

1. Who Operates the Shelter?

Option	Advantages	Challenges	Cost Implications
A) County Staff – PHSS (current)	Continuity of service; experienced staff; existing systems in place	Current strain on resources; Does not align with PHSS core mission	Likely similar to current budget, but limited flexibility
B) County Staff – LCSO	Strong enforcement alignment; direct links to stray/animal control, seized animals, and dangerous animals	LCSO expertise is in law enforcement, not sheltering; cultural/mission shift	Potentially higher staffing costs (law enforcement pay scales), but could reduce hours and/or utilize existing supervisor which could reduce costs
C) Other County Dept.	Could align better with mission if fit is found	Requires reorganization; potential lack of expertise	Unknown until department is identified
D) Outside Entity – RFP	Competitive process; potential for specialized expertise	Procurement process takes time; may lack bidders	Could reduce long-term costs if efficiencies gained
E) Outside Entity – Sole Source/Direct Contract	Faster implementation; flexibility to select best-fit provider	Less transparent; risk of criticism if no competition	May vary widely depending on vendor negotiations

2. What Services Are Provided?

Option	Advantages	Challenges	Cost Implications
A) Full Intake (current)	Provides comprehensive service; helps prevent abandonment of owned animals	Facility capacity issues; higher operating costs; lack of backup coverage	Highest cost due to volume of animals
B) Limited Intake – Strays Only (LCSO + small cities)	Focused mission; more manageable intake numbers	Public dissatisfaction (no owner surrenders); risk of increased pet abandonment	Somewhat lower costs; reduced staffing/space needs; would still require staffing 6 days/week for animal care, reunification, and adoptions
C) Limited Intake – Strays Only (LCSO + all cities)	Narrow focus; may simplify coordination; unified, county-wide service	Public dissatisfaction (no owner surrenders); risk of increased pet abandonment; current facility may not have adequate space	Somewhat lower costs; reduced staffing/space needs; would still require staffing 6 days/week for animal care, reunification, and adoptions

3. Where is the Shelter Located?

Option	Advantages	Challenges	Cost Implications
A) Current Building	No new capital investment; immediate continuity	Aging facility; limited space; ongoing maintenance costs	Lowest upfront cost; higher maintenance over time
B) New County-Owned Building – Current Site	Familiar location; continuity for public; more space; better design	Construction disruption; land limitations; donated funds may be inadequate to build	High upfront cost; to long-term savings in maintenance
C) New County-Owned Building – New Site	More space; better design	Site acquisition and infrastructure needs; donated funds may be inadequate to build	Highest capital investment; potential efficiencies long-term
D) Non-County-Owned Facility (leased/contracted)	Flexibility; faster implementation; lower initial costs	Less control over facility; potential lease escalations	Lower upfront cost; higher long-term costs if lease escalates