

UNLEASHING the Possibilities, Inc



Capital Plan & Analysis

Capital Plan & Analysis

Prepared for

Unleashing the Possibilities, Inc. (UTP)

In Collaboration with: Tracy Cook and Joe Silva

California State University Sacramento - College of Continuing Education

In Conjunction with the College of Business Administration

30 July 2017

Table of Contents

<i>Executive Summary</i>	5
Background	5
Scope of Work	7
<i>Organizational Analysis - Key Collaborators / Stakeholders</i>	7
Unleashing the Possibilities, Inc.	7
Yolo County Animal Services (YCAS)	8
Yolo County Board of Supervisors	8
Yolo County Sheriff's Office	9
Yolo County SPCA	9
University California Davis- Koret Shelter Medicine Program (KSMP)	10
Indigo Hammond + Playle, LLP (Indigo)	10
<i>Organizational Missions, Goals and Metrics</i>	11
Unleashing the Possibilities' Mission	11
Goals and Objectives (Short-Term)	11
Yolo County Animal Shelter/Sheriff's Office Mission	11
Goals and Objectives	11
Metrics	12
<i>Assessing the Current Service Model</i>	14
Organizational Structure	14
YCAS SWOT Analysis	16
Strengths	16
Weaknesses	17
Opportunities	18
Threats	19
<i>Project Budget</i>	19
<i>Market Environmental Assessment</i>	20
Local Competition	20
Competitive Advantage	21
<i>Marketing Plan – Phase 1</i>	22

Assessing the Need	22
Current Numbers.....	22
Outlook.....	23
Target Market.....	24
Corporate	25
Private	26
Fundraising.....	28
Grassroots Fundraising	28
Social Media	28
Direct Mail.....	28
Annual Fund Drive	29
Telemarketing	29
Non-cash Donations	29
Retailer Partnerships.....	29
Grants.....	29
Crowdsourcing.....	30
Professional Fundraising Companies and Organizations (Local/National).....	30
Education.....	30
<i>Marketing Plan - Phase 2</i>	<i>31</i>
National Statistics.....	31
Yolo County Statistics.....	33
Home Ownership/Rental Ratios	34
The Marketing Mix (4 P's)	35
Product.....	35
Price.....	36
Place	37
Promotion.....	37
Integrated Marketing Communications (IMC)	38
Risk & Mitigation Planning	38
Proposed Timeline	40
Timeline Assumptions	41
Timeline Recommendations	41
Proposed Management Team.....	41
Proposed Management Plan.....	41

Alternate Facility Management Options.....	42
Short-term Strategy.....	43
Long-term Strategy.....	44
Methodology - 2017 Current Positions/Salaries	45
Proposed Regular Salary	46
Financial Goals.....	46
Success Indicators.....	48
Positive Impact to the Community	48
Recommendations	48
Conclusions	49
Appendix 1 - Current Yolo County Facility (Aerial View)	53
Appendix 2 - Historical Census Data – Yolo County.....	54
Appendix 3 - Proposed Yolo County Animal Shelter	55
Appendix 4 - Unleashing the Possibilities, Inc. - Board of Directors (“Our Board”)	56
Appendix 5 - Yolo County Board of Supervisors (“Yolo County” Board)	65
Appendix 6 - Yolo County Supervisorial Districts Map	69
Appendix 7 – Yolo County SPCA Memorandum of Understanding (MOU).....	70
Appendix 8 - Yolo County Sheriff’s Office Mission Statement & Core Values.....	86
Mission Statement.....	86
Core Values.....	86
Appendix 9 - Sacramento County Animal Care Facility	88
Appendix 10 - Hypothetical Facility Area Summary (Indigo).....	90
Appendix 11 - Animal Shelter Needs Assessment – Proposed Facility Area Summary (Indigo) .	92
Appendix 12 - Sacramento County Bradshaw Animal Shelter Fee Schedule	95
Appendix 13 - Number of Pets in US (Cats and Dogs Combined).....	96
Appendix 14 - Animal Welfare Grants	98
Appendix 15 - Professional Fundraising Companies & Organizations (Local/National).....	101

Appendix 16 - Project Timeline (Indigo) 102

Appendix 17 - 2017 Yolo County Salary Resolution Methodology 103

Executive Summary

Background

On October 14, 1970 (and later amended on May 22, 1974 with the adoption of Ordinance No. 703), the County of Yolo, commonly referred to as “Yolo County” adopted Title 6 codifying the “Animal Control Law of the County of Yolo”. The county has among its many responsibilities the Yolo County Animal Services (YCAS) division. The YCAS facility (Appendix 1) has been operational at its current location in Woodland, California, since the early 1970’s. YCAS provides basic animal control and management services to the community including: licensing, adoption, micro chipping, and low cost vaccinations. Municipal animal services (adoption/control) and budget supervision are managed with oversight by and collaboration with the county sheriff-coroner’s office. The site is comprised of several multi-purpose buildings, which are shared with the sheriff’s administrative offices and the county jail. While the shelter facilities were originally designed to serve the needs of a predominantly rural/agrarian population, it has become functionally outdated and struggles to meet the changing demands of Yolo County’s growing population (Appendix 2). Additionally, preventative disease practices and methods have advanced; bacteria-resistant building materials and breed-specific quarantine areas for sick and/or aggressive animals are now standard design elements. Technological advances also play a new role in monitoring and maintaining a healthy and nurturing environment for animals as well as promoting volunteerism and adoption, both of which directly affect a shelter’s ability to decrease euthanasia rates.

In 2016, a group of Yolo County citizens, led by Janis Rosenberg (a long-time animal welfare advocate), expressed concerns about the state of their municipal shelter, and formed a non-profit, public-benefit corporation. They named their new organization “Unleashing the Possibilities, Inc.” (UTP), which has a focus on advancing the protection of animals, improving and modernizing the county’s animal services

and facilities, and decreasing euthanasia rates. UTP determined at the outset that the best way to achieve these goals was to work with County and City governments and other stakeholders to build a new, state-of-the-art animal shelter. Since its inception, UTP had been bringing together a strong and diverse Board of Directors, has registered a domain name, built a promotional website, conducted some low-key fundraising and community outreach, and created marketing materials – all geared toward the goal of raising private philanthropic donations to assist in the building of a new shelter. In collaboration with the Yolo County Board of Supervisors, UTP had been part of a countywide exploratory committee concerned with the wellbeing of Yolo County’s animal population and the development of a new shelter. The County, working with the exploratory committee, has procured a design (Appendix 3) for a new state-of-the-art facility in partnership with one of Northern California’s leading architects of animal shelters, Indigo / Hammond + Playle Architects, LLC (Indigo).

UTP is an active member of the County’s Animal Shelter Exploratory Committee, which includes representatives of County Government, the Yolo County Sheriff, the four cities within the County, UC Davis Koret Shelter Medicine Program (KSMP), and the SPCA. A new animal shelter is already a project on the County’s long-range capital program. The goal of the Exploratory Committee is to work with the County and Cities to move the project to a higher priority, to determine cost and funding sources, and to settle on location, design, and operational issues for a new shelter. UTP offers a boost to this endeavor by bringing some private monies to the table. In the development of UTP’s program, the Board of Directors determined that a “Capital Plan” would add to the corporation’s bona fides. In this regard, UTP contacted Sacramento State’s College of Business Administration in early 2017 and requested assistance in this endeavor. This Capital Plan & Analysis is the result.

Scope of Work

In February 2017, the team first met with Janis Rosenberg, President of Unleashing the Possibilities, Inc., to discuss the UTP's organizational needs. After multiple discussions between them, it was decided the following documents would be delivered:

1. A formal business analysis to justify the capital funding request to the Yolo County Board of Supervisors, the basis of which would be cost and design plans created by Davis, California architecture firm, Indigo | Hammond + Playle, LLP. The County Administrator, on behalf of the exploratory committee, brought this to the Board of Supervisors, asking them to approve development of a contract to conduct a needs assessment and conceptual design on behalf of the exploratory committee for the Yolo County Animal Shelter. General fund impact is \$49,500.00.
2. A two-phased marketing plan is also provided. Phase 1 of the marketing plan is to be used in the fundraising efforts geared toward the construction of a new facility, which targets corporate and affluent private donors. Phase 2 of the marketing plan will be for the products and services of the shelter regardless of the managing entity.

Organizational Analysis - Key Collaborators / Stakeholders

Unleashing the Possibilities, Inc.

With a shared desire to improve its county's standards of animal care; increase adoption rates and volunteerism, and decrease euthanasia rates, a committed group of Yolo County citizens formed to address the challenges of the existing Yolo County Animal Shelter. Led by animal rights activist Janis Rosenberg, the group has pursued solutions to the challenges through social activism, awareness campaigns, fundraising, and advocacy. In 2016, the group formed the non-profit organization, Unleashing the Possibilities, Inc., UTP for short; (UTP – Appendix 4), to formally address the needs of the county's

“most vulnerable animals”. In keeping with its mission, Janis Rosenberg, now president of UTP, has a seat at the table as the only private citizen on the newly formed County Animal Shelter Exploratory Committee to pursue the feasibility of building a new, state-of-the-art animal shelter.

Yolo County Animal Services (YCAS)

Located in Woodland, California, the Yolo County Animal Shelter (YCAS) provides animal control services to the cities of Woodland, Davis, Winters, and West Sacramento, as well as UC Davis and all unincorporated towns within the county’s borders. Led by the Supervising Animal Services Officer, who reports up to the Yolo County Sheriff-Coroner’s office, the shelter currently has a staff of nineteen (19) county employees. YCAS employees are represented by the Yolo County Sheriff’s Safety Management Association, which is exclusively recognized by the Yolo County Board of Supervisors (“Memorandum”). On-site veterinary services are provided by a contractual arrangement with UC Davis School of Veterinary Medicine.

Yolo County Board of Supervisors

The five-member Board of Supervisors (Appendix 5) is the elected representative legislative body of Yolo County. The board “sets and adopts policies and establishes programs for law and justice.” (“Yolo County” Board) Additionally, it retains the responsibility of budgetary and operational oversight of the county, including the sheriff’s department (inclusive of the YCAS), and determines the use of public lands, both of which are critical to the approval and development of a new animal shelter. Each member is elected to a four-year term to represent the citizens of Yolo County’s five districts (Appendix 6). The Yolo County Board of Supervisors has direct authority to approve, amend, or reject its Animal Shelter Exploratory Committee’s proposal for a new animal shelter.

In 2016, the County Administrators Office formed the Animal Shelter Exploratory Committee to address the aging shelter and the growing need to improve care and service within the county. The Exploratory

Committee has been collaborating with local architecture firm, Indigo to develop design plans for a new animal shelter.

Yolo County Sheriff's Office

The Yolo County Sheriff's Department, Animal Services Section, is responsible for the operation of the Yolo County Animal Services Shelter (YCAS) and animal control services. Animal Services serves the cities of Woodland, Davis, West Sacramento, Winters, and the University of California Davis campus, as well as the unincorporated areas of Yolo County such as Esparto, Dunnigan, Madison, and Brooks. The programs are supported primarily through contracts for service with the cities, with additional support from a Memorandum of Understanding (MOU) with the Yolo County SPCA and contracted services with the Koret Shelter Medicine Program (KSMP).

The staff provides pet adoptions, redemptions, rescues, licensing, and appointments for dog and cat rabies vaccinations. In addition to these services, the staff investigates barking and noise complaints, inspects kennels, picks up loose and contained animals including livestock, responds to animal bites and attacks, rents traps, and provides welfare checks on animals.

Yolo County SPCA

The Yolo County Society for the Prevention of Cruelty to Animals, or YC SPCA, works with Yolo County Animal Services to improve the lives of animals in Yolo County. The organization does this with their own budgeted money providing adoption events, public education and outreach and active promotion of the benefits of spaying and neutering. The SPCA staffs an office at the current facility and maintains a Memorandum of Understanding (MOU) (Appendix 7) with YCAS in which the SPCA provides services for the county. The main services provided by the YC SPCA are:

- Adoption under AC Animal Services guidelines

- Lost and Found
- Rescue coordination
- Transportation for animals out of the shelter
- Barn Cat Program

University California Davis- Koret Shelter Medicine Program (KSMP)

The UC Davis Koret Shelter Medicine Program works to protect the health of shelter animals to increase their survival rate using veterinary science. The program accomplishes this goal by training veterinary students, veterinarians and shelter professionals in all aspects of shelter medicine. Koret also conducts research on shelter animal health issues and consults directly with shelter staff to improve animal care. KSMP is contracted by the county shelter to provide on-site veterinary services. KSMP also provides an acting Shelter Manager to YCAS.

Indigo | Hammond + Playle, LLP (Indigo)

Based in Yolo County, Indigo is an award-winning architecture firm located in Davis, California specializing in the design of cutting edge animal shelters. Their buildings are characterized as ecologically integrative, sustainable, and energy efficient. In 2016, they completed phase one of a shelter in Tracy, California using bacteria-resistant materials and featuring functional spaces for both the people and animals. In June of 2016, Yolo County Board of Directors' Animal Shelter Exploratory Committee opened discussions with Indigo's owners and lead architects, the result of which produced design specifications for a new 34,000 square foot shelter with construction estimates at \$18.5 million. The building phase would take 14 months from its groundbreaking, tentatively scheduled to begin in early 2018.

In addition to the design plans provided to the County Exploratory Committee, Indigo also provided the following addendums: Animal Shelter Needs Assessment, Proposed Facility Area Summary, and a Project Timeline.

Organizational Missions, Goals and Metrics

Unleashing the Possibilities' Mission

“Yolo County’s most vulnerable animals are living in unbearable conditions. Our mission is to build a new animal shelter for those who are lost, unwanted, homeless, injured, and abused. By embracing modern standards, we will also foster a compassionate community movement for the optimal care and well-being of our pets.”

Goals and Objectives (Short-Term)

It is the goal of Unleashing the Possibilities to improve the level of care of Yolo County shelter animals. UTP believes that to achieve this goal, it is imperative to build a new county animal shelter that will be able to meet current and future needs. Unleashing the Possibilities has committed to raising 25% of the capital cost (up to \$5 million) needed through the solicitation of private donations.

Yolo County Animal Shelter/Sheriff's Office Mission

“We will continually strive for excellence, performing our duties with professionalism, and integrity, taking pride in ourselves and the community we serve.” (“Mission Statement”)

Goals and Objectives

In Yolo County, departmental performance is tracked using consistent measurements which are regularly updated on their website and published annually as part of the county financial performance. This is a standard practice in local governments to demonstrate transparency of operational and financial performance to its citizens and identify areas requiring improvement. When a department is identified as

underperforming, additional attention may be given as part of a strategic imperative as identified by the community, departmental leadership, and/or the Board of Supervisors.

Metrics

YCAS uses both quantitative and outcome-based measures to track its performance (Table 1). As a service-based organization, many of their metrics focus on their responsiveness to the needs of the community, public education, and ensuring the health and safety of both tame and feral animals. While many of the metrics (“2017-18 County Budget”) focus on cats and dogs (Table 2A and 2B), many of the metrics are inclusive of indigenous species, exotic animals, and livestock.

Table 1. YCAS Performance Metrics

<u>Quantitative</u>	2015 - 2016 (Actual)	2016 - 2017 (Estimate)	2017 - 2018 (Projected)
Responses to service calls	7934	8042	8050
Average daily shelter population	72	78	75
Presentations promoting proper pet control/management	10	15	15
Investigations regarding potential rabies	590	600	600
Rabid bats identified	13	15	15

<u>Outcome-based</u>	2015 - 2016 (Actual)	2016 - 2017 (Estimate)	2017 - 2018 (Projected)
Animals returned to rightful owner	629	641	650
Animals adopted by suitable homes	1295	1454	1400
Dogs vaccinated at public clinics	116	120	120

YCAS tracks animal intakes, live release rates (LRR), and euthanasia (“2017-18 County Budget”). Since 2010, there have been notable improvements in departmental statistics related to the decrease in reported euthanasia rates separate from those specifically related by the animal’s owner. However, local animal rights organizations believe there remains an opportunity to further reduce the euthanasia rates and improve how the data is tracked.

Table 2A. YCAS Performance Metrics – Dogs

* Not including owner euthanasia requests or TNR euthanized for medical

** Not including owner euthanasia requests

***Non-Spay/Neuter, excluding foster return

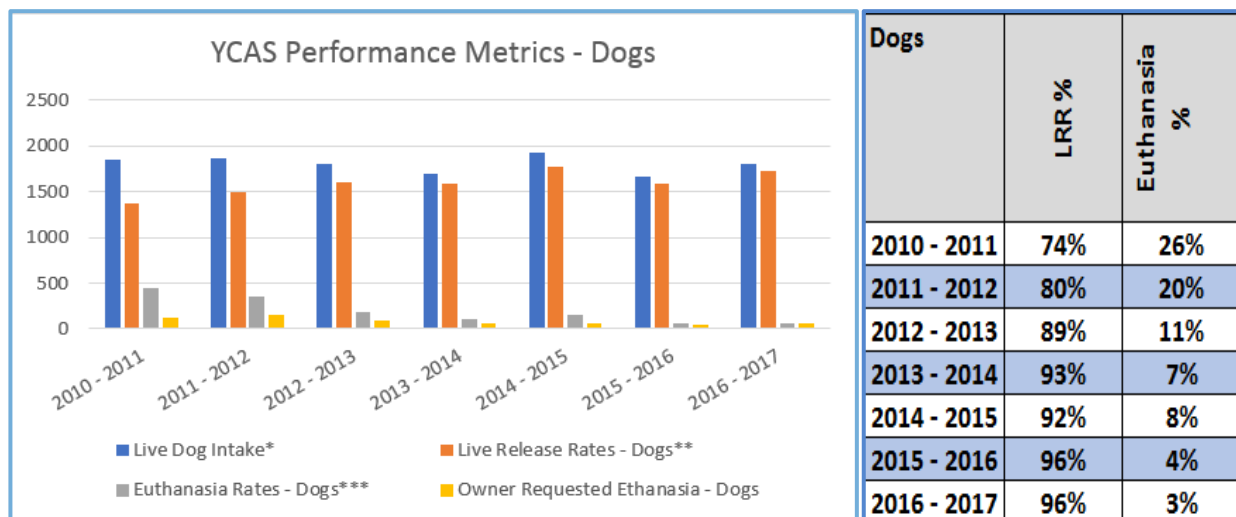
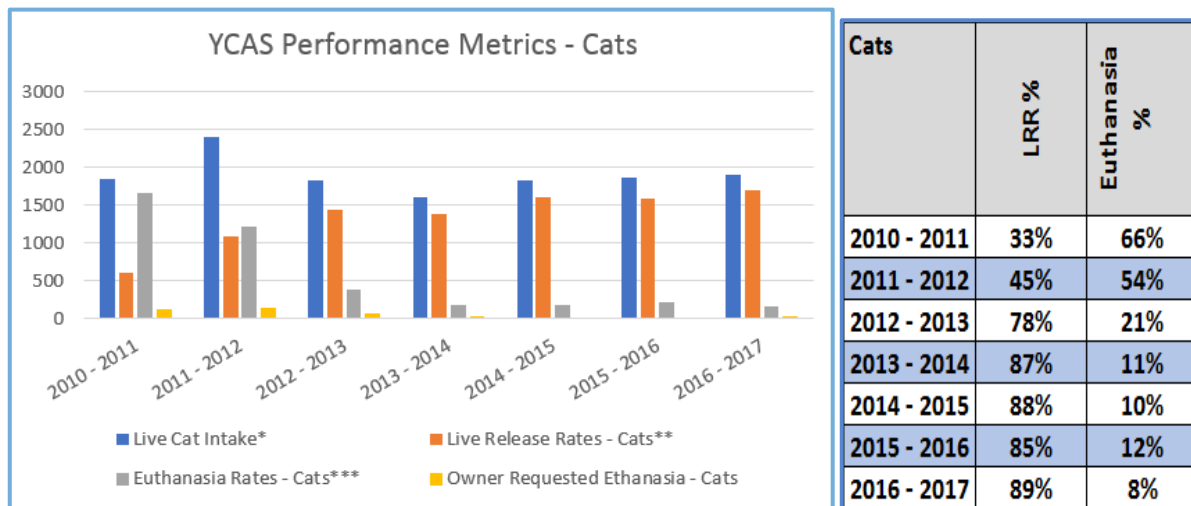


