

# 1. Who Should Operate the Shelter?

Option	Advantages	Challenges	Cost Implications								
<p>A) Public Health &amp; Social Services (LCPHSS)</p>	<p><b>Continuity of Operations</b> LCPHSS has been overseeing the shelter and retaining it there ensures day-to-day operations continue without disruption. Staff, procedures, and systems already in place could remain unchanged, providing stability for both partners and the public.</p>	<p><b>Mission Misalignment</b> LCPHSS' mission is centered on human health and service priorities like disease prevention, emergency housing, and community wellness. Operating an animal shelter does not naturally fit this scope.</p> <p><b>Operational Opportunity Cost</b> LCPHSS leadership attention diverted to shelter operations reduces focus on core mission.</p> <p><b>Lack of Innovation and Flexibility</b> Due to required governmental protocols new ideas would require a lengthy process to implement. Partnerships with outside entities requires specific contractual and legal protocols that often create disengagement with entities.</p> <p><b>Reduced Access to External Resources</b> Nonprofits can tap into grants, donations, and volunteer networks; a county-run operation is less likely to attract or be eligible for these resources.</p>	<p>Status quo with costs increasing annually for staff, supplies, and veterinary services</p> <p>2026 operational costs will be covered by:</p> <table border="0"> <tr> <td>General Fund</td> <td>\$377,127</td> </tr> <tr> <td>Fees</td> <td>\$105,300</td> </tr> <tr> <td>Prior-year donations</td> <td>\$100,356</td> </tr> <tr> <td>Current-year donations</td> <td>\$21,075</td> </tr> </table> <p>Prior-year donation funds are on track to be depleted by 2027, which will significantly increase the amount of General Fund needed in future years.</p>	General Fund	\$377,127	Fees	\$105,300	Prior-year donations	\$100,356	Current-year donations	\$21,075
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<p>B) Outside Entity – selected through RFP</p>	<p><b>Specialized Expertise</b> A contractor may have experience in animal welfare, veterinary care, adoption programs, and volunteer management, which could enhance service quality. Specialized expertise encourages community engagement and support.</p> <p><b>Innovation and Flexibility</b> A contractor could bring new ideas, partnerships, and approaches to animal care, adoption, and community engagement. A non-governmental entity implement public feedback and make quick adjustments to improve animal outcomes and community engagement.</p> <p><b>Resource Leverage</b> Contracted providers could tap into donations, grants, and volunteers, supplementing public funds and expanding services without additional taxpayer burden.</p> <p><b>Efficiency</b> Eliminates delays during animal population surges caused by governmental budgeting processes or political debates.</p> <p><b>Administrative Relief</b> Outsourcing operations would free up county staff time to focus on their core functions.</p>	<p><b>Candidates</b> The RFP may or may not attract qualified applicants.</p> <p><b>Mission Focus</b> Private operators may prioritize adoption, fundraising, or their organizational mission in ways that don't fully match county law enforcement and public safety goals. RFP would need to specify coordination with Law Enforcement.</p> <p><b>Risk of Service Gaps</b> If a contractor underperforms, withdraws, or faces funding issues, the county could be left to fill gaps in shelter services.</p>	<p>Costs could be contained or reduced.</p> <p>County could set an annual cost cap for the contract or could establish a hybrid model with a cap plus reimbursement for certain pass-through costs such as large animal seizures or extraordinary veterinary fees.</p>								

<p>C) Sheriff's Office (LCSO)</p>	<p><b>Alignment with LCSO Duties</b> Animal control, strays, dangerous animals, and animal seizures, are already the Sheriff's duty.</p> <p><b>Potential Stronger Coordination with Law Enforcement</b> City police and deputies are often first to handle strays or dangerous animals. An LCSO-operated shelter ensures direct, seamless communication during intake.</p>	<p><b>Expansion of Services</b> LCSO's mission is centered on law enforcement and community safety. It has expertise in incarceration but not sheltering animals. Animal control is within the Sheriff's duties, operating a shelter is not.</p> <p><b>Reduced Efficiency in Emergencies</b> Adding shelter operations could strain deputies and administrative staff, creating slower response times for both animal and human emergencies. Instead of streamlining, the extra layer of responsibility could introduce delays and confusion when priorities conflict.</p> <p><b>Reduced Access to External Funding</b> Nonprofits can tap into grants, donations, and volunteer networks; a county-run operation is less likely to attract or be eligible for these resources.</p> <p><b>Lack of Innovation and Flexibility</b> Due to required governmental protocols new ideas would require a lengthy process to implement. Partnerships with outside entities require specific contractual and legal protocols that often create disengagement with entities.</p> <p><b>Weaker Coordination with Broader Services</b> By centralizing shelter management within LCSO, communication with non-law enforcement partners (such as local animal welfare groups, veterinarians, or city departments outside of police) could be weakened. This may reduce opportunities for collaborative, community-based solutions to animal issues.</p>	<p>There would not be a significant reduction in costs to the county, an increase would be likely due to union and guild requirements.</p> <p>Operations and supervision by the LCSO requires FTEs that are at a higher rate of pay than non LCSO staff. Current salary costs (\$462,325 in 2026) make up 78% of total operations costs (\$603,858).</p> <p>Vehicle modifications and requirements will add additional costs.</p> <p>Insurance and liability costs are higher for law enforcement entities.</p>
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