



King County

King County Animal Services Strategic Plan and Operational Master Plan 2009-2011

As proposed and prepared by the:

King County Animal Services Interbranch Work Group

Responsive to Motion 12737

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Executive Summary

The findings of three independent reports completed between the fall of 2007 and the spring of 2008 speak to the urgent need to improve animal care and control services in King County. Concern over these deficiencies in the care of animals led to the adoption of Motion 12737 on April 21, 2008.

Pursuant to Motion 12737, the King County Animal Services Interbranch Work Group presents the following Strategic Plan and Operational Master Plan. Included in the Strategic Plan is an assessment of problems that exist with the current provision of animal services, steps that will be required to bring the current program up to a more humane standard of care, and steps that will be required to move to a model program.

Highlights from the Strategic Plan include:

1. In Washington State, animal services are a local, not a regional governmental responsibility. State statutes assign responsibility for limited and discretionary animal services to local jurisdictions.
2. A model animal care and control program should include the following components: spay/neuter, feral cat program, adoption and rescue, foster care, shelter care, medical and behavior rehabilitation, pet retention, animal welfare and cruelty investigation, field services and strong infrastructure to support program components.
3. Significant steps need to be taken immediately to improve the existing level of care.
4. More substantial steps, resources and time will be required to transition to a model program.
5. An essential first step for King County is to improve its data collection and management systems to ensure consistent, transparent and reliable data. Subsequently, performance measures and targets will be extremely important to operational decision making and management.
6. The current funding model, which includes a significant General Fund contribution, is unsustainable, particularly with respect to cost recovery from city contracts. A broad based and robust revenue strategy will be critical to the future provision of animal services.
7. High levels of community support, participation and satisfaction will be vital to the success of any iteration of a model program.

The Operational Master Plan contemplates three models through which King County could implement the elements required for a model program. Each model includes a discussion of programmatic elements, staffing and operational cost estimates, and constraints.

The three models included in the Operational Master Plan are:

1. **Status Quo Organization with Enhanced County Service Model** – King County continues to provide animal services to unincorporated areas and contract cities as currently organized within the departments of Public Health, Executive Services, and the King County Sheriff's Office. The estimated cost for operations is \$8.32 million and

includes 74.45 FTEs. This is approximately \$2.87 million above current costs and 31.5 FTEs above current staffing levels.

2. **County Reorganization Model** – King County continues to provide animal services to unincorporated areas and contract cities but reorganizes each department’s responsibilities with respect to providing those services. Responsibility for inspecting and licensing pet shops, kennels and animal shelters is transferred to Public Health. Animal cruelty investigations are transferred to the King County Sheriff’s Office. The estimated cost for operations is \$8.58 million and includes 76.2 FTEs. This is approximately \$3.13 million above current costs and 33.25 FTEs above current staffing levels.
3. **Community-Based Services Model** – Responsibility for some animal services for unincorporated areas is transferred to a community partner agency(s). Contract cities take responsibility for making their own arrangements for services no longer provided by King County. The county could serve as a collective negotiating agent for cities interested in receiving the same contract animal services from a community partner agency(s).
 - a. **Option A** – The partner agency(s) provide shelter services and the county continues to provide field services and pet licensing through the Department of Executive Services. Responsibility for inspecting and licensing pet shops, kennels and animal shelters is transferred to Public Health. Animal cruelty investigations are transferred to the King County Sheriff’s Office. A projection of what Option A might cost for operations (for both unincorporated King County and contract cities) is \$5.7 million with an anticipated 27.2 FTEs for King County based on current community sheltering contracts. This is approximately \$0.3 million above current costs and 15.75 FTEs below current staffing levels.
 - b. **Option B** – The partner agency(s) provide both shelter and field services. Responsibility for pet licensing would remain with the Department of Executive Services. Inspection and licensing of pet shops, kennels and animal shelters is transferred to Public Health. Animal cruelty investigations are transferred to the King County Sheriff’s Office. A projection of what Option B might cost for operations (for both unincorporated King County and contract cities) is \$6.3 million with an anticipated 11.7 FTEs for King County based on current community sheltering contracts and King County costs for field services. This is approximately \$0.85 million above current costs and 31.25 FTEs below current staffing levels.

Consistent with Motion 12737, a Community Stakeholder Group reviewed the Strategic and Operational Master Plans as drafts and in their final form. The final comments offered by the Community Stakeholder Group are included as an appendix to the documents.

The Strategic and Operational Master Plans are intended to serve as a framework for decision-making. Further planning and analysis will be required once an organizational model is selected. Implementation of any of the organizational models, or combinations thereof, will require transitional provisions and time. Depending on the option selected, requirements may include renegotiation of contracts with the cities; negotiation of contracts with community partner agency(s); recruitment and hiring of additional staff; development and implementation of new

protocols; staff training and evaluation; and replacement or major improvements to existing shelter facilities. Participation of the community at large and the parties involved in the transition to develop shared goals and expectations would be critical for long-term success.

Next steps in this process should include, a) eliciting direction from policymakers, and b) initiating a transition planning process to potentially include making immediate improvements to the current program and obtaining feedback from a wider base of community stakeholders.

Introduction

In 2007, ongoing concerns about the humane care and treatment of animals in shelters prompted the King County Council to adopt various pieces of legislation calling for the establishment of a model animal services program in King County. Concurrently, two consultants and a Citizens' Advisory Committee conducted outside reviews of shelter conditions, animal care, euthanasia rates, and general program operations. The Citizens' Advisory Committee, No Kill Solutions and the University of California – Davis Koret Shelter Medicine Program issued reports on September 24, 2007, March 24, 2008 and March 31, 2008, respectively.¹ All three reports identified a lack of systems for animal care and management and an organizational/staffing structure insufficient to support development, implementation and enforcement of a model program. The resulting urgency to improve animal care and treatment led to Motion 12737 (see Appendix A for full text of the motion), and an interim emergency appropriation that were intended to immediately improve animal care. The following quotes are excerpts from the three outside reports and illustrate the urgent need to reform King County Animal Care and Control (KCACC):

“One point on which we are unanimous is the deplorable state of KCACC’s shelters. Far from being a ‘model animal control program’ or ‘recognized leader in the animal welfare field’ we found King County to be well beneath the standards that should be expected in a prosperous, compassionate, and generous community such as King County.” *Citizens’ Advisory Committee Letter to King County Council, September 24, 2007*

“... it is imperative that immediate action be taken, not just to create a model program, but to provide the most basic levels of humane care for the animals who depend on us.” *Citizens’ Advisory Committee Letter to King County Council, September 24, 2007*

“KCACC performed at a level of competency beneath the standard of care which should be expected from a municipal animal care and control agency ... the prognosis for KCACC having the ‘leadership, human resources and structural capacity to become a model no-kill program consistent with Ordinances 15801 and Motion 12600’ is grave.” *No Kill Solutions Report, p. 34*

“Drastic action is needed, so that the business of saving lives can proceed in accordance with the will of the Council, the will of the animal loving citizens of King County, consistent with modern and progressive principles of sheltering, and in accordance with principals of decency and fundamental fairness to give homeless animals the best chance possible to find a loving new home.” *No Kill Solutions Report, p. 125*

¹ All three reports can be found on the King County Council website at <http://www.kingcounty.gov/council/issues/animals.aspx>.

“There appears to be no recognized general understanding or defined minimum standard for shelter animal health and welfare or accepted limit to suffering for individual animals in the absence of capacity to provide adequate care.” *UC Davis Koret Shelter Medicine Report, p. 24*

“Overall, it was apparent during the evaluation that a significant disparity exists between the legislative and community goals identified in the 2008 operational plan and the facilities, programs and staff currently in place at King County Animal Care and Control. Although most staff members were clearly dedicated and caring ... it was evident that the capacity of both staff and facility was exceeded in almost every area of animal housing and care. The result was a breakdown in care leading to animal suffering, illness, and likely un-necessarily high levels of euthanasia and death, as well as the creation of significant public health and safety risk for staff and shelter visitors.” *UC Davis Koret Shelter Medicine Report, p. 6*

In response to the findings of the outside reviews, and pursuant to Motion 12737, the King County Council and County Executive agreed to form an Interbranch Animal Services Work Group (Work Group) to develop model proposals as to how King County might reform animal services. The Work Group was charged with developing the King County Animal Services Strategic Plan, Operational Master Plan, and Facilities Master Plan for the three year period 2009 through 2011. The Work Group was co-chaired by policy staff from King County Council (Council) and the Office of Management and Budget (OMB), and included staff from Council, OMB, the Department of Executive Services, the King County Prosecuting Attorney’s Office (PAO), the Department of Public Health Seattle & King County (PH), and the King County Sheriff’s Office (KCSO).

The motion called for completion of the three plans concurrently under a much shorter timeline than is typically associated with development of a Strategic Plan, Operational Master Plan, or Facilities Master Plan. The motion also called for the inclusion of multiple organizational options rather than a single organizational proposal including: a status quo option, a reorganized county services option and a community partnership option. In order to be responsive to the timeline and organizational direction in the motion, the Work Group conducted a streamlined planning process. The Strategic Plan provides a foundation for operational, facility, and programmatic decision making.

Toward that end, this document is intended to serve as the starting point for policymaking by providing a planning framework for the Council and the County Executive to address the provision of model animal services in King County. Much of the underlying information has been reported in other documents and is used to generate the Strategic Plan and model program components. The preliminary development of multiple organizational options is intended to provide a set of alternatives for decision makers. Once a policy direction is determined, a more comprehensive community-based strategic and operational planning process should be initiated.

Motion 12737 also called for the Work Group to convene a Community Stakeholder Group to review and provide recommendations to the County Executive and Council on the King County Animal Services Strategic Plan, Operational Master Plan and Facilities Master Plan for the three

year period 2009 through 2011. A list of the community stakeholder group membership is provided in Appendix B and final comments from the stakeholder group are appended.

Background

King County has been providing animal care and control services since 1972. Outside of state mandates related to dangerous dogs, abandoned animals, and disease control, local governments have the discretion to determine the scope and extent of animal care and control services as well as the service delivery model. Initial focus was on animal control, particularly for populations of stray dogs. A major shift in focus occurred in the early 1990s when an ordinance was adopted setting targets for euthanasia rate reduction, establishing a differential license fee for animals that had been spayed or neutered, and creating a pet license canvassing program and a responsible pet ownership education program. Additionally, the Animal Control Citizens' Advisory Committee was created in 1990 to provide information and advice about animal control needs, goals and services. For a complete discussion of the regulatory framework surrounding animal services in King County, see Appendix C.

King County currently operates two shelter facilities. The Kent facility was acquired in 1973 and a satellite location on the east side opened in 1991. In 1997, the spay/neuter clinic opened and a foster program was added to shelter operations. These two shelters currently have a service population of 1.16 million residents over an area of 2,200 square miles. The continued use of these older facilities to service a much larger population and wider range of services has placed constraints on providing optimal, humane care for animals. King County animal care, control, licensing, and public safety services are provided by three agencies: KCACC, PH, and KCSO.² Total staffing for animal care and control for the three county agencies (KCACC, PH, and KCSO) is just over 50.95 FTEs and TLTs.

In 2007 the KCACC handled 12,364 animals, received 15,705 calls for service and issued 130,925 licenses. For more specific and 2008 year-to-date statistics see Table 2 on page 17.

Expected Service Population

KCACC currently serves a population of 1.16 million residents but annual growth projections anticipate significant growth over the years considered by the Strategic Plan, Operational Master Plan and Facilities Master Plan. King County's service population is expected to increase by 3.7% percent by 2011. This growth will undoubtedly impact the provision of animal services. The Facilities Master Plan projects the number of pets in King County's current service area to be 1,393,088, which translates into an estimated 14,000 receiving shelter services in 2015.³

² PH has responsibility for inspection and licensing of pet shops, kennels and pet daycares in the City of Seattle whereas KCACC Licensing Services has responsibility for these facilities in unincorporated King County and in cities that have contracted for these services. This split of licensing responsibilities is currently being reviewed as part of the mandated code-merger process bringing the Seattle and King County health-related codes into alignment under the joint city/county Board of Health.

³ This forecast compares the general population with the estimated animal population receiving shelter. Based on available information the Facilities Master Plan estimates that 1.45% of animals will likely be sheltered countywide. Using the 1.45% to estimate shelter intake, and population estimates derived from the county's 2007 Annual Growth report, the countywide shelter intake is estimated to be 28,305 by 2015. This represents about a 10% increase in 2007 animal shelter levels. Assuming King County-owned shelters receive approximately 50% of the animals sheltered countywide, it is estimated that King County will shelter approximately 14,153 animals in 2015, based on

Contract Services with Cities

King County currently provides animal care and control services to unincorporated King County, including Vashon Island. Through contracts, the county also provides animal related field services to 32 cities (excluding Seattle, Renton, Medina, Milton, Skykomish, Des Moines, and Normandy Park), and sheltering services to 34 cities (excluding Seattle, Renton, Medina, Milton, and Skykomish). In 2007, contract cities accounted for approximately 75 percent of pets entering the shelter and 70 percent of calls for field services.

Funding

Currently, the primary funding sources for KCACC are pet license fees and the county's General Fund, with license fees covering 52 percent of actual 2007 costs and the General Fund covering 40 percent of actual 2007 costs. The remaining expenditures are covered by user fees, including pet adoption fees and impound fees. King County retains pet licensing fees paid by citizens in contract cities.⁴ However, revenue from these licensing fees only covers a portion of the actual cost of services provided to these cities. Moreover, there is significant variation in the ratio of expenditures to license revenues between jurisdictions, with some cities receiving significantly more service than is supported by licensing revenues from their jurisdiction, and some cities receiving significantly less service than would be supported by licensing revenues (see Appendix D). Most of the remaining costs are covered by the county's General Fund. While license revenues have remained relatively stable, support from the county's General Fund has increased significantly in recent years, covering 36 percent of actual costs in 2006, 40 percent in 2007, 44 percent in the 2008 budget, and 58 percent in the preliminary status quo budget for 2009 assuming no increases in revenues. See Appendix D for a full breakdown of costs and service-use by city.

The current economic downturn, combined with state limits on tax revenue collection and rising costs for health care and fuel have contributed to a significant deficit in the General Fund. The projected deficit for 2009 is approximately \$90 million, and all county agencies are being directed to plan for significant reductions in General Fund revenue. Continuing to subsidize KCACC operations by increasing the General Fund contribution is not sustainable. For discussion purposes, the Operational Master Plan includes information on scenarios for county provision of services only to unincorporated areas should cities choose to discontinue services.

To provide for a more robust and sustainable revenue base for a model animal services program, all current and potential revenue options will need to be assessed when an organizational model is selected. Licensing fees, animal service related fees (e.g. adoption, redemption fees), municipal contracts for field and sheltering services, charitable cash and in-kind donations, as well as grants must be evaluated as a part of a sustainable financial strategy for animal care and control.

Immediate Improvements and Requirements for a Model Program

In sum, all the reviewers pointed to the immediate need for improvement in order to bring current levels of animal care up to legislative and community goals. Specifically, all three

current population management efforts. For a more detailed explanation of pet population projections see the Facilities Master Plan.

⁴ Two exceptions, Normandy Park and Des Moines, only contract for sheltering and pay a daily rate.

reports identify a lack of systems for animal care and management and an organizational/staffing structure insufficient to support development, implementation and enforcement of such systems. This has resulted in a breakdown in care leading to animal suffering, illness, and likely unnecessarily high euthanasia and death, as well as creation of significant health and safety risks for staff and shelter visitors.⁵ In response to the findings of outside reviewers, KCACC has taken a number of actions to implement improvements to shelter operations; these actions are fully discussed in Appendix E. However, additional improvements need to be made now to the existing program (regardless of the organizational model selected) to ensure a level of care consistent with the U.C. Davis Koret Shelter Report.⁶ Subsequently, large-scale changes will be needed to meet the vision, mission, values, and goals and establish a model animal care and control program for King County. These changes are outlined as strategic objectives in the Strategic Plan, as well as the accompanying Operational Master Plan. The organizational models included in the Operational Master Plan provide alternative organizational structures by which the objectives could be carried out. Findings from both the Council and Executive-commissioned outside reviews are noted in the *Where we are: Program Status Early 2008* section of the Strategic Plan.

The Work Group did not independently evaluate the findings of the reports. They are taken at face value and provide the primary basis for baseline analysis and potential model program elements. All three reports identify problems with KCACC's current operation, but each focuses on different areas of the program. The Citizens' Advisory Committee focused on the specific elements of a model program; the No Kill Solutions report primarily focused on organizational leadership, culture and facilities; the UC Davis Koret Shelter Report focused on shelter flow, medical care and disease control protocols. With the provision of additional funding since the reports were published (\$420,000 for operating expenses and \$265,000 for immediate capital improvements), KCACC has taken steps to begin to implement some of the recommendations. These efforts are discussed in Appendix E. One of the most important steps undertaken by the program has been to address concerns about the transparency and reliability of its data and data collection systems. Program data from 2008 is included in the *Where we are: Program Status Early 2008* section, but that data has yet to be audited and has not been independently verified by the Work Group. A three-phase report is currently underway by the King County Auditor. The report associated with the first phase is expected in the spring of 2009.

⁵ Final Report from UC Davis Koret Shelter Program, p. 6.

⁶ Immediate improvements also need to be made to field services which are not covered in the U.C. Davis Report.

King County Animal Services Strategic Plan 2009-2011

I. Vision, Mission, Guiding Principles, and Goals

The strategic planning process is based on and incorporates the vision, mission, guiding principles, and goals outlined by Motion 12737 (for full text of the motion, see Appendix A). The following is a summary of the pertinent points in the motion.

Shared Vision

King County ensures humane treatment of animals and protects the health and safety of the public.

Mission Statement

King County protects the public health from animal borne and zoonotic disease, keeps the public safe from animals and nuisances, prevents animal cruelty, reduces the number of homeless animals entering shelters, increases pet adoptions and seeks to eliminate euthanasia of healthy or treatable animals.

Guiding Principles

- 1) **Public Safety:** The public has the right to be safe from animals and animal borne and zoonotic disease and to avoid animal nuisances
- 2) **Humane Treatment:** All animals shall be treated humanely
- 3) **Coordinated Services:** Animal services shall be coordinated and integrated with other services and programs as appropriate
- 4) **Accountability/Transparency:** The county's animal services programs shall be accountable and transparent to the public
- 5) **Continuous Improvement:** The quality of animal services shall be continuously improved
- 6) **Sustainability:** Animal services shall be provided in a fiscally responsible and sustainable manner

Goals

- 1) Protect the public's health and safety from zoonotic and animal borne disease through effective public health programs
- 2) Ensure access by county-held animals to life saving programs including adoption, medical care, socialization, and behavioral modification
- 3) Reduce the number of homeless pets through the provision of low-cost, high-volume spay and neuter services; pet retention education; participation in a feral cat trap, neuter return, and release (TNR) program

- 4) Achieve a euthanasia [rate] no greater than fifteen percent by the end of 2009 and euthanize only those animals that are vicious, untreatable or irreparably suffering
- 5) Actively pursue animal cruelty investigations
- 6) Create and support the growth of strong regional partnerships with volunteers, fosterers, rescue groups, stakeholders, and the media

II. MODEL PROGRAM

In support of these goals, guiding principles and the work of the Citizens' Advisory Committee, the Work Group proposes the visual representation on page 13 to illustrate the components of a model animal care program for King County.

To reduce pet homelessness & overpopulation:

1 Spay/neuter

- in-shelter spay/neuter (s/n) of all adoptable pets
- accessible community low-cost/high-volume s/n clinics and/or vouchers for low-cost s/n with community veterinarians
- public education on pet overpopulation & incentives for s/n

To maximize healthy pets adopted:

3 Adoption & rescue

- adoption counseling to match people with compatible pets
- in-shelter and offsite adoptions at convenient locations and times; active promotion of adoptable pets
- rapid placement of homeless pets with appropriate rescue groups

To keep people & pets together:

7 Pet retention

- license & microchip a high proportion of all dogs and cats in KC to improve redemption rates for lost pets
- public education on the value of pet licensing and identification
- assistance/referral for behavioral, medical or financial impediments to keeping a pet

To protect animal welfare & prevent cruelty:

8 Welfare & cruelty investigation

- responsive, professional investigation of animal welfare complaints
- facilitate active prosecution of cruelty cases
- provide public education on the humane treatment of animals

To protect public health & safety:

9 Field services

- transport stray pets to shelter facilities
- assist Public Health on zoonotic disease investigation & quarantine
- respond to public concerns of dangerous or problem pets
- Public Health oversight for zoonotic disease control

2 Feral cat program

- support shelter-based and community-based trap, neuter & release and barn-cat programs

4 Foster care

- strong network of volunteers to care for special needs pets
- promote adoption directly from foster homes

5 Shelter care

- quality shelter facilities with appropriate space for housing and enrichment for enhanced animal health and well being
- quality shelter care including appropriate nutrition, exercise and socialization

6 Medical & behavioral rehab

- quality preventative medical care for sheltered pets
- managed care for animals with treatable/rehabilitatable conditions; angel fund
- network of community veterinarians to provide low-cost medical care
- behavioral specialists & rehab



Ten Components of a Model Animal Care Program for King County

10 Strong infrastructure to support Program components

- compassionate leadership
- sufficient resources and funding
- proactive communications & public relations
- a vibrant, multifaceted volunteer program supported by a staff coordinator
- engagement of the veterinary community to support animal care & control programs
- community involvement, public education & development of community norms for responsible pet ownership
- strong community partnerships
- a regional multi-agency collaborative approach to animal care and welfare

Strategic Objectives

The vision, mission, guiding principles, and goals provide a high-level framework to guide operational decision making; however, further definition and clarification are needed to facilitate effective day-to-day decision making and evaluations of progress toward meeting goals.

Accordingly, the Work Group proposes a set of strategic objectives to bridge the overarching policy framework to operations. The strategic objectives outlined here are intended to present a further level of refinement to more effectively guide detailed operational policy and protocol by KCACC management and staff. A number of specific terms associated with animal care and control are used in the strategic objectives, and throughout the Strategic Plan. Appendix F provides definitions of key terms.

Table 1 lays out the broad strategic priorities defined in Motion 12737 and explicit strategic objectives that fall within the scope of each goal. However, it is often the case that a strategic objective supports more than one strategic goal. For a detailed description of all the strategic objectives that map back to each strategic goal, see Appendix G. All efforts to meet strategic objectives should be undertaken in a manner that is cost effective, fiscally sustainable, and open and transparent to the public. Further refinement of action steps necessary to achieve each objective will follow in the Operational Master Plan.

The map on page 16 links the strategic objectives to the ten elements of a model program outlined on page 13, and connects them back to the vision, mission and strategic goals outlined in Motion 12737. The map is intended to illustrate the theoretical progression followed by the Work Group in developing the Strategic Plan, as well as show the interconnectedness of model program service elements.

Table 1. Strategic Priorities and Objectives

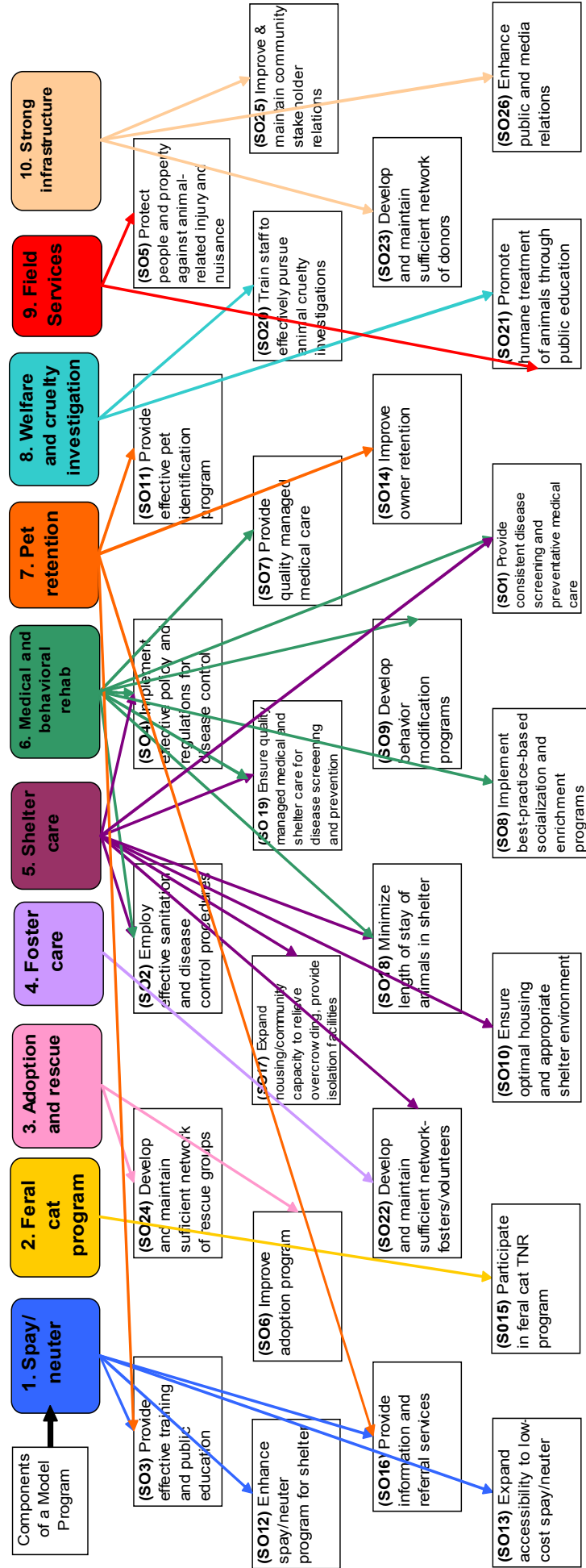
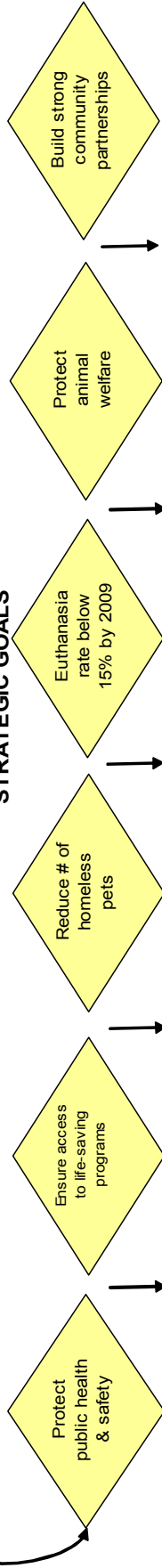
Strategic Goals	Protect Public Health & Safety	Ensure Access for Sheltered Animals to Life Saving Programs	Reduce the Number of Homeless Pets	Euthanasia rate below 15% by the end of 2009	Protect Animal Welfare and Prevent Animal Cruelty	Increase Partnerships to Promote Effective Programs
Strategic Objectives	Provide consistent disease screening and preventative medical care	Improve adoption program	Provide effective pet identification and licensing/ registration program	Expand housing/ community capacity to relieve overcrowding, and provide isolation facilities	Train staff to effectively pursue animal cruelty investigations	Develop and maintain a sufficient network of volunteers and fosterers
	Employ effective sanitation and disease control procedures	Provide quality managed medical care	Enhance spay/neuter program for shelter	Minimize length of stay of animals in shelter	Promote humane treatment of animals through public education	Develop and maintain a sufficient network of donors
	Provide effective training and public education	Implement best-practice-based socialization and enrichment programs	Expand accessibility to low-cost spay/neuter programs	Ensure quality managed medical and shelter care for disease screening and prevention services		Develop and maintain a sufficient network of rescue groups
	Implement effective policy and regulations for disease control	Develop behavioral modification programs	Improve owner retention	Reduce animals coming into the shelter		Improve and maintain community stakeholder relations
	Protect people and property against animal related injury and nuisance	Ensure optimal housing and appropriate shelter environment	Participate in feral cat trap neuter release program			Enhance public and media relations
	Provide Public Health oversight for zoonotic disease control		Provide information and referral services to community programs			
SUSTAINABLE, COST EFFECTIVE AND TRANSPARENT						

LINKAGES BETWEEN MODEL PROGRAM ELEMENTS AND STRATEGIC OBJECTIVES

VISION
King County ensures humane treatment of animals and protects the health and safety of the public

MISSION
King County protects the public health from animal borne and zoonotic disease, keeps the public safe from animals and nuisances, prevents animal cruelty, reduces the number of homeless animals entering the shelters, increases pet adoptions and seeks to eliminate euthanasia of health or treatable animals.

STRATEGIC GOALS



STRATEGIC OBJECTIVES

III. Where we are: Program Status Early 2008

This section describes the provision of animal services currently provided by King County and identifies weaknesses within each program category. Problem identification allows for a discussion and decision making regarding opportunities for improvement and moving toward a model program. The primary basis for this analysis is the three reports cited in the introduction: The Citizens’ Advisory Committee Report, The No Kill Solutions Report and the UC Davis Koret Shelter Report.

KCACC’s 2008 year-to-date statistics are also included in order to give a snapshot of the program’s current outcomes. Reported data comes from KCACC’s Chameleon data system. It has not been audited or verified by the Work Group. KCACC has taken steps to address some of the problems observed in this section and those efforts are detailed in Appendix E.

KCACC describes its operations as an open-admission shelter.⁷ This means KCACC shelters accept every animal regardless of age, health, breed or behavior. Consequently, KCACC shelters take in many animals that might be turned away at limited-admission shelters due to the low likelihood of their being adopted. This operational practice likely increases the challenge of keeping adoption rates high and keeping euthanasia rates low.

Table 2 summarizes KCACC’s outcomes this year through July, 2008.

Table 2. Summary of KCACC’s 2008 year-to-date statistics⁸

	<i>Intake</i>	<i>Shelter Pop</i>		<i>Foster Care</i>		<i>Final animal outcomes during reporting period</i>						
	Intake during reporting period	Beginning of reporting period	End of reporting period	Animals out to foster care during reporting period	Animals back to shelter from foster care during reporting period	Adopted by public No. (%)	Accepted by a rescue group No. (%)	Strays reunited with owner No. (%)	Dead on arrival at shelter No. (%)	Died or lost in care No. (%)	Euthanasia (including owner-requested) No. (%)	TOTAL OUTCOMES No. (%) ⁹
2008 Jan-Jun	5,577	421	515	603	373	2,001 (38%)	1,318 (25%)	694 (13%)	196 (4%)	68 (1%)	1,045 ¹⁰ (20%)	5,322 (100%)

⁷ The Work Group did not verify this practice. How shelters implement open-admission policies varies from requiring appointments booked in advance to immediate drop-off. The No Kill Solutions Report cites examples when consultant staff called the shelter and were not offered relinquishment services because the facility was full.

⁸ Reported data comes from KCACC’s Chameleon data system. It has not been audited or verified by the Work Group.

⁹ Row percents may not total 100% due to rounding.

¹⁰ Dr. Sharon Hopkins, Public Health Veterinarian for PH, reviewed euthanasia data based on a 10 percent sample and confirmed its validity insofar as the Chameleon database output matched the DEA drug log.

A. Facilities, Administrative and Shelter Staffing

Animal sheltering and care services are provided by KCACC in the Kent and Crossroads animal shelters. This includes animals on stray hold, animals available for adoption, animals on bite quarantine, and animals that are part of an enforcement action. Animals cared for at the shelters include dogs, cats, small mammals, small livestock, reptiles, and birds. Housing and care for animals also includes animals at offsite adoption locations, animals in foster care and large livestock for whom care must be contracted out to specialized agencies. The Kent shelter is open to the public seven days per week for a total of 52 hours. The Crossroads shelter is open to the public five days per week for a total of 22 hours.

1. Resources

Care is currently provided by one lead sergeant, ten animal control officer (ACO) FTEs and four term limited temporary employees (TLT). Medical care—including spay/neuter surgeries—is provided by one full-time veterinarian, contract veterinarians who come in two days per week, one full-time veterinary technician, contract veterinary technicians two days per week, and volunteer veterinary technician interns from the local vocational college, Pima. A volunteer coordinator TLT recruits volunteers to supplement and assist paid staff. An animal placement specialist TLT is dedicated to identifying animals for placement and implementing programs to expedite permanent placement of animals. Current staffing is shown in the table below:

Table 3. Current Staffing

		FTE	TLT	Total
Management	Animal Services and Program Manager	1.0		1.0
	Operations Manager	1.0		1.0
Development and Community Outreach	Communications Specialist		1.0	1.0
	Volunteer Coordinator		1.0	1.0
	Development & Community Outreach Coordinator		1.0	1.0
	Animal Placement Specialist		1.0	1.0
Medical	Veterinarian	1.0		1.0
	Veterinary Technician	1.0		1.0
Sheltering and Adoptions	Lead Sergeant	0.5		0.5
	Shelter Sergeant	1.0		1.0
	Animal Control Officers (ACOs)	10.0	4.0	14.0
TOTAL		15.5	8	23.5

Problems identified

- Insufficient staffing in a number of areas, including: foster volunteer oversight, veterinary care and supervision, animal care, feeding, cleaning, monitoring and evaluating.

