



# CITY OF SACRAMENTO

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## DEPARTMENT OF FINANCE

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November 9, 1982  
FA:82367:LT:KMF

City Council  
Sacramento, California

Honorable Members in Session:

SUBJECT: Animal Control Division - Increase in Staff and Public Counter Hours

### SUMMARY

This report requests the Council to approve the attached resolution to appropriate \$13,039 from the General Fund Discretionary Reserve to fund two (2) additional part-time employees for the Animal Control Division. It also requests the Council to approve the policy issue of increased public counter hours at the Animal Control Center.

### BACKGROUND

Overcrowding of animals at the Animal Control Center, coupled with an inadequate number of personnel, has led to unsanitary conditions and the potential for violations of State laws regulating the humane treatment of animals.

In an attempt to identify specific problems and possible solutions to the overcrowded, unsanitary conditions at the Center, a workload analysis was conducted in September 1982 with the full cooperation of the Chief Animal Control Officer and the Animal Control Division staff.

The findings of this analysis were two-fold. First, with only one kennel attendant to handle both the animals and the facilities, and only one typist-clerk to handle the paperwork, Animal Control Officers are being kept in the Center to assist in performing office and kennel related tasks. This prevents them from being in the field as much as they should be in order to efficiently deal with citizen complaints and problems. In addition, the fact that there are non-clerical personnel doing clerical work impacts the efficiency of the performance of clerical tasks.

APPROVED  
BY THE CITY COUNCIL

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OFFICE OF THE  
CITY CLERK

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Second, because animals are retained 72 hours before being made available for sale or destroyed, and because the Center is not opened to the public on the weekends, animals picked up or brought to the night-drop boxes on Friday night through Monday morning must be kept an additional 24-48 hours. This build up of animals in cages along with limited personnel in caring for the animals has created overcrowding and subsequent unsanitary conditions.

In 1974 the Humane Society of the United States addressed the issue of these overcrowded and unsanitary conditions which were alleviated at that time by adding some stainless steel cages, kennel pens and CETA positions as kennel attendants. In 1981, the CETA program was eliminated and the kennel attendants were lost. There is valid concern on the part of staff that the Humane Society could again mandate corrective measures and even close down the Center if conditions are not improved.

SOLUTION

The short-term solutions to improving conditions at the Animal Control Center are as follows:

- 1) Provide one (1) additional typist-clerk (part-time 24 hours/week)
- 2) Provide one (1) additional kennel attendant (part-time 24 hours/week)
3. Implement additional Center hours open to the public on the weekend (4-6 hours on Saturday and/or Sunday)

Long-term solutions are addressed in the body of the workload analysis (see attached) and need to be considered in further studies and additional reports.

FINANCIAL

Direct costs to implement all three short-term solutions by December 1, 1982 for FY 1982-83 are as follows:

Typist Clerk (24 hours/week)	\$ 5,802
Kennel Attendant (24 hours/week)	<u>7,237</u>
	\$13,039

The total annualized direct cost is \$22,353.

Funding for the additional personnel will be available through an anticipated increase in revenue due to an enhanced licensing program being initiated this year.

RECOMMENDATION

It is recommended that Council adopt the attached resolution appropriating \$13,039 from the General Fund Discretionary Reserve to fund two (2) additional

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part-time employees for the Animal Control Division. It is also recommended that Council approved the policy issue of increased public counter hours at the Animal Control Center.

Respectfully submitted,



LINDA TRETHERWAY  
Senior Management Analyst

Attachment

RECOMMENDATION APPROVED:

  
WALTER J. SLUPE  
City Manager

All Districts  
November 23, 1982

**RESOLUTION NO. 82-799**

ADOPTED BY THE SACRAMENTO CITY COUNCIL ON DATE OF

A RESOLUTION AMENDING THE ANIMAL CONTROL DIVISION'S FY 82/83  
OPERATING BUDGET

WHEREAS, a workload analysis was conducted of the Animal Control Division to identify specific problems and possible solutions to the overcrowded and unsanitary conditions at the Animal Control Center, and

WHEREAS, a short-term solution was determined to be the hiring of additional part-time clerical and kennel personnel, then

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO,

THAT the Animal Control Division's FY 82/83 Operating Budget (1-01-1600-xxxx-xxxx) is hereby amended by adding \$5,802 for one (1) part-time typist clerk and \$7,237 for one (1) part-time kennel attendant for a total additional appropriation of \$13,039 from the General Fund Discretionary Reserve.

