



UNIVERSITY OF CALIFORNIA

James B. Milliken  
President

March 25, 2026

Office of the President  
1111 Franklin Street  
Oakland, CA 94607

The Honorable John Laird  
Chair, Joint Legislative Budget Committee  
1020 N Street, Room 502  
Sacramento, California 95814

universityofcalifornia.edu

Dear Senator Laird:

CAMPUSES

- Berkeley
- Davis
- Irvine
- UCLA
- Merced
- Riverside
- San Diego
- San Francisco
- Santa Barbara
- Santa Cruz

Pursuant to AB132, Chapter 144, Statutes of 2021, enclosed is the University of California’s report to the Legislature on the Animal Shelter Assistance Program, UC Davis.

If you have any questions regarding this report, Associate Vice President Cain Diaz would be pleased to speak with you. Cain can be reached by telephone at (510) 987-9350, or by e-mail at [Cain.Diaz@ucop.edu](mailto:Cain.Diaz@ucop.edu).

Sincerely,

James B. Milliken  
President

MEDICAL CENTERS

- Davis
- Irvine
- UCLA
- San Diego
- San Francisco

Enclosure

NATIONAL LABORATORIES

- Lawrence Berkeley
- Lawrence Livermore
- Los Alamos

- cc: Senate Budget and Fiscal Review  
The Honorable Lena Gonzalez, Chair  
Senate Budget and Fiscal Review Subcommittee #1  
(Attn: Mr. Diego Lopez)  
(Attn: Mr. Kirk Feely)  
The Honorable David A. Alvarez, Chair  
Assembly Budget Subcommittee #3  
(Attn: Mr. Christian Griffith)  
(Attn: Mr. Tobias Wolken)  
Mr. Hans Hemann, Joint Legislative Budget Committee  
Ms. Jessica Holmes, Department of Finance  
Ms. Jessica Deitchman, Department of Finance  
Ms. Gabriela Chavez, Department of Finance  
Mr. Gabriel Petek, Legislative Analyst Office  
Ms. Jennifer Pacella, Legislative Analyst Office  
Ms. Florence Bouvet, Legislative Analyst’s Office  
Executive Vice President and Chief Financial Officer Nathan Brostrom  
Senior Vice President Meredith Turner  
Executive Vice President David Rubin, MD  
Associate Vice President Deena McRae  
Associate Vice President Cain Diaz  
Executive Director Kathleen Erwin

DIVISION OF AGRICULTURE AND NATURAL RESOURCES

**Final Report on the Animal Shelter Assistance Program  
at the University of California, Davis**

This report is in response to Item 6440-92657-92658 of Section Y of the Budget Act of 2020-21 (AB 132, Chapter 144, Statutes of 2021, which states in part:

“(d) (1) On or before March 31, 2023, the University of California shall report to the relevant policy and fiscal committees of the Legislature and the Department of Finance on the program. At a minimum, the report shall include all of the following information:

(A) The amount spent on each type of activity set forth in paragraphs (1) to (3), inclusive, of subdivision (a).

(B) Pursuant to paragraph (1) of subdivision (a), a summary of the outreach activities that were supported by funds.

(C) Pursuant to paragraph (2) of subdivision (a), a list of shelters that received in-person assessments and in-depth training.

(D) Pursuant to paragraph (3) of subdivision (a), a list of grant recipients, along with each recipient’s grant amount, the amount of matching funds, if any, and a description of the funded activities.

(E) An analysis of the program’s impact on the number of animals that are euthanized for all shelters participating in the activities described in paragraphs (2) and (3) of subdivision (a). The analysis shall include annual data on the number of animals that were euthanized at least five years preceding the establishment of the program and throughout the duration of the program. To the extent possible, the analysis shall use the best available data to estimate the number of treatable and adoptable animals that are euthanized in the state. The University of California, Davis Koret Shelter Medicine program may require any data from program participants as needed to complete this analysis.

(F) A long-term plan to sustain any improvements in euthanized rates once the one-time funding expires and continue progressing toward the state’s policy objective that no adoptable or treatable animal be euthanized.

(G) Financial information on the University of California, Davis Koret Shelter Medicine program, including funding by source, spending by program and function, and end-of-year fund balances. The report shall include this information for the 2018–19 through 2023–24 fiscal years.

(2) On or before March 31, 2026, the University of California shall submit a second report to the relevant policy and fiscal committees of the Legislature and the Department of Finance on the program. At a minimum, the report shall include all of the information described in paragraph (1).

This report is prepared by the University of California Office of the President in response to language in the AB 132 Postsecondary education trailer bill of 2021. Appendix A contains the full language to which this report responds.

## 1. Executive Summary

In 1998, California established a bold policy: no adoptable or treatable animal should be euthanized in the state's animal shelters. More than two decades later, despite significant progress, approximately 180,000 animals were still losing their lives in shelters annually. In 2021, Governor Gavin Newsom and the California State Legislature invested \$50 million in the California for All Animals program, administered by the UC Davis Koret Shelter Medicine Program (KSMP), to bring the state closer to fulfilling this vision.

From its launch in July 2021, California for All Animals has impacted animal welfare across the state through a comprehensive program of education, outreach, and targeted financial support. California for All Animals has awarded \$37.5 million across 503 grants to animal shelters and rescue organizations throughout California, with funding intentionally directed toward communities facing the greatest barriers to animal care. Additionally, training and outreach activities supported by California for All Animals have allowed shelters staff to grow their skills, strengthen operations and better serve animals and communities. Between them, the organizations supported by California for All Animals care for over half a million animals in need each year.

### Key Accomplishments

**Statewide Reach and Engagement:** California for All Animals achieved remarkable statewide coverage, engaging shelters serving every California county through Grants and other initiatives. Over half of grant recipients (51.5%) served high-vulnerability communities, as measured by the CDC Social Vulnerability Index, ensuring resources reached those facing the greatest systemic barriers.

**Education and Training:** California for All Animals trained thousands of shelter professionals through multiple delivery formats: 4,956 registrants completed self-paced courses across 20 topics; 6,688 people registered for live webinars with 3,480 live attendees; major events including the 2023 Shelter Summit and 2024 Back Where They Belong Conference which attracted over 3,800 total attendees; and 320 participants from 74 California shelters enrolled in the comprehensive Shelter Care Specialist Certification program.

**Spay/Neuter and Veterinary Access:** Over 206,000 animals received spay/neuter services through grant-funded initiatives. The “Snipember” campaign alone provided services to 140,000 animals across 47 funded projects, demonstrating the critical importance of addressing California's veterinary care shortage and supporting high quality high volume spay/neuter programs across the state.

**Facility Improvements:** From play yards to dog beds, support was provided to upgrade housing and make animals’ experience in the shelter more comfortable throughout their stay. Through Portal Grants, 686 portals were installed across 26 organizations in 10 counties, converting single-compartment housing to double-compartment housing. This simple infrastructure change dramatically reduces disease risk, allows safer animal care, and improves behavior—directly supporting increased adoption outcomes.

**Intake Reduction and Community Support:** Grant-funded initiatives demonstrated the power of preventing shelter intake through community support. Examples include diversion of over 1,000 kittens through community foster programs (97% diversion rate), thousands of animals supported through pet retention services, and successful programs to help reunite more lost pets with their families.

### **Impact on Euthanasia Rates**

Analysis of shelter data reveals both progress and ongoing challenges. While California for All Animals successfully engaged the shelter community and built capacity across the state, the post-pandemic period presented unprecedented challenges reflecting broader systemic issues affecting California communities, including pet friendly housing affordability and rising cost of living. The results of these societal stressors included increased intake, particularly of puppies and large dogs, and reduced adoption rates for many California shelters. These challenges were compounded by a severe veterinary workforce shortage impacting every aspect of medical care for animals in and out of the shelter, and particularly resulting in an acute crisis in access to spay/neuter. The combination of these factors unfortunately led euthanasia rates for dogs to increase, reversing progress achieved in the years leading up to 2020. This parallels national trends.

However, California for All Animals’ comprehensive approach—addressing intake reduction, shelter operations, removing barriers to live outcomes, and veterinary access—has supported progress across the state. Grantee shelters have improved infrastructure, trained staff, proven intervention models, and strengthened community partnerships. The recommendations in this report, developed from lessons learned through 503 grants and extensive field engagement, provide a roadmap for sustaining improvements and continuing progress toward California's policy goal that no adoptable or treatable animal be euthanized.

The recommendations emphasize a comprehensive approach centered on four key priorities. First, reducing shelter intake requires a fundamental shift toward keeping pets safe in their homes and reuniting them with families through targeted policy changes, appropriate staffing levels, adequate funding, and communications that prioritize retention and return. Second, improving both facility conditions and animal welfare demands investment in critical infrastructure upgrades—particularly adequately sized double-compartment housing—alongside ongoing staff training to ensure the health, wellness, and safety of animals in care. Third, reducing barriers to positive outcomes means developing funding strategies that eliminate fees which prevent successful placements, while maintaining practices that address all obstacles including access, language barriers, process complexity, and cost. Finally, addressing the crisis in veterinary care and spay/neuter services requires urgent action to close the significant gap in affordable services available to both shelters and communities through every available mechanism, including expanded training programs, dedicated funding streams, and supportive policy frameworks.

## 2. Introduction

In 1998, in response to the ongoing euthanasia of over half a million pets annually in California animal shelters, the State of California enacted Senate Bill 1785 (Chapter 752 of the Statutes of 1998) to establish the state’s policy that “no adoptable or treatable animal should be euthanized.” Although the euthanasia of healthy, adoptable animals has decreased since then, over 180,000 animals were still losing their lives each year in California animal shelters two decades after SB 1785 was enacted and this trend has recently accelerated in some locations. The COVID-19 pandemic drastically reduced the availability of affordable and accessible spay/neuter services, and instead of rebounding, the lack of spay/neuter services has been intensified by a pervasive veterinary workforce shortage. At the same time growing economic hardship has put an increased strain on animal shelters and rescues as owners struggle to care for their pets. In particular, animal shelters nationally and in California have seen challenges with large dog and puppy populations rising in shelters.

In recognition of the urgent need to provide resources to reduce the euthanasia of healthy and adoptable animals, and fulfill the state’s 20-year-old policy goal, Governor Gavin Newsom and the California state legislature allocated funds in 2021 to “create new minimum standards for California animal shelters and establish the state’s policy that no adoptable or treatable animal should be euthanized.” To achieve these goals, the Koret Shelter Medicine program (KSMP) at UC Davis was tasked with implementing the “California for All Animals” program through the provision of “support to all California animal shelters in the form of outreach, regional conferences, and provision of web-based resources based on current best practices,” along with grant funds for shelters. California for All Animals recruited a team of shelter medicine veterinarians, shelter leaders, and experts from across the state in support of the program.

## **Background**

### **Koret Shelter Medicine Program**

The Koret Shelter Medicine Program (KSMP) was established at UC Davis in 2001 in order to bring a systematic veterinary perspective to the substantial challenges associated with the care of pets in animal shelters, which arrive from a wide variety of backgrounds often with limited history of preventive care. The KSMP's mission is to support implementation of humane, community-centered approaches to animal care and shelter management with a focus on prevention and scientific evidence.

The strategy consists of a combination of outreach and education to shelters with recommendations and guidelines for effective management practices to sustain animal health and reduce euthanasia, and train the next generation of shelter medicine leaders. KSMP has refined systems and deepened the team's knowledge over the last two decades, adapting this approach to shelters of every size, location and type.

### **Animal Shelter Assistance Act**

In 1998, SB 1785 (Hayden's Law) established a state policy that no adoptable or treatable dog or cat be euthanized at an animal shelter. At the time of signage, California shelters euthanized an estimated 531,000 dogs and cats.

While progress had been made, in 2018 approximately 180,000 animals were still euthanized in the state, almost 500 dogs and cats each day. While some of those may have been owner-requested or to relieve irremediable suffering, it was clear that California could do better.

In the FY 2020-21 budget, Governor Newsom proposed \$50 million in one-time General Fund dollars for the UC Davis Koret Shelter Medicine Program to develop a program providing expertise, support, and local assistance grants over a five-year period to help local communities achieve the state's policy goal that no adoptable or treatable dog or cat should be euthanized.

Because of the enormous changes forced by the COVID-19 pandemic, the governor scaled back his plan while showing his continued commitment to the goal with a \$5 million allotment for a two-year pilot project funded in April, 2021. As the statewide financial outlook improved, Governor Newsom's proposed augmentation of \$45M in May was signed into law on July 27, 2021.

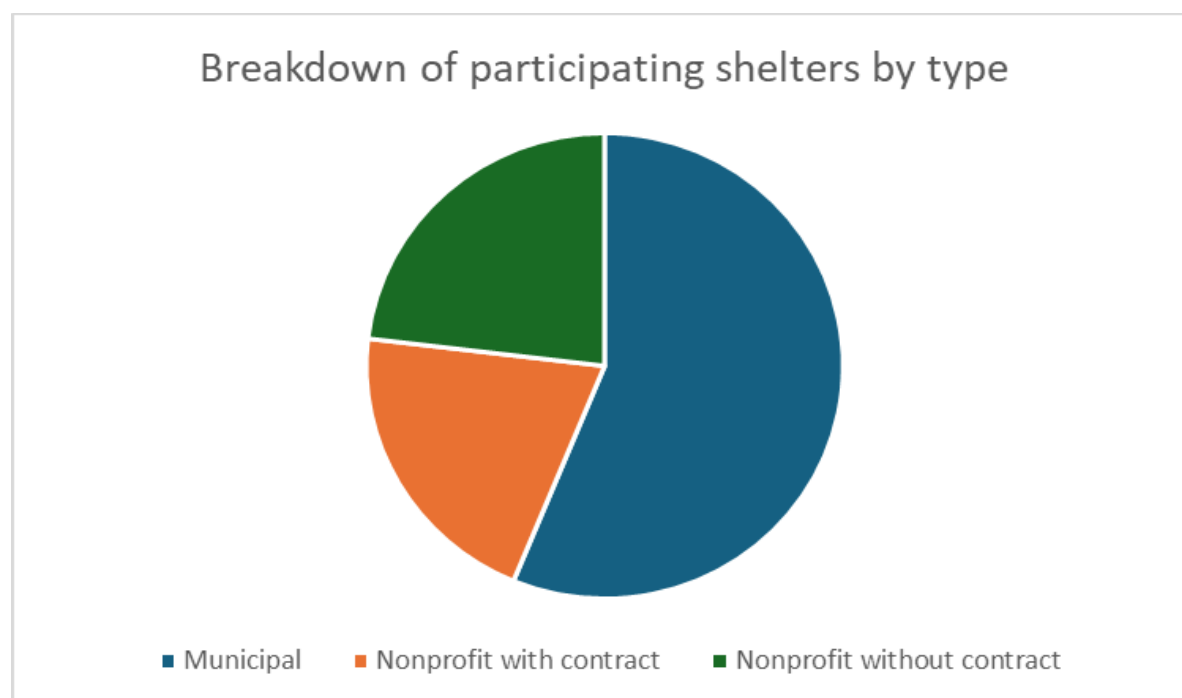
### 3. Animal Shelter Intake and Euthanasia Data

#### Data Analysis and Trends

California for All Animals obtained comprehensive data from animal shelters participating in the funding program spanning 2017 to 2024. Data from grant recipients provided critical insights into statewide intake (animals brought to shelters by owners who can no longer keep them, found free roaming by community members or field officers, or those confiscated through legal methods) and euthanasia trends.

Although at least one or more years of data were obtained from 162 shelters, only 119 reported data for every single year for both dogs and cats from 2017-2024. Reasons for incomplete data include shelters that opened, closed, or merged during the time period in question. For accuracy, all comparisons were made using only data sets that included full reporting for the period in question. In 2024, 160 of the 162 total participants reported data. These shelters admitted 517,713 dogs and cats; an average of 3236 animals per shelter. 14% of dogs and 17% of cats were euthanized. Approximately half (56%) of participants were municipal shelters, with the remainder split about evenly between private non-profit shelters with and without contracts to provide municipal animal control services (21% and 23% respectively). In addition to making up the majority of participants, municipal shelters accounted for the great majority of intake, admitting 72% of all animals, with private contracted shelters and non-contracted shelters admitting 21% and 7% of animals respectively.

**Figure 1. Breakdown of Participating Shelters by Type**



### Historical Trends (2017-2021)

From 2017 to 2019, both animal intake and euthanasia were on a gradual decline across participating shelters. In 2020, due to public health measures and the COVID-19 lockdown, intake and euthanasia decreased dramatically—dropping to historic lows. This likely resulted from a combination of factors, including shelters limiting hours and emphasizing remote services (such as foster-by-finder programs for stray dogs); people being home and more able to care for pets; and economic and housing protections associated with the pandemic that decreased displacement of people and pets, thus lowering the need for rehoming. Because 2020 was an outlier year for shelters in California and nationally, followed by a gradual rebound, we compared data from the most recent year of the program for which full year data is available (2024), to 2019 which is the last full year prior to the allocation of the funds unaffected by the significant changes associated with the pandemic.

### Key Findings: Intake and Euthanasia Trends (2019-2024)

Overall there was a decrease in intake (15%) and euthanasia (36%) amongst reporting shelters. The euthanasia rate declined as a percent of intake by five percentage points. However, the aggregate improvement masks dramatically different trends between species. Cat intake and euthanasia dropped 27% and 54% respectively, while dog intake decreased by only 3% and euthanasia increased by 6%. Detailed information provided below.

<b>Overall Trends</b>			
	<b>2019</b>	<b>2024</b>	<b>% Change</b>
<b>Intake</b>	608,437	517,713	15% decrease
<b>Euthanasia</b>	125,508	80,486	36% decrease
<b>Euthanasia Rate</b>	21%	16%	5% decrease

The aggregate improvement masks dramatically different trends between species:

<b>Cats</b>			
	<b>2019</b>	<b>2024</b>	<b>% Change</b>
<b>Intake</b>	303,496	222,829	27% decrease
<b>Euthanasia</b>	85,142	39,151	54% decrease
<b>Euthanasia Rate</b>	28%	18%	10% decrease
<b>Percentage of total (cat and dog combined) euthanasia</b>	69%	49%	20% decrease

<b>Dogs</b>			
	<b>2019</b>	<b>2024</b>	<b>% Change</b>
<b>Intake</b>	293,643	284,594	3% increase
<b>Euthanasia</b>	36,974	39,598	6% increase
<b>Euthanasia Rate</b>	13%	14%	1% increase
<b>Percentage of total (cat and dog combined) euthanasia</b>	30%	51%	21% increase

While cat outcomes improved substantially, dog euthanasia is moving in the wrong direction. The 2020 pandemic dip affected both species, but the recovery patterns diverged sharply. Cats benefited from continued improvements in implementation of community cat programs and trap-neuter-return (TNR) initiatives, while dogs faced mounting challenges. This may stem from greater challenges accessing spay/neuter services: while access to veterinary care was widely reported as a challenge, surgery for dogs is costlier and more time consuming than for cats. There is also greater potential impact of housing and economic challenges. For instance, rental restrictions pose a particular challenge when it comes to large dogs, while costs for everything from food to care tend to rise in proportion to size.

