CITY OF OAKLAND

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OAKLAND

AGENDA REPORT

2014 MAY 29 PM 5:27

TO: **FRED BLACKWELL**
INTERIM CITY ADMINISTRATOR

FROM: Sean Whent
Chief of Police

SUBJECT: Placement of the Oakland Animal Services as an Independent City Shelter

DATE: May 27, 2014

City Administrator Approval

Date 5-29-14

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that the City Council accept this report; and adopt the implementation plan and timeline below for reorganizing the Oakland Animal Shelter as an independent City department which shall include suggestions for improved operations, collaborating with community groups and external agencies, a timeline to fill funded positions including Shelter Director, Shelter Manager, and Rescue Coordinator, and establishing an animal services advisory committee to review shelter practices.

Department and City Staff Recommendation

In exploring options A-D as outlined below, the Oakland Police Department and City staff recommends the implementation of option B. In this option, OAS would become a standalone department with the Animal Control Officers (ACOs) and animal control supervisors remaining under the Oakland Police Department (OPD).

The following list includes the advantages of keeping OAS as a short-term care facility and not long-term care:

- The OAS facility was built to house animals for only a short period of time. Option B allows the City to provide a humane level of short-term care and it does not require major facility modifications or investment in a second facility at a different location.
- Short-term care should not drastically increase the animal population or the staffing level.
- With short-term care, the OAS budget would not need to accommodate:
    - Increased food supply
    - An increase in vaccinations and medicines for the animals
    - Increased spay/neuter
    - Increased cleaning products and facility maintenance

Item: _____
Public Safety Committee
June 10, 2014

The advantages of having OAS as standalone department with ACOs under the Oakland Police:

- Without managing shelter operations, OPD can focus more on its mission of public safety; focusing on crime and compliance.
- Keeping the ACOs, the Department can address animal calls for service related to public safety, including vicious animal reports and animal cruelty investigations.
- As a Police Department resource, ACOs can handle animal-related field calls, minimizing response by patrol officers.
- As a standalone shelter, OAS can operate as a more community driven organization with community-based goals.
- Having OAS as a standalone department with ACOs under the Oakland Police will have minimal financial impact to the City.

EXECUTIVE SUMMARY

The purpose of this report, in response to City Council, is to determine the mission of the Oakland Animal Shelter, provide an update on the status of the OAS, and seek direction from Council to staff regarding the future of OAS shelter operations. The update will include staffing progress, planned facility and operational improvements, use of online animal pictures, shelter partnerships, development of a community advisory committee, and the plan for moving OAS from OPD to a standalone City department.

BACKGROUND / LEGISLATIVE HISTORY

In late 2013, the Public Safety Committee directed staff to prepare an informational report regarding the status of the OAS. The requested information included a timeline to fill funded positions and an analysis for moving OAS out of OPD to another City department or entity. On January 14, 2014, the OPD presented an informational report to the Public Safety Committee. At that time, the Committee continued the item to a future date and directed staff to provide the following additional information:

- Further analysis, a detailed plan and timeline for moving all Animal Services operations to a stand-alone department, other department, or alternatively, a plan to move only the shelter operations to a stand-alone department, leaving Animal Control in OPD.

- Further analysis and a detailed plan regarding the feasibility of having the Public Works Department field Animal Control phone calls.

- Provide short and long term plans for utilizing community input.

- Provide a plan for better use of outside resources.

- Analyze the ability to use PetHarbor.com at the earliest possible date.

- The Committee also directed staff to bring a request to the Council to allocate $157,983 for eight (8) additional Animal Care Attendant (ACA) positions as soon as possible.

On May 1, 2014, the Rules and Legislation Committee requested a report to the Public Safety Committee with the following amendments:

- Remove the sheltering arm of Animal Services from under the Police Department and place it directly under the City Administrator's Office.

- Examine partnership opportunities with community groups, the County or other municipalities for long-term operations of the shelter.

- Present the timeline to fill funded positions including Shelter Director, Shelter Manager and Rescue Coordinator.

- Establish an animal services advisory committee for OAS consisting of community leaders, volunteers and local experts, to review OAS practices.

KEY DECISIONS TO MAKE AND UPDATES

The OAS, assigned to OPD, under the Support Operations Division responds to animal-related calls for service including community outreach and education and reports of abused, neglected, or injured animals. OAS also investigates animal cruelty, animal bites, dog barking calls, and regulates animal-related activities within the City.

As an open-intake facility, OAS takes in any animal from Oakland that needs shelter regardless of species, age, breed, temperament or health (Oakland Municipal Code (OMC) Section 6.04.110). OAS staff provides critical services to the community, sheltering nearly 6,000 animals each year, enforcing animal welfare laws, conducting community outreach and education, investigating animal cruelty, rescuing animals from the streets and abusive owners, and promoting responsible pet ownership and humane care while improving public health and safety. In addition to the budgeted OAS staff, which includes sworn staff, Animal Control Officers and ACAs, more than 120 volunteers provide assistance, care and companionship for the animals.

