

ANIMAL SERVICES DEPARTMENT

I. MAJOR DEPARTMENT RESPONSIBILITIES

Contra Costa County Animal Services is committed to protecting the health, safety and well-being of all people and animals in the community.

The department prioritizes lifesaving as a fundamental premise. It shelters animals that are sick, injured or in danger, and assists in re-uniting lost animals with their families. The department provides compassionate care for every animal regardless of its temperament or condition and reduces the number of animals that enter the County's shelters while working to place animals in safe, caring homes.

They enforce state and local laws in Animal Services and provide education and services to enhance the lives of people while strengthening the human-animal bond.

A. Field Services

Description: Enforce state and local laws in the unincorporated area of the County, and contract cities, while ensuring a focus on mutuality, equity, and justice. Some of the main responsibilities include:

- Assist police and fire agencies with citizen emergencies regarding animal related concerns.
- Assist local law enforcement with search warrants to subdue animals safely.
- Enforce and educate the public on state and local laws regarding animal welfare.
- Investigate allegations of inhumane animal treatment.
- Investigate animal bites and oversee state mandated quarantine in relation to bites.
- Investigate potentially dangerous or dangerous animal incidents.
- Rescue trapped or injured domestic animals.
- Impound strays from the field, including sick and injured domestic animals that require emergency care.
- Respond to calls to contain loose livestock and transport them to safe enclosure.
- Provide non mandated service of removing deceased animals from public roadways and domestic animals from private property.

B. Center Operations

Description: Provide compassionate, temporary husbandry and veterinary care to injured, sick or at-risk homeless, abandoned animals. Assist with reunification of lost animals and strive to enhance the lives animals awaiting placement into caring homes.

Shelter Services

Description: Provide appropriate, compassionate care for animals while meeting standards outlined in the American Society for the Prevention and Cruelty of Animals. Some of the main responsibilities include:

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

Description: 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. Some of the main responsibilities include:

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

Spay and Neuter Clinic

Description: Provide low-cost pet spay and neuter services to Contra Costa County residents, while ensuring mutuality, and equity to all service users. The work in the clinic also fulfills the mandate of all adopted animals being spayed or neutered prior to adoption or release to owner.

C. Administration

Description: Provide support required for ongoing operations of the department. This includes human resource functions, fiscal management, data management, contract management, and general business operations including providing customer service for members of the public. This unit also manage and maintains the licensing program for dogs and cats, including the registration of rabies vaccinations

D. Community Services

Description: Provide public information, media relations, and community education while providing support to the admissions and adoptions and volunteer program.

II. DEPARTMENT ACCOMPLISHMENTS

A. Field Services

1. In October 2020, the Department implemented a new field service model. The implementation of the new services model resulted in the Department focusing on mandated contractual requirements while assessing its priority response times. This change in the service delivery model allowed the Department to focus on safety and health priority call response times to balance staffing and service level performance measurements and indicators. During this reporting period, the Field Services division exceeded its Priority 1

response times at 92%, which was a result of the Department's new service model.

2. The Duffield Foundation allocated \$100,000 for the department to purchase emergency operational gear and training for our Field Services staff and County Animal Response Team.
3. The Department was allocated a total of 3.0 FTE Animal Services Utility Workers that manage the deceased animal impound requests in the county. The addition of 2.0 FTE positions provided this fiscal year allowed the Department to service 90% of all complaints for deceased animal impound this reporting period. In addition, the Department has created a fee-based service for deceased wildlife removal requests in private properties to support our community's needs.

B. Medical Services & Resources

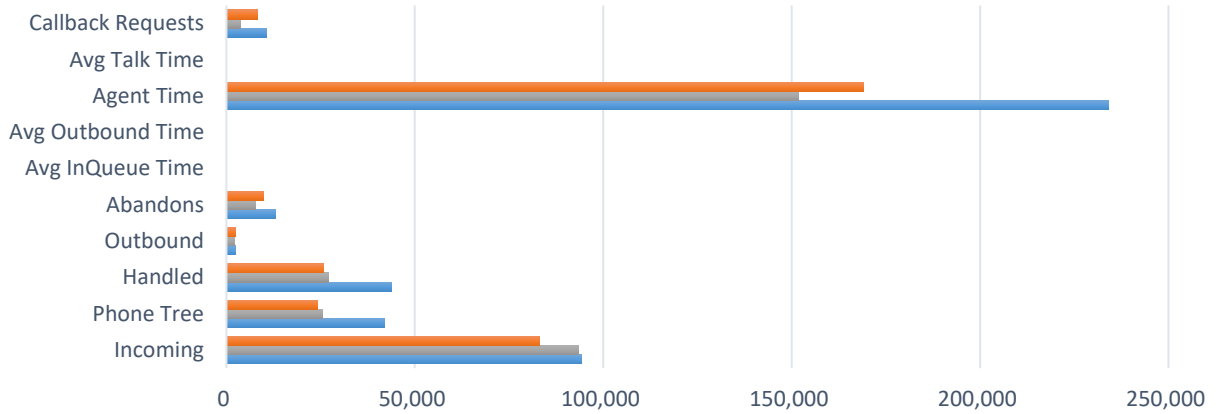
1. The SN clinic was able to increase the number of Community Cat surgeries (SN) to 1246 which is a 10% increase from previous years providing needed spay neuter surgeries to Community Cats as well as vaccinations.
2. With increased animal intake, we have seen our Average Length of Stay increase from 11 to 13 days creating challenges for staff to accomplish daily husbandry tasks and leading to increases in disease spread within the shelter population.

