy findings.

3. Personas and User Journeys

Personas are fictional representative proxies of the real audience population. These profiles are built from information gathered through the user research above — primarily contextual inquiries and user observations — as well as interviews with stakeholders, survey data, and existing market research. The Glue then created a user journey for each persona, exploring lived patterns, processes, and paths. These documents help us clarify audience needs, values and goals and serve as our North Star during the design process.

Marketing and Website Services

1. Updated Logo and Style Guide

The Glue delivered six (6) concepts of which LA Animal Services selected two directions to explore further until selecting a final direction called **Animal Forward**. The Glue then refined and revised that concept to finalize marks and a set of standards that establishes who the agency is at every touch point on the customer's journey.

2. New Information Architecture and User Experience Design

Based on The Glue's user research (personas, user journeys, comparative analysis), as well as the current website analytics, a new creative vision for the site was executed.

The redesigned website focuses the home page on the most used element of the site: **the pet search**. Users can now immediately start their search for a new family member with one tap.

The Glue re-imagined the information architecture (IA) for the site with a **streamlined navigation focused on the top used sections of the site**. They combined content so there is less work for users to do in finding and engaging with relevant information. This also allows the agency to present content that supports the vision of the agency in more prominent ways

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Most critically, the site is focused on a **mobile-first design** as the majority of visitors are on mobile devices and the current site does not have an optimal UX for mobile.

3. User Interface Design

Using the new style guidelines The Glue created a consistent look and feel for the website and a consistent style library of elements. These visual elements provide the style and emotion of the site, and support the User Experience (UX) goals. They added many playful elements across the site to delight our users, such as animations of a cat cocking its ear, a dog's panting tongue, a rabbit's ever-sniffing nose and a hamster running on its wheel.

4. Photography

The Glue spent three days at East Valley Animal Services Center photographing cats, dogs, rabbits, hamsters, guinea pigs and even a chicken! They built a library of over 2,000 images to be used over the next several years for website and fundraising collateral. Additionally we collected hundreds of images from fans of LA Animal Services to use on the site.

5. CiviCRM Installation

As the original Salesforce recommendation was deemed too costly, The Glue installed an open-source customer relationship management tool called CiviCRM. This allows the agency to effectively target donors based on past giving history, maximizing repeat donations and gift size.

6. Custom Donation Pages

One of the already-launched sections of the site is the custom donation landing pages which can easily be created for each fundraising campaign. There is currently a custom donation page for the May Spay Day campaign that features a matching grant for example that has been performing quite well.

7. Animal Database Integration

One of the most exciting parts of this endeavor is taking the pet search from a difficult to use iFrame implementation to a fully integrated Application Programming Interface (API) that allows users to easily find pets from their phone. LA Animal Services' own IT team created an API that allowed the website to consume all the pertinent pet information. The Glue also created integrations that pulled images dynamically from different sources such as Instagram and AdoptMe putting each animal in its best light to get them fostered and adopted ASAP and with no friction.

8. Drupal Development and Quality Assurance

The Glue recently completed full development of the website on Drupal, The City's preferred CMS platform. After a rigorous Quality Assurance (QA) process we are "dev complete" and have a fully functioning website that is currently undergoing User Acceptance Testing, the last step before launch.

The following Marketing and Website Services activities are in progress

9. User Acceptance Testing (UAT)

Right now LA Animal Services is going through its user acceptance testing phase, where internal stakeholders check all the functionality and file any outstanding issues with The Glue

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dev team for fix before launch. We are anticipating User Acceptance Testing to conclude approximately late summer 2022.

10. Payment Portal Update

The Glue is currently updating the payment portal for donations from Elavon to The City's new vendor Chase.

The following Marketing and Website Services activities are planned for post-launch

11. Usability Testing

A group of representative users will be asked to perform everyday tasks. These findings help refine and improve the site during the maintenance phase.

12. Photography

Due to health concerns brought on by a rise in LA County COVID cases, the Department put this on hold but are planning to restart after launch. The Glue will organize a video shoot in the shelter to capture a library of photos for use on the site and social media.

To date, the following fundraising activities have been completed:

Strategic Fundraising Plan

1. Fundraising Analysis

The Glue's fundraising subcontractor Good Ways Inc. started in December 2020 with a small test, taking advantage of the opportunity of year-end fundraising (the most popular days of the year for charitable giving are the last three days of December). Using donor data from 2018 - 2020, they did an analysis of donation transactions, donor behavior, and gift size. From this analysis, they made some preliminary recommendations.

2. Fundraising Goals

From there, Good Ways Inc. had conversations with the LA Animal Services team to try and determine what our fundraising goals should be, and how they might help get us there. During this process they identified a need for LA Animal Services to come up with a spending plan for current funds - reporting back to donors is a vital part of fundraising. Good Ways Inc. also created a dashboard to track fundraising data and progress to goals. Data is being input by the accounting team.

3. Donor Personas and Prospects

Good Ways Inc. spoke to individual and institutional donors to understand their connections to LA Animal Services. In this document, we've captured notes from conversations with individual donors. This work is captured in the user persona presentation. From conversations with donors and the analysis they were able to present some priority areas to target. Included in this deliverable are personas for corporate and foundation partners, potential grant opportunities, and a discussion of higher level individual donors.

4. Donor Stewardship

A recurring theme in our findings has been the need to enhance LA Animal Services' ability to build and maintain relationships with donors. Good Ways Inc. presented a plan to implement

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donor retention activities. This presentation also includes a preliminary discussion of CiviCRM, a relationship management software.

5. Case for Support

With the LA Animal Services team Good Ways Inc. developed a “case for support” - all the reasons someone might be inspired to donate. This language will be used in campaigns and on the website.

