



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

September 3, 2014

Motion 14211

Proposed No. 2014-0147.2

Sponsors von Reichbauer

1 A MOTION accepting the Regional Animal Services 2014
2 Operational Strategic Plan and Technical Report in
3 response to the 2013/2014 Biennial Budget Ordinance,
4 Ordinance 17476, Section 99, Proviso P1; and authorizing
5 the release of \$500,000 currently held in reserve.

6 WHEREAS, the 2013/2014 Biennial Budget Ordinance, Ordinance 17476
7 contains Proviso P1 in Section 99, animal service fund, stating \$500,000 shall not be
8 expended or encumbered until the executive transmits an operational strategic plan for
9 regional animal services of King County and the council adopts a motion that accepts the
10 operational strategic plan and references the proviso's ordinance number, section number,
11 proviso number and subject matter, and

12 WHEREAS, the county executive has transmitted to the council a response that
13 contains the required information responding to the proviso, specifically to provide:

14 1. An operational strategic plan for regional animal services of King County,
15 intended to "further the goal of developing a sustainable program for regional animal
16 services with sustainable funding resources, while preserving the county's commitment to
17 maintain levels of animal care and control that will protect animal and human health and
18 safety and, to the greatest degree practicable, prevent injury to property and cruelty to
19 animal life," and

20 2. A technical report on at least the following issues:

21 a. Analysis of the factors driving high animal care and control costs in the South
22 animal district and unincorporated King County, including but not limited to societal,
23 behavioral, geographic and demographic influences;

24 b. Identification of the direct and indirect fiscal impacts of euthanasia, licensing,
25 fees and fines on the regional system, including analysis of how these factors affect pet
26 owner behavior;

27 c. An analysis of societal and behavioral factors that reduce shelter usage and
28 that increase pet licensing; and

29 d. An analysis of efficiencies that could be or have been achieved in canvassing
30 techniques and identification of alternative canvassing approaches that strategically
31 enhance licensing rates in partner jurisdictions experiencing low licensing rates, and

32 WHEREAS, the council has reviewed the department of executive services
33 regional animal service operational strategic plan and technical report;

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

35 The proviso response, in Attachments A and B of this motion, is hereby accepted

36 and the \$500,000 currently held in reserve in accordance with Ordinance 17476, Section
37 99, Proviso P1, animal services fund, is hereby released.

38

Motion 14211 was introduced on 4/7/2014 and passed by the Metropolitan King
County Council on 9/2/2014, by the following vote:

Yes: 8 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Lambert,
Mr. Dunn, Mr. McDermott, Mr. Dembowski and Mr. Upthegrove

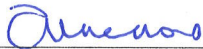
No: 0

Excused: 1 - Ms. Hague

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON


Larry Phillips, Chair

ATTEST:



Anne Noris, Clerk of the Council

Attachments: A. RASKC 2014 Operational Strategic Plan - August 2014, B. RASKC 2014 Technical
Report - March 2014

**Regional Animal Services of
King County (RASKC)**

2014 Operational Strategic Plan

Revised August 2014

Ordinance 17476 Section 99 Regional Animal Services of King County, Proviso 1

Summary of Proviso Requirement

Of this appropriation, \$500,000 shall not be expended or encumbered until the executive transmits an operational strategic plan for regional animal services of King County ("RASKC") and a motion that accepts the operational strategic plan, and the motion is passed by the council. The motion shall reference the proviso's ordinance, ordinance section, proviso number and subject matter in both the title and body of the motion.

The executive must file the operational strategic plan, including a technical report and motion required by this proviso by March 31, 2014, in the form a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the government accountability, oversight and financial performance committee or its successor.

The operational strategic plan shall further the goal of developing a sustainable program for regional animal services with sustainable funding resources, while preserving the county's commitment to maintain levels of animal care and control that will protect animal and human health and safety and, to the greatest degree practicable, prevent injury to property and cruelty to animal life.

The operational strategic plan shall include, but not be limited to: prioritized medium to long-range goals with priority outcomes, key performance measures, measurement targets and target dates for each goal; identification of medium and long-range cost reduction and revenue increasing strategies; and annual reporting to the council.

The operational strategic plan shall be informed by:

- A. The 2012 budget proviso responses;*
- B. The report on nonparticipating jurisdiction animal services costs required by Ordinance 17374;*
- C. Recommendations of the joint city-county committee established by the animal services Interlocal agreement authorized by Ordinance 17374;*
- D. A technical working group consisting of RASKC, executive and council staff. The purpose of The technical work group shall be to consider research, reports and analyses to support development of the operational strategic plan; and*
- E. A technical report to be transmitted to council by March 31, 2014, on at least the following issues:*
 - 1. Analysis of the factors driving high animal care and control costs in the South animal district and unincorporated King County, including but not limited to societal, behavioral, geographic and demographic influences;*
 - 2. Identification of the direct and indirect fiscal impacts of euthanasia, licensing, fees and fines on the regional system, including analysis of how these factors affect pet owner behavior;*
 - 3. An analysis of societal and behavioral factors that reduce shelter usage and that increase pet licensing; and*
 - 4. An analysis of efficiencies that could be or have been achieved in canvassing techniques and identification of alternative canvassing approaches that strategically enhance licensing rates in partner jurisdictions experiencing low licensing rates.*

The scope of the technical report is intended to be limited to the use of research tools and readily available demographic and socio-economic studies that may already be available in the public domain and that do not require RASKC to contract for or otherwise procure research tools, data, and consulting services.

Regional Animal Services of King County (RASKC) has prepared the attached documents in response to the Proviso contained in Ordinance 17476:

- 2014 Operational Strategic Plan, and
- 2014 RASKC Technical Report.

Executive Proviso Response Team

Norm Alberg	DES-Records and Licensing Services Division
Gene Mueller	DES-Records and Licensing Services Division
Sean Bouffiou	DES-Records and Licensing Services Division

Regional Animal Services of King County



2014 Operational Strategic Plan

Revised August 2014

Introduction

Regional Animal Services of King County (RASKC) continues to demonstrate regional leadership in the efficient and effective provision of animal services. Over the last four years, RASKC has achieved great successes in: financial sustainability; animal sheltering and field services, and overall operations.

Building on the 2010 Roadmap for Reform, RASKC reported numerous accomplishments, in concert with execution of the current 25 city Inter-Local Agreement (ILA); (see appendix A). Specifically, key accomplishments since May 2012 include:

Financial Sustainability

- Developed and implemented a RASKC revenue work plan, completing over a dozen initiatives aimed at increasing RASKC revenues; and
- Continued to pursue payment of fees and fines.

Animal sheltering and field services

- The Live Release Rate is above 84% annually;
- The euthanasia rate has been below 15 percent for over three years, including 2013 at 13.7 percent;
- Expanded cooperation/coordination with local law enforcement agencies.


Overall operations

- Integrated continuous improvement activities for improving quality of services, increasing efficiency and increasing capacity;
- Realigned shelter and field management responsibilities for improved oversight and support;
- Increased outreach and communication with neighboring animal service programs to increase cooperation and leverage opportunities to share information, expertise, event participation and community messaging.

The current (2013-2015) ILA has been termed the “*bridge to sustainability*”. RASKC, working in collaboration with its contract cities, has continued to focus efforts on increasing revenues, controlling costs, providing excellent services and building regional partnerships - as key to moving toward sustainability. *RASKC has developed this 2014 Operational Strategic Plan to continue moving toward a sustainable regional animal services program.* (Note: per Ordinance 17476, this operational strategic plan was informed by the 2012 budget proviso responses, the report on non-jurisdiction animal services costs (Ordinance 17374) recommendations of the joint city-county collaboration committee and the technical report developed as directed by ordinance 17476).

RASKC, as a section of Records and Licensing Services Division of the Department of Executive Services has initiated substantive continuous improvement efforts. Specifically, RASKC has updated its mission, in alignment with the King County Strategic Plan, the Department of Executive Services Vision and Mission and the Vision and Values of the Records and Licensing Services Division (see graphic below).

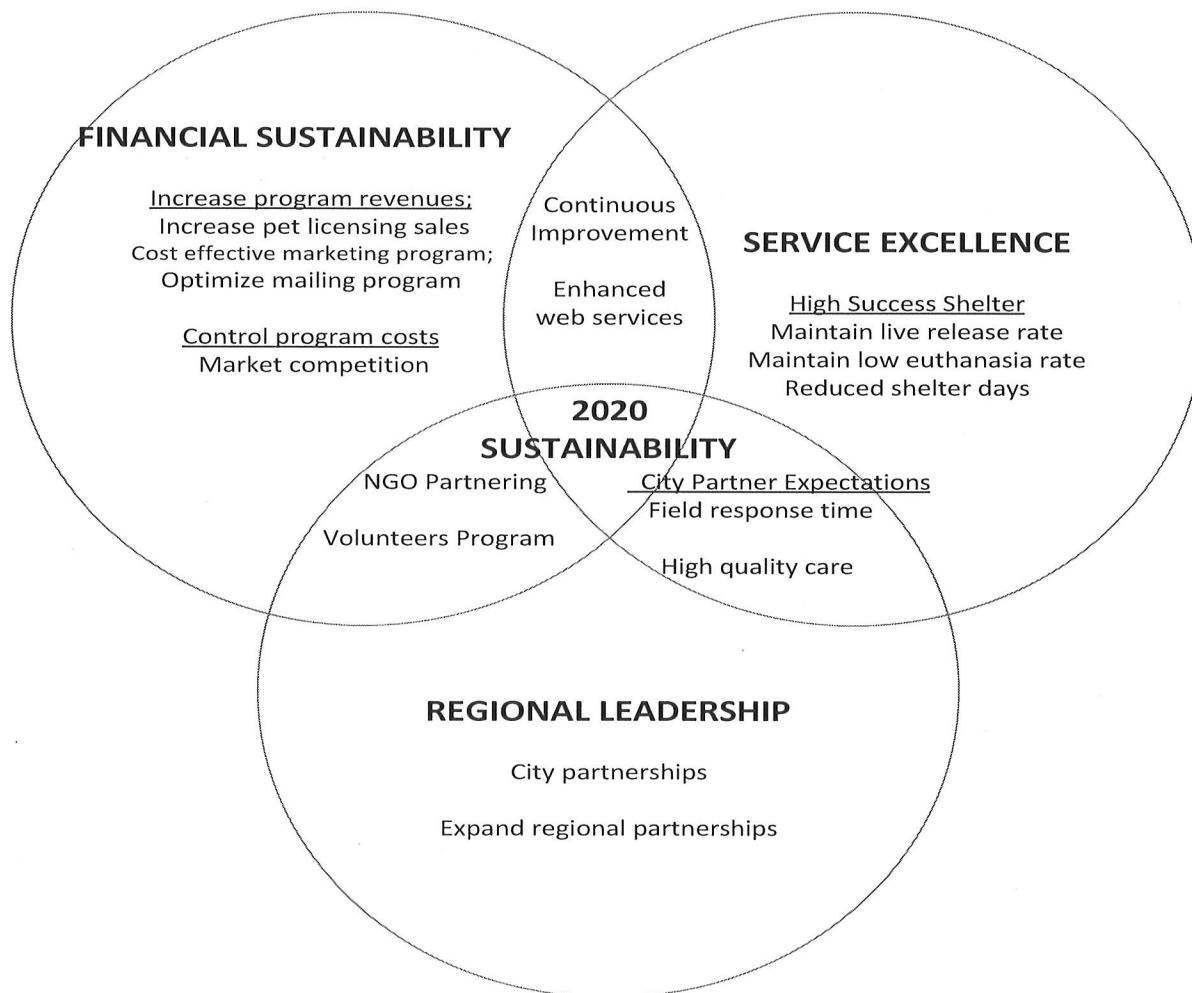
RASKC Mission: *Provide King County with sustainable, cost effective animal services which protect people and animals, while providing compassionate animal care.*

 <p>King County Records and Licensing Services Vision, Mission, Values & Objectives</p>	
KING COUNTY	
VISION STATEMENT	MISSION STATEMENT
King County's a diverse and dynamic community with a healthy economy and environment where all people and businesses have the opportunity to thrive	King County government provides financially responsible, quality driven local and regional services for healthy, safe, and vibrant communities
EXECUTIVE SERVICES	
VISION STATEMENT	MISSION STATEMENT
A partner and leader in Delivering Excellent Services, every day.	Department of Executive Services (DES) provides innovative government services delivered by customer-focused employees.
RECORDS AND LICENSING SERVICES	
VISION STATEMENT	
A leader in service excellence, committed to building an enduring legacy of continuous improvement and employee engagement.	
ARCHIVES, RECORDS MANAGEMENT & MAIL SERVICES MISSION STATEMENT	LICENSING MISSION STATEMENT
Manage current, inactive and historic records and information assets in compliance with laws, regulations and industry standards.	With a commitment to exceptional service, we support consumer protection and public safety through licensing and regulation of vehicles, vessels, taxicabs, for-hire drivers and hobby kennels.
RECORDING OFFICE MISSION STATEMENT	REGIONAL ANIMAL SERVICES MISSION STATEMENT
The King County Recorder's Office is committed to providing our community with exceptional customer service through: -Prompt and accurate recording, preservation and reproduction of documents -Accurate collection of real estate excise tax, and -Courteous issuance and recording of marriage documents.	Provide King County with sustainable, cost effective animal services which protect people and animals, while providing compassionate animal care.
VALUES (How We Will Conduct Ourselves)	
Respect: We treat each other and our customers with dignity and kindness. Honesty & Integrity: We are trustworthy, transparent and fair. Service: We provide high quality and efficient service and strive to exceed our customers and stakeholders' expectations. Continuous Improvement: We foster a culture of ongoing learning and development. Competence: We have the capacity, skills and talent to perform our work. Dependability: We make and keep our commitments, big and small.	
OBJECTIVES (Major Emphasis Areas to Help Us Achieve our Vision and Mission)	
Continuous Improvement: RALS is a learning organization committed to continuously improving both what we do and how we do it.	Service Excellence: We provide high quality and efficient service and strive to exceed our customer's and stakeholders expectations.
Employee Engagement: RALS employees are ready, willing and able to provide excellent service, are enthusiastic and fully involved in continuously improving RALS.	Supervisor Development: RALS supervisors are competent, confident and compassionate leaders who guide their team members in achieving measurable goals; with advocacy and accountability.