Table 2B. YCAS Performance Metrics – Cats

* Not including owner euthanasia requests or TNR euthanized for medical

** Not including owner euthanasia requests

***Non-Spay/Neuter, excluding foster return

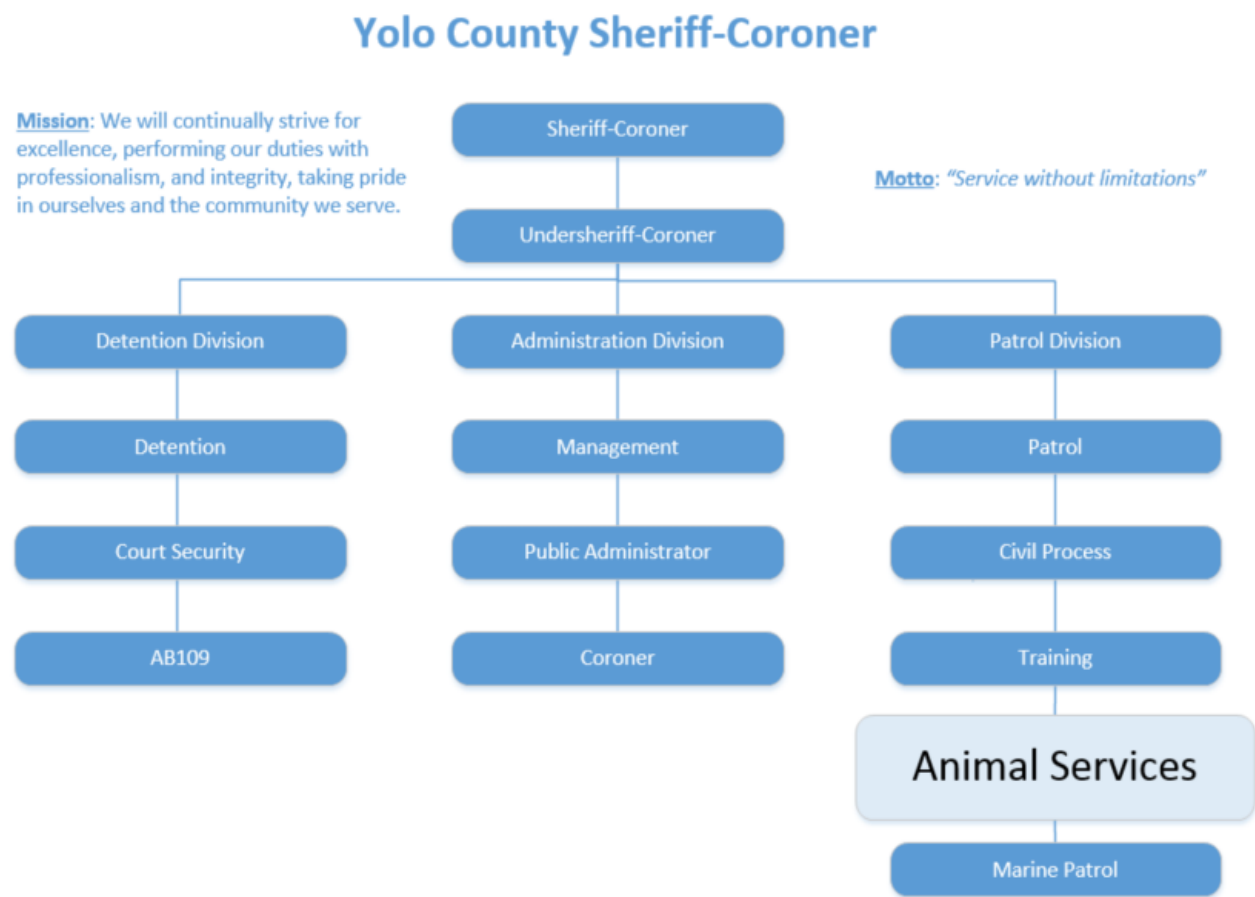


Assessing the Current Service Model

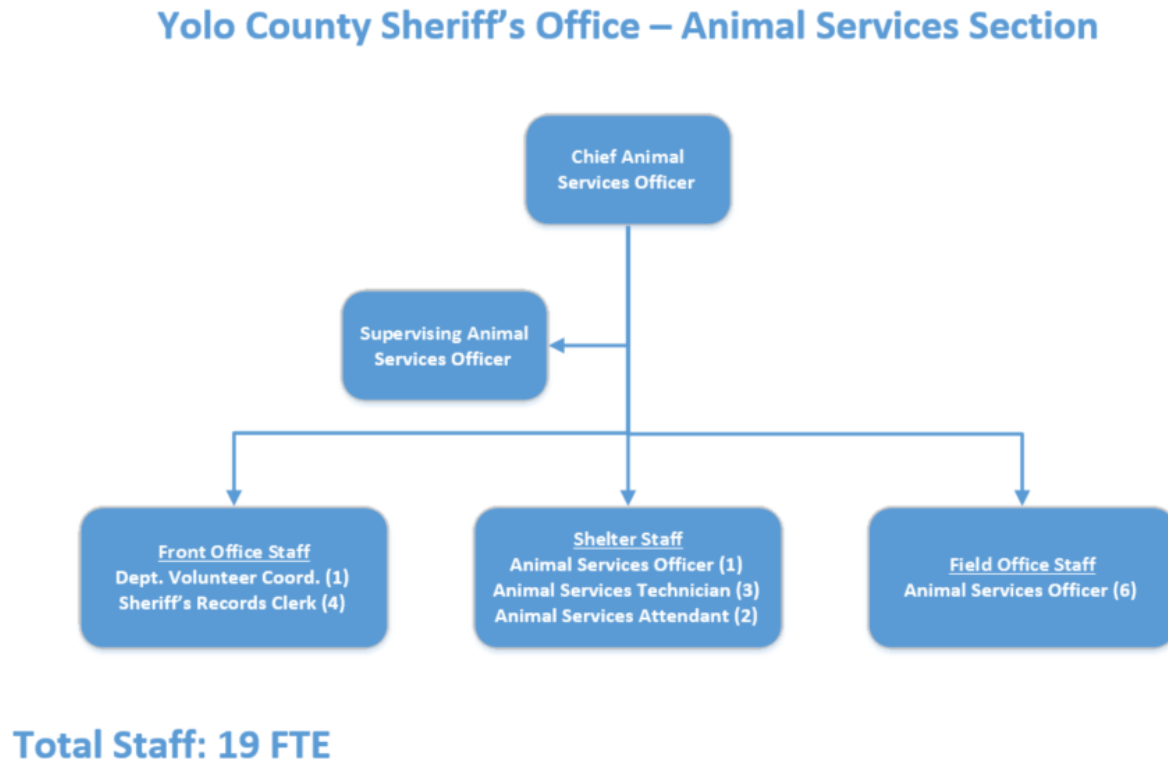
Organizational Structure

The Yolo County Sheriff-Coroner's organization is comprised of several departments (Table 3) with varied roles in enforcement, but one mission. Collectively, the organization focuses on maintaining the health and safety of Yolo County citizens (Appendix 8). Animal Services' position in this organization is appropriately suited in that it monitors and manages many aspects of the animal population (population, health, safety). The Chief Animal Services Officer has oversight of the nineteen YCAS employees whose general areas of responsibility fall under three categories: clerical (front office/volunteer management), shelter operations, and field services (Table 4). While California is an at-will employment state, all YCAS employment is represented under the provisions of the Yolo County Sheriff's Safety Management Association ("Memorandum of Understanding").

Table 3. Yolo County Sheriff-Coroners’ Departmental Organizational Chart



(“2017-18 County Budget”)

Table 4. YCAS Organization Chart

("2017-18 County Budget")

YCAS SWOT Analysis

Strengths

- **Length of Service**

The current Yolo County Animal Services facility has served the county for 40 years. Its longevity in the community is its strength.

- **Community Based**

Yolo County Animal Services is the only facility of its kind in Yolo County. Approximately 85% of Yolo County's population lives in the nearby incorporated cities of Winters, Woodland, Davis, and West

Sacramento, with easy access to Interstate 5 (heading East or Northwest) and State Route 113 (heading North and South).

Weaknesses

- **Infrastructure**

The current facility infrastructure leaves much to be desired. The buildings are old and dilapidated. Best practices are next to impossible to implement as the facility does not have the capability to support them.

- **Contracted Services & MOUs**

The current contracted services with UC Davis to provide on-site veterinary care and acting shelter management are not cost effective, as these services can be provided for much less money. YC SPCA's MOU with YCAS to provide services to the community is unsustainable. While volunteer services are welcome, the SPCA is performing a function that would normally be performed by county staff. Is this sustainable? What would happen if the SPCA decided to cease its volunteer services?

- **Volunteers**

Modern animal shelters are highly dependent upon a consistent source of volunteer labor. An aging infrastructure makes attracting volunteers more difficult.

- **Advertising/Promotion**

The organization lacks state-of-the-art advertising and promotion of its services. As such, it is ill-positioned to fully engage the public in the pursuit of its mandate.

- **Inconsistent Service Data**

Inconsistency of data hinders public support for the current mission of the shelter and funding increases for a new facility. These data problems are inherent industry-wide. Standardization of data collection and reporting is imperative to understanding where performance improvements can be made.

- **Use of Inmate labor**

The use of inmates for labor at YCAS is counter-productive. Inmates do not require high pay, but the lack of training can lead to costly mistakes, such as the spread of disease, and cost animals their lives. It also hinders the hours that YCAS can be open to the public, making it difficult for someone to come and adopt or claim their lost pet.

- **Outcomes**

Per facility's statistics, euthanasia rates need to be reduced. Operating as a kill shelter puts YCAS at odds with local animal rights groups, individuals, and non-profits.

Opportunities

- **New Modern Facility**

The proposed new facility is by far the greatest opportunity for Yolo County Animal Services. A new facility will better engage the public for adoptions. Volunteers will be drawn to a clean, sanitary and safe facility. Rising animal adoption levels will contribute to lower euthanasia rates.

- **Programs and Services**

A modern facility would greatly expand common shelter services and programs that are currently not offered. A low-cost/no-cost spay and neuter program would greatly reduce the animal intake to the shelter, thus greatly reducing cost as well as euthanasia of healthy treatable animals.

- **Greater Community Engagement**

Opportunities abound for greater engagement of the community. The current state of communications, advertising, and promotion of the county's services is poor. Through a new integrated marketing communications (IMC) plan, the facilities outreach to the community can be multiplied exponentially.

- **Increasing Demand**

Population and animal ownership rates are both increasing, which increases demand for services.

- **Economies of Scale**

Increased demand, proper planning and execution should result in greater economies-of-scale in YCAS operations.

Threats

- **Competing Facilities**

The introduction of an expansive and modern facility, such as the *Sacramento County Animal Care Facility* on Bradshaw Road in Sacramento (38 minutes away) serves to draw potential adoptive families away from Yolo County (Appendix 9).

- **Increasing Demand**

Per US Census data (“Quickfacts”), Yolo County has grown at an average pace of 20% (decade over decade) over the last fifty years. While growth trends are projected to slow to approximately 11% from 2010 to 2020, increased demand is considered both a threat and an opportunity.

- **Increasing Costs**

Cost increases are a threat to the organization. The costs include supplies, wages, and veterinary care and availability.

Project Budget

Based on the design proposal submitted by Indigo in 2016, the estimated cost of a new 34,301 square-foot facility will run \$18.5 million (Appendix 10). Direct construction costs (building/site work construction & general requirements mark-up), for the animal shelter are estimated at \$14.8 million; design specifications justifying the cost have been provided (Appendix 11). The remaining balance of \$3.7

million is attributable to the indirect costs, including equipment, standard construction fees and associated surveys and reports.

The proposal does not include the costs associated with the site acquisition of the proposed 4.1 acres. The Exploratory Committee has recommended the use of available county property in Woodland located in the general vicinity of the existing shelter.

In 2006, Sacramento County Animal Shelter was faced with facility challenges like those of Yolo County. On October 1, 2009, they opened a new 41,000 square-foot shelter costing \$16.3 million (“Animal Care and Regulation”). Designed and built by Swatt Miers Architects, the new site boasts Gold LEED designation. It features a spay/neuter clinic, livestock-only designated facilities, and a one-acre dog park. While the larger facility serves a more urban population, the 2009 costs provide a baseline framework for Yolo County.

Market Environmental Assessment

The market environment for animal surrender is locked at the county level. Current practices require that surrendered animals must be owned or found abandoned within the geographic boundaries (county) of the receiving facility in order to surrender the animal at that facility. On the other hand, adoptions are allowed across counties without restriction. For instance, a resident of Yolo County could adopt a shelter animal from a facility in Sacramento County or vice versa without restriction. This provides for competition across county lines. This enables shelters to market for adoptive homes outside of their jurisdictions.

Local Competition

Local competitors in Yolo County are predominantly comprised of other county shelters, non-profit rescue organizations, and local breeders. With the scarcity of animals available for rescue, comparable

pricing, and the proximity of shelters, additional factors often come into play for those in the market for a new pet, such as the quality/cleanliness of the facility, service, and the viewing/visiting environments.

Yolo County SPCA is a non-profit, foster-based animal rescue and adoption organization (“Yolo County Animal Services” SPCA). With no physical structure, a network of volunteers fosters its animals until they are adopted. Much like YCAS, animals receive medical treatment and are spayed/neutered and micro chipped prior to adoption. Adoption fees and services are comparable to those of YCAS with breed-specific discounts on some animals. Although not the exclusive source of their rescues, the SPCA works in partnership with the sheriff’s office and YCAS to place animals into temporary foster homes and should not be considered a true competitor. Its adoption fees for dogs are in line with the YCAS, however, cat adoptions are significantly lower (\$60/cat vs. \$150). The SPCA derives its funding through adoption fees and donations as well as revenue generated from its Thrift Store located on Third St. in Davis. Located less than thirty miles from YCAS, the Sacramento County Animal Shelter is located on Bradshaw Rd. in Sacramento. As mentioned before, this facility was built in 2009 and features an experience and amenities absent at the Yolo County shelter. It has a robust volunteer program and, per its published statistics (“Animal Care and Regulation”), has a live return rate ten times that of Yolo County through its networks of shelters and foster programs. For residents who live in the area between the two shelters, Sacramento offers a much more enticing adoption experience and comparable pricing (Appendix 12).

Competitive Advantage

Having a clean, well lit, inviting, and nurturing environment is imperative to successful animal adoptions. The current facility lacks these qualities. Being extremely well connected through social media, website, press releases, community visibility, targeted marketing, etc. will be paramount (especially in attempts to reach the Millennial population). It also expands potential adoption from outside Yolo County.

Marketing Plan – Phase 1

Phase 1 of the marketing plan is designed to enhance UTP's fundraising efforts for a new animal care facility in Yolo County.

Assessing the Need

The need for a new facility stems from the dilapidated condition of the current structure. Located at 140 Tony Diaz Dr. in Woodland, the current facility was constructed in 1974 and no longer serves the needs of the community or the animals it intends to benefit.

On a national level, estimates on the numbers of cats and dogs (domesticated pets and companion animals) are 183.9 million with an annualized compound growth rate over the last five years of 1.4%. Further, the forecast for the next five years is a 4.1% annualized compound growth rate culminating in 224.9 million cats and dogs by 2022.

Current Numbers

According to the American Pet Productions Association (APPA), cats and dogs have been popular household pets for generations, and gradual economic recovery has encouraged greater pet adoption per household. Slow growth in the size of the average household may have provided families with additional space, time and money to dedicate to owning domesticated animals. Moreover, improving disposable income levels have also freed up money to spend on pets. As a result, the number of pets has increased over the past five years, at an annualized rate of 1.4% to 183.9 million in 2017.

Pet adoptions, however, have been inconsistent over the past five years. The pet population grew significantly in 2012 and 2013 before declining by 4.3% and 4.5% in 2014 and 2015, respectively. This trend then reversed in 2016 and is expected to continue in 2017, as wages and income levels show improvement. The moderate increase in pet ownership can partly be attributed to the growing prevalence of aging pets. According to the American Veterinary Medical Association, improvements in pet

healthcare has increased average pet lifespans, causing the number of pets to exhibit some volatility in line with more pets falling under the geriatric category.

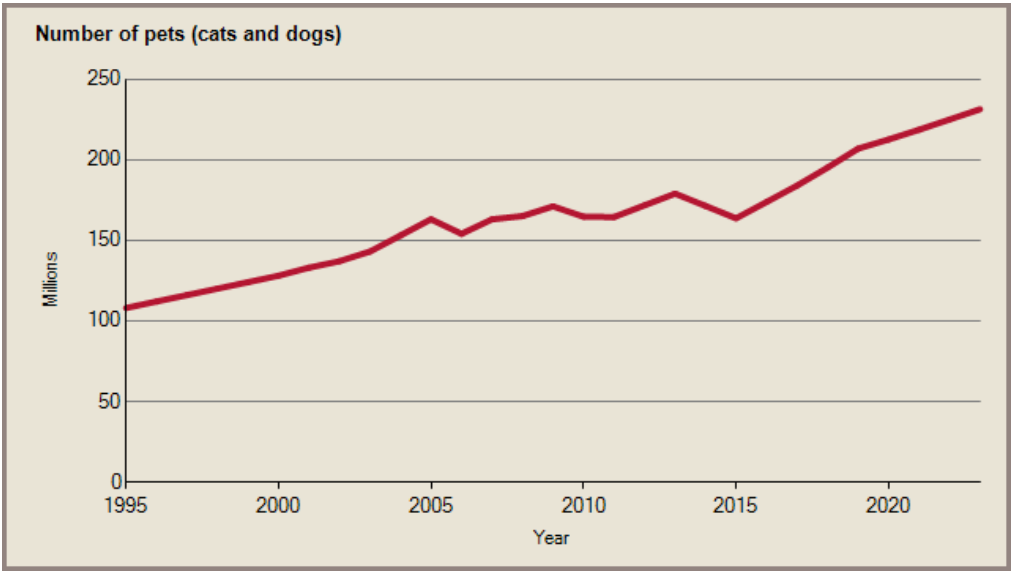
The APPA estimates that more US households than ever before now own pets, and there may only be room for modest growth in adoptions over the next five years. The APPA also reports that 56.0% of households owned a pet in 1988, compared with 68.0% of households in 2017. The overpopulation of unwanted pets has become a major problem for humane societies, animal shelters and rescue groups. The Humane Society of the United States estimates that, due to the surplus of unwanted litters from pets that have not been neutered, between 3.0 and 4.0 million adoptable pets are euthanized every year. This does represent a significant improvement from the 1970s, however, when an estimated 12.0 to 20.0 million dogs and cats were euthanized per year. Although public awareness of the importance of pet neutering has greatly reduced the number of feral animals in the US, there remains a significant oversupply of adoptable animals.

Outlook

Over the five years to 2022, the pet population is forecast to grow at an annualized rate of 4.1%. This growth rate is faster than the overall growth in pets from 2012 to 2017. However, several fundamental challenges make it difficult for households to adopt pets in much greater numbers. First, the life expectancies of cats and dogs routinely exceed a decade in length, implies that many of the households that previously wanted to own a pet are now currently in possession of at least one. Second, cat ownership has grown more quickly than dog ownership due to the lower maintenance necessary to own a cat. As home ownership continues its stagnant pace, cat adoptions may increasingly become a more affordable alternative to dog adoptions. Cats also have a longer life expectancy than dogs, causing fewer adoptions among families that seek out new pets about every decade. Despite a greater concentration of

pet ownership, the continued growth of the population and an increase of the median age are expected to push up pet ownership. (2017-2018 APPA)

Table 5. Graph of Number of Pets (cats and dogs) in the U.S. (Appendix 13)



Target Market

Target market segmentation for a fundraising effort would start primarily with Yolo County geography. While donors may occasionally be found outside the county, each county has its own pressing needs related to animal services, and donors would tend to gravitate toward their own local needs. Yolo County is quite economically diverse. The majority of the county to the north and west (including the cities of Winters and Woodland) subsist on a predominantly agrarian economy, while the cities to the south (such as Davis and West Sacramento) are somewhat more suburban in their composition. According to Claritas SMS, Yolo County population is expected to grow at a 5.42% annual rate over the next five years. This

somewhat parallels the expected growth rate for cats and dogs as reported in the study by IBISWorld. Further, the number of households is expected to increase by 5.51% over the same period.

Corporate

To raise employee morale and organizational pride, many businesses offer opportunities for their employees (and sometimes vendors, partners, and customers) to contribute to the betterment of the community through charitable giving programs; the organization often sets a corporate goal for the campaign and provides matching funds and will use its internal communications department to promote the program throughout the company. Typically, companies try to find a cause that is apolitical in nature, non-controversial, and seeks to keep donations local. The plan to build a new Yolo County Animal Shelter would meet many of these criteria for Yolo County businesses.

