

ANIMAL SERVICES DEPARTMENT

I. Major Department Responsibilities

The Contra Costa County Animal Services Department is committed to protecting the health, safety and well-being of all people and animals in our community through enforcement of state and local laws, providing compassionate care for every animal regardless of its temperament or condition, and reducing the number of animals that enter our county shelter.

The Department will prioritize lifesaving as a fundamental premise. It will shelter animals that are sick, injured, or in danger and assist in reuniting lost animals with their families. The Department will work to keep and place animals in safe, caring homes, and provide education and services to enhance the lives of people, their animal companions while strengthening the human-animal bond.

A. Field Services

Description: Enforce state laws and county ordinances in the unincorporated area of the County and the cities that have agreements with the County while ensuring a focus on mutuality, equity, and justice to all service users. The Department will address emergency service calls through the 911-dispatch function, as well as provide response to non-emergency service calls, and provide daily domestic animal services to 18 contract cities, including unincorporated areas of the County, as listed:

- Assist police, fire, and public emergencies to handle animal-related concerns.
- Assist on search warrants to subdue animals safely.
- Enforce and educate the public on state laws and county ordinances regarding animal welfare.
- Investigate allegations of inhumane treatment towards animals, which may result in criminal charges.
- Educate owners and ensure that animals receive appropriate daily care and necessary veterinary care.
- Investigate animal bites and state mandated quarantine of the biting animal.
- Investigate potentially dangerous or dangerous animal incidents.
- Rescue trapped or injured domestic animals.
- Impound strays from the field. These include sick and injured domestic animals that require emergency care.
- Respond to calls to contain loose livestock and transport them to a safe enclosure.
- Remove deceased animals (domestic and wild) from public roadways and domestic animals from private property.

B. Center Operations

Description: Provide compassionate, temporary husbandry and veterinary care to injured, sick, endangered, homeless, or abandoned pets, and assist lost animals in reuniting with their families. Strive to enhance the lives of impounded animals while they await placement with their original owners or with new families through transfer or adoption.

Shelter Services: Manages the Transfer Partner program to aid/assist in moving shelter animals to non-profit rescues who often can provide specialized care for behavioral and medical needs.

The team also manages the Intake Diversion/Pet Assistance program to support owners keeping pets in their home or supporting them with re-homing of pets when appropriate without shelter intake.

Provide appropriate, compassionate care for the community's animals by meeting the standards outlined in the American Society for the Prevention and Cruelty of Animals' (ASPCA) Five Freedoms for the duration of their stay.

- Sanitize and disinfect, as appropriate, for a shelter environment to control disease and provide a healthy living environment.
- Provide physical and mental enrichment, as appropriate, based on each species' needs.
- Conduct intake processing for the health and safety of the animal and the rest of the shelter population.
- Maintain a rabies control program.
- Humanely euthanize animals by injection.

Medical Services: Provide medical, surgical, emergency, and post-surgical care to animals during their stay, within the reasonable bounds of financial and resource limitations of a municipal, open admission shelter.

- Facilitate inter/intrastate transfers for placement.
- Offer low-cost vaccination clinics, including at cost rabies vaccines.
- Provide emergency/urgent care or any basic necessary care to injured, sick animals and to those animals that may be in danger in the community.
- Provide foster services as appropriate until the resident animal can be re-homed.
- Provide post adoption medical consultation, upon request.

Spay/Neuter Clinic: Provide low-cost pet spay/neuter services for Contra Costa County animals, while ensuring mutuality, equity, and justice to all Contra Costa County residents. The work in the clinic will be divided to support animals

outside of the shelter that live in homes, and it will also support sheltered animals transferred to nonprofit groups while also supporting the mandates to have all adopted animals spayed or neutered prior to adoption or released back to an owner. In addition, a portion of the planned surgeries each year will be reserved to assist community members at no cost for Trap Neuter Return (TNR) efforts with community cats.

C. Administration Services

Description: Provide the support required for the ongoing operations of the Department. This includes human resource functions, fiscal management, data management, contract management, and general business operations including providing customer services for members of the public while ensuring mutuality, equity and justice to all services users, employees, and volunteers.

Personnel: Manage and maintain personnel files and compliance with County policies to ensure the Department utilizes best practices for equal opportunity employment and other personnel actions.

