



NEEDS ASSESSMENT STUDY

FOR A NEW

Animal Shelter

FOR THE

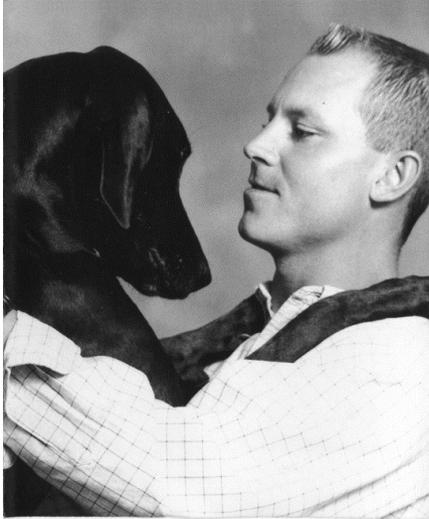


**Franklin County Animal Shelter
Franklin County, VA**

March 4, 2015



1415 Sachem Place | Unit 2A | Charlottesville, VA



"The greatness of a nation and its moral progress can be judged by the way its animals are treated"

Mahatma Gandhi

INTRODUCTION

This Needs Assessment Study provides the foundation for developing a state of the art animal shelter to serve the citizens of Franklin County, Virginia.

Statistics used to support the conclusions drawn are derived from U. S. Census Bureau "State & County Quickfacts" and from the American Veterinary Medical Association's "U.S. Pet Ownership & Demographics Sourcebook" 2012 Edition (latest). We also include shelter statistics provided by the Franklin County Animal (FCAS) yielding the outcomes illustrated in Appendices A & B* as well as data furnished by the Franklin County Humane Society in Appendix C.

The study will explore two sizing scenarios – one for a new Franklin County Animal Shelter and one for a combined facility for the Franklin County Animal Shelter and Franklin County Humane Society.

It is most difficult to **precisely** predict the number of companion animals in a given population. In order to arrive at a reasonable estimate we employ a "blended approach" that takes into account (1) statistics associated with each state and (2) a "rule of thumb" associated with national averages. We also compare the shelter's statistics to form a practical basis for our shelter sizing calculations.

Review of our "Animal Census Statistics" (Appendix G) illustrates this methodology as applied to the area currently served by the Franklin County Animal Shelter and the Franklin County Humane Society.

*Free Report listed on our website, shelterplanners.com.



CENSUS STATISTICS

U.S. Census figures show a 0.1% annual *increase* in Franklin County, Virginia's population from Census 2010 to 2012. This number represents the most accurate available estimate of the rate of population growth. Because of this slightly increased growth, we have assumed the same percentages of the annual growth rate for Franklin County in our future projections over 20 years. Our study then assumes a 2015 population of 56,452 for Franklin County.

This study will not include an in-depth analysis of the condition of the existing animal shelter facility nor will it address, in detail, the particular laws governing the development of shelter facilities in Virginia (including but not limited to building codes and codes relative to animal welfare and protection.) These issues should be addressed as part of the architectural planning of the facility, when it is undertaken in detail, where their influence becomes significant.

RELINQUISHMENT STATISTICS

We begin our study with calculations of the projected animal population and the resulting number of “relinquished” animals that the shelter can expect to serve. These calculations can be found in Appendix A - “*Franklin County Animal Shelter- Statistics*” and Appendix G - “*Franklin County Animal Shelter- Animal Census Statistics*”.

The “U.S. Pet Ownership & Demographics Sourcebook” identifies Virginia as one of the states exhibiting a slightly below-average percentage of pet ownership. Pet owning households in Virginia represent 53.4% of the overall number of households, 2.6% lower than the national average. While Virginia exhibits this slightly below-average ownership status in relation to national average, the number of animals that the Franklin County Animal Shelter and Franklin County Humane Society reported serving in 2015 (known as the *relinquishment rate*) is above the national average range at 5.23%. The national average relinquishment rate is typically observed at 3% to 4% in relation to the population served.

The Franklin County Animal Shelter served approximately 30% of the total animals relinquished equating to a 1.60% relinquishment rate for the shelter based on population. The Franklin County Humane Society served approximately 70% of the area’s animals equating to a 3.63% relinquishment rate.

In Appendix D - “*Franklin County Animal Shelter - Observed Intake Trends*” we observe that the trend line for intake of dogs has remained fairly steady and the trend line for cats has decreased over the last three years. Appendix E- “*Franklin County Humane Society - Observed Intake Trends*” shows that the trend line for intake of dogs is steady as well, but the trend line for cats shows a substantial increase over the last three years.

Appendix F - “*Franklin County Animal Shelter and Humane Society - Observed Intake Trends – Total*” illustrates a once again steady intake for dogs and an increase in the total numbers of cats thus resulting in an increasing total animal intake trend line.

PLANNING BACKGROUND – EXISTING CONDITIONS



The intent behind sound shelter planning is to develop an approach that will support a high level of animal adoptions. This is the most cost effective approach in the long run as increased rates of adoption effectively increase shelter capacity at no additional building cost. The “adoption supportive” approach seeks to develop a facility adequately sized to accommodate the projected volume of dogs and cats it will serve, both initially and in the longer term; one that offers the public sufficient opportunity to visit sheltered animals in a positive, healthy environment encouraging the willingness to adopt.

The most important factor in accommodating the predicted number of *relinquished* animals is calculation of the “**available animal care days**” the shelter can provide. Each planned individual kennel or cage represents the ability to provide 365 animal care days. This then becomes the basis for knowing the proper number of “spots” to include in any new facility.

Franklin County Animal Shelter - Statistics

We first analyze the current shelter’s statistics in order to understand our starting point. Our “*Franklin County Animal Shelter - Statistics*” analysis (Appendix A) shows a total of 901 animals per year served. Of these 54.5% were canines yielding 491 and 44.7% were felines yielding 403.

The Franklin County Animal Shelter reports there are 17 physical canine “spots” and 16 physical feline “spots” available in the current facility. This total of 33 “spots” multiplied by 365 days per year yields a total of 12,045 available “animal care days”. By calculation, the existing shelter should be able to house the animal population served (not considering “others”) for an *average* of 12.6 days for each canine and an *average* of 14.5 days for each feline. (Refer also to Appendix B - “Franklin County Animal Shelter-*Existing Conditions*” for a more comprehensive view of these statistics.)

Further analysis on page 2 of Appendix A compares the current animal shelter’s Return to Owner (RTO), Adoption, and Euthanasia rates for both canines and felines to ranges of average rates observed in other shelters in both our experience and on a national basis. The facility’s RTO for canines is currently 14.7% with a 26.7% adoption rate and a 49.5% transfer rate. For felines, the current facility has a RTO rate of 0.2% and a rate of 26.8% for adoptions and 22.8% transfer rate. Canines fall below the average range for euthanasia at 8.4%. Felines also fall within the national average for euthanasia at 50.1%. Appendix A shows an overall “save” rate for canines at 91.6%; for felines 49.9%.

Franklin County Humane Society – Statistics

The Franklin County Humane Society has reported intake levels that account for about seventy percent of the animals in the area served. According to Donna Essig, the President of the FCHS, the organization has 45 runs for dogs and 40 spots for cats.

Our “*Franklin County Humane Society - Statistics*” analysis (Appendix C) shows a total of 2,049 animals are served annually. Of these 65.0% were canines yielding 1,332 and 35.0% were felines yielding 717. These animals account for 70% of the relinquishments in Franklin County.

With a total of 85 “spots” currently available multiplied by 365 days per year, a total of 31,025 available “animal care days” are available. By calculation, the FCHS is able to house the animal population served for an *average* of 12.3 days for each canine and 20.4 days for each feline.



NEW SHELTER- PRELIMINARY SIZING

Our Needs Assessment Study will now consider the impact a new animal shelter will have on the County, the necessary sizing required in order to support animal adoptions, and the estimated costs associated with building renovation and/or new construction.

