

# **FAAS Alameda Animal Shelter**

## **Business Plan**

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## **Business Plan**

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# FAAS Alameda Animal Shelter

## Business Plan

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## **Part 1 - Executive Summary**

### **A. The Plan**

This plan provides a significant win-win solution for the citizens and City Officials of Alameda. The Animal Shelter will remain in and of service to the citizens of Alameda, and the City will be able to reduce Animal Shelter expenses from \$934,000 a year to \$300,000 a year. This ongoing \$300,000 expense is equal or less than what would otherwise be spent outsourcing Animal Shelter services to Hayward with a skeleton Alameda operation, but the bang for the buck – the Animal services provided with the shelter here - are what the Alameda public wants and deserves. And this is a huge win for the animals, which is ultimately what this is all about.

### **B. Mission Statement**

The Alameda Animal Shelter is dedicated to providing humane and compassionate care for all animals, making every effort to re-home adoptable domestic animals directly or through rescue organizations.

We are staffed by a team of professional and courteous employees who are committed to providing a clean, comfortable environment for the animals in our care; and to providing excellent customer service for the citizens of our community.

Compassion, adoption emphasis, professionalism and community service: FAAS intends to be guided by those principles.

### **C. Synopsis of Financials**

#### **1. FAAS budget vs. FY 2011 budget**

The FAAS budget for its first year of operation is \$595,170 vs. some \$934,000 spent during the 2011 fiscal year in the current configuration. The bulk of the savings will be realized in staffing: moving from APD personnel to private-sector personnel, and at non-profit compensation that has been estimated from adjusted rates contained in the national survey of the Society of Animal Welfare Administrators. Minor procurement economies are also anticipated.

By contrast, the FAAS organization will have higher expenses related to fund-raising and the care-and-feeding and training of volunteers. We also anticipate some first-year expenses relating to hiring and systems set-up.

#### **2. FAAS personnel budget**

FAAS anticipates a relatively flat organizational structure, with Animal Care, Office, Development, Volunteers and Finance positions reporting to an Executive Director. The anticipated annual personnel expense is \$378,800, vs. \$735,830, including upper management allocations, spent in FY 2011. Savings relate to different and fewer positions, as well as non-profit compensation scales for both cash compensation and benefits.

### **D. Synopsis of Transition Plan**

FAAS has made some preliminary contacts with likely prospects for several staff positions. Upon City approval of the facility Lease and Shelter Services Agreement, FAAS will proceed to hire the Executive Director and his/her staff. Staff will train with incumbent personnel and the FAAS Operating Manual

during December 2011, anticipating a transition date of January 1, 2012. Specific transition tasks and completion dates are set forth in Part 7 Appendix, Section Y. Transition Plan.

#### **E. Keys to Success**

Financial Stability. The City's contractual commitment to underwrite one-half the shelter's anticipated budget is critical. This kind of public/private "matching" approach to animal welfare acknowledges the governmental responsibility to the community, while allowing the public to directly underwrite and shape the services residents require.

Operating Capabilities. The shelter must continue to provide first-rate sheltering success, as measured operationally, financially and humanely. We are all fortunate that this operation has been a successful resource; FAAS is committed to the imperative that no decline in service quality must be allowed to occur in this transition, and operation.

Continuing Community Support. Consistent with the first two keys above, FAAS believes that the Alameda community will continue to view the Animal Shelter as a valuable local resource, and will rally to the cause of matching the City's financial contribution. The non-profit organization may also allow the Shelter to broaden its mission over time, to deepen its contribution to life in Alameda – done in keeping with the community's desires. Such services will further weave the FAAS operation into the fabric of the Alameda Community.

## **Part 2 - Shelter History**

#### **F. Brief History**

The original Alameda Animal Shelter was located at the foot of Grand Avenue, near the water. It was a traditional "pound ". The building flooded routinely, its equipment was primitive and its processes were brutal by today's humane standards. It was a disposal facility.

Pursuant to leadership of the Humane Society of Alameda and others, the current structure was built in 1984 as part of the deal that developed the marina facility on the former shelter site. It has been in continuous operation, in service to the City since that time. Throughout its history, the Shelter has been operated under the Alameda Police Department.

Under its current Director, Officer Diana Barrett since 2001, the Shelter has dramatically improved its customer service and humane performance, as measured by the standard Maddie's Fund record-keeping protocol. That performance qualified the operation for a substantial life-saving award grant from the Maddie's organization, a leading national animal welfare organization headquartered locally. Maddie's has indicated that the Shelter will be in-line for such a grant after a period of FAAS management adequate to demonstrate its sustainability, assuming that its performance remains exemplary.

#### **G. Advantages of Non-Profit Transition**

By transitioning the Shelter operation to FAAS, it appears that the City can save close to \$600,000/year in expenses every fiscal year. The transfer will also allow APD personnel to focus exclusively on law enforcement, without the unrelated responsibilities of sheltering, care, and

adoption of abandoned and surrendered animals, and the administrative burdens of the licensing program for both the dogs and cats of Alameda, a population of some 37,000 canine and feline members of Alameda's families.

Under non-profit management, FAAS anticipates redoubled emphasis on adoptions, including carefully managed off-site events and possible fostering, especially during "kitten season." The Shelter may eventually broaden its mission to include such activities as pet training, humane education and other contributions to the Alameda community. Any such additions will need to be "revenue neutral" to demonstrate their value. It will immediately implement opportunities for volunteering in expanded roles.

The Alameda community will benefit by retaining an important service within its city limits. Lost-and-found redemptions, adoptions of new companions into Alameda families and even the sad duty of surrendering a pet due to adverse circumstances will all be maintained locally. The community will also have direct input into the future of the operation, "voting" with its continued financial support.

Conversely, if the sheltering function is relocated to another community, FAAS believes no one will be well-served. Other local shelters are over-burdened by their own pet populations; San Francisco Animal Care & Control recently closed its doors to its own city animals. We understand that several contacted shelters and their local communities have expressed disinterest. Any shelter that would accept the stream of 1200+ new arrivals would inevitably face killing a higher percentage of their total population. Further, the likely shelters are 25-or-more miles remote from Alameda, such that abandonments (vs. owner- surrenders) would increase, adding to the Animal Control burden. All logistics would be rendered inefficient, at best, and pet redemptions much more expensive, less practical, uncertain and more stressful for all concerned. Inevitably, lives would be lost; hearts broken.

Further, FAAS believes that some savings anticipated for the outsourcing plan fail to account for the continuing expenses associated with maintaining the current building as a 24-hour staging area. The FAAS plan takes the building expense burden off the City's rolls for a nominal dollar/year.

Last, the citizens of Alameda spoke out in record numbers this spring, strongly opposing the closure or outsourcing of the Animal Shelter. No single issue has galvanized the community as this issue has. The leaders and officials of Alameda have a dramatic opportunity to do the right thing here, thereby emerging as the heroes and winning the support of the community and reducing the City's expenses by close to \$600,000 annually.

## **Part 3 - Description of Operations, Services & Fees**

### **H. Primary Operations**

#### **1. Routine Animal intake, housing, evaluation and disposition**

Any sheltering operation may be viewed as a flow of animals through the facility, from intake through care and maintenance to their ultimate disposition. Animals will be taken-in primarily from several sources: strays, transferred from Animal Control, and owners surrendering their pets because of any

of a myriad of sufficient and insufficient reasons: deteriorating health and inability to care for them, economic catastrophe, behavior problems in the home, loss of interest in the animals, etc.

Occasionally, but regularly, citizens of Alameda who have found an animal will bring it directly to the Shelter. Very occasionally, persons from other communities will bring animals in for transfer, often based on Alameda's reputation as a humane facility. Those individuals will be referred to other sheltering facilities, such as East Bay SPCA's location not far from the Coliseum complex.

Upon intake, animals will be evaluated for any gross health issues, photographed, assigned shelter identification and placed in an appropriate kennel or cage. A "kennel card" will contain descriptive information, including such matters as location found, likely breed and age, any microchip or other identification and date of arrival. Photos are posted to Lost & Found on-line.

After the animal has "settled-in" to its new situation, it is evaluated for behaviors that may lead to particular kinds of placement. Dogs and cats are handled in ways that may elicit behaviors that suggest positive adoptive circumstances, and warn of other situations where the animal, adopter, other animals or the community may be placed at unnecessary risk. Particular behaviors like food, treat or toy guarding, animal or human aggression, shyness and their opposites are noted in the record, to guide the Shelter in seeking opportunities for the animal.

After expiration of the "Hayden Hold" period, strays are spayed or neutered, as needed. They may then be put up for adoption, or transferred to interested Rescue Groups, who foster the animal and seek opportunities to place the pet in a proper home. Some basic behavioral interventions may be performed by Shelter staff and qualified volunteers, and follow-up evaluations are performed to determine assist any progress or regression.

## **2. Non-routine animal issues: medical, behavioral, contagion**

Occasionally, animals may require medical, dental or behavioral intervention from experts outside the Shelter staff and volunteers. Expert opinion and treatment may be requested from time-to-time. Medical and dental issues may include injuries, infections, infestations and other conditions requiring veterinary intervention.

Behavioral interventions may address specific or general concerns across the spectrum of conditions, usually at either far side of "normal." Some (e.g., timidity) may be addressed via contact or fostering; others will require precautions while the animal is being rehabilitated.

Finally, shelters are routinely filled with animals under physical and psychological stresses that tend to reduce their immune system capabilities. Shelters must be ever vigilant to detect contagion, and limit its spread among the resident population. Some diseases tend to strike the young (parvo), while others will infect any animal exposed via the bugs' preferred pathways. Prevention beats cure, as below, and cure beats pandemic.

## **3. Hygiene and building maintenance for healthy animals/contagion avoidance**

It is crucial for any shelter to have procedures that routinize concern for the health of the residents and prevent outbreaks of disease among animals living in close quarters. Care includes proper

hygiene via clean kennels and cages, good bedding, healthy nutrition and water, preventive evaluations, and stimulation that meets the animals' specific physical and psychological needs.

Care and cleaning solutions, techniques and intervals are established via protocol. Their adoption and flawless execution are important supervisory functions.