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK

**APPROVED**  
BY THE CITY COUNCIL

NOV 23 1982

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## PROJECT SUMMARY

On September 24, 1982, a management analysis was completed of the overall workload within the Animal Control Division to determine the cause for animal overcrowding and unsanitary conditions and the need for additional personnel to alleviate these situations. The research procedures, findings and supporting documentation are included in this report with specific staffing/work reallocation recommendations considered as part of Section I.

It should be recognized that these recommendations are made within the context of responding to a specific "short-term" problem; several significant, long-term issues were also identified during this study but these could not be fully explored since they involve items which were not within the specific scope of this workload audit. However, it is suggested that City policy and administrative staff carefully consider each of the following long-term propositions:

- \* Until 1979-80, the SPCA, located directly next door to the Animal Control Center on Front Street, provided "ambulance" service for injured animals. The SPCA also employed Humane Officers who responded to cruelty complaints and conducted investigations. Due to financial difficulties, the SPCA could no longer provide these services. Therefore, pick up and transportation of injured animals and handling of cruelty cases has been taken over by City Animal Control. With the completion of the new SPCA facility by the end of 1983, the SPCA hopes to re-establish its "ambulance" service and eventually re-instate Humane Officers. At that time, consideration ought to be given to negotiating a "trade-off" of duties and responsibilities with SPCA to eradicate duplication of effort and expense and move toward more efficient use of each agency's resources.
  
- \* It has been suggested in the past that the new SPCA facility be constructed to include a "wing" for the boarding of animals impounded by City Animal Control. At the time it was first discussed, the cost of this additional construction was estimated at \$125,000; a cost to be borne by the City. As overcrowding continues to be a problem at the current Animal Control Center, additional space within the new SPCA facility may be a long-term, cost-effective solution. Contracts and agreements between the City and the SPCA would have to be clearly and carefully negotiated in order to assure that responsibilities and liabilities were well defined and understood. A long-term cost/benefit analysis of this proposal should be done in the context of another report.

**PROJECT SUMMARY (continued)**

- \* Instead of funding a \$125,000 "wing" to the new SPCA facility for City Animal Control use, it may be more prudent to consider renovating, remodeling and/or repairing the current SPCA facility once they vacate. The Animal Control Center is also in need of renovating, updating and general repair work. Overcrowding and unsanitary conditions would be alleviated to some degree with these measures. Again, an analysis of this proposal should be done in the context of another report.
  
- \* In 1978 a spay/neuter ordinance was enacted to provide that animals purchased at the City Animal Control Center would be spayed or neutered, thereby curbing the rise in the City's animal population. This ordinance has been in effect for almost four (4) years and it is time for a follow-up study in order to determine its actual effectiveness in dealing with overpopulation as it relates to overcrowding at the Center.

Three short-term recommendations were identified in response to attempting immediate relief to the overcrowded, unsanitary conditions at the Animal Control Center. These are:

1. Provide additional clerical support to the Animal Control Division
2. Provide additional kennel support to the Animal Control Division
3. Implement additional Center hours on the weekend of 4-6 hours on Saturday and/or Sunday

The rationale and cost for each of these recommendations is included in Section I of this report.

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I. BACKGROUND

A. History

On August 11, 1982, Tom Hoover, Chief Animal Control Officer, wrote a memo to the City Manager explaining a situation of overcrowded and unsanitary conditions at the Animal Control Center. A request for additional personnel and keeping the Center open 7 days a week was made to reduce animal crowding and improve cleanliness and sanitation in the kennels. The City Manager then directed staff to study this proposal and provide an assessment of the Animal Control Center's problems and needs.

B. Process

In approaching this project, staff focussed on two key issues: the Animal Control Division's actual workload and desired end results. Studying this aspect of the division's request would provide some determination as to the extent of any staffing deficiencies or inefficiencies. Recommendations could then be made to alleviate these problems and adequately respond to the concerns of the Chief Animal Control Officer. Specifically, the workload audit was designed to examine:

- \* The workload of existing staff
- \* "Clerical" and "Kennel" activities performed by other division staff
- \* All existing unmet clerical/kennel support needs

A successful study was done for the City Treasurer's office earlier this year to determine the need for additional clerical support in that department. "Workload Analysis Questionnaires" were developed for that study and proved to be most efficient in soliciting pertinent and useful information. Because of their previous success, these were modified for the specific purposes of this study and a revised "Workload Analysis Questionnaire" was developed. (See Appendix "A" for sample questionnaire.)