RASKC 2014 Operational Strategic Plan

RASKC has and will continue to focus its efforts on increasing revenues, controlling costs, providing excellent services and building regional partnerships - as key to moving towards sustainability. As such, RASKC has organized the 2014 Operational Strategic Plan around three primary goals;

- Financial Sustainability;
- Service Excellence;
- Regional Leadership.



As the Venn diagram above depicts, there are logical and interdependent overlaps of the objectives which support the three goals.

To minimize duplicating objectives across the three strategic goals, we have organized each objective and actions (tactics) for fulfilling each objective under only one of our three strategic goals.

Each of these three goals is supported by specific objectives, supporting actions/strategies, and specific metrics. The following section contains the strategies and metrics for the goals and objectives.

I. Financial Sustainability

Background: The RASKC program provides animal services (shelter, field, and pet licensing services) for unincorporated King County and 25 contracted Cities. The RASKC program and services are supported directly by program revenues (pet licensing and fees/fines), as well as the General Fund revenue from King County and many of the contracting cities.

RASKC program generated revenues support 55 percent of the RASKC program expenses, with pet licensing accounting for 50 percent and fees/fines accounting for five percent. The remaining 45 percent of operating expenses are supported by contributions from the County's General Fund and payments from contract cities.

The interests articulated by contracting city partners during the negotiations of the current (2013-2015) Inter-local Agreement (ILA), as well as policy direction from the County Council and the County Executive, was to pursue financial sustainability by increasing direct program revenues and controlling costs going forward.

Controlling Costs: RASKC has and continues to excel at implementing improvements to ensure direct program costs are controlled. As the Technical Report indicates – RASKC's allocated costs are directly affected by program usage. Cost efficiency is important, but cost avoidance achieved by focusing on reducing the supply of unwanted and/or stray animals will have a more lasting impact on our community and will limit the number of animals entering the shelter. Program elements that increase pet retention and reduce animal intakes or limit days in care will have the most impact on program cost. Cooperative engagement with our non-profit partners throughout the County allows us to maximize provision of this life-sparing service while minimizing expense.

Increasing Revenues: As covered in the Technical Report;

- *"RASKC pet licensure rate of approximately 21 percent is on the high end of animal services programs in the County, but is insufficient to fund the overall program.*
- *"Increasing pet licensure rate above the 21 percent rate with current tools is difficult. RASKC uses mailings, direct and saturation; creates and implements jurisdictional marketing campaigns by partnering with over 450 pet licensing sales and/or information providers; has a presence at dozens of events annually and uses door to door canvassing"*
- *"Alternatives to canvassing include; marketing and event promotions, optimizing on-line licensing, and expanding and optimizing mailing campaigns – all of which RASKC has and continues to implement and improve upon. RASKC is evaluating a proposal to provide pet rabies vaccination data – to ensure all vaccinated pets are also licensed pets (pet licensure and rabies vaccination are both currently legally required in King County)."*

A Long Term Focus on Prevention

While increasing revenue and controlling cost are two important objectives essential to financial sustainability, addressing upstream root causes with program elements focused on prevention is intended to help avoid many situations that lead to pets entering the shelter system altogether. As identified in the Technical Report:

- Unsterilized pets (dogs and cats) are three to four times more likely to be relinquished by their owners
- Of the top ten reasons why pets are surrendered, eight are related to "people problems" rather than direct animal issues.

RASKC will maintain its emphasis on controlling and managing program costs, with renewed efforts to increase revenues, and will focus more time and energy on preventative measures to help avoid animals entering the system.

RASKC identified a significant revenue reporting opportunity in early 2013 – requiring rabies vaccination data to be provided to RASKC; which could improve public health/safety, as well as provide the potential for a very significant increase in revenue for RASKC. As mentioned above, the current 21% licensure rate is on the high end of animal services programs, however, our research has shown up to 60-70% of pet owners vaccinate their pets for rabies. Additionally, our research has shown that mandatory rabies reporting has been successfully implemented in numerous jurisdictions across the country.

RASKC reached out to the Washington State Veterinary's Medical Association (WSVMA) in early 2013 to solicit input and ideas regarding the rabies reporting concept and/or alternatives. While the WSVMA has indicated they do not support the concept of mandatory rabies data reporting, they did propose an alternative voluntary program, where they would encourage their membership to communicate the benefits of pet licensure, supporting animal welfare, and the RASKC program, with the intent of achieving a similar increase in pet licensure as has been seen in jurisdictions with mandatory rabies data reporting. The voluntary program was implemented in January 2014; RASKC and the WSVMA tracked the results for three months. There was no increase in pet license sales as a result of the voluntary pilot. RASKC has continued discussions with WSVMA on options for a mandatory reporting program and using voluntary mechanisms for increasing pet licensing. The WSVMA has continued to express opposition to the mandatory reporting approach. If mandatory reporting is not a supported approach, RASKC plans on proposing additional market driven (voluntary) mechanisms in the Fall of 2014 and will track the results. From the experience of the voluntary pilot, it is unlikely that voluntary mechanism will produce the same anticipated level of increased licensing, however, if the WSVMA and the veterinary community are supportive and actively participating, there is the potential for improvement.

Below are RASKC's objectives, activities and metrics which will support RASKC's Financial Sustainability

I a. Objective: RASKC will continue proactive efforts to increase program revenues- improving the ratio of program expenditures covered by program revenue annually.

- Implement market driven voluntary options for increasing pet licensing in the fall of 2014.
 - Track and report (annually) the results of market driven mechanism for increasing pet licensure
- Re-visit the discussion of alternative approaches to the market driven options if the results do not show improvement in the incidence of pet licensing towards the goal.

Continue cost effective RASKC marketing program efforts (including but not limited to; canvassing, marketing campaigns, events, mailings, etc.).

- Optimize mailing programs (e.g. identify new mailing list prospects for targeted direct mailings; maintain licensing database address accuracy).
 - 2014: Mailing programs will target a return on investment ratio of greater than \$1.50 earned per \$1 spent
-

- 2015: Review/revise mailing programs – in light of other operational initiatives implemented (e.g. rabies reporting) – develop and implement strategies for 2015-2020 with specific targets for the out-years to be determined in 2015
- 2015-2020: Implement mailing strategies identified, ensuring positive return on investment ratio
- Implement web-based enhancements and updates.
 - By the end of 2014, web based donations will have increased by 10 percent
 - 2015: Update web-page and enable mobile friendly accessibility to optimize functionality and facilitate web based donations. Establish a 2016-2020 web improvement plan
 - 2016-2020: Implement improvements identified in the 2015 web improvement plan.

Pursue payment of.

- Continue to follow up on unpaid fines.
- Identify additional tools to enforce payment of fees (potential legislative authority)
 - 2014 - 2020: Increase percentage of fines collected over fines issued by 10 percent per year

I b. Objective: Control program operating costs

RASKC has initiated continuous improvement training and tools intended to identify efficiency opportunities in all key business processes including: Pet Licensing, Field Services, Clinic and Shelter Operations.

Implement Continuous Improvement tools to increase process efficiency and limit net increases in expenditure budget to inflation, or actual cost reductions. (Inflation: CPI-U + Population Growth)

- Increase process efficiencies in key business areas and limit expenditure budget increases to inflation
- 2014-2020: Growth of expenditure budget limited to inflation.

Leverage market competition to control costs.

- Use competitive bidding to limit the cost of goods and services purchased and minimize annual budget growth to Inflation.
 - 2014-2020: Growth of expenditure budget limited to inflation

Engage with Labor partners in a constructive, team oriented approach to create rewarding, efficient and cost effective programs.

- Enable individual and team based process improvement.
 - 2014-2020: Growth of expenditure budget limited to inflation.

II. Service Excellence

RASKC has established a hard earned reputation for providing excellent animal services. RASKC is achieving service excellence in shelter and clinic operations; as indicated in the Technical Report:

- *Maintaining the County's Policy of a high success shelter, which means not exceeding a euthanasia rate of 15 percent, is more costly to run than alternatives. However, RASKC's high release rate and low euthanasia rate have numerous positive contributions to the program, including meeting expectations of policymakers and stakeholders, high volunteer support hours donated and establishing positive regional image/reputation/support.*

RASKC is continuing to demonstrate service excellence, establishing valued partnerships with public and private organizations and maintaining positive relationships with the program's 25 contract cities. Additionally, RASKC is committed to utilizing continuous improvement tools and processes to improve the efficiency and effectiveness of key operating processes (e.g. shelter processes/capacity; field processes/capacity, licensing processes/capacity).

In addition to quality service and process efficiencies, there is an intentional focus on addressing factors identified in the Technical Report that impact pet retention and that facilitate fewer animals entering the system as strays or owner surrendered animals. Prevention, demonstrated by program efforts to educate, train, and otherwise enable current and prospective pet owners to employ tools and techniques that facilitate pet retention, are essential to achieving Service Excellence over the long term.

Below are the objectives, strategies and metrics which will support RASKC's Service Excellence Goal: *By 2020 RASKC is operating under established cooperative agreements with public & private partners - optimizing care for all animals in the region.*

II a. Objective: Continue high success shelter outcomes

Provide high quality animal care.

- Implement changes to operating procedures to align with the Association of Shelter Veterinarians' (ASV) Guidelines for Standards of Care in Animal Shelters (2010)
 - 2014-2020: Maintain live release rate - above 84 percent
 - 2014-2020: Meet/exceed euthanasia target - below 15 percent.

Reduce average length of stay through flow analysis and expedited disposition actions (Continuous Improvement program).

- Continue to encourage the use of Lean tools to increase efficiency and effectiveness of procedures
 - 2014: Average length of stay (cats and dogs) is less than 12 days
 - 2015-2020: Average length of stay (cats and dogs) remains less than 12 days.

Maintain a healthy and rewarding volunteer network.

- Foster a positive and rewarding volunteer program that aligns program needs with the interests and abilities of volunteers
-

- 2014: RASKC will meet or exceed the 18,000 hours donated for care to animals in the shelter
- 2015-2020: meet or exceed a minimum of three volunteer hours per animal intake.

II b. Objective: Meet City/County expectations for field service response

Plan and organize operations to maximize efficiency of animal control officers in the field.

- 2014-2020: Meet established field response time for priority calls; Priority 1 calls at one hour – or less, and Priority 2 calls at 4 hours – or less.

III. Regional Leadership

RASKC's leadership in animal services has received some noteworthy recognition. Additionally, over the last two years, RASKC has expanded partnerships with public and private animal services organizations to increase adoptions, increase animal retention, and facilitate access to low cost spay and neuter services. A few examples include:

- Petco Grant—Petco, a national pet supply company, has been working with RASKC for the past few years providing small offsite cat adoption locations within their local stores (Shoreline, Bellevue, Tukwila, and Covington). Recognizing the tremendous efforts exerted by RASKC staff and volunteers in reducing the shelter euthanasia over the past few years, and as a leader in animal welfare, Petco approached RASKC to apply for a grant to open a high visibility adoption center for RASKC shelter animals within their store in Kirkland. RASKC was successful in acquiring this grant. This north King County site will be approximately 1,200 square feet for RASKC's use to adopt out sheltered cats, dogs, and small mammals. The target date to open this adoption resource is the second quarter of 2014.
- ASPCA / Rachael Ray \$100,000 Challenge – RASKC was one of fifty national shelters involved in a three month adoption promotion during the summer of 2013. RASKC received a notable amount of media promotion from this national event.
- Subaru's "Share the Love" event – In December of 2013, RASKC, Auburn Valley Humane Society, Seattle Humane Society, and several pet rescue groups partnered to hold a one-day adoption event in Auburn at the Mike Scarff Subaru dealership. RASKC applied for, and received, a \$2,500 grant from Subaru/ASPCA to promote this group event.
- Pasado's Safe Haven and South County Cats – RASKC helped acquire a grant for Pasado's to provide no-cost sterilizations in zip code 98030, a high shelter intake zip code in south Kent. Additionally, RASKC hosts reduced cost sterilization events provided by the Pasado's mobile spay-neuter truck at the Kent pet adoption center each week.

Below are RASKC's objectives, strategies and metrics which will support RASKC's Regional Leadership Goal; *By 2020 RASKC is a nationally recognized regional leader, serving as the regional clearinghouse and a subject matter expert*

III a. Objective: Maintain city partnerships

All 25 current ILA city partners commit to remain in regional model.

- 2014 - Per the terms (Section 4b) of the 2013-2015 ILA, for purposes of determining whether the agreement shall be extended, the County will invite all contracting cities to meet in September 2014, to discuss both: (1) a possible extension of the agreement under the same terms and conditions; and (2) a possible extension with amended terms.
- 2015 - Per the terms (Section 4c) of the 2013-2015 ILA, no later than March 1, 2015, the parties shall provide written notice to one another of whether they wish to extend this agreement on the same or amended terms.
- 2015 - Per the terms (Section 4d) of the 2013-2015 ILA, if the contracting parties wish to extend their respective agreements (whether under the same or amended terms) through Dec. 31, 2017, they shall do so in writing no later than July 1, 2015.

III b. Objective: Establish Long Term Stability

Maintain RASKC's quality and level of service and encourage the participation of new cities.

- Develop and implement a new operating agreement model expanding on the improvements established in the 2013-2015 ILA and incorporate the benefits of improved program generated revenue
 - 2016 - Establish an operating agreement or ILA that provides for longer term commitments.

Expand partnerships with non-government organizations (NGOs) which focus on meeting community, animal, and RASKC organizational needs.

- 2014: RASKC will partner with NGOs on at least two regional spay/neuter events.
- 2015 – 2020: RASKC will partner with NGOs on at least four regional spay/neuter events each year.
- 2014 – 2020: RASKC will host/sponsor major adoption event and will include invitations to participate to all regional shelters (PAWS, SHS, AVHS, Burien Cares, Meow).

III c. Objective: Expand information sharing, regional cooperation (focusing on knowledge sharing) and saving animal lives.

- 2014 – 2020: RASKC will host/sponsor an annual regional seminar on current shelter operational issues and/or field animal control topics.
- 2014 – 2020: RASKC will focus on revenue generating strategies that help support quality animal services throughout King County.
 - Shelter deaths per 1,000 human population (countywide)
 - Animal Services cost per capita.

