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## AGENDA REPORT

**TO:** HENRY L. GARDNER  
CITY ADMINISTRATOR

**FROM:** Karen Boyd

**SUBJECT:** Update on Status of OAS Transition

**DATE:** October 13, 2014

City Administrator  
Approval

Date

10.16.14

**COUNCIL DISTRICT:** City-Wide

### RECOMMENDATION

Staff recommends that the City Council accept this informational report providing an update on the status of: the transition of Oakland Animal Services (OAS) from the Oakland Police Department to a standalone department; the hiring of a permanent OAS Director and other key staff positions; the work to date performed by the short-term Community Advisory Committee; and implementation of suggestions for improved operations.

### EXECUTIVE SUMMARY

On June 10, 2014, the City Council's Public Safety Committee accepted staff's recommendation to create a standalone Animal Services Department in the City Administrator's Office that would contain the animal care and shelter functions, while the animal control and enforcement functions would remain within the Oakland Police Department. The recommendation also included shifting certain related positions currently budgeted in the Police Department to the new Animal Services Department and identifying additional funding to create staff positions that could provide greater shelter operations and rescue support. It was recommended that the functions of responding to animal-related field calls, dispatching animal-related calls for services, and investigations of animal-related issues such as barking, biting, and animal cruelty would remain with the Police Department.

Since June, City staff focused on four key areas, with the goal of completing the transition by January 2, 2014:

1. Addressing significant staff vacancies at OAS by hiring a permanent, full-time Director and other key operational staff;
2. Establishing a Community Advisory Committee to help develop recommended policies and procedures that reflect best practices in animal welfare, and present recommendations

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to the City Administration focused on animal health, care and welfare; increasing rescues and live release rates; and reducing euthanasia;

3. Beginning to define and clarify OAS staff roles so that the functions and lines of responsibility and accountability within and between the new standalone department and OPD will be clearly understood when the transition is complete; and
4. Completing the legislative tasks required to transition OAS to a standalone department, including amending the Oakland Municipal Code and salary ordinance.

All of the transition-related tasks are underway. This informational report provides an update on the status of those tasks and identifies areas that will require further analysis, evaluation and input from the permanent Department Director before final decisions can be made and the transition can be completed.

#### **BACKGROUND/LEGISLATIVE HISTORY**

In late 2013, the City Council's Public Safety Committee asked staff to prepare an informational report regarding the status of 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. Between the Public Safety Committee and the Rules Committee in January and May 2014, the Council asked staff to:

- Provide further analysis, a detailed plan and timeline for moving all Animal Services operations to a standalone department, other department, or alternatively, a plan to move only the sheltering arm of Animal Services from under the OPD and place it directly to a standalone department, leaving Animal Control in OPD.
- Provide 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.
- Bring a request to the Council to allocate \$157,983 for eight (8) additional Animal Care Attendant (ACA) positions as soon as possible.

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- 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.

On June 10, 2014, after a presentation from staff with the aforementioned information, the Public Safety Committee sent a recommendation to the full Council for the Oakland Animal Shelter to move to a standalone department, with the Animal Control Officers remaining in OPD, and to allocate an additional \$400,000 in one-time funding to the animal shelter for the Fiscal Year 2014-2015. The Committee also asked staff to finish creating the Community Advisory Committee, help the Committee create an ordinance to establish a permanent Oakland Animal Services Community Advisory Commission (by December 15, 2014), and complete the vacant OAS Director recruitment.

The following week on June 17, 2014, the full Council voted to accept the Public Safety Committee's recommendation in addition to requesting that the City Administrator consider the following:

1. Prioritize hiring two (2) Shelter Manager or Supervisor positions from the \$400,000 proposed in the Mayor's mid-cycle budget to fulfill both the shelter management and animal rescue functions.
2. Delete the one unfilled Administrative Assistant I position recommended in the OAS report (May 27, 2014) and reduce the hiring of an additional one (1) FTE veterinarian (as proposed in the May 27, 2014 report) to only one half (1/2) FTE veterinarian, resulting in a total allocation of 1.5 FTE veterinarian for OAS.
3. Convert some of the 20 part-time Animal Care Attendant (ACA) positions into full-time positions, as possible with funding.

In addition, the City Council requested that the City Administrator bring a report on the overall progress of the OAS transition to the Public Safety Committee by October 2014.

### ANALYSIS

The Oakland Animal Shelter has long lacked the level of funding and staffing required to meet the significant needs and demands of a municipal shelter in an urban setting. Exacerbating the situation has been the fact that many existing shelter positions were either vacant or staff were

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unavailable to work due to protected leaves. The City Administration made it a top priority to recruit and hire staff to fill vacant positions, and recent one-time budget allocations approved by the City Council allowed for some additional positions to be created to begin to address some of the problems related to chronic understaffing. As soon as the new OAS Director is hired, permanent funding and longer-range planning for the shelter's staffing needs will be a high priority.

Another priority has been to work with the newly established Community Advisory Committee to develop recommended policies and procedures on which OAS staff and volunteers can rely to facilitate more consistent shelter operations and to offer suggestions to clarify roles, responsibilities and decision-making processes, which should also improve operational efficiencies and address communication issues at the shelter. The recommendations being developed by the Community Advisory Committee will assist the new OAS Director in establishing clear policies based upon best practices in animal welfare that will guide more effective shelter operations.

The City Administration recognizes that having a permanent, full-time Director is essential to ensure a smooth transition to a standalone department. Improved shelter operations will depend on a strong leader to manage day-to-day operations, encourage and guide the dedicated staff members, implement clear policies and protocols, build a strong team focused on improving live release rates, provide guidance and training to staff, build strategic partnerships with rescue groups and non-profit animal welfare organizations, and make effective use of the large number of hard-working and dedicated volunteers. The Administration also recognizes that the transition is a process which will require strong collaboration between OAS, OPD, the Administration, the permanent Community Advisory Commission and community stakeholders.

