

ANIMAL SERVICES DEPARTMENT

I. DEPARTMENT MISSION

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

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

This is accomplished by:

- Protecting the citizens of Contra Costa County from animal related diseases and from animal injury.
- Preventing animal cruelty, abuse, and neglect.
- Providing humane care and treatment of all animals in accordance with the Association of Shelter Veterinarians Guidelines and following the Five Freedoms.
- Striving to decrease our shelter intake, increase our live release rates and to reserve euthanasia for animals that have serious medical conditions with great suffering, or behavior issues that pose a threat to the public's health and safety and the animal's well-being.
- Keeping animals in their homes by providing resources and active counseling for owners looking to surrender their family companions.
- Increasing licensing and micro-chipping efforts to assist owners in reuniting with their lost pets.
- Providing spay/neuter services to reduce pet overpopulation.
- Educating the public about responsible pet ownership, including preventative medicine, spay/neuter, and vaccinations.
- Providing high-quality customer service and treating all individuals with respect, professional courtesy, and integrity.
- Creating collaborative partnerships that further our mission and increase our ability to serve the people and animals of Contra Costa County.

II. MAJOR PROGRAM DESCRIPTIONS

A. Field Services

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

- Assist police, fire, and citizen emergencies to handle animal-related concerns.
- Assist on search warrants to subdue animals safely.

- Enforce and educate the public on state laws and County ordinances regarding animal welfare.
- Investigate allegations of inhumane treatment towards animals. These investigations may result in criminal charges, but often result in owner education and veterinary care.
- Investigate animal bites and state mandated quarantine of the biting animal.
- Investigate potentially dangerous or dangerous animal incidents.
- Rescue trapped or injured domestic animals.
- Impound strays from the field. These include sick and injured domestic animals that require emergency care.
- Respond to calls to contain loose livestock and transport them to a safe enclosure.
- Remove dead animals. This is a non-mandated service and one of the most widely asked for among the jurisdictions. Dead animals (domestic and wild) are picked up from public roadways and domestic animals from private property.

B. Center Operations

Provide compassionate, temporary husbandry and veterinary care to injured, sick or in danger homeless, abandoned, and assist lost animals in reuniting with their families during their stay at the shelter. Strive to enhance the lives of these pets while they await placement into caring homes.

1. Shelter Services

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

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

2. Medical Services

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

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

3. Spay/Neuter Clinic

Provide targeted low-cost pet spay/neuter services to Contra Costa County residents, while ensuring mutuality, equity, and justice to all service users. The work in the clinic will also fulfill the mandate to have all adopted animals spayed or neutered prior to adoption or release back to an owner based on our County ordinance.

C. Administration Services

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

1. Personnel

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

2. Finance

Provide general management of the Department's expense and revenue information and accounts by creating and maintaining internal budget financial controls.

3. Customer Services

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

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

D. Community Services

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

1. Volunteer Program

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

2. Admissions and Adoptions Programs

Manage the Department's admissions and adoption programs, including the lost and found services programs to ensure positive outcomes for the animals in its care. The admissions and adoptions program also oversees the Department's pet retention program, which is focused on keeping pets in their loving homes.

3. Community Education

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

4. Marketing

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

5. Spay/Neuter Clinic

Provide targeted low-cost pet spay/neuter services to Contra Costa County residents, as well as fulfill the mandate to have all adopted animals spayed and neutered prior to adoption.

III. DEPARTMENT ACCOMPLISHMENTS

A. Field Services

1. As a result of service level changes implemented in October of 2020, the Department has reduced call volume and has improved officer response times. Calls now average between 30-50 calls per day compared to 200-300 calls per day before the changes. The Department is continuously assessing its calls for services and response times, which is approximately 90% at this time, for all call priorities.
2. Due to the COVID-19 pandemic, the Department adapted its service delivery model to allow our Field Services unit to perform essential public safety duties while ensuring the health and safety of the public and CCAS officers. A few of the actions it implemented were:
 - a. Minimizing public contact- referring pet owners to online supports for licensing, code enforcement and dead animal pick up.
 - b. Handling priority 2 and 3 calls via phone and facetime.
 - c. Minimize impoundment of stray animals (unless aggressive, sick, or injured)
 - d. Utilizing Zoom for Dangerous Animal and Noise Ordinance Hearings.
3. In July 2020, the Department moved all dispatching services to the Contra Costa County Office of the Sheriff. This transition benefited CCAS by providing a higher level of Officer safety, while increasing our service delivery.

