

City of Culver City, California  
**City Council Agenda Item Report**

|                                                                                                                                                                                        |  |                                                                                   |                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------|--------------------------------------------------|
| Meeting Date: 01/09/06                                                                                                                                                                 |  | Item Number: <u>  A-2  </u>                                                       |                                                  |
| <b>AGENDA ITEM: Animal Care and Control Program Issues and Options</b>                                                                                                                 |  |                                                                                   |                                                  |
| Contact Person/Dept.: Akil Manley / Shelly Chagnon                                                                                                                                     |  | Phone Number: (310) 253-6015 / (310) 253-6008                                     |                                                  |
| Fiscal Impact: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>                                                                                                     |  | General Fund: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |                                                  |
| Public Hearing: <input type="checkbox"/>                                                                                                                                               |  | Action Item: <input checked="" type="checkbox"/>                                  | Attachments: <input checked="" type="checkbox"/> |
| Public Notification: Friends of Culver City Animals; Los Angeles Society for the Prevention of Cruelty to Animals; Los Angeles County Department of Animal Care and Control (01/05/06) |  |                                                                                   |                                                  |
| Department Approval:<br>Martin Cole (01/05/06)                                                                                                                                         |  | CAO Approval:<br>Martin Cole for Jerry Fulwood (01/05/06)                         |                                                  |
| City Controller Approval:<br>Marlee Chang (01/05/06)                                                                                                                                   |  |                                                                                   |                                                  |

**RECOMMENDATION:**

Staff recommends the City Council receive a presentation from staff related to the City's Animal Care and Control Program and direct staff to: (1) continue working with the County of Los Angeles Department of Animal Care and Control (LACDACC), the City's Animal Care and Control Contractor, in implementing program enhancements to improve service delivery and licensing compliance of dog owning households, (2) evaluate the services provided by LACDACC for the remainder of FY 2005-2006, and (3) report to Council its findings after the evaluation period concludes.

**BACKGROUND:**

On August 8<sup>th</sup>, 2005, City Council authorized a contract for animal care and control services with LACDACC through the term of June 30<sup>th</sup>, 2007 (Attachment 1). That contract was fully executed on September 13, 2005 and includes a cancellation provision with 90 days' notice. Council also directed staff to present animal care and control program options to improve service delivery for Council to review and discuss and to report to Council in ninety (90) days on the following items:

1. Implement a canvassing effort in Culver City by LACDACC at a cost not to exceed \$15,000.00 for FY 2005-2006 and evaluate the results of said program;
2. Add to the Westside Council of Governments meeting agenda an item regarding animal control services in member cities;
3. Contact the City of Santa Monica regarding the use of their shelter; and,

City of Culver City, California  
**City Council Agenda Item Report**

4. Form a working group to study animal care and control issues, including the costs of implementing a City owned and operated animal care and control program in the City.

**DISCUSSION:**

**Program Overview**

Since 1998, the City has contracted for animal care and control services with LACDACC. Currently, the shelter services provided under this contract are based at the LACDACC's shelter located in the City of Gardena (the Carson Shelter), approximately 16 miles south of Culver City.

**Overall Employee Deployment**

Twenty-seven (27) LACDACC employees are assigned to operate the Carson Shelter. The following table provides information on the types of employees assigned to the Carson Shelter:

**Employees of the Carson Shelter**

| POSITION TYPE                                                         | NO. OF<br>EMPLOYEES |
|-----------------------------------------------------------------------|---------------------|
| Animal Shelter Aids (Field and Shelter Operations)                    | 8                   |
| Animal Control Officers (Field Operations)                            | 13                  |
| Administrative and Managerial Staff<br>(Field and Shelter Operations) | 5                   |
| Veterinarian (Shelter Operations)                                     | 1                   |
| <b>TOTAL STAFF</b>                                                    | <b>27</b>           |

Operationally, the Animal Care and Control Program is divided into three service areas: Sheltering Operations, Field Operations and Licensing Services. Each is discussed in depth below.

**Sheltering Operations**

Sheltering Operations provide for the care of stray animals received primarily from ACOs, and, to a lesser extent, the general public. The Carson Shelter has a staff of thirteen (13) directly supporting shelter operations. The shelter is open to the public from Monday through Thursday from 12 pm – 7 pm, and Friday and Saturday, 10 am – 5 pm. To assist with reuniting unidentified stray animals with their owners and to assist with pet adoptions, stray animals' pictures are posted via LACDACC's website. Following are the shelter statistics over the last three years.

