



# Chanute Animal Shelter Business Plan

Kansas State University

MBA Practicum Project

Spring 2013

**Student Team:** Jana Bowman, Prabhakar Thennarasu, Christine Thompson

**Faculty Advisors:** Dr. Marne Arthaud-Day, Dr. Shuang Zhu

## **Disclosure**

This report is submitted in accordance with the formal requirements for the course, GENBA 890 – MBA Business Practicum, in the College of Business Administration at Kansas State University. This report was prepared as part of an academic assignment under the guidance of Professors Dr. Marne Arthaud-Day and Dr. Shuang Zhu. This report was prepared by students and the responsibility of implementing the recommendations contained within fall upon the owner of this report.

## **Acknowledgements**

We would like to thank key participants who were of great importance throughout this practicum project process. First, J.D. Lester, Rebecca Wood, and Sam Budreau, for being our project contacts from the City of Chanute. Their participation and information sharing were crucial to the success and completion of this report. We thank them for taking the time to provide information and clarification when needed. We would also like to thank Dr. Marne Arthaud-Day and Dr. Shuang Zhu as we appreciated their guidance, support, and advice throughout this process.

# Table of Contents

Executive Summary .....	5
Project Overview .....	6
Limitations .....	6
Scope of Engagement .....	6
Business Description and Vision .....	7
Shelter History .....	7
New Building .....	8
Timeline of Implementation .....	10
Description of Services and Products .....	11
Spay and Neuter .....	11
Adoption .....	12
Pet Shop .....	14
Community Outreach Programs .....	15
Education Programs .....	15
Foster Home Program .....	16
Market Analysis .....	18
Competition.....	18
Potential Collaborators.....	19
Organization and Management .....	21
Organization.....	21
Collaboration Benefits .....	21
Personnel.....	22
Marketing Strategy.....	24
Financial Management.....	27
Projected Operating Income Statement .....	31
Key Financial Indicators .....	32
References .....	33
Appendices.....	36

Appendix A: Project Guidelines .....	36
Appendix B: New Building Guidelines .....	40
Appendix C: Implementation Milestones .....	55
Appendix D: Benchmark Research.....	56
Appendix E: Kansas Pet Animal Act.....	60
Appendix F: ASPCA Meet Your Match Program .....	74
Appendix G: Adoption Forms (McHugh-Smith & Buckman, 2010) .....	78
Appendix H: Shelter Manager Position Requirements .....	88
Appendix I: Presentation Slides.....	89

## Executive Summary

The Animal Shelter in Chanute, Kansas requested assistance to identify needs of the shelter, and develop and present a shelter plan to the Chanute community for a successful animal shelter in the future. A successful animal shelter can be defined many ways, so through interviews with Chanute city employees, tours of other animal shelters, and benchmarking research, we have developed the following business plan for the Chanute Animal Shelter (and Adoption Center).

The mission of the Chanute Animal Shelter is to promote humane animal treatment through a sustainable animal population initiative composed of an aggressive spay/neuter campaign, adoption goals and community outreach programs.

We recommend that the city of Chanute partner its animal shelter services with the local, non-profit group, Castaways, and with the three local veterinarians in Chanute. Developing strong partnerships between these three organizations will allow this shelter to be successful and serve the community well into the future. These partnerships will also decrease duplication of services while increasing support for the animal population in the long run.

Our recommendation also includes developing an advisory board for the animal shelter. This advisory board can assist the shelter with organizational focus and representatives on the board should be from the city, the shelter staff, Castaways, at least one veterinarian, and the local community.

Along with forming partnerships and an advisory board, we also recommend that the city begin the process of constructing a new shelter structure. The number of animals that the shelter assists each year has continued to grow so it is a great opportunity to begin work towards a new building, including conducting a capital campaign to raise additional financial resources beyond what the city and Castaways already have. The new shelter can be a community centerpiece and can offer public/educational activities in a community room.

Lastly, we recommend recruiting additional volunteers to help at the shelter to decrease operating costs, while increasing marketing activities to increase donors and adoptions.

These recommendations should be phased in through a four-phase process. Phase 1 should consist of forming an operational advisory board, hiring a shelter manager and initiating a capital campaign for a new shelter structure. Phase 2 begins operational planning to include spay/neuter, adoption, foster home, and community outreach programs. Simultaneously the shelter should be designed and constructed as part of Phase 3. The final phase in this plan consists of introducing and maintaining shelter structure and community programs.

We understand this is a city entity and the animal shelter cannot be completely no-kill, but with increased support and additional partnerships, the euthanasia activities could decrease and the animal population in Chanute could be better served as a result of the new organizational focus.

# **Project Overview**

## **Limitations**

The limitations faced by our team throughout this practicum coursework include project time, geographical distance, and lack of specific knowledge regarding animal shelter operations and legal requirements. From start to finish, the duration of our work on this project was less than four months. The recommendations provided in this plan are for the next five to ten years for the Chanute Animal Shelter. Our recommendations and data should be verified if planning for the animal shelter is delayed or postponed. Despite these limitations, our team has done its best to provide accurate research and recommendations for a successful animal shelter in Chanute, Kansas.

## **Scope of Engagement**

For this MBA Practicum project, our main objective was to assist the City of Chanute in developing a business plan for the successful future of an animal shelter. This plan encompasses strategies for an animal shelter and adoption center in conjunction with a community partnership with a local, nonprofit animal assistance program, Castaways.

With the understanding that our time with the City of Chanute will be limited, the scope of our project is to complete the following activities:

- Conduct database/online research for general environment and industry data/standards,
- Conduct benchmark research by touring, interviewing and/or researching additional animal shelters and animal organizations in Kansas, and
- Analyze numerous approaches to increase community involvement with Chanute's local animal shelter, including: spay/neuter programs, adoption programs, networking with local veterinarians, potential partnerships with community organizations, education programs, and marketing activities.

## **Business Description and Vision**

The Chanute Animal Shelter is a city shelter aiming at increasing community involvement through spay/neuter offerings, adoption, education, and public awareness/marketing programs. The shelter's main role is to protect the health, safety and welfare of the community by controlling the local animal population.

### Mission Statement

An animal shelter and adoption center seeking to promote humane animal treatment through a sustainable animal population initiative composed of an aggressive spay/neuter campaign, adoption goals and community outreach programs.

### Vision Statement

Five years from now Chanute's Animal Shelter will have a sustainable local animal population through successful spay/neuter programs, adoption, foster home, education and community involvement programs.

Ten years from now Chanute's Animal Shelter will have successful fundraising and community outreach programs increasing, community awareness of the animal population and its needs in Chanute. The shelter will be financially self sufficient through the community outreach and fundraising programs.

### Company Ownership/Legal Entity

The city will own and operate the shelter using taxpayer funds and donations. The shelter is to be run through a joint effort of Chanute employees, Castaways, and volunteers. The shelter will receive all animals first, checking them for illness and adoptability. Castaways will then have the opportunity, if they have space, to serve as a foster home to animals that the city cannot hold due to space limitations.

## **Shelter History**

The Chanute, Kansas Animal Shelter currently employs one animal control officer and two part time employees. The shelter is obligated to operate following city and state legal requirements but a reorganization of some business activities could better serve the Chanute community needs. The current animal shelter structure contains six canine kennels (indoor-outdoor) and 20 feline kennels. There is no space for an office, no bathroom for staff and no possibility of promoting adoptions at this site. The shelter is currently euthanizing up to 20 animals a month due to a lack of community programs and sufficient space to house animals until they are adopted. Minimal web presence limits the community's ability to see potential animals. Although every animal adopted through the shelter is spayed/neutered, there is no community program promoting the spay/neuter of all domestic animals. The city currently allocates an average of \$95,000 per year for shelter operations (see Financial Management section).

A potential partner, Castaways, is a no-kill organization currently pursuing a foster home license. Once this license is received Castaways has the ability to house five animals under current city zoning laws. (Per state laws, a foster home licensee can house up to 19 adult animals at one time.) Castaways' recent focus has been on housing felines due to the longer amount of time it

takes to adopt a feline versus a canine. Castaways is currently taking in stray animals, a practice that should be avoided until the state foster license is obtained.

## **New Building**

### Location

The shelter must be located in a visible location easily accessible to the community with ample space for current needs. A main component in location is ample outdoor space for the dogs to exercise with a potential for interaction with the community. A large enough site should be chosen to allow for expansion of the shelter in the future, if needed. Signage is crucial in increasing community awareness of the shelter; if the only viable location is not visible to the surrounding community, signage should be used to inform them of the new location. The following is a summary of components that should be considered when choosing the new location:

- Visible to constituents
- Accessible to constituents
- Outdoor canine exercise space
- Expansion potential

### Shelter Building

A new shelter building can potentially lead to increased adoptions. An inviting, clean shelter building that is visible to the public is necessary to not only continue operating but to increase adoptions. A new animal shelter building should be designed to house a minimum of 19 canines and 10 felines (see Financial Management section). The new shelter building should include:

- Lobby/Reception Room
- Community/Meeting Room (with food prep area)
- Adoption Room
- Office
- Canine Isolation Room (3 cells)
- Feline Isolation Room (6 cells)
- Canine Standard Room (8 cells)
- Feline Standard Room (8 cells)
- Canine Intermediate Room (8 cells)
- Feline Intermediate Room (6 cells)
- Examination Room
- Handicap Accessible Restroom
- Kitchen
- Storage
- Utilities

Separate standard (adoptable animals) and intermediate (3-5 day holding animals) rooms are highly recommended. Once an animal has been held, no owner has come to receive it and it has been deemed adoptable it can be moved from the intermediate to standard room. This allows potential adopters to see all animals available for adoption in the standard room as well as prevents potential adopters from falling in love with an animal that will be deemed unadoptable.



The spaces outlined above should be organized around the concept of work, play, and learning that is secure for animals as outlined in the American Humane Association's *Planning and Building an Animal Shelter* guide (see separate Shelter Operations guidebook).

The American Humane Association's *Planning and Building an Animal Shelter* guide should be used throughout the design process. In particular, the Design Goals, Design of Specific Areas and Facility Organization subsets should serve as a guide for the city (see separate Shelter Operations guidebook). While these are not legally required for building a shelter, they serve as a guideline of shelter practices.

Details in the new shelter are particularly important for increasing the potential adoptions, thereby increasing the success of the shelter. Potential adopters are more likely to adopt if animals have names and can be envisioned as a part of the family (McHugh-Smith & Buckman, 2010). Utilizing toys such as "Kongs" which can be easily disinfected can be a way to show the playfulness of an animal, as well as serves as a way to distract the dog (McHugh-Smith & Buckman, 2010).

An experienced professional such as Bacon Group, Inc. should design the building (see Appendix B). As the shelter needs currently do not require 28 canine and 40 feline cells specified in the base model, a specialized design is recommended to reduce current building costs, with the ability to expand in the future if necessary.

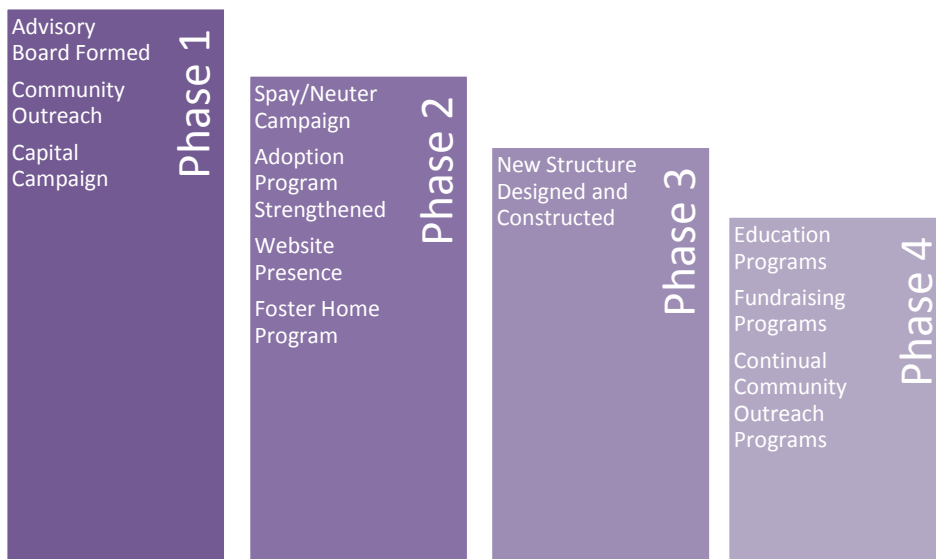
The city animal control officer completed a potential floor plan in 2008, which had an expected cost of \$388,800. This plan incorporates the shelter priorities outlined by the animal control officer for a new shelter, which were further developed above (see Appendix B). However as this study was completed in 2008 building costs have changed which may result in a more expensive building. In addition to this Bacon Group Inc.'s base plan was analyzed with a minimum cost of \$686,000 (3,920 sq.ft. at \$175 per square foot). This cost does not include the architect design fees, land, etc., it is a base cost for the structure only (see Appendix B). Based on data given to the team from the city and Castaways a minimum of \$500,000 is needed for a new structure. This figure is a very low estimate and the city should expect this to rise as the desired quality of the new shelter increases. If the city undertakes this process alone this will require a fundraising need of at least \$350,000 in addition to the \$150,000 that has already been secured.

### Hours of Operation

Time when the animal shelter is open to the public should be limited from 1:00 p.m. to 5:00 p.m. Monday through Thursday and 1:00 p.m. to 8:00 p.m. Friday through Sunday. Volunteers should be sought to maintain these hours, as paid staff time is limited. Limited paid staff time should focus on caring for the animals, and promoting adoptions through marketing campaigns, community outreach, and educational programming.

## Timeline of Implementation

**Figure 1 Phase Implementation**



It is suggested that Phase 1 occur as soon as possible after the presentation to the City Council on May 13, 2013 (see Appendix C for implementation milestones). A shelter advisory board should be formed and continue to meet on a monthly basis to discuss shelter operations and improvements. The implementation of the advisory board at the beginning of the process allows for a smooth transition from current practices to future practices. Community outreach is also recommended during Phase 1 to increase community awareness of the problems occurring in the new shelter and help with the third element, the capital campaign. Beginning the capital campaign for the new building as early as possible increases the ability to raise sufficient funds in a short amount of time.

Phase 2 is recommended to begin directly after Phase 1 has been implemented, but before completion of Phase 1. To reduce the overpopulation occurring in the city and decrease shelter costs in the future a spay/neuter campaign is suggested during this phase. In addition strengthening the adoption program and website presence are also recommended during Phase 2. Castaway's foster home program is suggested to be approved by the city as soon as possible, but no later than the end of the implementation of Phase 2.

Phase 3 includes the design and construction of the new shelter facility. This phase requires the longest time for implementation as the construction process requires significant time.

Phase 4 occurs after the new shelter structure has begun to be utilized. This phase includes programs that are recommended for the continual use of the shelter including the education, community outreach and fundraising programs.

## Description of Services and Products

The Chanute Animal Shelter is recommended to offer the services and products defined below. All services are designed to interact together and rely on the completion of each service to successfully operate. The recommendation of these services is based on benchmarking research on similar size communities as well as model shelters (see Appendix D). With a goal to serve the city of Chanute by controlling the local animal population, active spay/neuter and adoption programs are required. In addition, increasing awareness in the community and utilizing foster homes increases the potential for success of the shelter and are highly recommended. Two growth opportunities based on benchmarking research are suggested for implementation once all four phases have been implemented successfully. These opportunities are not explored through this study as the implementation for these programs is too far in the future to set current guidelines.

### Required:

- Spay and Neuter
- Adoption

### Highly Recommended:

- Community Outreach Programs
- Pet Shop
- Education Program
- Partnerships
- Foster Home

### Growth Opportunities:

- Behavior, Training, and Puppy Wellness Classes
- Doggy Daycare

## Spay and Neuter

### Shelter Policy

As required by the Kansas Department of Agriculture's Kansas Pet Animal Act, an animal cannot be transferred to a permanent owner until the animal has been spayed or neutered (see Appendix E). If a prospective owner wishes to receive an animal before the surgical procedure a sufficient deposit as outlined by the Kansas Pet Animal Act is required.

A successful spay and neuter program not only protects the community, but is preventative against medical and behavioral problems in domestic animals as well as increases the life span of animals (Best Friends Animal Society, 2012). The preventative measures taken to decrease population growth will decrease the amount of animals entering the shelter, allowing the shelter to focus on adoptions as opposed to euthanasia in the future.

The shelter is required to spay or neuter all animals that are adopted through its services in-house. A shelter veterinarian or volunteer veterinarian should complete this procedure prior to the animal leaving the shelter. Completing the procedure in-house decreases the cost of the

procedure and ensures that all animals adopted through shelter services will not increase the animal population. If the adopter would prefer to take the animal to their veterinarian a deposit fee should be significant enough that the owner will want to complete the contract (McHugh-Smith & Buckman, 2010). The fee must be determined based on local spay/neuter rates at local veterinarians. If the animal is not sterilized the shelter has the authority to retrieve the animal per state laws. Retrieving animals is highly recommended to compel all citizens to spay/neuter their adopted animals. The option to sterilize an animal post adoption should be deterred against, as the costs to follow-up with a client are time consuming and expensive.

### Community Initiative

In addition to performing spay/neuter services on adopted animals, the shelter is recommended to initiate spay/neuter of all domestic animals in the community. Partnerships with organizations such as Pawprints on the Heartland, a traveling low-cost spay/neuter organization, are recommended for a weekend or two a year to provide low-cost spay/neuter services for domestic animals (Pawprints on the Heartland). If partnerships are not sought out the shelter should promote one weekend a year where volunteer veterinarians perform low-cost sterilization procedures. Marketing strategies, defined later in this business plan, are critical to the success of the shelter and must be used to increase community awareness of the issues that can arise due to not spaying/neutering one's pet. This would increase the total domestic animal population being spayed/neutered leading to a potential decrease in animal community population growth.

## **Adoption**

A successful adoption center contains certain elements discussed below that in combination with a variety of community programs can serve to increase adoptions and decrease the amount of animals euthanized at the shelter. A successful adoption center must understand that potential adopters have additional organizations through which to adopt; the adoption center will have to compete for clients. Therefore, the shelter must seek to provide the best service possible to successfully adopt the animals in a timely manner. A timely manner is determined by a reduction in the need for euthanasia in reference to overcrowding of the shelter. In addition, as an animal shelter, this business must concentrate on educating the public about the roles of owning a pet and disadvantages of overpopulation for the community.

### Base Recommended Characteristics

Three requirements for a successful adoption program as outlined by the American Humane Society are (McHugh-Smith & Buckman, 2010, 1):

- “A proactive screening process to match animals and people for compatibility,
- An evaluation and matching system focused on providing a positive experience for the adopter, and
- A mindset that places primary emphasis on education.”

While these components are not the end-all solution, they are the base recommendations of the new adoption program. First, an aggressive screening process is suggested to properly match each animal with the proper home. Each animal must be screened for adoption and each adopter must be questioned to ensure that the match will benefit both parties, reducing the risk of return. Second, the adopter should leave the shelter feeling that they received the best possible addition

to their family. By ensuring a positive experience for each adopter, shelter recognition in the community will grow, allowing for the potential of increased future adoptions. Third, education is key to a successful adoption center. The community must be educated about domestic animals.

In addition the organization must maintain three key characteristics: education, flexibility, and a commitment to improvement. Education, as stated above is critical; “every interaction with the public” should be viewed “as an educational one,” enlightening the community about the shelter and its services (McHugh-Smith & Buckman, 2010, 1). Flexibility or, “striving for the most positive solution in any situation, using policies and guidelines, not as absolute directives,” is key to adapting to trends (McHugh-Smith & Buckman, 2010, 2). Lastly, a commitment to improvement defined as “working to evaluate and improve the adoption program in response to both internally and externally generated feedback” can sustain the shelter over time (McHugh-Smith & Buckman, 2010, 2).

### Successful Adoption Factors

One of the main requirements of the animal shelter’s adoption center is not only to increase adoptions in the community but also to reduce the amount of animals returned to the shelter. The PetSmart Report on Adoption Forum II outlined five key areas necessary for a successful adoption (McHugh-Smith & Buckman, 2010, 10-11):

1. The match is suited to the individual animal and family.
2. The pet is afforded appropriate veterinary care.
3. The pet’s social, behavioral, and companionship needs are met.
4. The pet has a livable environment, including appropriate food, water, and shelter.
5. The pet is respected and valued.

These must be actively pursued for each adoption. In addition the following guidelines are basic recommendations that should be met in order for the animal to be placed (McHugh-Smith & Buckman, 2010, 11):

- The animal will be spayed or neutered.
- No animal will be adopted to an applicant with a known history of animal or child abuse.
- No animal will be adopted to an individual who is suspected of being drunk or under the influence of drugs at the time of adoption.
- No animal will be adopted out as a food source.

These criteria are crucial to decrease the number of animals returned to the shelter due to poor placement and to prevent animal abuse.

### Animal Evaluation Criteria

The adoption center has certain criteria that must be considered and evaluated before an animal is deemed adoptable (see separate Shelter Operations guidebook). If an animal does not meet the criteria it is recommended that they be euthanized. Difficult animals and diseased animals are not adoptable and will be euthanized. Potential questions should inquire about the animal’s age, history, outward demeanor, general appearance, behavior issues, and shelter space (McHugh-Smith & Buckman, 2010, 4-6). A diverse range of animals should be available for adoption, however, critical questions must be asked and answered in order to ensure only adoptable animals are shown to the public. In addition, space is limited in the shelter and shelter population

must be controlled through adoptability questions to ensure that the most adoptable animals are not euthanized.