B. Medical Services & Resources

1. **Foster Care:** The work in 2019 by staff and volunteers to build a more solid foundation for a dog foster program allowed us to be on firm footing when Covid-19 impacted the shelter. CCAS was able to place almost 80 dogs into foster immediately upon the stay at home order being enacted. These pets were then able to enjoy family life and remain healthy and were well cared for by their new foster families. Community outreach brought overwhelming support provided supplies for foster families including crates, bowls, leashes, collars, and harnesses.
2. **Food Bank:** One CCAS response to Covid-19 was to create a pet food bank. Donations received from our CCAS community provided of food to those in need in our community. During 2020, we served over 97 pets and distributed over 3,300 pounds of pet food.
3. **Spay Neuter:** CCAS was able to enter into an agreement with a local non-profit animal rescue/shelter for them to utilize the Department's spay neuter facility when it otherwise would sit idle on days when CCAS is not using it. This contract will increase low/no cost spay neuter in the County.
4. **Well-Being/Five Freedoms:**
 - a. CCAS was able to expand its parking lot and develop other property into an additional play yard increasing the off-street parking for citizens visiting the shelter as well as providing an additional safe play area for dogs.
 - b. CCAS was able to rearrange existing spaces to provide an indoor dog enrichment/exercise room and cat enrichment room. This has allowed staff to provide exercise for dogs when outdoor activity is not possible (rain, smoke, excessive heat). Cats housed in cages enjoy stretching their legs and engaging with staff in a home like environment.
 - c. Shelter Animal Care Technicians attended in house trainings with the Department's behavior team and are now working on daily enrichment for our dog and cat population.
 - d. CCAS installed a music system into the dog and cat kennel areas to providing a soothing, calm environment for the pets while they are at the shelter
5. **Length of Stay:** In 2020 CCAS has continued to see improvements in LOS. CCAS continues to refine our processes for behavior and medical evaluations, spay/neuter scheduling, and adoptions, as well as broadening and deepening our Transfer Partner relationships, which has significantly and positively impacted our LOS.
 - a. In 2020, LOS for dogs reduced by 40 %. In 2019, a dog stayed an average of 17 days and in 2020 it was reduced to 10 days.

For cats, LOS was reduced by 44% from an average stay of 11.1 days in 2019 to an average stay of 6.2 days in 2020.