City of Culver City, California  
**City Council Agenda Item Report**

**Sheltering Operations Statistics**

| <b>SERVICE PROVIDED</b>     | <b>7/1/02 -<br/>6/30/03</b> | <b>7/1/03 -<br/>6/30/04</b> | <b>7/1/04 -<br/>6/30/05</b> |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dogs Impounded              | 89                          | 78                          | 81                          |
| Cats Impounded              | 84                          | 87                          | 104                         |
| Other (Animal) Impounded    | 138                         | 128                         | 185                         |
| Private Veterinarian Care   | 13                          | 5                           | 5                           |
| Observation                 | 2                           | 2                           | 0                           |
| Animals Placed in New Homes | 42                          | 21                          | 38                          |
| Animals Returned to Owners  | 15                          | 28                          | 26                          |

**Field Operations**

Field Operations are designed primarily for the protection of the Culver City community and encompass responding to calls for stray, sick, injured, or dead domestic or wild animals, investigation and enforcement of animal cruelty cases, barking dog and vicious dog complaints. The services are delivered twenty-four (24) hours a day, seven (7) days a week.

On a daily basis, four (4) to six (6) Animal Control Officers (ACOs) are assigned to field duties in five (5) animal control zones in the Carson Shelter service area. Culver City is part of the Mid-Cities zone, which comprise the cities of West Hollywood and Beverly Hills.

When a request for service is received by the Carson Shelter, an ACO patrolling a specific zone is dispatched to pick up animals and, if possible, return them to their owners if the animal is wearing an identification tag. If animals do not have identification tags, they are taken to the Carson Shelter where pets can be claimed by their owners. Following are service statistics from the last three Fiscal Years.

**Field Operations Statistics**

| <b>SERVICE PROVIDED</b>   | <b>7/1/02-<br/>6/30/03</b> | <b>7/1/03-<br/>6/30/04</b> | <b>7/1/04-<br/>6/30/05</b> |
|---------------------------|----------------------------|----------------------------|----------------------------|
| Service Request           | 951                        | 964                        | 1,045                      |
| Field Hours               | 1001:15                    | 822:30                     | 812:30                     |
| Citations Issued          | 23                         | 11                         | 6                          |
| Humane Investigations     | 16                         | 14                         | 25                         |
| Dead Animal               | 169                        | 172                        | 229                        |
| Court Appearances (Hours) | 6:00                       | 4:00                       | 5:45                       |

**City of Culver City, California**  
**City Council Agenda Item Report**

**Licensing and Canvassing Services**

LACDACC is also charged with receiving and collecting mandatory dog license and voluntary cat identification fees to offset the cost associated with the City's animal care and control program. This service entails obtaining all necessary requirements before issuing the dog licenses and cat identifications (such as rabies vaccination certification). LACDACC also handles the annual license renewal process. Once a dog license has been issued or renewed, courtesy renewal notices are sent out annually to compliant households. Once a dog owning household is deemed out of compliance for one (1) year by LACDACC, annual renewal notices are no longer sent out to the household, and fines and penalties accrue. City staff has begun to investigate alternatives to modify the County-administered license renewal program to increase compliance among dog owning households and to realize revenue to more fully offset costs of the program. The City also procures canvassing services from LACDACC at a cost of \$45.69 per hour to keep records updated, and to increase the percentage of compliance with the City's requirement to have dogs licensed.

In FY 2004-2005, 1,900 licenses were sold, generating \$33,945 in revenue with no canvassing effort undertaken. In comparison, a citywide canvassing was carried out in FY 2002-2003, in which 3,900 licenses were sold, generating \$73,210 in license revenue to the City.

**License Services and Canvassing Statistics**

| <b>SERVICE PROVIDED</b> | <b>7/1/02-<br/>6/30/03</b> | <b>7/1/03-<br/>6/30/04</b> | <b>7/1/04-<br/>6/30/05</b> |
|-------------------------|----------------------------|----------------------------|----------------------------|
| License Revenue         | \$73,210.00                | \$31,832.50                | \$33,945.00                |
| Licenses Sold           | 3,736                      | 1,745                      | 1,900                      |
| Canvassing (Hours)      | 1023:00                    | 5:00                       | 0:00                       |

**Cost of the Current Program**

In reviewing the City's animal care and control expenditures for the last three (3) Fiscal Years, the average net animal care and control program costs were \$28,906. The following table shows a history of the total revenues less costs for LACDACC services.