One potential classification method to increase matches for the community is the ASPCA's Meet Your Match program (see Appendix F) (ASPCA, n.d.). This program is currently utilized by the Kansas Humane Society in Wichita, KS to allow potential adopters to understand the personalities of each pet in the shelter. The personality matching system for canines termed the Canine-alities scores the animals into three color-coded categories dependent on the dog's persistence in pursuing a desired object (ASPCA, n.d.). This program is highly recommended as the shelter expands.

### Adoption Fees

The adoption fee must be high enough to discourage animals from being adopted and then shortly be relinquished back to the shelter. Phil Kass discovered that adoptions costing over \$100 reduced the relinquishment rate (McHugh-Smith & Buckman, 2010). However, this rate must be adapted to the Chanute city citizens' ability to afford adoptions. In addition, a graduated rate is recommended to increase adoptions of older animals (McHugh-Smith & Buckman, 2010). Below is the Kansas Humane Society's fee structure as an example; additional fees are outlined in the benchmarking research (see Appendix D).

#### Canine (50% reduction for seniors on any canine over 5 years old)

- \$150 Dogs
- \$165 Puppies
- \$99 Lonely Hearts Club Dogs
- \$175+ High-Profile Dogs

#### Feline

- Pick Price Cats
- \$60 Tweens
- \$99 Kittens
- \$49 Lonely Hearts Club Cats

This fee structure increases the cost to purchase an animal that is highly sought in order to offset the costs of housing the animals whom are harder to place. It allows the potential for adopters with multiple price ranges while covering some the cost of housing animals at the shelter.

### **Pet Shop**

A small pet shop located in the lobby of the shelter should contain the basic necessities for pet ownership. The shop is recommended to be limited in inventory with the following items included: identification tags, collars, leashes and cardboard pet carriers. The pet shop serves the adopter who did not bring any items required when leaving with a new animal. For this reason a three-foot shelving unit in the lobby should suffice for the new shelter structure. Additional items such as dog bowls, toys, food, etc. can be added if an addition is necessary and demand requires such items. An example model pet shop is the Russell Reitz Animal Shelter in Manhattan, KS.

## **Community Outreach Programs**

### Awareness and Fundraising Events

The animal shelter and adoption center in Chanute should seek to follow the direction of some of the top shelters in the country in terms of adoption goals. Following the initiatives of Best Friends Animal Shelter, adoption will be increased through specific adoption events, marketing promotions, and a continually updated website (Best Friends Animal Society, 2012). Events should be strategically placed throughout the year when an influx of animals occurs so as to increase adoptions at that specific point and decrease the need for euthanasia. The animals should be taken out of the shelter into the community to be introduced to potential owners in a non-threatening environment. In addition, marketing promotions described later should be utilized to increase community awareness about domestic animals.

### Online Outreach

An up-to-date website featuring pictures of each animal at the shelter should be easily accessible from the city website so community members can gain access to potential pets. In addition, a service such as Petfinder should be utilized to increase awareness both regionally and nationally (Caldwell, 2013). When analyzing the online presence it is recommended that the following are studied for their strengths.

- <http://bestfriends.org>
- <http://www.kshumane.org>
- <http://proudanimalloversshelter.com/>
- <http://www.sekhs.com/about-us/>

### Partnerships

Partnerships with regional agencies should be actively pursued. These organizations provide opportunities to balance the number of animals in the shelter by transporting animals between the organizations. In addition, partnerships increase the likelihood of each animal to find a suitable home. Some organizations to partner with include, but are not limited to, Southeast Kansas Humane Society, Proud Animal Lovers Shelter, and Allen County Animal Rescue. The first partnership that is recommended is with Pawprints on the Heartland, a suborganization of the Southeast Kansas Humane Society. This organization is preferred as it allows for low-cost spay/neuter program to come to the city. In the future, other shelter partnerships are recommended to increase the potential to adopt all animals. When pursued it is important to understand and acknowledge the benefits of the partnership to both organizations. New relationships should continually be pursued as the shelter seeks to increase adoptions and decrease the need for euthanasia.

## **Education Programs**

### Community Education

Educating the local community about the disadvantages of animal overpopulation and the benefits/costs of owning a pet is a requirement of the shelter. Community outreach programs will

strive to educate the general public while an in-house shelter program will educate school age children.

### Shelter Education

The main community outreach that is recommended to occur through the shelter is an educational program. It is recommended that the shelter should utilize the Kansas Humane Society as a successful example when developing the educational program structure. With one day a year for various age groups, the education program can be adapted to each group allowing for a tailored learning experience. It is recommended that the program begin with an elementary school group and a middle/high school group. Once these groups have been established expanding the program offerings to early childhood and adult classes is recommended. Partnering with Boy Scouts and Girl Scouts is a potential expansion opportunity as each organization has a specific badge aimed towards animal education.

### Educating in Schools

In future years, it is recommended that an in-school program be held on an as-needed basis based on the success of the shelter education program. The school program is to occur, as the city deems necessary, to educate the youth of Chanute about the obligations domestic animals require. John Wister Elementary School in Philadelphia, Pennsylvania has a model program with a recommended focus on one grade (4<sup>th</sup> or 5<sup>th</sup>), to limit costs and increase excitement for the education opportunity. This allows each student to become exposed to domestic animals and gain an appreciation for how to care for a pet during elementary school. Some topics to be covered should include but are not limited to (Welcome to Humane Education at John Wister Elementary School, 2013):

- Meeting a dog
- Avoiding being chased
- Adoption versus buying
- Over population
- Animal cruelty
- Animal shelters
- Caring for your pet

The programs covered are recommended to be continually altered depending on the city needs and previous year's success. During the program the children should be exposed to a domestic dog and cat to practice the lessons and become comfortable around domestic animals.

### **Foster Home Program**

An active foster home program is highly recommended as it allows the shelter to increase the total amount of animals cared for, in addition to increasing the total amount of animals that can hope to find a happy ending. Castaways is the main foster home at this point, limited to only five animals by city ordinance, but the foster home program seeks to increase the likelihood of adoption for the animals they are able to take in (Agriculture, 2005). There is always a strong possibility that Castaways over time can increase their foster home capacity to the Kansas Pet Animal Act's regulation of 19 animals if the city chose to change its city ordinance (see Appendix E). Additional foster home partners should be sought out in the city to increase



rehabilitation of animals instead of euthanasia. Each additional foster home applicant must fill out the application and abide by the requirements outlined by city law and the Kansas Pet Animal Act (see Appendix E).

## Market Analysis

The city of Chanute is the largest city in Neosho County, located in southeast Kansas. The 2010 Census reported 9,119 residents with 2,322 families in the city. The reported population decrease was 3.2% from the 2000 U.S. Census Report. Also projected in the 2010 U.S. Census Report was a (0.4%) decrease in population from 2010 to 2011. According to The Nielsen Company's market segmentation database, the City of Chanute's population has a median age of 39.4 and a median household income of \$35,500.

The target market for the Chanute Animal Shelter is any person or family willing and able to adopt a pet. The target market the animal shelter should focus on is the residents of Chanute. The potential for adoptions is constrained to this target market, for now, until collaborations can be made with surrounding communities or online adoption traffic is increased. The target market of individuals and families in Chanute should be appropriately screened before adoptions are completed. Visits with potential adopters and animals at the shelter are highly recommended to increase the success of adoptions and decrease the number of animals returned to the shelter.

## Competition

The Chanute Animal Shelter does face some competition currently from the local non-profit organization, Castaways. Also, the shelter faces some competition (on a small scale) from the local veterinarians, including Animal Medical Center, Deer Creek Animal Hospital, and Harwood Animal Hospital. (See Figure 2 for Map of Veterinarians in Chanute.) The veterinarians offer competition mostly for the services offered, including adoption of animals turned over to their care and other animal health-related services. The shelter should create strong, collaborative working relationships with the veterinarians located in the city of Chanute. Without the support of local veterinarians, the Chanute Animal Shelter will need to recruit its own veterinarian to perform spay/neuter services and other health-related services.

**Figure 2 Veterinarians in Chanute**



As in most current business settings, the online Petfinder databases provide competition for local shelters and foster homes. This is the same for the City of Chanute's Animal Shelter – online competition is present. This type of competition is wide-spread. For instance, a family in Chanute, Kansas may be looking for a dog of a specific age. They can go online to Petfinder and search across the state of Kansas and even into Missouri to find a dog that is exactly two years old. If they do find a dog that is the right age, they can choose to travel to get adopt it. So the online competition is much larger and potential adopters can search many locations at once.

The animal shelter in Chanute also faces some competition from regional animal services, including the Southeast Kansas Humane Society located in Pittsburg. The city of Pittsburg is bigger than Chanute, and the options for pet adoptions in that community are greater. Currently, though, there are no active marketing strategies being used by the Southeast Kansas Humane Society to specifically target Chanute residents.

### **Potential Collaborators**

The potential for collaboration for Chanute's Animal Shelter is significant. The list includes local veterinarians, Castaways, online pet databases, and other regional animal service providers like the Southeast Kansas Humane Society. The two biggest potential collaborators are the three local veterinarians in Chanute and the local non-profit, foster care group, Castaways. With roughly 9,000-10,000 residents in Chanute, the city is not big enough for two animal shelters, so the city's animal shelter should collaborate with Castaways and the local veterinarians to provide the best care to Chanute's animal population while not duplicating services. Below is a list of potential collaborators the Chanute Animal Shelter could work with in the near future and what resources each potential collaborator has:

- **Castaways:** This organization can house more animals, if space is needed. Once Castaways receives a Foster Home license from the state they can house up to 19 animals according to state law but this is currently restricted by city law to five animals. Depending on the need, the city could reevaluate this ordinance for this foster home to house animals in need to avoid euthanasia activities at the shelter. Castaways also has a good volunteer base and these volunteers would be great advocates in the community if a partnership is developed with the shelter. These volunteers could assist at the shelter and with local community and educational programs.
- **Local Veterinarians:** Collaboration with the three local veterinarians (mentioned earlier in this section) would be a great asset to animal health in Chanute. Shared resources to perform spay/neuter services or to evaluate the health of animals brought to the shelter would be a great improvement for the shelter animals. The local veterinarians could also take part in the community outreach and education programs.
- **Online:** The potential online collaborators include Petfinder, the city website, and social media websites, including Facebook. Listing the current shelter animals that are in need of a forever home online could possibly assist the Chanute Animal Shelter in expanding its target market beyond the citizens of Chanute. While potential adopters are searching online for a pet, it will be easier to come across the available animals in Chanute if they are listed online and the listings are kept up to date. (Weekly updates are adequate.)
- **Pawprints on the Heartland:** Once the local collaborations begin to develop and take shape, the Chanute Animal Shelter has the opportunity to explore partnerships with the

Southeast Kansas Human Society and its Pawprints on the Heartland program. This regional collaboration would provide more shelter space for animals, if the Chanute shelter and Castaways are full. But most importantly, the Pawprints on the Heartland program could travel to Chanute once or twice a year to provide a special low-cost spay/neuter service. This service could be offered to the entire community, as stated previously in this business plan, and would not be limited to shelter animals. This potential collaborator could assist the shelter in controlling the animal population in Chanute.

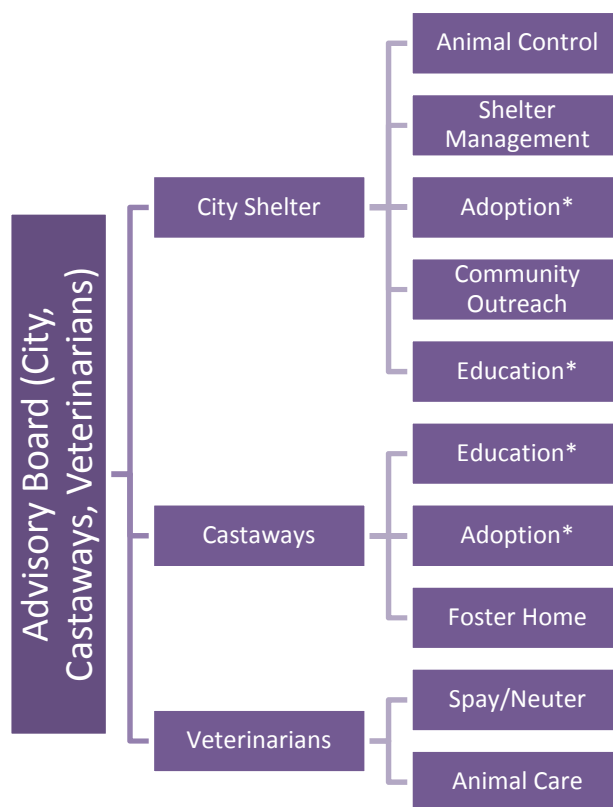
It is important to note that the potential collaboration locally would greatly improve the community's animal services. As the Chanute Animal Shelter evaluates potential partnerships and a timeline to develop these partnerships, it is recommended the shelter evaluates the partnerships with the three local veterinarians and Castaways before others. Having these three local groups – shelter, veterinarians, non-profit – work together would be very influential on the target market and the animal population in Chanute; it would also potentially improve animal services and decrease duplication.

# Organization and Management

## Organization

It is recommended that the Chanute Animal Shelter is funded and managed through the city. An advisory board consisting of representatives from the City shelter, Castaways and Veterinarians is highly recommended. Additional representatives such as a shelter volunteers and at-large community representatives could diversify the advisory board. With a potential to meet once a month or once a quarter, the board has the possible opportunity of combining the efforts of each individual partner to increase the outcome from all efforts. A duplication of shelters is not recommended as it depletes city resources and increases costs for all residents.

**Figure 3 Organizational Structure**



\*Activities are recommended to be completed between a joint effort of the City Shelter and Castaways.

## Collaboration Benefits

By collaborating each participant can receive assistance from the partnership, reducing the need for a duplication of efforts. Defined below are the potential benefits for each participant in the recommended advisory board.

## City

As the recommended advisory board would oversee the city shelter, benefits would include suggestions made by the advisory board participants. The city could also benefit from the community outreach and education efforts Castaways employs by collaboration with their organization. In addition, collaboration with Castaways as a foster home increases the ability of the shelter to place animals and reduces the potential need for euthanasia. Having open communication with the veterinarians allows the city to better meet both the shelter and veterinarians needs.

## Castaways

Castaways has the potential to benefit greatly from a position on the advisory board. This position allows them to advise to the city shelter on beneficial programs. By partnering with the city and veterinarians, Castaways can increase community awareness of overpopulation. The potential for community impact and reaction is increased through this joint effort.

## Veterinarians

As the city shelter is recommended to perform the spay/neuter surgeries in-house to decrease costs, partnering with the city is the only potential to continue these surgeries in the future. Performing the procedures in-house allows veterinarians to form connections with new adopters allowing for the possibility of increased business in the future. The veterinarians have the ability to decrease over population with the help of the two other organizations.

## **Personnel**

### City Shelter

It is recommended that the city employ at least two individuals to run the new shelter. A shelter manager will run shelter operations and report directly to Sam Budreau, Director of Public Safety (see Appendix H). The shelter manager is responsible for daily operations, legal requirements, financial management, adoption, fundraising, volunteer coordination and veterinarian coordination. Any of these tasks may be delegated as time permits to the second city employee, the animal control officer. Bill Penner currently works for the city as animal control officer; it is recommended he continue this position in the new shelter. As stated in the Kansas Pet Animal Act an animal control officer “means any person employed by, contracted with or appointed by the state, or any political subdivision thereof, for the purpose of aiding in the enforcement of this law, or any other law or ordinance relating to the licensing or permitting of animals, control of animals or seizure and impoundment of animals, and includes any state, county or municipal law enforcement officer, dog warden, constable or other employee, whose duties in whole or in part include assignments which involve the seizure or taking into custody of any animal” (See Appendix E). It is recommended that the animal control officer also care for the animals’ basic needs. Any additional services or time required should be sought out through volunteer efforts.

### Volunteer Staff

Volunteers are necessary to assist in shelter operations and decrease the city's total cost of operating the shelter. It is recommended that volunteers be matched to work according to the most critical needs as well as their own personal interests as long as shelter needs are met. Volunteers can fulfill many duties required in operating a shelter such as cleaning the shelter, feeding animals, exercising animals, promoting adoption, organizing fundraising, completing adoption paperwork, etc. The American Humane Association Operational Guide on Volunteer Management provides logistics, which can offer guidance in successfully implementing the volunteer program (American Humane Association, 2010).

In addition to assisting with basic shelter needs, volunteers can be utilized for special events. One such event would be a shelter workday to deep clean the shelter and make minor repairs, which would allow citizens to be involved at the shelter.

Volunteers can also serve as a representative of the shelter in retrieving donations. Informing the community about the need for donated items at the shelter, including but not limited to paper towels, animal food, cleaning supplies, etc. increases community involvement. Volunteers are ultimately great spokespeople for a non-profit organization such as this shelter.

### Castaways

It is recommended that Castaways serve as foster home coordinator. As a licensed foster home, Castaways can currently receive up to five animals, of their choosing, to adopt out at their own cost. Additionally, they can recruit other individuals to become foster homes to increase the capacity of the shelter. In the case that there are multiple foster homes, Castaways will serve as the lead organizer for the animals in need of shelter.

In addition, Castaways is a great advocate for humane animal practices and can serve a significant role in educating the community. Collaborating with the shelter on community education is a potential role as Castaways looks to decrease euthanasia at the shelter.

### Veterinarians

It is recommended that a veterinarian serve on the advisory board for the shelter to communicate the needs of the local veterinarians to the city shelter and Castaways. The three veterinarian clinics located in Chanute are recommended, through a predetermined rotation, to assist the shelter with its medical needs. These services will be paid for by the city to the veterinarians at competitive rates. However, if one veterinarian is highly interested in working solely with the city shelter, it is recommended that the relationship be pursued.

## Marketing Strategy

Marketing is a vital component to the success of any business, and marketing activities and strategies can be closely combined with public relations strategies. Good public relations and marketing activities are well planned and well organized to communicate a specific message to the target audience. In the case of an animal shelter, there are many highly controversial and emotional issues that a layperson can easily misunderstand or criticize, like euthanasia, animal control issues, and animal rights. With high emotional stakes, an animal shelter depends on the public having a positive perception of the shelter to contribute financially, to adopt animals and to be advocates for the shelter in the community (American Humane Association's Operational Guide for Animal Care and Control Agencies: Public and Media Relations).

The Chanute Animal Shelter, like most shelters according to benchmark research, faces some of the above controversial public perceptions. Due to initial public perceptions, the marketing strategy for the Chanute Animal Shelter should accomplish three main goals over the next 3-5 years:

1. Increase the number of adoptions;
2. Increase positive awareness of the Chanute Animal Shelter; and
3. Raise capital funds to build a new animal shelter in Chanute.

The Chanute Animal Shelter should create specific marketing messages to the different key stakeholders, including the main five stakeholders below:

- Donors – Your support helps build our new animal shelter
- Animal Owners – Spay/Neuter your animal today, for healthy animals tomorrow
- Public – All Animals Deserve a “Fur-Ever” Home
- Potential and Past Adopters – Give an Animal A “Fur-Ever” Home Today
- Volunteers – Every Minute Counts For Our Animals

According to the American Humane Association, directing the public to positive, productive areas of the agency's work may help lessen the debate regarding euthanasia. Ultimately, this shelter should have a wonderful impact on many people and animals in the Chanute community. Positive marketing and public relations activities will go a long way to help correct the public's perceptions of the animal shelter and help increase the public's understanding of exactly how vital the animal shelter is to the community.

Using the American Humane Association's Operational Guide for Animal Care and Control Agencies: Public and Media Relations, the following marketing activities should be pursued by Chanute's Animal Shelter:

- Capital campaign for a new facility – In a city the size of Chanute, two animal shelters will not be financially feasible and both shelters would most likely overlap in services offered. The city should actively pursue working with the local, non-profit group, Castaways. This means working with them to pool financial resources and attract new donors to build a new community animal shelter. The fundraising portion for the capital campaign should begin immediately, in Phase 1, as outlined previously in the Business Description and Vision portion of this plan. A capital campaign should include the announcement of the two organizations working together for a healthier animal



population in Chanute. This marketing activity should have regional reach and be executed over the next year or two. After combining the current financial resources of the city and Castaways, the money raised for a new shelter would be around \$300,000. The final goal would be dependent on what firm designs the new shelter and who the city contracts with to build the structure. The capital campaign solely should focus on raising funds and be done primarily by the city.

