



**Oakland Animal Shelter
Community Advisory Committee**

**Wednesday, August 13, 2014
4:30 - 6:30 pm
Oakland City Hall, 2nd Floor, Hearing Room 4**

Committee Members:

***Chairperson: Amelia Funghi; Vice Chairperson: Kate O'Connor; Secretary: Willow Liroff
Allison Lindquist, Deirdre Strickland-Meads, Ann Dunn***

AGENDA

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| 1. Welcome & Introductions | <i>Amelia Funghi, Chairperson</i> |
| 2. Open Forum: 15 minutes | <i>Public Comment</i> |
| 3. Review and Approve Minutes | <i>Committee Members</i> |
| 4. Update on OAS Transition from OPD/
Director Recruitment | <i>Chantal Cotton, City Administrator's Office</i> |
| 5. Stakeholder Interviews | <i>Chantal Cotton, City Administrator's Office</i> |
| 6. Policy & Best Practices Subcommittee | <i>Committee Members</i> |
| <i>a. Establish/Prioritize Areas of Focus</i> | |
| <i>b. Discussion</i> | |
| <i>c. Establish Additional Subcommittees</i> | |
| 7. Framework/Resolution for Permanent
Advisory Body Subcommittee | <i>Committee Members</i> |
| 8. Next Steps | <i>Committee Members</i> |

Attachments:

1. *Meeting Minutes: July 23, 2014*
2. *Oakland Animal Services--Policy and Protocol Recommendations*
3. *FY 2014-15 Adopted Budgetary Appropriation--Oakland Animal Shelter*
4. *Oakland Animal Services Staffing Levels*
5. *Oakland Police Department, Bureau of Services, Animal Section: Annual Report 2012*
6. *OAS Community Advisory Committee Roster*



Oakland Animal Shelter Community Advisory Committee

Meeting Date and Time: *Wednesday, July 23, 2014, 4:30 - 6:30 pm*

Meeting Location: *Oakland City Hall, 2nd Floor, Hearing Room 4*

Meeting Attendance:

Present: *Amelia Funghi, Kate O'Connor, Deirdre Strickland-Meads, Ann Dunn, Willow Liroff*

Absent: *Allison Lindquist*

Meeting Minutes

The second meeting of the Oakland Animal Shelter Community Advisory Committee (Committee) was held on Wednesday, July 23, 2014. The meeting was called to order by Karen Boyd, Assistant to the City Administrator, who has been assigned by the City Administrator to convene and provide staff support to this ad hoc advisory committee.

1. Welcome & Introductions

Ms. Boyd opened the meeting and stated that the City Administrator's Office was still seeking to fill two areas of subject area expertise on the committee-- veterinary medicine and animal control.

2. Review and Approve Minutes

The Advisory Committee unanimously approved the minutes from the July 9 meeting. Amelia Funghi moved approval and Deirdre Strickland-Meads seconded the motion.

3. Overview of Advisory Committee

Since there were no new members present, Ms. Boyd did not repeat the discussion about the purpose of the Advisory Committee, participant and City staff roles, and scope of work. She did respond to questions raised at the July 9 meeting regarding guidelines governing communication amongst Committee members outside the meetings.

Based on guidance received from the City Clerk's Office, Ms. Boyd advised that conversations (telephone, email or in person) with fewer than five (5) Committee members--in other words, less than a quorum--are permissible.

Subcommittees must have fewer members than a quorum of the full Committee (less than 5). Subcommittees are not required to post their agendas or minutes. They should report their progress to the full Committee at each meeting. If information from the subcommittees is available at the time City staff posts the agenda 72 hours in advance of the next meeting, it will be included in the agenda packet and distributed accordingly. If it is not available, Committee members may provide the information they wish to distribute at the meeting to Ms. Boyd the day before the meeting and she will make copies, or they may bring copies to the meeting themselves.

4. Update on OAS Transition from OPD/Director Recruitment

Ms. Cotton, Assistant to the City Administrator, provided an update on the status of the recruitment for a permanent Animal Services Director. She said that the City is using an executive recruitment firm, Avery Associates, to solicit the best and most qualified pool of candidates possible. The City Administrator's Office anticipates that interviews would occur in early September, and the selection of the candidate is expected by November.

As part of this more extensive recruitment process, the City is conducting several levels of stakeholder research which will include a survey of current OAS employees, a survey of OAS volunteers and interviews with several groups of key stakeholders. Ms. Cotton requested time on the agenda of the next meeting (on August 13) to interview the Community Advisory Committee as a key stakeholder group.

Action Item (for Committee Members)

In addition, Ms. Cotton asked Committee members to provide her with 2 to 3 names of stakeholders they would recommend to be included in the interviews. Stakeholders will be asked to provide feedback about the qualities, expertise and experience a Director should have to be successful and the priorities a new Director should focus on.

5. Select Committee Officers

Ms. Boyd explained that the chairperson's role is to prepare the agenda and submit it to Ms. Boyd five days before the meetings, and facilitate preparation of quarterly reports. The Committee selected the following members as officers:

- Chairperson: Amelia Funghi (nominated by Kate O'Connor; motion seconded by Ann Dunn; vote was unanimous)
- Vice Chairperson: Kate O'Connor (nominated by Amelia Funghi; motion seconded by Ann Dunn; vote was unanimous)
- Secretary: Willow Liroff (nominated by Kate O'Connor; motion seconded by Amelia Funghi; vote was unanimous)

6. Subcommittees

The Committee decided to create two subcommittees of not more than 4 members: 1) to focus on Policies and Best Practices and 2) to focus drafting the resolution that would create the framework for a permanent advisory committee. The motion was made by Deirdre Strickland-Meads, and seconded by Ann Dunn; the vote was unanimous.

1. The Best Practices Subcommittee will include Kate O'Connor, Ann Dunn, Willow Liroff and Amelia Funghi. This subcommittee decided to hold their first meeting on Tuesday, August 5 at 4:30 pm at Berkeley Animal Care Services, located at 1 Bolivar Drive in Berkeley.