City of Culver City, California  
**City Council Agenda Item Report**

**Cost of Program Overview**

| Fiscal Year   | Total Revenue (1) | Field Service Cost (2) | Net Housing Services Cost (3) | Net Animal Control Program Cost (4) |
|---------------|-------------------|------------------------|-------------------------------|-------------------------------------|
| 2002-2003 (5) | \$73,210.00       | \$100,613.74           | \$7,175.49                    | \$34,579.23                         |
| 2003-2004     | \$31,832.50       | \$49,459.87            | \$6,480.30                    | \$24,107.67                         |
| 2004-2005     | \$33,945.00       | \$52,313.30            | \$9,664.70                    | \$28,033.00                         |

Notes:

(1) Revenue: License and Penalty Fees Collected.

(2) Field Service Cost: License Handling Cost, Canvassing Cost, Animal Control Officer Cost (pick up/transport of animals).

(3) Housing Services Cost: Shelter and veterinary services less housing fees paid by pet owners.

(4) Net Animal Control Program Cost = Total Revenue – Field Service Cost – Net Housing Services Cost (Expenditures).

(5) Citywide canvassing was conducted.

It should also be noted that in response to the ongoing General Fund contribution to the Animal Care and Control Program, the City Council increased fees that were fully reflected in Fiscal Year 2005-2006 in an effort to make the Program more self-supporting.

**CITY COUNCIL DIRECTIVES UPDATE**

Below is an update to Council concerning the directives staff received at the August 8<sup>th</sup>, 2005 Council meeting.

**1. Canvassing program**

At a cost of \$15,000, between the dates of October 19<sup>th</sup> to November 5<sup>th</sup>, 2005 LACDACC performed a door-to-door canvassing, covering approximately one-third (1/3) of the households in the City that were out of compliance. Canvassers used a walking index based upon LACDACC records. The canvassing effort brought an additional 831 households into compliance and generated a total of \$24,545 in licensing and late fee revenues. Approximately, two-thirds (2/3) of the City remains to be canvassed.

City of Culver City, California  
**City Council Agenda Item Report**

**2. Westside Council of Governments (COG)**

Shortly after the August 8<sup>th</sup> Council meeting, the CAO brought up the issue of animal care and control at the Westside COG City Manager's meeting. Other City Managers indicated their consensus to continue to pursue animal care and control services individually within their own cities and were not interested in exploring other options at this time. Further, there was no consensus to add to the COG agenda a discussion of animal care and control.

**3. City of Santa Monica and the Los Angeles Society for the Prevention of Cruelty to Animals (SPCALA) Shelter Operations**

Staff contacted the City of Santa Monica to explore the possibility of partnering with Santa Monica and utilizing their sheltering operations for Culver City use. Santa Monica has stated it is not prepared to take on additional animals through its city-operated program and shelter. SPCALA was also contacted by staff regarding the possibility of contracting with them for sheltering services. SPCALA submitted their preliminary proposal for the use of their Hawthorne shelter. SPCALA provided staff with an annual cost estimate of \$29,120, which is approximately four (4) times greater than the three (3) year average cost the City has paid annually for sheltering services.

**4. Animal Control Working Group**

A working group was formed and comprised of City staff and members of *Friends of Culver City Animals* to investigate program issues, including the costs of implementing an animal care and control program in the City. The working group met three times on the following dates: September 22<sup>nd</sup>, November 10<sup>th</sup>, and December 22<sup>nd</sup>, 2005.

**CITY PROGRAM ENHANCEMENTS**

Over the past four (4) months, staff has taken the following steps to improve the service delivery of the City's animal care and control program and to provide appropriate oversight to the program.

**1. Animal Care and Control Webpage**

Staff has revised the City's Animal Care and Control website to make it more user-friendly and current. The web page disseminates information and educates interested parties with critical information on the City program,

City of Culver City, California  
**City Council Agenda Item Report**

providing information regarding commonly asked questions, information about the Carson Shelter, its location and hours of operation, request for service, ordinances, and licensing services available at City Hall. The website has links to LACDACC's on-line report/complaint form through their website, which allows residents to submit their concerns at times convenient to their schedule. Also, there are links to online photos to assist pet owners in recovering their missing animals. The City's animal care and control website is accessible at [http://www.culvercity.org/citygov/animal\\_services.html](http://www.culvercity.org/citygov/animal_services.html).

