



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: October 21, 2013 REPORT NO: 13-091
ATTENTION: Council President and City Council
SUBJECT: Animal Services Contract
REFERENCE: City Council Agenda of March 24, 2009, ITEM-104

REQUESTED ACTION: Enter into an agreement with the County of San Diego for the Department of Animal Services to continue providing all animal services within the City of San Diego to include field enforcement, sheltering, medical services, and dog licensing services for the period of Fiscal Years 2014 through 2018

STAFF RECOMMENDATIONS:

1. Authorize the President in his capacity under Charter section 265(i) to execute a contract with the County to continue animal services for the period July 1, 2013 to June 30, 2018
2. Authorize the expenditure of \$8,453,368 for estimated animal services for Fiscal Year 2014
3. Recommend that the County of San Diego review the current animal services fee schedule for possible rate increases

SUMMARY: Animal services can be viewed as three basic functions: protecting people from animals, protecting animals from people, and putting people and animals together for the benefit of both. For more than 42 years, the City of San Diego has contracted with the County of San Diego to provide comprehensive animal services. This action provides for a new five-year agreement for Fiscal Years 2014 through 2018. For the first quarter of Fiscal Year 2014, the City and County have been operating under conditions contained in the previously expired five-year agreement. This action will authorize the Fiscal Year 2014 expenditure of \$8,453,368, which was approved in the Fiscal Year 2014 budget.

BACKGROUND

The County of San Diego has been the animal services provider for the City of San Diego since 1971. Until Fiscal Year 1999, contract amounts and service levels were negotiated, sometimes for as short of a period as three months. Over the years, there were varying levels of satisfaction with the relationship, the level of funding, and the quality of services provided. In 1997, service levels hit a critical low.

1997 – Department of Animal Services Reorganization

In February 1997, the County launched a Zero Based Budgeting (ZBB) strategy to comprehensively review County departments. The Department of Animal Services (DAS) was selected to pioneer the ZBB effort because it had experienced three consecutive years of significant revenue shortfalls with corresponding staff and service cutbacks, considerable customer service complaints, and had one of the highest indirect cost rates of any County department.

In October 1997, the County launched a reorganization plan which included a streamlined licensing function, enhanced automation, and most significantly, a revision of the cost allocation methodology and dog-license revenue projections used in city contracts. The Department's problems were principally a result of the County entering into fixed-cost contracts with client cities, including the City of San Diego, based on revenue projections that were ultimately not attained. Each year that these revenue projections were not met, the County used its own funds to cover the shortfalls. To mitigate the loss, the County cut costs through reduced staff and service levels. Under the reorganization, client cities would be charged for a percentage of services based on their population and service-call volume. That cost would be offset by the actual revenue generated by the respective city. This expense-sharing model is still in place.

At the same time, the City of San Diego also reorganized its administration of the animal services contract by transferring responsibility to the Police Department. The Police Department was selected because San Diego police officers often work cooperatively with DAS officers on domestic incidents, and because action typically falls to police personnel when animal services are not adequately provided within the community.

As a direct result of this reorganization, over the past fifteen years there has been a complete turn-around in the relationship, resources, and quality of animal services provided to the City of San Diego. DAS has maintained a high customer service satisfaction rating (4.67 out of 5) and one of the lowest overhead rates (10%) in the County.

1998 – Shelter Construction and Care Improvements

In 1998, a series of newspaper articles was published on the failing condition of County shelters. In response to the public outcry, the City of San Diego and County pledged to provide significantly better animal services and improved facilities, starting with the Central Shelter at Gaines Street.

The Central Shelter had deteriorated to the extent of needing to be completely replaced; adequate and humane animal services could no longer be provided there. The shelter, owned by the City of San Diego and located on City-owned land, was housed in a facility that was not originally designed to shelter animals and had been remodeled and enlarged several times to accommodate the needs and number of animals.

In November 1998, the City and County together convened a panel composed of City and County officials and concerned citizens. Based on the recommendation of that panel, in March 1999, the City Council approved use of the existing site for building a modern and expanded facility. In June 1999, the City Council approved an \$8 million financing plan, which included

\$2 million from the City, \$2 million from the County, \$2 million in private donations, and \$2 million from public fundraising. It also authorized the City Manager to negotiate with the San Diego Humane Society and SPCA (SDHS) for the sale of a portion of the Gaines Street property to allow for co-location of a SDHS facility on the same site. In November 1999, the City Council approved a \$4 million donation – \$2 million each – from Helen K. Copley and Joan Kroc. The pledge agreement between the donors and the City includes clauses that outline specific requirements: operation and maintenance of the shelter for at least twenty years and adoption of a “no-kill” policy. A “no kill” shelter is basically one where animals are only euthanized if they are too sick to be treated or too aggressive to be suitable for adoption. This policy was consistent with the direction already taken by DAS.

The Kroc-Copley Animal Shelter was opened in May 2003. It was built as a state-of-the-art facility and was the first animal shelter in the nation to be a joint-use campus between a private and a public entity.

2000– A “No-Kill” Goal

In May 2000, the County Board of Supervisors approved a comprehensive plan to make San Diego a “no-kill” county by 2005. The goal of the plan was to end euthanasia of all adoptable and treatable companion animals by creating a community of good citizens – people and pets. The plan provided a framework to reach this goal and included five regional strategies: educate and inform, promote spaying and neutering, encourage stable homes, increase adoptions, and provide incentives and enforcement. These strategies were developed by a committee composed of representatives of humane sheltering agencies, animal advocacy groups, and animal care professional organizations in the County. Although San Diego is not yet a “no-kill” county, no healthy, friendly animals have had to be euthanized at DAS shelters since Fiscal Year 2003. However, DAS currently has an 28.3% euthanasia rate for *treatable* animals. While past efforts have resulted in major progress, it will take continued investment by the County and the City to attain the joint goal of eliminating euthanasia of all healthy, friendly, and treatable animals.

2007– The San Diego Animal Welfare Coalition

In October 2007, public and private animal sheltering organizations in San Diego County formally joined together in cooperative effort called the San Diego Animal Welfare Coalition (SDAWC). The eight organizations are the Chula Vista Animal Care Facility, County of San Diego Department of Animal Services, El Cajon Animal Shelter, Escondido Humane Society, Helen Woodward Animal Center (not currently a participant), North County Humane Society and SPCA, Rancho Coastal Humane Society, and the San Diego Humane Society and SPCA. The goal of SDAWC’s “Treatable Pet Initiative” was to reduce the euthanasia of treatable animals in Coalition shelters by 20% by the year 2010, and to end the euthanasia of treatable animals by 2020.

