



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**April 5, 2016**

**Motion 14605**

**Proposed No. 2016-0138.1**

**Sponsors von Reichbauer**

1           A MOTION accepting the Regional Animal Services  
2           Financial Sustainability Report, responding to the  
3           2015/2016 Biennial Budget Ordinance, Ordinance 17941,  
4           Section 87, Proviso P1.

5           WHEREAS, the 2015/2016 Biennial Budget Ordinance, Ordinance 17941,  
6           Section 87, Proviso P1, about regional animal service of King County, states:

7           "Of this appropriation, \$1,900,000 is restricted as follows:

8           A. \$1,500,000 shall not be expended or encumbered until the executive transmits  
9           a financial sustainability report and a motion that accepts the report; and

10           B. \$400,000 shall not be expended or encumbered until the motion is passed by  
11           the council. The motion shall reference the subject matter, the proviso ordinance,  
12           ordinance section and proviso number in both the title and body of the motion.

13           The report shall identify principles and strategies for regional animal services of  
14           King County interlocal agreement contract negotiations that include how to lead the  
15           county closer to full-cost recovery and decrease reliance on the general fund. The report  
16           shall be informed by consideration of the costs and benefits of delivering a regional  
17           animal services, and it shall be developed with monthly consultation with council staff,"  
18           and

19           WHEREAS, the executive must file the report and motion required by the proviso  
20 by March 1, 2016, in the form of a paper original and an electronic copy with the clerk of  
21 the council, who shall retain the original and provide an electronic copy to all  
22 councilmembers, the council chief of staff, the policy staff director and the lead staff for  
23 the government accountability and oversight committee, or its successor, and

24           WHEREAS, executive staff met monthly with council staff to consult on the  
25 development of a financial sustainability report in response to proviso P1, and

26           WHEREAS, the county executive has transmitted to the council a financial  
27 sustainability report that contains the information required by the proviso, and

28           WHEREAS, the council has reviewed the department of executive services  
29 regional animal services report;

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

31           The Regional Animal Services Financial Sustainability Report, Attachment A to  
32 this motion, as required by Ordinance 17941, Section 87, Proviso P1, is hereby accepted.  
33

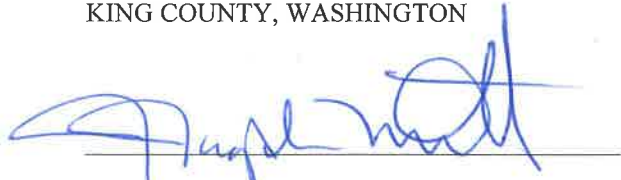
Motion 14605 was introduced on 3/7/2016 and passed by the Metropolitan King  
County Council on 4/4/2016, by the following vote:

Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn,  
Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles  
and Ms. Balducci

No: 0

Excused: 0

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON



J. Joseph McDermott, Chair

ATTEST:



Anne Noris, Clerk of the Council

**Attachments:** A. Financial Sustainability Report - February 1, 2016

**King County**  
**Department of Executive Services**  
**Records and Licensing Services Division**  
**Regional Animal Services**

**Financial Sustainability Report**

**Response to 2015/2016 Biennial Budget Ordinance 17941, Section 87, Proviso P1**

**February 1, 2016**

## **Background**

King County Animal Control (KCAC), the predecessor to Regional Animal Services of King County (RASKC), was established in 1972 to provide animal services and public education to most of King County. Re-energized in 2008 with a directive to improve animal outcomes and increase efficiency, KCAC dramatically increased the number of animals rehomed each year. In 2010, RASKC was formed as a partnership between King County and more than two dozen cities to improve animal welfare in our region.

RASKC provides King County with sustainable, cost effective services that protect people and animals, while providing humane animal care. RASKC demonstrates this commitment in the countless hours spent by staff and our RASKC volunteers to improve animals' lives while at the shelter and in the field. RASKC collaborates and partners with community groups, providing the ability to expand programs and resources to provide even greater value to County residents.