Finance: Provide general management of the Department's financial information and accounts by creating and maintaining internal controls.

Customer Services: Manage and maintain licensing program for dogs. Licensing is a registration process to assist in the identification of lost animals and is a locally mandated program to support the registration of rabies vaccinations and rabies control throughout the County. Part of the licensing revenue is dedicated to support low cost spay and neuter programs for Contra Costa County residents. The Department uses a computerized system to identify owners who have vaccinated their dogs and cats against rabies but who have not obtained a license. To streamline the process, the Department recently began utilizing a scanning software to upload rabies certificates from veterinary offices.

This area also provides customer service to members of the public through the Department's phone system, online or in-person at the Animal Service shelter.

D. Community Services

Description: Provide public information, media relations, and community education. The team also provides Department, specific program, individual animal marketing support, and manages the adoption program. The Community Services Division is also responsible for recruiting, training, and managing the Department's volunteers through its volunteer program. Each of the programs and services will be continuously evaluated to ensure mutuality, equity, and justice to all services users, employees, and volunteers.

Volunteer Program: Provide volunteer recruitment, animal/owner reunification, and animal enrichment, along with supporting other Department divisions with volunteer services, as requested.

Adoptions: Manages the Department's adoption program to ensure positive outcomes for the animals in its care. The Department's adoption services are provided through a hybrid appointment/in-person based system, which enables the Department to provide personalized services while avoiding long lines and reducing adopter frustrations. This experience allows potential adopters to visit and to adopt animals in a way that is practical and positive, while maintaining animal health and wellbeing.

Community Education: Provide public information and humane education on animal welfare and services. The Community Education Division develops educational content, leads public presentations, and oversees the dissemination of Departmental information.

Marketing: Markets and promotes the Department's services. The Marketing Division also manages the Department's online and external presence through written materials.

III. DEPARTMENT ACCOMPLISHMENTS

A. Field Services

1. In 2020, The Department's Field Services Unit worked to streamline the response times and improve efficiencies in our Officer schedules. The results were an approximate reduction in our daily call volume by 40%. We now continue to average approximately 40-60 calls per day. The Department continues to assess calls for service and is maintaining a response time for Priority One calls below 90%.
2. In November 2021, The Duffield Foundation awarded CCAS two grants for a total of \$100,000.00 designated towards Emergency Response. These funds are being utilized to provide for emergency response training, County Animal Response Team (CART) training and enhancements, wildfire response equipment and training and safety gear. This generous gift will allow our officers and CART team members a more knowledgeable response and safer approach to fire line rescues.
3. After city and community partner requests for increased action on deceased animal removal, and a subsequent review of our ability to perform deceased animal impounds from city roadways and public thoroughfares, the Department was allotted an additional 1.0 full-time equivalent (FTE) Animal Services Utility Worker position.

