



**PORTERVILLE CITY COUNCIL &
ANIMAL CONTROL COMMISSION JOINT MEETING
FIRE STATION NO. 2 TRAINING FACILITY
500 N. NEWCOMB ST, PORTERVILLE, CALIFORNIA
OCTOBER 27, 2015, 5:30 PM**

Call to Order

Roll Call

Pledge of Allegiance Led by Council Member Ward

Invocation

ORAL COMMUNICATIONS

This is the opportunity to address the Council and Commission on any matter of interest, whether on the agenda or not. Unless additional time is authorized, all commentary shall be limited to three minutes.

SCHEDULED MATTERS

1. Consideration of Koret Report - Evaluation of Porterville Animal Control Shelter Facility/Practices

Re: Consideration of the Evaluation of Porterville Animal Control Shelter Facility/Practices by UC Davis Koret Shelter Medicine Program.

ADJOURNMENT

City Council to the meeting of November 3, 2015, at 5:30 p.m.; and Animal Control Commission to the meeting of November 2, 2015, at 6:00 p.m.

In compliance with the Americans with Disabilities Act and the California Ralph M. Brown Act, if you need special assistance to participate in this meeting, or to be able to access this agenda and documents in the agenda packet, please contact the Office of City Clerk at (559) 782-7464. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting and/or provision of an appropriate alternative format of the agenda and documents in the agenda packet.

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CITY COUNCIL & ACC AGENDA – OCTOBER 27, 2015

SUBJECT: Consideration of Koret Report - Evaluation of Porterville Animal Control Shelter Facility/Practices

SOURCE: City Manager's Office

COMMENT: Toward the beginning of this calendar year, Porterville Police Department staff contacted UC Davis Koret Shelter Medicine Program (KSMP) personnel to discuss the possibility of an evaluation of the City of Porterville's Animal Control Shelter Facility, located near the city of Lindsay. On March 17, 2015, staff was authorized by the City Council to enter into a contract with KSMP for said evaluation. KSMP was provided 2014 data with regard to animals being sheltered at the City of Porterville's Animal Control Facility, and in July 2015, a site visit was completed by KSMP staff.

Utilizing the data provided by Porterville Police Department staff, as well as information gathered during the site visit by KSMP staff, a comprehensive Porterville Animal Control Facility/Practices Evaluation Report was completed in August 2015 and forwarded to the Porterville Police Department. As documented in the report, KSMP staff determined that while Porterville Animal Control staff were striving to do their best work for the animals and people in our community, the shelter, in its current state, does not meet the Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Sheltering (Guidelines), and the long-term use of the facility is not recommended.

Provided in the report is documentation listing major facility limitations with regard to housing, which were further delineated between dogs and cats. With regard to dogs, the identified limitations were single compartment kennels, thermoregulation, noisy environment, lack of proper lighting, and lack of sealing between the kennel walls and the floor (possibly resulting in spread of disease). With regard to cats, the identified limitations were single compartments that were too small, cages located on the floor, poor lighting in the clinic area, inadequate ventilation, lack of bedding and hiding places, and high risk practices of group housing of unrelated kittens. Each of these limitations are further explained in the report.

Another area in which major facility limitations were identified was in the area of Intake/Receiving. In this area, KSMP staff identified those limitations as lack of separation of species throughout the facility, lack of dedicated dog and cat intake rooms, no sally port, and limited storage. Again, each of these limitations are further explained in the report.

A third area in which major facility limitations were identified was in the area of general animal care. Limited storage space was again listed as a major facility limitation, as was lack of good food storage areas and areas to properly clean dishes and commonly used items, food storage in an unregulated temperature container, no grooming space, and limited or no use of outdoor space such as exercise yards, play yards, or meet and greet areas. Although not as extensively, the report further explains some of these limitations.

Further review of the report shows that based on evaluation of the 2014 data provided to KSMP, there is currently sufficient kennel spaces for dogs, but this evaluation reiterates that this is due to there only being single kennels, which do not meet current best practices. The estimated expense to replace the existing 110 single dog kennels with the recommended double-side kennels is \$325,000. Based on the evaluation of the 2014 data, it was determined that cat housing, even if retrofitted, is inadequate in number.

In addition, some minor issues were identified, such as bedding being on the ground and getting wet, lack of bedding in a few kennels, no animal weight scales, etc. Each of these issues were addressed and have been resolved, as well as several other minor identified issues that staff had the current ability to address.

Included in the facility evaluation are general programmatic recommendations to help bring the entire animal control service more in line with the Guidelines. With regard to staffing, the report only directly addressed the need for hiring of a live-release coordinator for the shelter. However, documented calculations of hourly requirements with our current length of stay guidelines show that current staffing levels are not adequate to meet the basic standard of care to allow for 15 minutes each for basic care for dogs and cats and 15-45 minutes of intake time for dogs and cats. At its meeting on October 4th, the City Council considered the Koret report, and discussed favorably the hiring of a live-release coordinator. The estimated budgetary expense of adding the position is approximately \$75,000.

An accounting of FY 2014/2015 funds spent on Animal Control Services shows that the City of Porterville is currently spending approximately \$450,000 per year.

Two of the other more "strongly" recommended issues that KSMP believes the Porterville Animal Control program address are: 1) the need to reconsider the facility's practice in accepting healthy cats; and 2) the need to decrease the length of stay in the facility. Each of these are addressed further in the report.

The above information is a brief overview of the Koret Report. Again, while staff was recognized for the volume and quality of work they do on a daily basis, the report describes serious limitations with the facility and provides recommendations with regard to the need to either consider building a new facility in or near Porterville, or make major and costly renovations to the existing shelter.

The Porterville Animal Control Commission reviewed the Evaluation of Porterville Animal Control Shelter Facility/Practices report by KSMP in detail at several meetings, and the Commission unanimously agreed that a joint Study Session with

the City Council would be beneficial to begin determining and establishing what are priorities/necessities for the improvement of the facility and services provided by Animal Control, to which the City Council agreed and scheduled this combined special meeting.

To provide some historical background, the City was previously under contract since 1991 with the City of Lindsay to provide Animal Control and Shelter services, which the City of Porterville terminated its contract for services effective December 31, 2008, due to financial and operational considerations. At that time, the City was paying approximately \$175,000 annually to the City of Lindsay for animal control and sheltering services which, given its financial situation, Lindsay was proposing to significantly increase the contract cost. Effective January 1, 2009, the City of Porterville endeavored to begin independently providing Animal Control and Shelter services under management of the Police Department, beginning with the immediate construction of temporary kennels within the City's Corporation Yard. In addition, efforts were begun toward selecting a site to develop a new Animal Shelter facility within the city of Porterville.

In August 2009, the City of Lindsay approached the City with a proposal to lease the Lindsay facility and enter into a contract for services to provide Animal Shelter services. Effective November 1, 2009, the City entered into a five (5)-year lease agreement for use of the Lindsay Animal Shelter, the Agreement expiring October 31, 2014. In 2013, Lindsay approached the City in regards to purchasing the shelter facility in exchange for public safety services provided over a five (5) year period, which in December 2013, the City purchased the existing shelter facility for \$252,000. Earlier this year, Lindsay decided to receive public safety services from the County of Tulare, which resulted in the City paying Lindsay the remaining approximate \$121,500 to complete the acquisition.

An undeveloped 3.45± vacant commercial property (APN 251-350-016) located due north of the City's Corporation Yard on W. Grand Avenue was identified as a prospective site for the new facility, and on May 19, 2009, the City Council approved the purchase of the property from Grand Prospect Partners L.P. for \$300,000. Funding for the purchase was comprised equally of both Measure H (\$150,000) and Waste Water Treatment Capital Reserve (\$150,000) funds. The property was purchased for the purpose of housing a future Animal Shelter (with adjoining office space) and Dog Park. In addition, the property also serves as a buffer between the Porterville Marketplace Shopping Center and the City's Waste Water Treatment Facility, with parking afforded to Waste Water Treatment Facility personnel.

Phase 1 design of the Animal Shelter (with adjoining office space) was completed in 2010, and contained 4,300 square feet of kennels and 3,900 square feet of office space. Contained within the 4,300 square feet of kennel space is 40 dog kennels with 40 adjacent holding pens. The holding pens temporarily house the animals while the main kennel is cleaned or serviced.

The Engineer's Estimate of Probable cost for Phase 1 was \$900,000. The kennel portion of the Animal Shelter design is modular, i.e., repetitive in design and

construction. Additional kennels, if needed, are simply added at the end of the prior project. The Engineer's Estimate of Probable Cost for a 100 kennel facility with adjoining office space was approximately \$1.4 million. An additional \$250,000 would be needed for site development, which includes an asphalt parking lot and concrete improvements both on and off-site.

With approximately \$500,000 available in the Building Construction Fund, combined with the approximate \$625,000 received from the County PTAF lawsuit settlement and \$55,000 from the Wastewater Treatment Facility, approximately \$1.2 million is currently available for the new shelter project.

The new animal shelter project went to bid mid-year 2014, with the low bid received being \$2.295 million, which was almost 90% more than the estimated project cost. The City Council rejected all bids due to a lack of funds. An option to address the estimated \$1 million funding shortfall for the project, the City's Transit Manager has been reviewing potential Federal Transit grant opportunities that could be used to construct the office and parking components of the facility, which could serve as both the City's Transit Administration office, as well as allow the City to enter into a long-term lease Agreement for the portion of the office that would support the Animal Shelter.

RECOMMENDATION: That the City Council and Animal Control Commission consider the Koret Report - Evaluation of Porterville Animal Control Facility/Practices and provide direction.

ATTACHMENTS: 1. Koret Report - Evaluation of Porterville Animal Control Facility/Practices

Appropriated/Funded: MB

Review By:

Department Director: Eric Kroutil, Police Chief

Final Approver: John Lollis, City Manager

EVALUATION OF FACILITY/PRACTICES
AT
PORTERVILLE ANIMAL CONTROL SHELTER

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Facility Evaluation - Porterville Animal Control

July 2015

UC Davis Koret Shelter Medicine Program (KSMP) consultation team:

- Cynthia Karsten, DVM, KSMP/LazinAlive Outreach Veterinarian
- Denae Wagner, DVM, KSMP Veterinarian (facility design and use)
- Cynthia Delany, DVM, KSMP Veterinarian (data analysis)

Introduction

A very large thank you to everyone at the Porterville Animal Control for creating such an inviting atmosphere to our consultation team and for continuing to strive to do your best work for the animals and people in your community. From the general overview and evaluation of the animal shelter facility in Lindsey, it was found that it does not, in its current state, meet the Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Sheltering, referred to hence as the Guidelines.

Evaluation of the Current Facility:

"Shelters must provide an environment that is conducive to maintaining animal health. Facilities must be appropriate for the species, the number of animals receiving care and the expected length of stay in order to ensure physical and psychological well-being of the animals. The design should provide for proper separation of animals by health status, age, gender, species, temperament and predator-prey status and include sufficient space for the shelter operations described in this document (intake, examination, holding, adoption, isolation, treatment, food storage, laundry and when necessary, euthanasia)".

- *Guidelines Standards of Care in Animal Shelters, ASV, 2010*

Dog Housing –

Major Facility Limitations:

1. Single compartment kennels
 - a. Kennels cleaned without removing the dogs
 - b. Dogs have very limited ability for choice within the housing unit
2. Thermoregulation
 - a. Hot and cold extremes likely
 - i. Lack of effective bedding
 1. Potential for bedding to get wet due to daily practices
 - b. Heating and cooling of the facility appears difficult to achieve because of open air environment; essentially kennels under a covered roof, sidewall curtains used in the winter
 - i. Pets should be provided access to a 60-80 degree controlled environment
3. Noisy environment – function of outdoor facility
4. Lighting in some of the dog kennels was not optimal
5. Kennel walls were not sealed well to the floor between kennels – disease transmission risk

- The primary enclosures for dogs do provide sufficient space to allow each animal, to make normal postural adjustments, e.g., to turn freely and to easily stand, sit, stretch, move their head, without touching the top of the enclosure, lie in a comfortable position with limbs extended, move about and assume a comfortable posture for feeding, drinking, urinating and defecating
 - However, the kennels are single sided creating many issues
 - There is not separation from where the dog(s) eliminate and where they eat and sleep
 - The kennels are being cleaned with the dogs inside and thus dogs were wet and spend a considerable amount of time in wet kennels (an unacceptable practice per the Guidelines) compromising welfare
 - Dogs do not have any choice of where to spend their time in their primary enclosure
- Most of the primary enclosures are structurally sound and maintained in safe, working condition to properly confine animals, prevent injury and keep other animals out,
 - However the sealant between many of the kennels is worn and thus water and debris from adjacent kennels were mixing during cleaning
 - There was one kennel noted to have a metal divider that was broken and thus had sharp edges exposed into the kennel. Once this was noted the dogs was moved to another kennel.
- The housing use is flexible (hold, adoption, quarantine, waiting for transport or isolation) with the use of gates that have been installed throughout the facility
 - The gates can be open or locked depending on the housing use to control public access
 - Public looking for lost pets or animals for adoption had to be escorted through the shelter by staff members
 - However, all housing is the same with the exception that about six kennels are doubles (i.e. twice the size of the other kennels)
 - Single sided
 - Open air
- With being open air, there is a lot of natural light in the dog housing areas, however it is not direct natural light for the animals
 - Artificial light is used in all dog housing areas, however at certain times of the day the lighting in the kennels made it difficult to see individual dog details
- The noise level was very loud during cleaning; it was lower once cleaning was complete and would increase periodically when people and/or dogs walked through the kennels
 - There was nothing of note that was being used to minimize noise
- Large fans and water misters were being utilized to cool the environment
 - Temperature readings were readings at 1:00 pm were 88 degrees F and at 4:00pm were 90 degrees F in the dogs kennel areas
 - The weather forecast for Porterville was Hi 93 degrees F and Lo 63 degrees F
 - There was not much cooling provided at the level where the animals are housed and dogs did not have a choice in how they interacted with their environment

- Positive pressure ventilation was not being utilized to reach into the kennel environments to the level of the animal
- Most animals had bedding but some animals did not have anything in their kennels to keep them up off of the wet concrete
 - Bedding in many of the kennels did get wet during cleaning and thus the dogs did not have the ability to be in a dry environment until the kennel dried by air drying
- The only drainage is on the outside aspect of the kennels and thus all water from the walkway flows through the kennels and into the drain based on the slope of the floor

