



ANIMAL CARE & CONTROL FACILITY

City Manager's Office Response

The City of Cedar Rapids recognizes the vital role that Cedar Rapids Animal Care & Control (CRACC) plays in our community and is committed to making necessary improvements to strengthen this essential service.

In Spring 2025, CRACC faced staffing shortages due to medical leave and restricted duty, which affected adoptions and drew the attention of City leaders. The City Manager's Office called for subsequent meetings wherein further concerns about staffing and facility conditions were raised, prompting the City to take immediate action to stabilize staffing, increase oversight, and expand volunteer support. An independent operational review was also launched to guide immediate and long-term improvements.

In August, the state inspection process identified facility concerns — many of which were already being addressed through maintenance, environmental testing, mold remediation, HVAC reviews, and building repairs.

Response Timeline

February 2025

- Facilities Maintenance Services (FMS) observes mildew during filter and duct inspections.
- Multiple HVAC repairs performed on rooftop units and condensate drains.
- Fire alarm, sprinkler, and generator systems inspected and maintained per code (ongoing quarterly).

March 2025

- Hawkeye Environmental testing confirms surface mold only; no airborne spores detected (lower health risk).
- Water heater repairs and plumbing adjustments completed.

April 2025

- Three mold-remediation estimates solicited, ranging from \$4,789–\$16,917.
- Expansion tank and plumbing issues addressed to stabilize water pressure and reduce noise disturbances in animal housing.

May 2025

- Department selects lowest responsible bidder for mold remediation (Restoration 911).
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June 2025

- Shelter staffing and facility concerns brought to attention of City Manager's Office (CMO); CMO initiates coordination meetings to ensure oversight and alignment on next steps.
- CRACC moves under purview of CMO.
- Three new full-time positions and seven new temporary, part-time positions assigned to CRACC in process to restore shelter hours while maintaining quality care (approx. \$370,000). These positions were funded outside of the City's standard budget-planning process, showing an urgent response to identified needs.
- Internal job-share program launches, allowing employees from other departments to contribute weekly shifts at CRACC, answering phones and assisting at the shelter. More than 50 volunteer hours have since been logged through this program.
- New volunteer-coordination software acquired to bolster coverage of daily needs (\$2,000+).
- City issues RFP for independent operational review.

July 2025

- 18 City employees begin four-hour, weekly shifts at CRACC to expand staffing.
- Operational Review contract awarded to Matrix Consulting Group (July 18 — \$88,400).
- Matrix Consulting Group begins work ahead of schedule: data collection and staff interviews ongoing.
- Mold-remediation procurement delays arise due to vendor insurance documentation for remediation; City staff presses for expedited resolution.
- Data-tracking improvements initiated for shelter intakes, adoption, and live-release accuracy.
- Building repairs initiated: kennel fixes, door lock replacements, and electrical safety updates documented.

August 2025

- Additional training provided to CRACC leadership and frontline staff.
 - One new fulltime position filled (Aug 4).
 - City-funded foster program strengthened through expanded transfer partnerships.
 - Intake/disposition forms revised to reduce staff paperwork time.
 - Aug. 15:
 - Notice to Proceed issued for facility improvements; remediation begins
 - City staff replace lobby window seals and drywall.
 - City orders Kaivac cleaning system to reduce humidity.
 - Kennel temperature raised from 68 degrees to 72 degrees to reduce humidity.
 - Notice to Proceed issued for facility improvements. Mold-remediation work scheduled.
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- Iowa Department of Agriculture and Land Stewardship conducts facility inspection. Of the 32 items reviewed, 26 were compliant, 5 not applicable, and 1 non-compliant. The non-compliant item — related to required Foster Oversight Organization paperwork — is updated with the State.
- Mold remediation work begins Aug. 17.
- State conducts second inspection on Aug. 19, identifying additional items related to building maintenance, ventilation, humidity, and mold remediation. Concerns included roof leaks, ceiling damage, and moisture issues affecting sanitation. By State requirements, these issues must be corrected, or have a plan in place, by September 2, 2025 — to be verified upon inspector's return. City commits to meeting this deadline.
- Ceiling tile replacement and installation of absorbent pads performed to mitigate roof leaks and stains.
- Hawkeye Environmental conducts mold/asbestos testing on Aug. 25.
- Aug. 26:
 - Onsite meeting with Restoration 911 (prep for mold remediation in four kennel areas).
 - Onsite meeting with KED Bluestone (HVAC plumbing review, airflow reports, exhaust fan operations, air purifier recommendations pending).
- Aug. 27:
 - Restoration 911 begins remediation in first kennel room.
 - Results: normal outdoor mold exacerbated by humidity; health concerns primarily allergy-related.
 - Porous sound-deadening material identified as mold risk. Staff plan removal/replacement with cleanable materials.
 - Staff continue lobby drywall replacement, grout fixes, cabinet reinstallation, and plumbing repairs in break room.

September 2025 (Planned/Upcoming)

- An employee will be onboarded to fill the second of three new positions on Sept. 2.
- Matrix Consulting to provide HVAC airflow and air purifier recommendations by Sept. 9.

Summary & Considerations

- Dedicated City employees continue working every day to provide for the safety and welfare of the animals in our care, often going above and beyond to ensure operations remain uninterrupted.
 - The City has been proactive in identifying and addressing facility concerns at CRACC, with documented maintenance logs and third-party testing.
 - While a recent State inspection identified facility deficiencies, records reflect ongoing investment in maintenance, life-safety systems, and environmental health.
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- An independent operational review is underway. Its findings will guide both immediate improvements and long-term investments in CRACC and staff safety.

Ongoing Facilities Maintenance Investments

Calendar Year	Labor	Other Costs	Total
2019	30,138	\$6,957.67	\$37,095.00
2020	12,461	\$7,191.35	\$19,652.00
2021	14,582.25	\$6,502.48	\$21,084.73
2022	24,193	\$10,114.45	\$34,307.95
2023	20,417.00	\$12,396.57	\$32,813.95
2024	14,775.10	\$13,941.52	\$28,716.62
		Total	\$173,670.25