Next Steps

RASKC will work with Council staff to review existing reporting requirements, consolidate existing requirements and incorporate the goals and measures as identified in this strategic plan, and provide an annual narrative update to the progress achieved.

The organization is proud of the services and value RASKC brings to our community. Providing regional animal services is a difficult, complex and challenging undertaking. RASKC has stepped up and moved forward in a professional and collaborative fashion and is achieving program success.

RASKC will continue to work with city partners and others to ensure the programs and services continue to pursue the RASKC mission: *Provide King County with sustainable, cost effective animal services which protect people and animals, while providing compassionate animal care.*

Appendix

- A. RASKC Roadmap to Reform – update May 2012
 - B. Ordinance 17476 – Proviso requirements
 - C. Ordinance 17476 – Technical Report – Executive Summary (full report under separate cover)
 - D. Field and Shelter Monitoring and Reporting (Required by King County Code 11.04.550)
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Appendix A: RASK Roadmap for Reform - update May 2012**King County****Dow Constantine**

King County Executive

Regional Animal Services of King County**Roadmap for Reform****Accomplishments May 2012**

The 2010 Roadmap for Reform of King County animal services began with creation of a new regional animal services model jointly developed by King County and its city partners. The model preserved a regional service approach, which best provides for public health, safety, customer service and animal welfare. Highlighted below are a number of the improvements made since the initial 2010 roadmap.

Managerial and Operational Improvements

- ✓ The County implemented a new model for Regional Animal Services of King County (RASKC) by entering into new contracts with cities. The initial two-year agreement is expiring at the end of 2012, and work began in 2011 to negotiate a replacement agreement with cities.
- ✓ The County has put in place a new animal services management team that is taking a more proactive role in the operations of the shelter, the prevention and investigation of animal cruelty and implementing other actions to improve animal welfare.
- ✓ RASKC has improved animal services data collection and management through technology upgrades that support real-time access to data in the field and more robust tracking of animals in the shelter. Implementation was completed in 2011, with training, feature upgrades and added reporting in continuous development due to the flexible and open nature of the technology employed.
- ✓ RASKC has improved animal care and service delivery through continuous review and development of procedures to guide shelter and field operations, and provision of ongoing staff training.
- ✓ Regional Animal Services continues to work with other organizations, including feral cat groups, spay/neuter organizations, non-profit shelters and other government agencies to reduce the homeless animal population in our region. One measure of the value of these partnerships is the reduction by 78.4% in the number of animals euthanized for behavioral reasons. The number of animals euthanized for behavioral reasons has declined from 850 in 2009 to 184 in 2011.

- ✓ RASKC is continuing efforts to fund better outcomes for animals using donations.
- ✓ A plan for the development of new regional sheltering space to ultimately replace the capacity provided by the Kent shelter was evaluated and put on hold pending efforts to find funding and develop a sustainable long-term contractual relationship with cities.
- ✓ Management worked with the Animal Control Officers Guild to develop creative and responsive solutions to improve efficiency and effectiveness. The bargaining unit agreed to forego COLA for 2011 and 2013 and to restructure the compensation for the employees working in the pet adoption center. These negotiated changes were instrumental to our ability to provide cost effective regional animal control services to the residents of King County

Animal Sheltering and Welfare

- ✓ The euthanasia rate has declined dramatically since 2009. The rate decreased from 17.6 percent of intakes in 2009, to 14.3 percent of intakes in 2011. The live release rate went from 78.9 percent in 2009 to 83.2 percent in 2011.
 - ✓ RASKC has filled the second operations manager position to work with community partners, develop operating procedures and ensure that those procedures are followed. This manager provides cities with monthly statistics about shelter and field services provided under the terms of the Inter-local Agreement. The reports include response times, summaries of activities, and the number and reasons for shelter intakes and shelter outcomes. Licensing revenues are also provided for tracking purposes.
 - ✓ RASKC has filled the full-time volunteer coordinator position. This has enabled greater recruitment and support for volunteer involvement throughout the agency. Volunteers now provide expanded animal care duties and assist in our veterinary clinic.
 - ✓ A veterinary medical director position and two additional veterinary technician positions have been established to provide a higher level of care in the Kent shelter. The number of animals that died in care (including neonate foster animals) has decreased steadily since 2009. In 2009, 3.4 percent of intakes died in care, in 2011 that number dropped to 1.8 percent.
 - ✓ RASKC has made improvements to existing facilities to prevent overcrowding, noise, and the spread of disease. We have managed the population at the Kent shelter within available resources to ensure proper care for animals. Two isolation trailers were added for treatment of feline upper respiratory infections, and a dog isolation space was added.
 - ✓ RASKC is providing a more consistent level of care at the Kent shelter by consolidating all staff at one facility. The Eastside shelter was decommissioned as a sheltering location in 2010 and the lease expired in 2011, when the remaining field activities were consolidated.
-

- ✓ Staffing for the peak summer season has been improved with the use of seasonal help. Shelter capacity has also been increased with the creation of a foster care coordinator position and the use of more foster homes. In 2009 19.9 percent of animal intakes were cared for in foster care. In 2011, 27.4 percent of intakes were fostered.
- ✓ Increased adoption activities including lowering adoption fees during peak season, making use of social media and press releases to communicate with the public.
- ✓ RASKC has continued to develop partnerships with other animal welfare organizations to take animals for adoptions on a regular basis. In 2009, 16.9 percent of animal intakes were transferred to other organizations. In 2011, 17.4 percent of animals were transferred.
- ✓ Euthanasia of feral cats has declined 91.6 percent - largely due to volunteer efforts.

Animal Control & Animal Cruelty

- ✓ RASKC has implemented procedures with the King County Sheriff's Office and other police agencies to respond quickly and more effectively to potential animal cruelty cases and issues of public safety, and engage police earlier in the investigation of serious cases. Quarterly meetings are held with law enforcement from each district to improve services, coordination and emerging issues.
 - ✓ RASKC has developed better training for animal control officers to complete a preliminary review of cases reported by the public as animal cruelty. This allows our cruelty investigator to focus on substantiated cases, and not use limited resources on unsubstantiated cases.
 - ✓ RASKC has implemented new policies and training for police dispatchers for callout of animal control officers for after-hours emergencies.
 - ✓ RASKC has improved case management with the King County Prosecuting Attorney regarding animal cruelty cases.
 - ✓ The County has installed laptops in animal control trucks for real-time access to, and entry of, dispatch and other data.
 - ✓ RASKC continues to refine and establish procedures to systematically identify all new animal cruelty calls.
 - ✓ Additional work is underway to establish operating bases in north and/or east county to provide consistent field services and a better connection with and accountability to these areas of the county.
-

Pet Licensing

- ✓ RASKC has established a “no-tolerance” policy for enforcement of pet licensing. Citations for offenses include added penalties when animals are not licensed.
- ✓ Pet licensing effectiveness has improved with increased sales from 2011 to 2012. January 2011 to April 2012 comparison shows a 20 percent increase in license sales, from \$690,000 to \$818,000.
- ✓ RASKC has increased use of on-line transactions for license renewals and promoted on-line sales for new licenses.
- ✓ Credit card transaction capabilities are in place at the Kent shelter location. Work to provide a field credit card acceptance method is being developed.

Next Steps

The proposed (2013-2015) Inter-local Agreement contains contract language to continue the collaboration efforts between the County and cities. Specifically, a Joint City-County Committee is defined to work on collaborative initiatives and identify recommendations for improving the efficiencies and improvements of services.

Appendix B: Ordinance 17476 – Proviso Requirements

Page 2

Text of RASKC Proviso, Ordinance 17476

RASKC Proviso, Ordinance 17476**SECTION 99. REGIONAL ANIMAL SERVICES OF KING COUNTY****P1 PROVIDED THAT:**

Of this appropriation, \$500,000 shall not be expended or encumbered until the executive transmits an operational strategic plan for regional animal services of King County ("RASKC") and a motion that accepts the operational strategic plan and the motion is passed by the council. The motion shall reference the proviso's ordinance, ordinance section, proviso number and subject matter in both the title and body of the motion.

The executive must file the operational strategic plan, including a technical report and motion required by this proviso by March 31, 2014, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the government accountability, oversight and financial performance committee or its successor.

The operational strategic plan shall further the goal of developing a sustainable program for regional animal services with sustainable funding resources, while preserving the county's commitment to maintain levels of animal care and control that will protect animal and human health and safety and, to the greatest degree practicable, prevent injury to property and cruelty to animal life.

The operational strategic plan shall include, but not be limited to: prioritized medium to long-range goals with priority outcomes, key performance measures, measurement targets and target dates for each goal; identification of medium and long-range cost reduction and revenue increasing strategies; and annual reporting to the council.

The operational strategic plan shall be informed by:

- A. The 2012 budget proviso responses;
- B. The report on nonparticipating jurisdiction animal services costs required by Ordinance 17374;
- C. Recommendations of the joint city-county committee established by the animal services interlocal agreement authorized by Ordinance 17374;
- D. A technical working group consisting of RASKC, executive and council staff. The purpose of the technical work group shall be to consider research, reports and analyses to support development of the operational strategic plan; and
- E. A technical report to be transmitted to the council by March 31, 2014, on at least the following issues:

- 1. Analysis of the factors driving high animal care and control costs in the South animal district and unincorporated King County, including but not limited to societal, behavioral, geographic and demographic influences;
- 2. Identification of the direct and indirect fiscal impacts of euthanasia, licensing, fees and fines on the regional system, including analysis of how these factors affect pet owner behavior;
- 3. An analysis of societal and behavioral factors that reduce shelter usage and that increase pet licensing; and
- 4. An analysis of efficiencies that could be or have been achieved in canvassing techniques and identification of alternative canvassing approaches that strategically enhance licensing rates in partner jurisdictions experiencing low licensing rates.

The scope of the technical report is intended to be limited to the use of research tools and readily available demographic and socio-economic studies that may already be available in the public domain and that do not require RASKC to contract for or otherwise procure research tools, data, and consulting services.

Appendix C: Ordinance 17476 – Technical Report – Executive Summary

Executive Summary

As contained in Ordinance 17476; “The scope of the technical report is intended to be limited to the use of research tools and readily available demographic and socio-economic studies that may already be available in the public domain and do not require RASKC to contract for or otherwise procure research tools, data and consulting services.”

Highlighted below, are the summary results of the research conducted to respond to the four specific areas. The sections that follow this summary include the detailed results, information and research conducted to respond to the four areas.

Analysis of factors driving high animal care and control costs in the southern animal control district and unincorporated King County, including but not limited to societal, behavioral, geographic and demographic influences.

- Costs are affected by usage the current 2013-2015 ILA cost allocation model allocates costs based on usage at an 80 percent weighting.
- Costs per capita in south King County cities are generally higher than other cities in the program.
- Societal and Demographic factors include: pet owner economics such as moving, pet ownership costs and landlord issues.
- Behavioral factors include; a significantly higher percentage of surrendered animals are non- spayed/neutered animals (relates to more objectionable animal behavior issues).
- Geographic factors include; the proximity of the RASKC shelter, availability of field animal control officers, and the availability of other non-RASKC sheltering options in north and east King County.

Identification of the direct and indirect fiscal impacts euthanasia, licensing, fees and fines on the regional system, including analysis of how these factors affect pet owner behavior.

- Maintaining the County’s Policy of a high success shelter which meant not exceeding a euthanasia rate of 15 percent, is more costly to run than alternatives. However, RASKC’s high release rate and low euthanasia rate have numerous positive contributions to the program, including meeting policy-makers (citizen representatives) and stakeholders’ expectations, high volunteer support hours donated and establishing positive regional image/reputation/support.
- Program revenue represents nearly 55 percent of overall annual expenditures, Pet licensing accounts for 90 percent of program revenue; fees/fines account for less than 10 percent.
- RASKC pet licensure rate of approximately 21 percent is on the higher end of animal service programs in the country, but is insufficient to fund the overall program.
- RASKC licensing fees have been adjusted twice in the last four (4) years. License fees are currently; \$30/annually for altered animals and \$60/annually for unaltered. Pet licensing expense is one of the lowest animal related expenditures for pet owners.

Analysis of societal and behavioral factors that reduce shelter usage and that increase pet licensing.

- Pet retention prevents animals entering shelter. Pet retention is directly affected by societal and behavioral factors, including;
 - spay/neutering (prevents objectionable pet behaviors);
 - pet obedience training;
 - regular vet care;
 - pets being considered part of family,
 - keeping pets indoors, and
 - Pre-adoption counseling, communicating realistic expectations of pet ownership.
- Increasing pet licensure rate above the 21 percent rate with current tools is difficult. RASKC uses mailings, direct and saturation; creates and implements jurisdictional marketing campaigns; has a presence at dozens of events annually and uses door to door canvassing.

An analysis of efficiencies that could be or have been achieved in canvassing techniques and identification of alternative canvassing approaches that strategically enhance licensing rates in partner jurisdictions experiencing low licensing rates.

- Recent efficiencies implemented in the RASKC canvassing program include; moving to weekend hours when (more pet owners are at home; using improved door hangers; and expanding canvassing to some cities – not just unincorporated King County.
 - Alternatives to canvassing include; marketing and event promotions, optimizing on-line licensing, and expanding and optimizing mailing campaigns – all of which RASKC has and continues to implement and improve upon. RASKC is evaluating a proposal to require veterinary clinics provide pet rabies vaccination data – to ensure all vaccinated pets are also licensed pets as pet licensure and rabies vaccination are both currently legally required in King County.
-

Table 1 – Field and Shelter Monitoring and Reporting as Required by King County Code 11.04.550

Statistic Description	2012¹	2013²
Number of animals taken into King County's custody (Intakes in 2012 and 2013)	4973	4840
Average Length of stay, dog and cat, in days (by outcome date)	13.9	12.2
Number of animals redeemed by their owners	752	648
Number of animals adopted	2497	2229
Number of animals transferred to other animal welfare organizations or agencies	999	840
Number of animals euthanized ³	662	770
Number of animals euthanized at an owner's request ⁴	87	81
Number of animals euthanized due to a determination of vicious temperament ⁵	221	193
Number of animals euthanized due to a determination that the animal had a poor or grave prognosis of health and was irremediably suffering ⁶	330	348
Number of animal euthanized due to behavior: house soiling/un-socialized	5	8
Number of animals that die of causes other than an administered method of euthanasia	80	80
Number of animals spayed or neutered	2118	2026
Number of animal cruelty calls ⁷	762	711

¹ RASKC jurisdiction includes city of Auburn in 2012 only.