It is important to note that the full transition will take time to complete, and the new OAS Director will play a pivotal leadership role, in collaboration with OPD, to make this happen. Although merely changing the reporting structure will not solve all of the challenges OAS faces, the Administration believes that a standalone department run by a strong department director who enjoys the commitment and support of the Administration will be positioned to improve overall shelter operations and build community support for its efforts.

The Administration is committed to providing the support necessary to ensure that the transition is successful. The steps and processes necessary to fully implement the transition must be done thoughtfully, strategically and effectively; it is preferable to do this right than to do it fast. Therefore, the City Administration will rely on the expertise, professional judgment and experience of the new Director to guide this process and make recommendations regarding how best to approach the various steps. While the City Administration remains committed to formally transitioning OAS out of OPD by the end of 2014, there will likely be additional aspects of the transition that will require more time and evolution to complete if the final transition is to be successful. Furthermore, we will rely on and defer to the new OAS Director to determine who

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should fill key support staff positions, such as the Shelter Manager, as well as to determine what if any additional positions or re-organizations would need to take place to improve shelter operations. Staff will report back to Council on these steps at a future date.

The staff report to the City Council's Public Safety Committee on June 10, 2014, identified a number of tasks related to filling vacant staff positions and making immediate improvements to shelter operations. All of the tasks identified in that report are underway or have been completed; *Table 1* below summarizes these tasks.

**Table 1. Status of Tasks Outlined in June 2014 Update to City Council**

<b>Task</b>	<b>Projected Time of Completion</b>
Hire a Volunteer/Rescue Coordinator	COMPLETED Started May 27, 2014
Hire 8 Additional Part-Time Animal Care Attendants (ACAs)	IN PROCESS 7 hired and 3 in process
Hire 3 Animal Control Officers (ACOs)	IN PROCESS 2 full-time and 1 part-time hired; 3 additional in background check End of October 2014
Hire Shelter Manager	IN PROCESS Job posting early November
Hire a Part-Time Veterinarian	COMPLETED Started mid-August 2014
Hire a Vet Tech	COMPLETED/IN PROCESS 1 started April 28, 2014; 1 new vacancy in background check
Hire a New Director	IN PROCESS Anticipated start: mid-November
Create the Advisory Committee	COMPLETED Convened in July 2014
Utilize PetPoint Photos	COMPLETED May 27, 2014
Photo Policy Development and Training	COMPLETED Jul-Dec 2014
Revise the OMC	IN PROCESS December 2014
Complete Transition to Standalone Agency	IN PROCESS December 2014

*Staff Recruitments and Hiring*

Since the last report in June, the City has focused considerable effort to address significant staff shortages at OAS. The primary focus has been on recruiting and hiring a permanent, full-time OAS Director. With the assistance of an executive recruiter, the City conducted an extensive search for the position of Animal Services Director. City staff conducted a thorough engagement process designed to seek feedback from internal and external stakeholders regarding key priorities the new director should address and traits the City should look for when evaluating candidates. Input was sought from OAS employees, volunteers and community members through anonymous, online surveys and interviews with key stakeholders. Finalists for the position were interviewed by two panels consisting of well-regarded animal sheltering and welfare experts, animal rescue organizations, City executive managers and OPD command staff. The City is currently in the final stages of the selection process and a new OAS Director is expected to be on board in mid-November to take the reins of the Animal Services Department.

In addition to recruiting the permanent, full-time Director, to date, the City has:

- Hired a full-time Volunteer Coordinator who is also assisting with rescue coordination;
- Hired seven (7) part-time Animal Care Attendants (ACAs);
- Hired two (2) full-time and one part-time (0.5) Animal Control Officers (ACOs); three (3) additional ACOs are currently undergoing background checks;
- Hired two (2) additional part-time veterinarians, a third is in background check, for a total of 4 part-time veterinarians sharing the hours of 1 FTE; and
- Hired one (1) veterinary technician; 1 additional veterinary technician which became vacant after the June report is undergoing a background check.

Current staffing levels and vacancies at OAS are shown in *Table 2* below.

**Table 2. Current Staffing Levels and Vacancies at OAS**

Position	Budgeted	Filled	Vacancies
Director	1	1 (Interim)	1 (anticipated start: mid-November)
Police Sergeant	Loan (2)	2	0
Animal Control Supervisor	1	1	0
Volunteer Coordinator	1	1	0
Veterinarian	1 (FTE)	1 (3 part-time)	1 (part-time in background)
Vet Technician	2	1	1 (in background)
Animal Control Officers	11	8 *	3 (in background)
Police Records Specialist	2	2	0
Animal Care Attendant	20 (part-time)	17 (part-time)	3

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\*NOTE to *Table 2*: Of the 8 filled ACO positions, operationally OAS has the equivalent of only 3.5 FTEs who are trained, permanent full-time staff available to perform the full suite of ACO duties. The other 4.5 FTEs are in training or on protected leave.

### *Transition from OPD to Standalone Department*

The staff report presented to the City Council's Public Safety Committee on June 10, 2014, outlined nine specific steps required to transition OAS from OPD to a standalone department. The status of each of these steps is presented below. It is important to emphasize that the new OAS Director will be provided the opportunity and time to thoroughly analyze the current approach and make recommendations based on his/her professional expertise and experience regarding changes or modifications which would improve efficient management, operations and outcomes at the shelter.

