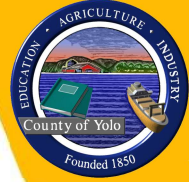


Yolo County Animal Services Operational JPA Analysis

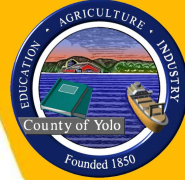
Yen Nguyen
CAO Associate Management Analyst





Overview

1. Background and Previous Efforts
2. JPA Governance Models
3. Cost Comparisons
4. RFI
5. Next Steps

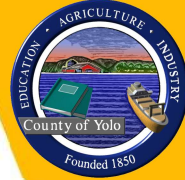


Background

- **2012** – LAFCo hired Animal Protection League to complete study to review animal services and determine the most effective governance model.
- **2013** – LAFCo commissioned study of Yolo County Animal Services, completed by UCD Koret Shelter Medical Program, to complete a governance analysis based on operational needs.
- **2018/2019** – Animal Shelter Working Group met to discuss governance structure, which formed the planning agency JPA.
- **May 2025** – BOS directed CAO to complete JPA analysis.

JPA Governance Models

Model	Details/Features	Examples
Status Quo	Each jurisdiction contracts with the County to provide sheltering and field services	Contra Costa County Animal Services
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	Stanislaus Animal Services Agency
Self-Sufficient JPA	The JPA would be responsible for administering the entire animal services program, hiring employees, and providing services to all participating jurisdictions.	West End Animal Services/Animal Resource Center of the Inland Empire (ARC) Santa Cruz Animal Shelter
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	Marin County JPA & Marin Humane
Hybrid Model	The JPA contracts with various service providers, which may include the County, non-profits, private organizations, and UC Davis	City of Alameda Sonoma County Animal Services

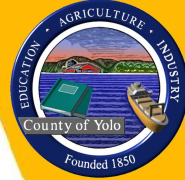


FY 2025 Operational Costs Comparison

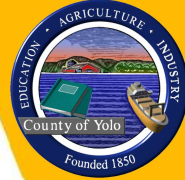
Comparative Analysis of Operational Costs from Similar/Neighboring Jurisdictions

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

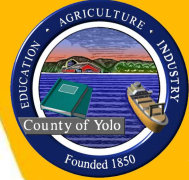


FY 2025 Operational Costs Comparison



Organization	Governance Model	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	Status Quo	\$6,700,000.00	305,000	\$21.97	63
Stanislaus Animal Services Agency*	JPA Contract with County	\$6,642,750.00	548,701	\$12.11	38
ARC of the Inland Empire	Self-Sufficient JPA	\$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	

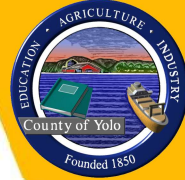
* The City of Modesto, the largest city in Stanislaus County with a population of approximately 218,000, operates field services through their police department.



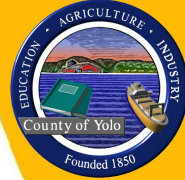
Request for Information

- Timeline
 - Released August 25, 2025
 - Original deadline October 23, 2025
 - Extended deadline November 20, 2025
- The County received 4 submissions and a letter of interest from UC Davis School of Veterinary Medicine.

Request for Information

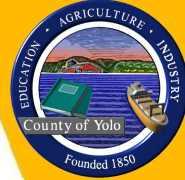


Respondent	Details
Best Friends Animal Society	Seeking to partner with YCAS and is unable to provide sheltering and field services.
Animal Community Alliance	Proposal states that they can provide sheltering, licensing, and veterinarian services within a 90-day timeframe of signing a contract.
Jenee Rawlings	Provided input regarding operational efficiencies and community engagement.
Unleashing the Possibilities	Provided draft proposal for an Adoption Education Center.
UC Davis School of Veterinary Medicine	Expressed interest in providing limited clinical services, such as spay/neuter.



Analysis Findings

- 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.
- The administration of multiple decentralized contracts, e.g. hybrid JPA model, may be a challenge and less cost-efficient.
- There is currently limited operational capacity for non-profit organizations interested in partnering with the County in providing animal services.



Governance Structure Considerations

If the JPA 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, nonprofit 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.

Next Steps

- JPA Board Members report to their governing boards & provide feedback
- County staff to present to the Board of Supervisors on animal services operations in March
- Potentially transition from Planning JPA to Operational JPA