C. Customer Service

1. Call Center

The Department continues to actively assess its call center service levels. The Department's incoming call volume has reduced since 2020, although the need for services and information has increased. The Department is also faced with staff recruitment and retention in its administration division, which is also impacting hold times.

CCAS Call Center Data

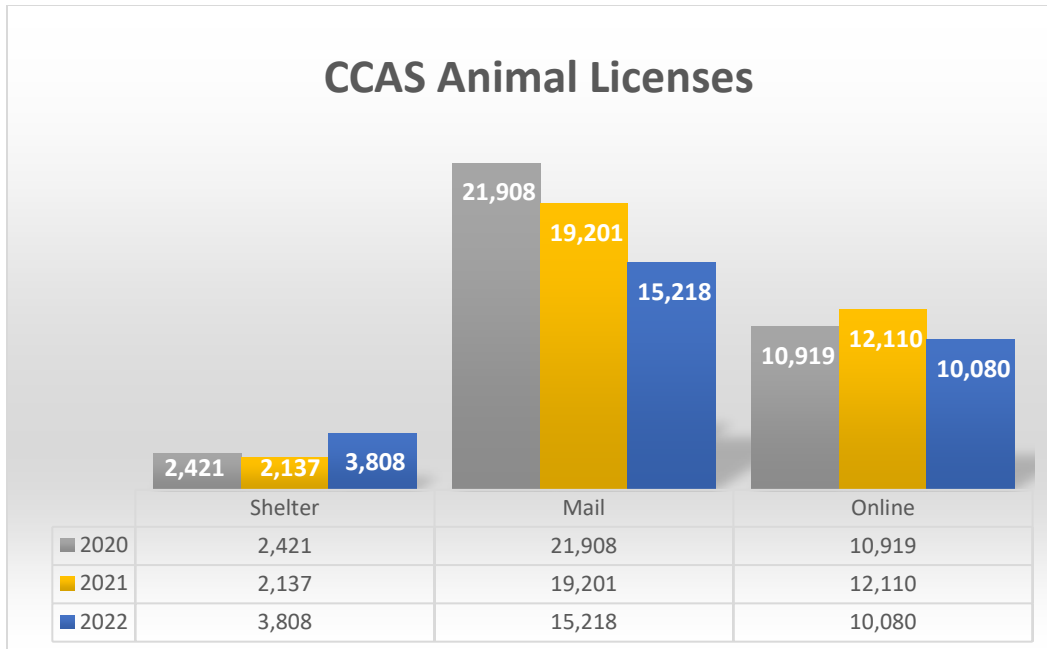


	Incoming	Phone Tree	Handled	Outbound	Abandons	Avg InQueue Time	Avg Outbound Time	Agent Time	Avg Talk Time	Callback Requests
2022	83,155	24,248	25,847	2,313	9,814	10.43	0.44	169,168	3.47	8,311
2021	93,324	25,427	27,095	2,180	7,722	4.84	0.39	151,786	3.34	3,800
2020	94,323	41,954	43,907	2,433	13,080	8.25	0.13	234,121	2.88	10,659

■ 2022
 ■ 2021
 ■ 2020

2. Licensing

The Department is continuing to actively assess its licensing program to enhance the customer service experience. In this reporting period the number of licenses sold online decreased over 7%, while the onsite/mailed in licenses sold increased over 7% in total. 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 2,286 pets into their forever homes or to an established rescue organization (e.g., Transfer Partner) as of Feb. 28th, 2023. The Department is on track to place over 3,400 pets in homes/rescue organizations through adoption or transfer by the end of FY 2022/2023.