6. Fundraising Campaign Planning and Calendar

Good Ways Inc. delivered the fundraising strategic plan with goals and fundraising calendar.

7. Overall Findings

- Limited capabilities to communicate to past donors
- Limited capabilities to see donor giving history
- Large list of lapsed donors
- Most donors do not understand how their gift was used
- Donors rarely asked to give again to support LA Animal Services
- Average gift size lags behind peer organizations
- Year over year fundraising was down (see below)
- Donation form is long and hard to navigate
- Donation experience lacks warmth

<i>Donations between 0 - \$2500</i> <small>this report does not include large gifts (usually from foundations and companies)</small>	Jan	Feb	Mar	Apr	May	Jun	Jul
2020	\$40,249.12	\$22,259.95	\$24,785.93	\$22,068.30	\$19,760.69	\$29,492.66	\$23,190.14
2021	\$37,237.22	\$31,289.81	\$22,770.61	\$21,675.33	\$18,821.50	\$21,854.18	\$17,172.47
percent change 2020 - 2021	-7.48%	40.57%	-8.13%	-1.78%	-4.75%	-25.90%	-25.95%

*These are topline revenue numbers and do not reflect city administration costs and credit card processor fees.

Recruiting Year 1

1. June 2021 – September 2021: Building capabilities

- Donor database connected to online donation forms
- Syncing with Chameleon database
- Syncing with Constant Contact
- Donor thank you process
- Creating new donation form
- 100 thank you calls to past donors
- 100 thank you handwritten thank you notes to past donors

2. September 2021 - December 2021: Campaigns aimed at past donors

- September ask tied to emergency preparedness month
- October impact report
- November engagement campaign and Giving Tuesday
- December year end appeal with email and direct mail
- Year over year results:

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- Between August and December, 26% increase in funds raised from individual gifts
- Between September and December, 47% increase in funds raised from individual gifts

Donations between 0 - \$2500 <i>this report does not include large gifts (usually from foundations and companies)</i>	Aug	Sept	Oct	Nov	Dec
2020	\$25,963.80	\$15,910.06	\$25,745.08	\$22,133.56	\$58,361.54
2021	\$12,084.87	\$25,132.17	\$34,316.77	\$35,485.38	\$80,484.12
percent change 2020 - 2021	-53.45%	57.96%	33.29%	60.32%	37.91%
		First email ask, new donation form		First Giving Tuesday	First year end campaign

*These are topline revenue numbers and do not reflect city administration costs and credit card processor fees.

3. January 2022 - Mar 2022: Building relationships with donors and responding to opportunities

- Sent 400 handwritten thank you notes to donors from year end campaign
- Launched monthly donor newsletter offer regular communication to donors
- Prompted by Betty White's birthday, modified donation form to include "in honor of" donation
- Email ask for National Spay Day

4. April 2022 – May 2022: Spring Appeal

- Launched campaign with an impact report for donors
- 12-email series on the theme of Kitten Season
- Direct mail letter
- LA Spay Day matching opportunity from Annenberg Foundation
- Year over year results:
 - Between January and May, 26% increase in funds raised
 - In May, 100% increase in funds raised

Donations between 0 - \$2500 <i>this report does not include large gifts (usually from foundations and companies)</i>	Jan	Feb	Mar	Apr	May
2020	\$40,249.12	\$22,259.95	\$24,785.93	\$22,068.30	\$19,760.69
2021	\$37,237.22	\$31,289.81	\$22,770.61	\$21,675.33	\$18,821.50
2022	\$35,290.59	\$33,008.33	\$26,197.95	\$34,350.17	\$37,682.37
percent change 2021 - 2022	-5.23%	5.49%	15.05%	58.48%	100.21%
	Donor newsletters start	Donor newsletter	Donor newsletter	First spring campaign	First spring campaign

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What's Working

- Regular communication to donors that makes them feel involved results in gift renewals
 - Donor retention rate is trending upward. Of the 6,133 donors in 2022, 54% are returning donors.
- Direct asks tied to “why it’s crucial to give today” work better than asks to support a specific fund or program
- Donors that are thanked and shown their impact are increasing the size of their gift when they give again
- The new donation form is effectively increasing average gift size. In 2021 the average gift size increased to \$31 (from \$25 the previous year). In 2022 the spring campaign average gift size was \$77.
- Donors favor the option to give to “where it’s needed most” over other giving options.

Recommendations for Year Two

- Additional support for thanking donors and connecting their impact to the LA Animal Services brand
- Continue to allocate “where it’s needed most” funding with the 80/20 ratio from the Spring campaign
- Additional resources for direct mail newsletters to show donors their impact and create more opportunities to ask for gifts
- Specific project-based fundraising around urgent issues to attract new donors
- Launching monthly giving option.

Planned Activities for Website Post Website Launch and Recruiting Year Two

1. Website Maintenance

- Minimal Development and Design Support post launch including Drupal, security updates, minor enhancements and other requests within monthly hours allocation

2. Recruitment Year Two

- Prep for and support Development Manager in bi-weekly team fundraising meetings and create monthly fundraising report
 - Donor communication and messaging
 - Three fundraising campaigns (email and direct mail)
 - Monthly donor retention activities
 - Assistance in cultivating relationships with major donors
 - Support staff on one-on-one donor outreach and meetings
 - Evaluation of Year Two fundraising activities and adjusting plan as needed
 - Online paid advertisements to support three campaigns
- Mailing Services

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DEVELOPMENT**

Fiscal Impact:

This agreement has no impact on the City General Fund.

If you have any questions on this matter, please contact Curtis Watts, Assistant General Manager via e-mail at curtis.watts@lacity.org.

Respectfully submitted,



Annette G. Ramirez
Interim General Manager