Due to heightened concern and community frustration about OAS and the limited resources supplied to OAS, Council requested staff to bring forward a report about the shelter. Since this is not the first time that these issues have risen for OAS, staff recommends that City Council take a step back and review the major theme of the community concerns. A common theme of community concerns over the past 10 years about OAS is the City's inability to provide the desired level of care for the animals. This calls into question the mission of the shelter and the City's ability to meet the desired mission. Staff recommends that Council determine the OAS mission simultaneously with making decisions about shelter reorganizations.

The current OAS practice is to provide short-term, transitional housing for Oakland's animals and find the best placement option for all of the animals whether that be through adoption or rescue. In addition, OAS enforces/investigates animal-related laws and provides community education. However, in planning for the long term operations of the shelter, staff will need to understand the policy goals of the Council regarding shelter operations and oversight. This can be achieved by Council providing direction on the mission statement of the shelter.

OAS offers the following as two alternatives, possible future Mission Statements / Philosophies for OAS:

a. Option 1: *The mission of Oakland Animal Services is to provide public health and safety through **short-term** housing for Oakland's homeless animals, including enforcement of animal-related laws and promoting animal welfare through humane education, adoption, and rescue.*

b. Option 2: *The mission of Oakland Animal Services is to provide public health and safety through **long-term** housing for the City of Oakland's homeless animals including rehabilitation and behavior modification, thus promoting animal welfare through humane education, adoption, and rescue.*

Depending on the mission chosen, Council should determine the direction to give staff for moving OAS out of the Oakland Police Department. The options are listed below while further details with action steps are in the Analysis section of the report:

a. OAS continues to be part of the OPD with all current vacant positions filled.

b. OAS becomes a stand-alone department with Animal Control Officers assigned to and working under OPD.

c. OAS becomes a stand-alone department with Animal Control Officers assigned to and working under a newly created independent City Shelter.

d. In the short-term, OAS moves to a stand-alone department with Animal Control Officers assigned to and working under OPD, with the long-term intention of moving the shelter care function to a nonprofit while keeping animal control as a city function.

Recent Shelter Changes / Improvements:

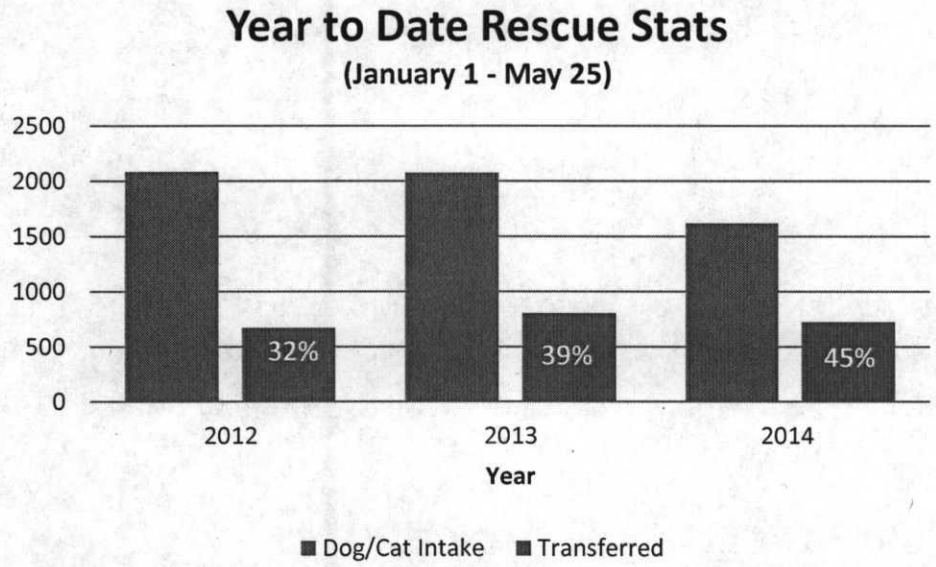
As referenced in the recent Informational Memo, the Shelter has been making changes since the direction given at the January Public Safety Committee. Those enhancements include improved landscaping for the dog exercise area, computers for each of the animal control vehicles, and improved security at OAS.

Rescue Update:

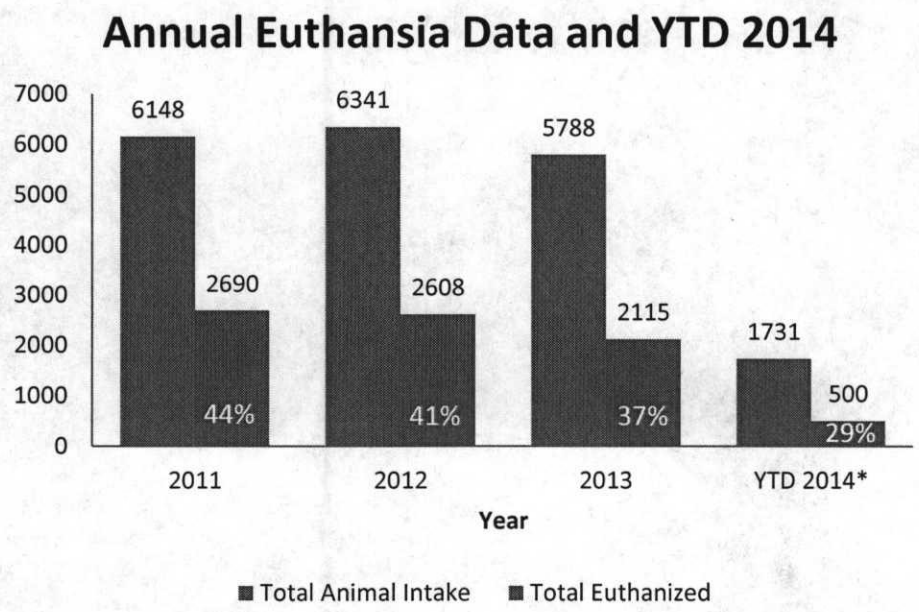
The OAS recognizes the importance of effective partnerships. Through collaboration with the many animal rescue groups locally and nationally, OAS seeks to enhance the shelter's live release rate. To better facilitate rescues and improve communication with various groups, staff established a rescue email, **oasrescue@oaklandnet.com**. This email address provides personnel the capacity to receive and send out potential rescue requests from a central source, thus creating an environment with clear communication amongst key personnel to know the status of rescue cases.

Staff reviewed and confirmed all MOUs the City holds with rescue groups. The list of groups has been centralized at the Shelter, so staff can have easy access to the available groups. The Animal Control Supervisor has been designated as the temporary point of contact for rescue groups. This is an interim task for the supervisor until the Volunteer Coordinator begins work on May 27, 2014.

Staff continues efforts to reach out to rescues for animal placement. The Shelter has set up weekly times for rescues to visit the facility and select animals for transfer. The following chart compares year-to-date rescues with the two previous years:



As the chart reflects, the OAS continually works toward improving live release rates. Recognizing the goal for live release, the OAS does facilitate the euthanasia of animals. OAS euthanizes for medical and temperament reasons. The following chart compares euthanasia data for YTD 2014 and the three previous years:



*YTD is as of May 25, 2014.

Staffing Update:

For effective operations, the Shelter requires proper staffing. With this understanding, OPD is working to fill vacancies. The following table reflects current shelter staffing:

Position	Budgeted	Filled	Vacancies
Director	1	1 (Interim)	1 (permanent)
Animal Control Supervisor	1	1	0
Volunteer Coordinator	1	1	0
Veterinarian	1 (FTE)	0.5	0.5
Vet Technician	2	2	0
Animal Control Officer	11	7.5	3.5
Police Records Specialist	2	1	1
Animal Care Attendant	20 (part-time)	12 (part-time)	8 (pending)

- The Volunteer coordinator position is designated to perform the rescue work in addition to doing the volunteer work.
- The Shelter Manager and the Rescue Coordinator positions have never been approved or budgeted for OAS.
- The Shelter posted an advertisement for a part time contract veterinarian. Staff concluded interviews for veterinarian candidates.

- Because of the vacant Director position, OPD assigned an OPD Lieutenant to handle shelter management. The City contracted with a recruitment firm to search for a new Director. The recruitment has not commenced because direction on this report may impact the job description, classification, and/or minimum qualifications sought for an ideal director.
- The City posted the Animal Control position. The job posting closed May 2, 2014 and applications will be under review by Department of Human Resources & Management (DHRM). The exam date is pending.
- The Police Records Specialist position recruitment is closed.
- Recently, the Shelter was authorized eight additional part-time Animal Care Attendants. Staff submitted eight applications, which are pending acceptance of conditional job offer to initiate the background process.

Safety Update:

Due to the fact that OAS is part of OPD and is an open facility, safety is a key component to protecting staff and all of the animals on-site. OAS has requested that several exterior doors at the facility be equipped with an Electronic Key card door entry system which the Police Administration Building currently utilizes. This system would increase security throughout the shelter and result in better accountability on the part of staff and volunteers. In addition, OAS has requested that a cabinet housing our controlled medicines be equipped with a key card access system. This would allow only certain personnel to have access to the medicines and would create a record as to who has accessed the cabinet. This request is awaiting final funding approval from the Fiscal Services Division.

Technology Update:

Unlike police vehicles, Animal Control trucks have never been equipped with computers. As a result, ACOs are required to print out all of their calls for service before they are in the field. They are unable to get any new calls (except priorities) from the Computer Aided Dispatch (CAD) system without coming back to OAS and printing out the new calls for service. In addition, ACOs are unable to update their calls for service in a timely manner. The lack of computers in the vehicles wastes time that could be dedicated to field calls. It is estimated that ACOs lose approximately one hour in the morning and one hour in the evening due to the process of how they access and update CAD and print out calls for service. It is not feasible to rely on communications channels to provide OAS calls for services due to citywide call volume and lack of information received.

OAS is currently in the process of purchasing laptop computers in each of the vehicles. This will allow the ACOs to remain in the field longer, handle more animal calls/ requests, and be able to provide greater customer service.

