



**AGENDA MEMORANDUM**  
City Council Workshop of May 8, 2025

**DATE:** May 1, 2025  
**TO:** Peter Zaroni, City Manager  
**FROM:** Kathleen Chapa, Director of Animal Care Services  
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**Citygate Operational Assessment City Council  
Workshop**

**CONSULTANT PRESENTER(S):**

	<b><u>Name</u></b>	<b><u>Title/Position</u></b>	<b><u>Organization</u></b>
1.	Jan Glick	Project Manager/ Animal Services Specialist	Citygate Associates

**STAFF PRESENTER(S):**

	<b><u>Name</u></b>	<b><u>Title/Position</u></b>	<b><u>Department</u></b>
1.	Kathleen Chapa	Director	Animal Care Services
2.	Cynthia Martinez	Assistant Director of Operations	Animal Care Services

**BACKGROUND:**

In September 2023, the City Council approved a contract with Citygate Associates to comprehensively assess the Animal Care Services Department's operations. This assessment aimed to identify issues that may limit the effectiveness of operations and administration within the department.

Citygate Associates began the assessment in October 2023 and provided ACS with a draft report in November 2024. The contract has been extended through December 2025 to allow Citygate Associates to support ACS in implementing its recommendations.

The assessment examined the efficiency of ACS business models in terms of policies, procedures, workflows, and animal flow across all ACS divisions, including, but not limited to, Administration, Field Operations, Investigations, Kennels, Live Release, and the Veterinary Clinic. Key focus areas also included the length of stay, care capacity, and euthanasia policies.

Jan Glick of Citygate Associates conducted the ACS assessment. Jan has over 40 years of experience in the animal welfare field, including positions as the director of county animal services operations and the director of a humane society. She has also collaborated with state animal welfare organizations in California and Colorado.

Citygate Associates, headquartered in Folsom, California, has operated since 1990 and has completed over 600 consulting engagements nationwide. For over twenty years, it has provided nationwide operational analyses and shelter assessments for local governments.

**LIST OF SUPPORTING DOCUMENTS:**

Citygate Operational Assessment Presentation