

# Yolo County Animal Services Operational JPA Analysis

**CITIES OF DAVIS, WEST SACRAMENTO, WINTERS, AND  
WOODLAND, UC DAVIS, AND THE COUNTY OF YOLO**

YOLO COUNTY ADMINISTRATOR'S OFFICE

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## Background

At the May 20, 2025, Yolo County Board of Supervisors meeting, County staff provided an update on the Yolo Animal Services Planning Agency Joint Powers Agency (YCASPA JPA), and reviewed examples of JPA governance models for consideration. Subsequently, the Board of Supervisors directed the County Administrator's Office (CAO) to complete an analysis of potential governance models for the YCASPA JPA.

This document will first lay out the foundation for understanding the historical formation of the YCASPA JPA followed by the legal mandates and jurisdictional responsibilities as defined by the State of California. An overview of the existing service model will be reviewed, including animal shelter statistics and an environmental scan. Finally, an analysis of existing governance models will be outlined to support the exploration of alternative potential pathways and approaches to animal services. The intent of this analysis is to provide the Board of Supervisors insight into various animal services governance models to assist deliberations in considering potential alternative models that meets public expectations, limits public costs, and maintains positive outcomes for the animals within the community.

## Historical Information

### LAFCo Summary

In 2012, Yolo County Local Agency Formation Commission (LAFCo) hired consultants from the Animal Protection League to complete a study of Yolo County Animal Services on behalf of the County and the cities of Davis, West Sacramento, Winters, Woodland, and the UC Davis campus, who contract with the County for animal services. This study was a review of the services provided and was aimed at determining if alternative governance models could be more cost effective. This study and its findings were presented to the County and each contracting agency in Fall 2012.

The consultants suggested the following improvements to enhance the shelter's best practices:

- Privatization of animal services through formation of a Joint Powers Authority or contracting with a humane society.
- Create a licensing unit to promote responsible pet ownership and pursue licensing compliance to generate significant revenue.
- Establish an aggressive spay/neuter program including a high-volume spay/neuter clinic.
- Hire an Outreach/Education Director to develop education opportunities and a spay/neuter awareness campaign.
- Hire a Volunteer Coordinator to develop a volunteer program and recruit, train, and supervise volunteers.

- Implement proactive strategies in the Animal Control Field Services division to effectively deploy resources and address animal-related policing issues.
- Build a new animal shelter.

The Board of Supervisors and the city councils expressed interest in continuing to study alternative organizational models that could provide quality animal services at a reduced cost, and to determine the appropriate and sustainable level of staffing and programs for animal services in Yolo County so that cost scenarios could be developed.

In 2013, LAFCo commissioned a study to determine a method of providing animal services in Yolo County. The first portion of the study, completed by UC Davis Koret Shelter Medicine Program (UCD KSMP), looked at animal services programming and staffing to determine the levels necessary to meet legal requirements and public expectations. The second portion, completed by LAFCo, provided potential models of animal services based on the recommended staffing and programming levels by UCD KSMP.

The study found the Yolo County Animal Shelter to be “inadequate, outdated and compromising the program’s ability to adequately serve the community.” Additionally, it proposed the establishment of an Animal Shelter Joint Powers Authority (JPA) as a means to provide participating jurisdictions with increased control over budget and operational decision making. A JPA typically forms so economies of scale can be achieved, which include the reduction of administrative activities, shared resources, and the cost savings that result from more efficient operations. The Study presented cost savings due to lower salary and benefit rates for private staffing, as well as expanding staffing and programming. It also stated that public agencies are “generally less able to take advantage of opportunities to generate funds,” as compared with non-profits that can potentially access grant funding and other revenue generating enterprises inaccessible to government entities.

### Formation of the Yolo County Planning JPA

In the Fall of 2018, representatives of the County, cities of Davis, Woodland, Winters, and West Sacramento, and UC Davis formed the Animal Shelter Working Group (the “Working Group”), which held joint meetings to gather information on the status of the Yolo Animal Shelter and determine next steps for action. Inspired by a collective interest to control costs, the Working Group met throughout 2018 and 2019 to discuss the governance structure, with a shared interest in developing a JPA to create a governance entity that would have operational and budgetary control over animal services and authority to make improvements to shelter facilities. The Working Group participants agreed that the JPA should start as a planning agency only, and that the operational and program options should be studied first, before proceeding to consideration of facility options.

The recommendation from these meetings was for each jurisdiction's governing board to approve moving forward with the first phase of JPA development, and phase further transition points in the JPA's growth. The suggested phases of JPA development included:

1. Determine Governance Model: Outline the charge, scope and governance structure of the JPA, including powers, membership, bylaws and voting structure.
2. Develop Strategic Plan: Formation of the JPA's shared vision, mission, goals, and objectives.
3. Establish JPA Operational Model: JPA would consider operational models, staffing, and program options; allowing for updated financial projections before moving forward to consider facility options.

Once an operational model was agreed upon, additional phases might include:

- Implementation of Joint Powers Agreement
- Creation of a Budget
- New Shelter Location and Design
- Discussion of Financing Options

On September 19, 2019, the Working Group met to discuss the governance structure. The County and four cities, in consultation with UC Davis, ultimately agreed to continue moving forward with the initial formation of a JPA that was flexible to participating agencies. For example, agencies could leave their agreements with Yolo County and choose to provide services individually on a city-by-city basis; or alternatively, agencies could elect to enter into an agreement with Yolo County for provision of animal services at a later date. This flexible model was named the Yolo Animal Services Planning Agency Joint Powers Agency (YCASPA JPA). The YCASPA JPA has a board that includes representatives from Yolo County and the cities of Davis, West Sacramento, Winters, and Woodland and remains the current governing model today.

## Overview of Animal Care and Control

### Legal Mandates

In California, legislative mandates require cities and counties to provide certain animal control services. The main requirements include an animal shelter for stray animals, enforcement of animal laws, rabies control and licensing, and the spaying or neutering of animals prior to adoption placement. County or city governments may have their own animal control departments to oversee compliance within their jurisdiction. These departments may choose to work collaboratively to enforce regulations and address complaints or violations.

The County currently provides animal sheltering and control to contracting jurisdictions, but it is not obligated to implement state mandates specific within cities and performs those duties on a contractual basis. Cities participating in the YCSASPA JPA have all elected to adopt and follow Yolo County’s ordinances concerning the provision of animal services.

Regardless of how animal control and services are organized within municipalities, it must be done within the legislative mandates. Below is a chart of some state and county regulations related to animal services. This is only a partial list of the most significant legal mandates and County implementing ordinances:

<b>State Regulations</b>	
Health and Safety §121575-121710	Obligates “[e]ach city, county, or city and county to provide” a rabies control shelter system and a rabies control program, including immunization and licensing; reporting, investigation, and isolation of animals involved in bite incidents; and public education
Health and Safety §121690	Rabies vaccination requirements and exemptions; provision of public dog vaccination and licensing
Food and Agricultural Code §30501	Identifies sections of Food & Ag Code that any county or city governing body relating to animal licensing and care may adopt, and states that counties are not required to enforce those provisions within any city
Food and Agricultural Code §31105	Requires a board of supervisors to provide for “the taking up and impounding (sheltering) of all dogs which are found running at large,” as well as euthanasia when allowed by law. Under section 30501, mentioned above, counties are not required to provide these services within cities
Food and Ag §31101-31109 & §31752	Legal holding period for stray dogs and cats and other provisions relating to seizing, impounding, and identifying stray dogs
Food and Ag §31108.3 & §31752.1	Microchip dogs and cats prior to release from shelters

Food and Ag §30503 & §31751.3	Spay and neuter of cats/dogs prior to adoption, with limited exceptions
Food and Ag §21621-31626	Seizure and care of potentially dangerous or vicious dogs, owner due process rights, and related matters
Penal Code §597-§597.1	Crimes against animals: seizure of abused and neglected animals; investigation for animal cruelty and referral for prosecution; care for injured stray animals and owner (if known) liability for costs; permitting animals to go without care

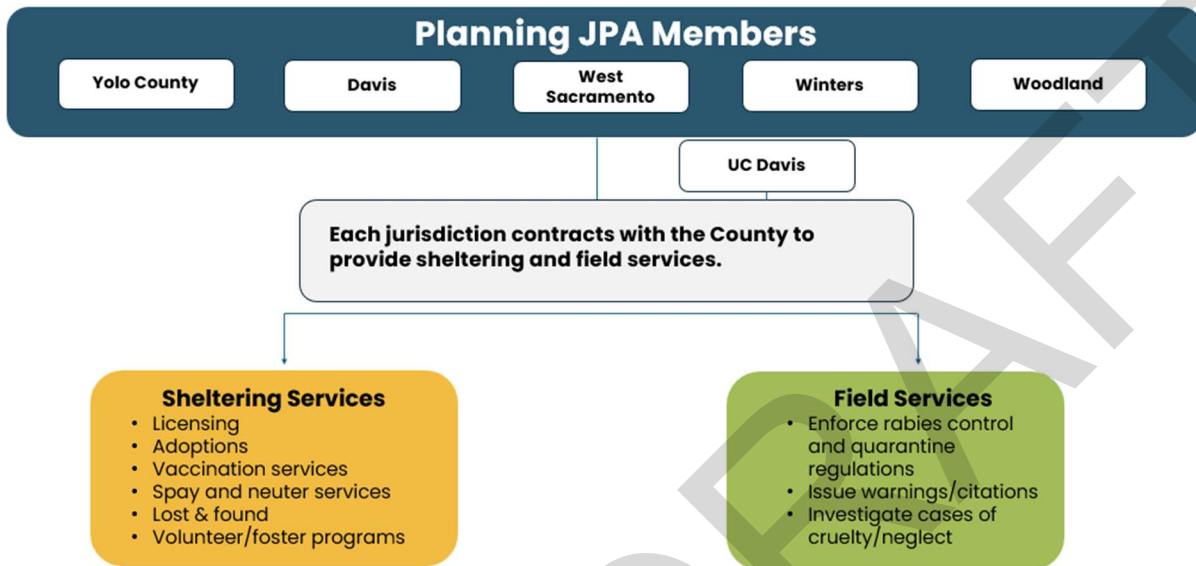
## County Regulations

Section 6-1.103	Cites the Government Code, Health & Safety Code, and Food and Agricultural Code as authority for related County Code provisions
Section 6-1.202	To operate and maintain the Animal Control Center and to administer and enforce the Animal Control Center provisions
Section 6-1.202	To cooperate with the Health Officer in the administration and enforcement of the rabid and dangerous animal provisions
Section 6-1.202	To remove and dispose of the carcass of any dog found in or on any street, alley, or other public place, except State highways
Section 6-1.202	To receive applications for dog licenses, to issue dog licenses, to collect dog license fees in advance, and to enforce the dog licensing provisions
Section 6-1.401	Addresses animals running at large, leash requirements, and other matters related to care, licensing, and vaccination
Section 6-1.601	Dog licensing requirements and related fees, penalties, and procedural matters

Section 6-1.802	Redemption periods for animals at the shelter
Section 6-1.803	Animals voluntarily surrendered shall not be deemed to be impounded and need not be kept or retained for any minimum period of time
Section 6-1.804.1	Provide euthanasia services on animals whose owners request it (this is not a mandate but a service that YCAS chooses to provide)
Section 6-1.901	Every owner of a dog over four (4) months in age shall have such dog vaccinated with such canine anti-rabies vaccine and at such intervals as prescribed by the State Department of Health
Section 6-1.905	Reports related to Rabies Control
Section 6-1.1003	Vicious dog investigations

## Current Animal Services Delivery Model

### Current Animal Services Model



Yolo County's Animal Services (YCAS) is a division within the Department of Community Services that provides animal control and sheltering in Yolo County. YCAS serves over 216,000 residents in the cities of Woodland, Davis, West Sacramento, Winters, and the University of California Davis campus, as well as the unincorporated areas of Yolo County.

Yolo County administers the state-mandated rabies control program, which includes facilitating rabies vaccinations and managing bite reports and quarantine of dangerous animals. Yolo County collects license compliance data from all jurisdictions and submits County-wide reports to the state. The County also coordinates emergency response and animal emergency evacuation planning.