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The questionnaire was designed to identify:

- \* The preferred or "ideal" delegation of specific tasks to a given position that are currently being performed unproductively by another position (tabulated as "incoming assignments")
- \* The existing duties, performance frequency, importance, and required experience level which ideally should be retained for each position within the division (tabulated as "existing assignments")
- \* The number, type, importance, and required experience level for existing tasks which ideally should be delegated but have not been because of the lack of lower level staff (tabulated as "outgoing assignments")

Using the questionnaire as a basis, the following series of tasks were established in order to complete this project:

- \* Review work program with the Chief Animal Control Officer
- \* Meet with division staff
- \* Complete Workload Analysis Questionnaires
- \* Review/analyze Workload Questionnaires
- \* Interview employees
- \* Draft preliminary workload analysis report
- \* Review comments/conduct follow-up interviews
- \* Prepare/submit Final Report

The 8 step process was designed to maximize employee participation in the analysis, provide the most detailed data base from which recommendations could be made, and ensure that the preliminary audit was completed in a timely manner. The rationale for the study, project tasks, and project timeframe were compiled as an "employee information handout" and distributed to each staff member within the City Animal Control Division. (See Appendices "B" and "C" for samples.)

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## II. FINDINGS

### A. Organizational Overview

Sacramento City Code provides for a Chief Animal Control Officer, appointed by the City Manager, to administer and enforce all provisions of Animal Control Law (Chapter 6). The Chief Animal Control Officer may have as many assistants and deputies as the City Manager may deem necessary for the performance of his duties. The Chief Animal Control Officer is provided support by the following personnel:

1. Assistant Chief Animal Control Officer - provides day to day overall division supervision, and long range planning and administrative assistance to the Chief Animal Control Officer
2. Senior Animal Control Officer - provides day to day supervision of field operations, performs duties involving the enforcement of laws and ordinances related to animal control and assists in the operation of the City Animal Control Center
3. Animal Control Officer - performs duties involving the enforcement of laws and ordinances related to animal control and assists in the operation of the City Animal Control Center (9 Officers)
4. Kennel Attendant - performs a variety of routine tasks involved in the operation of the City Animal Control Center such as cleaning kennels, feeding and caring for animals, assisting the public in the redemption/sale of animals, etc.
5. Typist/Clerk - provides general clerical support to the division including typing, filing, telephone, public counter and administrative support functions

Detail for each position is included in Section II in the following categories:

- \* Incoming Assignments - new tasks which should be assumed by a position
- \* Existing Assignments - retained responsibilities of a position
- \* Outgoing Assignments - current tasks which should be delegated to lower level staff

B. Workload and Animal Retention

Net Assignments for each position after implementation of the recommendations in this report include all tasks listed under the "existing" and "incoming" categories. ("Outgoing" assignments from one position appear as "incoming" work of the appropriate level staff person unless that person is already performing that function.)

The workload analysis reveals that while the Kennel Attendant and Typist/Clerk are performing duties consistent with their job classifications, the upper level staff positions of Animal Control Officer and Senior Animal Control Officer are spending a considerable amount of time performing clerical and kennel support tasks which keeps them at the Center instead of in the field where the majority of their responsibility is fulfilled. The Assistant Chief Animal Control Officer is also performing clerical functions which are more efficiently performed by clerical staff. It is commendable that "everyone pitches in to help where it is needed". However, the Assistant Chief Animal Control Officer should not be spending his time answering telephones in the office.

As in other City divisions, the Animal Control Center saw an increase in workload, per employee, with the elimination of the CETA program. Another increase in workload was due to the SPCA discontinuing its ambulance service and humane investigations. Performance of these services makes it essential that the Animal Control Officers spend more of their time in the field leaving the paperwork and kennel functions to personnel hired specifically for those tasks.

Last year when the Animal Control Center went to a 5-day week of hours open to the public (Monday-Friday, closed Saturday and Sunday), the already crowded situation was aggravated by the fact that animals required to be held by City Code for 72 hours before re-sale or destruction, were sometimes now held for 5-7 days in order to provide ample time for their owners to come to the Center to redeem them.