RASKC provides services to nearly one million residents living in 25 cities and unincorporated King County. With help from city partners, more than 100,000 cats and dogs are licensed with RASKC annually. License fees are used to support RASKC animal care and control services and to shelter homeless pets until they are returned to their owner or get adopted. RASKC animal services officers cover a territory of more than 1,100 square miles, an area nearly the size of the state of Rhode Island. RASKC Pet Adoption Center staff and volunteers give thousands of companion animals each year a second chance by providing quality care while they wait for their "forever home."

RASKC works with more than 450 contracted sales partners, including local city halls, licensing agencies, pet supply stores, veterinary clinics, animal shelters and grocery stores. These partners help RASKC by directly selling pet licenses or by distributing information and application forms in locations conveniently accessible to our residents throughout the service area.

In 2014, RASKC drafted an "Operational Strategic Plan", identifying three operational strategic goals; Financial Sustainability, Service Excellence and Regional Leadership (see graphic below).

## Regional Animal Services – Financial Sustainability Report



There are numerous benefits to sustaining a regional animal services program (See Appendix 1 “Benefits of a Regional Animal Services System). A few selected benefits include:

- Ensuring equity of service, consistent level of service, common regulatory approach, and support of humane animal care throughout the RASKC jurisdiction;
- Centralization efficiency and effectiveness in:
  - Serving as a single access point for residents;
  - Providing a centralized database of historical and current information, regarding residents, location and animal data related to pet licensing and animal control activities;
  - An economy of scale to provide a full range of services and the ability to respond to large scale issues, efficiency in operations, databases, training, etc.;
- Reducing demands on individual jurisdictions:
  - Communications from the media, advocacy groups and other interested parties on animal issues (e.g. public disclosure requests);
  - Local police agencies to focus on traditional law enforcement instead of civil animal nuisances and offenses;
  - Local court systems do not deal with animal related civil appeal processes;
  - Local jurisdictions are not involved in court proceedings for Superior Court appeals of actions or lawsuit response; and
- Providing the ability to identify issues, coordinate with Seattle-King County Department of Public Health, and respond to public health issues related to animals.

## Regional Animal Services – Financial Sustainability Report

Below is an overview of RASKC's three strategic goals:

***Financial Sustainability; RASKC will continue to pursue increasing revenues and reducing/controlling costs to bring the county closer to full-cost recovery and decrease reliance on the general fund.***

RASKC has developed a robust marketing program assisting King County and city partners to increase pet licensing revenue. In 2015, pet licensing was up over 7% from 2014. RASKC provides city partners with customized marketing support, which may include direct mail programs, door to door canvassing, utility mailer inserts, having a RASKC presence at community events, etc. RASKC also has established a strong web and social media presence that creates and maintains a focus on the importance and value of pet licensing. RASKC is expanding its outreach in the broader community via offering bilingual translation on the web and social media arenas, as well as at community events.

RASKC marketing and licensing efforts continue to yield positive benefits. RASKC (unincorporated King County and its 25 partner cities) have an estimated average license compliance rate of 23% for 2015, which is on the higher end of licensing compliance rates nationally. The estimated pet license compliance rate in unincorporated King County is 29%.

RASKC is committed to controlling and reducing costs and has made significant inroads in this area. RASKC utilizes continuous improvement to pursue optimal performance and has yielded significant operational savings and cost avoidance (e.g. creation of new entry level classification of Animal Care Technician (ACT) within the shelter).

***Service Excellence; RASKC utilizes cooperative agreements with public and private partners – optimizing care for all animals in the region.***

In 2015 RASKC achieved a remarkable milestone – having the highest live release rate ever recorded by the County (a euthanasia rate of 12% for 2015, reduced from over 45% in 2004). RASKC provides excellent animal care with tremendous support from partners, foster homes and shelter volunteers. During 2015, 1,417 animal placements were made with animals foster families for care and recovery, improving animal outcomes and reducing shelter time and expense. In 2014, 1,218 foster placements were made. In addition, nearly, 600 active volunteers provided valuable services to the animals, from fostering animals that have special medical or behavioral needs or are too young for adoption, to cleaning and socializing animals at the adoption centers while advocating for their adoption with store clientele.

