



**Oakland Animal Shelter
Community Advisory Committee**

**Wednesday, November 19th, 2014
4:30 – 6:30 pm
Oakland City Hall, 2nd Floor, Hearing Room 3**

Committee Members:

***Chairperson: Amelia Funghi; Vice Chairperson: Kate O'Connor; Secretary: Willow Liroff
Allison Lindquist, Deirdre Strickland, Ann Dunn, Evan Eustis, Jen Dalmasso, DVM***

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 | <i>Karen Boyd, CAO</i> |
| 5. Review Revised Draft Ordinance | <i>Committee Members</i> |
| 6. Subcommittee Reports: | <i>Committee Members</i> |
| a. Intake, Public Processing and Live Release | |
| b. Volunteer program and Community Outreach | |
| c. Foster Care Program | |
| 7. Next Steps | <i>Committee Members</i> |

Attachments:

- 1. Meeting minutes : October 22nd, 2014*
- 2. Oakland Animal Services Community Advisory Committee Roster of Participants*
- 3. Oakland Animal Services--Policy and Protocol Recommendations (list of focus areas)*
- 4. Revised Draft Ordinance Establishing the Oakland Animal Services Community Advisory Commission*

5. Subcommittee Recommendations

- a. FINAL: Public Processing & Intake**
- b. Volunteer Program and Community Outreach**
- c. Foster Care Program**



Oakland Animal Shelter Community Advisory Committee

Meeting Date and Time: *Wednesday, October 22, 2014, 4:30 pm*

Meeting Location: *Oakland City Hall, Hearing Room 4*

Meeting Attendance:

Present: *Amelia Funghi, Kate O'Connor, Ann Dunn, Willow Liroff, Jen Dalmasso, Evan Eustis, Deirdre Strickland*

Absent: *Allison Lindquist*

Staff: *Karen Boyd, City Administrator's Office; Chantal Cotton, City Administrator's Office*

Meeting Minutes

The sixth meeting of the Oakland Animal Shelter Community Advisory Committee (Committee) was held on Wednesday, October 22, 2014. The meeting was called to order by the Committee Chairperson Amelia Funghi at approximately 4:38 pm.

1. Welcome & Introductions

At the start of the meeting, Richard Cowan, Mayor Quan's Chief of Staff, thanked the Committee members for their hard work in support of animal welfare, on behalf of Mayor Quan, who was unable to attend the meeting in person.

2. Open Forum

There was a 15-minute open forum with three public speakers.

3. Review and Approve Minutes

The minutes of the September 10, 2014 meeting, which could not be approved at the October 1 meeting because it was not properly legally noticed, were unanimously approved (approval moved by Kate O'Connor, seconded by Ann Dunn). The minutes of the October 1 meeting were also unanimously approved (approval moved by Kate O'Connor, seconded by Deirdre Strickland).

4. Update on Recruitments

Karen Boyd of the City Administrator's Office provided an update on the status of staff recruitments and hiring underway:

- *OAS Director*: The City is in the final stages of the recruitment and hiring process and anticipates a start date of mid-November.
- *Animal Control Officers*: There are three ACOs in undergoing a background check; the anticipated completion date is mid-November.
- *Shelter Manager*: The City Administration will rely on the new OAS Director's discretion and professional expertise to review the Shelter Manager duties and formally begin the recruitment process. The job could be posted in early December, with a start in spring 2015.
- *Veterinarians*: There are three part-time veterinarians in place sharing the hours of one full-time employee. A fourth is in the process of a background check, the timing of which is dependent upon the candidate's availability due to travel.
- *Veterinary Technicians*: One Vet Tech is in the process of a background check.
- *Rescue Coordinator*: Position to be determined based on the new Director's evaluation and staffing plan.
- *Other positions from the \$400,000 allocated by the City Council in June 2014*: Final decisions about the expenditure of these one-time funds will be determined based upon input from the new Director but could include:
 - Funds to upgrade the OAS Director's salary consistent with other department heads (required as a result of creating OAS as a standalone department)
 - Increased spending on veterinarian services
 - New Shelter Manager
 - Volunteer/Rescue Coordinator

Any unspent funds from this one-time allocation are anticipated to carry over to the next fiscal year, and would be built into the OAS baseline budget for FY 2015-17.