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For example, a dog picked up on Monday would be available for sale on Thursday (if not redeemed by then) and destroyed on Friday. However, a dog picked up on Friday would not be available for sale until Thursday and destroyed on Friday. Since the animals are caged together by date of availability for sale or destruction, some cages have 3 days' worth of animals housed in a space clearly large enough for only a fraction of the number.

This extra holding time creates a need for more feed, extra cleaning time, additional paperwork, and much greater responsibility for the animals in addition to overcrowding.

This type of overcrowding, of course, leads to more unsanitary conditions as it is more difficult to keep up with the kennel activities of cleaning and washing down cages.

III. RECOMMENDATIONS

Based upon the analysis of the workload questionnaires and an understanding of the animal retention dynamics, the following recommendations have been developed:

1. Provide additional clerical support to the Animal Control Division

There is presently one (1) Animal Control Officer permanently assigned to the Animal Control Center office performing clerical functions at an annual cost of \$21,950. The cost of a Typist/Clerk is approximately \$16,582. Therefore, an additional part-time Typist/Clerk (24 hours per week) to relieve this Officer for field duty and/or provide the needed additional support should Recommendation #3 be adopted would be approximately \$9,946 per year.

2. Provide additional kennel support to the Animal Control Division

At least one (1) Animal Control Officer (sometimes two) is assigned kennel duty each day. This means there is one less Officer available to respond to field demands (as in the case mentioned above). The addition of a part-time Kennel Attendant (24 hours per week) would either relieve an officer for field duty and/or provide the needed support should Recommendation #3 be adopted at an estimated cost of approximately \$12,407 per year.

3. Implement additional Center hours open to the public on the week-end (4-6 hours on Saturday and/or Sunday)

The Animal Control Center is presently staffed on week-ends with the following:

- Sr. Animal Control Officer (Sat and Sun)
- Animal Control Officer (Sun)
- Kennel Attendant (Sat)
- Typist/Clerk (Sat and Sun)

Four (4) Animal Control Officers operate in the field on the week-ends on the following shifts:

- 8:00 a.m. to 5:00 p.m. (2 Officers)
- noon to 9:00 p.m. (1 Officer)
- 3:00 p.m. to midnight (1 Officer)

Personnel staffing the Center use the time to catch up on paperwork, answer the phones, dispatch field work and maintain the kennels. (See Appendix "D" for present schedule.)

Opening the Center to the public for 4-6 hours on Saturday and/or Sunday would not impact the present workload if the additional support personnel recommended above were approved. By opening the Center to the public on the week-ends, there would be more opportunity to relieve the overcrowded animal population as more animals were redeemed/sold during those additional two days. Each day the Center is open to the public counts against the 72 hours (3 days) holding period. By staying open one or both days on week-ends, animals which are not claimed may be destroyed more expeditiously than at present, thus relieving the real pressure causing overcrowding and unsanitary conditions. Since people leave animals off on the week-ends in the night drop cages, opening the doors to the public would not lead to additional animals being brought to the Center any more than there are now.

Appendix "E" is a revised Center schedule showing the addition of two (2) part-time employees with additional open Center hours.

Appendix "F" is a revised Center schedule showing the addition of two (2) part-time employees only without additional open Center hours.

IV. FINANCIAL

Based on the assumption that all three recommendations will be implemented by December 1, 1982, direct costs for FY 82-83 are as follows:

Typist/Clerk (24 hrs/wk)	\$ 5,802
Kennel Attendant (24 hrs/wk)	7,237
	<hr/>
	\$13,039

The total annualized direct cost is \$22,353.

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It should be realized that cost savings gained by adding personnel and hours open to the public cannot be measured except in terms of less outlay for food and supplies once the overcrowding is resolved by these measures. Other benefits will include improved sanitation in the kennels, better public relations, probable increase in redemption/sale of animals, and higher morale among Animal Control Divison personnel.