Facility Improvement:

The north side of the shelter is used for animal exercise and enrichment. The grounds are currently covered with bark and dirt and are muddied much of the year. This area harbors foxtails and is difficult to sanitize. OAS recommended synthetic turf be placed in the play area at the north side of the shelter to improve the life of the animals at the shelter and allow for easier sanitation and disease control. Synthetic turf has been installed at other locations around the shelter, and has proven to be easy to clean, dog-proof and able to create much more usable outside space. OAS awaits the final bids for the north side turf.

OAS is also exploring the following future improvements:

- Remodeling of cat cages in "cat alley."
- Improve the fencing for the rabbit enclosure.
- Install permanent awnings in the small dog play area.
- Purchase and installation of two industrial dishwashers.
- Repair the speaker and communication systems within the shelter.
- Add a dog bath station.
- Improve lighting outside the facility.
- Purchase and install digital monitors to play looped video of proper animal care in the "get acquainted" rooms.
- A digital electronic sign for the front of the shelter to enhance public communication.

Online Photos (PetHarbor.com):

Council requested that OAS analyze the ability to use PetHarbor.com PetHarbor is a third-party website that allows animal shelters to download pictures and details of animals available for adoption and also lost or found animals. However, OAS currently uses a system called PetPoint which is directly linked to Petango and provides the same service to community members as PetHarbor at no additional cost to the City. PetPoint is a third-party shelter management software program which has been in use by the City since 2008. This software is made available to OAS at no cost and staff is proficient and confident in this product. PetHarbor requires the use of additional software called Chameleon which charges $970 per terminal.

PetPoint does not interface with PetHarbor and does not allow picture uploads to PetHarbor. At this point, OAS has no mechanism available to upload to Pet Harbor from PetPoint. However, PetPoint does allow online photo uploads to "Petango," which is run by PetPoint. Petango has a wide reach and online presence similar to PetHarbor at no additional cost to the City. PetPoint allows OAS to automatically upload pictures of all animals in the OAS shelter nightly, or as often as desired, into Petango at no additional cost. Currently all adoptable animals can be seen at oaklandanimalservices.org, which is run by the Friends of the Oakland Animal Services. The rest of the animals are not posted on that site.

Recently, OAS developed the capacity for animal control officers and veterinary staff to take photos of all animals brought into OAS (not just the adoptable animals). These photos are then uploaded to PetPoint. From Petpoint, Petango automatically uploads the information which will show photos and details about the animals. The public will have the ability to view all of these animals via a link from the City website. This project will be live as of May 27, 2014 in addition to the existing photos of the adoptable animals on the FOAS website.

Shelter Partnerships Update:

Volunteer Services

Volunteers are an integral part of the work performed at OAS. Currently there are approximately 120 volunteers who assist with various tasks. Although OAS has been without a volunteer coordinator for approximately two years, the shelter continued to create new programs and utilize volunteer strengths in many ways that other municipal shelters do not. OAS allows volunteers to come in during closed hours to help with animal enrichment, clerical work, and photography to assist with the adoptability of animals. OAS relies greatly on volunteers to conduct most adoption counseling. It is due to OAS volunteers that so many animals at the shelter find their forever homes.

The partial list below explains how the shelter utilizes volunteer talents/strengths:

- Mentors: Volunteers who have a minimum requisite amount of time volunteering and who have agreed to train new volunteers and run "open" house events.
- Dog Crew: Specially trained volunteers that are allowed to work with four (4) "special project" dogs to help improve their temperament for adoptability or placement. Dog Crew members also run "play" groups, conduct dog/cat introductions, engage in dog/dog testing and reach out to various rescue groups in coordination with the staff member that does rescue.
- Cleaning: Volunteers spot clean the kennels after ACA staff is off duty. They also bathe adoptable animals.

- Cat Crew: Specially trained volunteers that are allowed to work with four (4) "special project" cats to help improve their temperament for adoptability or placement. Cat Crew members also reach out to rescue in coordination with the staff member that does rescue, Feline Leukemia Virus / Feline Immunodeficiency Virus (FeLV/FIV) tests, vaccinates, and moves cats into adoptions.
- Dog Obedience Training: OAS volunteer Alex Sanchez runs a free dog obedience training class on Saturdays in the front yard of the shelter for community members and volunteers who wish to bring shelter dogs for training.
- Rabbit Program: The rabbit program is solely run by volunteers and funded by Friends of the Oakland Animal Shelter (FOAS).
- Website Updates: Volunteers run the OAS website (**oaklandanimalservices.org**) and take all of the pictures and videos of adoptable animals for the site. This greatly helps to increase adoptability.
- Animal Socialization: Volunteers socialize animals and show adoptable animals to the public.
- Animal Enrichment: Volunteers provide animal enrichment by playing with and walking animals.
- Off-site Events: Volunteers oversee off-site adoptions events.
- Clerical Support: Some volunteers assist with clerical support.
- Animal Transport: Volunteers assist with the transportation of animals to local and out-of-state rescues.

On May 27, 2014, OAS will have a new volunteer coordinator after a prolonged vacancy. The new volunteer coordinator will manage the volunteers and continue to utilize the many volunteer skills and talents. In addition, the volunteer coordinator will oversee and coordinate rescue efforts.