5. Update on OAS Transition from OPD

Karen Boyd reported that a detailed status report about the transition would be presented to the City Council's Public Safety Committee on October 28, 2014. The City Administrator's Office has initiated

the process to legally transfer OAS out of OPD and create a standalone City department. This process requires amendment of the Oakland Municipal Code, which will be presented to the City Council's Finance & Management Committee on Wednesday, November 12 (Special Meeting due to Veteran's Day on Tuesday, November 11). Staff will also present a change to the salary ordinance to the City Council's Finance & Management Committee on November 12; this is required as a result of creating OAS as a standalone City department. The higher salary range recognizes that the OAS Director position will be a department head within the City organization.

The draft ordinance establishing a permanent Oakland Animal Services Community Advisory Commission will be presented to the City Council's Public Safety Committee on November 12.

Ms. Boyd said that the Administration will rely on and defer to the new OAS Director to recommend the most appropriate staffing configuration at OAS and determine which additional positions or re-organizations would be necessary to optimize shelter operations.

Committee members expressed concern about a number of recent complaints that adoptable animals that rescue groups had expressed a willingness to rescue were euthanized before they could be sent to rescue. The Committee asked OAS to implement an immediate requirement, in the spirit of Hayden's Law, that OAS will release all adoptable/treatable animals to rescue if rescue organizations or individuals are available to take them.

Committee members also recommended that the new OAS Director evaluate and consider using Chameleon (PetHarbor) instead of PetPoint. They advised that it is more widely used and provides better opportunity for information-sharing between shelters. It also has a dispatch system.

6. Subcommittee Reports

The Committee reviewed and approved six policy recommendations:

- Euthanasia Policy—moved by Deirdre Strickland; seconded by Kate O'Connor; unanimously approved
- Behavior Assessment—moved by Evan Eustis; seconded by Willow Liroff; unanimously approved
- Intake & Public Processing—moved by Kate O'Connor; seconded by Jen Dalmasso; unanimously approved
- Medial Oversight & Quality of Life—moved by Kate O'Connor; seconded by Evan Eustis; unanimously approved
- Cleaning and Basic Care—moved by Kate O'Connor; seconded by Evan Eustis; unanimously approved
- Animal Control—moved by Kate O'Connor; seconded by Deirdre Strickland; unanimously approved

The Committee's final policy recommendations will be presented to the new OAS Director for review and implementation.

For the three remaining policy areas—In-house Animal Management, Health & Behavior; Volunteer Program; and Outreach Program—the Committee decided to bring these policies back to the subcommittee level for further work and present draft recommendations at the next Committee meeting. To accomplish this, two new subcommittees were created:

- 1) Volunteer Program and Community Outreach (members: Deirdre Strickland, Kate O'Connor, Amelia Funghi, and Willow Liroff); and
- 2) Interventions/Foster Care (members: Kate O'Connor, Amelia Funghi, Jen Dalmasso)

7. Next Steps

The next meeting of the Community Advisory Committee is on Wednesday, November 19 from 4:30 to 6:30 pm in Oakland City Hall, Hearing Room 4. The Committee also scheduled its last official meeting for Wednesday, December 17 at 4:30 pm. Ms. Strickland indicated that she had a conflict on that day and that the November meeting would be her last.

The meeting was adjourned at approximately 6:30 pm.

**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 Funght		Afunght@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	Derrdre Strickland	Power of Chi (founder)	galax8r@gmail.com	(510) 290-2988
5. Animal rescue—cats	Ann Dunn	Cat Town	anna@cattownoakland.org	(510) 915-1454
6. Volunteer operations	Willow Liroff	OAS volunteer	oaklandsanimals@yahoo.com	(510) 293-7674
7. Veterinary medicine	Jen Dalmasso, DVM	veterinarian	lendalmasso@gmail.com	(510) 673-2580
8. Animal control	Evan Eustis	Sergeant, Contra Costa Animal Control	freckless@comcast.net	(510) 693-1233

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

Oakland Animal Services Subcommittee Recommendations: Public Processing & Intake

PUBLIC PROCESSING

Accessibility

- Open hours should be at least 30 hours per week, 6 days per week.
- Phones should be answered/dispatched during open hours and beyond, totaling at least 40 hours per week, 6 days per week.
- Consider onsite dispatch for calls with transfer menu items for animal control/field service going to OPD, and questions about other animal issues answered internally. While on hold, recorded information and resources should be provided to callers.

Customer Service

- Front desk staff should be approachable and helpful, providing resources/guidance based on each visitor's needs. (If additional time/help is required, or specialized information is needed, utilize volunteers or suggest community resources to help.)
- During busiest hours, a volunteer "shelter host" should help route arriving visitors whenever possible, with people adopting given extra priority, possibly a dedicated line for processing.