² 2013 data are provisional, data as of 1/7/2014.

³ These data do not include wild rodents or bats euthanized at the request of SKCPH; includes owner-requested. 2013 data also includes a large poultry seizure.

⁴ Animals brought in for owner-request euthanasia are evaluated by KCACC first to determine if euthanasia is appropriate before euthanasia is performed.

⁵ KCACC does not use "vicious temperament" as a category. The number of animals euthanized for behavior reasons (human or animal aggression, and known biters) are listed here.

⁶ KCACC does not use "poor or grave prognosis of health and was irremediably suffering" as a category. The number of animals euthanized for medical reasons are listed here. (does not include owner-requested as these may be health or behavior; this includes all medical euthanasia and animals euthanized at private vet hospital.

⁷ Chameleon data on case numbers for investigations for Cruelty, Cruelty- Neglect, Cruelty – Welfare Check, and Negligence.

Statistic Description	2012 ¹	2013 ²
Number and type of pet licenses issued		
Disabled Person	915	935
Juvenile	2204	2131
Senior Lifetime	694	220
Senior Discount	11191	13051
Service Animal	393	241
Spay/Neutered	80778	75390
Unaltered	4644	4291
Temporary	4148	4326
Total	104967	100585
Number of spay or neuter vouchers issued and redeemed ⁸	Issued – 10 Redeemed – 2	9 2

⁸ Certificates may be issued one year but are not redeemed until the following year.

14211--Attachment B

Regional Animal Services of King County (RASKC)

2014 Technical Report

March 2014

In Response to
Ordinance 17476 Section 99 Regional Animal Services of King County, Proviso 1

Attachment B

RASKC 2014 Technical Report

Overview

The 2013-14 Adopted Budget, Ordinance 17476, approved the biennial operating budget for the Regional Animal Services of King County (RASKC) subject to proviso P1, which restricted the expenditure of \$500,000 pending receipt of a technical report and an operational strategic plan. The report and plan are due by March 31, 2014.

Executive Summary

As contained in Ordinance 17476; “The scope of the technical report is intended to be limited to the use of research tools and readily available demographic and socio-economic studies that may already be available in the public domain and do not require RASKC to contract for or otherwise procure research tools, data and consulting services.”

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Analysis of factors driving high animal care and control costs in the southern animal control district and unincorporated King County, including but not limited to societal, behavioral, geographic and demographic influences.

- Costs are affected by usage, the current (2013-2015 ILA) cost allocation model allocates costs based on usage at an 80% weighting.
- Costs per capita in south King County cities are generally higher than other cities in the program.
- Societal and Demographic factors include: pet owner economics such as moving, pet ownership costs and landlord issues.
- Behavioral factors include; a significantly higher percentage of surrendered animals are non-spayed/neutered animals (relates to more objectionable animal behavior issues).
- Geographic factors include; the proximity of the RASKC shelter, availability of field animal control officers, and the availability of other non-RASKC sheltering options in north and east King County.

Identification of the direct and indirect fiscal impacts euthanasia, licensing, fees and fines on the regional system, including analysis of how these factors affect pet owner behavior.

- Maintaining the County’s Policy (of a high success shelter) of not exceeding a euthanasia rate of 15%, is more costly to run than alternatives. However, RASKC’s high release rate and low euthanasia rate have numerous positive contributions to the program, including meeting policy-makers (citizen representatives) and stakeholders’ expectations, high volunteer support hours donated and establishing positive regional image/reputation/support.
- Program revenue represents nearly 55% of overall annual expenditures, Pet licensing accounts for 90% of program revenue; fees/fines account for less than 10%.
- RASKC pet licensure rate of approximately 21% is on the higher end of animal service programs in the County, but is insufficient to fund the overall program.

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Analysis of societal and behavioral factors that reduce shelter usage and that increase pet licensing.

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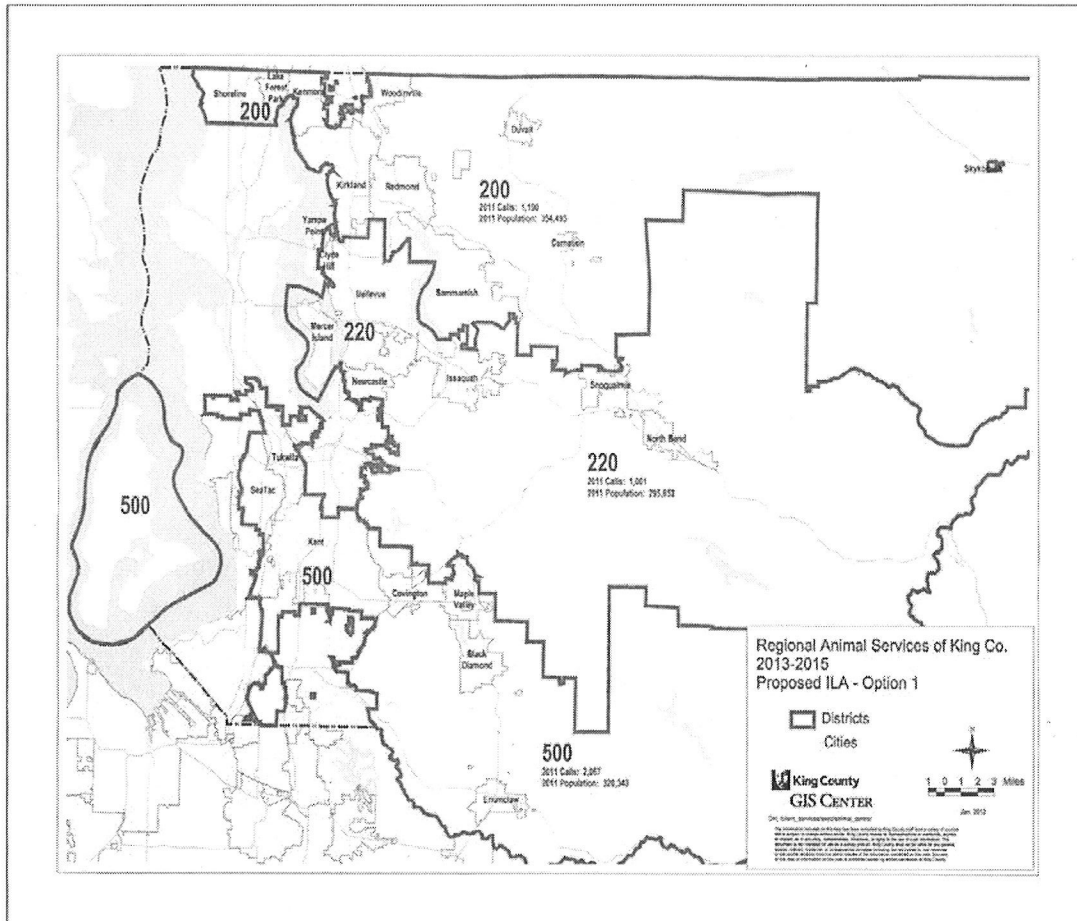
Background

The 2013-2015 Interlocal Agreement (ILA) provides for animal control/field service, shelter service, and pet licensing sales for unincorporated King County and 25 cities and towns.

For field services, unincorporated King County and the 25 cities are separated into three (3) geographic Control Districts (districts). Each jurisdiction is assigned to a particular district based on their physical location and proximity to each other, with overall population and call volume also considered. While unincorporated King County is represented in all three Control Districts, cities do not straddle a district line and are included within a single Control District in their entirety.

For sheltering services, the County operates one (1) Pet Adoption Center to support stray and otherwise homeless pets, with four contract cities located in north King County (Kenmore, Lake Forest Park, Shoreline, and Woodinville) contracting directly with the Progressive Animal Welfare Society (PAWS), a local non-profit shelter provider located in Snohomish County (Lynnwood), for sheltering services.

Figure 1. Animal Control Districts per the 2013 Interlocal Agreement - RASKC



For a list of the cities within each control district, please see Appendix A.

Report

1. Analysis of factors driving high animal care and control costs in the southern animal control district and unincorporated King County, including but not limited to societal, behavioral, geographic and demographic influences;

For purposes of this report, RASKC defined “high costs,” as costs, “where the price of allocated services is significantly greater than other jurisdictions in the same program, operating under the same rules and regulatory expectations.” This report does not analyze the cost of other programs, nor the price paid by other programs, particularly those located outside of King County; some considerations of other municipal programs located within the borders of King County are included. Note: Actual cost is also a somewhat subjective term, as many jurisdictions do not track the full cost, including: overhead, central services, capitalized investments, etc.

In addition to cost as defined above, an alternative perspective borrows from the International City-County Management Association (ICMA). The Humane Society of the United States (HSUS) reported that \$4 to \$7 per capita is the budgeting recommendation for animal control programs per the ICMA⁸. Although more detailed information directly from the ICMA (or HSUS) was not identified, and no date was associated with the quoted range,

this report will compare this range to the RASKC program, at the individual jurisdiction level, and overall at the program level.

The RASKC program allocates cost to participating jurisdictions and unincorporated King County based on a negotiated and effectively fixed allocation factor. The negotiated rate was initially established by first identifying the three primary usage indicators, one for each of the three services areas, for all participating jurisdictions. These include: calls for service (control), animal intakes (shelter), and licenses issued (pet licensing). A fourth factor, population, is also used in the cost allocation formula. Until 2013, RASKC allocated cost for each of the three services, to each of the participating jurisdictions, based on their respective usage (calls, intakes, or licenses) 50%, and population 50% to arrive at a pro rata share of program costs. In 2013, the baseline allocation utilized the same four factors, but usage was adjusted to allocate 80% of the cost, with population used to allocate the remaining 20%.

The allocation of cost within the RASKC program is important because the perception of high cost, in part, is due to the impact of shifting actual cost to create greater parity between usage (demand for service) and the amount paid for service. The overall operating budget for RASKC has declined annually since 2012, adjusting for efficiencies generated in the delivery of service, fewer animals entering the system, and one less participating jurisdiction.

A premise of the regional program is that due to the significant level of fixed costs associated with the delivery of animal care and control services, as well as the unique and highly specialized nature of the business, it is more efficient to provide such services on a regional basis and leverage the investment in staff and program resources across a greater number of jurisdictions/communities.

Understanding that within the RASKC program, usage drives the allocation of cost, the more relevant question is, “what drives usage?”

There are likely other factors that contribute to relatively high (or low) usage, but **societal, behavioral, geographic and demographic influences** are the primary categories explored for this report.

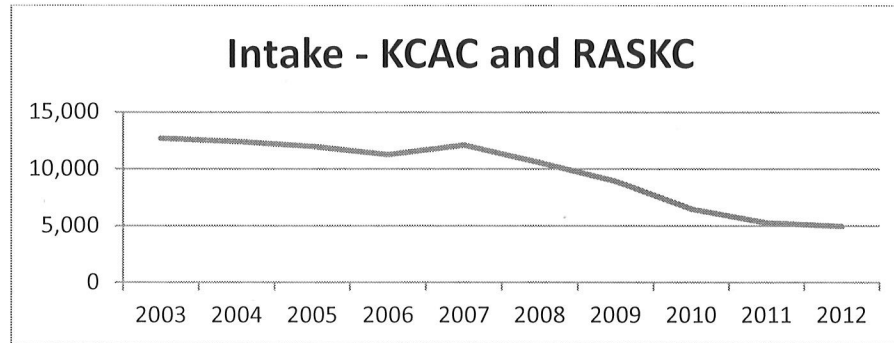
Societal Influences

Societal influences, those associated with how people influence the beliefs and behaviors of other people, appears to be a topic of multiple and varied research projects and reports, but when associated specifically to animal care and control, there are fewer published reports to draw from. Over the past decade, more data and research has been collected, though not to the level of specificity or geographic location than would be desired. Although a few helpful reports were identified, the single most comprehensive resource identified for this report, was the American Veterinary Medical Association’s (AVMA) published 2012 AVMA US Pet Ownership and Demographic Sourcebook. Purchased for this report, the data and effort behind the AVMA Sourcebook has been particularly relevant, timely, and thorough.

The cost of sheltering reflects just over half of the overall cost of the RASKC program, so an analysis of the factors that impact shelter intakes is essential to an overall understanding of cost drivers.

In King County, as can be seen in Figure 2 (below), the quantity of intakes has noticeably declined over the past decade (by more than 50%), with significantly fewer animals entering the system in the past five (5) years. Intakes experienced over the last two (2) years seem to demonstrate a new norm, with two consecutive years of essentially 5,000 intakes.

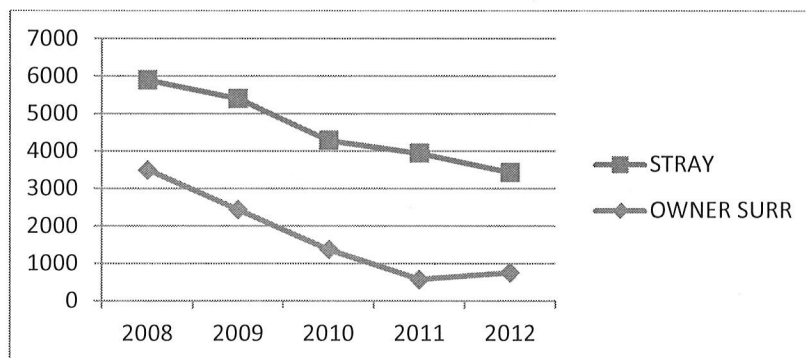
Figure 2. Time trend¹



There are a number of causes and contributing issues associated with the decline in intake over the years. Until 2010, King County provided service to 34 of 39 cities in King County. In 2010, a new ILA was signed with 26 cities for a two and a half (2.5) year term. In 2013, a new successor agreement was executed with 25 jurisdictions represented in the program, in addition to unincorporated King County. Some of the decline in overall intakes can be associated with fewer jurisdictions being served.