## **2. Animal Care and Control Liaison Program**

Staff has implemented an animal care and control liaison program, to assist resolving resident grievances and provide citizens with a better customer service experience, while evaluating animal control issues and program's effectiveness. Through the program, residents can contact staff during operating hours or leave a message to resolve conflicts and other relevant issues of pet owners and persons living in the City's service area. To notify residents of the liaison program and contact information, advertisements were placed in the *Culver City News* on December 1<sup>st</sup>, 2005 and *Culver City Observer* on December 8<sup>th</sup>, 2005, and postcards were sent to approximately 2,300 dog owning households.

Since notifying residents of the liaison program, staff has received twenty-three (23) calls from residents. A significant portion of the calls were either *request for service* or *animal control inquiries / questions*. The following table reflects the type of calls received.

### **Summary of Calls Received**

| TYPE OF CALL                         | NO. OF CALLS |
|--------------------------------------|--------------|
| Request for Service                  | 12           |
| Animal Control Inquiries / Questions | 7            |
| Complaint : Licensing Renewals       | 2            |
| Complaint: Service Delivery          | 2            |
| <b>TOTAL</b>                         | <b>23</b>    |

## **IDENTIFIED PROGRAM ISSUES**

In evaluating the program in its totality, staff has received valuable feedback and comments from members of *Friends of Culver City Animals* and individuals in

City of Culver City, California  
**City Council Agenda Item Report**

identifying animal care and program issues. The issues identified have been grouped into three categories below.

**1. Sheltering Operations**

- The distance to the Carson Shelter
- Posting of lost pet photos in a timely manner to reunite pets with owners

**2. Field Operations**

- Extended periods of time on-hold, causing of drop-out calls from residents requesting service
- Unorganized and unsympathetic customer service
- Delayed request for service response times

**3. Licensing Services**

- The processing of license renewals in a timely manner
- High rate of dog owning households out of compliance

In identifying and attempting to resolve the issues above, staff has met with LACDACC to discuss program issues. In our discussions, LACDACC notified staff that they are implementing program enhancements, which are briefly discussed below, that will address service delivery issues.

**1. Downey Call Center, *Effective - December 27<sup>th</sup>, 2005***

The new Downey Call Center, with Voice over Internet Protocol (VOIP) technology, will receive calls from Culver City residents when they call the Carson Shelter requesting assistance. The Downey Call Center is staffed with experienced operators and dispatchers to improve customer service and telephone etiquette, with a Supervisor on-site to provide appropriate oversight. Every telephone call received by the Call Center will be recorded to help ensure quality service.

**2. Dedicated ACO to the Mid-Cities Zone, *Effective - January 3<sup>rd</sup>, 2006***

LACDACC has also indicated that with the new Call Center, a more efficient use of staff will allow an increase of ACOs to be deployed in the field between the hours of 9:00 am - 5:30 pm. Previously, there has been one ACO to cover the Mid-Cities and South Central animal control zones. With the implementation of the Call Center, the Mid-Cities zone, which comprise the cities of Culver City, Beverly Hills, and West Hollywood, will have one dedicated officer to the area. LACDACC estimates that the bulk of hours spent will be concentrated in Culver City.

City of Culver City, California  
**City Council Agenda Item Report**

**3. Additional ACO for Night Shift Coverage, *Effective - January 7<sup>th</sup>, 2006***

An additional ACO will be deployed to cover requests for service from 5:30 pm to 6:30 am, increasing the number of ACO's to cover the Carson Shelter's service area in its entirety from one (1) to two (2).

**4. Animal Licensing to be Contracted to the Los Angeles County Treasurer and Tax Collector, *Effective - April 2006***

LACDACC is planning to contract their licensing services to the Los Angeles County Treasurer and Tax Collector to gain operational efficiencies and improve service delivery. With the proposed change, license renewals and fees will be received, processed, and tracked by the Los Angeles County Treasurer and Tax Collector throughout the year. LACDACC has estimated that the turn around time to process a license renewal will be within a week.