- Ongoing fundraising for the animal shelter facility – Once a new shelter structure is built and the capital campaign is concluded, the animal shelter will need to continually fundraise. This can be done through registration fees for classes offered at the shelter (as outlined previously in this plan), through donor giving and through special events. Castaways already has a mailing list of 600 people in the Chanute area, and this list should be merged with the pet owner/license list the city has to create a strong donor list that can facilitate ongoing fundraising. (Additional donor communication and special event ideas are listed below.) After the capital campaign is concluded and the new shelter structure is complete, the initial annual fundraising profit goal should be \$5,000. This is a fairly low goal but fundraising must start somewhere and then the goal can continue to increase each year.
- Pet of the week – To assist in increasing adoptions and perception of the shelter, the Chanute Animal Shelter should list a pet of the week in the local newspaper, *Chanute Tribune*. This same advertisement could be used in the *Iola Register* and other regional newspapers to increase the market size. The first priority would be the *Chanute Tribune* and reaching out to the public to increase adoptions of these animals to, hopefully, in turn decrease the current euthanasia activities at the shelter. This cost could be off-set by donor contributions to the shelter. In Manhattan, the Riley County Humane Society does a weekly pet listing each Sunday and it is paid for by a sponsoring family. For example, the ad states this pet sponsored by Joe and Judy Smith.
- Public Speaking Engagements – The new shelter manager, as outlined in the organization section of this plan, should be the spokesperson for the Chanute Animal Shelter. This manager will be critical to the public's perception of the animal shelter and also to the dissemination of educational information about the shelter and its services. The shelter should be represented at a public speaking event at least once a month. These events could include: local radio, interview with local newspaper, classes, community groups, public library, City Council meetings, local Chamber of Commerce events, and so on. Local groups in the city would be a good place to start, including Rotary Club or Pilot Club. Being visible and improving the shelter's reputation will not cost much but it will take time, but this time is well spent.
- Newsletter – A marketing strategy sometimes overlooked includes keeping your current donors and supporters in the know about what is going on at the shelter. Castaways already has a mailing list of 600 addresses and it should be combined with a city license list. The shelter should begin to keep a mailing list, and it should add all the new adoption contacts in with the above lists. A newsletter can inform and educate on current shelter events, current animals to be adopted, staff biographies, educational articles, tips for each season's pet care and so on. A newsletter is a good communication tool and would even be helpful in reminding pet owners when license fees are due which would help increase funds to the shelter. Since printing a newsletter can be expensive, local print shops should be asked to donate the printing. If no print donor can be found, a web-based newsletter

would be the next option. The other option of disseminating a shelter newsletter would be to include some information in an existing city communication tool. In Manhattan, the Manhattan Parks & Recreation Department does a quarterly booklet in the Manhattan newspaper. This booklet includes all city entities – upcoming events, registration forms, news, highlights, and so on. If the city is already using any communication vehicles for other services, the animal shelter should try to include news too.

- Website/Web Content – The Chanute Animal Shelter needs to continually update website information and content. The City of Chanute’s website is already created and looks very nice, and the animal shelter section can be an up-to-date information vehicle for current animals to adopt or events coming up or pet advice. Again, continual use of Petfinder as a web adoption source will be imperative to increasing adoptions and any other online pet database. This is a task that the shelter manager should be responsible for. The Petfinder information can be included in the city website.
- Education Opportunities – As noted above with the public speaking engagements, the educational opportunities are very similar and can be done by the Shelter Manager, Castaways or volunteers. Any chance the shelter can get into a school classroom or children’s day camp or children’s library event, it should be done. Also, any chance at hosting educational events at the shelter, when the new structure is built, will be beneficial to the shelter. Events at the shelter could have a small registration fee or suggested donation. Children should have access to pet information. Topics to educate children on include the cost of owning a pet, the responsibilities of owning a pet, spay/neuter programs for pets, and how to care for a pet.
- Shelter Tours – Once a new facility is built in Chanute, the more people you can get through the doors the better. The first “tour” that would be recommended would be a Grand Opening for the new shelter. This event could take place within the first month or two of opening and it could include the first adoption at the new shelter. More people mean more donors, increased adoptions, and additional positive word of mouth advertising. Getting people to the new shelter and through the doors will have amazing, instant impact on this city service.
- Community Events – Since the shelter is a city entity, any chance the city can partner the shelter with other services or events should be at least considered. For example, if the city is already hosting a Back to School event at a city park, the shelter should consider having a booth with volunteers in attendance. The volunteers can recruit volunteers, recruit donors, and even take adoptable pets with them to meet potential families or individuals who want to adopt a pet. The city’s resources need to be used wisely, and that is understandable, so any city event, if appropriate for the shelter, should be considered in the marketing activities.

The marketing and public relations activities can be easily overlooked in this plan, but the way the public perceives the shelter determines its general support and the shelter’s potential to support the community. The biggest mistake a public service organization can do, like the animal shelter, is not to invest time and money into public relations activities, according to the American Humane Association’s Operational Guide for Animal Care and Control Agencies: Public and Media Relations. These activities will not change perception right away, but they will help to decrease the amount of unproductive time and money spent defending all the actions the shelter takes. So, marketing is vital to a successful shelter and to a successful partnership with Castaways.

# Financial Management

The financial plan includes the following:

- Assumptions
- Projected operating income statement
- Key financial indicators

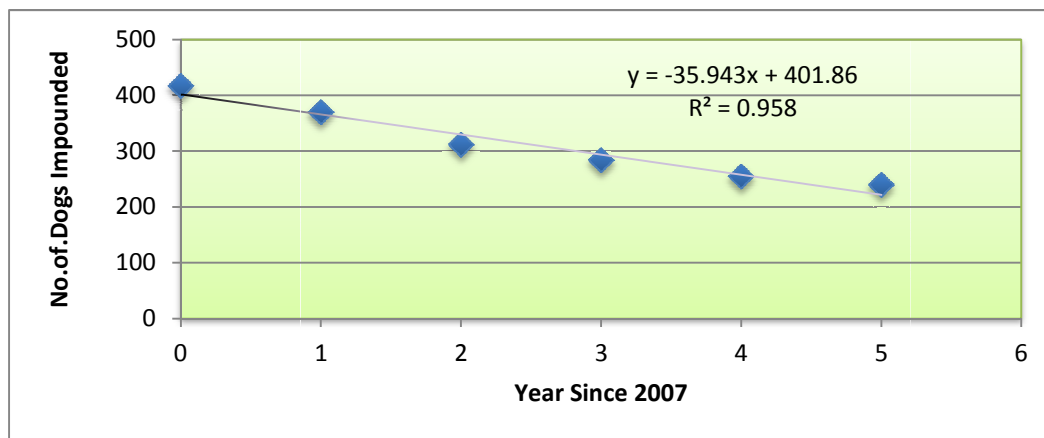
## Assumptions

1. The city of Chanute would hire Bacon Group, Inc. or a comparable firm as design team leader and purchase an S3 shelter using a custom design. (See Appendix B)
2. The new shelter would have 19 dog kennels with a boarding capacity of 19 dogs and 10 cat kennels with a boarding capacity of 10 cats. (Capacity based on Assumption 6 below.)
3. According to the American Pet Products Association, the average cost of basic food, supplies, and medical care for a dog or cat is \$600 to \$900 annually. For midrange projection, assume the average cost for a dog or cat would be \$750 annually or \$2.05/dog or cat/day.
4. *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. Some of the successful animal shelters identified in benchmark research have managed to reduce the average length of stay to about three weeks for cats and two weeks for dogs. For the city of Chanute Animal Shelter, with effective pet awareness and successful spay/neuter program, the average length of stay can be between five weeks for cats and four weeks for dogs in the short run. In the long run, this number could decrease to as low as two weeks for dogs as shelter awareness improves.
5. All healthy impounded dogs and cats are adopted dependent on available shelter and foster home space.
6. Based on the Chanute's projected pets impounded number for 2013, which is 186 for dogs (regression) and 92 for cats (average), the shelter takes in an average of one dog every two days (0.51 dogs per day) and they have an average length of stay of 28 days, so the shelter would have a steady dog population of 15 animals in its care at any given point in time. For cats, the shelter takes in an average of one cat every four days (0.25 cats per day) and they have an average length of stay of 35 days so the shelter would have a steady cat population of 9 animals in its care. (See Table 1 and 2 and Figure 4 below.)

**Table 1 Animals Impounded Details (Source: Chanute Animal Control Annual Report 2012)**

Impounded Detail			
Year since 2007	Dogs Impounded	Cats Impounded	Other Pets
0	416	147	3
1	369	49	2
2	311	128	2
3	283	66	0
4	254	66	3
5	239	94	1

**Figure 4 Animals Impounded Details (Source: Chanute Animal Control Annual Report 2012)**



**Table 2 Forecasted Population of Impounded Dogs & Cats (Year 2013 – Year 2015 in red)**

Trend Forecasting				
Year since 2007	Dogs Impounded	Forecast (Impounded Dogs)	Cats Impounded	Forecast (Impounded Cats)
0	416	402	147	92
1	369	366	49	92
2	311	330	128	92
3	283	294	66	92
4	254	258	66	92
5	239	222	94	92
6		186	Average=	92
7		150		92
8		115		92

Trend forecasting for dogs is performed using the regression equation  $(-35.943x + 401.86)$ . This regression equation is 95.8% accurate as denoted by  $R^2$  value = 0.95797. Trend forecasting for cats is performed by measuring simple arithmetic average of impounded numbers since 2007.

7. The number of licenses issued for 2013 is predicted to be 1,228. (See Table 3 below) This number is calculated by finding simple arithmetic average of past licenses issued since 2009 and it is recommended for the number of issued licenses to not drop below the average.

**Table 3 Forecasted Animal Licenses (Year 2013 – Year 2015 in red)**

Year	New License Issued
2009	1,991*
2010	1,206*
2011	1,362*
2012	352*
2013	1,228
2014	1,228
2015	1,228

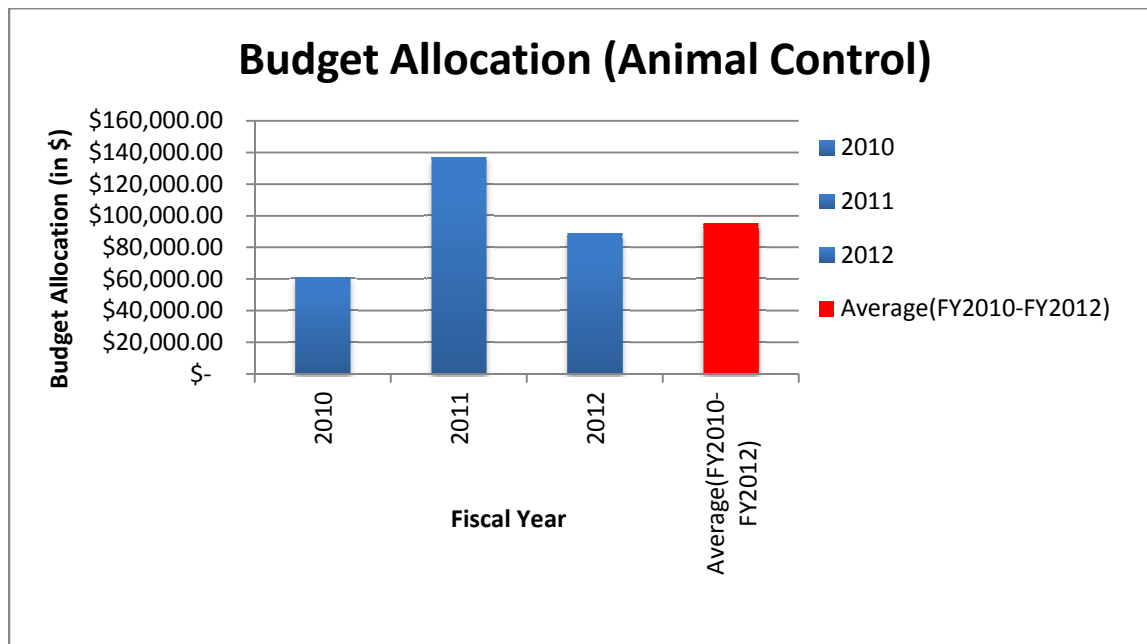
\*Data from Chanute Animal Control Report

8. Miscellaneous expenses include veterinarian services, laundry/dry cleaning, group health insurance for employees, other contractual services, electric, water, natural gas, trash, landfill fees, and other property services. Though the contractual service expenses and personal service – employer minus expenses from the FY 2012 budget are likely to remain same for the next year, the purchased property services expense (electric, water, natural gas, trash, landfill fees and building) from the FY 2012 budget are expected to triple in 2014 due to the construction of new animal shelter.
9. New adoption fee for dogs is recommended at \$100 per dog. This is an increase of 8.7% over the current adoption fee. New adoption fee for cats is set at \$75 per cat. This is an increase of 11.9% over the current adoption fee. Since the new adoption fees are not significantly higher than the current adoption fees structure, it is unlikely to decrease the demand of adopted animals. Also, there is no refund of the adoption fee.

10. The cost of spay/neutering a dog is \$60 and the cost of spay/neutering a cat is \$40. (Based on benchmark study.)

11. Based on the city's budget allocation for animal control department from the previous three years, assume that the average annual budget allocation for animal control for FY 2013 would be at least \$95,000.

**Figure 5 Department Budget Allocation**



## Projected Operating Income Statement

**Table 4 Pro Forma Operating Income**

Pro Forma Profit and Loss	FY 2013	FY 2014	FY 2015
<b>Revenue:</b>			
City budget	\$95,000	\$95,000	\$95,000
Adoption fees	\$10,200	\$12,045	\$12,880
License fees (\$10/license)	\$12,280	\$12,280	\$12,280
Fundraising activities (minimum recommended)	\$5,000	\$5,000	\$5,000
Donations	\$1,000	\$1,500	\$2,000
<b>Total revenue</b>	<b>\$123,480</b>	<b>\$125,825</b>	<b>\$133,680</b>
<b>Operating Expense:</b>			
Dogs maintenance	\$11,223	\$8,979	\$6,734
Cats maintenance	\$6,734	\$6,734	\$6,734
Spay / neuter expense	\$14,840	\$12,680	\$10,580
Salaries and wages	\$74,000	\$74,000	\$74,000
Animal license renewal cost	\$10,000	\$10,000	\$10,000
Miscellaneous expense (contractual, personal services – employer con and purchased property services)	\$16,571	\$16,571	\$16,571
<b>Total operating expense</b>	<b>\$133,368</b>	<b>\$128,964</b>	<b>\$124,619</b>
<b>Net Operating Income (Loss)</b>	<b>(\$9,888)</b>	<b>(\$3,139)</b>	<b>\$2,541</b>

\* Depreciation expense and new building cost not included in the operating expense.

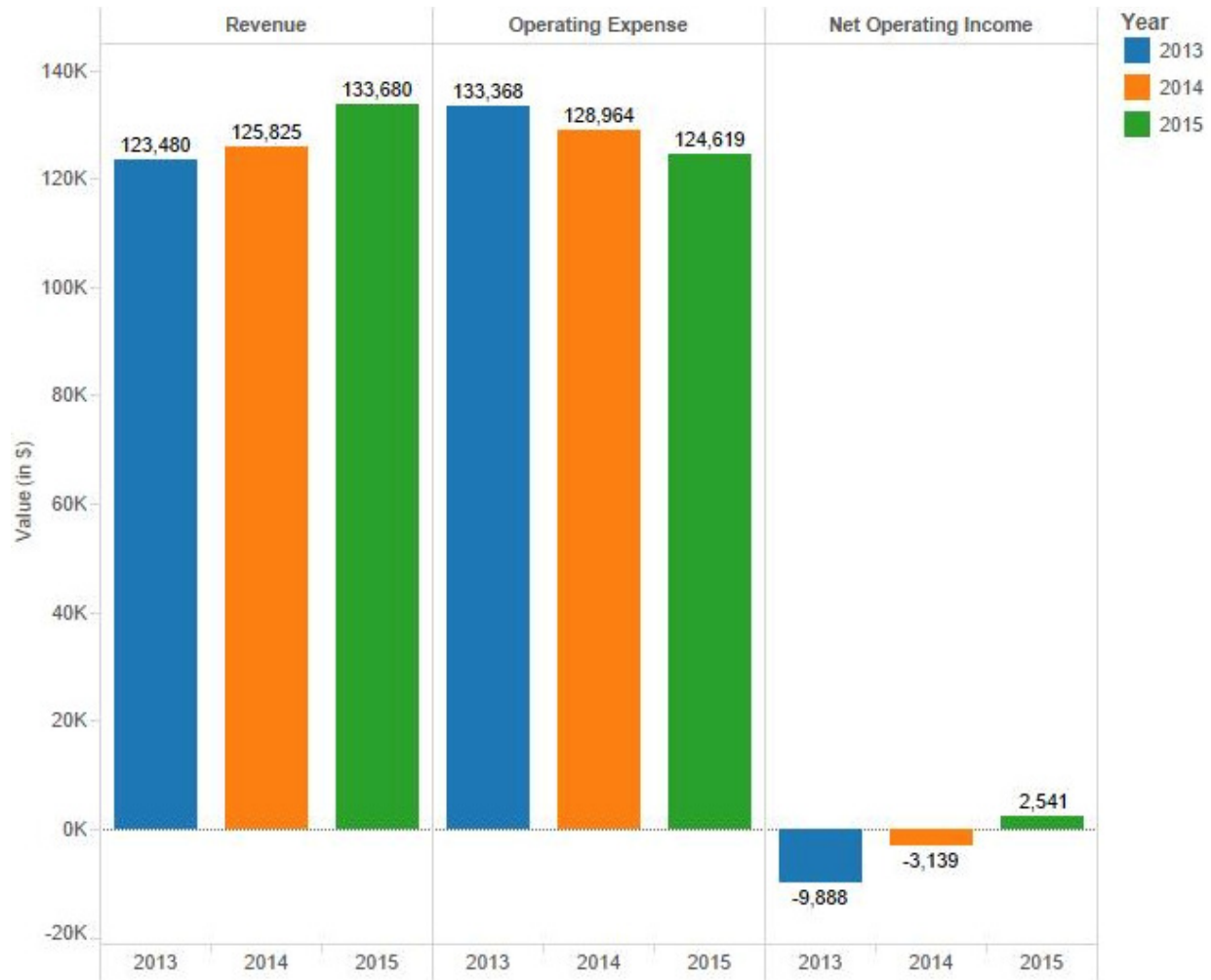
The above table represents a basic overview of revenue and expenses based on the 11 assumptions previously described. Inflation has not been included. The cost to euthanize animals is not included in this analysis as it fully depends on the success of the programs recommended and the new shelter structure. We expect the operating expenses to decrease over time due to the expected decrease in the number of impounded animals.

Adoption fees have been calculated based on a graduated increase in adoptions over time. The percentage of animals adopted in years 2013 to 2015 are as follows: 40%, 55%, and 70%. A higher adoption rate decreases the cost of euthanasia and increases the revenue from adoption fees. Additional sources of revenue such as fundraising activities and donations are subject to community participation and shelter staffs' engagement. The higher these numbers the less the city must subsidize the shelter through taxpayer dollars.

## Key Financial Indicators

The benchmark comparison chart highlights the key financial indicators of the new animal shelter for FY 2013, FY2014 and FY2015.

Figure 6 Financial Indicators





## References

ACARF. (n.d.). *Home*. Retrieved April 11, 2013, from ACARF: Allen County Animal Rescue Facility: [acarf.org](http://acarf.org)

American Humane Association. (2010). *Operational Guide for Animal Shelters Volunteer Management*. Retrieved 03 25, 2013, from American Humane Association: <http://www.americanhumane.org/assets/pdfs/animals/operational-guides/op-guide-volunteermanagement.pdf>

American Humane Society. (2010). *Operational Guide for Animal Shelters Animal Adoption*. Retrieved March 25, 2013, from Operational Guides for Animal Shelters Animal Adoption: <http://www.asPCA.org/about-us/faq/pet-statistics.aspx>

Gates, Hafen, Cochrane Architects. (2000). *Operational Guide for Animal Shelters Planning and Building an Animal Shelter*. Retrieved March 25, 2013, from Operational Guides for Animal Shelters Planning and Building an Animal Shelter: <http://www.americanhumane.org/assets/pdfs/animals/operational-guides/op-guide-planninganimalshelter.pdf>

ASPCA. (n.d.). *Pet Statistics*. Retrieved March 6, 2013, from ASPCA Professional: <http://www.asPCA.org/about-us/faq/pet-statistics.aspx>

ASPCA. (n.d.). *ASPCA's Meet Your Match*. Retrieved April 15, 2013, from ASPCA Professional: <http://www.asPCA.org/adoption/meet-your-match/>

Best Friends Animal Society. (2012). *What We Do*. Retrieved February 11, 2013, from Best Friends Animal Society: <http://www.bestfriends.org/What-We-Do/Our-Work/>

Caldwell, M. (2013, February 12). (C. Thompson, Interviewer)

City-Data.com. (2012). *Chanute, Kansas*. (Onboard Informatics) Retrieved February 20, 2013, from City-Data.com: <http://www.city-data.com/city/Chanute-Kansas.html>

DeClerk, H. (2011, December 13). *Spay-neuter program to save felines by limiting reproduction*. Retrieved February 14, 2013, from Marshall News Messenger: [http://www.marshallnewsmessenger.com/news/spay-neuter-program-to-save-felines-by-limiting-reproduction/article\\_2b582616-b464-5200-8690-63b38ad815b1.html](http://www.marshallnewsmessenger.com/news/spay-neuter-program-to-save-felines-by-limiting-reproduction/article_2b582616-b464-5200-8690-63b38ad815b1.html)

Delaware Humane Society. (n.d.). *DHA's Low Cost Spay/Neuter Program*. Retrieved February 11, 2012, from Delaware Humane Association: [http://dha.convio.net/site/PageServer?pagename=spayneuter&printer\\_friendly=1](http://dha.convio.net/site/PageServer?pagename=spayneuter&printer_friendly=1)

Gates, L. A., Hafen, M. R., & Cochrane, T. L. (2000, 12). *Operational Guides for Animal Shelters: Planning and Building an Animal Shelter*. Retrieved 03 25, 2013, from American

Humane Association: <http://www.americanhumane.org/animals/professional-resources/for-shelter-professionals/publications/american-humane-operational-guides.html>

Iola, Kansas. (n.d.). *Animal Control*. Retrieved April 11, 2013, from Iola, Kansas: [http://www.cityofiola.com/animal\\_control.html](http://www.cityofiola.com/animal_control.html)

Humane Society of The United States. (2012, November 27). *Why You Should Spay or Neuter Your Pet*. Retrieved February 14, 2013, from Humane Society of The United States: [http://www.humanesociety.org/issues/pet\\_overpopulation/facts/why\\_spay\\_neuter.html](http://www.humanesociety.org/issues/pet_overpopulation/facts/why_spay_neuter.html)