Length of Stay (LOS) is the predominant predictor of shelter size. The Association of Shelter Veterinarians defines LOS as the *"period of time an animal is under the shelter's care, from intake to exit."* Average Length of Stay is an effective means of measuring shelter turnover and it directly correlates to the intake numbers and the population of animals in the shelter.

To calculate average LOS, refer to the example formula below for canines:

$$\# \text{ canine spots} \times 365 \text{ days} \div \# \text{ total canines per year} = \text{Average LOS/canine}$$

An average LOS of ten (10) days for both canines and felines represents the *absolute minimum* allowing sufficient exposure to the public to effectively encourage increased adoption rates while simultaneously reducing the rate of euthanasia. At 12.6 days LOS respectively for canines, and 14.5 days LOS for felines the current shelter's performance in terms of RTO/adoption is above the 10-day minimum for dogs for cats. While the current LOS of the existing shelter is above the minimum, the shelter is constantly overcrowded with animals. We will demonstrate statistical evidence of the shelter's overcrowding later in this report.

We note here that our initial sizing calculations anticipate the *minimum, basic shelter necessary to accommodate the number of animals projected*, providing adequate "housing" and necessary administrative and support functions. Additional functions such as a salliport, etc. may be added as the budget allows.

As discussed previously, for the purposes of this study we will consider two scenarios for calculating shelter sizing and potential cost. One scenario will explore sizing the shelter to singularly replace the Franklin County Animal Shelter. A second scenario will look at a combined Franklin County Animal Shelter/Franklin County Humane Society shelter facility and the size and associated cost for combining both organizations under one roof.



Sizing for a New Franklin County Animal Shelter

The Franklin County Animal Shelter has specified that their desired “optimum” average length of stay is 15 days for dogs and 10 days for cats. Appendix H, “*Franklin County Animal Shelter- Calculations Based on Desired Length of Stay*” projects a shelter demonstrating this average stay with 29 spaces for canines and 11 spaces for felines at a total size of 3,972 square feet. The calculation shows that a shelter of this size will have a projected cost range between \$853,980 and \$953,280.

Considering the shelter’s current animal overcrowding, we believe a more prudent approach would consider an average LOS of 20 days for dogs and 25 days for cats. Appendix I, “*Franklin County Animal Shelter - Calculations Based on a 20/25 Day Length of Stay (LOS)*” illustrates the impact of this more balanced approach to decrease overcrowding by increasing capacity. Sizing based on a 20-day LOS for dogs and 25-day LOS for cats projects the need for a 6,072 square foot shelter and depicts an estimated renovation cost range between \$1,305,480 and \$1,457,280.

In regards to future planning, Appendices J & K illustrate the effects of population growth (and resulting animal population) in ten year increments on the new shelter. After 20 years, the average LOS for dogs and cats in a facility of this size will remain above the 10-day minimum even as the area’s population is expected to grow slightly. A shelter of this capacity should also offer the staff of Franklin County Animal Shelter the opportunity to increase animal Save Rates by lengthening the amount of time each animal may be viewed by the public giving each animal more time to find an owner.

Sizing calculations in appendices I, J, & K are derived using our “Rule of Thumb” method of shelter sizing associated with national averages. A more accurate portrayal of square footage needs will be calculated through the building program later in this study.

Sizing for a New Joint Franklin County Animal Shelter/ Franklin County Humane Society

If Franklin County should decide to build a joint shelter thus combining the Animal Shelter and the Humane Society, Appendix L, “*Combined County Shelter - Calculations Based on a 20/25 Day Length of Stay (LOS)*” projects the need for 100 canine spots and 77 feline spots needed. This sizing equates to a 16,108 square foot shelter and an estimated renovation cost range between \$3,463,220 and \$3,865,920.

Future planning calculation in Appendices M & N illustrate the effects of population growth (and resulting animal population) in ten year increments on a new combined shelter. After 20 years, the average LOS for dogs and cats in a facility of this size will also remain above the 10-day minimum even as the area’s population grows.

SEASONAL PEAK ANIMAL POPULATION (SPAP)

The prior calculations help determine the number of cat and dog “spots” needed based on annual intake in order to achieve a desired average length of stay. It is also prudent to cross-reference and verify this spot count using monthly intake numbers in order to ensure that the shelter will have the ability to accommodate an increased number of dogs and cats during periods of Seasonal Peak Animal Population (SPAP).

Animal shelters often experience seasonal peaks of intake for dogs and cats during the spring and summer months (May through August are typical). Using monthly data reported by the Franklin County Animal Shelter, we are able to generate the following graphs depicting the peak seasonal intake periods for the shelter. Generally, May to October tend to be a time of intake spikes for cats currently being sheltered by the existing facility. Dog intake spikes appear to be less consistent with seasonal expectations. *

Space for dogs and cats should have the ability to *flex* in the new shelter to accommodate more animals during periods of SPAP. To allow for the additional surge in dog population, each dog “spot” should be designed to consist of two areas that can be connected during times of average dog intake and partitioned off into two separate areas during periods of seasonal population surge. This allows for each spot to accommodate double the number of animals during those periods of surge if necessary.

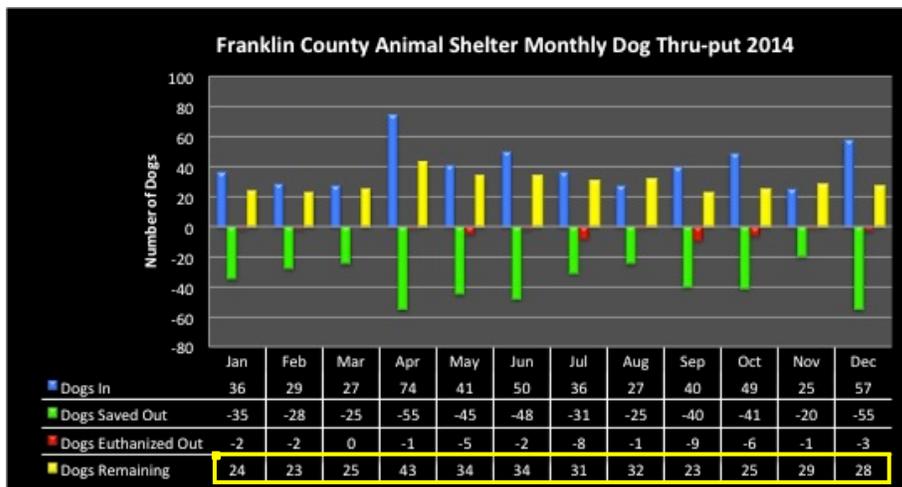
For felines, each cat condo should consist of two cages that can connect as a single “spot” during times of average cat intake and separated (by closing the connector) during periods of seasonal population surge allowing for each cat condo to accommodate double the number of cats during those periods. If cats are brought in together or have mild temperaments and can get along, two cats could be housed in a single “spot” with all connections open.

*monthly FCAS data from January to December 2014

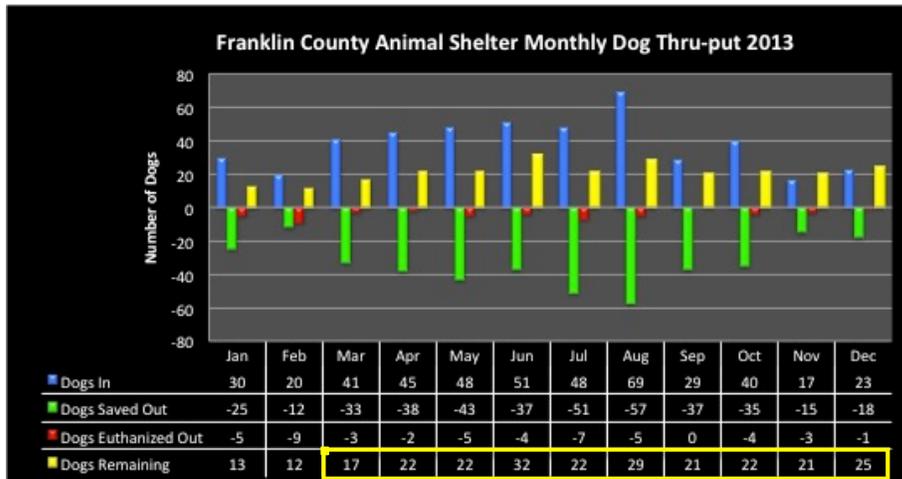
SPACE REQUIRED BASED ON SEASONAL PEAK ANIMAL POPULATION (SPAP)

The Franklin County Animal Shelter supplied monthly animal intake figures from 2013-14 so that we may calculate the SPAP at the existing shelter.