All services other than the state-mandated rabies control program are provided to Yolo County cities by the Yolo County Animal Services program on a fee-for-service contractual basis.

Sheltering services include animal sheltering, pet adoptions, lost & found, pet licensing, Trap-Neuter-Return (TNR) surgical services, low-cost vaccination clinics, and volunteer/foster opportunities. The Yolo County animal shelter is a public, open-admission shelter staffed by Yolo County employees and volunteers. Funding for the shelter includes grants for government agencies and brick-and-mortar facilities, for which the Friends of YCAS is ineligible. Field services provide the law enforcement, nuisance abatement and primary public health/rabies control aspects of an animal control and sheltering program.

## Animal Control Service Agreements

Yolo County, through the Animal Services program, is contractually responsible for providing incorporated jurisdictions, the cities of West Sacramento, Davis, Winters, and Woodland and the campus of UC Davis with animal services. The services Yolo County provides to its partner cities include, for example, pick up of stray animals, rabies control, response to vicious animals, handling animal complaint reports, and other similar services. Below are links to current agreements between the County and local jurisdictions, which expire in June 2026:

- [UC Davis \\$68,721\\* per year](#)
- [City of West Sacramento \\$949, 029\\* per year](#)
- [City of Davis \\$604,576\\* per year](#)
- [City of Winters \\$86,068\\* per year](#)
- [City of Woodland \\$1,184,000\\* per year](#)

\*less any licensing/fee revenues received during the service period

Each agreement details the services the County provides relating to animal services. Total program cost to the cities and UCD is based on the Recommended Fiscal Year Animal Services budget and is allocated between UC Davis, the cities of Davis, West Sacramento, Winters, Woodland, and Yolo County based on a three-year rolling average of 1) the number of animals housed; and 2) number of calls for service received from each jurisdiction. The number of calls of service received from each jurisdiction account for differences in contract amounts between Yolo County and its cities. For example, in FY 2024-25, the City of West Sacramento had 2,674 calls for service. In comparison, the City of Winters had 279. (See Animal Service Statistics below for more information.)

Yolo County covers the portion of costs associated with animal services provided to the unincorporated areas of the County. The total budget for animal control services for FY 2025-25 was \$5 million, with a net county cost of \$1.3 million.

YCAS and department fiscal staff meet monthly with the contracted agencies on service levels, concerns, and cost charges, which are billed quarterly. While the contracted parties do not have the authority to make budgetary, staffing, or operational decisions and these decisions remain solely with the County, Yolo County staff remains open to suggestions and ongoing discussions with its partner cities. Feedback is obtained through periodic contract and budgetary meetings with individual cities, as well as the quarterly YCAS JPA public meetings.

## Animal Service Statistics

Below are the Animal Service Calls statistics for FY 2024/2025 to illustrate the service demands and cost associated with County contracted services delivered to the jurisdictions.

<b>Calls for Service FY 24/25*</b>	
County of Yolo	1,668
Davis	1,064
UC Davis	178
West Sacramento	2,674
Winters	279
Woodland	2,890
No Response Area	399
<b>Total</b>	<b>9,161</b>

<b>Calls Disposition (across all jurisdictions) FY 24/25*</b>	
Officer Follow-Up	2,235
Stray at Large	951
Stray Contained	896
General Questions	730
Deceased Wildlife Pick Up	630
Deceased Domestic Pick Up	563
Stray Injured	234
Verbal Warning	219
Bite Report	192
Wildlife Relocated/Injured	328

\*For more information regarding calls received in FY 24/25, please see Attachment D: FY 24/25 Animal Services Call Report.

When considering the framework of animal services, the shelter's ability to meet the needs of every animal admitted to the shelter will need to be reviewed. Determining the shelter's ability to function at its highest potential involves assessing staffing, intakes, outcomes, and actual kennel capacity.

Below are the statistics for the Yolo County Animal Shelter in CY 2024:

<b>Intakes</b>	
Strays at Large	2,877
Relinquished by Owner	438
Seized	204
Other	78

<b>Outgoing</b>	
Adoptions	1,777
Returned to Owner	858
Returned to Field	106
Died in Care	98

Lost in Care	9
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<b>Euthanasia</b>	
Owner Intended Euthanasia (In)	104
Owner Intended Euthanasia (Out)	93
Shelter Euthanasia	288

Additional shelter statistics may be found here:

<https://www.yolocounty.gov/government/general-government-departments/community-services/animal-services/animal-services-stats>

## Status of the Yolo County Animal Shelter

The current animal shelter facility was built in 1970 and was originally 4,828 square feet with a portion of the office used as housing. In 1974, a kennel area of 2,966 square feet was added and in 2003, a cat annex building added 2,870 square feet.

In 2014, the County contracted Jacobs Engineering Group to conduct a space utilization study for all County facilities during the development of the County's capital improvement plan and the desire to take a holistic approach to facility strategic planning and asset management to best serve the residents of Yolo County. The Jacobs Strategic Space Utilization Study determined that the current Yolo County Animal Shelter sites were inadequate for the needs of Yolo County Animal Services. As a result of the study, an exploratory committee was formed and included representation from the County, the Cities, the Yolo SPCA, and the UC Davis Koret Animal Resource Center. The exploratory committee met on April 14, 2016 and reviewed scope of work proposals from leading animal shelter architects from across the country. The local firm, Indigo Architects, in partnership with the UC Davis Koret Shelter Medicine team, conducted a needs assessment to ensure adequate medical, quarantine, adoption, and community space were identified and determined the potential cost and ongoing operating costs of a new facility.

On June 20, 2016, the County entered into a contract with Indigo Architects to prepare cost estimates for animal shelter options. Indigo Architects met with the Yolo County Animal Services Exploratory Committee to review animal intake data and future growth projections to prepare an estimation of animal housing needs at a new shelter.

Indigo Architects presented to the Yolo County Board of Supervisors conceptual designs of a 28,000 square feet shelter with costs estimated between \$15 million and \$24 million at the time. Unfortunately, due to budget constraints, funding to move forward with a new shelter has not been identified.



**RENDERING OF YOLO COUNTY ANIMAL SHELTER BY INDIGO (SEE [HTTPS://WWW.INDIGOARCH.COM/YOLO-COUNTY-ANIMAL-SHELTER23](https://www.indigoarch.com/yolo-county-animal-shelter23))**

In February 2024, the Yolo County Board of Supervisors approved a phased approach to address the shelter’s deferred maintenance and future space needs:

**Shelter Improvements**

Phase	Description	Status
1	Complete deferred maintenance, such as roof and parking lot repairs, at the animal shelter using YCAS FY 2023-24 budget savings totaling approximately \$300,000.	Near completion
2A	Remodel the former Day Reporting Center into a community spay/neuter clinic at 2780 East Gibson Rd using \$500,000 from the Animal Services Reserves account plus \$150,000 in Accumulated Capital Outlay funds.	In progress
2B	Seek partnerships, possibly with UC Davis School of Veterinary Medicine (UCD-SVM), to provide shelter medicine services in a future modular building adjacent to the 2A building.	Paused
3	Plan a long-term solution for a new animal shelter.	Not started

## Existing External Partnerships for Services

Yolo County Board of Supervisors requested Department of Community Services Staff to evaluate the potential external partnerships, whether as part of a future JPA or in the current model.

Currently, the following services are provided by external partners or vendors:

- Emergency Veterinary Care (UC Davis)
- Online Pet Licensing (Docupet)
  - Requires County staff time to process rabies certificates and on-site licensing

Opportunities and considerations for outsourcing are identified below; however, the County and JPA should first consider the costs, benefits, and impact on existing systems and staffing before pursuing and committing to additional partnership opportunities.

Opportunity	Considerations
<b>Veterinary Services</b>	For several years, UC Davis School of Veterinary Medicine was contracted for on-site Shelter Medicine and after-hours Emergency Care. However, due to growing community needs and differences in program goals, the contract for the Shelter Medicine portion ended while use of Emergency Care continues for after-hours and holiday closures.
<b>Fundraising Coordinator</b>	Hiring a fundraising coordinator would be costly, but focused efforts towards fundraising could yield additional funding. Community organization(s) may also be positioned to take the lead on such efforts.
<b>Shelter Operations</b>	A contractor may be brought in to operate the existing shelter. The County would need to explore the costs and expectations of the contractor for full-service operation and maintenance of the shelter.
<b>Field Operations</b>	City code enforcement or police departments may consider providing these services internal to their jurisdiction.

## Environmental Scan/Comparative Analysis

In 2023, CAO staff conducted a brief survey and analysis of Animal Services operational costs from similar and/or neighboring jurisdictions to determine if there were any notable budgetary or employment differences between the County's Animal Services program and selected peers, as seen below:

Animal Services Comparison Chart	Annual Budget (FY2023)	Population Served	Area Served (sq mi)	Per Capita Costs	Median Household Income	Governance	FTEs (Budgeted)	Service Offerings
Yolo County	\$ 3,313,935.00	216,986	1,015	\$ 15.27	\$ 78,386.00	County	19.00	Shelter and field operations, low-cost spay/neuter (suspended), volunteer program, cat foster program
Sacramento (City)	\$ 7,359,055.00	525,041	99	\$ 14.02	\$ 71,074.00	City	61.00	Shelter and field operations, low cost clinics (at capacity), volunteer program, dog/cat foster program
Sacramento (County)	\$ 20,410,142.00	630,291	866	\$ 32.38	\$ 76,422.00	County	67.00	Shelter and field operations, low cost clinics (at capacity), volunteer program, dog/cat foster program
San Luis Obispo County	\$ 4,485,152.00	283,159	3,299	\$ 15.84	\$ 82,514.00	County	21.50	Shelter and field operations, volunteer program, dog/cat foster program
El Dorado County	\$ 4,143,371.00	193,221	1,708	\$ 21.44	\$ 88,770.00	County	21.00	Shelter and field operations, dog/cat foster program
Solano County	\$ 5,054,855.00	451,716	822	\$ 11.19	\$ 89,648.00	County	29.00	Shelter and field operations for Unincorporated and Vallejo, handles all bite response/emergency calls within county limits
Santa Cruz	\$ 5,162,305.00	267,792	445	\$ 19.28	\$ 96,093.00	JPA	28.70	Shelter and field operations, spay/neuter program (suspended), volunteer program, dog/cat foster program
Lodi	\$ 665,050.00	67,021	14	\$ 9.92	\$ 70,302.00	City	3.00	Shelter and field operations, volunteer program, dog/cat foster program, low-cost spay/neuter (status unknown). Costs do not include \$1.15 million in capital expenses for shelter design costs and existing shelter repairs in FY23. FTE total is an estimate; budget documents list field officers but do not clearly delineate who handles administrative functions for shelter operations.
Rancho Cordova	\$ 795,410.00	80,413	35	\$ 9.89	\$ 77,044.00	City	3.00	Field operations only, shelter operations through Sacramento SPCA. FTEs are estimated based on budget, staffing is not defined in available documents.
Average	\$ 5,709,919.44	301,738	922	\$ 16.58	\$ 81,139.22			
Median	\$ 4,485,152.00	267,792	822	\$ 15.27	\$ 78,386.00			

In 2025, an updated comparative analysis of neighboring jurisdictions show that Yolo County's spending is in line with the median budgeted for animal services, however, a jurisdiction's organizational structure may affect per capita costs. This includes updates to Yolo County's service offerings as low-cost spay/neuter is unsuspended and YCAS offers free microchip and vaccine clinics.