In more recent years, a greater emphasis has been placed on providing increased alternatives for pet owners considering surrendering their pets to the shelter. Owners are provided additional tools to help eliminate or mitigate aggravating animal behaviors that lead owners to surrender their pets. Surrendering one's pet is often not an immediate option unless there are exigent circumstances. The effect of the limitation on owner surrenders in more recent years (at RASKC) can be seen in the following chart (Figure 3);

Figure 3. Time Trend Source of Animal



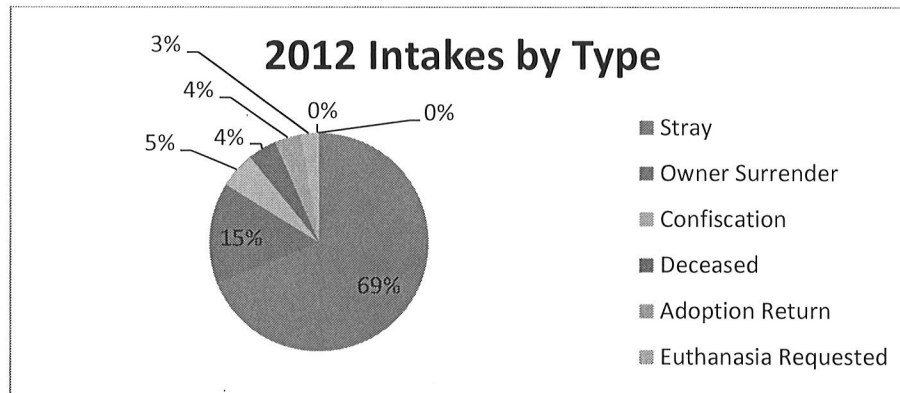
Recent data from 2008 through 2012 shows the decrease in intake depicted in Figure 2 is seen in both of the largest intake groups, stray animals and owner surrendered animals depicted in Figure 3. So while accepting owner surrendered animals may be a factor, clearly it is not entirely the reason for fewer intakes. Declining intakes is not a unique experience, many jurisdictions locally and nationally experienced significant declines in pet intakes². Although evidence to support the theory is limited, some speculate the decline may be due to the increase in access to spay and neuter (pet sterilization) services and by addressing feral cats outside of the shelter system through trap, neuter and return (TNR) efforts.

¹ 2002-2007 data: Animals handled = intake + carryover from previous year; from "At a glance: Pet license and shelter statistics" King County Website – accessed 9/12. 2008-2012 data are total intakes from Chameleon data system.

² Peter Marsh, 2010, *Replacing Myth with Math: Using Evidence-Based Programs to Eradicate Shelter Overpopulation*, http://www.shelteroverpopulation.org/SOS_Chapter-1.pdf, accessed 01/06/2014, 6-9.

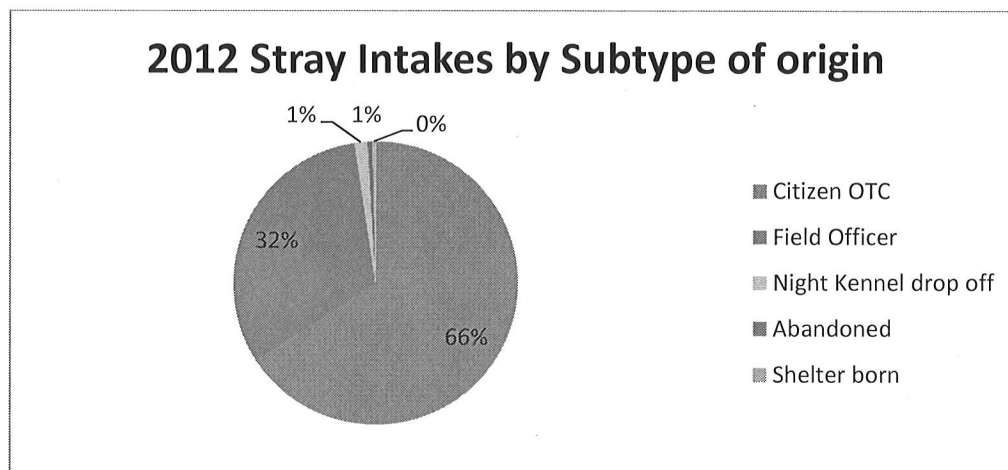
Figure 4 (below) provides data on the detailed source of animals impounded at RASKC in 2012. With 4,978 intakes, almost 70% were stray, followed by owner surrender (15%) and confiscations associated with cruelty cases (5%). Stray animal intake is by far the largest intake type. These animals are brought in both by citizens to the shelter or are picked up by Field officers.

Figure 4. Source of Animal (Intake type)



There were 3,427 stray intakes in 2012. Figure 5 (below) demonstrates that stray intakes are driven by Citizen over the counter (OTC) (66%) drop offs at the shelter in Kent.

Figure 5. Stray Animal Source



With the predominant intake being stray animals, and the largest source of stray animals being citizen drop off's at the Kent shelter, a geographic effect of proximity would be expected to be seen in the data, and it is.

The RASKC Pet Adoption Center (PAC) is located in the City of Kent. Cities located in south King County, and particularly those close to the physical location of the RASKC Pet Adoption Center (Covington, Enumclaw, Tukwila, Auburn, Kent and SeaTac) have the highest per capita intake rates in the RASKC program based on 2011 data. Other jurisdictions, particularly those located further north, benefit from the existence of private/non-profit animal sheltering programs that likely receive hundreds of stray and owner relinquished animals per year from their local communities, avoiding entry into the RASKC shelter program. Exactly how many local animals are supported annually through private agencies is not known.

It may also be the case that owners who have decided to relinquish their pets are simply calling their unwanted pet a “stray,” to avoid the potential of their pet not being accepted by the shelter. Janet M Scarlett, Cornell University’s College of Veterinary Medicine, authored a paper in 2008 titled: “Interface of epidemiology, pet population, issues and policy.” In citing an earlier study (DiGiacomo, et al, 1999), Scarlett noted that, “based on in-depth interview protocol with a small sample of people following surrender of their animals revealed that most people struggled for an extended period before relinquishment.” She then concludes, “The data help explain why strategies such as telling people at the time of their surrender that the animal will be euthanized does little to change owner’s decisions.” While pre-surrender counseling at RASKC does not threaten potential euthanasia, nor is euthanasia even a likely outcome, if the above in-depth interviews are considered, it is not unreasonable to conclude that owners will do or say what they need in order to successfully surrender their pet. Based on this observation, while owner surrenders represents only 15% of intakes, a fairly significant number of “stray” intakes may actually be from owner surrenders.

The second most significant source of intakes, Field Officers, may also be related to the quantity and availability of officers in the field. Prior to 2010, King County had more than doubled the number of animal control officers in the field than are deployed today under the current model. Fewer officers and less time per officer to pick up strays in the field may be a contributing factor, though data collection on intake source was not as detailed as it is today, making it difficult to validate such an assumption locally.

In looking to identify the likely societal influences that result in animals entering the shelter, a study published in the Journal of Applied Animal Welfare Science, by Dr. Salman and the National Council on Pet Population Study & Policy³, was reviewed. Dr. Salmon’s report revealed multiple reasons for pet relinquishment. Several were common to both dogs and cats. These reasons included moving, landlord not allowing pets, too many animals in household, cost of pet maintenance, owner having personal problems, inadequate facilities for a pet, and no homes available for littermates. Other reasons for cats being surrendered included allergies in the family, house soiling, and incompatibility with other pets. Other reasons reported for dogs were lack of time for them, illness of the dog, and biting. A notable observation by RASKC in reviewing this report is that eight out of ten reasons for both dogs and cats may be considered “people problems” rather than direct animal issues. Table1 – Top Ten Reasons to Surrender Pets (below) lists the top 10 reasons noted in Dr. Salmon’s report for why pet owners surrender their pets.

Table 1 – Top Ten Reasons to Surrender Pets

Dog	Cat
1. Moving	1. Too many in house
2. Landlord issues	2. Allergies
3. Cost of pet maintenance	3. Moving
4. No time for pet	4. Cost of pet maintenance
5. Inadequate facilities	5. Landlord issues
6. Too many pets in home	6. No homes for littermates
7. Pet illness(es)	7. House soiling
8. Personal problems	8. Personal problems
9. Biting	9. Pet illness(es)
10. No homes for littermates	10. Inadequate facilities

In another report, Risk factors for relinquishment of dogs to an animal shelter⁴ (American Veterinary Medical Association), by Dr. Patronek and his group, studied reasons associated with increased risk of relinquishment of dogs to an Indiana shelter.

³ Salman, MD, et al, (1998). Human and Animal Factors Related to the Relinquishment of Dogs and Cats in 12 Selected Animal Shelters in the U.S.A., Journal of Applied Animal Welfare Science, 1 (3): 207-226.

⁴ Patronek GJ, Glickman LT, Beck AM, McCabe GP, & Ecker C (1996). Risk factors for relinquishment of dogs to an animal shelter. J. Am. Vet. Med. Assoc. 209 (3): 572-581.

Dr. Patronek's study indicated that dogs that remained sexually intact were three times more likely to be surrendered to the shelter. It was reasoned that these intact dogs were also significantly more likely to exhibit unwanted behaviors, such as inappropriate elimination (male cat spraying) or unwanted chewing. It was estimated the almost one-third of all dogs surrendered to the shelter were attributed to a dog's sexually intact status. This study suggested that pet sterilization programs have influence beyond managing the size of the pet population to also influence relinquishment rates. It also supports pre-release sterilization policies (where all dogs are sterilized prior to release rather than released in lieu of a deposit) because such sterilization will increase the success of dogs adopted from the shelter being retained in an adoptive home. The same study also found that dog training after acquisition reduced the risk that a dog would be surrendered to the shelter.

Finally, an increased risk of relinquishment was found related to an owner's expectation about the amount of care needed for a dog. Almost one-third of the relinquishments were attributed to an owner's underestimate of the amount of work that would be required to care for the dog. This was found to be particularly true for dogs adopted from shelters where owners were significantly more likely to report that the dog required more care than expected.

Dr. Patronek and his study group also studied feline relinquishments to an Indiana shelter.⁵ Like dogs, an increased risk of feline relinquishment was found with being sexually intact. Intact, unsterilized cats were four times more likely to be relinquished. It was reasoned that undesirable behaviors such as inappropriate elimination and aggression toward people were related with being sexually intact. Almost one-third of feline surrenders to the shelter were attributed to being sexually intact.

Also, like the findings with dogs, programs that increase the sterilization of owned cats help manage the size of the cat population and reduce the rate at which owned cats are relinquished to local shelters. This emphasizes the desirability of sterilizing cats prior to adoption to maximize new adoption retention.

Unrealistic expectations about the amount of work required to care for the animal was also associated with an increased risk of relinquishment of cats as well.

In a third study reviewed for this technical report, Characteristics of shelter-relinquished animals and their owners compared with animals and their owners in U.S. pet-owning households⁶, (New Jr. and Dr. Salman et al., 2000), was the first study to report on the common lack of knowledge among pet owners about whether a female pet would benefit from having a litter before being sterilized. About half of all (dog and cat) owners in pet-owning households either thought that a female animal would benefit from having a litter or did not know. This lack of knowledge has a large potential effect as we have seen in previously described studies by Patronek, sexually intact animals are more likely to be surrendered to a shelter.

In addition to the above mentioned benefits of spaying or neutering pets, the American Society for the Prevention of Cruelty to Animals (ASPCA) has posted on their website the, "The Top 10 Reason to Spay or Neuter Your Pet" (<http://www.asPCA.org/pet-care/top-10-reasons-spay-or-neuter-your-pet>). The top two reasons listed by the ASPCA are:

#1 - Your female pet will live a longer, healthier life. Spaying helps prevent uterine infections and breast cancer, which is fatal in about 50 percent of dogs and 90 percent of cats. Spaying your pet before her first heat offers the best protection from these diseases.

#2 - Neutering provides major health benefits for your male. Besides preventing unwanted litters, neutering your male companion prevents testicular cancer, if done before six months of age.

⁵ Patronek GJ, Glickman LT, Beck AM, McCabe GP, & Ecker C (1996). Risk factors for relinquishment of cats to an animal shelter. J. Am. Vet. Med. Assoc. 209 (3): 582-588.

⁶ New Jr. JC, Salman MD, King M, Scarlett JM, Kass PH, & Hutchinson JM (2000). Characteristics of shelter-relinquished animals and their owners compared with animals and their owners in U.S. pet-owning households. J. Appl. Animal Welfare Sci. 3 (3): 179-201.

Geographic and Demographic Influences

What factors or influences, from a geographic perspective, help identify why certain communities in King County have higher usage than others, is difficult to determine. Looking at the geographic distribution of usage with the RASKC system may help identify potential geographic factors.

In looking at 2011 actual usage data by jurisdiction, the data clearly shows the prevalence of usage in those cities in the southern portion of the County. For purposes of comparing usage among multiple jurisdictions of varying populations, a rate per 1,000 population provides a more comparable number, though comparability across the board is not particularly useful for jurisdictions with relatively few residents. As directed by the budget proviso calling for this report, certain reports and resources were to help inform this Technical report. As such, in 2012, data for jurisdictions not part of the RASKC program was gathered for the most recent complete year, 2011. For this reason 2011 data from the RASKC program is also used.

The following table (Table 2) shows the 26 municipal jurisdictions in the RASKC program and unincorporated King County.

