

Attachment C: Resource Gaps

Aspect	Function	Resource Gap	Impact	Solution
Policies & Procedures	Law Enforcement, Animal Control & Public Safety	The transition of YCAS to DCS has highlighted the need for best practice policies and procedures. This is potentially a time intensive task both from a drafting and implementation perspective.	Best practice policies and procedures are necessary to best ensure public and employee safety.	Highest Priority: Staff is working with County Counsel and Human Resources (Risk Management) to identify the highest priority policies and procedures. Additional staff resources may be required to assist with drafting them.
Workforce Capacity	Yolo Animal Services Planning Agency JPA (YASPA JPA) Administrative Support	Initially staffed by the CAO, typically by a CAO analyst, staffing resources were not transferred to DCS with the transfer of YASPA JPA responsibilities. This is needed for research and reporting to YASPA JPA, especially as interest in operational models continues to be the focus of discussion.	Redistribution of YASPA JPA workload has left DCS support and leadership staff with minimal capacity.	High Priority: The YASPA JPA participating entities could assign their staff to the YASPA JPA, or consider a funding mechanism to enable hiring staff, or contracting for with consultants. Alternatively, staff will explore supplemental staffing options with CAO.
	YCAS Administrative & Fiscal Support	Administrative and fiscal support staffing previously supporting YCAS was not transferred with the program. Leadership has a pivotal role in program success, especially through major transitions, renewed public interest and organizational culture shift.	Redistribution of YCAS workload has left DCS support and leadership staff with minimal capacity.	High Priority: Explore supplemental staffing options with CAO.
	Training Manager	Unlike the Sheriff's Office, DCS does not have an FTE allocated to employee training in humane euthanasia, seizure procedures, use of weapons and enforcement.	Mandatory training of employees and documentation is necessary to ensure public and employee safety.	High Priority: Prepare MOU with Sheriff's Office for access and cost reimbursement of mandatory training.

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Technology and other Resources	Records Management System (RMS)	Investigative reports and citations for violations of animal-related municipal/state code runs the risk of the program not being accessible to YCAS upon transition to a new RMS in the Sheriff's Office (12/2026).	Loss of data and data analysis/reporting tools for efficient and consistent investigation and response to animal cruelty cases	High Priority: Explore options for YCAS data migration and integration with the new RMS in Sheriff's Office followed by officer training on the new system. Costs will include license agreement.
	Employee Scheduling System	Unlike the Sheriff's Office, DCS does not have a system for staff scheduling or communication.	No efficient means of ensuring 24/7 On-Call coverage by Animal Control officers	Research costs to purchase this or similar system.
	Peer Support	Available to all County staff, EAP is not equipped to provide the mental health support provided through systems available to law enforcement officers and previously accessible to Animal Services Officers through the Sheriff's Office.	Without mental health support, compassion fatigue, secondary trauma, and critical incident stress can result from encountering animal cruelty/neglect/suffering and crime scenes where human victims are present.	Prepare MOU with Sheriff's Office for access and cost reimbursement for access to this mental health support resource for Animal Services Officers.
	Equipment	Use of the Coroner's X-ray machine is no longer available free of charge for shelter animals.	Delayed medical care of animals, additional staff time and costs incurred for X-ray services and animal transport to local veterinary hospitals	Establish agreement and fee schedule with Sheriff's Office.