Action Items (for Committee members and staff)

Committee members offered to research examples of best practices and model policies for their collective review and consideration; they will make these available at the subcommittee meeting. Ms. O'Connor offered to share Berkeley's euthanasia policy manual with the group. Ms. Boyd stated that she had recently requested copies of existing OAS policies and was told that there were none currently in place; she said she would ask again to be sure.

2. The Framework/Resolution Subcommittee will include Deirdre Strickland-Meads, Amelia Funghi and Willow Liroff. This subcommittee decided to work over email. They were going to consult with San Francisco which also has a permanent animal shelter advisory commission. Ms. Boyd handed out several examples of resolutions that established similar advisory bodies that the subcommittee could use as a template.

7. Milestones and Deliverables

Ms. Boyd gave an overview of the milestones as established by the City Council and the City Administrator's Office. The Committee's draft outline of a resolution to create a permanent Advisory Committee will go to the City Council's Public Safety Committee on Wednesday, November 12, 2014. To meet this schedule, a draft is due to the City Administrator by Monday, October 6. This, in turn,

will require the Committee to submit their draft to Ms. Boyd by September 19 so that she can review, revise and submit for legal review.

The Committee is asked to submit at least two quarterly reports on their progress and recommendations by the end of the year, but the City Administrator's Office is open to receiving more frequent reports and recommendations as they are available. Ms. Boyd said this information would be particularly informative as the Administration works through the transition process of moving OAS from OPD to a standalone department.

8. Next Steps

To facilitate public comment and ensure that the Committee efficiently completes the agenda for each meeting, the Committee decided to begin each meeting with a public comment period, with the total amount of time allotted to be determined by the Committee Chairperson prior to the next meeting. Members of the public who wish to speak may inform the Chairperson by submitting a speaker card. The Chairperson will allot individual time limits per speaker based on the number of speaker cards she receives, within the timeframe established on the meeting agenda.

The Committee elected to meet as a full group once per month, with subcommittee meetings occurring in between. However, since Ms. Boyd will be on vacation on August 20, the next full Committee meeting was scheduled for **Wednesday, August 13 from 4:30 to 6:30 pm**. Meetings will be held in Hearing Room 4 in City Hall on the 2nd floor unless otherwise noticed.

Action Item (for Staff)

Ms. Boyd agreed to provide information about the budget and staffing levels at OAS. She also agreed to bring speaker cards to future meetings.

The meeting was adjourned at about 6:30 pm.

Oakland Animal Services – Policy and Protocol Recommendations

Cleaning and Basic Care

Intake and Public Processing

- Education/resources for sick, underaged animals, behavior issues
- Surrender counseling

Behavior Assessment (initial and on-going)

Interventions: Health, Behavior

- In-house foster program (experienced volunteers, staff)
- Early routine handling of animals after arrival, especially young animals

Euthanasia

Live release

- Adoption program
- Rescue program, including air transportation
- Off-site adoption events
- Lost animal procedures

Medical Oversight and Quality of Life

- Ward and kennel organization, population limits
- Surgery Center
- Exam room and rounds

Volunteer Program (highest and best use of volunteers)

- Volunteer training (animal behavior/obedience)
- Recruitment and shelter policies/protocols training

Community outreach

- School programs, community group partnering
- On-site dog classes

Animal Control

- Protective Custody animals
- One officer working on site during open hours
- Licensing, billing, reporting
- Abuse/neglect investigation, prosecution; Probation searches

Program Development

- Grant proposals and research
- Best practices research

Publicity, promotion, community networking

Data collection and use

Software — tracking

Reports

Key programs to include:

- Spay/neuter initiatives and access
- Education to help keep animals in their homes
- Community Cat program

**Adopted Budgetary Appropriation for FY 2014-15
Oakland Police Department; Org: 103130 - Animal Shelter**

Expenditure Item	\$ Amount	FTE
Animal Care Attendant, PT	\$ 472,591	10.0
Animal Control Officer	\$ 924,209	11.0
Animal Control Officer, PPT	\$ 75,873	1.0
Animal Control Supervisor	\$ 90,417	1.0
Director of Animal Services	\$ 187,562	1.0
Police Officer (PERS)	\$ 557,172	3.0
Police Records Specialist	\$ 157,257	2.0
Veterinarian	\$ 138,579	1.0
Veterinarian Technician	\$ 67,131	1.0
Veterinary Technician	\$ 74,001	1.0
Volunteer Program Specialist II	\$ 108,584	1.0
Sub- Total Salaries & Benefits	\$ 2,853,376	33.0
Overtime	\$ 65,000	NA
Resources for New Personnel	\$ 400,000	TBD
Sub-Total Personnel Resources	\$ 3,318,376	+ 33.0
O&M Resources	\$ 176,815	NA
Total Animal Shelter Budget	\$ 3,495,191	+ 33.0

Oakland Animal Services
Staffing Levels
(6Aug14)

Position	Budgeted	Filled	Vacancies
Director	1	1 (Interim)	1 (permanent)
Police Sergeant	Loan(not budgeted)	1	1
Animal Control Supervisor	1	1	0
Volunteer Coordinator	1	1	0
Veterinarian	1 (FTE)	0.5	0.5 Interviews Completed Candidates in Backgrounds
Vet Technician	2	2 *1 of the current Vet Techs is currently acting as an ACO and also assisting with Vet Tech duties	0
Animal Control Officers	11	5.5 (1 on Medical Leave) (1 on light duty) (1 on light duty/Pending Maternity leave) 1 Part Time (Dead Animal Pickup/Front Counter) We have 2 full duty ACOs	5.5 Currently Interviewing Candidates
Police Records Specialist	2	1	1
Animal Care Attendant	20 (part-time)	18 (part-time) *1 is currently a Temporary Provisional ACO 6 are currently in Training	2 (pending)

NOTE: We have an additional \$400,000 in one-time funds given to the division through this year's budget. Specific staffing to be determined.