INTAKE

Animal Handling (General)

- Minimize stress to incoming animals by using minimal force, keeping animals from loud/busy walkways, and closing cage and ward doors quietly.
- Separate cats and dogs in the lobby/intake areas, and keep cats off the floor and away from dogs walking by.
- Place stressed cats in intake cages furthest from ward doors, with cage cover, whenever possible.
- Establish and maintain an Intake Exam Room for initial intake procedures.

Surrenders

- Surrender questions/information form: completion is required, and form should be available in English and Spanish.
- Prioritize intake based on urgency of owner surrender reason (ex. owner is being evicted next day, take in animal). If owner is able to surrender at a future time, schedule appointment if OAS cage space is limited – provide this information online and to callers while on hold to encourage appointment setting online or by phone (vs. unscheduled drop-in).
- Provide owners surrendering due to circumstances which could be resolved (ie. litterbox issues, barking) with advice/support to encourage keeping of the animal. Consider making trained volunteers available to consult those surrendering due to such circumstances.

Strays

- Required: Note found location on cage card record.

- Finder should have option to note in system if he/she wishes to be contacted in case of euthanasia with at least 24 hours notice given. Finder should be given a phone number where staff can be reached, or an email/voicemail that will be checked prior to euthanasia.

Feral/Trapped Cats

- Required: Note trapped/found location on cage card record.
- Inform trapper that cat will be TNRed and provide explanation as to why this is standard shelter practice. If the cat is not healthy enough for re-release or would be returned to an area where its safety would be in question, the shelter will notify a feral cat rescue.
- Examine cats on intake for a tipped, clipped, or notched ear, and within 48 hours, contact Fix Our Ferals with the trapped location in case a feeding colony is known.
- After potentially feral cats are given multiple days to decompress, assess degree of socialization. If found to be feral, contact feral groups for possible TNR.
- Sterilize feral cats brought in by community members for TNR. If surgery appointments are not available, provide names of community resources for possible assistance.
- Ideal: Acquire AvidID wand scanner to check for microchips on feral cats or cats who otherwise can't be safely handled.

Underage/Sick/Injured Animals

- Medical triage on intake. Contact rescue organizations immediately for unweaned/underage animals.
- Advise on the possibility of euthanasia, and other options to consider if visitor has the resources to do so (ie. keeping baby animals with mom until weaned, bringing animal to veterinarian rather than surrendering).

ADOPTION PROCESS

The following are the requirements for adopting a Dog

Be 18 years of age or older

All members of the household meet the dog

Adopters spend a minimum of 15 minutes with the dog

If there are other dogs in the household, they must be introduced to the OAS dog.

If there are cats in the household, the OAS dog must be cat tested.

Present a rental agreement allowing dogs or proof of home ownership.

Complete an application and have it approved by a staff person.

Pay adoption fee

The following are the requirements for adopting a Cat

Be 18 years of age or older

All members of the household meet the cat

Adopters spend a minimum of 15 minutes with the cat

Present a rental agreement that allows cats or proof of home ownership.

Complete application and have it approved by a staff person.

Pay adoption fee

Oakland Animal Services Subcommittee Recommendations: Volunteer Program

Volunteering at Oakland Animal Services involves an application, selection, and training process. Volunteers working with animals must be capable of safe handling and reasonable judgment; providing professional, accurate, and friendly customer service; and interacting in a professional and cooperative manner with all staff and volunteers. Volunteer input regarding animal care and the volunteer program is welcome and valued.

The volunteer program has three levels each with progressively more responsibility:

- **Regular volunteers** wear green and are allowed to socialize animals that have passed temperament testing, assisting the public with adoption and lost/found services. This is the largest of the volunteer groups.
- **Crew volunteers** wear blue and are allowed to socialize and train animals that may not have passed temperament testing and/or are designated as crew animals. To become part of crew, volunteers must have completed at least 25 hours of service and then must apply, be interviewed, selected, and go through a more thorough training process on animal handling/behavior before becoming crew.
- **Mentor volunteers** wear burgundy and include the most experienced volunteers. Mentors are allowed to work with the same animals as crew volunteers, and may help with additional animal matters as requested by staff. Under the volunteer coordinator, mentors assist with the selection, training, and retention of new volunteers. The mentors represent the smallest group of volunteers; originally selected by the director after volunteering, they are now commonly nominated and approved by the mentor group in cooperation with the director and volunteer manager.

