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Marcia Mayeda, Director

January 18, 2023

To: Supervisor Janice Hahn, Chair
 Supervisor Hilda L. Solis
 Supervisor Holly J. Mitchell
 Supervisor Lindsey Horvath
 Supervisor Kathryn Barger

From: Marcia Mayeda *MMayeda*
 Director

REPORT BACK ON BOARD MOTION (ITEM 10, AGENDA OF DECEMBER 20, 2022)

On December 20, 2022, your Board instructed the Department of Animal Care and Control (DACC) to report back in 30 days with a full accounting of what led to the use of euthanasia on the three-month-old puppy, Bowie, at the Baldwin Park Animal Care Center and a plan to prevent similar incidents.

Euthanasia of Bowie

Bowie was euthanized on December 4, 2022. A full investigation into the euthanasia of Bowie began on December 5, 2022.

Bowie was an extremely fearful puppy. His behavior assessment revealed:

“Bowie A5516375 was hiding under his bed when the handler approached his kennel. The handler called him over, he ignored her and began to let out deep growls. The handler entered his kennel and lifted his bed to see him, he immediately began running all over the kennel, his body was tense and trembled, he growled, his tail was tucked, and his ears were pinned back. He defecated as he ran around the kennel. When the handler tried to coax him and leash him, he jumped up and bit the leash a few times, then dropped to the floor, his body facing up, his back on the ground, he kicked, trembled and flashed his teeth. At this point the handler did not want to overwhelm him,

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she stepped out of his kennel and stopped the assessment. Due to lack of socialization and handling sensitivity Bowie will be rescue only for now.”

Bowie had been at the animal care center for 24 days. No rescue group approached the Department to indicate they were interested in adopting him. Nevertheless, the animal care center did not proactively contact a rescue group to adopt him and provide behavioral rehabilitation.

The investigation determined that the cause of this improper euthanasia was failure of care center management to properly communicate expectations regarding the networking of dogs that bite or may bite to Adoption Partner rescue groups. It is the expectation that each dog with a bite history or potential to bite must be individually assessed to determine whether it is truly a dangerous dog that will threaten public safety or if the circumstances around a bite were explainable and not likely to be repeated. If it is a dog that poses a danger to public safety, it should not be networked for adoption. However, if the circumstances surrounding the bite are not likely to be repeated or can be managed with behavioral modification, training, and responsible management, the dog should be networked to Adoption Partner rescue groups. In Bowie’s case, he was biting at the leash because he was extremely fearful. He should have been placed with a foster home or Adoption Partner as soon as possible who could provide behavioral treatment to reduce his fear and make him an adoptable animal. The Department is implementing corrective personnel action regarding this incident.

Plan to prevent similar incidents

DACC has identified some opportunities to strengthen and clarify expectations regarding euthanasia. First, DACC has implemented a two-step authorization process to prevent similar incidents in the future. This will require two independent reviews regarding an animal for euthanasia and will safeguard against poor decisions or policy violations. DACC has also changed the working schedules of animal care center managers, lieutenants, and sergeants to make leadership more available for population management decisions and general animal care center administration.

The Department is also changing two policies. Policy SP100 – Adoption Partners has been changed to reduce the waiting time an animal may be made available to a rescue group. DACC had a 48-hour period in which the public was given the first opportunity to adopt an animal prior to making it available to an Adoption Partner rescue group. It is reasonable to have a period that provides preference to the general public who expect to be able to adopt from their taxpayer-funded animal care centers. DACC has reduced

that waiting time to 24 hours to give Adoption Partners a quicker opportunity to adopt while still protecting the public's desire to adopt as well.

The policy OPK120 – Euthanasia has been amended to codify the two-signature authorization process and written expectations that Adoption Partner rescue groups must be notified about all animals that are designated to be released only to Adoption Partner rescue groups. While DACC normally does this as a matter of course, that requirement was not completely memorialized in this policy and has now been codified.

Department deputy directors have reviewed DACC's established practices for pathway planning of animals in the animal care centers with leadership teams at each animal care center. Pathway planning involves closely tracking placeable animals' stay in an animal care center, what resources are needed to find a live outcome for the animal, and that all placement options have been exhausted.

Part of pathway planning includes weekly Length of Stay (LOS) meetings to ensure animals are not languishing on long stays and are being actively networked for placement. While LOS meetings have been a regular weekly occurrence in animal care centers for several years, the process will be codified in a written policy and procedure document that will be created with the animal welfare stakeholder group that is responding to the rest of this Board motion in the 90-day report. Part of this review will include planning specifically for puppies as well as any animal with a high Fear, Anxiety, and Stress (FAS) score that should have an immediate intervention and pathway plan, along with staffing requirements and resources needed to meet this objective.

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c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Animal Care Board Deputies



Marcia Mayeda, Director

April 18, 2023

TO: Supervisor Janice Hahn, Chair
 Supervisor Hilda L. Solis
 Supervisor Holly J. Mitchell
 Supervisor Lindsey Horvath
 Supervisor Kathryn Barger

FROM: Marcia Mayeda *MMayeda*
 Director

**30-DAY REPORT BACK ON BOARD MOTION
 (ITEM 10, AGENDA OF DECEMBER 20, 2022)**

On December 20, 2022, your Board instructed the Department of Animal Care and Control (DACC) in collaboration with rescue partners and animal welfare stakeholders to report back with a five-year plan to decrease the number and percentage of animals that are euthanized with built-in annual benchmarks.

Committee of Rescue Partners and Animal Welfare Stakeholders (Committee)

DACC convened a panel of animal welfare experts who are working with the Department to respond to this motion. They include representatives from:

- American Society for the Prevention of Cruelty to Animals (ASPCA)
- University of California-Davis Koret Shelter Medicine Program
- Best Friends Animal Society
- Michelson Found Animals Foundation
- Dogs Playing for Life
- A long-time DACC volunteer and former City of Los Angeles animal cruelty prosecutor and Los Angeles Animal Services department policy advisor who serves on boards of several animal welfare nonprofit organizations.

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The Department erroneously submitted a report back on March 20, 2023, that had not been reviewed by the Committee prior to its submission. That report back was withdrawn, and this report begins the regular reporting to your Board regarding the progress of this response. We regret this error.

The Committee has been working diligently to review and make recommendations on the topics directed by your Board. The level of detail required for the analysis and recommendations has required much further study and will take several months to complete. We will provide monthly reports to your Board on the progress made regarding each item. This report provides a status of the following items:

An accounting of the reasons for animals being euthanized including illness, safety, lack of rescue availability, etc., broken down by species and animal care center.

This information is shown on the attachment.

Assessment on the number of rescue and community partners needed to decrease the euthanasia rate without decreasing the number of intakes to animal care centers.

There are many variables that impact Adoption Partner rescue groups in their ability to adopt animals from DACC. Many Adoption Partner groups focus their efforts on specific subsections of animals. These could be breed-specific groups that only work with one breed of dog, groups that only work with cats, groups that focus only on animals with medical or behavioral problems, groups that only adopt small dogs, and more. For those reasons, the number of Adoption Partners one agency has does not equate to lifesaving success. This assessment will require more analytical tracking going forward to be able to determine where Adoption Partner resources are lacking.

DACC will begin tracking Adoption Partner adoptions by various subcategories as well as animals euthanized that were made available to Adoption Partners but not taken. This information will show where the gaps exist for the specific subgroups of animals and where rescue efforts are most lacking.

Particular consideration should be given to understanding that a decrease in the number of animals coming into animal care centers can be a positive result. Appropriate resources offered by DACC to allow pets to remain with their families or be rehomed with outside resources instead of being surrendered to DACC helps maintain the comfort of the human/animal bond, reduces strain on DACC resources for housing more animals than necessary, and meets the community expectations of reducing euthanasia. Maintaining a high admittance rate at animal care centers is not a desirable goal. This approach is

similar to human services such as alternatives to incarceration or preventative health programs that reduce hospital admissions.

DACC's new Power BI reporting will allow us to begin collecting this information. Because of these variables and the need for more granular data, we cannot accurately predict an answer at this time. However, we will begin gathering data and include this in our benchmark reporting going forward.

Plan to expand DACC's Spay4LA program to make it more financially accessible.

DACC has partnered with Spay4LA to offer free spay and neuter services to residents of Los Angeles County since January 2016, when the Board directed the Department to conduct a one-year pilot program. The cost to the County was \$300,000, with Spay4LA matching 50 percent of their costs to provide the service. The program has continued since that time through a contract with Spay4LA approved by the Board on August 1, 2017, and extended by the Board on June 14, 2022. During the terms of the contract, Spay4LA engaged Simi Valley Non-Profit Spay and Neuter Clinic as a subcontractor to provide surgeries in the Antelope Valley areas of Los Angeles County.

On April 4, 2023, the Department will request delegated authority to the Director to expand these services by approving two contracts for mobile spay and neuter clinic and vaccination services with Spay4LA and the Simi Valley Non-Profit Spay and Neuter Clinic. These contracts set a minimum threshold of 480 spay/neuters to be performed by each contract per year, a condition that did not exist in the prior contract with Spay4LA. By contracting with two providers instead of one, we ensure free spay/neuter services are offered equally in South Los Angeles County and the Antelope Valley area, both of which are in critical need of free spay/neuter services.

The Department has conducted an analysis to expand spay/neuter services even further based on both Spay4LA and Simi Valley's maximum capacities to provide spay/neuter surgeries if Department funding wasn't limited. Based on these new thresholds, Spay4LA and Simi Valley would be able to perform an estimated 13,200 spay/neuter surgeries per year for an annual cost of \$1,368,000—this compared to the Department's current budget of \$300,000 per year. The Department is also exploring funding opportunities to provide these services at the Department's animal care centers on weekends.

The Department has applied for and received various donations and grants to expand free and low-cost spay/neuter services to residents provided via its own animal care centers and through partnerships with private veterinary clinics. Most recently, the Los Angeles County Animal Care Foundation allocated \$150,000 for spay/neuter services offered through the Department. The Department will continue to seek external

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funding to help sustain and expand these programs to make spay/neuter more accessible to the communities we serve. The advisory committee will also make recommendations on expanding access to spay/neuter services Countywide in addition to the Spay4LA program.

The Department and the Advisory Committee recognize the importance of providing a comprehensive and well-planned response to your Board. This work is a top priority for the Department, and we will continue to regularly update you on the progress. Please contact me if you have any questions at mmayeda@animalcare.lacounty.gov or (562) 728-4610.

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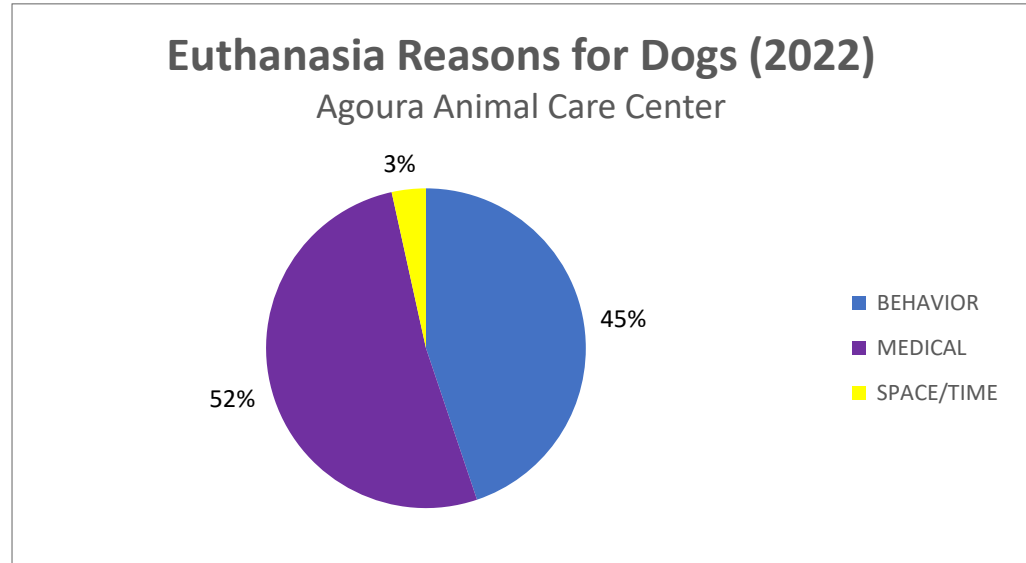
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Enclosure

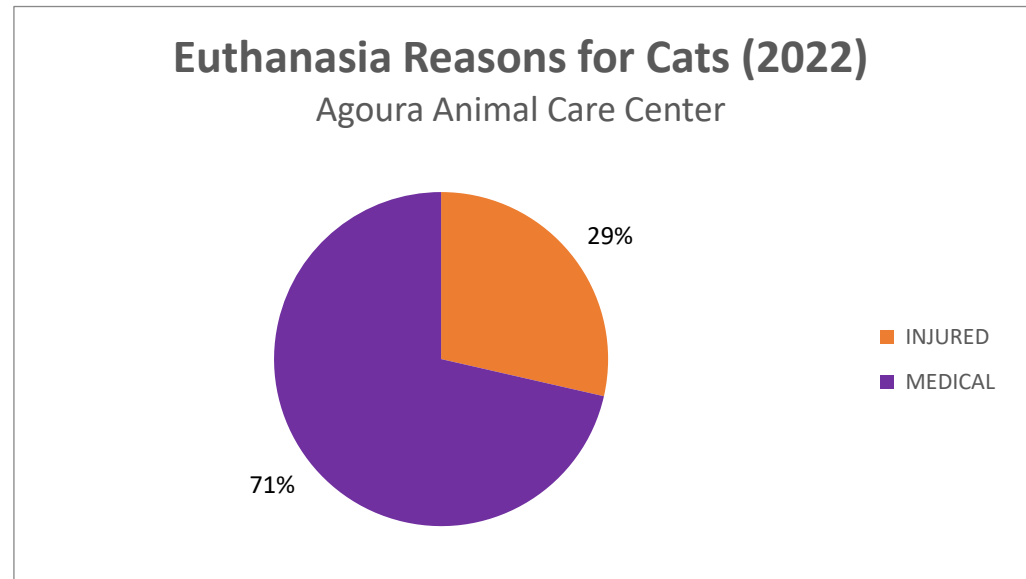
c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Animal Care Board Deputies

Euthanasia Reasons (2022)
 Agoura Animal Care Center

Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	13
MEDICAL	15
SPACE/TIME	1
TOTAL	29

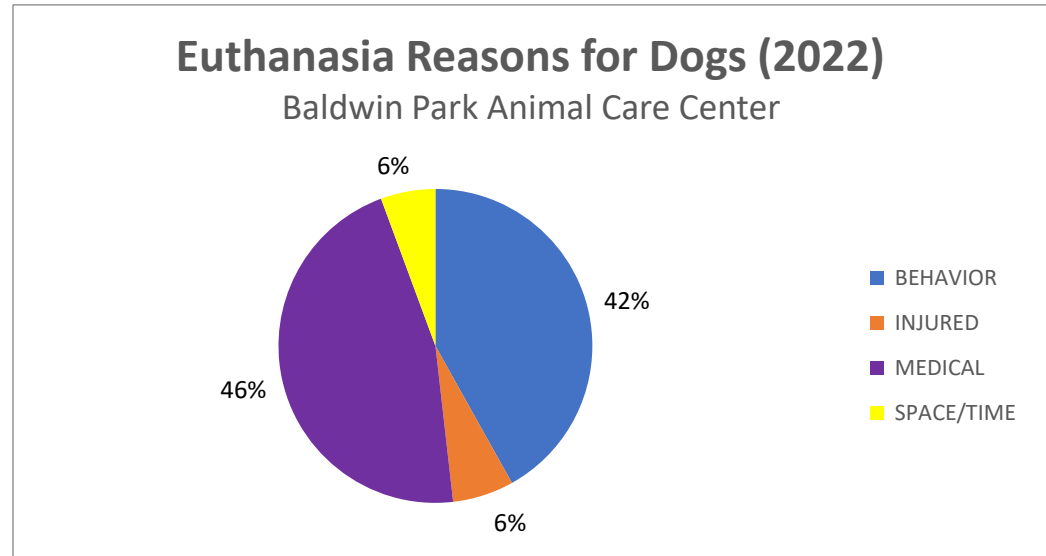


Euthanasia Reasons - Cats	
Reason	Count
INJURED	4
MEDICAL	10
TOTAL	14

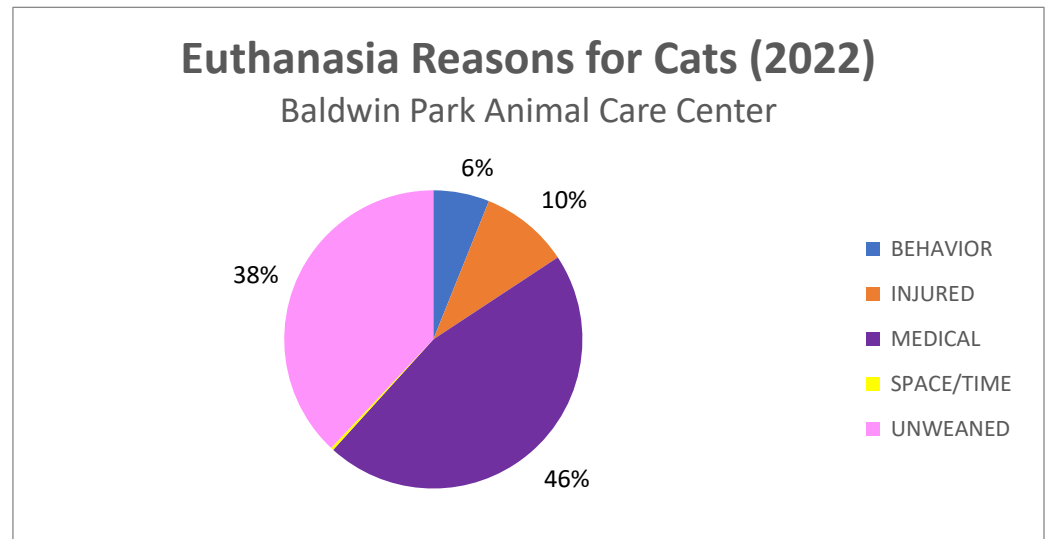


Euthanasia Reasons (2022)
Baldwin Park Animal Care Center

Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	186
INJURED	28
MEDICAL	205
SPACE/TIME	25
TOTAL	444

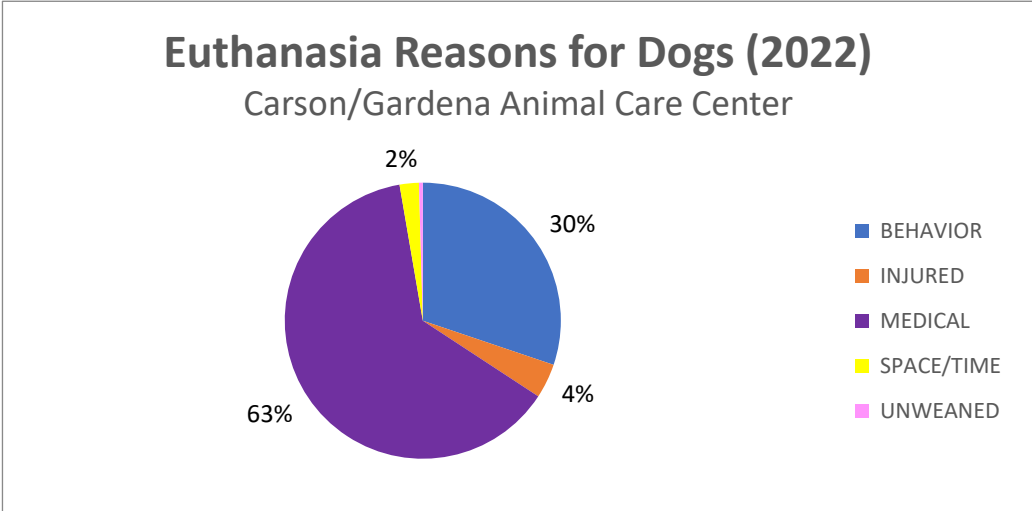


Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	41
INJURED	65
MEDICAL	310
SPACE/TIME	2
UNWEANED	256
TOTAL	674

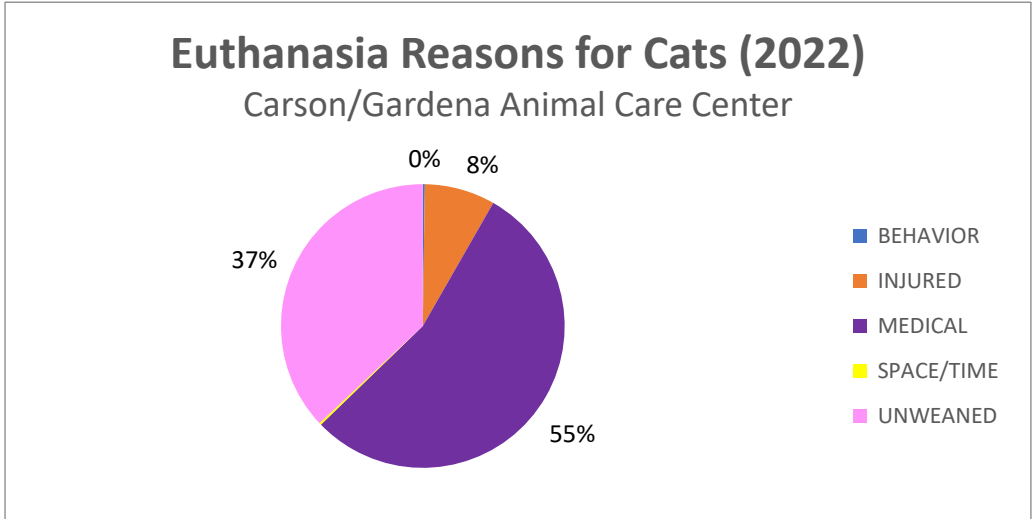


Euthanasia Reasons (2022)
Carson/Gardena Animal Care Center

Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	67
INJURED	9
MEDICAL	140
SPACE/TIME	5
UNWEANED	1
TOTAL	222



Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	1
INJURED	35
MEDICAL	237
SPACE/TIME	1
UNWEANED	161
TOTAL	435

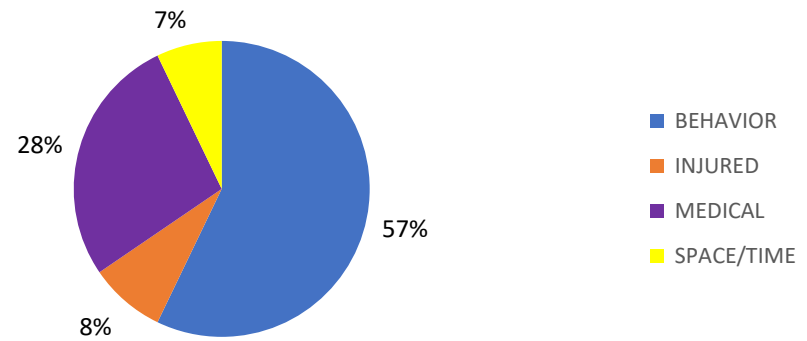


Euthanasia Reasons (2022)
Castaic Animal Care Center

Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	48
INJURED	7
MEDICAL	23
SPACE/TIME	6
TOTAL	84

Euthanasia Reasons for Dogs (2022)

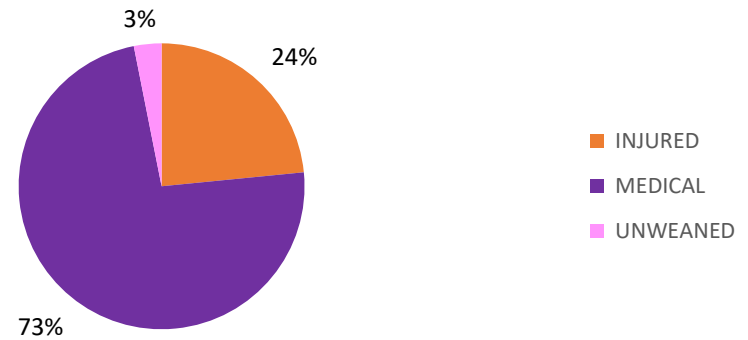
Castaic Animal Care Center



Euthanasia Reasons - Cats	
Reason	Count
INJURED	15
MEDICAL	47
UNWEANED	2
TOTAL	64