#### **1. Create a Standalone Department**

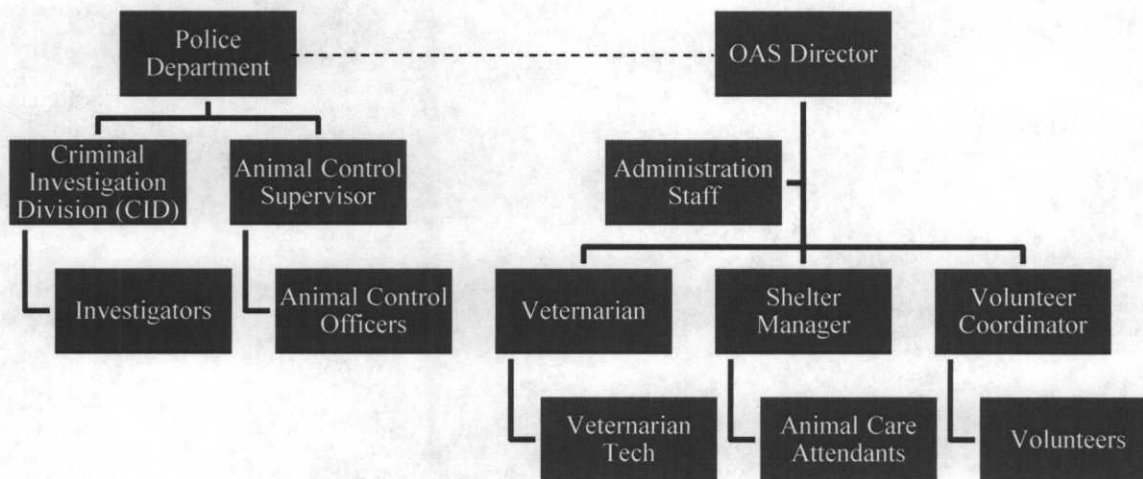
On June 10, 2014, the City Council's Public Safety Committee accepted staff's recommendation to create a standalone Animal Services Department that would contain the animal care and shelter functions while the animal control and enforcement functions would remain within the Oakland Police Department. Formal creation of the new department requires amending Chapter 2.29 of the Oakland Municipal Code (OMC). Simultaneous to the changes to Chapter 2.29, staff will be making changes to the salary ordinance which will align the new Oakland Animal Services Department and Director to be consistent with similarly positioned departments in the City. A staff report detailing the required OMC amendments and changes to the salary ordinance will be brought to the City Council's Finance & Management Committee on November 12, 2014, through a separate report.

The move to a standalone department will require the City to notice the labor unions representing employees who either are included in the move to the City Administrator's Office, or remain at the Police Department. Once the new OAS Director has identified the specific organizational changes to be made (e.g., changes in classifications, job duties, and reporting structure), the Employee Relations Department will meet and confer with the represented bargaining groups for employees impacted by the reorganization, including Service Employees International Union (SEIU) Local 1021, the International Federation of Professional and Technical Engineers (IFPTE) Local 21, and the Confidential Management Employee Association (CMEA). Meeting and conferring would occur for those matters within the scope of bargaining, and labor management meetings could occur for all other labor-related issues of concern to the new OAS Director, Police Chief and the unions.

*Figure 1* below shows the proposed organizational relationship between OAS as a standalone department and the Oakland Police Department, which is proposed to house the ACOs.

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**Figure 1. Proposed Organizational Relationship between OAS as Standalone Department and the Oakland Police Department**



## 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 may be performed by ACAs. ACAs will either report to the Shelter Manager (when hired) or an OAS supervisor, to be determined by the OAS Director. Due to these additional duties, City staff is exploring the feasibility of making some ACAs full-time employees, which would also facilitate communications and smoother, more consistent shelter operations.

Changes to the job duties for ACAs were incorporated into a new classification specification for Animal Care Attendant. Staff from the Human Resources Management Department and Employee Relations met and conferred with SEIU Local 1021 on June 30, 2014 to discuss changes to the classification specifications and assignments for ACAs; the Civil Service Board approved the changes at its meeting in August 2014.

## 3. Personnel: Administrative Staff

Currently OAS is budgeted for two Police Records Specialist (PRS) positions who provide administrative support to OAS operations. The appropriate classifications and the specific staffing configurations for the administrative support functions are under review and may require modification. During the transition, the Police Records Specialists currently assigned will remain with OAS. If there are additional administrative needs for OAS, the new OAS Director will have



the opportunity to make recommendations for changes or additions as part of the next fiscal year's budget planning.

#### **4. Personnel: Animal Control Officers/Supervision**

Staff's recommendations on June 10, 2014, to the City Council's Public Safety Committee and later affirmed by the full Council provided that when OAS is transitioned to a standalone department, the Animal Control Officers (ACOs) would stay with OPD. The internal coordination of the ACOs would replicate the current model used to deploy and supervise OPD's Police Evidence Technician and Canine staff. All budgeted ACO positions are expected to be fully staffed by the time the transition is completed. Once fully staffed there will be a total of 11 ACOs, with two of the 11 focused part-time on dead animal pick-up.

Throughout the transition process, City Administrator staff has been assessing and considering staffing levels, support, and work responsibilities of all shelter staff. In doing so a question has arisen as to the role and connection of ACOs with the shelter if moved to OPD. This remains an ongoing discussion and one which the City Administration would like to work with the new OAS Director to resolve. With limited staff and resources available, it may not be in the organization's best interest to remove a valuable staffing resource from the shelter unless and until the new OAS Director feels that Departmental operations would not be hindered or hampered by such a move.

#### **5. Shelter Manager and Rescue Coordinator Positions**

Human Resources Management revised the classification specification for the Animal Shelter Manager classification, met and conferred with Local 21 and obtained approval of the new specification from the Civil Service Board.

At its June 17, 2014 meeting, the City Council recommended hiring two Shelter Managers to perform supervisory and rescue duties; funding was recommended to come from deleting a vacant Administrative Assistant I position. Due to the urgency and necessity of providing additional management to support OAS operations, staff has begun the process to recruit one Shelter Manager, which typically takes 4 - 6 months. It is anticipated that the Shelter Manager would be on board in early 2015. The Administration will rely on the new OAS Director's discretion and professional expertise to make additional decisions about the level and type of staff he/she would recommend to optimize shelter operations within the available budget.

#### **6. Dispatching Animal-Related Calls for Service**

Dispatching animal-related calls for service would not change from the current process. Currently field-related calls for service are input via the CAD "Pound Screen" by

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Communications Dispatchers or directly from OAS staff. ACOs manage field calls through CAD, or priorities which are dispatched from Communications.