#### 4. The California for All Animals Program

In accordance with the language set forth in Article 6.4. Animal Shelter Assistance Act, KSMP set out to design a program that provided outreach, in-person assessments, training on current best practices, and grant monies to California city and county animal control agencies or shelters, societies for the prevention of cruelty to animals, and humane societies. The language outlined in the Animal Shelter Assistance Act served as a guide for the program and funding design. Best practices and recommendations were grounded in the Association of Shelter Veterinarian’s Guidelines for Standards of Care in Animal Shelters, of which members of the KSMP were co-authors, as well as the expertise of the team in multiple areas of animal sheltering from veterinary care and surgery to shelter management and marketing. In addition to soliciting feedback from public and private animal shelters within the state, KSMP engaged with other granting organizations and service agencies working in the state and nationally such as Maddie’s Fund, Best Friends Animal Society, American Society for the Prevention of Cruelty to Animals , Michelson Found Animals Foundation, RSO Foundation, California Community Foundation, PetSmart Charities, National Animal Care and Control Association, Companions and Animals for Reform and Equity , and the California Animal Welfare Association. This research and stakeholder input supported the identification of best practices and the development of a strategic plan for the California for All Animals program.

The California for All Animals program publicly launched on February 14, 2022, with concerted marketing and outreach efforts designed to engage shelters in every region of the state that met the goals outlined in the Animal Shelter Assistance Act. This final report represents the activities of the California for All Animals program for the entire length of the program 2021-2025 inclusive of data reported in the mid-term report, which was submitted to legislature in March 2023.

Calls for grant proposals were designed to simplify application processes and prioritize shelters in vulnerable communities, those working with vulnerable populations, and shelters with the highest historical rates of euthanasia. Shelters outside of that criteria were selected based on their ability to provide subsidized services to shelters with fewer resources. Outreach and training, as well as granting activities, were mapped to ensure that program services effectively reached “a wide geography throughout the state, and that regions in northern, central, and southern California, including both urban and rural areas, are adequately considered”, as indicated by the language in the Animal Shelter Assistance Act (see Figure 2 for a map of shelters benefitting from California for All Animals). On an ongoing basis, KSMP reviewed current data and trends in animal sheltering to adjust the program and grant guidelines such that they address the most pressing needs facing animal shelters today.

**Figure 2. Map of Shelters and Supporting Organizations That Joined California for All Animals**



Data and trends reinforced the urgency of reducing euthanasia of adoptable and treatable animals by improving four core areas:

- **Community Support to reduce intake** - strengthening systems to keep animals healthy and safe in their homes and increasing Field Services' ability to reunite animals with their families
- **Animal housing and care** - improving facilities and care of animals who do need to enter the sheltering system, including strengthening foster programs
- **Best possible outcomes** - removing barriers to return to home, and adoption
- **Access to Veterinary Care** - increasing access to care, especially spay/neuter services, by partnering, providing vouchers, and/or equipping shelters to provide care directly

California for All Animals amplifies animal shelters' impact and accelerates progress in each of these areas through training, shelter outreach and network building (including consultations and coaching from shelter medicine veterinarians, facility design advisors and other subject matter experts), and grant funding.

### **Training: Increasing Shelter Staff Expertise and Capacity at Every Level**

In response to the provision of the Animal Shelter Assistance Act to provide web-based resources based on current best practices, as well as in-depth online training to California animal shelters, the California for All Animals program provided extensive educational opportunities delivered through UC Davis Koret Shelter Medicine Program's Shelter Learniverse platform. The training program has reached thousands of participants through multiple delivery formats.

By leveraging philanthropic funding provided by Maddie's Fund for the Maddie's Million Pet Challenge (MMPC), KSMP was able to offer varied learning experiences from 2021 to the present. There are no fees to attend these workshops. This flexible approach meets shelter professionals where they are, while spreading best practices and bringing innovations to a statewide audience. These best practices focused on those mentioned directly in the Animal Shelter Assistance Act, such as reducing intake, supporting rehoming efforts, improving animal care in the shelter, and removing barriers to live outcomes. Each training built on the experience and feedback from participants in earlier sessions, resulting in increasingly targeted and impactful offerings.

### **Key Training Metrics**

#### **Overall Participation:**

- Bootcamps: 24 Shelters
- Self-paced courses: 4,956 registrants across 20 courses
- Live webinars: 6,688 registrants with 3,480 live attendees
- Multi-day events: 3,438 total registrants with significant live participation
- Shelter Care Specialist Certification: 74 California shelters, 320 participants

## Training Delivery Formats

**1. Bootcamps:** In 2021-2022, the program offered small, in-depth cohort-based learning experiences called Bootcamps. These six-week-long Bootcamps brought California shelter teams together to focus on behavior, training and enrichment in the shelter; improving care and population health of animals in the shelter (including reducing the risk of deadly disease outbreaks such as canine distemper or feline panleukopenia virus); and implementing change in the shelter to broaden community support, improve shelter operations, and increase the number of animals fostered, adopted, or returned to their homes. Running these in-depth courses early in the California for All Animals program allowed development of more targeted subsequent offerings.

**2. Self-Paced Online Courses** The program offers comprehensive on-demand courses covering critical shelter operations topics including shelter management and operations, veterinary care and disease control, legal compliance and best practices, housing improvements (particularly cat housing), population management, and medical protocols.

**3. Live Webinars** Interactive sessions providing real-time learning on evolving topics including disease control strategies, legal updates for California shelters, housing standards, and medical protocols including telemedicine and vaccination clinics.

### 4. Multi-Day Events

**Shelter Summit 2023:** The Shelter Summit and Fast Tracks covered an overview of five key topics for shelter leaders followed by six-week intensive courses on each topic. The topics included Coordinated care, shelter software optimization, capacity for care management, barrier reduction strategies, and difficult decision making. There were 1,580 registrants and approximately 2,800 live attendees for the summit with 1,271 registrants continuing on for the fast tracks.

**Back Where They Belong Conference 2024:** The Back Where They Belong Conference was an online conference that featured 18 short, solutions-focused presentations sharing how shelter team members get animals back “home” faster, easier, and better. There were 855 registrants, 1,003 live attendees over two days.

**5. Shelter Care Specialist Certification Program** Launched in August 2024, this comprehensive certification includes six courses (six weeks each):

- Modern Sheltering Foundations
- Animal Care Foundations
- Behavior, Training, and Enrichment
- Population Management
- Advanced Medical Care
- Clinic Skills and Operations

### Other Special Programs

**Biweekly Community Calls:** The California All Call was a community-building and education initiative launched in 2022 by the California for All Animals program to connect, educate, and support animal shelter leaders across California.

The All Call evolved through three distinct phases:

*2022: Coaching and Discussion* - Initially, participants joined California for All Animals staff and three coaches to discuss operational challenges and receive recommendations in a collaborative setting.

*2023: Hybrid Model* - The program expanded to a hybrid format with two monthly sessions – the first session featured presentations on key topics while the second session was a coaching discussion with peer support.

*2024-2025: Peer Learning Platform* - The call evolved to highlight learnings from the grants program as results rolled in, with presentations from animal welfare professionals leading both monthly sessions, creating a peer-to-peer knowledge exchange. Since May 2023, the All Call has:

- Featured 62 animal welfare presenters sharing their expertise
- Attracted registrants from across California and beyond
- Diversified participation to include frontline staff, leadership, and veterinary medicine professionals

The All Call addressed critical issues in animal welfare, including:

- Crisis management and disease outbreaks
- Community outreach and culturally responsive engagement
- Spay/neuter programs and veterinary care access
- Foster and adoption programs
- Field services and progressive animal control
- Budget advocacy and resource management
- Housing rights for people with pets
- Support for vulnerable populations

**Multicultural Community of Practice Series:** In 2025, the California All Call included a Multicultural Community of Practice series, reflecting a critical insight: shelters in marginalized communities faced greater challenges with animal intake and lower adoption rates, often due to language barriers, institutional mistrust, and limited culturally responsive resources. This specialized series ran from February through July 2025, featuring practitioners who brought lived experience and cultural expertise to address these disparities. The sessions covered

essential topics including culturally accessible translation beyond literal word-for-word conversion, community engagement led by staff with deep roots in the neighborhoods they served, integration of social work and mental health support, and progressive approaches to field services that prioritized trust-building over enforcement. Speakers shared how bilingual communication, culturally responsive outreach, and programs designed around community needs helped build trust, increase service utilization, and ultimately keep more pets in their homes. The program overall created a vital space for California's animal welfare community to share successes, learn from challenges, and collaborate on solutions to improve outcomes for animals and the people who care for them.

**California Doctor of Veterinary Medicine (DVM) Fellowship:** Six California veterinarians participated in the inaugural Doctor of Veterinary Medicine Fellowship beginning in the fall of 2025. The fellowship will run for one year and support early career veterinarians in California shelters.

### **Shelter Outreach and Network Building: Fostering Connection and Partnerships to Build a Stronger California Sheltering Ecosystem**

The California for All Animals program implemented a comprehensive, multi-faceted outreach strategy designed to connect with animal shelters, municipal leaders, community members, and stakeholders across California. These efforts prioritized accessibility, collaboration, and cultural responsiveness while building capacity and sharing knowledge throughout the state.

### **Conference Participation and Thought Leadership**

Team members actively participated in and presented at numerous national and regional conferences, establishing California for All Animals as a thought leader in animal welfare innovation. Staff attended and presented findings from the program at conferences including the Association for Animal Welfare Advancement, Humane World for Animals Animal Care Expo, National Animal Care and Control National Summit, Best Friends Animal Society Annual Conference, Companions and Animals for Reform and Equity gatherings, and the Pacific Veterinary Conference, among others. Presentation topics spanned critical areas including field services innovation, managed admissions, racial equity in animal welfare, community partnerships, cultural responsiveness, barrier reduction, diversity and equity in animal philanthropy, and state budget impacts on local shelters. The program also conveyed crucial visibility at the annual League of California Cities conferences through dedicated booths over two years. These spaces served as connection points with municipal leaders, showcasing resources and highlighting the program's role in expanding shelter capacity, accessibility, and veterinary care. The team developed targeted calls to action for each stakeholder group—shelter staff, community members, policymakers, and funders—ensuring clear pathways for engagement. Additionally, contact information for key California decision makers was systematically gathered and organized to keep policymakers informed and involved.

### **Pets and People Together Campaign**

The "Pets and People Together" campaign created emotional resonance while connecting audiences to practical resources, reinforcing the importance of keeping families and pets united. A statewide press release and community contest invited creative participation, extending visibility beyond the sheltering field. The program partnered with California design colleges to co-create content, bringing fresh perspectives and extending reach into schools and youth-focused networks. In addition, the team created a Barrier to Bridges Action Kit with step-by-step instructions and suggestions to decrease barriers and increase return to home and adoption. The kit included downloadable posters in English and Spanish that shelters could use to promote their programs. The artwork was completed by students at the California College of the Arts: Jaia Linden-Engel, Erika Illumin Wahlberg, Ann Liu, Cami Morgan, Jade Howe and Marianne Wilson X.

### **Resource Development and Capacity Building**

The program developed practical tools and resources to support shelters statewide. Communications kits and marketing materials were created, translated from English to Spanish, and delivered to all of California's fifty-eight counties, equipping shelters to share consistent messaging with their networks. Each kit included buttons, posters, and social media templates – in both languages. Additionally, a sample website template, available in both English and Spanish, helped shelters improve community outreach with easily replicable content.

### **California Adopt-a-Pet Day: Love in Every Language**

California for All Animals partnered with Patitas y Palabras translation services to support the 2nd annual California Adopt-a-Pet Day, hosted by Cal Animals, SF SPCA, and the ASPCA on June 7th, 2025. The event offered free adoptions at over 150 participating shelters statewide. The [caadoptapetday.org](http://caadoptapetday.org) website and all promotional materials were professionally translated by native speakers working in animal welfare into seven of California's most common languages: English, Spanish, Chinese, Vietnamese, Korean, Urdu, and Tagalog. This ensured content was not only accurate but culturally nuanced and welcoming. Participating shelters received comprehensive marketing toolkits including posters, flyers, banners, and social media assets in all seven languages. For shelters serving communities speaking other languages, editable Canva templates were provided free of charge, enabling customization for any of the 200+ languages spoken across California. By removing language barriers and demonstrating cultural responsiveness, the campaign helped build community trust and created pathways for more families to find their new pets— proving that welcoming adoption experiences can create a virtuous cycle of community support and engagement.

### **Onsite Shelter Visits**

A key provision of the Animal Shelter Assistance Act is offering in-person assessments to eligible shelters (Section 92658, subsection 1). Members of the KSMP team performed 67 in-person site visits and assessments to shelters across the state between 2022 and 2025. These visits could be sparked by a request from the shelter to work on a specific topic, from cleaning protocols to behavioral enrichment or foster program development, or they could be to meet in person in response to a California for All Animals call for grant proposals or as a follow-up to participating in a KSMP offered training. Site visits vary in length from several hours to a few days or even repeated visits over a period of months to support complex program development. Regardless of the reason that prompted the visit, the result was to build relationships and gain a better understanding of the specific challenges and strengths of the numerous animal shelters across the state, along with providing specific resources and recommendations to the shelter and follow-up as needed. A key component of the site visits is the ability to meet with staff and volunteers working in essential functions such as animal care, veterinary medicine, and field services and incorporate their feedback and needs into future programming. Team members provide recommendations and resources during the site visit as well as follow up and continued support after the conclusion of the visit. Additional grant funding was offered when available to resolve an emergent issue or to support the creation or continuation of a program.

Another key provision of the Animal Shelter Assistance Act is improving animal health and care in the shelter (Section 92658, subsection 1b), which may include adequate housing, appropriate treatment and isolation facilities, as well as good husbandry practices. To that end, facility design experts offer consultations and engage with shelters based on the recognition that good shelter animal housing has long-lasting positive impacts on animal health, animal well-being, and staff safety and job satisfaction. Adequately-sized, double-compartment housing that provides separate areas for eating/sleeping and urination/defecation has been linked to improved animal health, lowering the cost of care and decreasing the burden on veterinary and staff resources. Improvements to housing can also increase staff efficiency and safety. Perhaps most importantly, appropriate housing supports friendly, outgoing animal behavior, improving presentation to potential adopters and increasing the chance that animals will leave the shelter alive. In some cases, shelters also benefit from increasing the absolute number of housing units available in the shelter.

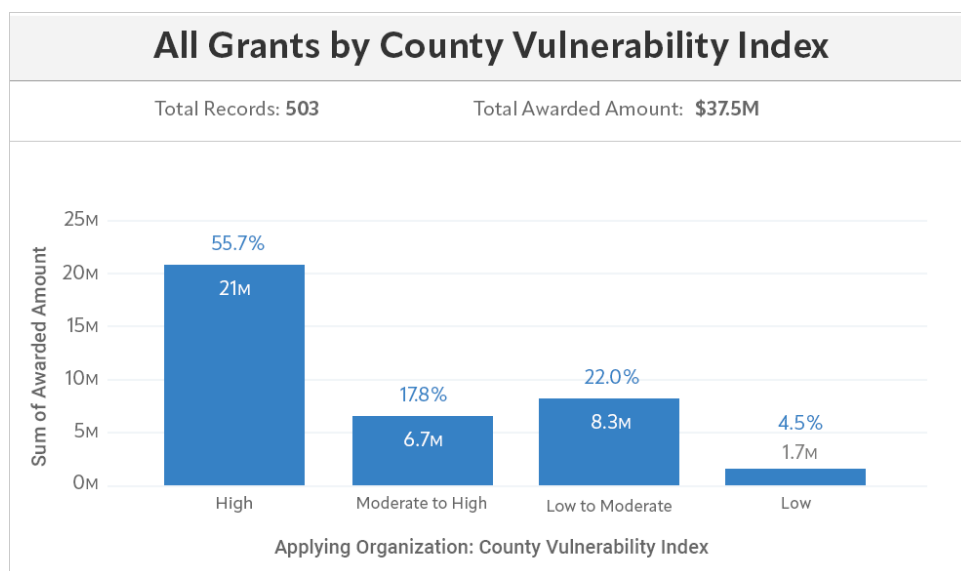
### **Impact of Shelter Outreach**

Through these coordinated outreach efforts, California for All Animals created a robust infrastructure for learning, collaboration, and innovation that connected hundreds of organizations across the state, elevated diverse voices, and provided both resources and inspiration for transforming animal welfare practices to better serve California's communities.

## Grant Funding: Supporting Implementation of Best Practices to Reduce Euthanasia of Adoptable and Treatable Pets

Between 2022 and 2025, the California for All Animals program awarded 503 grants totaling \$37.5 million to animal shelters and rescue organizations across 50 counties in California. The grant program was designed with intention and flexibility. Rather than prescribing solutions, we listened to shelters about their most pressing needs, then structured funding opportunities to address those challenges. Using the Center for Disease Control's Social Vulnerability Index, we directed resources toward communities facing the greatest systemic barriers to animal care—places where poverty, limited veterinary access, language barriers, and housing instability create impossible choices for families who love their pets. We also leveraged work already being done by shelters in better-resourced communities by supporting them to expand their existing outreach efforts to areas of greater vulnerability. Figure 2 shows how grant dollars were allocated based on Vulnerability Index.

**Figure 2. All Grants by County Vulnerability Index**



Finally, to support grantees effectively, and as outlined in the trailer bill, the program built comprehensive systems for grant check-ins and reporting, including custom form design that streamlined processes and helped shelters remain focused on service delivery while maintaining accountability.