All of the members of the group are dedicated to working together so that every shelter in San Diego County has a safety net if it becomes overcrowded. When there are resource concerns, the shelters help each other by transferring animals to facilities that have more room or a better ability to provide care for those animals.

Because cats, and especially kittens, with upper respiratory infection represent a large percentage of treatable animals euthanized, it was recognized that a special feline holding facility, primarily for kittens eight weeks and under, would be critical to success. The facility would accept transfers from all SDAWC partners, and these kittens would receive specialized care prior to adoption. In December 2008, SDHS received \$1.4 million in funding through a bequest from a San Diegan to cover the costs of the program for the first year. A facility for kittens adjacent to the DAS/SDHS campus became operational in Spring 2009.

It is anticipated that a future focus of DAS and their SDAWC partners will be the issue of “community” cats, as unsocialized cats and kittens make up a large percentage of the animals euthanized in regional shelters as behaviorally untreatable.

The Animal Services Contract

The animal services contract, as written, was originally the product of nearly a year of effort by representatives of the County and each of the nine cities then served by DAS. It has remained intact for three five-year contract terms and has been re-reviewed by the City Attorney’s office for this requested action. One of the main purposes of the agreement was to provide a fair, equitable, and transparent means to apportion DAS operational costs between the County and each of the client cities. Another objective, achieved with a multi-year agreement, was to attain a level of stability in funding that would allow the DAS to effectively plan and implement service and capital improvements.

Contract Terms

The net cost for animal services is based on a fixed gross cost, forecasted revenues, and spay/neuter program financing.

The gross cost is the total anticipated DAS operating expenditure less certain administrative costs. It is a fixed amount and is distributed based on allocation formula applied to all participants. Fifty percent of the cost is based on population and fifty percent of the cost is based on service demand among the unincorporated County and six current client cities.

COST SHARING METHODOLOGY				
JURISDICTION	50% Cost by Population		50% Cost by Service Calls	
	Population	Percentage Share	Service Calls	Percentage Share
Unincorporated	495,281	24.08%	8,627	28.13%
Carlsbad	107,674	5.24%	1,056	3.44%
Del Mar	4,194	0.20%	72	0.23%
Encinitas	60,346	2.93%	745	2.43%
San Diego	1,321,315	64.25%	19,213	62.66%
Santee	54,643	2.66%	792	2.58%
Solana Beach	13,000	0.63%	158	0.52%
Total	2,056,453	100.00%	30,663	100.00%

The Spay/Neuter Trust Fund expenditure is based on 5% of the City's projected license fee revenue. It is anticipated that the City's Spay/Neuter Trust funds will be fully expended before the close of the fiscal year.

The City of San Diego receives a revenue credit for all fees and fines collected by the County from City residents. If the full amount of estimated revenues is not collected, then the City owes the County additional funds. If more revenue is collected than was estimated, then the City receives a refund. At this time, it is anticipated that Fiscal Year 2013 actual revenue will approximately equal the projection of \$1.635 million.

Agreement Renewals

On August 3, 1998, the City Council authorized the City Manager to execute an agreement with the County of San Diego to provide animal services for the five-year period of July 1, 1998 through June 30, 2003 (Document No. RR-290573). On August 4, 2003, a contract extension for the five-year period of July 1, 2003 through June 30, 2008 was authorized (Document No. RR-298276). On March 24, 2009, a contract extension for the five-year period of July 1, 2008 through June 30, 2013 was authorized (Document No. RR-304741). A new five-year agreement has been reviewed and approved by the City Attorney's Office.

Although the City of San Diego and DAS have been operating without a formal agreement renewal through the first quarter of Fiscal Year 2014, staff from both agencies have been working cooperatively to meet all existing covenants. Delays in entering into the agreement were primarily attributed to reallocation of budgeted monies. The budgeted dollars for the contract were temporarily reassigned to different contracts and had to be redirected. The necessary funds for the Animal Services contract are 100% funded within the Police Department and were included when the City Council approved the Fiscal Year 2014 General Fund budget.

DISCUSSION

1. Scope of Animal Services Provided to the City of San Diego

The County Department of Animal Services protects the public from dangerous animals, protects animals from abuse and neglect, and rescues thousands of unwanted, abandoned, or lost pets each year. Without a contract with the County, performance of these critical services would be the direct responsibility of City of San Diego.

Field Services and Investigations

DAS Animal Control officers are authorized to investigate possible animal related law violations and take appropriate enforcement action. Each year officers conduct thousands of investigations, ranging from relatively minor code violations to felony animal cruelty cases. In some cases, officers may promote voluntary compliance by educating owners about their animal care responsibilities; other situations may warrant administrative action and/or an arrest and criminal prosecution. DAS officers respond to violations on private property and on public property such as City parks. They also inspect and license all commercial and non-commercial dog kennels. Enforcement includes the City's recently enacted "puppy mill" ordinance (at no additional contractual cost to the City). Using DAS officers allows San Diego Police officers to focus on non-animal-related public safety issues.

Disaster Preparedness and Emergency Response

DAS officers rescue animals that are stray, sick or injured, or endangered by floods, wildfires, or other emergency situations. DAS is the lead agency for any disaster that impacts animals in San Diego County and the City of San Diego, and has a comprehensive Operational Area Emergency Plan and Continuity of Operations Plan. The Department maintains a “Strike Team” of specially trained officers who can respond rapidly to disasters and assist in the rescue of displaced domestic pets and livestock.

DAS officers evacuated hundreds of animals during the 2003 and 2007 wildfires and provided shelter and housing for thousands of those animals at numerous sheltering locations including Qualcomm Stadium and the Del Mar Fairgrounds. DAS officers also were on scene for the first several days of the La Jolla landslide, entering residences to rescue animals or provide food and water until the property owners were allowed back into the residence. DAS officers also evacuated and housed horses during the December 2008 Tijuana River Valley flood. As a result of the successful evacuation and sheltering of animals during the 2003 and 2007 firestorms, DAS has been nationally recognized as a leader in the area of disaster preparedness and response.