Cat Housing –

Major Facility Limitations

1. Housing provided is single compartment and too small
 2. Cages located on floor
 3. Poor natural lighting in the clinic area
 4. Ventilation to the level of the cat within the housing unit was inadequate- part of this is the function of inadequate housing
 5. No bedding or hiding place provided in the cat housing unit
 6. High risk practices – group housing of unrelated kittens
- With the exception of 4 larger cages the primary enclosures for cats do not provide sufficient space to allow each cat, to make normal postural adjustments, e.g., to turn freely and to easily stand, sit, stretch, move their head, without touching the top of the enclosure, lie in a comfortable position with limbs extended, move about and assume a comfortable posture for feeding, drinking, urinating and defecating
 - The majority of the enclosures used to house cats and kittens did not have the minimum size recommendation (can be bigger) of 4'wide x 28" deep x 28"- 30" tall (providing 9.2 ft² floor space)
 - Compartmentalized housing with 2.5' to 3' x 28" double sided cages (11.5 ft² floor space) work well to achieve the minimum size requirements
 - Cat cages are stacked three high with the lowest cages on floor level
 - There is little flexibility in cat housing (hold, adoption or isolation) with the exception of the cattery
 - The cattery was used to house kittens up for adoption
 - Ideally litters should not be mixed and kittens should be housed in units that are easy to clean and disinfect
 - There was not any natural light in 'the clinic' where the cats were housed and the artificial lighting did not allow for good lighting into the enclosures to allow the cats to be seen well
 - The cattery did have good natural light
 - Fans were being used in 'the clinic' to move some air, however positive pressure ventilation that reaches into cage environments to the level of the animal was not being used
 - The noise level in 'the clinic' was surprisingly low based on its location between dog quarantine and dog adoption, however noise levels were not observed during kennel cleaning time
 - Cats are removed from their housing unit for cleaning leading to increased stress and increased risk of disease transmission based on staff having to handle all cats during cleaning

- Bedding and hiding places were not provided to the cats in any of the housing units (cages or the cattery)

Intake/Receiving

Major Facility Limitations

1. Lack of separation of species throughout facility
 - a. Dogs and cats shared use of several areas
 - b. High dog exposure to cats
 2. Lack of dedicated dog and cat intake rooms
 3. No sally port
 4. Limited storage
- Owner surrender and OTC stray
 - There is no separation of species, all animals and people enter through the same entrance into a small lobby area
 - This is also the lobby used for people looking to adopt an animal or look for their lost pet
 - Animal care staff is called away from other duties to intake animal; there is not staff dedicated to the front office
 - Field Stray
 - Staff is not given advanced notice to when field officers will be arriving at the shelter
 - Animal care staff helps intake the animals from the field taking them away from their other duties at the shelter
 - There is no a sally port.
 - Officers risk animal escapes on site.
 - No place to clean/disinfect transport vehicles
 - There is very little storage area
 - for carriers, cages, feral cages, temporary kennels
 - cleaning equipment
 - maintenance items
 - field items
 - Field officers do have universal scanners on their trucks and will do try to do field returns if a microchip or other identification is found on the animal
 - Dogs picked up in Porterville spend the night in the holding kennels in Porterville where they are supposed to be vaccinated on intake (reported to happen 90% of the time)
 - If the dogs were not vaccinated at the holding kennels, they were vaccinated once they got to the facility in Lindsey
 - There dogs are transports from the holding kennels to the facility in Lindsey the following morning by animal care staff
 - Occasionally dogs are RTO'd from the holding kennels if the owner can be located before the dogs are transported out
 - Animal receiving/intake is done in the open area outside the holding kennels or in the conference room/staff kitchen adjacent to the holding kennels
 - The refrigerator that stores the vaccines also had food and drinks in it

- No exam table present
- The only scale available for weighting animals is a human scale where staff must stand on the scale and hold the animal
- The shelter does not have any temporary holding kennels/cages to be used during intake
- Dogs and cats are vaccinated on intake with appropriate core modified live vaccines (DHPP and Bordetella for dogs, FVRCP for cats)
- Animals are not routinely given oral or topical parasite treatment on intake
- Photos are supposed to be taken on intake however, many kennel cards were noted to not have photos
- At the time of the evaluation, photos were not being uploaded to the website to be viewed virtually by people looking for their lost pet

**General Animal Care Areas –
Major Facility Limitations**

1. Overall limited storage space throughout facility
2. Food preparation area lacked good food storage areas as well as areas to properly clean up dishes and other items commonly used daily
3. Food storage was in temperature unregulated container
 - a. Concerns for food spoilage – even for dry foods as the oils are susceptible to heat damage
4. No grooming space
5. Limited to no use of outdoor space - daily exercise yards, play yards, meet and greet areas

- There did not appear to be a food preparation area or an area for sanitation of dishes and other supplies
- The euthanasia room and animal disposal area was not observed
- Food was stored in a container without temperature regulation
 - Temperatures were not taken inside the container on the site visit
- There was not an area for grooming
- There was not an area where animals could have out of kennel or cage time

Current Facility Available Housing

2014 data was analyzed to determine the facility's basic housing needs. A simple calculator was created to look at the effects of LOS on housing unit needs (provided as an Excel document).

Current dog housing available: ~115 single compartment kennels

Dog housing needs based on 2014 data:

Using 2014 dog intake data and housing all dogs singly except for puppies (2 per kennel) with an overall shelter LOS of 14 days for strays, 10 days for owner surrenders and 8 days for puppies, an average of 69 kennels are needed. The peak month in 2014 was December with 89 housing units needed.

HOUSING UNITS NEEDED

2014 Dog Intake	Average Length of Stay:			Puppy	Housing units needed (1 adult/ kennel or 2 puppies/kennel)
	Stray Intake Adult	Owner Surrender	~20% juvenile	Stray	
				8: 72 hour hold plus time available	
				14: 72 hour hold plus time available	
				10: No hold, time available	
January	123	8	31		64
February	114	15	29		62
March	140	10	35		73
April	122	13	30		65
May	114	32	28		67
June	110	10	27		58
July	146	11	36		76
August	104	16	26		57
September	111	11	28		59
October	150	16	38		81
November	150	10	38		79
December	162	25	40		89
Total	1546	177	386		
Average					69
Peak					89

Conclusion: Although it appears there are sufficient kennel spaces for dogs if the length of stay parameters given are followed, the type of housing provided (single kennels) does not meet current best practices.

Current cat housing available:

Cattery: ~4-6 adult cats

Clinic: Cage housing units - if retrofitted to meet guidelines ~10-15 housing units

Cat housing needs based on 2014 data:

Using 2014 cat intake data and housing all cats singly except for kittens (2 per kennel) with an overall shelter LOS of 10 days for adults and 7 days for kittens, an average of 8 housing units are needed. The peak month in 2014 was May with 16 housing units needed.

HOUSING UNITS NEEDED

Average Length of stay:			Adults: 10
			Juveniles: 7
2014 Cat Intake	Adult Intake	Juvenile Intake	Housing Units Needed (1 adults/unit, 2 juveniles/unit)
January	16	2	3
February	12	5	3
March	22	9	5
April	15	53	9
May	27	98	16
June	30	83	15
July	17	69	11
August	13	53	8
September	19	28	6
October	20	45	9
November	19	6	4
December	33	8	6
Total	243	459	
Average			8
Peak			16

Although it appears there would be sufficient housing spaces for cat needs given the LOS parameters, all of the cat cage housing currently available has limitations and does not meet standards of care expected for animal sheltering.

In summary:

This facility does not provide sheltered animals with the type of housing that meets the Guidelines. The nearly all outdoor design of the facility makes it difficult to provide a large portion of the housed pet population with adequate ability to properly thermoregulate. The majority of cat cage housing is inadequate in size and type.

Continued long term use of this facility in its current state is not recommended.

Improvements could be made to this facility to better serve the animal care needs however some limitations will be difficult or expensive to overcome without major renovations.

Recommendations for Porterville Animal Control

July 2015

UC Davis Koret Shelter Medicine Program (KSMP):

- Cynthia Karsten, DVM, KSMP/LazinAlive Outreach Veterinarian

Below are general programmatic recommendations that will help to bring the entire animal control service more in line with the Guidelines. If additional assistance is desired to help implement the programmatic recommendations, a separate scope of work and contract can be created.

Overview of the top programmatic recommendations:

- Determine and function within the organization's capacity for care (C4C)
 - The main focus for this shelter will be on optimizing length of stay (LOS) for dogs
 - Utilize the CA state mandated 72 hour hold for stray dogs
 - Identify 'fast track' dogs and invest resources to move them through the shelter efficiently
- Improve dog housing and address dog welfare
 - Create compartmentalized housing (remodel vs. new construction discussion)
 - Discontinue the practice of cleaning kennels with dogs in them
 - Develop new protocol using Accel
 - Utilize spot cleaning throughout the day
 - Provide enrichment for dogs both in kennel and out of kennel
- Increase live release potential
 - Hire a live release coordinator
 - Increase traffic into the shelter
 - Increase the pool of adopters
 - Reach beyond the immediate community for adopters
 - Hold adoption events in town
 - Evaluate adoption process
 - Allow potential adopters to walk through the shelter openly
 - Shorten and keep the process focused, open-minded and conversational
- Discontinue the intake of healthy cats
 - Only intake sick, injured and those cats that are in immediate danger
 - Work with rescues groups to transfer out the cats that do need to come in
- Improve the intake protocol for all animals that do enter the shelter
- Improve cat housing for cats that must come in
 - Move cages to room off of lobby
 - Install portals in all stainless steel cages
 - House only adult cats in the cattery

Capacity for Care

Capacity for care (C4C), considered holistically, means meeting the needs of each animal admitted to a shelter, whether feral or friendly, stray or owner surrendered, young or old. The Five Freedoms of Animal Welfare provide a framework to define what it means to meet the needs of any animal in confinement. The Five Freedoms of Animal Welfare are:

- Freedom from hunger and thirst
- Freedom from discomfort

- Freedom from pain, injury and disease
- Freedom to express normal behavior
- Freedom from fear and distress

Assuring capacity for care also supports success in meeting a Sixth Freedom, the freedom from euthanasia for animals that are neither terminally ill nor dangerous. Providing high quality housing and minimizing length of stay (LOS) through pro-active management are two key factors in assuring capacity for care for every cat in the shelter.

The Association of Shelter Veterinarian's Guidelines for Standards of Care in Animal Shelters warns:

Every sheltering organization has a maximum capacity for care, and the population in their care must not exceed that level.

On the surface, this seems like a simple and logical statement. Operating within an organization's ability to provide care is the foundation on which all other guidelines for care must rest. If more animals are admitted *at any one time* than can be provided with an environment adequate to meet their needs; or if more animals are admitted *over time* than can be released alive, inevitably some elements of animals' mental or physical well-being will be compromised. This also creates an environment where staff is not able to do their best work and inevitably feel less fulfilled in the work they are doing every day.

- Provide training and resources for staff on capacity for care and the Five Freedoms
 - Article in Animal Sheltering May/June 2015 issue – *What's the perfect number? Analyzing shelter capacity can increase live releases*
 - The Million Cat Challenge Website
- Keep in mind that "outcome capacity" such as number of adoptions per day and rescue transports per month also drives the optimal number of animals to have in the building for maximum life-saving, even when there are adequate housing units available
 - Functioning within outcome capacity will enable your organization to give genuine chances to the most animals over time, by expanding the community safety net as well as releasing the most animals alive through the shelter
- Freedom to express normal behavior is extremely difficult to meet in the shelter setting, even with the best housing – thus limiting the amount of time an animal is in the shelter is the best way to provide this freedom
- The main focus for your shelter to stay within their capacity for care will be on length of stay (LOS) for dogs
 - Utilize the CA state mandated 72 hour hold for stray dogs to help move animals out of the shelter faster
 - Having the dogs' photos on-line as soon as dogs are impounded will allow people to see if their dog is at the shelter in real time
 - It has been found in working with numerous shelters that holding dogs longer does not improve RTO rates; people who will come looking for their dog will do so shortly after the dog goes missing
 - Historically in CA extending the stray holding period from 72 hours to 4-6 days failed to correspond with a significantly higher rate of return to owner for cats or dogs, however it did result in substantially greater demands for housing and care
 - Time in shelter is the largest risk factor for animals to become ill and thus shelters need to do all that they can to optimize an animal's LOS to only as long as it needs to be to achieve a positive outcome
 - Identify 'fast track' animals

- There are many animals that come to the shelter “ready to go”, appeal to a broad range of adopters and have no particular barriers to adoption.
- Allow these ‘fast track’ animals to move through the shelter system quickly by investing resources (e.g. spay/neuter) which will leave space to provide the conditions and care that the slower track animals require to also have a chance at a positive outcome
- Start looking for outcomes as soon as the animal enters the facility
 - Ensure good quality photos that show the identifying features of the animal are posted on the website as soon as the animal is impounded
 - Allow the public to walk through the facility openly (not escorted) to look for potential adoption candidates

Note about LOS:

The concern is often raised that shortening LOS means hastening to euthanize. This should never be the case. For an animal certainly destined for euthanasia (e.g. for behavioral or medical reasons), shortening the LOS to that outcome will reduce stress for the animal as well as lowering the cost of care and leaving more space and time available for animals that have a chance at live release. However, euthanasia should never be substituted for a live outcome as a means of reducing length of stay. Rather, systematic efforts should be made to minimize length of stay to an appropriate outcome for every animal, whether that is return to owner, rescue, transfer, adoption, return to location of origin, or in the case of managed intake, perhaps never entering the shelter at all.