### Advisory Council

An Advisory Council was established in 2023 to provide guidance, input, and support to the California for All Animals program. The Advisory Council consisted of seven (7) members selected through an open application process. Council members were required to be residents of

California and have expertise, knowledge or lived experience of issues affecting California residents and pets. To avoid conflicts of interest, members who work for organizations that received or applied for grants did not vote on any grant decisions but were able to comment and advise on other aspects of the program. To ensure a range of expertise and input, there were no more than two employees of former/potential grantees on the Council at one time.

Members of the Advisory Council provided input and feedback on the program implementation plans, grant guidelines and funding priorities for California for All Animals on a quarterly basis. Members reviewed grant application packages, provided input, and voted on grant award decisions.

Members included:

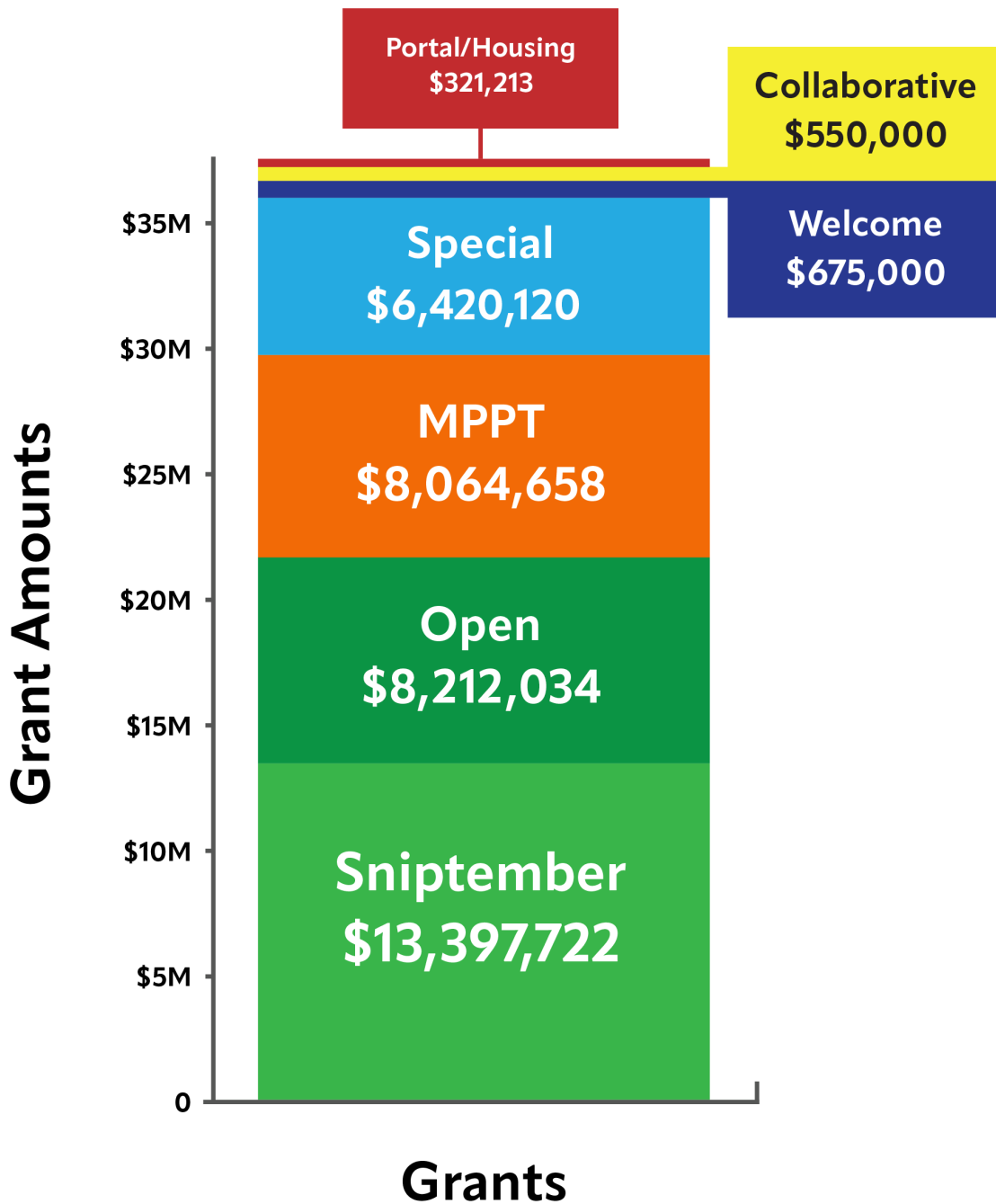
- Dianne Prado, HEART LA, Orange County
- Donell Randolph, Friends of Oakland Animal Services, Alameda County
- Geraldine D'Silva, Human and animal welfare consultant, San Diego County
- Jill Tucker, Cal Animals, Nevada County
- Kylie Ramos, San Francisco SPCA, Fresno County
- Megan Conn, Community Foundation of the Northstate, Shasta County
- Sheila Donya Koukhan, Companions and Animals for Reform and Equity (CARE), Riverside County\*
- José Ocaño, Hatching, Los Angeles County\*

\*Shared Term

## **Grant Campaigns**

The first grant campaign was Welcome Grants, small awards to support shelters to provide intake and outcome data in accordance with the requirements of the trailer bill. This was followed by the Open Grant Campaign. Grant offerings then evolved into targeted initiatives like the Sniptember spay/neuter campaign, the More Pets and People Together (MPPT) grants, and specialized support for everything from veterinary equipment to field services. Figure 3 identifies how much funding was awarded to each of the seven funding areas. Each area is discussed individually beginning on page 19.

Figure 3. Grant Funding Awarded and Allocated Through 2025



What follows is a detailed account of how the grant dollars were deployed, what they accomplished, and what we learned. Individual grant recipients are listed in Appendix B and selected examples of grant impact are included in Appendix F.

### ***Sniptember Spay/Neuter Grants (\$13,397,722) and 36% of the total grant funding***

When the California for All Animals program asked shelters what they needed most, the answer was overwhelming and unanimous: spay/neuter services. The Sniptember grant cycle was born from this need.

A total of 47 agencies received \$10,329,899 in grant funding through the initial call for applications in 2022. There were 25 renewals for a total of \$3,067,823. The smallest grant was \$14,874 and the largest was \$739,780.

While the numbers of surgeries accomplished were impressive, this grants program also highlighted deep-seated challenges to ongoing access to spay/neuter services in California communities, including an inability to hire sufficient veterinarians or support staff to carry out the work, and a lack of available options for appointments at outside clinics.

#### Core Statistics

- 47 organizations funded across 30 counties (52% of California)
- 55.6% in high vulnerability counties (intentional targeting)
- 37.8% serve rural populations (far exceeding rural population %)
- 24.4% serve areas 50+ miles from vet services

#### Population Type Served

- Rural: 37.8%
- Metro: 35.6%
- Urban: 26.7%

#### Program Impact

- Over 140,000 total surgeries performed (reporting still in progress for some grantees)
- Median of 1,388 surgeries

#### Top Challenges Reported by Grantees

1. Veterinary Shortage - Severe lack of DVMs and RVTs, high turnover
2. Scheduling/Availability - Months-long waits, limited surgery slots
3. Transportation - Rural areas traveled for services 50+ miles away, some traveling to Oregon
4. Cost/Funding - Rising supply costs, inflation impact
5. Community Awareness - Reaching rural/internet-limited areas

The \$15.8 million Sniptember program demonstrated that strategic, flexible investment in spay/neuter capacity works—47 organizations performed over 140,000 surgeries, with 56% of grantees operating in high vulnerability counties and 38% serving rural populations far exceeding their share of California's population. At the same time, the challenges reported by grantees in terms of staffing, costs and availability demonstrate the need for continued, systematic investment in this area.

### **More Pets and People Together Grants (\$8,064,658 and 22% of the total grant funding)**

The More Pets and People Together grant cycle was created from conversations with grantee shelters about the challenges they were facing on a daily basis. During the Sniptember check-ins, grantees talked about their challenges with hiring veterinary professionals, prolonged stays for animals in their care leading to physical and behavioral deterioration, and low return to home rates. In unpacking these challenges, distinct themes emerged that showed a consistent pattern of policies and procedures that were likely contributing to or exacerbating the challenges. Fees for services that were out of reach for many community members, lack of translated materials, complicated adoption applications with multiple steps, lack of advertising or promotion of services, and limited community engagement were flagged as opportunities. The question became whether removing or lowering these barriers would increase outcomes such as adoption, fostering, return to home and surrender prevention. In talking with shelters, the concerns voiced were lack of funding and bandwidth (staff and volunteer capacity) to implement the suggestions to remove barriers.

The More Pets and People Together grant application was open and publicized in September 2023 with the following categories:

- Preventing intake and keeping pets in their homes
- Decreasing length of stay of animals in the shelter
- Reducing euthanasia of healthy and treatable animals
- Increasing live outcomes through foster, adoption and return to home/community

Applicants were encouraged to meet with grant program staff to brainstorm ideas and customize their proposals for their current needs. Understanding that shelters operate with limited resources, the California for All Animals team created suggestions for incremental changes that could be implemented over time and within capacity. Examples within the four program areas of Adoptions, Foster Care, Field Services, Intake Prevention included:

- Eliminating and/or waiving fees and citations whenever possible, making going home the priority
- Providing forms of identification, such as collars with ID tags and microchips, to help pets get back home safely before they even enter the shelter

- Providing community members with direct support to keep animals safely confined (e.g., fencing repair, runners, dog kennels)
- Listing all found animals and forms of reunification support and resources on the shelter's website, social media and community engagement materials (e.g., door hangers or flyers)
- Accurately translating materials to languages spoken in the communities served by the shelter
- Offering transportation of pets if community member can't travel to the shelter

Additionally, the California for All Animals team curated four roundtable discussions with industry experts who shared practical examples to increase outcomes. To model lowered barriers, the grant program created the request for grant proposals with accessibility and transparency at the forefront. Sample applications were available online as well as ensuring only the necessary steps to complete and submit the application. The team incorporated feedback from grantees about the length and complexity of the data submission form and pared that down significantly to only include essential information.

The response to the application was significant, with shelters enthusiastically embracing the opportunity to increase adoption, foster, return to home and intake prevention. \$8,024,658 was awarded to 80 shelters. The smallest grants were \$10,000 and the largest grant was \$225,384.

### **Geographic Distribution**

- Counties Represented: 28 counties across California
- High Vulnerability Counties: 13 counties (46.4% of counties represented)
- Organizations in High Vulnerability Counties: 25 organizations

### **Regional Breakdown**

- Central Valley: 7 counties, 14 organizations
- Bay Area: 7 counties, 13 organizations
- Southern California: 6 counties, 16 organizations
- Northern California: 3 counties, 3 organizations
- Central Coast: 4 counties, 5 organizations

### **Program Focus**

- Most Common Focus: Intake prevention services (19 grants as primary focus)
- Second Most Common: Combined intake prevention + field services (8 grants)
- Also Popular: Adoptions (7 grants), Foster programming (6 grants)
- Organizations that subsidized return-to-owner fees: 27 (emphasizing removal of financial barriers)

### ***Open Grants (\$8,212,034 and 22% of the total grant funding)***

The Open Grants program launched in 2022 as the first open call for applications, representing \$8,212,033.76 or 22% of total grant funding. The program's purpose was straightforward: learn directly from animal shelters what their needs were. The initial 2022 funding call funded 66 organizations, with grants ranging from \$5,000 to \$200,000. Based on demonstrated impact, 29 organizations received renewal funding in 2023-2024, with the largest renewal being \$300,000. Funding was provided across four broad categories—adoptions, veterinary care, field services, and return to home.

The grant program reached 30+ California counties across all major regions - the distribution demonstrates deliberate statewide equity, reaching both major metropolitan areas and underserved rural communities.

#### Regional Breakdown

- Southern California: ~35% of grantees
- Bay Area: ~25% of grantees
- Central Valley: ~20% of grantees
- Northern/Rural California: ~15% of grantees
- Central Coast/Other: ~5% of grantees

#### Services Provided (Most to Least Common)

- Free/low-cost spay/neuter: 45+ organizations
- Free/low-cost vaccinations: 40+ organizations
- Free/low-cost microchips: 35+ organizations
- Pet food/supplies: 30+ organizations
- Waived redemption fees: 25+ organizations
- Waived adoption fees: 20+ organizations
- Veterinary care: 20+ organizations
- Foster programming: 15+ organizations
- Behavioral support: 12+ organizations

The impact of this grant cycle was varied because of the responsive nature of the funding call. However, the data gathered from the requests received and check-ins throughout the grant cycle led to the remaining grant campaigns.

### ***Special Grants (\$6,420,120 and 17% of the total grant funding)***

This category of grants was created for funding opportunities that occurred outside the cadence of regular grant cycles, targeting projects or programs with unique and distinct potential impact for animal shelters. The 37 agencies that received special funding represented diverse initiatives ranging from small-scale capacity building to large-scale regional interventions, with grant amounts spanning from \$250 to \$3,234,000. The 4 grants in the amounts of \$250 were honoraria to organizations that spoke at Cal4All Events. The 33 remaining grants went to 16 organizations in 12 counties.

#### Regional Distribution:

- Central Valley (Fresno area): 4 organizations (25%)
- Bay Area: 4 organizations (25%)
- Northern California: 4 organizations (25%)
- Southern California: 4 organizations (25%)
- 44% serve large urban areas
- 25% serve rural/small towns

The Special Grants category demonstrated that flexible, responsive funding targeting high-need communities with culturally competent, sustained interventions can generate significant impact. However, the universal refrain from grantees—that demand continues to far exceed available resources—indicates that these special grants addressed acute needs while illuminating the scale of ongoing investment required to achieve sustained success for shelters across California's diverse communities.

### ***Welcome Grants (\$675,000 and 1.8% of total grant funding)***

All shelters participating in the program funded through the Animal Shelter Assistance Act were required to provide annual intake and euthanasia data spanning the five years before the program started (2017-2021) through the duration of the program (2022-2026). With the launch of California for All Animals, municipal animal shelters and private animal shelters with municipal contracts were eligible to receive \$5,000 in funding to assist in compliance with this requirement if needed (e.g. through upgrades to software systems used to track data), as well as to engage with the California for All Animals program and address the shelters' most pressing needs. An additional goal was to rapidly engage the majority of shelters functioning in the state.

The Welcome Grant opportunity was publicized on the KSMP website and on a dedicated website for the program, through social media, press releases, industry email lists, and professional networks. As of December 31, 2025, 135 animal shelters and animal control agencies had received Welcome Grants, representing organizations from 47 California counties. All grantees received \$5000.

This low-barrier entry program successfully engaged the full spectrum of California's animal welfare community, from the state's largest urban shelters to the smallest rural operations. The grants reached diverse organization types including municipal animal services, county animal control agencies, humane societies both private and with municipal contracts, SPCAs, and independent shelters.

***Collaborative Grants (\$550,000) and 1.5% of the total grant funding): Open Arms Challenge and CA Welfare Funders Collaborative***

In recognition of collaborative impact, California for All Animals partnered with other funders to maximize dollars and build awareness. In 2022 and 2023, California for All Animals participated in the California Animal Welfare Funders Collaborative (CAWFC), whose mission was to "bring together grant-makers to creatively and flexibly respond to the needs of animal shelters throughout the state of California." Other members included Annenberg Petspace, Best Friends Animal Society, Maddie's Fund, Michelson Found Animals Foundation, and California Community Foundation. The Collaborative funding opportunity was open to animal shelters and animal control agencies in California operating innovative programs representing new or expanded projects. Each funding organization contributed grant money that was collectively awarded by the Collaborative. California for All Animals awarded \$150,000 to California shelters through this collaborative, in alignment with the same criteria that guided all other grant funding provided through the program.

California for All Animals also participated in the Open Arms Challenge in 2023 and 2024 with a combined contribution of \$400,000 distributed to California shelters. The Open Arms Challenge was a national collaborative effort involving over twenty organizations working together to encourage animal shelters, foster-based organizations, and public charities to create or expand programs focused on keeping pets and people together. The Challenge took place each April, with organizations piloting new approaches that opened doors to new adopters and volunteers while welcoming their entire community.

The focus of the grant program was on keeping pets and people together by encouraging shelters to embrace inclusive practices such as lowering barriers to adoption, offering flexible or free adoptions, providing bilingual adoption counseling and coordination, translating materials into multiple languages, and diversifying foster recruitment to increase adoption, return to home, and foster outcomes. In addition to the dollars allocated to shelters, the Open Arms Challenge provided technical assistance and practical solutions to implement, including access to educational resources, training opportunities, and a community forum where participants could share ideas and best practices.

A total of 48 agencies received \$400,000 in grant funding from California for All Animals through the Open Arms Challenge across 23 counties. A total of 6 agencies received \$150,000 in grant funding through the California Animal Welfare Funders Collaborative.

***Portal and Housing Improvement Grants (\$321,213 and 1% of the total expended)***

Housing quality affects every aspect of an animal’s experience in a shelter, and impacts animal care costs, disease levels and overall program success. Improvements to housing also have an abiding effect, shaping the experience of every animal that passes through that kennel, potentially altering the trajectory for hundreds or even thousands of animals over time. “Double compartment housing” is particularly important in shelters - this is housing that allows for separation between a living area for food, water, bed and toys, from the area where the animal urinates and defecates. Compared to single compartment housing, double compartment housing is easier and safer to clean, much less stressful for animals, and substantially lowers disease rates. For this reason, Portal Grants were available on an ongoing basis for the duration of the program to address the goal identified in the Animal Shelter Assistance Act of improving animal health in the shelter. The request for proposals invited shelters to apply for funding to convert existing single-compartment housing to double-compartment housing via portals, creating a pass-through between two adjacent cages, doubling available floor space and allowing for the separation of food/sleeping and elimination areas.

Portal grants were distributed across 26 organizations in 10 counties resulting in 686 portal installations. The smallest grant was \$1440 and the largest grant was for \$45,000. Because shelters didn’t always have the technical expertise to install portals or accomplish other housing upgrades, on-site support was provided by the KSMP team as needed. Additional housing improvement grants spanned a range of interventions from provision of dog beds (275), hiding boxes for cats (45), and hundreds of other amenities including cat scratching pads, blankets, quiet-closing kennel latches, dog houses, visual barriers for dog kennels, kennel misters for cooling, and gazebos for shade in play yards.

**Overall Grant Impact**

The over 500 grants awarded through California for All Animals represent more than financial transactions—they represent relationships, trust, and a shared commitment to reimagining what animal welfare can be.

