

**NOTICE OF MEETING  
REGULAR MEETING**

- 1. CALL TO ORDER**
- 2. APPROVAL OF THE AGENDA**
- 3. PUBLIC COMMENTS REGARDING ITEMS ON THE AGENDA**
- 4. RECONSIDERATION**
- 5. SYNOPSIS APPROVAL**
- 6. VISITORS**
- 7. STAFF REPORTS**
- 8. PUBLIC HEARING**
- 9. PENDING BUSINESS**
- 10. NEW BUSINESS**
  - A. Election of Chair and Vice Chair Page 3
  - B. Establishing a Meeting Schedule Page 5
  - C. Volunteerism
  - D. Animal Shelter Contract Page 7
  - E. Animal Shelter Fee Schedule Page 17
- 11. INFORMATIONAL ITEMS**
  - A. Resolution 15-075 Page 19
  - B. Animal Shelter Budget Page 21
  - C. Humane Society of the United States Standards for Operation of an Animal Shelter Page 23
  - D. Animal Shelter Layout Page 33
- 12. COMMENTS OF THE AUDIENCE**
- 13. COMMENTS OF CITY STAFF**
- 14. COMMENTS OF THE COMMITTEE**
- 15. ADJOURNMENT NEXT REGULAR MEETING IS SCHEDULED at a Time to be Determined in the City Hall Cowles Council Chambers located at 491 E. Pioneer Ave, Homer, Alaska.**





# City of Homer

[www.cityofhomer-ak.gov](http://www.cityofhomer-ak.gov)

Office of the City Manager

491 East Pioneer Avenue  
Homer, Alaska 99603

[citymanager@cityofhomer-ak.gov](mailto:citymanager@cityofhomer-ak.gov)

(p) 907-235-8121 x2222

(f) 907-235-3148

## Memorandum

TO: Sustainable Animal Control Review Committee  
FROM: Patrick Lawrence, Assistant City Manager  
DATE: October 2, 2015  
SUBJECT: Election of Chair and Vice Chair

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A Chair and Vice Chair are needed for the committee to conduct efficient meetings. The Chair will assist staff to prepare the agenda that is required for all meetings.

Committee Member Francie Roberts will start the meeting and call for nominations for a Chair and Vice Chair. The nominee(s) are then voted on and seated as Chair and Vice Chair.





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## Memorandum

TO: Sustainable Animal Control Review Committee  
FROM: Patrick Lawrence, Assistant City Manager  
DATE: October 2, 2015  
SUBJECT: Establishing a Meeting Schedule

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The committee needs to establish a meeting schedule that will work for the majority of the members and is compatible with scheduled meetings at City Hall.

The following dates are available for future meetings:

Thursday, October 22  
Tuesday, October 27  
Thursday, October 29  
Thursday, November 5  
Monday, November 9  
Wednesday, November 18

Please note: A two-week lead time is required to hold a meeting since all meetings must be advertised.



**CITY OF HOMER, ALASKA  
AGREEMENT FOR PROFESSIONAL SERVICES**

This agreement for professional services, dated January 01, 2014 is entered into between the City of Homer, Alaska (hereinafter called the "City"), a municipal corporation, and Coastal Animal Care (hereinafter called "Contractor"), a business organized under the laws of the State of Alaska. Contractor's address is 4142 Mattox Road #12 Homer, AK 99603.

This agreement is for professional services for the operation and management of the Homer Animal Shelter (hereinafter called the "Shelter"). Contractor's primary contact person for purposes of this agreement is Cheryl Bess. The City's primary contact for purposes of this agreement is the Chief of Police or the Chief's Police Department Designee (hereinafter called the "PDC").

**1. Scope of Work**

The scope of work to be performed under this agreement is more completely described in Appendix A, which is incorporated herein by reference.

**2. Compensation**

As compensation for services, Contractor will be paid \$129,988.80, payable monthly in equal installments of \$10,823.40. Contractor will receive additional compensation of \$55.00 per hour for after hour call out that is requested by the Homer Police Department. At the conclusion of each month the Contractor shall submit a monthly invoice to the City and the City shall make payment within two weeks from receipt of the invoice.

The City may by written change order require Contractor to perform additional services; Contractor will not be paid additional compensation for additional services unless a written change order, signed by the PDC and setting forth the additional services and compensation, is approved before the Contractor undertakes such services.

**3. Term**

This agreement is effective for a term commencing 01/01/2014, and ending on 01/01/2017, unless terminated earlier pursuant to paragraph 14 of this Contract, or unless extended as hereinafter provided in paragraph 4.

**4. Renewal Option**

This contract may be extended upon written amendment expressing the mutual agreement of both the City and the Contractor. The renewal shall extend this Contract for not more than one additional 2 year term from the preceding expiration date.

**5. Insurance**

The Contractor will maintain a \$1,000,000.00 comprehensive general liability insurance for claims arising against the activities of the Contractor. The Contractor will add the City as an additional insured under this insurance policy which shall be primary to any policy obtained by the City that provides similar coverage for such activities. Contractor shall provide the City certificates of insurance to show that at all times the required insurance is in place. The City will maintain comprehensive general liability insurance for claims arising against the City concerning the Animal Control Shelter premises.

**6. Worker's Compensation Insurance**

Contractor acknowledges that it must provide worker's compensation insurance for its employees according to Alaska State Law. In the event Contractor hires any employee, Contractor will, prior to the start of employment for any employee, obtain worker's compensation insurance from an authorized worker's compensation carrier and provide proof of such insurance coverage to the City. Thereafter, Contractor shall keep such worker's compensation coverage in effect during the term of this agreement. No worker's compensation insurance policy shall be canceled or allowed to expire without 30 days prior written notice the City.

**7. Hold Harmless and Indemnity**

Contractor shall hold harmless, defend, and indemnify the City and its officers and employees from and against any and all damages, losses, claims, lawsuits, or liability, including attorney's fees and costs, of every kind arising out of loss, damage, or injury, including death, to persons or property sustained by Contractor, its employees, and its volunteers, or any or all of them, from any cause arising out of or in the course of the performance of services under this agreement.

**8. Vehicle**

Contractor will provide a vehicle(s) to perform animal control duties. Vehicle(s) should be clearly identified as "Animal Control", carry automobile liability insurance coverage with policy limits not less than \$300,000 for all owned, non-owned, and hired autos. Contractor will be responsible for all costs associated with vehicle, including fuel and maintenance.

**9. Building and Equipment Owned by City**

All land, buildings, improvements and permanent equipment which are presently in place, or new real property improvements which may be added, shall remain or become the property of the City. Contractor will be liable for the cost of damage to the City's building, improvements and equipment caused by negligence, recklessness, or intentional misconduct of Contractor or its employees.

