CITY OF OAKLAND CLERK

2005 APR 28 PM 7: 58

TO: Office of the City Administrator

ATTN: Deborah Edgerly

FROM: Oakland Police Department

DATE: May 10, 2005

RE: Report and Recommendations regarding Operations at the Oakland Animal

Shelter and Responses to Issues Raised at the February 17, 2005 Town Hall

Meeting

SUMMARY

This report outlines the concerns regarding Oakland Animal Services expressed by community members at the February 17, 2005 Town Hall Forum. It includes a list of corrective measures taken since the meeting, other measures that staff plans to implement, and recommendations to City Council for additional improvements that will foster compassionate and effective animal care.

FISCAL IMPACT

The recommendations contained in this report, if implemented, will cost approximately \$132,800, offset by approximately \$150,000 savings from terminating outside veterinarian services. The \$26,590 increase to the salary of the Director has been included in the FY 2005-07 Proposed Budget.

BACKGROUND

In response to allegations of misconduct and mismanagement at the Oakland Animal Shelter, the Police Department's Internal Affairs Division (IAD) began a formal investigation into the allegations. IAD staff have interviewed past and present staff members, representatives from rescue organizations and citizens. The investigation is expected to conclude by July 1, 2005.

As an interim measure, the Police Department assigned Sergeant David Cronin as acting manager of shelter operations. He was tasked with evaluating Shelter operations, identifying problem areas, and instituting those reforms which could be accomplished within the operation's existing budget.

On February 17, 2005, City Council President Ignacio De La Fuente, Vice Mayor Jane Brunner, City Administrator Deborah Edgerly and OPD staff conducted a Town Hall meeting in City Council Chambers to receive input on hiring criteria and community expectations for the next Animal Shelter Director and to hear the public's concerns regarding animal control services. The forum was attended by approximately 200 people.

Item:
Public Safety Comte.
May 10, 2005

KEY ISSUES AND IMPACTS

The key issues that currently impact the Shelter are grouped in seven categories: (1) Staffing, (2) Staff Training / Supervision, (3) Standards of Animal Care, (4) Euthanasia, (5) Building Maintenance and Operations, (6) Community Involvement / Education, and (7) Organization and Funding. This report provides the status of the issues and responds to many of the concerns and issues raised at the Town Hall meeting.

1. Staffing

Staffing shortages were one of the major concerns raised at the Town Hall meeting.

Current Staffing:

Classification	Authorized FTE	Filled	Ex. Lv.
Animal Shelter Manager	1	0 *	
Animal Control Supervisor	1	1 **	
Volunteer Program Specialist II	1	1	
Animal Control Officer ***	13	12	1
Animal Care Attendant	6	5	

^{*} Sergeant of Police, Acting

Animal Control and Shelter Manager: In a separate report on the Finance & Management Committee agenda of May 10, 2005, the Office of Personnel is recommending changes in the salary and duties of the Shelter Manager. The criteria proposes to increase the authority and scope of the position and change the job title to "Director of Animal Services," reporting to the Chief of Police. The new director will be expected to have a modern vision for Oakland Animal Services – one that strives to increase adoption / rescue rates, decrease the number of animals euthanaized and ensure no animal within the Shelter's care suffers needlessly. The director will also have responsibility for education and marketing, and the development of additional funding for the Shelter.

<u>Animal Control Supervisor</u>: This position is currently being filled on an interim basis by one of the Animal Control Officers.

<u>Volunteer Specialist</u>: Since this position was created in 2003, the Volunteer Specialist has created a strong volunteer program - - over 100 volunteers who have donated 14,000 + hours to help the public with adoptions, socialize animals, and assist with kennel cleaning. The volunteer program is well recognized in the Bay Area and is a model program for other Bay Area shelters, including the San Francisco SPCA and the Animal Rescue Foundation, who have visited the Shelter to learn ways to improve their volunteer programs.

^{**} Interim

^{*** 1} position funds a part time Veterinarian and part time Veterinarian Technician

Animal Control Officers (ACO): Four new Animal Control Officers were hired and began work on April 4, 2005. The candidates were screened particularly for their experience in working with animals.