In the following graphs, we can view what a daily typical canine housing need might look like each month. We observe a variable monthly dog intake over the course of 2014 where an average of 41 dogs were brought into the shelter each month. The average number of dogs “saved out” each month is 37. The numbers of remaining animals that are boxed in yellow are the months that the number of dogs remaining in the shelter exceeded available “spots” and contributed to shelter overcrowding. Based on available data, there was insufficient space for dogs in the shelter during the entirety of 2014.

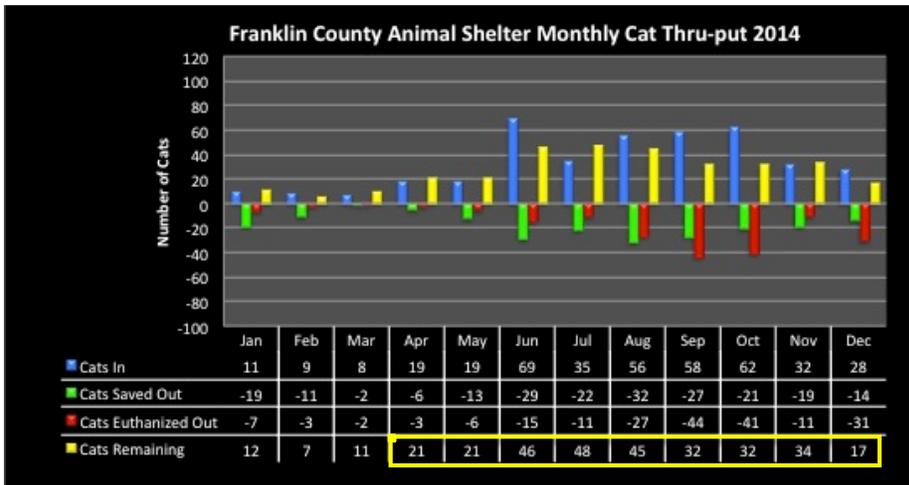


In 2013, an average of 38 dogs are brought into the shelter each month and 33 dogs were “saved out. The shelter was insufficient in space for dogs during ten months of 2013.

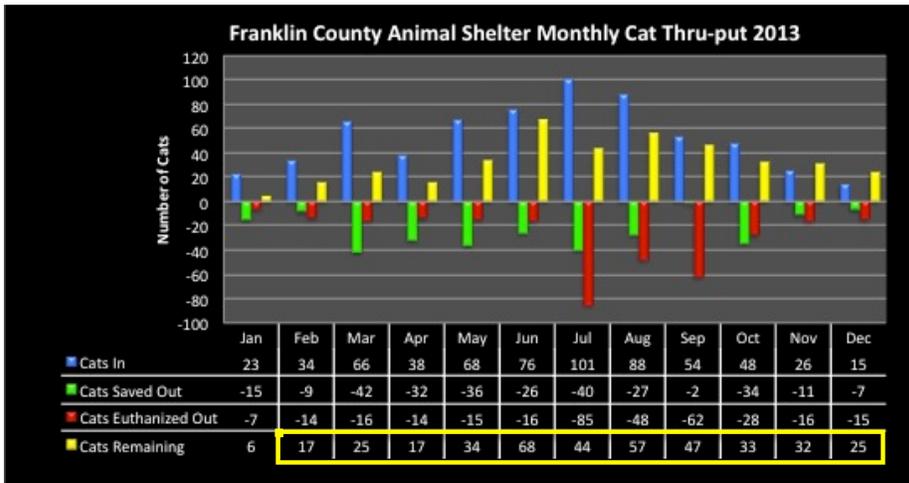


For cats, we observe a variable monthly intake over the course of 2014 where an average of 34 cats were brought into the shelter each month. The average number of

cats “saved out” each month is 18. The numbers of remaining animals that are boxed in yellow are the months that the number of cats remaining in the shelter exceeded available “spots” and contributed to shelter overcrowding. Based on available data, there was insufficient space for cats in the shelter during nine months of 2014.



In 2013, an average of 53 cats are brought into the shelter each month and 23 cats were “saved out. The shelter was insufficient in space for cats during eleven months of 2013.



As part of the 20/25 Day LOS sizing recommendation, a total of 38 dog spots will be available. Approximately 60-70 percent of those spaces (less isolation and observation spaces) will have the ability to flex to accommodate more than one dog during times of SPAP. Based on the number of spots recommended, the sizing of the new shelter should be more than ample to accommodate the dogs “remaining” during critical intake months and also help reduce euthanasia due to capacity constraints.

With the same recommendation, 80-90 percent of the total recommended 28 cat spaces (less isolation and observation spaces) will have the ability to flex to accommodate more than one cat during times of SPAP. Based on the number of spots recommended, the sizing of the new shelter should be more than ample to accommodate the cats “remaining” during critical intake months and will also help reduce euthanasia due to capacity constraints.



GENERAL BUILDING FEATURES

Newly developed animal shelters are highly specialized buildings designed to support sheltered animals in the healthiest possible environment. They are built more like modern retail/medical space than past shelters that resembled institutional, “warehouse” model.



From a human perspective, the impression, beginning with the exterior architecture, carrying through to all areas of the interior, must provide a sense of comfort and welcome. The shelter should be an inviting, low stress environment that promotes a sense of well being, light and airy - one that “presents” the animals in an attractive manner encouraging their adoption.

With this initial “vision” in mind, a state of the art animal shelter should include seven primary functions:

1. Public reception and sales of initial, basic pet care needs for adopted animals
2. Administrative areas including private offices for staff.
3. Staff and volunteer training provisions such as a classroom or multi-function meeting/training room or rooms.
4. Animal receiving, including examination and grooming functions.
5. Animal kennels for adoption, animal holding, and strays.
6. Animal kennels for isolation and routine observation.
7. Veterinary/Clinic space(s) for shelter animal care, euthanasia, emergencies and shelter spay/neuter services.

SHELTER DESIGN

There are a number of critical design considerations that must be incorporated in order for the Animal Shelter to be a success. These include how animals are received and housed, how the building is cleaned and disinfected, how heat, ventilation and air exchange are provided, how sound is controlled and how public circulation and staff work traffic patterns are organized. Several specific decisions must be addressed:

1. **Kennel Layout** – Proper housing in kennels requires the ability to move dogs from one “side” of a kennel run to a similar separate & distinct area. This affords easy, rapid cleaning. We recommend the construction of “double” sided kennels with communicating access.
2. **Kennel Function** – A decision regarding single or joint occupancy of each kennel run must be made. While joint occupancy might appear to provide the ability to house more animals in less space, there are some drawbacks including less separation to prevent spread of disease and reduced ability for staff to manage the animals. We recommend building sufficient numbers of kennel runs to house animals independent of each other, however, there may be a need to provide for some larger kennels to support litters and also for dogs that arrive at the shelter who are used to each other’s company. We suggest the inclusion of some larger kennels to accommodate these stated needs. Kennels must also be sized to provide dogs with adequate space for normal movement including; standing, sitting, turning and lying down without restriction from the kennel top or sides.
3. **Cat Quarters** – While the most disease preventive tactic is to house cats in individual cages with individual return air for each cage, the use of cat community display areas can greatly increase cat adoption. Cats living and playing together, however, must be health checked and properly vaccinated prior to being placed in groups. We do recommend inclusion of a “community cat rooms” in the lobby area if sufficient staffing and health protection can be instituted.
4. **Puppy Areas** – Puppies and/or small breeds should be housed separately from the adult dogs for disease control. We recommend floor level indoor “runs” rather than stacked cages where “wiggling” puppies can accidentally fall to the floor below suffering possible injury.
5. **Equipment and Support** - Shelters today are planned to include flushing floor drains, air purification systems, noise control systems and long lasting, easily cleaned and disinfected wall and floor finishes. These items are essential for hygienic and efficient operation. In particular, we recommend individual floor drains for each kennel run to assure complete separation of waste water from one run to another.

