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### DEPARTMENT OF ANIMAL CARE AND CONTROL FACILITIES MASTER PLAN

This memo transmits the 2019 Master Plan for the Department of Animal Care and Control within the context of the Department's evolving financial landscape.

#### Background

The Department of Animal Care and Control (Department) provides the County with animal control and care services to promote and protect public safety and animal care. The programs and services include sheltering, pet placement, education, emergency response, humane investigations, and animal law enforcement.

As one of the largest animal control agencies in the United States, the Department has seven Animal Care Centers (Care Centers) that serve both unincorporated County areas and 47 contract cities totaling approximately 3,300 square miles, with a combined total population of over 3.6 million residents. The Care Centers are located in Baldwin Park, Downey, Carson/Gardena, Castaic, Agoura, Lancaster, and Palmdale.

Except for Palmdale, the Department's Care Centers were built between 43 to 73 years ago, have exceeded their useful life, and are costly to maintain. The County has allocated approximately \$19.6 million to various deferred maintenance, capital projects, and functional and capacity improvements since 2013. Despite this investment to improve facility conditions, both functional and capacity issues for animal housing exist because some facilities are too small and are functionally obsolete. As of April 2019, the Strategic

Asset Management System (SAMS) documented a backlog of deferred maintenance needs of \$8.2 million for Care Centers including some building equipment and systems in need of upgrade. The facilities do not fully meet best practices in terms of the magnitude of current animal intake nor in terms of implementing modern animal care programs. This results in overcrowded facilities with inefficient flow of animals and people, longer service times, increased animal stress, challenges in disease control, and limited ability to implement programs focused on prevention and intervention. The Master Plan seeks to address current condition and capacity issues, forecast future animal housing needs and identify facility solutions based on industry standards.

### Master Plan

To prepare a comprehensive Master Plan to guide County investment in the Department's facilities through the year 2040, we hired a consultant with expertise in the specialized field of animal care and control facilities. In collaboration with the Department, the consultant reviewed the findings of the Facility Improvement/Expansion Plan (FIE) which was provided to the Board in March 2015, updated animal intake projections through the year 2040, and explored options for how to address both capacity needs and facility conditions to develop a long-term facilities Master Plan for the Department.

The Master Plan is the result of the collaborative process between the CEO and the Department. The goal of this plan is to guide investment in facilities to enhance the Department's level of service to meet industry standards in the current service areas, based on a projected service demand of 72,300 animal intakes. This projection is almost 28 percent lower than the animal intakes proposed in the FIE Plan, which assumes additional cities will contract for services with Los Angeles County when new facilities are built. Animal intake projections are the primary public service demand driver for the Department and directly correlate with animal housing needs.

Animal intake trends show a decline in many parts of the United States, the State of California, and Los Angeles County for a variety of reasons, including education regarding spay and neutering of animals. The Master Plan assumes the number of contract cities served will not change significantly and predicts no growth in animal intakes through the year 2040 in the Los Angeles Basin and the Agoura service areas, and only minimal growth in the North County area. Consequently, the Master Plan includes only two net new Care Centers, rather than four net new Care Centers proposed in the FIE Plan.

The Master Plan includes one net new Care Center in the Monterey Park/Commerce area to relieve both the Baldwin Park and Downey Care Centers, and a second net new Care Center to meet the future new community of Centennial planned for the northwest corner of the County (most of the funding for this Care Center was secured through the development agreement approved by the Board in December 2018). Like the FIE Plan, the Master Plan includes replacement of the three existing Los Angeles Basin Care Centers (Downey, Baldwin Park, and Carson/Gardena), replacement of the Department's

Headquarters, and renovation/expansion of the Agoura, Castaic, and Lancaster Care Centers. The Master Plan is not a budget request. When capital projects for new or replacement Care Centers are advanced, a detailed study will be completed of the service area boundaries and estimated animal intakes based on contract cities status, new developments, and updated data on animal intakes.

The Master Plan uses industry standards as a level-of-service benchmark. The main components of this standard are minimal co-housing of animals, ten percent animal housing vacancy to allow for the quarantine of sick animals, 10,000 to 12,000 average annual animal intakes per Care Center, space for adequate animal care (food storage, laundry, medical), and achieving a one-hour drive-time to respond to Priority One calls (dangerous animal at large, sick/injured animal, assistance for law enforcement and other urgent situations like calls for assistance by schools).

The Master Plan also proposes modifying the Care Centers service area boundaries to more equitably distribute animal intakes in the Los Angeles Basin, which is where 64 percent of all the Department's animal intakes occur. It is worth noting that about 50 percent of all the Department's animal intakes are received by two of the seven Care Centers (Baldwin Park and Downey Animal Care Centers).

#### Financial Considerations

In the last several years, the Department, in conjunction with the CEO and Auditor-Controller, have reviewed the financial relationship between the contract cities and the many services provided by the Department to determine if the Department is fully recovering the cost of providing services to contract cities. Our office had long suspected that the Department was not fully recovering costs related to services provided to contract cities. A consultant was engaged to identify the full cost of providing animal care services to contract cities and provide recommendations to the Board with options for full cost recovery. The study found that changes to the Department's billing methodology were needed. The cost formulas were outdated and inequitable. Lastly, it was determined that approximately 65 percent of the animals cared for at our Care Centers come from contract cities, but the contract cities only fund about 18 percent of the Department's operating costs. Ultimately, the County general fund has been subsidizing animal care and control services for residents in the contract cities.

For the County to achieve full cost recovery, the Department's new billing rates would have to increase substantially and thus would have a significant financial impact on the budgets of the contract cities. To mitigate this impact, the Board opted to phase-in the anticipated costs increases over a 6-year period. However, even the phased-in approach presented challenges for the contract cities. As a result, on February 5, 2019, the Board directed a fiscal and operational audit of the Department's operations and suspended the methodology change for establishing billing rates to the contract cities until the audit report is completed and further action is taken by the Board.

Development of the Master Plan has continued; however, the billing rate discussion and Master Plan impact each other as follows:

1. Three of the 47 contract cities (Duarte, Covina, and West Covina) cancelled their contracts with the Department on June 30, 2019. It is estimated that this change will result in approximately 2,700 fewer animals annually housed Department-wide, which is within the range of 10-year average annual fluctuations of plus or minus six to seven percent for total animal intakes to the Department. The Cities of Gardena and Carson modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering. The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field services to only limited field services from the County.
2. In addition, the cost of replacement and renovation of facilities was not included in the contract cities billing rate increase formula. Therefore, if the proposed contract cities billing rate increases are implemented, the contract cities will not be contributing to a capital improvement fund to replace the Department's facilities. Unless the contract cities contribute a proportional share of the cost, funding for facility system replacements or major renovations will require net County cost, for which there are many competing demands.
3. Lastly, each net new Care Center will require an increase to the Department's ongoing operating costs, which are not factored into the proposed billing rate increase. For example, in 2016, the new Palmdale Animal Care Center, which increased the number of Care Centers from six to seven, increased the Department's annual net County cost budget on an ongoing and one-time basis. The operating cost of expansions to existing Care Centers or new/replacement Care Centers will be estimated during the architectural programming phase of the capital project development process.

#### Assessment of Near Term Capacity Improvements for Los Angeles Basin Care Centers

Recognizing the volume of animal intakes received by the Los Angeles Basin Care Centers in relation to the current animal housing capacity, we have reviewed the Baldwin Park, Downey, and Carson/Garden Care Centers as follows:

1. The Baldwin Park Care Center has no room for adding animal housing, but the County could potentially acquire additional property. However, this would not address access, and public and staff safety concerns related to the existing site.



2. Based on site constraints, only one additional kennel could be added to the Downey Animal Care Center. This would add limited relief by expanding dog housing only. It would not address cat housing, inefficient flow of animals and people, longer service times, increased animal stress, challenges in disease control, and limited ability to adopt programs focused on prevention and intervention. Options for long term replacement of the Downey Care Center include moving to a site (to be determined) in the Whittier area or to the Rancho Los Amigos South Campus, which could also accommodate the Department's Headquarters.
3. Animal housing expansion at the Carson/Gardena Animal Care Center could only occur on the recently acquired parcel for parking, which would result in a return to the parking shortage that prompted acquisition of the parking lot area.
4. Both the Agoura and Castaic Animal Care Centers could be expanded to include more animal housing to accommodate some Los Angeles Basin animal housing; however, this approach would require additional transport staff and vehicles to move animals from the Los Angeles Basin Care Centers to Agoura and Castaic. Although animals are currently moved between Care Centers to improve adoption opportunities, increased movement would not address the large stray animal populations impacting the Care Centers in the Los Angeles Basin.

As noted, adding one or more kennels to an existing Care Center will not address the functional problems identified in the Master Plan. In addition, adding more animal housing to existing Care Centers will require additional staff to operate.

#### Recommendation

The Master Plan is provided for your information at this time. Following completion of the fiscal and operational audit of the Department, and consideration by the Board on the rate methodology for the contract cities, we can provide additional recommendations. We will continue to fund high priority deferred maintenance at each of the seven existing Care Centers as part of the Facility Reinvestment Program.

If you have any questions, you may contact David Howard at (213) 893-2477.

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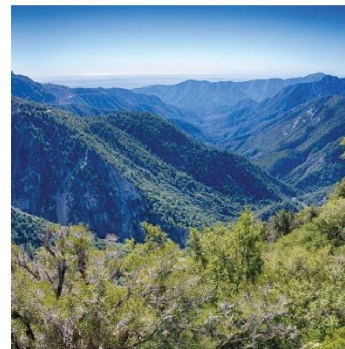
c: Executive Office, Board of Supervisors  
County Counsel  
Animal Care & Control

COUNTY OF LOS ANGELES, CALIFORNIA

VOLUME 1

# DEPARTMENT OF ANIMAL CARE AND CONTROL

## FACILITIES MASTER PLAN NOVEMBER 2019





## **DACC Mission, Vision, Values**

### **MISSION**

*Leading the nation in protecting people and animals through compassionate care, community education, proactive intervention, and effective enforcement.*

### **VISION**

*An innovative animal care and control agency with state-of-the-art facilities providing animals and residents high-quality, effective, and caring service. In our communities, people and animals thrive, interact safely, and every animal has a safe and loving home.*

### **VALUES**

**Compassion:** *We treat people and animals with empathy, kindness, and dignity.*

**Customer Service:** *We meet the needs of our customers by being welcoming, attentive, respectful, and resourceful.*

**Excellence:** *We provide high-quality and responsive service and hold ourselves to the highest standards of professionalism.*

**Integrity:** *We are honest, trustworthy, ethical, and accountable for our actions.*

**Safety:** *We are uncompromising in our commitment to the health and safety of people and animals.*

**Sustainability:** *We employ best practices and innovate to provide services and build programs with the future in mind.*

## **DACC Purpose**

*Our purpose is to provide responsive, efficient, and high-quality animal care and control services that preserve and protect public and animal safety.*

## **DACC Philosophy**

*Our philosophy is to promote responsible pet ownership, compassion toward animals, and safe human-animal interactions.*

## **DACC Position**

*As the agency responsible for animal-related public safety, our mission is achieved through shared County values including professionalism, responsibility, compassion, commitment, integrity, accountability, and community partnerships.*



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Department of Animal Care and Control  
Facilities Master Plan

**Volume 1 - MASTER PLAN**

Prepared by:

Animal Arts

Chief Executive Office

Department of Animal Care and Control

Department of Public Works



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# 1 Executive Summary

The 2040 Master Plan for the Los Angeles County Department of Animal Care and Control (DACC) proposes two net new care centers located in the areas of Monterey Park/Commerce and Northwest Los Angeles County; three replacement care centers; three major renovations/additions; one care center with minor remodeling, and a replacement for the administrative headquarters. DACC would operate nine care centers, two more than currently operated. Implementing this plan is estimated to cost \$276.5M (in 2019 dollars). Implementing the Master Plan will improve public service and safety, improve the animal housing capacity, and improve response time for service calls through the 2040 planning horizon.

2040 Master Plan Project Summary			
Care Center	Description	Supervisory District Served	Total Project Cost Estimate (Million 2019 USD)
<b>Monterey Park/Commerce</b>	Construct one new care center in area. Relieves Baldwin Park and Downey overcrowding.	1, 2, 3 and 5	\$43.0
<b>Whittier</b>	Construct one new care center in Whittier area. Replaces Downey. Decommission Downey.	1 and 4	\$37.5
<b>Headquarters</b>	Include at one of the new LA Basin Care Centers.	All	\$29.9
<b>New Carson/Gardena</b>	New care center in similar area to replace existing Carson/Gardena. Decommission existing Carson/Gardena.	2, 3 and 4	\$35.3
<b>New Baldwin Park</b>	New public-service care center in similar area to replace existing Baldwin Park.	1, 4 and 5	\$46.9
<b>Baldwin Park (Existing)</b>	Retain as overflow and public spay/neuter clinic when new Baldwin Park is constructed.	All	\$8.9
<b>Lancaster</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	5	\$40.7
<b>Castaic</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	3 and 5	\$18.0
<b>Agoura</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	3 and 5	\$13.4
<b>Northwest</b>	New care center near future Centennial development to address growth and reduce drive times.	5	\$12.9 (\$10.0)
<b>Total:</b>			<b>\$276.5</b>
Notes: Cost estimates for the Master Plan Options are based on Indoor prototype shelters with deferred maintenance, soft costs, and startup costs. Estimates exclude escalation and land acquisition. The Master Plan assumes existing and proposed care center service areas are redrawn to balance projected animal intakes and increase the department's ability to respond to calls for service within one hour. The cost to develop the new Northwest Care Center will be offset by \$10M developer contribution per Development Agreement adopted by the Board of Supervisors on December 11, 2018. Construction of first homes estimated to begin in several years.			





## 1.1 Master Plan Priority Projects to Address Los Angeles Basin Capacity Issues

This Master Plan includes a key project that would, if implemented, relieve overcrowding at both the existing Baldwin Park and Downey ACCs. Developing one new care center in the Monterey Park/Commerce area will result in DACC's Care Centers in the Los Angeles Basin achieving nearly the recommended capacity for animal housing, compared to the current overcapacity conditions. It would also improve DACC's ability to respond to Priority 1 calls—which include dangerous animals, law enforcement assistance, and injured animals—within one hour in the LA Basin.

## 1.2 DACC Services and Service Territory

DACC provides a variety of essential services to 3.7 million residents in unincorporated Los Angeles County and 47 contract cities.<sup>1</sup> The services DACC provides encompass public health and safety programs; caring for abandoned, abused, and neglected animals; investigating animal abuse; reuniting lost pets with owners; and animal adoption programs. By state and local law, DACC is required to:

- Care for lost, abandoned, abused and neglected animals, and comply with state-mandated animal hold times.
- Provide mandatory spay and neuter services for animals adopted out of or reclaimed from DACC Care Centers.
- Enforce laws related to public safety such as dangerous dog laws.
- Enforce rabies vaccination compliance and licensing of animals.

Additionally, DACC prevention and intervention programs support owner retention of pets, reduce pet overpopulation, and reduce pet homelessness. Providing the above services is facilitated by having safe and adequate facilities that meet local building codes, animal facility standards,<sup>2</sup> industry guidelines, and accessibility requirements.

DACC currently operates seven Animal Care Centers (ACC) including the Agoura ACC, Baldwin Park ACC, Carson/Gardena ACC, Castaic ACC, Downey ACC, Lancaster ACC, and Palmdale ACC. DACC has a separate administrative headquarters in Long Beach, and leases additional administrative space in Norwalk and other locations because the administrative building is at capacity. Both IT and South County communication functions are located in spaces not designed for those purposes at the Downey ACC.

Approximately 65 percent of dog and cat intakes in FY2016-17 were from contract cities and 35 percent were from Los Angeles County unincorporated areas. **While contract cities contributed approximately 65 percent of the dogs and cats DACC cared for, collectively the contract cities contributed only 18 percent of the cost of providing care in FY2016-17.**

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<sup>1</sup> The Department served 47 contract cities until June 30, 2019. See next page for list of 47 contract cities and notes on cities canceling or limiting contract services effective July 1, 2019.

<sup>2</sup> Refer to Volume 1, Section 5.3.



Current contract cities served by DACC are:

Agoura Hills	Culver City	La Mirada	Rolling Hills
Alhambra	Duarte <sup>3</sup>	La Puente	Rolling Hills Estates
Artesia	El Monte	Lancaster	San Fernando
Azusa	Gardena <sup>4</sup>	Lawndale	Santa Clarita
Baldwin Park	Hawaiian Gardens	Lomita	Thousand Oaks
Bell	Hawthorne	Malibu	Torrance
Calabasas	Hidden Hills	Maywood	Walnut
Carson <sup>4</sup>	Huntington Park	Monterey Park	West Covina <sup>3</sup>
Commerce	Industry	Palmdale	West Hollywood
Compton	Inglewood	Palos Verdes Estates	Westlake Village
Covina <sup>3</sup>	Irwindale	Rancho Palos Verdes	Whittier
Cudahy	La Habra Heights	Redondo Beach	

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<sup>3</sup> The Cities of Covina, Duarte, and West Covina cancelled their contracts with the Department on June 30, 2019.

<sup>4</sup> The Cities of Gardena and Carson have modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering. The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field service to only limited field services from the County.



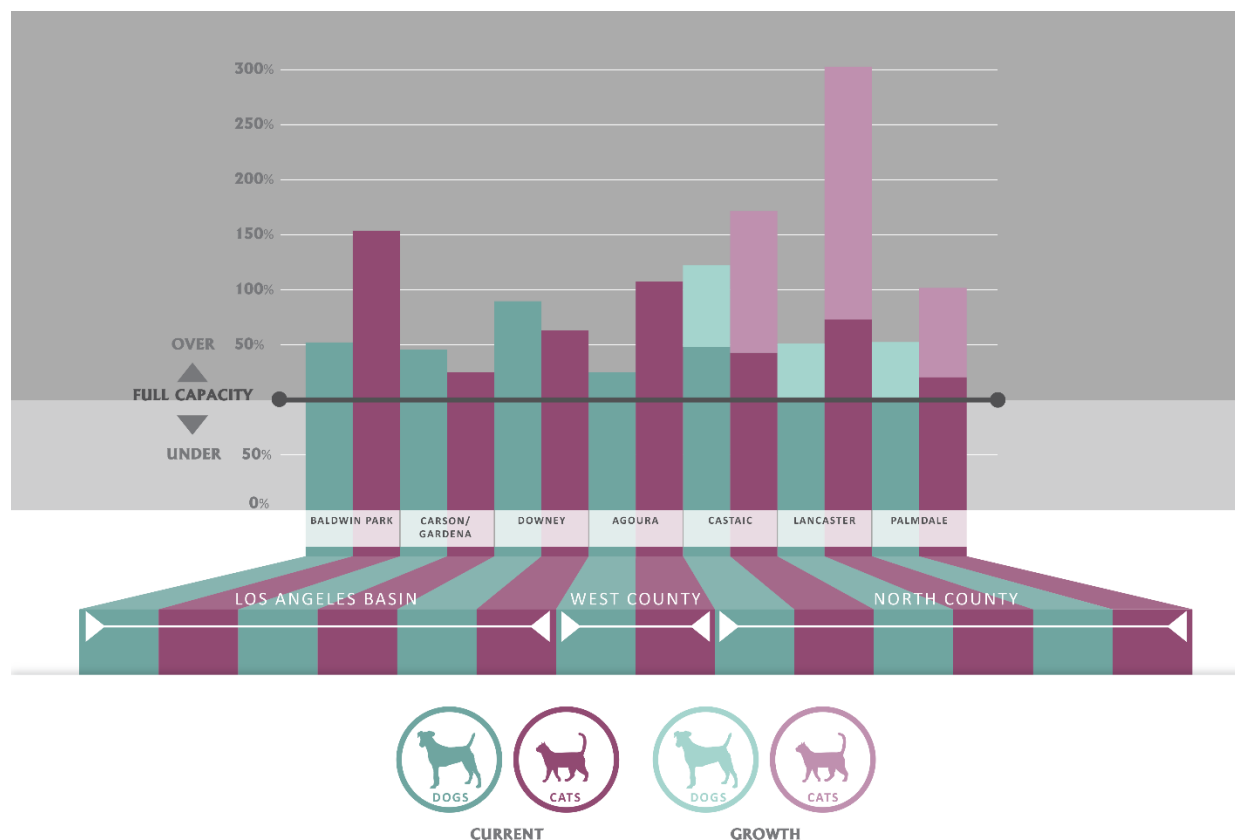
### 1.3 Problems the Master Plan Seeks to Address

The Master Plan seeks to address three key problems described below.

#### 1.3.1 Care Centers are Operating at 50 Percent Overcapacity

Current animal care centers are sized to house 44,800 animals annually and are currently housing 67,200 animals a year on average.<sup>5</sup> The capacity problem is expected to worsen with additional growth in the North County, bringing total annual intakes to 72,300 for Los Angeles County. Currently, Baldwin Park and Downey handle a disproportionate share of all cat and dog intakes. Baldwin Park is 150 percent over full capacity for cats and 50 percent over full capacity for dogs; whereas Downey is 60 percent over full capacity for cats and 90 percent over full capacity for dogs. North County predicted growth will result in cat capacity problems at Castaic, Lancaster, and Palmdale. The figure below shows the average annual projected overcapacity of dog and cat intakes relative to housing at each care center.

*Average Annual Animal Intakes with Projected Growth Compared to Housing Capacity*



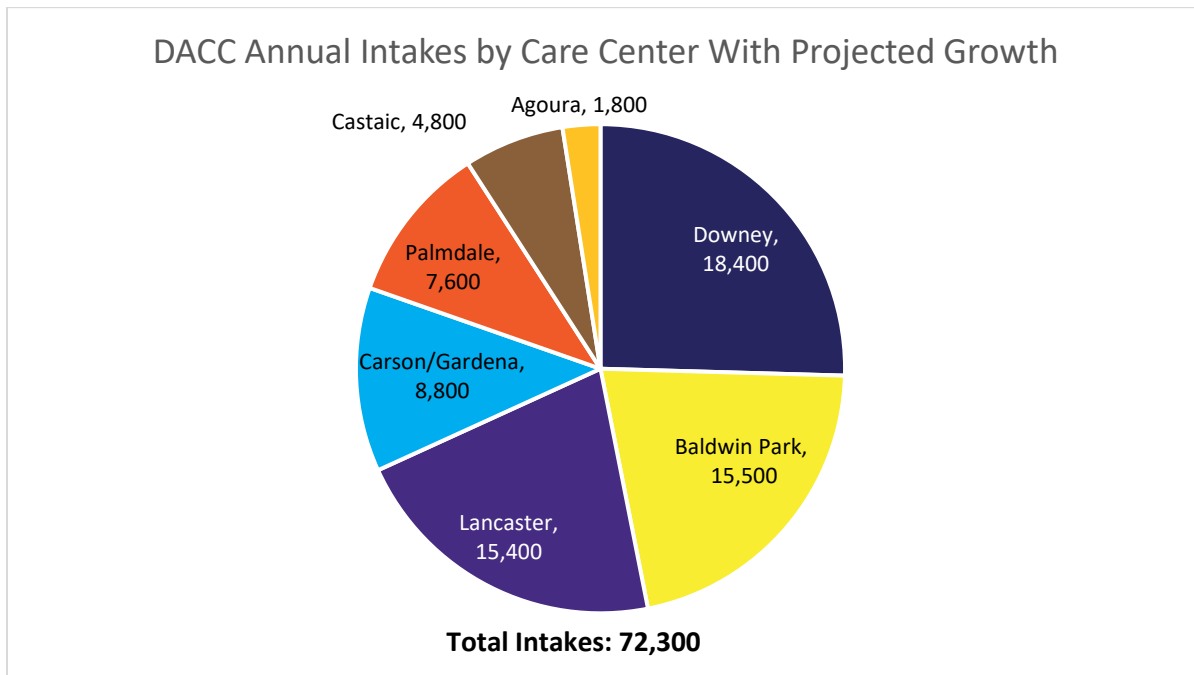
Note: Intakes for each care center are 2014-2016 calendar year averages. Projected growth is based on analysis described in Section 2.4. Cat housing is assumed to be portalized.

**Overcrowded facilities compromise health and safety.** Renovations alone to existing care centers will not solve capacity-related facility issues that compromise animal health and safety, as well as human safety.

<sup>5</sup> Three-year average intakes from 2014 to 2016.



**The large volume of animal intakes exacerbates facility issues.** On average, Downey receives 18,400 annual intakes and Baldwin Park receives 15,500 intakes a year. These two ACCs serve approximately one-half of all DACC's current animal intakes and with a projected growth of 5,100 annual animal intakes by 2040, it is estimated these two care centers will serve approximately 47 percent of DACC's annual animal intakes.



Note: Intakes for each care center are 2014-2016 calendar year averages (total of 67,200) and include 5,100 of projected growth in the North County area (currently served by Castaic, Lancaster, and Palmdale Care Centers).

### 1.3.2 Care Centers Have Significant Facilities Issues

Generally, current ACCs do not meet all facility standards related to sanitation, preventing people or animal injury, isolation of infectious disease, and separation of dangerous dogs away from the public.<sup>6</sup>

- **Care centers have buildings in very poor condition**, especially Carson/Gardena and Downey. A total of \$63.3M of deferred maintenance and selected animal housing components are needed at DACC Care Centers by 2040.<sup>7</sup>

<sup>6</sup> Except the recently constructed Palmdale ACC, stand-alone spay/ neuter clinics, and some buildings that have been renovated.

<sup>7</sup> Deferred maintenance costs are from the Strategic Asset Management System (SAMS). For more detail, see Volume 2, Section 3 Detailed Capital Cost Estimating Methodology.



- **The three Los Angeles Basin Animal Care Centers have limited room on site to expand;** neither capacity nor facility deficiencies can be addressed solely through renovation at Baldwin Park, Carson/Gardena, or Downey. These care centers need the most additional animal housing, but they have constrained sites.
- **Facilities are undersized and do not comply with building codes and accessibility requirements.** Care centers and the administrative headquarters are too small for the number of animals and staff within. Many older buildings do not meet industry standards.<sup>6</sup> The administration headquarters is not able to effectively hold meetings that can accommodate persons with physical disabilities.

### **1.3.3 Care Center Locations – 14% of DACC service area located more than 1-hour drive time for Priority 1 Calls for Services**

One of DACC's responsibilities is to quickly respond to Priority 1 calls, which involve an immediate threat to public safety or animal welfare. Fourteen percent of DACC's current service territory is greater than a one-hour drive time from care centers, which increases the risk to public safety and the well-being of injured or abused animals.

## **1.4 Master Plan Objectives**

The Master Plan is designed to address six primary objectives described below.

### **1.4.1 Relieve Overcapacity**

The numbers of incoming animals strain resources and lead to less favorable animal outcomes. Additionally, the current capacity issues result in housing more than one animal per enclosure, which is not in alignment with animal sheltering industry guidelines.

### **1.4.2 Provide Safer, More Functional Facilities**

Facilities must house animals safely and in compliance with standards and guidelines to prevent injury and spread of disease. This objective, along with relieving overcapacity, guides the recommendations for constructing new facilities as well as the replacement or improvement of the most aged and unsafe facilities.

### **1.4.3 Improve Public Safety**

Improving response times to Priority 1 calls for service will allow Animal Control Officers (ACOs) to address urgent situations in a timely manner, reducing risk to public safety and animal welfare.

### **1.4.4 Improve Staff Efficiency and Safety**

Facilities sized to provide adequate animal housing and staff workspaces improves staff efficiency. Housing one animal per enclosure also improves staff safety.

### **1.4.5 Validate Animal Intake Projection and Study Options**

The Master Plan process included estimating 2040 animal intakes and recommends a minimal growth of 5,100 in only the North County area; this is a 7.6% increase compared to DACC current intakes. Too many



facilities can be costly and inefficient; too few can be large and unmanageable. The Master Plan analyzed various options to examine tradeoffs among different facility investment levels.

#### **1.4.6 Provide a Flexible Methodology**

While the Master Plan addresses trends, and recommends priorities for investment in DACC infrastructure, the project team recognized that animal care needs may change due to unexpected conditions and new developments. The methodology used to develop ACC sizes based on estimated intakes for Los Angeles County can be used to adjust project sizes and relative priorities as needed.

### **1.5 Key Planning Assumptions**

#### **1.5.1 Planning Period**

The Master Plan planning horizon is 2040.

#### **1.5.2 DACC Operations**

DACC operations are assumed to remain similar to their present state.

- Current programs are expected to continue in their current state, including recently expanded outreach and volunteer programs.
- The Master Plan assumes contracts with cities to provide animal care and control services will not change significantly.

Additionally, DACC's 10-day average length of stay for animals in the ACCs is not assumed to change as it is already short compared to industry standards and therefore unlikely to decrease.<sup>8</sup>

#### **1.5.3 Industry Partnerships**

DACC relies on numerous industry partnerships. While some partnerships provide temporary subsidies and relief, the Master Plan assumes continuation of stable programs and partnerships. For the purposes of the Master Plan, the following well-established partnerships are assumed to continue:

- Adoption/rescue partnerships
- Animal transfer partnerships
- Spay/neuter efforts by other organizations

#### **1.5.4 Animal Intake Assumptions to 2040**

Projected animal intakes vary by geographic region.

- Los Angeles Basin and West County Care Centers are not sized for additional growth because animal intakes are trending slightly down, and while decreases may slow or level off compared to recent declines, the overall trend is likely to continue based on California and national trends.

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<sup>8</sup> Any increase in length of stay over time due to greater medical or behavioral need is assumed to be balanced by a decrease in intakes.



- Growth is anticipated in the North County because of a new housing development, the large size of the geographic area, and lack of alternative animal care center services.

### 1.5.5 Sizing of Facilities

Facilities are sized by adapting the following:

- Prototypes previously developed by Los Angeles County architectural consultant IBI Group (IBI, hereafter) are used for new care centers but are adjusted for animal capacity requirements.
- Administrative headquarters building was sized using the draft 2018 Los Angeles County Workplace Design Standards.
- Kennels are sized per the IBI program and industry guidelines.<sup>9</sup>

### 1.5.6 Animal Kenneling Assumptions

To promote animal, staff, and volunteer safety and align with industry guidelines, animal care centers are assumed to house animals as follows:

- One dog per kennel.
- No cohousing of cats, except litters of kittens or adult cats in appropriately sized adoption colonies.

Animal housing is assumed to be 90-percent full at times of peak animal intakes. The additional 10 percent is reserved for housing sick animals because:

- Sick animal populations vary.
- Sick animals stay longer than other animals for treatment.
- Sick animals must be quarantined from other healthy animal populations.

## 1.6 Master Plan Approach

The team first validated the annual animal intakes that determine the size and number of care centers required to meet DACC's animal capacity needs through 2040. Then the team selected optimal locations for care centers by considering condition of existing facilities, geographic trends in animal intakes and outcomes, drive times from care centers to calls for service, and overall demographic trends. Different Master Plan Options were examined to establish the most cost-effective facilities solution.

### 1.6.1 Size and Number of Care Centers

#### Size of Care Centers

Animal intakes and trends were studied over the last five years to project future changes in annual intakes to determine the total number of animal housing units DACC needs to provide to meet industry standards to the year 2040. Animal capacity drives the size of care centers since approximately 60 percent of a care

<sup>9</sup> (The Association of Shelter Veterinarians (ASV), 2010).





center's gross square footage is animal-related spaces. Housing capacity calculations are based on three-year average (2014-2016) annual intakes of 67,200, plus the projected growth of approximately 5,100 annual intakes for the North County area. This totals 72,300 animals entering DACC Care Centers a year. The project team also examined the assumption of 100,000 animal intakes a year proposed in the DACC 2015 Facility Improvement and Expansion Plan<sup>10</sup> (DACC 2015 Plan, hereafter), but determined 72,300 was the more appropriate number given intake trends and population projections. The 72,300 intakes assume status quo for the contract cities and do not allow for growth in the number of contracts or services provided; whereas, the 100,000 intakes from the DACC 2015 Plan allowed for increased contract cities.

### Number of New Care Centers

The team conducted site and facility assessments of current DACC Care Centers, relying on the Strategic Asset Management System (SAMS) reports to understand the deferred maintenance investment required at each existing care center, as well as administrative headquarters. Assessments of current facilities focused on three areas: the size and condition of current facilities, animal capacity, and the ability to improve or expand facilities on-site.

- Care centers were examined to determine if they enable DACC to provide for animal, staff, volunteer, and public safety, as well as meet best practices for animal sheltering. Existing animal housing capacity was compared with projected capacity needs. Staff, animal, and public circulation were assessed to determine if there were potential efficiency gains.
- Site plans for the care centers were studied to determine if capacity issues could be solved through the ability to expand on-site. Additionally, the project team examined site limitations such as utility constraints and easements.

Using the assessments, the team determined which care centers could be remodeled and which should be replaced to provide service to industry standards to the year 2040.

### 1.6.2 Location of Care Centers

The team proposed new care center locations near areas of heavy intakes and calls for service.

- **Concentration of Intakes:** Animal intakes were mapped using GIS software to determine areas with high concentrations of animal intakes and to conduct a spatial analysis of species-specific trends.
- **Drive Times and Calls for Service:** One of DACC's primary public safety services is to respond within one hour of receiving a Priority 1 call. The project team studied care center locations to maximize the ability to respond to Priority 1 calls for service within a one-hour drive time from care centers, as calculated during evening rush hour.
- **Demographics:** General geographic trends such as population growth, population density, and income were examined to see if future changes would impact the location of care centers or the number of people being served.

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<sup>10</sup> (County of Los Angeles Department of Animal Care and Control (DACC), 2015).



### 1.6.3 Defining the Master Plan

Using the key Master Plan assumptions and analysis described above, the project team developed options for addressing DACC's needs and selected the Master Plan – Option 1, which meets industry standards to the year 2040. After choosing care centers to remain, care centers to be replaced, and new care centers, the service territories for each care center within Los Angeles County were adjusted as follows:

- Approximate service boundaries were defined to yield a maximum of +/- 10,000 yearly animal intakes per care center, an efficient size to operate, with some variation in capacity.
- The adjusted service boundaries ensure care center locations maximize DACC's ability to respond to calls for service within a one-hour drive time during rush hour from the closest care center.

### 1.6.4 Cost Estimating

Capital Costs were estimated using cost per square foot and building sizes from the IBI programming reports. Building sizes were adjusted by adding or removing animal housing as capacity varies from care center to care center.

## 1.7 Summary of Master Plan Options Studied

Three options were studied to examine a range of capacity and investment levels in relation to the Master Plan objectives. The total estimated costs of these options are summarized in the table below.



Cost Estimate for DACC Master Plan Options and Priority Projects<sup>1</sup>

	Option 1: Meet Industry Standards to the Year 2040				Option 2: Max Reuse				Option 3: DACC 2015 Plan		
	Priority	Location	Cost Estimate (In million - 2019 Dollars)		Priority	Location	Cost Estimate (In million - 2019 Dollars)		Priority	Location	Cost Estimate (In million - 2019 Dollars)
LA Basin	1	Monterey Park/Commerce	\$43.0						1	Monterey Park/Commerce	\$34.0
	1	Whittier	\$37.5		1	Downey	\$11.1		1	Whittier	\$45.1
	1	Headquarters	\$29.9		1	Headquarters	\$2.7		1	Headquarters	\$40.1
									1	Huntington	\$52.9
									1	Altadena	\$13.8
	2	New Baldwin Park	\$46.9						1	New Baldwin Park	\$45.5
	2	Baldwin Park (hoarding/overflow)	\$8.9		1	Baldwin Park	\$12.4		2	Baldwin Park (hoarding/overflow)	\$14.1
	2	New Carson/Gardena	\$35.3		2	Carson/Gardena	\$10.2		2	Carson/Gardena	\$35.8
	Subtotal:		\$201.5		Subtotal:		\$36.4		Subtotal:		\$281.3
West	3	Agoura	\$13.4		3	Agoura	\$9.3		3	Agoura	\$12.2
	Subtotal:		\$13.4		Subtotal:		\$9.3		Subtotal:		\$12.2
North County	2	Lancaster	\$40.7		2	Lancaster	\$10.9		2	Lancaster	\$53.3
	3	Castaic	\$18.0		3	Castaic	\$6.7		3	Castaic	\$16.1
	3	Northwest <sup>2</sup> (Developer Contribution)	\$12.9 (\$10.0)						3	Acton/Aqua Dulce	\$35.0
	0	Palmdale	\$0		0	Palmdale	\$0		0	Palmdale	\$0
	Subtotal:		\$61.6		Subtotal:		\$17.6		Subtotal:		\$104.4
	Total:		\$276.5		Total:		\$63.3		Total:		\$397.9

**Notes:** 1. Cost estimates for the Master Plan Options are based on Indoor prototype shelters with deferred maintenance, soft costs, and startup costs. Estimates exclude escalation and land acquisition. The Master Plan assumes existing and proposed care center service areas are redrawn to balance projected animal intakes and increase the department’s ability to respond to calls for service within one hour. In all options, DACC Headquarters is priority one due to the lack of sufficient space for staff in the County-owned headquarters building. DACC already leases additional office space for central administrative staff because the current building is at capacity.  
2. New care center near future Centennial development to address growth and reduce drive times. Cost to develop new care center to be offset by \$10M developer contribution per Development Agreement adopted by the Board of Supervisors on December 11, 2018. Construction of first homes estimated to begin in several years.





### **1.7.1 Option 1: Meet Industry Standards to the Year 2040**

*Option 1 seeks to meet industry standards over the long term by addressing DACC's capacity constraints, main facility problems, and drive time issues.*

This option consists of two net new care centers, three replacement care centers, three major renovations/additions, one care center with minor remodeling, and a replacement for the administrative headquarters. DACC would operate nine care centers (two more than currently), one overflow facility, and administrative headquarters.

### **1.7.2 Option 2: Maximum Facility Reuse**

Option 2 includes maintaining and making selective health and safety improvements to current animal care centers without reconfiguring them or adding new facilities. Replacement of selected kennel components and cat housing improvements are included. DACC would continue to operate seven care centers, administrative headquarters, and lease administrative overflow facilities.

### **1.7.3 Option 3: DACC 2015 Plan – Plus Four New Care Centers**

This option is based on the DACC 2015 Plan with additional feedback and clarification from DACC to ensure this option incorporated additional programming developed since the DACC 2015 Plan was completed. DACC would operate eleven care centers (four more than currently), one overflow facility, and administrative headquarters.

## **1.8 Master Plan: Meet Industry Standards to 2040**

Option 1, which is designed to meet industry standards to the year 2040, is selected as the Master Plan because it solves several primary objectives. If implemented, Option 1 addresses capacity issues; improves safety for the public, staff, volunteers, and animals; and improves operational efficiency. Option 1 has the following advantages over the other Master Plan Options:

### **1.8.1 Capacity**

Option 1 solves the projected future capacity issue by providing just enough housing, whereas Option 3 provides housing for 27,700 more animals than is likely required. Option 2 focuses on investing in deferred maintenance with some animal housing improvements, but it does not solve animal capacity problems.

### **1.8.2 Safer and More Functional Facilities**

Option 1 fully addresses facility functional issues while improving public, staff, volunteer, and animal safety (reducing animal injury and spread of disease) while Option 2 addresses only some sanitation and animal injury problems, without fully addressing all potential safety or functional issues. Additionally, because Option 1 provides for additional animal housing, it would enable separating dangerous animals from the public by providing restricted access kenneling for bite quarantine and confiscated animals.

### **1.8.3 Public Safety**

When the new Monterey Park/Commerce and Whittier<sup>11</sup> ACCs are constructed in Option 1, it is estimated DACC will be able to reach all but 1 percent of its service area within one hour compared to all but 14

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<sup>11</sup> to replace Downey.



percent currently, and in Option 2. This means staff will be able to respond to Priority 1 calls more readily compared to Option 2.

#### 1.8.4 Staff Efficiency and Safety

Option 1 enables staff to care for animals efficiently and safely. Effective workspaces, up-to-date systems, and well-designed animal housing reduce inefficiencies in staff movement and processes. Option 2 provides only a few improvements to staff cleaning efficiency through updated finishes.

#### 1.8.5 Cost-Effectiveness

Due to operating two fewer care centers than Option 3, it is estimated that Option 1 has approximately 10 percent lower annual operational costs compared to Option 3. Option 1 is expected to require additional operating costs, compared to Option 2, to operate two net new care centers.

Option 1 has more than 40 percent lower capital cost (without site acquisition) than Option 3, over \$100 million in savings in 2019 dollars.

Capital Cost Comparison <sup>12</sup>		
Option 1: Meet Industry Standards to Year 2040	Option 2: Maximum Reuse	Option 3: DACC 2015 Plan Plus 4 New Care Centers
\$276.5 million	\$63.3 million	\$397.9 million

### 1.9 Master Plan Implementation

The phased implementation of the recommended Master Plan is guided by three main criteria when comparing the existing ACCs:

1. Relative overcapacity.
2. Relative significance of facilities problems.
3. Relative volume of intakes, which exacerbates both overcapacity and facility problems.

Based on these criteria, the Los Angeles Basin Care Centers—in particular Baldwin Park and Downey—have relative priority compared to the North County Care Centers.

<sup>12</sup> Assumptions: 2019 dollars, indoor (not campus) prototypes. Excludes land acquisition.



<b>Priority of 2040 Master Plan Projects</b>			
<b>Priority</b>	<b>Care Center</b>	<b>Supervisory Districts Served</b>	<b>Project Estimate (In million - 2019 Dollars)</b>
<b>1</b>	Monterey Park/Commerce	1, 2, 3 and 5	\$43.0
<b>1</b>	Whittier	1 and 4	\$37.5
<b>1</b>	Headquarters	all	\$29.9
<b>Priority 1 Subtotal</b>			<b>\$110.4</b>
<b>2</b>	New Carson/Gardena	2, 3 and 4	\$35.3
<b>2</b>	New Baldwin Park	1, 4 and 5	\$46.9
<b>2</b>	Baldwin Park (hoarding/overflow)	all	\$8.9
<b>2</b>	Lancaster	5	\$40.7
<b>Priority 2 Subtotal</b>			<b>\$131.8</b>
<b>3</b>	Castaic	3 and 5	\$18.0
<b>3</b>	Agoura	3 and 5	\$13.4
<b>3</b>	Northwest (Future Centennial Development)	5	\$12.9 (\$10.0) <sup>1</sup>
<b>Priority 3 Subtotal</b>			<b>\$34.3</b>
<b>Master Plan Total:</b>			<b>\$276.5</b>
<b>Note:</b>	1.The cost to develop the new Northwest Care Center in future Centennial Development will be offset by \$10M developer contribution per Development Agreement adopted by the Board of Supervisors on December 11, 2018. Construction of first homes estimated to begin in several years.		

### 1.9.1 Priority 1

Construct new care centers at Monterey Park/Commerce and Whittier, with a new administrative headquarters located at one of these new ACCs.

- A new care center in the Monterey Park/Commerce area alleviates much of the animal capacity problems within DACC's current system by shifting seven contract cities and several unincorporated area communities from both the Baldwin Park and Downey ACCs to the new care center, thereby relieving overcrowding at both the Baldwin Park and Downey ACCs.
- A replacement care center in the Whittier area allows for the Downey ACC's decommissioning. The Downey ACC is the care center most in need of replacement due to large annual animal intakes compared to available housing, relative age, lack of investment, and limited site capacity for on-site expansion in DACC's system.

Adding a new care center in the Monterey Park/Commerce area will result in DACC's Los Angeles Basin Animal Care Centers achieving nearly the recommended capacity, compared to the current overcapacity conditions. The first action in the Master Plan provides immediate relief to DACC's animal capacity





challenges.<sup>13</sup> Constructing the new Monterey Park/Commerce and Whittier ACCs will relieve the Baldwin Park and Downey ACCs that are the most overcapacity and have significant facility issues.

<b>Effect of Constructing Net New Monterey Park/Commerce ACC on Remaining LA Basin ACCs</b>		
<b>Current Care Centers + Monterey Park/Commerce</b>	Current Intakes	Estimated Intakes Relocation
New Monterey Park/Commerce	N/A	11,300
Baldwin Park (Existing)	15,500	11,100
Downey (Existing)	18,400	13,800
Carson/Gardena	8,800	8,800
Total LA Basin Intakes Housed	<b>42,700</b>	<b>45,000</b>
LA Basin Intakes Required	<b>45,000</b>	<b>45,000</b>

### 1.9.2 Priority 2

Implement projects at Carson/Gardena, Baldwin Park, and Lancaster. The following are recommended relative priorities within Priority 2:

- Carson/Gardena: Replacement care center in the Carson/Gardena ACC vicinity. This is recommended as first project within Priority 2 for these reasons:
  - Carson/Gardena is an aging facility with a lack of investment over time, whereas Baldwin Park has undergone recent renovations.
  - The two new care centers recommended in the Monterey Park/Commerce and Whittier areas will reduce Baldwin Park's overcrowding.
  - Upon decommissioning the Downey ACC (after the Whittier area ACC is constructed), Carson/Gardena is the only care center serving the southwestern portions of the Los Angeles Basin.
- Baldwin Park: Replacement care center in the Baldwin Park ACC vicinity, but not on the same site. The existing Baldwin Park ACC would then be repurposed to provide specialized animal holding (quarantine, court holds, emergencies, etc.) and spay/neuter clinic services to the public and shelter animals and potentially lease one kennel for temporary holding to another organization.
- Lancaster: Renovation and replacement of facilities to meet the objectives of the Master Plan.

<sup>13</sup> Monterey Park/Commerce relieves some of Baldwin Park's overcrowding by providing services to some LA County unincorporated areas currently served by Baldwin Park.



### 1.9.3 Priority 3

Projects to renovate Agoura and Castaic ACCs and to address projected animal intakes associated with population growth in North Los Angeles County by constructing a new care center.

- Castaic: Renovation/replacement of facilities to meet the objectives of the Master Plan.
- Agoura: Renovation/replacement of facilities to meet the objectives of the Master Plan.
- Northwest Los Angeles County: New care center to address the proposed future Centennial development.<sup>14</sup>

### 1.10 Other Master Plan Recommendations

In addition to the specific projects outlined, the Master Plan recommends the following:

- Continue to annually implement deferred maintenance projects prior to fully funding the Master Plan.
- Implement short-term projects for improvements to DACC facilities to meet industry guidelines.
- Establish developer fees or other methods of collecting funding dedicated to improving DACC's facilities through renovation, expansion and new construction.
- Establish an emergency location for staging supplies and large-scale equine and livestock evacuations. (An interim solution exists currently but does not include a shade structure.)
- A methodology for revisiting the size and priorities of capital projects based on the following:
  - Changes to animal intakes and length of stay compared to anticipated trends.
  - Changes to the status of contracts with the contract cities.
  - Changes to statutes or regulations.
- Implement housing design strategies that will be flexible enough to provide solutions for intermittent high intakes due to seasonal variation and hoarding cases.
- In five years, Los Angeles County should conduct a further evaluation of intakes and calls for service to confirm care center capacity and to confirm projected growth in the North County area matches actual growth.
- For all Master Plan Options, it is possible to shift service territory boundaries based on contract city status, new developments, and other factors that may change after this report is issued. A detailed study of animal intakes at each proposed new care center is recommended during the programming phase of a capital project to reconcile any changes to data and trends.

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<sup>14</sup> The schedule for development of this facility is based on the terms of the Development Agreement adopted by the Board of Supervisors on December 11, 2018.



## 2 Background

### 2.1 Los Angeles County Background

#### 2.1.1 Geography

##### Geographic Features

Los Angeles County encompasses over 4,000 square miles of a geographically and demographically diverse area. Los Angeles County is bordered by Orange County to the southeast, San Bernardino County to the east, Kern County to the north, and Ventura County to the west. Two islands, Santa Catalina Island and San Clemente Island are also a part of Los Angeles County.<sup>15</sup> Natural features include the San Gabriel Mountains, Santa Monica Mountains, Mojave Desert, and the Pacific Ocean coastline.

##### Regions

Since Los Angeles County encompasses such a large geographic area, it is often divided into smaller regions based on geographic barriers, climate, and neighborhoods. While the county can be divided in many ways, the Master Plan divides the county into LA Basin, West County, and North County as described in the following table.

**Table 1-1 Los Angeles Regions**

Master Plan	LA Service Planning Areas <sup>16</sup>	LA Times Regions
<b>LA BASIN</b>	Metro Los Angeles	Central LA Northeast LA Eastside Verdugos
	South	South LA
	East	Southeast
	South Bay	South Bay Harbor
	San Gabriel Valley	San Gabriel Valley Angeles Forest (some) Pomona Valley
<b>WEST COUNTY</b>	West	Westside Santa Monica Mountains
	San Fernando Valley*	San Fernando Valley
<b>NORTH COUNTY</b>		Northwest County
	Antelope Valley	Antelope Valley

\*LA Service Planning Area of San Fernando Valley includes portions of Northwest County. The Master Plan considers Northwest County separately from the San Fernando Valley.

<sup>15</sup> Note: these islands do not have significant animal care and control needs and are not discussed in detail in this Master Plan.

<sup>16</sup> <http://publichealth.lacounty.gov/chs/SPAMain/ServicePlanningAreas.htm>.



The map illustrates the 10 planning regions of Los Angeles County, each with a distinct color and name. The regions are: Northwest County (orange), North County (purple), West County (dark blue), Santa Monica Mountains (maroon), San Fernando Valley (dark blue), Westside (orange), Central LA (light blue), Northeast LA (pink), Eastside (yellow), South LA (green), South Bay (purple), Harbor (light blue), Southeast (orange), San Gabriel Valley (dark blue), Pomona Valley (light blue), and LA Basin (dark blue). The map also shows major highways, cities, and geographical features like the Angeles Forest and San Gabriel Mountains.

<sup>17</sup> Source: <http://maps.latimes.com/neighborhoods/>.

## 2.1.2 Demographics

### Current Population and Demographics

Los Angeles County encompasses a population of over 10 million,<sup>18</sup> with 3.7 million people served by DACC (both unincorporated Los Angeles County and 47 contract cities, see Section 2.3.3). Population and population density vary considerably by region.

- Over 40 percent of the total region's population is within the southeast, the San Gabriel Valley, and the San Fernando Valley.
- Only 27 percent of the total regional population resides in the North County and West County. This means the LA Basin has 73 percent of the total regional population.



**Figure 1-2 Population by Los Angeles Region<sup>19</sup>**

<sup>18</sup> 2017 estimate. <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia/PST045217>.

<sup>19</sup> Source: 2000 census data as compiled by <http://maps.latimes.com/neighborhoods/>; accessed 2018.



South LA, Central LA, and Eastside have the greatest population densities nearing 15,000 people per square mile, while rural areas in the North County and within the Angeles Forest have the least density with less than 300 people per square mile (Figure 2-1, page 1 of Volume 2). Varying human population densities require DACC to have different approaches when serving the LA Basin versus West County versus North County.

### Projected Population Growth in Los Angeles County

From 2020 to 2040, the population of Los Angeles County and incorporated cities is projected to grow 12 percent, or 1.2 million.<sup>20</sup> This is a much smaller growth rate than Los Angeles experienced in the 1980s, 1990s, and early 2000s. However, strong growth is projected in the following areas during this period:<sup>21</sup>

- Antelope Valley: City of Palmdale 21 percent and City of Lancaster 25 percent
- City of Santa Clarita: 19 percent
- Unincorporated Los Angeles County: 15 percent

The North County is one of the fastest growing areas in the county, and this trend is predicted to continue due to the large amount of undeveloped land.<sup>22</sup> DACC is the only significant animal care service provider in the North County area, and therefore, animal intakes related to population growth are addressed in the Master Plan.<sup>23</sup>

### Changes in Demographics

A lower rate of human population growth can be attributed to several key demographic changes.<sup>24</sup>

- Immigrant population shift: fewer newcomers compared to long-settled residents and second-generation families.
- Decrease in number of children and births.
- Increase in number of residents over 65.

Of the above trends, the increase in numbers of senior citizens and decrease in numbers of children may result in a greater burden on Los Angeles County services, which may result in greater competition for resources.

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<sup>20</sup> (Southern California Association of Governments (SCAG), 2015).

<sup>21</sup> [http://www.scag.ca.gov/Documents/2016\\_2040RTPSCS\\_FinalGrowthForecastbyJurisdiction.pdf](http://www.scag.ca.gov/Documents/2016_2040RTPSCS_FinalGrowthForecastbyJurisdiction.pdf).

<sup>22</sup> (California Department of Transportation: Economics Branch, 2014).

<sup>23</sup> See Figure 1-4, page 36.

<sup>24</sup> (Myers & Pitkin, 2013).





## 2.2 Animal Control in the United States

### 2.2.1 History and Trends in Animal Care and Control

Animal care and control has changed dramatically over time in the United States. In the earliest decades of the 20<sup>th</sup> century, “pound-masters” primarily impounded stray horses and other livestock. As livestock numbers diminished and human populations grew, greater emphasis was placed on impounding companion animals and especially dogs for two primary reasons:

- To prevent the public health risk of rabies, a virally transmitted, deadly disease.
- To prevent the public safety risk posed by dog bites.

The above health and safety goals are still critically important, and they form the framework for many animal care and control programs around the country, including programs provided by DACC in Los Angeles County. In fact, the department was founded in 1937 after a rabies epidemic during which 1,700 cases were reported in a single year in Los Angeles County.

### 2.2.2 Public Health

In the U.S., rabies prevention is achieved by focusing on domestic animal populations rather than on vaccinating humans. Rabies vaccinations are required for dogs in jurisdictions nationwide and California Rabies Law<sup>25</sup> is well-defined. Local governments actively enforce vaccination and licensing of dogs and cats.

Prior to 1960, most U.S. recorded animal rabies cases were in domesticated animals. Today, 90 percent of cases are in wildlife, due to the massive effort to prevent rabies in domesticated animals.<sup>26</sup> The activities of animal control agencies around the nation help to maintain this success.

### 2.2.3 Public Safety

In addition to health risks, animals can also pose safety risks. According to the Centers for Disease Control, 4.7 million dog bites occur every year in the U.S.<sup>27</sup> Animal control programs, including those provided by DACC, help reduce the risk of dog bites.

While rabies control in the U.S. has been successful, dog bite prevention has been a tougher issue to tackle, and costs related to dog bites have grown over time. During the 1950s, the public health monetary cost of dog bites was reported to be between \$1 and \$5 million. In 2001, the monetary impact of dog bites had been estimated to be nearly \$165 million in direct medical costs. Insurance company claims added another \$1 billion.<sup>28</sup> Today, dog bites and dog-related injuries account for more than one-third of homeowner’s insurance liability claim dollars.<sup>29</sup>

The State of California has firm laws in place to reduce risks posed by dangerous dogs. Despite this legal infrastructure, dog bites continue to pose continuing risks to California communities. Per a California

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<sup>25</sup> Refer to Volume 1, Section 5.2.3.

<sup>26</sup> (Centers for Disease Control and Prevention (CDC), 2017).

<sup>27</sup> (Centers for Disease Control and Prevention (CDC), 2001).

<sup>28</sup> (Overall & Love, 2001).

<sup>29</sup> (Insurance Information Institute, 2017).



Office of Statewide Health Planning and Development press release, emergency department visits related to dog bites grew from 35,020 in 2010 to 38,657 in 2015, a 10 percent increase.<sup>30</sup>

#### **2.2.4 Protection of Animals**

Public health and safety remain critical requirements for animal care and control organizations; however, today's communities also demand a full range of services to protect the welfare of animals. Communities demand humane treatment for animals, and humane care is written into law. In California, it is unlawful to allow animals to be abandoned, abused, or neglected. This was not always the case.

In the 1970s, dogs and cats entered U.S. animal shelters in great numbers, but the majority were unclaimed. During this time, 25 percent of dogs and cats were euthanized every year.<sup>31</sup> At the end of the 1970s, attitudes towards animals began changing. The National Animal Care & Control Association (NACA), was formed in 1978 to provide resources and education to animal control agencies around the country. In the 1980s, veterinarians began to address the health of sheltered animals. Today, companion animals have an accepted place in the human family structure.

A focus on humane care and treatment of animals has resulted in the growth of a variety of nationwide efforts that collectively work to reduce the number of homeless animals, reduce the euthanasia of animals, and provide needed community services. As a result, euthanasia has decreased to 3 percent of the dog and cat population<sup>32</sup> even as pet ownership has increased. Today, it is typical for agencies to include most or all the following proactive programs:<sup>33</sup>

- Adoption
- Spay and Neuter (required by law in California)
- Shelter Medicine
- Animal Transfer
- Adoption Partnership
- Volunteer
- Intake Diversion: providing resources to pet owners so they may keep their pets when possible rather than surrendering them

#### **2.2.5 Operational Best Practices in Public Animal Shelters**

As animal sheltering<sup>34</sup> transitioned from animal holding to animal welfare, animal care professionals struggled with complexity and became increasingly divided on several key issues. In 2004, a group of

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<sup>30</sup> <https://oshpd.ca.gov/emergency-department-ed-data-dog-bites-2010-2015/>.

<sup>31</sup> (Scheer & Moss, 2017).

<sup>32</sup> (Scheer & Moss, 2017).

<sup>33</sup> Community Cat (feral cat) programs are promoted by many agencies around the U.S. These programs are not addressed because they violate current Los Angeles County policies and a court injunction.

<sup>34</sup> Throughout this document, "animal shelter" and "animal care center" are used interchangeably. When referring to DACC, care center is used as this is the accepted terminology in Los Angeles County.





leaders met in California to develop The Asilomar Accords. This landmark document laid the groundwork for better cooperation between agencies, a standardized terminology to be used in caring for and treating animals, and improvements to data management.

At the same time, shelter medicine was recognized as a specialty within veterinary medicine. This catalyzed unprecedented growth in the understanding of the health issues for shelter animals and the development of recommended operational practices in animal shelters. The Association of Shelter Veterinarians (ASV) published a document in 2010 known as the “Guidelines for the Standards of Care in Animal Shelters;” this is referenced in the DACC Master Plan as the “ASV Guidelines.”

The following concepts described in the ASV Guidelines inform the DACC Master Plan:

<b>RIGHT-SIZING FACILITIES</b>	Animal shelter facilities should be sized to provide the best possible care for animals, encouraging the best possible outcomes, in the shortest time.	<ul style="list-style-type: none"> <li>• Animal shelters built with more than the optimum capacity create opportunities for animals to stay longer than necessary, which works against animal health and welfare.</li> <li>• Animal shelters built with too little capacity are often crowded, unsafe, and unhealthy.</li> </ul>
<b>CREATING APPROPRIATE ANIMAL HOUSING</b>	Dogs and cats need safe and healthy enclosures to achieve their best outcomes in animal shelters.	<ul style="list-style-type: none"> <li>• One dog per kennel and one cat per cage.<sup>35</sup></li> <li>• Appropriately sized animal enclosures.<sup>36</sup></li> <li>• Housing areas that are well drained, well lit, and ventilated properly.</li> </ul>
<b>INFRASTRUCTURE FOR MANAGING ANIMAL HEALTH</b>	Today’s animal shelters need veterinary medical areas for managing everything from routine health protocols such as vaccinations to emergency health concerns. A shelter should also have enough capacity and be laid out to isolate infectious disease.	
<b>INFRASTRUCTURE FOR SPAY AND NEUTER SERVICES</b>	Population control is important to reducing animal intakes over time and is often required by law. Best practice animal shelters provide the space and professional staff to provide spay/neuter services for sheltered animals.	
<b>ABILITY TO PROPERLY SANITIZE AND DISINFECT THE FACILITY</b>	Up to half of kennel staff time is spent cleaning. Shelters are now designed to allow these tasks to be done more quickly, using better disinfectants, better protocols, and better systems for cleaning. This leaves more time for caring for animals and serving the public.	
<b>MINIMIZING STRESS AND MANAGING BEHAVIOR</b>	Animal shelters are stressful places for animals. Well-designed shelters assist animal care staff by providing:	<ul style="list-style-type: none"> <li>• Proper places to evaluate animals for behavior.</li> <li>• Enclosures that support animals’ behavioral welfare.</li> <li>• Opportunities for socializing and enrichment.</li> </ul>

ASV also stresses the importance of established protocols, procedures, record keeping, and training.

<sup>35</sup> Unless housing litters of kittens or select group housing situations for healthy cats.

<sup>36</sup> Most feline housing in DACC facilities does not meet current standards, so this best practice is a major driver of improvements for housing cats.



In addition to the practices promoted by shelter health professionals, the following concepts enhance the overall mission and operations of public animal shelters:

- Efficiency of layout to minimize unnecessary steps taken throughout the day.
- Separation of staff areas from public areas of the facilities for the safety of people and animals.
- Durability of materials and low-maintenance systems to reduce long-term costs.
- A comfortable space for people to view and adopt animals.
- Good customer service to encourage citizens to interact positively with animal services.
- A classroom space to provide education resources to the public.

A good animal shelter is built to meet the needs of animals, animal care staff, and visitors. It is used hard, twenty-four hours a day, seven days a week. A shelter must feel like a community center and function like a hospital. It must serve, connect, engage, hold, protect, shelter, treat, and heal. A shelter must care for its animals, staff, volunteers, and the community of people who are responsible for them.

Los Angeles County has the benefit of learning from recently constructed best practice shelters, both within DACC and around the state of California. Well-planned infrastructure and operational decisions will help DACC provide services more effectively and efficiently at its care centers.

#### **2.2.6 Policies Regarding “No Kill”**

As our society shifts towards more interest in humane issues, citizens have become very supportive of the idea of ending the euthanasia of companion animals in shelters. The words most often applied to this idea are “no kill.” While all animal welfare professionals want to end animal suffering, no-kill policies are not easy to achieve in many communities in the U.S.

There are several definitions of no kill, but the most commonly accepted definition is a 90 percent Live Release Rate.<sup>37</sup> DACC issued a policy statement on no kill in December 2015<sup>38</sup> which explores the complexity of the issue.

*The term, “no kill” in the animal welfare and sheltering field has been used in various ways to urge the elimination of euthanasia of animals in animal shelters. It is a laudable goal, and one which most animal welfare agencies strive to meet. However, there are many factors that contribute to the ability to reach this achievement. It is a term that is poorly defined, not an accurate measurement of overall animal welfare, and has led to many unintended and dangerous consequences for both the animals and the public.*

DACC, like many agencies, is mandated to take all animals no matter their size, age, or condition. DACC must also implement activities to keep the public safe, end undue suffering, and maintain the facilities

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<sup>37</sup> Live Release Rate (LRR) compares live intakes to live outcomes (adoption, rescue, transfer, return to owner). See Section 5.1 for a more detailed definition of LRR as well as No Kill.

<sup>38</sup> County of Los Angeles Department of Animal Care and Control, December 2015.



according to standards for animal health and welfare. Limited admission shelters that establish no-kill policies are not a valid comparison to DACC because they can choose which animals to admit.

To make matters more complex, as animal populations decrease, animals entering shelters have higher levels of needs. For example, there are some animals that cannot ethically be placed in homes due to severe behavioral or health problems that create public health and/or safety risks. The goal DACC adheres to is to find homes for adoptable animals while also promoting public safety.

### **2.2.7 Current Challenges for Animal Control Agencies**

Decades of improvement in knowledge and resources in animal care and control has resulted in dramatic progress. Rabies is a far-reduced risk compared to decades before, and animal intakes into shelters are down nationwide, in California, and in DACC Care Centers. Animals' lives are saved in ever greater numbers. While these trends are compelling, they are achieved only through dedicated programs, many of which are mandated by the State of California. For example, it is only through aggressive public safety programs that risks to citizens are maintained at steady state, let alone reduced.

Given the evolution of animal care and control, the future is both positive and challenging for agencies such as DACC. In the long view, the burden of caring for homeless animals is likely to eventually diminish, as it has in some areas around the U.S. Unfortunately, these trends are still regional, and many counties in California, such as Los Angeles, still work very hard to meet their baseline requirements in the context of large human and animal populations as well as greater expectations for humane animal care.

## **2.3 Overview of Los Angeles County Department of Animal Care and Control**

DACC is a department of the Los Angeles County Government, serving unincorporated Los Angeles County and 47 contract cities,<sup>39</sup> with a total residential population of approximately 3.7 million. From 2014 to 2016, DACC admitted 67,200 animals a year on average, and it is one of the largest animal control agencies in the United States.

DACC operates open admissions care centers, meaning that no animal is turned away regardless of age, breed, condition, or health status. This open admissions policy is typical of many government agencies and it is the best way to ensure that constituents receive service and that all animals receive care. It is also the best policy for meeting the various laws and mandates for animal care and control.<sup>40</sup>

DACC provides services to constituents seven days per week, 24 hours per day, and 365 days per year. Constituents can adopt animals from any of the seven existing animal care centers, seven days per week.

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<sup>39</sup> Listed in Volume 1, Section 2.3.3.

<sup>40</sup> In contrast, some organizations operate limited admissions or No-Kill shelters, where animal intakes are restricted.



### 2.3.1 Overview of DACC Services

#### Mandated Services

DACC provides a variety of services, many of which are required by California state and Los Angeles County laws.<sup>41</sup>

**Table 1-2 DACC Mandated Services**

Service	Human Health & Safety	Animal Health & Safety
Vaccinations to prevent the spread of rabies	X	X
Dog and cat licensing, and enforcement thereof	X	X
Animal cruelty investigations and response <sup>42</sup>		X
Animal Control, including field services	X	X
Dog bite prevention programs	X	X
Animal adoption services		X
Medical care for sheltered animals		X
Spay and neuter services for sheltered animals		X
Emergency and disaster response services	X	X

Within Animal Control, DACC responds to calls for service, impounds animals, and removes dead animals from roadways. DACC animal control field officers responded to 164,300 field response calls, with 13,600 of these calls being categorized as “Priority 1” calls, which indicate a serious and immediate public safety risk.<sup>43</sup> As a result of animal control activity, DACC impounds animals for specific mandated holding periods. These mandated holding periods are a major driver of facility capacity requirements. Additionally, DACC removed approximately 68,000 dead animals from roadways in 2016.<sup>44</sup>

Dog bite prevention programs include the Critical Case Processing Section which thoroughly investigates reported dog bites and prepares petitions for review by an administrative hearing officer. These measures provide the mechanism by which the hearing officer can impose conditions and restrictions on the ownership of potentially dangerous or vicious dogs. In 2016, Critical Case Processing received nearly 900 potentially dangerous dog referrals and 20 percent required further investigation.

DACC also operates a *preventative* Safe Neighborhoods Program that allows residents to report threatening dogs, which then initiates a visit from DACC animal control officers to ensure the owner of the dogs is following laws and ordinances. The officer may also counsel the owner on appropriate actions to take to mitigate potential safety threats, and the officer may issue formal, documented warnings or citations. DACC’s Major Cases Unit investigates high-profile cases of animal abuse.

<sup>41</sup> See Section 5.2 for a detailed description of state and local laws.

<sup>42</sup> Cruelty investigations significantly affect DACC’s operations and facilities. For example, a major animal hoarding case may bring hundreds or even thousands of animals into DACC’s care all at the same time. These animals must be housed and cared for until the case is resolved.

<sup>43</sup> 2014-2016 average calls for service and Priority 1 calls.

<sup>44</sup> 56,300 by DACC staff and 11,200 by D&D Pet Services.



DACC facilities and personnel play critical roles during emergencies in Los Angeles County. During wildfires and disasters, the entire department is engaged in emergency response either through direct activity or by providing support to backfill staff called to the scene of the emergency. During the 2018 Woolsey fire, more than 2,000 hours of overtime was incurred by the department. Field staff was active with both evacuation and with providing care for animals left behind in burn areas. Others managed and operated evacuation centers for large and small animals caring for nearly 800 animals, many of which were horses. Additionally, the veterinary team set up a makeshift clinic to provide care for pets injured during the fire. Staff continued to support the victims of the fire by staffing Disaster Assistance Centers to provide resources and assistance to pet owners impacted by the fire. During the Creek, Rye, and Thomas fires in December 2017, DACC assisted with 200 animals and spent over 600 hours of overtime providing emergency response.

### Additional Programs

DACC offers few additional programs as it must spend most of its resources providing the mandated services. However, DACC provides the following additional programs, which are not mandated by local and state requirements. These programs are supported by DACC, but often with the funding support of sponsors and industry partners.

**Table 1-3 DACC Additional Programs**

Program	Description
<b>Spay and Neuter Incentive</b>	Because spay and neutering of pets is required by California State Law, it behooves DACC to incentivize constituents who may not have the resources to spay and neuter their pets.
<b>Education and Outreach</b>	Educating people, particularly children, can be an effective way to create future responsible pet owners and advocates for humane animal care.
<b>Behavioral Homelessness Interventions</b>	Through partnerships with public and private agencies, DACC provides: <ul style="list-style-type: none"> <li>• Free services at all seven animal care centers including vaccinations, spay/neuter, basic medical care, and microchipping.</li> <li>• More extensive medical care available on a case-by-case basis.</li> <li>• Temporary emergency boarding may be used when all other options have been exhausted.<sup>45</sup></li> <li>• Pet supplies such as food, leashes, and carriers are available as needed.</li> <li>• Cross-training and referrals with homeless service providers to ensure that pet owners are connected to services.</li> <li>• Training for field officers by the Sheriff's Department on how to respond to and provide outreach to people experiencing homelessness.</li> </ul>
<b>Low-Cost Vaccination</b>	Rabies and other diseases pose major health risks. Incentive programs can increase compliance with vaccinations.

<sup>45</sup> DACC recommends keeping pets with their families whenever possible and using boarding for emergencies or short-term stays.



## DACC Industry Partnerships

Over the past six years, DACC programs have made considerable progress. Since 2001, dog live outcomes have improved from 38 percent to 84 percent and cat live outcomes have improved from 20 percent to 40 percent.<sup>46</sup> While DACC can continue to strive for improvement through its own operations, it has benefitted greatly from collaboration with the broader animal welfare community. DACC currently has the support of 250 adoption partners, 50 pet transport partner locations and over 900 active community volunteers.

Community volunteers contributed the equivalent of \$2.4 million in labor hours in the year 2016. DACC's 900-plus volunteers also serve a critical role in providing animal care, enrichment, and adoption assistance both within the shelter and outside its walls. Foster volunteers help house and care for very young or special needs animals in their own homes until the animals are ready to return to the ACC for adoption.

In addition to the mandated and additional services described above, DACC has several robust partnerships that enhance its operations and animal outcomes.<sup>47</sup>

<b>Adoption Partners</b>	DACC works with more than 250 animal rescue groups, known as Adoption Partners, who adopt animals to free kennel space and reduce euthanasia at DACC facilities. Adoption partnerships are important because every individual shelter, whether it be government or nonprofit, is limited by a specific "adoption demand" by its community. People cannot be persuaded to adopt animals at a consistently higher rate than what they were naturally inclined to do. Adoption promotion events may assist in reducing shelter populations temporarily, but the best way to adopt animals over a longer term is to develop partnerships that allow each animal to be viewed by a greater number or different community of people.
<b>Pet Transports</b>	Some areas of the country do not have animal overpopulation issues like Los Angeles County. These areas have greater demand for adoptable animals than the local supply. Transferring animals from areas of high supply and low demand to areas of low supply and high demand is an effective and well-regarded policy in animal sheltering. DACC has 50 approved pet transport locations. Transfer is likely to continue to play an important role, although it can result in highly adoptable animals being sent away and animals with greater levels of need remaining in the DACC system.
<b>Animal Care Foundation</b>	The Los Angeles County Animal Care Foundation is a nonprofit organization that provides specific assistance to animals in the DACC system. The "Dreams Come True" program provides medical care to animals with severe conditions. The "Grooming Gives Hope" program provides grooming for severely matted animals. Between these two programs, and other assistance including some select projects related to facilities and housing, the foundation contributes significantly to life saving in Los Angeles County.
<b>Community Engagement</b>	Community Engagement programs provide resources to constituents such as counseling, medical supplies, food, pet training, and other resources to prevent surrender of animals at the shelter. Three non-profit organizations are currently assisting with Community Engagement program pilots at the Baldwin Park, Carson/Gardena, Downey, Lancaster, and Palmdale ACCs. These programs provide

<sup>46</sup> See Section 2.4.1 for intake and Section 2.4.3 for outcome trends.

<sup>47</sup> (County of Los Angeles Department of Animal Care and Control (DACC), 2015).



	services to constituents to give them options and resources to care for their animals in lieu of surrendering them. Assistance through these programs aided around 40,000 dogs and cats. <sup>48</sup> Intervention potentially saved 6,500 animals a year, saving \$34 million in operating costs. <sup>49</sup>
<b>Dogs Playing for Life</b>	Dogs Playing for Life is a specific behavior support program for shelter dogs. Dogs do better and remain more adoptable in the shelter environment when they can play with other dogs in a safe environment, supervised by trained staff.

### 2.3.2 Locations and Facilities

#### Locations

DACC currently has seven animal care centers. Each care center provides services to constituents within a defined service area. DACC also has an administrative headquarters located in Long Beach and leases additional administrative space in Norwalk and other locations because the administrative building is at capacity. Both IT and South County communication functions are in spaces not designed for those purposes at the Downey ACC. A brief description of each existing animal care center is included in Table 1-4.

<sup>48</sup> Between Summer 2014 – Spring 2018.

<sup>49</sup> County of Los Angeles Department of Animal Care and Control, December 2015, based on average cost of \$430 for typical 10-day holding period. Assuming all ASCPA programs result in animals saved.





**Table 1-4 Care Centers and Current Statistics<sup>50</sup>**

	LA Basin			West County	North County			
	Baldwin Park	Carson/ Gardena	Downey	Agoura	Castaic	Lancaster	Palmdale	TOTAL
<i>Intakes<sup>51</sup></i>	15,500	8,800	18,400	1,800	3,000	12,700	7,000	<b>67,200</b>
<i>Service Area Population (2017)</i>	750,900	892,600	844,000	262,500	410,700	347,700	169,000	<b>3.7 M</b>
<i>Intakes/1000 people</i>	0.02	0.01	0.02	0.01	0.01	0.04	0.04	<b>0.02 (Avg)</b>
<i>Calls for Service</i>	40,700	25,300	50,800	8,500	9,200	14,500	15,400	<b>164,300</b>
<i>Calls/1000 people</i>	0.05	0.03	0.06	0.03	0.02	0.04	0.09	<b>0.04 (Avg)</b>
<i>% Priority 1 Calls</i>	7%	8%	7%	12%	10%	14%	8%	<b>9% (Avg)</b>

A map of DACC Service Areas and Supervisor Districts is included on the following page and the table below summarizes the care centers that serve each supervisor district.

**Table 1-5 Supervisor District Served by Care Center**

	Care Center	Supervisor District Served
<b>LA Basin</b>	Baldwin Park	1, 4, and 5
	Carson/Gardena	2, 3 and 4
	Downey	1, 2, 4, and 5
<b>West County</b>	Agoura	3 and 5
<b>North County</b>	Castaic	3 and 5
	Lancaster	5
	Palmdale	5

<sup>50</sup> In December 2016, DACC contracted with Pasadena Humane Society to impound animals: approximately 820 dogs and 710 cats a year. These intakes are discussed further in Volume 2, Section 1.3.1.

<sup>51</sup> 2014-2016 Average.







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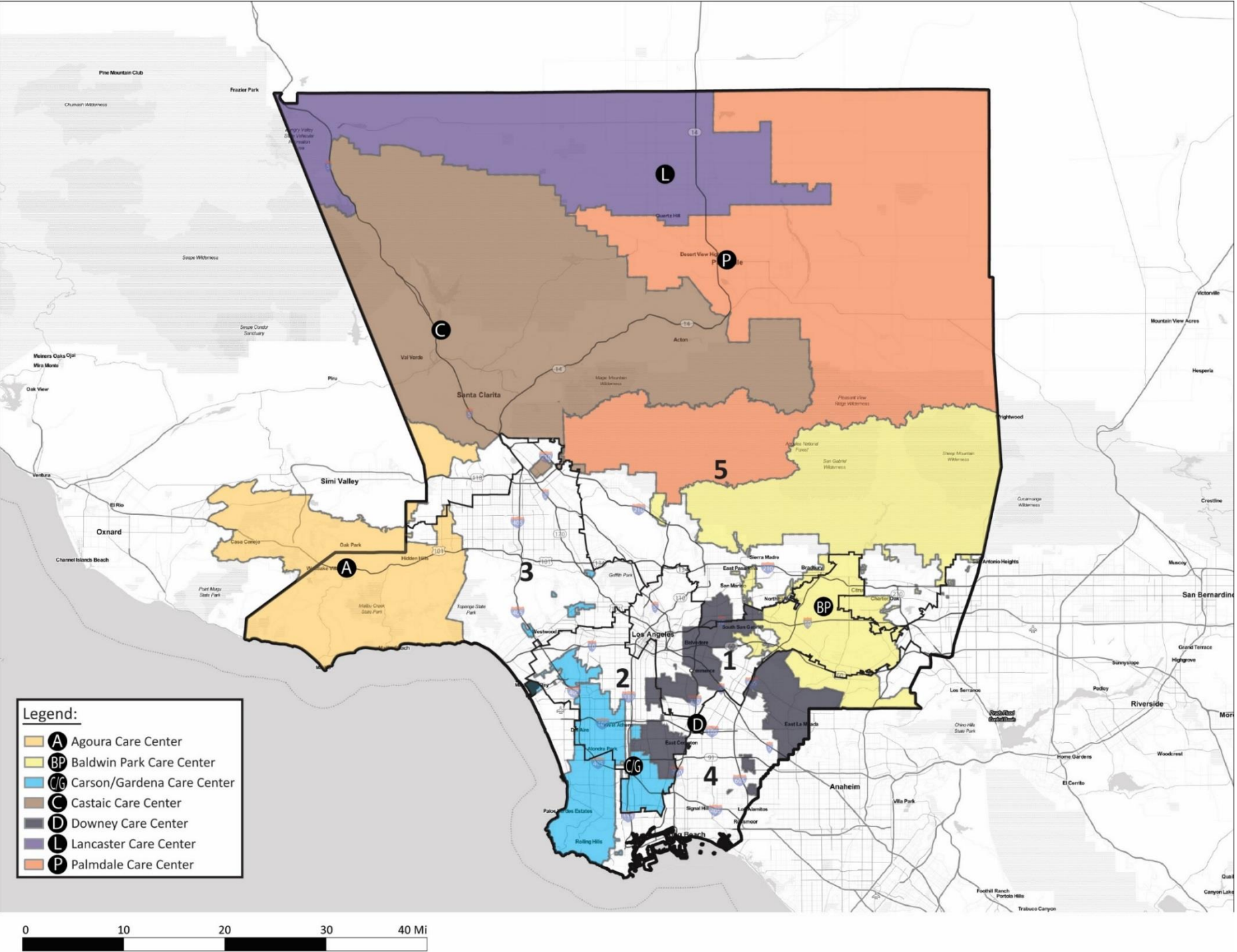


Figure 1-3 DACC Current Service Areas and Supervisor Districts<sup>52</sup>

The current 47 contract cities served by DACC are:			
Agoura Hills	Duarte <sup>53</sup>	Lancaster	Rolling Hills
Alhambra	El Monte	Lawndale	Rolling Hills Estates
Artesia	Gardena <sup>54</sup>	Lomita	San Fernando
Azusa	Hawaiian Gardens	Malibu	Santa Clarita
Baldwin Park	Hawthorne	Maywood	Thousand Oaks
Bell	Hidden Hills	Monterey Park	Torrance
Calabasas	Huntington Park	Palmdale	Walnut
Carson <sup>54</sup>	Industry	Palos Verdes	West Covina <sup>53</sup>
Commerce	Inglewood	Estates	West Hollywood
Compton	Irwindale	Rancho Palos	Westlake Village
Covina <sup>53</sup>	La Habra Heights	Verdes	Whittier
Cudahy Culver City	La Mirada	Redondo Beach	
	La Puente		

<sup>52</sup> See Volume 2, Section 1.2.3 for unincorporated zip codes within DACC Service Area.

<sup>53</sup> The Cities of Covina, Duarte, and West Covina cancelled their contracts with the Department on June 30, 2019.

<sup>54</sup> The Cities of Gardena and Carson have modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering. The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field service to only limited field services from the County.





## Facilities

All of the ACCs provide the same mandated functions and services; however, the facilities range greatly in size and animal housing capacity.

**Table 1-6 Overview of DACC Facilities**

	LA Basin			West County	North County		
	Baldwin Park	Carson/ Gardena	Downey	Agoura	Castaic	Lancaster	Palmdale
<i>Intakes (2014-2016 Average)</i>	15,500	8,800	18,400	1,800	3,000	12,700	7,000
<i>Constructed</i>	1958	1961	1946	1976	1972	1946	2016
<i>Total Building Area (SF)</i>	31,051	23,178	33,012	16,460	17,437	30,273	25,889
<i>Dog Housing</i>	184	144	180	51	54	193	97
<i>Cat Housing</i>	137	119	172	59	64	127	177
<i>Cat Housing (if portalized)</i>	67	56	86	29	28	58	66

Detailed notes from site visits at each facility can be found in Volume 2, Section 6.

### 2.3.3 Contract Cities: Services Provided by DACC

#### Overview

In addition to providing services to the unincorporated areas in Los Angeles County, 47 cities contract with DACC for services. These contracts are not tied to other Los Angeles County department contracts and result from negotiations between DACC and the cities. The impact of contract cities on DACC facilities, and therefore the Master Plan, is significant. As contracts are re-negotiated, the contract cities, and services provided change (see Volume 2, Section 1.2 for recent changes in contracted services).

***In Fiscal Year 2016-17, of the dogs and cats admitted to DACC Animal Care Centers, 65 percent were from contract cities and 35 percent were from Los Angeles County Unincorporated Area.***

If DACC did not contract with cities, the capacity issues described in Section 3.1 would not exist.



The current 47 contract cities served by Department of Animal Care and Control are:

<i>Agoura Hills</i>	<i>Culver City</i>	<i>La Mirada</i>	<i>Rolling Hills</i>
<i>Alhambra</i>	<i>Duarte</i> <sup>56</sup>	<i>La Puente</i>	<i>Rolling Hills Estates</i>
<i>Artesia</i>	<i>El Monte</i>	<i>Lancaster</i>	<i>San Fernando</i>
<i>Azusa</i>	<i>Gardena</i> <sup>55</sup>	<i>Lawndale</i>	<i>Santa Clarita</i>
<i>Baldwin Park</i>	<i>Hawaiian Gardens</i>	<i>Lomita</i>	<i>Thousand Oaks</i>
<i>Bell</i>	<i>Hawthorne</i>	<i>Malibu</i>	<i>Torrance</i>
<i>Calabasas</i>	<i>Hidden Hills</i>	<i>Maywood</i>	<i>Walnut</i>
<i>Carson</i> <sup>55</sup>	<i>Huntington Park</i>	<i>Monterey Park</i>	<i>West Covina</i> <sup>56</sup>
<i>Commerce</i>	<i>Industry</i>	<i>Palmdale</i>	<i>West Hollywood</i>
<i>Compton</i>	<i>Inglewood</i>	<i>Palos Verdes Estates</i>	<i>Westlake Village</i>
<i>Covina</i> <sup>56</sup>	<i>Irwindale</i>	<i>Rancho Palos Verdes</i>	<i>Whittier</i>
<i>Cudahy</i>	<i>La Habra Heights</i>	<i>Redondo Beach</i>	

## Services

Department of Animal Care and Control provides a variety of services to the contract cities. A map of the contract cities and services provided is shown in Volume 2, Section 1.2, Figure 2-5. Not all services are provided to all cities.

DACC charges contract cities for these services	DACC charges the public for these services
<ul style="list-style-type: none"> <li>• Kennel Services (i.e. housing) for dogs, cats, and other animals</li> <li>• Special Care Housing/Observation</li> <li>• Private Veterinary Services</li> <li>• Field Services</li> <li>• Animal Licensing Enforcement Services</li> <li>• License Processing Services</li> <li>• Court Reporting</li> <li>• Liability Trust Fund<sup>57</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Animal License Fees, Field Enforcement Fees, and Penalties</li> <li>• Return to Owner, Impound Fees, Daily Housing Fees, and reimbursed Private Veterinary Fees</li> <li>• Owner Surrender Fees</li> </ul>

### 2.3.4 Organizations Providing Contract Services to DACC

DACC currently has a contract with the Pasadena Humane Society and Society for the Prevention of Cruelty to Animals (Pasadena Humane Society, hereafter) to assist in serving the unincorporated areas

<sup>55</sup> The Cities of Gardena and Carson have modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering. The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field service to only limited field services from the County

<sup>56</sup> The Cities of Covina, Duarte, and West Covina cancelled their contracts with the Department on June 30, 2019.

<sup>57</sup> Four percent of Field and Licensing Enforcement Services are held in reserve for litigation relating to contract cities.



surrounding Pasadena (71,982 residents<sup>58</sup>). These areas are difficult to reach in less than an hour when responding to calls for service and are far from other care centers.

### 2.3.5 Other Sheltering Organizations

In Los Angeles County as elsewhere, non-profit groups and municipal departments work independently to meet their own missions and mandates, without a unified strategy for animal care and control. Los Angeles County is more complicated in this regard than most places because of the large land area and population. For purposes of placing DACC Care Center locations and contract cities within the broader context, below is a list of the key animal care groups:

LA City (multiple locations)	Glendora Animal Control	San Gabriel Humane Society
Avalon Animal Hospital	Inland Valley Humane Society	Santa Monica Animal Shelter
Burbank Animal Shelter	Long Beach Animal Control	SEAACA
Duarte Animal Control	Pasadena Humane Society	spcaLA (multiple locations)
Glendale Humane Society*		

\* Indicates shelters that only provide animal adoption services.

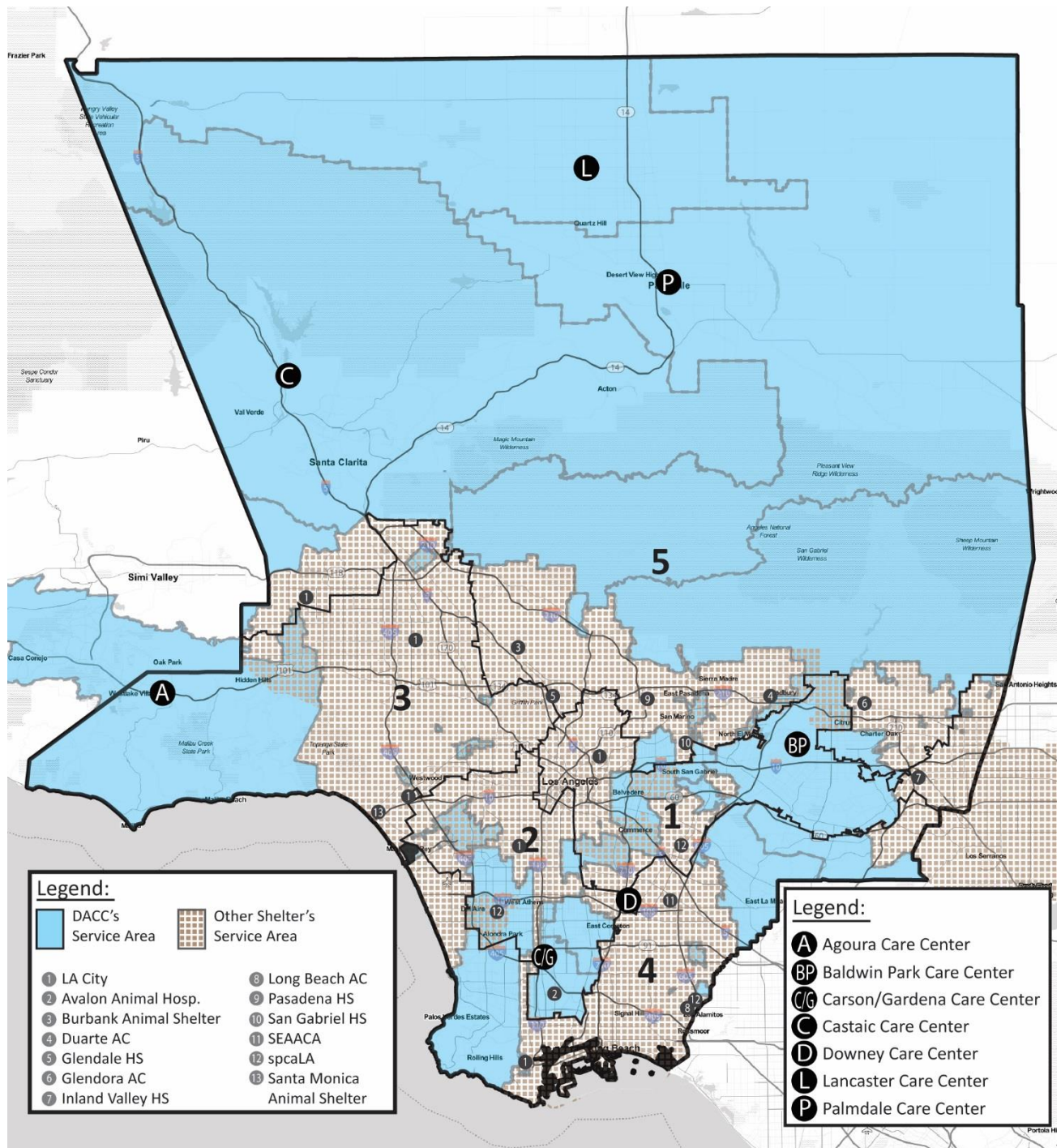
The scale of the organizations above ranges from SEAACA, serving 863,000 residents to Santa Monica Animal Shelter serving under 100,000 residents.

The following figure shows (in gray) how these organizations relate to DACC's service territory. Overlap between DACC and the listed organizations occurs at contract cities who may contract with DACC for one service but receive other services from an organization listed above. Note there are no other major organizations operating in the North County, which is a major planning consideration for DACC.

<sup>58</sup> 62,430 under current contract, plus 9,552 residents under pending amendment to add these to the contract.







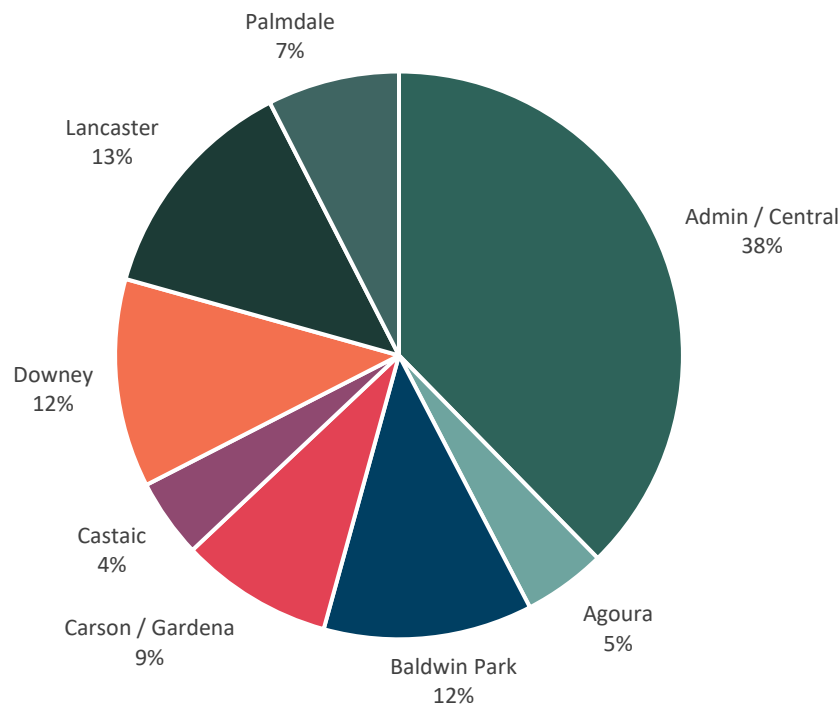
**Figure 1-4 DACC and Other Care Center Service Areas**



### 2.3.6 DACC Budget and Revenue

#### Operating Budget

DACC's Operating Budget for FY 2016-2017 was \$48.6 M and was broadly allocated as follows:



**Figure 1-5 DACC FY 2016-2017 Operating Budget<sup>59</sup>**

Within the operating costs of Administrative/Central, Salary and Employee Benefit funding is allocated as follows:	Within the operating costs of Animal Care Centers, Salary and Employee Benefit funding is allocated as follows:
<ul style="list-style-type: none"> <li>• 52 percent Administrative</li> <li>• 25 percent Enforcement</li> <li>• 16 percent Communications Center</li> <li>• 7 percent Major Case Unit</li> </ul>	<ul style="list-style-type: none"> <li>• 39 percent Field Services</li> <li>• 26 percent Animal Housing</li> <li>• 20 percent Veterinary Services</li> <li>• 15 percent Care Center Management</li> </ul>

<sup>59</sup> FY 2016-2017 budget; breakout provided by DACC upon request.







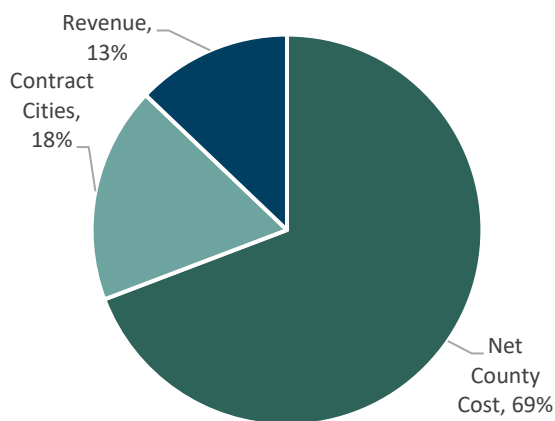
**Figure 1-6 DACC Funding Allocation by Activity<sup>60</sup>**

### Funding Sources

The chart below illustrates funding for the Department of Animal Care and Control for FY 2016-2017 with the vast majority coming from Los Angeles County Net County Costs.

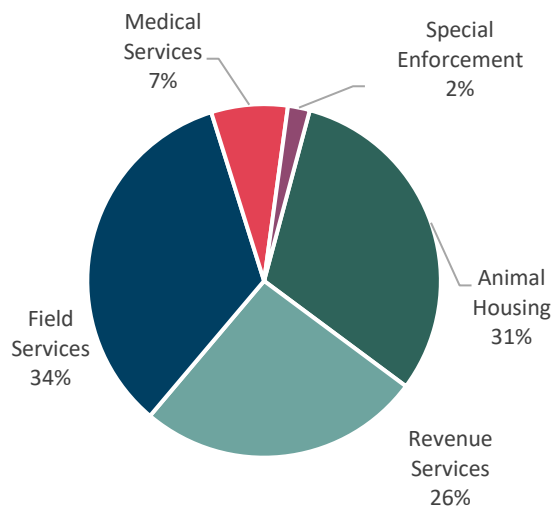
<sup>60</sup> FY 2016-2017 budget; breakout provided by DACC upon request.





**Gross Appropriation: \$48.6 million**

**Figure 1-7 Allocation of FY 2016-17 Appropriations**



**Figure 1-8 DACC FY 2016-17 All Revenue Allocation of DACC Programs**

*Contract cities contributed approximately 65 percent of dogs and cats cared for by DACC in FY 2016-17 and only 18 percent of the cost of providing care.*

## 2.4 Animal Intakes, Outcomes, and Trends

Los Angeles County has 67,200 average annual animal intakes. Future intake drivers are complex, and the results can appear counterintuitive or contradictory. For example, providing services in previously underserved areas may increase overall intakes, and human population by itself does not reliably predict a proportionate increase of animal intakes into shelters.

To develop intake projections for the Master Plan, the project team examined the flow of animals through DACC Care Centers, relying on information provided by DACC and analyzed by the UC Davis Koret Shelter Medicine Program. Detailed analysis of animal intakes, outcomes, and housing counts was prepared for the Master Plan.

### 2.4.1 DACC Animal Intake Trends

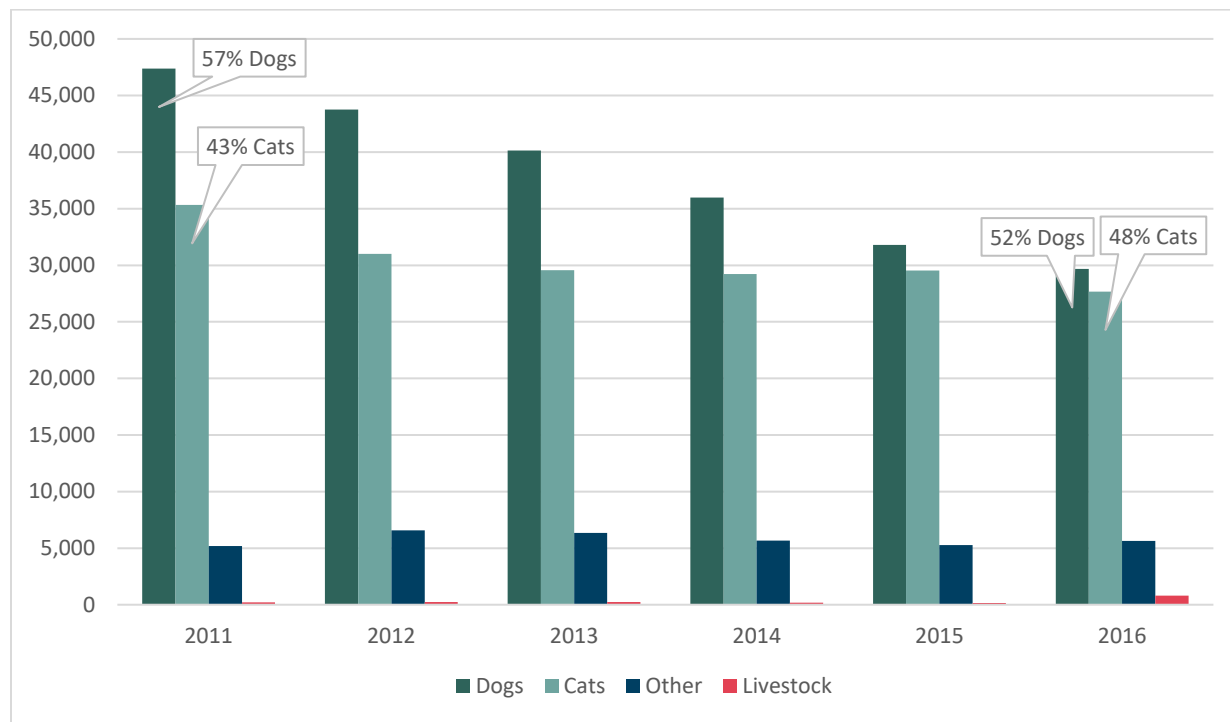
#### Trends by Species

DACC received 67,200 cats and dogs on average between 2014 to 2016 as well as 400 livestock and 5,500 “other” animals.<sup>61</sup> Overall intakes for DACC have decreased by 28 percent, with dogs exhibiting the greatest downward trend of 37 percent from 2011 to 2016. Because dog intake has decreased more than

<sup>61</sup> “Other” is used to typically describe all animals not including livestock, dogs, or cats. Other animals range from domestic birds to small mammals to reptiles. DACC does not care for wildlife.



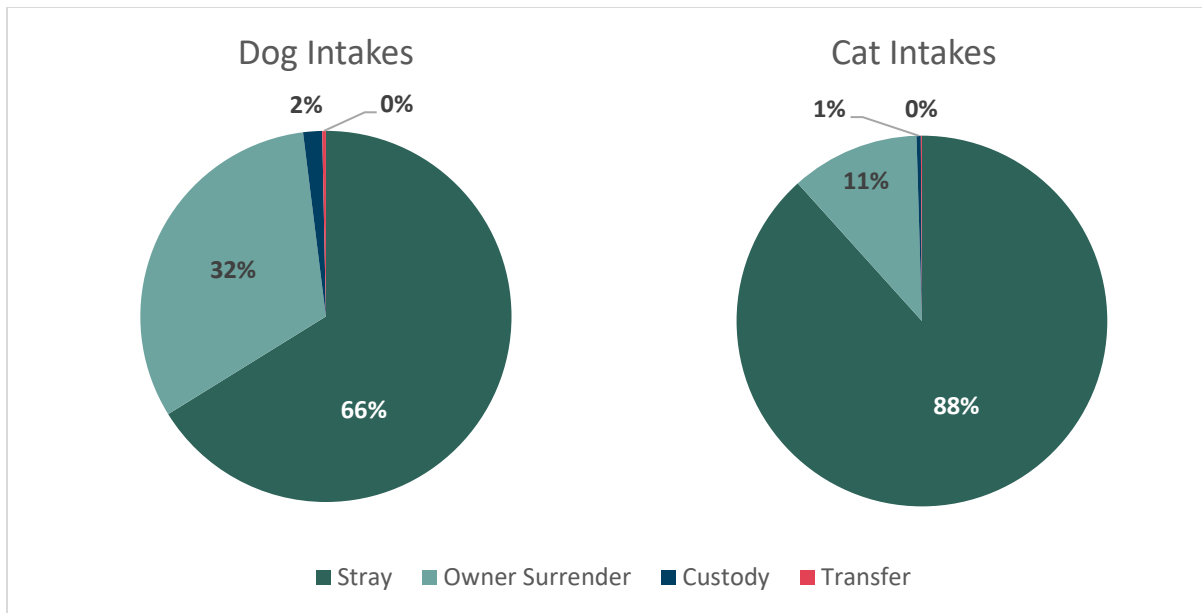
cat intake, cats make up an increasing proportion of care center intakes. A detailed discussion of trends can be found in Volume 3 and additional graphics are in Volume 2, Section 1.3.



**Figure 1-9 DACC Yearly Intakes by Species: 2011-2016**

Most of the intakes of dogs and cats are stray animals, but there are also a significant number of dogs surrendered by their owners. A greater percentage of cats compared to dogs are stray rather than surrendered. Custody cases and transfers into the care centers are small portions of intakes for both species.





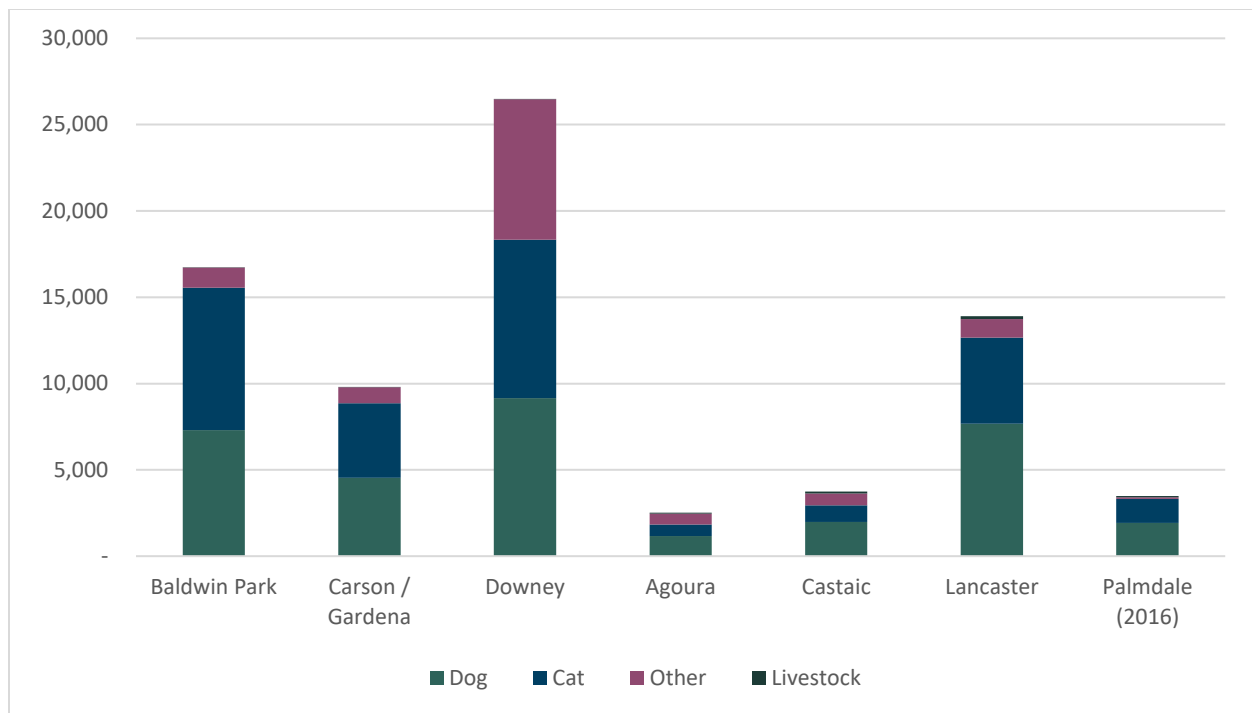
**Figure 1-10 Dog and Cat Intakes by Type: 2014-2016 Average**

### Trends by DACC Care Center

DACC Care Centers operate at very different scales; Downey receives 18,400 animals a year while Agoura receives a tenth of that at 1,800 total intakes. There are also significant trends by care center:

- Downey ACC receives the greatest proportion of dog intakes, followed by Baldwin Park and Lancaster. Together these three care centers receive 63 percent of total dog intakes.
- Carson/Gardena receives only 200 more dogs than cats; this ACC is an anomaly in this regard. Most ACCs have a disproportionate amount of one animal species or another.
- Baldwin Park receives a disproportionate number of cats compared to dogs. It is the only care center where annual cat intakes significantly exceed dog intakes (about 1,000 more).
- In the West County and North County Care Centers, annual cat intakes are significantly lower than dog intakes. At both Agoura and Castaic cat intakes are about one-half of dog intakes.





**Figure 1-11 Animal Yearly Intakes by DACC Care Center: 2014-2016 Average**

## 2.4.2 DACC Animal Intake Drivers

A range of factors affect DACC's animal intakes, which are described below referencing national, state, and local trends.

### Human Population

Human population is logically expected to relate to shelter intake; however, the change in animal intakes as a result of changes in human population can be unpredictable. Although no formal national reporting system for shelter intakes exists, estimates suggest that intakes have decreased steadily since 1970, even as the human population has increased.<sup>62</sup>

Analysis of shelter intake data indicates that most cats admitted to animal shelters are not surrendered or lost pets but rather are unowned cats, and as such, their contribution to shelter intake is less related to human populations or to programs promoting responsible pet ownership (than is the case for dogs).

- Until recent years, the decrease in animal intakes nationally has been more dramatic for dogs than for cats.
- There is some indication that cat intake has declined more rapidly in the last five to seven years in the U.S.<sup>63</sup> Proposed reasons for this include an increase in spay/neuter for pet cats, increased programs for sterilizing unowned cats, and broad societal trends.

<sup>62</sup> (Rowan A. N., 2009).

<sup>63</sup> For example, noted in observations such as this one: [aspcapro.org/blog/2016/05/25/where-are-cats](http://aspcapro.org/blog/2016/05/25/where-are-cats).



## Human Socioeconomics

Changes to the composition of the human population also affect animal intakes.<sup>64</sup> Rural and suburban areas have higher rates of pet ownership than densely urban areas and families with children are more likely than single people to own pets. Additionally, some cultural and ethnic groups have higher rates of pet ownership than others. Socioeconomic status may affect both pet ownership and pet retention; even if pet ownership is lower or equal, lower income communities may contribute to higher shelter intake if animals are more likely to run loose or be surrendered due to human economic concerns.

Nationwide and in California, dog intakes relate somewhat to socioeconomic issues. If an owner cannot afford to care for the dog, this may be a reason for the dog to be relinquished to a shelter. Owners in low-income neighborhoods may also have less access to veterinary care and less financial abilities to spay/neuter their dogs.

Socioeconomic issues are not a main driver for cat intake because most cats coming to the care centers are unowned feral or semi-social cats. Instead, cat intakes tend to increase in areas becoming more densely populated or suburbanized, where humans are increasingly interfacing with free roaming cats and take them to shelters.

## Spay/Neuter Programs

In general, increased availability and promotion of spay/neuter services has been correlated with decreasing intake at shelters.<sup>65</sup> Because most cats admitted to shelters are not likely to be pets, subsidized spay/neuter programs that target only pets are less likely to affect shelter intake for cats. Los Angeles County has recently invested in four<sup>66</sup> new spay/neuter facilities at Baldwin Park, Carson/Gardena, Castaic, and Lancaster ACC to ensure spays/neuters can be performed before the animal leaves the care center.

## Shelter and Field Services Funding

Little data is available on the relationship between staffing and funding of field services and animal intakes; however, one survey showed a general trend towards increasing intake (and euthanasia) corresponding with increased per capita shelter program funding in a survey of Florida shelters.<sup>67</sup> This may be relevant because DACC's staffing levels for shelter and field services are lower than industry recommendations. If staffing were to increase, an increase in animal intakes may be anticipated.

## Shelter Policy/Programs and Public Communication

Programs and communication that either encourage/support shelter admission (e.g. convenient hours, low- or no-cost surrender, drop-in admission) can drive animal intakes up, while programs that

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<sup>64</sup> (Rowan A. , 2008).

<sup>65</sup> (Weiss, Slater, & Lord, 2012). It has been suggested that five subsidized surgeries per 1,000 human capita constitutes a tipping point. If this point has already been reached in a community, further increases in human population may **not** be offset by increased spay/neuter access.

<sup>66</sup> While Palmdale's spay/neuter facility is new, it is part of the same building as the entire care center rather than a stand-alone facility.

<sup>67</sup> (Rowan A. , 2008).



encourage/support retention of animals (e.g. pet Community Engagement programs) can drive animal intakes down.

Pet Community Engagement programs (provided by DACC via non-profit partnerships) are primarily directed at keeping owner-surrendered pets in their homes and supporting reclaims by owners. Because most adult cats come in as strays and few are reclaimed, current pet Community Engagement programs are expected to be more effective for adult dogs than for adult cats. However, because most cats that enter are neonates or juveniles, a Community Engagement program directed towards keeping these cats out of the shelter versus admitting and transferring them to rescue or holding them for foster care could very substantially reduce intake, as well as lower fluctuations in intake.

### Shelter Perception and Ease of Access

Negative public perception (e.g. that the shelter is a sad or unkempt place) or difficulty of access may affect shelter intake (and also adoption). Alternatively, positive perception can increase intakes of owner-surrendered animals.

At DACC, the majority (over 65 percent) of cats and dogs are brought in by a member of the public versus ACOs. Therefore, increasing access to care centers by providing new, more convenient locations or improving public animal intake processes makes this type of increase more likely for both dogs and cats.<sup>68</sup> The 2016 intakes at Palmdale and Lancaster combined were higher for dogs and cats than for Lancaster alone in 2015, suggesting a possible “new facility effect,” although other factors may be contributing to this increase, as will be discussed in Section 4.2.4.

### 2.4.3 DACC Animal Outcome Trends

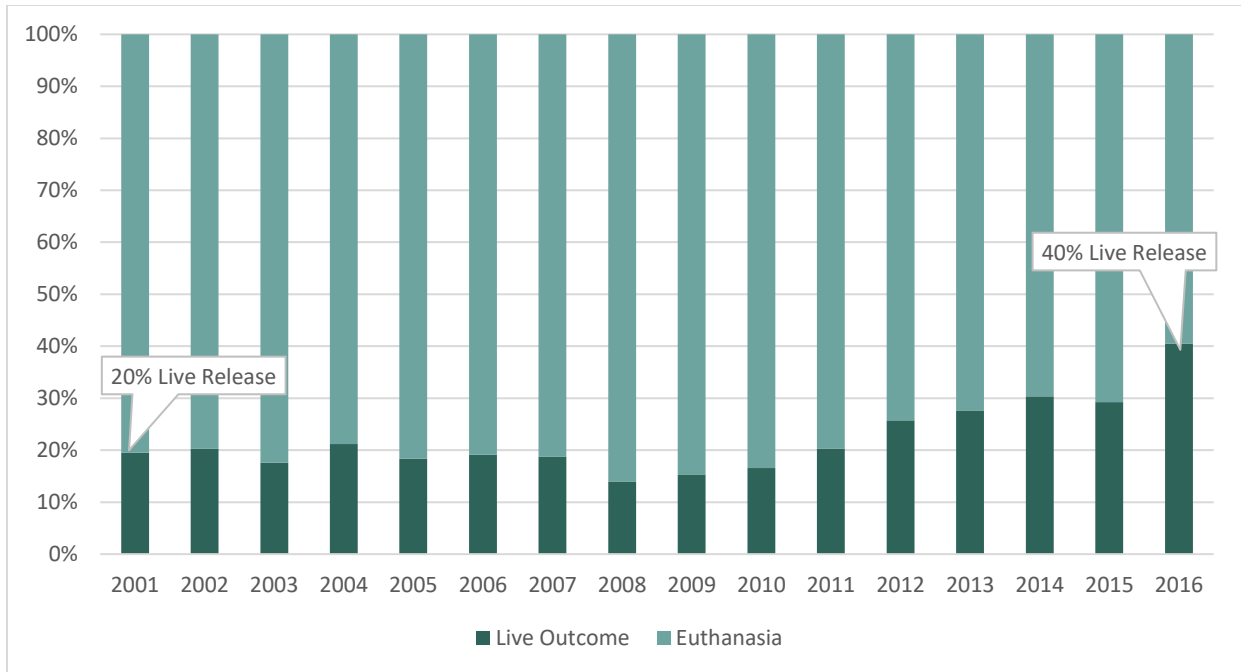
Live release rate<sup>69</sup> is one metric used for analyzing animal outcomes in the animal care center. This number compares live intakes to live outcomes (adoption, rescue, transfer, return to owner). Overall, DACC’s live release rate has been increasing since 2001 and significantly from 2011 to 2016. From 2001 to 2016, live outcomes of dogs increased from 38 percent to 84 percent of live impounds and live outcomes of cats increased from 20 percent to 40 percent of live impounds.

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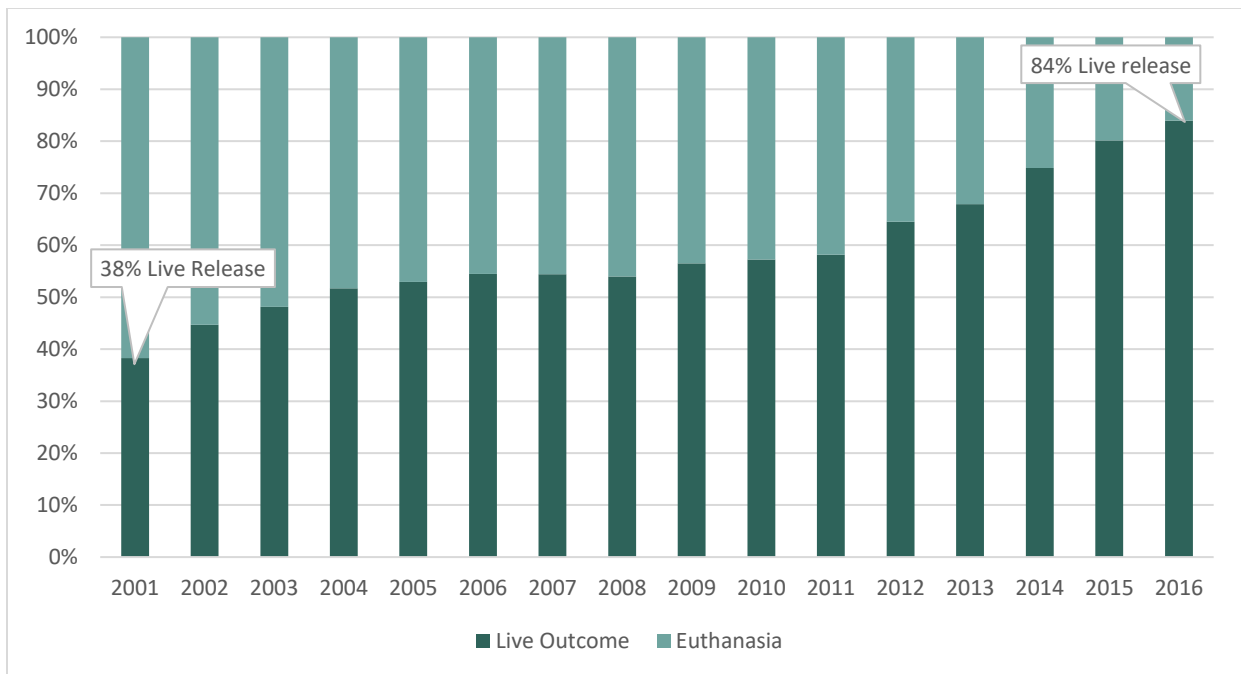
<sup>68</sup> Note that if a large number of intakes came to DACC via field pickups, care center access would have little effect on intakes.

<sup>69</sup> See 5.1: Definitions of Terminology Used in Animal Care.





**Figure 1-12 Cat Live Release Rates Versus Euthanasia: 2001-2016**



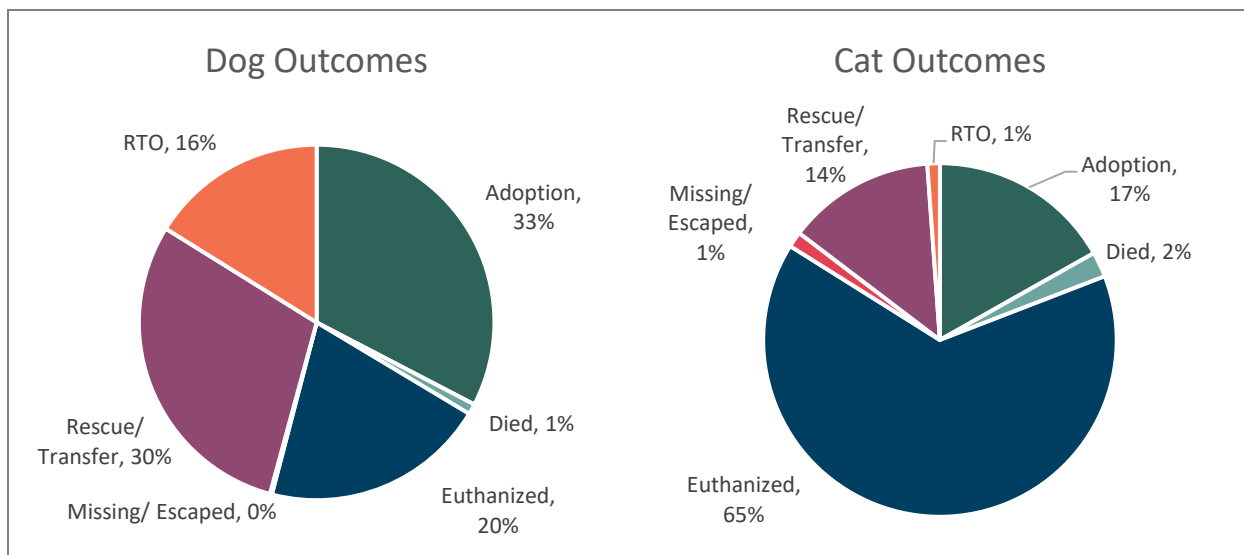
**Figure 1-13 Dog Live Release Rates Versus Euthanasia: 2001-2016**





For dogs, proportionately, the greatest increase in live outcome type has been in return to owner.

As a percentage of total feline outcomes, adoption increased in 2015 and 2016 compared to the prior years. Rescue has fluctuated as an outcome, and euthanasia has decreased consistently. While cats are not returned to their owners at any significant number, this is typical of animal shelters around the U.S.; people rarely reclaim their cats at animal shelters.



**Figure 1-14 Dog and Cat Outcomes by Type: 2014-2016 Average**

#### 2.4.4 DACC Animal Outcome Drivers

##### Shelter Policy/Programs and Public Communication

The biggest factors affecting animal outcomes are policies and programs.

- Volume of intakes—with fewer animals and appropriate animal care staffing, staff can spend time on behavior remediation, training, socializing, and other activities that can improve an animal's ability to be placed in a home.
- Communication—social media and engaging local television outlets can have a positive impact on adoptions.
- Awareness—The general public needs to be aware that DACC Care Centers are locations where their lost animal may be found. Often people do not know where to search for a lost animal. Increasing awareness and knowledge of DACC may help increase return to owner as an outcome.