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Assistant Chief Animal Control Officer

INCOMING ASSIGNMENTS

EXISTING ASSIGNMENTS

OUTGOING ASSIGNMENTS

- Act in place of Chief Animal Control Officer when necessary
- Assist in hiring of new employees
- Administer the training and orientation of new personnel; review and rate evaluations reports; assist Chief in disciplinary actions of employees
- Prepare reports for D.A. for court cases; sign complaints
- Testify in court cases.
- Attend department head meetings
- Deal with public on daily basis regarding regulations and complaints
- Assist in budget preparation
- Schedule and supervise daily activities of staff
- Give safety instruction to staff and attend safety meetings
- Attend scheduled community meetings for Council members
- Make presentations at City Council meetings
- Work with SPCA, City Police Department, City Attorney, City Planning Department, and City License Inspectors
- Prepare and balance out each week's receipts for redemption and sale of animals and deposit with City Hall cashier
- Work with Department of Fish and Game on wildlife procedures
- Give talks, slide shows and presentations to schools and media persons

- Take reports of animal bites (TC)
- Use microfiche to identify names, addresses, license numbers of owners (TC)
- Collect spay/neuter deposit fees when animal is sold (TC)
- Radio dispatch calls to field officers (TC)
- Assist public at counter (TC)
- Handle sales and redemptions of animals (TC)
- Answer telephones (TC)
- Take service requests (TC)
- Assist in the processing of animals that are brought to the public counter (TC)
- Assist general public on information concerning breeds, ages, sex and overall disposition of animals (TC)

RESPONSIBILITY KEY

TC = Typist Clerk

Senior Animal Control Officer

INCOMING ASSIGNMENTS

- Attend quarterly safety meetings (ACO)
- Interview citizens for court evidence (ACO)

EXISTING ASSIGNMENTS

- Supervise center personnel on week-ends
- Check welfare of animals each morning
- Respond to citizens requesting to talk to a supervisor
- Explain procedures, City Code, State Penal Code to citizens
- Make arrests, issue citations
- Assist other law enforcement agencies
- Instruct new employees in the use of euthanasia equipment
- Instruct new employees on procedures for animal control and public relations
- Impound animals who bite in quarantine for rabies control
- Pick up and deliver injured animals to vet
- Impound livestock and other animals
- Instruct new employees on use of chemical darts and tranquilizer gun
- Use shotgun, .22 rifle and tranquilizer gun when necessary
- Instruct new employees on making arrests
- Provide public assistance at counter
- Investigate citizen complaints from City Manager's Office
- Assist Animal Control Officers in problem areas
- Evaluate new employees

OUTGOING ASSIGNMENTS

- Answer telephone (TC)
- Process complaints, bite reports, etc. (TC)
- Instruct new employees in use of euthanasia equipment (ACO)
- Log bite reports in master log (TC)
- Investigate citizen complaints from City Manager's Office (ACO)
- Handle cruelty cases (SPCA)

RESPONSIBILITY KEY

TC = Typist Clerk  
ACO = Animal Control Officer  
SPCA = Society for Prevention of Cruelty to Animals

Animal Control Officer

INCOMING ASSIGNMENTS

- Instruct new employees in use of euthanasia equipment (SO)
- Investigate citizen complaints from City Manager's Office (SO)

EXISTING ASSIGNMENTS

- Use weapons (tranquilizer gun, shotgun, .22 rifle, etc.) when necessary to subdue animals
- Handle complaints of cruelty, loose and/or barking dogs, dead/injured animals
- Assist other law enforcement agencies
- Make arrests and issue citations when necessary
- Assist public in understanding codes and violations
- Inventory all equipment
- Call in service orders for maintenance repairs to supervisor or office staff
- Testify in court
- Complete bite reports and impound animals
- Impound livestock
- Write reports
- Pick up dead, stray/loose animals, skunks, bats, and other non-domesticated animals to be turned over to Fish and Game
- Handle vicious animals
- Patrol assigned areas of City
- Send rabies specimens to lab
- Use two-way radio
- Take injured animals to vet