NEW ANIMAL SHELTER STAFFING AND OPERATION

Important to our analysis & building program are the number of shelter staff. Based on information Franklin County Animal Shelter provided regarding staffing, we find the following positions:

- 1 Full Time Supervisor- Animal Control and Shelter
- 2 Full Time Animal Control Officers
- 5 Part Time Volunteers

The Humane Society of the United States (HSUS) and the National Animal Control Association (NACA) recommend a minimum of 9 minutes per animal for cleaning and 6 minutes for feeding = 15 minutes total per animal per day. Therefore, based on the 251 "spots" projected, we can calculate:

$$66 \text{ animal spots} \times 15 \text{ minutes/spot} \div 60 \text{ min/hr} = 16.5 \text{ hrs/day required}$$

$$\text{Assuming 8 hours/Day/Kennel worker} = 2.06 \text{ kennel workers needed/day}$$

$$(2.06 (7 \text{ days/wk} \times 8 \text{ hrs/day})) \div 40 \text{ hrs/person/wk} \\ = \text{Approx. 3 total full-time equivalent staff required}$$

There will need to be approximately 3 full time equivalent staff available to perform all animal care duties in the new animal shelter. During periods of SPAP, there may be an increased need for an additional employee or volunteers to help manage animal care needs. The shelter anticipates the need for additional volunteers in order to maintain care of the animals.

The staffing calculations in this study are solely based on the time required to provide for basic animal care (feeding and cleaning) should the facility be full at any given time. Additional staff and/or volunteers will be required to exercise and care for the animals, help facilitate adoptions, provide medical care, assist with behavior assessments and modification, etc. It is up to each individual facility as to how they would like to staff their facility with employees or volunteers to accomplish these important tasks.

Based on the above analysis we can now develop the Building Program for the new shelter with any specialized spaces requested included as line item additions.

NEW ANIMAL SHELTER- SIZING BASED ON BUILDING PROGRAM

While the Preliminary Sizing previously discussed in this study aids in accurately defining the number of animal spaces necessary for the shelter now and into the future, a more accurate portrayal of final shelter sizing is through definition of exact square footages in design of the Building Program. This includes specific input of space needs and desired configurations from the Franklin County Animal Shelter.

The Building Program expands on Preliminary Sizing and is a more probable estimation of final recommended shelter size. The sizing determined by the Building Program will be the basis for final cost estimates for the new Franklin County Animal Shelter.

FRANKLIN COUNTY ANIMAL SHELTER BUILDING PROGRAM				
	Quantity	SF	Total SF/Area	% of Total Gross SF
Public Reception and Sales- Adoption Lobby			490	8.1%
Lobby/Reception/Retail/Vestibule/Air Lock/Relinquish/Adopt	1	250	250	
Public Toilets	2	60	120	
Get Acquainted Rooms	2	60	120	
Administration- Administrative Areas			696	11.4%
Shelter Supervisor Office	1	100	100	
ACO Offices	2	80	160	
Break Room	1	100	100	
Training/ Community Meeting Room	1	200	200	
Storage	1	100	100	
Janitor's Closet	1	36	36	
Animal Care- Holding/Adoption Areas			2,369	38.9%
Cat Condos- Adoption	8	16.5	132	
Cat Condos- Holding	12	16.5	198	
Adult Dog Adoption Kennels (Single, Indoor)- 5' x 11'	11	55	605	
Adult Dog Adoption Kennels (Double, Indoor)- 8' x 11'	1	88	88	
Adult Dog Holding Kennels (Single, Indoor)- 5' x 11'	10	55	550	
Adult Dog Holding Kennels (Double, Indoor)- 8' x 11'	2	88	176	
Puppy Adoption Kennels (Indoor)- 4' x 5'	5	20	100	
Food Storage/Food Prep/Tray Cleaning	2	100	200	
Animal Wash	1	120	120	
Laundry	1	80	80	
Cleaning Equipment	1	120	120	
Animal Care- Animal Observation Areas			426	7.0%
Cat Observation (cages)	4	12	48	
Cat Isolation (cages)	4	12	48	
Dog Observation (Single, Indoor)- 5' x 11'	3	55	165	
Dog Isolation (Single, Indoor)- 5' x 11'	3	55	165	

Total Spots

38 dogs

28 cats

(Continued on following page)

Intake/ Receiving			700	11.5%
Animal Receiving (holding runs/cages)	1	220	220	
Dog Receiving (Indoor)- 3' x 5' (SF including in Receiving)	3	0	0	
Cat Receiving (cages) (SF including in Receiving)	3	0	0	
Mechanical Room	1	100	100	
Electrical Room	1	80	80	
Storage	1	120	120	
Euthanasia	1	100	100	
Freezer	1	80	80	

Total Net Square Footage			4,681	
---------------------------------	--	--	--------------	--

Circulation & Walls				23.1%
Circulation & Walls @ 30% *encompasses new construction and renovated spaces			1,404	

Total Essential Gross Square Footage			6,085	
---	--	--	--------------	--

Additional Desired Spaces for Added Shelter Utility

Salliport			850	14.0%
Salliport	1	850	850	

PROJECTED SHELTER CONSTRUCTION COST

Our recent experience with the cost of new construction for shelters of this scope suggests we should attach a projected new construction cost of +/- \$215 to \$240 per square foot, including site work and the built-in equipment (cat cages, kenneling, automatic watering etc.). The cost of the Salliport will be slightly less per square foot ranging from +/- \$125 to \$150 per square foot. We have developed a detailed breakdown of assigned costs by percentage obtained from actual schedules of values from shelters we have bid and constructed. Based on our analysis and a **+/-6,085 gross square foot** animal shelter, we project direct construction costs of between \$1,308,340 and \$1,460,472. Based on bid history, we generally break the costs down as follows, with the understanding they usually vary somewhat from project to project:

New Construction (+/- \$215 to \$240 per Square Foot)

Site Work	16%	\$ 209,334 to \$ 233,676
General Building	84%	<u>\$1,099,005 to \$1,226,796</u>
Anticipated Totals	100%	\$1,308,340 to \$1,460,472

Within the General Building Category, we find the following breakdown:

General Construction	60%	\$ 659,403 to \$ 736,078
HVAC	24%	\$ 263,761 to \$ 294,431
Plumbing	9%	\$ 98,910 to \$ 110,412
Electrical	7%	<u>\$ 76,930 to \$ 85,876</u>
Building Totals	100%	\$1,099,005 to \$1,226,796

Salliport (+/- \$125 to \$150 per Square Foot)

Anticipated Total	100%	\$ 106,250 to \$ 127,500
-------------------	------	---------------------------------

With new construction there should be a planned contingency allowance of approximately 10% to account for potentially unforeseen items, usually associated with site work. This would add to the planning between \$130,834 and \$146,047. We therefore project that Franklin County Animal Shelter should adopt a preliminary construction budget, including contingency, of between **\$1,439,173** and **\$1,606,519** with an additional \$106,250 to \$127,500 for a Salliport.