Table 2 – Animal Services Program Data 2011 – RASKC

2011							
City	Population	Field Calls	Field Call Rate/1K	City	Population	Animal Intakes	Intake Rate/1K Population
Beaux Arts	300	-	0.00	Beaux Arts	300	-	0.00
Mercer Island	22,710	21	0.92	Yarrow Pt	1,005	-	0.00
Yarrow Pt	1,005	1	1.00	Woodinville	10,940	-	0.00
Clyde Hill	2,985	3	1.01	Lake Forest Park	12,610	-	0.00
Redmond	55,150	87	1.58	Kenmore	20,780	-	0.00
Sammamish	46,940	85	1.81	Shoreline	53,200	-	0.00
Snoqualmie	10,950	27	2.47	Mercer Island	22,710	10	0.44
Bellevue	123,400	317	2.57	Sammamish	46,940	33	0.70
Kirkland	67,522	188	2.78	Redmond	55,150	47	0.85
Woodinville	10,940	33	3.02	Snoqualmie	10,950	10	0.91
Unincorporated North	78,859	282	3.58	Clyde Hill	2,985	3	1.01
Shoreline	53,200	202	3.80	Kirkland	67,522	79	1.17
Newcastle	10,410	40	3.84	Newcastle	10,410	13	1.25
Maple Valley	22,930	89	3.88	Bellevue	123,400	174	1.41
Kenmore	20,780	85	4.09	Issaquah	30,690	55	1.79
Lake Forest Park	12,610	54	4.28	Carnation	1,780	5	2.81
Issaquah	30,690	132	4.30	Duvall	6,715	23	3.43
Black Diamond	4,160	18	4.33	North Bend	5,830	26	4.46
Unincorporated East	87,599	418	4.77	Maple Valley	22,930	108	4.71
Duvall	6,715	34	5.06	Unincorporated KC	266,763	1,383	5.18
Kent	118,200	614	5.19	Black Diamond	4,160	24	5.77
Unincorporated (All)	266,763	1,483	5.56	Covington	17,640	137	7.77
Tukwila	19,050	121	6.35	Enumclaw	10,920	95	8.70
Auburn	70,705	503	7.11	Tukwila	19,050	195	10.24
North Bend	5,830	42	7.20	Auburn	70,705	809	11.44
Carnation	1,780	13	7.30	Kent	118,200	1,411	11.94
SeaTac	27,110	200	7.38	SeaTac	27,110	325	11.99
Covington	17,640	132	7.48	RASKC	1,041,395	4,965	4.77
Unincorporated South	100,305	783	7.81				
Enumclaw	10,920	110	10.07				
RASKC	1,041,395	4,634	4.45				

Field call rate - The number of field calls divided by the population (in 1,000's) is referred to in this report as the field rate. For the data in Table 2, this 2011 rate ranges from a low of zero (no reported field calls) in the Town of

Beaux Arts Village to 10.07/per 1,000 population in the City of Enumclaw. Within RASKC, the overall average number of calls per 1,000 population was 4.45 calls.

Due to the differences in how calls are tracked in other jurisdictions, the calculated rates may not be comparable. The calls attributable to jurisdictions in the RASKC program include only the first of a particular incident and only priority calls for service. Information only calls are excluded, as are multiple calls associated with the same incident. In jurisdictions not part of the RASKC program, the methodology for defining, recording, and reporting calls may be different; to avoid the tendency to compare other non-RASKC jurisdictions directly, the municipal jurisdictions not part of the RASKC program are shown separately in Table 3.

Table 3 Population, Calls for Service and Animal Intakes in Other Jurisdictions (located within King County)

2011							
City*	Population	Field Calls	Field Call Rate/1K	City	Population	Animal Intakes	Intake Rate/1K Population
Normandy Park	6,345	54	8.51	Normandy Park	6,345	12	1.89
Federal Way	89,370	1206	13.50	Bothell	33,720	117	3.47
Burien	47,660	666	14.00	Renton	92,590	350	3.78
Renton	92,590	1321	14.30	Federal Way	89,370	387	4.33
Des Moines	29,680	503	16.90	Des Moines	29,680	164	5.53
Milton	6,975	130	18.60	Seattle	612,100	4803	7.85
Bothell	33,720	811	24.10	Burien	47,660	488	10.24
Seattle	612,100	15553	25.40	Milton	6,975	78	11.18
Pacific	6,605	185	28.00	Pacific	6,605	90	13.63
Algona	3,055	106	34.70	Algona	3,055	54	17.68
Skykomish	195	36	184.60	Skykomish	195	8	41.03

Notes: Excludes Hunts Point and Medina

Data on cost is derived from 2011 data provided by non-RASKC cities or from RASKC for 2011 final gross cost.

Shelter intake rate – Similar to the field rate, a shelter intake rate for impoundments can be calculated (quantity of intakes/population in 1,000s). It should be noted that several cities in north King County (Kenmore, Lake Forest Park, Shoreline, and Woodinville) impound animals at a private/non-profit service provider, the Progressive Animal Welfare Society (PAWS), and PAWS data is not represented. For RASKC cities, the data shows that the intake rate (a majority of which are from stray and owner surrendered animals) for cities with impoundments range from 0.44/1,000 in Mercer Island to 11.99/1,000 in SeaTac. Outside of the RASKC program, the rate ranges from 8.51 to 34.70 (excluding the Town of Skykomish). The literature reports that communities with relatively high poverty rates tend to have higher shelter intake rates⁷.

Field call rate and shelter intake rate are strongly correlated. Those cities with large numbers of field calls (activity related to animals) have correspondingly large shelter intake rates. It is notable that cities in south King County predominate on the upper spectrum of this rate range, that is they have greater numbers of field calls and intakes on a per 1,000 population rate.

The following two usage maps help illustrate the geographic distribution of usage as well as the prevalence of usage in the south King County region.

⁷ Marsh, P. (2010). *Replacing Myth with Math: Using Evidence-Based Programs to Eradicate Shelter Overpopulation*, 10.

Figure 6 - RASKC 2011 Field Call Rates per 1,000 Population

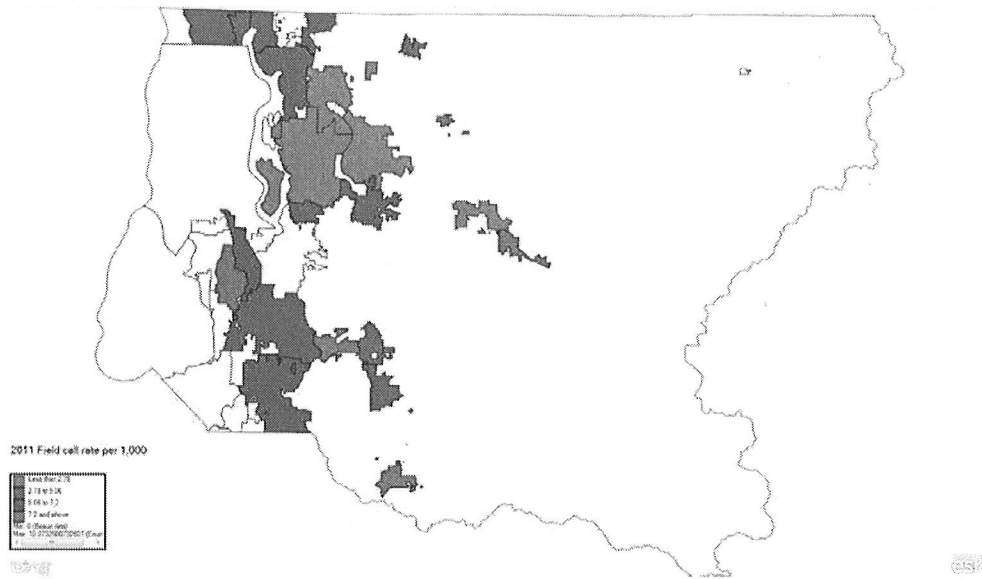
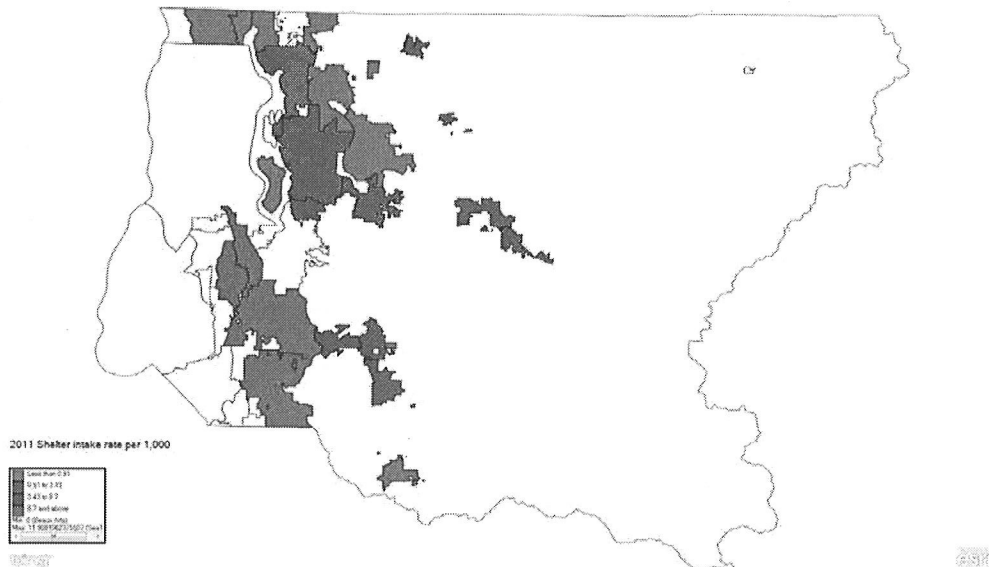


Figure 7 – RASKC 2011 Animal Intake Rates per 1,000 Population



Cost/per capita – For RASKC cities, 2011 final allocated cost is used to determine a cost per capita rate (cost/population). As noted above for calls and intakes, and earlier for tracking program costs, jurisdictions account for and track program expenditures differently, so a direct comparison may not fully represent an appropriate or reasonable comparison. Nonetheless, using 2011 population data published by the Washington State Office of Financial Management, RASKC cost allocation data, and cost information provided by jurisdictions outside of the RASKC program, program cost per capita was calculated.

Table 4 – Allocated Cost, Cost Per Capita, and Median Income for RASKC Jurisdictions

2011				
City	Population	Allocated Cost	Cost Per Capita	ACS Median Income 5yr Ave (2011)
Woodinville	10,940	\$26,952	\$2.46	\$91,049
Shoreline	53,200	\$138,771	\$2.61	\$66,774
Kenmore	20,780	\$55,548	\$2.67	\$81,097
Lake Forest Park	12,610	\$35,921	\$2.85	\$100,972
Beaux Arts	300	\$875	\$2.92	\$131,250
Yarrow Pt	1,005	\$3,064	\$3.05	\$153,056
Mercer Island	22,710	\$70,073	\$3.09	\$123,328
Redmond	55,150	\$176,128	\$3.19	\$92,851
Sammamish	46,940	\$152,005	\$3.24	\$135,432
Clyde Hill	2,985	\$9,849	\$3.30	\$197,917
Snoqualmie	10,950	\$38,433	\$3.51	\$120,714
Kirkland	67,522	\$241,386	\$3.57	\$88,756
Bellevue	123,400	\$453,557	\$3.68	\$84,503
Newcastle	10,410	\$39,090	\$3.76	\$106,339
Issaquah	30,690	\$124,463	\$4.06	\$87,038
Duvall	6,715	\$31,586	\$4.70	\$111,667
Carnation	1,780	\$8,608	\$4.84	\$73,269
Maple Valley	22,930	\$118,177	\$5.15	\$98,264
Unincorporated KC	266,763	\$1,453,343	\$5.45	N/A
North Bend	5,830	\$32,076	\$5.50	\$85,511
Black Diamond	4,160	\$22,991	\$5.53	\$93,005
Covington	17,640	\$116,637	\$6.61	\$90,285
Tukwila	19,050	\$132,824	\$6.97	\$43,887
Enumclaw	10,920	\$78,566	\$7.19	\$56,391
Kent	118,200	\$872,876	\$7.38	\$58,622
SeaTac	27,110	\$207,543	\$7.66	\$48,319
Auburn	70,705	\$543,108	\$7.68	\$56,677
RASKC	1,041,395	\$5,184,450	\$4.98	

Other cities in King County that are not part of the RASKC program:

Table 5 – Allocated Cost, Cost Per Capita, and Median Income in Other Jurisdictions (located in King County)

2011				
City	Population	Allocated Cost	Cost Per Capita	ACS Median Income 5yr Ave (2011)
Algona	3,055	\$12,984	\$4.25	\$63,971
Bothell	33,720	\$41,390	\$1.23	\$70,935
Burien	47,660	\$120,000	\$2.52	\$51,858
Des Moines	29,680	\$126,787	\$4.27	\$60,762
Federal Way	89,370	\$158,748	\$1.78	\$55,846
Milton	6,975	\$29,644	\$4.25	N/A
Normandy Park	6,345	\$1,500	\$0.24	\$80,333
Pacific	6,605	\$28,071	\$4.25	\$52,517
Renton	92,590	\$271,430	\$2.93	\$64,829
Seattle	612,100	\$3,030,000	\$4.95	\$61,856
Skykomish	195	\$0	\$0.00	\$30,000

Notes: Excludes Hunts Point and Medina

Data on cost is derived from 2011 data provided by non-RASKC cities or from RASKC for 2011 final gross cost.

Generally the cost represents the total allocated cost for sheltering, field and licensing. The expenses that several north King County cities have for sheltering at PAWS are not included, and are reflected in relatively low reported cost per capita. Several non-RASKC cities have other city departments or outside agencies provide licensing services and those costs may not be reflected in their financial data.

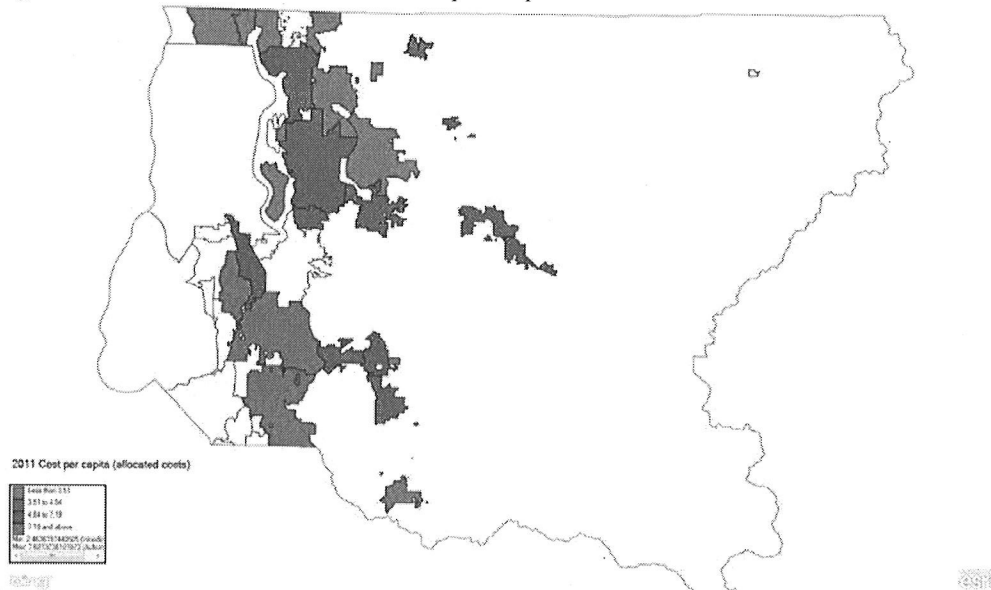
For RASKC jurisdictions in 2011, the cost per capita ranges from \$2.46 (Woodinville) to \$7.70 (Auburn and SeaTac). The average cost per capita (including all allocated costs for 26 cities and unincorporated King County) is \$5.00. King County provides for a number of program resources that are not included in the cost allocation

model, as well as negotiated credits to multiple jurisdictions in the RASKC program. Taking into consideration the added cost to King County, the overall program cost per capita in 2011 was \$5.81. The cost per capita in jurisdictions not in the RASKC program ranges from \$1.23 (Bothell) to \$4.95 (Seattle).