- Insufficient staff time to develop and consistently enforce shelter systems, policies and protocol for animal care and management.
- Insufficient and/or inconsistent staff training, most notably in the areas of behavioral assessment and animal care.
- Unclear role distinction and/or accountability for staff, particularly in the case of euthanasia decisions.
- Inability to expand medical services or provide spay/neuter assistance to the community because current spay/neuter volume absorbs close to 100 percent of medical staff time.
- Inadequate recruitment or retention of management and leadership positions.

2. Facilities and Housing

The Kent shelter was constructed in the 1970s and has received few updates. When built, the focus of the facility was on housing animals for the required holding period, and euthanizing those that were not claimed by their owners. The shelter was not constructed with the current uses in mind, i.e. humane housing, medical care, disease control, community outreach and adoption. Sheltering facilities currently consist of: 47 permanent and five temporary dog runs, 154 permanent and 85 temporary cat cages, 32 temporary clinic recovery cages, a rabbit hatch and livestock pen.

Problems identified

- Overall shortage of shelter space relative to the number of animals handled each year, and insufficient resources to develop permanent or temporary expansion space.¹¹
- Undersized cat cages.
- Lack of an intake exam room near the customer service area to evaluate animals and medically isolate animals at intake prior to being put in the general shelter population.
- Insufficient space to isolate sick pets and those needing close monitoring by medical staff.
- Shortage of space for medical examinations and lab work.
- Space arrangement that makes it difficult to separate shelter functions, including stray hold, owner release, redemptions and adoptions – which frustrates disease prevention, behavioral issues and public engagement.
- Insufficient space for potential adopters to interact with adoptable animals and determine compatibility.
- Extreme shelter crowding which impedes the ability to isolate animals seized as evidence or quarantined by public health after biting incidents.
- Undersized dog runs at the Crossroads shelter.

¹¹ For example the U.C. Davis Report estimates that adoption area kennels were at 300% capacity during the January 10th visit (where capacity is defined as one dog per kennel). The report also estimates that the stray hold area for dogs was at between 154% and 217% capacity throughout 2007 (same definition of capacity).

B. Field Services

KCACC provides animal control law enforcement services in unincorporated King County, including Vashon Island and 32 contract cities, which include all cities within King County except Des Moines, Medina, Milton, Normandy Park, Renton, Seattle, and Skykomish.

KCACC field operations cover an area of about 2,000 square miles daily, serving close to 1.16 million residents. Field services are provided seven days per week. Officers are on duty from 7 a.m. to 9 p.m. with after-hours emergency services provided by on-call officers. Two sergeants and 14 ACOs are assigned to field enforcement on a 4/4 shift (four days on, four days off). A new schedule provision to put all field officers on 4/3 shifts (four days on, three days off) was negotiated in the latest collective bargaining agreement. Field services are supported by two TLTs and three call operators.

Field services include:

- Vicious animal and bite complaints and issuing of quarantine notices
- Animal cruelty investigations
- Injured animal rescues and pick-ups
- Pick-up of stray dogs and cats
- Barking dog complaints
- Loose livestock and "dead-on-arrival" livestock/cats/dogs¹²
- Police department calls for assistance
- License sales

Over 15,000 requests for service are received each year.¹³ Field service call responses are limited to higher priority calls due to current staffing levels. Approximately 25 percent of calls are categorized as "immediate" and include bites, injured animals and loose livestock. Calls for vicious dogs or dogs with a history of biting are classified as "priority." Calls for complaints such as a dog trespassing, barking or running loose, rate the lowest priority. During the summer months generally only the "immediate" calls receive a response due to high volume and limited resources. While there are 14 FTE slots assigned for field officers, some officers are routinely reassigned to the shelter in order to meet urgent shelter care demands.

KCSO dispatches for KCACC on a dedicated channel 24 hours per day, seven days per week. KCACC is not charged for this service provided by KCSO. Field service officers use multiple radio channels to coordinate and communicate knowledge of each others' whereabouts and the types of calls being responded to.

A handful of contract cities are interested in receiving a higher level of service than is provided under the "basic" contract and have entered into "enhanced services contracts" with King County for specialized animal control services and more immediate response times.

¹² The Work Group did not evaluate whether KCACC field services should continue to provide for pickup of dead-on-arrival animals. Appropriate pickup and disposal of dead-on-arrival animals continues to be a concern for public health and safety.

¹³ Reported data comes from KCACC's Chameleon data system. It has not been audited or verified by the Work Group.

Problems identified

- Insufficient staff capacity to respond to the majority of service calls.
- City contracts for field services do not recover costs and are subsidized by the county's General Fund.
- Use of Animal Control Field Officers for non-field work.

C. Stray Hold

Animals entering the shelters include: strays, impounds, identified pets where the owner cannot be reached, and owner releases/relinquishments. Stray animal intake is a part of both field enforcement and shelter operations:

- **Field pick-up:** An animal can be picked up in the field because it was viewed running loose by a field animal control officer, confined by a citizen who requested a field pick-up, or released/relinquished in the field in response to a request for service. If the animal is licensed and/or identified, the field officer will attempt to release the pet to its owner, thus saving both the pet and the owner a trip to the shelter.
- **Shelter turn-in:** A citizen can bring in and relinquish their pet (owner-release) or a found animal (stray animal with or without identification).

By law, stray animals are held for at least 72 hours (two of the contract cities, Mercer Island and Normandy Park, require extended stray hold periods of five or six days) not including the day the animal came into the shelter or holidays. Licensed pets are held 120 hours after notification—the period may be extended up to two weeks if KCACC has reason to believe that the pet will be claimed (e.g., a neighbor reports that the pet owner is on vacation for a week). Incoming animals are searched for identification (license, ID tag, microchip scan, and tattoos), vaccinated, checked for overall health, and kenneled in the stray hold area. Stray pets receive immediate medical attention if needed to preserve their life or stabilize their condition. Medical treatment for long-standing, non-life threatening conditions is deferred until the pet becomes county property (i.e., after the three-day holding period).

Problems identified

- Insufficient facility space for animals coming into stray hold and insufficient space to move animals into adoption area (also noted in the facilities discussion).
- Inconsistent implementation of in-take policies and protocol.
- Inconsistent provision of services to pet owners/guardians who wish to relinquish their pets.¹⁴
- Inconsistent practices around exercising animals in stray hold.

¹⁴ For example, when staff from a consultant team and county staff called 296-PETS they were denied relinquishment services and did not receive educational counseling to promote owner retention.

D. Redemption and Claims

Throughout the stray-hold period, owners may redeem/claim their pets at both shelters during public hours. Owners are charged an impound fee and fees for boarding. If the pet has a valid license and it is the first impound, the impound fee is waived.

KCACC attempts to reunite all stray pets with their owners. When an animal is picked up in the field, and is wearing a valid license it gets a free ride home. At intake, animals are checked for visual ID (tags, tattoos) and scanned for microchips. If an owner can be identified, every effort is made to contact that owner, including phone calls and letters. KCACC and volunteers help owners find their lost pets through a “lost pet” hotline that lists the animals that came into the shelter the previous day, by posting lost pet flyers in shelter lobbies, and through a lost pet binder located in shelter lobbies.

From January through June, 2008, KCACC’s redemption rate was 13 percent. This is relatively consistent with other sheltering programs, but below what would be demanded for a model program.¹⁵

Problems Identified

- Irregular updating of lost pet hotline, flyers, binders and websites.
- Inconsistent intake examination to determine whether a stray animal is microchipped.
- Lack of in-field redemption protocols and practices to increase opportunities to reunite owners with pets prior to entering the shelter system.

E. Adoption

Adoption is the primary means by which animals leave the shelter. Cats, dogs and other pets are generally directly adopted at the shelter while livestock are auctioned. Adoptions occur at the Kent and Crossroads shelters, permanent offsite locations (usually pet supply stores) and one-time offsite adoption events.

In the first six months of 2008, 2001 animals have been adopted, which accounts for approximately 38 percent of animals dispositioned.¹⁶ KCACC’s adoption rates are on the upper-end of municipally run animal care and control operations, but are low compared to SPCA and other programs that have limited intake.¹⁷ It should be noted that there is a relationship between rescues and adoptions. As programs send more animals to rescue organizations, they generally see fewer adoptions (because they are left with fewer “highly adoptable” animals). This is

¹⁵ Reported data comes from KCACC’s Chameleon data system. It has not been audited or verified by the Work Group. In 2006 the City of Seattle Shelter had a 19% redemption rate; Everett Animal Shelter had a 13% redemption rate; Humane Society of Tacoma/Pierce County had a 12% redemption rate. In 2007 Richmond Animal Care and Control (partners with Richmond Humane Society) had a 10% redemption rate. See Appendix H for complete statistics.

¹⁶ Reported data comes from KCACC’s Chameleon data system. It has not been audited or verified by the Work Group.

¹⁷ Richmond Animal Care and Control and the Richmond Humane Society have adoption rates of 23% and 94% respectively; San Francisco Animal Care and Control and the San Francisco SPCA have rates of 18% and 97% respectively; the Everett Animal Shelter and PAWS have rates of 35% and 68% respectively.

especially apparent in the partnerships between SPCAs and municipal animal care and control operations. The ACCs generally have very high rescue numbers (because they are sending many animals to the SPCA), and the SPCAs tend to have very low rescue numbers. See Appendix H for complete statistics on model and jurisdictionally similar programs.

Currently all animals that are healthy or treatable and of good temperament are available for adoption, although they are not all visible to the public at any given time due to space limitations and inconsistent performing of behavioral evaluations. At intake, dogs and cats are tested on their response to the handlers and their response to restraints. Cats are also evaluated on environmental responses such as hiding behavior and acceptance of handling. Additional observation and evaluation is done over the stray hold period so a broader overview of behavior is noted, including on-leash behavior, response to dental checks, body handling and restraint, play/arousal reactions, food bowl behavior, and interaction with other animals. Adoption matching and counseling is done by ACOs.

- **Onsite Adoptions:** Onsite adoptions occur during all shelter open hours. Shelter officers conduct adoption selection, screening and counseling.
- **Offsite Adoptions:** KCACC began a pilot program in 2005 of offsite adoption partnerships, and expanded that program to include seven permanent or temporary pet supply stores in the area as well as offsite events. This program was initiated within existing resources and is heavily supported by volunteers. In 2006, a total of 69 animals were adopted via offsite adoptions. In the first 7 months of 2008, 476 animals have already been placed via offsite locations, compared to 170 for the same period of time in 2007.¹⁸ A list of offsite adoption partners and statistics can be found in Appendix E.
- **Special Adoption Events:** In addition to offsite adoption venues, KCACC hosts an annual “Adopt-a-thon” event. KCACC also participates in other, smaller adopt-a-thon-type events held by other groups, such as Pawsitive Alliance.

Problems Identified

- Staffing, expertise and facility limitations restrict the rigor of temperament evaluations, adoption matching and counseling, and aggressive promotion of animals available for adoption.
- Strained relations with some volunteers who assist with adoptions.
- Underutilized offsite adoption sites and some strained partnerships.

F. Rescue

It is often the case that other animal shelters and animal rescue groups take pets from the county shelters and find them a home. The percentage of animals leaving the shelter through rescue organizations was 25 percent for the first six months of 2008.¹⁹ The percentage of animals remitted to rescue agencies varies widely among animal care and control programs nationally,

¹⁸ Reported data comes from KCACC’s Chameleon data system. It has not been audited or verified by the Work Group.

¹⁹ Reported data comes from KCACC’s Chameleon data system. It has not been audited or verified by the Work Group.

particularly in the cases where an ACC has an agreement with an SPCA or other organization to take a substantial portion of the adoptable animals. KCACC's 2008 rescue percentage is comparable to other animal care and control programs nationally.²⁰

KCACC works with shelters in the area and a core group of twelve rescue organizations to place animals in permanent homes. Some rescue groups, like Seattle Purebred Dog Rescue, proactively come to the shelters looking for animals to rescue. In other cases, KCACC notifies rescue groups of an animal that may need some behavior modification or medical treatment prior to being ready for adoption. Rescue groups come to the shelter and evaluate individual animals to decide whether they wish to rescue them.

Rescue resources are limited, particularly for hard-to-place pets and during peak breeding seasons. For example, pit bull rescue groups are often operating at their intake capacity due to the high number of homeless pit bulls. Cat rescue groups are often operating at their intake capacity during "kitten season" (spring – fall), the same time as the shelter is at or over intake capacity. Furthermore, many rescue groups don't take pets with behavior problems.

Problems identified

- Strained relationships with some organizations that provide rescue services.
- Instances where disease outbreaks at KCACC shelters placed rescue organizations at risk of exposing their populations to disease.

G. Foster Program

Citizens volunteer to "foster" animals while they recover from illness or injury, until they are old enough to be spayed or neutered, or until they receive limited behavior modification. Foster volunteers take sick, injured, semi-feral, or immature animals into their homes where they are rehabilitated so they can be adopted out once they are well. In many cases, foster pets are advertised on petfinder.com and adopted without returning to the shelter.

The KCACC foster program expands each year. Over the first six months of 2008, 603 animals have been placed in foster care.²¹ The program is administered by the full-time veterinary technician when she is not working on spay/neuter or medical issues. The recent addition of the TLT animal placement specialist and volunteer coordinator help augment this effort.

Problems identified

- Lack of training opportunities for new recruits to the foster program.
- Inconsistent tracking of an animal's final disposition once they enter a foster home.

²⁰ The Everett Animal Shelter rescues 23% of animals; the Humane Society of Tacoma/Pierce County rescues 3% of animals; the City of Seattle rescues 2% of animals; Richmond Animal Care and Control rescues 29% of animals; Tompkins County SPCA rescues 7% of animals. See Appendix H for full description of program data.

²¹ Reported data comes from KCACC's Chameleon data system. It has not been audited or verified by the Work Group.

H. Housing and Medical Treatment

1. Housing & Care for Healthy Animals

Shelter officers provide overall animal care and feeding, and veterinary staff (one veterinarian and one veterinary technician) provide additional health oversight. All dogs and cats are fed a premium quality food and those over three weeks of age (excluding fractious animals) are vaccinated for infectious diseases excluding rabies (rabies vaccine is given at 3+ months of age).

Problems identified

- Space and staff time limitations mean decisions about animal co-location are frequently made based on animal size rather than temperament, age or intake characteristics.
- Social enrichment and behavior modification is limited by staffing levels. Use of volunteers for these services is dependent on a revocable *memorandum of understanding* with the Animal Control Officers Guild, which articulates which activities may be performed by volunteers.

2. Medical Care

KCACC is the medical service provider for all animals in the care of King County, including animals in shelters, offsite locations, and in foster care. Medical care includes examinations on a regular basis for the shelter animals to ensure they are in good health, and are provided proper nutrition and medical or emergency treatment if necessary. A greater level of care is provided to sick animals, including treatment and medications (antibiotics, pain medication), dental work and small surgeries that can be done in the clinic, and in some cases force feeding (e.g., cats with upper respiratory infections that will not eat on their own because they can't smell the food).

In addition to performing more than 3,000 spays or neuters each year, the KCACC veterinary staff contributes to the overall management of animal health in the shelters.²² The veterinary staff provides health exams of animals, diagnosis of maladies, treatment regimens, microchipping, and necropsy of animals involved in cruelty investigations.

Problems identified

- Medical staffing is insufficient to meet shelter needs (current staffing includes one full-time veterinarian, one full-time veterinary technician, contract veterinarians and veterinary technicians two days per week, and volunteer veterinary technician interns from the local vocational college, Pima).
- Inconsistent protocols, policies and training regarding medical care.
- Limited space for isolation of sick pets and those needing close monitoring by medical staff, requiring many to remain in the general shelter space thus increasing likelihood of exposing healthy animals to infectious diseases.
- Limited space for medical examinations and lab work.
- Heavy burden placed on fostering resources in order to make up for overloaded medical and shelter care resources.

²² Reported data comes from KCACC's Chameleon data system. It has not been audited or verified by the Work Group.

- Mixed results capitalizing on volunteer veterinarian opportunities. Collaboration with Pima veterinary technician student-volunteers has been successful; a group of veterinarians from six local animal hospitals resigned in August, 2008.

3. Euthanasia

KCACC euthanizes animals to alleviate suffering, and animals that are presumed unadoptable due to behavioral/temperament or medical reasons. Many animals come into the shelter unhealthy; others sometimes come into the shelter healthy but may later require euthanasia as a result of diseases contracted in the shelter or shelter confinement induced behavioral problems (psychosis and aggression). Animals are euthanized using an injection of sodium pentobarbital. ACOs are sent to euthanasia/legend drug training prior to performing euthanasia. Compassion fatigue training to cope with the stress of performing euthanasia is offered to staff that perform euthanasia.

For the first six months of 2008 KCACC's euthanasia rate is 20 percent.²³ This rate is comparable to or below many other municipally run animal care and control programs nationally, but is higher than surveyed SPCA and other non-municipal shelters.²⁴

Problems identified

- Unclear role distinction and/or accountability for staff, particularly in the case of euthanasia decisions.
- Thoroughness of the behavior/temperament evaluations is limited by the number of staff fully trained in the evaluation process.
- Burden of performing euthanasia falls on the limited number of trained and approved ACOs, and on medical staff.

I. Pet Retention

In King County, pet licensing has been the primary tool to promote pet retention. Additionally, pet licensing revenue provides partial funding for the animal care and control program. King County Title 11 requires all cats eight weeks old and older to be licensed.

King County's pet licensing program includes:

- Differential fees for sterilized animals (\$20 vs. \$60) to encourage spaying and neutering
- A comprehensive pet license canvassing program; pet license canvassers have gone door to door selling pet licenses to animal owners since 1992

²³ Reported data comes from KCACC's Chameleon data system. It has not been audited or verified by the Work Group. Dr. Sharon Hopkins from the Department of Public Health reviewed the euthanasia data based on a ten percent sample and reported she accepts the validity the data insofar as the Chameleon records match up with the DEA drug logs.

²⁴ Euthanasia rates are 29% and 12% for the Everett Animal Shelter and PAWS, respectively; 21% and 13% for the City of Seattle and Seattle/King County Humane Society; 8% for Tompkins County SPCA; 36% and 1% for Richmond Animal Care and Control and Richmond Humane Society; 26% and 3% for San Francisco Animal Care and Control and San Francisco SPCA; 15% for Boulder Valley Humane Society. Euthanasia percentages do not adjust for owner/guardian requested euthanasia or died/lost in care.

- Over 200 pet license sales outlets throughout the county, including over the counter license sales at the shelters and county buildings, and through sales partners (including QFC stores, veterinary clinics, and other shelters)
- Web-based pet license sales
- Mailed pet license renewal forms

The following services are provided to licensed pets and their owners:

- Found pets are reunited quickly with their owner. To report a found pet, the public can call the Found Pet Information Line 206-296-2712.
- Pets get a free ride home the first time they are found. County staff will attempt to deliver pets home immediately, skipping a trip to the animal shelter.
- Pets get a longer care period. When found, licensed pets will be cared for at the County Animal Shelter for a longer time.
- The owner and pet get the Vacation Pet Alert. When people leave home on vacation, they can call 206-296-2712 to register where their pets will be while on vacation, who will be taking care of the pet, and where to reach the owner. KCACC will call the correct number if the pet gets loose during the vacation.
- The dog or cat will be picked up from their home at no charge if the owner needs to release the pet to King County Animal Control.
- The pet owner can use the shelter's humane euthanasia service at no charge.

KCACC provides pet licensing services in unincorporated King County and all cities within King County except Seattle, Renton, Medina, Des Moines, and Normandy Park. In 1992, only 86,992 animals were licensed. The number of licensed animals peaked in 2003 at 152,000 and today stands at 137,000 animals identified with a county pet license. In 2006, the program licensed 83,358 dogs and 53,393 cats for a total of \$2.4 million annually.²⁵ Six FTEs and a small crew of seasonal temporary employees are dedicated to licensing administration and pet license canvassing in the field. KCACC also provides retention tips on its website and at the shelters, and ACOs provide advice. Owners must look elsewhere for significant help with medical, training and behavioral issues.

Problems Identified

- King County does not currently have a comprehensive approach to pet retention.
- The King County Auditor's Office is in the process of reviewing the licensing program to determine its adequacy as a revenue stream to support the broader program and its effectiveness as a pet identification program. KCACC's pet licensing program consists of 6.6 FTEs with salary expenses of \$392,324 and generated \$2.432 million in revenue in 2007. Depending on the findings of the King County Auditor's Office, King County may wish to revise the licensing program or find a new, more stable and equitable revenue stream to cover the costs associated with animal services.

²⁵ Reported data comes from KCACC. It has not been audited or verified by the Work Group.

J. Spay and Neuter Program

A successful spay and neuter program is key to reducing the number of pets entering the shelters and alleviates resource pressures related to homeless pets. KCACC currently spays and neuters all dogs and cats adopted from county shelters and participates in a spay/neuter voucher program. Vouchers are provided with the issuance of every unaltered pet license. KCACC also partners with groups that provide spay/neuter services such as Pasado's Safe Haven and the Feral Cat Spay Neuter Project.

Problems identified

- Very low redemption rate for current spay and neuter voucher program (three percent).
- Unable to expand medical services or provide spay/neuter assistance to the community because current shelter spay/neuter volume absorbs close to 100 percent of medical staff time.
- Legal prohibition on low-cost community spay and neuter services.
- Limited educational outreach on the benefits of spaying and neutering pets, particularly behavioral improvements and homeless pet population reduction.
- Mixed results capitalizing on volunteer veterinarian opportunities. Collaboration with Pima veterinary technician student-volunteers has been successful; a group of veterinarians from six local animal hospitals resigned in August, 2008.

K. Feral Cat Programs

Feral cats have historically comprised eight percent of the cats in the shelter system. Though feral kittens may be socialized to become pets, juvenile and adult feral cats are not easily socialized to become domestic pets. King County has no codified policy related to feral cats, however, King County Code does hold the agency responsible for "controlling errant animal behavior so that it shall not become a public nuisance" as defined in KCC 11.04.230.

KCACC does not currently operate a comprehensive Trap Neuter Release (TNR) program for feral cats. The vast majority of feral cats enter the shelter either as strays over the counter or pickup in the field at a citizen's request. The county does participate in a limited TNR program with South County Cats. South County Cats finds potential adopters that are looking for cats to help with rodent problems. These "barn cats" are identified by KCACC and provided to South County Cats for adoption, reducing the number of feral cats that are euthanized. In 2007, South County Cats has found homes for about 175 feral cats which were trapped, neutered at the shelter and released. An additional 106 referrals were made by KCACC to the Feral Cat Spay Neuter Project for neuter and release of feral cats that would have otherwise entered the shelter. In the first five months of 2008 a total 284 feral cats have been saved through these two programs, resulting in only 39 feral cats being euthanized.²⁶ When a cat with a tipped ear (which identifies it as a feral cat that has been spayed/neutered and placed in a colony) comes into a KCACC shelter, the Feral Cat Spay Neuter Project is notified so they can try to unite the animal with a colony.

²⁶ Reported data comes from KCACC's Chameleon data system. It has not been audited or verified by the Work Group.

Problems identified

- Inadequate facilities to house feral cats.
- Lack of information regarding environmental impact of feral cats in the various ecosystems throughout King County and contract cities.
- Lack of information regarding public health impact of feral cats throughout King County and contract cities.
- Lack of environmental and public health based legal interpretation related to whether King County should be in the business of handling feral cats.

L. Animal Cruelty/Forensic

KCACC receives approximately 1,000 alleged animal cruelty/abuse complaints a year, about six percent of all calls received. After response and investigation, the majority of KCACC cases are closed with owner education and counseling. However, in cases of legitimate cruelty, appropriate investigation and coordination with local law enforcement personnel is critical. In 2007, KCACC referred 14 animal cruelty cases to the PAO.

KCSO also responds to animal cruelty complaints.²⁷ Only a very small fraction of the approximately 400,000 calls for service that KCSO receives each year are for animal cruelty or animal problems of any sort.²⁸ In 2007, 90 cases were cleared²⁹ as “Animal Problem” (which could be anything from a loose or aggressive dog, to an assist to KCACC); 25 cases were cleared as “Animal Cruelty” complaints. Approximately 20 percent of the cases that KCSO deputies respond to that were cleared as Animal Cruelty were referred to the PAO in 2006 and 2007.

Currently, PAO has one deputy prosecutor (DPA) who reviews animal cruelty cases and serves a resource for animal cruelty questions from KCACC and KCSO. This is one of many duties the DPA performs in their role as a criminal prosecutor.

KCACC field officers are first responders to animal cruelty cases when the call is received by KCACC (if call circumstances clearly indicate an ongoing, urgent emergency response is needed the call may be transferred to 9-1-1). Local law enforcement may also be a first responder if the call comes through the 9-1-1 system and they elect to respond rather than call KCACC. Generally, when KCACC asks for assistance from law enforcement, law enforcement takes the lead on elements of the case, including securing the crime scene, handling evidence, interviewing suspects, and securing and implementing search warrants. KCACC generally leads on observations and documentation of the animal’s condition, the handling of live evidence, animal necropsy, and coordination with other animal specialists.

Currently, one KCACC Sergeant is devoted to animal cruelty cases under a pilot program. Veterinary staff perform forensic work if time permits or it may be outsourced. Evidentiary animals are housed in the back of the existing shelter, taking up premium dog kennel runs for extended periods of time.

²⁷ KCSO does not provide services to all cities served by KCACC.

²⁸ Reported data comes from KCSO. It has not been audited or verified by the Work Group.

²⁹ KCSO tracks the issue that calls are cleared with, not how the deputies were dispatched.

Problems identified

- KCACC Animal Control Officers lack the training necessary to handle potentially dangerous situations related to animal-cruelty.
- KCACC Animal Control Officers lack rigorous training required to effectively perform investigations, handle evidence and file cases.
- Insufficient coordination and communication with KCSO to ensure necessary back up in case of co-occurring hazards such as domestic violence, drug or gang activities at animal cruelty investigation sites.

M. Public Health and Safety

One of the primary goals of KCACC is protection of public health and safety from zoonotic and animal borne disease through effective public health programs.

The most common public health threat KCACC encounters is animal bites. Animals—mostly dogs but also cats—that have bitten are quarantined to rule out zoonotic diseases. In most cases, the owner of the animal is directed to quarantine the animal in their home. In some cases, the animal is confiscated and quarantined in the Kent Shelter.

KCACC issues quarantine notices for dogs, cats and ferrets that bite humans; these notices are jointly-signed by PH and KCACC. The Director of PH is authorized to enforce the provisions of Chapter 11.12.

Problems identified

- Insufficient facility and staffing levels at the KCACC shelters, which increase the risk of disease transmission both between pets, and from shelter pets to the staff and the public.
- Insufficient space to effectively quarantine animals.
- Inconsistent implementation of disease control protocols, policies and training.
- Lack of voluntary pre-exposure rabies immunization to KCACC animal control staff as recommended by the Centers for Disease Control Advisory Committee on Immunization Practices, and lack of rabies vaccination of shelter pets as required by KC Board of Health code.

IV. Financial Strategy

A. Fiscal Sustainability

In setting the future course for the provision of animal care and control services in King County, appropriate and consistent funding of the program will be critical to the implementation of a model program and the many elements that includes. This important goal of the Strategic Plan is highlighted in Motion 12737 as follows:

- 6) **Sustainability:** Animal services shall be provided in a fiscally responsible and sustainable manner.*

For purposes of the Strategic Plan, “fiscally sustainable” means that there are consistent, reliable, and adequate revenue sources to cover the costs of a model program over the long run. “Fiscally responsible” means that appropriate fees are set and spread across the broad community that accesses and benefits from the program and program costs are effectively managed.

With the specific goal of fiscal sustainability and responsibility in the provision of animal care and control services in King County, a robust and diverse revenue strategy should be a core focus of the next phase of operational planning. A comprehensive financial strategy will:

- set licensing and animal related fees (e.g. adoption and redemption) to the public that balance affordability, cost recovery, market demand and program goals;
- allow for appropriate cost recovery for contract services;
- optimize community support through fundraising and sponsorship;
- strengthen public/private partnerships to contain costs and leverage resources such as Pima veterinary technician training, use of volunteer veterinary services within the shelter setting and as supplement to shelter medical care; and use of general volunteers;
- utilize grant funding for new program development when feasible; and
- articulate the level of general tax support that is necessary and consistent with community values for humane animal care, public health and safety.

Because a majority of the animal care and control workload is related to city contract services, the county’s general policy regarding full cost recovery from contracts is also applicable. This policy set forth in Motion 11820 states that:

- 2. The county shall pursue policies that increase internal efficiencies and promote sound business management practices such as:e. Ensuring that discretionary service contracts provide full cost recovery to the county, including overhead, operation and capital costs[.]*

The following discussion highlights the need to critically evaluate the existing contract model for animal services. However, it should be noted that modification of city contracts is only one element of a robust, diversified revenue strategy.

B. Current Funding

Currently, the primary funding sources for KCACC are pet license fees and the county's General Fund, with license fees covering 52 percent of actual 2007 costs and the General Fund covering 40 percent of actual 2007 costs. While license revenues have remained relatively unchanged, the county General Fund portion has increased in recent years due to rising costs, covering 36 percent of the actual costs in 2006, 44 percent in the 2008 budget, and 58 percent in the 2009 preliminary status quo budget absent provision of new revenues. Appendix D presents 2007 data regarding the animal related revenues generated from each city contract as compared with the average cost of animal services (both field and shelter) provided to the city. For approximately two-thirds of the jurisdictions including unincorporated King County, the licensing and animal related revenues generated from each city does not cover the average cost of services. As noted, under current county practice, the difference is made up with General Fund revenues. Accordingly, the animal service contract does not appear to be consistent with the policy set forth in Motion 11820 as evidenced by the large General Fund contribution that is necessary. In light of the significant fiscal strain within the county's General Fund, it is likely that the level of General Fund contribution is not sustainable.

Under contract, KCACC currently provides animal related enforcement and sheltering services to 32 cities (excluding Seattle, Renton, Medina, Milton, Skykomish, Des Moines, and Normandy Park). In exchange for the pet license and other animal related fees paid by residents of those cities (with two exceptions), they receive "that level of service as provided in unincorporated areas of King County." The cities provide no direct payment for the standard level of services. The aforementioned exceptions are Des Moines and Normandy Park, who contract for sheltering only at an hourly rate.

Some cities have expressed a desire for additional services such as quicker response time and to address problems like barking dogs and park patrols. KCACC currently has contracts with five cities (Kirkland, Shoreline, Auburn, SeaTac, and Tukwila) for enhanced field services, either full or part time, focused on specific animal control law enforcement issues. Cities are charged an hourly fee for these enhanced services.

The county has neither the obligation to provide animal control services to incorporated cities, nor the resources to subsidize those services. As pet license revenues continue to fall behind the growth in program costs, and the burden on the county General Fund increases, it becomes increasingly apparent that a new methodology for sharing costs with the contract cities is needed.

Various formulas for sharing costs with their contract cities are used by counties. For example:

- Lane County, OR, charges the City of Eugene the full cost for the number of patrol officers requested by the city; sheltering and administration costs are shared based on the city's percentage of total intakes. Credit against the amount owed is given for the license fees collected from city residents.
- San Diego County, CA, like King County provides a standard level of service to the unincorporated areas and its six contract cities (including the City of San Diego). Costs

are shared based on a combination of each area's proportion of the total service area resident population, and each area's percentage of the previous year's calls for service. Credit against the amount owed is given for the license fees collected from city residents, creating an incentive for city partnership in licensing.

While the Strategic Plan focuses on presenting the vision, mission, values, goals, and objectives for provision of a no-kill model program in King County in the near future, the planning process has highlighted the unsustainable nature of the existing contract arrangement for even the existing level of service.³⁰ This is not a new finding as the lack of full cost recovery in the King County animal services contracts has been identified in past KCACC reports as well as County Council staff reports. It would be advisable for the county to undertake contract discussions with the cities regarding the current contract arrangements and level of service. In addition, in moving forward with implementation steps noted in the Strategic Plan and the articulation of a future organizational model, city contract arrangements may need to be adjusted further.

³⁰ Please see definition of "no-kill" in Appendix F.

V. How we are going to get there

There are many different ways to achieve a model animal care and control program. This section of the Strategic Plan outlines several organizational models for a model program, as well as summarizes programmatic elements that will be required to realize any of the organizational alternatives.

