



LOS ANGELES COUNTY

ANIMAL CARE & CONTROL | **redefining CARE**



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 DACC. 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 DACC 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
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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.

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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.

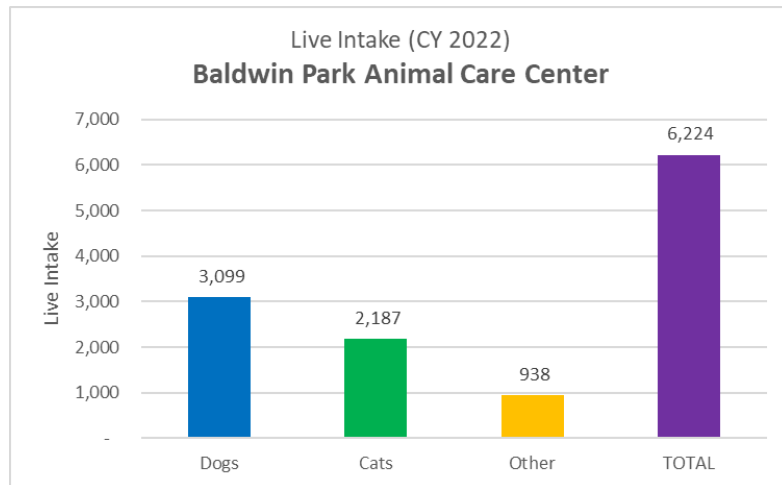
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

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.

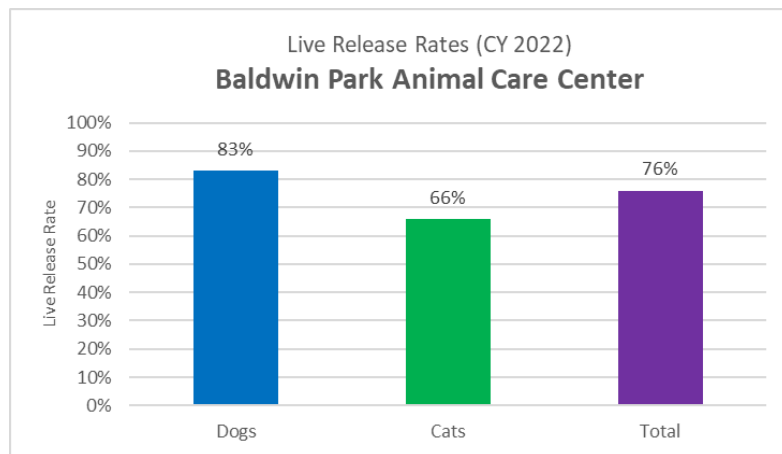
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

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
<i>Animal Housing and Care (based on gap analysis)</i>			
Animal Care Attendant I	\$ 102,876	12.00	\$ 1,234,513
Animal Care Attendant II	\$ 106,984	11.00	\$ 1,176,828
<i>Field Response (based on gap analysis)</i>			
Animal Control Officer I	\$ 111,321	5.00	\$ 556,606
Animal Control Officer II	\$ 119,830	5.00	\$ 599,150
<i>Behavior and Enrichment (80% of dogs participating in playgroup at least five days per week)</i>			
Animal Care Attendant II	\$ 106,984	3.00	\$ 320,953
Animal Control Officer I	\$ 111,321	1.00	\$ 111,321
<i>Customer Service Center</i>			
Intermediate Typist Clerk	\$ 97,285	6.00	\$ 583,709
<i>Pathway Planning</i>			
Placement Coordinator ¹ (ACA II)	\$ 106,984	1.00	\$ 106,984
Intervention Specialist ² (Community Center Specialist II)	\$ 138,500	2.00	\$ 276,999
<i>Human Resources</i>			
Administrative Services Manager I	\$ 211,834	2.00	\$ 423,667
Administrative Services Manager II	\$ 226,673	1.00	\$ 226,673
<i>Administrative Support</i>			
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.