Overall, DACC's increase in live release rates is primarily attributed to programs focused on increasing opportunities for live outcomes and partnerships with non-profit organizations. These programs include:

- Expanded volunteer program
- Intervention and assistance programs to reduce animal intakes



- Foster care program
- Public information program
- Animal rescue and transport partnerships
- Expanded medical program
- Expanded behavioral rehabilitation and prevention programs

Mandatory microchipping of owned pets has impacted the number of dogs returned to owners; however, this does not have a large impact on cats whose owners rarely reclaim them.

### Shelter Perception

Similarly to intake drivers, shelter perception can have a large role in outcomes. If a care center is an unpleasant place to visit, potential adoptees may not likely return if they do not find an animal the first time.

### Role of Partnerships

Adoption Partners and Pet Transports play a key role in moving animals out of the care centers. Without these relationships, live outcomes would likely decrease.

In recent years, DACC has partnered to find more options for young cats, such as foster care, which has increased the live outcomes for cats.

## 2.4.5 National and Statewide Animal Sheltering Trends in Relation to DACC

### National

While local conditions can inflate or deflate animal intakes, national trends paint a longer-term picture of the past, present, and future of animal care and provide context for analyzing DACC's trends. Nationally, intakes of animals into shelters have diminished substantially over time.

- Intakes of animals in shelters in 1973 was +/- 13 million.<sup>70</sup>
- Intakes of animals into shelters today is +/- 6.5 million.<sup>71</sup>
- Pet intakes have decreased 10 percent nationwide since 2011.<sup>71</sup>

At the same time, more Americans adopt pets from shelters than they did in the past. In some areas of the country, shelter pet populations are now lower than the demand for shelter pets. These areas are destinations for animal transfer programs to move animals from areas with fewer resources to areas with higher resources and higher relative demand.

Municipal and county organizations do not typically take animals via transfers from other places; transfer destinations are usually nonprofit shelters and rescue groups. In areas of the country where shelter

<sup>70</sup> (Humane Society of the United States, 2017).

<sup>71</sup> (The American Society for the Prevention of Cruelty to Animals (ASPCA), 2017).



populations are low, government organizations may have fewer burdens over time and may consolidate or join forces with each other or with nonprofit organizations as needs diminish.

Los Angeles County is at the opposite end of these trends. Los Angeles County encompasses an area with dense urban areas, rapidly suburbanizing areas (in the North County), difficult geographies, and abundant animal populations. Demand for shelter pets may never exceed supply in Los Angeles County within the timeframe of the DACC Master Plan.

### Statewide

To provide a context for DACC's animal intakes relative to the animal intakes in California, the team reviewed the California Department of Health self-reported animal intake data for jurisdictions across the state. While the purpose of this record is to monitor rabies activity, and the data is likely to have some small errors, the overall trends are reasonably accurate. Los Angeles data includes the City of Los Angeles as well as DACC data as it is not sorted in the rabies database by county or city. Agencies that did not report and agencies with fewer than 500 intakes of dogs or cats were removed.

As shown in the table below, in Los Angeles, cat intakes are higher than the state average and dog intakes are lower than the state average. For both dogs and cats, intakes per 1,000 households have decreased since 2011.

**Table 1-7 Dog and Cat Total Intakes and Percent Change for California Versus Los Angeles<sup>72</sup>**

	California Intake per 1,000 Average 2015	Los Angeles County Intake per 1,000 Average 2015
<b>Dogs</b>	<b>9.5</b>	<b>9</b>
<b>Percent Change (since 2011)</b>	-26%	-32%
<b>Cats</b>	<b>7.9</b>	<b>8.7</b>
<b>Percent Change (since 2011)</b>	-45%	-16%

This is further evidence to suggest that caution should be exercised when assuming that current Los Angeles County data will remain similar in the future, as it diverges from State of California averages. A flexible Master Plan will be critical in ensuring DACC can meet unpredictable future needs.

Data may suggest that intakes for dogs may still decrease more than the intakes per capita above. Some California counties reported fewer than six dogs per 1,000 human capita,<sup>73</sup> suggesting that under some conditions, substantially lower intake per 1,000 human capita is possible.

<sup>72</sup> (California Department of Public Health, 2011-2015). Note, data is aggregated from multiple municipal agencies.

<sup>73</sup> Placer County, Orange County, San Luis Obispo County, Santa Clara County, Marin County, Alameda County, and San Mateo County.



### 3 Problem Statement

#### 3.1 Care Centers Are Operating Overcapacity

##### 3.1.1 Animal Intakes and Housing

Currently, DACC receives more intakes, over 22,000, than the care centers were designed to accommodate in accordance with current animal facility requirements and industry guidelines. *DACC facilities should house only 44,800 animals annually and are currently housing 67,200 animals a year on average.*<sup>74</sup>

As a result, care centers have:

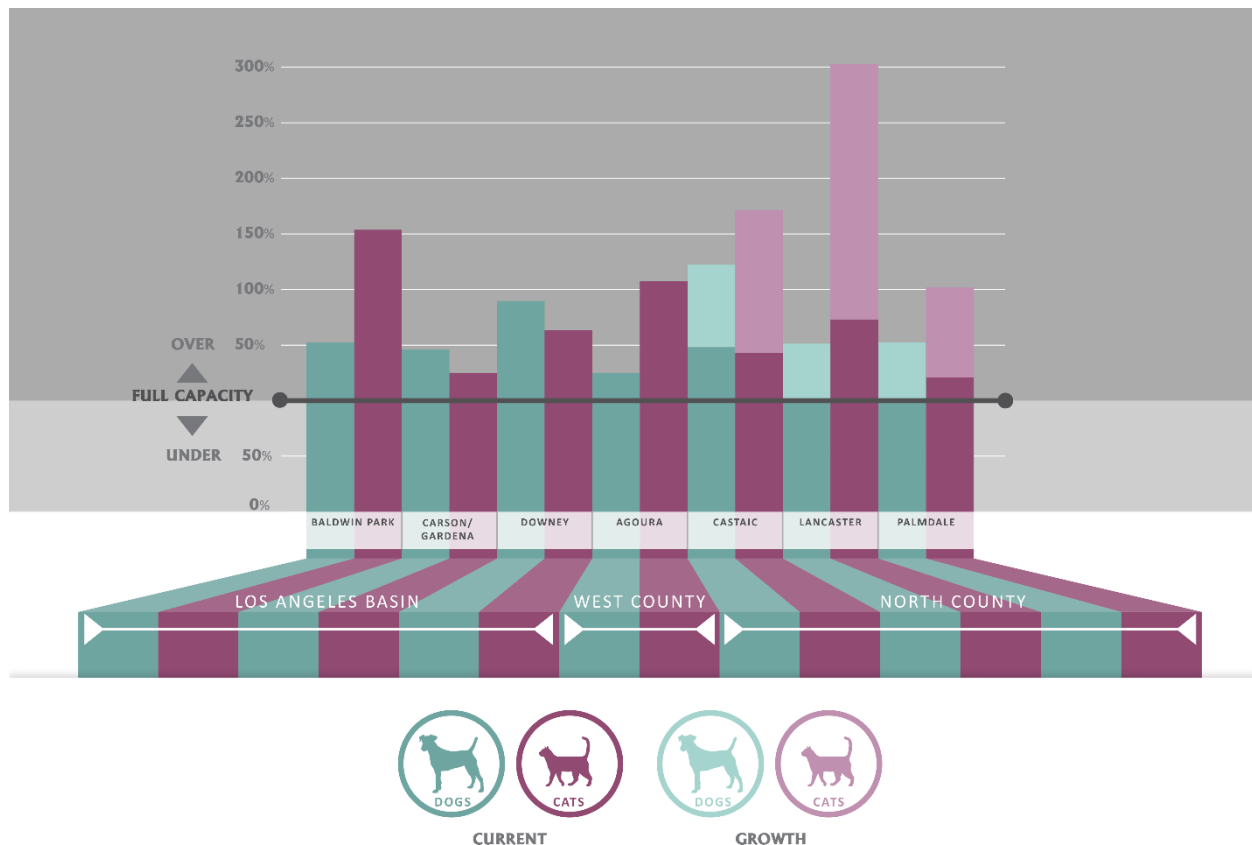
- Compromised conditions for animals and staff.
- Increased risk of disease.
- Less efficient operations.

Downey receives 90 percent over full capacity for dogs, and Baldwin Park receives 150 percent over full capacity for cats. The following chart illustrates that there is no DACC shelter with capacity to relieve the overcrowding of another care center and the problem will get worse with North County growth.

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<sup>74</sup> Three-year average intakes from 2014 to 2016.





**Figure 1-15 Yearly Animal Intakes Versus Housing Capacity: 2014-2016 Average<sup>75</sup>**

**All DACC Care Centers are at or above capacity.**

Best practices within the animal sheltering industry recommend that shelters should allocate around 10 percent of capacity for housing sick animals and for handling unusual peaks in intakes. Industry standards require sick animals to be isolated away from healthy animals. Lacking additional and separate capacity, periodic crowded conditions are inevitable, and this leads to an increased risk of animal illness.

### 3.1.2 Animal Intakes by Location

The team examined dog, cat, “other,” and livestock intakes by zip code to determine how the geographic distribution of intakes relate to care center locations, sources of capacity challenges, and to identify areas with high need for services. The three-year average intakes from calendar year 2014-2016 were mapped using data DACC exported from their internal tracking software; the associated maps can be found in Volume 2, Section 1.3.

<sup>75</sup> Intakes for each care center are 2014-2016 calendar year averages. Projected growth is based on analysis described in Section 4.2.4. Cat housing is assumed to be portaled.



## Dog Intakes

Dog intakes appear to be clustered around care center locations. However, abandoned dogs receive the zip code of the care center when they are entered in the system, so there may be less correlation with care center location and intakes than the data appears to indicate. This makes it difficult to determine how much the neighborhoods around a care center contribute to intakes. However, dog intakes are concentrated in the following areas:

- Southwest of the 710 and 105 interchanges: Lynwood and Compton
- Central San Gabriel Valley: Baldwin Park and Irwindale
- Antelope Valley

While the Antelope Valley intakes are high, the area covered by each individual zip code is much larger than the area covered by each individual zip code in the LA Basin. Therefore, the density of intakes is difficult to assess in the North County. Just outside of the West County, there is a concentration of intakes from Thousand Oaks resulting from the contract with this city.

Examining dominant<sup>76</sup> dogs and chihuahuas (some of the most numerous and most difficult to adopt dogs in DACC Care Centers), both subsets have concentrated intakes in the following areas:

- Southwest of the 710 and 105 interchanges: Lynwood and Compton
- Central San Gabriel Valley: Baldwin Park, Irwindale, Covina, and West Covina
- Antelope Valley
- Castaic area

These locations may have compounded capacity issues due to the long length of stay for dominant dogs.<sup>77</sup>

## Cat Intakes

Cat intakes are associated with the location of DACC Animal Care Centers but not as clearly as dogs. Large numbers of cats come from:

- Central San Gabriel Valley: Baldwin Park, Irwindale, Covina, and West Covina
- Bell, Bell Gardens, Cudahy, and Huntington Park
- Antelope Valley

Cat capacity challenges are expected to grow in Antelope Valley as new neighborhood developments result in increased interactions between humans and unowned cats. In the LA Basin, the neighborhoods with large cat intakes put pressure on Baldwin Park and Downey. In the West County, Agoura's cat capacity challenges stem from the long length of stay, which is twice the average; however, Agoura also has the

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<sup>76</sup> See Volume 1, Section 5.1 Definitions of Terminology Used in Animal Care.

<sup>77</sup> Longer length of stay means a dog occupies a housing unit for a longer period of time. However, if the dog left the care center quickly, that housing unit would be free for another incoming dog to use.



best live release rate for cats at 73 percent compared to an average of 37 percent for the other care centers.

### Livestock and “Other” Intakes

These two categories of intakes are primarily from rural areas; however, *all* service areas have some livestock intakes.<sup>78</sup> Livestock and “Other” (rabbits, for example) intakes are concentrated in:

- Central San Gabriel Valley: Baldwin Park, Irwindale, and Rowland Heights
- Antelope Valley along SR-14

These two categories of intakes have less of an impact on capacity problems, but they present unique challenges. Officer response to livestock-related calls can take much longer because not every care center has livestock housing. Other intakes do not require much capacity—the 5,500 intakes a year translates to about two intakes a day per care center. The housing challenge for such other animals is providing space for a small number of intakes away from animals that may be their predators or prey.

## 3.2 Care Centers Have Significant Facilities Issues

DACC has significant facility infrastructure issues with its seven animal care centers and administrative headquarters. The current facilities are aging and undersized, except for Palmdale ACC built in 2016. DACC Care Centers do not comply with current industry guidelines, and as a result, facilities:

- Have buildings in very poor condition that do not promote the health and safety of animals nor enable safe handling of animals by staff.
- Have limited room on site to expand (in the LA Basin).
- Are undersized and do not comply with building codes and accessibility requirements.
- Do not fully separate the public from potentially aggressive animals.

Additionally, (as listed in Table 1-8), DACC facilities require deferred maintenance investment, except for Palmdale ACC and newly constructed buildings at some care centers.

### 3.2.1 Deferred Maintenance

The Los Angeles Chief Executive Office contracted with AECOM to survey and document the conditions of DACC’s existing buildings and develop a Strategic Asset Management System (SAMS). SAMS outlines the general condition and lifespan of facilities and identifies deferred maintenance conditions.

The following chart summarizes the \$63.3M total burdened cost of deferred maintenance for DACC facilities as they relate to the master planning period, 2040.<sup>79</sup>

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<sup>78</sup> See Figure 2-10 Intakes of Livestock by Zip Code: 2015, Volume 2 page 16.

<sup>79</sup> Deferred maintenance costs are included in the Master Plan estimated capital costs as described in Volume 2, Section 3.



**Table 1-8 SAMS Deferred Maintenance Investment Needed at Each DACC Facility**

	Care Center	Burdened cost by 2040 (Million 2019 USD) <sup>80</sup>
	Headquarters	\$2.7
LA Basin	Baldwin Park	\$12.4
	Carson/Gardena	\$10.2
	Downey	\$11.1
West County	Agoura	\$9.3
North County	Castaic	\$6.7
	Lancaster	\$10.9
	Palmdale	N/A
TOTAL		\$63.3

### 3.2.2 Site Constraints

The three LA Basin Care Centers have limited room on site to expand; neither capacity nor facility deficiencies can be fully addressed through renovation at Baldwin Park, Carson/Gardena, or Downey. Both Carson/Gardena and Baldwin Park have added buildings (spay/neuter clinic) so there is little additional land. Downey is also site-constrained and plumbing issues also complicate further additions. These care centers need the most additional animal housing, but they have constrained sites.

### 3.2.3 Code Compliance and Industry Guidelines

#### Code Issues

DACC facilities are dated and thus do not comply with current building, accessibility, and animal-related codes. The following facility-specific standards are difficult, if not impossible to achieve in the existing animal care centers (apart from Palmdale):

Code Issue	
<b>Structurally Sound and Safe</b>	<ul style="list-style-type: none"> <li>Many care centers do not meet current seismic codes due to their age.</li> <li>Some buildings have deferred maintenance conditions, such as structural issues, that compromise the overall integrity of the buildings.</li> </ul>
<b>Heating, Cooling &amp; Ventilation</b>	<ul style="list-style-type: none"> <li>Most kennel buildings are essentially non-ventilated, and odor is noticeable in cat housing areas (excluding newer catteries).</li> <li>Lack of saloon doors makes heating and cooling kennels inefficient.<sup>81</sup></li> </ul>
<b>Fire Suppression</b>	<ul style="list-style-type: none"> <li>No automatic fire suppression in most buildings.</li> </ul>

<sup>80</sup> Escalation is not included; soft costs are included.

<sup>81</sup> Saloon doors at indoor-outdoor kennels keep conditioned air from leaving the kennel building.





<b>Accessibility</b>	<ul style="list-style-type: none"> <li>• Curb and grade issues on site at several care centers.</li> <li>• Open trenches at the front of kennel enclosures present a hazard.</li> <li>• Limited accessibility at the headquarters. Only the first floor is accessible; there is no elevator to the second floor. No space to hold meetings that can accommodate persons with physical disabilities.</li> </ul>
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## Industry Guidelines

Association of Shelter Veterinarians Guidelines and the Koret Shelter Medicine Program provide clear guidance on best practices for housing animals that:

- Reduce the spread of disease
- Promote the safety of animals
- Enable staff to safely handle animals

However, DACC facilities do not enable these positive outcomes. Major facility issues preventing best practices in animal care are described below.

<b>Issue</b>	
<b>Cleanability and Sanitation</b>	Some care centers have drainage conditions that are not possible to clean and sanitize due to their configuration, materials, age, and condition. This results in greater risk of disease transmission.
<b>Unsafe Housing</b>	Old kennel materials were noted in several care centers. Holes, sharp edges, and broken components can inflict injuries on animals. DACC has prioritized use of funds to remedy these conditions, but potentially injurious conditions still exist.
<b>Sick Animal Isolation</b>	While DACC separates animals to the extent possible to avoid the spread of disease, most facilities are not properly designed for disease isolation.
<b>Individual Housing</b>	While facilities are undersized, DACC does have a policy to prevent dominant dogs from being cohoused, and this contributes to greater animal and human safety. However, per the ASV Guidelines, no dogs should have to be cohoused because of space constraints because cohousing presents risks to the dogs and the animal care staff.
<b>Public Health/Safety</b>	Some facilities are laid out in a way that makes separation of potentially aggressive dogs from the public difficult.



A visual example of the differences between existing care centers (left) and current standards (right) is shown below.



Carson Kennels



Palmdale Kennels



Baldwin Park Cat Housing



Palmdale Cat Housing



### 3.2.4 Operational Challenges Resulting from Facility Limitations

While DACC's existing facilities pose many challenges, DACC has implemented the operational policies to adhere as closely as possible to progressive animal care guidelines. The following specific positive attributes of DACC's operations assist in overcoming difficult facility conditions:

- Standardization of facilities and operations: DACC has put effort into standardizing operations and facilities, to the extent possible. For example, animals are always assessed and vaccinated upon intake, and each care center has a place for this task. Another example is a prototype spay/neuter clinic which has been implemented at several DACC facilities. Standardizing operations and facilities makes staff training easier and overall operations more efficient.
- Expanded disease prevention: DACC has an active and well-trained shelter medicine program. Shelter veterinarians use standardized best practices for disease prevention in the care centers. While the care centers may pose challenges for the shelter medicine staff because of their age and condition, having strict protocols and policies helps improve the health of all animals.
- Intra-agency animal transfer: DACC frequently transfers animals within its own system to balance overcrowded conditions and to give each pet its best chance to be adopted.
- Inter-Agency Transfer Programs and Adoption Partners: Industry partnerships assist DACC in reaching their live release rates.
- Friendliness and openness: DACC staff work to overcome a bureaucratic impression that the facilities may imply. Employees are generally open, friendly, and caring to all people and animals. Superficial improvements to facilities such as artwork, friendly signage, murals, and adoption announcements help to make older and undersized buildings feel more welcoming.

Despite some positive impressions related to staff approach and operations, most of DACC's facilities have the following common problems:

<ul style="list-style-type: none"><li>• Crowding of animals due to lack of physical space</li><li>• Difficult to clean kennels<sup>82</sup></li><li>• Inadequate places to meet an animal</li><li>• Inefficient flow for animals<sup>82</sup></li><li>• Insufficient office space and animal control function space<sup>82</sup></li></ul>	<ul style="list-style-type: none"><li>• Difficult way-finding</li><li>• Crowded lobbies<sup>82</sup></li><li>• Crowded medical facilities (Downey and Agoura in particular)<sup>82</sup></li></ul>
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## 3.3 Care Center Locations Are Not Optimized for Responding to Calls for Service

### 3.3.1 General Los Angeles Traffic

Los Angeles has some of the worst vehicular traffic in the world, with drivers spending 13 percent of their drive time in congestion.<sup>83</sup> The average commute in the United States is 25.4 minutes,<sup>84</sup> and in Los Angeles

<sup>82</sup> Except Palmdale.

<sup>83</sup> <http://inrix.com/scorecard-city/?city=Los%20Angeles%3B%20CA&index=1>.

<sup>84</sup> <https://project.wnyc.org/commute-times-us/embed.html#5.00/42.000/-89.500>.

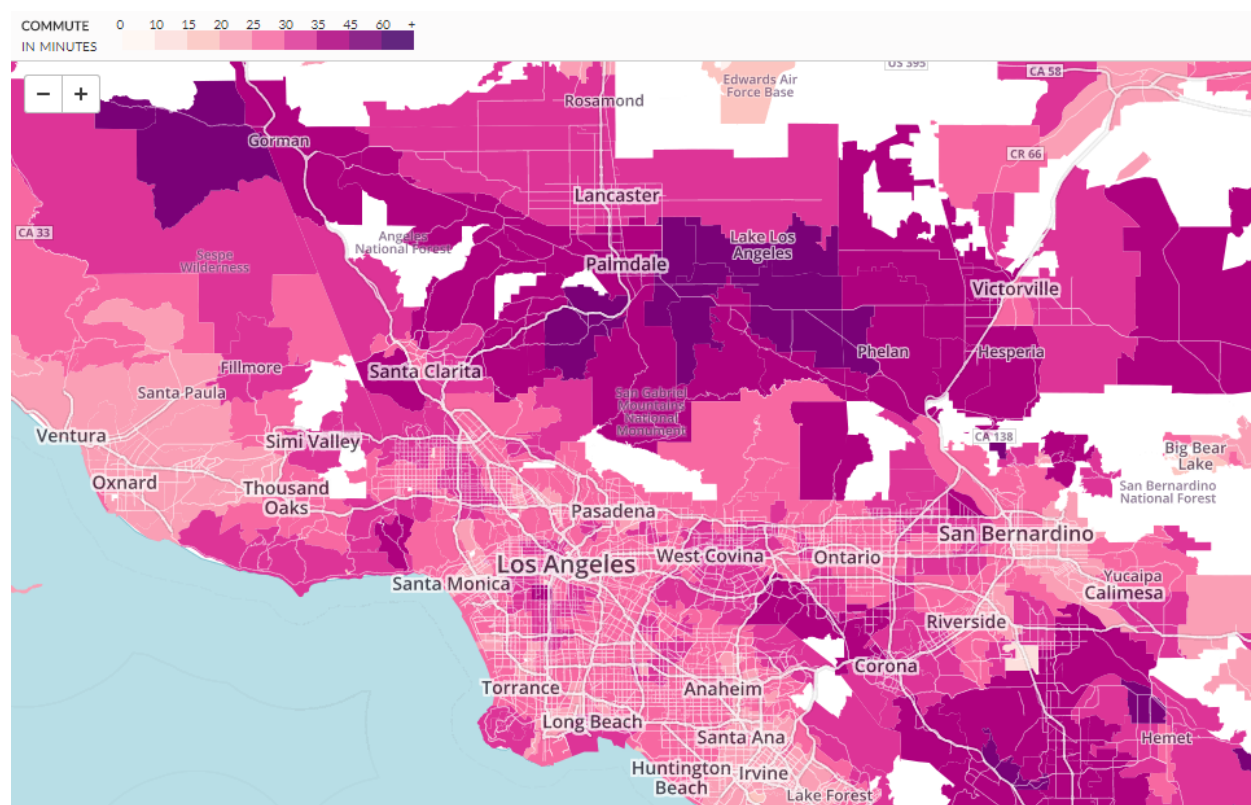




it is 32.3 minutes.<sup>85</sup> This adds up to an extra 48 minutes a week, almost 52 hours per year. Several areas in Los Angeles are listed as the worst in the United States.

Within Los Angeles, areas with particularly bad traffic are:<sup>86</sup>

Morning (7-9 am)	Evening (5-7 pm)
I-10 East to I-405	I-110 S to I-10
I-405 N to I-105 and SR 90	I-405 S to I-10 and SR 90
I-405 S to US 101	



**Figure 1-16 Commute Times in the Greater Los Angeles Area<sup>87</sup>**

<sup>85</sup><https://www.forbes.com/sites/jennagoudreau/2013/03/05/cities-with-the-most-extreme-commutes/#70766c1f35ec>.

<sup>86</sup> <http://crosstowntraffic.uscannenbergmedia.com/genericjenny2.html>.

<sup>87</sup> Data can be found at: [project.wnyc.org/commute-times-us/embed.html?layer=0#9.00/34.1091/-116.7846](http://project.wnyc.org/commute-times-us/embed.html?layer=0#9.00/34.1091/-116.7846).



### 3.3.2 Location of Animal Control Calls for Service

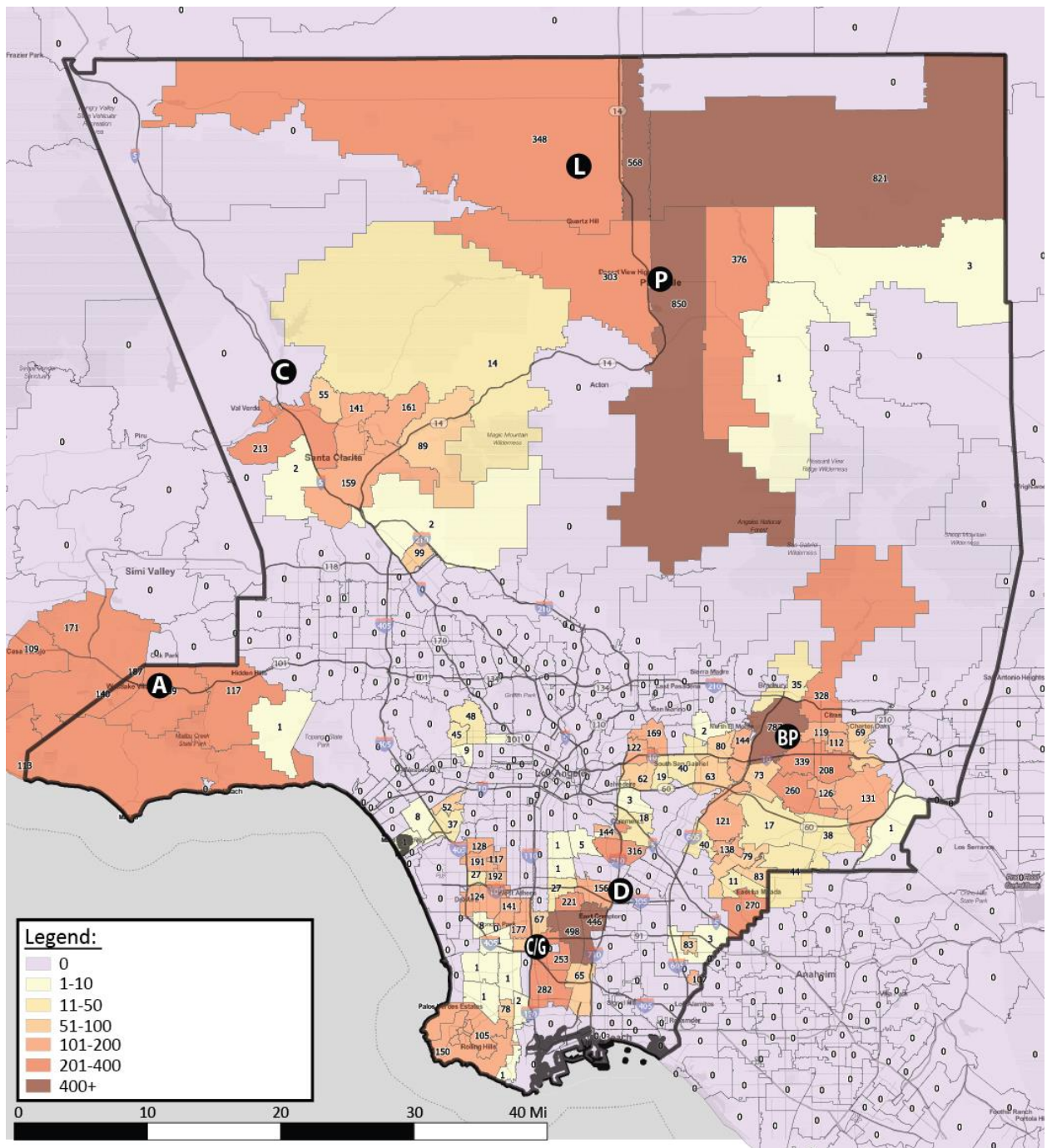
The team examined the location of calls for service relative to care centers to determine the percentage of service areas that could be reached within one hour when responding to Priority 1 calls.<sup>88</sup> Calls for service align with DACC's service territory, both unincorporated Los Angeles County and the contract cities, as is illustrated in Figure 1-17, which shows Priority 1 calls for service per zip code.<sup>89</sup> In general, calls for service are concentrated near care centers, except in the case of the Downey ACC, which receives calls for service from communities that are not immediately surrounding the care center.

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<sup>88</sup> Priority 1 calls are defined as situations that directly and immediately affect human safety. For example, a dangerous dog loose on a school ground would be categorized as a Priority 1 call.

<sup>89</sup> Total calls for service are mapped in Volume 2, Section 1.4.





**Figure 1-17 DACC Priority 1 Calls for Service by Zip Code: 2014-2016 Average<sup>90</sup>**

<sup>90</sup> Sources include: DACC's data tracking system, Chameleon, and GIS software



### 3.3.3 Factors Limiting ACO Response Times

DACC response to calls for service are magnified by the large volume of traffic animal control officers must navigate when responding. The team examined drive times from current care centers to the location of calls for service to determine the number of Priority 1 calls that would fall outside of a one-hour drive time and the number of total calls that would fall outside of a one-hour drive time during periods of high traffic.

Assuming ACOs leave a care center to respond to a call for service, the table below identifies the percent of calls that are outside of a one-hour drive. For care centers in the LA Basin, traffic is the limiting condition; calls that take 60 minutes to respond to may only be 15 miles away. Most calls for service in the West County are within 30 minutes of the Agoura ACC. In the North County, distance to the call is the limiting factor; it may take 60 minutes to respond to a call 45 miles away. Although North County calls for service are currently within the one-hour drive time, if traffic worsens as the population grows, drive times will be a challenge.

*Downey ACC is by far the most problematic care center for reaching its service areas within one hour, followed by the Baldwin Park ACC.*

**Table 1-9 Priority 1 Calls for Service and Total Calls by Care Center<sup>91</sup>**

	Care Center	% Priority 1 Calls Outside 60 Minute Drive Time	% Total Calls Outside 60 Minute Drive Time
LA Basin	Baldwin Park	14%	9%
	Carson/Gardena	6%	7%
	Downey	24%	35%
West County	Agoura	0%	0%
North County	Castaic	0%	0%
	Lancaster	0%	0%
	Palmdale	0%	0%

Through mapping calls for service and analyzing drive times, the team determined that most of DACC's LA Basin Care Centers are well-located, except for Downey. Moving care centers would not improve response to calls for service because traffic is the limiting factor.

It is difficult to determine the specific location of calls in the North County because the zip codes cover a large area, which may limit future analysis. ACO response time in the North County is limited by distances, but if human population increases in the region, traffic could play a larger role in responding to calls.

<sup>91</sup> Sources include: DACC's data tracking system, Chameleon, GIS software, and google maps drive times.



## 4 Master Plan

### 4.1 Master Plan Objectives

The Master Plan is driven by six primary objectives described below. Achieving these objectives will enable DACC to promote and protect public safety and animal care.

Goal	Description
<b>Relieve Overcapacity</b>	<ul style="list-style-type: none"><li>• Care centers should have a sufficient number of animal enclosures to operate at 90 percent capacity.</li><li>• Animal capacity should allow for housing one animal per enclosure.</li></ul>
<b>Provide Safer, More Functional Facilities</b>	<ul style="list-style-type: none"><li>• Facilities should facilitate animal health and safety, complying with standards and guidelines.</li><li>• Facilities should promote staff and visitor safety.</li></ul>
<b>Improve Public Safety</b>	<ul style="list-style-type: none"><li>• Improve ACO response times to priority 1 calls for service.</li></ul>
<b>Improve Staff Efficiency and Safety</b>	<ul style="list-style-type: none"><li>• Size facilities to optimize staff circulation and provide effective workspaces.</li><li>• Locate facilities near high-density areas for calls for service to optimize ACO drive time and time serving public.</li></ul>
<b>Validate Animal Intake Projections</b>	<ul style="list-style-type: none"><li>• Estimate LA County's animal intakes to 2040.</li><li>• Study different facility options to determine tradeoffs in investment levels.</li></ul>
<b>Flexible Methodology</b>	<ul style="list-style-type: none"><li>• Provide a methodology for LA County to adjust project sizes and priorities as conditions change.</li></ul>

### 4.2 Key Assumptions

#### 4.2.1 Planning Period

The Master Plan planning horizon is 2040.

#### 4.2.2 DACC Operations

While no organization is static, the Master Plan assumes that DACC operations will continue in a similar manner over the planning period, to the year 2040.

Contract cities are assumed to stay the same over the planning period.<sup>92</sup> If the number of contract cities, or their animal intakes, changes significantly, the Master Plan could be revised since the methodology is flexible.

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<sup>92</sup> Except for the Cities of Covina, Duarte, and West Covina which cancelled their contracts with DACC June 30, 2019. The Cities of Gardena and Carson have modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering. The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field service to only limited field services from the County. These changes were discovered at substantial completion of the master plan.





While the Pasadena Humane Society (PHS) contract has been helpful in bridging a gap in services, the Master Plan can be adjusted if the contract does not remain in place. A detailed description of the PHS adjustment can be found in Volume 2, Section 1.3.1.

#### 4.2.3 Industry Partnerships

The Master Plan assumes continuation of established programs and partnerships described in Section 2.3.1 for the duration of the planning period, to the year 2040.

#### 4.2.4 Animal Intake Assumptions

The Master Plan assumes animal intakes will remain constant for the planning period for LA Basin and West County while the North County will experience growth by 5,100 annual intakes. The following table summarizes the projected intakes determined by the project team. These intakes, broken out by current care centers, were used to study the Master Plan Options. The 2015 DACC plan assumes 100,000 intakes, and growth in contract cities; however, 72,300 intakes were used for the recommended Master Plan based on intake and population trends.

**Table 1-10 Animal Intakes for Master Planning<sup>93</sup>**

Care Center		Projected Intakes			2014-2016 Average
		Dog	Cat	Total	
LA BASIN	Baldwin Park	7,300	8,200	15,500	15,500
	Carson/Gardena	4,500	4,300	8,800	8,800
	Downey	9,200	9,200	18,400	18,400
WEST COUNTY	Agoura	1,100	700	1,800	1,800
NORTH COUNTY	Castaic	2,900	1,900	4,800	3,000
	Lancaster	9,100	6,300	15,400	12,700
	Palmdale	4,600	3,000	7,600	7,000
TOTAL				72,300	67,200

#### New and Significantly Improved Care Centers

This Master Plan recommends modeling new and improved care centers without an intake increase due to a presumed new facility effect, understanding that the housing calculations can absorb some of this effect.<sup>94</sup> Examining the newly constructed Palmdale ACC, which experienced increased animal intakes, the increase may be the result of other growth in North County. Antelope Valley intake growth is likely linked to population growth as well, so intake trends were modeled based on recent growth rather than adding a factor for new facility effect alone.

<sup>93</sup> Numbers rounded to the nearest hundred. Sources include: DACC's data tracking system, Chameleon.

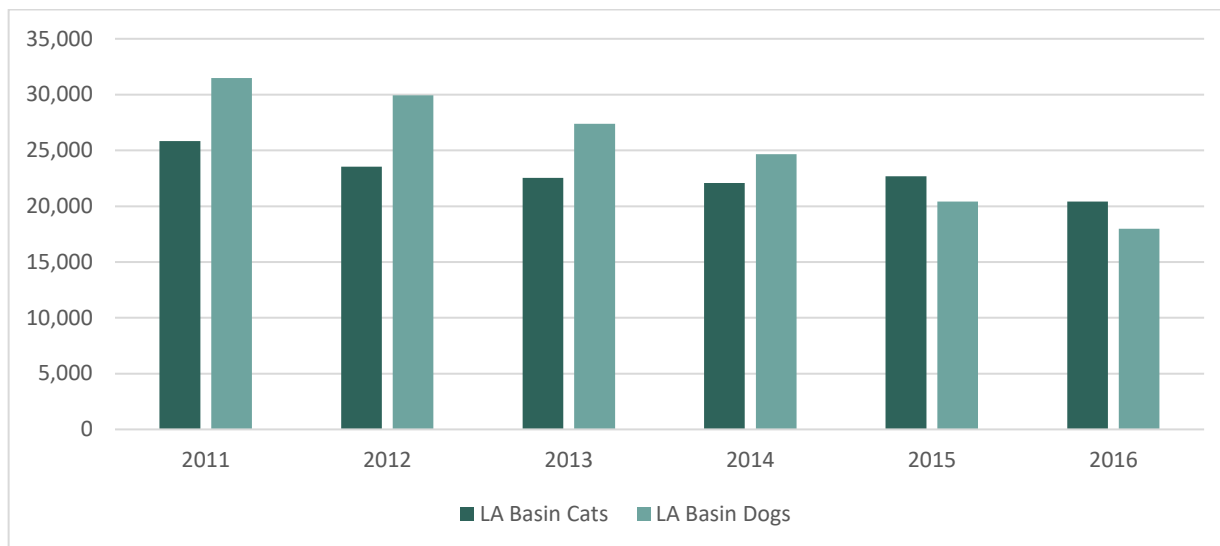
<sup>94</sup> No good metrics exist on the typical impact of new shelters on animal intakes, but increases in intakes usually occur. The team informally polled several new shelters and recorded a 15 percent average increase in intakes, with a large deviation around that percentage.



### LA Basin Intake Assumptions

For the LA Basin, dog intakes are trending downward. Given the available information, canine intakes are projected to remain at current levels—assuming the new facility effect and slight downward trend will balance each other out. The team recommends modeling canine intakes within the Master Plan as “no growth” for LA Basin.

Except for 2015, cat intakes are also steadily trending downward for LA Basin. Since the LA Basin is already relatively urban within most of DACC’s service area, additional growth in cat intakes is not expected.



**Figure 1-18 LA Basin Dog and Cat Intakes 2011-2016<sup>95</sup>**

### West County Intake Assumptions

Intakes of dogs in the West County show slight downward trends. Cat intakes do not have a clear pattern; however, they do not appear to be increasing. Since the intakes at Agoura are a small percent of overall intakes,<sup>96</sup> no growth in intakes is assumed.

### North County Intake Assumptions

There are key differences between Antelope Valley and other areas in Los Angeles in ways that affect the DACC Master Plan. For example:

- DACC is the only resource for homeless animal populations in the Antelope Valley.

<sup>95</sup> Source: DACC’s data tracking system, Chameleon.

<sup>96</sup> Agoura receives only 2 percent of DACC’s annual cat intakes and 3 percent of DACC’s annual dog intakes on average.



- Suburban environments tend to generate the highest percent of intakes relative to human populations, and Antelope Valley is still suburbanizing.
- The Antelope Valley is rapidly growing.
- The Antelope Valley is a vast land area accounting for 44 percent of the land area of Los Angeles County.
- 75 percent of the unincorporated area in Los Angeles County is within the Antelope Valley.

Examining Antelope Valley intake data, the team assumes intake growth to match overall growth trends (see Volume 2, Section 2 for detailed methods). After the construction of Palmdale ACC, animal intakes to both Palmdale and Lancaster increased significantly based on the additional 2017 data examined.

For the purposes of the Master Plan, a 16 percent growth in canine intakes is predicted and an average of 25 percent growth is predicted for feline intakes in Antelope Valley. Note that cat housing has a much smaller impact on overall building size than dog housing, so uncertainty in cat predictions will have a minor impact on building size.

***These increases result in 1,360 additional dogs and an additional 1,380 cats in the Antelope Valley for a total of over 2,700 animals.***

The Master Plan considered the effects of currently planned and recently approved large housing developments in northwest regions of Los Angeles County. By relating the number of new households to the average number of people per household, it is possible to calculate the probable effect of this development on animal intakes.<sup>97</sup> The team expects that human population growth in underserved areas of Los Angeles County will yield a similar growth as seen in Antelope Valley.

To derive the number of animals, the number of new people to the area is multiplied by the average dog and cat intake per 1,000 capita. Projected growth in the Northwest is summarized below.

***Table 1-11 Projected Animal Intakes Due to New North County Developments***

Development		Increase in Animal Intakes
Santa Clarita/Castaic	Newhall Ranch	1,300
	Vista Canyon	
	Los Valles	
	Northlake	
Centennial		1,000
<b>Total Northwest</b>		<b>2,300</b>

<sup>97</sup> See Volume 2, Section 2.3 for the detailed methodology.



Adding the approximately 2,300 intakes from the Northwest and over 2,700 intakes from Antelope Valley, the Master Plan assumes a total of approximately 5,100 more animal intakes in North Los Angeles County.

*In five years, Los Angeles County should conduct a further evaluation of intakes and calls for service to confirm care center capacity and to confirm that North County services match actual growth and align with updated projected growth.*

There may be an opportunity to offset some of the cost of housing these animals and providing other animal services through development fees.

#### **4.2.5 Sizing of Facilities**

Previous prototypes developed by Los Angeles County architectural consultant IBI form the basis for new and remodeled care centers in the Master Plan. While IBI worked with DACC to develop programs for the administrative headquarters, Option 1: Meet Industry Standards to the Year 2040 uses the draft 2018 Los Angeles County Workplace Design Standards which were not available when the IBI reports were drafted. However, Option 3: DACC 2015 Plan uses the IBI program for the administrative headquarters.

Animal housing, particularly kennels are a large component of care center size. Animal housing dimensions are based on the IBI programs and industry guidelines.

#### **4.2.6 Animal Kenneling Assumptions**

The following assumptions were included in animal capacity models for DACC Care Centers:

- Care centers should operate at a maximum of 90 percent full at typical peak intakes. The remaining 10 percent is allocated for unusual spikes in intakes or for isolating sick animal populations.
- Potentially dangerous animals should be housed away from the public.
- One animal per housing unit is required for reasons of health and safety.<sup>98</sup>

### **4.3 Master Plan Approach**

Master Plan approaches to DACC's facility problems begin with an accurate model of current and future required animal housing. This section outlines the main assumptions and methods for distributing the animal intakes presented in Table 1-10 to DACC Care Centers in each Master Plan Option. Animal intakes are important because animal housing is the largest driver of square footage for a typical animal shelter, including DACC Care Centers. Too much animal housing capacity is undesirable because it leads to operational inefficiency and longer stays for animals. Too little animal housing is also undesirable because overcrowded conditions compromise health and safety for animals and animal care staff.

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<sup>98</sup> Exceptions are made for young animals housed in litters, and for healthy cats housed in adoption colonies.



### 4.3.1 Size and Number of Care Centers

#### Size of Care Centers

Given the housing capacities at each existing care center, and considering the assumptions listed above, the optimal animal intake distribution for the existing and potential new DACC Care Centers can be determined. Working backwards from UC Davis’ recommended animal housing at each care center,<sup>99</sup> the recommended intakes at existing care centers were calculated.

Animal housing need, based on recommended intakes, was compared with capacity calculations to determine which care centers had the greatest capacity issues. From there, the team assessed if any of these care centers had potential to add capacity on site.

**Table 1-12 Care Center Capacity Issues and Potential to Expand**

		% Over Housing Capacity (with Growth)		Can DACC Expand on Site?
		Dog	Cat	
LA BASIN	Baldwin Park	52%	154%	No—site is maxed out.
	Carson/Gardena	46%	25%	Yes—limited potential on recently acquired site, would reduce parking.
	Downey	89%	63%	Yes— limited potential on site.
WEST COUNTY	Agoura	25%	107%	Yes—only a small amount without reconfiguring buildings. Yards would be lost (not desired).
NORTH COUNTY	Castaic <sup>100</sup>	122%	170%	Yes—adjacent land is county-owned.
	Lancaster	51%	302%	Yes—adjacent land is county-owned.
	Palmdale	53%	102%	Yes—planned for expansion on site.

Proposed new care centers are ideally at or under 10,000 intakes since very large care centers (well over 10,000 intakes) are difficult to operate and can be overwhelming to people coming to adopt animals or look for lost pets. In addition, there are several areas with high animal intakes that are not optimally served by the current care center locations. These areas became the focus for potential new animal care center locations.

#### Number of Care Centers

Assessments of current facilities focused on two areas: the condition of facilities and the ability to expand facilities on-site to solve capacity problems. Care centers were examined to determine if they enable DACC to provide better animal, staff and public safety and address the issues identified in Section 3.2.1.

<sup>99</sup> Refer to Volume 3 for UC Davis reports by care center.

<sup>100</sup> Note Castaic capacity problems are due to projected growth, not current conditions. Without growth Castaic is at 100 percent capacity.



DACC's existing facilities were reviewed and compared to animal care industry guidelines. Below is a summary of the observations relative to each animal care center.<sup>101</sup>

**Table 1-13 Assessment of Care Centers Related to Standards and Industry Guidelines**

	LA Basin			West County	North County		
Category	Baldwin Park	Carson/Gardena	Downey	Agoura	Castaic	Lancaster	Palmdale
Customer Experience	-1	-1	-1	0	0	0	1
Animal Flow	-1	-2	-2	0	0	0	0
Safety for the Animals	0	0	-1	0	0	0	1
Quality of Ventilation	-1	-1	-1	-1	-1	-1	1
Cleanability of Kennel	-1	-1	-1	0	0	-1	0
Condition of Dog Housing	0	-1	0	-1	-1	-1	1
Condition of Cat Housing	-1	0	0	0	0	0	1
Dog Housing Capacity	-1	-1	-2	-1	-1	-1	0
Cat Housing Capacity	-2	-1	-2	-2	-1	-2	-1
Condition of Small Animal Housing	0	0	0	0	-1	-1	1
Condition of Livestock Housing	0	-1	-1	1	0	1	N/A
Condition of Clinic	1	1	-1	-1	1	1	1
Isolation of Disease	0	-1	0	-1	-1	0	1
Score	-7	-9	-12	-6	-5	-5	7
Priority for Improvement	3	2	1	4	6	5	7

The results indicate that the LA Basin Care Centers of Downey, Carson/Gardena, and Baldwin Park should take priority, followed by the care centers in West County and North County. Downey ACC received the lowest rating by the consulting team.

From the two site analysis approaches, ability to expand on site and condition of facilities, the team determined that the LA Basin Care Centers have:

1. Greatest facility issues
2. Greatest need to address capacity problems

<sup>101</sup> Detailed site visit notes are included in Volume 2, Section 6.



*As a result, Downey, Carson/Gardena, and Baldwin Park should be prioritized when developing Master Plan Options.*

#### **4.3.2 Location of Care Centers**

The team proposed new care center locations near areas of large numbers of calls for service, especially Priority 1 calls, as well as areas of high intakes. Using GIS software, and DACC Chameleon software output, the team mapped the following:

- Concentration of intakes and species-specific trends.
- Drive Times and Calls for Service: One of DACC's primary public safety services is to respond within one hour of receiving a Priority 1 call. The project team studied care center locations to maximize the ability to respond to Priority 1 calls for service within a one-hour drive time from care centers, as calculated during evening rush hour.
- Demographics: General geographic trends such as population growth, population density, and income were examined to see if future changes would impact the location of care centers or the number of people being served.

#### **4.3.3 Defining the Master Plan**

With a wide range of maps, the project team located care centers optimizing replacement of the overcapacity, large facility care centers as well as DACC's ability to respond to calls for service.

##### **Approximate Service Boundaries**

The Master Plan adjusts service area boundaries where possible between care centers to ensure the best use of each existing facility and optimize the placement of new care centers. Service boundaries take into account animal intake distribution, as well as public safety duties, such as reasonable drive times for animal control calls for service.<sup>102</sup>

DACC calls for service in 2016 were mapped by zip code.<sup>103</sup> The team used the drive time analysis<sup>104</sup> to evaluate the relationship between existing care centers and potential new care center locations. The goals were to:

- Ensure Priority 1 calls could potentially be responded to within an hour drive of each care center during rush hour, which results in greater human and animal safety.
- Maximize number of calls for service within 30 minutes so ACOs can efficiently cover the service territory.

The results of this analysis of the existing care centers are summarized in the following graphic. Whittier and unincorporated East Los Angeles are areas difficult to reach in the LA Basin. Note that some of the

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<sup>102</sup> If new care centers are located in different areas than proposed, service boundaries will need to be adjusted.

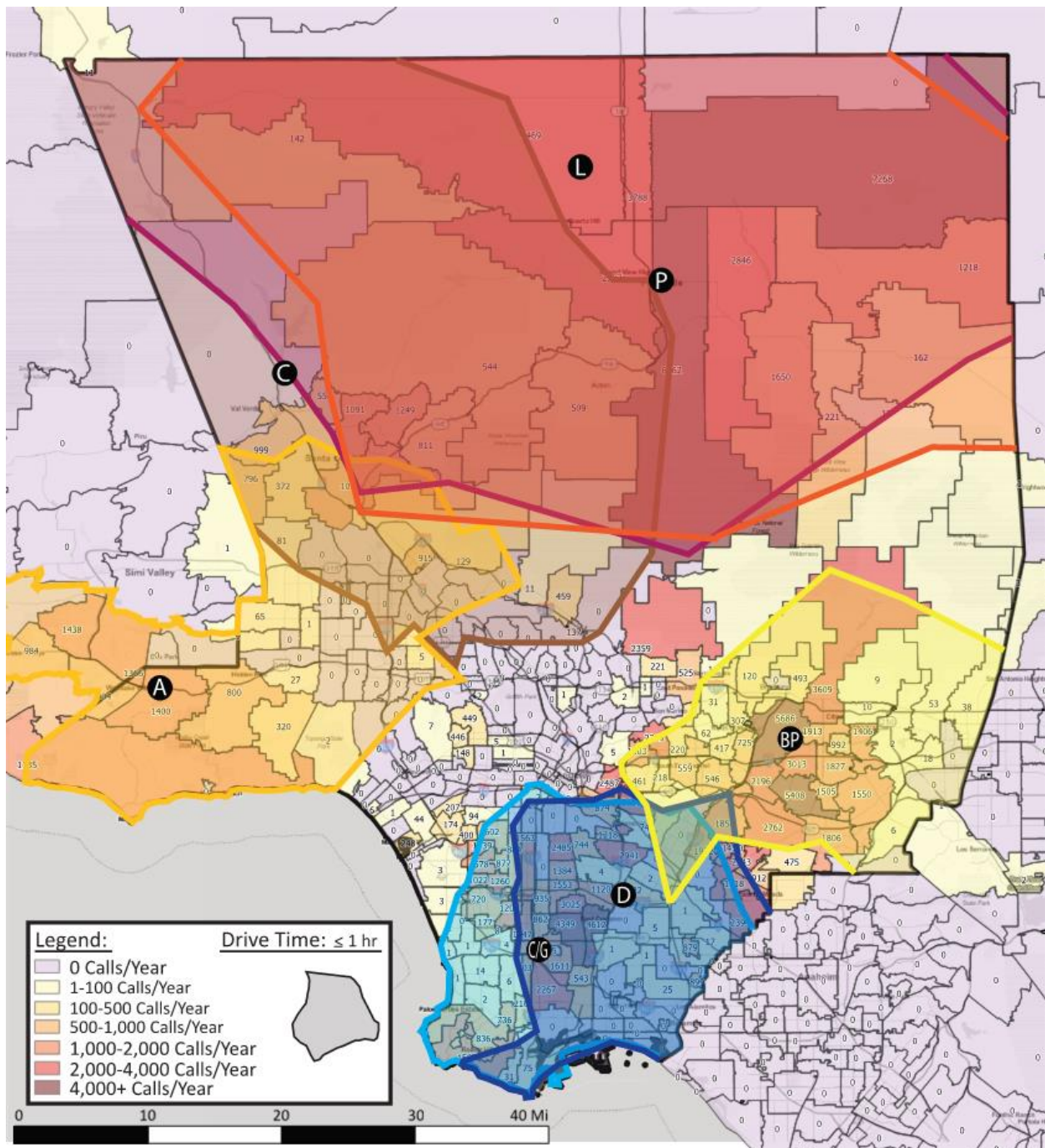
<sup>103</sup> The project team examined intakes, outcomes, and calls for service data by zip code because zip code information was documented in both DACC's data tracking system, Chameleon, as well as GIS software. While zip codes do not align perfectly with DACC's service boundary, the data provides a good proxy.

<sup>104</sup> As previously described in Section 3.3, the approximate worst-case scenario of 5:30 PM on Wednesday was used to determine drive times.





areas that are difficult to serve for animal control officers are the same areas that are also challenging when considering animal intake distribution.



**Figure 1-19 One-Hour Drive Times for Existing Care Centers with Annual Calls for Service<sup>105</sup>**

<sup>105</sup> Sources include: DACC's data tracking system, Chameleon, GIS software, and google maps drive times.





With both intake and drive time information, the team adjusted service territories to maximize the calls for service near each care center while matching intakes to animal housing capacity.<sup>106</sup> This revealed that the LA Basin requires one net new care center for existing care centers to operate effectively given current (and projected) intakes and for new care centers to be designed for under 10,000 annual intakes.

### Prioritizing Improvements

The project team tested several potential care center locations to determine the optimal combination of locations for reaching calls for service in the LA Basin while addressing capacity and facility problems. The West County ACC, Agoura, has some capacity to expand on site and drive times are not problematic in this area. Since the North County ACCs have the potential to expand on-site, the team considered drive times and intakes in relation to future growth. Additions at existing North County Care Centers can help solve the current overcapacity issues.

#### 4.3.4 Capital Cost Estimating

After developing facility options based on animal capacity requirements and drive times, the following methods were then used to estimate the capital costs for each option. The Master Plan Options, described in Section 4.4, include existing buildings, decommissioned facilities, and new construction.

*All costs are in 2019 dollars and do not include future escalation.*

### New Buildings

The IBI facility prototypes commissioned by DACC serve as the basis for new care centers in the Master Plan. The team adjusted building square footage to reflect the different animal capacity needs for the adjusted service boundaries in each Master Plan Option. Site development costs are included but land purchase is not included since this varies considerably based on specific location. Markups, startup costs, FFE,<sup>107</sup> and soft costs are estimated for each new building.

Additions at existing ACCs are estimated similarly to new building construction.

### Existing Buildings

Existing buildings to remain include the cost of deferred maintenance from the SAMS reports (from 2019 to 2040) as well as animal housing improvements. Markups, FFE, and soft costs are also included in existing building cost estimates.

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<sup>106</sup> Detailed tables showing service territory changes by zip code are in Volume 2, Section 5.1 (Option 1), Section 5.2 (Option 2), and Section 5.3 (Option 3).

<sup>107</sup> Furnishings, Fixtures, and Equipment.



#### 4.4 Master Plan Options

The project team developed and analyzed three Master Plan Options for DACC:

Option 1: Meet Industry Standards to the Year 2040

Option 2: Maximum Facility Reuse

Option 3: DACC 2015 Plan

The following chart summarizes the care centers (and headquarters) in each option.

**Table 1-14 Number of Facilities in Each Master Plan Option**

	<b>Option 1: Meet Industry Standards to the Year 2040</b>	<b>Option 2: Maximum Facility Reuse</b>	<b>Option 3: DACC 2015 Plan</b>
Care Centers	9	7	11
Hoarding/Overflow Facility	1	0	1
Headquarters	1	1	1
<b>Total DACC Facilities</b>	<b>11</b>	<b>8</b>	<b>13</b>





Table 1-15 Cost Estimate for DACC Master Plan Options and Priority Projects<sup>1</sup>

	Option 1: Meet Industry Standards to the Year 2040			Option 2: Max Reuse			Option 3: DACC 2015 Plan		
	Priority	Location	Cost Estimate (In million - 2019 Dollars)	Priority	Location	Cost Estimate (In million - 2019 Dollars)	Priority	Location	Cost Estimate (In million - 2019 Dollars)
LA Basin	1	Monterey Park/Commerce	\$43.0				1	Monterey Park/Commerce	\$34.0
	1	Whittier	\$37.5	1	Downey	\$11.1	1	Whittier	\$45.1
	1	Headquarters	\$29.9	1	Headquarters	\$2.7	1	Headquarters	\$40.1
							1	Huntington	\$52.9
							1	Altadena	\$13.8
	2	New Baldwin Park	\$46.9				1	New Baldwin Park	\$45.5
	2	Baldwin Park (hoarding/overflow)	\$8.9	1	Baldwin Park	\$12.4	2	Baldwin Park (hoarding/overflow)	\$14.1
	2	New Carson/Gardena	\$35.3	2	Carson/Gardena	\$10.2	2	Carson/Gardena	\$35.8
	Subtotal:		\$201.5	Subtotal:		\$36.4	Subtotal:		\$281.3
West	3	Agoura	\$13.4	3	Agoura	\$9.3	3	Agoura	\$12.2
	Subtotal:		\$13.4	Subtotal:		\$9.3	Subtotal:		\$12.2
North County	2	Lancaster	\$40.7	2	Lancaster	\$10.9	2	Lancaster	\$53.3
	3	Castaic	\$18.0	3	Castaic	\$6.7	3	Castaic	\$16.1
	3	Northwest <sup>2</sup>	\$12.9				3	Acton/Aqua Dulce	\$35.0
		(Developer Contribution)	(\$10.0)						
	0	Palmdale	\$0	0	Palmdale	\$0	0	Palmdale	\$0
	Subtotal:		\$61.6	Subtotal:		\$17.6	Subtotal:		\$104.4
	Total:		\$276.5	Total:		\$63.3	Total:		\$397.9
	Total Care Centers		9	Total Care Centers		7	Total Care Centers		11
	Net New Care Centers		2	Net New Care Centers		0	Net New Care Centers		4
Notes:	1. Cost estimates for the Master Plan Options are based on Indoor prototype shelters with deferred maintenance, soft costs, and startup costs. Estimates exclude escalation and land acquisition. The Master Plan assumes existing and proposed care center service areas are redrawn to balance projected animal intakes and increase the department’s ability to respond to calls for service within one hour. In all options, DACC Headquarters is priority one due to the lack of sufficient space for staff in the County-owned headquarters building. DACC already leases additional office space for central administrative staff because the current building is at capacity. 2. New care center near future Centennial development to address growth and reduce drive times. Cost to develop new care center to be offset by \$10M developer contribution per Development Agreement adopted by the Board of Supervisors on December 11, 2018. Construction of first homes estimated to begin in several years.								





#### 4.4.1 Option 1: Meet Industry Standards to the Year 2040

*Two new care centers could efficiently solve DACC's capacity constraints, main facility problems, and drive time issues.*

This Option consists of two net new care centers, three replacement care centers, three major renovations/additions, one care center with minor remodeling, and a replacement for the administrative headquarters. DACC would operate nine care centers (two more than currently), one overflow facility, and administrative headquarters.

After examining intakes, calls for service drive times, and projected growth, Los Angeles County will best be served by a new care center in the LA Basin and second new care center in the North County. This option is briefly summarized below, and a more detailed description of this approach and the rationale for the prioritization of projects follows in Section 4.5.

- The care centers in the LA Basin (Downey, Baldwin Park) that are the most overcapacity will see relief in animal housing overcrowding by constructing the first new care center near Monterey Park/Commerce. DACC Administrative Headquarters should be located here if feasible. The central location makes it easy for administrative staff to attend broader county meetings in downtown while still engaging care center staff and staying connected to the daily aspects of DACC's mission.
- Downey should be replaced in a location closer to calls for service. The Whittier area works well given the existing and proposed new care center locations.
- Carson/Gardena should be replaced in a similar or existing location because the existing site is well-located relative to calls for service and intakes. The method of matching facility size to animal intakes means Carson/Gardena's animal intakes will need to be housed elsewhere during construction if Carson/Gardena is replaced on site.
- Baldwin Park should be replaced due to its condition and site challenges. The new Baldwin Park should be in a similar location; the drive time studies indicate it is reasonably well located.
- The existing Baldwin Park ACC should remain to serve as overflow, house long-term hoarding cases, provide spay/neuter services, etc. One kennel could potentially be leased to another animal care provider to offset some of the operating costs.
- Agoura, Castaic, and Lancaster should be remodeled to improve animal housing, staff operations, and customer service.
- The predicted growth in the North County will be addressed with a new care center that correlates with expected increases in human populations. This care center should be located near the area of greatest growth. Currently, the new ACC is assumed to be in the Northwest near the proposed Centennial development. If sized appropriately, this care center could be used to relieve some overcrowding in the other North County Care Centers, but drive times may limit the new care center's role in providing broader relief or receiving many intra-agency animal transfers.



- The newly constructed Palmdale ACC should receive regular maintenance and upkeep to avoid the possibility of major issues and costly repairs.

The estimated cost of implementing Option 1: Meet Industry Standards to the Year 2040 is \$276.5M (2019 dollars) as summarized in the following table.

**Table 1-16 Option 1: Meet Industry Standards to the Year 2040 – Costs<sup>1</sup>**

Facility	Description	Supervisory District Served	Total Project Cost Estimate (Million 2019 USD)
<b>Monterey Park/Commerce</b>	Construct one new care center in area. Relieves Baldwin Park and Downey overcrowding.	1, 2, 3 and 5	\$43.0
<b>Whittier</b>	Construct one new care center in Whittier area. Replaces Downey. Decommission Downey.	1 and 4	\$37.5
<b>Headquarters</b>	Include at one of the new LA Basin Care Centers.	All	\$29.9
<b>New Carson/Gardena</b>	New care center in similar area to replace existing Carson/Gardena. Decommission existing Carson/Gardena.	2, 3 and 4	\$35.3
<b>New Baldwin Park</b>	New public-service care center in similar area to replace existing Baldwin Park.	1, 4 and 5	\$46.9
<b>Baldwin Park (Existing)</b>	Retain as overflow and public spay/neuter clinic when new Baldwin Park is constructed.	All	\$8.9
<b>Lancaster</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	5	\$40.7
<b>Castaic</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	3 and 5	\$18.0
<b>Agoura</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	3 and 5	\$13.4
<b>Northwest<sup>2</sup></b>	New care center near Centennial development to address growth and reduce drive times.	5	\$12.9
	Developer contribution		(\$10.0)
		<b>Total:</b>	<b>\$276.5</b>

Notes: 1. Cost estimates for the Master Plan Options are based on Indoor prototype shelters with deferred maintenance, soft costs, and startup costs. Estimates exclude escalation and land acquisition. The Master Plan assumes existing and proposed care center service areas are redrawn to balance projected animal intakes and increase the department's ability to respond to calls for service within one hour. In all options, DACC Headquarters is priority one due to the lack of sufficient space for staff in the County-owned headquarters building. DACC already leases additional office space for central administrative staff because the current building is at capacity.

2. New care center near future Centennial development to address growth and reduce drive times. Cost to develop new care center to be offset by \$10M developer contribution per Development Agreement adopted by the Board of Supervisors on December 11, 2018. Construction of first homes estimated to begin in several years.

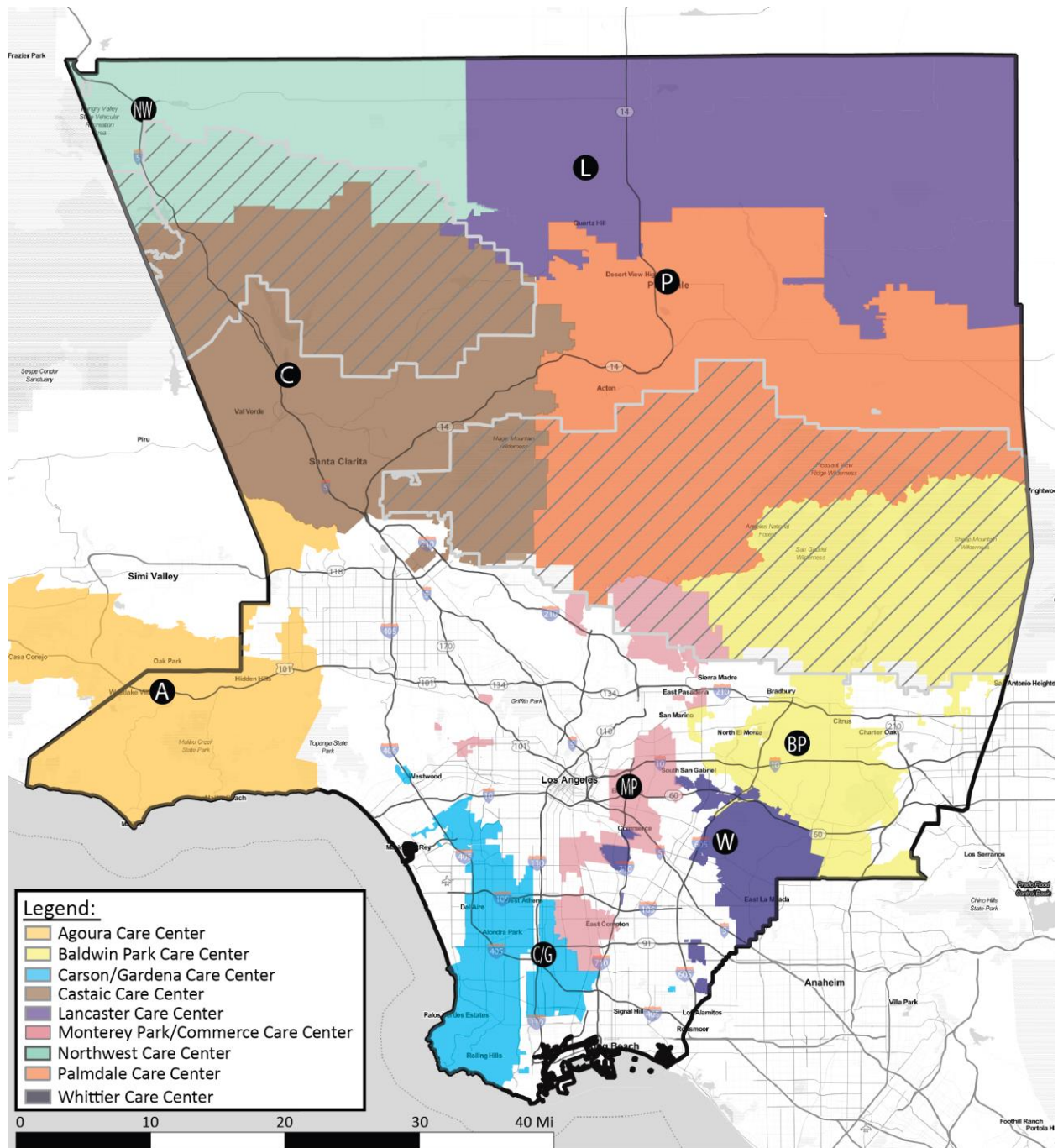


The following image shows the general location of care centers and adjusted service territories. The new Northwest Care Center now provides service to the far corner of the county while the other North County service areas have been adjusted to redistribute estimated animal intakes to keep existing care centers operating at or below capacity. The LA Basin service territories are similar for the new Carson/Gardena and Baldwin Park ACCs. The addition of Monterey Park/Commerce and replacement of Downey with Whittier result in new service territories.

Changes to supervisorial districts served by each care center is a result of the adjusted service territories. In Option 1, the proposed and existing care centers serve one or more supervisorial districts as presented in Table 1-16.







**Figure 1-20 Option 1: Meet Industry Standards to 2040 Care Centers and Service Territory**



#### 4.4.2 Option 2: Maximum Facility Reuse

*This option maximizes the continued use of current facilities without large capital projects.*

While exploring this option, the team found:

- There is a mismatch between site capacity and need in Los Angeles County. Care centers that need the most capacity (Downey, Baldwin Park) have constrained sites.
- Overcrowded animal care centers compromise health and safety. Therefore, even when centers are upgraded to improve animal housing, they will not necessarily make conditions healthier if disease cannot be isolated, or safer if animals cannot be single-housed.
- The cost of deferred maintenance at the care centers that need the most capacity is 25 to 30 percent the cost of a new facility.<sup>108</sup>

Despite these limitations, this option was explored recognizing Los Angeles County's financial constraints and numerous needs. Option 2 includes:

- SAMS costs as deferred maintenance for all systems expiring by 2040.
- Animal housing upgrades not otherwise covered by SAMS reports on all sites except Palmdale. This consists of new kennels and portals for cat housing.

While there are some capital projects at existing care centers (Lancaster, Castaic, and Agoura as mentioned above in Option 1) that could solve the facilities problems identified in Section 3.2, the capacity and drive time issues would not be fully addressed. Considering the Option 2 cost of \$63.3M compared to the cost of a single new care center, about \$35M to \$40M, *funding would be better allocated to build a single care center in the LA Basin, which would reduce the major capacity and drive time problems.*

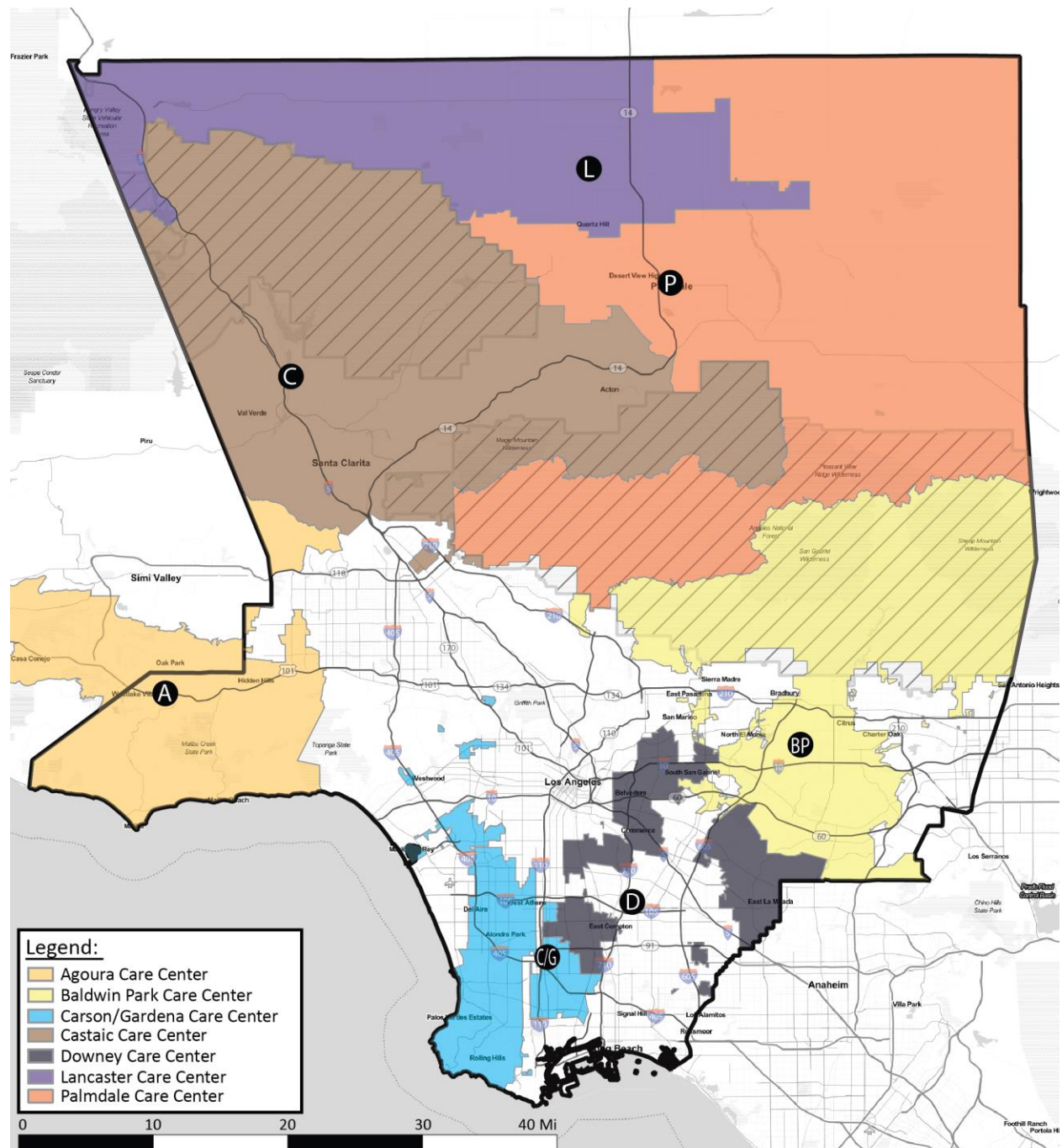
**Table 1-17 Option 2: Maximum Facility Reuse Costs**

Facility	Supervisory District	Total Project Cost Estimate (Million 2019 USD)
Baldwin Park	1, 4, and 5	\$12.4
Carson/Gardena	2, 3 and 4	\$10.2
Downey	1, 2, 4, and 5	\$11.1
Headquarters	All	\$2.7
Agoura	3 and 5	\$9.3
Lancaster	5	\$10.9
Castaic	3 and 5	\$6.7
<b>Total:</b>		<b>\$63.3</b>

<sup>108</sup> Excluding land purchase.



The image below shows the general location of care centers and service territories, which remain the same as the current service territory since care centers remain at existing locations and no care center has the potential to relieve capacity problems at another.



**Figure 1-21 Option 2: Maximum Facility Reuse Care Centers and Service Territory**



#### 4.4.3 Option 3: DACC 2015 Plan

This option generally follows the DACC 2015 Facility Improvement and Expansion Plan (DACC 2015 Plan) as well as the IBI programming reports. The DACC 2015 Plan uses approximately 100,000 annual animal intakes to account for potential growth in the number of contract cities.

##### *Option 3 includes four additional care centers.*

The DACC 2015 Plan lists three care centers to replace the Downey ACC. Although the 2015 plan did not locate the care centers in specific neighborhoods, the project team selected care center locations to compare drive times for the Master Plan Options. Downey ACC would be replaced with care centers in the general areas below:

- Whittier
- Huntington Park
- Monterey Park/Commerce

Baldwin Park ACC is replaced with two care centers, per the DACC 2015 Plan. Since Baldwin Park ACC is well located relative to calls for service, the first new care center location should be similar. The Altadena Care Center described in the IBI programming report is included as the second Baldwin Park ACC replacement. As in Option 1, the existing Baldwin Park ACC is retained for handling hoarding cases, overflow, and spay/neuter.

- Replace Baldwin Park in a similar area
- Altadena

New headquarters office space is included with one of the new care centers in the LA Basin listed above. Additional projects in Option 3 include:

- New care center in Antelope Valley to address growth, located in the Acton/Agua Dolce area
- Carson/Gardena remodel per the IBI Report
- Lancaster remodel per the IBI Report
- Agoura and Castaic remodels are based on the DACC 2015 Plan and reviewed with DACC for additional input and clarification. Detailed description of this work can be found in Volume 2, Section 5.3.

In this option, the new care centers at Monterey Park/Commerce, Huntington Park, and Whittier, if sized appropriately, can relieve some of the capacity issues at Carson/Gardena. These care centers could operate slightly over capacity during the remodel of Carson/Gardena;<sup>109</sup> however, a detailed plan should be developed to confirm the feasibility and impact on LA Basin operations.

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<sup>109</sup> Per the Carson IBI Report. If ACCs operate over 90 percent capacity, there is no room for peak intakes or isolating disease without cohousing animals.





The estimated cost of implementing Option 3 is \$397.9M as summarized in the following table.

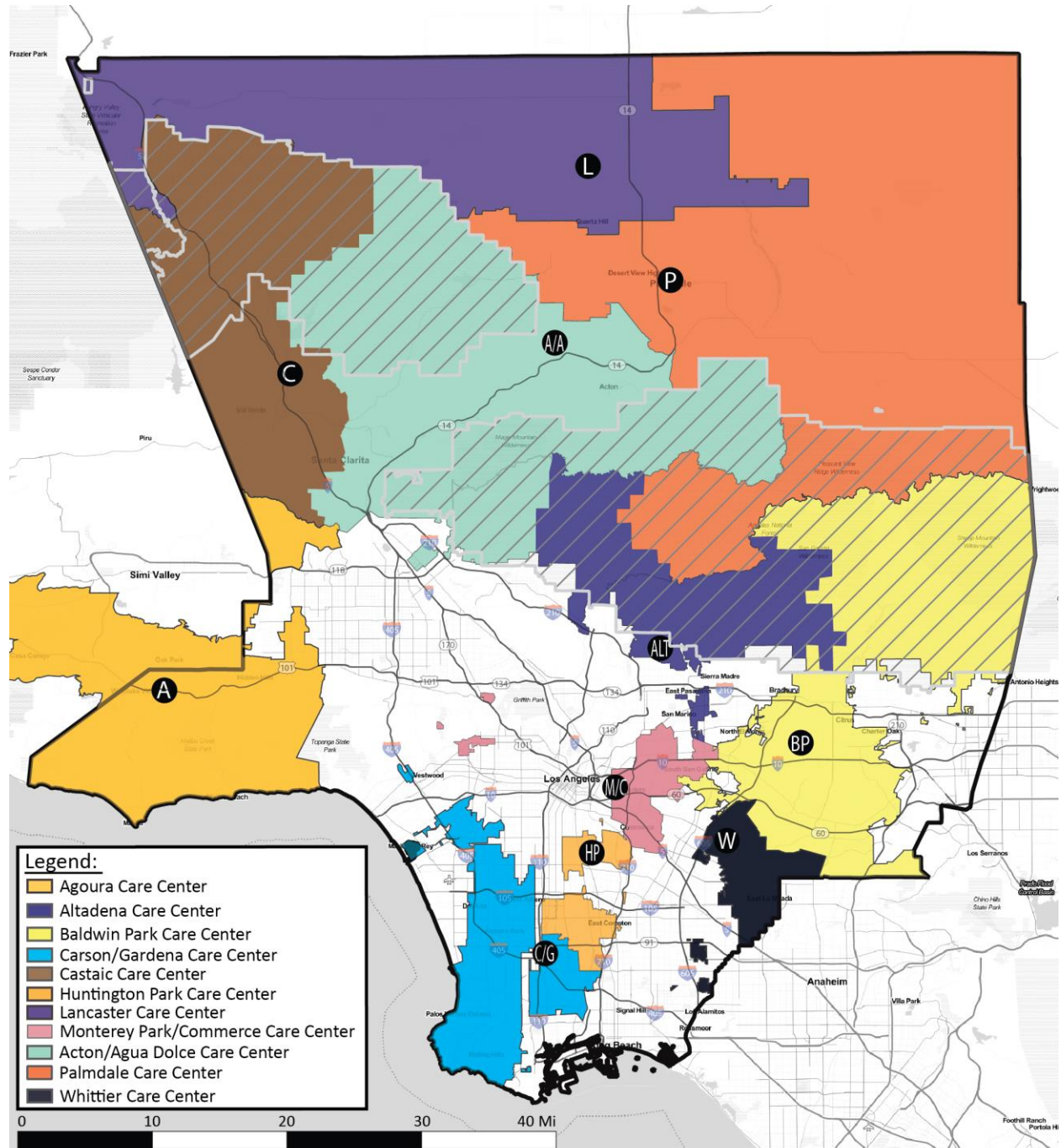
**Table 1-18 Option 3: DACC 2015 Plan Costs**

Facility	Description	Supervisory District	Total Project Cost Estimate (Million 2019 USD)
<b>Monterey Park/Commerce</b>	Construct one new care center in area. Partially replaces Downey.	1, 3, and 5	\$34.0
<b>Whittier</b>	Construct one new care center in area. Partially replaces Downey. Decommission Downey.	1 and 4	\$45.1
<b>Headquarters</b>	Include at one of the new LA Basin Care Centers.	All	\$40.1
<b>Huntington Park</b>	Construct one new care center in area. Partially replaces Downey.	1 and 2	\$52.9
<b>Altadena</b>	Construct one new care center in area. Partially replaces Baldwin Park and reduces drive times.	5	\$13.8
<b>New Baldwin Park</b>	New public-service care center in similar area to replace existing Baldwin Park.	1, 4, and 5	\$45.5
<b>Baldwin Park (hoarding/overflow)</b>	Retain as overflow and public spay/neuter clinic when new Baldwin Park is constructed.	All	\$14.1
<b>Carson/Gardena</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	2, 3, and 4	\$35.8
<b>Agoura</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	3 and 5	\$12.2
<b>Lancaster</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	5	\$53.3
<b>Castaic</b>	Renovation/replacement to increase capacity, meet program needs, and improve site circulation.	5	\$16.1
<b>Acton/Aqua Dulce</b>	Construct one new care center in area to address growth and reduce drive times.	3 and 5	\$35.0
		<b>Total:</b>	<b>\$397.9</b>

Notes: Cost estimates for the Master Plan Options are based on Indoor prototype shelters with deferred maintenance, soft costs, and startup costs. Estimates exclude escalation and land acquisition. The Master Plan assumes existing and proposed care center service areas are redrawn to balance projected animal intakes and increase the department's ability to respond to calls for service within one hour.



Additional care centers and the shift in service territory shown below would result in some changes in the relationship of care centers to Supervisorial Districts for Option 3.



**Figure 1-22 Option 3 Care Centers and Service Territory**



#### 4.5 Master Plan: Meet Industry Standards to the Year 2040

Option 1: Meet Industry Standards to the Year 2040 is selected as the Master Plan because it addresses the capacity, facility, and call response time issues over the long term. The Master Plan enables DACC to better serve its constituents—both humans and animals—while improving safety for public, staff, and animals.





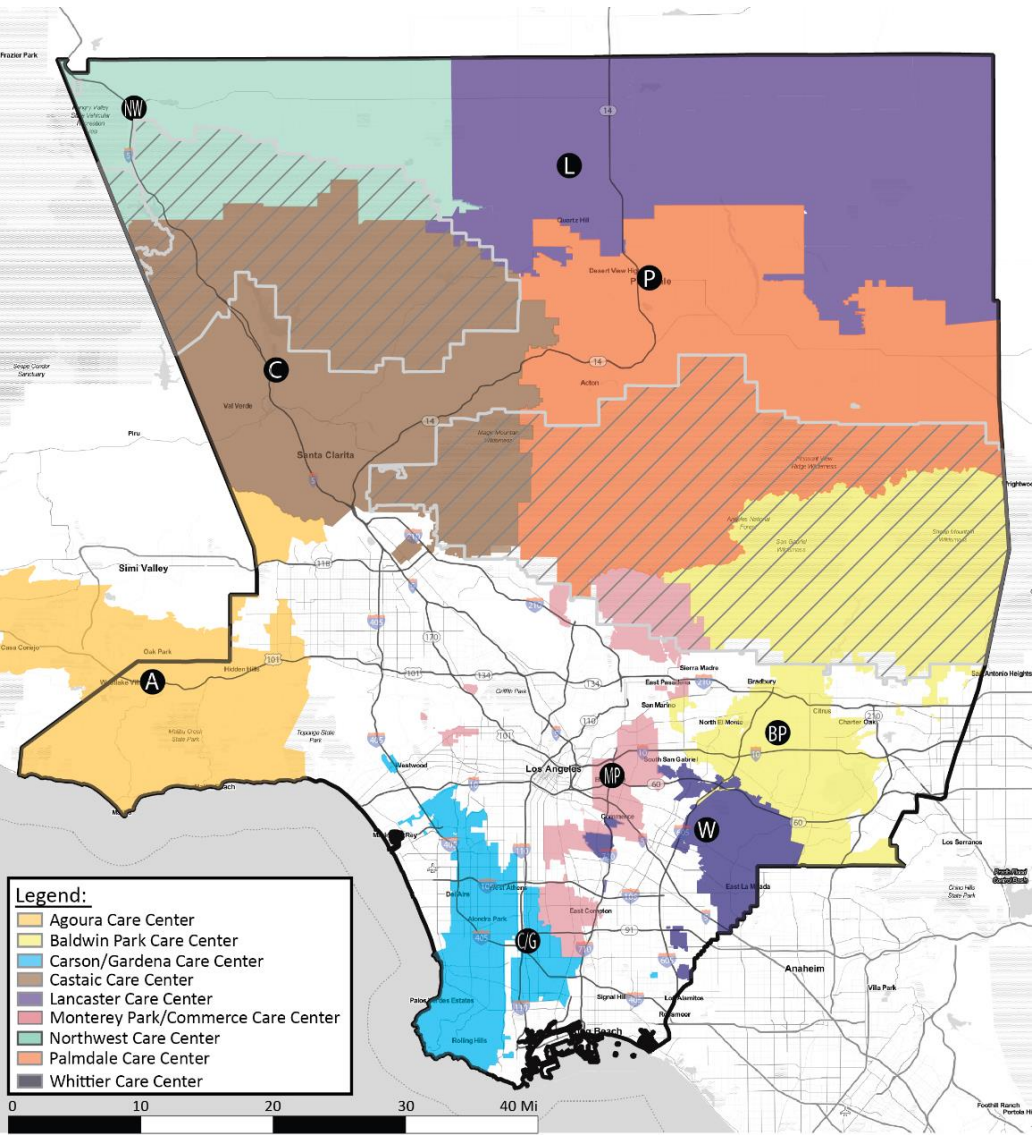


Figure 1-23 Master Plan: Meet Industry Standards to the Year 2040 Service Boundaries and Supervisor Districts

Supervisorial District Served	Contract City	Current Care Center	Proposed Care Center
1	1 Azusa	Baldwin Park	Baldwin Park
1	2 Baldwin Park	Baldwin Park	Baldwin Park
1	3 El Monte	Baldwin Park	Baldwin Park
1	4 Industry	Baldwin Park	Baldwin Park
1	5 Irwindale	Baldwin Park	Baldwin Park
1	6 La Puente	Baldwin Park	Baldwin Park
1	7 Walnut	Baldwin Park	Baldwin Park

<sup>110</sup> The Cities of Covina, Duarte, and West Covina cancelled their contracts with the Department on June 30, 2019.

<sup>111</sup> The Cities of Gardena and Carson have modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering.

Supervisorial District Served	Contract City	Current Care Center	Proposed Care Center
1	8 West Covina <sup>110</sup>	Baldwin Park	Baldwin Park
1	9 Commerce	Downey	Monterey Park/Commerce
1	10 Huntington Park	Downey	Monterey Park/Commerce
1	11 Maywood	Downey	Monterey Park/Commerce
1	12 Monterey Park	Downey	Monterey Park/Commerce
1	13 Bell	Downey	Whittier
1	14 Cudahy	Downey	Whittier
2	15 Carson <sup>111</sup>	Carson/Gardena	Carson/Gardena
2	16 Culver City	Carson/Gardena	Carson/Gardena
2	17 Gardena <sup>111</sup>	Carson/Gardena	Carson/Gardena
2	18 Hawthorne	Carson/Gardena	Carson/Gardena
2	19 Inglewood	Carson/Gardena	Carson/Gardena
2	20 Lawndale	Carson/Gardena	Carson/Gardena
2	21 Compton	Downey	Monterey Park/Commerce
3	22 West Hollywood	Carson	Monterey Park/Commerce
3	23 Agoura Hills	Agoura	Agoura
3	24 Calabasas	Agoura	Agoura
3	25 Hidden Hills	Agoura	Agoura
3	26 Malibu	Agoura	Agoura
3	27 Thousand Oaks	Agoura	Agoura
3	28 Westlake Village	Agoura	Agoura
3	29 San Fernando	Agoura	Castaic
4	30 Lomita	Carson/Gardena	Carson/Gardena
4	31 Palos Verdes Estates	Carson/Gardena	Carson/Gardena
4	32 Rancho Palos Verdes	Carson/Gardena	Carson/Gardena
4	33 Redondo Beach	Carson/Gardena	Carson/Gardena
4	34 Rolling Hills	Carson/Gardena	Carson/Gardena
4	35 Rolling Hills Estates	Carson/Gardena	Carson/Gardena
4	36 Torrance	Carson/Gardena	Carson/Gardena
4	37 Artesia	Downey	Whittier
4	38 Hawaiian Gardens	Downey	Whittier
4	39 La Habra Heights	Downey	Whittier
4	40 La Mirada	Downey	Whittier
4	41 Whittier	Downey	Whittier
5	42 Covina <sup>110</sup>	Baldwin Park	Baldwin Park
5	43 Duarte <sup>110</sup>	Baldwin Park	Baldwin Park
5	44 Alhambra	Downey	Monterey Park/Commerce
5	45 Santa Clarita	Castaic	Castaic
5	46 Lancaster	Lancaster	Lancaster
5	47 Palmdale	Palmdale	Palmdale

Unincorporated zip codes by ACC are listed in Volume 2, Section 5.1.2.

Note: Monterey Park/Commerce relieves some of Baldwin Park’s overcrowding by providing services to some LA County unincorporated areas currently served by Baldwin Park.

The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field service to only limited field services from the County





Each option can be evaluated in terms of the Master Plan goals defined in 4.1. The relative weight of each factor must be evaluated by DACC, its contract cities, and stakeholders. The table below shows how Options 1 and 3 are an improvement over the status quo in many areas, while Option 2 only results in slight improvements in one area. Subsequent sections provide a detailed discussion of each option's ability to meet the Master Planning goals.

**Table 1-19 Master Plan Options' Ability to Meet Goals**

Goal	Option 1	Option 2	Option 3
1. Relieve Overcapacity	++		++
2. Provide Safer, More Functional Facilities	++	+	++
3. Improve Public Safety	+		+
4. Improve Staff Efficiency and Safety <sup>112</sup>	++		+
5. Validate Animal Intake Projections	+		
6. Flexible Methodology	+		+

Overall, Option 1 is advantageous because it solves the current and future animal capacity and drive time issues and is relatively cost effective compared to the other options. Option 3 also solves the same problems, but is more expensive to construct and operate because there are more care centers to handle the greater capacity and therefore, more staff.<sup>113</sup> While Option 2 is more affordable, it only provides improvement in animal housing and deferred maintenance, but does not solve capacity and drive time issues.

Some existing DACC facilities are more inefficient than others due to their location and conditions.

- In the case of Downey, 35 percent of calls for service cannot be reached within one hour. This increases risk to public safety and leaves officers on the road for more hours than other well-located care centers. Downey is also not located in a DACC service area, so its constituents are not as close to their care center compared to other ACCs. However, it cannot be decommissioned without implementing Priority 1 projects.
- Baldwin Park is also a challenging facility for DACC as it is hard to find and access, unsafe at night, and very overcrowded. However, like Downey, Baldwin Park cannot be converted to an overflow facility without investment in a replacement facility.

#### 4.5.1 Relieves Overcapacity

Option 1 solves DACC's capacity issues with just enough animal housing, whereas Option 3 provides capacity for about 28,000 more animals annually than is likely required. Option 2 does not solve animal

<sup>112</sup> Master Plan Options ability to meet staffing goals does not assume significant increases in staff other than providing staff to operate new care centers.

<sup>113</sup> Since care centers are staffed 24 hours a day, there are a certain number of staff required that are independent of the number of animal intakes. Additionally, while some small care centers may only require a fraction of a staff member, the timing of many tasks is demand-driven so the staff member must be there for a full shift.



capacity problems because it focuses on deferred maintenance with some animal housing improvements, rather than added capacity. Option 2 lacks capacity for about 27,500 intakes<sup>114</sup> if animals are to be single-housed, and health and safety cannot be improved significantly without solving the capacity issues.

The Master Plan Priority 1 projects (see 4.6.1) solve most of the main animal capacity concerns, and the actions in Priorities 2 and 3 address the remaining capacity needs.

**Table 1-20 Intakes by Care Center by Master Plan Option**

	Option 1: Meet Industry Standards to the Year 2040		Option 2: Max Reuse <sup>114</sup>		Option 3: DACC 2015 Plan	
	Location	Intakes	Location	Intakes	Location	Intakes
LA Basin	Monterey Park/Commerce	11,300			Monterey Park/Commerce	9,000
	Whittier	9,900	Downey	18,400	Whittier	13,000
	Headquarters	N/A	Headquarters	N/A	Headquarters	N/A
					Huntington Park	14,100
					Altadena	2,000
	New Baldwin Park	14,200			New Baldwin Park	13,900
	Baldwin Park (hoarding/overflow)	1,000	Baldwin Park	15,500	Baldwin Park (hoarding/overflow)	1,400
	New Carson/Gardena	8,600	Carson/Gardena	8,800	Carson/Gardena	9,600
	Subtotal:	45,000	Subtotal:	42,700	Subtotal:	63,000
West County	Agoura	2,200	Agoura	1,800	Agoura	2,100
	Subtotal:	2,200	Subtotal:	1,800	Subtotal:	2,100
North County	Lancaster	12,000	Lancaster	15,400	Lancaster	16,600
	Castaic	5,100	Castaic	4,800	Castaic	5,000
	Northwest	1,500			Acton/Aqua Dulce	7,400
	Palmdale	6,500	Palmdale	7,600	Palmdale	6,200
	Subtotal:	25,100	Subtotal:	27,800	Subtotal:	35,200
	Total:	72,300	Total:	72,300	Total:	100,300
			Under capacity:	27,500	Overcapacity:	28,000

**Option 1 solves Los Angeles County's current and future animal capacity challenges without providing excess housing.**

Developing one new care center in the Monterey Park/Commerce area will result in DACC's Care Centers in the Los Angeles Basin achieving nearly the recommended capacity for animal housing, compared to the current overcapacity conditions. It would also improve DACC's ability to respond to Priority 1 calls, which

<sup>114</sup> With projected growth.



include dangerous animal, law enforcement assistance, and injured animals, within one hour in the LA Basin.

**Table 1-21 Effect of Net New Monterey Park/Commerce ACC on Remaining LA Basin Capacity<sup>115</sup>**

<b>Current Care Centers + Monterey Park/Commerce</b>	<b>Current Intakes</b>	<b>Estimated Intakes Relocation</b>
New Monterey Park/Commerce	N/A	11,300
Baldwin Park (Existing)	15,500	11,100
Downey (Existing)	18,400	13,800
Carson/Gardena (Existing)	8,800	8,800
<b>Total LA Basin Intakes Housed</b>	<b>42,700</b>	<b>45,000</b>
<b>LA Basin Intakes Required</b>	<b>45,000</b>	<b>45,000</b>

With adequate capacity, from the addition of a single new care center, DACC has the potential to provide more animals with a live outcome.

#### **4.5.2 Provides Safer, More Functional Facilities**

Option 1 fully addresses facility functional issues by improving public, staff, volunteer, and animal safety (prevents animal injury and spread of disease) while addressing deferred maintenance and other facility issues. Option 2 addresses only some sanitation and animal injury problems, but cannot address all code issues, safety, or functional problems. Option 3 approaches the facility problems in a similar manner to Option 1.

Better facilities will provide more space for Community Engagement programs, volunteer programs, dog play programs, and other programs that enable increased live outcomes at the animal care centers. Improved public spaces, circulation, and staff efficiency will also improve the customer service experience for constituents.

#### **4.5.3 Improves Public Safety**

Master Plan Options 1 and 3 improve public safety by placing animal control resources closer to calls for service. Comparing drive times, Options 1 and 3 only have 1 percent of calls for service that cannot be reached in 60 minutes during rush hour. This is an improvement over Option 2 where 14 percent of calls are outside of an hour drive. Considering only Priority 1 calls, Option 3 is slightly better than Option 1, with 5 percent of calls outside of an hour drive compared to 6 percent with Option 1. Option 2 facility locations remain, and therefore, does not enable faster response time from the status quo.

Further, the addition of a new care center at Monterey Park/Commerce in Option 1 will result in improvement to officer's ability to respond to calls outside of a one-hour response time. Only 4 percent

<sup>115</sup> Monterey Park/Commerce relieves some of Baldwin Park's overcrowding by providing services to some LA County unincorporated areas currently served by Baldwin Park.





of calls will be outside a one-hour drive with just the addition of Monterey Park/Commerce; this is 10 percent higher than the current conditions.

**Table 1-22 Drive Times by Master Plan Option**

	% of Calls that cannot be reached in:		% of Priority 1 Calls that cannot be reached in:	
	30 min	60 min	30 min	60 min
<b>Option 1</b>	50%	1%	47%	6%
<b>Option 2</b>	60%	14%	53%	10%
<b>Option 3</b>	43%	1%	42%	5%

In both Option 1 and 3, the areas outside the one-hour drive time are near the contract cities of West Hollywood and Culver City.

Options 1 and 3 separate potentially dangerous animals from the public by providing back-of-house animal housing for bite quarantine and confiscated animals at new care centers. Remodeling current care centers will provide additional back-of-house animal housing that could be flexed to serve as quarantine if required. Once Baldwin Park ACC is transitioned to a long-term holding facility, it can help support this goal by providing a location for dangerous dogs, hoarding cases, etc. that should be separated from the public.

#### **4.5.4 Promotes Staff Efficiency and Safety**

Reducing drive times, as described above, also improves staff efficiency; ACO staff can spend more time responding to calls instead of driving to calls.

Well-designed facilities can improve current staff efficiency for daily tasks such as animal handling, cleaning, and laundry, etc., leaving adequate time for animal care and enrichment. Current care centers have circuitous routes for moving animals from one space to another. New facilities can reduce staff time spent moving animals and performing daily tasks. Well-designed animal spaces can reduce inefficiencies in staff processes, which is a benefit of all the Master Plan Options.

Many existing care centers lack adequate or up-to-date staff workspaces (see Volume 2, Section 6). By providing enough, modern workspaces in the right location, staff can complete tasks quickly in a safe environment.

#### **4.5.5 Cost-Effective**

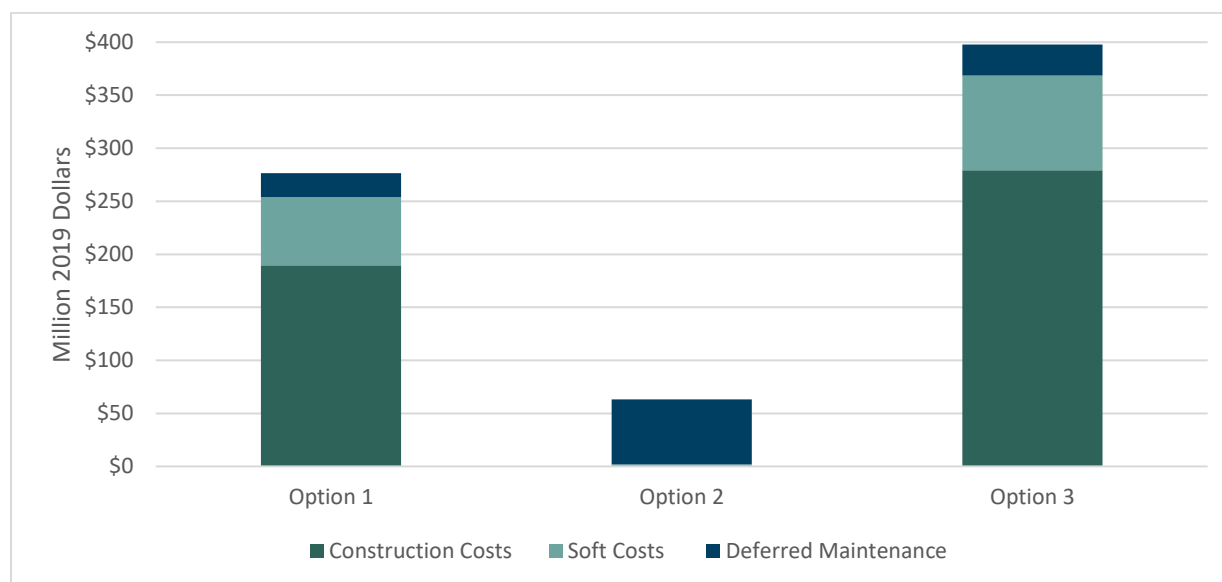
##### **Capital Costs**

Capital costs for each option are examined with and without the cost of land, which can vary significantly depending on 1) county land availability; 2) donated land from cities; 3) type of property, and 4) real estate prices at time of sale.

Option 2 has the lowest capital costs because it only includes improvements to animal housing and deferred maintenance. There are no large capital projects or startup costs. Again, this option does not fully address DACC'S capacity, facility, and response time problems.



Option 1 and Option 3 both have significant capital costs because they include new care centers and remodels and/or additions of existing care centers. However, both options address DACC's problems. Option 1's estimated costs are \$276.5M (excluding site acquisition), more than 40 percent less than Option 3's estimated cost of \$397.9M.



**Figure 1-24 Capital Cost by Master Plan Option<sup>116</sup>**

Land costs are considered separately from construction costs since estimates range from \$39.0M to \$130.2M for Option 1 and \$49.0M to \$163.4M for Option 3. If county or city land were donated to a care center, the land costs would decrease.

*If the county were to proceed with Option 2, i.e. without constructing facilities, DACC would need to spend \$63.3M in deferred maintenance costs simply to keep aging facilities running, without addressing many of the primary objectives of the Master Plan.*

On the other hand, if DACC were to construct just the first new care center proposed in Option 1, Monterey Park/Commerce, this \$43.0M investment<sup>117</sup> would relieve Los Angeles County's immediate capacity problems and improve calls for service response time.

Option 1 is the most cost-effective Master Plan Option that solves the problems identified in Section 3 in terms of both providing needed capacity for animal housing and enabling ACOs timely response to calls for services.

<sup>116</sup> Soft costs are simplified for graphic clarity and include FFE, etc. as described in Volume 2, Section 3.

<sup>117</sup> Excluding land acquisition cost.



## 4.6 Master Plan Implementation

The phasing of the Master Plan: Meet Industry Standards to the Year 2040, is guided by the same Master Plan objectives, but with a focus on the following:

1. Relative overcapacity.
2. Relative significance of facilities problems.
3. Relative volume of intakes, which exacerbates both overcapacity and facility problems.

Based on these criteria, the LA Basin Care Centers—in particular Baldwin Park and Downey—have relative priority compared to the West and North County Care Centers.

The Master Plan requires approximately \$276.5M (2019 Dollars) in construction, startup, and deferred maintenance costs, phased over many years and broken into three priorities.

Priority	Care Center	Supervisory District	Project Estimate (In million - 2019 Dollars) <sup>118</sup>
<b>1</b>	Monterey Park/Commerce	1, 2, 3 and 5	\$43.0
	Whittier	1 and 4	\$37.5
	Headquarters	All	\$29.9
	<b>PRIORITY 1 TOTAL</b>		<b>\$110.4</b>
<b>2</b>	New Carson/Gardena	2, 3 and 4	\$35.3
	New Baldwin Park	1, 4 and 5	\$46.9
	Baldwin Park (hoarding/overflow)	all	\$8.9
	Lancaster	5	\$40.7
	<b>PRIORITY 2 TOTAL</b>		<b>\$131.8</b>
<b>3</b>	Castaic	3 and 5	\$18.0
	Agoura	3 and 5	\$13.4
	Northwest	5	\$12.9
	Developer Contribution		(-\$10.0)
	<b>PRIORITY 3 TOTAL</b>		<b>\$34.3</b>
	<b>OPTION 1 TOTAL</b>		<b>\$276.5</b>

<sup>118</sup> Note numbers are truncated to the nearest hundred thousand.

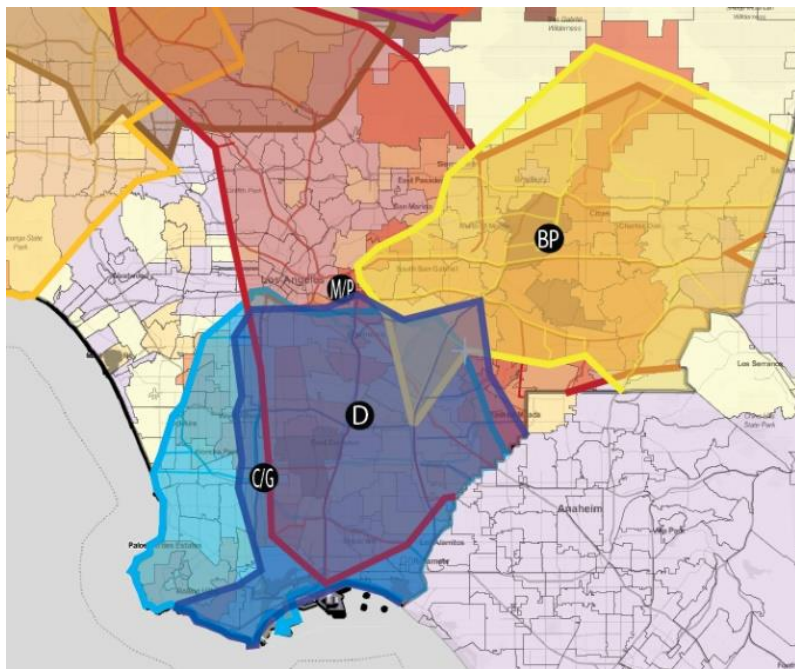


#### 4.6.1 Priority 1 Actions

*Building a new care center in the Monterey Park/Commerce area should be the priority, followed by a care center in the Whittier area.*

Since Baldwin Park and Downey are the two most stressed care centers, the Master Plan proposes relieving them with a new care center in the Monterey Park/Commerce area. This new care center would include DACC Administrative Headquarters since it is centrally located within the county and convenient to existing county buildings in downtown. This location provides the greatest benefit in reduced drive times as well.

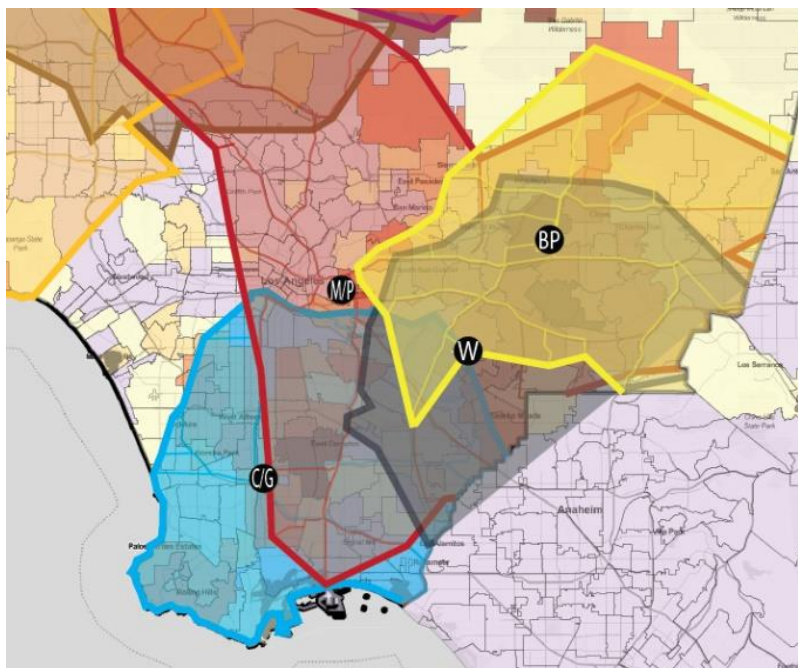
The \$43.0 million<sup>119</sup> investment in Monterey Park/Commerce relieves the capacity issues in the LA Basin and facilitates faster response times in the LA Basin. By shifting seven contract cities and several unincorporated area communities from both the Baldwin Park and Downey ACCs to the new care center, most service areas would be within a 60-minute drive from the four LA Basin Care Centers with the addition of a new Monterey Park/Commerce ACC.



**Figure 1-25 One-Hour Drive Times with the Addition of Monterey Park/Commerce Care Center**

Next, a new care center is proposed near Whittier, which would replace Downey. Downey has relatively old facilities, limited room for expansion, and a non-purpose built veterinary clinic. The kennel buildings do not enable best practices for efficient cleaning and sanitation. A Downey replacement care center in Whittier puts much of the Southeast and Southwestern portion of the San Gabriel Valley within 30 minutes of a care center.

<sup>119</sup> Excluding site acquisition costs.



**Figure 1-26 One-Hour Drive Times with the Addition of Whittier Care Center**

Downey would be decommissioned after Whittier is constructed. However, the exact timing of Downey's decommissioning should be assessed in relation to capacity needs of the LA Basin area and timing of replacement of the Carson/Gardena ACC.

#### **4.6.2 Priority 2 Actions**

*The second set of projects should be at Carson/Gardena, Baldwin Park, and Lancaster, as described below.*

Carson/Gardena should be the next priority because its animal intakes will not be significantly affected by the newly constructed Whittier and Monterey Park/Commerce Care Centers. After decommissioning Downey ACC, Carson/Gardena is the only care center serving the southwestern portions of the LA Basin. Carson/Gardena is an aging facility, due to lack of investment over time, whereas Baldwin Park has undergone recent renovations. The Carson/Gardena replacement should be in the same vicinity; while the current care center has site limitations, the geographic location is near many calls for service.

Like Carson/Gardena, the Baldwin Park Care Center has site limitations, but is well located geographically. The next priority is to relocate this care center to a better site in the vicinity. The existing care center should be converted to limited animal holding for DACC, provide spay/neuter services, and potentially be partially leased to another organization.

The existing Baldwin Park ACC has recently remodeled kennels that have sufficient capacity for DACC's court hold, quarantine, and other special intake cases in the LA Basin. The cat housing is also adequate for this use. After the new public service Baldwin Park Care Center is constructed, the existing facility should



be repurposed as an overflow facility that provides specialized animal holding and spay/neuter services to both shelter and public animals.

Lancaster's site has some room for expansion and there are many aged buildings that can be consolidated to improve site circulation. The next priority is the remodel/partial replacement of buildings on the site as summarized in Volume 2, Section 5.1. The projected intakes to Lancaster are increasing due to growth in the Antelope Valley. Additional animal housing in this remodel/replacement will increase capacity and reduce co-housing animals, providing safer, more sanitary enclosures.

#### **4.6.3 Priority 3 Actions**

*Projects at the Castaic and Agoura ACCs, as well as a new care center in the Northwest, are Priority 3 projects.*

Castaic has some dated infrastructure, but also a few buildings that are in reasonable condition. If the proposed developments in the Santa Clarita and Castaic area occur, there will also be increased intakes to the care center and the older infrastructure will be further strained. The land adjacent to the Castaic Care Center is county-owned (Sheriff) so there is potential to expand without acquiring additional property. This project should address capacity and circulation issues at the current care center. A detailed description of this project can be found in Volume 2, Section 5.1.

Agoura is missing several functions: community spaces, in-house clinic,<sup>120</sup> and ACO workspace. This care center has several buildings that are too small for current functions: cat housing, lobby, and spay/neuter clinic. A preliminary site analysis showed that the current care center has room for additional functions if remodeled as described in Volume 2, Section 5.1.

The final project should address the growth in the Northwest County. At the time of this report, one major development is planned in Centennial, the far Northwest corner of the county.<sup>121</sup> If this comes to fruition, there will be many people (and therefore companion animals) who do not have convenient access to a care center. The county should establish developer fees or other methods of collecting funding to address the growth from new developments.

### **4.7 Other Master Plan Recommendations**

#### **4.7.1 Emergency Response Infrastructure**

In addition to the care center improvements, the Master Plan analyses identified a current gap in DACC's abilities to respond to large-scale emergencies involving horses and livestock. Due to a relative lack of DACC facilities on the western side of the LA Basin and because Carson/Gardena is not set up for staging disaster response, the county needs a site for staging emergency supplies, materials, and temporary horse holding. No permanent facilities are required, but the emergency response location will need:

- Easy access to the western areas of the LA Basin and Rancho Palos Verdes.

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<sup>120</sup> Agoura has a small spay/neuter clinic, but no space to treat in-house animals.

<sup>121</sup> <http://planning.lacounty.gov/centennial>.



- Storage for supplies.
- A large flat site for setting up corrals, etc.
- Emergency generator.

#### **4.7.2 Operational Recommendations for DACC**

DACC operates a full-service animal care program over a vast land area, with numerous facilities and hundreds of staff. The team reviewed DACC's overall operations and has the following suggestions to optimize services over the planning period.

##### **Length of Stay**

DACC should monitor length of stay for animals, especially with the expectation that it may increase, and DACC may need to implement additional fast-track strategies for animals, host additional adoption events, and increase transfers out of the shelter to combat potential capacity problems exacerbated by potential increases to length of stay.

Length of stay for animals in care is an important driver of capacity requirements. For example, five dogs staying five days require 25 housing units, but five dogs staying 10 days require 50 housing units. In reviewing current length of stay for both dogs and cats, DACC's data is very reasonable. It is unlikely that DACC could further streamline a length of stay for animals given a portion of stay is allocated to mandatory minimum hold times.

This said, it is possible that adoptions will continue to increase in DACC Care Centers as they have in past years. For example, new behavior programs facilitate more adoptions for dogs while better housing and partnerships to increase neonate survival will likely increase adoptions for cats. Because the length of stay to adoption is greater for both dogs and cats than the length of stay to other outcomes, modest improvements in overall length of stay may be feasible with a focus on getting animals adopted. DACC should pilot programs and approaches to reduce length of stay to adoption.

##### **Animal Care and Animal Control Staff Efficiency**

The team recommends investigating opportunities to improve staffing efficiency at current facilities by adjusting workflow and keeping with industry standards.

##### **Continued Support of Industry Partners**

The team recommends DACC continue to cultivate support from its numerous industry partners. These partners contribute to successful outcomes for DACC's animals, especially in the context of current funding levels and limited facility resources.

##### **Building More Robust Volunteer Programs**

With DACC's new volunteer coordinator position, the team recommends increasing the number and organization of community volunteers wherever possible. Many organizations rely heavily on volunteers, and while this has challenges, volunteers help alleviate skilled staff burdens by performing mundane tasks





such as laundry and cleaning. Pima County, Arizona, for example, has 50,000 hours of volunteer time a year, which is approximately 28 DACC positions.<sup>122</sup>

#### **4.7.3 Recommended Short-Term Facility Improvements**

##### **Deferred Maintenance**

Many DACC Care Centers have buildings that will be obsolete by the year 2020. These buildings require attention to maintenance issues, since the cost of implementing deferred maintenance projects will increase over time due to inflation. Priority deferred maintenance projects, not tied to capital improvements, can and should be implemented to avoid unnecessary inflation and worsening conditions.

##### **Replacement of Failing Kennels**

The kennels at most care centers require updates to make them safer for both the staff and animals. Modern, cleanable kennels reduce the spread of disease and promote staff efficiency in cleaning. Kennel updates are either in progress through funding previously allocated or are included in the Master Plan. Kennel improvements should be fast-tracked for the benefit of the animals, since they may be re-used at new care centers if sized appropriately.

##### **Portals in Cat Caging**

Installing portals in cat caging will reduce feline stress and allow the cats to eliminate away from their food. Additionally, a cat can be moved to one side of a cage (by closing the portal) so staff can easily clean the other side without having to handle the cat. Portal installation was in progress at the time of publishing the Master Plan.

#### **4.7.4 Data Tracking Improvements**

While analyzing the Chameleon data provided by DACC for analysis, it became clear there are a few key areas that could be improved:

- Recording disease data/animal status.
- Consistency in Chameleon data input with regard to intakes as well as transfers and fosters.

Tracking diseases in animals is challenging and dogs have been classified as URI (Upper Respiratory Infection) interchangeably with Canine Infectious Respiratory Disease Complex (CIRDC). In general, this data seems to have reporting/data entry inconsistencies.

Examining the Chameleon exports, UC Davis found several intake and outcome permutations for dead on arrival and died, dead, or disposal outcomes. Reducing the options for staff makes analyzing the data easier.

Animal age also had a wide variety of inputs, ranging from very specific “10 months” to broad categories such as “adult” or “unweaned.” Again, simplifying options and providing guidance for input would improve the quality of data.

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<sup>122</sup> <http://webcms.pima.gov/cms/One.aspx?portalid=169&pageid=10658>

Using DACC 1,743 productive hours a year.



Size data for dogs is often missing. This information will help in programming new facilities and allow DACC to have a more accurate understanding of small dog versus large dog housing needs.

Foster and transfer data collection is not possible to analyze using DACC's current Chameleon data. It would benefit DACC operations to understand transfers among ACCs compared to outside organizations. Tracking foster animals would allow DACC to assess the success of the program.

#### **4.7.5 Flexible Methodology**

The Master Plan approach can be revisited to adjust the Master Plan before each major capital project. Annual intake trends and calls for service maps can be updated periodically to verify predicted trends are continuing. Cost estimates are largely based on the animal housing capacity at a care center; updating the capacity slightly provides a quick indication of changes in costs.

In five years, Los Angeles County should conduct an additional analysis of intakes and calls for service to confirm care center capacity in the Master Plan. North County growth should also be studied in detail to determine which, if any, of the projects identified in the Master Plan have been constructed and if any new developments have been proposed.

For all Master Plan Options, it is possible to shift service territory boundaries based on contract city status, new developments, and other factors that may change after this report is issued. A detailed study of animal intakes at each proposed new care center is recommended during programming to reconcile any changes to data and trends.

#### **LA Basin**

By retaining Baldwin Park as a hoarding/overflow facility, DACC can handle unpredictable intakes due to hoarding cases or changes in trends.

Additional intakes could be added to most of the new/replacement care centers in the LA Basin during programming without the care centers becoming large and overwhelming. The Master Plan animal care centers can scale as needed to handle minor changes in contract cities.

Modeling a "no growth" scenario for all care centers except those in the North County may in fact be too conservative, and intakes have the possibility of being significantly higher (or lower) than expected depending on trends and developments across Los Angeles County. To compensate for unknowns, the team recommends housing design strategies that will be flexible enough to provide solutions for intermittent high intakes. Double-compartment housing and providing a range of housing sizes are good initial approaches for designing flexibility.

#### **West County**

In the West County, the same flexible design strategies can be implemented to provide flexibility. Since improvements at Agoura are Priority 3 actions, they can be adjusted in terms of the spaces and scope if intakes change.

#### **North County**

Regarding North County growth, Master Plan Options 1 and 3 propose new care centers in the area to handle additional intakes as new developments are constructed. In either option, the care center priority and size can be adjusted based on the rate of growth.





## 5 Appendices

### 5.1 Definitions of Terminology Used in Animal Care

**Animal Care Center (ACC)** – Los Angeles Department of Animal Care and Control’s term for an animal shelter or care center. The facility that houses animals in an organization’s care.

**Animal Control Officers (ACOs)** – Los Angeles County Department of Animal Care and Control’s Officer. DACC employs sworn animal control officers who work within, and serve as a key component, of the community’s public safety program. ACOs answer requests for service and patrol neighborhoods seven days a week, 24 hours a day.

**Adoption** – The act of providing a home and care for a previously homeless animal.

**Back of house (BOH)** – This term generally refers to care center areas that are staff only. In facility design, these may be areas that have limited or no access to the public (examples: quarantine, isolation, medical areas, staff use areas, etc.). These areas of the facility are often accessible to the public during tours or with staff assistance when a community member is looking for a lost pet. This is sometimes termed “limited public access” or “no public access” areas.

**Capacity, physical or holding** – The number of physical holding spaces in single or group housing for animals within a facility.

**Community cat** – Unowned or semi-owned cat living in a community, regardless of socialization status. Also referred to as “free-roaming.”

**DACC** – Los Angeles County Department of Animal Care and Control. The seven ACCs serve unincorporated Los Angeles County and contracted cities with a combined total population of over 3 million residents. DACC provides animal control and rescue services 24 hours a day, seven days a week.

**Dominant breed** – The dog breeds listed, and mixes thereof, are considered dominant dog breeds and should be single-housed. Breeds include: Akita, American Pit Bull Terrier, American Staffordshire Terrier, Caucasian Mountain Dog, Chow, Dogo Argentino, Jindo, Neapolitan Mastiff, Pit Bull type dogs, Presa Canario, Rottweiler, Shar Pei, Staffordshire Bull Terrier, Tibetan Mastiff, and Tosa Inu.

**Euthanasia** – Euthanasia is derived from the Greek terms eu meaning good and thanatos meaning death. The term is usually used to describe ending the life of an individual animal in a way that minimizes or eliminates pain and distress. A good death is tantamount to the humane termination of an animal’s life. (From the AVMA Guidelines for the Euthanasia of Animals: 2013 Edition.)

**Fast tracking** – Pathway planning that prioritizes animals that are likely to appeal to a high percentage of adopters (e.g. due to age, breed, appearance, or behavior) for rapid movement through the care facility; this can free up space and resources for animals that appeal to a more select group of adopters.



**Five Freedoms** – The five freedoms of animal welfare are: 1) Freedom from hunger and thirst; 2) Freedom from discomfort; 3) Freedom from pain, injury, or disease; 4) Freedom to express normal behavior; and 5) Freedom from fear and distress.