Rabies Vaccination and Licensing

DAS investigates all animal bites and human exposures to rabies, provides low-cost rabies vaccinations, and processes licenses for dogs. Rabies vaccination of dogs (a prerequisite for licensing) has been highly effective as an animal and public health measure, and is especially important in areas like San Diego where the potential threat of exposure to rabies from wildlife is a significant concern. The owner of every dog over the age of four months is required by law to ensure their pet is currently vaccinated against rabies and licensed. Dog license tags provide a uniform system of identification, as well as a visible means of ensuring that an animal has been vaccinated against rabies. DAS provides on-line licensing services, “One-Stop” vaccination and licensing through local veterinarians; and low-cost “Rabies Vaccination and Dog Licensing Clinics” are held weekly at each shelter and throughout the year at various locations.

Sheltering and Veterinary Medical Services

DAS operates three shelters which house and provide humane and sanitary care for impounded, stray, abandoned, lost, and homeless animals while they await reclaim or adoption. Veterinary medical services include on-site veterinarians, 24-hour emergency medical treatment for injured animals, inoculations for impounded animals, and management of quarantined biter animals.

Lost and Found

DAS assists individuals who have lost or found a pet with tips, fliers, and logs at all three shelters. Verbal descriptions of found animals are available 24-hours-a-day via an automated, voice-recognition telephone system, as well as descriptions and digital photographs of all found animals on the website. To further increase the chance of lost animals being quickly reunited with their owners, any animal adopted from the County shelters, and virtually all lost pets reclaimed by their owners, are implanted with microchip identification. DAS also offers low-cost microchip pet identification and registration at all Department-sponsored rabies vaccination and dog licensing clinics.

Adoption

A primary objective of DAS is to place sheltered animals in new permanent, responsible and loving homes. To ensure the best fit between human and animal companions, adoption counselors screen applicants, conduct interactions between potential adopters and dogs and cats, assist with the adoption process, and provide adopters with written and video information on pet care and responsible ownership.

DAS also operates a canine behavior assessment program to help staff identify dogs that can be made available for adoption to the general public, as well as those that have special needs or could pose a safety risk. Volunteers play an integral role working with the animals on socialization to increase adoptability.

To augment its own adoption efforts, DAS collaborates with private shelters and more than 180 animal rescue organizations. Groups enter into a formal agreement with DAS to properly care for, alter, and place the animal in an adoptive home, and the Department waives adoption fees and provides a streamlined transfer process. Approximately one in three sheltered animals are transferred to and placed into new homes through DAS adoption partners.

To ensure that no pet relinquished by its owner is euthanized without the owner's full understanding and consent, DAS has a "call-back" policy, giving the owner, at the time of relinquishment, the option of being contacted should it be determined that the animal would need to be euthanized. Approximately half of all owners choose the option to be contacted. Of those, approximately half return to the shelter to reclaim their pet. The DAS website also includes various pet care and behavior tips to help address problems that might develop between owners and their pets.

Spay/Neuter Initiatives

DAS educates the community on pet overpopulation, and provides low-cost neuter/spay assistance. To reduce the intake of sheltered animals, DAS has implemented numerous initiatives that provide incentives to control pet reproduction. Direct financial assistance, in the form of rebate coupons, is provided to pet owners who choose to have their pet sterilized by a private veterinarian. DAS also has negotiated agreements with local veterinary clinics to perform spay or neuter surgeries at or below specified fees, in return for direct referrals and listing on the DAS website. Additionally, DAS refers eligible pet owners to local organizations that can provide additional assistance, such as the Animal Welfare Foundation, the Feral Cat Coalition, and the Spay/Neuter Action Project (SNAP). SNAP operates the "Neuter Scooter," a mobile surgical facility that offers subsidized pet sterilization services to low-income owners in various regional neighborhoods.

Public Education

DAS provides education to the community on a variety of animal issues, but a primary focus is bite prevention. Animal Control officers visit classrooms throughout the year to teach children how to act safely in situations involving dogs. The program consists of lesson plans, reproducible worksheets, coloring pages, and an award-winning dog bite prevention video. Animal Control officers also provide bite-prevention training for employees at the Post Office, UPS, and various county and city departments. Participants are instructed on how to stay safe

when entering private properties and what to do when confronted by dangerous and vicious dogs in the performance of their duties. Animal Control Officers also speak to fourth-grade children regarding disaster preparation for their pets, helping to get the broader “readiness” message into San Diego homes.

2. Performance History

Over the past five years, the weak economy and dampened consumer confidence resulted in reduced consumer spending, which extended to pets and related goods and services, including veterinary care. Coupled with the rise in foreclosures, animal shelters throughout the country had experienced an increase in relinquishment, neglect and abandonment, and a decrease in adoptions.

San Diego shelters were also impacted, and there were concerns that the County shelters would approach the point where healthy, friendly animals would need to be euthanized. Cat intakes increased, intakes with treatable medical conditions increased, cat adoptions decreased, and fewer dogs were claimed than in the previous years. Fortunately, this trend appears to have stabilized and even improved in the past year.

Performance metrics are a critical tool in evaluating the value of the animal services contract to the City of San Diego. The significant improvements in animal services received by San Diego residents are well illustrated in overall DAS performance statistics.

Service-Level Indicators

DAS regularly reports various service-level indicators to its client cities. These include impound/disposition data and response rates to service requests. Performance across all indicators has improved over the past fifteen years for the City of San Diego.

- A 95% increase in adoption. In Fiscal Year 1998 the adoption rate was 22% relative to impounds, in Fiscal Year 2013 the rate was 50% relative to impounds. In Fiscal Year 2013, 7,442 animals were adopted by City of San Diego citizens, an all-time high.
- A 56% drop in euthanasia. In Fiscal Year 1998 the euthanasia rate was 62% relative to impounds, in Fiscal Year 2013 the rate was 32% relative to impounds.