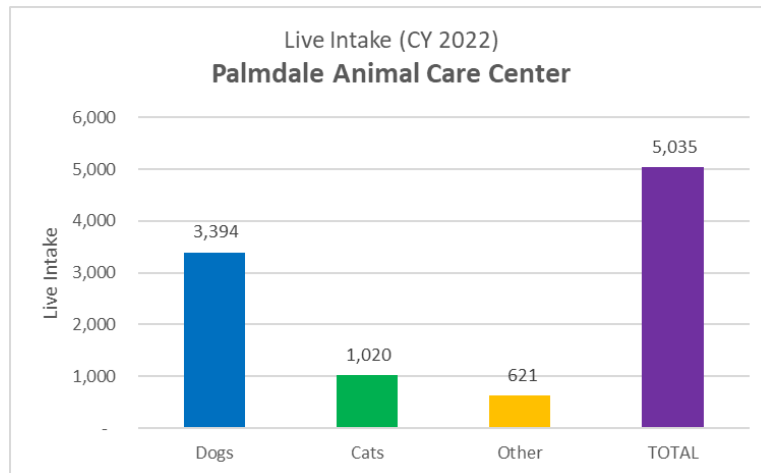
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

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.

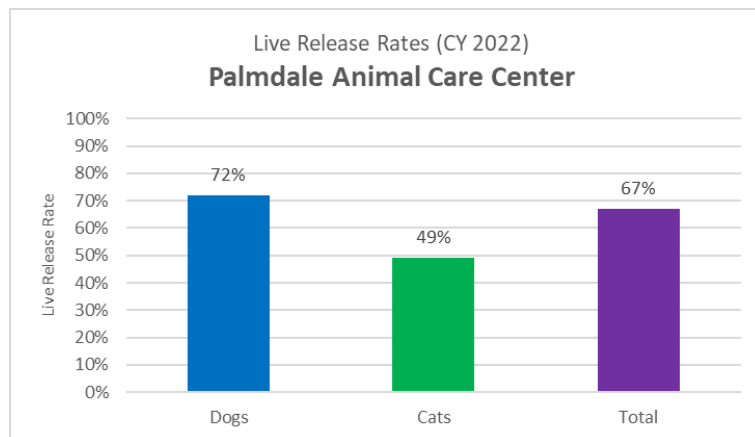
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

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	
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.

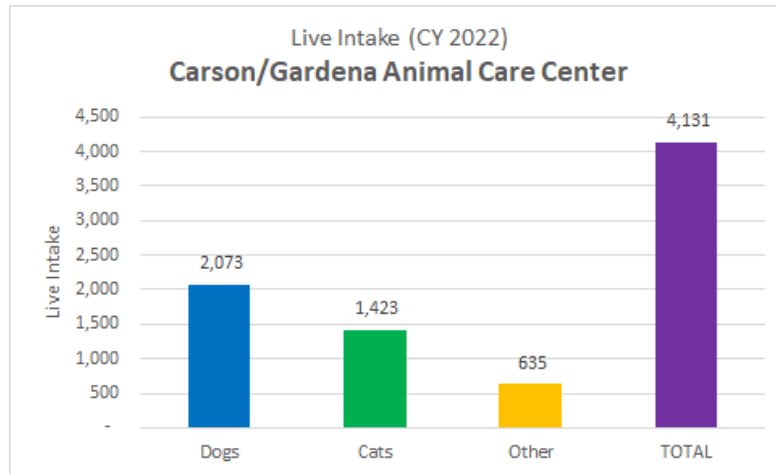
Note 2: The Department is exploring administrative needs with the CEO Classification and Compensation Division to determine what positions will be needed to support the increased workforce.