**Hold periods** – Time periods that are required by state or local statute (ex: stray hold) or organization policy for animals entering the care facility. Can vary by intake type, species, age, care facility policy, etc.

### **Housing spaces**

Stray or hold – housing for healthy animals that are in a holding period such as stray hold, short-term confiscate hold, etc. May be limited public access or public access.

Adoption – housing for animals available for adoption. Public access.

Neonatal/special care/medical – housing for animals awaiting foster, animals that need additional time prior to being viewed by the public for adoption, and animals that need minor medical care but are not infectious. Generally, no public access.

Feral cat – housing that meets the needs of unsocial cats living outdoors. Often group housing in protected outdoor pens or group housing in quiet indoor spaces (can reduce stress and makes cleaning more efficient). Generally limited public access.

Isolation – generally housing for animals with diseases.

Quarantine – generally bite quarantine housing with average lengths of stay of 10-14 days.

### **Humane animal care facility housing**

Individual animal housing – two compartments that are of adequate size (two kennels, cages or rooms or combinations thereof) separated by some type of pass-through (guillotine/transfer door for dog kennels, portal for cat housing units). Double compartment housing is intended to house one care facility animal (exceptions: juvenile, nursing moms, bonded pairs). The expectation for length of time this housing will meet animals' needs in a care facility is approximately 10-14 days or less. Can be used for holding and adoption housing needs. Various housing sizes can be used depending on animal needs and location in the facility.

Group housing for cats – provide 18 sf of floor space/cat. Recommend small groups of up to about four to five cats.

Co-housing of bonded pairs of cats or dogs can be beneficial with adequate space and monitoring to ensure both animals have access to food and resources.

**Juvenile** – Usually a dog or cat that is less than five or six months of age.

**Live intake** – Animals that are entering the care facility that will need housing space.

**Live release rate** – Ratio of live outcomes to live intakes. The specifics of this calculation vary based on the organization.



**Length of stay (LOS)** – the number of days that an animal spends in a care facility from intake to outcome.

**National Animal Care & Control Association (NACA)** – The National Animal Care & Control Association (NACA) was formed in 1978 for the express purpose of assisting its members to perform their duties in a professional manner. NACA believes only carefully selected and properly trained animal control personnel can correct community problems resulting from irresponsible animal ownership. NACA's purpose is to preserve the Human/Animal Bond by insisting on responsible animal ownership.

**Neonate** – A puppy or kitten too young to be placed for adoption (less than six to eight weeks of age for kittens and less than eight weeks of age for puppies, depending on care center policy).

**No Kill** – Depending on the organization or community, “no kill” has been variously described as any of the following: A) No animals are ever euthanized, despite serious medical conditions or dangerous behavior; B) No adoptable or treatable animals are euthanized. Note that animals considered “treatable” can vary widely based on an organization’s resources and the medical or behavioral needs of the animal; C) No adoptable animals are euthanized; D) 90 Percent Live Release Rate.

**Outcome** – The method by which an animal leaves the care facility (e.g. reclaim, rescue, return to field, adoption, euthanasia). Over time the number of outcomes must equal the number of intakes.

**Owner surrender (OS)** – A pet relinquished to a care center by its owner.

**Open selection** – Care facility operations model that allows animals to be viewed and selected for adoption or rescue during their holding period. In many cases, open selection allows animals to be selected for adoption earlier (resulting in shorter lengths of care facility stay) compared to facilities that have separate hold and adoption housing areas. Operating a facility with open selection can help reduce needed housing spaces via reductions in average length of stay.

**“Other”** – For this report, “other” species intakes and outcomes are non-dog, cat, or livestock intakes. “Other” intakes may include rabbits, turtles, lizards, etc.

**Rescue** – Animal moves out of the care facility to a rescuer or rescue group.

**Return to owner (RTO)** – An outcome for animals in a shelter where the animal’s owner reclaims them at the shelter.

**Stray** – Animal found roaming at large, with or without evidence of ownership.

**Transfer** – In general, used to describe an animal that is moved from one care facility to another. Some care facilities may use it to describe animals that are rescued or moved off campus with a live outcome.



## 5.2 Laws and Mandates

### 5.2.1 Los Angeles Animal Care and Control Formation

On June 6, 1885, the county adopted a law establishing animal pound districts. But it was not until September 29, 1937, at the height of a statewide rabies epidemic in California, that the Los Angeles County Board of Supervisors established a Pound Department. The new department was created in direct response to the fact that 1,700 rabies cases were reported in Los Angeles County that year.

By 1945, it had become apparent that the humane societies could no longer meet the growing animal housing and care needs of the county. The county's first animal care facility (in Downey) opened on July 1, 1946.

In January 1968, the Pound Department name was changed to the Department of Animal Control. During this period the Department was given the responsibility for licensing and regulating pet kennels, pet shops, and other animal-related businesses.

In 1978, the Department was renamed Animal Care and Control to reflect its increasing professionalism and commitment to animal care. The Department has steadily increased its services to the community. Modernly, the Department performs a wide variety of duties within two primary functions—animal law enforcement, and animal sheltering and adoptions.

### 5.2.2 DACC Mandated Services and Activities

#### Rabies Prevention and Control

Rabies control is a critical element for any animal care and control program, and DACC is no exception. Per Los Angeles County Title 10, DACC:

- Must enforce rabies vaccination laws.
- License dogs to ensure compliance with rabies vaccination requirements.
- Must report cases of suspected rabies to the Public Health Department.
- Must contain confirmed cases of rabies as directed by the Public Health Department.
- House biting animals under quarantine for rabies observation as directed by Public Health Officer.
- Report rabies control activities.

Relevant California State Law
Duty to Maintain an Animal Shelter System and Rabies Control Program: Health and Safety Code 121690 (e)

#### Enforce Dangerous Dog Laws

DACC responds to threatening, dangerous, or potentially dangerous animals and animal nuisances. This includes:

- Potentially rabid or biting animals.



- Fighting animals.
- Dogs harassing livestock.
- Unrestrained animals.

DACC can impose conditions on the owners of potentially dangerous or vicious dogs, such as, but not limited to:

- The dog must be licensed and microchipped, spayed, and neutered.
- The dog must complete an obedience course.
- The dog must be kept in an escape-proof locked enclosure.
- The USPS and utility companies must be notified of the presence of the dog.
- The owner may take the dog off premises only if it is leashed and muzzled.
- The owner must notify DACC if an attack has occurred.
- The owner may be required to maintain liability insurance.

Additionally, DACC may collect fees for impounded animals determined to be potentially dangerous or vicious.

#### Enforcement of Mandatory Spay and Neuter Programs

Los Angeles County Title 10 and California State Law require animals to be spayed or neutered prior to adoption. Los Angeles County Title 10 requires all cats and dogs to be spayed and neutered, with some exceptions. DACC currently provides spay and neuter for animals prior to adoption, or if the care center does not have a spay/neuter clinic, provides adopters with a spay/neuter voucher. DACC also enforces mandatory spay and neuter programs within the community:

- DACC must spay or neuter impounded unaltered animals (at owner's expense) or must provide options for spay/neuter of the animal at another facility within a specific timeframe.
- Owner must submit the verification of spay/neuter within 10 days after surgery.
- DACC must charge unaltered impoundment fine of unaltered stray animals to the owner.

<b>Relevant California State Law</b>	<ul style="list-style-type: none"> <li>• Spay and Neuter of Dogs: Food and Agriculture Code 20503</li> <li>• Spay and Neuter of Cats: Food and Agriculture Code 31751; 31751.3</li> <li>• Fines for Unneutered Impounded Animals: Food and Agriculture Code 30804.7; 31751.7</li> </ul>
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#### Licensing and Enforcement

Per Los Angeles County Title 10, DACC provides the following services:

- Animal Licensing (issuing licenses, collecting fees, enforcement) for dogs, cats, wild animals (under certain circumstances), and pygmy pigs.



- Licensing of all animal facilities listed in Title 10 Section 10.90.010.
- Collection of fees from persons with livestock running free.
- Collection of spay/neuter deposit fees from adopters (per California State Law).
- Collection of fees from people retrieving their animals from DACC custody (ex: stray reclaim fee).
- Notices and citations of specific animal noise and nuisance complaints.

### Facility Licensing

DACC is the entity charged with overseeing the lawful management of other animal facilities in the county within its jurisdiction. As such, they must maintain the animal facility licensing programs<sup>123</sup> under Los Angeles County Title 10:

- It is unlawful to keep more than four dogs or five cats without a facility license.
- It is unlawful to keep any guard or attack dog without a facility license.
- Collection of fees set forth in Los Angeles County Title 10 Section 10.90.010.

### Abandoned and Neglected Animals and Related Animal Holding Requirements

Los Angeles County Title 10 requirements are clarifications of DACC's duties to comply with state laws as they apply to the care and housing of animals. Per these local and state laws and requirements, DACC must:

- Enforce the California Penal Code provisions relating to the inhumane treatment of animals.
- Enforce the law regarding abandoned or neglected animals, and care for or dispose of the animals in accordance with law.
- Notify traceable owners of the location of their animal within 48 hours of seizure.
- Respond to injured and/or sick animals, as well as animals inside a vehicle.

DACC must hold animals as follows to comply with California State Law and Los Angeles County Title 10. Note that these mandated holding periods drive facility animal housing requirements.

- Stray Animals without Known Owner: Three days for stray dogs (not including day of impoundment) per Food and Agriculture Code with some exceptions to allow for three days not including day of impoundment.
- Stray Animals with Known Owner: Ten days.
- Relinquished animals cannot be euthanized for three days, but they can be adopted immediately.

<sup>123</sup> These are collected annually and require an annual inspection.



DACC must pick up dead animals in some circumstances (ex: from the roads, with unknown owner). This amounts to around 68,000 deceased animals per year.<sup>124</sup>

<b>Relevant California State Law</b>	<ul style="list-style-type: none"> <li>• Impoundment of Dogs in Violation: Health and Safety Code 121690 (d)</li> <li>• Animal Ownership Determination Duties: Penal Code 597.1 (1)</li> <li>• Duty to Retain Custody of Impounded Animals: Penal Code 597.1 (1)</li> </ul>
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### 5.2.3 Relevant California Laws

**Table 1-23 List of California Laws Regarding Animal Care and Control**

Law	Section	Topic	Notes
<b>Penal Code</b>	California Statute 597	Animal Cruelty Permitting Animals to Go Without Care Forfeiture	
<b>Penal Code</b>	California Statutes 597 1,2 and f	Abandonment/Neglect of Animals	Requires officers to rehome or euthanize stray or abandoned animals. Holding period for animals without care. Hearings and duty to notify owner/caretaker. Records of impounded injured animals.
<b>Penal Code</b>	597.5	Dog Fighting	
<b>Health/Safety Code</b>	121875 – 121945	Rules Re: Guard or Tracking Dogs	
<b>Penal Code</b>	Title 10 "Dog Bite Laws," 398 - 399.5	Dog Bite Laws	
<b>Food &amp; Agric. Code</b>	30503	Altering/Deposit Requirements for Dogs	
<b>Government Code</b>	38792	Authority to License Dogs	
<b>Food &amp; Agric. Code</b>	30804.5	Half Fee for Spayed or Neutered Dogs	
<b>Food &amp; Agric. Code</b>	30804.7; 31751.7	Unneutered Impounded Animals; Fines	
<b>Food &amp; Agric. Code</b>	31105	County Provision for Impoundment County Provision for Euthanasia	
<b>Food &amp; Agric. Code</b>	31601 - 31683	Dangerous and/or Vicious Dogs	Rules and regulations. Section 31625 allows for seizures of

<sup>124</sup> 56,300 by DACC staff and 11,200 by D&D Pet Services.





			dogs posing an immediate threat.
<b>Food &amp; Agric. Code</b>	31750 – 31766	Consolidated Cat Laws	Possession requirements for non-domestic cats, vaccination/impound procedures for domestic cats, holding periods, and legislative policy re: feral cats.
<b>Penal Code</b>	California Statutes 597kj	Cock Fighting	
<b>Penal Code</b>	597t-w	Impound—Confined Areas and Duty to Retain Custody Euthanasia Methods	Animals must be kept in an enclosed area and provided with an adequate exercise area.
<b>CA Gov. Code</b>	8698	California Emergency Management Agency	Standardization of Emergency Response Team
<b>Penal Code</b>	398-399.5	Consolidated Dog Laws	Control of dogs, licensing, euthanasia, and seizure of dogs, also laws re: vicious dogs.
<b>Health/Safety Code</b>	121575	Consolidated Dog Laws	
<b>Food &amp; Agric. Code</b>	30501	Consolidated Dog Laws	
<b>CA Family Code</b>	6320-6327	Domestic Violence	The court <sup>125</sup> may take possession of animals if shown good cause.
<b>Penal Code</b>	599	Policy Re: Euthanasia of Adoptable Animals	It is the policy of the state not to euthanize adoptable animals.
<b>Business and Professional Code</b>	7582.5	Local Regulations and Ordinances	Allows local authority to impose additional requirements.
<b>Health/Safety Code</b>	121690	Rabies Prevention	Requires licensing, rabies vaccinations, allows impound for violations.
<b>Health/Safety Code</b>	122331	Spay/Neuter	Intent to permit cities and counties to eliminate irresponsible breeding of animals.
<b>Business and Professional Code</b>	4800-4917	Veterinary Practice Laws	Licensing, veterinary board, veterinary records,

<sup>125</sup> Not DACC.



			disciplinary actions; premises to be registered with board.
<b>Business and Professional Code</b>	CCR: 2039	Euthanasia Training	
<b>Penal Code</b>	12002	Baton Training	
<b>Food &amp; Agric. Code</b>	31251	Impoundment Fees	
<b>Food &amp; Agric. Code</b>	30652	Disposition of Fees and Fines	
<b>Food &amp; Agric. Code</b>	17006	Medical Exceptions to Holding Periods	
<b>Food &amp; Agric. Code</b>	31108	Dog Holding Period	
<b>Food &amp; Agric. Code</b>	31753-4; 31108.5	Holding Period for Specified Animals, Relinquished Animals	
<b>Civil Code</b>	1834, 1846, 1847, 2080	Depository Duties	
<b>Food &amp; Agric. Code</b>	17003, 31107, 32001	Notice Requirements	
<b>Govt. Code</b>	53074	Dog Seizure and Impoundment on Private Property	
<b>Public Health</b>	CCR: 2606	Isolation and Examination of Rabid or Biting Animals; Animal Contacts; Vaccination; Rabies Activities Reporting	
<b>Food &amp; Agric. Code</b>	32001, 32003	Lost and Found Animal Information Requirements; Specified Records	



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COUNTY OF LOS ANGELES, CALIFORNIA

VOLUME 2

# DEPARTMENT OF ANIMAL CARE AND CONTROL

FACILITIES MASTER PLAN **NOVEMBER 2019**





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ANIMAL ARTS  
architecture • animals • people

Department of Animal Care and Control  
Facilities Master Plan

**Volume 2 - REFERENCE  
MATERIALS**

Prepared by:

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Chief Executive Office

Department of Animal Care and Control

Department of Public Works





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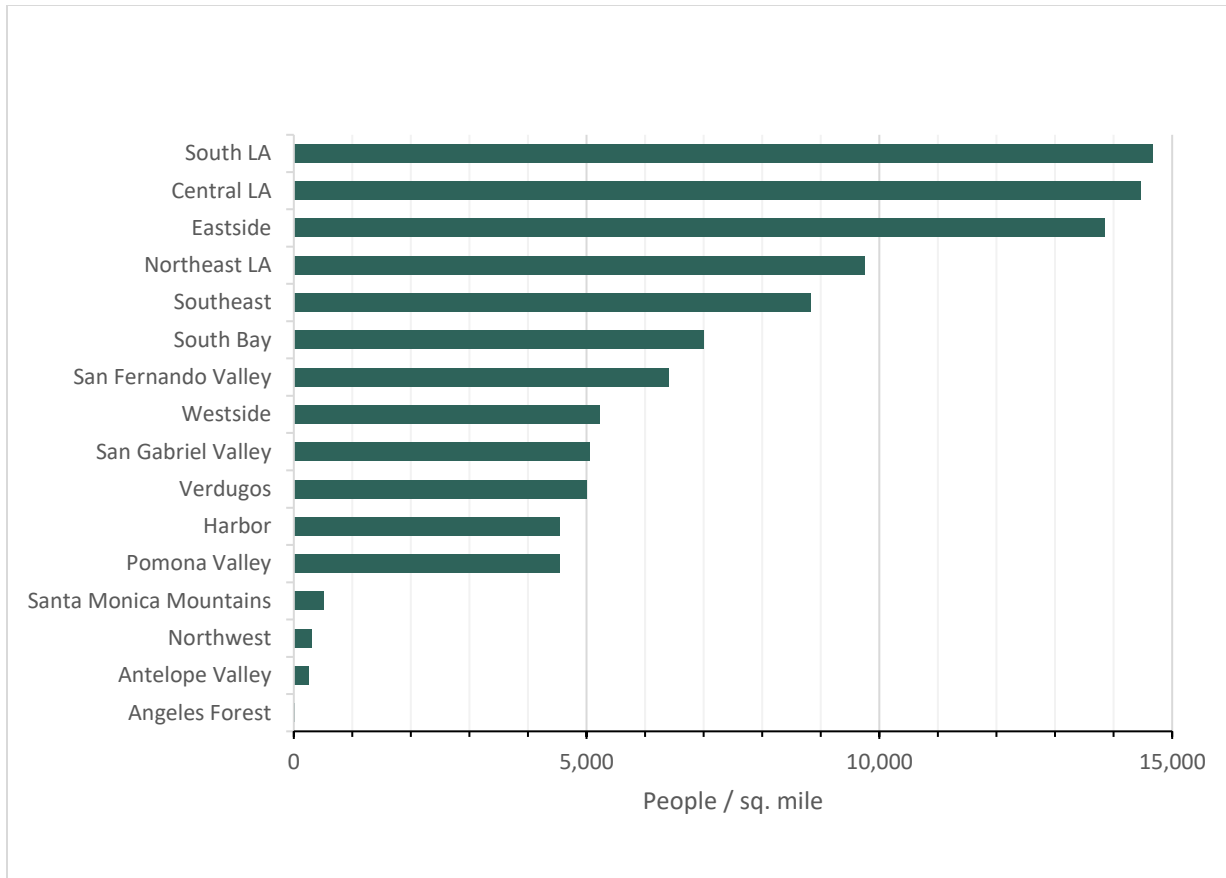
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# 1 Additional Figures

## 1.1 Demographics

Population density varies considerably throughout Los Angeles.

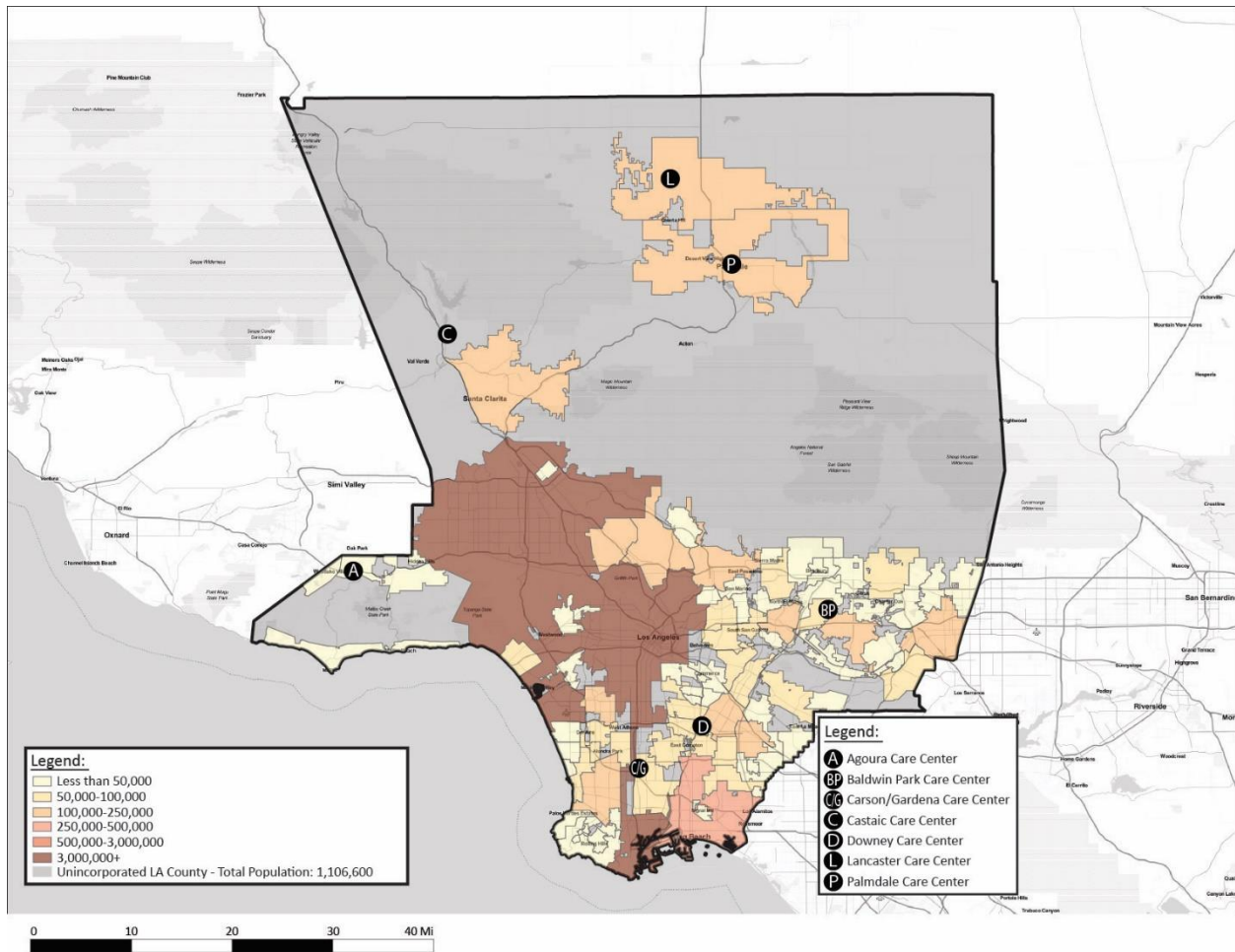


**Figure 2-1 Los Angeles Population Density by Region<sup>126</sup>**

Projected population density in 2020 within Los Angeles County is concentrated in San Fernando Valley, Westside, Central LA, and South LA.

<sup>126</sup> Source: <http://maps.latimes.com/neighborhoods/>.



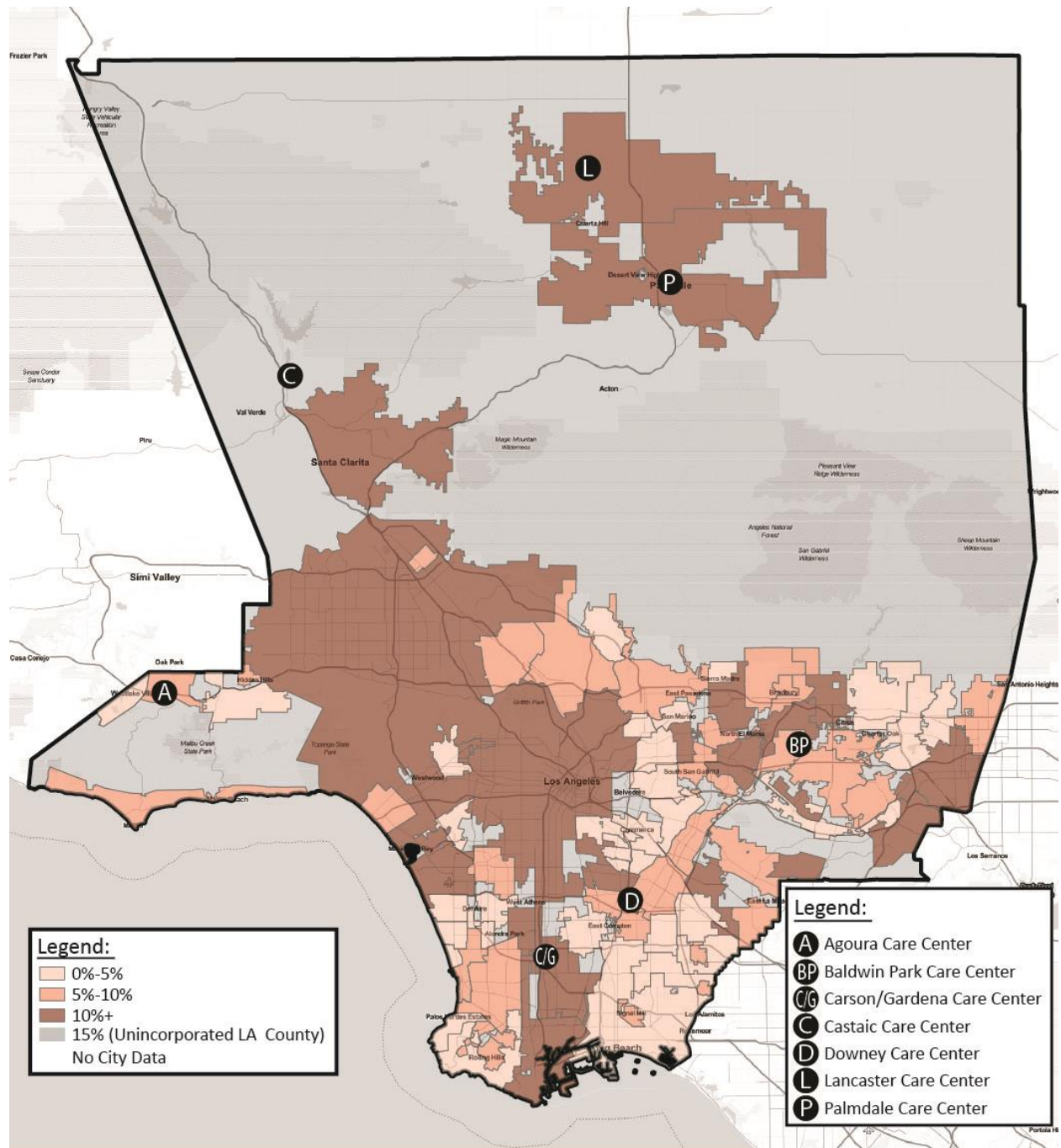


**Figure 2-2 Los Angeles County Population by City - 2020<sup>127</sup>**

Growth from 2020 to 2040 is predicted in Antelope Valley, Santa Clarita, as well as many currently dense, urban areas.

<sup>127</sup> Source: (Southern California Association of Governments (SCAG), 2015).





**Figure 2-3 Los Angeles County Estimated Population Growth by City 2020-2040<sup>128</sup>**

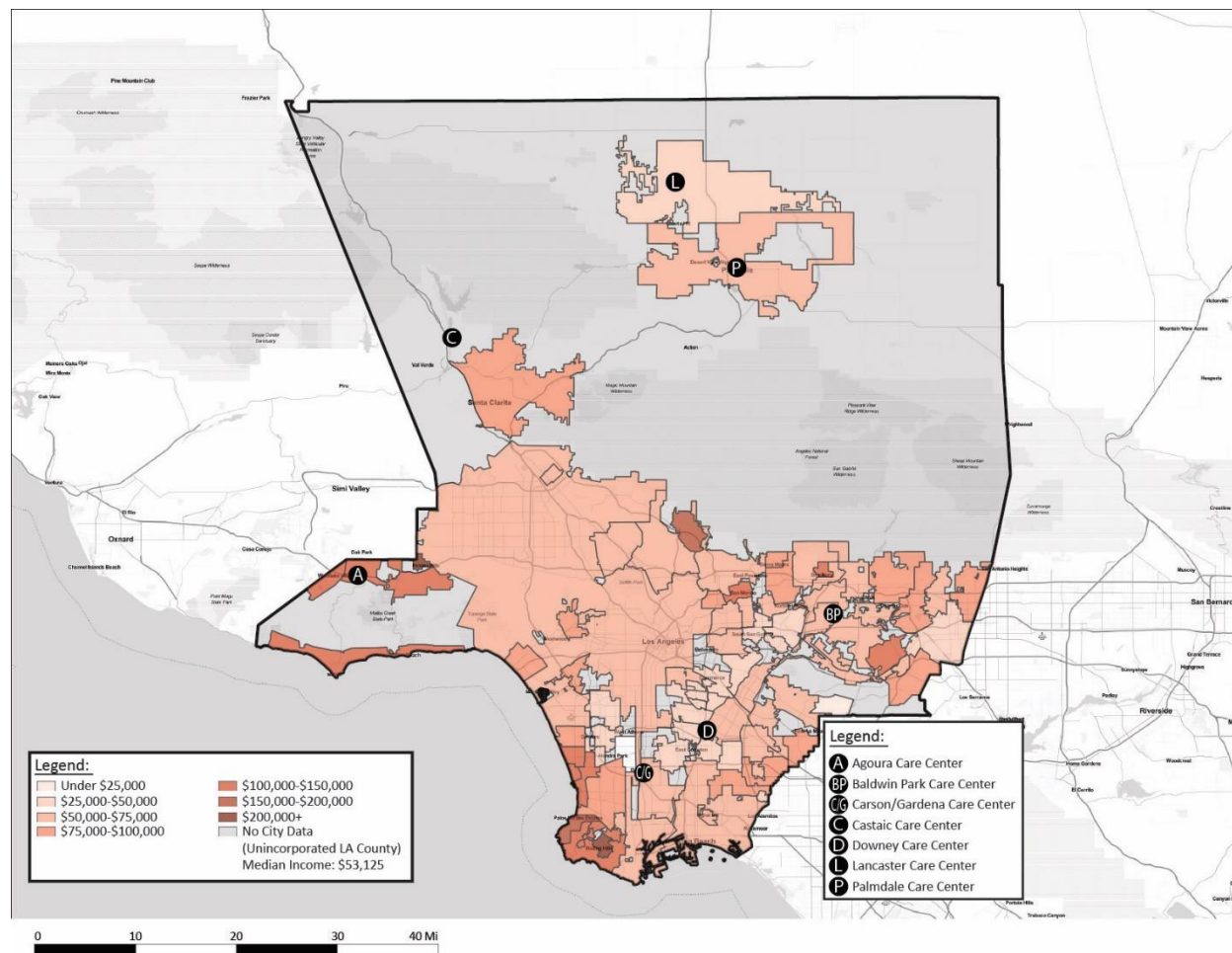
<sup>128</sup> Source: (Southern California Association of Governments (SCAG), 2015).





Population data is not available by smaller area breakouts for unincorporated Los Angeles County; however, SCAG cites a 15 percent growth on average from 2020-2040.<sup>129</sup>

Household income is higher on the coast and in the foothills. Lower income areas are in Lancaster and northwest of I-110 and I-405.



**Figure 2-4 Los Angeles County Household Income by City<sup>130</sup>**

<sup>129</sup> [http://www.scag.ca.gov/Documents/2016\\_2040RTPSCS\\_FinalGrowthForecastbyJurisdiction.pdf](http://www.scag.ca.gov/Documents/2016_2040RTPSCS_FinalGrowthForecastbyJurisdiction.pdf).

<sup>130</sup> Source: 2015 Census Bureau.

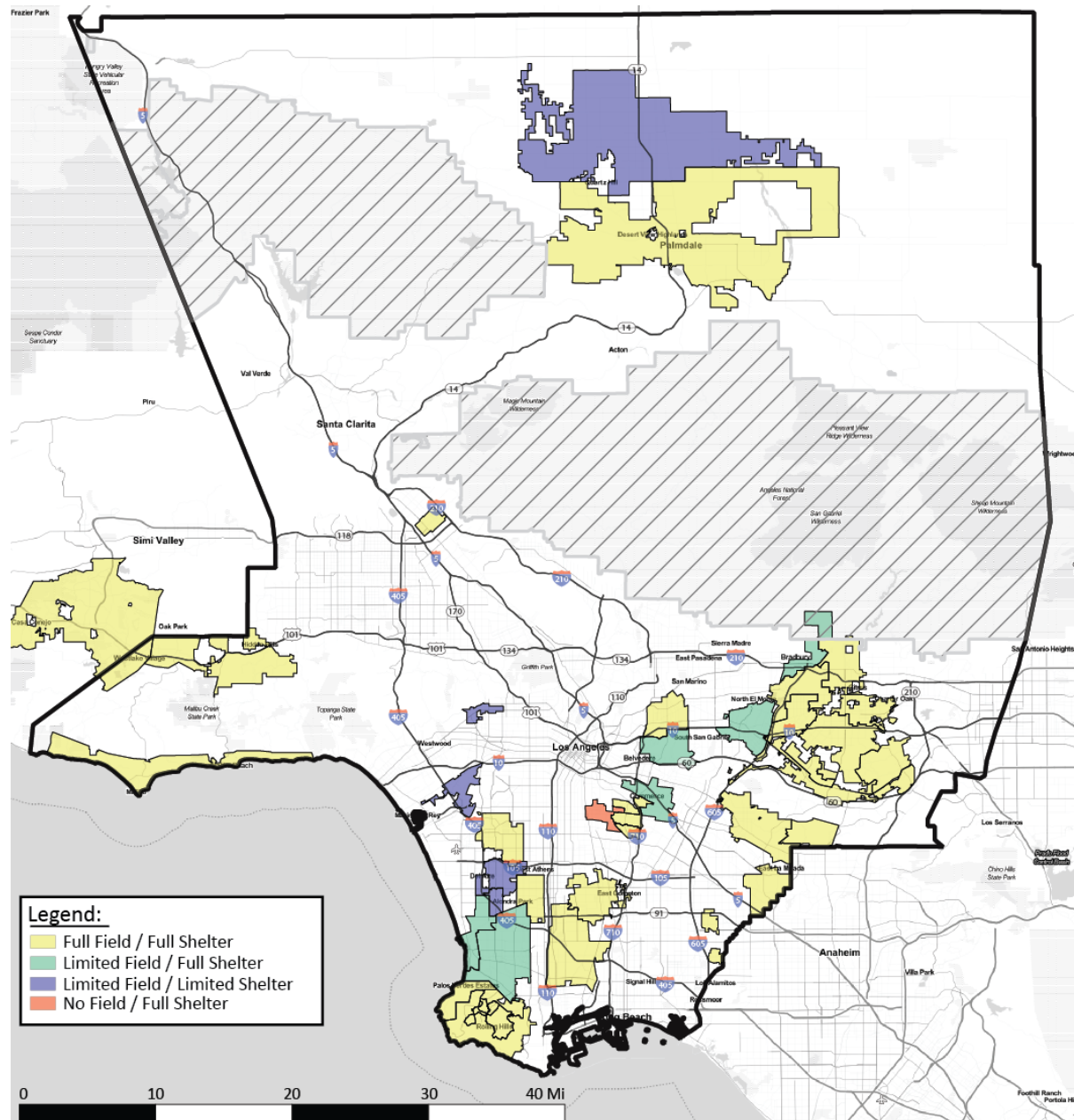




## 1.2 Current DACC Service Territory

### 1.2.1 Contract City Locations

Contract cities by level of services. Recent changes to contract cities (Section 1.2.2) are not shown below.



**Figure 2-5 DACC Services Provided to Contract Cities**



### 1.2.2 Recent Changes to Contract Cities

Contracts with cities change, creating an evolving picture of DACC's service area. The following two charts provide a summary of recent changes, as of December 2018, to the services DACC provides to contract cities.

**Table 2-1 Recent Changes in Contract Cities—Added Services**

Fiscal Year	Contract City	Change	DACC Services FY12/13 Total Intakes
2012/2013	Monterey Park	Added City	815
2012/2013	Azusa	Added City	877
			<b>Total 1,692</b>

In the 2014-2016 fiscal years, the following contract cities terminated portions of, or all their services, resulting in about 3,200 fewer animals housed in DACC's Care Centers. Contract cities lost from 2015 to 2016 reduced DACC intakes by only 5 percent.

**Table 2-2 Recent Changes in Contract Cities – Reduced Services**

Fiscal Year	Contract City	Change	DACC Services Total Intakes
2014/2015	Bradbury	Terminated Contract	19
2014/2015	Hermosa Beach	Terminated Contract	32
2015/2016	Rosemead	Terminated Contract	648
2015/2016	Lynwood	Terminated Contract	2,153
2015/2016	Hawthorne	Stopped Sheltering; Limited Services	352
			<b>Total 3,204</b>

The Cities of Covina, Duarte, and West Covina canceled contract services with DACC on June 30, 2019, which resulted in approximately 2,700 fewer annual animal intakes. The Cities of Gardena and Carson have modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering. The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field service to only limited field services from the County. These changes were discovered at substantial completion of the Master Plan.



### 1.2.3 DACC Detailed Current Service Area

The contract cities and unincorporated area zip codes are currently distributed as follows.

Carson/Gardena		
Contract Cities		
Carson <sup>131</sup>	Lawndale	Redondo Beach
Culver City	Lomita	Rolling Hills
Gardena <sup>131</sup>	Palos Verdes Estates	Rolling Hills Estates
Hawthorne	Rancho Palos Verdes	Torrance
Inglewood		West Hollywood
Unincorporated Areas in these Zip Codes		
90008	90066	90304
90025	90073	90501
90036	90210	90502
90043	90230	90506
90044	90249	90710
90045	90250	90731
90047	90260	90732
90056	90274	91608
90061		

Downey		
Contract Cities		
Alhambra	Compton	La Mirada
Artesia	Cudahy	Maywood
Bell	Hawaiian Gardens	Monterey Park
Commerce	Huntington Park	Whittier
	La Habra Heights	

<sup>131</sup> The Cities of Gardena and Carson have modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering. The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field service to only limited field services from the County.



Unincorporated Areas in these Zip Codes		
90001	90221	90604
90002	90222	90605
90022	90248	90606
90023	90255	90631
90058	90262	90703
90059	90280	90808
90063	90601 (Downey and Baldwin Park)	91745 (Downey and Baldwin Park)
90220	90602	

Baldwin Park		
Contract Cities		
Azusa Baldwin Park Covina <sup>132</sup> Duarte <sup>132</sup>	El Monte Industry Irwindale	La Puente Walnut West Covina <sup>132</sup>
Unincorporated Areas in these Zip Codes		
90601 (Downey and Baldwin Park)	91711	91768
90640	91722	91770
90660	91723	91773
91001	91724	91775
91006	91733	91776
91007	91740	91780
91010	91741	91789
91011 (Baldwin Park and Palmdale)	91744	91791
91016	91745 (Downey and Baldwin Park)	91792
91020	91746	92397 (Baldwin Park and Palmdale)
91023	91748	92821
91024 (Baldwin Park and Palmdale)	91750	92823
91104	91759	93550 (Baldwin Park, Castaic, and Palmdale)
91107	91765	93553 (Baldwin Park and Palmdale)
91214 (Baldwin Park and Palmdale)	91767	93563 (Baldwin Park and Palmdale)
91702		

Agoura	
Contract Cities	
Agoura Hills Calabasas Hidden Hills	San Fernando Thousand Oaks Westlake Village

<sup>132</sup> The Cities of Covina, Duarte, and West Covina cancelled their contracts with the Department on June 30, 2019.



Malibu		
<b>Unincorporated Areas in these Zip Codes</b>		
90263	91304	91364 91381 (Agoura and Castaic) 91382 (Agoura and Castaic)
90265	91307	
90290	91311	
91301	91326	
91302	91361	

<b>Castaic</b>		
<b>Contract Cities</b>		
Santa Clarita		
<b>Unincorporated Areas in these Zip Codes</b>		
91321	91355	91390
91342 (Castaic and Palmdale)	91381 (Castaic and Agoura)	93510
91350	91382 (Castaic and Agoura)	93532 (Castaic and Lancaster)
91351	91384	93543 (Castaic and Palmdale)
91354	91387 (Castaic and Palmdale)	93550 (Castaic, Baldwin Park, Palmdale)

<b>Lancaster</b>		
<b>Contract Cities</b>		
Lancaster		
<b>Unincorporated Areas in these Zip Codes</b>		
93532 (Lancaster and Palmdale)	93535 (Lancaster and Palmdale)	93243
93534	93536	

<b>Palmdale</b>		
<b>Contract Cities</b>		
Palmdale		
<b>Unincorporated Areas in these Zip Codes</b>		
91011 (Palmdale and Baldwin Park)	92397 (Palmdale and Baldwin Park)	93551 93552 93553 (Palmdale and Baldwin Park) 93563 (Palmdale and Baldwin Park) 93591
91024 (Palmdale and Baldwin Park)	93523	
91042	93535 (Palmdale and Lancaster)	
91214 (Palmdale and Baldwin Park)	93543 (Palmdale and Castaic)	
91342 (Palmdale and Castaic)	93544	
91387 (Palmdale and Castaic)	93550 (Palmdale, Baldwin Park, and Castaic)	



### 1.3 Animal Intakes and Outcomes

#### 1.3.1 Impact of DACC Contract with Pasadena Humane Society

DACC contracts with Pasadena Humane Society (PHS) to house 1,530 dogs and cats a year. These animals are only 3 percent of DACC 2016 annual intakes. Although these dogs and cats are a small percentage of DACC annual intakes, the contract with PHS serves areas that are hard for DACC ACO to reach within an hour drive.

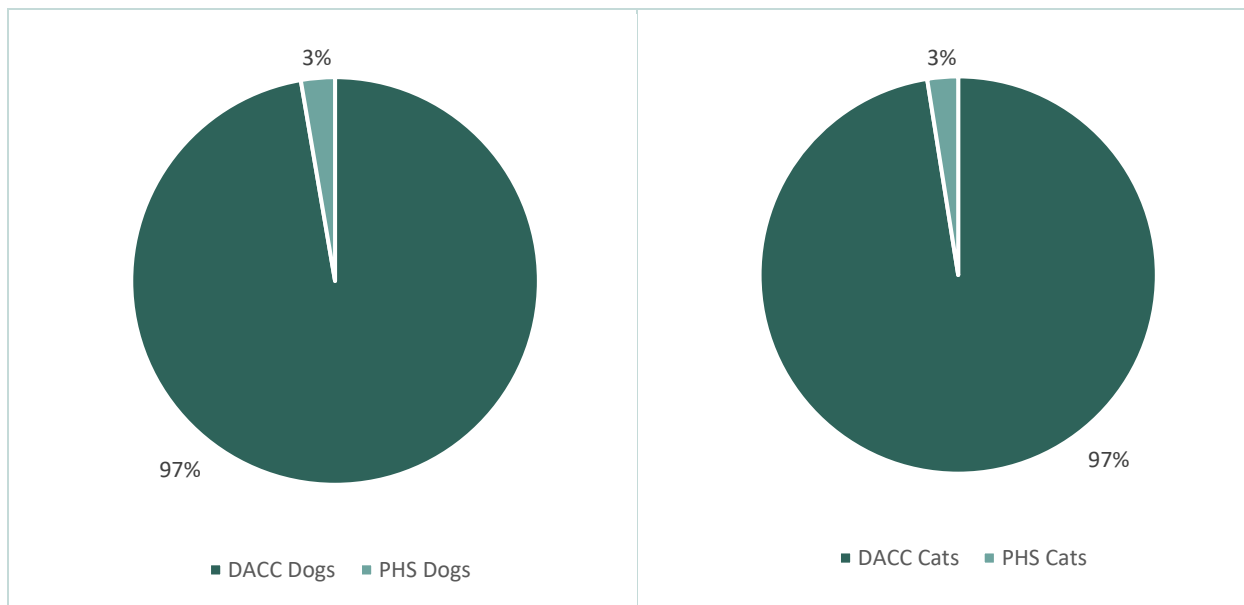


Figure 2-6 DACC and PHS Dog and Cat Annual Intakes 2016

#### 1.3.2 DACC Intake Trends by Species

Detailed Comparison of Intakes in California versus Los Angeles shows that dog intakes per 1,000 people is slightly lower for the Los Angeles area versus the state. For cats, the average intake per 1,000 for Los Angeles County is slightly higher than the state, and cat intakes per capita have not decreased as quickly as they did for California overall.



**Table 2-3 Los Angeles County and California Intake per Capita**

	<b>California Dog Intake per 1,000 Average 2015</b>	<b>Los Angeles County Dog Intake per 1,000 Average 2015</b>
	9.5	9
	<b>California Cat Intake per 1000 Average 2015</b>	<b>Los Angeles County Cat Intake per 1,000 Average 2015</b>
	7.9	8.7
	<b>California Dog Intake per 1,000 Average 2011</b>	<b>Los Angeles County Dog Intake per 1,000 Average 2011</b>
	12.9	13.2
	<b>California Cat Intake per 1,000 Average 2011</b>	<b>Los Angeles County Cat Intake per 1,000 Average 2011</b>
	14.4	10.4
<b>Dog Change</b>	-26%	-32%
<b>Cat Change</b>	-45%	-16%

#### Dog Intake Trends

The following map shows dog intakes per capita and high concentrations in the Northeast part of Los Angeles County.





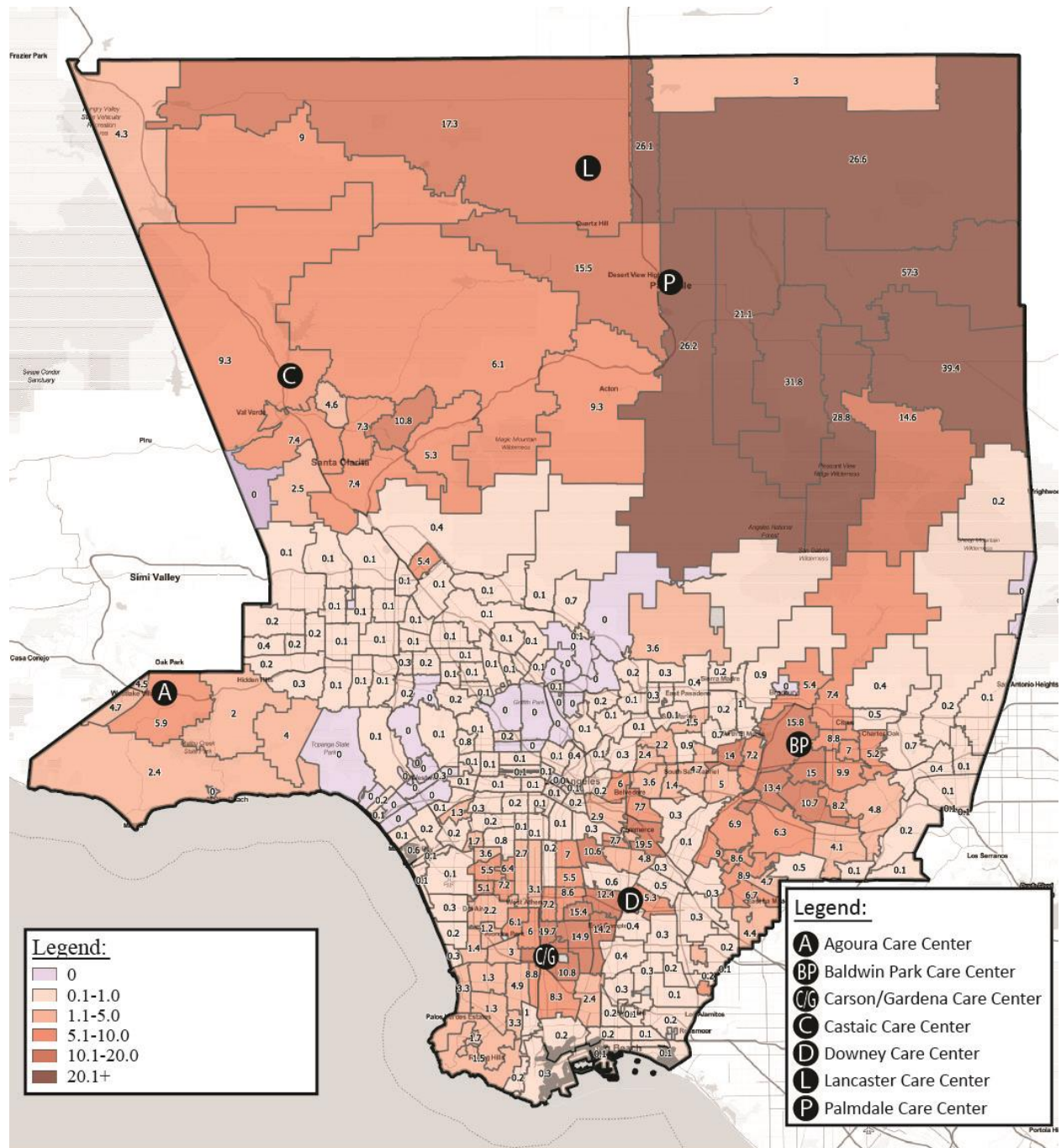


Figure 2-7 Dog Intakes per 1,000 Capita by Zip Code: 2014-2016 Average<sup>133</sup>

<sup>133</sup> Source: (Southern California Association of Governments (SCAG), 2015). The project team examined intakes, outcomes, and calls for service data by zip code because zip code information was documented in both DACC's data tracking system, Chameleon, as well as GIS software. While zip codes do not align perfectly with DACC's service boundary, the data provides a good proxy and aligns with population data sources.



## Cat Intake Trends

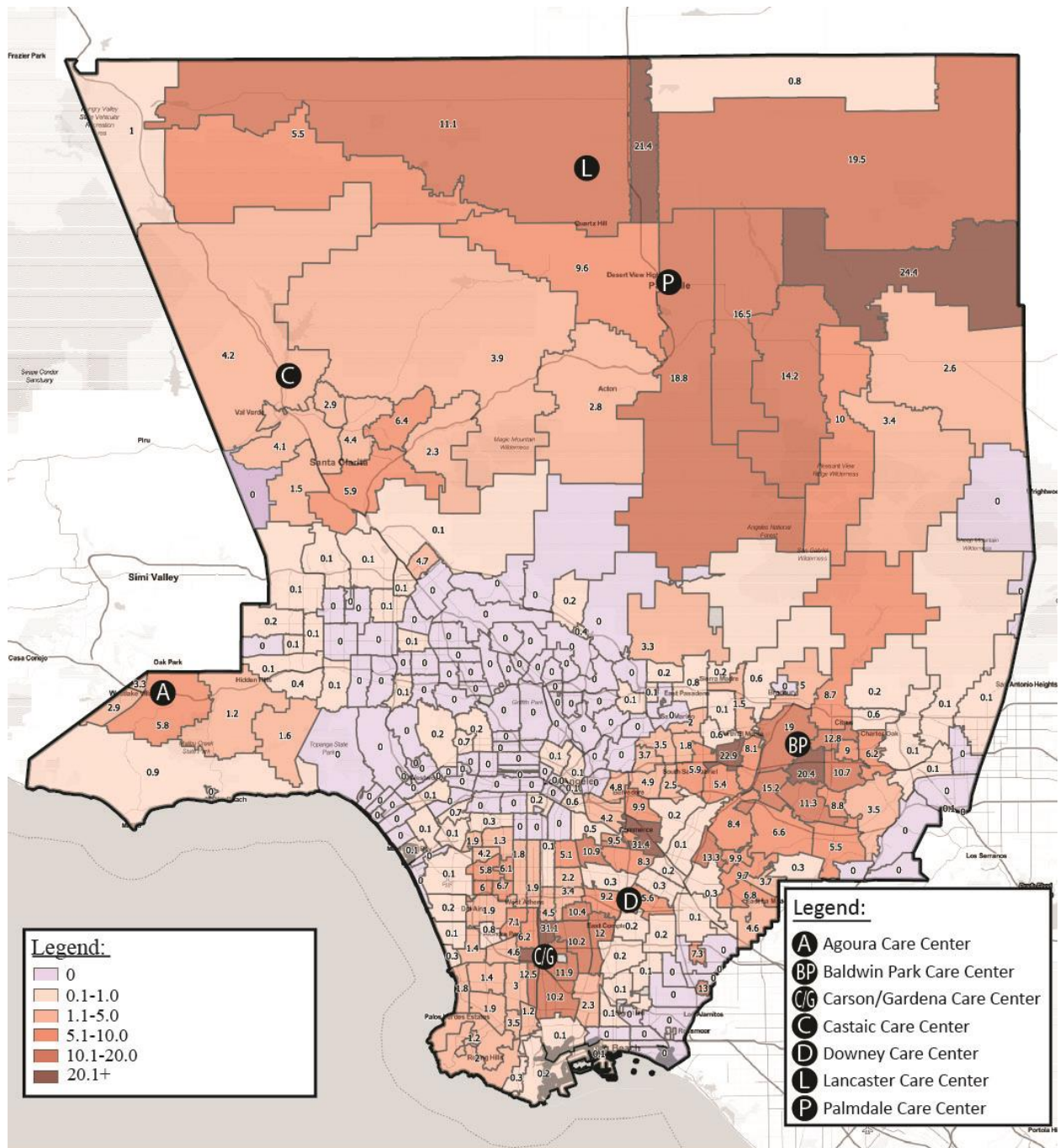
The rate of decreases in cat intakes in Los Angeles County has been less steep compared to California counties overall (16 percent versus 21 percent), suggesting there may be room for further decrease in cat intakes in the future. Nearly 90 percent of cats admitted to DACC are “strays,” but these “strays” are likely unowned, feral, or semi-owned cats. Therefore, trends in population, and corresponding pet ownership, may have less effect on cat intake than on dog intake where strays are typically owned.

However, population growth leading to increased urbanization may lead to no change or even a decrease in intakes on a per thousand capita basis for cats because urbanization tends to depress feral or unowned cat populations. In suburbanizing areas, feral or unowned cat populations are higher on a per thousand capita basis due to the increasing interface between human habitation and unowned populations.

Therefore, the team assumes no growth in intakes for cats in the LA Basin, and some growth in the North County, which is suburbanizing, rather than urbanizing.

Cat intakes per capita are high in several locations across Los Angeles County as seen in the map below. These areas of high intake align with the assumption of increasing cat intakes in the suburbanizing North County.





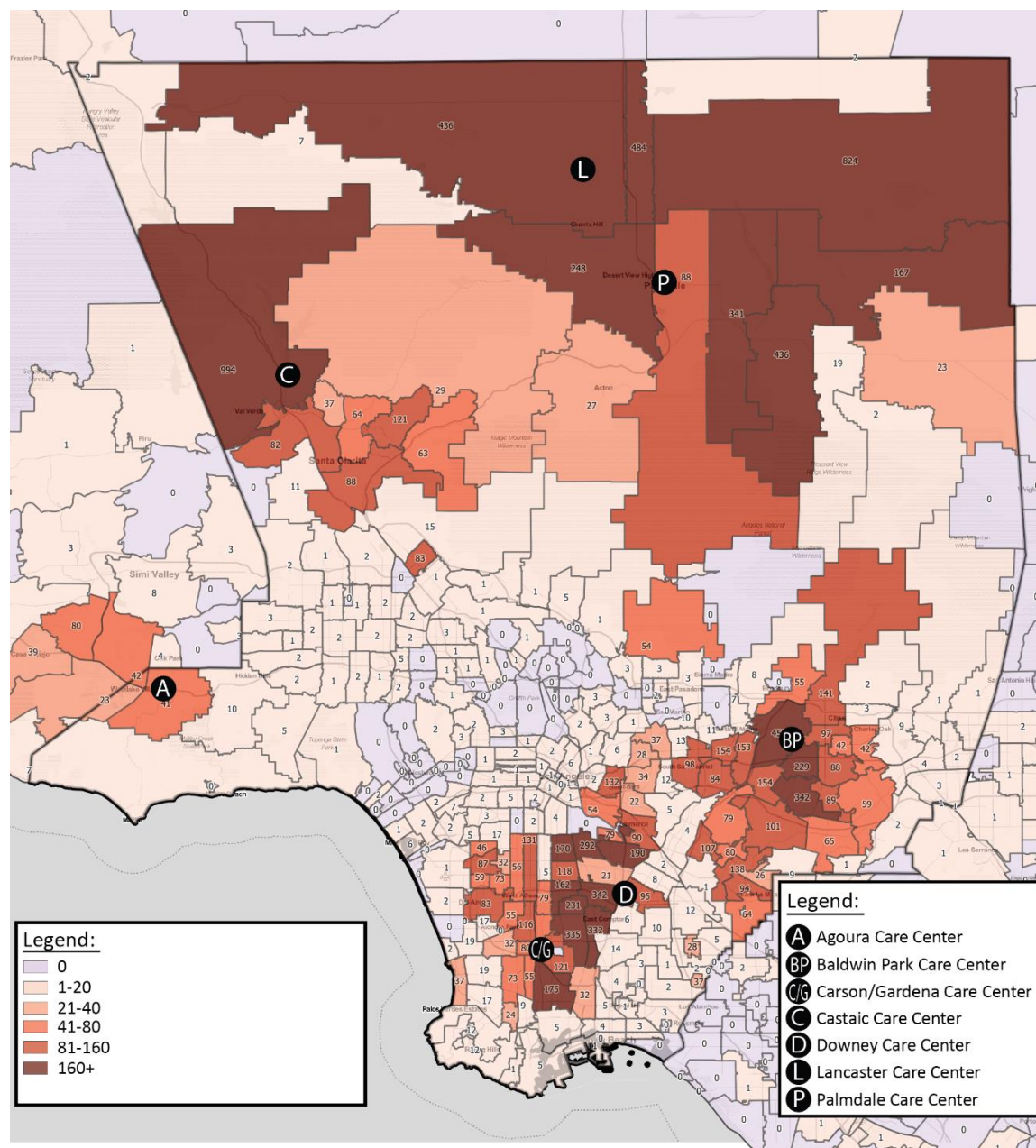
**Figure 2-8 Cat Intakes per 1,000 Capita by Zip Code: 2014-2016 Average<sup>134</sup>**

<sup>134</sup> Source: (Southern California Association of Governments (SCAG), 2015). The project team examined intakes, outcomes, and calls for service data by zip code because zip code information was documented in both DACC's data tracking system, Chameleon, as well as GIS software. While zip codes do not align perfectly with DACC's service boundary, the data provides a good proxy and aligns with population data sources.





Dominant breeds and Chihuahuas are often concentrated in the same areas. For DACC, the Antelope Valley and Castaic areas have a high number of these intakes. In LA Basin, there is a concentration around Baldwin Park as well as between I-110 and I-710 in South LA.

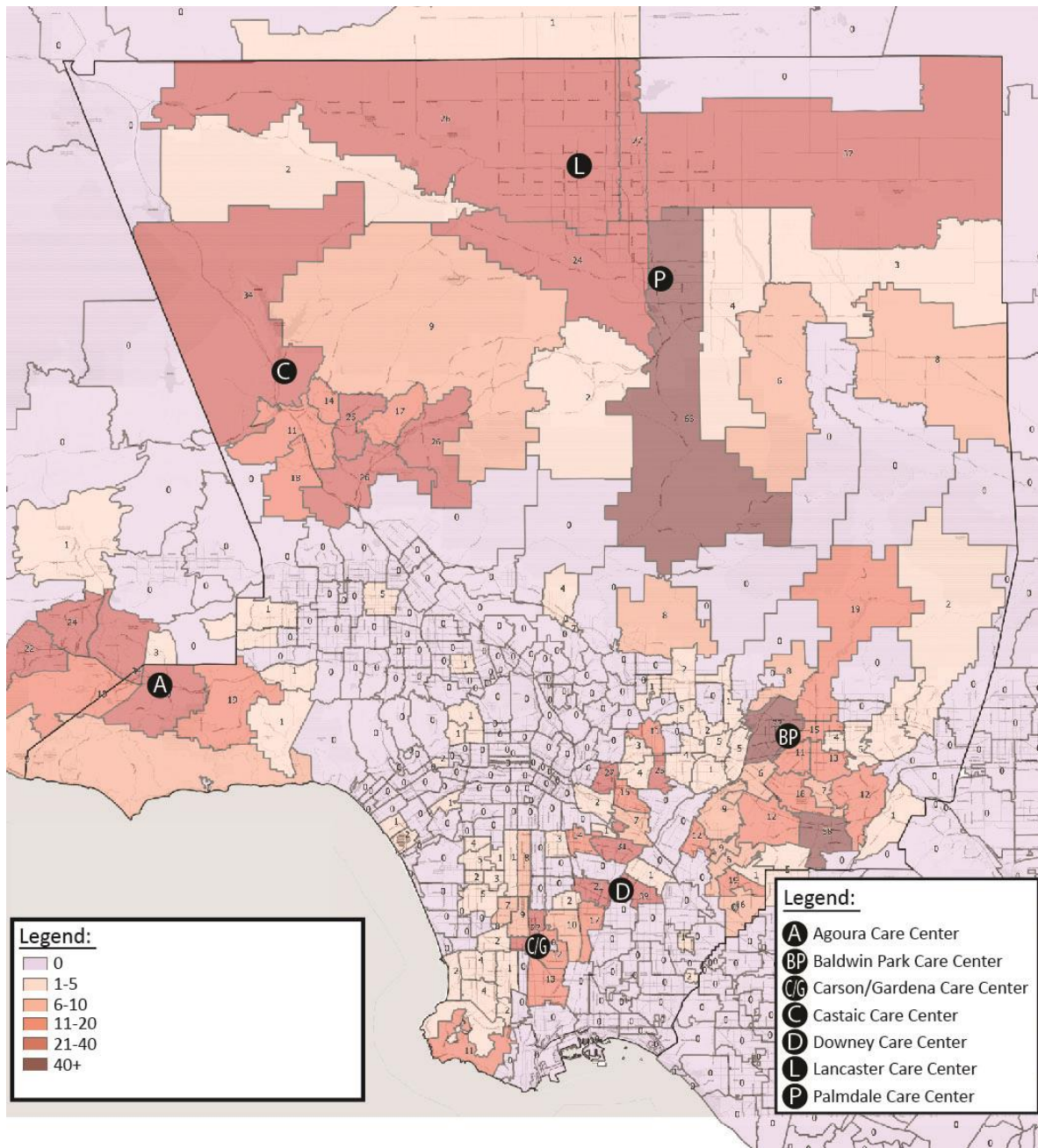


**Figure 2-9 Intakes of Dominant Breeds and Chihuahuas by Zip Code: 2014-2016 Average<sup>135</sup>**

<sup>135</sup>Sources include: DACC's data tracking system, Chameleon, as well as GIS software.



Livestock intakes are concentrated in the Palmdale vicinity, Rowland Heights, and Baldwin Park vicinity. When programming care centers that serve these areas, livestock holding should be included.



**Figure 2-10 Intakes of Livestock by Zip Code: 2015<sup>136</sup>**

<sup>136</sup>Sources: DACC's data tracking system, Chameleon, as well as GIS software.

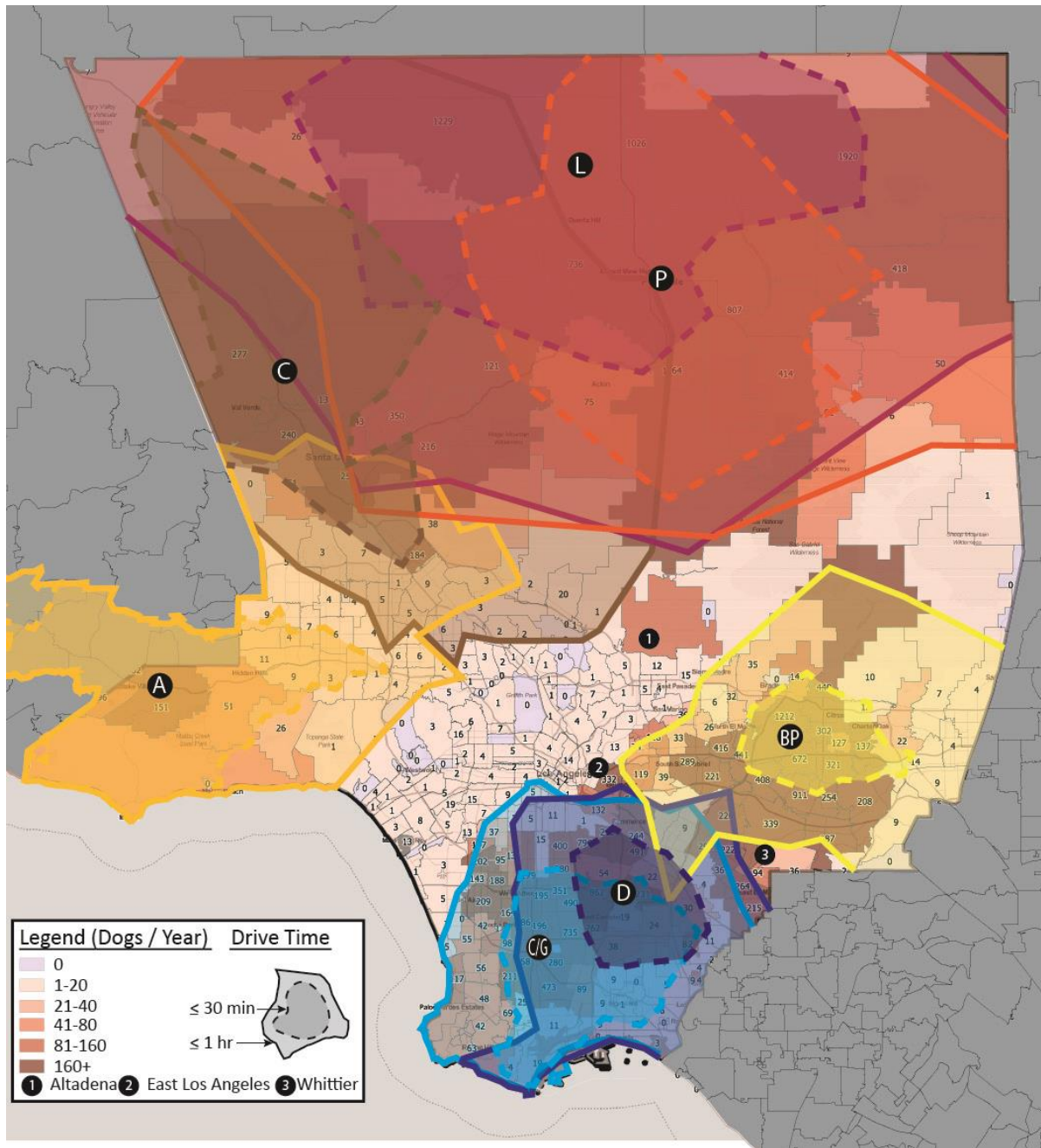


### 1.3.3 Intakes and Drive Times

The team used GIS mapping to overlay animal intake information and response to calls for services to identify areas that are difficult to reach from current ACCs. There are several areas with high concentrations of dog intakes that are over an hour drive from current DACC Care Centers: 1) Altadena, 2) some of unincorporated East Los Angeles, and 3) the southeast corner of Whittier.







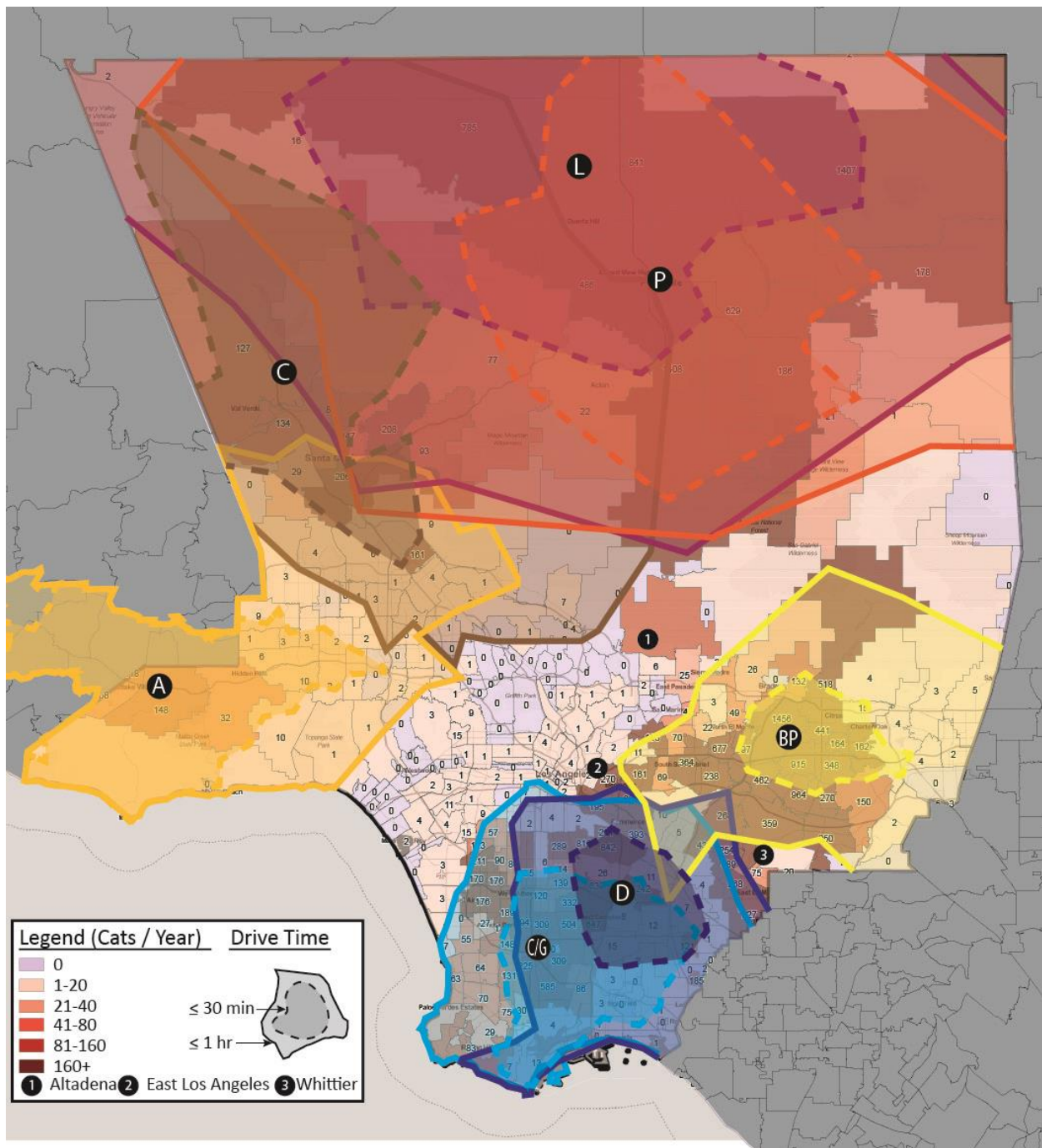
**Figure 2-11 Average Dog Intakes Versus Drive Times: 2014-2016<sup>137</sup>**

Cats have similar areas with high intakes that are outside of a one-hour drive from ACCs.

<sup>137</sup>Sources include: DACC's data tracking system, Chameleon, GIS software, and google maps drive times.







**Figure 2-12 Average Cat Intakes Versus Drive Times: 2014-2016<sup>138</sup>**

<sup>138</sup> Sources include: DACC's data tracking system, Chameleon, GIS software, and google maps drive times.



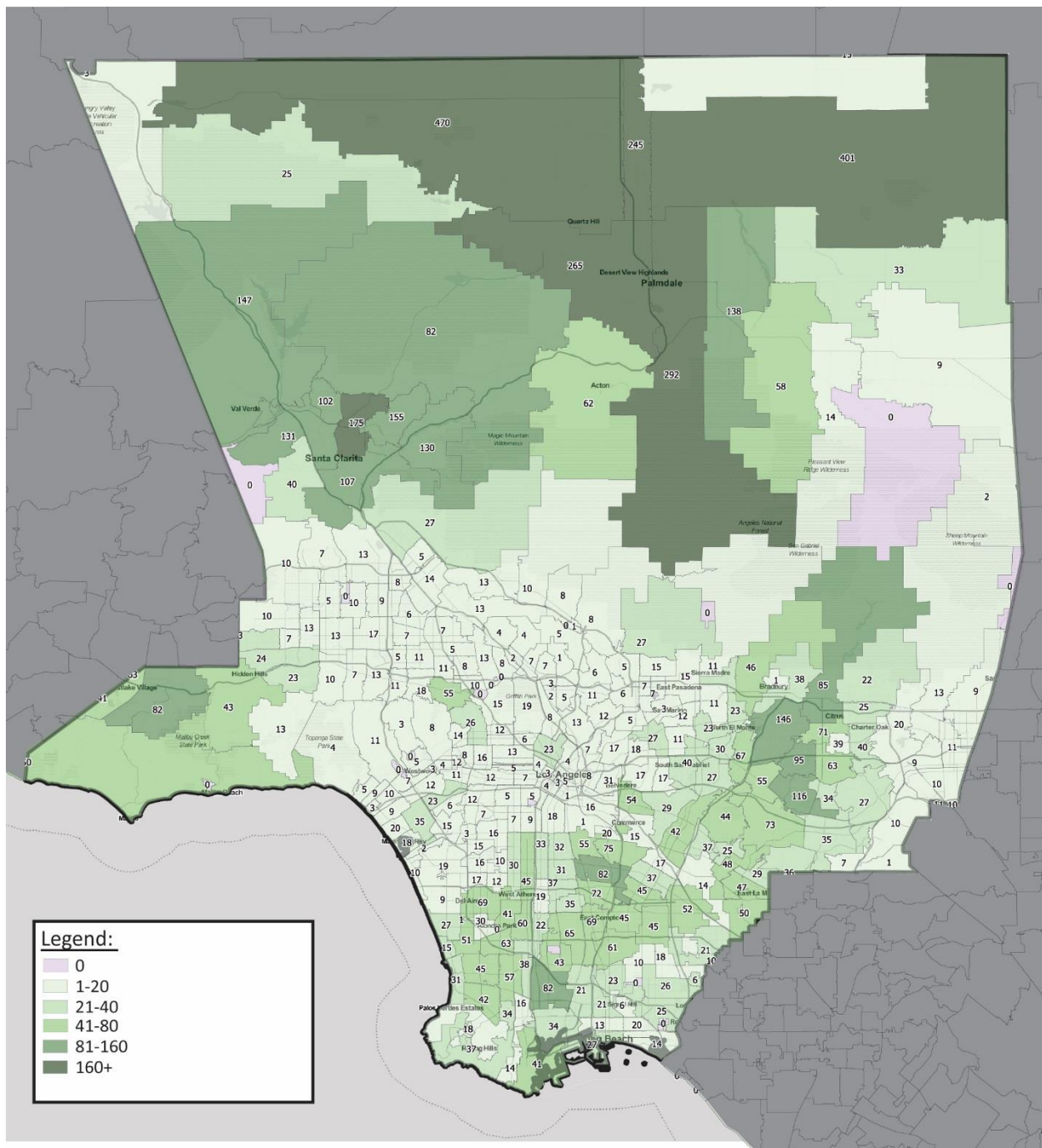
#### 1.3.4 Animal Adoptions by Location

The team examined adoption locations to determine if care center location relates to adoptions, which could impact new care center proposed locations. There is a small correlation between care center locations and animal adoptions, but in general there are no hot spots for animal adoptions. Therefore, new care center locations do not need to take into account adoption concentrations.

##### Dog Adoptions

Dog adoptions are slightly concentrated around care centers—especially Baldwin Park and the North County Care Centers. However, there is no indication that adoptions are significantly higher in areas with DACC Care Centers. There are, however, fewer adoptions from San Fernando Valley, Westside, Central LA, and the Verdugos, which are served by other organizations.





**Figure 2-13 DACC Dog Adoptions by Zip Code 2014-2016<sup>139</sup>**

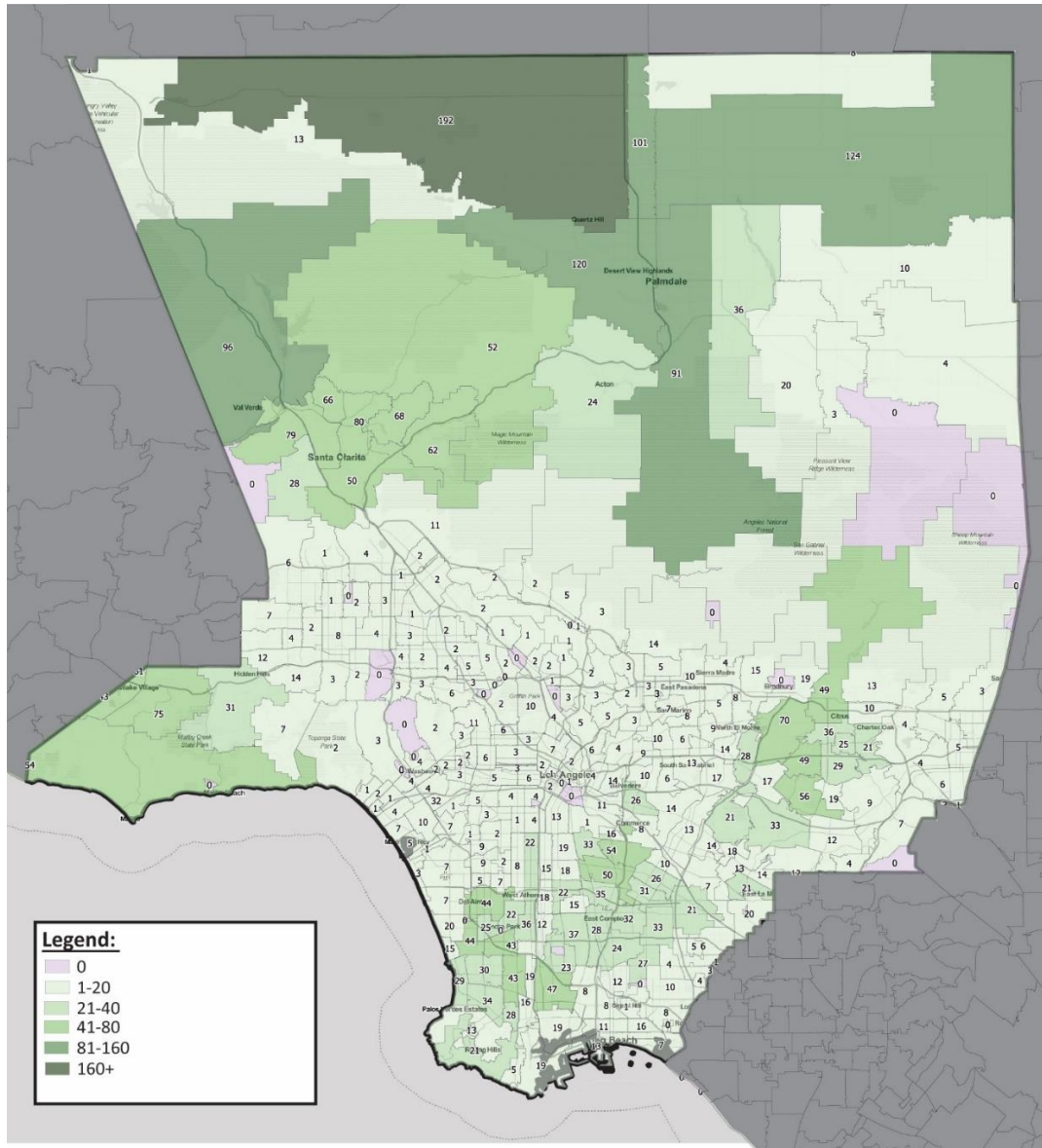
<sup>139</sup>Sources: DACC’s data tracking system, Chameleon, and GIS software.





## Cat Adoptions

There are more cat adoptions around North County Care Centers compared to the LA Basin, but large zip codes make trends difficult to determine. Agoura and Baldwin Park have small concentrations of adoptions around the respective care centers.



**Figure 2-14 DACC Cat Adoptions by Zip Code 2014-2016<sup>140</sup>**

<sup>140</sup> Sources: DACC's data tracking system, Chameleon, and GIS software.



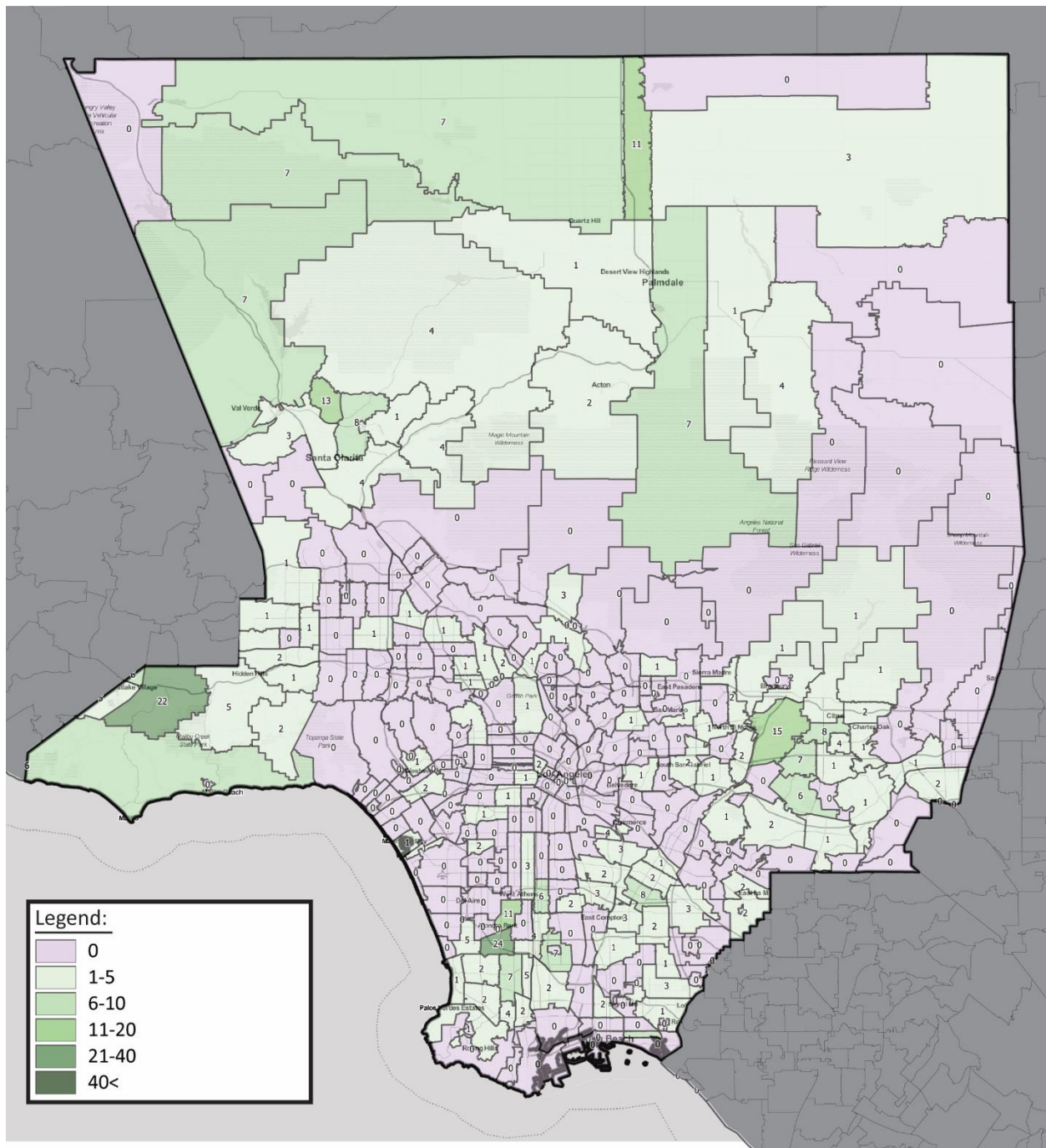
## Livestock and “Other” Adoptions

Livestock adoptions are concentrated in the Santa Monica Mountains, Northwest County, and Antelope Valley. There is a particularly high concentration in Northwest Antelope Valley.

Other adoptions are also in the Santa Monica Mountains, Northwest County, and Antelope Valley with additional concentrations in the following areas:

- Central San Gabriel Valley: Baldwin Park, Irwindale
- 405 and 91 intersections
- Agoura Hills



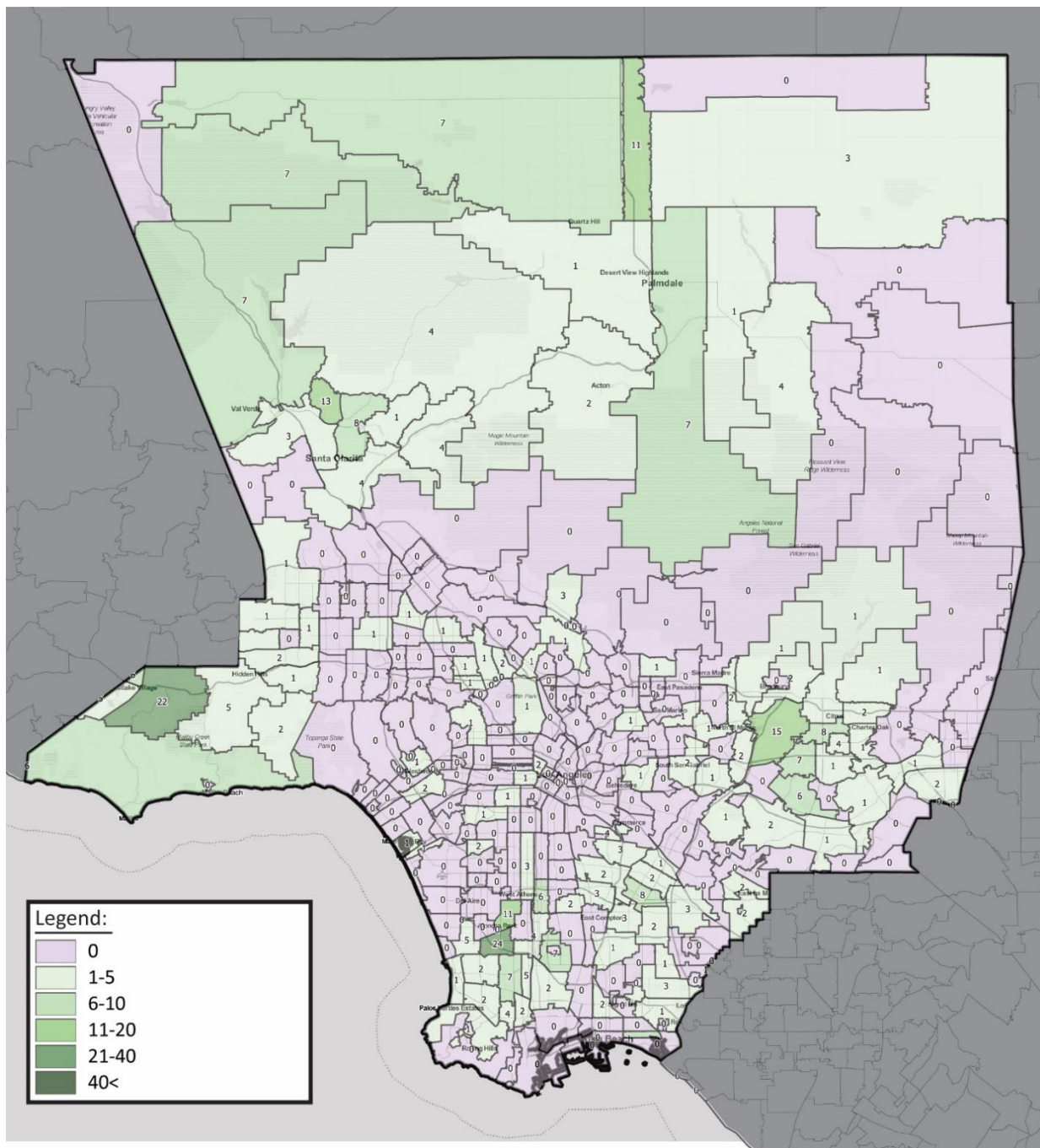


**Figure 2-15 DACC Livestock Adoptions by Zip Code<sup>141</sup>**

<sup>141</sup> Sources: DACC's data tracking system, Chameleon, and GIS software.







**Figure 2-16 Other Adoptions by Zip Code<sup>142</sup>**

<sup>142</sup> Sources: DACC's data tracking system, Chameleon, and GIS software.

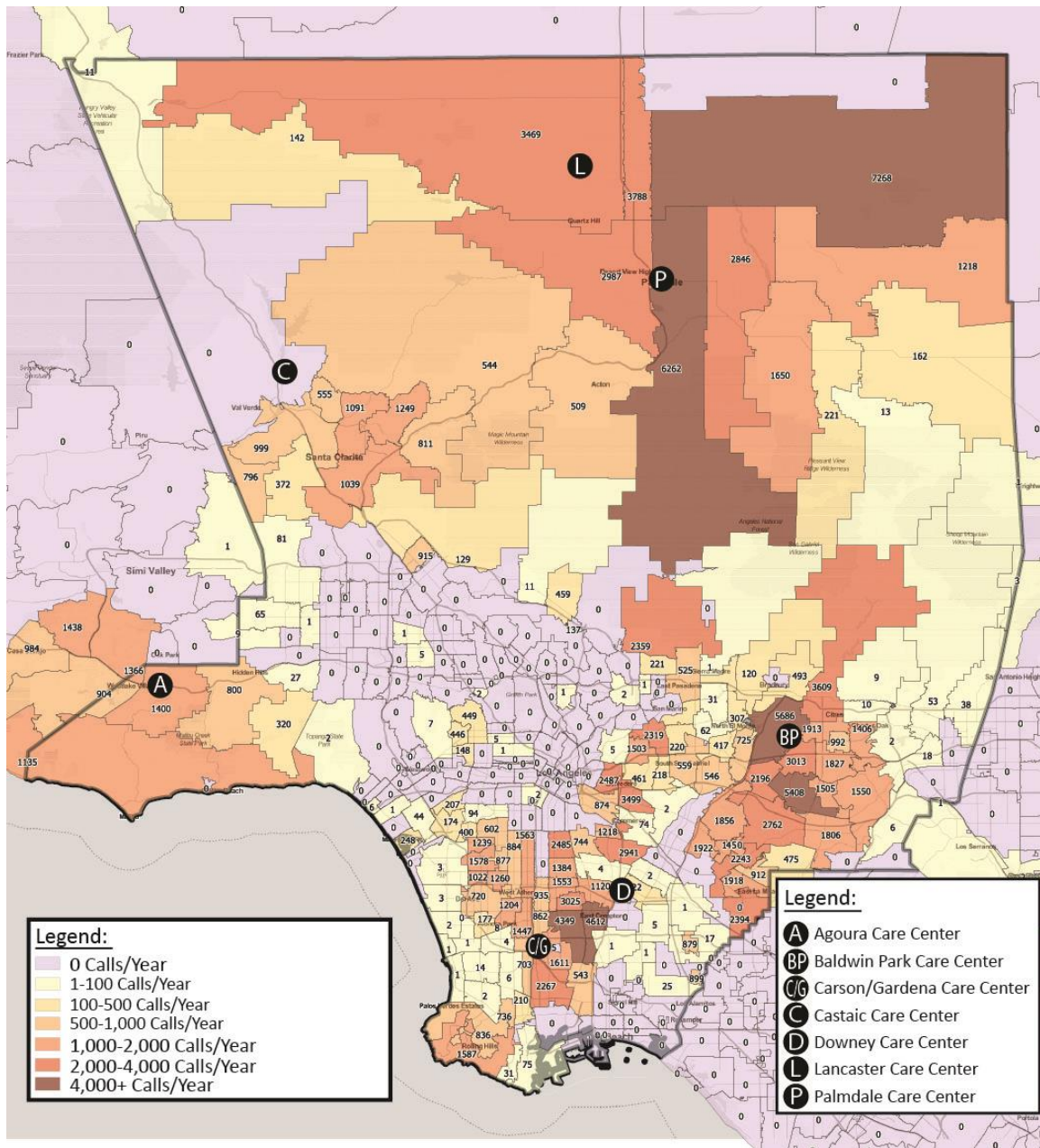


## 1.4 Calls for Service

Large numbers of calls for service are from:

- Northeast Antelope Valley
- East of 14 in the Palmdale vicinity
- Compton and vicinity
- Northeast of I-605 and 60: Baldwin Park and Irwindale
- North of 60 near La Puente





**Figure 2-17 Calls for Service by Zip Code: 2014-2016 Average<sup>143</sup>**

Priority 1 Calls for Service are concentrated in the same areas.

<sup>143</sup> Sources: DACC's data tracking system, Chameleon, and GIS software..



## 2 Detailed Methodology for Animal Intake Growth

### 2.1 Factors in Intakes

As described in Volume 1, Section 2.4, DACC has experienced a downward trend in animal intakes in the past few years. Nevertheless, Los Angeles County should use caution with assuming animal intakes will continue to decrease in the next five to ten years,<sup>144</sup> for these reasons:

- Los Angeles County dog intakes are already lower per 1,000 human capita than the state of California average (as noted in Table 1-7), suggesting that it may be unrealistic to model future rapid decreases in animal populations.
- Parts of the county are still expected to have significant human population growth.
- Less than 15 percent of the canine intakes are juveniles, suggesting that increased spay/neuter services may not significantly affect future canine intakes.
- Dog intakes are primarily stray dogs (versus owner-surrendered dogs), and these are less likely to be affected by resources provided to constituents (Community Engagement programs, etc. as described in Volume 1, Section 2.4.2).

DACC lost five contract cities in the last two years, resulting in 3,200 fewer intakes over this span. While this does not have a significant impact on the overall view of animal intake trends, additional changes in contract status could impact DACC's overall intakes. The Master Plan assumes no increases in the number of contract cities or services offered.

Given the available information, canine intakes are projected to remain at current levels. The team recommends modeling canine intakes within the Master Plan as “no growth,” with the North County as the one exception.<sup>145</sup>

### 2.2 Antelope Valley

#### 2.2.1 Methodology

Antelope Valley predicted growth compares 2017 intakes for both Lancaster and Palmdale against previous years' intakes to determine growth due to both population and the construction of Palmdale.

#### Dogs

The Antelope Valley predicted dog intakes are 16 percent greater, or 1,360 dogs more, than the average intakes in Antelope Valley from 2014-2016.

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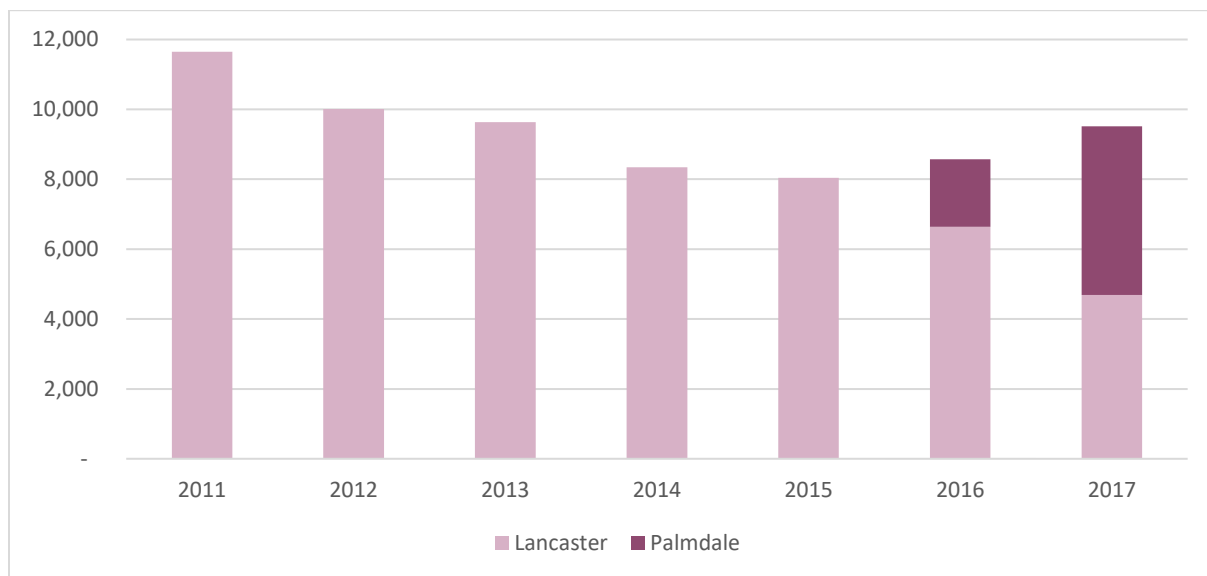
<sup>144</sup> Note that the DACC 2015 Plan assumed some growth since there are 100,000 total intakes in the report. Based on the trends described above and, in more detail below, the Master Plan assumes about 72,300 intakes.

<sup>145</sup> However, there may be an initial bump in intakes due to the “new facility” effect as described below.



**Table 2-4 Antelope Valley Predicted Dog Intakes**

DOGS	2014	2015	2016	2017
Lancaster	8,345	8,045	6,643	4,685
Palmdale			1,929	4,828
<b>Total</b>	<b>8,345</b>	<b>8,045</b>	<b>8,572</b>	<b>9,513</b>
	Increase			
<b>2017 vs. 2014-2016 average Lancaster</b>	24%			
<b>2017 vs. 2014-2016 total average</b>	14%			
<b>2017 vs. 2016 total dogs</b>	11%			
<b>Growth Used</b>	16.4%			



**Figure 2-18 Annual Dog Intakes in the Antelope Valley**

## Cats

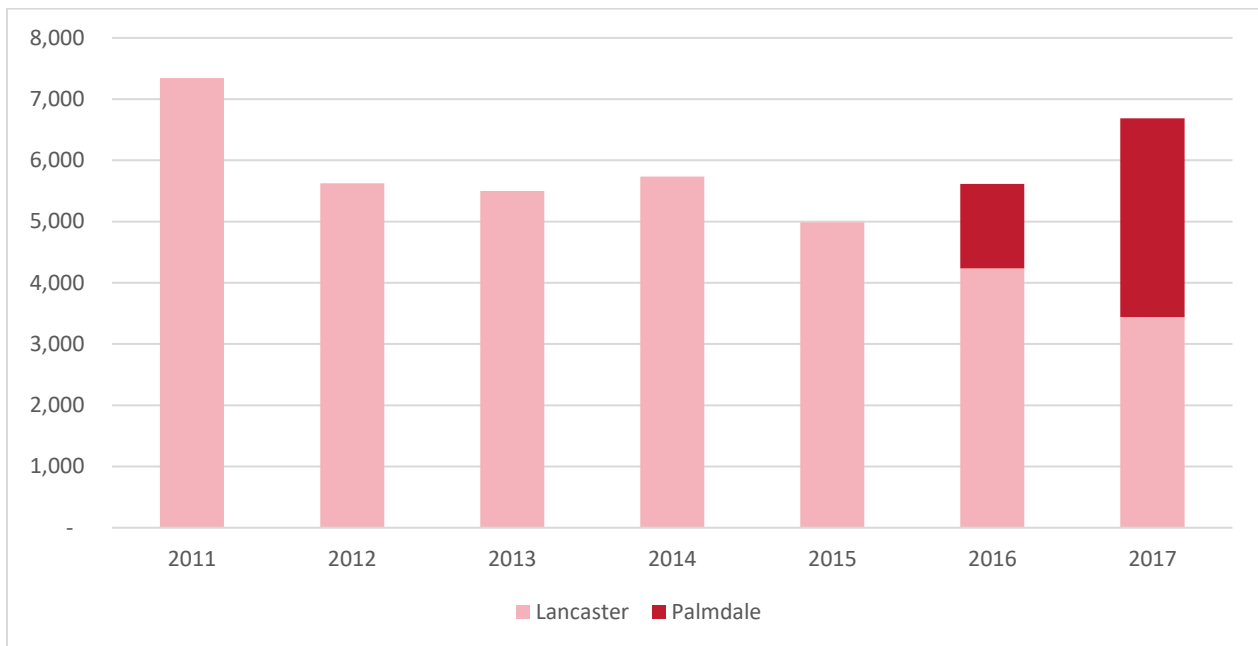
The Antelope Valley predicted cat intakes are 25 percent greater, or 1,380 more cats, than the average intakes in Antelope Valley from 2014-2016.





**Table 2-5 Antelope Valley Predicted Cat Intakes**

CATS	2014	2015	2016	2017
Lancaster	5,736	4,987	4,235	3,440
Palmdale			1,382	3,249
<b>Total</b>	<b>5,736</b>	<b>4,987</b>	<b>5,617</b>	<b>6,689</b>
	Increase			
<b>2017 versus 2014-2016 average Lancaster</b>	34%			
<b>2017 versus 2014-2016 total average</b>	23%			
<b>2017 versus 2016 total</b>	19%			
<b>Growth Used</b>	25%			



**Figure 2-19 Annual Cat Intakes in the Antelope Valley**





## 2.3 Northwest County

### 2.3.1 Planned Developments and Predicted Growth: Santa Clarita and Castaic

The team evaluated recently approved or pending developments in the Santa Clarita and Castaic area. Using the number of new homes, and an average of 2.9 people per household<sup>146</sup>, the team estimated the population increase from new developments.

**Table 2-6 Population Growth from North County Developments**

<b>Newhall Ranch<sup>147</sup></b>	<b>21,000 homes</b>	<b>x</b>	<b>2.9 people/ household</b>	<b>=</b>	<b>60,900 people</b>
<b>Vista Canyon<sup>148</sup></b>	1,100 homes	x	2.9 people/ household	=	3,190 people
<b>Los Valles<sup>149</sup></b>	500 homes	x	2.9 people/ household	=	1,450 people
<b>Northlake<sup>150</sup></b>	3,150 homes	x	2.9 people/ household	=	9,135 people
					<b>74,675 people</b>

Taking the number of new people in this area, then multiplying by the average dog and cat intake per 1,000 capita<sup>151</sup> provides the projected increase in animal intakes.

<b>Los Angeles County Dog Intake per 1,000 People (Average 2015)</b>	<b>Los Angeles County Cat Intake per 1,000 People (Average 2015)</b>
9	8.7

74,675 people	x	9 dogs/1000 people	=	670 dogs
74,675 people	x	8.7 cats/1000 people	=	650 cats
				<b>1,300 intakes<sup>152</sup></b>

***The Master Plan needs to account for an additional 1,300 intakes in the Castaic/Santa Clarita area.***

<sup>146</sup> <http://maps.latimes.com/neighborhoods/household-size/neighborhood/list/>.

<sup>147</sup> <http://www.latimes.com/local/lanow/la-me-ln-newhall-ranch-20170718-story.html>.

<sup>148</sup> <http://filecenter.santa-clarita.com/CommDev/SpecificPlans/VistaCanyon/Chapter%20-%20-%20Development%20Plan.pdf>.

<sup>149</sup> <https://signalscv.com/2017/02/02/planning-commission-green-lights-los-valles/>.

<sup>150</sup> [http://planning.lacounty.gov/view/northlake\\_specific\\_plan](http://planning.lacounty.gov/view/northlake_specific_plan).

<sup>151</sup> See Table 2-3.

<sup>152</sup> Intakes rounded to nearest hundred.



### 2.3.2 Centennial Proposed Development

The team took a similar approach for the proposed development at Centennial.

Centennial <sup>153</sup>	19,333 homes	x	2.9 people/ household	=	56,066 people
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Using the same average dog and cat intakes per capita:

56,066 people	x	9 dogs/1000 people	=	500 dogs
56,066 people	x	8.7 cats/1000 people	=	500 cats
				<b>1,000 intakes</b>

*The Master Plan should account for an additional 1,000 intakes for the proposed Centennial development.*

### 2.3.3 Verification with Estimated Population Increase

The above approach was verified using data from SCAG for the cities of Santa Clarita, Lancaster, and Palmdale as well as unincorporated Antelope Valley and Santa Clarita Valley<sup>154</sup>.

	2020-2040 Population Change
<b>Santa Clarita (city)</b>	41,600
<b>Lancaster (city)</b>	42,500
<b>Palmdale (city)</b>	35,000
<b>Unincorporated Antelope Valley and Santa Clarita Valley</b>	69,800
<b>TOTAL</b>	<b>188,900</b>

188,900 people	x	9 dogs/1000 people	=	1,700 dogs
188,900 people	x	8.7 cats/1000 people	=	1,700 cats
				<b>3,400 intakes</b>

<sup>153</sup> <http://planning.lacounty.gov/centennial>.

<sup>154</sup> [http://planning.lacounty.gov/assets/upl/project/tnc\\_deir-chap5-13.pdf](http://planning.lacounty.gov/assets/upl/project/tnc_deir-chap5-13.pdf).



Comparing this approach to projections:

	Intakes
<b>Santa Clarita/Castaic (from new developments)</b>	1,300
<b>Lancaster and Palmdale (from intake trends)</b>	1,600
<b>Centennial (from development)</b>	1,000
<b>TOTAL</b>	<b>3,900</b>

*Projected increase in intakes aligns with the increase in intakes predicted using SCAG population growth.*



### 3 Detailed Capital Cost Estimating Methodology

#### 3.1 New Building Cost Estimating

The IBI facility prototypes commissioned by DACC serve as the basis for new care centers in the Master Plan. The IBI prototypes were modified in terms of building square footage to reflect the different animal capacity needs for the adjusted service boundaries in each Master Plan Option. Site development costs are included but land purchase is not included since this varies considerably based on specific location. Markups, startup costs, FFE,<sup>155</sup> and soft costs are estimated for each new building. The Master Plan assumptions that differ from the IBI prototypes are:

- Single housing of dogs.
- 90 percent maximum peak capacity.
- Different animal intake numbers as required for each shelter (based on adjusted service boundaries), rather than the 10,000 yearly animal intakes in the prototypes.

The equation below illustrates the method for adjusting the square footage of the IBI prototypes:

$$\begin{array}{ccccccc} \text{Annual} & & \# \text{ Housing Units} & & \text{Total \#} & \text{Size of Each} & \\ \text{Intakes} & \times & \frac{\text{Required}}{\text{Intake}} & = & \text{Housing Units} & \times & \text{Housing} \\ & & & & \text{Required} & & \text{Unit (sf)} \\ & & & & & & = \text{Total Animal} \\ & & & & & & \text{Housing Area (sf)} \end{array}$$

The adjusted animal housing totals are used to determine the new square footage for each care center. Care center square footage was multiplied by the building cost per square foot (provided by the IBI reports) to yield new building costs.

Note that the IBI prototypes include two different types of animal care centers:

- Indoor Facilities. These are to be used when zoning or other climatic factors do not allow for indoor/outdoor facilities. For example, Palmdale ACC is an all indoor facility.
- Campus Facilities. These are indoor/outdoor facilities featuring dog runs with an interior space and an exterior space. DACC prefers indoor/outdoor facilities for the benefit of the animals when possible.

The Indoor model costs more than the Campus model in terms of total construction cost. In this report the cost of Indoor facilities is presented.

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<sup>155</sup> Furnishings, Fixtures, and Equipment.



### 3.2 Existing Building Cost Estimating

The Master Plan includes the costs to remedy ADA compliance conditions as well as deferred maintenance conditions noted in Strategic Asset Management System (SAMS) reports,<sup>156</sup> in the cost models for each existing animal care center building to be retained. Improvements to animal housing are also included.

Existing buildings that remain in the Master Plan Options have incurred deferred maintenance from present to 2040 as described in the SAMS reports. Any items with code or Americans with Disabilities Act (ADA) implications are also included.

Existing buildings that are remodeled use an IBI cost/sf to improve the interiors of public spaces. This is typically in addition to deferred maintenance costs for that building. For some modifications to existing buildings listed in the DACC 2015 Plan for which there was no IBI cost information, costs were estimated based on similar animal care projects.

### 3.3 Decommissioning Facilities

For care centers that are decommissioned in their entirety, the scope was reviewed with a previous client of Animals Arts, Los Angeles County, and a professional cost estimator to determine a base cost for securing the perimeter and boarding up buildings.

### 3.4 Site Development Costs

Site costs also utilize the prototypes developed by IBI. Since the building sizes vary based on animal intakes, the team adjusted size areas to keep a consistent ratio of building sf to site sf, determined by the IBI prototypes. The adjusted site size was multiplied by the site cost/sf provided by IBI to determine total site development costs at each new care center.

$$\begin{array}{c} \text{Care Center} \\ \text{Building Size (sf)} \end{array} \times \frac{\text{IBI Site Size (sf)}}{\text{IBI Building Size (sf)}} = \text{Adjusted Site Size (sf)}$$

For new care centers, site work costs use the IBI cost/SF for the Indoor prototypes. Additional site work at existing care centers (parking expansion, for example) uses the IBI Lancaster ACC report's cost estimate for similar items.

### 3.5 Site Acquisition

Because the actual location of new care centers is unknown, a low and high cost per square foot were used to provide a range of estimated site acquisition costs. Working with CEO Real Estate, the following cost ranges were established:

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<sup>156</sup> Costs includes flagged items as well.



- \$45/SF for vacant suburban sites
- \$150/SF for improved warehouse urban site

Note that these estimated acquisition costs do not include any site cleanup or soils remediation/replacement costs.

If county-owned or donated land can be used for any new care center, the county would not incur site acquisition cost for that care center.

### 3.6 Markups, FFE, and Soft Costs

Using the IBI reports' calculated markups<sup>157</sup> as a percentage of direct construction costs, these were applied to new care centers in each option. The same method was used for soft costs.

$$\text{Adjusted Direct Construction Cost} \times \frac{\text{IBI Markups}}{\text{IBI Direct Construction Costs}} = \text{Adjusted Markups}$$

For buildings that have similar intakes to the IBI prototypes, the FFE was simply adjusted to account for changes in animal housing counts based on intakes from the revised service boundaries.

$$\text{IBI Prototype FFE} + (\text{or } -) \frac{\text{Cost of Additional (or Fewer) Animal Housing}}{\text{Animal Housing}} = \text{Adjusted FFE}$$

### 3.7 Startup Costs

New care centers have initial startup costs that are neither FFE, nor operating costs, such as uniforms and storage bins for dog food. The team compared actual FFE costs and startup costs for DACC's newly constructed Palmdale ACC against the budgeted FFE in the IBI reports. Any costs required to open an animal care center beyond the \$45/sf allocated for FFE by the IBI reports are counted as startup costs and included as part of the estimated project budget. Note that these startup costs may actually be funded as one-time operating costs.

Below is a graphic example of the methods utilized:

Palmdale FFE (\$/sf)	+	Palmdale Startup (\$/sf)	=	Total Cost of Items Required for Palmdale (\$/sf)
				- \$45/sf FFE from IBI Prototypes
				<hr/> TOTAL Cost of Startup (\$/sf)

<sup>157</sup> Markups include: FFE, General Conditions, Bonds, Insurance, Hoisting/Scaffolding, General Contractor Fee, and Design Contingency.





## 4 DACC Previously Contracted Studies and Analyses

### 4.1 Summary of 2015 DACC Facility Improvement/Expansion Plan

The DACC 2015 Plan was prepared by the Department to document a proposed set of capital improvements to provide better service to the unincorporated areas and DACC contract cities. The 2015 Plan provides a description of each care center, identifies ongoing challenges, and recommends repairs/improvements. Since 2015, however, several of the issues listed within the report have been remedied. The DACC 2015 Plan includes the following new care centers:

1. Baldwin Park – replacement 1
2. Baldwin Park – replacement 2
3. Downey – replacement 1
4. Downey – replacement 2
5. Downey – replacement 3
6. Antelope Valley

The following care centers remain with renovations and selected building replacements:

7. Agoura
8. Carson/Gardena
9. Castaic
10. Lancaster

#### 4.1.1 Agoura

The major issues at this care center are problems with HVAC and inadequate intake space. Asphalt issues are mentioned, but these improvements were in progress at the time of this Master Plan. The chart below summarizes specific issues identified in the DACC 2015 Plan:

Ongoing Challenges	Repair	New Construction on Site
<ul style="list-style-type: none"><li>• HVAC: frequent repair/malfunctions</li><li>• Non-ADA compliant walks</li><li>• Inadequate intake space and poor circulation</li></ul>	<ul style="list-style-type: none"><li>• Replace asphalt with concrete around kennels</li><li>• Repair asphalt</li><li>• Ensure walks are ADA compliant</li><li>• Refurbish kennels</li></ul>	<ul style="list-style-type: none"><li>• Replace administration building to improve circulation and provide additional functions</li><li>• Quarantine/isolation kennel</li><li>• Animal intake building with in-house clinic</li><li>• Add storage building</li></ul>



#### 4.1.2 Baldwin Park

Like Agoura, Baldwin Park also faces HVAC and inadequate intake space challenges. Additionally, there are site erosion issues, inadequate plumbing and lighting, and no space for humane euthanasia. Specific issues are described below:

Ongoing Challenges	Repair	New Construction on Site
<ul style="list-style-type: none"><li>• HVAC: frequent repair/malfunctions</li><li>• Asphalt erosion and site drainage issues</li><li>• Dated kennels</li><li>• Old plumbing</li><li>• Poor lighting in stray cat building</li><li>• Poor intake and euthanasia spaces</li><li>• Poor layout in admin modular</li><li>• Damaged wall (east)</li></ul>	<ul style="list-style-type: none"><li>• Repair asphalt and address drainage problems</li><li>• Replace damaged wall</li><li>• Refurbish kennels and add better HVAC</li><li>• Repairs and lighting improvement to stray cat building</li><li>• Reconfigure modular administrative building</li></ul>	<ul style="list-style-type: none"><li>• Animal intake building</li><li>• Euthanasia building</li><li>• Grooming room</li></ul>

Baldwin Park ACC is noted to be replaced with two additional ACCs that would house 10,000 to 13,000 annual intakes.

#### 4.1.3 Carson/Gardena

Limited parking and site layout are a major issue at Carson/Gardena. There are problems with asphalt around the kennels and infrastructure overall is dated. Administration, intake, and euthanasia spaces are inadequate.

Ongoing Challenges	Repair	New Construction on Site
<ul style="list-style-type: none"><li>• Aged roofing</li><li>• Asphalt issues</li><li>• Dated kennels and large gaps</li><li>• Old plumbing</li><li>• Poor intake and euthanasia spaces</li><li>• Inadequate administration space</li><li>• Lobby is too small</li></ul>	<ul style="list-style-type: none"><li>• Replace asphalt in kennel areas with concrete</li><li>• Improve livestock holding</li><li>• Refurbish kennels and repair heating</li><li>• Fix plumbing issues</li></ul>	<ul style="list-style-type: none"><li>• Replace kennels</li><li>• Animal intake building</li><li>• Euthanasia building</li><li>• Replace admin and include additional functions</li><li>• Expand public parking</li></ul>



#### 4.1.4 Castaic

Major systems issues at Castaic involve an old boiler,<sup>158</sup> cooler, and water softening system. Like other care centers there are asphalt problems and roofing are aging.

Ongoing Challenges	Repair	New Construction on Site
<ul style="list-style-type: none"><li>• Aged roofing</li><li>• Old boiler</li><li>• No quarantine kennels</li><li>• Broken cooler</li><li>• Kennels are dated with poor lighting</li><li>• Cat Isolation does not have air conditioning</li><li>• No small animal adoption space</li><li>• Admin building is inadequate</li></ul>	<ul style="list-style-type: none"><li>• Repair parking where there is tree root damage</li><li>• Renovate kennels</li><li>• Replace boiler</li><li>• Replace cooler</li></ul>	<ul style="list-style-type: none"><li>• Expand public parking</li><li>• Small animal adoption</li><li>• Quarantine and isolation kennel</li><li>• Reconfigure admin</li><li>• Animal intake building</li></ul>

#### 4.1.5 Downey

The HVAC system is problematic at Downey and roofing repairs are needed. The kennel configuration is difficult to clean. A building on site has contamination issues as well.

Ongoing Challenges	Repair <sup>159</sup>	New Construction on Site
<ul style="list-style-type: none"><li>• Aged roofing</li><li>• Broken freezer</li><li>• Kennels are dated with problematic built-in beds</li><li>• HVAC system issues</li><li>• Contaminated building</li><li>• Euthanasia room issues</li><li>• Clinic is undersized and dated</li><li>• Fencing needs replacement/repair</li></ul>	<ul style="list-style-type: none"><li>• Repair parking where there is tree root damage</li><li>• Remodel veterinary area</li><li>• Replace cooler</li></ul>	<ul style="list-style-type: none"><li>• N/A</li></ul>

Downey ACC is to be replaced with two to three new ACCs built to house 10,000 to 13,000 annual intakes per the DACC 2015 Plan.

#### 4.1.6 Lancaster

Major systems issues at Lancaster involve plumbing problems. Like other care centers there are asphalt problems.

<sup>158</sup> This item has been fixed in the time between the DACC 2015 Plan and the Master Plan.

<sup>159</sup> Downey has a road easement that traverse the property; therefore, improvements proposed are minimal.



Ongoing Challenges	Repair	New Construction on Site
<ul style="list-style-type: none"> <li>• Kennels are dated with problematic built-in beds</li> <li>• Plumbing issues</li> <li>• Asphalt issues</li> <li>• Livestock housing needs improvement</li> <li>• Poor intake space/circulation</li> <li>• No cat isolation</li> <li>• Inadequate food storage</li> <li>• Inadequate grooming space</li> <li>• Admin building is inadequate and lacks volunteer space</li> <li>• Poor circulation for euthanasia</li> </ul>	<ul style="list-style-type: none"> <li>• Replace asphalt with concrete at kennels</li> <li>• Repair plumbing</li> <li>• Renovate kennels and repair swamp coolers</li> <li>• Reconfigure cat isolation</li> </ul>	<ul style="list-style-type: none"> <li>• Add walls for visual separation at kennels</li> <li>• Euthanasia building</li> <li>• Hog and cattle housing</li> <li>• Rooster and chicken housing</li> <li>• Replace food storage unit</li> <li>• Administration add additional functions</li> <li>• Grooming</li> <li>• Animal intake building</li> <li>• Reptile space</li> </ul>

Additionally, the “900” kennels and old barn were noted to be demolished.

#### 4.1.7 Palmdale

The DACC 2015 Plan provides a summary of the functions at the new Palmdale facility.

#### 4.1.8 Headquarters

The headquarters space is inadequate, and it would be beneficial to locate a replacement facility on the same site as a new care center.

#### 4.1.9 Other Local Animal Care Facilities

A summary of other animal care facilities in the vicinity and their features is noted in the DACC 2015 Plan. These facilities are:

- Inland Valley Humane Society
- Southeast Area Animal Control Authority (SEAACA)
- Riverside County Animal Services
- Upland Animal Shelter

## 4.2 Summary of 2016 IBI Programming Reports

DACC contracted with IBI to produce programming reports for the following facilities using animal intake numbers from the DACC 2015 Plan:

- DACC Administrative Headquarters



- Indoor Care Center Prototype
- Campus Care Center Prototype
- New Care Center in Altadena
- Remodel of Lancaster
- Remodel of Carson/Gardena

A brief summary of each report is included below. These reports serve as the basis for estimating capital costs for care centers as described in Volume 1, Section 4.3.4. Reports contain a summary, program of spaces, room-by-room diagrams, adjacency diagrams, basis of design criteria, site recommendations, and cost estimates.

Key overall cost estimating assumptions for these reports:

- 20 percent design contingency
- No escalation
- No land acquisition costs

#### 4.2.1 Care Centers

The following table summarizes the care center prototypes and remodeled care centers in the IBI programming reports:

**Table 2-7 IBI Programming Report Care Centers**

Care Center	Intakes	Building Size (sf)	Site Size (acres)	Cost
<b>Campus Prototype</b>	10,000	33,975	4	\$26.4M
<b>Indoor Prototype</b>	10,000	37,943	4	\$28.0M
<b>Altadena</b>	1,500	13,341	1	\$9.6M
<b>Carson/Gardena</b>	10,000	30,715	Existing	\$22.3M
<b>Lancaster</b>	10,000	29,711	Existing	\$27.0

The care centers include the following functions:

Adoption  
Lost and Found  
Animal Relinquishment  
Animal Control  
Quarantine  
Veterinary Care  
Euthanasia  
Associated Programs and Support Functions



Note that the major difference between the IBI reports and the cost estimates presented in the Master Plan is the number of intakes at each care center. As described in Volume 1, Section 4.2.4, the team analyzed DACC’s total projected animal intakes and allocated them to different care centers.