*The current Vet Tech who is acting as an ACO has applied to be hired as an ACO. If this occurs, it will open up a Vet Tech Position.

*The current Animal Care Attendant (ACA) who is a temporary provisional ACO had applied to be hired as an ACO. If this occurs, it will open up an Animal Care Attendant position.

*An additional Animal Care Attendant had applied to be hired as an ACO. If this occurs, it will open up an Animal Care Attendant position.

Oakland Police Department

Bureau of Services

Animal Services Section

Annual Report 2012



Annual Management Report – 2012
Oakland Animal Services – Org 103130

1. **Staffing** (authorized versus actual, sworn and professional staff)

Position	Budgeted	Filled	Vacant	Admin Leave/ Transferred/ Injured
Director of Animal Services	1 FTE	1 FTE	-	-
Sworn Position	2 FTE	2 FTE	-	-
Animal Control Officer Supervisor	1 FTE	1 FTE	-	-
Animal Control Officers	11 FTE	9.5 FTE	1.5 FTE	-
Volunteer Program Specialist II	1FTE		1 FTE	-
Animal Care Attendant, PT	15 FTE	10 PTE	5 FTE	-
Police Records Specialist	2 FTE	1 FTE	1FTE	-
Veterinarian	1FTE	3 Part Time	-	-
Veterinarian Technician	2 FTE	2 FTE	-	-

Animal Care Staff

OAS is significantly understaffed for the number of animals that are housed at the Shelter. National guidelines from the University of California at Davis and the National Animal Control Association recommend that each animal in an animal shelter receive 15 minutes of care per day. We house 300 to 400 animals in the shelter per day; therefore, we should have approximately 75 to 100 hours of animal care time per day. Animal Care Attendants care for the animals at the shelter and they currently work approximately 30 hours per day – 45 to 70 hours per day less than what we need. OAS impounded and sheltered close to 2000 more animals in 2012 than in 2004; however, OAS had more staff and resources in 2004 than 2012. Therefore, we must use Animal Control Officers to cover this deficit in animal care time which reduces the amount of time they are available to work in the field to answer calls for service.

Animal Care Staffing Levels - Comparison:

Organization	Approximate daily # of animals	# of hours needed based on national guidelines	# of Hours of Animal Care Staff Per Day	Minutes Per Animal (National standards = 20 minutes per animal)
San Francisco Animal Care and Control	300-400	75 to 100 hours / day	68 hours/day	10.2 to 13.6 minutes
Berkeley Animal Services	90	22.5 hours / day	24 hours/day	16 minutes
Oakland Animal Services	300-400	75 to 100 hours / day	30 hours/day	4.5 to 6.0 minutes

We do not have enough staff to properly care for the animals in the shelter and perform field service functions. To manage this problem we have to:

1. Decrease our field service hours and have animal control officers care for animals;
2. Reduce our population by increasing euthanasia significantly and/or reducing the number of animals we intake.

Fiscal Management Report

General Purpose	FY10-11 Budget Appropriations	FY10-11 Actual Expenditures	Difference
Internal Support	0	142	(142)
Material, Supplies & Services	193,380	175,121	10,312
Overtime	67,955	56,502	11,453
Salaries & Benefits	1,764,412	1,668,469	95,943
General Purpose Total	2,025,747	1,900,235	117,565

In 2012, OAS generated donations of \$107,000 from the Maddie's Foundation. These funds are meant to be used to improve the quality of life of animals at the Shelter and to support the volunteer program. We are still in the process of having these funds approved through the City Council.

3 Training Received and/or Provided by Unit Personnel

This section includes the subject of the training, number of persons trained, and the length of the training (in hours).

- "The Civil and Criminal Aspects of Animal Law", March 8, 2012, presented by two staff, 2 hours
 - Director Webb and Acting Sergeant Mike Morse were invited to participate in this panel discussion sponsored by the Student Animal Legal Defense Fund at Golden Gate University. The other panel members included Kathy Famulener – Deputy District Attorney with Alameda County District Attorney's Office and Bruce Wagman, Animal Law professor at Berkeley, Stanford and Hastings.
- Animal Care Expo 2012 – Humane Society of the United States, May 21-24, 2012, 6 staff, 24-32 hours
 - The Expo is the world's largest conference in the fields of animal care, sheltering and rescue. Oakland Animal Services' staff was chosen to present two workshops at the conference on OAS's innovative animal care programs - "Working with Small Dogs" and "Improving the Quality of Life of Shelter Cats." HSUS, therefore, funded Director Megan Webb and Martha Cline to attend the conference. OAS received an additional donation to send Acting Sergeant Mike Morse, Animal Control Officer Supervisor Lorena Arreola, ACO Elena Hocking and ACO Jessica Coleman to the three day conference. These staff also attended a full day workshop before the conference on "Investigating Animal Abuse in the Field".
- Illegal Animal Fighting – POST Certified Course, September 19, 2012, 5 staff, 8 hours
 - Eric Sakach, a Senior Law Enforcement Specialist for the Humane Society of the United States and former director of the HSUS West Coast Regional Office, taught this course on identifying the signs of animal fighting and enforcing the laws against it.

- A Guide To Living With & Training A Fearful Dog for Animal Shelters”, September 9, 2012, 2 staff, 8 hours
 - Director Megan Webb and ACA Cline attended this training to learn how to improve the quality of life of scared dogs in the shelter and how to better assess their temperaments.
- 2nd Annual Pethealth’s CEO Roundtable Summit for Animal Shelter CEO’s, September 26-28, 2012, 1 staff, 20 hours
 - Director Webb was invited to participate in this Summit to discuss building partnerships with the business community to expand the resources of animal shelters. She was one of only 20 shelter Directors from the entire country and Canada selected to attend.
- III Conferencia Internacional de Medicina Veterinária do Coletivo, Brazil, November 24 and 25, 2012, 2 staff, 16 hours
 - A group of veterinarians, government officials and other individuals interested in animal welfare in Brazil are working on creating animal shelters in the country and developing new animal cruelty laws. This group visited animal shelters in the United States and selected Oakland Animal Services as the one they would like to use to model their new shelters on. They were impressed that OAS is doing so much with so few resources. OAS’s Veterinarian, Dr. Jyothi Robertson, and Director Webb were invited by the group to speak in Curitiba, Brazil on their work at OAS at a conference at the veterinary school to discuss shelter management and animal cruelty investigations.

