Response Requirements
Request for Interest Lease Opportunity in Sunol, CA

1. Please provide a short title that describes your proposal

OHS (Ohlone Humane Society) Animal Sanctuary

2. What is your proposed organizational model or proposed business plan? 350 words

OHS is a 501(c)(3) animal welfare nonprofit serving Fremont, Newark and Union City since 1983. Through extensive community advocacy, we influenced the city of Fremont to approve, build, and operate the existing Tri-City Animal Shelter. OHS also operates the Ohlone Humane Society Wildlife Rehabilitation Center.

OHS would like to realize a 20 year dream of creating a no-kill animal sanctuary in our community. This is a much needed service as California is ranked as one of the states with the most number of unwanted animals and highest kill rates in shelters.

The OHS Sanctuary will be closely modeled after the successful Best Friends Sanctuary in Utah which shelters 1,600 animals on their 3,700 acre property. The Sanctuary will be built on the foundations of animal welfare/rescue, environmental conservation, and community education. We plan to honor these foundations by:

- Partnering with municipal shelters to provide services for surplus animals (dogs, cats, rabbits, horses).
- Operating an onsite adoption service.
- Coordinating with all local rescue organizations on foster programs.
- Providing low cost and free spay/neuter services.
- Providing facilities, meeting rooms, and programs to help coordinate local animal welfare services.
- Providing educational programs covering topics of water conservation, habitat protection, and animal welfare.
- Developing youth programs, summer camps, volunteer/internship opportunities, veterinary training programs, and therapy/Veterans programs.
- Developing self-sustaining funding opportunities such as sanctuary tours, merchandise, special events, classes and talks, in addition to donations and grants.
- Partnering with nationally recognized rescue groups such as Best Friends, Tony La Russo ARF, and Maddie’s Funds to help sustain and promote a strong and successful organization.

It will build on partnerships OHS began to develop in the 1980’s by creating the first regional “rescue list” - a reference source used by all shelters and rescue groups in California for networking in saving lives. It will include building strong partnerships with local organizations like Special Needs Children’s Center Foundation, Tri-City Ecology, school foundations, school districts, CSUEB, and UC Davis among others. People will be able to learn about animals, quell fears, interact, have a picnic, a walk and socialize.
3. How would your proposed organizational model/business plan comply with the SFPUC’s Land Use Policies and Objectives for the Property? 450 words

OHS recognizes the SFPUC’s Land Use Policy and Objectives as it applies to the Sunol Valley Parcels.

As described above, the OHS Sanctuary’s model directly supports SFPUC’s Environmental Justice and Community Benefits Policy. The Sanctuary’s environmental education programs and volunteer/internship programs will be indiscriminately open to the public and provide great opportunities to learn about the land that the Sanctuary is built on and the services provided by SFPUC.

The Sanctuary will uphold SFPUC’s good standing with its communities. It will provide them with a unique way to experience the land and SFPUC’s services.

OHS will hire expert services to ensure that the planning and construction of the Sanctuary comply with SFPUC requirements, and to drive a strong partnership with SFPUC throughout the development of the project.

OHS will also establish an internal Land Use and Watershed Protection Management. This program will include the necessary oversight, staffing, training, and monitoring of the Sanctuary’s operation and maintenance activities, specifically with regards to its land use and watershed protection.

OHS anticipates that the Sanctuary will grow its operation (and infrastructure) over time. With this phasing approach, we believe that OHS will be in a better position to mitigate all risks to the watershed while improving the operation of the Sanctuary, including the development and adoption of its Land Use and Watershed Protection Management program. OHS will work closely with the appropriate government agencies to insure compliance to environmental and land use ordinances.

With its central location, land and infrastructure, and rich ecosystem, the Sunol Valley Parcel is ideally positioned to provide the best environment for our Sanctuary. Furthermore, we believe that our vision aligns with SFPUC’s desire to preserve and enhance the ecological and cultural resources of the watershed, specifically through our education programs and focus on all animals (including wildlife and its ecosystem).

4. Please identify the minimum level of initial investment required to effectively operate and maintain the Property. 350
Initial investment must be considered at $25-50M at 50-100 acres, but with expanded investment that could consider additional animal inclusions (other than dogs and cats) more commitments should be considered.

OHS would prefer to take the long-range view in the implementation of the ultimate design of this facility. We see a need for 6 distinct areas that should have reasonable separation with walking trails and a park-like environment. For example—the area dedicated to dogs needs to be separate from cats. Those areas need to be separate from where larger animals such as horses will be located. The eventual Wildlife Rehabilitation Center will need to be separate from all three. Without the benefit of seeing the land or a topographical map, we can only assume that an area formerly used as a golf course in Sunol is on acreage containing much land that is hilly and best suited for walking trails. Logically, an 18-hole golf course could be divided into 6 areas (3-holes each) providing the separation needed.

We would prefer to implement our development/construction phases using a design that incorporates the complete vision. This would minimize costs and the disruption of redesign that may occur if we were to start with only a portion of the available acreage and then move on to larger parcels as we progress in phase implementation. It should be noted, however, that establishment of two of the areas are in our proposed Phase II. So that acreage (estimated equivalent to 6 golf holes) could be phased in.