#### 4.2.2 Administrative Headquarters

Three schemes for the headquarters are presented in the IBI programming report:

1. Stand-alone single-story building
2. Stand-alone two-story building
3. Two-story building located on the same site as a new care center

Scheme	Building Size (sf)	Site Size (acres)	Cost
1	40,323	3	\$28M
2	43,195	3	\$29.5
3	43,097	6 <sup>160</sup>	\$29.2

These schemes allocate space to the following departments:

Executive Suite Operations Bureau Major Case Critical Case Processing Enforcement Services Veterinary Services	Public Information Adoption Partners Emergency Management Communication Center Education Team Administration	Human Resources Information Technology City Contracts Fiscal Services Facilities Support
---	---	---

Note: The Master Plan uses the draft 2018 Los Angeles County Workplace Design Standards in lieu of the IBI report to determine headquarters size. These standards had not been developed when the IBI reports were prepared in 2016.

<sup>160</sup> Includes care center in site size.





## 5 Summary of Master Plan Options

The following chart provides a comparison of the status of each care center by option.

**Table 2-8 Care Center Status by Master Plan Option**

Color Legend			
Project Type	Description		
	Net New Care Centers (Large Capital Project)		
	Replacement of Care Centers, Headquarters (Large Capital Projects)		
	Remodeling and Equipment Upgrades to Existing Facilities		
	Renovation/Additions to Existing Care Centers (Large Capital Projects)		
-	No Major Investment; Ongoing Maintenance		
Animal Care Center	Option 1	Option 2	Option 3
Baldwin Park (Existing)	Long-term holds		Long-term holds
New Baldwin Park 1: REPLACES BALDWIN PARK	Location similar	-	Location similar
New Baldwin Park 2	Monterey Park/ Commerce	-	Altadena
Downey	Decommission		Decommission
New Downey 1: REPLACES DOWNEY	Whittier		Whittier
New Downey 2	-	-	Huntington Park
New Downey 3	-	-	Monterey Park/Commerce
Carson/Gardena (New or remodeled)	Carson/Gardena		
Agoura			
Castaic			
Lancaster			
Palmdale	To Remain	To Remain	To Remain
North Expansion	Northwest	-	Acton/Agua Dulce
Headquarters			



Master plan options were estimated in 2017 dollars and escalated to 2019 dollars using the percentages from the IBI Programming reports. The following table is excerpted from the reports:

**Table 2-9 Cost Escalation Percentages**

Year	IBI Escalation
2017	5.0%
2018	4.5%
2019	4.0%
2020	3.5%
2021	3.5%
2022	3.5%
2023	3.0%
2024	3.0%
2025	3.0%
2026	3.0%
2027	3.0%

## **5.1 Detailed Information for Master Plan Option 1: Meet Industry Standards to the Year 2040**

### **5.1.1 Option 1 Care Centers and Capacities**

The following table summarizes the care centers and capacities in the Master Plan Option 1.



**Table 2-10 Option 1 Intakes, Building Size, and Site Size**

	Priority	Care Center	Intakes	Bldg SF	Site (Acres)
LA Basin	1	Headquarters	N/A	29,450	2.4
	2	Carson/Gardena	8,600	34,456	3.2
	2	New Baldwin Park	14,200	45,909	4.3
	2	Overflow Baldwin Park	1,000	31,051	2.7
	1	Monterey Park/Commerce	11,300	42,199	3.9
	1	Downey	-	-	-
	1	Whittier	9,900	36,417	3.4
<b>CARE CENTER BASIN TOTAL</b>			<b>45,000</b>	<b>252,494</b>	<b>23.8</b>
West County					
	3	Agoura	2,200	19,893	3.7
<b>CARE CENTER WEST TOTAL</b>			<b>2,200</b>	<b>19,893</b>	<b>3.7</b>
North County	2	Lancaster	12,000	46,375	3.8
	3	Castaic	5,100	29,909	4.4
	3	Northwest	1,500	12,421	1.2
	0	Palmdale	6,500	25,889	5.9
<b>CARE CENTER NORTH TOTAL</b>			<b>25,100</b>	<b>114,594</b>	<b>19.0</b>
<b>DACC CARE CENTER TOTAL</b>			<b>72,300</b>	<b>386,980</b>	<b>42.8</b>

### 5.1.2 Service Area Boundaries of Master Plan: Meet Industry Standards to Year 2040

The contract cities and unincorporated area zip codes would be re-distributed as follows if the Master Plan was fully implemented.



<b>Carson/Gardena</b>		
<b>Contract Cities</b>		
Carson <sup>161</sup> Culver City Gardena <sup>161</sup> Hawthorne Inglewood	Lawndale Lomita Palos Verdes Estates Rancho Palos Verdes	Redondo Beach Rolling Hills Rolling Hills Estates Torrance
<b>Unincorporated Areas in these Zip Codes</b>		
90008 90043 90044 90045 90056 90061 90066	90073 90230 90248 90249 90250 90260 90274 90304	90501 90502 90506 90710 90731 90732 90808

<b>Monterey Park/Commerce</b>		
<b>Contract Cities</b>		
Alhambra Commerce Compton	Huntington Park Maywood	Monterey Park West Hollywood
<b>Unincorporated Areas in these Zip Codes</b>		
90001 90002 90022 90023 90036 90058 90059	90063 90210 90220 90221 90222 90255	91001 91020 91104 91107 91214 91608

<sup>161</sup> The Cities of Gardena and Carson have modified their contracts on July 1, 2019. Prior to this date, both cities contracted with the County for both full field services and animal sheltering. Beginning July 1, 2019, both cities will continue contracting with the County for animal sheltering. The City of Gardena will be providing their own field services instead of utilizing County officers, and the City of Carson has reduced their field service to only limited field services from the County.



<b>Whittier</b>		
<b>Contract Cities</b>		
Artesia Bell Cudahy	Hawaiian Gardens La Habra Heights	La Mirada Whittier
<b>Unincorporated Areas in these Zip Codes</b>		
90262	90604	90660
90280	90605	90703
90601	90606	91733
90602	90631	91745
	90640	91770

<b>Baldwin Park</b>		
<b>Contract Cities</b>		
Azusa Baldwin Park Covina <sup>162</sup> Duarte <sup>162</sup>	El Monte Industry Irwindale	La Puente Walnut West Covina <sup>162</sup>
<b>Unincorporated Areas in these Zip Codes</b>		
91006	91746	91780
91007	91748	91789
91010	91750	91791
91016	91759	91792
91023	91765	92397*
91024*	91767	92821
91702	91768	92823
91711	91773	93550*
91741	91775	93553*
91744	91776	93563*
*South of Angeles Crest Hwy.		

<sup>162</sup> The Cities of Covina, Duarte, and West Covina cancelled their contracts with the Department on June 30, 2019.



<b>Castaic</b>		
<b>Contract Cities</b>		
San Fernando Santa Clarita		
<b>Unincorporated Areas in these Zip Codes</b>		
91321*	91321	91387
91326*	91350	91342
91381*	91351	91390**
91382*	91354	91384
91355		
*North of Palo Sola Truck Rd.		
**Excluding area Northeast of National Forest Boundary		

<b>Lancaster</b>		
<b>Contract Cities</b>		
Lancaster		
<b>Unincorporated Areas in these Zip Codes</b>		
93523	93535	93551**
93534	93536*	93591***
*East of 140th St. W.		
**North of the City of Palmdale		
***Excluding the unincorporated area surrounded by the City of Palmdale		

<b>Palmdale</b>		
<b>Contract Cities</b>		
Palmdale		
<b>Unincorporated Areas in these Zip Codes</b>		
91011*	93551***	93553*
91024*	93552	93543
91214*	93591****	93563*
91390**	93544	92397*
93510		93550*





\*North of Angeles Crest Hwy.

\*\*Northeast of the National Forest Boundary

\*\*\*South of the City of Palmdale

\*\*\*\*Only the unincorporated area surrounded by the City of Palmdale

## Agoura

### Contract Cities

Agoura Hills

Calabasas

Hidden Hills

Malibu

Thousand Oaks

Westlake Village

### Unincorporated Areas in these Zip Codes

90263

90265

90290

91301

91302

91304

91307

91311

91321\*

91326\*

91361

91364

91381\*

91382\*

\*South of Palo Sola Truck Rd.

## Northwest

### Contract Cities

### Unincorporated Areas in these Zip Codes

93532

93243

93536\*

\*West of 140th St. W.





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5.1.3 Option 1 Detailed Costs

All costs are in Million dollars.

				Housing				EST. Land Acquisition (\$2017)		CONSTRUCTION COSTS (\$2017)							SUBTOTAL (\$2017)					
	Priority	Care Center	Intakes	Dog	Cat	Bldg SF	Site (Acres)	Vacant Suburban	Improved Urban (warehouse)	Sitework Cost	Building Cost	Total Direct Cost	Mark ups	Total Construction	FFE (\$2017)	Soft Costs (\$2017)	Without Land	Vacant Suburban Land	Improved Urban Land	2019 Burdened Costs	STARTUP COSTS	TOTAL W/O LAND \$2019 <sup>163</sup>
LA Basin	1	HQ	N/A	N/A	N/A	29,450	2.4	\$4.6	\$15.4	\$3.2	\$11.6	\$14.8	\$5.4	\$20.2	\$1.7	\$5.2	\$27.0	\$31.7	\$42.4	\$0.0	\$0.5	\$29.9
	2	New Carson/ Gardena	8,600	174	178	34,456	3.2	\$6.3	\$20.9	\$3.7	\$13.8	\$17.5	\$6.4	\$23.9	\$1.6	\$6.1	\$31.6	\$37.8	\$52.5	\$0.0	\$0.8	\$35.2
	2	Carson/Gardena (Decommission)	0	0	0	0	0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.0	\$0.1	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.0	\$0.0	\$0.1
	2	New Baldwin Park	14,200	259	317	46,079	4.3	\$8.4	\$27.9	\$5.0	\$18.4	\$23.4	\$8.5	\$31.9	\$2.0	\$8.2	\$42.2	\$50.5	\$70.1	\$0.0	\$1.0	\$46.9
	2	Overflow Baldwin Park	1,000	184	67	31,051	2.7	\$0.0	\$0.0	\$0.0	\$0.8	\$0.8	\$0.3	\$1.1	\$0.2	\$0.3	\$1.5	\$1.5	\$1.5	\$7.2	\$0.0	\$8.9
	1	Monterey Park/ Commerce	11,300	240	217	42,199	3.9	\$7.7	\$25.6	\$4.5	\$16.9	\$21.4	\$7.8	\$29.2	\$1.9	\$7.5	\$38.6	\$46.3	\$64.2	\$0.0	\$0.9	\$43.0
	1	Downey	0	0	0	33,012	4.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.0	\$0.1	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.0	\$0.0	\$0.1
	1	Whittier	9,900	188	212	36,417	3.4	\$6.6	\$22.1	\$3.9	\$14.6	\$18.5	\$6.8	\$25.2	\$1.9	\$6.5	\$33.6	\$40.2	\$55.6	\$0.0	\$0.8	\$37.4
	CARE CENTER BASIN TOTAL		45,000	1,045	991	252,664	23.8	\$33.5	\$111.8	\$20.3	\$76.2	\$96.5	\$35.2	\$131.8	\$9.2	\$33.7	\$174.7	\$208.2	\$286.5	\$7.2	\$4.1	\$201.4
West																						
	3	Agoura	2,200	59	61	19,893	4	\$0.0	\$0.0	\$0.1	\$4.2	\$4.3	\$1.6	\$5.9	\$0.2	\$1.5	\$7.6	\$7.6	\$7.6	\$4.9	\$0.2	\$13.4
CARE CENTER WEST TOTAL		2,200	59	61	19,893	4	\$0.0	\$0.0	\$0.0	\$0.1	\$4.2	\$4.3	\$1.6	\$5.9	\$0.2	\$1.5	\$7.6	\$7.6	\$7.6	\$4.9	\$0.2	\$13.4
North County																						
	3	Castaic	5,100	125	84	31,888	4.4	\$0.0	\$0.0	\$0.2	\$5.7	\$5.9	\$2.1	\$8.1	\$0.6	\$2.1	\$10.7	\$10.7	\$10.7	\$6.3	\$0.1	\$18.0
	2	Lancaster	12,000	278	204	46,477	3.8	\$0.0	\$0.0	\$5.3	\$12.6	\$17.9	\$6.5	\$24.4	\$2.2	\$6.3	\$32.9	\$32.9	\$32.9	\$4.2	\$0.7	\$40.7
	0	Palmdale	6,500	97	66	25,889	5.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
	3	Northwest	1,500	35	25	12,421	1.2	\$1.5	\$5.0	\$6.5	\$2.4	\$8.8	\$0.5	\$2.3	\$11.6	\$14.0	\$19.7	\$0.0	\$0.3	\$11.9	\$12.4	\$12.9
		Developer Contribution																				
CARE CENTER NORTH TOTAL		25,100	535	379	116,675	15.4	\$2.4	\$8.0	\$7.0	\$23.4	\$30.3	\$11.0	\$41.3	\$3.3	\$10.6	\$55.3	\$57.7	\$63.3	\$10.5	\$1.1	\$61.7	
DACC CARE CENTER TOTAL		72,300	1,639	1,431	389,231	42.8	\$36.0	\$119.8	\$27.3	\$103.8	\$131.1	\$47.8	\$178.9	\$12.8	\$45.8	\$237.6	\$273.5	\$357.4	\$22.5	\$5.3	\$276.5	
By Priority																						
	1		21,200	428	429	141,077	13.6	\$18.9	\$63.0	\$11.7	\$43.1	\$54.8	\$20.0	\$74.7	\$5.4	\$19.1	\$99.3	\$118.2	\$162.3	\$0.0	\$2.3	\$110.4
	2		35,800	895	766	158,063	13.9	\$14.6	\$48.8	\$13.9	\$45.8	\$59.7	\$21.8	\$81.4	\$6.0	\$20.9	\$108.3	\$122.9	\$157.1	\$11.4	\$2.5	\$131.8
	3 <sup>164</sup>		8,800	219	170	64,202	9.3	\$2.4	\$8.0	\$1.8	\$14.9	\$16.7	\$6.1	\$22.8	\$1.4	\$5.8	\$30.0	\$32.4	\$38.0	\$11.2	\$0.6	\$44.4

<sup>163</sup> See Table 2-9 for escalation percentages.

<sup>164</sup> Before developer contribution





#### 5.1.4 Option 1 Projects at Existing Care Centers

This section provides an overview of the buildings and their status at each ACC as selected in Master Plan Option 1. DACC should complete deferred maintenance projects as described in the Strategic Asset Management System (SAMS) reports on all existing buildings to remain.

##### Baldwin Park Overflow

Buildings to Remain	Buildings to Remodel	New Buildings/Additions
All	Cat Room	N/A
	Kennel Building	

##### Agoura

Buildings to Remain	Buildings to Remodel	New Buildings/Additions
Large Animal Pens and Barn	Utility Building (bringing functions inside from Sally Port)	Public Adoption Lobby, Classroom, Volunteer Room
	Kennel Building	Intake, RVT, In-House Clinic, ACO Space
		Cat Adoption, Isolation, Flex/Stray Cats
		Spay/Neuter Clinic
		Additional Parking (where clinic is currently located)

##### Castaic

Buildings to Remain	Buildings to Remodel	New Buildings/Additions
Spay/Neuter Clinic	Utility Building	Cat Adoption Housing
Call Building	Kennel	Dog Adoption Housing
Barn and Livestock Pens	Public Lobby/Admin Building (now relinquish/staff)	Small Animal Housing
		Adoption and Community Functions
		Intake, RVT, In-House Clinic, Quarantine/Iso Housing
		Additional Parking

##### Lancaster Remodel/Partial Replacement

The following proposed projects at Lancaster are based on the IBI prototype for a new facility, with adjustments to animal housing based on predicted intakes. The team calculated the building size required to handle the intakes at Lancaster based on building size per intake at proposed ACCs with similar annual



intakes (new Whittier area and Monterey Park/Commerce). Using this number, the team subtracted the existing buildings to remain at Lancaster to determine the total new construction area required. This approach assumes DACC can utilize the adjacent county property to construct new buildings that are as efficient as a new indoor prototype.

Buildings to Remain	Buildings to Remodel	New Building Functions
Administrative Modular Building (housing call center)	Kennel 3 (stray/flex)	Public Adoption Lobby, Management, Small Mammals, Cat Adoption, Volunteer, Community Function Intake/RVT, In-House Clinic, and ACO Offices Adoption Kennel Building Utility Building Grooming
Spay/Neuter Clinic	Kennel 4 (stray/flex)	
Barn and Livestock Pens		
Cat Adoption (revise use to stray)		

### 5.1.5 Impact of Pasadena Humane Society Contract on Option 1

If DACC's contract with PHS is cancelled, Monterey Park/Commerce would need to add capacity for the approximately 1,530 intakes that are currently going to PHS. This would result in \$2.8M more in construction costs and \$3.6M more in total project costs.

	Intakes	Housing		Bldg. SF	Site (Acres)
		Dog	Cat		
<b>Monterey Park/Commerce</b>	11,270	240	217	42,199	3.9
<b>Monterey Park/Commerce with Intakes at PHS</b>	12,801	273	246	46,188	4.3
<b>Increase</b>	1,531	33	29	3,989	0.4





	CONSTRUCTION COSTS (\$2017)					FFE (\$2017)	Soft Costs (\$2017)	SUBTOTAL	STARTUP COSTS (\$2017)	GRAND TOTALS Without Land (\$2019) <sup>165</sup>
	Sitework Cost	Building Cost	Total Direct Cost	Mark ups	Total Const.			Without Land (\$2017)		
Monterey Park/ Commerce	\$4.5	\$16.9	\$21.4	\$7.8	\$29.2	\$1.9	\$7.5	\$38.6	\$0.9	\$43.0
Monterey Park/ Commerce with Intakes at PHS	\$5.0	\$18.5	\$23	\$8.6	\$32.0	\$2.0	\$8.2	\$42.2	\$1.0	\$47.0
Increase	\$0.4	\$1.6	\$2	\$0.7	\$2.8	\$0.1	\$0.7	\$3.6	\$0.1	\$4.0

<sup>165</sup> See Table 2-9 for escalation percentages.



## 5.2 Detailed Description of Master Plan Option 2: Maximum Reuse

### 5.2.1 Option 2 Care Centers and Capacities

For Option 2, LA Basin and West County Care Centers receive similar intakes as the last three years' average, and the estimated North County growth of 5,100, was distributed to the care centers in the North County.

**Table 2-11 Option 2 Intakes, Building Size, and Site Size**

	Care Center	Intakes	Bldg. SF	Site (Acres)
LA Basin	Headquarters	N/A	12,450	
	Carson/Gardena	8,800	23,178	1.5
	Baldwin Park	15,500	31,051	2.7
	Downey	18,400	33,012	4.0
	<b>CARE CENTER BASIN TOTAL</b>	<b>42,700</b>	<b>87,241</b>	<b>8.2</b>
West County				
	Agoura	1,800	16,460	3.7
	<b>CARE CENTER WEST TOTAL</b>	<b>1,800</b>	<b>16,460</b>	<b>3.7</b>
North County				
	Castaic	4,800	17,437	4.4
	Lancaster	15,400	30,273	1.7
	Palmdale	7,600	25,889	5.9
	<b>CARE CENTER NORTH TOTAL</b>	<b>27,800</b>	<b>73,559</b>	<b>12.1</b>
	<b>DACC CARE CENTER TOTAL</b>	<b>72,300</b>	<b>177,300</b>	<b>23.9</b>

### 5.2.2 Option 2 Changes to Service Areas

Master Plan Option 2 has no changes to the current service territory of each ACC.

### 5.2.3 Option 2 Funded and Ongoing Projects at Existing Care Centers

In Option 2, the cost estimate includes the Strategic Asset Management (SAMS) deferred maintenance items, new kennels, and cat caging portals.



## 5.3 Detailed Description of Master Plan Option 3: DACC 2015 Plan

### 5.3.1 Option 3 Care Centers and Capacities

For Option 3, the LA Basin 72,300 intakes were distributed to each care center, taking a similar approach to Option 1. The intakes were then increased by 38 percent to achieve 100,300 intakes to approximate the DACC 2015 Plan growth assumptions.

**Table 2-12 Option 3 Intakes, Building Sizes, and Site Sizes**

	Priority	Care Center	Intakes	Bldg SF	Site (Acres)
LA Basin	1	HQ	N/A	43,057	2.4
	2	Carson/Gardena	9,600	34,280	1.5
	1	Downey	0	33,012	4.0
	1	D1 - Whittier	13,000	44,217	4.1
	1	D2 - Huntington	14,100	52,058	4.8
	1	D3 - Monterey Park/ Commerce	9,000	33,238	3.1
	1	BP1 - Altadena	2,000	13,277	1.3
	1	BP2 -Similar to BP Current	13,900	44,674	4.1
	2	Baldwin Park Overflow	1,400	31,654	2.7
		<b>CARE CENTER BASIN TOTAL</b>	<b>63,000</b>	<b>329,467</b>	<b>28.0</b>
West	3	Agoura	2,100	24,232	3.7
		<b>CARE CENTER WEST TOTAL</b>	<b>2,100</b>	<b>24,232</b>	<b>3.7</b>
North County	3	Castaic	5,000	29,267	4.4
	2	Acton/Agua Dulce	7,400	34,386	3.2
	2	Lancaster	16,600	48,312	3.8
	-	Palmdale	6,200	25,889	5.9
		<b>CARE CENTER NORTH TOTAL</b>	<b>35,200</b>	<b>137,853</b>	<b>17.3</b>
		<b>DACC TOTAL</b>	<b>100,300</b>	<b>491,552</b>	<b>49.0</b>

### 5.3.2 Option 3 Changes to Service Area

The DACC 2015 Plan did not outline how the service areas would be modified. This Master Plan assumes contracted cities and unincorporated area zip codes would be redistributed amongst existing and new care centers.



### 5.3.3 Option 3 Funded and Ongoing Projects at Existing Care Centers

Note: DACC should complete deferred maintenance projects on all existing buildings to remain.

#### Baldwin Park Overflow

Buildings to Remain	Buildings to Remodel	New Buildings/Additions
All	Cat Room	Euthanasia
	Kennel Building	

#### Agoura

Buildings to Remain	Buildings to Remodel	New Buildings/Additions
Large Animal Pens and Barn	Utility Building (brining functions inside from Sally Port)	Public Adoption Lobby, Classroom, Volunteer Room
	Kennel Building	Intake, RVT, In-House Clinic, ACO Space
		Cat Adoption, Isolation, Flex/Stray Cats
		Spay/Neuter Clinic
		Additional Parking (where clinic is currently located)

#### Castaic

Buildings to Remain	Buildings to Remodel	New Buildings/Additions
Spay/Neuter Clinic	Utility Building	Cat Adoption Housing
Call Building	Kennel	Dog Quarantine/Iso Housing
Barn and Livestock Pens	Public Lobby/Admin Building (reconfigured)	Small Animal Housing
		Intake Area
		Additional Parking

#### Lancaster Remodel/Partial Replacement

The following proposed projects at Lancaster are based on the IBI report with adjustments to animal housing based on predicted intakes.



Buildings to Remain	Buildings to Remodel	New Buildings/Additions
Administrative Modular Building (housing call center)	Kennel 3 (stray/flex)	Public Adoption Lobby, Management, Small Mammals, Cat Adoption, Volunteer, Community Function
Spay/Neuter Clinic	Kennel 4 (stray/flex)	Intake/RVT, In-House Clinic, and ACO Offices
Barn and Livestock Pens		Adoption Kennel Building
Cat Adoption (revise use to stray)		Utility Building
		Grooming



## 6 Site Visit Facility Notes

The following general notes apply to all site visits. Information provided below is not intended to be comprehensive, but rather a record of observations regarding animal care during the visit dates noted below. Please see additional resources for DACC facilities including the DACC 2015 Plan, IBI Programming Reports, and the Strategic Asset Management System (SAMS) reports.

### Building Condition Key:

<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Building generally suits its use. Only minor improvements may be required.	Building suits its use, but requires major renovation or repair due to age/durability issues.	Building is either past its useful life or requires substantial renovation or repair to meet current industry standards.

### Animal Housing Condition Key:

<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Housing has no major visible issues or hazards to animals; possible reuse.	Housing has some signs of wear; minor dents.	Housing is not suited for animal use. There are missing parts, major dents, or it is unsanitary.

### General Notes:

- Condition of animal housing refers to the primary enclosure only. This rating does not take into account location within a care center. Circulation and other issues are described in other sections of the site visit notes.
- Rabbits and other prey animals should not be located in the same spaces as cats or within view of dog housing or play yards. This is a consistent issue in many ACCs.
- Dogs should not pass through cat spaces; this is a common problem with care center circulation.
- Support spaces should enable staff to function efficiently. Typically, this includes two sets of commercial washers and dryers, separate medical laundry, commercial ware washer, etc. The requirements for a functional ACC are detailed in the IBI Programming Reports.



## 6.1 Headquarters

**Site Visit:** Headquarters

**Date:** 04/12/2017

General Information				
Location	5898 Cherry Ave., Long Beach, CA 90808			
City/Community	N/A			
Size	12,450 square feet			
Buildings Overview <sup>166</sup>	<i>Name</i>	<i>Year</i>	<i>Size</i>	<i>Condition</i> <sup>167</sup>
	Administration	1975	12,450	<b>Poor</b>
2016 Animal Intakes	N/A			
Currently Budgeted Staff Positions	113 admin currently (59 at headquarters); budgeted staff of 152. 24 ACO I and II.			

### General Facility Information

Underutilized spaces	Patio/relief area, likely due to safety concerns. Improved with fencing.
Overutilized spaces	Conference room, printing/staff supply areas.
Spaces that are currently absent but needed to meet operational goals	Private meeting spaces. Staff workstations (for all budgeted positions). Elevator.
Methods/infrastructure for sanitation and cleaning the facility	N/A. Standard office procedures.
General flow for human user groups including	
Public	Enter through main entrance where greeted by receptionist.
Staff	Enter through main entrance or side.
Volunteers	N/A
ACOs	Same as staff.
Notes on ACC facility design standards	
Drains	N/A
HVAC	Issues with perimeter cooling. See 2016 SAMS Report.
Electrical	No wireless in building. See 2016 SAMS Report.

<sup>166</sup> Note buildings that are only storage are not included. See 2016 Strategic Asset Management System (SAMS) Report for assessment of physical conditions.

<sup>167</sup> Key for building condition is on Page 59.





Lighting	Lighting in general is below industry standard.
Flooring	Carpet throughout, not ideal for having animals at the office.
Wall Protection & Finishes	Minor scuffs.
Ceilings	Panels are uneven in places.
Sound Control	Some acoustic ceiling panels.
<b>Support Spaces</b>	
Laundry	N/A
Food Prep	N/A
Storage	Insufficient for needs.

## General Notes

### Overall DACC ACO Field Operations notes

- North County—challenge is ACO drive times/long distances.
- South County—challenge for ACOs is traffic.

### Second Floor

- No ADA access to second floor. No elevator.
- The conference room accommodates roughly 30 people and is the largest space that DACC has. It is not large enough for many of the meetings for which it is utilized.
- The upstairs office space contains staff in five workstations, including an IT person who doesn't fit at Downey with the rest of the department.
- Breakroom.
- Executive office with two cubicles.

### First Floor

- Some closed offices, but mostly open cubicles.
- A patio in the back is currently being used to store and stage kennel material mockups.
- Warehouse functions as receiving for all facilities, and supplies are distributed from here.
  - Food/vaccines/medical supplies go directly to animal care centers.
  - Some donations come through headquarters as well.
- Sunlight and heat coming through the glass is an issue.
- No good places for printers.
- Many staff are in spaces not appropriate for their role—either too small, or shared.
- Staff spaces are not in alignment with current county space standards.
- HR is not very separate/private. Difficult to have confidential conversations.
- Record Storage: fiscal records stored in old bank vault.
  - Care centers have their own storage.
  - HR record storage is in a secured cage.



Attendees at Site Visit		
Betsey Webster, DACC	Kelly Quinn, CEO	Heather Lewis, Animal Arts
Danny Ubario, DACC	Ken Slu, CEO	Tony Cochrane, Animal Arts
Jaime de la Riva, DACC	Veronica Cox, CEO	Sarah Boman, Animal Arts
Ann Marie Johansen, DACC	Jason Kim, DPW	Malia Young, Animal Arts



## 6.2 Agoura

**Site Visit:** Agoura

**Date:** 03/22/2017

General Information				
Location	29525 W Agoura Rd., Agoura Hills, CA 91301			
City/Community	Agoura <sup>168</sup> Agoura Hills <sup>169</sup> Calabasas <sup>169</sup> Canoga Park <sup>168</sup>	Chatsworth <sup>168</sup> Fernwood <sup>168</sup> Hidden Hills <sup>170</sup> Malibu <sup>169</sup>	Thousand Oaks <sup>170</sup> Topanga Canyon <sup>168</sup> Westlake Village <sup>170</sup> Woodland Hills <sup>168</sup>	
Size	3,112 sf on 3.65 acres			
Buildings Overview <sup>171</sup>	<i>Name</i>	<i>Year</i>	<i>Size</i>	<i>Condition</i> <sup>172</sup>
	Administration	1976	3,112	Fair
	Utility Building	1976	5,701	<b>Poor</b>
	Barn	1976	784	Fair
	Spay and Neuter Clinic	1976	2,343	<b>Poor</b>
	Kennel	1976	4,520	<b>Poor</b>
	Horse Shelter	2015		<i>Good</i>
2016 Animal Intakes	2015-2016 (Fiscal Year July 1-June 30) Feline: 609 Canine: 785 Other: 634			
Currently Budgeted Staff Positions	21			

### General Facility Information

Underutilized spaces	Clinic lobby potentially, only busy during a few hours.
Overutilized spaces	Lobby, clinic surgery is cramped. Staff break room is too small.
Spaces that are currently absent but needed to meet operational goals	Grooming/Euthanasia separation. Community/large group meeting room.
Methods/infrastructure for sanitation and cleaning the facility	Wash kennel runs into open trench at front.

<sup>168</sup> Unincorporated area.

<sup>169</sup> City and unincorporated area.

<sup>170</sup> City.

<sup>171</sup> Note buildings that are only storage are not included. See 2016 Strategic Asset Management System Report for assessment of physical conditions.

<sup>172</sup> Key for building condition is located on Page 59.



General flow for human user groups including	
Public	Public enter lobby, to interact with desk staff for most transactions.
Staff	Two staff entrances in admin.
Volunteers	Check-in at computer in lobby.
ACOs	Entrance into staff locker room.
Notes on ACC facility design standards	
Drains	Open trenches at the front of runs pose a trip hazard. The drains are not in line with current industry standards for sanitation and disease control.
HVAC	Cat spaces seem adequate.
Electrical	See 2016 SAMS Report.
Lighting	Dated.
Flooring	Control joints need sealed. Concrete cracking.
Wall Protection & Finishes	Generally scuffed.
Ceilings	Generally poor throughout.
Sound Control	No sound control measures reported.
Support Spaces	
Laundry	Covered, exterior.
Food Prep	Covered, exterior dishwashing; no commercial dishwasher.
Storage	Very few storage spaces located throughout. Most animal-related storage in sally port and containers. Office storage in Admin.
Clinic Spaces	
Surgery	One table suite, worn finishes and poor ventilation.
Treatment & Exam	One treatment room with wet table adjacent to surgery.
Animal Holding	Cat and dog rooms. No holding space in treatment.
Euthanasia	Shares space with grooming. Adjacent to freezer.
Other Medical	RVT room used for vaccinations & intake exam.



## Animal Care Information

Cat Housing					
Size	Number	Location	Description	Condition	Housing Count
18" cages	15	Clinic – Cat Rm	(15) 18" w x 18" t in three rows, five columns. Shor-Line stainless cage bank on wheels. Wire front. No portals.	Good <sup>173</sup>	15
3 ft bank	1	Cat Colony	(2) 36" w x 30" t x 30" d; stacked plastic cages.	Fair	2
6 ft. bank	1	Cat Colony	(6) 36" w x 30" t x 30" d; stacked plastic cages.	Fair	6
4 ft. bank	1	Cat Colony	(1) 48" w x 24" t x 30" d plastic cage.	Fair	1
7 ft. bank	4	Cats	(2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row. No portals.	Fair	20
7 ft. bank	2	Feral Cats/ Transfers in	(2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row. No portals.	Fair	10
7 ft. bank	4	Isolation Cats	(2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row. No portals.	Fair	20
Flow	All animals are photographed, examined, and vaccinated on intake in the RVT room. Cats are assessed to determine if they are feral or domesticated.				
Dog Housing					
Size	Number	Location	Description	Condition	Housing Count
7 ft. bank	3	Clinic – Dog Hold	(2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row.	Fair	15
18" cages	11	Clinic – Dog Hold	18" w x 18" t Shor-Line cages stacked around room. Unused.	Good <sup>174</sup>	
4'-0" runs	48	Kennels	48 per building. Typically 4'-0" wide on center; varies at ends. 5'-0" deep on inside, 8'-0" deep on outside. No visual separation indoors. Chain link.	Poor	48
5'-0" runs	3	Kennels — Quarantine	5'-0" wide. 6'-0" front and 6'-0" back. SGT/chain link. Used for longer hold/quar. cases.	Fair	3
		Feral Cats	Enclosure used for dams and pups.	Fair	

<sup>173</sup> Housing is smaller than industry standards. However, it may be appropriate for very short durations or if limited mobility is needed (due to injury/recovery).

<sup>174</sup> Too small for dogs.



Flow	Last few runs in kennel used to observe incoming bite transfers. Dogs are photographed and vaccinated in RVT room.				
Rabbit Housing					
Size	Number	Location	Description	Condition	Housing Count
Hutch	1	Cat Space	(1) 42”w x 18”t hutch.	Good	1
Flow	Rabbits live in hutch/small mammal housing but go outside to pens during the day.				
Small Mammal Housing					
Size	Number	Location	Description	Condition	Housing Count
24” cages	1	Cats	(6) 24”w x 16”t housing with trays.	Fair	6
Exotics Housing					
Size	Number	Location	Description	Condition	Housing Count
N/A	N/A	N/A	N/A	N/A	N/A
Farm Housing					
Size	Number		Description	Condition	Housing Count
	5	Chicken Coop	Wire enclosure with roof. Shelf and box for shelter constructed out of wood.	Fair	5
		Horse Stalls	(10) stalls in new structure, 20 movable stalls around one round pen.	Good	30
	3	Barn Stalls		Good	3
Other Housing					
Size	Number	Location	Description	Condition	Housing Count
4 ft. bank	1	RVT	(1) 48”w x 30”t bottom cage; (2) 24”w x 24”t top cages. Shor-Line on wheels.	Good	3
Mobile transport unit	2	outside	(2) Mobile transport units. Shor-Line	Fair	2



Outdoor Animal Spaces		
Description	Condition	
Four medium yards and three smaller ones for dog play time. One has 9't fence. These have artificial turf and some shade.	Fair	
Two larger play yards towards parking with grass.	<i>Good</i>	





## General Notes

### Overall

- Agoura ACC receives many transfers; transfers come from all the other Los Angeles County shelters. Transfers are typically 10-15 animals per week.
- Schools and community groups visit the shelter. A busy week involves 1-2 tours. There is an outdoor patio for groups, but it is unusable during rainy weather because it has no cover.
- RVT room also serves as photo room. All intake animals come through this room—it gets busy. One stainless pedestal table, sink, counter, and small photo booth for cats/small mammals.

### Lobby/Admin

- Ceilings are in very poor shape due to major roof issues.
- Lobby has two workstations at the desk and two officer stations behind.
- One office off the lobby.
- It is difficult to have private conversations, both for staff and for staff and public.
- Volunteer login/workstation in the public side of the lobby.
- The lobby has occasional lines, but it is not as busy as some of the other shelters. The circulation patterns in the lobby are difficult. Staff members explained that it is important to keep dogs out of waiting area to reduce possible conflicts between dogs when the lobby is crowded.
- The center has a break/meeting room, storage, office, and a locker room with a workstation.

### Volunteers

- About 20 volunteers are active every day.
- Volunteers assist with dog socialization, feeding, grooming, training, etc. They sort by 1) evaluation, 2) coaching, and 3) routine kennel/cat tasks.
- Volunteers constructed a “Real Room” where they socialize dogs and conduct temperament tests. This space works well for disabled volunteers who can sit and have animals brought in for socialization. It also serves as an indoor meet and greet space. A treadmill is located here for dogs that need additional physical activity.

### Utility

- The sally port is mostly uncovered. Donations are stored here before sending some to other shelters (they receive a lot).
- Commercial washer/dryer.
- Stainless dish wash/food prep counter. No commercial dishwasher. Sink is small and used for both food bowls and litter pans so they have a system to sanitize/stagger cleaning.
- Euthanasia and grooming share a space, but very little euthanasia performed. Two grooming tables, tub on a curb, and dryer.
- Freezer has an odor even when it is empty.
- Shipping containers off sally port are used to store supplies, food, cages.



## Clinic

- Lobby has two workstations; it's only busy during drop-off for trust deposits. This is common for younger animals and if animals have minor respiratory issues when adopted.
- Will alter other county shelter animals here. If someone in the Agoura area adopts a dog from Carson/Gardena, for example, it may be altered at Agoura.
- No vaccination clinics at this location. Veterinarians in area offer less expensive options and no set days of the week/month for low-cost vaccinations.
- A veterinarian is on site two days a week and performs seven to 12 spay/neuters a day.
- Ceilings here are also in bad shape.
- Veterinary office with two desks, storage.
- Cat ward is used for holding/receiving kitties and has a stainless table.
- Prep area has a scale, old fridge, autoclave, sink. Very little usable counter space.
- Lighting is dated but there is a slightly newer medical light on at a stand.
- Oxygen is from a tank. Anesthesia machine is on wheels and the scavenger system is passive.
- Have one vet tech for the shelter.
- Dog ward contains the health department fridge.

## Cats

- Ventilation seems better in this room than in most areas of the shelter.
- Cats housed in stainless cages, no portals.
- Small prep counter in room.
- Roll in banks of cages when busy.
- "habikat" play room with loose cats, some caging, shelves, and a **handwashing sink** (this is notable because it is one of the few in any of the county facilities in an animal housing space). Once cats stay for 10 days and are observed to get along with other cats, they can move into the habikat room.
- Cat isolation room has cracked floor.

## Dogs

- Only one kennel building with 48 runs. Open trench at the front. No A/C but have radiant heat at ceiling. More small dogs here than at other shelters and some herding breeds.
- Fixed chain-link panels at the bottom of the gates make it difficult for both humans and dogs to go in and out.
- Play runs are located just beyond outdoor runs, so there is a lot of barking from the kennel. There are four medium-sized yards and three smaller ones on one side. These have artificial turf. There are two larger runs with grass and a sand area (for digging) on the opposite side of the kennels. The artificial turf yards get too hot from sun radiating off the turf.
- Agoura ACC does not have a good sick/observation area for incoming animals. However, kennel cough is rare.



- Dogs available for adoption are located closer to the entrance while sick/stray/observation dogs are located at the back.
- Lighting is dated and control joints in floor needs to be sealed.
- Detailed personality sheet and narratives for dogs are hung on each kennel.
- Additional dogs housed in garage-like space. This serves as overflow, but primarily for bite/quarantine cases.

#### Rabbits

- Play pen area for rabbits to hop around and get outside.
- Flag is used to alert staff and volunteers if rabbits are outside since dogs walk nearby.

#### Farm/Wildlife

- Chicken pens covered outside. Will also hold pigs, goats, peacocks, etc.
- Issues with other wildlife getting in: coyotes, squirrels, rabbits.

#### Barn

- Housing a pig at time of visit.

#### Horses

- Mare hotel recently constructed; eight pens.
- They have recently found volunteers with horse and horse training experience.
- Round pen in a larger yard. Horses take turns getting out for exercise.
- Most of the horses come from transfers in. The horse community in the area is very close-knit.
- Covered three-sided shed for feed.

Attendees at Site Visit		
Denise Rosen, Shelter Manager	Kelly Quinn, CEO	Heather Lewis, Animal Arts
Nelson Gonzales, Shelter	Ken Slu, CEO	Tony Cochrane, Animal Arts
Betsey Webster, DACC	Jason Kim, DPW	Sarah Boman, Animal Arts
Alison Cardona, DACC	Danny Ubario, DACC	Malia Young, Animal Arts
Robin, Shelter Volunteer	Jamie de la Riva, DACC	



### 6.3 Baldwin Park

**Site Visit:** Baldwin Park

**Date:** 03/16/2017

General Information				
Location	4275 North Elton St., Baldwin Park, CA 91706			
City/Community	Altadena <sup>175,176</sup> Arcadia <sup>175,176</sup> Azusa <sup>177</sup> Baldwin Park Bassett <sup>175</sup> Brea <sup>175</sup> Charter Oak <sup>175</sup> Claremont <sup>175</sup> Covina <sup>177</sup> Diamond Bar <sup>175</sup> Duarte <sup>178</sup>	El Monte <sup>178</sup> Glendora <sup>175</sup> Hacienda Heights <sup>175</sup> Industry Irwindale La Crescenta <sup>175,176</sup> La Puente <sup>177</sup> La Verne <sup>175</sup> Monrovia <sup>175,176</sup> Montrose <sup>175,176</sup> Mt. Baldy <sup>175</sup>	Pasadena <sup>175,176</sup> Rosemead Rowland Heights <sup>175</sup> San Dimas <sup>175</sup> San Gabriel <sup>175</sup> South El Monte <sup>175</sup> South San Gabriel <sup>175</sup> Temple City <sup>175</sup> Valinda <sup>175</sup> Walnut <sup>178</sup> West Covina <sup>178</sup>	
Size	31,051 square feet on 2.667 acres			
Buildings Overview <sup>179</sup>	<i>Name</i>	<i>Year</i>	<i>Size</i>	<i>Condition</i> <sup>180</sup>
	Administration	1970	1,621	Fair
	Building 5 [Utility Building]	1979	3,400	Poor
	Kennels 1, 2, 3 [A, B, C]	1970, 1979	4,500 each	Poor
	Medical Clinic	2011	2,000	Good
	Kennel 4 [D]	1985	3,900	Poor
	Stables	1989	1,200	Fair
	Admin Modular	2009	1,450	Good
	Cattery [Cat House]	2001	1,650	Fair

<sup>175</sup> Unincorporated area.

<sup>176</sup> Currently covered by Pasadena Humane Society.

<sup>177</sup> City and unincorporated area.

<sup>178</sup> Limited services for city, unincorporated area served.

<sup>179</sup> Note buildings that are only storage are not included. See 2016 Strategic Asset Management System Report for assessment of physical conditions. [Name #] refers to 2016 Strategic Asset Management System Report naming convention if different from DACC.

<sup>180</sup> Key for building condition is located on Page 59.



2016 Animal Intakes	2015-2016 (Fiscal Year July 1-June 30) Feline: 7,478 Canine: 6,531 Other: 1,116
Currently Budgeted Staff Positions	56

### General Facility Information

Underutilized spaces	Exam room in clinic (used as exit).
Overutilized spaces	Lobby (undersized), offices in general, grooming
Spaces that are currently absent but needed to meet operational goals	Volunteer coordinator office and volunteer work room with lockers area to work on projects. Behavior evaluation. ACO report-writing space. Community/large group meeting room. Staff locker rooms/showers. Offices for command and medical staff. Storage/prep space at kennels. Sufficient grooming and play yards (current overutilized). A/C to the cat room is currently underway.
Methods/infrastructure for sanitation and cleaning the facility	Hoses, using Accel (Rescue) but no distributed system.
<b>General flow for human user groups</b>	
Public	Public enter lobby to interact with staff for most transactions.
Staff	Staff entrance/break/locker room in admin; others enter into admin modular.
Volunteers	Admin modular for coordinator.
ACOs	Staff entrance/break/locker room in admin.
<b>Notes on ACC facility design standards</b>	
Drains	Open trench drain, not in compliance w/ current best practices.
HVAC	No cooling in kennels. Airflow does not comply with current industry standards, particularly in animal areas, where lack of ventilation is evident, except cat room has HVAC.
Electrical	See 2016 SAMS Report.
Lighting	Cat intake lighting is very dim. Lighting in general is below industry standards.
Flooring	Control joints need to be sealed.
Wall Protection & Finishes	Wall finishes in kennel #3 are peeling. Remodeled kennels have updated wall coating.
Ceilings	Kennels open to structure, so therefore no sound control.
Sound Control	None observed.



Support Spaces	
Laundry	One commercial washer, one commercial dryer. Covered outside. Clinic separate. Stackable washer/dryer in cattery.
Food Prep	Small counter in cattery. Dishwashing near laundry in a sink. No commercial dish washing machine.
Storage	Not enough in rooms/buildings. One large covered storage area in the back service yard serves the shelter.
Clinic Spaces	
Surgery	Two-table suite, primarily spay/neuter.
Treatment & Exam	Two exam rooms in clinic. One is unused because it does not work with current animal circulation. One treatment room with wet table adjacent to surgery.
Animal Holding	Cat and dog rooms. No holding space in treatment.
Euthanasia	Located off sally port, through laundry. Inadequate—separate quiet room and holding space needed. Located in high traffic area.
Other Medical	Intake exam/RVT room.

#### Animal Care Information

Cat Housing					
Size	Number	Location	Description	Condition	Housing Count
6 ft. bank	1	Clinic – Cat Rm	(12) 18”w x 18”t cages in three rows, Four columns. Suburban Surgical stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>12</b>
4 ft. bank	2	Clinic – Cat Rm	(6) 24”w x 24”t cages in three rows, two columns. Suburban Surgical stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>12</b>
Run	2	Cattery	Two wire cat runs.	Fair	
9.5 ft. bank	6	Cattery	(3) 30”w x 24”t, (1) 24”w x 24”t bottom row; (4) 24”w x 24”t, (1) 18”w x 24”t middle row; (4) 24”w x 24”t, (1) 18”w x 24”t top row. Shor-Line bank on wheels. Bar front and back. No portals.	<i>Good</i>	<b>84</b>
4 ft. bank	1	Cat Intake	(1) 48”w x 30”t bottom row; (2) 24”w x 24”t top row. Shor-Line stainless cages, bar front, on wheels. No portals.	<i>Good</i>	<b>3</b>



Size	Number	Location	Description	Condition	Housing Count
6 ft. bank	2	Cat Intake	(1) 48" w (1) 24" w x 30" t bottom row; (3) 24" w x 24" t top row. Shor-Line stainless cages, bar front, on wheels. No portals.	Good	10
5 ft. bank	1	Cat Intake	(4) 30" w x 30" t in two rows. Stainless cages with bar front on wheels. No portals.	Good	4
8 ft. bank	2	Cat Intake	(12) 24" w x 24" t in three rows. Stainless cages, bar front, on wheels. Shor-Line. No portals.	Fair	24
8 ft. bank	1	Cat Intake	(2) 48" w x 30" t bottom row; (4) 24" w x 30" t middle row; (4) 24" w x 24" t top row. Stainless cages, bar front, on wheels. Suburban Surgical. No portals.	Good	10
Flow	All animals are photographed, examined, and vaccinated on intake. Cats are brought to cat intake room in building #5 where they are assessed to determine if they are feral or domesticated. Domesticated cats are then brought to the cattery. A portion of the cattery housing may be sectioned off for isolation or other temporarily non-adoptable cats.				
Dog Housing					
Size	Number	Location	Description	Condition	Housing Count
5 ft. bank	2	Clinic – Dog Rm	(1) 60" w x 36" t bottom row; (2) 30" w top row.	Good	6
8 ft. bank	1	Clinic – Dog Rm	(2) 48" w x 30" t bottom row; (3) middle row 30" t; (4) top row 24" t. On curb.	Good	9
7 ft. bank	1	Clinic – Dog Rm	(9) 28" w x 28" t cages. On curb.	Good <sup>181</sup>	9
4'-0" runs	48	Kennel #C	48 per building. Typically, 4'-0" wide on center; varies at ends. 4'8" deep on inside, 7'-6" deep on outside. No visual separation indoors.	Poor	48
4'-0" runs	96	Kennels A, B (remodeled)	48 per building. Typically, 4'-0" wide on center; varies at ends. 4'8" deep on inside, 7'-4" deep on outside. New Shor-Line run components. No visual separation indoors.	Fair	96

<sup>181</sup> Housing is smaller than industry standards. However, it may be appropriate for very short durations or if limited mobility is needed (due to injury/recovery).





4'-0" runs	40	Kennel D	Typically, 4'-0" on center. 6'-0" on inside, 5'-6" on outside. Privacy panels to 4'-0", bar above. Scaling and bent bars common.	Poor	40
Flow	All animals are photographed, examined, and vaccinated on intake.				
Rabbit Housing					
Size	Number	Location	Description	Condition	Housing Count
44" hutch	4	Cattery	18"x43-1/2"x21" inside dimensions of housing. Wood.	Fair	4
48" hutch	1		18-1/2"x47-1/2"x24 1/2" inside dimensions of housing. Plastic.	Good	1
Small Mammal Housing					
Size	Number	Location	Description	Condition	Housing Count
10G aquarium	2		20"w x 10"d x 12"h.	Good	2
Exotics Housing					
Size	Number	Location	Description	Condition	Housing Count
20G tank			Aquarium for reptiles and bearded dragons.	Good	1
LG tank			15-1/2" 56-1/2" x 23-1/2"	Good	1
Farm Housing					
Size	Number		Description	Condition	Housing Count
			Chicken coop.	Fair	1
Horse Stall	4	Stable	Four stalls with outdoor yards.	Good	4
Small Stall	1		92"x117-1/4"x119" smaller stall.	Good	1
Other Housing					
Size	Number	Location	Description	Condition	Housing Count
7 ft. bank	1	Camera Room	(2) 42"w x 28"t bottom row; (3) 28"w x 24"t top row. SST on curb.	Fair	1
	3	Camera Room	24"w x 24"t SST cages (stacked on 7' bank).	Fair	3
Outdoor Animal Spaces					
Description				Condition	
One larger play yard at front of lot.				Fair	
One smaller play yard.				Fair	



## General Notes

### Site Notes

- The site has overall issues with storm drainage on site and flooding when it rains.
- The site is very difficult to find and feels unsafe at night due to being secluded in an alley.
- Access road is in poor condition.
- Parking is inadequate.
- Site cannot be expanded—surrounded by truck yard, bus yard, and railroad tracks.

### Main Building Functions

- Three workspaces on public side.
- Reception desk: three stations and three workstations behind it.
- Lobby is used for all functions: licensing, adoption, spay/neuter pickup, intake.
  - Like Carson/Gardena, people think they need to wait in line to see animals. This perception and long lines may discourage adoption.
- The lobby is busy all day. From 3-5pm it's typical to have lines out the door.
- Do not desire to split adoption/intake staff; however, some separation of circulation/flow would benefit operations. County operates limited/different hours for adoption.
- Office for supervisor and another for lieutenant.
- Squad room with three workstations and lockers. Too small to meet needs; not enough space to write reports.

### Modular Administrative Building

- Two-person office for the major case unit.
- Locker/break room, functions as meeting space.
- Two-person field sergeant office.
- Work zone with sink.
- Office space for the forensic vet, kennel sergeant, and the volunteer coordinator.
- Report/paperwork storage in hall.

### Animal Intake Flow

- Animals are processed through RVT or photo room and then to holding. Photo room is more convenient than RVT area for animal control officers returning from the field.
- Dogs move through cat room into RVT room frequently, and especially when grooming is occupied.
- Surrender animals are often held until staff available and then go to photos and RVT, which is undersized.
- Health evaluation and vaccinations occur at the RVT room.
- The RVT room is remote from the kennel space and circulation patterns are inefficient.



## Kennel Areas

- This shelter also has many large dogs in care compared to small dogs (about 80 percent large at time of visit).
- Use yards to test temperament. Holding for ASPCA transport as well (One to two times per week).
- Kennels A and B have been remodeled. New run components from Shor-Line.
- Non-remodeled kennel buildings contain chain-link runs, open trench at front.
- Radiant heat, but no HVAC so kennels get very hot in summer. Rooms at end of kennels house old HVAC units that cannot be removed because of asbestos abatement requirements.
- Building #4 houses large dogs, bite cases, cruelty cases, etc.
  - A lot of bent bars.
  - Scaling and rust issues.
  - Locks don't work well. Lock cylinders built into run gate break often, but they're easier to operate one-handed compared to the padlocks.

## Intake Cat Areas

- Building #5 houses cats when they're brought in to evaluate if feral or domestic.
- Shor-Line cages. No portals. The county received a grant for 54 Shor-Line double-compartment cages.
- Fans and wall units provide inadequate airflow. The county is currently working on rooftop A/C in the cat area and insulating the roof.<sup>182</sup>
- The county is working on a structured behavior evaluation for cats coming in and providing a separated area to be able to better assess if incoming cats are feral.
- Lighting needs improvement in building #5.<sup>182</sup>

## Adoption Cat and Small Animal Areas

- Contains hutches for adoptable rabbits. The hutches will be replaced.
- Garage doors for airflow, fans, radiant heat.
- Two folding tables for workspace.
- Two wire cat runs are utilized for special needs cats.
- Bank of cages tucked around corner for adoptable cats with minor respiratory issues (under observation). This is also used for rabbit housing when needed.
- Small food prep area.

## RVT

- Contains one SST pedestal table, sink, two workstations. Medical storage is within the adjacent grooming room.

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<sup>182</sup> This task was completed in the period of time between the site visit and the publishing of the Master Plan.



## Grooming

- Is by volunteers. The grooming room contains two tables and a porcelain residential bathtub on a curb.

## Laundry/Food Prep

- Covered outside.
- One commercial washer/dryer but no commercial dish machine. Laundry machines are not reliable.
- A lot of blanket storage.

## Euthanasia

- Located off laundry.
- Unable to view at time of visit.

## Storage

- Food, beds, misc. items, cleaning supplies.
- Pigeons in space.
- Commercial cooler in covered storage area for public health specimens.
- Additional large freezer outside for necropsy and normal use.

## Livestock

- Chicken coop with stainless steel cages.
- Turtle pool.
- Horse, pig and other livestock paddocks.

## Notes Regarding the Clinic

- Mirrored version of building at Carson/Gardena.
- Exam used for vaccinations, exit through other exam room during vaccination events.

## Other Services

- The ASPCA Community Engagement program is very active at this location and is on-site M-F and at least one weekend day. County staff want to include space for counseling in new facilities.
- At this location, the county has worked with the ASPCA to reduce cat adoption fees to \$0. This has resulted in doubling live outcomes for cats.
- Working with ASPCA on small kitten intake to prevent euthanasia. Fosters aren't available so all the "pee wees" are going to a staffed trailer. The partnership is not a long-term solution.
- The county has added a volunteer coordinator position and this shelter has one on site to assist with managing volunteers. Fifty-four volunteers are listed at this location currently.



- ASPCA provides free spay/neuter services for community pets at this location. Appointments are booked ahead of time and there are long lines. While the county wants to host this service on site, parking issues are exacerbated during spay/neuter events.

Attendees at Site Visit		
Sheri Koenig, Shelter	Ken Slu, CEO	Heather Lewis, Animal Arts
Maria Sabio-Solacito, DACC	Jason Kim, DPW	Tony Cochrane, Animal Arts
Rachael Saelor, DACC	Betsey Webster, DACC	Kate Hurley, UC Davis
Dr. I-Shun Chen	Jaime de la Riva, DACC	Sarah Boman, Animal Arts
	Roberto Ignacio, DACC	Malia Young, Animal Arts



## 6.4 Carson/Gardena

**Site Visit:** Carson/Gardena

**Date:** 03/15/2017

General Information				
Location	216 W. Victoria St., Gardena, CA 90248			
City/Community	Carson Culver City <sup>186</sup> El Camino Village <sup>183</sup> Gardena <sup>186</sup> Harbor City <sup>183</sup> Hawthorne <sup>184</sup> Inglewood Ladera Heights <sup>183</sup> Lawndale <sup>185</sup> Lennox <sup>183</sup>	Lomita Los Angeles <sup>183</sup> 90008 90043 90044 90047 90056 90061 Marina Del Rey <sup>183</sup>	Torrance <sup>186</sup> Palos Verdes Estates Rancho Palos Verdes Redondo Beach Rolling Hills <sup>186</sup> Rolling Hills Estates <sup>186</sup> San Pedro <sup>183</sup> Universal Studios West Hollywood	
Size	23,178 SF on 1.8 acres			
Buildings Overview <sup>187</sup>	<i>Name</i>	<i>Year</i>	<i>Size</i>	<i>Condition<sup>188</sup></i>
	Administration	1961	2,512	Poor
	#2 Maintenance building	1960	2,981	Poor
	#3 Spay and Neuter Clinic	2010	1,716	Good
	#4 Kennel [1]	1960	4,456	Poor
	Kennel [2]	1960	4,692	Poor
	#6 Kennel [3]	1960	4,409	Poor
	#7 Horse Barn	1961	695	Fair
	#8 Cattery	2001	1,717	Fair
2016 Animal Intakes	2015-2016 (Fiscal Year July 1-June 30) Feline: 5,654 Canine: 6,201 Other: 880			
Currently Budgeted Staff Positions	39			

<sup>183</sup> Unincorporated area.

<sup>184</sup> Limited services.

<sup>185</sup> Limited services for city, unincorporated area served.

<sup>186</sup> City and unincorporated area.

<sup>187</sup> Note buildings that are only storage are not included. See 2016 Strategic Asset Management System Report for assessment of physical conditions. [Name #] refers to 2016 Strategic Asset Management System Report naming convention if different from DACC.

<sup>188</sup> Key for building condition is located on Page 59.



## General Facility Information

Underutilized spaces	Exam room in clinic, used as exit.
Overutilized spaces	Lobby
Spaces that are currently absent but needed to meet operational goals	Euthanasia and RVT spaces are currently under construction. No dedicated volunteer area—need space to store personal belongings, work on projects, and store supplies. Need volunteer coordinator space as well. ACO report-writing area insufficient. Behavior evaluation room needed. Community/large group meeting space. Staff locker room/shower space inadequate. Additional offices for command staff, medical staff, MCU officers, etc.
Methods/infrastructure for sanitation and cleaning the facility	Wash kennel runs into open trench at front.
<b>General flow for human user groups including</b>	
Public	Public enter lobby to interact with staff for most transactions.
Staff	Staff entrance/break/locker room in administration building.
Volunteers	N/A
ACOs	Staff entrance/locker/break room.
<b>Notes on ACC facility design standards</b>	
Drains	Open trenches at the front of runs pose a trip hazard. The drains are not in compliance with current industry standards for sanitation and disease control.
HVAC	Airflow rates in kennels and cattery are not in compliance with current best practices. Noticeable odor is present in kennels.
Electrical	See 2016 SAMS Report.
Lighting	Acceptable in kennels but is below industry standards.
Flooring	Control joints need to be sealed.
Wall Protection & Finishes	Generally scuffed/worn.
Ceilings	Many open to structure zones.
Sound Control	No sound control measures are observed.
<b>Support Spaces</b>	
Laundry	Covered, exterior.
Food Prep	Covered, exterior dishwashing (often breaks down).
Storage	Very few storage spaces located throughout. Most animal-related storage in sally port. Office storage in admin.
<b>Clinic Spaces</b>	
Surgery	Two-table suite, primarily spay/neuter.





Treatment & Exam	Two exam rooms in clinic. One is unused because it does not work w/ current animal circulation. One treatment room by surgery.
Animal Holding	Cat and dog rooms. No holding space in treatment.
Euthanasia	Currently under construction.
Other Medical	Intake exam under construction. Currently in the parking lot.

#### Animal Care Information

Cat Housing					
Size	Number	Location	Description	Condition	Housing Count
6 ft bank	1	Clinic – Cat Rm	18”w x 18”t cages in three rows, four columns. Suburban Surgical stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>12</b>
4 ft bank	2	Clinic – Cat Rm	24”w x 24”t cages in three rows, two columns. Suburban Surgical stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>12</b>
10 ft bank	4	Cattery	(3) 30”w x 24”t, (1) 24”w x 24”t bottom row; (4) 24”w x 24”t, (1) 18”w x 24”t middle row; (4) 24”w x 24”t, (1) 18”w x 24”t top row. No portals.	<i>Good</i>	<b>56</b>
10 ft bank	1	Sick Cats	(4) 30”w x 24”t bottom row; (4) 24”w (1) 16”w x 24”t middle row; (5) 24”w x 24”t top row. Shor-Line bank on wheels. Bar front and back. No portals.	<i>Good</i>	<b>14</b>
7 ft bank	1	Sick Cats	(2) 42”w x 28”t bottom row; (3) 28”w x 24”t top row. Stainless bar front on wheels. No portals.	Fair	5
4 ft bank	1	Sick Cats	(1) 48”w bottom row; (2) 24”t top row. Stainless bar front on wheels. No portals.	<i>Good</i>	<b>3</b>



Size	Number	Location	Description	Condition	Housing Count
6 ft bank	2	Sick Cats	(1) 72”w bottom row; (3) 24”w top row. Stainless bar front on wheels. No portals.	Good	8
10 ft bank	4	Cat Intake/Sick small dogs	(2) 36”w x 30”t, (1) 48”w bottom row; (4) 30”w x 30”t top row. No portals.	Good	28
7 ft bank	1	Cat Intake/Sick small dogs	(2) 42”w x 28”t bottom row; (3) 28”w x 24”t top row. No portals.	Fair	5
Flow	Animals are photographed, examined, and vaccinated on intake. Cats are brought to the cat intake room in building #3 where they are assessed to determine if they are feral or domesticated. Domesticated cats are brought to the cattery. A portion of the cattery housing may be sectioned off for isolation or for other temporarily non-adoptable cats.				
Dog Housing					
Size	Number	Location	Description	Condition	Housing Count
5 ft bank	2	Clinic – Dog Rm	(1) 60”w x 36”t bottom row; (2) 30”w x top row. Stainless on curb, bar front.	Good	6
8 ft bank	1	Clinic – Dog Rm	(2) 48”w x 30”t bottom row; (3) middle row 30”t; (4) top row 24”t. Stainless on curb, bar font.	Good	9
7 ft bank	1	Clinic – Dog Rm	(9) 28”w x 28”t cages. Stainless on curb, bar front.	Good <sup>189</sup>	9
4’-0” runs	144	Kennels	48 per building. Typically, 4’-0” wide on center; varies at ends. 4’8” deep on inside, 7’-6” deep on outside. No visual separation indoors, some outdoor separation where chain link with privacy screen added. Hold/quar dogs separated by locked gate.	Poor	144
Flow	All animals are photographed, examined, and vaccinated on intake. Dogs are sorted by gender and moved to runs. Gate separates quarantined/isolated dogs.				

<sup>189</sup> Housing is smaller than industry standards. However, it may be appropriate for very short durations or if limited mobility is needed (due to injury/recovery).



Rabbit Housing					
Size	Number	Location	Description	Condition	Housing Count
44" hutch	8	Cattery	18"x43-1/2"x21" inside dimensions of housing. Wood.	Fair*	8
* Housing itself is fair, but location is poor because it is located w/ cats.					
Small Mammal Housing					
Size	Number	Location	Description	Condition	Housing Count
	1	Clinic Exam	Cage on exam table.	<b>Good</b>	<b>1</b>
Exotics Housing					
Size	Number	Location	Description	Condition	Housing Count
	1	Clinic	Plastic bird cage in clinic.	<b>Good</b>	<b>11</b>
	1	Cattery	Terrarium (with turtles).	<b>Good</b>	<b>1</b>
Farm Housing					
Size	Number		Description	Condition	Housing Count
	2	Chicken Coop	(1) 8'w x 4'd x 4't wood frame with chicken wire, (1) 12'w x 4'd x 6't chain-link cage.	Fair to <b>Poor</b>	2
	2	Horse Stalls	10'w x 16'd, currently used for storage (locked).	Fair	2
Other Housing					
Size	Number	Location	Description	Condition	Housing Count
7 ft bank	3	Sally Port	Unused. (2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row.	Fair to <b>Poor</b>	15
Outdoor Animal Spaces					
Description				Condition	
Three get acquainted/play yards at the end of each kennel building.				Fair	
One larger play yard at back corner of lot.				Fair	

## General Notes

### Overall

- The shelter is well located; Los Angeles County owns the property.



- Difficult for people to determine where to go to see animals. Many go to front office and wait in line before walking to the dogs/cats behind the gate. Ideal circulation would be for visitors to park and then go through lobby to get to kennels. Current driveway separates administration building and clinic from the rest of the site. Confusing circulation.
- Very small waiting area, not enough room.
- The parking area is severely undersized.

#### Main Building Functions

- Reception desk with two workstations, two more behind desk.
- Office space: one enclosed, one semi-enclosed, one former IT closet turned into an office.
- Miscellaneous storage.
- Staff RR with shower.
- Break room/locker room/workstation for staff.
- Public RR accessed from exterior of building.

#### Animal Intake Flow

- Small covered receiving zone right behind fence. Dogs and cats are mixed during intake process.<sup>190</sup> Intake process requires a lot of human and animal circulation.
- Animals rolled to back (chain-link enclosure on casters, mobile transport unit).
  - Temporary intake trailer/tent now; SST pedestal table. The trailer being used is also the emergency operations trailer.
  - New RVT room.
- Vaccinate all incoming animals.
- Vaccination or photographs first depending on staffing. Photo room is near intake but not RVT.

#### Kennel Areas

- Trench at front, open.
- Indoor-outdoor runs.
- Dog bowls in each run are watered by opening valve.
- Newer radiant heat.
- Using padlocks at kennels. These are difficult to operate while maneuvering dog.
- Dogs face each other, lots of loud barking, but there is not much room for a visual barrier.
- At outdoor walk, DACC added chain-link wall with fabric to reduce stress.
- Population divided M/F in kennels. Not something they want to continue to do.
- Ninety percent pit mixes/large dogs at time of visit. Smaller dogs get adopted quickly.
- Court hold/rabies/etc. are at a separate end of the kennel behind a locked gate, but animals are accessible from outside.
- Small play/meet and greet yards at the rear of the kennels. Artificial turf.

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<sup>190</sup> Intake spaces and processes at Carson/Gardena were in transition at time of visit.



- One larger play yard at the far side of the property.<sup>191</sup>

#### Intake Cat Areas

- Cats are held to assess whether they are feral or not. Domestic cats go to the cattery.
- Have to walk by dogs in this space. Some small dogs that need to be watched are located here because the cat room is in the flow of staff traffic. The cat room is adjacent to the RVT room being renovated.
- Kennel sergeant office is located off the initial cat intake room.
- The county wants to move to 36" wide by 36" tall cat caging at *minimum*.

#### Adoption Cat and Small Animal Areas

- Bunnies are housed here in hutches.
- Companion habitats kitty corral for socialization.
- Garage doors on all sides but only one open typically.
- Stainless Shor-Line cages; no portals or ledges at this time, all on wheels, bar front and back.

#### Service Spaces

- Outdoor freezer w/ roof.
- Previous walk-in freezer area has become the camera room.
- Scrubs are stored in spare kennels in sally port.
- Food shed contains room for eight pallets and one shelf.

#### Livestock

- Barn with garden and chicken coops in yard.

#### Notes Regarding the Clinic

- Services provided by Los Angeles County are for shelter animals, except for vaccination clinics. The public comes by for pickup of spayed/neutered shelter animals after 3pm daily. The exterior door to the clinic is typically locked so staff escorts over from main lobby.
- Vaccination weekends: long lines at clinic. People exit through exam room as it is not used during vaccination events.
- The ASPCA hosts public spay/neuter events on the weekend, on site in a van.
- Two exam rooms:
  - Exam
  - Shelter exam—used to consult with fosters or as exit during vaccination events.
- Office with four workstations.
- Restroom.
- Separate cat and dog wards.
- Birds located in hall as well as miscellaneous storage.

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<sup>191</sup> Renovated between time of site visit and publishing Master Plan.



- Washer/dryer in nook off hall.
- Treatment includes an L-shaped counter and sink, one tub table with exam light, and one cojack table in the corner.
- Oxygen piped; anesthesia carts w/charcoal canisters for passive scavenger.
- Surgery contains two tables, counter, and cabinets, and two single surgical lights at each table.
- Pack prep is minimal. An autoclave is provided in the janitorial area, which also contains a mop sink, place to dry items, and a water heater.
- Recovery is done on the floor until animal is stabilized enough to go to wards.

#### Other Services

- Los Angeles County Animal Care Foundation provides enrichment equipment but is not interested in funding construction projects.
- Spay/neuter vouchers and coupons are available for Los Angeles County residents at this shelter as well as other shelters.

Attendees at Site Visit		
Lt. Javier Gutierrez, Shelter	Kelly Quinn, CEO	Heather Lewis, Animal Arts
Jamie de la Riva, DACC	Ken Slu, CEO	Tony Cochrane, Animal Arts
Betsey Webster, DACC	Jason Kim, DPW	Sarah Boman, Animal Arts
		Malia Young, Animal Arts



## 6.5 Castaic

**Site Visit:** Castaic

**Date:** 03/22/2017

General Information				
Location	31044 North Charlie Canyon Rd., Castaic, CA 91384			
City/Community	Acton <sup>192</sup> Agua Dulce <sup>192</sup> Bouquet Canyon <sup>192</sup> Canyon Country <sup>193</sup> Castaic <sup>192</sup> Gorman <sup>192</sup>	Green Valley <sup>192</sup> Kagel Canyon <sup>192</sup> Lang <sup>192</sup> Newhall <sup>193</sup> San Fernando <sup>194</sup>	San Fernando <sup>192</sup> Santa Clarita <sup>194</sup> Saugus <sup>193</sup> Stevenson Ranch <sup>192</sup> Tujunga <sup>192</sup> Valencia <sup>193</sup>	
Size	17,437 sf on 4.43 acres			
Buildings Overview <sup>195</sup>	<i>Name</i>	<i>Year</i>	<i>Size</i>	<i>Condition</i> <sup>196</sup>
	Barn		479	Fair
	Utility	1970	3,146	Poor
	Administration	1970	1,962	Fair
	Call Center	2015	1,333	Good
	Clinic	2015	4,590	Good
	Meet & Greet Gazebo	2009	1,500	Fair
	Kennel	1970	4,427	Poor
2016 Animal Intakes	2015-2016 (Fiscal Year July 1-June 30) Feline: 888 Canine: 1,524 Other: 606			
Currently Budgeted Staff Positions	20			

### General Facility Information

Underutilized spaces	Exam room in clinic, used as exit.
Overutilized spaces	Lobby. Offices/workstations (insufficient).

<sup>192</sup> Unincorporated area.

<sup>193</sup> City and unincorporated area.

<sup>194</sup> City.

<sup>195</sup> Note buildings that are only storage are not included. See 2016 Strategic Asset Management System Report for details. See 2016 Strategic Asset Management System Report for assessment of physical conditions.

<sup>196</sup> Key for building condition is located on Page 59.





Spaces that are currently absent but needed to meet operational goals	Isolation/observation dog holding. Volunteer spaces.
Methods/infrastructure for sanitation and cleaning the facility	Wash kennel runs into open trench at front.
<b>General flow for human user groups including</b>	
Public	Public enter lobby, to interact with desk staff for most transactions.
Staff	Enter at back of main building or multiple entrances at new administrative building.
Volunteers	N/A
ACOs	Back of admin/locker room.
<b>Notes on ACC facility design standards</b>	
Drains	Open trenches at the front of runs pose a trip hazard. The drains are not in line with current industry standards for sanitation and disease control.
HVAC	No cooling in kennels. Airflow does not comply with current industry standards, particularly in dog areas, where lack of ventilation is evident.
Electrical	See 2016 SAMS Report.
Lighting	Lighting in general is below industry standard (except for clinic).
Flooring	Control joints need to be sealed.
Wall Protection & Finishes	Wall finishes are generally scuffed. Block walls do not have adequate filler.
Ceilings	Kennels open to structure, therefore no sound control.
Sound Control	None observed.
<b>Support Spaces</b>	
Laundry	Covered, exterior.
Food Prep	Covered, exterior dishwashing; no commercial dishwasher.
Storage	Most animal-related storage in sally port. Office storage in admin.
<b>Clinic Spaces</b>	
Surgery	Two-table suite.
Treatment & Exam	Two exam rooms in clinic. One treatment room with wet table adjacent to surgery, enclosed.
Animal Holding	Cat and dog rooms. No holding space in treatment.
Euthanasia	Outdoor covered and screened off area by freezer.
Other Medical	Intake exam/RVT room used for vaccinations.



## Animal Care Information

Cat Housing					
Size	Number	Location	Description	Condition	Housing Count
5 ft. bank	1	Clinic – Cat Room	(2) 18" w x 24" t, (1) 24" w x 24" t row each row. Cages in three rows. Shor-Line stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>9</b>
4 ft. bank	1	Clinic – Cat Room	(6) 24" w x 24" t cages in three rows, Two columns. Shor-Line stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>6</b>
8 ft. bank	2	Sick Cats	(2) 48" w x 30" t bottom row; (1) 24" w, (2) 36" w x 30" t top row. Shor-Line bank on wheels. Bar front and back. No portals.	<i>Good</i>	<b>10</b>
7 ft. bank	1	Sick Cats	(3) 28" w x 30" t bottom row; (3) 28" w x 24" t top row. No portals.	<i>Good</i>	<b>6</b>
6 ft. bank	2	Stray Cats	(1) 24" w x 30" t (1) 48" w x 30" t bottom row; (3) 24" t top row. Shor-Line bank on wheels. Bar front. No portals.	<i>Good</i>	<b>10</b>
4 ft. bank	1	Stray Cats	(4) 24" w x 24" t cages in two rows. On rack. No portals.	Fair	<b>4</b>
6 ft. bank	2	Feral Cats	(2) 36" w x 30" t bottom row; (3) 24" w x 24" t top row. Old, unknown manufacturer. Similar to typ. sally port caging. No portals.	<i>Good</i>	<b>10</b>
4 ft. bank	1	Cat Adopt	(4) 24" w x 24" t cages in two rows, two columns. Shor-Line stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>4</b>
6 ft. bank	1	Cat Adopt	(6) 24" w x 24" t cages in two rows, three columns. Shor-Line stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>6</b>
6 ft. bank	1	Cat Adopt	(3) 24" w x 30" t bottom row; (3) 24" w x 24" t top row. Shor-Line, on wheels, bar front. No portals.	<i>Good</i>	<b>6</b>
Flow	All cats are photographed, examined, and vaccinated on intake. Strays are held in the main cat room, feral cats in a room off to one side, and adoptable cats in a third room. The room immediately off the RVT room houses sick/animals under observation.				



Dog Housing					
Size	Number	Location	Description	Condition	Housing Count
6 ft. bank	1	Clinic – Dog Rm	(9) 24”w x 24”t in three rows, three columns. Stainless, bar front. On curb.	Good	9
12 ft. bank	1	Clinic – Dog Rm	(3) 48”w x 36”t bottom row; (4) 36”w x 30”t top row. Stainless bar front. On curb.	Good	7
10 ft. bank	1	Clinic – Dog Rm	(2) 60”w x 36”t bottom row. (4) 30”w x 24”t middle row. (5) 24”w x 24”t upper row. Shor-Line, bar front.	Good	11
4’-0” runs	48	Kennels	48 per building. Typically, 4’-0” wide on center; varies at ends. 4’8” deep on inside, 7’-6” deep on outside. No visual separation indoors.	Fair	48
3’-6”	6	Kennels – quar.	3’-6” wide. 6’-0” on inside. Chain-link runs off sally port for quarantine.	Poor	6
		Feral Cats	Enclosure used for dams and pups.	Fair	
Flow	All dogs are photographed, examined, and vaccinated on intake in the RVT room.				
Rabbit Housing					
Size	Number	Location	Description	Condition	Housing Count
5’ bank	1	Sick Cat Room	(2) 30”w x 30”t bottom row; (3) 20”w x 16”t top row. Plastic with bar front.	Fair <sup>197</sup>	5
Small Mammal Housing					
Size	Number	Location	Description	Condition	Housing Count
			Same as rabbits above.		Varies
Exotics Housing					
Size	Number	Location	Description	Condition	Housing Count
	Many	Reptile Room	Assortment of bird cages and terrariums.	Varies	Varies
	2	Cats	Terrarium.	Good	Varies

<sup>197</sup> Too small for rabbits.



Farm Housing					
Size	Number		Description	Condition	Housing Count
	1	Birds	Small coop in fenced area.	Fair	Varies
	2	Barn	Stalls. Animals also have access to outdoor pens.	Fair	Varies
Other Housing					
Size	Number	Location	Description	Condition	Housing Count
7 ft. bank	2	Sally Port	Unused. (2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row. No fronts.	<b>Poor</b>	10
Outdoor Animal Spaces					
Description				Condition	
Two play yards against hillside.				Fair	

## General Notes

### Overall

- Large site; located on county jail property.
- Vaccination clinic was going on during site visit.
- Receive a lot of donations; adopters can take items when adopting dog/cat.
- Volunteers come on Thursdays and weekends, not many.
- Transfers both in and out, ASCPA transports animals.
- Site can get windy and rattlesnakes are present.

### Main Admin Building

- Lobby feels spacious but has similar traffic flow problems as observed at other shelters. Currently using two workstations at the reception desk but have room for three staff.
- No chairs for visitor seating.
- Lobby can get crowded because people check in here before going to clinic.
- Kitchenette for staff breaks, offices, storage, IT, locker/ACO workstation room. Staff spaces are dated and crowded in this building.

### New Admin/Call Building

- Flex office, conference room, open workspace for license enforcement, four workstations, one person from headquarters (due to lack of space there).
- Emergency Response is based here.
- Secondary/remote offices for Danny Ubario and Dr. Sabio-Solacito.
- Kitchenette and staff spaces here are nice.



## Barn/Livestock

- Gets used. A cow was housed in this space when we visited.
- Exterior pens, area is sufficient but want to reconfigure to have round pen.
- Two stalls in barn with feed area.

## Sally Port

- Cage/crate storage.
- Poor drainage around sink/wash area; only stainless table and sink here. No commercial dish washer. No good space for truck wash.
- Separate dog housing off sally port for quarantine/bite cases. Health Department freezer here.
- Spare office/storage by euthanasia (Agoura using same room for euthanasia/grooming).

## Cats/Utility Building

- Room with cat housing, counter, and sink.
- Cat colony room adjacent.
- Get very few cats except during kitten season. The reduction in adoption fees has had a major impact.
- Rabbit caging in next room with stray cats. Turtles in aquaria on counter.
- Feral cat room also has a pen that may be used for dams and puppies.
- ISO/URI caging for both cats and dogs.
- RVT room has a small sink and counter zone. Nice place for photographing dogs and a smaller photo booth for cats and small mammals.

## Kennel Building

- Dedicated reptile room, no animals housed at time of visit.
- Used only when they have many, otherwise reptiles are located with cats, so they get viewed by visitors.
- Sometimes have exotic birds.
- Kennels are similar to Agoura with chain-link runs, open trench at the front, dated lighting.

## Clinic

- Vet is on site three to four days a week; have 1.5 RVTs.
- Lobby office was in use during vaccination clinic.
- Two exam rooms, cat holding, dog holding.
- Only clinic with piped gas scavenger system.
- Heated V-top tables, nice M100 lights by Medical Illumination.
- Mop closet has washer/dryer and water heater.
- Surgery performed two to three times a week with 12-15 a day. Castaic takes a lot of unaltered animals from other shelters. Starting to become a transport hub.



- Don't see as many sick animals since they started using accelerated hydrogen peroxide/Rescue. It makes transfers easier/less risky.
- Castaic ACC also takes injured animals from other shelters.

Attendees at Site Visit		
Karen Stepp, Shelter Manager	Kelly Quinn, CEO	Heather Lewis, Animal Arts
Jamie de la Riva, DACC	Ken Slu, CEO	Tony Cochrane, Animal Arts
Betsey Webster, DACC	Burt Kumagawa, CEO	Sarah Boman, Animal Arts
Alison Cardona, DACC		Malia Young, Animal Arts



## 6.6 Downey

**Site Visit:** Downey  
**Date:** 03/21/2017

General Information				
Location	11258 South Garfield Ave., Downey, CA 90242			
City/Community	Alhambra	East Los Angeles <sup>198</sup>		Los Angeles <sup>198</sup>
	Artesia	90022		90001
	Bell	90023		90002
	Cerritos <sup>198</sup>	90063		90032
	City Terrace <sup>198</sup>	Florence/Firestone <sup>198</sup>		Maywood
	Cudahy	Hawaiian Gardens		Monterey Park
	Compton <sup>199</sup>	Huntington Park		Walnut Park <sup>198</sup>
	Commerce <sup>200</sup>	La Habra Heights <sup>199</sup>		Whittier <sup>199</sup>
	La Mirada			
Size	33,012 sf on about 4 acres			
Buildings Overview <sup>201</sup>	<i>Name</i>	<i>Year</i>	<i>Size</i>	<i>Condition</i> <sup>202</sup>
	Administration	1960	4,257	Fair
	Kennel 2	1959	2,225	Poor
	Cattery [Cat Facility 3]	1999	1,700	Poor
	IT Office [Office Building]	1959	2,200	Fair
	Feral Cats [Cat Facility 9]	2008	1,650	Good
	Kennel 4	2000	3,900	Poor
	Kennel 5	2000	3,800	Poor
	Kennel 6	2000	3,800	Fair <sup>203</sup>
	Hospital 7 [Utility]	2000	3,800	Poor
	Communications Center [ARF/Ops]	1995	2,000	Fair
	Kennel 1	1959	1,650	Poor

<sup>198</sup> Unincorporated area.

<sup>199</sup> City and unincorporated area.

<sup>200</sup> Limited services.

<sup>201</sup> Note buildings that are only storage are not included. See 2016 Strategic Asset Management System Report for assessment of physical conditions. [Name #] refers to 2016 Strategic Asset Management System Report naming convention if different from DACC.

<sup>202</sup> Key for building condition is located on Page 59.

<sup>203</sup> Anticipated “Fair” condition once in progress remodel is complete.





2016 Animal Intakes	2015-2016 (Fiscal Year July 1-June 30) Feline: 7,291 Canine: 6,124 Other: 736
Currently Budgeted Staff Positions	56

### General Facility Information

Underutilized spaces	Misc. room in call center.
Overutilized spaces	Lobby; RVT room.
Spaces that are currently absent but needed to meet operational goals	Surgery prep and surgery spaces are inadequate to meet the needs of the facility. No dedicated volunteer area—need space to store personal belongings, work on projects, and store supplies. Need volunteer coordinator space as well. ACO report-writing area insufficient. Intervention program office (Community Engagement) requires office/counseling space. Additional offices for command staff, medical staff, MCU officers, etc. Behavior evaluation room needed. Community/large group meeting space.
Methods/infrastructure for sanitation and cleaning the facility	Rescue. Anivac in grooming.
<b>General flow for human user groups including</b>	
Public	Public enter lobby (undersized) to interact with desk staff for all transactions except vaccination clinics. They must take intake animals to a tent in the back. Adopted animals must re-visit RVT for an exit exam—this is a long walk and lines can form.
Staff	Staff entrance/break/locker room in admin; others enter sally port, communications center or IT building.
Volunteers	[no dedicated space.]
ACOs	Staff entrance/break/locker room in admin. But no privacy.
<b>Notes on ACC facility design standards</b>	
Drains	Open trenches at the front of runs pose a trip hazard. The drains are not in compliance with current industry standards for sanitation and disease control.
HVAC	Airflow in kennels and cattery does not comply with current industry standards, particularly in animal areas, where lack of ventilation is evident.
Electrical	See 2016 SAMS Report. Note that electrical panel is at capacity.
Lighting	Dated, some have flies trapped inside.



Flooring	Control joints need to be sealed; carpet in admin spaces; flooring is peeling in feral cats.
Wall Protection & Finishes	Generally scuffed/worn.
Ceilings	Many open to structure zones.
Sound Control	No sound control measures reported.
<b>Support Spaces</b>	
Laundry	Covered, exterior. Need two large commercial washers and dryers (backup of each while being repaired).
Food Prep	Covered, beside ACO intake but no prep space in kennels. No commercial dishwasher.
Storage	Very few storage spaces located throughout. Most animal-related storage in sally port. Office storage in admin, IT, and call center.
<b>Clinic Spaces</b>	
Surgery - Types - Statistics & data collection	Two tables, but one is short. Twenty-five surgeries a day. Surgeries finish at 1:00pm, animals out at 3:00pm. Any medical needs, wound repair, occur after spay/neuters.
Treatment & Exam	RVT room and treatment. Exam room off clinic lobby.
Animal Holding	Surgery holding for cats and dogs in clinic. Some medical holding adjacent to RVT room.
Euthanasia	Small room at back of property. Need quiet room and holding. Smell issues with adjacent freezer.
Other Medical	N/A

## Animal Care Information

<b>Cat Housing</b>					
Size	Number	Location	Description	Condition	Housing Count
6 ft. bank	1	Clinic – Cat Rm	(9) 24" w x 24" t cages in three rows, three columns. Stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<i>9</i>
10 ft. bank	6	Cattery	(3) 30" w x 24" t, (1) 24" w x 24" t bottom row; (4) 24" w x 24" t, (1) 18" w x 24" t middle row; (4) 24" w x 24" t, (1) 18" w x 24" t top row. Shor-Line bank on wheels. Bar front and back. No portals.	<i>Good</i>	<i>84</i>
Run	1	Cattery	7' long by 5.5' deep, glass companion habitats run for get acquainted.	<i>Good</i>	<i>Varies</i>



Size	Number	Location	Description	Condition	Housing Count
5 ft. bank	2	Feral Cats #9	(6) 30" w x 24" t in three rows, two columns. No portals. Stainless on wheels. Wire front. No portals.	Fair	12
6 ft. bank	2	Feral Cats #9	(2) 36" w x 24" t bottom row; (3) 24" w x 24" t middle row; (3) 24" w x 24" t top row. Stainless on wheels. Wire front. No portals.	Fair	16
10 ft. bank	5	Feral Cats #9	(12) 30" w x 24" t in three rows, four columns. No portals. Stainless on wheels. Wire front. No portals.	Fair	60
Flow	All animals are photographed, examined, and vaccinated on intake. Cats are brought to the feral cat building #9 if they are feral or sick. Domesticated cats are then brought to the cattery.				
Dog Housing					
Size	Number	Location	Description	Condition	Housing Count
13 ft. bank	1	Clinic – Dog Rm	(2) 30" w x 30" t bottom row, (1) 24" w x 30" t, (2) 36" w x 30" t bottom row; (1) 36" w x 24" t, (4) 30" w x 30" t middle row; (1) 36" w x 24" t, (4) 30" w x 24" t top row. Shor-Line stainless cages on wheels, wire front.	Good	15
3.5 ft. bank	3	Clinic – Dog Rm	3'-5" w x 29" t in two rows. One additional on floor. Companion habitats plastic cages with removable tray. Wire front.	Fair	3
8 ft. bank	1	Clinic – Dog Rm	(2) 48" w x 30" t bottom row; (3) middle row 30" t; (4) 24" w x 24" t top row. Shor-Line stainless cages on wheels, wire front.	Good	9
4'-0" runs	60	Kennel #1 & 2	5'-0" deep inside, 7'-4" deep outside. No visual separation indoors; chain link with fixed bottom portion at gates. 30 runs per building.	Poor	60
4'-0" runs	40	Kennel #6	4'-0" deep fronts, 6'-0" deep backs. No visual separation indoors; run tops. Trench drain cover at back under guillotine door. Brand new Shor-Line stainless steel runs.	Good	40



4'-0" runs	80	Kennel #4 & 5 <sup>204</sup>	4'-0" deep fronts, 6'-0" deep backs. No visual separation indoors; run tops. Permanent resting bench at back to cover trench drain. Forty runs per building. Chain-link Mason runs.	Poor	80
Flow	All animals are photographed, examined, and vaccinated on intake. Animals are brought to intake tent. Stray dogs are sorted by gender, but once altered and adoptable M/F are mixed.				
Rabbit Housing					
Size	Number	Location	Description	Condition	Housing Count
	1 <sup>205</sup>	Cattery	Using one of the Shor-Line 10' banks.	Good	Counted Above
Small Mammal Housing					
Size	Number	Location	Description	Condition	Housing Count
6' cage	1	Cattery	(4) 36" w x 18" t compartments. (3) 24" w x 18" tall compartments. Laminate and glass.	Fair	7
Plastic Cage	1	Cattery	Standard plastic gerbil cage.	Fair	1
Exotics Housing					
Size	Number	Location	Description	Condition	Housing Count
	1	Cattery Vestibule	Turtle tub. Standard kiddie pool.	Fair	1
Farm Housing					
Size	Number		Description	Condition	Housing Count
18" cage	1	Sally Port	(6) 18" w x 18" t wire cages on a rack; currently housing chickens.	Fair to Poor	6

<sup>204</sup> Improvements have been made to these kennels in the time since site visit.

<sup>205</sup> If not being used by cats.



Other Housing					
Size	Number	Location	Description	Condition	Housing Count
7 ft. bank	1	Intake Tent	(2) 42" w x 28" tall bottom row; (3) 28" w x 24" t top row.	Fair	5
4 ft. bank	1	Intake Tent	(4) 24" w x 30" t cages in two rows, two columns. Wire front.	Poor	4
10 ft. bank	1	Medical Observation (off RVT)	(4) 30" w x 30" t bottom row, same upper row. Shor-Line stainless cages. Bar front. One door missing but too small for housing.	Good	8
24" cages	11	Medical Observation (off RVT)	24" w x 28" t. Cages on various rack configurations.	Fair	11
7 ft. bank	5	Sally Port	Three used as laundry/storage (Poor). Two used as holding (Fair). (2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row.	Fair to Poor	25
7 ft. bank	2	ACO Intake (right off SP)	(2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row.	Fair	10
	1	Grooming	One cage on SST table.	Unknown	1
	1	Grooming	Cage bank on wheels.	Unknown	1
Outdoor Animal Spaces					
Description				Condition	
Three yards for play groups.				Fair	

## General Notes

### Overall

- Very small waiting area; not enough room. A small crowd fits inside, but it is common for the line to wrap the building during surgery pickup. Licensing activities also conducted within small lobby.
- Constructed information booth to relieve congestion in the lobby.
- Want to be more of a community resource.
- Currently have vaccination clinic twice a month on Sundays.
- Standard is to have speakers for music in all rooms with animals.<sup>206</sup>
- ASPCA Community Engagement tent is located by the lobby. They also have a room at the rear of the site in building #7. They provide some low cost spay/neuter; no other affordable services in the area.

<sup>206</sup> Speaker installation was completed after the site visit and before publishing the Master Plan.



- Because of lobby crowding issues it is difficult for staff to intervene/have conversations with owners before relinquishment.
- It was noted that many animals may be recorded as “strays” instead of “owner relinquish” because of the fees for owner relinquishment.
- Growth is a problem on site. Not only is there very little room, but electrical panels are maxed out. Parking is also inadequate, and the layout makes exiting difficult. Road easement traverse the property and limits improvements onsite.
- Do not have housing for livestock, but get calls.
- Have general issues with intake—people often come to Downey but are not in the service area. (Downey and South Gate across the street are not served by the Downey shelter.) This also means that people who have lost their pets may not realize that the animals are at Downey.

#### Intake Process

- Intake is at the lobby where people check in and wait times can be long. Then they follow painted paws on the asphalt to a receiving tent (with cages) towards the back of the site. Animals then go to the photo room.
- ACO intake through the photo room; this backs up and lines often form.
- Photo room is also where some behavior testing occurs because it is quiet. Ventilation is poor. Note this space is smaller than the ASPCA guidelines for the size of behavior rooms.
- From the photo room, animals move to the adjacent RVT room for intake exams and vaccinations. This space is also stuffy due to inadequate airflow. It has one stainless table and an old exam light. There are two workstations for staff.
- This room is also used for exit exams, so it can also back up. Animals receive a general exam to check health and any booster vaccinations. The exam is for all animals leaving the shelter—adoption and rescue groups. This is mostly a check for rabies and microchips.
- Isolation room adjacent to RVT space is too small to accommodate current needs.
- County officers can do paperwork in their vehicles, but contract city officers do not have computers.
- Officers typically start their day with 20-25 calls and may then get up to 20 more.

#### Lobby/Offices

- Two workstations at the lobby desk, and there are two additional spaces behind the desk.
- Staff meeting space/lockers are inadequate for everyone. They have to split up at times.
- Have a station for volunteer use. Located with ACO workstations.
- No space for one-on-one or private staff meetings.
- Secure storage behind grate. Used for ACO equipment (radios, laptops, etc.).
- Issues with smell and noises going from the clinic to some offices.

#### Clinic

- Remodeled cabinets and tables. Clinic feels bright, but too small for current needs.



- Some animals are moved to Carson because they have capacity for surgeries. It can back up at Downey. Surgery room is too small.
- Oxygen in tanks, anesthesia on carts.
- Tub table for induction in surgery prep space; recovery on comforter/rubber play mat on floor. Fridge, sink, and microscope in this space.
- ASPCA performs spay/neuter at mobile clinic twice a week, but it takes up a good amount of the parking spaces.
- Floor in dog holding isn't in line with standards.
- Clinic lobby is only used for vaccination clinics and coming back with trust deposits. Vaccination clinics are twice a month (Sundays). Would perform more pre-alterations if the clinic space were larger.
- Some small mammal (rat) caging in clinic.
- There are two veterinarians on staff at Downey and they switch kennel/clinic duties.

#### Cats

- Feral cat space used to see if fearful cats are domesticated.
- Hard ceiling panels screwed in place.
- Barking noises are rather loud in this building because kennels are across from the cats. In general, dog barking is evident in all cat spaces.
- Roll in cages during peak cat season.
- Medical cat cages are in a 10-ft. bank on the far wall.
- Cattery also houses a turtle pool in the vestibule.
- In cattery, cat enclosure used as get acquainted space.
- One bank of cat housing is used for bunnies; there is another bank of exotics housing.
- Some prep space.
- Ideally, would like a cat colony room.
- No portals; cat housing is all single compartment.<sup>207</sup>

#### Dogs

- Just starting "play for life" program but already dogs appear calmer when walking through the kennels. They use three staff for these yards, but eventually want to transition to volunteers. Dogs jump less at the front of the runs (compared to Carson and Baldwin Park).
- Improves staff morale and lessens dog barking.
- Kennels 4 and 5 are old; 6 is also old but currently remodeling runs. (Shor-Line was on site installing.)
- Continuous trench drain between runs located at the back. Noticeable odor due to trench drains. In the remodeled area (#6) there are hinged trench drain covers being installed.
- Sort stray males and females in separate kennels, but mix once adoptable/alterated.
- Lighting is dated. Ceiling is T&G wood, so it doesn't provide much sound absorption.

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<sup>207</sup> Portals have been added between the site visit and publishing the Master Plan.





- Issue with birds in kennels and excrement. Ongoing problem keeping pigeons and small brown birds out of kennels.
- Kennels 1 and 2 are the oldest. Concrete is in bad shape and open trenches are located at the front of runs.
- Fencing quality is poor.

#### Utility

- Dish washing zone at ACO intake holding, just off sally port.
- Built-in freezer.
- Washer and dryer in sally port. Dryer is too small and can't keep up with demand (80 lb.).
- Chickens and roosters housed in sally port—often evidence in cock-fighting cases. These cases usually start around Thanksgiving.
- Issues with asphalt and puddling on the site.
- Storage is covered and larger than at other shelters—Downey stores some items for other locations.

#### IT

- DACC IT is located in an old house (former “pound master” home) by the road. Asbestos/lead paint mitigated with last remodel. Infrastructure dated so it is not suited for significant remodel.
- Five-person work room, kitchen, and storage.
- This building also contains grooming.
- Grooming has a residential washer/dryer and three tables. There is a 4-ft. bank of cages and a tub. This room is packed tight. It is not in a good location because if animals dart out, they are near the road. Groomer is on site on Mondays.

#### Call Center

- South County call center is located at Downey. They receive calls for *only* South until 8pm; afterwards they receive all calls since North is closed.
- Nine call stations in the main room. Eighteen operators in total.
- Office for sergeant.
- Another office for three dispatchers who are there around the clock.
- This building was stuffy, and windows were blocked to keep the sun out. The weather was cool and rainy at the time of the site visit.

Attendees at Site Visit		
Fred Agoopi, Shelter Manager	Ken Slu, CEO	Heather Lewis, Animal Arts
Maria Rosales, Downey	Jamie de la Riva, DACC	Tony Cochrane, Animal Arts
Dr. Yamamoto, Downey	Roberto Ignacio, DACC	Dr. Denae Wagner, UC Davis



	Alison Cardona, DACC	Sarah Boman, Animal Arts
	Danny Ubario, DACC	Malia Young, Animal Arts



## 6.7 Lancaster

Site Visit: Lancaster

Date: 04/06/2017

General Information				
Location	5210 West Avenue I, Lancaster, CA 93536			
City/Community	Lake Elizabeth <sup>208</sup> Lake Hughes <sup>208</sup>	Lancaster <sup>209</sup>	Leona Valley <sup>208</sup> Quartz Hill <sup>208</sup>	
Size	30,273 sf on1.74 acres			
Buildings Overview <sup>210</sup>	<i>Name</i>	<i>Year</i>	<i>Size</i>	<i>Condition</i> <sup>211</sup>
	Administration	1950	2,769	Fair
	Kennel 2	1969	1,850	Poor
	Utility Building	1970	2,400	Poor
	Utility bldg. Kennel (“900” runs)	1999	576	Poor
	Horse Barn Storage	1958	300	Poor <sup>212</sup>
	Kennel 1	1970	3,401	Poor
	Kennel 3	1970	3,666	Poor
	Kennel 4	2000	4,729	Fair
	Cattery	2010	1,250	Fair
	Horse Barn	2010	2,741	Fair
	Horse Barn Shade (free standing)	2009	578; 388	Fair
	Horse Barn Shade	2009	519	Poor
	Vet Office	1990	400	N/A Demo’d
	Call Center	2014	1,000	Good
	Clinic	2009	2,150	Good
2016 Animal Intakes	2015-2016 (Fiscal Year July 1- June 30) Feline: 4,593 Canine: 8,239 Other: 908			

<sup>208</sup> Unincorporated area.

<sup>209</sup> City and unincorporated area.

<sup>210</sup> Note buildings that are only storage are not included in this list. See SAMS Report for assessment of physical conditions of all buildings.

<sup>211</sup> Key for building condition is located on Page 59

<sup>212</sup> Building in poor condition for animal housing. In fair condition for storage use.



Currently Budgeted Staff Positions	62
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### General Facility Information

Underutilized spaces	Exam room in clinic—different from others.
Overutilized spaces	Lobby, staff break/locker spaces.
Spaces that are currently absent but needed to meet operational goals	Livestock housing (under construction). Separate cat housing for non-contagious animals/court hold. No dedicated volunteer area—need space to store personal belongings, work on projects, and store supplies. Need volunteer coordinator space as well. ACO report-writing area insufficient. Additional offices for command staff, medical staff, MCU officers, etc. Behavior evaluation room needed. Community/ large group meeting space. Sufficient grooming.
Methods/infrastructure for sanitation and cleaning the facility	Hoses, using accelerated hydrogen peroxide but no distributed system.
<b>General flow for human user groups</b>	
Public	Public enter lobby to interact with staff for most transactions.
Staff	Staff entrance/break room in admin with timeclock; others enter call center modular.
Volunteers	Coordinator desk. Have volunteer photographers.
ACOs	Staff entrance/break room in admin.
<b>Notes on ACC facility design standards</b>	
Drains	Open trench drain not in compliance w/ current best practices. Other buildings have trench at rear of run, continuous; therefore, risk of spreading diseases.
HVAC	Inadequate cooling in kennels (some swamp coolers). Airflow does not comply with current industry standards, particularly in animal areas, where lack of ventilation is evident. Radiant heat has been upgraded.
Electrical	See 2016 SAMS Report.
Lighting	Lighting in general is below industry standard.
Flooring	Control joints need to be sealed.
Wall Protection & Finishes	Walls are generally scuffed. Coating on block walls needs improvement.
Ceilings	Kennels open to structure, so therefore no sound control. Ceiling structure in cat barn has many ledges for escaped cats to perch on; exposed duct is difficult to clean.
Sound Control	None observed.



Support Spaces	
Laundry	One commercial washer, One commercial dryer. Covered outside. Clinic separate. Stackable washer/dryer in cattery.
Food Prep	Small counter in cattery. Dishwashing near laundry in a sink. Large commercial dish machine.
Storage	Not enough in rooms/buildings, including clinic. Misc. storage containers and closets outside serve the shelter.
Clinic Spaces	
Surgery	Two-table suite, primarily spay/neuter.
Treatment & Exam	Two exam rooms in clinic. One is unused because it does not work with current animal circulation. One treatment room with wet table adjacent to surgery.
Animal Holding	Cat and dog rooms. No holding space in treatment.
Euthanasia	Located off sally port, through laundry.
Other Medical	Intake exam/RVT room.

#### Animal Care Information

Cat Housing					
Size	Number	Location	Description	Condition	Housing Count
6 ft. bank	1	Clinic – Cat Rm	(12) 18" w x 18" t cages in four rows, three columns. Stainless cage bank on wheels. Wire front. No portals.	<i>Good</i> <sup>213</sup>	<b>12</b>
4 ft. bank	2	Clinic – Cat Rm	(6) 24" w x 24" t cages in three rows, two columns. Stainless cage bank on wheels. Wire front. No portals.	<i>Good</i>	<b>12</b>
Run	1	Cattery	One glass cat run. Companion habitats, used for get acquainted.	<i>Good</i>	
10 ft. bank	5	Cattery	(4) 30" w x 24" t bottom row; (10) 24" w x 24" t middle and top rows. Stainless cages, bar front, on curb. No portals.	<i>Good</i>	<b>70</b>
8 ft. bank	1	Cattery	(2) 36" w x 24" t, (1) 24" w x 24" t bottom row; (8) 24" w x 24" t middle and top rows. Stainless cages, bar front, on curb. Glass back only at windows. Shor-Line. No portals.	<i>Good</i>	<b>11</b>

<sup>213</sup> Housing is smaller than industry standards. However, it may be appropriate for very short durations or if limited mobility is needed (due to injury/recovery).



Size	Number	Location	Description	Condition	Housing Count
16 ft. bank	1	Cattery	(2) 36" w x 24" t, (4) 30" w x 24" t bottom row; (16) 24" w x 24" t middle and top rows. Stainless cages, bar front, on curb. Glass back only at windows. Shor-Line. No portals.	Good	22
6 ft. bank	2	Cat Isolation	(9) 24" w x 24" t bottom, middle and top row. Shor-Line stainless cages, bar front, on wheels. No portals.	Fair	18
4 ft. bank	1	Cat Isolation	(6) 24" w x 24" t bottom, middle and top row. Shor-Line stainless cages, bar front, on wheels. No portals.	Fair	6
Flow	All animals are photographed, examined, and vaccinated on intake. This takes place in either the RVT room or the shelter exam room. Domesticated cats are brought to the cattery. A portion of the cattery housing may be sectioned off for sick or other temporarily non-adoptable cats.				
Dog Housing					
Size	Number	Location	Description	Condition	Housing Count
8 ft. bank	1	Clinic – Dog Rm	(2) 48" w x 30" t bottom row; (3) middle row 30" t; (4) top row 24" t. Stainless cages, bar front, on curb.	Good	9
6.5 ft. bank	1	Clinic – Dog Rm	(1) 48" w x 30" t, (1) 30" w x 30" t bottom row; (2) 24" w x 24" t, (1) 30" w x 24" t middle row; (2) 24" w x 24" t, (1) 30" w x 24" t top row. Stainless cages, bar front, on curb.	Good	8
10 ft. bank	1	Clinic – Dog Rm	(2) 60" w x 36" t bottom row; (4) 30" w x 30" t top row. Stainless cages, bar front, on curb.	Good	6
4'-0" runs	40	Kennels #1	Typically, 4'-0" wide on center; varies at ends. 5'-10" deep on inside, 5'-10" deep on outside. Galvanized bars.	Poor	40
4'-0" runs	30	Kennels #2	Typically, 4'-0" wide on center; varies at ends. 4'-8" deep on inside, 7'-4" deep on outside. Fixed bottom portions of the gate.	Poor	30
4'-0" runs	40	Kennels #3	Typically, 4'-0" wide on center; varies at ends. 4'-0" deep on inside, 6'-0" deep on outside. Old chain link. Fixed beds over the trench drains.	Poor	40



Size	Number	Location	Description	Condition	Housing Count
4'-0" runs	48	Kennel #4	Typically, 4'-0" wide on center; varies at ends. 6'-0" deep on inside, 5'-6" deep on outside. Shor-Line stainless runs.	Fair	48
7 ft. bank	1	Dog Isolation	(2) 42" w x 28" t bottom row; (3) 28" w x 24" t top row. SST on wheels.	Fair	5
6 ft. bank	2	Dog Isolation	(6) 30" w x 30" t bottom and top row. Shor-Line stainless cages, bar front, on wheels.	Poor	12
6 ft. bank	1	Dog Isolation	(2) 36" w x 30" t bottom row; (3) 24" w x 30" t top row. Shor-Line stainless cages, bar front, on wheels. No portals.	Fair	5
4 ft. bank	1	Dog Isolation	(4) 24" w x 30" t bottom and top row. Shor-Line stainless cages, bar front, on wheels.	Fair	4
4 ft. bank	1	Dog Isolation	(2) 48" w.	Fair	2
10 ft. bank	1	Dog Isolation	(1) 48" w x 30" t, (2) 36" w x 30" t bottom row; (4) 30" w x 30" t top row. Stainless cages, bar front, on wheels.	Fair	7
Flow	All animals are photographed, examined, and vaccinated on intake. This takes place in either the RVT room or the shelter exam room.				
Rabbit Housing					
Size	Number	Location	Description	Condition	Housing Count
			Use cattery if required.		N/A
Small Mammal Housing					
Size	Number	Location	Description	Condition	Housing Count
	1		Small wire/plastic cage.	Fair	1
Exotics Housing					
Size	Number	Location	Description	Condition	Housing Count
Medium	1	Dog Isolation	Aquarium.	Fair	1
Large	1	Dog Isolation	Aquarium (used for turtles).	Fair	1





Farm Housing					
Size	Number		Description	Condition	Housing Count
Chicken run	1	Outside Dog Isolation	Chain-link area for roosters with a dogloo.	Fair	Varies
Pens	2	SW Side of Lot	Under construction. Two pens with roof. Solid metal panel on west; fence on all other sides.	<i>Good</i>	2
Pens			Under construction by old barn.	<i>Good</i>	Varies
Other Housing					
Size	Number	Location	Description	Condition	Housing Count
4 ft. bank	1	Intake Hold	(4) 24" w x 30" t in two rows, two columns. Stainless, bar front, on legs.	<i>Good</i>	<b>4</b>
10 ft. bank	1	Intake Hold	(2) 60" w x 36" t bottom row; (4) 30" w x 30" t top row. Stainless, bar front, on legs.	<i>Good</i>	<b>6</b>
Runs	3	Intake Hold	4'-0" w x 6' t x 6' d. Barn corral.	Fair <sup>214</sup>	3
Cages/Traps		Intake Hold	Shelf with misc. caging and enclosures.	Varies	Varies
9.5. ft. bank	1	Back of "900" Runs	(3) 30" w x 24" t, (1) 24" w x 24" t bottom row; (8) 24" w x 24" t, (2) 18" w x 24" t middle row and upper row.	Fair	Varies
4 ft. bank	1	Sally Port	(2) 48" w x 30" t in two rows, one column.	<b>Poor</b>	<b>2</b>
	5	Near "900" Runs	(4) 24" w x 24" t in two rows, two columns on wheels.	Fair	4
Misc.		Near "900" Runs	Misc. additional housing stored in the old runs.	Varies	Varies
Misc.		By gate	Misc. additional housing- temporary holding.	Varies	Varies
Outdoor Animal Spaces					
Description				Condition	
Two medium yards near kennel 1. Artificial turf. Can be combined into one large yard.				Fair <sup>215</sup>	
Four small yards between kennels 1 & 2. Artificial turf.				<b>Poor</b>	

<sup>214</sup> Work for short-term holding. Not appropriate for longer term housing.

<sup>215</sup> Yard condition is fair, but fencing is poor.



## General Notes

### Overall

- Professional photographers donate time to take photos of the highly adoptable animals.
- They currently have 24 ACO I and II officers, but many are new.

### Main Building Functions

- Overflow waiting is by parking lot and toward the kennel, which makes it difficult to find people and for people to hear their name being called.
- Staff must walk through people waiting to get to offices/break room.
- There is some office supply storage off lobby, but most is located outside staff break room.
- Receiving window used for intake and when people check in before going to clinic. Little room here for circulation so there can be issues with agitated dogs in a small space.
- Four workstations at the counter in the lobby, one at window. Desk configuration creates a bottleneck at the corner and makes it difficult for all but one workstation to greet customers as they enter.
- Lighting is dated, flooring adequate, walls scuffed.
- Field sergeant office looks out into the lobby, but window was covered.
- Office supervisor/Officer-in-Charge office also looks into lobby. Officer in Charge can be a resource if situation in lobby becomes difficult.
- Additional offices and a storage room are located between lobby and break space.
- Combination IT/computer workstation closet is cramped.
- Restroom and locker configuration are challenging. Walls don't go to the ceiling for privacy and locker distribution between M and F restrooms does not always align with ACO staffing. Men just have a locker room and use the public restroom.
- Break/meeting room is cramped, and cabinetry is in poor condition. Time clock is located in this room, so it is also used for staff briefing.
- Shared office off break room with kennel sergeant, volunteer coordinator, and another workspace.
- Storage shed for supplies, cleaning products, and shredding bins located outside break room.

### Animal Intake Flow

- Animals are processed through RVT or shelter exam room and then to holding. Shelter exam room is more convenient than RVT area for animal control officers returning from the field. Sometimes both are used at the same time if staff are available.
- Accessing the RVT room requires walking past the outdoor runs of two kennel buildings. This agitates the dogs in the kennels and is stressful for the animals being transported to the RVT room.



## Kennel Areas

- Two artificial turf yards are located beyond kennel #1. They can be combined if needed and are shady. They are used for temperament tests, since it's a bit quieter/less busy on this side of the site and they are visually shielded from outdoor runs. Fence is bent.
- Kennel #1 has the quietest animals because there are no views into other runs or to ACO unloading. This functions as the isolation ward/court hold dogs/etc. Bars are bent on the kennels. Trench drains are located at the rear of the kennels. Ceilings are in poor shape. Heaters have been upgraded recently. Floors are in fair condition.
- It was noted that the 6'-6" runs are better for tall staff.
- Issues with birds getting into the kennels.
- Four yards located between kennels #1 and #2, but these are used for meet and greet since they are louder. It can be difficult for potential adoptees to determine if the dog is a good fit because of distractions.
- They receive a large range of dogs in terms of breeds and sizes. Dogs are sorted by size so potential adoptees can easily find the dogs they are interested in.
- Trench drain covers can be knocked off.
- It is difficult to clean the runs with the open trench at the front.
- Dog isolation caging also houses small mammals and terrariums.
- The "900" runs are from an old kennel building that resembled #1. They are used for storage—mostly caging. They used to be used for quarantine.
- Kennel #4 is the newest. Continuous trench drain located at the back of the runs under a stainless cover. Have issues with the cover getting knocked off and dogs accessing trench. This is a problem for disease control.
- Bars have also been bent and detached from the bottom of the run panel. This is an impalement risk.
- Also have issues with standing water in the walks/service zones.
- The east side of the building receives a lot of sun. This is problematic in the summer when it's warm, so staff have to clean the inside of Kennel #4 first so dogs aren't in the sun for too long.
- Kennel #3 has old chain-link runs with built-in beds to cover the drains. Since small dogs are housed here, they needed to add a closure strip to the bottom of the beds to keep dogs from accessing the drain.
- In #3, staff can turn on the water for individual watering stations, but they can overflow. Kennel #2 is set up so all the waterers are turned on at the same time.
- There are seating areas between Kennel #2 and #3 instead of yards because this is a high-traffic area (a lot of staff/animal circulation).
- Kennel #2 houses hard to adopt dogs and puppies. This is the oldest kennel and has odor issues. Isolating puppy populations has helped with disease control. These runs are chain link with a fixed bottom portion of the gate which is a trip hazard for staff.



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## Cat Areas

- Cat isolation is located adjacent to dog isolation. There is no place to put sick, but non-contagious cats.
- New cattery has a stainless counter with sink, workstation, shelves for storage, and table. Storage (high) above caging isn't functional for daily use. Cabinet detailing leaves gaps for cats and dirt to get into.
- One companion habitat run used for get acquainted.
- Have issues w/ cats escaping cages in cattery. The windows don't have screens, so they can't be opened for fresh air. Lighting is inadequate. There are many high ledges/shelves that are difficult to clean and to retrieve escaped cats.
- Using movable barriers to keep public from accessing animals.

## RVT

- Also functions as photo room. Contains both a cat and floor scale, and workstation. This is generally used by field officers, but it depends on RVT staffing. Sometimes they can use both this room and the clinic exam room at the same time.
- Cabinets are in poor shape.

## Euthanasia

- Located off laundry/dog isolation.
- Contains a stainless steel table, workstation, cart and two non-health department fridges. Health Dept. freezer is here.

## Laundry/Sally Port

- Located in sally port.
- One commercial washer/dryer and a large commercial dish machine that was donated by the foundation. Also have a stainless steel counter with sink. Mechanical equipment is also located here.
- Disinfectant (Rescue) is stored in a shed adjacent to the sally port because it degrades in the sunlight (even in the barrels).
- Only one truck fits in the sally port well; two can be parked here but not enough room to open doors/unload.
- Volunteers have a separate storage shed by the sally port.
- Two freezers covered outside. Need both.
- Need two washers and dryers.

## Grooming

- Conducted in a trailer donated by the foundation. Will eventually park by the new livestock area. Ideally this is a permanent room.
- Done by volunteers—once a week because the same person also works at Palmdale.



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## Storage

- Lancaster ACC has a shipping container for extra supplies, records, any items that need to be secured. Another shipping container is used for food storage.

## Livestock

- Currently building livestock pens—two stalls.
- On the other side of the campus they are constructing additional housing.
- Cockfighting confiscations are common. With this, they may receive a flock of hens. Often these cases are complicated and tied to criminal activity. Major case unit stays busy.
- Old barn is used for blanket storage, tack, and feed/hay rooms.
- New livestock housing is under construction; building a L-shaped hog pen.
- Three stallion pens (taller and used for occasional camel). Bars are bent.
- Have a contract with equine vet.
- They have three trailers: animal safe/emergency, stock trailer, and a four-horse trailer.
- New barn has eight stalls with a wash rack and feed area. Stalls open to paddocks. Floor scale that is difficult to get horses onto.
- Round pen outside.
- Hydrotherapy after castration.
- Trash bin for manure waste is located near barn, which is much easier for staff to utilize than the dumpsters.

## Call Center

- Modular building has eight workstations in the open room.
- Break area with sink and cabinets, restroom.
- When people in Downey are answering the phone, it can be difficult because they don't know the Antelope Valley area very well.

## Notes Regarding the Clinic

- Orientation works well at Lancaster because the clinic lobby door faces the parking lot and is adjacent to the main lobby window. People can check in at the window and then go directly to the clinic.
- Using shelter exam room for intake; the other exam room isn't really used.
- Lobby is a bottleneck during vaccination clinics because there is no other exit.
- Stainless steel pedestal table in hall with cat scale.
- Clinic seems to have inadequate storage based on use. No room for laundry bins or to stow vacuum.

## Other Services

- Building a paved area for command post parking.



Attendees at Site Visit		
Chris Cirar, Shelter	Betsey Webster, DACC	Heather Lewis, Animal Arts
Dr. San Juan, Shelter	Danny Ubario, DACC	Tony Cochrane, Animal Arts
Maria Sabio-Solacito, DACC	Alison Cardona, DACC	Sarah Boman, Animal Arts
Kelly Quinn, CEO	Jaime de la Riva, DACC	Malia Young, Animal Arts
Ken Slu, CEO	Roberto Ignacio, DACC	



## 6.8 Palmdale

### 6.8.1 Site Visit Notes

**Site Visit:** Palmdale

**Date:** 04/06/2017

General Information				
Location	38550 Sierra Hwy., Palmdale, CA 93550			
City/Community	Lake Los Angeles <sup>216</sup> Llano <sup>216</sup>	Littlerock <sup>216</sup> Palmdale <sup>217</sup>	Pearblossom <sup>216</sup> Valyermo <sup>216</sup>	
Size	25,500 sf on 5.94 acres			
Buildings Overview	<i>Name</i>	<i>Year</i>	<i>Size</i>	<i>Condition</i> <sup>218</sup>
	Shelter	2016	25,000	<i>Good</i>
2016 Animal Intakes	2016-2017 (July 1-Feb 1) (Still in progress for Fiscal Year of July 1-June 30) Feline: 1,582 Canine: 2,882 Other: 600			
Currently Budgeted Staff Positions	33			

### General Facility Information

Underutilized spaces	Recovery runs, use floor instead. Refrigerators at dog food prep zones are underutilized.
Overutilized spaces	Staff locker room. Treatment has a lot of circulation through.
Spaces that are currently absent but needed to meet operational goals	X-ray.
Methods/infrastructure for sanitation and cleaning the facility	Hoses, using Rescue but no distributed system.
General flow for human user groups	
Public	Public enter adoption lobby to interact with staff for licensing, adoption, and redemption. Clinic lobby is used for spay/neuter pickup and vaccination clinics. Intake drop-off is separate.
Staff	Staff enter near the laundry/food storage hallway or the courtyard, from their separate parking lot.

<sup>216</sup> Unincorporated area.

<sup>217</sup> City and unincorporated area.

<sup>218</sup> Key for building condition is located on Page 59.





Volunteers	Coordinator desk w/ volunteer workstations off adoption lobby.
ACOs	Entrance through sally port or into dispatch room.
<b>Notes on ACC facility design standards</b>	
Drains	Individual drains at each kennel align with best practices for disease control. Some exposed piping along walls in dog rooms.
HVAC	Appears adequate. Staff would like flexibility to use natural ventilation when weather permits.
Electrical	Good.
Lighting	Lighting is generally good. More lights over the dogs instead of in front of runs would reduce glare.
Flooring	Good, cove base in animal rooms.
Wall Protection & Finishes	Good. Some areas in need of more wall protection for long-term durability.
Ceilings	Good, low ceilings over runs for sound control. Some Solatubes have leaking issues.
Sound Control	Acoustic ceiling panel. Some issues with noise transfer through walls.
<b>Support Spaces</b>	
Laundry	Two commercial washers, two commercial dryers for shelter functions. Covered in sally port. Clinic has separate commercial washer and commercial dryer.
Food Prep	Dishwashing room with commercial ware washer. Food prep counters located in most animal housing rooms.
Storage	Distributed throughout. Could use more back of house storage.
<b>Clinic Spaces</b>	
Surgery	Two-table suite, primarily spay/neuter.
Treatment & Exam	One exam room in clinic. One treatment room with two wet tables. Surgery prep separate from treatment, adjacent to surgery.
Animal Holding	Cat and dog surgery holding. Treatment, intake, ACO intake, and euthanasia all have holding space as well.
Euthanasia	Separate rooms for holding and euthanasia with direct access to outside/cooler.
Other Medical	Intake exam/RVT room.