A. Organizational Models

Consistent with direction in Motion 12737, this Strategic Plan outlines three organizational options in the accompanying Operational Master Plan. **These options are not considered to be mutually exclusive, and the ultimate organizational model could draw elements from each of these options.** For each of these options, implementation would need to be carried out in a manner that minimizes financial impacts to the General Fund. While each of these organizational models articulates a different organizational approach to achieve the provision of model animal care and control services in King County, all three reflect both the strategic objectives and model program components outlined in the Strategic Plan.

Each of the three organizational models also contemplates the possibility of only providing the service model to the unincorporated areas of King County. This would require terminating contracts with cities and their finding other arrangements for animal care and control.

1. Status Quo Organization with Enhanced County Service Model

This organizational model assumes that King County continues to provide regional and local unincorporated and incorporated animal services as currently organized within the departments of PH, Executive Services, and KCSO. Included in this model will be an examination of what staffing levels, facilities improvements, and other resources are sufficient to achieve a level of service consistent with the vision, mission, values, and goals set out in this plan.

2. County Reorganization Model

This organizational model assumes that King County continues to provide regional and local unincorporated and incorporated animal services but reorganizes each department's responsibility to provide those services. Also included in this approach will be an examination of what staffing levels, facilities improvements, and other resources are necessary to achieve a level of service consistent with the vision, mission, values, and goals set out in this plan.

3. Community-based Services Model

Finally, the third organizational model will look beyond King County government and explore what community partnership opportunities may be available to deliver animal services. Those options may range from discontinuing some or all of discretionary animal service activities to creating strategic relationships with potential public and/or private partners to perform some or all of a full suite of animal services consistent with the vision, mission, values, and goals of this plan.

B. Elements needed to move to a no-kill program

While Motion 12737 first and foremost charged the Work Group with planning for a model animal services program, the Work Group did not want to lose sight of the need for immediate action. Transitioning to a model program will take time, regardless of which of the organizational options above is selected, and the focus on our urgent need to improve animal care and treatment provides opportunities for improvement both immediate and long term. It is highly likely that KCACC will continue to provide animal care and control services for a portion if not all of 2009 while decisions as to operation models and transition plans are put into place. Changes will need to be made to the current program in order to achieve a level of care consistent with the U.C. Davis Report.³¹ Table 4 summarizes elements needed to move to a model animal care and control program for the short term transition period (2009), as well as long term elements that will be required for model program development (2010-2011).

The 2009 elements are intended as a framework for immediate action and some are only germane to KCACC's current provision of services; the feasibility of some elements will be contingent on the provision of resources in 2009. The 2010-2011 elements are applicable to all three organizational models and will require comprehensive changes to the way King County currently provides animal care and control services. Elements for 2010-2011 are no less important than those for 2009; they are simply the next phase in the transition to a model program. There are continuous improvement and accountability components to all elements. The complete set of elements is intended to address the problems identified in the Strategic Plan.

³¹ Improvements are also needed to field services, which are not covered in the U.C. Davis Report.

Table 4. Potential Elements needed to move to a no-kill animal services model program

Department/ Function	Potential Elements	Initiate in 2009 and continue	Initiate or expand in 2010-2011
Staffing	Staffing levels that meet current program demands.	✓	
	Staffing levels that meet workload requirements to fulfill model program standards.		✓
	Thorough training of staff prior to independently performing their duties.	✓	
	Consistent management oversight of staff performance, enforcement of policies, procedures, protocols and standards.	✓	
	Management accountability and transparency for program performance.	✓	
	Recruitment and retention of expert management and leadership.	✓	
	Maximized use of volunteers.	✓	✓
Shelter	Appropriate kennel and cage space to house each animal in accordance with UC Davis recommendations.	✓ ²	✓
	Adequate isolation areas to house contagious animals through their treatment period.	✓ ³	✓
	Adequate medical facility space to provide comprehensive medical care.		✓
	Sufficient physical shelter capacity to ensure separation of adoption, stray hold, owner-release and redemption functions.		✓
	Shelter physical capacity that allows for flow of animals throughout the shelter to different housing areas dependent on the status of the animal's disposition.		✓
	Adequate hand washing facilities, hand sanitizers, and signage to promote hygiene within the shelter environment.	✓	✓
	Minimization of animals becoming less adoptable due to inadequacies of the shelter facility.	✓ ⁴	✓
Field	Adequate staff, equipment and supplies to ensure reasonable response times to calls for service.		✓
	Customer friendly communication systems for the public to request services.	✓	✓
	Effective communication and cooperation between animal services personnel and law enforcement.	✓	
Stray hold	Proper processing and examination of animals at intake, including screening and preventative medical care in accordance with UC Davis recommendations.	✓ ^{3,4}	✓
	Proper placement of animals in housing arrangements, based on health, temperament, age, size, etc.		✓
	Appropriate diet, exercise and grooming for all animals.	✓	✓
	Consistent application of holding periods, regardless of the animal's jurisdictional origin.		✓
	Proactive and preventative measures to decrease the number of stray animals entering the shelter	✓	✓
Redemption	Implemented protocols for checking identifying tags, tattoos, and microchips in the field and at intake (including use of a universal microchip scanner), notification of owners that their pet is in the shelter, and potential return of pets to their homes.	✓	

Department/ Function	Potential Elements	Initiate in 2009 and continue	Initiate or expand in 2010-2011
	Clear and accessible information identifying animals in the shelter.	✓	
	Maximized opportunities for owners to determine if their pet is in the shelter.	✓	
Adoption	Implemented system matching potential adopters with appropriate pets, including advice on pets that may be suitable for persons with special needs.	✓	✓
	Thorough marketing of pets available for adoption.	✓	✓
	Informed adopters on matters related to pet health and prevention of zoonotic diseases, bites, and injuries caused by pets.	✓	
	Effective communication, cooperation, and positive relationship management with adoption groups.	✓	
	Maximized use of off-site adoption opportunities.	✓	
Rescue	Easy, no-cost access to all animals by rescue groups and model shelters.	✓	
	Adequate safeguards to minimize shelter-to-rescue disease transmission and thorough communication with potential rescuers regarding potential medical, behavioral, or other issues for each animal.	✓	
	Effective communication, cooperation, and positive relationship with rescue groups.	✓	
Foster/ Volunteer	Consistent enforcement of uniform training standards, procedures, and follow through.	✓	
	Thorough management and tracking of fostered animals and their final dispositions.	✓	
	Substantial network of foster families with standardized recruitment, training, and coordination.	✓	
	Access to support resources, including medical care for the pets in foster care.	✓ ³	✓
	Informed foster families on matters pertaining to animal health and prevention of zoonotic diseases, bites, and injuries caused by pets.	✓	
	Clear coordination of foster and volunteer assignments, including current and potential volunteer and foster families.	✓	
Housing	Group housing of compatible cats for enrichment and well-being.	✓ ³	✓
	Appropriate kennel and cage space to house each animal in accordance with UC Davis recommendations.		✓
	Sufficient number of dog runs to allow individual housing of dogs and cohousing of bonded dogs or those that will benefit from compatible social housing.		✓
	Adequate enrichment and socialization programs, including training, behavior modification, exercise, grooming, and interaction with people and other animals.	✓ ²	✓
	Behavioral enrichment programs that reduce the incidence of confinement-related behavior problems.	✓	
Medical	Medical staffing levels to meet workload requirements to fulfill model program standards.		✓

Department/ Function	Potential Elements	Initiate in 2009 and continue	Initiate or expand in 2010-2011
	Fully implemented medical care protocols, policies and training identified by the UC Davis Report.	✓	✓
	Fully funded managed medical care program.		✓
	Physical capacity to ensure adequate isolation areas to house contagious pets through their treatment period.		✓
	Informed public regarding pets are under medical treatment and opportunities to adopt or rescue sick animals whenever their condition does not threaten public health or safety.	✓	
	Ongoing and effective volunteer veterinarian partnerships.	✓	
	Control and prevention of infections due to implementation of internal procedures and adequate facilities.	✓	✓
Euthanasia	Implementation of best practice behavioral, medical, and other animal assessment tests.	✓	
	Clear criteria, protocols and oversight for euthanasia decisions and procedures, and consistent enforcement.	✓	
Retention	Maximized pet identification to allow for owner redemption in the field and/or shelter.	✓	
	Informed public regarding the benefits of pet identification through collars, tattoos, microchipping and licensing.	✓	
	Informed public regarding responsible life-long pet ownership.	✓	
	Resolution on owner commitment/pet retention related issues.	✓	
	Access or referral to free and/or low-cost veterinary care, behavioral training and spay/neuter surgeries for low-income pet owners.	✓	
Spay/Neuter	Implementation of community-based spay/neuter program that is convenient and accessible for pet owners.		✓
	Informed public on the benefits of spaying/neutering.	✓	
	Effective incentives to encourage spaying and neutering and discourage ownership of unaltered pets.	✓	✓
Feral Cats	Participation in a TNR program and feral cat partnerships that immunizes for rabies and deworms.	✓	
	Clear policies regarding the county's responsibility for handling feral cat complaints, that consider humane treatment, environmental impacts and public health.	✓	
Cruelty	Properly trained cruelty investigators.		✓
	Adequate backup to help ensure staff safety.	✓	
	Adequate retention of evidence at animal housing facilities to maintain the "chain of custody" for prosecution purposes.		✓
Health	Availability of pre-exposure rabies vaccinations for animal control staff.	✓	

Department/ Function	Potential Elements	Initiate in 2009 and continue	Initiate or expand in 2010-2011
	Vaccination of all dogs, cats and ferrets over 3 months of age against rabies and owners provided with a standard rabies certificate indicating when booster vaccinations are due.	✓	
	Use of standardized, valid methods of behavioral screening to reduce the risk that pets offered for adoption will bite people or attack other pets.	✓	
	Adequate provision of hand washing facilities, hand sanitizers, and signage to remind staff, volunteers, and persons visiting the shelter to wash their hands after handling animals.	✓	
	Fully implemented comprehensive sanitation and infection control practices, evaluation and accountability measures designed to reduce the risk of disease transmission between animals and from animals to people.	✓	
	Maintenance of effective environmental control programs for rodents and other disease vectors.	✓	
	Provision of on-going training on disease control to staff and volunteers.	✓	
	Provision of written zoonotic disease prevention information in new adopter packets and make similar information available through website.	✓	
	Provision of sufficient run space for dog quarantine, separate from other dogs housed in the shelter.	✓	

Notes clarify scope of KCACC 2009 implementation of model program elements.

- ¹Capacity plan and/or alternative kennel capacity would be needed during peak periods (overarching assumption).
- ²Some programs can be expanded utilizing volunteers to mitigate shelter limitations in short term.
- ³Pursue enhanced PIMA relationship and addition of trailer onsite.
- ⁴CIP improvements could be made in 2009 to existing facility for intake exams.
- ⁵Pursue enhanced PIMA relationship and addition of trailer onsite and public/private partnership.
- ⁶Seek additional housing of live evidence above existing facility capacity is being recommended.

VI. How we will know we got there

Motion 12737 charged the Work Group with developing priority outcomes and performance measures, and identifying a primary department accountable for each goal outlined in the Strategic Plan. Because implementation of the goals, strategic objectives and potential elements needed to move to a no-kill program will vary according to the organizational model selected, the following analysis is intended only as a framework for subsequent performance measure development. Moreover, as each of the organizational models contemplates a different organization of departmental and/or community partner assignments, this section does not identify a primary department accountable for performance measures and outcomes.

An important first step will be for KCACC to continue to improve its data collection and management systems in order to obtain consistent, transparent and reliable data. The next step will be to expand and refine performance measures for animal care and control. The success of the current and future animal care and control programs in meeting the mission, vision, values, and goals outlined in Motion 12737 and the strategic objectives outlined in this Strategic Plan will be measured by the following outcome areas:

- Euthanasia rates
- Adoption rates
- Disease rates
- Spay neuter rates
- Animal cruelty rates
- Customer service satisfaction
- Stakeholder satisfaction (volunteers, partners, etc.)

Once an organizational model is selected, performance measures and targets appropriate to the chosen model will be developed to guide operational decision making and management.

With respect to current operations, KCACC already has several performance measures in place, although some targets do not yet have sufficient data accumulated for trend analysis. Current performance measures can be found in KCACC's 2008 Business Plan, however they have not been updated since the adoption of recent legislation.

King County Animal Services Operational Master Plan 2009-2011

Per Motion 12737, this section of the report provides for the organizational and financial evaluation of the accompanying King County Animal Services Strategic Plan presented in the previous section. As required, the evaluation addresses:

- How regional and local animal services should be provided or contracted for by King County
- How King County should provide, or contract for, animal services in King County unincorporated areas and cities and towns
- Organizational Options for consideration:
 - Status-Quo Organization with Enhanced County Service Model
 - County Reorganization Model
 - Community Partnerships Model

I. Regional, Local, and Contract Service Provision

A. Regional and Local Service Evaluation

Animal services are a local, not a regional responsibility. RCW statutes assign responsibility for animal services to local jurisdictions both for discretionary and the limited mandated services, not the county as a regional provider. The county currently contracts with cities to provide animal services, and in return, retains city animal licensing revenues. Appendix C reviews the regulatory framework as set in state statute and county code, ordinance and motion.

B. Contract Service Evaluation

Animal licensing revenues do not cover the full cost of providing services to the cities. The county General Fund makes up the difference between the full cost of services and revenues provided by licensing fees. In 2007, the General Fund contributed over \$2 million to support animal care and control services.

Regardless of the organizational model chosen, the continued support from the General Fund at these levels is not sustainable. A new cost structure that charges cities for their portion of animal control costs will be critical to implementation of any organizational model. For a full breakdown of services, costs and revenue by local jurisdiction see Appendix D.

Table 5. Breakdown of City vs. County Service Use and Revenue

	Animal Intake - 2007	% Animal Intake	Field Service Calls - 2007	% Field Service Calls ³³	Pet License Revenue - 2007 ³⁴	% License Revenue
County	3,088	24.97%	4,718	30.04%	\$ 839,818	34.55%
Cities total	9,277	75.03%	10,987	69.96%	\$ 1,591,972	65.45%
Total	12,365	100.00%	15,705	100.00%	\$ 2,431,790	100.00%

As noted in the Strategic Plan, the next phase of planning must include development of a robust and diverse revenue strategy for the provision of animal services that:

- sets licensing and user fees to the public in a manner that balances affordability, cost recovery, and market demand;
- allows for appropriate cost recovery for contract services;
- optimizes community support through fundraising and donated goods and services;
- utilizes grant funding for new program development when feasible; and,
- receives a level of tax support consistent with community values.

³² Not all field service calls are responded to by Animal Control Officers. Consequently, the “Percent Field Service Calls” column is representative only of the distribution of calls received by KCACC call staff and - while likely a reasonable approximation of workload distribution - does not accurately represent the workload performed by field officers. See Appendix D for a more detailed explanation and breakdown of services by city.

³³ Not all field service calls are responded to by Animal Control Officers. Consequently, the “Percent Field Service Calls” column is representative only of the distribution of calls received by KCACC call staff and - while likely a reasonable approximation of workload distribution - does not accurately represent the workload performed by field officers. See Appendix D for a more detailed explanation and breakdown of services by city.

³⁴ Other revenues from non-pet licensing sources (e.g., adoptions fees) was \$395,786 for 2007.

II. Analysis of Organizational Models

Each organizational model takes a different approach to accomplishing the vision, mission, values, and goals of the Strategic Plan, and presents unique challenges. For each model, a discussion of programmatic assumptions and impacts, staffing, accomplishment of goals and values, benchmarks, and constraints (including projected budget impacts) is provided. A discussion of the effects of providing services only in unincorporated King County is also provided for each option. It should be noted that a model no-kill program is anchored in a shared vision of communitywide responsibility and presumes extensive and effective community partnerships. For all three organizational models these partnerships with community organizations and the public as a whole must be developed. **It is the role of King County Animal Care and Control that greatly varies by organizational model.**

These models are not mutually exclusive. For example, selected service enhancements from the first model could be combined with reorganization and partnership elements from the second and third models.

Each organizational model includes the components of a Model Program set forth in the Strategic Plan:

- A. Spay/Neuter Program that addresses in-shelter and community animal populations
- B. Feral Cat Program
- C. Adoption and Rescue
- D. Foster Care
- E. Shelter Care
- F. Medical and Behavior Rehabilitation
- G. Pet Retention
- H. Animal Welfare and Cruelty Investigation
- I. Field Services
- J. Strong organizational infrastructure and facilities to support program components and a community-based system

The operating and staffing costs to King County are estimated for each model. An estimate of contracting costs is provided when relevant. The facilities costs associated with each of the models are not included in the Strategic or Operational Master Plans. Table 6 lays out the three organizational models (Models 1, 2, and 3a/3b) and summarizes how each of the options address the model program components, assumptions regarding facilities, and the cost to King County based on the scope of its role.

KCACC has already taken steps to address problems identified in the three reports and articulated in the Strategic Plan as they align to model program elements. These efforts are described in Appendix E.

Table 6. COMPARISON OF ORGANIZATIONAL MODELS

Comparison of Operational Options with Model Program Elements												Resourcing			
	Spay/neuter	Feral cat program	Adoption & rescue	Foster care	Shelter care	Medical and behavioral rehab	Pet retention	Welfare and cruelty investigation	Field Services	Public Health	Strong infrastructure in to support programs	FTEs (King County)	Facility	King County Cost (in millions)	Cost change (in millions)
Model 1: King County serves as primary provider of animal sheltering and field services with a majority of services provided through KC Animal Care and Control. Community partners are in a supplementary, partner role.	New Program: Community spay/neuter clinic ONSITE (add additional vet and 2 vet techs); partnerships with community vets; new voucher/incentive program apply	Expand Existing Program: Will adopt comprehensive approach to feral cats (combination of diversion and sheltering) - more analysis needed	Expand and Improve Existing Program: Create permanent positions for adoption specialists/partner coordinator, capitalize on more off-site adoption opportunities; expand rescue relationships; hire development and community liaison director	Expand and Improve Existing Program: Create permanent volunteer coordinator position, hire development and community liaison director	New Facility/Improve standard for care: Added ACOs and training	Add Staff to Improve Program: Added Medical director, vet techs, managed care program, retain behavioral consultant	New and Expanded Programs for Public Education and Pet ID: Retain animal behavioral consultant, expand pet identification, provision of training and resources for the public	Expand and Improve Existing Program: Additional training and cruelty- dedicated field positions, added staff to PAO	Expand and Improve Existing Program: Added ACOs, outfits trucks with computers	Same as current role	Strengthen Agency Leadership and Community Partner Cohesion including outreach manager, development and community liaison coordinator, general and operations managers	74.45	Presumes new facility for sheltering and field services	\$8.317	\$2,868
Model 2: King County serves as primary provider of animal sheltering and field services but with services distributed to different operating agencies w/ King County (KCSO; KCACC/SKCPH).	Same as above	Same as above	Same as above	Same as above	Same as above	Same as above	New and Expanded Programs for Public Education and Pet ID: Retain animal behavioral consultant, expand pet identification, provision of training and resources for the public	Restructure Cruelty Investigations : Add staff to PAO and KCACC.	Refocus on field services only/limited support role in cruelty investigations: KCACC no longer primary responder to cruelty.	PH does all pet business inspection and licensing	Same as above	76.2	Presumes new sheltering facility and sufficient office space for KCSO/SKCPH for new responsibilities	\$8.581	\$3,132
Model 3a: Role of King County refocused to provide unincorporated area and contract Field and Inspection Services Only. Community partners have primary role for all shelter related functions; Cities and County contract separately with sheltering partner	KC no longer direct provider but could partner through sponsorship of S/N voucher/incentive program.	Community partner(s) would provide	Community partner(s) would provide	Community partner(s) would provide	Community partner(s) would provide	Community partner(s) would provide	King County provides pet licensing services and identification database. Community partner has primary responsibility for pet retention program.	KCSO provides cruelty inv. for unincorp. area and may contract with cities w/ existing KCSO contract, cities w/o KCSO would provide own cruelty inv.	KCACCC would provide for unincorporated King County and cities that wish to contract, community partners would provide related sheltering	Same as above	KC would be a partner not the primary provider.	27.2	Does not require new county facility, potential new community facility, potential remodeling for field service provision	5.69*	\$0,313
Model 3b: Role of King county restructured to that of client for field and sheltering services. Cities and County contract separately with sheltering and field partner but could negotiate collectively. County would continue to provide health inspectio	Same as above	Same as above	Same as above	Same as above	Same as above	Same as above	Same as above	Same as above	Community partner(s) would provide	Same as above	KC would affect leadership through contract relationship with primary community partners	11.7	Does not require new county facility, potential need for new community facility	6.29*	\$0,850

* These figures include placeholder estimates for potential contract costs based on either current community based contracts or King County cost estimates for the same function. If Model 3 is pursued, actual contract costs will likely vary significantly from the estimates included here. For details on staffing and Operational Cost Tables for each organizational model.

1. Status Quo Organization with Enhanced County Service Model

The first organizational model, Status Quo Organization with Enhanced County Service Model, sets forth a model program structure in which King County is the primary provider of all animal sheltering, field services, and inspection services for unincorporated King County and contract cities. A majority of those services would be provided by KCACC as lead agency. Animal welfare community organizations are in a supplementary partner role.

The Status Quo Organization with Enhanced County Service Model makes several important assumptions:

- Improved facilities are in place either through the construction of a new facility or an extensive remodel and renovation of current facilities.
- Current open-admission practice is formally articulated as county policy and continued. By implication, the shelter will continue to take in a large number of animals with health and behavioral problems with more limited opportunities for adoption. This operational practice can make the transition to a no-kill program more difficult.
- King County will continue to provide contract services to cities interested in receiving a level of service consistent with a model program.

1. Programmatic Assumptions and Impacts

As discussed in the Strategic Plan *Where are We: Program Status 2008* section, the current resources, management, organizational structure and accountability within KCACC hinder efforts to achieve a level of service consistent with a model program. Meeting those standards will require additional resources to improve the quality of care, increase the percentage of adoptions, increase the number of pets that are spayed and neutered, and decrease the euthanasia rate.

While retaining the current overall organizational structure of KCACC as lead agency, this Enhanced County Service Model is designed to strengthen leadership and management capacity, improve communications, increase volunteer recruitment, provide resources to the community to improve pet retention (e.g., animal behavior counseling), improve investigations of animal cruelty, and increase adoption and foster care placements.

Additional investment in the staff and program development would be needed for KCACC to enact the model program components set forth in the Strategic Plan.

A. Spay and Neuter Program

Expand shelter-based program to community access and improve voucher/incentive program

Reducing the number of pets entering the shelters is an essential part of any effort to reduce the euthanasia rate. A vital part of achieving this is a commitment by the community to spay and neuter their pets to reduce the births of unwanted pets. To help address this, a communitywide

low/no-cost spay/neuter program is proposed. No-cost or low-cost services will be offered to low-income individuals; low-cost operations may be offered to all individuals, pending community partnership arrangements. Benchmarking of no-kill programs showed a range of \$25 to \$55 for low-cost spay and neuter services. By comparison, current charges in the Seattle area for a routine spay of a young medium size dog run from about \$100 to \$300.

An additional veterinarian and two veterinary technicians are proposed as part of the Enhanced County Service Model to annually perform 2,500 spay/neuter surgeries. This team would perform the no/low-cost surgeries, and assist the shelter veterinary staff with altering shelter pets.

Currently, spay/neuter discount vouchers are mailed with licenses for unaltered pets. This program is proposed to expand to the field. As part of their public education efforts, officers will give vouchers to owners of unaltered pets that they encounter. Additionally, spaying and neutering will be offered when unaltered pets are claimed by their owners.

An active marketing program will be developed to increase awareness of the problem of pet over-population and promote the community spay/neuter effort.

B. Feral Cats

Expand existing program

Motion 12737 requires that King County participate in some form of TNR program for feral cats. Under this option KCACC would adopt a comprehensive approach to feral cats, most likely consisting of some combination of diversion and sheltering strategies. More analysis is needed to determine what bundle of services is most desirable, legally, environmentally and in terms of humane care.

C. Adoptions and Rescue

Expand and improve existing programs

Part of the 2008 supplemental appropriation was used to hire an adoption placement specialist. The Enhanced County Service Model proposes that this position be made permanent and three adoption counselor positions be added to:

- Implement an aggressive placement program to find homes for an additional 2,400 pets over 2007 levels.
- Expand offsite adoptions and communitywide adoption events.
- Walk customers through the adoption process and help them find the right pet.
- Build relationships with additional rescue groups, especially those representing breeds that are hard to place.
- Make shelter pets more accessible to rescue group volunteers, including contacting the appropriate rescue group when an animal completes the stray-hold period.

Additionally, King County will clarify its policy that it will not perform owner-requested euthanasia of healthy, adoptable animals. As is current practice, owners will be notified that

KCACC will make an independent evaluation and put the animal up for adoption if it is a viable candidate.

D. Foster Care

Expand and improve staffing of existing program

At KCACC, veterinary technicians coordinate the foster care program in addition to being an integral part of the provision of in-shelter medical services. As discussed in the Medical Care section on page 45, under this model, four additional veterinary technicians would be added bring the total to five. With the significant increase in staff, administration of the foster care program would be performed by the veterinary technicians in coordination with and supported by the community outreach team and volunteers. Coordinating this program requires: recruiting foster care providers, monitoring placements and ensuring that all pets are accounted for, providing medical consultation to foster care providers, and documenting animals that are adopted directly from foster care. To aid foster care providers in providing care, it is proposed that they be given remote, read-only access to the pets' records and the ability to update the status of animals in foster care remotely.

E. Shelter Care & Housing

Improve standard for shelter care

Keeping pets in the shelter healthy, and treating those that arrive sick or injured, is an integral part of any effort to decrease the euthanasia rate. All shelters struggle to keep pets healthy; living surrounded by other animals, in frequent contact with numerous people (both staff and the public), and being exposed to a constant influx of new animals, practically guarantees some level of disease transmission.

As discussed in the accompanying Strategic Plan, however, limitations in both the current facility and level of staffing greatly hinder efforts to prevent and treat disease. The Facilities Master Plan accompanying this report addresses the necessary facility improvements. Recommended staffing and program improvements for the Enhanced County Service Model include adding four shelter ACOs (in addition to the four TLTs made permanent, for a total of eight) to provide appropriate care for pets in the shelter. For the past five years FTE allocations were calculated assuming an eight hour productive day. Six productive hours per day is a more realistic estimate, considering time for training, vacations, sick leave, breaks, and other unproductive time.

These added staff will also facilitate better management of shelter flow and reduce the time pets stay in the shelter. Cycle time reduction plans include proper assessment, tracking, and timely processing through intake, prompt treatment, and effective placement.

Cycle time reduction studies document when shelter populations peak and exceed capacity, and identify best practices to help elevate and control over-crowding.

F. Medical and Behavioral Rehabilitation

Improve existing program

- **Medical Director/Managed Care Program**

A Medical Director is proposed to oversee medical treatment, establish medical care protocols, implement a managed care program, and promote community spay/neuter programs. Duties will include: establishing and enforcing protocols for surgery, zoonotic disease control, diagnosis, and treatment of pets in the shelter. The Medical Director will ensure that ACOs are trained in, and practice, procedures to control the spread of disease, including proper cleaning procedures, use of standardized infection control precautions, isolation of contagious animals, and rodent control. Other responsibilities will be scheduling veterinary coverage, developing continuing veterinary education programs, and acting as a liaison with community veterinarians and other shelter departments. It is estimated that these medical administration activities require at least 0.5 FTE. The other part of the Medical Director's time will be spent performing hands-on veterinary work, including diagnostics, medical treatment, spay/neuter and other surgeries required for animal health.

To ensure that limited funding is spent effectively to save the most pets, the Medical Director will develop and manage a managed care program (please see Appendix J for information on the scope and approach for developing a managed care program). One stumbling block for no-kill programs is determining when and at what cost to treat sick and injured pets; controlling soaring medical costs is a significant challenge. Without a clear program, shelter staff and managers make case-by-case decisions on how much to spend on treatment of any particular animal. This leads to inconsistency, and can result in inordinate spending on a limited number of seriously ill pets, leaving insufficient funds to treat animals with a better prognosis.

By focusing resources where they will have the most impact, managed care contributes to increasing adoptions of healthy pets and reducing euthanasia. Working with community stakeholders, the Medical Director will establish protocols for determining the amount to be spent on the treatment of individual sick and injured animals. These protocols may consider factors such as prognosis, life expectancy, quality of life, on-going care requirements, as well as setting maximums based on total funding available to treat all sick and injured animals.

- **Veterinarian**

The shelter currently has one veterinarian and one veterinary technician to oversee shelter disease prevention protocols, treat sick and injured animals, advise volunteers fostering sick animals, and perform spay and neuter surgeries and minor surgery (major surgeries are referred to outside veterinarians). To provide adequate coverage for a seven day operation, an additional 0.5 FTE veterinarian is proposed.

- **Veterinary Technicians**

The industry standard is at least two veterinary technicians to assist each veterinarian. Four additional veterinary technicians are proposed (five total) to reach this level for the two veterinarians and the half of the Medical Director's time that will be devoted to hands-on veterinary work.

G. Pet Retention

New and expanded programs for improved behavioral assessment and broad pet identification efforts

Primary responsibility for pet retention efforts has historically resided in KCACC's pet licensing program.

Helping owners keep their pets reduces the number coming into the shelters. In particular, benchmarking studies show that behavior rehabilitation helps reduce euthanasia. To promote pet retention as a core strategy for KCACC, an on-staff Animal Behavioral Consultant would be added. This position will undertake the following:

- Developing and conducting a training program for current and prospective pet owners to aid them in dealing with behavior issues to keep more pets in their homes.
- Providing pre-adoption consulting and training to help ensure a successful placement.
- Training all ACOs and adoption staff in behavioral assessment to help ensure appropriate placements, and that effective behavior rehabilitation plans are designed and executed for problem animals.

The current pet licensing program should refocus its efforts and promote pet identification with licensing as one of many tools. Additional pet retention efforts undertaken by KCACC will include:

- Expanding pet registration to maximize the number of animals redeemed to owners both in the field and from the shelter. This could be accomplished by increasing the value of licensing and/or renewing pet licenses by:
 - Greater marketing of the free ride home program and vacation alert services;
 - Including microchip as part of license fee;
 - Providing coupons for pet food with the purchase of a license;
 - Providing special referrals to behavioral specialists and trainers for owners who purchase licenses.
- Requiring microchipping as well as pet registration/licensing to ensure pets can be identified even if they lose their collar and ID.
- Offering free microchipping with purchase of a new license or low-cost microchipping with renewal to support microchipping requirement.
- Participating in community outreach campaign to promote microchipping and pet registration/licensing.
- Considering enforcement activities around pet licensing.
- Maintaining pet registration database that can be shared on a regional level as necessary.

- Expanding public education efforts on responsible pet ownership that encourages pet identification, commitment to pets for their lifetime, and actively searching for pets that stray.
- Providing easily accessible information on resolving pet-related issues.
- Providing public access or referral to behavioral training.
- Providing resources to the public to address short term pet-related needs (e.g., financial assistance with pets' medical costs, pet food bank, etc.).

H. Animal Cruelty and Welfare Investigations

Improve existing program and increase resources in partner agencies

Currently, KCACC is the first responder on most animal cruelty or abuse complaints:

- KCACC field officers are first responders when the call is received by KCACC, unless call circumstances clearly indicate an ongoing, urgent emergency response is needed in which case the call may be transferred to 9-1-1.
- KCSO or other local law enforcement are first responders if the call comes through the 9-1-1 system and they elect to respond rather than refer the call to KCACC.

Law enforcement and KCACC provide mutual backup and investigation assistance as requested by the first responder.

Recently, KCACC has dedicated one of their field sergeant positions to cruelty investigations. It is proposed that a sergeant position be added to make this dedicated position permanent, and two ACOs be added specifically for cruelty investigations.

While KCACC field officers have expertise in recognizing animal cruelty and abuse, they have limited knowledge of criminal investigations. Additionally, animal cruelty and abuse is frequently associated with other violent criminal activity, such as domestic violence, which can be dangerous for an officer intervening. Consequently, the Enhanced County Service Model proposes that ACOs working as animal cruelty investigators receive additional training to address these concerns. This training could be achieved by fully capitalizing on existing training opportunities, working with KCSO and/or PAO to develop specialized training, or sending cruelty-dedicated ACOs through limited commission officer training. Any of the aforementioned options will require additional funding. Further analysis will be needed to determine the safest and most cost-effective approach to getting these ACOs the necessary expertise.

Additionally, a 0.5 FTE designated animal control Deputy Prosecuting Attorney will be added to the PAO in order to meet demands generated by additional cruelty cases.