## 2025 Comparative Analysis of Operational Costs from Similar/Neighboring Jurisdictions

Jurisdiction	Annual Budget (FY2025)	Population Served	Area Served (sq mi)	Per Capita Costs	Median Household Income	FTEs
<b>Yolo County</b>	\$5,032,358.00	225,251	1015	\$22.34	\$88,818.00	22
<b>City of Sacramento</b>	\$9,233,229.00	520,407	99	\$17.74	\$80,254.00	63
<b>Sacramento County (unincorporated areas of Sacramento County and the Cities of Citrus Heights and Galt)</b>	\$21,641,015.00	718,000	735	\$30.14	\$88,724.00	67
<b>San Luis Obispo County</b>	\$5,333,160.00	278,348	3299	\$19.16	\$90,216.00	24.5
<b>El Dorado County</b>	\$4,741,787.00	192,823	1708	\$24.59	\$106,190.00	18
<b>Solano County (animal control for unincorporated Solano County and the City of Vallejo &amp; excludes sheltering for Vallejo's impounded animals)</b>	\$6,611,941.00	455,101	822	\$14.53	\$99,994.00	29
<b>Santa Cruz County JPA</b>	\$6,403,261.00	262,572	445	\$24.39	\$109,266.00	31
<b>City of Lodi*</b>	\$958,810.00	66,509	14	\$14.42	\$78,468.00	4
<b>City of Rancho Cordova (does not operate a shelter)</b>	\$914,988.00	81,117	35	\$ 11.28	\$77,044.00	3
<b>Average</b>	\$6,763,394.33	311,125	908	\$19.84	\$90,997.11	
<b>Median</b>	\$5,333,160.00	262,572	735	\$19.16	\$88,818.00	

\*The City of Lodi FY 2025 budget does not include the \$4 million towards an estimated \$13 million for the replacement of the animal shelter set to open in March 2026.

## Potential Models for Animal Care and Control Services

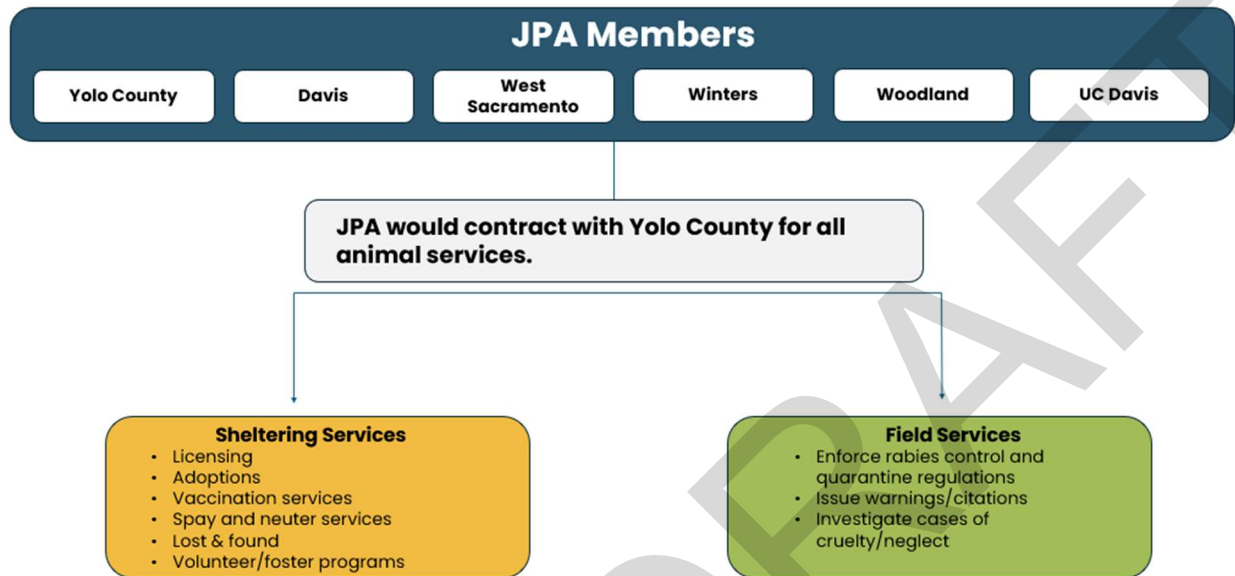
Transitioning the current Planning JPA to a different model could present opportunities to engage in shared governance in order to improve outcomes.

The benefits of an operational JPA potentially include reduced administrative overhead, streamlined services, and increased collaboration between each jurisdiction. Below is a chart of potential governance options for animal services, where the JPA board would be operational and the governing body for animal services:

<b>JPA Models/Governance Options</b>	<b>Contractor(s)</b>	<b>Customer Services/Animal Sheltering</b>	<b>Field Services</b>
<b>Self-Sufficient JPA</b>	None	JPA	JPA
<b>JPA Contract with Non-Profit for Services</b>	Non-Profit	Non-Profit	Non-Profit
<b>JPA Contract with County for Services</b>	Yolo County	Yolo County	Yolo County
<b>Hybrid Model</b>	Non-Profit & County	Non-Profit	County

## JPA Contract with County

### JPA Contract with County



The Planning JPA would transition to an Operational JPA and contract with the County to provide all animal services, similar to the current Yolo County Animal Services model. Contracting with the County will allow the Operational JPA to create shared governance with each participating jurisdiction having an equal vote in matters without hiring personnel for shelter and field operations. Each participating jurisdiction and the County would continue to pay a portion of the operational expenditures based on population and workforce statistics. The Operational JPA would be governed by a Board made up of either elected officials or appointed representatives, who determine the service needs, resource capacities, and potential cost-sharing mechanisms.

#### STANISLAUS ANIMAL SERVICES AGENCY (SASA)

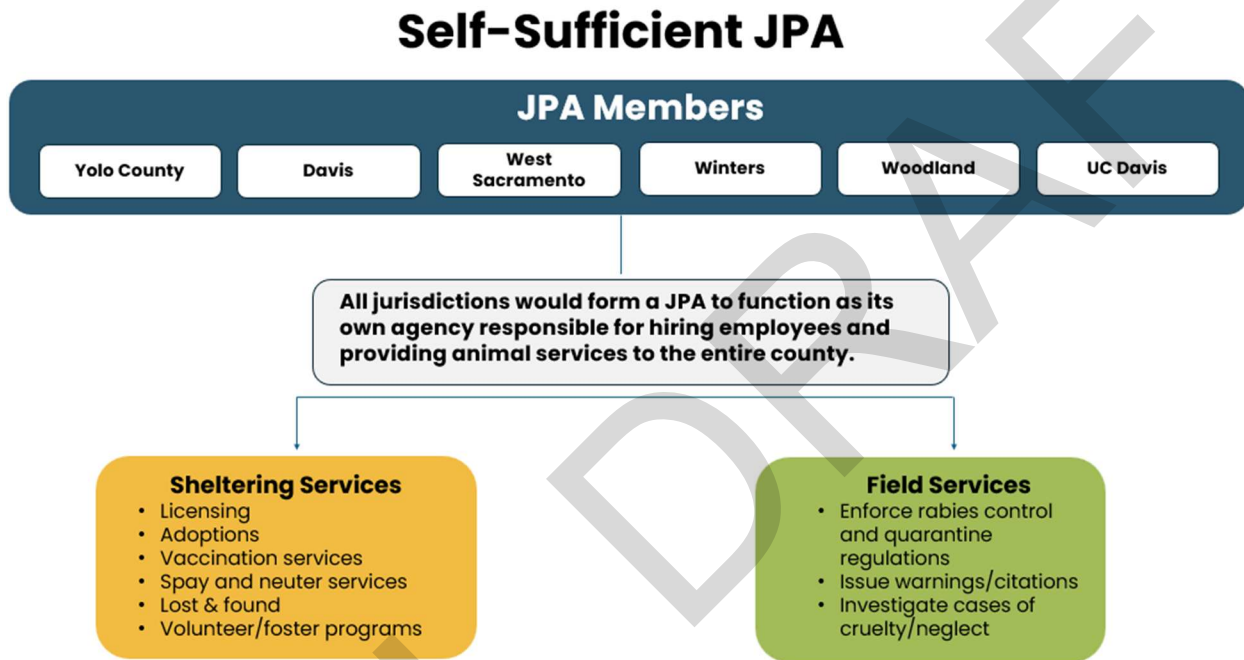
Before transitioning to a JPA, animal services in Stanislaus County was provided by a county department which billed each city for services, similar to the way Yolo County provides animal services currently. To create more buy-in and cooperation amongst the jurisdictions, the County shifted to an Operational JPA model. The JPA Board is comprised of city managers or their designees and the County Administrator to represent their respective jurisdictions. The JPA Board approves the agency's budget, determines the cost structure, and creates the policies and procedures. SASA employees are employed by the County and receive County benefits.

#### CONTRA COSTA COUNTY ANIMAL SERVICES (CCAS)

CCAS provides full animal care and control services, including sheltering and field services, to the unincorporated County and through contracts to eighteen of the nineteen cities in Contra Costa County (the exception being the City of Antioch). CCAS is comprised of one shelter and over 75 full-time employees, including: field officers,

medical staff, animal care staff, community and media relations personnel, and administration. As of July 2024, the Department serves a population of 1,146,626 people and, in the calendar year of 2023, took in a total of 7,114 animals with an overall live release rate of 85 percent.

## Self-Sufficient JPA



A Self-Sufficient JPA allows all jurisdictions to financially contribute to the general operations of the JPA based on a fee schedule agreed to by the JPA board, allowing for equal representation of each participating jurisdiction. The cities, County, and UC Davis would contract individually with the JPA for animal services. The JPA would be responsible for administering the entire animal services program, hiring employees, and providing services to all participating jurisdictions. A self-sufficient JPA would have its own staff who oversee both sheltering services and field services.

## WEST END ANIMAL SERVICES/ANIMAL RESOURCE CENTER OF THE INLAND EMPIRE (ARC)

Staff met with the Executive Director of ARC to discuss the formation of the JPA. He stated that ARC was formed as no organization could provide generalized animal services in the area.

Prior to the formation of the ARC JPA, animal services were provided by the Inland Valley Humane Society (IVHS). Due to the geographical location of IVHS from the cities of Ontario, Montclair, and Chino, the three jurisdictions decided to form a JPA in November 2024 in anticipation of the IVHS contract expiring in June 2025. Comprised of the City of Ontario, Montclair, Chino, and parts of unincorporated San Bernardino County, ARC is a full-service animal services agency providing both animal control and sheltering services to member

agencies as of Summer 2025. The Agency sets and adopts operational policies, adopts an annual budget, and employs about 34 employees. ARC provides services out of a temporary facility in Ontario with a permanent shelter is expected to open in 2027, paid for through a 12-year payment plan.

The ARC JPA Board is made up of elected officials or their designees. The City of Ontario is the financial representative, provided the land for the new shelter and Human Resources services for the JPA. Personnel are employed by ARC and do not receive the benefits of City or County employees. Per the Executive Director, since its formation, public opinion of ARC has been generally positive.

### SANTA CRUZ COUNTY ANIMAL SHELTER (SCCAS)

The SCCAS is a non-profit joint powers authority formed in June 2002 that includes the County of Santa Cruz, and the cities of Capitola, Santa Cruz, Scotts Valley, and Watsonville. The SCCAS provides 24-hour animal rescue and is Santa Cruz County’s only full service, open-admission animal shelter. The SCCAS is governed by a Board of Directors that has representatives from each of the participating jurisdictions, which includes the Public Health Director, city managers, police deputies, the undersheriff, and the Assistant County Executive Officer.

Staff reached out to SCCAS but did not receive a response.

### JPA Contract with Non-Profit

## JPA Contract with Non-Profit



The JPA may contract with a non-profit to provide both sheltering services and field services for all the jurisdictions. Contracting with a private non-profit could allow for certain cost-savings related to staffing. Partnering with a private, non-profit organization may open funding opportunities to the JPA that is not available to public agencies. For

example, BluePearl Cares and Stand Up for Pits, 501c3 nonprofit organizations with grant programs, require grant applicants be a nonprofit organization with proof of 501c3 status.