## Animal Care Information

Cat Housing					
Size	Number	Location	Description	Condition	Housing Units
24" condos	1	Cat Adoption (Left Side)	(14) 24" w x 30" t cat condos with portals. (2) 24" w x 30" t cat condo with 12" vented litter section. Shor-Line built-in plastic laminate condos. Glass on public side, bar on staff side; SST storage below. Portals.	<i>Good</i>	<b>16</b>
24" condos	1	Cat Adoption (Center, Under Floating Cat)	(8) 24" w x 30" t cat condos with portals. (4) 12" vented litter sections in between pairs of condos. Shor-Line built-in plastic laminate condos. Glass on public side, bar on staff side; SST storage below. Portals.	<i>Good</i>	<b>12</b>
24" condos	1	Cat Adoption (Right, by M&G Room)	(10) 24" w x 30" t cat condos with portals. (6) 12" vented litter sections in between pairs of condos and at end. Shor-Line built-in plastic laminate condos. Glass on public side, bar on staff side; SST storage below. Portals.	<i>Good</i>	<b>16</b>
4 ft. bank	1	Cat Quarantine	(6) 24" w x 24" t cages in three rows, two columns. Stainless on wheels.	<i>Good</i>	<b>6</b>
5 ft. bank	1	Cat Quarantine	(4) 30" w x 30" t cages in two rows, two columns. Stainless on wheels.	<i>Good</i>	<b>4</b>
2 ft. bank	1	Cat Quarantine	(2) 24" w x 24" t cages in two rows, one column. Stainless on wheels.	<i>Good</i>	<b>2</b>
5 ft. bank	1	Cat Med Isolation	(4) 30" w x 30" t cages in two rows, two columns. Stainless on curb.	<i>Good</i>	<b>4</b>
4 ft. bank	1	Cat Med Isolation	(4) 24" w x 24" t cages in two rows, two columns. Stainless on curb.	<i>Good</i>	<b>4</b>
6 ft. bank	1	Cat Med Isolation	(6) 24" w x 24" t cages in two rows, three columns. Stainless on curb.	<i>Good</i>	<b>6</b>
4 ft. bank	2	Cat Recovery	(6) 24" w x 24" t in three rows, two columns. Stainless cages on wheels.	<i>Good</i>	<b>12</b>
14 ft. bank	1	Unsocialized Cats	(21) 24" w x 24" t cages in three rows, seven columns. Stainless on curb. No portals.	<i>Good</i>	<b>21</b>



Size	Number	Location	Description	Condition	Housing Units
12 ft. bank	1	Unsocialized Cats	(18) 24" w x 24" t in three rows, six columns. Stainless on curb, no portals.	Good	18
6 ft. bank	2	Lost/found cats	(9) 24" w x 24" t cages in three rows, three columns. Stainless on wheels. No portals.	Good	18
4 ft. bank	1	Lost/found cats	(6) 24" w x 24" t cages in three rows, two columns. Stainless on wheels. No portals.	Good	6
12 ft. bank	1	Lost/found cats	(18) 24" w x 24" t in three rows, six columns. Stainless on curb, no portals.	Good	18
3 ft. bank	1	Lost/found cats	(2) 36" w x 30" t in two rows, one column. (Right of 12 ft. bank.) Stainless on curb. No portals.	Good	2
Flow	ACO pickups come in through sally port and relinquish come in from a window to the intake hold room. All animals are photographed, examined, and vaccinated on intake. Unsociated cats are in their own room while social strays are in the lost and found cat room. Sick/hold cats are in isolation or quarantine.				
Dog Housing					
Size	Number	Location	Description	Condition	Housing Count
5'-0" runs	16	Adoption	Eight per room, 5'-0" wide on center. 6'-0" deep on front, 3'-0" deep on back (too small, typ.). Bar front. Side panels are SST to 48", glass above on front. Staff/back side components are all (4) 8" SST isolation panels with bar above.	Good <sup>219</sup>	16
4'-0" runs	40	Lost & Found	Ten per room, 4'-0" wide on center. 6'-0" deep on front, 3'-0" deep on back. Bar front for bottom. Side panels are SST to 48", bar above. Staff/back side components are all 48" SST isolation panels with bar above.	Good <sup>219</sup>	40

<sup>219</sup> Back portion of run is 3ft deep and too small for large dogs to turn around. Small bar portion at front of run does not facilitate good adoption interaction.



Size	Number	Location	Description	Condition	Housing Count
2 ft. bank	1	Puppies/ Special Care	(2) 24" w x 24" t in two rows, one column. Stainless on curb.	<i>Good</i> <sup>220</sup>	<b>2</b>
8 ft. bank	1	Puppies/ Special Care	(4) 48" w x 30" t in two rows, two columns. Stainless on curb.	<i>Good</i>	<b>4</b>
15.5 ft. bank	1	Puppies/ Special Care	(1) 36" w x 30" t, (5) 30" w x 30" t bottom row. (1) 36" w x 30" t, (5) 30" w x 30" t top row. Stainless on legs.	<i>Good</i>	<b>12</b>
4'-0" runs	6	Dog Quarantine/ Observation	(6) runs 4'-0" on center. 6'-0" deep on front, 3'-0" deep on back. Bar front. Side panels are SST to 48", bar above.	<i>Good</i> <sup>221</sup>	<b>6</b>
8.5 ft. bank	1	Dog Quarantine/ Observation	(2) 36" w x 30" t cage, (1) 30" w x 30" t cage bottom row. (2) 36" w x 30" t cage, (1) 30" w x 30" t cage top row. Stainless on curb.	<i>Good</i>	<b>6</b>
4'-0" runs	5	Med Isolation Dogs	(5) runs 4'-0" on center. 6'-0" deep on front, 3'-0" deep on back. Bar front. Side panels are SST to 48", bar above.	<i>Good</i> <sup>221</sup>	<b>5</b>
8.5 ft. bank	1	Med Isolation Dogs	(2) 36" w x 30" t cage, (1) 30" w x 30" t cage bottom row. (2) 36" w x 30" t cage, (1) 30" w x 30" t cage bottom row. Stainless on curb.	<i>Good</i>	<b>6</b>
8 ft. bank	1	Dog Recovery	(2) 30" w x 30" t, (1) 36" w x 30" t bottom row. Top row the same. Stainless on curb.	<i>Good</i>	<b>3</b>
9.5 ft. bank	1	Dog Recovery	(1) 30" w x 30" t, (1) 48" w x 30" t, (1) 36" w x 30" t bottom row. Top same. Stainless on curb.	<i>Good / Poor</i> <sup>222</sup>	<b>6</b>
4 ft. bank	1	Dog Recovery	(2) 48" w x 30" tall in two rows, one column. Stainless on curb.	<i>Good</i>	<b>2</b>
4 ft. bank	1	Dog Recovery	(6) 24" w x 24" t in three rows, two columns. Stainless on curb.	<i>Good</i> <sup>223</sup>	<b>6</b>
Flow	ACO pickups come in through sally port and relinquish come in from a window to the intake hold room. All animals are photographed, examined, and vaccinated on intake.				

<sup>220</sup> Housing is smaller than industry standards. However, it may be appropriate for very short durations or if limited mobility is needed (due to injury/recovery).

<sup>221</sup> Back portion of run is 3ft deep and too small for large dogs to turn around. Small bar portion at front of run does not facilitate good adoption interaction.

<sup>222</sup> 36" w cage on bottom row is missing door.

<sup>223</sup> Very small for dogs.



	Social strays are in the lost and found rooms. Sick/hold dogs are in isolation/puppies/special needs, or quarantine.				
Rabbit Housing					
Size	Number	Location	Description	Condition	Housing Count
6 ft. bank	1	Alcove	(4) 36" w x 36" t cages in two rows, two columns. Glass front, bar back cages on wheels with portals. (Shor-Line puppy kennel.)	Good	4
Small Mammal Housing					
Size	Number	Location	Description	Condition	Housing Count
	1	Alcove	Plastic bottom, wire cage for hamster-sized animals.	Good	1
Exotics Housing					
Size	Number	Location	Description	Condition	Housing Count
4 ft. bank	2	Wildlife/ Parvo	(1) 48" w x 30" t cage. Stainless on wheels.	Good	2
3 ft. bank	1	Wildlife/ Parvo	(2) 36" w x 30" t cage in two rows, one column. Stainless on wheels.	Good	2
Farm Housing					
Size	Number	Location	Description	Condition	
Provided at Lancaster					
Other Housing					
Size	Number	Location	Description	Condition	Housing Count
15.5 bank	1	ACO Holding	(6) 30" w x 30" t cages in two rows, three columns. (4) 48" w x 30" t cages in two rows, two columns. Shor-Line stainless, bar front on curb.	Good	10
4'-0" runs	2	ACO Holding	(2) runs, 4'-0" wide by 6'-0" deep. Single sided. Side panels are SST to 48", bar above. Bar front gates, stainless panels against walls.	Good	2
3 ft. bank	1	Euthanasia Holding	(2) 36" w x 30" t in two rows, one column. Stainless, on legs.	Good	2
6 ft. bank	2	Euthanasia Holding	(1) 72" w x 36" t bottom row, (2) 36" w x 30" t top row. Stainless, one on legs, another on wheels.	Good	6



Size	Number	Location	Description	Condition	Housing Count
5 ft. bank	1	Treatment	(1) 60" w x 36" t bottom row, (2) 36" w x 30" t top row. Stainless on wheels.	<i>Good</i>	<b>3</b>
4 ft. bank	1	Recovery Nook	(1) 48" w x 36" t bottom row; (2) 24" w x 24" t top row. Stainless on wheels.	<i>Good</i>	<b>3</b>
4 ft. bank	1	Recovery Nook	(1) 48" w x 36" t bottom row; (2) 24" w x 30" t top row. Stainless on wheels.	<i>Good</i>	<b>3</b>
Run	1	Intake Holding	One large dog run, 9'-4" w, 4'-6" d. Bar front. SST panel on back and side walls.	<i>Good</i>	<b>1</b>
9.5 ft. bank	1	Intake Holding	(1) 48" w x 30" t, (1) 30" w x 30" t, (1) 36" w x 30" t bottom row, same upper row. Stainless cages on curb.	<i>Good</i>	<b>6</b>
<b>Outdoor Animal Spaces</b>					
Description				Condition	
Seven get acquainted yards. Concrete benches and water pail inside. Not much shade.				<b>Good</b>	
One agility courtyard with artificial turf.				<b>Good</b>	

## General Notes

### Overall

- Land for facility was donated by the City of Palmdale.
- Staff are still getting used to new processes and operations in this facility.
- Staff are starting to identify rescue groups in area to work with.
- Only breed-specific spay/neuter ordinance here.
- Free spay/neuter offered to residents of Antelope Valley through a contract with Los Angeles County.
- Despite new facilities, there are still some minor maintenance issues. For example, corrosion of the hose reels due to the minerals in the water supply.
- No parking issues here. Employee parking is separate.
- Radios/intercoms are used to communicate across the facility.
- Ideally HVAC would be flexible, so they can use operable windows for ventilation.
- Whiteboards are located throughout the facility.



## Lobby

- Two information kiosks in lobby. These can also be used for license renewal if information is current.
- One TV used for educational videos and another for information.
- Two workspaces on lobby side; two across door toward adoptable animals (these can get crowded). No difference in function between desks.
- The main lobby is used for adoption, redemption, and licensing. Animal intake is separate.
- Staff use a sign-in system so people can spread out and wait—no waiting in lines.
- Volunteers assist with introducing people to the animals they may want to adopt.
- Lobby gets busy at 3:30pm when there's spay/neuter pickup.

## Office Area (Behind Lobby)

- Manager and officer in charge close to the reception desk. They assist if needed up front.
- Copy/printer room also holds officer literature.
- Two additional flex workstations for lieutenant and ASPCA—these were originally intended for additional shelter staff.
- Break counter w/ under counter refrigerators and microwave.
- Shelter manager has room for one-on-one meetings.
- Volunteer room w/ coordinator desk, volunteer workspace and small lockers (personal items).

## Adoption Cat and Small Animal Areas

- Nook for small mammals/exotics across the hall from adoptable cats. Use cage bank on wheels or terraria on counters. Cabinets below are used for supplies/food storage.
- Staff adds a grate (like a baby gate) to the cage bank when used for rabbits.
- Adoption cat housing is two-sided arranged in a U-shape. Latches/bars on staff side rattle. Most housing units are vented.
- Center, staff zone has handwashing sink and stainless worktable. Ceiling is gypsum and this helps in preventing escapes.
- Meet and greet room adjacent to cat housing. Some cat play structures and a sofa.

## Adoption Kennel Areas

- Staff find it time consuming to clean the individual drains because they are lifting the cover and cleaning out the basket. The square drain sits under the guillotine door that separates the front and back of the runs.
- Runs have glass fronts with some bars down low; glass gets smudged easily (at dog nose height). Bar location does not work for client. Dogs sniff visitors through the very low bars, which makes it difficult for the dog and potential adopter to bond with eye contact.
- The back side is only three-feet deep which is too small for many dogs to use/turn around.
- Automatic Nelson waterers.





- Each cluster of eight runs has a food prep area with fridge. The fridge is underutilized because when canned food is used, it's typically the whole can.
- It is difficult for the public to determine where they have access in the adoption runs. It's not clear that the back areas of the runs and food prep are for staff use only.
- Back eight adoption runs have a lot of natural light.
- Meet and greet for dogs is in outdoor yards—no indoor space so they occasionally use the cat meet and greet room, lobby, or courtyard.
- They have seven outdoor yards. The courtyard has weeds coming up through artificial turf.
- Facility is often at capacity—they have 70 total runs. Once they are over 110 or so dogs, they work to transfer out to Castaic or Agoura. Additionally, rescue organizations will take dogs to retail stores for adoption.
- Indoor-indoor runs are nice in this climate—big temperature swings and wind. There are also neighborhoods nearby so indoor runs keep noise down.
- Potential adoptees are interviewed if they want a dominant breed.

#### Lost and Found/Stray Kennel Areas

- Public needs to be escorted into lost and found area. This also means that rescue groups can't walk through either.
- The separation helps with biosecurity since a dog's condition is unknown.
- Ideally there would be several options for the public/private separation to provide for flexibility.
- Ten runs in each room; same food prep zone as adoption.
- Dogs typically get blankets unless they chew them up.
- Lost and found #2 is used for isolation of mildly sick dogs—nothing major.
- Separate puppy room often used for medium/small dogs with special needs. Sound from this room can be heard in the conference room.

#### Grooming

- Two grooming tables, one grooming tub, one single-stack dryer cage, one double-stack dryer cage, and a stand dryer.
- Handwashing sink and storage.

#### Non-Adoptable Cats

- Unsocialized cats are in a separate room from the friendly strays.
- These rooms are accessed with staff supervision; they're across the public-private threshold.

#### Food Prep/Storage

- Very large commercial dishwasher—racks on a cart. Pit in floor for dumping water.
- Stainless prep counter, double sink, and fridge.
- Food storage has a door directly to loading.
- Donated food is kept separate and given to homeless animals/people in need.
- Space would be adequate if there were another storage zone for non-food items.



## Laundry

- Located within the sally port, separate zone.
- Two commercial washers and two commercial dryers.
- Storage for folded laundry adjacent to sally port laundry machine space, but no folding zone.

## Sally Port

- Drive through for one vehicle (original plan was two, but washer and dryer were bigger than planned). Close doors and unload animals.
- Covered truck parking outside.
- Separate covered truck wash zone with lockers, stainless work counter, and truck wash equipment. The staff locker room lockers are too small for standard ACO equipment, only clothes/personal items. ACOs have another locker at sally port for catchpoles and other large equipment.
- Some storage on shelves along wall. Cleaning chemical storage as well.

## Animal Intake Flow

- Stray/ACO animals enter through the sally port and go to intake room. This flow works well for the officers. The flow is not as good for owner relinquishments and there are long travel paths.
- ACO intake room has two runs and caging. Relinquished animals enter through Intake room, where there is a platform for taking photos.
- From here animals go to the RVT room where they are vaccinated. RVT room has a stainless work counter, under-counter refrigerator, floor scale, and table.

## Euthanasia/Quiet Room

- Located near RVT; separate holding. Stainless table and controlled substance cabinet.
- Cooler located outside.

## Clinic Areas

- Wildlife room currently used for parvovirus/contagious disease isolation.
- No X-ray room, but desired.
- Cat quarantine and bird room.
- Dog quarantine/observation has runs and cages. No space for whelping. Stainless counter with sink and storage cabinets. Caging in this room too.
- Janitor's closet w/clinical sink and regular handwashing sink in this zone.
- Treatment has two tub tables with medical light fixtures. The facilities here allow staff to maintain medical cases. Two workstations are in this room. Fridge, med gas from ceiling, cages.
- Large custodial closet across the hall from treatment. Vacuum, mop sink and supply storage here.
- Doctors' office has three workstations and serves as a space for meetings. Looks into treatment.
- Medical laundry is separate, commercial washers and dryers. Autoclave and sink in this room.



- Surgery prep has one tub table and opens to surgery. Lots of counter/storage space.
- Surgery recovery cages are not visible to staff, so they use the floor in the hallway for animal recovery. Would like a way to gate/close this off. There is a floor scale in this hall as well.
- Surgery has two v-top tables, single lights.
- Clinic lobby is used for drop off. Vaccination clinic is once a month. Seating is good, but space feels tight when there are animals.
- Exam room has a stainless counter with sink and pedestal table. Feline scale.

#### Staff Areas

- Reception room has windows into the clinic lobby as well as outside. Relinquish here.
- ACO sergeant is adjacent to clinic lobby. Squad room is next to the sergeant with five workstations and one flex table. The field supervisor is by a window. No space for CPUs, so monitors sit on CPU.
- Another office (labeled dispatch on plans) is used for volunteers. The room has great visibility from the main lobby but is separate in terms of internal circulation.
- Kennel sergeant is central to the lost and found animals, but remote from other staff offices.
- Kennel staff and field staff feel separated from the lobby activity and administrative staff.
- Break room by an outdoor patio. Two fridges, counter space, and a residential dishwasher
- Lactation room with couch, counter, and sink.
- Conference room is across the hall from the locker/restrooms. This can be awkward with kids' groups using the conference room and needing restrooms while staff are showering/changing.

Attendees at Site Visit		
Lisa Eldridge, Shelter	Ken Slu, CEO	Heather Lewis, Animal Arts
Maria Sabio-Solacito, DACC	Betsey Webster, DACC	Tony Cochrane, Animal Arts
Rachael Saelor, DACC	Jaime de la Riva, DACC	Sarah Boman, Animal Arts
	Roberto Ignacio, DACC	Malia Young, Animal Arts



### 6.8.2 Additional Observations from New Palmdale Animal Care Center

The \$20 million Palmdale ACC opened April 2016. Palmdale ACC houses 97 dogs and 177 cats, but livestock continues to be housed nearby at the Lancaster ACC. Palmdale ACC is tremendously improved compared to the old care centers in DACC's system. Palmdale ACC provides the following benefits:

- An overall professional impression.
- A large lobby for a better customer experience.
- Classroom space for meetings and humane education.
- Safer and well-designed animal control and intake areas.
- Segregated animal housing for disease control and animal safety.
- Back-of-house/front-of-house separation for public safety.
- Less stressful animal enclosures.
- Better building systems including effective lighting and ventilation systems.

The resulting facility is compliant with local and state codes and provides a healthier environment for animals. Compared to other facilities, there is no noticeable odor at the Palmdale ACC. Animals are effectively displayed and are more relaxed in demeanor. For example, barking is noticeably reduced at Palmdale ACC compared to the other animal care centers.

Despite the positive attributes, there are a few important lessons learned from the construction of the Palmdale ACC. The most important is the need for capacity and trend analysis to size new facilities. With the projected growth in the North County (see Volume 2, Section 2.2), Palmdale may become overcrowded, straining DACC staff, the animals, and the facility.

Despite being a better facility, Palmdale does not by itself solve all the capacity problems present in North County.



COUNTY OF LOS ANGELES, CALIFORNIA

VOLUME 3

# DEPARTMENT OF ANIMAL CARE AND CONTROL

## FACILITIES MASTER PLAN NOVEMBER 2019





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Department of Animal Care and Control  
Facilities Master Plan

**Volume 3 - ANIMAL CAPACITY  
REPORTS FOR EACH DACC  
ACC LOCATION**

Prepared by:

UC Davis Koret Shelter Medicine Program

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# LA County Overall Summary Report

UC Davis Koret Shelter Medicine Program, 04/2017



## EXECUTIVE SUMMARY

Animal housing type and number is a key element of facility design and profoundly affects initial and ongoing operational costs for an animal shelter, as well as animal health and comfort, staff safety and efficiency, and public perception. In addition, facility number, location, size and programmatic components will influence both costs and ongoing success in serving the community.

This report provides an initial recommendation for the number of housing units required for dogs and cats for the Los Angeles County Department of Animal Care and Control (DACC) overall, based on an average of the last 3 years of intakes and current (2016) outcome distribution. However, future facility requirements will depend on internal and external trends influencing animal intake and outcomes. Because dog and cat housing make up the largest component of both floor space and cost, the emphasis of this report is on a detailed analysis of trends for these two species, with systemwide comparison over time, comparison between individual care centers, and comparison with data from selected California counties as reported to the California Department of Public Health (data available for 2011-2015).<sup>1</sup>

## INTAKE, LIVE RELEASE AND HOUSING SUMMARY TABLE

All Shelters	Annual Live Intake (3 year ave.)	Live Release 2016	Total Housing Units Current # (does not include clinic cages)	Recommended Housing Units for Current Needs
Dogs	32,480	83%	903	1,264
Cats	28,819	39%	853* single cages	660 (double compartment units)

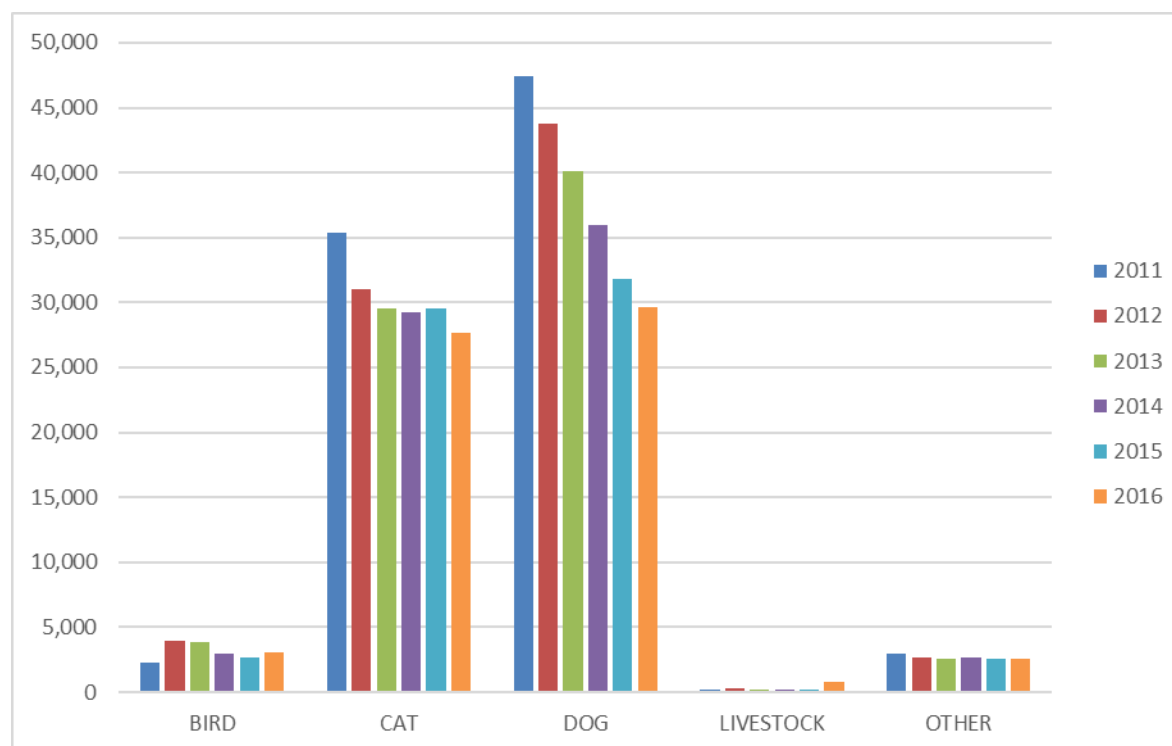
*\*Most of the current cat housing is small single cage units that do not meet housing needs for cats. Improving the existing cat housing is possible (portalizing into double compartment units), however current housing units for cats would be expected to reduce by about half.*

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<sup>1</sup> Comparison of intake and outcomes was made to data reported by California counties to the Department of Public Health. 29 counties reported full data for 2011-2015 and admitted > 1000 cats and dogs annually and were used for these comparisons (list available upon request; Los Angeles County data was excluded from overall reports on intake and outcome trends to avoid double representation). These data are referred to in the text and tables as "CA Counties" or "CA 2011-2015". Data accessed at <https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/LocalRabiesControlActivities.aspx>.



## OVERALL INTAKE AND OUTCOME TRENDS



**Figure 1 DACC Annual Intakes by Species 2011-2016**

Dog and cat intake have both decreased over the last five years; however, because dog intake has decreased more than cat intake, cats make up an increasing proportion of care center intake (from 43% cats/57% dogs in 2011, to 48% cats/52% dogs in 2016). No trends are evident for intake of other species.

Compared to the overall CA data, dog intake decreased more (33% versus about 20%) and cat intake decreased less (16% versus about 21%) for DACC from 2011-2015.

Intake type varied by species. Stray was by far the most common intake type for cats (about 88% of intake), with approximately 11% owner surrender and less than 1% custody or transfers. Stray was also the most common intake type for dogs at 68%, but owner surrenders at 31% made up a greater proportion of intake compared to cats. Custody and Transfers also made up less than 2% of canine intake combined.

The route of intake was most commonly over the counter versus field pickup (about 65% OTC versus 35% field) for both cats and dogs.

Dog and cat euthanasia decreased between 2011-2016, with a greater magnitude of decrease for dogs than for cats. Compared to California county overall data, euthanasia for dogs decreased more, while euthanasia for cats decreased less.

Dog and cat live release as a percentage of outcomes increased for both dogs and cats. Live release for dogs in 2015 was slightly lower than for California comparison counties (71% versus 76%), but for 2016 exceeded 80%. Live release for cats was lower than for California comparison counties (28% versus 54%); live release for cats rose to 39% for 2016 (comparison data not yet available from the department of public health).

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## DOGS: INTAKE AND OUTCOME TREND SUMMARY

### DOG INTAKE TRENDS

The Downey Animal Care Center received the greatest proportion of dog intake, followed by Baldwin and Lancaster. Together these three larger shelters accommodate 63% of dog intake.

Live intake of dogs has decreased fairly steadily by 37% from 2011 to 2016 and 18% in the last three years. However, the magnitude of decrease was lowest from 2015 to 2016. The amount by which intake decreased varied, with the smallest percent change at Castaic and the largest change at Baldwin Park, Downey and Carson-Gardena. Intake at Lancaster/Palmdale combined in 2016 was 26% lower than at Lancaster in 2011 but was 7% higher than at Lancaster in 2015.

The proportion of juveniles has gone down slightly, from 18% in 2011 to 13% in 2016, and was similar across care centers. The percentage of dogs recorded as small breed has remained fairly consistent at about 35%.

For all care centers, stray was the most common intake type, ranging from 56% at Agoura to 71% at Palmdale. Owner surrender is the next most common intake type, with custody and transfer making up only 1-3% of intake at any care center.

Peak monthly intake was approximately 18% greater than average, with about 30% variation between days within a month.

### DOG OUTCOME TRENDS

There has been a marked decrease (about 75%) in canine euthanasia primary as a result of decreasing intake, from over 20,000 to approximately 5,000. Annual live release has fluctuated with an overall slight decrease of about 10%.

As a percentage of total outcomes, all live outcomes have increased while euthanasia has decreased. Proportionately, the greatest increase has been in return to owner.

Outcomes varied by shelter: Agoura had the highest percentage of adoptions and return to owner (54% and 35% compared to average of 38% and 19% respectively) and a significantly lower percent rescue/transfer. Agoura, Carson and Castaic all had relatively low euthanasia rates (6%, 7% and 11% respectively), while Lancaster and Palmdale had higher than average euthanasia rates compared to DACC overall (23% compared to 16% overall).

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## CATS: INTAKE AND OUTCOME TREND SUMMARY

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### CAT INTAKE TRENDS

The Downey and Baldwin Park animal care centers received over half of total cat intake, followed by Carson, Palmdale and Lancaster. Castaic and Agoura combined admitted less than 10% of total cats.

Live intake of cats decreased moderately from 2011 to 2012 (by 12%), and modestly from 2012-2013 and 2015 to 2016 (by 5% and 6% respectively compared to the prior year). Intake remained essentially unchanged between 2013-2015.

The amount by which intake decreased varied, with the smallest percent change at Downey (11% decrease) and the largest change at Baldwin Park (31%). Intake at Lancaster/Palmdale combined in 2016 was 23% lower than at Lancaster in 2011 but was 13% higher than at Lancaster in 2015.

For DACC overall, stray accounted for nearly 90% of intake. However, the percentage of cats admitted as strays ranged substantially between shelters, from 47% at Agoura and 62% at Castaic to > 90% at Baldwin Park and Downey. Owner surrenders made up the vast majority of the remainder of intake.

The proportion of adults versus juvenile cats admitted has remained fairly stable at about 40% adult and 60% juvenile. Juvenile is defined by underage and un-weaned animals.

Intake variation was much higher for cats than for dogs. Peak monthly intake was nearly 60% greater than average monthly intake, with nearly 200% variation by day within a month. At peak, the percentage of intake that is juvenile was slightly higher than at average times (73%).

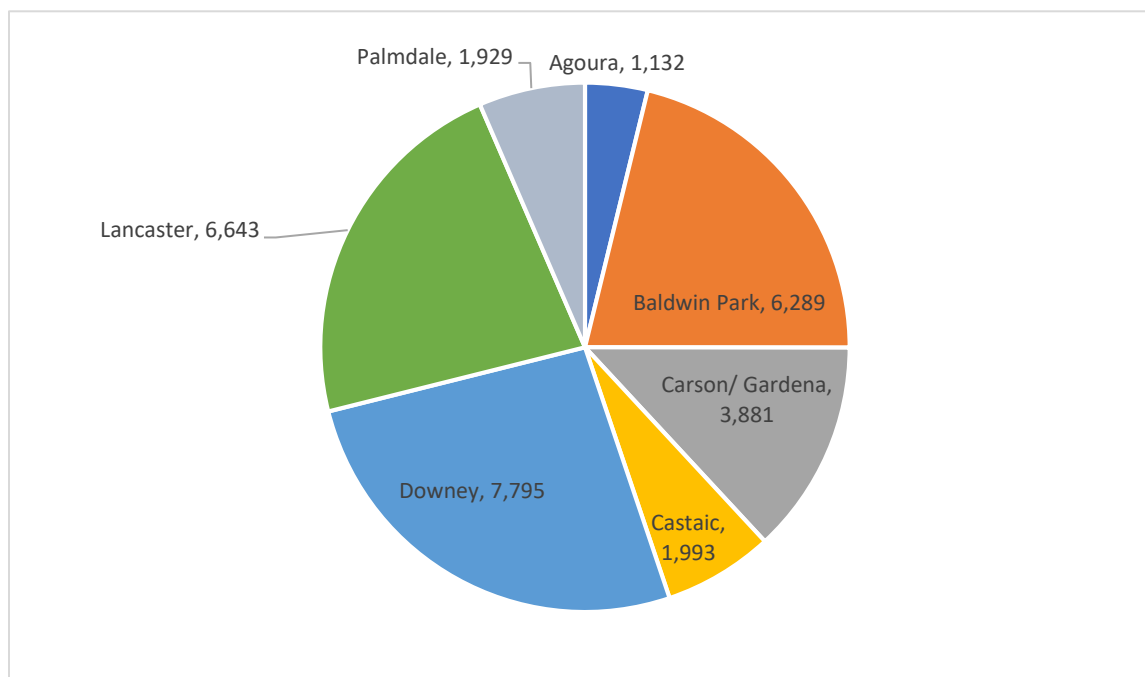
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### CAT OUTCOME TRENDS

There has been a moderate decrease (about 40%) in cat euthanasia, most of which occurred between 2011-2012 and between 2015-2016. Decreased euthanasia resulted from both decreasing intake and (especially from 2015 to 2016), increasing live release.

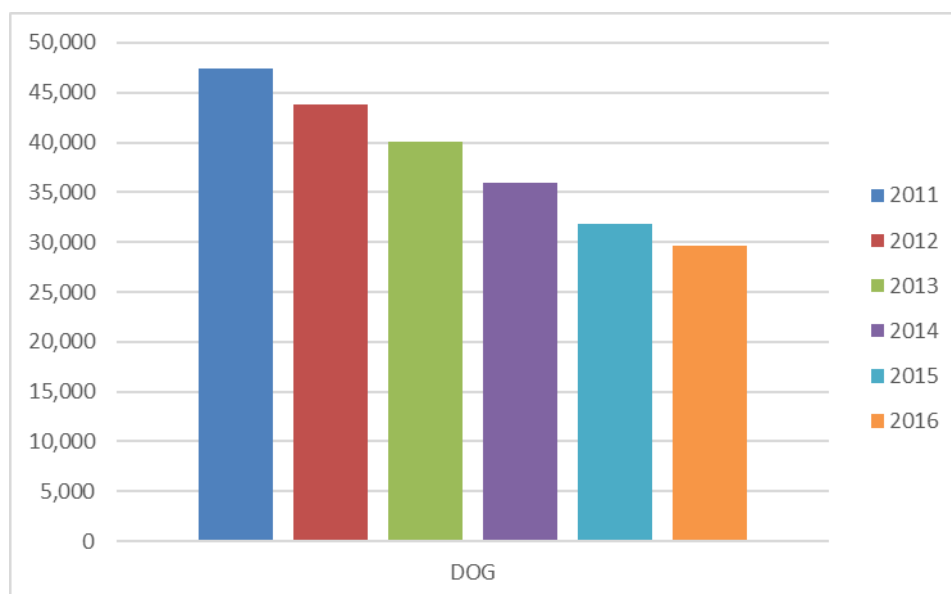
As a percentage of total outcomes, adoption increased in 2015 and 2016 compared to the prior years. Rescue has fluctuated and euthanasia has decreased consistently.

Outcomes varied by shelter: Agoura had nearly quadruple the percentage of adoptions compared to DACC overall (81% versus 23%). Castaic also had a higher than average adoption rate at 56%. Adoption rates for Carson, Downey, Lancaster and Palmdale varied between 20-30%. Baldwin Park had the lowest adoption rate at 13%. Rescue/transfer ranged from 2% at Agoura to 24% at Downey. Agoura had a much lower euthanasia rate than the other DACC facilities (9% versus 60% overall). Castaic also had a lower euthanasia rate in comparison to the other shelters (31%), while Baldwin Park's euthanasia was the highest 75%.

**ALL SHELTER DATA AND TRENDS, 2011- 2016****DOGS****DOG INTAKES**

**Figure 2 DACC 2016 Dog Intakes by Care Center**

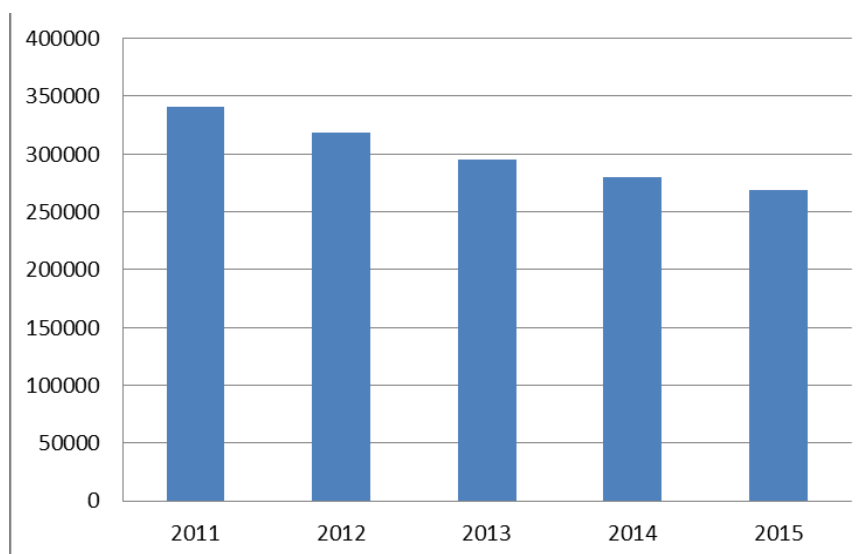
Canine intake distribution 2016: Downey received the greatest proportion of dog intake, followed by Baldwin and Lancaster.



**Figure 3 DACC Annual Dog Intakes 2011-2016**

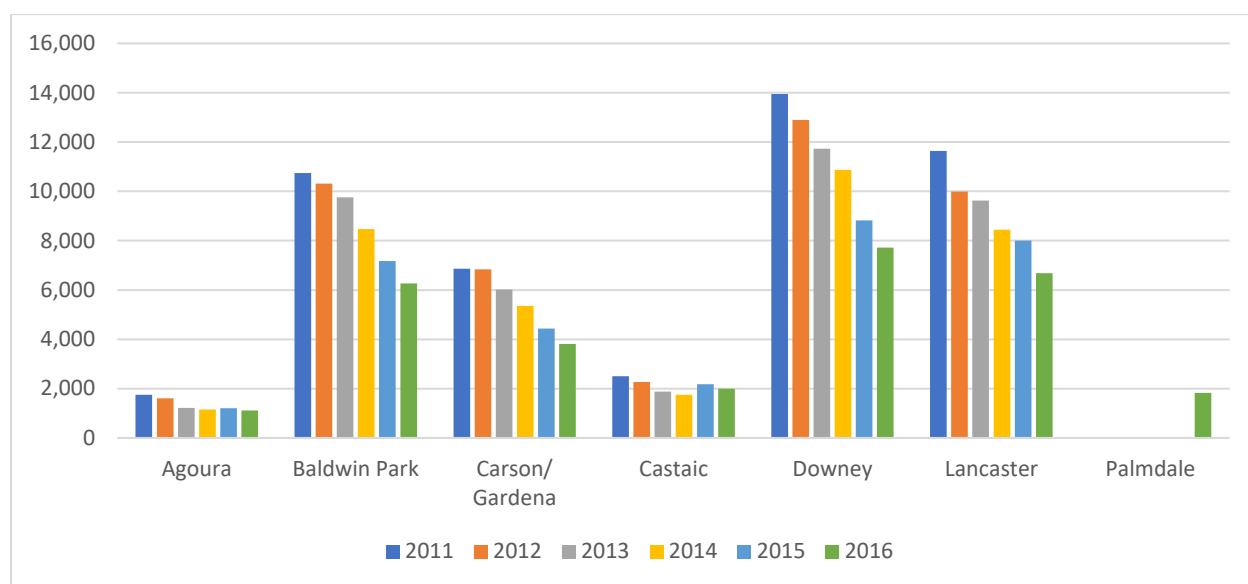
Live intake of dogs has decreased fairly steadily by 37% from 2011 to 2016 and 18% in the last three years. The magnitude of decrease was lowest from 2015 to 2016.

There was a 33% percent decrease in dog intake from 2011-2015, greater than the approximately 20% decrease in total canine outcomes (used as a proxy for live intake) for California counties during the same time period.



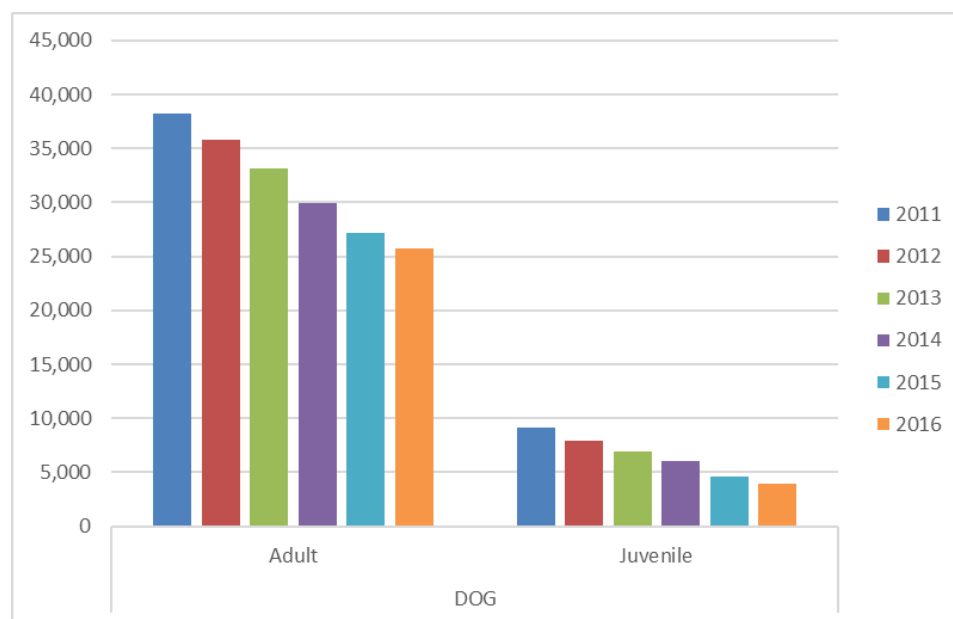
**Figure 4 California Annual Dog Outcomes 2011-2015<sup>2</sup>**

<sup>2</sup> <https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/LocalRabiesControlActivities.aspx>



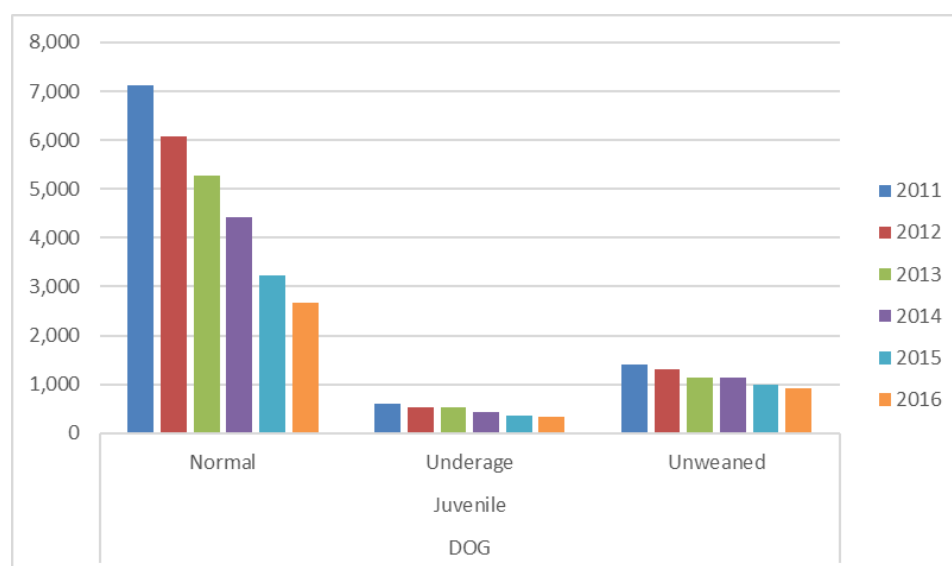
**Figure 5 DACC Annual Dog Intakes by ACC 2011-2016**

The amount of intake decrease varied from 21% at Castaic, 34% at Agoura, and 41-44% at Baldwin, Downey and Carson. Intake at Lancaster decreased by 43% compared to 2011; however, that was in part due to redirection of some dogs to Palmdale. Intake at Lancaster/Palmdale combined was still 26% lower than at Lancaster in 2011 but was 7% higher than at Lancaster in 2015.



**Figure 6 DACC Annual Dog Intakes by Age 2011-2016**

Dog intake breakdown by age for all shelters combined: the proportion of juveniles has gone down slightly, from 18% in 2011 to 13% in 2016. The proportion of juveniles to adults was similar across shelters.



**Figure 7 DACC Annual Juvenile Intakes 2011-2016**

Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. This data resulted in the following juvenile classifications: normal (68%), underage (9%) and un-weaned (23%) (2016) using shelter data. *(see QC Notes, # 19; for classification methods)*

#### DACC CANINE INTAKE BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

Canine Intake Type	2014	2015	2016	3 year average
Stray	23,928 (67%)	21,002 (67%)	19,549 (66%)	<b>21,493 (66%)</b>
Owner Surrender	11,560 (32%)	10,209 (32%)	9,271 (31%)	<b>10,346 (32%)</b>
Custody	484 (1%)	582 (2%)	542 (2%)	<b>536 (2%)</b>
Transfer	1 (0%)	11 (.03%)	300 (1%)	<b>104 (0.35%)</b>
<b>Total</b>	<b>35,973</b>	<b>31,804</b>	<b>29,662</b>	<b>97,439</b>



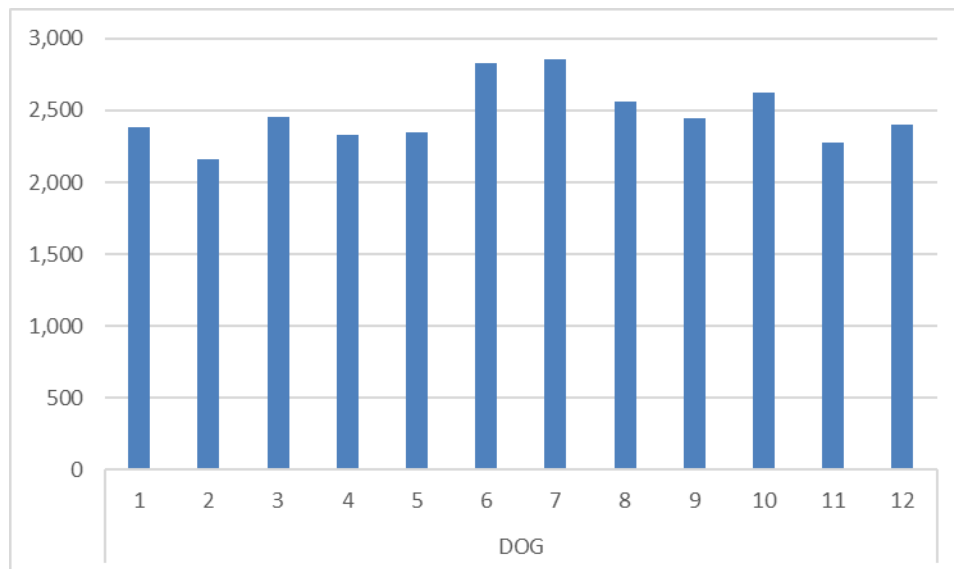
For all care centers, stray was the most common intake type, ranging from 56% at Agoura to 71% at Palmdale. Owner surrender is the next most common intake type, with custody and transfer making up only 1-3% of intake at any care center.

Canine intake type (all years combined)				
Care center	Custody	Owner Surrender	Stray	Transfer
AGOURA	4%	40%	56%	1%
BALDWIN	1%	29%	70%	0%
CARSON	2%	34%	65%	0%
CASTAIC	3%	36%	59%	1%
DOWNEY	1%	33%	66%	0%
LANCASTER	2%	27%	71%	0%
PALMDALE	1%	25%	71%	3%
<b>Grand Total</b>	<b>1.37%</b>	<b>31.23%</b>	<b>67.19%</b>	<b>0.21%</b>

#### DACC 2014 - 2016 AVERAGE CANINE INTAKE AND PEAK CANINE INTAKE

- Average monthly intake: 2,706 dogs
- Average daily intake: 90 dogs
- Average peak intake: 3,198 dogs (3,592; 3,149; 2,855)
- Peak average daily intake: 106 dogs
- Peak monthly intake was about 18% greater than average. In a sample high intake month (10/2016), most daily intake ranged between about 70 and 90 dogs.

## CANINE MONTHLY INTAKE AND PEAK MONTH CANINE DAILY INTAKE TABLES



**Figure 8 DACC Monthly Dog Intake Variation 2016**

Note: June and July have high intakes associated with the 4<sup>th</sup> of July Holiday and are not typical intake months. The third highest month was used throughout the report for peak factors as well as daily intake variation studies.

(1= January, 2= February, 3= March, etc.)

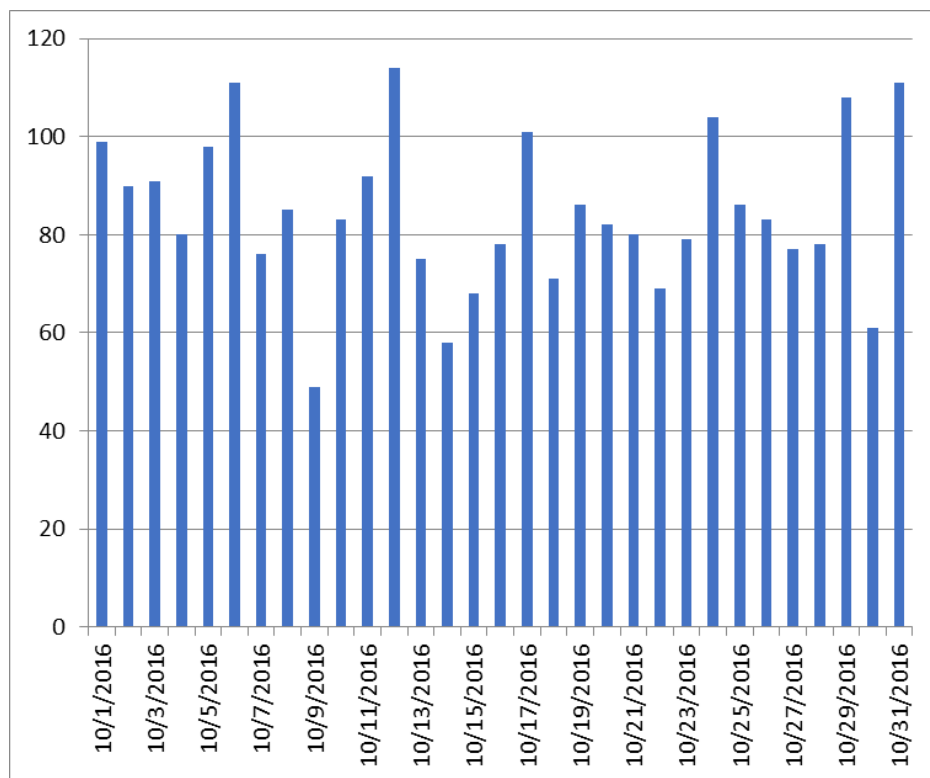


Figure 9 DACC Daily Dog Intake Variation 10/2016

## DOG OUTCOMES

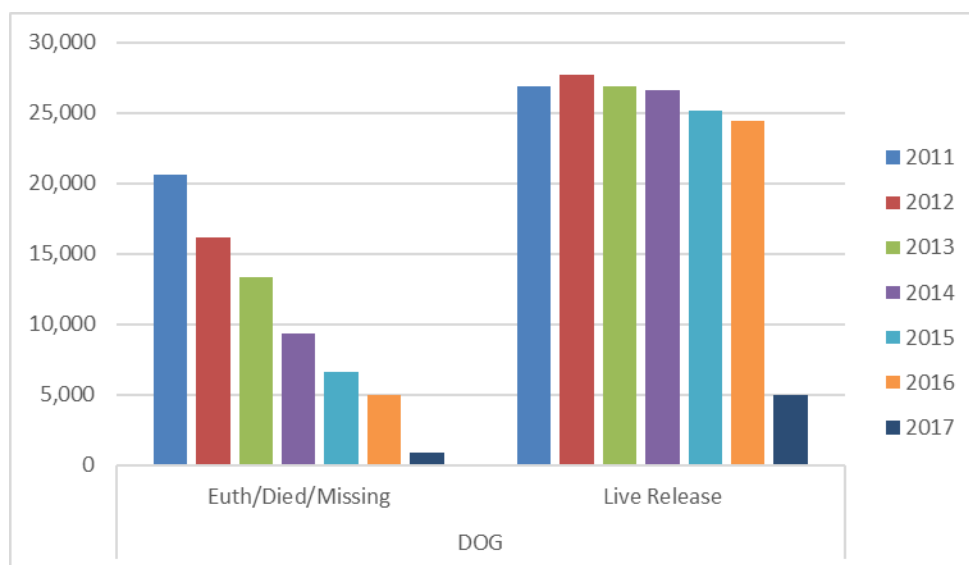
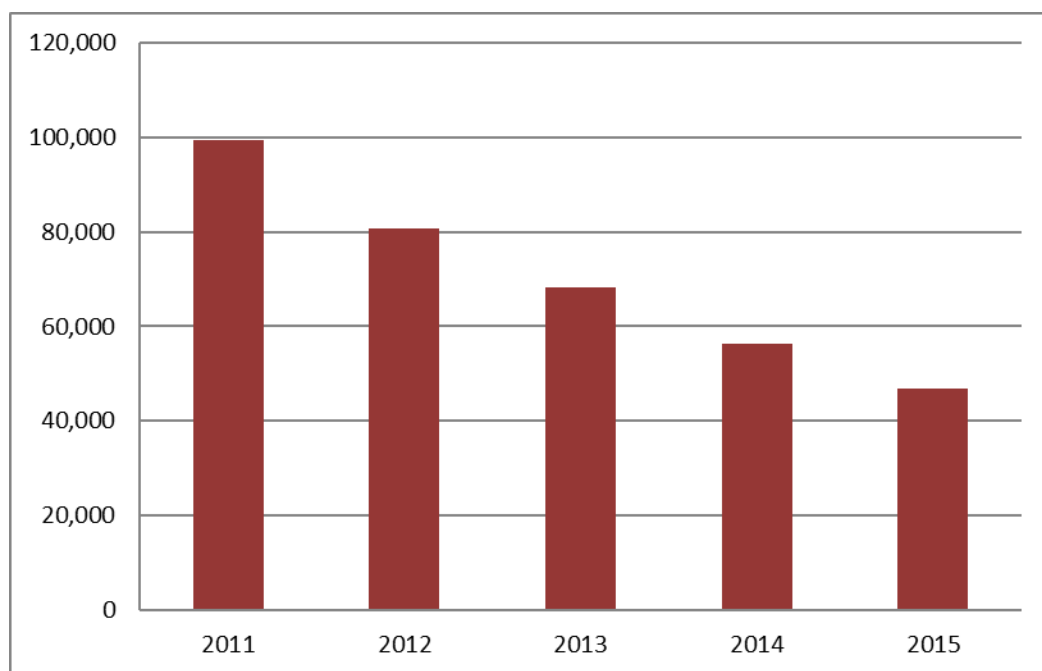


Figure 10 DACC Annual Dog Outcomes 2011-2016

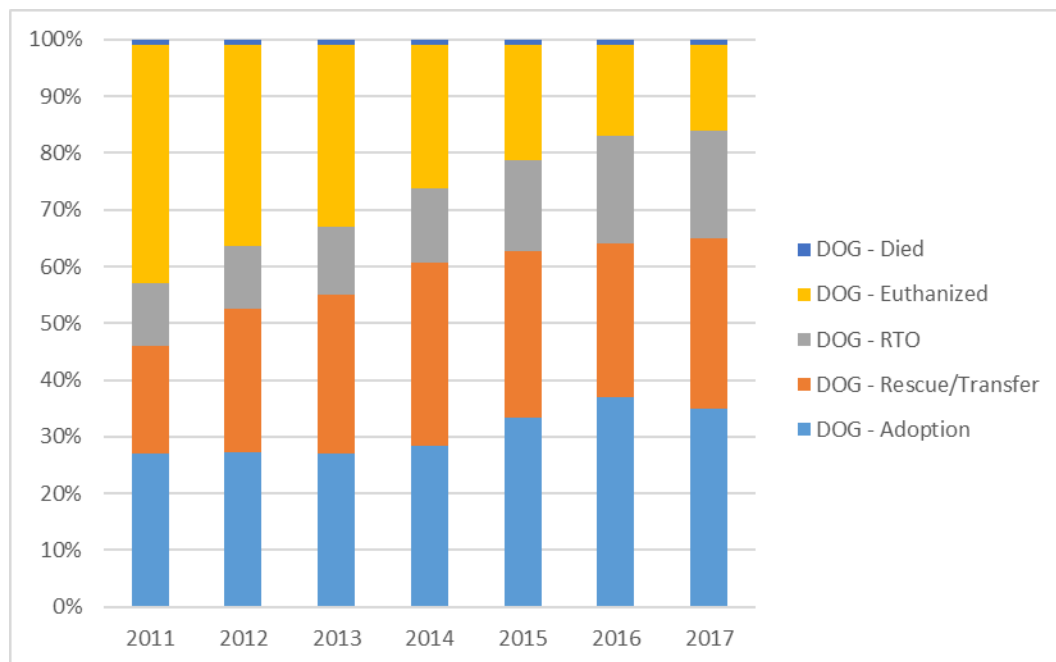
There has been a marked decrease (about 75%) in dog euthanasia from over 20,000 to approximately 5,000. Of the 15,000 fewer euthanasias the majority, about 80% (12,000), are due to decreases in intake. There were 20% (or 3,000) due to increases in live outcomes; live release has declined over this period by about 10%. The reduction in euthanasia parallels, but is greater than, the 57% decrease in euthanasia reported by California counties from 2011-2015.



**Figure 11 California Annual Canine Euthanasia 2011-2015<sup>3</sup>**

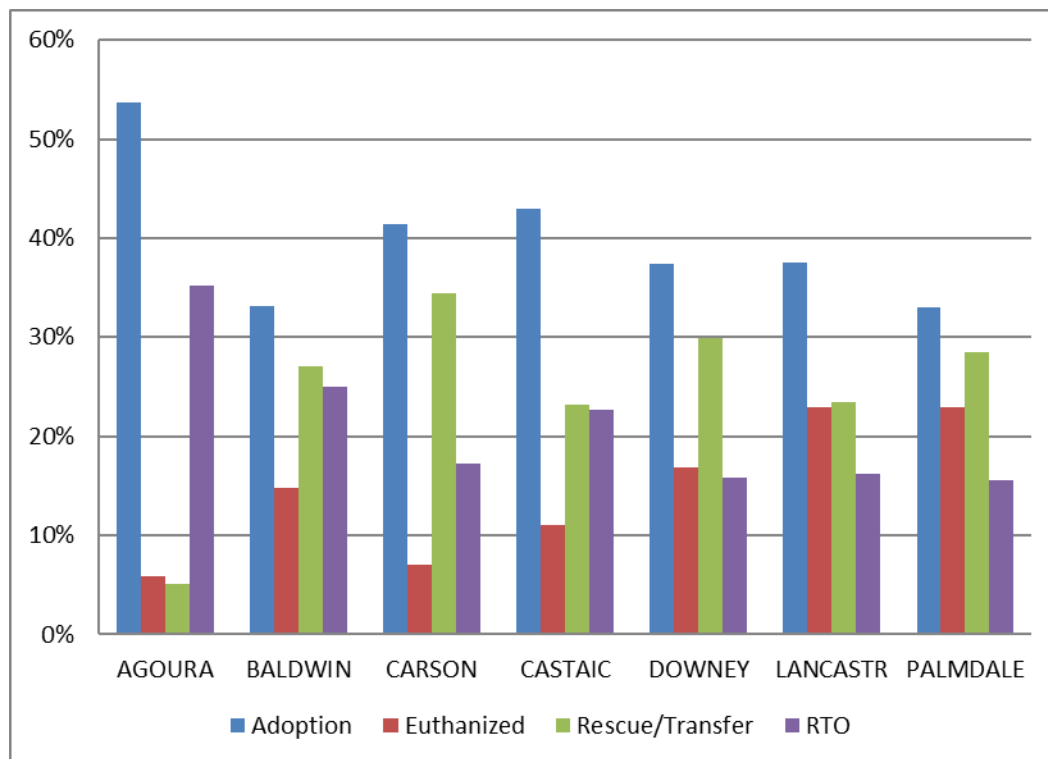
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<sup>3</sup> <http://www.cdph.ca.gov/HealthInfo/discond/Pages/LocalRabiesControlActivities.aspx>



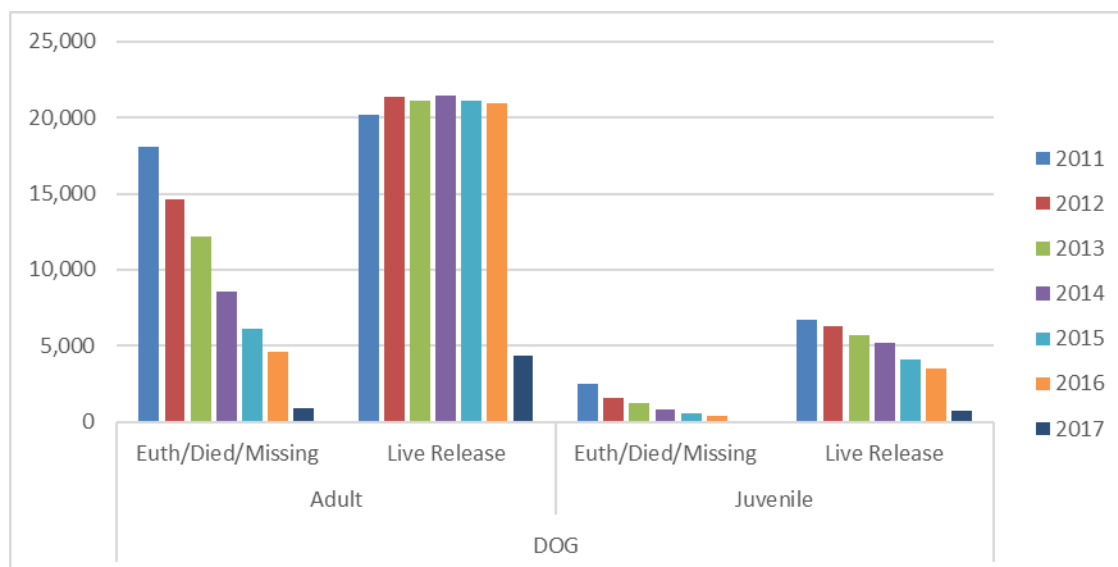
**Figure 12 DACC Dog Outcomes by Percent of Total 2011-2017 Year to Date**

As a percentage of total outcomes, all live outcomes have increased while euthanasia has decreased. Proportionately, the greatest increase has been in return to owner. Overall live release in 2015 of 71% was slightly lower than the overall live release for California counties of 77%. By 2016 and year to date 2017, live release exceeded 80%.



**Figure 13 DACC Annual Dog Outcomes by Care Center 2016**

Outcomes varied by shelter: Agoura had the highest percentage of adoptions and return to owner (54% and 35% compared to average of 38% and 19% respectively) and a significantly lower percent rescue/transfer. Agoura, Carson and Castaic all had relatively low euthanasia rates (6%, 7% and 11% respectively), while Lancaster and Palmdale had higher than average euthanasia rates compared to DACC overall (23% compared to 16% overall).



**Figure 14 DACC Annual Dog Outcomes by Age 2011-2017 Year to Date**

Similar trends are seen in both adult and juvenile dog outcomes.



### DACC CANINE OUTCOMES BY TYPE: 2014 – 2016 AND 3 YEAR AVERAGE

Outcome Type	2014	2015	2016	3 year average
<b>RTO*</b>	4,865 (13%)	5,244 (16%)	5,602 (19%)	5,423 (18%)
<b>Adoption</b>	10,195 (28%)	10,580 (33%)	10,983 (37%)	10,782 (35%)
<b>Rescue/Transfer</b>	11,604 (32%)	9,386 (29%)	7,830 (27%)	8,608 (28%)
<b>Euthanasia</b>	8,974 (25%)	6,258 (20%)	4,682 (16%)	5,470 (18%)
<b>Died</b>	330 (1%)	314 (1%)	292 (1%)	303 (1%)
<b>Missing/Escaped</b>	91 (<1%)	42 (<1%)	45 (<1%)	44 (<1%)
<b>Total</b>	8,474	7,169	6,260	7,301

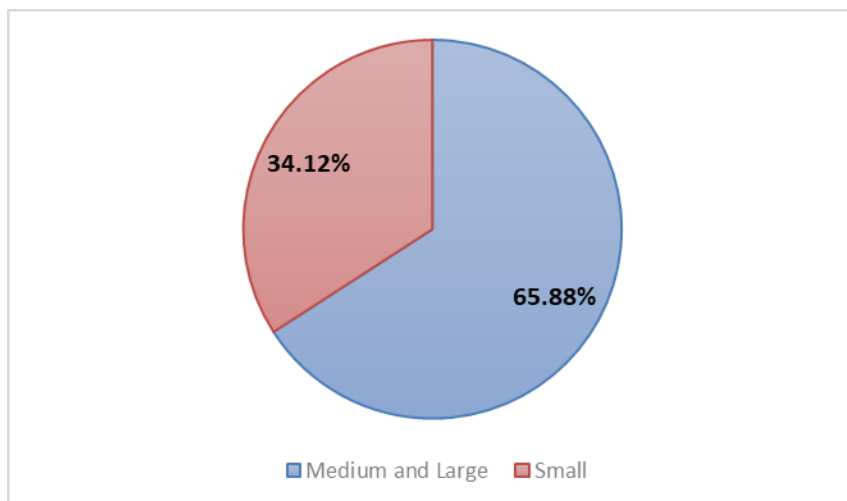
\*RTO in 2016 as percent stray intake: 29% (5602/19549)

In the last three years, rescue/transfer has decreased slightly, euthanasia has decreased moderately, and adoptions and return to owner have increased moderately.

### DOG SIZE

DACC	2014	2015	2016	Average
<b>Medium and Large</b>	65.72%	66.59%	65.32%	<b>65.88%</b>
<b>Small</b>	34.28%	33.41%	34.68%	<b>34.12%</b>

Because size has not been consistently recorded, the percent of Chihuahuas may serve as an adequate proxy for the overall percentage of small dogs, resulting in a conservative estimate of the number of small-dog housing units required.

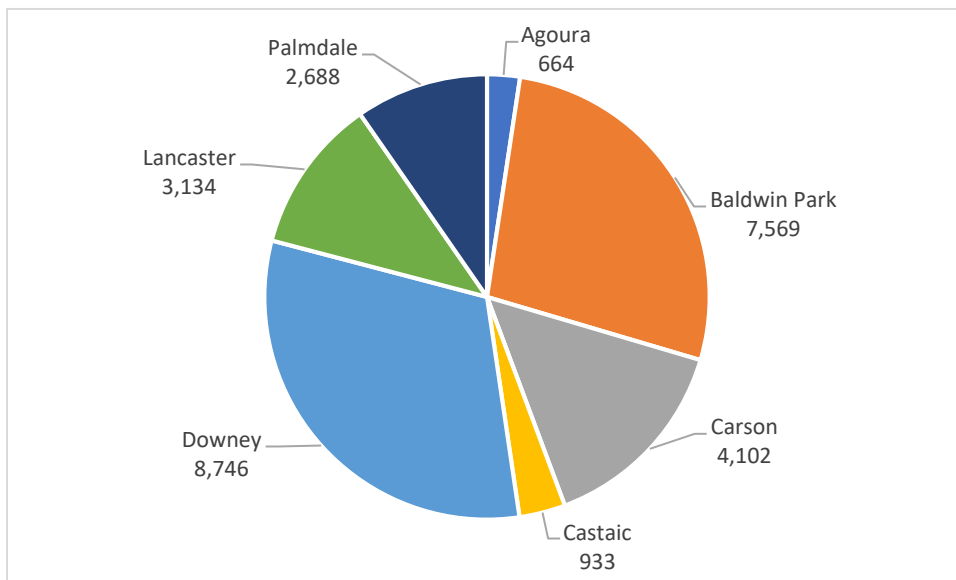


**Figure 15 DACC Annual Dog Intakes by Size 2014-2016 Average**

The percentage of dogs recorded as small breed has remained fairly consistent at about 35%.

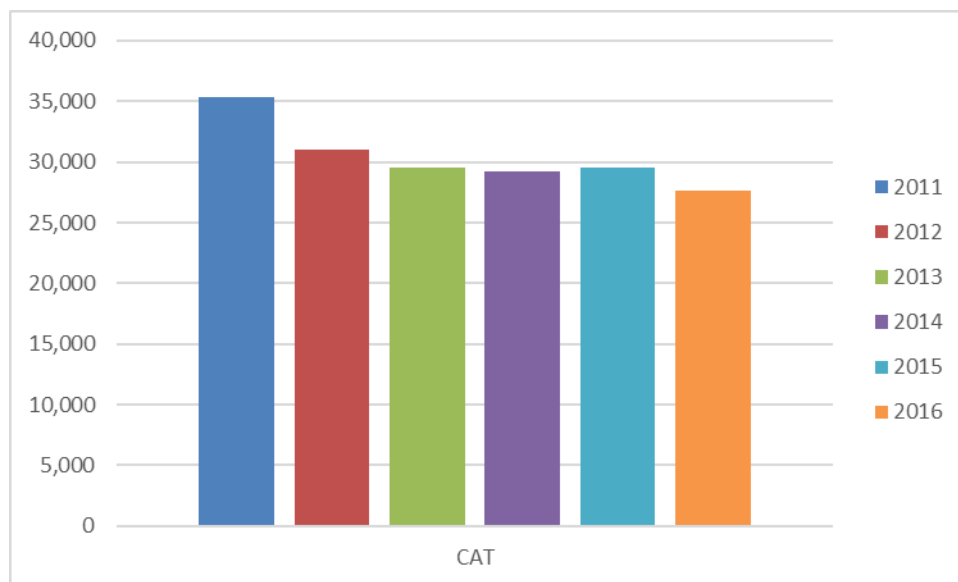
## CATS

### CAT INTAKES



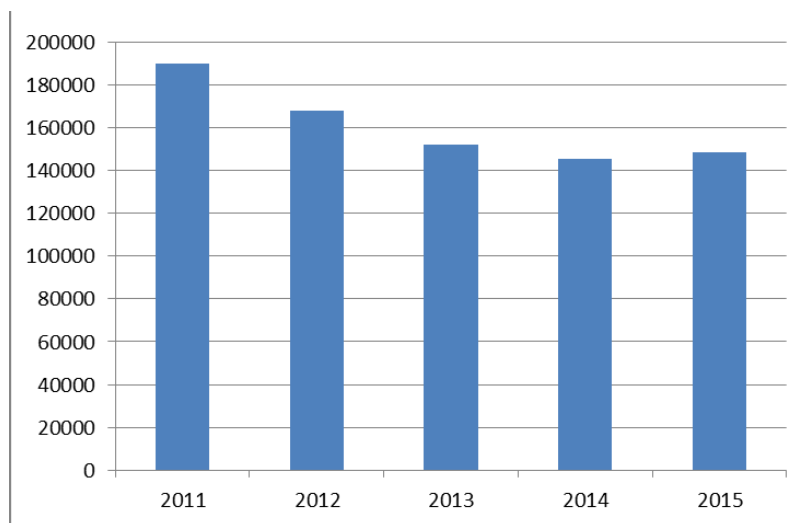
**Figure 16 DACC 2016 Annual Cat Intakes by Care Center**

**Feline intake distribution 2016:** Downey and Baldwin Park received the greatest proportion (over 50% combined) of total cat intake, followed by Carson, Palmdale and Lancaster. Castaic and Agoura combined admit less than 10% of total cats.



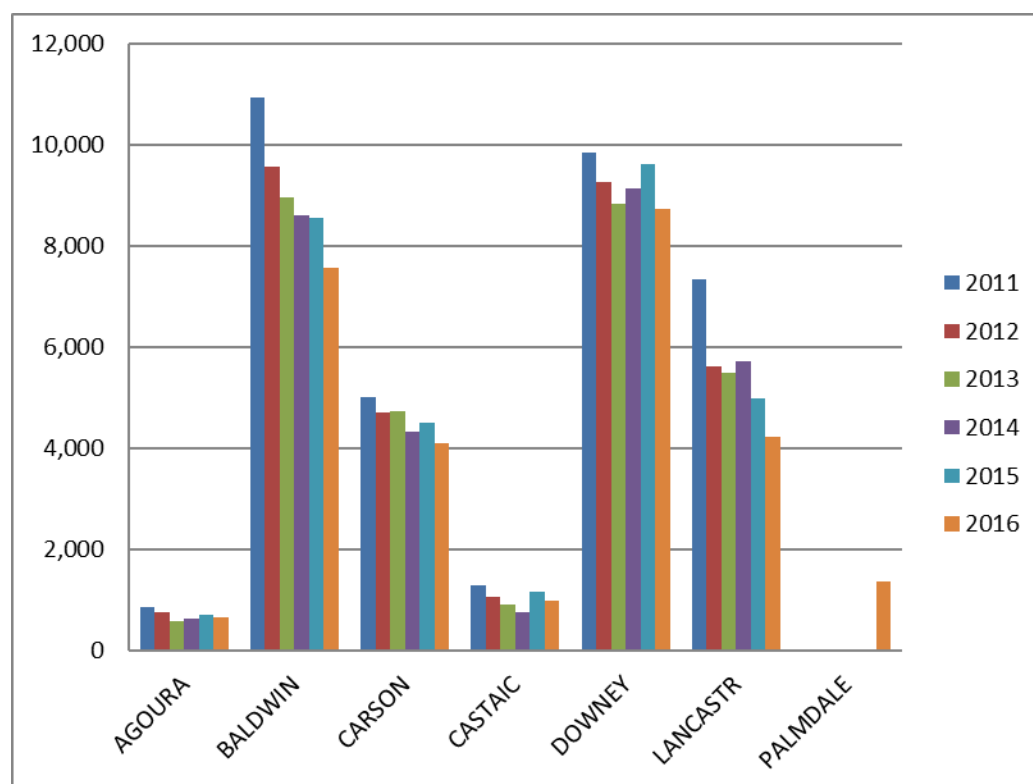
**Figure 17 DACC Annual Cat Intakes 2011-2016**

Live intake of cats decreased moderately from 2011 to 2012 (by 12%), and modestly from 2012-2013 and 2015 to 2016 (by 5% and 6% respectively compared to the prior year). Intake remained essentially unchanged between 2013-2015.



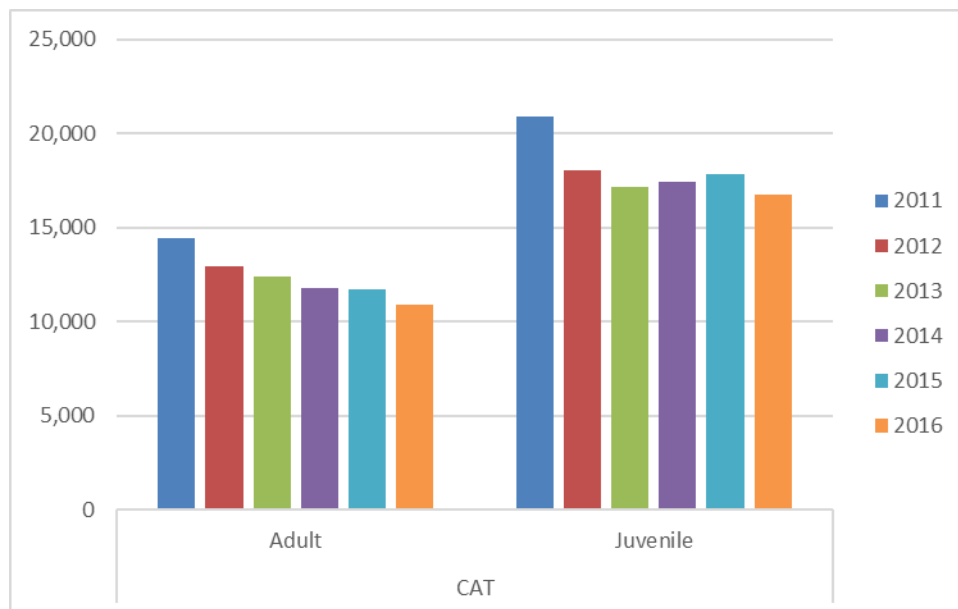
**Figure 18 California Annual Cat Outcomes 2011-2015**

There was a 16% percent decrease in cat intake to L.A. County DACC from 2011-2015, slightly less the approximately 21% decrease in total feline outcomes (used as a proxy for live intake) for California counties during the same time period.



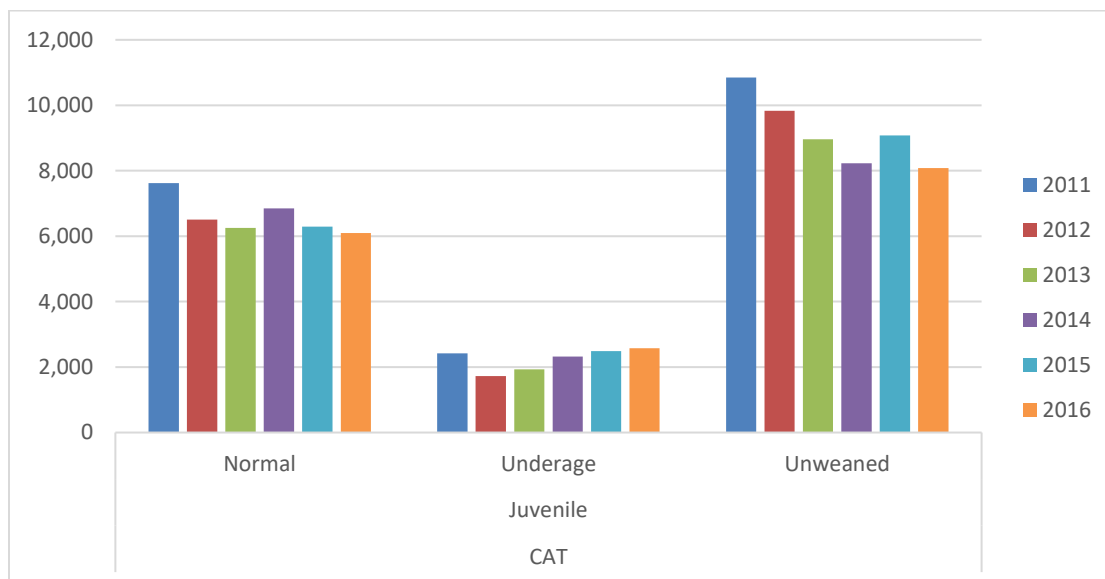
**Figure 19 DACC Annual Cat Intakes by ACC 2011-2016**

The magnitude of change in intake ranged from a decrease of 11% at Downey, 18% at Carson, 23-24% at Agoura and Castaic, and 31% at Baldwin Park. Intake at Lancaster decreased by 42% compared to 2011; however, that was in part due to redirection of some cats to Palmdale. Intake at Lancaster/Palmdale combined was still 23% lower than at Lancaster in 2011 but was 13% higher than at Lancaster in 2015.



**Figure 20 DACC Annual Cat Intakes by Age 2011-2016**

The proportion of adults versus juvenile cats admitted has remained fairly stable at about 40% adult and 60% juvenile.



**Figure 21 DACC Annual Juvenile Cat Intakes 2011-2016**

Juvenile intake condition was categorized to normal (37%), underage (12%) and un-weaned (51%) (2011-2016 average), using shelter data (*see QC Notes, # 19. for classification methods*)

### DACC FELINE INTAKE BY TYPE: 2014-2016 AND 3 YEAR AVERAGE

Cat Intake by Type	2014	2015	2016	3 year average
Stray	26,036 (89%)	26,173 (89%)	24,203 (87%)	25,471 (88%)
Owner Surrender	3,112 (11%)	3,279 (11%)	3,277 (12%)	3,233 (11%)
Custody	83 (<1%)	96 (<1%)	142 (<1%)	107 (<1%)
Transfer	1 (<1%)	0 (<1%)	55 (<1%)	28 (<1%)
<b>Total</b>	<b>29,232</b>	<b>29,548</b>	<b>27,677</b>	<b>28,828</b>

Intake type composition is consistent across time, with nearly 90% of cats admitted as strays. However, the percent stray ranges substantially between shelters, from 47% at Agoura and 62% at Castaic, 81% at Palmdale, 86-87% at Carson and Lancaster, and > 90% at Baldwin Park and Downey.

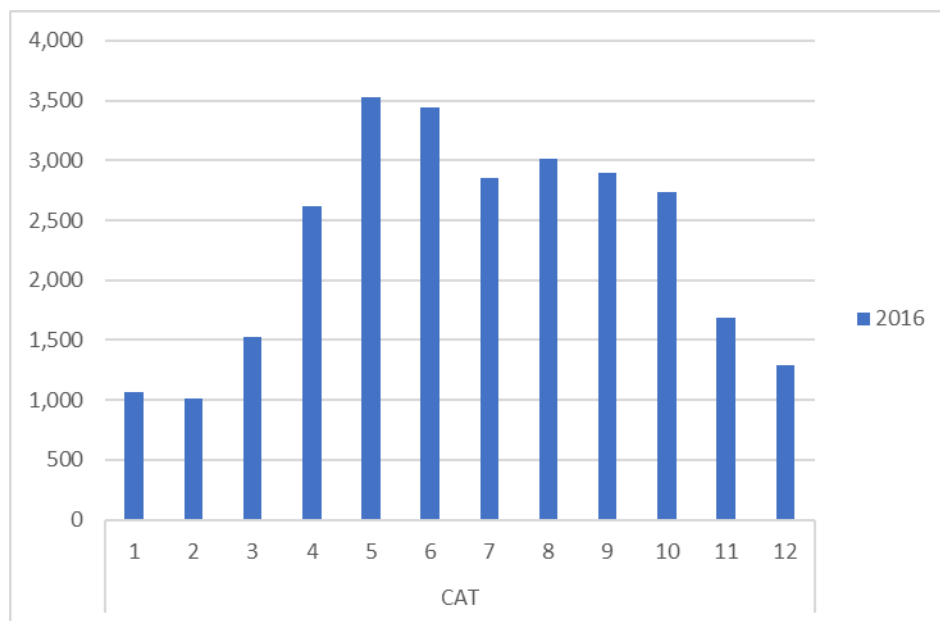
Cat intake type distribution by shelter				
Care Center	Custody	Owner Surrender	Stray	Transfer
AGOURA	2%	52%	47%	0%
BALDWIN	0%	7%	93%	0%
CARSON	0%	12%	87%	0%
CASTAIC	1%	37%	62%	0%
DOWNEY	0%	8%	92%	0%
LANCASTER	1%	13%	86%	0%
PALMDALE	0%	17%	81%	2%
<b>Grand Total</b>	<b>0.44%</b>	<b>11.29%</b>	<b>88.23%</b>	<b>0.04%</b>

### DACC 2014– 2016 AVERAGE FELINE INTAKE AND PEAK FELINE INTAKE

- 3-year average monthly intake: 2,402 cats
- Average daily intake: 79 cats
- 3-year average peak intake for cats has occurred consistently in May: 3,783 cats (58% increase over average)
- Average daily intake at peak: 126 cats
- Average 3-year percent of intakes that are juveniles, 73%

- Average peak juvenile intake: 2,766 kittens
- Most daily intake during peak month varied between about 80 to 150 cats, with a few days that exceeded 150 cats.

#### FELINE MONTHLY INTAKE AND PEAK MONTH FELINE DAILY INTAKE TABLES



**Figure 22 DACC Monthly Cat Intake Variation 2016**

*(1= January, 2= February, 3= March, etc.)*



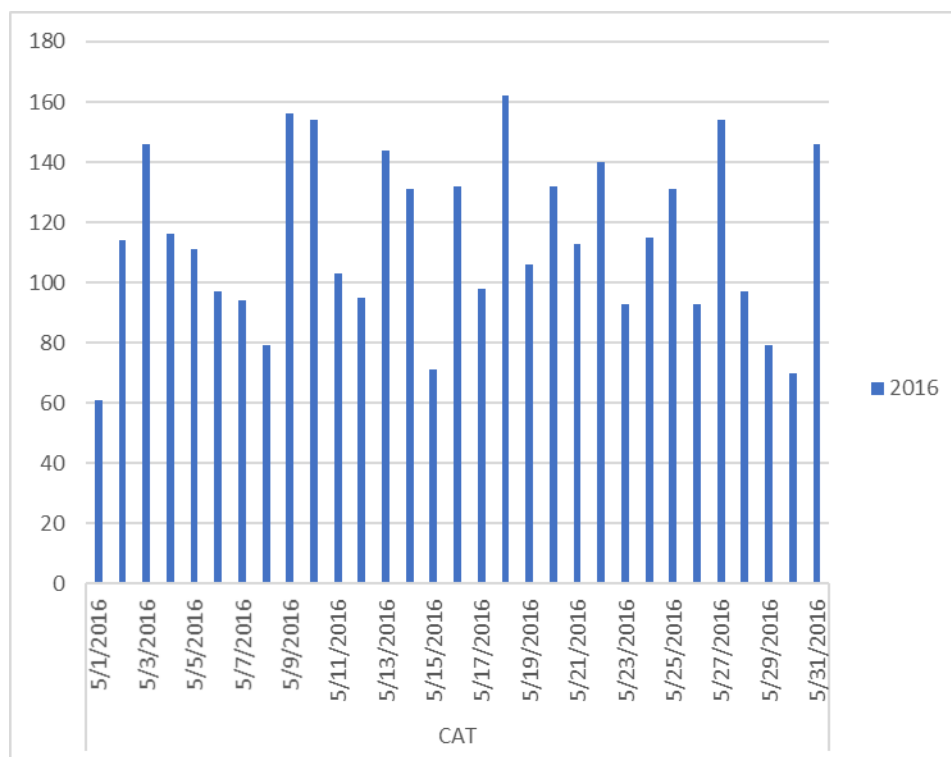


Figure 23 DACC Daily Cat Intake Variation 05/2016

## CAT OUTCOMES

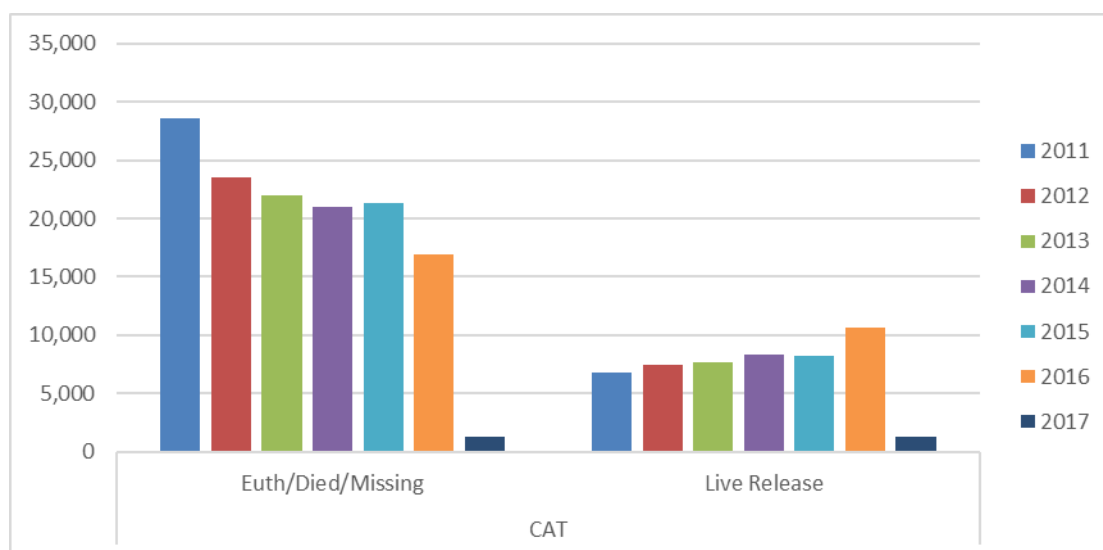
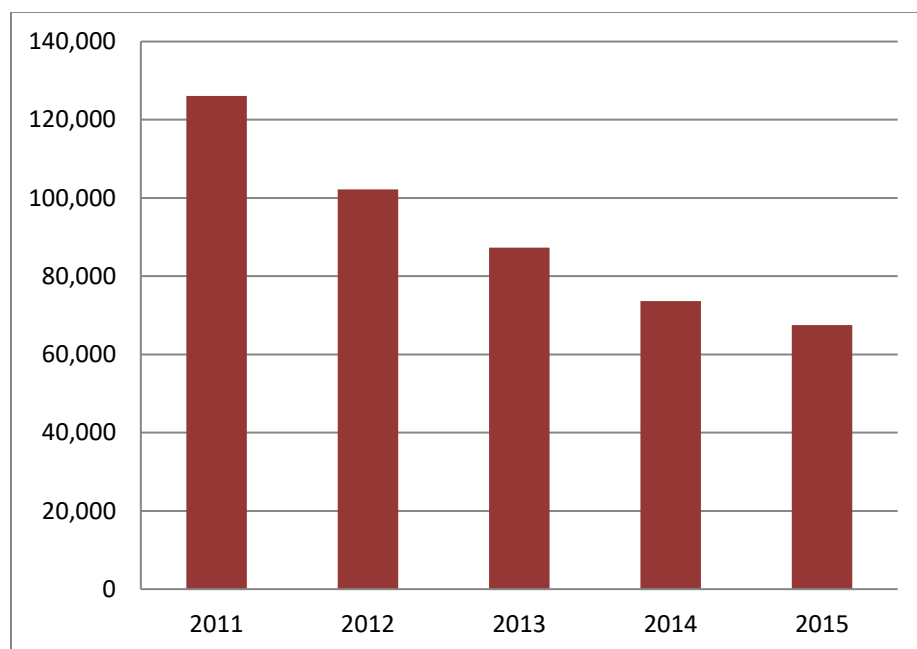


Figure 24 DACC Annual Cat Outcomes by Type 2011-2017 Year to Date

The number of cats euthanized decreased by 41% in 2016 compared to 2011. The majority of that change occurred between 2011 and 2012 (decrease of 18% from year to year) and 2015 to 2016 (decrease of 16% from year to year). Between 2013-2015 euthanasia decreased by about 5-7% compared to 2012.

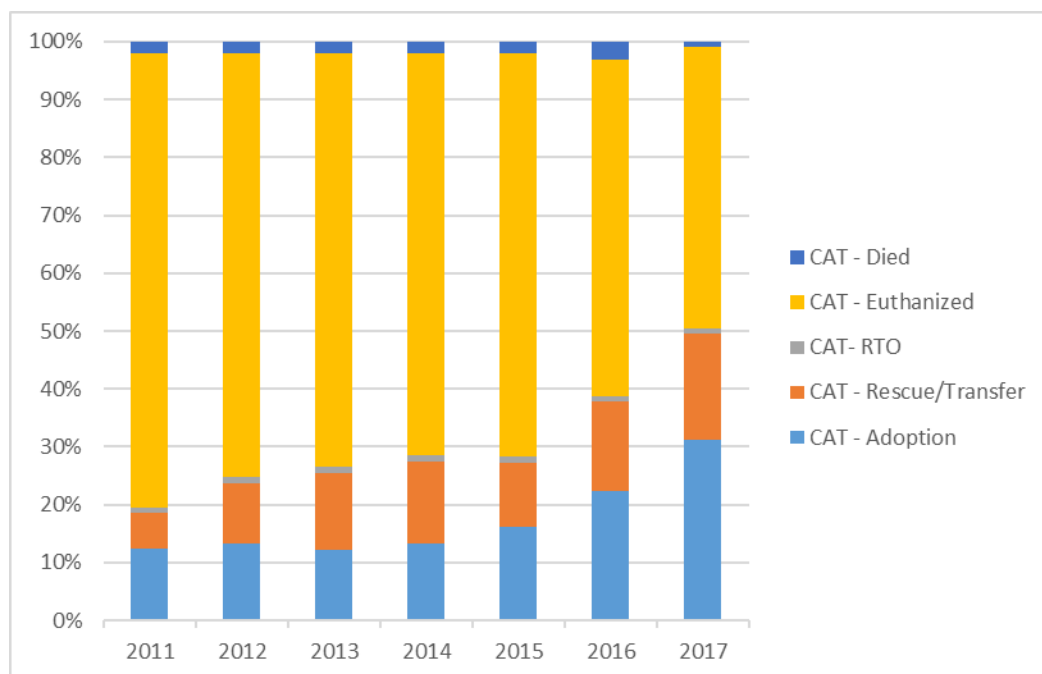
Between 2011-2015 the decrease in cat euthanasia was primarily related to decreased intake, as live release only increased modestly (by 17%). However, the decrease in euthanasia from 2015 to 2016 was accounted for by both a decrease in intake and a marked rise in live release compared to 2011: 57% increase compared to 2011 and 30% increase compared to 2015.

The change in euthanasia parallels, but has been less than, the 48% in euthanasia reported by California counties from 2011-2015. This contrasts to outcomes for dogs, for which euthanasia has declined at a slightly faster rate than for California counties as a whole.



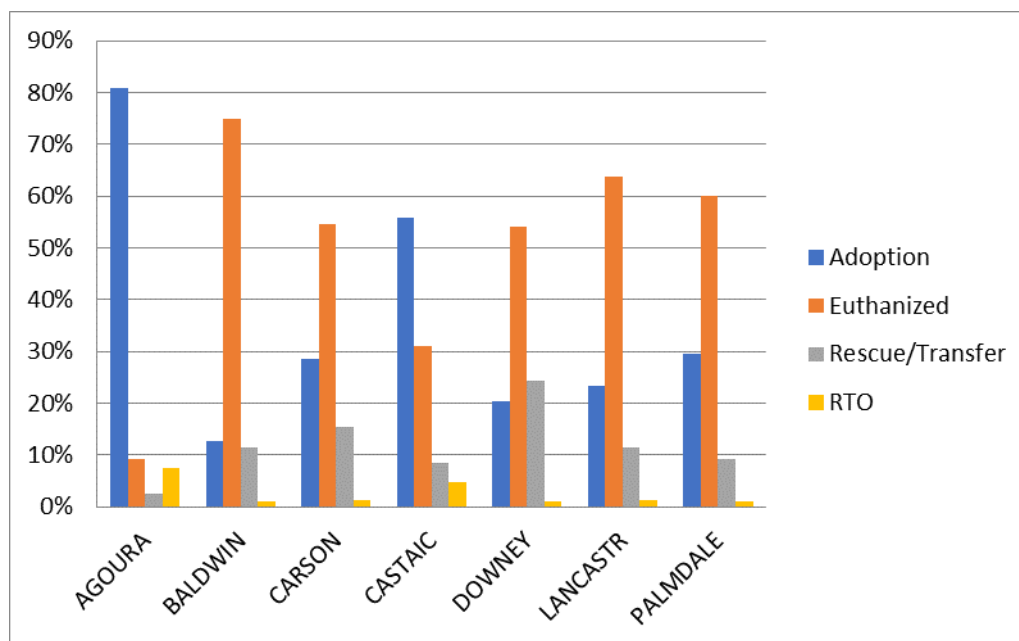
**Figure 25 California Annual Feline Euthanasia 2011-2015<sup>4</sup>**

<sup>4</sup> <http://www.cdph.ca.gov/HealthInfo/discond/Pages/LocalRabiesControlActivities.aspx>



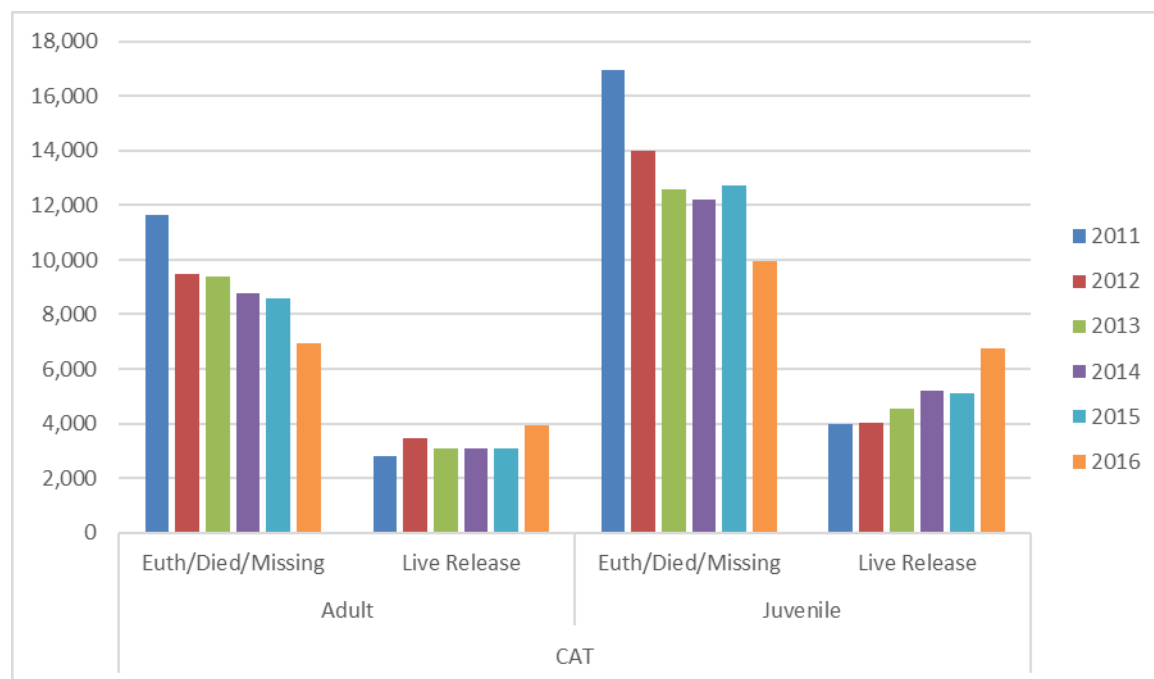
**Figure 26 DACC Annual Cat Outcomes by Percent of Total 2011-2017**

As a percentage of total outcomes, adoption increased in 2015 and 2016 compared to the prior years. Rescue has fluctuated and euthanasia has decreased. Overall live release in 2015 of 28% was about half of the rate reported by California counties of 54% for that year; however, by 2016 live release increased to 39%; while still lower than CA counties overall, this approximately doubles the live release rate of 19% reported in 2011.



**Figure 27 DACC Annual Cat Outcomes by Type and ACC 2016**

Outcomes varied by shelter: Agoura had nearly quadruple the percentage of adoptions compared to DACC overall (81% versus 23%). Castaic also had a higher than average adoption rate at 56%. Adoption rates for Carson, Downey, Lancaster and Palmdale varied between 20-30%. Baldwin Park had the lowest adoption rate at 13%. Rescue/transfer ranged from 2% at Agoura to 24% at Downey. Agoura had a much lower euthanasia rate than the other DACC facilities (9% versus 60% overall). Castaic also had a relatively low euthanasia rate in comparison to the other shelters (31%), while Baldwin Park's euthanasia was higher than average at 75%.



**Figure 28 DACC Annual Cat Outcomes by Age 2011-2016**

Similar trends in euthanasia and live release are seen for both adult and juvenile cats; however, the increase in live release (and concurrent decrease in euthanasia) has been greater for juveniles numerically and proportionately.

# DACC FELINE OUTCOMES BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

Outcome Type	2014	2015	2016	3 year average
<b>RTO*</b>	326 (1%)	284 (1%)	375 (1%)	328 (1%)
<b>Adoption</b>	3,772 (13%)	4,604(16%)	6,140 (22%)	4,839 (17%)
<b>Rescue/Transfer</b>	4,186 (14%)	3,310 (11%)	4,166 (15%)	3,887 (14%)
<b>Euthanasia</b>	19,799 (68%)	20,278 (69%)	15,840 (57%)	18,639 (65%)
<b>Died</b>	604 (2%)	638 (2%)	751 (3%)	664 (2%)
<b>Missing/Escaped</b>	545 (2%)	379 (1%)	312 (1%)	412 (1%)
<b>Total</b>	29,233	29,493	27,593	28,775

\*RTO as % of stray intake 2016: 375/24203, 1.5%

The most substantial change is the increase in adoptions and decrease in euthanasia from 2015 to 2016.

# LA County Baldwin Park

UC Davis Koret Shelter Medicine Program, 04/2017

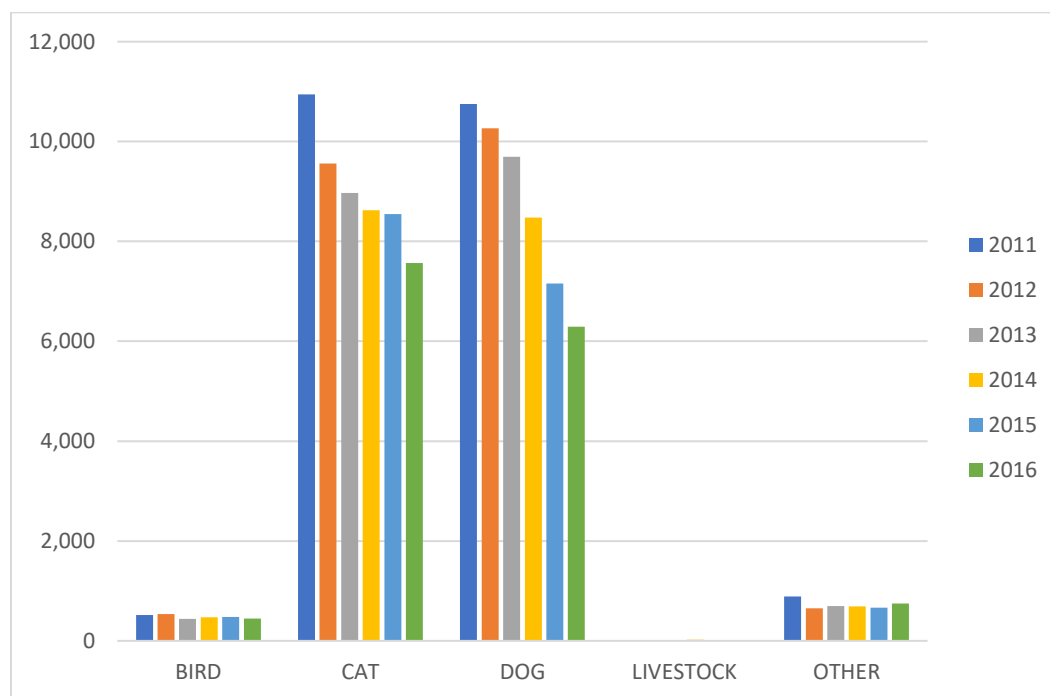


## BALDWIN PARK EXECUTIVE SUMMARY

Animal housing type and number is a key element of facility design and profoundly affects initial and ongoing operational costs for an animal shelter. This report provides the recommended numbers of housing units based on the average intake for the last three years, which incorporates recent downward trends while leaving some flexibility should those trends reverse with increasing shelter use or population. Current care facility allocations to outcomes: adoption, rescue/transfer, euthanasia, died and return to owner, were used in the calculations as ongoing trends towards increasing live release are expected to be sustained if not enhanced by new or renovated facilities.

In addition to housing recommendations and a general breakdown of housing types, this report provides a detailed overview of intake and outcome trends for dogs and cats at the Baldwin Park Care Center. This information can be used to refine assumptions as facility design progresses.

Other types of animals may enter this facility (birds, small mammals, reptiles, livestock and others). Those that have entered the facility are included in the intake overview graph in the executive summary. The current housing available for these types of animals is listed in the report as well as considerations for housing needs that may be needed in the future.



**Figure 29 Baldwin Park Annual Intakes 2011-2016**

## CAPACITY CALCULATION METHODS

Live intake numbers and length of stay (LOS) are the basis for calculating an animal care center's capacity needs. Current LOS data were used for each facility. To reduce any site-specific fluctuations, yet incorporate recent intake trends, the last three years were averaged and used (unless noted otherwise) in the capacity calculator to provide the site-specific capacity needs.

### INTAKE, LIVE RELEASE AND HOUSING SUMMARY TABLE

Baldwin Park	Annual Live Intake (3 Year Ave.)	Live Release 2016	Current Number of Housing Units	Recommended Housing Units for Current Needs
Dogs	7,308	85%	184	280
Cats	8,247	33%	137	170

### DOGS

2016 intake was 6,289 and live release about 85%. The number of dogs admitted has decreased steadily (31% since 2011 and 28% in the last three years). Live release as an absolute number has varied overall and decreased slightly since it peaked in 2014. The decrease in live release has been proportionately less than the decrease in intake, resulting in an increase in live release as a percent of total. Adoptions have remained essentially stable while the number of dogs rescued/transferred has decreased by approximately 50%. Adoptions are now the most common outcome. Return to Owner is about 25%.

There has been limited variation in intake types or the percent of adults versus juveniles admitted. Strays and owner surrenders make up about 70% and 30% of intake respectively, with 10-15% of intake being juveniles.

Recommended capacity is 280 kennels given average intake, current outcomes and length of stay.

**There is a mismatch between needed housing and current housing. This facility does not have sufficient number of housing units to meet intake needs for dogs. Needed capacity for single housing of adult dogs with current programs and length of stay is 280 housing units. Current capacity is 184 kennels.**

Current housing is of adequate type (double compartment), **however the quality of the housing units does not meet the needs for today's sheltering best practices**: no isolation kennels, lack of clean-ability and disease prevention, limited ability to control public access and high need for maintenance.

**Overall there is an insufficient number of physical housing units and supporting structures to provide for current dog sheltering needs at this facility.**



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## CATS

2016 intake is 7,569 and live release about 30%. The number of cats admitted has decreased modestly but steadily (30% since 2011 and 12% in the last three years, with the largest decreases from 2011 to 2012 and from 2015 to 2016. This is a larger decrease in feline intake than reported for Downey or Carson.

Euthanasia remains the most common outcome, although live release has increased in both number and percentage. Rescue and adoption accounted for about equal proportions of live release in 2016, and rescue nearly doubled from 2015 to 2016. Rescue accounts for the majority of live release increase over 2015.

There has been limited variation in intake types or the percent of adults versus juveniles admitted. Stray cats make up over 90% of intake with approximately 65% of intake being juveniles.

Recommended capacity is 170 housing units given average intake and current outcomes and length of stay. Length of stay is shorter to euthanasia than adoption or rescue and LOS is already relatively short, so improving outcomes overall **will likely require more housing than current calculations suggest**, unless improved live outcome are associated with shorter LOS (e.g. immediate transfer of neonates or adults to rescue, others).

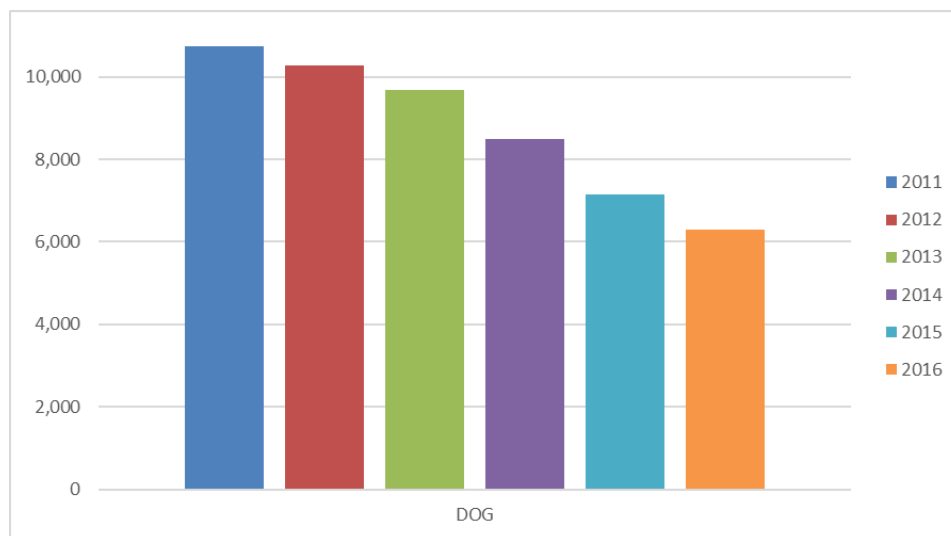
**The current housing type is not adequate for humanely housing cats.** Retrofitting the existing housing to double compartment housing (adding pass-throughs or portals) would make them adequate in type for housing shelter cats. If retrofitted, the number of housing units this facility would have is below the calculated housing need. If the existing housing can be retrofitted there is need for **additional housing units: 68 double compartment cage units** of appropriate size (9 ft<sup>2</sup> of floor space or larger).

**Overall there is an insufficient number of humane housing units for cats at this facility. Retrofitting existing housing is possible with portals and will make them humane for housing cats and safer for staff and other care givers at this facility, at a cost saving to purchasing all new housing. The retrofitted housing could continue to be used in the foreseeable future (existing facility or new facility). New housing is needed to make up any differences between needed capacity and existing capacity.**

## BALDWIN PARK 2011- 2016 SHELTER DATA AND TRENDS

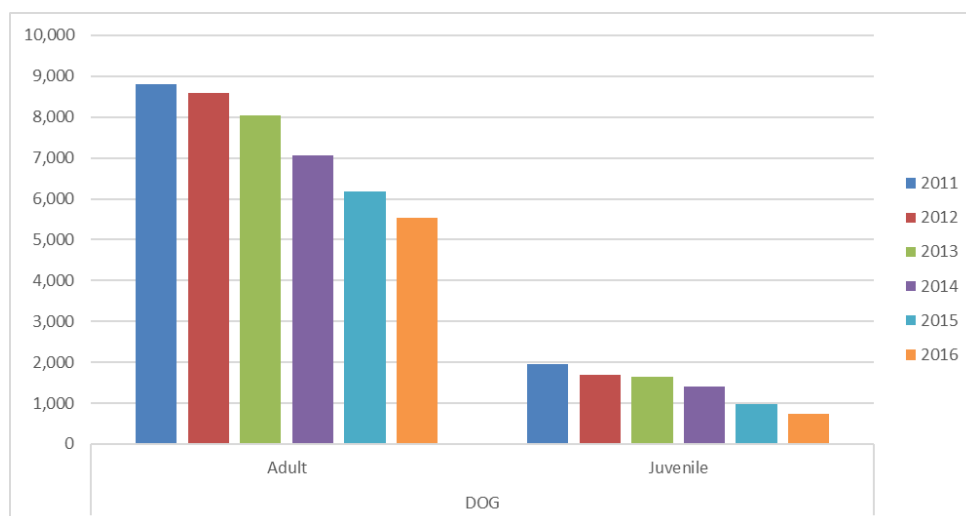
### DOGS

#### DOG INTAKE



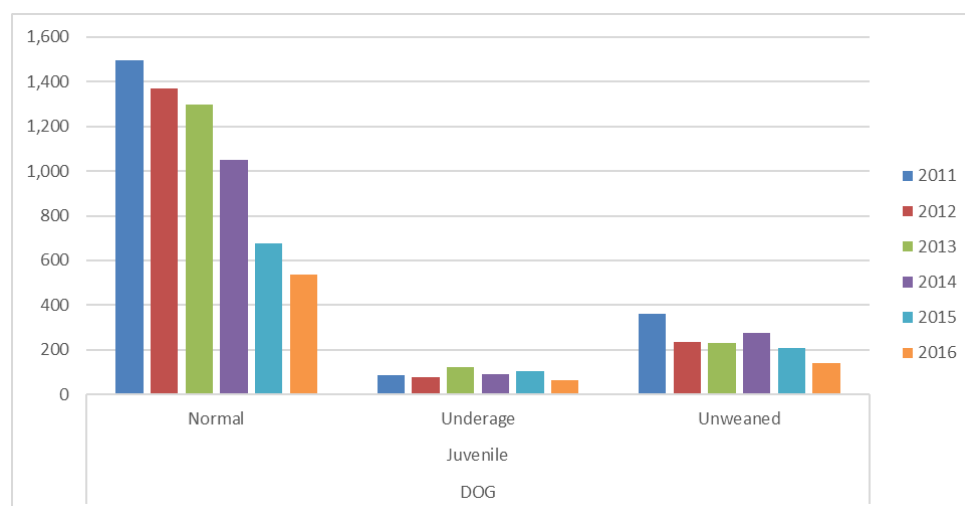
**Figure 30 Baldwin Park Annual Dog Intakes 2011-2016**

Live intake of dogs has decreased 31% from 2011 to 2016 and 26% in the last three years.



**Figure 31 Baldwin Park Annual Dog Intakes by Age 2011-2016**

Dog intake breakdown by age: 88% Adult and 12% Juvenile (2016)



**Figure 32 Baldwin Park Annual Juvenile Dog Intakes 2011-2016**

Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (72%), underage (9%) and un-weaned (19%) (2016). (see QC Notes, # 19 BP Data Report for classification methods)

#### BALDWIN PARK CANINE INTAKE BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

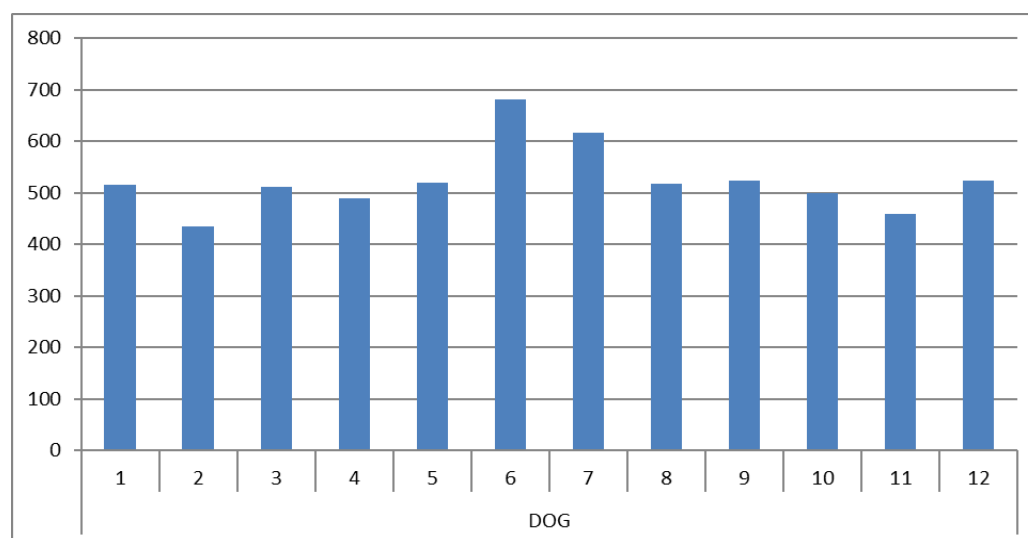
Canine Intake Type	2014	2015	2016	3 year average
Stray	5,748 (68%)	4,873 (68%)	4,315(69%)	<b>4,979 (68%)</b>
Owner Surrender	2,660 (31%)	2,225 (31%)	1,892 (30%)	<b>2,259 (31%)</b>
Custody	71 (1%)	58 (1%)	81 (1%)	<b>70 (1%)</b>
Transfer	1		1	<b>1</b>
<b>Total</b>	<b>8,480</b>	<b>7,156</b>	<b>6,289</b>	<b>7,308</b>

Composition of intake is relatively consistent over the past three years with almost 70% of intakes coming in as stray and the remainder as owner surrenders (less than 1% of intake are custody dogs)

### BALDWIN PARK 2014 - 2016 AVERAGE CANINE INTAKE AND PEAK CANINE INTAKE

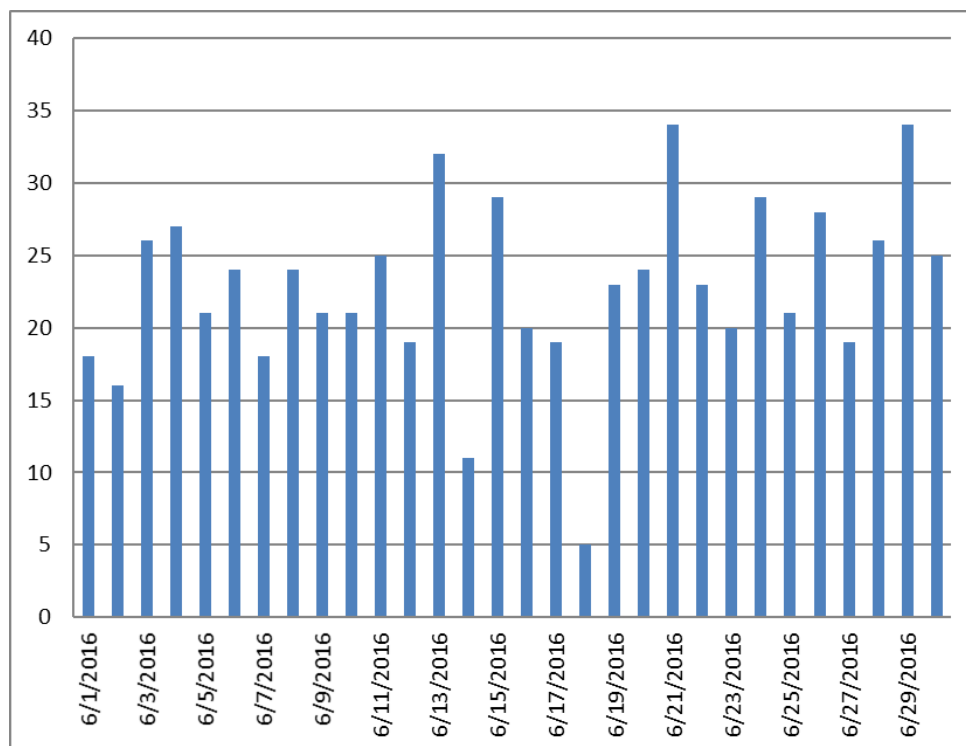
- Average monthly intake: 609 dogs
- Average daily intake: 20 dogs
- Average peak intake: 758 dogs [729, 862, 682 (June 2014, July 2015, June 2016)]
- Peak average daily intake: 25 dogs
- Peak monthly intake was about 20% greater than average. Most daily intake in June 2016 ranged between about 15 and 30 dogs, an approximately 2-fold variation.

### CANINE MONTHLY INTAKE AND PEAK MONTH CANINE DAILY INTAKE TABLES



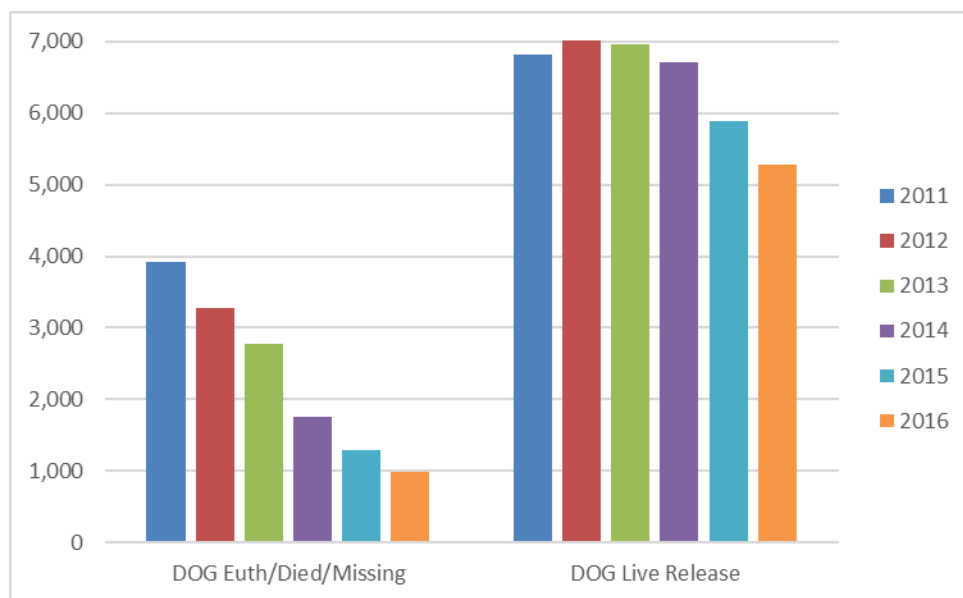
**Figure 33 Baldwin Park Monthly Dog Intake Variation 2016**

*(1= January, 2= February, 3= March, etc.)*



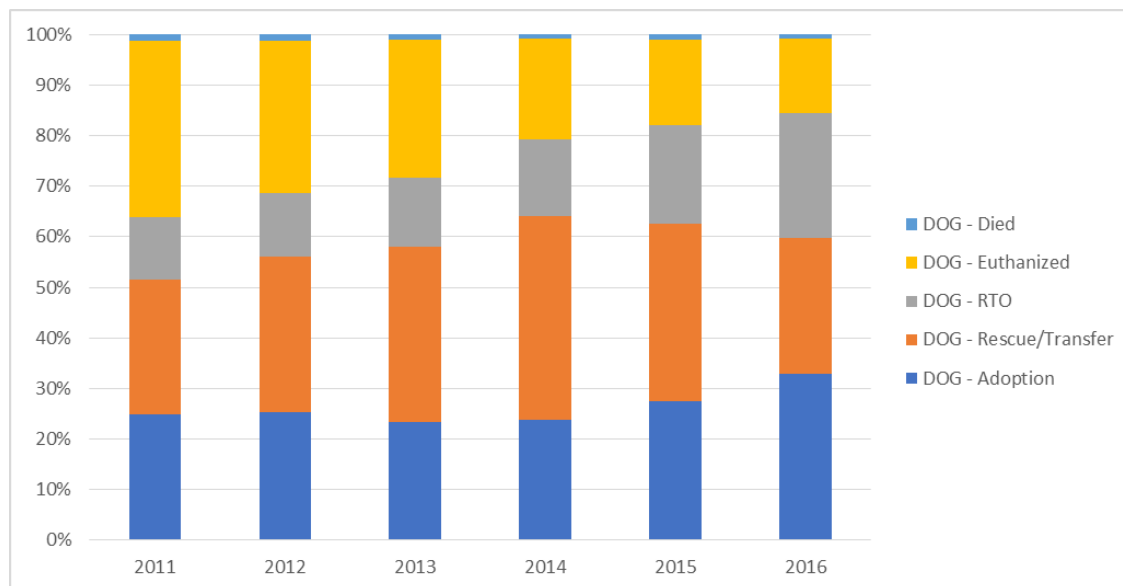
**Figure 34 Baldwin Park Daily Dog Intake Variation 06/2016**

#### DOG OUTCOME



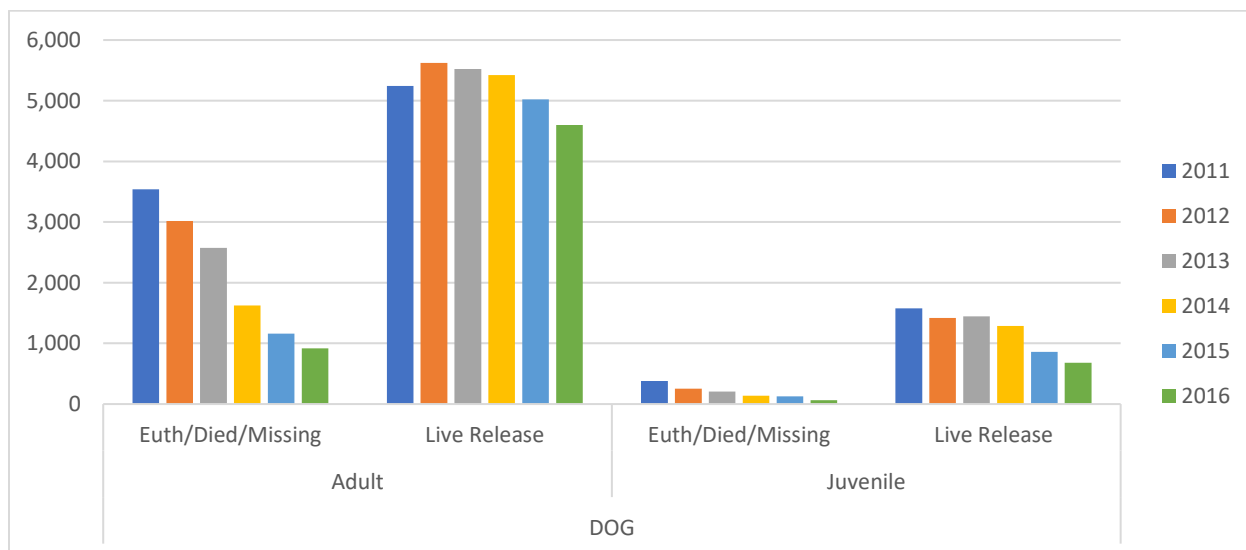
**Figure 35 Baldwin Park Annual Dog Outcomes 2011-2016**

The overall number of outcomes are decreasing in proportion to decreasing intake. The magnitude of decrease has been greater for non-live outcomes (primarily a decrease in euthanasia).