#### **7. Meet & Confer and Oakland Municipal Code**

In advance of amending Chapter 2.29 of the Oakland Municipal Code, to change the reporting structure of Animal Services from the Oakland Police Department to the City Administrator, the Employee Relations Department will provide notice to Service Employees International Union (SEIU) Local 1021, the International Federation of Professional and Technical Engineers (IFPTE) Local 21, and the Confidential Management Employees Association (CMEA). Thereafter, meeting and conferring will occur regarding the impact of the legislative change to the represented employees.

#### **8. Veterinary Staff**

Veterinary staff would remain the same and there would be no change in duties.

#### **9. Investigations**

OPD would continue to manage, conduct, and coordinate all animal-related criminal investigations and animal bite investigations, which in 2013 totaled approximately 402 bite cases. Due to the volume of work, two sworn OPD investigators would act as a liaison/ investigator to OAS. They would be physically located at Criminal Investigations Division (CID), Support Operations Division (SOD) or at OAS, and assigned to either the SOD or CID.

#### *Short-Term Community Advisory Committee*

As the City Administrator's Office embarked on the transition of OAS to a standalone department, staff recognized the importance of establishing a Community Advisory Committee (CAC) to provide professional advice, technical assistance, guidance, insight and recommendations about best practices regarding the Oakland Animal Shelter and to help ensure a smooth transition. Convened in July 2014, the Advisory Committee is focusing on three, key operational areas:

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

The scope and duration of this Committee is finite. Members were asked to:

- Commit to participate for a minimum of six (6) months;

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- Attend regular meetings anticipated to be held on a monthly basis, with the specific frequency and schedule to be determined by the Committee chairperson and members;
- Prepare and submit quarterly reports to the City Administration which summarize the Committee's work and present recommendations; and
- Create the ordinance for the permanent OAS Community Advisory Commission.

The scope of the Committee's work and recommendations is limited to addressing policy development or changes, operational improvements, and facility and equipment/technology enhancements. The Committee does not address personnel-related matters or provide specific management direction. The Community Advisory Committee also reviews and recommends policies and procedures regarding shelter operations to ensure that they reflect best practices in the animal welfare industry. These recommendations will be presented to the new OAS Director, who will evaluate the proposals and develop and implement final policies.

Participants on the Community Advisory Committee include experienced professionals and seasoned volunteers with expertise in animal welfare and shelter operations who possess specific understanding of local animal welfare trends and challenges as well as issues facing public or municipal shelters. The eight (8) members of the Committee include representatives from Berkeley Animal Care Services (the City of Berkeley's animal shelter), the East Bay SPCA (a nonprofit animal welfare organization based in Oakland), the Power of Chi (Chihuahua rescue organization), Cat Town (cat rescue organization), a veterinarian and animal control officer from Contra Costa Animal Services, and a long-time OAS volunteer.

To date, the Committee has met six times and established subcommittees to address the following areas:

- Intake and public processing of animals
- Behavior assessment of animals
- Policy for making euthanasia decisions
- Procedures for release of animals through adoption and rescue
- Medical care and quality of life
- Volunteer program
- Animal Control

The Committee completed recommendations for: behavior assessment of animals and a policy for making euthanasia decisions. These recommendations have been passed on to Oakland Animal Services staff for review. Current OAS shelter management are in the process of analyzing the recommendations and making proposed modifications or changes based on specific operational and staffing conditions at OAS. The full suite of recommendations made by the Community Advisory Committee will be reviewed and analyzed by OAS management and the new OAS Director, who will approve and implement final policies and procedures.

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Per City Council direction, the Community Advisory Committee also drafted an ordinance creating a permanent OAS Community Advisory Commission, to be presented to the City Council's Public Safety Committee on Wednesday, November 12, 2014.

### *Implementation of Suggestions for Improved Operations*

Over the past few months, community members have raised concerns about how decisions to euthanize animals are made and by whom, and how animals at OAS are temperament tested. The OAS Community Advisory Committee developed a draft euthanasia policy based on the one in use by the City of Berkeley which they feel is serving that municipal shelter well. Although the policy recommendations have not yet been formally adopted by the Community Advisory Committee, OPD has implemented the following recent operational changes at OAS to begin to address the concerns raised by the public while staff works through the process of formally adopting new policies:

- No single individual should be authorized to make a euthanasia determination without a second pair of eyes reviewing the decision. If an animal is recommended for euthanasia, a second temperament test will be conducted. The only exception is in the case of irremediable, severe injury or disease in which the veterinarian deems the only humane option is euthanasia.
- All animals will be held a minimum of four (4) days on which the shelter is open to the public, including at least one Saturday (per the OMC), prior to euthanasia. The only exception is in the case of irremediable, severe injury or disease in which the veterinarian deems the only humane option is euthanasia.

The second level of review was implemented in order to alleviate strain on OAS staff members and provide additional support in making these difficult decisions. The second temperament test provides animals with an opportunity to settle in to the shelter and potentially demonstrate less fear-based or stress-induced negative behavior. The four-day minimum hold period is one day longer than that provided in the OMC.

Final review, possible modification, approval and implementation of any new policies will be at the discretion of the new OAS Director.

### *Operations Updates*

The following provides a summary of the intake, rescue and euthanasia rates at the shelter, as well as an update regarding the security, facility and technology enhancements that have been made since the last report in June.

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Intake, Euthanasia and Rescue Rates

Overall, intake numbers have declined, as have euthanasia rates, which have gone from a year-to-date high of 42% in 2011 to 29% this year, as shown in *Table 3*. Rescue rates are on the increase, going from a year-to-date low of 23% in 2011 to 39% this year, as shown in *Table 4*. These trends are going in the right direction, and staff recognizes that there is much work ahead to yield even better results in the future. A more detailed analysis of adoption, rescue and euthanasia rates is presented in *Appendix A*.