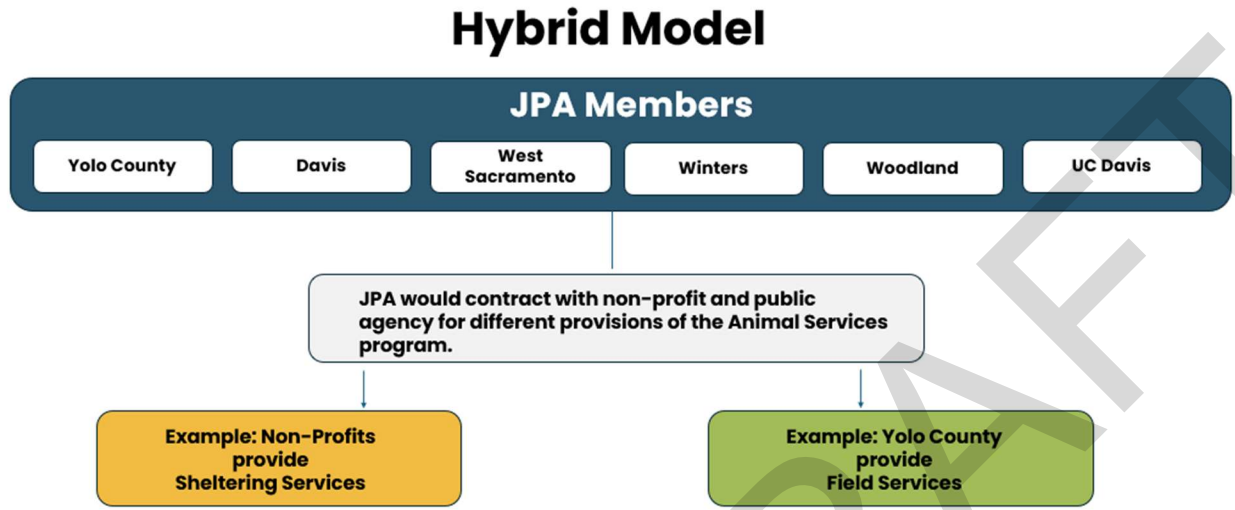
This model is inherently dependent on there being an appropriate non-profit partner which can provide such services; if there is a lack of interest or options for service providers, this governance model may not be a viable option.

#### MARIN COUNTY JPA & MARIN HUMANE (MH)

Marin Humane (MH) operates a county-wide animal care and control services program through a contract and partnership with the County and the cities and towns of Marin. The JPA contracts with the MH for \$12 million over three years (2023-2026) for field enforcement and shelter services, including appointment of animal control officers. The funding is a lump sum to carry out all the work and operate the animal shelter. The contract is negotiated by a committee which is made up of representatives of either two or three cities along with a representative from the county. Once a new contract is approved by the committee and the MH Board of Directors, it is presented to the Marin County Board of Supervisors for approval. All cities have to accept the terms to make enforcement consistent throughout the county. Marin Humane has their own internal operating policies and procedures, which are not subject to the County's review or approval.

Staff met with Marin Humane's CEO/President and Director of Shelter Services to discuss their contract with Marin County, which is entering the last year of the current three-year contract. The main successes, from their perspective, is the ease in which the contract is managed, the trust MH receive from the cities and county to carry out Animal Services for Marin County, and the flexibility in carrying out the terms of the agreement. As the single animal sheltering agency in the County, MH has direct communication with public health officials as the animal services officers work as agents of the health department for rabies control. It is written into the contract that MH work within local ordinances. MH is committed to being the one and only animal services agency for the county. If their contract was terminated, the county would need to build their own sheltering facility and hire staff.

## Hybrid Model



The final potential model is the hybrid JPA model. Yolo County and its five agencies form an Operational JPA, and contract with various service providers, which may include the County or other public agency, non-profits, private organizations, and the university. For example, the JPA could contract with a non-profit for the provision of animal sheltering services and YCAS for field services.

### FRIENDS OF THE ALAMEDA ANIMAL SHELTER & CITY OF ALAMEDA

Friends of the Alameda Animal Shelter (FAAS) is a private non-profit that operates the shelter while the City of Alameda coordinates its Animal Control operations. Since 2012, FAAS provides shelter services, animal rescue, adoptions, foster care, licensing, spay/neuter, and education programming. Compensation for services is through an annual sum from the City to FAAS to offset 50% of the FAAS budget for the provision of shelter services. The City budgeted \$1.2 million for the animal shelter in FY 2024 and \$1.4 million in FY 2025. FAAS collect fees from the public based upon FAAS's schedule of fees and apply such collections entirely and exclusively to the performance of the Shelter Services.

The City has two full-time Animal Control Officers, which enforce relevant laws and ordinances, pick up stray animals, and remove animal carcasses. They also respond to barking dog complaints, aggressive animals, and bite incidents.

Staff reached out to the City of Alameda and Friends of the Alameda Animal Shelter but did not receive a response.

### SONOMA COUNTY ANIMAL SERVICES (SCAS)

SCAS is a public agency that serves county residents who reside in the unincorporated areas, the City of Healdsburg, and the City of Santa Rosa. North Bay Animal Services (NBAS) provides shelter and field services to the cities of Cloverdale, Windsor,

Sebastopol, and Petaluma. The remaining county residents receive animal control services through local police departments and shelter care through the Rohnert Park Animal Shelter, the Humane Society of Sonoma County and numerous private and non-profit organizations that provide shelter, adoption, and spay/neuter programs for Sonoma County.

The 2024-2025 Sonoma County Civil Grand Jury released a report in May 2025 highlighting the costs and consequences of decentralization of animal services in Sonoma County. The report concluded that insufficient oversight and the lack of coordination, shared data, and communication amongst the various animal services providers contributed to inadequate services such as untimely license renewals and disparities in staff and volunteer training. The report recommended a governance structure which can provide cost-efficient solutions and increased revenue collection.

Staff met with the Sonoma County Animal Services Operations Manager to discuss the grand jury report and its findings. She stated that the County is researching the JPA process to determine if it makes sense for the County to form a JPA to provide shelter and field services for the County and its cities.

### Comparison of Yolo County’s Animal Services Budget and Local JPAs

Organization	Annual Budget	Population Served	Per Capita Costs	FTEs
Yolo County Animal Services	\$5,032,358.00	225,251	\$22.34	22
Sonoma County Animal Services	\$6,700,000.00	305,000	\$21.97	63
Stanislaus Animal Services Agency*	\$6,642,750.00	548,701	\$12.11	38
ARC of the Inland Empire	\$6,833,450.00	315,000	\$21.69	34
Average	\$ 6,302,139.50	348,488	\$19.53	
Median	\$ 6,671,375.00	310,000	\$21.83	

\*The City of Modesto, the largest city in Stanislaus County with a population of approximately 218,000, operates field services through their police department.

Based on our research into various JPA governance models and conversations with animal services leaders in California jurisdictions, the formation of an operational JPA should have a JPA Board serving as the governing body for animal services to allow buy-in from each jurisdiction and include a centralized animal services provider, whether through an operational JPA or single vendor. The per capita cost of the current Yolo County service model is in line with JPAs across California, as shown in the table above.

## Request for Information (RFI) and Responses

CAO staff worked with the County's Procurement Department to release a Request for Information (RFI) on August 25, 2025 to capture potential providers in the region to better understand the services offered and to determine if public/private partnerships may be feasible. A similar RFI issued by Yolo LAFCo in 2014 did not yield any viable proposals. To widen the pool of respondents, the RFI was shared via a press release and on County social media pages (see Attachment A: Marketing Posts).

The RFI was intended strictly for information-gathering purposes and did not result in a contract. Information on costs was not collected. The intent of the RFI was to help the County understand the local animal services landscape, including available services and which potential providers can meet the County's animal services needs. Interested organizations were encouraged to respond with their experience in shelter management, animal intake, rescue and foster programs, spay/neuter, and field services (see Attachment B: RFI and Exhibit A Vendor Response Form).

The RFI was originally set to close on October 23, 2025, and the deadline was extended to November 20, 2025. The County received four responses: Best Friends Animal Society, Animal Community Alliance, Jenee Rawlings, and Unleashing the Possibilities (see Attachment C: RFI Responses).

### BEST FRIENDS ANIMAL SOCIETY

Best Friends Animal Society is an animal welfare organization based in Utah. They operate more than 5,500 facilities across the U.S., and work with shelters and rescue organizations to help them reach and sustain no-kill. Though the organization partners with shelters, they cannot provide sheltering, licensing, or veterinarian services. Their Vendor Response Form states that they can assist with building volunteer, transport, and intake diversion programs. Based on their proposal, the Society is looking to partner with the shelter and is unable to provide sheltering and field services.

### ANIMAL COMMUNITY ALLIANCE

Animal Community Alliance is a non-profit organization that serves Solano and parts of Yolo County. The Alliance's proposal states that they can provide some services immediately, such as animal behavior training and rehoming programs. Per their Vendor Response Form, they can add sheltering, licensing, and veterinarian services in an estimated time frame of 90 days of signing a contract.

### JENEE RAWLINGS

Rawlings is a local business leader and volunteer foster with the Yolo County Animal Services. She offered input in improving operational efficiencies and community engagement. Rawlings also requested clarification on the roles of the local non-profits and the JPA. A Vendor Response Form was not filled out.

## UNLEASHING THE POSSIBILITIES

Unleashing the Possibilities (UTP) is a non-profit organization serving Yolo County. Their response to the RFI includes a draft proposal for an Adoption Education Center (AEC). The proposal states that the AEC would operate under a Memorandum of Understanding (MOU) between the County and the AEC to promote adoptions and education programs in a community-based facility. UTP is unable to provide sheltering or field services based on their submission.

Of the four submissions received, Animal Community Alliance’s proposal was the only response willing to provide management of Yolo County’s shelter, animal control, and veterinary needs. The other three proposals seek to create or expand partnerships with the Yolo County Animal Shelter. The JPA may choose to partner with these interested organizations in the future to improve community engagement, if the budget allows.

On December 30, 2025, the County received a Letter of Interest to partner with the Yolo County Animal Shelter from the UC Davis School of Veterinary Medicine. UC Davis expressed interest in providing clinical services, such as spay and neuter, to the animals residing in the shelter with an expectation of compensation. In their letter, UC Davis states that they can potential serve: 200 male dogs/year, 250 female dogs/year, and 550 Trap, Neuter, Release cats/year.

## Summary of Findings

In summary, here are the governance models to which the existing YCASPA JPA may transition:

Model	Details/Features
Status Quo	Each jurisdiction contracts with the County to provide sheltering and field services, and may dissolve the planning JPA. County staff meet with partner cities for periodic financial reporting and may incorporate suggestions partner cities in its operations, at the County’s discretion and budget permitting
JPA contract with County	The JPA contracts with Yolo County for both sheltering and field services with a sheltering facility and animal control staff already in place
Self-Sufficient JPA	The JPA would be responsible for administering the entire animal services program, hiring employees, and providing services to all participating jurisdictions

JPA contract with Non-Profit	The JPA contracts with a non-profit (or for-profit) organization to provide animal services, and the JPA would have little or no staff
Hybrid Model	The JPA contracts with various service providers, which may include the County, non-profits, private organizations, and UC Davis

In an effort to improve high-quality animal care and control services and explore cost-efficient possibilities, the Board of Supervisors directed CAO staff to analyze the governance models that could be effectively implemented in Yolo County. Here are the key findings from the various models presented above:

- There exists a significant gap between community expectations and the resources available for the Yolo County Animal Services department to meet those expectations.
- The per capita costs of Yolo County’s animal services operation is in line with the per capita costs of local jurisdictions, including those with an operational JPA and private, non-profit partners.
- There are currently limited non-profit organizations interested in partnering with the County in providing animal services.
- An operational JPA may better enable collective governance and decision-making and foster greater engagement and responsiveness to issues related to animal services in partner jurisdictions as each jurisdiction could control the cost and level of services provided. However, there may be considerable capital costs to initiate a full-service, self-sufficient JPA.
- A potential disadvantage of forming an operational JPA include diminished autonomy and control by individual member agencies.
- The County providing animal services would be advantageous as there are existing facilities and staff.
- A hybrid model would allow each vendor organization to scale services to meet population demand. However, contracted organizations may have their own internal operating policies and procedures, which may not be subject to the JPA's review or approval. Administration of multiple decentralized contracts may prove to be a challenge.
- If the JPA does not move forward, YCAS should prioritize improving partnerships with jurisdictions in order to create more collaboration within the existing service model.