The data reveals clear patterns of success. Spay/neuter programs sterilized over 206,000 animals statewide. Barrier-removal grants kept countless pets in homes by addressing the real obstacles families face: language barriers, financial constraints, lack of transportation, and complicated or unwelcoming processes.

We learned that the most impactful grants weren't always the largest. A \$5,000 Welcome Grant often opened the door to partnership with a shelter that had previously been isolated. A \$10,000 barrier-busting award could transform an organization's approach to community engagement. Portal grants for a few thousand dollars improved disease control and animal welfare in

measurable ways and will save money and lives for years to come. The size of the investment mattered less than whether it addressed the right problem at the right time.

Perhaps most importantly, we learned that animal welfare cannot be separated from human welfare. The communities with the highest shelter intake rates were the same communities facing housing insecurity, limited access to healthcare, food insecurity, and systemic inequities. Our most successful grantees understood this intersection. They hired bilingual staff, partnered with social service agencies, brought services directly to neighborhoods, and approached every pet owner with dignity and respect rather than judgment.

As this phase of funding concludes, we see both tremendous progress and urgent continuing need. More shelters have developed resources to support people to care for animals in the homes they already have, recognizing this is the best way to keep animals out of shelters. Community cat programs, once controversial, are now widely embraced, even receiving a resolution of support from the California Senate in May of 2024. Access to veterinary care remains the single greatest barrier to shelters' success—one that will require sustained investment, policy changes, and creative partnerships to address.

Most importantly though, grantees have proven that when we invest in keeping pets and people together, everyone benefits: families maintain their beloved companions, shelters can focus resources on animals with nowhere else to go, and communities become safer and more connected. The foundation laid during this program has demonstrated what's possible—and points clearly toward the work that must continue if we are to build on these gains.

## 5. Recommendations

The California for All Animals program is providing recommendations in response to paragraph (F) “a long-term plan to sustain any improvements in euthanized rates once the one-time funding expires and continue progress toward the state’s policy objective that no adoptable or treatable animal be euthanized.” These recommendations will be organized around the key goals identified by the Animal Shelter Assistance Act language (Section 92658, subsection 1A-C)

(A) Reducing intake by providing other solutions to keep animals safe and healthy in their homes, which may include spay or neuter as part of that approach, as well as vaccination, microchipping, and setting up technology and communication to help pet owners rehome their own pets instead of taking them to a shelter.

(B) Improving animal health and care in the shelter, which may include adequate housing, good ventilation, appropriate treatment and isolation facilities as well as good husbandry practices to help animals stay healthy, lower costs, and increase adoptions.

(C) Removing barriers to live outcomes, which may include technology, staffing and capacity solutions, and expanding spay or neuter capacity to keep up with outflow. This may also include systems to reunite lost pets and developing an adoption presence in the community.

We recognize the complexity of the challenges that exist to achieve these goals and the need for collaboration and partnership with other animal welfare organizations, veterinary care providers, legislators, social services, and pet owners. Based on the information gathered during the program, the following are recommendations for the path forward. We have provided examples of programs or projects that were funded under California for All Animals to support these recommendations in Appendix F. We also recognize that addressing the crisis in access to veterinary care cuts across all of those areas, thus we will address that separately.

### **Reducing intake**

Keeping animals healthy and safe in their homes rather than entering overburdened shelters has multiple benefits. Families and pets get to stay together while limited shelter resources are conserved to care for animals in crisis and support public health and safety.

Sustaining this positive model requires shelters to have sufficient staffing, training, and resources to assess each situation individually and provide the most appropriate response. Sometimes something as simple as providing behavioral support, helping to fix a broken fence, or providing food to bridge the gap until the next paycheck can make all the difference. Other times, more extensive support is needed, such as spay/neuter and other veterinary services or help accessing pet friendly housing. Grant recipients illuminated the benefit of a wide range of approaches with demonstrated impact on animal well-being beyond the shelter's walls.

### **Recommendations for reducing intake:**

- Increase funding for veterinary medical care, preventative care and emergency interventions to support pet retention
- Invest in spay/neuter, TNR and community cat programs to sustainably reduce shelter intake
- Support external partners as a cost-effective means of keeping pets out of shelters through direct foster and placement by finders (e.g. "kitten sitters")
- Equip field officers with supplies to help people with "easy fixes" – dog houses, tethering systems, shade structures, fence fixes, humane cat deterrents, zip lines, etc.
- Support "education before citation" efforts including allowing fee waivers per staff discretion when it supports keeping an animal in its home
- Distribute free microchips and ID tags/collars for dogs
- Engage in culturally appropriate community outreach: provide professionally translated materials, engage bi-lingual volunteers, hire bilingual staff, support community ambassador programs in high-vulnerability areas

## **Improving facility and animal health and care in the shelter**

When animals do enter shelters, their health and welfare depend on adequate housing, good ventilation, appropriate treatment and isolation facilities, and sound husbandry practices.

Improving shelter conditions requires multiple approaches: facility upgrades such as double-compartment housing with portals, modular solutions, and play yards can have significant ongoing impact. For instance, doubling the size of cat housing by addition of a “portal” can reduce illness by as much as 50-fold, resulting in substantial cost savings as well as reduced euthanasia. For dogs, creating safe outside areas where they can play and be themselves improves adoptability as well as lowering stress and supporting health. Within the housing unit, simple enrichment items like a bed, hiding box or scratching post can make all the difference for a frightened animal in a new and unfamiliar environment.

In addition to adequate housing, staff training at all levels is essential to implement good husbandry practices that help animals stay healthy, lower costs, and increase adoptions. These investments in shelter infrastructure and staff capacity directly impact animal welfare outcomes and operational sustainability. Our grants program worked in tandem with our staff training platforms to support the best possible housing and care across California shelters.

Finally, the number of animals housed must be in alignment with the amount of humane housing available as well as the staff needed for care. Even the best housing and most caring staff can be overwhelmed by crowding. And while housing ever more animals can defer euthanasia in the short term it will ultimately increase costs and reduce lifesaving capacity overall. Our outreach team worked closely with shelters to calculate their unique “Capacity for Care” and implement strategies to get to and remain within that number while maximizing positive outcomes.

### **Recommendations for improving shelter facilities:**

- Convert traditional kennels to double-compartment housing for dogs, cats and rabbits – install portals, divider doors, etc.
- Support small investments with a big impact such as play yards, visual barriers to reduce barking, and reusable enrichment items within kennels
- Consider cost effective and rapid modular solutions especially when barriers to new builds exist
- Ensure that every shelter has access to their “Capacity for Care” number, and that staff know the methods and are empowered to implement practices to maintain that number while maximizing life saving
- Provide free training available to support all levels of staff at shelters to make the most of their facilities through good husbandry and care

## Removing barriers to live outcomes

Removing barriers to live outcomes—return to home, foster, adoption, and transfer—is critical to achieving California's goal that no adoptable or treatable animal be euthanized. The Barrier Busting grant cycle highlighted numerous strategies by which this can be accomplished, with the greatest success realized when multiple strategies were used synergistically. Fees were an obvious concern: overcrowded shelters commonly reported being required to charge reclaim or adoption fees that were out of reach for many working families. When costs to “do the right thing” were lowered, people showed up to reclaim and adopt, reducing shelter crowding, lowering medical costs, and combatting euthanasia. When this was coupled with culturally responsive materials and simplified processes, impressive results were seen. Lowering the population in the shelter in turn can lower animal care and medical costs, triggering a positive cycle that can free up funds to reinvest in preventive programs.

### Recommendations for removing barriers to live outcomes:

- Eliminate reliance on return to owner and adoption fees as shelter revenue source - empower shelters to waive fees as needed to promote live outcomes
- Streamline adoption processes including simplified applications, offering extended hours for adoptions, adoptions on weekends, professionally translated adoption materials and applications, etc.
- Provide materials in multiple languages and perform culturally appropriate community outreach

## Addressing the crisis in access to veterinary care

Perhaps the most urgent issue facing California shelters is the severe veterinary medical staff shortage, affecting the ability to recruit and retain both veterinarians and licensed support staff and crippling spay/neuter access in shelters and communities. The impact of this was seen across all grants and all areas for intervention: lack of spay/neuter, especially for large dogs, has resulted in a surge in canine intake in many areas. Inability to access veterinary care puts ever more Californian pets at risk, while shelters are struggling to provide care even for the animals within their walls. On the outcome side, delays in spay/neuter access are keeping pets sitting in cages for weeks or even months awaiting surgery, while some shelter staff have to drive for hours to reach the nearest clinic.

A 2022 survey of 111 California shelters (representing nearly half of the state's estimated 230 shelters) revealed the crisis dimensions: more than a quarter have no full-time equivalent veterinarian position at all.<sup>1</sup> Of those with FTE veterinary positions, over half are unfilled. Registered Veterinary Technicians, essential to a functioning veterinary team, were also in

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<sup>1</sup> Keeping the vets we have: shelter veterinarian retention as a core strategy to support Access to Veterinary Care. <https://www.sfspca.org/wp-content/uploads/2025/03/keeping-vets-white-paper.pdf>

desperately short supply with nearly half of shelters reporting unfilled positions. For both DVMs and RVTs, survey respondents reported an inability to recruit - not a lack of funds - as the most significant barrier to hiring. Lack of medical staffing impacts all aspects of the shelter: the majority of respondents reported negative impacts such as increased length of stay, limits to adoption and foster programs and constraints to vital community support and TNR programs.

The harmful consequences of this shortage have direct consequences for California's ability to reach and maintain policy goals related to euthanasia. Survey respondents reported the workforce shortage has led to limits on community safety net and TNR programs, reduced adoption capacity, and increased disease spread in the shelter, and over a third reported this has already led to an increase in euthanasia of healthy or treatable pets. These findings were reinforced by countless direct conversations with grant recipients.

In focus groups, every participant without exception identified spay/neuter services as the one need not currently being met that most impacts shelter operations. Over a third of survey respondents reported being unable to consistently provide spay/neuter services on site for adopted and reclaimed animals. Shelters across the state are also feeling the effects of the gap in community spay/neuter services: since the pandemic in 2020, it is estimated that there is a national gap of over 3 million spay/neuter surgeries and this gap only continues to grow.<sup>2</sup>

We explored multiple avenues to relieve this crisis in care: through direct subsidy of surgeries, surgical facility improvements, training programs, mobile programs and more. The program's largest grant call, Sniptember, focused on expanding surgical availability, receiving over 100 applications requesting more than \$46 million, with only \$9 million available to award. The unfunded \$37 million testifies to immense need, and the true need is even more profound—for many shelters, inability to recruit a qualified veterinarian meant they couldn't even spend existing funds allocated for veterinary care.

Solutions to the veterinary workforce shortage and spay/neuter access crisis will be multi-faceted and include training and policy approaches to increase the number of licensed veterinarians and RVTs practicing in the state, as well as improving use of technology and other innovative means of increasing access to veterinary care. Increasing class sizes to graduate more veterinarians and technicians, developing strategies to increase retention and workforce participation of those already licensed, and streamlining methods to bring in talent from outside the state all hold promise. Additional proposed solutions include increasing the use of telemedicine, expanding the scope of practice for RVTs, adding credentialed positions, and providing targeted training such as certification in High Quality High Volume Spay/Neuter. Our experience with the grants program also highlight specific opportunities to help address the immediate crisis.

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<sup>2</sup> Guerios SD, Clemmer G, Levy JK. The pandemic's cruel aftermath: progressive decline in spay/neuter capacity. *Front Vet Sci.* 2025 Mar 21;12:1558235. doi: 10.3389/fvets.2025.1558235. PMID: 40191087; PMCID: PMC11968670.

### **Recommendations for addressing the crisis in access to veterinary care:**

- Leverage existing HGHVSN programs to train additional DVMs and RVTs - increasing the output of every licensed participant in spay/neuter can have immediate results
- Provide grant funds for vouchers to offset the cost of spay/neuter at community clinics
- Leverage mobile units and “mash style” clinics that can quickly help clear a backlog and increase spay/neuter access even in communities lacking a brick and mortar clinic
- Equip smaller agencies with transport vehicles to bring shelter and community pets to clinics that may be a long distance
- Support larger shelters to help the surrounding area by providing direct spay/neuter help as well as training local teams
- Ensure that spay/neuter materials and the appointment process is accessible by providing translations and community-engaged partnerships to meet people where they are and reach those most at risk
- In addition to spay/neuter, direct support for veterinary care helps keep animals out of shelters and with the people who love them

### **Interconnected Solutions**

These four categories, reducing intake, improving shelter facilities, removing barriers to live outcomes, and addressing the veterinary access to care crisis, are deeply interconnected. The veterinary shortage affects every aspect of shelter operations—from intake reduction efforts that rely on spay/neuter vouchers, to shelter health management, to the ability to move animals through to adoption. Reducing intake creates space for better animal care and increases capacity for live outcomes. Removing barriers to reunification and adoption reduces length of stay, improving animal health while lowering costs. Each element reinforces the others in creating a sustainable system where no adoptable or treatable animal need be euthanized.

## **6. Conclusion**

The California for All Animals program represents an unprecedented investment in the vision that no adoptable or treatable animal should be euthanized. From July 2021 through December 2025, this program engaged every county in California, awarded \$37.5 million in grants to 503 organizations, trained thousands of shelter professionals, and supported community-centered animal welfare.

What we have learned through this program is both humbling and instructive. California's animal welfare challenges cannot be solved by shelters alone. The systems that bring animals into shelters—housing insecurity, economic hardship, limited veterinary access, language barriers, and lack of pet-friendly resources—are fundamentally human challenges that require cross-sector

collaboration. When families cannot find affordable veterinary care, when landlords refuse to accept pets, when economic crisis forces impossible choices, animals pay the price.

The program has demonstrated that meaningful, sustainable change requires addressing four interconnected areas: reducing intake through community support and prevention; improving shelter operations through infrastructure and training; removing barriers to reunification and adoption; and expanding access to veterinary care, particularly spay/neuter services. These elements reinforce one another—better facilities support healthier animals who are more adoptable; intake reduction creates capacity for improved care; barrier removal increases live outcomes and reduces length of stay. The veterinary shortage touches all aspects of this system, making it impossible to achieve lasting progress without addressing the crisis in veterinary workforce and capacity.

Through over 500 grants, we have seen what works: community-based spay/neuter programs that eliminate transportation and cost barriers; intake diversion models that support families in crisis; shelter improvements like double-compartment housing that reduce disease and improve behavior; elimination of fees that prevent reunification; culturally responsive outreach that builds trust in underserved communities; and comprehensive support systems that address the root causes of surrender rather than simply managing its consequences.

The recommendations detailed in this report represent the collective wisdom gained from engaging with hundreds of shelters, analyzing comprehensive data, and witnessing both successes and challenges across California's diverse communities. They call for sustained investment in prevention programs, elimination of financial barriers to reunification and adoption, expansion of veterinary training and capacity, support for culturally responsive community engagement, and infrastructure that enables better animal care and outcomes.

California for All Animals was never intended to be a permanent program, but rather a catalyst for systemic change. The infrastructure improvements, trained workforce, proven intervention models, and strengthened partnerships created through this investment provide a foundation for continued progress. However, sustaining these improvements and continuing to advance toward the state's policy goal requires ongoing commitment and resources.

The vision articulated in 1998—that no adoptable or treatable animal should be euthanized—remains as urgent and achievable today as it was then. Through this program, California has demonstrated not only the commitment but also the collaborative capacity needed to achieve it. The path forward requires continued investment in the programs and infrastructure proven effective through California for All Animals, sustained support for the communities facing the greatest challenges, and recognition that keeping pets and people together is not just an animal welfare issue, but a matter of community health, social equity, and human dignity.

The work begun through California for All Animals continues in the relationships forged, the capacity built, and the vision shared across California's animal welfare community. With sustained commitment to the evidence-based strategies outlined in this report, California can fulfill the promise made to its animals more than two decades ago.

## 7. Appendices

### **Appendix A** **Text from Assembly Bill No. 132 Postsecondary education trailer bill** **Article 6.4 Animal Shelter Assistance Act**

#### **SEC. 68.**

Article 6.4 (commencing with Section 92657) is added to Chapter 6 of Part 57 of Division 9 of Title 3 of the Education Code, to read:

#### **Article 6.4. Animal Shelter Assistance Act**

##### **92657.**

The Legislature finds and declares all of the following:

- (a) In 1998, the State of California enacted Senate Bill 1785 (Chapter 752 of the Statutes of 1998) to create new minimum standards for California animal shelters and establish the state's policy that no adoptable or treatable animal should be euthanized.
- (b) Since 1998, many California communities have made meaningful strides to reduce the deaths of homeless animals. Public and private sources have funded more low-cost programs for dog and cat spaying and neutering. Animal shelters have sought to modernize their facilities and practices to keep animals healthier during their time at the shelter. Public education campaigns have promoted the importance of adopting pets, and a growing number of private rescue groups have been formed, increasing the degree to which they assist shelters in finding new homes for animals.
- (c) Although the number of deaths in California's animal shelters fell from more than 500,000 in 1998 to an estimated 180,000 in 2018, the state's longstanding policy goal has not yet been achieved in every community.
- (d) The University of California houses the nation's premier animal sheltering research, service, and teaching program. The shelter medicine program at the University of California, Davis promotes a welfare-centric, life-saving approach to the management of animals in shelters, focused on prevention and grounded in science. The program has been working with shelters across California since its inception, providing advice covering facility design, shelter management, animal husbandry, and myriad veterinary health issues that are unique to sheltering environments.
- (e) With an intentional focus on and partnership with communities around California, the state will be well positioned to achieve the state's policy goal that no adoptable or treatable animal should be euthanized.

**92658.**

(a) It is the intent of the Legislature that a five-year program, which shall be known as the Animal Shelter Assistance Program, be established to support the state’s policy goal that no adoptable or treatable animal is euthanized, and that the program be administered by the University of California pursuant to all of the following principles:15748972

(1) The program shall provide support to all California animal shelters in the form of outreach, regional conferences, and provision of web-based resources based on current best practices. Best practices may include, but is not limited to, all of the following:

(A) Reducing intake by providing other solutions to keep animals safe and healthy in their homes, which may include spay or neuter as part of that approach, as well as vaccination, microchipping, and setting up technology and communication to help pet owners rehome their own pets instead of taking them to a shelter.

(B) Improving animal health and care in the shelter, which may include adequate housing, good ventilation, appropriate treatment and isolation facilities as well as good husbandry practices to help animals stay healthy, lower costs, and increase adoptions.