Should the Contractor fund the implementation of any facility improvement at the request and approval of the City, such facilities shall become the property of the City after completion of a



repayment schedule.

Expendable supplies which are on hand on the day and date of the Contract execution shall be inventoried. The Contractor shall have access to these supplies during the duration of the Contract, but shall maintain the inventory such that at the end of the Contract period, the City inventories shall be replenished for supplies used or substituted, with City approval during the term of the Contract.

The City will require prior approval by the Chief of Police of any real property purchased or donated to the Shelter by the Contractor, Homer Animal Friends or by private donation.

#### 10. Personnel

The Contractor represents that he has secured or will secure at Contractor's expense all personnel required in performing the services under this Contract. Contractor will furnish the City with names and addresses of all personnel. Contractor shall inspect all work performed by his personnel and ensure that the work meets the standards required by this agreement.

All of the services required hereunder will be performed by the Contractor or Contractors employees under the Contractor's supervision, and all personnel engaged in work shall be fully trained and qualified; and shall be authorized under State and local law to perform such services. Contractor shall remain responsible for all training of employees, and Contractor shall provide them with any required protection/safety gear as specified by current law or regulations; including OSHA requirements. None of the work or services covered by the Contract shall be subcontracted without prior written approval of the City.

The Contractor or any employees of the Contractor shall not be under the influence of alcohol or drugs (any substance considered unlawful under AS 11.71, or the metabolite of the substance) while working in the shelter, on shelter grounds or while on duty. Alcohol or drugs may not be possessed at the Shelter. The Contractor and employees of the Contractor will be required to submit to a breath test or other testing for presence of alcohol or drugs at the request of the PCD if the PCD, or a Homer police officer, has reasonable suspicion that the individual has consumed or is under the influence or is in possession of alcohol or drugs. A positive test result, or refusal to submit to such testing, may result in the City ordering a revocation of the individuals' peace officer status and a permanent or temporary prohibition against the individual's continued presence at the Shelter or continued work under this agreement or both.

#### 11. City Obligations

The City shall provide the building, be responsible for building and ground maintenance and supplies; utilities to include water, sewer, electricity, heating fuel, dumpster pickup, phone and internet line.

#### 12. Independent Contractor

This Agreement does not constitute an employment of Contractor by the City. Both parties agree

that Contractor is to remain an independent Contractor for all purposes. Except for those instances specifically provided herein, Contractor shall act independently and shall not be under the control of the City as to the means by which Contractor accomplishes its scope of work. Contractor shall not be treated by the City as an employee in respect of the services rendered hereunder for the purposes of any governmental agency. Consequently, the City will pay no state and federal unemployment taxes and will not withhold social security or federal income tax. Accordingly, Contractor shall be solely responsible for payment of all taxes arising out of Contractor's activities under this Agreement including but not limited to federal income taxes, social security taxes, unemployment insurance, state and local taxes, and all business and professional fees.

**13. Entire Agreement**

This Agreement constitutes the entire agreement between the City and Contractor, and there are no agreements or understandings concerning this Agreement which are not fully set forth therein.

**14. Termination**

**14.1 Termination for Cause.**

If, through any cause, except causes beyond the control of the Contractor, the Contractor shall fail to fulfill in a timely and proper manner its obligations under this Contract, or if the Contractor shall violate any of the agreements or stipulations of this Contract, the City shall have the right to terminate the Contract upon providing written notice ten (10) days before the effective date of such termination.

**14.2 Termination Without Cause.**

The City may terminate this Contract in whole or in part at any time without cause by giving written notice to the Contractor of such termination at least thirty (30) days before the effective date of such termination. In that event, the Contractor will be paid for work satisfactorily completed on the date of termination, less payments of compensation previously paid.

**15. Mediation**

If any dispute arises out of or relates to this agreement, or the breach thereof, the parties shall first meet, confer, and attempt to settle the dispute. If the dispute cannot be settled through such direct negotiations, the parties agree to try in good faith to settle the matter by nonbinding mediation. The parties shall jointly agree on an impartial mediator within 30 days of either party's demand to submit the dispute to mediation and, unless otherwise agreed, the parties will follow the mediator's rules of procedure. If the parties cannot agree on a mediator within 30 days of a demand, and any extensions that may be agreed to by both parties, then either party may initiate mediation to be administered by the American Arbitration Association under its Commercial Mediation Procedures. All costs of mediation, including the mediator's fees and

expenses, will be shared equally by the parties. Each party will bear its own attorneys' fees and costs. Neither party may commence litigation unless and until such matter has been submitted to mediation as required in this section.


**16. Assignment**

The Contractor shall not assign any interest in this Contract and shall not transfer any interest in the same without prior written consent of the City.

**17. Amendment**


This Agreement may be amended only by a written document executed by the parties.

**CITY OF HOMER**

By:   
Marvin Yoder, City Manager

Date Signed: 1-20-2015

**CONTRACTOR:**

Coastal Animal Care  
Taxpayer ID #519-62-0023  
By: 

Date Signed: 1-20-15

**APPENDIX A**  
**SCOPE OF WORK**

**I. General**

Contractor will operate the Shelter in accordance with the Homer City Code Title 20 and the Humane Society of the United States Standards for the Operation of an Animal Shelter. Contractor will accept cats, dogs, puppies and kittens both from the PDC and the City residents providing the space is available. These animals will receive safe, humane treatment during their stay and if necessary, their disposal. Contractor will determine which animals are to be destroyed. The Animal Shelter shall be managed in such a way to encourage adoptions but the Contractor is required to ensure that space will be available to comply with the intent of Title 20 of the Homer City Code. The intent of this title is to control the running of large animals within the city and to protect the general health, safety and welfare of the citizens of the City with respect to the keeping of animals. The Shelter does not have facilities for and therefore will not accept farm or wild animals.

**II. Management and Operation of Animal Shelter**

The Homer Animal Shelter requires operation 7 days a week for the care of animals. The Contractor shall maintain office and telephone inquiry response hours at the Animal Shelter for the convenience of the public a minimum of Tuesday through Saturday from 12:00 to 5:00 p.m. excluding holidays. The contractor shall notify the PDC of any anticipated changes in operational hours. The City must agree with the Contractors proposed operating hour change prior to the change. The hours of operation for animal care to meet contract specifications will be left to the discretion of the Contractor.

The Contractor will be responsible for all calls and complaints regarding animals from the hours of 8:00 a.m. to 7:00 p.m. Monday through Sunday. Calls between 7:00 p.m. and 8:00 a.m. will be directed to the Homer Police Department. Contractor will respond promptly to call outs requested by the Homer Police Department between 7:00 p.m. and 8:00 a.m. Monday through Sunday. Contractor will provide HPD dispatch current 24-hour contact numbers for personnel who shall respond to call outs.