In conclusion, if the Board is interested in pursuing an operational JPA model for animal services, the most expeditious approach would be for an operational JPA to contract

with the County for continuity of services due to the current capacity of private, non-profit organizations. This option would also likely have lower start-up costs than other models and would not preclude the possibility of other JPA models being considered in the future. Regardless of whether the Board determines to move forward with a JPA, CAO and YCAS staff will follow up with the RFI respondents to explore the potential for future collaborative opportunities.

FINAL DRAFT

## Attachment A: Marketing Posts

 **Yolo County**  
September 4 · 🌐

Yolo County is seeking interested organizations including local nonprofits to respond to a Request for Information (RFI) to provide professional services for animal care operations within Yolo County. The County is exploring opportunities to strengthen and enhance animal services, including shelter management, animal intake and care, redemption and adoption services, rescue and foster programs, spay/neuter and vaccination clinics, veterinary services for small and large animals, humane law enforcement, community education, volunteer coordination, fundraising, and special event production. Read more here [➔ www.yolocounty.gov/Home/Components/News/News/14029/4918](https://www.yolocounty.gov/Home/Components/News/News/14029/4918)



  67

68 comments 30 shares



# COUNTY OF YOLO

Office of the County Administrator

**Michael Webb**  
County Administrative Officer

625 Court Street, Room 202 ▪ Woodland, CA 95695  
[www.YoloCounty.gov](http://www.YoloCounty.gov)

**FOR IMMEDIATE RELEASE**  
September 4, 2025

Contact: Laura Galindo  
Email: [PIO@YoloCounty.gov](mailto:PIO@YoloCounty.gov)  
Phone: (530) 341-9865

## Yolo County Seeks Input on Future Improvements of Animal Services

**(Woodland, CA)** – Yolo County is seeking interested organizations including local nonprofits to respond to a Request for Information (RFI) to provide professional services for animal care operations within Yolo County. The County is exploring opportunities to strengthen and enhance animal services, including shelter management, animal intake and care, redemption and adoption services, rescue and foster programs, spay/neuter and vaccination clinics, veterinary services for small and large animals, humane law enforcement, community education, volunteer coordination, fundraising, and special event production.

“This exploratory process will help us identify qualified organizations that may be strong partners in promoting and protecting the health and welfare of both animals and residents within Yolo County,” said Angel Barajas, Yolo County Board of Supervisors and the County’s representative on the Animal Services JPA committee. “We look forward to better understanding what opportunities may exist to enhance animal services in Yolo County.”

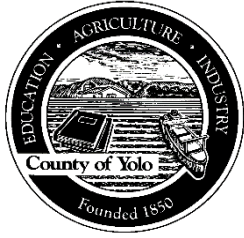
This RFI is intended strictly for information-gathering purposes. It will help the County and its partner cities of Davis, West Sacramento, Winters, and Woodland to evaluate potential approaches for improving animal welfare and better understand opportunities for other partnerships. No contract will result directly from this process. Information received through this RFI will assist in assessing future organizational models for animal services in Yolo County.

Interested organizations must complete the Vendor Response Form (Exhibit A) and submit electronically through Beacon at <https://tinyurl.com/YoloAS> or by email at [Proposals@yolocounty.gov](mailto:Proposals@yolocounty.gov). Submissions will be accepted until Thursday, October 23.

###

Attachment B: RFI and Vendor Response Form

FINAL DRAFT



# COUNTY OF YOLO

General Services Department -Procurement Division

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## Notice of Request for Information (RFI) For Animal Services

RFI-2025-0001

Post Date:  
August 25, 2025

**Responses Due:  
2:00 pm  
October 24, 2025**

Yolo County Department of General Services  
Procurement Division  
120 W Main St., Ste. C  
Woodland, CA 95695

RFI Coordinator:  
Keely Mendes  
[Keely.Mendes@YoloCounty.gov](mailto:Keely.Mendes@YoloCounty.gov)

## **I. INTRODUCTION**

The County of Yolo invites qualified organizations to respond to a request for information to provide professional services for animal care operations in the County of Yolo to include, but not be limited to, overall management of shelter operations, acceptance and care of animals, tracking all animal intake, redemption of animal to owners, adoption, euthanasia, disposal, veterinary care for small and large animals, spay/neuter and rabies vaccine services for small and large animals, adoptions, rescue programs, foster care, and implement volunteers services program, community education program, fundraising, special event production, humane law enforcement and related field services.

This Request for information (RFI) is being sought strictly for the purpose of gaining knowledge of current options available and shall not be construed as an intent, commitment, or promise to acquire services, supplies, or solutions offered. No contract will result from any response to this RFI.

The County of Yolo will not pay for any information herein requested nor is it liable for any cost incurred by the vendor.

## **II. PURPOSE**

The objective of Animal Services for the County of Yolo is to improve the well-being of all animals in our community through adoption and stabilization of the stray population. The County of Yolo is undertaking this process to evaluate better ways to approach animal services. This process will give qualified and experienced organizations an opportunity to demonstrate how they can help the County improve performance and meet its goals for animal welfare.

The County and its municipalities, the Cities of Davis, West Sacramento, Winters and Woodland, formed the Yolo County Animal Services Joint Powers Agency (JPA), a planning agency to study operational and program options to adequately service the community. The JPA is exploring options for providing a quality animal services program that will allow them to manage costs for their respective cities. This RFI will provide a launching point to determine potential providers in the region.

## **III. SCOPE OF WORK**

Yolo County ("County") is located in Northern California and is bordered by Sacramento County, Napa County, and Solano County. It covers over 1,020 square miles of both urban and rural areas with a population of approximately 216,000 people.

Currently, Yolo County Animal Services ("YCAS") provides animal control and sheltering for the County, serving the cities of Woodland, Davis, West Sacramento, Winters, and the University of California, Davis ("UC Davis"), as well as the unincorporated areas of Yolo County. YCAS operates a municipal, open-admission animal shelter in Woodland, CA and provides pet adoptions, rescues, licensing, spay/neuter, medical treatments, and low-cost vaccinations for dogs and cats. In addition to these services, YCAS also investigates animal cruelty, barking and noise complaints, responds to loose, sick and injured domestic and wildlife animals, animal bites and attacks, and provides welfare checks on animals.

According to the YCAS, their 2024 Animal Services Statistics are as follows:

- Intakes
  - Strays: 2,877 animals
    - 1,384 dogs
    - 1,493 cats
  - Relinquished by Owner: 438 animals
    - 251 dogs
    - 187 cats
- Adoptions: 1,777 animals
  - 760 dogs
  - 1,017 cats
- Returned to Owner: 858 animals
  - 733 dogs
  - 125 cats
- Shelter Euthanasia: 288 animals
  - 116 dogs
  - 172 cats

Updated statistics can be found here: <https://www.yolocounty.gov/government/general-government-departments/community-services/animal-services/animal-services-stats>

#### **IV. INFORMATION REQUESTED**

Information requested as fully described in Exhibit A, Vendor Response Form.

1. Organizational Experience and Capability

Provide brief overview of the organization, including:

- Operations: Describe the size of the organization, the locations it serves, and its capacity to manage the County’s workload.
- History: Outline the organization’s history, including the number of years it has provided housing for animals.
- Structure and Leadership: Detail the organizational structure, incorporation information, and names of directors.
- Future Plans: Explain the plans for continuing services over the next five years.
- Physical Facilities: Describe the facilities available for animal housing, as well as those available for staff and volunteers (e.g., modular units, restrooms), if any. Specify the maximum capacity for housing animals.

2. Readiness

3. Services Provided

4. Other Features

Describe and discuss any other features, services, options, or considerations you believe would be beneficial in enhancing the Yolo County Animal Services.

#### **V. COMMUNICATION**

All communication concerning this RFI must be directed to the RFI Coordinator below:

Keely Mendes  
Procurement and Contract Services Officer  
(530)406-5774  
[Keely.Mendes@yolocounty.gov](mailto:Keely.Mendes@yolocounty.gov)

Questions concerning this request for information, including specifications, requirements, terms and/or conditions should be submitted in writing online at: <https://www.beaconbid.com/solicitations/yolo-county/open> in the questions and answers section of the RFI or emailed to [Proposals@yolocounty.gov](mailto:Proposals@yolocounty.gov) no later than the date and time noted below in the Section VI: Submission Instructions, Timeline, Deadline for Questions.

## VI. SUBMISSION INSTRUCTIONS

### Interested Vendors shall submit the following:

Vendors shall provide a RFI response by completing the Exhibit A, Vendor Response Form, and submitting your response electronically through Beacon or by email at [Proposals@yolocounty.gov](mailto:Proposals@yolocounty.gov). Submissions will not be accepted later than **October 23, 2025**.

The County reserves the right, at its sole discretion, to adjust this schedule as it deems necessary. Notification of any adjustment to the Schedule of Events shall be provided to all vendors through Beacon.

### Timeline

Action	Responsible Party	Due Date
Issue RFI	Yolo County	August 25, 2025
Deadline for Questions	Potential Responders	October 9, 2025, at 2:00 PM
Deadline for Answers to Questions	Yolo County	October 16, 2025
Submission of Information	Responders	October 23, 2025, at 2:00 PM

## VII. NOTICE TO RESPONDENTS REGARDING THE PUBLIC RECORDS ACT

Responses to this RFI shall become the exclusive property of the County. Responses to this RFI and information provided in response to this RFI become a matter of public record and may appear in future reports and/or requests, with the exception of those parts of each submission which are justifiably defined as business or trade secrets, and, if by the proposer, plainly marked as "Trade Secret," "Confidential," or "Proprietary."

The County shall not, in any way, be liable or responsible for the disclosure of any such record or any parts thereof, if disclosure is required or permitted under the California Public Records Act or otherwise by law. A blanket statement of confidentiality or the marking of each page of the submission as confidential shall not be deemed sufficient notice of exception. The Respondents must specifically label only those provisions of their respective submission that are "Trade Secrets," "Confidential," or "Proprietary" in nature.

**EXHIBIT A**  
**Vendor Response Form**

**Organization Name:** Click or tap here to enter text.

**Contact Person, Title:** Click or tap here to enter text.

**Phone Number:** Click or tap here to enter text.

**Email Address:** Click or tap here to enter text.

**Federal Tax ID Number:** Click or tap here to enter text.

Yolo County appreciates your assistance in answering the below questions regarding services your company may offer.

Note: If your company does not currently offer a feature or area of interest but may be interested in adding it (or are currently working to add), please note that in the comments section. Please include how your company will be able to provide the service in the future and if applicable, an estimated start date.

**1.1 Organizational Background and Experience**

	<b>Comments/Description</b>
<b>Operations:</b> Describe the size of your organization, the locations it serves, and how it can manage a workload like the County's.	
<b>History:</b> Outline your organization's history, including the number of years it has provided animal services.	