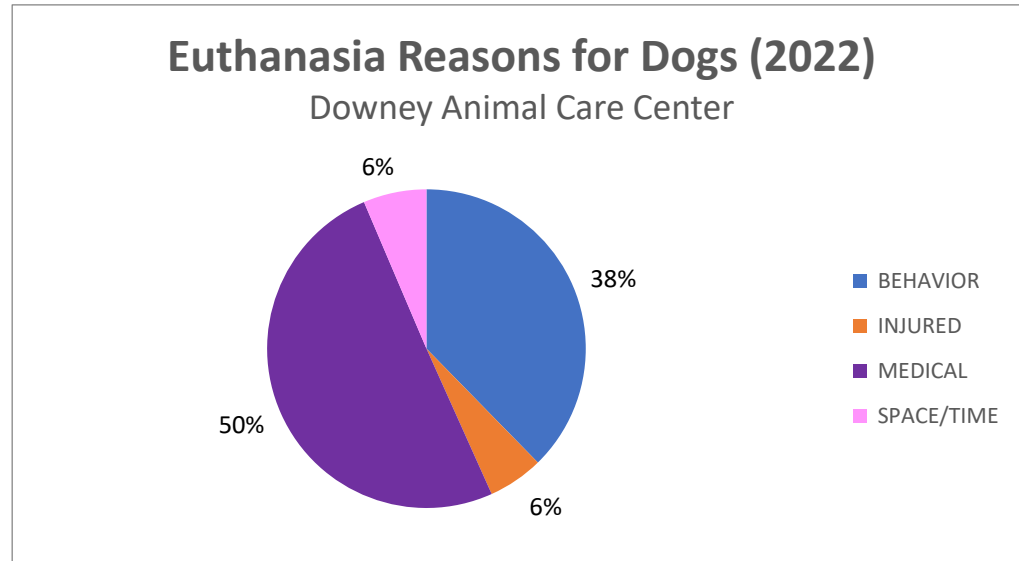
Euthanasia Reasons for Cats (2022)

Castaic Animal Care Center

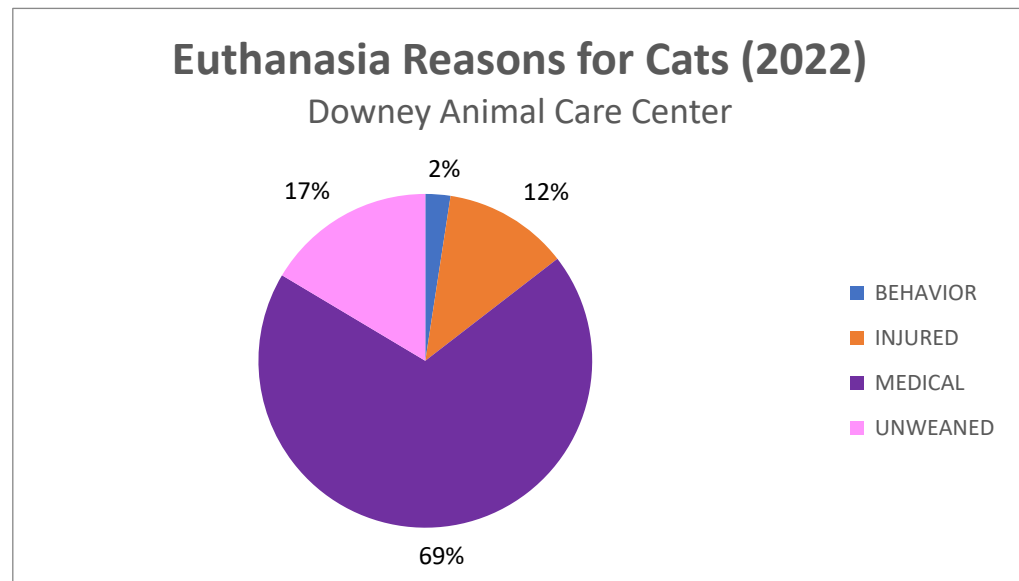


Euthanasia Reasons (2022)
Downey Animal Care Center

Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	188
INJURED	28
MEDICAL	251
SPACE/TIME	32
TOTAL	499

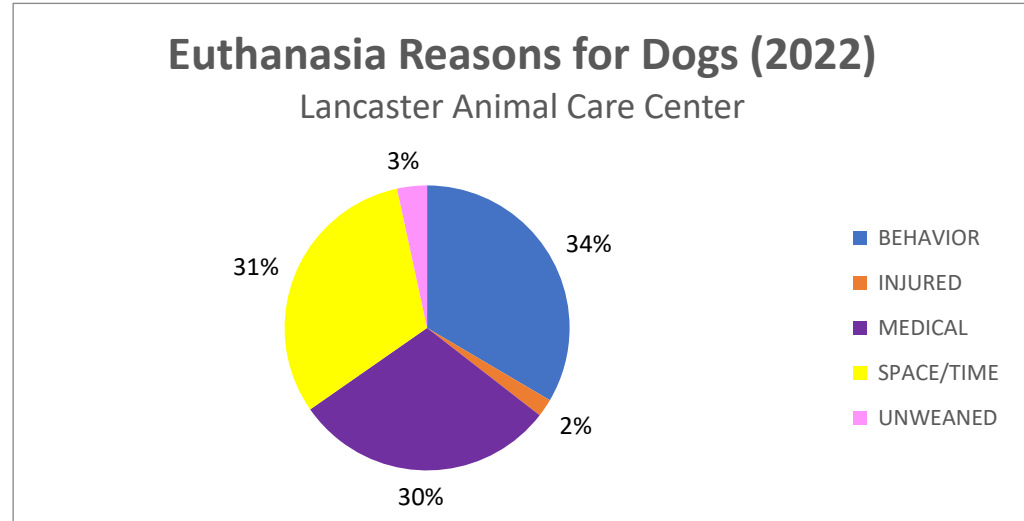


Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	14
INJURED	70
MEDICAL	399
UNWEANED	95
TOTAL	578

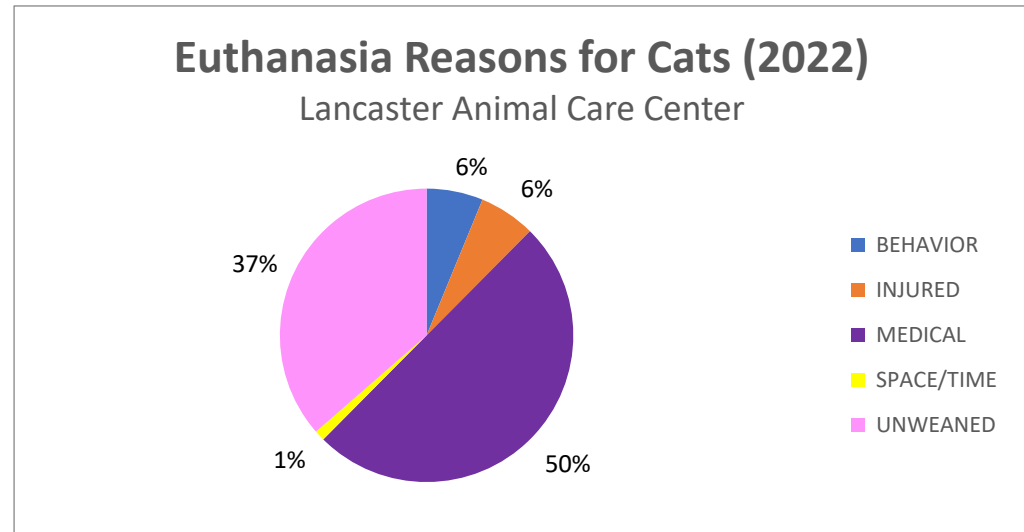


Euthanasia Reasons (2022)
Lancaster Animal Care Center

Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	247
INJURED	15
MEDICAL	220
SPACE/TIME	231
UNWEANED	25
TOTAL	738

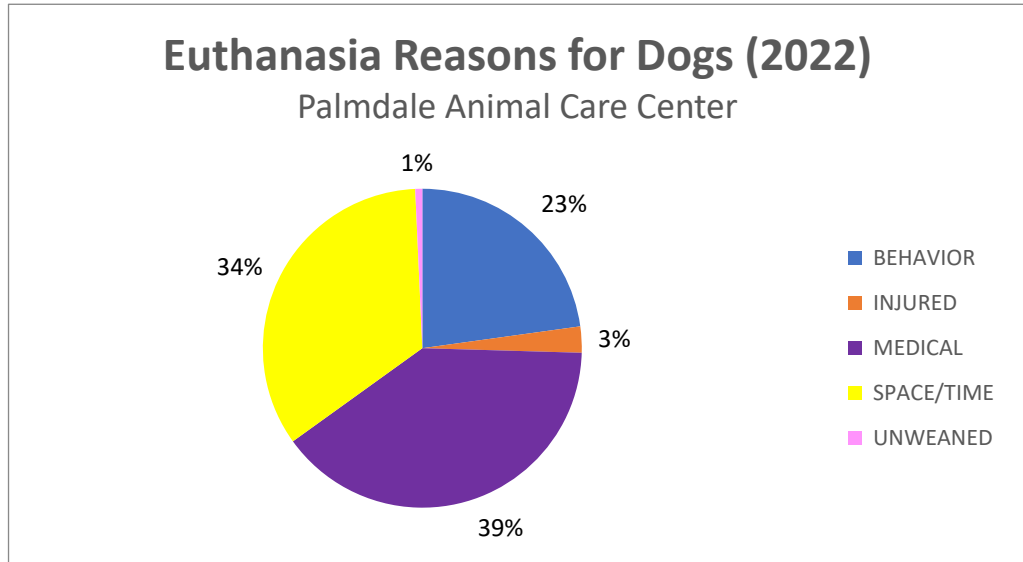


Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	27
INJURED	27
MEDICAL	217
SPACE/TIME	5
UNWEANED	158
TOTAL	434

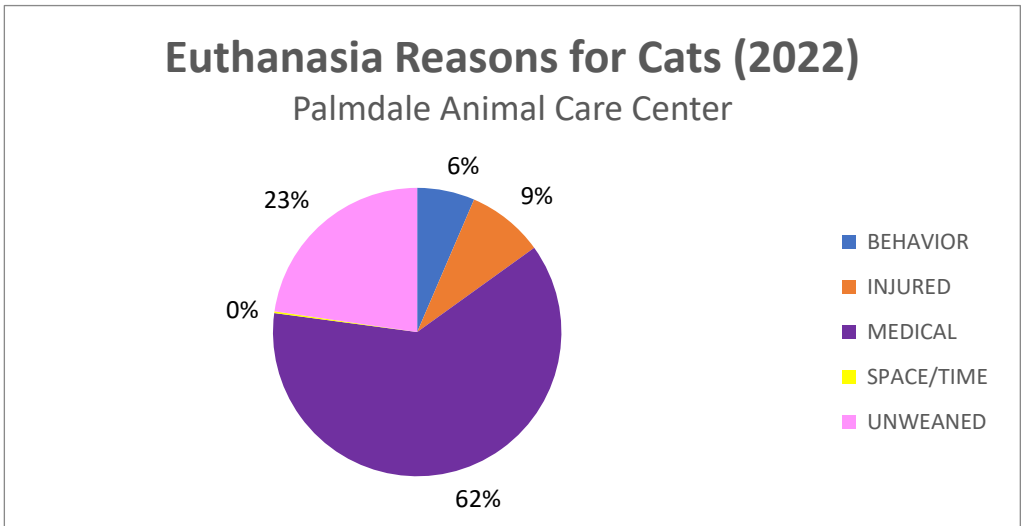


Euthanasia Reasons (2022)
Palmdale Animal Care Center

Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	224
INJURED	26
MEDICAL	389
SPACE/TIME	336
UNWEANED	7
TOTAL	982



Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	33
INJURED	44
MEDICAL	317
SPACE/TIME	1
UNWEANED	116
TOTAL	511





LOS ANGELES COUNTY

ANIMAL CARE & CONTROL | **redefining CARE**



Marcia Mayeda, Director

May 22, 2023

TO: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey Horvath
Supervisor Kathryn Barger

FROM: Marcia Mayeda *MMayeda*
Director

**MONTHLY REPORT BACK ON BOARD MOTION
(ITEM 10, AGENDA OF DECEMBER 20, 2022)**

On April 18, 2023, we provided, as directed by your Board in Item 10 of the agenda of December 20, 2022:

- An accounting of the reasons for animals being euthanized including illness, safety, lack of rescue availability, etc., broken down by species and animal care center, and advised your Board that the Department would be providing monthly updates on the status of items directed by the Board motion of December 20, 2022. This is the second monthly report to your Board.
- An assessment on the number of rescue and community partners needed to decrease the euthanasia rate without decreasing the number of intakes to animal care centers.

The committee has worked diligently to provide responses to the following two additional items in the Board motion.

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Analysis of the Feasibility of Achieving a 90% Live Release Rate

The concept of achieving a 90 percent live release rate (LRR) was introduced in the 1980's to motivate animal care agencies to reimagine how they handled their animal populations. It was a rallying call that generated creative and effective strategies to reduce animal euthanasia in the United States. However, this statistic was not based on research or longitudinal studies of animal care organization outcomes and is not supported by research, mathematical principles, or the nature of current animal care center practices to support that this is exactly the correct percentage to strive towards.

Because of the various reasons animals arrive at animal care centers, their behavioral and medical conditions, community resources, and other factors, reaching a 90 percent LRR is not always feasible nor desirable for some communities. For example, an animal care agency with an 85 percent LRR might be philosophically “no kill” because every placeable animal has been rehomed and those that remain are extremely ill, injured, or dangerous animals that cannot be humanely or safely saved.

The “no-kill” philosophy acknowledges that euthanasia may be an appropriate choice in cases of irremediable canine aggression in which public safety cannot be reasonably assured and other interventions would compromise the animal's quality of life. For some shelters, particularly those offering care and services such as neonatal kitten programs or services for residents with pets in under-resourced communities, the no-kill benchmark may be below 90 percent.

While tracking the LRR is an important measurement, relying exclusively on a 90 percent LRR may not accurately represent the success of the agency or how it is serving its community. There are additional suitable measurements for determining how well an animal care organization is caring for its animal population and protecting public safety. The LRR must be viewed in conjunction with these other measurements to provide the best holistic picture of an agency's success.

Managed Intake has Changed the Population of Incoming Animals

The Department has embraced Managed Intake, which provides alternatives to admission for pets by providing opportunities to pet owners for options other than surrendering their animals. Through DACC's intervention services, pet owners receive support in the form of consultation, financial resources, and referrals – both medical and behavioral – to assist them with their pet-related issues.

It should be noted that an animal care agency that effectively reduces surrendered pets admitted into their animal care system by providing intervention services may actually see their LRR decrease. This is due in large part to the condition of the animals that are then admitted, as the more adoptable animals are deferred from admittance by providing intervention services such as behavioral training, medical assistance, referral to animal rescue groups, or advice on how to keep the pet with the family. The animals that are admitted may have more significant medical or behavior concerns because intervention services were not suitable or available for them, making these animals more difficult to place or unsuitable for adoption. Also, animals that are helped by means other than care center admission are not calculated in the LRR. However, the community and animals are receiving more meaningful resources and support.

Additionally, what animal welfare considers “savable” has shifted through the years as new resources and interventions have been developed. The shifting demographic of incoming animals has also modified the definition of “savable.” Animals that were beyond saving twenty years ago may now have life-saving options available due to greater public awareness, more programming and resources, and community support for their live outcomes.

Different Species Must be Tracked Separately

Using the general 90 percent LRR for all animals does not portray an accurate picture of what is happening at an animal care center for several reasons. The factors contributing to the metric and the solutions to changing it vary greatly by species. For example, there are significant differences between lost dog and cat redemption rates when they are reclaimed by their owners. In FY 2021-22, 30 percent of lost dogs were reclaimed by their owners but only two percent of free-roaming cats (consistent with national statistics for lost cat redemption) were reclaimed.

Further, in FY 2021-22 the Department’s LRR for dogs was 83.5 percent and 65 percent for cats. Combining the dogs and cats into one lump sum shows a combined live release rate of 76.7 percent total, falsely skewing the results for both species. Including animals such as injured wildlife and fighting roosters, which are euthanized for humane and public health reasons, further drops the LRR for an animal care agency.

Other Important Performance Measurements

The LRR is only one measure of an animal care center’s success. More important to know are the reasons for euthanasia. By identifying the reasons for euthanasia, an

agency can make well-informed decisions as to how to reduce that number by devising specific strategies based on the circumstances.

Another important measurement is the Length of Stay (LOS) for animals in an animal care center. Behavioral problems and concerns commonly increase the longer animals are confined, negatively impacting their welfare and making their ultimate live outcome more difficult. These animals require much greater resources to maintain their behavioral and medical health, including additional medical treatments, heightened human interaction opportunities, and enrichment programs.

Pathway Planning is critical to ensuring the animals are properly admitted into care, evaluated for their individual needs, and a placement plan identified at the outset so the animal can move smoothly and as quickly as possible through the care process and into a positive outcome. For example, animals with medical or behavioral needs that require intervention will be placed with Adoption Partners, rescue groups, or fosters as soon as necessary, based on the animals' individual needs. All adoptable animals will have opportunities for adoption, transfer, rescue, or other live outcome. An agency may place all adoptable/placeable animals and have an LRR less than 90 percent but have achieved the philosophical goal of "no kill" because every savable animal had a live outcome. Measuring the gap between those that were released versus those that were euthanized is a better way to identify the needs and where resources should be focused. The Department and its committee are currently developing a Pathway Planning policy to guide this process and expedite the adoption process toward lives outcomes.

The 90 percent LRR benchmark assumes an estimated 10 percent of all animals entering the animal care center will require euthanasia as the right outcome. However, this doesn't fully consider DACC's shift to a community-based animal care center model, where many animals are helped while under the care of their families instead of entering the care centers in the first place. Based on the compilation of the population entering the care centers, it makes sense that the percentage of animals for whom euthanasia is the right outcome may be higher than 10 percent.

For these reasons, using a 90 percent LRR is not suitable as the sole performance measurement. While the LRR rate is important, it must be viewed in context with other performance measurements such as reduction in euthanasia, Length of Stay, Pathway Planning, days in care for each population to positive outcomes, and tracking the placement success of adoptable animals. These are equally important ways to determine an animal care agency's success regarding individualized care for the animals while meeting the community's expectations. Measurable improvement of all of

these performance measures combined will demonstrate the Department's progress and our shared vision for increasing lifesaving.

Further, the LRR must be viewed in conjunction with other benchmarks regarding services. DACC and its committee are developing more in-depth benchmarks regarding all aspects of animal and constituent services, including Managed Intake services, animal helpline services, intervention services and successes, and more. We will report back to your Board on the recommended benchmarks with their current baseline data when they are finalized. We will also be sharing projected goals for those benchmarks in Year One and beyond.

Recommendations for Expanding and Improving Partnerships with Rescues, Fosters, and Volunteers

Rescues (Adoption Partners)

Adoption Partners are qualified rescue groups that adopt, or "pull" pets from animal care centers and place them through their own network of adopters and foster care providers. Adoption Partners are part of a DACC program to work collaboratively with these groups, providing adoption efficiency for Adoption Partners so these groups can more efficiently adopt animals from DACC. While rescues are not required to participate in the Adoption Partner program for general adoptions, more than 400 rescue groups have joined.

Adoption Partners have the added benefits of access to dogs with indemnification waivers that would otherwise make them not placeable due to behavioral or medical reasons, the waiving of spay/neuter trust deposits, and reduced adoption fees. Partnerships with responsible Adoption Partners are essential for maximizing live outcomes for animals in care, particularly animals that are medically or behaviorally disadvantaged and therefore more difficult to place.

The committee is in the process of developing and conducting a survey of its nearly 400 active Adoption Partners to identify potential barriers that prevent them from pulling (or adopting) animals and to gain suggestions on how we can improve our partnership. DACC will use that feedback to further streamline its processes.

For example, there is a waiting period from when an animal is available for adoption to when an Adoption Partner or rescue group may adopt it. The purpose of this waiting period is to give constituents an opportunity to adopt highly desirable animals. Feedback from constituents has expressed frustration that Adoption Partners and

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rescue groups adopt the highly desirable animals before the constituent has an opportunity to do so. For this reason, DACC has maintained a 48-hour waiting period to give constituents the ability to adopt animals before Adoption Partners or rescue groups do. However, based on feedback from Adoption Partners regarding the length of the waiting period, DACC reduced the required waiting period to adopt an animal from 48 hours to 24 hours, so Adoption Partners and rescue groups can adopt more quickly.

Fosters and Volunteers

Foster volunteers are a subset of the volunteer program and focus solely on providing in-home care to animals with medical or behavioral needs. Examples include unweaned animals that require nursing care, animals recovering from illness or injury, or animals with behavioral conditions that require further socialization and observation out of the animal care center environment before they can be made available for adoption.

DACC's Volunteer Program is currently in the process of increasing the number of fosters and volunteers by a variety of methods. This includes offering new volunteer opportunities for youth volunteers; recruiting volunteers and fosters at outreach events, on social media, and outside recruitment sites; and assigning lead and mentor volunteers to assist with new volunteer and foster trainings. The orientations are useful to align new volunteers with the needs of the Department based on their level of knowledge and experience with animals. Details about these and additional plans can be found in the attached Volunteer Programs Strategic Plan. The committee will continue to review the engagement of these stakeholders to identify areas for further development and make recommendations for improvements.

The committee continues to work carefully through the remaining items on the Board motion to provide your Board with thoughtful and thorough responses. We will continue reporting back to your Board each month on the status of these items.

MM:cg

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Enclosure(s)

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Animal Care Board Deputies

DACC VOLUNTEER PROGRAMS STRATEGIC PLAN

2023 & 2024



CATEGORIES - GOALS & OBJECTIVES



RECRUITMENT & RETENTION



APPRECIATION & ENGAGEMENT



PROFESSIONAL DEVELOPMENT &
INDUSTRY KNOWLEDGE



VOLUNTEER & STAFF CULTURE



RECRUITMENT & RETENTION

We will continuously strive to provide each care center with enough volunteer and foster support to excel in care

1.1 Explore creative recruitment: Grassroots marketing such as flyers at colleges, reaching out to schools with veterinary and animal behavior degrees. Create pathways for diversity.

2023 - Q1

- Volunteer Director to work on updating the website to include clear information and add a front-page pop up for fosters needed
- Volunteer Director to post on volunteer recruitment sites such as: LA Works, Volunteer Match, D.O. T. S, Deed, Kandou, and The Do Good Bus – specific for fosters and skilled volunteers

2023 - Q2

- Volunteer Coordinator and volunteers to distribute Volunteer and Foster Recruitment flyers around the community surrounding each care center
- Volunteer Coordinators to reach out to veterinary schools to recruit medical volunteers

2023 - Q3

- Volunteer Director to contact Animal Behavior College about doing Shelter Hours with their students at our care centers

2023 - Q4

- Volunteer Coordinators to reach out to college sororities and fraternities about doing project days (cleaning barn area, painting, etc.)

2024

- Volunteer Director and PIO to collaborate on Spanish translations to documents
- Volunteer Coordinators to create a training group of Spanish speaking staff and volunteers that are willing to host trainings for Spanish speakers



RECRUITMENT & RETENTION

We will continuously strive to provide each care center with enough volunteer and foster support to excel in care

1.2 Expand program opportunities: Create a community service program that encourages students to fulfill hours requirements by volunteering as Level 1 volunteers. Research ability to offer internships with a stipend provided by a grant. Offer short-term fostering which includes one day dog outings. Extend volunteer hours.

2023 - Q1

- VD to create an internal policy for students who want to volunteer in order to fulfill community service hours. Share this policy on our website
- VC's to create a special truncated orientation/training for these volunteers. These volunteers will not be allowed to handle animals (until after they complete their service hours requirement and agree to commit to continuous volunteering). They will be able to fulfill their hours by cleaning, doing laundry, providing enrichment to the animals, and prepping foster supplement packs and supplies.

2023 - Q2

- VD to explore offering Internships for Marketing & Social Media – review idea with HR Manager to confirm work eligibility – speak with Contracts and Grants Manager about utilizing a Best Friends Grant to offer a stipend to intern. Create DACC Intern Manual and Agreement. Write position description, learning objectives and goals for intern. Post on Handshake.

2023 - Q4

- VD to work with county counsel, Exec Team and ACC managers on ideas to expand volunteer hours beyond open hours
- VD to work on plan for short term fostering



RECRUITMENT & RETENTION

We will continuously strive to provide each care center with enough volunteer and foster support to excel in care

1.3 Commit to quarterly orientations: Each care center that currently has a Volunteer Coordinator will recruit volunteers each season. Establish a core group of volunteer trainers to help with new volunteer on-boarding and foster assistance

2023 - Q1

- VD to post orientation schedule on the website and on the application
- VC's will be held accountable and commit to hosting orientations at least each quarter (excluding Castaic and Agoura which will be twice a year). The ability to host more a year will be determined by support by ACC staff and lead volunteers.

2023 - Q2

- VD to write up position description for Lead/Mentor Volunteers
- VC's and command staff to nominate volunteers for these positions - Good opportunity for experienced volunteers/fosters that are unable to come to the care center on a regular basis. Volunteers can host orientations, host trainings, bottle feeding demos, and be available for volunteers and fosters when they have questions.