MEDICINA VETERINÁRIA DO COLETIVO **Clínica de Veterinária**

Abrigos de animais na Califórnia e no Oregon, EUA, recebem comitiva paranaense

Professores do Departamento de Medicina Veterinária da Universidade Federal do Paraná (UFPR) e profissionais da prefeitura de Curitiba realizaram em meados de fevereiro uma série de visitas a instituições de resgate, adoção e abrigos de animais nos Estados Unidos, esta vez no Estado da Califórnia e no Oregon, para conhecer os modelos de atuação, esta vez dos Estados Unidos.

O professor Ivan Barros, diretor do Hospital Veterinário da UFPR e participante do Projeto de Extensão Curricular, acompanha uma equipe de profissionais que tem por objetivos formar parcerias e compartilhar experiências na área de animais de rua e abandonados. O prof. Ivan comenta: “Nossos Hospitais Veterinários possuem uma estrutura com o que há de mais avançado do mundo, sem perdermos nossa função de prevenir e bem-estar dos animais junto à sociedade caridativa, paranaense e brasileira”.

A visita teve início na primeira semana de fevereiro, no Kestrel Shelter Medicine Program, da Universidade da Califórnia, Davis (UC Davis), onde o prof. Alexander Hissler realizou seu palestrando sobre a importância dos diagnósticos moleculares de zoonoses. No dia 6 de fevereiro o prof. Hissler deu para o grupo de discussões uma palestra intitulada “Hosts, Vets, Veterinary and the Shelter Medicine in Brazil”, com uma breve relato das duas experiências em ações como o “Veterinário Mito” e Projeto de Extensão da Faculdade de Educação e Educação em Saúde (Castanhimêvel) da UFPR. O prof. Hissler afirma que “há muitas coisas em que estamos muito avançados, principalmente na educação, que é responsável e acessível na promoção de políticas públicas”. Seguiu o professor, ainda hoje, com Ricardo Unluis, que tem muitos dos cães recolhidos do município, o que ele acontece mais na região metropolitana de Curitiba.

A equipe saiu em seguida rumo a Coquille, Oregon, onde foi recebida pelo diretor do Hospital Veterinário e coordenador da rede de Shelters Medicine da Oregon State University, prof. Helio Azeiteiro de Moraes, que os acompanhou em visita ao abrigo de animais Oregon Humane Society.

A equipe também fez uma série de visitas na Califórnia, inclusive aos Abrigos de Animais da Sociedade para Prevenção de Crueldade aos Animais (Society for the Prevention of Cruelty to Animals) de Sacramento, San Francisco, Los Angeles e San Diego. A dra. Vivian Miller-Metzger, médica veterinária do Programa de Pós-graduação em Medicina de Meio Ambiente de Curitiba, participou das visitas aos abrigos da Califórnia. “Ter a chance de um pouco ter a oportunidade de fazer uma Curitiba as experiências dos



do mundo, sem perdermos nossa função de prevenir e bem-estar dos animais junto à sociedade caridativa, paranaense e brasileira”.

doadores Abrigos de Animais dos Estados Unidos e do mundo”, comenta a dra. Vivian, que atualmente faz o doutorado no programa de Ciências Veterinárias da UFPR. O curso de medicina veterinária completa 81 anos em 2012, um dos mais antigos do país, e em 2011 criou uma disciplina voltada ao problema das populações de cães e outros animais abandonados e em que sofreu com a falta de profissionais. A disciplina optativa AV-101 - Medicina Veterinária do Coletivo (Shelter Medicine) da UFPR é a primeira disciplina da área no Brasil e na América Latina. Ela vem na escuta de outras inovações necessárias do Departamento de Medicina Veterinária, que incluem o Projeto de Extensão de Defesa de Meio de Educação e Educação em Saúde (Castanhimêvel), a certificação de cães de populações carentes no AP-10 - Técnica Cirúrgica Veterinária e a criação da Residência em medicina veterinária do coletivo.

Para os interessados em assistir, de terça a quinta-feira, em Curitiba, PR, vai ser realizado em um espaço do Terceiro de Oitavas do Conselho Animal Hospital Veterinário: hebe@igmail.com.

22 **Clínica Veterinária, Ano VIII, n. 07, março/abril, 2012**



- “Playing for Life . . . a Training and Behavior Program for Sheltered Dogs Featuring Play Groups”, December 12 and 13, 2012, 6 staff and 20 OAS volunteers, 16 hours
 - Oakland Animal Services’ applied for funding from the Animal Farm Foundation to bring Aimee Sadler, a nationally recognized expert on shelter dogs, to Oakland to provide training on utilizing

funds and decided to open up the training to all interested shelters in the Bay Area, ultimately putting together an audience of 50 people representing 6 shelters and groups. At the Pet Food Express headquarters' classroom, Sadler used her PowerPoint and video presentation to show OAS staff, mentors, and dog crew—as well as staff and volunteers from across the Bay Area—enrichment, training, and behavior benefits of allowing dogs to play in groups in shelters. Her programs build on play groups as a foundation for happier, healthier shelter dogs and have led to “canine live release rates” exceeding 95 percent and an encouraging decrease in euthanasia rates.

After the three-hour presentation, the rest of the two-day training was at OAS. There, Sadler showed her work in action, engaging OAS dogs—most of whom had never been with more than one dog at the shelter—in play groups of half a dozen or more. On the second day, Sadler provided one on one hands on training with the OAS Animal Control Officers Nicole Frede and Jackie Pan (see photo below) on leading playgroups and using them to test for dog aggression.



