

**CITY OF OAKLAND**  
***SUPPLEMENTAL AGENDA REPORT***

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND  
2005 MAY 12 PM 7:12

TO: Office of the City Administrator  
ATTN: Deborah A. Edgerly, City Administrator  
FROM: Finance and Management Agency  
DATE: May 17, 2005  
RE: A SUPPLEMENTAL REPORT ON THE RECRUITMENT FOR A DIRECTOR OF ANIMAL SERVICES AND CHANGES TO THE CLASSIFICATION

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**SUMMARY**

At its meeting on May 10, 2005, the Finance and Management Committee directed staff to move forward with the recruitment of the Director of Animal Services as recommendations to the organizational placement of Animal Shelter operations are being discussed.

**FISCAL IMPACTS**

There are no fiscal impacts associated with this recommended action.

**BACKGROUND**

The City Administrator, as directed by the City Council, is currently considering if the proposed Animal Shelter operations should remain within the Oakland Police Department or if it should report to another City department or agency. The Committee requested that staff move forward with plans to recruit for the proposed position and that the job announcement (Attachment A) and advertisements should indicate that the organizational structure and reporting authority of the Director of Animal Services are under review. The Committee also indicated its approval of the recommendation to exempt the proposed classification from the Classified Service. A resolution to recommend to the Civil Service Board that the position be exempt from the classified service is being prepared and will be brought to the City Council at the next available meeting.

**KEY ISSUES AND IMPACTS**

Moving forward with the recruitment process to fill the proposed Director of Animal Services is critical for the operation of the Animal Shelter. Although the City Administrator is considering the best placement for the operation organizationally, this need not prevent staff from moving forward with recruitment efforts. This also need not delay proposals to exempt the proposed classification from the Classified Service and implement salary adjustments.

Item # \_\_\_\_\_  
City Council  
May 17, 2005

**SUSTAINABLE OPPORTUNITIES**

None.

**DISABILITY AND SENIOR CITIZEN ACCESS**

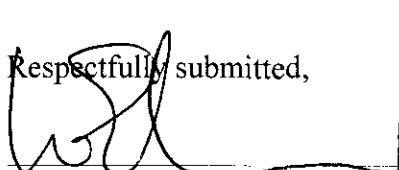
None.

**RECOMMENDATION AND RATIONALE**

In order to fill the vacancy at the City's animal shelter (proposed Director of Animal Services) as soon as possible, it is recommended that City Council approve this report and move forward with the recruitment. Although the organizational placement of Animal Shelter operations is under review by the City Administrator, this should not delay the process of recruiting and moving forward with other proposed changes to the classification.

**ACTION REQUESTED OF THE CITY COUNCIL**

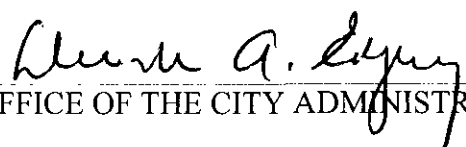
Staff requests that the City Council approve this report and direct staff to begin the recruitment for the Director of Animal Service as soon as possible.

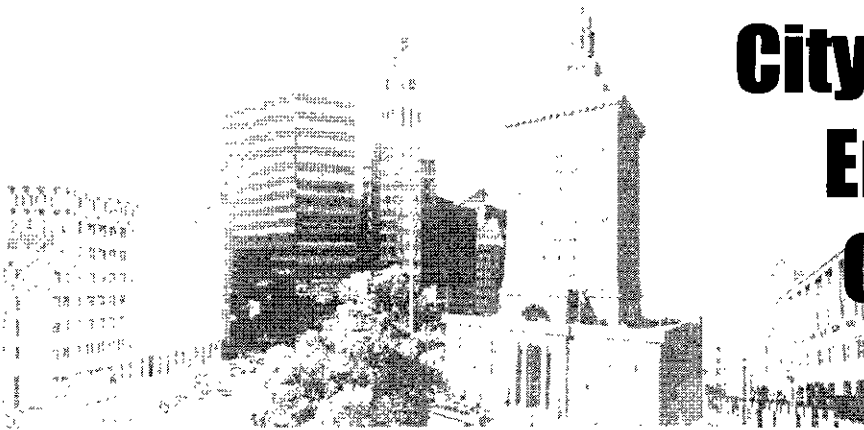
Respectfully submitted,  
  
\_\_\_\_\_  
**William E. Noland, Director  
Finance & Management Agency**

Reviewed by:  
Marcia L. Meyers, Director  
Office of Personnel Resource Management

Prepared by:  
Daryl B. Look, Principal HR Analyst  
Office of Personnel Resource Management

APPROVED AND FORWARDED TO THE  
CITY COUNCIL:

  
\_\_\_\_\_  
OFFICE OF THE CITY ADMINISTRATOR



# City of Oakland Employment Opportunity Open

## DIRECTOR OF ANIMAL SERVICES

- Open ● All qualified individuals may apply
- Closing Date ● \_\_\_\_\_, 2005 at 5:00 pm
- Salary/Work Week ● \$89,556 - \$109,968 / 37.5 hrs per week  
(Recommended salary for City Council approval)
- Civil Service Status ● Position Proposed for Exemption from Civil Service (Job Code \_\_\_\_\_)
- Emergency Response Zone ● Applies to this position

THE CITY OF OAKLAND SEEKS A DYNAMIC, VISIONARY DIRECTOR OF ANIMAL SERVICES WHO WILL ESTABLISH A PROGRESSIVE ANIMAL CARE AND CONTROL PROGRAM AT THE CITY'S NEW SHELTER FACILITY. THE DIRECTOR WILL HAVE THE OPPORTUNITY TO SHAPE THE ORGANIZATION BY DIRECTING SHELTER STAFF AND WORKING WITH VOLUNTEERS AND ANIMAL WELFARE GROUPS TO ENSURE OPTIMAL CARE OF THE ANIMALS; PROMOTE MAXIMUM ADOPTIONS; BUILD POSITIVE COMMUNITY RELATIONS; MINIMIZE EUTHANASIA AND SURRENDER OF ANIMALS THROUGH EFFECTIVE EDUCATIONAL AND SPAY-NEUTER PROGRAMS; PROSECUTE ANIMAL CRUELTY CASES AND PROTECT THE PUBLIC FROM DANGEROUS/AGGRESSIVE ANIMALS.

### THE POSITION

The Director of Animal Services plans, organizes, and directs the activities of the Animal Control Officers and shelter staff. He or she oversees the daily operations of the shelter, develops policies and procedures in accordance with applicable city, state and local laws, responds to public inquiries and concerns, including those from government officials and animal welfare groups, designs and implements public information campaigns, and oversees dispatching and licensing functions as well as educational and spay-neuter programs and the adoption, custodial care, and the (last-resort) euthanasia of animals. This position routinely requires work in the evenings and sometimes during weekends. **The organizational placement and reporting relationship of this position as Director of Animal Services is currently under review by the City Administrator.**

Essential duties and job responsibilities include, but are not limited to the following:

- Oversee the care provided for the animals that come under the protection of the shelter and insure their humane treatment.

## Attachment A

- Implement short and long term strategies to address pet overpopulation that responsibly reduce intakes, increase adoptions, improve animal care, provide behavior and medical rehabilitation, encourage spaying and neutering, and help pets stay with responsible caretakers.
- Ensure responsible pet care through enforcement of public compliance with animal care and control regulations, including nuisance, animal licensing, public safety, and animal cruelty laws.
- Develop and maintain performance standards and ensure quality service and staff productivity through supervision, regular performance evaluations; enforce all State, City and shelter policies and procedures; and oversee dispatching, licensing, animal care and euthanasia functions.
- Provide briefings, respond to inquiries and requests, and maintain supportive, cooperative relations with local animal welfare groups and with the Animal Welfare Commission, if re-established.
- Prepare or approve schedules and coordinate assignments of shelter personnel, including the Animal Control Supervisor, the Outreach Coordinator, Animal Control Officers and clerical support staff.
- Prepare and administer the shelter budget and maintain fiscal control; prepare budgetary reports.. Advocate effectively for the shelter's budget needs. Work with the City Administrator, Police Department and non-profit animal welfare organizations to develop sources of additional funding through public-private partnerships; collect data to support collaborative funding efforts.
- Monitor organizational performance and analyze data to detect trends and assess program requirements; and formulate short and long-term management plans.
- Oversee the development and implementation of on-going and special programs and activities.
- Ensure courteous and high quality customer service for field and shelter operations. Provide information and respond to public complaints or inquiries regarding animal care services, lost animals, redemption and adoption, etc. .
- Collaborate with animal welfare groups to facilitate the rescue of animals from the shelter.
- Work proactively and cooperatively with animal welfare agencies to establish prevention services which will lower the number of animals entering the shelter. (moved to budget funding above).
- Supervise civil and criminal actions related to animal incidents (vicious animals, animal bites); be proactive in pursuing animal cruelty cases; assist OPD sworn personnel in other criminal investigations (e.g., inhumane treatment) and ensure that investigating Animal Control Officers are properly trained in the gathering and storage of evidence so that animal cruelty cases can be prosecuted. Facilitate prompt resolution of administrative cases; establish protocols to ensure that animals held for long periods of time due to lengthy litigations related to criminal or cruelty cases are socialized and exercised appropriately.
- Prepare and present orientation sessions, education courses and on-the-job training both to shelter personnel and the general public.
- Establish and maintain cooperative relations with other city organizations, jurisdictions, and agencies.
- Prepare or supervise the preparation and distribution of promotional materials concerning shelter services and programs, including the distribution of literature in appropriate languages.