Advisory Committee Update:

The City Administrator's Office is currently establishing an advisory committee to provide professional advice, technical assistance, guidance, insight and recommendations about best practices to City staff in three key operational areas:

1. Animal health, care and welfare.
2. Animal rescue: operational improvements, approaches to increase rescues, live release, and potential partnership opportunities.
3. Euthanasia: reductions and operational improvements.

The advisory committee will be made up of about five to seven experienced professionals and seasoned volunteers with expertise in animal welfare and shelter operations who possess a specific understanding of local animal welfare trends and challenges as well as issues facing public or municipal shelters. Participants will represent the following areas of expertise:

- Shelter management and operations: municipal and nonprofit shelters
- Animal rescue
- Animal welfare volunteer operations
- Humane advocacy
- Veterinary medicine
- Animal control

Members of the advisory committee will be selected to participate by City staff and may not be full time or part time employees of Oakland Animal Services, nor may they have any financial interest in any for-profit animal welfare facility or organization.

The scope and duration of this committee will be finite. Members will be asked to make a commitment to participate for one year, attend a monthly meeting, prepare and submit quarterly reports which summarize their work and present recommendations to the City Administration. The scope of the committee's work and recommendations will be limited to addressing policy development or changes operational improvements, and facility and equipment/technology enhancements. The committee will not address personnel-related matters or provide specific management advice except as it pertains to recommendations in the areas described above.

Volunteers have suggested that the City adopt an ordinance creating an advisory commission that could provide recommendations and oversight to the City regarding shelter operations. At this juncture staff does not recommend that such action be taken. If council were to entertain such action staff would recommend that it not be undertaken until such time as the future of the shelter is determined, e.g. standalone department, non-profit, etc. and that changes have been mapped out. This way the commission can be adopted with appropriate language to provide oversight for the shelter in the appropriate configuration in which it exists.

Currently, OAS is in the process of creating, revising and publishing policies and procedures regarding shelter operations. Aside from General Order A-5 (Animal Control Procedures), OAS has never had a formalized set of policies and procedures. The newly created Advisory Committee would assist with reviewing policies and procedures and recommending any changes to ensure that the policies and procedures reflect best practices in the animal welfare industry.

ANALYSIS

In 2005, (PSC - December 13, 2005) the City assessed the impact of moving OAS to another City department. The City Administrator at that time did not recommend moving the OAS, "because of the inherent difficulties in administering animal services and coordinating with OPD to respond to calls for service for a department outside of their authority."

The budget and staffing levels for OAS do not meet the need to maintain the voluntary industry level standards of care required for the number of animals taken in. This will not change if OAS becomes an independent City department. Regardless of the placement of OAS, consideration should be given to expanding the OAS budget to increase staffing and resources if it is to be an independent City department. Due to staffing shortages, OPD loans a sergeant and an acting sergeant to assist with OAS operations including animal cruelty investigations. Animal Control Officers supplement the work normally completed by Animal Care Attendants, which limits their time in the field. Only one Police Records Specialist is currently assigned to OAS. The OAS Director spends far too much time with day-to-day operations and supervision instead of other management responsibilities, including increasing the number of animals rescued or adopted out. A shelter manager and an additional supervisor are needed, though not currently budgeted, to manage day-to-day animal handling and provide supervision. The capacity to humanely move large numbers of animals through OAS by adoption or rescue is a priority that needs to be on the forefront of the Director's responsibilities.

Options for Moving the Shelter Operations:

Option A – OAS continues to be assigned to OPD.

Step #	Step Details	Timeline	Responsible Party
1	Fully staff all current vacant positions as listed above.	December 2014	OPD

Option B – Standalone department with animal control officers (ACOs) assigned to and working under OPD

The steps necessary to perform this option are as follows:

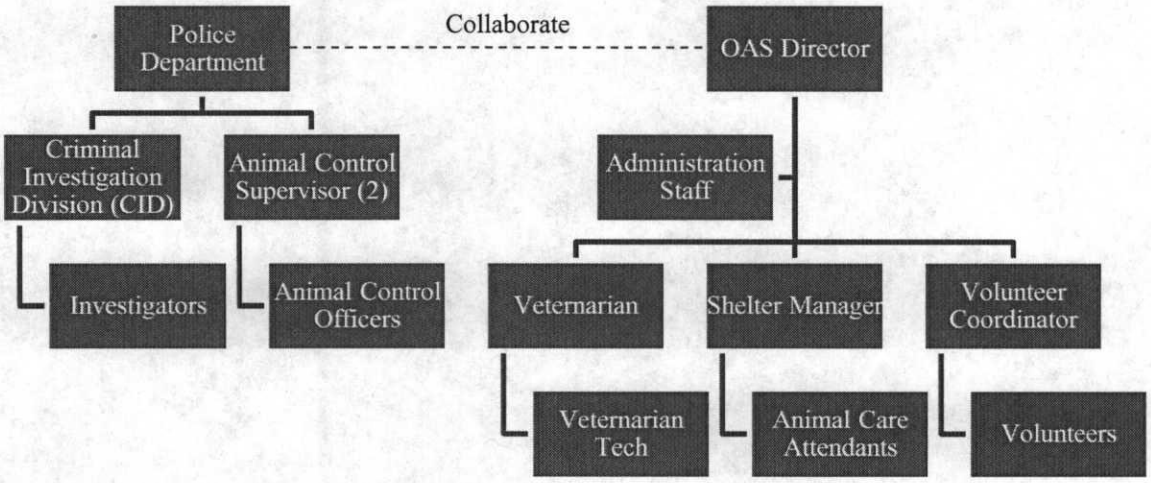
Step #	Step Details	Timeline	Responsible Party
1	Create the standalone department: This would require modification to Oakland Municipal Code Chapter 2.29 via an ordinance presented to the City Council. The creation of the standalone department would be completed upon second reading and approval by Council.	Upon Council decision	City Council