Partnering with community organizations, animal related businesses and non-profit animal care providers is essential to maximizing the value of the RASKC program. RASKC is fortunate to currently have many great partners who share our commitment to animal welfare.

## Regional Animal Services – Financial Sustainability Report

Our valued partners include:

FCat – Burien/SeaTac area feral cat trapping (TNR) group	Pasado’s Safe Haven– Spay neuter partner hosting spay neuter events throughout south and East King County; farm and companion animal adoption transfer agency, and cruelty investigation partner
PAWS of Lynnwood - Canine and feline adoption transfer agency	Old Dog Haven – Canine adoption transfer agency
Northwest Spay Neuter Center – Spay neuter partner operating a surgical transfer program from the RASKC site in Kent.	Petco – our major adoption partner with three stores (Bellevue, Tukwila, and Covington) hosting RASKC cat adoptions, and an 1100 square foot RASKC facility for dog and cat adoption within the Kirkland Petco. Over 30% of RASKC adoptions in 2015 came from exposure within these Petco facilities
Puget Sound Working Cats– South King County feral cat trapping (TNR) group	PurrfectPals of Arlington – Canine adoption transfer agency
Seattle Area Feline Rescue – Feline adoption transfer agency	Seattle Humane Society – Canine adoption transfer agency
Meow – Feline adoption transfer agency	Seattle Meowtropolitan – a cat café hosting RASKC cats for adoption promotion
South County Cats – South King County feral cat trapping (TNR) group	The Whole Cat and Kaboodle – Redmond cat adoption partner
Up2U Dog Rescue of Covington – Canine adoption transfer partner	Many breed and specialty rescue groups

RASKC continues to support veterinary technician education at the Kent location with the co-located PIMA Medical Institute, a nationally recognized medical education provider. RASKC and PIMA have partnered to host a veterinary technician training program at the County facility. RASKC animals receive specialty medical care including advanced studies such as digital radiographs at no additional cost to the shelter, while students obtain both critical practical experience and an exposure to the animal welfare issues (e.g. cruelty cases, neonate animal orphans) within our community.

RASKC continues the push to increase the number of spayed and neutered pets in our jurisdiction in order to prevent unwanted/unplanned litters and thereby decrease the potential number of homeless animals in the region. The aim has been to work with nonprofit partners whose mission includes promoting and providing spay/neuter information and services free or at a reduced cost in our jurisdiction. The central prevention strategy to reduce animal intakes at shelters is to prevent unwanted litters. While RASKC veterinarians perform spay neuter services on our adoption animals and on our communities’ feral cats, we rely on our non-profit partners, Pasado’s Safe Haven and the NW Spay & Neuter Center, to provide free or reduced cost spay



## Regional Animal Services – Financial Sustainability Report

neuter services to income qualified residents. RASKC is proud to host the Spay Station at our Kent Pet Adoption Facility and we have spay-neuter events held on the RASKC facility compound lot each month. In addition, the mobile Spay Station has also been traveling to further out locations beyond Kent in King County (Maple Valley, Enumclaw, Tukwila and North Bend) supported by RASKC and, often another non-profit partner, South County Cats.

There has been a 15% reduction in shelter intakes from 2010 to 2014, likely influenced by years of active spay and neutering campaigns in south King County.

Additionally, RASKC steps up to the challenges of covering 1,100 square miles of service territory and a population of just over 1 million. RASKC provides a 24-hour public safety response to dangerous animals, loose livestock on public roadways, as well as animal injury and abuse. RASKC is dedicated to promoting and protecting the health, safety and welfare of people and pets in our contract cities and unincorporated King County. Animal Control Officers conduct investigations, enforce state and local laws related to animals, as well as educate the public about animal welfare, restraint and licensing. The Animal Control Officers respond to over 5,000 calls each year in both unincorporated King County and our twenty five contract cities and is achieving a 90% timeliness goal for priority calls. RASKC continues to be actively engaged with its labor partners working constructively in a team oriented approach to creating rewarding, efficient and cost effective programs.