Animal Care Attendants: Currently the shelter has five temporary, part-time Animal Care Attendants. In February of 2005, six Animal Care Attendants reached or exceeded their allotted 1,000 annual hours per fiscal year and cannot work additional hours until July 1, 2005. This reduction in part-time assistance means the four new Animal Control Officers must spend part of their days cleaning the Shelter.

Police Record Specialists (PRS): The Shelter has two Police Record Specialists. One PRS, with help from a volunteer, is responsible for the dog licensing program. This program collects a fee from every Oakland resident who owns a dog, in order to verify that the dog has had a rabies vaccination. Last year, the program generated in excess of \$175,000 in revenue. The second PRS is responsible for all billing and invoicing, and maintaining administration office operations.

<u>Veterinarian</u> (Contract position, 20 hours per week maximum.) The Veterinarian is responsible for overseeing the health of all the animals at the Shelter (between 100-300 animals at any given time). Animals brought to the Shelter or picked up in the field that appear to have medical problems must be transported to an outside veterinary clinic to receive immediate care. Last year, the Shelter paid over \$150,000 in external veterinary bills. Transportation to and from the outside clinic, plus the wait to see a Vet, can take a large part of the Animal Control Officer's day.

<u>Registered Veterinary Technician (RVT)</u>: Currently budgeted for a maximum of 25 hours a week, this position is vacant. An RVT assists in surgeries, give medications and monitors the health of the animals at the Shelter.

Staff recommends that both the Veterinarian and the RVT be staffed as full time positions. The approximate costs would be \$80,000 and \$49,000, respectively. Hiring for these two positions would permit a corresponding decrease in the current \$150,000 in annual contract costs for outside veterinary services. A full-time City Veterinarian would also provide opportunities for revenue generation, e.g., spay / neuter operations, vaccinations, etc.

2. Staff Training / Supervision

Currently only three of the 12 Animal Control Officers have completed a Basic Animal Control Officers Academy. The others have received almost no formal training and have learned by shadowing senior Officers. This method of training has passed down archaic methods of handling animals and the public. For example, many of the Animal Control Officers have never been trained on the proper method to employ a pole to control a dog. The Animal Control Officers would learn many of these basic skills by attending a "Humane Officer Academy," an 80 hour course held in either Marin County or San Diego. This course is becoming the industry standard and should be mandatory for all new Animal Control Officers. A 40 hour advanced course is also available.

Item ____ Public Safety Comte. May 10, 2005 Staff believes that both of these courses should be made mandatory for all Animal Control Officers, with basic course completion within the first year of employment and completion of the advanced course within the first three years. OPD is identifying resources and proceeding on this recommendation.

ACOs recently attended OPD's tactical communications course and a course on dealing with the mentally ill. The Shelter is setting up additional training, including responding to shelter and community emergencies, basic customer service, animal temperament testing, euthanasia techniques, and controlling challenging animals. Other internal training opportunities to be scheduled for ACOs include driver training, report writing, court testimony, and first aid.

Currently Police Officers receive one hour of training on shelter operations while attending the police academy. Staff is working with the watch commanders to provide time for officers to receive additional training during line up.

When Sergeant Cronin was assigned to the Shelter in March, he immediately recognized that the staff lacked a clear chain of command. The Acting Manager created a hierarchy using established positional authorities and briefed staff on the new reporting authority structure. Implementation has helped reduce confusion on the part of staff. Additional changes have been proposed that would provide greater supervision during those times when no supervisor is on duty. These proposals are currently under review by command staff.

Shelter staff are being enrolled in supervisory training courses provided by the Police Department and Citywide Training. Two staff members are scheduled to participate in courses designed to help managers gain a greater understanding of the Performance Management System and learn the City's discipline process, grievance procedures, threat assessment, substance abuse issues and corrective behavior techniques.

In April 2005, three ACOs participated in a 40-hour training course given by the Marin County Animal Shelter on the investigation of animal abuse cases. The course included evidence collection, testifying, interviews, and report writing. Staff recommends that the course be made mandatory for all ACOs.

The annual training budget to implement these recommendations is approximately \$3,800 and will be covered by existing Department training funds.