Step #	Step Details	Timeline	Responsible Party
2	Personnel (Animal Care Attendants (ACAs)): All shelter related duties including, intake of animals, temperament testing, front counter duties, adoptions, euthanasia, facility cleaning, licensing, micro-chipping, and humane education would be performed by ACAs only instead of ACOs. In a newly created standalone department. ACAs can report to the Director, shelter manager or a supervisor.	Currently in process. Expected completion date: December 2014	This step has begun with OPD and will be transferred to the standalone department.
3	Personnel (Administrative Staff): Currently OAS is budgeted for two Police Records Specialist (PRS) positions. Only one is currently filled. Upon the acceptance of this option, the two PRS positions would be assigned back to OPD. The standalone department would need to approve and budget two Administrative Analyst I (AA1) positions to replace the two PRS positions. Staff would go before Civil Service Board for the AA1 positions).	This step would be completed when the Shelter is transferred.	This step would be performed by the standalone department.
4	Personnel (Animal Control Officers/ Supervision): All ACOs would remain in OPD and would be responsible for all animal related field calls for service. Each ACO would be placed into the Patrol Division and assigned to various squads. An Animal Control Supervisor assigned to either to the Criminal Investigations Division or the Special Operations Division would manage the program and provide support, training and assist with preliminary and follow-up investigations. ACOs would only use the standalone shelter for drop offs.	This step would be completed upon approval from Council.	This step would be performed OPD.
5	Currently OAS does **not** have approved or funded positions for the Shelter Manager and Rescue Coordinator positions. With this option, the feasibility and fundability of these two positions would need to be explored in addition to a presentation before the civil service board for the job classifications.	Late Fall 2014	- Feasibility: OAS staff - Fundability: OAS and City Council - Civil Service Board: OAS and CAO

Step #	Step Details	Timeline	Responsible Party
6	Dispatching Animal Related Calls for Service: The process for field calls for service would continue if the Shelter is moved. Field related calls for service are inputted via the CAD "Pound Screen" by Communications Dispatchers or directly from OAS staff. ACOs manage field calls though CAD or are dispatched priorities from Communications. Upon acceptance of this option, dispatching calls for service would not change. Many calls for service are inputted directly from OAS staff from telephone calls received at the shelter or from the Public Works Call Center. The standalone shelter department would require access to CAD in order to continue to input calls for service from these sources.	This step would be completed upon approval from Council.	This step would be performed OPD.
7	Meet and Confer and OMC: Due to the change in staff responsibilities, staff would be required to meet and confer with labor IFPTE (21), SEIU 1021. The City would also possibly be required to change OMC sections: o 6.04.170 Rabies Epidemic Reporting o 6.04.380 Rules and Regulations o 6.08.010 Definitions These OMC sections refer to the OPD or Chief of Police as responsible for carrying out their mandates. If the OAS were to report to another City department the appropriate department head would be responsible for these sections or other City Administrator designee.	This step would be completed upon approval from Council. OPD would then reach out to the various unions for a meet and confer.	OPD for Meet and Confer. CAO staff for the OMC changes.
8	Veterinary Staff: There would be no change to the duties of the Veterinarian Staff.	N/A	N/A

Step #	Step Details	Timeline	Responsible Party
9	Investigations: OPD would to continue to manage, conduct, and coordinate animal related criminal investigations including barking, bites and animal cruelty investigations. Due to the volume of work, they would need to be assigned this task full time. Currently, there is one Sargent assigned to investigations. Once moved to a standalone department, the investigations will be assigned to the Criminal Investigations Division (CID) and would liaison with the ACOs and the standalone City shelter. Another CID investigator would need to be assigned to animal investigations as well. The two investigators would be physically located at CID or at the shelter.	This step would be completed upon approval from Council.	This step would be performed OPD.

The following organizational chart shows the proposed Animal Shelter organizational structure under a standalone department with ACOs' remaining at OPD.