PROGRAMS CRITICAL TO INCREASING ANIMAL SAVE RATES

A dilapidated or poorly designed shelter cannot attract potential adopters. A poorly managed shelter can't successfully "market" adoptable animals. One thing is clear - *Building a new facility alone simply will not solve animal welfare issues!* There are several key programs we highlight that aid in increasing Animal Save Rates. Below is a brief list of successful shelter programs we would consider critical to helping continue to increase animal save rates in any shelter:

- 1. Feral Cat Trap/Neuter/Return Program (T/N/R)**
Lower cost than "Trap, Euthanize & Dispose," T/N/R programs effectively reduce a community's feral cat population reducing shelter intake.
- 2. High-Volume, Low-Cost Spay/Neuter**
High-Volume, Low-Cost Spay/Neuters quickly lead to fewer animals entering the shelter and extends the capacity of the shelter long term.
- 3. Rescue Groups**
Adoption and animal transfers frees potential space in the shelter and simultaneously reduces the costs of feeding and housing animals.
- 4. Foster Care**
Animals cared for in foster environments have demonstrated increased rates of adoption in turn saving their lives and further extending shelter life.
- 5. Comprehensive Adoption Programs**
Increased rates of adoption lead to additional animals saved and increased shelter longevity.
- 6. Pet Retention**
Proper counseling of animal owners contemplating relinquishment and the offering of possible alternatives to relinquishment has proven to greatly reduce relinquishment rates which, in turn, reduces shelter intake.
- 7. Medical and Behavior Rehabilitation**
Animals with behavior issues can be rehabilitated and adopted – rehabilitation helps ensure that prior issues do not lead to future relinquishment.
- 8. Public Relations/Community Involvement**
Shelters should increase public awareness of their mission as a "pet rescue" shelter.
- 9. Volunteers**
An "army of compassion" can fully engage the community in the "pet rescue" mission.
- 10. A Compassionate Director**
The most critical element for success is great leadership.

Implementation of this approach is the true basis for achieving amplified "live release rates". The building must positively support each and every program but cannot achieve the goal without their application.

From "Redemption – The Myth of Pet Overpopulation and the No Kill Revolution in America" by Nathan J. Winograd.



*"Until one has loved an animal,
a part of one's soul remains unawakened."*

Anatole France

CONCLUSION

There are two primary drivers of shelter sizing calculations: average *Length of Stay* (LOS) *recommendations*, and *Seasonal Peak Animal Population* (SPAP) *requirements*. After analyzing data for the existing Franklin County shelter as well as US Census and Pet Ownership statistics provided by the AMVA, it is recommended that Franklin County Animal Shelter build a new shelter to a size based on a 20-day LOS for dogs and a 25-day LOS for cats. A shelter of this size and animal capacity should support peak intake requirements, while also offering the opportunity to increase the rate of animal adoptions.

Our projections into the future clearly show that if Franklin County can build a shelter that accommodates the recommended length of stay for both species and can provide its staff with sufficient space and amenities - including a well developed "retail" approach to the presentation of adoptable animals - the community's sheltering needs will be met for 20 years and beyond. This is the objective of solid animal shelter planning and inherent to the program we are recommending.

APPENDICES

	Population	Population	Households
Population projection 2015*		56,452	29,368
Population projection 2025*		57,043	29,675
Population projection 2035*		57,640	29,985

*Population increases projected per US Census 2010 estimate basis.

Responses to Statistical Questionnaire

	Franklin County Animal Shelter (% of Total)	One Year
1. Organization Name		901
2. Are your answers from 1 year or 3 years averaged?		17
3. How many animals per year does your shelter serve ?		16
4. How many total canine runs and/or cages do you have?		491
5. How many total feline cages and/or "spots" do you have?		403
6. How many canines did you serve?	54.5%	491
7. How many felines did you serve?	44.7%	403
8. How many "other" small animals did you serve?	0.2%	2
9. How many "other" large animals did you serve?	1.7%	15
10. How many canines were "returned to owners" (RTO)	14.7%	72
11. How many felines were "returned to owners" (RTO)?	0.2%	1
12. How many canines were adopted?	26.7%	131
13. How many felines were adopted?	26.8%	108
14. How many canines were transferred to other facilities?	49.5%	243
15. How many felines were transferred to other facilities?	22.8%	92
16. How many canines were you forced to euthanize?	8.4%	41
17. How many felines were you forced to euthanize?	50.1%	202
18. Number of canines remaining in the facility or in foster care.	0.8%	4
19. Number of felines remaining in the facility or in foster care.	0.0%	0
20. How many days do you consider to be the optimum length of stay for canines?		15
21. How many days do you consider to be the optimum length of stay for felines?		10

Existing canine LOS
Existing feline LOS

12.6 Days
14.5 Days

Comparison to National Averages	Franklin County Animal Shelter	Experience Averages**	Calculated Save Rate
Percentage of Relinquished Animals by population	1.60%	3-4%	
Percentage of Relinquished Animals by Households	1.60%	Relinquished Animal Pop/HH x .5202	
Canines	54.5%	55%	
Felines	44.7%	45%	
Canines RTO	14.7%	20-30%	91.6%
Canines Adopted	26.7%	40-60%	
Canines Transferred	49.5%		
Canines Euthanized	8.4%	10-40%	
Canines Remaining	0.8%		
Felines RTO	0.2%	10-20%	49.9%
Felines Adopted	26.8%	10-40%	
Felines Transferred	22.8%		
Felines Euthanized	50.1%	40-80%	
Felines Remaining	0.0%		

** Averages are widely ranging & we include experience from some of our completed shelters for meaningful comparison

Franklin County, VA

Households Projected		Population served
29,215	2010	56,159
29,246	2011	56,217
29,276	2012	56,276
29,306	2013	56,335
29,337	2014	56,394
29,368	2015	56,452
29,398	2016	56,511
29,429	2017	56,570
29,459	2018	56,629
29,490	2019	56,688
29,521	2020	56,747
29,552	2021	56,806
29,582	2022	56,865
29,613	2023	56,924
29,644	2024	56,984
29,675	2025	57,043
29,706	2026	57,102
29,737	2027	57,162
29,768	2028	57,221
29,799	2029	57,281
29,830	2030	57,341
29,861	2031	57,400
29,892	2032	57,460
29,923	2033	57,520
29,954	2034	57,580
29,985	2035	57,640

Annual % Pop. Increase

0.001041

Households to Population

0.5202

Franklin County Animal Shelter		- Existing Conditions			
Year	Population Census Est.	Animals 1.60%	Canines 54.5%	Felines 44.7%	Others 1.89%
2015	56,452	901	491	403	17
2025	57,043	910	496	407	
2035	57,640	920	501	411	

Anticipated Shelter Statistics	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	33	17	16
Days/Year		365	365
Available Animal Care Days		6,205	5,840
Available Length of Stay (LOS)		12.6	14.5

Franklin County Humane Society		- Existing Conditions		
Year	Population Census Est.	Animals 3.63%	Canines 65.0%	Felines 35.0%
2015	56,452	2,049	1,332	717
2025	57,043	2,070	1,346	725
2035	57,640	2,092	1,360	732