3. Standards of Animal Care

The following changes / improvements to animal care at the shelter have been implemented by the staff, under the direction of the Shelter Manager:

• Cleaning Procedures A major concern voiced at the Town Hall Forum was insufficient cleaning of the cages/kennels, the smell, and the perceived resulting outbreak of disease. Since the meeting, cleaning procedures at the Shelter have been completely revised. The

Item _____ Public Safety Comte. May 10, 2005 Shelter now uses cleaning products that are better quality, wider spectrum disinfectants and are applied using a "foaming device" to ensure the product covers all surfaces of the cages/kennels. One of the new cleaning agents is similar to an enzyme used to clean septic systems. The cleaner eats organic matter, such as dog food and animal feces, helping to keep drains unclogged, reduces noxious odors, and prevents sewage back-ups into kennels. The cleaning / disinfecting products now used at the Shelter are OSHA approved and labeled. This has reduced concerns expressed by staff as to exposure to caustic cleaning supplies. The new cleaning protocols also reduce the amount of time it takes to clean the shelter by about 25%, and are safer for staff, animals and less harmful to the facility, fixtures, and the environment.

- Medicating The Veterinarian has worked with the staff to revise the forms/procedures used when medicating and treating animals. These forms track when to start and end medications and provide a log of all surgeries. Animals receive their medications twice a day, every day. This is a change from before, when animals did not always receive their medication regularly and therefore did not improve as quickly.
- Reprioritizing Animal Care The Acting Manager reprioritized the way animals are cared for at the Shelter. The tasks that are always completed first every morning are:
 - Removing animals from the night drop boxes
 - Feeding / watering puppies and kittens,
 - Feeding /watering all other animals,
 - Medicating those animals identified by the Vet.

The Sergeant also discontinued the practice of having Animal Care Attendants wax the Shelter floor. The Shelter now has the services of a part-time custodian who is responsible for cleaning the non-animal areas of the Shelter.

The Shelter created a new system to track every task that needs to be completed each day on a large whiteboard, stationed in a centralized location. Assignments are delegated to staff each day and assigned staff sign the board to indicate that they have completed the task. This provides more accountability and has helped ensure all duties are completed by the end of the day.

- Animals with Medical Problems Previously, most animals with medical problems were euthanized if a rescue group was unable to take them. The Shelter Manager reprioritized how the part-time Veterinarian was utilized - performing needed surgeries instead of elective spay/neuter operations. Most spay / neuter operations are sent to the East Bay SPCA. The Vet recently repaired a dog's broken hip, removed a large mammary mass from another dog, and saved a dog suffering from multiple gun shots.
- Treating Demodectic Mange The Veterinarian is now treating dogs who have great temperaments but also have generalized demodectic mange. In the past these dogs would have been euthanized. It can take over a month of daily treatment to improve the

Item ____ Public Safety Comte. May 10, 2005 condition of dogs with this skin condition – however, the Shelter has successfully treated three dogs with severe mange. One was adopted, another was sent to the East Bay SPCA, and the third will soon be placed into adoption.

- Dog Feeding Schedule Adult dogs are fed once a day, in the morning. Undernourished dogs are now fed twice a day the second feeding is requested on their medical form and is given with any prescribed medications. The Shelter is investigating the possible purchase of food bowls that hang on the kennel, so food can be given to the dogs in the morning and remain in the kennel all day. This would help those dogs who are too frightened to eat their food while the kennels are being cleaned, allowing them to eat when they are feeling less stressed.
- **Donated Spaying/Neutering** The Shelter has enlisted two volunteer veterinarians to donate their services to spay / neuter rabbits, pregnant cats and dogs. All 11 of the Shelter's rabbits are spayed/neutered which will make them significantly easier to adopt.

The following policies are under development. After review by the new Director, the policies will be forwarded to the City Council for consideration:

- Spay-Neuter Program Staff is reviewing Oakland's current public outreach program and voluntary spay / neuter program, adopted by City Council Resolution No. 74307 C.M.S., on June 16, 1998, for possible refinements and enhancements.
- Mandatory Chip Implant Program Currently, only adopted dogs and potentially dangerous or vicious dogs are micro-chipped before being released from the Shelter. Staff is developing a policy and proposed Master Fee Schedule that will ensure all animals adopted or redeemed from the Shelter receive a microchip and complete registration procedures before departing with their companion.