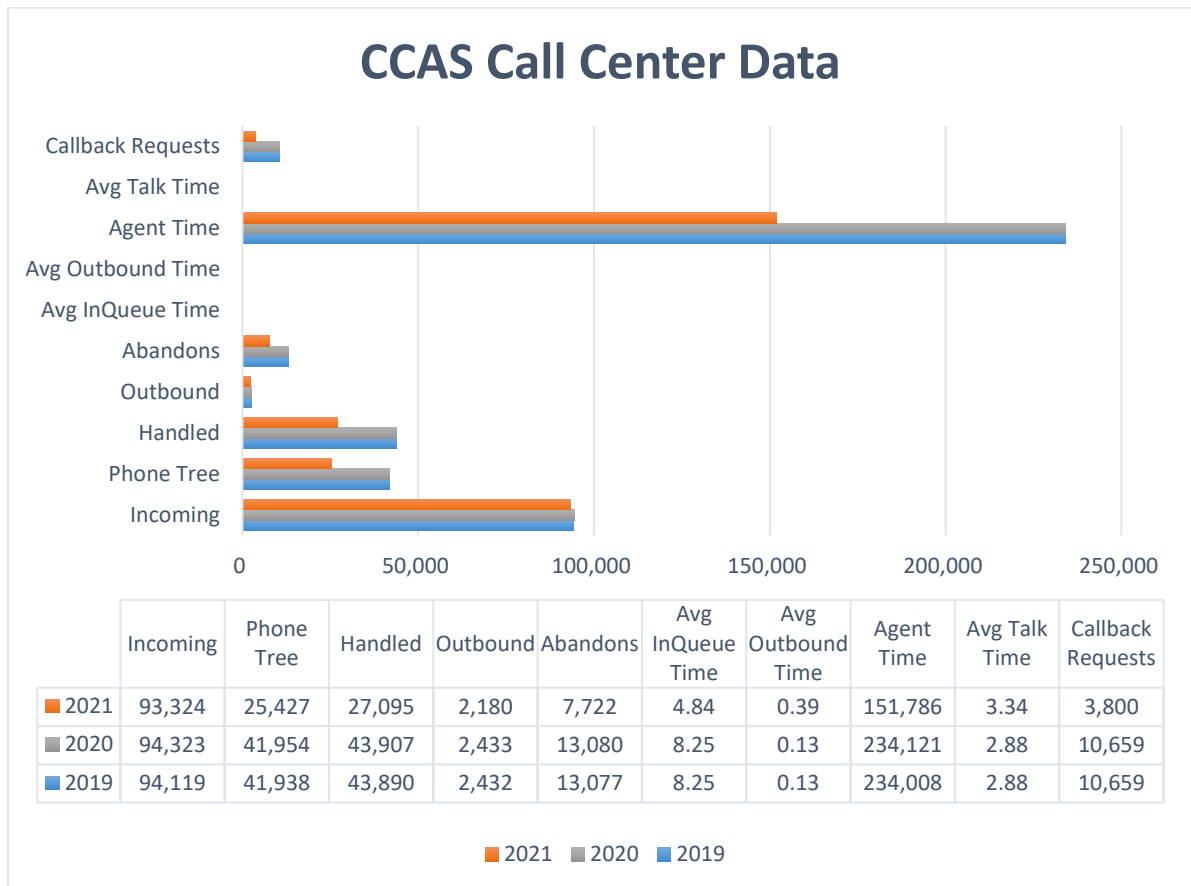
B. Medical Services & Resources

1. The SN clinic was able to increase the number of Community Cat surgeries (SN) to 1124 which is a 21% increase from previous years providing needed spay neuter surgeries to Community Cats as well as vaccinations.
2. We have successfully managed our population to reduce our Average Length of Stay from 17 to 11 days leading to a healthier shelter population overall.