RECRUITMENT & RETENTION

We will continuously strive to provide each care center with enough volunteer and foster support to excel in care

1.4 Utilize new technologies and platforms: Upgrade Volunteer Software to system that allows for online trainings and videos. Purchase software that will provide 24/7 medical support to fosters. Auto foster plea emails through Chameleon and mass texting through teams

2023 - Q1

- VD working with IT on Postmaster Chameleon Pleas and Q-Minder mass texting

2023 - Q2

- VD to work with Contracts and Grants Manager to use Best Friends grant to purchase medical support service for fosters
- VD to advertise on website that fosters will have 24/7 support as well as all supplies needed – this will help with recruitment

2024

- VD and VC's work together to create video trainings – write scripts, recruit volunteers to help, create knowledge quizzes. All of this will be easier if we have advanced programs but until then we can use Microsoft (speak to IT about updating Microsoft forms capabilities)



RECRUITMENT & RETENTION

We will continuously strive to provide each care center with enough volunteer and foster support to excel in care

1.5 Data and tracking: Gather data specific to shift fulfillment and pinpoint key areas for improvement.

2023 – Q1 through Q4

- VC's push volunteers to start registering for shifts
- VC's give staff members access to registration tool and explain/teach how to utilize. Staff members must also communicate gaps in need to VC's so they can post pleas
- VC's to track volunteer retention and reach out those who have not completed hours
- VD to continuously analyze data to determine which shifts are in demand and how to increase shift fulfillment percentage



APPRECIATION & ENGAGEMENT

We will actively show our appreciation for volunteers/fosters and keep them engaged

2.1 Provide continued trainings: Classes for volunteers to keep them informed and confident in their skills. Offer quarterly classes on various topics such as Cat & Dog Body Language, Reactivity, and client interactions. Bottle feeding demos.

2024

- VC's to recruit staff and lead volunteers to host these trainings
- VC's to collaborate with staff and lead volunteers to record special trainings
- VC's to create a schedule and post upcoming trainings on registration tools and advertise on monthly newsletters



APPRECIATION & ENGAGEMENT

We will actively show our appreciation for volunteers and keep them engaged

2.2 Help build rapport between staff and volunteers: Introductions to staff during trainings. Buddy system with staff members during shifts.

2023 – Q1 through Q4

- VD to work with ACC Managers to make this a reality. ACA's should be scheduled to help volunteer coordinators with trainings.
- VC can schedule new volunteers to be assigned to an ACA for a shift to help as their Assistant. This will build a relationship between staff and volunteer and minimize the "Us vs. Them" culture.



APPRECIATION & ENGAGEMENT

We will actively show our appreciation for volunteers and keep them engaged

2.3 Create relationships: Send birthday cards. Post fostering thank you cards.

2024

- VD to establish budget for cards and stamps.
- VC's to utilize Volgistics reporting for birthday calendar. Level 1 or Community Service volunteers can assist with addressing and stamping cards.
- VC's will write a personalized card – try to reference specific support they gave or an animal they fostered. After a foster completes a foster stay, send a thank you card. If an animal passes in the home while fostering, send a sympathy card.



APPRECIATION & ENGAGEMENT

We will actively show our appreciation for volunteers and keep them engaged

2.4 Increase communication: Each care will send a monthly newsletter with reminders, accomplishments, recognitions, and pleas for support. The Volunteer Programs Director will send a New Year newsletter to all volunteers.

2023 – Q1

- VC's and Volunteer Leads to start sending monthly newsletters
 - [DACC Volunteer Program Monthly Newsletter Guide.docx](#)
- VD to send a 2023 New Year Newsletter to all volunteers and fosters – this letter will have highlight accomplishments of the previous year as well as updates and plans for the year to come.

2024 – Q2

- VC's start Foster specific newsletters once a quarter



APPRECIATION & ENGAGEMENT

We will actively show our appreciation for volunteers and keep them engaged

2.5. Encourage feedback: Hosting General Assembly meetings at each care center. Distribute anonymous feedback surveys.

2023 - Q3

- VD to create a schedule for each care center General Assembly. Collaborate with leadership at each care center for agenda topics

2023 - Q4

- VD to create an anonymous feedback survey for volunteers



APPRECIATION & ENGAGEMENT

We will actively show our appreciation for volunteers and keep them engaged

2.6 Special recognition for volunteers and fosters who provide unique skills and support.

2023 – Q4

- VC's to nominate volunteers to receive special end of the year awards
- VC's to reach out to command staff for nominations and quotes for volunteer awards
- Plan and host special appreciation events/meetings with all Lead Volunteers for each care center



PROFESSIONAL DEVELOPMENT & INDUSTRY KNOWLEDGE

We will commit to expanding our skills and keeping up with the latest animal welfare advances.

3.1 Work schedule flexibility to allow time to attend trainings and webinars.

2023 and 2024

- VD to establish a coverage system – South VC's and North VC's help cover each other's work while the other is at a conference.
- Scheduled conferences should be in the slow season (December-March) if possible
- Allow VC's to work from home during a virtual conference so they can focus



PROFESSIONAL DEVELOPMENT & INDUSTRY KNOWLEDGE

We will commit to expanding our skills and keeping up with the latest animal welfare advances.

3.2 Build relationship with other agencies; municipal and private.

2023 & 2024

- VD will research reports and data from other municipalities to compare best practices and brainstorm ideas for improvement
 - Have connected with Pasadena Humane, Humane Society of Silicone Valley
- VD will reach out to other Volunteer Directors at other agencies to build a support system
- VD will attend bi-weekly California for all meetings when able
- VD will join the National Association of Volunteer Programs in Local Government



PROFESSIONAL DEVELOPMENT & INDUSTRY KNOWLEDGE

We will commit to expanding our skills and keeping up with the latest animal welfare advances.

3.3 Discussions of new trends: Share ideas learned from articles, podcasts, and readings.

2023 & 2024

- Volunteer Director will share resources to staff and discuss topics in weekly meetings
- VC's to subscribe to Animal Sheltering Volunteer Managers Network
- VD to share articles, webinars, etc. from Maddies Fund and other respected Animal Welfare agencies with VC's



PROFESSIONAL DEVELOPMENT & INDUSTRY KNOWLEDGE

We will commit to expanding our skills and keeping up with the latest animal welfare advances.

3.4 Attend national and local conferences: The Volunteer Director and one coordinator per conference, decided by seniority and/or interest

2024 – Q1

- VD will establish budget for this and plan accordingly
- VD will create a tracker/schedule of yearly conferences and who will be attending from DACC Volunteer Services
- VC's will report back after conference on what key points they took away that we can expand upon within our department



PROFESSIONAL DEVELOPMENT & INDUSTRY KNOWLEDGE

We will commit to expanding our skills and keeping up with the latest animal welfare advances.

3.5 Support and create team guided professional and personal improvement plan: Utilize County provided resources from Cornerstone and Eagle Leadership Training Materials and content

2024 – Q1

- VD will update the Performance Evaluations to include VC personal and professional goals
- VD will regularly discuss these goals with staff and provide support where needed
- VC's will complete their Career Preferences on Learning Link (What are your short-term career goals? & What are your long-term career goals?) to help inform VD on best support to be provided.



VOLUNTEER & STAFF CULTURE

We will improve staff and volunteer relations and build a culture that thrives through collaboration and respect

4.1 Transparency: Continue to improve and implement transparency and credibility by strengthening communication.

2023 - Q1

- VD to make website improvements – include Code of Ethics and expectations of volunteers
- VD to update manual and agreements
- VD to update application

2024

- Once we have updated software, we can store policies for volunteers to have access to – may also use VicNet, until then, we can include links in monthly newsletters as a constant reminder



VOLUNTEER & STAFF CULTURE

We will improve staff and volunteer relations and build a culture that thrives through collaboration and respect

4.2 Recognize positive engagement between staff and volunteers: Share stories of collaboration, thank staff members for supporting volunteers. Work together as a team.

2023 - Q1

- VC's to share staff and volunteer spotlights in the newsletter and on social channels
- VD and VC's to emphasize the importance of collaborating with volunteers, showing volunteers they care by working alongside them

2023 - Q2

- VD to create and share a positivity/appreciation tracker
- VD and VC's to host fundraisers designed to use the funds for appreciation

2023 - Q3

- VD to create Kudos cards
- VC's to provide Kudos cards at care center, advertise to staff and vols and post/distribute



VOLUNTEER & STAFF CULTURE

We will improve staff and volunteer relations and build a culture that thrives through collaboration and respect

4.3. Staff Training: Staff members are developed, trained, and equipped in how to engage, value, and partner with volunteers and fosters to achieve our goals.

2023 – Q2

- VD will work with Exec Team and ACC Managers to involve command staff more in the training of new volunteers

2024

- VD to create new hire on-boarding training for command staff
- VD to work with Executive Team to include value of working with volunteers in employee job descriptions.



VOLUNTEER & STAFF CULTURE

We will improve staff and volunteer relations and build a culture that thrives through collaboration and respect

4.4 Communication: Involve staff in the creation of volunteer newsletters. Keep staff informed of new volunteer policies or processes.

2023 - Q1

- VC to collaborate with staff when writing stories or reminders for the newsletter

2023 - Q2

- VC to regularly notify command staff of volunteer relations, consider sending recap emails each week

2023 - Q3

- Involve key staff members in the General Assembly meetings – invite all staff to share topics for meeting and share minutes post meeting with all care center staff



VOLUNTEER & STAFF CULTURE

We will improve staff and volunteer relations and build a culture that thrives through collaboration and respect

4.5 Accountability: Hold staff and volunteers accountable if there is a pattern of disrespect or insubordination.

2023 – Q1 & Q2

- VD to create a step-by-step guide for dealing with conflict
- VD to share clear expectations of command staff when dealing with difficult situations involving volunteers/fosters
- VD to create SOP for dismissing a volunteer from service

ADDITIONAL IMPORTANT STRATEGIC PLANS

In order to continue growing and being a leader in the industry we need to seriously consider the following:

- Create a Foster to Adopt Program
 - Volunteer Director will propose the idea to the Executive Team. This program will be led by the ACC command staff.
- Expand the Volunteer Services Team
 - Volunteer Director will be submitting proposals for three new positions
 - Foster Coordinators – one for the North and one for the South
 - Volunteer Coordinator for Castaic and Agoura
- Revamping the ERT program
 - VD to create a committee of livestock and emergency response staff members
- Creating a Volunteer Transport Program






Monthly Report back Agenda Item 10 5.22.23 FINAL PKG

Final Audit Report

2023-05-22

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By:	Rosemary Elizarraras (RElizarraras@animalcare.lacounty.gov)
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Marcia Mayeda, Director

June 20, 2023

TO: Supervisor Janice Hahn, Chair
 Supervisor Hilda L. Solis
 Supervisor Holly J. Mitchell
 Supervisor Lindsey Horvath
 Supervisor Kathryn Barger

FROM: Marcia Mayeda *Marcia Mayeda*
 Director

**MONTHLY REPORT BACK ON BOARD MOTION
 (ITEM 10, AGENDA OF DECEMBER 20, 2022)**

This is the third monthly report back to your Board regarding the subject motion. This report is responsive to Item D of the Board motion to provide a gap analysis to determine what resources and staffing may be needed to reduce the euthanasia rate and Item H to provide an analysis of potential costs to reduce euthanasia.

The proposed program details and estimated costs were developed by the Department of Animal Care and Control. The Chief Executive Officer (CEO) recently received the identification of needed positions and estimated costs and will review them in further detail. The Department will work with the CEO through the budget process to provide official budget recommendations, including funding recommendations, which may affect the costs to the contract cities. This will allow recommendations to be made within the context of the overall budget.

Investment in staffing is critical and the single most important factor in meeting the Board’s objectives to reduce animal euthanasia. DACC is severely understaffed to the point where managers and other leaders are performing the work of animal care attendants and animal control officers because of vacancies and staffing levels that are too low to meet the basic needs at the animal care centers. Even with managers taking on this delegation of duties, providing daily animal care remains challenging. The Department’s

Agoura ACC
 29525 Agoura Road
 Agoura Hills, CA 91301
 (818) 991-0071

Baldwin Park ACC
 4275 N. Elton Street
 Baldwin Park, CA 91706
 (626) 962-3577

Carson/Gardena ACC
 216 W. Victoria Street
 Gardena, CA 90248
 (310) 523-9566

Castaic ACC
 31044 N. Charlie Canyon Rd.
 Castaic, CA 91384
 (661) 257-3191

Downey ACC
 11258 S. Garfield Ave.
 Downey, CA 90242
 (562) 940-6898

Lancaster ACC
 5210 W. Avenue I
 Lancaster, CA 93536
 (661) 940-4191

Palmdale ACC
 38550 Sierra Highway
 Palmdale, CA 93550
 (661) 575-2888

Administrative Office
 5898 Cherry Avenue
 Long Beach, CA 90805
 (800) 253-3555

overtime costs are higher than desired because of the necessity to assign overtime to cover vacancies and the lack of staffing for the most basic operational requirements.

To meet the goals for the Board and the Department, DACC must be provided with the staffing levels necessary to provide adequate animal care, connect people to services in the community, expedite positive outcomes for animals admitted into the animal care centers, provide intervention services to keep pets and their families together, deliver responsive customer service, allow officers the time to return stray pets to their owners and avoid their admittance into animal care centers, and strategically and assertively network pets through social media and to Adoption Partner rescue groups.

In response to your Board's directive to provide a five-year plan for reducing animal euthanasia, we continue to expedite the filling of existing vacancies, evaluate existing staffing to distribute existing resources, and are considering additional positions over these five years beginning with a pilot program at the Baldwin Park Animal Care Center in the first year.

Those positions include:

Animal Placement Coordinators: Dedicated staff are required to be able to fully concentrate on networking animals to Adoption Partners, assist the Adoption Partners, network the animals on social media, coordinate transfers between animal care centers for animals in need of different exposure for adoption opportunities, and provide other services to support our placement efforts.

Foster Program Staff: Dedicated staff are required to administer and manage the foster animal program, which can care for thousands of animals each year while the animals are being nurtured and prepared for adoption. This requires extensive community outreach, medical service coordination, placement options, and other services to support our foster program.

Behavior and Enrichment Staff: More staff are needed to provide canine enrichment play groups to ensure dogs' behavioral and wellness needs are being met and where staff can learn more about dogs' personalities for the purpose of finding them the best placement options. Information learned during these activities supports adoption efforts, as well as relationships with Adoption Partner rescue groups who rely on this information to decide whether they can take dogs. The standard recommended by Dogs Playing for Life, the industry leader in playgroup implementation for high-volume shelters, is that 80 percent of dogs participate in play groups at least five days each week. Currently, only 10 to 15 percent of the dogs experience single playgroup opportunities for the purpose of

placement opportunities at the five larger animal care centers because there are not enough staff to support this program as prescribed.

Intervention Program Manager and Specialists: Dedicated staff are necessary to provide intervention services. A program manager is needed to develop resources and partnerships in the community to provide training, medical, housing, food, and other assistance. Program Specialists are needed at the animal care centers to work directly with the public when residents arrive with animals or contact us for help.

Many times, pet owners are planning to surrender pets for reasons that can be remediated with services or supplies. Intervention specialists can connect or provide these resources to pet owners, allowing them to keep their animals and removing the need for admittance into an animal care center. Specialists may also coordinate waived fees for pet owners who are looking to reclaim their pets but are unable to do so for financial reasons. These services call for personnel with counseling/social work backgrounds. The conversations with pet owners may require several conversations, securing resources, and dedicated time to support this function. Additionally, these specialists can contribute to follow-up and consistent data entry to ensure the services offered are being implemented and utilized in a measurable way that benefits the community.

Medical Helpline Registered Veterinary Technician (RVT): This position provides telephone assistance and guidance to residents calling with pet-related issues and reduces the number of animals surrendered to DACCC. This service is currently provided seven days a week from 8:00 a.m. to 5:30 p.m., however, it is limited to medical questions and is not fully staffed. Additional staffing will allow DACCC to expand the hotline to coordinate owner-surrender appointments and provide additional intervention services. By providing these intervention services, pets and their families are better served and more likely to stay together, thereby reducing the strain on the animal care center population and reducing euthanasia.

Animal Care Attendants: More animal care attendants are needed to be able to provide adequate care for the animals. Animal Care Attendants are also needed to assist customers with adoption activities such as meet-and-greet time with potential new pets, moving animals in the animal care center for medical exams, supporting the Behavior and Enrichment team by moving animals to conduct playgroups and assessments, assisting people looking for their lost pets, and facility upkeep and maintenance.

Animal Control Officers: Animal Control Officers can help reduce unnecessary impoundment of lost pets by searching for their owner by investigating any identification on the animals (ID tag, license, microchip) allowing them to return the animal back home

instead of to the animal care center. This approach reduces the burden on animal care center staff in intaking and finding placement for animals who already have homes and allows staff to focus on animals who cannot stay in their home or need additional care. Studies have found that most animals are found within a very short distance from their home and coming into an animal shelter decreases their chance for reunification with their owner.

DACC is not staffed at the level to be able to perform this important service that would keep pets with their family, save money, and reduce workload within the ACC; officers must instead immediately move on to other urgent calls for service because there are not enough officers to take the time to reunite lost pets with their families in the field. Returning pets in the field eliminates impoundment fees for owners and fees to contract cities for animal housing, both needed relief in this challenging economy.

Intermediate Typist-Clerks: Intermediate Typist-Clerks provide customer service at our animal care centers. They process adoptions, return lost pets to their owners, answer questions about animals for adoption, process animal licenses, answer telephones, and perform other important customer service functions.

The attached Five-Year Staffing Analysis provides the *minimum* staffing required to meet current operational needs after all the vacancies are filled. The Department on average has a 15 percent vacancy rate, and the Committee believes this analysis is a starting point for the basic needs of the department at the current time that are not currently being met. However, the Committee does recommend a thorough time study and audit to more accurately define the current staff needs and evaluate process for efficiencies to hire and retain staff and provide all needed animal care and services. Further additional refinement of this analysis will be needed to incorporate other recommendations that are responsive to this item.

The Five-Year Analysis includes the addition of 379 positions for a total increase of \$44.5 million annually. Our operations are funded with Net County Cost and revenues generated primarily from charges for services fees, animal licensing fees, fees for service, and fees charged to our contract cities. The increased staffing will raise contract city costs, and we will work with the CEO to provide your Board with an estimated cost increase.

Each Supervisor
June 20, 2023
Page 5

The Committee continues to work carefully through the remaining items in the Board motion to provide your Board with thoughtful and thorough responses. We will continue reporting back to your Board each month on the status of these items.

MM:rke

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Enclosure

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Animal Care Board Deputies

**FIVE-YEAR STAFFING ANALYSIS
TO REDUCE EUTHANASIA RATES ACROSS ANIMAL CARE CENTERS**

This five-year analysis provides a detailed breakdown of the additional staffing needed to reduce euthanasia rates across the Department's seven animal care centers, with an emphasis on the Department's **housing, field, behavior, helpline, and Pathway Planning** operations. For **housing**, the staffing would allow DACC to dedicate animal care attendants to specific units during daytime, swing, and graveyard shifts. For **field**, the staffing would allow DACC to designate officers to specific zones, reducing field response time and allowing officers to return owned pets found in the field to their homes. For **behavior**, the requested positions would allow for 80% of dogs in care to participate in playgroups at least five days per week. For the **helpline**, the staffing would allow DACC to keep the helpline open and active seven days a week from 8:00am to 5:30pm. For **Pathway Planning**, these positions would allow DACC to develop a specific plan for each animal that is brought into care and help maximize live outcomes through networking of animals with the public, foster volunteers, and rescue groups. This analysis represents the *minimum* staffing required to meet current operational needs.

As the County of Los Angeles Department of Animal Care and Control's (DACC) largest intake care center, the Baldwin Park Animal Care Center (ACC) was selected as the appropriate site for Year 1 of this project, followed by the Palmdale (Year 2), Carson/Gardena and Lancaster (Year 3), Downey (Year 4), and Agoura and Castaic (Year 5) Animal Care Centers. This analysis also includes requests for administrative positions needed to support the increased staffing, with most administrative positions being requested during Year 4 when the Department becomes a medium-sized Department.

DACC Five-Year Staffing Plan (2023-2027)		
Position	Positions	Total Annual S&EB
Year 1 - Baldwin Park (and Pathway Planning)	52.00	\$ 6,181,716
Year 2 - Palmdale ¹	52.00	\$ 5,938,638
Year 3 - Carson/Gardena & Lancaster ¹	100.00	\$ 11,321,006
Year 4 - Downey ¹	99.00	\$ 12,636,663
Year 5 - Agoura and Castaic	76.00	\$ 8,380,735
TOTAL	379.00	\$ 44,458,759

¹ Includes the addition of administrative positions

YEAR 1 - BALDWIN PARK ANIMAL CARE CENTER

Year 1 will provide for additional staffing at the Baldwin Park Animal Care Center to cover gaps in animal housing, field services, and other pertinent animal care center functions such as intervention services. It will also include positions to implement a Pathway Planning program at each of our seven animal care centers. Pathway Planning is the process of developing an intentional plan for each animal in care, with the goal of reducing length-of-stay and creating more positive outcomes for animals brought to care centers. The additional years of the five-year plan will focus on operational and administrative staffing needs for the remaining six animal care centers.

Baldwin Park Animal Care Center Pilot (2023) - Year 1			
Position	Annual S&EB	Positions	Total Annual S&EB
Animal Housing and Care (based on gap analysis)			
Animal Care Attendant I	\$ 102,876	9.00	\$ 925,885
Animal Care Attendant II	\$ 106,984	5.00	\$ 534,922
Field Response (based on gap analysis)			
Animal Control Officer I	\$ 111,321	6.00	\$ 667,927
Animal Control Officer II	\$ 119,830	5.00	\$ 599,150
Behavior and Enrichment (80% of dogs participating in playgroup at least five days per week)			
Animal Care Attendant II	\$ 106,984	3.00	\$ 320,953
Animal Control Officer I	\$ 111,321	1.00	\$ 111,321
Medical Helpline (seven days per week from 8am - 5:30pm)			
Registered Veterinary Technician	\$ 129,717	2.00	\$ 259,433
Customer Service Center			
Intermediate Typist Clerk	\$ 97,285	5.00	\$ 486,424
Pathway Planning			
Placement Coordinator ¹ (ACA II)	\$ 106,984	1.00	\$ 106,984
Intervention Specialist ² (Community Center Specialist II)	\$ 138,500	2.00	\$ 276,999
Foster Coordinator (ACA II) ³	\$ 106,984	1.00	\$ 106,984
TOTAL		40.00	\$ 4,396,983
Pathway Planning - All Remaining Animal Care Centers - Year 1			
Position	Cost	Positions	Total Annual S&EB
Carson/Gardena, Downey, Lancaster, Palmdale, Castaic, Agoura			
Placement Programs Manager (ACM)	\$ 214,889	1.00	\$ 214,889
Placement Coordinator ¹ (ACA II)	\$ 106,984	5.00	\$ 534,922
Foster Coordinator (ACA II) ³	\$ 106,984	5.00	\$ 534,922
Services and Supplies for Intervention Program	\$ 500,000	1.00	\$ 500,000
TOTAL		12.00	\$ 1,784,733
GRAND TOTAL		52.00	\$ 6,181,716

¹ The Placement Coordinator, equivalent to an ACA II position, will coordinate with Adoption Partners to help maximize rescue opportunities for animals in care, conduct social media networking, transfers, and other placement efforts.

² The Intervention Specialist will work with pet owners and connect them with needed resources to keep them from surrendering their pets.

³ The Foster Coordinator will be positioned at all animal care centers (one for both Agoura/Castaic) and will oversee recruitment, coordination, and placement of animals with foster volunteers.

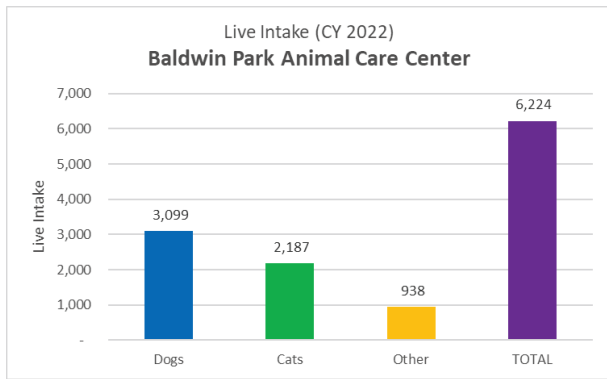
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

Note 2: The Department is exploring administrative needs with the CEO Classification and Compensation Division to determine what positions will be needed to support the increased workforce.