4. Euthanasia

In February 2005, a new policy for euthanizing animals was implemented. The new policy requires a series of reviews by several staff members prior to the euthanasia of any animal. The process allows any staff member to stay the procedure if they have a concern about the appropriateness of the decision - - and to provide time for an adoption group to search for a home placement. The new procedure places greater responsibility on the Shelter Manager and less responsibility on the Animal Control Officer (ACO).

The focus of the new policy is on the humane and ethical treatment of the animals in the Shelter's care, at every stage of that care. It is important to recognize that euthanasia is a necessary aspect of shelter operations. Oakland has a high population of abused and neglected animals and the reality is that nothing can be done to save many of these animals. The policy also calls for an aggressive, long term education campaign for local communities and schools, along with tougher enforcement standards, possible local and state legislation proposals, and additional training for ACOs and police officers.

A copy of the new euthanasia policy is attached to this report.

5. Operations and Building Maintenance

The Oakland Animal Control Shelter, opened in 1999, is a 24,000 square foot facility. Shelter staff currently handle approximately 6,000 animals a year. Such heavy use has, over the past 6 years, led to the development of several issues which need attention, repair, or replacement. Recently, City maintenance staff toured the facility and helped staff identify system and equipment concerns and provide possible solutions. These issues include:

Lost and Found. Some citizens at the Town Hall Forum mentioned that it was difficult for people to look for their lost animals because they were behind locked doors. The Shelter is working to improve this situation. Three wards of dog kennels are behind a locked door. Previously, protective custody and stray dogs were kept in these wards. Now, quarantined dogs have been moved behind these doors and all strays are kept in front of the doors to allow easier access. Since the Shelter does not have enough staff to escort visitors to the holding areas, colorful signs have been designed and will be posted throughout the facility with "You are Here" stickers, to assist visitors in navigating to those areas where their lost animals may be housed.

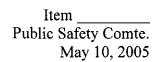
Heating and Cooling System. The Shelter has contracted to have the entire system examined and cleaned. The system will be placed on a regular maintenance schedule. Cleaning the system and conducting routine maintenance should improve air movement and air quality.

Other issues that have received attention include:

- Hoses were purchased to equip every room. This saves staff from expending time and energy to disconnect, move and reconnect the hoses.
- A fine mesh screen was attached to the bottom of several fences to minimize the possibility of smaller animals to escape. Now many more animals can be let off leash to run and play.
- A water spigot was installed next to the night drop station, so staff does not have to run a hose the entire length of the shelter to clean this area.
- A light was ordered for the Vet examination table
- Rubberized texture material was purchased and installed for vet table
- Redesign or reorganization of the night drop area, to create a safer space
- Signage changes for several areas of the shelter
- Large first aid kits are on order
- Eye wash stations ordered for several areas of the shelter

Long term concepts, ideas and solutions

In addition to the above improvements, staff is also working to research and implement the following:



- Design and construction of outside dog runs.
- Outdoor puppy area, where puppies can play and socialize.
- Creation of an outside rabbit run
- Development of a teen/children component of the volunteer program
- Redeployment of staff so Shelter can be open for four hours on Sunday (anticipated implementation in mid-July 2005)
- Evaluate manufacturers and costs for equipment purchases to increase efficiencies. These items include new or used industrial dishwashers and x-ray equipment

These projects have been discussed and are in different stages of development.

6. Community Involvement / Education

The Shelter's goal is to provide service to everyone in Oakland. In an effort to expand services and positively impact a wider group of Oakland citizens, the Shelter has done the following:

- Volunteer Program The Shelter continues to work to expand its volunteer program. Shelter volunteers have access to all animal wards in the Shelter and give critical feedback on animal care. Sergeant Cronin met with many of the volunteers at an "All Volunteer" meeting at the Shelter on March 16, 2005. Volunteers had an opportunity to express their concerns and ask questions.
 - The Volunteer Manager recently completed, with the help of a volunteer database designer, an innovative online computer system to track and manage the volunteer program. New volunteers are now able to schedule their training on-line, directly with volunteer mentors. Volunteers can also follow up with volunteers who do not show up for their shifts. This program will be very helpful in expanding the volunteer program and may have national application.
- Oakland Animal Shelter Stakeholder's Meeting A volunteer group of concerned individuals from the animal non-profit and advocacy community emerged out of the Town Hall meeting and have been meeting with staff from Council President De La Fuente, Councilmember Brunner and the Community Outreach Program / Volunteer Manager to work on improving conditions in the animal shelter. The Volunteer Coordinator acts as a resource to the group for Shelter specific information, but does not participate in any group votes
- Humane Education Program A group of volunteers created the "Humane Education Workgroup" and developed age appropriate tours of the Shelter with an accompanying curriculum to create a field trip program open to Oakland Public School students. Multiple school groups have already visited the shelter and learned about caring for animals. The "Humane Education" group plans to publicize the program to local schools beginning in the Fall of 2006.

- YES Program The Shelter continues to collaborate with the City funded Youth Employment Services (YES) program by having students from Project YES work at the Shelter, obtaining training and experience in animal care. Currently, two students work twice a week at the Shelter.
- MetWest High School The Shelter continues to collaborate with the Oakland Public Charter School MetWest, providing intern opportunities to students.
- **Dog Training Classes** The Shelter continues to offer the public dog training classes at the facility.

7. Communication with the Community

- Shelter Website www.oaklandanimalservices.org continues to be an effective way for community members to access information about the Shelter's services. Since the website was launched in January 2004, more than 35,400 visitors have visited the site.
- Phone System. The Shelter's five phone lines have been reprogrammed so all lines, except the main line, automatically go to an information line with multiple options (such as hours, directions, forwarding to dispatch). Callers can transfer to the main line if the available options do not answer their question(s). If the main line is not answered, the caller will hear a recording that provides the Shelter's location, hours of operation and the website address.
- Partnerships with Rescue Groups The Manager and Shelter staff have been working to expand their relationships with local animal rescue organizations. The Shelter is now "Adoption Partners" with 25 animal rescue organizations to find homes for the Shelter's dogs, cats, rabbits, parrots and snakes.
- Partnerships with Area Businesses Many area businesses have contacted the shelter and offered their services at reduced rates. Pet Food Express, a locally owned and operated business, is the Shelter's primary supplier of food. Pet Food Express staff helped Shelter staff create a better food inventory and storage system, which reduces the amount of food kept on hand. This ensures fresher and healthier food for the animals. In addition, Pet Food Express donated industrial quality shelving - to better organize the supply storage area, have made available returned product that is in great shape but had been returned to one of their stores. After hearing of community complaints that the Shelter was a sterile environment, Pet Food Express created large, high quality photographs of some of the dogs and cats adopted from the Shelter. These photographs will be hung in the Shelter's lobby area and rotated on a regular basis.

Target Stores contacted Shelter staff with an offer to donate returned pet supplies. Staff now makes bi-weekly trips to the Albany store to examine and collect returned product. Though the Shelter itself cannot make use of the food products, in order to maintain consistency in the type of food fed to shelter animals, these supplies are made available to

the community. Other items, such as cages, leashes and harnesses are put to use.

8. Organization and Funding

- Creation of a not for profit shelter foundation Many organizations and individuals are interested in contributing money to the shelter, but are concerned that their donations could get incorporated into the general fund or into other Police Departments budgets. It is anticipated that the process to create a non-profit foundation will be completed within the next six months.
- Emergency Response Plan / Mutual Aid Staff is working with other area shelters and the American Red Cross to create and train an emergence response plan. This mutual aid plan would be implemented during natural disasters or local emergencies. Pet Food Express has committed to making food and supplies available in the event of an emergence, eliminating the need to maintain a large supply of emergency animal rations.
- Reporting Structure In consultations with the City Administrator, we have concluded that the Animal Shelter should remain within the Police Department. Recent changes in leadership have resulted in marked improvements in animal care, operations and communications with the community. A change in the classification of the Shelter Manager, if approved by Council, will afford the position direct line with the highest levels of OPD command. With stronger management and committed leadership, we believe the Shelter will achieve the goals of compassionate and effective animal care and control.