As part of the marketing campaign to raise awareness and funds for the YCAS construction project, UTP should target local employers starting with some of the larger corporate employers in Yolo County (Table 14). Grocery stores (such as Nugget and Safeway) and animal supplies chains (such as the Petco stores in Davis and West Sacramento) may also be approached to offer consumers an opportunity to donate at the time of checkout. Often these programs have the donor sign their name on a cutout placard (perhaps in the shape of UTP dog logo) that is later placed on the glass doors and windows; three different colors could be used to represent the varying levels of contributions (\$1, \$5, and \$10 and above). In addition to raising funds, programs such as these raise the profile of the organization and the project within the community.

Table 6. Top Ten Largest Employers by City (Yolo County)

Rank	Davis (2015 - 2016)			West Sacramento (2015)		
	Employer	# of Employees	% of Total City Employment	Employer	# of Employees	% of Total City Employment
1	UC Davis	23,800	71.47%	State of CA, Gen. Svcs.	1,960	14.55%
2	Davis School District	1,073	3.22%	US Postal Service	1,605	11.92%
3	City of Davis	385	1.16%	Cal State Teachers Ret. Syst.	1,215	9.02%
4	Sutter Davis Hosp.	380	1.14%	UPS	1,182	8.78%
5	Unitrans	291	0.87%	Affiliated Computer Svcs.	900	6.68%
6	PG&E	248	0.74%	Wash. Unified School Dist.	750	5.57%
7	Safeway Stores	245	0.74%	Raley's/Bel Air	634	4.71%
8	Nugget Market	243	0.73%	Tony's Fine Food	500	3.71%
9	University Ret. Comm.	218	0.65%	Nor-Cal Beverage	500	3.71%
10	Kaiser Permanente Med. Ofc.	130	0.39%	Clark Pacific	439	3.26%

Rank	Winters (2016)			Woodland (2016)		
	Employer	# of Employees	% of Total City Employment	Employer	# of Employees	% of Total City Employment
1	Mariani Nut Company	350	10.82%	Yolo County	1,411	4.99%
2	Winters Joint Unified Sch. Dist.	230	7.11%	Dayton Judson (Target)	1,337	4.72%
3	Buckhorn Restaurant	120	3.71%	Woodland Joint Unified Sch. Dist.	1,145	4.05%
4	Double M Trucking	75	2.32%	Target Distribution Center	800	2.83%
5	City of Winters	51	1.57%	Woodland Healthcare	725	2.56%
6	Pavestone	35	1.08%	Raley's/Bel Air	600	2.12%
7	Town and Country	14	0.43%	Rite Aid Distribution Center	500	1.77%
8	Vintage Paving	11	0.34%	Nugget Markets/Food 4 Less	350	1.24%
9	AM/PM	8	0.25%	Walgreens	300	1.06%
10	JDS	0	0.00%	City of Woodland	289	1.02%

(Above compiled from “Comprehensive Annual Financial Report”: Davis, West Sacramento, Winters, and Woodland)

Private

Funding sources for the YCAS construction project exist in the form of donors already associated with UTP. The UTP board is comprised of well-connected Yolo County citizens who are passionately committed to the new shelter project and have experience raising donations through their extensive private networks for projects that align with their organizational mission. The UTP board has already begun raising funds through its website and other means from private community donors.

In advance of the project's funding approval, the UTP board should begin building a strategic plan inclusive of a project timeline that coincides with the construction plan and conduct a needs assessment to determine the various roles and time commitments required to raise their portion of the funds. A thorough analysis of its members will be conducted to determine who will be responsible for each role and to obtain their commitment to the functions and time demands. Any gaps should be identified and supplemented with volunteers from the community; roles, descriptions, and time commitment can be posted on the UTP website or requested through UC Davis and/or Sacramento State volunteer websites. A separate committee may be formed outside the monthly board meeting to track the fundraising efforts' progress.

Upon receiving plan approval by the Yolo County Board of Supervisors, the UTP board should take advantage of the associated public notifications and press releases announcing the capital campaign project in order to raise their public profile. Coordination of press releases with the Yolo County Board of Supervisors' communications team will ensure consistent messaging of UTP's contribution to the effort at every phase of construction, and should include information on how to donate through UTP's website. UTP will capitalize on the ongoing publicity associated with the announcements to launch their fundraising campaigns and work with their established partnerships within the community. When available, UTP will work with the YCAS, SPCA, and Yolo County Board of Supervisors to obtain information on potential corporate and private donors.

Due to the size of their fundraising commitment, UTP should consider temporarily partnering with third party fundraisers to expedite their fundraising efforts. Additionally, it may be beneficial to expand the existing board to include a member or members who have strong ties to the Yolo County donor community, a background in fundraising, as well as a strong commitment to UTP's mission. A local resource available for these types of recruitment efforts is the Association of Fundraising Professionals (AFP) – California Capital Chapter located at:

AFP California Capital Chapter
PO Box 215433
Sacramento CA 95821
Chapter Administrator - Raquel Altavilla
Tel: (916) 715-5939
info@afpccc.org

Fundraising

Although fundraising is a charitable endeavor, it is imperative to apply sound business, management, organizational and marketing skills to ensure success. There are many ways to reach potential donors for a new animal shelter facility for Yolo County.

Grassroots Fundraising

Fundraising for a non-profit typically limits the options to the less expensive approaches. Community-based promotion such as county fairs, bake sales, car washes, etc. are inexpensive but are labor intensive and limited in their funding capabilities and their reach.

Social Media

Maintaining a high profile with social media can also keep costs down while helping to promote the cause. Digital media such as Facebook, Twitter, Snapchat and a YouTube video channel would be well suited to target the appropriate demographics while waste coverage would not be costly. The target demographics for a fundraising effort, Gen Xers, Millennials, and Baby Boomers, are increasing in their exposure and consumption of social media.

Direct Mail

Developing a targeted mailing list to send direct mail (letters, newsletters, etc.) can be a good way to stay in contact with constituents. Direct mail is well targeted to Baby Boomers who are less inclined than younger generations to be heavy social media participants.

Annual Fund Drive

An annual fund drive that coincides at an annual event such as a county fair can be a great vehicle for visibility and donations.

Telemarketing

If done properly and transparently, telemarketing can provide an opportunity to connect with potential donors. Care must be taken to approach the telemarketing with a professional and ethical approach.

Non-cash Donations

Accepting non-cash donations can be a way to increase donations while providing a path of least resistance for those that have no-longer used assets such as real estate, automobiles, airplanes, consumer goods, etc.

Retailer Partnerships

A partnership program can be set up in which local retailers would commit to donating a percentage of their revenues. In turn, the non-profit promotes their association with the retailer, which should increase their volume of business a win-win proposition if administered correctly.

Grants

According to TheBalance.com, there are many animal welfare grants available to 510(c)(3) organizations. Appendix 14 lists the top ten available grants (Kramer). Having a board member with grant writing experience could also be a major asset to the project.

Crowdsourcing

Providing various donation methods broadens the capability of UTP to meet their fundraising goals. On their “Unleashing Yolo” website (www.unleashingyolo.org), UTP already offers various means and sponsorship levels for its supporters to contribute. It also provides instruction on how sponsors can maximize their contributions through corporate matching programs. An additional consideration to draw in Millennial donors would be to consider hosting one or several crowdsourcing campaigns on popular apps/websites such as GoFundMe and KickStarter. In addition to raising funds, crowdsourcing serves the dual purpose of promoting the project within the community (the user’s GPS coordinates are used by the app to provide local and regional donation opportunities) as well as providing a national (and even international) platform for promotion of the project.

Professional Fundraising Companies and Organizations (Local/National)

Although Unleashing the Possibilities promotes 95% of all funds will be used for the new shelter, partnering with a third-party fundraising organization could expedite the process and should be considered a viable option. For events benefiting UTP conducted by a professional organization, transparency of all costs associated with collaborative professional efforts should be available to donors. Retaining a board member with major fundraising experience could be a major asset to the cause. The Impact Foundry could be a good source for Unleashing the Possibilities to recruit a like-minded individual with the necessary skillset if deemed necessary. A list of professional fundraising organizations is in Appendix 15.

Education

Educating the public is one of the keys to increasing donations. It cannot be assumed that the average citizen is aware of the information that a non-profit board member has knowledge of. Bring the need to life with pictures and success stories. Emotional appeals are usually the best approach for advertising

these types of community needs. Leverage the organization's positive effect on the outcomes of the county's shelter animal population.

Marketing Plan - Phase 2

National Statistics

According to the APPA website (2017-2018 APPA), Americans spent a total of \$23.04 billion on pet food, \$14.39 billion on supplies/OTC medicine, \$15.73 billion on vet care, \$2.19 billion on live animal purchases, and \$5.24 billion on pet services like grooming and boarding. Table 7 lists the number of households that own a pet and their types. Table 8 lists the numbers and types of pets in U.S. households. Dogs and cats figure prominently in these statistics. Products and services geared toward these markets and showing sustained growth over the last few years.

Table 7. Total Number of U.S. Households that Own a Pet (millions)

Pet	Households with Pets (in millions)
Bird	7.9
Cat	47.1
Dog	60.2
Horse	2.6
Freshwater Fish	12.5
Saltwater Fish	2.5
Reptile	4.7
Small Animal	6.7

Table 8. Total Number of Pets Owned in the U.S. (millions)

Pet	Pets Owned (in millions)
Bird	20.3
Cat	94.2
Dog	89.7
Horse	7.6
Freshwater Fish	139.3
Saltwater Fish	18.8
Reptile	9.4
Small Animal	14.0

(2017 – 2018 APPA)

For 2017, it estimated that \$69.36 billion would be spent on pets in the U.S.:

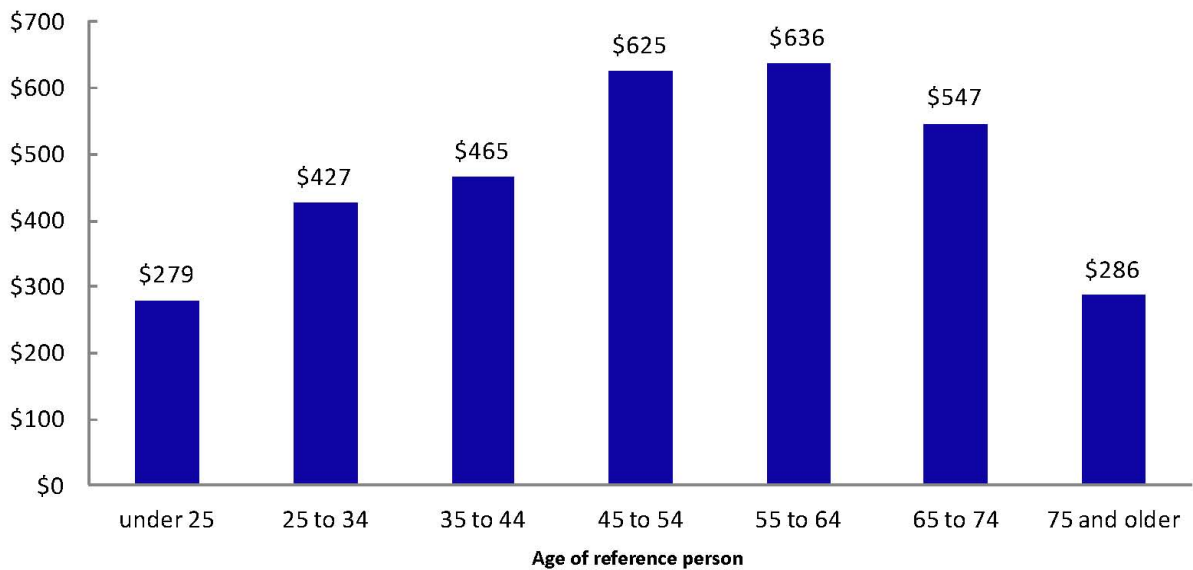
Table 9. Estimated 2017 Sales within the U.S. Market

Food	\$29.69 billion
Supplies/OTC Medicine	\$14.93 billion
Vet Care	\$16.62 billion
Live animal purchases	\$2.01 billion
Other Services	\$6.11 billion

(Josephson)

As one might surmise, the U.S. Bureau of Labor Statistics, Gen Xers, Millennials, and Baby Boomers are the largest per capita spenders on pets:

Table 10. Average Annual Expenditures on Pets by Age of Reference Person



(U.S. Bureau of Labor Statistics)

Yolo County Statistics

Yolo County’s low average age is attributable to the student population of the UC Davis campus, which houses 36,441 (Fall 2016 population). When comparing the estimated population by age for Yolo County with the average annual expenditures by age of reference person, the biggest spenders on pets (between 25 and 74 years old) account for 55.3% of the county’s population, numbering approximately 120,000 of the county’s residents.

Table 11. Generational Demographics of Yolo County

2017 Est. Population by Age	217,109	
Age 0 - 4	12,509	5.76%
Age 5 - 9	12,823	5.91%
Age 10 - 14	13,081	6.03%
Age 15 - 17	8,573	3.95%
Age 18 - 20	15,551	7.16%
Age 21 - 24	23,547	10.85%
Age 25 - 34	30,495	14.05%
Age 35 - 44	25,943	11.95%
Age 45 - 54	24,571	11.32%
Age 55 - 64	23,358	10.76%
Age 65 - 74	15,650	7.21%
Age 75 - 84	7,517	3.46%
Age 85 and over	3,491	1.61%
Age 16 and over	175,906	81.02%
Age 18 and over	170,123	78.36%
Age 21 and over	154,572	71.20%
Age 65 and over	26,658	12.28%
2017 Est. Median Age	32.4	
2017 Est. Average Age	36.2	

("UC Davis")

Home Ownership/Rental Ratios

Owner occupied homes would have a higher likelihood of pet adoption as many rental properties disallow pets. While the general adult population would be the target market for fund raising (with an emphasis on higher socio-economic status), the primary target for shelter services would be the segment that includes homeowners.

Table 12. Yolo County Home Ownership vs. Rental Demographic Data

Description	Yolo County, CA (06113)	
	Total	%
Owner Occupied	37,416	52.79%
Renter Occupied	33,456	47.21%

The Marketing Mix (4 P's)**Product**

The primary revenue generator of the Yolo County Animal Services division is services. The towns of Winters, Woodland, Davis, West Sacramento, and the University of California Davis all contract animal services from the Yolo County Animal Shelter. Other services include licensing, spaying and neutering, redemption fees, testing and immunizations, and euthanasia services. Products are predominantly pet adoptions with their associated fees.

Expansion of Products

While the current YCAS facility would not readily accommodate an expansion of products and services, the proposed new facility could. Animal shelters have used creativity to expand their products to include full supply products lines including food, treats, supplements, toys, and training aids (collars, leashes, etc.). At the Helen Woodward Animal Center in San Diego, services have been expanded to include spaying and neutering, microchip implants, obedience training, animal boarding, grooming services, workshops, birthday parties, a gift store, and a resale store (“Home” Helen Woodward). An agility course would also be a positive addition. The revenue from these added products and services could bring an

underperforming shelter from persistent losses with a need for local subsidies to autonomous and sustainable profitability.

Price

Prices for pet adoptions mostly follow a commoditized pricing structure. Shelter animals are available from many sources and most assume similar adoption fees. When supply and demand is divergent, prices tend to maintain inertia. The following table shows a similar fee structure for local facilities.

Table 13. Comparative Analysis of Shelter Fee Structures by County

Comparative Analysis - Shelter Fee Structure			
Facility	YCAS	Sacramento	Tracy
Adoption Fees - Dogs			
Unaltered Female	\$150	\$147	\$158
Unaltered Male	\$150	\$121	\$108
Spayed Female	\$150	\$147	\$33
Spayed Male	\$150	\$121	\$33
Adoption Fees Cats			
Unaltered Female	\$110	\$81	\$71
Unaltered Male	\$110	\$81	\$46
Spayed Female	\$110	\$81	\$6
Spayed Male	\$110	\$81	\$6
Boarding Fees			
Dog or Cat	\$15		
Livestock	\$20		
Quarantine	\$30		
Licensing Fees			
Dog, Unaltered	\$38	\$50	
Dog, Altered	\$19	\$15	
Cat, Unaltered	\$38	\$50	
Cat, Altered	\$19	\$15	
Animal Spay/Neuter			
Dog Spay/Neuter	\$100		
Cat Spay/Neuter	\$100		
Impound Fees - Unaltered Animals			
First Impound	\$115		
Second Impound	\$160		
Third Impound	\$240		
Impound Fees - Altered Animals			
First Impound	\$30	\$40	
Second Impound	\$50	\$80	
Third Impound	\$70	\$160	
First Impound - Livestock	\$115	\$50	
Second Impound - Livestock		\$100	
Third Impound - Livestock		\$200	
Miscellaneous Fees			
Euthanasia (Owner Requested)	\$55	\$60	
Owner Surrender		\$60	

The following table shows the number of animals currently available for adoption at local facilities:

Table 14. Comparative Analysis of Available Adoption Animals by Facility (CA)

Yolo County	75 Animals
Sacramento County	715 Animals
Tracy	67 Animals

Place

The facility is Yolo County based and the only “place” based decision would appear to be in which city the new facility should be located. On the other hand, the facility would not be precluded from adopting out animals or selling products to residents of other counties. Partnering with no-kill facilities and organizations for animal relocation services would expand the geographic market for the new facility’s products.

Promotion

Promotional techniques that support an emotional appeal would be optimal. The target demographics should respond well to promotional approaches such as social networking, a YouTube video channel, and direct mail appeals. Establishing that rescue animals have value even if they are less than perfect is important for promotional success. Remember that pets from a local shelter can be adopted across any geography.

The ASPCA has assembled a *Little Black Book of Adoption Promotion Ideas* (“Little Black Book”). It references numerous ways to get pet images in front of the public such as t-shirts, flyers, poster, banners, coloring book pages for children, web banners, billboards, multimedia campaigns, and of course, Facebook pages.

Integrated Marketing Communications (IMC)

Yolo County has to promote their products/services with an integrated and holistic marketing approach (“Integrated Marketing”). The development and implementation of a cohesive style guide is imperative and a prerequisite for integrated marketing communications. Each of the promotions should have a unique and identifiable style across all media. All forward-facing communications from any business department should be uniform as they all deliver messages to customers. Horizontal integration occurs across business functions including marketing, finance and distribution of products and services. Vertical integration assures that all communications reflect the vision and mission of the organization as well as all corporate initiatives. Internal marketing assures that all employees are well trained, project the intended corporate image, and are sufficiently motivated toward a customer-centric service environment.

Community Engagement

There are many programs that animal shelter facilities can implement to engage the community. Such programs include interactive animal encounters, pack leader (owner) training, Boy Scout and Girl Scout events, programs for schools, kids’ camps, and animal appreciation events. All serve to instill appreciation and respect for animals.

Risk & Mitigation Planning

In the planning phase of this initiative, the greatest posed risks are support and funding. The County Administrators Office has assembled an Exploratory Committee comprised of representatives of County Government, the Yolo County Sheriff, all four cities in the County, UCD, YCSPCA, and Unleashing the Possibilities. Through this collaborative effort, the board has demonstrated their support for consideration of the use of capital funds to build and manage the new shelter using the existing management model. Through their combined efforts, the Animal Shelter Exploratory Committee has obtained a proof of

concept design from the local architecture firm, Indigo, which includes design plans, associated costs, a needs assessment, and project timeline. This provides a strong foundation for the Yolo County Board of Supervisors to determine the viability of the effort and to make recommendations.

The board also recognizes the project's financial dependence on the four incorporated cities in Yolo County who would be involved. Based on the capital requirements, the board will need to develop a funding strategy based on relevant variables (city population, dependence on animal services, etc.) to recommend a balanced recommendation for each city's contribution as well as a contingency plan.

The risk associated with the project's funding has been further mitigated by the commitment of Unleashing the Possibilities to raise twenty-five percent of the required capital funds through private and public donors. The fundraising campaign is already underway and UTP has publicly committed to donating ninety-five percent of all money raised directly to the construction cost of the project. This generous offer will greatly assist in defraying the cost to the county but does pose some additional challenges. UTP's board is comprised of several well-connected Yolo County citizens, some of whom have extensive experience in fundraising. To ensure the success of their fundraising commitment, it is recommended that UTP devise a fundraising strategy complete with timelines and benchmarks to raise the necessary funds. Additionally, UTP should assess their own capability to determine if they will require additional assistance with other non-profits committed to animal welfare. If necessary, consideration should be given to supplementing the existing board membership.