4. Significant Accomplishments

In 2012, Oakland Animal Services accomplished the following:

- **Volunteer program.** The OAS volunteer program has grown significantly in the last ten years. Volunteers donated close to 20,000 hours to OAS in 2011 – twenty times the amount donated in 2002. Volunteers are now an integral part of the OAS team and are critical to the functioning of the shelter.

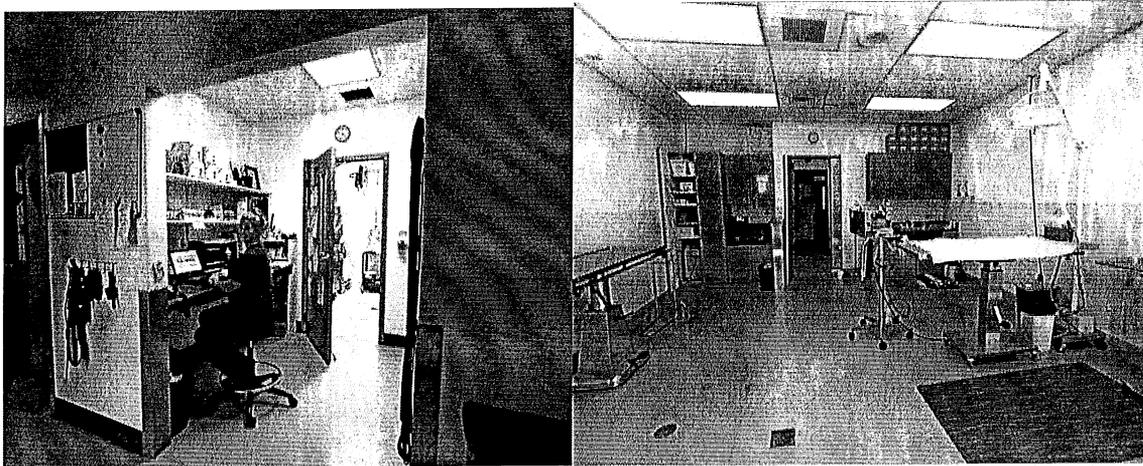
Year and number of hours donated to OAS by volunteers:

- 2002: approximately 1000 hours/year
- 2008: 11,177 hours/year
- 2009: 16,922 hours/year
- 2010: 19,032 hours/year
- 2011: 20,613 hours/year
- 2012: 19,806 hours/year (total of 198)



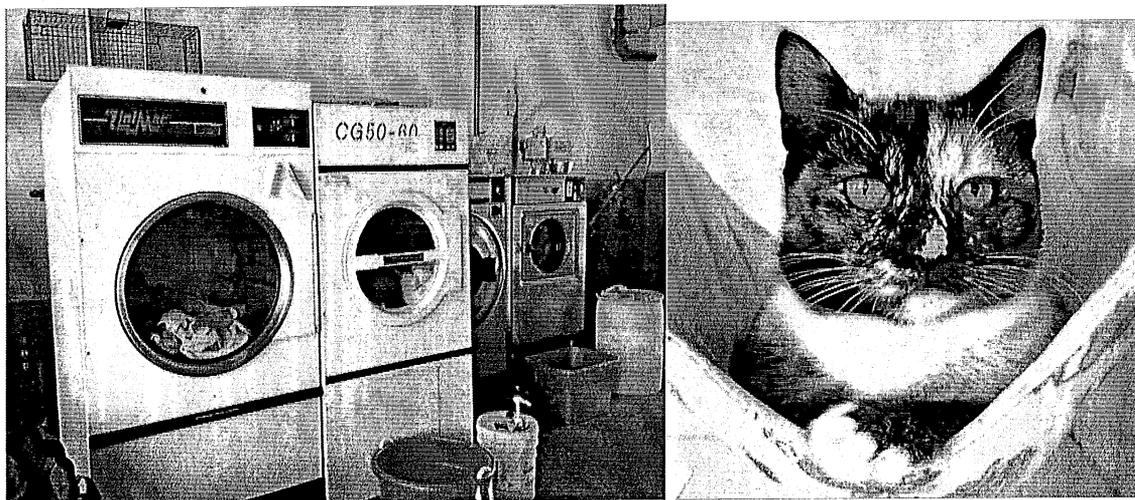
(OAS volunteers and staff during Maddie's Adoptathon)

- This year, we expanded the role of the OAS volunteer and created even more structure for the program. For example, our advanced volunteer program, “crews”, created written procedures and specific processes for focusing their work. We also created mentor committees (recruitment, selection, retention, training and advancement). These committees are led by volunteer mentors who are reaching out to other volunteers to participate and these committees help build and grow the volunteer program.
- Approximately 50 employees from Deloitte in San Francisco came to the Shelter on June 11, 2012 to help with much needed clean, painting and revitalization projects at OAS. Deloitte purchased all the supplies needed for these projects.
- Many OAS volunteers participated in OPD's Volunteer Appreciation Event on November 5, 2012.
- AC Anthony Toribio spoke at OAS' “All Volunteer” meeting on December 16, 2012.
- **Facility improvements.** OAS is a relatively new animal shelter, built in 2000; however, it was designed based on old animal shelter ideas. We have worked hard to find ways to modernize the shelter to improve the care of the shelter's animals. Some examples from 2012:
 - **Surgery center.** The Shelter was built with a very small veterinary exam/surgery room but a very large room for euthanasia. We converted the euthanasia room into our new veterinary clinic and surgery center allowing the veterinary staff more room to perform many more surgeries per day. The former vet office is now used as an exam room which allows sick and injured incoming animals to be separated from animals in our surgery area reducing the spread of disease. We built a much smaller, intimate room for euthanasia where only one animal is tranquilized and euthanized at a time.



- **Large laundry facility.** The Shelter was built with only a small laundry room with only residential machines. We now ensure that every animal has a blanket/towel. This quickly overwhelmed our small laundry room and the piling of dirty laundry was a fire hazard and attracted mice and other disease carriers. We moved the laundry facility into our sally port and have two sets of industrial washing machines/dryers and have converted the old laundry room into a socializing space for animals.