I. Field Services

Improve and expand existing program by adding staff and resources

To help more pets find their way home without a stay in the shelter, it is proposed that field officers will canvass the neighborhood where a stray pet is picked up to locate its owner. One additional field ACO position is needed to provide this service for the almost 7,000 stray animals picked up each year. Officers will no-longer offer owner-relinquished field pick up services but will redirect owners to shelters where they may relinquish their pets, with limited exceptions.

Two additional field officers are needed to provide proper coverage of field service calls. For the past five years FTE allocations were calculated assuming an eight hour productive day. Six productive hours per day is a more realistic assumption of productive field time, considering time for training, vacations, sick leave, and breaks.

In addition to providing proper coverage and lost pet canvassing, these additional officers will allow field officers time to educate the residents they encounter on responsible pet ownership, including the importance of spaying and neutering, licensing animals, fencing yards, getting vaccinations and other preventive medical care, and microchipping.

To maximize field officers' productivity, it is proposed that animal control trucks be outfitted with computers linked to the shelter's animal management system. This will allow officers in the field to immediately enter information on stray animals, including posting a picture and description in the lost and found database of any pet that cannot be reunited with its owner.

J. Organizational Infrastructure

Strengthen agency leadership and community partner cohesion

In 2008, the Council authorized a supplemental appropriation of \$420,000 for operating expenses and \$265,000 for immediate capital improvements to further efforts toward meeting the euthanasia and animal care goals. In addition to funding TLT ACOs, these funds were used to hire the following staff to carry out the accompanying community outreach efforts:

- A Communications and Outreach manager to develop a comprehensive marketing plan consisting of an advertising campaign, branding including logo, signage, and community outreach. Community outreach includes promotion of animals available for adoption, advertising adoption events, and developing responsible pet ownership materials and adoption packets. This position also oversees media relations including writing press releases scheduling press conferences and interviews, and developing talking points. It is estimated that \$275,000 to \$300,000 dollars will be needed to implement a comprehensive marketing plan.
- A Volunteer Services Coordinator to optimize the contributions of individuals who volunteer time and services to the pets in KCACC's care. One of the coordinator's duties is to develop meaningful opportunities so volunteers can make a difference. By establishing program direction, the coordinator is clarifying roles and setting clear expectations.
- An Animal Placement Specialist whose time is dedicated to expediting placement of animals including supporting partnerships with community offsite adoption locations and events.

Benchmarking studies of successful no-kill shelter programs emphasize the importance of involving the community in any effort to increase adoptions and decrease euthanasia. The Enhanced County Service Model proposal makes these three positions permanent.

The following additional positions are proposed to improve shelter operations:

- A Development and Community Outreach Coordinator to establish partnerships with other organizations to leverage medical and placement resources. This position is also

involved with a fund raising program and the acquisition of corporate sponsorships to help pay for the program enhancements included in this Enhanced County Service Model.

- A Senior Information Systems Specialist (.5 FTE) to support KCACC specific business systems.
- An administrative support position to perform bookkeeping duties to track accounts payable and receivable.

As stated in the introduction to the Status Quo Organization with Enhanced County Services Model, any no-kill program presumes extensive and effective community partnerships. A broad spectrum of opportunities exists in the outside veterinary and volunteer communities and the success of this, or any iteration of a model program, will be dependent on capitalizing on those partnership opportunities. While this model does not specifically articulate how to implement those partnerships (outside of dedicating staff), it nevertheless assumes vibrant veterinary community and volunteer participation.

2. Model 1 Staffing Summary

Staffing necessary to implement the Enhanced County Service Model proposal is a net 23.5 FTEs above current FTE/TLT staffing. Staffing changes are summarized in Table 7, below. Increased staffing levels reflect those generally seen in model programs. Most notably, a new Medical Director position, 1.5 FTE Veterinarian and 5.5 FTE Veterinarian Technician Positions are added to the medical staff; 8.0 FTE Animal Control Officers and 3.0 FTE Adoption Counselors are added to the shelter and adoptions staff; and 3.0 FTE Animal Control Officers, 1.0 FTE Cruelty Investigation Sergeant and 2.0 FTE Cruelty Investigation Animal Control Officers are added to field services staff; 0.5 FTE are added to PAO staff.

The staffing estimates for this Enhanced County Services model followed these basic steps:

1. FTEs required to support a traditional animal control and shelter program were calculated. This calculation assumed a workload of 12,000 animals per year and a six-hour work day. The Work Group believed a 6 hour work day was a more realistic indicator since it acknowledges that staff takes vacation and sick leave, go on breaks, attend training, and work on projects to support continuous improvements.
2. The services provided by a model program were defined.
3. The FTEs needed to adequately support the services of a model program were estimated. This estimate also assumed a workload of 12,000 animals and a six-hour work day.

Some of the indicators used in calculating FTEs included: the number of animals cared for, number of cages cleaned and number of phone calls answered per week/month. In addition to these indicators the working group looked at benchmarking data that define staffing levels of several model programs. Appendix I includes a more comprehensive description of staffing analysis.

The total cost of Option 1 is \$8.3 million. However, this cost would be offset by the \$2.83 million the county receives in licensing and other revenues based on the current fee structure.

Table 7. Summary of Staffing and Operating Cost Requirements for Model 1 -- Enhanced County Service Model

	Step 7 (annual) (loaded)	Current			Enhanced County Service Model				Change					
		FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost	
KCACC														
Management														
Animal Services and Program Manager	\$ 124,320	1.00		1.00	\$124,320	1.00		1.00	\$124,320	-	-	-	\$ -	
Operations Manager	\$ 103,177	1.00		1.00	\$103,177	1.00		1.00	\$103,177	-	-	-	\$ -	
IT Application Support	\$ 97,075			-	-	0.50		0.50	\$48,538	0.50	-	0.50	\$ 48,538	
Admin Specialist III	\$ 60,385			-	-	1.00		1.00	\$60,385	1.00	-	1.00	\$ 60,385	
Development and Community Outreach														
Communications Specialist	\$ 93,241		1.00	1.00	\$93,241	1.00		1.00	\$93,241	1.00	(1.00)	-	\$ -	
Volunteer Coordinator	\$ 93,241		1.00	1.00	\$93,241	1.00		1.00	\$93,241	1.00	(1.00)	-	\$ -	
Development & Community Outreach Coordinator	\$ 93,241		1.00	1.00	\$93,241	1.00		1.00	\$93,241	1.00	(1.00)	-	\$ -	
Animal Placement Specialist	\$ 73,023		1.00	1.00	\$73,023	1.00		1.00	\$73,023	1.00	(1.00)	-	\$ -	
Behavioral Specialist	\$ 73,023			-	-	1.00		1.00	\$73,023	1.00	-	1.00	\$ 73,023	
Medical														
Medical Director/Chief Vet	\$ 114,364			-	-	1.00		1.00	\$114,364	1.00	-	1.00	\$ 114,364	
Veterinarian	\$ 101,094		1.00	1.00	\$101,094	2.50		2.50	\$252,735	1.50	-	1.50	\$ 151,641	
Vet Tech	\$ 73,023		1.00	1.00	\$73,023	6.50		6.50	\$474,650	5.50	-	5.50	\$ 401,627	
Sheltering & Adoptions														
Lead Sergeant	\$ 86,181		0.50	0.50	\$43,091	0.50		0.50	\$43,091	-	-	-	\$ -	
Shelter Sergeant	\$ 81,479		1.00	1.00	\$81,479	1.00		1.00	\$81,479	-	-	-	\$ -	
Animal Control Officers (ACOs)	\$ 73,023	10.00	4.00	14.00	\$1,022,322	18.00		18.00	\$1,314,414	8.00	(4.00)	4.00	\$ 292,092	
Adoption Counselors	\$ 63,029			-	-	3.00		3.00	\$189,087	3.00	-	3.00	\$ 189,087	
Field Services														
Lead Sergeant	\$ 86,181		0.50	0.50	\$43,091	0.50		0.50	\$43,091	-	-	-	\$ -	
Field Sergeants	\$ 81,479		2.00	2.00	\$162,958	2.00		2.00	\$162,958	-	-	-	\$ -	
Animal Control Officers (ACOs)	\$ 73,023	14.00		14.00	\$1,022,322	17.00		17.00	\$1,241,391	3.00	-	3.00	\$ 219,069	
Cruelty Investigation Sergeant	\$ 84,667			-	\$0	1.00		1.00	\$84,667	1.00	-	1.00	\$ 84,667	
Cruelty Investigation ACOs	\$ 75,788			-	\$0	2.00		2.00	\$151,576	2.00	-	2.00	\$ 151,576	
Animal Control Call Center														
CSS 4	\$ 64,977		1.00	1.00	\$64,977	1.00		1.00	\$64,977	-	-	-	\$ -	
CSS 3	\$ 59,304		3.00	3.00	\$177,912	3.00		3.00	\$177,912	-	-	-	\$ -	
Licensing														
Canvassing & Community Outreach (CSS 4)	\$ 64,977		0.60	0.60	\$38,986	0.60		0.60	\$38,986	-	-	-	\$ -	
Pet Licensing														
CSS 4 -Pet Licensing Lead	\$ 64,977		1.00	1.00	\$64,977	1.00		1.00	\$64,977	-	-	-	\$ -	
CSS 3	\$ 59,304		3.00	3.00	\$177,912	3.00		3.00	\$177,912	-	-	-	\$ -	
OA 1	\$ 48,956		1.00	1.00	\$48,956	1.00		1.00	\$48,956	-	-	-	\$ -	
Fiscal Specialist 3	\$ 61,493		1.00	1.00	\$61,493	1.00		1.00	\$61,493	-	-	-	\$ -	
Licensing Inspector	\$ 88,800		0.25	0.25	\$22,200	0.25		0.25	\$22,200	-	-	-	\$ -	
KCACC STAFFING TOTAL			42.85	8.00	50.85		74.35	-	74.35		31.50	(8.00)	23.50	\$ 1,786,068
51000 Wages (temp/OT)					\$173,403				\$173,403					\$ -
52000 Supplies					\$288,652				\$690,652					\$ 402,000
53000 Services, Other					\$396,405				\$765,179					\$ 368,774
55000 Intergovt Services					\$822,384				\$879,533					\$ 57,149
56000 Capital (greater than \$1,000/item)					\$35,000				\$227,000					\$ 192,000
59000 Contra/Contingencies					-\$65,648				-\$65,648					\$ -
KCACC OPERATIONAL COSTS					\$1,650,196				\$2,670,119					1,019,923.00
KCACC TOTAL COSTS			42.85	8.00	50.85		74.35	-	74.35		31.50	(8.00)	23.50	2,805,991.00
PAO														
Assistant Prosecuting Attorney	\$ 125,170				\$0	0.50		0.50	\$62,585	0.50	-	0.50	\$ 62,585	
PAL TOTAL COSTS									\$62,585					62,585.00
KCSO														
Detectives	\$ 108,045		0.10	0.10	\$10,805	0.10		0.10	\$10,805	-	-	-	\$ -	
KCSO STAFFING TOTAL			0.10	-	0.10		0.10	-	0.10		-	-	\$ -	
52000 Supplies														
53000 Services, Other														
55000 Intergovt Services					\$542				\$542					
56000 Capital (greater than \$1,000/item)														
59000 Contra/Contingencies														
KCSO OPERATIONAL COSTS					\$542				\$542					
KCSO TOTAL COSTS			0.10	-	0.10		0.10	-	0.10		-	-	\$ -	
King County TOTAL		\$ -	42.95	8.00	50.95		74.45	-	74.45		31.50	(8.00)	23.50	2,868,576.00

While the operational costs listed in Table 7 do contemplate some increased costs associated with providing medical care in a model program setting, they do not reflect the rapidly rising cost of medical care that is to be expected in coming years. A robust managed care system will

be necessary to mitigate these increasing costs. For a full discussion of a managed care framework see Appendix J.

At an estimated operational cost of \$8.3 million, the Enhanced County Service Model is significantly more expensive than the current program; however, the cost is comparable to other successful no-kill programs. Charlottesville-Albemarle SPCA spends \$2.2 million for sheltering 4,700 animals, roughly 1/3 the number of pets handled by King County. Option 1 proposes \$8.3 million.

3. Facility Considerations

As discussed in the Strategic Plan, KCACC's current sheltering facilities are inadequate to provide the level of care necessary to meet the county's vision, mission, values, and goals. The separate Facilities Master Plan accompanying this report details specific needs and capital requirements to address these issues. Some of the necessary improvements to ensure the health of sheltered pets include, but are not limited to:

- Short-stay post-surgery recovery area (cages)
- Longer stay hospital ward for animals needing ongoing veterinary care
- Space and equipment for basic lab tests
- One large operating room with three surgery tables and one smaller operating room with a single surgery table to accommodate high volume spay and neuter surgeries for both the shelter pets and privately owned pets and for other surgical procedures required by shelter animals
- Surgical prep area with three stations for administering anesthesia, preparing animals for surgery, and cleaning and sterilizing instruments
- Examination and treatment area
- Office for veterinary staff for administrative functions and housing medical records
- Two intake exam rooms to allow initial examination for infectious diseases, vaccination, deworming, treatment for external parasites, photographs and scanning for identification of all animals upon intake into the shelter
- Sufficient and appropriate housing for the 13,000 pets that enter the shelter each year, including:
 - Dog runs to allow for single dog per run
 - Cat housing including single cat cages and multi-cat "condos"
 - Pocket pet, bird, exotic, and large animal housing
 - Separate areas for cleaning equipment and storing/preparing animal food
 - Isolation facilities (separate for dogs and cats) for housing contagious animals
 - Hand-washing facilities readily available to staff and to the public throughout the shelter
 - Separate counters and waiting rooms for adoption services vs. stray/owner surrender services
 - Storefront style retail space to market pets for adoption, including:
 - Communal cat housing
 - Retail space to sell pet supplies

- A large multipurpose area for educational programs, community meetings, and training classes
- Locker room and meeting area for volunteers
- Office space

For purposes of discussion, the Enhanced County Service Model assumes a single, centrally located shelter. Although this allows for economies of scale in the operation of the shelter, it is not without costs:

- Travel time to a single shelter is a disincentive for the public to claim and adopt pets; multiple shelters distributed throughout the service area would be easily accessible by more people.
- Field staff covering the outlying areas travel further, causing longer response times and decreasing productivity.

A fully detailed discussion of facilities needs is included in the Facilities Master Plan.

4. Accomplishment of Goals and Values

The changes proposed in this Enhanced County Service Model are intended to address the problems identified in the accompanying Strategic Plan, and to meet the values, mission, guiding principles and goals, including a 15 percent euthanasia rate.

Unfortunately, little data is available to quantify how much individual services contribute to increasing adoptions, lowering the euthanasia rate, or improving the quality of life for shelter pets. Benchmarking of successful no-kill programs does provide an indication of the impact of a full array of coordinated services.

In 2005, Charlottesville-Albemarle SPCA implemented a no-kill program similar to the one in this Enhanced County Service Model. While there are obvious differences between Charlottesville-Albemarle and King County (most notably, King County is significantly larger, serving eight times as many residents), the impact of this program is dramatic. In 2004, prior to the new program their live release rate was 64 percent; under this program their live release rate is 92 percent.

5. Constraints and Considerations

a. Programmatic Issues

All no-kill shelter programs that provided benchmarking data indicated that change management was a major key to success. Paradigm shifts had to be managed internally at all levels of the organization and externally on a communitywide basis. Several programs experienced significant staff turnover during the transition period.

b. City Contracts

Contracted animal services to cities are not fully supported by licensing fees, and receive additional support from the county's General Fund. Implementation of the recommendations in the Enhanced County Service Model would substantially increase this gap between licensing revenues and actual cost. Considering the current cost structure is unsustainable, some form of additional cost recovery from cities will almost certainly be necessary under this more expensive model. Some cities may not be willing to pay for a higher level of services than they currently receive.

c. Transition Time Needed for Implementation

Major changes proposed in the Enhanced County Service Model will require an extended transition period to support:

- Replacement of or major improvements to the shelter (this is likely a multi-year process)
- Renegotiation of contracts with the cities requiring them to pay a proportionate share of costs would likely not be effective until the 2010 budget year
- Recruitment and hiring of additional staff
- Development and implementation of new protocols, and training of staff

Benchmarking partners reported it took one to three years to complete the transition from traditional shelter management to a no-kill approach.

6. Service to Unincorporated King County Only

The model detailed above assumes continued contract services to the majority of cities King County currently serves. This is reflected in both the staffing and budget estimates insofar as they assume that the county will continue to take in somewhere around 12,000 animals per year. Because major adjustments would need to be made to the current funding structure to make contract service provision sustainable, the county may wish to consider only providing services to the unincorporated areas. Staffing and cost estimates for such a scenario are presented below in Table 8. Discontinuing contract services would likely require transitional support to the cities while they develop their own capacity or negotiate arrangements to contract for services. The implementation and transition time of this scenario are not considered here. Substantial planning and additional analysis would be required if this scenario were to be pursued.

Providing enhanced service to unincorporated King County only is still more costly than the current model, even though animal intake is expected to drop from approximately 12,300 to just over 3,000 animals. Implementing the Enhanced County Service Model in the unincorporated areas of King County is expected to cost an additional \$800,000 and require an additional 1.5 FTEs. This is because: a) KCACC will be providing a different level and set of services that reflect no-kill objectives, and b) reductions in cost are not necessarily proportionate to the reduction in service area (e.g. while a Communications Specialist is still required, the cost is spread over a smaller service area).

Table 8. Summary of Staffing Requirements and Operational Costs for Model 1 – Only Unincorporated Areas

	Step 7 (annual) (loaded)	Current				Enhanced County Service Model - Unincorporated KC Only				Change			
		FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost
KCACC													
Management													
Animal Services and Program Manager	\$ 124,320	1.00		1.00	\$124,320	1.00		1.00	\$124,320	-	-	-	\$0
Operations Manager	\$ 103,177	1.00		1.00	\$103,177	1.00		1.00	\$103,177	-	-	-	\$0
IT Application Support	\$ 97,075			-	-	0.50		0.50	\$48,538	0.50	-	0.50	\$48,538
Admin Specialist III	\$ 60,385			-	-	0.50		0.50	\$30,193	0.50	-	0.50	\$30,193
Development and Community Outreach													
Communications Specialist	\$ 93,241		1.00	1.00	\$93,241	1.00	1.00	\$93,241	1.00	(1.00)	-	\$0	
Volunteer Coordinator	\$ 93,241		1.00	1.00	\$93,241	1.00	1.00	\$93,241	1.00	(1.00)	-	\$0	
Development & Community Outreach Coordinator	\$ 93,241		1.00	1.00	\$93,241	-	-	\$0	-	(1.00)	(1.00)	-\$93,241	
Animal Placement Specialist	\$ 73,023		1.00	1.00	\$73,023	1.00	1.00	\$73,023	1.00	(1.00)	-	\$0	
Behavioral Specialist	\$ 73,023			-	-	1.00	1.00	\$73,023	1.00	-	1.00	\$73,023	
Medical													
Medical Director/Chief Vet	\$ 114,364			-	-	1.00	1.00	\$114,364	1.00	-	1.00	\$114,364	
Veterinarian	\$ 101,094	1.00		1.00	\$101,094	1.00	1.00	\$101,094	-	-	-	\$0	
Vet Tech	\$ 73,023	1.00		1.00	\$73,023	4.00	4.00	\$292,092	3.00	-	3.00	\$219,069	
Sheltering & Adoptions													
Lead Sergeant	\$ 86,181	0.50		0.50	\$43,091	0.50	0.50	\$43,091	-	-	-	\$0	
Shelter Sergeant	\$ 81,479	1.00		1.00	\$81,479	1.00	1.00	\$81,479	-	-	-	\$0	
Animal Control Officers (ACOs)	\$ 73,023	10.00	4.00	14.00	\$1,022,322	14.00	14.00	\$1,022,322	4.00	(4.00)	-	\$0	
Adoption Counselors	\$ 63,029			-	-	2.00	2.00	\$126,058	2.00	-	2.00	\$126,058	
Field Services													
Lead Sergeant	\$ 86,181	0.50		0.50	\$43,091	0.50	0.50	\$43,091	-	-	-	\$0	
Field Sergeants	\$ 81,479	2.00		2.00	\$162,958	2.00	2.00	\$162,958	-	-	-	\$0	
Animal Control Officers (ACOs)	\$ 73,023	14.00		14.00	\$1,022,322	8.00	8.00	\$584,184	(6.00)	-	(6.00)	-\$438,138	
Cruelty Investigation Sergeant	\$ 84,667			-	\$0	1.00	1.00	\$84,667	1.00	-	1.00	\$84,667	
Cruelty Investigation ACOs	\$ 75,788			-	\$0	1.00	1.00	\$75,788	1.00	-	1.00	\$75,788	
Animal Control Call Center													
CSS 4	\$ 64,977	1.00		1.00	\$64,977	0.50	0.50	\$32,489	(0.50)	-	(0.50)	-\$32,489	
CSS 3	\$ 59,304	3.00		3.00	\$177,912	2.00	2.00	\$118,608	(1.00)	-	(1.00)	-\$59,304	
Licensing													
Canvassing & Community Outreach (CSS 4)	\$ 64,977	0.60		0.60	\$38,986	0.60	0.60	\$38,986	-	-	-	\$0	
Pet Licensing													
CSS 4 -Pet Licensing Lead	\$ 64,977	1.00		1.00	\$64,977	1.00	1.00	\$64,977	-	-	-	\$0	
CSS 3	\$ 59,304	3.00		3.00	\$177,912	3.00	3.00	\$177,912	-	-	-	\$0	
OA 1	\$ 48,956	1.00		1.00	\$48,956	1.00	1.00	\$48,956	-	-	-	\$0	
Fiscal Specialist 3	\$ 61,493	1.00		1.00	\$61,493	1.00	1.00	\$61,493	-	-	-	\$0	
Licensing Inspector	\$ 88,800	0.25		0.25	\$22,200	0.25	0.25	\$22,200	-	-	-	\$0	
KCACC STAFFING TOTAL		42.85	8.00	50.85	\$3,787,035	52.35	-	52.35	\$3,935,563	9.50	(8.00)	1.50	\$148,528
51000 Wages (temp/OT)					\$173,403			\$173,403				\$0	
52000 Supplies					\$288,652			\$587,077				\$298,425	
53000 Services, Other					\$396,405			\$654,158				\$257,753	
55000 Intergovt Services					\$822,384			\$840,384				\$18,000	
56000 Capital (greater than \$1,000/item)					\$35,000			\$99,000				\$64,000	
59000 Contra/Contingencies					-\$65,648			-\$65,648				\$0	
KCACC OPERATIONAL COSTS					\$1,650,196			\$2,288,374				\$638,178	
KCACC TOTAL COSTS		42.85	8.00	50.85	\$5,437,231	52.35	-	52.35	\$6,223,937	9.50	(8.00)	1.50	\$786,706
PAO													
Assistant Prosecuting Attorney	\$ 125,170	-		-	\$0	0.50	0.50	\$62,585	0.50	-	0.50	\$62,585	
PAO TOTAL COSTS						0.50		\$62,585				\$62,585	
KCSO													
Detectives	\$ 108,045	0.10		0.10	\$10,805	0.10	0.10	\$10,805	-	-	-	\$0	
KCSO STAFFING TOTAL		0.10	-	0.10	\$10,805	0.10	-	\$10,805	-	-	-	\$0	
52000 Supplies													
53000 Services, Other													
55000 Intergovt Services					\$542			\$542				\$0	
56000 Capital (greater than \$1,000/item)													
59000 Contra/Contingencies													
KCSO OPERATIONAL COSTS					\$542			\$542				\$0	
KCSO TOTAL COSTS		0.10	-	0.10	\$11,347	0.10	-	\$11,347	-	-	-	\$0	
King County TOTAL	\$ -	42.95	8.00	50.95	\$5,448,578	52.95	-	52.45	\$6,297,868	10.00	(8.00)	2.00	\$849,291

2. County Reorganization Model

The second organizational model, the County Reorganization Model assumes the improvements included in the Enhanced County Service Model discussed above. King County continues to be the primary provider of animal sheltering and field services and community organizations serve in a partner role. This model differs from the Status Quo Organization Model by increasing the focus on the law enforcement, specifically in animal cruelty investigations, and the focus on the public health issues associated with animal related businesses. Shifts in primary responsibility include:

- Animal cruelty investigations are transferred to KCSO and cities' police departments.
- Inspection and licensing of pet shops, kennels, pet daycares, grooming facilities, and animal shelters is transferred to PH (currently PH is responsible for facilities in the City of Seattle and KCACC licenses them in most of the remainder of King County).

The County Reorganization Model makes several important assumptions:

- Improved facilities are in place either through the construction of a new facility or an extensive remodel and renovation of current facilities.
- Current open admission practice is formally articulated as county policy and continued. By implication, the shelter will continue to take in a large number of animals with health and behavioral problems with more limited opportunities for adoption. This operational practice can make the transition to a no-kill program more difficult.
- King County will continue to provide contract services to cities interested in receiving a level of service consistent with a model program.

1. Programmatic Assumptions and Impacts

As discussed in the Strategic Plan *Where are we: Program Status 2008* section, the current resources, management, organizational structure and accountability within KCACC hinder efforts to achieve a level of service consistent with a model program. Meeting those standards will require additional resources to improve the quality of care, increase the percentage of adoptions, and decrease the euthanasia rate.

While retaining the current overall organizational structure with KCACC as lead agency, the County Reorganization Model is designed to strengthen leadership and management capacity, improve communications, increase volunteer recruitment, provide resources to the community to improve pet retention (e.g., animal behavior counseling), improve investigations of animal cruelty, and increase adoption and foster care placements.

Additional investment in the staff and program development would be needed for KCACC to enact the model program components set forth in the Strategic Plan.

A. Spay and Neuter Program

The County Reorganization Model assumes the same spay and neuter program as the Enhanced County Service Model.

B. Feral Cats

The County Reorganization Model assumes the same feral cat program as the Enhanced County Service Model.

C. Adoptions and Rescue

The County Reorganization Model assumes the same adoptions and rescue program as the Enhanced County Service Model

D. Foster Care

The County Reorganization Model assumes the same foster care program as the Enhanced County Service Model.

E. Shelter Care and Housing

The County Reorganization Model assumes the same shelter care and housing arrangement as the Enhanced County Service Model.

F. Medical and Behavioral Rehabilitation

The County Reorganization Model assumes that same medical and behavioral rehabilitation program as the Enhanced County Service Model.

G. Pet Retention

The County Reorganization Model assumes the same pet retention program as the Enhanced County Service Model.

H. Animal Welfare and Cruelty Investigations

Refocuses KCACC program on field services and shifts responsibility for animal cruelty investigations to KCSO

Currently, KCACC is the first responder on most animal cruelty or abuse complaints:

- KCACC field officers are first responders when the call is received by KCACC, unless call circumstances clearly indicate an ongoing, urgent emergency response is needed in which case the call may be transferred to 9-1-1.
- KCSO or other local law enforcement are first responders if the call comes through the 9-1-1 system and they elect to respond rather than refer the call to KCACC.

Law enforcement and KCACC provide mutual backup and investigation assistance as requested by the first responder.

This proposal would transfer first responder and lead investigation responsibility for animal cruelty and abuse complaints to KCSO and other local law enforcement. KCACC would retain responsibility for providing backup to KCSO and providing all activities with regard to animal handling and sheltering. Jurisdictions that do not currently contract with KCSO would be responsible for handling cruelty investigations and coordinating with KCACC for the transfer of animals.³⁵

Again, it should be noted that KCSO and other local law enforcement already handle animal cruelty and animal complaints such as dangerous dogs when KCACC is unavailable or anytime after hours. KCSO and other law enforcement have approximately 200 commissioned officers on the road at any given time ready to respond to any type of crime in-progress, to include animal cruelty. Additionally, many animal cruelty cases are linked to other types of crimes such as domestic violence and child abuse. These calls are very dangerous to respond to and it should be of concern to the community that these crimes are addressed along with the cruelty.

Officer safety is also of critical importance. Frequently, an officer has already responded to a call before he or she knows the full circumstances around the call and do not have a chance to call for back-up. With local law enforcement responding to these calls as the first responder, there would be no need to worry about other crimes being left undetected, and no fear that an unarmed KCACC officer is walking into a dangerous situation. Local law enforcement and KCSO both have the facilities and training already in place to handle every crime that occurs to include animal cruelty and no expense would be generated for facilities or other special equipment. Much like the handling of a case involving an infant or deceased person, law enforcement would rely on veterinarians to provide expert information on the true condition of an animal. Any other aspect of the crime scene can be fully handled by law enforcement.

Additionally, a 0.5 FTE designated animal control Deputy Prosecuting Attorney will be added to the PAO in order to meet demands generated by additional cruelty cases.

I. Field Services

Refocuses KCACC program on field services and shifts cruelty responsibilities to KCSO and licensing/inspection responsibilities to PH

The County Reorganization Model assumes the same provision of field services as the Enhanced County Service Model except that KCACC field service responsibilities are reduced by 3 FTEs. The reductions reflect the change in animal cruelty investigation responsibilities discussed in the Animal Welfare and Cruelty Investigations section.

Changes to public health responsibilities are also contemplated under this model program component. The County Reorganization Model makes changes to licensing and pet shop inspections activities to put more focus on public health and the prevention of zoonotic diseases.

³⁵ KCSO currently contracts with 13 cities.

Currently KCACC has lead responsibility for inspection and licensing of pet shops, kennels, and other animal-handling establishments in the unincorporated areas and contract cities. Public Health has this responsibility in the City of Seattle. Establishments in the remaining cities, and shelter-like facilities (e.g., animal sanctuaries) countywide, are not inspected, as illustrated in Table 9 below.

Table 9. Facility Inspection Responsibility

	KCACC	PH	Not Inspected
Pet Shops	32 Contract Cities ³⁶	Seattle	6 Non-Contract Cities ³⁷
Kennels	32 Contract Cities	Seattle	6 Non-Contract Cities
Groomers	32 Contract Cities		6 Non-Contract Cities & Seattle
Animal Shelters	32 Contract Cities	Seattle	6 Non-Contract Cities
Shelter-like facilities		Seattle	All King County outside Seattle

This proposal would transfer primary responsibility for inspecting and licensing these facilities to PH as part of their overall zoonotic and vector-borne disease prevention program directed by the Public Health Veterinarian. Inspection visits would include an educational component for proprietors and assist businesses in providing disease prevention education materials to their customers. The establishment of countywide regulations and inspection authority for these establishments within the Board of Health Code Title 8: Zoonotic Disease Prevention Regulations is under consideration by the King County Board of Health. These responsibilities would add approximately 1.0 FTE Health and Environmental Investigator to conduct inspections and plan reviews, 0.2 FTE Public Health Veterinarian time to develop educational materials, conduct disease investigations and respond to complaints, and 0.3 FTE Administrative Specialist to administer licensing and other program functions. Annual license fees charged to the regulated facilities pay for the majority of the costs of this program. There is a .25 license inspector FTE reduction to KCACC staffing.

J. Organizational Infrastructure

The County Reorganization Model assumes the same approach to building organizational infrastructure as the Enhanced County Service Model.

2. Model 2 Staffing Summary

Staffing necessary to implement this proposal is 1.75 FTEs above the Enhanced County Service Model discussed above, and a net 25.25 FTEs/TLTs above current staffing.

The same positions are added to the management, medical, and sheltering and adoptions staff as in Model 1. Most notably, 3.0 FTE Detectives are added to KCSO instead of the cruelty-specific staff added to KCACC in Model 1 and 1.5 FTE to PH. 0.5 FTE is also added to PAO.

³⁶ All cities within King County except Des Moines, Medina, Milton, Normandy Park, Renton, Seattle, and Skykomish.

³⁷ Des Moines, Medina, Milton, Normandy Park, Renton, and Skykomish

Please see the *Staffing and Cost Requirements* section for the Enhanced County Services Model and Appendix I for a discussion of how staffing levels were calculated.