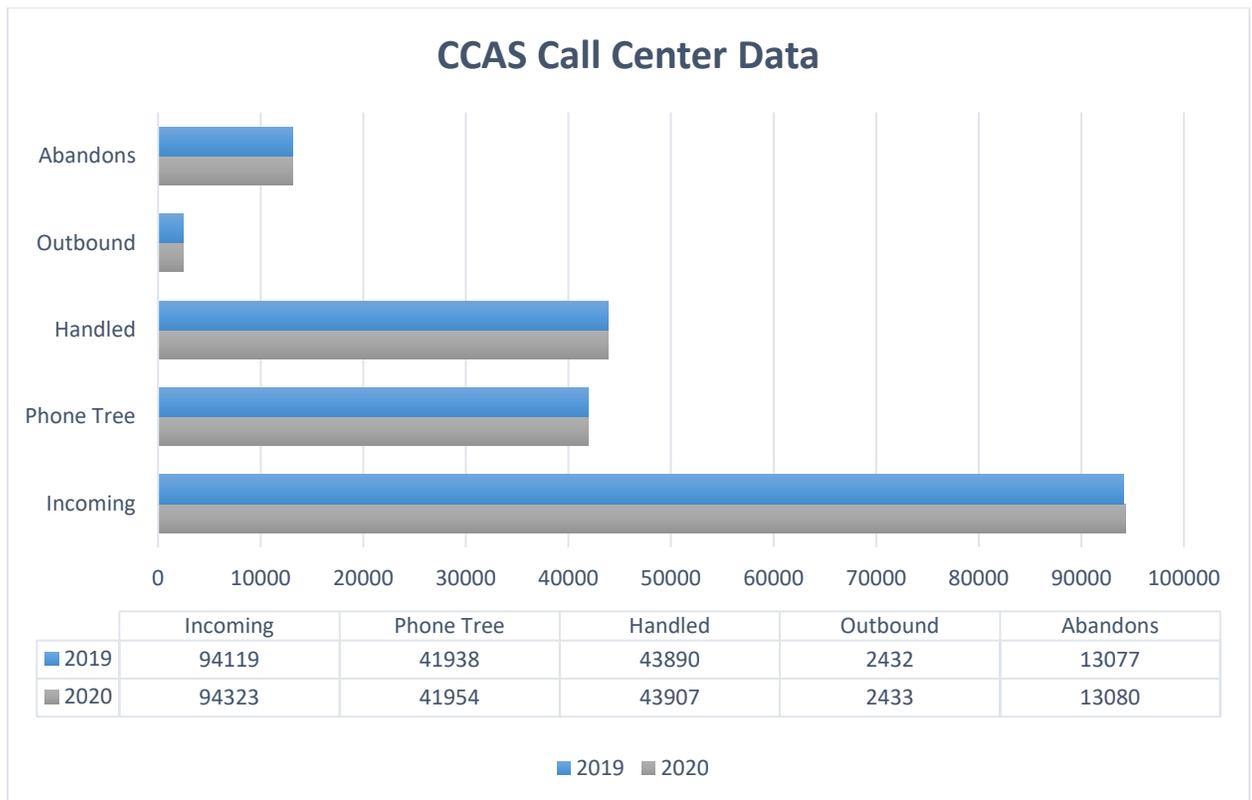
C. Community Education

The Department created a new online portal to assist County residents who have lost a pet, as well as people who have found a lost pet, in filing lost/found reports. As part of this process, the Department created a suite of educational materials and other resources to provide County residents who have filed lost/found reports to ensure they are aware of the steps they can take to find their pet or reunite a lost pet they found with the owner. Through the online portal, these resources are automatically emailed to anyone who files a lost or found report with the Department.

D. Customer Service

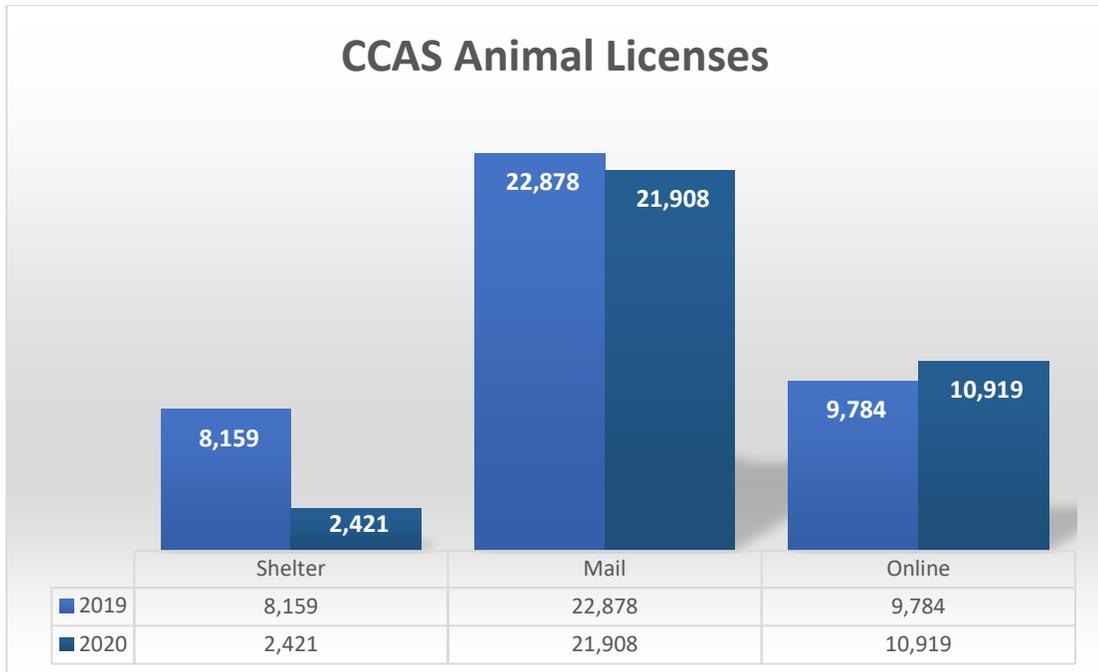
1. Call Center

The Department continually assesses the opportunities to employ new, innovative online processes to enhance our customer service experience, while reducing our call center hold times. In the Spring of 2020, the Department implemented an online reporting option for deceased animal pick up services.



2. Licensing

Petdata services has been providing animal licensing services for CCAS since 2018. The Department continually assesses its licensing program to enhance the customer service experience. The Department is evaluating its return-to-owner program to focus on returning lost pets to their homes. These best practices will decrease our stray animal intake, while promoting the health and safety of our community pets.



IV. **DEPARTMENT CHALLENGES**

A. Field Services

In December 2019, the Department presented a fee for services plan to the County's Finance Committee, who referred the plan to the Board of Supervisor in January 2020 to increase our fees for services rates. After receiving approval by the Board of Supervisors in January 2020, CCAS ensured all contracted Cities were immediately informed of the increase. The Department's contracted Cities expressed their concerns during a March 2020 Public Managers Associations (PMA) meeting and advised that they did not agree and support the County's recommendation to increase our rates for services for FY 2020/21.