**Table 3. Intake and Euthanasia Rates--Year-to-Date for Five Years**

Jan 1 - Sept 30	Intake: All Species	Outcome: Euthanasia	% Outcome to Intake
2014	3816	1136	29%
2013	4600	1679	36%
2012	4733	1919	40%
2011	4731	2028	42%
2010	5302	2073	39%

**Table 4. Intake and Rescue Rates--Year-to-Date for Five Years**

Jan 1 - Sept 30	Intake: All Species	Outcome: Rescue	% Outcome to Intake
2014	3816	1480	39%
2013	4600	1533	33%
2012	4733	1339	28%
2011	4731	1097	23%
2010	5302	1384	26%

Facility Improvements

Several safety improvements have been recently completed to protect staff and the animals housed at OAS. Three exterior doors were equipped with an electronic key card door entry system to increase security throughout the shelter and improve accountability on the part of staff and volunteers. A cabinet housing controlled medicines was also equipped with a key card access system. This allows only certain authorized personnel to have access to the medicines and creates a record as to who has accessed the cabinet.

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### 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 installing laptop computers in each of the animal control vehicles.

### Online Photos

Oakland Animal Services uses a database called PetPoint. PetPoint is a third-party shelter management software program which has been in use by the City since 2008. All information on animals is housed in this database. PetPoint also 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](http://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.

This project went live as of May 27, 2014. The public now has the ability to view all of these animals via a link from the Oakland Police Department website. All OAS staff was trained on how to enter photos into PetPoint and was instructed that all animals taken into the shelter shall have a photo taken and entered into PetPoint.

### **PUBLIC OUTREACH/INTEREST**

The transition of OAS to a standalone City department has been guided by the input and professional expertise of current OAS management and staff as well as members of the Community Advisory Committee established by the City Administrator's Office.

Community Advisory Committee meetings are publicized on a dedicated web page on the City's website (<http://www2.oaklandnet.com/Government/o/CityAdministration/OAK048300>). There

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are currently several hundred subscribers who have signed up to receive notices about the Committee meetings and updates about the transition. The Committee and City staff have received significant public input through comments heard by the Committee during the open forum portion of their meetings, and via emails from animal welfare advocates, rescue organizations and interested community members. All of these comments and recommendations have been considered by the Committee and City staff as the transition proceeds.

### **COORDINATION**

The City Administrator's Office consulted and coordinated with the Oakland Police Department, Oakland Animal Services, the Human Resources Management Department, and Employee Relations in preparation of this report.

### **COST SUMMARY/IMPLICATIONS**

This is an informational report with no specific cost implications.

### **SUSTAINABLE OPPORTUNITIES**

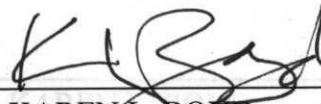
***Economic:*** This information presented in this report presents no economic impact.

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

***Social Equity:*** The services provided by OAS and the operational and service delivery improvements anticipated to be achieved as a result of implementing these changes and recommendations will improve the lives of the animals and humans in our community and enhance police/community relations.

For questions regarding this report, please contact Karen Boyd, Assistant to the City Administrator at (510) 238-6365.

Respectfully submitted,



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*Appendix A: Adoption, Rescue and Euthanasia Statistics and Analysis*

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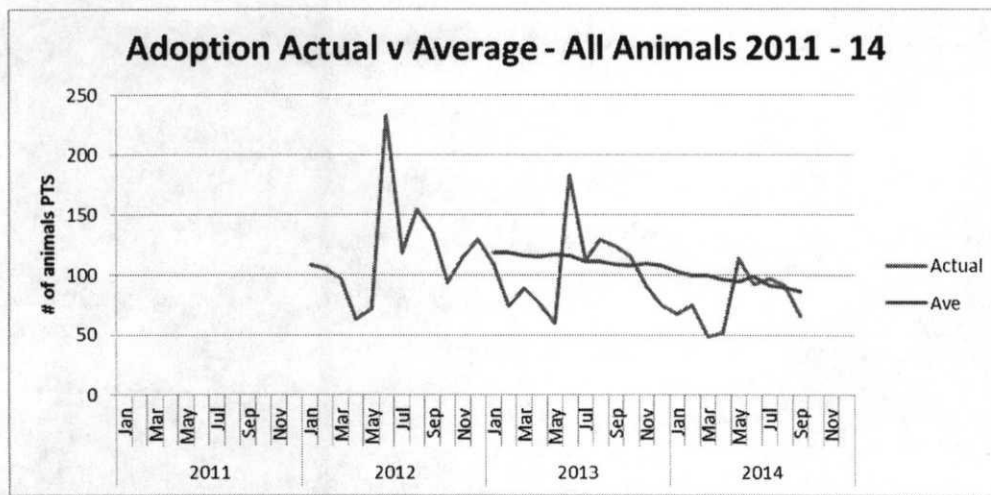


## Appendix A: Adoption, Rescue and Euthanasia Statistics and Analysis

The following section provides a detailed analysis and update on rates of adoption, rescue and euthanasia at OAS. In summary,

### Adoption

Oakland Animal Services currently has a relatively “flat” trend for adoptions. However with our lower rate of intake and our increase in rescue, we can infer that there are fewer animals available for adoption. Therefore, overall, maintaining a steady adoption average is excellent as we are continuing to get adoptable animals placed within the OAS adoption system.



Volunteers work with staff to offer low-cost adoption events for new families to find their new, furry, fur-ever friends. We’ve hosted several cat adoption events, including Cat-ober Fest and Back in Black (black cat adoption event) as well as dog adoption events, like Chi-Mania and the Dog Days of September (chi, pits and mixes free to qualifying homes). These have seen some traction in getting our animals adopted; specific species detail can be provided on request.