Table 10. Summary of Staffing Requirements and Operating Costs for Model 2 – County Reorganization³⁸

	Step 7	Current				County Reorganization Model				Change			
	(annual)	FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost
KCACC Management													
Animal Services and Program Manager	\$ 124,320	1.00		1.00	\$124,320	1.00		1.00	\$124,320	-	-	-	\$0
Operations Manager	\$ 103,177	1.00		1.00	\$103,177	1.00		1.00	\$103,177	-	-	-	\$0
IT Application Support	\$ 97,075			-	-	0.50		0.50	\$48,538	0.50		0.50	\$48,538
Admin Specialist III	\$ 60,385			-	-	1.00		1.00	\$60,385	1.00		1.00	\$60,385
Development and Community Outreach													
Communications Specialist	\$ 93,241		1.00	1.00	\$93,241	1.00		1.00	\$93,241	1.00	(1.00)	-	\$0
Volunteer Coordinator	\$ 93,241		1.00	1.00	\$93,241	1.00		1.00	\$93,241	1.00	(1.00)	-	\$0
Development & Community Outreach Coordinator	\$ 93,241		1.00	1.00	\$93,241	1.00		1.00	\$93,241	1.00	(1.00)	-	\$0
Animal Placement Specialist	\$ 73,023		1.00	1.00	\$73,023	1.00		1.00	\$73,023	1.00	(1.00)	-	\$0
Behavioral Specialist	\$ 73,023			-	-	1.00		1.00	\$73,023	1.00	-	1.00	\$73,023
Medical													
Medical Director/Chief Vet	\$ 114,364			-	-	1.00		1.00	\$114,364	1.00	-	1.00	\$114,364
Veterinarian	\$ 101,094	1.00		1.00	\$101,094	2.50		2.50	\$252,735	1.50	-	1.50	\$151,641
Vet Tech	\$ 73,023	1.00		1.00	\$73,023	6.50		6.50	\$474,650	5.50	-	5.50	\$401,627
Sheltering & Adoptions													
Lead Sergeant	\$ 86,181	0.50		0.50	\$43,091	0.50		0.50	\$43,091	-	-	-	\$0
Shelter Sergeant	\$ 81,479	1.00		1.00	\$81,479	1.00		1.00	\$81,479	-	-	-	\$0
Animal Control Officers (ACOs)	\$ 73,023	10.00	4.00	14.00	\$1,022,322	18.00		18.00	\$1,314,414	8.00	(4.00)	4.00	\$292,092
Adoption Counselors	\$ 63,029			-	-	3.00		3.00	\$189,087	3.00	-	3.00	\$189,087
Field Services													
Lead Sergeant	\$ 86,181	0.50		0.50	\$43,091	0.50		0.50	\$43,091	-	-	-	\$0
Field Sergeants	\$ 81,479	2.00		2.00	\$162,958	2.00		2.00	\$162,958	-	-	-	\$0
Animal Control Officers (ACOs)	\$ 73,023	14.00		14.00	\$1,022,322	17.00		17.00	\$1,241,361	3.00	-	3.00	\$219,069
Cruelty Investigation Sergeant	\$ 84,667			-	\$0	-		-	\$0	-	-	-	\$0
Cruelty Investigation ACOs	\$ 75,788			-	\$0	-		-	\$0	-	-	-	\$0
Animal Control Call Center													
CSS 4	\$ 64,977	1.00		1.00	\$64,977	1.00		1.00	\$64,977	-	-	-	\$0
CSS 3	\$ 59,304	3.00		3.00	\$177,912	3.00		3.00	\$177,912	-	-	-	\$0
Licensing													
Canvassing & Community Outreach (CSS 4)	\$ 64,977	0.60		0.60	\$38,986	0.60		0.60	\$38,986	-	-	-	\$0
Pet Licensing													
CSS 4 - Pet Licensing Lead	\$ 64,977	1.00		1.00	\$64,977	1.00		1.00	\$64,977	-	-	-	\$0
CSS 3	\$ 59,304	3.00		3.00	\$177,912	3.00		3.00	\$177,912	-	-	-	\$0
OA 1	\$ 48,956	1.00		1.00	\$48,956	1.00		1.00	\$48,956	-	-	-	\$0
Fiscal Specialist 3	\$ 61,493	1.00		1.00	\$61,493	1.00		1.00	\$61,493	-	-	-	\$0
Licensing Inspector	\$ 88,800	0.25		0.25	\$22,200	-		-	\$0	(0.25)		(0.25)	-\$22,200
KCACC STAFFING TOTAL		42.85	8.00	50.85	\$3,787,035	71.10	-	71.10	\$5,314,660	28.25	(8.00)	20.25	\$1,527,625
51000 Wages (temp/OT)					\$173,403				\$173,403				\$0
52000 Supplies					\$288,652				\$690,652				\$402,000
53000 Services, Other					\$396,405				\$720,613				\$324,208
56000 Intergovt Services					\$822,384				\$862,358				\$39,974
56000 Capital (greater than \$1,000/item)					\$35,000				\$173,000				\$138,000
59000 Contra/Contingencies					-\$65,648				-\$65,648				\$0
KCACC OPERATIONAL COSTS					\$1,650,196				\$2,554,378				\$904,182
KCACC TOTAL COSTS		42.85	8.00	50.85	\$5,437,231	71.10	-	71.10	\$7,869,039	28.25	(8.00)	20.25	\$2,431,807
Public Health													
Health and Environmental Investigator II	\$ 94,349					1.00		1.00	\$94,349	1.00	-	1.00	\$94,349
Public Health Veterinarian	\$ 131,504					0.20		0.20	\$26,301	0.20	-	0.20	\$26,301
Administrative Specialist II	\$ 62,076					0.30		0.30	\$18,623	0.30	-	0.30	\$18,623
PUBLIC HEALTH STAFFING TOTAL					\$0	1.50	-	1.50	\$139,273	1.50	-	1.50	\$139,273
52000 Supplies									\$4,500				\$4,500
53000 Services, Other									\$5,350				\$5,350
56000 Intergovt Services									\$28,671				\$28,671
56000 Capital (greater than \$1,000/item)													
59000 Contra/Contingencies													
PUBLIC HEALTH OPERATIONAL COSTS					\$0				\$38,721				\$38,721
PUBLIC HEALTH TOTAL COSTS					\$0	1.50	-	1.50	\$177,994	1.50	-	1.50	\$177,994
KCSO													
Detectives	\$ 108,045	0.10		0.10	\$10,805	3.10		3.10	\$334,940	3.00	-	3.00	\$324,135
KCSO STAFFING TOTAL		0.10	-	0.10	\$10,805	3.10	-	3.10	\$334,940	3.00	-	3.00	\$324,135
52000 Supplies													
53000 Services, Other													
55000 Intergovt Services					\$542				\$16,787				\$16,245
56000 Capital (greater than \$1,000/item)					\$0				\$120,000				\$120,000
59000 Contra/Contingencies					\$0				\$0				\$0
KCSO OPERATIONAL COSTS					\$542				\$136,787				\$136,245
KCSO TOTAL COSTS		0.10	-	0.10	\$11,347	3.10	-	3.10	\$471,727	3.00	-	3.00	\$460,380
PAO													
Assistant Prosecuting Attorney	\$ 125,170	-		-	\$0	0.50		0.50	\$62,585	0.50	-	0.50	\$62,585
PAO Total Costs									\$62,585				\$62,585
King County TOTAL		42.95	-	50.95	\$5,448,577.7	76.20	-	76.20	\$8,581,344	33.25	(8.00)	25.25	\$3,132,766

³⁸ Public Health does not provide direct services to the shelter. Costs reflected here are for licensing and inspection of pet shops, kennels, shelters and pet daycares, responding to public complaints, and zoonotic disease investigations related to these facilities. The majority of these costs would be paid through licensing revenues for these animal related businesses.

3. Facility Considerations

The facilities as discussed above in the Enhanced County Service Model would be sufficient for KCACC to provide sheltering for animals impounded in association with cruelty investigations. No additional facilities would be needed for new KCSO or PH functions.

4. Accomplishment of Values and Goals

Transferring animal cruelty and abuse investigations to KCSO and local law enforcement agencies is intended to:

- Ensure more humane treatment of animals in the community by increasing the effectiveness of investigations.
- Increase public safety by providing a holistic approach to these crimes, which are often associated with other illegal activity (e.g., domestic violence and abuse), and having more highly trained law enforcement personnel handle potentially volatile situations.
- Coordinate services with other law enforcement efforts to solve neighborhood issues.

Transferring inspection and licensing of pet shops, kennels, and other animal handling establishments to PH is intended to:

- Provide countywide consistency in zoonotic disease prevention programs.
- Place emphasis on protecting public health.
- Provide expertise of veterinary epidemiologist and registered sanitarian.
- Institute PH oversight of sanitation and zoonotic disease control in county animal shelters.

5. Constraints and Considerations

a. Legal and Labor Issues

Under this proposal, small bodies of work currently performed by KCACC employees would be:

- Transferred to staff in other departments and bargaining units.
- Some jurisdictions might lose service if there is not an exact overlap between KCACC and KCSO contract cities.

b. Organizational and Efficiency Issues

Transferring animal cruelty and abuse investigations to KCSO and local law enforcement agencies:

- Reduces consistency across the region due to the smaller number of cities served, and could affect the level of enforcement in some areas.
- Requires KCSO deputies and other law enforcement officers to learn animal handling and recognition of animal cruelty, skills that will be used infrequently and could be difficult to maintain.

Transferring inspection and licensing of pet shops, kennels, and other animal handling establishments to PH:

- Reduces the animal welfare/cruelty focus of these inspections.
- May be confusing to the public who may be more likely to contact KCACC with concerns about animal handling establishments, not PH (except in Seattle where PH has been the licensing authority since the 1980s).

c. City Contracts

Transferring first responder and lead investigation responsibility for animal cruelty and abuse complaints away from KCACC has different implications for cities that contract with KCSO for law enforcement and those that do not:

- The 13 cities that currently contract with KCSO would experience a relatively seamless transition for animal cruelty investigations. Contract costs could be affected by this change in service provision.
- Cities that do not contract with KCSO would receive a reduction in the level of service currently supplied by KCACC. To the extent they wished to continue pursuing animal cruelty investigations, either their local law enforcement would be required to assume this body of work, or they would need to make other arrangements. Potentially, KCSO could establish animal-cruelty-only contracts with these cities at an unknown cost, but the cost of such a service is yet to be determined.

d. Transition Time Needed for Implementation

Transferring animal cruelty and abuse investigations to KCSO and local law enforcement agencies could only occur after:

- Clear coordination and protocols are established regarding KCSO and KCACC responsibilities in cruelty investigations.

While not necessary for implementation, KCSO deputies could be trained specifically in animal handling and recognition of animal cruelty and abuse.

Transferring inspection and licensing of pet shops, kennels, and other animal handling establishments to PH requires establishing countywide authority within the Board of Health Code Title 8: Zoonotic Disease Prevention Regulations. Once the code is adopted, transfer to Public Health could be accomplished with minimal delay:

- PH staff currently perform these inspections in limited areas.
- Since facilities are inspected on a multi-year cycle, transfer could occur prior to hiring the additional staff required for full implementation.

6. Service to Unincorporated King County Only

The model detailed above assumes continued contract services to the majority of cities King County currently serves. This is reflected in both the staffing and budget estimates insofar as they assume that the county will continue to take in somewhere around 12,000 animals per year. Because major adjustments would need to be made to the current funding structure to make contract service provision sustainable, the county may wish to consider only providing services

to the unincorporated areas. Staffing and cost estimates for such a scenario are presented below in Table 11. Discontinuing contract services would likely require transitional support to the cities while they develop their own capacity or negotiate arrangements to contract out services. The implementation and transition time of this scenario are not considered here. Substantial planning and additional analysis would be required if this scenario was to be pursued.

Providing enhanced service to unincorporated King County only is still more costly than the current model, even though animal intake is expected to decrease from approximately 12,300 to just over 3,000 animals. Implementing the Enhanced County Service Model in the unincorporated areas of King County is expected to cost an additional \$1.2 million compared to current costs and require an additional 4.25 FTEs. This is because: a) KCACC will be providing a different level and set of services that reflect no-kill objectives, and b) reductions in cost are not necessarily proportionate to the reduction in service area (e.g. while a Communications Specialist is still required, the cost is spread over a smaller service area).

Table 11. Summary of Staffing Requirements and Operating Costs for Model 2 – Unincorporated Areas Only³⁹

	Step 7 (annual) (loaded)	Current				County Reorganization Model - Unincorporated KC Only				Change			
		FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost
KCACC													
Management													
Animal Services and Program Manager	\$ 124,320	1.00		1.00	\$124,320	1.00		1.00	\$124,320	-	-	-	\$0
Operations Manager	\$ 103,177	1.00		1.00	\$103,177	1.00		1.00	\$103,177	-	-	-	\$0
IT Application Support	\$ 97,075			-	-	0.50		0.50	\$48,538	0.50	-	0.50	\$48,538
Admin Specialist III	\$ 60,385			-	-	0.50		0.50	\$30,193	0.50	-	0.50	\$30,193
Development and Community Outreach													
Communications Specialist	\$ 93,241		1.00	1.00	\$93,241	1.00		1.00	\$93,241	1.00	(1.00)	-	\$0
Volunteer Coordinator	\$ 93,241		1.00	1.00	\$93,241	1.00		1.00	\$93,241	1.00	(1.00)	-	\$0
Development & Community Outreach Coordinator	\$ 93,241		1.00	1.00	\$93,241	-		-	\$0	-	(1.00)	(1.00)	-\$93,241
Animal Placement Specialist	\$ 73,023		1.00	1.00	\$73,023	1.00		1.00	\$73,023	1.00	(1.00)	-	\$0
Behavioral Specialist	\$ 73,023			-	-	1.00		1.00	\$73,023	1.00	-	1.00	\$73,023
Medical													
Medical Director/Chief Vet	\$ 114,364			-	-	1.00		1.00	\$114,364	1.00	-	1.00	\$114,364
Veterinarian	\$ 101,094		1.00	1.00	\$101,094	1.00		1.00	\$101,094	-	-	-	\$0
Vet Tech	\$ 73,023		1.00	1.00	\$73,023	4.00		4.00	\$292,092	3.00	-	3.00	\$219,069
Sheltering & Adoptions													
Lead Sergeant	\$ 86,181		0.50	0.50	\$43,091	0.50		0.50	\$43,091	-	-	-	\$0
Shelter Sergeant	\$ 81,479		1.00	1.00	\$81,479	1.00		1.00	\$81,479	-	-	-	\$0
Animal Placement Officers (ACOs)	\$ 73,023		10.00	4.00	\$1,022,322	14.00		14.00	\$1,022,322	4.00	(4.00)	-	\$0
Adoption Counselors	\$ 63,029			-	-	2.00		2.00	\$126,058	2.00	-	2.00	\$126,058
Field Services													
Lead Sergeant	\$ 86,181		0.50	0.50	\$43,091	0.50		0.50	\$43,091	-	-	-	\$0
Field Sergeants	\$ 81,479		2.00	2.00	\$162,958	2.00		2.00	\$162,958	-	-	-	\$0
Animal Control Officers (ACOs)	\$ 73,023		14.00	14.00	\$1,022,322	8.00		8.00	\$814,184	(6.00)	-	(6.00)	-\$438,138
Cruelty Investigation Sergeant	\$ 84,667			-	\$0				\$0	-	-	-	\$0
Cruelty Investigation ACOs	\$ 75,788			-	\$0				\$0	-	-	-	\$0
Animal Control Call Center													
CSS 4	\$ 64,977		1.00	1.00	\$64,977	0.50		0.50	\$32,489	(0.50)	-	(0.50)	-\$32,489
CSS 3	\$ 59,304		3.00	3.00	\$177,912	2.00		2.00	\$118,608	(1.00)	-	(1.00)	-\$59,304
Licensing													
Canassing & Community Outreach (CSS 4)	\$ 64,977		0.60	0.60	\$38,986	0.60		0.60	\$38,986	-	-	-	\$0
Pet Licensing													
CSS 4 - Pet Licensing Lead	\$ 64,977		1.00	1.00	\$64,977	1.00		1.00	\$64,977	-	-	-	\$0
CSS 3	\$ 59,304		3.00	3.00	\$177,912	3.00		3.00	\$177,912	-	-	-	\$0
OA 1	\$ 48,956		1.00	1.00	\$48,956	1.00		1.00	\$48,956	-	-	-	\$0
Fiscal Specialist 3	\$ 61,493		1.00	1.00	\$61,493	1.00		1.00	\$61,493	-	-	-	\$0
Licensing Inspector	\$ 88,800		0.25	0.25	\$22,200	-		-	\$0	(0.25)	-	(0.25)	-\$22,200
KCACC STAFFING TOTAL		42.85	8.00	50.85	\$3,787,035	50.10	-	50.10	\$3,752,908	7.25	(8.00)	(0.75)	-\$34,128
51000 Wages (temp/OT)					\$173,403				\$173,403				\$0
52000 Supplies					\$288,652				\$594,553				\$306,901
53000 Services, Other					\$396,405				\$611,692				\$215,287
56000 Intergov Services					\$822,384				\$822,984				\$600
56000 Capital (greater than \$1,000/item)					\$35,000				\$95,000				\$60,000
59000 Contra/Contingencies					-\$65,648				-\$65,648				\$0
KCACC OPERATIONAL COSTS					\$1,650,196				\$2,231,984				\$581,788
KCACC TOTAL COSTS		42.85	8.00	50.85	\$5,437,231	50.10	-	50.10	\$5,984,892	7.25	(8.00)	(0.75)	\$547,661
Public Health													
Health and Environmental Investigator II	\$ 94,349					1.00		1.00	\$94,349	1.00	-	1.00	\$94,349
Public Health Veterinarian	\$ 131,504					0.20		0.20	\$26,301	0.20	-	0.20	\$26,301
Administrative Specialist II	\$ 62,076					0.30		0.30	\$18,623	0.30	-	0.30	\$18,623
PUBLIC HEALTH STAFFING TOTAL					\$0	1.50	-	1.50	\$139,273	1.50	-	1.50	\$139,273
52000 Supplies									\$4,500				\$4,500
53000 Services, Other									\$5,350				\$5,350
56000 Intergov Services									\$28,871				\$28,871
56000 Capital (greater than \$1,000/item)													
59000 Contra/Contingencies													
PUBLIC HEALTH OPERATIONAL COSTS					\$0				\$38,721				\$38,721
PUBLIC HEALTH TOTAL COSTS					\$0	1.50	-	1.50	\$177,994	1.50	-	1.50	\$177,994
KCSO													
Detectives	\$ 108,045		0.10	0.10	\$10,805	3.10		3.10	\$334,940	3.00	-	3.00	\$324,135
KCSO STAFFING TOTAL			0.10	-	0.10	\$10,805	3.10	-	3.10	\$334,940	3.00	-	\$324,135
52000 Supplies													
53000 Services, Other													
54000 Intergov Services					\$542				\$16,787				\$16,245
55000 Capital (greater than \$1,000/item)					\$0				\$120,000				\$120,000
KCSO OPERATIONAL COSTS					\$542				\$136,787				\$136,245
KCSO TOTAL COSTS			0.10	-	0.10	\$11,347	3.10	-	\$471,727	3.00	-	3.00	\$460,380
PAO													
Assistant Prosecuting Attorney	\$ 125,170				\$0	0.50		0.50	\$62,585	0.50	-	0.50	\$62,585
PAO TOTAL COSTS					\$0	0.50	-	0.50	\$62,585	0.50	-	0.50	\$62,585
King County TOTAL		42.95	-	51.95	\$5,448,578	55.20	-	55.20	\$6,697,197	10.75	-	10.75	\$1,248,619

³⁹ PH does not provide direct services to the shelter. Costs reflected here are for licensing and inspection of pet shops, kennels, shelters and pet daycares, responding to public complaints, and zoonotic disease investigations related to these facilities. The majority of these costs would be paid through licensing revenues for these animal related businesses.

3. Community-Based Services Model

Under the Community-Based Services Model, King County would no longer serve as the primary and comprehensive animal services provider in unincorporated King County and with contract cities. King County would partner with stakeholders, rescue organizations and other animal shelter agencies to create a shared vision to accomplish the strategic objectives and to provide a model program within King County. As a *shared* vision, all partners would take responsibility for the homeless animal population. Instead of competing for volunteers and donations, the county and community organizations would work together to leverage resources.

This model contemplates that cities within King County will make the necessary arrangements to either partner with King County and community partner agencies to ensure the provision of model animal services, or assume responsibility for their respective animal services. To that end, cities may or may not choose to participate in Community-Based Services Model. King County encourages all cities to participate in a communitywide effort to achieve no-kill standards.

The Community-Based Services Model would require King County to partner with model animal services community agency(s) for the provision of discontinued services through a formal agreement. A community partner agency(s) would be selected based on their ability to demonstrate alignment with relevant strategic objectives identified in the Strategic Plan. Attaining the strategic objectives identified in the Strategic Plan is the responsibility of the entire community. Senior management at benchmark shelters believe that community involvement is crucial for successful implementation of a no-kill policy.⁴⁰ A manager at the Richmond SPCA summarized this viewpoint: “No-kill has (*no*) significance unless you are working collectively to achieve it for the whole community”.

Presented below are two Community-Based Service Models, Option A and Option B. The county’s role in animal services is addressed in each option. It should be noted that, like previous options, the two Community-Based Service Model options are in no way intended to be mutually exclusive and fully anticipate the possibility of “mixing and matching” elements of the Status Quo Enhanced County Service Model, County Reorganization Model and Community-Based Services Model.

Per the King County Charter, the authority to negotiate contracts and agreements on behalf of the county resides with the County Executive. There have been no negotiations of any contracts or agreements with a community partner agency(s) for the purpose of informing the strategic planning or operational master planning process. Consequently, the information contained in the Community-Based Services Models, a) looks different from the previous organizational models and b) is included only to provide very general concepts of options based on the best information available absent a negotiation or formal discussions with a community partner agency(s) to determine the actual costs associated with implementing a Community-Based Services Model.

⁴⁰ Data from the following community-based shelters was used in designing various operations master plans: Philadelphia Animal Care and Control Association, Charlottesville-Albemarle SPCA, Nevada Humane Society, Richmond SPCA, Tompkins County SPCA, Pierce County Humane Society, Humane Society of Greater Miami, San Diego Humane Society, The San Francisco SPCA, PAWS and the Humane Society of Boulder Valley.

I. Community-Based Services Model Option A

A. County Role: Field, Cruelty Investigation and Inspection Services

Under Community-Based Services Model Option A, King County would provide animal control, conduct cruelty investigations, prosecute violations, license animals and deliver public health services. Public Health services include inspecting and licensing pet shops and other shelter-like services countywide, educating the public on disease control and consulting on the prevention of zoonotic and vector borne disease. Cities may or may not choose to participate in Community-Based Services Model Option A; however, the cost estimates provided assume cities currently contracting continue to receive services as part of a coordinated community-based model.

1. Field Services

The implementation of the Community-Based Services Model Option A does not contemplate any significant changes to field service other than those prescribed in the Enhanced County Services or County Reorganization models. Under this option the design of field services could reflect those in the Enhanced County Services or County Reorganization models. The only variance found in Option A would be a change in the location and organization with which field officers would transfer animals confiscated in the field. A community partner agency(s) would accommodate extended 24-hour emergency drop-off of animals confiscated in the field beyond the community partner's general hours of operation.

The KCACC field services unit would need to form a cooperative relationship with a community partner agency(s) and it would be necessary to establish appropriate protocols, procedures, roles and responsibilities between the field officers and the community partner agency(s) to ensure accountability and the humane treatment of animals in the transfer process.

2. Animal Cruelty/Forensic

The Community-Based Services Model Option A is compatible with the County Reorganization Model as it contemplates the transfer of animal cruelty investigations and first responder duties to KCSO. The Community-Based Services Model, Option A does not require a community partner agency(s) to perform first responder or lead investigation services. A community partner agency(s) would be required to provide housing in the event that an animal is seized by the agency responsible for cruelty investigations and needs to be sheltered and quarantined. The Community-Based Services Model Option A assumes KCSO as the animal cruelty/forensic services provider. An example of this arrangement can be seen in the services provided by Humane Society of Seattle/King County which currently shelters and quarantines evidence animals seized by law enforcement and field officers in the cities of Renton and Medina. KCSO would be responsible for the hand-off/transfer of seized animals to a community partner agency(s).

Because Option A contemplates KCSO as the animal cruelty first responder and lead investigator, those cities that do not contract with KCSO for law enforcement would not be

provided these services. Cities that do not contract with KCSO for law enforcement would be responsible as the respective animal cruelty first responder and lead investigator within their jurisdiction.

If KCSO were to become the first responder to animal cruelty calls no additional field personnel would be needed to perform this body of work, although there would be need for detective personnel. According to KCSO's estimates, at most, three additional detective FTEs would be required to provide services to unincorporated King County and cities with KCSO contracts, at a total cost of about \$474,000 per year (this includes an entire FTE cost-salary, benefits, equipment, etc).

KCSO and other local law enforcement already handle animal cruelty and animal complaints such as dangerous dogs when KCSO receives the call through 911 and when KCACC is unavailable. KCSO and other law enforcement have approximately 200 commissioned officers on the road at any given time ready to respond to any type of crime in-progress, including animal cruelty. In addition, many animal cruelty cases are linked to other types of crimes such as domestic violence and child abuse. These calls are very dangerous to respond to and it should be of concern to the community that these crimes are addressed along with the cruelty. Officer safety is often an issue when responding to cruelty calls, and officers respond to calls before he or she knows the full circumstances around the call and do not have a chance to call for back-up. When local law enforcement responds to these calls as the first responder other co-occurring crimes can be addressed without fear that an unarmed and unprepared KCACC officer is walking into a dangerous situation to which they are unable to respond. Local law enforcement and KCSO have the necessary operational structure already in place to handle every crime that may be present on the scene, including animal cruelty and no additional expenses would be generated for facilities, training or other special equipment. Much like the handling of a case involving an infant or deceased person, law enforcement would rely on veterinarians to provide expert information on the true condition of an animal. Any other aspect of the crime scene can be fully handled by law enforcement.

3. Public Health and Safety

Public health and safety would not be impacted by Community-Based Services Model, Option A, as long as provisions are made with community partner agency(s) to hold animals for rabies quarantine or other public health reasons as part of the contract. KCACC field officers will continue to confiscate animals that pose a threat to public safety and issue rabies quarantine notices when a dog or cat bite to a human has occurred. The Community-Based Services Model Option A is compatible with the County Reorganization Model as the structure assumes Public Health would handle inspection and licensing of pet shops, kennels and other animal handling establishments.

Currently, KCACC has lead responsibility for inspection and licensing of pet shops, kennels, and other animal-handling establishments in the unincorporated areas and contract cities. Public Health has this responsibility in the City of Seattle. Shelter-like facilities and other establishments in the remaining cities are not inspected.

Community-Based Services Model Option A assumes Public Health as the agency responsible for inspecting and licensing these facilities in the unincorporated areas and contract cities. In addition to inspecting sanitation, infection control and animal housing, inspection visits would include an educational component for proprietors and assist businesses in providing disease prevention education materials to their customers. Public Health staff would also do pre-opening plan reviews for new facilities, respond to complaints from the public about licensed facilities, and investigate confirmed or suspected zoonotic disease cases. Currently Public Health's allocates about 0.5 FTE for licensing and inspections in the city of Seattle and related zoonotic disease control responsibilities. In order to inspect all of King County's pet shops, kennels, and other animal-handling establishments within a two-year time period Public Health will need an additional 1.5 FTEs to handle the increased number of inspections, investigations, and complaints. KCACC's corresponding workload would be reduced by 0.25 FTEs from existing inspection field services. It is anticipated that the majority of the costs associated with this transferred body of work would be recovered by the annual license fees charged to the regulated businesses.

King County's Animal Control Code Title 11 section 11.04.080 currently assigns responsibility for inspection to either Public Health or Animal Care and Control. Implementation of Community-Based Services Model, Option A would require an update to existing county-wide regulations and inspection authority for these establishments within the Board of Health Code. Public Health is already in the process of drafting language to this effect.

B. Community Role: Sheltering, Medical and Spay/Neuter Provider

1. Sheltering

Under the Community-Based Services Model Option A, King County would discontinue the provision of the following services and a community partner agency(s) would provide these services:

- Sheltering
- Medical Care
- Euthanasia
- In-shelter and Community-Based Spay and Neuter Surgery
- Social Enrichment
- Behavioral Rehabilitation
- Adoption
- Rescue
- Program Marketing and Outreach
- Volunteer and Foster Care
- Shelter Redemption Services
- Intake of stray animals and 72 hour holding
- Pet retention programs to encourage owners to maintain their pets
- Holding animals and protecting chain of evidence exhibits that are part of cruelty investigations.

- Holding animals for rabies quarantine or other public health impound.

2. Stray Hold

As noted in the proposed Strategic Plan, by law, stray animals must be held for at least 72 hours, not including the day the animal came into the shelter or holidays. A community partner agency(s) would be required to adhere to these regulations. An example of this arrangement can be seen in the city of Renton contract with the Seattle/King County Humane Society. The Community-Based Services Model Option A contemplates that much like the Renton contract with the Seattle/King County Humane Society, once the stray hold period has been completed, the animal becomes the property of the community partner agency(s) and the county (or contract city) would no longer be fiscally responsible. In other words, per day/per animal charges would only apply during the stray hold period.

3. Cost Estimate for Community Sheltering Services

There have been no negotiations of any contracts or agreements with a community partner agency(s) for the purpose of informing the strategic planning or operational master planning process. Consequently, the information contained in the Community-Based services model is included only to provide very general concepts of options based on best information available absent a negotiation or formal discussions with a community partner agency(s) to determine the actual costs associated with implementing Community-Based Services Model Option A. The following table is a rough estimate of what the Seattle/King County Humane Society might charge King County and contract cities' for operational costs the using the city of Renton's 2008 contract (see page 84 for details) as a basis for current service levels and charges. However, this estimate does not take new capital costs into consideration. Two other cost models are included in Appendix K.

Table 12. Based on 5-day average stray hold with current animal population for King County’s unincorporated areas and contract cities ⁴¹

	Number of Animals	Rate	Avg Length of Stay	Cost
Dogs	1456	\$16	5	\$116,480
Dogs med	2916	\$36	5	\$524,880
Cats	1359	\$16	5	\$108,720
Cas med	2722	\$36	5	\$489,960
Other	115	\$12	5	\$6,900
Other med	260	\$32	5	\$41,600
Puppies ~mother	150	\$24	5	\$18,000
Puppies ~mother med	300	\$44	5	\$66,000
Puppies mother	50	\$6	5	\$1,500
Puppies mother med	100	\$26	5	\$13,000
Kittens mother	247	\$6	5	\$7,410
Kittens mother med	495	\$26	5	\$64,350
Kittens ~mother	741	\$24	5	\$88,920
Kittens ~mother med	1483	\$44	5	\$326,260
Total	12394			\$1,873,980

C. Funding

1. Revenues from Pet Licensing

Implementing Community-Based Services Model Option A would impact the pet licensing program. Cities relinquish licensing revenues to King County based on the county’s provision of field and shelter services. King County would need to notify cities of its intention to renegotiate the licensing for services agreement. King County would need to re-evaluate what services it provides for cities and unincorporated areas and how licensing revenues would pay for those services.

KCACC currently conducts a comprehensive pet licensing program. The Community-Based Service Model, Option A continues the licensing program and contemplates a coordinated effort to continue the licensing program with an emphasis on improving identification with a database available to all community partner agency(s) to increase the reunification of stray animals with their owners. The King County Auditor’s Office is in the process of reviewing the licensing program to determine its adequacy as a revenue stream to support the broader program and its effectiveness as a pet identification program. KCACC’s pet licensing program consists of 6.6 FTEs with salary expenses of \$392,324 and generated \$2.432

⁴¹ Includes animals from both unincorporated King County and cities. Assumes that 2/3 of animals coming into the shelter have medical problems (does not distinguish between previous medical history and no previous medical history, so used average of \$20 for cost). Assumes 25% of puppies/kittens come in with a mother. King County/Seattle Humane Society charges on a per-day basis for a 72 hour stray hold. Because charges are per day, 72 hours is frequently more than three days. Additionally, if an ACO requests additional time for an animal, Renton is also charged for those days prior to the animal becoming property of the Humane Society. Consequently, five-day stray hold estimates are used for cost estimates.

million in revenue in 2007. Depending on the findings of the King County Auditor's Office, King County may wish to revise the licensing program or find a new, more stable and equitable revenue stream to cover the costs associated with animal services. Though not shown on the staffing table additional communication and marketing resources may be advisable depending on the nature of community partnerships and the outcome of the Auditor's Report.

2. Reallocating Resources

Partnering with a community agency(s) to implement Community-Based Services Model, Option A for King County and contract Cities would allow King County to reduce KCACC's personnel by 28.75 FTEs and reduce the budget by \$2.261 million. This figure would be adjusted for the costs of adding three detectives at a cost of \$460,380 to KCSO and an additional \$177,994 in costs for PH. This reduction in costs would also be offset by the estimated cost of contracting with a community partner agency or agencies for sheltering. After the KCSO and PH adjustments, King County would see an estimated \$1.524 million reduction in program costs for a total program budget of \$3.924 million. Adding this estimated program budget to an estimate of the potential cost of contracting with a community agency(s) for sheltering (see Table 12) yields an estimated total cost of \$5.669 million.⁴² A discussion on the reallocation of facilities resources is included in the Facilities Master Plan. See Table 13 for details on staffing, operational and contract cost estimates.