At a minimum the PDC will conduct monthly inspections of the Homer Animal Shelter. The City may inspect the facilities at any time.

The contractor shall not use the shelter for personal use of any type. No personal property may be stored on the grounds with the exception of the animal control vehicle if it is owned by the contractor. No one is permitted to sleep overnight in the shelter unless prior approval for doing so is obtained from the Chief of Police.

### **III. Animal Care and Feeding Routine**

#### **A. Feeding**

1. Animals will be fed everyday using quality, name-brand chow in a type and quantity suitable to animal type and age.
2. Potable water will be present at all times.

#### **B. Cleaning**

1. All fecal material will be scooped and properly disposed of daily.
2. All "in use" kennels, cages, and runs; food bowls; cat litter boxes; and gutters, aisles, and floors will be cleaned and disinfected daily, with the exception of outside runs when temperatures are below freezing.

#### **C. Veterinarian Care and Euthanasia**

1. At Contractors discretion and cost, emergency care for animals will be provided by a licensed veterinarian.
2. At Contractors discretion and cost, euthanasia will be conducted by lethal injection by a licensed veterinarian or Contractor if Contractor has received certification as an Animal Euthanasia Technician from the National Animal Control Association.

#### **D. Supplies**

Contractor will purchase all supplies required for animal care and cleaning (such as animal food, medicine, kitty litter, etc) and all supplies for janitorial cleaning of the building.

### **IV. Vehicle**

The Contractor will provide an animal control vehicle(s) as needed to fulfill the duties of the Contract. Vehicle should be clearly marked "Animal Control".

The vehicle chosen and it's decals must be approved by the Chief of Police.

### **V. Records**

- A. Incoming paperwork will be prepared for every animal that enters the Shelter. Such paperwork will include all pertinent dates, animal description, final disposition of the animal, prior home (inside/outside city limits) of animals picked up or received.

- B. A monthly animal report will be submitted to the PDC.
- C. An Animal Shelter Standard Operating Procedures (SOP) Manual will be developed within 90 days of contract signing and will be updated annually thereafter. The SOP shall be submitted to the Chief of Police for approval. The SOP shall address shelter and safety procedures for employees and volunteers.

**VI. Animal Adoptions**

The City and the Contractor acknowledge that adoptions are an important aspect to the Shelter. Contractor will use its best efforts to encourage adoptions including working with Homer Animal Friends adoption programs.

**VII. Fee Collections**

- A. During the hours Contractor is at the Shelter Contractor will collect animal drop off, animal adoption, impound, rabies vaccinations and license fees.
- B. Contractor will issue a receipt and keep a careful record of all incoming money.
- C. Contractor will remit to the City on a bi-weekly basis all fees collected and records thereof, and all donations of money, supplies and equipment.
- D. Contractor will meet quarterly with the City's Finance Director or her designee to review financial records including fees collected, donations made to Animal Shelter and payment of any expenses for the Animal Shelter.
- E. The City may audit Contractor's fee collection records at any time upon reasonable notice to Contractor.

*questioning  
fee # do that* ←

**VIII. Animal Control and Code Enforcement**

The City Manager and PDC will appoint the Contractor and any approved employees the status of Peace Officer for purposes stated in this paragraph. As a Peace Officer the Contractor will respond to calls involving domestic animals, investigate complaints, determine appropriate course of action up to and including impound of animals or issuing citations for violation of Homer City Code Title 20. These services may be performed only by individuals appointed in writing by the City Manager as "peace officers" as defined by AS 11.81.900 (b)(38). The authority of each such peace officer will be limited to the enforcement of Homer City Code Title 20 and may be further limited by the written appointment by the City Manager. Such peace officers shall not have the general authority of police officers and the appointment of any individual may be revoked at any time with or without cause by the Chief of Police.

**IX. Volunteers**

Contractor will coordinate and train volunteers for the Animal Shelter.

**X. Maintenance**

The Contractor will be required to provide janitorial services for the building and to keep sidewalks and doorways free of dirt, debris, ice and snow. Contractor and all of Contractor's employees will abide by reasonable rules established by the City for the safe use and occupancy of the Shelter building and will take all reasonable precautions against damage to the premises.

Initials:

City of Homer: MMR

Contractor: CAB

Attachments: City Code Title 20, Humane Society of the United States Standards for Operation of an Animal Shelter

**ADDENDUM ACKNOWLEDGEMENT**

**RFP OPERATION AND MANAGEMENT  
HOMER ANIMAL SHELTER**

Please include this form with any and all proposers.

- #1 \_\_\_\_\_
- #2 \_\_\_\_\_
- #3 \_\_\_\_\_
- #4 \_\_\_\_\_





Tapes: Audio Cassette (Police Department) \$25 tape  
 Subsequent, \$15/tape Includes 1st class postage  
 Video Cassette (Police Department) \$30/tape  
 Vehicle Impound/Storage Fees (actual costs + towing) Storage, \$7.50/per day

**AIRPORT TERMINAL FACILITY**

Administration - 235-8121 (ext 2222)

(The following fees have been set by legislative enactments, Resolution 10-90(A), 04-98(S)(A), 94-61, 93-107, 08-124).

Advertising only:

- \$ 75/yr. - size 9X4"
- \$ 100/yr. - size 9X7"
- \$125/yr. - size 9X11"

Advertising w/Direct Dial Phone - \$350/year  
 Long Term Parking - Per day \$5  
 Annual Pass \$500/year  
 Vending Machine Space \$30/month

**ANIMAL CONTROL FEES**

235-3141 Hours are noon to 5 p.m. Tuesday through Saturday.

(The following fees have been set by legislative enactments to HCC 20.32, Resolution 14-114, 01-85)

- Dog License
  - Neutered/spayed \$15.00/2 years
  - Nonneutered/nonspayed \$75.00/2 years
- Kennel license \$150.00/2 years
- Replacement fee, lost license \$ 6.00
- Rabies Voucher \$ 12.00
- Quarantine at Home \$ 40.00
- Quarantine at Shelter \$ 40.00 plus daily boarding fee
- Boarding fee (when available) \$ 20.00 daily
- Pickup at residence for owner release \$ 25.00
- Turn In \$ 5.00
- Turn In for Euthanasia \$ 15.00

Impound fees:

| Nonspayed/Nonneutered                |         | Spayed or Neutered |         |
|--------------------------------------|---------|--------------------|---------|
| 1st offense                          | \$35.00 | 1st offense        | \$25.00 |
| 2nd offense                          | \$50.00 | 2nd offense        | \$40.00 |
| 3rd offense                          | \$85.00 | 3rd offense        | \$75.00 |
| 4th offense or greater \$100.00 same |         |                    |         |

Live Trap:

Small trap \$ 70.00 deposit, \$1.00 per day. Seven (7) day rental maximum.  
Large trap \$150.00 deposit, \$1.00 per day. Seven (7) day rental maximum.  
Deposit is forfeited if the trap is not returned in seven days. A portion of the deposit, up to the entire amount of the deposit, will be forfeited if the trap is damaged.