<p><b>Structure and Leadership:</b> Detail your organizational structure, incorporation information, and names of directors.</p>	
<p><b>Future Plans:</b> Explain the plans for continuing services over the next five years.</p>	

**1.2 Readiness**

Services	Yes	No	Comments/Description
<p><b>Physical Facilities:</b> Does the organization have the infrastructure needed for servicing and housing animals? Describe the facilities available for animal housing, as well as those available for staff and volunteers (e.g., modular units, restrooms), if any. Specify the maximum capacity for housing and servicing animals.</p>	<input type="checkbox"/>	<input type="checkbox"/>	
<p><b>Licenses:</b> Does the organization currently have necessary licensing and credentialing (business, Department of Consumer Affairs, Internal Revenue Service, veterinary license, etc.)? Please affirm that your organization meets these eligibility criteria.</p>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Insurance:</b> Does the organization currently carry all necessary insurance, including Yolo County insurance requirements (See Attachment 1)?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Staffing:</b> Would the organization need to hire additional staff to furnish these services?	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Immediacy:</b> Could the organization begin to provide services immediately? Describe if the organization would need time to scale or add capacity.	<input type="checkbox"/>	<input type="checkbox"/>	

### 1.3 Services Offered

Service	Yes	No	Comments/Description
Perform all animal sheltering and impoundment services.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide dog and cat licensing services.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide veterinarian care as needed.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide spay and neuter services for dogs and cats.	<input type="checkbox"/>	<input type="checkbox"/>	
Administer a spay neuter low-income voucher program.	<input type="checkbox"/>	<input type="checkbox"/>	

Provide vaccination and microchip services.	<input type="checkbox"/>	<input type="checkbox"/>	
Administer a small and large animal rescue and foster program.	<input type="checkbox"/>	<input type="checkbox"/>	
Administer a structured volunteer program.			
Conduct outreach and coordinate with placement partners to facilitate adoptions.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide animal behavior modification and training.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide a structured program to support owners in keeping pets in their homes or rehoming animals.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide a structured owner surrender process with a goal of reducing unnecessary intake.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide availability to the public 6 days per week, 7 hours per day, and coordinate with County of Yolo for emergency response outside regular operating hours.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide animal field services, including investigating complaints of animal cruelty and neglect, animal bites, and pick up of lost or deceased animals.	<input type="checkbox"/>	<input type="checkbox"/>	

**1.4 Other Features, Optional Enhancements, and Additional Services**

Describe and discuss any other features, services, options, or considerations you believe would be beneficial in enhancing Yolo County Animal Services.	
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Attachment C: RFI Responses (Including UCD Letter of Interest)

FINAL DRAFT

**EXHIBIT A**  
**Vendor Response Form**

**Organization Name:** Best Friends Animal Society

**Contact Person, Title:** Yael Oppenheimer, Pacific Regional Manager

**Phone Number:** 669-842-1921

**Email Address:** yaelo@bestfriends.org

**Federal Tax ID Number:** 23-7147797

Yolo County appreciates your assistance in answering the below questions regarding services your company may offer.

Note: If your company does not currently offer a feature or area of interest but may be interested in adding it (or are currently working to add), please note that in the comments section. Please include how your company will be able to provide the service in the future and if applicable, an estimated start date.

**1.1 Organizational Background and Experience**

	<b>Comments/Description</b>
<p><b>Operations:</b> Describe the size of your organization, the locations it serves, and how it can manage a workload like the County's.</p>	<p>Best Friends operates facilities across the U.S., each serving a unique lifesaving role in advancing our mission. In addition to our flagship Sanctuary in Kanab, Utah, we have locations in five U.S. cities where our teams work collaboratively to attain and sustain our national no-kill goals. In addition, through our national network of partners, lifesaving tactics are being implemented in shelters and rescue groups across the country.</p>
<p><b>History:</b> Outline your organization's history, including the number of years it has provided animal services.</p>	<p>Best Friends Animal Society is a leading animal welfare organization dedicated to saving the lives of dogs and cats in America's shelters and making the entire country no-kill. Founded in 1984, Best Friends runs lifesaving facilities and programs nationwide in partnership with more than 5,500 shelters and rescue organizations. From our headquarters in Kanab, Utah, we also operate the nation's largest no-kill animal sanctuary — a destination that brings our mission to life for thousands of visitors each year. We maintain the most comprehensive animal sheltering data in the country and make it accessible to the public — empowering communities with critical insights into the needs of their local shelters and how they can help. We believe every dog and cat deserves a home. And we believe that, by working together, we can Save Them All®</p> <p>For a detailed history please visit our website: <a href="https://bestfriends.org/who-we-are/our-story">https://bestfriends.org/who-we-are/our-story</a></p>
<p><b>Structure and Leadership:</b> Detail your organizational structure, incorporation information, and names of directors.</p>	<p>Please see our Pacific Regional team on our Network Partner page: <a href="https://bestfriends.org/network/meet-team#pacific">https://bestfriends.org/network/meet-team#pacific</a></p>

**Future Plans:** Explain the plans for continuing services over the next five years.

Best Friends Animal Society partners with shelters and rescue organizations to help them reach and sustain no-kill. Through hands-on mentoring, customized training, and collaborative program development, we work side by side with shelter staff to identify lifesaving opportunities and remove barriers to success. Together, we build and expand innovative programs that meet the unique needs of each community, whether that 's boosting adoptions, increasing foster engagement, or creating behavior and enrichment initiatives that keep pets thriving. By combining tailored guidance with direct financial support, Best Friends empowers shelters to not only save more lives today but to create sustainable systems that will keep pets safe for years to come, all moving us closer to our shared goal of making every community no-kill.

**1.2 Readiness**

Services	Yes	No	Comments/Description
<p><b>Physical Facilities:</b> Does the organization have the infrastructure needed for servicing and housing animals? Describe the facilities available for animal housing, as well as those available for staff and volunteers (e.g., modular units, restrooms), if any. Specify the maximum capacity for housing and servicing animals.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<p><b>Licenses:</b> Does the organization currently have necessary licensing and credentialing (business, Department of Consumer Affairs, Internal Revenue Service, veterinary license, etc.)? Please affirm that your organization meets these eligibility criteria.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<p><b>Insurance:</b> Does the organization currently carry all necessary insurance, including Yolo County insurance requirements (See Attachment 1)?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<p><b>Staffing:</b> Would the organization need to hire additional staff to furnish these services?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

<b>Immediacy:</b> Could the organization begin to provide services immediately? Describe if the organization would need time to scale or add capacity.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Yes, we'd be happy to start work ASAF
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### 1.3 Services Offered

Service	Yes	No	Comments/Description
Perform all animal sheltering and impoundment services.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Provide dog and cat licensing services.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Provide veterinarian care as needed.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Provide spay and neuter services for dogs and cats.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Administer a spay neuter low-income voucher program.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Provide vaccination and microchip services.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Administer a small and large animal rescue and foster program.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Administer a structured volunteer program.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	We can assist building and a volunteer program
Conduct outreach and coordinate with placement partners to facilitate adoptions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	We can assist building transport relationships
Provide animal behavior modification and training.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Provide a structured program to support owners in keeping pets in their homes or rehoming animals.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	We can assist building intake diversion programming

Provide a structured owner surrender process with a goal of reducing unnecessary intake.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	We can assist building triage programmin
Provide availability to the public 6 days per week, 7 hours per day, and coordinate with County of Yolo for emergency response outside regular operating hours.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Provide animal field services, including investigating complaints of animal cruelty and neglect, animal bites, and pick up of lost or deceased animals.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	We can provide assistance here

**1.4 Other Features, Optional Enhancements, and Additional Services**

Describe and discuss any other features, services, options, or considerations you believe would be beneficial in enhancing Yolo County Animal Services.	Best Friends looks forward to partnering with Yolo County to strengthen its animal services program.
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**EXHIBIT A**  
**Vendor Response Form**

**Organization Name:** Animal Community Alliance

**Contact Person, Title:** Rebecca Hintz, CEO

**Phone Number:** 7076863973

**Email Address:** animalcommunityalliance@gmail.com

**Federal Tax ID Number:** 92-3100725

Yolo County appreciates your assistance in answering the below questions regarding services your company may offer.

Note: If your company does not currently offer a feature or area of interest but may be interested in adding it (or are currently working to add), please note that in the comments section. Please include how your company will be able to provide the service in the future and if applicable, an estimated start date.

**1.1 Organizational Background and Experience**

	<b>Comments/Description</b>
<p><b>Operations:</b> Describe the size of your organization, the locations it serves, and how it can manage a workload like the County's.</p>	<p>Animal Community Alliance is a non profit organization that is led by pet and business professionals. We currently have a board of 5 members. We serve Solano, Yolo and other areas per request. Managing Yolo counties sheltering, animal control and veterinary needs would allow us to expand our current workforce.</p>
<p><b>History:</b> Outline your organization's history, including the number of years it has provided animal services.</p>	<p>Our organization is young in age, 3 years old. While young as a team we have extensive experience in serving the animal communities locally and remotely. Our team includes business professionals, feed store managers, insurance and saddle shop owners, equine hoof specialist and a multi species trainer and behavior consultant. 50</p>
<p><b>Structure and Leadership:</b> Detail your organizational structure, incorporation information, and names of directors.</p>	<p>We operate as a non profit organization. We are approved per the IRS and CA State Registrar of Charities. Rebecca Hintz CEO/President Giovanni Zappetta CFO Kimi Bunetta Vice President Mari Bunetta Vice President Jackie Zappetta Secretary</p>

**Future Plans:** Explain the plans for continuing services over the next five years.

Our focus is education to both improve the lives of animals and their caretakers while reducing the need for shelter and rescue work. If we work with Yolo county our plans would include reducing the pet population using modern systemic methods while partnering with the community to work

**1.2 Readiness**

Services	Yes	No	Comments/Description
<p><b>Physical Facilities:</b> Does the organization have the infrastructure needed for servicing and housing animals? Describe the facilities available for animal housing, as well as those available for staff and volunteers (e.g., modular units, restrooms), if any. Specify the maximum capacity for housing and servicing animals.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>A new facility would be an asset to Yolo county. Our team includes an multi certificated project manager with 19 years working for the federal government. The building or remodeling of a facility is a task we are equipped to take on.</p>
<p><b>Licenses:</b> Does the organization currently have necessary licensing and credentialing (business, Department of Consumer Affairs, Internal Revenue Service, veterinary license, etc.)? Please affirm that your organization meets these eligibility criteria.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>We carry some of the licenses, those we do not have we will obtain. We currently carry non profit business approvals per the IRS and CA State Charities registart. Training credentials for animals per the Karen Pryor Academy are also in place. Veterinary licenses are not currently held but can be obtained through hiring.</p>
<p><b>Insurance:</b> Does the organization currently carry all necessary insurance, including Yolo County insurance requirements (See Attachment 1)?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>We do not currenty carry the insurance Yolo County requires as it is not needed for our current practices. We do carry insurance specific to what our current needs.</p>
<p><b>Staffing:</b> Would the organization need to hire additional staff to furnish these services?</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

<b>Immediacy:</b> Could the organization begin to provide services immediately? Describe if the organization would need time to scale or add capacity.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	We could provide some services immedi
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### 1.3 Services Offered

Service	Yes	No	Comments/Description
Perform all animal sheltering and impoundment services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract acceptance.
Provide dog and cat licensing services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract acceptance.
Provide veterinarian care as needed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service or partnerships 90 days post contract acceptance.
Provide spay and neuter services for dogs and cats.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service or partnerships 90 days post contract acceptance.
Administer a spay neuter low-income voucher program.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract acceptance.
Provide vaccination and microchip services.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract acceptance.
Administer a small and large animal rescue and foster program.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract acceptance.
Administer a structured volunteer program.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract acceptance.
Conduct outreach and coordinate with placement partners to facilitate adoptions.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract acceptance.
Provide animal behavior modification and training.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Currently providing and will expand 90 days post contract acceptance.
Provide a structured program to support owners in keeping pets in their homes or rehoming animals.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Currently providing and will expand 90 days post contract acceptance.

Provide a structured owner surrender process with a goal of reducing unnecessary intake.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract accepta
Provide availability to the public 6 days per week, 7 hours per day, and coordinate with County of Yolo for emergency response outside regular operating hours.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract accept
Provide animal field services, including investigating complaints of animal cruelty and neglect, animal bites, and pick up of lost or deceased animals.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Add service 90 days post contract accept

**1.4 Other Features, Optional Enhancements, and Additional Services**

Describe and discuss any other features, services, options, or considerations you believe would be beneficial in enhancing Yolo County Animal Services.	Additionally we would work to create income producing programs to help fund the shelter and the services it would offer. Education for our staff, volunteers and community will be offered to help create lasting change for the animals we serve. Our focus will be on creating a postive, uplifting program that people want to be a part of at every level.
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**To:** Yolo County Board of Supervisors  
**From:** Jenee Rawlings, Volunteer (Kitten Foster) and Local Business Leader  
**Date:** November 2025  
**RE:** Response to RFI -Strengthening Animal Care Services in Yolo County

Thank you for the opportunity to offer input as part of the County's Request for Information (RFI). I appreciate that the County is taking a thoughtful and exploratory approach to understanding what solutions may best support the well-being of animals and the community. My perspective comes both from my experience as a volunteer foster with Yolo County Animal Services (YCAS) and from my professional background in organizational leadership, operational efficiency, and community-focused service delivery.