IMPOUNDS/DISPOSITION		FY 1998	FY 2003	FY 2008	FY 2013
IMPOUNDED	Total	18,410	16,085	15,718	15,904
CLAIMED	Number	2,229	2,398	2,394	2,688
	Percentage	12.8%	18.1%	18.5%	18.1%
ADOPTED	Number	3,822	4,751	5,604	7,442
	Percentage	21.9%	35.9%	43.3%	50.1%
RESEARCH	Number	1	NA	NA	NA
	Percentage	0.0%			
EUTHANIZED	Number	10,744	5,846	4,958	4,718
	Percentage	61.6%	44.2%	38.3%	31.8%

SERVICE REQUESTS		FY 1998	FY 2003	FY 2008	FY 2013
PRIORITY 1 Within 1 hour	Number	2,791	2,766	3,313	3,973
	% Timely	88.8%	94.4%	95.4%	94.0%
PRIORITY 2 Within 12 hours	Number	2,736	2,303	3,038	3,587
	% Timely	83.0%	96.6%	97.1%	96.2%
PRIORITY 3 Within 24 hours	Number	13,088	10,267	11,366	10,241
	% Timely	60.4%	84.3%	88.2%	75.5%
PRIORITY 4 Within 72 hours	Number	80	780	351	740
	% Timely	68.5%	91.7%	97.3%	86.7%

Asilomar “Live Release Rate” Statistics

In August 2004, a group of animal welfare professionals convened at the Asilomar Conference Grounds to build bridges across varying philosophies, develop relationships, and create goals focused on ending the killing of healthy and treatable shelter dogs and cats in the United States. The outcome of the meeting was the Asilomar Accords, which include a set of guiding principles, standardized definitions, a statistics table for tracking shelter populations, and a formula for determining shelter live release rates. The purpose of the definitions, table, and live release rate formula is to produce a uniform system so that shelters and other stakeholders can get a better understanding of lifesaving progress nationwide.

The live release rate is basically the percentage of animals that leave shelters alive. The Department of Animal Services and its shelter partners have some of the best live release rates in the country. According to the most recent data from the National Council on Pet Population Study and Policy Shelter Statistics Survey, the San Diego region (across all shelters) has a 74% live release rate as compared to a national average live release rate of 36%. Typically, the percentage will be lower in open-admission shelters, like the County Department of Animal Services, which take in every animal regardless of health, age or behavior, than in limited-admission shelters, which often only take in pet relinquishments and healthy transfers.

ANNUAL LIVE RELEASE RATE/PERCENTAGE				
FISCAL YEAR 2013	DOG	CAT	OTHERS	TOTAL
County of San Diego	84%	56%	81%	74%
San Diego Animal Welfare Coalition	85%	65%	84%	77%

Accomplishments and Awards

The San Diego metropolitan area is considered one of the best places in the nation to be a companion animal due to widespread public support for animal issues. The long-term commitment of the City of San Diego and other client cities has supported DAS in some notable achievements over the past fifteen years:

- Enhanced veterinary care is now provided for shelter animals. In Fiscal Year 1998 there was no full-time veterinary staff. Currently there is a full-time veterinarian and nine full-time Registered Veterinary Technicians on staff, as well as new diagnostic equipment and improved medical facilities.

- The Spirit Fund, a trust account independent of the Department’s annual budget that is solely funded by private donations, was established to provide extra or extended care to those medical cases that are in need of specialized veterinary care. The use of specialists has significantly improved the level of veterinary care provided to the animals admitted to the shelter and has directly helped the Department towards its goal of reducing the euthanasia of treatable animals.
- Animal Control officers now receive superior training through the establishment of a regional Animal Law Enforcement Academy.
- The Dangerous Dog Task Force was established in response to an increase in repeat offenders and substantial injuries. The Department’s landmark administrative hearing process for the regulation of dangerous dogs has helped achieve a 10% reduction in dog-bite incidents since 1998. Every one of the Department’s hearing process and decisions has been upheld by the Courts.
- As a result of greater collaboration with local law enforcement agencies and prosecutors, there have been a number of well-publicized animal cruelty seizures and convictions, including the biggest cockfighting bust in U.S. history.
- In October 2011, DAS prevailed in a felony animal cruelty case where the defendant had beaten his girlfriend’s three dogs to death. The suspect was sentenced to five years in prison.
- DAS conducted an investigation into two dogs that attacked a 75-year-old San Diego resident in her own backyard in June 2011. The victim died on Christmas Eve of 2011 as a result of her injuries. Two defendants were convicted of involuntary manslaughter and sentenced to four years in prison.
- DAS has received national recognition and commendations for its expertise in disaster preparedness and response.
- In 2007, Dog Fancy magazine chose San Diego as the most dog friendly city in the country, due in part to its “cutting-edge shelters.”

Successful Partnerships

Developing and maintaining partnerships has been essential to the success of DAS. Partners include the City of San Diego and other client cities; Border Patrol and other law enforcement agencies; the San Diego County Veterinary Medical Association and individual veterinarians; breeders and other commercial entities; SDHS and other regional shelters; Shelter Pet Partners and other rescue organizations; individual volunteers; and members of the public. Some examples include:

- A joint effort with U.S. Customs and Border Patrol called the “Border Puppy Task Force,” initiated to halt the transport of puppies illegally smuggled from Mexico.
- A key role in “Project Safe House,” which helps victims of domestic violence leave abusive situations without leaving their pets behind.
- A participant in “Bark in the Park,” an event held at Dusty Rhodes Dog Park in Ocean Beach and organized by the Cabrillo, Del Sur and Bahia Sur Kennel Clubs. DAS offered a low-cost rabies vaccinations, dog licenses, microchipping, and coupons redeemable for spay/neuter services.
- A contributor in the San Diego Homeless Coalition’s “Project Homeless Connect.” DAS staff provided wellness exams, vaccinations, dog licenses, and microchips to numerous pets of the homeless.

- A partnership with San Diego Crime Stoppers since 2010, resulting in numerous tips regarding animal cruelty cases ranging from cock-fighting to neglected dogs.
- A partner in the San Diego Hoarding Collaborative helping to address animal hoarding.

City of San Diego Auditor Review

On an annual basis, the County audits its financial records and reconciles any accounting discrepancies. In the past, the City Auditor has performed periodic review of DAS expenditure, revenue and performance records. However, due to staffing limitations and auditor/comptroller functional reorganization, no formal audit had been performed by the City since 2000. A comprehensive performance audit of DAS was performed by the Office of the City Auditor (OCA) in Fiscal Year 2011. The OCA made ten recommendations to improve the implementation and oversight of the Animal Services Agreement, including negotiating changes to key provisions of the contract, bringing the Agreement into compliance with the City's General Fund User Fee Policy, and examining the permissibility of low-cost vaccination and microchipping clinics at Park and Recreation facilities. In addition, they recommended that the City Administration consider requiring the vaccination and registration of all cats in the City to better promote public health and more equitably distribute the burden or paying for the Animal Services Agreement to those who benefit from the service. Upon subsequent review by the City Attorney's Office, no changes to the Agreement were advised, and the earlier legal opinion on the prohibition of using dedicated Park land for the purpose of shot/chip/tag clinics was reaffirmed.