Canine Welfare and Enrichment

- Ensure *all* dogs have soft, clean bedding
 - Use the Perla beds or half of a carrier for small dogs
 - Use the large blue beds with sides for larger dogs
 - Use the elevated decking whenever possible to help with keeping the beds dry and clean
- Discontinue the practice of cleaning kennels with dogs in them
 - Options for cleaning include
 - Walking the dog during cleaning
 - Designating some kennels for holding where the dogs can be moved out to while their kennel is cleaned
 - Create exercise yards for the dogs to be in while their kennels are cleaned
 - Assign two kennels to every dog so that dogs can be moved into their clean kennel while their dirty kennel is cleaned
 - Eventually – have compartmentalized housing for all dog
- Utilize spot cleaning for dog kennels that house dogs > 5 months of age
 - Minimized the time dog spend in a wet environment
 - Shortens cleaning time – a very stressful and loud time for dogs
 - Do fully clean kennels between dogs and for puppies
- Measure out appropriate amounts of food to match the size and age of the animals
 - Free feeding makes monitoring appetite and thus overall health difficult
 - Having uneaten food in the kennels attracts flies and other insects
- Create a space for out of kennel time
 - Build secure exercise yards with shade structures in the area to the west of the shelter
 - Allow single dogs to utilize the yards with or without supervision

- Allow dogs to interact with supervision
 - Develop a clear protocol for which dogs can go to playgroup
 - [http://www.centerforshelterdogs.org/Portals/0/CSD%20PDFs/Website%20CSD Playgroup Manual%2011.11.pdf](http://www.centerforshelterdogs.org/Portals/0/CSD%20PDFs/Website%20CSD%20Playgroup%20Manual%2011.11.pdf)
- Use food dispensing toys in kennel
 - Can be purchased or handmade
 - <http://www.sheltermedicine.com/library/pvc-food-dispensing-toy-how-to-make>
- Provide hiding areas for all shy/fearful dogs
 - Consider giving these dogs carriers in their runs to work on crate training
- Utilize treat buckets that reward calm behavior
 - [http://www.centerforshelterdogs.org/Portals/0/CSD%20PDFs/Treat Buckets.pdf](http://www.centerforshelterdogs.org/Portals/0/CSD%20PDFs/Treat%20Buckets.pdf)
- Utilize daily monitoring sheets to be filled out by staff prior to cleaning to help provide information on the animals overall health and well-being (an example form has been provided)
 - Eating
 - Drinking
 - Urination/defecation
 - Behavior

Increase live release potential

- Hire a live release coordinator to market dogs for adoption outside of the community, to network with rescues and find other live release options for animal
- Increase traffic to the shelter
 - Change open hours to be more customer friendly
 - Consider 3-7 pm M-F and 12-5 pm Saturday
 - Allow people to make appointments to RTO an animal outside of these hours if they cannot make it to the shelter during normal business hours
 - Invest in bi-lingual marketing of the shelter so that folks know who and where you are
 - Let them know about some exciting changes that are going on
- Increase the pool of adopters
 - Reach beyond the immediate community for adopters
 - Put animals on all adoption site websites
 - PetFinder
 - <https://www.rescuegroups.org/services/pet-adoption-portal/>
 - Have adoption events in town at popular locations
- Purchase a high quality digital camera and lens for taking adoption photos
 - Consider having volunteers take nice photos of animals
 - Tips for taking great photos of shelter animals - <http://onepicturesaves.com/learning-videos/>
- Evaluate the current adoption process
 - Allow potential adopters to walk through the shelter openly without a staff escort
 - Shorten and keep the process focused, open-minded and conversational
 - Evaluate the adoption application
 - Good example - <http://gateway.hsus.org/files/adopters-welcome/Rely-on-conversations-instead-of-applications.pdf>

Intake Strategies

- Continue to shape the path to decrease the number of people bringing healthy animals to the shelter
 - Make it easy and desirable for people to do what we would like them to do
- Discontinue the intake of healthy cats

- Only take in sick, injured and those that are in immediate danger
- Work with rescue groups to take cats that do need to come in
- Work with people to hear the concern and work to solve their problem
 - Offer the rental of cat deterrents
 - Cat Stop - <http://www.amazon.com/Contech-CatStop-Ultrasonic-Outdoor-Deterrent/dp/B0001A9TE2>
 - Offer resources for TNR with local spay/neuter organizations
 - Provide resources on understanding and living successfully with community cats
 - http://www.humanesociety.org/issues/feral_cats/qa/feral_cat_FAQs.html
- Examples of effective communication with the community on why this management strategy was chosen
 - [Chico Animal Shelter](#) -
 - [Kitchener/Waterloo Humane Society](#)
- Another great resource – [Managing Community Cats: A Guide for Municipal Leaders](#)
- Have patrons make appointments to surrender an animal
 - Communicate effectively the benefits of making an appointment to surrender an animal
 - Eliminates any waiting time at the shelter
 - Allows the patron to schedule at a time that is good for them
 - Provides adequate time for information gathering for both parties to help facilitate prompt placement of the animal
 - Improves the experience of the animal once in the shelter since it happens at a planned time when the shelter has room
 - Provides a better working environment to have tasks (in this case animal intake) more predictable
 - Example of effective communication with the community on why this management strategy was chosen
 - http://animalhumanenm.org/pets/about/managed_admissions.php
- Work with owners on alternative solutions to intake
 - Behavior help by directing them to websites with great resources
 - <http://www.asPCA.org/Pet-care/virtual-pet-behaviorist>
 - <https://www.sfspca.org/behavior-training>
 - <http://www.animalhumanesociety.org/behavior/pet-behavior-and-training>
 - Free food
 - Spay/neuter assistance
 - Low cost medical options
 - Temporary boarding

Animal Intake

- Give oral pyrantel and topical flea/tick treatment to all animals at intake
 - This addresses a zoonotic concern as well as improves animal health and welfare
 - Charts have been provided on dosing amounts
- Purchase a floor scale and a table top scale to allow staff to obtain accurate weights on intake
 - Record on kennel card
- Purchase a small refrigerator (without a freezer compartment) for vaccine storage
 - Store ONLY vaccines in this refrigerator
- Provide staff with training and resources to estimate animal's age

- [http://www.animalsheltering.org/resources/magazine/may jun 1996/how to determine age.html](http://www.animalsheltering.org/resources/magazine/may_jun_1996/how_to_determine_age.html)
- Redesign kennel card to include important information cage side
 - Available date
 - Weight
 - Estimated age
 - Where animals was found if stray
 - Remove statement about "WARNING - Please do not touch the dogs as you could be bitten"
 - People interacting with animals is how they choose their new family member

Improve cat housing for cats that must come in

- Move cages to the waiting room off of lobby (dimensions 10' x 12')
- Install portals in all stainless steel cages
 - [Manufactured Portals: Order Information and Instruction for Installation](#)
- House only adult cats in the cattery
 - 5-6 healthy cats can be housed in the cattery at one time
 - Provide food stations, water bowls, litter boxes and hiding places for each cat plus one more
- Provide hiding places for all cats housed in cages
 - Review the drawing of how to set up a compartmentalized cat cage from Dr. Wagner with all staff members
 - Using "curtailments" to cover part or all of the front of the kennel
 - <http://www.sheltermedicine.com/library/how-to-make-partial-cage-covers-aka-curtailments>
 - If/when cats cages are facing each other, cover part of the cage in a way that is off set from the cages across from each other in order to give the cats choice to look at the other cats or not
 - Alternatively, towels can be hung over elevated Kuranda beds to provide a hiding place
 - <http://www.aspcapro.org/resource/saving-lives-behavior-enrichment/hiding-places-mean-happier-more-adoptable-cats>

Recommendations for Porterville Animal Control

July 2015

Current Facility Considerations

Upgrade/Remodel Current Facility

Thoughts:

- The location of the current facility is 20 miles away from Porterville, the population center of the service area, which is likely creating a barrier in accessibility of the facility to community members (lower than expected reclaim rates, low adoption rates, lower than expected owner surrender rates).
- Major renovations would be needed to provide housing for dogs that are double compartment. Ideally this would be indoor/outdoor housing. The housing needs to provide dogs with a portion of their kennel being in a temperature controlled environment.
- Remodeling the current facility may be less expensive than building an entire new facility however remodel costs tend to run higher on a square footage cost basis. Bang for the buck may be substantially less.
- Improvements will not change some of the structural limitations of the current facility.
- The current building appears to have a solid foundation/shell, however integrating that with an enclosed building that is needed may require structural work that we can not anticipate.
- Current facility would likely provide more space than could be afforded in a new building given the current budget.
- Improvements could be phased in over time at the existing location - though this tends to cost more overall.
- The current facility appears to have ample outdoor space to create outdoor yards, exercise areas, meet and greet spaces to improve animal welfare.

Upgrading current kennels

To adhere to the Guidelines for Standards of Care in Animal Shelters and meet the Five Freedoms of Animal Welfare and current best practices in animal sheltering, all animals housed in a shelter must be provided compartmentalized/double-sided housing that allows an animal to eliminate away from where they eat and sleep. At least half of this unit must be in a conditioned environment: example - indoor/outdoor kennel or if desired fully indoors. This type of housing also allows for efficiency and safety for staff during daily animal care duties and reduces disease transmission risks. Please see our information sheet on double compartment housing for details.

- A major remodel would be expected to upgrade the facility to provide indoor/outdoor double compartment housing.
 - Essentially removing all existing kennels, re-plumbing and resurfacing the floor where needed along with all new heating and cooling ventilation system and either

rebuilding new indoor/outdoor kennels or putting in indoor elevated front to back double-sided kennels

- *Note on the raised kennels: There are some additional disadvantages to the elevated kennels as they can cause difficulty to some dogs as they enter and exit the kennel and the elevation can also be a safety hazard for staff- the need to lift dogs into the kennels can be problematic. The elevated kennels might save on some flooring and plumbing needs but to give you an idea of cost a local shelter received an estimate of \$500,000 for 60 elevated double-sided kennels from Shoreline Kennels about 3 years ago. Lifespan on these kennels in a shelter environment should not be expected to exceed 15 years.*

We are uncertain what this would cost and are concerned that upgrading this facility will leave the city with some substantially negative qualities of the current facility – primarily its location.

Additional Recommendations to upgrade the current facility:

In addition to providing adult dogs with compartmentalized housing (with at least one side being temperature controlled), puppies and some small dogs should have indoor housing where the environment can be more controlled in terms of temperature, noise and effectiveness of disinfection. To meet this need in your current facility you could:

- Move cat housing to the waiting room in the office building
 - The dimensions of this room are 10 ft. x 12 ft.
 - This could accommodate 8-10 double compartment cages
- House puppies and small dogs in 'the clinic'
- Install portals in all stainless steel cages that will house cats, puppies and small dogs
 - For detailed instructions see Manufactured Portals: Order Information and Instruction for Installation
- Purchase additional housing units to house puppies and small dogs in the clinic
 - Two 36" long by ~28-30" tall by ~28" deep stainless steel cages and install a portal in between.
 - We have found these to be the most affordable housing for small dogs/puppies

The current building has other limitations that are affecting welfare of the animals housed there. Additional upgrades that would improve welfare include:

- Improve the ventilation and cooling for all large dog kennels
 - Investigate use of large barn type fans in the aisle ways to move air through the interior of the building – being careful to not make drafts within the housing units
 - Set up swamp coolers in front of fans to further reduce temperature of air moving via fans. Expect maximum air cooling of about 10 degrees with evaporative cooling.
- Construct fenced exercise areas for dogs on the land to the west of the shelter facility

- Install shade structures
- Food storage should also be in a temperature controlled environment
 - This can be partially accomplished but putting a shade structure over the current food container. Additional cooling may be provided with a wall unit air conditioner.

Building a New Facility:

This option would provide a building located in a more central location to the population center of the area serviced as well as new construction that would be an improvement from the current facility even with the above mentioned upgrades. The largest challenge however is likely the cost of a new facility.

From our experience the cost of building an animal shelter in California in the current market is at an average cost of about \$400/ft² (range in California over the last 5 years: \$250 to >\$600/foot). Smaller facilities often cost more per square foot as they need all the more costly things a bigger shelter needs but with a smaller footprint. The \$1.5 million budget that is currently being discussed may not support an architect-designed type facility although we highly recommend further investigation as other structural building types may be able to provide for sheltering needs- such as lower cost metal type buildings.

It's important to note that a new building will not solve all the animal sheltering issues with the current facility. Simply building a new shelter without increasing staffing levels and implementing new practices (as outlined in the Porterville visit addendum program considerations report sent earlier) will leave Porterville in a similar animal sheltering situation - only at a new location. Consideration should be given on how to invest the money available or if additional funds can be allocated to the shelter construction and operations moving forward such that animal care, welfare and appropriate outcomes for the animals, working conditions for staff and services for the community can best be met.

2014 Intakes:
Dogs

Intake Type

Intake time in minutes:

Healthy Stray	15
Healthy Owner Surrender	30
Confiscate	30
Quarantine	20
Sick/injured stray	45

Intake Month	Healthy Stray	Owner Surrender	Confiscate	Quarantine	Sick or Injured (10% of stray)	Total monthly intake	Daily intake time needed (minutes)	Hours/day
January	139	8	1	10	15	173	108	1:8
February	129	15	1	5	14	164	105	1:8
March	158	10	2	1	18	188	118	2:0
April	137	13	4	1	15	170	109	1:8
May	128	32	2	5	14	181	123	2:0
June	123	10	2	2	14	151	96	1:6
July	164	11	2	5	18	200	126	2:1
August	117	16	1	3	13	150	97	1:6
September	125	11	2	2	14	154	98	1:6
October	169	16	3	1	19	208	132	2:2
November	169	10	3	2	19	203	127	2:1
December	182	25	2	1	20	230	149	2:5
Grand Total	1739	177	25	38	193	2172	Average	1:9

Cats

Intake time in minutes:

Healthy Stray	15
Healthy Owner Surrender	30
Quarantine	20
Sick/injured stray	45

Intake Type

Intake Month	Healthy Stray	Owner Surrender	Quarantine	Sick or Injured	Total Monthly Intake	Daily intake time needed (minutes)	Hours/day
January	14	2		2	18	12	0:2
February	13	5		1	19	11	0:2
March	28			3	31	19	0:3
April	61			7	68	41	0:7
May	112	1	1	12	126	76	1:3
June	102	1		11	114	68	1:1
July	74	4		8	86	51	0:9
August	48	12	1	5	66	38	0:6
September	39	1	3	4	47	28	0:5
October	55	4		6	65	39	0:6
November	22	2		2	26	15	0:3
December	37			4	41	25	0:4
Grand Total	670	32	5	67	707	Average	0:6

HOURS PER DAY NEEDED FOR DAILY CARE

2014

Dogs

Average LOS:

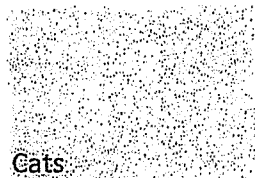
Stray	23
Owner Surrender	31
Quarantine	26
Confiscate	29