**PROGRAM OPTIONS**

Because of the confluence of program components that affect the service delivery residents experience, staff has developed and presented program options and staff recommendations in the following categories: *Sheltering Operations, Field Operations, Canvassing, and Licensing Services.*

**1. Sheltering Operations**

Currently, the SPCALA sheltering facility in Hawthorne is the only alternative sheltering option available to the City. With this option, it is estimated that it would increase the City's sheltering annual cost by \$21,347, an increase of 300%.

*Staff recommends that Council direct staff to further evaluate sheltering operations and options for the remainder of Fiscal Year 2005/2006 and to report to Council after the investigation period concludes.*

**2. Field Operations**

**Option One: City Operated Part-time Animal Control Program, 7:30 am - 5:30 pm, Weekdays Coverage Only**

One ACO position would be created to provide field operation services during weekdays from 7:30 am - 5:30 pm. One regular part-time Administrative Clerk position would be created to provide administrative support to the program (Attachment 2).

City of Culver City, California  
**City Council Agenda Item Report**

**Budgetary Impact:** \$83,427 Start-up Costs / \$138,178 Annual Costs

**Pros:**

1. Operational efficiencies would be improved, increasing the quality of service

**Cons:**

1. Significant budgetary impact
2. Service delivery gaps will exist from 7:30 am - 5:30 pm and weekends
3. Program would have to expand to meet service gaps (for times between 7:30 am - 5:30 pm and on weekends)

**Option Two: City Operated 24-hour, 7 Days a Week Animal Control Program**

Option Two entails creating five (5) ACO positions to provide a 24 hour, seven (7) day a week animal control program. One full-time Administrative Secretary position and one full-time Supervisor position will be created to provide administrative support and oversight to the program (Attachment 3).

**Budgetary Impact:** \$87,281 Start-up Costs / \$542,566 Annual Costs

**Pros:**

1. Operational efficiencies would be improved and the quality of service delivery would be significantly increased

**Cons:**

1. Significant budgetary impact

**Option Three: Evaluate LACDACC's Field Operations Program Enhancement for remainder of Fiscal Year 2005/2006 and Report Findings to Council**

Staff would continue the animal control liaison program, evaluate the County's program enhancement the remainder of Fiscal Year 2005/2006, and report to Council after the evaluation period concludes.

**Budgetary Impact:** None

**Pros:**

1. No budgetary impact
2. Provide oversight to ensure quality of service delivery

City of Culver City, California  
**City Council Agenda Item Report**

**Cons:**

1. Service quality may not improve as quickly as implementing City operated program (although implementation of a City operated program would also need some start-up time for purchase of needed equipment and hiring of necessary staff)

Detailed costs estimates for these various options are attached to this report.

The attached cost estimated show two ends of a spectrum of potential services. The lower cost estimate employs one animal control officer and associated support costs with services provided five (5) days per week. The higher cost estimate is a full-service program operated seven (7) days a week, 24 hours a day. An average of the operational costs of the two programs is generally in line with animal control programs in nearby cities which operate their own programs.

*Staff recommends the City Council direct staff to evaluate LACDACC's field operations program enhancement for the remainder of Fiscal Year 2005/2006.*

### **3. Canvassing**

There are three options available to the City as it pertains to canvassing. The intention of the canvassing effort is to keep records updated, enforce the requirement to have dogs licensed, and to realize revenue to offset cost of the animal care and control program.

#### **Option One: Status Quo**

Under Option One, current practices of canvassing would continue.

**Budgetary Impact:** No direct impact. Indirect impact of unrealized revenues that could be realized if a periodic canvassing program were implemented.

**Pros:**

1. No Direct Budgetary Impact

**Cons:**

1. Lost opportunity to structure a canvassing program to bring a greater number of households into compliance
2. Indirect impact of foregone revenue due to non-compliance
3. Unfair to residents who comply with licensing program

City of Culver City, California  
**City Council Agenda Item Report**

**Option Two: Undertake Citywide Canvassing Effort on an Annual Basis**

Conduct citywide canvassing effort annually to bring pet owners current on their license fees.

***Budgetary Impact:*** Direct increase in net revenue expected in first year. However, diminishing returns over time will decrease the effectiveness of ongoing annual canvassing which is expected to become a net expense in second or third fiscal year.