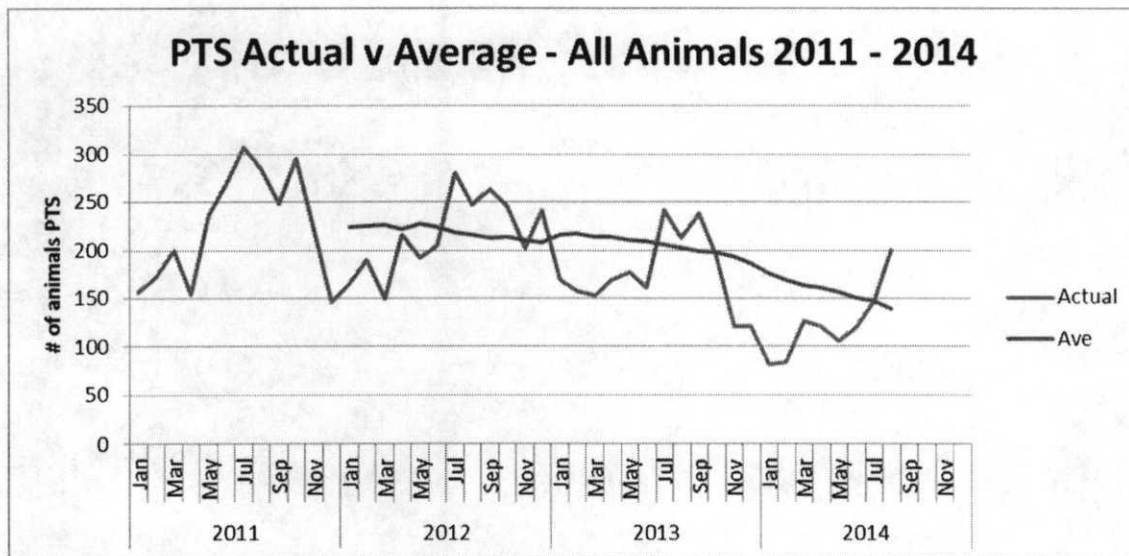
The blue actual line has a few spikes in May/June each year. These spikes represent Maddie’s Adoption Days where Maddie’s Fund covers the costs of adoptions for new families.

Lastly, working with the Friends of Oakland Animal Services (FOAS), OAS continues to have “sponsored” dogs. These dogs have their \$135 adoption fee covered by a volunteer/donor admirer and then becomes a free adoption to the public. OAS will continue this practice.

### Euthanasia Rates

Below are the actual and average euthanasia (or “put to sleep,” PTS) rates for all animals euthanized at Oakland Animal Services.

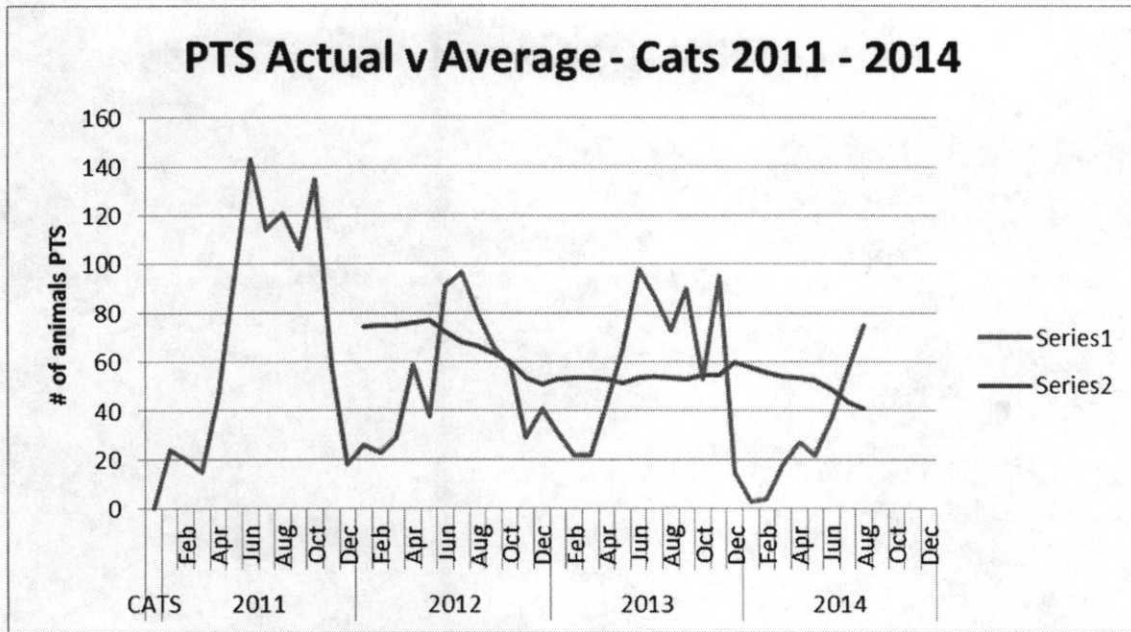
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The blue line represents the actual number of animals euthanized at OAS. This number includes sick, badly injured animals with behavioral concerns and animals that are too young or too old for the level of care our staff and volunteers can provide. As we work to continue to decrease this number, staff and volunteers are working together to find additional rescue opportunities and to increase adoption through on-site adoption events, specials and promotions to decrease the cost for adoption and creative marketing with our social media partners.