Human visitors and potential adopters must be trained and/or reminded of the critical need for good hygiene as they move from animal to animal. Disinfectant creams for hands, and thresholds for feet are important preventive precautions.

#### **4. Financial and Fund-raising**

Just as an army travels on its stomach, the shelter sustains because of funding from several sources: under contract with the City, licensing and other fees from animal owners and users of the shelter services, and because of the generosity of persons and institutions that care about its work. Primary jobs of the staff Executive Director, Development Director and many volunteers will be to ensure the financial well-being of the organization via fund-raising. All will contribute, however, as others will collect and account for monies, and economize appropriately in its spending.

In its current pre-approval situation and during its first year of operation, FAAS will be fortunate to be able to rely on a contract sum from the Alameda general fund, and emergency contributions from many, many interested persons. Funds are also raised via numerous events (e.g., Mojito Mondays, and the upcoming After the Ball gala) and business sponsorships in the community.

FAAS intends to sustain its budgetary needs by seeking charitable grants, continuing to ask Alameda and other institutions to support its work, and by trending its ongoing individual funding to a combination of events, memberships and fees for services performed. The ED must both direct the development of a financial plan and be an active emissary for the Shelter's work. The Development Director and some volunteers will also be primarily engaged in both planning and pursuit of value-adding promotional programs and events.

Nothing is easy in this economy; it would be preferable to embark on this mission in better times. That said, FAAS has been gratified by support to-date, and believes that Alamedans will continue to sustain this important work.

#### **5. Staff and Volunteers**

FAAS will employ a relatively lean, flat, and, we anticipate, a cohesive staff. They will lead and facilitate the Shelter's several operations and administrative functions in service to our residents and the community.

The Volunteer Coordinator will have the tasks of attracting, training(!) and engaging volunteers who provide diverse services to the organization. Volunteers will provide direct services such as exercising and socializing resident animals, as well as administrative functions such as event planning, fund-raising and, of course, management via Board and Committee work.

Training will be crucial to a safe and effective sheltering operation. Classes and refreshers will be provided to maximize safe, healthy and compassionate handling of animals and effective interactions with the public.

Volunteers are crucial in many ways, via both their regular and episodic work, and often their financial commitments – And, they must be managed and directed in ways that contribute to the mission and avoid detracting/distracting from it. FAAS is fortunate to have Board and Steering Committee members who have written extensively and managed volunteer functions for humane organizations. We have also been encouraged by expressions of interest by Alamedans wanting to volunteer. Both factors bode well for the success of the Sheltering operation.

## **6. Relations with Community and Public**

Communication of the FAAS message and keeping it positive in the mind of the community are tasks of the ED and Volunteer Coordinator, often working in tandem with the Development Director. Regular print and electronic communications are planned, and opportunities will be sought to speak before community groups, service organizations, schools and other interested bodies. Communications with individuals and businesses will also assist with both adoptions and redemptions of lost animals.

FAAS anticipates development of services such as a behavior hotline, off-site adoptions, and, perhaps, training classes – with a requirement that they be revenue-neutral. Community support will translate into services that the community values.

FAAS also anticipates building strong relationships with other animal welfare organizations, especially shelters. Technologies like the advent of petfinder.com have greatly assisted in improving save rates at shelters. We believe that the further development of tools that will allow the sheltering community to operate as a network, versus many separate “points of light,” will further improve the prospect of our residents. Obviously, this Shelter must master its basics first, but we intend to participate in collaborations that will shorten shelter stays – and maximize chances that our animals leave by the front door.

## **7. Relations with Government**

Obviously, FAAS’s most important interface is with the City whose contract we exist to perform. There will be direct, daily interaction with Animal Control and other APD personnel. FAAS will also welcome other members of City government to visit and become knowledgeable of our operations. With the growing acceptance of companion animals into the homes and families of Alamedans, kissing kittens may come in a close second to kissing infants of the Homo sapiens variety. We also welcome appropriate oversight of our operations and associated administrative and financial practices and results.

FAAS also anticipates that there may be opportunities to participate in government processes at the County and State levels. From time-to-time proposals of-interest may be brought forth that we believe would benefit from our advocacy on behalf of our mission. We do not anticipate that such activities will create a burden on the Sheltering operation.

## **I. Services and Associated Fees**

FAAS Shelter services to the Alameda community will include care and maintenance of strays and owner-surrendered companion animals, treatment of medical and some behavioral concerns and ultimate disposition of the animals under our care back into the Alameda and broader Bay Area communities, via redemption by their owners, adoption or transfer to approved Rescue Groups (themselves 501c3 organizations).

In appropriate instances and as specifically approved by the Executive Director via protocol, FAAS may euthanize animals in its care. This will be done by qualified technicians, humanely administering lethal drugs in a manner intended to cause a quick and painless death. FAAS will only euthanize for intractable behavior issues that render the animal unadoptable as an unacceptable risk to humans and/or other animals, or for dire medical prognoses. FAAS will not kill animals for space or any other reason not directly related to the proper and compassionate interests of the animals and community we serve.

FAAS will charge fees for licensing, microchipping for identification, necessary care such as spay/neutering, and adoption; FAAS will also charge redeemers for the care and feeding of their animals while in our care. It is anticipated that fines for any violations of law regarding animals will be paid at routine City of Alameda facilities.

At the outset, FAAS will adopt the current fee schedule of the Shelter for such services as adoptions and redemptions of lost pets. Regarding adoptions, FAAS does expect to eventually vary its adoption fees over time and across individual animals' circumstances, in order to maximize each animal's chances for a speedy exit out the shelter's front door. The experience of other shelters is that the attractiveness of some animals relates to their size, color, coat, age and breed, in addition to their specific temperament. Effective merchandizing of our 'used animals' can significantly affect our throughput success.

## **Part 4 - Project Research & Analysis**

### **J. Community Characteristics**

The City of Alameda is a well built-out urban/suburban community with a stable population of around 73,812 (2010 census) on Alameda, Bay Farm and Coast Guard islands. There are approximately 31,000 households. Demographics reveal a diverse population by age and race, with a median income above the Bay Area average.

Applying those human population statistics to formulas used by the Pet Food Manufacturers' Association, the owned dog-and-cat population is approximately 37,000, with various other species (bird and reptiles, in particular, and at least one pig) likely bringing the domestic animal population to roughly 40,000. There are also known colonies of feral cats of indeterminate number.

### **K. Shelter History Research – Annual Demand**

The Alameda Animal Shelter has typically hosted more than one-thousand animals annually, with recent recessionary pressures pushing that number to the 1,200-1,300 level. Animals arrive at the shelter via two primary routes: by stray pick-up from Animal Control patrols and by surrender of the

animals by owners, whose economic, health or interest circumstances no longer support their ownership. A smaller number are brought in by finders.

We believe that the vast majority of sheltered animals are Alameda-based, but recognize that some strays and others are dumped on the island by others – not-surprisingly. The Shelter’s reputation for compassionate care probably contributes to that number.

Canine intake is relatively even throughout the year, with spikes in the early summer (vacations and 4<sup>th</sup> of July escapees) and, remarkably, at year’s end (the “fresh starters” for whom there’s a special place in hell). Feline intake rises during the warmest months, known as “kitten season,” which duration appears to be lengthening every year. We anticipate a slow increase in fowl, as fashionable laying hen reach their less productive years, and may fall into the gap between “pet” and “dinner.”

Sheltered animals are often very young – puppies and kittens – and eight-or-more years old, with a healthy group of young-mature animals who may have outgrown their situations or were not adequately trained or adapted to them. As with most shelters, the bully breeds and their mixes are the largest single type of dog in the shelter; that said, there are many mixed breed canines that resemble these terriers, but are not.

## **L. Fund-raising Plan**

Fund-raising is comprised of 4 elements. Efforts in all of the elements are underway and have resulted in approximately \$170,000 in cash and pledges successfully raised by FAAS in 4 months. (Approximately \$25,000-\$30,000 was money FAAS raised previously when its goal was merely to supplement the Shelter budget) Another \$50,000, or more, is anticipated from the October 27th gala. FAAS expects to raise at least \$300,000 each year through these efforts, as led by the Development Director.

### **1. Individual Donors.**

A variety of methods are used to solicit donations from individuals. A large number of Alameda residents have already self-identified as supporters of the Animal Shelter and this has been the first target group for donation requests. Several lead donors have made significant contributions and pledges to FAAS. There have been several donations of over \$1,000 with three such donations in the \$10,000 range. This signifies major support among key donors.

Once the list of people who have adopted or reclaimed their pet from the Shelter is available to FAAS, those people will also be added to the solicitation list, as they all have first-hand experience with the shelter and are statistically more likely to donate. Volunteers have also distributed FAAS Flyers to stores, Vet Offices, Dr. Offices, schools and community centers throughout Alameda.

In addition to regular solicitations of prospective donors, a membership component will be initiated to both secure a readily identified source of revenue and to increase to the list of potential donors. The larger membership and donor lists will also be used as the basis for support for special event fundraising.

## **2. Corporate Donors.**

Local businesses have been exceptionally supportive in both supporting FAAS activities and in contributing funds and materials to FAAS efforts. Once firmly established, FAAS will be in a better position to solicit larger corporate entities associated with animal related services. Its status as a non-profit entity will position FAAS to solicit donations that businesses can capitalize on for marketing promotion and tax benefits.

## **3. Special Events.**

The early results of FAAS' special fundraising events have been very encouraging. These events include Mojito Monday's, Barbeques, Book Signings, Community Garage Sales, a large variety of events at Alameda and East Bay businesses. A special "After the Ball" gala is planned and expected to raise a significant amount for FAAS in late October. The gala will be an annual signature event. There will also be at least one other significant special event each year to raise funds and awareness.

## **4. Grants.**

As a non-profit, the Shelter will have more access to grants that are targeted for animal care facilities. Foundation and Corporate Grants will be pursued as a sustainable source of revenue. A professional grant writer has already initiated the grant process with several foundations and has also identified numerous other foundations that can be approached once the shelter is a separate non-profit organization. FAAS may be eligible for a variety of sustainability grants and equipment grants within the first year. Additional grants will be accessible as the organization's track record is established and verified by funders.