Grand Jury Audits

In 2005, the Grand Jury found that all three County animal shelters "utilize techniques that constantly improve the well being of San Diego's animal population. Whether by accident, sickness, or cruelty, animals often end up without proper care and feeding. Thanks to the hard work, knowledge and caring of the County shelters' staff and volunteers the mission of the Department of Animal Services to protect the health, safety and welfare of people and animals is being fulfilled." Their report further stated, "There is no magic formula for turning things around. A combination of elements – cooperation, grass-roots efforts, government support, money, patience, persistence and a whole lot of ingenuity – have gone into San Diego County's animal programs. County of San Diego Animal Services is to be commended for its progressive attitudes. The effectiveness of their model program has transformed San Diego County into one of the safest in the country for abandoned animals." In 2011, the Grand Jury again commended DAS staff and volunteers for their efforts to serve and protect the citizens and animals of San Diego County. The Department's participation in the Workforce Academy for Youth Program, partnership with Crime Stoppers, establishment of the "Sprit Medical Fund," and partnering with "Pets for Patriots" to help military veterans adopt shelter pets were specifically noted.

3. Cost of Services Received

The City is responsible for approximately 63% of the services performed by DAS, the County is responsible for 26%, and five other client cities make up the remaining 11%. All seven jurisdictions in the cooperative agreement have a strong interest in managing costs.

Fiscal Year 2014 Expenditure

DAS has provided the City of San Diego with a net cost estimate of \$8,453,368 for animal services for Fiscal Year 2013. This is based on a gross cost of \$10,028,368, less projected revenue of \$1,635,000, with an estimated contribution of \$60,000 to the Spay/Neuter Trust Fund. The net amount is a \$275,517 increase over Fiscal Year 2013.

Increases in the City’s net cost for Fiscal Year 2014 are largely a result of increases in the DAS budget over the previous fiscal year. It is anticipated that there will not be significant increases in Fiscal Year 2015 for either DAS or the client cities.

COUNTY ANIMAL SERVICES BUDGET SUMMARY	FISCAL YEAR 2013 ADOPTED BUDGET	FISCAL YEAR 2014 APPROVED BUDGET
Staffing	123.00	123.00
Salaries & Benefits	\$10,553,035	\$10,907,578
Services & Supplies	\$5,099,362	\$4,705,359
Capital Assets Equipment	\$170,000	–
Total	\$15,822,397	\$15,612,937

County Animal Services Budget Changes – Fiscal Year 2012 to Fiscal Year 2013:

- Salaries and Benefits: Increase of \$0.1 million primarily due to negotiated labor agreements and increase in County retirement contributions.
- Services and Supplies: Increase of \$0.3 million due to the department’s need to upgrade its Integrated Voice Response (IVR) telephone system.
- Capital Assets Equipment: Increase of \$0.1 million for one-time fixed asset purchase of medical equipment.

County Animal Services Budget Changes – Fiscal Year 2013 to Fiscal Year 2014:

- Salaries and Benefits: Increase of \$0.3 million primarily due to previously negotiated labor agreements and increased County retirement costs
- Services and Supplies: Decrease of \$0.2 million due to the completion of special projects.
- Capital Assets Equipment: Decrease of \$0.2 million due to the completion of one-time fixed asset purchases.

County Animal Services Budget Changes – Fiscal Year 2014 to Fiscal Year 2015:

- A recommended net increase of \$0.1 million. An increase in Salaries and Benefits of \$0.2 million due to increased County retirement contributions offset by a \$0.1 million decrease in Services and Supplies due to a decrease in major maintenance.

Cost Offset: Reimbursement from State for Mandated Program

California State Assembly Bill SB 1785, also known as the Hayden Act, came into effect in July 1999 and significantly amended California law as it applies to companion animals. Under the then existing law, dogs or cats held by public pounds or shelters could be euthanized after 72 hours of being impounded. The Hayden Act expanded this minimum impound time to four or six business days, and required that the animal be released to a nonprofit animal rescue or adoption organization in certain circumstances. Although this law resulted in significant cost

increases for some shelters, DAS was not dramatically affected, as these more progressive standards were fairly consistent with their current practices. However, each year DAS prepares a claim form for the City of San Diego so that it might recover part of its costs for sheltering animals with longer holding periods. The City has received \$2.29 million in reimbursement from the State, however funding for the program has been suspended since 2009.

Cost Offset: Volunteers

DAS also uses volunteers extensively in its operations, to offset costs, to involve the community, and to enhance the quality of care provided to shelter animals. A variety of volunteer assignments are available. Applications are available on-line and there is a recruitment hotline. All prospective volunteers must attend a three-hour orientation, receive training specific to the volunteer's interest, and are assigned to a mentor (a seasoned volunteer) to guide them through their first few volunteer assignments. Volunteers exercise and train dogs; interact with cats and keep them socialized; clean dog and cat kennels; conduct administrative duties such as medical data entry; submit Pet-of-the-Week information to various publications; keep photos updated on the DAS website; make up flyers to showcase adoptable animals; update daily forms and reports; groom dogs and cats; work as greeters to assist the public in the shelter; and work public education booths at community events.

The DAS medical department provides hands-on training for students seeking careers in the veterinary/animal field. Students come from the Mesa College Animal Health Technology program, the PIMA Medical Institute Veterinary Assistant program, and various Veterinary Assistant Regional Occupation Programs (ROP). These students typically work between 150 and 240 hours per internship at one of the three shelter medical centers. The students work directly under the supervision of Registered Veterinary Technicians and assist with wellness programs, perform laboratory tests, administer medications, and assist the Veterinarians with medical examinations.

Stein and TRACE are community outreach educational programs for physically and mentally challenged young adults. These volunteers do laundry and clean animal food dishes on a regular basis at the shelters. Court referrals and institutional volunteers also help; they upkeep the grounds and facilities, scrub kennels, muck corrals, wash vehicles, clean dishes and do laundry.