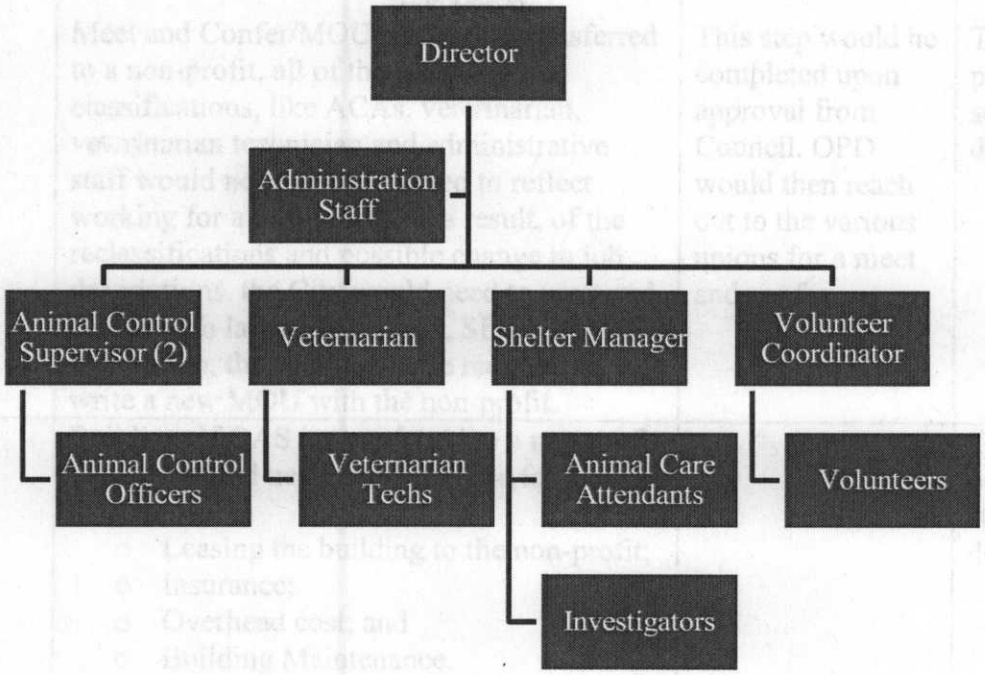
Option C: Standalone department with animal control officers assigned to and working under the standalone department.

The steps necessary to perform this option are as follows:

Step #	Step Details	Timeline	Responsible Party
1	Create the standalone department: This would require modification to Oakland Municipal Code Chapter 2.29 via an ordinance presented to the City Council. The creation of the standalone department would be completed upon second reading and approval by Council.	Upon Council decision	City Council
2	Personnel (Animal Control Officers/Animal Care Attendants/Veterinary Staff): All shelter related duties including, intake of animals, temperament testing, front counter duties, adoptions, euthanasia, facility cleaning, licensing, micro-chipping, and humane education would remain with the newly created standalone department and continue to be performed by current staff.	By December 2014	This step would be performed by the standalone department.
3	Personnel (Administrative Staff): Currently OAS is budgeted for two Police Records Specialist (PRS) positions. Only one is currently filled. Upon the acceptance of this option, the two PRS' would be assigned back to OPD. The standalone department would need to approve and budget two Administrative Analyst I positions to replace the two PRS positions.	By December 2014	This step would be performed by the standalone department.
4	Dispatching: Field related calls for service are inputted via the CAD "Pound Screen" by Communications Dispatchers or directly from OAS staff. ACOs manage field calls though CAD or are disputed priorities from Communications. Upon acceptance of this option, dispatching calls for service would not change. **NOTE:** Many calls for service are inputted directly from OAS staff from telephone calls received at the shelter. The independent City shelter would require access to CAD in order to continue to input calls for service.	This step is currently implemented.	This step would be performed OPD.

Step #	Step Details	Timeline	Responsible Party
5	Veterinary Staff: There would be no change to the duties of the Veterinary Staff.	N/A	N/A
6	Investigations: OPD would to continue to manage, conduct, and coordinate animal related criminal investigations including barking, bites and animal cruelty investigations. Due to the volume of work, they would need to be assigned this task full time. These two investigators would be assigned to the Criminal Investigations Division (CID) and would liaison with the ACOs and the independent City shelter. The two investigators would be physically located at CID or at the independent City shelter.	This step would be completed upon approval from Council.	This step would be performed OPD.
7	Logistics: If OAS is no longer assigned to OPD the following would require change. o ACO Uniforms o All internal/external forms that reference OPD o Vehicle logos o Facility logos and signs	This step would be completed upon approval from Council and over time for the lower priority printed items.	This step would be performed by the standalone department.
8	Meet and Confer and OMC Sections: Due to the change in staff responsibilities, staff would be required to meet and confer with labor IFPTE (21), SEIU (1021). The City would also possibly be required to change OMC sections: o 6.04.170 Rabies Epidemic Reporting o 6.04.380 Rules and Regulations o 6.08.010 Definitions These OMC sections refer to the OPD or Chief of Police as responsible for carrying out their mandates. If the OAS were to report to another City department the appropriate department head would be responsible for these sections or other City Administrator designee.	This step would be completed upon approval from Council. OPD would then reach out to the various unions for a meet and confer.	OPD for Meet and Confer. CAO staff for the OMC changes.

The following organizational chart shows the proposed Animal Shelter organizational structure under Option C as a full standalone department.



Option D - Short term choice to move it to a standalone department with animal control officer assigned to and working under OPD, with the long term intention of moving the shelter care function to a nonprofit while keeping animal control as a city function.