- Inspect the facility, equipment and supplies for compliance with safety standards and maintenance needs; oversee the ordering of food, equipment, and supplies and the preparation of service requests.
- Prepare briefings and technical reports regarding shelter activities, personnel matters, new initiatives, and civil and criminal actions.
- Review, interpret and implement new policies, rules, regulations, and state/local laws and ordinances concerning the care, treatment and custody of animals (e.g., receipt, redemption, adoption and euthanasia of animals). Work cooperatively with citizens with financial constraints to ensure that animals are not held inappropriately or euthanized due to an inability of the individual to cover shelter fees.
- Negotiate, secure, and monitor contract veterinary care; work cooperatively with the contract veterinarian to establish or modify standards and procedures relating to animal capture, care, vaccination, sterilization, and disposal.
- Oversee the acquisition, secure storage distribution, and inventory control of supplies used at the shelter and in the field.

### **MINIMUM REQUIREMENTS FOR APPLICATION**

**Education:** A bachelor's degree is required. An advanced degree is preferred from fields such as business, public health, public relations, communications, public administration, law or veterinary sciences.

**Experience:** Seven to ten years of upper level management experience that can be transferred to the shelter environment is required or, senior management experience in animal services and animal control.

**License:** Individuals appointed to this position will be required to maintain a valid California Driver's License. The license is to be maintained throughout employment with the City of Oakland. Must obtain certification as a euthanasia technician, valid pharmacy technician certification from the Federal Drug Enforcement Agency and pass a Search and Seizure Penal Code Course within one year of hire.

**Other Requirements:** Finalists must complete a Personal History Questionnaire (PHQ) and pass a job-related background investigation.

**Additional Qualifications:** Experience working with diverse communities is required. Bilingual skills in Spanish, Cantonese, Mandarin and Vietnamese are highly desirable.

### **QUALIFICATIONS**

**The ideal candidate:** is an innovative and dynamic individual with a strong commitment to improving the lives of animals in Oakland by building positive relationships with the community. Oakland is searching for a progressive, practical leader who can work collaboratively with animal welfare organizations and community groups to ensure public safety and humane treatment of animals in the community and in the shelter system. The candidate must be a strong manager, with experience designing and evaluating programs; must have experience managing staff and an ability to work with unions, including experience with progressive disciplinary procedures. The ideal candidate will collaborate with community partners to move the shelter toward the goal that no adoptable animal will be euthanized. The city is seeking an entrepreneurial self-starter, with excellent people skills and marketing expertise who will help make the shelter a destination spot for those who are seeking to adopt a pet.

**Knowledge of:** effective principles of management, supervision and training of staff ; knowledge of or ability to learn general practices of animal care and control in accordance with professional standards; principles and practices of public speaking, customer service and community relations; state and local codes, regulations and ordinances associated with animal control and care; safety principles, practices and procedures; basic accounting and revenue handling procedures; budget preparation, advocacy and control; preparation and maintenance of records and technical reports; and basic computer applications and practices.

**Ability to:** communicate effectively both orally and in writing; solve problems and make decisions; develop and maintain positive work relationships with shelter staff, community organizations, businesses, citizens and other City departments; ; advocate effectively for the shelter's budget and policy needs; research and prepare grant proposals for funding; use a computer and standard city-wide software applications, modern office equipment and photographic equipment; serve as spokesperson on animal services for all communication with the media and effectively mediate or diffuse potentially difficult animal-related situations.

## **THE SELECTION PROCESS**

**Stage I:** The first stage in the selection process will consist of a review of each applicant's completed employment application, current resume, signed supplemental questionnaire and a signed "Declaration of Intent to Reside within the Residency Zone" form for minimum qualifications (weighted pass/fail). Applications submitted without all required materials will not be given further consideration. Meeting the minimum qualifications does not guarantee advancement to Stage II.

**Stage II:** The second stage will consist of subject matter experts evaluating and rating the completed supplemental questionnaires. Applicant responses to the supplemental questions must demonstrate the knowledge, skills and abilities listed in the qualifications section of this announcement. The evaluation of supplemental questions may be weighted 100% of an applicant's score (before residency and/or veteran's credit) and may determine rank on the eligible list. If a sufficient number of quality application packets are received, the supplemental screening may be followed by a third stage.