(C) Removing barriers to live outcomes, which may include technology, staffing and capacity solutions, and expanding spay or neuter capacity to keep up with outflow. This may also include systems to reunite lost pets and developing an adoption presence in the community.

(2) The program shall offer in-person assessments and in-depth online training to California city, county, or city and county animal control agencies or shelters, societies for the prevention of cruelty to animals, and humane societies, upon request and as feasible.

(3) As a supplement to its outreach and programmatic support, the program shall administer a grant program to aid implementation of best practices in California animal shelters. All funds shall be awarded on the basis of need as determined by an open, competitive process that ensures objectivity, fairness, and sustainability. All California city, county, or city and county animal control agencies or shelters, societies for the prevention of cruelty to animals, and humane societies shall have access and opportunity to voluntarily compete for the funds. The program shall do all of the following:

(A) Develop criteria, procedures, and accountability measures as may be necessary to implement the grant program.

(B) Administer the grant program to ensure that priority is given to underserved populations, including both urban and rural areas and low-income communities, where achievement of the state’s goal that no adoptable or treatable animal is euthanized has not yet been met.

(C) In developing criteria, procedures, and accountability measures, include a focus on preventing pet overpopulation, such as measures to offer no or low cost spay or neuter services.

(4) For purposes of this section, a society for the prevention of cruelty to animals or a humane society shall be a California corporation, duly incorporated in the State of California, in active status, as described on the business search page of the Secretary of State's internet website, and exempt from federal income taxation as an organization described in Section 501(c)(3) of the Internal Revenue Code.

(5) For purposes of this section, the program is encouraged to prioritize assistance for California city, county, or city and county animal control agencies or shelters, societies for the prevention of cruelty to animals, and humane societies that are current on relevant data reporting required under law, and that offer the greatest likely return on one-time investment of state funds.

(b) In designing and promoting the services outlined in subdivision (a), the program shall seek input from relevant stakeholders to ensure that program services and grants effectively reach a wide geography throughout the state, and that regions in northern, central, and southern California, including both urban and rural areas, are adequately considered, with an emphasis on addressing the lifesaving needs within these regions.

(c) The program may give additional consideration to working with communities that do any of the following:

(1) Seek to maximize the number of animals whose lives can be saved.

(2) Demonstrate partnerships among public, private, corporate, or nonprofit entities.

(3) Emphasize volunteer engagement and community outreach components for purposes of increasing the sustainability of the program's investments.

(d) (1) On or before March 31, 2023, the University of California shall report to the relevant policy and fiscal committees of the Legislature and the Department of Finance on the program. At a minimum, the report shall include all of the following information:

(A) The amount spent on each type of activity set forth in paragraphs (1) to (3), inclusive, of subdivision (a).

(B) Pursuant to paragraph (1) of subdivision (a), a summary of the outreach activities that were supported by funds.

(C) Pursuant to paragraph (2) of subdivision (a), a list of shelters that received in-person assessments and in-depth training.

(D) Pursuant to paragraph (3) of subdivision (a), a list of grant recipients, along with each recipient's grant amount, the amount of matching funds, if any, and a description of the funded activities.

(E) An analysis of the program's impact on the number of animals that are euthanized for all shelters participating in the activities described in paragraphs (2) and (3) of subdivision (a). The analysis shall include annual data on the number of animals that were euthanized at least five years preceding the

establishment of the program and throughout the duration of the program. To the extent possible, the analysis shall use the best available data to estimate the number of treatable and adoptable animals that are euthanized in the state. The University of California, Davis Koret Shelter Medicine program may require any data from program participants as needed to complete this analysis.

(F) A long-term plan to sustain any improvements in euthanized rates once the one-time funding expires and continue progressing toward the state's policy objective that no adoptable or treatable animal be euthanized.

(G) Financial information on the University of California, Davis Koret Shelter Medicine program, including funding by source, spending by program and function, and end-of-year fund balances. The report shall include this information for the 2018–19 through 2023–24 fiscal years.

(2) On or before March 31, 2026, the University of California shall submit a second report to the relevant policy and fiscal committees of the Legislature and the Department of Finance on the program. At a minimum, the report shall include all of the information described in paragraph (1).

(e) Subject to the conditions and requirements established elsewhere in statute, the State Department of Public Health and the Department of Food and Agriculture shall provide to the program, upon proper request, data that will help ensure effective administration of the program.

(f) Toward these ends, the Legislature requests the Regents of the University of California to establish the Animal Shelter Assistance Program and direct the University of California, Davis Koret Shelter Medicine Program to administer the program pursuant to, and consistent with, the principles and goals stated in this article.

**Appendix B  
Grant Recipients**

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
Amador County Animal Control	\$65,000	\$5,000 general operating funding. \$60,000 for intake prevention services (access to veterinary care and spay/neuter), animal control officer equipment, and subsidized return to owner fees.
Animal Friends of the Valleys	\$103,000	\$5,000 for adoption events. \$3,000 for leadership and staff training on diversity, equity and inclusion. \$95,000 for subsidized spay/neuter services.
Animal Outreach of the Mother Lode	\$3,000	\$3,000 general operating funding.
Animal Shelter Assistance Program	\$3,000	\$3,000 for colloquial translation services and consultative services to address organizational cultural changes.
Antioch Animal Services	\$64,500	\$5,000 general operating funding. \$59,500 surgical, medical and preventative care supplies.
A-PAL Humane Society	\$5,000	\$5,000 general operating funding.
Apple Valley Animal Shelter	\$35,000	\$35,000 for community cat programming.
ARE Animal Rescue Inc	\$75,000	\$5,000 general operating funding. \$70,000 for pet food/supplies, veterinary and spay/neuter services, and training for volunteers.
ASTRO Foundation	\$12,193	\$2,193 for double-compartment housing. \$10,000 for multilingual/multicultural community outreach and pet food/supplies.
Bakersfield SPCA	\$5,000	\$5,000 general operating funding.
Barstow Humane Society	\$51,490	\$5,000 general operating funding. \$46,490 for return to home programming (pet tags and collars, subsidized reclaim fees), spay/neuter and medical services, and marketing efforts.
Berkeley Animal Care Services	\$65,000	\$5,000 general operating funding. \$60,000 for return to home programming, adoptions, and outreach/support for unhoused pet owners.
Berkeley-East Bay Humane Society	\$447,600	\$447,600 for a three-year high quality, high volume spay/neuter training program in partnership with Community Animal Medicine Project.
Bunnies Urgently Needing Shelter	\$5,000	\$5,000 general operating funding.
Burbank Animal Shelter	\$5,000	\$5,000 general operating funding.
Butte Humane Society	\$60,000	\$10,000 for open adoptions program, \$50,000 for spay/neuter services.
Calaveras County Animal Services	\$26,200	\$5,000 general operating funding. \$21,200 for shelter updates to streamline operations.
Calaveras Humane Society	\$220,000	\$17,500 for medical services provided to pets transferred in from municipal shelters. \$27,000 for pet food pantry. \$175,500 for spay/neuter, vaccination and microchip services.

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
California City Animal Shelter	\$10,000	\$5,000 general operating funding. \$5,000 for spay/neuter and medical services.
Chico Animal Shelter	\$55,000	\$5,000 general operating funding. \$50,000 for programming to support the community with reuniting found pets with their owners.
Chula Vista Animal Care Facility	\$161,200	\$5,000 general operating funding. \$50,700 for return to home programming (pet tags and collars, subsidized return to home fees). \$53,000 for outreach clinics, veterinary care vouchers, and return to home assistance.
City of Avenal	\$411,794	\$5,000 general operating funding. \$14,874 for spay/neuter and veterinary services.
City of Bakersfield Animal Care Center	\$455,000	\$5,000 general operating funding. \$200,000 for spay/neuter services and updates to medical team workstation. \$250,000 for spay/neuter services.
City of Bakersfield Animal Control	\$34,700	\$5,000 general operating funding. \$29,700 for spay/neuter services and intake prevention field services (dog houses, tether systems).
City of Blythe Animal Control	\$233,000	\$5,000 general operating funding. \$77,500 for spay/neuter and veterinary services, pet food/supplies, field services equipment, and staffing. \$150,500 for spay/neuter and medical services, pet food/supplies, field services equipment (vehicle, carriers), and staffing.
City of Carson	\$20,000	\$5,000 general operating funding. \$15,000 for pet retention services and supplies.
City of Coalinga	\$110,000	\$10,000 general operating funding. \$100,000 for double-sided dog kennels and cat condos.
City of Delano	\$372,660	\$10,000 general operating funding. \$362,660 for spay/neuter services.
City of Firebaugh	\$5,000	\$5,000 general operating funding.
City of Fowler	\$5,000	\$5,000 general operating funding.
City of Fremont Tri-City Animal Shelter	\$5,000	\$5,000 general operating funding.
City of Fresno	\$704,702	\$10,000 general operating funding. \$5,200 for double-compartment housing. \$156,900 for spay/neuter unit, veterinary services, pet supplies and microchips, and staffing. \$182,202 for spay/neuter services. \$350,400 for subsidized veterinary care services, community cat program, and free pet microchips program.
City of Huron	\$109,874	\$5,000 general operating funding. \$15,000 for double-compartment housing. \$89,874 for spay/neuter and veterinary services.
City of Kerman	\$45,000	\$5,000 general operating funding. \$40,000 for community cat program.
City of Manteca Animal Shelter	\$5,000	\$5,000 general operating funding.
City of McFarland	\$223,000	\$5,000 general operating funding. \$218,000 for spay/neuter services.

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
City of Moreno Valley Animal Shelter	\$262,602	\$5,000 general operating funding. \$8,582 for double-compartment housing. \$151,700 for spay/neuter services. \$97,320 for kitten kits, microchip scanners and subsidized return to home fees and services.
City of Needles	\$117,000	\$5,000 general operating funding. \$112,000 for community cat program.
City of Perris Animal Control	\$77,000	\$250 for flea/tick medication for shelter animals. \$5,000 general operating funding. \$10,000 for community outreach and engagement. \$25,000 for pet retention supplies and services. \$36,750 for spay/neuter services.
City of Sacramento Front Street Animal Shelter	\$327,215	\$5,000 general operating funding. \$10,000 for community outreach and engagement. \$147,000 for Homeless Outreach Assistance Program pet retention services. \$165,215 for foster program.
City of Shasta Lake Animal Shelter	\$80,000	\$5,000 general operating funding. \$75,000 for spay/neuter and veterinary services.
City of Stockton Animal Services	\$311,900	\$5,000 general operating funding. \$6,900 for foster program. \$100,000 for pet retention supplies and services. \$200,000 for adoptions programming and staffing.
City of Taft Animal Shelter	\$5,000	\$5,000 general operating funding.
City of Tracy Animal Services	\$34,650	\$5,000 general operating funding. \$10,000 for spay/neuter services. \$19,650 pet retention services for people experiencing homelessness.
City of Wasco	\$398,250	\$5,250 general operating funding. \$100,000 for adoption events. \$293,000 for spay/neuter and veterinary services.
Colusa County Animal Control	\$255,000	\$5,000 general operating funding. \$250,000 for spay/neuter services.
Compassion Without Borders	\$121,928	\$46,208 for foster and adoption programs. \$75,720 for adoption and behavior programs staffing.
Contra Costa County	\$305,000	\$5,000 general operating funding. \$200,000 for strategic planning and new shelter programs. \$100,000 for spay/neuter services.
Contra Costa Humane Society	\$191,616	\$7,000 for community engagement. \$110,600 for kitten foster program and services. \$74,016 for food and veterinary services for pets.
County of Fresno Department of Public Health	\$200,000	\$200,000 for spay/neuter services.
County of Monterey Animal Services	\$513,614	\$10,000 general operating funding. \$88,200 for spay/neuter services. \$190,030 for subsidized return to home fees, staffing, shelter/animal control equipment/supplies. \$225,384 for subsidized adoption fees, staffing, program supplies and administration.
County of San Luis Obispo Animal Services	\$5,000	\$5,000 general operating funding.

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
County of Santa Clara Animal Services	\$29,403	\$5,000 general operating funding. \$6,820 for subsidized return to home fees. \$7,575 for pet retention services (supplies, veterinary services). \$10,008 for pet retention supplies and services (microchips, flea/tick treatment).
Delta Humane Society (SPCA) of San Joaquin County	\$10,000	\$10,000 general operating funding.
Dinuba Police Department	\$10,000	\$10,000 general operating funding.
Downtown Dog Rescue	\$630,000	\$460,000 for access to veterinary services (medical care, spay/neuter, quality of life clinics, preventative care). \$170,000 for intake prevention social services.
East Bay SPCA	\$165,000	\$5,000 for translations and accessibility tools. \$10,000 general operating funding. \$50,000 for subsidized boarding, veterinary care, and return to home fees; program expenses (staffing, pet supplies). \$100,000 for veterinary services.
Eastern Madera County Humane Society	\$275,000	\$275,000 for spay/neuter services.
El Dorado County Animal Services	\$55,000	\$5,000 general operating funding. \$50,000 for veterinary services.
El Dorado County German Shepherd Rescue	\$5,000	\$5,000 general operating funding.
Elk Grove Animal Services	\$255,000	\$5,000 general operating funding. \$250,000 for community cat program (supplies, spay/neuter services).
Farside Journey	\$5,000	\$5,000 general operating funding.
FieldHaven Feline Center	\$384,900	\$250 general operating funding. \$3,000 for community engagement and diversity, equity, inclusion training for leadership. \$50,000 for spay/neuter services. \$131,650 for kitten foster program. \$200,000 for community cat spay/neuter services.
Fresno Humane Animal Services	\$615,398	\$5,000 general operating funding. \$100,000 for veterinary services. \$260,797.54 for spay/neuter services. \$249,600 for field services focused on pet retention.
Friends of the Alameda Animal Shelter	\$419,554	\$5,000 general operating funding. \$5,000 for pet food pantry and wellness clinics. \$7,000 for cat housing improvements. \$140,554 for spay/neuter services. \$212,000 for veterinary social worker position for two years.
Friends of the Animal Community	\$10,000	\$10,000 for reducing barriers to adoptions.
Friends of the Palm Springs Animal Shelter	\$112,000	\$5,000 general operating funding. \$7,000 for translations of public-facing materials. \$100,000 for medical and behavior services, staffing and marketing.
Friends of Upland Animal Shelter	\$60,092	\$5,000 general operating funding. \$55,092 for cat housing improvements and cat/kitten supplies.
Friends United in Rescue, Inc	\$5,000	\$5,000 general operating funding.
Frosted Faces Foundation	\$20,000	\$20,000 for medication, emergency pet boarding, and surgical procedures.
Gimme Love Animal Shelter	\$249,945	\$5,000 general operating funding. \$244,945 for spay/neuter services.

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
Grass Valley Animal Control & Shelter	\$45,000	\$5,000 general operating funding. \$40,000 for shelter supplies, veterinary care and spay/neuter services.
Happy Tails Pet Sanctuary	\$5,000	\$5,000 general operating funding.
Haven Humane Society	\$56,385	\$5,000 general operating funding. \$51,385 for field services vehicle.
Haven Pet Center	\$40,662	\$5,000 general operating funding. \$35,662 for dog housing improvements.
Hayward Animal Services Bureau	\$165,000	\$5,000 general operating funding. \$5,000 for translation services for public-facing materials. \$55,000 for community cat program. \$100,000 for spay/neuter services.
Heaven on Earth Society for Animals	\$124,770	\$124,770 for adoptions program.
High Plateau Humane Society	\$55,000	\$5,000 general operating funding. \$50,000 for veterinary and spay/neuter services.
Hollister Animal Shelter	\$139,100	\$5,000 general operating funding. \$59,100 for foster and adoptions programs, veterinary and spay/neuter services, pet training services, and pet food pantry. \$75,000 for spay/neuter services.
Humane Animal Services	\$34,964	\$5,000 general operating funding. \$29,964 for community engagement and partnership with local municipal shelter.
Humane Society of Del Norte	\$425,200	\$40,000 for housing improvements. \$385,200 for spay/neuter services.
Humane Society of Imperial County	\$297,500	\$5,000 general operating funding. \$110,000 for spay/neuter services. \$182,500 for spay/neuter services and other intake prevention activities (i.e., microchips, classes, tags)
Humane Society of Sonoma County	\$1,273,697	\$1,601 for housing improvements. \$5,000 general operating funding. \$10,000 for translations (bilingual staff stipends, hiring professional translation services). \$155,000 for community engagement program. \$1,102,096 for high quality, high volume spay/neuter training for veterinarians.
Humane Society of the North Bay	\$16,000	\$16,000 for spay/neuter services.
Humane Society of Truckee-Tahoe	\$65,000	\$5,000 general operating funding. \$60,000 for subsidized veterinary and spay/neuter services, microchips, and pet food/supplies.
Humane Society of Tuolumne County	\$4,499	\$4,499 for cat housing improvements.
Humane Society Silicon Valley	\$459,901	\$5,000 general operating funding. \$5,000 for pet training services. \$200,000 for pet pantry, veterinary services, pet boarding and pet training services. \$249,901 for high quality, high volume spay/neuter training for veterinarians.
Humboldt County Sheriff's Office Animal Control Shelter	\$5,000	\$5,000 general operating funding.
Inland Valley Humane Society & SPCA	\$5,000	\$5,000 general operating funding.
Inyo County Animal Services	\$68,741	\$5,000 general operating funding. \$63,741 for housing improvements.
Irvine Animal Care Center	\$95,000	\$5,000 general operating funding. \$90,000 for behavioral and medical services.