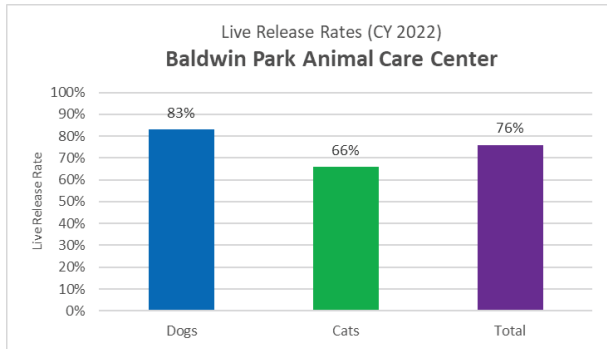
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

Baldwin Park Animal Care Center Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:



Live Release Rates:



Animal Care Attendant - Baldwin Park Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Bldg 1	1	1	1	1	1	2	2
Bldg 2	2	2	2	3	3	3	3
Bldg 3	3	4	4	4	4	4	5
Bldg 4	5	5	5	5	6	6	6
Cat 1	6	6	7	7	7	7	7
Cat 2/Farm	8	8	8	8	8	9	9
Behavior & Enrichment Support	9	9	9	10	10	10	10
Behavior & Enrichment Support	10	11	11	11	11	11	12
Swing Shift	M	T	W	Th	F	Sa	Su
Duties 1	12	12	12	12	13	13	13
Duties 2	13	13	14	14	14	14	14
Graveyard Shift	M	T	W	Th	F	Sa	Su
Duties 1	15	15	15	15	15	16	16
Duties 2	16	16	16	17	17	17	17
TOTAL ACAs (needed)							17
Relief Factor = 1.54							26
Current ACA FTEs							9
Staffing Gap							17
Animal Control Officer - Baldwin Park Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Zone 1	1	1	1	1	1	2	2
Zone 2	2	2	2	3	3	3	3
Zone 3	3	4	4	4	4	4	5
Zone 4	5	5	5	5	6	6	6
Zone 5	6	6	7	7	7	7	7
Zone 6	8	8	8	8	8	9	9
Swing Shift	M	T	W	Th	F	Sa	Su
West Zone	9	9	9	10	10	10	10
East Zone	10	11	11	11	11	11	12
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Zones	12	12	12	13	13	13	13
TOTAL ACOs (needed)							13
Relief Factor = 1.54							20
Current ACO FTEs							9
Staffing Gap							11
Intermediate Typist Clerk - Baldwin Park Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Customer Service/Front Desk							
Seat 1	1	1	1	1	1	2	2
Seat 2	2	2	2	3	3	3	3
Seat 3	3	4	4	4	4	4	4
TOTAL ITCs (needed)							4
Relief Factor = 1.54							6
Current ITC FTEs							3
Staffing Gap							3

YEAR 2 – PALMDALE ANIMAL CARE CENTER

Palmdale Animal Care Center (2024) - Year 2			
Position	Annual S&EB	Positions	Total Annual S&EB
Animal Housing and Care (based on gap analysis)			
Animal Care Attendant I	\$ 102,876	12.00	\$ 1,234,513
Animal Care Attendant II	\$ 106,984	11.00	\$ 1,176,828
Field Response (based on gap analysis)			
Animal Control Officer I	\$ 111,321	5.00	\$ 556,606
Animal Control Officer II	\$ 119,830	5.00	\$ 599,150
Behavior and Enrichment (80% of dogs participating in playgroup at least five days per week)			
Animal Care Attendant II	\$ 106,984	3.00	\$ 320,953
Animal Control Officer I	\$ 111,321	1.00	\$ 111,321
Customer Service Center			
Intermediate Typist Clerk	\$ 97,285	6.00	\$ 583,709
Pathway Planning			
Placement Coordinator ¹ (ACA II)	\$ 106,984	1.00	\$ 106,984
Intervention Specialist ² (Community Center Specialist II)	\$ 138,500	2.00	\$ 276,999
Human Resources			
Administrative Services Manager I	\$ 211,834	2.00	\$ 423,667
Administrative Services Manager II	\$ 226,673	1.00	\$ 226,673
Administrative Support			
Secretary I	\$ 105,656	2.00	\$ 211,312
Secretary II	\$ 109,922	1.00	\$ 109,922
TOTAL		52.00	\$ 5,938,638

¹ The Placement Coordinator, equivalent to an ACA II position, will coordinate with Adoption Partners to help maximize rescue opportunities for animals in care, conduct social media networking, transfers, and other placement efforts.

² The Intervention Specialist will work with pet owners and connect them with needed resources to keep them from surrendering their pets.

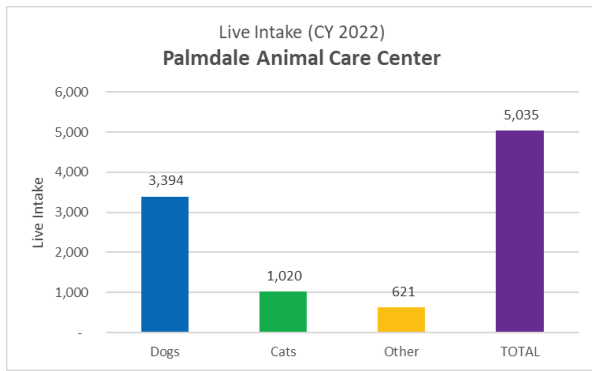
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

Note 2: The Department is exploring administrative needs with the CEO Classification and Compensation Division to determine what positions will be needed to support the increased workforce.

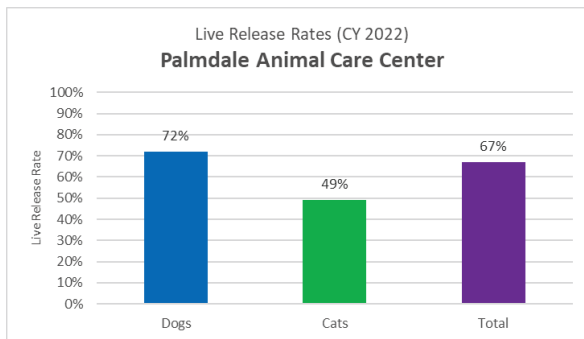
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

Palmdale Animal Care Center Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:



Live Release Rates:



Animal Care Attendant - Palmdale Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Section 1	1	1	1	1	1	2	2
Section 2	2	2	2	3	3	3	3
Section 3	3	4	4	4	4	4	5
Quarantine/Isolation	5	5	5	5	6	6	6
Unsocialized Cats/Lost and Found	6	6	7	7	7	7	7
Spay/Neuter Clinic	8	8	8	8	8	9	9
Adoptable cats/Featured Pets	9	9	9	10	10	10	10
Behavior & Enrichment Support	10	11	11	11	11	11	12
Behavior & Enrichment Support	12	12	12	12	13	13	13
Swing Shift	M	T	W	Th	F	Sa	Su
Duties 1	13	13	14	14	14	14	14
Duties 2	15	15	15	15	15	16	16
Graveyard Shift	M	T	W	Th	F	Sa	Su
Duties 1	16	16	16	17	17	17	17
Duties 2	17	18	18	18	18	18	18
TOTAL ACAs (needed)							18
Relief Factor = 1.54							28
Current ACA FTEs							5
Staffing Gap							23
Animal Control Officer - Palmdale Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Zone 1	1	1	1	1	1	2	2
Zone 2	2	2	2	3	3	3	3
Zone 3	3	4	4	4	4	4	5
Zone 4	5	5	5	5	6	6	6
Swing Shift	M	T	W	Th	F	Sa	Su
West Zone	6	6	7	7	7	7	7
East Zone	8	8	8	8	8	9	9
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Zones	9	9	9	10	10	10	10
TOTAL ACOs (needed)							10
Relief Factor = 1.54							15
Current ACO FTEs							5
Staffing Gap							10
Intermediate Typist Clerk - Palmdale Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Customer Service/Front Desk							
Seat 1	1	1	1	1	1	2	2
Seat 2	2	2	2	3	3	3	3
Seat 3	3	4	4	4	4	4	5
Seat 4	5	5	5	5	6	6	6
TOTAL ITCs (needed)							6
Relief Factor = 1.54							9
Current ITC FTEs							3
Staffing Gap							6

YEAR 3 – CARSON/GARDENA AND LANCASTER ANIMAL CARE CENTERS

Carson/Gardena & Lancaster Animal Care Centers (2025) - Year 3			
Position	Annual S&EB	Positions	Total Annual S&EB
<i>Animal Housing and Care (based on gap analysis)</i>			
Animal Care Attendant I	\$ 102,876	19.00	\$ 1,954,646
Animal Care Attendant II	\$ 106,984	19.00	\$ 2,032,703
<i>Field Response (based on gap analysis)</i>			
Animal Control Officer I	\$ 111,321	18.00	\$ 2,003,780
Animal Control Officer II	\$ 119,830	18.00	\$ 2,156,940
<i>Behavior and Enrichment (80% of dogs participating in playgroup at least five days per week)</i>			
Animal Care Attendant II	\$ 106,984	6.00	\$ 641,906
Animal Control Officer I	\$ 111,321	2.00	\$ 222,642
<i>Customer Service Center</i>			
Intermediate Typist Clerk	\$ 97,285	8.00	\$ 778,279
<i>Pathway Planning</i>			
Placement Coordinator ¹ (ACA II)	\$ 106,984	2.00	\$ 213,969
Intervention Specialist ² (Community Center Specialist II)	\$ 138,500	4.00	\$ 553,999
<i>Information Technology</i>			
Information Systems Analyst II	\$ 173,608	1.00	\$ 173,608
Information Technology Supervisor	\$ 275,572	1.00	\$ 275,572
<i>Administrative Support</i>			
Senior Secretary II	\$ 153,633	1.00	\$ 153,633
Senior Secretary III	\$ 159,330	1.00	\$ 159,330
TOTAL		100.00	\$ 11,321,006

¹ The Placement Coordinator, equivalent to an ACA II position, will coordinate with Adoption Partners to help maximize rescue opportunities for animals in care, conduct social media networking, transfers, and other placement efforts.

² The Intervention Specialist will work with pet owners and connect them with needed resources to keep them from surrendering their pets.

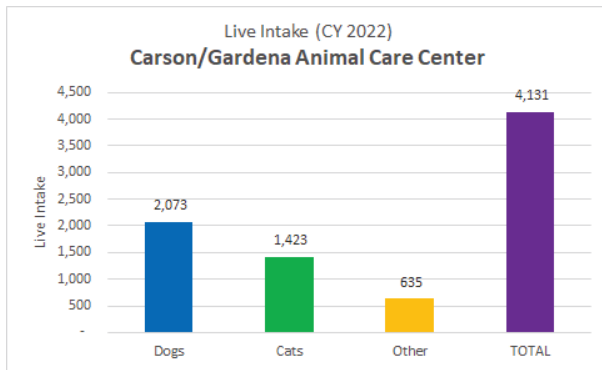
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

Note 2: The Department is exploring administrative needs with the CEO Classification and Compensation Division to determine what positions will be needed to support the increased workforce.

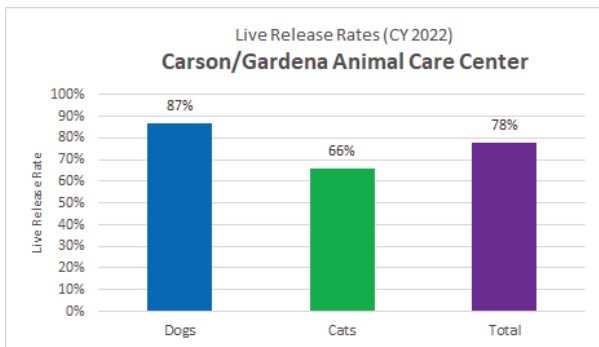
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

Carson/Gardena Animal Care Center Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:



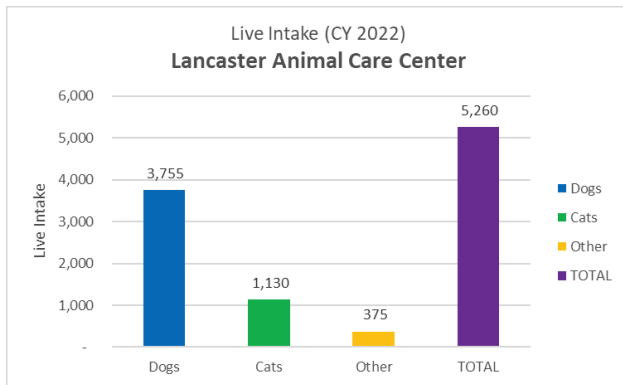
Live Release Rates:



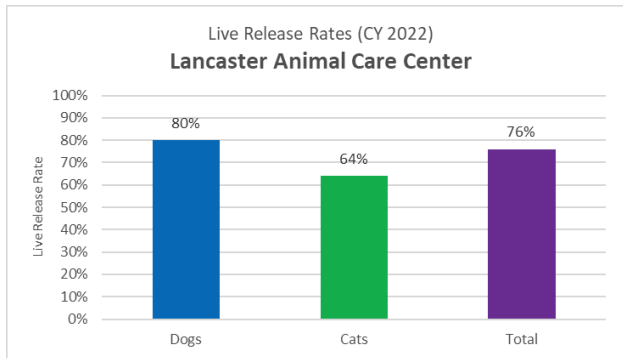
Animal Care Attendant - Carson/Gardena Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Bldg 1	1	1	1	1	1	2	2
Bldg 2	2	2	2	3	3	3	3
Bldg 3	3	4	4	4	4	4	5
Cat/Barnyard	5	5	5	5	6	6	6
Behavior & Enrichment Support	6	6	7	7	7	7	7
Behavior & Enrichment Support	8	8	8	8	8	9	9
Swing Shift	M	T	W	Th	F	Sa	Su
Duties 1	9	9	9	10	10	10	10
Duties 2	10	11	11	11	11	11	12
Graveyard Shift	M	T	W	Th	F	Sa	Su
Duties 1	12	12	12	12	13	13	13
Duties 2	13	13	14	14	14	14	14
TOTAL ACAs (needed)							14
Relief Factor = 1.54							22
Current ACA FTEs							6
Staffing Gap							16
Animal Control Officer - Carson/Gardena Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Zone 1	1	1	1	1	1	2	2
Zone 2	2	2	2	3	3	3	3
Zone 3	3	4	4	4	4	4	5
Zone 4	5	5	5	5	6	6	6
Zone 5	6	6	7	7	7	7	7
Zone 6	8	8	8	8	8	9	9
Zone 7	9	9	9	10	10	10	10
Zone 8	10	11	11	11	11	11	12
Swing Shift	M	T	W	Th	F	Sa	Su
West Zone	12	12	12	12	13	13	13
East Zone	13	13	14	14	14	14	14
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Zones	15	15	15	15	15	16	16
TOTAL ACOs (needed)							16
Relief Factor = 1.54							25
Current ACO FTEs							7
Staffing Gap							18
Intermediate Typist Clerk - Carson/Gardena Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Customer Service/Front Desk							
Seat 1	1	1	1	1	1	2	2
Seat 2	2	2	2	3	3	3	3
Seat 3	3	4	4	4	4	4	4
TOTAL ITCs (needed)							4
Relief Factor = 1.54							6
Current ITC FTEs							2
Staffing Gap							4

Lancaster Animal Care Center Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:



Live Release Rates:



Animal Care Attendant - Lancaster Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Bldg 1	1	1	1	1	1	2	2
Bldg 2	2	2	2	3	3	3	3
Bldg 3	3	4	4	4	4	4	5
Bldg 4	5	5	5	5	6	6	6
Cat 1	6	6	7	7	7	7	7
Isolation	8	8	8	8	8	9	9
Barnyard	9	9	9	10	10	10	10
Behavior & Enrichment Support	10	11	11	11	11	11	12
Behavior & Enrichment Support	12	12	12	12	13	13	13
Swing Shift	M	T	W	Th	F	Sa	Su
Duties 1	13	13	14	14	14	14	14
Duties 2	15	15	15	15	15	16	16
Duties 3	16	16	16	17	17	17	17
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Duties	17	18	18	18	18	18	19
All Duties	19	19	19	19	20	20	20
TOTAL ACAs (needed)							20
Relief Factor = 1.54							31
Current ACA FTEs							9
Staffing Gap							22
Animal Control Officer - Lancaster Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Zone 1	1	1	1	1	1	2	2
Zone 2	2	2	2	3	3	3	3
Zone 3	3	4	4	4	4	4	5
Zone 4	5	5	5	5	6	6	6
Zone 5	6	6	7	7	7	7	7
Mid shift	M	T	W	Th	F	Sa	Su
West Zone	10	10	10	10	10	11	11
East Zone	11	11	11	12	12	12	12
Swing Shift	M	T	W	Th	F	Sa	Su
West Zone	12	13	13	13	13	13	14
East Zone	14	14	14	14	15	15	15
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Zones	15	15	16	16	16	16	16
TOTAL ACOs (needed)							16
Relief Factor = 1.54							25
Current ACO FTEs							7
Staffing Gap							18
Intermediate Typist Clerk - Lancaster Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Customer Service/Front Desk	M	T	W	Th	F	Sa	Su
Seat 1	1	1	1	1	1	2	2
Seat 2	2	2	2	3	3	3	3
Seat 3	3	4	4	4	4	4	4
TOTAL ITCs (needed)							4
Relief Factor = 1.54							6
Current ITC FTEs							2
Staffing Gap							4

YEAR 4 – DOWNEY ANIMAL CARE CENTER

Downey Animal Care Center (2026) - Year 4			
Position	Annual S&EB	Positions	Total Annual S&EB
Animal Housing and Care (based on gap analysis)			
Animal Care Attendant I	\$ 102,876	10.00	\$ 1,028,761
Animal Care Attendant II	\$ 106,984	9.00	\$ 962,859
Field Response (based on gap analysis)			
Animal Control Officer I	\$ 111,321	4.00	\$ 445,284
Animal Control Officer II	\$ 119,830	4.00	\$ 479,320
Behavior and Enrichment (80% of dogs participating in playgroup at least five days per week)			
Animal Care Attendant II	\$ 106,984	3.00	\$ 320,953
Animal Control Officer I	\$ 111,321	1.00	\$ 111,321
Customer Service Center			
Intermediate Typist Clerk	\$ 97,285	4.00	\$ 389,139
Pathway Planning			
Placement Coordinator ¹ (ACA II)	\$ 106,984	1.00	\$ 106,984
Intervention Specialist ² (Community Center Specialist II)	\$ 138,500	2.00	\$ 276,999
Fiscal			
Accountant II	\$ 131,209	1.00	\$ 131,209
Accountant III	\$ 143,464	3.00	\$ 430,391
Staff Assistant II	\$ 134,273	1.00	\$ 134,273
Staff Assistant III	\$ 148,647	1.00	\$ 148,647
Senior Clerk	\$ 104,160	3.00	\$ 312,479
Inventory Control Assistant I	\$ 104,901	1.00	\$ 104,901
Administrative Services Manager I	\$ 211,834	2.00	\$ 423,667
Administrative Services Manager II	\$ 226,673	1.00	\$ 226,673
Fiscal Officer I	\$ 230,932	1.00	\$ 230,932
Fiscal Officer II	\$ 285,167	1.00	\$ 285,167
Facilities			
Staff Assistant II	\$ 134,273	1.00	\$ 134,273
Administrative Services Manager II	\$ 226,673	1.00	\$ 226,673

Contracts and Grants				
Contract Program Monitor	\$	163,651	2.00	\$ 327,302
Intermediate Typist-Clerk	\$	97,285	1.00	\$ 97,285
Management Analyst	\$	181,961	1.00	\$ 181,961
Administrative Services Manager I	\$	211,834	1.00	\$ 211,834
Administrative Services Manager II	\$	226,673	1.00	\$ 226,673
Information Technology				
Information Systems Analyst II	\$	173,608	1.00	\$ 173,608
Geographic Info Systems Analyst	\$	174,507	1.00	\$ 174,507
Deptl Info Security Officer I	\$	266,399	1.00	\$ 266,399
Senior Application Developer	\$	194,586	1.00	\$ 194,586
Senior Information Technology Aide	\$	127,751	1.00	\$ 127,751
Senior IT Technical Support Analyst	\$	171,148	1.00	\$ 171,148
Database Administrator	\$	275,572	1.00	\$ 275,572
Operating Systems Analyst	\$	185,849	1.00	\$ 185,849
Human Resources				
Intermediate Typist-Clerk	\$	97,285	2.00	\$ 194,570
Senior Clerk	\$	104,160	1.00	\$ 104,160
Management Analyst	\$	181,961	2.00	\$ 363,923
Administrative Services Manager II	\$	226,673	1.00	\$ 226,673
Communication Center				
Senior Typist-Clerk	\$	106,033	4.00	\$ 424,132
Staff Assistant II	\$	134,273	2.00	\$ 268,546
Animal Control Officer IV	\$	141,783	2.00	\$ 283,566
Public Information Office				
Head, Marketing and Communications	\$	267,463	1.00	\$ 267,463
Senior Public Information Assistant	\$	162,298	1.00	\$ 162,298
Video Production Specialist	\$	159,081	1.00	\$ 159,081
Public Records				
Intermediate Typist-Clerk	\$	97,285	1.00	\$ 97,285
Staff Assistant II	\$	134,273	1.00	\$ 134,273
Public Information Associate	\$	169,640	1.00	\$ 169,640

Reclassified Positions (Year 4)				
Fiscal				
Accounting Officer II	\$ 165,983	1.00	\$	165,983
Accounting Officer I	\$ 149,240	1.00	\$	149,240
			\$	16,743
Departmental Finance Manager II	\$ 283,606	1.00	\$	283,606
Departmental Finance Manager I	\$ 250,390	1.00	\$	250,390
			\$	33,216
Contracts and Grants				
Administrative Services Manager III	\$ 285,167	1.00	\$	285,167
Administrative Services Manager II	\$ 226,673	1.00	\$	226,673
			\$	58,494
Accounting Technician II	\$ 117,402	1.00	\$	117,402
Account Clerk II	\$ 103,976	1.00	\$	103,976
			\$	13,426
Information Technology				
Principal Info Systems Analyst	\$ 269,181	1.00	\$	269,181
Senior Information Systems Analyst	\$ 243,770	1.00	\$	243,770
			\$	25,412
Deptl Chief Information Officer I	\$ 321,997	1.00	\$	321,997
Information Technology Manager I	\$ 283,606	1.00	\$	283,606
			\$	38,391
Human Resources				
Deptl Human Resources Manager II	\$ 283,606	1.00	\$	283,606
Deptl Human Resources Manager I	\$ 250,390	1.00	\$	250,390
			\$	33,216
Administrative Support				
Executive Secretary III	\$ 205,498	1.00	\$	205,498
Executive Secretary II	\$ 196,597	1.00	\$	196,597
			\$	8,901
Senior Management Secretary III	\$ 188,165	1.00	\$	188,165
Senior Management Secretary II	\$ 180,191	1.00	\$	180,191
			\$	7,974
Administrative Deputy II	\$ 321,997	1.00	\$	321,997
Administrative Deputy I	\$ 302,100	1.00	\$	302,100
			\$	19,897
TOTAL		99.00	\$	12,636,663

¹ The Placement Coordinator, equivalent to an ACA II position, will coordinate with Adoption Partners to help maximize rescue opportunities for animals in care, conduct social media networking, transfers, and other placement efforts.

² The Intervention Specialist will work with pet owners and connect them with needed resources to keep them from surrendering their pets.

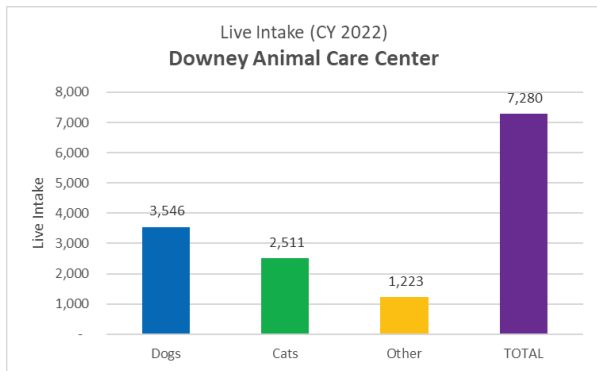
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

Note 2: The Department is exploring administrative needs with the CEO Classification and Compensation Division to determine what positions will be needed to support the increased workforce.