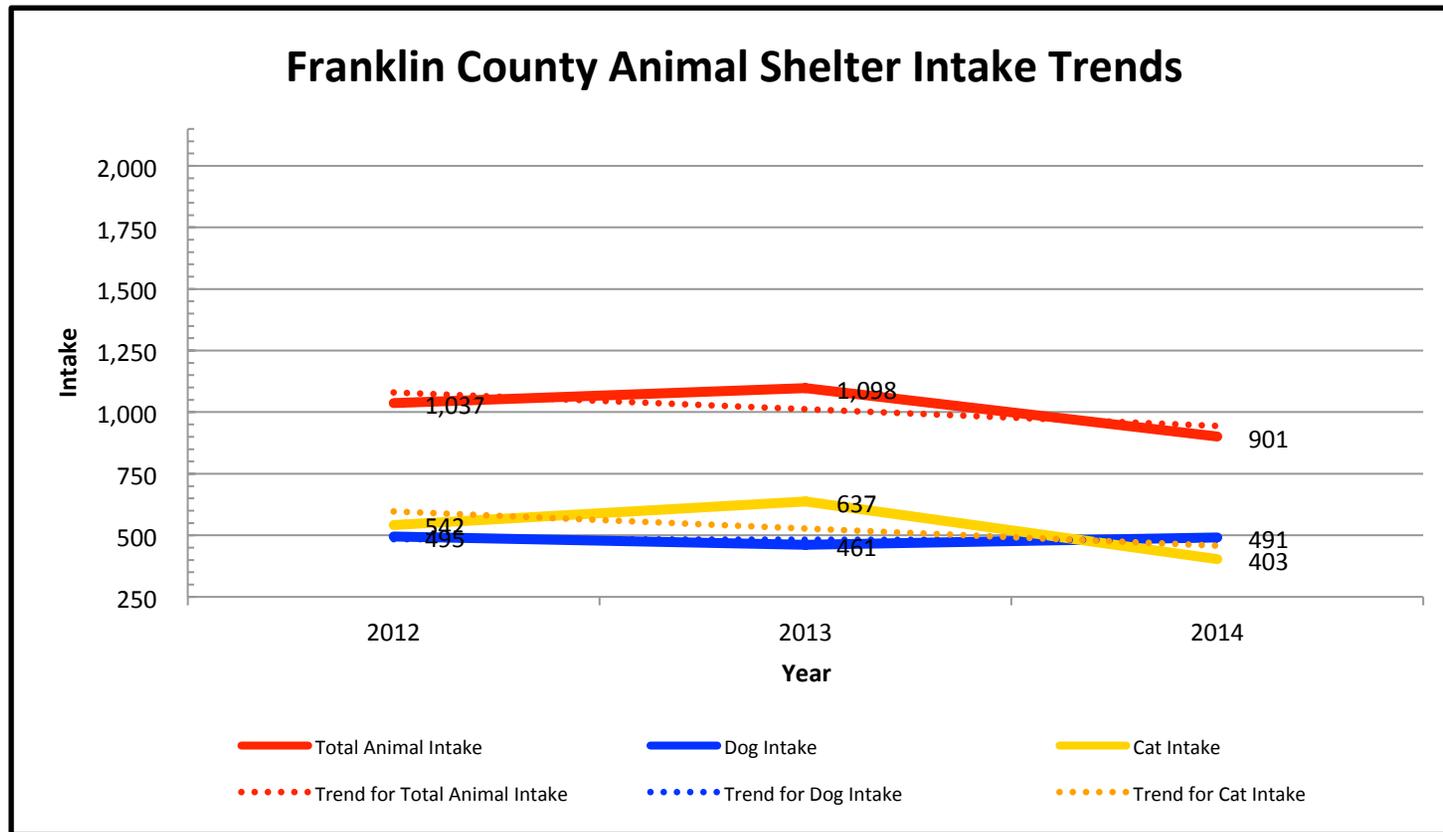
Anticipated Shelter Statistics	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	85	45	40
Days/Year		365	365
Available Animal Care Days		16,425	14,600
Available Length of Stay (LOS)		12.3	20.4

Franklin County Animal Shelter

- Observed Intake Trends

Franklin County Population	
2012	56,276
2013	56,335
2014	56,394

Franklin County Animal Shelter - Animal Intake by Year			
Year	Total	Dogs	Cats
2012	1,037	495	542
2013	1,098	461	637
2014	901	491	403

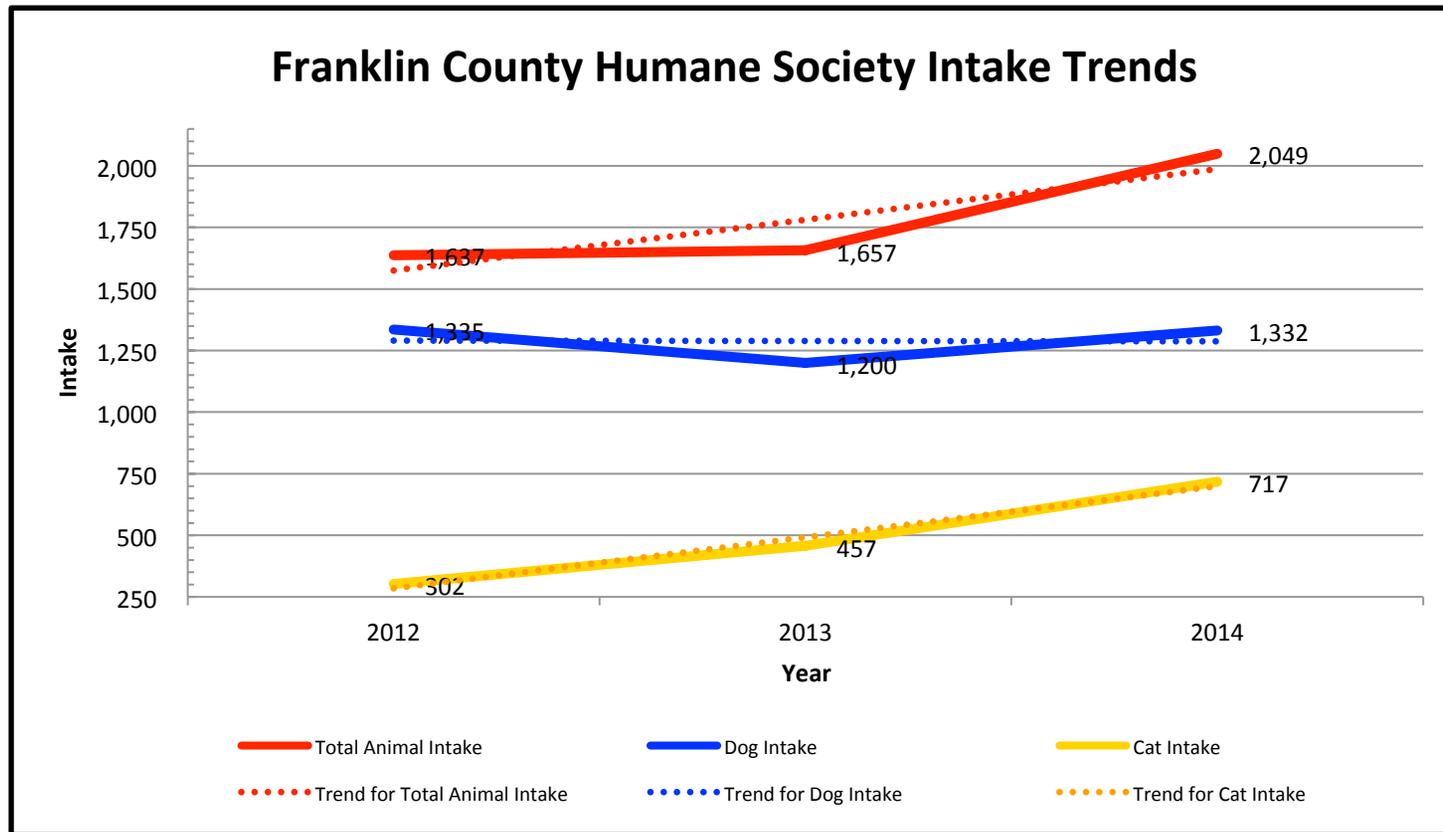


Franklin County Animal Shelter

- Observed Intake Trends

Franklin County Population	
2012	56,276
2013	56,335
2014	56,394

Franklin County Humane Society - Animal Intake by Year			
Year	Total	Dogs	Cats
2012	1,637	1,335	302
2013	1,657	1,200	457
2014	2,049	1,332	717