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
Jameson Rescue Ranch (DBA Jameson Humane)	\$192,000	\$7,000 for translations of public-facing collateral. \$185,000 for veterinary services and community resources.
Jelly's Place	\$10,000	\$10,000 for pet retention program.
Joybound People & Pets	\$100,000	\$100,000 for their Pet Safety Net Program (staff salaries, spay/neuter services, translation services, and transportation)
Kern County Animal Services	\$657,424	\$5,000 general operating funding. \$5,000 for translations of public-facing collateral. \$5,224 for housing improvements. \$200,000 for pet retention services. \$442,200 for spay/neuter services and veterinary staff salaries.
Kings County Animal Services	\$10,000	\$5,000 general operating funding. \$5,000 for translations of public-facing collateral.
Kitten Central of Placer County	\$5,000	\$5,000 general operating funding.
Kitty Bungalow Charm School for Wayward Cats	\$184,660	\$5,000 for community cat program. \$7,000 for translations of public-facing collateral and diversity, equity and inclusion training for leadership. \$55,000 for a transport vehicle. \$117,660 for staffing, supplies, and veterinary services.
Lake County Animal Care and Control	\$279,077	\$5,000 general operating funding. \$274,077 for spay/neuter services.
Lassen County Animal Control	\$155,000	\$5,000 general operating funding. \$150,000 for spay/neuter services.
Lathrop Police Department	\$5,000	\$5,000 general operating funding.
Lodi Animal Services	\$22,000	\$5,000 general operating funding. \$5,000 for staff training and facility updates. \$12,000 for animal behavior trainer and equipment/supplies.
Long Beach Animal Care Services	\$85,000	\$25,000 for spay/neuter services. \$60,000 for kitten foster program.
Los Angeles Animal Services	\$250,000	\$5,000 general operating funding. \$45,000 for cat and dog housing improvements. \$200,000 for pet retention programs (medical and food assistance) community cat programs, and adoptions programs.
Los Angeles County Department of Animal Care and Control	\$241,000	\$5,000 general operating funding. \$20,000 for animal behavior programs. \$80,000 for intake intervention specialist staff position. \$136,000 for veterinary care voucher program.
Los Banos Animal Shelter	\$266,161	\$11,287 for cat housing improvements. \$100,000 for community events providing supplies, microchips and veterinary services. \$154,874 for veterinary and spay/neuter services, relief veterinarian salaries and veterinary supplies/equipment.
Loving All Animals Inc	\$15,065	\$5,000 general operating funding. \$10,065 for pet identification supplies/equipment (microchips, ID tags, collars, engraver) and transportation support.
Madera County Animal Services	\$201,700	\$5,000 general operating funding. \$10,000 for pet identification supplies/equipment (microchips, ID tags, collars, engraver). \$15,000 for

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
		preventative and wellness services for community pets. \$63,000 for spay/neuter services. \$108,700 for subsidized return to home and adoption fees, pet supplies, and veterinary services.
Marin Humane	\$5,000	\$5,000 general operating funding.
Marley's Mutts Dog Rescue	\$115,000	\$115,000 for spay/neuter services.
Mary S. Roberts Pet Adoption Center	\$65,000	\$25,000 for volunteer training, feline enrichment (cat cubes, high-sided beds) and housing improvements, and staff salary for a trainer. \$40,000 for spay/neuter services.
Mendocino Coast Humane Society	\$22,000	\$5,000 general operating funding. \$17,000 for veterinary clinic equipment.
Mendocino County Animal Care Services	\$120,000	\$20,000 for intake prevention activities (covering reclaim fees, vaccines, microchips). \$100,000 for spay/neuter services
Muttville	\$40,000	\$40,000 for veterinary services, staffing and adoption events.
Nevada County Animal Control	\$5,000	\$5,000 general operating funding.
Newman Animal Services	\$107,000	\$5,000 general operating funding. \$5,000 for community events. \$97,000 for their community cat program.
Nine Lives Foundation	\$310,950	\$15,000 for community outreach. \$25,000 for translation services, staff training and projects related to removing barriers to animal outcomes. \$156,500 for staff salaries to support increasing capacity for intake and adoptions. \$114,450 for staff salaries for bilingual staff members to support barrier-free adoptions and microchip and adoptions fees.
North Bay Animal Services	\$180,000	\$5,000 general operating funding. \$175,000 for veterinary care and spay/neuter services.
Oakland Animal Services	\$695,000	\$5,000 general operating funding. \$150,000 for bilingual staff member salary. \$540,000 for spay/neuter and veterinary care for shelter animals, owned animals, and community cats.
Orange County Animal Care	\$222,094	\$5,000 general operating funding. \$75,000 for behavioral support services to reduce intake, adoption returns, and decrease the length of stay of shelter animals. \$142,094 for spay/neuter services for owned animals.
Orange Cove Animal Control	\$5,000	\$5,000 general operating funding.
Palms N Paws Animal Shelter	\$5,000	\$5,000 for a pet tags engraver.
Pasadena Humane Society & SPCA	\$205,000	\$5,000 general operating funding. \$200,000 for their pet food bank, spay/neuter surgeries, vaccines, microchips, veterinary care, pet boarding and grooming.
Paws For Life K9 Rescue	\$305,000	\$5,000 general operating funding. \$100,000 for subsidized behavioral training and adoption fees, \$200,000 for their Vet Tech training program (program

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
		supplies such as registered vet tech certifications and tablets loaded with curriculum).
Pawsibilities Ranch	\$5,000	\$5,000 general operating funding.
PAWS of Coronado	\$8,161	\$3,161 for double-compartment housing. \$5,000 general operating funding.
Paw Works, Inc	\$10,000	\$10,000 for veterinary care and spay/neuter services.
Pets In Need	\$15,000	\$5,000 general operating funding. \$10,00 for their pet food pantry.
Pets Lifeline	\$10,000	\$10,000 for mobile wellness clinic services.
Placer County Animal Services	\$5,000	\$5,000 general operating funding.
Placer SPCA	\$10,000	\$5,000 general operating funding. \$5,000 for double-compartment housing.
Plumas County Animal Shelter	\$366,000	\$36,000 for housing improvements. \$330,000 for spay/neuter vouchers.
Porterville Animal Shelter	\$221,301	\$81,561 for their Pet Pantry (preventative pet medication and supplies, storage and pet food). \$139,740 for spay/neuter services.
Priceless Pets	\$250,000	\$250,000 for a mobile veterinary unit to offer spay/neuter, microchips, and vaccines to the community.
Reedley Animal Control	\$5,000	\$5,000 general operating funding.
Ridgecrest Animal Shelter	\$863,891	\$5,000 for staff training and food pantry related community engagement. \$149,250 to support staff training, the foster program, pet retention programs, and translation services. \$709,641 for spay/neuter clinics for shelter and community pets.
Riverside County Department of Animal Services	\$874,000	\$5,000 for general operating funding. \$5,000 for return-to-home programming. \$10,000 for translation projects and community outreach. \$145,000 for pet support services (veterinary care, pet resources) and a bilingual education campaign to raise awareness of available resources. \$329,000 for a high-volume spay/neuter training program in partnership with Best Friends Animal Society. \$380,000 for their community cat program.
Rohnert Park Animal Services	\$22,596	\$1596 for cat housing improvements. \$5,000 general operating funding. \$16,000 for behavioral support services.
Rory to the Rescue	\$10,000	\$10,000 for foster recruitment and outreach (including website and printed material bilingual translations.
Sacramento County Animal Care Services	\$305,000	\$5,000 for general operating funding. \$100,000 for transportations resources, veterinary support and crisis fostering for unhoused pet owners. \$200,000 for spay/neuter services in partnership with Animal Balance.
Sacramento SPCA	\$807,421	\$5,000 for general operating funding. \$7,000 for staff training and consulting on diversity, equity and inclusion. \$18,300 for housing improvements. \$72,121 for translation services and ADA compliance implementation. \$705,000 to increase

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
		their spay/neuter capacity (staff salary adjustments and added compensation, continued education and training for veterinary assistants, and specialized training and salary support for new veterinarians).
Sammie's Friends	\$15,000	\$5,000 for general operating funding. \$10,000 for spay/neuter services.
San Bernardino City Animal Shelter	\$338,650	\$5,000 for general operating funding. \$20,000 for return-to-home services (microchips and supplies to help keep pets with their owners). \$125,000 for veterinary care vouchers. \$188,650 for their foster and volunteer program.
San Bernardino County Animal Care Devore Animal Shelter	\$505,000	\$100,000 for veterinary care, supplies and equipment, staff salaries and recruitment for their foster program, \$405,000 for veterinary care for shelter animals, owned and community pets, community cat programming, pet tag engraving machines.
San Diego County Department of Animal Services	\$268,000	\$5,000 for general operating funding. \$113,000 for an Intake to Placement Coordinator salary. \$150,000 for spay/neuter surgeries.
San Diego Humane Society	\$787,182	\$25,000 for spay/neuter services. \$60,000 for their kitten foster program.
San Francisco Animal Care & Control	\$155,000	\$5,000 for general operating funding. \$150,000 for veterinary care for owned animals through partners to reduce shelter surrender.
San Francisco SPCA	\$4,341,842	\$1,275 for California Adopt-a-Pet Day advertising. \$84,770 for surveying California shelter staff to better understand and improve access to veterinary care. \$86,383 for diagnostic equipment for their partner shelter, Tulare County Animal Services. \$195,634 for veterinary services and contract staff salaries. \$739,780 for spay/neuter and veterinary care in the Central Valley. \$3,234,000 for spay/neuter services for Fresno shelter and community animals.
San Gabriel Valley Humane Society	\$80,000	\$5,000 for general operating funding. \$25,000 for vaccines and shelter supplies. \$50,000 for veterinary care and supplies, and staff salaries.
Sanger Animal Control Department	\$15,000	\$5,000 for general operating funding. \$10,000 for subsidized spay/neuter services and vaccines.
San Mateo County Health	\$191,750	\$5,000 for general operating funding. \$186,750 for their pet-friendly housing project and veterinary care services, spay/neuter, behavioral training, and supplies for unhoused community members.
Santa Barbara County Animal Services	\$205,000	\$5,000 for general operating funding. \$200,000 for staffing and project administration for their Pawsitive Care Coordinator role to provide supplies and veterinary care to unhoused community members.
Santa Barbara Humane	\$225,000	\$225,000 for subsidized veterinary care and behavioral training.
Santa Cruz County Animal Shelter	\$209,477	\$4,477 for double-compartment housing. \$5,000 for general operating funding. \$200,000 for spay/neuter, translations and educational materials.

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
Santa Cruz SPCA and Humane Society	\$30,000	\$30,000 for a transport vehicle.
Santa Paula Animal Rescue Center	\$52,500	\$5,000 for general operating funding. \$47,500 for spay/neuter and veterinary care for their community cat program.
Santé D'Or Foundation	\$11,440	\$1,440 for double-compartment housing. \$10,000 for educational and support resources for their foster program.
SEAACA (Southeast Area Animal Control Authority)	\$118,319	\$5,250 for general operating funding. \$15,629 for double-compartment housing. \$97,440 for veterinary diagnostic testing, animal care supplies, behavioral training and veterinary care vouchers, vaccines, spay/neuter, community cat supplies.
Selma Animal Services	\$15,500	\$5,000 for general operating funding. \$10,500 for double-compartment housing.
Silicon Valley Animal Control Authority	\$55,740	\$5,000 for general operating funding. \$50,740 for their TransFUR Program (staff salaries and medical care for pets transferred in from overcrowded shelters).
Siskiyou County Animal Control	\$58,000	\$5,000 for general operating funding. \$53,000 for a transport vehicle.
Siskiyou Humane Society	\$441,488	\$5,000 for general operating funding. \$16,839 for housing improvements. \$60,000 for a transport vehicle. \$107,267 for behavior training for their community. \$120,000 for community spay/neuter in partnership with other Siskiyou area organizations. \$132,382 for their foster program (staff salaries, spay/neuter, vaccines, educational and support resources).
Siskiyou Spay Neuter Incentive Program	\$482,329	\$10,000 for preventative medical care for unhoused pet owners. \$472,329 for increasing spay/neuter capacity in Siskiyou County (Veterinary care, veterinary clinic equipment, spay/neuter services and vouchers, transport vehicle).
Society for the Prevention of Cruelty to Animals Los Angeles (spcaLA)	\$112,316	\$5,000 for general operating funding. \$7,316 for double-compartment housing. \$100,000 for their Animal Safety Net program (temporary pet housing and veterinary care for people experiencing crises).
Solano County Sheriff's Office Animal Care Division	\$155,000	\$5,000 for general operating funding. \$50,000 for staff salary for a marketing specialist to support adoption events and outreach. \$100,000 for staff salary for a coordinator to support their foster program.
Sonoma County Animal Services	\$5,000	\$5,000 for general operating funding.
Stanislaus Animal Services Agency	\$1,192,070	\$5,000 for general operating funding. \$5,000 for intake prevention services and supplies. \$40,000 for veterinary equipment. \$438,070 to expand their spay/neuter capacity. \$704,000 for a three year high volume spay/neuter training program in partnership with Community Animal Medicine Project.
Stray Cat Alliance	\$514,475	\$7,000 for translations related projects (hire professional translation services or provide stipends to bilingual staff). \$7,746 for double-compartment housing.

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
		\$199,729 for staff salaries and adoption programming. \$300,000 for veterinary care and spay/neuter services for community cats.
Sutter Animal Services Authority	\$30,000	\$5,000 for general operating funding. \$25,000 for spay/neuter services for community cats.
Tehama County Animal Services	\$335,000	\$5,000 for general operating funding. \$150,000 for staffing and supplies for their community outreach programs. \$180,000 for staffing and supplies for their mobile spay/neuter vehicle.
The Cat House on the Kings	\$195,000	\$195,000 for spay/neuter services.
The City Of Rancho Cordova	\$303,000	\$5,000 for general operating funding. \$25,000 for intake prevention supplies and services. \$273,000 for their Animal Services Community Support Program (staff salaries, temporary housing, behavioral training, veterinary care, community supplies and resources, and reduced reclaim fees).
The Little Lion Foundation	\$170,100	\$21,500 for microchips, vaccines and preventative care for owned pets in their community. \$148,600 for their Community Foster Program (staff salaries and spay/neuter services, preventative care and microchips for community foster cats).
The Little Red Dog	\$5,000	\$5,000 for general operating funding.
The PAW Mission	\$1,014,000	\$164,000 for staffing and program equipment for their foster and adoption programs. \$850,000 to increase their spay/neuter capacity (spay/neuter surgeries, veterinary care, pet supplies, community cat spay/neuter events, and staff training and salaries (veterinarian sign-on bonus and a bilingual outreach coordinator)).
Town Cats	\$12,000	\$5,000 for multi-cultural and multi-lingual community outreach. \$7,000 for translation services.
Town of Paradise Animal Control and Shelter	\$5,000	\$5,000 for general operating funding.
Town of Truckee Animal Services	\$10,000	\$10,000 for translation services and diversity, equity and inclusion staff training.
Tulare County Animal Services	\$105,000	\$5,000 for general operating funding. \$100,000 for subsidized adoption and reclaim fees, and subsidized spay/neuter for owned pets and community cats.
Tuolumne County Animal Control	\$5,000	\$5,000 for general operating funding.
Turlock Animal Services	\$48,046	\$5,000 for general operating funding. \$13,046 for double-compartment housing. \$10,000 for spay/neuter services. \$20,000 for community cat spay/neuter.
Valley Animal Haven	\$10,000	\$5,000 for general operating funding. \$5,000 for spay/neuter services and diversity, equity and inclusion staff training.
Valley Oak SPCA	\$460,048	\$460,048 to expand their spay/neuter capacity (staff salaries, spay/neuter services, surgical supplies)

<b>Organization</b>	<b>Total Amount</b>	<b>Description of activities</b>
Ventura County Animal Services	\$5,000	\$5,000 for general operating funding.
Victor Valley Animal Protective League	\$5,000	\$5,000 for general operating funding.
Visalia Animal Services	\$100,000	\$5,000 for general operating funding. \$95,000 for subsidized reclaim fees and pet tags/collars
WAGS Pet Adoption	\$229,377	\$5,000 for general operating funding. \$7,377 for double-compartment housing. \$7,000 for translations-related projects. \$10,000 for multi-cultural and multi-lingual community outreach. \$100,000 for subsidized reclaim fees, vaccines, spay/neuter and veterinary care, staff salaries, staff training, pet supplies, programmatic supplies. \$100,000 for a social work professional's salary and programmatic expenses.
Woods Humane Society	\$5,000	\$5,000 for their pet food pantry.
Yolo County Animal Services	\$812,950	\$5,000 for general operating funding. \$107,500 for their equipment and supplies for their new spay/neuter facility, and toward a transport vehicle. \$337,000 for a "Clinic in a Can" (a portable medical clinic). \$363,450 for spay/neuter services and for equipment for their community spay/neuter clinic.
Yucaipa Valley Animal Placement Society	\$40,500	\$5,000 for general operating funding. \$35,500 for double-compartment housing.
<b>TOTAL</b>	<b>\$37,480,999</b>	

**Appendix C  
Animal Shelters That Received In-Person Assessments and In-Depth Training**

Agency	In person site visit	Training Participation
Almost Eden Rescue		x
Amador County Animal Control	x	x
Angel City Pit Bulls		x
Animal Balance		x
Animal Fix Clinic		x
Animal Friends of the Valleys		x
Animal Outreach of the Mother Lode		x
Animal Resource Center of the Inland Empire		x
Animal Shelter Assistance Program (ASAP Cats)		x
Antioch Animal Services	x	x
Apple Valley Animal Shelter		x
Avenal Animal Shelter		x
Bakersfield SPCA	x	x
Berkeley Animal Care Services		x
Better Together Forever		x
Bonita Animal Shelter		x
Burbank Animal Shelter		x
Buster's Paw Prints		x
Butte Humane Society		x
C.A.R.E.4Paws		x
Calaveras County Animal Services	x	x
Calaveras Humane Society		x

Agency	In person site visit	Training Participation
CAMP LA - the Community Animal Medicine Project	x	x
Cat Town		x
Central California SPCA		x
Chico Animal Shelter		x
Chula Vista Animal Care Facility		x
City of Bakersfield Animal Care Center	x	x
City of Carmel-by-the-Sea		x
City of Carson		x
City of Clovis		x
City of Coalinga	x	
City of Delano	x	x
City of Desert Hot Springs		x
City of Fremont Tri-City Animal Shelter		x
City of Fresno (Fresno Animal Center)	x	x
City of Hesperia Animal Shelter		x
City of Huron	x	x
City of McFarland		x
City of Mission Viejo		x
City of Perris Animal Control		x
City of Rancho Cucamonga		x
City of Redlands		x
City of Roseville		x
City of Sacramento Front Street Animal Shelter	x	x
City of San Bernardino Animal Services	x	x
City of San Joaquin		x
City of Sanger Animal Services		x