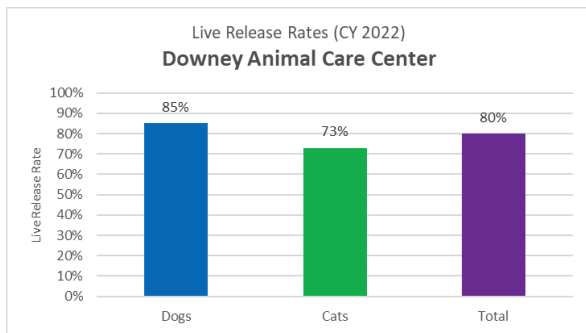
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

Downey Animal Care Center Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:



Live Release Rates:



Animal Care Attendant - Downey Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Bldg 1	1	1	1	1	1	2	2
Bldg 2	2	2	2	3	3	3	3
Bldg 3	3	4	4	4	4	4	5
Bldg 4	5	5	5	5	6	6	6
Bldg 5	6	6	7	7	7	7	7
Cat 1	8	8	8	8	8	9	9
Cat 2	9	9	9	10	10	10	10
Behavior & Enrichment Support	10	11	11	11	11	11	12
Behavior & Enrichment Support	12	12	12	12	13	13	13
Swing Shift	M	T	W	Th	F	Sa	Su
Duties 1	13	13	14	14	14	14	14
Duties 2	15	15	15	15	15	16	16
Graveyard Shift	M	T	W	Th	F	Sa	Su
Duties 1	16	16	16	17	17	17	17
Duties 2	17	18	18	18	18	18	18
TOTAL ACAs (needed)							18
Relief Factor = 1.54							28
Current ACA FTEs							9
Staffing Gap							19
Animal Control Officer - Downey Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Zone 1	1	1	1	1	1	2	2
Zone 2	2	2	2	3	3	3	3
Zone 3	3	4	4	4	4	4	5
Zone 4	5	5	5	5	6	6	6
Zone 5	6	6	7	7	7	7	7
Zone 6	8	8	8	8	8	9	9
Swing Shift	M	T	W	Th	F	Sa	Su
West Zone	9	9	9	10	10	10	10
East Zone	10	11	11	11	11	11	12
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Zones	12	12	12	13	13	13	13
TOTAL ACOs (needed)							13
Relief Factor = 1.54							20
Current ACO FTEs							12
Staffing Gap							8
Intermediate Typist Clerk - Downey Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Customer Service/Front Desk							
Seat 1	1	1	1	1	1	2	2
Seat 2	2	2	2	3	3	3	3
Seat 3	3	4	4	4	4	4	4
TOTAL ITCs (needed)							4
Relief Factor = 1.54							6
Current ITC FTEs							2
Staffing Gap							4

YEAR 5 – AGOURA AND CASTAIC ANIMAL CARE CENTERS

Agoura & Castaic Animal Care Centers (2027) - Year 5			
Position	Annual S&EB	Positions	Total Annual S&EB
Animal Housing and Care (based on gap analysis)			
Animal Care Attendant I	\$ 102,876	14.00	\$ 1,440,266
Animal Care Attendant II	\$ 106,984	13.00	\$ 1,390,796
Field Response (based on gap analysis)			
Animal Control Officer I	\$ 111,321	12.00	\$ 1,335,853
Animal Control Officer II	\$ 119,830	12.00	\$ 1,437,960
Behavior and Enrichment (80% of dogs participating in playgroup at least five days per week)			
Animal Care Attendant II	\$ 106,984	6.00	\$ 641,906
Animal Control Officer I	\$ 111,321	2.00	\$ 222,642
Customer Service Center			
Intermediate Typist Clerk	\$ 97,285	9.00	\$ 875,564
Pathway Planning			
Placement Coordinator ¹ (ACA II)	\$ 106,984	2.00	\$ 213,969
Intervention Specialist ² (Community Center Specialist II)	\$ 138,500	4.00	\$ 553,999
Volunteer Program			
Volunteer Programs Coordinator I	\$ 133,890	2.00	\$ 267,780
TOTAL		76.00	\$ 8,380,735

¹ The Placement Coordinator, equivalent to an ACA II position, will coordinate with Adoption Partners to help maximize rescue opportunities for animals in care, conduct social media networking, transfers, and other placement efforts.

² The Intervention Specialist will work with pet owners and connect them with needed resources to keep them from surrendering their pets.

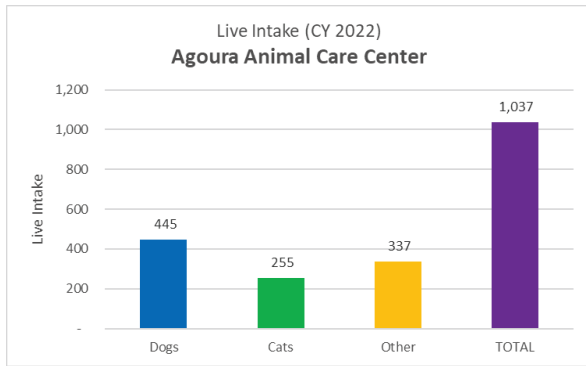
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

Note 2: The Department is exploring administrative needs with the CEO Classification and Compensation Division to determine what positions will be needed to support the increased workforce.

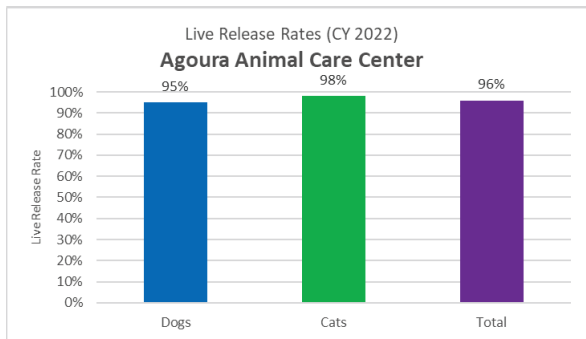
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

Agoura Animal Care Center Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:



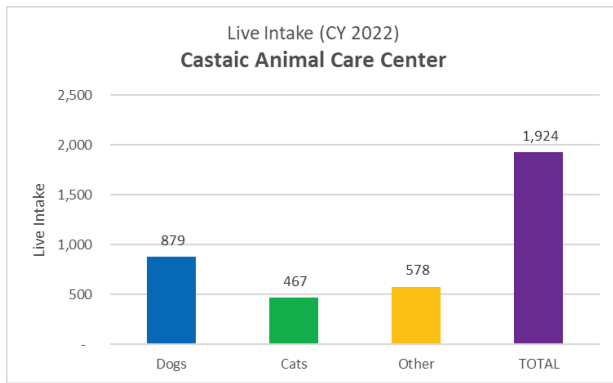
Live Release Rates:



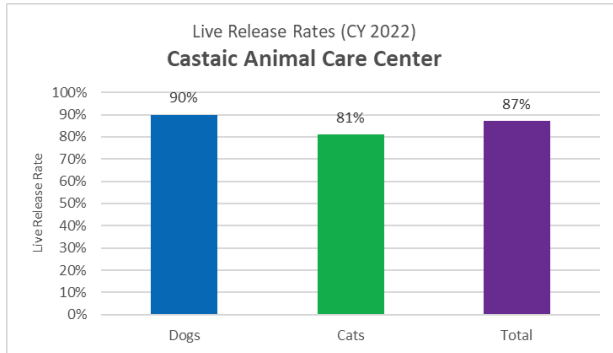
Animal Care Attendant - Agoura Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Dog Kennels	1	1	1	1	1	2	2
Cat Buildings	2	2	2	3	3	3	3
Clinic	3	4	4	4	4	4	5
Swing Shift	M	T	W	Th	F	Sa	Su
All Duties	5	5	5	5	6	6	6
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Duties	6	6	7	7	7	7	7
All Duties	8	8	8	8	8	9	9
TOTAL ACAs (needed)							9
Relief Factor = 1.54							14
Current ACA FTEs							1
Staffing Gap							13
Animal Control Officer - Agoura Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Zone 1	1	1	1	1	1	2	2
Zone 2	2	2	2	3	3	3	3
Zone 3	3	4	4	4	4	4	5
Zone 4	5	5	5	5	6	6	6
Swing Shift	M	T	W	Th	F	Sa	Su
Zone A	6	6	7	7	7	7	7
Zone B	8	8	8	8	8	9	9
Zone C	9	9	9	10	10	10	10
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Zones	10	11	11	11	11	11	12
TOTAL ACOs (needed)							12
Relief Factor = 1.54							18
Current ACO FTEs							5
Staffing Gap							13
Intermediate Typist Clerk - Agoura Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Customer Service/Front Desk							
Seat 1	1	1	1	1	1	2	2
Seat 2	2	2	2	3	3	3	3
Seat 3	3	4	4	4	4	4	4
TOTAL ITCs (needed)							4
Relief Factor = 1.54							6
Current ITC FTEs							1
Staffing Gap							5

Castaic Animal Care Center Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:

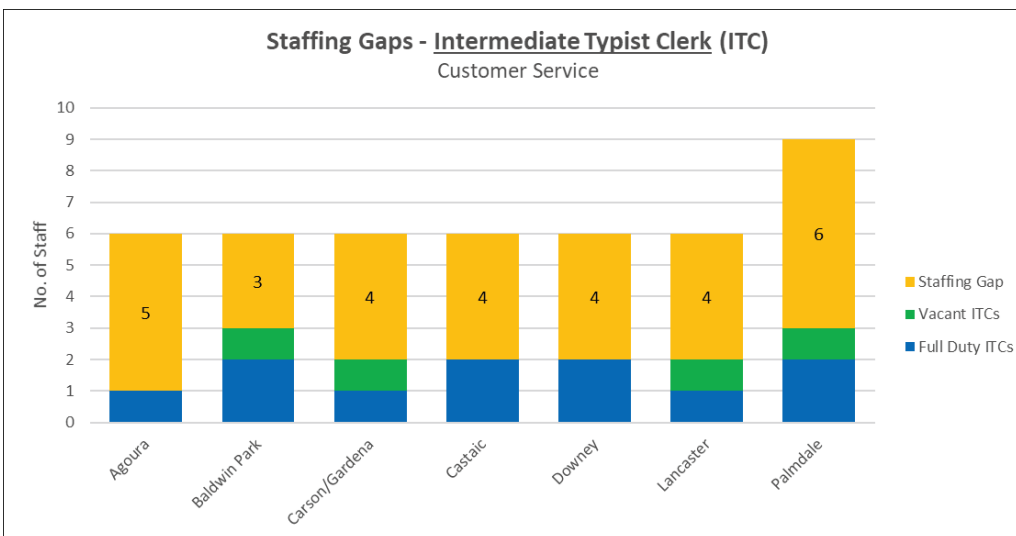
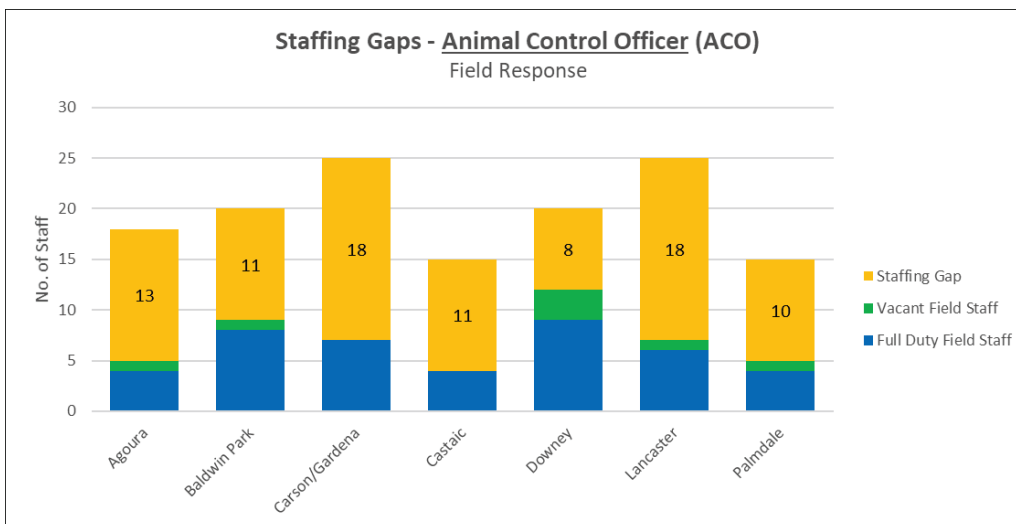
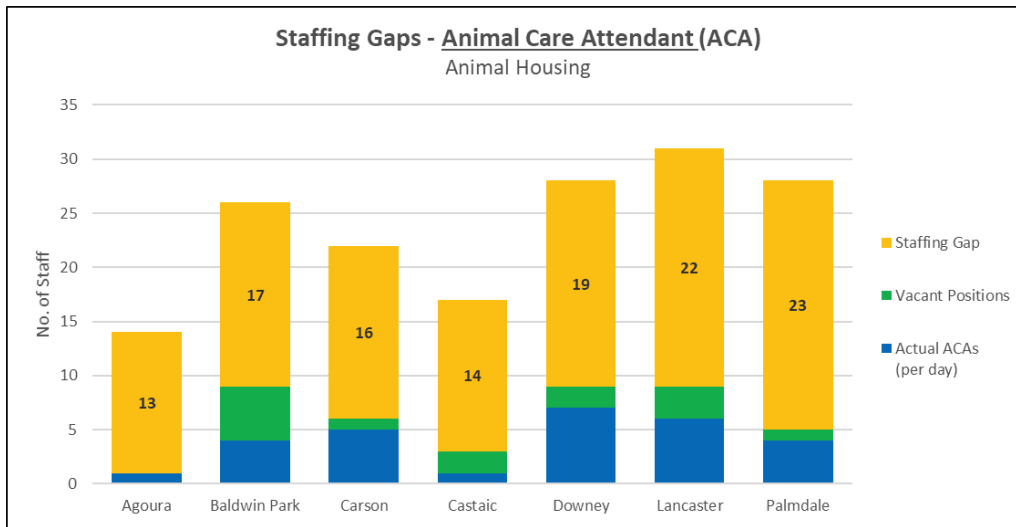


Live Release Rates:



Animal Care Attendant - Castaic Animal Care Center								
Day shift	M	T	W	Th	F	Sa	Su	
Dog Kennels	1	1	1	1	1	2	2	
Cat Buildings	2	2	2	3	3	3	3	
Barnyard	3	4	4	4	4	4	5	
Behavior & Enrichment Support	5	5	5	5	6	6	6	
Swing Shift	M	T	W	Th	F	Sa	Su	
Duties 1	6	6	7	7	7	7	7	
Duties 2	8	8	8	8	8	9	9	
Graveyard Shift	M	T	W	Th	F	Sa	Su	
Duties 1	9	9	9	10	10	10	10	
Duties 2	10	11	11	11	11	11	11	
TOTAL ACAs (needed)								11
Relief Factor = 1.54								17
Current ACA FTEs								3
Staffing Gap								14
Animal Control Officer - Castaic Animal Care Center								
Day shift	M	T	W	Th	F	Sa	Su	
Zone 1	1	1	1	1	1	2	2	
Zone 2	2	2	2	3	3	3	3	
Zone 3	3	4	4	4	4	4	5	
Zone 4	5	5	5	5	6	6	6	
Swing Shift	M	T	W	Th	F	Sa	Su	
West Zone	6	6	7	7	7	7	7	
East Zone	8	8	8	8	8	9	9	
Graveyard Shift	M	T	W	Th	F	Sa	Su	
All Zones	9	9	9	10	10	10	10	
TOTAL ACOs (needed)								10
Relief Factor = 1.54								15
Current ACO FTEs								4
Staffing Gap								11
Intermediate Typist Clerk - Castaic Animal Care Center								
Day shift	M	T	W	Th	F	Sa	Su	
Customer Service/Front Desk								
Seat 1	1	1	1	1	1	2	2	
Seat 2	2	2	2	3	3	3	3	
Seat 3	3	4	4	4	4	4	4	
TOTAL ITCs (needed)								4
Relief Factor = 1.54								6
Current ITC FTEs								2
Staffing Gap								4

Summary of Staffing Gaps Animal Care Attendant, Animal Control Officer, and Intermediate Typist Clerk








<SIGN THIS ONE> Monthly Report back 12.20.22 BA Item 10 June 2023 FINAL

Final Audit Report

2023-06-20

Created:	2023-06-20
By:	Rosemary Elizarraras (RElizarraras@animalcare.lacounty.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAArQ1OMsmmL3hJUv34yJ1qcHA4VGI-4Kqi

"<SIGN THIS ONE> Monthly Report back 12.20.22 BA Item 10 June 2023 FINAL" History

-  Document created by Rosemary Elizarraras (RElizarraras@animalcare.lacounty.gov)
2023-06-20 - 9:54:56 PM GMT- IP address: 209.160.244.92
-  Document emailed to Marcia Mayeda (mmayeda@animalcare.lacounty.gov) for signature
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-  Document e-signed by Marcia Mayeda (mmayeda@animalcare.lacounty.gov)
Signature Date: 2023-06-20 - 9:55:51 PM GMT - Time Source: server- IP address: 173.196.252.164
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2023-06-20 - 9:55:51 PM GMT



Marcia Mayeda, Director

July 17, 2023

TO: Supervisor Janice Hahn, Chair
 Supervisor Hilda L. Solis
 Supervisor Holly J. Mitchell
 Supervisor Lindsey Horvath
 Supervisor Kathryn Barger

FROM: Marcia Mayeda *Marcia Mayeda*
 Director

**MONTHLY REPORT BACK ON BOARD MOTION
 (ITEM 10, AGENDA OF DECEMBER 20, 2022)**

This is the fourth monthly report back to your Board regarding the subject motion. Responses have been provided for all items on the Board motion except for:

- Establishing benchmarks to support the reduction of euthanasia.
- Review of DACC policies and recommended changes that would help decrease the rate of euthanasia.
- Plan to expand prevention programs to minimize owner surrenders.

Eleven policies have been identified for review. The committee is in the process of reviewing and providing feedback to the Department, who will then adopt recommendations that are consistent with DACC and County policies and abilities and will meet the goal of reducing euthanasia. This process will take several months, including time to discuss proposed policy changes with labor organizations.

The committee will be finalizing its work on benchmarks and the expansion of prevention programs in August. We will provide a report back to your Board when this work is completed.

MM:rke

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Enclosure

c: Chief Executive Office
 County Counsel
 Executive Office, Board of Supervisors
 Animal Care Board Deputies

Agoura ACC
 29525 Agoura Road
 Agoura Hills, CA 91301
 (818) 991-0071

Baldwin Park ACC
 4275 N. Elton Street
 Baldwin Park, CA 91706
 (626) 962-3577

Carson/Gardena ACC
 216 W. Victoria Street
 Gardena, CA 90248
 (310) 523-9566

Castaic ACC
 31044 N. Charlie Canyon Rd.
 Castaic, CA 91384
 (661) 257-3191

Downey ACC
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Palmdale ACC
 38550 Sierra Highway
 Palmdale, CA 93550
 (661) 575-2888

Administrative Office
 5898 Cherry Avenue
 Long Beach, CA 90805
 (800) 253-3555



Marcia Mayeda, Director

August 4, 2023

TO: Supervisor Janice Hahn, Chair
 Supervisor Hilda L. Solis
 Supervisor Holly J. Mitchell
 Supervisor Lindsey Horvath
 Supervisor Kathryn Barger

FROM: Marcia Mayeda *Marcia Mayeda*
 Director

**CORRECTION OF ANIMAL STATISTICS
 (ITEM 10, AGENDA OF DECEMBER 20, 2022)**

This is to inform your Board regarding corrections to the animal statistics in our three report backs dated April 18, May 22, and June 20, 2023. In the Board motion of December 20, 2022, your Board directed the Department of Animal Care and Control (DACC) to provide information to decrease the number of animals that are euthanized. In our reports back to your Board, we provided information regarding animal admissions and outcomes and other supporting information.

On June 20, 2023, during an internal review of our data collection and reporting process, DACC discovered errors in the data collecting formula regarding its online statistics platform, PawStats. DACC found that the system was utilizing an outdated formula. In response, the Department's website statistics were taken down temporarily to rectify the inaccuracies.

Upon conducting a comprehensive review, DACC also identified the need to revise the manner in which the data was extracted, the "logic" behind its new Power BI reporting system that had been utilized to develop the statistics featured in DACC's reports to your Board published on April 18, May 22, and June 20, 2023.

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The primary issue with the data presented in the Board reports was the inclusion of "Transfer" and "Foster" as animal intake and outcome types, which were not meant to be considered final outcomes. This resulted in duplicate intakes and outcomes for each animal falling under these categories. These errors have been corrected. Although this impact was minor, we wanted to correct the information previously reported to you.

To address the discrepancies, DACC diligently reviewed and updated the logic for its PawStats reports, which now reflect the correct data. Additionally, the Department is submitting revised language for the May 22, 2023, Board report and revised attachments for the April 18, 2023, and June 20, 2023, Board reports to replace the previously published versions. These corrections do not affect the analysis of any of these reports.

Below is a summary of the revisions:

- April 18, 2023, Board Report - Replacing the attachment (see Attachment A)
- May 22, 2023, Board Report - Revising the following sentences on Page 3 to:

In FY 2021-22, ~~30~~ 27.5 percent of lost dogs were reclaimed by their owners but only ~~two~~ 1.1 percent of free-roaming cats (~~consistent with national statistics for lost cat redemption~~) were reclaimed. Further, in FY 2021-22, the Department's LRR for dogs was ~~83.5~~ 84.5 percent and ~~65~~ 67.7 percent for cats. Combining the dogs and cats into one lump sum ~~shows a combined live release rate of 76.7 percent total~~, falsely ~~skewing~~ ~~skews~~ the results for both species.

- June 20, 2023, Board Report - Replacing the attachment (see Attachment B)

Revisions to the April 18 report (Attachment A) included revisions to a total of 21 animal records. Changes in the June 20 report (Attachment B) range from 0.5 percent to 2.8 percent in live intakes and 0.1 percent to 5 percent in live release rates. The attachments include revised graphs that present a comparison between the old data and the corrected numbers.

To ensure data accuracy, DACC has requested the assistance of the Los Angeles County Auditor-Controller to validate its data. The Auditor-Controller team will review DACC's data source and Power BI reports that draw from it, providing a validation of DACC's data collection and reporting process. DACC is confident in its revised statistics but is taking this additional measure to add another level of validation to ensure that this does not happen again. We will advise your Board of the Auditor-Controller's findings.

Each Supervisor
August 4, 2023
Page 3

DACC sincerely apologizes for any inconvenience this situation may have caused and reiterates its commitment to the transparency and validity and accuracy of its statistics.

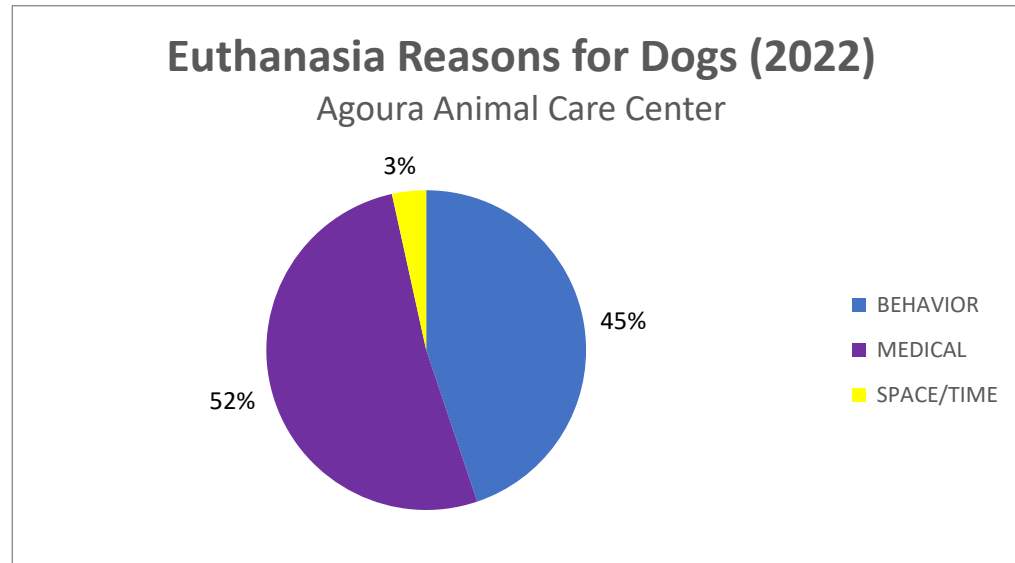
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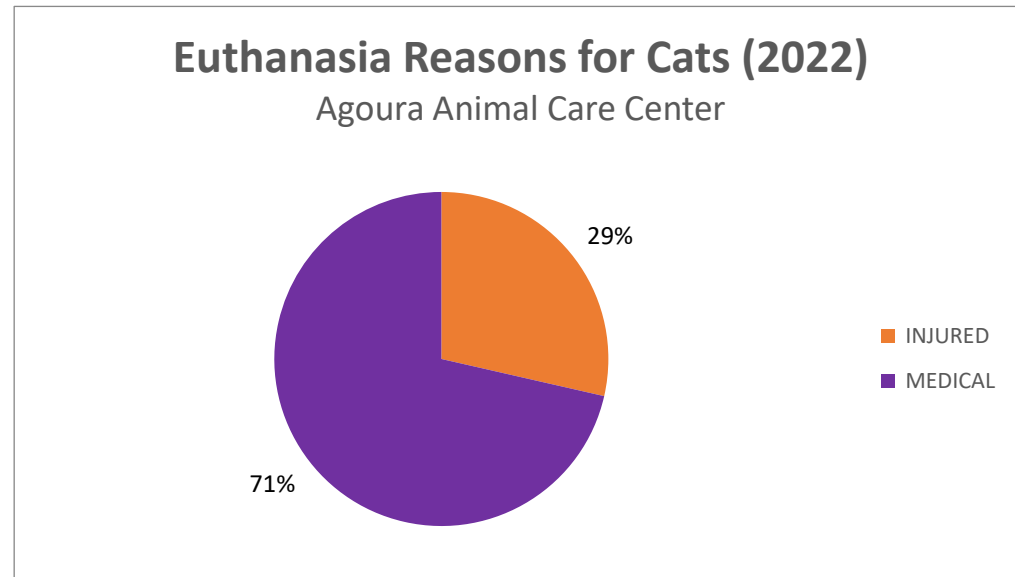
Attachments