HSUS benchmark – The Humane Society of the United States reports that \$4 - \$7 per capita is the budgeting recommendation for animal control programs per the International City/County Management Association⁸. Independent efforts were made to retrieve this data from the association, however King County is not a member of the association and the information was not available from the association's web site. In addition to not being able to clarify what all was intended to be included in \$4 to \$7 range, the timeframe that this range is intended to represent was not identified. RASKC does note that a recent document online from the Humane Society of The United States indicates that as of 2009, "On average, communities in the United States spend approximately \$8 per capita for animal shelters."⁹

The examination of Figure 6 - Field Call Rates, and Figure 7 - Shelter Intake Rates shows the geographic distributions of these data, with the highest rates in the southern area of King County. Table 4 - Allocated Cost, Cost Per Capita, and Median Income for RASKC Jurisdictions (above), and Figure 8. Cost per Capita (below), shows a corresponding higher cost of animal services per capita particularly for southern cities in King County.

Figure 8 – RASKC 2011 Allocated Cost per Capita

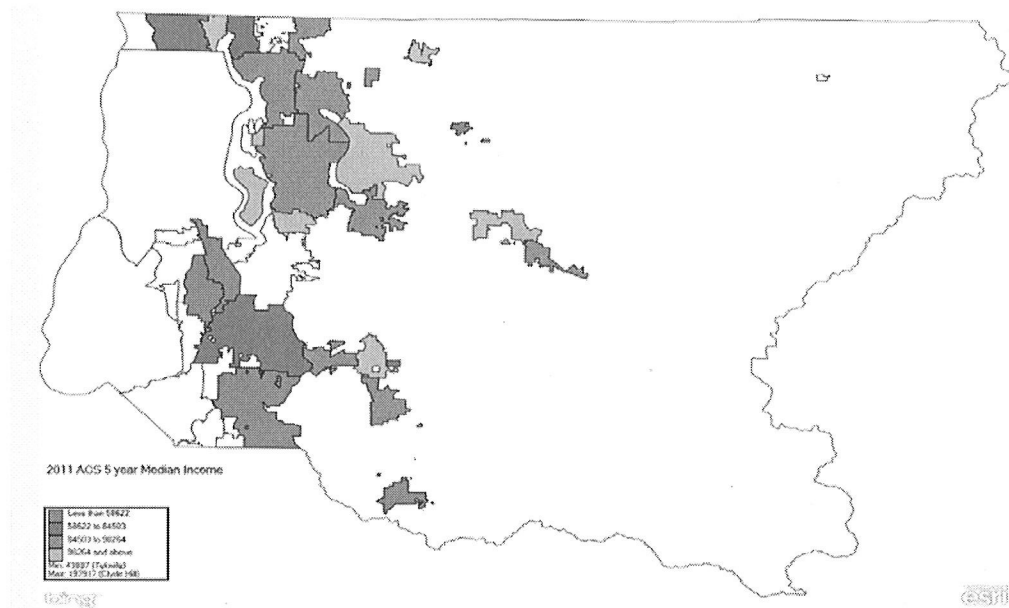


Finally, Table 4 (above) and Figure 9 - Five (5) Year Average Annual Median Income (below), details median income from the American Communities Survey 2011 for RASKC cities. The median income data suggests a corresponding lower median income for many cities/areas with high field call and shelter intake rates.

⁸ http://www.humanesociety.org/assets/pdfs/pets/puppy_mills/puppy_mills_facts_figures_2013_2.pdf

⁹ http://www.humanesociety.org/animal_community/resources/timelines/animal_sheltering_trends.html, accessed 01/06/2014.

Figure 9 – Five (5) Year Average Annual Median Income



Other Demographic Factors

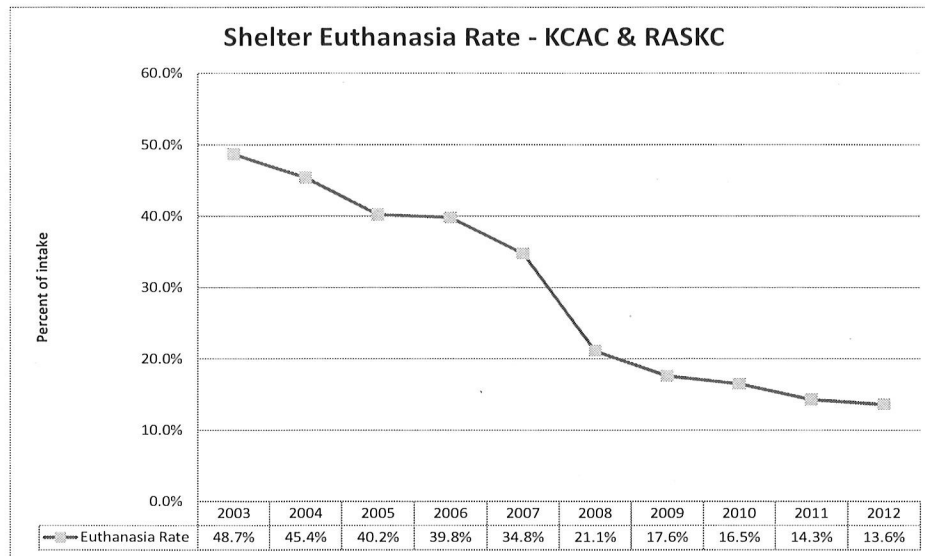
The AVMA 2012 Sourcebook indicates that, particularly for dogs and only slightly less for cats, owners who consider their pet part of the family were significantly less likely to surrender their pet than those who considered their cat or dog a pet/companion or property. The same association is tied to veterinary care, in that dogs and cats considered part of the family were also more likely to have visited a veterinarian in the past year, and not surprisingly, regular veterinary visits was associated with a lower likelihood of relinquishment. Also, dogs and cats living indoors were less likely to be surrendered than those living outside.

2. Direct/Indirect fiscal impacts of euthanasia/licensing/fees/fines – effect on regional system, including analysis of how these factors affect pet owner behavior

Euthanasia

In 2007, King County policy established the percentage rate associated with the euthanasia of dogs and cats in the King County program. As identified in the KCC, 11.04.500 Euthanasia rate targets, the current percentage of dogs and cats euthanized cannot exceed 15% of intake. In Figure 10 - Annual Euthanasia Rates (below) RASKC has demonstrated considerable success in reducing the percentage of animals euthanized. The attainment of a euthanasia rate below 15% reflects a high level of commitment to the quality and level of care provided to animals entrusted to the County's care. Over the past six (6) years, King County has made substantial changes to how animal care is provided including: additional space/capacity was created, staffing to support key elements of a model animal care program were approved and implemented, labor agreements allowing greater participation from volunteers and foster homes were approved, and policies, procedures and training were updated to reflect the new level and quality of care.

Figure 10 – Annual Euthanasia Rates (RASKC)



Key staffing adjustments made over the past several years and that are associated with a model program include a dedicated off-site animal placement position, a volunteer coordinator, a foster care coordinator, and additional veterinary medical staff. The investment in a volunteer coordinator has resulted in the implementation and maintenance of a robust volunteer program, with over 700 active volunteers and tens of thousands of volunteer hours donated each year. The foster care coordinator works with and supports hundreds of families who volunteer their home to care for hundreds of shelter animals too young or ill to be adopted, providing loving attention and individual care until the pet is ready for adoption.

Operating a high success shelter is financially more costly to run than other alternative program models, however the high live release rate and low euthanasia function as positive motivating factors, both of which contribute to the high level of success attained by the program. The increased performance of staff and community involvement (strong volunteer effort) are byproducts of this shelter success, wanting to aid in an effective campaign to help our County's neediest animals and seeing results. To gain an understanding of the economic impact of RASKC volunteers, by placing a value on volunteer time, even if at minimum wage (\$9.19/hr), for the 2013 shelter hours (as of 12/20/13) of 18,135 hours (ignoring all foster volunteer hours) would total over \$166,000 in donated time.

Non-Pet Licensing Program Revenue (Fees and Fines)

King County Code (KCC) Section 11.04.035 License Fees and Penalties, establishes fees, fines, and other charges that RASKC is authorized to charge. These fees and fines include civil penalties, pet license fines, fees for adoption, kenneling, animal redemption, and more. All RASKC member cities have adopted Title 11 KCC by reference or have adopted substantially similar municipal code, including the fee table cited above. Fees prescribed by KCC may be waived by the Manager of Regional Animal Services, when to do so would further the goals of the Regional Animal Services Section and are in the public interest.

In King County, all revenue from fees and fines collected by RASKC, are deposited to the Animal Services Fund. The Animal Services Fund was established exclusively to support the Regional Animal Services program. Of the nearly \$3.0M collected in operating revenues to support the RASKC program, most (90%) comes from the sale of Pet Licenses, the remaining program generated revenue comes from fees for services provided and fines issued and collected.

As a revenue source, civil penalties and fees for service were \$266,000, in 2011. The 2013 Estimated Payment Calculation (Attachment C-1 of the 2013 ILA) is based on experience from 2011, adjusted to exclude the City of Auburn. In the past year, the “no tolerance” policy established in late 2010 started to show a more significant impact on overall program revenue, if only to partially offset a combination of fees (Hauling, Adoption, Kenneling, and Redemption) that have declined with the downward cycle of animal intakes.

The Non-Licensing Program Revenue Table below, identifies each of the non-licensing revenue accounts, the associated fees and/or fines, estimated annual revenue for 2013, and a description of the variables that impact non-licensing income revenue:

Table 6: Non-Licensing Program Revenue

Revenue Account	Associated Fee/Fine (s)	Annual Estimate (2013)	Variables that Impact Revenue
Pet License Fines	\$250 – Unaltered dog or cat \$125 – Unlicensed Altered dog or cat	\$29,185	Number of Officers in the Field # of calls received # of calls responded to Rate of licensing compliance No tolerance Policy Effectiveness of collection efforts
Late Fees	\$15 – Late 45 – 90 days following license expiration \$20 – Late 90 – 135 days following license expiration \$30 – Late 135 days following license Expiration	\$13,265	# of pet owners that do not renew their pet Licenses on time. # of notices issued to pet owners Ability to process late fees via ePets.
Civil Penalties	\$50 – No previous similar violations \$100 – one previous similar violation \$1,000 (max) – double the rate of the previous penalty \$500 – vicious animal violation within one year \$1,000 vicious animal subsequent violations within one year \$25 First leash law violation within one year \$50 Additional violations within one year \$500 Animal abandonment	\$32,515	# of Officers in the Field # of calls received # of calls responded to # of repeat offenses Civil Penalty level set by code Effectiveness of collection efforts
Deceased Pickup	\$50 Fee for in-field pick up of an owner’s deceased Unlicensed Pet	\$240	# of calls requesting service for unlicensed pets Availability of officers to provide low priority service requests
Humane Euthanasia	\$50 – Owner requested euthanasia of unlicensed Pet	\$2,146	# of customers with unlicensed pets requesting service. General customer knowledge of service availability
Pet Adoption	\$75 - \$250 per animal based on adoptability	\$68,697	# of animals available for adoption Quality of animals available for adoption Types of animals available for adoption Market demand for animal adoptions Marketing efforts Perception of the program
Micro-chipping	\$25 – Optional micro-chipping for adopted pets.	\$22,439	# of animals adopted out # of customers requesting service Availability of staff to perform the service.

Revenue Account	Associated Fee/Fine (s)	Annual Estimate (2013)	Variables that Impact Revenue
Kenneling	\$20 per 24 hours or portion thereof	\$19,025	# of stray animals picked up by the general public and delivering them to the Pet Adoption Center. # of stray animals picked up by Animal Control Officers in the field. Length of stay in the shelter Owner's ability to find a lost pet
Animal Control Hauling	Impound or Redemption – \$45 – Livestock, small \$45 – Livestock, large or actual cost	\$275	# of livestock picked up or impounded
Spay – Neuter Deposit	\$150 (deposit) per animal	\$200	# of unaltered animals leaving the shelter pending spay or neuter surgery.
Impound/ Redemption	\$45 - First impound within one year \$85 - Second impound within one year \$125 - Third impound within one year	\$17,825	# of stray animals redeemed by their owner Pet owner's willingness and ability to retrieve their pet.

The effectiveness of fees and fines on the regional system vary by the types of fees and fines. Fines are generally intended to discourage actions and/or behaviors that are inconsistent with responsible pet ownership. While several hundred fines are issued by officers each year, and annual fine related revenue is \$70K to \$100K, a significant percentage of monetary fines are never paid. When the payment of a fine is not received, and after significant follow up efforts have been unsuccessful, the outstanding fines/payments are referred to a private collection agency contracted with King County. Unfortunately, transmittal to the collection agency is often the end of the road. There are no other efficient and cost effective tools to help enforce payment such as those available for unpaid parking tickets or driving violations.

Many of the service oriented fees are intended to help off-set the cost of providing the service associated with the fee, the market rate of the service, or as may be adjusted from time to time to further the interests of the program (no-fee adult cat adoption promotions).