Basic Care per animal (minutes)	15
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2014 Intake

Intake Type

Intake Month	Stray	Owner Surrender	Quarantine	Confiscate	Total daily care needed (minutes)	Hours/day
January	154	8	10	1	2032	33.9
February	143	15	5	1	1949	32.5
March	175	10	1	2	2195	36.6
April	152	13	1	4	1992	33.2
May	142	32	5	2	2209	36.8
June	137	10	2	2	1771	29.5
July	182	11	5	2	2343	39.1
August	130	16	3	1	1789	29.8
September	139	11	2	2	1810	30.2
October	188	16	1	3	2445	40.7
November	188	10	2	3	2365	39.4
December	202	25	1	2	2738	45.6
Grand Total	1932	177	38	25	Average	35.6



Cats

Average LOS:

Stray	24
Owner Surrender	28
Quarantine	26

Basic Care per animal (minutes)	15
---------------------------------	----

2014 Intake

Intake Type

Intake Month	Stray	Owner Surrender	Quarantine	Total daily care needed (minutes)	Hours/day
January	16	2		220	3:7
February	14	5		238	4:0
March	31			372	6:2
April	68			816	13:6
May	124	1	1	1515	25:3
June	113	1		1370	22:8
July	82	4		1040	17:3
August	53	12	1	817	13:6
September	43	1	3	569	9:5
October	61	4		788	13:1
November	24	2		316	5:3
December	41			492	8:2
Grand Total	670	32	5	Average	11:9

Goal

Dogs

Average LOS:

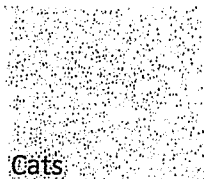
Stray	17
Owner Surrender	14
Quarantine	24
Confiscate	29

per animal (minutes)	15
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2014 Intake Intake Type

Intake Month	Stray	Owner Surrender	Quarantine	Confiscate	Total daily care needed (minutes)	Hours/day
January	154	8	10	1	1492	24:9
February	143	15	5	1	1388	23:1
March	175	10	1	2	1584	26:4
April	152	13	1	4	1424	23:7
May	142	32	5	2	1506	25:1
June	137	10	2	2	1273	21:2
July	182	11	5	2	1699	28:3
August	130	16	3	1	1260	21:0
September	139	11	2	2	1297	21:6
October	188	16	1	3	1744	29:1
November	188	10	2	3	1714	28:6
December	202	25	1	2	1919	32:0
Grand Total	1932	177	38	25	Average	25:4

Goal:



Cats

Average LOS:

Stray	17
Owner Surrender	14
Quarantine	24

Basic Care per animal (minutes)	15
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2014 Intake Intake Type

Intake Month	Stray	Owner Surrender	Quarantine	Total daily care needed (minutes)	Hours/day
January	16	2		150	2:5
February	14	5		154	2:6
March	31			264	4:4
April	68			578	9:6
May	124	1	1	1073	17:9
June	113	1		968	16:1
July	82	4		725	12:1
August	53	12	1	547	9:1
September	43	1	3	409	6:8
October	61	4		547	9:1
November	24	2		218	3:6
December	41			349	5:8
Grand Total	670	32	5	Average	8:3

2014 Outcomes Dogs

Time per:

Adoption	30
Euthanasia	20
RTO	30
Rescue	60
Died	10

Count of Outcome Type Outcome Type

Outcome Month	Adoption	Euthanasia	Return to Owner	Rescue	Died	Total Monthly Outcomes	Daily Staffing Needs (minutes)	Hours/day
January	11	39	40	82	1	173	241	4:0
February	21	38	17	128	4	208	321	5:3
March	20	41	23	88	4	176	248	4:1
April	15	54	19	92	11	191	258	4:3
May	14	21	15	86	4	140	216	3:6
June	8	31	14	100	8	161	245	4:1
July	11	84	24	44	14	177	184	3:1
August	10	22	21	131	9	193	311	5:2
September	7	28	23	48	8	114	147	2:5
October	15	79	25	88	11	218	272	4:5
November	12	60	27	80		179	239	4:0
December	14	48	29	114	5	210	305	5:1
Grand Total	158	545	277	1081	79	2140	Average	4:1

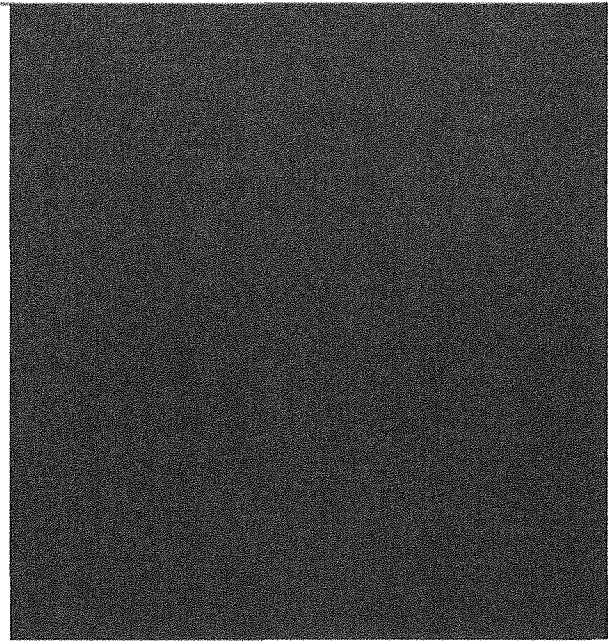
Cats

Time per:

Adoption	30
Euthanasia	20
RTO	30
Rescue	60
Died	10

Count of Outcome Type Outcome Type

Outcome Month	Adoption	Euthanasia	Return to Owner	Rescue	Died	Total Monthly Outcomes	Daily Staffing Needs (minutes)	Hours/day
January	3	8	1	7		19	23	0.4
February	6	4	1	11		22	32	0.5
March	2	22	1	8	3	36	35	0.6
April	3	29	1	12	2	47	48	0.8
May	4	65	1	4	21	95	63	1.1
June	4	66	1	15	7	93	81	1.4
July	3	43		19	20	85	76	1.3
August	1	67			13	81	50	0.8
September	7	33			17	57	35	0.6
October	6	25		7	18	56	43	0.7
November	6	34		15	8	63	61	1.0
December	1	16			2	19	12	0.2
Grand Total	46	412	6	98	111	673	Average:	0.8



Porterville Capacity Report:

Supplemental Data

UC Davis Koret Shelter Medicine Program

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INTRODUCTION

The following table and figures were generated from data in the Porterville Animal Control Shelter's Shelter Pro© and Shelter Manager© shelter software systems via a customized report. The data was first analyzed for quality and common errors, and terminology was standardized to allow comparison with other shelter data sets. The emphasis of this analysis was on 2012-2014 data with consideration of year-to-date trends, however, 2010 and 2011 data are provided for the reader's consideration. Changes in terminology and software use may cause variance in data (for instance, if age was previously not entered or defaulted to adult, this can result in the appearance of increasing puppy and kitten intake, where in fact this is a reflection of data entry only). This variance is particularly likely between different providers of sheltering services but may also change over time as staff becomes better trained in software use.

LIVE INTAKE BY MONTH FOR 2014, BROKEN DOWN BY AGE CATEGORY

CATS AND KITTENS

Intake Month	Number Kittens	Intake Month	Number Cats
January	2	January	16
February	5	February	14
March	9	March	22
April	53	April	15
May	98*	May	28
June	83	June	31
July	69	July	17
August	53	August	13
September	28	September	19
October	45	October	20
November	6	November	20
December	8	December	33*
Kitten Total	459	Cat Total	248
Total Feline	707		

DOGS AND PUPPIES

Intake Month	Number Puppies	Intake Month	Number Dogs
January	45	January	128
February	33	February	131
March	46	March	142
April	32	April	138
May	42	May	139
June	34	June	117
July	43	July	157
August	24	August	126
September	14	September	140
October	37	October	171*
November	32	November	171*
December	61*	December	169
Puppy Total	443	Dog Total	1729
Total Canine	2172		

* Maximum intake months

2014 LENGTH OF STAY (LOS)

LOS All Dogs and All Cats

Average of LOS	Column Labels					
Row Labels	2010	2011	2012	2013	2014	2015
Cat	12	9	22	50	24	39
Dog	32	32	30	28	24	33
Grand Total	30	30	29	33	24	33

The average LOS for animals in this facility is longer than is generally recommended.

DOG LOS BREAKDOWN:

DOGS - By Age Group

LOS by Year
All Dogs by Outcome Type

Animal Type	DOG							
Average of LOS	Column Labels							
Row Labels		2010	2011	2012	2013	2014	2015	Grand Total
▼ Live Release		32	26	30	23	24	38	28
RTO		3	4	4	3	7	2	4
ADOPTED		54	46	38	30	26	20	41
RESCUED		29	26	34	28	28	48	31
▼ Died/Euth/Missing		31	40	32	35	24	23	33
MISSING		42	24	23	11	0		29
DECEASED		36	15	18	19	24	23	20
EUTHANIZED		30	45	37	37	24	23	35
Grand Total		31	32	30	28	24	33	29

Comments: These are extended LOS data to nearly every outcome. See comments below on LOS to "Died" (died in the shelter's care or in the foster system).

CAT LOS BREAKDOWN

LOS by Year All Cats by Outcome Type

Animal Type	CAT							
Average of LOS	Column Labels							
Row Labels		2010	2011	2012	2013	2014	2015	Grand Total
▼ Live Release		55	38	57	112	49	95	73
RTO				14	4	4	5	7
ADOPTED		32	14	47	125	60	117	83
RESCUED		107	64	80	69	45	93	62
▼ Died/Euth/Missing		6	8	15	35	18	14	19
MISSING			2	5	1			4
DECEASED		24	29	46	38	27	43	36
EUTHANIZED		5	5	5	34	15	5	16
Grand Total		12	9	23	50	24	46	29

Comments: There is an overall extended LOS to all outcomes. Extended LOS past about 14 days in an animal shelter can be an animal welfare concern due to the confinement housing typically used in most shelter facilities. The extended LOS to the outcome of "Died" is unusual as death (versus euthanasia) most commonly occurs acutely when severely ill or injured animals die soon after admission. All instances of animals dying in the shelter or foster system should be evaluated to ensure welfare concerns are avoided.

SHELTER INTAKE- DOG BREED DISTRIBUTION

Porterville Top 10 Dog Intakes by Breed

Ordered by Highest Intakes

Percent of Intakes = 85%

Animal Type

Dog

Count of Animal ID

Column Labels

Row Labels	2010	2011	2012	2013	2014	2015	Grand Total
CHIHUAHUA	521	617	573	564	527	159	2961
AMERICAN PIT BULL TERRIER	326	384	387	372	440	115	2024
TERRIER	240	360	429	412	356	76	1873
SHEPHERD	254	310	296	201	246	61	1368
LABRADOR RETRIEVER	105	121	189	112	125	33	685
GERMAN SHEPHERD	45	68	76	50	86	28	353
QUEENSLAND HEELER	44	67	42	53	30	22	258
BOXER	38	28	37	39	48	13	203
DACHSHUND	51	42	45	31	19	11	199
POODLE	21	37	18	31	50	13	170
Grand Total	1645	2034	2092	1865	1927	531	10094

Chihuahua make up ~25% and Pit Bulls make up ~20% of all intakes. Targeting these breeds for spay neuter services in your community may help reduce intakes of these breeds in the future.

INTAKE DATA

FELINE INTAKE

Intakes by Type by Year Cats

Animal Type	CAT					
Sum of Intake Total	Column Labels					
Row Labels	2010	2011	2012	2013	2014	Grand Total
STRAY	226	337	527	618	670	2378
CONFISCATE	1					1
QUARANTINE	2	2		2	5	11
OWNER SURRENDER		9	5	7	32	53
Grand Total	229	348	532	627	707	2443

CATS

Intakes by Month All Cats - Adults and Kittens

Intake Type		(All)						
Animal Type		CAT						
Sum of Intake Total		Column Labels						
Row Labels		2010	2011	2012	2013	2014	2015	Grand Total
January	1	5	7	13	33	18	20	96
February	2	6	5	8	29	19	21	88
March	3	23	18	7	15	31	40	134
April	4	22	29	35	60	68	4	218
May	5	33	59	63	137	126		418
June	6	35	47	77	107	114		380
July	7	39	30	69	71	86		295
August	8	24	55	69	59	66		273
September	9	12	34	70	41	47		204
October	10	18	28	62	51	65		224
November	11	9	13	32	15	26		95
December	12	3	23	27	9	41		103
Grand Total		229	348	532	627	707	85	2528

CANINE INTAKE

Intakes by Type by Year Dogs

Animal Type	DOG	
Sum of Intake Total	Column Labels	
Row Labels		
	2010	2011 2012 2013 2014 Grand Total
STRAY	1991	2200 2266 1918 1932 10307
CONFISCATE	17	21 11 9 25 83
QUARANTINE	18	41 42 41 38 180
OWNER SURRENDER	45	129 141 178 177 670
Grand Total	2071	2391 2460 2146 2172 11240

DOGS

Intakes by Month All Dogs - Adults and Puppies

Intake Type	(All)	
Animal Type	DOG	
Sum of Intake Total	Column Labels	
Row Labels		
	2010 2011 2012 2013 2014 2015 Grand Total	
January	1 148 193 164 203 173 215 1096	
February	2 161 195 211 191 164 148 1070	
March	3 190 155 220 202 188 219 1174	
April	4 152 172 160 177 170 8 839	
May	5 157 209 194 195 181 936	
June	6 183 202 200 161 151 897	
July	7 187 223 212 189 200 1011	
August	8 150 233 232 214 150 979	
September	9 199 189 254 162 154 958	
October	10 162 257 210 168 208 1005	
November	11 182 187 211 125 203 908	
December	12 200 176 192 159 230 957	
Grand Total	2071 2391 2460 2146 2172 590 11830	

OUTCOMES**FELINE OUTCOMES****Outcomes by Type by Year
Cats**Animal Type CAT Sum of Intake Total Column Labels

Row Labels	2010	2011	2012	2013	2014	2015	Grand Total
▼ Live Release	30	19	80	140	146	30	445
RTO			2	1	2	1	6
ADOPTED	21	10	53	109	46	6	245
RESCUED	9	9	25	30	98	23	194
▼ Died/Euth/Missing	200	297	362	563	523	46	1991
MISSING		9	28	1			38
DECEASED	9	28	90	113	111	11	362
EUTHANIZED	191	260	244	449	412	35	1591
Grand Total	230	316	442	703	669	76	2436