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

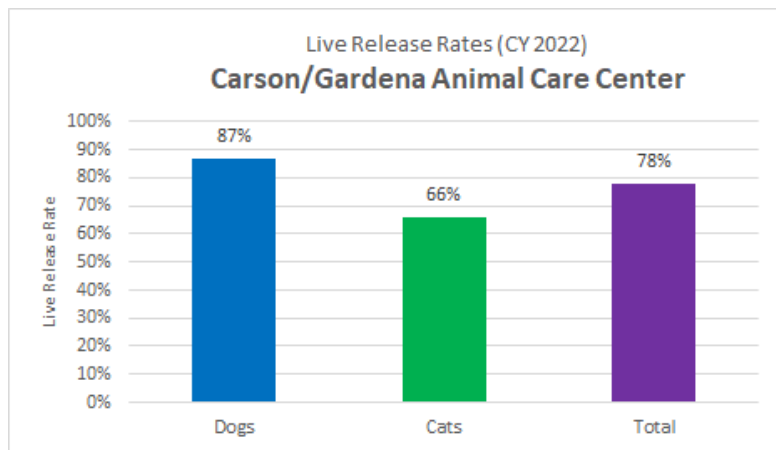
Carson/Gardena Animal Care Center

Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:



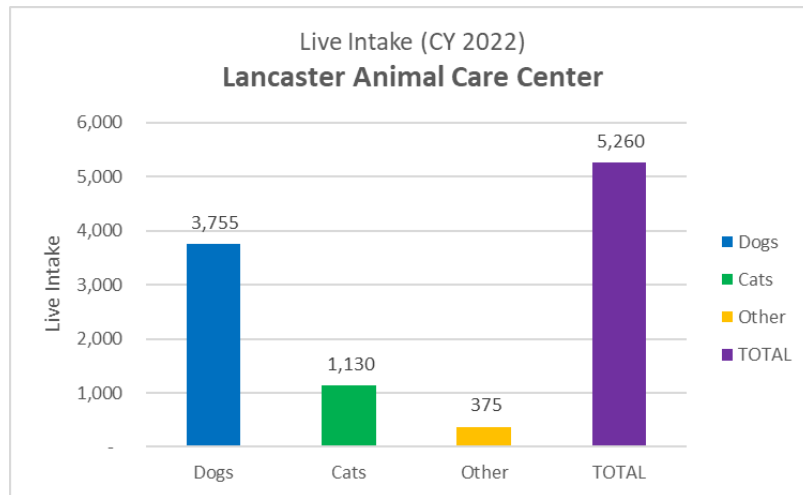
Live Release Rates:



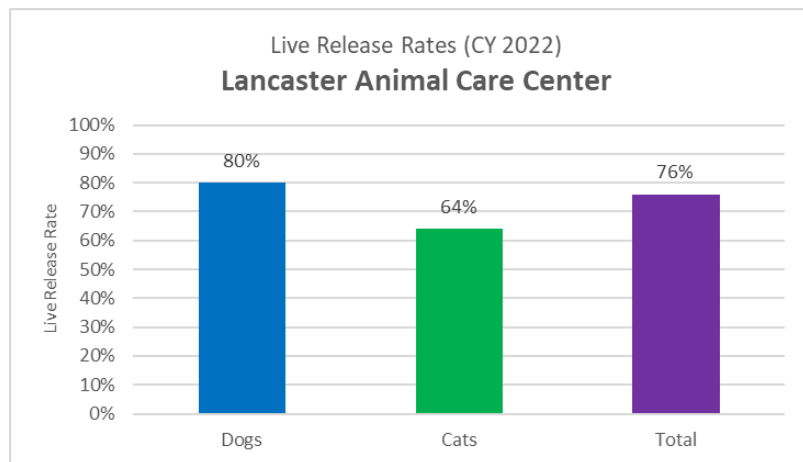
Animal Care Attendant - Carson/Gardena Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Bldg 1	1	1	1	1	1	2	2
Bldg 2	2	2	2	3	3	3	3
Bldg 3	3	4	4	4	4	4	5
Cat/Barnyard	5	5	5	5	6	6	6
Behavior & Enrichment Support	6	6	7	7	7	7	7
Behavior & Enrichment Support	8	8	8	8	8	9	9
Swing Shift	M	T	W	Th	F	Sa	Su
Duties 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							
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	
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
<i>Animal Housing and Care (based on gap analysis)</i>			
Animal Care Attendant I	\$ 102,876	10.00	\$ 1,028,761
Animal Care Attendant II	\$ 106,984	9.00	\$ 962,859
<i>Field Response (based on gap analysis)</i>			
Animal Control Officer I	\$ 111,321	4.00	\$ 445,284
Animal Control Officer II	\$ 119,830	4.00	\$ 479,320
<i>Behavior and Enrichment (80% of dogs participating in playgroup at least five days per week)</i>			
Animal Care Attendant II	\$ 106,984	3.00	\$ 320,953
Animal Control Officer I	\$ 111,321	1.00	\$ 111,321
<i>Customer Service Center</i>			
Intermediate Typist Clerk	\$ 97,285	4.00	\$ 389,139
<i>Pathway Planning</i>			
Placement Coordinator ¹ (ACA II)	\$ 106,984	1.00	\$ 106,984
Intervention Specialist ² (Community Center Specialist II)	\$ 138,500	2.00	\$ 276,999
<i>Fiscal</i>			
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
<i>Facilities</i>			
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)			
<i>Fiscal</i>			
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
<i>Contracts and Grants</i>			
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
<i>Information Technology</i>			
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
<i>Human Resources</i>			
Deptl Human Resources Manager II	\$ 283,606	1.00	\$ 283,606
Deptl Human Resources Manager I	\$ 250,390	1.00	\$ 250,390
			\$ 33,216
<i>Administrative Support</i>			
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.

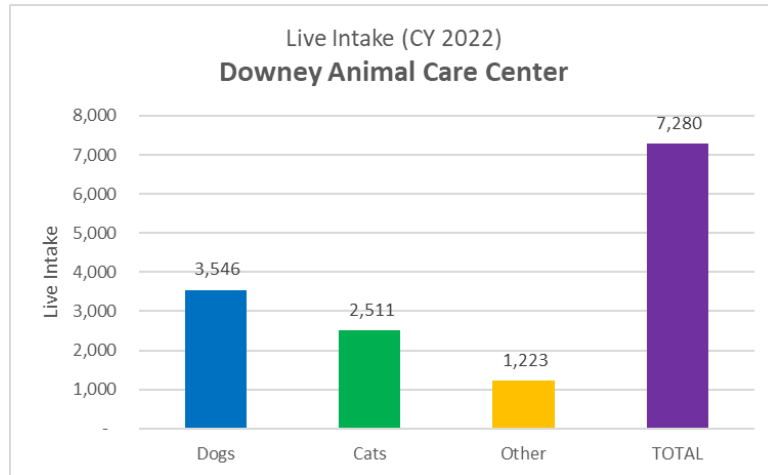
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

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.

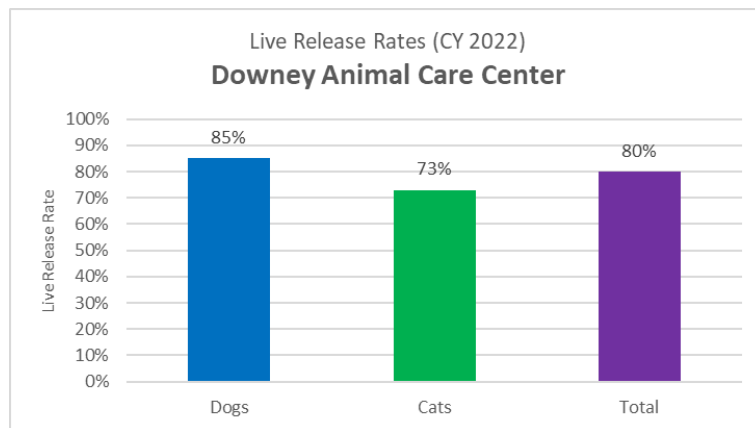
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

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	
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	
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
<i>Animal Housing and Care (based on gap analysis)</i>			
Animal Care Attendant I	\$ 102,876	14.00	\$ 1,440,266
Animal Care Attendant II	\$ 106,984	13.00	\$ 1,390,796
<i>Field Response (based on gap analysis)</i>			
Animal Control Officer I	\$ 111,321	12.00	\$ 1,335,853
Animal Control Officer II	\$ 119,830	12.00	\$ 1,437,960
<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	9.00	\$ 875,564
<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>Volunteer Program</i>			
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.