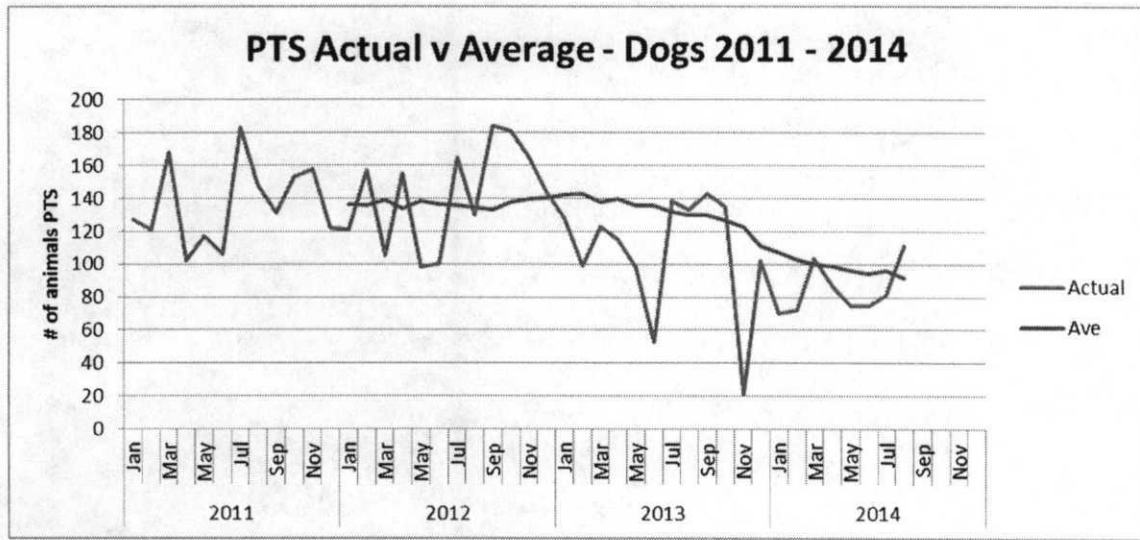
### ***Cat Euthanasia***

Our euthanasia rates for cats has decreased significantly over time. The actual/average chart below shows the peaks in the blue line, which represents “kitten season,” or when shelters see a spike in the kitten population due to unaltered (not spayed or neutered) cats creating new litters. We seek rescue for nearly all underage/underweight kittens, however we have a limited time frame to get kittens who cannot eat on their own to rescue. Our monthly average rate of euthanasia for cats at OAS has gone from 80 per month to hovering at 40 cats per month. More detail will be provided in our rescue update, but OAS is committed to continue this downward trend.



**Dog Euthanasia**

Unlike cats, dogs do not have a “puppy season” and there is no specific trends we have identified for peaks and valleys in our actual number of dogs being euthanized. However, we have seen a significant downward trend between January 2014 and September 2014 that began as early as February 2013.

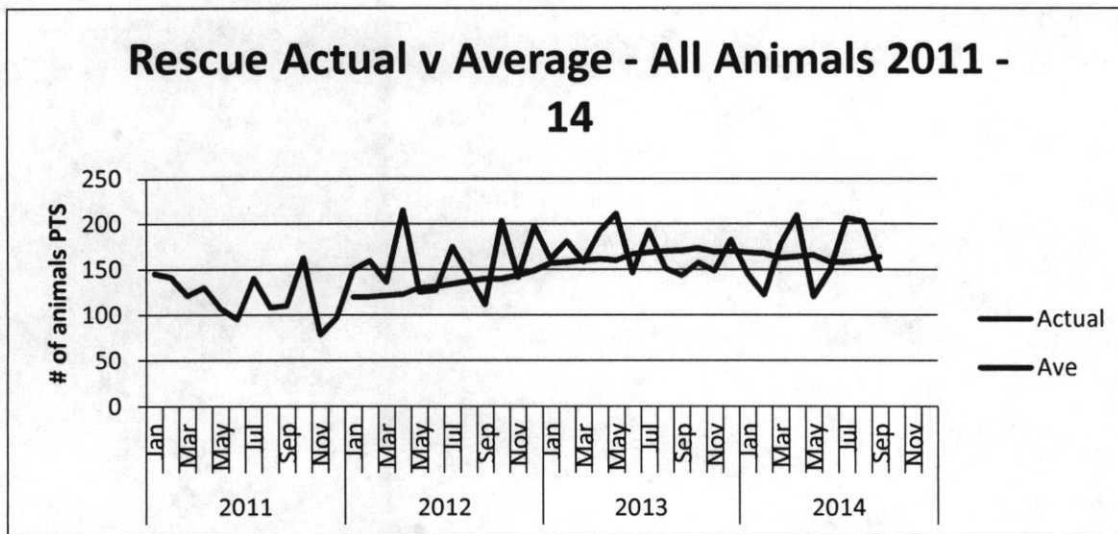


Additional detail on how this trend will be continued is explained in the rescue update below.

**Rescue Rates**

Animal rescues and transfers have been increasing steadily over the past three years at Oakland Animal Services. The chart below shows the actual number of all animals sent to rescue since

January 2011 and the average of animals sent to rescue from 2012 – 2014. The trend for rescue continues to increase. There was a slight dip in early 2014. There was a great deal of change at the shelter from January – May this year, which may have contributed to the dip. However, since May 2014, we've seen the average return to an upward slope, and with the introduction of breed-specific rescue teams, we anticipate a greater increase over time.



Overall, this information can also be compared to the intake numbers from January – September 30 over the years 2010 – 2014, as seen in the following chart:

Jan 1 - Sept 30	Intake: All Species	Outcome: Rescue	% Outcome to Intake
2014	3816	1480	39%
2013	4600	1533	33%
2012	4733	1339	28%
2011	4731	1097	23%
2010	5302	1384	26%

Overall rescue to intake has jumped 13% since 2010 and experienced a 6% jump from 2013 to 2014 alone.

RESCUE Jan 1 – Sept 30	DOGS		CATS		TOTAL		Percentage
	Intake	Outcome: Rescue	Intake	Outcome: Rescue	Intake	Outcome	
2014	1083	873	824	545	1907	1418	74.36%
2013	1278	853	937	549	2215	1402	63.30%
2012	1241	567	1029	657	2270	1224	53.92%
2011	1289	517	1186	464	2475	981	39.64%
2010	1375	780	1243	484	2618	1264	48.28%