At this point in the process, a 4-acre site has been proposed in Woodland, near the existing shelter. As part of the proposal to the board, the availability and feasibility of the land use should be confirmed to avoid any delays in securing a suitable location.

Once the Yolo County Board of Supervisors approves the capital funds and the shelter's groundbreaking commences, the usual risks associated with project management (cost, scope and time) will be addressed.

Selection of an experienced architect such as Indigo with a proven track record in design and construction of animal shelters will mitigate most of these risks. Additionally, the county will rely on its existing expertise to design all necessary contracts with service providers to ensure the final shelter meets all the requirements proposed and the appropriate resources are available to independently monitor progress. Progress reports should be provided during regular intervals (bi-weekly) and/or presented at each scheduled Board of Supervisor's meeting.

Proposed Timeline

As part of the design and implementation plan submitted to the County Animal Shelter Exploratory Committee, Indigo has provided a detailed addendum (Appendix 16) outlining the timeline for construction of the shelter. The implementation plan includes a multi-phased approach with tasks, benchmarks, and deadlines; it was based on similar projects Indigo has completed, some of which were animal shelters. A high-level adaptation has been created to summarize the plan (Table 15).

Table 15. Timeline of Proposed Yolo County Animal Shelter Construction

Phase	High Level Project Phases	Start	Finish	Duration	2016		2017				2018				2019				2020			
					Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Planning Approval	June '16	Sept. '17	16 mos.																		
2	Fundraising Campaigns	Dec. '16	Aug. '18	21 mos.																		
3	Schematic Design	Oct. '17	Dec. '17	3 mos.																		
4	Final Design & Permitting	Jan. '18	Aug. '18	8 mos.																		
5	Bidding	Sept. '18	Nov. '18	3 mos.																		
6	Construction	Dec. '18	Jan. '20	14 mos.																		
7	Post-Occupancy	Feb. '20	Jan. 21	12 mos.																		

Timeline Assumptions

The original timeline proposed by Indigo in 2016 is outdated and assumes phases 1, 3 and 4 of the project to already be completed. All project activities are contingent on the Board of Supervisors approval, which is the final step in the Planning Phase, proposed by Indigo.

Timeline Recommendations

Prior to presenting to Yolo County Board of Supervisors, Indigo will need to revise the timeline dates based on the expected presentation/approval date. A revision quest has been submitted.

Proposed Management Team

Upon obtaining Yolo County Board of Supervisors approval, Indigo estimates twenty-eight (28) months to complete all phases of planning and construction. This schedule allows for three months for schedule design, eight months for final design and permitting, three months for the bidding process, and finally, fourteen months for construction. During this time, the existing Yolo County Animal Shelter would continue to operate with its existing staff in accordance with its usual practices and procedures based on the ongoing needs assessments and reviews conducted by the county. Once the new shelter has been completed, Indigo has identified the needs for additional headcount to ensure the proper management and maintenance of the new shelter. While the veterinary services will continue to be contracted through UC Davis, some modifications should be considered to the existing management structure, including the appointment of three departmental managers (Front Office, Shelter Operations, Field Services). The creation of the mid-level management team will allow for greater focus on operational functions within the shelter. Each of the three management positions will report to the Shelter Director.

Proposed Management Plan

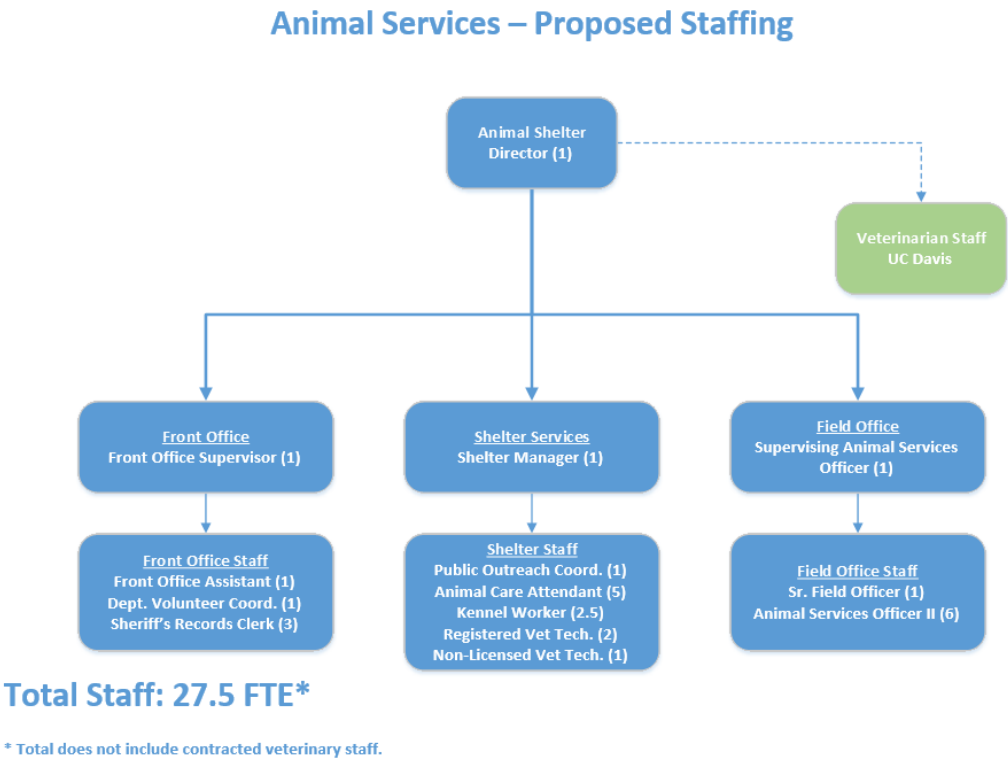
For the purposes of this plan, there is no discernible reason to disrupt the existing plan to manage the Yolo County Animal Shelter within its current organizational structure. It is therefore recommended to

maintain existing management team of YCAS throughout the design and construction phases of the new shelter. Expansion/hiring of new positions will continue based on YCAS recommendations, approval/authorization by Board of Supervisors, needs-based assessments, and in compliance with county labor agreements.

Alternate Facility Management Options

Historically, the Yolo County Board of Supervisors has sought alternative means to operate the animal shelter. Private companies and/or non-profit organizations to assume management of the shelter under a contractual arrangement with the county have opened RFPs to secure bids. However, due in large part to the state of the existing facilities, the efforts by LAFCo were unsuccessful and the sheriff's department continued to resume management of animal services and control. Should the county continue to retain operational responsibilities and oversight of the shelter, Indigo has recommended the existing staffing be expanded to meet the larger facility's operational and management needs. Based on the increase in staff, revisions to the current organizational structure as represented in Table 16 should be considered to ensure the necessary division of roles and responsibilities associated with the proposed growth.

Table 16. YCAS Organizational Design Plan/Chart



Short-term Strategy

Once the proposal for the new shelter obtains authorization and commitment of capital funding by the Yolo County Board of Supervisors, members from the new Shelter Exploratory Committee should continue to serve in an advisory capacity; working with Indigo to track progress and costs throughout the construction process. The newly formed advisory committee would serve in a temporary capacity during the build phase of the project and disband after project completion. It would be comprised of a county board member (or two), representatives from the Sheriff’s office (liaisons), members of UTP and SPCA, and UC Davis School of Veterinary Medicine. A representative from Indigo would be expected to participate. Other advisory committee members may be assigned as needed. The committee would meet regularly to receive updates on all tasks associated with construction of the new facility and to assist in ensure compliance all local, state, and federal standards and regulations.

Long-term Strategy

UTP has firmly committed to raising a quarter of the necessary funds associated with the construction and operation of the new Yolo County Animal Shelter. Once the shelter is completed, UTP will have both the donor base and operational means to continue its relationship with the shelter as a sustaining partner by continuing its fundraising efforts. This ongoing financial commitment of support to the shelter will allow UTP to continue promoting its mission to continually improve the care and treatment of animals in Yolo County and to continue to decrease euthanasia rates. Additionally, their efforts will help to defray some of the operational costs of the shelter.

With the building of a new facility, there may be a renewed opportunity for the county to transfer its operational management of the shelter to a private entity. As part of the final phase of construction, the board should consider publicly reopening an RFP to determine interest. In addition to maintaining the current model under the leadership of the sheriff's office, there may be an opportunity for either a non-profit or for-profit venture to assume operational management of the services under contract with the county, much like the current veterinary services.

Should this occur, Unleashing the Possibilities may no longer need to serve as a sustaining funding source (for-profit model) but may choose to remain actively engaged in the oversight and performance review of the new shelter.

The county should first plan to monitor the new facility's revenue generation against its operational costs in determining a strategy. With the proper promotion of the new shelter, its capacity, and its service offerings there may be an increase in revenue from adoptions and veterinary services. Volunteerism may also increase which could help supplement the need to add supplemental staffing. Combined with the proposed additional revenue generated by UTP to assist in the operational management of the shelter, the Board of Supervisors should conduct an economic feasibility study prior to any determination to privatize

the services. Table 17 provides some assistance in staffing costs for the proposed shelter using 2017 wage estimates for the increase in recommended staffing levels.

Table 17. Cost Projection for YCAS Staffing of Proposed Shelter

Job Title	2017 Current Salary	Current HC	Current Total	Proposed Regular Salary	Proposed HC	Proposed Total	HC Impact	Budget Impact
Administration								
Shelter Director*	\$ -	0.00	\$ -	\$ 97,428.00	1.00	\$ 97,428.00	1.00	\$97,428.00
Front Office Supervisor*	\$ -	0.00	\$ -	\$ 45,080.00	1.00	\$ 45,080.00	1.00	\$45,080.00
Sheriff's Records Clerk II	\$ 40,878.00	4.00	\$ 163,512.00	\$ 40,878.00	3.00	\$ 122,634.00	(1.00)	(\$40,878.00)
Front Office Assistant*	\$ -	0.00	\$ -	\$ 33,785.00	1.00	\$ 33,785.00	1.00	\$33,785.00
Dept Volunteer (& Foster) Coordinator	\$ 46,710.00	1.00	\$ 46,710.00	\$ 46,710.00	1.00	\$ 46,710.00	0.00	\$0.00
Public Outreach Development Coordinator*	\$ -	0.00	\$ -	\$ 50,174.00	1.00	\$ 50,174.00	1.00	\$50,174.00
Shelter Manager*	\$ -	0.00	\$ -	\$ 65,058.00	1.00	\$ 65,058.00	1.00	\$65,058.00
Animal Care Attendant	\$ 27,891.00	2.00	\$ 55,782.00	\$ 27,891.00	5.00	\$ 139,455.00	3.00	\$83,673.00
Kennel Worker*	\$ -	0.00	\$ -	\$ 27,891.00	2.50	\$ 69,727.50	2.50	\$69,727.50
Chief Animal Services Officer	\$ 97,428.00	1.00	\$ 97,428.00	\$ -	0.00	\$ -	(1.00)	(\$97,428.00)
Supervising Animal Services Officer	\$ 53,460.00	1.00	\$ 53,460.00	\$ 53,460.00	1.00	\$ 53,460.00	0.00	\$0.00
Senior Field Officer*	\$ -	0.00	\$ -	\$ 51,637.00	1.00	\$ 51,637.00	1.00	\$51,637.00
Animal Services Officer II	\$ 46,831.00	7.00	\$ 327,817.00	\$ 46,831.00	6.00	\$ 280,986.00	(1.00)	(\$46,831.00)
Veterinarian Services								
Veterinarian**	\$ 160,000.00	1.00	\$ 160,000.00	\$ 160,000.00	1.00	\$ 160,000.00	0.00	\$0.00
Animal Care Technician	\$ 40,525.00	3.00	\$ 121,575.00	\$ -	0.00	\$ -	(3.00)	(\$121,575.00)
Registered Vet Tech*	\$ -	0.00	\$ -	\$ 40,525.00	2.00	\$ 81,050.00	2.00	\$81,050.00
Non-Licensed Vet Tech*	\$ -	0.00	\$ -	\$ 27,891.00	1.00	\$ 27,891.00	1.00	\$27,891.00
Grand Total		20	\$ 1,026,284.00		28.5	\$ 1,325,075.50	8.50	\$298,791.50

*Indicates new roles.

** Veterinarian position in current model is a contract position through

Blue shading indicates position elevation/change

Methodology - 2017 Current Positions/Salaries

All positions are based on existing 2017 YCAS headcount. 2017 Current Salaries (except for Veterinarian) were derived from Yolo County 2017 Yolo County Salary Resolution document ("Yolo County Salary Resolution"). Veterinarian salary was based on 2017 contractual agreement between Yolo County Board of Supervisors and UC Davis Veterinarian School for veterinarian services. Every Yolo County employee salary has five (5) grades; for the purposes of this exercise, the mean grade posted salary (Grade 3) was assumed for each position. Salary reflected for each position does not include overtime, shift differentials, standby costs, insurance, allowances, and/or benefits.

Proposed Regular Salary

All positions listed are based on the Indigo Needs Assessment document for the new Yolo County Animal Shelter. The proposed headcount is an assessment based on the needs of the expanded size of the shelter and the additional operational needs to maintain the building and the expanded service levels to be provided to the animals and the community (adopters and volunteers). As with the *2017 Current Positions* in the above chart, salaries were derived from 2017 Yolo County Salary Resolution posted salaries. Values represented continue to be salary-specific with no additional benefits as listed above. There have been no accommodations for inflation but a 2 to 4 % cost of living increase should be assumed. The contractual data for the veterinarian was also maintained. For the nine (9) new positions denoted with an asterisk, the following rationale was used to derive a salary using Grade 3, 2017 Yolo county Salary Resolution (Appendix 17).

Financial Goals

The Yolo County Board of Supervisors, in conjunction with the Sheriff's department, bears the responsibility of providing animals services to their constituents in an economically feasible manner. Balancing the budget of animal care and control services against that of other city and county services will not change with the building of a new shelter and as with any capital campaign, will be highly scrutinized against other projects. In Table 18, it is evident that the economic burden on the citizens of Yolo County is steadily increasing with each passing year. For this project to be viewed as successful, it will be necessary for the Board of Supervisors to continue its partnerships with local non-profit organizations like the SPCA and UTP to continuously ensure a steady revenue stream from animal adoptions and veterinary services as well as from private donations to defray the costs. UTP has pledged to raise 25% of the cost of the shelter's construction. Securing a long-term commitment from them to continue their partnership as a sustaining funder may reverse the current funding gap trend.

Additionally, the Yolo County Board of Supervisors must commit to a line-item review of the proposed shelter plan to determine potential cost savings and, once approved, work to ensure the project remain on budget.

Finally, when the new shelter opens, consideration should be given to hours of service and the pricing model. Comparative cost modeling studies can be conducted to ensure the adoption and veterinary services provided are competitively priced. Additionally, the shelter's current schedule should be reviewed to ensure it is operational during the hours most appealing to the consumers of those services. Should the shelter find that it has the capacity, it could also begin to consider expanding it's offering to include boarding services at a rate comparable to local companies. This would serve the dual purpose of increasing additional revenue as well as raising awareness of the shelter and all its services.

Table 18. Yolo County Animal Shelter Budgets (Historical)

Animal Shelter Budget	Appropriations	Revenue	Net County Cost	Other Funds	Revenue as % of
			+/-	+/-	Appropriation
2017 - 2018	\$ 2,683,355.00	\$ 2,155,851.00	(527,504.00)	\$ -	80.3%
2016 - 2017	\$ 2,516,422.00	\$ 1,969,811.00	(546,611.00)	\$ -	78.3%
2015 - 2016	\$ 2,425,786.00	\$ 1,998,233.00	(427,553.00)	\$ -	82.4%
2014 - 2015	\$ 2,059,742.00	\$ 1,744,283.00	(315,459.00)	\$ -	84.7%
2013 - 2014	\$ 1,797,608.00	\$ 1,538,248.00	(259,360.00)	\$ -	85.6%
2012 - 2013	\$ 1,808,315.00	\$ 1,630,213.00	(178,102.00)	\$ -	90.2%
2011 - 2012	\$ 1,738,315.00	\$ 1,536,933.00	(201,382.00)		88.4%

("2017-18 County Budget")

Success Indicators

Our success will be primarily measured by an increase in adoption rates and a decrease in euthanasia rates.

Additional success indicators will be found through (1) financial sustainability through increased revenue generation; (2) improvements to public health as a result of greater shelter capacity and the concomitant reduction in animals on the street and farmland; (3) increased volunteerism and UCD Veterinary School internships; and (4) preparation for the inevitable growth in population.

Positive Impact to the Community

A well-run and inviting animal shelter is the centerpiece of a county's commitment to properly manage its animal population. Social issues such as human rights and animal rights go hand in hand in providing quality of life to the residents of Yolo County.

Recommendations

Critical to this endeavor is to adopt best practices of exemplary facilities of a similar size. Another paramount factor is adoption of a method of record keeping which is accurate, consistent, and transparent

to the public. Further, the creation of a marketing plan using affordable media for advertising and promotion to increase visibility for the project is integral to gain support, both for the new facility and, for maximum animal placement.

Conclusions

Considering the current political and economic environment in Yolo County, the path of least resistance to a new Yolo County Animal Care facility is through consensus building. This will require transparency during negotiations with the County Board of Supervisors, Yolo County Sheriff's Office, the individual cities who contract for animal services, and the public at large.

Works Cited

- "2017-18 County Budget." *Yolo County Budget & Finance*. N.p., n.d. Web. 01 June 2017.
- 2017-2018 APPA National Pet Owners Survey. American Pet Products Association, n.d. Web. 5 July 2017. <http://www.americanpetproducts.org/pubs_survey.asp>.
- "Animal Care and Regulation." *New Animal Shelter for Sacramento County*. Sacramento County Animal Shelter, n.d. Web. 23 July 2017.
- "Caring for Our Furry Friends in Yolo County." *Unleashing the Possibilities*. N.p., n.d. Web. 02 June 2017.
- "Comprehensive Annual Financial Report." City of Davis California Finance Department, 30 June 2016. Web. 12 July 2017. <<http://documents.cityofdavis.org/Media/Default/Documents/PDF/Finance/CAFR-Documents/Davis-2016-Comprehensive-Annual-Financial-Report.pdf>>.
- "Comprehensive Annual Financial Report." City of West Sacramento California Finance Department, 30 June 2016. Web. 12 July 2017. <<https://www.cityofwestsacramento.org/civica/filebank/blobdload.asp?BlobID=14523>>.
- "Comprehensive Annual Financial Report." City of Winters California Finance Department, 30 June 2016. Web. 12 July 2017. <<http://www.cityofwinters.org/wp-content/uploads/2016/12/FinalFinancialStatements12-15-16clientcopy.pdf>>.
- "Comprehensive Annual Financial Report." City of Woodland California, 30 June 2016. Web. 2 July 2017. <<http://www.cityofwoodland.org/civicax/filebank/blobdload.aspx?blobid=11397>>.
- "Home." *Helen Woodward Animal Center*. N.p., n.d. Web. 14 July 2017.
- "Integrated Marketing Communications." *Multimedia Marketing*. N.p., n.d. Web. 25 June 2017.

- Josephson, Amelia. "The Economics of the Pet Industry." *SmartAsset*. N.p., 25 Dec. 2015. Web. 23 July 2017. <<https://smartasset.com/personal-finance/the-economics-of-the-pet-industry>>.
- Kramer, Mary Hope. "Top 10 Animal Welfare Grant Programs." *The Balance*. N.p., n.d. Web. 12 July 2017. <<https://www.thebalance.com/best-animal-welfare-grants-125653>>.
- "Little Black Book of Adoption Promotion Ideas." *Little Black Book of Adoption Promotion Ideas*. N.p., n.d. Web. 02 July 2017.
- "Memorandum of Understanding." N.p., n.d. Web. 13 July 2017. <<http://www.yolocounty.org/home/showdocument?id=868>>.
- "Mission Statement." *Yolo County Sheriff's Office | Woodland, CA*. N.p., n.d. Web. 12 June 2017.
- "Number of Pets in US." *IBISWorld*. N.p., n.d. Web. 8 July 2017.
- "Our Board." *Unleashing the Possibilities*. N.p., n.d. Web. 3 July 2017. <<http://unleashingyolo.org/utp-board/>>.
- "QuickFacts." *U.S. Census Bureau QuickFacts Selected: Yolo County, California*. United States Census Bureau, n.d. Web. 18 July 2017.
- "Search Election Return Archives." *Yolo Elections Office*. County of Yolo, n.d. Web. 10 July 2017.
- "Sheriff Prieto." *Http://www.yolocountysheriff.com/about/sheriff-prieto/*. County of Yolo, n.d. Web. 15 July 2017.
- "UC Davis Student Characteristics - Fall 2016." *UC Davis Student Charactersitics*. UC Davis, n.d. Web. 16 June 2017.
- "Yolo County Animal Services." *Yolo County SPCA*. Yolo County SPCA, n.d. Web. 23 July 2017.
- "Yolo County." *Board of Supervisors | Yolo County*. N.p., n.d. Web. 12 July 2017. <<http://www.yolocounty.org/general-government/board-of-supervisors>>.