D. Facilities

Implementation of the Community-Based Services Model Option A would require new facilities. There is no known available shelter capacity to house the animals formerly sheltered by KCACC. The field services and call center personnel could still be located at the Kent shelter. If the county wished to sell the Kent shelter, the county may want to explore the possibility of relocating field services and call center employees to County Neighborhood Community Service Centers.

A community partner agency(s) could be provided access to the Kent shelter and use it temporarily as space to transition to a community/countywide no-kill model while new facilities are acquired. It is likely that King County will need to work with community partner agency(s) to acquire new facilities. For more information on and examples of facility funding options, refer to the Leveraging Resources section on page 83.

⁴² The cost estimate for contract sheltering assumes King County is paying for shelter services for the number of animals currently taken in by KCACC's shelters (approximately 12,000 animals). Assuming cities either made their own sheltering arrangements or King County served only as the contract consolidator and cities paid the sheltering partner directly, King County would only be responsible for the cost of contract sheltering for approximately 3,000 animals in the unincorporated areas. The sheltering cost estimate for contracting for 3,088 animals (the 2007 intake for the unincorporated area) is \$467,010 for a total cost of \$4.391 million. This cost still assumes that King County would provide field services to both the unincorporated areas and contract cities.

E. Contracts for unincorporated areas and cities

Community-Based Services Model Option A eliminates King County's provision of shelter services, including shelter services provided to the unincorporated areas and contract cities. Cities wishing to continue to contract with King County for field services would need to enter into a collective arrangement with the same community partner agency(s) as King County. It may be challenging for KCACC field services to transfer animals to different shelters under different contracts for all 32 cities and the unincorporated areas. King County could act as the collective negotiating agent on behalf of cities interested in entering into the same arrangement as King County for shelter services with a community partner agency(s). King County could act as primary negotiator for cities for services from a community partner agency(s) but would not have formal contractual obligation to the cities for this service.

Cities that are not interested in such an arrangement would need to make the necessary provisions to assume responsibility for their respective animal services. King County encourages all cities to participate in a community wide effort to achieve no kill standards.

Table 13. Summary of Staffing, Operating and Contract for Services Cost Requirements -- Community-Based Services Model Staffing, Option A for unincorporated areas and contract cities⁴³

	Step 7 (annual) (loaded)	Current				Community Based Shelter Services Model Option A				Change			
		FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost
KCACC													
Management													
Animal Services and Program Manag	\$ 124,320	1.00		1.00	\$124,320			-	\$0	(1.00)	-	(1.00)	(\$124,320)
Operations Manager	\$ 103,177	1.00		1.00	\$103,177	1.00		1.00	\$103,177	-	-	-	\$0
IT Application Support	\$ 97,075					0.50		0.50	\$48,538	0.50		0.50	\$48,538
Admin Specialist II	\$ 60,385					1.00		1.00	\$60,385	1.00		1.00	\$60,385
Development and Community Outreach													
Communications Specialist	\$ 93,241		1.00	1.00	\$93,241			-	\$0	-	(1.00)	(1.00)	(\$93,241)
Volunteer Coordinator	\$ 93,241		1.00	1.00	\$93,241			-	\$0	-	(1.00)	(1.00)	(\$93,241)
Development & Community Outreach	\$ 93,241		1.00	1.00	\$93,241			-	\$0	-	(1.00)	(1.00)	(\$93,241)
Animal Placement Specialist	\$ 73,023		1.00	1.00	\$73,023			-	\$0	-	(1.00)	(1.00)	(\$73,023)
Behavioral Specialist	\$ 73,023							-	\$0	-	-	-	\$0
Medical													
Medcal Director/Chief Vet	\$ 114,364							-	\$0	-	-	-	\$0
Veterinarian	\$ 101,094	1.00		1.00	\$101,094			-	\$0	(1.00)	-	(1.00)	(\$101,094)
Vet Tech	\$ 73,023	1.00		1.00	\$73,023			-	\$0	(1.00)	-	(1.00)	(\$73,023)
Sheltering & Adoptions													
Lead Sergeant	\$ 86,181	0.50		0.50	\$43,091			-	\$0	(0.50)	-	(0.50)	(\$43,091)
Shelter Sergeant	\$ 81,479	1.00		1.00	\$81,479			-	\$0	(1.00)	-	(1.00)	(\$81,479)
Animal Control Officers (ACOs)	\$ 73,023	10.00	4.00	14.00	\$1,022,322			-	\$0	(10.00)	(4.00)	(14.00)	(\$1,022,322)
Adoption Counselors	\$ 63,029							-	\$0	-	-	-	\$0
Field Services													
Lead Sergeant	\$ 86,181	0.50		0.50	\$43,091	0.50		0.50	\$43,091	-	-	-	\$0
Field Sergeants	\$ 81,479	2.00		2.00	\$162,958	2.00		2.00	\$162,958	-	-	-	\$0
Animal Control Officers (ACOs)	\$ 73,023	14.00		14.00	\$1,022,322	8.00		8.00	\$584,184	(6.00)	-	(6.00)	(\$438,138)
Cruelty Investigation Sergeant	\$ 84,667				\$0			-	\$0	-	-	-	\$0
Cruelty Investigation ACOs	\$ 75,788				\$0			-	\$0	-	-	-	\$0
Animal Control Call Center													
CSS 4	\$ 64,977	1.00		1.00	\$64,977	0.50		0.50	\$32,489	(0.50)	-	(0.50)	(\$32,489)
CSS 3	\$ 59,304	3.00		3.00	\$177,912	2.00		2.00	\$118,608	(1.00)	-	(1.00)	(\$59,304)
Licensing													
Canvassing & Community Outreach (\$ 64,977	0.60		0.60	\$38,986	0.60		0.60	\$38,986	-	-	-	\$0
Pet Licensing													
CSS 4 -Pet Licensing Lead	\$ 64,977	1.00		1.00	\$64,977	1.00		1.00	\$64,977	-	-	-	\$0
CSS 3	\$ 59,304	3.00		3.00	\$177,912	3.00		3.00	\$177,912	-	-	-	\$0
OA 1	\$ 48,956	1.00		1.00	\$48,956	1.00		1.00	\$48,956	-	-	-	\$0
Fiscal Specialist 3	\$ 61,493	1.00		1.00	\$61,493	1.00		1.00	\$61,493	-	-	-	\$0
Licensing Inspector	\$ 88,800	0.25		0.25	\$22,200			-	\$0	(0.25)	-	(0.25)	(\$22,200)
KCACC STAFFING TOTAL		42.85	8.00	50.85	\$3,787,035	22.10	-	22.10	\$1,545,753	(20.75)	(8.00)	(28.75)	(\$2,241,283)
51000 Wages (temp/OT)					\$173,403				\$159,022				(\$14,381)
52000 Supplies					\$288,652				\$80,038				(\$208,614)
53000 Services, Other					\$396,405				\$464,268				\$67,863
55000 Intergovt Services					\$822,384				\$789,557				(\$32,827)
56000 Capital (greater than \$1,000/item)					\$35,000				\$187,000				\$152,000
59000 Contra/Contingencies					-\$65,648				-\$50,166				\$15,482
KCACC OPERATIONAL COSTS					\$1,650,196				\$1,629,719				(\$20,477)
KCACC TOTAL COSTS		42.85	8.00	50.85	\$5,437,231	22.10	-	22.10	\$3,175,472	(20.75)	(8.00)	(28.75)	(\$2,261,760)
Public Health													
Health and Environmental Investigator	\$ 94,349					1.00		1.00	\$94,349	1.00	-	1.00	\$94,349
Public Health Veterinarian	\$ 131,504					0.20		0.20	\$26,301	0.20	-	0.20	\$26,301
Administrative Specialist II	\$ 62,076					0.30		0.30	\$18,623	0.30	-	0.30	\$18,623
PUBLIC HEALTH STAFFING TOTAL					\$0	1.50		1.50	\$139,273	1.50		1.50	\$139,273
52000 Supplies									\$4,500				\$4,500
53000 Services, Other									\$5,350				\$5,350
55000 Intergovt Services									\$28,871				\$28,871
56000 Capital (greater than \$1,000/item)													
59000 Contra/Contingencies													
PUBLIC HEALTH OPERATIONAL COSTS					\$0				\$38,721				\$38,721
PUBLIC HEALTH TOTAL COSTS					\$0	1.50		1.50	\$177,994	1.50		1.50	\$177,994
PAO													
Assistant Prosecuting Attorney	\$ 125,170					0.50		0.50	62,585	0.50	-	0.50	\$ 62,585
PAO TOTAL COSTS						0.50		0.50	\$62,585	0.50		0.50	\$ 62,585
KCSO													
Detectives	\$ 108,045	0.10		0.10	\$10,805	3.10		3.10	\$334,940	3.00	-	3.00	\$324,135
KCSO STAFFING TOTAL		0.10		0.10	\$10,805	3.10		3.10	\$334,940	3.00		3.00	\$324,135
52000 Supplies													
53000 Services, Other													
55000 Intergovt Services					\$542				\$16,787				\$16,245
56000 Capital (greater than \$1,000/item)									\$120,000				\$120,000
59000 Contra/Contingencies													
KCSO OPERATIONAL COSTS					\$542				\$136,787				\$136,245
KCSO TOTAL COSTS		0.10		0.10	\$11,347	3.10		3.10	\$471,727	3.00		3.00	\$460,380
King County Program TOTAL	\$ -	42.95	8.00	50.95	\$5,448,578	27.20		27.20	\$3,825,192	(15.75)	(8.00)	(23.75)	(\$1,560,801)
Contract Sheltering Estimate									\$1,873,980				\$1,873,980
TOTAL COST ESTIMATE									\$5,699,172				\$313,179

⁴³ Public Health does not provide direct services at the shelter. Costs reflected here are for licensing and inspection of pet shops, kennels, shelters and pet daycares, responding to public complaints, and zoonotic disease investigations

II. Community-Based Services Model Option B

The role of King County under the Community-Based Services Model Option B is to provide only law enforcement, public health and pet licensing services. Under this model King County would partner with a community agency or agencies to provide both shelter and field services. Animal cruelty investigations would be transferred to KCSO. Public Health would be primarily responsible for inspecting and licensing all of King County's pet shops, kennels, groomers, and animal shelters. They would continue their current duties associated with prevention of zoonotic and vector borne disease. Cities may or may not choose to participate in Community-Based Services Model Option B; however, the cost estimates provided assume cities currently contracting continue to receive services as part of a coordinated community-based model.

A. County Role: Animal Cruelty/Forensic, Public Health, Licensing

1. Animal Cruelty/Forensic

Animal cruelty/forensics Community-Based Services Model Option B is identical to Community-Based Services Model Option A.

The Community-Based Services Model, Option B does not require community partner agency(s) to perform first responder or lead investigation services. Community partner agency(s) would be required to retain evidence in the event that an animal is seized by the agency responsible for cruelty investigations and needs to be sheltered and quarantined. The Community-Based Services Model, assumes KCSO as the animal cruelty/forensics services provider. An example of this arrangement can be seen in the services provided by Humane Society of Seattle/King County which currently shelters and quarantines evidence animals seized by law enforcement and field officers in the cities of Renton and Medina. KCSO would be responsible for the hand-off/transfer of seized animals to community partner agency(s).

Because the Community-Based Services Model contemplates KCSO as the animal cruelty first responder and lead investigator, those cities that do not contract with KCSO for law enforcement would not be provided these services. Cities that do not contract with KCSO for law enforcement would be responsible as the respective animal cruelty first responder and lead investigator within their jurisdiction.

If KCSO were to become the first responder to animal cruelty calls no additional field personnel would be needed to perform this body of work, although there would be need for detective personnel. According to KCSO's estimates, at most, three additional detective FTEs would be required to provide services to unincorporated King County and cities with

related to these facilities. The majority of these costs would be paid through licensing revenues for these animal related businesses. Please see Appendix I and the Staffing and Operational Cost Table in the Enhanced County Services Model for more detail on cost and staffing methodology. Sheltering contract costs is an estimate based on either current community based contracts and actual contract costs would likely to significantly vary from the estimates include here.

KCSO contracts, at a total cost of about \$474,000 per year (this includes an entire FTE cost-salary, benefits, equipment, etc).

Again, it should be noted that KCSO and other local law enforcement already handle animal cruelty and animal complaints such as dangerous dogs when KCSO receives the call through 911 and when KCACC is unavailable. KCSO and other law enforcement have approximately 200 commissioned officers on the road at any given time ready to respond to any type of crime in-progress, including animal cruelty. In addition, many animal cruelty cases are linked to other types of crimes such as domestic violence and child abuse. These calls are very dangerous to respond to and it should be of concern to the community that these crimes are addressed along with the cruelty. Officer safety is often an issue when responding to cruelty calls, and officers respond to calls before he or she knows the full circumstances around the call and do not have a chance to call for back-up. When local law enforcement respond to these calls as the first responder other co-occurring crimes can be addressed without fear that an unarmed and unprepared KCACC officer is walking into a dangerous situation to which they are unable to respond. Local law enforcement and KCSO have the necessary operational structure already in place to handle every crime that may be present on scene, including animal cruelty and no additional expenses would be generated for facilities, training or other special equipment. Much like the handling of a case involving an infant or deceased person, law enforcement would rely on veterinarians to provide expert information on the true condition of an animal. Any other aspect of the crime scene could be fully handled by law enforcement.

2. Public Health and Safety

Public health and safety is the same as Community-Based Model, Option A.

3. Licensing

King County would continue its current approach to licensing but please see the discussion in the funding section for changes to revenue allocation.

B. Community Role: Sheltering, Medical, Spay/Neuter, Field Services

1. Shelter Operations and Stray Hold

Community-Based Services Model Option B shelter operations are identical to those for Community-Based Services Model Option A. Stray hold requirements are also identical.

2. Field Services

King County would select a community partner agency(s) to provide both shelter and field services. A community partner agency(s) would be required to maintain a call center in order to receive and process between 4,000 and 15,000 requests per year (dependent on whether cities choose to contract with the community partner agency(s) for field services).

A community partner agency(s) would deliver the following field services:

- Resolve vicious animal and bite complaints
- Issue rabies quarantine notices to owners of dogs or cats that bite a person
- Assist Public Health by confiscating and impounding animals when a public health threat has been identified
- Rescue and pick up injured animals
- Pick up stray dogs and cats and owner releases
- Settle barking dog complaints
- Negotiate with community rescue groups and other partners to pick up loose livestock
- Arrange for or provide sheltering for livestock while waiting for placement
- Police department calls for assistance
- Pet License sales

C. Funding

1. Funding From Pet Licensing

As previously noted, the funding of animal services has historically come from licensing revenues and a General Fund subsidy. Licensing services for Community-Based Services Model Option B is substantively identical to that of Community-Based Services Model Option A. However, with significant portions of KCACC's workload transferred to a community partner agency(s), the Sherriff's Office and Public Health, those agencies would need resources to cover expenses associated with this change in workload responsibility. If licensing revenues continued to be collected, an appropriate distribution among King County and community partners would need to be developed.

It should be noted that although a community partner agency(s) may sell licenses (and many already do so), they would not be held accountable for ensuring the adequacy or robustness of the licensing program's revenue stream to cover community and King County animal services costs. Thus far, licensing revenues and the General Fund subsidy have not been adequate to sustain animal services in King County.

The Community-Based Service Model Option B continues the licensing program and contemplates a coordinated effort to continue the licensing program with an emphasis on improving identification with a database available to all community partner agency(s) to improve the reunification of stray animals with their owners

The King County Auditor's Office is in the process of reviewing the licensing program. KCACC's pet licensing program consists of 6.6 FTEs with salary expenses of \$392,324 and generated \$2.432 million in revenue in 2007. Depending on the findings of the King County Auditor's Office, King County may wish to revise the licensing program or find a new, more stable and equitable revenue stream to cover the costs associated with animal services. Though not shown on the staffing table additional communication and marketing resources may be advisable depending on the nature of community partnerships and the outcome of the Auditor's Report.

It should be noted that much like the Enhanced Services Model and the County Reorganization Model, the financial sustainability of the Community-Based Model is unknown. The current financial structure of paying for animal services with licensing revenue and a General Fund subsidy has not been sustainable to date to provide even basic levels of service. Consistent with the strategic planning and the next phase operational master planning process, a broad based and robust revenue strategy would need to be developed to assure the financial sustainability of Option B.

2. Reallocating Resources

Partnering with a community agency(s) to implement Community-Based Services Model, Option B for King County and contract cities to provide shelter and field services would allow King County to reduce the KCACC staffing by 44.25 FTEs and reduce the program budget by \$5.05 million. This figure would be adjusted for the costs of adding three detectives (\$460,380) to the KCSO and a 1.5 FTE (\$177,994) addition to Public Health, although the majority of the PH positions (at least 1.0 FTE) would be paid for by annual licensing fees for animal related businesses. The total cost would also include the estimated cost of contracting with a community partner agency for sheltering and field services. After these adjustments the full cost is estimated to be \$6.3 million (although again these costs should be read as nothing more than rough estimates). A discussion on the reallocation of facilities resources is included in the Facilities Master Plan. See Table 14 for details on staffing, operational and contract cost estimates.

D. Facilities

If Community-Based Services Model Option B were adopted King County would not need any facilities to house KCACC employees. The Kent shelter could be surplussed. If King County discontinued shelter and field services, the county could participate in a capital campaign to help build community-based shelter capacity and field offices. Community partner agency(s) could be provided access to the Kent shelter and use it as space to transition to a community/county-wide no-kill model. For more information on and examples of funding options, refer to the Leveraging Resources section on page 83.

E. Contracts for unincorporated areas and cities

Community-Based Services Model Option B eliminates King County's provision of shelter and field services to the county's unincorporated areas and contract cities. King County would contract with a community partner for field and sheltering services for the unincorporated areas. Cities wishing to continue these services may choose to enter into a collective arrangement with the same community partner agency(s) as King County. King County could act as the collective negotiating agent on behalf of cities interested in entering into the same arrangement as King County for shelter services with a community partner agency(s). King County could act as primary negotiator for cities for services from a community partner agency(s) but would not have a contractual obligation to the cities for this service.

Cities that are not interested in such an arrangement would need to make the necessary provisions to assume responsibility for their respective animal services. King County encourages all cities to participate in a communitywide effort to achieve no kill standards.

Table 14. Summary of Staffing, Operating and Contract Cost Requirements -- Community-Based Services Model Staffing, Option B for unincorporated areas and contract cities⁴⁴

	Step 7 (annual) (loaded)	Current				Community Based Shelter Services Model Option B				Change			
		FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost	FTEs	TLTs	Total	Cost
KCACC													
Management													
Animal Services and Program Manager	\$ 124,320	1.00		1.00	\$124,320					(1.00)	-	(1.00)	\$ (124,320)
Operations Manager	\$ 103,177	1.00		1.00	\$103,177					(1.00)	-	(1.00)	\$ (103,177)
IT Application Support	\$ 97,075			-						-	-	-	\$ -
Admin Specialist III	\$ 60,385			-						-	-	-	\$ -
Development and Community Outreach													
Communications Specialist	\$ 93,241		1.00	1.00	\$93,241					-	(1.00)	(1.00)	\$ (93,241)
Volunteer Coordinator	\$ 93,241		1.00	1.00	\$93,241					-	(1.00)	(1.00)	\$ (93,241)
Development & Community Outreach Co	\$ 93,241		1.00	1.00	\$93,241					-	(1.00)	(1.00)	\$ (93,241)
Animal Placement Specialist	\$ 73,023		1.00	1.00	\$73,023					-	(1.00)	(1.00)	\$ (73,023)
Behavioral Specialist	\$ 73,023			-						-	-	-	\$ -
Medical													
Medical Director/Chief Vet	\$ 114,384			-						-	-	-	\$ -
Veterinarian	\$ 101,094	1.00		1.00	\$101,094					(1.00)	-	(1.00)	\$ (101,094)
Vet Tech	\$ 73,023	1.00		1.00	\$73,023					(1.00)	-	(1.00)	\$ (73,023)
Sheltering & Adoptions													
Lead Sergeant	\$ 86,181	0.50		0.50	\$43,091					(0.50)	-	(0.50)	\$ (43,091)
Shelter Sergeant	\$ 81,479	1.00		1.00	\$81,479					(1.00)	-	(1.00)	\$ (81,479)
Animal Control Officers (ACOs)	\$ 73,023	10.00	4.00	14.00	\$1,022,322					(10.00)	(4.00)	(14.00)	\$ (1,022,322)
Adoption Counselors	\$ 63,029			-						-	-	-	\$ -
Field Services													
Lead Sergeant	\$ 86,181	0.50		0.50	\$43,091					(0.50)	-	(0.50)	\$ (43,091)
Field Sergeants	\$ 81,479	2.00		2.00	\$162,958					(2.00)	-	(2.00)	\$ (162,958)
Animal Control Officers (ACOs)	\$ 73,023	14.00		14.00	\$1,022,322					(14.00)	-	(14.00)	\$ (1,022,322)
Cruelty Investigation Sergeant	\$ 84,667			-	\$0					-	-	-	\$ -
Cruelty Investigation ACOs	\$ 75,788			-	\$0					-	-	-	\$ -
Animal Control Call Center													
CSS 4	\$ 64,977	1.00		1.00	\$64,977					(1.00)	-	(1.00)	\$ (64,977)
CSS 3	\$ 59,304	3.00		3.00	\$177,912					(3.00)	-	(3.00)	\$ (177,912)
Licensing													
Canvassing & Community Outreach (CS)	\$ 64,977	0.60		0.60	\$38,986	0.60		0.60	\$38,986	-	-	-	\$ -
Pet Licensing													
CSS 4 -Pet Licensing Lead	\$ 64,977	1.00		1.00	\$64,977	1.00		1.00	\$64,977	-	-	-	\$ -
CSS 3	\$ 59,304	3.00		3.00	\$177,912	3.00		3.00	\$177,912	-	-	-	\$ -
OA 1	\$ 48,956	1.00		1.00	\$48,956	1.00		1.00	\$48,956	-	-	-	\$ -
Fiscal Specialist 3	\$ 61,493	1.00		1.00	\$61,493	1.00		1.00	\$61,493	-	-	-	\$ -
Licensing Inspector	\$ 88,800	0.25		0.25	\$22,200				\$0	(0.25)	-	(0.25)	\$ (22,200)
KCACC STAFFING TOTAL													
		42.85	8.00	50.85	\$3,787,035	6.60	-	6.60	\$392,324	(36.25)	(8.00)	(44.25)	\$ (3,394,711)
51000 Wages (temp/OT)					\$173,403								\$ (173,403)
52000 Supplies					\$288,652								\$ (288,652)
53000 Services, Other					\$396,405								\$ (396,405)
55000 Intergov Services					\$822,384								\$ (822,384)
56000 Capital (greater than \$1,000/item)					\$35,000								\$ (35,000)
59000 Contra/Contingencies					\$65,648								\$ (65,648)
KCACC OPERATIONAL COSTS													
					\$1,650,196				\$0				(1,650,196)
KCACC TOTAL COSTS													
		42.85	8.00	50.85	\$5,437,231	6.60	-	6.60	\$392,324	(36.25)	(8.00)	(44.25)	\$ (5,044,907)
Public Health													
Health and Environmental Investigator II	\$ 94,349					1.00		1.00	\$94,349	1.00	-	1.00	\$ 94,349
Public Health Veterinarian	\$ 131,504					0.20		0.20	\$26,301	0.20	-	0.20	\$ 26,301
Administrative Specialist II	\$ 62,076					0.30		0.30	\$18,623	0.30	-	0.30	\$ 18,623
PUBLIC HEALTH STAFFING TOTAL													
					\$0	1.50	-	1.50	\$139,273	1.50	-	1.50	\$ 139,273
52000 Supplies									\$4,500				\$ 4,500
53000 Services, Other									\$5,350				\$ 5,350
55000 Intergov Services									\$28,871				\$ 28,871
56000 Capital (greater than \$1,000/item)													
59000 Contra/Contingencies													
PUBLIC HEALTH OPERATIONAL COSTS													
					\$0				\$38,721				\$38,721
PUBLIC HEALTH TOTAL COSTS													
					\$0	1.50	-	1.50	\$177,994	1.50	-	1.50	\$ 177,994
PAO													
Assistant Prosecuting Attorney	\$ 125,170					0.50		0.50	\$62,585	0.50	-	0.50	\$ 62,585
PAO TOTAL COSTS													
						0.50	-	0.50	\$62,585	0.50	-	0.50	\$ 62,585
KCSO													
Detectives	\$ 108,045	0.10		0.10	\$10,805	3.10		3.10	\$334,940	3.00	-	3.00	\$ 324,135
KCSO STAFFING TOTAL													
		0.10	-	0.10	\$10,805	3.10	-	3.10	\$334,940	3.00	-	3.00	\$ 324,135
52000 Supplies													
53000 Services, Other													
55000 Intergov Services					\$542				\$16,787				\$ 16,245
56000 Capital (greater than \$1,000/item)									\$120,000				\$ 120,000
59000 Contra/Contingencies													
KCSO OPERATIONAL COSTS													
					\$542				\$136,787				\$136,245.00
KCSO TOTAL COSTS													
		0.10	-	0.10	\$11,347	3.10	-	3.10	\$471,727	3.00	-	3.00	\$460,380.00
King County Program TOTAL													
	\$ -	42.95	8.00	50.95	\$5,448,578	11.70	-	11.70	\$1,104,629	(31.25)	(8.00)	(39.25)	\$ (4,343,948)
Contract Sheltering Estimate													
									\$1,873,980				\$1,873,980
Contract Field Services Estimate*													
									\$3,320,048				\$3,320,048
TOTAL COST ESTIMATE													
									\$6,298,657				\$6,298,657

⁴⁴ Public Health does not provide direct services at the shelter. Costs reflected here are for licensing and inspection of pet shops, kennels, shelters and pet daycares, responding to public complaints, and zoonotic disease investigations related to these facilities. The majority of these costs would be paid through licensing revenues for these animal related businesses. See Appendix I and Enhanced County Services Model 1 for more detail on cost and staffing methodology. Sheltering contract costs is an estimate based on current community based contracts and current county costs for field services as no comparable contract field service model could be identified. Actual contract costs are likely to significantly vary from the estimates include here.

III. Leveraging Resources (for both options)

King County could enter into a formal agreement with a community partner agency(s) (e.g. shelters, rescue groups and private practice vets). This coalition could work toward adopting all healthy, treatable and manageable animals residing in King County. As part of this partnership the county might sponsor a capital building campaign, distribute an appropriate share of licensing revenues to community partner agency(s), etc.

The county may be able to leverage external funding sources for the project. A list of grants available to organizations that are selected and meet the specified qualifications can be found in the Facilities Master Plan. However, it should be noted that grants, such as the Maddie's Fund grants, are highly competitive and the selection process is rigorous for agencies with a demonstrated commitment and some success in implementing a no-kill policy. Maddie's Fund grants are only given to tax exempt organizations and cannot be used for construction of new facilities or major renovations of existing facilities, land purchase, endowment campaigns, deficit or emergency funding. Maddie's Fund provides financial support for communitywide adoption guarantee projects. The county could apply for the opportunity to partner with an adoption guarantee organization in a Maddie's Fund Community Collaboration project.

IV. Efforts in Other Jurisdictions

Several counties in western Washington have signed contracts with their local humane societies to provide sheltering. Under these arrangements counties pay either a per-day fee (e.g., \$15.00) or a flat rate per month. Pierce County pays a flat fee of \$50,000 per month to the Pierce County SPCA. In this situation the county animal control officers pick up the stray or injured animals and take them directly to shelter.

In exploring how King County might use these types of services, the work group staff met with the CEO of the Seattle/King County Humane Society, a model program recognized by the Animal Care and Control Citizens' Advisory Committee. The CEO explained their current contractual arrangements with the cities of Renton and Medina to provide sheltering services. The city of Renton contract with the Seattle/King County Humane Society is detailed below:

City of Renton Contract with the Seattle/King County Humane Society

(Cost is per animal, per day)

Standard rate (dogs, cats, ferrets, etc)	\$16.00
Rabbits and birds	\$12.00
Rodents	\$6.00
Nursing kittens or puppies (mother available)	\$6.00
Bottle/manual fed kittens or puppies (mother unavailable)	\$24.00
<u>Add-ons</u>	
Medical condition with previous history of treatment	\$15.00
Medical condition at time of intake with no previous history of treatment	\$25.00

*Animals are held for 72 hours, unless additional times is requested by an ACO
Renton pays per calendar day*

V. Constraints Analysis

A. Legal – General and Labor

Under this proposal, the bodies of work currently performed by KCACC employees would be:

- Transferred to staff in other departments and bargaining units; and or,
- Eliminated or transferred to non-county employees.

If the work is transferred to King County career service employees in other departments and/or other bargaining units, King County would need to notify the appropriate collective bargaining units and bargain the decision to transfer the work.

If the work is transferred to non-county employees, the county would be required to make an impracticability finding showing that the county can no longer reasonably provide the services in a manner that would meet policy standards and objectives. Financial considerations cannot be the reason for the impracticability finding. Opinions regarding findings of impracticability (impracticability findings) are not included in the Strategic or Operational Master Plans.

In order to discontinue shelter services, King County would need to notify the appropriate collective bargaining units and begin to engage in effects bargaining proceedings.

B. Budget

The county budgets fluctuate based on political priorities and the economy. It should be noted that much like the Enhanced Services Model and the County Reorganization Model, the financial sustainability of the Community-Based Model is unknown. The current financial structure of paying for animal services with licensing revenue and to-date, the General Fund subsidy has been a sustainable revenue source to provide even basic levels of service. No new revenue sources have been identified in the strategic planning and operational master planning process and without a new source of revenue, an analysis of the financial sustainability of animal services in unknown.

To provide for a more robust and sustainable revenue base for a model animal services program, all current and potential revenue options will need to be assessed when an operational model is selected. Licensing fees, animal service related fees (e.g. adoption, redemption fees), municipal contract for field and sheltering services, charitable cash and in-kind donations, as well as grants must be evaluated as a part of a sustainable financial strategy for animal care and control.

With the specific goal of fiscal sustainability and responsibility in the provision of animal care and control services in King County, a robust and diverse revenue strategy should be a core focus of the next phase of operational planning.

As noted in the Strategic Plan, the next phase of planning must include development of a robust and diverse revenue strategy for the provision of animal services that:

- sets licensing and user fees to the public in a manner that balances affordability, cost recovery, and market demand;
- allows for appropriate cost recovery for contract services;
- optimizes community support through fundraising and donated goods and services;
- utilizes grant funding for new program development when feasible; and,
- receives a level of tax support consistent with community values.

C. Programmatic Issues

As discussed in the proposed Strategic Plan, there are a number of challenges hindering KCACC's current ability to providing services that achieve the county's goals for humane shelter services. The Community-Based Services Model would address this gap by allowing model partner agency or agencies to provide humane animal services. A partner agency(s) would be selected based on their ability to demonstrate alignment with the Strategic Plan. There is no singular community partner agency within King County with the current capacity to provide shelter and field services. The Community-Based Services Model would require community partner agency(s) to scale up operations to accommodate the approximately 3,000 animals sheltered from unincorporated King County and the 8,000 animals sheltered from contract cities.

D. City Contracts

As previously discussed, the county is currently subsidizing contract cities by not requiring full reimbursement for animal services. The Community-Based Service Model assumes that contract cities will take responsibility for their animal services through the necessary arrangements for these services with the appropriate agency (King County and/or a community partner agency(s)) and pay, in full, the cost of providing services. It is the county's policy that all contracts with cities recover the full cost of the services provided.

Other counties use a variety of methodologies for allocating program costs to their contract cities. Providing services to cities solely in exchange for license fees is unique to King County. Each jurisdiction's contract payment would be offset by the pet license revenues received from that city's residents.

Some cities may choose to stop receiving animal services from the county when faced with increased costs. If some cities discontinue services as currently provided it will decrease

the county's current General Fund subsidy to cities. However, increasing the number of full-cost-recovery city contracts could spread out fixed overhead costs.

Another alternative would charge jurisdictions based on population. Although this alternative does not consider relative use of services, it provides a more predictable and stable year-to-year cost, especially for smaller cities.

E. Timing with Feasibility and Capacity

An existing model community-based shelter is likely to implement the strategic objectives found in the Strategic Plan in less time than King County could:

- Some community-based shelters have already mastered the internal paradigm shifts necessary to implement a model no-kill policy.
- Some private, nonprofit shelters have greater flexibility with which to respond to organizational changes.
- Some community shelters have real estate development committees that could help locate temporary space, thus allowing transition to occur before a new facility could be acquired.