Hendricks, M. (2012, January 1). *Cuts to pet population control programs worry advocates*. Retrieved February 11, 2013, from The Kansas City Star: <http://www.kansascity.com/2012/01/01/3348486/advocates-worry-about-cuts-to.html>

Jason Debus Heigl Foundation. (2009). *Spay/Neuter*. Retrieved February 11, 2012, from Jason Debus Heigl Foundation: <http://jasonheigloundation.org/spay-neuter/>

Kansas Humane Society. (n.d.). *About Spaying & Neutering*. (Ryan Hendrix Arts) Retrieved February 14, 2013, from Kansas Humane Society: <http://www.kshumane.org/services/spay-neuter-services.htm>

Lewis Clark Animal Shelter. (n.d.). *Lewis Clark Animal Shelter Mission & Vision Statements*. Retrieved April 8, 2013, from Lewis Clark Animal Shelter Adoption Center and Spay Neuter Clinic: <http://www.lcshelter.com/mission%20vision.html>

Newport, F., Jones, J. M., Saad, L., & Carroll, J. (2006, December 21). *Americans and Their Pets*. Retrieved February 20, 2013, from Gallup: <http://www.gallup.com/poll/25969/Americans-Their-Pets.aspx>

North Shore Animal League America. (n.d.). *Benefits of Spay/Neuter*. Retrieved March 25, 2013, from North Shore Animal League America's Spay USA: <http://www.spayusa.org/benefits.php>

McHugh-Smith, J., & Buckman, J. L. (2010). *Operational Guide for Animal Care and Control Agencies: Animal Adoption*. Retrieved 03 25, 2013, from American Humane Association: <http://www.americanhumane.org/animals/professional-resources/for-shelter-professionals/publications/american-humane-operational-guides.html>

Pawprints on the Heartland. (n.d.). *Home; Who We Are*. Retrieved February 14, 2013, from Pawprints on the Heartland: [http://www.pawprintsontheheartland.org/who\\_we\\_are.html](http://www.pawprintsontheheartland.org/who_we_are.html)

(n.d.). Retrieved from [http://education-portal.com/articles/Animal\\_Shelter\\_Manager\\_Job\\_Description\\_Duties\\_and\\_Requirements.html](http://education-portal.com/articles/Animal_Shelter_Manager_Job_Description_Duties_and_Requirements.html)

Southeast Kansas Humane Society. (2012). *About Us*. Retrieved February 14, 2013, from Southeast Kansas Humane Society: <http://www.sekhs.com/about-us/>

*Welcome to Humane Education at John Winster Elementary School.* (2013). Retrieved 03 30, 2013, from Humane Education at Wister: <http://humaneeducationtwister.wikispaces.com/>

Wikipedia. (n.d.). *Wichita, Kansas*. Retrieved April 11, 2013, from Wikipedia: [http://en.wikipedia.org/wiki/Wichita,\\_Kansas](http://en.wikipedia.org/wiki/Wichita,_Kansas)

Wikipedia. (n.d.). *Iola, Kansas*. Retrieved April 11, 2013, from Wikipedia: [http://en.wikipedia.org/wiki/Iola,\\_Kansas](http://en.wikipedia.org/wiki/Iola,_Kansas)

Wikipedia. (n.d.). *Kanab, Utah*. Retrieved April 11, 2013, from Wikipedia: [http://en.wikipedia.org/wiki/Kanab,\\_Utah](http://en.wikipedia.org/wiki/Kanab,_Utah)

Wikipedia. (n.d.). *Manhattan, Kansas*. Retrieved April 11, 2013, from Wikipedia: [http://en.wikipedia.org/wiki/Manhattan,\\_Kansas](http://en.wikipedia.org/wiki/Manhattan,_Kansas)

Wikipedia. (n.d.). *Parsons, Kansas*. Retrieved April 11, 2013, from Wikipedia: [http://en.wikipedia.org/wiki/Parsons,\\_Kansas](http://en.wikipedia.org/wiki/Parsons,_Kansas)

Wikipedia. (n.d.). *Pittsburg, Kansas*. Retrieved April 11, 2013, from Wikipedia: [http://en.wikipedia.org/wiki/Pittsburg,\\_KS](http://en.wikipedia.org/wiki/Pittsburg,_KS)

Will. (2013, January 28). Manhattan Shelter Employee. (J. Bowman, P. Thennarasu, & C. Thompson, Interviewers)

Zeiman, J. (2011, September 23). *PETA And Bob Barker Call for Spay/Neuter Law To Fight Animal Overpopulation (Update)*. Retrieved February 14, 2013, from The Huffington Post: [http://www.huffingtonpost.com/2011/09/22/peta-bob-barker-spay-neuter-pets\\_n\\_977032.html](http://www.huffingtonpost.com/2011/09/22/peta-bob-barker-spay-neuter-pets_n_977032.html)

# Appendices

## **Appendix A: Project Guidelines**

### **Notes from Visit to Chanute on January 25, 2013**

#### **Dr. Verdon Parham: Castaways**

- 8 years – no animals, land or property
- Couple does animal rescue privately
- Fundraising: \$150,000 over last couple of years
- Founding principle: no kill
- Visited other shelters: stable facility for 20-30 years (no changes due to elections); infrastructure important (expertise in structure); funding separate of politics
- Would prefer funding through Castaways and controlled by Castaways for new shelter
- Cooperation is key! For success – need to look for long term solution
- Have a mailing list of 600 people
- GOAL: Putting the pieces together
- Offer spay and neuter services on a limited basis
- New Facility Ballpark figure: \$150/225 a sq. foot
- Leasing 10 acres of land, could get more
- Cats are more difficult to adopt: 80% cats and 20% dogs
- Foster care program through Kansas Department of Agriculture; Castaways application is halfway complete

#### **Sam Budreau, Director of Public Safety**

- Animal Control under the Public Safety Department
- Revenue – money from dog registrations
- Location/structure/access/opportunity
- Satisfy needs of community
- How will county interface with project?
- City ordinances for pets on city website
- Current capacity: 4-6 dogs and cats

#### **J.D. Lester, City Manager**

- City owns municipal gas, water, waste water, fiber/internet and electric utilities
- Shelter we have now is not adequate
- Have \$150,000 set aside from pet licenses
- \$17,000: collected last year
- Cut fees in half
- Hard to collect animal license fees

- Revenue: donations and fees
- No dog park in town currently
- City does have land and can use for new facility
- Start up business at low interest rate – revolving loan?

### **Other Resources**

- Allen County Animal Rescue Foundation (ACARF) in Iola
- Pittsburg, KS Shelter
- Friends Shelter in Utah

### **Ideas from Team Meeting**

- Foster Homes
- After School or volunteers to help
- How to draw the vets in
- Building – cleanliness, animal health can be dealt with easily
- Marketing to get people in the door
- Revenue enhancing options: boarding, daycare, pet supply store
- Spay and neuter program
- Pet Education program
- Pet Cemetery or crematory

## **Letter of Engagement**

February 13, 2013

J.D. Lester, Sam Budreau and Rebecca Wood  
City of Chanute  
101 South Lincoln  
Chanute, KS 66720

Dear Mr. Lester, Mr. Budreau and Ms. Wood,

We would like to thank you for this opportunity to work with the City of Chanute and the animal shelter. We are looking forward to the challenge of this project and hope we can be of some assistance to Chanute and its animal population. After our initial meeting, we have outlined a plan to complete work on this project by the end of the spring semester.

### **Scope**

Our main objective will be to assist the City of Chanute in developing a business plan for the successful future of an animal shelter. This plan will encompass plans for a no-kill shelter while utilizing a community partnership with local nonprofit animal assistance program, Castaways.

With the understanding that our time with the City of Chanute will be limited to our spring semester, the scope of our project is to complete the following activities.

- First, we will do some benchmarking research by touring and/or interviewing additional animal shelters and animal organizations in Kansas. Some of those to be interviewed include Manhattan's Russell Reitz Animal Shelter and the Southeast Kansas Humane Society. In addition we will complete database/online research for general environment and industry data/standards.
- After completing market research and data collection, we will analyze the data given to determine the necessary aspects of a no-kill animal shelter business plan. Topics to be analyzed include a spay/neuter program; networking approach with local veterinarians; potential organizations to partner with; and marketing activities to promote local adoptions.
- Finally, we will recommend a business plan for the Chanute animal shelter. This plan will include:
  - Executive Summary
  - Company Summary
  - Services
  - Market Analysis Summary (basic analysis of Chanute, KS and potential clients)
  - Strategy and Implementation Summary (focus of research and analysis)
  - Management Summary
  - Financial Plan (focus on cost structure)

While revenue-generating activities were discussed at the initial meeting, after consultation with our faculty advisors, it is believed that this would require a significant and different type of research. This research is best considered on a separate, follow-up project, perhaps with a future MBA practicum group.

### **Assumptions**

We will assume that the City of Chanute's leadership will provide us with requested internal materials and other information, as requested, in a timely manner. To ensure confidentiality, all interview responses and internal documents will be maintained exclusively by the practicum group members. We also assume that the City of Chanute is financially strong, based on the initial interview conducted on Friday, January 25, 2013.

### **Final Products/Deliverables**

On Monday, April 22, 2013 we will present our final findings and recommendations to the City of Chanute's City Commission with a presentation in addition to a business plan. The plan will include a summary of research results, and future business goals and objectives. Along with this business plan, our goal is to provide a long-term working document that the City of Chanute can use to improve the shelter over many years to come.

### **Proposed Timeline**

The below timeline outlines how we plan to successfully accomplish our work with the animal shelter in Chanute, Kansas. We will be periodically checking in with the city staff as we research animal shelters in other areas of the state and collect data, as necessary. The timeline is subject to change, but the final presentation will be at the City Commission meeting on Monday, April 22, 2013.

Date	Event	Point of Contact
February 13	Engagement Letter	J. Lester, S. Budreau and R. Wood
February 1 – 20	Interviews, Shelter Tours, Research	Various
February 21	Follow Up with Stakeholders	Lester, Budreau, Wood, Parham
February 27	Mid-Progress Update	Faculty Advisors
March 13	Outline of Report	Faculty Advisors
March 14	Follow Up with Stakeholders	Lester, Budreau, Wood, Parham
April 22	Present at City Commission Meeting	J. Lester, S. Budreau and R. Wood

We look forward to this partnership and the opportunity to both learn and offer our suggestions to the City of Chanute regarding the animal shelter.

Sincerely,

K-State MBA Practicum Team  
Jana Bowman  
Prabhakar Thennarasu  
Christine Thompson

## **Appendix B: New Building Guidelines**

### **Chanute Shelter Priorities as outlined by Animal Control**

#### **Current shelter deficiencies include:**

- Insufficient space for the number of animals handled.
- No real isolation area for sick/quarantined animals.
- Too much “nose-to-nose” contact in dog runs.
- Cold water cleanup/disinfection for dog runs.
- Cats & dogs kept in the same room (stressful for cats, and keeps dogs noisy).
- Euthanasia area too visible to the public.
- Euthanasia method (carbon monoxide) can be controversial and may soon be prohibited.
- No public reception area or private “meet the pet” rooms.
- No office space (my office is downtown in the Memorial Building.)
- No restroom.

#### **New Shelter Priorities:**

1. Increased capacity for both dogs and cats;
  - a. Minimum 10 “double” dog kennels PLUS isolation/quarantine area of at least 3 “double” kennels (i.e. 2 - 4x8' kennels with guillotine door in divider)
  - b. Minimum 10 large or double cat cages, PLUS isolation room with at least 6 large or double cages;
2. Separate holding areas for dogs and cats;
3. Isolation area for sick/quarantined animals, both dogs and cats;
4. Hot water for cleaning;
5. Meet and greet rooms for potential adopters to spend time with individual pets away from the main kennel area;
6. On-site office space;
7. Restroom;
8. Laundry/dishwasher;
9. Automatic waterers for dog pens;
10. More discrete CO euthanasia, or switch to injection;
11. Garage area for secure unloading of live animals and discrete loading of euthanized animals;

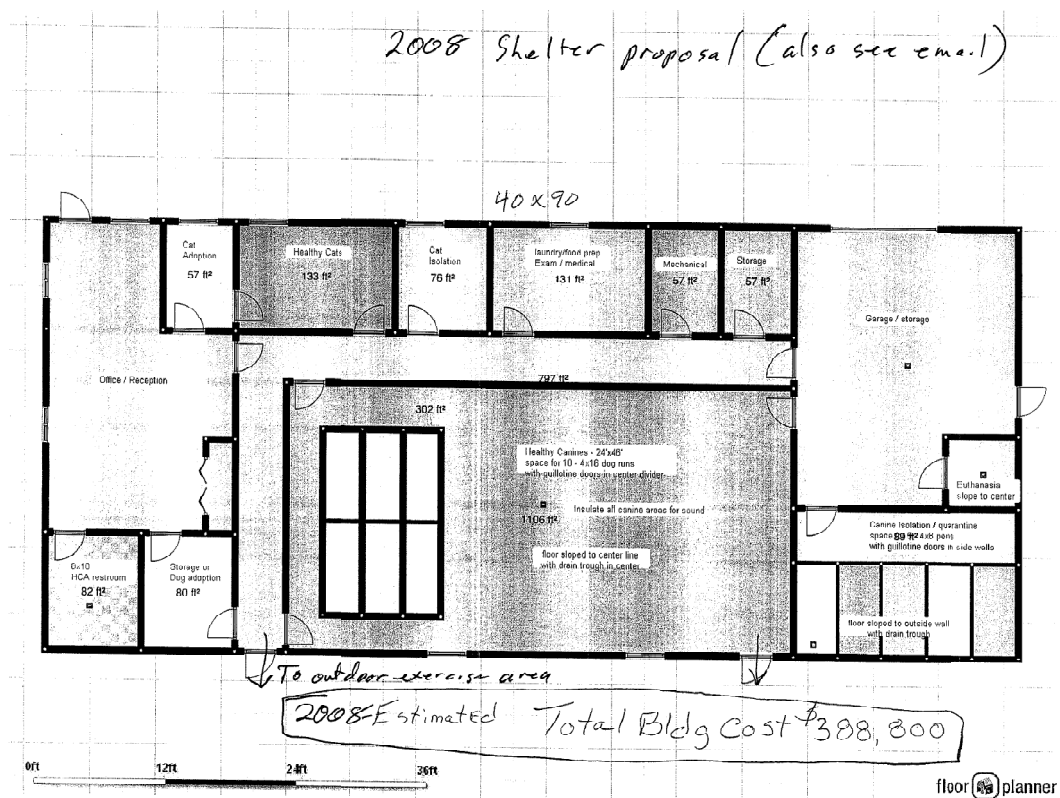
**Highly desirable:** heated concrete floors, especially if using indoor/outdoor kennels. Expensive to install, but energy efficient to use. More comfortable for dogs, and easier to clean outdoors in winter.

**Open for debate:** All indoor versus indoor/outdoor dog kennels.



	<b><u>PROS</u></b>	<b><u>CONS</u></b>
<b><u>INDOOR</u></b>	<p>Better security;  Improved climate control;  Improved fly control;  Easier cleanup in foul weather;  Disinfectant more effective in controlled temps;</p>	<p>Requires more frequent cleaning to control odors;  Increased noise issues for staff/visitors;  Requires staff on hand for public to see dogs;  Requires air exchange system to reduce disease transmission;</p>
<b><u>INDOOR/ OUTDOOR</u></b>	<p>Easier cleanup since most dogs eliminate outdoors;  Easier for public to view dogs without staff present;  Noisy dogs can be confined outdoors when staff working inside;</p>	<p>Disinfectant ineffective in cold temps;  Difficult to clean when frozen, especially in ice or snow conditions;  Increased fly problems, spread disease;  Easier access for theft of dogs;  Harder to control indoor climate;</p>

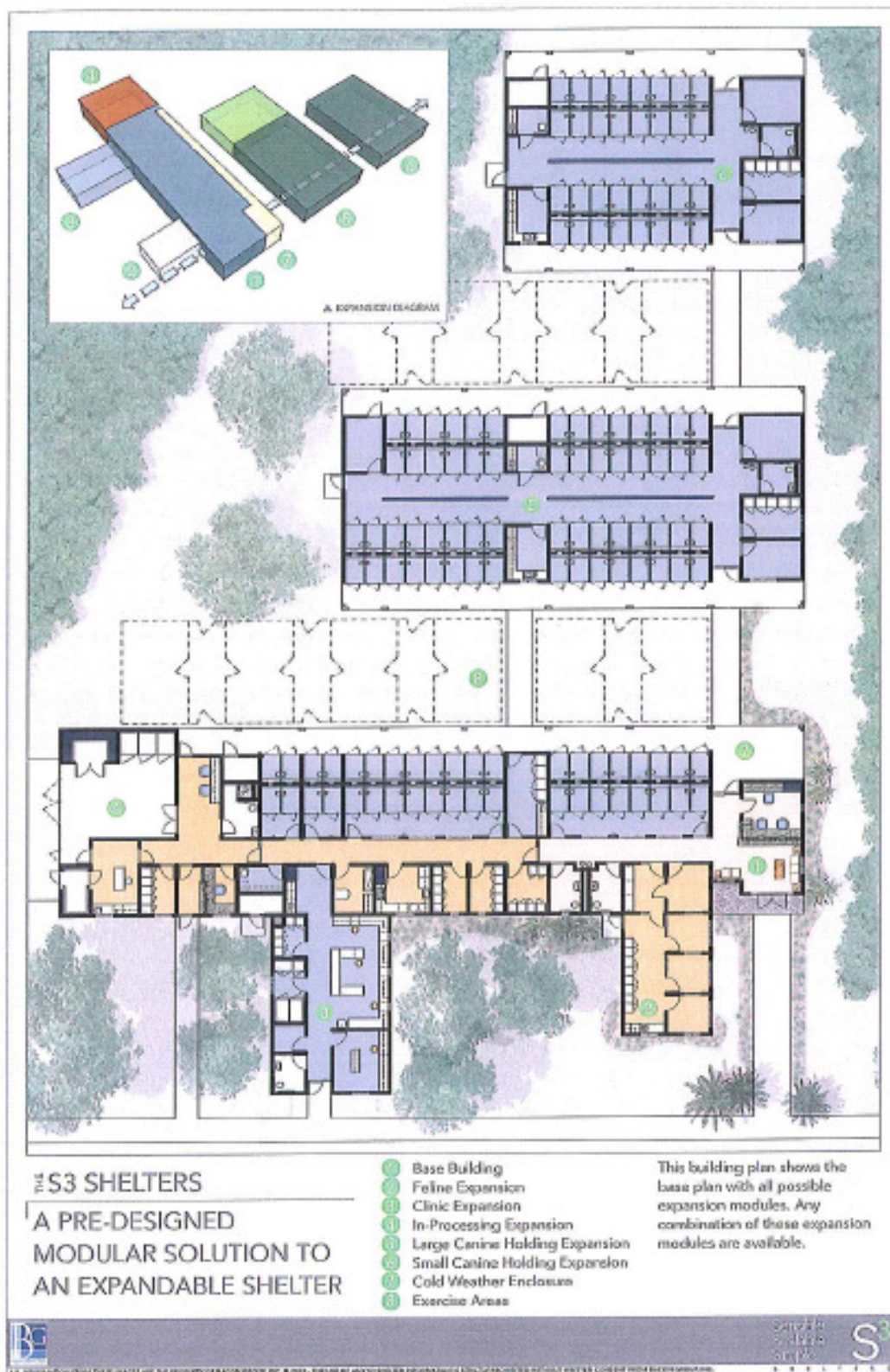
## 2008 Animal Control Officer Floor Plan Proposal



Bacon Group









The S3 Shelter packages are small pre-designed animal shelters based on our firm's experience within the animal service industry over the past 16 years. They are designed to include the most requested functions and convenient organization for this building type. This package will include a full set of documents giving you the majority of what you will need to permit and construct this building. However, each shelter will be built on a unique site with unique conditions. We have created these packages to reduce the cost of design and engineering services required to get a set of documents ready for permitting and construction in your local municipality or county. Our package includes comprehensive Architectural, Structural, Mechanical, Plumbing, Electrical and Fire Protection drawings and specifications. Each of these packages has been designed based on the 2007 Florida Building Code, 2007 International Building Code, and the American's with Disabilities Act.

There are a few variable items that must be completed for each package prior to constructing your new shelter. Since each shelter will be constructed in a variety of locales, each will have site-specific conditions, local codes and ordinances, and other unique issues that must be incorporated into the package to create a complete set of contract documents. The completed set must then be certified by a registered architect and engineer within the state in which the proposed shelter will be built. These contract documents are what can be permitted with the local municipality or county, priced by a general contractor, and ultimately used to construct your new shelter.

The following is a list of items that you will need to incorporate into our S3 Shelter packages to complete a set of contract documents for construction:

- ☐ **Site / Land:** You will need to acquire land that is or can be zoned in accordance for this type of facility
- ☐ **Site / Civil Engineering:** This service includes a variety of tasks including grading design, drainage and water management, site lighting and parking lot design. Most locations will require separate site permits to go with your building permit. Because this is site specific criteria, this is considered an additional service.

- ☐ **Landscape Architecture:** This service will include the design of required or additional plant material and irrigation. Because this is also site specific criteria, this is considered an additional service.
- ☐ **Code Review:** This service is usually included in basic architectural services for each unique building designed by an architect and engineer. In the case of the S3 Shelter, they have been designed based on 2007 Florida Building Code, 2007 International Building Code, and the American's with Disabilities Act. However, each potential site will have additional codes and ordinances that must be reviewed and incorporated into our package to ensure code compliance. This is another site specific task and considered an additional service.
- ☐ **Site Specific Design Considerations:** Our packages have been designed on a standard flat site with acceptable conditions and limited obstructions for construction. Due to the variety of site conditions possible, modifications to our package may be required to meet each specific site and environmental conditions. Examples would be sites on a steep incline, or located within a High Velocity Wind Zone or Seismic Zone, as each would each require slight modification to meet local construction codes and ordinances.
- ☐ **Architectural Certification:** It will be necessary to retain the services of an architect who is currently registered in the state of the proposed shelter. This architect will need to review and certify that our package, any modification and all other items listed above are comprehensively documented to meet the current local codes and other criteria for obtaining a building permit. Bacon Group, Inc. is registered in many states and is willing to pursue certification in all other states upon request. Please inquire about our current architectural licenses and let us determine if it is possible for us to meet your state's requirements in a timely manner.