***Pros:***

1. Greater number of dog-owning households would be in compliance annually
2. Generate additional revenue to offset the cost of the program

***Cons:***

1. Over time, net revenue generated would diminish by canvassing annually, likely becoming a net expense in the second or third fiscal year

**Option Three: Undertake Citywide Canvassing Effort on a Bi-Annual Basis**

Conduct citywide canvassing efforts bi-annually to bring pet owners current on their license fees. Therefore, the benefits and cost would be spread over a two-year period.

***Budgetary Impact:*** No net costs to City.

***Pros:***

1. No net fiscal impact expected
2. Greater number of dog owning households would be in compliance

***Cons:***

1. None

*Staff recommends the City Council direct staff to work with County officials to prepare a bi-annual canvassing program for potential presentation to City Council.*

City of Culver City, California  
**City Council Agenda Item Report**

#### **4. Licensing Services**

##### **Option One: Status Quo**

Current practices of licenses would continue.

**Budgetary Impact:** No direct budgetary impacts. However, current practices result in foregone revenues from increased license and late penalty revenues.

**Pros:**

1. No Direct Budgetary Impact

**Cons:**

1. Lost opportunity to restructure the license renewal program to bring households into compliance at a higher rate
2. No additional revenue would be generated to offset the cost of the program

**Option Two: Staff to Work with County Officials to Create a License Renewal Program that would Bring Households into Compliance at a Higher Rate, and Staff to Evaluate the County's Licensing Program for the remainder of Fiscal Year 2005/2006 and to Report Findings to Council**

**Budgetary Impact:** Increased net revenue annually

**Pros:**

1. No budgetary impact
2. Greater number of dog owning households would be in compliance
3. Generate additional revenue to offset the cost of the program

**Cons:**

1. None

*Staff recommends that Council direct staff to work with County officials to create a license renewal program to bring a greater number of households into compliance, to direct staff to evaluate the County's licensing services program enhancements for the remainder of Fiscal Year 2005/2006 and report to Council after the evaluation period concludes.*

City of Culver City, California  
**City Council Agenda Item Report**

**Summary of Staff Recommendations**

1. **Sheltering Operations:** Staff recommends that Council direct staff to continue to investigate shelter operations and options over the remainder of Fiscal Year 2005/2006 and to report to Council its findings after the investigation period concludes.
2. **Field Operations:** Staff recommends that Council direct staff to evaluate LACDACC's field operations program enhancement for the remainder of Fiscal Year 2005/2006 and to report to Council its findings after the evaluation period concludes.
3. **Canvassing:** Staff recommends that Council direct staff to work with County officials to create a bi-annual canvassing program beginning in FY 2006-2007. Staff will make a formal budget request for these services at the time when the budget is considered by the City Council.
4. **Licensing Services:** Staff recommends that Council direct staff to work with County officials to create a license renewal program to bring households into compliance at an increased rate, and to direct staff to evaluate the licensing program for the remainder of Fiscal Year 2005/2006 and to report to Council its findings after the evaluation period concludes.

**FISCAL ANALYSIS:**

Depending on the program options chosen the fiscal impact could be up to \$596,686 annually. The staff recommendations in their totality will have no fiscal impact to the City.

The City is also currently facing certain fiscal challenges. Pending a review of the City's fiscal position by the City Council, neither the CAO nor the City Controller recommend implementation of new City programs at this time.

**ATTACHMENTS:**

1. Staff Report from August 8, 2005: *Consideration of the Renewal of the Animal Control Contract with Los Angeles County and Canvassing Program*
2. Estimated Budget for City Operated Part-time Animal Control Program, 7:30 am - 5:30 pm, Weekdays Coverage Only
3. Estimated Budget for City Operated 24-hour, 7 Days a Week Animal Control Program

City of Culver City, California  
**City Council Agenda Item Report**

**MOTION:**

That the City Council:

1. Direct staff to continue the animal control and care liaison program;
2. Direct staff to continue to investigate shelter operations and options for the remainder of Fiscal Year 2005/2006 and to report to Council its findings after the investigation period concludes;
3. Direct staff to continue to work with County officials to create a bi-annual canvassing program;
4. Direct staff to work with County officials to create a license renewal program to bring households into compliance at an increased rate;
5. Direct staff to evaluate the licensing program for the remainder of Fiscal Year 2005/2006 and to report to Council its findings after the evaluation period concludes; and
6. Direct staff to evaluate that LACDACC's field operations program enhancement for the remainder of Fiscal Year 2005/2006 and to report to Council its findings after the evaluation period concludes.