The shelter has already received funds from one of the nation's pre-eminent animal welfare foundations, Maddie's Fund, located in Alameda. It is anticipated that this foundation will continue its support of the shelter once FAAS has demonstrated its competence.

## **M. S.W.O.T Analysis**

Every business plan benefits from a specific consideration of internal Strengths to be employed, Weaknesses to be compensated-for, Opportunities and Threats to be pursued and anticipated, respectively, in the external environment. The FAAS Steering Committee has invested significant time and effort in such an exercise, as follows.

### **1. Strengths**

#### **I. Commitment to Save the Shelter**

Since the signing of the MOU, the Steering Committee and its four Working Groups have invested over 1,000 hours in meetings alone, and untold further commitments in preparation and "homework" to get to this point in our process. FAAS has met regularly with City officials to keep them apprised of our progress and direction. Although not quite committed in the ham-and-eggs sense (the chicken is involved; the pig is committed), the organization is "all-in," having devoted its best efforts and its treasury fully to this cause.

#### **II. Community Support**

Since the early Save Our Shelter demonstrations (which one official has called "the single most effective display of community participation ever seen around here"), FAAS has been gratified by

community support – both financial and emotional. Donations have flowed-in and volunteers have signed-up in good numbers. It seems likely that that support can be relied-upon and nurtured.

### **III. Strong Volunteer Base and Experience**

In addition to existing active Shelter volunteers, FAAS has signed up or received interest from over 100 others. They are eager but on-hold pending approval of the FAAS plan, and eventual take-over of responsibility for the Shelter operation.

### **IV. Infrastructure and Skills Predict Success**

Four members of the FAAS Steering Committee have directly applicable non-profit management experience, three in animal sheltering organizations. Others have brought depth of experience in business and decades of animal welfare advocacy in the Alameda community.

The physical plant, though not modern, is in reasonable shape to continue its successful service.

### **V. Existing Staff and Procedures – “It Ain’t Broke”**

Procedures are in-place that have demonstrated their value. Staff is experienced and will be encouraged to compete for similar jobs in the FAAS operation.

### **VI. Coalition: Humane Society of Alameda / Friends of the Alameda Animal Shelter**

Humane Society of Alameda has been a local force for animal welfare for over forty years, contributing money where it’s needed. FAAS is a more recently established organization formed to provide direct assistance to the City Shelter. The two groups have worked together effectively to bring this project forward; both will stay active in their respective ways after the Steering Committee’s work is concluded. That both groups have kept eyes on the prize and respected each other’s distinct approaches to the common goal has been a major source of progress.

### **VII. Great Mission**

It is clear from many different sources of evidence that animal welfare advocacy is in ascendancy across the US. Prop 2 on food animal conditions passed overwhelmingly, shelter deaths have fallen by 2/3 since the dawn of the No-Kill movement, and companion animals are broadly considered to be family members. This humane mission is in direct line with that movement.

### **VIII. Built-in Revenue Opportunities**

The Shelter operation does generate some revenue; it is likely that further monies can be generated by programs that might be undertaken eventually by the non-profit operation. Training and other outreach are prime candidates. Volunteers tend also to financially support causes to which they commit their time and effort.

### **IX. Closed System (Island) – Great Model**

Compared to most communities, Alameda’s natural barriers create a relatively closed system, especially as regards its companion animal residents. That raises opportunities to experiment with what can be done and applied elsewhere. Certain charitable funders have shown interest in funding demonstration projects. FAAS has the capability to move that ball, as a model for other communities.

### **X. Important Resource in Community**

FAAS believes that Alameda recognizes the value of a well-run local Shelter. That the community cares is a source of strength to take on a project such as this one.

#### **XI. Availability of Lists After Transition**

Every solicitor wants to segment the market into more or less likely supporters. FAAS believes that those who have patronized and benefited from the Shelter's operation in the past are among the likeliest future supporters. Availability of lists has been a concern; when the operation converts, they will be a useful source of good prospects not currently available in an organized way, nor readily compiled on the short notice FAAS has had.

### **2. Weaknesses**

#### **I. Not Enough Money**

From a standing start a few months ago, FAAS has to determine how to develop the capability to raise some \$300,000 during this time of economic recession, and then actually do it. The same fiscal pressures that have driven the City to seek a change animate this concern.

#### **II. Time Pressure**

The MOU was signed in June, 2011, against a November 1 due date for this plan. It's a lot to do in four months – a fact recognized by Chief Noonan in indicating that November 1 was not set in stone. 'nuf said, we're here.

#### **III. Loss of Staff / Withdrawal of Knowledge**

Because of both a change in the distribution of work within a non-profit, and the contrast in pay scales, it is likely that the Shelter will have some turnover of staff. With the employees who leave will go a wealth of experience. Transition planning will be critical, and incumbent employees will be invited to compete for opportunities the FAAS operation creates.

#### **IV. Sustainable, On-going Fund-raising Needed**

While the fund-raising focus has necessarily been on Year One, sustainability will depend importantly on developing capabilities to return to existing donors and cultivate new ones. Hence the need for a specific position whose function that is.

#### **V. Building Limitations and Maintenance Cost**

In some ways, the building is tired; in other ways it was built to a different era's concerns. Thus, it has some inherent limitations, it is relatively costly to maintain and it will need some upgrading and re-purposing.

"Cat room" does not show-off its residents very well Specifically, FAAS believes that the cat room is a candidate for early upgrade, the better to maintain the health of its tenants to potential new homes. It will need an early upgrade.

Euthanasia room vs. competing uses of space In prior eras, when most shelter killing had little to do with mercy, that space got a lot more use than it does now. Other places in the Shelter can be used, when necessary, to perform true euthanasia. That room also sends an unfortunate message to patrons of a Shelter FAAS believes should be a "shelter" and a place of renewal. It will need to be converted to another use.

Current use of shelter space and adoption-friendly environment Currently, get-acquainted space, and exercise places are severely limited. It will be important to consider expansions and alternatives.

#### **VI. Residential Setting of Shelter**

The Shelter building is set adjacent to relatively new residences, with further development under construction on the only route-in. FAAS anticipates that those residents will have concerns about the Shelter operation, including noise. While it's true that the shelter was there first, relationships with nearby neighbors will need to receive priority to address legitimate concerns.

#### **VII. Some New Systems**

The FAAS organization will need to develop many new-to-it systems to manage the shelter: animal care and adoptions, fund-raising, bill-paying and bookkeeping, volunteer training, etc. It will also need to come up to speed on existing systems, like Chameleon.

It will be a process of prioritizing, development (and shameless stealing from other willing non-profits), execution and continuous improvement.

#### **VIII. Dis-economies of Scale**

Alameda's shelter is adequate to the demands of the community, and small relative to other facilities elsewhere. There will be some functions that it is simply not practical to undertake, given that scale. FAAS is building relationships with other Bay Area animal welfare organizations in anticipation of networking with them for the greater good of the shared humane goals.

#### **IX. Lack of Current Training Programs**

Both staff and volunteer training programs will require development, starting during the transition process. Fortunately, resources exist to assist that development.

#### **X. Feral Cat Programs**

FAAS will need to develop effective and humane feral cat programs. Luckily, there are several local groups, including Fix our Ferals and ICRA with successful Trap Neuter Release programs and loads of expertise to draw on.

### **3. Opportunities**

#### **I. Adoption Events and Donations**

There are four local pet stores on the Island that host adoption events for rescue groups. These stores and other merchants will be approached to host adoption events in or near their locations for Shelter animals. Some merchants host shelter animals on long term bases, pending their adoption. Such events and setups may require forward planning, but they do represent a wonderful opportunity. Also, many of these merchants are potential sources of donations or sponsorships of special fund-raising events.

#### **II. Media Interest**

The Alameda experience is, FAAS believes, a harbinger of similar situations in other locales. As public funds grow scarce, animal services is a relatively attractive place to cut in favor of human needs.

There is likely to be some ongoing media interest in this experiment, which will likely serve to assist fund-raising opportunities.

### **III. Relationships, Partnerships with Rescue Groups**

Continued and expanded cultivation of rescues improves adoption opportunities for Alameda animals.

### **IV. Local Animal Advocacy Groups**

Several of the nation's leading animal advocacy organizations are in the Bay Area, including Maddie's Fund, the Marin and Peninsula Humane Societies, BADRAP and the No-Kill Advocacy Center. There are likely to be opportunities to draw on their support, expertise, staff talent and innovations – as technology works to help these facilities operate as a network, rather than separate points of light.

### **V. Grants & Alameda's Unique Setting**

As above, there are foundations like PetSmart Charities that like to fund projects that can yield useful conclusions, for possible application more broadly. Alameda's setting makes it a good candidate for such demonstration projects.

### **VI. School Volunteers**

Youngsters seem to have a particular affinity for animals, and an innate sense of their intrinsic value. That bond can be useful in drawing age-appropriate volunteers to Shelter work.

### **VII. College of Alameda Volunteers and Vocational Programs**

There may be bases for exchanges with local colleges, for special projects, volunteers and vocational work. They will be pursued down-the-road.

### **VIII. Talented Professionals for Board**

This community is awash in professional talent that may be brought to bear on FAAS Shelter needs. FAAS intends to tap into it, to the benefit of all, especially the animals in FAAS' care.

### **IX. Expanded Service Offerings**

The Shelter could be leveraged to expand its service to Alameda with animal training, adoption counseling, adoption selection and others. These services could expand the donor and fund-raising pool as well.

### **X. Strong Sense of Alameda Community**

FAAS predicts that Alamedans' strong sense of community identity will generally lead residents to support the Shelter differentially vs. other communities' support of similar institutions. It also bodes well for volunteering and fund-raising.

### **XI. Veterinary Community**

Alameda has a large number of Veterinarians, which have largely been an untapped resource for the Shelter. This represents plentiful opportunities for partnering, fund-raising, service offerings, adoption events and more.

### **XII. Greater Bay Area Concern for Animals**

FAAS has received support from outside the island, and as far away as Sacramento.

## **4. Threats**

### **I. Current Political Climate**

As has been demonstrated by the need for this project, animals do not fare well in the City's current policy priorities. Animal welfare has low priority when human needs abound. It will be important to demonstrate the community's ongoing support for the Shelter operation, and to seek a long term contractual commitment to a sum-certain for funding.