OUTGOING ASSIGNMENTS

- Work public counter (receive animals, help with redemption of animals and provide general information to the public (TC) (KA)
- Answer phones (TC)
- Type citations, bite reports, log sheets, memos, purchase orders, letters, etc. (TC)
- Handle money including bookkeeping, petty cash fund, canteen supplies, collection/redemption of spay/neuter fees (TC)
- Make new forms, procedures when needed (TC)
- Discard old/outdated files (TC)
- File citations, spay/neuter records, computer printouts, reports, etc. (TC)
- Attend quarterly safety meetings (SO)
- Make phone calls to locate owners of animals with ID tags (TC)
- Process time cards (TC)
- Handle accounts payable to local vets for services rendered (TC)
- Impound animals brought to public counter and process paper work (TC)
- Inventory chemical supplies, euthanasia gas, dog food, ID tags and order when necessary (TC) (KA)
- Prepare monthly totals from daily log sheets (TC)
- Make collars for impounded animals (KA)
- Euthanize animals (KA)
- Clean offices (KA)
- Wash and squeegee dog pens (KA)
- Wash stainless steel cages (KA)
- Take decomposed animals to the dump (KA)
- Tag all incoming animals from night drop (KA)
- Handle cruelty cases (SPCA)
- Amputate heads of animals which die in quarantine (KA) and forward report to County Health Department (TC)
- Interview citizens for court evidence (SO)
- Clean animal control trucks (KA)
- Use two-way radio (TC)
- Feed and water animals (KA)
- Place all night drop animals in proper cages (KA)
- Observe animals in quarantine area and check for rabies and other diseases (KA)

RESPONSIBILITY KEY

- TC = Typist Clerk
- KA = Kennel Attendant
- SO = Senior Animal Control Officer
- SPCA = Society for Prevention of Cruelty to animals

Kennel Attendant

INCOMING ASSIGNMENTS

RESPONSIBILITY KEY

ACO = Animal Control Officer

EXISTING ASSIGNMENTS

- Wash down kennel runs (20), quarantine runs (20), stainless steel cages (28), kennel walkways, euthanasia room and equipment, night drop holding cages (18), morgue room, front hallway, restrooms (2), back locker room (sanitize all areas)
- Clean two offices
- Sweep outside walkways
- Euthanize animals throughout the day
- Check and clean when necessary all stainless steel and quarantine cages
- Run dogs in and outside throughout the day
- Check and clean yard
- Clean and sanitize euthanasia chamber and basket
- Tag all animals with ID tags which are brought to night drop or center
- Retrieve redeemed and sold animals
- Notify office staff of inventory on dog food, carbon monoxide gas, kennel equipment
- Assist Animal Control Officer in handling dead or vicious animals
- Keep daily records of all animals euthanized
- Remove all dead animals and place in morgue room
- Remove decomposed animals from morgue room to City waste removal site
- Maintain records on animals received over the counter or in the night drop
- Check quarantined animals for strange behavior
- Assist veterinarian with animals receiving shots or exams
- Decapitate heads of animals which die in quarantine and prepare rabies specimens for County Health Department
- Assist officer personnel with animals brought to the counter
- Maintain locks, cage drainage, equipment
- Clean barrel drums for dead animals (55)

OUTGOING ASSIGNMENTS

- Answer questions of public regarding animals and Center operations (ACO)
- Assist Animal Control Officer in field activities (ACO)

Typist Clerk

INCOMING ASSIGNMENTS

- Process time cards (ACO)
- Make new forms, procedures when necessary (ACO)
- Handle accounts payable to local vets for services rendered (ACO)
- Discard old/outdated files (ACO)
- Inventory chemical supplies, euthanasia gas, dog food, ID tags and order when necessary (ACO)
- Use two-way radio (ACO)

RESPONSIBILITY KEY

ACO = Animal Control Officer  
KA = Kennel Attendant

EXISTING ASSIGNMENTS

- Answer telephone (e.g., pick-up calls for injured, stray, dead & bite animals, various complaint calls, information calls, taking bite reports, etc.)
- Type daily master log sheets for all service calls, citations and citation reports, inter-office correspondence, letters to other agencies and the public (Proofread all of the above)
- Complete bite reports and log in bite log
- File completed bite reports, warning notices, citations, etc.
- Assist at public counter with redemption and sales of animals, general information, cat trap deposits, receiving stray, injured, or dead animals, dispatching calls to animal control officers
- Balance daily receipts
- Balance and prepare weekly bank deposits
- Complete bite information requests for Mather AFB
- Look up license information or owner's name/address on microfiche
- Notify owners of impounded, injured or dead animals with licenses
- Complete spay/neuter agreements for refunds to owners
- Add total of daily service calls on the master log sheet
- Notify owners of bite dogs for release dates of dogs
- Sell rabies vaccinations
- Put together spay/neuter forms for animal sales
- Ready license renewal notices for mail applications

OUTGOING ASSIGNMENTS

- Clean offices (KA)



ANIMAL CONTROL DIVISION WORKLOAD ANALYSIS

PROJECT PURPOSE: To determine the kind of assistance which may be required in the Animal Control Division to alleviate overpopulation and crowding in animal cages/areas through an examination of the following:

- \* workload of existing staff
- \* "clerical" activities performed by other division staff
- \* existing unmet clerical and kennel support needs

The information obtained from this study can be used by appropriate departments (Personnel, etc.) to determine the type, number, and staffing experience level necessary to adequately respond to the concerns of the Animal Control division.