The laundry facility allows us to wash our kitty hammocks too. These hammocks were designed by OAS staff and volunteers and will be featured in the national magazine “Animal Sheltering” in 2013 as an innovative method to make shelter cats more comfortable.



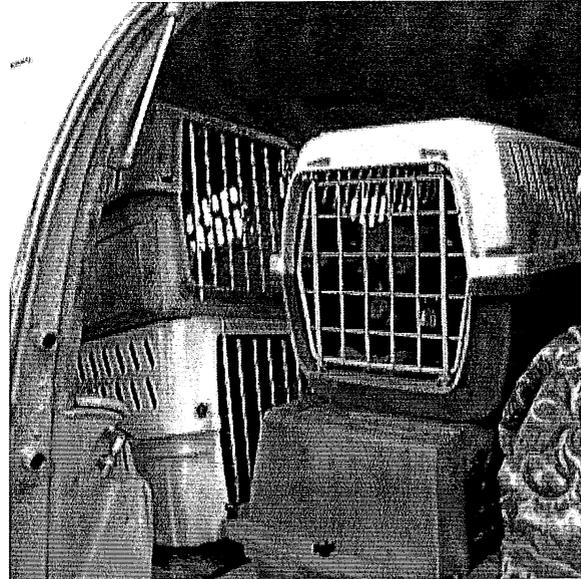
- **Acting Sergeant positions.** Created and filled OML position for two acting sergeant at OAS to handle animal related crime cases. Acting Sergeant Rodney Lewis and Acting Sergeant Mike Morse. Lewis is responsible for reviewing and handling the bite cases and dangerous/vicious cases and Morse handles animal related criminal cases. The addition of the two acting sergeants has increased the number of supervisors from two to four at OAS which has significantly improved the span of control.
- **Maddie’s Matchmaker Adoptathon.** OAS participated in the third annual Maddie’s Adoptathon on June 9 and 10, 2012. In this event, the Maddie’s Foundation challenged animal shelters and rescue organizations in Alameda and Contra Costa counties to adopt as many animals as possible during the two day event and Maddie’s then provided \$500 - \$2000 to each organization for every

animal they adopted. Oakland Animal Services adopted 125 animals in two days and raised \$107,000 for projects that improve the quality of life of animals at the Shelter.



The poster features a dark, textured background with white stars. At the top, the title "Maddie's Matchmaker ADOPTATHON" is written in a large, bold, white font. Below the title, there are four circular images of animals: a kitten, a dog, a dog, and a rabbit. In the center, the text reads: "Adopt any cat or dog for FREE and Oakland Animal Services gets \$500, \$1,000, or \$2,000 from Maddie's Fund!". Below this, the dates and times are listed: "Saturday, June 9 (10 a.m. to 8 p.m.)" and "Sunday, June 10 (10 a.m. to 5 p.m.)". At the bottom, there are two logos: "OAKLAND ANIMAL SERVICES RESCUE • ADOPT • EDUCATE" and "MADDIE'S FUND". The website addresses "www.oaklandanimalservices.org" and "www.maddiesadoptathon.org" are also included.

- **Kitten neonate program.** OAS had previously had an agreement with Hopalong Animal Rescue for the rescue group to take the underage kittens that were brought in by citizens. However, a few weeks before the start of kitten season, OAS learned that Hopalong received a contract from the City of Berkeley to take their kittens. This created a huge problem for OAS and presented the real possibility that OAS would be left to euthanize the majority of kittens that were brought in. However, OAS Director met with SF SPCA and they agreed to partner with OAS to foster out their kittens. SFSPCA wanted OAS to make some changes in the care and feeding of their kittens. To accomplish this, OAS installed a sliding door in the entrance of the old surgery room to create a separate, isolation space for new kittens. SFSPCA then provided OAS with gowns and extra gloves for cleaning these cages and flea medications and food for them. OAS then utilized its existing database, Petpoint, to notify SFSPCA each time underage kittens are brought to the shelter so that their staff can come and pick them up. This relationship has worked very well.
- **Expanded relationships with outside animal rescue organizations.** OAS significantly increased the percentage of animals transferred to rescue agencies, transferring 40% of cats in 2012 versus 28% of cats in 2011 and 23% of dogs in 2012 from 19% in 2011.
- One of the reasons for this improvement is the creation of Cat Town, a rescue organization, developed by OAS cat volunteers, to foster and find homes for OAS' senior and shy cats. OAS' work with Cat Town has helped to find placement for many difficult to adopt cats. Also, OAS developed relationships with Idaho Humane Society and transferred more than 160 small dogs to their organization in 2012. Idaho has a much smaller population of small dogs in shelters and can find adopters for these dogs quickly – in a matter of days rather than the weeks it often takes in Oakland. OAS also worked with Wings of Rescue and Friends of Oakland Animal Services, to fly the dogs to Idaho. Previously, volunteers made the eleven-hour drive to Boise in vans.. Wings of Rescue, a volunteer-based organization, matches pilots with animal shelters and private rescue organizations that need help transferring animals across the western United States. OAS volunteers prep the dogs in the days leading up to the flights to Idaho and transport them to the airport for their



(OAS dogs ready to go to Idaho Humane Society)

- **Prosecution of animal abuse and neglect.** Oakland Animal Services has been building its capacity to investigate animal abuse and neglect. OAS Animal Control Officers have been trained on writing crime reports, taking statements and collecting evidence. We have also implemented procedures that allow us to take ownership of animals seized for abuse and neglect if the owner does not complete certain requirements. This has significantly reduced the amount of time most of these animals have to wait at the shelter in protective custody. The police department has also assigned an Acting Sergeant to OAS to assist with supervision and to manage these cases and present them to the District Attorney.

Animal abuse and neglect cases appear to be taken seriously by Alameda County judicial system. Not only are suspects being charged but they are getting prosecuted with stiff sentences. For example, Charles Black was convicted in 2011 by an Alameda County Superior Court jury of two counts of felony animal cruelty and was sentenced to four years in prison. He attempted to appeal his sentence but a state appeals court upheld the sentence in 2012.