It is anticipated that after a successful RFP process, it would take at least four months for the County Executive to negotiate an agreement with a community partner agency(s) for the provision of animal services. Dependent on the level of transparency and cooperation in the negotiation process between the branches of government, the Council could require between a few weeks to a full month to analyze any negotiated agreements and approve the contractual legislation. The implementation of the Community-Based Service model also requires time to engage in effects bargain with the represented labor organizations that should occur only after the County Executive has concluded the terms of the agreement with a community partner agency(s). This bargaining is likely to take at least two months and could take more time based on the level of cooperation of the represented labor organizations. Concurrent with the effects bargaining process, a community partner agency(s) would begin transition planning.

As stated in the Enhanced County Services model it took some benchmarking partners one to three years to make the transition from traditional to no-kill shelter, although some were able to do so more rapidly. Research on the experience of other municipalities attempting to transition to a model program suggests it would take King County up to three years to make that same transition. Factors that contribute to that time frame include development of appropriate facilities and implementation of countywide change management plan.

APPENDIX A. King County Motion 12737 Signature Report



KING COUNTY
Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Motion 12737

Proposed No. 2008-0218.2

Sponsors Patterson and Constantine

1 A MOTION adopting immediate actions to improve
2 conditions for animals in King County's shelters, a policy
3 framework for animal services and establishing a process
4 for the development of a strategic plan, operational master
5 plan, facilities master plan and business plan.

6
7 WHEREAS, King County animal services include services provided by the
8 Seattle-King County department of public health, King County sheriff's office and the
9 animal care and control section of the records and licensing services division of the
10 department of executive services, and

11 WHEREAS, Seattle-King County department of public health provides zoonotic
12 and animal borne disease control, sanitary and health based enforcement and may inspect
13 animal housing for compliance with public health standards, and

14 WHEREAS, the King County sheriff's office provides animal and human safety
15 based enforcement and cruelty investigations for compliance with public safety
16 standards, and

17 WHEREAS, the animal care and control section of the records and licensing
18 services division of the department of executive services provides animal shelter, medical
19 care, nuisance control, notice of order based enforcement, pet licensing, licensing for
20 businesses and organizations that house animals, code compliance inspections and cruelty
21 investigations, and

22 WHEREAS, K.C.C. 11.04.011 states that the purpose of King County animal care
23 and control is to serve and maintain such levels of animal care as will protect animal and
24 human health and safety, and to the greatest degree practicable to prevent injury to
25 humans, property and cruelty to animal life, and

26 WHEREAS, on May 29, 2007, the council adopted Ordinance 15801 to reduce
27 rates of euthanasia, redefine the roles and responsibilities of the animal care and control
28 citizen's advisory committee, and reduce access to animals by individuals convicted or
29 charged with animal cruelty, and

30 WHEREAS, K.C.C. 11.04.500, as amended by Ordinance 15801, states that King
31 County sets maximum euthanasia rate targets to measure progress towards reducing the
32 rates of cats and dogs euthanized by the animal care and control authority and the total
33 number of cats and dogs euthanized by King County animal care and control is not to
34 exceed twenty percent in the year ending December 31, 2008, and fifteen percent in the
35 years following 2008, and

36 WHEREAS, on May 29, 2007, the council approved Motion 12521 relating to the
37 provision of services to animals and requesting that the executive transmit a report to
38 include recommendations to improve the humane care of animals and develop a model
39 animal services program, and

40 WHEREAS, Motion 12521 further requested that the executive work with the
41 animal care and control citizen's advisory committee to develop the report, and

42 WHEREAS, the animal care and control citizen's advisory committee submitted a
43 special report dated September 24, 2007, and

44 WHEREAS, on October 8, 2007, the council approved Motion 12600 accepting
45 the animal care and control citizen's advisory committee report and requesting that the
46 executive take immediate steps to determine the feasibility of the recommendations
47 identified in the report, in addition to exploring the business decision of discontinuing the
48 provision of animal sheltering services, and declaring an urgent need for action to
49 implement the recommendations contained within the animal care and control citizen's
50 advisory committee report, and

51 WHEREAS, Motion 1600 states that a "no-kill" type animal services program
52 would save all healthy and treatable cats and dogs and euthanize only those cats and dogs
53 with severe health problems that preclude a reasonable quality of life or temperament
54 problems that pose a threat to public safety. A "no-kill" type animal services program
55 would permanently place animals into homes within its community and have a euthanasia
56 rate of less than fifteen percent, and potentially as low as ten percent. This program
57 would require an aggressive and innovative approach to achieve "no-kill" standards and
58 draw upon the available resources in King County and reflect community values. This
59 program should pursue grants, donations and partnerships to accomplish its objectives,
60 and

61 WHEREAS, the executive submitted the King County Animal Care and Control
62 2008 Operation Plan dated November 2, 2007, and

63 WHEREAS, on November 19, 2007, the council approved Ordinance 15975, the
64 2008 budget ordinance, establishing a proviso restricting funds to the records and
65 licensing division pending the outcome of a preliminary evaluation of the leadership,
66 human resources and structural capacity to become a model no-kill program, and

67 WHEREAS, on March 24, 2008 the council received a preliminary evaluation of
68 leadership, human resources and structural capacity to become a model no-kill program,
69 and

70 WHEREAS, there is an urgent need for action to address problems identified with
71 the animal services in King County, and

72 WHEREAS, the county is committed to reform animal services and improve the
73 provision of animal services in King County with short term, mid-term and long term
74 improvements, and

75 WHEREAS, approximately thirteen thousand animals are housed in King
76 County's shelters each year, and

77 WHEREAS, King County employs approximately thirteen thousand employees
78 who are known for their compassion, generosity and willingness to assist in times of
79 need, and

80 WHEREAS, many King County employees have expressed interest in adopting or
81 helping to locate homes for animals in King County's shelters, and

82 WHEREAS, a recent report by U.C. Davis highlighted a health crisis at King
83 County's shelters, and

84 WHEREAS, veterinarians and rescue groups have expressed interest in providing
85 medical care and housing of animals at King County's shelters;

86 NOW, THEREFORE, BE IT MOVED by the Council of King County:

87 It is the intent of the county to implement short term, mid-term and long term
88 improvements to animal services. These improvements shall include immediate actions
89 concurrent with the development of a strategic planning framework to affect reforms of
90 King County animal services as follows:

91 A. The county will immediately cooperate and collaborate with veterinarians for
92 pro-bono services to triage the current shelter health crisis.

93 B. The county will immediately engage in an aggressive adoption outreach
94 program to include King County employees, local businesses and rescue groups to
95 significantly reduce the number of animals in King County's shelters.

96 C. It is the intent of the county that the following vision, mission, guiding
97 principles and goals for King County animal services be the foundation for the strategic
98 planning efforts for animal services:

99 1. Vision: King County ensures humane treatment of animals and protects the
100 health and safety of the public;

101 2. Mission: King County protects the public health from animal borne and
102 zoonotic disease, keeps the public safe from animals and nuisances, prevents animal
103 cruelty, reduces the number of homeless animals entering shelters, increases pet
104 adoptions and seeks to eliminate euthanasia of healthy or treatable animals;

105 3. Guiding Principles:

106 a. The public has the right to be safe from animals and animal borne and
107 zoonotic disease and to avoid animal nuisances;

108 b. All animals shall be treated humanely;

109 c. Animal services shall be coordinated and integrated with other services and
110 programs as appropriate;

111 d. The county's animal services programs shall be accountable and transparent
112 to the public;

113 e. The quality of animal services shall be continuously improved; and

114 f. Animal services shall be provided in a fiscally responsible and sustainable
115 manner.

116 4. Goals:

117 a. Protect the public's health and safety from zoonotic and animal borne
118 disease through effective public health programs;

119 b. Ensure access to life saving programs including adoption, medical care,
120 socialization and behavioral modification;

121 c. Reduce the number of homeless pets through the provision of low-cost,
122 high-volume spay and neuter services, pet retention education and participation in a feral
123 cat trap neuter return and release program;

124 d. Achieve a euthanasia no greater than fifteen percent by the end of 2009 and
125 euthanize only those animals that are vicious, untreatable or irreparably suffering;

126 e. Actively pursue animal cruelty investigations;

127 f. Create and support the growth of strong county partnerships with
128 volunteers, fosters, rescue groups and stakeholders and the media;

129 D. A King County interbranch animal services work group is hereby created with
130 the purpose of reforming King County animal services.

131 1. Responsibilities: The King County interbranch animal services work group
132 shall develop the King County animal services strategic plan, operational master plan and
133 facilities master plan for the three-year period 2009 through 2011;

134 2. Membership: The King County interbranch animal services work group shall
135 be co-chaired by the directors of the office of management and budget and county council
136 policy staff, or their designees. The King County interbranch animal services work group
137 shall include the directors of the office of management and budget, county council policy
138 staff, department of executive services, Seattle-King County department of public health,
139 the King County sheriff and the King County prosecutor, or their designees.

140 3. Staff Liaison: The office of management and budget shall designate a staff
141 liaison to the King County interbranch animal services work group who shall be
142 responsible, at a minimum, for assisting the work group in developing the strategic,
143 operational and master plans, writing and producing drafts and the final strategic,
144 operational and master plans, organizing the meetings, sending meeting agendas in
145 advance of the meeting to members, taking minutes of the minutes and distributing the
146 minutes to members.

147 E. The interbranch animal services work group shall convene a community
148 stakeholder group to review and provide recommendations to the county executive and
149 council on the King County animal services strategic plan, operational master plan and
150 facilities master plan for the three-year period 2009 through 2011. The community
151 stakeholder group's review shall be provided before the county executive transmits the
152 strategic plan, operational master plan and facilities master plan for the three-year period
153 2009 through 2011 to the county council for its review and possible adoption.

154 F. Strategic Plan: A King County animal services strategic plan for the three-year
155 period 2009 through 2011 shall be developed by the King County interbranch animal
156 services work group. The plan shall be transmitted by the county executive to the county
157 council by ordinance on or before August 15, 2008. Annual updates to the strategic plan,
158 including annual performance measures shall be reported to council by motion by May 1.
159 The strategic plan shall include the following components:

160 1. Regulatory and policy framework for regional and local provision of animal
161 services. And within local provision of services, what services are mandated and
162 discretionary;

163 2. Vision and mission statements;

164 3. Prioritized medium- and long-range goals;

165 4. Priority outcomes relative for each goal with a primary department
166 accountable to achieve each goal; and

167 5. Performance measures for each goal with a primary department accountable
168 for improvement of each performance measure.

169 G. Operational Master Plan: A King County animal services operational master
170 plan for the three-year period 2009 through 2011 shall be developed by the King County
171 interbranch animal services work group. The plan shall be transmitted by the county
172 executive to the county council by ordinance on or before August 15, 2008. The
173 operational master plan shall be based on the strategic plan and shall include the
174 following components:

175 1. Organizational and financial evaluation of the strategic plan on how regional
176 and local animal services should be provided or contracted for by King County;

177 2. Organizational and financial evaluation of the strategic plan on how King
178 County should provide, or contract for, animal services in King County unincorporated
179 areas and cities and towns;

180 3. Development of, at a minimum, the following organizational options for how
181 King County animal services strategic plan for the three-year period 2009 through 2011
182 can be implemented:

183 a. Status quo option. King County continues to provide regional and local
184 unincorporated and incorporated animal services as currently organized within the
185 departments of public health and executive services and the sheriff's office;

186 b. Reorganize animal services within county government.

187 c. Reorganize animal services in partnership with King County and partners.

188 H. Facilities Master Plan: A King County animal services facilities master plan
189 for the three-year period 2009 through 2011 shall be developed by the King County
190 interbranch animal services work group. The facilities master plan shall be transmitted to
191 council by the county executive by August 15, 2008, by ordinance. The facilities master
192 plan shall be based on the operational master plan and shall include the following
193 components:

194 1. An inventory of existing animal services capital facilities, showing the
195 locations and capacities of the facilities;

196 2. A forecast of the future needs for such capital facilities, proposed location or
197 locations and capacities of expanded or new capital facilities; and

198 3. At least a six-year plan that will finance such capital facilities within
199 projected funding capacities and clearly identifies sources of public money for such
200 purposes.

201 I. Business Plans: The proposed 2009 business plans for the departments of
202 executive services, Seattle-King County department of public health and the King County
203 sheriff, shall be updated upon adoption of the animal services strategic plan and shall be
204 coordinated and integrated with the proposed 2009 King County budget

205

206 Motion 12737 was introduced on 4/14/2008 and passed by the Metropolitan King County
207 Council on 4/21/2008, by the following vote:

208

Yes: 9 - Ms. Patterson, Mr. Dunn, Mr. Constantine, Ms. Lambert, Mr. von
Reichbauer, Mr. Ferguson, Mr. Gossett, Mr. Phillips and Ms. Hague

No: 0

Excused: 0

209

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

210

APPENDIX B. COMMUNITY STAKEHOLDER GROUP MEMBERS

Dr. Brad Crauer, Veterinarian

Claire Davis

No Kill Coalition, Citizens' Advisory Committee Member

Barbara Drinkwater, President

Vashon Island Pet Protectors

Jim Dugan, Dugan Foundation

Owners Representative Services

Division Manager, Parametrix

Arie van der Hoeven, Volunteer

KCACC

Don Jordan, Executive Director⁴⁵

Seattle Animal Shelter

Dr. Timothy Kraabel

Lien Animal Clinic

Annette Laico, Director

PAWS

Denise McVicker, Deputy Director

The Humane Society of Pierce County

Dr. Christine Wilford, Veterinarian

⁴⁵ Mr. Jordan removed himself from the Community Stakeholder Group on September 20, 2008.

APPENDIX C. REGULATORY FRAMEWORK

The regulatory framework is important to this report as it clearly states what King County is obligated by law to provide versus what is being funded by choice. This will impact the options that are available to King County as outlined in the Operational Master Plan. Outside of addressing state mandates related to dangerous dogs, abandoned animals, rabies control, and zoonotic diseases, local governments have a relatively large degree of discretion to determine the scope and nature of animal control and shelter services, as well as the service delivery model.

A. State Regulations

State animal control laws are codified in Title 16 of the Revised Code of Washington (RCW) along with various other statutes dealing with livestock and animal health. Washington Administrative Codes (WAC) specifies measures to be undertaken for rabies and zoonotic disease control.

1. Mandates

State law and Washington Administrative Code include the following mandates for local governments:

- Dangerous Dogs—RCW chapter 16.08 requires the immediate confiscation of any dangerous dog if specified conditions for registration, insurance, and confinement are not met; and that the dog will be destroyed in an expeditious and humane manner if the deficiencies are not corrected within twenty days.
- Abandoned Animals—RCW chapter 16.54 sets forth county responsibility for animals that are placed in the custody of a veterinarian, kennel or caregiver and not removed in a timely manner. While this chapter does not require the county to operate an animal shelter, it does specify that, in the absence of available humane society or pound facilities, the sheriff must auction or dispose of such abandoned animals.
- Rabies Control—WAC 246-100-191 requires local health officers to determine whether or not to order the destroying, testing, or quarantining animals that have bitten or otherwise exposed a person to rabies or if rabies is suspected. Additionally, when an animal other than a bat is found to be rabid, the local health officer shall immediately institute a community-wide rabies control program including issuance of orders to pick up and impound all stray and unlicensed dogs and cats.
- Zoonotic Diseases—WAC 246-101-405 describes the responsibility of veterinarians, including those working in animal shelters, for reporting to public health animal bites to humans; confirmed or suspected cases of zoonotic diseases occurring in animals; cooperating with public health authorities in investigation of cases or outbreaks of zoonotic disease; and cooperating with public health authorities in the implementation of disease control measures including isolation and quarantine when necessary.

2. Responsibility for Enforcement of Animal Control and Animal Cruelty Statutes

Animal services are generally a local, not a regional responsibility. RCW statutes largely assign responsibility for animal services to local jurisdictions, not the county as a regional provider, both for discretionary and the limited mandated services.

Statutory protections against cruelty to animals are enforced by local law enforcement or by an “animal care and control agency,” broadly defined to include designated county agencies and any humane society or society for the prevention of cruelty to animals contracting with the county to enforce animal care and control ordinances [RCW 16.52.011(b)].

To the extent that the county opts to contract with outside agencies for the provision of required governmental services, the county retains ultimate responsibility for such matters. [See Carrick v. Locke, 125 Wn.2d 129, 142 (1994)].

3. Animal Shelters

Local governments are not required by state law to operate animal shelters. Absent any available animal shelter facility, state law imposes duties upon the sheriff for the disposition of certain abandoned animals (see **Abandoned Animals** above). There is nothing in RCW Chapter 16.54 that would prohibit a county from contracting with public or private entities to provide animal shelter facilities.

B. King County Code, Ordinances, and Motions

1. King County Code

King County’s codes dealing with animal control and disease control are found in KCC Titles 11 and 8. KCC currently designates its Animal Care and Control Section as "the agency authorized to provide animal care services and enforce animal control laws" in King County [KCC 11.02.010]. Such authority generally includes responsibility for the impoundment and adoption of animals, and enforcement of state and county animal control regulations. [See KCC 11.04.210 - .290.]

King County Code Title 11 specifies licensing requirements for pet-related facilities (animal shelter, cattery, pet shop, grooming service, and kennel) and charges either public health or animal control with conducting pre-opening and annual inspections to assure standards of sanitation, disease control and proper animal housing are met. (See KC Title 11, Chapter 11.04, section 11.04.050 and 11.04.080 – 11.04.110).

King County Code Title 11 also requires the director of the Seattle King County Department of Public Health order a 10-day quarantine of an animal capable of transmitting rabies after it has bitten a person. It specifies that the animal shall be housed at the animal shelter or upon the premises of the owner or a veterinarian if quarantine conditions can be met. Animal control is authorized to apprehend and impound a biting animal.

King County Board of Health Code Title 8.04 “Rabies Regulations” states that the director of public health may request the assistance of animal control authorities for the purpose of enforcing and carrying out the provisions of the chapter. Title 8.02 requires that all dogs, cats, and ferrets 4 months of age or older be vaccinated against rabies.

2. King County Motions and Ordinances

The Council has adopted a series of motions and ordinances related to animal care and control in the last two years.

Motion 12521 (May, 2007) established a framework for the humane care of animals within the King County shelter system and requested that the Executive, with the assistance of the Animal Care and Control Citizens Advisory Committee, develop recommendations for the implementation of a model humane no-kill animal services program. The recommendations were to include an animal bill of rights to set standards of care and address access to medical attention, hygiene, behavioral evaluation, nutrition, socialization, exercise and appropriate facilities, strengthening of community partnerships, outreach, marketing, recommendations on supporting community based feral and free roaming cat trap-neuter-release programs, leveraging of private funds, prevention and reduction of animal cruelty, performance measurement and evaluation and an analysis of other jurisdictions.

Ordinance 15801 (May, 2007) amended King County Code Title 11 to allow KCACC to deny the issuance of animal licenses to individuals convicted of or charged with animal cruelty until such charges are resolved, require animal services to maintain a database containing the names of individuals convicted of or charged with animal cruelty for the purpose of denying licenses, established a new euthanasia rate not to exceed 20 percent in 2008 and 15 percent in 2009 consistent with euthanasia rates expected from a model humane no-kill shelter, redefined the roles and responsibilities and membership of the Animal Care and Control Citizens Advisory Committee and renamed animal control as animal care and control.

Motion 12600 (October, 2007) accepted the Animal Care and Control Citizens Advisory Committee's report on improving the humane care of animals in King County's shelters and requested that the Executive take immediate steps to determine the feasibility of implementing the recommendations identified in the report, in addition to exploring the business decision of discontinuing the provision of animal sheltering services and declaring an urgent need for action. The King County Animal Care and Control Citizens' Advisory Committee states that "the animals in KCACC's shelters suffer from high rates of disease, improper housing, inadequate exercise and social contact, a lack of basic comforts and high levels of stress."⁴⁶ Motion 12600 reiterated the framework for the humane care of animals within the King County shelter system and the county's desire to implement a no-kill animal services program.

Ordinance 15975 (November, 2007) is the 2008 Adopted Budget. The budget ordinance reiterated the County's commitment to improving the humane care of animals in the King County shelter system and the implementation of a model humane no-kill animal services program. The 2008 Adopted Budget provided for the most critical upgrades to the county's animal shelter facilities and improvements to the provision of medical care, nutrition and socialization and notes that the county will continue to consider the business decision of discontinuing the provision of animal sheltering services so as to allow for more humane care of animals in King County. In order to determine the appropriate services, level of funding, and

⁴⁶ Transmittal Letter for recommendations made by King County Animal Care and Control Citizens' Advisory Committee, September 24, 2007.

whether King County should provide animal sheltering services the county provided funds to hire a consultant to draft a report on the leadership of the animal services program and an evaluation by the King County Auditor's Office to examine the performance, purpose, effectiveness and cost of the animal licensing program and King County's provision of services to contract cities.

Motion 12737 (April, 2008) directed immediate actions to improve conditions for animals in King County's shelters, including cooperation with veterinarians for pro-bono services to triage the shelter health crisis, and engagement in an aggressive adoption outreach program. Motion 12737 also adopted a policy framework for animal services and established a process for the development of a strategic plan, operational master plan, facilities master plan and business plan.

Ordinance 16078 (April, 2008) is an amendment to the 2008 Adopted Budget and provides additional funding for immediate short term operational and capital improvements to improve the humane care of animals in King County shelters, reduce animal overcrowding, promote disease prevention, increase medical care and spay/neuter operations, additional oversight and transparency, staffing for animal care, volunteer coordination, community outreach and marketing, new equipment and supplies.

APPENDIX D. CITIES' COST, REVENUE AND SERVICE-USE

Table 1. Breakdown of cities' service-use

	Population		Animal Intake		Field Services		Licenses	
	City Population	% Population	2007 Intakes	% of 2007 Intakes	2007 Calls for Service	% calls for service	2007 Licenses	% of 2007 Licenses
ALGONA	2,725	0.15%	109	0.88%	85	0.54%	379	0.29%
AUBURN	44,300	2.38%	1,428	11.55%	864	5.50%	4,381	3.35%
BEAUX ARTS VLG	310	0.02%	1	0.01%	2	0.01%	51	0.04%
BELLEVUE	118,100	6.35%	416	3.36%	1471	9.37%	11,050	8.44%
BLACK DIAMOND	4,120	0.22%	51	0.41%	74	0.47%	489	0.37%
BOTHELL	16,950	0.91%	120	0.97%	248	1.58%	4,717	3.60%
BURIEN	31,410	1.69%	393	3.18%	607	3.87%	3,566	2.72%
CARNATION	1,900	0.10%	33	0.27%	20	0.13%	211	0.16%
CLYDE HILL	2,810	0.15%	6	0.05%	15	0.10%	368	0.28%
COUNTY UNIC	368255	19.78%	3,088	24.97%	4718	30.04%	44,673	34.12%
COVINGTON	17,190	0.92%	215	1.74%	327	2.08%	2419	1.85%
DES MOINES**	29,090	1.56%	458	3.70%	6	0.04%	9	0.01%
DUVALL	5,845	0.31%	25	0.20%	50	0.32%	807	0.62%
ENUMCLAW	11,320	0.61%	254	2.05%	233	1.48%	1046	0.80%
FEDERAL WAY	87,390	4.70%	1,361	11.01%	1314	8.37%	9,121	6.97%
Hunts Point	480	0.03%	0	0.00%	1	0.01%	9	0.01%
ISSAQUAH	24,710	1.33%	96	0.78%	262	1.67%	2,422	1.85%
KENMORE	19,940	1.07%	76	0.61%	212	1.35%	2,835	2.17%
KENT	86,660	4.66%	2,112	17.08%	1404	8.94%	8,280	6.32%
KIRKLAND	47,890	2.57%	173	1.40%	372	2.37%	4,738	3.62%
LAKE FOREST PRK	12,770	0.69%	28	0.23%	99	0.63%	1,611	1.23%
MAPLE VALLEY	20,020	1.08%	169	1.37%	254	1.62%	2,323	1.77%
MEDINA*	2,950	0.16%	0	0.00%	0	0.00%	0	0.00%
MERCER ISLAND	22,380	1.20%	41	0.33%	112	0.71%	2,157	1.65%
MILTON*	825	0.04%	2	0.02%	3	0.02%	1	0.00%
NEWCASTLE	9,550	0.51%	19	0.15%	91	0.58%	7	0.01%
NORMANDY PARK**	6,435	0.35%	48	0.39%	1	0.01%	5	0.00%
NORTH BEND	4,705	0.25%	77	0.62%	66	0.42%	583	0.45%
OTHER / OUT OF JURISDICTION*		0.00%	98	0.79%	68	0.43%	11	0.01%
PACIFIC	5,945	0.32%	107	0.87%	111	0.71%	535	0.41%
REDMOND	50,680	2.72%	150	1.21%	393	2.50%	5,424	4.14%
RENTON*	60,290	3.24%	85	0.69%	24	0.15%	28	0.02%
SAMMAMISH	40,260	2.16%	86	0.70%	278	1.77%	4,886	3.73%
SEATAC	25,530	1.37%	409	3.31%	504	3.21%	2,161	1.65%
SEATTLE*	586,200	31.49%	69	0.56%	27	0.17%	118	0.09%
SHORELINE	53,190	2.86%	202	1.63%	627	3.99%	6,052	4.62%
SKYKOMISH*	210	0.01%	3	0.02%	1	0.01%		0.00%
SNOQUALMIE	8,600	0.46%	39	0.32%	59	0.38%	777	0.59%
TUKWILA	18,000	0.97%	247	2.00%	554	3.53%	1,194	0.91%
WOODINVILLE	10,390	0.56%	70	0.57%	142	0.90%	1,359	1.04%
YARROW POINT	975	0.05%	1	0.01%	6	0.04%	122	0.09%
TOTAL	1,861,300	100.00%	12,365	100.00%	15,705	100.00%	130,925	100.00%

1) *Counties that do not currently have sheltering contracts with King County.

2) **Counties that do not currently contract for field services with King County.

3) There are license purchases from non-contract cities because: a) some individuals choose to purchase county licenses instead of licenses from their respective district (for whatever reason), and b) some individuals accidentally purchase county licenses

4) There are animal intakes and field service calls for non-contract cities because individuals sometimes use services outside their jurisdiction. The Chameleon database specifies intake jurisdiction by customer-provided address. There are cases in which

Table 2. Breakdown of cities' revenues and cost

	2007 Animal Contacts (AC)*	% Animal Contacts	2007 License Revenues	% License Revenue	2007 Other revenue distributed by license revenue %	License + other revenue	Cost distributed by AC	Net cost distributed by AC
ALGONA	218	0.87%	\$7,667	0.32%	\$1,248	\$8,915	\$41,957	(\$33,042)
AUBURN	2846	11.52%	\$79,985	3.29%	\$13,018	\$93,003	\$553,739	(\$460,736)
BEAUX ARTS VLG	2	0.01%	\$890	0.04%	\$145	\$1,035	\$389	\$646
BELLEVUE	836	3.39%	\$197,276	8.11%	\$32,108	\$229,384	\$162,658	\$66,725
BLACK DIAMOND	100	0.40%	\$9,651	0.40%	\$1,571	\$11,222	\$19,457	(\$8,235)
BOTHELL	245	0.99%	\$87,060	3.58%	\$14,169	\$101,229	\$47,669	\$53,560
Bothell, Snohomish			\$285	0.01%	\$46			\$0
BURIEN	799	3.24%	\$61,052	2.51%	\$9,937	\$70,989	\$155,459	(\$84,471)
CARNATION	65	0.26%	\$4,175	0.17%	\$680	\$4,855	\$12,647	(\$7,792)
CLYDE HILL	12	0.05%	\$6,505	0.27%	\$1,059	\$7,564	\$2,335	\$5,229
COUNTY UNIC	6175	25.00%	\$839,818	34.53%	\$136,685	\$976,503	\$1,201,453	(\$224,951)
COVINGTON	430	1.74%	\$48,441	1.99%	\$7,884	\$56,325	\$83,664	(\$27,339)
DES MOINES	905	3.66%	\$90	0.00%	\$15	\$105	\$176,083	(\$175,979)
DUVALL	50	0.20%	\$16,045	0.66%	\$2,611	\$18,656	\$9,728	\$8,928
ENUMCLAW	513	2.08%	\$16,900	0.69%	\$2,751	\$19,651	\$99,813	(\$80,162)
FEDERAL WAY	2729	11.05%	\$170,398	7.01%	\$27,733	\$198,131	\$530,974	(\$332,843)
HUNTS POINT		0.00%	\$180	0.01%	\$29	\$209	\$0	\$209
ISSAQUAH	193	0.78%	\$45,665	1.88%	\$7,432	\$53,097	\$37,551	\$15,546
KENMORE	149	0.60%	\$53,441	2.20%	\$8,698	\$62,139	\$28,991	\$33,148
KENT	4195	16.99%	\$156,294	6.43%	\$25,438	\$181,732	\$816,210	(\$634,478)
KIRKLAND	340	1.38%	\$87,083	3.58%	\$14,173	\$101,256	\$66,153	\$35,103
LAKE FOREST PRK	53	0.21%	\$27,043	1.11%	\$4,401	\$31,444	\$10,312	\$21,132
MAPLE VALLEY	333	1.35%	\$44,853	1.84%	\$7,300	\$52,153	\$64,791	(\$12,638)
MEDINA			\$80	0.00%	\$13	\$93		\$93
MERCER ISLAND	82	0.33%	\$39,847	1.64%	\$6,485	\$46,332	\$15,955	\$30,378
MILTON*	4	0.02%	\$20	0.00%	\$3	\$23	\$778	(\$755)
NEWCASTLE	38	0.15%	\$125	0.01%	\$20	\$145	\$7,394	(\$7,248)
NORMANDY PARK	95	0.38%	\$40	0.00%	\$7	\$47	\$18,484	(\$18,437)
NORTH BEND	151	0.61%	\$10,480	0.43%	\$1,706	\$12,186	\$29,380	(\$17,194)
OTHER / OUT OF JURISDICTION*	197	0.80%	\$100	0.00%	\$16	\$116	\$38,330	(\$38,213)
PACIFIC	215	0.87%	\$10,710	0.44%	\$1,743	\$12,453	\$41,832	(\$29,379)
REDMOND	294	1.19%	\$103,246	4.25%	\$16,804	\$120,050	\$57,203	\$62,847
RENTON*	162	0.66%	\$525	0.02%	\$85	\$610	\$31,520	(\$30,909)
SAMMAMISH	175	0.71%	\$97,142	3.99%	\$15,810	\$112,952	\$34,049	\$78,903
SEATAC	826	3.34%	\$37,317	1.53%	\$6,074	\$43,391	\$160,713	(\$117,322)
SEATTLE*	135	0.55%	\$2,217	0.09%	\$361	\$2,578	\$26,267	(\$23,689)
SHORELINE	403	1.63%	\$104,347	4.29%	\$16,983	\$121,330	\$78,411	\$42,919
SKYKOMISH*	6	0.02%	\$0	0.00%	\$0	\$0	\$1,167	(\$1,167)
SNOQUALMIE	76	0.31%	\$15,675	0.64%	\$2,551	\$18,226	\$14,787	\$3,439
TUKWILA	505	2.04%	\$22,237	0.91%	\$3,619	\$25,856	\$98,257	(\$72,400)
WOODINVILLE	143	0.58%	\$24,765	1.02%	\$4,031	\$28,796	\$27,823	\$972
YARROW POINT	2	0.01%	\$2,120	0.09%	\$345	\$2,465	\$389	\$2,076
TOTAL	24697	99.99%	\$2,431,790	100.00%	\$395,786	\$2,827,245	\$4,805,230	(\$1,977,527)

1) The allocation of AC "Animal Contacts" is based on Chameleon data for 2007. Contacts represent work. Best data we have that indicates where the demand for services are coming from. The calculation is a combination of animals coming into the shelter (intakes) and animals leaving the shelter (outcomes). The rationale is that intake captures some feel of field service workload - animals picked up on the street or relinquished from an owner's home (percent of field service calls is not used because it is not representative of actual work done) and services provided to citizens who drop their pets off at the shelter. Outcomes capture services provided to citizens in the form of adoptions, animals returned to owners, euthanasia of animals at the owner's request, etc.

2) Columns do not add to 100% due to rounding

3) *Counties that do not currently have sheltering contracts with King County

4) There is license revenue from non-contract cities because: a) some individuals choose to purchase county licenses instead of licenses from their respective district (for whatever reason), and b) some individuals accidentally purchase county licenses, which the county attempts to remedy (but isn't always able)

5) There are animal contacts for non-contract cities because individuals sometimes use services outside their jurisdiction. The Chameleon database specifies jurisdiction by customer-provided address. There are also cases in which individuals living in unincorporated King County have addresses in Seattle or other jurisdictions.

6) Total cost of \$4,805,230 is the adopted budget for 2007 for KCACC. It does not include any capital investments as they are handled in a different budget.