Agency	In person site visit	Training Participation
City of Santa Maria		x
City of Shasta Lake Animal Shelter	x	x
City of Stockton Animal Services	x	x
City of Wasco		x
Clovis Animal Services		x
Colusa County Animal Control	x	x
Compassion Without Borders		x
Contra Costa Animal Services	x	x
Contra Costa Humane Society		x
County of Monterey Animal Services		x
County of Napa		x
County of San Diego Department of Animal Services		x
County of San Luis Obispo Animal Services		x
County of Santa Clara Animal Services		x
Delta Humane Society (SPCA) of San Joaquin County	x	x
Devore Animal Shelter		x
Downey Animal Care Center		x
East Bay SPCA		x
East Valley Animal Shelter		x
Eastwood Ranch Foundation Rescue & Adoption Center		x
El Dorado County Animal Services		x
El Dorado Animal Services Department		x
El Dorado County Humane Society		x
Elk Grove Animal Services	x	x
FieldHaven Feline Center		x
Fosters & Paws		x

Agency	In person site visit	Training Participation
Fresno Humane Animal Services	x	x
Fresno TNR		x
Friends of Oakland Animal Services		x
Friends of the Alameda Animal Shelter		x
Friends of the Front Street Shelter		x
Friends of the Palm Springs Animal Shelter		x
Friends of Upland Animal Shelter	x	x
Furever Family OC		x
G&C's Advocacy & Rescue		x
Gimme Love Animal Shelter		x
Good Sense Dogs	x	
Hard Luck Animal Welfare Advocates		x
Haven Humane Society	x	x
Haven Pet Center		x
Hayward Animal Services Bureau		x
Heaven on Earth Society for Animals		x
High Sierra Animal Rescue		x
Hitchcock Road Animal Services		x
Hollister Animal Shelter	x	x
House Rabbit Society		x
Human and Pet Initiative		x
Humane Society For Inland Mendocino County		x
Humane Society of Imperial County		x
Humane Society of San Bernardino Valley		x
Humane Society Silicon Valley	x	x
Humane Society of Sonoma County	x	x

Agency	In person site visit	Training Participation
Humane Society of the North Bay	x	x
Humane Society of Truckee-Tahoe		x
Humane Society of Ventura County		x
Inland Valley Humane Society & SPCA	x	x
Inyo County Animal Services		x
Irvine Animal Care Center		x
Jameson Humane		x
Joshua Tree No-Kill Shelter		x
Joybound People & Pets	x	x
Kern County Animal Services	x	x
Kings County Animal Services		x
Kitty Bungalow Charm School for Wayward Cats		x
Kitty of Angels		x
Lake County Animal Care and Control	x	x
Lassen County Animal Control		x
Lathrop Police Department	x	
Lodi Animal Services	x	x
Lompoc Animal Services		x
Long Beach Animal Care Services		x
Los Angeles Animal Services	x	x
Los Angeles County Animal Care and Control	x	x
Los Banos Animal Shelter	x	x
Loving All Animals		x
Madera County Animal Services	x	x
Marin Humane		x
Marley's Mutts Dog Rescue		x

Agency	In person site visit	Training Participation
Mary S. Roberts Pet Adoption Center	x	x
Mendocino Coast Humane Society		x
Miss Winkles Adoption Center		x
Muttville		x
Nevada County Animal Control		x
Newman Animal Services		x
Nine Lives Foundation		x
Norfolk Animal Care and Adoption Center		x
North Central Animal Shelter		x
Northwest SPCA		x
Oakland Animal Services		x
OC Community Cats		x
Ohlone Humane Society		x
Orange County Animal Care		x
Orphan Kitten Club		x
Palo Alto Humane Society		x
Pasadena Humane	x	x
Paws for Life K9	x	
Peninsula Humane Society & SPCA		x
Pets in Need	x	x
Pets Lifeline		x
Placer County Animal Services	x	x
Placer SPCA	x	x
Ramona Humane Society		x
Ridgecrest Animal Shelter	x	
Riverside County Department of Animal Services	x	x

Agency	In person site visit	Training Participation
Rohnert Park Animal Services		x
Sacramento County Animal Care Services		x
Sacramento SPCA	x	x
Sammie's Friends	x	
San Bernardino County Devore Animal Shelter	x	x
San Diego Humane Society	x	x
San Francisco Animal Care & Control		x
San Francisco SPCA	x	x
San Gabriel Valley Humane Society	x	x
San Jose Animal Care and Services	x	x
San Luis Obispo Animal Services		x
San Mateo County Health		x
Santa Barbara County Animal Services	x	x
Santa Barbara Humane		x
Santa Cruz County Animal Shelter	x	x
Santa Cruz SPCA		x
Santa Maria Animal Shelter		x
Santa Paula Animal Rescue Center		x
SaveABunny		x
Saving Shasta's Cats	x	
SBC Pet-A-Palooza Rescue		x
Seal Beach Animal Care Center		x
Selma Animal Services		x
Sequoia Humane Society		x
Siskiyou County Animal Control		x
Siskiyou Humane Society	x	

Agency	In person site visit	Training Participation
Siskiyou Spay Neuter Incentive Program	x	
SNAP Cats		x
Solano County Sheriff's Office Animal Care Division		x
Sonoma County Animal Services		x
Southeast Area Animal Control Authority (SEAACA)	x	x
SPCA of Monterey County		x
spcaLA		x
Stanislaus Animal Services Agency	x	x
START Rescue		x
Stray Cat Alliance	x	x
Tehama County Animal Services		x
The Animal Foundation	x	
The Cat House on the Kings	x	x
The City Of Rancho Cordova		x
The Dancing Cat		x
The Little Lion Foundation		x
The PAW Mission		x
The Pet Adoption Center of Orange County		x
Town Cats		x
Town of Truckee Animal Services		x
Trinity County		x
Tulare County Animal Services	x	x
Tuolumne County Animal Control		x
Turlock Animal Services		x
Valley Animal Center		x
Valley Humane Society		x

Agency	In person site visit	Training Participation
Ventura County Animal Services	x	x
Visalia Animal Services	x	x
WAGS Pet Adoption	x	x
Wallis Annenberg PetSpace	x	x
Welcome Home Sanctuary		x
Woods Humane Society	x	x
Yolo County Animal Services	x	x
Yucaipa Valley Animal Placement Society		x
<b>Total</b>	<b>67</b>	<b>199</b>

**Appendix D**  
**Financial information – Animal Shelter Assistance Program Expenditures 2021 – September 30, 2025**

	Outreach to shelters	Training and assessments	Grants and grants administration	Totals
Personnel	\$2,317,654	\$2,317,654	\$3,090,206	\$7,725,514
Professional Fees/Continuing Education	\$15,658	\$15,658	\$20,877	\$52,192
Supplies/Materials	\$6,191	\$6,191	\$8,255	\$20,636
Licenses/Subscriptions	\$30,957	\$30,957	\$41,276	\$103,189
Postage / Freight	\$590	\$590	\$787	\$1,968
Meeting Expenses	\$4,462	\$4,462	\$5,950	\$14,874
Consultants/Contractors/Honoraria	\$97,982	\$97,982	\$130,643	\$326,607
Marketing	\$8,830	\$8,830	\$11,774	\$29,435
Travel	\$38,873	\$38,873	\$51,830	\$129,575
Grants			\$36,346,429*	\$36,346,429
<b>TOTAL EXPENSES</b>	<b>\$2,521,197</b>	<b>\$2,521,197</b>	<b>\$39,708,026</b>	<b>\$44,750,420</b>

\*Due to the required contracting process, there is an additional \$1,134,570 in grant dollars that have been awarded but not yet expended. These contracts are in progress and thus the dollars will be expended in the coming year.

**Appendix E  
Koret Shelter Medicine Program Income FY18 to FY24**

	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>INCOME</b>	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals
<b>Rollover income</b>	\$2,103,946	\$2,403,634	\$2,521,659	\$2,554,302	\$6,958,475	\$9,413,286	\$2,700,351
<b>Endowments</b>							
Shelter Med PG Endowment	\$39,751	\$51,650	\$66,608	\$85,967	\$116,916	\$160,346	\$193,621
Sichel Endowment	\$4,077	\$4,011	\$4,169	\$4,286	\$4,413	\$4,847	\$5,115
Fumi Endowment	\$2,093	\$2,190	\$2,260	\$2,308	\$2,378	\$2,575	\$2,662
Adler Endowment	\$76,665	\$80,564	\$83,290	\$85,191	\$87,869	\$95,288	\$98,589
Eslinger Endowment	\$6,960	\$7,760	\$8,403	\$8,719	\$9,020	\$9,793	\$10,134
Dr. George Babladelis Shelter Endowment						\$4,614	\$7956
<b>Grant Income</b>							
Wiederhold Foundation		\$ -	\$ -	\$ -	\$46,364		
PetSmart Grant	\$191,550	\$197,191	\$ -	\$ -	\$ -		
Koret Research	\$75,000	\$75,000	\$37,500	\$ -	\$ -		
Koret Faculty Research	\$100,000	\$100,000	\$50,000	\$ (0)	\$ -		
Koret General	\$495,000	\$495,000	\$247,500	\$ (59)	\$ -		
Koret Non-allocated	\$125,000	\$125,000	\$62,500	\$ -	\$ -		
Koret Education	\$80,000	\$80,000	\$40,000	\$ -	\$ -		
HSUS'S 2023 Animal Care Expo Travel Grnt						\$1,495	
<b>Other Income</b>							
Consultations	\$70,617	\$17,322	\$36,747	\$3,634	\$16,304	\$16,661	\$10,322
Patent Funds	\$ -	\$ -	\$ -	\$430	\$ -	\$454	\$1,519
Yolo County Animal Shelter	\$155,183	\$160,000	\$146,511	\$531,585	\$385,684	\$429,939	\$94,586
Portals	\$105,804	\$ (48)	\$ -	\$ -	\$ -		
Shelter Med PIF	\$8,995	\$ -	\$ -	\$ -	\$ -		
CCAH YCAS AHT Funding		\$ -	\$38,500	\$30,000	\$24,893	\$-48	\$30,000
KSMP Online Training Module		\$ -	\$ -	\$47,000	\$ -		

Animal Shelter Grant Program		\$ -	\$ -	\$5,000,000	\$4,000,000	\$10,000,000	\$15,000,000
Yolo County Shelter Medicine Program		\$ -	\$ -	\$436,641	\$ -		\$93,325
KSMP: Student Training Fund		\$ -	\$ -	\$631	\$10,053	\$7,309	\$10,340
Levine Foundation		\$ -	\$ -	\$ -	\$47,000		
Levine Student Training Program							\$75,200
S/N Student Rotation - CCAH Funding							\$600,000
S/N Student Service Income							\$37,663
<b>Restricted Gifts</b>							
Karen Tsang Gift	\$75	\$94	\$150	\$ -	\$940		\$470
Levine Foundation Gift	\$16,920	\$4,700	\$ -	\$ -	\$ -		
Maddie's Fund	\$223,648	\$361,169	\$377,489	\$11,750	\$1,880	\$5,170	
Hachey (V683246)	\$11,280	\$ -	\$ -	\$ -	\$ -		
Maddie's Million Pet Challenge		\$ -	\$ -	\$ -	\$504,627	\$743,128	\$1,026,859
Lynch and Tanner Shelter Med Support		\$ -	\$ -	\$ -	\$14,100	\$15,040	\$16,606
<b>Unrestricted Gifts</b>							
Unrestricted Gifts	\$28,200	\$42,300	\$47,000	\$ -	\$ -	\$9,400	
Anonymous donors	\$ -	\$ -	\$470,000	\$ -	\$ -		
Miscellaneous Individual Donors	\$13,538	\$15,586	\$24,280	\$11,877	\$15,082	\$25,380	\$22,656
Shor-Line Portal Gifts	\$ -	\$15,717	\$3,046	\$3,290	\$ -		
Total Income FY	\$1,830,355	\$1,835,205	\$1,745,953	\$6,263,252	\$5,287,523	\$11,531,391	\$17,337,622
Total Income w/ Rollover	\$3,934,300	\$4,238,840	\$4,267,611	\$8,817,554	\$12,245,997	\$20,944,677	\$20,037,973

## Appendix F Examples of Grant Impact

### Grant Examples: Reducing Intake

#### City of Rancho Cordova Animal Control - Community Support Program

**What They Did:** Comprehensive intake diversion program focused on community building and retention support

**Why It's Exemplary:**

- Multi-faceted approach addressing multiple barriers simultaneously
- Staff learned new skills (fence repair) to better serve community
- No-judgment approach to pet retention
- Partnership model with human services (food pantry collaboration)

**Services Provided:**

- Veterinary care assistance for community members
- Waived return-to-owner fees
- Fencing provision and repair (staff trained themselves in fence repair)
- Free ID tag engraving in the field
- Supply distribution
- Pet food pantry created in partnership with human food pantry
- Free behavior training resources

**Impact:**

- Seized animal decreased by 30%
- Shelter owner requested euthanasia decreased by 4.8%
- Animals diverted from intake - 168 pets

**Key Innovation:** Animal control agency transformed from enforcement-focused to community resource, with staff proactively learning practical skills (fence repair) to address root causes of surrender

**Success Factors:**

- Strong community buy-in and positive response
- Intake diversion through addressing practical barriers
- Integration with existing community infrastructure (food pantries)
- Staff empowerment to provide immediate field solutions

**Key Learning:** Small to mid-sized animal control agencies can become community support hubs by addressing practical barriers (fencing, supplies, vet care) in the field, preventing intake before it occurs

### **FieldHaven Feline Center - Kitten Sitter Program Expansion**

**Grant Amount:** \$130,000

**What They Did:** Expanded "kitten sitter program" to divert kittens from shelter intake by supporting community members who find kittens to foster them in place

**Impact:**

- 1,009 kittens diverted from intake (97% diversion rate)
- Community members encouraged to foster found kittens
- Organization provided all supplies, veterinary care, and support throughout foster period
- Very positive community buy-in reported by organization

**Why It's Exemplary:**

- Creative intake diversion model - prevents intake entirely rather than shortening length of stay
- Exceptional diversion rate (97%) demonstrates program effectiveness
- Empowers community members to be part of solution
- Removes barriers (cost, supplies, vet care) that prevent community fostering
- Scalable model applicable to other organizations

**Key Innovation:** Rather than taking kittens into shelter and then finding fosters, program keeps kittens in community from the start by supporting the finder with everything needed to successfully foster

**Key Learning:** Supporting community members to foster found kittens in place achieves significantly higher diversion rates than traditional shelter intake followed by foster placement. Community members are willing and capable when barriers (cost, supplies, expertise) are removed

### **Riverside County Department of Animal Services - Pet Support Kiosks**

**Grant Amount:** \$145,000

**What They Did:** Established pet support team and kiosks providing comprehensive services to keep pets in homes

**Impact:**

- 6,393 animals seen by pet support team
- 4,054 animals diverted from intake (63% diversion rate)
- Diversion achieved through multiple intervention types

**Services Provided:**

- Veterinary care for treatable issues (example: treating ear infection so owner did not relinquish dog)
- Short-term crisis foster support (example: 30-day foster placement while owner hospitalized)
- Transportation assistance (example: arranged transport for elderly community member's TNR cats)
- Mobile spay/neuter bus with targeted outreach to heat-impacted, transportation-limited, underserved areas

**Key Quote:** "Some of the community's biggest needs are pet-friendly housing navigation, affordable and timely vet care, and behavior help that is quick and practical. Some of the community's challenges that we observed are housing instability and sudden moves, rising cost of living, and limited appointment capacity (spay/neuter and basic vet care). A large amount of at-risk intakes were driven by housing barriers – move-outs, pet deposits and fees, breed/weight restrictions, HOA rules, and short notice relocations. Families often needed targeted, short-term help rather than surrender."

**Why It's Exemplary:**

- Data-driven identification of community barriers
- Comprehensive service model addressing multiple surrender drivers
- Recognition that families need short-term help, not surrender
- Mobile services reach underserved, transportation-limited communities
- Documented housing as primary driver of at-risk intake
- Community Response: Generally positive; community showed consistent choice of retention over surrender when practical options were offered

**Monterey County Health Department - Expanded Adoptions, Alternative to Citations**

**Grant Amount:** \$225,384

**What They Did:** Subsidized lower adoption fees; animal control officers empowered to offer supplies instead of citations; increased adoption hours and days

**Impact:** 45% of adoptions happened on additional days; 27 community events attended; Field service officers distributed supplies as alternative to impound: 94 zip lines, 195 humane cat deterrents, 12 dog houses, 77 humane bark collars

**Key Quote:** "Pet owners, in the field, do need our support as we can offer. They were very appreciative that we were not just there to take their animal or issue a citation. Being able to help support them and their pet builds a lot of trust between us and them."

**Why It's Exemplary:** Transforms perception of animal control from enforcement to resource; prevents intake through harm reduction; builds community trust; addresses root causes (fencing, barking) instead of punishing people who are already struggling and removing pets from their homes

### **Friends of the Alameda Animal Shelter - Healthy Pets Healthy People Mutual Aid Program**

**Grant Amount:** \$212,000

**What They Did:** Shifted from traditional model to mutual aid approach, providing barrier-free access to pet support services

#### **Mutual Aid Approach:**

- Eliminates requirements and conditions such as income verification
- Focuses on building connection, trust, and safety
- Proactive outreach - doesn't wait for people to come to them
- Shows up without expectations or judgments
- Recognizes pet owners as experts of their own lives and pets

#### **Services Provided:**

- Pet food pantry (entirely donation-funded)
- Emergency veterinary care assistance
- Vaccines
- Spay/neuter vouchers
- Direct outreach to unhoused community members

#### **Why It's Exemplary:**

- Eliminates barriers that exclude people in complex or urgent situations
- Centers dignity and respect
- Data-driven approach to combat scarcity mindset
- Community mobilization model (when pantry low, rallied community support)

**Key Innovation:** Rather than requiring people to prove they "deserve" help, the program provides barrier-free access to all resources. Staff proactively reach out to community members, including unhoused folks, to share what resources are available without assuming what people need. Data revealed that contrary to scarcity fears, pet guardians from other communities were NOT overrepresented. The community rallied when needs were communicated - food donations flooded in.