5. Please describe your organization’s capacity to secure any approvals, lease the Property, finance and construct improvements, and ensure ongoing maintenance and repair of the Property. 350 words

OHS was founded in 1983 and since has created a strong network of local support and partnerships to create the Tri-City Animal Shelter and the Ohlone Humane Society Wildlife Rehabilitation Center. We plan to expand on our existing funding model and secure finance through individual donations, program fees, special events, and foundation and corporate grants. Other self-sustaining funding opportunities for the Sanctuary include sanctuary tours, merchandise, special events, classes and talks.

Throughout this process, we have worked closely with the local government, specifically Alameda County, District 2, whose staff have consulted with the Alameda County Planning Department and confirmed that there is no conflict between Measure D and an animal sanctuary and supporting veterinary facility on the SFPUC property.

In addition, we will consult with and seek guidance from the Best Friends organization and the Global Federation of Animal Sanctuaries to reach the high standard of facilities, animal care, management and governance.

OHS will have as a priority the goal to operate at all times as a responsible tenant and good neighbor.
6. For your organization’s proposed use of the Property, please describe clearly and with specificity the overall staffing plan of your organizational model/business plan. To the extent possible, please prove the following 450:
- Estimates of full-time equivalent (FTE) jobs;
- A breakdown of permanent, temporary, seasonal and part-time work opportunities;
- The occupation, skill level, and experience requirement for each employee; and
- The estimated percentage of each type of position that could be “hired” locally

We forecast 48 full time positions will be created at the Sanctuary’s maturity. These positions include an Executive Director reporting to the OHS Board. Staff of the following 5 roles will report to the ED:
- Facilities Security/Maintenance Superintendent (5 total) with 2 positions in building maintenance and 2 in security;
- Chief Operating Officer (Animals) (24 total) - 3 positions in receiving animals (1 each for cats/dogs/other), 3 positions in adoptions, 3 in rescue coordinating, 4 in veterinary care, 4 in grooming, and 6 in water/food/daily care;
- Chief Development Officer (Education & Innovation) (9 total) - 1 position each to coordinate Community Outreach, Spay/Neuter, Special Needs, Children, Seniors, Volunteers, Interns, and Veterans;
- Chief Financial Officer (6 total) - 1 position each to coordinate Marketing, Fundraising, Public Relations, Grants, and Reporting
- Human Resources (2 total)
- OHS Wildlife Rehabilitation Center (1 total) – relocation of existing facility. It operates with one director and seasonal volunteers.
- Please see attached organization chart.

These will be supplemented with temporary, part-time, and summer jobs: 5 to 10 in grounds maintenance, 10 to 20 in animal care, and 5 to 10 in special projects for high school students and college interns.

At any given time, there will also be several hundred volunteers on roster including in-home foster care volunteers. Skill level/education/experience will vary by position. We estimate 100% would be hired locally.

7. What is the minimum acreage required for the proposed use?

The idea of this Sanctuary will be developed in stages to assure its success. OHS requests a minimum of 50-100 acres in its initial phase in order to service animals that we are already familiar with at our shelters such as dogs, cats, and small domestic animals. We will then scale the operation to its full capacity at 200-300 acres, based on the successful model of the Best Friends Sanctuary, in order to help more animals and
provide more programs, education, and engagement for the community. This expansion will take roughly 3 years. We plan to need space for the following facilities:

- An Office and Education center including classrooms, training areas, a lecture hall
- Cat Town - uniquely designed buildings that will include engaging enrichment and offer a space for guest interactions with cats. All cats on the Sanctuary will be indoor cats to preserve native wildlife on the land and foster responsible ownership.
- Dog Town - dog housing facilities, walking paths, rehabilitation and adoption centers.
- Other Animals (pastures, barn, temporary holding areas) as well as rehabilitation requirements.
- A therapy center used to promote animal-human therapy for people/groups needing emotional support such children with special needs, seniors and veterans
- Space for special events to promote and sustain the sanctuaries fundamental backbone of conservation and education.

OHS is aware of and will respect Alameda County Measure D’s Floor Area Ratio (FAR) restriction on agriculture land and will only build facilities meeting the specified requirements. On the initial 50-100 acres, we recognize that not all facilities may be accommodated, however, our ideal space and end goals are as outlined above.

8. **What lease term would you require to recover your capital investment in the Property?**

If we can stage the acreage involved in steps (first phase for dogs and cats, rabbits, etc), 50-100 acres could serve us and will require a minimum of $25-$50 million investment and leasing extensions of at least 20 years and longer will be asked; another $25 Million for the expansion of another 100 -150 acres for horses and goats (as appropriate in the right areas to preserve the landscape), investments will require no less than a 99 year lease. Such large sums will definitely require that investors feel their money will serve a solid investment. Short terms of 5 to 6 years will not be suitable. These are estimates and the numbers can be solidified once we get a clearer picture of capital/facilities improvement needs.