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Animal Care Board Deputies

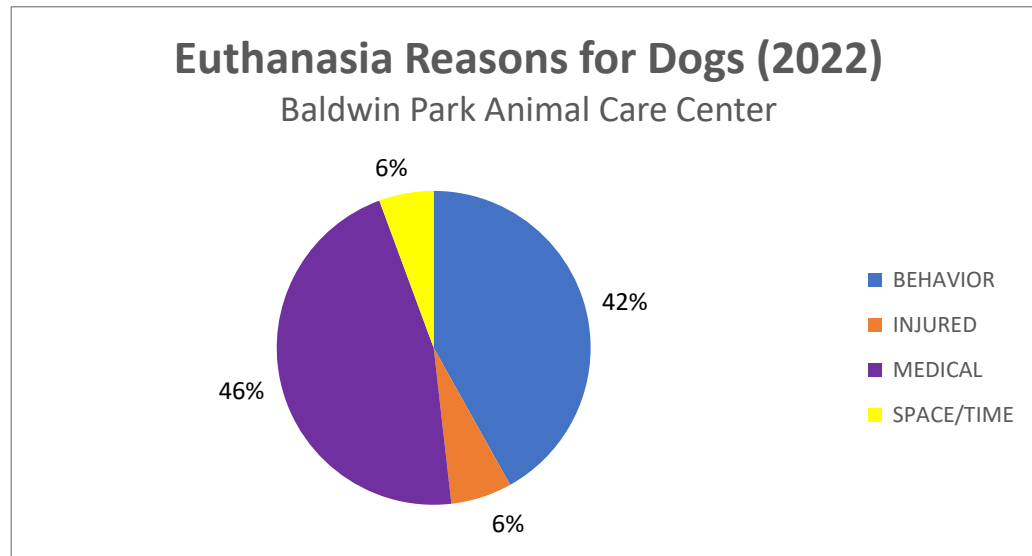
Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	13
MEDICAL	15
SPACE/TIME	1
TOTAL	29



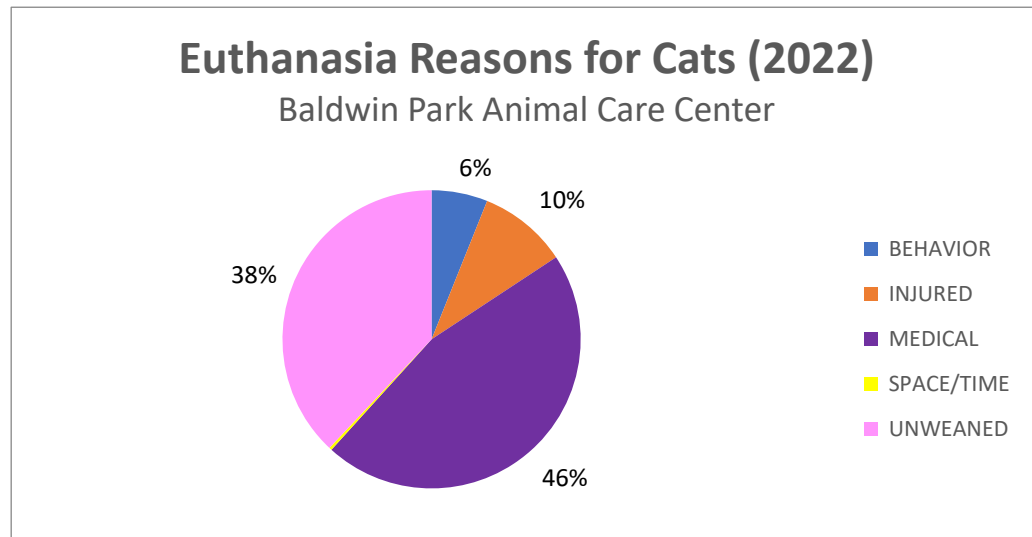
Euthanasia Reasons - Cats	
Reason	Count
INJURED	4
MEDICAL	10
TOTAL	14



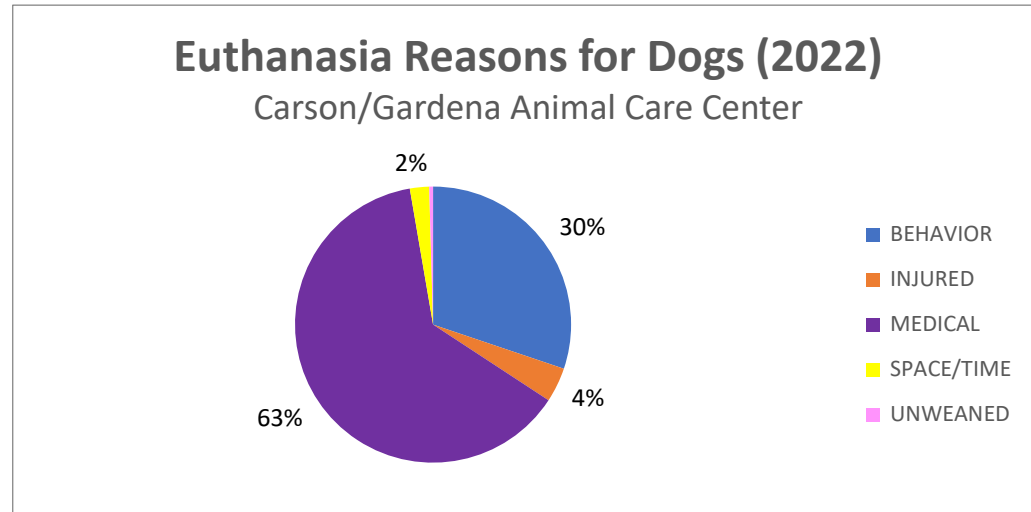
Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	186
INJURED	28
MEDICAL	205
SPACE/TIME	25
TOTAL	444



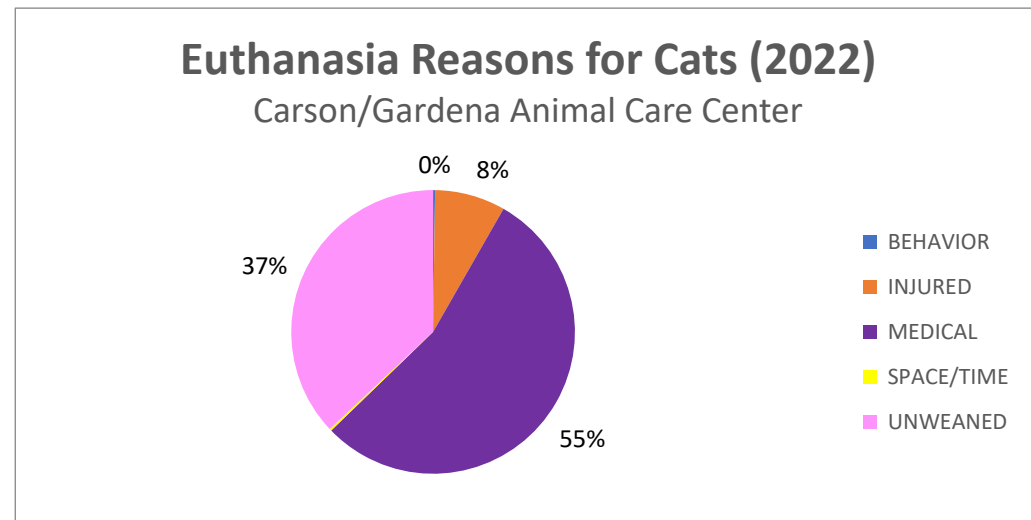
Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	41
INJURED	65
MEDICAL	310
SPACE/TIME	2
UNWEANED	256
TOTAL	674



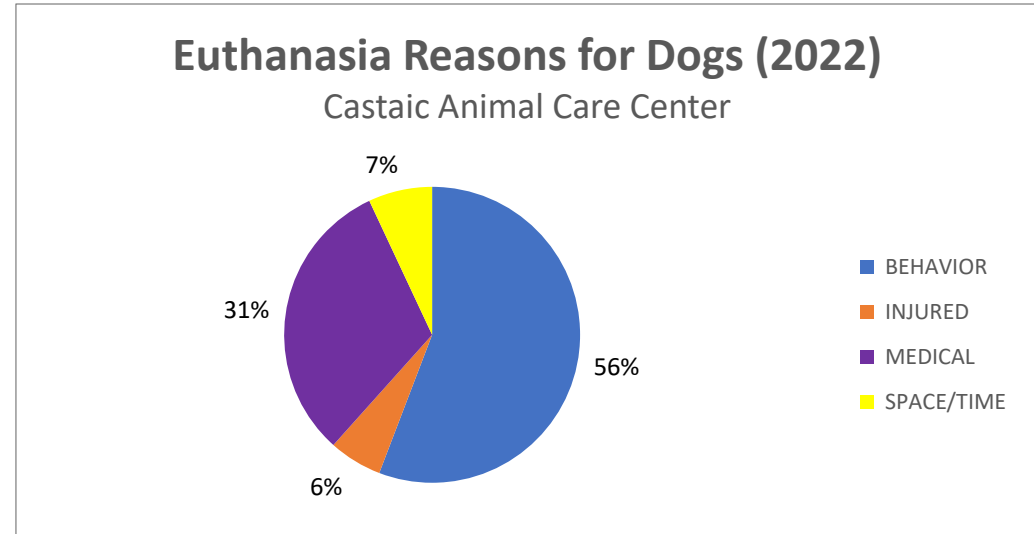
Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	67
INJURED	9
MEDICAL	140
SPACE/TIME	5
UNWEANED	1
TOTAL	222



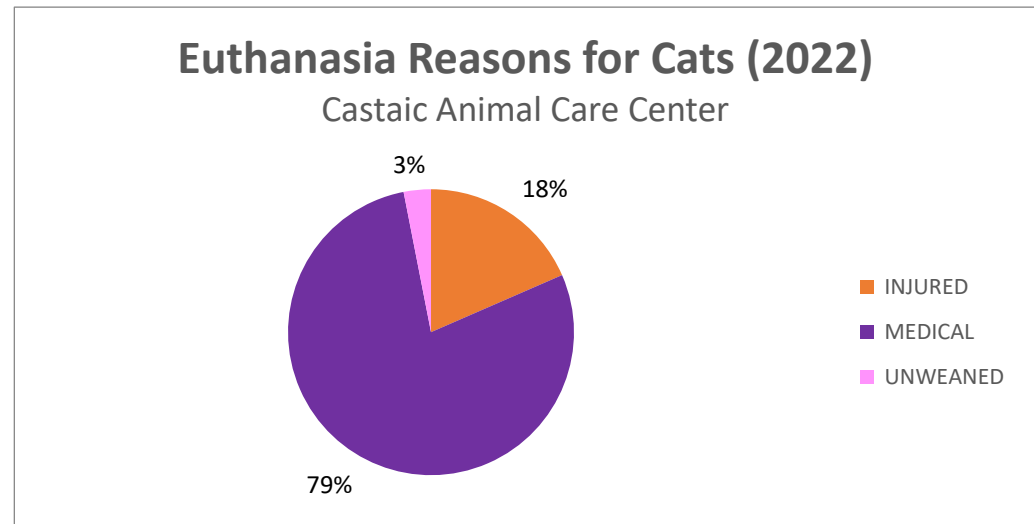
Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	1
INJURED	35
MEDICAL	237
SPACE/TIME	1
UNWEANED	161
TOTAL	435



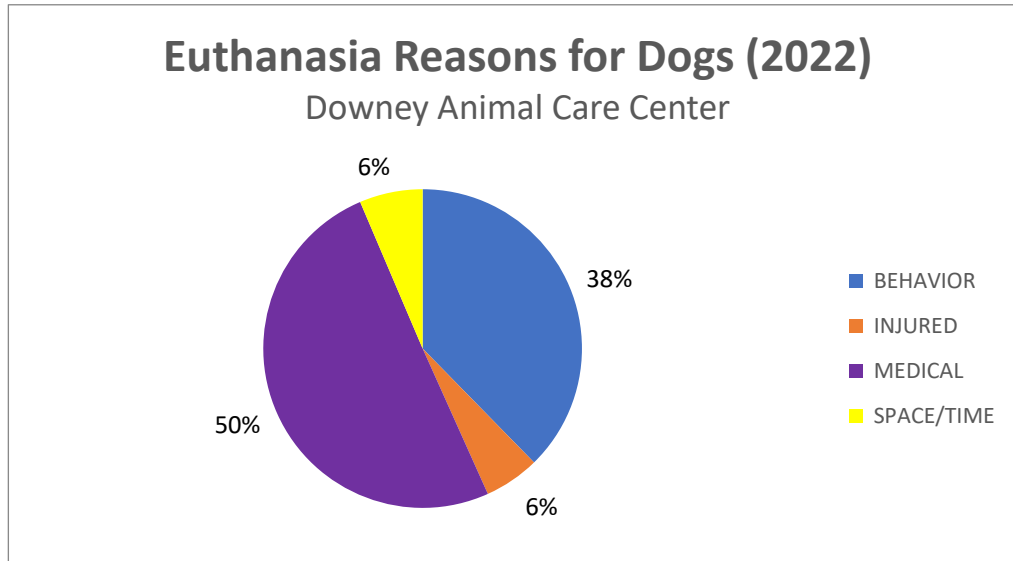
Euthanasia Reasons - Dogs		
Reason	Old	Count
BEHAVIOR		48
INJURED	7	5
MEDICAL	23	27
SPACE/TIME		6
TOTAL	84	86



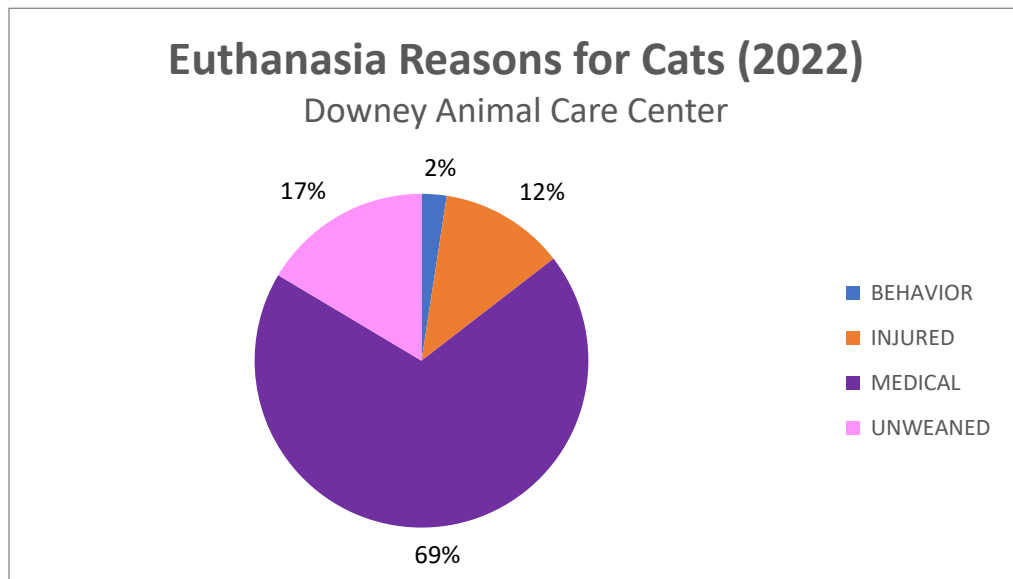
Euthanasia Reasons - Cats		
Reason	Old	Count
INJURED	15	12
MEDICAL	47	51
UNWEANED		2
TOTAL	64	65



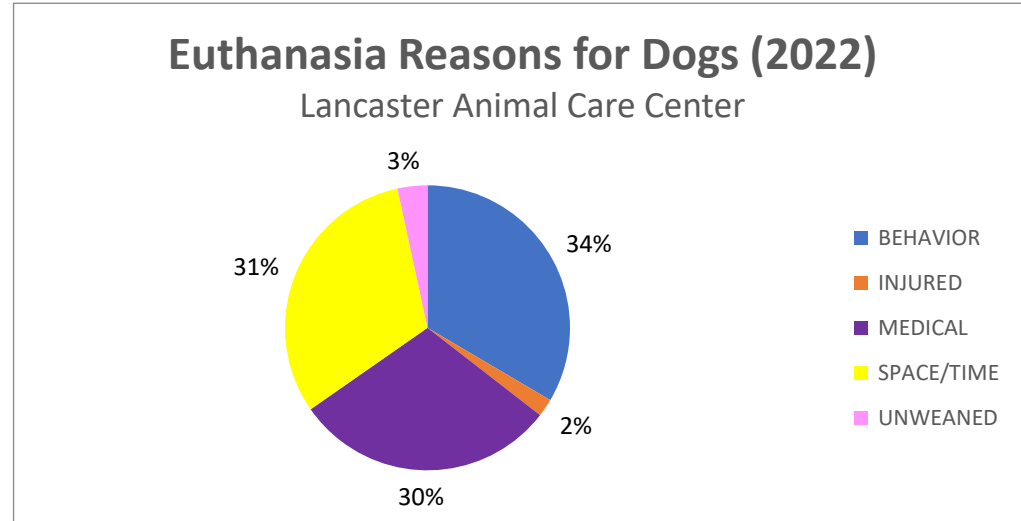
Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	188
INJURED	28
MEDICAL	251
SPACE/TIME	32
TOTAL	499



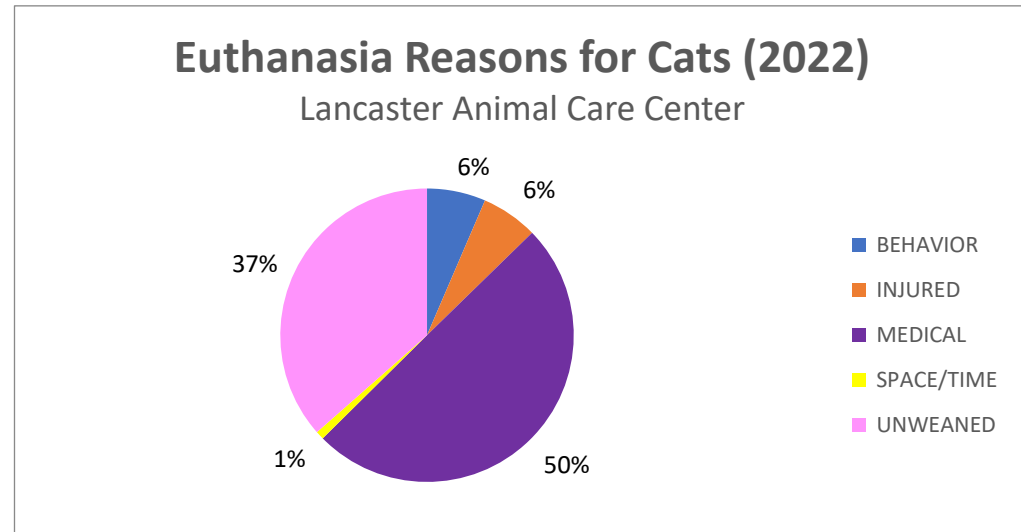
Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	14
INJURED	70
MEDICAL	399
UNWEANED	95
TOTAL	578



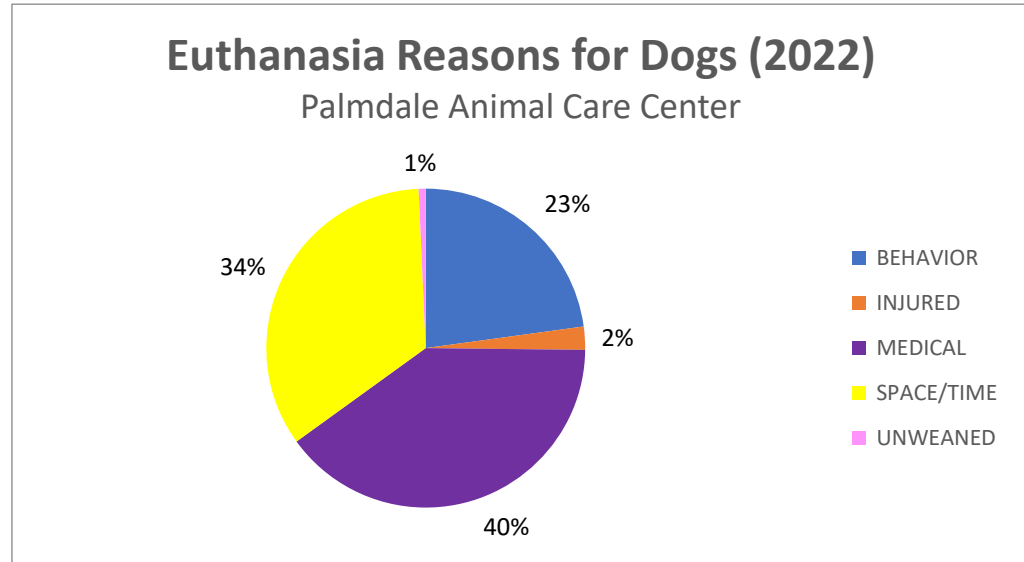
Euthanasia Reasons - Dogs	
Reason	Count
BEHAVIOR	247
INJURED	15
MEDICAL	220
SPACE/TIME	231
UNWEANED	25
TOTAL	738



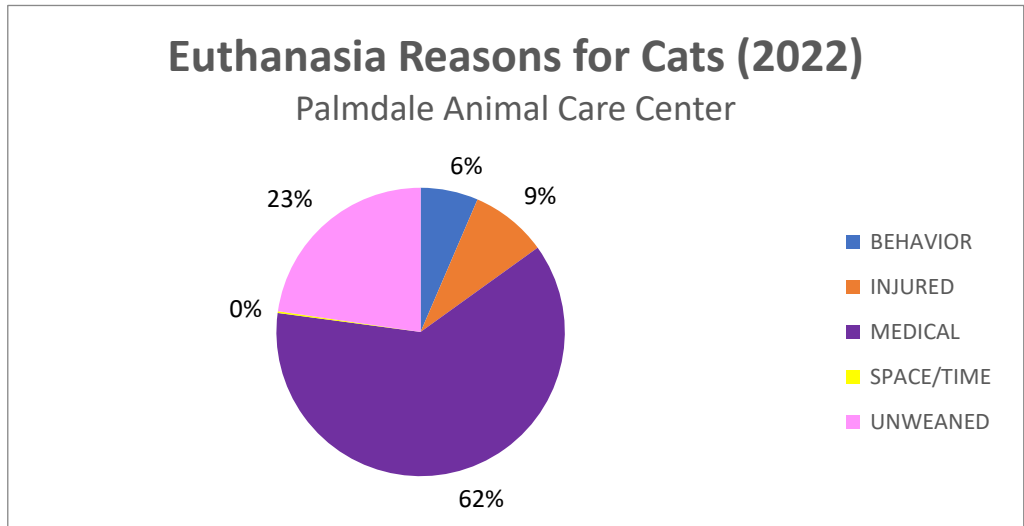
Euthanasia Reasons - Cats		
Reason	Old	Count
BEHAVIOR	27	28
INJURED		27
MEDICAL	217	216
SPACE/TIME	5	4
UNWEANED		158
TOTAL	434	433



Euthanasia Reasons - Dogs		
Reason	Old	Count
BEHAVIOR		224
INJURED	26	23
MEDICAL	389	391
SPACE/TIME		336
UNWEANED		7
TOTAL	982	981

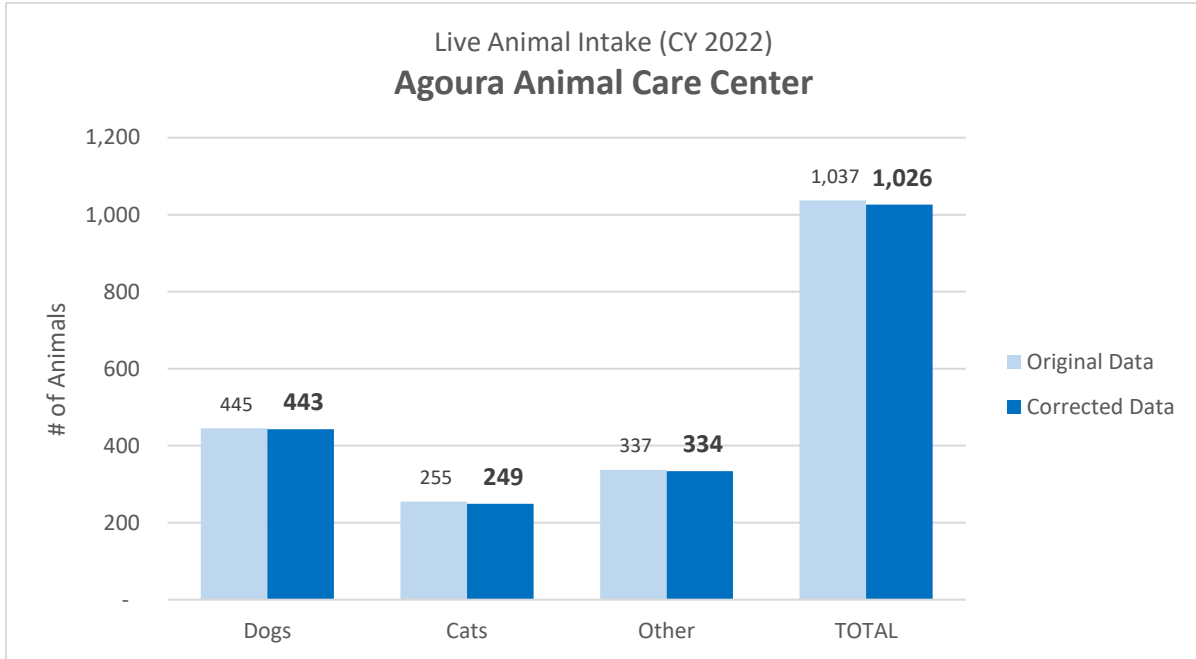


Euthanasia Reasons - Cats	
Reason	Count
BEHAVIOR	33
INJURED	44
MEDICAL	317
SPACE/TIME	1
UNWEANED	116
TOTAL	511