Based on the previous list of additional services required to be incorporated into our S3 Shelter Package, Bacon Group, Inc. can provide you with three different pricing options.

#### Option 1 – Bacon Group as Design Team Leader

If you choose this option you will be hiring the Bacon Group, Inc. or Richard S. Bacon as your design team leader and lead architect. Our scope of services will include Code Review, Site Specific Design Changes to the architectural documents, Architectural Certification as required by your local municipality or county, and coordination of all other items listed above. Bacon Group, Inc. will facilitate and retain any other services necessary to complete the contract documents based on your approval of qualifications and additional costs. This option will provide you the benefit of a single architect with extensive experience in designing and constructing this facility type, staying involved and seeing the project through to the end with you.

#### Option 2 – Bacon Group as a Consultant

With this option, you will be hiring Bacon Group, Inc. or Richard S. Bacon as a consultant to your design team. We will collaborate with your chosen architect and engineers of record, provide our drawings to them for modification, answer all questions related to our packages, building and system designs, and provide input for designing animal shelters as necessary. This option will allow you to use a full design team, selected by you, and have our expertise as guidance throughout the construction of your new shelter.

#### Option 3 – Purchase Package Only

This option allows you to purchase our packages and use them as you deem necessary. You will be responsible for retaining all services required to complete a full package of contract documents and obtain a building permit.

#### Strategies Behind Our Pricing

Our prices are competitively set to save you money and time. We are committed to providing you with a package that is well designed, both aesthetically and functionally, customizable, and expandable for a lower price than a custom-designed shelter.

Bacon Group, Inc. has been designing custom animal shelters for 16 years, and we use a six-phase process for the design of each project:

- ☐ **Programming:** Bacon Group, Inc. would organize information provided by you to create a list of your

individual facility's spaces and needs. We would then establish a Program of Requirements as a guide book to assist in the design of your facility ensuring that all of your needs are known, understood and incorporated into the design of your new facility.

- ☐ **Schematic / Conceptual Design:** This phase includes designing the layout and aesthetic look and feel of your building.
- ☐ **Design Development:** This phase includes full selection and initial design of all aspects of your facility including plans, elevations, materials and systems.
- ☐ **Construction Documentation:** This phase fully documents all aspects of the approved design elements and prepares documents for permitting with the local municipality.
- ☐ **Bidding:** This phase includes our guidance and/or overseeing of soliciting and selecting a contractor to construct your new shelter.
- ☐ **Construction Observation:** During the construction of your new facility, we would be responsible for reviewing the work as it progresses, answering questions, and verifying that the construction is per the contract documents.

By purchasing our packages, you are saving months of time necessary to produce construction documents for a custom building. You are also reducing up-front costs spent during the design phases listed above. The majority of programming, schematic, design development, and construction documentation has been completed and included in each of our shelter packages. Limited modification will be necessary to prepare our packages for your individual project site and needs. Below is a comparison of architectural and engineering fees if you were to design a custom shelter or purchase an S3 Shelter using one of our three options.

3,920 SF facility at \$175 per square foot to build

Custom Design:	\$32,928*
Option 1:	\$17,784*
Option 2:	\$14,112*
Option 3:	\$10,444*

\*These costs exclude the following services: civil engineering, landscape architecture, bidding, construction observation, travel expenses, and reimbursable expenses.

Our pricing is available for all three options and for each different type of module:

Module	Area (SF)	Option 1 Price	Option 2 Price	Option 3 Price	Custom Shelter Design Price
Base module	3,920	\$17,784	\$14,112	\$10,444	\$28,224
Prices for additional modules include modifications to our base module required to construct each additional module					
Module 1: Feline Expansion	682	\$3,142	\$2,505	\$1,866	\$4,910
Module 2: Clinic Expansion	1,000	\$4,464	\$3,600	\$2,664	\$7,200
Module 3: In-Processing Expansion	1,580	\$7,175	\$5,688	\$4,323	\$11,375
Module 4: Canine Expansion (Large)	3,570	\$16,204	\$12,854	\$9,504	\$25,704
Module 5: Canine Expansion (Small)	2,300	\$10,435	\$8,280	\$6,290	\$16,560
Module 6: Canine Corridor Enclosure	800	\$3,514	\$2,880	\$2,190	\$5,760
Total: (choose your needed modules and add them together to find your total cost and total savings over designing a custom shelter)					

#### Selecting Your Components

Choosing your S3 Shelter will be a fun and easy experience. Just like shopping for a car, you'll pick the features that appeal to your unique preferences, so no two S3 Shelters will be exactly the same.

Our base model has been designed in three very different architectural styles, and we've carefully selected colors and materials that best fit those styles. For each style, you will have several different color options to choose from. Then you can choose from either standard or upgraded materials, depending on your budget and objectives.

#### Step 1: Modules

Decide if you need to expand beyond our base model by choosing from our six available expansion modules. Our S3 Shelter modules can be purchased all at once, or in phases. For instance, if you need a facility now and but don't have the capital to purchase the additional Canine Expansion or the Clinic Expansion now, your facility is designed so you can purchase them later and easily add on to your original purchase when you are ready.

#### Step 2: Style

Choose between our three architectural styles: the Coastal, the Craftsman or the Mediterranean.

#### Step 3: Color

Select from several coordinating color palettes for the style you've chosen, including interior and exterior color options.

#### Step 4: Materials

For simplicity of documentation, we have divided each module into zones based on uses. In each zone, you'll have a choice of standard or upgraded material options providing you the flexibility to choose materials based on what you think will suit your needs best.

#### Additional Customization:

Our packaged designs have been developed to accommodate the most common needs of our previous animal shelter clients. We have incorporated flexibility in the design to allow you to customize each part of your facility while still maintaining a standardized method of construction and streamlining the design process to save you time and money. However, if you have additional changes to our pre-design modules, feel free to ask us how we can incorporate those ideas into the project. Bacon Group, Inc. would be happy to provide additional modification to any of our designs as an additional service.\*

\*Additional modifications will be quoted upon request and be a lump sum fee based on time estimated to modify original packages.



### S<sup>3</sup> Shelters Square Footage and Capacity

Modules	Square Feet	Capacity Canine	Capacity Feline
Base Module	3,920	28	40
Module 1 - Feline Expansion	682		40
Module 2 - Clinic Expansion	1,000		
Module 3 - In-Processing Module	1,580		
Module 4 - Canine Expansion (large)	3,570	26	
Module 5 - Canine Expansion (small)	2,300	16	
Module 6 - Canine Enclosure	800		
Total	13,852	70	80

Introducing the design solution for the small shelter...



2641 Sunset Point Road | Clearwater, Florida 33759  
P: 727.725.0111 | F: 727.725.0209 | T: 800.961.1967  
[www.BGArchitects.com](http://www.BGArchitects.com)

AA C002095 | EB 0005092





#### DIVISION 1: GENERAL REQUIREMENTS

Section 01 00 50	Administrative Provisions
Section 01 10 00	Summary
Section 01 20 00	Price and Payment Procedures
Section 01 26 00	Contract Modification Procedures
Section 01 30 00	Administrative Requirements
Section 01 40 00	Quality Requirements
Section 01 50 00	Temporary Facilities and Controls
Section 01 60 00	Product Requirements
Section 01 70 00	Execution and Closeout Req's

#### DIVISION 3: CONCRETE

Section 03 00 00	Concrete
Section 03 30 00	Cast-In-Place Concrete
Section 03 31 00	Concrete Supplemental

#### DIVISION 4: MASONRY

Section 04 20 00	Unit Masonry
Section 04 21 26	Glazed Structural Clay Tile Masonry
Section 04 70 00	Manufactured Masonry

#### DIVISION 5 - METALS

Section 05 50 00	Metal Fabrications
------------------	--------------------

#### DIVISION 6 - WOOD AND PLASTICS

Section 06 10 00	Rough Carpentry
Section 06 16 00	Sheathing
Section 06 16 43	Gypsum Sheathing
Section 06 17 53	Shop-fabricated Wood Trusses
Section 06 25 00	Beadboard Paneling
Section 06 40 13	Exterior Architectural Woodwork
Section 06 40 23	Interior Architectural Woodwork

#### DIVISION 7 - THERMAL AND MOISTURE PROTECTION

Section 07 21 00	Thermal Insulation
Section 07 21 19	Foamed-In-Place Core Fill Insulation
Section 07 21 29	Spray Foam Insulation
Section 07 26 00	Vapor Retarders
Section 07 31 13	Asphalt Shingles
Section 07 32 16	Concrete Roof Tiles
Section 07 46 00	Siding
Section 07 61 00	Sheet Metal Roofing
Section 07 62 00	Sheet Metal Flashing and Trim
Section 07 71 00	Roof Specialties
Section 07 84 13	Penetration Firestopping
Section 07 92 00	Joint Sealants

#### DIVISION 8: DOORS AND WINDOWS

Section 08 11 13	Hollow Metal Doors and Frames
Section 08 14 16	Flush Wood Doors
Section 08 14 23	Clad Wood Doors
Section 08 31 13	Access Doors and Frames
Section 08 33 36	Overhead Coiling Doors
Section 08 41 13	Alum. Framed Ent. & Storefronts
Section 08 52 00	Fixed Aluminum Windows
Section 08 62 00	Tubular Day Lighting Device
Section 08 71 00	Door Hardware
Section 08 71 13	Automatic Door Operators
Section 08 80 00	Glazing
Section 08 87 13	Window Film

#### DIVISION 9 - FINISHES

Section 09 24 00	Portland Cement Plastering
Section 09 29 00	Gypsum Board
Section 09 30 00	Tiling
Section 09 51 23	Acoustical Tile Ceilings
Section 09 65 13	Resilient Base and Accessories
Section 09 65 19	Resilient Tile Flooring
Section 09 67 23	Decorative Flake Floor System
Section 09 91 00	Painting

## Example Drawing List

### DIVISION 10: SPECIALTIES

Section 10 14 00	Signage
Section 10 15 00	Toilet Compartments
Section 10 28 00	Toilet & Bath Accessories
Section 10 44 13	Fire Extinguisher Cabinets

### DIVISION 11 – EQUIPMENT

Section 11 00 00	Equipment
Section 11 31 00	Residential Appliances
Section 11 94 00	Modular Kenneling System
Section 11 94 13	Stainless Steel Caging
Section 11 94 16	Animal Bathing Equipment

### DIVISION 12 – FURNISHINGS

Section 12 48 13	Entrance Floor Mats and Frames
------------------	--------------------------------

### DIVISION 21: SPRINKLER

Section 21 13 00	Sprinkler Equipment
------------------	---------------------

### DIVISION 22: PLUMBING

Section 22 01 00	General Provisions
Section 22 05 00	Materials and Methods
Section 22 05 23	Plumbing Valves
Section 22 06 30	Plumbing Equipment
Section 22 07 00	Piping and Equipment Insulation
Section 22 11 00	Plumbing System
Section 02 11 16	Domestic Water Supply & Treatment
Section 02 11 23	Gas Piping
Section 02 13 10	Plumbing Systems Video Recording
Section 22 42 00	Plumbing Fixtures

### DIVISION 23: HEATING, VENTILATING & A/C

Section 23 01 00	General Provisions
Section 02 05 00	Materials and Methods
Section 23 05 33	Freeze Protection for Piping
Section 23 05 93	Starting, Testing, Adjusting, & Balancing
Section 23 07 13	Duct Insulation
Section 23 07 16	Piping and Equipment Insulation

Section 23 09 00	Automatic Temperature Controls
Section 23 20 00	Hydronic Piping
Section 23 21 13	Factory Pre-insulated Underground Pressure Pipe
Section 23 21 23	Packaged Plumbing Equipment
Section 23 23 00	Refrigerant Piping System
Section 23 25 13	HVAC Water Treatment Systems
Section 23 31 13	Sheet Metal Ductwork
Section 23 36 00	Terminal Heating & Cooling Units – Blower Coil Units
Section 23 52 16	Condensing Pulse Boilers
Section 23 64 11	Packaged Water Chiller
Section 23 81 00	Make-up Air Ventilation Units with Energy Recovery

### DIVISION 26: ELECTRICAL

Section 26 01 00	General Provisions
Section 26 05 01	Materials and Methods
Section 26 05 19	Wire and Cable
Section 26 05 26	Grounding
Section 26 05 31	Surface Non-metallic Raceway
Section 26 05 32	Outlet Boxes
Section 26 05 33	Conduit and Fittings
Section 26 05 36	Cable Tray System
Section 26 22 00	Dry Type Transformers
Section 26 22 03	Non-linear Dry Type Transformers
Section 26 24 13	Main Switchboard
Section 26 24 16	Panelboards
Section 26 27 26	Wiring Devices
Section 26 27 33	Electrical Service
Section 26 28 13	Fuses
Section 26 28 19	Disconnect Switches
Section 26 32 13	Packaged Engine Generators
Section 26 35 33	TVSS Devices
Section 26 51 00	Lighting Fixtures
Section 26 55 36	Lighting Controls

### DIVISION 28: ELECTRONIC SAFETY AND SECURITY

Section 28 31 00	Fire Alarm System
------------------	-------------------

#### General Note:

Drawing list subject to change based on select modules and design criteria for each shelter configuration.



## GENERAL DRAWINGS

G-001	Project Title, Location Map, Consultant List, Code Research & Table of Contents
LS-001	Life Safety and Fire Protection Plan
A-001	Legend, Notes, Keys, Etc.

## ARCHITECTURAL DRAWINGS

### Base Module Drawings

A0-100	Reference Floor Plan
A0-101	Dimension Floor Plan, Clerestory Plan, Enlarged Plans & ADA Mounting Heights
A0-130	Slab Plan
A0-140	Equipment Plan, Schedule & Cage Layouts
A0-200	Reflected Ceiling Plan
A0-300	Roof Plan
A0-301	Roof Details
A0-400	Exterior Elevations
A0-401	Exterior Elevations
A0-500	Building Sections
A0-501	Wall Sections & Details
A0-502	Wall Sections & Details
A0-503	Wall Sections & Details
A0-504	Wall Sections & Details
A0-505	Wall Sections & Details
A0-506	Wall Sections & Details
A0-600	Canine Housing Details & Isometrics
A0-601	Canine Housing Details & Isometrics
A0-602	Sola-Tube Details
A0-700	Room Finish Schedule & Zone Plan
A0-701	Floor Finish Details
A0-710	Interior Elevations
A0-711	Interior Elevations
A0-800	Millwork Sections
A0-801	Millwork Sections
A0-802	Millwork Sections
A0-900	Door Schedule, Types & Standard Details
A0-901	Window Schedule, Types & Details

Bacon Group, Inc. 2010

### Module 1: Feline Expansion Drawings

A1-100	Floor Plans & Door & Window Schedules
A1-101	Reflected Ceiling Plan, Zone Floor Plan, Finish Schedule & Interior Elevation
A1-102	Slab Plan & Roof Plan
A1-103	Exterior Elevations

### Module 2: Clinic Expansion Drawings

A2-100	Floor Plan & Door & Window Schedules
A2-101	Interior Elevations, Room Finish Schedule & Zone Plan
A2-102	Interior Elevations & Millwork Sections
A2-103	Reflected Ceiling Plan & Roof Plan
A2-104	Slab Plan & Equipment Plan
A2-105	Exterior Elevations

### Module 3: In-Processing Expansion Drawings

A3-100	Floor Plans & Door & Window Schedules
A3-101	Reflected Ceiling Plan & Roof Plan
A3-102	Slab Plan & Equipment Plan
A3-103	Interior Elevations, Room Finish Schedule & Zone Plan
A3-104	Interior Elevations & Millwork Sections
A3-105	Exterior Elevations

### Module 4: Canine Expansion (Large) Drawings

A4-100	Floor Plan & Door & Window Schedules
A4-101	Dimension Floor Plan, Enlarged Plan
A4-102	Room Finish Schedule & Zone Plan
A4-103	Interior Elevations
A4-104	Reflected Ceiling Plan
A4-105	Slab Plan
A4-106	Equipment Plan
A4-107	Roof Plan
A4-108	Exterior Elevations

Module 5: Canine Expansion (Small) Drawings

A5-100	Floor Plan & Door & Window Schedules
A5-101	Dimension Floor Plan, Enlarged Plan & ADA Mounting Heights
A5-102	Room Finish Schedule & Zone Plan
A5-103	Interior Elevations
A5-104	Reflected Ceiling Plan
A5-105	Slab Plan
A5-106	Equipment Plan
A5-107	Roof Plan
A5-108	Exterior Elevations

Module 6: Canine Corridor Enclosure Drawings

A6-100	Floor Plans & Door & Window Schedules
A6-101	Reflected Ceiling Plan, Zone Floor Plan, Finish Schedule & interior Elevation
A6-102	Slab Plan & Roof Plan
A6-103	Exterior Elevations

General Note:

Drawing list subject to change based on select modules and design criteria for each shelter configuration.

STRUCTURAL DRAWINGS

S101	General Structural Notes
S102	Design Load Data
S201	Foundation Plan
S202	Floor Slab Plan
S203	Floor & Roof Framing Plan
S301	Typical Details
S401	Wall Sections
S402	Wall Sections

PLUMBING DRAWINGS

P001	Plumbing Abbreviations & Legend
P100	Plumbing Floor Plan
P200	Plumbing Details

MECHANICAL DRAWINGS

M001	Mechanical Abbreviations & Legend
M100	Mechanical Floor Plan
M200	Mechanical Details
M400	Mechanical Schedules

ELECTRICAL DRAWINGS

E001	Electrical Abbreviations & Legend
E002	Electrical Site Plan
E003	Site Photometric Plan
E100	Lighting Floor Plan
E200	Electrical Details
E300	Electrical Schedules

FIRE PROTECTION DRAWINGS

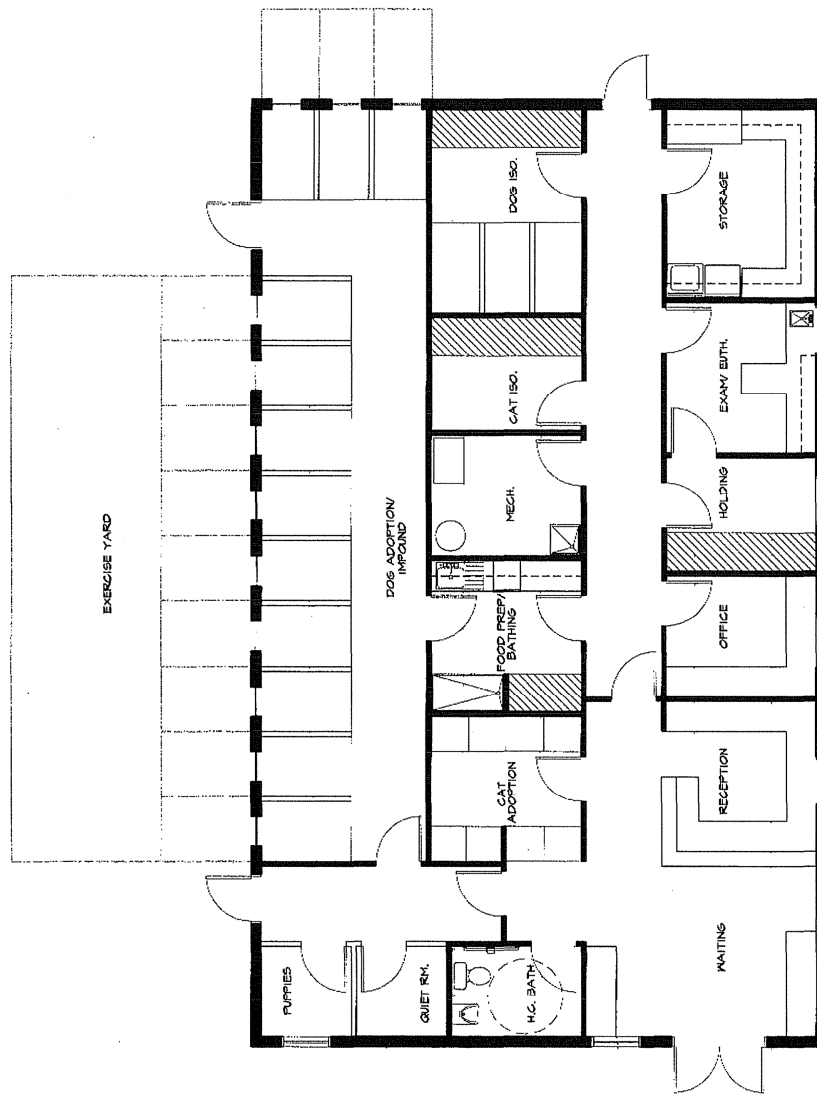
FP001	Fire Protection Abbreviations & legend
FP100	Fire Protection Floor Plan

## Gates, Hafen, Cochrane Architects Shelter Plans

### Small Animal Shelter, Prototype

(Diagram, page 86)