**Outcomes by Type by Year
Cats**Animal Type CAT Sum of Intake Total Column Labels

Row Labels	2010	2011	2012	2013	2014	2015	Grand Total
▼ Live Release	13.04%	6.01%	18.10%	19.91%	21.82%	39.47%	18.27%
RTO	0.00%	0.00%	0.45%	0.14%	0.30%	1.32%	0.25%
ADOPTED	9.13%	3.16%	11.99%	15.50%	6.88%	7.89%	10.06%
RESCUED	3.91%	2.85%	5.66%	4.27%	14.65%	30.26%	7.96%
▼ Died/Euth/Missing	86.96%	93.99%	81.90%	80.09%	78.18%	60.53%	81.73%
MISSING	0.00%	2.85%	6.33%	0.14%	0.00%	0.00%	1.56%
DECEASED	3.91%	8.86%	20.36%	16.07%	16.59%	14.47%	14.86%
EUTHANIZED	83.04%	82.28%	55.20%	63.87%	61.58%	46.05%	65.31%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

CANINE OUTCOMES

Outcomes by Type by Year Dogs

Animal Type	DOG	
Sum of Intake Total	Column Labels	
Row Labels		
▼ Live Release	2010	2011 2012 2013 2014 2015 Grand Total
RTO	1224	1315 1902 1294 1516 373 7624
ADOPTED	227	281 295 273 277 63 1416
RESCUED	382	338 191 270 158 38 1377
▼ Died/Euth/Missing	615	696 1416 751 1081 272 4831
MISSING	800	1006 575 895 625 183 4084
DECEASED	54	58 45 8 1 166
EUTHANIZED	35	106 105 80 79 12 417
Grand Total	711	842 425 807 545 171 3501
	2024	2321 2477 2189 2141 556 11708

Outcomes by Type by Year All Dogs - Adults and Puppies

Animal Type	DOG	
Sum of Intake Total	Column Labels	
Row Labels		
▼ Live Release	2010	2011 2012 2013 2014 2015 Grand Total
RTO	60.47%	56.66% 76.79% 59.11% 70.81% 67.09% 65.12%
ADOPTED	11.22%	12.11% 11.91% 12.47% 12.94% 11.33% 12.09%
RESCUED	18.87%	14.56% 7.71% 12.33% 7.38% 6.83% 11.76%
▼ Died/Euth/Missing	30.39%	29.99% 57.17% 34.31% 50.49% 48.92% 41.26%
MISSING	39.53%	43.34% 23.21% 40.89% 29.19% 32.91% 34.88%
DECEASED	2.67%	2.50% 1.82% 0.37% 0.05% 0.00% 1.42%
EUTHANIZED	1.73%	4.57% 4.24% 3.65% 3.69% 2.16% 3.56%
Grand Total	35.13%	36.28% 17.16% 36.87% 25.46% 30.76% 29.90%
	100.00%	100.00% 100.00% 100.00% 100.00% 100.00% 100.00%



Capacity for Care

Porterville Animal Services
Shelter Facility Planning

UC Davis Koret Shelter Medicine Program, 8/2015

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EXECUTIVE SUMMARY

INTRODUCTION

Shelter capacity has a profound impact on the functioning of an animal shelter, ongoing operational costs, staff health and safety, and ultimately the welfare and lives of the animals passing through the facility. “Capacity for Care” in the context of facility design defines a facility sufficient to meet the basic health and welfare needs of animals and provide for an optimal length of stay to the appropriate outcome. This encompasses not only the number of housing units, but the quality and type of housing provided. Adequate staffing and management practices must also be in place to support animal flow through the facility. Basic housing elements of Capacity for Care in a facility include:

- Number of housing units sufficient to support the flow of anticipated intake to the most positive possible outcome at an optimal length of stay
- Single housing of stray adults, bonded pairs and litters
- Group or co-housing used as a method of enrichment and varying animal presentation for animals awaiting rescue or adoption, not a requirement to accommodate needed capacity
- Double-compartment, adequately sized housing units to provide for animal health, safety and efficient care
- Operation below maximum capacity during average intake periods to allow for operation at no more than 100% capacity at times of peak intake

The required Capacity for Care (C4C) for a given facility depends on a combination of intake, outcome distribution (e.g. adoption versus euthanasia) and length of stay (LOS) to each outcome. Each of these factors can vary considerably over time, for instance with changes to the community perception of the shelter, population growth, and changes in shelter and field services management and policy.

The recommendations provided in this report are based on the assumption that the goal for a new or remodeled facility will be to meet public expectations for a modern animal shelter by further improving upon the community service standards and life-saving success achieved in the current facility. The predicted outcomes (e.g. adoption, rescue, euthanasia) used as a basis for the housing capacity recommendations reflect those achieved in 2014 or better, and the LOS to each outcome used in the capacity calculations reflect those documented as realistically achievable in well-managed, adequately staffed facilities with supportive policies and quality housing. Because policy affects required capacity and outcomes, selected policy considerations have been included along with housing recommendations.

These recommendations inevitably reflect a snapshot in time and are based on 2014 data with some information provided on potential emerging trends. However, substantial changes to intake, outcomes or policy will result in different capacity requirements. To the extent possible, the new facility should allow for flexible housing use, and housing recommendations should be revisited against the most current available shelter data prior to finalization of any design.

SUMMARY HOUSING RECOMMENDATIONS

AT 2014 INTAKE LEVELS AND OPTIMAL LENGTH OF STAY GIVEN CURRENT STAFFING AND PROGRAMS:

Housing requirements, 2014 intake		
Housing type	Dogs	Cats
Adoption/hold	100	24
Custody/quarantine	6	4
Special care	4	8
Isolation	8	4
Total	118 (up to ~ 140 dogs and puppies)	40 (up to ~ 65 cats and kittens at peak kitten season)

- ✓ Provide double-compartment cage and kennel housing in all housing areas in order to protect animal health, minimize length of stay, and maximize staffing efficiency and safety
- ✓ House animals singly, with the exception of bonded pairs, litters, and purpose-designed group housing rooms
- ✓ Combine holding areas for healthy stray and adoptable animals ("open selection") with public access to allow for maximum viewing of animals and flexible use
- ✓ Decrease housing requirements from the above recommendations without negatively impacting live release or public service through policy adjustments, including:
 - Eliminate intake of healthy cats and focus on admission of cats in immediate danger or distress (e.g. sick, injured, orphaned) or causing serious public health and safety concerns
 - Decrease the stray hold to live release for unidentified dogs from 7 days to 3; and eliminate the stray hold to live release for unidentified cats, litters of kittens and puppies
 - Hire a live release coordinator to shorten the length of stay to all positive outcomes as well as reducing euthanasia
- ✓ Ensure adequate staffing and policy support for pro-active length of stay management practices in the current as well as future facility

CURRENT DATA AND TRENDS

A customized report was generated from the shelter's software system. Trends from 2012-2015 year to date were evaluated, with an emphasis on 2014 data for development of capacity recommendations. Data used as the basis for this analysis are provided in the secondary document, "Porterville Capacity Report Supplemental Data".

INTAKE

- 2014 intake: Canine 2172, feline 707
- Feline intake has increased annually since 2010 with 2014 intake approximately twice that in 2011; however, year to date intake (through March 2015) has remained essentially unchanged compared to 2014
- Canine intake appears fairly stable with an average intake of about 2200 dogs annually from 2010-2014
- Intake per capita is ~ twice average and slightly below average for cats compared to the average of California shelters
- Owner surrenders represent an unusually small percentage of intake for both dogs (< 3%) and cats (<1%)
- The potential exists for intake to rise at a more welcoming facility, particularly for cats and owner surrendered animals
- Policy steps can mitigate the tendency for intake to rise if housing remains limited

LENGTH OF STAY

- The average length of stay (LOS) to live release for dogs at 24 days is longer than ideal for dogs and prolonged for cats at over 45 days. The voluntary 7 day hold period currently in use likely contributes to this longer length of stay along with the need for rescue/transfer to move animals out of the current shelter.
- The LOS to euthanasia for dogs has decreased but is still prolonged at over 21 days. This may represent a welfare or safety concern if medically or behaviorally untreatable dogs are confined long term; the reason for this prolonged holding time should be evaluated and addressed if possible prior to the move to a new facility.

OUTCOMES

- 2014 outcomes: Canine 70% live release, Feline 21% live release
- The "died in care" rates for both dogs and cats are elevated compared to other shelters
 - The reasons for all "died in care" outcomes should be investigated to ensure there is no welfare concern to be addressed and to assist in planning the new facility

- Live release is low for cats but has improved from ~ 13% in 2010 to > 20% in 2014. For dogs it has improved from 60% in 2010 to > 70% in 2014
- The potential exists to further improve live release rate at a new facility with improved animal health and presentation and easier public access

DESIGN IMPLICATIONS OF DATA ANALYSIS

INTAKE: The high per capita level of canine intake (approximately double the California average) suggests that preventive community programs such as spay/neuter, along with pro-active field service and strategic shelter policy as outlined below could substantially help offset the tendency for intake to rise with a new facility. Conversely, the relatively low per capita feline intake suggests that, without additional specific efforts to manage this, feline intake could increase substantially at a more welcoming and accessible facility. For both dogs and cats, management and communication practices can be put into place now to mitigate increased intake in the future. This is especially critical if the number of planned housing units will be limited even for the current intake. These practices could include:

- Discontinue admission of healthy stray and owner surrendered cats, as this practice is not required by law and resources currently allocated to healthy cat impoundment and euthanasia may be better directed elsewhere
- Schedule admission for owner surrendered animals as well as stray and feral cats if they are admitted
- Develop public messaging and web based resources providing positive alternatives to bringing animals to the shelter, such as:
 - Information and potentially material support (food, supplies) for finders of neonatal kittens
 - Lost and found facebook page and other web-based resource to assist finders in locating the owner of a lost pet without bringing the animal to the shelter
 - Guidance for rehoming pets and assistance with developing marketing materials (such as signage and web profiles) for found animals and pets that the owner can no longer keep
 - Information to assist owners in resolving housing, behavioral, or other issues leading them to consider surrendering their pet
- Prioritize field resolution of complaints and animals at large whenever consistent with public and animal safety

LENGTH OF STAY: The length of stay to all outcomes at PAC is longer than that achieved in shelters with modern facilities, pro-active management and adequate staffing. Some improvement in LOS can be expected as a result of a more welcoming and accessible facility conducive to animal health and well-being, and these assumptions have been included in development of the capacity recommendations in this report. However, without pro-active management practices, the largest shelter will eventually fill to a point of over-crowding. Ensuring sufficient trained staff and leadership to actively manage length of

stay (e.g. a live release coordinator or similar position) would benefit the functioning of the current shelter as well as allow for planning of an efficient and cost effective new facility.

OUTCOMES: The euthanasia rate for dogs and especially for cats is higher than could be expected for a well-managed, sufficiently staffed, modern shelter facility. Lower euthanasia rates were used in predicting the capacity requirements in this report, resulting in slightly higher capacity calculations as the ideal length of stay to adoption or rescue tends to be slightly longer than for euthanasia.

Some reduction in euthanasia would be expected as a natural consequence of a more welcoming, accessible facility, while others will also require adjustment of policy and programs. Recommendations to make these improvements while mitigating the impact on facility requirements have been made throughout this report (e.g. adjusting intake policy for cats, reducing the stray hold to live outcomes). The facility will still serve the population effectively even if reduced euthanasia is not achieved in the short term.

Actual and predicted outcomes used in report preparation:

Feline outcomes actual and predicted		
Outcome	2014 actual	Predicted
Reclaimed	0%	2%
Adopted	7%	50%
Died in care	17%	0%
Euthanized	62%	28%
Rescued	15%	20%

Canine outcomes actual and predicted		
Outcome	2014 actual	Predicted
Reclaimed	13%	20%
Adopted	7%	40%
Died in care	4%	0%
Euthanized	25%	20%
Rescued	51%	20%

HOUSING RECOMMENDATIONS FOR PORTERVILLE ANIMAL SHELTER

GENERAL NOTES ON HOUSING

INTAKE VARIATION, PEAK HOUSING USE AND LENGTH OF STAY:

Peak canine intake at Porterville Animal Control (PAC) has been 15-20% greater than the overall annual average. Canine housing capacity is recommended to allow operation at ~ 95-100% full at peak intake, resulting in operation at 80% or less (considered ideal) during average times. *This assumes pro-active length of stay and population management at all times; if the population is managed primarily in reaction to the shelter being full, insufficient flexibility will be available to accommodate intake fluctuations and maintain acceptable housing standards, regardless of total holding capacity.*

Peak feline intake has been over 100% greater than average. Flux in feline intake is partially offset by the fact that at peak times, the majority of feline admission consists of young kittens which can be housed at higher density (up to one litter per housing unit) and tend to have shorter lengths of stay. However, because of the dramatic difference in peak versus average feline intake, required capacity to accommodate maximum would operate at only ~ 50% full during average intake periods. Adjusting feline intake policy (including discontinuing healthy cat intake and/or scheduled admission for healthy strays and owner surrenders) could help mitigate this variation and allow a more efficiently planned and used facility.

LENGTH OF STAY:

Ideal LOS was calculated separately for “slow track” (e.g. adult cats, dog breeds that tend to stay longer), and “fast track” (e.g. kittens, puppies, highly adoptable breeds). Length of stay at the recommended capacity levels would allow slow track animals to be viewable for adoption on average for at least 3 weekends, and fast track animals viewable on average for at least 1 weekend. More details are provided in the appendix on [Length of Stay](#).

HOUSING TYPE AND NUMBER PER UNIT:

Except where noted, all housing is recommended as double compartment housing for a single animal, bonded pair, or litter. The number of total animals housed is based on the assumption that litters of puppies and kittens will be housed together (2-3 per unit on average) and a small percentage of adults (bonded pairs) will be cohoused. Custody/quarantine and isolation housing is assumed to be one animal or one litter of kittens per unit. Stray adult animals should never be co-housed unless they were picked up together (even then consideration should be given to single housing for safety reasons).