The decision to transfer this to a non-profit would mean that OAS would change from a short-term transitional housing facility to a long term care facility. However, being that this non-profit would still be the intake facility for the City of Oakland, they would still need to be an open intake facility and must accept all animals.

The City would need to hire an outside consultant to analyze and facilitate a successful transition from an independent City shelter to a non-profit.

In addition to the steps explored in Option B, the following additional steps are necessary to transfer to a non-profit:

Step #	Step Details	Timeline	Responsible Party
1	Hire an outside consultant to analyze and facilitate a successful transition plan from a standalone department shelter to a non-profit.	By September 2014	CAO staff

2	Meet and Confer/MOU: If OAS is transferred to a non-profit, all of the various job classifications, like ACAs, veterinarian, veterinarian technician and administrative staff would need to be changed to reflect working for a non-profit. As a result, of the reclassifications and possible change in job descriptions, the City would need to meet and confer with labor IFPTE (21), SEIU (1021). In addition, the City would be required to write a new MOU with the non-profit.	This step would be completed upon approval from Council. OPD would then reach out to the various unions for a meet and confer.	This step would be performed by the standalone department.
3	Building: If OAS is transferred to a non-profit the City would need to explore the following: o Leasing the building to the non-profit; o Insurance; o Overhead cost; and o Building Maintenance. **NOTE: The current OAS facility was not built to be a long-term care facility.**		This step would be performed by the standalone department.
4	Funding: The City would need to determine how much funding it will provide to the non-profit.		This step would be performed by the standalone dept.

Recommendation:

As previously stated, the Oakland Police Department and City staff recommends the implementation of OAS as a standalone department with the Animal Control Officers remaining under the Oakland Police Department (Option B).

However if council wishes to transition OAS into a long-term care facility as the mission, Council should consider other long-term alternative such as transitioning OAS into a nonprofit agency. A good case study for such a change is the Baltimore City Animal Shelter now run by an organization called Baltimore Animal Rescue and Care Shelter (BARCS).

In Council's decision about the shelter, some additional budget implications might arise. For example, to make the Director's salary comparable to other municipalities, the salary may need to be increased. The table below summarizes potential additional budget expenditures for staff. As the standalone department gets fully implemented, additional staffing may be necessary. In addition to some staffing costs, the standalone department might require some Operating and Maintenance (O&M) costs funding as well.

Additional Budget:

Additional Required Staffing for Options B-D:		
Position	**Additional Required**	**Estimated Cost**
Shelter Manager*	1 FTE	$133,269.58
Administrative Assistant I*	2 FTE	$145,213.37
Veterinarian*	1 FTE	$138,579.10
Director	-	Unknown at this time
Total	4 FTE	$417,062.05
Additional Staff if Public Works is Chosen as Call Center:		
Public Service Representatives*	4 FTE	$290,426.73

*Not currently approved or budgeted.

Task Timeline (TENTATIVE DATES):

Task	Projected Time of Completion
Hire a Volunteer/Rescue Coordinator	Start Date: May 27, 2014
Hire 8 Additional PTE Animal Care Attendants	Early August 2014
Hire 3.5 Animal Control Officers	Mid October 2014
Hire Shelter Manager	Early Jan 2015
Hire a Part Time Veterinarian	Mid-August 2014
Hire a Part Time Vet Tech	Started April 28, 2014
Hire a New Director	Summer 2014
Advisory Committee	May-June 2014
PetPoint Photos	May 27, 2014
Photo Policy Development and Training	Jul-Dec 2014
OMC Revised	Dec 2014
Complete Transition to Standalone Agency	Dec 2014

PUBLIC OUTREACH/INTEREST

This informational item did not require additional public outreach at this time other than the required posting on the City's website.

City staff has received a few specific suggestions and proposals from the public regarding the Oakland Animal Shelter. These include the following which will be further investigated after Council provides staff with the direction of which option they would like to pursue. Each of these proposals require staff to see how they fit into the general mission of the shelter and the staffing needs as recommended by professionals in the field. See below:

- Proposal by the Friends of the Oakland Animal Shelter to fund a rescue coordinator position for one year.
- Proposal to do a full shelter evaluation by industry standards including an evaluation survey by staff at the shelter.

COORDINATION

The Budget Office, Office of City Attorney, the Office of the City Administrator and Oakland Animal Shelter were consulted in preparation of this report.

COST IMPLICATIONS

The cost implications are unknown at this time for the options addressed and would be vetted further upon direction given by the City Council in response to this report.

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic interests impacted from the informational report.

Environmental: There are no environmental opportunities identified in this report.

Social Equity: The services provided by the OAS in these options will assist the community through improved services and enhanced police community relations.

For questions regarding this report, please contact Lieutenant Chris Mufarreh, 510-535-5604, cmufarreh@oaklandnet.com.

Respectfully submitted,

Sean Whent
Chief of Police
Oakland Police Department

Prepared by:

Danielle Outlaw
Deputy Chief of Police
Bureau of Field Operations

Darren Allison
Captain of Police
Support Operations Division

Arturo Sanchez
Interim Assistant City Administrator
City Administrator's Office

Chantal R. Cotton
Assistant to the City Administrator
City Administrator's Office