**Figure 36 Baldwin Park Annual Dog Outcomes as Percent of Total 2011-2016**

As a percentage of total outcomes, Return to Owner (RTO) and adoption are increasing, euthanasia and transfer/rescue are decreasing.



**Figure 37 Baldwin Park Annual Dog Outcomes by Age 2011-2016**

Similar trends are seen in both adult and juvenile dog outcomes. The number of dogs Euth/Died/Missing is markedly lower than it was 6 years ago. Although live release as a percentage is increasing, the actual number of animals with this outcome is decreasing in both adult and juvenile dogs due to the declining number of intakes.

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**BALDWIN PARK CANINE OUTCOMES BY TYPE: 2014 – 2016 AND 3 YEAR AVERAGE**

Canine Outcome Type	2014	2015	2016	3 year average
<b>RTO*</b>	1,288 (15%)	1,409 (20%)	1,551 (25%)	<b>1,416 (19%)</b>
<b>Adoption</b>	2,014 (24%)	1,958 (27%)	2,054 (33%)	<b>2,009 (28%)</b>
<b>Rescue/Transfer</b>	3,411 (40%)	2,515 (35%)	1,674 (27%)	<b>2,533 (35%)</b>
<b>Euthanasia</b>	1,670 (20%)	1,212 (17%)	917 (15%)	<b>1,266 (17%)</b>
<b>Died</b>	74 (1%)	64 (1%)	53 (1%)	<b>64 (1%)</b>
<b>Missing/Escaped</b>	17 (0.2%)	11 (0.2%)	11 (0.2%)	<b>13 (0.2%)</b>
<b>Total</b>	<b>8,474</b>	<b>7,169</b>	<b>6,260</b>	<b>7,301</b>

*\*2016 RTO as % of stray intake 1551/4315, 36%*

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**DOG SIZE**

Dogs labeled as Chihuahuas (conservative proxy for small dogs) made up 19% of the average overall intake (2014-2016) at the Baldwin Park Animal Care Center

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**BALDWIN PARK CANINE HOUSING - CURRENT**

Housing Location	Kennels Double Compartment Units	Single Cages
Stray/Hold/Confiscate	144	-
Adoption	40	-
Isolation	-	-
<b>Total Housing Units</b>	<b>184</b>	
Medical	-	-
Clinic Sx Recovery Units	-	24

## BALDWIN PARK CALCULATED CANINE HOUSING NEEDS

CANINE HOUSING UNITS			
Shelter:		Baldwin Park	
Model:	Average intake 2014-2016; current LOS and outcomes		
Annual intake:	7,308	% Capacity:	80%
Animals per kennel:	1.1		
Overall LOS (days):	11.5	Live release rate:	85%
Housing type		# of units	Comments
Open selection		120	~ 40-50% adoption
Flex (non-public access possible)		70	
Special care/non-infectious medical		30	
Custody		20	
Isolation		40	
Other			
Other			
Total Recommended Housing Units for Current Needs	280	Current total #: 184	
Total Animals	314		
Sufficient for peak month at 90% full and average capacity at 80% full. Limited variation from average to peak for dogs, therefore limited excess capacity most of the time.			

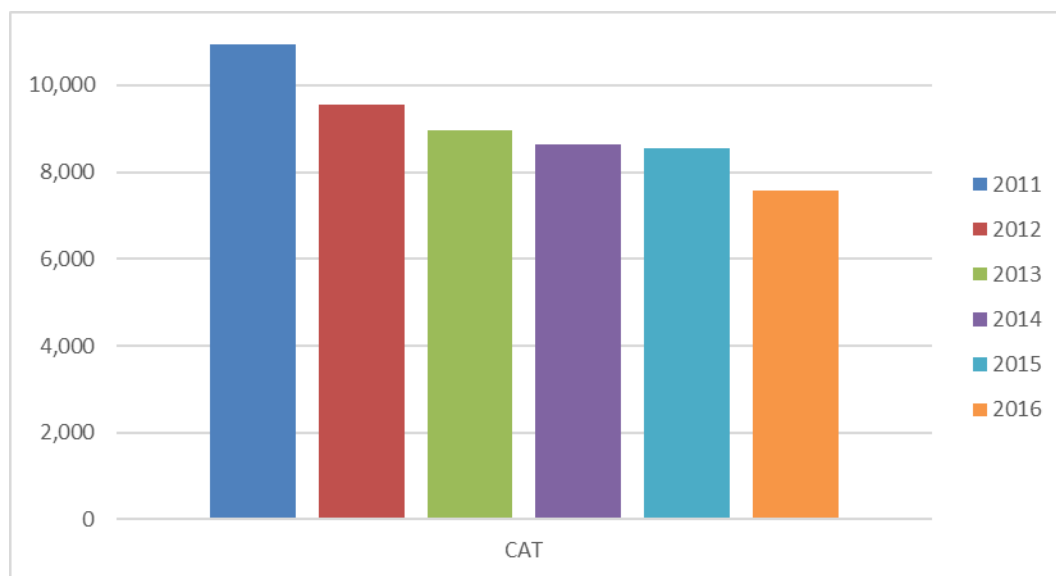


General assumptions	
Intake	7,308
Live release	85%
% Cohoused	12%
Housed per run	1.12
Average daily adoptions	5.63

LOS assumptions	
Overall LOS	11.5
LOS to adopt	12.38
LOS to rescue	16.39
LOS to euth	14.43
LOS to RTO	3

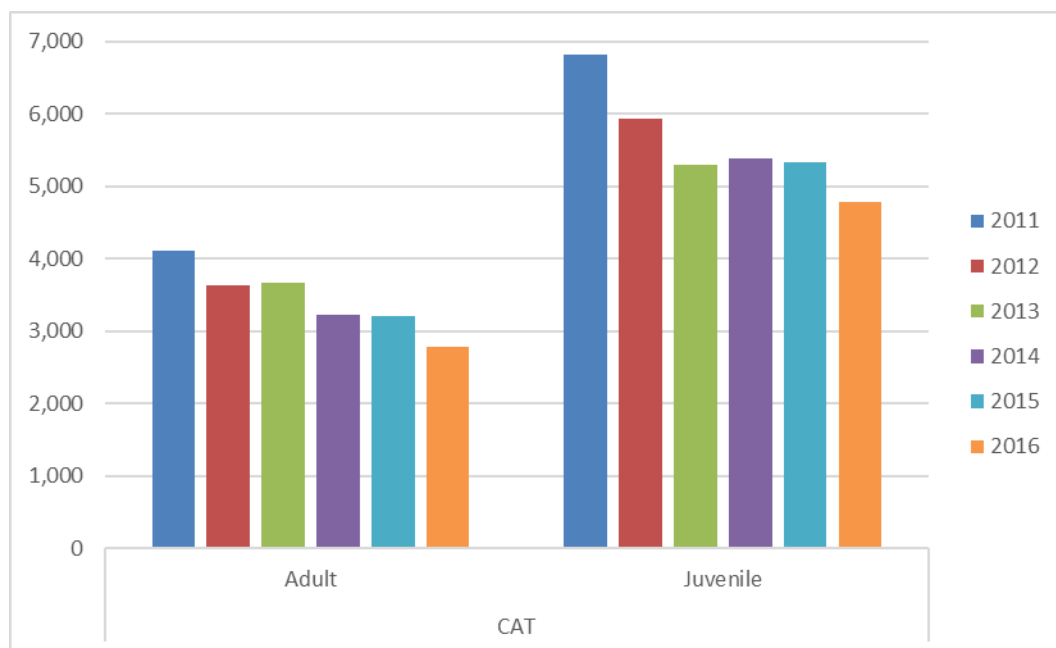
## CATS

## CAT INTAKE



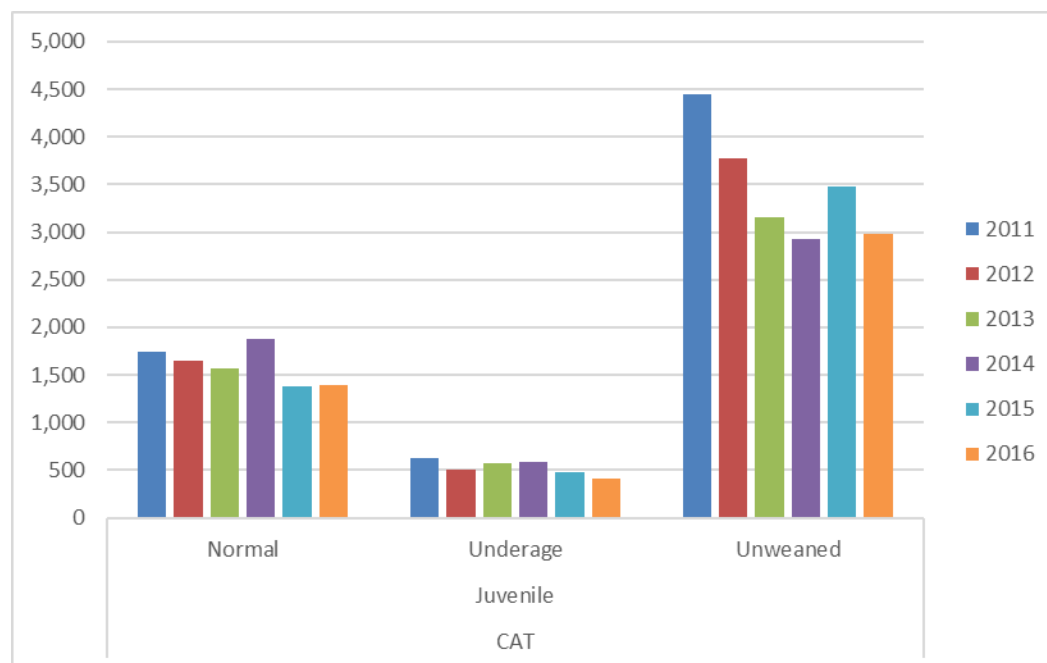
**Figure 38 Baldwin Park Annual Cat Intakes 2011-2016**

Live intake of cats has decreased 30% from 2011 to 2016 and 12% in the last three years.



**Figure 39 Baldwin Park Annual Cat Intakes by Age 2011-2016**

The proportion of adults versus juvenile cats admitted has remained fairly stable. Cat intake by age: Adult 37% and Juvenile 63% (2016).



**Figure 40 Baldwin Park Annual Juvenile Cat Intakes 2011-2016**

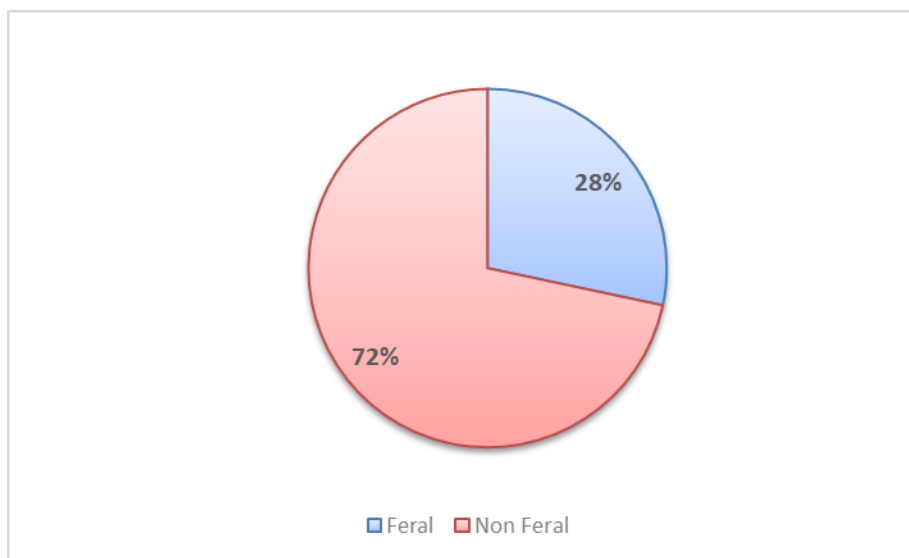
Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (29%), underage (9%) and un-weaned (62%) (2016). (see QC Notes, # 19 in the BP Data Report for classification methods)

#### BALDWIN PARK FELINE INTAKE BY TYPE: 2014-2016 AND 3 YEAR AVERAGE

Feline Intake Type	2014	2015	2016	3 year average
Stray	7,987 (93%)	7,911 (93%)	7,026(93%)	<b>7,641 (93%)</b>
Owner Surrender	625 (7%)	622 (7%)	516 (7%)	<b>588 (7%)</b>
Custody	11 (0.1%)	15 (0.2%)	27 (0.4%)	<b>18 (0.2%)</b>
<b>Total</b>	<b>8,623</b>	<b>8,548</b>	<b>7,569</b>	<b>8,247</b>

Intake type composition has been consistent over the past three years, with the majority of cats admitted as strays.

#### STRAY CAT INTAKE TYPE



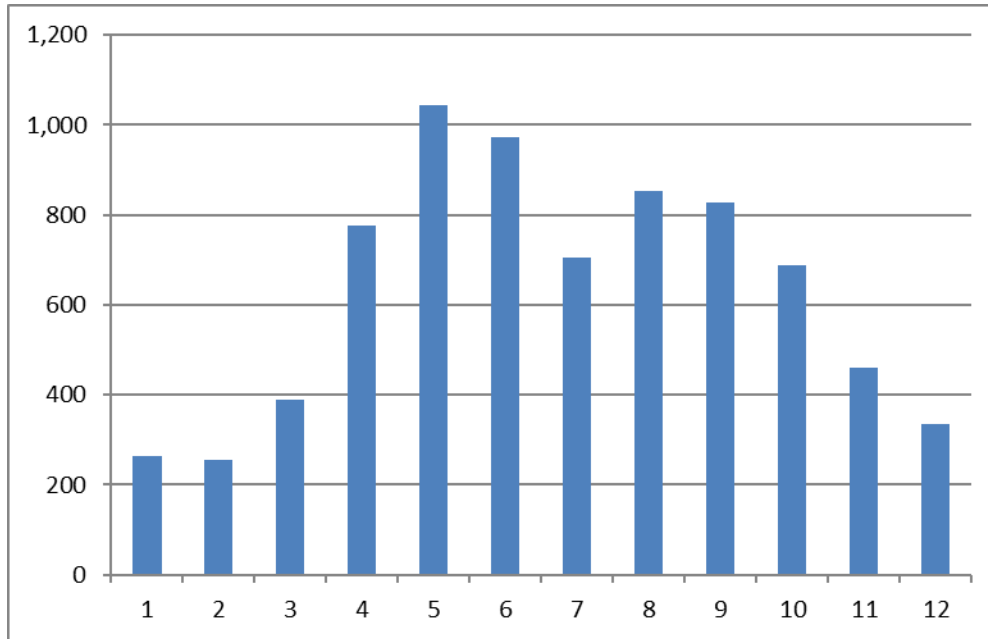
**Figure 41 Baldwin Park Stray Cat Intake Type Estimate 2011-2016**

*The proportion of cats admitted as non-feral vs. feral was estimated for housing planning purposes. This was calculated by subtracting the number of cats euthanized for “behavior” or “feral” from the total number of stray cats admitted. An estimated 30% of cats are feral. BP workbook tab: Dog and Cat Euth Risk)*

#### BALDWIN PARK 2014 – 2016 AVERAGE FELINE INTAKE AND PEAK FELINE INTAKE

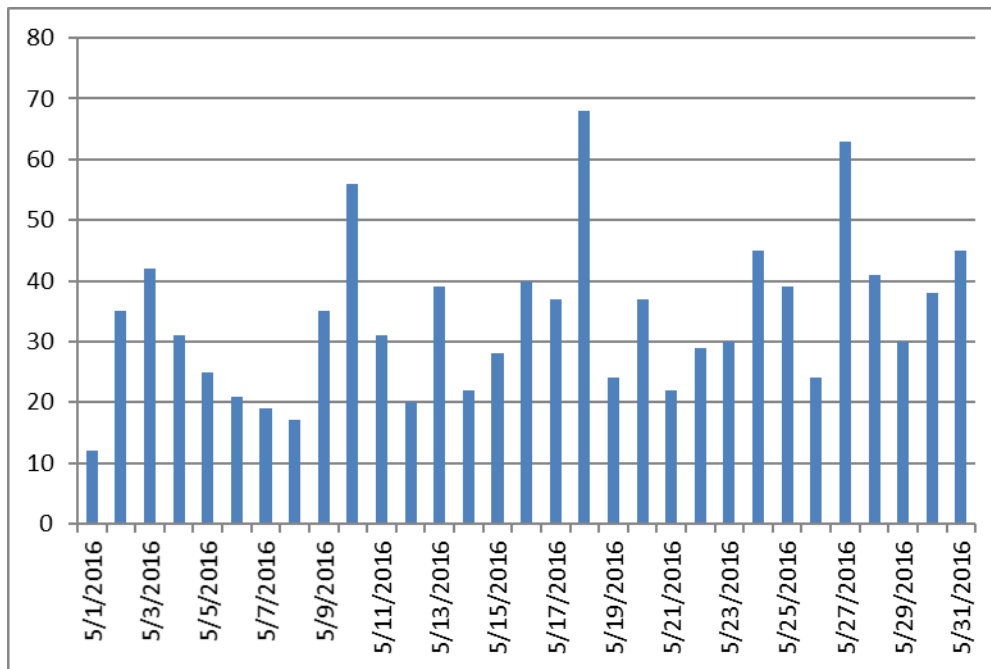
- 3-year average monthly intake: 687 cats
- Average daily intake: 23 cats
- 3-year average peak intake for cats has occurred consistently in May: 1,196 cats (73% increase over average)
- Average daily intake at peak: 40 cats
- Average 3-year percent of intakes that are juveniles, 63%
- Average peak juvenile intake: 910 kittens (May is the month this has occurred and accounts for 76% of cat intakes)
- Most daily intake during peak month varied between about 15 to 40 cats, with a few days that exceeded 50-60 cats.

## FELINE MONTHLY INTAKE AND PEAK MONTH FELINE DAILY INTAKE TABLES



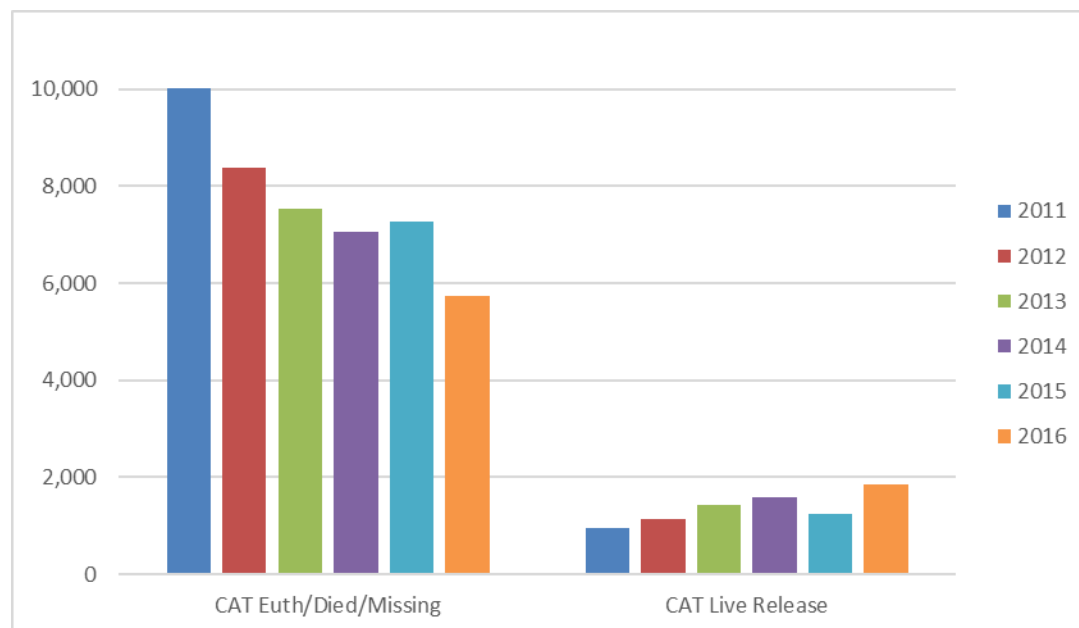
**Figure 42 Baldwin Park Monthly Cat Intake Variation 2016**

*(1= January, 2= February, 3= March, etc.)*



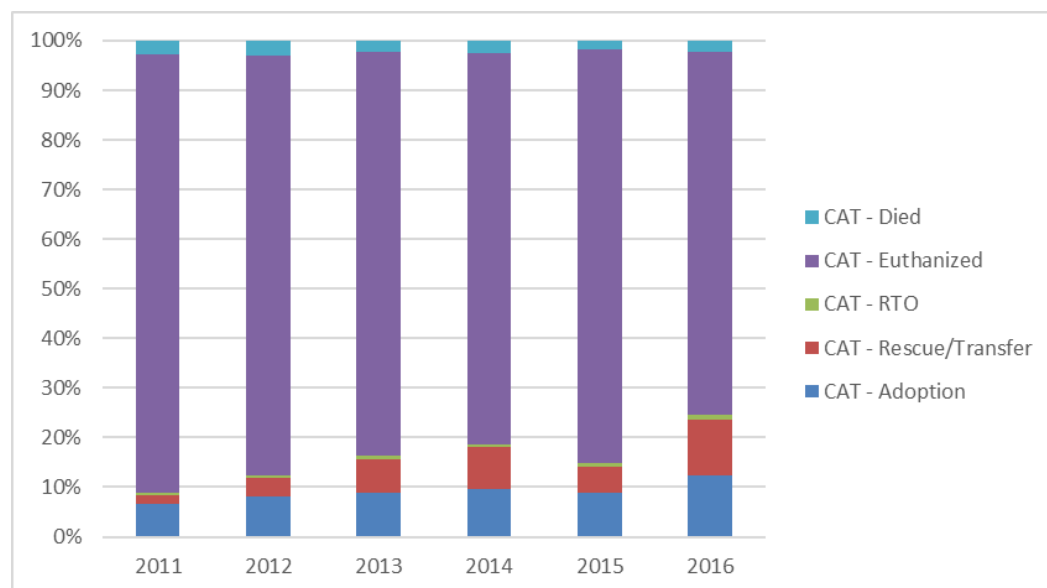
**Figure 43 Baldwin Park Daily Cat Intake Variation, 05/2016**

## CAT OUTCOME



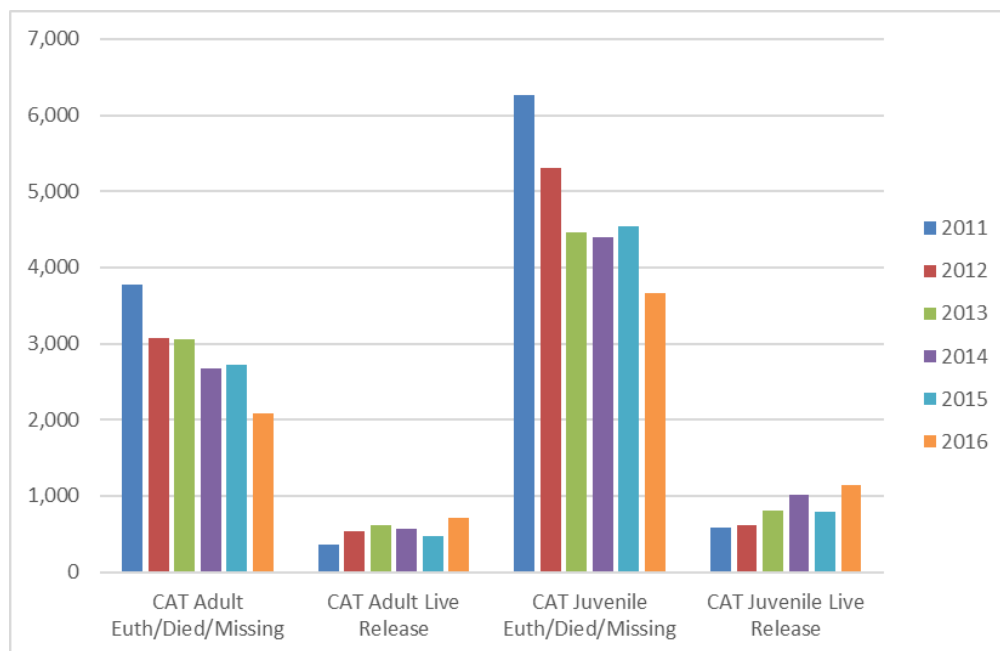
**Figure 44 Baldwin Park Annual Cat Outcomes 2011-2016**

The number of cats released alive has generally increased except for 2015 compared to the prior 2 years; about twice as many cats were released alive in 2016 compared to 2011. The number of cats euthanized has generally decreased, with the largest decreases from 2011 to 2012 and 2015 to 2016.



**Figure 45 Baldwin Park Annual Cat Outcomes as Percent of Total 2011-2016**

The most common outcome for cats is euthanasia. There is a modest increasing trend for rescue/transfer and adoption.



**Figure 46 Baldwin Park Annual Cat Outcomes by Age 2011-2016**

Most cats (adult or juvenile) leave the facility without a live outcome. More than 2,000 adults and more than 3,500 juveniles were euthanized in 2016. The number of adult and juvenile cats with a live outcome is increasing, a non-live outcome is decreasing for both.

**BALDWIN PARK FELINE OUTCOMES BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE**

Feline Outcome Type	2014	2015	2016	3 year average
<b>RTO*</b>	47 (0.5%)	61 (0.7%)	73 (1.0%)	<b>60 (0.7%)</b>
<b>Adoption</b>	826 (10%)	739 (9%)	929 (12%)	<b>831 (10%)</b>
<b>Rescue/Transfer</b>	709 (8%)	459 (5%)	841(11%)	<b>670 (8%)</b>
<b>Euthanasia</b>	6,690 (77%)	7,012 (82%)	5,469 (72%)	<b>6,390 (77%)</b>
<b>Died</b>	204 (2%)	150 (2%)	169 (2%)	<b>174 (2%)</b>
<b>Missing/Escaped</b>	179 (2%)	113 (1%)	109 (1%)	<b>134 (1.6%)</b>
<b>Total</b>	8,655	8,534	7,590	<b>8,260</b>

\*RTO as % of stray intake: 73/7641, 1%

Euthanasia is decreasing and adoption and rescue/transfer is increasing.

## BALDWIN PARK FELINE HOUSING - CURRENT

Housing Location	Single Cat Cages	<i>Number of Housing Units (Double Compartment) via Portalizing Existing Cages</i>
Stray/Hold/Confiscate	51	~25
Adoption	84	42
Isolation	-	-
<b>Total Housing Units</b>	<b>135</b>	<b>67</b>
Medical	-	-
Clinic	24	-



## BALDWIN PARK CALCULATED FELINE HOUSING NEEDS

FELINE HOUSING UNITS	Shelter: Baldwin Park		
Model:	Average intake 2014-2016; current outcomes and LOS		
Annual intake:	8,247	% Capacity:	95% at peak; < 80% average
Animals per kennel:	1.5	Live release rate:	33%
Overall LOS (days):	7.0		
Housing type		# of units	Comments
Open selection		50	~ 20-30% traditional adoption
Back of house		40	
Feral		20	
Isolation		30	
Special care/non infectious medical		10	
Neonates/flex		20	
Other			
Total Recommended Housing Units for Current Needs	170	Current total #: 135	
Total Animals	284		
Sufficient for peak month at 90% full; up to 50% excess capacity at average times of year. Length of stay is shorter to euthanasia than adoption or rescue, so <b>improving outcomes overall will likely require more housing unless improved live outcome are associated with shorter LOS (e.g. immediate transfer of neonates or adults to rescue).</b> (7% adult stray cats adopted at peak month used in model; 7% overall).			

General assumptions	
Intake	8,247
Live release	33%
% Cohoused	33%
Housed per unit	1.50
% neonate	44%
Neonates per unit	3.00
Average daily adoptions	2.51

LOS assumptions	
Overall LOS	7.0
LOS to adopt	11.38
LOS to rescue	16.03
LOS to euth	6.65
LOS to RTO	3.60

## BALDWIN PARK OTHER ANIMAL HOUSING – CURRENT

List of current housing units for animals other than dogs and cats:

- Rabbit – 5 hutches
- Small mammal – 4 aquariums – various sizes
- Barn
  - Horse stall – 4
  - Small stall – 1
- Other housing
- 5 cages in camera room
- Temporary cat housing – 2 wire runs in cattery
- Stainless steel cages on 7' bank in camera room

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## BALDWIN PARK OTHER ANIMAL HOUSING POTENTIAL FUTURE NEEDS

- Small Mammal
  - Rabbits, small rodents, reptiles, etc.
- Pet Birds
- Livestock
  - Horses, cattle, sheep, pigs, others
- Temporary individual housing for chickens and other fowl
- Temporary wildlife housing
- Outdoor cat housing – group housing
- Temporary hoarding case housing
- Natural Disaster/Emergency housing

# LA County Carson / Gardena

UC Davis Koret Shelter Medicine Program, 04/2017



## CARSON/GARDENA EXECUTIVE SUMMARY

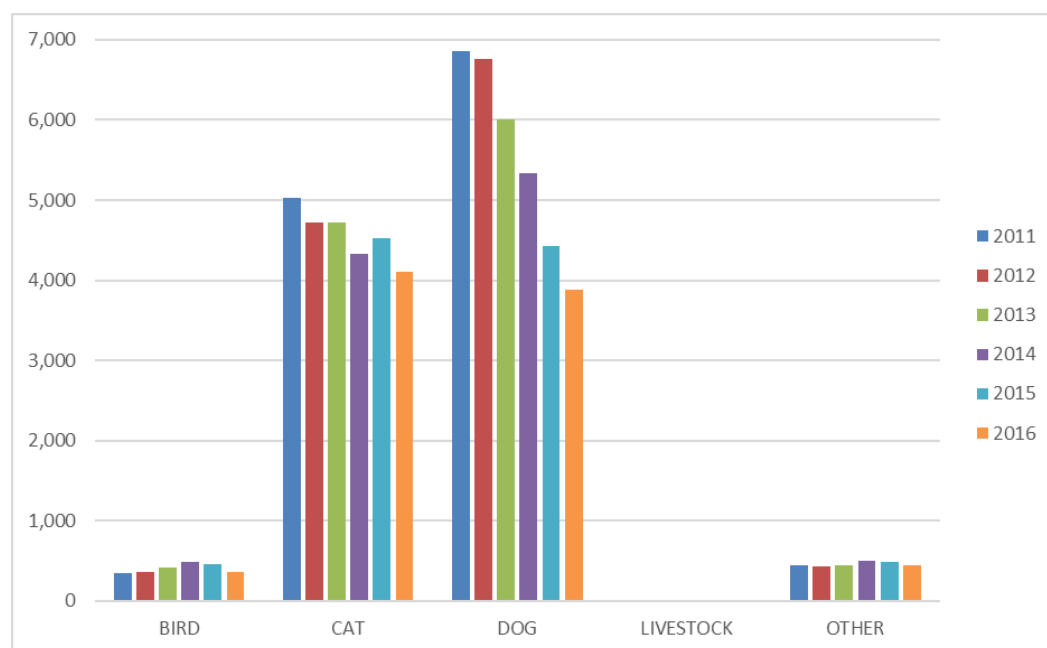
Animal housing type and number is a key element of facility design and profoundly affects initial and ongoing operational costs for an animal shelter. This report provides the recommended numbers of housing units based on the average intake for the last three years, which incorporates recent downward trends while leaving some flexibility should those trends reverse with increasing shelter use or population. Current care facility allocations to outcomes: adoption, rescue/transfer, euthanasia, died and return to owner, were used in the calculations as ongoing trends towards increasing live release are expected to be sustained if not enhanced by new or renovated facilities.

In addition to housing recommendations and a general breakdown of housing types, this report provides a detailed overview of intake and outcome trends for dogs and cats at the Carson/Gardena Animal Care Center. This information can be used to refine assumptions as facility design progresses.

Other types of animals may enter this facility (birds, small mammals, reptiles, livestock and others).

Those that have entered the facility are included in the intake overview graph below.

The current housing available for these types of animals is listed in the report as well as considerations for housing needs that may be needed in the future.



**Figure 47 Carson/Gardena Annual Intakes 2011-2016**

## CAPACITY CALCULATION METHODS

Live intake numbers and length of stay (LOS) are the basis for calculating an animal care center's capacity needs. Current LOS data were used for each facility. To reduce any site-specific fluctuations yet incorporate recent intake trends, the last three years were averaged and used (unless noted otherwise) in the capacity calculator to provide the site-specific capacity needs.

## INTAKE, LIVE RELEASE AND HOUSING SUMMARY TABLE

Carson / Gardena	Annual Live Intake (3 Year Ave.)	Live Release 2016	Current Number of Housing Units	Recommended Housing Units for Current Needs
Dogs	4,547	77%	144	210
Cats	4,315	41%	119	70

## DOGS

2016 intake was 3,881 and live release about 90%. The number of dogs admitted has decreased substantially (43% since 2011 and 27% in the last three years). Live release as an absolute number has also decreased since 2011 (13%), but proportionately less than the decrease in intake, resulting in an increase in live release as a percent of total. Most of the reduction in live release numbers has been as a result of reduced number of dogs going to rescue. Adoptions have increased and rescue/transfer has decreased as a percentage of live outcomes, and adoptions now account for the majority of outcomes. Return to Owner is < 20%.

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with about 10% of intake being juveniles.

Recommended capacity is 210 kennels given average intake and current outcomes and length of stay.

There is a mismatch between needed housing and current housing. **This facility does not have sufficient number of housing units to meet intake needs for dogs.** Current capacity is 144 kennels, a difference of 66 kennels.

Current housing is of adequate type (double compartment), however the quality of the housing units does not meet the needs for today's sheltering best practices: no isolation kennels, lack of clean-ability (concrete floors) and disease prevention, limited ability to control public access, high need for maintenance.

**There is an overall lack of physical structures to provide for current sheltering needs.**

---

## CATS

2016 intake is 4,102 and live release about 50%. The number of cats admitted has fluctuated with a slight decrease (5%) in the last 3 years and an 11% decrease from 2011. Euthanasia remains the most common outcome, although live release has increased in both number and percentage. This has been a result of increasing adoptions offsetting a decrease in number and percentage going to rescue (2016 adoptions 27%, rescue 15%).

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with about 60% of intake being juveniles.

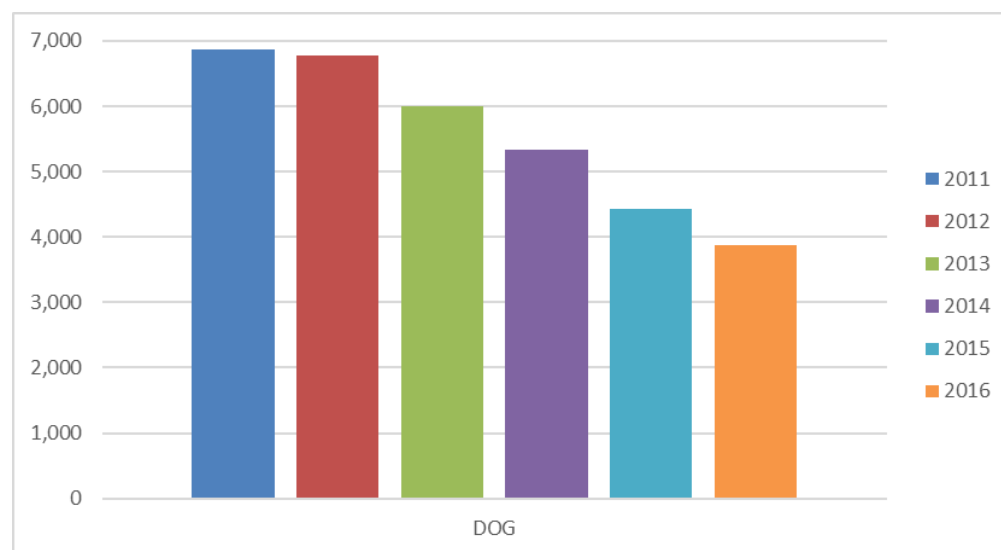
Recommended capacity is 70 housing units given average intake and current outcomes and length of stay. Adult cat adoption during peak season is very low (2% in 2016) and low overall (9%). Length of stay is shorter to euthanasia than adoption or rescue and LOS is already relatively short, **so improving outcomes overall will likely require more housing.**

**The current housing type is not adequate for humanely housing cats.** Retrofitting the existing housing to double compartment housing (adding pass-throughs or portals) would make them adequate in type for housing shelter cats. **If retrofitted - the number of adequate housing units this facility would have is below the calculated needed number of housing units. Housing units needed (in addition to retrofitting existing): 14 double compartment cage units of appropriate size (9 ft<sup>2</sup> of floor space or larger)**

## CARSON/GARDENA 2011- 2016 SHELTER DATA AND TRENDS

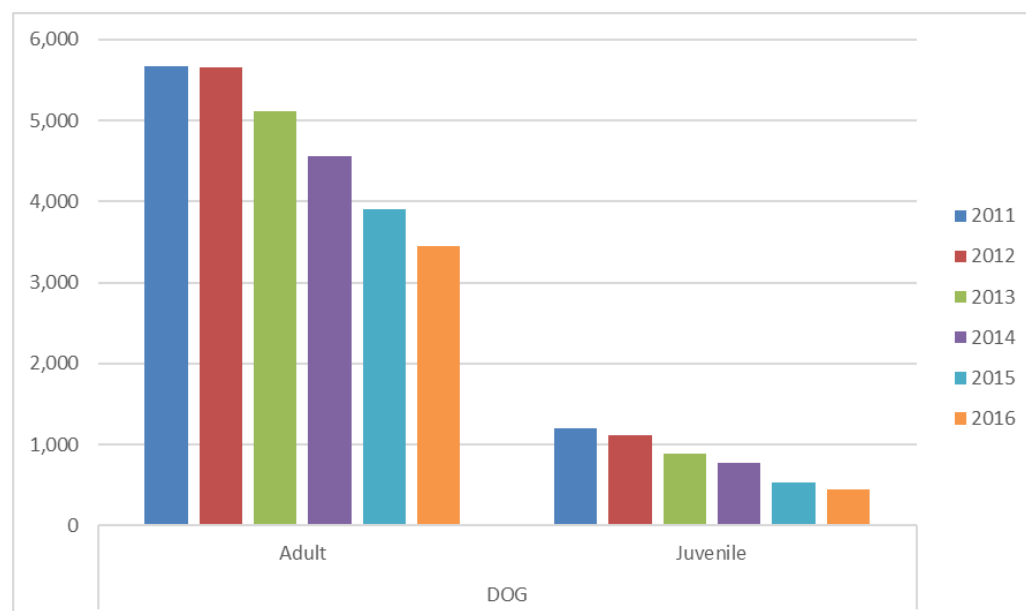
### DOGS

#### DOG INTAKE



**Figure 48 Carson/Gardena Annual Dog Intakes 2011-2016**

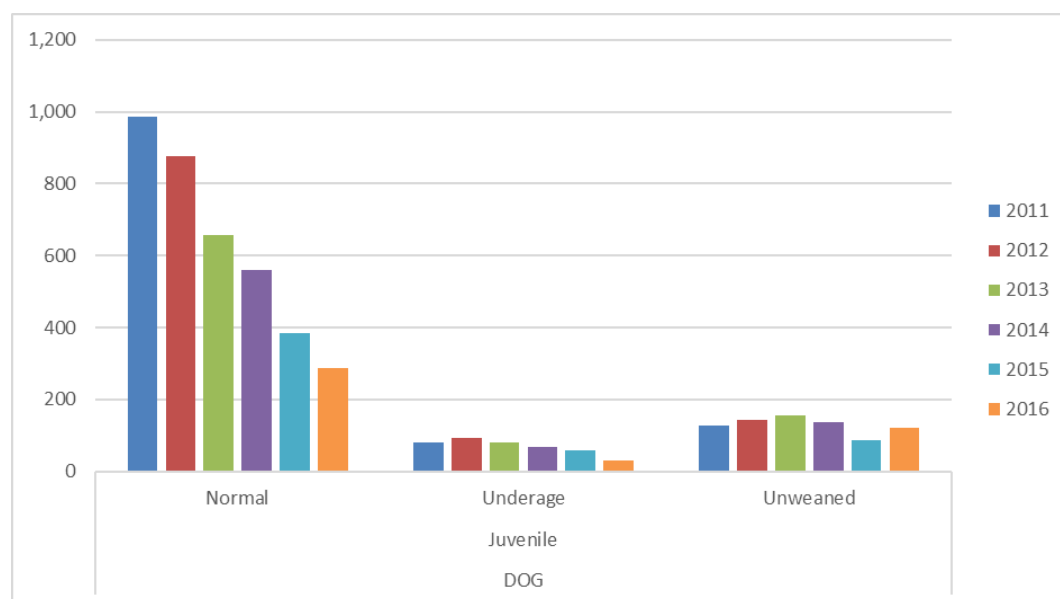
Live intake of dogs has decreased 43% from 2011 to 2016, and 27% in the last 3 years



**Figure 49 Carson/Gardena Annual Dog Intakes by Age 2011-2016**

Dog intake by age: 89% Adult and 11% Juvenile (2016)





**Figure 50 Carson/Gardena Annual Juvenile Dog Intakes 2011-2016**

Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. Three juvenile classifications: normal (76%), underage (8%) and unweaned 16% (2016). (see QC Notes #19, in CG Data Report for classification methods)

#### CARSON/GARDENA CANINE INTAKE BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

Canine Intake Type	2014	2015	2016	3 year average
Stray	3,484 (65%)	2,827 (64%)	2,408 (62%)	<b>2,906 (64%)</b>
Owner Surrender	1,750 (33%)	1,526 (34%)	1,376 (35%)	<b>1,551 (34%)</b>
Custody	99 (2%)	75 (2%)	97 (2%)	<b>90 (2%)</b>
<b>Total</b>	<b>5,333</b>	<b>4,428</b>	<b>3,881</b>	<b>4,547</b>

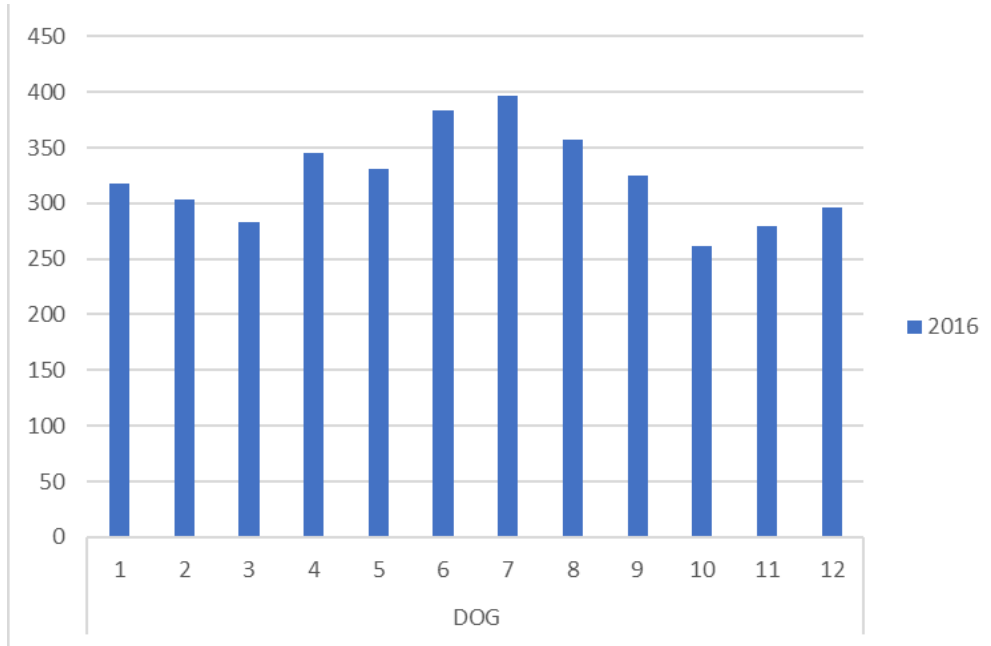
Composition of the intake is slightly trending toward increased owner surrenders as a percentage

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#### CARSON/GARDENA 2014 - 2016 AVERAGE CANINE INTAKE AND PEAK CANINE INTAKE

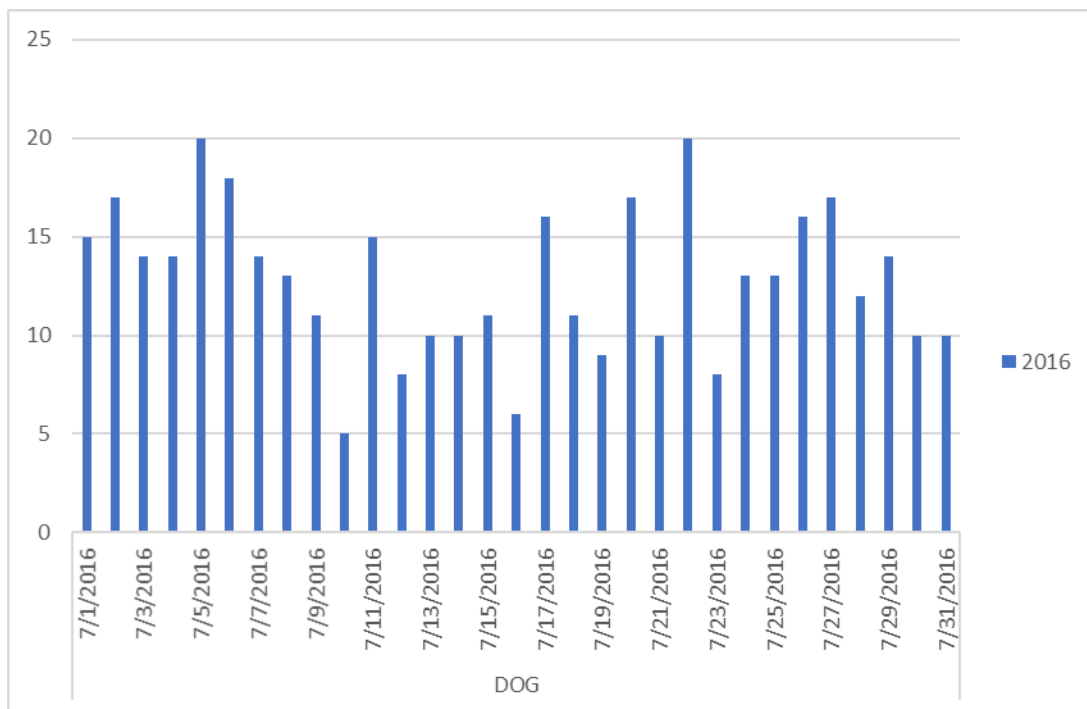
- Average monthly intake: 378 dogs
- Average daily intake: 12.6 dogs
- Ave Peak intake: 460 (August, July, July)
- Peak average daily intake: 15.3 dogs

### CANINE MONTHLY INTAKE AND PEAK MONTH CANINE DAILY INTAKE TABLES



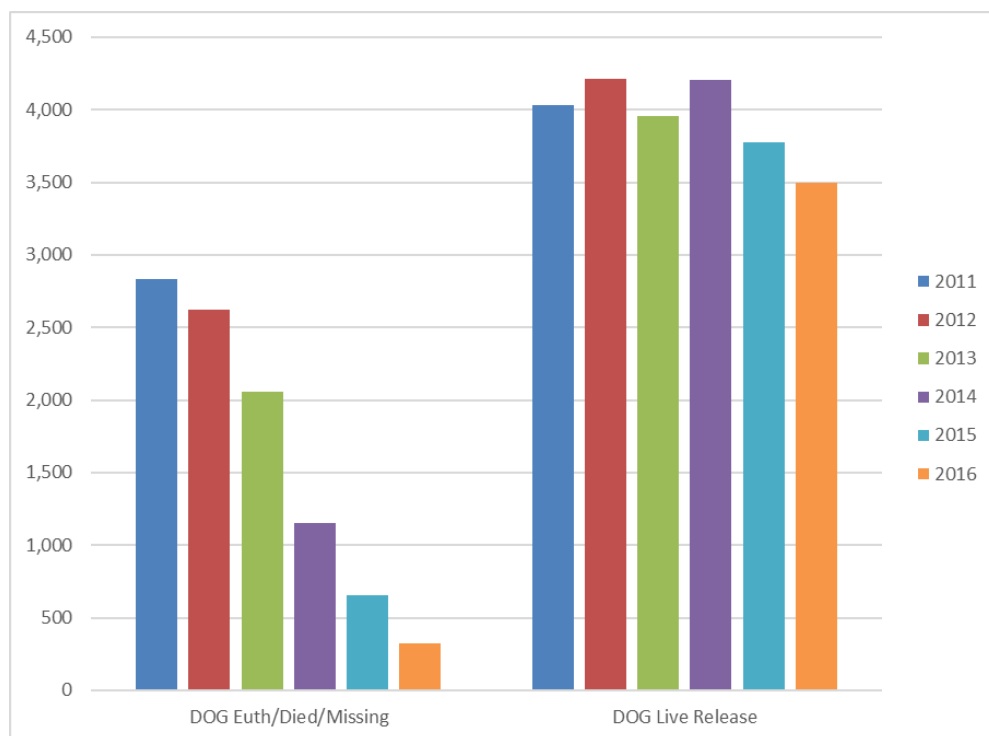
**Figure 51 Carson/Gardena Monthly Dog Intake Variation 2016**

*(1= January, 2= February, 3= March, etc.)*



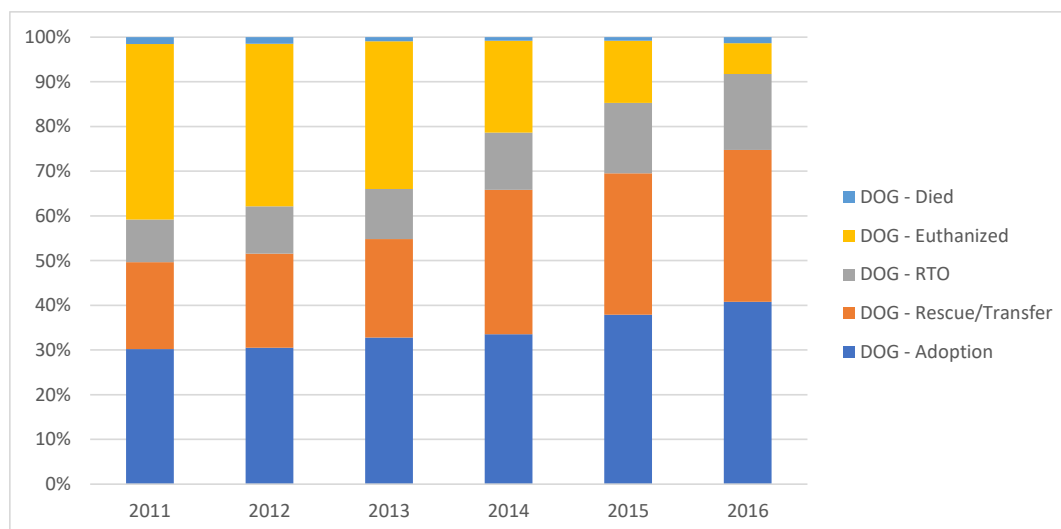
**Figure 52 Carson/Gardena Daily Dog Intake Variation 07/2016**

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**DOG OUTCOME**

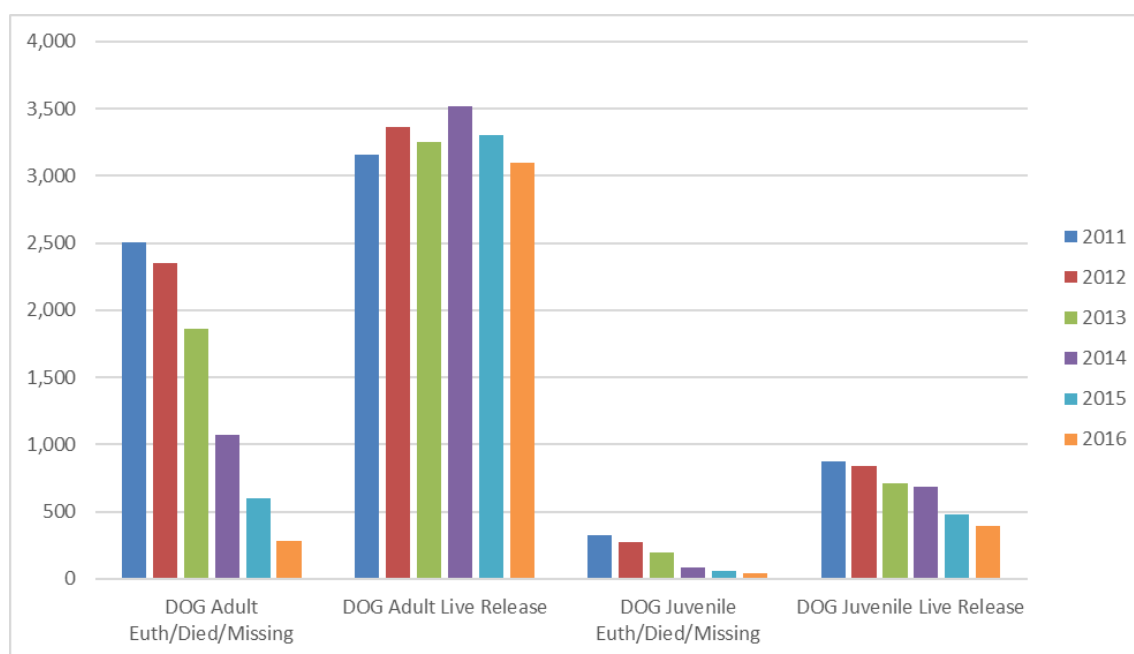
**Figure 53 Carson/Gardena Annual Dog Outcomes 2011-2016**

Marked decreased in euthanasia primary as a result of decreasing intake; fluctuation in annual live release with an overall decrease of 13%.



**Figure 54 Carson/Gardena Annual Dog Outcomes as Percent of Total 2011-2016**

As a percentage of outcomes RTO, rescue/transfer and adoption are increasing, euthanasia is decreasing



**Figure 55 Carson/Gardena Dog Annual Outcomes by Age 2011-2016**

Decreases in euthanasia numbers in both adult and juvenile dogs. Decreases in number of live releases annually. Most adult and juvenile dogs leave this facility with a live outcome

---

**CARSON/GARDENA CANINE OUTCOMES BY TYPE: 2014 – 2016 AND 3 YEAR AVERAGE**

<b>Canine Outcome Type</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>3 year average</b>
<b>RTO</b>	683 (13%)	700 (16%)	647 (17%)	<b>677 (15%)</b>
<b>Adoption</b>	1,792 (33%)	1,679 (38%)	1,554 (41%)	<b>1,675 (37%)</b>
<b>Rescue/Transfer</b>	1,728 (32%)	1,399 (32%)	1,293 (34%)	<b>1,473 (33%)</b>
<b>Euthanasia</b>	1,100 (21%)	614 (14%)	264 (7%)	<b>659 (14%)</b>
<b>Died</b>	44 (0.8%)	37 (0.8%)	52 (1.4%)	<b>44 (1.0%)</b>
<b>Missing/Escaped</b>	9 (0.2%)	4 (0.1%)	6 (0.2%)	<b>6 (0.1%)</b>
<b>Total</b>	5,356	4,433	3,816	<b>4,535</b>

Outcome type trends are increasing adoption and RTO and decreasing euthanasia. Rescue/transfer is consistent.

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**DOG SIZE**

Dogs identified as Chihuahuas (conservative proxy for small dogs) made up 15% of the average overall intake (2014-2016) at the Carson Animal Care Facility.

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CARSON/GARDENA CANINE HOUSING - CURRENT

Housing Location	Kennels Double Compartment Units	Single Cages
Stray/Hold/Confiscate/Adoption	144	-
Isolation	-	-
Total Housing Units	<b>144</b>	
Medical	-	-
Clinic Sx. Recovery Units	-	24

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**CARSON/GARDENA CALCULATED CANINE HOUSING NEEDS**

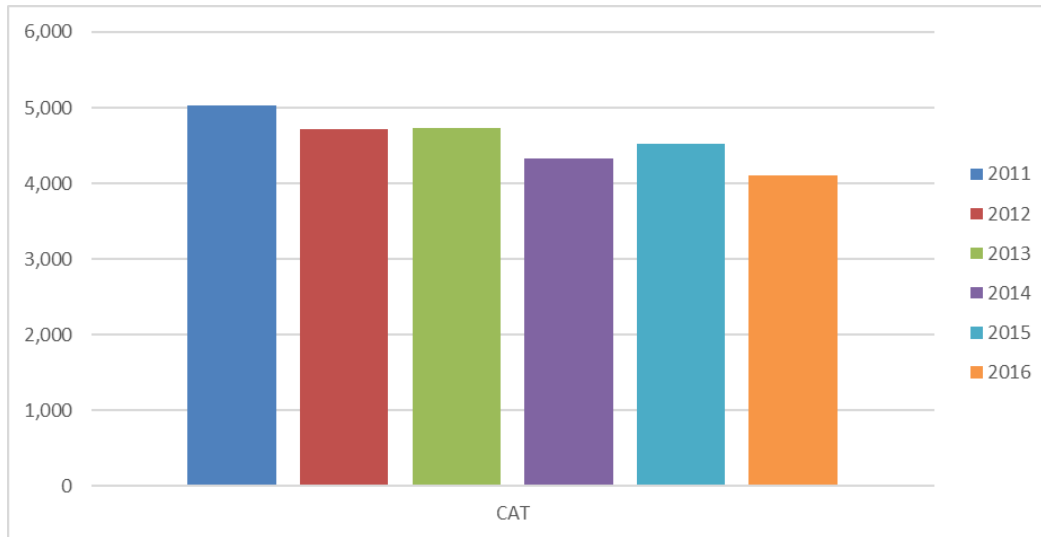
CANINE HOUSING UNITS			
Shelter:		Carson/Gardena	
Model:	Average intake 2014-2016; current LOS and outcomes		
Annual intake:	4,547	% Capacity:	80%
Animals per kennel:	1.1		
Overall LOS (days):	12.9	Live release rate:	93%
Housing type		# of units	Comments
Open selection		100	~ 30-50% traditional adoption
Flex (non-public access possible)		50	
Special care/non-infectious medical		20	
Custody		10	
Isolation		30	
Total Recommended Housing Units for Current Needs	210	Current total #: 144	
Total Animals	233		
Sufficient for peak month at 95% and peak 10 day at 100% full; sufficient for average at < 80% full. Limited variation from average to peak for dogs, therefore limited excess capacity most of the time.			



General assumptions			LOS assumptions	
Intake	4,547		Overall LOS	12.9
Live release	93%		LOS to adopt	12.70
% Cohoused	11%		LOS to rescue	18.04
Housed per run	1.11		LOS to euth	9.10
Average daily adoptions	4.27		LOS to RTO	3

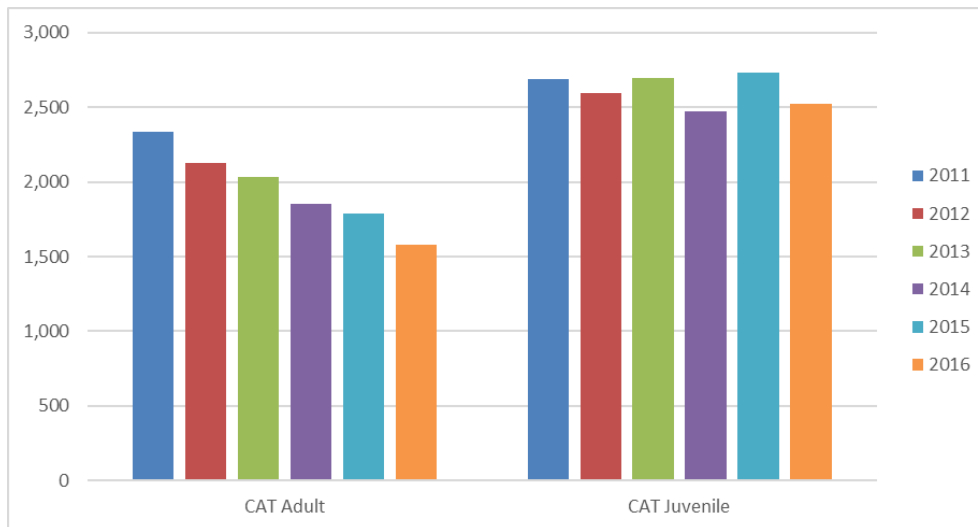
## CATS

## CAT INTAKE



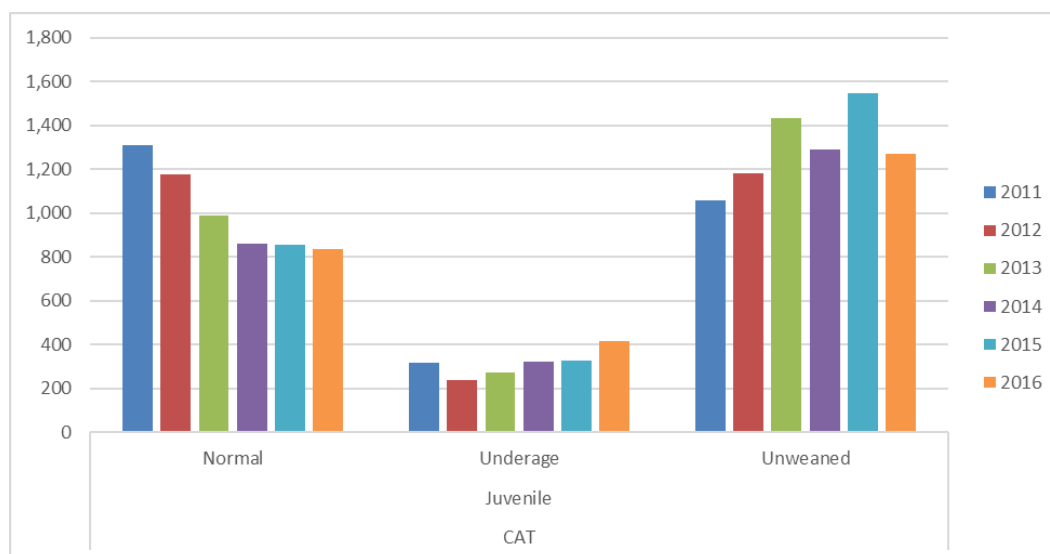
**Figure 56 Carson/Gardena Annual Cat Intakes 2011-2016**

Live intake of cats has decreased 18% from 2011 to 2016, and 5% in the last three years



**Figure 57 Carson/Gardena Annual Cat Intakes by Age 2011-2016**

Cat intake by age: 43% Adult and 57% Juvenile (2016)



**Figure 58 Carson/Gardena Annual Juvenile Cat Intakes 2011-2016**

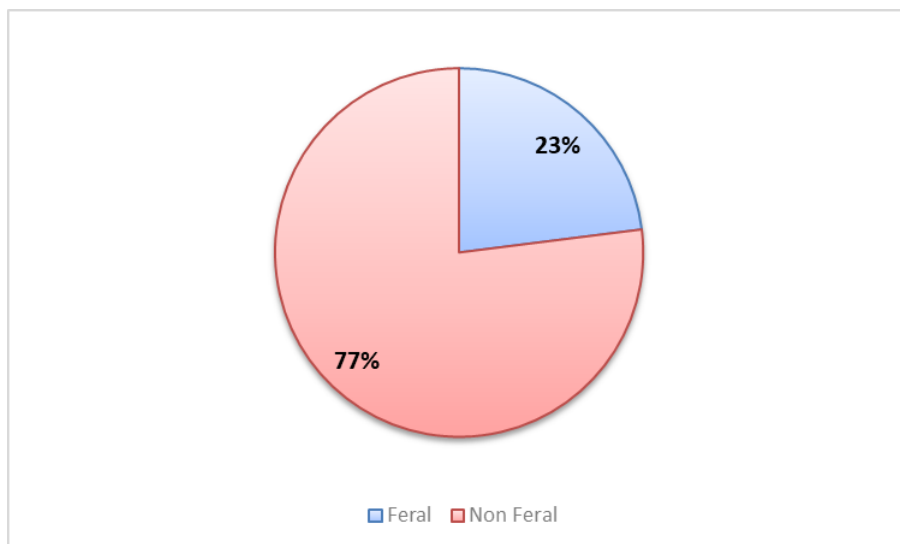
Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. Juvenile classifications: normal (33%), underage (16%) and unweaned (50%) (2016), using shelter data (see QC Notes, # 19 in the CG Data Report for classification methods)

#### CARSON/GARDENA FELINE INTAKE BY TYPE: 2014-2016 AND 3 YEAR AVERAGE

Feline Intake Type	2014	2015	2016	3 year average
Stray	3,864 (89%)	3,990 (88%)	3,511 (86%)	3,788 (88%)
Owner Surrender	451 (10%)	518 (11%)	571 (14%)	513 (12%)
Custody	9 (0.2%)	11 (0.2%)	20 (0.5%)	13 (0.3%)
Total	4,324	4,519	4,102	4,315

No marked change in intake type, slight increase in intake of owner surrenders.

## STRAY CAT INTAKE TYPE



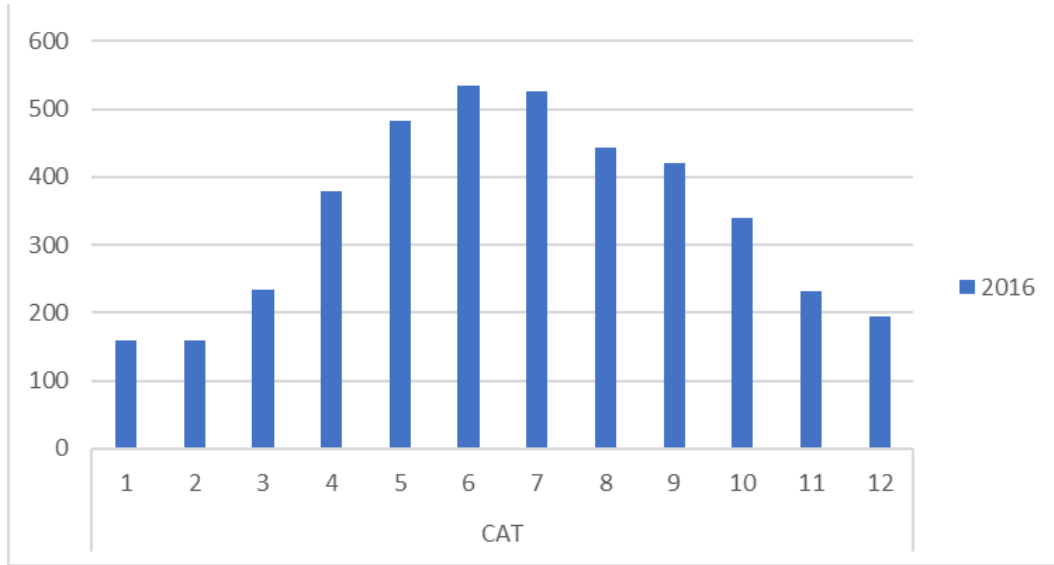
**Figure 59 Carson/Gardena Stray Intake Type Estimate 2011-2016 Average**

*The proportion of cats admitted as non-feral vs. feral was estimated for housing planning purposes. This was calculated by subtracting the number of cats euthanized for “behavior” or “feral” from the total number of stray cats admitted. An estimated 23% of intake cats are feral. (Carson/Gardena workbook tab: Cats for CC)*

## CARSON/GARDENA 2014 – 2016 AVERAGE FELINE INTAKE AND PEAK FELINE INTAKE

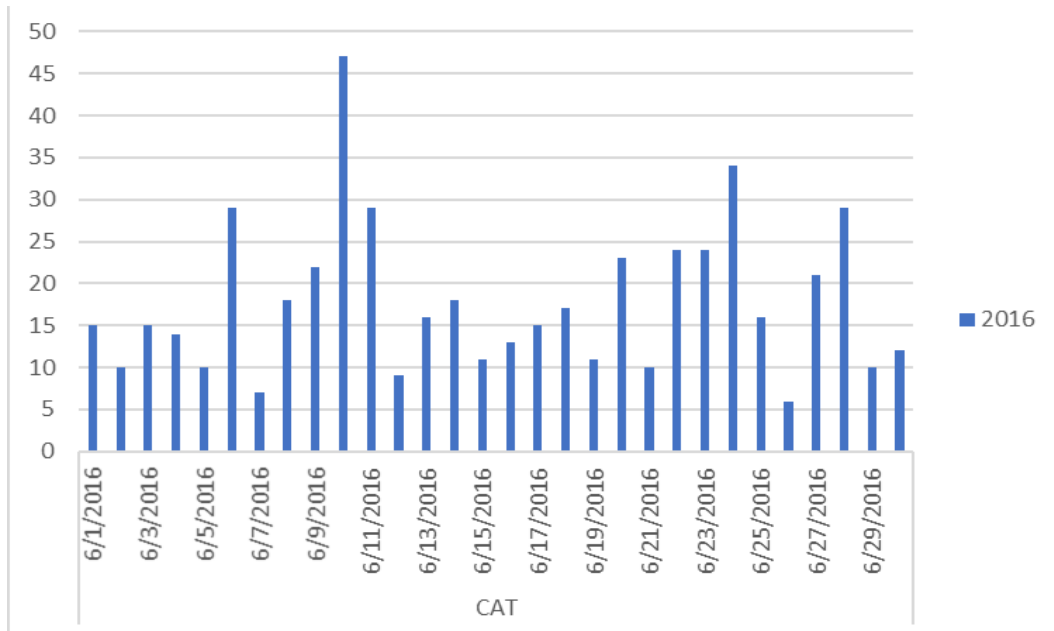
- 3-year average monthly intake: 359 cats
  - Average daily intake: 12 cats
- 3-year average peak intake for cats: 568 cats (May, May, June) (58% increase over average)
  - Average daily intake at peak is 19 cats
- 3-year average percent of intakes that are juveniles, 60%
  - Average peak juvenile intake: 417 kittens (May-July are the months this occurs and accounts for about 74% of peak cat intakes)

## FELINE MONTHLY INTAKE AND PEAK MONTH FELINE DAILY INTAKE TABLES



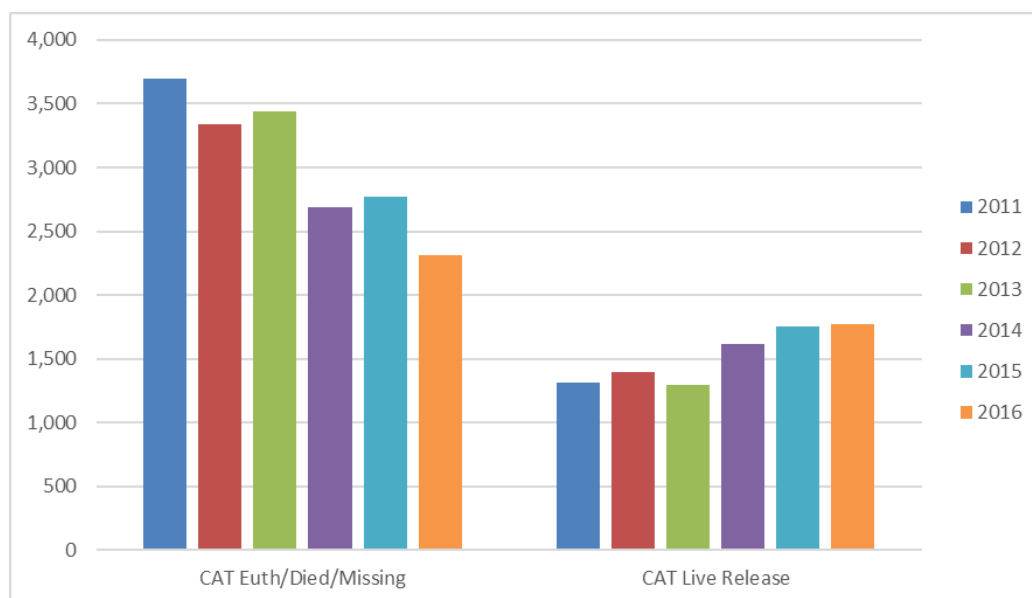
**Figure 60 Carson/Gardena Monthly Cat Intake Variation 2016**

(1= January, 2= February, 3= March, etc.)



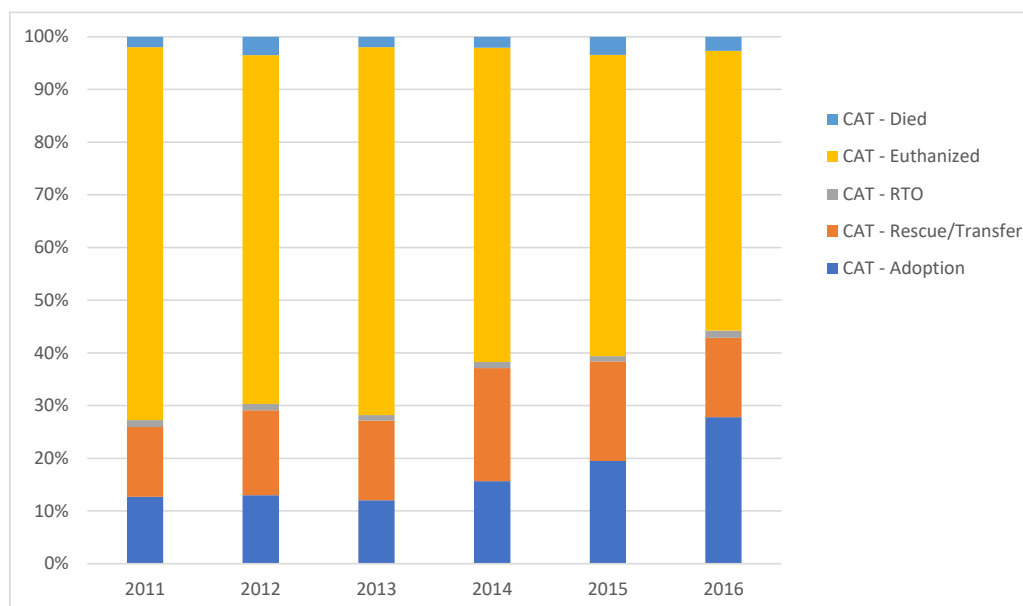
**Figure 61 Carson/Gardena Daily Cat Intake Variation 06/2016**

## FELINE OUTCOME



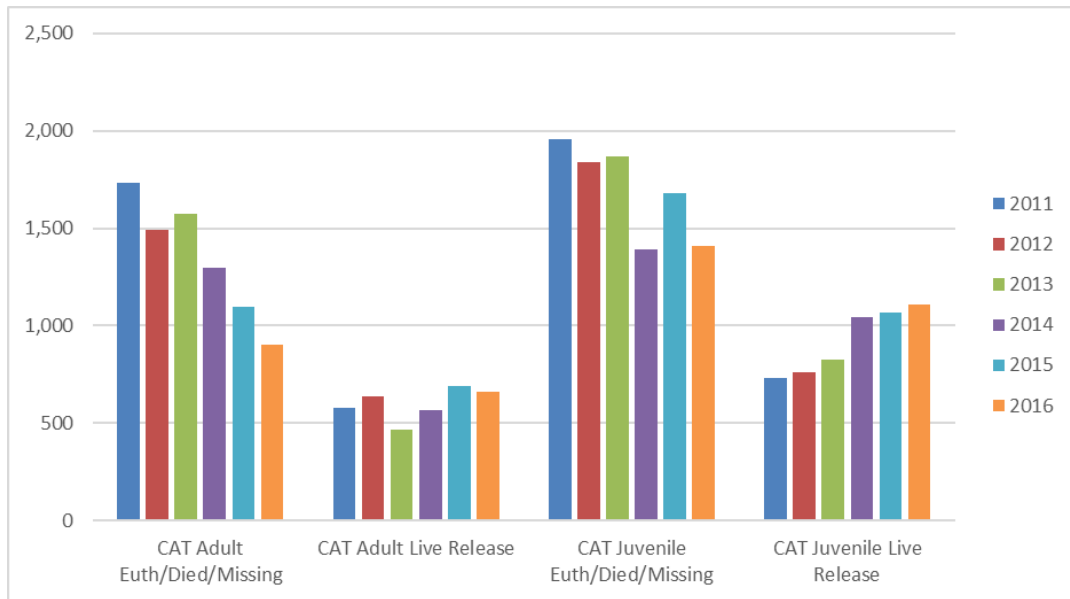
**Figure 62 Carson/Gardena Annual Cat Outcomes 2011-2016**

Live release numbers are increasing and euthanasia is decreasing, however the majority of cats are euthanized.



**Figure 63 Carson/Gardena Cat Outcomes as Percent of Total 2011-2016**

Although a downward trend, euthanasia accounts for most cat outcomes. Adoption is increasing, RTO is variable and died in shelter is consistent across time.



**Figure 64 Carson/Gardena Annual Cat Outcomes by Age 2011-2016**

Euthanasia numbers are decreasing for both adults and juveniles.

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**CARSON/GARDENA FELINE OUTCOMES BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE**

<b>Feline Outcome Type</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>3 year average</b>
<b>RTO</b>	49 (1.1%)	43 (0.9%)	53 (1.3%)	<b>48 (1.1%)</b>
<b>Adoption</b>	660 (15%)	869 (19%)	1114 (27%)	<b>881 (20%)</b>
<b>Rescue/Transfer</b>	903 (21%)	845 (19%)	603 (15%)	<b>784 (18%)</b>
<b>Euthanasia</b>	2,514 (58%)	2,554 (56%)	2,128 (52%)	<b>2,399 (56%)</b>
<b>Died</b>	87 (2%)	153 (3%)	107 (3%)	<b>116 (3%)</b>
<b>Missing/Escaped</b>	88 (2%)	67 (1%)	77 (2%)	<b>77 (2%)</b>
<b>Total</b>	<b>4,301</b>	<b>4,531</b>	<b>4,082</b>	<b>4,305</b>

Adoption is increasing, rescue and euthanasia are decreasing as a % of outcomes

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**CARSON/GARDENA FELINE HOUSING - CURRENT**

<b>Housing Location</b>	<b>Single Cat Cages</b>	<b><i>Number of Housing Units (Double Compartment) via Portalizing Existing Cages</i></b>
Stray/Hold/Confiscate	56	<i>25</i>
Adoption	33	<i>~16</i>
Isolation	30	<i>15</i>
<b>Total Housing Units</b>	<b>119</b>	<b><i>56</i></b>
Medical	-	-
Clinic	24	-



## CARSON/GARDENA CALCULATED FELINE HOUSING NEEDS

FELINE HOUSING UNITS	Shelter: Carson/Gardena		
Model:	Average 2014-2016 for intake; current outcomes		
Annual intake:	4,315	% Capacity:	95% at peak; < 80% average
Animals per kennel:	1.5	Live release rate:	23%
Overall LOS (days):	5.5		
Housing type		# of units	Comments
Open selection		24	~ traditional adopt 30-40%
Back of house		6	
Feral		6	Consider combine feral/BOH
Isolation		10	
Special care/non infectious medical		10	
Neonates/flex		14	Consider locating proximate to adopt*
Other			
Total Recommended Housing Units for Current Needs	70	Current total #: 65 cattery and sick cats; +/- 33 "cat intake/sick small dogs"	
Total Animals	126		

Sufficient for peak monthly at 90%, ~ 25% excess capacity during average intake. Peak 10 day is substantially higher than monthly peak (~ 50%), but mostly litters of neonates with increased cohousing should make it manageable. Further manage variation by reducing LOS to live outcome during peak times. Long LOS to adoption for underage kittens is leading to increased housing needs with relatively high % neonates adopted - ensure this is not data collection artifact reflecting foster care time. If current LOS is correct, ideally, shorten LOS to live outcomes for this group and repurpose some neonate housing to other uses. \*Cat LOS to euthanasia shorter than LOS to live outcome and adoption very low - 2% at peak and 9% overall; if cat live release increases, more housing required - possibly locate neonate housing such that it could be repurposed if outcomes and LOS shift for these two groups or adoptions of neonates take place directly from neonate housing.

General assumptions	
<b>Intake</b>	4,315
<b>Live release</b>	23%
<b>% Cohoused</b>	33%
<b>Housed per unit</b>	1.50
<b>% neonate</b>	59%
<b>Neonates per unit</b>	3.00
<b>Average daily adoptions</b>	3.05

LOS assumptions	
<b>Overall LOS</b>	5.5
<b>LOS to adopt</b>	11.33
<b>LOS to rescue</b>	18.50
<b>LOS to euth</b>	7.05
<b>LOS to RTO</b>	4.84

## CARSON/GARDENA OTHER ANIMAL HOUSING – CURRENT

List of current housing units for animals other than dogs and cats:

- Rabbit – 8 hutches
- Small mammal – 1 Cage
- Barn
  - 2 Chicken Coops
  - 2 Horse Stalls
- Other housing
  - 18 cages in Sally port - Unused

---

## CARSON/GARDENA OTHER ANIMAL HOUSING POTENTIAL FUTURE NEEDS

- Small Mammal
  - Rabbits, small rodents, reptiles, etc.
- Pet Birds
- Livestock
  - Horses, cattle, sheep, pigs, others
- Temporary individual housing for chickens and other fowl
- Temporary wildlife housing
- Outdoor cat housing
- Temporary hoarding case housing
- Natural Disaster/Emergency housing

# LA County Downey

UC Davis Koret Shelter Medicine Program, 04/2017

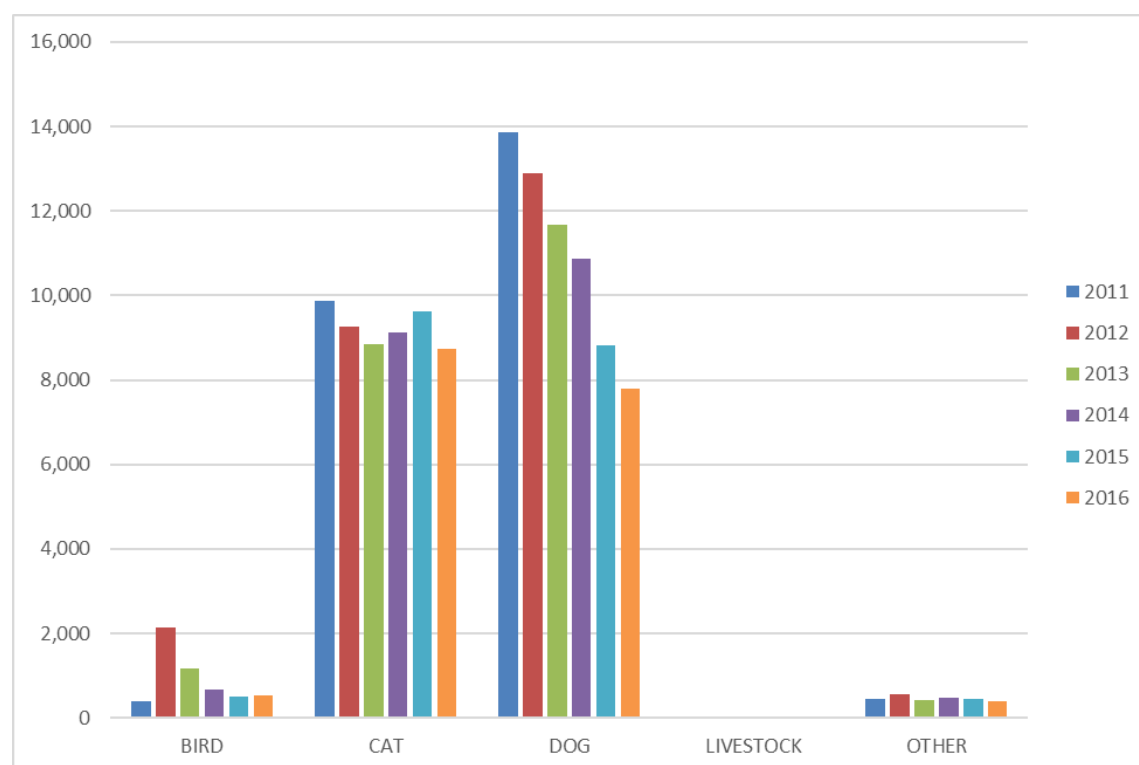


## DOWNEY EXECUTIVE SUMMARY

Animal housing type and number is a key element of facility design and profoundly affects initial and ongoing operational costs for an animal shelter. This report provides the recommended numbers of housing units based on the average intake for the last three years, which incorporates recent downward trends while leaving some flexibility should those trends reverse with increasing shelter use or population. Current care facility allocations to outcomes: adoption, rescue/transfer, euthanasia, died and return to owner, were used in the calculations as ongoing trends towards increasing live release are expected to be sustained if not enhanced by new or renovated facilities.

In addition to housing recommendations and a general breakdown of housing types, this report provides a detailed overview of intake and outcome trends for dogs and cats at the Downey Animal Care Center. This information can be used to refine assumptions as facility design progresses.

Other types of animals may enter this facility (birds, small mammals, reptiles, livestock and others). Those that have entered the facility are included in the intake overview graph in the executive summary. The current housing available for these types of animals is listed in the report as well as considerations for housing needs that may be needed in the future.



**Figure 65 Downey Annual Intakes 2011-2016**

## CAPACITY CALCULATION METHODS

Live intake numbers and length of stay (LOS) are the basis for calculating an animal care center's capacity needs. Current LOS data were used for each facility. To reduce any site-specific fluctuations yet incorporate recent intake trends, the last three years were averaged and used (unless noted otherwise) in the capacity calculator to provide the site-specific capacity needs.

### INTAKE, LIVE RELEASE AND HOUSING SUMMARY TABLE

Downey	Annual Live Intake (3 Year Ave.)	Live Release 2016	Current Number of Housing Units	Recommended Housing Units for Current Needs
Dogs	9,162	82%	180	340
Cats	9,167	44%	172	140

### DOGS

2016 intake was 7,795 and live release about 80%. The number of dogs admitted has decreased substantially (44% since 2011 and 28% in the last three years). Live release as an absolute number has also decreased since it peaked in 2014, but proportionately less than the decrease in intake, resulting in an increase in live release as a percent of total. Adoptions have increased and rescue/transfer has decreased as a percentage of live outcomes. Return to Owner is < 20%.

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with 10-15% of intake being juveniles.

Recommended capacity is 340 kennels given average intake and current outcomes and length of stay.

There is a mismatch between needed housing and current housing. **This facility does not have sufficient number of housing units to meet intake needs for dogs. Needed capacity with current programs and length of stay is 340 housing spaces. Current capacity is 180 kennels.**

Current housing is of adequate type (double compartment), however the quality of the housing units does not meet the needs for today's sheltering best practices: no isolation kennels, lack of cleanability (concrete floors) and disease prevention, limited ability to control public access, high need for maintenance.

**There is an overall lack of physical structures to provide for current sheltering needs.**

---

## CATS

2016 intake is 8,746 and live release about 44%. The number of cats admitted has decreased slightly (11% since 2011 and 4% in the last three years). Euthanasia remains the most common outcome, although live release has increased in both number and percentage. Rescue remains the most common live outcome for cats (24% versus 21%) but adoptions seen a greater increase as a percentage of overall and live outcomes.

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with about 65% of intake being juveniles.

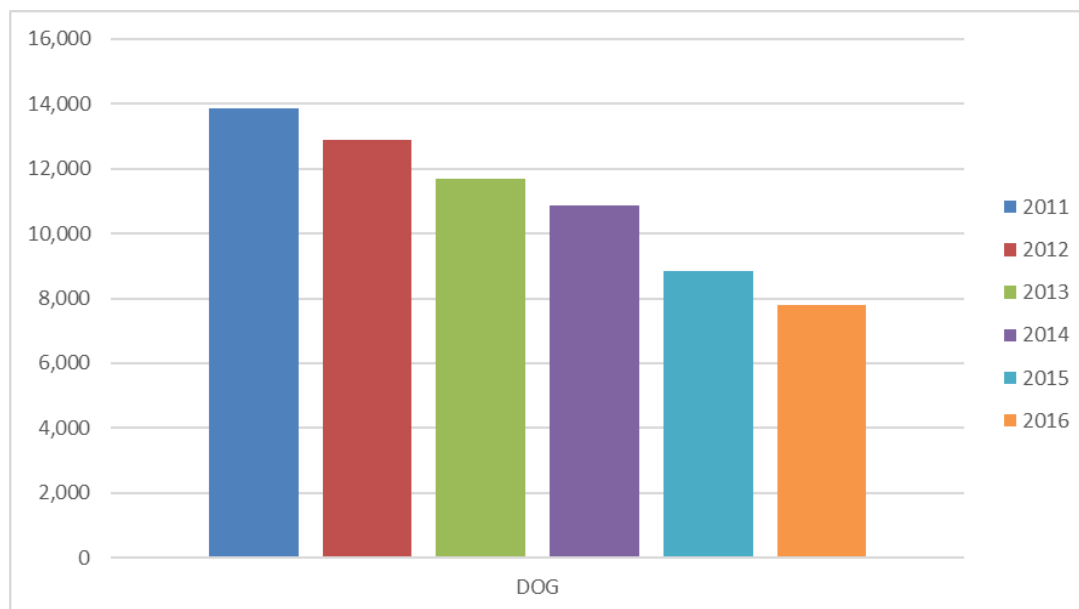
Recommended capacity is 140 housing units given average intake and current outcomes and length of stay. Length of stay is shorter to euthanasia than adoption or rescue and LOS is already relatively short, so improving outcomes overall will likely require more housing.

The current housing type is not adequate for humanely housing cats. Retrofitting the existing housing to double compartment housing (adding pass-throughs or portals) would make them adequate in type for housing shelter cats. If retrofitted - the number of adequate housing units this facility would be below the calculated needed number of housing units. Housing units needed in addition to retrofitting existing: 57 double compartment units of appropriate size (9 <sup>ft</sup><sup>2</sup> of floor space or larger)

## DOWNEY 2011- 2016 SHELTER DATA AND TRENDS

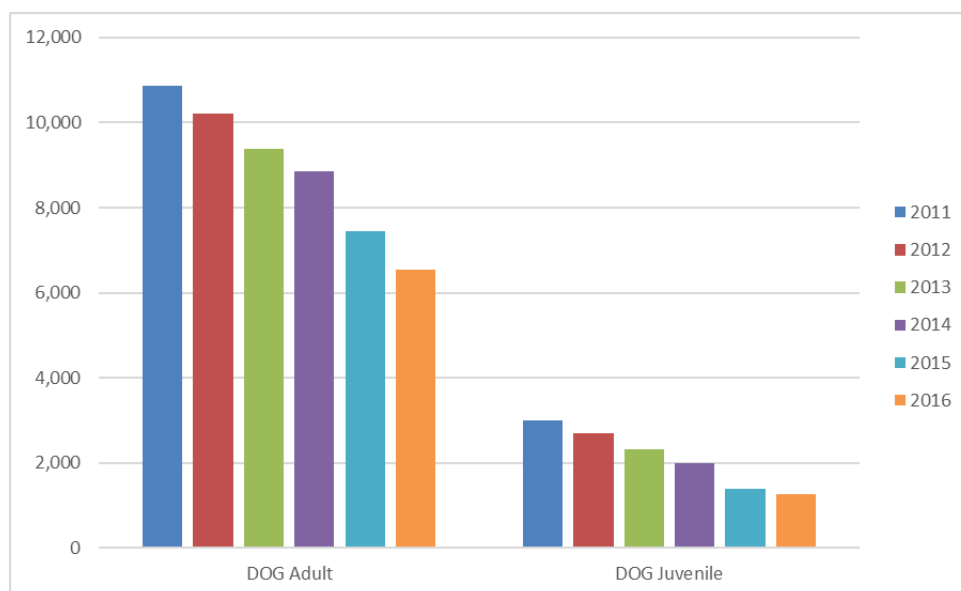
### DOGS

#### DOG INTAKE



**Figure 66 Downey Annual Dog Intakes 2011-2016**

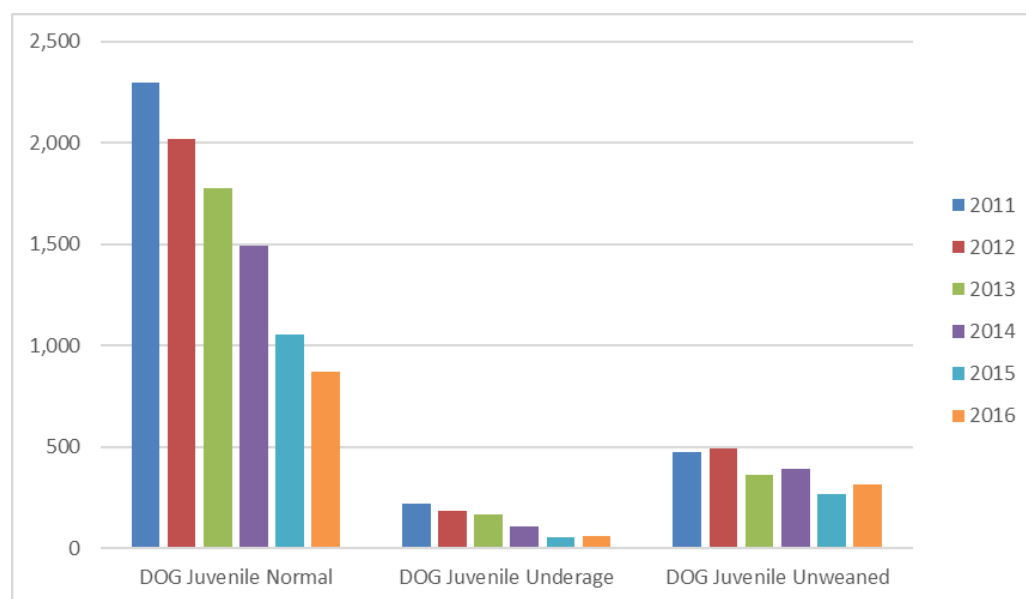
Live intake of dogs has decreased 44% from 2011 to 2016, and 28% in the last 3 years



**Figure 67 Downey Annual Dog Intakes by Age 2011-2016**



Dog intake by age: 84% adult and 16% juvenile (2016)



**Figure 68 Downey Annual Juvenile Dog Intakes 2011-2016**

Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (75%), underage (6%) and unweaned 18%) (2016). (see QC Notes, # 19 in Downey Data Report for classification methods)

#### DOWNEY CANINE INTAKE BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

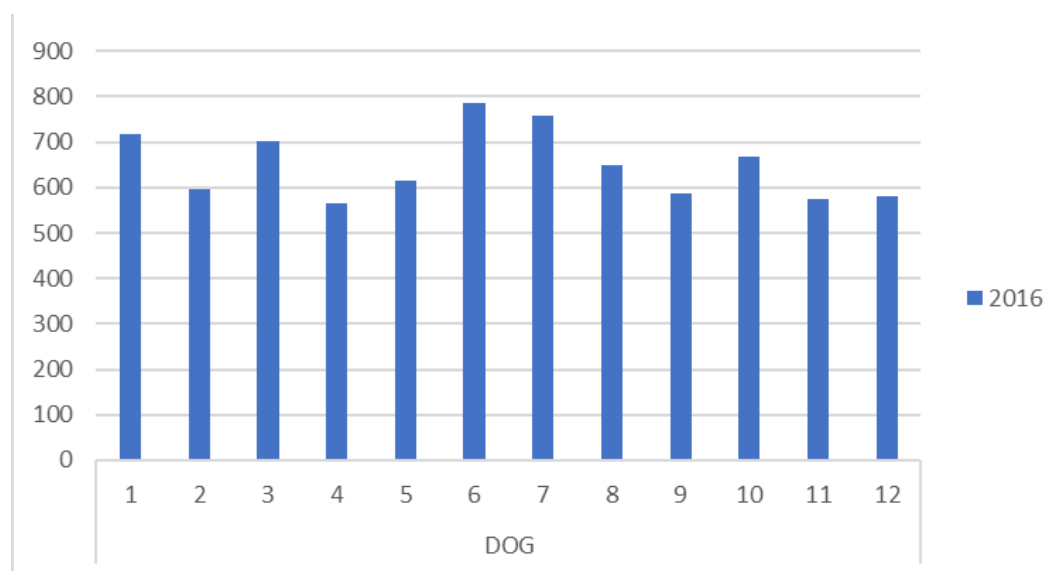
Canine Intake Type	2014	2015	2016	3 year average
Stray	7,270 (67%)	5,717 (65%)	5,205 (67%)	6,064
Owner Surrender	3,524 (32%)	3,016 (34%)	2,493 (32%)	3,011
Custody	65 (1%)	98 (1%)	96 (1%)	86
Transfer			1	1
Total	10,859	8,831	7,795	9,162

The composition of intake is relatively consistent with about 67% stray and the remainder as owner surrenders (less than 1% of intake are custody dogs).

### DOWNEY 2014 - 2016 AVERAGE CANINE INTAKE AND PEAK CANINE INTAKE

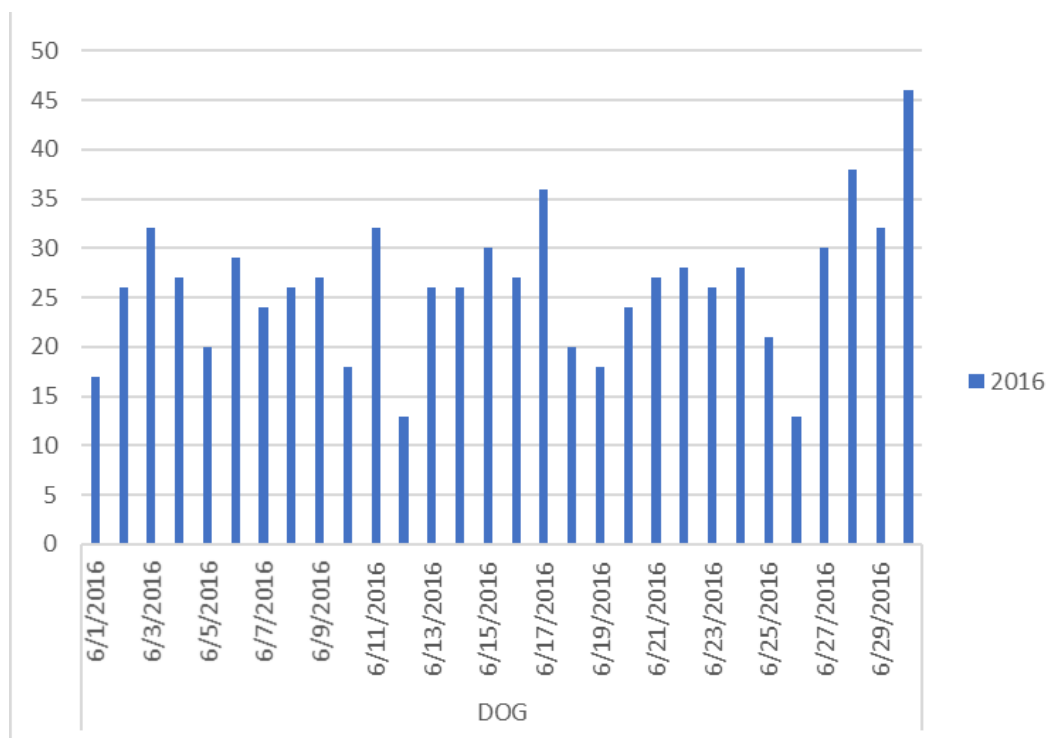
- Average monthly intake: 763 dogs
- Average daily intake: 25 dogs
- Average peak intake: 915 around June and July
- Peak average daily intake: 30 dogs

### CANINE MONTHLY INTAKE AND PEAK MONTH CANINE DAILY INTAKE TABLES



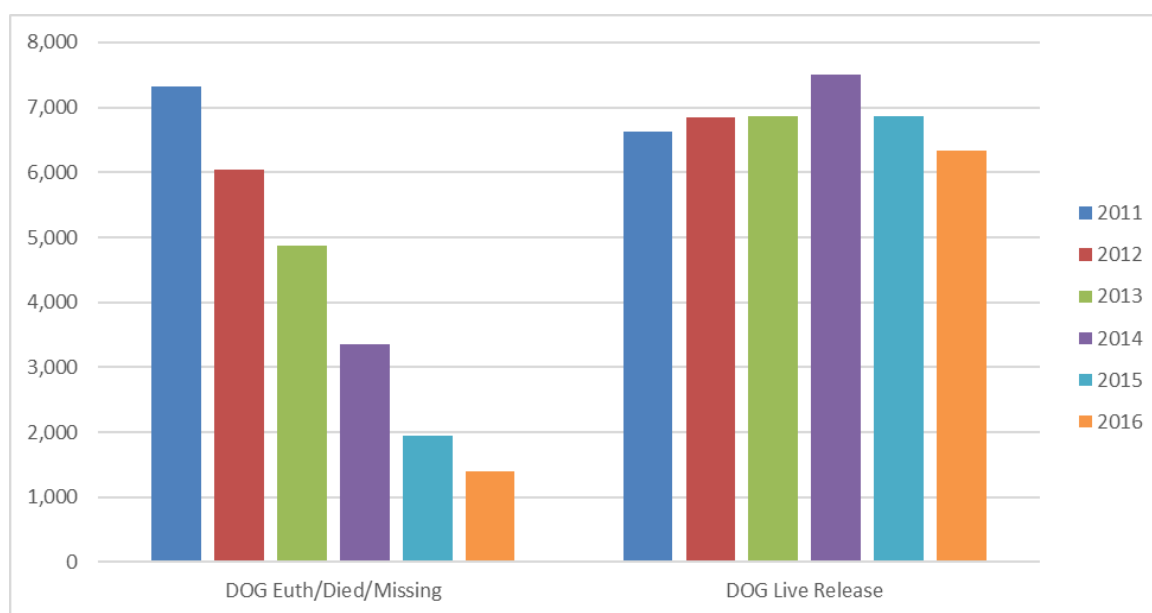
**Figure 69 Downey Monthly Dog Intake Variation 2016**

*(1= January, 2= February, 3= March, etc.)*



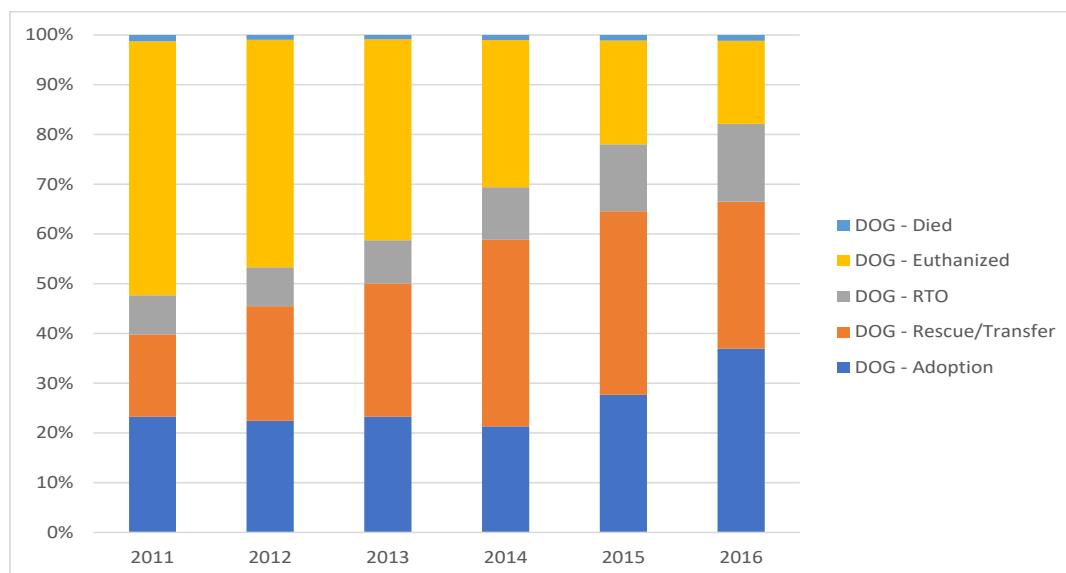
**Figure 70 Downey Daily Dog Intake Variation 06/2016**

#### CANINE OUTCOME



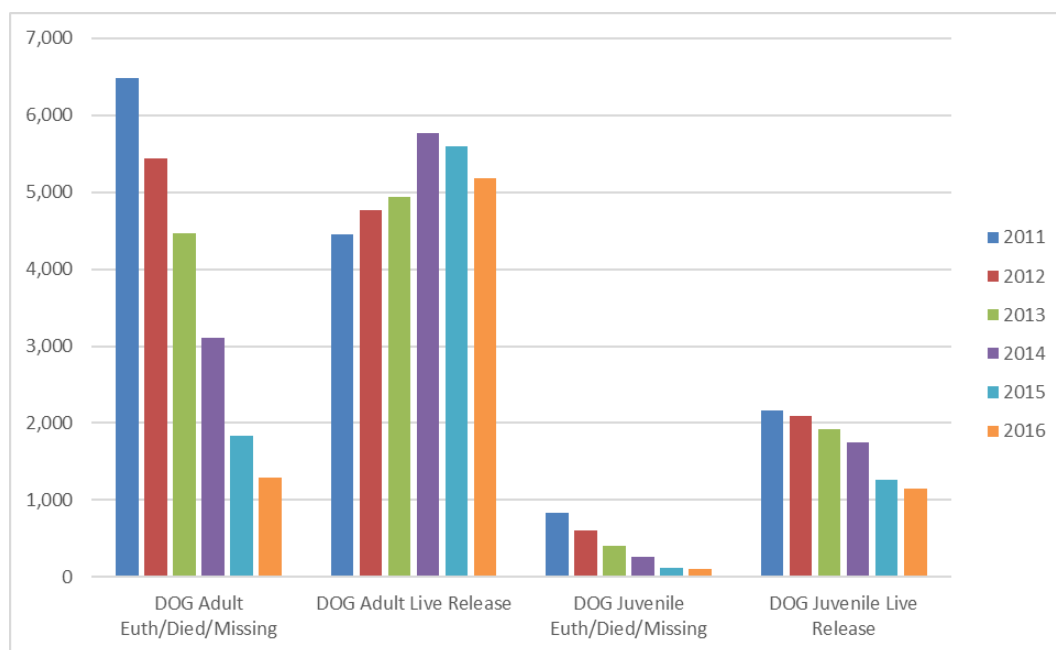
**Figure 71 Downey Annual Dog Outcomes 2011-2016**

The number of dogs with live release has been relatively stable with a peak in 2014 and a subsequent decrease in 2015 and 2016. Marked decrease in number of euthanized dogs.



**Figure 72 Downey Annual Dog Outcomes as Percent of Total 2011-2016**

As a percentage of outcomes, RTO, adoption and rescue/transfer (generally) are increasing, euthanasia is decreasing.



**Figure 73 Downey Dog Outcomes by Age 2011-2016**

Similar trends are seen in both adult and juvenile dog outcomes. The number of dogs Euth/Died/Missing is markedly lower than it was 6 years ago. Although live release as a percentage is increasing the *number* of animals released alive has decreased for the last two years in both adult and juvenile dogs.

## DOWNEY CANINE OUTCOMES BY TYPE: 2014 – 2016 AND 3 YEAR AVERAGE

Canine Outcome Type	2014	2015	2016	3 year average
<b>RTO</b>	1,148 (11%)	1,182 (13%)	1,205 (16%)	<b>1,178 (12%)</b>
<b>Adoption</b>	2,304 (21%)	2,435 (28%)	2,845 (37%)	<b>2,528 (28%)</b>
<b>Rescue/Transfer</b>	4,059 (37%)	3,246 (37%)	2,279 (30%)	<b>3,195 (35%)</b>
<b>Euthanasia</b>	3,201 (29%)	1,839 (21%)	1,286 (17%)	<b>2,109 (23%)</b>
<b>Died</b>	111 (1%)	99 (1%)	92 (1%)	<b>101 (1%)</b>
<b>Missing/Escaped</b>	46 (0.4%)	17 (0.2%)	18 (0.2%)	<b>27 (0.3%)</b>
<b>Total</b>	10,869	8,818	7,725	<b>9,137</b>

\*2016 RTO as % of stray intake 1205/5205, 23%

Increasing adoption & RTO outcomes and decreasing euthanasia and rescue/transfer outcomes. In 2016 adoption surpassed rescue as the most common outcome, but still relatively evenly split (30% adoption versus 37% rescue).

## DOG SIZE

Dogs labeled as Chihuahuas (conservative proxy for small dogs) made up 19% of the average overall intake (2014-2016) at the Downey Animal Care Facility.

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DOWNEY CANINE HOUSING - CURRENT

Housing Location	Kennels Double Compartment Units	Single Cages
Stray/Hold/Confiscate/Adoption	180	-
Isolation	-	-
Total Housing Units	<b>180</b>	
Medical	-	-
Clinic Sx Recovery Units	-	27

## DOWNEY CALCULATED CANINE HOUSING NEEDS

CANINE HOUSING UNITS			
Shelter:		Downey	
Model:	Average intake 2014-2016; current LOS and outcomes		
Annual intake:	9,162	% Capacity:	80%
Animals per kennel:	1.2		
Overall LOS (days):	11.6	Live release rate:	83%
Housing type		# of units	Comments
Open selection		140	Traditional adoption ~ 50%
Flex (non-public access possible)		80	
Special care/non-infectious medical		40	Flex to more iso if needed
Custody		30	
Isolation		50	
Other			
Other			
Total housing units	340	Current total #: 180	
Total Animals	394		
Capacity for average intake at 80% full is sufficient for peak and peak 10 day intake at 90%. Limited variation from average to peak for dogs, therefore limited excess capacity most of the time.			

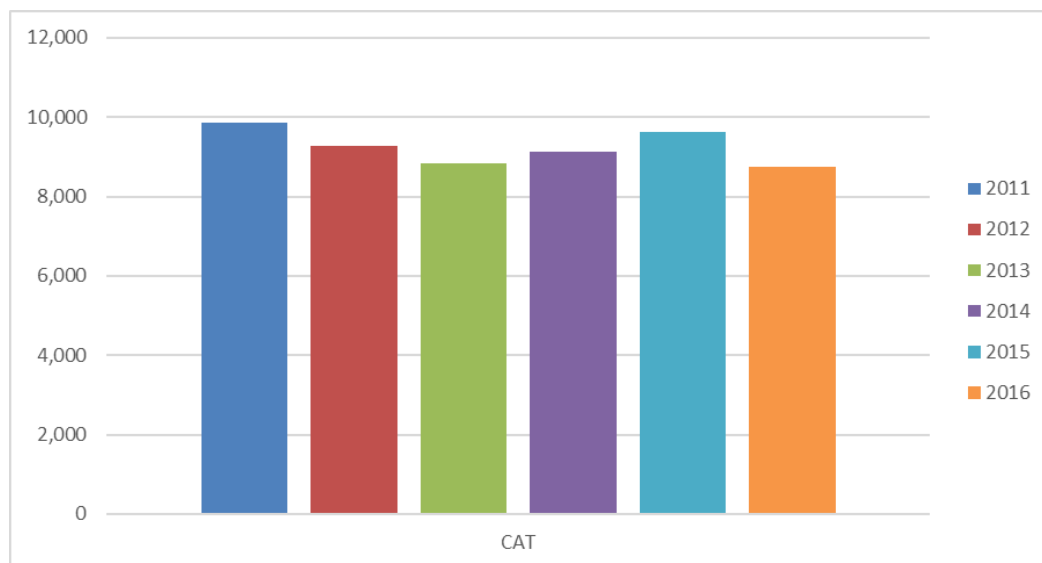
General assumptions	
Intake	9,162
Live release	83%
% Cohoused	16%
Housed per run	1.16
Average daily adoptions	7.78

LOS assumptions	
Overall LOS	11.6
LOS to adopt	12.14
LOS to rescue	13.48
LOS to euth	13.86
LOS to RTO	3



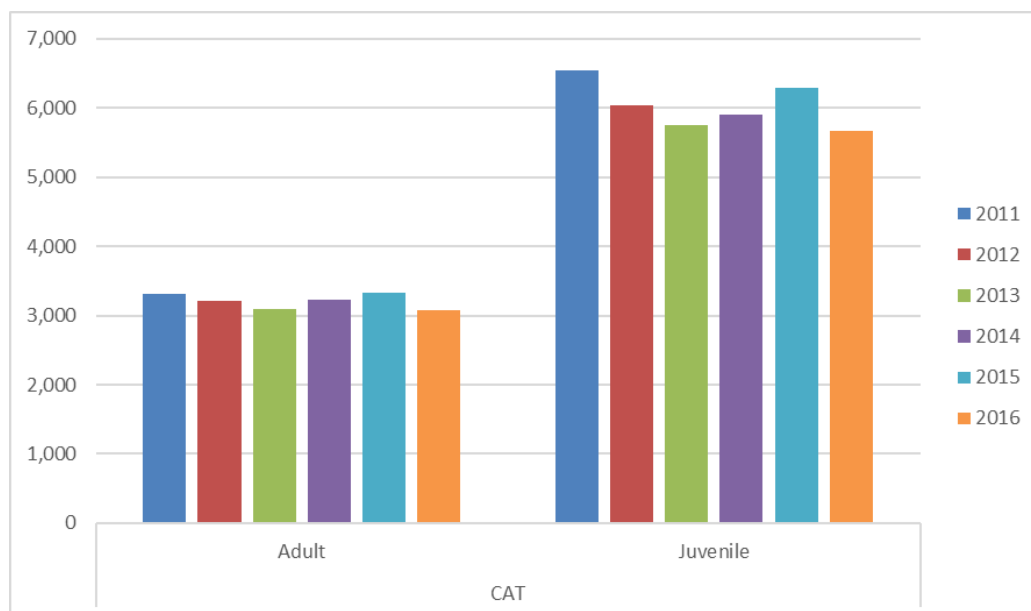
## CATS

## CAT INTAKE



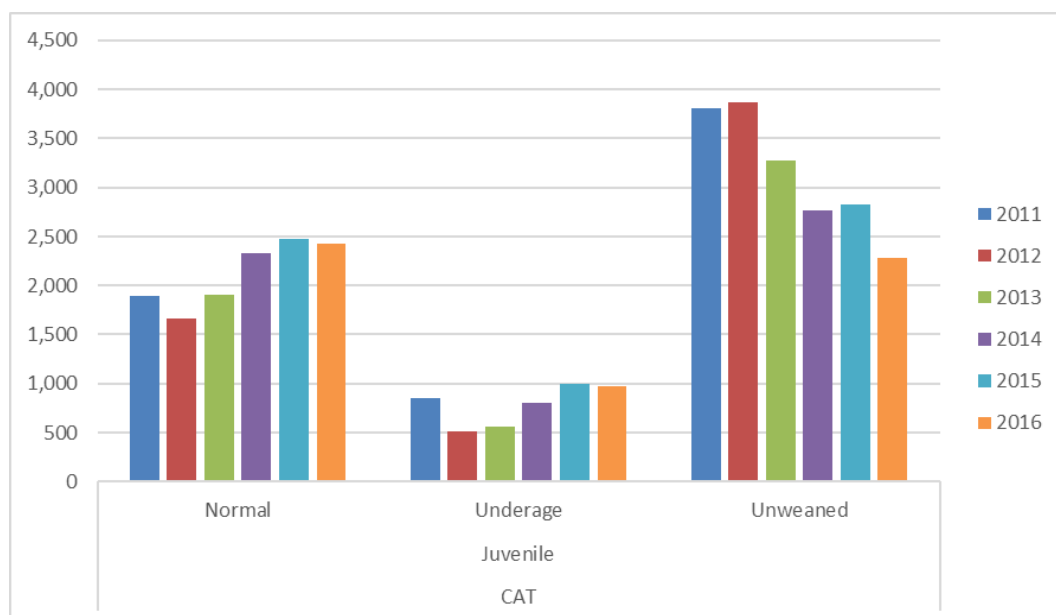
**Figure 74 Downey Annual Cat Intakes 2011-2016**

Live intake of cats has been relatively consistent, with modest decreases of 11% from 2011 to 2016, and 4% in 2016 compared to 2014.