ADOPTION/HOLD HOUSING:

Combined recommendations have been made for adoption and hold housing. Facilities with this type of set up are commonly termed “open selection”. Combining these areas tends to facilitate management and shorten length of stay, as animals can be readily viewed for adoption and rescue during the stray holding period, and need not be moved from one part of the building to another to be made available after a holding period is completed. Custody, quarantine, and isolation housing are outside of this primary flow and are calculated separately.

FELINE HOUSING RECOMMENDATIONS

These recommendations are intended as a general guide. Ward numbers, layout, exact housing type and distribution should be finalized in consultation with the full design team.

Feline housing units (based on 7 day stray hold)					
Annual intake: 707		% Capacity: 95% at peak		Overall Length of stay: 18.6	
Housing type	Housing spaces	5' cage/condo	Small room	Group room	# of wards
Stray/adopt	20	14	1 (1-2 cats)	1 (3-4 cats)	1
Neonate/special care	10	6	0	0	1-2
Quarantine/custody	4	4	0	0	1
Feral	4-8	0	0	1-2	Outdoor pens
Isolation	4	4	0	0	1
Total housing units	42-46 (up to ~75 cats and kittens)	Comments: Intake may rise with new building; capacity should be increased accordingly. This assumes no change in cat intake policy.			

THESE CAPACITY RECOMMENDATIONS ARE BASED ON AN ASSUMPTION OF HIGH QUALITY HOUSING WITH A PRO-ACTIVE LENGTH OF STAY MANAGEMENT PROGRAM. IF THESE ASSUMPTIONS ARE NOT MET, CAPACITY WILL NEED TO INCREASE TO ACCOMMODATE HIGHER DISEASE RATES AND A LONGER LENGTH OF STAY.

COMMENTS FOR FELINE HOUSING:

ADOPTION/HOLD HOUSING: although most housing in adoption/hold for a high-flow shelter such as PAC should be double compartment cages or condos, 1 or 2 larger walk-in units for bonded pairs or small groups will appeal to a variety of adopters and meet the needs of cats staying longer. For planning purposes, count the number of cats/per group room as units, e.g. a group room for 3-4 cats would contribute 3-4 housing units.

Ideally cat condos should be a combination of side-to-side and up-to-down portalized housing, with the most flexible configuration being four compartment units that are portalized both side-to-side and up-to-down to allow conversion into one large four compartment unit or 2 double compartment units. For large scale adoption events, double compartment cages can be used short term (1-3 days) as single units to further increase the capacity for housing. More information on feline housing types and configuration can be found in the section on General Housing Recommendations.

NEONATE/SPECIAL CARE: This housing should be used for non-infectious cats that are not appropriate to house in the general adoption/hold area. Although neonatal housing will be the primary use during peak kitten season, other cats housed in this area could include cats with non-infectious medical conditions requiring additional care as well as feral cat and quarantine overflow.

FERAL HOUSING: If healthy feral cats are admitted, outdoor group housing with adequate protection from the elements is more humane, cost effective and easier on staff than cage housing. At least two group pens should be planned in order to allow all-in/all-out housing. Weekly or more often, all cats in a feral pen should be removed (rescued, returned to field, moved to individual housing or euthanized) and the pen cleaned prior to adding new cats.

OVERALL CAT NUMBERS VERSUS HOUSING UNIT NUMBERS: Housing recommendations are based on the assumption that kittens will be housed on average at 3 per housing unit (younger groups housed as litters, and older kittens housed between 1-3 kittens per unit). Because a high percentage of the population at peak season is kittens, the total number of felines that can be housed substantially exceeds the number of housing units at maximum. During non-kitten season, the number of cats housed should be lower than the number of actual housing units to avoid prolonged length of stay and inefficient use of staff time.

LENGTH OF STAY ASSUMPTIONS: Separate length of stay assumptions were made by intake type (e.g. stray, surrender, custody); by age (adult, kitten, neonate); and to each outcome type (e.g. reclaim, rescue, return to field, adoption and euthanasia). Rescue and adoption LOS are calculated to allow adult cats 3 weekends and kittens 2 weekends to be viewed for adoption, and adult cats 4 weekends and kittens 3 weekends to be made available for rescue. This LOS is based on an assumption of adequate housing and a pro-active management program. IF THESE ASSUMPTIONS ARE NOT MET, CAPACITY WILL NEED TO INCREASE TO ACCOMMODATE HIGHER DISEASE RATES AND A LONGER LENGTH OF STAY.

FELINE HOUSING CONTINGENCIES AND POLICY CONSIDERATIONS

FELINE ADMISSION POLICY: California state law does not require that municipalities provide field or sheltering services for healthy owned, stray, or feral cats. Currently the shelter admits less than 5% of the estimated stray/feral cat population in Porterville, too low a percentage to achieve feline population control or meaningful risk reduction. With only 1 in 5 cats leaving the shelter alive, the current capacity of the shelter for positive outcomes is far exceeded.

Discontinuing intake of healthy stray cats would allow a smaller facility to be planned as well as allowing the shelter program to concentrate on public health and safety priorities and provide improved care and outcomes for the animals truly requiring these services. Contacts can be provided for municipal facilities in California that have made this change in policy. A sample cat housing plan for this intake policy is provided below. If desired, more detailed recommendations can be developed in discussion with shelter management.

Feline housing units – targeted intake policy					
Annual intake: Estimated at ~ 300, including orphaned kittens, sick, injured and abused cats					
Housing type	Housing spaces	5' cage/condo	Small room	Group room	# of wards
Stray/adopt	8-12	8	0	0	1
Neonate/special care	8	8	0	0	1 (+/-partial divider)
Quarantine/custody	0-8	0	0	1-2	Indoor or outdoor pens
Isolation	4	4	0	0	1
Total housing units	20-32 (up to ~ 40-50 cats and kittens)	Comments: Increase adoption/stray holding spaces if substantial on-site adoption program planned; consider off-site adoption and rescue partnerships for additional live release options			

ADDITIONAL FELINE POLICY CONSIDERATIONS

Although changing intake policies would have the most substantial impact on cat housing requirements, costs and feline euthanasia reduction, additional policy changes could be implemented with or without a change in intake policy that would moderately affect housing requirements. These include:

STRAY HOLD CONSIDERATIONS: The most effective way to reunite stray cats with their owners is to leave them in place or return them (ideally sterilized and vaccinated) to the location found. Reducing or eliminating the stray hold to live outcome for unidentified cats and litters of kittens would not be expected to negatively impact the number of cats reunited with their families while also potentially reducing costs and improving feline health and live release. Eliminating the stray hold, if any, to live outcome for kittens is particularly beneficial as it minimizes the amount of time these vulnerable youngsters spend in the shelter. This policy could be coupled with aggressive promotion of microchipping and physical identification to ensure that pet cats that happen to stray will be held for ample time and reunited with their families even if brought to the shelter.

- Reducing the stray hold to the legally required 3 days in California would reduce the need for housing by 4 units
- Eliminating the stray hold to a live outcome for cats (differential hold) would reduce the need for housing by a further 4 units

RETURN TO FIELD CONSIDERATIONS: Return to Field (RTF), also termed trap/neuter/return (TNR), could occur for adult cats with zero time in the shelter if it could be taken on by a local group interested in starting this community program. This would alleviate the need to plan for feral cat housing, as the few sick and injured feral cats that might still come to the shelter would generally be held for a minimal time prior to euthanasia, and could be accommodated in quarantine/custody or special care housing.

CANINE HOUSING RECOMMENDATIONS

These recommendations are intended as a general guide. Ward numbers, layout, exact housing type and distribution should be finalized in consultation with the full design team.

Canine housing units						
Annual intake: 2172		% Capacity: 95% peak/75% average		Overall Length of stay: 21		
Housing type	Housing spaces	Cage/puppy	Small	Med/large	XL	# of wards
Stray/adopt	98	10	26	58	4	TBD
Quarantine/Confiscate	10	0	0	8	2	1
Special care	8	2	0	5	1	1
Isolation	8	2	0	6	0	1-2
Total housing units	124 (up to ~145 dogs and puppies at peak)	Comments: Intake may rise with new building; capacity should be increased according to expectations.				

THESE CAPACITY RECOMMENDATIONS ARE BASED ON AN ASSUMPTION OF HIGH QUALITY HOUSING WITH A PRO-ACTIVE LENGTH OF STAY MANAGEMENT PROGRAM. IF THESE ASSUMPTIONS ARE NOT MET, CAPACITY WILL NEED TO INCREASE TO ACCOMMODATE HIGHER DISEASE RATES AND A LONGER LENGTH OF STAY

COMMENTS FOR CANINE HOUSING:

ADOPTION/HOLD HOUSING: All canine adoption/hold housing should be planned as double compartment housing for a single dog, bonded pair, or litter of puppies. Medium/large dog housing should be back-to-back runs separated by a transfer door. This housing type should also be used for litters of puppies. Small dog and single puppy housing can be smaller back-to-back runs, or to conserve space, cage style housing with side-to-side compartments separated by a transfer door or portal. Flexibility in permitting public access to a portion of adoption/hold housing should be planned for times when additional housing is needed for dangerous or sick dogs beyond that provided in isolation and custody holding. More information on canine housing types, sizes and configurations can be found in the section on general housing recommendations.

ADOPTION/HOLD HOUSING BALANCE: At the predicted rate of adoption and length of stay to adoption, approximately 1/4 of dogs in adoption/hold housing would be on a path to adoption. The remainder would be on stray hold or on a path to another outcome (e.g. rescue or euthanasia). Currently a high percentage of canine live outcome is accounted for by rescue. If adoptions increase in the new building to replace the majority of rescue outcomes, that balance would shift to about 1/3 of dogs in adoption/hold on a path to adoption. Based on this, up to 1/3 of adoption/hold should be considered

adoption-oriented housing and placed towards the entrance of the adoption/hold area with ready access to get-acquainted rooms.

OVERALL DOG NUMBERS VERSUS HOUSING UNIT NUMBERS: As noted above, housing recommendations are based on housing adult dogs singly and cohousing bonded pairs and litters of puppies. This results in a higher number of canines housed than housing units available. Pro-active management will be necessary to maintain the facility at only ~ 80% full in order to accommodate times of peak intake.

CANINE HOUSING CONTINGENCIES AND POLICY CONSIDERATIONS

Substantial potential exists for cost savings on a new facility through policy and staffing adjustments that could also benefit efficiency, costs, animal health and welfare, and the life-saving success achieved at the current facility. The most significant policy and programmatic changes impacting canine housing requirements would be adjusting the stray holding period and hiring a designated “live release coordinator” or equivalent to reduce the length of stay to live outcomes.

STRAY HOLD REDUCTION: As at many shelters, the length of stay for stray dogs to owner reclaim is ~ 3 days. Even for dogs not reclaimed in this time period, the majority that will ever be reclaimed will either have some form of identification or some contact by an owner or caretaker within the first three days. Reducing the stray hold for unidentified dogs from the current 7 days to the legally required 72 hours could substantially decrease length of stay(with all the attendant benefits in terms of animal health, well-being, live release, and housing requirements), while minimally affecting the number of dogs reclaimed. This policy could be coupled with increased attention to web-based posting of found dogs both at the shelter and held by community members, and promotion of canine licensing and identification to further increase the number of dogs reunited with their families. *Reducing the stray hold from 7 days to 3 would decrease the recommended housing numbers by ~ 20 runs.*

LIVE RELEASE COORDINATOR: The LOS to rescue and adoption used in planning is substantially longer than that found at many California shelters, and the percentage of dogs reclaimed (typically with the shortest LOS of any outcome) was targeted at a modest 20%. These LOS assumptions were based on the limited staffing available to actively coordinate live outcomes such as: actively seeking rescue opportunities; marketing animals for adoption; and facilitating owner reclaim by web-based and social media posting and other means. The housing recommendations provided above were based on a length of stay beyond the stray hold of 17 and 11 days to rescue and adoption respectively, similar to what has been achieved currently for rescue and slightly shorter for adoption to account for increased foot traffic at a new facility. Active management could reduce that to ~ 8-9 days to each outcome, still allowing at least 2 weekends on average for adoption or rescue of slow track dogs and at least 1 weekend for adoption or rescue of fast track dogs. *Reducing the length of stay to rescue and adoption by this amount would decrease the recommended housing numbers by ~ 20-25 runs.*

A sample canine housing plan based on lowering the stray holding *and* reducing length of stay by hiring a live release coordinator is provided below. Considerations for housing would be the same as described for the original housing plan.

Canine housing units						
Annual intake: 2172		% Capacity: 95% peak/75% average		Overall Length of stay: 21		
Housing type	Housing spaces	Cage/puppy	Small	Med/large	XL	# of wards
Stray/adopt	58	6	18	32	2	TBD
Quarantine/Confiscate	6			5	1	1
Special care	8	2		5	1	1
Isolation	8	2		6		1-2
Total housing units	80 (up to ~95 dogs and puppies at peak)	Comments: This assumes a 3 day stray hold for unidentified dogs and reduced length of stay to live outcomes achieved by a live release coordinator or equivalent position				

APPENDIX: OVERVIEW OF CAPACITY FOR CARE AND FACILITY DESIGN

Shelter capacity has a profound impact on the functioning of an animal shelter, ongoing operational costs, staff health and safety, and ultimately the welfare and lives of the animals passing through the facility. “Capacity for Care” in the context of facility design defines a facility sufficient to meet the basic health and welfare needs of animals and provide for an optimal length of stay to the appropriate outcome. This encompasses not only the number of housing units, but the quality and type of housing provided. Adequate staffing and management practices must also be in place to support animal flow through the facility.

FLOW CAPACITY VERSUS PHYSICAL HOLDING CAPACITY

No amount of physical holding capacity will be sufficient to resolve issues with homeless and abandoned animals in a community. Even the largest facility will eventually fill if more animals are admitted than are either released alive or euthanized over time. Rather, the holding capacity of the facility must be sufficient to support the *required flow of animals over time*. The required holding capacity to support a given level of flow (intake) depends on length of stay (LOS).

The goal of a new facility should be sufficient housing to support an optimal length of stay for the anticipated intake. Holding capacity that exceeds this number will increase daily care costs and time investment with no further gain in live release. By consuming time and resources that could otherwise be spent on programs to support enrichment, adoptions and rescue, excessive holding capacity can ultimately impair animal welfare and compromise live release.