Building on the success of the above program structure, the Oakland Animal Services Subcommittee on the Volunteer Program recommends the following policies and protocols be implemented at the Oakland Animal Shelter.

RECRUITMENT/TRAINING

- Align the number of orientations and recruitment of incoming volunteers to match the shelter need.
- Respond to new volunteer inquiries in a timely fashion and follow-up with trainees in the pipeline.
- Create a Volunteer Handbook including job descriptions, policies, and procedures.
- Allow volunteers to choose their job(s), being mindful of the requirements of those roles, and be trained accordingly.
- Reinvigorate the mentor program. Recruit mentors to train in their specialized areas in order to streamline the number of steps required to volunteer.
- Allow scheduling flexibility for certain volunteer functions to accommodate those with full-time commitments or irregular work schedules.
- Provide volunteer opportunities for minors accompanied by adults.

RETENTION

Volunteer appreciation

- Acknowledge by an open and inclusive shelter environment that volunteers are an integral part of the shelter workforce.

- Reinforce that volunteers are part of a team-based effort to achieve a higher live-release rate.
- Regularly acknowledge volunteers for the service they provide, and give special recognition to those who have reached certain milestones (ie. 500 hours volunteering, etc.).

Honest, open communication and mutual respect

- Foster collaborative, mutually respectful relationships between staff and volunteers that focus on working towards a common goal.
- Set clear rules and expectations and avoid making punitive measures a regular part of the volunteer program. Any punitive measures (e.g. writing up volunteers, volunteer dismissal) should be clearly spelled out in the Volunteer Handbook and provided to all volunteers upon their entrance into service at OAS.
- Provide a clear process for conflict resolution and grievances, whether parties are staff or volunteer.
- Encourage volunteer feedback and be accessible and responsive to questions.
- Hold periodic meetings with all volunteers and subgroups of volunteers that serve specialized functions (e.g. mentors, crew, etc.).
- Provide periodic newsletters, or regular updates, to volunteers.

Tracking

- Track volunteer attendance to monitor volunteer numbers and to follow up with volunteers with spotty attendance or who have gone on leave of absence.

DRAFT – Oakland Animal Shelter Policy and Protocol Recommendations

Foster Care Criteria

Determining which kittens to put into foster care involves a number of variables – some hard and some soft. Hard facts are easier to evaluate allowing for guidelines that can be adhered to when needed but relaxed when possible if the foster opportunities are available. Having a foster coordinator or point person is vital to run a well-managed foster program, as they can keep track of foster homes, animals in foster, recheck schedules, and the timing and number of animals clearing from foster.

Kitten Criteria

- Eating on their own – recommend bottle babies go to rescue as they take an extended amount of time filling a foster home
- Weigh at least 1# but prefer 1.3-1.5#
- Healthy kittens only
- If kitten is sick, recommend it goes only to an experienced foster. Should be treated in shelter for 1-3 days to see if responding to treatment. Want to set foster up for success, not failure.
- No zoonotic diseases to foster – ringworm, scabies – but these can be treated in shelter if an appropriate isolation unit is available. Can consider rescue.
- Feral kittens – recommend foster only if <2#. A kitten's window of socialization is much smaller than a puppy's, so much over 2 months and it is usually too late to socialize so chances for success are small. Experienced fosters only.
- Follow up care/rechecks – for healthy kittens every 2-3 weeks. For sick kittens – every 7 days or sooner as needed. Plan for afterhours emergencies – dedicated shelter phone number for fosters to contact, hospitalize kitten in shelter, etc
- Mom cats with litters – recommend keep in shelter first for a 1-3 days to be sure mom is taking care of the kittens. Once established, mom goes with litter and she usually does most of the work. These fosters can be time consuming.

Adult Cat, Dog, and Puppy Criteria

- Criteria vary depending upon the needs of the individual or litter – it can be surgery recovery from enucleation, amputation, or other procedure. It can be for additional intensive care and feeding.
- Dogs can be fostered for behavior modification, but this can be an intense, extended time in foster.

Foster Care Variables

The softer variables to determine foster care eligibility are more challenging. These include the number of foster homes available, the experience of the foster home and the requirements of the animal needing foster care, the number of animals currently in foster care, stress level of staff, time of year and how far you are into kitten season. Earlier in kitten season you are more likely to put smaller, potentially sicker kittens into foster while near the end the options may become more limited and the hard weight guidelines are more strictly followed. This is just one example of how some of the more flexible variables are taken into account when making decisions.