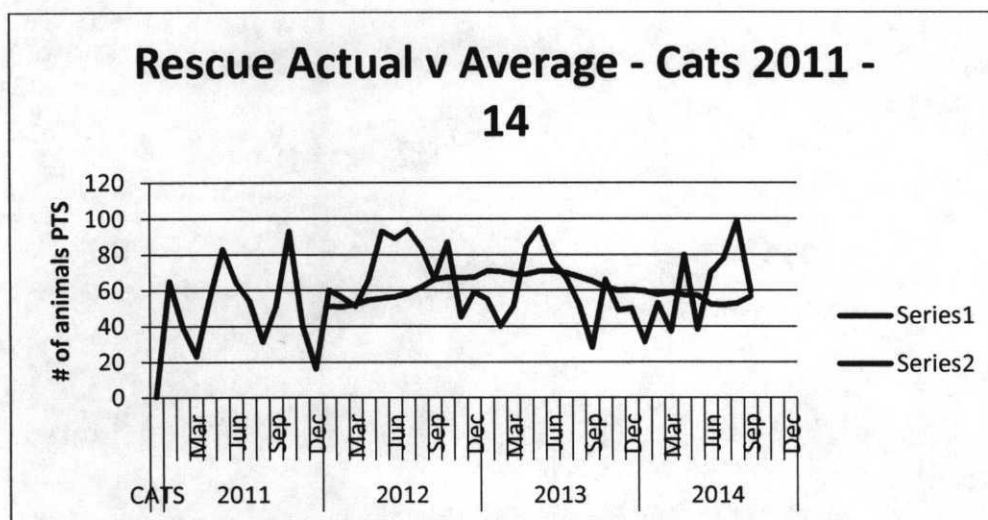
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Above is the breakdown of species intake and rescue outcomes. The following notes are species specific and we hope illuminates our rescue efforts for cats and dogs, our highest intake species at OAS.

**Cat Rescue**

OAS continues to work with two specific types of cat rescues: domesticated cat rescue and feral/semi-feral rescue. Our domesticated cat rescues include Cat Town, who we are working with as they open their new Cat Town Café that will feature OAS-sourced cats, Safe Cat Foundation, Saving Grace Rescue (these last two focus on medical cats). We also work closely with Hopalong, Berkeley Humane and East Bay SPCA to help foster and rescue our kitten and adult domesticated cat population. Our feral and semi-feral cat partners include 10<sup>th</sup> Life and Fix Our Ferals, who have been integral to helping OAS place colony cats and work with our staff to curb the catching of spayed and neutered feral cats.

Below is the actual (blue) and average (red) of cat rescue at OAS from 2011 through 2014.



The Volunteer Coordination staff will continue to work with our Cat Crew to determine how to continue to improve our cat rescue efforts and relations so that we can increase cat rescue.

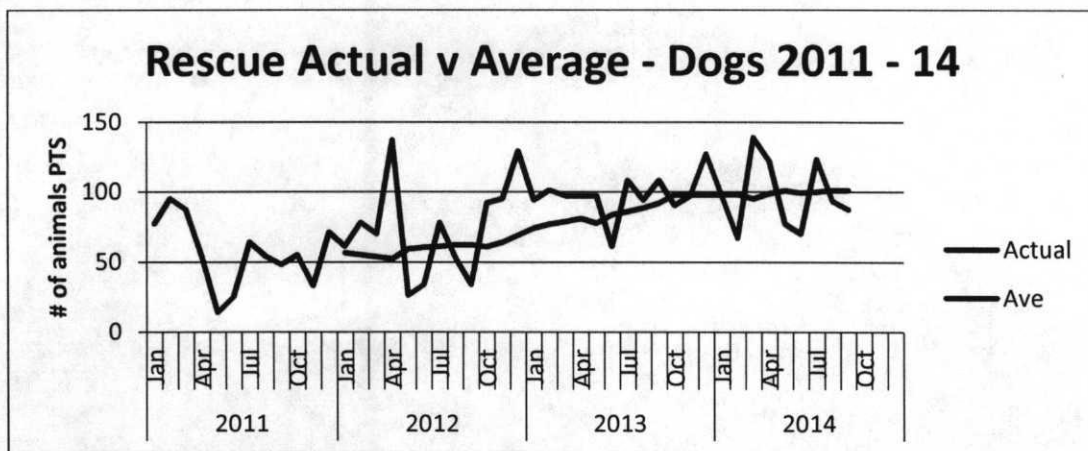
**Dog Rescue**

In the past four months (since the hiring of a dedicated volunteer coordinator who works as rescue liaison with our volunteers), we have successfully planned and completed five rescue flights taking dogs en masse (7 – 20 dogs at one time) to Washington, Canada and Idaho. OAS has been supported by amazing partners at Idaho Humane, Skagit Humane (Washington) and foster/rescue partners like No K9 Left Behind and Dachshund Rescue. Flights have been found through Wings of Rescue and funded by Friends of Oakland Animal Services through the generous donations of volunteers and supporters or contributed by volunteer pilots that have been identified by our volunteers at OAS. Additional rescue flights and transport are being lined

up with Paws Crossed and our foster groups in Canada. We are also looking into a new partnership in Montana for auto transport of larger dogs.

Beyond our flights, OAS has successfully re-established bi-weekly walk-through appointments with the East Bay SPCA, Berkeley Humane and Hopalong – who represent the “big three” rescue partners OAS works with. We continue to rely on other partners, especially breed-specific partners like Bay Area German Shepherd Rescue and Power of Chi, who contribute their expertise with breeds. New rescue partners continue to be identified and memoranda of understanding (MOUs) are being signed and references checked for new rescues weekly. Our most recent additions are Golden Gate Lab Rescue, which accepted a very pregnant momma yellow lab who has since had eight girls and four boys in a healthy and happy home environment with a rescue foster.

Below is the actual number of dog rescue per month (blue) and average rescue each month (red) to highlight the upward trend of dog rescue.



In October 2014, the volunteer team launched a dog rescue team focusing on coordinating greater (and more creative!) rescue efforts. This team is assisting with identifying dogs for rescues, taking photos, writing bios, and keeping the volunteer coordination staff in-the-know about departures, including what is needed state-by-state for transport. Our staff continues to coordinate veterinary needs, health certificates, vaccinations, releases and answers any questions not answered by our amazing team of 7-10 inaugural volunteers to this group.

In November and December, the dog rescue team will develop processes to coordinate with the greater dog volunteer community at OAS, identify other volunteers to add to their group and assess how they would like to organize their communications both internally (with themselves as a committee and with the greater volunteer community) as well as externally with rescue. The volunteer coordination staff will continue to be a support and provide guidance, but has full faith in the abilities of the team that is forming within the shelter.

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