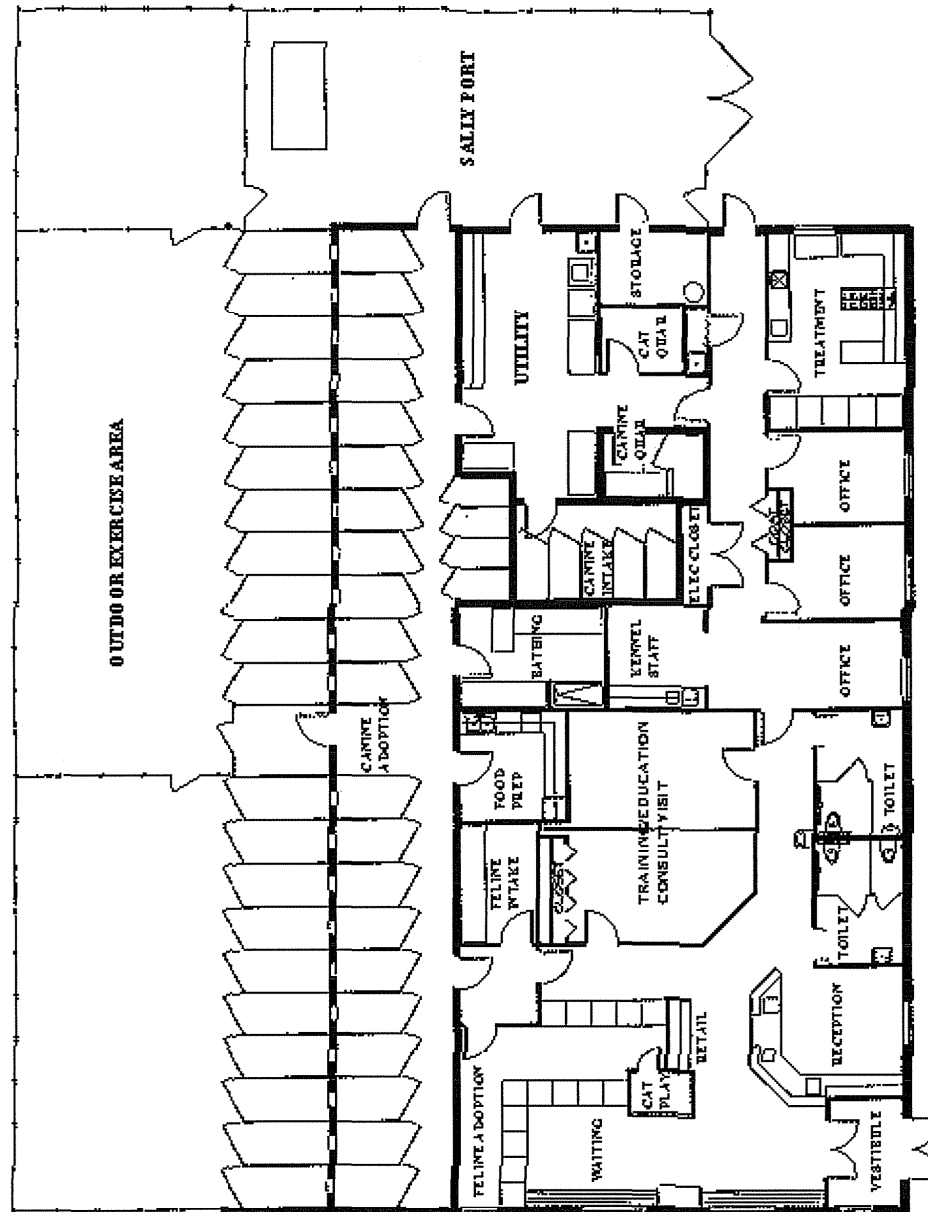
Designed as a prototype for a small, rural animal control shelter, this facility incorporates the basic requirements of holding, separation, medical care, and adoption. Isolation and holding areas are provided for animals entering the facility along with a multiple-purpose examination/euthanasia room that will also serve for basic medical delivery. Adoption areas include a small “quiet room” for getting acquainted with potential adoptees, and separate cat, puppy, and dog adoption areas which help minimize stress for animals being held for longer periods of time.





## Eagle County Animal Control Shelter, Eagle, Colorado

This relatively small and utilitarian shelter shares a number of key design components with the other larger facilities shown here. For example, the glass-fronted cat condo/adoption area is virtually identical to the cat adoption areas in the Nebraska shelter. It also includes a training, education, and conference room which is open to the public.



## Appendix C: Implementation Milestones

Phase	Milestone	Recommended Implementer	Suggestions for Implementation	Preferred Implementation Date	Estimated Time for Implementation	Preferred Date Completed
	1. Approved Report Recommendations	J.D. Lester Recommended Board		5/27/13	20 weeks	5/27/13
	Assemble Advisory Board (City, Castaways, J.D. Lester, Sam Budreau, Verdon Parham, Veterinarian Resident Representatives)			6/27/13	10 week	6/3/13
	Hire Shelter Manager	Advisory Board		6/3/13	6 weeks	7/15/13
	Community Outreach Program	Advisory Board		6/14/13	10 week	6/23/13
	Capital Campaign Begun	Advisory Board	Continual process that transitions into fundraising once sufficient funds are available to construct the building.	6/24/13	Continual	
2. Immediate programs to increase community awareness	Foster Home Program Begins Operating Through Animal Shelter	Shelter Manager, J.D. Lester, Verdon Parham	Continual Review Process Suggested	7/22/13	40 weeks	8/19/13
	Spay/Neuter Campaign Day	Shelter Manager	Marketing campaign to increase awareness suggested before actual event	8/3/13	1 day	8/3/13
	Adoption Program Awareness Increased	Shelter Manager	Anticipate monthly campaign to increase community awareness about adoption encouraged	8/12/13	40 weeks	9/9/13
	Website Improved	Shelter Manager	Not to urgent, previous activities but should be completed in a timely manner	10/1/13	6 weeks	11/11/13
3. Occure simultaneously	New Building Design	Shelter Manager, J.D. Lester, Sam Budreau	First necessary step to obtain necessary funding and necessary professional guidance early through the process.	7/22/13	About one year	7/22/14
	New Building Constructed	Shelter Manager, J.D. Lester, Sam Budreau	Begun once the signed documents are completed and all requirements for construction are completed	7/22/14	Dependent on contractor	
4. Begun once new building is completed	Education Program	Shelter Employees and Castaways	Monthly for different age groups held at new shelter building			
	Fundraising Program	Advisory Board	As needed through less than once a year of decreasing funding			
	Continual Community Outreach Program	Advisory Board and Shelter Manager	As needed to continue positive relationship with community			
	Shelter Evaluation and Recommendations	Advisory Board	Monthly/Meeting preferred to give guidance			

## Appendix D: Benchmark Research

Model Shelters			Organizational Structure							
Shelter	Overview	City Population	City Owned and Operated	501 C-3 organization	Hours of Operation	Total Shelter Capacity	Canine Capacity	Feline Capacity	Canine Adoption Fee	Feline Adoption Fee
Lewis Clark Animal Shelter Lewiston, ID	Adoption Center and Spay Neuter Clinic; Not a no-kill shelter but seeks to minimize animals euthanized; 10 person board of directors; Meet your match canine-ally adoption program is used to properly match adopters to potential pets; sponsor a pet program helps to cover costs for animals that are not easily adoptable	61,476		X	Mon-Sat 10:00 am-5:00 pm				\$85 Dogs over 20 lbs; \$125 Dogs under 20 lbs; \$85+\$15 puppies	\$60 cats; \$60+\$15 kittens
Best Friends Animal Society Kanab, UT	Nations largest no-kill animal sanctuary that provides a safe haven for animals; with 30,000 visitors every year; collaborate with groups, government and individuals nationally; rehabilitate dogs; cats, horses, pigs, bunnies, parrots with housing for potential adopters to stay while visiting the sanctuary	3,564		X	Mon-Sun: 8:00 am-5:00 pm	432 monthly average	576 monthly average		\$150 Dogs; \$165 Puppies; \$99 Lonely Hearts Club Dogs; \$175+ High-Profile Dogs; 50% reduction for seniors on any dog 5 years or older	Pick Price cats; \$60 Twins; \$99 kittens; \$49 Lonely Hearts Club Cats
Kansas Humane Society Wichita, KS	Wichita Animal Society; Began in 1888; privately funded, non-profit organization; Mission "The Kansas Humane Society is a community resource for pets and people, dedicated to enhancing the welfare of all companion animals." Vision "To create a humane community for all companion animals."; has a board of directors; have an education program to promote animal welfare; use the Meet Your Match program from ASPCA to match animals to adopters	630,721			Mon-Sat 11:00 am-6:30 pm (Friday 8:00 pm close) Sun: 1:00 pm-5:00 pm	accept 16,000 pets per year				
PALS Animal Rescue, Inc Wichita, KS	Volunteer organization rescues animals from the Wichita Animal Shelter; rely on donations to continue operations; only accept animals that would be a "good companion animal" and if space provides; have a network of foster homes	630,721		X	Show animals from 1:00 pm to 2:30 pm twice a month at animal stores		1,200 - 1,500 cats and kittens served annually		\$100	\$75
T. Russell Reitz Animal Shelter Manhattan, KS	Serves Riley County, Pottawatomie County and Manhattan; emphasis on community interaction; have an animal drop off area for after hours relinquishment	113,629	X		Tues-Thurs 1:00pm-5:30pm					
<b>Similar Shelters</b>										
Southeast Kansas Humane Society Pittsburg, KS	Began in 1973. No government funding; utilize donations; 1500 animals transfer through shelter	20,233		X	Mon - Sat: 11am- 4pm; Sun: 1pm- 4pm	120	90	30	\$50	\$30
Proud Animal Lovers Shelter Parsons, KS	one manager runs the shelter; began operations three years ago; shelter animals until they can be placed	10,500		X						\$65 (special \$75-\$50)
Allen County Animal Rescue Facility Le Harpe, KS	Serve to rescue and rehabilitate homeless animals; contracted by Iola, KS; members of organization pay annual fees to support shelter; foster program	5,704			Tues - Sat: 11:30 am-5:00 pm					



Model Shelters	Services Included with Adoption Fee			Additional Services+ Included Prior to+ Adoption	Spay+nd+ Neuter	Vaccinations	Microchip	Adoption	Education	Additional Services to+ Community
Shelter	Spay+nd+ Neuter	Vaccinated	Deworm+ Treatment							
Lewis-Clark Animal Shelter+ Lewiston, ID	X	X	X	AVID/Microchip, I Earmite(treatment)	X	X	X	X	X	
Best Friends Animal Society+ Kanab, UT					X			X		Moving the entire( state to no kill
Kansas Humane Society+ Wichita, KS	X	X	X	microchip(with I.D. (tag, complete physical exam, heartworm testing, fecal exam, nail trim, feline specific leukemia testing, I ear mite treatment)	X				X	dog training, behavior consultation, pet supplies, social media outreach(including mobile apps), as well as private cremation and other end of life services for pets.
PALS Animal Rescue, Inc+ Wichita, KS	X	X		treated for parasites	X					
T. Russell Reitz Animal Shelter+ Manhattan, KS	X									
Similar Shelters										
South east Kansas Humane Society Pittsburg, KS	X	X	X		X			X		abuse case( investigation
Proud Animal Lovers Shelter+ Parsons, KS	X	X	X	shots; veterinarian examination						
Allen County Animal Rescue Facility+ Leotiape, KS										Participate in Shelter Challenge

<i>Model Shelters</i>				
Shelter	Sponsored Events	Partnerships	Website	
Lewis-Clark Animal Shelter+ Lewisville, MO			<a href="http://www.lcshester.com/mission%20vision.html">http://www.lcshester.com/mission%20vision.html</a>	
Best Friends Animal Society+ Kanab, UT	Strut Your Mut (Pet Super Adoption); National Feral Cat Day; Utah's Week for the Animals; Neighborhood Pit Bull Day	980 National Partners (view list at: <a href="http://nmhpnetwork.bestfriends.org/partners.aspx">http://nmhpnetwork.bestfriends.org/partners.aspx</a> )	<a href="http://bestfriends.org">http://bestfriends.org</a>	
Kansas Humane Society+ Wichita, KS	Thirty-One Fundraiser; Dog 4 a Dog; Bowling for the Animals; Mulligan's Pub; Central Star Credit Union; Woolstock		<a href="http://www.kshumane.org">http://www.kshumane.org</a>	
PALS Animal Rescue, Inc+ Wichita, KS		Wichita Animal Shelter	<a href="http://www.palsrescue.org">http://www.palsrescue.org</a>	
T. Russell Reitz Animal Shelter+ Manhattan, KS	Easter Egg Hunt; PetCo City Pet License Day; Pounds for Pups; Howl-a-Ween; Pet Pool-oza	Riley County Humane Society	<a href="http://www.ci.manhattan.ks.us/index.aspx?NID=288">http://www.ci.manhattan.ks.us/index.aspx?NID=288</a>	
<i>Similar Shelters</i>				
Southeast Kansas Humane Society Pittsburg, KS		Pawprints on the Heartland	<a href="http://www.sekhs.com/about4us/">http://www.sekhs.com/about4us/</a>	
Proud Animal Lovers Shelter+ Parsons, KS	Dinner Theatre! Fundraising Campaign! August and September Cat Special	Pawprints on the Heartland	<a href="http://proudanimaloversshelter.com/">http://proudanimaloversshelter.com/</a>	
Allen County Animal Rescue Facility+ LeHarpe, KS			<a href="http://acarf.org">http://acarf.org</a>	

## **Notes from Visit to Manhattan, KS Animal Shelter on January 28, 2013**

- T. Russell Reitz Animal Shelter
- Uses Pet Where software to track all animals that come into the shelter
- Refers to CDC website for chemical usage
- There is a human cleaning station located in this shelter
- Rely heavily on community donations
- 11 staff, \$500,000 annually from City of Manhattan
- Vet on contract
- Mission: To improve quality of life and community health while maintaining public

## **Southeast Kansas Humane Society Interview**

Southeast Kansas Humane Society Interview with Mary Kay Caldwell

Date: February 12, 2013

Time: 2:45 pm

Duration: 15 minutes

### **1. What are your regional boundaries?**

The shelter serves Crawford County, however the boundaries are not hard, if there is an animal in need we are willing to go outside the county.

### **2. Where does Pawprints on the Heartland travel?**

The surrounding area including Pittsburg and St. Paul. The service does not expand past 50 miles. Have spayed and neutered over 70,000 animals so far in an effort to decrease animal homelessness.

### **3. What is the relationship with the community like?**

Have many volunteers that help run the shelter. Use facebook to communicate with the community. Have members of the humane society. Hold fundraisers throughout the year including the Chili Dinner which has 1,000 people signed up. Send out a newsletter to keep members informed of the activities of the humane society.

### **4. What is KIND News program like?**

Currently do not have program running, used to supply training materials to the local school.

### **5. Any suggestions for promoting adoption in a community?**

Take dogs out to other areas to increase awareness. Southeast Kansas Humane Society has a bake sale to increase awareness of the animals available for adoption. Also utilize Petfinder to increase awareness.

# *Kansas Pet Animal Act*

Revised September 16, 2005

TABLE OF CONTENTS		
Article 17	Pet Animal Act	5
Article 18	License & Registration Fees	23
Article 19	Animal Breeders & Distributors	27
Article 20	Pet Shops	41
Article 21	Animal Research Facilities	47
Article 22	Animal Pounds & Shelters	51
Article 23	Hobby Kennel Operators	63
Article 24	Kennel Operators	67
Article 25	Retail Breeders	71
Article 26	Euthanasia	95

## **Article 22 -- ANIMAL POUNDS AND SHELTERS**

### **K.A.R. 9-22-1. Animal pounds and shelter. (a) Structures.**

(1) Each animal pound and shelter shall:

(A) Be constructed of material that will provide for the establishment of a sound structure:

(B) be maintained in good repair; and

(C) protect animals housed inside from injury.

(2) Water and electrical power shall be available in each animal pound and shelter.

(3) Space shall be supplied in each animal pound and shelter to store the provisions necessary to adequately operate each such unit.

(b) Operational procedures.

(1) Removal and disposal of animal, and all other food wastes, bedding, dead animals, and debris shall be done on a regular basis and at reasonable intervals. The disposal of these waste materials shall comply with federal, state and local laws and regulations relating to pollution control.

(2) The temperature for pound and shelter shall be regulated by heating and cooling to sufficiently protect each animal housed inside from extremes of temperatures. Temperatures shall not be allowed to fall below or rise above ranges which would cause discomfort or health hazards to any animal.

(3) Ventilation for a pound and shelter shall be provided at all times by natural or mechanical means. Each pound and shelter facility shall be operated to provide fresh air by means of windows, doors, vents, fans or air conditioning. Ventilation shall be established to minimize drafts, odors and moisture condensation.

(4) Each animal pound and shelter shall be provided with uniformly distributed lighting. Lighting shall be in an amount sufficient to permit routine inspection and cleaning and be arranged so that each animal is protected from excessive illumination.

(5) Each animal pound and shelter shall be provided with a drainage system which will effectively eliminate excess water from the research animal pound and shelter unit. If drains are used, they shall be constructed in such a manner to avoid all foul odors and any backup of sewage. Drainage systems shall comply with federal, state and local laws and regulations relating to pollution control.

(c) Pens.

(1) Each animal pound and shelter shall be constructed to prevent the overheating and discomfort of any animal. Shade shall be supplied either by natural or artificial means. Each animal pound and shelter shall be constructed of acceptable materials and maintained in strict sanitary condition.

(2) Each animal pound and shelter shall be constructed and maintained so as to provide sufficient space for each animal housed and to permit normal postural and social adjustments, with freedom of movement for each animal.

\*\*\*\*\*

**K.A.R. 9-22-2. Animal health and husbandry standards.** (a) Animal food shall be wholesome, palatable, free from contamination and of nutritional value sufficient to maintain each animal in good health.

(b) Food receptacles shall be in sufficient number, of adequate size and so located as to enable each animal, in the enclosure to be supplied with an adequate amount of food. Food receptacles shall be kept clean and sanitary.

- (c) Excreta shall be removed from each enclosure as often as necessary:
  - (1) to prevent contamination of the animals, contained therein;
  - (2) to prevent disease hazards; and
  - (3) to reduce odors. Cages, rooms and pens which contain any animal having any infectious or transmissible disease shall be washed each day, and after each occupancy, with hot water and detergent. Effective disinfectant shall be applied as an incident of each washing.
- (d) An effective program for the control of insects, ectoparasites and other pests shall be provided and maintained.
- (e) A program for disease prevention, parasite control, euthanasia and adequate veterinarian care shall be provided and maintained under the supervision of a veterinarian. Each animal, shall be observed each day by the person in charge of the animal pound and shelter or by someone working under their direct supervision.
- (f) Each animal shall be handled in a manner which will not cause discomfort, stress or physical harm to that animal.
- (g) Water and food shall be provided to each animal at least once during each 24 hour period. Any animal with the nutritional need or disease condition shall be fed more frequently.

\*\*\*\*\*

**K.A.R. 9-22-3. Records.** Each operator of an animal pound and shelter shall keep and maintain records for each animal purchased, acquired, held, transported, sold, or otherwise disposed of. The records shall include the following: (a) The name and address of the person from whom each animal was acquired.

- (b) The date each animal was acquired.



(c) A description of each animal showing age, size, color marking, sex, breed and any vaccinal information available. Records shall also include any other significant identification for each animal including any official tag number or tattoo.

(d) The name and address of the person to whom any animal is sold, given, bartered or to whom otherwise delivered. The record shall show the method of disposition.

\*\*\*\*\*

**K.A.R. 9-22-4. Foster homes.** (a) Definitions.

(1) “Act” means the Kansas pet animal act, K.S.A. 47-1701 et seq. and amendments thereto.

(2) “Adult animal” means a dog or cat that is four months of age or older.

(3) “Animal” means a dog or cat, as defined by K.S.A. 47-1701, and amendments thereto.

(4) “Foster home shelter” means a type of shelter consisting of the premises of an individual who provides temporary care for one or more animals owned by a shelter that is licensed by the state of Kansas.

(5) “Foster home shelter licensee” means the individual to whom a foster home shelter license is issued.

(6) “Group home shelter,” “manager,” and “rescue home shelter” shall have the meanings set out in K.A.R. 9-22-5.

(7) “Shelter” means an animal pound or shelter as defined in K.S.A. 47-1701(g), and amendments thereto. For purposes of this regulation, the term “shelter” shall include “group home shelter” and “rescue home shelter,” as defined in K.A.R. 9-22-5.

(8) “Temporary care” means the care and housing of an individual animal for 365 days or less during the calendar year, except as provided by subsections (i) and (j).

(b)(1) Application forms for a foster home shelter license shall be provided by the commissioner at the request of a licensed shelter. Each shelter wishing to use foster home shelters shall provide the application to each individual it approves as a foster home shelter. Both the sponsoring shelter and the foster home shelter license applicant shall sign the completed foster home shelter license application. The completed foster home shelter license application shall be submitted to the commissioner with the foster home shelter license fee established by K.A.R. 9-18-1.

(2) No animal shall be placed by the sponsoring shelter in a foster home shelter until the commissioner has issued the foster home shelter license.

(c) Any foster home shelter licensee may house animals for more than one shelter if the following conditions are met:

(1) A separate foster home shelter license application has been jointly signed by the applicant and the sponsoring shelter and has been submitted to the commissioner.

(2) The commissioner has issued a separate foster home shelter license on behalf of each sponsoring shelter.

(d) Each sponsoring shelter using a foster home shelter shall develop a plan of veterinary care to be followed by the foster home shelter caretaker. The plan of veterinary care shall be recorded on the form specified in K.S.A. 47-1701(dd)(1)(A), and amendments thereto. This plan shall include the name of the licensed veterinarian the foster home shelter caretaker must contact in case of injury or illness and the name of the party responsible for the payment of treatment and office call charges. The foster home shelter caretaker shall notify the sponsoring shelter of any animal receiving veterinary care within 24 hours of treatment. A copy of the plan of veterinary care shall be filed annually with the commissioner.