"Yolo County Map." County of Yolo, n.d. Web. 7 July 2017.

<<http://www.yolocounty.org/home/showdocument?id=18295>>.

"Yolo County Salary Resolution." County of Yolo, n.d. Web. 18 July 2017.

<<http://www.yolocounty.org/home/showdocument?id=43430>>.

"Yolo LAFCo RFP to Provide Animal Sheltering And/or Control Services." Yolo County Board of Supervisors, n.d. Web. 6 July 2017.

<https://www.google.com/url?q=http://yolocounty.org/Home/ShowDocument%3Fid%3D26370&sa=U&ved=0ahUKEwjbv_HmII7VAhUrhlQKHcMABQ0QFggTMAY&client=internal-uds-cse&usg=AFQjCNERyFDPb8huaGILUnEeEz0G3JCrRQ>.

Appendix 1 - Current Yolo County Facility (Aerial View)



Appendix 2 - Historical Census Data – Yolo County

Historical Population of Yolo County		
Census	Population	% Growth (+/-)
1960	65,727	61.70%
1970	91,788	39.70%
1980	113,374	23.50%
1990	141,092	24.40%
2000	168,660	19.50%
2010	200,849	19.10%
2016	215,802	7.40%

Appendix 3 - Proposed Yolo County Animal Shelter



Appendix 4 - Unleashing the Possibilities, Inc. - Board of Directors ("Our Board")



Janis Rosenberg, President

<http://unleashingyolo.org/janis-rosenberg/>

Janis Rosenberg has been a lifelong advocate for unwanted animals in Yolo County. She has rescued several dogs herself and encourages others to adopt from local shelters. She's done extensive research on current sheltering practices in order to better understand the needs in her own community as they relate to sheltering, including visits to shelters with outstanding practices and outcomes. She is actively involved with rescue groups, the Yolo County Pet Animal Welfare Society, and attending meetings with the stakeholders from the cities of Yolo County during the JPA process and Yolo Country shelter evaluations.

Janis is deeply invested in positive outcomes and state of the art sheltering services, as she was born and raised in Davis and has been a business owner in Yolo Co. She is dedicated to the well-being of all animals owned and sheltered, and believes that they should live without cruelty, neglect, and in stable, healthy environments. She clearly states her mission to end the suffering for unwanted animals while they wait for forever homes: That shelter animals be treated with diligent care and housed in a comfortable manner that is clean and as stress free as possible, that every animal be treated with respect and have a chance to be matched with home who has support to see them through from adoption to old age, that the public be offered services to end overpopulation, such as affordable or free spay neuter and low cost vaccine clinics, that feral cats are dealt with, and that behavioral support and education is offered to community members with difficult breeds and behavioral issues with the hope that this support will help to end the dumping of animals on the streets or in shelters.

Janis started her nonprofit out of the love for animals and her strong belief that we as a community can do better in providing a safe, healthy space for animals to recover from being displaced; that we as a community can better support its animal owners with the services they need to be the very best pet owner they can be, and that we can reduce overpopulation and the senseless killing of healthy pets in Yolo County. The solutions are there, and together we can do it!



Dave Rosenberg, Chairman of the Board

<http://unleashingyolo.org/dave-rosenberg/>

Dave Rosenberg brings decades of experience in chairing meetings and moving projects forward to successful completion. He has served as Mayor of Davis, Chairman of the Yolo County Board of Supervisors, a member of the California Judicial Council, and as senior adviser to two California Governors. Rosenberg also served as Chair of the California Lottery Commission, Chair of the Victim Compensation and Government Claims Board (the former Board of Control), Chair of the Yolo-Solano Air Quality Management District, Chair of the California Law Revision Commission, Member of the California Commission on State Mandates, and Grand Master of California Odd Fellows. He is a nationally renowned expert on parliamentary procedure and the author of Rosenberg's Rules of Order, a treatise on parliamentary procedure used by hundreds of cities, counties, special districts, companies and corporations throughout the United States.



Beth Dovi, Co-Chair

<http://unleashingyolo.org/beth-dovi/>

Beth Dovi is a lifelong animal lover. She has been a key volunteer for German Shepherd Rescue of Northern California for the past 7 years, and prior to that, a volunteer for German Shepherd Rescue of Sacramento Valley. In her spare time, she enjoys reading,

walking, and listening to live music. She lives in Davis with her husband and three German Shepherd Dogs.

Brian Christison, Treasurer/Secretary



<http://unleashingyolo.org/brian-christison/>

Brian Christison is an accounting professional working at Vic Bucher Accountancy in Davis since 1999. Brian has extensive experience in non-profit accounting and tax report and helping non-profits get IRS approval for non-profit. He has always had a love for animals. He lives in Woodland with his wife two kids and many pets.

Directors:

Helen Thompson



<http://unleashingyolo.org/helen-thomson/>

Helen M. Thomson, a registered nurse, has served in a number of elective offices: the Davis Joint Unified School District Board of Education, the Yolo County Board of Supervisors, and the 8th District of the California State Assembly. As a California Legislator, she chaired the Assembly Health Committee, and the Assembly Select Committee on Mental Health. She served on the leadership teams of four Speakers, as Majority Floor Whip and Assistant Speaker Pro Tem. Thomson authored 81 bills signed into law by both Democratic and Republican Governors. She led legislative efforts to end discrimination against those who suffer from mental illness. AB 88, the mental health “parity”, ended historic discrimination in insurance benefits for those who suffer from mental illness. End of life care, pain management, narcotic prescriptions, traumatic brain injury, and nursing education were all successfully legislated. AB 1421, “Laura’s Law”,

established a court-ordered program of assisted outpatient treatment, currently being implemented in counties throughout counties in California.

As a Yolo County Supervisor, she continued to provide leadership on many issues. She served as Chair of the Board of Supervisors, Chair of the First 5 Commission for Children and Families, Chair of the Future of the Safety Net Collaboration, Chair of the Children's Alliance of Yolo County, Chair of the Yolo Natural Heritage Program, and as Chair of SACOG (Sacramento Area Council of Governments). She was a member of the California Words to Deeds leadership group working to end the criminalization of the mentally ill. She also served on the California Coalition for Compassionate Care as the Chair of the POLSTExploratory Committee.

Helen M. Thomson retired at the end of her term in December 2010. She continues her community service as a member of the National Advisory Council for the Betty Irene Moore School of Nursing at U.C. Davis, as the public member of the Yolo Housing Commission, and is a member of the Sutter Health Valley Area Board of Directors where she is a member of the Boards' Executive Committee, member of the Patient Safety and Quality Committee, and chairs the Medical Affairs Committee.



Katie Villegas

<http://unleashingyolo.org/katie-villegas/>

Katie Villegas started with the Yolo County Children's Alliance in 2006 as a part time Executive Director and YCCA's only staff person. Since then she has grown the organization to 30 experienced staff and hundreds of volunteers annually as well as a multimillion dollar annual budget.

She has a proven ability to collaborate with community members, other community organizations, county agencies, elected officials, staff, volunteers and Board Members toward mutual goals and achievements. She is experienced in planning and presenting information to a variety of organizations and constituent

groups, she has a proven ability to manage finances, adhere to a budget and to fundraise in California. Through her collaboration and natural ability to make connections, she has an extensive professional and community network with local, state, federal, and philanthropic leaders and stakeholders.

Katie has a Masters of Social Work from California State University, Sacramento with an emphasis in Community Organizing and Program Administration and also a Bachelors of Arts in Psychology from California State University, Sacramento.

Katie's Honors and Awards:

- *Yolo County Fair Board, 2007- Present*
- *Washington Unified School District Governing Board, 2012-2016*
- *Class XV in the American Leadership Forum (ALF), Mountain Valley Chapter, 2012*
- *Northern California Construction Training Center Board, 2008-2012*
- *Saint Francis High School, Distinguished Alumni, 2011*
- *West Sacramento Chamber of Commerce, Lifetime Achievement Award, 2011*
- *First 5 Yolo Commissioner, 2004-2009*
- *City of West Sacramento, Excellence in Civil Leadership Award for Service, 2007*
- *California State Legislature, Senate District 5, Woman of the Year, 2005*
- *Yolo County's Most Inspiring Women, Award Recipient, 2004*



Betsy Marchand

<http://unleashingyolo.org/brian-christison/>

Betsy Marchand served on the Board of Supervisors for 24 years, and was a Gaming Commissioner for Yocha deHe Wintun Nation for over 10 years. She is now Chair of Dignity Woodland Healthcare Community Board and serving on numerous non-profit boards such as Yolo Basin Foundation, Capay Valley Vision, and the Ag Issues Center Advisory Board for the University of California.



Heidy Kellison

<http://unleashingyolo.org/heidy-kellison/>

Heidy Kellison is a writer who specializes in political and non-profit communication.

Heidy was the Founding President of Friends of the Yolo Crisis Nursery. She resumed that role in 2013 and led the successful effort to save the nursery from closure. She is the District 4 Commissioner for First 5 Yolo, which is charged with the local implementation of Proposition 10, a statewide initiative that increased taxes on cigarette sales to fund programs promoting early childhood development for children ages 0-5 and their families. A member of the Governor's Office of Emergency Services State Advisory Committee on Sexual Assault Victim Services, former Press Secretary for the State Senate, and former board member/direct services volunteer for WEAVE (Women Escaping a Violent Environment), she has over 25 years of experience serving public policy needs to combat sexual assault, domestic violence, and child abuse/neglect. As a mother, she has been active in K-12 educational policymaking, including local parcel tax campaigns and homework policy reforms. In her spare time, Heidy is a competitive ballroom dancer and enjoys time with her family, including her SPCA lapdog, Beazley, who is a small, special blend of all things loving and ridiculous (and yes, he knows he spells his name incorrectly).



Nancy Lea

<http://unleashingyolo.org/nancy-lea/>

Nancy Lea is licensed to practice law in California and also, with her husband Bob, farms walnuts north and west of Woodland in Yolo County.

Nancy has had extensive experience assisting nonprofits, including board memberships on the Sacramento YWCA, San Francisco Hearing and Speech, and the Roseville Hospital Foundation (Founding Chair). She was also the founding chair of Mother Lode Savings and Loan, which was subsequently sold to US Bank. She served the children of Yolo County for 21 years as a Trustee (5th District) on the Yolo County Board of Education. She was a member of the Yolo County Planning Commission. She served on the board, and chaired, Alta California Regional Center, a State funded but privately run agency that provides services for the developmentally disabled in 10 northern California counties, for 7 years, and currently serves as a member of the Executive Committee, and chair of the Tax and Land Use Committee, of the Yolo County Farm Bureau.

Nancy's interests are delivering the best services possible to constituent groups, always mindful that funds must be handled carefully in the interests of the taxpayers or donors, as relevant.

Nancy and Bob enjoy ranch living with their 6 dogs and 15 cats.



Julielani Chang

<http://unleashingyolo.org/julielani-chang/>

Julielani received her Ph.D. in Molecular Biology from UC Irvine and was a board certified medical geneticist trained at UCLA. While science is a big part of her life, working with dogs has even a bigger presence. She trained her two black labs,

Leica and Kodi, to hunt years ago simply because she did not care for the traditional use of force. Five years ago she adopted her third dog Kai from a high kill shelter in Southern California, and this

experience has thrust her into the world of sheltering. She was driven to learn and understand more about the inner work of rescuing dogs and in 2014 was invited to join the board of directors of a rescue/sanctuary located in Nevada. Through this introductory exposure, Julielani became astutely aware of the many obstacles faced by most shelters such as overpopulation of abandoned pets, affordable vet/pet care and behavior rehabilitation of shelter dogs. She is optimistic, however, believing that the shelters culture is changing for the better, and finding new ways to solve these chronic problems. She shares UTP's vision - "to provide a safe and healthy space for the homeless dogs while finding them their forever homes". She believes UTP's involvement in the future sheltering of Yolo County ensures a better environment in which animals and their communities are priorities.

Julielani is a regular volunteer at SFSPCA and have also recently volunteered at Best Friends Sanctuary in Utah. She is a member of Pet Professional Guild and is pursuing a certificated program with the Academy of Dog Trainers. She is interested in behavior modification, stress reduction for shelter dogs and integrating science oriented best practices to sheltering. She supports more science based force-free, harm-free, pain-free, stress-free and intimidation-free approaches in working with dogs.

She lives in Davis with her husband Garrick and dog Kai. Leica passed away in 2015 at the age of 14, and Kodi in 2017 at the age of 12. Her dogs are her best teachers, and she wants to share what she learns with others.

Sheltering education:

- 1. Board member @ Canine Rehabilitation Center and Sanctuary, Nevada 2014-2015.*
- 2. Clicker Expo Karen Pryor - Animal Behavior, January 2016*
- 3. SFSPCA Symposia on sheltering, March 2016*
- 4. Volunteer at SFSPCA, 2016*
- 5. SFSPCA Symposia on sheltering, March 2017*

6. The Shelter Summer Institute in Helena, Montana. The Art and Science to Shelter Dog Welfare, August 2017

7. Pet Professional Guild behavior and training workshop - Shelter pet Management & Rehabilitation for Adoption and Successful Family Integration, April 2018 (registered)



Nita Superak

<http://unleashingyolo.org/nita-superak/>

I am living in Truckee, CA, working at Donner Memorial State Park as a visitor services park aide and volunteering at the Humane Society of Truckee. I have always had a desire to help animals, and have done research to better understand them. I have also volunteered at different no-kill shelters and know that with the right funding and volunteer help, it is possible to have a successful no-kill shelter.

Unleashing the Possibilities is the key to making the Yolo County Animal Shelter a no-kill and stay a no-kill. Every homeless pet deserves the right to find its forever home with no time limit. Even though I am living in Truckee, I will do everything I can to help Unleashing the Possibilities turn the Yolo County Animal shelter into a no-kill shelter.

Appendix 5 - Yolo County Board of Supervisors (“Yolo County” Board)



Oscar Villegas, Vice-Chair, District 1

On February 7, 2014, Oscar E. Villegas was appointed by Governor Jerry Brown to serve as Yolo County’s District 1 Supervisor. District 1 includes West Sacramento and the community of Clarksburg. On June 3, 2014, Supervisor Oscar E. Villegas was elected by the people of District 1 to serve as their representative

on the Yolo County Board of Supervisors.

When Oscar was sworn in, he assumed the duties and responsibilities of his district and received the following Yolo County Board of Supervisors' regional assignments; Delta Counties Coalition, Port of West Sacramento, River City Stadium Financing Authority JPA, Sacramento Area Council of Governments (Alternate), SACOG Streetcar Policy Steering Committee, Sacramento Regional Sanitation District, Sacramento River Corridor Floodway Planning , Sacramento Interagency Planning Forum, Delta Conservancy Board (Alternate) and Delta Protection Commission. Additionally, Oscar sits on the following local working groups: 10-year Plan to End Homelessness (Alternate), Criminal Justice Cabinet (Alternate), West Sacramento Redevelopment Successor Agency Oversight Board, Yolo Natural Heritage Program (Alternate) and Yolo County Transportation District (Alternate).

Read full biography at:

<http://www.yolocounty.org/general-government/board-of-supervisors/district-1-oscar-villegas>



Don Saylor, District 2

Yolo County Supervisor Don Saylor represents District 2, including the cities of Davis and Winters, the campus of the University of California at Davis, and the farm land of southwestern Yolo County.

Don's professional public service career spans nearly 40 years and includes 20 years elected in office, administrative, planning and analytical positions in local government and both the legislative and executive branches of California state government.

Don was elected to the Yolo County Board of Supervisors in June 2010 and began serving in January 2011. He was re-elected for a second term starting January 2015. Don earlier served as Mayor and City Council Member for the City of Davis from 2004-10 and a Trustee of the Davis Joint Unified School District from 1995-2003.

Read full biography at: <https://www.donsaylor.org/biography>



Matt Rexroad, District 3

Matt Rexroad has been an influential part of California politics for more than 25 years. As a founding partner at Meridian Pacific, a former senior staff person in the California Legislature, and an elected official, Matt has a strong understanding of politics, government, and policy.

Meridian Pacific has run political and public affairs campaigns throughout California. Matt has provided strategic counsel to hundreds of campaigns — helping the firm win some of the most important political contests in the past decade.

Elected to the Yolo County Board of Supervisors 2006, Matt Rexroad was re-elected twice without opposition. He previously served as the Vice-Mayor and Mayor of Woodland from 2002-2006.

Read full biography at: <http://www.yolocounty.org/general-government/board-of-supervisors/district-3-matt-rexroad>



Jim Provenza, District 4

I am honored to serve as your Yolo County Supervisor. My priorities are to preserve and protect open space and farm land in Yolo County; to promote services for seniors, children, crime victims, and the disabled; and to assure that Yolo County is able to provide essential law enforcement services and public safety protection.

I have over 35 years of state and local government experience, and a long career in public interest law. For the past 23 years, I have worked as a special assistant district attorney.

I was born in Buffalo, New York in 1955. My family moved to San Diego, California in 1959 where I resided until 1968. From 1968 until I left for College, I lived in Camarillo, CA in Ventura County. I then attended UC Santa Barbara, graduating with a B.A. in Political Science in 1977. Following that, I earned my law degree in 1980 from UC Davis. I am a member of the California State Bar Association.

After law school, I returned to Santa Barbara, where I worked as the Executive Director of the Legal Aid Foundation of Santa Barbara County, managing countywide programs providing legal representation to victims of domestic violence, consumer fraud and civil rights violations. I also directed an elderly project. In 1988, my family and I moved to Sacramento, where I began working as the managing attorney for Legal Services of Northern California, representing victims of housing discrimination in federal civil rights actions.

Read full biography at:

<http://www.yolocounty.org/general-government/board-of-supervisors/district-4-jim-provenza>



Duane Chamberlain, Chair, District 5

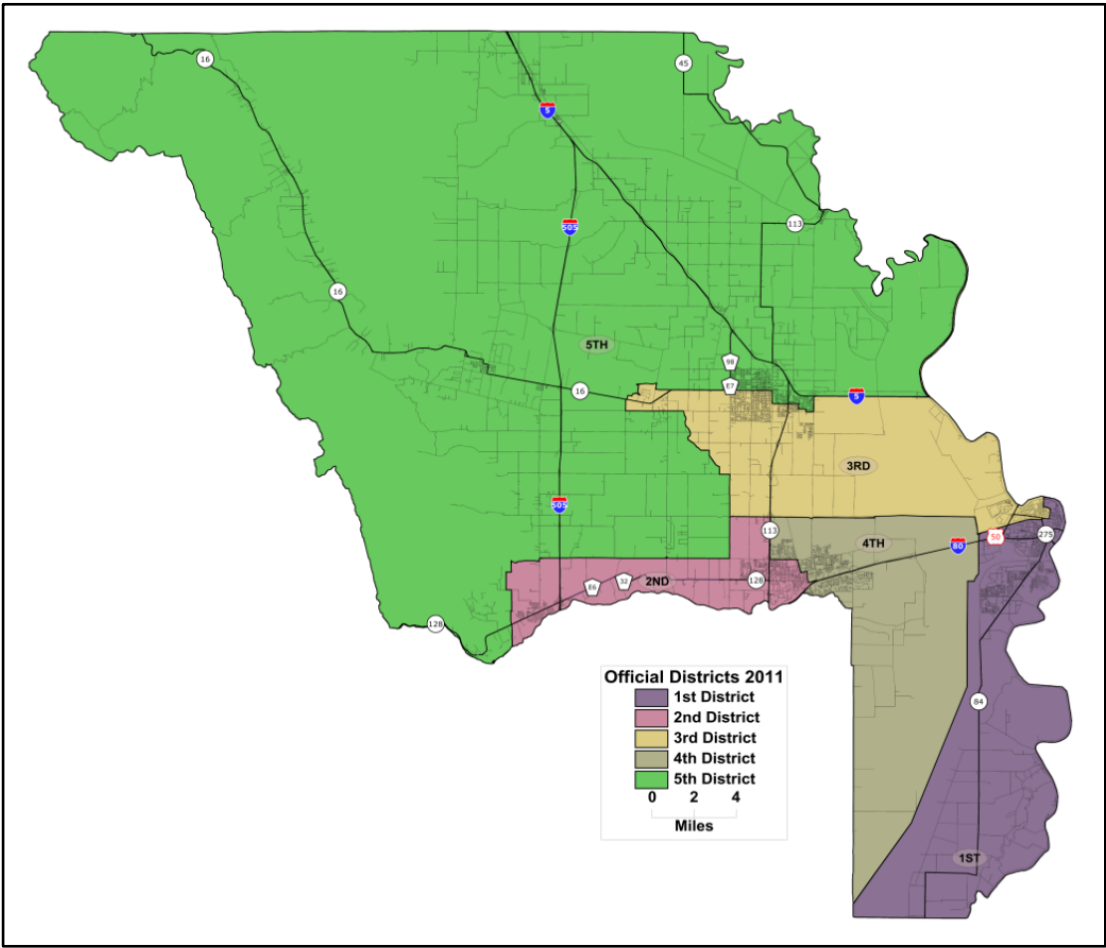
Duane Chamberlain was elected to the Yolo County Board of Supervisors in November 2004 and was sworn into office in January 2005.