My intent is not to advocate for or against any single model, but simply to share observations and constructive recommendations that may support the Board's goals for long-term sustainability, strong community partnerships, and improved outcomes for animals.

### **Overall Perspective**

The RFI is an important opportunity to examine what is working well and where additional support, structure, or modernization could enhance service delivery. From my volunteer experience, I have seen firsthand the dedication of the staff and volunteers who work under sometimes challenging conditions. Strengthening operations and community engagement can multiply their efforts and help the County achieve better long-term outcomes without dramatic increases in cost.

### **Key Observed Opportunities**

#### *1. Increase Operational Efficiency in Shelter Functions*

Improving efficiency within existing resources can make a significant impact. Some opportunities include:

- Moving more administrative and public-facing processes online (adoption applications, volunteer onboarding). This helps to reduce paper-based processes and duplicate workflows that slow down response times. It could also greatly reduce data entry errors.
- Streamlining foster and rescue coordination to shorten length of stay and reduce shelter crowding.

## *2. Strengthen Public Image and Community Engagement*

A more welcoming and cohesive public environment can significantly influence how the community perceives and engages with the shelter. Suggestions include:

- Updating the visitor-facing office area to be more organized and welcoming, portraying a more professional first impression.
- Refreshing the lobby with clear information on adoptions, licensing, volunteering, and donations - consistent with a refreshed website and social media.
- Using strategically placed digital screens to highlight adoptable animals, recent successes, and community partners.
- Offering customer-service training for frontline staff and volunteers to ensure every visitor interaction feels helpful and inviting.

## *3. Expand Preventative Programs (Spay/Neuter & TNR)*

Preventing animals from entering the shelter is one of the most impactful strategies for long-term sustainability. Increasing visibility and access to the following services can significantly reduce intake, improve welfare, and ultimately lower the County's costs.

- low-cost spay/neuter (consistently accessible)
- partnership-based mobile clinics, and
- robust Trap-Neuter-Return (TNR) efforts

I also encourage the County to explore expanded prevention strategies for community cats. Currently, it appears that healthy kittens or cats found outdoors are often declined for intake and trappers are advised to return them to where they were found (unaltered). While I understand the capacity challenges that drive this approach, it can unintentionally contribute to rapid population growth and additional litters within just a few months. Even small adjustments such as ensuring these kittens or the colony cats they originate from are sterilized before being returned or placed could significantly reduce future intake and improve long-term outcomes. This is an area where strong partnerships with nonprofits, rescues, and trained volunteers could make a meaningful difference.

## **Request for Clarity Regarding Roles and Coordination Among Nonprofit Partners**

To support long-term planning and strengthen collaboration across the community, it may be helpful for the County to offer additional clarity regarding the roles, responsibilities, and current capacities of the various nonprofit organizations that support Yolo County Animal Services. Community members, volunteers, and partner organizations often wish to contribute meaningfully, yet it is not always clear how these entities interface with one another, how funds flow, or who is responsible for coordinating shared efforts.

For example, Friends of YCAS is understood to operate with an annual budget of approximately \$50,000, which naturally limits the scale of initiatives they can independently support. Unleashing the Possibilities, Inc., established around 2016–2017, reported raising approximately \$65,000 in its early years but appears to have had limited public activity in recent years. Its website still solicits donations on behalf of YCAS, and it would be helpful for the community to understand the status of those funds—whether they remain designated for specific purposes, are held in reserve, or have been allocated—and what governance and oversight structures guide their use.

Similarly, it appears that the Yolo Animal Services Planning Agency (JPA) also accepts donations for the benefit of the shelter, though the process for collecting, managing, and deploying those funds is not widely understood by the public. Clarifying these pathways would help volunteers and supporters better understand how their contributions make an impact.

Providing additional transparency about the financial capacity of each nonprofit partner, the accountability structures in place, and the intended use of donated funds would not only strengthen public trust but also help the County evaluate how these partnerships can most effectively align with and support future improvements in animal services.

Clear, public-facing metrics would also help the community understand ongoing progress and reinforce support for the County's efforts. Examples may include trends in volunteer participation, spay/neuter volume, reductions in intake (particularly for community cats in connection to increased sterilization efforts), foster and adoption outcomes, rescue-partner engagement, operational efficiencies achieved through digitization, and cost savings generated through preventative programs. Regular reporting of these indicators would highlight improvements, promote accountability, and help community partners align their efforts with the County's priorities.

Thank you for inviting input through this RFI process. Yolo County has a meaningful opportunity to strengthen animal care in ways that benefit animals, staff, volunteers, and the broader community. My recommendations are offered in a spirit of partnership and continuous improvement, not criticism, and I remain committed to supporting the County's efforts in any way I can.

Volunteers and community organizations are eager to align with the County's vision, and additional clarity and transparency would help reinforce, amplify, and build community support for the important work already underway. In my professional experience leading complex organizations and cross-sector partnerships, I have seen how essential clear communication, shared expectations, and well-defined roles are to making collective progress. Applying those same principles here can help ensure that all partners - public, nonprofit, and community - are rowing in the same direction and contributing to a cohesive, coordinated effort.

Respectfully,

A handwritten signature in black ink that reads "Janie K. Rawling". The signature is written in a cursive style with a large, stylized initial 'J'.

**EXHIBIT A**  
**Vendor Response Form**

**Organization Name:** Unleashing The Possibilities

**Contact Person, Title:** Lisa Gaynes, President

**Phone Number:** (916)717-7959

**Email Address:** lgaynes@lgaynes.com

**Federal Tax ID Number:** 81-0248195

Yolo County appreciates your assistance in answering the below questions regarding services your company may offer.

Note: If your company does not currently offer a feature or area of interest but may be interested in adding it (or are currently working to add), please note that in the comments section. Please include how your company will be able to provide the service in the future and if applicable, an estimated start date.

**1.1 Organizational Background and Experience**

	<b>Comments/Description</b>
<b>Operations:</b> Describe the size of your organization, the locations it serves, and how it can manage a workload like the County's.	Unleashing the Possibilities (UTP) is a non-profit, established to serve the citizens of Yolo County. We are presenting a project to work in synergy with the Yolo County Animal Shelter and other rescues in the area.
<b>History:</b> Outline your organization's history, including the number of years it has provided animal services.	We respectfully submit the attached document for the JPA to consider as a potential project. The idea was conceived and developed as a collaborative effort between UTP's President, Lisa Gaynes and YCAS Director, Stephanie Amatto.
<b>Structure and Leadership:</b> Detail your organizational structure, incorporation information, and names of directors.	UTP is a 501(c)3 Chairman: Judge David Rosenberg, President, Lisa Gaynes Vice President, Sally Ozonoff Treasurer, Brian Christison Secretary, Lea Rosenberg Directors: Beth Dovi, Julielani Chang, Heidi Kellison Bob Schabert, Evelyn Dale, Lori Lubin, Janis Rosenberg

**Future Plans:** Explain the plans for continuing services over the next five years.

**1.2 Readiness**

Services	Yes	No	Comments/Description
<p><b>Physical Facilities:</b> Does the organization have the infrastructure needed for servicing and housing animals? Describe the facilities available for animal housing, as well as those available for staff and volunteers (e.g., modular units, restrooms), if any. Specify the maximum capacity for housing and servicing animals.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<p><b>Licenses:</b> Does the organization currently have necessary licensing and credentialing (business, Department of Consumer Affairs, Internal Revenue Service, veterinary license, etc.)? Please affirm that your organization meets these eligibility criteria.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<p><b>Insurance:</b> Does the organization currently carry all necessary insurance, including Yolo County insurance requirements (See Attachment 1)?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<p><b>Staffing:</b> Would the organization need to hire additional staff to furnish these services?</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

<b>Immediacy:</b> Could the organization begin to provide services immediately? Describe if the organization would need time to scale or add capacity.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
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### 1.3 Services Offered

Service	Yes	No	Comments/Description
Perform all animal sheltering and impoundment services.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide dog and cat licensing services.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide veterinarian care as needed.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide spay and neuter services for dogs and cats.	<input type="checkbox"/>	<input type="checkbox"/>	
Administer a spay neuter low-income voucher program.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide vaccination and microchip services.	<input type="checkbox"/>	<input type="checkbox"/>	
Administer a small and large animal rescue and foster program.	<input type="checkbox"/>	<input type="checkbox"/>	
Administer a structured volunteer program.	<input type="checkbox"/>	<input type="checkbox"/>	
Conduct outreach and coordinate with placement partners to facilitate adoptions.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide animal behavior modification and training.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide a structured program to support owners in keeping pets in their homes or rehoming animals.	<input type="checkbox"/>	<input type="checkbox"/>	

Provide a structured owner surrender process with a goal of reducing unnecessary intake.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide availability to the public 6 days per week, 7 hours per day, and coordinate with County of Yolo for emergency response outside regular operating hours.	<input type="checkbox"/>	<input type="checkbox"/>	
Provide animal field services, including investigating complaints of animal cruelty and neglect, animal bites, and pick up of lost or deceased animals.	<input type="checkbox"/>	<input type="checkbox"/>	

**1.4 Other Features, Optional Enhancements, and Additional Services**

Describe and discuss any other features, services, options, or considerations you believe would be beneficial in enhancing Yolo County Animal Services.	
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# Working Draft: Proposal for an Adoption Education Center

## 1. Purpose of the Center

The purpose of the Adoption Education Center (AEC) is to serve as a community-based facility dedicated to:

- **Reducing shelter overcrowding** by increasing successful adoptions and lowering rates of animal surrender through education and support.
- **Promoting adoptions** of dogs and cats from the county's overcrowded animal shelter through outreach, events, and visibility.
- **Engaging volunteers** in meaningful, skill-building roles that support both the shelter and community education efforts.
- **Educating the public** on responsible pet ownership, including training, health care, spay/neuter practices, and long-term commitment.

Ultimately, the AEC would act as a **bridge between the YCAS and the community**, emphasizing both placement (adoption facilitation) and prevention (education).

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## 2. Location

The AEC should be **strategically located near the area with the highest volunteer and adopter potential**—typically a population center with strong civic engagement, educational institutions, and community traffic.

- **Recommended Location Criteria:**
  - Within a **15–20-minute drive** of the main county animal shelter.
  - In proximity to **high-traffic community areas** such as shopping centers, schools, or parks.
  - Accessible by public transportation.
  - Located where there is already an active **base of volunteers and foster caregivers**—likely near the county's most active community.

This allows for maximum community participation, volunteer engagement, and adoption visibility without duplicating existing shelter functions.

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### 3. Operations and Management

The Adoption Education Center would operate under a **Memorandum of Understanding (MOU)** between the **county/YCAS** and **AEC**, establishing shared goals and expectations while maintaining independent day-to-day management.

- **Operational Structure:**
  - **Nonprofit or Community Partner:** Responsible for daily operations, staff and volunteer coordination, fundraising, and educational programming. This partner would oversee the AEC's facility, programs, and volunteer corps.
  - **YCAS:** Provides strategic guidance, ensures alignment with shelter goals, and facilitates the transfer of adoptable animals for display and adoption events. Their role is **advisory and collaborative**, not administrative.
  - **MOU Framework:** The MOU would outline cooperative objectives such as reducing shelter overcrowding, increasing adoptions and promoting humane education. It will ensure compliance with animal welfare standards, determine the pace and timing of animal transfers to the AEC and define the limits of county involvement.

This model enables community partners to handle the operational and financial responsibilities, ensuring flexibility and efficiency, while keeping the county engaged in mission oversight.

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### 4. Benefits to the Existing Shelter

- **Reduces overcrowding** by moving adoption-ready animals to AEC facilities.
- Increases adoptions by housing adoption ready animals in a space with increased visibility and better access.
- **Improves shelter outcomes** by promoting pre-adoption education, reducing returns due to behavior or expectation mismatches.
- **Enhances community perception** of the shelter system as proactive, educational, and humane.
- **Creates a volunteer pipeline**, with trained individuals supporting both the AEC and the main shelter.