(e) A foster home shelter licensee shall not directly accept stray animals or any animal relinquished by its owner. Any foster home shelter applicant or licensee wishing to accept stray animals or animals relinquished by their owners shall apply for and receive a shelter license before accepting these animals. Except as provided in K.A.R. 9-22-5, each sponsoring shelter shall have a physical facility for the intake of stray and relinquished animals and the housing of stray animals. Each manager of a group home shelter shall be responsible for the intake of all animals in the care of the group home shelter. No stray animal may be placed with a foster home shelter until the applicable requirements of K.S.A. 47-1710, and amendments thereto, have been met.

(f)(1) A foster home shelter licensee shall not at any time maintain or house on the premises more than 19 adult animals as defined in subsection (a). These limitations shall include the following:

(A) Any adult animal that is a personal pet of the foster home shelter caretaker; and

(B) any adult animal owned by any other individual or entity and maintained, housed, or harbored on the premises.

(2) If it appears that more than 19 adult animals will be housed on the premises for any reason, the foster home shelter licensee shall immediately apply for a shelter license and shall not accept any adult animals in excess of that limit before receiving the shelter license.

(g) A foster home shelter licensee shall not house intact dogs or cats six months of age or older unless spaying or neutering is contraindicated by a licensed veterinarian. If a veterinarian recommends that the animal should not be altered, the foster home shelter licensee shall obtain a copy of a written opinion by the veterinarian as to why the animal cannot be spayed or neutered

and an estimated time of when, if ever, the animal may be altered. A copy of the written opinion shall be kept by both the foster home shelter licensee and the sponsoring shelter.

(h) The sponsoring shelter shall process all documentation for each adoption and all spay and neuter deposits required by K.S.A. 47-1731, and amendments thereto. Each intact dog, cat, puppy, or kitten shall be adopted directly from the facility of the sponsoring shelter or, in the case of a group home shelter, from the premises of the manager or a licensed shelter. Any altered dog, cat, puppy, or kitten may be adopted directly from the foster home shelter only after all final adoption paperwork has been processed through the sponsoring shelter.

(i) Each animal placed with a foster home shelter shall be evaluated every 180 days by the sponsoring shelter to determine whether it should be returned to the shelter or should remain in the care of the foster home shelter. The records of both the sponsoring shelter and the foster home shelter shall reflect the date on which the animal was evaluated, the reason for the animal to remain in a foster home shelter, and the name of the person at the sponsoring shelter who made the decision.

(j) An animal shall not remain in the care of one or more foster home shelters for more than 12 months without written permission from the commissioner. Any sponsoring shelter wishing to maintain an animal in the care of its foster home shelters beyond 12 months shall send a written request to the commissioner stating the reasons for the request.

(k) In addition to meeting the provisions of this regulation, each foster home shelter licensee shall comply with the statutory provisions of the act and with K.A.R. 9-22-1 through K.A.R. 9-22-3. All records shall be kept on a form provided by the commissioner.

(l) Foster home shelter licenses shall not be transferable.

\*\*\*\*\*

**K.A.R. 9-22-5. Group homes and rescue homes.** (a) Definitions. As used in this regulation, the following terms shall be defined as follows:

- (1) “Act” means the Kansas pet animal act.
- (2) “Adult animal” means a dog or cat that is four months of age or older.
- (3) “Animal” means a dog or cat, as defined in K.S.A. 47-1701, and amendments thereto.
- (4) “Foster home shelter” and “foster home shelter licensee” shall have the meanings set out in K.A.R. 9-22-4. Except as expressly provided in this regulation, each foster home shelter licensee shall comply with the requirements of K.A.R. 9-22-4.
- (5) “Group home shelter” means a type of shelter consisting of two or more foster home shelters that meet all of the following conditions:
  - (A) The foster home shelter licensees have joined together to house and provide temporary care for one or more animals for the purpose of finding permanent adoptive homes.
  - (B) The foster home shelters are not sponsored by a licensed shelter that maintains a central facility for keeping animals.
  - (C) The group home shelter has designated a manager who carries out the duties of a sponsoring shelter.
- (6) “Licensee” means the individual, group of individuals, or entity to whom a group home shelter or rescue home shelter license is issued.
- (7) “Manager” means the person designated by a group home shelter to be responsible for the following functions:
  - (A) Approving the membership of each foster home shelter in the group home shelter;
  - (B) carrying out the duties of the sponsoring shelter under K.A.R. 9-22-4, including the intake of all animals in the care of the group home shelter;

(C) maintaining on that person's premises all documentation required by K.A.R. 9-22-4 and K.A.R. 9-22-5, including records pertaining to the adoption, placement, or other disposition of each animal receiving temporary care from the group home shelter; and

(D) ensuring compliance with this regulation and K.A.R. 9-22-4 by each foster home shelter belonging to the group home shelter.

(8) "Rescue home shelter" means a type of shelter consisting of the premises of an individual or corporation who meets all of the following criteria:

(A) Provides care and housing for a specific type of purebred dog or cat; and

(B) is an affiliate or agent of a national purebred organization or is a corporation registered to do business in the state of Kansas with a focus on the specific type of purebred that will receive care and housing in the rescue home shelter.

(9) "Shelter" means an animal pound or shelter as defined in K.S.A. 47-1701(g), and amendments thereto.

(10) "Temporary care" means care and housing of an individual animal for 180 365 days or less during the calendar year, except as provided by K.A.R. 9-22-4(i) and (j).

(b) Applications and licensure.

(1) Group home shelters. An application form for a group home shelter license shall be provided by the commissioner at the request of the proposed manager. The completed application and the license fee, as established by K.A.R. 9-18-1, shall be submitted to the commissioner. Once a group home shelter license has been issued by the commissioner, applications for foster home shelters approved for membership in the group home shelter shall be processed in accordance with the application and licensing requirements in K.A.R. 9-22-4 for foster home shelters. No animal shall be placed with the group home shelter until the

commissioner has issued licenses for both the group home shelter and the foster home shelter that will provide temporary care.

(2) Rescue home shelters.

(A) Each individual who wishes to be licensed to operate a rescue home shelter shall submit the rescue home shelter license fee established by K.A.R. 9-18-1 and an application on a form provided by the commissioner, along with one of the following:

(i) A letter or other documentation from the national organization accepting that individual as a rescue home shelter; or

(ii) documentation that the rescue home shelter is a corporation registered to do business in the state of Kansas with a focus on the specific type of purebred that will receive care and housing in the rescue home shelter.

(B) No animal shall be placed in a rescue home shelter until the commissioner has issued a license for the rescue home shelter.

(C) If an applicant wishes to serve as a rescue home shelter for more than one type of purebred dog or cat, the applicant shall list on the application each type of purebred to be served and, for each type, shall submit the documentation as required under paragraph (b)(2)(A)(i) or (ii).

(c) General provisions for licensees.

(1)(A) Except as provided in paragraph (c)(1)(B) below, each animal in the care of a licensee, other than the personal pets of the licensee, shall have been relinquished by an owner, transferred from another licensee, or transferred from a shelter licensed in Kansas. Each manager of a group home shelter shall be responsible for the intake of all animals in the group home shelter. Each licensee obtaining a dog or cat from a veterinarian shall adopt the animal and comply with the

requirements of K.S.A. 47-1731, and amendments thereto, as veterinarians are not subject to licensing by the commissioner.

(B) No stray dog, cat, puppy, or kitten may be placed with a licensee until the requirements of K.S.A. 47-1710, and amendments thereto, have been met by a licensed shelter. If a licensee wishes to accept stray dogs, cats, puppies, or kittens, the licensee first shall apply for and receive a shelter license.

(2)(A) Any rescue home shelter wishing to maintain or house more than 19 adult animals at any time shall apply for and receive a shelter license before accepting more than 19 adult animals. The limit of 19 adult animals shall include the following:

(i) Any adult animal that is a personal pet of the rescue home shelter caretaker; and

(ii) any adult animal owned by any other individual or entity and maintained, housed, or harbored by the licensee.

(B) Each foster home shelter belonging to a group home shelter shall be subject to the limitation on the number of animals in its care established by K.A.R. 9-22-4(f).

(3)(A) Each rescue home shelter licensee shall develop a plan of veterinary care to be followed by each animal caretaker for that rescue home shelter. The plan of veterinary care shall be recorded on the form specified in K.S.A. 47-1701(dd)(1)(A), and amendments thereto. This plan shall include the name of the veterinarian licensed in Kansas that the rescue home shelter will contact in case of injury or illness. A copy of the plan of veterinary care shall be filed annually with the commissioner by each rescue home shelter licensee.

(B) Each group home shelter licensee shall meet the requirements for a plan of veterinary care, as specified in K.A.R. 9-22-4.



- (4)(A) Any licensee may offer animals in its custody for adoption and may transfer ownership in accordance K.S.A. 47-1731, and amendments thereto.
- (B) Each rescue home shelter licensee shall process all documentation for each adoption of an animal in the custody of the rescue home shelter and for all spay and neuter deposits required by K.S.A. 47-1731, and amendments thereto. A copy of each of these documents shall be kept at the rescue home shelter. Intact dogs, cats, puppies, or kittens shall be adopted only from the rescue home shelter or a licensed shelter.
- (C) Each rescue home shelter sponsoring one or more foster home shelters and each group home shelter shall comply with the provisions of K.A.R. 9-22-4 regarding adoption and transfer of ownership of animals receiving temporary care in a foster home shelter.
- (5) An animal shall not remain in the custody of a group home shelter or rescue home shelter for more than 12 months without written permission from the commissioner. Each licensee wishing to maintain an animal in its care beyond 12 months shall send a written request to the commissioner stating the reasons for the request.
- (6) In addition to the provisions of this regulation, each licensee shall comply with the statutory provisions of the act and with K.A.R. 9-22-1 through K.A.R. 9-22-3. All records shall be kept on a form provided by the commissioner.
- (7) Each licensee accepting animals from out of state shall comply with the importation and certificate of health requirements set out in K.A.R. 9-7-9, K.A.R. 9-7-9a, and K.A.R. 9-7-11. The original of each certificate of health shall be maintained with the files of the rescue home shelter or, for group home shelters, with the foster home shelter caring for the animal.
- (8) Rescue home shelter and group home shelter licenses shall not be transferable.

## Appendix F: ASPCA Meet Your Match Program



### Canine-ality™ 101

#### What Is Canine-ality™?

Knowing a bit about a dog before bringing him home can really help the romance last. How do we know this? The Meet Your Match (MYM) Canine-ality Adoption Program (MYM), our new color coding method for matching shelter dogs, ages six months and older, with adopters, is making it possible for you to know a little about a dog's behavior before deciding to make him a part of your family. Finding the perfect pooch is a serious undertaking. That's why we developed the MYM program—to help match the colors of your personality to your new friend's canine-ality.

Shelters using MYM are reporting reduced return rates, better customer service and increased adoptions. This tells us that our science-based program is helping people to make good adoption choices. That means lives are being saved!

#### How Does Canine-ality work?

Every dog has a colorful canine-ality. Every person has a colorful person-ality. The Canine-ality Adoption Program reveals both a dog's and an adopter's true colors so that you can make a more informed choice about the pooch you bring home. Here's how:

- The Canine-ality Assessment
- The Dog Adopter Survey

**The Canine-ality Assessment:** This assessment takes some of the mystery out of the selection process by evaluating a pooch's:

- Friendliness and sociability
- Playfulness
- Energy level and ability to focus
- Motivation (food, people, toys, internal motivations, etc.)
- "People manners"

Once they've been assessed, [dogs are given a color](#)—either green, orange or purple—that reveals where they stand in each of these areas.

**The Dog Adopter Survey:** Here's where you come in. You can complete this fun one-pager in a matter of minutes to help find out which canine-ality gets along best with your personality. The survey is lighthearted and upbeat, and after taking it, you'll find out what color you are.

- Green adopters are most successful with pooches who like to be physically and mentally engaged.
- Orange adopters are a good fit with middle-of-the-road dogs who are responsive and enjoy regular activity and interaction.
- Purple adopters are comfortable with canines who have a laidback attitude and prefer an easygoing lifestyle.

Now you're off—with a color-coded guest pass in hand—to find your new companion. As you pass each furry face, you'll notice the dogs have color cards on their cages. You don't have to choose a pooch whose color matches yours—love at first sight does happen. But knowing the color lets you at least prepare for the way your four-legged love will respond when he gets home.

#### Meet the Canine-alitys

Who says it's not easy being green? Do you blend best with orange types? Maybe you've got a case of the purples.

The way a pooch scores on the Canine-ality Assessment places her in one of three color-coded categories (just like you!), each representing her level of persistence in going after something she wants.

- [A green pooch](#) can either be the life of the party, a go-getter or a free spirit.
- [An orange pooch](#) may be a wallflower, a busy bee or a goofball.
- [And a purple pooch](#) can be classified as a couch potato, a constant companion or a teacher's pet.

There's every combination of love out there, so go for it. Who knows, maybe your forever pooch will help express a new shade of you!

## Meet the Canine-alties

A dog's score from the Canine-ality™ Assessment places the dog in one of three color-coded categories (purple, orange, or green) representing the dog's level of persistence in pursuing something that he or she wants.

Each color category includes three Canine-ality descriptions that tell adopters how individual dogs are motivated. The evaluator chooses the Canine-ality that best fits the dog based on the animal's score and on the evaluator's determination of the dog's source of motivation (internal, external, or social (i.e. human attention)) while conducting the assessment.

The Meet Your Match Canine-ality Manual and Training Guide provide templates that shelters use to create the purple, orange, and green cage cards with Canine-ality names and descriptions.



### Couch Potato

Like the cozy life? Then I'm the perfect match for you. I'm a relaxed, laid-back kind of dog who enjoys long naps, watching movies, curling up on laps, and walking very short distances from the couch to the food bowl and back. (Internally motivated)



### Constant Companion

Looking for an emotionally secure, mutually satisfying, low maintenance relationship? I am all you need. Let me sit at your feet, walk by your side, and I'll be your devoted companion forever. (Socially motivated)



### Teacher's Pet

I've got the whole package — smart, fuzzy, four legs, love to learn and live to please. Go ahead, teach me anything. Sit, stay, balance your checkbook, I can do it all. Keep me entertained and I'll be yours forever. (Externally motivated)



### Wallflower

Shy yet charming canine searching for patient owner with relaxed lifestyle. Looking for gentle guidance to help me come out of my shell. Treat me sweet and kind and I'll blossom. (Internally motivated)



### Baby Bae

I'm a naturally playful, curious, and trusting canine. Take me for a big walk every day; give me something to do. After my job's done, I'll curl up in front of the fire with you in the evenings. (Externally motivated)



### Goofball

I'm a fun-loving, happy-all-the-time, glass-is-half-full kind of dog looking for someone who loves to laugh and play around. Must have a great sense of humor and some time to spend with me. I'm a dog or a mission to please you. (Socially motivated)



### Life of the Party

I think everything is fun, interesting and meant for play, especially you. Anything you do, I'll want to do too. With my own brand of surprises, life with me will keep you constantly on your toes, and the fun is guaranteed. (Socially motivated)



### Go-Getter

Want to get more exercise? Action is my middle name. My "Let's GO!" lifestyle will keep you motivated to get outside and move. I've got tons of energy; and just like the sun, I'm burning and working 24 hours a day, seven days a week. I'll run for miles, chase a ball for hours, and still want to play at the end of the day. (Externally motivated)



### Free Spirit

Intelligent, independent, confident and clever, I prefer making my own decisions but will listen to you if you make a good case. We're partners in this adventure. Treat me like one and we'll both live happily ever after. (Internally motivated)



## Feline-ality™ 101

### What Is Feline-ality™?

Have we gone nuts? Nope, we're just getting super-scientific, thanks to Feline-ality, a research-based assessment of a cat's behavior and interests that matches adopter preferences with an animal's behavior. And the cool thing is that it works great—shelters testing the ASPCA's Meet Your Match Program (Feline-ality is a part of Meet Your Match) found a 40- to 45-percent increase in adoptions and a 45- to 50-percent decrease in returns and euthanasia. Amazing stats!

### How Does Feline-ality work?

Let's say you are looking to find the cat of your dreams. When you go to a shelter using the Feline-ality assessment, you'll be asked to fill out a one-page Cat Adopter Survey—19 questions about your lifestyle and how you envision your cat fitting in to this lifestyle. Sound kinda fun? It is—think magazine quiz, not college application.

Your results will tell the shelter what your "color" is green, orange or purple.

In a nutshell:

- Green adopters are most successful with cats who quickly adapt to new situations.
- Purple adopters are perfect for kitties who need time and encouragement to adjust to their new surroundings.
- Orange adopters are a good fit with the quintessential companion kitty.

P.S. In case you haven't figured it out yet, the kitties in the shelter know their true colors, too—so purple people meet purple felines, and then decide if they're ready to paint the town...well, purple!

But don't worry if you'd rather mix-and-match—adopters are not required to choose a cat with a particular feline-ality, and the assessment can prepare you for your new love's response to her new home and help her adjust.

### Meet the Feline-alties

So what's a lean green kitty machine like? Orange you curious about cats who've been assigned to the orange team? A cat's feline-ality is determined by her:

- enjoyment of being petted and held
- playfulness
- responses to new people and things

Here's what a kitty's color can tell you:

- Green cats are savvy, unflappable and adventurous. They're further broken down into three categories—the [MVP](#), the [Party Animal](#) and the [Leader of the Band](#).
- Orange cats put the good in "good company." They're further classified as the [Executive](#), the [Sidekick](#) and the [Personal Assistant](#).
- Purple kitties seek affection, are pretty quiet and tend to stay out of trouble. Our three purple categories are [Private Investigator](#), [Secret Admirer](#) and [Love Bug](#).

© 2010 ASPCA. All Rights Reserved.

## Meet the Feline-alties

What's a Feline-ality™? As part of the ASPCA's Meet Your Match program, shelters assess adoptable cats to predict how they'll behave in a new environment. Cats are categorized as one of nine "feline-alties," below. Which kitty sounds like a perfect match for you?



### Private Investigator

I'm working undercover to keep an eye on you and your household. You may not even know you're under surveillance. I can vanish into thin air if anyone or anything interferes with my investigation. If you need a cat who knows how to stay out of trouble and will always keep your secrets, I just might take your case.



### Secret Admirer

When it comes to relationships, I'm very level-headed. I don't leap in paws first, if you know what I mean. But give me a little time, and then I'll shower you with purrs, head-butts, and plenty of lap time. In the meantime, you may not see a lot of me, but I'll be thinking a lot of you!



### Love Bug

Do you seek affection? I do! If you also like petting, purrs, and paws kneading your lap, I think we might have a LOT in common. I'm looking for "someone who enjoys quiet times and togetherness." Could that someone be you?



### The Executive

I have to say, I'm a busy cat. First, I've got to check out what's happening out the window. Next, I'll see if any closets or cupboards need looking into. And then there are my naps--can't be late for those. I can fit a little socializing into my schedule. Shall we plan on breakfast and dinner? I hope you like kibbles.



### Sidekick

Like all sidekicks, I'm just plain good company. I like attention, and I also like my solitude. I don't go looking for trouble, but I'm no scaredy-cat, either. If you are looking for a steady companion to travel with you on the road of life, look no further.



### Personal Assistant

You're working on the computer? Let me press the keys. Reading the paper? I'll hold the pages down for you. Watching TV? I'll just plop in your lap so you can pet me. I love an orderly household, don't you? I'll help you with all your chores, and I'll help you relax when we're done. You'll wonder how you ever managed without me.



### MVP

I'm a savvy cat who knows the score. I'm pretty unflappable, too. I don't mind entertaining myself, but a human companion at the other end of the couch and a nice scratch behind the ears always make my day. If you're looking for a successful addition to your team, think about signing this Most Valuable Pussycat.



### Party Animal

I'm a cat on a mission: PARTY! I love to play and explore and test my limits. I'd love to play with you, but I can make a toy out of anything: pencils, post-it notes, potatoes. If you're looking for some laughs and someone to liven up the party, think about inviting me.



### Leader of the Band

I'm a cat who does everything in a big way. I not only like to be in the middle of things--I like to lead the parade. I'm an adventurous cat, but I'll still make plenty of time to show you my affectionate side. I'm the demonstrative type, you might say. Want a cat who's brimming with confidence? That's me.

## **Appendix G: Adoption Forms (McHugh-Smith & Buckman, 2010)**

### **Kennel Card**

**Kennel: GSD01**

8/12/2005 10:29AM

<u>ID</u>	<u>TAG</u>	<u>NAME</u>	<u>SEX</u>	<u>BREED</u>	<u>COLOR</u>
A5124595	461F09645A	SHILOH	S	LABRADOR RETR / PIT BULL	GOLD / WHITE
<u>AGE</u>	<u>TYPE</u>	<u>CROSSING/COMMENTS</u>	<u>MARKINGS</u>		
2 YRS	DOG	NO PTS/OK TO CONTACT/INDEFINITE			

<u>DATE &amp; TIME</u>	<u>INTAKE TYPE</u>	<u>SUBTYPE</u>	<u>BY</u>	<u>REASON</u>	<u>TOTAL</u>	<u>STATUS</u>	<u>HOLD?</u>
08/04/05 4:11 PM	OWNER SUR	WALK IN	KK	MOVE	1	BEH/MED	

**PROFILE DATE: 08/04/05 BY:**

<u>OWNED</u>	<u>DAYTIME</u>	<u>NIGHTTIME</u>	<u>CAR</u>	<u>HOUSEBROKEN</u>	<u>LEASH</u>
2-5 YEARS	BOTH	INSIDE	YES	DAY/NIGHT	PULLS

<u>OBEDIENCE</u>	<u>ESCAPES</u>	<u>FENCE</u>	<u>FEAR BEHAVIOR</u>
GOOD	DIGS	6 FT WOOD	

<u>BEHAVIOR TO PEOPLE</u>	<u>BEHAVIOR TO ANIMALS</u>	<u>DESTRUCTIVE BEHAVIOR</u>
FRIENDLY / PEOPLE	FRIENDLY / DOGS	
FRIENDLY / CHILDREN		
FRIENDLY / STRANGERS		

SHILOH IS GOOD WITH OTHER DOGS AT THE BEACH AND PARK. LIKES DOGS OF ALL SIZES, PLAYS GENTLY WITH SMALL ONES. UNKNOWN ON CATS. GOOD IN THE CAR, LOVES RIDES. LOVES THE BEACH BUT WILL NOT GO INTO THE WATER. PREFERS MEN TO WOMEN BUT FRIENDLY WITH ALL.