2. Community Engagement

The Department resumed facilitation of offsite community events and presentations after two years of pausing such activities due to pandemic restrictions. Events included mobile adoption clinics, community education presentations, presentations to local elected bodies, and participation in collaborative events such as the 2022 Contra Costa County Block Party.

III. DEPARTMENT CHALLENGES

A. Field Services

The Department continues to evaluate target priority response times and provide the best level of service to the communities we serve. The Department has had recruitment and retention challenges historically and will be focusing on strengthening its recruitment strategies. The Department plans to fill all current vacancies and the additional new positions for the next reporting period.

B. Center Operations

Staffing challenges have continued to make it difficult for the Department to expand medical programs post COVID-19. 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. These challenges also continue to impact the department's ability to provide low cost spay and neuter/ vaccination services for pet owners in the county.

C. Administration

The Department has seen an increase on onsite services this reporting period, due to the lowered COVID-19 restrictions. Coverage for service areas have been impacted due to the staffing recruitment and retention challenges.

D. Community Services

The Department is working to re-establish our mobile adoption volunteer team and process to align with updated procedures regarding facilitation of adoptions that have occurred over the last two years. In working towards this goal, we expect the mobile adoption process to be fully optimized by summer of 2023.

IV. PERFORMANCE INDICATORS

1. Performance Measure: Length of Stay (LOS) Dogs					
The Length of Stay (LOS) report includes all outcomes for total length of stay. The LOS is increasingly recognized as a critical factor in shelter management, with implications for animal health, well-being, sheltering costs, and ultimately a shelter's capacity to save lives.					
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Median Target	10	10	10	10	10
Median Actual	10	9	7	7	8
*The median LOS actuals in these tables were directly impacted by the decrease in dog volume in the shelter due to COVID-19. Prior to COVID-19, the shelter routinely was overcrowded which resulted in illnesses such as upper respiratory infections, giardia and coccidia resulting in extended stays and negatively impacting other animals as well as staff workloads. In FY19/20 and FY20/21, the Department surpassed its target of a 10-day average LOS by 30% and saw almost no incidences of illness, in addition to a decrease in behavior problems.					

2. Performance Measure: Length of Stay (LOS) Cats					
The Length of Stay (LOS) report includes all outcomes for total length of stay. The LOS is increasingly recognized as a critical factor in shelter management, with implications for animal health, well-being, sheltering costs, and ultimately a shelter's capacity to save lives.					
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Median Target	10	10	10	10	10
Median Actual	7	8	6	4	0
* The median cat LOS has markedly decreased since FY19/20 due to changes in processes to ensure the population of cats is within the shelter's capacity for care and the resulting decrease in contagious diseases within the shelter such as URI and Ringworm. It continued to decrease in FY21/22 as the Department changed the processes to try and ensure that cats entering the shelter for TNR are returned the same day.					

3. Performance Measure: Live Release Rate (LRR) Dogs

The Live Release Rate is the percentage of animals leaving the shelter alive. LRR are calculated using the formula: Total Live Outcomes = (Adoptions, Release, RTF, Working Cat, TNR, Transfers + RTO)/ Total Outcomes (excluding died and missing).

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Target	88%	90%	90%	90%	90%
Actual	93%	93%	94%	93%	93%

*In FY15/16, the Department's LRR for dogs was 86%. Since that time, the shelter has experienced an increase in positive outcomes for the dogs in our care. The Department still has a tremendous challenge with large breeds like German Shepherds, Huskies and Pitbulls that often do not handle the confinement of shelter care well and often demonstrate behavior challenges.

4. Performance Measure: Live Release Rate (LRR) Cats

The Live Release Rate is the percentage of animals leaving the shelter alive. LRR are calculated using the formula: Total Live Outcomes = (Adoptions, Release, RTF, Working Cat, TNR, Transfers + RTO)/ Total Outcomes (excluding died and missing).

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Target	85%	88%	88%	88%	88%
Actual	85%	84%	85%	82%	79%

* The cat LRR in FY15/16 was at 77%. Programs put into place in FY16/17 such as Trap Neuter Return (TNR) increased the LRR to 89%. Starting in FY19/20, intake processes were adjusted to focus on the cat populations that need the most support: sick, injured, or those that may be in imminent danger.

Activity Performance Indicators:

The performance indicators listed capture some of the Department's activities. The data represents the total fiscal year information for the sections below.