PROJECT TASKS: In order to complete this project in a timely manner, the following actions will take place:

Task 1 - Review Work Program with Chief Animal Control Officer

To assure that the study meets the needs of the division, it is important to initially review and finalize the work program with the Chief Animal Control Officer. This will also permit him to identify significant division workload concerns.

Task 2 - Meet with Division Staff

In order to clarify project goals and objectives, maximize employee participation and understanding, and minimize disruption to normal work routines, the workload analysis project will start by meeting with all Animal Control division staff. This step will be carried out at one of the normal shift-change meetings.

Task 3 - Complete Workload Analysis Questionnaire

At the conclusion of the meeting referenced above, a workload analysis questionnaire will be distributed to all division employees. Among other things, the questionnaire will provide employees with an opportunity to describe the duties and responsibilities of their positions as well as their perception of areas of responsibility where additional staff assistance and/or ability to delegate is needed.

Task 4 - Review and Analyze Workload Analysis Questionnaires

The workload questionnaires provide an initial basis for looking at staffing assistance needs. Each questionnaire will be reviewed along with related materials (i.e., Animal Control organization chart, etc.) in order to get an initial grasp on the division's workload.

Task 5 - Interview Employees

Once the questionnaires have been analyzed, each employee will be interviewed in order to obtain further insight into each position's duties and responsibilities. This interview process will supplement the basic questionnaire and will also provide an additional opportunity for division staff participation.

Task 6 - Draft Preliminary Workload Analysis Report

Utilizing the data obtained from the questionnaires and interviews, Finance Department staff will prepare a draft workload analysis of the Animal Control division. When this is completed, it will be given to the Chief Animal Control Officer for review. Each division employee will receive an individual copy of their position analysis so that they may comment upon it. These comments will be forwarded to the Finance Department for review.

Task 7 - Review Comments and Conduct Follow-up Interviews

Any staff comments will be thoroughly examined and follow-up interviews will be conducted at the request of employees or as otherwise appropriate. This should clarify any misperceptions regarding work responsibilities, refine remaining problem areas, as well as provide another opportunity for division staff participation.

Task 8 - Prepare and Submit Final Report

Based upon the above task, the workload analysis final report will be revised and submitted in final form. The final report, as previously indicated, will itemize met and unmet needs within the Animal Control division.

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ANIMAL CONTROL DIVISION WORKLOAD ANALYSIS TIMELINE

TASK NUMBER	ACTION	COMPLETION/ACTION DATE(S)
1	Review Work Program with Chief Animal Control Officer	August 30, 1982
2	Meet with Division Staff	September 7, 1982
3	Distribute Questionnaires	September 7, 1982
	Complete Workload Analysis Questionnaires	September 7-15, 1982
4	Review/Analyze Questionnaires	September 15-17, 1982
5	Interview Employees	September 20, 1982
6	Draft Preliminary Report	September 21-24, 1982
7	Review Comments/Follow-up Interviews	September 27-29, 1982
8	Prepare/Submit Final Report	September 30-October 1, 1982

CITY OF SACRAMENTO

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WORK SCHEDULE

Present Schedule

CLOSED WEEKENDS

FIELD OPERATIONS 6:00 A.M.-12:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
OFFICERS							
E. MELENDEZ	OFF	8-5	8-5	8-5	8-5	8-5	OFF
E. CESSNA	OFF	6-3	6-3	6-3	6-3	6-3	OFF
J. SEABROOKS	OFF	12-9	12-9	12-9	3-12	3-12	OFF
G. PHELPS	8-5	OFFICE	OFFICE	KENNEL	8-5	OFF	OFF
F. CONTRERAS	8-5	3-12	3-12	3-12	OFF	OFF	12-9
P. ALARCON	12-9	8-5	OFF	OFF	KENNEL	8-5	8-5
C. WALL	3-12	KENNEL	OFF	OFF	3-12	3-12	3-12
J. PEREZ	KENNEL	KENNEL	KENNEL	OFF	OFF	KENNEL	8-5