Mr. Chamberlain was born in Los Angeles in 1937 when Southern California was still largely agricultural. His family moved to the city of Orange when he was a child. He graduated from Orange High School in 1955 and subsequently moved to Yolo County to attend UC Davis. He received a degree from the University in 1959.

Mr. Chamberlain served in the Army before returning to UCD to work as a Lab Tech II from 1962 to 1965. He left the position at UCD to become a farmer, establishing Chamberlain Farms in 1965.

Read full biography at: <http://www.yolocounty.org/general-government/board-of-supervisors/district-5-duane-chamberlain>

Appendix 6 - Yolo County Supervisorial Districts Map



(“Yolo County Map”)

Appendix 7 – Yolo County SPCA Memorandum of Understanding (MOU)

MEMORANDUM OF UNDERSTANDING BETWEEN YOLO COUNTY SHERIFF'S OFFICE-ANIMAL SERVICES AND YOLO COUNTY SPCA

THIS MEMORANDUM OF UNDERSTANDING ("MOU") is made this 1st day of July 2016, by and between the County of Yolo, a political subdivision of the State of California, through its division of Animal Services at the Yolo County Sheriff's Office (hereinafter "Animal Services") and the Yolo County Society for the Prevention of Cruelty to Animals (hereinafter "YCSPCA"), a California non-profit corporation.

1. **Purpose.** The purpose of this MOU is to formalize the cooperative agreement between Animal Services and the YCSPCA, setting forth the terms and conditions for YCSPCA's involvement at the Animal Shelter at Animal Services.
2. **Responsibilities of Animal Services.** Animal Services shall provide an office at the Animal Shelter for the use of YCSPCA and its volunteers. The YCSPCA's business telephone lines will be located in this office. It will be the work place for YCSPCA employees (also referred to as "supervising volunteers") involved in shelter and placement work, and the center for volunteer duty assignment.
3. **Responsibilities of YCSPA.** The responsibilities of YCSPCA are described in Exhibit B, attached hereto and incorporated herein by this reference.
4. **Responsibilities of Both Parties.** Informational meetings will be held on a monthly basis between Animal Services personnel and the Executive Director of YCSPCA in order to maintain effective communications. However, meetings may be requested at any time to resolve urgent concerns. In the event of administrative difficulties between YCSPCA personnel and Animal Services personnel, whenever possible Animal Services shall first contact the Executive Director of YCSPCA and YCSPCA personnel will first contact the Animal Services supervisor or manager to resolve the difficulty. It is understood that the Animal Services supervisor or manager must and shall maintain normal functioning of the Animal Shelter at all times.
5. **Term and Termination.** This MOU shall commence on **July 1, 2016** and shall continue unless and until terminated for any reason by either party upon One Hundred Eighty (180) Days advance written notice to the other party.
6. **Indemnity.** YCSPCA shall indemnify, defend, and hold harmless the County of Yolo, its Board of Supervisors, officials, consultants, agents, volunteers, and employees from and against any and all loss, damages, liability, claims, suits, costs and expenses, including reasonable attorney's fees, arising from YCSPCA's performance of this MOU, with the exception of matters that are based upon the negligent or intentional acts or omissions of the County of Yolo, its Board of Supervisors,

officials, consultants, agents and employees. The County of Yolo shall indemnify, defend, and hold harmless YCSPCA, its board, commission, officials, consultants, agents, volunteers, and employees from and against any and all loss, damages, liability claims, suits, costs and expenses, including reasonable attorneys' fees arising from the County's performance of this MOU, with the exception of matters that are based on the negligent or intentional acts or omissions of YCSPCA, its board, commission, officials, consultants, agents, volunteers, and employees.

7. **Insurance.** YCSPCA, at its sole cost and expense, shall obtain and maintain throughout the entire term of this MOU, the insurance set forth in Exhibit A, attached hereto and incorporated herein by this reference.

8. **Notice.** During the term of this MOU, all notices shall be made in writing and either served personally, sent by first class mail, or sent by facsimile provided confirmation of delivery is obtained at the time of facsimile transmission, addressed as follows:

To Animal Services: Yolo County Sheriff's Office-Animal Services Attn: Vicky Fletcher
140 C Tony Diaz Drive
Woodland, CA 95776
Telephone No.: (530) 668-5280
Fax No.: (530) 668-5238

To YCSPCA: The Yolo County SPCA
Attn: _____
PO Box 510
Davis, CA 95617
Telephone No.: (530) 902-6264
Fax No.: (530) 231-2969

9. **Independent Contractor Status.** It is specifically agreed that in the making and execution of this MOU, YCSPCA and any agents, volunteers and employees of YCSPCA are independent contractors and are not and shall not be construed to be agents, volunteers or employees of Animal Services and that YCSPCA shall have no authority, expressed or implied, to act on behalf of Animal Services or to bind Animal Services to any obligation whatsoever. It is further specifically agreed that in the making and execution of this MOU, Animal Services and any agents, volunteers and employees of Animal Services are independent contractors and are not and shall not be construed to be agents, volunteers or employees of the YCSPCA and that Animal Services shall have no authority, expressed or implied, to act on behalf of YCSPCA or to bind YCSPCA to any obligation whatsoever.

10. **Assignment.** This MOU shall not be assigned by YCSPCA without the express written consent of Animal Services. This MOU shall not be assigned by YCAS to another entity without the express written consent of YCSPCA.

11. **Governing Law.** This MOU shall be deemed to be executed within the State of California and construed in accordance with and governed by laws of the State of California. Any action or proceeding arising out of this MOU shall be filed and resolved in a court of competent jurisdiction located in Woodland, California.

12. **Severability.** If any provision of this MOU is adjudicated by a court of competent jurisdiction to be invalid or unenforceable, the remainder of the MOU shall continue in full force and effect.

13. **Authorized Representative.** The persons executing this MOU on behalf of Animal Services and YCSPCA affirmatively represent that s/he has the requisite legal authority to enter into this MOU on behalf of Animal Services or YCSPCA and to bind Animal Services and YCSPCA to the terms and conditions of this MOU. Both the persons executing this MOU on behalf of Animal Services and YCSPCA understand that Animal Services and YCSPCA are relying on this representation in entering into this MOU.

14. **Amendment.** This MOU may only be amended in writing signed by both parties, and any other purported amendment shall be of no force or effect.

15. **Entire Agreement.** This MOU constitutes the entire agreement between Animal Services and YCSPCA and supersedes all prior negotiations, representations, or agreements, whether written or oral.

IN WITNESS WHEREOF, the parties hereto have executed this MOU on the day and year first above written.

COUNTY OF YOLO:

Yolo County Sheriff's Office - Animal Services

By

■

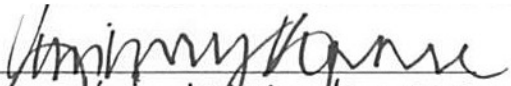
E. G. Prieto, Sheriff-Coroner

Date:

6/27/16

YOLO COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS:

By



Date:

6.30.16

Print Name:

Kimberly Kinne

Title:

Executive Director

Exhibit A
INSURANCE REQUIREMENTS

During the term of this MOU, YCSPCA shall at all times maintain, at its expense, the following coverages and requirements. The comprehensive general liability insurance shall include broad form property damage insurance.

1. Minimum Coverages (as applicable) - Insurance coverage shall be with limits not less than the following:
 - a. **Comprehensive General Liability** - \$1,000,000/occurrence and \$2,000,000/aggregate
 - b. **Automobile Liability** - \$1,000,000/occurrence(general) and \$500,000/occurrence(property) [include coverage for Hired and Non-owned vehicles.]
 - c. **Worker's Compensation** - Statutory coverage as required by the State of California.
2. The County, its officers, agents, employees and volunteers shall be named as additional insured on all but the workers' compensation coverages. (Evidence of additional insured may be needed as a separate endorsement due to wording on the certificate negating any additional writing in the description box.)
3. Said policies shall remain in force through the life of this MOU and, shall be payable on a "per occurrence" basis unless the County Risk Manager specifically consents in writing to a "claims made" basis.
4. YCSPCA shall declare all aggregate limits on the coverage before commencing performance of this MOU, and the County's Risk Manager reserves the right to require higher aggregate limits to ensure that the coverage limits required for this MOU set forth above are available throughout the performance of this MOU.
5. Any deductibles or self-insured retentions must be declared to and are subject to the approval of the County Risk Manager.
6. YCSPCA shall not suspend, void, cancel, reduce in coverage or in limits any required insurance policy except after thirty (30) days' prior written notice by certified mail, return receipt requested has been given to the Animal Services Business Services Manager (ten (10) days for delinquent insurance premium payments). If YCSPCA is notified by its insurance carrier of the suspension, cancellation, voidance, or reduction in coverage or in limits of an insurance policy, then YCSPCA upon receipt of such notice shall immediately deliver to the Animal Services Business Services Manager a copy of said notice via certified mail, return receipt requested.

7. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise approved by the County Risk Manager.
 8. The policies shall cover all activities of YCSPCA, its officers, employees, agents and volunteers arising out of or in connection with this MOU.
 9. For any claims relating to this MOU, the YCSPCA's insurance coverage shall be primary, including as respects the County, its officers, agents, employees and volunteers. Any insurance maintained by the County shall apply in excess of, and not contribute with, insurance provided by YCSPCA's liability insurance policy.
 10. The insurer shall waive all rights of subrogation against the County, its officers, employees, agents and volunteers.
- B.** Prior to commencing services pursuant to this MOU, YCSPCA shall furnish the Animal Services Business Services Manager with original endorsements reflecting coverage required by this MOU. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. All endorsements are to be received by, and are subject to the approval of, the County Risk Manager before work commences. Upon County's request, YCSPCA shall provide complete, certified copies of all required insurance policies, including endorsements reflecting the coverage required by these specifications.
- C.** During the term of this MOU, YCSPCA shall furnish the Animal Services Business Services Manager with original endorsements reflecting renewals, changes in insurance companies and any other documents reflecting the maintenance of the required coverage throughout the entire term of this MOU. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. Upon County's request, YCSPCA shall provide complete, certified copies of all required insurance policies, including endorsements reflecting the coverage required by these specifications.

EXHIBIT B
YOLO COUNTY SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS
(YCSPCA) INTENDS TO PROVIDE THE FOLLOWING SERVICES IN REGARDS TO
SHELTER PROGRAMS.

A. RESCUE SERVICES:

1. Provide extensive networking via email, Facebook, and telephone to find appropriate placement of shelter animals that require rescue.
2. Be a resource to help rescue as many animals as requested by Animal Services. YCSPCA will assess, on a case-by-case basis, whether it can find rescue for animals that have exhibited mild-moderate human or dog/dog or cat/cat directed aggression, to determine whether they are qualified rescue candidates.
3. As time and staffing allows, and in consultation with appropriate shelter staff and/or volunteers, help design and support behavior modification plans to help dogs become more attractive to rescues or in preparation for re-evaluation for adoption.
4. YCSPCA will not seek rescue for any animals that have exhibited severe aggression toward people or other animals. Criteria for dogs eligible for rescue is set forth in Exhibit C, attached to and incorporated into this MOU.
5. Manage the shelter's transfer programs with other shelters which includes maintaining regular contact, selecting candidates for transfer, coordinating transport and maintaining statistics. Transport volunteers will be transporting on behalf of Animal Services; YCSPCA will not assume any liability for or cost of the transport of any Animal Services animals.
6. Actively solicit and network with rescue organizations and other shelters to help increase options for rescue.
7. Provide rescue support for all animals from dogs and cats to chickens, and rabbits.
8. Help increase live release options and help decrease the need for rescue by working closely with other shelter programs such as volunteer, foster, community cats and barn cat programs.
9. Increase live release options and help decrease the need for rescue by directing volunteers to help with enrichment and socialization for stray cats and dogs.
10. Supervise interns interested in assisting with dog rescue and behavior management.
11. Rescue or Transfer partners are approved by Animal Services as set forth in Exhibit D, attached to and incorporated into this MOU.

B. COMMUNITY CAT/BARN CAT SERVICES:

1. Manage the shelter's Community Cat Program which includes, but is not limited to, public contact to assess, counsel and assist with community cat issues, as well approving candidates for the program, scheduling shelter veterinary services, and coordinating the return of community cats to their home territories.
2. Manage the shelter's Barn Cat Program which includes recruiting barn homes, selecting appropriate barn home candidates, scheduling shelter veterinary services, setting up barn cats in their new homes, and providing follow-up. To ensure the success of this program, supplies may

need to be purchased from time to time with Animal Services and YCSPCA agreeing what is needed and splitting the costs.

3. Schedule appointments as funding permits for monthly/twice monthly community cat clinics. The scheduling of appointments will transition to volunteers and/or shelter staff, from YCSPCA staff by August 31, 2016.
4. Maintain a rent-free trap depot for the public for use for the above programs. The purchase of additional traps may be required and, when needed and agreed to by both parties, will be purchased in equal allotments (i.e. Animal Services would purchase 2, YCSPCA would purchase 2).
5. The Community Cat and Barn Cat programs are set forth in greater detail in Exhibit E and F, attached to and incorporated into this MOU.

C. ADOPTION SERVICES:

1. Assist shelter guests, when needed, with choosing appropriate animals for adoption. Most adoptions will be coordinated by Animal Services volunteers, but YCSPCA staff is available to assist with cat-testing dogs and cats and helping to match appropriate animals to adopters. YCSPCA will continue to coordinate adoption services until August 31, 2016 when Animal Services staff/volunteers will assume the majority of duties associated with adoptions.
2. Provide education about healthcare, behavior, and expectations of owning an animal to potential adopters.
3. Assist with the creation of adoption and education handouts. Animal Services volunteers will maintain an adequate stock of these handouts and communicate any needs for updates.
4. Maintain regular contact with Animal Services staff and volunteers regarding adoption animals to identify and work with animals in adoption who may require additional attention and support.
5. Off-site adoptions will be coordinated and managed by the Volunteer Coordinator and approved volunteers. YCSPCA staff may, if time permits, assist with preparations for off-site events.

D. SHELTER POPULATION MANAGEMENT SERVICES:

1. Assist with the intake of stray cats with the public and Animal Services Staff to ensure a managed shelter population.
2. Assist with the intake of owner-surrendered animals by appointment. Counsel and offer solutions and guidance to owners to prevent relinquishment to the shelter or assist them with re-homing their pet. Support of re-homing can include making fliers, taking photos and adoption screening and courtesy postings online. The details for stray cat intake are set forth in Exhibit G, attached to and incorporated into this MOU. The details for intake of owner-surrendered animals are set forth in Exhibit C.

E. SHELTER OPERATIONS ASSISTANCE:

1. Assist with the monitoring of the health, welfare and behavior of all shelter animals to ensure the highest possible standards and outcomes. This includes working closely with Animal Services staff

and volunteers to ensure animals receive the care they need.

2. Consult regularly with Animal Services staff regarding rescue and flagging incoming pregnant, nursing, ill, infirm or underage animals.
3. Provide guidance and support to Animal Services staff and volunteers on how best to prevent and address behavioral problems in shelter animals.
4. Assist, when needed, with the selection of animals that go in to the Animal Services foster program. Selection will be managed and overseen by Animal Services staff, but YCSPCA will provide support and feedback on the process.
5. Offer ideas for improved shelter service and to address concerns for animal welfare.
6. Offer suggestions for amendments to, or creation of, shelter policies as needed. Create and update as needed, adoption and owner-surrender forms to maximize information so that we can help make the most appropriate placement for the animal.

F. COMMUNITY SERVICES:

1. Act as a resource for a wide variety of questions and/or problems related to animal welfare.
2. Help create educational handouts regarding a wide variety of situations. Animal Services Staff and volunteers will maintain an adequate supply of these handouts for the public and communicate the need for any updates and/or need for handouts. All handouts will be approved by Animal Services Management prior to distribution.
3. Provide behavior counseling and education to help reduce animal relinquishment and improve the human-animal bond.
4. Refer the public to community resources for low-cost spay/neuter services, vaccine clinics, animal behaviorists/trainers, as well as financial support resources for veterinary care and pet deposit assistance.

G. LOST AND FOUND SERVICES:

1. YCSPCA will manage the lost and found services until August 31, 2016, when Animal Services staff/volunteers will take over responsibility for the program.
2. Call on reports for additional information, to give advice, etc.
3. Check all impounded stray animals during their stray hold period.
4. Sex, age and correct descriptions of impounded animals (especially cats) to ensure accuracy.
5. Check lost reports for deceased-on-arrival (DOA).
6. Check lost reports for injured/sick animals at UC Davis Veterinary Medical Teaching Hospital. Notify other shelters for out-of-county stray animals.

EXHIBIT C
YOLO COUNTY ANIMAL SERVICES DOG RESCUE PROCEDURES:

Dogs failing behavior evaluation will be placed on the *OIC Daily to Do List* for a behavior re-evaluation. The re-evaluation will be completed within 48 hours. Dogs marked as behavioral evaluation fail, can be considered for Rescue by Yolo County Society for the Prevention of Cruelty to Animals (YCSPCA) Staff if after the Animal Services Officer in Charge (OIC) behavior evaluation is completed and the dog falls within the provided criteria. All dogs will have a behavior evaluation prior to becoming rescue candidates, unless their health prohibits it.

If there is a question as to the concerning behavior being driven by fear based on the dogs confinement in the shelter, permission can be sought through the Animal Services Sergeant or Chief Animal Services Officer to allow fostering with an approved shelter foster home. This option is to allow the dog to decompress to determine if the behavior improves or worsens. If at any time the behavior becomes unsafe, the dog is to be returned to the shelter immediately.

If it is determined that behavior modification training might assist the dog in passing a behavior evaluation, discussion should occur to determine if the modification is feasible/available, appropriate and for what duration, this specific plan will be documented in the dog's Chameleon record; the plan can be modified as needed. The behavior modification plan will be created by the Yolo County SPCA Dog Rescue Coordinator in conjunction with the Shelter OIC. During this time, a weekly report will be provided to the OIC to determine if there has been a benefit to the training. When the dog is returned to the shelter for another behavior evaluation, all modification procedures should be discussed with the OIC for further evaluation. Depending on the level of improvement, the dog could then be either placed for adoption with the shelter or become a rescue candidate.

If the dog is deemed to be a rescue candidate by the OIC, it will be given two rescue appeals by Yolo County SPCA. The "Initial Appeal" should happen within the first 24 hours, the "Final Appeal" should happen within the next 72 hours. If during this time a Rescue Organization is interested and/or networking a specific dog, a one-time extension of five days will be allowed. Any further extensions requested will depend on kennel capacity and need to be approved by the Sergeant or Chief. If no rescue is found within the time frame stated above, and no requests for extension are requested, and the dog is not considered a foster or behavior modification candidate at the end of the rescue appeal process, the dog will be euthanized within 48 hours.

A dog will not be considered a rescue candidate if:

- ♦ There is a previous history documented in official bite reports or reported by a citizen and confirmed by OIC investigation, of causing "severe injury" to a human as defined by the California Food and Agriculture Code 31604: "Any physical injury to a human being that results in muscles tears or disfiguring laceration or requires multiple sutures or corrective or cosmetic surgery."
- ♦ The dog continues to lunge and growl, snarl, or snap at people when on-leash

or off-leash outside of the kennel (excluding resource guarding, body handling, and excitement/frustration contexts) despite repeated efforts by YCAS staff to improve the behavior.