- **Information line translated.** We worked with the City's Equal Access Department to have our public information line and voicemail system translated into Spanish, Mandarin and Cantonese.
- **Improved use of shelter database.** We changed the way we use the shelter's database, Petpoint, to be able to flag specific animals for specific types of follow ups. This has significantly improved the communication with and among the shelters' veterinary staff and has decreased the amount of time animals wait to be seen by a veterinarian for follow up.

Productivity Performance Data This section contains specific unit-related output statistics, such as citations issued, vehicles towed, warrants cleared, arrests, and attendance at community meetings.

- **Animal Intake in 2012**

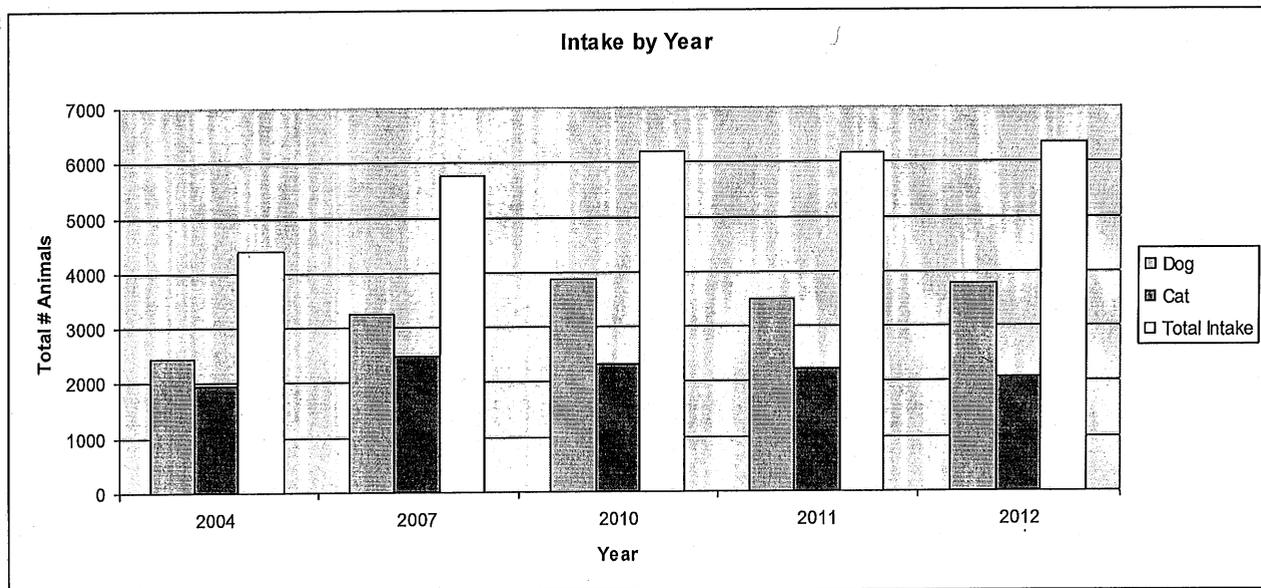
Species	Total	Species	Total
Dog	3772	Dove	3
Cat	2066	Chinchilla	2
Chicken	171	Cockatiel	2
Rabbit	122	Goldfish	2

Opossum	24	Sparrow	2
Plecostomus	20	Squirrel	2
Turtle	20	Amazon	1
Pigeon	17	Blackbird	1
Deer	12	Goose	1
Finch	10	Grebe	1
Guinea Pig	10	Gull	1
Seagull	10	Hawk	1
Raccoon	6	Heron	1
Duck	5	Lovebird	1
Fox	5	Parakeet	1
Skunk	5	Quail	1
Rat	4	Turkey	1
Snake	4		
Crow	3	TOTAL	6342

Dog/Cat Intake 2008, 2009, 2010, 2011

Year	Dog	Cat	Total Intake
2004	2455	1953	4408
2007	3267	2484	5751
2010	3878	2320	6198
2011	3507	2229	6149
2012	3772	2066	6342

The number of animals Oakland Animal Services has taken in each year has been increasing. We took in 1934 more animals in 2012 than we did in 2004.



Intake by Type 2012

	Owner/Guardian	Seized /	
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Dog	926	29	166	2628	3772
Cat	371	28	20	1618	2066
All Animals	1519	63	215	4459	6342

- **Outcome by Type 2012**

Species	Adoption	Euthanasia	Return to Owner/Guardian	Transfer Out	Total
Dog	729	1710	454	886	3779
Cat	587	641	46	860	2134
All Animals	1423	2608	502	1879	6412

- **Animals Transferred to Other Organizations – 2012**

OAS' transfer rates increased over 2011 rates - especially with cats - and helped make up for a decrease in adoptions since 2011.

Organizations Who Took Five or More Animals from OAS in 2012

San Francisco SPCA	473
East Bay SPCA	180
Idaho Humane Society	164
Cat Town	132
Solano SPCA	111
Hound Haven	71
German Sheperd Rescue	68
Berkeley Humane Society	67
Brighthaven Inc	60
Pets Unlimited	59
ChickenMan	54
Companion Animal Rescue	37
Paws Crossed	36
Santa Cruz Animal Services	29
DogSpot Rescue	25
All Creatures	24
Tony La Russa's ARF	24
Dusty Paws	21
Tenth Life Foundation	19
Bay Area Turtle Rescue	18
East Bay Rabbit Rescue	11
Harvest Home	9
Hopalong	9
Safe Cat Foundaton	6

- **Dog licensing:** All dogs in Oakland over four months of age must have a valid City of Oakland dog license, valid rabies vaccination and a microchip.