### **Palms N Paws Animal Shelter - Field Technology**

**Grant Amount:** \$5000

**What They Did:** Pet engraving machine program enabling provision of identification tags at all community events and adoptions

**Impact:** Increased return-to-owner outcomes directly from field, preventing shelter intake

**Key Finding:** Residents who would normally bring animals to the shelter instead reunited pets immediately

**Why It Works:** Simple technology intervention at point of contact prevents unnecessary intake

### **Grant Examples: Improving Shelter Facility**

#### **Los Baños - Cat Portals**

**Grant Amount:** \$11,287

**Challenge:** Very small municipal shelter with single-compartment cat cages with slatted floors; lots of dog noise; outdoor dog runs without barriers (fence-fighting and disease transmission risk)

**Solution:** Portal grant funding addressed critical infrastructure needs

**Key Quote:** “The cat portals have made a significant impact at our shelter. When we're not overwhelmed with cats, we can use the portals to divide a kennel into two sections: one for food and water, and the other for the litter box. This helps prevent litter from getting into their food and water. Additionally, the portals allow us to move the cat to one side of the kennel while we clean, rather than cleaning around them or having to remove them from the kennel entirely. More importantly, it has improved the behavior and overall well-being of our shelter cats!!!!”

## SEAACA - Cat Portals, Puppy Portals

**Grant Amount:** \$15,629

**Challenge:** SEAACA had learned about portals and how they were being used to turn existing kennel space into a space that provided additional enrichment and reduced stress for shelter animals. They did not have the budget to completely overhaul the existing kennel space, but portals could be a great option. The grant funding made this possible and the vision of having portals in the Care Center quickly became their reality. Portals were initially installed for Cats, but later portals were able to be installed for kittens, puppies, and even bunnies! The outcome has had a significant impact over the years resulting in healthier and happier pets.

**Impact:**

- The bunnies are hopping back and forth getting much needed movement.
- The kittens chase each other through the portals getting much needed enrichment
- The animals don't have to sleep where their litter box is housed
- The small dogs can utilize one area to rest and the other for their elimination
- Love that the food is separated from the elimination area

**Key Quote:** “Being able to safely clean the kennel of an aggressive animal by closing off the portal. You can sometimes coax the animal through the portal to clean the other side, or just wait for them to move on their own and clean. (No chances of bites or scratches- LOVE it)”

## Yolo County Animal Services - Clinic in a Can (CNC)

**Grant Amount:** \$337,000 (\$327,000 for clinic + \$10,000 for transportation)

**Problem Being Solved:**

- Traditional facility construction costs and permitting processes are prohibitive for smaller government agencies
- YCAS's existing surgical space - "Big Fix Rig" (back of semi-trailer) - was at end of useful life
- Original Big Fix Rig was deployed for Hurricane Katrina/Rita relief, then granted to YCAS in 2012
- Never intended for long-term use; urgent need for replacement to continue onsite services
- Community veterinary services available but lacking appropriate facility

### **The Clinic in a Can Innovation:**

- Single 8' x 40' high cube cargo container converted to full surgical clinic
- Designed by UC Davis KSMP facility team with Clinic in a Can team (Kansas City, KS) and input from California shelter veterinarians
- Permitted as "workstation" adjacent to shelter (not stand-alone facility)
- Uses all available interior space for clinic needs
- Restroom provided by adjacent shelter facility
- Timely and cost-effective alternative to traditional construction

### **Why Yolo County Was Selected for Proof of Concept:**

- Appropriate location and site preparation capability
- Veterinarian and support staff available to use clinic
- Confirmed ability to provide all needed hookups and ancillary costs
- Reasonable surgical and medical service volume
- Intake size and euthanasia rates demonstrate need
- Urgent replacement need creates ideal testing scenario
- Fits desired use case perfectly for proof of concept demonstration

### **Why It's Exemplary:**

- Innovative infrastructure solution addressing systemic barrier (facility costs)
- Replicable model for rural and smaller municipal shelters across California
- Addresses real barrier: community often has veterinary services but lacks shelter facility
- Cost-effective alternative to traditional construction (fraction of built facility costs)
- Proof of concept approach allows learning before scaling

Key Regulatory Innovation: KSMP and Clinic in a Can worked with State of California to permit units as "workstations" rather than full medical facilities, allowing maximum use of interior space while maintaining safety and function

### **Ideal Use Case Requirements:**

- Location facing barriers to funding traditional build
- Demonstrated need for clinic
- Veterinary team and support staff available
- Reasonable volume of services (surgical and medical)
- Services contribute to preventing euthanasia

**Key Learning:** Prohibitive costs and permitting processes for traditional facility construction create significant barriers for smaller government agencies and rural shelters. Innovative infrastructure solutions like Clinic in a Can can provide timely, cost-effective alternatives that leverage existing community veterinary resources while addressing urgent facility needs. Proof of concept approach allows understanding of benefits and challenges before broader implementation

**Critical Finding:** Many shelters have access to veterinary services in their community but lack appropriate facilities at the shelter. The barrier isn't veterinary expertise - its infrastructure. Modular, pre-permitted solutions can unlock existing community capacity

### **Lodi Animal Services - Sit and Stay k-9 Program**

**Funding Amount:** \$5000

**What they did:** Installed visual barriers in outdoor housing

**Impact:** “We have learned by putting up the outside kennel barriers in our old (1950's built shelter) to separate the dogs from seeing each other directly lowers barking, stress of the dogs, and reduces diseases being transmitted from kennel to kennel.”

### **Grant Examples: Removing barriers to live outcomes**

#### **City of Moreno Valley Animal Shelter - Free Ride Home Program**

**Grant Amount:** \$76,500

**What They Did:** Implemented "Free Ride Home" Program eliminating return-to-owner fees

**Impact:** Return-to-owner rates increased by 50% in the first month

**Why It's Exemplary:** Immediate, dramatic, measurable impact; simple intervention (fee elimination); proves fees are barriers to reunification, not meaningful revenue sources

**Key Finding:** Fees keep pets in shelters (costing money) instead of getting them home (saving money)

#### **Tehama County Animal Services - Adoption Fee Reduction**

**Grant Amount:** \$180,000

**What They Did:** Adjusted fee schedule, lowering adoption fees by approximately 30%

**Impact:** Cat adoptions increased by 17%

### **Nine Lives Foundation - Language Access + Adoption Success**

**Grant Amount:** \$156,500

**What They Did:** Translated forward-facing documents into Spanish; hired bilingual Adoptions Lead to provide Spanish-language coverage daily at both locations

**Impact:** In the first 6 months of 2025 adoptions increased 50% compared to same period in 2023 (537 animals) as a result. Total: 1,714 adoptions; 98% live release rate

**Key Quote:** "This has been extremely well-received as we have a large Latinx community and want everyone to have a great experience utilizing our services."

**Why It's Exemplary:** Demonstrates direct correlation between language access and outcomes; 50% adoption increase after cultural responsiveness implementation; combined operational excellence with cultural competency

### **Oakland Animal Services - Community Organizer Hiring**

**Grant Amount:** \$150,000

**What They Did:** Hired community organizer with deep Oakland experience (youth development background, local partnerships)

**Impact:** 27% increase in adoptions since actively engaging Black, Indigenous, and People of Color residents

**Innovation:** Created volunteer translator role - bilingual Spanish speakers accompany visitors through entire adoption process

**Why It's Important:** No extensive animal handling training required for translator role; opened avenue for more community involvement; model for other shelters statewide

### **WAGS Pet Adoption - Multi-Language Translation**

**Grant Amount:** \$25,000

**What They Did:** Translated materials into Spanish AND Vietnamese

**Impact:** Improvements across multiple metrics - return-to-home rates, adoptions, volunteer participation, and staff recruitment

**Why It's Important:** Serves Vietnamese-American community in addition to Latinx; demonstrates benefit of multiple language access

### **Cat House on the Kings - Automated Spanish System**

**Grant Amount:** \$45,000

**What They Did:** Automated spay/neuter appointment system with Spanish-language version

**Impact:** Spanish-language appointments jumped to 15% of total

**Why It Matters:** Small technical change, multiplied across thousands of animals, creates enormous impact. Although this related to spay/neuter appointments specifically, demonstrates the potential of offering other shelter services using automated language systems reflecting the community served.

### **Grant Examples: Access to Veterinary Care**

#### **High Quality High Volume (HQHV) Training Program - CAMP**

**Total Funded:** \$1,855,600 split between three grantees

**Organizations:** Community Animal Medicine Project (CAMP) - Berkeley-East Bay Humane Society, Humane Society of Sonoma County & Stanislaus Animal Services Agency

**What They Did:** Partnership with Community Animal Medicine Project (CAMP) to train veterinarians in HQHV spay/neuter surgeries over three years

**Why It's Exemplary:** Addresses veterinary shortage through training pipeline; creates multiplier effect - each trained vet can perform thousands of surgeries; regional approach serving underserved areas; sustainable skills development

**Key Learning:** Training programs that build long-term capacity are more valuable than one-time service delivery

#### **Data as of 12/1/25:**

- Veterinarians Trained: 98
- Cat Spay/Neuter Surgeries Completed: 4,927
- Dog Spay/Neuter Surgeries Completed: 2,318

### **San Diego Humane - Traveling Veterinary Team**

**Grant Amount:** \$727,182

**What They Did:** Created traveling team (1 veterinarian, 1 RVT, 1 veterinary assistant) to visit shelters throughout Southern California, addressing surgery backlogs while shelter staff worked alongside them

**Impact:** Over 900 surgeries completed; visited 9 shelters by early 2025

**Why It Works:** Addresses immediate surgical backlog; provides on-the-job training (learning by doing); builds relationships between organizations; knowledge transfer happens naturally

**Key Quote:** "We have learned that this is a higher priority and greater need for them than large-scale staff training... Shelters needed surgeries done now, with learning happening alongside the work."

### **San Francisco SPCA - Central Valley Community Ambassador Program**

**Grant Amount:** \$3,320,045

**Service Area:** Fresno, Tulare, and Kings counties

**What They Did:** Brought free and low-cost spay/neuter and veterinary care to underserved Central Valley; Community Ambassador program with grassroots organizing; hired team members from the community who were native Spanish speakers

**Impact:** 4,594 total surgeries completed (as of Spring 2025); nearly equal distribution: cats (2,362) and dogs (2,232); sign-up rates increased from 29% (first 6 months) to 85% (after one year) - nearly 3x improvement

**Why It's Exemplary:** Demonstrates importance of sustained community presence; cultural competency (native Spanish speakers) was critical; trust-building takes time but works; addresses both species equally

**Key Quote:** "We have learned that both community members and our shelter partners in Fresno want low-cost public-facing programs for their community, they just don't have the capacity, facility, or clinical staff."

**Critical Success Factor:** It wasn't just about providing services - it was about who provided them and how they engaged the community

## **Downtown Dog Rescue - LA County Partnership**

**Grant Amount:** \$450,000

**Partnership:** Works with LA Animal Services and Align Care

**Service Population:** Most marginalized community members including those with very little to no disposable income and people at risk of losing housing or experiencing homelessness

**What They Did:** Provided veterinary care to prevent surrender (while LA Animal Services can only offer care AFTER surrender)

**Impact:** First 6 months: 756 pets received services (many requiring multiple visits); renewal period: additional 429 pets received care; primary services: sick/injured animals (628), prescription medicine/food (284); demographics: 75% of clients were Latine

**Community Need:** When surveyed 6 months after receiving care, approximately 1/3 wanted more information on preventative care (behavior, vaccinations, nutrition)

**Why It's Exemplary:** Public-private partnership fills gap municipal services cannot; preventative approach (care BEFORE surrender); serves most vulnerable populations; demonstrates overwhelming need and that pet owners want information regardless of circumstances

## **Colusa County Animal Control - Rural Shelter Transformation**

**Grant Amount:** \$250,000

**What They Did:** Used grant funds to purchase transport vehicle and provide free/low-cost spay/neuter services to shelter animals and community members

**Impact (2-Year Results):** 410 total surgeries completed

### **The Critical Role of the Transport Vehicle:**

- Primary purpose: Transport shelter animals to UC Davis Veterinary Hospital and Yuba Sutter SPCA (30-70 miles away)
- Vehicle used for everything due to limited resources: intake photos (clean backdrop), transport of community-owned animals, emergency transport
- Without vehicle, shelter would have no access to surgical services

**Community Spay/Neuter Program:**

- Two years of offering spay/neuter services to help residents keep their pets
- Partnership with Yuba Sutter SPCA: 50+ miles, 30-minute drive from CCAC
- Addresses lack of local veterinary access
- Prevents surrender due to inability to sterilize

**Solutions Developed:**

- Built volunteer transport team that can be contacted on short notice
- Flexible scheduling to take whatever appointments available
- Partnership approach: Yuba Sutter SPCA calls when cancellations occur
- For special cases, shelter transported owned animals for people who couldn't travel

**Why It's Exemplary:**

- Demonstrates impact of basic infrastructure (transport vehicle) in resource-limited rural setting
- Creative multi-use of resources: transport van doubles as photo backdrop
- Partnership model overcomes geographic barriers
- "Earth changing" impact with modest investment in severely under-resourced community

**Key Learning:** In rural communities with minimal veterinary infrastructure, basic resources like transport vehicles are not "nice-to-haves" - they are lifelines that determine whether animals live or die. For shelters with budgets under \$300,000 serving entire counties, grants that provide access to distant surgical services enable fundamental transformation from euthanasia-based operations to life-saving programs. Small investments have outsized impact in severely under-resourced rural areas

**Critical Finding:** The absence of local veterinary care creates impossible situations for both shelters and community members. Colusa County's only veterinarian is 76 years old and not accepting new patients. Without partnerships and transportation to services 30-70 miles away, this shelter and community would have no access to basic spay/neuter services. Geographic isolation is a fundamental barrier requiring creative solutions

**San Bernardino County Animal Care - Veterinary Medical Fund**

**Grant Amount:** \$405,000

**What They Did:** Established veterinary medical fund for subsidized care to prevent surrender

**Impact:** 688 animals supported (163 cats, 525 dogs); all remained in homes

**Why It Works:** Recognition that surrender prevention is cheaper and better than impound

**Key Learning:** Flexibility in funding and close work with veterinary partners is critical

### **Siskiyou SNIP: Rural Achievements Despite Extraordinary Barriers**

**Organizations:** Siskiyou SNIP

**Grant Amount:** \$472,329

**Services Provided:** SNIP provided weekly spay and neuter clinics for both owned and free-roaming cats, averaging 28 cats per clinic and diverting over 800 kittens from the community. They also held pop-up three-day clinics throughout Siskiyou County, spaying and neutering over 120 cats. These clinics involved partnerships with Purr-Angels, city councils, the Karuk Tribe, and youth volunteers, providing education and hands-on experience while reaching rural areas.

Through this grant, they also spayed and neutered shelter dogs and cats, increasing intake capacity and strengthening rescue outcomes. They provide approximately 100 spay/neuter coupons per month for residents who live far from clinics.

**Challenges:** Traveled 50+ miles routinely; Even had to travel to Oregon when local veterinarians were unavailable

**Achievements:** 4,354 surgeries; A major milestone is their acquisition of a used building, which allows them to add male dog neuters immediately and later female dog spays. This expansion is critical in Siskiyou County, where veterinary access is limited and costly.

**Impact:** Partnership with City of Yreka to explore cost-sharing model for sustainability; Strong appreciation in the community for transportation as well as vouchers

### **SNIP Bus Partnerships - Regional Mobile Spay/Neuter Model**

**Partnership Model:** Multiple grantees partnering with SNIP Bus for mobile spay/neuter services

**What They Did:** California for All Animals grantees across multiple communities partnered with SNIP Bus to provide mobile spay/neuter services, particularly in underserved, high-intake, and transportation-limited areas

**Participating Communities and Impact:**

- City of Delano: 919+ surgeries plus vaccines and microchips; increased RTO rates; high community buy-in
- City of Bakersfield: ~\$385K across two grants; 3,900+ surgeries; served low-income and unhoused residents; targeted high-intake areas for diversion
- Ridgecrest: Filled major service gap; reduced kitten intake; generated veterinary clinic word-of-mouth support
- City of McFarland: Noticeable decrease in stray dogs
- Madera County: 120 dogs sterilized in just two days
- Monterey County: Extremely positive community response
- Wasco: Successful Sniptember grant partnership with positive response
- San Francisco SPCA: \$3M grant; significantly expanded capacity for shelter and owned animals in Fresno County; plans to continue using SNIP Bus as primary service provider
- Gimme Love Animal Shelter: Accessed appointments through SF SPCA partnership; considering using remaining C4AA funding to continue with SNIP Bus

**Why It's Exemplary:**

- Scalable partnership model - works for small cities and large organizations alike
- Consistently reported strong demand and meaningful impact across all communities
- Mobile model addresses transportation barriers
- Reaches underserved and high-need areas
- Provides multiple services (S/N, vaccines, microchips) in single visit
- Creates measurable outcomes (intake reduction, increased RTOs)

**Key Innovation:** Kern S.A.F.E. (Spay and Fix for Everyone) - Coordination Model - Pre-appointment contact and transport support

- SOS Dog Rescue manages waitlist of 1,000+ requests organized by city/county status
- Coordinates with SNIP Bus to schedule clinics based on pet information, sponsorship, and location
- Three Main Barriers Identified (Mirrors Research):
  1. Lack of information - didn't know what was available
  2. Finances - cost barrier
  3. Transportation - needed help getting to appointments
- Added pre-appointment contact (call/text) to confirm transport, prevent cancellations, identify who needs help

"Normally SNIP would schedule but there wasn't any contact until the day of appointment. I said for our clinics we'll have someone who will call or text and that's when we find out who has transport, who's trying to cancel, who needs help." - Dawn Romero

**Impact: City of Bakersfield Impact Data (2024 vs 2023):**

- 225 fewer puppies admitted
- 400 fewer dogs admitted
- 100 fewer dogs during traditionally busiest two-week period (July 4th)

**Key Quote:**

"The greatest thing is that we were about 100 dogs less in the two-week period during July 4th than we were last year. We felt that difference in the shelter. We always dread July 4th, traditionally the busiest time of the year, but it wasn't that much more than normal."

**Consistent Outcomes Across All Partnerships:**

- Increased access to veterinary services
- Reduced intake
- Improved return-to-owner rates through microchipping
- Met strong community demand
- Particularly successful in underserved and high-need areas

**Key Learning:** Mobile spay/neuter partnerships create scalable, measurable impact across diverse community sizes and needs. The model works because it addresses all three research-validated barriers: lack of information (through canvassing/outreach), finances (free or low-cost), and transportation (mobile services come to the community). Adding proactive pre-appointment contact significantly improves completion rates by identifying and solving transport barriers before appointment day

**Model Strength:** Partnership approach allows smaller organizations and municipalities to access high-quality HQHV services without building their own infrastructure. Organizations of all sizes - from small cities like McFarland to large organizations like SF SPCA - successfully leverage SNIP Bus partnership