- ♦ The dog is injured or ill to the degree that the shelter veterinarian deems kenneling or fostering the dog pending rescue inhumane.
- ♦ The dog bites the assess-a-hand on the first or second reach, during the food or object guarding tests.
- ♦ The dog preferentially fights with other dogs when allowed off-leash access to them, or appears predatory toward small dogs when allowed to come into contact with them.
- ♦ The dog appears predatory (stalking behavior) towards people.
- ♦ There is a Court Order of Euthanasia at the direction of a judge, hearing officer, or other public official with such authority.

EXHIBIT D
YOLO COUNTY ANIMAL SERVICES SHELTER RESCUE PARTNER CRITERIA

The Yolo County SPCA provides rescue appeal services to Yolo County Animal Services (YCAS) for animals who do not meet YCAS's adoption criteria. The request for rescue will be communicated from YCAS staff to YCSPCA staff. YCSPCA staff will send rescue pleas as quickly as possible following YCAS's request for rescue.

Rescue requests written by YCSPCA staff will include the animal's ID number, photos and pertinent information. This information will include but is not limited to the reason that rescue was requested, origin of the animal, and YCAS's rescue timeline.

YCSPCA staff will send rescue requests to YCAS-approved rescue partners, and at the discretion and agreement of YCAS and YCSPCA, may include community members who assist in the rescue process.

The list of rescue partners and/or community members will be updated and edited periodically at the discretion of YCSPCA and YCAS.

Reasons for updates will include but are not limited to:

- Discovery of non-compliance with a rescue's local ordinances,
- Substantiated complaints filed with a rescue's local animal control,
- Refusal to undergo an inspection in response to complaints filed against a rescue,
- Any pattern of behavior that is detrimental to or undermines the goals of the rescue program.

EXHIBIT E
YOLO COUNTY SPCA COMMUNITY CAT PROGRAM (YCC) PROCEDURES:

1. Assess why the cat was surrendered. (Yolo County SPCA)

Check the intake notes for the cat regarding the circumstances why the cat was surrendered to the shelter. The goal is to ascertain if it is safe to return the cat and/or if it is in the cat's best interest. Seek additional information from others as needed.

Situations where YCC may be inappropriate include, but are not limited to; owner/caretaker abandonment (death or move), history of neglect, major behavioral concern (for example, attacking the reporting party's cat), the reporting party (RP) threatening to harm the cat, or extreme anger towards cat that could put the cat at risk. Add notes in the computer about the situation under the RP's name and reference the cat in question by its Animal Services ID number.

2. Evaluate the cat. (Yolo County SPCA)

Evaluate the cat to note its general behavior and any obvious health concerns. Use a pen to attempt to pet the cat to determine if it appears to be feral. If able to pet, assess if cat may be an adoption or rescue candidate. Ideally assess the cat on several occasions to look for improvement during the course of its stay. Example, if the cat flinches with petting then rescue is highly unlikely. With kittens, it depends on the age of the kittens, with younger kittens (3 months and under) having more potential for rescue than older kittens (older than 3 months).

3. Determine if cat is a YCC candidate. (Yolo County SPCA)

Appropriate YCC candidates behaviorally would very fearful (ex: flinch when touched), semi-feral (can't touch, but seems somewhat friendly/softer in body language), feral (can't touch, stiff body language) or friendly, but with significant behavioral concerns that preclude adoption or rescue. YCC candidates should have a relatively safe environment with resources for food, either known or implied by a body condition score (BCS) of 5 or higher, but in some cases a BCS of 4 may be acceptable.

Appropriate YCC candidates should be older than 3 months of age. Every effort should be made to move kittens under 3 months of age into foster care as soon as possible for socialization.

Additional scrutiny will be placed on the environment and resources for any kittens 4 months or younger in order to determine if YCC appropriate. Please note that the Yolo County SPCA may decline a YCC candidate based on age alone. In this circumstance we will make every effort to find rescue for the kitten or cat.

If a cat is approved for YCC, add notes to the computer and cage card and put cat on the surgery schedule for YCC processing. If the cat is declined, add notes to the computer and cage card and start rescue efforts.

4. YCC processing. (Yolo County Animal Services)

YCC processing includes: spay/neuter, FVRCP, Rabies, Flea Treatment, ear tip. Please note that

Felv/FIV tests may be requested by the YCSPCA in some circumstances.

5. Post-processing and return to point of origin. (Yolo County SPCA)

Once processing is complete, YCSPCA reviews surgery notes to see if there is anything noted that may be of concern. In particular we are looking for findings to be within normal limits and cats to have body condition scores of ideally 5 out of 9, although 4 is acceptable. If there are concerns about returning the cat, then consider the cat for rescue or the barn cat program.

Otherwise, have the cat returned to its point of origin one day post-surgery. Please note that cat may be held longer for recovery in cases of late term pregnancy spay.

EXHIBIT F
YOLO COUNTY SPCA- BARN CAT PROGRAM PROCEDURES:

The Barn Cat Program an additional safety net for those cats who do not have other live release options at the shelter. The tier of live release options at the shelter consist of:

1. Return to owner
2. Adoption
3. Rescue
4. Yolo County Community Cat Program (YCC)
5. Barn Cat Program

The Barn Cat Program is intended for those with behavioral issues that preclude them from being adoptable, are viable rescue candidates or where return to origin through the YCC is not appropriate. Cats that may not be suitable for placement in the Barn Cat Program include adult cats that are very fearful and have lived indoors only.

Cats that are accepted into the Barn Cat Program will be spayed or neutered, vaccinated for FVRCP and Rabies, tested negative for Felv/FIV, micro chipped and given flea control at Yolo County Animal Services at no cost to the YCSPCA. Once veterinary services have been completed, the cat is either placed directly in a barn/garden home or placed in a foster home with a Barn Cat Program volunteer until a suitable placement has been found.

Barn cat homes are located via interested adopters at the shelter, word of mouth and advertising/marketing efforts from Yolo County Animal Services and Yolo County SPCA.

Interested adopters consult with a Yolo County SPCA representative or volunteer. A home visit may be conducted prior to placement if warranted, although most, if not all, of the adoption consultations will take place over the phone. Cats are placed by volunteers who will set up the cat in an acclimation cage. Adopters are asked to confine the cat(s) for a four week period with a three week minimum to give them time to acclimate to their caretaker and new environment.

The Yolo County SPCA or Barn Cat Program volunteers will provide support to the adopter as needed throughout the placement and will pick up all supplies once the cat has been released from the acclimation cage.

In the event that the cat does not acclimate well to the new surroundings, YCSPCA agrees to take back any cat for any reason at any time. In this occurrence the cat would be returned to the shelter or could assist with placement in placed in foster care, if available and appropriate, for re-homing.

EXHIBIT G
MANAGED HEALTHY STRAY CAT INTAKE PROCEDURES:

The Yolo County SPCA shelter office will be the first point of contact for those at the shelter with a stray cat or for those calling the shelter about a stray cat.

The goal is to obtain correct intake/contact information for people and animals, then assess best course of action and try to limit, as much as possible, the intake of healthy, stray cats that come in to the shelter to prevent overcrowding which could lead to euthanasia.

Suggested script: *"We are a small shelter serving all of Yolo County and we need to manage our healthy stray cat intake to avoid the euthanasia of cats due to lack of space."*

Every person bringing in or wanting to bring in a cat will receive the Healthy Stray Cat Intake Policy handout which instructs them to contact us before bringing in a healthy stray cat to make sure the shelter has space for the cat and that the cat truly needs the shelter's safekeeping.

Intake of healthy stray cats

The goal is to talk to people BEFORE they bring a stray cat to the shelter.

If the cat appears to be healthy, comfortable and relaxed in its surroundings, it might be best to simply get information for a found report (including a photo), check lost reports, scan the cat for a microchip, and advise the finder on what they can do to help find the cat's owner. If the cat seems fine, it usually is fine and if they don't want the cat in their yard then we would advise them about cat deterrents for their yard.

YCSPCA may choose to take in a cat if it is intact and appears to be of breeding age or pregnant so at least it can be altered. Also, if the reporting party (RP) is concerned about the cat and has it at the shelter and/or does not want to return the cat to the neighborhood, we cannot force them to take the cat back and we will intake the cat.

If the cat appears to be in distress or obviously lost (vocalizing, hanging out on their doorstep, appearing to be confused or fearful in its' surroundings), then the RP should be encouraged to take the cat indoors for safekeeping and file a found report and get the cat scanned, or bring the cat in to the shelter for safekeeping. The goal would be to talk to the RP about the circumstances to figure out the best course of action in that particular situation.

Intake of Kittens Too Young To Eat On Their Own

Our goal is to avoid intake of nursing, unweaned kittens if at all possible.

In many cases, nursing kittens are better off being left where they are and being fed by their mom, rather than coming in to the shelter where their presence constitutes an emergency, as we will need to immediately find a foster home or they have to be euthanized. Care is taken to obtain information

about their location and circumstance to determine if they truly need to be rescued right now or if their mom is able to complete their care until the kittens can eat on their own and find rescue at the shelter at a later date. Either way, we talk to the RP about getting mom into the shelter for spaying eventually as we cannot forget that there is a breeding female in their neighborhood who will get pregnant again.

For those who are contacting the shelter for help due to a larger number of strays in their neighborhood:

The goal is to get them to understand that the only proven and humane method of managing community cat populations is to spay and neuter the cats.

We will talk to the RP to determine if they want to be a part of the solution and help these cats, or if they are upset about the cats in their neighborhood and hope to bring them in to try to "get rid of them". It is important for the RP to understand what the shelter can do and what the shelter will not do in these situations. We should inform people of Yolo County's community cat program but may elect to have a "don't ask, don't tell" response, depending on the person and the circumstances. If they ask about our policies or procedures, we will inform them. If the RP is "cat friendly", we should tell them that we will do everything in our power to find rescue for kittens young enough to be socialized and find homes for friendly cats, but that any cats that we cannot place will be returned to the area where they came from.

The Yolo County SPCA will make humane cat traps available for those that need them from the combined trap depot provided by YCAS and YCSPCA, as long as they are supportive of the shelter's policies. There is no rental fee for traps but there is a refundable deposit per trap to recoup replacement fees in case of loss or damage to the trap.

In cases where RP's are trying to manage a larger population of cats, we explain that they must call first to check in if the shelter has space, before setting a trap. Most people will check in on a weekly basis. If the shelter is full, shelter staff will make efforts to enforce a no-intake policy for that week and the RP will be told to check back the next week.

This approach puts the RP in the position to have to check in with us and understanding, that we will not take any healthy strays from them unless they have been given permission to bring them in. This management practice encourages the RP to be a proactive partner with the shelter. This practice also allows us to have more precise control in managing cage space at the shelter. When the RP calls to check in they are either told yes (and how many spaces if they have multiple cats) or no, whereas with a list we could leave a message and not hear back from the RP and they may or may not show up when we could have given that space to someone else who needed it.

Appendix 8 - Yolo County Sheriff's Office Mission Statement & Core Values

Mission Statement

The mission of the Yolo County Sheriff's Office is to uphold the law through the investigation and enforcement of criminal and civil law; to provide leadership and law enforcement assistance to allied law enforcement agencies; to deliver consistent and humane treatment to those placed in our care and custody; to perform these responsibilities in a manner that is responsive to the needs of our community and is faithful to the Constitution of the United States and the Constitution of the State of California.

Core Values

Protection

Our fundamental duty is to protect and serve. We provide quality service to ensure a safe environment for all residents and visitors. We recognize, adapt and respond to the changing needs of our community.

Dedication to Our Core Values

We maintain a dedicated Department based on a solid foundation of fairness, respect and equal opportunity; within an environment of open, honest communication; quality leadership, training and mutual support.

Trust

We view our responsibilities as a covenant of public trust; ever mindful that we must keep our commitment to the community we serve.

Community Services

We enhance our partnerships to improve the quality of life with the community through our involvement, education, accessibility and promoting positive family and community values.

Professionalism

We are dedicated to our profession and committed to public service. We continue to demonstrate a passion for our profession with integrity and maintain high ethical and moral standards for others to emulate.

Fairness

We treat all people with respect, fairness, dignity and compassion.

Duty

We never tire or shrink from the difficult tasks, nor lose sight of our responsibilities. We are progressive and innovative in our duty.

(“Yolo County” Sheriff)

Appendix 9 - Sacramento County Animal Care Facility

Located at:

4290 Bradshaw Road

Sacramento, CA

(916) 875-5232

<http://www.acr.saccounty.net/>





\$16,319,066

Swatt Miers Architects

This 41,000 sq. ft. animal control facility exceeded the county's designated Silver LEED rating by achieving Gold. The project features a stand-alone spay/neuter clinic, an animal adoption center featuring dog and cat room environments, a secure public courtyard around which adoptable stray cats and dogs are organized, an in-shelter medical center, a barn for farm animals, and a 1 acre public dog park.

<http://www.browardbuilders.com/projects/sacramento-county-animal-care>

Appendix 10 - Hypothetical Facility Area Summary (Indigo)

DRAFT

ANIMAL SHELTER NEEDS ASSESSMENT

County of Yolo

7/15/2016

Hypothetical Facility Area Summary

ESTIMATE OF PROBABLE COST

PROJECT DATA

Total Site Area	178,960 SF	4.1 Acres
Service yard and staff parking	12,000 SF	
Public parking (incl. drives and fire access)	24,000 SF	
Animal exercise yards	12,000 SF	
Barn Pasture	10,000 SF	
Agility Yard	8,000 SF	
Site Landscaping & Hardscaping	25,727 SF	
Landscaping w/ irrigation	12,863 SF	
Hardscape including walkways	12,863 SF	
Site Efficiency Factor of 70%	52,932 SF	
Total Building Area	24,926 SF	
Shelter	21,637 SF	
Shelter Veterinary	3,289 SF	
Covered Exterior Areas	9,375 SF	

*incl. sallyport, ext. kennels, cat colony porches, storage sheds, etc.

A. SITE ACQUISITION

SITE ACQUISITION

Land purchase	4.1 AC	\$0	\$0 not included
Legal, other fees	1 LS	\$0	\$0 not included
Closing, other costs	1 LS	\$0	\$0 not included

TOTAL SITE ACQUISITION	4.1 AC	\$0	\$0
-------------------------------	---------------	------------	------------

B. DIRECT CONSTRUCTION COST (Site, Bld'g & Contractor Mark-ups)

SITEWORK CONSTRUCTION (ALLOWANCE ONLY, NOT BASED ON A SPECIFIC SITE)

Offsite Construction	4.1 AC	\$36,585	\$150,000
Offsite demolition	1 LS	\$25,000	\$25,000 allowance
Utilities, connect to street	1 LS	\$50,000	\$50,000 allowance
Sidewalk, curb & gutter	1 LS	\$35,000	\$35,000 allowance
Driveway entrances	2 EA	\$20,000	\$40,000 allowance
Onsite Construction	4.1 AC	\$466,661	\$1,913,309
Onsite demolition	1 EA	\$30,000	\$30,000 allowance
Grading & pad preparation	1 LS	\$100,000	\$100,000 allowance
Storm drainage	1 LS	\$180,000	\$180,000 allowance
Potable water & meter	1 LS	\$40,000	\$40,000 allowance
Fire water & hydrants	1 LS	\$90,000	\$90,000 allowance
Sanitary sewer	1 LS	\$60,000	\$60,000 allowance
Gas service	1 LS	\$20,000	\$20,000 allowance
Electrical service, meter & pad	1 LS	\$50,000	\$50,000 allowance
Electrical site lighting	1 LS	\$105,000	\$105,000 allowance
Fiber / Telephone service	1 LS	\$40,000	\$40,000 allowance
Trash / Recycling enclosure	1 LS	\$30,000	\$30,000 allowance
Sidewalks / flatwork	12,863 SF	\$15	\$192,949 allowance
Vehicular paving, striping, drives and fire lanes	36,000 SF	\$10	\$360,000 allowance
Curb & gutter	1 LS	\$30,000	\$30,000 allowance
Security fencing - ornamental incl. man gates	1 LS	\$80,000	\$80,000 allowance
Motorized site gate	1 LS	\$40,000	\$40,000 allowance
Motorized Sallyport garage door	2 EA	\$15,000	\$30,000 allowance
Security electronics	1 LS	\$25,000	\$25,000 allowance
Landscape & irrigation - intensive	12,863 SF	\$10	\$128,633 allowance
Landscape & irrigation - less intensive	52,932 SF	\$4	\$211,728 allowance
Artificial turf, outdoor play	1 LS	\$30,000	\$30,000 allowance
Site accessories - flagpole, signage, misc.	1 LS	\$40,000	\$40,000 allowance
Sub-total Sitework	4.1 AC	\$503,246	\$2,063,309

DRAFT**ANIMAL SHELTER NEEDS ASSESSMENT**

County of Yolo

7/15/2016

Hypothetical Facility Area Summary**BUILDING CONSTRUCTION**

Animal Shelter	21,637 SF	\$300	\$6,491,160 allowance
Animal Shelter - veterinary	3,289 SF	\$325	\$1,068,925 allowance
Animal Shelter - outdoor covered area	9,375 SF	\$125	\$1,171,875 allowance

Sub-total Buildings	34,301 SF	\$260	\$8,731,960
----------------------------	------------------	--------------	--------------------

Sub-total Buildings & Site			\$10,795,269
---------------------------------------	--	--	---------------------

GENERAL REQUIREMENTS MARK-UP

General Conditions	6.00%	\$10,795,269	\$647,716 allowance
Bonds & Insurance	2.00%	\$10,795,269	\$215,905 allowance
Overhead & Profit	6.00%	\$10,795,269	\$647,716 allowance

Sub-total General Requirements	14.00%	\$10,795,269	\$1,511,338
---------------------------------------	---------------	---------------------	--------------------

Total Buildings & Site, incl. General Requirements			\$12,306,607
---	--	--	---------------------

Escalation (2 years @ 4.5% per yr.)	9.00%	\$12,306,607	\$1,107,595 allowance
Targeted Construction Bid			\$13,414,201
Construction Contingency	10.00%	\$13,414,201	\$1,341,420

TOTAL DIRECT CONSTRUCTION COST		\$592	\$14,755,700 rounded
---------------------------------------	--	--------------	-----------------------------

C. INDIRECT COSTS**Fixtures, Furnishings & Equipment (FF&E)**

Equipment Allowance	1 EA	\$100,000	\$100,000 allowance
Vet Equipment	1 EA	\$250,000	\$250,000 allowance
Animal Equipment Allowance	1 EA	\$450,000	\$450,000 allowance
Furnishings Allowance	1 EA	\$200,000	\$200,000 allowance

Sub-total FF&E			\$1,000,000
---------------------------	--	--	--------------------

Other

Design and engineering fees	10.00%	\$14,755,700	\$1,475,570 allowance
Testing and inspection	2.00%	\$14,755,700	\$295,114 allowance
Topographical and utility survey	1 EA	\$25,000	\$25,000 allowance
Geotechnical investigation and report	1 EA	\$15,000	\$15,000 allowance
Project administration by County	2.00%	\$14,755,700	\$295,114 allowance

Sub-total Other			\$2,105,798
------------------------	--	--	--------------------

Total Indirect Costs			\$3,105,798
-----------------------------	--	--	--------------------

Escalation (2 years @ 4.5% per yr.) on indirect costs	9.00%	\$3,105,798	\$279,522 allowance
Construction Contingency on Indirect Costs	10.00%	\$3,105,798	\$310,580 allowance

TOTAL INDIRECT COSTS W/ ESCALATION & CONTINGENCIES			\$3,695,900 rounded
---	--	--	----------------------------

E. TOTAL PROJECT DEVELOPMENT COST (A+B+C)			\$18,500,000 rounded
--	--	--	-----------------------------

Appendix 11 - Animal Shelter Needs Assessment – Proposed Facility Area Summary (Indigo)