DAS normally channels all foster care through its shelter and rescue partners. However, since 2007 the Department has coordinated a program to specifically address the problem of large influxes of kittens during what is commonly referred to as "kitten season" (April to October). DAS shelters take in an average of 19 kittens a day during the height of the season. "Tweenies" is the name given to kittens between five and eight weeks of age, typically past the point of needing bottle feeding but not ready to be spayed or neutered (which is legally required for adoption). Tweenies often fail to thrive in a shelter environment; with fragile health and limited socialization, they need more individualized attention than what Department staff can provide. DAS provides training, disposable litter boxes, kitty litter, dry food, wet food, bowls, a blanket, a bed and a toy, and the volunteers provide care and attention to the tweenies for those critical weeks.

It is estimated that in Fiscal Year 2013 the Department received almost 37,000 documented hours of volunteer services contributed by 745 individuals, and countless hours of free foster care. Based on a hourly rate of \$15, these volunteer services represent a savings of approximately \$555,000 in labor.

Unshared Cost: Capital Improvements

Over the past several years, the County has made significant capital improvements to the North and South shelters, as well as continued enhancements to the central Kroc-Copley Shelter. Recent improvements to the central shelter are a new \$76,000 surgical suite and larger cat cages. Although the North and South Shelters serve all the client cities, these capital improvement costs were not shared; they were funded entirely through the County.

The South Shelter has been undergoing a series of improvements since October 2004. Administration building renovations were completed in March 2005, all animal care and housing areas were expanded and improved by February 2008, and medical facilities improvements were completed in March 2009. The enhancements include a reconfigured reception area to provide better customer service and a more welcoming environment; air conditioning, new cages and display features in the cattery; expanded livestock corrals and shade coverings; a rabbit cottage; three interaction yards and a covered patio; resurfaced kennel roofs and a misting system to control heat; and medical facilities that will allow staff to perform in-house spay/neuter surgeries. It is estimated that the County of San Diego expended \$2.5 million for the recent improvements at the South Shelter. Future projects are anticipated to include renovation of the facility's dog kennels. Residents in the southern neighborhoods of the City of San Diego are most likely to benefit from these enhancements.

The new North Shelter opened in July 2005. The 25,500 square foot facility was built on the site of the former shelter in Carlsbad and cost \$6.8 million. The site was enlarged from 2.4 acres to 4.4 acres to accommodate more parking and animal exercise areas, including a walking track. There are grooming facilities, behavior-evaluation areas, three indoor adoption interaction rooms, three outdoor adoption interaction/exercise areas, and a community meeting room. The modern medical center includes a surgical suite and exam room, triage, preparation, recovery and isolation rooms, and X-ray facilities. Special features of the facility are a holding area with a separate entrance for use by the nonprofit Project Wildlife rescue organization, and a separate area for animals and evidence being held for abuse or neglect investigations.

4. Revenue Enhancement Options

Although the City is responsible for paying its fair percentage of the animal services gross costs, that amount is offset by the actual amount of revenue the County collects on behalf of the City from fines and fees. As the City is directly responsible for its revenue rate, the City could reduce its net cost for animal services through fees. There are two means of revenue enhancement potentially available to the City: increase fee rates or increase the volume of fees collected.

Increase Fee Rates

In July 2003, The County Board of Supervisors effected modest fee increases for dog licenses and animal adoptions. Most fees had not been raised for more than a decade, and these increases (approximately 20% for dog licenses and 15% for adoptions) brought County fees closer to

parity with fees charged by other local jurisdictions. In October 2006, dog licensing and various other animal control fees (not including adoption fees) were further adjusted. The current County fee schedule is summarized below.

DOG LICENSE FEE SCHEDULE		
LICENSE DURATION	ALTERED	UNALTERED
12-Month	\$14	\$30
24-Month	\$26	\$52
36-Month	\$36	\$72

ADOPTION FEE SCHEDULE	
ANIMAL/ADOPTER	FEE
Puppy or Dog	\$69
Kitten or Cat	\$58
Rabbit	\$28
Senior Dog or Cat (Over five years)	\$35
Senior/Disabled Citizen (For Dog or Cat)	\$35

The City of San Diego has a fee schedule identical to the County’s; varying rates between the County and City could be confusing to residents and prohibitively difficult for DAS to administer. Municipal Code Section 44.0300, “San Diego County Animal Control Ordinance – Adoption by Reference,” specifically references the County Code. This ensures that the City of San Diego will automatically maintain a fee schedule consistent with the County and other client cities.

As the fee schedule has not been revised in seven years, it is recommended that the City request the County review the current rates, and propose and consider an increase to the fee amounts.

Increase Fee Volume

Since 1998, there have been some significant improvements in public’s performance with regard to animal services. There are legally mandated price incentives for altering companion animals, as well as discounts for longer-term license purchases. There are, however, optional fees that could be more actively promoted, specifically adoption, microchipping, and spay/neuter fees.

The City is also not receiving a large volume of fees already due from residents. Dog licensing compliance in the City is estimated to be only 25 to 30 percent; approximately 5% below the San Diego regional average. In fact, the number of licenses sold in the City of San Diego has gone *down* in the past fifteen years.

LICENSES SOLD		FY 1998	FY 2003	FY 2008	FY 2013
6-MONTH	Subtotal	3,569	2,385	NA	NA
ALTERED	Number	1,262	1,115		
	Percentage	35%	47%		
UNALTERED	Number	2,307	1,270		
	Percentage	65%	53%		
12-MONTH	Subtotal	20,500	16,410	18,658	19,058
ALTERED	Number	12,174	10,675	12,665	14,115
	Percentage	59%	65%	68%	74%
UNALTERED	Number	8,326	5,735	5,993	4,943
	Percentage	41%	35%	32%	26%
24-MONTH	Subtotal	5,934	4,849	4,806	4,232
ALTERED	Number	4,907	3,838	3,813	3,579
	Percentage	83%	79%	79%	85%
UNALTERED	Number	1,027	1,011	993	653
	Percentage	17%	21%	21%	15%
36-MONTH	Subtotal	19,072	20,456	20,255	18,903
ALTERED	Number	16,942	17,860	17,909	17,257
	Percentage	89%	87%	88%	91%
UNALTERED	Number	2,130	2,596	2,346	1,646
	Percentage	11%	13%	12%	9%
LICENSES	Total	49,075	44,100	43,719	42,193
ALTERED	Number	35,285	33,488	34,387	34,951
	Percentage	72%	76%	79%	83%
UNALTERED	Number	13,790	10,612	9,332	7,242
	Percentage	28%	24%	21%	17%
LICENSED DOGS		81,000	80,468	79,512	77,911
ALTERED	Number	–	67,095	66,432	67,701
	Percentage	–	83%	84%	87%
UNALTERED	Number	–	13,373	13,080	10,210
	Percentage	–	17%	16%	13%

Adoption Incentives

DAS adoption fees include the cost of required surgical sterilization of the animal or a refundable spay/neuter voucher, as well as vaccinations, microchipping and other medical services. In addition, a one-year free license for dogs residing within the DAS service area is included in the adoption fee.