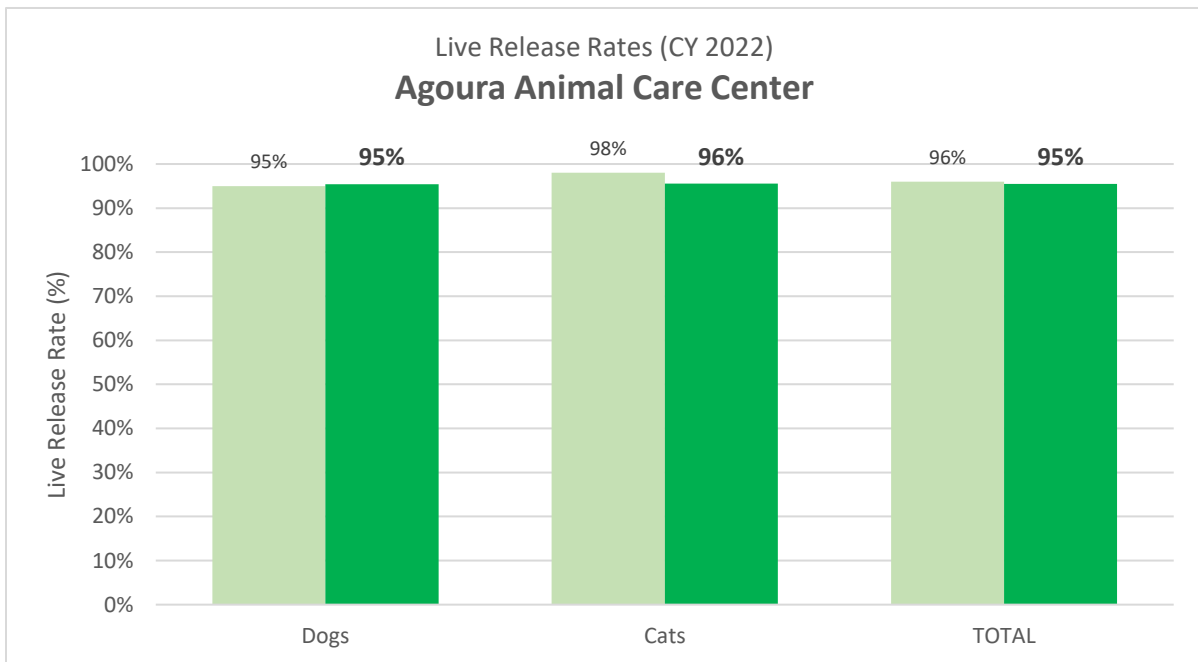


Agoura Animal Care Center Calendar Year 2022 Statistics

Live Animal Intake:

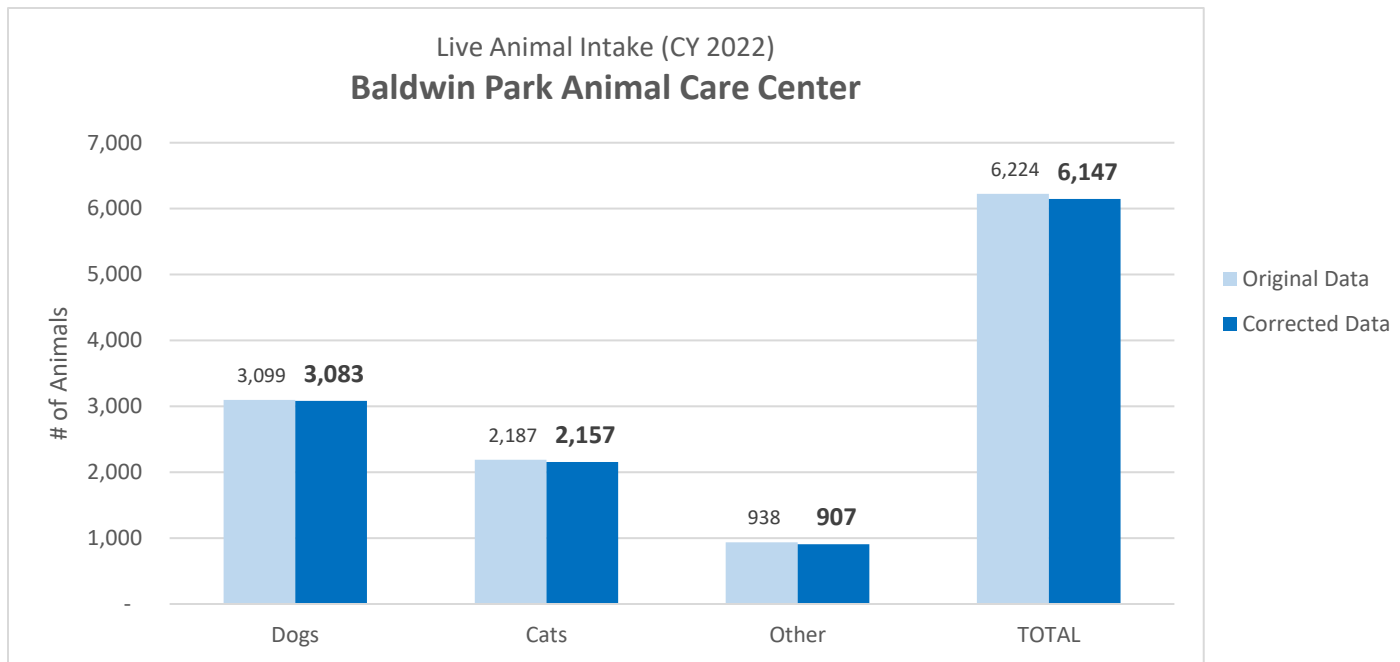


Live Release Rates:

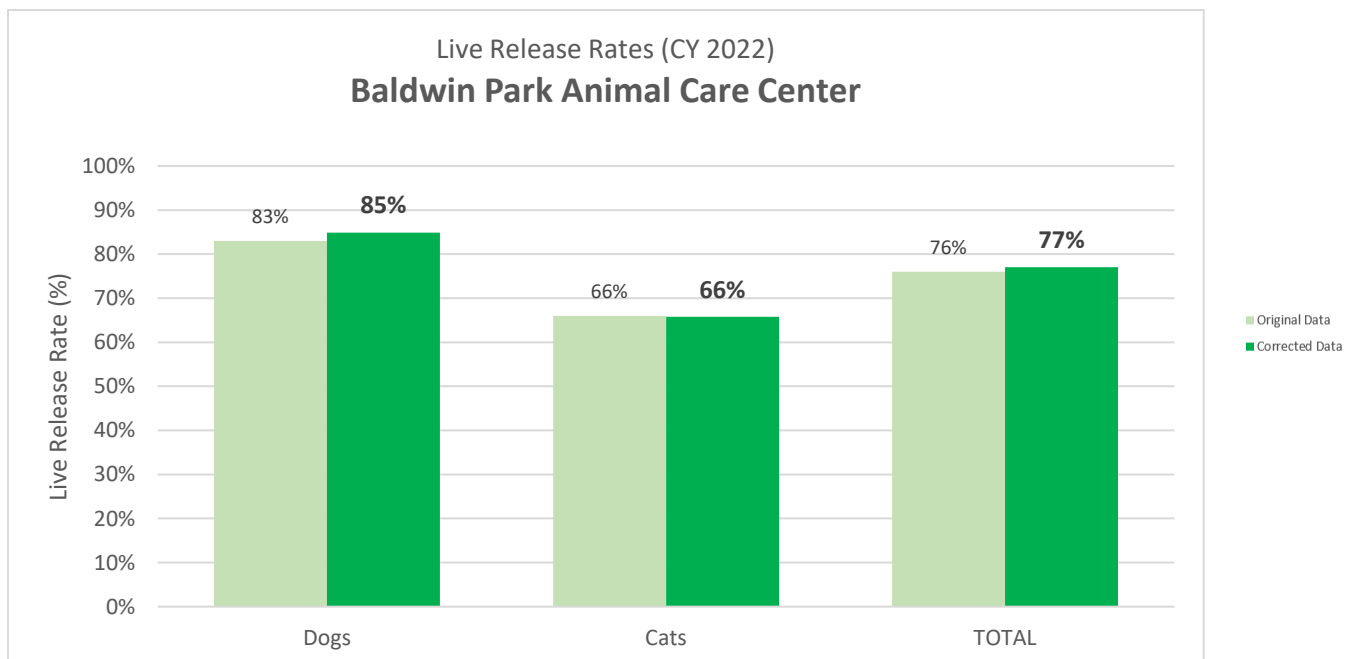


Baldwin Park Animal Care Center Calendar Year 2022 Statistics

Live Animal Intake:

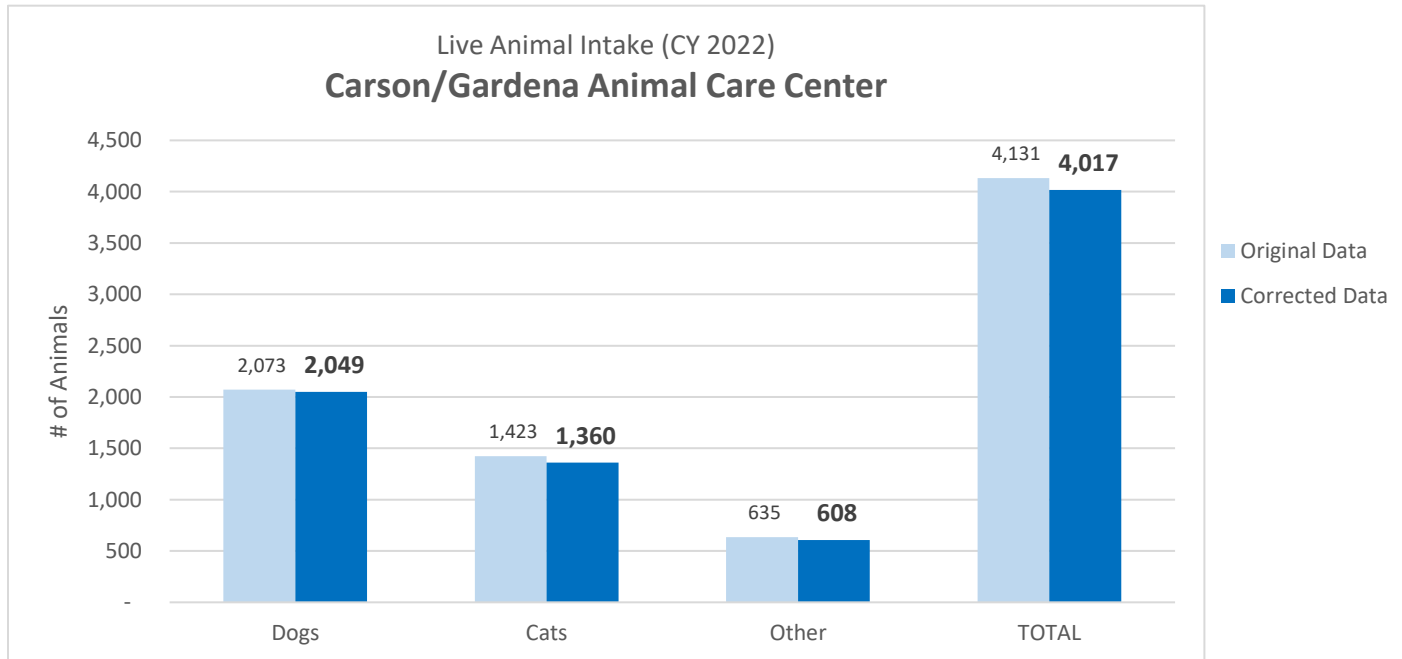


Live Release Rates:

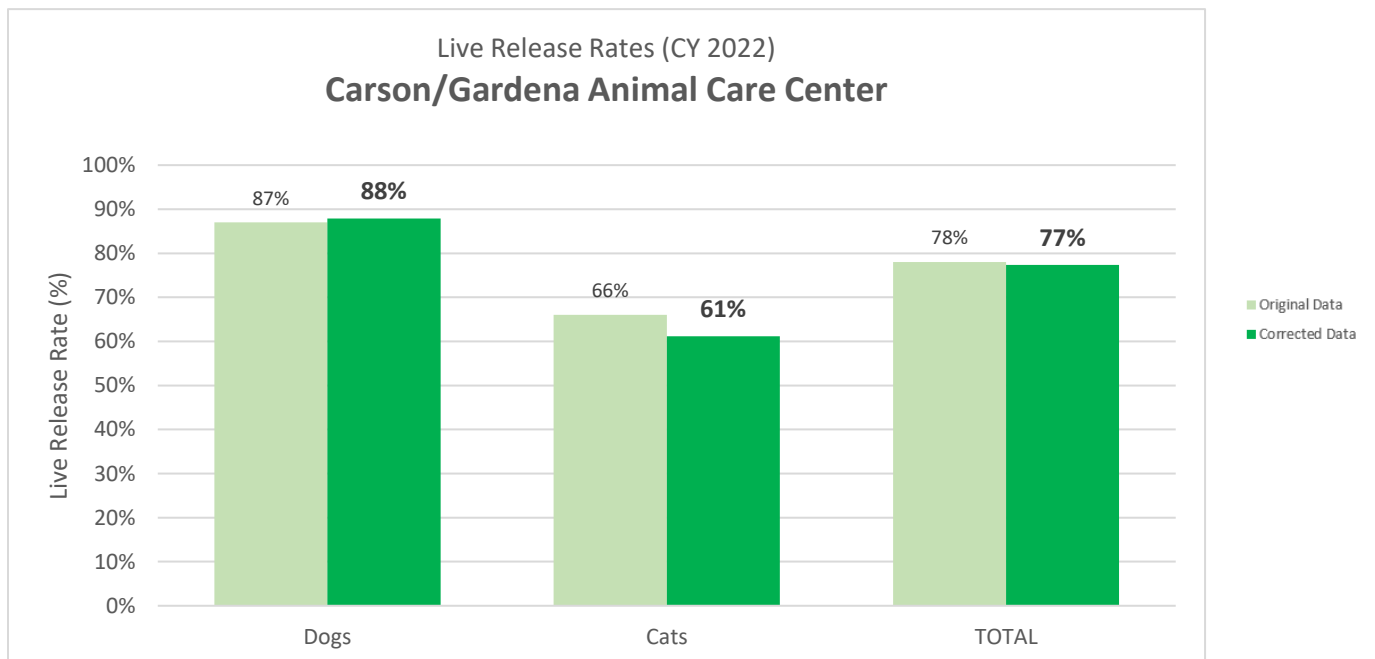


Carson/Gardena Animal Care Center Calendar Year 2022 Statistics

Live Animal Intake:

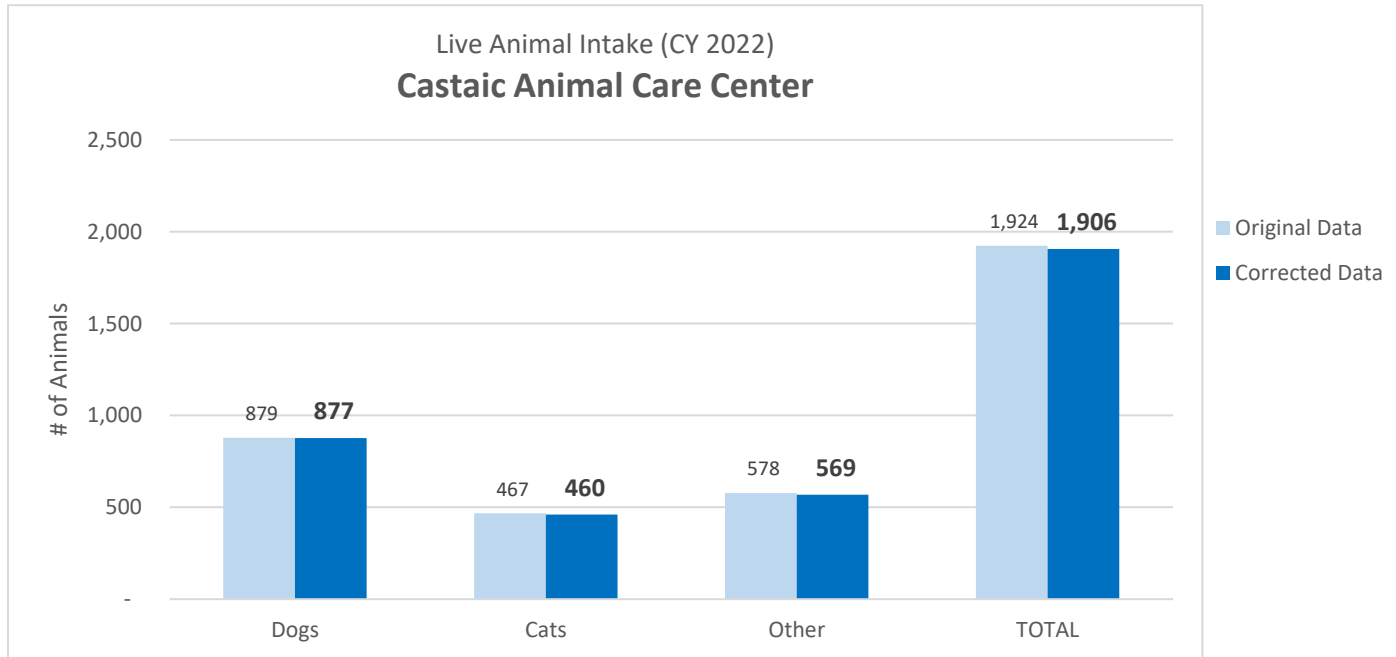


Live Release Rates:

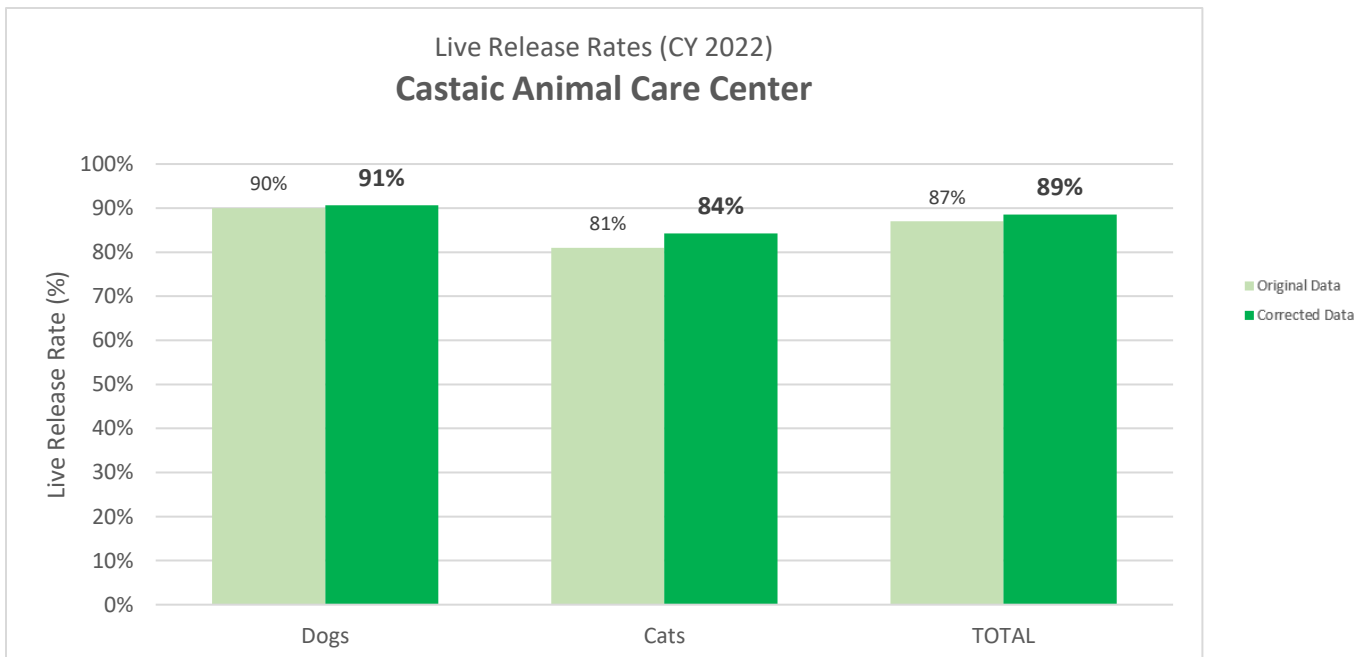


Castaic Animal Care Center Calendar Year 2022 Statistics

Live Animal Intake:

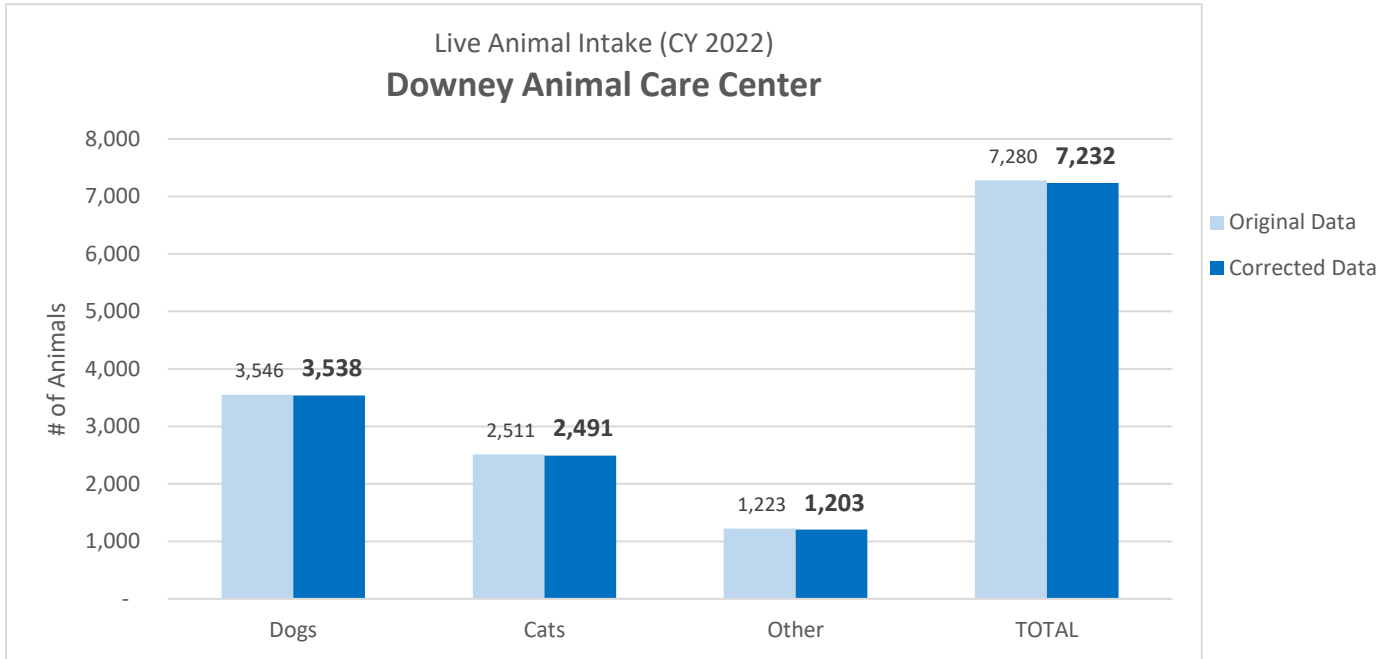


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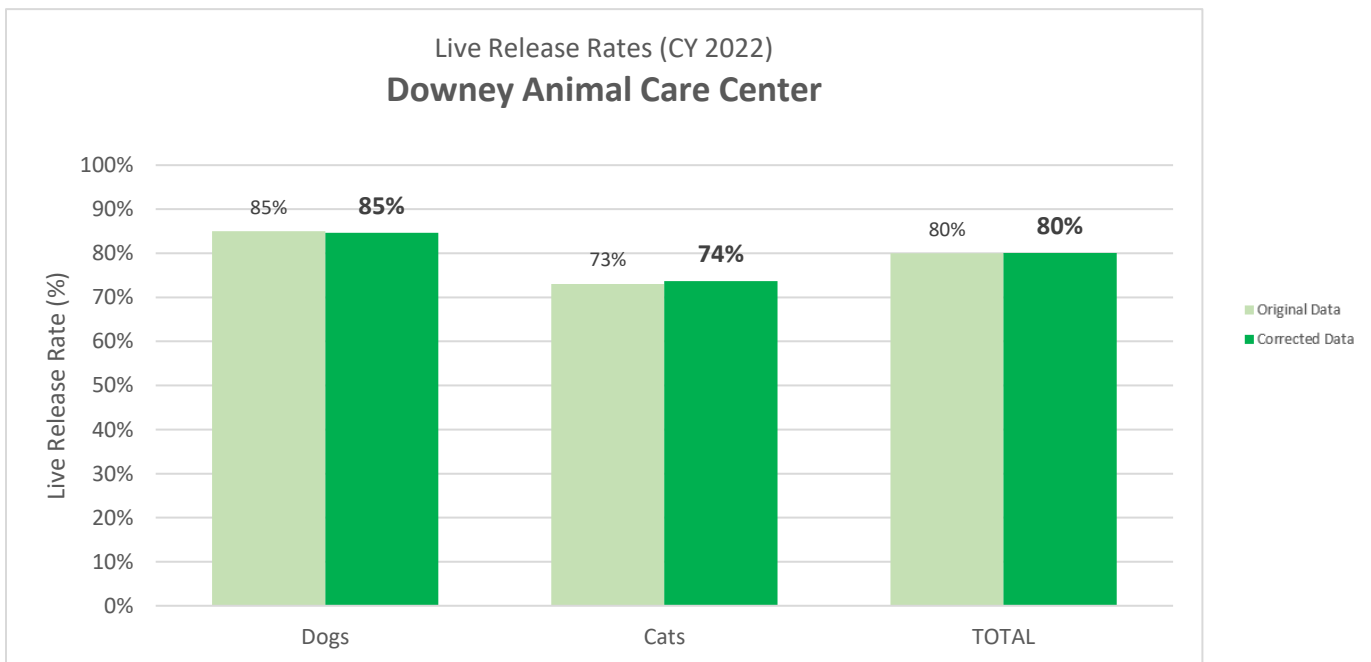