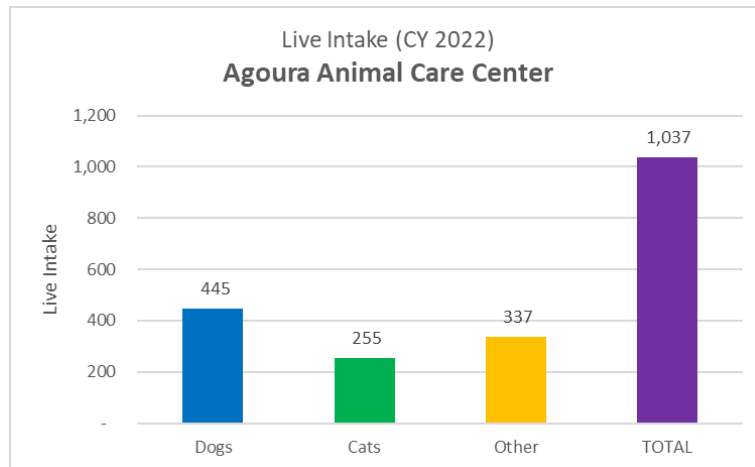
Note 1: An analysis is currently being conducted to determine appropriate positions for the Placement Coordinator and Intervention Specialist positions.

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.

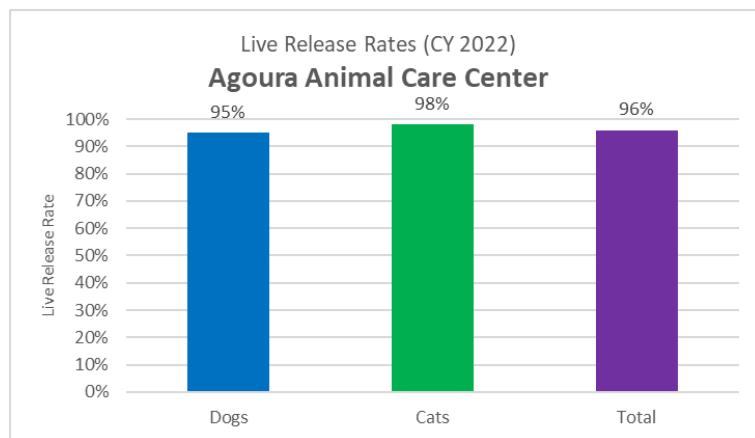
Note 3: Cost savings from increased field return-to-owners, reduced animal intake, and reduced length of stay not factored into total costs.

Agoura Animal Care Center Calendar Year 2022 Statistics and Staffing Needs

Live Animal Intake:



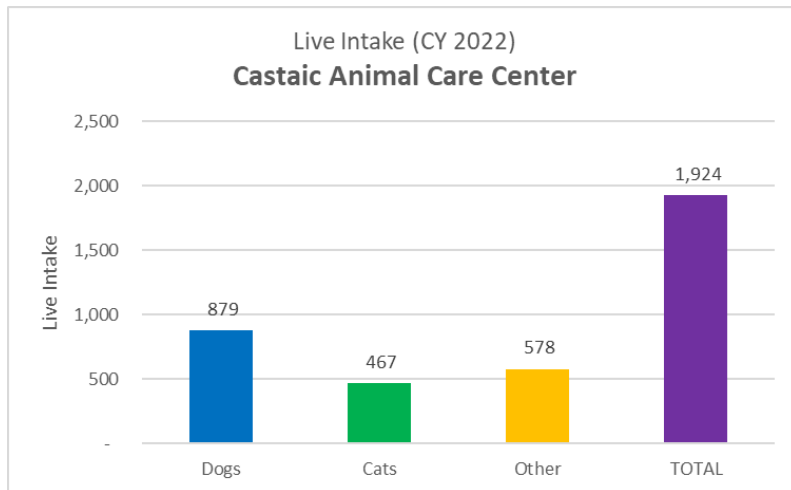
Live Release Rates:



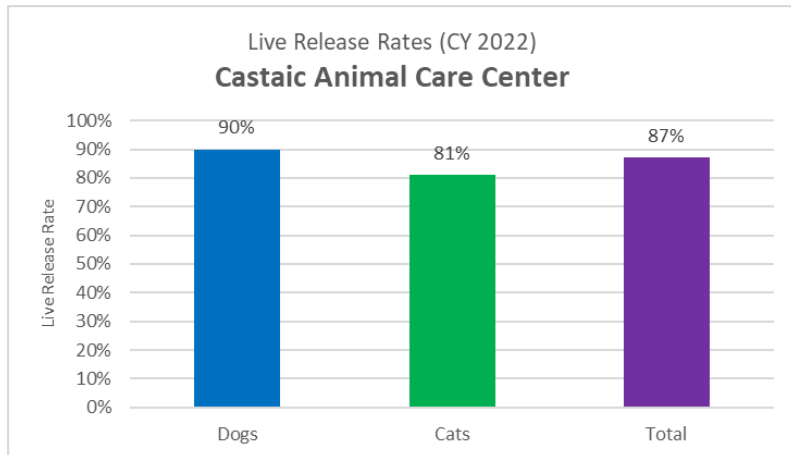
Animal Care Attendant - Agoura Animal Care Center							
Day shift	M	T	W	Th	F	Sa	Su
Dog Kennels	1	1	1	1	1	2	2
Cat Buildings	2	2	2	3	3	3	3
Clinic	3	4	4	4	4	4	5
Swing Shift	M	T	W	Th	F	Sa	Su
All Duties	5	5	5	5	6	6	6
Graveyard Shift	M	T	W	Th	F	Sa	Su
All Duties	6	6	7	7	7	7	7
All Duties	8	8	8	8	8	9	9
TOTAL 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:



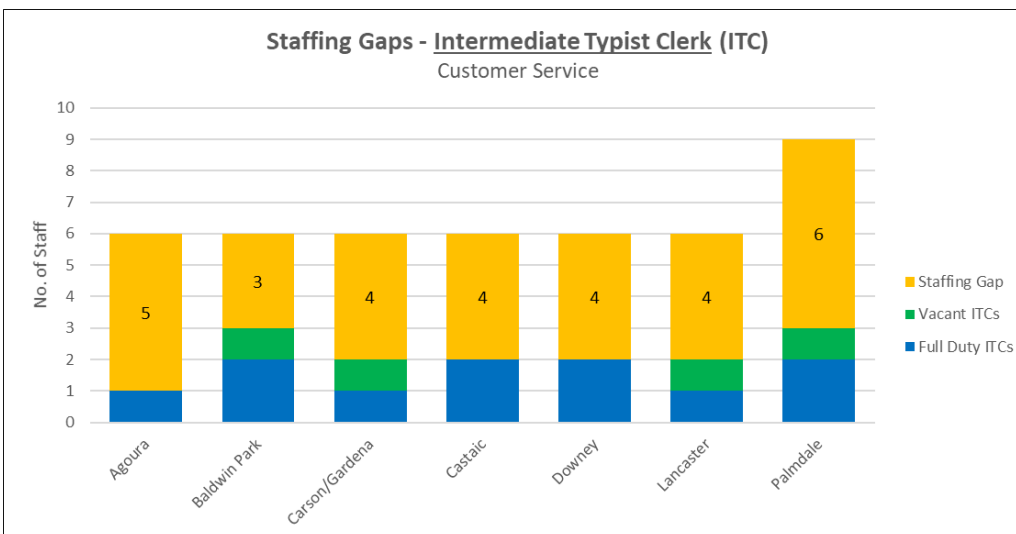
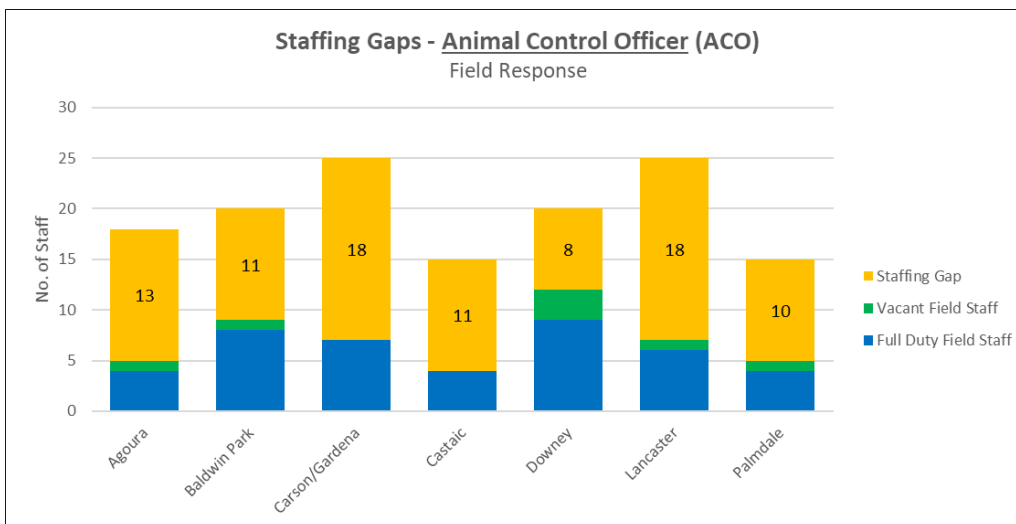
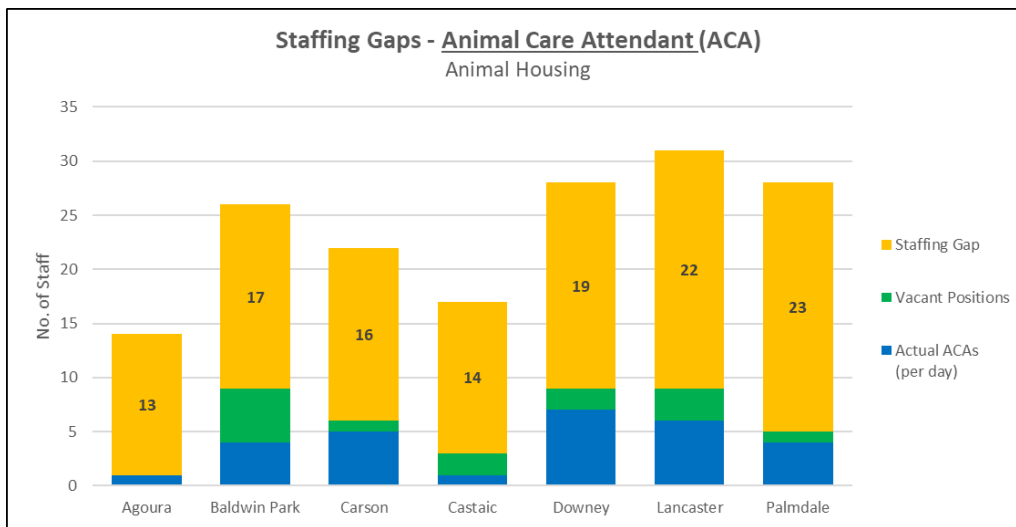
Live Release Rates:



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	
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	
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








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Final Audit Report

2023-06-20

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