**Stage III:** The third stage may consist of an oral examination that may be preceded by a brief written exercise and/or performance examination that will test the knowledge, skills and abilities listed in the qualifications section.

The ranked eligible list may be developed directly from the supplemental screening **OR** the results of Stage III. Candidates must earn a scale score of 70 in this examination process to be placed on the eligible list for employment consideration.

The City of Oakland reserves the right to modify the selection process as necessary to conform to administrative or business necessity.

## **ADVISORIES**

**Immigration and Reform Control Act:** In compliance with the Immigration and Reform Control Act of 1986 the City of Oakland will only hire individuals who are legally authorized to work in the United States.

**Legal:** In compliance with local, state and federal laws and regulations, the City of Oakland will employ and promote qualified individuals without regard to disability. The City is committed to making reasonable accommodations in the examination process and in the work environment. Individuals requesting reasonable accommodations in the examination process must do so no

## **Attachment A**

later than five working days after the final filing date for receipt of applications, otherwise it may not be possible to arrange accommodations for the selection process. Such requests should be addressed to the Office of Personnel, 150 Frank H. Ogawa Plaza, 2<sup>nd</sup> Floor, Oakland, CA 94612-2019 or call (510) 238-3112 or TDD (510) 238-6930.

### **HOW TO APPLY**

City of Oakland application documents may be obtained in person or by sending a self-addressed stamped envelope and request to the Office of Personnel, 150 Frank H. Ogawa Plaza, 2<sup>nd</sup> Floor, Oakland, CA 94612-2019. You may also call (510) 238-3112 for information.

You may access a copy of the City's announcement and a Microsoft Word or PDF version of the employment application at the following Internet address: [www.oaklandnet.com](http://www.oaklandnet.com). Click on "City Jobs" to view current openings or access the employment application.

### **DATE OF EXAMINATION**

To Be Announced

The City of Oakland is an EEO/ADA Employer. Please read the City of Oakland's Employment Information Pamphlet, which can be viewed [online](#), prior to applying for a position at the City of Oakland.

Contact Name: (510) 238-4478

04-SC102-115/

Opens:

Closes:

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**DIRECTOR OF ANIMAL SERVICES****SUPPLEMENTAL QUESTIONNAIRE****FINAL FILING DATE: FRIDAY, \_\_\_\_\_, 2005 AT 5PM**

The supplemental questionnaire is intended to give you the opportunity to identify your qualifications and experience in specific job-related areas. Please return all completed application materials in person or by mail to the Office of Personnel, 150 Frank H. Ogawa Plaza, Second Floor, Oakland, CA 94612-2019 no later than 5pm on Friday, \_\_\_\_\_, 2005. Postmarks will not be accepted. Applications submitted without all required materials will not be given further consideration.

**INSTRUCTIONS**

Respond to each of the following questions on a separate sheet of paper (8 1/2" x 11"). Typewritten pages are preferred. Please be sure your experience relates directly to this position. The information you provide will be verified prior to a final offer of employment. Please specify the organization or jurisdiction for which you worked, your title, and the name and contact information of a supervisor who can verify the information you have provided. Place this information at the beginning of each response.

Applicants are responsible for clearly, completely, and accurately identifying their qualifications. The rating of the supplemental questions may determine your rank on the list (before residency and/or veteran's credit is added).

**Please type ONLY your Social Security Number on the top of each page.**

1. Describe your vision of a model, progressive animal shelter in Oakland and your implementation plan.
2. Describe how your education, training and experience have prepared you for the position of Animal Services Director with the City of Oakland. Include specific work experience in managing budgets, people, and working with community interest groups.
3. Please describe your experience planning, directing, supervising and evaluating assigned personnel. Include your experience in resolving employee performance issues, along with experience utilizing progressive discipline techniques and conducting performance evaluations. Include the length of time you have been working as a manager and the number of staff under your supervision and their positions.
4. Describe the most challenging or complex project you worked on in the area of animal control and care. Include in your discussion your role in the project and the goals, timelines and considerations involved. If you worked on complex projects in different specialized areas or non-animal related fields, describe one project for each area of specialty and how it would apply to the Animal Services Director job.
5. Describe your experience and role in working with a diverse population, a diverse workforce and diverse socio-economic community interests. Also, describe any professional experiences or projects which demonstrate how you have worked effectively with a diverse population.



**CERTIFICATION OF APPLICANT**

I understand that all information provided herein is subject to verification, and is true to the best of my knowledge. Please sign and return this page with your application materials.

\_\_\_\_\_

(Signature)

\_\_\_\_\_

(Social Security Number)

\_\_\_\_\_

(Telephone Number)

\_\_\_\_\_

(Date)