Holding capacity below the required level, or of inadequate quality, will likewise result in constant overcrowding, increased disease levels, compromised welfare, greater costs and higher euthanasia. The relationship between LOS and required housing capacity is illustrated in [Appendix on Housing and LOS, Tables 1 and 2](#).

OPTIMAL LENGTH OF STAY

The optimal length of stay is defined as the shortest possible time to reach the best possible result for each animal, given the capacity of the organization and community for adoption, transfer, and other live outcomes. Optimal LOS is an average, *not a time limit*, and includes sufficient time to evaluate the behavioral and medical requirements of each animal, perform any needed services prior to adoption (e.g. spay/neuter surgery), and make the animal available for adoption or rescue for a reasonable time period (including ensuring viewing or rescue/transport opportunities on weekends if needed). This requires a pro-active approach to moving animals through the shelter system with adequate staffing at each step of the way.

Just as simply holding animals longer is not in itself a means to save their lives, rushing to euthanasia is not a means to optimize LOS. In fact, reduced LOS is linked to increased life-saving success. Additional

information on management considerations for Capacity for Care and Length of Stay are provided in Additional Resources for Capacity for Care and LOS.

HOUSING QUALITY, LENGTH OF STAY AND CAPACITY FOR CARE

Housing quality is the basis on which Capacity for Care rests. Even if provided in sufficient numbers, housing of inadequate quality will inevitably result in higher disease levels, greater animal stress, increased staff risks, increased costs for daily care, and reduction of the shelter's long term capacity to save lives and serve the community.

In addition to being of sufficient size to allow normal movement and accommodate materials to meet the animal's basic comfort needs (e.g. bed, hiding place, toy, food and water bowls), adequate housing for singly housed animals is *double-compartment* (two compartments separated by a transfer door or portal). Double compartment housing serves a number of critical functions:

- Allows separation of eating/sleeping areas from elimination areas, resulting in lower stress for animals, reduced fecal contamination of food and water, maintenance of good housebreaking habits, and improved public presentation
 - Separation of living and elimination areas has been defined as a required element of housing by the Association of Shelter Veterinarians' Guidelines for Standards of Care: *"A primary enclosure must allow animals to sit, sleep and eat away from areas of their enclosures where they defecate and urinate."*(page 7)
- Provides animals with environmental choices, which has been linked to more rapid display of "adoptable" behavior and reduced length of stay to adoption
- Allows confinement of animals to a single compartment rather than removal during cleaning, lowering staff risks and liability due to animal escapes and dramatically reducing disease transmission
- Substantially decreases staff time for cleaning compared to single compartment housing (by as much as 75% or more) and reduces chemical use and costs by permitting spot cleaning for most animals on a daily basis
- Back-to-back compartments for dogs (vs side-to-side) have the additional benefit of protecting dogs from being sprayed by water, chemicals and aerosolized particles when the adjacent runs are sprayed, as all dogs can be confined to one side of the runs while the other side is cleaned

Co-housing of animals is acceptable for bonded pairs and as a strategy for enrichment in adequately sized and planned group housing. However, pairing up or group housing of unrelated animals as a means to conserve space creates a number of risks and has been defined as an unacceptable practice by the Association of Shelter Veterinarians Guidelines of Standards of Care (page 31):

"Random grouping of animals is an unacceptable practice. Animals must not be housed in the same enclosure simply because they arrived on the same day or because individual kennel space is insufficient."

Therefore, THE RECOMMENDED NUMBER OF HOUSING UNITS FOR DOGS AND CATS REFERS TO DOUBLE COMPARTMENT UNITS HOUSING A SINGLE ANIMAL, BONDED PAIR, OR LITTER. **More information on desirable housing characteristics and site location can be found in the appendix on housing characteristics.**

APPENDIX: LENGTH OF STAY METHODS AND GENERAL CONSIDERATIONS

In preparing this capacity report, overall weighted average length of stay (LOS) for cats and dogs were calculated based on the intake category (intake type, breed for dogs, age for cats), outcome type (e.g. reclaim, rescue, return to field, adoption, euthanasia) and the optimal projected length of stay to each outcome for each intake type. A shorter LOS to most outcomes is used in capacity calculations compared to the LOS currently achieved at an existing facility. Length of stay at a facility with an optimal number of high quality housing units (single housing for most adult dogs, double compartment housing) will tend to decrease for a number of reasons including:

- Reduced disease transmission and injuries, leading to fewer animals requiring treatment and less time in treatment
- Improved behavioral presentation in the kennel, lower stress, and greater ease of monitoring in single, double-compartment housing allowing animals to be accurately placed on the appropriate pathway early in their stay (e.g. friendly, healthy animals to adoption, fearful animals to rescue if needed, dangerous/untreatable animals to euthanasia if not reclaimed)
- Reduced staff time for cleaning and daily care, allowing refocusing of efforts on customer service, rescue networking, animal marketing and other activities that enhance live release and speed animals to the appropriate outcome
- Increased foot traffic associated with a more welcoming and attractive facility
 - Doubling foot traffic means each animal will be seen by an equal number of potential adopters in half the time
- Self-sustaining decreased length of stay due to fewer animals in the system at any one time at optimal capacity
 - Simply lowering the number of animals in the facility at any one time, *provided there is sufficient time for each animal to receive all needed services and be viewed for an adequate time period*, will decrease the length of stay for each one independent of all other factors

Management practices also strongly influence length of stay. Some management best practices are facilitated by improved housing (for instance, by promoting accurate behavioral and medical evaluation to help place animals on the appropriate pathway early in their stay). However, some management practices can optimize length of stay independent of facility. These should be initiated or expanded to the extent possible prior to the move to facilitate a smooth transition. Management practices to optimize LOS include (but are not limited to):

- Scheduled admission for non-emergency owner surrendered dogs and cats, healthy stray cats and foster returns to coincide with optimal flow (e.g. in order to be prepared for adoption on weekends)
- Pro-active pathway planning and daily population management rounds, ensuring that each animal is evaluated initially and reevaluated daily during its stay to identify the most appropriate

outcome, and that all steps are taken to move the animal to that outcome as soon as legally and logistically possible

- Adequate number and skill level of staff to perform all needed services, including initial intake evaluation, any required behavioral evaluation, and spay/neuter surgery with minimal delay.
- “Fast track/slow track” management that prioritizes rapid movement through the system for animals with high potential for adoption, and pro-active promotion of “slow track” animals through differential pricing, marketing or other methods

Pro-active planning is emphasized to manage length of stay and will be critical to maintaining the facility most of the time at the recommended level (commonly ~ 80% of maximum capacity), which allows for adequate housing to be assured even during times of peak intake. If the population is only managed in response to the shelter being full, this will not be possible. Additional information on length of stay management can be found in the appendix on Capacity for Care and Length of Stay resources.

APPENDIX: GENERAL RECOMMENDATIONS FOR HOUSING AND SITE LOCATION

A cornerstone of successful shelter design is the size and type of animal housing. It is critical that housing is double compartment and of the size recommended or larger. All animals are to be housed individually (exceptions – mothers and offspring, bonded pairs, juveniles, purpose designed group housing). If animals are expected to be housed in the animal shelter for periods beyond about 14 days then accommodation for housing space, out of housing time and provisions for behavioral needs, according to the individual animal, need to be provided; the housing recommendations provided here are not intended for extended stays. More information on facility design can be found [here](#).

CATS

HOLD/ISOLATION/QUARANTINE

- Double compartment caging/condos - Two 30" long by 28" deep by 28-30" high cages with a pass-through side to side between them. In general cages/condos can be longer but not taller or deeper. Housing units can be double stacked. Lowest unit should be elevated off the floor. These can be found in laminate, stainless steel or fiberglass units. Request quiet latches and hinges. Open bar doors are preferred for in cage ventilation and ability for interaction and because these units are bigger by volume the barred doors pretty much eliminate the need for mechanical ventilation.
 - Example: These are new 30" stainless steel cages that have been retrofitted with portals to make them double compartment



- The minimum size for double compartment cat housing is a 4' unit
 - Example 1): two 2x2 cages – notice the portal in the back

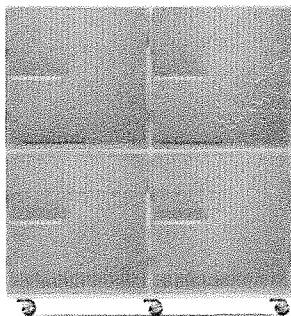


- Example 2): a 4' cage divided to provide a main living area and a litter box side

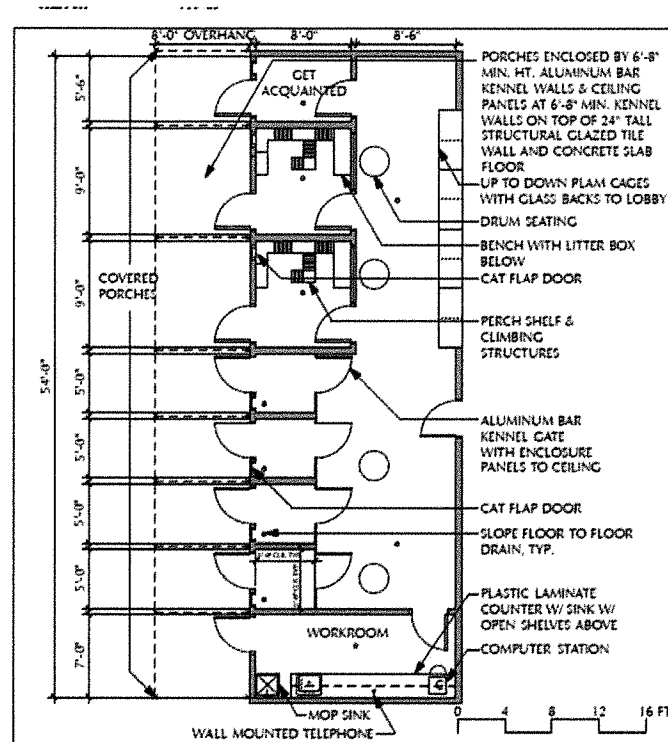


ADOPTION – PROVIDE A VARIETY OF HOUSING:

- May be combined with hold housing for “open selection” type facility and greater flexibility in use.
Caging - Adoption Quad – Four - 30” long by 28” deep by 28-30” high cages with pass through side to side and up to down. These are basically the same as the hold units but have an additional pass through up to down which provides a lot of housing flexibility and can work well to present cats at the eye level of the adopter when used in the up to down fashion. Request quiet latches and hinges. Open bar doors are preferred for in cage ventilation and ability for interaction between adopter and the cat and because these units are bigger by volume the barred doors pretty much eliminate the need for mechanical ventilation.
 - This example is a Shor-line laminate housing unit but many manufactures make similar models. The wide open cage fronts allow ample ventilation and are great for adopter/cat interactions.



- **Group rooms** - minimum of 18 ft²/cat. Rooms can be larger but maximum number of cats planned for a room should be no more than ~4 with some flexibility.
- **Individual cat room** - minimum size needed for a person to enter comfortably and sit in a chair and interact with a cat
 - Example: this schematic depicts some larger group rooms and some smaller individual cat rooms with access to outside porches



- Doors on individual and group housing can be partial bars/coated wire and glass to allow adopter interaction without staff assistance and a more open airy housing environment
 - Example: notice the coated wire below and above the glass viewing window in this individual cat room



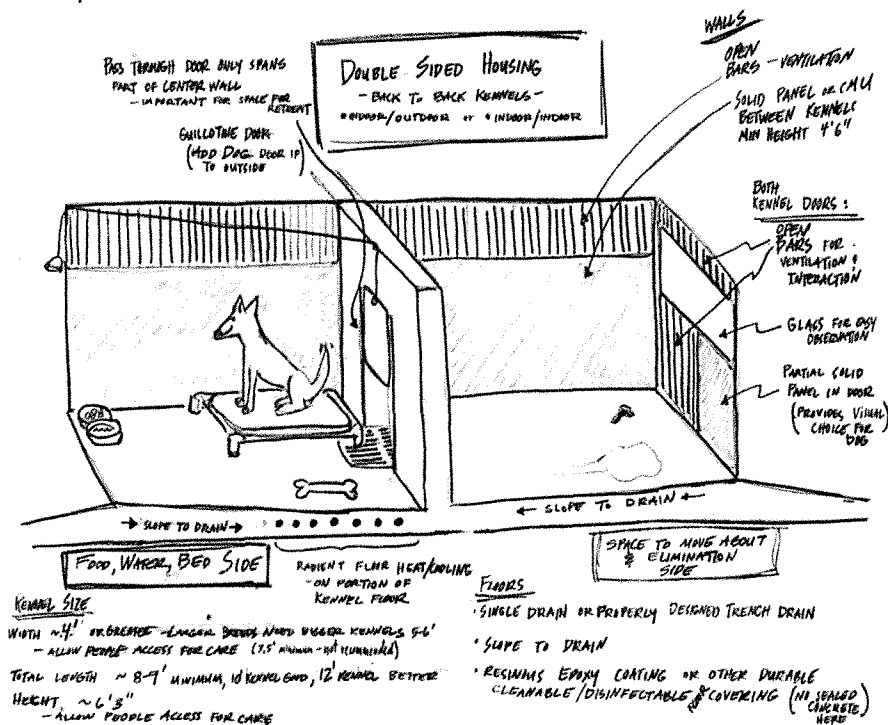
OTHER FELINE HOUSING

- **Outdoor pens** – these can be provided as part of a barn enclosure or separate outdoor pen unit. These need to be covered and protected from rain, snow and sun. Between pens and sides need to have some component of solid wall surface of ~3-4'. The interior needs shelving, hiding boxes, litter boxes and feeding stations. These should be located in quiet, low traffic areas where possible and have a double door entry.
- Example: This is a rough sketch of what an outdoor pen may look like

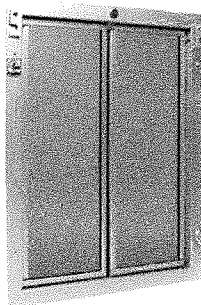
DOGS

HOLD/ISOLATION/QUARANTINE/ADOPTION – DOUBLE COMPARTMENT KENNELS

- These can be indoor/outdoor or indoor/indoor kennels with a pass through front to back or double stacked cages with a pass through side to side (Preference for indoor/outdoor kennels when possible - small dog kennels may be preferred indoors)
 - Example:

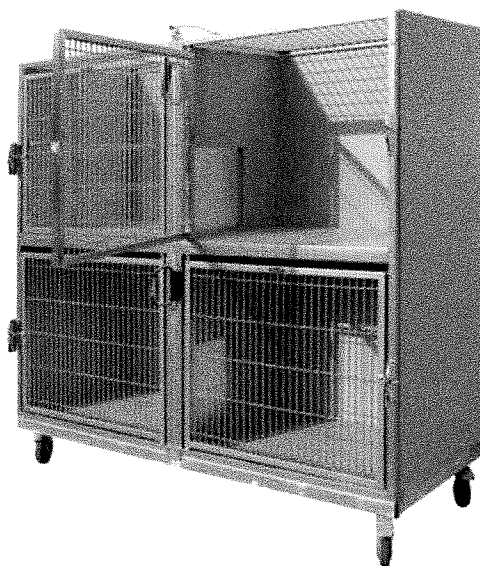


- Indoor/outdoor kennels should have in addition to the transfer door (or guillotine door), with the option of a dog door to maintain an indoor conditioned environment
 - Example: saloon style door by [Biteguard Kennelplex](#)



- Kennel doors: preference for doors with open bars/wire to allow ample ventilation and interaction for potential adopters
 - Hybrid doors with some amount of glass for people viewing can also work

- Open bars should always be low on the kennel door to allow the dog to interact with its environment and potential adopters as well as aid in ventilation
- Fully enclosed kennels or real life rooms need to be individually ventilated
- General kennel size
 - 4' wide by 10-12 feet long divided by a guillotine door pass through
 - Med/large kennel - fits most dogs
 - Always include a few kennels for giant breed dogs or co-housed dogs, mom and pups, etc.
 - XL kennel - 6' wide x 10-12' long divided by a guillotine door pass through
 - Make sure the guillotine door is big enough for giant breed dog
- Small dog housing – Hold/Quarantine/Isolation/Adoption (Ex: Chihuahua, some terriers and puppies) – these can be either kennel or cage housing
 - Small dog kennel - 3' wide by 6' long divided by a guillotine door pass through
 - Small dog cage - 6' wide by 28" deep by 30" tall divided by a side to side pass through
 - Example:



ADOPTION – PROVIDE A VARIETY OF HOUSING

- **Any of the above canine housing can work for adoption areas**
- **May be combined with canine hold housing for “open selection” type facility and greater flexibility**
- Real Life Room
 - Indoor/outdoor or Indoor/Indoor
 - Generally enclosed with some amount of glass for viewing

- Room is individually ventilated
- Ideally set up with amenities that might be found in a home - cleanable furniture (cement, plastic, etc.), dog bed, etc.
- Example: This large real life room co- houses two dogs and has access to a second compartment that is outdoors for urination and defecation needs



APPENDIX: LENGTH OF STAY RELATIONSHIP TO FLOW CAPACITY

Ideally shelter programs, community programs and community involvement would help keep intakes from dramatically increasing concurrent or subsequent to opening a new shelter facility, however some flexibility in capacity is always needed. One tool for meeting potential increased capacity needs of the future is by management of length of stay (LOS). Length of stay has a powerful impact on the total number of animals that can be served in a community and can serve to increase the annual capacity of a shelter without increasing daily inventory or physical housing requirements should more animals need sheltering care/services in the future.

Management of length of stay can also help accommodate seasonal fluctuations in intake, such as those that typically accompany kitten season at many shelters. Shortening the length of stay for kittens by reduced stray holding periods and pro-active foster care arrangements (e.g. a “Foster on Deck” system) can facilitate processing a high number of cats through the shelter safely during peak season without exceeding housing capacity.

The tables below show theoretical approximate capacity for annual throughput at two different housing levels, 72 units and 20 units (the minimum recommended number of non-isolation holding units for dogs and cats respectively at Porterville based on 2014 intake data). This assumes cohousing for juveniles (20% puppies, 60% kittens).

Table 1: Flow capacity of 72 housing units at variable length of stay (20% puppies)	
AVE. LOS	Annual Intake Served (flow capacity)
14	2253
13	2426
12	2628
11	2867
10	3154
9	3504
8	3942
7	4505

Table 2: Flow capacity of 20 housing units at variable length of stay (60% kittens)	
AVE. LOS	Potential Annual Intake Served
14	834
13	898
12	973
11	1062
10	1168
9	1298
8	1460
7	1669

APPENDIX: COMMUNITY COMPARISON

Per capita information is used to compare across communities. Per capita information are data expressed as a rate (intake per 1000 people of the community served). Although this is not frequently reported data in most sheltering statistics it is helpful in providing some general information for community assessment and future capacity needs/expectations. The California data comes from a mandatory reporting of annual rabies data to the state and is available publically. Several of the California counties are known for their progressive animal sheltering communities: San Francisco and Marin Counties in particular so it may be helpful/interesting to look at the similarities and differences in the per capita information compared to local data.

DOGS	Live intake	Reclaimed	Adopted	Transferred	Live release	LR Rate	Euthanized	Died	Total Death	Median Income 2006-2010	Total Human Population (2010 Census)
CA dogs	12.5	2.2	3.7	0.8	6.7		4.7	0.1	4.9	\$61,400	383,325,211
Orange	5.8	1.8	2.7	0.1	4.6		2.0	0.0	2.0	\$74,344	301,023,210
San Bernardino	23.9	2.9	8.1	0.1	11.2		11.3	0.2	11.5	\$55,845	2,035,210
Porterville dogs PC	19.9	3.0	1.5	9.0	13.5		5.7	0.5	6.2		87,000
Porterville Numbers 2014 dogs	1729	265	129	779	1173	0.68	500	41	541		87,000
Porterville pups PC	5.1	0.1	0.3	3.5	3.9		0.5	0.4	1.0		87,000
Porterville Numbers 2014 pups	443	12	29	302	343	0.77	45	38	83		87,000
total dogs PC	25.0	3.2	1.8	12.4	17.4		6	0.9	7.2		87,000
total dogs numbers 2014	2172	277	158	1081	1516	0.70	545	79	624		87,000
Sacramento	6.6	1.8	2.6	0.4	4.7		4.3			\$56,439	1,418,788
San Francisco	4.3	1.2	1.2	0.0	2.4		0.8	0.0	0.8	\$71,304	805,235
Marin	3.4	3.4	3.3	0.1	6.8		0.2	0.0	0.2	\$89,268	252,409
Yolo County 2010	9.1	3.2	1.4	0.3	4.8		2.7	0.0	2.8	\$57,077	205,876
Yolo County 2013	8.0	2.9	2.2	2.1	7.2		0.5	0.0	0.5	\$57,620	209,816

CATS	Live Intake	Reclaimed	Adopted	Transferred	Live release	LR Rate	Euthanized	Died	Total Death	Median Income 2006-2010	Total Human Population (2010 Census)
CA cats	10.2	0.2	2.1	0.5	2.8		6.3	0.1	6.4	\$61,400	38,332,521
Orange	5.8	0.2	1.4	0.0	1.6		3.4	0.1	3.5	\$74,344	3,010,232
San Bernardino	18.9	0.2	2.9	0.1	3.1		14.8	0.3	15.1	\$55,845	2,035,210
Porterville cats PC	2.9	0.0	0.2	0.4	0.6		1.7	0.2	1.9		87,000
Porterville Numbers 2014 cats	248	1	16	32	49	0.20	149	19	168		87,000
Porterville kittens pc	5.3	0.0	0.3	0.8	1.1		3.0	1.1	4.1		87,000
Porterville numbers 2014 kittens	459	1	30	66	97	0.21	263	92	355		87,000
total cats PC	8.1	0.0	0.5	1.1	1.7		4.7	1.3	6.0		87,000
total cats numbers 2014	707	2	46	98	146	0.21	412	111	523		87,000
Sacramento	10.2	0.2	2.0	0.3	2.5		7.4	0.1	7.4	\$56,439	1,418,788
San Francisco	6.1	0.3	1.8	0.0	2.0		0.8	0.2	0.9	\$71,304	805,235
Marin	6.0	0.7	4.6	0.2	5.5		0.6	0.0	0.6	\$89,268	252,409
Yolo County 2010	10.5	0.6	1.2	1.7	3.5		6.9	0.1	7.0	\$57,077	205,876
Yolo County 2013	7.6	0.3	2.5	3.3	6.0		0.8	0.1	0.9	\$57,620	209,816

Per Capita Table Comments:

- The Porterville data is from 2014 while most of the California intake data is from 2011
- Porterville per capita data is accurate to the level of the 2014 data and the reported population served in your community
- California population data are census estimates for 2010
- Porterville per capita intake for cats is 8.1 and dogs is 25.0, cat intake is lower than the CA state average while dog intake 25.0 is double the state average
 - Marin County and San Francisco County are two of the more progressive California sheltering communities
 - Yolo County is a smaller Northern California Municipal shelter that is operating from a rather old facility but made some impressive programmatic changes. The 2010 year represents before and 2013 represents after these changes. Currently this shelter is over 90% live release for both dogs and cats.

PORTERVILLE HUMAN POPULATION GROWTH ESTIMATES

Projected growth:

- California as a whole is projected to grow by about 9% from 2010 to 2020 – or a little less than 1% annually
- Current Porterville population estimate: ~65,000, in addition the Porterville animal shelter also serves the communities of Lindsey ~12,000 and Wood Lake ~10,000. Total human population served ~87,000.
 - Estimated total population served in 2025: 95,700 (growth of about 1.0% annually)
 - If per capita intake remain consistent with the current rates of 25 for dogs and 8.1 for cats the estimated intakes for a population of 95,700 people in 2025 would be:
 - Dog intake ~ 2375
 - Cat intake ~ 770

ADDITIONAL RESOURCES FOR LENGTH OF STAY AND CAPACITY FOR CARE:

- Recent article in Animal Sheltering on Capacity for Care: [Finding your Magic Number](#)
- Understanding length of stay – [Information sheet](#)
- Fast track/slow track flow through planning – [Information sheet](#)
- Dr. Hurley's Conference Capacity for Care Lectures: Florida Shelter Medicine Course May 2014-
Video Recordings:

[Part 1](#)

[Part 2](#)

- Developing intake and adoption decision making criteria (includes scoring system information) – [Information sheet](#)
- Adoption driven capacity: your shelter's key to saving lives and providing great care – [Information sheet](#)
- New paradigms for shelters and community cats – [Information sheet](#)
- The [ASV Guidelines for Standards of Care in Animal Shelters](#)

FACILITY DESIGN GLOSSARY OF TERMS:

- Adoption – pet receives a new home
- Capacity, flow through – number of animals that can be served in a given facility annually
- Capacity, physical or holding – number of housing units or spaces within group housing
- Capacity for care (C4C) – A shelter’s capacity for care is based on its ability to provide animals the five freedoms of animal welfare and is based on housing quality and number; staffing and volunteer levels for daily care; and the rate of positive outcomes achieved at a given facility
- Community Cat – unowned or semi-owned cat living in community, regardless of socialization status
- Euthanasia – Euthanasia is derived from the Greek terms eu meaning good and thanatos meaning death. The term is usually used to describe ending the life of an individual animal in a way that minimizes or eliminates pain and distress. A good death is tantamount to the humane termination of an animal’s life. (From the AVMA Guidelines for the Euthanasia of Animals: 2013 Edition).
- Fast tracking – Pathway planning that prioritizes animals that are likely to appeal to a high percentage of adopters (e.g. by reason of age, breed, appearance, or behavior) for rapid movement through the shelter; this can free up space and resources for animals that appeal to a more select group of adopters
- Five Freedoms of Animal Welfare
 - Freedom from hunger and thirst
 - Freedom from discomfort
 - Freedom from pain, injury or disease
 - Freedom to express normal behavior
 - Freedom from fear and distress
- Human animal shelter housing
 - Individual animal housing - two compartments that are of adequate size (two kennels or cages) separated by some type of pass-through (guillotine/transfer door for dog kennels, portal for cat housing units). Double compartment housing is intended to house one shelter animal (exceptions: juvenile, nursing moms, bonded pairs). The expectation for length of time this housing will meet animals needs in a shelter is approximately 10-14 days or less
 - Can be used for hold and adoption housing needs
 - Various housing sizes can be used depending on animal needs and location in facility
 - Group housing for cats – provide 18ft² of floor-space/cat. Recommend small groups of up to about 4-5 cats.
 - Group housing for dogs not generally recommended for short term shelter care. Can be beneficial in longer term shelters or sanctuaries.
 - Co- housing of bonded pairs of cats or dogs can be beneficial with adequate space and monitoring to ensure both animals have access to food and resources (resource

guarding may emerge in confinement housing even when it has not previously been a problem)

- Juvenile – Usually a dog or cat that is less than 5 or 6 months of age
- Live Intake – Animals that are entering the shelter that will be in need of housing space.
 - Does not include animals that are deceased on arrival.
 - Does not include animals that are owner requested euthanasia unless these animals are housed in the shelter and potentially made available for adoption or rescue.
- Length of stay (LOS) – The number of days that an animal spends in a shelter from intake to outcome
 - Often reported as an average number when referring to groups of animals (dogs, cats, specific breeds, juveniles, etc.)
 - LOS is not used to decide how long an individual animal stays in the shelter (e.g. it is not a time limit)
- Neonate – A puppy or kitten too young to be placed for adoption (less than 6-8 weeks of age for kittens and less than 8 weeks of age for puppies, depending on shelter policy)
- Outcome – the method by which an animal leaves the shelter, e.g. reclaim, rescue, return to field, adoption, euthanasia
 - Over time the number of outcomes must equal the number of intake
- OS – owner surrender
- Rescue – animal moves out of the shelter facility to a rescuer or rescue group.
- Right sizing – Capacity (housing of appropriate number and type) and flexibility in space use to meet animal intake needs of the community now and into the future
 - Right sizing is the combination of facility capacity (housing and supporting care spaces) and shelter and/or community programs that address animal population control and the communities at risk or homeless animal care needs
- RTF – Return to Field: sterilization, vaccination, and ear tipping followed by return to the location found
- RTO – return to owner
- Stray – animal found roaming at large, with or without evidence of ownership
- TNR – trap, neuter, return (cats)
- Transfer – in general used to describe an animal that is moved from one shelter facility to another. Some shelters may use it to describe animals that are rescued or moved off campus with a live outcome.