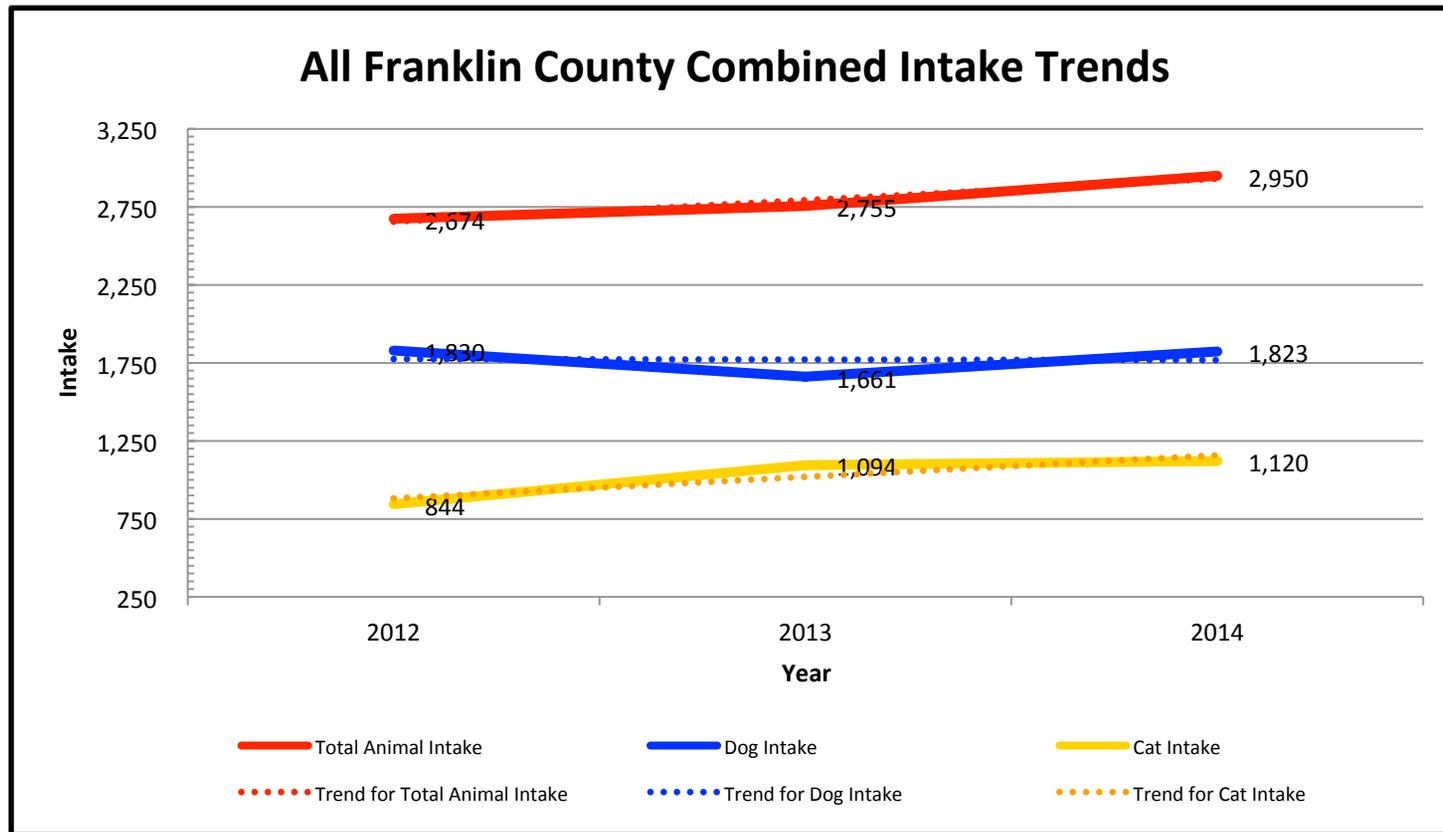


Franklin County Animal Shelter and Humane Society

- Observed Intake Trends- Total

Franklin County Population	
2012	56,276
2013	56,335
2014	56,394

Franklin County Humane Society - Animal Intake by Year			
Year	Total	Dogs	Cats
2012	2,674	1,830	844
2013	2,755	1,661	1,094
2014	2,950	1,823	1,120



Range of Relinquished Animals based on Human Population "Rule of Thumb" method

2015 Population Est	FCAS 1.60% Reported Rate	FCHS 3.63% Reported Rate	TOTAL 5.23%	National Average Relinquishment Rate Range	
56,452	901	2,049	2,950	3% Rate	4% Rate
				1,694	2,258

Range of Relinquished Animals based on Households

Household and Owner Statistics derived from "U.S. Pet Ownership and Demographics Sourcebook", 2012 Ed.

Mean Households (.5202 x Pop.)	% Dog Owners VA	Dog Households	Mean # /Household VA	Dog Population	3%/.5202 Relinquishment By Species	4%/.5202
29,367	35.4	10,396	1.6	16,633	959	1,279
Mean Households	% Cat Owners VA	Cat Households	Mean # /Household VA	Cat Population		
29,367	29	8,516	2.2	<u>18,736</u>	<u>1,080</u>	<u>1,441</u>
		Totals		35,369	2,040	2,720
		Animal Pop./Human Pop. - Factor		0.5202	3.61%	4.82%

"Blended Approach" Relinquishment *

* A relinquishment rate of 1.95% will be used as the basis of this Needs Assessment Study which is based on the current 1.6% reported rate of the shelter plus an additional anticipated 200 canines annually. For calculations combining the Animal Shelter and Humane Society, the current total relinquishment rate of 5.23% will be used.

Typical Low-End	Typical High-End	Typical Median
1,867	2,489	2,178
3.31%	4.41%	3.86%

Calculated Dog & Cat Percentages of the Whole

* Based on data from the "U.S. Pet Ownership and Demographics Sourcebook, 2012 Edition", these percentages illustrate the breakdown expected for the shelter and not actual percentages based on specific shelter data

Canines	47.0%
Felines	53.0%

Note: Accurately predicting the precise animal population is difficult. The "U.S. Pet Ownership and Demographics Sourcebook" is an excellent basis, and we compare its state by state numbers against National Averages to settle on the expected median count shown. This count may be used in the case that sheter relinquishment is lower than anticipated.

Franklin County Animal Shelter - Sizing Based on Desired LOS

Year	Population Census Est.	Animals 1.95%	Canines 63.5%	Felines 44.7%
2015	56,452	1,103	700	403
2025	57,043	1,115	707	407
2035	57,640	1,126	715	411

Anticipated Shelter Statistics	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	40	29	11
Days/Year		365	365
Available Animal Care Days		10,512	4,015
Available Length of Stay (LOS)		15.0	10.0

Rule of Thumb Shelter Sizing		
Animals	SF/Animal	Total SF
29	115	3,312
11	60	660
Projected Shelter Size		3,972

Construction Cost Calculation		
SF	Cost/SF	Est. Cost
New Construction		
3,972	\$ 215	\$ 853,980
3,972	\$ 240	\$ 953,280

* At the request of the Franklin County Animal Shelter, an addition anticipated intake of 200 canines has been added to the projected intake numbers.

Franklin County Animal Shelter - Sizing Based on 20/25 Day LOS

Year	Population Census Est.	Animals 1.95%	Canines 63.5%	Felines 44.7%
2015	56,452	1,103	700	403
2025	57,043	1,115	707	407
2035	57,640	1,126	715	411

Anticipated Shelter Statistics	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	66	38	28
Days/Year		365	365
Available Animal Care Days		14,016	10,074
Available Length of Stay (LOS)		20.0	25.0

Rule of Thumb Shelter Sizing		
Animals	SF/Animal	Total SF
38	115	4,416
28	60	1,656
Projected Shelter Size		6,072

Construction Cost Calculation		
SF	Cost/SF	Est. Cost
New Construction		
6,072	\$ 215	\$ 1,305,480
6,072	\$ 240	\$ 1,457,280

* At the request of the Franklin County Animal Shelter, an addition anticipated intake of 200 canines has been added to the projected intake numbers.

Franklin County Animal Shelter - 10 Year Projection

Year	Population Census Est.	Animals 1.95%	Canines 63.5%	Felines 44.7%
2015	56,452	1,103	700	403
2025	57,043	1,115	707	407
2035	57,640	1,126	715	411

Anticipated Shelter Statistics	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	66	38	28
Days/Year		365	365
Available Animal Care Days		14,016	10,074
Available Length of Stay (LOS)		19.8	24.7

Rule of Thumb Shelter Sizing		
Animals	SF/Animal	Total SF
38	115	4,416
28	60	1,656
Projected Shelter Size		6,072

Construction Cost Calculation		
SF	Cost/SF	Est. Cost
New Construction		
6,072	\$ 215	\$ 1,305,480
6,072	\$ 240	\$ 1,457,280

* At the request of the Franklin County Animal Shelter, an addition anticipated intake of 200 canines has been added to the projected intake numbers.