This model is synergistic with the shelter's mission to focus on proactive (education and placement) rather than reactive (intake and housing) to

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## 5. Funding and Sustainability

The AEC should be primarily **privately funded and community-supported**, with limited county financial obligation.

### Funding Sources:

1. **Private Donations and Sponsorships**
  - Naming opportunities for rooms, kennels, or programs.
  - Partnerships with local businesses, veterinarians, and pet supply retailers.
2. **Grant Funding**
  - Applications to national animal welfare organizations (e.g., PetSmart Charities, Best Friends Animal Society, ASPCA grants).
  - Foundation grants for humane education and community engagement.
3. **Volunteer and In-kind Contributions**
  - Use of volunteer labor for operations, training, and maintenance.
  - In-kind donations of materials, food, and equipment.
4. **Program Revenue**
  - Modest fees from training classes, workshops, and merchandise.
  - Community fundraising events (adoption fairs, pet walks, raffles).
5. **Public-Private Partnership**
  - The county could contribute land, utilities, or administrative support in lieu of direct funding.

This diversified funding model ensures long-term sustainability without drawing heavily from county resources.

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## 6. Implementation Steps

1. **Feasibility Study:** Identify volunteer base density, potential sites, and operational partners.
  2. **MOU Development:** Establish a memorandum of understanding between the county and animal services to define roles and objectives.
  3. **Facility Acquisition:** Secure donated or low-cost space, ideally a repurposed building.
  4. **Fundraising Campaign:** Launch capital and operating fundraising efforts with local sponsors and community leaders.
  5. **Program Launch:** Begin with adoption events, volunteer training, and public education workshops.
  6. **Evaluation:** Monitor adoption rates, volunteer participation, and shelter intake to measure impact.
-

## 7. Expected Outcomes

- 20–30% increase in adoptions from the county shelter within the first year.
- 10–15% decrease in owner surrenders due to pre-adoption education.
- 100+ active volunteers engaged in ongoing community animal welfare.
- Increased community awareness and support for the shelter system.

FINAL DRAFT



SCHOOL OF VETERINARY MEDICINE  
OFFICE OF THE DEAN  
944 Garrod Drive, Suite 2045  
DAVIS, CA 95616  
Tel (530) 754-7464  
bhpypendop@ucdavis.edu

December 24, 2025

Michael Webb  
Chief Administrative Officer  
625 Court Street, Room 202  
Woodland, CA 95695

Dear Mr. Webb:

**RE: Letter of Interest to Partner with the Yolo County Animal Shelter**

I write to express the UC Davis School of Veterinary Medicine's interest in providing additional clinical services to the shelter animals residing at the Yolo County Animal Shelter (YCAS). Since the dissolution of our contract with YCAS, we have pursued different avenues to serve shelter animals and educate our veterinary students on shelter medicine and surgery. We currently provide spay and neuter clinical services for a small number of shelter cats from YCAS and non-profit rescue organizations in our Center for Companion Animal Health. We also provide spay and neuter services for shelter dogs and cats from YCAS and non-profit rescue organizations at our Gourley Teaching Center. We are constructing a new, 2000 square foot shelter and access to veterinary care (AVC) facility on the west side of our Gourley Surgery Center for High Volume/High Quality spay and neuter services for dogs and cats. This will expand our service capabilities and should be open in October 2026. In addition, we plan to offer a small but potentially growing vaccine, medical examination, and spay/neuter AVC clinic within the new Pet Smart facility near the UC Davis campus (on the corner of Russell Boulevard and Anderson Road) by June 2026. As a result of these efforts, there are additional opportunities for UC Davis to provide clinical services to YCAS shelter animals.

We have surveyed our faculty members and believe we can serve the following number of animals: 200 male dogs/year; 250 female dogs/year; and 550 Trap, Neuter, Release (TNR) cats/year. The provision of cases would need to align with our curricular needs so cases could not be equally spread throughout the year. There are definitely logistics to be understood regarding moving animals to and from Davis. Our School would also expect compensation for our services.

With the changes in our clinical spaces and the expansion of our services both on campus and at Pet Smart, it would be helpful to understand if and how we can work together to provide care for more YCAS animals. We would like to meet again via Zoom or in person in the New Year to discuss a further partnership if the County is interested. We remain committed to serving Yolo County shelter animals and the community.

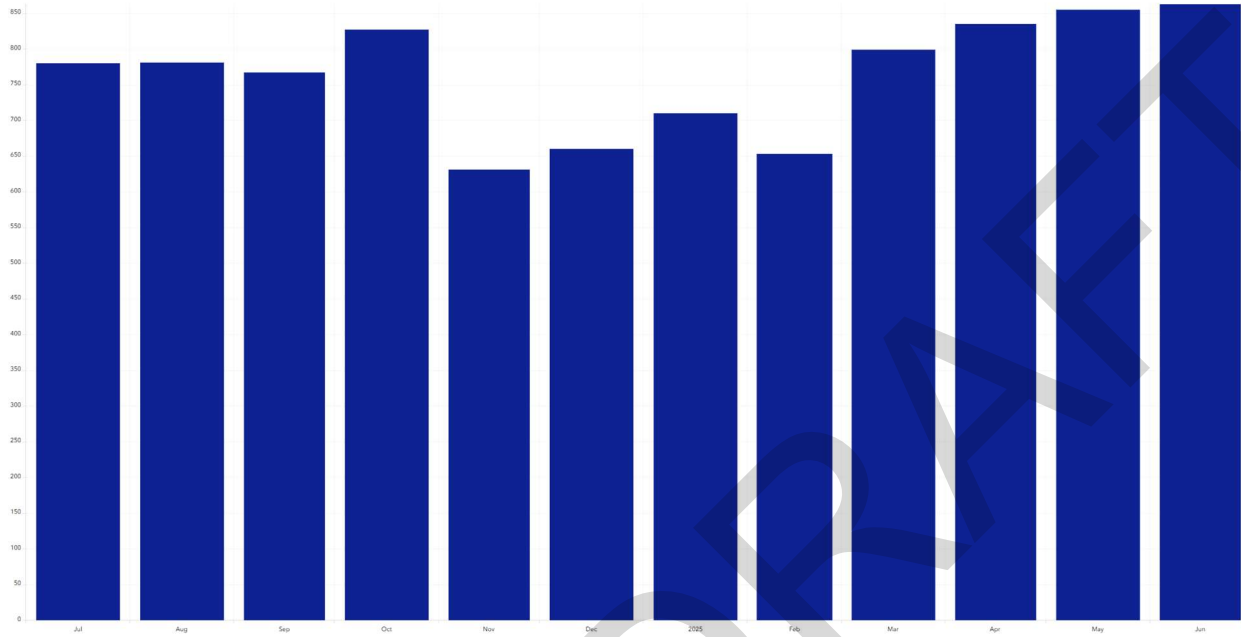
Sincerely,

A handwritten signature in black ink, appearing to read "BP", written over a large, faint "DRAFT" watermark.

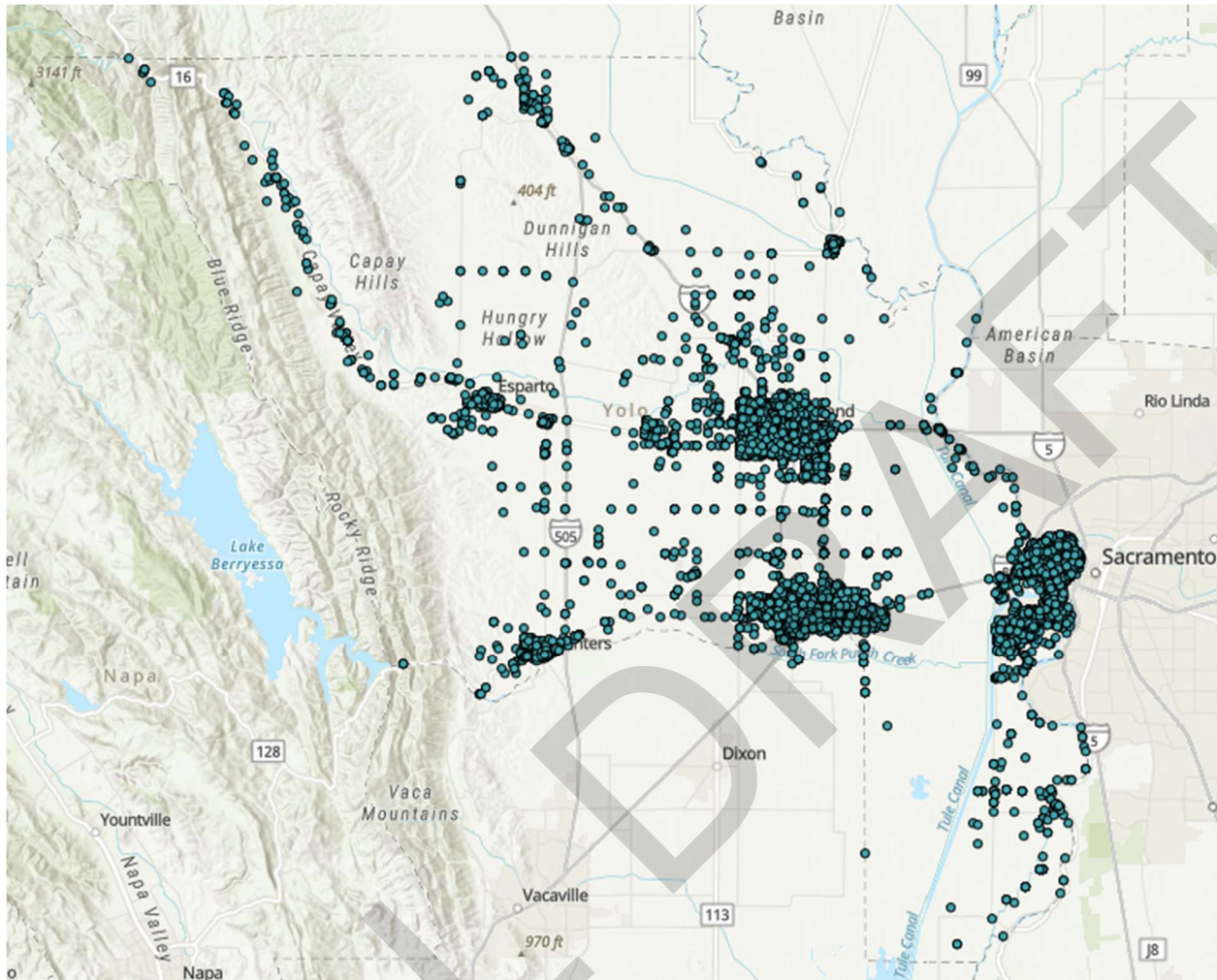
Bruno Pypendop, DrVetSci, Dipl. ACVA  
Executive Associate Dean  
School of Veterinary Medicine

# Attachment D: FY 24/25 Animal Services Call Report

FY 24/25 Calls for Service by Month



FINAL DRAFT



**Call Disposition (majority of calls received in FY 24/25)**

Officer Follow Up	2,235
Stray at Large	951
Stray Contained	896
Cancelled	886
General Questions	730
Deceased Wildlife Pick Up	630
Deceased Domestic Pick Up	563
Stray Injured	234
Bite Report	192
Wildlife Relocated	186
Wildlife Injured	142
Wildlife to Resue	141
Wildlife EA	127
Animal in Car	70
On Viewed	68
Home Quarantine Abated	68

Transport to UCD	68
Quarantine ON	62
Quarantine OFF	61
Home Quarantine Started	58
Safekeeping Arrested	51
YCC Release	47
Cite Issued	40
Citizen Call Back	36
Owner Requested Deceased Pick Up	36
Livestock UTL	33
Courtesy Notice Issued	33
Barking Investigation	32
Owner Surrender	26
Livestock Contained	23
Safekeeping Hospital	21
Cruelty Investigation	17