DAS has developed a number of programs to encourage the public to adopt shelter animals. For example, the “Better with a Buddy” incentive is for kittens under six months of age. Residents can adopt one kitten at the full price of \$58 and adopt a second kitten at half price.

DAS has made it easy for responsible citizens to adopt a shelter pet:

- The website includes a “thumbnail” photograph format for quick viewing of all available animals at any of the three County shelters. There have been almost 2.7 million visitors to the DAS Adoption website since June 1998.
- A printable version of the adoption application is available on-line so potential adopters can complete it in advance of visiting the shelter.
- Adoption gift certificates are available for purchase at all shelter locations.

Microchipping Incentives

Microchipping is a safe, simple, permanent, and proven form of pet identification designed to quickly identify lost pets and reunite them with their owners. Nationally, it is estimated that over 10 million pets become lost each year and 1 out of every 3 pets is lost during its lifetime, while only 1 in 10 lost pets is found. A microchip is a transponder that contains a unique ID code capable of being read by hand-held scanners used by animal shelters. Microchipping takes a few seconds, is relatively painless, and is strongly recommended for all dogs, cats and rabbits over eight weeks of age.

DAS has made it easy for citizens to have their companion animals microchipped. This service is available at any of the shelters every Thursday from 1:00 p.m. to 3:00 p.m., and at all other DAS Rabies and Dog Licensing Clinics held throughout the County. The Department will also work with citizens to coordinate on-site special events for microchipping large animals such as goats and horses. The one-time microchipping fee of \$10 includes national lifetime registration.

Spay/Neuter Incentive Program (SNIP)

SNIP promotes the altering and microchipping of impounded pets. For \$69, DAS will spay or neuter the dog, administer all vaccinations, implant a microchip and provide a free dog license for one year. If an intact animal is impounded running at large for the second time or more, an additional \$120 “Impact Fee” is added to the reclaim amount. As a monetary incentive, DAS will waive all other fees if the owner chooses to SNIP the pet.

Dog Licensing Incentives

Dog owners who fail to comply with rabies vaccination or licensing requirements are subject to costly penalties. Fines and fees collected within City of San Diego boundaries help to offset the City’s expenses for animal services. DAS has developed a number of additional incentives to encourage the public to license their dogs:

- Finders of licensed dogs can access owner information 24 hours per day, 365 days per year by telephone and website.
- If a licensed dog becomes lost and is impounded by an Animal Control Officer, the pet can be returned to the owner under a “Home Delivery” program.
- If a licensed dog has a chronic medical condition, DAS can place a “Medical Alert” flag in the dog’s license records. If the dog becomes lost and is impounded, DAS can contact the owner and continue any necessary treatment until the owner can claim the pet.
- If the owner plans on being away from the licensed dog while they travel, DAS can place a “Vacation Alert” flag in the dog’s license records. If the dog becomes lost and is impounded during that period of time, DAS can notify the owner and any designated

caretaker, and make arrangements for the housing of the pet (at the owner's expense) until they return from vacation or until the dog's caretaker can reclaim the dog.

- If the licensed dog has been implanted with internal microchip identification, DAS can note the microchip number in the dog's license records, and contact the owner promptly if the dog is ever impounded with or without external identification.
- Animal shelter holding periods are longer and claim fees are lower for impounded dogs found wearing their license.
- If the owner has recently moved to San Diego County and the dog is currently licensed elsewhere, the owner may be able to transfer that license for a nominal fee for the duration of the rabies vaccine, if the vaccine has been approved for use in California.
- Owners of dogs that are spayed or neutered are eligible for a one-time one-year free dog license, and renewal licenses for altered dogs are less than 50% of the regular price.

DAS has made it easy for citizens to license their dogs:

- Citizens can purchase licenses at any DAS shelter during open hours.
- On-line licensing is available through the DAS website.
- Citizens can go to any one of 51 participating veterinarians who provide One-Stop Clinics. Low-cost rabies vaccinations are available and the licensing fees can be paid through the veterinary office. For maximum convenience, many veterinary offices can provide a tag at the same time.
- DAS Rabies Vaccination and Dog Licensing Clinics are held every Thursday from 1:00 to 3:00 p.m. at all three shelters, and once a month on Sundays at various locations throughout the County. Currently rabies vaccinations are offered at \$6.

Other Fines and Fees

In 2010, DAS partnered with the City Attorney's Office to develop a three-hour violator school – like traffic school – for all animal regulatory violations (e.g., off-leash, dog bite, and minor neglect). The “Responsible Dog Ownership” class educates citizens on their legal obligations, recovers some costs of patrol and investigation through a course fee, and reduces the workload for City Attorneys on these types of cases.

City of San Diego Initiatives

Two options available to the City to increase licensing compliance are a public information campaign (e.g., dog park outreach, public service announcements and water bill inserts) and enforcement through door-to-door canvassing. Although both these methods would require additional cost by the City, the expense may be fully offset by increased revenue. However, it should be noted that the canvassing programs previously implemented by both the City and County were discontinued in 1998 as a result of citizen objections and limited effectiveness.

5. Animal Services Provider Options

The City of San Diego is responsible for providing its residents with animal services. Some of these functions are legally mandated; cities are obligated to maintain a pound system and a rabies control program, and provide dog vaccination clinics at strategic locations, per the California Health and Safety Code. Numerous other laws relating to altering, animal control, euthanasia, disposition, fees, holding periods, humane treatment and veterinary care, kennels, noticing, recordkeeping, and reporting also apply.

The City of San Diego can either perform its own animal services or can contract, in whole or in part, with any other public or private entity interested in providing those services.

Option 1 – Continue Agreement for Animal Services Provided by the County of San Diego

The County of San Diego currently provides comprehensive animal services to the City of San Diego and five other cities in the region: Carlsbad, Del Mar, Encinitas, Santee, Solana Beach. The cost of operation for Fiscal Year 2014 is shared between the benefitting entities.