### **Animal Relinquishment Contract**

I hereby warrant the animal specified above is my personal property and the animal has not bitten any human within the past two weeks, nor is under quarantine, and that the above information is true and correct. I assume all legal liability for any falsification in the foregoing. The animal shall be disposed of at the discretion of the San Diego Humane Society and S.P.C. A. In the event my animal is returned to me, I understand I will be liable for all costs incurred by the San Diego Humane Society and SPCA in providing care and services to said animal.

\_\_\_\_\_  
Signature: Date: 8/12/2005

### **Stray Relinquishment**

I hereby warrant the animal specified above was found stray, and is not my personal property. The animal has not bitten anyone while in my possession. I understand the Department of Animal Control will be contacted, and the disposition of this animal will be left to the sole discretion of the Department of Animal Control.

\_\_\_\_\_  
Signature: Date: 8/12/2005

Source ID P5140194

c:\Program Files\Chameleon Software\Chameleon\Crystal\kncardps.rpt

## Kennel Card

**Kennel: GSD01**

8/12/2005 10:29AM

### Animal(s) Acceptance Contract

I hereby acknowledge receiving the above animal(s) and agree to keep it in my possession, to care for humanely, and assume full responsibility for the animal(s) health and conduct. This animal shall not be used for vivisection, nor any other research purpose.

\_\_\_\_\_  
Signature: Date: 8/12/2005

### Outsource Surgical Services

I hereby acknowledge that I have read the post-operative directions provided to me by the SDHS staff. I understand that all health issues with my new pet are to be treated by my own veterinarian unless it is related to the actual surgery of spaying or neutering at which time I may call the SDHS veterinary department to determine the next course of action.

\_\_\_\_\_  
Signature: Date: 8/12/2005

### Owner Requested Euthanasia

I hereby warrant the animal specified above is my personal property and the animal has not bitten any human within the past two weeks, nor is under quarantine, and that the above information I have provided regarding the animal and ownership is true and correct. I assume all legal liability for any falsification in the foregoing. As the owner I am requesting the San Diego Humane Society and SPCA to perform the act of euthanasia with my animal.

\_\_\_\_\_  
Signature: Date: 8/12/2005

Appointment start time: \_\_\_\_\_ End time: \_\_\_\_\_

Source ID P5140194

c:\Program Files\Chameleon Software\Chameleon\Crystal\kncardps.rpt

## DOG BEHAVIOR PROFILE

**DOG'S NAME**

**BREED**

**SEX**

☐ Male

☐ Female

☐ Neutered

☐ Spayed

**CURRENT AGE**

### ABOUT YOUR DOG'S HISTORY

How old was your dog when you obtained him? \_\_\_\_\_

From where did you obtain the dog?

☐ Found/stray

☐ Previous owner

☐ Rescue Group

☐ Breeder

☐ Bred at home

☐ Shelter (name) \_\_\_\_\_

☐ Pet store (name) \_\_\_\_\_

### ABOUT YOUR DOG'S HEALTH

Has your dog been to a veterinarian in the past year?

☐ Yes

☐ No

Is your dog current on its vaccinations?

☐ Yes

☐ No

Please provide the name, address, and phone number of your veterinarian:

Does your dog have any medical problems?

☐ Yes (check all that apply)

☐ No

☐ Allergies\*

☐ Arthritis

☐ Conjunctivitis

☐ Diabetes

☐ Epilepsy or seizures

☐ Giardia or diarrhea

☐ Heart murmur

☐ Hip dysplasia

☐ Kennel cough

☐ Organ failure

☐ Thyroid

☐ Tumors

☐ Other\*

\*For allergies or other, please explain:

What medications is your dog currently taking?

### ABOUT YOUR DOG'S HABITS AND BEHAVIORS

Where does your dog spend the day?

☐ Inside, unconfined

☐ Inside, confined to a room

☐ Inside, confined in a crate

☐ Outside, unconfined

☐ Outside, in fenced yard or dog run

☐ Outside, on rope or chain lead

☐ Garage or basement

☐ At doggie daycare

☐ At work, with owner

☐ Other: \_\_\_\_\_

How many hours per day is your dog alone? \_\_\_\_\_



Where does your dog spend the night?

- ☐ Inside, unconfined      ☐ Inside, confined to a room      ☐ Inside, confined in a crate  
☐ Outside, unconfined      ☐ Outside, in fenced yard or dog run      ☐ Outside, on rope or chain lead  
☐ Garage or basement      ☐ Other: \_\_\_\_\_

What is your dog's exercise routine?

- ☐ Run/long walks daily      ☐ Short walks daily  
☐ Run/long walks weekly with short walks daily  
☐ Spends time in yard, no walks necessary      ☐ Lap dog  
☐ Other: \_\_\_\_\_

Has your dog ever had experience with children?      ☐ Yes      ☐ No

Lived with children      Ages: \_\_\_\_\_

Regularly visited by children      Ages: \_\_\_\_\_

Infrequent contact with children      Ages: \_\_\_\_\_

No experience with children

Negative experience with children (please explain):

Would you recommend your dog be placed in a home with children?

- ☐ Yes, any ages of children  
☐ Yes, but only children older than \_\_\_\_\_  
☐ No

What brand of dog food does your dog eat? \_\_\_\_\_

How much does your dog eat? \_\_\_\_\_

When does your dog eat? \_\_\_\_\_

Is your dog housetrained?

- ☐ Yes      ☐ No:      ☐ has occasional accidents      ☐ has frequent accidents

Under what circumstances might your dog have an accident?

Has your dog been through any obedience training?

- ☐ Yes (check all that apply)      ☐ No  
☐ Puppy class      ☐ Beginner obedience      ☐ Agility      ☐ Service training      ☐ Guard training  
☐ Home training      ☐ Other: \_\_\_\_\_

What commands does your dog know?

- ☐ Sit      ☐ Stay      ☐ Down      ☐ Speak      ☐ Shake  
☐ Roll over      ☐ Heel      ☐ Other: \_\_\_\_\_

Has your dog ever been introduced to a crate?

- ☐ Yes      ☐ No

Has your dog ever escaped from your yard? ☐ Yes (check all that apply) ☐ No  
☐ Door dashed ☐ Broke fence or gate ☐ Chewed or broke rope or chain  
☐ Jumped or climbed over fence (indicate height and type of fence): \_\_\_\_\_

Has your dog ever shown any of the following behaviors?  
☐ Baring teeth ☐ Lunging ☐ Nipping ☐ Snapping ☐ Aggression  
☐ None ☐ Other: \_\_\_\_\_

Has your dog ever bitten someone and broken the skin? ☐ Yes ☐ No

Has your dog ever shown any aggressive, dominant, or fearful behaviors towards other animals (dogs, cats, wildlife, etc.)? ☐ Yes ☐ No  
(If yes, please fill out the supplemental profile)

Would you recommend your dog be placed in a home with other animals?  
☐ Any animals ☐ Other dogs ☐ Cats ☐ Small animals ☐ No other animals

Does your dog have any fears? ☐ Yes (check all that apply) ☐ No  
☐ Water ☐ Vacuums ☐ Loud noises ☐ Thunder/lightening  
☐ Other: \_\_\_\_\_

What does your dog do when frightened?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Does your dog have any behavioral issues? ☐ Yes (check all that apply) ☐ No  
☐ Chewing ☐ Digging ☐ Excessive barking ☐ Food protection/aggression ☐ Toy protection/aggression  
☐ Chronic escaping ☐ Other: \_\_\_\_\_

Exhibits these behaviors:  
☐ Only when alone ☐ Only when you're home ☐ Always ☐ Other: \_\_\_\_\_

For how many hours is your dog comfortable being alone? \_\_\_\_\_

What are your dog's favorite toys and activities?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please use the space below for any additional information you would like to share about your dog.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## CAT BEHAVIOR PROFILE

**CAT'S NAME**  
**BREED**

**SEX**

- ☐ Male ☐ Female  
☐ Neutered ☐ Spayed

**CURRENT AGE**

**DECLAWED?**

- ☐ Front only ☐ All four  
☐ Rear only ☐ Not declawed

### ABOUT YOUR CAT'S HISTORY

How old was your cat when you obtained him? \_\_\_\_\_

From where did you obtain the cat?

- ☐ Found/stray ☐ Previous owner ☐ Rescue Group ☐ Breeder ☐ Bred at home  
☐ Shelter (name) \_\_\_\_\_ ☐ Pet store (name) \_\_\_\_\_

### ABOUT YOUR CAT'S HEALTH

Has your cat been to a veterinarian in the past year? ☐ Yes ☐ No

Is your cat current on its vaccinations? ☐ Yes ☐ No

Please provide the name, address, and phone number of your veterinarian:

Does your cat have any medical problems? ☐ Yes (check all that apply) ☐ No

- ☐ Allergies\* ☐ Arthritis ☐ Conjunctivitis ☐ Diabetes ☐ Epilepsy or seizures  
☐ Giardia or diarrhea ☐ Heart murmur ☐ Hip dysplasia ☐ Kennel cough ☐ Organ failure  
☐ Thyroid ☐ Tumors ☐ Abscess or cuts ☐ URI ☐ Other\*

\*For allergies or other, please explain:

What medications is your cat currently taking?

### ABOUT YOUR CAT'S HABITS AND BEHAVIORS

Where does your cat spend most of his time?

- ☐ Indoors only ☐ Outdoors only ☐ Indoors at night  
☐ In barn or shed ☐ Indoors with access to outdoors ☐ In garage or basement  
☐ Other: \_\_\_\_\_

Housetraining – check all that apply

- ☐ Uses a litterbox      ☐ Goes outdoors      ☐ Has occasional accidents  
☐ Has frequent accidents      ☐ Sprays

If your cat does not consistently use a litterbox, please fill out supplemental profile

What kind of litter does your cat prefer? \_\_\_\_\_

What brand of cat food does your cat eat? \_\_\_\_\_

How much does your cat eat? \_\_\_\_\_

When does your cat eat? \_\_\_\_\_

Has your cat ever had experience with children?      ☐ Yes      ☐ No

Lived with children      Ages: \_\_\_\_\_

Regularly visited by children      Ages: \_\_\_\_\_

Infrequent contact with children      Ages: \_\_\_\_\_

No experience with children

Negative experience with children (please explain): \_\_\_\_\_

Would you recommend your cat be placed in a home with children?

- ☐ Yes, any ages of children  
☐ Yes, but only children older than \_\_\_\_\_  
☐ No

Has your cat ever lived with other animals?      ☐ Yes (check all that apply)      ☐ No

- ☐ Other cats only      ☐ Dogs only      ☐ Rodents

Would you recommend your cat be placed in a home with other animals?

- ☐ No      ☐ Other cats only      ☐ Dogs only      ☐ Small animals (specify) \_\_\_\_\_

Does your cat have any fears?

- ☐ Loud noises      ☐ Vacuums      ☐ Thunder      ☐ Strangers      ☐ Other: \_\_\_\_\_

What does your cat do when he's scared? \_\_\_\_\_

Has your cat ever bitten someone and broken the skin?      ☐ Yes      ☐ No      Date of last bite: \_\_\_\_\_

Does your cat have any behaviors for new adopters to work on?

- ☐ Nipping      ☐ Scratching people      ☐ Scratching rugs or furniture  
☐ Other: \_\_\_\_\_

What are your cat's favorite toys and activities?

---

---

---

---

---

Please use the space below for any additional information you would like to share about your cat.

---

---

---

---

---

---

---

## ADOPTION CONSULTATION FORM

Welcome to the \_\_\_\_\_ shelter and adoption center. We are glad you have come to adopt a new pet from our shelter. The following information is requested so that your adoption counselor can assist you in the selection of a new pet. The consultation process is designed to help us determine if the adoption is in the animal's best interest and to assist you in finding an animal most compatible with your lifestyle.

In order to be considered as an adopter today, you must:

- Be 18 years of age or older;
- Have identification showing your present address;
- Have the consent of your landlord (if applicable);
- Be able and willing to spend the time and money necessary to provide training, medical treatment, and proper care for a pet.

**I am here today to look for a:**

☐ Puppy    ☐ Dog    ☐ Kitten    ☐ Cat    ☐ Other: \_\_\_\_\_

**Is this your first experience with a pet?**    ☐ Yes    ☐ No

**Why do you want to adopt a pet?** (check all that apply)

☐ Companion    ☐ Watchdog    ☐ Barn cat/mouser    ☐ Breeding    ☐ Hunting    ☐ Child's pet  
☐ Family pet    ☐ Guard dog for business    ☐ Companion for other pet    ☐ Other: \_\_\_\_\_

**Do you own any pets at the present time?**    ☐ Yes (please complete information below)    ☐ No

Name	Breed/Species	Age	Neutered?	Declawed?

**Please indicate your veterinarian's name and phone number:**

**How many dogs or cats have you owned in the past five years?**    Dogs \_\_\_\_\_    Cats \_\_\_\_\_

**What happened to those pets? Be specific. Include names, species, breeds, ages, and if they were neutered.**

---

---

---

---

**Where do you currently live?**

☐ House    ☐ Apartment    ☐ Mobile home    ☐ Condo    ☐ Townhouse    ☐ Own    ☐ Rent

**If you rent, does your lease/landlord allow pets?**    ☐ Yes    ☐ No

**Household information:**

# of adults \_\_\_\_\_    # of children \_\_\_\_\_    ages of children \_\_\_\_\_

Do all adults know that you plan to adopt a pet?    ☐ Yes    ☐ No

**NAME:** \_\_\_\_\_    **DATE:** \_\_\_\_\_

**STREET ADDRESS:** \_\_\_\_\_

**CITY:** \_\_\_\_\_    **STATE:** \_\_\_\_\_    **ZIP:** \_\_\_\_\_

**HOME PHONE:** \_\_\_\_\_    **WORK PHONE:** \_\_\_\_\_

**STERILIZATION CONTRACT**

Control No. \_\_\_\_\_ Sterilization No. \_\_\_\_\_ Microchip No. \_\_\_\_\_  
Adopter's Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Phone H: \_\_\_\_\_ Phone O: \_\_\_\_\_

---

Breed: \_\_\_\_\_ Description: \_\_\_\_\_  
Age: \_\_\_\_\_ Sex: \_\_\_\_\_  
Name: \_\_\_\_\_

---

***IMPORTANT! READ BEFORE SIGNING!***

1. I hereby acknowledge receiving the above described animal from \_\_\_\_\_ pursuant to the pet adoption agreement. INITIALS \_\_\_\_\_
2. I agree to have the animal surgically sterilized by \_\_\_\_\_. INITIALS \_\_\_\_\_
3. To guarantee the animal will be sterilized I am placing a \_\_\_\_\_ surgical deposit with the \_\_\_\_\_. INITIALS \_\_\_\_\_
4. I understand that this payment will be refunded to me (or act as full or partial payment for sterilization of said animal) upon timely presentation of proof of sterilization by my own veterinarian (or cover the full or partial cost of the basic sterilization if done at the \_\_\_\_\_.) INITIALS \_\_\_\_\_
5. I understand that the adoption is conditional and not final until the animal described above is sterilized. INITIALS \_\_\_\_\_
6. I further understand that failure to sterilize the adopted animal and provide proof within the time period specified will constitute a default under this agreement and the pet adoption agreement referred to above, and that the \_\_\_\_\_ shall be entitled to immediate possession of such animal and I shall forfeit all amount paid to the \_\_\_\_\_. INITIALS \_\_\_\_\_
7. Finally, I agree to allow an agent of the \_\_\_\_\_ to remove the animal from any premises occupied by me if the animal is not sterilized as agreed, and entry shall not constitute a trespass. INITIALS \_\_\_\_\_

\_\_\_\_\_  
Signature of Adopter

\_\_\_\_\_  
Signature of Staff/Volunteer

\_\_\_\_\_  
Date

## **Appendix H: Shelter Manager Position Requirements**

### **Shelter Manager Position**

Description: Responsible for daily operations of new animal shelter. Position role will begin with implementing recommendations submitted through the Business Plan Report. Beginning duties will involve managing the coordination of a new shelter building as well as establishing coordination systems between the city shelter, Castaways and veterinarians. The position will include a role on the advisory board. Once the new shelter is constructed duties will include overseeing employees and volunteers, customer service, legal duties, animal care and adoption.

#### **Requirements:**

- Associate Degree
- Two years of relevant experience at an animal shelter
- Management experience preferred
- Strategic planning, management and marketing skills
- Community event organization experience desired
- Certified in first aid and CPR
- Strong communication skills

Location: Chanute, KS

See for further information:

[http://education-portal.com/articles/Animal Shelter Manager Job Description Duties and Requirements.html](http://education-portal.com/articles/Animal_Shelter_Manager_Job_Description_Duties_and_Requirements.html)



## Appendix I: Presentation Slides

### Chanute, KS Animal Shelter and Adoption Center

Kansas State University  
Team Advisors  
Dr. Marie Adhous-Day, Dr. Shuang Zhu  
MBA Practicum Team  
Jana Gorman, Prabhakar Thannanasa, Christine Thompson

KANSAS STATE UNIVERSITY

### Research

- Interviews/Site Visits
- Phone Interviews
- Academic Research
- Website Reviews

KANSAS STATE UNIVERSITY

### Executive Summary

- Current shelter does not meet community needs/expectations
- Must follow state and local regulations
- Should collaborate with local veterinarians and Castaways
- Increase interaction with Chanute residents (target market)
- Increase adoption and decrease euthanasia over time
- Pursue regional partnerships in future

KANSAS STATE UNIVERSITY

### Organizational Chart

```

graph LR
    ABC[Advisory Board (City, Castaways, Veterinarians)] --- CS[City Shelter]
    ABC --- C[Castaways]
    ABC --- V[Veterinarians]
    CS --- AC[Animal Control]
    CS --- SM[Shelter Management]
    CS --- A[Adoption]
    CS --- CO[Community Outreach]
    CS --- E[Educator]
    C --- E2[Educator]
    C --- A2[Adoption]
    C --- FH[Foster Home]
    V --- SN[Spay/Neuter]
    V --- AC2[Animal Care]
  
```

Task Areas recommended to be completed before or parallel to the City Shelter and Castaways

KANSAS STATE UNIVERSITY

### Services and Products Offered

- Essential:
  - Spay and Neuter
  - Adoption
- Highly Recommended:
  - Community Outreach Programs
  - Pet Shop
  - Education Program
  - Partnerships
  - Foster Home
- Growth Opportunities:
  - Behavior, training, and puppy wellness classes
  - Doggy Daycare

KANSAS STATE UNIVERSITY

### Phases of Implementation

Phase 1: Advisory Board/Committee, community outreach, public campaign

Phase 2: Spay/neuter campaign, Adoption program, foster home program, Pet Shop, Pet Care, Foster Home Program

Phase 3: New structure designed and constructed

Phase 4: Educate programs, fundraising programs, community outreach programs

KANSAS STATE UNIVERSITY

## Marketing Strategy

### Goals:

- Raise capital funds to build a new animal shelter in Chanute;
- Increase the number of adoptions; and
- Increase awareness of the Chanute Animal Shelter.

KANSAS STATE UNIVERSITY

## Marketing Strategy

- Capital Campaign
- Pet of the Week
- Public Speaking Engagements
- Newsletter
- Website/Web Content
- Educational Opportunities
- Community Events

KANSAS STATE UNIVERSITY

## Pro Forma Profit and Loss

Pro Forma Profit and Loss	2017-2018	2018-2019	2019-2020
Revenue	\$1,000,000	\$1,000,000	\$1,000,000
Cost of Goods Sold	(500,000)	(500,000)	(500,000)
Gross Profit	500,000	500,000	500,000
Operating Expenses	(300,000)	(300,000)	(300,000)
Operating Income	200,000	200,000	200,000
Interest Expense	(50,000)	(50,000)	(50,000)
Income Before Taxes	150,000	150,000	150,000
Income Tax Expense	(45,000)	(45,000)	(45,000)
Net Income	105,000	105,000	105,000
Depreciation	(10,000)	(10,000)	(10,000)
Amortization	(5,000)	(5,000)	(5,000)
Net Operating Income	90,000	90,000	90,000
Capital Gains	(10,000)	(10,000)	(10,000)
Net Income	80,000	80,000	80,000

\*Not including depreciation, interest expense and new building cost

KANSAS STATE UNIVERSITY

## Key Financial Indicators



KANSAS STATE UNIVERSITY

## Advantages

- Improve animal services to Chanute citizens and animals
- Improve adoption rate at shelter
- Successful partnership between city, Castaways and local veterinarians
- New, great shelter structure



KANSAS STATE UNIVERSITY

Questions?

KANSAS STATE UNIVERSITY