Downey Animal Care Center Calendar Year 2022 Statistics

Live Animal Intake:

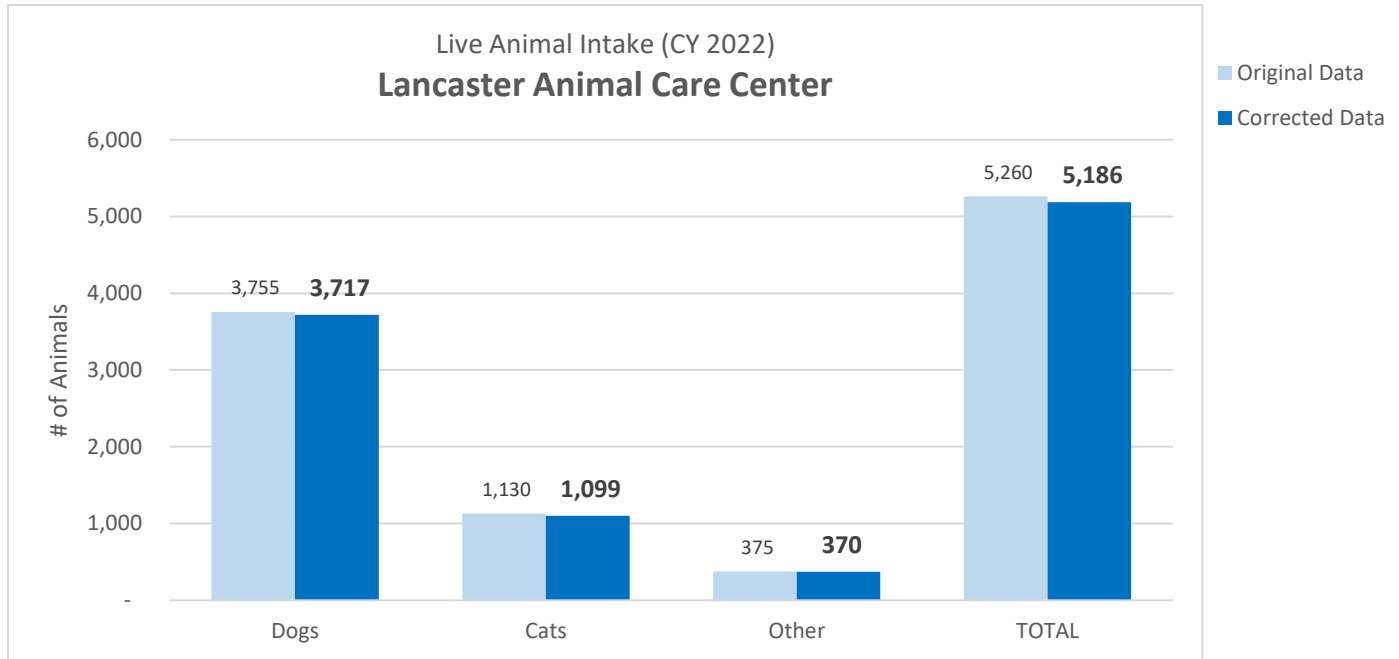


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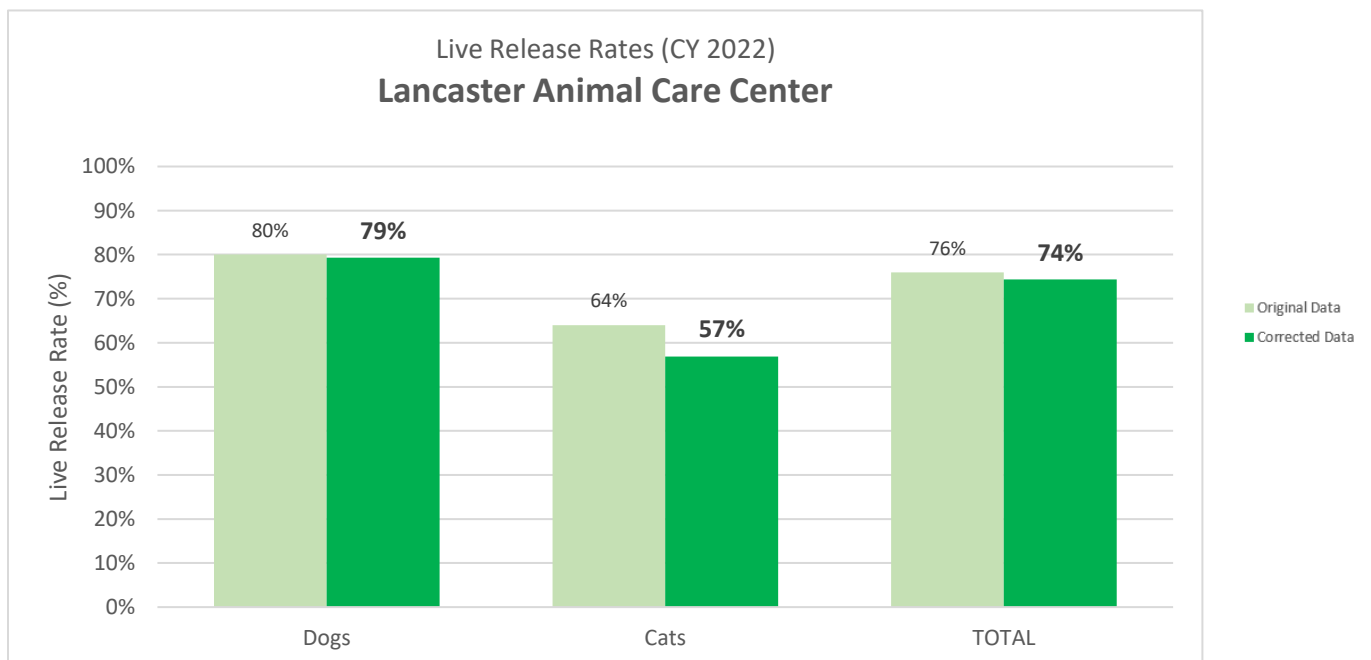


Lancaster Animal Care Center Calendar Year 2022 Statistics

Live Animal Intake:

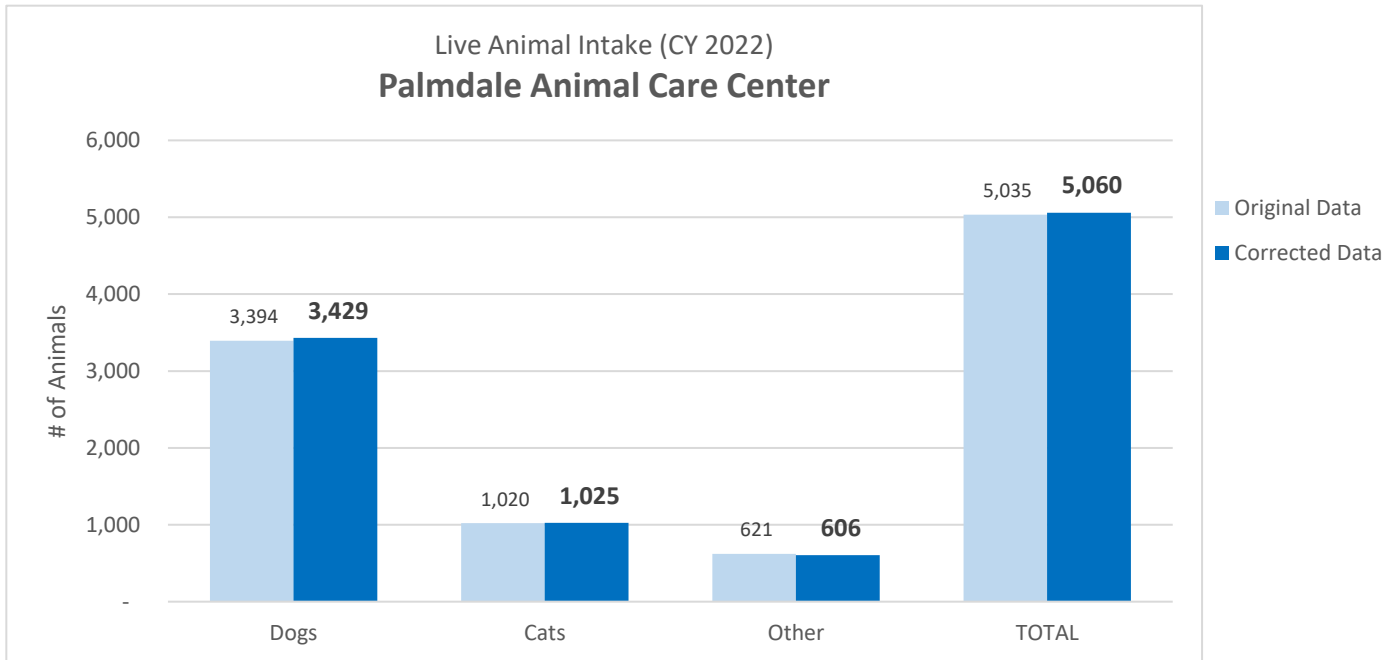


Live Release Rates:

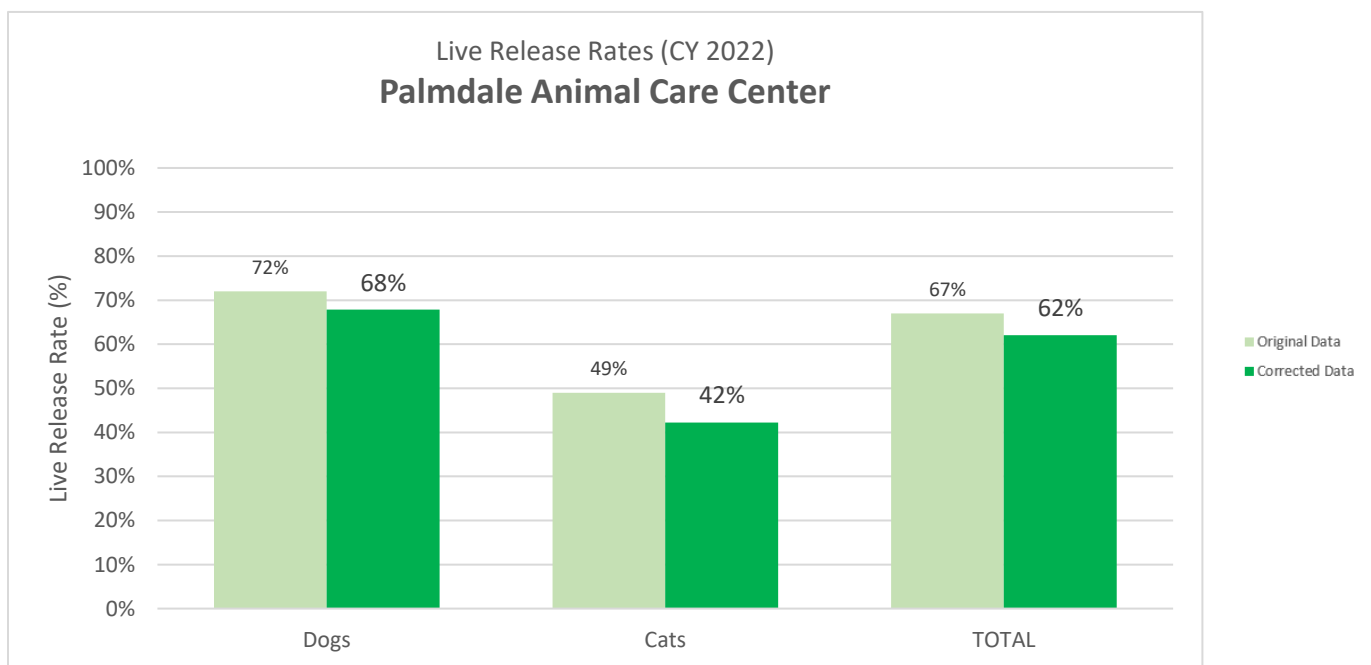


Palmdale Animal Care Center Calendar Year 2022 Statistics

Live Animal Intake:



Live Release Rates:





Marcia Mayeda, Director

September 21, 2023

TO: Supervisor Janice Hahn, Chair
 Supervisor Hilda L. Solis
 Supervisor Holly J. Mitchell
 Supervisor Lindsey Horvath
 Supervisor Kathryn Barger

FROM: Marcia Mayeda *Marcia Mayeda*
 Director

**FINAL REPORT BACK ON BOARD MOTION
 (ITEM 10, AGENDA OF DECEMBER 20, 2022)**

This is the fifth and final monthly report back to your Board regarding the subject motion. The advisory committee met in person for a two-day summit on August 22 and 23, 2023, to discuss and make recommendations for the following remaining topics under review.

Benchmarks

The committee established best practice benchmarks that will inform the Department about animal population management, pathway planning for live outcomes, and reduction of animal euthanasia. These benchmarks are shown on Attachment A. The Department will be gathering the baseline metrics and reviewing them on a quarterly basis.

Prevention Programs to Minimize Owner Surrenders

The committee also discussed ways to expand prevention programs to minimize owner surrenders. It was generally agreed that expanding programs would require investment in staffing to provide direct counseling and service referrals to pet owners, as well as a manager to oversee the program and engender resources from the community to support the programming. These staffing recommendations were included in the

Agoura ACC 29525 Agoura Road Agoura Hills, CA 91301 (818) 991-0071	Baldwin Park ACC 4275 N. Elton Street Baldwin Park, CA 91706 (626) 962-3577	Carson/Gardena ACC 216 W. Victoria Street Gardena, CA 90248 (310) 523-9566	Castaic ACC 31044 N. Charlie Canyon Rd. Castaic, CA 91384 (661) 257-3191	Downey ACC 11258 S. Garfield Ave. Downey, CA 90242 (562) 940-6898
Lancaster ACC 5210 W. Avenue I Lancaster, CA 93536 (661) 940-4191	Palmdale ACC 38550 Sierra Highway Palmdale, CA 93550 (661) 575-2888			Administrative Office 5898 Cherry Avenue Long Beach, CA 90805 (800) 253-3555

June 20, 2023, report back to your Board. Funding for services and supplies will be required as well.

Nevertheless while prevention programs are an important part of the solution, there are larger, systemic issues at play that will require more than increased staffing and are largely out of the Department's control. There are limits to what can be accomplished when access to medical care, veterinary shortages, and housing restrictions continue to be a barrier in keeping pets and families together.

The committee recommends that Los Angeles County increases the size limit of dogs allowed in Los Angeles County-managed housing and encourage landlords to do the same. Size restrictions are the primary cause for owner-surrendered animals as pet owners are forced to seek alternate housing. Most housing limits dogs to those that weigh 20 pounds. Allowing dogs that weigh more will create more housing and pet retention opportunities for pet owners and their dogs. The Department will also reach out to leaders in these areas to advocate for this change.

Barriers to owner-redemptions will also be explored. Many of these are financial and seeking funding to assist in addressing these situations can help reduce or eliminate barriers to owner redemption of pets. For example, subsidizing redemption fees to allow pet owners to reclaim stray animals they otherwise would not be able to take home would reduce the de facto owner surrender of pets for financial reasons. Our Department (DACC) will begin providing owner redemption information in multiple languages to reach pet owners whose primary language is not English.

Access to affordable veterinary medicine is another reason pet owners surrender their pets. DACC will seek additional veterinary participants in its Care Voucher Program that provides vouchers for medical treatments. It will also closely follow California Assembly Bill 1399, which will allow for veterinary telehealth options to make veterinary medicine more accessible for pet owners. If this bill passes, DACC will provide informational resources to educate pet owners about this resource.

Other opportunities to reduce owner-surrendered animals require additional funding. These include providing medical care to pets whose owners are surrendering them for medical reasons so they may be treated and remain with their family. Establishing a fund to provide pet deposits for rentals will allow pets to remain with their family when moving. More funding to provide low-cost spay/neuter surgeries, including at DACC animal care centers (ACCs) on weekends, will reduce the number of unwanted puppies and kittens surrendered to our ACCs. DACC will continue to work with the CEO to collaborate and prioritize funding needs as well as seek other funding opportunities.

Adoption Partners

The committee reviewed the survey results from the Adoption Partner (AP) survey and developed recommendations to improve and expand partnerships with AP animal rescue organizations. These include funding a designated AP Coordinator at each animal care center to provide dedicated service and communications to these organizations. Dedicated coordinators can obtain and share photos and videos of the animals and network them among interested groups to find more adoption opportunities for the animals. They can also provide better customer service to the APs by managing the timely transfer of animals to the AP including providing medications and necessary information and completing all necessary paperwork. This would provide the AP with a separate pathway for service due to their unique and often more time-consuming needs, while at the same time enhancing customer service for the public by shortening their waiting times. The committee also identified areas to streamline the AP application process that the Department will implement.

Review of DACC Policies

The committee has completed its review of relevant policies (see Attachment B) and the Department will begin the process of policy implementation. DACC has a standing Policy Review Committee (PRC) that regularly reviews policies and procedures each year to ensure they are current and reflective of best practices. The PRC will continue to review future policies and procedures with the advisory committee's work in mind and apply the strategies developed from the committee's work in future policy updates.

The advisory committee plans to meet one more time in October to close out the work done on this motion. The Department is deeply grateful for the thoughtful advice and suggestions provided by advisory committee members and their time spent on the many aspects of this Board motion.

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Attachments

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors
Animal Care Board Deputies

Benchmark	Priority	Definition	Metrics	Comments
1. Live Release Rate (LRR)	1	Number of live outcomes divided by live admissions	Calculation by Animal Type, Age, Size, and by Animal Care Center	Live Release Rate will be used to determine the % of animals that have live outcomes and what sub-type needs more attention and resources.
(a) Live Intake	1	All animals not deceased upon arrival. The majority of these animals include strays and owner surrenders.	Calculation by Animal Type, Animal Care Center, and Zip Code of Intake	Live Intake will be used to determine how many animals are brought into each animal care center and how many owner surrenders are deferred through intervention programs.
(b) Outcomes	1	The final outcome for any live animal admitted to an animal care center.	Calculation by Outcome Type, Euthanasia Reasons, Animal Care Center, Public Adoptions v. Rescue Animals, and Transfers between ACCs	Intake and outcome data needed to determine LRR. Primary Measurements: Adoption (%) out of total outcomes Supplementary Measurements: Euthanasia Reasons (month to month)
(i) Return-to-Owners (RTOs)	1	Animals that are returned to their owners at an animal care center or in the field.	Calculations by RTO Type, Breed, Animals Deferred, and Zip Code	Opportunities for pet reunifications in the field tied heavily to field staffing. Apply equity lens to RTO rates (i.e., location, ethnicity, and other identifiable factors)
2. Pathway Planning	1			
(a) Managed Intake	1	Strategy to reduce the flow of both owned pets and homeless animals into their care, which is accomplished by partnering with the community and providing resources and solutions.	Calculations by Animal Deferments, by each pet intervention program (Care Voucher, RTO assistance, and other PAF Programs), and by Zip Codes of pet owners assisted	Currently, most of these programs are sustained through donations and grants from external partners. Supplementary Measurements: Intake diversion by type (e.g., field, hotline) Intake diversion by need (e.g., medical, food, behavior, etc.) Diversions, LOS, fast-tracking of animals
(b) Length of Stay	1	Number of days between an animal's initial intake and final outcome.	Calculate Length of Stay by Outcome Type, Animal Type, Size, Age, Animal Care Center, Euthanasia Reason, Designation, and Intake Type	The overall goal is to reduce average length of stay by developing pathway plans for each animal and increasing positive animal outcomes.
(c) Euth of Adoptable			Calculations by Animal Type, Size, Breed, and Euthanasia Reason	Increasing adoptions (looking at particular zip codes, socioeconomic factors, other trackable identifiers)

Legend:

Neo - Neonate
 Juv - Juvenile
 OS - Owner Surrender
 PAF - Pets Are Family program
 LOS - Length of Stay
 ACC - Animal Care Center
 RTO - Return to Owner

4. Staffing (FTEs)	1	Measuring the capacity of each care center to meet the basic needs of animals and customers, and to implement robust intervention programming.	Calculations by Housing, Field, Medical, Behavior, Pathway Planning operations. Calculations by Vacancy Rate, Staff Retention, Staff Calling Out, Light Duty, Injuries, Job Satisfaction.	DACC Five-Year Staffing Plan submitted to Board of Supervisor.)
5. Community Cats	2	Outdoor, free-roaming cats.	Calculations by Spay/Neuters performed, #of Clinics Held, Zip Codes of Community Cats Spayed/Neutered, Kitten Finder Fosters, Resources (1) offered and (2) given	
6. Volunteer Program	3	The volunteer program includes both care center and foster volunteers who support the department by providing direct care, networking, and other critical services to animals in care.	Calculations by Active Volunteers, Volunteer Demographics, Volunteer Satisfaction, and Volunteer Retention	Goals are to increase volunteer engagement, retention, and recruitment.
7. Foster Program	3	Program made-up of volunteers who provide lifesaving foster care for vulnerable animal populations such as unweaned kittens or animals with medical needs.	Calculate by Active Foster Care Providers, Animals Placed into Foster Care (% and timeline), and Foster Animals by Type	The foster program is essential for providing temporary care and socialization for animals with behavior or medical needs, or for unweaned kittens and puppies.

Legend:

Neo - Neonate
 Juv - Juvenile
 OS - Owner Surrender
 PAF - Pets Are Family program
 LOS - Length of Stay
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Note: These benchmarks were developed in collaboration with the board motion committee made-up of leaders from nationally recognized animal welfare organizations.

DACC Policy Review - Board Motion Committee 2023	
Policy Name	Summary of Changes
Adoption	Updated to better reflect current DACC policies and to remove potential barriers to adoption.
Adoption Partners	Updated to remove language that might discourage rescues from applying to become an Adoption Partner or existing Adoption Partners from pulling (rescuing) more animals.
Animal Intake Procedures	Updated to better reflect current DACC operations and to make policies clearer for care center staff.
Euthanasia	Added language regarding the new three-plea system and redefined "adoptable animals"
Good Neighbor Cat Program	Revised to better align with DACC's Managed Intake strategies
Lost Animal Recovery and Assistance	Updated to better reflect current DACC operations and to integrate new resources available for lost/found pets.
Canine Behavior Assessment	Added more specific and refined language to make assessments less subject to interpretation by care center staff.
Chameleon Photographs	Added additional strategies for obtaining better photographs of animals upon intake.
Holding Times and Available Dates	Modernized language; changed available adoption date for kittens from eight to six weeks.
Owner Relinquished Animals	Added language on appointments for pet owners looking to surrender their pets; this will allow staff to engage with pet owners and connect them with resources to prevent pet surrenders.
Impounded Animal with Traceable Identification	Revised language to make duties and expectations clearer for animal control officers.
Pathway Planning ¹	New policy to develop a proactive and intentional plan for each animal's specific condition and the availability of DACC staffing and resources.

¹The Pathway Planning policy was a new policy that was developed in collaboration with the board motion committee.