2012	Licenses Sold	Revenue
Jan	503	11612.25
Feb	442	9356.5
March	653	15,916.25
April	567	13,421.50
May	488	12,006.50

July	727	15,996.50
August	464	9,824.75
September	520	13,952.25
October	504	12,375.00
TOTAL	5305	124,323

The total number of currently licensed dogs was 9,810 (as of 11/30/12); this includes 2 and 3-year licenses which were purchased in prior years and are still current. The 2010 census listed 153,791 households in Oakland. Based on the AVMA estimations, there are approximately 97,196 dogs in the city, which puts compliance at 10%. This is not as low as it may seem at first: a very strong licensing program tends to see compliance rates around 35-40%. However, there is still room to develop programs to increase dog licensing in Oakland. The City contracted with PetData in 2007 to manage our licensing program and there has been an increase in the number of licenses sold each year since that agreement.

Licenses sold:

2007 (Prior to PetData) 3,026
 2008 4,726
 2009 4,988
 2010 5,003
 2011 5,622
 2012: Over 6,000 (final number not in yet)

- **Potentially dangerous dog and vicious determinations.** Oakland Animal Services investigates dog bites, quarantines dogs for rabies when necessary and makes recommendations to determine dogs potentially dangerous and vicious to the City Administrator when a dog appears to meet the definition of a PDD/Vicious dog listed in the Oakland Municipal Code. OAS is working closely with the City Administrator who has assigned Patrick Caceres as the hearing officer for these cases. Since the beginning of 2012, OAS has investigated almost 400 dog bites/aggressive dog cases.
- **Barking complaints.** Since the beginning of 2012, we have had over 450 dog barking complaints to OAS. We now have an online system and a voicemail system where people can report dog barking. Our process is now to send the dog owner a letter on the first complaint to explain the situation with information on how to address dog barking and copy of the dog laws. If we receive another complaint, we will send an Animal Control Officer to check on the dog and to leave a compliance notice. If the dog is barking at the time of the visit and the owner is home, the ACO will cite the owner. If there is another complaint, we will talk to the complainant and encourage them to talk with neighbors. If we have two statements from two different residences then we have a strong case to submit to the City Administrator's as a nuisance property.
- **Dead animal removal.** OAS now has a half time Animal Control Officer assigned to dead animal removal. Citizens can report dead animals online through our website or our voicemail. These calls are tracked in an online database. We received over 1500 calls regarding dead animals (need check number). Citizens who need a dead animal removed from private property can come to Oakland Animal Services and pay \$62 and make an appointment for an ACO to pick up the dead animal.
- **Incidents / Calls to Dispatch** (analysis using Speedtrack)

Type of Call	Number of Calls in 2012
Vicious animal	1561
Cruelty to animal	1327

Straying Animal	1206
POU	834
Dead animal pick up	827
Animal bite	325
Animal bites/attacks	271
Barking dog	265
Live animal pick up	225
Leash law	110
Failure to provide care	15
Animal control unit	15
TOTAL	8257

Outcomes of Animal Related Calls from 2012

Outcome	Outcome of Calls in 2012
POU	4078
goa	1567
unable to locate	475
call handled	417
canceled	354
abated	301
report	226
stop data	166
unfounded	166
cover	251

7. Plans, Expectations, and Goals

This section contains a narrative of the unit commander's current "State of the Unit," and his/her plans, expectations, and goals for the coming year.

In 2013, OAS will:

- Create a new "Shelter Manager" position and begin recruitment for this position. This role is essential to supervise the animal care attendants, monitor the care of the animals, work with rescue organizations, select animals for adoption, manage inventory of animal care supplies/equipment, and facilitate facility maintenance and repair;
- Hire new Volunteer Manager and continue to expand the volunteer program to have volunteers donate over 22000 hours in 2013;
- Hire an additional PRS and train this individual on front counter and other duties;
- Hire and train new Animal Care Attendants and train senior Animal Care Attendants to take on additional animal care duties, including temperament testing cats and moving animals to adoption;
- Continue to expand our ability to investigate animal related crime cases and present cases to the District Attorney;
- Present at the California Animal Care Conference 2013 on "The Growing Issue of Chihuahuas" and at the Animal Care Expo 2013 on "The Important Role of Animal Care Attendants".
- Teach a course on animal related laws and safety in the OPD academy for new officers;
- Train OPD Dispatchers on animal related issues;
- Work with City Attorney's office to create process for service dog tags and training on service animals;
- Participate in the fourth annual Maddie's Adoptathon to raise funds for OAS;

- Add doggy playgroups as a section of our dog temperament test and our cleaning process in the morning and allow dog crew members to lead shelter dog play groups in our lawn area to help showcase our dogs for adoption;
- Take photos of animals on intake to place them on our website which will help increase our redemption rates and improve communications with transfer organizations;
- Purchase and implement “Petpoint Enterprise” – advanced database system to improve the tracking of our animals and make the follow up on cases more efficient;
- Identify methods to screen service calls more effectively to reduce the number of goa calls;
- Work with all Oakland veterinary clinics to ensure they comply with the rabies vaccination reporting ordinance. At this time, 9 of the 21 Oakland clinics are regularly reporting their rabies information to us (43% compliance). We will identify to increase this to over 60% compliance.



(2013 Calendar featuring OAS animals)

**Oakland Animal Services
Community Advisory Committee
Roster of Participants**

Category	Name	Organization	Email	Telephone
1 Shelter management—municipal shelter	Kate O'Connor	Berkeley Animal Care Services	KOConnor@ci.berkeley.ca.us	(510) 981-6601
2 Shelter management—municipal shelter	Amelia Funghi		Afunghi@ci.berkeley.ca.us	(510) 981-66xx
3 Shelter management and operations—nonprofit shelter Humane advocacy	Allison Lindquist	East Bay SPCA	Alindquist@eastbayspca.org	(510) 563-4607
4 Animal rescue—dogs	Deidre Strickland-Meads	Power of Chi (founder)	galav8r@gmail.com	(510) 290-2988
5 Animal rescue—cats	Ann Dunn	Cat Town	ann@cattownoakland.org	(510) 915-1454
6 Volunteer operations	Willow Liroff	OAS volunteer	oaklandsanimals@yahoo.com	(510) 295-7674
7 Veterinary medicine	vacant			
8 Animal control	vacant			