JOINT OPERATING AND FINANCIAL PLAN		
50% Population and 50% Requests	PERCENTAGE	AMOUNT
Total Projected Operating Costs		\$16,569,051
Total Non-Shared Costs		\$765,235
Total Shared Costs		\$15,803,816
County Shared Cost	26.11%	\$4,126,307
County Total Costs		\$4,891,542
City of San Diego Shared Costs	63.46%	\$10,028,368
Other Cities Shared Costs	10.43%	\$1,649,141

Option 2 – Animal Services Provided by the City of San Diego

City staff periodically examines if it would be more cost-effective for the City of San Diego to provide its own animal services, although no formal report has been compiled since the last contract renewal. There are a number of critical factors including start-up costs, on-going operational costs, costs of long-term pension obligations, customer service impacts (particularly if a reduced scope of service were to be provided), and the learning curve inherent to any new operation.

Start-up cost is the most significant hurdle. This would include administrative support, personnel recruitment and training, computers and system development, other equipment outlay, vehicles, and a public information campaign.

The Central Shelter is the only DAS facility located on City property. It was reconstructed as a joint effort by the City and County, and separation could be complicated as the County owns a 25% share of the facility. Currently, City of San Diego residents use all three County shelters: the Central Shelter, the South Shelter in Bonita, and the North Shelter in Carlsbad. There would be a substantial reduction in operational efficiency unless additional shelters were established in the northern and southern areas of the City of San Diego. If suitable property were located, the cost of construction is roughly estimated at \$15 million each.

Operating costs would also be significant. The County’s Fiscal Year 2014 Approved Budget for Animal Services is over \$15.6 million, with a staff of 123 FTE. It is estimated that the personnel expense for a City-operated Animal Services department would be approximately \$6 million. Non-personnel expense for facilities, fleet, information technology, etc., would all be additional costs required for operations. As the County currently absorbs some of its overhead costs and

potential pension obligations, those expenses would instead be borne by the City. There would also likely be some diminished economies of scale in areas such as purchasing and promotion.

The City's inexperience in animal services would likely result in less operational efficiency during the transition and development of a new program. There would also be some inefficiency due to a more localized (versus regional) approach to a transient regional population. This problem could be reduced if the County and other jurisdictions establish a cooperative computer database and licensing system for dogs.

An additional possibility, which has not been further investigated by staff, would have the City provide contracted services to other cities. Since the City already comprises 60% of the DAS service area, this might mitigate some lost economies. This scenario assumes that other cities would desire to change their current animal-service arrangements.

Option 3 – Animal Service by Other Outside Providers

There are five entities in the San Diego region that provide animal services to other municipalities: Chula Vista provides for Imperial Beach, Lemon Grove and National City; El Cajon provides for La Mesa; the Escondido Humane Society provides for Escondido, Poway and San Marcos; and the North County Humane Society and SPCA provides for Oceanside and Vista. The County provides services for the remaining cities (except Coronado) and the unincorporated area.

The City last issued a Request for Proposal for animal services in Fiscal Year 1995, and upon extensive review, the County was retained as the service provider. No other entities, public or private, has expressed an interest in providing comprehensive animal services for the City in recent years, presumably due to the scope of services required for the City's population and size. Since the City of San Diego boundaries stretch from the Mexican border to the city limits of Escondido, the ability to cover such a large area would be logistically difficult for any of the regions' smaller cities or a private organization.

Staff has not actively investigated if any other entity would provide specific services (such as sheltering) for the City, or full services for specific areas of the City (such as southern District 8). Although many animal service functions are legally regulated, there is considerable variation in operations, service levels, and fee structures between local entities. Parsing services between multiple providers has been determined to be prohibitively inefficient and inequitable.

The San Diego Police Department has obtained a sole-source authorization for County animal services as approved by the City Purchasing Director. This option was selected because of the on-going successful partnership with the Department of Animal Services and the volume of effort otherwise required to provide these services by City personnel.

CONCLUSION

City staff continues to be satisfied with the services that it has received from the County Department of Animal Services during the past three contract periods. Service complaints from City of San Diego residents are rare and are handled effectively. Net costs for services have steadily increased, but are well-documented and consistent, with reasonable and expected

revenues and operational expenses. Policies and practices are in keeping with long-term performance goals and objectives established by both the City and County. The agreement with the County of San Diego for comprehensive animal care and control is consistent with the City's goal of maximizing resources through the most effective delivery of services.

FISCAL CONSIDERATIONS:

The City's Fiscal Year 2014 Budget includes \$8,455,000 appropriated in the Police Department for payment of the animal services contract. The contract amount estimated for Fiscal Year 2014 is \$8,453,368. This net cost is based on a fixed gross cost of \$10,028,368, less forecasted revenues of \$1,635,000, and spay/neuter program financing of \$60,000. The net cost is estimated and will be adjusted for actual revenues at the close of the fiscal year. The balance of budgeted funds will be used for supplemental marketing efforts by the City to encourage responsible animal ownership (including rabies vaccination, licensing, adoption, and pet population control) or to offset any revenue deficits.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

On August 3, 1998, the City Council authorized the City Manager to execute an agreement with the County of San Diego to provide animal services for the five-year period of July 1, 1998 through June 30, 2003 (Document No. RR-290573). On August 4, 2003, a contract extension for the five-year period of July 1, 2003 through June 30, 2008 was authorized (Document No. RR-298276). On March 24, 2009, a contract extension for the five-year period of July 1, 2008 through June 30, 2013 was authorized (Document No. RR-304741).

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

No public outreach has been conducted as staff is recommending continuing animal services as currently provided. If the City Council determines that a different approach is warranted, then extensive community outreach will be required.

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

Key stakeholders include all residents in the City of San Diego who own any type of animal regardless of licensing requirements; any resident of the City of San Diego who has a concern or issue with animals or custodians of animals; and the members of the San Diego Animal Welfare Coalition, which include the Chula Vista Animal Care Facility, County of San Diego Department of Animal Services, El Cajon Animal Shelter, Escondido Humane Society, North County Humane Society and SPCA, Rancho Coastal Humane Society, and the San Diego Humane Society and SPCA. Mandatory and basic animal services will be provided by the County Department of Animal Services, including field enforcement, sheltering, medical care, cruelty investigation, and dog licensing and rabies certification. These services benefit all San Diego citizens.

William M. Lansdowne
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