### **II. City Funding Collapse**

In extreme circumstances, the City might seek relief from its funding obligations. FAAS does not foresee such circumstances as likely, but they have occurred elsewhere. Such a situation would force a drastic curtailment in shelter services.

### **III. Competition for Dollars**

Good causes abound and needs are many. The FAAS Shelter will need to keep itself in the forefront of community attention via outreach and excellent service.

### **IV. Natural Disasters**

Earthquakes, fire and flooding are natural disasters to which the Bay Area is prone. The FAAS shelter must have plans for both its own operation in difficult times, and also how it will cope with the heightened demand that such calamities bring.

### **V. Contagion**

Parvo and other diseases can decimate a shelter whose animals are already inherently stressed by their situations. The FAAS Procedures Manual contains both prevention and contingencies coverage to minimize consequences.

### **VI. Liability Issues**

Incidents involving animals under care are not uncommon in shelters, from scratches to serious bite injuries. Prevention, strong response and appropriate insurance coverage are all parts of the FAAS plan.

### **VII. Negative Publicity**

Incidents associated with shelter, staff or organization that generate negative publicity can damage the Shelter's reputation, turn off donors and volunteers. As above, preventive training and well-understood standards of behavior, and candid, appropriate responses are keys to minimizing untoward consequences.

### **VIII. "Year 2" Issues: Compassion Fatigue**

The community is stretching this year to save its shelter. FAAS cannot become perceived as a constant harangue for handouts. Fund-raising planning must take into account the ongoing needs of the shelter and renew donors' interest.

### **IX. Building Gets Sold**

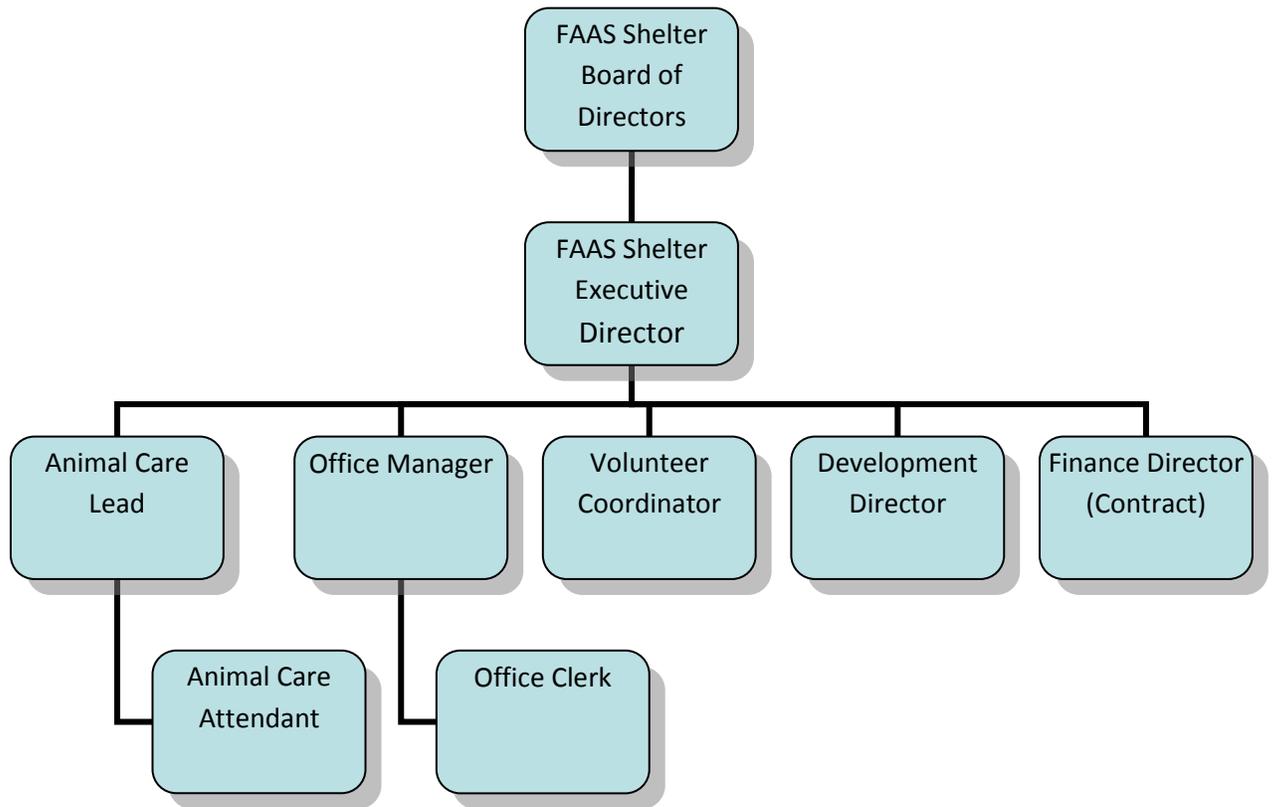
At some point, the building may need to be sold for other purposes. It is important that the FAAS planning account for that possibility.

## Part 5 - Organization & Management

### N. Legal Structure

Friends of the Alameda Animal Shelter is CA non-profit corporation, which holds 501c3 designation from the IRS and is thus eligible to receive tax-deductible donations from individual and institutions that support its work and the Mission set forth above. FAAS shall devote its best efforts to ensuring the successful pursuit of the Mission. Maximizing the welfare of the animals under our care is the prize for our efforts, and all eyes are on it.

### O. Organization Chart



#### 1. Position Descriptions

Newly minted descriptions for each position are included in Part 7 Appendix, Section Z.

### P. Volunteer Positions

Volunteers will be used in expanded roles for the shelter. This is a partial list of the positions volunteers will be used in:

Meet & Greeters  
Dog Walkers  
Animal Socializers  
Cat Companions  
Dog Bathers

Dog Trainers  
Kennel Cleaners  
Yard Maintenance  
Office Cleaners  
Building Upkeep/Improvements

Fund-raising  
Event Volunteers

Bookkeeping  
Office Volunteers

**Q. Board of Directors**

The FAAS Board is comprised of the following Directors:

Nancy Evans-Bianchi, President  
Alison Botts, Vice President  
Chuck Bianchi, Treasurer  
Heather Lyn Wood, Secretary  
Christine Flaningam, Member-at-Large  
Cindy Shelby, Member-at-Large  
Tom Hyland, Member-at-Large  
Janet Davis, Member-at-Large  
John Lipp, Member-at-Large

**R. Operations Manual Synopsis**

The Operations Manual is a compilation of best practices of various animal shelters, starting from the existing Alameda Animal Shelter manual. A full copy of the Operations Manual is in Part 7 Appendix, Section AA.

**S. Transition Plan and Timeline**

June – October	Develop plans, fund-raising underway
End of October	Reach agreement with City on Lease & annual funding
November	Appoint search committee, circulate position descriptions, hire staff
December	Transition month, cross-train staff, train on Ops Manual
January 1, 2012	Shelter operates as non-profit under FAAS

A detailed Transition Plan and Timeline is included in Part 7 Appendix, Section Y.

## **Part 6 – Financials**

**T. Pro Forma Budget for Calendar Year 2012**

The annual budget starts from numbers contained in the City FY 2011 budget, and makes allowances for differences between a public and privately-run shelter operation. It is essentially balanced at just under \$600,000 in expenses, vs. the \$934,000 in the FY 2011 City budget. The City thus saves some \$634,000, with the community also picking up a significant portion of the total cost.

As to Revenue, it is divided evenly between City support and privately raised funds, at \$300,000 each.

As to Expenses, FAAS has been guided by the ongoing budget items for all except Overheads and personnel costs. As such, much of the savings in the FAAS Plan are personnel-related, and are offset by fund-raising and volunteer costs.

**Alameda Animal Shelter : FAAS Budget Summary, 2012**

<u>REVENUE</u>	<u>FY FAAS Budget</u>
Donations, Grants, Fees	\$ 300,000
City support	\$ 300,000
<b>TOTAL Revenue</b>	<b>\$ 600,000</b>

<u>EXPENSES</u>	
<b>Personnel</b>	
Regular Pay	\$ 264,000
OT	\$ 26,400
Workers Comp	\$ 22,400
<u>Benefits</u>	<u>\$ 66,000</u>
<b>SubTotal Personnel</b>	<b>\$ 378,800</b>
<b>Supplies</b>	
Feed	\$ 15,000
Forms	\$ 7,000
Misc Op Supplies	\$ 6,500
Janitorial, Mtnce	\$ 4,950
Animal Meds, Treatment	\$ 11,000
Office, Copy Supp	\$ 5,100
Uniforms	\$ 1,500
Recruitment	\$ 2,500
Volunteers, Fund-raising	\$ 13,400
<b>Subtotal Supplies</b>	<b>\$ 66,950</b>
<b>Services</b>	
Contracts	\$ 35,000
Spay/Neuter	\$ 22,000
Electricity	\$ 13,000
Gas	\$ 10,500
Postage	\$ 8,000
IT, Mtnce Contracts	\$ 5,320
Cell Phones/Internet	\$ 3,000
Water	\$ 2,500
Sewer	\$ 2,000
Memberships	\$ 1,500
Equip Repair Svcs	\$ 2,500
Mtgs/Conf	\$ 1,000
Landline	\$ 1,200
Mobility	\$ 3,700
<u>Bank Merchant Svcs</u>	<u>\$ 1,200</u>
<b>Subtotal Services</b>	<b>\$ 112,420</b>
<b>Capital, Equipment, Contingency</b>	
Equip Replacement	\$ 7,000
Risk Mgmt Charges	\$ 11,500
Washer/Drier/Freezer Lease	\$ 4,000
Computer Charges	\$ 9,500
<u>Contingency Fund</u>	<u>\$ 5,000</u>
<b>Subtotal Capital Chgs</b>	<b>\$ 37,000</b>
<b>TOTAL EXPENSES</b>	<b>\$ 595,170</b>
<b>Revenue</b>	<b>\$ 600,000</b>
<b>Expenses</b>	<b>\$ 595,170</b>
<b>Surplus or Deficit</b>	<b>\$ 4,830</b>

## U. Pro Forma Budget Projections - 5 Years

It is anticipated that the Shelter's operations will be relatively stable over a five-year horizon, absent some fundamental change like a move of the operation, new and currently unanticipated legislation or some natural calamity. Any service expansions will need to be budget-neutral, or self-sustaining. FAAS anticipates, therefore, that expenditures of public funds will increase, if at all, via general economic inflation. We assume a 3% average inflation rate, taking the fifth-year total expenditures to \$670,000, and the City's share to \$335,000.