***Regional Leadership; RASKC is a recognized regional leader, serving as the regional clearinghouse and a subject matter expert.***

As evidenced by its positive and improving animal outcomes and its ever growing partnerships with community organizations and non-profit animal care providers, RASKC is established as a regional leader in animal services. This is further reinforced by recognition on a national level by the Petco Foundation contributing over \$100,000 and Petco Corporation contributing an additional \$100,000, to establish the RASKC Eastside Pet Adoption Center in Kirkland, for the display and adoption of RASKC animals. This location has been very successful, accounting for 22% of RASKC adoptions in 2015.

### **Response to King County Ordinance 17941 (Proviso P1)**

King County Ordinance 17941, Proviso P1 directed Regional Animal Services to prepare a report that “shall identify principles and strategies for regional animal services of King County interlocal agreement contract negotiations that include how to lead the county closer to full-cost recovery and decrease reliance on the general fund.”

Regional Animal Services has prepared the following information in response to King County Ordinance 17941 (Proviso P1), and has organized its ILA contract negotiation principles and strategies by three operational strategic goals.

## Regional Animal Services – Financial Sustainability Report

***Financial Sustainability;*** RASKC will continue to pursue increasing revenues and reducing/controlling costs to bring the county closer to full-cost recovery and decrease reliance on the general fund.

The (\$2.6M) County General Fund support of the RASKC model consist of three components;

- ❖ (\$840k) King County (KC) expense as a member/user of services (approximately 1/3 of intakes, calls and licenses are unincorporated King County).
- ❖ (\$900k) KC sponsored credits support primarily high shelter intake cities from south KC.
- ❖ (\$900k) KC funded items not included in RASKC model for a) enhancing the shelter outcomes of animals and supporting the low euthanasia goal of RASKC and b) County central service rates/expenses increased outside of model.

### Negotiations principles

- Lower costs to County General Fund – on an on-going basis; Increase revenues; Control/lower operating costs
- Provide Equity and Social Justice support to areas needing it, while working with all partners to improve licensure rates

### Negotiations strategies

- Simplify cost allocation model
- County funded credits (\$900k in 2015) will be allocated to mitigate impacts to changes in the allocation model, particularly for jurisdictions below the average County median income levels.
- Revenue from any jurisdiction in excess of their costs should be used to offset the County's (\$900k) General Fund (“not in the model”) expenses.

***Service Excellence;*** RASKC utilizes cooperative agreements with public and private partners – optimizing care for all animals in the region.

### Negotiations principles

- Maintain or improve quality of animal outcomes currently being achieved by RASKC
- Maintain or improve service levels for public and contract partners

### Negotiations strategies

- Work to ensure equity of service and animal care is provided across the County
- Work to ensure all cities currently participating remain in the model

***Regional Leadership;*** RASKC is a nationally recognized regional leader, serving as the regional clearinghouse and a subject matter expert.

### Negotiations principles

- Include additional cities ensuring outcomes and services are maintained and cost impacts can be mitigated,
- Utilize other facilities to enhance effectiveness, efficiency or capacity of animal care and sheltering in King County

## Regional Animal Services – Financial Sustainability Report

### Negotiations strategies

- The County and all 25 partners will actively participate in the negotiations process
- The negotiation process milestones (modeled on previous contracting milestones), include:
  - January 20, 2016 – Initiate ILA contract negotiation discussions with cities, including the approach for reaching agreement on principles and strategies and establishing an agreed timeline, such as utilized in previous ILA contract negotiations:
  - Monthly meetings, leading to:
    - September 1, 2016 - Agreement in principle by all parties
    - December 31, 2016 – Contract draft for parties CEO’s to review/approve
    - February 15, 2017 – Formal notification of intent to contract
    - May 1, 2017 – Confirmation of intent to contract
  - Duration = Initial term 5 years (align time frame with biennial budget planning), include extension option and/or re-opener (to account for model/cost changes)

Attached to this report is an Appendix (2) containing - RASKC jurisdictional map; and partner city list