C. Customer Service

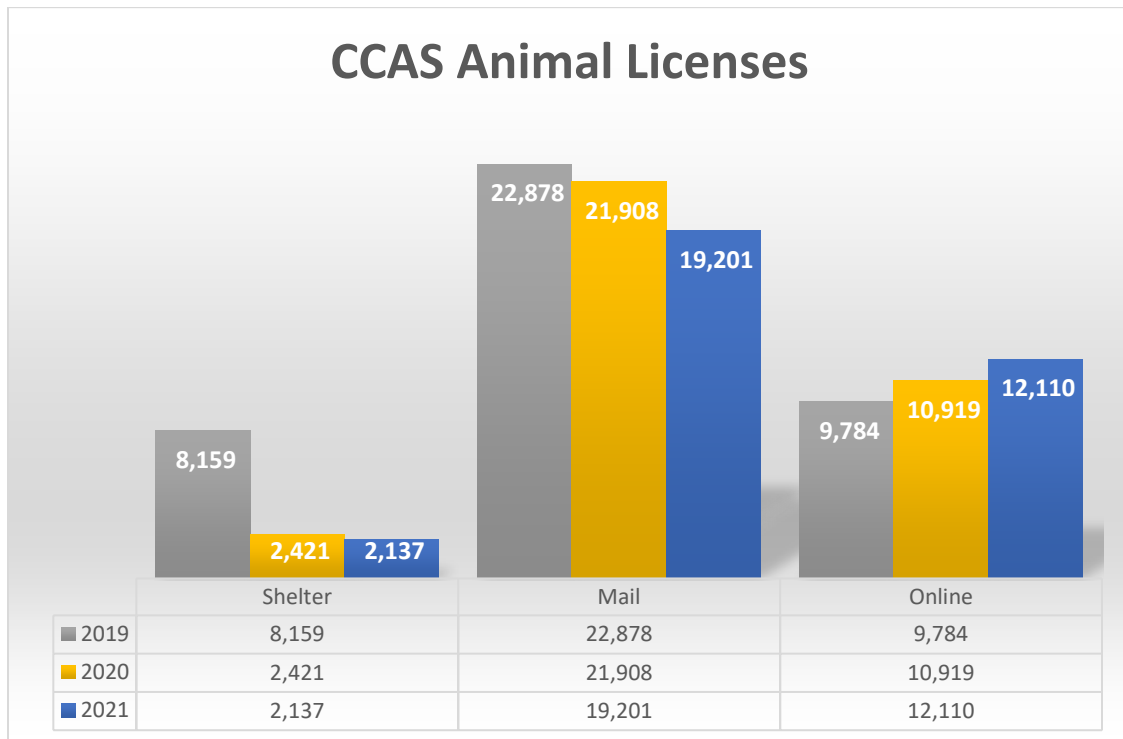
1. Call Center

The Department actively assessing its call center services. In the Spring of 2020, the Department implemented an online reporting option for deceased animal pick up services, along with an online animal noise reporting process. These innovative solutions have reduced our call center hold times and has allowed the public to access our call center representatives for urgent and emergency services, along with lost and found services.



2. Licensing

The Department is actively assessing its licensing program to enhance the customer service experience. In 2021, the number of licenses sold online increased over 10%, while the onsite/mailed in licenses sold decreased around 20%. The access to a more user-friendly online processing system will allow customers to process their animal licenses, while increasing the Department's licensing compliance.



D. Community Services

1. Adopted & Rescued Pets

The Department has facilitated the placement of 1,727 pets into their forever homes or to an established rescue organization (e.g., Transfer Partner) as of Feb. 28th, 2022. The Department is on track to place over 2,600 pets in homes/rescue organizations through adoption or transfer by the end of FY 2021/2022.

2. Community Engagement

The Department developed a survey for County residents to provide feedback regarding Department services. The survey was disseminated to residents in our 18 contract cities through our city partners, as well as through the Department's communication channels, and has received hundreds of responses to date.

IV. DEPARTMENT CHALLENGES

A. Field Services

The Department continues to evaluate its service levels and targeted response times to provide the best level of service to our contracted cities. This had been challenging through COVID-19 and the lack of staffing levels through allocated funding. In FY 2022/23 the Department is expected to receive additional funding for Field Services personnel to maintain our service levels.

B. Center Operations

Staffing challenges made it difficult to expand programs, especially as the impacts from the COVID-19 pandemic affected medical staffing. The veterinary medical field throughout the country is experiencing a labor shortage, especially for veterinarians and Registered Veterinary Technicians, which may impact the department moving forward. This, combined with COVID-19 impacts, particularly affected the department's ability to provide low cost spay and neuter/ vaccination services for pet owners in the county.

C. Administration

The Department's Customer Service operations continued to be impacted in FY 2020/21 as a result of the COVID-19 pandemic. These challenges did allow the Department to continue to enhance its online customer service experience by expanding on virtual options for our residents through innovative solutions.

D. Community Services

Due to the continued local and state restrictions related to the COVID-19 pandemic, the Department was forced to cancel most of the planned community clinics, mobile adoption, and other events in FY 2020/2021. In response, the Department focused on adapting our in-shelter adoption program to accommodate more visitors and adoptions, which resulted in increased adoptions. We hope to resume off-site and mobile adoptions in Spring of 2022.

V. PERFORMANCE INDICATORS

A. GOAL

Length of Stay (LOS)- Reduced length of stay correlates with pets staying both mentally and physically healthier, as would be measured through the Pet Evaluation Matrix (PEM). The Department's current LOS goal is at 10-days.

MEASUREMENT

The Department's LOS for FY 2021/22 was reduced from a high of 15-days in FY19/20 to 11 days in FY21/22, which brought us close to our goal. The Department has not been able to fully implement a PEM to correlate the

decreased LOS to the increased health and wellbeing of sheltered animals, although we found that the reduced length of stay has minimized infectious disease incidences.

B. GOAL

Spay and Neuter Services - The Department will perform an assessment of its current low-cost Spay and Neuter (SN) clinic services. The assessment will be used to develop a plan, which allows our underserved population to gain more access to these services. This will be done while ensuring equity, mutuality, and justice for all users. The beneficial impact for our community around low-cost SN services to underserved populations will minimize our County's in-humane cases and stray population.