## V. Cash Flow Projection 2012

The annual budget, by month, is an attempt to anticipate revenue and expenditures over a one-year cycle, some of which are smooth (payroll), and others are episodic (insurance premiums). The Shelter must maintain a positive balance in its accounts, a particular challenge in the first year of operation. Further, the monies flow, rather than arrive at discrete intervals, and at some point FAAS fund-raising must turn their attention to Year Two financing. Thus, this analysis assumes that FAAS will commence operations with \$100K in the bank, and will receive infusions from the City one the first day of each quarter. As you will see, the bank balance will vary markedly during the year, but it ends up roughly cash-neutral for the period. Of course, this initial year will be an adventure, and FAAS will bend every effort toward careful stewardship of funds, maximizing revenue opportunities and smoothing out the money flows in general.

Alameda Animal Shelter : FAAS Pro Forma Budget, 2012, by Month																
REVENUE	FY FAAS Budget	Opening Balance	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	
Donations, Grants, Fees	\$ 300,000		\$ 7,000	\$ 9,000	\$ 14,000	\$ 21,000	\$ 32,000	\$ 22,000	\$ 22,000	\$ 32,000	\$ 22,000	\$ 67,000	\$ 26,000	\$ 26,000	\$ 300,000	
City support	\$ 300,000	\$ 75,000				\$ 75,000			\$ 75,000			\$ 75,000			\$ 300,000	
<b>TOTAL Revenue</b>	<b>\$ 600,000</b>		<b>\$ 82,000</b>	<b>\$ 9,000</b>	<b>\$ 14,000</b>	<b>\$ 96,000</b>	<b>\$ 32,000</b>	<b>\$ 22,000</b>	<b>\$ 97,000</b>	<b>\$ 32,000</b>	<b>\$ 22,000</b>	<b>\$ 142,000</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>	<b>\$ 600,000</b>	
<b>EXPENSES</b>																
<b>Personnel</b>																
Regular Pay	\$ 264,000		\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 264,000	
OT	\$ 26,400		\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 26,400	
Workers Comp	\$ 22,400		\$ 11,200						\$ 11,200						\$ 22,400	
Benefits	\$ 66,000		\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 66,000	
<b>SubTotal Personnel</b>	<b>\$ 378,800</b>		<b>\$ 40,900</b>	<b>\$ 29,700</b>	<b>\$ 40,900</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 378,800</b>					
<b>Supplies</b>																
Feed	\$ 15,000		\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000	
Forms	\$ 7,000		\$ 5,000					\$ 2,000							\$ 7,000	
Misc Op Supplies	\$ 6,500		\$ 1,000	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,500	
Janitorial, Mtce	\$ 4,950		\$ 413	\$ 412	\$ 412	\$ 413	\$ 413	\$ 412	\$ 412	\$ 413	\$ 413	\$ 412	\$ 412	\$ 413	\$ 4,950	
Animal Meds, Treatment	\$ 11,000		\$ 917	\$ 917	\$ 917	\$ 916	\$ 917	\$ 917	\$ 916	\$ 917	\$ 917	\$ 916	\$ 916	\$ 917	\$ 11,000	
Office, Copying Supp	\$ 5,100		\$ 900	\$ 200	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 5,100	
Uniforms	\$ 1,500		\$ 1,000				\$ 500								\$ 1,500	
Recruitment	\$ 2,500		\$ 2,500												\$ 2,500	
Volunteers, Fund-raising	\$ 13,400		\$ 2,000	\$ 640	\$ 640	\$ 640	\$ 640	\$ 640	\$ 640	\$ 640	\$ 5,000	\$ 640	\$ 640	\$ 640	\$ 13,400	
<b>SubTotal Supplies</b>	<b>\$ 66,950</b>		<b>\$ 14,980</b>	<b>\$ 3,919</b>	<b>\$ 4,119</b>	<b>\$ 4,119</b>	<b>\$ 4,620</b>	<b>\$ 4,119</b>	<b>\$ 6,118</b>	<b>\$ 4,120</b>	<b>\$ 8,480</b>	<b>\$ 4,118</b>	<b>\$ 4,118</b>	<b>\$ 4,120</b>	<b>\$ 66,950</b>	
<b>Services</b>																
Contract	\$ 35,000		\$ 2,917	\$ 2,917	\$ 2,917	\$ 2,916	\$ 2,917	\$ 2,917	\$ 2,917	\$ 2,916	\$ 2,917	\$ 2,917	\$ 2,916	\$ 2,916	\$ 35,000	
Spay/Neuter	\$ 22,000		\$ 1,833	\$ 1,833	\$ 1,834	\$ 1,833	\$ 1,833	\$ 1,834	\$ 1,833	\$ 1,833	\$ 1,834	\$ 1,833	\$ 1,833	\$ 1,834	\$ 22,000	
Electricity	\$ 13,000		\$ 1,300	\$ 1,300	\$ 1,000	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 1,000	\$ 1,300	\$ 1,300	\$ 1,300	\$ 13,000	
Gas	\$ 10,500		\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 10,500	
Postage	\$ 8,000				\$ 2,000			\$ 2,000			\$ 2,000			\$ 2,000	\$ 8,000	
IT, Mtce Contracts	\$ 5,320		\$ 1,330			\$ 1,330		\$ 1,330			\$ 1,330			\$ 1,330	\$ 5,320	
Cell phones/Internet	\$ 3,000		\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 3,000	
Water	\$ 2,500		\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 2,500	
Sewer	\$ 2,000		\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 2,000	
Memberships	\$ 1,500		\$ 1,000					\$ 500							\$ 1,500	
Equip Repair Svcs	\$ 2,500		\$ 300	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,500	
Mtgs/Conf	\$ 1,000					\$ 400						\$ 600			\$ 1,000	
Landline	\$ 1,200		\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200	
Mobility	\$ 3,700		\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 312	\$ 3,700	
<b>Bank Merchant Svcs</b>	<b>\$ 1,200</b>		<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 1,200</b>										
<b>Subtotal Services</b>	<b>\$ 112,420</b>		<b>\$ 10,688</b>	<b>\$ 8,258</b>	<b>\$ 9,959</b>	<b>\$ 9,587</b>	<b>\$ 7,858</b>	<b>\$ 9,859</b>	<b>\$ 9,688</b>	<b>\$ 7,857</b>	<b>\$ 9,959</b>	<b>\$ 10,188</b>	<b>\$ 8,257</b>	<b>\$ 10,262</b>	<b>\$ 112,420</b>	
<b>Capital, Equipment, Contingency</b>																
Equip Replacement	\$ 7,000		\$ 2,000			\$ 2,000			\$ 2,000			\$ 1,000			\$ 7,000	
Risk Mgmt Charges	\$ 11,500		\$ 6,000					\$ 5,500							\$ 11,500	
Washer/Dryer/Freezer	\$ 4,000		\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 337	\$ 4,000	
Computer Charges	\$ 9,500		\$ 3,000	\$ 3,000				\$ 3,500							\$ 9,500	
Contingency Fund	\$ 5,000				\$ 2,000			\$ 2,000					\$ 1,000		\$ 5,000	
<b>SubTotal Capital Chgs</b>	<b>\$ 37,000</b>		<b>\$ 11,333</b>	<b>\$ 3,333</b>	<b>\$ 2,333</b>	<b>\$ 2,333</b>	<b>\$ 333</b>	<b>\$ 2,333</b>	<b>\$ 11,333</b>	<b>\$ 333</b>	<b>\$ 333</b>	<b>\$ 1,333</b>	<b>\$ 1,333</b>	<b>\$ 337</b>	<b>\$ 37,000</b>	
<b>TOTAL EXPENSES</b>	<b>\$ 595,170</b>		<b>\$ 77,901</b>	<b>\$ 45,210</b>	<b>\$ 46,111</b>	<b>\$ 45,739</b>	<b>\$ 42,511</b>	<b>\$ 46,011</b>	<b>\$ 68,039</b>	<b>\$ 42,010</b>	<b>\$ 48,472</b>	<b>\$ 45,339</b>	<b>\$ 43,408</b>	<b>\$ 44,419</b>	<b>\$ 595,170</b>	
Cash Flow +/-	\$ (595,170)		\$ 4,099	\$ (36,210)	\$ (32,111)	\$ 50,261	\$ (10,511)	\$ (24,011)	\$ 28,961	\$ (10,010)	\$ (26,472)	\$ 96,661	\$ (17,408)	\$ (18,419)		
Operating Balance, Cumulative			\$ 4,099	\$ (32,111)	\$ (64,222)	\$ (13,961)	\$ (24,472)	\$ (48,483)	\$ (19,522)	\$ (29,532)	\$ (56,004)	\$ 40,657	\$ 23,249	\$ 4,830		
Bank balance, Cumulative		\$ 100,000	\$ 104,099	\$ 67,889	\$ 35,778	\$ 86,039	\$ 75,528	\$ 51,517	\$ 80,478	\$ 70,468	\$ 43,996	\$ 140,657	\$ 123,249	\$ 104,830	to 2013	

**W. Financial Assumptions**

City support for ½ of shelter operations, estimated at \$300,000, paid in quarterly increments, with a settle-up to the one-half share in the first quarter of Year Two.

Analysis assumes no fundamental worsening of economic conditions that would raise demand for shelter services, while reducing the community's capacity to support the Shelter.

Analysis assumes no fundamental change to tax laws that would have the effect of discouraging charitable giving.

Inflation assumed at 3% a year. City support will increase each year by this amount.

## **Part 7 – Appendix**

### **X. Transition Plan and Timeline**

The detailed Transition Plan and Timeline will be provided once an agreement is in place between FAAS and the City.

## **Y. Position Descriptions**

The Position Descriptions follow.