7) The revenue identified by jurisdiction for 2007 is based on the number of sales for pet licenses in calendar year 2007

8) Other revenue is all other KCACC revenues minus licensing revenue (e.g. adoptions fees)

APPENDIX E. KCACC EFFORTS-TO-DATE

Efforts-to-date data comes from KCACC and KCACC's Chameleon data system. It has not been audited or verified by the Work Group.

On April 21, 2008, the Council adopted Motion 12737 which directed immediate actions to improve conditions for animals in King County's shelters, including cooperation with veterinarians for pro-bono services to triage the shelter health crisis, and engagement in an aggressive adoption outreach program. Shortly thereafter on April 28, 2008, the Council adopted Ordinance 16078 to provide new funding for projects as agreed upon by the Council and Executive. Listed in the table below are the appropriations by category and the current status of the funds.

Appropriation Table

Appropriations per Ordinance 16078	Funds	Status
Mobile/offsite spay neuter	\$50,000	Partnered with local vets for services; provision of spay/neuter discount vouchers; Pasados moved van to Whatcom County
Reimbursable medical supplies for volunteer veterinarian	\$25,000	Operating monies - Invoices received and under review for reimbursement
Shelter staff - level of care	\$125,000	Staff positions hired and monies being drawn down for salary
Spay Neuter community outreach program development	\$20,000	Plan under development for 4th quarter implementation.
Staff – volunteer coordination	\$40,000	Staff position hired and monies being drawn down for salary.
Staff for animal placement and community rescue liaison	\$40,000	Staff position hired and monies being drawn down for salary.
Staff and supplies for communication outreach/public partner liaison	\$45,000	Staff position hired and monies being drawn down for salary.
Veterinary services (Kent)	\$30,000	Contract vet and vet tech hired to provide coverage additional days per week. Monies being drawn down to pay for salary.
Veterinary services (Eastside)	\$15,000	Contract vet and vet tech at Kent currently providing medical care for ESAS animals as well as contract vet services with local veterinarian for emergency services. Monies being drawn down to pay for salary.
Web cameras in animal housing areas	\$15,000	4 th quarter implementation
Community partner adoption campaign materials and advertisements	\$15,000	Outreach plan currently being discussed with community partners for development.
Zoonotic disease control	\$80,000	Public Health
Independent oversight	\$70,000	King County Auditor
Facilities master plan	\$100,000	
Cat cages	\$65,000	
Portable dog runs	\$200,000	Balance of \$140,000 - \$60K overrun in cat cage replacement project
Truck box animal transport replacement	\$30,000	Recommendation was to delay such purchases to next year looking for reasonable cost per box. One bid came in for 40K one for just one box -plus installation. Recommendation to try for annual replacement of boxes 3 per year. Starting next year.
TOTAL	\$965,000	

Efforts to Date:

Staffing

- Added eight TLT positions to alleviate some of the staffing and volunteer oversight concerns: Volunteer Coordinator (hired 6/9/2008), Animal Placement Specialist (internal special assignment so no hire date), Communications Specialist (hired 5/27/2008), and four additional Animal Control Officers to provide care for animals in the shelter (hired between 5/1/2008 and 7/15/2008).
- Added veterinarian and vet technician on two additional days per week, to bring the total days per week of veterinary care for animal welfare and spay/neuter surgery to six days per week. Initiated relationship with PIMA to augment medical care of animals.
- Improved staff training with implementation of check lists for shelter care to improve consistency of efforts. (Provide checklist)
- Hired technical writing staff to update key policies and procedures, many procedures updated and systematic distribution, signoff and training are underway. (Inventory of procedures that have changed since she started)

Index of animal service procedures that have changed since hire

		Status			Comments
		Adopted	Pending Review/Approval	Started	
AS2-001	Animal Cruelty	X			
SH2-001	Adoptions	X			
SH2-002	Animal Intake - Shelter Process	X			
SH2-003	Stray Roster - Posting and Recording	X			
SH2-004	Volunteer Program				
SH2-005	Behavior/Temperament Assessment			X	
SH2-006	Shelter Cleaning	X			
SH2-007	Euthansia	X			Update initiated
SH2-008	Animal Redemption			X	
SH2-009	Foster Program		X		Redraft initiated
SH2-010	Medical Assessment Process			X	
SH2-011	Spay/Neuter Prep			X	
SH2-012	Daily Inventory Process	X			
SH2-013	Weekly Shelter Stats Report		X		
SH2-101	Vaccinations		X		
SH2-102	Maintenance of Animal Health		X		
	First Aid and Illness Identification		X		
	Identifying Feral Cats		X		
	Disease Recognition		X		
	General Health Evaluation Criteria		X		

Facilities

- Repurposed old and purchased new cat cages. All cages are 28” deep standard stainless steel. Sizes were selected to accommodate existing wall areas, maximize cage size and maintain capacity. Cage dimensions:

Crossroads Animal Shelter
30 x 30 – 36 cages
48 x 30 – 6 cages with removable dividing wall
Total 42 cages

Kent Animal Shelter:
24 x 36 - 2 cages
30 x 30 - 60 cages
36 x 30 - 22 cages
48 x 30 - 10 cages with removable dividing wall and permanent perches
Total 94 cages

60 removable and adjustable perches, mobile and stationary stands, casters and accessories were also purchased.

- Rearranged cages within current space constraints to improve separation of animals and shelter functions, including discontinuation of housing cats in dog kennel areas.
- Made repairs to current dog kennels, improvements to isolation room, and other shelter maintenance including improvements to the ventilation system. Repairs specifically included:
 - Repaired and replaced fencing in the dog kennels.
 - Removed feeding chutes from kennels and replaced it with fencing.
 - Reworked and replaced all fencing attachments brackets so that all sharp edges were facing away from the animals, to prevent injuries.
 - Noticeable improvements to the existing ventilation system at KAS started in the fall of 2007 as a result of testing and balancing report prepared by Neudorffer Engineers. KC trades made the suggested repairs and Neudorffer retested and balanced the system in March 2008.
 - Work in the cat isolation started in late 2007 and was completed around June 2008. A second phase of improvement has been requested in a 2009 CIP Request. Scope includes the addition of AC units to two isolation rooms.
- Developed proposal to expand cat sheltering capacity through modular housing, additional dog runs and expansion of lobby space.

Stray Hold

- Website where stray animals are posted and citizen can look for lost pet (this site is updated automatically from shelter software): <http://www.petharbor.com/>

Adoption

- Improved and increased information available to the public online about animals that are available for adoption. Adoptable dogs and cats are marketed at <http://search.petfinder.com>.
- Reduced adoption fees. Fees are regularly \$75 – currently running \$20 special.
- Increased use and number of offsite adoption locations. See table below for offsite adoption locations and the number of adoptions by month.

Off-Site Adoption Locations	Adoptions 2008									Start Date
	Jan	Feb	March	April	May	June	July	August		
Petsmart Federal Way	20	10	9	7	17	8	13	4		4/18/2007
Petco Crossroads	21	15	8	3	8	10	5	6		3/8/2006
Reber Ranch	36	61	18	17	9	43	34			2/18/2006
Petco Covington	8	6	5	1	8			4		7/26/2007
Petsmart Tukwila					0	5		3		1/28/2006
Petco Issaquah							6			
Argus Ranch**										3/7/2007
Maris Farms (Buckley)										
Pawsitive Alliance		8					7			
Maison Luxe**					3					
Petapalooza (Auburn)**					8					
Furry Faces**						2				
King County Fair							14			
Woofstock								12		
Catpalooza							23			
Pet Pros								3		
	85	100	40	28	53	68	102	32		508

Rescue

- Have built/expanded relationships with community partners and agencies to increase rescues. 645 animals were rescued in 2007; 1318 have been rescued in the first six months of 2008.
- Expanded outreach to rescues and shelters regarding adoptable and treatable pets available for rescue.

Foster Program

- Expanded foster training and program: 603 animals fostered in the first 6 months of 2008 (480 right now).
- Efforts to improve the accuracy of the foster care tracking system are currently underway including review and update of all records of animals in foster care.
- Foster care procedures and tracking systems currently under review and update.

Volunteers

- Volunteer program expanded.
- MOU with the Guild expanded to allow volunteers to additional duties including provide care for animals at offsite adoptions, spot cleaning and provision of water in shelter.
- Improved cat cuddling areas (in May 2008 a surplus modular system office with a door was delivered and installed to become an improved Cat Cuddling Room.
- See also efforts to date in facilities section.

- Replaced cat cages with larger cages to promote health and comfort.

Medical Care

- Negotiated agreement with PIMA to allowing volunteer veterinary technicians to provide medical care to animals under the supervision of shelter vet several days per week. PIMA Medical Institute students and teachers are onsite in Kent providing medical care and assistance under direction of shelter vet for experience and training. Based on successes to date, KCACC and PIMA are in discussions to allow PIMA to move a trailer onsite in 10/08 to provide additional medical assistance and medical experience for their veterinary students.
- Addition of second vet and vet technician two days per week to provide additional medical care and spay/neuter surgeries.
- Implemented daily medical rounds to monitor health of every animal in shelter by medical staff.
- Expanded relationships with community veterinarians:
 - On-going voucher program for vet exam for animals adopted from our shelter with over 200 participating vets in the community; and
 - In 2008, have partnered with 14 veterinary clinics throughout the community to provide emergency care for animals picked up in the field;
 - Entered in project with group of VCA volunteer veterinarians 4/2008-8/2008, vets resigned 8/8/2008.
 - Pet licenses are sold onsite at over 40 partnering veterinary clinics in the community as part of pet partnership efforts;
 - KCACC negotiated a fixed spay/neuter rate with VMA and worked with approximately 20 vets to provide low-cost spay neuter surgeries for Spay Day 2008.

Euthanasia

- Improved accountability for euthanasia decisions by requiring review and approval by supervisor or medical staff prior to euthanizing and creation and maintenance of historical paper files for each animal that is euthanized. These files contain the animal history log, the behavior assessment, medical information, and the euthanasia sign-off sheet.⁴⁷

Spay and Neuter Program

- Increased number of spay/neuter surgeries at the shelter with addition of veterinarian/veterinarian technician team two additional days per week to ensure all adoptable animals are altered timely prior to adoption. Now provide in-shelter spay/neuter services seven days per week instead of five.
- Participated in Spay Day 2008.

Feral Cat Programs

⁴⁷ Dr. Sharon Hopkins reviewed euthanasia data based on a reasonable sample size and confirmed its validity insofar as the Chameleon output matched the DEA drug log.

- Have limited euthanasia of feral cats through expansion of barn cat program. The table below shows feral cats processed by month.

Program	Jan	Feb	March	April	May	June	June	August	
South County Cats (Ferals)	28	16	42	16	18	8			128
South County Cats (Ferals/TNR)	23	57	45	39	29	31			224
Total	51	73	87	55	47	39			352

Animal Cruelty/Forensic

- KCACC, PAO and KCSO are already trying to work more cooperatively by understanding the role each agency plays in investigating and prosecuting Animal Cruelty. KCSO has been increasing their assistance in the investigative process by responding to the calls with the KCACC Officers as deemed necessary, securing and processing evidence if necessary, and taking lead on any investigation when more resources are needed such as suspect interrogation, extensive witness statements, or lengthy follow-up is foreseen.

APPENDIX F. DEFINITION OF KEY TERMS

A number of animal services related terms are used throughout the strategic plan and operational master plan. A list of key terms and definitions are provided below to clarify the intended meaning of these terms within the context of the Strategic Plan and Operational Master Plan.

- Capacity: Capacity is used in different ways throughout this document. For example capacity can refer to current facility capacity, community capacity, or expected capacity at some future date. Wherever the term is used the type of capacity is specified.
- Euthanasia: Euthanasia is defined in KCC 11.04.020 as the humane destruction of an animal accomplished by a method that involves instantaneous unconsciousness and immediate death or by a method that causes painless loss of consciousness and death during the loss of consciousness.
- Euthanasia Rate: King County Code 11.04.500 defines Euthanasia rate. “The euthanasia rates shall be calculated based on the total number of live cats and dogs take (sic.) into King County custody to include stray, homeless, abandoned, unwanted or surrendered animals, and animals euthanized at the owner’s request. The euthanasia rates shall exclude animals euthanized at the order of the director of the Seattle-King County department of public health.” KCC 11.04.500 also defines Euthanasia rate targets. “The total number of cats and dogs euthanized by King County animal care and control is not to exceed twenty percent in the year ending December 31, 2008. The total number of cats and dogs euthanized by King County animal care and control is not to exceed fifteen percent in the years following 2008.”
- Feral Cat: A feral cat is any free-roaming cat that has not been domesticated. As stated in the goals laid out in Motion 12737, King County is committed to a Trap, Neuter and Release (TNR) approach.
- Live Release Rate: Live release rate (aka “save rate”) is the total percentage of animals going out of a facility alive in one of four ways: 1. redemption by their caretaker; 2. adoption; 3. transfer to a rescue group or shelter which places the animal; or, 4. the neuter and release of feral cats.⁴⁸
- No-Kill: King County Motion 12600 defines a "no-kill" animal services program as one that “would save all healthy and treatable cats and dogs and euthanize only those cats and dogs with severe health problems that preclude a reasonable quality of life or temperament problems that pose a threat to public safety.”
- Redemption Rate: Redemption rate is the percentage of lost animals that are reunited with their owners.⁴⁹
- Sheltered animal: Sheltered animal is defined as any animal under the care of an animal services facility or program. This encompasses all animals housed within the shelter (including evidentiary and quarantine animals), as well as animals being fostered in private homes through shelter fostering programs. It does not include animals that have been remitted to outside adoption or rescue agencies.

⁴⁸ No Kill Advocacy Center

⁴⁹ No Kill Advocacy Center

- Regional Service: King County provides some services on a county-wide regional basis and some local services only to unincorporated areas. Services not regionally mandated fall within the purview of whatever local municipality has jurisdiction and may be provided at the contractual discretion of the county.
- Healthy and Treatable: King County Motions 12600 and 12521 define any animal as treatable that cannot be classified as “unhealthy and untreatable.”
- Unhealthy and Untreatable: King County Motion 12600 defines as unhealthy and untreatable “only those cats and dogs with severe health problems that preclude a reasonable quality of life or temperament problems that pose a threat to public safety.” King County Motion 12521 defines as unhealthy and untreatable only “those dogs whose temperament has been tested by an expert in canine behavior and found to be irreparably vicious towards humans, and those animals whose medical conditions have been evaluated by a licensed veterinarian and have been found to preclude a reasonable quality of life due to a poor or grave prognosis for rehabilitation and irremediable suffering.”
- Zoonotic Disease: “Zoonotic disease” or “zoonosis” means a disease or infection communicable from vertebrate animals to humans, including any such disease transmitted by intermediate insect vectors such as mosquitoes, fleas, or ticks. (R&R 06-01 § 5, 2006)

APPENDIX G: PRIORITIZATION OF STRATEGIC OBJECTIVES AND FULL SET OF LINKS TO STRATEGIC GOALS

Strategic goals are referred to in the following table below as:

- SP1. Protect Public Health & Safety
- SP2. Ensure Access for Sheltered Animals to Life Saving Programs
- SP3. Reduce the Number of Homeless Pets
- SP4. Euthanasia rate below 15 percent by the end of 2009
- SP5. Protect Animal Welfare and Prevent Animal Cruelty
- SP6. Increase Partnerships to Promote Effective Programs

The following prioritization model is used:

- P1: The objective is critical to one or more strategic priorities and is achievable. Without it the supported priority fails and the program is at risk.
- P2: The objective is important to one or more strategic priorities. Without it the supported priority is at risk.
- P3: Supports strategic priorities, but is not critical to their success.

#	Strategic Objectives	Supported Strategic Goal	Priority of Strategic Objectives
SO1	Provide consistent disease screening and preventative medical care	SP1, SP2, SP4	P1
SO2	Employ effective sanitation and disease control procedures	SP1-SP4	P1
SO3	Provide effective training and public education	SP1, SP3, SP5, SP6	P2
SO4	Implement effective policy and regulations for disease control	SP1, SP2, SP4	P1
SO5	Protect people and property against animal related injury and nuisance	SP1, SP5, SP6	P1
SO6	Improve adoption program	SP2-SP6	P1
SO7	Provide quality managed medical care	SP2, SP4	P1
SO8	Implement best- practice-based socialization and enrichment programs	SP2, SP4, SP6	P1
SO9	Develop behavioral modification programs	SP1, SP2, SP4, SP6	P1
SO10	Ensure optimal housing and appropriate shelter environment	SP1, SP2, SP4, SP5	P1
SO11	Provide effective pet identification and licensing/registration program	SP1-SP3	P1
SO12	Enhance spay/neuter program for shelter	SP1-SP4, SP6	P1
SO13	Expand accessibility to low-cost spay/neuter programs	SP1, SP3, SP4, SP6	P1
SO14	Improve owner retention	SP1, SP3, SP4	P1
SO15	Participate in feral cat trap-neuter-release program	SP1-SP6	P1
SO16	Provide information and referral services to community programs	SP1-SP6	P3
SO17	Expand housing/community capacity to relieve overcrowding, and provide isolation facilities	SP1-SP6	P1
SO18	Minimize length of stay of animals in shelter	SP1-SP6	P1
SO19	Ensure quality managed medical and shelter care for disease screening and prevention services	SP1-SP6	P1
SO20	Train staff to effectively pursue animal cruelty investigations	SP1, SP5	P1
SO21	Promote humane treatment of animals through public education	SP1, SP3, SP5, SP6	P2
SO22	Develop and maintain a sufficient network of volunteers and fosterers	SP2 – SP6	P1
SO23	Develop and maintain a sufficient network of donors	SP1-SP6	P2
SO24	Develop and maintain a sufficient network of rescue groups	SP2, SP4, SP5 SP6	P1
SO25	Improve and maintain community stakeholder relations	SP6	P1
SO26	Enhance public and media relations	SP1-SP6	P2

APPENDIX H. DATA FROM MODEL AND JURISDICTIONALLY SIMILAR PROGRAMS

	King County Animal Care and Control (KC/ASP) - 2007	Population Served (millions)	Service Area (sq miles)	"No-kill" Policy	Intake	Euthanized	Died or Lost in Care	Return to owner	Rescued	Adopted	Outcomes	% Euthanized	% Returned	% Rescued	% Adopted
		1.15	2,126	N	12,364	4,109	361	1,605	645	4,953	12,083	34%	13%	5%	40%
	Charlotteville—Albermarle Humane Society (CHS)	0.90	722	Y	4,725	598	200	604	220	3,166	4,788	12%	13%	5%	67%
	Humane Society of Boulder Valley			Y	7,928	1,188	62	1,525	131	5,040	7,946	15%	19%	2%	64%
	Tompkins County SPCA	0.10	477	Y	2,662	215	90	330	182	1,788	2,604	8%	12%	7%	67%
	Richmond SPCA			Y	3,148	20	58	24	9	2,944	3,055	1%	1%	0%	94%
	Richmond Animal Care and Control (RACC)			N	3,899	1,402	25	382	1,149	908	3,866	36%	10%	29%	23%
	San Francisco SPCA (SF/SPCA)	0.75	47	Y	3,721	100	24	48	69	3,602	3,843	3%	1%	2%	97%
	San Francisco Animal Care and Control (SFACC)	0.75	47	N	6,507	1,311	117	1,183		1,171	5,093	26%	18%	0%	18%
	Everett Animal Shelter, Snohomish Washington	0.67	2089	N	8,156	2,405		1,060	1,870	2,894	8,229	29%	13%	23%	35%
	PAWS Snohomish, Washington	0.67	2089	N	3,444	401		419	211	2,330	3,361	12%	12%	6%	68%
	Humane Society of Pierce and Tacoma	0.40		N	16,453	7,187		1,951	532	6,561	16,231	44%	12%	3%	40%
	Humane Society of Seattle/King County, Washington***	1.80	2126	Y	4,968	659	34	230	217	3,755	4,898	13%	5%	4%	76%
	Seattle Animal Shelter	0.59	83.8	N	5,168	1,063	162	982	89	2,632	4,973	21%	19%	2%	51%
	Maricopa County Animal Care and Control, Phoenix, Arizona	3.88	9224	N	56,981	34,334	170	7,505	7,753	7,219	56,981	60%	13%	14%	13%
	Arizona Humane Society, Phoenix, Arizona			N	41,204	26,249	244	855	1,078	11,723	40,320	65%	2%	3%	28%
	San Diego Humane Society, California**	3.00	4000	N	4,558	1,704	46	169	407	2,195	4,521	38%	4%	9%	48%
	San Diego County Animal Control**	3.00	4000	N	25,171	9,413	169	4,727	829	10,126	25,264	37%	19%	3%	40%

1) Data is self-reported by the organization and was taken directly from the program website unless otherwise noted.

2) All statistics are for 2007 unless otherwise noted.

3) Columns to not always add to outcomes and percentages do not always add to 100% due to rounding or program-reported data limitations.

4) King County Code specifies that the euthanasia rate be calculated "based on the total number of live cats and dogs taken into King County custody to include", implying "intake" as the appropriate denominator. However, given most programs' use of "outcomes" as the denominator for "rate" calculation, all "rates" in this table are calculated based on "outcomes" for comparative purposes. For official reporting of the euthanasia rate it is likely that King County will need to use the categories specified in code. Outcomes also include owner-requested euthanasia per King County Code. Many programs do not include this category in "outcomes".

5) Richmond Animal Care and Control and San Francisco Animal Care and Control are not in fact "Model Programs" for benchmarking purposes - they are included because of their tight partnerships with the respective SPCA partners.

6) All euthanasia rates are calculated to include owner-requested euthanasia per King County Code. Many programs do not include this category.

*Data reported is from 2006 and comes from the Washington Federation of Animal Care and Control Agencies. Lost or died in care numbers are not reported.

**Data is for the period July 2006 - June 2007

***Seattle/King County Humane Society program data comes from the CEO.

APPENDIX I. FULL DESCRIPTION OF STAFFING ANALYSIS

The work group reviewed the management staffing structure of several model no-kill programs including Tompkins County, New York, Richmond, Virginia, Reno, Nevada, and Charlottesville, Virginia. Based on that review a number of key positions were identified as being necessary to successfully implementation of a model program including: executive director, operations manager, medical director, communications director, development director, behavior specialist, placement specialist and volunteer coordinator. The work group compared these positions to the existing staffing levels at KCACC and recommended adding missing positions for both Models 1 and 2.

The work group recommended that the shelter medical staff be increased by 1.5 veterinarians as well as add a new position designated as a medical director. They also recommended hiring enough veterinarian technicians so that two technicians could be assigned to assist each veterinarian. This recommendation conforms to industry practice. The 0.5 FTE was recommended to cover the fees currently being paid to contract veterinarians who spay and neuter shelter animals. After reviewing Dr. Kate Hurley's work on managing pet over population the work group felt very strongly that this important body of work must be continued.

Dr. Hurley's work also supported the establishment of a community spay/neuter clinic that would offer low-cost surgeries to the public. Models 1 and 2 provide for one veterinarian and two veterinarian technicians to provide these services. It is estimated that 2,343 low-cost surgeries would be provided to the public per year.⁵⁰

The work group based their medical staffing estimates on benchmarking data gathered from: Boulder, Colorado, Richmond Virginia, Reno, Nevada, and Charlottesville, Virginia. Each of these clinics used various combinations of veterinarian technicians and assistants to support their veterinarians. Those clinics that assign only one technician per veterinarian use assistants to perform routine tasks.

Staffing for field services, cruelty investigations and shelter work was determined in a two step process. The first step identified the optimal number of FTEs required to perform the tasks associated with a traditional program. The second step identified the number of FTEs required to staff a model program. The tasks associated with a traditional program were identified. The number of hours to perform each task was calculated using a job task analysis methodology. Measurements for field services, cruelty investigations and shelter work were based on: the number of animals served, cages cleaned, or number of calls received by category. The time required to perform each task was calculated using historical data. These output-per-hour statistics were checked against engineered standards for similar work that UC Davis established. A comparison between the two groups of numbers showed the measures based on historical data were within accepted tolerance levels.

⁵⁰ This is based on a veterinarian doing on average 1.86 surgeries per hour with an equal mix of spay or neuter surgeries for dogs and cats. It assumes that the veterinarian spays/neuters for 5 hours per day. Pets receiving surgery need observation and recovery time prior to being picked up by their owners. The average number of surgeries performed per hour is based on research done by the RALS staff for past budget packages.

FTEs to support the work of a traditional program were calculated for both an eight and six hour day. The work group chose to use the six hour day which accounted for leave, breaks, training and project work to support continual improvements. UC Davis recommended resources and staff time be allocated for an on going training program. Calculations for optimal staff levels for a traditional program suggested that the number of FTEs allocated for ACOs and sergeants should increase from the current level of 28 FTEs to 34 FTEs.

During the second step of the staffing analysis the work group identified tasks and services associated with a model program that are not usually performed by a more traditional program. These tasks included:

- Behavioral and medical assessments upon intake;
- Additional medical care and treatment;
- Canvassing door-to-door by field officers when a stray animal is impounded ; and
- Increased effort placed on cruelty investigations.

To support these additional services the working group suggested the following additional staff:

- One field ACO to support increased canvassing
- Three additional adoption counselors in addition to the placement specialist
- Three ACOs to support a dedicated animal cruelty unit

What was difficult to estimate was how many additional kennel ACOs would be needed to adequately staff a model shelter care program. Our benchmarking partners were not able to provide data on the time required to provide these additional services. A surrogate measure of the ratio of kennel staff to animals was used as an indicator. The work group looked at the ratio of kennel staff to animals at humane societies in San Diego, Tomkins County, New York and Richmond, Virginia. The ratios ranged from one officer for 150 animals to one office for 333 animals per year. These staffing ratios were far in excess of current KCACC staffing levels of 857 animals per ACO (covering both animal placement and shelter care).

Information provided by the Department of Records and Licensing indicates that the National Animal Care Association uses a formula (per UC Davis' recommendation) to assess kennel staffing requirements for cleaning and feeding alone. From the formula, it can be calculated that an average of 18.5 staff are needed on a 6 hour day for basic animal care (feeding and cleaning). This number assumes one officer per dog run, and volunteers exercising dogs during cleaning to contain costs. This number was compared against staff timings developed during the 2007 budget process, as well as the benchmark partners. This data suggests hiring an additional 18 full time equivalent positions with and monies allotted for seasonal and overtime help to cover peak kitten season. Under the new staffing model, the animal to shelter staffing ratio is reduced to 545.

APPENDIX J. MANAGED CARE

Developing a Managed Care Plan for Animal Care and Control (ACC)

- Prepared by Sharon Hopkins for the Interbranch Work Group – draft of 9/10/08

PURPOSE: To support the goal of a model animal care program for King County, a Managed Care Plan seeks to provide quality medical and surgical care and rehabilitation to the large number of animals within the KCACC system by establishing appropriate guidelines for treatment, maximizing resources, and controlling costs.

FRAMEWORK:

1. Classification system – screening of animals to determine health status, medical needs, and eligibility for medical or behavioral treatment
 - a. Systematically classify animals as to their medical/behavioral status at intake (*Example:* Asilomar system classifies animals as i) Healthy; ii) Treatable-rehabilitatable; iii) Treatable-manageable; iv) Unhealthy & Untreatable) and reclassify if status changes during shelter or foster care stay
 - b. Develop clear definitions and assessment tools
 - c. Train staff in definitions and classification procedures
 - d. Systematically obtain detailed medical/behavioral history on owner-relinquished animals
 - e. Develop database and data reports
2. Care protocols - Standardize type of medical treatment, surgeries, and rehabilitative services that will be provided or not provided based on animals' classification and other systematically determined factors
3. Options for delivering care – develop and actively manage an array of care options
 - a. In-house veterinary staff and clinic
 - b. Community veterinarians donating time to work at shelter clinic
 - c. Community veterinarians donating free or at-cost care at their clinics
 - d. Agreement with PIMA or other vocational/technical colleges to use properly supervised trainees in delivering medical and dental care
 - e. Preferred provider network of community veterinarians, including specialists, available to treat shelter animals at pre-negotiated price points
 - f. Adopter agreements to provide private veterinary care at adopter's expense after full disclosure of animal's medical needs
 - g. Adopter agreements wherein ACC agrees to subsidizing pre-determined veterinary costs for adopters taking on special needs pets
4. Cost-containment strategies – keep costs at shelter clinic low by active management
 - a. Negotiate shelter discounts for pharmacy, lab services, supplies and equipment
 - b. Purchase generic drugs
 - c. Accept donated supplies and equipment when legal/ethical to do so
 - d. Use treatment protocols to assure prudent use of medications and supplies
 - e. Minimize length of stay in shelter to reduce costs
 - f. Utilize network of trained foster families to shift costs for rehabilitation and nursing care from shelter staff to volunteers, when practical
 - g. Practice preventative medicine from the moment the animal enters the shelter (e.g., immediate vaccination, deworming, parasite control, and sanitation)

5. Continuous quality improvement – ongoing critical assessments of outcomes and costs; data-driven program adjustments
6. Transparency to the public and stakeholders

CONSIDERATIONS:

- Community norms and standards for animal care
 - Vary by species? (dog, cat, rabbit, pocket pet, horse, bird, livestock)
 - Vary by breed or perceived adoptability?
 - Geriatric?
 - Pregnant and neonates?
 - Comparison with levels of care available to human populations (uninsured, medically underserved)
- Degree of impairment, disability or medical needs acceptable in an adoptable animal
 - Blindness?
 - Severe allergies?
 - Seizure disorder?
 - Insulin-dependant diabetes?
 - Many other examples
- Stakeholder expectations
- Acceptability to community veterinarians
- Demand for shelter animals/availability of adoptive homes
- Legal/ethical considerations
- Protection of public health and safety
- Achieving high live release rates, maintaining euthanasia rate < 15 percent
- Costs vs. benefit
- Competing interests: tension between expending resources on reduce overpopulation or caring for high-need individuals

APPENDIX K. OTHER COST ESTIMATES

(A) City of Boulder Contract

\$110 per animal + medical costs

Cost estimate based on average length of stay

1. Based on \$100 per animal medical costs

	Number of animals	One-time \$104 fee	Medical cost	Total Cost
Dogs	4372	\$480,920	\$437,200	\$918,120
Cats	4081	\$448,910	\$408,100	\$857,010
Other	345	\$37,950	\$34,500	\$72,450
Puppies	600	\$66,000	\$60,000	\$126,000
Kittens	2966	\$326,260	\$296,600	\$622,860
Total	12364	\$1,360,040	\$1,236,400	\$2,596,440

Assumptions:

- Includes field services
- Estimated that there is an average of \$100 per animal in medical costs

(B) City of Everett Contract

\$104 per animal

\$15 per day an animal is held after stray hold

Cost estimate based on average length of stay

1. Based on KCACC average lengths-of-stay and 5-day stray hold

	Number of animals	One-time \$104 fee	Avg days past stray hold (5 day stray hold)	Stray hold cost	Total Cost
Dogs	4372	\$454,688	2.2	\$144,276	\$598,964
Cats	4081	\$424,424	12.5	\$765,188	\$1,189,612
Other	345	\$35,880	2	\$10,350	\$46,230
Puppies	600	\$62,400	2.2	\$19,800	\$82,200
Kittens	2966	\$308,464	12.5	\$556,125	\$864,589
Total	12364	\$1,285,856		\$1,495,739	\$2,781,595

2. Based on KCACC average lengths-of-stay and 3-day stray hold

	Number of animals	One-time \$104 fee	Avg days past stray hold (3 day stray hold)	Stray hold cost	Total Cost
Dogs	4372	\$454,688	4.2	\$275,436	\$730,124
Cats	4081	\$424,424	14.5	\$887,618	\$1,312,042
Other	345	\$35,880	4	\$20,700	\$56,580
Puppies	600	\$62,400	4.2	\$37,800	\$100,200
Kittens	2966	\$308,464	14.5	\$645,105	\$953,569
Total	12364	\$1,285,856		\$1,866,659	\$3,152,515

3. Based on KCACC average lengths-of-stay and 7-day stray hold

	Number of animals	One-time \$104 fee	Avg days past stray hold (7 day stray hold)	Stray hold cost	Total Cost
Dogs	4372	\$454,688	0.2	\$13,116	\$467,804
Cats	4081	\$424,424	10.5	\$642,758	\$1,067,182
Other	345	\$35,880	0	\$0	\$35,880
Puppies	2966	\$308,464	0.2	\$8,898	\$317,362
Kittens	600	\$62,400	10.5	\$94,500	\$156,900
Total	12364	\$1,285,856		\$759,272	\$2,045,128

Assumptions:

Average length of stay

- 7.2 days for dogs & puppies
- 17.5 days for cats & kittens
- 7 days for other