In the Summer of 2020, the Department assessed its call volume and identified that it was not able to manage its daily beat call volume, which at times reached over 450 calls for service per day. The Department identified that it was necessary to move forward on reducing service levels. In October of 2020, the Department eliminated its calls for wildlife and reduced service hours from 8:00 am to 12:00 am with on-call services to 8:00 am to 9:00 pm without on-call services.

B. Center Operations

The Pet Evaluation Matrix (PEM) needed significantly more updating and development than previously realized. Time was spent in 2020 making the PEM more robust in reflecting the range of medical and behavioral cases seen at CCAS. The Department will further assess and begin implementation of the PEM for the following reporting period.

C. Administration

The Department's Customer Service operations were impacted in 2020 as a result of the COVID-19 pandemic. These impacts allowed the Department to identify and

establish further online systems/programs to promote virtual options for our residents, which led to new, innovative virtual service options that allowed the Department to provide essential services during the pandemic and ultimately enhanced the Department's Customer Service experience.

D. Community Services

Due to local and state restrictions related to the COVID-19 pandemic, the Department was forced to cancel most of the planned community clinics, mobile adoption, and other events in 2020. In response, the Department has adapted our mobile service delivery model to allow us to provide services in the various communities of Contra Costa County with appropriate safeguards in accordance with local and state health orders.

V. 2020 PERFORMANCE INDICATORS

Goal:

Implement online reporting process for deceased animal reporting and reduce the department's call volume to improve its customer service experience.

Measurement:

The Department developed and implemented a new online Deceased Animal Reporting portal. The portal has since received over 1,000 reports. The Department also implemented online portals to allow for virtual adoptions, appointments to the spay/neuter and vaccination clinic as a means of improving customer service while enabling the Department to continue to provide services during the COVID-19 pandemic.

Goal: Manage the Department's adoption programs, including the recruitment and training of adoption counselors, to ensure positive outcomes for the animals in our care.

Measurement: The Department redesigned its adoption program, by transitioning services to a virtual adoption program to allow for members of the public to adopt animals during the COVID-19 pandemic. This approach allowed the Department to maintain this public service while also providing meaningful ways for our volunteer adoption counselors to contribute to our work, by facilitating adoptions for the public and training other volunteers in this new process.

Goal: The Department plans to provide community education workshops in collaboration with local law enforcement agencies on animal ordinances and service programs in high-risk areas within the County.

Measurement: Despite COVID-19, the Department was able to provide a variety of contactless public education opportunities. Utilizing our collective creativity and online innovations, the Department was able to provide a considerable level of public education during the pandemic. These opportunities involved three free drive-through microchip clinics in targeted communities, numerous pet ownership and informational videos on social media featuring our vets and virtual community presentations to local stakeholder groups.

Goal: Implement the Department's pet evaluation matrix (PEM) created in prior year to track animals from intake to outcome.

Measurement: The Pet Evaluation Matrix (PEM) needed significantly more updating and development than previously realized. Time was spent in 2020 making the PEM more robust in reflecting the range of medical and behavioral cases seen at CCAS. The Department will further assess and begin implementation of the PEM for the following reporting period.

Goal: Increase the Department's online transaction processes to provide user friendly transactions for public fees. Creating online service options will increase the ability for citizens to access and utilize Department services.

Measurement: The Department's online customer service experience is an area our administration division has been assessing since 2017. Our most successful virtual platform was in 2018, when the Department implemented its online licensing system, which allowed public to complete their transactions with a more user-friendly and efficient platform. The success of this program implementation increased the Department's awareness to explore other virtual business models, which was also prompted by the COVID-19 pandemic. The Department is now running various fee-for-services online, which has assisted both the public and customer service experience. Services that were historically in-person have now moved to a virtual process like our Adoption, Lost & Found and Spay/Neuter services. These successful virtual programs have increased our ability to provide better customer service, return animals home, or find them a new home.

VI. **2021 Administrative Performance Goals**

GOAL

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

GOAL

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

GOAL

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

GOAL

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

VII. DEPARTMENT DATA

BUDGET: \$11,868,682
FTE: 71

Staff Profile by Function and Level

OCCUPATIONAL CATEGORY	TOTAL
Officials and Administrators	2
Professionals	6
Technicians	25
Administrative Support	15
Service Maintenance	12
Total:	60

RACE/ETHNICITY	MALE	FEMALE	TOTAL	PERCENTAGE
White	8	19	27	45%
African American/Black	2	1	3	5%
Hispanic/Latino	7	15	22	37%
Asian American	1	2	3	5%
Native Hawaiian/Pacific Islander American	2	1	3	5%
American Indian/Alaskan Native	1	1	2	3%
2 or more races	0	0	0	0
TOTAL:	21	39	60	100%