## Appendix 1 – Benefits of a Regional Animal Services System

### Effective and Efficient Service

- Provide *equity of service*, consistent level of service, common regulatory approach and support humane animal care across the region.
- **Centralizing efficiency and effectiveness** by:
  - Serving as a *single access point for residents* for animal related issues;
  - Providing a *centralized database* of historical and current information, regarding residents, location and animal data related to pet licensing and animal control activities; and
  - Creating an economy of scale to provide a full range of services and the ability to respond to large scale issues, efficiency in operations, database administration, staff training, etc.
- **Reducing demands on individual jurisdictions for:**
  - *Communications* from the media, advocacy groups and other interested parties on animal issues (e.g. public disclosure requests);
  - *Local police agencies responding to* civil animal nuisances and offenses;
  - *Local court systems dealing with animal related civil appeal processes; and*
  - *Local jurisdictions being involved in court proceedings* for Superior Court appeals of actions or lawsuit response.
- **Provides the ability to identify issues, coordinate with Seattle-King County Department of Public Health and respond to public health issues related to animals.**
- Builds *economies of scale* to provide a full range of services, making it less expensive to develop operations, training, licensing and care programs than it would be for cities to duplicate similar levels of services at the local level.
- Supports *low-cost spay and neuter programs* which are key to reducing the population of homeless animals and thus reducing the costs of the system over time.
- Use of *volunteers and partnerships* with private animal welfare groups increases humane animal treatment with minimal public cost. In 2015, volunteers contributed over 90,000 hours of support to the County animal services system as foster parents or providing direct adoptable animal care, equivalent to 45 FTEs.

### Customer Service

- Provides a *single access point for residents* seeking animal control help.
- A regional, *uniform pet licensing program* that is easier for the public to access and understand, with a broad range of accompanying services to encourage licensing; marketing, partnering with third parties to encourage license sales and database management.
- *Online licensing sales increase the ease of compliance* for pet owners.

## Regional Animal Services – Financial Sustainability Report

- *Pet Adoption Center is open and provides lost pet and adoption services 7 days a week.*