Adoption Fee \$ 15.00

All impounded animals must be properly licensed and have current rabies vaccinations prior to being released. Owners of impounded animals will be charged a daily boarding fee for every full day that the animal stays in the shelter. Vaccination and license fees shall be the owner's responsibility.

Animals being adopted shall be spayed or neutered, properly licensed and vaccinated. Associated fees shall be the responsibility of the adopting party.

The City shall charge for any additional expense incurred by the City in the actual impoundment, transportation, medical care, housing or feeding of any animal; which expenses shall be paid in full prior to the animal's release.

**CAMPING FEES**

(The following fees have been set by legislative enactments, Resolutions 05-05, 04-98(S)(A), 99-94, 93-35, 91-34 and; 91-20(S)).

“Campground” means an area owned, controlled, developed and/or maintained by the City, which contains one or more improved campsites or contains adequate area for one or more unimproved campsites.

“Camping” means:

1. The erection of, or occupancy of any tent.
  2. The placing or leaving of any items normally found at a campsite within campsite such as cook stoves, lanterns, sleeping bags or bedding.
  3. Parking of any camper unit in any area owned or controlled by the City that has been designated a camping area by official signs, in excess of twenty-four hours.
- “Camping Season” means that period of time from April 1 through October 30.

RV \$ 15/day  
14 calendar days \$189

All other camping \$ 8/day  
14 calendar days \$100

All fees inclusive of sales tax.

**CITY OF HOMER  
HOMER, ALASKA**

Roberts

**RESOLUTION 15-075**

A RESOLUTION OF THE CITY COUNCIL OF HOMER, ALASKA,  
ESTABLISHING A SUSTAINABLE ANIMAL CONTROL REVIEW  
COMMITTEE TO STRENGTHEN SUSTAINABILITY OF THE  
SHELTER.

WHEREAS, The City has contracted out Animal Control services for over 30 years; and

WHEREAS, In 2005 with tremendous support and effort from the community and Homer Animal Friends, the City of Homer built a new Animal Shelter; and

WHEREAS, In these constrained fiscal times, it is prudent to review how the sustainability of providing animal control for the City of Homer can be strengthened; and

WHEREAS, It would be beneficial to establish a Sustainable Animal Control Review Committee (SACRC) to assist the City with increasing revenue and reducing expenses at the shelter.

NOW, THEREFORE, BE IT RESOLVED that the City of Homer hereby establishes the Sustainable Animal Control Review Committee (SACRC).

BE IT FURTHER RESOLVED that the Committee membership shall be the Mayor or one member of the City Council, the Police Chief or their designee, the Finance Director or their designee, a member of Homer Animal Friends, a Veterinarian licensed to practice in the State of Alaska, and a representative of the Homer Animal Shelter Contractor.

BE IT FURTHER RESOLVED that the committee should select within its membership a chairperson to run meetings and provide the clerk's office with agenda content, a vice chair in the chair's absence, and a secretary to take notes at meetings.

BE IT FURTHER RESOLVED that the scope of work shall include:

- Review of animal control fine and fee schedule
- Review of animal boarding policy
- Review of energy use at the shelter
- Review of opportunities for collaboration with Homer Animal Friends

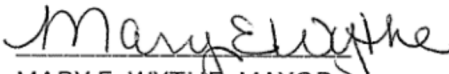
42 BE IT FURTHER RESOLVED that the Committee shall establish its own work schedule  
43 and shall be disbanded when the initial scope of work is complete or December 1, 2015,  
44 whichever comes first.

45  
46 BE IT FURTHER RESOLVED that the City Clerk is authorized to advertise for parties  
47 interested in serving as the veterinarian and Homer Animal Friends member.

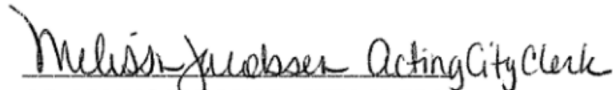
48  
49 PASSED AND ADOPTED by the Homer City Council this 24<sup>th</sup> day of August, 2015.

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CITY OF HOMER

  
MARY E. WYTHE, MAYOR

ATTEST:

  
JO JOHNSON, MMC, CITY CLERK

Fiscal information: N/A, existing budget



**City of Homer  
2016 Operating Budget**

| <b>0165 Animal Control</b>                           |  | <b>Adopted</b>         | <b>Amended</b>         | <b>Draft</b>           | <b>Increase/Decrease</b> |                        |                              |              |
|--|--|------------------------|------------------------|------------------------|--------------------------|------------------------|------------------------------|--------------|
| <b>A/C Num.</b>                                      | <b>Expenditure Categories &amp; Descriptions</b> | <b>12/31/13 Actual</b> | <b>12/31/14 Actual</b> | <b>12/31/15 Budget</b> | <b>12/31/15 Budget</b>   | <b>12/31/16 Budget</b> | <b>From Prior Yr Amended</b> |              |
|  |  |                        |                        |                        |                          |                        | <b>\$</b>                    | <b>%</b>     |
| <b><u>Salaries and Benefits</u></b>                  |  |                        |                        |                        |                          |                        |                              |              |
| 5101   | Regular Employees                                |                        |                        |                        |                          |                        |                              |              |
| 5102   | Fringe Benefits                                  |                        |                        |                        |                          |                        |                              |              |
| 5112   | PERS RELIEF                                      |                        |                        |                        |                          |                        |                              |              |
| 5103   | P/T Employees                                    |                        |                        |                        |                          |                        |                              |              |
| 5104   | Fringe Benefits P/T                              |                        |                        |                        |                          |                        |                              |              |
| 5105   | Overtime   |                        |                        |                        |                          |                        |                              |              |
| 5107   | P/T Overtime                                     |                        |                        |                        |                          |                        |                              |              |
|  | <b>Total Salaries and Benefits</b>               | -                      | -                      | -                      | -                        | -                      | <b>0</b>                     | <b>0.0%</b>  |
| <b><u>Maintenance and Operations</u></b>             |  |                        |                        |                        |                          |                        |                              |              |
| 5202   | Opr Supplies                                     | -                      | -                      | -                      | -                        | 0                      | 0                            | 0.0%         |
| 5203   | Fuel/Lube  | 24,631                 | 8,379                  | 13,200                 | 13,200                   | 13,200                 | 0                            | 0.0%         |
| 5206   | Food/Staples                                     | -                      | -                      | 500                    | 500                      | 500                    | 0                            | 0.0%         |
| 5208   | Equipment Maint                                  | -                      | -                      | 1,000                  | 1,000                    | 1,000                  | 0                            | 0.0%         |
| 5209   | Building & Grounds Maintenance                   | 2,450                  | 2,844                  | 3,000                  | 3,000                    | 3,000                  | 0                            | 0.0%         |
| 5210   | Prof & Spec Svc                                  | 124,818                | 130,889                | 129,880                | 129,880                  | 129,989                | 109                          | 0.1%         |
| 5215   | Communications                                   | 250                    | 293                    | 1,200                  | 1,200                    | 1,200                  | 0                            | 0.0%         |
| 5217   | Electricity                                      | 5,775                  | 6,522                  | 5,750                  | 5,750                    | 5,750                  | 0                            | 0.0%         |
| 5218   | Water  | 905                    | 1,083                  | 1,500                  | 1,500                    | 1,100                  | (400)                        | -26.7%       |
| 5219   | Sewer  | 911                    | 1,152                  | 1,800                  | 1,800                    | 1,200                  | (600)                        | -33.3%       |
| 5220   | Refuse/Disposal                                  | 285                    | 320                    | 500                    | 500                      | 500                    | 0                            | 0.0%         |
| 5221   | Property Ins                                     | 777                    | 749                    | 745                    | 745                      | 745                    | 0                            | 0.0%         |
| 5223   | Liability Ins                                    | 1,158                  | 786                    | 739                    | 739                      | 739                    | 0                            | 0.0%         |
| 5244   | Snow Removal                                     | -                      | -                      | 2,500                  | 2,500                    | 2,500                  | 0                            | 0.0%         |
|  | <b>Total Maint. and Operations</b>               | <b>161,960</b>         | <b>153,017</b>         | <b>162,314</b>         | <b>162,314</b>           | <b>161,423</b>         | <b>(891)</b>                 | <b>-0.5%</b> |
| <b><u>Capital Outlay, Transfers and Reserves</u></b> |  |                        |                        |                        |                          |                        |                              |              |
| 5990   | Transfer to Reserves                             | -                      | -                      | -                      | -                        | 0                      | 0                            | 0.0%         |
|  | <b>Total C/O, Transfers &amp; Reserves</b>       | -                      | -                      | -                      | -                        | -                      | <b>0</b>                     | <b>0.0%</b>  |
|  | <b>Total</b>                                     | <b>161,960</b>         | <b>153,017</b>         | <b>162,314</b>         | <b>162,314</b>           | <b>161,423</b>         | <b>(891)</b>                 | <b>-0.5%</b> |

There are no program changes currently scheduled for Animal Control in 2016. The current contract ends on 1-1-2017 but could be renewed at the existing rate for one additional two year period.



## **HSUS Guidelines for the Operation of an Animal Shelter**

Your local animal shelter is the nucleus of your community's animal care and control program. The shelter should be maintained and operated so that it is attractive and convenient to the community. Most importantly, it should be a place of safety and comfort for the animals. If you are building a new facility, these considerations should be included in your plan.

In addition to the guidelines that follow, information on shelter design and construction is available from The HSUS. It includes guidelines for evaluating the facility needs of your community, sample floor plans, and a list of architects who specialize in shelter design and have worked on a wide range of animal shelter projects around the country.

The HSUS recommends the standards outlined below for any animal shelter, regardless of its size, years in operation, or budget.

### ***I. Planning Your Facility***

#### **A. Housing**

1. Stress reduction and disease control are your goals when determining how to separate animals.
2. Separate animals as follows:
  - a.* dogs from cats
  - b.* sick or injured animals from healthy animals
  - c.* puppies and kittens from adult animals (unless the puppies and kittens are nursing)
  - d.* males from females (especially those in season)
  - e.* Aggressive animals from all others
  - f.* nursing mothers and their young from all others
3. Animals who are stressed or recuperating from injuries or illness must have a quiet place to rest during their recovery period. If kept awake, stressed, or forced to be on guard because of close proximity to barking dogs, their recovery period may be lengthened or otherwise compromised.

#### **B. Floors**

1. Floors should slope toward drains to prevent the accumulation of water in the runs.
2. Floors should be made of concrete that has been sealed (making it nonporous) or some other nonporous material that can be disinfected.

#### **C. Walls**

1. Walls between kennels should be at least 4 feet high and should prevent water and waste material from flowing from kennel to kennel.

2. For walls between kennels, use one of the following materials:
  - a.* cinder block, sealed and painted with epoxy to make it nonporous
  - b.* metal embedded in a concrete base
  - c.* a fiberglass kennel unit, including floor, sides, and gate
  - d.* tile or glass block
3. Chain-link fencing or wire mesh should extend at least 2 feet above kennel walls. Runs should be covered with fence fabric or wire mesh to contain dogs who might jump or climb fences or who are in season, are aggressive, or are quarantined.

#### **D. Drainage**

1. The shelter must have drainage and plumbing adequate to handle the heavy load of daily cleaning.
2. Drainage for each run should prevent cross-contamination of other runs by urine or feces.

#### **E. Heating and Cooling**

1. Heating elements embedded in kennel floors are ideal. The temperature at floor level for infant, sick, or injured animals should be at least 75°F; for healthy adult animals, 65-70°F;.
2. Heating, cooling, and humidity-control systems should be used for the comfort of the animals, the staff, and the visiting public.
3. A means of circulating the air must be in operation in all kennel areas. Ideally, the air in the building should be exchanged with outside air eight to twelve times per hour.

#### **F. Security**

1. Install a security system to protect the building. Some examples are perimeter fencing, an alarm system, or at a minimum, deadbolt locks for all outside runs in combination with outside lighting.
2. Secure all controlled drugs in a manner that, at a minimum, meets both federal and state laws and regulations.
3. Install a fire-alarm system and institute an emergency plan to prepare your staff for a potential evacuation of animals from the shelter.