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**FAAS Alameda Animal Shelter**  
**Executive Director**

**\$ 60,000.00 Yearly (FLSA exempt)**

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**Definition**

Under the general guidance and supervision of the FAAS Board of Directors, has primary responsibility for planning, directing and overseeing the general management functions at the Animal Shelter; ensuring that the Mission is achieved in all its dimensions, via strategic planning, management and successful execution of policies and plans.

**Supervision Exercised**

Supervises all staff and volunteers.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an exhaustive list.

Essential duties and job responsibilities include the following:

**Humane Care and Shelter for animals in need**

1. Oversee the care provided for the animals that come under the protection of the Shelter and ensure their humane treatment.
2. Implement short and long term strategies to address pet overpopulation in Alameda that responsibly reduce intake, increase adoptions, improve animal care, provide behavior and medical rehabilitation, encourage spaying and neutering, and help pets stay with their responsible caretakers.
3. Ensure responsible pet care through cooperation with enforcement of public compliance with animal care and control regulations, including nuisance, animal licensing, public safety, and animal cruelty laws.

**Program Development and Administration**

4. Plan, organize, coordinate, review, evaluate, and direct the implementation of programs providing animal care and control services to the general public and other animal welfare agencies.
5. Direct through subordinate supervisors, the administration of such programs including, but not limited to: shelter management, adoptions, veterinary services, animal control, and animal welfare education.
6. Develop, interpret, and implement policies and procedures in relation to animal care and control programs; plan means of service delivery; develop multi-year plan for the direction of overall animal care and control activities for the City.
7. Ensure that the Shelter organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
8. Maintain a working knowledge of significant developments and trends in the animal welfare and animal control

fields.

### **Communications**

9. Work with representatives of other animal welfare organizations, non-profit organizations, businesses, and community groups to develop and implement collaborative programs and services, to aid in overall Shelter goals.
10. Provide direction and technical advice and assistance to Alameda city agencies, community and volunteer groups, animal welfare organizations, and the general public.
11. Oversee marketing and publicity for the organization's activities, programs, and goals.
12. Define animal care and control program role in variety of health, education and public safety initiatives, as well as improving overall quality of life in the City.

### **Staff Management and Development**

13. Be responsible for overseeing the recruitment, employment, direction, retention, review, management and release of all personnel, both paid staff and volunteers.
14. Ensure that job descriptions are developed and updated as needed, that regular performance evaluations are conducted, that motivation systems are utilized and that sound human resource practices are in place that abide by local, state and federal law.
15. Analyze the organization's structure, staff responsibilities and staff response to demands for animal care and control services.
16. Expand existing programs and services, and develop new programs and services to meet changing demands.
17. Develop and implement initiatives intended to change and improve employees' provision of service to, and interaction with the public.
18. Communicate Shelter policy and philosophy concerning provision of service and relationship with the public to Shelter employees.
19. Participate in and lead interagency teams formed to develop programs, policies and solutions to specific problems.
20. Maintain a climate which attracts, retains, and motivates a diverse staff of top quality people by encouraging career development, continuing education, and professional growth for staff administrators, shelter employees, and others who support and promote the mission and goals of the agency.

### **Budget and Finance**

21. Be responsible for developing and maintaining sound financial practices.
22. Prepare financial reports, budgets and summaries, submit budgets for approval, and monitor compliance of

expenditures within approved budgetary constraints.

23. Determine staffing needed to provide exemplary service delivery by the Shelter.

24. Meet with employees regarding obligations, grievances, and staff accountability.

### **Compliance with Laws, Regulations, Policies, and Guidelines**

25. Understand and implement operations in compliance with current federal, state, county, and local laws, regulations, and guidelines that affect operations.

26. Oversee record keeping practices for legally compliant adoptions, staff personnel files, budgetary accountability, and all other functions.

27. Maintain official records and documents.

28. Perform all tasks with utmost regard for personal, animal, volunteer and public safety.

### **Knowledge, Skills and Abilities**

[need to develop these]

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

1. Education: A BS or BA is required in Business, Public Relations, Communications, Public Administration, Public Health, Veterinary or Animal Sciences, Law, or a closely related field is preferred.

2. Experience: A minimum of five years experience in either senior management of an animal shelter or animal control facility and experience in a supervisory position with transferable skills such as

business, law veterinary medicine, communications, public administration or other related field. Experience working in a union environment helpful, but not required.

3. Physical Requirements: Allergic conditions which would be aggravated with handling or working with animals may be a disqualification.

4. Compassion: Affection for animals, concern for their welfare and a willingness to accommodate animals in the work place.

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**FAAS Alameda Animal Shelter**

**Animal Care Lead**

**\$18.00/hour (FLSA non-exempt)**

---

**Definition**

Under the general direction of the Executive Director, exercises primary responsibility for planning, directing and overseeing the kennel operation of the Animal Shelter; ensuring the humane handling and care of shelter animals, and safe, sanitary and secure facilities for shelter animals and the public.

**Supervision Exercised**

Supervises Animal Care Attendants and volunteers.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.

1. Plans, directs and oversees the operation of the Animal Care Areas of the Shelter: ensures the safe and humane handling, kenneling and identification of all animals; ensures provision of food, water and proper care for all shelter animals; ensures that all kennels, wards, cages, equipment, runs and other areas of the facility are cleaned and disinfected in order to maintain a healthy, clean, safe and sanitary facility for shelter animals and the public.
2. Assesses productivity, sets goals and establishes work-related priorities for Animal Care Attendants; identifies and implements solutions to problems which develop in kennel facilities; assists in the development of policies and procedures for the Shelter; coordinates work with other divisions.
3. Schedules, assigns, and oversees the work of assigned staff and volunteers; trains, evaluates, counsels and disciplines staff; promotes a humane and caring attitude toward animals; completes and presents performance appraisals; leads Animal Care Group meetings; monitors staff interaction with volunteer programs.
4. Establishes and maintains contacts with City Animal Control personnel in relation to the functions of the Animal Care Areas; oversees the transport of selected animals to wildlife rehabilitation and occasionally for breed rescue and foster families.
5. Assists in developing and implementing a comprehensive disease prevention program; oversees basic health screening of all animals, including those that are isolated or quarantined, for signs of illness or unusual behavior; takes appropriate action and reports significant problems to Executive Director; monitors Animal Care staff performing treatment procedures, vaccination, and FIV/Felv testing of shelter animals.
6. Evaluates animals, performs regular behavioral assessments via established protocol, and participates in selection of animals for availability, rescue, adoption, transfer or euthanasia in accordance with established laws, Shelter policy and procedures; schedules spay/neuter surgeries; arranges euthanasia upon final approval.
7. Ensures availability of animal care supplies, food, office supplies and equipment, including ordering supplies, food and equipment, and maintaining contacts with outside vendors.
8. Ensures maintenance of accurate and legible case files and records for each animal in the shelter; uses a computer to input, update and access information regarding shelter animals and to produce written documents.
9. Provides information and assists members of the public who are relinquishing animals or in search of lost or adoptable pets; discusses and educates public on adoptions of domestic animals; interprets and explains laws, procedures and policies for subordinate staff and the public; answers questions and resolves problems as they arise.

10. Participates in management functions, including weekly management team meetings, special events and representing the department in the media if necessary.

11. Performs all duties with highest regard for personal, animal, volunteer and public safety.related duties as required.

### **Knowledge, Skills and Abilities**

Knowledge of: principles and practices of supervising, training and evaluating staff; methods for safe, effective and humane handling and restraint of a variety of animals, including animals which may be ill, injured, quarantined, aggressive or difficult to control and wild animals such as snakes, skunks, pigeons and raccoons; physical and behavioral characteristics of different species and breeds of animals; occupational hazards and safety precautions for working with impounded animals; safe and effective methods and procedures for industrial cleaning and sanitation of kennels and other areas; techniques of administering vaccinations by injection; first aid techniques and symptoms of diseases common to domestic animals and wildlife.

Ability to: plan, direct, schedule and oversee the operation of the Animal Care Division; assess productivity and set goals; coordinate work with other divisions; supervise, evaluate, train, counsel and discipline assigned personnel in the safe and humane care of impounded animals and cleaning of kennel facilities; effectively prioritize multiple tasks for self and others; work effectively under pressure, react quickly in emergency situations; learn laws and regulations governing the licensing, quarantining, impounding, care and disposal of animals; analyze information in order to identify and implement solutions to problems which develop in kennel facilities and assist in the development of policies and procedures to address these issues; deal courteously and effectively with staff, representatives of other departments and agencies, vendors, and members of the general public from a variety of cultural and socioeconomic backgrounds, including individuals who may be angry, hostile or distraught and/or in violation of the law; establish and maintain effective, cooperative and professional working relationships; speak clearly and effectively in order to give instructions and communicate work-related information to individuals and groups in a manner that is appropriate to the audience; listen and effectively elicit information; prepare clear and effective written instructions, memos, correspondence and reports; use a computer to access, input and retrieve work-related information and to prepare written documents.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

1. Two years demonstrated hands-on experience as an animal care attendant or kennel attendant in an animal shelter, including one year training and supervising the work of staff; OR

2. Three years verifiable hands-on experience in the care, feeding and/or handling of animals in a facility that cares for and houses animals (e.g. veterinary hospital, boarding or pet day care facility, or pet store), working principally with dogs and cats, including two years training and supervising the work of staff.

Substitution: 30 semester/45 quarter units of coursework in an animal husbandry, veterinary science or a related program at an accredited college or university may substitute for one year of non-supervisory experience for #2.

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**FAAS Alameda Animal Shelter**

**Animal Care Attendant**

**\$ 10.00 Hourly Part-time/(FLSA non-exempt)**

**Definition**

Under direct supervision, the Animal Care Attendant maintains safe and sanitary facilities for shelter animals and the public, and provides humane handling and care to shelter animals.

**Supervision Exercised**

None

**Examples of Important and Essential Duties**

The duties specified below are representative of the duties assigned to this class and are not intended to be an inclusive list.