**Figure 75 Downey Annual Cat Intakes by Age 2011-2016**

Cat intake by age: 35% adult and 65% juvenile (2016)



**Figure 76 Downey Annual Juvenile Cat Intakes 2011-2016**

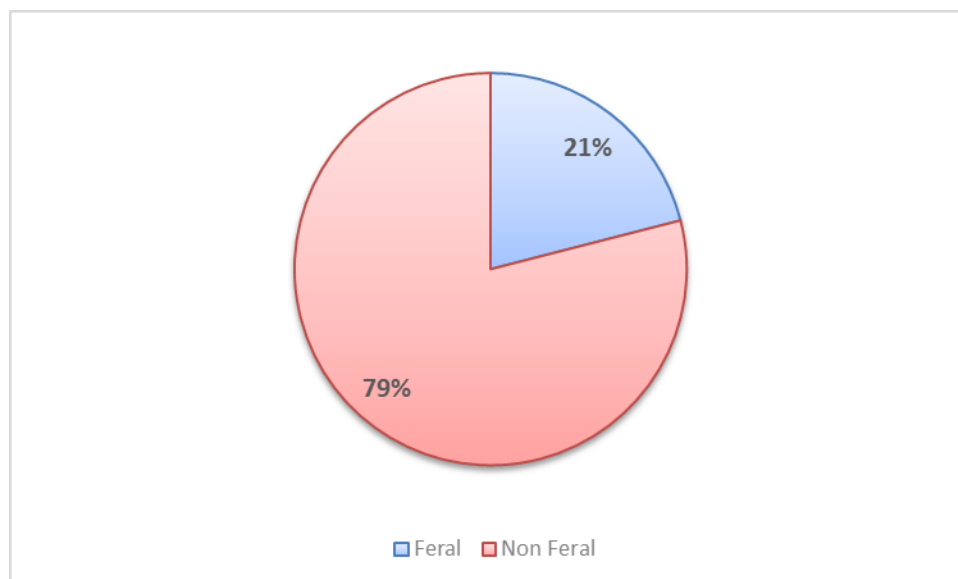
Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (35%), underage (13%) and unweaned (52%) (2016), using shelter data (see QC Notes #19 in Downey Data Report for classification methods)

#### DOWNEY FELINE INTAKE BY TYPE: 2014-2016 AND 3 YEAR AVERAGE

Feline Intake Type	2014	2015	2016	3 year average
Stray	8,404 (92%)	8,937 (93%)	7,896 (90%)	<b>8,412 (92%)</b>
Owner Surrender	715 (8%)	679 (7%)	837 (10%)	<b>744 (8%)</b>
Custody	12	8	13	<b>11</b>
<b>Total</b>	<b>9,131</b>	<b>9,624</b>	<b>8,746</b>	<b>9,167</b>

Intake by type has been consistent – a mild increase in owner surrender

## STRAY CAT INTAKE TYPE



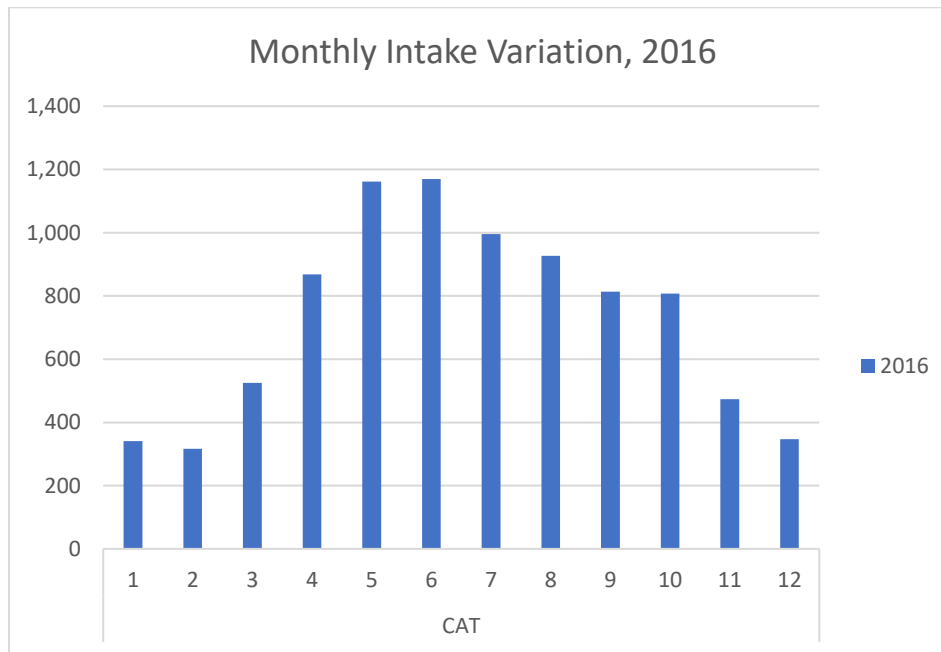
**Figure 77 Downey Stray Cat Intake Type Estimate 2011-2016**

*The proportion of cats admitted as non-feral vs. feral was estimated for housing planning purposes. This was calculated by subtracting the number of cats euthanized for “behavior” or “feral” from the total number of stray cats admitted. An estimated 21% of cats are feral. Downey workbook tab: Cats for CC)*

## DOWNEY 2014 – 2016 AVERAGE FELINE INTAKE AND PEAK FELINE INTAKE

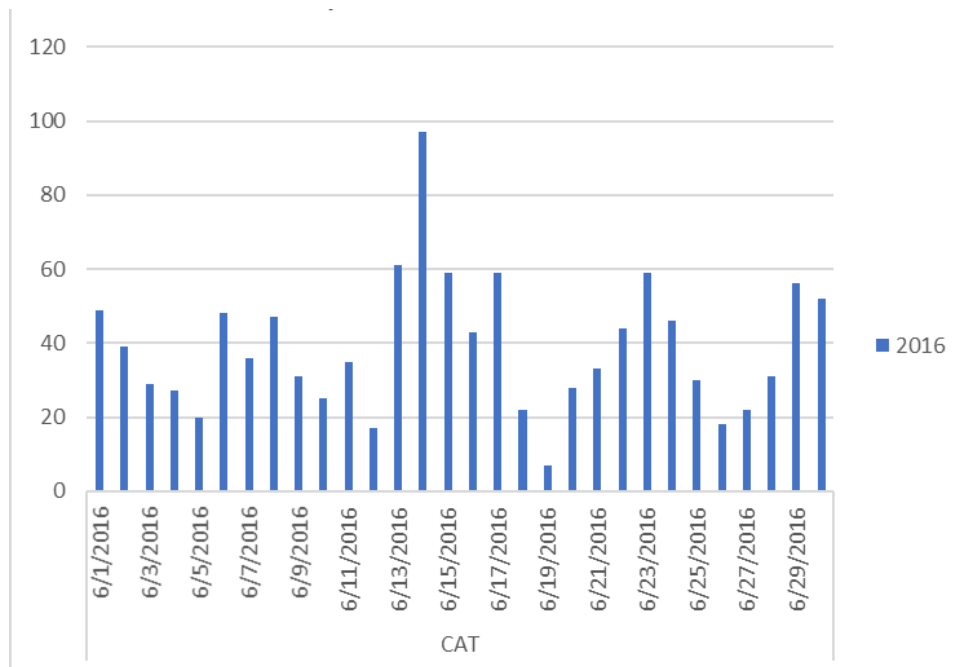
- Average monthly intake is 764 cats
- Average daily intake is 25 cats
- Average peak intake for cats has occurred consistently in May: 1,151 cats (50% increase over average)
- Average daily intake at peak is 38 cats
- Average percent of intakes that are juveniles, 65%
- Average peak juvenile intake: 883 kittens (May, June, May and accounts for 75% of cat intakes)

## FELINE MONTHLY INTAKE AND PEAK MONTH FELINE DAILY INTAKE TABLES



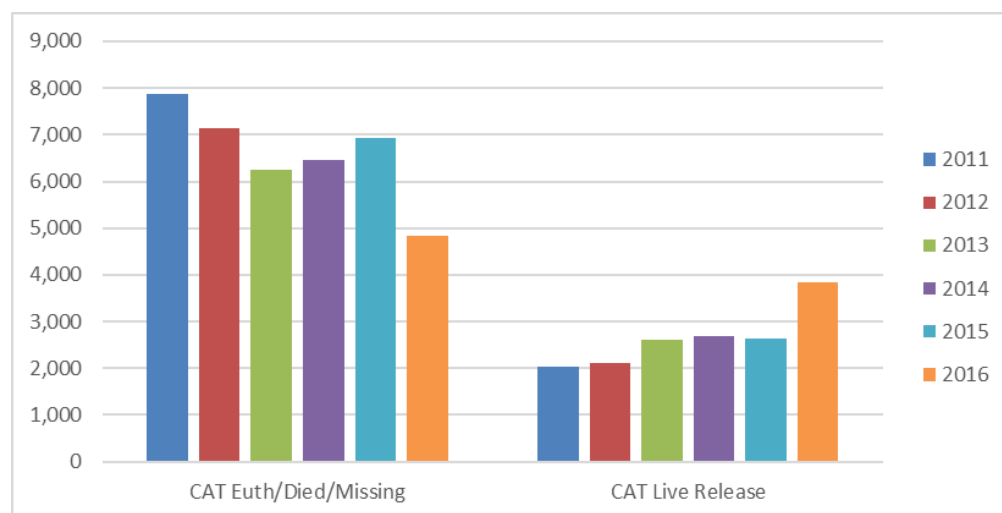
**Figure 78 Downey Monthly Cat Intake Variation 2016**

(1= January, 2= February, 3= March, etc.)



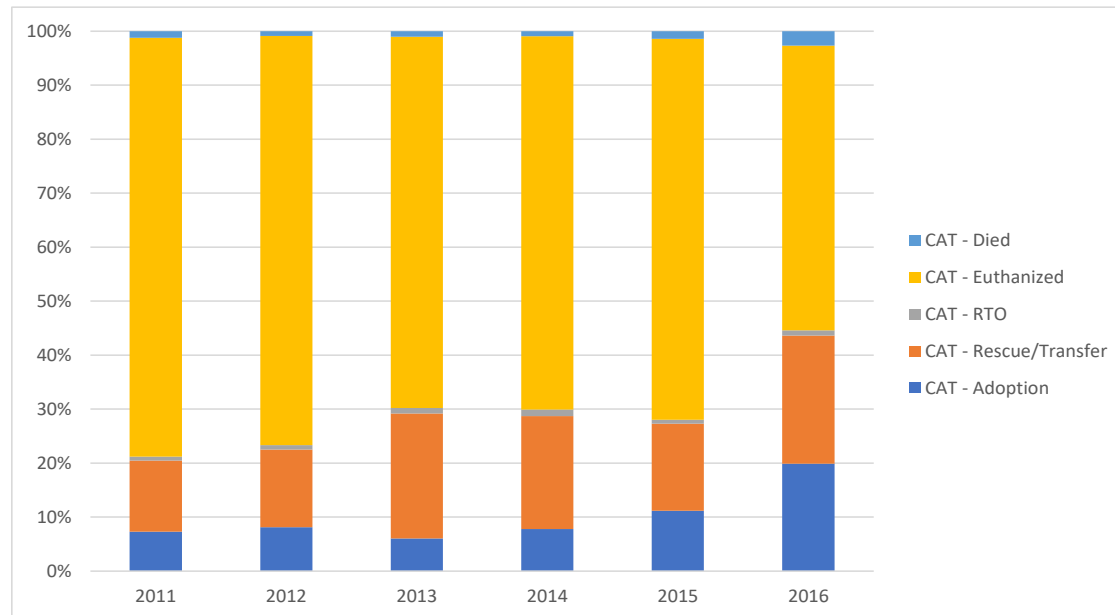
**Figure 79 Downey Daily Cat Intake Variation 06/2016**

## FELINE OUTCOME



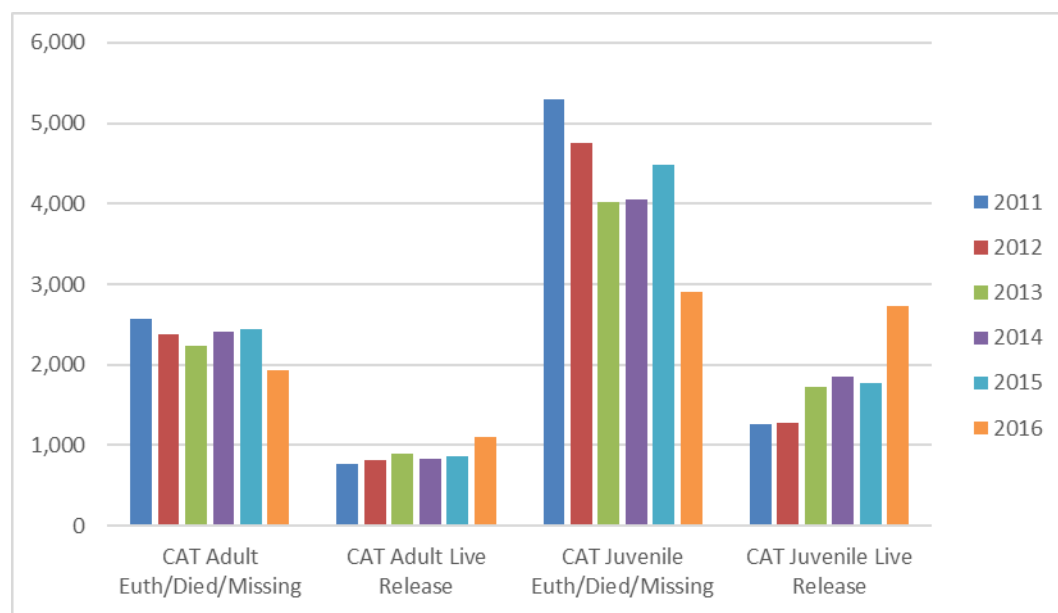
**Figure 80 Downey Annual Cat Outcomes 2011-2016**

The number of cats released alive has increased substantially (by nearly 2000, or 93% from 2011), however the majority of cats continue to be euthanized.



**Figure 81 Downey Annual Cat Outcomes as Percent of Total 2011-2016**

The greatest increase in live release has resulted from increasing adoptions, although rescue/transfer has also increased. Most cats are euthanized although this is trending downward.



**Figure 82 Downey Annual Cat Outcomes by Age 2011-2016**

Fewer than half the cats (adult or juvenile) are released alive. Slightly less than 3,000 juveniles were euthanized in 2016. The number of adult and juvenile cats euthanized is decreasing and live outcomes are increasing for both with marked increases in 2016.

### DOWNEY FELINE OUTCOMES BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

Feline Outcome Type	2014	2015	2016	3 year average
<b>RTO</b>	110 (1%)	69 (1%)	85 (1%)	<b>88 (1%)</b>
<b>Adoption</b>	697 (8%)	1,053 (11%)	1,705 (20%)	<b>1,152 (13%)</b>
<b>Rescue/Transfer</b>	1,878 (21%)	1,515 (16%)	2,037 (24%)	<b>1,810 (20%)</b>
<b>Euthanasia</b>	6,199 (68%)	6,640 (69%)	4,525 (52%)	<b>5,788 (63%)</b>
<b>Died</b>	86 (1%)	134 (1%)	229 (3%)	<b>150 (1%)</b>
<b>Missing/Escaped</b>	177 (2%)	149 (1%)	81 (1%)	<b>136 (1%)</b>
<b>Total</b>	<b>9,147</b>	<b>9,560</b>	<b>8,662</b>	<b>9,123</b>

\*RTO as % of stray intake: 85/7896, 1%

Trend is decreasing euthanasia and increasing adoption. 2016 had an increase in the number that died (from 1% to 3%). Rescue remains the most common live outcome for cats (24% versus 21%) although adoptions have increased as a percentage of overall and live outcomes.

### DOWNEY FELINE HOUSING - CURRENT

Housing Location	Single Cat Cages	<i>Number of Housing Units (Double Compartment) via Portalizing Existing Cages</i>
<b>Stray/Hold/Confiscate/Adoption</b>	84	<b>42</b>
<b>Unsocial</b>	88	<b>44</b>
<b>Isolation</b>	-	-
<b>Total Housing Units</b>	<b>172</b>	<b>86</b>
<b>Medical</b>	-	-
<b>Clinic</b>	9	-

## DOWNEY CALCULATED FELINE HOUSING NEEDS

FELINE HOUSING UNITS	Shelter: Downey		
Model:	Representative peak month 2014-2016/Average annual 2014-2016		
Annual intake:	9,167	% Capacity:	95% at peak; < 80% average
Animals per kennel:	1.9	Live release rate:	23%
Overall LOS (days):	6.2		
Housing type		# of units	Comments
Open selection		50	~ 25 traditional ADC at peak
Back of house		24	
Feral		16	
Isolation		20	
Special care/non infectious medical		20	
Neonates/flex		10	
Other			
Total housing units	140	Current total #:	172
Total Animals	279		
Sufficient for peak month at 90% full; up to 50% excess capacity at average times of year. Very short LOS for neonates results in relatively limited housing needs for this group. However, with the majority of neonates currently euthanized, may be potential need for > neonate housing to live outcome in future. <b>Length of stay is shorter to euthanasia than adoption or rescue and LOS is already relatively short, so improving outcomes overall will likely require more housing.</b> (3% adult cats adopted at peak month used in model; 12% overall). Lowest housing recommended per cat intake of any shelter due to short LOS and high euthanasia rate.			



General assumptions	
Intake	9,167
Live release	23%
% Cohoused	61%
Housed per unit	1.92
% neonate	33%
Neonates per unit	3.00
Average daily adoptions	4.69

LOS assumptions	
Overall LOS	6.2
LOS to adopt	8.80
LOS to rescue	12.20
LOS to euth	7.18
LOS to RTO	2.74

## DOWNEY OTHER ANIMAL HOUSING – CURRENT

List of current housing units for animals other than dogs and cats:

- Rabbit – Using one Shor-line 10' bank in Cattery
- Small mammal – Various plastic, plastic laminate and glass cages in Cattery
- Exotics – 1 turtle tub
- Barn – 6 wire cages with chickens on a rack
- Other caging location
  - 2 Intake tents
  - 19 cages of various sizes in Medical
  - Five - 7ft banks (3 used as laundry storage, 2 used as holding) in Sally port
- 10 cages ACO intake

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## DOWNEY OTHER ANIMAL HOUSING POTENTIAL FUTURE NEEDS

- Small Mammal
  - Rabbits, small rodents, reptiles, etc.
- Pet Birds
- Livestock
  - Horses, cattle, sheep, pigs, others
- Temporary individual housing for chickens and other fowl
- Temporary wildlife housing
- Outdoor cat housing
- Temporary hoarding case housing
- Natural Disaster/Emergency housing

# LA County Agoura

UC Davis Koret Shelter Medicine Program, 04/2017

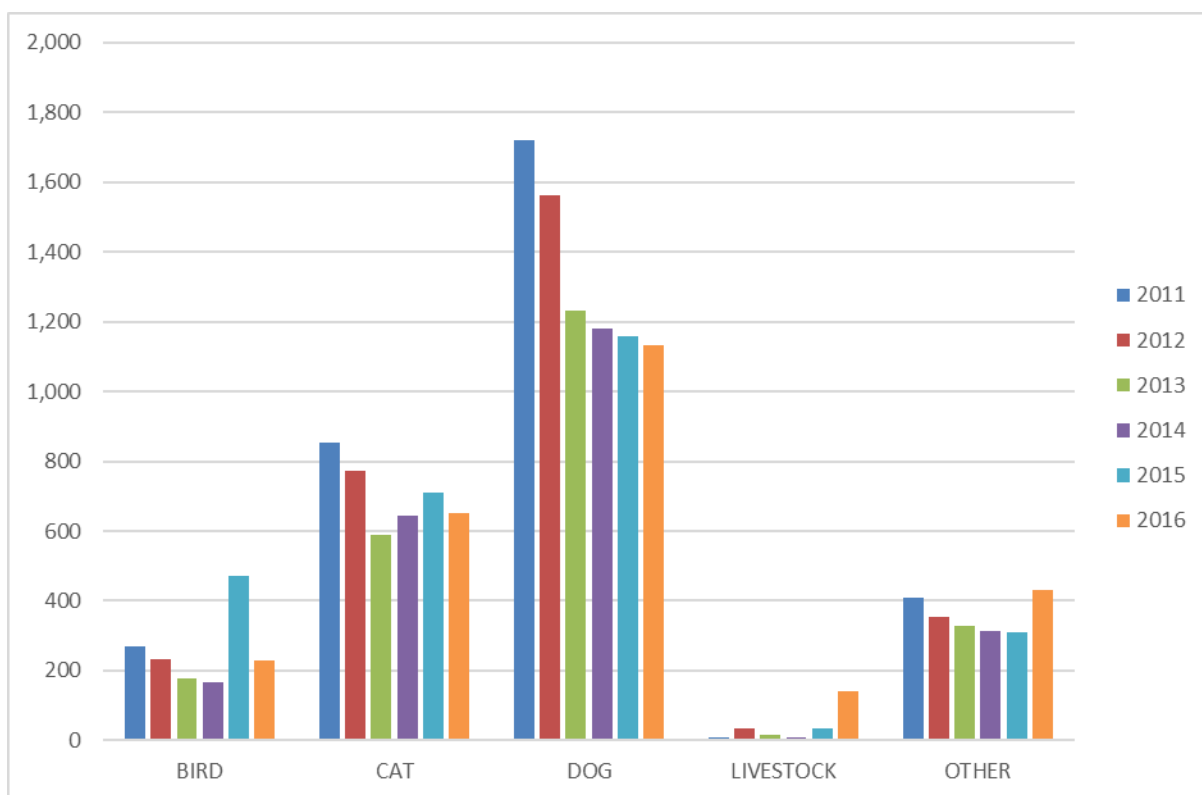


## AGOURA EXECUTIVE SUMMARY

Animal housing type and number is a key element of facility design and profoundly affects initial and ongoing operational costs for an animal shelter. This report provides the recommended numbers of housing units based on the average intake for the last three years, which incorporates recent downward trends while leaving some flexibility should those trends reverse with increasing shelter use or population. Current care facility allocations to outcomes: adoption, rescue/transfer, euthanasia, died and return to owner, were used in the calculations as ongoing trends towards increasing live release are expected to be sustained if not enhanced by new or renovated facilities.

In addition to housing recommendations and a general breakdown of housing types, this report provides a detailed overview of intake and outcome trends for dogs and cats at the Agoura Animal Care Center. This information can be used to refine assumptions as facility design progresses.

Other types of animals may enter this facility (birds, small mammals, reptiles, livestock and others). Those that have entered the facility are included in the intake overview graph in the executive summary. The current housing available for these types of animals is listed in the report as well as considerations for housing needs that may be needed in the future.



**Figure 83 Agoura Annual Intakes 2011-2016**

## CAPACITY CALCULATION METHODS

Live intake numbers and length of stay (LOS) are the basis for calculating an animal care center's capacity needs. Current LOS data were used for each facility. To reduce any site-specific fluctuations yet incorporate recent intake trends, the last three years were averaged and used (unless noted otherwise) in the capacity calculator to provide the site-specific capacity needs.

## INTAKE, LIVE RELEASE AND HOUSING SUMMARY TABLE

Agoura	Annual Live Intake (3 Year Ave.)	Live Release 2016	Current Number of Housing Units	Recommended Housing Units for Current Needs
Dogs	1,158	>90%	51	64
Cats	669	87%	59	60

## DOGS

2016 intake was 1,132 and live release >90%. The number of dogs admitted has decreased substantially (34% since 2011 and 4% in the last three years). Live release as an absolute number has also decreased since it peaked in 2011. Adoptions have decreased as a percentage of outcomes and rescue/transfer has played a significant but variable role. Return to owner has an upward trend. Return to Owner is about 62% of stray intakes.

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with approximately 10% of intake being juveniles.

Recommended capacity is 64 kennels given average intake and current outcomes and length of stay.

There is a mismatch between needed housing and current housing. **This facility does not have sufficient number of housing units to meet intake needs for dogs. Needed capacity with current programs and length of stay is 64 housing units. Current capacity is 51 housing units with a difference remaining of 13 housing units.**

Current housing is of adequate type (double compartment), however **the quality of the housing does not meet the needs for today's sheltering best practices: no isolation kennels, lack of cleanability (concrete floors) and disease prevention, limited ability to control public access and high need for maintenance.**

**Overall there is an insufficient number of physical housing units and supporting structures to provide for current dog sheltering needs at this facility.**

---

**CATS**

2016 intake is 650 and live release about 87%. The number of cats admitted has decreased some (24% since 2011 and no change in the last three years). Stray and owner surrender each make up approximately 50% of the intakes. Adoption remains the most common outcome, although live release has decreased in number. RTO as a percentage of stray is 14%!

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with about 43% of intake being juveniles.

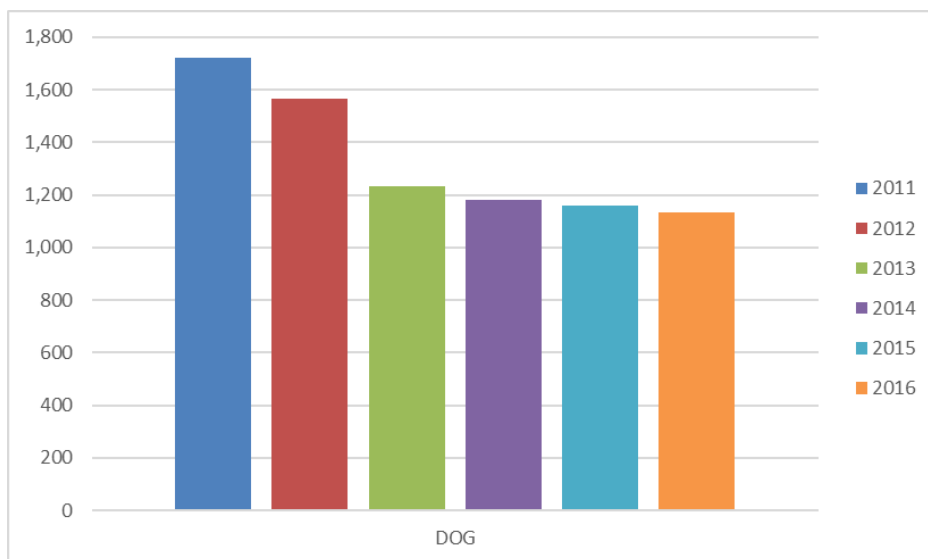
Recommended capacity is 60 housing units given average intake and current outcomes and length of stay.

**The current housing type is not adequate for humanely housing cats. Retrofitting the existing housing to double compartment housing (adding pass-throughs or portals) would make them adequate in type for housing shelter cats. If retrofitted - the number of adequate housing units this facility would be below the calculated needed number of housing units. Housing units needed in addition to retrofitting existing: 31 double compartment units of appropriate size (9 ft<sup>2</sup> of floor space or larger)**

## AGOURA 2011- 2016 SHELTER DATA AND TRENDS

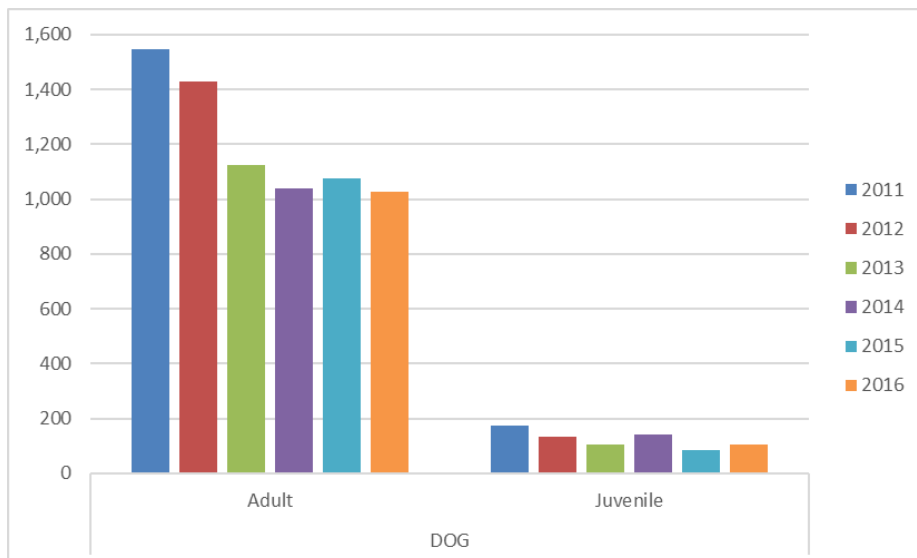
### DOGS

#### DOG INTAKE



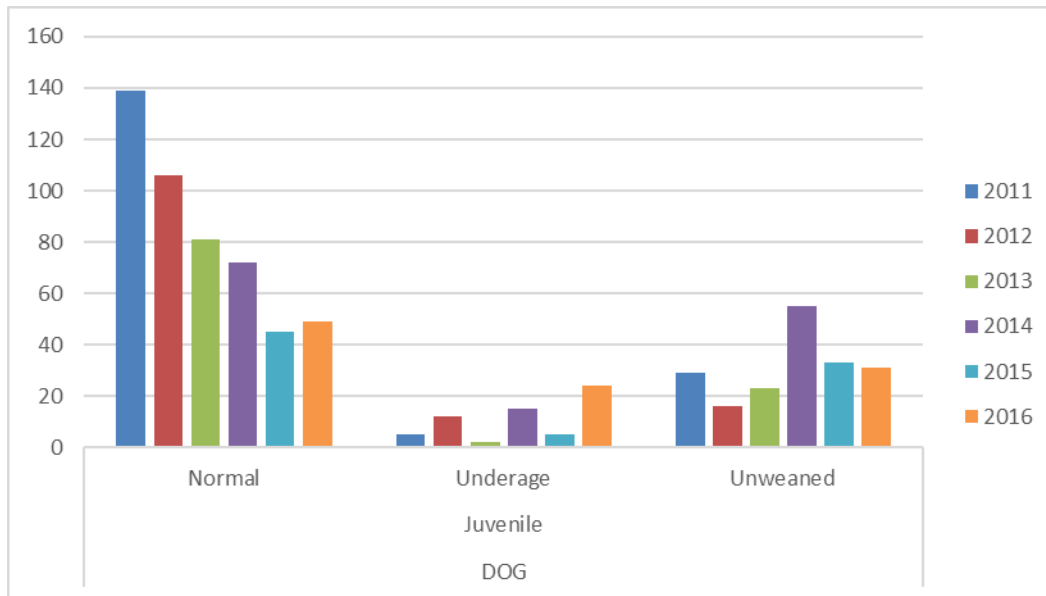
**Figure 84 Agoura Annual Dog Intakes 2011-2016**

Live intake of dogs has decreased 34% from 2011 to 2016 and 4% in the last 3 years.



**Figure 85 Agoura Annual Dog Intake by Age 2011-2016**

Dog intake by age: 91% Adult and 9% Juvenile (2016)



**Figure 86 Agoura Annual Juvenile Dog Intakes 2011-2016**

Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (47%), underage (23%) and unweaned (30%) (2016). *(see QC Notes, # 19 in the Agoura Data Report for classification methods)*



#### AGOURA CANINE INTAKE BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

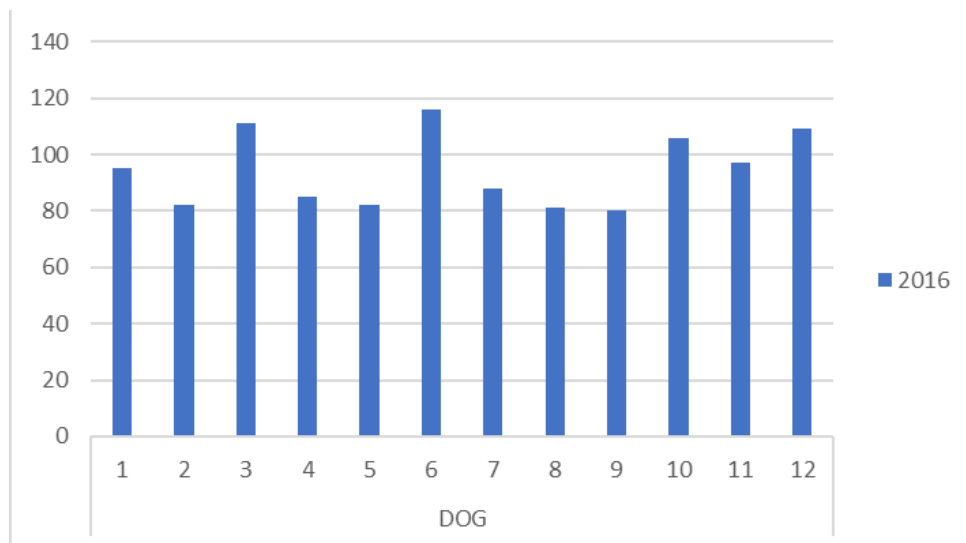
Canine Intake Type	2014	2015	2016	3 year average
Stray	632 (53%)	627 (54%)	633 (56%)	<b>631 (54%)</b>
Owner Surrender	506 (43%)	455 (39%)	424 (37%)	<b>462 (40%)</b>
Custody	44 (4%)	66 (6%)	60 (5%)	<b>57 (5%)</b>
Transfer		11 (1%)	15 (1%)	<b>13 (1%)</b>
Total	1,182	1,159	1,132	<b>1,158</b>

Intake types are relatively consistent, owner surrenders are decreasing.

#### AGOURA 2014 - 2016 AVERAGE CANINE INTAKE AND PEAK CANINE INTAKE

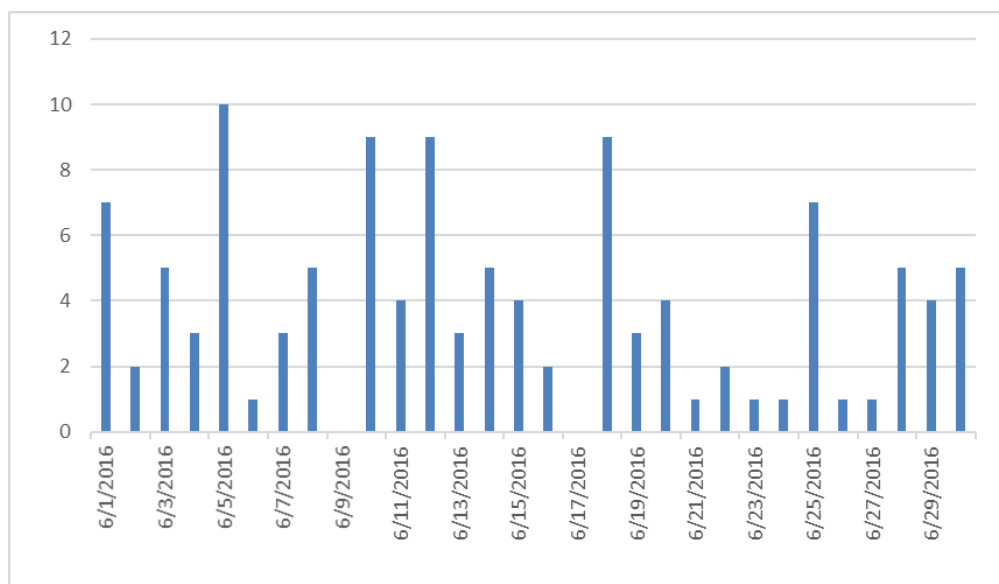
- Average monthly intake: 91 dogs
- Average daily intake: 3 dogs
- Ave Peak intake 124 (130, 126, 116 (Sept., Sept., June))
- Peak average daily intake: 4 dogs

### CANINE MONTHLY INTAKE AND PEAK MONTH CANINE DAILY INTAKE TABLES



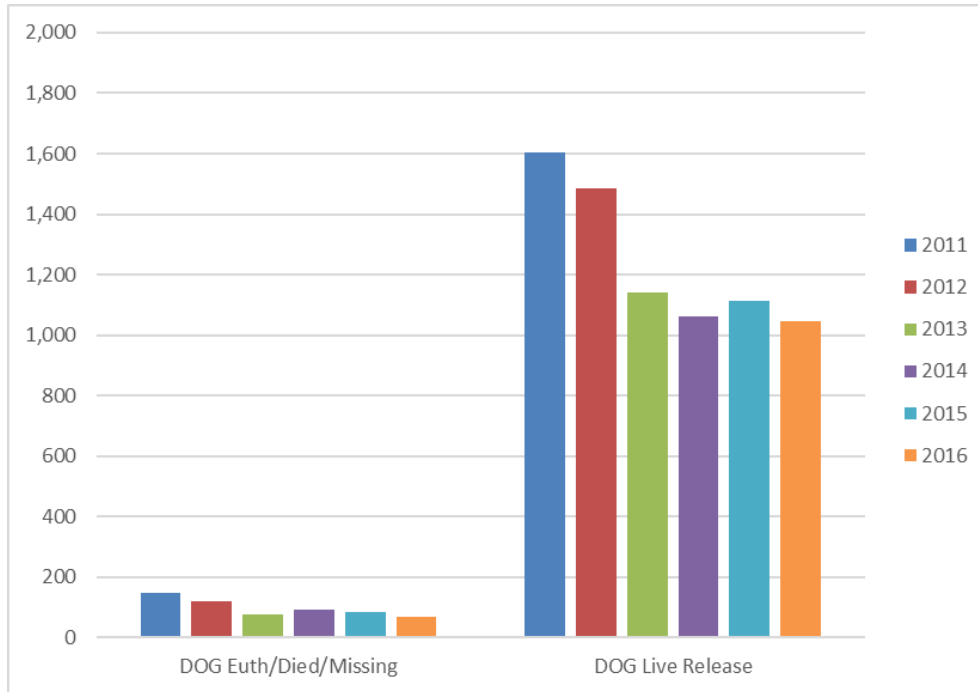
**Figure 87 Agoura Monthly Dog Intake Variation 2016**

(1= January, 2= February, 3= March, etc.)



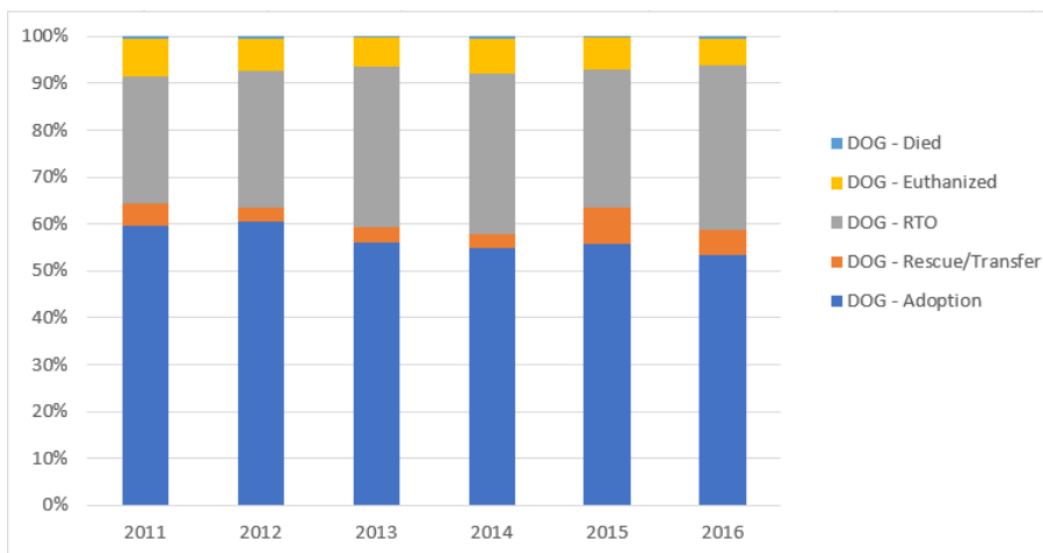
**Figure 88 Agoura Daily Dog Intake Variation 06/2016**

## CANINE OUTCOME



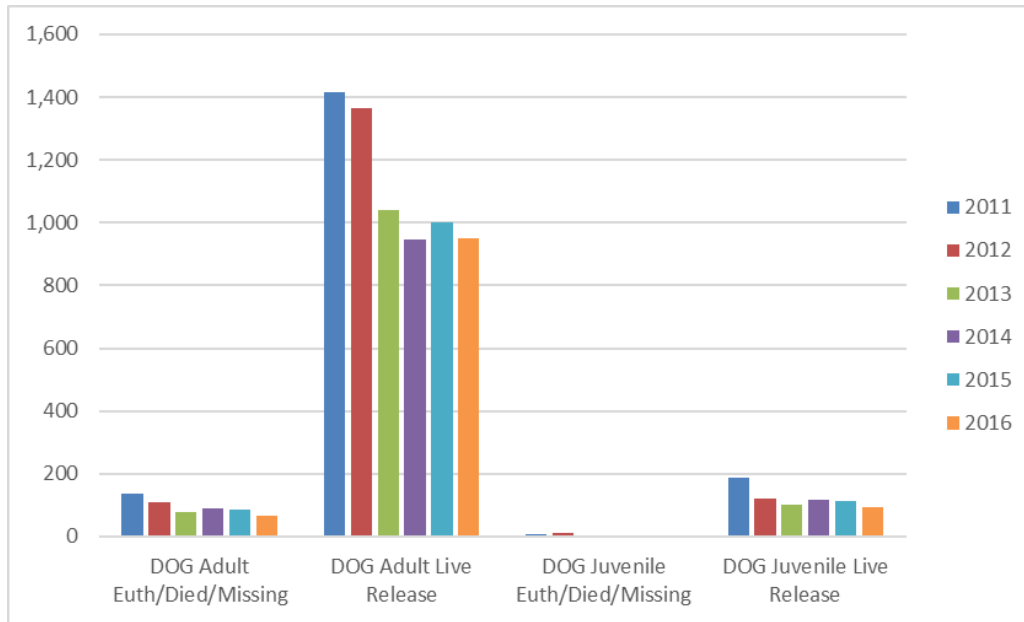
**Figure 89 Agoura Annual Dog Outcomes 2011-2016**

Consistently low euthanasia numbers and live release numbers are falling slightly



**Figure 90 Agoura Annual Dog Outcomes as Percent of Total 2011-2016**

As a percentage of outcomes RTO is increasing, euthanasia is decreasing, transfer is variable, and adoption is decreasing



**Figure 91 Agoura Annual Dog Outcomes by Age 2011-2016**

The number of euthanasias continue to decline and the number of adults and juveniles with a live release outcome has decreased

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**AGOURA CANINE OUTCOMES BY TYPE: 2014 – 2016 AND 3 YEAR AVERAGE**

<b>Canine Outcome Type</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>3 year average</b>
<b>RTO</b>	396 (34%)	350 (29%)	391 (35%)	<b>379 (33%)</b>
<b>Adoption</b>	631 (55%)	670 (56%)	596 (54%)	<b>632 (55%)</b>
<b>Rescue/Transfer</b>	35 (3%)	93 (8%)	57 (5%)	<b>62 (5%)</b>
<b>Euthanasia</b>	84 (7%)	85 (7%)	65 (6%)	<b>78 (7%)</b>
<b>Died</b>	7 (0.6%)	1 (0.1%)	5 (0.4%)	<b>4 (0.3%)</b>
<b>Missing/Escaped</b>	2			
<b>Total</b>	<b>1,155</b>	<b>1,200</b>	<b>1,114</b>	<b>1,156</b>

*\*2016 RTO as % of stray intake 391/633, 62%*

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**DOG SIZE**

Dogs labeled as Chihuahuas (conservative proxy for small dogs) made up 14% of the average overall intake (2014-2016) at the Agoura Animal Care Facility.

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AGOURA CANINE HOUSING - CURRENT

Housing Location	Kennels Double Compartment Units	Single Cages
Stray/Hold/Confiscate	51	-
Adoption	-	-
Isolation	-	-
Total Housing Units	<b>51</b>	
Medical	-	-
Clinic Sx Recovery Units	-	15

---

AGOURA CALCULATED CANINE HOUSING NEEDS

CANINE HOUSING UNITS			
Shelter:		Agoura	
Model:	Average intake 2014-2016; current LOS and outcomes		
Annual intake:	1,158	% Capacity:	80%
Animals per kennel:	1.1		
Overall LOS (days):	15.6	Live release rate:	94%
Housing type		# of units	Comments
Open selection		36	Mainly adoption at current LOS
Flex (non-public access possible)		12	
Special care/non-infectious medical		6	Flex for more iso if needed
Custody		4	
Isolation		6	
Other			
Other			
Total Recommended Housing Units for Current Needs	64	Current total #: 51 kennels	
Total Animals	70		
Current LOS to adoption is prolonged (up to 2x > optimal/average for other facilities); this may reflect excess housing capacity at current facility for current intake and adoption rate. <b>If new facility is planned based on current LOS, excess shelter capacity may be available to support transfers from other facilities, or it may be possible reduce kennel numbers based on closer analysis of LOS.</b>			

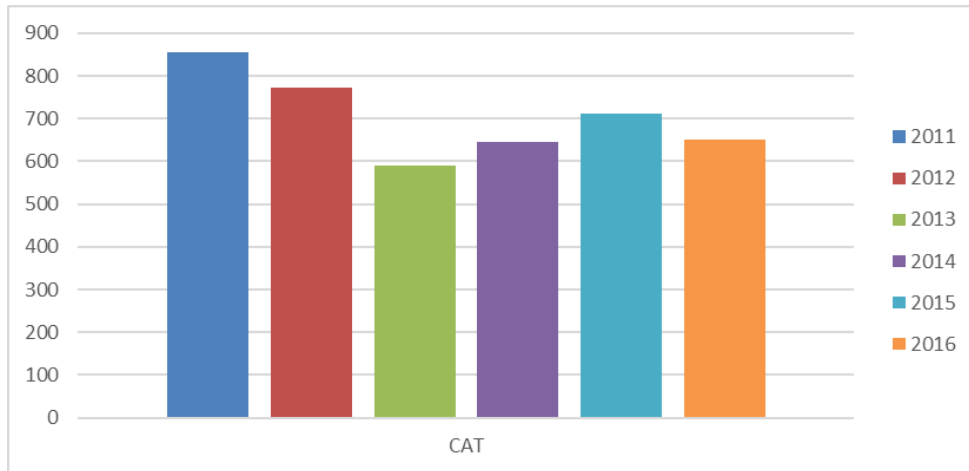
General assumptions	
Intake	1,158
Live release	94%
% Cohoused	9%
Housed per run	1.09
Average daily adoptions	1.68

LOS assumptions	
Overall LOS	15.6
LOS to adopt	22.99
LOS to rescue	23.59
LOS to euth	23.32
LOS to RTO	1



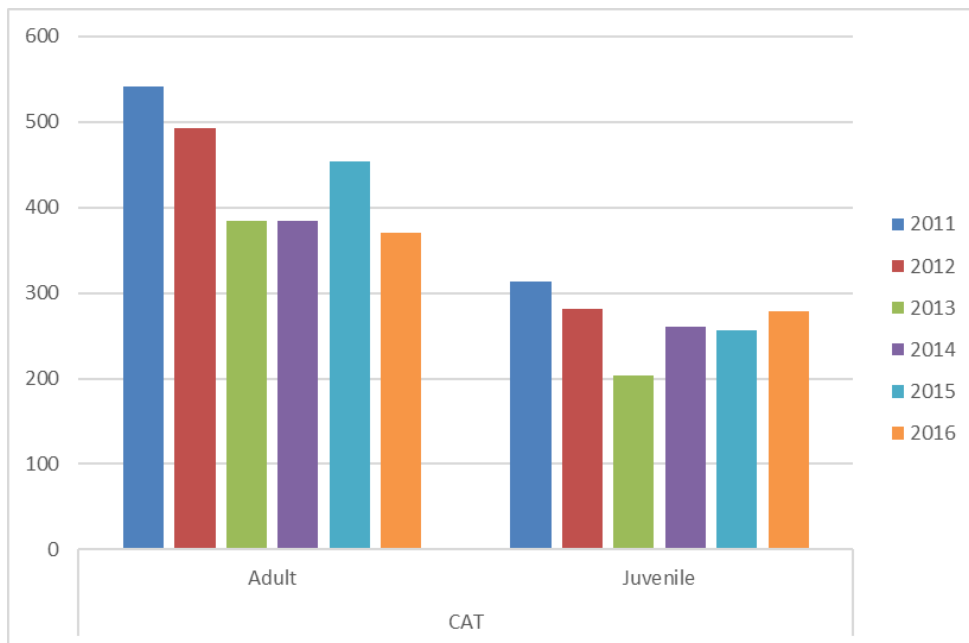
## CATS

## CAT INTAKE



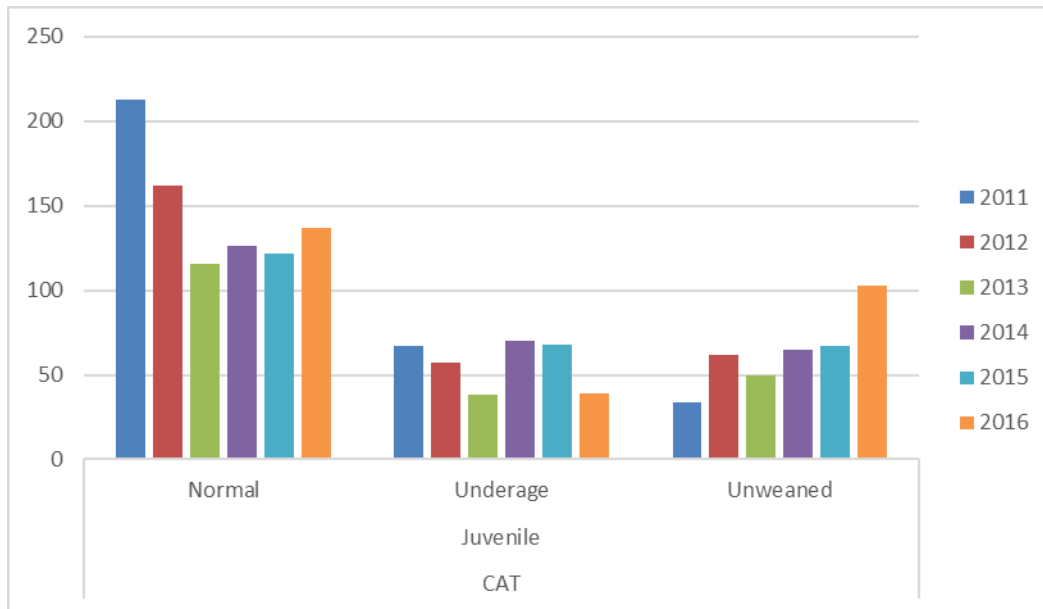
**Figure 92 Agoura Annual Cat Intakes 2011-2016**

Live intake decreased initially and has generally stabilized over the last 4 years. The decrease from 2011 to 2016 was 24% and essentially no change in intake over the last three years.



**Figure 93 Agoura Annual Cat Intakes by Age 2011-2016**

Cat intake by age: 57% Adult and 43% Juvenile (2016)



**Figure 94 Agoura Annual Juvenile Cat Intakes 2011-2016**

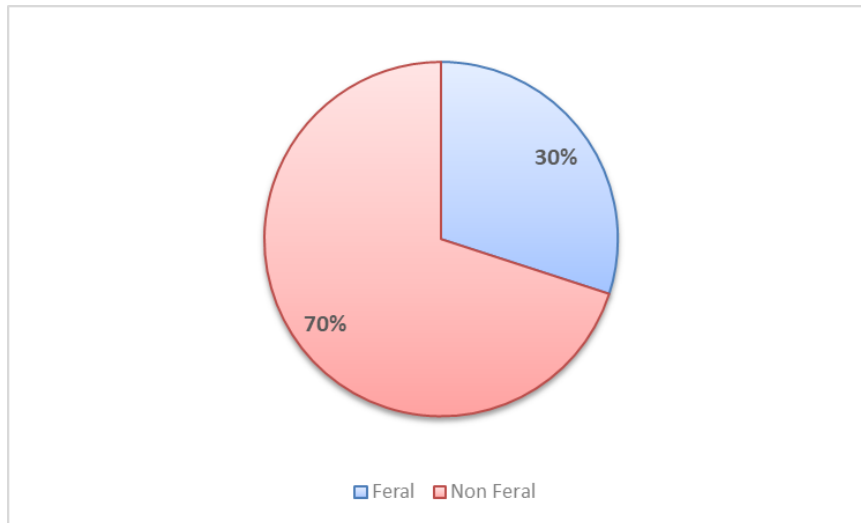
Juvenile Intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (48%), underage (14%) and unweaned (47%) (2016), using shelter data (see QC Notes, # 19 in the Agoura Data Report for the classification methods)

#### AGOURA FELINE INTAKE BY TYPE: 2014-2016 AND 3 YEAR AVERAGE

Feline Intake Type	2014	2015	2016	3 year average
Stray	342 (53%)	283 (40%)	336 (52%)	<b>320 (48%)</b>
Owner Surrender	299 (46%)	409 (58%)	292 (45%)	<b>333 (50%)</b>
Custody	3 (0.5%)	19 (3%)	21 (3%)	<b>14 (2%)</b>
Transfer	1		1	<b>1 (0.1%)</b>
<b>Total</b>	<b>645</b>	<b>711</b>	<b>650</b>	<b>669</b>

Owner surrenders and stray intakes are each nearly 50% of the intakes

## STRAY CAT INTAKE TYPE



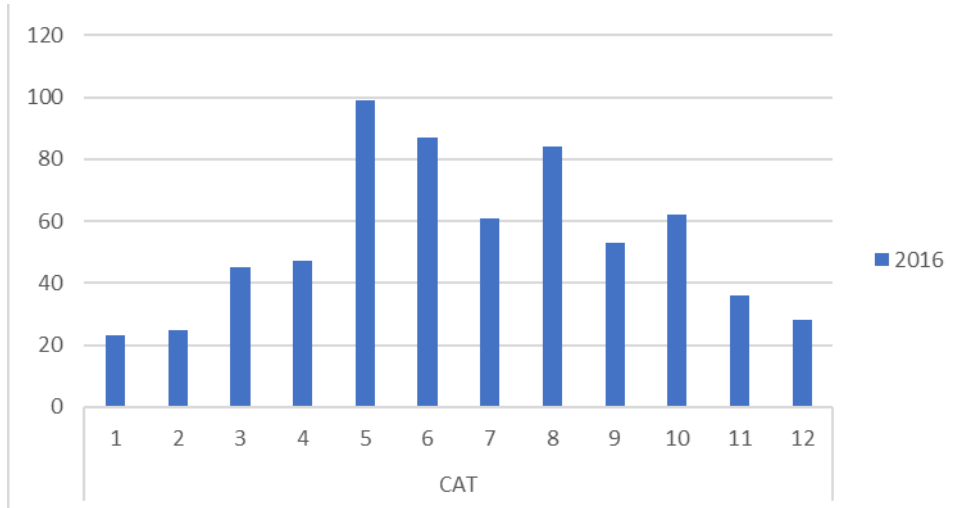
**Figure 95 Agoura Stray Cat Intake Type Estimate 2011-2016**

*The proportion of cats admitted as non-feral vs. feral was estimated for housing planning purposes. This was calculated by subtracting the number of cats euthanized for “behavior” or “feral” from the total number of stray cats admitted. An estimated 30% of cats are feral. Agoura workbook tab: Cats for CC)*

## AGOURA 2014 – 2016 AVERAGE FELINE INTAKE AND PEAK FELINE INTAKE

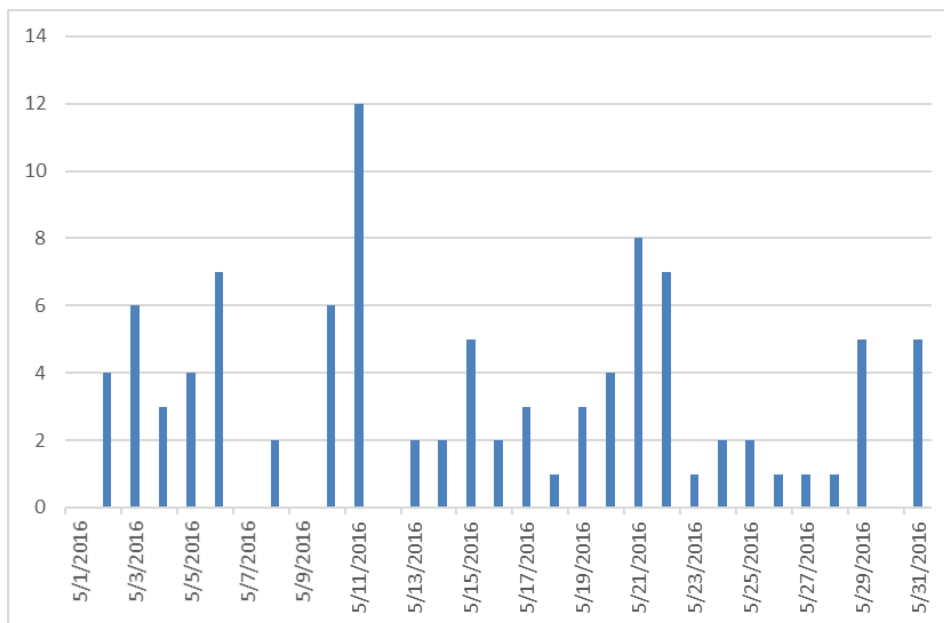
- 3-year average monthly intake: 56 cats
- Average daily intake: 2 cats
- 3-year average peak intake for cats has occurred in May, November and May in the last three years: 107 cats (91% increase over average)
- Average daily intake at peak: 3.6 cats
- 3-year average percent of intakes that are juveniles, 40%
- Average peak juvenile intake: 54 (May/June are the months this occurs in and accounts for about 50% of cat intakes)

## FELINE MONTHLY INTAKE AND PEAK MONTH FELINE DAILY INTAKE TABLES



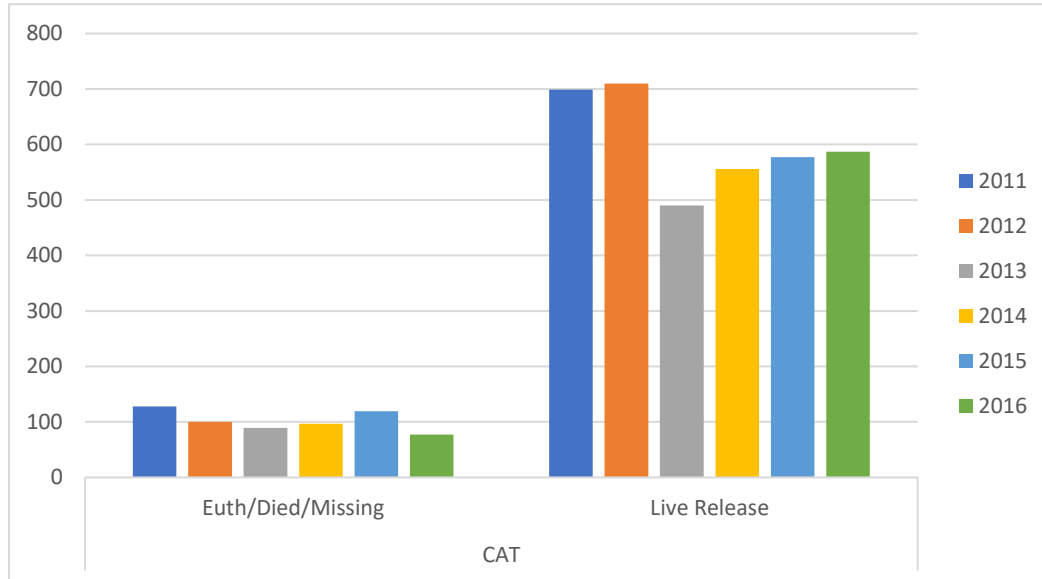
**Figure 96 Agoura Monthly Cat Intake Variation 2016**

(1= January, 2= February, 3= March, etc.)



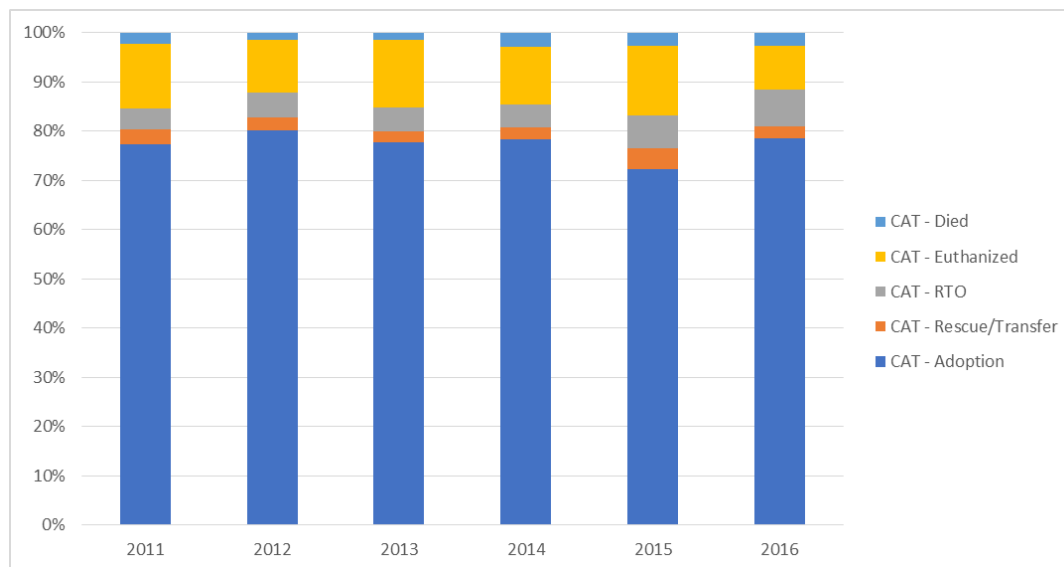
**Figure 97 Agoura Daily Cat Intake Variation 05/2016**

## FELINE OUTCOME



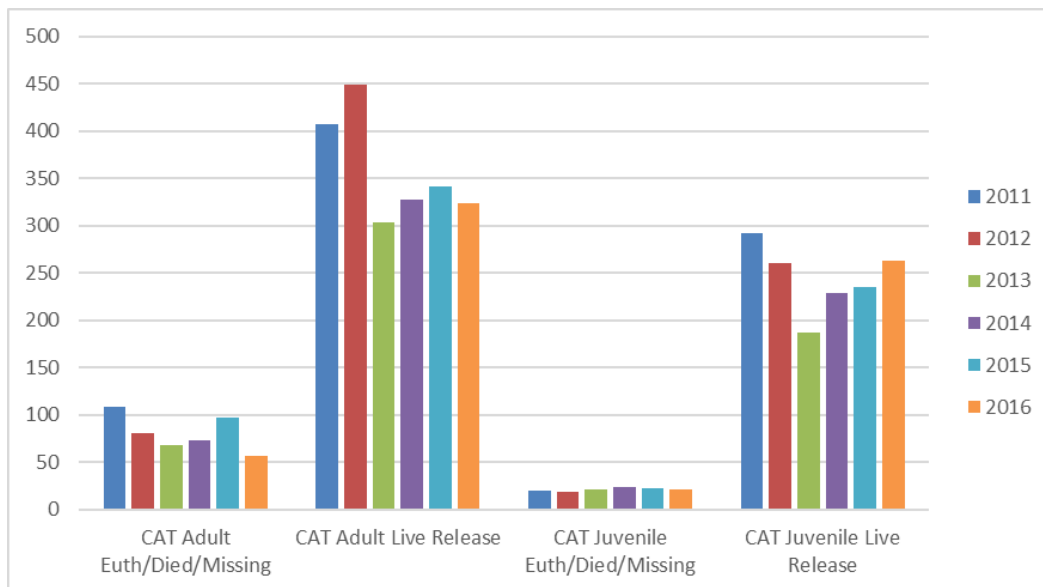
**Figure 98 Agoura Annual Cat Outcomes 2011-2016**

The number of cats leaving euth/died/missing is consistently low. The live release number has been increasing since 2013.



**Figure 99 Agoura Annual Cat Outcomes as Percent of Total 2011-2016**

Most cats are adopted from this facility. A relatively high percentage of cats are returned to their owners from this shelter- 39 cats a year on average. (Baldwin Park, for example, only has 79 RTO on average out of 9,000 annual intakes.)



**Figure 100 Agoura Annual Cat Outcomes by Age 2011-2016**

Live release numbers of adult and juvenile cats have decreased since 2011/2012 and now stabilized in the adults and is increasing in the juveniles though not as high as the 2011 numbers

### AGOURA FELINE OUTCOMES BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

Feline Outcome Type	2014	2015	2016	3 year average
<b>RTO</b>	31 (5%)	46 (7%)	49 (7%)	<b>42 (6%)</b>
<b>Adoption</b>	510 (78%)	502 (72%)	522 (79%)	<b>511 (76%)</b>
<b>Rescue/Transfer</b>	15 (2%)	29 (4%)	16 (2%)	<b>20 (3%)</b>
<b>Euthanasia</b>	75 (11%)	98 (14%)	59 (9%)	<b>77 (11%)</b>
<b>Died</b>	19 (3%)	19 (3%)	18 (3%)	<b>19 (3%)</b>
<b>Missing/Escaped</b>	3 (0.5%)	2 (0.3%)		<b>3 (0.2%)</b>
<b>Total</b>	<b>653</b>	<b>696</b>	<b>664</b>	<b>671</b>

\*RTO as % of stray intake: 49/336, 14%

High percentage of outcomes are adoptions, and this has been consistent over time.

### AGOURA FELINE HOUSING - CURRENT

Housing Location	Single Cat Cages	<i>Number of Housing Units (Double Compartment) via Portalizing Existing Cages</i>
Stray/Hold/Confiscate	-	-
Adoption	29	<i>14</i>
Isolation	20	<i>10</i>
Unsocial/Feral	10	<i>5</i>
Total Housing Units	<b>59</b>	<i><b>29</b></i>
Medical	-	-
Clinic	15	-

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 AGOURA CALCULATED FELINE HOUSING NEEDS
 

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FELINE HOUSING UNITS		Shelter: Agoura	
Model:	Average 2014-2016 for intake; current outcomes		
Annual intake:	669	% Capacity:	95% at peak; < 80% average
Animals per kennel:	1.4	Live release rate:	85%
Overall LOS (days):	27.7		
Housing type		# of units	Comments
Open selection		30	Primarily adoptions at current LOS
Back of house		10	
Feral		2	Combine with back of house
Isolation		6	
Special care/noninfectious medical		6	
Neonates/flex		6	
Other			
Total Recommended Housing Units for Current Needs	60	Current total #: 59	
Total Animals	93		
Sufficient for peak month at 90% and ~ double required housing for average times of years. Current LOS to adoption is prolonged (up to 2x > optimal/average for other L.A. county shelters). Unless special rehabilitation programs are in place at this shelter, prolonged LOS may reflect excess housing capacity at current facility for current adoption rate. <b>If new facility size is planned based on current LOS (as in this model), excess shelter capacity may be available to support transfers from other facilities.</b> If preferred, it <b>may be possible to reduce housing unit requirements based on closer analysis of LOS.</b> Current recommendations will support peak at 90% capacity and be ~ double required capacity at average times of year. Unusually high proportion of owner surrendered adults (> 50% of all adults) leads to limited back of house requirements.			



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General assumptions	
Intake	669
Live release	85%
% Cohoused	26%
Housed per unit	1.39
% neonate	42%
Neonates per unit	3.00
Average daily adoptions	1.38

LOS assumptions	
Overall LOS	27.7
LOS to adopt	30.32
LOS to rescue	2.16
LOS to euth	39.27
LOS to RTO	0.91

## AGOURA OTHER ANIMAL HOUSING – CURRENT

List of current housing units for animals other than dogs and cats:

- Rabbit – 1 hutch
- Small mammal – (6) 24" w x 18" cages
- Farm Housing
  - Horse stall – 10 stalls in new structure, 20 moveable stalls, 1 round pen
  - Barn Stalls - 3
- Other housing
  - 3 cages – Shoreline on wheels Location- RVT
  - 2 mobile transport units outside

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## AGOURA OTHER ANIMAL HOUSING POTENTIAL FUTURE NEEDS

- Small Mammal
  - Rabbits, small rodents, reptiles, etc.
- Pet Birds
- Livestock
  - Horses, cattle, sheep, pigs, others
- Temporary individual housing for chickens and other fowl
- Temporary wildlife housing
- Outdoor cat housing
- Temporary hoarding case housing
- Natural Disaster/Emergency housing

# LA County Castaic

UC Davis Koret Shelter Medicine Program, 04/2017



## CASTAIC EXECUTIVE SUMMARY

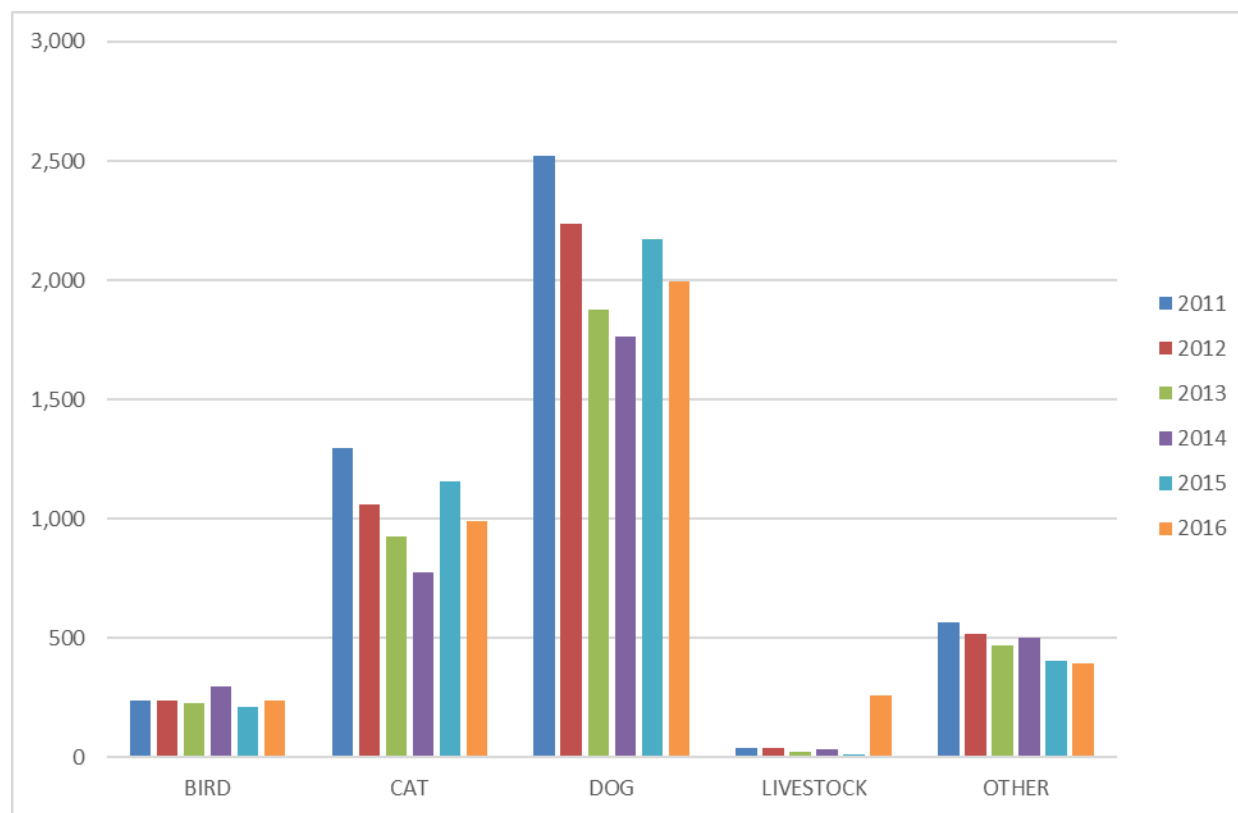
Animal housing type and number is a key element of facility design and profoundly affects initial and ongoing operational costs for an animal shelter. This report provides the recommended numbers of housing units based on the average intake for the last three years, which incorporates recent downward trends while leaving some flexibility should those trends reverse with increasing shelter use or population. Current care facility allocations to outcomes: adoption, rescue/transfer, euthanasia, died and return to owner, were used in the calculations as ongoing trends towards increasing live release are expected to be sustained if not enhanced by new or renovated facilities.

In addition to housing recommendations and a general breakdown of housing types, this report provides a detailed overview of intake and outcome trends for dogs and cats at the Castaic Care Center. This information can be used to refine assumptions as facility design progresses.

Other types of animals may enter this facility (birds, small mammals, reptiles, livestock and others).

Those that have entered the facility are included in the intake overview graph below.

The current housing available for these types of animals is listed in the report as well as considerations for housing needs that may be needed in the future.



**Figure 101 Castaic Annual Intakes 2011-2016**

## CAPACITY CALCULATION METHODS

Live intake numbers and length of stay (LOS) are the basis for calculating an animal care center's capacity needs. Current LOS data were used for each facility. To reduce any site-specific fluctuations yet incorporate recent intake trends, the last three years were averaged and used (unless noted otherwise) in the capacity calculator to provide the site-specific capacity needs.

## INTAKE, LIVE RELEASE AND HOUSING SUMMARY TABLE

Castaic	Annual Live Intake (3 Year Ave.)	Live Release 2016	Current Number of Housing Units	Recommended Housing Units for Current Needs
Dogs	1,976	80%	54	80
Cats	975	70%	64	40

## DOGS

2016 intake was 1,993 and live release about 80%. Live intake of dogs between 2012-2016 has been lower than 2011 (by 21% in 2016 compared to 2011), it has fluctuated in the last four years with slightly higher intakes in the last two years (2015, 2016) than the previous two years (2013, 2014).

Live release as an absolute number has also fluctuated, with lower numbers in 2013-2014 compared to before and after. As a percentage of outcomes, adoption and euthanasia is decreasing, rescue/transfer is increasing, and RTO is relatively consistent at about 25%.

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with 10% of intake being juveniles.

Recommended capacity is 80 kennels given average intake and current outcomes and length of stay.

There is a mismatch between needed housing and current housing. **This facility does not have sufficient number of housing units to meet intake needs for dogs. Needed capacity for single housing of adult dogs with current programs and length of stay is 80 housing units. Current capacity is 54 kennels, a difference of 26 kennels.**

**The Quality of the housing units does not meet the needs for today's sheltering best practices: no isolation kennels, lack of cleanability (concrete floors) and disease prevention, limited ability to control public access and a high need for maintenance.**

**Overall there is an insufficient number of physical housing units and supporting structures to provide for current dog sheltering needs at this facility.**

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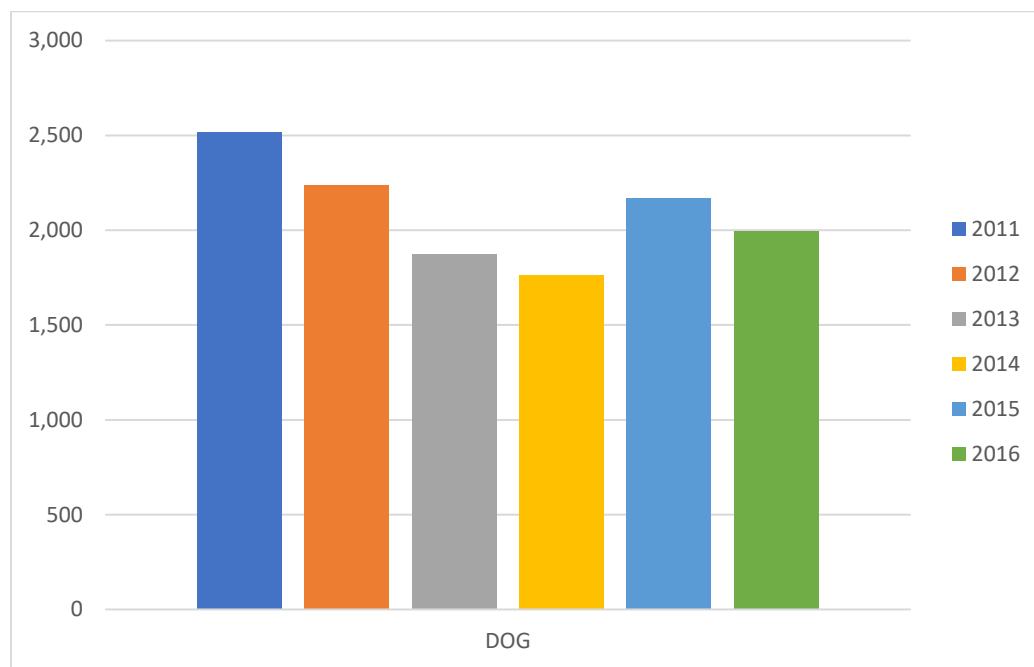
**CATS**

2016 intake was 993 and live release about 70%. Intake decreased from 2011-2014, then rose in 2015 and decreased again slightly in 2016. Overall, intake in 2016 was 23% lower than the high in 2011 but 28% higher than 2014. Adoption is the most common outcome (between 50-60%) and rescue has increased modestly from 2% in 2014 to 8% in 2016.

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with about 45% of intake being juveniles.

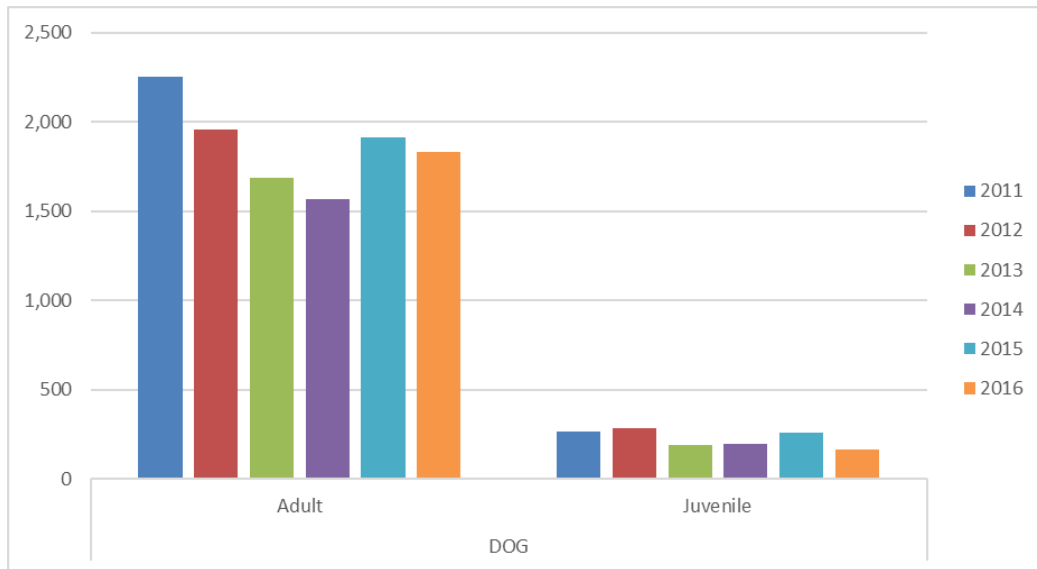
Recommended capacity is 90 housing units given average intake and current outcomes and length of stay. There was relatively high daily variation within peak months, resulting in increased short term capacity requirements over the recommended level. This can be managed by shortening length of stay during limited peak intake periods.

**The current housing type is not adequate for humanely housing cats. Retrofitting the existing housing to double compartment housing (adding pass-throughs or portals) would make them adequate in type for housing shelter cats. If retrofitted - the number of adequate housing units this facility would have is below the calculated needed number of housing units. Housing units needed in addition to retrofitting existing: 12 double compartment units of appropriate size (9 ft<sup>2</sup> of floor space or larger)**

**CASTAIC 2011- 2016 SHELTER DATA AND TRENDS****DOGS****DOG INTAKE**

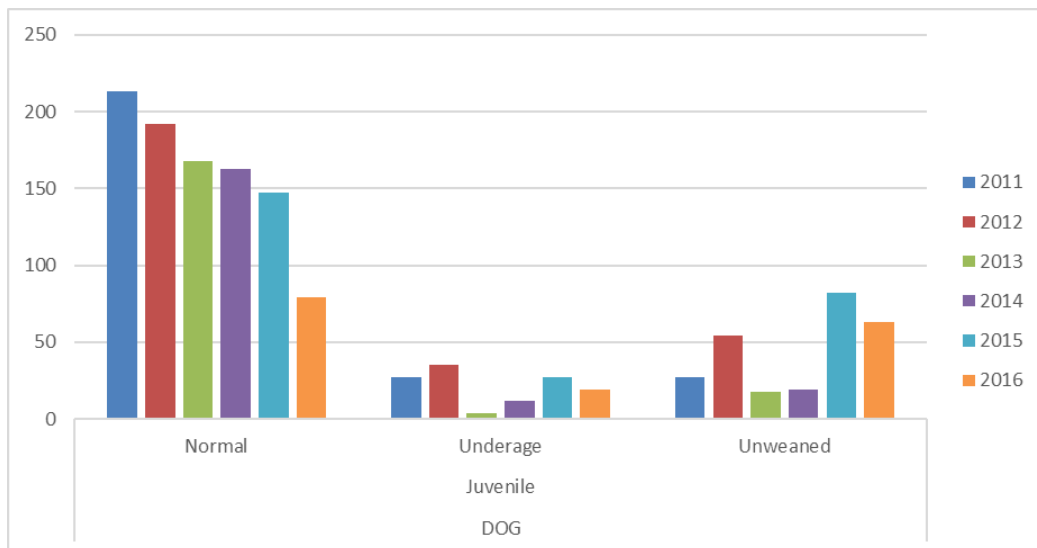
**Figure 102 Castaic Annual Dog Intakes 2011-2016**

Live intake of dogs between 2012-2016 has been lower than 2011 (by 21% in 2016 compared to 2011), it has fluctuated in the last four years with slightly higher intakes in the last two years (2015, 2016) than the previous two years (2013, 2014).



**Figure 103 Castaic Annual Dog Intakes by Age 2011-2016**

Dog intake by age: 92% Adult and 8% Juvenile (2016)



**Figure 104 Castaic Annual Juvenile Dog Intakes 2011-2016**

Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (49%), underage (12%) and unweaned (39%) (2016). (see QC Notes, # 19 Castaic Data Report for classification methods)



#### CASTAIC CANINE INTAKE BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

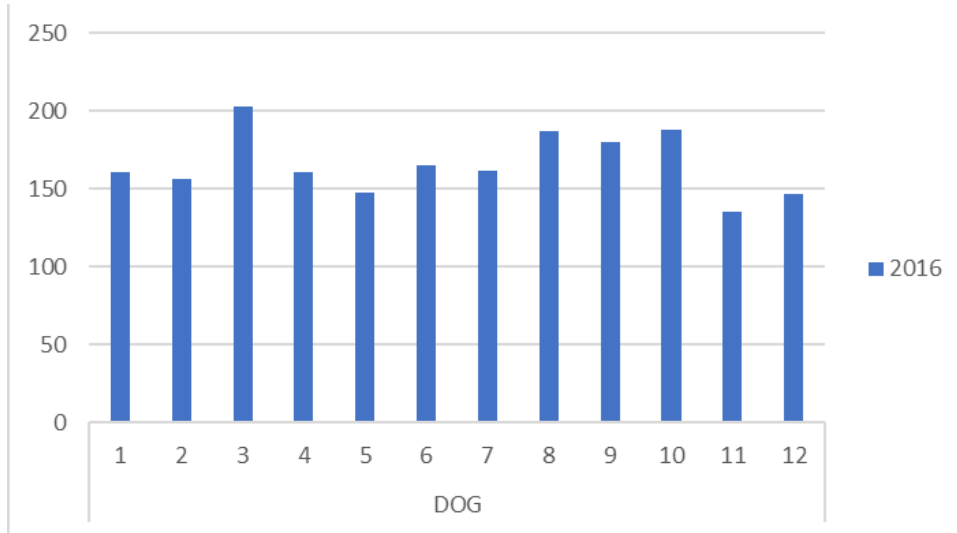
Canine Intake Type	2014	2015	2016	3 year average
Stray	1,048 (59%)	1,287 (59%)	1,112 (56%)	<b>1,149 (58%)</b>
Owner Surrender	661 (37%)	801 (37%)	709 (36%)	<b>724 (37%)</b>
Custody	55 (3%)	82 (4%)	53 (3%)	<b>63 (3%)</b>
Transfer			119 (6%)	<b>40 (2%)</b>
Total	1,764	2,170	1,993	<b>1,976</b>

Transfer appears to be a new intake type in 2016

#### CASTAIC 2014 - 2016 AVERAGE CANINE INTAKE AND PEAK CANINE INTAKE

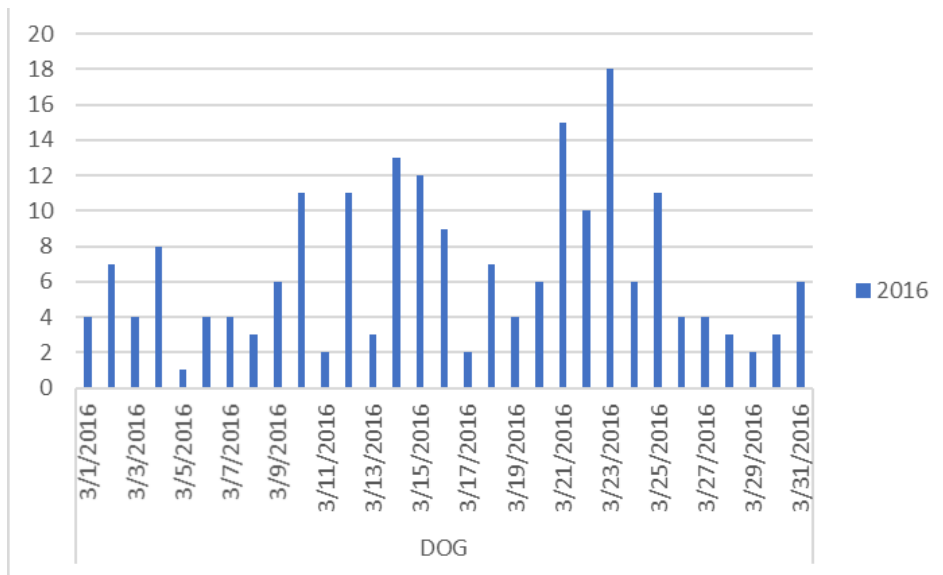
- Average monthly intake: 164 dogs
- Average daily intake: 6 dogs
- Average peak intake: 207 dogs (183, 235, 203 (July 2014, July 2015, March 2016))
- Average peak daily intake: 7 dogs

### CANINE MONTHLY INTAKE AND PEAK MONTH CANINE DAILY INTAKE TABLES



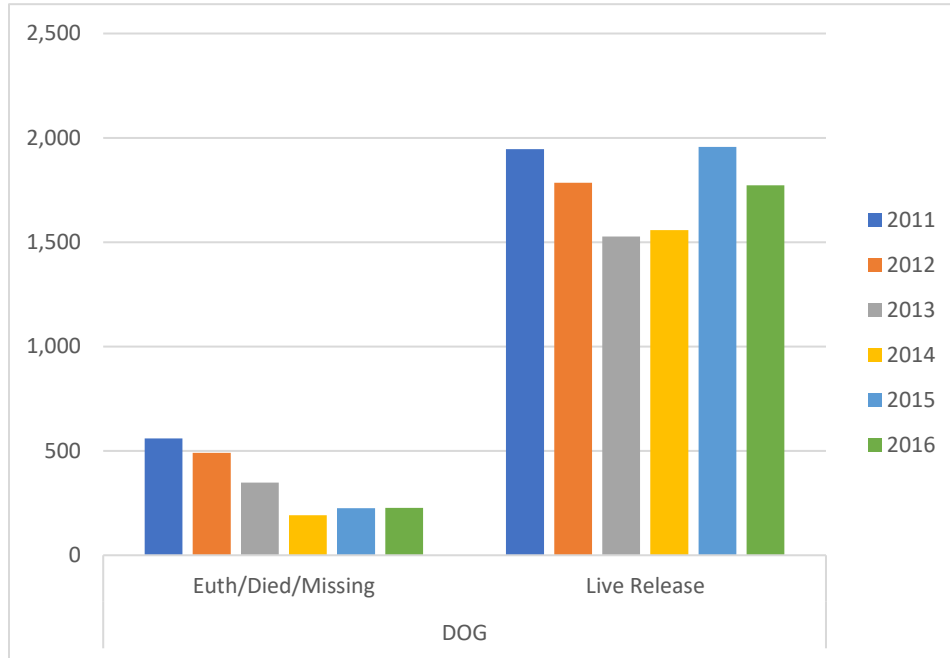
**Figure 105 Castaic Monthly Dog Intake Variation 2016**

(1= January, 2= February, 3= March, etc.)



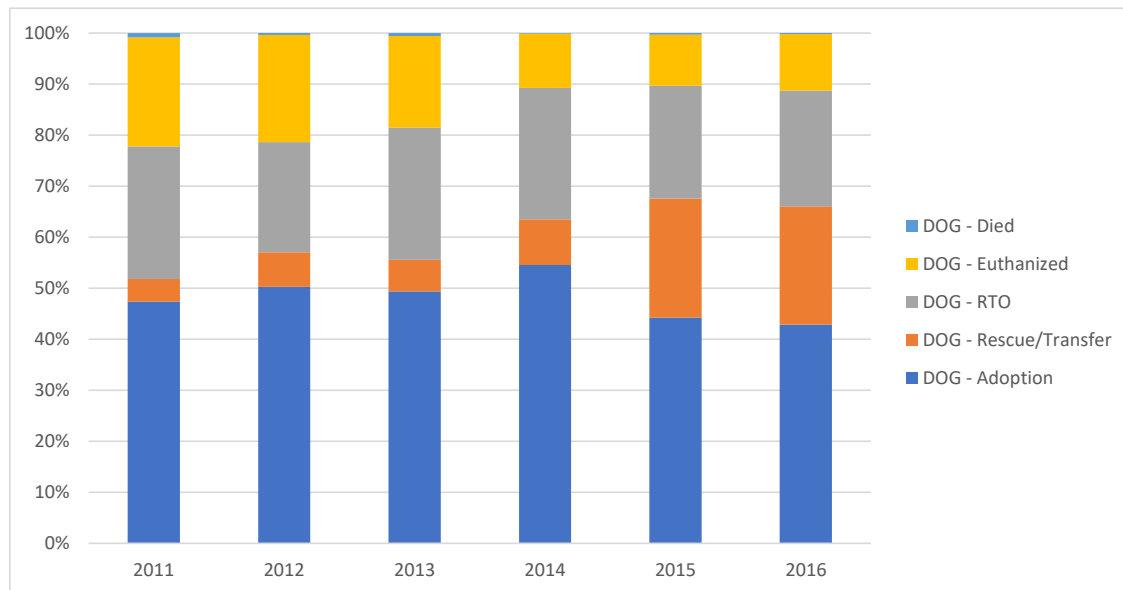
**Figure 106 Castaic Daily Dog Intake Variation 03/2016**

## CANINE OUTCOME



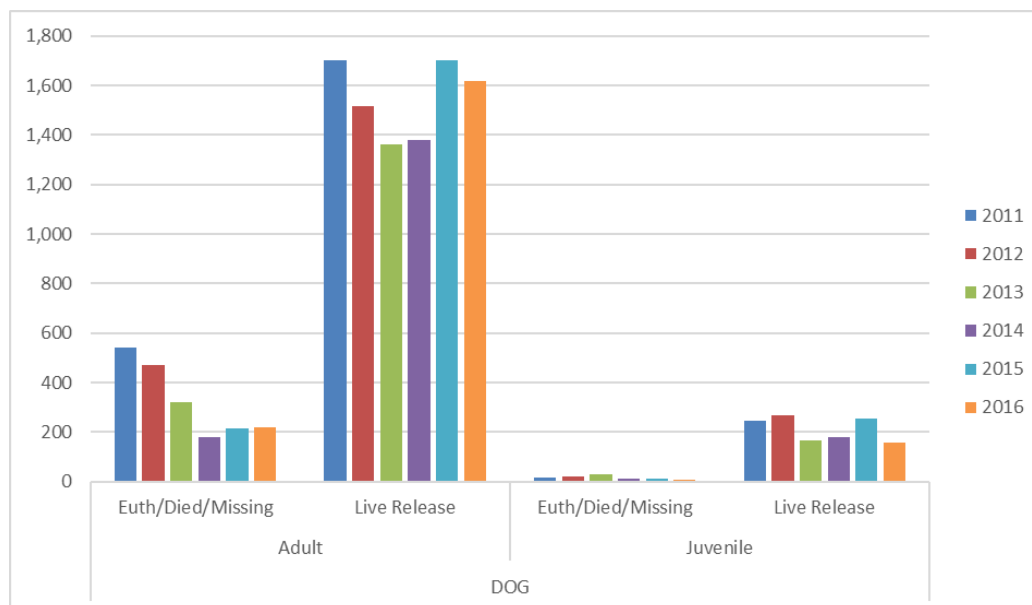
**Figure 107 Castaic Annual Dog Outcomes 2011-2016**

The number of live release outcomes has been variable. Euth/Died/Missing has decreased.



**Figure 108 Castaic Annual Dog Outcomes as Percentage of Total 2011-2016**

As a percentage of outcomes, adoption and euthanasia is decreasing, rescue/transfer is increasing, and RTO is relatively consistent.



**Figure 109 Castaic Annual Dog Outcomes by Age 2011-2016**

Euthanasia numbers are decreasing for adults and remain low for juvenile dogs. Live release numbers are variable for both adults and juveniles. Most recent live release numbers have increased for adults and have decreased for juveniles.

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**CASTAIC CANINE OUTCOMES BY TYPE: 2014 – 2016 AND 3 YEAR AVERAGE**

<b>Canine Outcome Type</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>3 year average</b>
<b>RTO*</b>	449 (26%)	482 (22%)	453 (23%)	<b>461 (23%)</b>
<b>Adoption</b>	952 (54%)	964 (44%)	856 (43%)	<b>924 (47%)</b>
<b>Rescue/Transfer</b>	156 (9%)	509 (23%)	463 (23%)	<b>376 (19%)</b>
<b>Euthanasia</b>	186 (11%)	218 (10%)	221 (11%)	<b>208 (10.5%)</b>
<b>Died</b>	2 (0.1%)	7 (0.3%)	5 (0.3%)	<b>5 (0.2%)</b>
<b>Missing/Escaped</b>	3 (0.2%)	1 (0%)	1 (0.1%)	<b>2 (0.1%)</b>
<b>Total</b>	<b>1,748</b>	<b>2,181</b>	<b>1,999</b>	<b>1,976</b>

*\*2016 RTO as % of stray intake 453/1112, 41%*

Trend is decreasing adoption and increasing rescue/transfer outcomes. Euthanasia and RTO are relatively unchanged.

---

**DOG SIZE**

Dogs labeled as Chihuahuas (conservative proxy for small dogs) made up 21% of the average overall intake (2014-2016) at the Castaic Animal Care Facility.

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**CASTAIC CANINE HOUSING - CURRENT**

<b>Housing Location</b>	<b>Kennels Double Compartment Units</b>	<b>Single Cages</b>
Stray/Hold/Confiscate	48	-
Adoption	-	-
Isolation	6	-
<b>Total Housing Units</b>	<b>54</b>	
Medical	-	-
Clinic Sx Recovery Units	-	27

## CASTAIC CALCULATED CANINE HOUSING NEEDS

CANINE HOUSING UNITS			
Shelter:		Castaic	
Model:	Average intake 2014-2016; current LOS and outcomes		
Annual intake:	1,976	% Capacity:	80%
Animals per kennel:	1.1		
Overall LOS (days):	11.2	Live release rate:	89%
Housing type		# of units	Comments
Open selection		40	Traditional adoption ~ 40-50%
Flex (non-public access possible)		10	
Special care/non-infectious medical		10	
Custody		10	
Isolation		10	
Other			
Other			
Total Recommended Housing Units for Current Needs	80	Current total #: 54	
Total Animals	86		
Recommendations provided are adequate for monthly peak at < 90% and average at < 80% full. Since this is a relatively small shelter, divide special care to allow flex for additional infectious isolation if needed.			

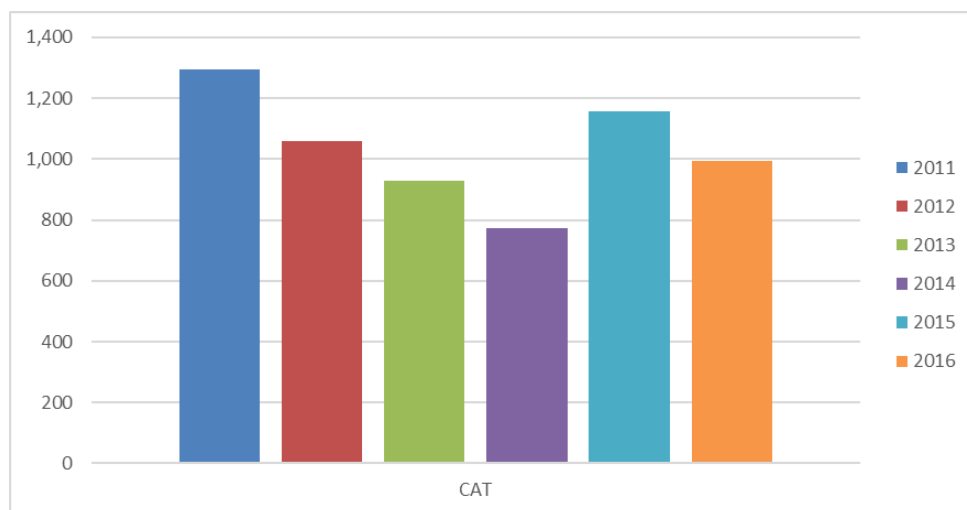
General assumptions	
Intake	1,976
Live release	89%
% Cohoused	8%
Housed per run	1.08
Average daily adoptions	2.34

LOS assumptions	
Overall LOS	11.2
LOS to adopt	12.15
LOS to rescue	16.96
LOS to euth	12.37
LOS to RTO	2



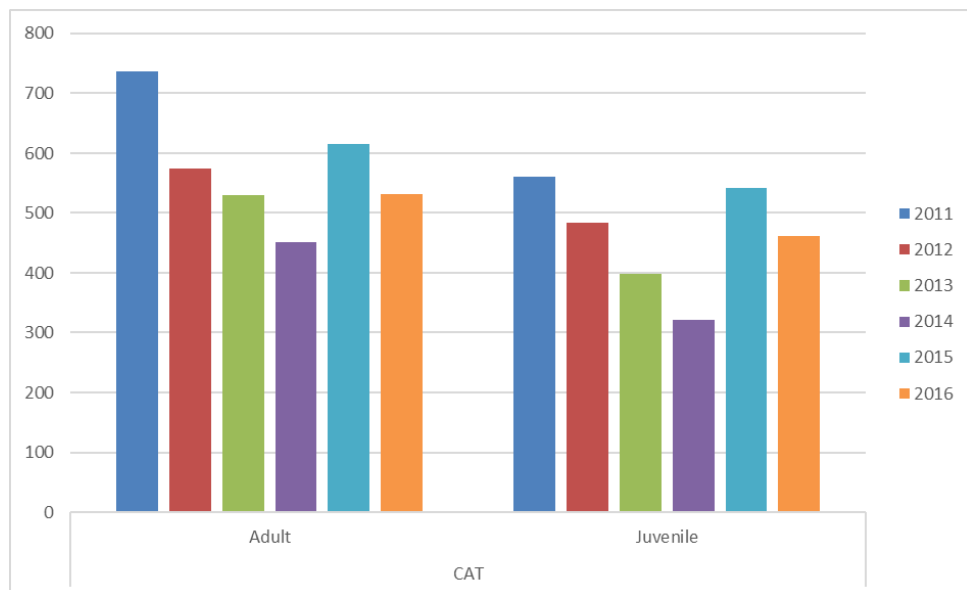
## CATS

## CAT INTAKE



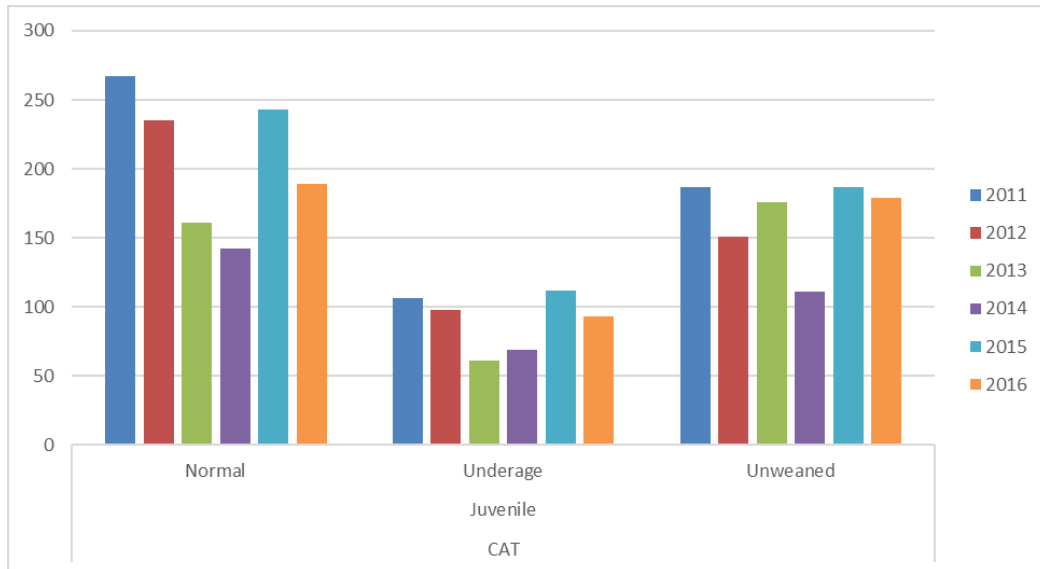
**Figure 110 Castaic Annual Cat Intakes 2011-2016**

Live intake of cats has decreased and increased, overall change is a decrease of 23% from 2011 to 2016 and an increase of 28% since 2014.



**Figure 111 Castaic Annual Cat Intakes by Age 2011-2016**

Cat intake by age: 54% Adult and 46% Juvenile (2016)



**Figure 112 Castaic Annual Juvenile Cat Intakes 2011-2014**

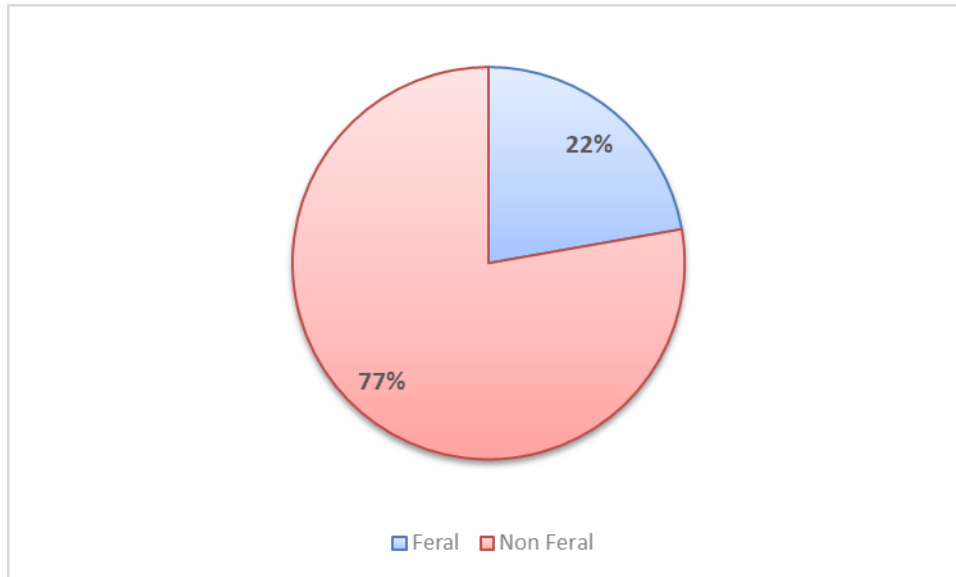
Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (41%), underage (20%) and un-weaned (39%) (2016), using shelter data (see QC Notes, # 19 Castaic Data Report for classification methods)

#### CASTAIC FELINE INTAKE BY TYPE: 2014-2016 AND 3 YEAR AVERAGE

Feline Intake Type	2014	2015	2016	3 year average
Stray	464 (60%)	722 (62%)	648 (65%)	611 (63%)
Owner Surrender	299 (39%)	428 (62%)	285 (65%)	337 (35%)
Custody	10 (1.3%)	8 (0.7%)	31 (3.1%)	16 (1.6%)
Transfer			29 (3%)	11 (1.1%)
Total	773	1158	993	975

Increase in owner surrender and custody as a % of intake. Transfer appears to be a new intake type in 2016.

### STRAY CAT INTAKE TYPE



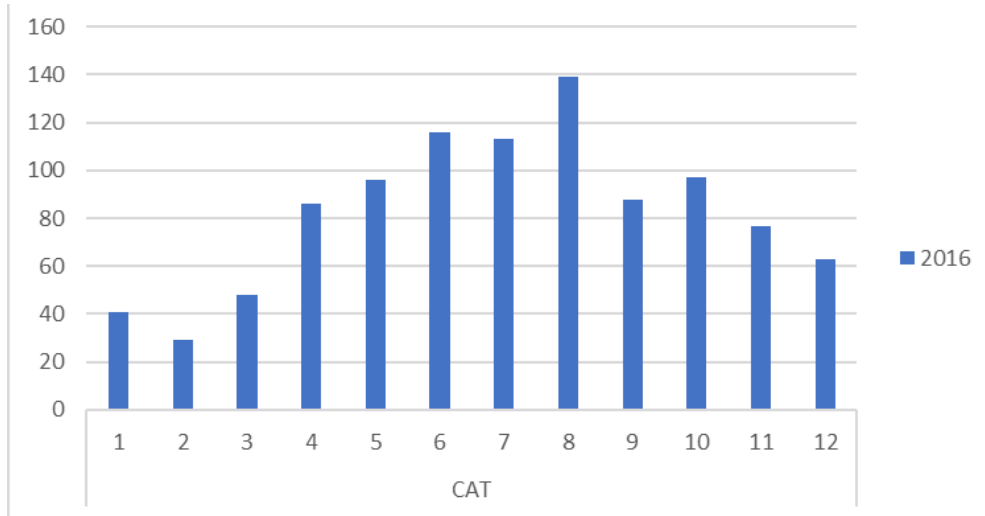
**Figure 113 Castaic Stray Cat Intake Type Estimate 2011-2016**

*The proportion of cats admitted as non-feral vs. feral was estimated for housing planning purposes. This was calculated by subtracting the number of cats euthanized for “behavior” or “feral” from the total number of stray cats admitted. An estimated 30% of cats are feral. Castaic workbook tab: Cats for CC)*

### CASTAIC 2014 – 2016 AVERAGE FELINE INTAKE AND PEAK FELINE INTAKE

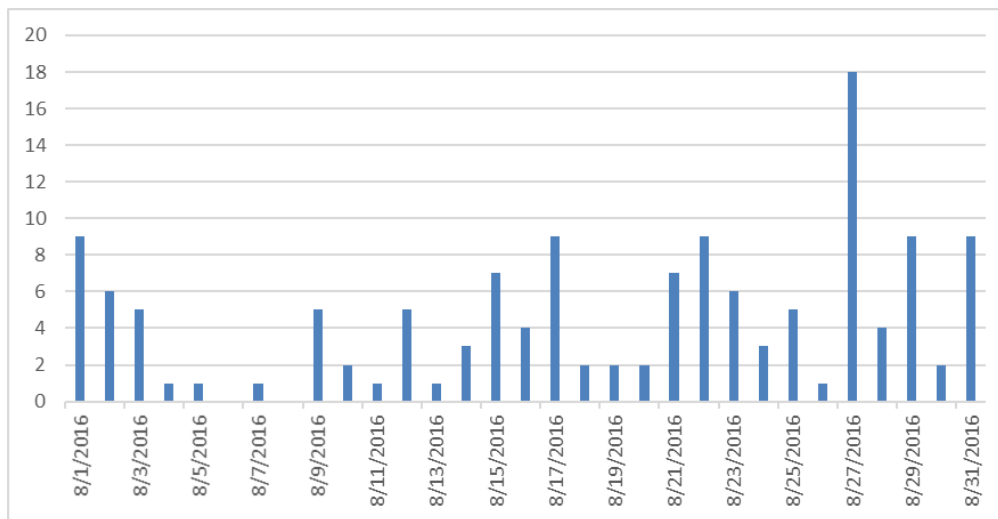
- 3-year average monthly intake: 81 cats
- Average daily intake: 3 cats
- 3-year average peak monthly intake for cats has occurred in May 2014, September 2015, August 2016: 122 cats (50% increase over average)
- Average peak daily intake: 4 cats
- 3-year average percent of intakes that are juveniles, 45%
- Average peak juvenile intake: 76 kittens (May, Sept, July and accounts for 68% of cat intakes)

## FELINE MONTHLY INTAKE AND PEAK MONTH FELINE DAILY INTAKE TABLES



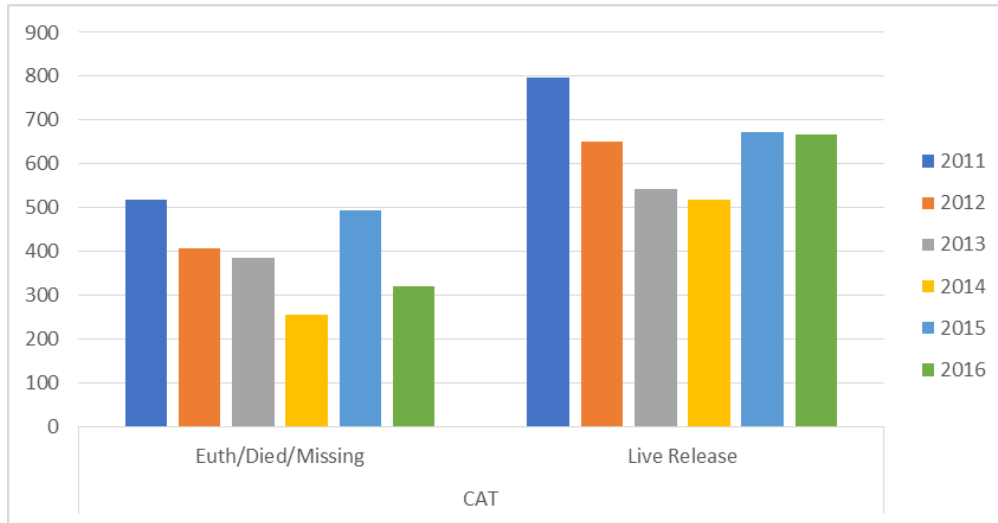
**Figure 114 Castaic Monthly Cat Intake Variation 2016**

*(1= January, 2= February, 3= March, etc.)*



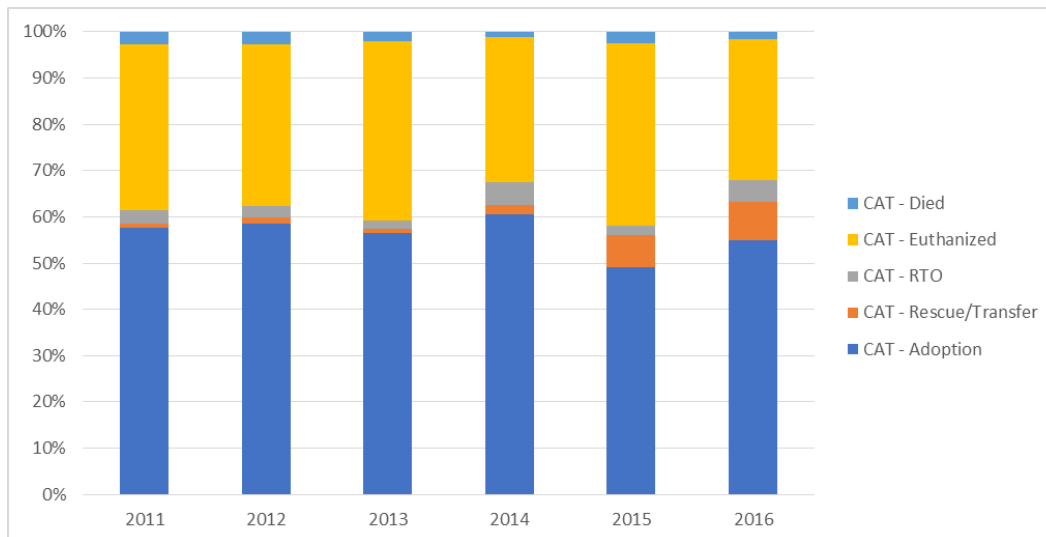
**Figure 115 Castaic Daily Cat Intake Variation 08/2016**

## FELINE OUTCOME



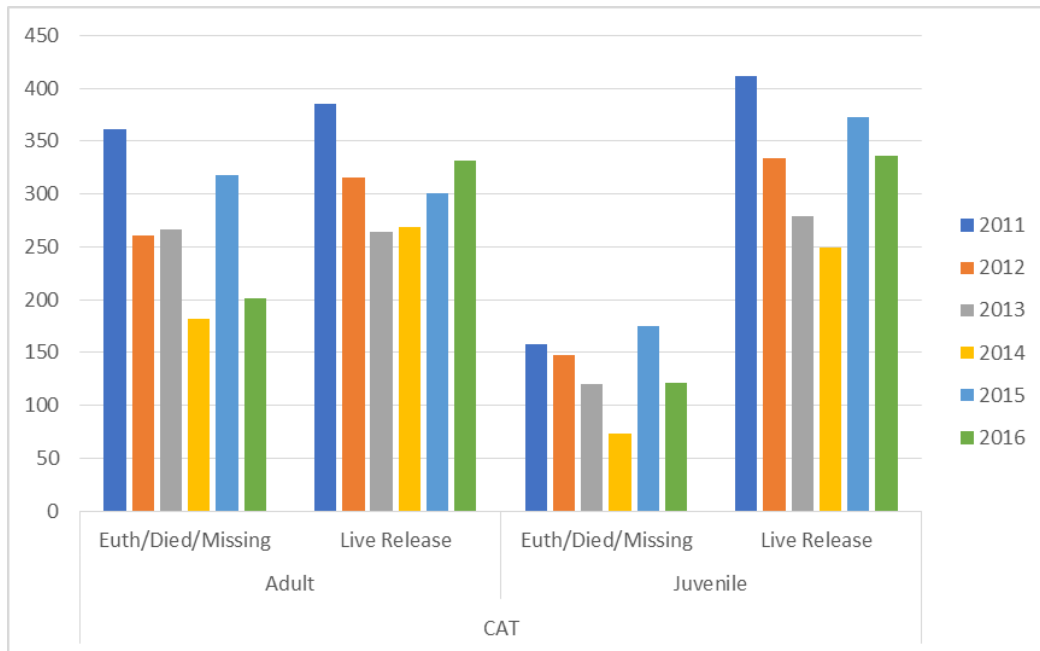
**Figure 116 Castaic Annual Cat Outcomes 2011-2016**

Live release has increased over 2014 level. A general decreasing trend in number of non-live outcomes (except 2015).



**Figure 117 Castaic Annual Cat Outcomes as Percent of Total 2011-2016**

About half of the cats admitted to this location are adopted. An increasing percentage of cats have been going to rescue/transfer in the last three years.



**Figure 118 Castaic Annual Cat Outcomes by Age 2011-2016**

A majority of adult and juvenile cats are released alive. There live release trends are not clear however the last two years are higher than the previous two years.

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**CASTAIC FELINE OUTCOMES BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE**

<b>Feline Outcome Type</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>3 year average</b>
<b>RTO*</b>	37 (5%)	24 (2%)	45 (5%)	<b>35 (4%)</b>
<b>Adoption</b>	464 (60%)	571 (49%)	541 (55%)	<b>525 (54%)</b>
<b>Rescue/Transfer</b>	16 (2%)	79 (7%)	81 (8%)	<b>59 (6%)</b>
<b>Euthanasia</b>	241 (31%)	456 (39%)	300 (31%)	<b>332 (34%)</b>
<b>Died</b>	9 (1%)	30 (3%)	16 (2%)	<b>18 (2%)</b>
<b>Missing/Escaped</b>	5 (0.6%)	7 (0.6%)	6 (0.6%)	<b>6 (0.6%)</b>
<b>Total</b>	<b>772</b>	<b>1167</b>	<b>989</b>	<b>976</b>

\*RTO as % of stray intake: 45/648, 6.9%

Modest increase in rescue/transfer – no other notable trends over the past three years.

---

**CASTAIC FELINE HOUSING – CURRENT**

<b>Housing Location</b>	<b>Single Cat Cages</b>	<b>Cat room</b>	<b><i>Number of Housing Units (Double Compartment) via Portalizing Existing Cages</i></b>
Stray/Hold/Confiscate	14	-	<i>7</i>
Adoption	16	-	<i>8</i>
Isolation	16	-	<i>8</i>
Unsocial/Feral	10	-	<i>5</i>
Group housing	-	<i>1</i>	-
Total Housing Units	<b><i>64</i></b>		<b><i>28</i></b>
Medical	-	-	-
Clinic	-	<i>15</i>	-



## CASTAIC CALCULATED FELINE HOUSING NEEDS

FELINE HOUSING UNITS		Shelter: Castaic	
Model:	Average 2014-2016 for intake; current outcomes		
Annual intake:	975	% Capacity:	95% at peak; < 80% average
Animals per kennel:	1.7	Live release rate:	61%
Overall LOS (days):	12.8		
Housing type		# of units	Comments
Open selection		20	~ 40-50% traditional adoption
Back of house		2	
Feral		2	Combine with back of house
Isolation		6	
Special care/non infectious medical		4	Use for overflow BOH or neonate
Neonates/flex		6	
Other			
Total Recommended Housing Units for Current Needs	40	Current total #: 64	
Total Animals	76		
Housing recommendations are sufficient for peak month and will leave up to 50% capacity open during times of average intake. Recommendations were made to allow for an adequate variety of special care and feral cat housing while maintaining flow to rescue and adoption. Excess capacity may be used to support other shelters or to develop additional programs.			

General assumptions	
Intake	975
Live release	61%
% Cohoused	48%
Housed per unit	1.72
% neonate	33%
Neonates per unit	3.00

LOS assumptions	
Overall LOS	12.8
LOS to adopt	13.46
LOS to rescue	13.00
LOS to euth	8.81
LOS to RTO	4.00

## CASTAIC OTHER ANIMAL HOUSING – CURRENT

List of current housing units for animals other than dogs and cats:

- Rabbit – (5) cages in sick cats
- Small mammal – same as rabbits above
- Exotics
  - Large assortment of bird cages and terrariums in reptile room
  - 2 terrariums in cats
- Farm Housing
  - Small coop in fenced area
  - 2 stalls in barn, access to outdoor pens
  - Small stall – 1
- Other housing
  - Unused bank with (5) cages in Sally port

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## CASTAIC OTHER ANIMAL HOUSING POTENTIAL FUTURE NEEDS

- Small Mammal
  - Rabbits, small rodents, reptiles, etc.
- Pet Birds
- Livestock
  - Horses, cattle, sheep, pigs, others
- Temporary individual housing for chickens and other fowl
- Temporary wildlife housing
- Outdoor cat housing
- Temporary hoarding case housing
- Natural Disaster/Emergency housing

# LA County Lancaster

UC Davis Koret Shelter Medicine Program, 04/2017

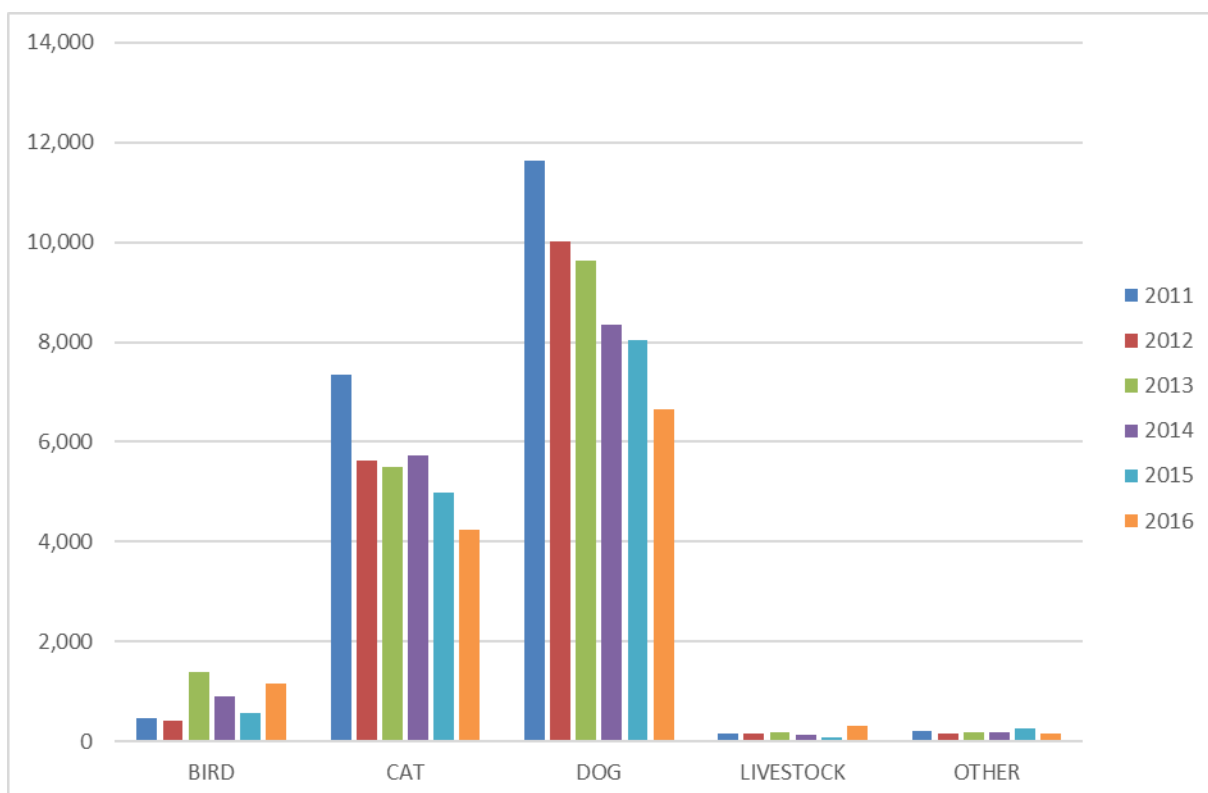


## LANCASTER EXECUTIVE SUMMARY

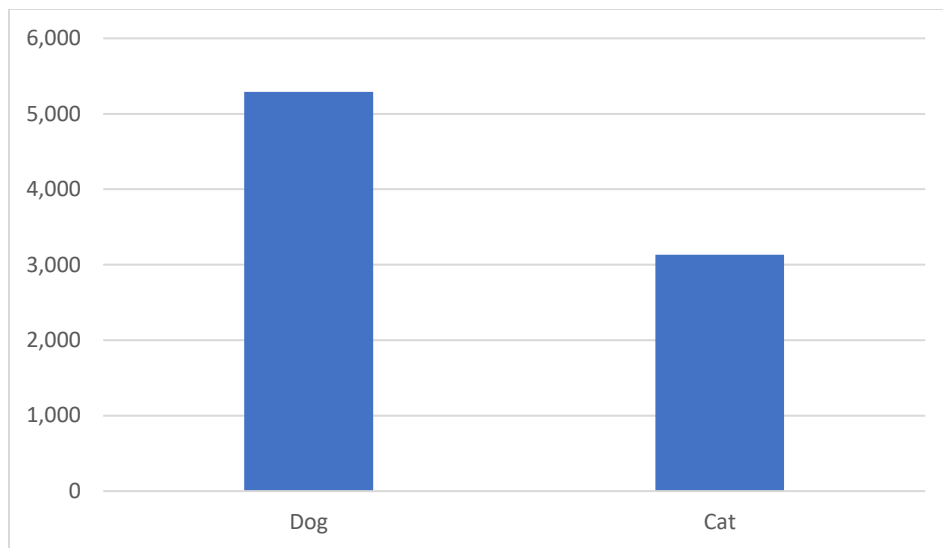
Animal housing type and number is a key element of facility design and profoundly affects initial and ongoing operational costs for an animal shelter. This report provides the recommended numbers of housing units based on the average intake for the last three years, which incorporates recent downward trends while leaving some flexibility should those trends reverse with increasing shelter use or population. Current care facility allocations to outcomes: adoption, rescue/transfer, euthanasia, died and return to owner, were used in the calculations as ongoing trends towards increasing live release are expected to be sustained if not enhanced by new or renovated facilities.