SUSTAINABLE OPPORTUNITIES

Economic - None noted

Environmental - The spay / neuter program helps reduce the number of unwanted litters, thereby reducing the number of stray / feral animals on Oakland's streets. Providing pet vaccinations reduces the risk of the transmission of rabies and other communicable diseases to other animals and humans.

Social Equity - The shelter's education programs are designed to reach a broad range of Oakland citizens.

DISABILITY AND SENIOR CITIZEN ACCESS

The Animal Shelter is an ADA compliant facility.

RECOMMENDATIONS

Many of the planned improvements in this report are being implemented by staff. The following recommendations will require City Council approval, and staff will proceed given the Council's review and direction:

- Upgrade the position of Shelter Manager, per the recommendation before the Finance & Management Committee
- Develop an enhanced Spay/Neuter program for Council's consideration
- Develop a microchip implant program for all animals adopted from the Shelter and return to Council for approval of the fee structure and program components
- Create a not for profit Animal Shelter Foundation
- Consider hiring a full time Veterinarian and Registered Veterinarian Technician

ACTION REQUESTED OF THE CITY COUNCIL

Accept the report and provide further direction to staff regarding the recommendations above.

Respectfully submitted,

Wayne G. Tucker Chief of Police

Prepared by: Sergeant Dave Cronin Acting Manager, Animal Shelter Bureau of Field Operations

Attachment: Euthanasia policy

APPROVED FOR FORWARDING TO THE PUBLIC SAFETY COMMITTEE:

Office of the City Administrator

Guidelines to Euthanize Animals Effective Date 15 Mar 05

The intent of this policy is to clarify the conditions that allow for an animal to be euthanized by the staff of the Oakland Animal Control Shelter. Staff means any person employed either full, part or half time by the City of Oakland and assigned to the Oakland Animal Control Shelter.

The policy will help ensure that no animal is euthanized based solely on the decision of one person and without review of all shelter support documents and correspondence pertaining to that specific animal. The goal is to reduce potential errors and to place responsibility and accountability for the decision to euthanize an animal on the shelter director and management staff and to remove that responsibility from the Animal Control Officers.

The following staff are authorized to euthanize animals. All animal control officers who have received mandated training on the euthanizing of animals. A current list of staff members who are authorized to euthanize animals is available through the director's office. The list includes the date the staff member participated in the state mandated eight hour training course and a copy of their certificate of completion.

In addition to the properly trained Animal Control Officers. Volunteer Services Coordinator Megan Webb, Dr. Rei Tanaka and Dr. Carl Singer are authorized to euthanize shelter animals.

On days when the director is not at the shelter facility the director will assign an authorized manager to approve or disapprove the euthanizing of shelter animals. That authorized staff member will carry out the same prodigals as the director when approving the euthanizing of a shelter animal. Those prodigals are included in this policy.

- 1) All animals with pups or kittens receive special attention. Prior to putting down an animal with offspring the director or his/her designee **must** consult with the vet. to ensure that it is the appropriate time to remove the mother from her pups if no vet. is available the procedure **shall not** take place. The premature removal of a mother from her pups or kittens lessons our ability to care for the offspring and results in animals that are less likely to be healthy adults.
- 2) Animals shall first be temperament tested and assessed prior to any decision being made about euthanasia. The exception to this rule is for animals that are severely injured. Every effort should be made to transport severely injured animals to a contract vet. Or if on duty have the shelter vet. Examine the animal. The decision to put an injured animal down shall not be made solely by the Animal Control Officer. The Animal Control Officer must obtain the opinion of a supervisory staff member or if none are available, a second Animal Control Officer. If after both staff members concur and then only after both physically

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examine the animal, the injured animal can be euthanized. Both ACO's shall sign, date and time the ACR taking responsibility for their decision. The primary ACO shall prepare a report explaining in detail the circumstances and justifying the procedure. The report shall be delivered to the Director prior to the end of the ACO's shift. If the Director is off duty the report should be delivered to the receptacle on the outside of his door. It is recommended but not required that photographs of the animal be taken prior to and after the procedure.