#### **G. Dogs**

1. Dogs confined in either cages or kennels should have room to move about normally.
2. Stainless-steel or custom-made individual cages for indoor holding should follow these minimum size guidelines:



- a.* large dogs (more than 50 pounds): at least 4 feet by 6 feet, or 24 square feet
  - b.* medium-sized dogs (36-50 pounds): at least 4 feet by 5 feet, or 20 square feet
  - c.* small dogs (10-35 pounds): at least 3 feet by 4 feet, or 12 square feet
- 3. Dogs confined in cages should be exercised in runs at least 4 feet by 10 feet twice daily or walked on a leash for at least 20 minutes twice daily.
- 4. Kennels with runs, whether fully enclosed or indoor/outdoor, should follow these minimum size guidelines:
  - a.* kennels—4 feet by 6 feet
  - b.* runs—4 feet by 8 feet
- 5. Ideally, each dog should have his or her own kennel. Animals who share kennels must be evaluated for compatibility and monitored closely. Each should have ample room to stand, lie down, turn around, and sit normally. This requires a minimum area of 4 feet by 4 feet for each dog. A shared 5-foot by 10-foot kennel should hold no more than two large, two medium, or three small dogs.
- 6. Enclosures should be equipped as follows:
  - a.* Potable water must be available at all times. Water containers should be cleaned and disinfected regularly (and always before a new animal is put into the cage or run). Water containers should be mounted so that animals cannot tip them over or urinate in them.
  - b.* If self-feeders are used, they should be cleaned daily and disinfected regularly (particularly before a new animal is put into the cage or run). In addition, they must be mounted so that dogs cannot urinate or defecate in them. Food should be clean and dry at all times.
  - c.* If kennel floors are not heated, provide resting boards or beds. Even with heated floors, beds should be provided for nursing mothers, injured animals, sick animals, and animals being held for an unusually long time (for example, in cruelty cases). Cardboard boxes and other enclosures or platforms that can be disposed of, changed, or easily disinfected may be used, and blankets or towels that can be disinfected may be used for bedding.

## **H. Cats**

- 1. Individual cages should be made of stainless steel, fiberglass, or other impervious material and should follow these guidelines:
  - a.* Provide an area of at least 9 square feet (usually 3 feet by 3 feet) for each cat.
  - b.* Supply each cage with a cat litter pan.
  - c.* Ensure that each cat has constant access to water and dry food.
  - d.* House no more than one cat in a cage, except for nursing mothers, young litters of kittens, or pairs of adult cats who have been admitted to the shelter from the same household.

2. If colony cages are used to house cats, follow the guidelines listed below.
  - a.* Cats whose vaccination history is unknown should be evaluated for health and behavior, vaccinated, and isolated for at least 24 hours for observation before being placed in cat-colony cage rooms.
  - b.* Separate unsterilized males from females.
  - c.* Separate nursing mothers from all others.
  - d.* Separate young kittens from adult cats (except for their mothers).
  - e.* House no more than fifteen adult cats or twenty kittens in a 10-by-15-foot room.
  - f.* Include one 12-inch by 18-inch cat litter pan for every three cats or five kittens.
  - g.* Have water and dry food available at all times (when giving fresh food, use one dish per cat).
  - h.* Equip colony rooms with shelves or resting boxes; provide cages with open doors for animals who prefer to be isolated.

## **I. Human Traffic Control**

1. Provide adequate space for staff to work comfortably and for equipment and records to be stored properly.
2. Make the receiving area large enough for the public to bring, reclaim, or adopt animals comfortably and to keep the animals separated from one another. Ideally, incoming animals should be received in an area separate from the adoption area. The traffic flow pattern should be designed so that animals can be moved quickly, safely, and easily from one place to another.
3. Keep newly arrived animals in a receiving room separate from the rest of the shelter population until they have been evaluated for health and temperament. To maintain high standards of safety for the staff and public and to decrease the possibility of the spread of disease, newly arrived animals should be routed to the appropriate holding area as soon as possible: move dangerous dogs to an area away from public access, sick animals to an isolation area, and injured animals to a veterinarian.
4. The euthanasia room and dead-animal storage area should be easily accessible from the kennel area; however, this area should be away from public view. Animal control vehicles should have access to the back of the kennel area for bringing in animals and removing dead animals.
5. The facility should be accessible to disabled persons. The HSUS recommends that all shelters comply with the federal Americans with Disabilities Act (ADA), regardless of whether they are mandated to do so under the law.

## ***II. Caring for the Animals***

### **A. Diet and Feeding**

All shelter animals, regardless of their term of residence, should receive a good-quality, balanced diet that is appropriate for their life stage. Select a food produced by a company that guarantees complete and balanced nutrition. To meet animals' needs, The HSUS recommends the following:

1. The shelter should have a sufficient number of adequately sized stainless steel food and water bowls to accommodate all animals. Feed puppies and kittens who are six to twelve weeks of age three times a day. Feed puppies and kittens who are twelve weeks to twelve months of age twice a day, and adults at least once a day.
2. Dry food can be made palatable to the greatest number of dogs as follows: Mix one-half can of wet food with one pound of dry dog food for each adult dog, add enough warm water to mix well, mix, and feed. If animals are fed between 1 p.m. and 3 p.m., their stools can be removed before closing and the dogs will be in clean runs overnight. Dry puppy food must be moistened for young pups.
3. Dry puppy chow and adult dog food may be left in self-feeders.
4. Feed dogs and puppies enough food to meet their nutritional needs (based on such factors as body weight and label instructions). Check food bowls after approximately 20 minutes. If an animal has eaten all her food, place an additional small amount of food in the run or cage.
5. Feed cats and kittens dry or canned cat food. Do not feed dog food to cats (or vice versa).
6. Generic pet foods are not recommended. Often, the nutrients in generic pet foods are not readily available for digestion and absorption by an animal. Recent tests have shown that puppies and kittens who were fed generic pet foods had a greater incidence of illness, improper growth, and other physical abnormalities and required one-and-one-third times as much food per pound of weight gained. Use only products that are made by major national pet-food companies and are 100 percent nutritionally complete.
7. Store all food in air-tight plastic containers to prevent spoilage and to avoid attracting rodents and insects.

### **B. Disease Control**

Follow these guidelines to minimize disease:

1. Evaluate all animals shortly after they come in to the shelter and observe them during their entire stay. Here are some common signs of illness in dogs and cats that may warrant veterinary care:
  - a.* Eyes are watery, appear swollen, or show discharge.
  - b.* Ears appear red or inflamed, show discharge, or have a foul odor.
  - c.* Nose shows discharge (mucous, blood, or pus), or is crusty, congested, or blocked.

- d.* Gums are swollen or inflamed, teeth are loose or brown, or mouth has a foul odor.
  - e.* Animal is sneezing, coughing, or wheezing.
  - f.* Animal has fleas or ticks, skin shows swelling or lesions, animal limps, or animal is thin or obese.
  - g.* Animal has wounds or abscesses, or body temperature is abnormal.
2. Have a trained and experienced staff member, a veterinary technician, or a veterinarian available to check animals and to provide care. Instruct every staff member to note and record all symptoms of possible illness and to bring them to a supervisor's attention.