In addition to housing recommendations and a general breakdown of housing types, this report provides a detailed overview of intake and outcome trends for dogs and cats at the Lancaster Animal Care Center. This information can be used to refine assumptions as facility design progresses.

Other types of animals may enter this facility (birds, small mammals, reptiles, livestock and others). Those that have entered the facility are included in the intake overview graph in the executive summary. The current housing available for these types of animals is listed in the report as well as considerations for housing needs that may be needed in the future.



**Figure 119 Lancaster Annual Intakes 2011-2016**



**Figure 120 Lancaster Estimated Annual Intakes 2016**

Estimated annual intake (extrapolated from actual intake data from August 2016 – February 2017)

#### CAPACITY CALCULATION METHODS

Live intake numbers and length of stay (LOS) are the basis for calculating an animal care center's capacity needs. Current LOS data were used for each facility. The estimated annual intake was used in the capacity calculator to provide the site-specific capacity needs. (The estimated annual intakes were derived from determining the average daily intake using the August 2016 through February 2017 actual data and then multiplying this average by 365).

#### INTAKE, LIVE RELEASE AND HOUSING SUMMARY TABLE

Lancaster	Estimated 2016 Annual Live Intake	Live Release 2016	Current Number of Housing Units	Recommended Housing Units for Current Needs
<b>Dogs</b>	7,678	75%	193	160
<b>Cats</b>	4,986	28%	127	100

#### DOGS

2016 estimated annual intake was 5,289 and live release about 75%. The number of dogs admitted has decreased substantially and in mid-2016 a new shelter facility was opened nearby in Palmdale, further affecting intake numbers, hence the examination of an approximate single year of data for this facility.

As a percentage of outcomes, RTO and adoption are increasing, euthanasia is decreasing, and rescue/transfer is variable.

Return to Owner is about 24%.

There has been limited variation in intake types or the percent of adults versus juveniles admitted, with approximately 14% -20% of intake being juveniles.

Recommended capacity is 280 kennels given average intake and current outcomes and length of stay.

**There is a mismatch between needed housing and current housing. Current capacity is 193 housing units, a difference of 87 housing units.**

Current housing is of adequate type (double compartment). The quality of the housing does not meet the needs for today's sheltering best practices: and isolation room is present (stainless cages on wheels, no runs). Lack of cleanability (concrete floors) and disease prevention, limited ability to control public access, high need for maintenance.

**Overall lack of physical structures to provide for current sheltering needs.**

---

## CATS

2016 estimated annual intake is 3,134 and live release about 28%. The number of cats admitted has decreased at this facility. There has been limited variation in intake types or the percent of adults versus juveniles admitted, with about 50% of intake being juveniles.

Euthanasia remains the most common outcome, although live release has increased in percentage. Adoption is the most common live outcome for cats, 17% versus about 10% for rescue/transfer. Died in shelter accounts for 4% of the outcomes and has shown an upward trend.

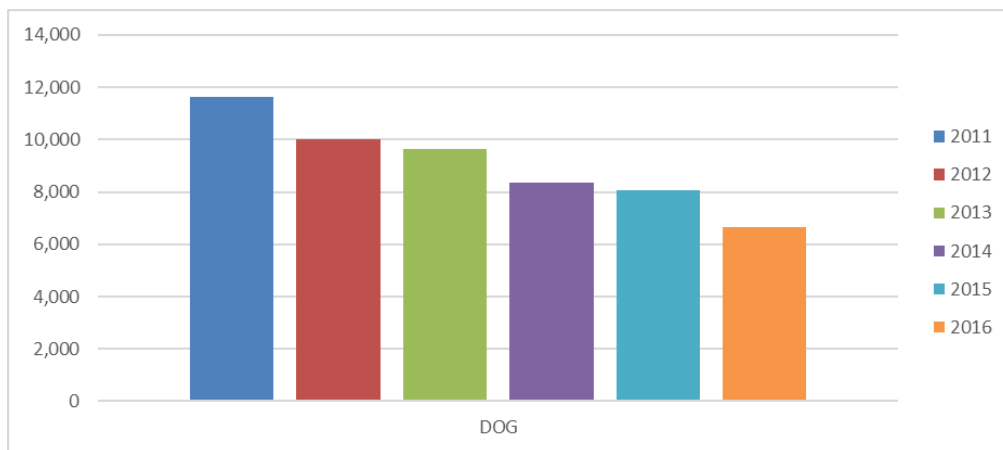
Recommended capacity is 110 housing units given average intake and current outcomes and length of stay. **Length of stay is shorter to euthanasia than adoption or rescue and LOS is already relatively short, so improving outcomes overall will likely require more housing.**

**The current housing type is not adequate for humanely housing cats. Retrofitting the existing housing to double compartment housing (adding pass-throughs or portals) would make them adequate in type for housing shelter cats. If retrofitted - the number of adequate housing units this facility would be below the calculated needed number of housing units. Housing units needed in addition to retrofitting existing: 52 double compartment units of appropriate size (9 ft<sup>2</sup> of floor space or larger)**

## LANCASTER 2011- 2016 SHELTER DATA AND TRENDS

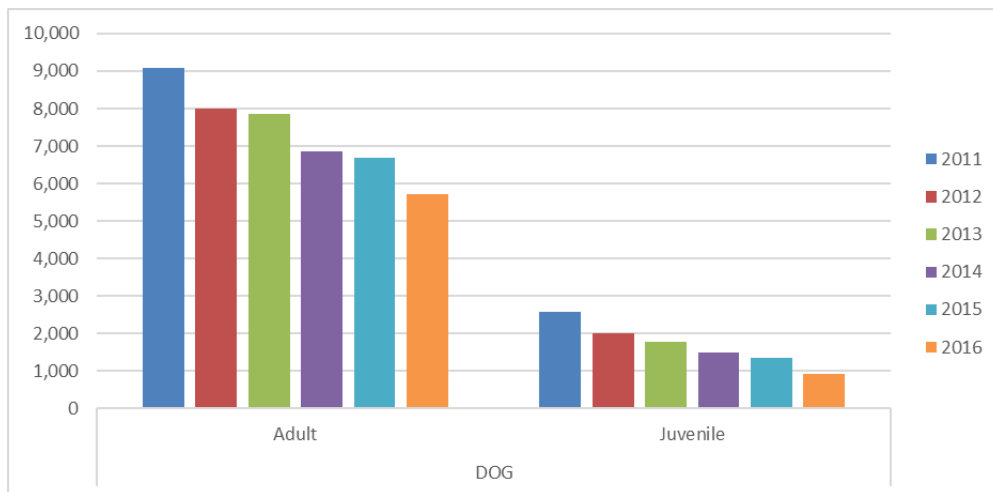
### DOGS

#### DOG INTAKE



**Figure 121 Lancaster Annual Dog Intakes 2011-2016**

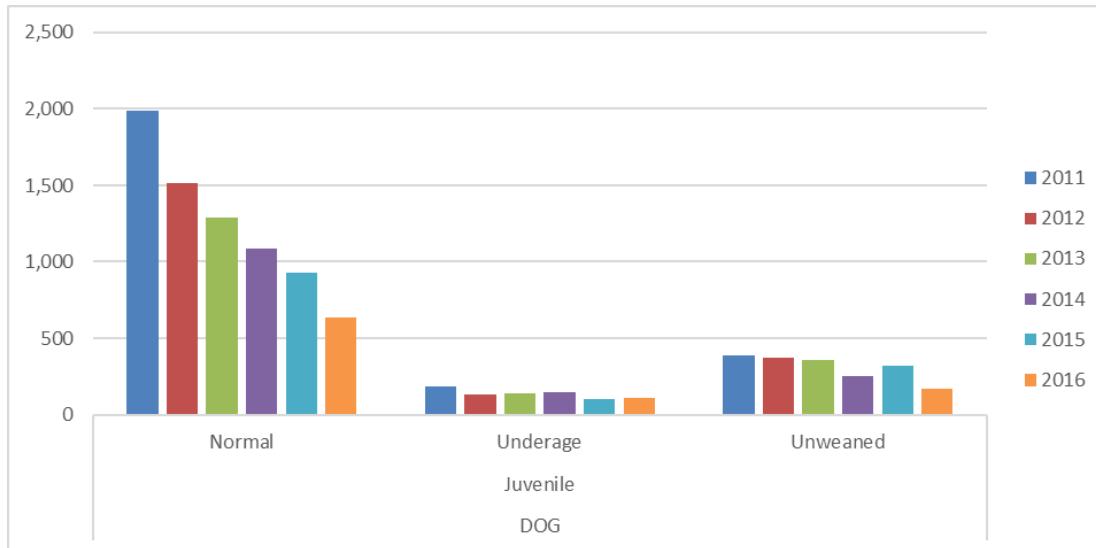
A general decrease in live intake. The reduction in intake in 2016 includes the effects of the opening of the Palmdale Care Center in April 2016.



**Figure 122 Lancaster Annual Dog Intakes by Age 2011-2016**

Dog intake by age: 86% Adult and 14% Juvenile (2016)





**Figure 123 Lancaster Annual Juvenile Dog Intakes 2011-2016**

Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (69%), underage (12%) and unweaned (19%) (2016). (see QC Notes, # 19 in the Lancaster Data Report for classification methods)

#### LANCASTER CANINE INTAKE BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

Canine Intake Type	2014	2015	2016	3 year average
Stray	5,736 (69%)	5,659 (70%)	4,500 (68%)	<b>5,298 (69%)</b>
Owner Surrender	2,459 (29%)	2,183 (27%)	1,889 (28%)	<b>2,177 (28%)</b>
Custody	150 (2%)	203 (3%)	132 (2%)	<b>162 (2%)</b>
Transfer			122 (2%)	
<b>Total</b>	<b>8,345</b>	<b>8,045</b>	<b>6,643</b>	<b>7,678</b>

Intake types are consistent. Transfers appeared to start in 2016.

## LANCASTER 2016 EXTRAPOLATED CANINE INTAKE AND PEAK CANINE INTAKE

Data Extrapolated to 1 year and estimated as follows:

- **2016 estimated intake: 5,289**
- Average monthly intake: 441 dogs
  - Average daily intake: 14.5 dogs
- Peak intake: 474 (actual October 2016)
  - Average peak intake 15.8

## CANINE MONTHLY INTAKE AND PEAK MONTH CANINE DAILY INTAKE TABLES

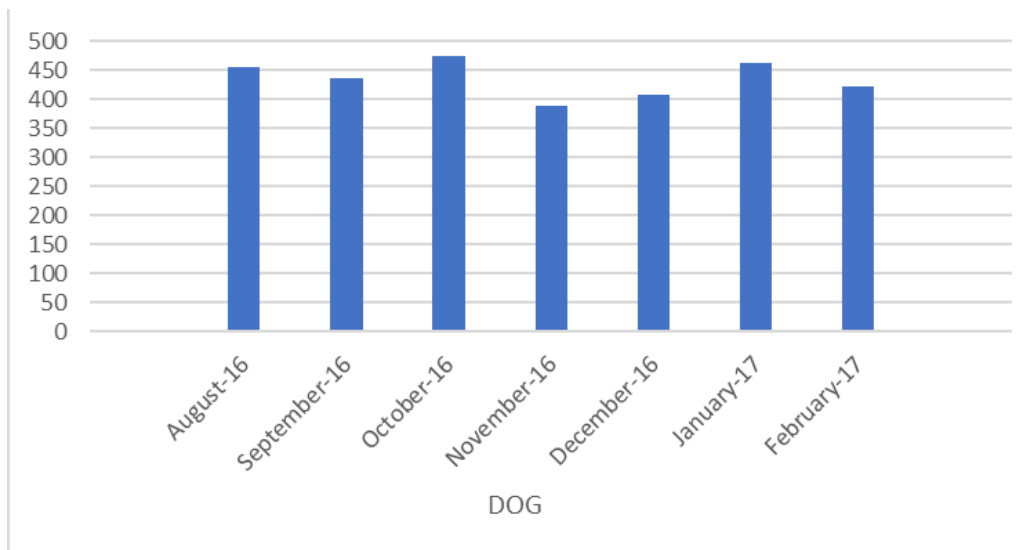
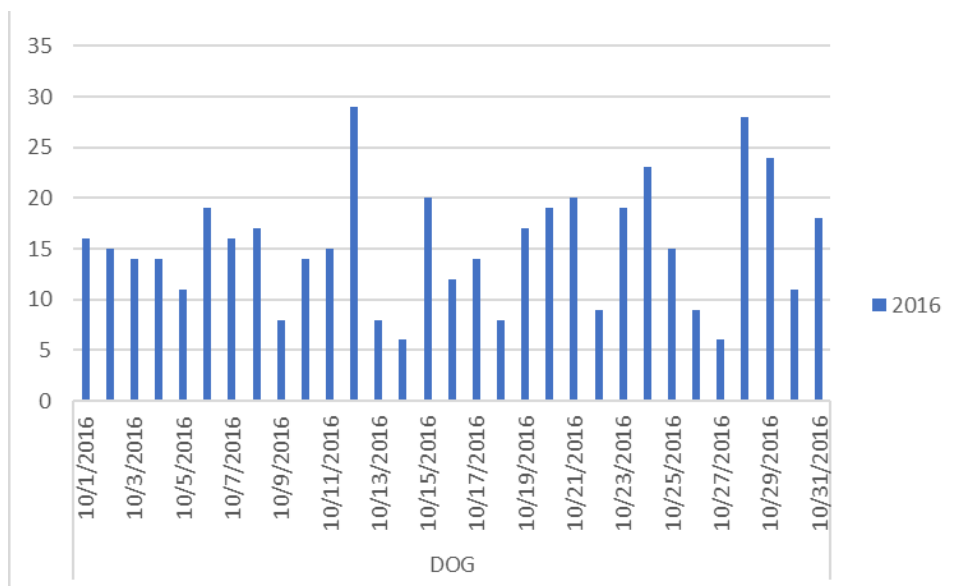
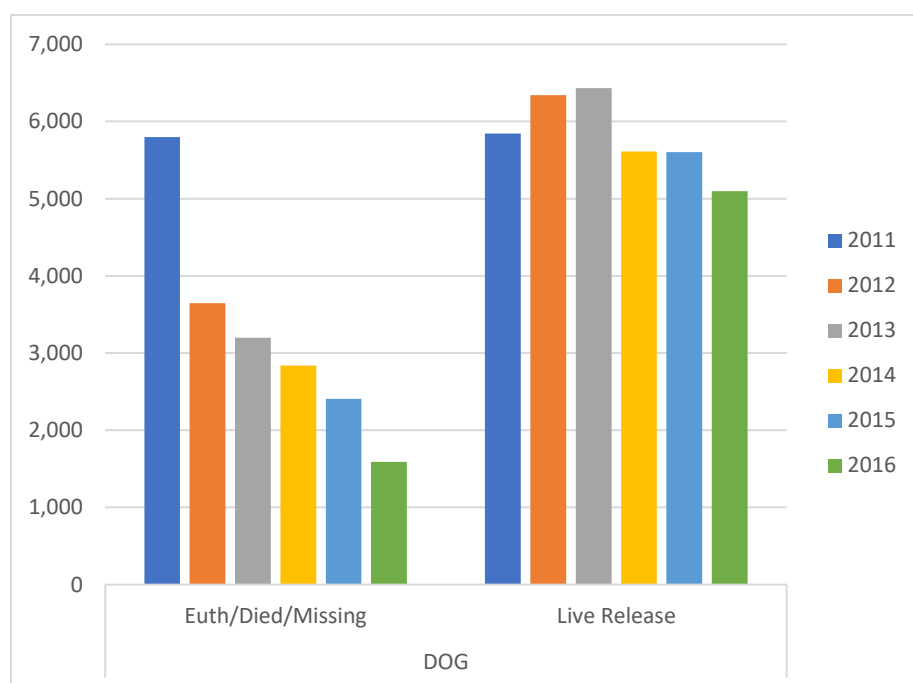


Figure 124 Lancaster Monthly Dog Intake Variation 08/2016 - 02/2017



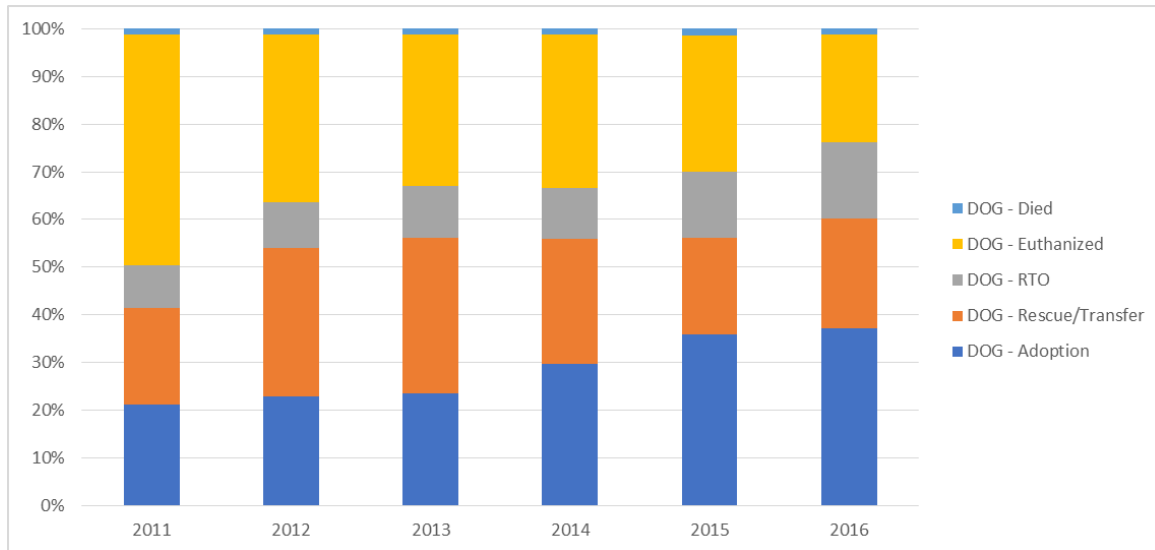
**Figure 125 Lancaster Daily Dog Intake Variation 10/2016**

#### CANINE OUTCOME



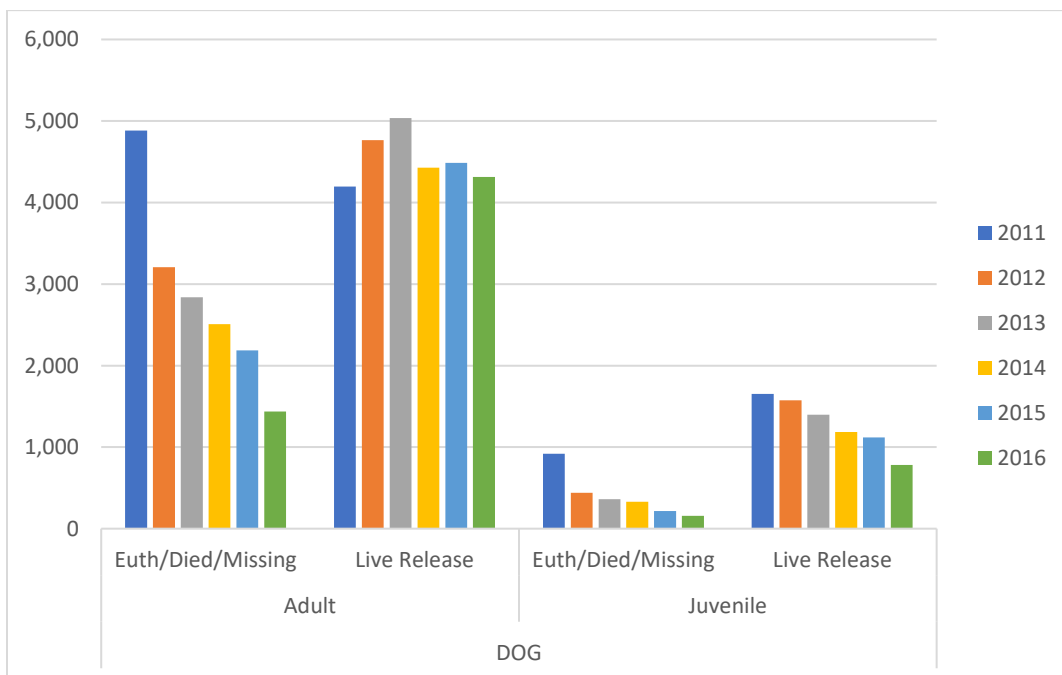
**Figure 126 Lancaster Annual Dog Outcomes 2011-2016**

Marked decrease in number of dogs with non-live release outcome. Number of dogs with live release outcomes has decreased since 2013.



**Figure 127 Lancaster Annual Dog Outcomes by Percent of Total 2011-2016**

As a percentage of outcomes, RTO and adoption are increasing, euthanasia is decreasing, and rescue/transfer does not have a clear trend.



**Figure 128 Lancaster Annual Dog Outcomes by Age 2011-2016**

Similar trends are seen in both adult and juvenile dog outcomes. The number of dogs euth/died/missing is markedly lower than it was 6 years ago. Live release as a percentage is increasing although the *number* of animals released alive has decreased in both adult and juvenile dogs.

#### LANCASTER CANINE OUTCOMES BY TYPE: 2014 – 2016 AND 3 YEAR AVERAGE

Canine Outcome Type	2014	2015	2016	3 year average
<b>RTO*</b>	898 (11%)	1,115 (14%)	1,073 (16%)	<b>1,029 (14%)</b>
<b>Adoption</b>	2,499 (30%)	2,865 (36%)	2,478 (37%)	<b>2,614 (34%)</b>
<b>Rescue/Transfer</b>	2,214 (26%)	1,624 (20%)	1,545 (23%)	<b>1,794 (23%)</b>
<b>Euthanasia</b>	2,733 (32%)	2,290 (29%)	1,511 (23%)	<b>2,178 (28%)</b>
<b>Died</b>	92 (1%)	106 (1%)	73 (1%)	<b>90 (1%)</b>
<b>Missing/Escaped</b>	14 (0.2%)	9 (0.1%)	8 (0.1%)	<b>10 (0.1%)</b>
<b>Total</b>	<b>8,450</b>	<b>8,009</b>	<b>6,688</b>	<b>7,716</b>

\*2016 RTO as % of stray intake 1073/4500, 24%

Increasing adoption & RTO outcomes and decreasing euthanasia. Rescue/transfer outcomes have been somewhat variable. In 2016 adoption surpassed rescue at the most common outcome, but there is a fairly even split (30% adoption vs. 37% rescue).

#### DOG SIZE

Dogs labeled as Chihuahuas (conservative proxy for small dogs) made up 16% of the average overall intake (2016-2017) at the Lancaster Animal Care Facility.

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LANCASTER CANINE HOUSING - CURRENT

<b>Housing Location</b>	<b>Kennels Double Compartment Units</b>	<b>Single Cages</b>
Stray/Hold/Confiscate/ Adoption	158	
Isolation		35
Total Housing Units	<b>193</b>	
Medical	-	-
Clinic Sx Recovery Units		23

## LANCASTER CALCULATED CANINE HOUSING NEEDS

### Projected

CANINE HOUSING UNITS			
Shelter:		Lancaster	
Model:	August 2016-February 2017 projected; current outcomes		
Annual intake:	5,289	% Capacity:	80%
Animals per kennel:	1.1		
Overall LOS (days):	10.2	Live release rate:	77%
Housing type		# of units	Comments
Open selection		80	~ 60% traditional adoption
Flex (non-public access possible)		30	
Special care/non-infectious medical		10	
Custody		16	
Isolation		24	
Other			
Other			
Total Recommended Housing Units for Current Needs	160	Current total #: 193	
Total Animals	182		
It appears with the diversion of some intake to Palmdale, there may be excess capacity with current housing to support transfers if desired.			

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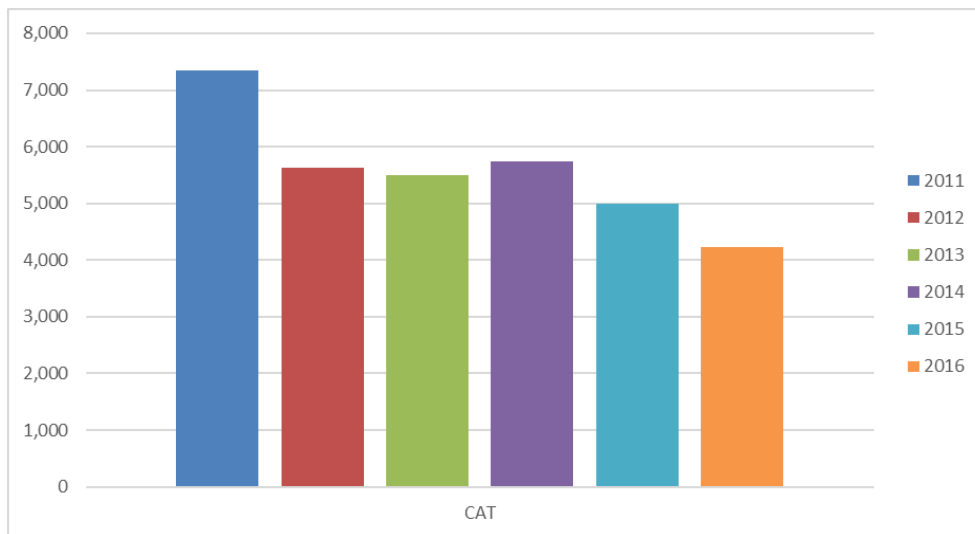
General assumptions	
Intake	5,289
Live release	77%
% Cohoused	14%
Housed per run	1.14
Average daily adoptions	6.75

LOS assumptions	
Overall LOS	10.2
LOS to adopt	10.54
LOS to rescue	13.30
LOS to euth	10.84
LOS to RTO	3



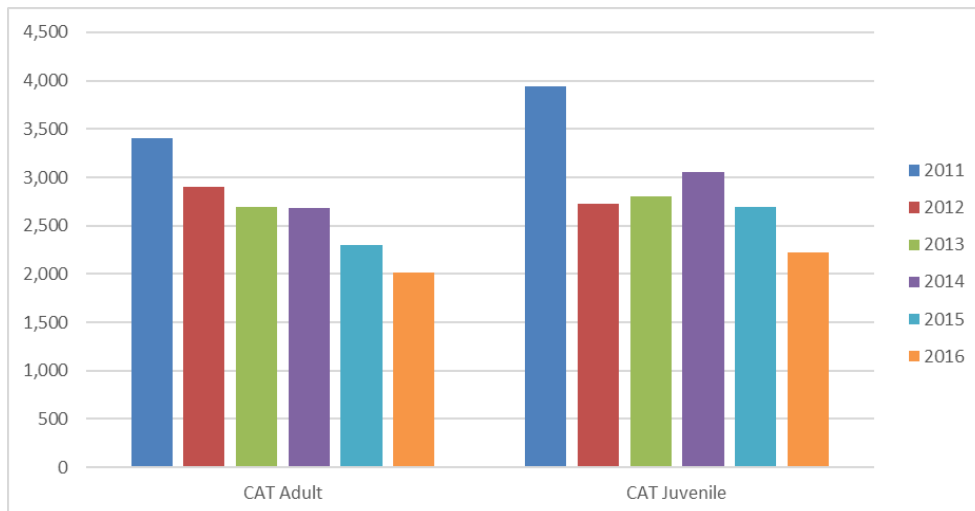
## CATS

## CAT INTAKE



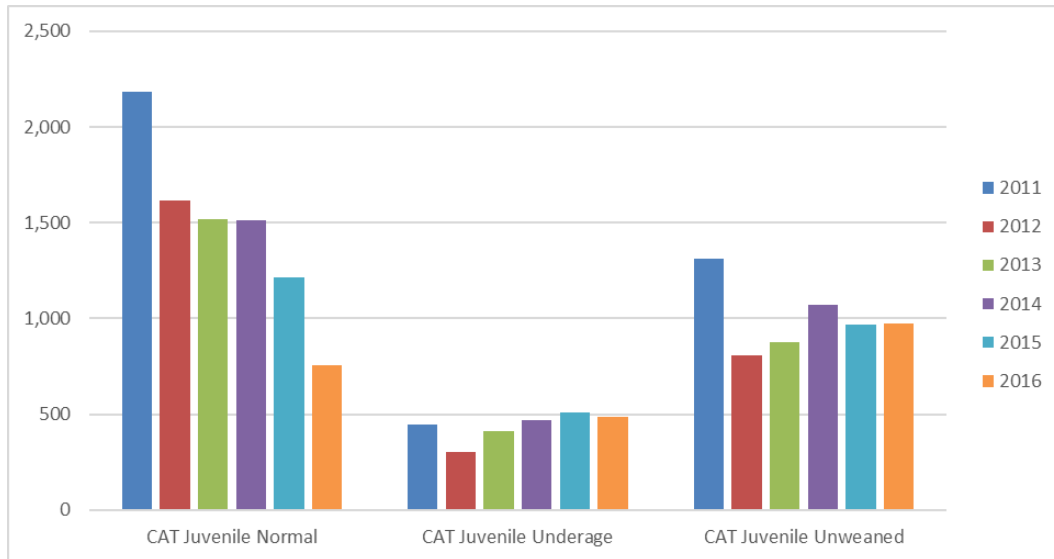
**Figure 129 Lancaster Annual Cat Intakes 2011-2016**

Decrease in live cat intakes over time.



**Figure 130 Lancaster Annual Cat Intakes by Age 2011-2016**

Cat intake by age: 48% Adult and 52% Juvenile (2016)



**Figure 131 Lancaster Juvenile Cat Intakes 2011-2016**

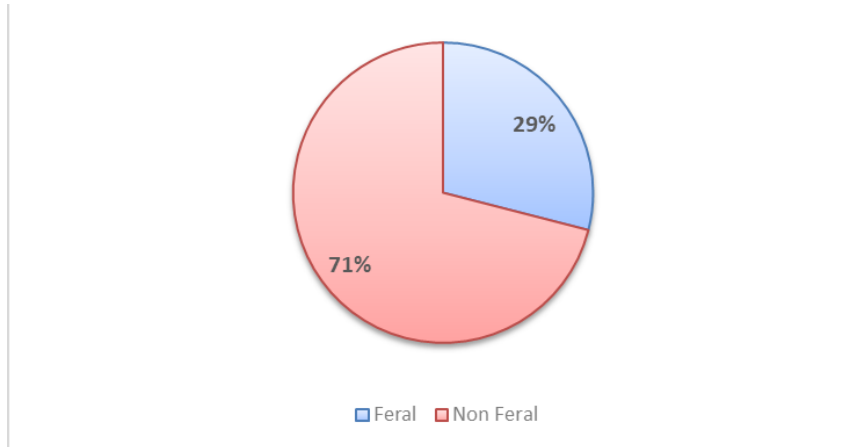
Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. Juvenile Intake condition was categorized to normal (34%), underage (22%) and unweaned (44%) (2016), using shelter data (*see QC Notes, # 19 in the Lancaster Data Report for classification methods*)

#### LANCASTER FELINE INTAKE BY TYPE: 2014-2016 AND 3 YEAR AVERAGE

Feline Intake Type	2014	2015	2016	3 year average
Stray	4,975 (87%)	4,329 (87%)	3,659 (86%)	<b>4,321 (87%)</b>
Owner Surrender	723 (13%)	623 (12%)	544 (13%)	<b>630 (13%)</b>
Custody	38 (0.7%)	35 (0.7%)	27 (0.6%)	<b>33 (0.7%)</b>
Transfer			5	
<b>Total</b>	<b>5,736</b>	<b>4,987</b>	<b>4,235</b>	<b>4,986</b>

Intake types have remained consistent over time.

### STRAY CAT INTAKE TYPE



**Figure 132 Lancaster Stray Cat Intake Type Estimate 2011-2016**

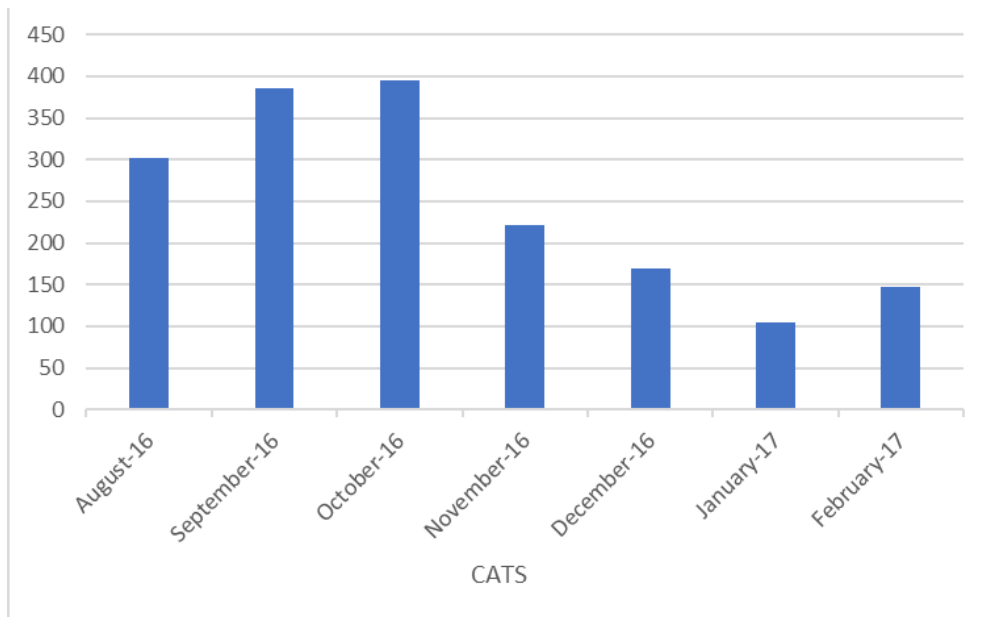
*The proportion of cats admitted as non-feral vs. feral was estimated for housing planning purposes. This was calculated by subtracting the number of cats euthanized for “behavior” or “feral” from the total number of stray cats admitted. An estimated 29% of cats are feral. Lancaster workbook tab: Cats for CC)*

### LANCASTER 2016 EXTRAPOLATED FELINE INTAKE AND PEAK FELINE INTAKE

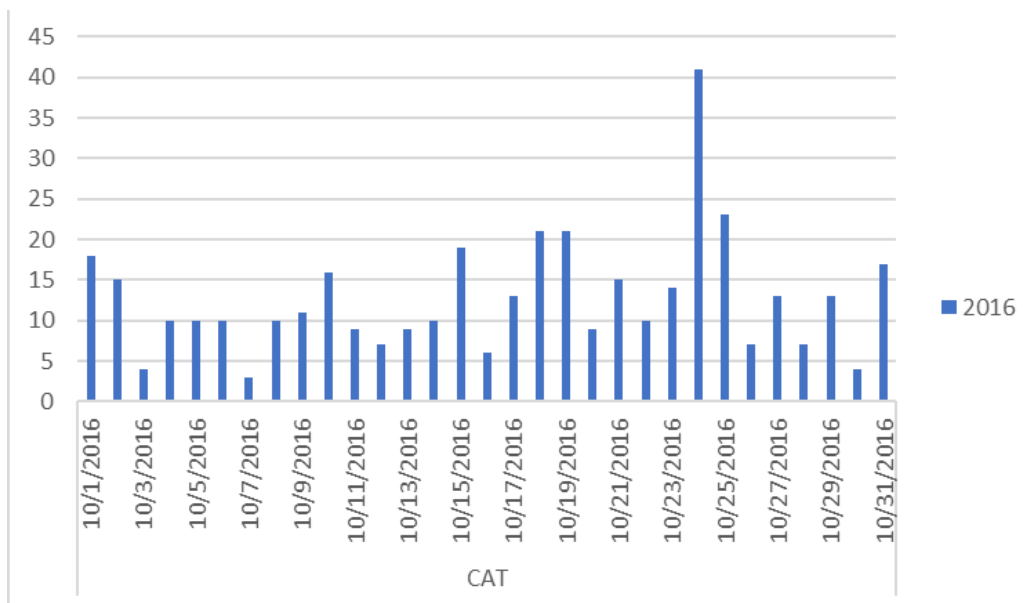
#### Data Extrapolated to 1 year

- **2016 estimated intake: 3,134**
- Estimated average monthly intake: 261 cats
  - Average daily intake: 8.7 cats
- Peak intake: 395 (actual October 2016), (expect peak to occur in May 2017 (perhaps closer to 440 cats))
  - Average daily intake at peak: 13
  - Average peak juvenile intake has historically occurred in May and accounts for about 70% of cat intakes

### FELINE MONTHLY INTAKE AND PEAK MONTH FELINE DAILY INTAKE TABLES

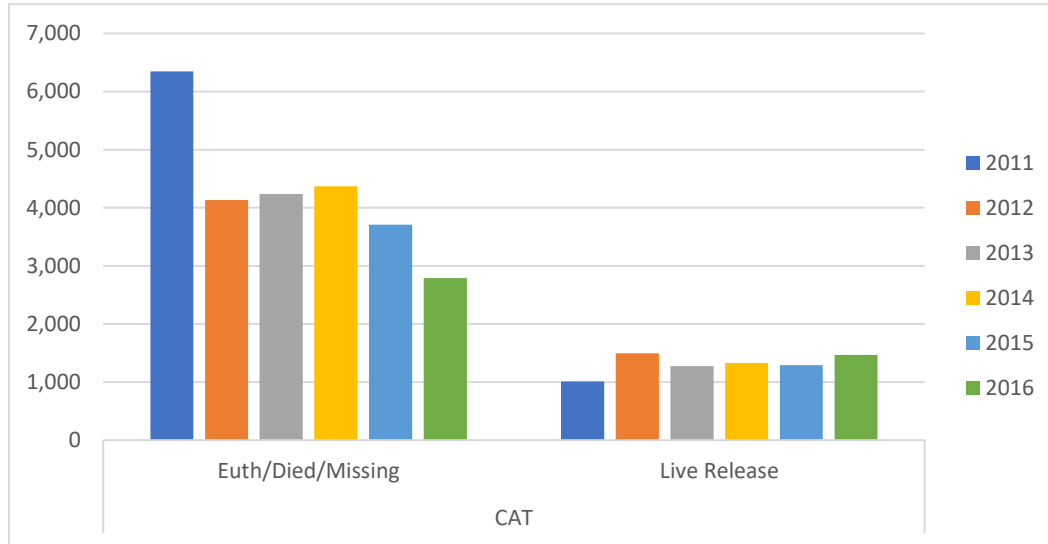


**Figure 133 Lancaster Monthly Cat Intake Variation 08/2016 - 02/2017**



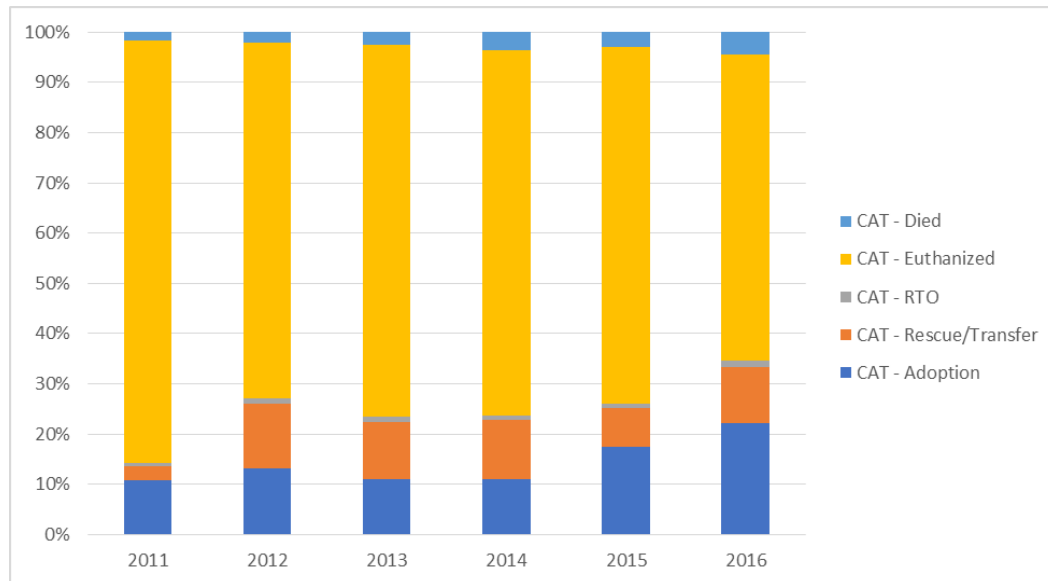
**Figure 134 Lancaster Daily Cat Intake Variation 10/2016**

## FELINE OUTCOME



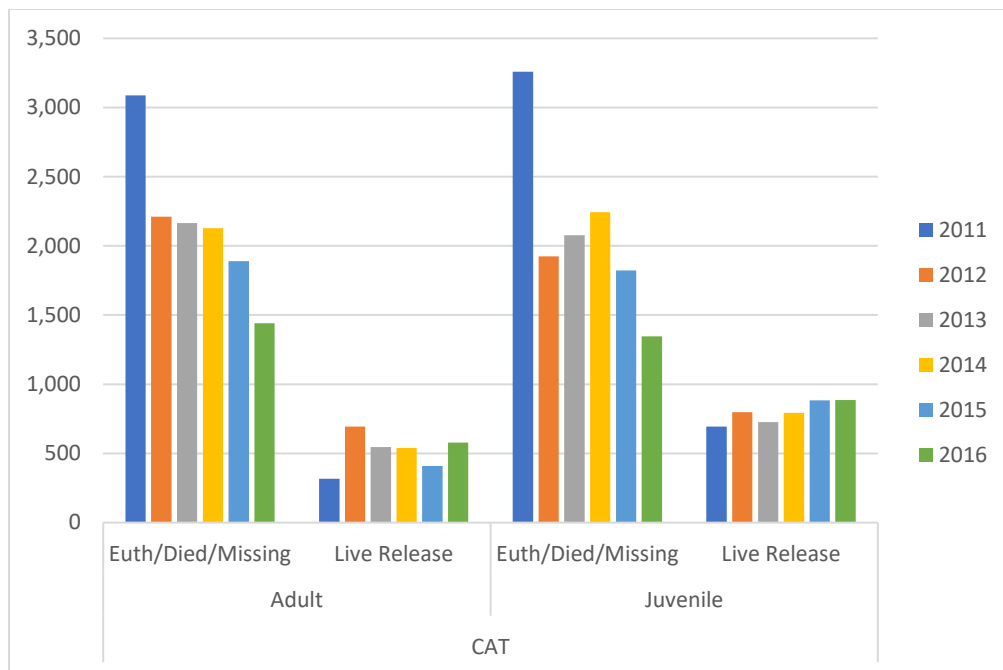
**Figure 135 Lancaster Annual Cat Outcomes 2011-2016**

Live release is relatively consistent with about 1,000-1,500 cats annually and Euth/died/missing is decreasing in number.



**Figure 136 Lancaster Annual Cat Outcomes by Percent of Total 2011-2016**

Adoptions and died in shelter have been increasing. Rescue/transfer has been a significant but variable outcome. Most cats are euthanized in this facility. Died in shelter is increasing.



**Figure 137 Lancaster Annual Cat Outcomes by Age 2011-2016**

The number of euthanasias has decreased for both adult and juvenile cats. The number of live releases has been consistent for adults and slowly increasing for juveniles.

### LANCASTER FELINE OUTCOMES BY TYPE: 2014 - 2016 AND 3 YEAR AVERAGE

Feline Outcome Type	2014	2015	2016	3 year average
<b>RTO*</b>	52 (0.9%)	41 (0.8%)	57 (1.3%)	<b>50 (1%)</b>
<b>Adoption</b>	615 (11%)	870 (17%)	936 (22%)	<b>807 (17%)</b>
<b>Rescue/Transfer</b>	665 (12%)	382 (8%)	465 (11%)	<b>504 (10%)</b>
<b>Euthanasia</b>	4,080 (72%)	3,518 (70%)	2,562 (60%)	<b>3,387 (67%)</b>
<b>Died</b>	199 (3%)	152 (3%)	189 (4%)	<b>180 (4%)</b>
<b>Missing/Escaped</b>	93 (1.6%)	41 (0.8%)	38 (0.9%)	<b>57 (1.1%)</b>
<b>Total</b>	<b>5,704</b>	<b>5,004</b>	<b>4,255</b>	<b>4,988</b>

\*RTO as % of stray intake: 57/3659, 1.5%

### LANCASTER FELINE HOUSING – CURRENT

Housing Location	Single Cat Cages	<i>Number of Housing Units (Double Compartment) via Portalizing Existing Cages</i>
Stray/Hold/Confiscate/Adoption	103	<i>51</i>
Isolation	24	<i>12</i>
<b>Total Housing Units</b>	<b>127</b>	<b><i>63</i></b>
Medical	-	-
Clinic	24	-

## LANCASTER CALCULATED FELINE HOUSING NEEDS

FELINE HOUSING UNITS	Shelter: Lancaster		
Model:	August 2016-February 2017 projected; current outcomes		
Annual intake:	3,134	% Capacity:	95% at peak; < 80% average
Animals per kennel:	1.4	Live release rate:	36%
Overall LOS (days):	8.7		
Housing type		# of units	Comments
Open selection		30	~50-60% traditional adoption
Back of house		20	
Feral		18	
Isolation		16	
Special care/non infectious medical		8	Neonates at peak
Neonates/flex		8	
Other			
Total Recommended Housing Units for Current Needs	100	Current total #: 127	
Total Animals	155		
At peak neonate intake, some may overflow to special care unless LOS decreases. It appears that with diversion of some intake to Palmdale, if desired, <b>potential may exist to portalize housing and use most as doubles even at peak monthly</b> (~ 80 units required at peak, ~ 60 average); if installed, may need to close some portals at absolute peak 10 days.			



--

General assumptions	
Intake	3,134
Live release	36%
% Cohoused	28%
Housed per unit	1.42
% neonate	35%
Neonates per unit	3.00
Average daily adoptions	2.53

LOS assumptions	
Overall LOS	8.7
LOS to adopt	9.92
LOS to rescue	13.05
LOS to euth	8.76
LOS to RTO	28.98

## LANCASTER OTHER ANIMAL HOUSING – CURRENT

List of current housing units for animals other than dogs and cats:

- Rabbit – 0
- Small mammal – 1 small wire / plastic cage
- Exotics Housing – 1 medium and 1 large aquarium- located in dog Isolation area?
- Farm
  - Chicken run – 1 chain linked pen are
  - Pens – 2 with roof - under construction
- Other housing
  - 10 cages in intake hold
  - 3 runs in intake hold (barn corral)
  - 14 cages in a 9.5' bank behind "900" runs
  - 2 cages in sally port
  - 20 cages in (5), 4' banks in "900" runs
  - Misc. housing and old runs in "900" runs

---

## LANCASTER OTHER ANIMAL HOUSING POTENTIAL FUTURE NEEDS

- Small Mammal
  - Rabbits, small rodents, reptiles, etc.
- Pet Birds
- Livestock
  - Horses, cattle, sheep, pigs, others
- Temporary individual housing for chickens and other fowl
- Temporary wildlife housing
- Outdoor cat housing
- Temporary hoarding case housing
- Natural Disaster/Emergency housing

# LA County Palmdale

UC Davis Koret Shelter Medicine Program, 04/2017



## PALMDALE EXECUTIVE SUMMARY

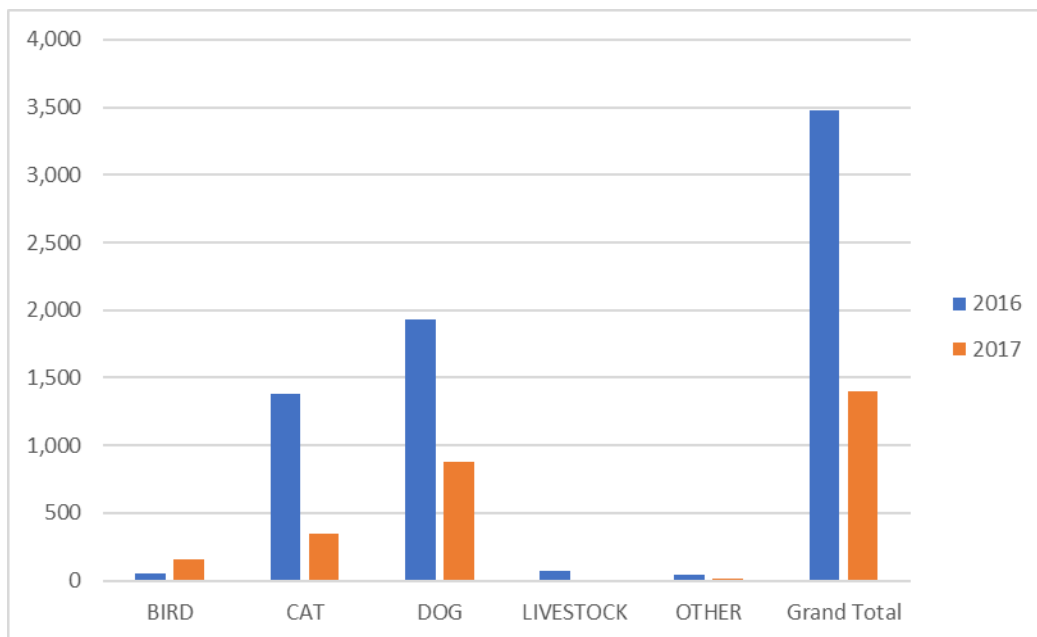
This facility recently opened (April 2016).

Animal housing type and number is a key element of facility design and profoundly affects initial and ongoing operational costs for an animal shelter. This report provides the recommended numbers of housing units based on an estimated one year annual intake. Current care facility allocations to outcomes: adoption, rescue/transfer, euthanasia, died and return to owner, were used in the calculations.

In addition to housing recommendations and a general breakdown of housing types, this report provides a detailed overview of intake and outcome trends for dogs and cats at the Palmdale Animal Care Center.

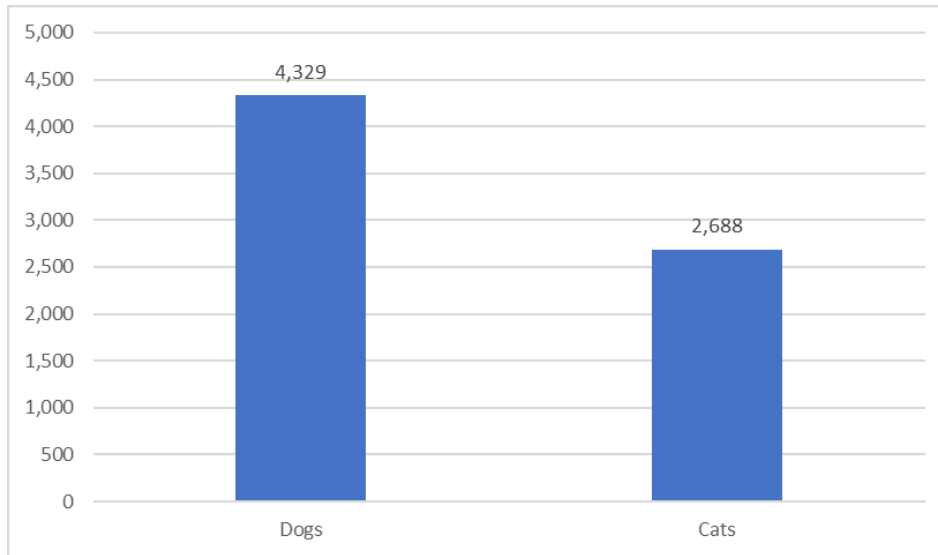
Other types of animals may enter this facility (birds, small mammals, reptiles, and others). Those that have entered the facility are included in the intake overview graph below.

The current housing available for these types of animals is listed in the report as well as considerations for housing needs that may be needed in the future.



**Figure 138 Palmdale Annual Intakes 2016 Partial and 2017 to Date**

Actual intakes April – December 2016 and January - March 2017. Note livestock intake data was entered in Chameleon, but since Palmdale has no livestock housing, these animals likely were transferred to Lancaster.



**Figure 139 Palmdale Estimated Annual Intakes 2016**

Estimated annual intake (extrapolated from actual intake data from August 2016 – February 2017)

#### CAPACITY CALCULATION METHODS

Live intake numbers and length of stay (LOS) are the basis for calculating an animal care center's capacity needs. Current LOS data were used for each facility. The estimated annual intake was used in the capacity calculator to for the site-specific capacity needs. (The estimated annual intakes were derived from determining the average daily intake using the August 2016 through February 2017 actual data and then multiplying this daily average by 365).

#### INTAKE, LIVE RELEASE AND HOUSING SUMMARY TABLE

Palmdale	Estimated Annual 2016	Live Release From actual 2016/17	Current Number of Housing Units	Recommended Housing Units for Current Needs
Dogs	4,329	75%	97	130
Cats	2,688	50%	177	80

---

## DOGS

2016 extrapolated intake was 4,329 and live release about 75%. Return to Owner is approximately 20% and about 16% of intakes have been juveniles.

Recommended capacity is 130 kennels given average intake and current outcomes and length of stay.

There is a mismatch between needed housing and current housing. **This facility does not have sufficient number of housing units to meet intake needs for dogs. Needed capacity with current programs and length of stay is 130 housing spaces. Current capacity is 86 kennels.**

Current kennel housing is of adequate type (double compartment) in most areas of the facility. **All cage housing provided for dogs should be similar in type to kennel housing - double compartment.**

---

## CATS

Extrapolated 2016 intake is 2,688 cats with a live release about 50%. Euthanasia is the most common outcome. Adoption is the most common live outcome for cats, 28% and rescue/transfer accounts for about 21% of live outcomes.

Approximately 60% of intake are juveniles.

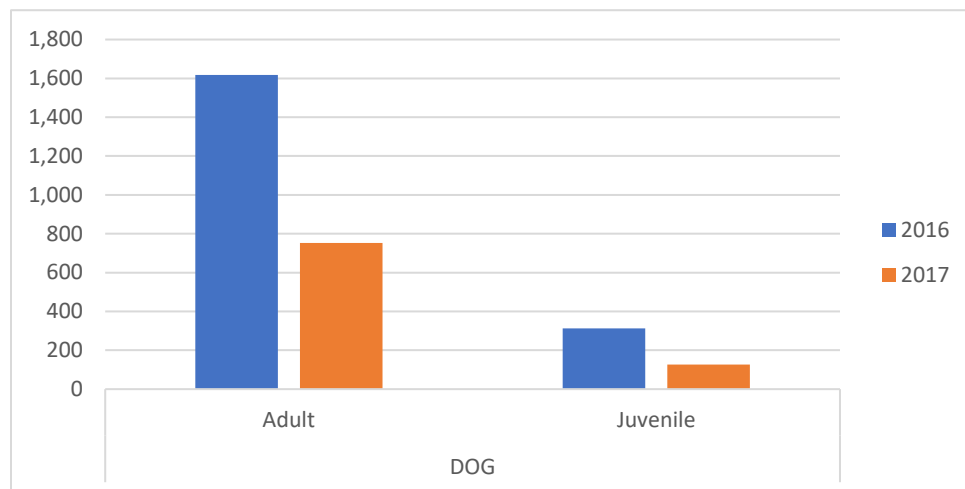
**Recommended capacity is 80 housing units given average intake and current outcomes and length of stay. Length of stay is shorter to euthanasia than adoption or rescue and LOS is already relatively short, so improving outcomes overall will likely require more housing.**

**The current single cage housing is not adequate for humanely housing cats. Retrofitting this housing to double compartment housing (adding pass-throughs or portals) would make them adequate in type for housing shelter cats. If retrofitted - the number of adequate housing units this facility would be below the calculated needed number of housing units. Housing units needed in addition to retrofitting existing: 14 double compartment units of appropriate size (9 ft<sup>2</sup> of floor space or larger)**

## PALMDALE 2011- 2016 SHELTER DATA AND TRENDS

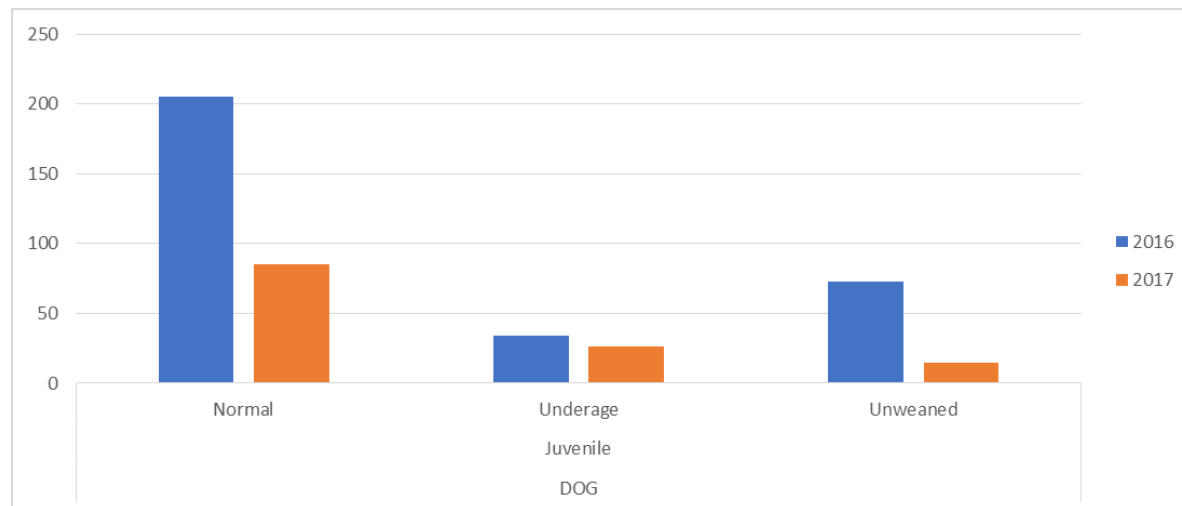
### DOGS

#### DOG INTAKE



**Figure 140 Palmdale Dog Intakes by Age 2016 Partial and 2017 to Date**

Dog intake by age: 84% Adult and 16% Juvenile (2016 actual data)



**Figure 141 Palmdale Juvenile Dog Intakes 2016 Partial and 2017 to Date**

Juvenile intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classifications: normal (66%), underage (11%) and unweaned (23%) (2016 actual data). (see QC Notes, # 19 in the Palmdale Data Report for classification methods)

#### PALMDALE CANINE INTAKE BY TYPE: 2016 AND 2017 PARTIAL YEARS

Canine Intake Type	2016 (July-Dec)	2017 (Jan-March)
Stray	1,376 (71%)	619 (71%)
Owner Surrender	488 (25%)	218 (25%)
Custody	23 (1.2%)	5 (0.6%)
Transfer	42 (2%)	36 (4.1%)
Total	1,929	878

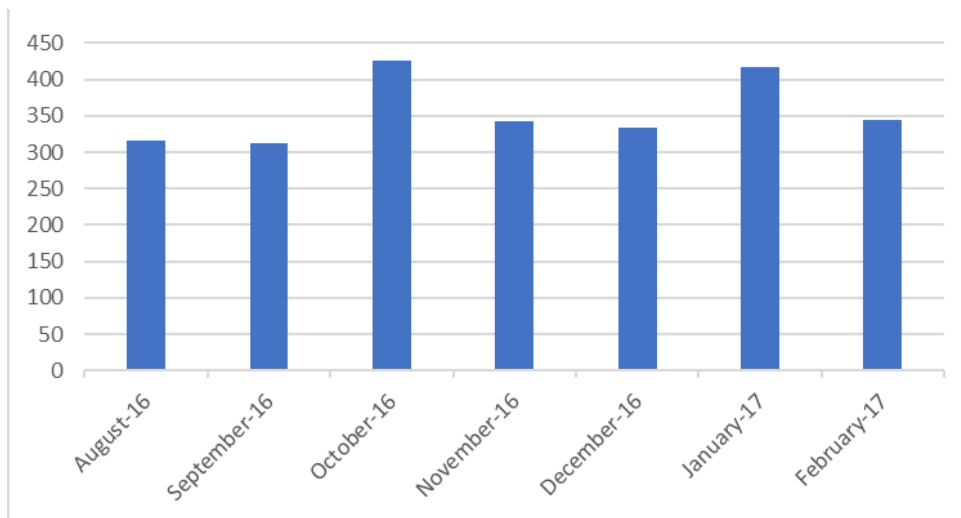
#### PALMDALE 2016 EXTRAPOLATED CANINE INTAKE AND PEAK CANINE INTAKE

Data extrapolated to 1 year and estimated as follows:

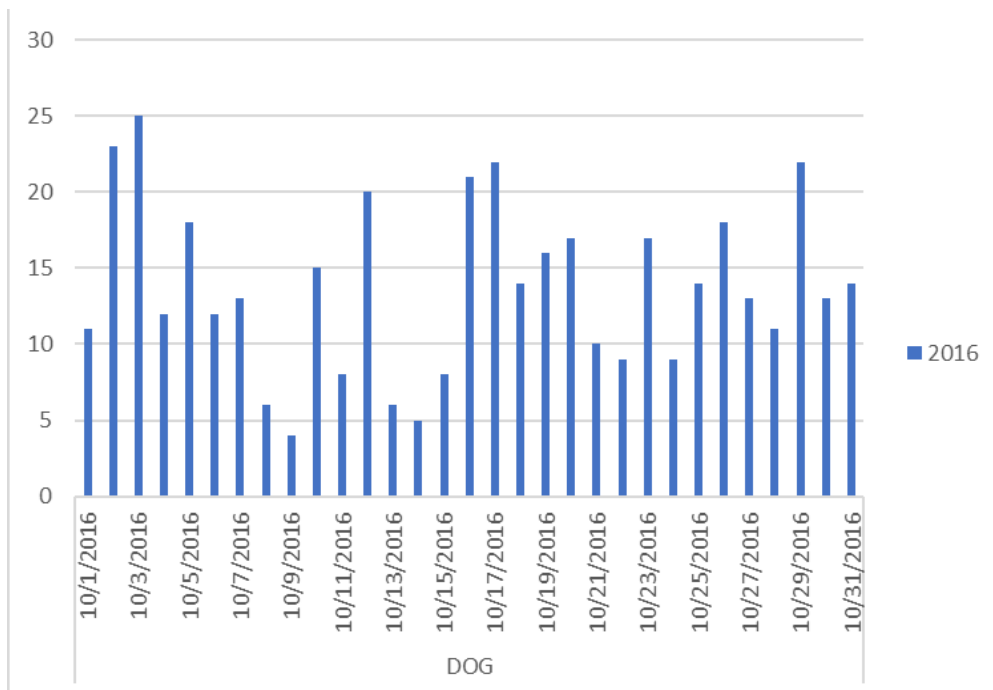
- **2016 estimated intake 4,329**
- Average monthly intake: 360 dogs
  - Average daily intake: 12 dogs
- Peak intake: 426 (actual October 2016)
  - Peak average daily intake: 14 dogs



# CANINE MONTHLY INTAKE AND PEAK MONTH CANINE DAILY INTAKE TABLES

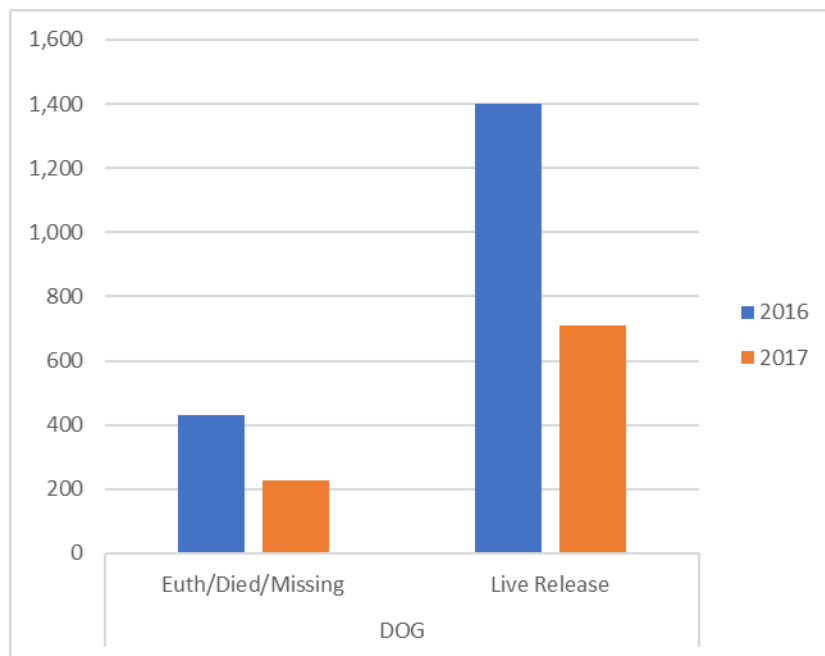


**Figure 142 Palmdale Monthly Dog Intake Variation 08/2016 - 02/2017**

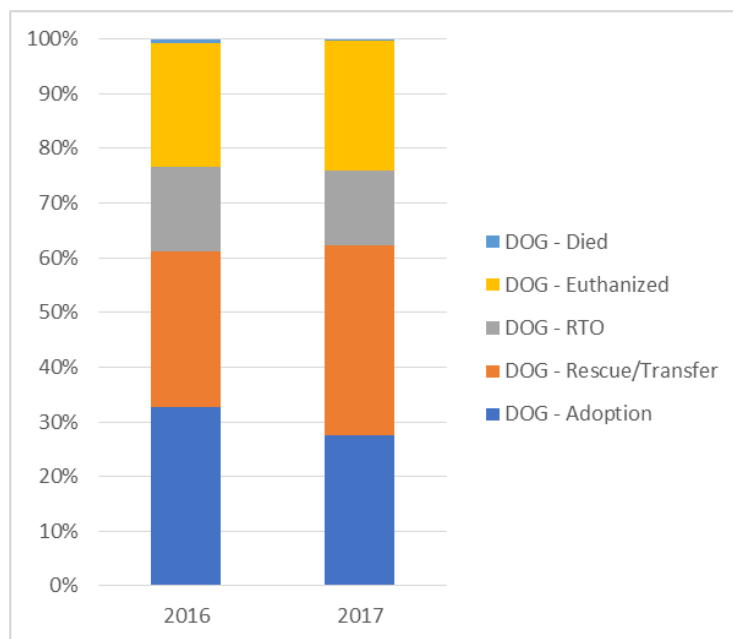


**Figure 143 Palmdale Daily Dog Intake Variation 10/2016**

## CANINE OUTCOME

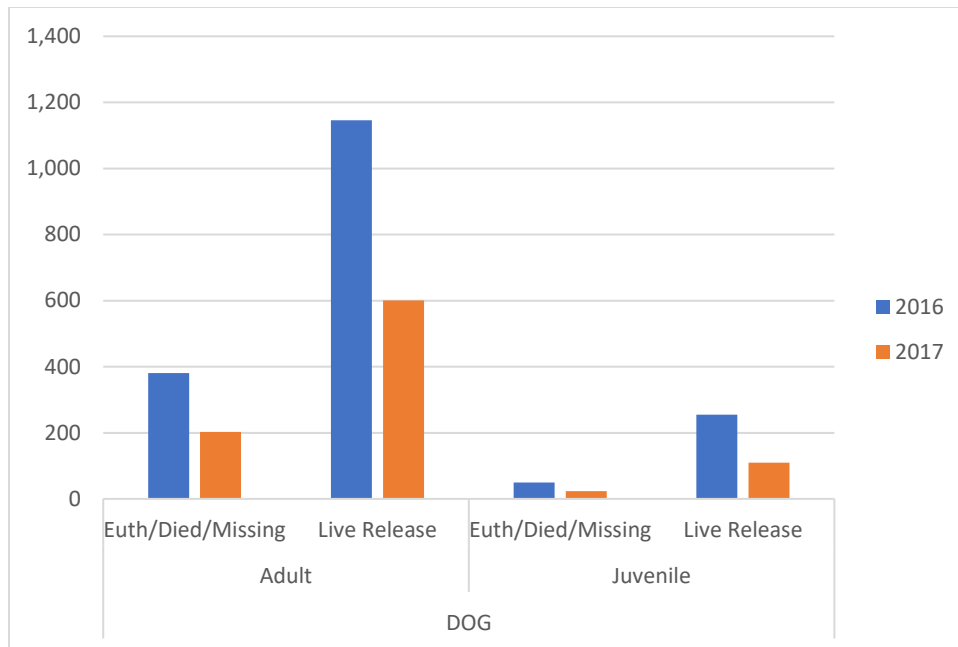


**Figure 144 Palmdale Dog Outcomes 2016 Partial and 2017 to Date**



**Figure 145 Palmdale Dog Intakes by Percent of Total 2016 Partial and 2017 to Date**

As a percent of outcomes about 50% of dogs leave via adoption or rescue/transfer, RTO is about 15% and euthanasia is a little over 20%



**Figure 146 Palmdale Dog Outcomes by Age 2016 Partial and 2017 to Date**

#### PALMDALE CANINE OUTCOMES BY TYPE: 2016 AND 2017 PARTIAL YEARS

Canine Outcome Type	2016 (July-Dec)	2017 (Jan-March)
<b>RTO</b>	282 (15%)	127 (14%)
<b>Adoption</b>	600 (33%)	258 (28%)
<b>Rescue/Transfer</b>	519 (28%)	326 (35%)
<b>Euthanasia</b>	418 (23%)	223 (24%)
<b>Died</b>	12 (0.7%)	3 (0.3%)
<b>Missing/Escaped</b>	1 (0.1%)	0
<b>Total</b>	<b>1,832</b>	<b>937</b>

---

**DOG SIZE**

Dogs labeled as Chihuahuas (conservative proxy for small dogs) made up 15% of the overall intake (2016-2017) at the Palmdale Animal Care Facility.

---

**PALMDALE CANINE HOUSING - CURRENT**

<b>Housing Location</b>	<b>Kennels Double Compartment Units</b>	<b>Single Cages</b>
Stray/Hold/Confiscate	46	24
Adoption	16	
Isolation	6	5
<b>Total Housing Units</b>	<b>97</b>	
Medical	-	-
Clinic Sx Recovery Units	-	17

## PALMDALE CALCULATED CANINE HOUSING NEEDS

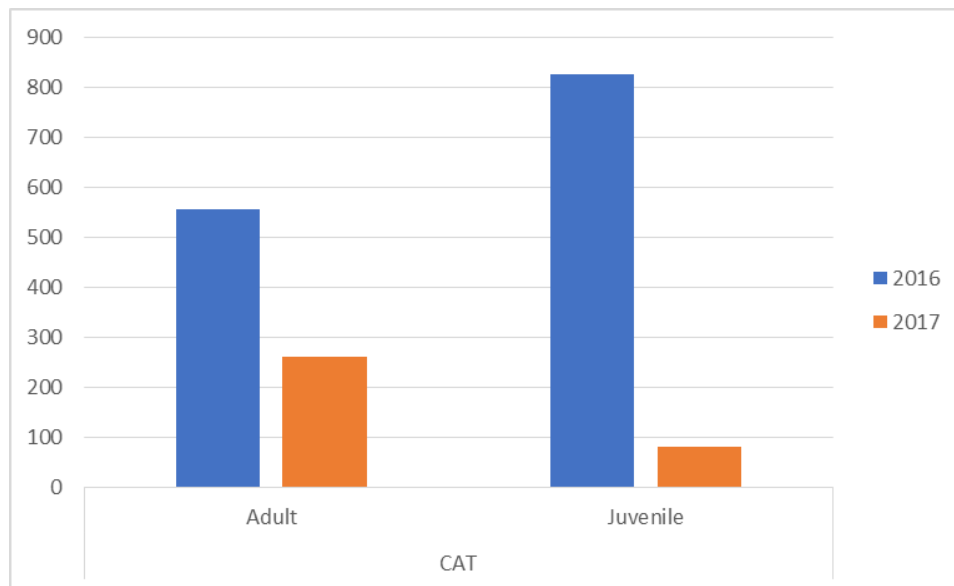
CANINE HOUSING UNITS			
Shelter:		Palmdale	
Model:	Projected annual based on August - February 2016-2017		
Annual intake:	4,329	% Capacity:	80%
Animals per kennel:	1.2		
Overall LOS (days):	9.4	Live release rate:	77%
Housing type		# of units	Comments
Open selection		60	~ 40-50% traditional adoption
Flex (non-public access possible)		30	
Special care/non-infectious medical		10	
Custody		10	
Isolation		20	
Other			
Other			
Total Recommended Housing Units for Current Needs	130	Current total #:	97
Total Animals	151		
Appears to be capacity with existing housing to handle projected peak at 90% full and still support other county shelters if desired.			

General assumptions	
Intake	4,329
Live release	77%
% Cohoused	16%
Housed per run	1.16
Average daily adoptions	3.27

LOS assumptions	
Overall LOS	9.4
LOS to adopt	11.47
LOS to rescue	11.96
LOS to euth	7.42
LOS to RTO	3

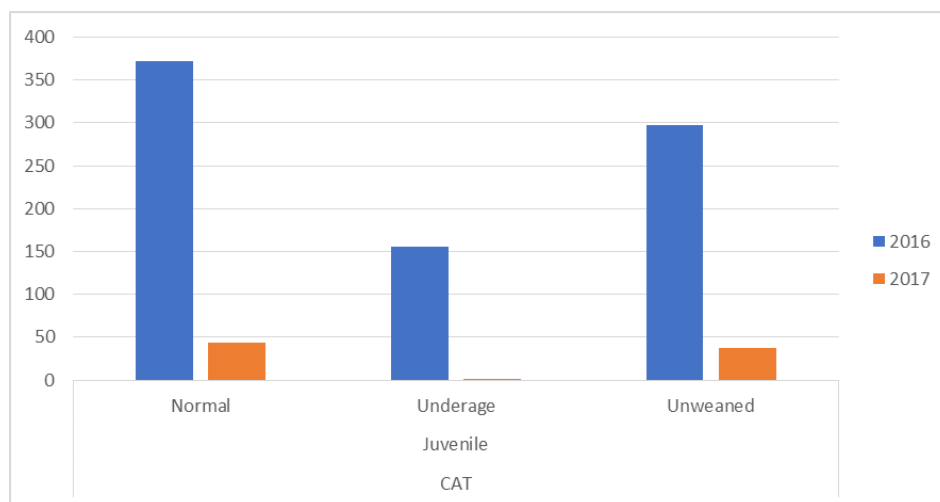
## CATS

## CAT INTAKE



**Figure 147 Palmdale Cat Intakes by Age 2016 Partial and 2017 to Date**

Cat intake by age: 40% Adult and 60% Juvenile



**Figure 148 Palmdale Juvenile Cat Intakes 2016 Partial and 2017 to Date**

Juvenile<sup>5</sup> intake condition is helpful for determining the sheltering needs of the juvenile population. The juvenile classification: normal (45%), underage (19%) and unweaned (36%), (2016) (see QC Notes, # 19 in the Palmdale Data Report for classification methods)

#### PALMDALE FELINE INTAKE BY TYPE: 2016 AND 2017 PARTIAL YEARS

Feline Intake Type	2016 (April-Dec)	2017 (Jan-March)
Stray	1,127 (82%)	271 (79%)
Owner Surrender	232 (17%)	67 (19%)
Custody	3 (0.2%)	0
Transfer	20 (1.4%)	6 (1.7%)
<b>Total</b>	<b>1,382</b>	<b>344</b>

Most cats enter this facility as strays. Owner surrenders make up about 20% of intake.

#### STRAY CAT INTAKE TYPE

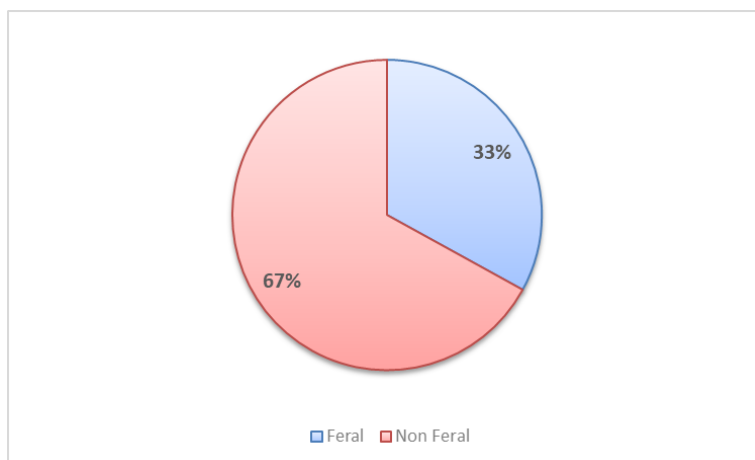


Figure 149 Palmdale Stray Cat Intake Type Estimate 2016 Partial and 2017 to Date

<sup>5</sup> See Facility Design Glossary of Terms.



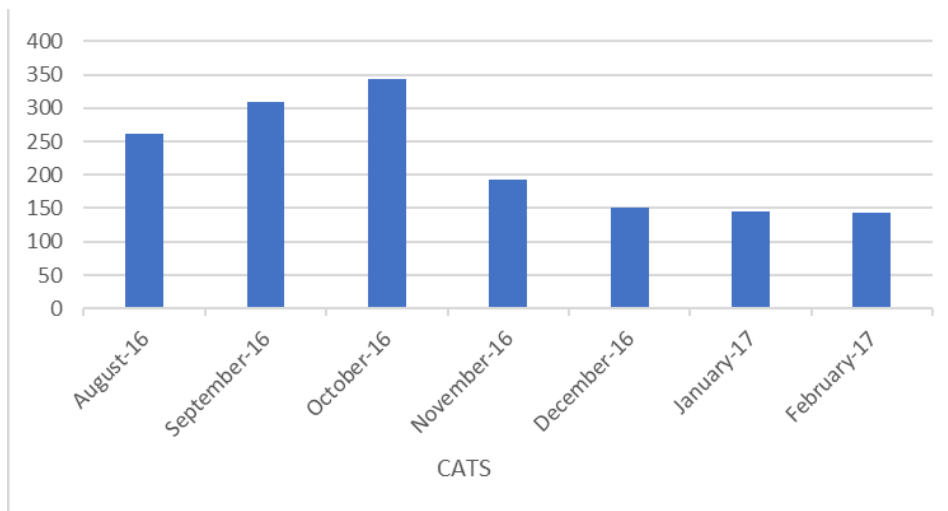
*The proportion of cats admitted as non-feral vs. feral was estimated for housing planning purposes. This was calculated by subtracting the number of cats euthanized for “behavior” or “feral” from the total number of stray cats admitted. An estimated 33% of cats are feral. (Palmdale workbook tab: Cats for CC)*

#### PALMDALE 2016 EXTRAPOLATED FELINE INTAKE AND PEAK FELINE INTAKE

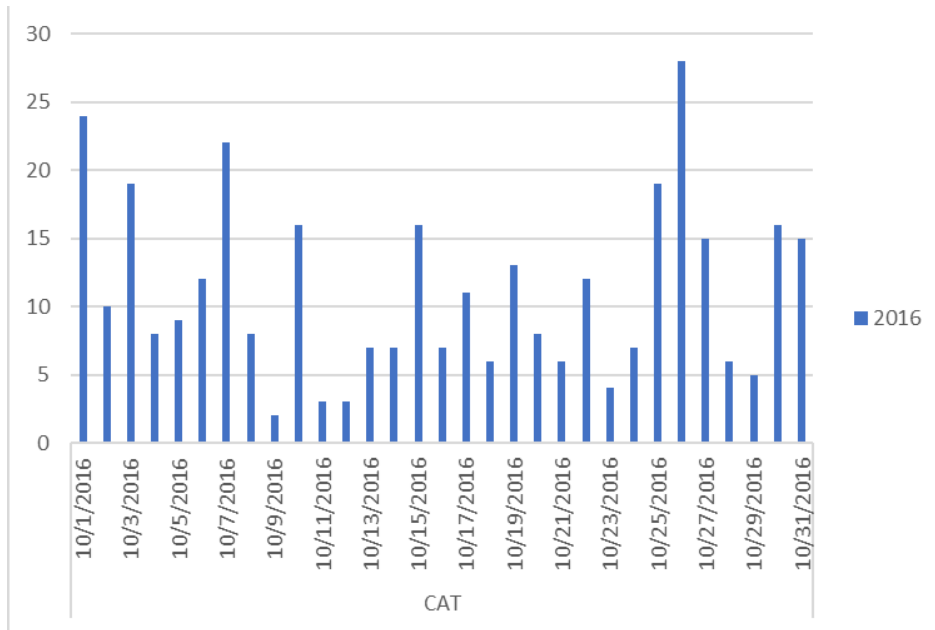
**Data extrapolated to 1 year and estimated as follows:**

- **2016 estimated intake: 2,688**
- Average monthly intake: 221
  - Average daily intake is 7.3 cats
- Peak intake: 344 (actual October 2016)
  - Average daily intake at peak: 11 cats
- Percent of intakes that are juveniles, 60%
  - Peak juvenile intake: 216 kittens in October of 2016 and was 63% of cat intakes

#### FELINE MONTHLY INTAKE AND PEAK MONTH FELINE DAILY INTAKE TABLES

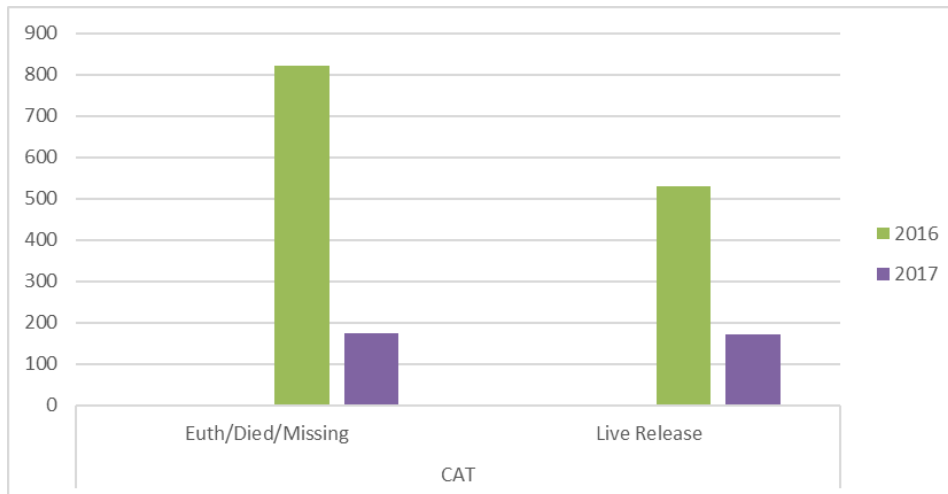


**Figure 150 Palmdale Monthly Cat Intake Variation 08/2016 - 02/2017**



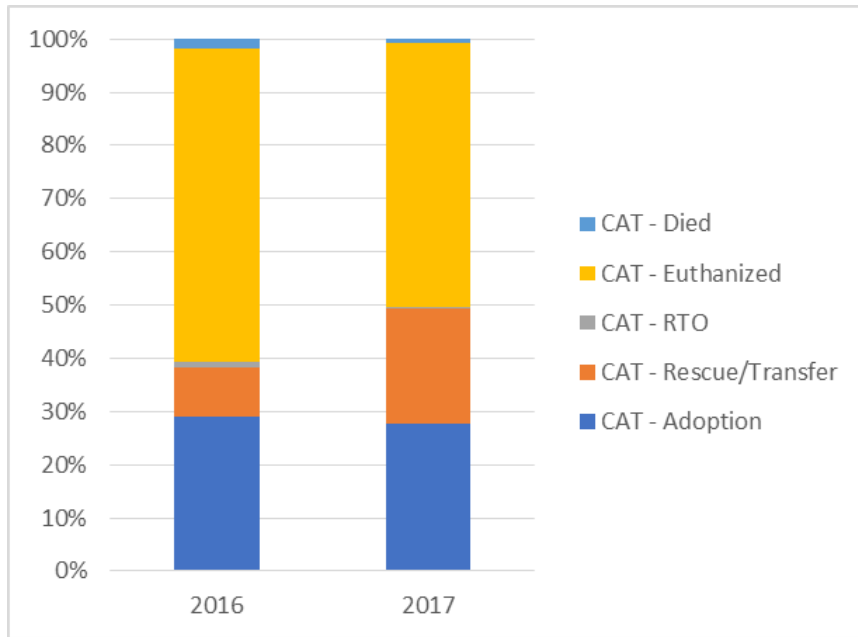
**Figure 151 Palmdale Daily Cat Intake Variation 10/2016**

#### CAT OUTCOME



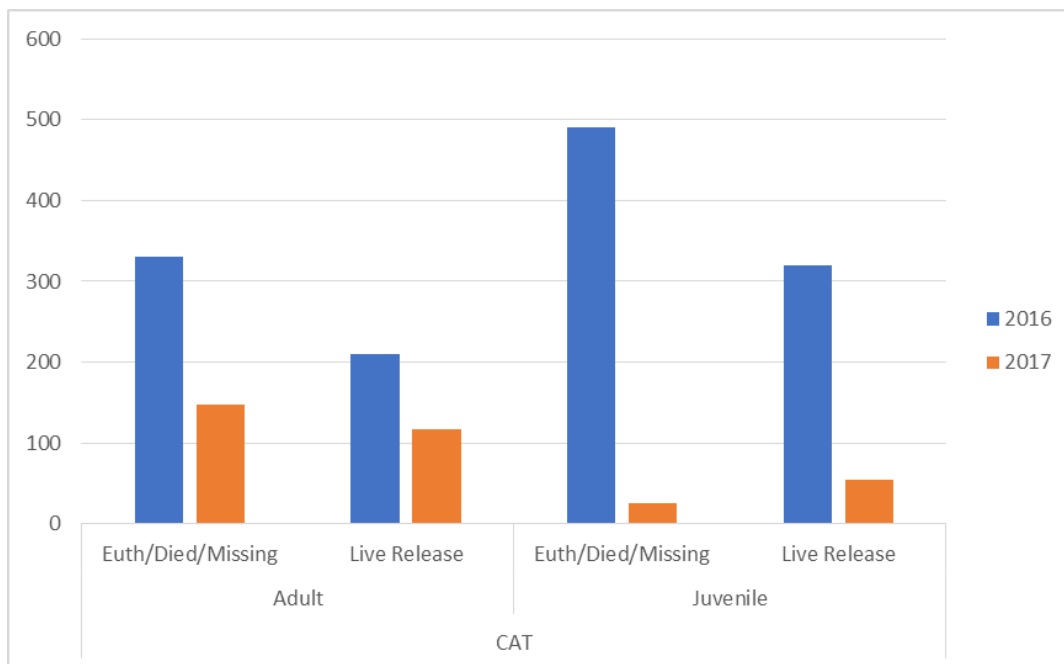
**Figure 152 Palmdale Cat Outcomes 2016 Partial and 2017 to Date**

More cats are euthanized than released alive at this facility.



**Figure 153 Palmdale Cat Outcomes by Percent of Total 2016 Partial and 2017 to Date**

It is difficult to interpret the data due to less than a year's worth of actual data, however the changes in the first two months of 2017 show improved live release as a percentage.



**Figure 154 Palmdale Cat Outcomes by Age 2016 Partial and 2017 to Date**

This facility is euthanizing more adult and juvenile cats than are released alive

### PALMDALE FELINE OUTCOMES BY TYPE: 2016 AND 2017 PARTIAL YEARS

Feline Outcome Type	2016 (July-Dec)	2017 (Jan-March)
RTO*	13 (1.0%)	1 (0.3%)
Adoption	393 (29%)	96 (28%)
Rescue/Transfer	123 (9%)	74 (21%)
Euthanasia	797 (59%)	171 (50%)
Died	23 (1.7%)	3 (0.9%)
Missing/Escaped	1 (0.1%)	0
<b>Total</b>	<b>1,350</b>	<b>345</b>

\*RTO as % of stray intake: 14/1398, 1%

### PALMDALE FELINE HOUSING - CURRENT

Housing Location	Single Cat Cages	<i>Number of Housing Units (Double Compartment) via Portalizing Existing Cages</i>
Stray/Hold/Confiscate	56	28
Adoption	44	-
Isolation	14	7
Unsocial/Feral	63	31
Total Housing Units	<b>177</b>	<b>66</b>
Medical	-	-
Clinic	12	-

## PALMDALE CALCULATED FELINE HOUSING NEEDS

FELINE HOUSING UNITS		Shelter: Palmdale	
Model:		Projected annual based on August - February 2016-2017	
Annual intake (projected)	2,688	% Capacity:	95% at peak; < 80% average
Animals per kennel:	1.6	Live release rate:	46%
Overall LOS (days):	11.5		
Housing type		# of units	Comments
Open selection		30	~ 25-50% traditional adoption
Back of house		8	
Feral		10	
Isolation		12	
Special care/non infectious medical		10	Use for neonates at peak
Neonates/flex		10	
Other			
Total Recommended Housing Units for Current Needs	80	Current total #: 177	
Total Animals	142		
Current LOS for neonates to live outcome is prolonged(There were 106 neonates with a live outcome that were recorded with a kennel location and their LOS ranged from 0-108 days, average LOS 36 days.) Lowering this LOS would substantially lower neonatal housing requirements. LOS to live outcome vs euthanasia is longer for adult cats and adoption/rescue rate is fairly low (19% and 11% respectively for adult strays). However, it <b>appears there is sufficient capacity with existing housing to portalize all cages and still have capacity for all cats at peak and accommodate increased live outcomes should that occur.</b>			

General assumptions	
Intake	2,688
Live release	46%
% Cohoused	40%
Housed per unit	1.60
% neonate	33%
Neonates per unit	3.00
Average daily adoptions	2.18

LOS assumptions	
Overall LOS	11.5
LOS to adopt	12.59
LOS to rescue	16.50
LOS to euth	8.07
LOS to RTO	2.01

## PALMDALE OTHER ANIMAL HOUSING – CURRENT

List of current housing units for animals other than dogs and cats:

- Rabbit – 4 Shor-line puppy kennels
- Small mammal – 1 plastic bottom, wire cage
- Exotics Housing
  - 3 cages in Wildlife / Parvo
- Farm Housing – Provided at Lancaster
- Other housing
  - 10 cages in ACO holding
  - 2 runs in ACO holding
  - 4 cages in EA holding
  - 2 cages in Treatment
  - 2 banks (6 cages total) in Recovery nook

---

## PALMDALE OTHER ANIMAL HOUSING POTENTIAL FUTURE NEEDS

- Small Mammal
  - Rabbits, small rodents, reptiles, etc.
- Pet Birds
- Livestock
  - Horses, cattle, sheep, pigs, others
- Temporary individual housing for chickens and other fowl
- Temporary wildlife housing
- Outdoor cat housing
- Temporary hoarding case housing
- Natural Disaster/Emergency housing

# Addendum – LA County Needs Assessment

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## INTRODUCTION

The design and use of an animal shelter have a profound impact on how the shelter functions, ongoing operational costs, staff health and safety, and ultimately the welfare and lives of the animals passing through the facility. In the context of a shelter facility, "[Capacity for Care](#)" is used to define a facility that sufficiently meets the basic health and welfare needs of animals and provides for an optimal length of stay (LOS) to the appropriate outcome. This encompasses not only the number of housing units, but the quality and type of housing provided. All individual housing units must be double-compartment and adequately sized to provide for animal health, safety and efficient care. Adequate staffing and management practices must also be in place to support animal flow through the facility.

## GENERAL NOTES ON HOUSING

- ✓ Provide double-compartment cage and kennel housing in all housing areas in order to support animal well-being, protect animal health, minimize length of stay (LOS), and maximize staffing efficiency and safety
- ✓ House animals singly, with the exception of bonded pairs, litters, and purpose-designed group housing rooms
- ✓ Combine holding areas for healthy stray and adoptable dogs "open selection" with public access to allow for maximum viewing of animals and flexible use
- ✓ Combine holding areas for healthy stray and adoptable cats "open selection" with public access to allow for maximum viewing of animals and flexible use
- ✓ Ensure adequate staffing and policy support for pro-active LOS management practices in the current as well as future facility

## HOUSING TYPE AND ANIMAL NUMBER PER UNIT

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

## ADOPTION/HOLD HOUSING

Combined recommendations have been made for adoption and hold housing. This is considered "primary flow" housing (animals actively moving through the shelter system to their

appropriate outcome) and includes housing for animals in their stray holding period. Combining these areas tends to facilitate management and shorten LOS, as animals can be readily viewed for adoption and rescue during the stray holding period and need not be moved from one room to another to be made available after a holding period is completed.

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## ISOLATION HOUSING

Isolation housing is needed in every shelter facility to house sick animals away from the general population. Shelter isolation housing generally refers to housing that will be used for animals with potentially infectious upper respiratory illness (kennel cough – dogs, and upper respiratory infection- cats). A general recommendation is to provide isolation housing capacity equal to ~10 % of the shelter housing capacity for that species. i.e. if 100 dog housing units for general population, then ~10 housing units are expected to be needed for isolation (given the shelter is following best practices). If best practices are not implemented or followed the need for isolation housing units may be markedly higher. Because isolation is not a flow through path in the shelter and animals may stay longer due to care and treatment needs and because isolation housing is often not flexible for other uses it is commonly calculated in addition to other housing needs and when not needed would be expected to be empty or nearly so. So, in this example 100 housing units would be provided for flow through planning and 10 housing units would be provided in addition for isolation: total of 110 units. This is an important area for discussion when capacity calculations include isolation housing as flow through housing such as may be more common in large facilities.

Isolation areas should be provided for each species or each type of animals housed (dogs, cats, small mammals, reptiles, livestock, etc.) such that there can be separation from the general population.

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## HIGH RISK ISOLATION

If animals will be expected to be treated for highly contagious disease (parvo, panleukopenia, distemper, ringworm) then providing high risk isolation areas with appropriate design components (ante-rooms, areas for cloth changing, etc.) is critical to prevent disease spread.

- High risk isolation housing is not recommended in facilities that do not plan to have the appropriate medical care staff and capacity for such cases

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## MEDICAL HOUSING

- In general, ~ 1-5% of the species population is recommended for medical housing. (This can be quite variable depending on the anticipated services and resources available.)

- Specific medical housing should be provided in the facility if more than minor medical care is expected to be provided on site
- Medical housing capacity beyond these recommendations is indicated if veterinary staff will be expanded to treat critical care and extensive cases on site or if medical care is expected to be an area of public service
- Medical housing should be double compartment and provide for all the basic needs that general population housing provides.
- Medical housing in general should be adjacent to clinical areas
- Minor medical/Special Care housing - is convenient if it can be located near the clinical area but it is not necessary in most cases

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### CANINE HOUSING COMMENTS

All canine adoption/hold housing should be planned as double compartment housing for a single dog, bonded pair, or litter of puppies. Medium/large dog housing should be back-to-back runs separated by a guillotine or transfer door. This housing type should also be used for litters of puppies. Small dog and single or cohoused puppy housing can be smaller back-to-back runs, or to conserve space or better meet the housing need of the dog, cage style housing with side-to-side compartments separated by a transfer door or portal.

Please visit general [housing recommendations](#) for more information on canine housing types, sizes and configurations.

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### FELINE HOUSING COMMENTS

**ADOPTION/HOLD HOUSING:** Although most housing in adoption/hold for a shelter that aims for 10 day or less LOS and efficient care should be double compartment cages or condos, several larger walk-in units for bonded pairs or small groups will appeal to a variety of adopters and meet the needs of cats staying longer. Having variety in feline housing can help meet both individual cat and adopter needs.

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

**NEONATE/SPECIAL CARE:** This housing should be used for non-infectious cats that are not appropriate to house in the general adoption/hold area and may have limited public access. Although neonatal housing will be the primary use during peak kitten season (kittens and moms with litters), other cats housed in this area could include cats with non-infectious mild medical conditions requiring additional care and time, cats with behavioral needs and any other cat that is not ready for the hold/adoption area. If no special care housing is needed it should remain empty and available for special care needs. Using it for stray/adopt housing will result in extending the feline average LOS.

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

## OVERVIEW OF CAPACITY FOR CARE AND FACILITY DESIGN

“Capacity for Care” in the context of facility design defines a facility sufficient to meet the basic health and welfare needs of animals and provide for an optimal length of stay (LOS) to the appropriate outcome. This encompasses not only the number of housing units, but the quality and type of housing provided. Adequate staffing and management practices must also be in place to support animal flow through the facility.

Basic housing elements of Capacity for Care in a facility include:

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

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

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#### FLOW CAPACITY VERSUS PHYSICAL HOLDING CAPACITY

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

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

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

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#### OPTIMAL LENGTH OF STAY (LOS)

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

Just as simply holding animals longer is not in itself a means to save their lives, rushing to euthanasia is not a means to optimize LOS. In fact, reduced LOS is linked to [increased life-saving success](#). Additional information on management considerations for Capacity for Care and Length of Stay are provided in [Additional Resources for Capacity for Care and LOS](#).

## HOUSING QUALITY

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

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

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

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

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

Therefore, the recommended number of housing units for dogs and cats refers to double compartment units housing a single animal, bonded pair, or litter. More information on desirable housing characteristics and site location can be found in the appendix on [housing characteristics](#).

## LENGTH OF STAY METHODS AND GENERAL CONSIDERATIONS

Given an optimal number of high quality housing units used properly (individual double compartment housing units for most adult animals), LOS at a facility will tend to decrease for several reasons including:

- Reduced disease transmission and animal injuries, leading to fewer animals requiring treatment and less time in treatment
- Reduced animal stress leading to Improved behavioral presentation in the kennel
  - Ease of monitoring allows animals to be accurately assessed and placed on the appropriate pathway early in their stay
  - Better behaved animals increase public foot traffic which increases the chance that an animal will be more quickly adopted
- Reduced staff time for cleaning and daily care, allowing refocusing of efforts on customer service, rescue networking, animal marketing and other activities that enhance live release and speed animals to the appropriate outcome
- Self-sustaining decreased LOS due to fewer animals in the system at any one time at optimal capacity
  - Simply lowering the number of animals in the facility at any one time, *provided there is sufficient time for each animal to receive all needed services and be viewed for an adequate time*, will decrease the LOS for each one independent of all other factors

Management practices strongly influence LOS. Some management best practices are facilitated by appropriate and or improved housing. However, some management practices can optimize LOS independent of facility. When possible, these should be put into practice as soon as possible to the extent possible:

Management practices to optimize LOS include (but are not limited to):

- Scheduled admission for non-emergency owner surrendered dogs and cats, healthy stray cats, service out and foster returns to coincide with optimal flow (e.g. in order to have surgery and be prepared for adoption on weekends)
- Pro-active pathway planning and daily population management rounds, ensuring that each animal is evaluated initially and reevaluated daily during their stay to identify the most appropriate outcome, and that all steps are taken to move the animal to that outcome as soon as legally and logistically possible



- Adequate number and skill level of staff to perform all needed services, including initial intake evaluation, any required behavioral evaluation, and spay/neuter surgery with minimal delay
- “Fast track/slow track” management that prioritizes rapid movement through the system for animals with high potential for adoption, and pro-active promotion of “slow track” animals through differential pricing, marketing or other methods
- Open adoption policies that promote adopter driven conversation and is conducted by trained staff and volunteers (more resources on [strategic](#) and [open adoptions](#) can be found on our website)

Pro-active planning is emphasized to manage LOS and will be critical to maintaining a facility most of the time at the recommended level (commonly ~ 80% or less of maximum capacity). Operationally this allows the facility to function for daily needs through most of the year and expand to peak intake needs (90-100% capacity). Further capacity can be acquired through management (shortening of average LOS). This means the population must be managed daily with an understanding of intake trends, animal needs, housing available and staffing available. Additional information on length of stay management can be found in the appendix on [Capacity for Care and Length of Stay resources](#).

## HOUSING UNIT - GENERAL RECOMMENDATIONS

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

### CATS

#### HOLD/ISOLATION/SPECIAL CARE/QUARANTINE

- Double compartment caging/condos - Two 30" long by 28" deep by 28-30" high cages with a pass-through side to side between them (double stacked). These can be found in laminate, stainless steel or fiberglass units. Request quiet latches and hinges. In general, kennels can be longer but not taller or deeper.
  - Example: These are new 30" stainless steel cages that have been retrofitted with portals to make them double compartment



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



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

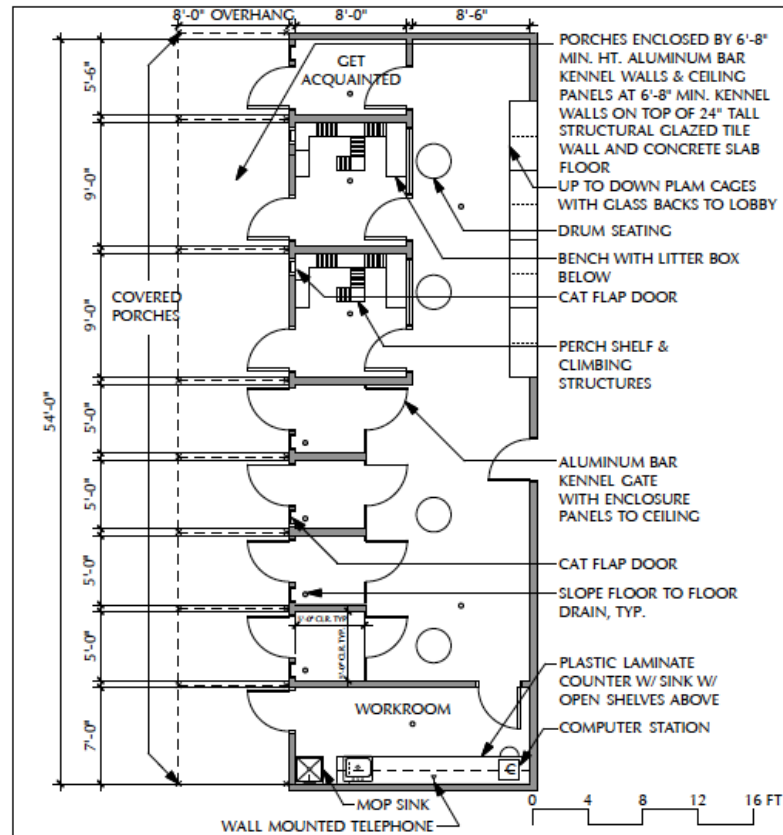


#### CAT ADOPTION –PROVIDE A VARIETY OF HOUSING

- In general, provide a variety of housing types- cage housing, individual room and group room.
- May be combined with hold housing for “open selection” type facility and greater flexibility in use.
- **Caging - Adoption Quad** – Four - 30” long by 28” deep by 28-30” high cages with pass through side to side and up to down. These basically are the same as the hold units but have an additional pass through up to down which provides a lot of housing flexibility and can work well to present cats at the eye level of the adopter when used in the up to down fashion.
  - This example is a Shor-line laminate housing unit, but many manufactures make similar models. The wide-open cage fronts allow ample ventilation and are great for observation and adopter/cat interactions.

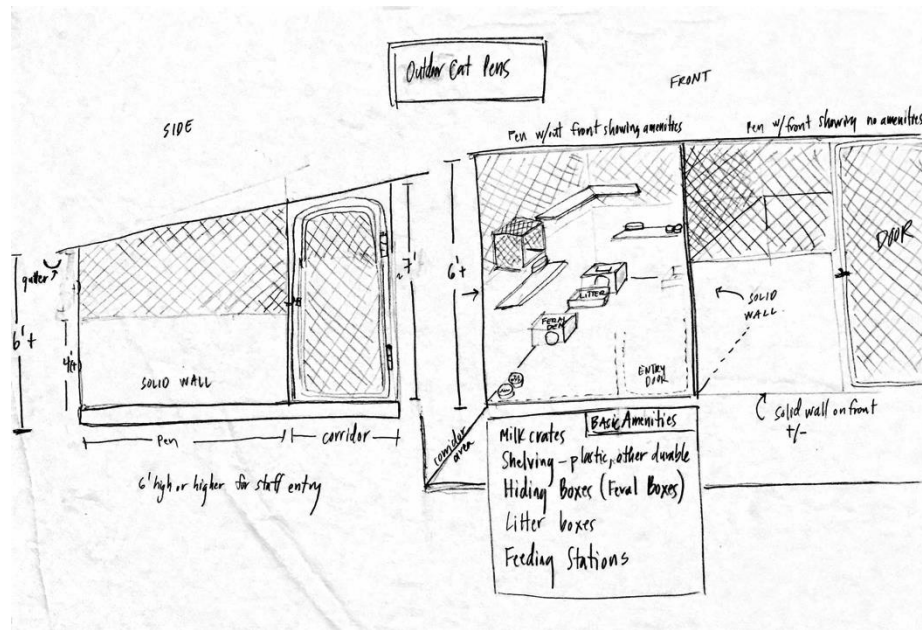


- **Group rooms** – minimum of 18 ft<sup>2</sup>/cat. Rooms can be larger but maximum number of cats planned for a room should be no more than ~4 with some flexibility.
- **Individual cat room** – minimum size needed for a person to enter comfortably and sit in a chair and interact with a cat.
- **Adoption Housing Example:** this schematic depicts a variety of housing with several double compartment cages (up to down portals) along the right wall along with several larger group rooms and some smaller individual cat rooms each with access to outside porches. Work spaces and get acquainted areas are also shown.



### OTHER FELINE HOUSING

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

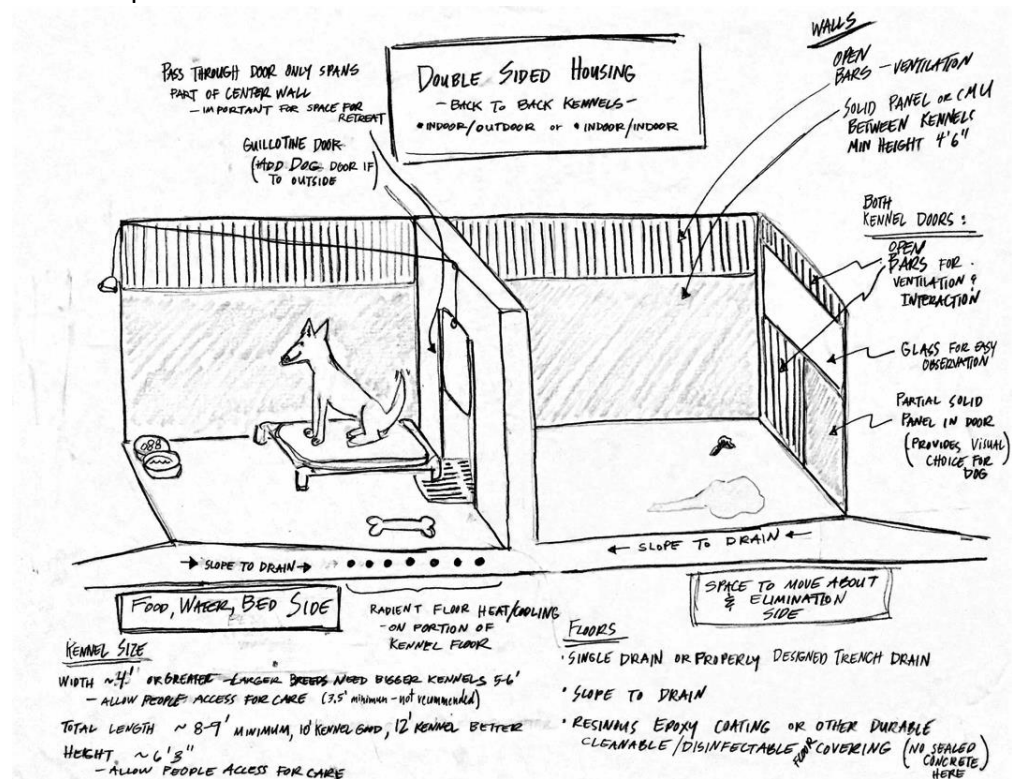


- **Temporary pens** – these can be used for hoarding cases. Dog kennel type pens with tops can work well to process and house cat hoarding cases. These should be thought of as temporary housing and cases should be processed as quickly as possible. These should be set up with the needs of the animals housed in mind. This may be indoors or outdoors with good protection from the elements and any needed amenities, including food and water stations, adequate shelving, hiding places and vertical space.

## DOGS

## HOLD/ISOLATION/QUARANTINE/ADOPTION

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



- Indoor/outdoor kennels should have in addition to the guillotine door, a dog door to maintain an indoor conditioned environment that is protected from the out of doors.
  - Example: saloon style door by [Biteguard Kennelplex](#)



- General kennel size



- 4' wide by 10-12 feet long divided by a guillotine door pass through
  - Fits most dogs
  - Always include a few kennels for giant breed dogs or co-housed dogs, mom and pups, etc.
    - 6' wide x 10-12' long divided by a guillotine door pass through
    - Ensure the guillotine door is big enough for giant breed dogs
- **Small dog kennel** – Hold/Special Care/Isolation/Adoption (Ex: Chihuahua, some terriers and puppies)
  - 3' wide by 6' long divided by a guillotine door pass through
- **Small dog double stacked kennels** – Hold/Special Care/Isolation/Adoption (small dogs/puppies) – recommend stainless steel
  - 6' wide by 28" deep by 30" tall divided by a side to side pass through
  - Example:



#### DOG ADOPTION – PROVIDE A VARIETY OF HOUSING

- **Any of the above canine housing can work for adoption areas**
- **May be combined with canine hold housing for “open selection” type facility and greater flexibility**
- **Real Life Room**
  - Indoor/outdoor or Indoor/Indoor
  - Generally enclosed with some amount of glass for viewing
    - Room is individually ventilated
  - Ideally set up with amenities that might be found in a home such as cleanable furniture (cement, plastic, etc.), dog bed, etc.



- Example: This large real life room co- houses two dogs and has access to a second compartment that is outdoors for urination and defecation needs:





#### ADDITIONAL RESOURCES

- The [ASV Guidelines for Standards of Care in Animal Shelters](#)
- Animal Sheltering Magazine: [Finding your Magic Number](#)
- Understanding [length of stay](#)
- Flow through planning – [Information sheet](#)
- University of Florida's Shelter Medicine Course May 2014 – video recordings/lectures:

[Part 1](#)

[Part 2](#)

- Developing intake and adoption decision making criteria – [Information sheet](#)
- Adoption driven capacity: your shelter's key to saving lives and providing great care – [Information sheet](#)
- New paradigms for shelters – [Information sheet](#)

## FACILITY DESIGN GLOSSARY OF TERMS

- **Adoption** – the act of providing a home and care for a previously homeless animal
- **Appropriate outcome** – see Outcome (appropriate)
- **Back of house (boh or BOH)** – this term generally refers to care facility area(s) that are staff only (borrowed from the restaurant industry). In facility design these may be areas that have limited or no access to the public (examples: quarantine, confiscate, isolation, medical housing; medical areas, staff use areas, euthanasia areas, etc.) These areas of the facility are often assessable for the public during tours or via staff assistance when a community member is looking for a lost pet. This is sometimes termed “limited public access” or “no public access” areas.
- **Capacity, flow through** – number of animals that can be served in a facility annually
- **Capacity, physical or holding** – the number of physical holding spaces in single or group housing for animals within a facility
- **Capacity for care (C4C)** – A care facilities capacity for care is based on its ability to provide animals the five freedoms of animal welfare and is based on housing quality and number; staffing and volunteer levels for daily care; and the rate of positive outcomes achieved at a given facility. It may be more or less than the physical or holding capacity of a facility.
- **Euthanasia** – euthanasia is derived from the Greek terms eu meaning good and thanatos meaning death. The term is usually used to describe ending the life of an individual animal in a way that minimizes or eliminates pain and distress. A good death is tantamount to the humane termination of an animal’s life. (From the AVMA Guidelines for the Euthanasia of Animals: 2013 Edition).
- **Fast tracking** – pathway planning that prioritizes animals that are likely to appeal to a high percentage of adopters (e.g. due to age, breed, appearance, or behavior) for rapid movement through the care facility; this can free up space and resources for animals that appeal to a more select group of adopters
- **Five Freedoms**
  - Freedom from hunger and thirst
  - Freedom from discomfort
  - Freedom from pain, injury or disease
  - Freedom to express normal behavior
  - Freedom from fear and distress
- **Hold periods** – holds vary and may be time periods that are required by federal and state (or local) statute (ex: stray hold), for animals brought to the care facility and can vary by intake type, species, age, care facility policy, etc.

- **Types of Housing Spaces**

- Stray or hold – housing for healthy animals that are in a holding period such as stray hold, short-term confiscate hold, ‘safe haven’ hold, etc. May be limited public access or public access.
- Stray/adopt – housing for animals in good general health that are adoptable or are **Appropriate outcome** candidates (healthy strays). Public access, or designed such that public access can be limited in a portion of this housing if needed.
- Adoption – housing for animals available for adoption. Public access.
- Neonatal/special care/medical – housing for animals awaiting foster, animals that need additional time prior to being viewed by the public for adoption and animals that need minor medical care but are not infectious. Generally, no public access.
- Feral cat – housing that meets the needs of unsocial cats living outdoors. Often is group housing in protected outdoor pens or group housing in quiet indoor spaces. Generally limited public access.
- Isolation – generally housing for animals with mild contagious upper respiratory disease.
  - If isolation is desired for more serious contagious diseases such as parvovirus, panleukopenia, ringworm, etc., then isolation housing spaces designed specifically for these diseases is needed.
    - Designed such that the general population is not at risk for these diseases – i.e. veterinary hospital type isolation
- Quarantine – generally bite quarantine housing with average lengths of stay 10-14 days.
- Confiscate – housing for animals that have been confiscated or court holds. Length of stay can be variable and if long term holding occurs in the facility (beyond 2 weeks) additional design criteria needs to be met to support animal health and well-being.

- **Humane Animal Care Facility Housing**

- Individual animal housing – two compartments that are of adequate size (two kennels, cages or rooms or combinations thereof) separated by some type of pass-through (guillotine/transfer door for dog kennels, portal for cat housing units). Double compartment housing is intended to house one care facility animal (exceptions: juvenile, nursing moms, bonded pairs). The expectation for length of time this housing will meet animals’ needs in a care facility is approximately 10-14 days or less.
  - Can be used for hold and adoption housing needs
    - Various housing sizes can be used depending on animal needs and location in the facility

- Group housing for cats – provide 18ft<sup>2</sup> of floor-space/cat. Recommend small groups of up to about 4-5 cats.
- Group housing for dogs is not generally recommended for short term care facility care. Can be beneficial in longer term care facilities or sanctuaries.
- Co- housing of bonded pairs of cats or dogs can be beneficial with adequate space and monitoring to ensure both animals have access to food and resources (resource guarding may emerge in confinement housing even when it has not previously been a problem)
- **Juvenile** – usually a dog or cat that is less than 5 or 6 months of age
- **Limited public access** – See “back of house” above.
- **Live Intake** – animals that are entering the care facility that will need housing space
  - Does not include animals that are deceased on arrival
  - Does not include animals that are owner requested euthanasia unless these animals are housed in the care facility and/or potentially made available for adoption or rescue
- **Length of stay (LOS)** – the number of days that an animal spends in a care facility from intake to outcome
  - Often reported as an average number when referring to groups of animals (dogs, cats, specific breeds, juveniles, etc.)
  - LOS has implications for animal welfare, animal housing needs, efficiency of stay and current and future care costs
  - LOS is not used to decide how long an individual animal stays in the care facility (e.g. it is not a time limit)

“As the length of stay increases (e.g., beyond 1-2 weeks), it becomes progressively more important to provide space that is both mentally and physically stimulating; alternatives to traditional housing must be provided. For animals housed long term, the physical environment must include opportunities for hiding, playing, resting, feeding, and eliminating. For cats, the environment should also allow for scratching, climbing and perching. Protected indoor-outdoor access is ideal for most species, especially when animals are held long term. Outdoor spaces must be suitably enclosed to protect from adverse weather, vandalism, and prevent escape or predation.”

[ASV Guidelines for Standards of Care in Animal Care facilities](#) 2010

- **Neonate** – a puppy or kitten too young to be placed for adoption (less than 6-8 weeks of age for kittens and less than 8 weeks of age for puppies, depending on care facility policy)
- **No public access** – See “back of house” above

- **Outcome** – the method by which an animal leaves the care facility (e.g. reclaim, rescue, return to field, adoption, euthanasia)
  - Over time the number of outcomes must equal the number of intakes
- **OS** – owner surrender
- **Outcome (appropriate)** – upon shelter intake (or shortly thereafter) an animal should be evaluated and placed on an outcome pathway that is appropriate to the resources available and the animal's needs.
- **Outcome pathway** – essentially the roadmap of the steps needed (owner notification, preventive care, surgical needs, health and/or behavior evaluations, medical care, partner notifications, grooming, etc.) to take an animal from intake to the animal's appropriate outcome
- **Public access** – areas of the care facility that the public can freely access
- **Rescue** – animal moves out of the care facility to a rescuer or rescue group
- **RTF** – Return to Field: sterilization, vaccination (FVRCP and rabies), and ear tipping (cats) followed by return to the location found
- **RTO** – return to owner
- **Stray** – animal found roaming at large, with or without evidence of ownership
- **Transfer** – In general used to describe an animal that is moved from one care facility to another. Some care facilities may use it to describe animals that are rescued or moved off campus with a live outcome.