DRAFT**ANIMAL SHELTER NEEDS ASSESSMENT**

County of Yolo

7/15/2016

Proposed Facility Area Summary

Space Description	S.F. Comments
Public Areas	
Lobby (includes reception counter and entry vestibule)	560
Donation Drop Off	110
Small Meeting / Get Acquainted Room	150
Retail	300
Public Restrooms	260
Janitor's Closet	64
Multipurpose Room	750 Capacity 60 people
Multipurpose Storage Room	200
<i>Public Areas Sub-Total</i>	<i>2,394</i>
Animal Areas	
Dog Intake Exam	144
Dog Behavior Assessment	150
Cat Intake Exam	100
Euthanasia	190 adjacent to walk-in cooler
Cat Holding: Medical - 4 cats	80 1 rm. w/ 4 dbl. compart. Cages. Near Vet Clinic or view from treatment end of clinic
Cat Holding: Isolation (low risk) - 10 cats	232 Back of House. Work area within
Cat Holding: Iso (high risk w/ anteroom) - 4 cats	160 Back of House. Int. access into anteroom & ext. access. Work area within
Cat Holding: Confiscate & Quarantine - 6 cats	120 1 rm w/ 6 dbl. compart. cages
Cat Holding: Special Care - 6 cats	120 1 rm w/ 6 dbl. compart. cages
Cat Holding: Stray/Adopt - 28 cats	440 2-3 rooms, all dbl. compart. Cages
Cat Holding: Flex - 6 cats	120 1 rm w/ 6 dbl. compart. cages
Cat Holding: Feral - 6 cats	120 1 rm w/ 6 dbl. compart. cages
3 Cat indoor Colony Rooms - 6 cats	108 within stray/adopt room. 18 sf/cat min.
1 Cat indoor/outdoor Group room - 3 cats	72 within stray/adopt room. 18sf/cat min.
Cat Holding Workroom: 3 rooms @ 96 nsf ea.	288
Dog GA Room	64
Dog Holding: Medical - 4 dogs	192 (2) indoor/outdoor kennels, 2 cages. Near Vet Clinic with view from treatment end of clinic
Dog Holding: Isolation (low risk) - 10 dogs	480 (10) 4'x6' indoor/ outdoor kennels. Back of house. Work area within
Dog Holding: Isolation (high risk w/ anteroom) - 4 dogs	168 (2) 4'x6' indoor/outdoor kennels, 2 cages. Back of house. Work area within
Dog Holding: Confiscate & Quarantine - 10 dogs	480 (10) indoor/outdoor 4'x6' kennels
Dog Holding: Special Care - 10 dogs	480 (8) indoor/outdoor 4'x6' kennels, 2 cages stacked
Dog Holding: Flex - 8 dogs	384 (8) indoor/outdoor 4'x6' kennels
Dog Holding: Stray/Adopt - kennels (36 dogs)	1,800 4 rooms, indoor/outdoor kennels: 3 xl, 33 med/large
Dog Holding: Stray/Adopt - small cages (10 dogs)	222 1 room, 6'x28" d cages, stacked 2 high
Dog Holding: Stray/Adopt - small kennels (10 dogs)	270 indoor/outdoor kennels: 3'x3' min.
Dog Holding Workroom: 6 rooms @ 108nsf ea.	648
Small Mammals/Exotics	170 1 room w/ sink
Central Food Preparation Room	300
Food Storage	350
Laundry	450
Clean Laundry Storage	225
Grooming	200
General Storage	195
Central Cleaning Pump Room	50
<i>Animal Areas Sub-Total</i>	<i>9,572</i>
Administration	
Agency Leadership / Front Office / Customer Service	
Shelter Director (1 FTE)	175
Front Office Supervisor (1 FTE) -front desk	225
Clerk (3 FTE): open office workstations @ 64sf ea	128 customer service front office
Front Office Assistant (1 FTE)	150
Volunteer & Foster Coordinator (1 FTE)	120
Public Outreach Development Coordinator (1 FTE)	120
Copy / Supply	120
Conference Room	320 8 people
Main File Storage	240
Kennel/Sheltering Services	
Shelter Manager (1 FTE)	150

INDIGO | Hammond + Playle Architects, LLP
with
UC Davis Koret Shelter Medicine Program

DRAFT**ANIMAL SHELTER NEEDS ASSESSMENT**

County of Yolo

7/15/2016

Proposed Facility Area Summary

Animal Care Attendant (5 FTE): open office workstations	320
Kennel Worker (2.5 FTE): open office workstations @ 64sf ea.	160
Conference Room	120
Field Services	
Supervising Field Officer (1FTE)	150
Senior Field Officer (1 FTE)	120
Field Officer (6 FTE): open office workstations @ 64sf ea.	384
Field Officer Interview Room	100
Secure Animal Control Storage	64
Volunteer Room	188 lockers, table for 4, white board, upper/lower cabinet
Staff Break Room	234 adjacent to outdoor patio, tables for 8
Staff Restrooms/Locker Rooms	740
General Storage	150
Electrical / Telecom Room	200
<i>Administration Areas Sub-Total</i>	<i>4,678</i>
Shelter Veterinary	
Shelter Veterinary Lobby (including exam and storage closet)	160 Lobby req'd only if public s/n
Shelter Veterinary Office (1 FTE)	150
Registered Vet Tech (2FTE), workstations @ 64sf ea.	128
Non-licensed Vet Tech (1 FTE)	0 desk in treatment room area
Medical Treatment Room	240 1 wet table. Adjacent to exam and pharmacy
X-ray Room	160
Pharmacy	160 adjacent to medical treatment room
Exam Room	162 adjacent to medical treatment room
Surgery Prep Room - 3 prep tables	440 adjacent to medical treatment room
Pack	150
Surgery Room - 4 tables	384 2 rooms, 2 tables ea. Room
Dog Recovery Holding (10 dogs)	96 1 room: 2 kennels, 4 sm.cages, 2 med.cages, 2 lg.cages
Cat Recovery Holding (12 cats)	84 1 room w/ 2'x2' single cages stacked 3 high & s.s. shelving
Dog Recovery Holding, Public (6 dogs)	80 1 room: 4 large cages, 2 sm/med cages
Cat Recovery Holding, Public (6 cats)	76 1 room w/ 2'x2' single cages stacked 3 high & s.s. shelving
Oxygen Room	60 verify type of oxygen desired
<i>Shelter Veterinary Sub-Total</i>	<i>2,530</i>
Interior Spaces Sub-Total	19,174
Circulation, Wall Thickness @ 30%	5,752
Total Interior Areas	24,926
Covered Exterior Areas	
Multipurpose Covered Patio	400
Staff Break Room Covered Patio	168
Sallyport / Cage Storage	1,296
Outdoor Kennels (connected to indoor kennels listed above)	2,184
Cat Colony Porches: 1 @ 72nsf ea	72
Barn (4-6 stalls)	2,400 1-2 stalls enclosed with wire mesh
Covered Exercise Yard	800
Outdoor covered staging area w/ cage/crate wash station	800 verify size
Storage Shed	400
Storage Cargo containers (3 existing)	600 verify size
Walk In Cooler	255
Total Covered Exterior Areas	9,375
TOTAL INTERIOR AND EXTERIOR	34,301

DRAFT

ANIMAL SHELTER NEEDS ASSESSMENT

County of Yolo

7/15/2016

Hypothetical Facility Area Summary

SITE AREA SUMMARY

Description	S.F.	Comments
Building Area		
Total Interior Areas	24,926	
Covered Exterior Areas	9,375	
A Subtotal Building Area (rounded)	34,302	
Site Program Areas		
Secure service yard & staff parking (incl. driveways, fire access road, circulation)	12,000	assumes 24 spaces @500sf/space
Public Parking (incl. driveways & fire access road)	24,000	assumes 60 spaces @ 400sf/space
Animal Exercise Yards	12,000	
Barn Pasture	10,000	
Agility Yard	8,000	
Site Landscaping & hardscape (75% of bldg. footprint)	25,727	
B Subtotal Site Program Areas	91,727	
Site Efficiency Factor of =70%		
1 1/.70 = (1.42-1) = .42 x Site Program & Building Area (A+B)	52,932	
C Subtotal Site Efficiency Factor	52,932	
Total Building, Site Program Areas & Efficiency Factor (A+B+C)	178,960	
Total Site & Building Area (rounded)	178,960	
		4.10 acres (rounded)

Appendix 12 - Sacramento County Bradshaw Animal Shelter Fee Schedule

Animal Care and Regulation Interim Fee Schedule (Updated August 31, 2016)



Service		Fee Amount
Adoption*	Cat	\$81.00
Adoption*	Male Dog	\$121.00
Adoption*	Female Dog	\$147.00
Adoption*	Senior for Senior - Dog & Cat (<i>Senior Owner and Senior Pet</i>)	\$25.00
Adoption*	Rabbits	\$45.00
Adoption*	Rodents, Fowl	\$5.00
Adoption*	Exotic, Livestock	Market Value
Licensing	Altered - 1 Year - Dog/Cat	\$15.00
Licensing	Altered - 2 Year - Dog/Cat	\$30.00
Licensing	Altered - 3 Year - Dog/Cat	\$40.00
Licensing	Unaltered - 1 Year - Dog/Cat	\$50.00
Licensing	Unaltered - 2 Year - Dog/Cat	\$100.00
Licensing	Unaltered - 3 Year - Dog/Cat	\$150.00
Licensing	Altered - 1 Year - Dog/Cat - <i>Senior Citizen Discount</i> (62 and older)	\$10.00
Licensing	Altered - 2 Year - Dog/Cat - <i>Senior Citizen Discount</i> (62 and older)	\$20.00
Licensing	Altered - 3 Year - Dog/Cat - <i>Senior Citizen Discount</i> (62 and older)	\$25.00
Licensing	Reduced Unaltered (working ranch/show)	\$45.00
Licensing	Late License Penalty (unincorporated)	\$25.00
Licensing	Unaltered Dog/Cat - City of Citrus Heights	\$30/year
Licensing	Altered Dog/Cat - City of Citrus Heights	\$15/year
Licensing	Unaltered Dog/Cat - cities of Galt & Isleton	\$30/year
Licensing	Altered Dog/Cat - cities of Galt & Isleton	\$10/year
Licensing	Late License Penalty - cities of Citrus Heights, Galt & Isleton	\$15.00
Licensing	License Tag - Duplicate	\$5.00
Animal	Impound (First)	\$40.00
Animal	Impound (Second)	\$80.00
Animal	Impound (Third)	\$160.00
Animal	Impound - RTO of Unaltered Animal (First)	\$35.00
Animal	Impound - RTO of Unaltered Animal (Second)	\$50.00
Animal	Impound - RTO of Unaltered Animal (Third)	\$100.00
Animal	Impound - Livestock (First)	\$50.00
Animal	Impound - Livestock (Second)	\$100.00
Animal	Impound - Livestock (Third)	\$200.00
Animal	Impound - Boarding - Dog & Cat	\$10/day
Animal	Impound - Boarding - Large Livestock	\$25/day
Animal	Impound - Boarding - Quarantine	\$15/day
Animal	Owner Surrender	\$50.00
Animal	Owner Surrender Litter	\$65.00
Animal	Owner Euthanasia	\$60.00

*Please call or check social media for current adoption fee specials

Appendix 13 - Number of Pets in US (Cats and Dogs Combined)

Year	Millions	% Change
1995	108.00	N/A
1996	112.00	3.7
1997	116.00	3.6
1998	120.00	3.4
1999	124.00	3.3
2000	128.00	3.2
2001	133.00	3.9
2002	137.00	3.0
2003	143.00	4.4
2004	153.00	7.0
2005	163.00	6.5
2006	154.00	-5.5
2007	163.00	5.8
2008	165.00	1.2
2009	171.00	3.6
Year	Millions	% Change
2010	164.60	-3.8

2011	164.40	-0.1
2012	171.65	4.4
2013	178.90	4.2
2014	171.25	-4.3
2015	163.60	-4.5
2016	173.75	6.2
2017	183.90	5.8
2018	195.07	6.1
2019	206.79	6.0
2020	212.50	2.8
2021	218.52	2.8
2022	224.86	2.9

(“Number of Pets”)

Appendix 14 - Animal Welfare Grants

Albert Schweitzer Animal Welfare Fund

The [Albert Schweitzer Animal Welfare Fund](#) awards grants to support a variety of causes such as [humane education](#), prevention of pet overpopulation, and promoting humane treatment of animals in a shelter setting. Funding amounts vary and are decided on a case by case basis. Applications for grants are due in April and October of each year.

The ASPCA

The [American Society for the Prevention of Cruelty to Animals](#) (ASPCA) offers several different grant opportunities to provide assistance to nonprofit animal organizations. Available award programs include adoption and shelter program grants, equine fund grants, spay and neuter grants, animal cruelty grants, and emergency/disaster grants. Most grants range from \$500 to \$10,000 per award.

The Bissell Pet Foundation

The [Bissell Pet Foundation](#) awards grants to offset spay and neuter fees, subsidize [adoption](#) fees, and provide foster care. National awards range from \$1,000 to \$10,000. Awards for organizations in the greater Grand Rapids area range from \$1,000 to \$45,000. Applications are accepted twice each year; check the Bissell Pet Foundation website for the most current application information.

The Doris Day Animal Foundation

The [Doris Day Animal Foundation](#) awards grants to support a variety of causes such as spay/neuter programs, senior care, special needs programs, and [pet food banks](#). They currently are placing a specific emphasis on senior pet programs. Grant applications are accepted throughout the year and awards are made on a quarterly basis. Award amounts are generally \$5,000 or less (though on occasion higher grant amounts may be available).

The Laura J. Niles Foundation

The [Laura J. Niles Foundation](#) offers grants to organizations that support canine health research, search and rescue, animal protection, and animal adoption. Grants generally range from \$2,000 to \$50,000. Larger grants are awarded on a case by case basis.

The American Humane Association

The [Meacham Foundation Memorial Grant](#) is offered by the American Humane Association to fund building improvements, equipment purchases, and capital campaigns that directly affect shelter animal welfare. Grants of up to \$4,000 are awarded each year to 501(c)(3) nonprofit agencies. The American Humane Association also offers a [Second Chance](#) grant program for agencies and rescue groups that provide temporary care for neglected animals. The Second Chance awards are limited to \$2,000 per fiscal year per organization.

The Pedigree Foundation

The [Pedigree Foundation](#) offers grants to shelters and [animal rescue organizations](#) that have 501(c)(3) nonprofit status. The group had awarded \$4.46 million through its grant program as of the 2013 award season. Applications for the Pedigree Foundation grants are due in late June.

The Petco Foundation

The [Petco Foundation](#) offers two grant award cycles each year for organizations involved with animal sheltering and pet adoptions. A variety of groups such as [animal control](#) agencies, humane societies, and other nonprofit organizations are eligible to apply for grant funding through the Petco Foundation. Award amounts vary.

PetSmart

[PetSmart](#) offers a variety of grant programs to animal welfare organizations that promote pet adoptions, spay and neuter programs, and emergency/disaster relief. PetSmart Charities have awarded more than \$212 million in grant support since 1994, including \$34 million in 2013. Individual award amounts vary on a case by case basis.

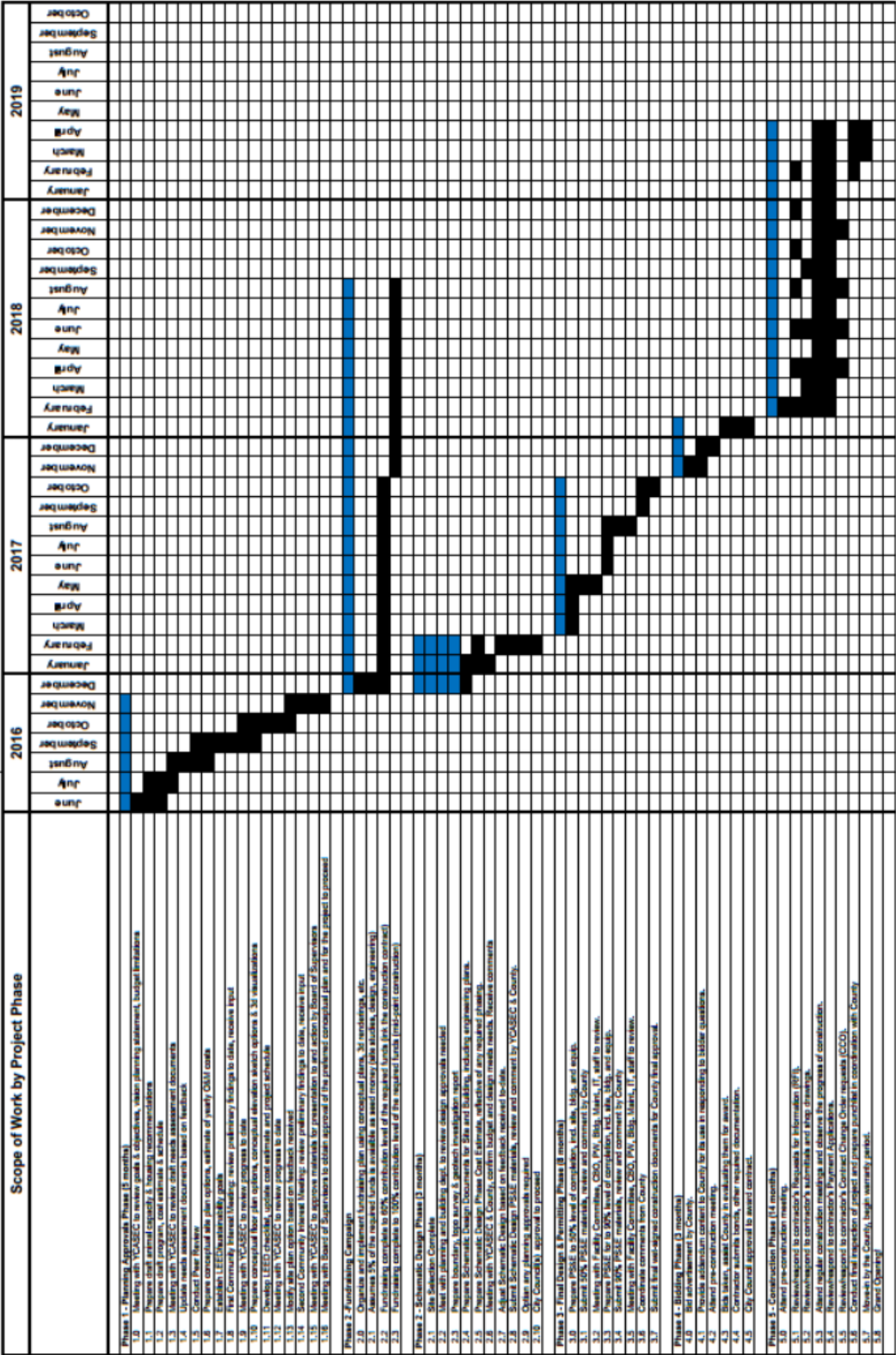
The William and Charlotte Parks Foundation

The [William and Charlotte Parks Foundation](#) offers grants to animal welfare organizations. Grant funds may be used for studies, projects, operating expenses, or shelter construction costs. They may not be used for spay/neuter programs or for wildlife rehabilitation. Awards usually range from \$5,000 to \$10,000 per recipient.

Appendix 15 - Professional Fundraising Companies & Organizations (Local/National)

- **AimPoint Fundraising and Event Mgmt.**
<http://www.aim-point.com/contact/>
1225 8th Street, Suite 240
Sacramento, CA 95814
Phone | (916) 669-9372
- **Wendy Warfield & Associates**
<http://wendywarfield.com/about>
921 11th Street, Suite 701
Sacramento, CA 95814
Phone | (916) 492-9604
- **Lester Consulting Group (LCG), Inc.**
<http://lcginc.net/>
Contact: Rose Lester | rlester@lcginc.net
715 University Ave.
Sacramento, CA 95825
Phone | (877) 569-2890
- **The Impact Foundry**
<http://www.impactfoundry.org/>
2031 K Street, (2nd Floor)
Sacramento, CA 95811
Phone | (916) 569-8555

Appendix 16 - Project Timeline (Indigo)



Appendix 17 - 2017 Yolo County Salary Resolution Methodology

- **Shelter Director:**

Used the salary for the Supervising Animal Services Officer. It is assumed that the Indigo Needs Assessment Proposal replaced the position of Supervising Animal Services Officer with a Shelter Director. The assumption was reflected between the 2017 and Proposed headcount.

- **Front Office Supervisor:**

Assumed this position to be a Senior Level Sheriff's Records Clerk II position. Used the salary option for that position, but increased from Grade 3 to Grade 5.

- **Front Office Assistant:**

Administrative Clerk I, Grade 3, from the Salary Resolution document.

- **Public Outreach Development Coordinator:**

Outreach Specialist I, Grade 3, from the Salary Resolution document.

- **Shelter Manager:**

Business Services Manager – First 5, Grade 3, from the Salary Resolution document.

- **Kennel Worker:**

Animal Care Attendant, Grade 3, from the Salary Resolution document.

- **Senior Field Officer:**

Animal Services Officer II, Grade 5, from the Salary Resolution document.

- **Registered Vet Tech:**

Animal Care Technician, Grade 3, from the Salary Resolution document.

- **Non-Licensed Vet Tech:**

Animal Services Care Attendant, Grade 3, from the Salary Resolution document.