1. Cleans and disinfects kennels, wards, cages, equipment, runs and other areas of the facility with appropriate cleaning agents in order to maintain a healthy, clean, safe and sanitary facility for shelter animals and the public; performs general janitorial duties as required.
2. Humanely handles and kennels all animals and identifies shelter animals with appropriate tags or bands before kenneling, including animals which may be ill, injured, quarantined, aggressive or difficult to control and wild animals such as snakes, skunks, pigeons and raccoons.
3. Provides food, water and proper care for all shelter animals by adhering to schedules and protocols within departmental policy.
4. Monitors all animals, including those that may be isolated or quarantined, for signs of illness or unusual behavior; makes notations and promptly reports information regarding health and behavior of animals to the Animal Care Supervisor.
5. Maintains accurate and legible case files and records for each animal in the shelter; uses a computer to input, update and access information regarding shelter animals and to produce written documents.
6. Provides information and assists members of the public, including individuals who may be angry, hostile or distraught, in search of lost or adoptable pets according to established laws and shelter procedures. Works with volunteers and staff to ensure a positive and professional environment in the shelter.
7. Exercises shelter animals and observes their behavior to assist and determine their health and well-being.
8. May assist management, the Veterinary Medical staff and other individuals, in animal husbandry, surgery or related procedures, as required by law and shelter policy.
9. Performs related duties as required.
10. Performs all tasks with utmost regard for personal, animal, volunteer and public safety.

## Knowledge, Skills and Abilities

Knowledge of: Industrial cleaning and sanitation, including safe and effective mixture and use of various cleansing agents and chemical compounds; methods for safe and humane handling and restraint of a variety of animals.

Ability to: Deal courteously and effectively with co-workers, staff, volunteers and members of the general public from a variety of cultural and socioeconomic backgrounds, including individuals who may be angry, hostile or distraught; maintain effective, cooperative and professional working relationships; speak clearly and effectively, listen and elicit information in order to communicate work-related information; read and understand written instructions, procedures and memos; accurately document information in case records and files; prioritize and complete routine assignments with minimal direct oversight and within established timeframes; learn the characteristics of different species and breeds, symptoms of common animal diseases, animal first aid techniques and identification of symptoms which may necessitate medical attention; learn to use a computer to access, input and retrieve work-related information; bend, stoop, stretch, and crawl in the performance of assigned duties; lift and carry objects and equipment weighing up to 75 pounds; perform general labor duties for extended periods of time.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

## Experience and Training

1. Six (6) months (1000 hours) verifiable experience as an Animal Care Attendant or Kennel Attendant in an animal shelter; OR
2. Six (6) months (1000 hours) verifiable hands-on professional or volunteer experience in the care, feeding and/or handling of animals in a facility that cares for and/or houses animals (e.g. veterinary hospital, boarding or pet day care facility, or pet store), working principally with dogs and cats; OR
3. 30 semester or 45 quarter units of coursework in an animal husbandry, veterinary science or a related program at an accredited college or university.

Working conditions: exposure to strong and/or unpleasant odors, including those from animal excrement, cleaning agents and chemical compounds, and frequent exposure to noise.

Prepared by TFC 09242011

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**FAAS Alameda Animal Shelter**

**Shelter Office Manager**

**\$ 20.00Hourly /\$40,000 Yearly (FLSA non-exempt)**

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**Definition**

Under the general direction of the Executive Director, oversees the office and customer service functions of the Animal Shelter and related clerical, general office and record-keeping functions, and supervises office staff engaged in providing services to the public and information regarding animals and the services of the Shelter.

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**Supervision Exercised**

Supervises assigned clerical staff.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an exhaustive list.

1. Plans, directs and oversees the customer service and office functions of the Shelter: ensures that the public is courteously and effectively assisted at the Shelter when requesting information, as well as when surrendering, adopting and/or redeeming companion animals, in accordance with laws and FAAS procedures; ensures that clear and accurate information is provided, both in the Shelter office, on the telephone and on-line, to members of the public.
2. Ensures and monitors the effective and empathetic provision of information and assistance to members of the public who are relinquishing animals or in search of lost or adoptable pets; educates the public about animal issues and responsible pet ownership and promotes a humane and caring attitude towards animals; answers questions and resolves problems, including those involving hostile, irate or distressed members of the general public in a tactful and effective manner; interprets and explains laws, procedures and policies to subordinate staff and the public both verbally and in writing; and revises and produces institutional and informational forms for shelter programs and service areas.
3. Supervises, assesses, sets goals and establishes work-related priorities for Shelter office; identifies and implements solutions to problems that arise in office and customer service operations; assists in the development of policies and procedures; and coordinates work with others.
4. Schedules, assigns, and oversees the work of assigned staff; trains, evaluates, counsels and disciplines staff; promotes a humane and caring attitude towards animals; completes and presents performance appraisals.
5. Establishes and maintains contacts with Alameda City Animal Control and outside groups and agencies in relation to the functions of the Shelter.
6. Ensures preparation and maintenance of accurate and legible files and records; uses a computer to input, update and access information regarding shelter animals and to produce written documents.
7. Supervises the issuance of dog licenses and citations and the collection of fees; oversees daily reconciliation of receipts for accounting purposes.
8. Ensures availability of office supplies and equipment, and adequate supply of booklets, information sheets and other printed information for the public; orders supplies and equipment; ensures that all office equipment is kept

in good working order and arranges for repair of office equipment; and maintains contacts with outside vendors.

9. Receives, records and relays requests for services from the public to appropriate personnel.

10. Participates in management functions, including regular management team meetings, special events and representing the department in the media if needed.

11. Performs all tasks with utmost regard for personal, animal, volunteer and public safety.

### **Knowledge, Skills and Abilities**

Knowledge of: principles and practices of supervising, training and evaluating staff; standard office and customer service practices and procedures.

Ability to: plan, direct, schedule and oversee the operation of the Shelter office; assess and set goals for supervised personnel; coordinate work with others; supervise, evaluate, train, counsel and discipline assigned personnel in the performance of customer service and standard office procedures; effectively prioritize multiple tasks for self and others; work effectively under pressure; use good judgment and maintain composure in difficult and/or sensitive situations; respect right of privacy, maintain confidentiality and exercise tact and sensitivity; learn laws and regulations governing the licensing, quarantining, impounding, care and disposal of animals; learn animal shelter procedures; learn physical and behavioral characteristics of different species and breeds of animals; analyze information in order to identify and implement solutions to problems which develop in the shelter office and in the delivery of customer service, and to assist in the development of policies and procedures to address these issues; deal courteously and effectively with representatives of City, agencies, vendors, staff and members of the general public from a variety of cultural and socioeconomic backgrounds, including individuals who may be angry, hostile or distraught and/or in violation of the law; remain calm and impartial in frustrating and/or confrontational situations; maintain effective, cooperative and professional working relationships; speak clearly and effectively in order to give instructions and communicate work-related information to individuals and groups in a manner that is appropriate to the audience; listen and effectively elicit information; prepare clear and effective written instructions, memos, correspondence and reports; operate radio equipment in conformance with FCC regulations regarding law enforcement agencies; use a computer to access, input and retrieve work-related information and to prepare written documents; make arithmetic computations in order to reconcile daily receipts for accounting purposes.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

High school diploma via regular or GED, and

Five years experience providing customer services and information in an animal care and control operation or a related animal welfare/protection facility, including one year training and supervising the work of staff, or

Two years experience providing extensive face-to-face customer service in an office or facility other than an animal care and control or animal welfare/protection facility may be substituted for one year of non-supervisory experience in 1 above.

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## FAAS Alameda Animal Shelter

### Office Clerk

**\$10.00 Hourly / \$20,800 Yearly (FLSA non-exempt)**

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#### Definition

Under immediate supervision, performs routine clerical, general office work and related duties as required. Essential functions include: maintaining routine office records; indexing and extracting materials; opening, sorting and distributing incoming mail; processing outgoing mail; ordering materials and supplies; maintaining routine inventory records; performing routine cash, check and credit card transactions; checking accuracy of arithmetic computations; processing copying of large volumes of printed materials; operating routine office machinery and equipment; entering information into a computer database; answering phones; providing information; and transferring calls; greeting and assisting members of the public to visit the shelter.

#### Supervision Exercised

None

#### Examples of Important and Essential Duties

The responsibilities specified below are representative of the range of duties assigned to this job code/class and are not intended to be an exhaustive list.

1. Maintains routine office records by transferring data, calculating totals, compiling summaries, making routine entries and proofreading documents.
2. Indexes, inserts and extracts materials from established numerical or alphabetical files; prepares new file folders in accordance with specific instructions.
3. Opens, time-stamps and sorts mail.
4. Delivers mail, packages, messages, documents, memoranda and other materials and supplies to various recipients; prepares outgoing mail, registers mail and returns receipt when requested.
5. Maintains simple inventory records of office supplies and equipment; takes inventories as necessary.
6. Receives small amounts of money and issues receipts for adoptions, licenses, donations and fees. Checks accuracy of arithmetic computations.
7. Processes copying of large volumes of printed material.
8. Operates office equipment and machinery, such as photocopiers and fax machines; maintains and cleans equipment.
9. Enters routine information, regarding animals and transactions, for example, into computer databases.
10. May answer phones to obtain or provide routine information to the public, transfer calls, and take messages.
11. Professionally and politely welcomes members of the public and effectively assists them regarding their

reasons for visiting the shelter.

12. Maintains lobby area in neat, well-organized appearance.

13. Performs all tasks with utmost regard for personal, animal, volunteer and public safety.

### **Knowledge, Skills and Abilities**

Knowledge of: standard alphabetical, numerical, and chronological filing systems.

Ability to: efficiently and accurately file, retrieve, code and index a wide variety of documents; record information in a neat, legible and accurate manner; follow written directions; make arithmetic computations in addition, subtraction, multiplication and division; effectively communicate and understand simple concepts, policies and procedures both to and from shelter representatives and the general public; proficiently read and review a variety of documents and forms for completeness and accuracy; exercise tact and maintain poise in resolving disputes and differences arising with the public and other personnel; use a personal computer in a network environment to enter and update data and create documents. Ability to be punctual and accurate in time record-keeping.

Ability and inclination to work in close proximity to companion animals.

Ability and versatility to work in fast-paced, cooperative non-profit service environment; inclination to pitch-in as necessary to help achieve shelter animal welfare and public service objectives.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

These minimum qualifications are a guide for establishing the education, training, experience, special skills and/or license which may be required for employment in this position.