### Appendix 1 – Benefits of a Regional Animal Services System - continued

#### Public Health and Safety

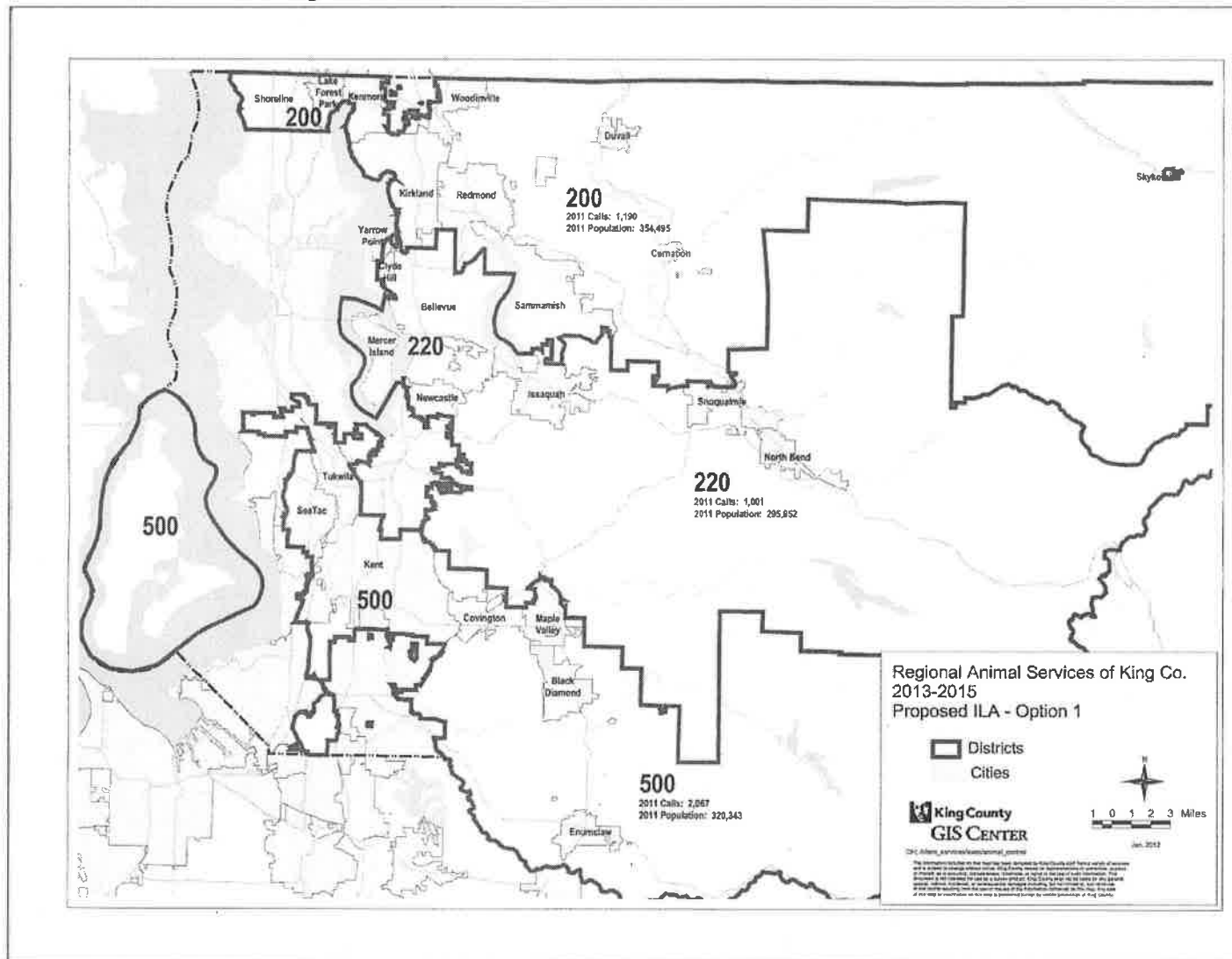
- Provides the ability to identify and *respond to public health issues related to animals*, such as rabies, on a regional basis and *coordinate activities with Seattle King County Public Health*
- *Reduces animal health and public health threats* through routine vaccination of animals before release (e.g. Rabies).
- *Scale provides capacity to handle unusual and multi-jurisdictional events* involving animals that often require specialized staff, such as: cruelty investigations, animal hoarding, loose livestock, dog-fighting, animal necropsies and quarantine, holding of animals seized in criminal cases and retrieval of deceased animals from the communities.
- *Provides consistent and knowledgeable field services to over 5,300 callers per year.* Calls are dispatched on a prioritized basis. Emergency response field services are available 24 hours per day.

#### Animal Welfare

- Animals find new homes and are not euthanized for capacity. *Euthanasia* rates have been reduced down to *12% in 2015*, an amazing accomplishment for a public shelter.
- Engages hundreds of animal loving residents through *the foster home program and other volunteer programs* (on-site and adoption events).
- *Provides regional response to animal cruelty cases* working closely with jurisdictional law enforcement.
- Provides *regional preparedness planning* and coordination with the King County Office of Emergency Management for emergency and disaster response.
- *Provides regional capacity for seasonal events* (annual new born kitten season).
- The RASKC Benefit donation fund allows county employees and *private donors to contribute to the extraordinary care* of animals—these services, such as veterinary specialists or orthopedic surgery, are typically not publicly funded and are not usually available in publicly funded animal service programs.

Appendix 2

RASKC Jurisdiction Map



RASKC Partner City List

District 200 (North)	District 220 (East)	District 500 (South)
Carnation	Town of Beaux Arts	Black Diamond
Duvall	Bellevue	Covington
Kenmore	Clyde Hill	Enumclaw
Kirkland	Issaquah	Kent
Lake Forest Park	Mercer Island	Maple Valley
Redmond	Newcastle	SeaTac
Sammamish	North Bend	Tukwila
Shoreline	Snoqualmie	
Woodinville	Yarrow Point	

All the districts include the surrounding unincorporated King County

## Regional Animal Services – Financial Sustainability Report