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Total calls for service**	18,357	18,432	18,176	17,557	16,641
Animals Handled ***	19,172	16,325	13,671	9,288	14,769
Animals Adopted	3,271	2,647	2,205	811	1,492
Animals Returned to Owner	1,482	1,396	1,312	851	882
Animals Transferred to Rescues	2,643	2,044	1,937	1,107	1,205

* The Department utilizes Chameleon for its animal sheltering management system. ** Calls for Service are the calls dispatched to our Animal Service Officers. ***Animals Handled = total intake (from all cities and unincorporated "Stats for Cities" report) + public SN + public vaccines Note: Part of FY19/20, all of FY20/21 and part of FY21/22 were impacted by COVID-19 that affected intake and service levels. Adoption, RTO, Transfer from Live Intakes and Outcome report.

Animal Licensing Performance Indicators:

The performance indicators listed below provides the Department's animal licensing for dogs and cats totals per fiscal year.

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
New Licenses	12,189	12,568	11,285	9,019	10,970
Renewal Licenses	27,001	26,197	26,349	24,889	20,788

Total Licenses Sold:	39,190	38,765	37,634	33,908	31,758
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V. **PERFORMANCE MEASURES**

- **The Department will continue to serve the public through speaking engagements, homeless and veteran’s affairs events, and other educational opportunities.**

The Department conducted over twenty public presentations and forums focused on educating the public about the Department’s work and addressing local animal services related issues. The Department also participated in the 2022 Stand Up on the Delta, providing free medical services and education to Contra Costa County veterans.

- **While enforcing state and local laws, the goal is to not only provide enforcement, but to educate the community on animal services and how to utilize them.**

As a daily goal, Animal Services Field Services provides education on each public contact regarding Animal related applicable ordinances, in addition to providing enforcement as needed. We also attended several community safety fairs and Municipal Advisory Community meetings to provide education and licensing assistance.

- **In FY 22-23, the Department will implement service level changes to expand the capacity of low-cost (S/N) clinic services. The impact of these changes will target the Department’s ability to increase the number of public S/N services.**

The Department provided over 900 spay/neuter (SN) surgeries for the first half of FY 2022/23. The Department has been impacted by the current hiring challenges within the veterinary medical field. The Department was approved for a full-time Medical Supervisor position and an additional Registered Veterinary Technician (RVT) in July 2022. The Medical Supervisor classification is under review by the County Human Resources (HR) Department. The RVT position has been posted and actively recruited for since July 2022, which has not been filled at this time. Across the nation and throughout the State of California the industry is experiencing a shortage in veterinarians and RVTs, which is continuously creating a challenge for animal welfare agencies to hire employees in these classifications. This is also negatively impacting the Department’s ability to increase public SN and vaccines services as originally planned.

- **The Department will develop a plan to allow underserved populations to gain more access to services.**

The Department began working with the County’s Department of Information and Technology to create a GIS system to understand what areas in the County do not have easy access to County Services for their animals. The former Pinole Shelter was sold to a local nonprofit to ensure residents had access to low cost Spay and Neuter services in Contra Costa County. The Department expanded the Animal Benefit Fund financial support for low cost Spay and Neuter through collaborative relationships with other agencies.

- **The Department will issue a Request for Proposal for licensing processing services to become more efficient in processing animal licensing, while increasing animal licensing compliance.**

In the Spring of 2022, the Department announced a Request for Proposal for its licensing processing services. In the Summer of 2022, the Department selected a new service provider and is planning to announce and implement its new licensing services by the Summer of 2023. The Department is confident the new licensing service model will improve animal licensing compliance in our County.

VI. DEPARTMENT GOALS

- The Department will continue to engage and educate the public through community events and activities, and other educational opportunities throughout the county.
- The Department will continue to develop a plan to allow underserved populations to gain more access to services.
- The Department will continue to improve its animal licensing program to increase its animal licensing compliance with community education and awareness around the benefits in licensing our pets.
- The Department will continue to assess its capacity to expand low-cost Spay and Neuter public services for underserved communities.
- The Department will establish real time translation services for Field and Customer Service areas.

VII. DEPARTMENT DATA

BUDGET: \$12,978,998

FTE: 78

Staff Profile by Function and Level

OCCUPATIONAL CATEGORY	FUNDED POSITIONS
Officials and Administrators	3
Professionals	7
Technicians	26
Administrative Support	15
Service Maintenance	11
Total:	62

RACE/ETHNICITY	MALE	FEMALE	TOTAL	PERCENT
White	7	22	29	46.77 %
African American/Black	1	1	2	3.22 %
Hispanic/Latino	9	14	23	37.1 %
Asian American	1	1	2	3.22 %
Native Hawaiian/Pacific Islander American	2	1	3	4.84%
Filipino American	0	0	0	0 %
American Indian/Alaskan Native	1	1	2	3.22 %
Other (2+Races)	0	1	1	1.61%
TOTAL:	29	43	72	100% (99.98%)