- 3) The Shelter director or his/her designee must sign the animal disposition report taking responsibility for the procedure. No animal should be put down unless the director or his or her designee has reviewed the case and approved the procedure.
- 4) Prior to putting any animal down, the director or his/her designee must personally view the animal. The director or his/her designee shall select one other shelter staff member to accompany him/her on his rounds of the shelter. That accompanying staff member must be one of the following: Animal Control Officer, Vet, Vet. Tech or the Volunteer Coordinator. or the asst. to the volunteer coordinator. If an animal is to be euthanized, both the director and the accompanying staff member must concur that it is appropriate. Both must sign in pen the animal control record and must include the date, time and their serial numbers.
- 5) The most important aspect of euthanizing any animal is that it be done safely to both staff, public and the animal and that it be done in a human ethical manner. The issue that should be of least importance is the amount of time the procedure takes and the amount of time the animal has been at the shelter. With the exception of severly injured animals, time is not a significant issue. It is the responsibility of the staff members authorizing the procedure to ensure that shelter and department policy have been followed. If there are any discrepancies in the paper work pertaining to the animal, the discrepancies shall be address prior to the animal being euthanized. The report should not be erased or deleted, but should be amended. The amendment should address the discrepancies and all measures taken to correct them. If the Animal Control Offices have a question about whether it is appropriate to euthanize an animal he/she should error on the side of caution and should not put the animal down without additional consultation and review.
- 6) Any employee who feels euthanasia not appropriate for a specific animal can without fear of discipline bring their concerns to the attention of the director or his/her designee. The director or his or her designee shall listen to the concern and take the concern into consideration prior to determining whether or not the procedure should continue.
- 7) The Director is not required to announce or make known in advance which animals will be put down.

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- 8) The Director or his or her designee does not need to seek permission from any external organization to have any shelter animal put down. As long as the procedure is done in compliance with existing state law, city ordinances and shelter policy.
- 9) The Director or his or her designee is not required to explain or justify to a subordinate which animals will be put down or his/her reasoning for putting down a specific animal. The Director is required to furnish this information to his/her supervisor at their request. Any staff member designated or authorized to euthanizing any animal and does euthanize an animal may be required to explain and justify their decision making process to the Director.
- 10) It is not mandatory that all dogs be sedated prior to being euthanized. The Animal Control Officer should read the animal control report and personally view and asses the animals behavior then make a determination as to sedate the animal or not. Other consideration prior to making a determination about sedation are; stress to the animal caused by moving the animal from its kennel to the euthanasia room and presence of other staff or citizens in the shelter. The sedation process can take place in the kennel or in the euthanasia room depending on the temperament of the animal. In general dogs that need to be sedated should be sedated in their kennel. Aggressive dogs shall be sedated in the kennel and allowed to fall asleep prior to being removed from the kennel. Once asleep a single dog should be moved onto a gurney, covered with a sheet and transported to the euthanasia room for completion of the procedure.
- 11) The process of injecting an animal into the stomach is both painful and stressful to the animal. Animals that require this procedure should not be euthanized until the vet. and or vet. Tech. can be consulted and allowed to examine the animal to confirm that this procedure is absolutely necessary.
- 12) The Director or his/her designee shall periodically request the on staff vet. To personally monitor and observe the euthanasia procedures being used and to report concerns back to the Director.
- 13) After an animal is euthanized an examination must be completed by **both** attendants. The examination shall include using a stethoscope to listen for heart sounds, an examination of the animal's eyes, an examination of the animal's gums and a manipulation of the animals jaw. Once both attendants are satisfied the animal has expired both attendants **must** sign the paperwork indicating they both concur that the animal was dead prior to being place into a drum and being removed to the refrigeration unit. Both attendants must sign their name, serial number, the date and the time of the examination. In all cases two authorized staff members must be present during the euthanizing process. The two officers should work as a team making sure that each element of the procedure is completed properly. The purpose for having two staff members present is to help

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maintain control of the animal reducing the chance of injury to the staff or animal and to insure that the above listed procedures are closely followed.

Deviating from the proper euthanasia procedure shall result in discipline directed against the involved parties. It is the responsibility of each staff member to report violations of the rules. Failure to report witnessed policy violations in a timely manner is in itself a violation of department policy. The goal is not to discipline staff but to guarantee that our actions are humane, ethical and professional. Over the next 90 days additional mandatory training on euthanasia techniques will be made available to each ACO's.

Sgt. David Cronin Acting Director Oakland Animal Services

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