### **C. Cleaning**

1. All kennels, cages, and runs must be cleaned daily with hot water and a broad-spectrum disinfectant proven to be effective against various bacteria and viruses common in a shelter environment (including distemper and parvovirus). Each enclosure should be cleaned, scrubbed, and disinfected BEFORE a new animal enters. As an alternative, chlorine bleach (mixed with water in a 1:32 dilution) can be used.
2. Mix disinfectants according to specific manufacturer instructions. After application, allow the disinfectant to remain in contact with the surface for the length of time recommended by the manufacturer before rinsing.
3. Do not expose animals to water or disinfectant. During cleaning, place all animals in separate holding areas or in carriers; animals should never be left in the cage or kennel. Make sure enclosures are completely dry before animals are returned to them.
4. Clean the kennels and cages from floor to ceiling, and scrub cage doors and similar surfaces manually. It is false economy—and a potential source of infection—to clean the walls of a run only to the height of the dog inhabiting the run. If any one section of the shelter is left unsanitized, disease can be easily transmitted.
5. The recommended daily cleaning routine is as follows:
  - a.* Remove the animal from the run or cage and place him in a separate holding area or carrier, then remove bedding, toys, and all food and water containers.
  - b.* Remove all solid waste such as feces and hair. Do not hose solid waste into the drainage system; rinse away only urine with water.
  - c.* Wash enclosures using a high pressure sprayer, steam-cleaning machine, or long-handled, stiff-bristled scrub brush.
  - d.* Using a scrub brush and a solution of detergent/disinfectant, scrub all surfaces within the enclosure including the floor, sides, resting board, top, and gate, according to specific manufacturer instructions.
  - e.* Allow the solution to stand for at least 20 minutes (or the length of time recommended by the manufacturer).

- f.* Thoroughly rinse all surfaces with a steady stream of water (preferably hot).
- g.* Dry the run or cage as completely as possible using a squeegee or rag. If possible, ventilate the area prior to returning animals to it.
- h.* Clean and disinfect beds, toys, food dishes, and water bowls.
- i.* Clean and disinfect cat litter boxes.
- j.* Clean and disinfect the holding area or carrier after each animal has been removed.
- k.* Clean and disinfect the euthanasia room.
- l.* Clean and disinfect other areas used by animals.
- m.* Clean all areas used by the staff and public. Because bacteria can accumulate and lead to disease and odor problems, be sure to regularly clean and disinfect other areas, including the aisles, walls, and ceilings.

#### **D. Euthanasia of Surplus Animals**

The HSUS is committed to recommending only those methods of euthanasia that are painless and rapid and—to the fullest extent possible—that minimize fear and apprehension in the animal.

1. Euthanasia should be performed by the best-qualified and most-compassionate staff members, because no method is any better than the people who administer it. The facility should do the following:
  - a.* Provide training for staff and regularly review and evaluate staff proficiency and attitude; and
  - b.* Demonstrate awareness of the extreme stress of the task on those who perform it and make provisions to decrease this stress by all possible means.
2. Euthanasia guidelines are as follows:
  - a.* The HSUS recommends the injection of sodium pentobarbital, prepared specifically for use as a euthanasia product, as the preferred agent for the euthanasia of companion animals. This method, when properly performed, has been found to be the most humane, safest, least stressful, and most professional choice by The HSUS, American Humane Association, National Animal Control Association, and American Veterinary Medical Association. The use of sodium pentobarbital is carefully controlled by federal and state laws and regulations.
  - b.* Carbon monoxide (CO), when in the form of compressed cylinder gas and delivered in a properly manufactured and equipped chamber, is a conditionally acceptable method of euthanasia for some animals. It is unacceptable to use CO for the euthanasia of dogs and cats who are under four months of age, or who are old, sick, or injured.
  - c.* Carbon dioxide (CO<sub>2</sub>) is not acceptable for routine use in animal care and control facilities for euthanasia. However, a commercially manufactured chamber using compressed CO<sub>2</sub> may be acceptable for certain wildlife species.

*d.* The methods that The HSUS considers inhumane, disapproves of, and campaigns against include decompression, nitrous oxide, drowning, decapitation, cervical dislocation, pithing, exsanguination, electrocution, gunshot (excluding properly performed field euthanasia), air embolism, nitrogen flushing, strychnine, chloral hydrate, caffeine, nicotine, magnesium sulphate, potassium chloride, succinylcholine chloride (Sucostrin, U-Tha-Sol, Anectine, Quelicin Chloride, Scoline Chloride), and any combination of pentobarbital with a neuromuscular blocking agent.

3. Animals should be checked carefully.

*a.* Animals who have been euthanized should be checked to make certain that their vital signs—breathing, heartbeat, and eye reflex—have stopped or that rigor mortis has set in.

*b.* Dead animals may be disposed of by incineration, burial in a landfill, or another method approved by the community.

### ***III. Record Keeping and Motor Vehicles***

#### **A. Record Keeping**

1. Paperwork should be prepared for every animal who enters the shelter. Paperwork should include the animal's description and any available information about his background. The records also should include notes on any veterinary or other special care the animal has received and a record of the animal's final disposition.
2. Each record should be numbered and filed so that shelter staff can easily retrieve the information and easily identify animals for adoption, reclamation, or euthanasia.
3. A cage card should accompany each animal throughout her stay at the shelter. The cage card should include the animal's record number, description, and other relevant information such as behavioral characteristics, and observations about health and temperament. Each animal should wear a collar or a collar-tag combination which includes the record number.
4. All animals should be counted at the start and at the end of each day, with the numbers recorded by species in a permanent journal. Each day, these totals should be balanced against the card records. A daily log should be kept to record animals received, adopted, euthanized, or returned to owner. In the records, animals should be classified according to species, sex, and age. (For example, separate adults from those under four months of age.)
5. Receipts for all fees (such as donations, impoundment fees, and adoption fees) should be kept by number and recorded daily, to be balanced against weekly bank deposits. (An inexpensive cash register that can be locked is a good investment.) Daily balances (including incoming and outgoing transactions) should be maintained.

#### **B. Motor Vehicles**

1. Each shelter should have an adequate number of vehicles for picking up animals, depending on the size of the community.