OFFICE OPERATIONS 8:00 A.M.-5:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
D. KUBO (OFFICER)	OFF	8-5	8-5	8-5	8-5	8-5	OFF
L. FONG	8-5	OFF	OFF	8-5	8-5	8-5	8-5

KENNEL OPERATIONS 8:00 A.M.-5:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
K. YOURDON	OFF	OFF	8-5	8-5	8-5	8-5	8-5
SUPERVISORS							
A. VIRAMONTES	8-5 OFFICE	3-12 FIELD	3-12 FIELD	3-12 FIELD	OFF	OFF	8-5 OFFICE
R. MORA	OFF	8-5	8-5	8-5	8-5	8-5	OFF

CITY OF SACRAMENTO

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NEW SCHEDULE WITH 2 NEW PART-TIME EMPLOYEES  
 WILL OPEN SATURDAY & SUNDAY ←

WORK SCHEDULE

FIELD OPERATIONS 6:00 A.M.-12:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
OFFICERS							
E. MELENDEZ	OFF	8-5	8-5	8-5	8-5	8-5	OFF
E. CESSNA	OFF	6-3	6-3	6-3	6-3	6-3	OFF
J. SEABROOKS	OFF	12-9	8-5	12-9	3-12	3-12	OFF
G. PHELPS	8-5	8-5	OFFICE	8-5	8-5	OFF	OFF
F. CONTRERAS	8-5	3-12	3-12	3-12	OFF	OFF	12-9
P. ALARCON	12-9	8-5	OFF	OFF	KENNEL	8-5	8-5
C. WALL	3-12	KENNEL	OFF	OFF	3-12	3-12	3-12
J. PEREZ	KENNEL	KENNEL	KENNEL	KENNEL	OFF	OFF	8-5

OFFICE OPERATIONS 8:00 A.M.-5:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
G. WONG (OFFICER)	OFF	8-5	8-5	8-5	8-5	8-5	OFF
L. FONG	8-5	OFF	OFF	8-5	8-5	8-5	8-5
NEW EMPLOYEE	8-5	8-5					8-5

KENNEL OPERATIONS 8:00 A.M.-5:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
K. YOURDON	OFF	OFF	8-5	8-5	8-5	8-5	8-5
NEW EMPLOYEE	8-5					8-5	8-5
SUPERVISORS							
A. VIRAMONTES	(Office) 8-5	(Field) 3-12	(Field) 3-12	(field) 3-12	OFF	OFF	(Office) 8-5
R. MORA	OFF	8-5	8-5	8-5	8-5	8-5	OFF

CITY OF SACRAMENTO

NEW SCHEDULE

WORK SCHEDULE WITH TWO NEW PART-TIME EMPLOYEES -- CLOSED SATURDAY & SUNDAY

FIELD OPERATIONS 6:00 A.M.-12:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
OFFICERS							
E. MELENDEZ	OFF	8-5	8-5	8-5	8-5	8-5	OFF
E. CESSNA	OFF	6-3	6-3	6-3	6-3	6-3	OFF
J. SEABROOKS	OFF	12-9	12-9	12-9	3-12	3-12	OFF
D. KUJO	OFF	8-5	8-5	8-5	8-5	8-5	OFF
G. PHELPS	OFF	OFF	8-5	8-5	8-5	8-5	8-5
F. CONTRERAS	8-5	3-12	3-12	3-12	OFF	OFF	12-9
P. ALARCON	12-9	OFF	OFF	8-5	KENNEL	KENNEL	8-5
C. WALL	3-12	8-5	OFF	OFF	3-12	3-12	3-12
J. PEREZ	8-5	KENNEL	KENNEL	KENNEL	OFF	OFF	8-5

OFFICE OPERATIONS 8:00 A.M.-5:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
L. FONG	OFF	8-5	8-5	8-5	8-5	8-5	OFF
NEW EMPLOYEE	8-5	8-5	?	?	?	?	8-5

KENNEL OPERATIONS 8:00 A.M.-5:00 P.M.	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
K. YOURDON	OFF	8-5	8-5	8-5	8-5	8-5	OFF
NEW EMPLOYEE	8-5					8-5	8-5
SUPERVISORS							
A. VIRAMONTES	Office 8-5	Field 3-12	Field 3-12	Field 3-12	OFF	OFF	Office 8-5
R. MORA	OFF	8-5	8-5	8-5	8-5	8-5	OFF