MEASUREMENT

Due to continued staffing impacts from COVID-19, the Department was not able to fully assess the spay/neuter (S/N) program service levels. The Department was able to provide 2,797 public S/Ns surgeries during this reporting period. This represented a 20% increase over the previous reporting period, although it is still approximately 31% lower than the pre COVID-19 public surgery volume.

During FY 2021/22 the Department has been continuing to explore opportunities outside of the shelter to support low/no-cost S/N services through the Animal Benefit Fund (ABF). The Department will implement these programs to ensure access to low/no-cost S/N services for county residents. The Department will maintain this as a goal to ensure that the excess surgical capacity beyond that needed for mandated S/N services maximizes benefits to sheltered, owned, and community animals.

C. GOAL

Community-based Engagement Animal Control model – The Department will be designing and implement a community-based engagement model for animal control by providing an environment that focuses on equity, mutuality, and justice.

MEASUREMENT

The Department's Field Services division has trained Department staff and educated the public on State laws and local ordinances through various activities, such as "Stand Down on the Delta" (for 2022 the event will be called "Stand Up on the Delta"), Veteran's affairs; Safety Fairs educational booths, community speaking engagements and Microchip Clinics. In addition, the Department's Field Services division has daily interactions with our County's diverse communities and has strived to expand on diversity trainings for staff to continue to have positive engagement with the public.

D. GOAL

Translation Services - The need to increase both translation services and our educational material in other languages both benefits our community and our department. The Department has translated its material as needed. For this reporting period, we plan to translate all Department public information and also explore a translation service for our call center, along with our Field Operations services.

MEASUREMENT

The Department expanded its translation material this reporting period, translating all citation, education and other public notice materials, and identified a vendor to provide ongoing translation services for printed materials. This has improved the Department's ability to communicate our work to all residents and stakeholders in the Contra Costa County through print and online mediums.

The Department did not meet its goal to identify a vendor for on-demand translation services for the public call center and its Field Operations public services out in the community. The Department plans on establishing these services by the next reporting period.

VI. Department Performance Goals

A. GOAL

Community-based Engagement Animal Services Commitment- The Department will continue to serve through public speaking engagements, homeless and veteran's affairs events, and other educational opportunities. We intend to utilize information provided through the District Attorney's Office to include in furtherance of justice case decisions and mindfulness of apparent inequalities of criminal charging, to ensure criminal cases are appropriate and intentional. Our goal remains to provide not only enforcement but education to the community, as an inclusive opportunity to assist in both our animals and community to thrive in Contra Costa County.

B. GOAL

Spay and Neuter Services – In FY 2022/23, the Department will be making service level changes to expand the capacity at an estimated 47% for low-cost Spay and Neuter (S/N) clinic services.

The Department will also prioritize the development of a plan, which will allow underserved populations to gain more access to spay/neuter and vaccine services. This will be done while ensuring equity, mutuality, and justice for all users. The beneficial impact for our community around low-cost S/N services to underserved populations will minimize our County's in-humane cases and stray population.

C. GOAL

Animal Licensing Services - The Department will be processing a request for proposal (RFP) for licensing processing services. The purpose of this RFP is to identify an efficient and effective system for the Department and our community residents to process their animal licensing, while increasing our animal licensing compliance.

D. GOAL

Community Education – The Department will increase community outreach and education efforts to ensure County residents are aware of local animal services and how to utilize them. For this reporting period, the Department plans to increase community outreach and education efforts, with a goal of developing informational materials targeted towards the various cities and communities in Contra Costa County and engaging in at least one community event in each of our contract cities.

VII. DEPARTMENT DATA

BUDGET: \$12,812,504

FTE: 71

Staff Profile by Function and Level

OCCUPATIONAL CATEGORY	TOTAL
Officials and Administrators	3
Professionals	7
Technicians	25
Administrative Support	17
Service Maintenance	10
Total:	62

RACE/ETHNICITY	MALE	FEMALE	TOTAL	PERCENTAGE
White	7	21	28	45%
African American/Black	2	0	2	3%
Hispanic/Latino	8	15	23	37%
Asian American	1	2	3	5%

Native Hawaiian/Pacific Islander American	2	2	4	6%
American Indian/Alaskan Native	1	1	2	3%
2 or more races	0	0	0	0%
TOTAL:	21	41	62	100%