2. The vehicle(s) should provide the animals with safety, security, protection from the elements, adequate ventilation, and temperature control. Each animal must have a separate enclosure. Special enclosures should be available for sick or injured animals; these animals require special care and handling as well. There should be a separate compartment for dead animals if a separate vehicle is not available.
3. The vehicles serve as the agency's "field representation" and therefore should be a) clean and well-marked with the agency's name and phone number; b) operated safely at all times; and c) driven courteously.
4. Vehicles should be designed to make it as easy and humane as possible for animals to be loaded and unloaded.
5. Vehicles should be equipped with at least the following animal rescue equipment: dog and cat control poles; a net; leashes; a ladder; wire or fiberglass cages; portable cat carriers; a halter; head-and-tie ropes and slings for livestock; a stretcher; a tool kit; an axe; a shovel; a hammer; a crowbar; a flashlight; dog and cat food; muzzles; humane dog and cat traps; and first aid kits for both people and animals.
6. Vehicle drivers should be trained and prepared to give emergency care to injured or ill animals. Euthanasia should not be administered in the field unless an animal is suffering to such a degree that she is in need of immediate relief by euthanasia. In these cases, the vehicle driver should call a veterinarian to the scene when necessary. The HSUS considers killing by gunshot to be inhumane, except when it is performed properly as a method of field euthanasia in an emergency situation where safe, humane transport of the animal is not possible. A complete report to document the need for euthanasia should be prepared. As part of their job training, drivers should be guided by shelter policies, including guidelines from a veterinarian on how to make field euthanasia decisions.

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Prepared by The HSUS's Animal Sheltering Issues staff.

The Humane Society of the United States (HSUS) was founded in 1954 to promote the humane treatment of animals and to foster respect, understanding, and compassion for all creatures. Today its message of care and protection embraces not only the animal kingdom but also Earth and its environment. To achieve its goals, The HSUS works through legal, educational, legislative, and investigative means. The HSUS's efforts in the United States are facilitated by its nine regional offices; its worldwide outreach is supported by its global humane family of organizations.

The HSUS is not an umbrella organization for local humane societies, animal shelters, or other animal care and control agencies, nor does it have any legal or contractual relationships with such organizations. The HSUS publishes guidelines and recommendations for these organizations. For more information on shelter policies and procedures, please contact The HSUS's Animal Sheltering Issues staff.

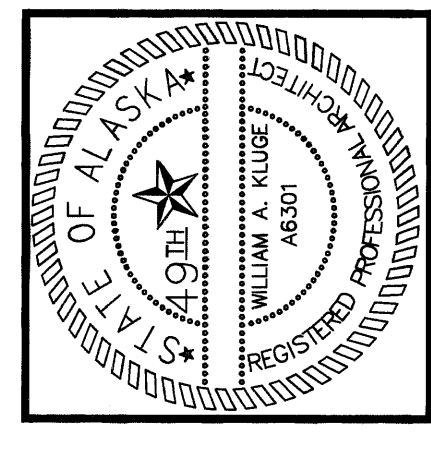




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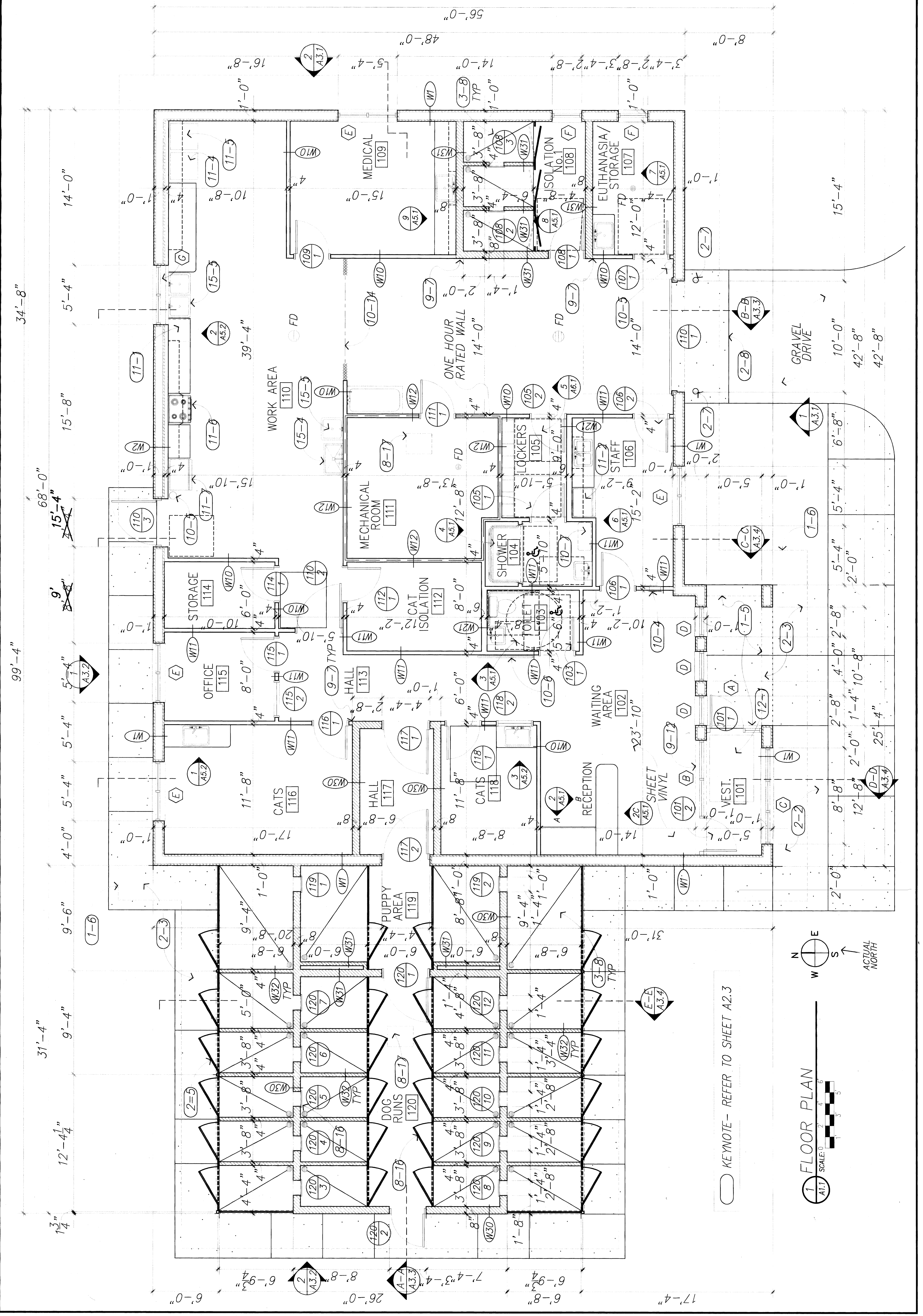
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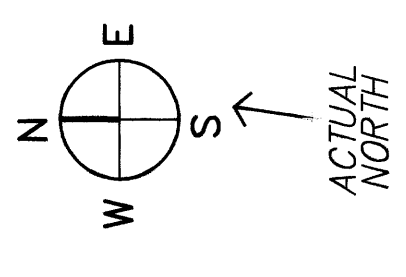
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FLOOR PLAN  
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KEYNOTE - REFER TO SHEET A2.3



**1 FLOOR PLAN**  
SCALE: 1/8" = 1'-0"  
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