Franklin County Animal Shelter - 20 Year Projection

Year	Population Census Est.	Animals 1.95%	Canines 63.5%	Felines 44.7%
2015	56,452	1,103	700	403
2025	57,043	1,115	707	407
2035	57,640	1,126	715	411

**Anticipated Shelter
Statistics**

	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	66	38	28
Days/Year		365	365
Available Animal Care Days		14,016	10,074
Available Length of Stay (LOS)		19.6	24.5

Rule of Thumb Shelter Sizing		
Animals	SF/Animal	Total SF
38	115	4,416
28	60	1,656
Projected Shelter Size		6,072

Construction Cost Calculation		
SF	Cost/SF	Est. Cost
New Construction		
6,072	\$ 215	\$ 1,305,480
6,072	\$ 240	\$ 1,457,280

* At the request of the Franklin County Animal Shelter, an addition anticipated intake of 200 canines has been added to the projected intake numbers.

Combined County Shelter - Sizing Based on 20/25 Day LOS

Year	Population Census Est.	Animals 5.23%	Canines 61.8%	Felines 38.0%
2015	56,452	2,950	1,823	1,120
2025	57,043	2,981	1,842	1,132
2035	57,640	3,012	1,861	1,144

Anticipated Shelter Statistics	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	177	100	77
Days/Year		365	365
Available Animal Care Days		36,500	28,032
Available Length of Stay (LOS)		20.0	25.0

Rule of Thumb Shelter Sizing		
Animals	SF/Animal	Total SF
100	115	11,500
77	60	4,608
Projected Shelter Size		16,108

Construction Cost Calculation		
SF	Cost/SF	Est. Cost
New Construction		
16,108	\$ 215	\$ 3,463,220
16,108	\$ 240	\$ 3,865,920

Combined County Shelter - 10 Year Projection

Year	Population Census Est.	Animals 5.23%	Canines 61.8%	Felines 38.0%
2015	56,452	2,950	1,823	1,120
2025	57,043	2,981	1,842	1,132
2035	57,640	3,012	1,861	1,144

**Anticipated Shelter
Statistics**

	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	177	100	77
Days/Year		365	365
Available Animal Care Days		36,500	28,032
Available Length of Stay (LOS)		19.8	24.8

Rule of Thumb Shelter Sizing		
Animals	SF/Animal	Total SF
100	115	11,500
77	60	4,608
Projected Shelter Size		16,108

Construction Cost Calculation		
SF	Cost/SF	Est. Cost
New Construction		
16,108	\$ 215	\$ 3,463,220
16,108	\$ 240	\$ 3,865,920

Combined County Shelter - 20 Year Projection

Year	Population Census Est.	Animals 5.23%	Canines 61.8%	Felines 38.0%
2015	56,452	2,950	1,823	1,120
2025	57,043	2,981	1,842	1,132
2035	57,640	3,012	1,861	1,144

Anticipated Shelter
Statistics

	Spaces Available	Canines By LOS	Felines By LOS
Physical Animal Spaces	177	100	77
Days/Year		365	365
Available Animal Care Days		36,500	28,032
Available Length of Stay (LOS)		19.6	24.5

Rule of Thumb Shelter Sizing

Animals	SF/Animal	Total SF
100	115	11,500
77	60	4,608
Projected Shelter Size		16,108

Construction Cost Calculation

SF	Cost/SF	Est. Cost
New Construction		
16,108	\$ 215	\$ 3,463,220
16,108	\$ 240	\$ 3,865,920

1. Is your organization:

Animal Control

2. Do you want a salliport?

Yes - Covered.

3. Describe your organization's mission

To promote available animals for adoption into loving homes.

4. Describe your organization's full time staffing, by position.

1 Supervisor (Animal Control and Shelter), 2 Animal Control Field Officers

5. Describe your organization's part time staff, by position.

1 Administrative Assistant

6. Describe your organization's volunteer staff, by position

5 Volunteers

7. Do you plan to offer pet safety and/or identification services?

Yes

8. Do you plan to offer spay/neuter services?

Yes

9. Do you plan to offer veterinary services?

No

10. Do you plan to offer pet education and/or pet training classes?

Yes

11. Do you plan to include a community meeting space?

Yes

12. Do you plan to include a communal cat room(s)?

No

13. Do you plan to include a dog park?

Yes

14. Do you plan to offer euthanasia services?

Yes

15. Do you plan to offer crematory services?

No

Additional Comments:

Estimated Size (S.F.):	6,085	Total Est. Cost:	
Cost per S.F. (High):	\$240.00	\$1,460,472.00	
Cost per S.F. (Low):	\$215.00	\$1,308,339.50	
Description of Work	% of Total	Item Cost (High)	Item Cost (Low)
General Conditions	4.438%	\$64,820.00	\$58,067.92
Survey	0.163%	\$2,380.36	\$2,132.41
Allowance: Job Sign	0.025%	\$363.41	\$325.56
Allowance: Road Sign	0.199%	\$2,907.31	\$2,604.47
Allowance: Appliances	0.224%	\$3,270.73	\$2,930.03
Allowance: Contingency	0.249%	\$3,634.14	\$3,255.58
Site Utilities	1.314%	\$19,188.27	\$17,189.49
Paving	3.050%	\$44,550.94	\$39,910.22
Grading/Storm Drain/Erosion	3.497%	\$51,074.22	\$45,753.99
Landscaping	0.910%	\$13,294.42	\$11,909.58
Soil Poisoning	0.031%	\$457.90	\$410.20
Fencing	1.126%	\$16,448.85	\$14,735.43
Curb & Gutter	1.399%	\$20,427.51	\$18,299.64
Concrete Slab	3.981%	\$58,146.26	\$52,089.36
Exterior Concrete	1.280%	\$18,696.93	\$16,749.33
Masonry	4.841%	\$70,695.68	\$63,331.54
Framing	6.760%	\$98,734.53	\$88,449.69
Millwork	0.547%	\$7,995.11	\$7,162.29
Exterior Hardi Trim	1.965%	\$28,695.18	\$25,706.10
Waterproofing	0.118%	\$1,722.58	\$1,543.15
Roofing	5.002%	\$73,046.24	\$65,437.26
Caulks/Sealants	0.493%	\$7,195.60	\$6,446.06
Overhead Doors	0.378%	\$5,520.99	\$4,945.88
Storefront/Windows	1.035%	\$15,118.03	\$13,543.23
Doors/frames	1.176%	\$17,170.59	\$15,381.99
Door Hardware	0.786%	\$11,473.71	\$10,278.53
EIFS - DryVit Synthetic Stucco	1.070%	\$15,626.81	\$13,999.02
Drywall/Insulation	1.645%	\$24,024.58	\$21,522.02
Ceramic Tile	0.933%	\$13,628.03	\$12,208.44
Acoustical Ceilings	1.433%	\$20,932.65	\$18,752.17
Urethane Wet Area Flooring	3.175%	\$46,366.56	\$41,536.71
Vinyl Composition Tile Flooring	0.257%	\$3,757.70	\$3,366.27
Paint	1.472%	\$21,498.13	\$19,258.74
Signage	0.129%	\$1,889.75	\$1,692.90
Toilet Accessories	0.188%	\$2,748.86	\$2,462.52
Lockers	0.194%	\$2,838.26	\$2,542.61
Louver Vents	0.055%	\$803.87	\$720.14
Access Ladders	0.124%	\$1,817.07	\$1,627.79
Kennel Fencing Enclosures	4.997%	\$72,974.28	\$65,372.80
Cat Cages	1.991%	\$29,073.13	\$26,044.68
Stainless Casework	2.119%	\$30,953.44	\$27,729.12
Plumbing	7.133%	\$104,182.11	\$93,329.81
Mechanical	20.034%	\$292,586.90	\$262,109.10
Electrical	8.062%	\$117,740.36	\$105,475.74
TOTAL	100.000%	\$1,460,472.00	\$1,308,339.50