1. High school diploma, via regular or GED, and

2a. Six (6) months (equivalent to 1000 hours) of verifiable clerical experience including preparing and maintaining a variety of records and/or documents, filing, use of office equipment, public contact and processing of incoming and outgoing mail: OR

2b. Completion of a clerical training program (240 hours); OR

2c. 15 semester units (or equivalent quarter units) of coursework from an accredited college or university

Prepared by TFC 09242011

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## FAAS Alameda Animal Shelter

### Volunteer/Outreach Coordinator

\$30,000 - 34,000 Yearly (FLSA exempt)

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#### Definition

Under general direction of Executive Director, manages and oversees a volunteer services program and related outreach/public information functions.

#### Supervision Exercised

May supervise assigned staff, interns and volunteers.

#### Examples of Important and Essential Duties

The duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an exhaustive list.

1. Plans, directs and oversees the operation of a volunteer program, community affairs, and related public relations/information functions; assesses productivity, sets goals and establishes work-related priorities; recommends and implements policies and procedures for volunteer, community affairs and related public relations/information programs; works with managers to identify needs and opportunities for thorough, safe training and utilization of volunteers, and ensures that programs address and meet Shelter's humane objectives and operations needs.
2. Works with staff to identify needs and opportunities for utilization of volunteers, and to ensure that assigned program addresses and meets Shelter needs: and participates as a team member to support all areas of the volunteer program. The duties include working with youth in appropriate circumstances according to their maturity and capabilities, and adult volunteers in the Shelter and any fostering programs.
3. Recruits, screens and oversees the training and retention of volunteers; coordinates, schedules, monitors and evaluates their work to assure maximum program coverage and effectiveness; assures that all safety and operating procedures are followed; handles public inquiries and any problem situations that may arise involving volunteer programs or staff.
4. Designs, develops and implements training and orientation classes in a variety of areas including program procedures, applicable laws and Shelter policies, safe animal care and handling, adoption counseling, techniques for dealing effectively with the public, use of educational and interpretive materials, and other areas specific to Shelter and program mission and goals.
5. Establishes and maintains contacts and relationships with schools, community and corporate groups, City departments, community leaders, and representatives of outside agencies and the media; with Development Coordinator, develops and organizes community and media events, public service announcements, press releases and other publications to promote and publicize department functions and programs.
6. Organizes and implements service learning programs, educational workshops, events and presentations to local groups, schools and civic organizations; conducts tours for visiting professionals, the media and members of the public.
7. Contributes to, produces and distributes newsletters, information flyers and other written material, including

use of desktop publishing software, and is responsible for updating information on shelter/program website.

8. Maintains schedules, timesheets, files and records for volunteers, including basic database management and development of statistical data; orders and maintains supplies, tools and equipment for program.

9. Participates in fund development activities for program/department, such as organizing events, grant writing and development of partnerships with other organizations.

10. Performs all duties with highest regard for personal, animal, volunteer and public safety.

### **Knowledge, Skills and Abilities**

Knowledge of: basic management, training and human/public relations principles and practices.

Ability to: plan, direct, schedule and oversee the operation of a volunteer program; recruit, screen, select, train, supervise, retain, and evaluate volunteer staff; effectively prioritize multiple tasks for self and others; analyze information in order to identify issues and implement solutions; deal tactfully and effectively with staff, representatives of City, agencies and rescue groups, various community groups, the media, and members of the public from a variety of cultural and socioeconomic backgrounds; establish and maintain effective, cooperative and professional working relationships; make presentations to the public in small and large groups and through the media; speak clearly and effectively in order to communicate work-related information to individuals and groups in a manner that is appropriate to the audience; prepare clear and effective work-related written material, including training materials and instructions, newsletters, information flyers and other written material; use a computer to access, input and retrieve work-related information and to prepare written documents.

Familiarity with the workings of an animal welfare organization, animal shelter and City Animal Control program and the ability to learn laws and regulations relating to companion animals, animal shelter procedures and methods of safely and humanely handling animals.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

1. Achievement of a baccalaureate degree from an accredited college or university; AND

2a. One year (2000 hours) of experience supervising, coordinating or directing volunteer services and/or community outreach services in an organization which provides services to the public, or

2b. Additional experience supervising, coordinating or directing volunteer and/or community relations services, as described above, may be substituted for up to two years of the required baccalaureate degree on a year-for-year basis.

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Prepared by TFC 09242011

**FAAS Alameda Animal Shelter  
Development Director**

**\$40,000.00 to \$45,000 Yearly (FLSA exempt)**

**Definition**

Under the general direction of the Executive Director, has primary responsibility for planning, directing and overseeing the fund-raising, donor relations, gift record keeping and donor recognition functions at the Animal Shelter; ensuring that adequate funds are raised to support the operation of the Shelter, via strategic planning and successful cultivation and solicitation of individuals, writing and administration of corporate and foundation grant proposals, and implementation of special events.

**Supervision Exercised**

Supervises assigned staff and volunteers.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an exhaustive list.

1. Develop and maintain substantive relationships with existing donors through face to face meetings, mission-related gatherings, donor education, donor recognition, gift acknowledgement and responsiveness to donor requests and inquiries.
2. Identify, cultivate and solicit prospective shelter supporters to expand the regular donor base of FAAS.
3. Demonstrate superior oral and written communications skills to both articulate the shelter's mission and to solicit donations.
4. Develop, implement and manage a relationship oriented social media and internet giving strategy for existing donors and donor prospects.
5. Develop, plan and manage numerous fund-raising opportunities and other events that can have a fund-raising component, to maximize their contribution to the Shelter's Mission.
6. Participates in management functions, including regular management team meetings, special events, and representing the Shelter and FAAS in the media as necessary.
7. Performs all tasks with utmost regard for personal, animal, volunteer and public safety.

**Knowledge, Skills and Abilities**

Annual fund-raising needs of shelter are in excess of \$300,000 for current operations; long range plans call for development of an endowment fund for future capital and contingency needs.

Demonstrated success in soliciting gifts of \$1000 or more is essential in this role. Possession of superior interpersonal, communication and listening skills as well as the ability to engage people such that they feel included in the mission of the Alameda Animal Shelter. Exhibit a flexibility that accommodates donor needs such as local travel and evening and weekend hours.

You will likely be requested to work weekends, evenings and holidays, consistent with Shelter and development

function needs.

You should be highly organized and independent, able to balance multiple priorities and stakeholders while consistently meeting deadlines and maintaining productivity. Technical skill requirements include experience using fundraising and database software to track donor relationships, analyzing results and generating reports; high proficiency in the use of relationship-oriented social media tools and internet functions; and intermediate experience using Microsoft Office applications.

You must be able to handle receipt, processing and documentation of financial gifts according to established Alameda Animal Shelter policies and protocols and maintain proprietary and confidential information according to shelter Standards of Conduct at all times. Finally, you must have a reliable vehicle for transportation; maintain a safe driving record throughout employment, hold current vehicle insurance and maintain a valid CA state driver's license.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

#### **Experience and Training**

1. A Bachelor's degree in communications, journalism, business or non-profit management preferred.
2. Ability to develop and maintain relationships with donor of all levels, especially those at \$1,000+
3. at least 3-5 years of experience working with donors at all levels and providing them with excellent donor stewardship.

Prepared by TFC 08212011 /edited TH 08252011

**FAAS Alameda Animal Shelter**

**Shelter Finance Director**

**½ Time Contract Position**

**Definition**

Under the general direction of the Executive Director, performs the payroll, finance and financial reporting functions of the Animal Shelter.

**Supervision Exercised**

None.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an exhaustive list.

1. Prepare monthly financial reports including: Statement of Financial Position vs. Budget, current and YTD; Statement of Monthly Activities; Statement of Cash Flows - Monthly & YTD; Aging Summaries of Accounts Receivable and Payable; and Cash Accounts
2. Perform all accounts payable functions: enter and pay invoices, correspond with vendors, check invoices for accuracy and provide vendors with tax exempt forms & other miscellaneous information as needed.
3. Perform accounts receivable functions for each event including: invoicing customers or processing credit cards and providing customers with sales receipts or other correspondence including preparing statements as needed, and doing Past Due Customer collections on a Monthly basis.
4. Perform internal audits of accounts payable & receivables, payroll distribution, fixed assets, and cash. May make correcting journal entries in assigned areas
5. Assist at events with finances and other duties necessary to ensure event runs smoothly.
6. Data entry in QuickBooks or similar software for all revenue and expenses.
7. Assist in preparing grant applications and reports. Assist with record-keeping regarding donors and licensees.
8. Prepare miscellaneous spreadsheets and other reports for Shelter management information purposes.
9. Reconcile bank accounts, deposit cash receipts.
10. Assist outside auditor in yearly audit by compiling requested information, preparing reports, and corresponding with banks and customers. Gather required information and prepare Form 990 - Return of Organization Exempt From Income Tax.
11. Develop financial policies and procedures with Executive Director. Protect the assets of the organization.
12. Process bi-weekly payroll. Track all sick and vacation time for each employee. Prepare Workers Compensation

Audit reports for Insurance Provider. Prepare Federal 1099s Miscellaneous Income and 1096 Summary Report

13. Manage the Petty Cash fund and prepare report for reimbursement. Manage the Visa Credit Card account and prepare monthly disbursement report.

14. Close books at year end upon completion of annual audit.

15. Perform any additional duties necessary to run the accounting department effectively

16. Participate in management functions, including regular management team meetings, special events and representing the department in the media if needed.

17. Perform all tasks with utmost regard for personal, animal, volunteer and public safety.

### **Knowledge, Skills and Abilities**

Knowledge and mastery of Generally Accepted Accounting Principles, understanding of non-profit accounting, ability to develop and streamline management reports, payroll documents, ability to recognize and prevent financial wrongdoing, ability to establish systems for anticipation and management of finance-related issues at the Shelter. Ability and inclination to work in an environment where animals may be present.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

Requirements for this position:

- Experience with QuickBooks and Excel.
- At least four years of continuous experience as a Bookkeeper
- A bachelor's degree in Accounting, Finance or Business Administration
- At least two years experience non-profit accounting
- CPA certification preferred.

## **Z. Operations Manual**

The detailed Operations Manual will be provided once an agreement is in place between FAAS and the City.