Pet Licensing

Pet licensing is the primary program generated revenue source, representing approximately 90% of program generated revenue. All revenue from pet licensing is deposited to the Animal Services fund and is used exclusively to support the provision of animal services. While all of the non-Pet licensing related revenue is used to help offset program costs at the aggregate level, benefiting all program participants, revenue from the sale of pet licenses are attributed directly to the jurisdiction in which the owner of the pet resides. Cities in the RASKC program benefit by the ability to reduce their allocated cost by the amount of pet licensing revenue collected within their respective jurisdictions.

Because pet licensing directly supports the provision of animal care and control services, and locally helps to directly offset the cost allocated to cities for these services, the fee functions as a user fee for pet owners, with both direct monetary and service oriented benefits (such as a free ride home without penalties, longer redemption period in lieu of adopting out after the stray hold period, no-fee humane euthanasia and disposal, vacation alert, and more), as well as contributing to the overall animal welfare safety net that includes a highly successful pet adoption center, proactive investigation and prosecution of animal cruelty and abuse cases, neighborhood complaint resolution, etc.

RASKC has a robust marketing effort associated with pet licensing. Over 100,000 licenses are issued annually, with approximately 15% attrition being offset by the sale of new licenses each year. Through on-line access, pet licenses are available throughout the County, with over 450 pet license sales partners, including all 25 contracting

cities, as well as over 100 local veterinary clinics and veterinary hospitals that have partnered with RASKC to increase access to and awareness of pet licensing. As the primary program revenue source, pet licensing should have the capacity to support an even greater percentage of the overall program and reduce the amount paid by cities and King County for services provided.

Estimated Rate of License Compliance

When evaluating pet license compliance, there is little external data to rely on or to assist with local validation. Short of local surveys or some other mechanism to obtain actual pet populations in local King County communities, King County has used the American Veterinary Medical Association (AVMA) methodology for estimating the population of pets (cats and dogs) within a community to assist with estimating pet license compliance. The AVMA methodology is a relatively standard measure often used in the industry, and it is the method used by RASKC. The rates associated with the AVMA chart below (Table 6) shows the estimated rate of pet license compliance in 2012 for RASKC jurisdictions, including unincorporated King County. In addition, pet licensing in other cities in King County that are not part of the RASKC program have also been included in the estimated compliance table below.

Table 7: 2012 Estimated Pet Licensing Compliance

Regional Animal Services of King County (RASKC) 2012 Estimated Pet Licensing Compliance									
American Veterinary Medical Association (AVMA) - Formula									
Jurisdiction	2012 Population ¹	AVMA Estimated Households (Pop/2.6)	Est. # of Dog Owning Households (DOH) (Pop x .365)	Estimated Dog Population (DOH x 1.6)	Est. # of Cat Owning Households (COH) (Pop x .304)	Estimated Cat Population (COH x 2.1)	Estimated Pet Population (Cats and Dogs)	RASKC 2012 Licenses ²	Estimated 2012 Pet License Compliance
Beaux Arts	300	115	42	67	35	74	141	32	22.69%
Bellevue ⁴	127,497	49,037	17,899	28,638	14,907	31,305	59,943	10,444	17.42%
Black Diamond	4,170	1,604	585	937	488	1,024	1,961	355	18.11%
Carnation	1,785	687	251	401	209	438	839	158	18.83%
Clyde Hill	2,980	1,146	418	669	348	732	1,401	277	19.77%
Covington	17,760	6,831	2,493	3,989	2,077	4,361	8,350	1,799	21.55%
Duvall	6,900	2,654	969	1,550	807	1,694	3,244	791	24.38%
Enumclaw	11,030	4,242	1,548	2,478	1,290	2,708	5,186	974	18.78%
Issaquah	31,150	11,981	4,373	6,997	3,642	7,649	14,645	2,137	14.59%
Kenmore	21,020	8,085	2,951	4,721	2,458	5,161	9,883	2,162	21.88%
Kent	119,100	45,808	16,720	26,752	13,926	29,244	55,995	9,350	16.70%
Kirkland	81,480	31,338	11,439	18,302	9,527	20,006	38,308	8,444	22.04%
Lake Forest Pk	12,640	4,862	1,774	2,839	1,478	3,104	5,943	1,709	28.76%
Maple Valley	23,340	8,977	3,277	5,243	2,729	5,731	10,973	2,087	19.02%
Mercer Island	22,690	8,727	3,185	5,097	2,653	5,571	10,668	1,840	17.25%
Newcastle	10,460	4,023	1,468	2,349	1,223	2,568	4,918	643	13.07%
North Bend	5,855	2,252	822	1,315	685	1,438	2,753	612	22.23%
Redmond	55,360	21,292	7,772	12,435	6,473	13,593	26,028	4,326	16.62%
Sammamish	47,420	18,238	6,657	10,651	5,544	11,643	22,295	4,179	18.74%
SeaTac	27,210	10,465	3,820	6,112	3,181	6,681	12,793	1,715	13.41%
Shoreline	53,270	20,488	7,478	11,965	6,228	13,080	25,045	5,354	21.38%
Snoqualmie	11,320	4,354	1,589	2,543	1,324	2,779	5,322	978	18.38%
Tukwila	19,080	7,338	2,679	4,286	2,231	4,685	8,971	1,219	13.59%
Woodinville	10,960	4,215	1,539	2,462	1,281	2,691	5,153	1,106	21.46%
Yarrow Point	1,060	408	149	238	124	260	498	106	21.27%
Auburn ³	71,240	27,400	10,001	16,002	8,330	17,492	33,494	6,787	20.26%
Algona ³	3,070	1,181	431	690	359	754	1,443	89	6.17%
Bothell ^{5, 6}	33,810	13,004	4,746	7,594	3,953	8,302	15,896	2,325	14.63%
Burien ⁵	47,730	18,358	6,701	10,721	5,581	11,720	22,440	2,581	11.50%
Des Moines ⁵	29,700	11,423	4,169	6,671	3,473	7,292	13,964	2,312	16.56%
Federal Way ⁷	89,460	34,408	12,559	20,094	10,460	21,966	42,060	3,799	9.03%
Milton ^{3, 5}	6,981	2,685	980	1,568	816	1,714	3,282	203	6.18%
Normandy Park ^{3, 7}	6,350	2,442	891	1,426	0	0	0	355	24.89%
Pacific ^{3, 5}	6,599	2,538	926	1,482	772	1,620	3,103	88	2.84%
Renton ⁵	93,910	36,119	13,184	21,094	10,980	23,059	44,152	3,194	7.23%
Seattle ⁵	616,500	237,115	86,547	138,475	72,083	151,374	289,850	71,106	24.53%
RASKC Cities	797,077	306,568	111,897	179,036	93,197	195,713	374,749	69,584	18.57%
Non-RASKC Cities (ex Sea, M)	317,610	122,158	44,588	71,340	36,393	76,426	146,340	14,946	10.21%
All Cities	1,731,187	665,841	243,032	388,851	201,673	423,514	810,939	155,636	19.19%
Unincorporated K.C. ⁴	252,823	97,240	35,492	56,788	29,561	62,078	118,866	34,346	28.89%
RASKC Program	1,049,900	403,808	147,390	235,824	122,758	257,791	493,615	103,930	21.05%
County-wide	1,984,010	763,081	278,524	445,639	231,234	485,592	639,955	118,876	18.58%

Formula Source: American Veterinary Medical Association - U.S. Pet Ownership & Demographics Sourcebook (2012 Edition)

¹ OFM July 2012 Population Report

² 2012 Annual License Count (Excluding reissues, 0\$ Service Tags)

³ Pierce County portion's of Auburn, Pacific, and Milton included. Auburn was included in the RASKC Program through December 31, 2012.

⁴ Bellevue and Unincorporated KC adjusted for Annexations of > 2,500 (population pro-rated).

⁵ Non RASKC Jurisdiction

⁶ Snohomish portion of Bothell included.

⁷ Pet licensing requirement for dogs only.

⁸ Excluded from table: Hunts Point, Medina, and Skykomish

November 1, 2013
Regional Animal Services of King County

With an estimated overall county-wide pet license compliance rate of just under 19%, clearly there is opportunity to increase licensing before consideration of other revenue generating proposals. It is difficult to associate pet owner behavior with an estimated 19% participation rate, though there are a few elements worth noting.

- Although required by local codes, Pet Licensing remains a largely voluntary action.
- License Fees in King County have been changed twice in the last four years. In 2008, the Altered Pet License fee was increased from \$20 to \$30, and the Unaltered Pet License fee was increased from \$60 to \$90. In 2010, the Unaltered Pet License Fee was reduced back to the \$60 level, and two new discounted license types were established (Senior and Disabled) at \$15 (altered pet only). Senior Lifetime Pet Licenses were no longer available after June 30, 2010; previously purchased Senior Lifetime Pet Licenses were grandfathered. Surveys of other jurisdictions indicate that King County's Pet License fee for an altered pet is on the high end of the "market," though it is not the highest.
- The price of a \$30 pet license is also one of the lowest annual pet related expenditures associate with pet ownership. Owning a pet, particularly a dog or cat, is not free. The ASPCA estimates the cost of owning a dog or cat, depending on the size, ranges from \$580 to \$875 or more, with advice that indicates an owner should "definitely be prepared to pay more." Of the common items that seem to make many of the lists published by various groups, such as food, veterinary care, litter, toys and treats, the annual cost of a \$30 license is the least costly item on the list (whether included or overlooked).

3. Analysis of societal and behavioral factors that reduce shelter usage and that increase pet licensing

Stray pets and owner relinquishment of pets to shelters are the primary contributors to shelter intakes and associated usage.

As was included in section 1 and 2, and based on several studies throughout the country, there are a number of factors associated with pet ownership that are linked to greater retention and a lower risk of a pet entering the shelter. Although there are others, below are seven of the often identified factors:

- Spaying or neutering a pet helps avoid unhealthy, dangerous and/or offensive behavior
- Increasing public knowledge and awareness of the benefits of spaying or neutering, including the optimal age is critical to both the health of the pet as well as in helping to reduce the number of unwanted pets.
- Obedience training helps ensure that both the pet and the owner have the tools and skills to maintain a healthy relationship.
- Regular veterinary care and communication with a primary veterinary care provider focuses attention on the health of the pet and creates opportunity for discussion and professional advice when pet ownership challenges (pet behavior, compatibility, etc.) arise.
- Considering your pet as a member of the family
- A pet residing in the home (rather than outside).
- Effective pre-adoption counseling about responsible pet ownership, including the cost of ownership is helpful in establishing reasonable expectations.

All of the above factors are associated with pet retention and help to reduce the risk of pets entering the shelter.

The RASKC program is engaged on a number of fronts to encourage current and prospective pet owners about responsible pet ownership, and supports a variety of program components aimed at one or more of the above factors. RASKC has partnered with the local Veterinary association to provide a free post-adoption veterinary exam to connect new pet owners with a veterinarian in their community. Partnering with other community oriented non-profit service providers and aligning interests and missions to increase efficiency, leverage resources, share information, etc., are key strategies of the RASKC program.

Increasing Pet Licensing

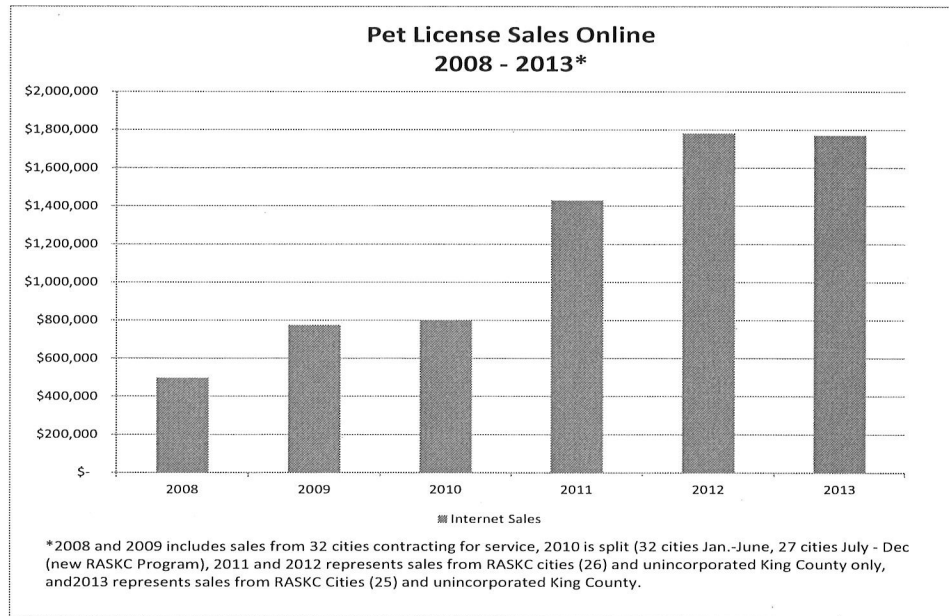
Increasing pet licensing is a significant challenge, and one that requires proactive marketing and routine maintenance. King County and its contract cities actively pursue pet licensing opportunities and has a number of pet license purchasing options, marketing outreach efforts, community partnerships, all aimed at increasing awareness of pet licensing requirements, value, and access.

Online Sales of Pet Licenses

Customers have shifted their preferred method of purchasing new and/or renewed pet licenses from a predominantly paper based and mail oriented process to purchasing from the County's ePet website. Sales online have almost tripled since 2008, and from 2010 to 2011 online sales increased nearly 80%. Although the dramatic shift is significant, in June 2010, five (5) cities with a combined population of nearly 180,000 residents chose not to join the regional animal services model; the 2011 high point was effectively achieved despite a 15% reduction in the population served.

RASKC's Pet Licensing section has significantly streamlined operations, starting with implementing a new pet licensing management system in December 2010. In January 2011, RASKC began shifting to new, permanent license tags, completing the transition with the last batch of renewals at the end of 2011. With permanent tags, licensing activities can be completed more efficiently, renewal notices are sent via email, customers are linked to the online ePet licensing application, and new license tags are mailed only as needed. RASKC is working on updates to the ePet system that will streamline the online process and incorporate functionality intended to increase efficiencies for both the customer and Pet Licensing staff.

Table 8: Pet License Sales Online



Pet Licensing Partners

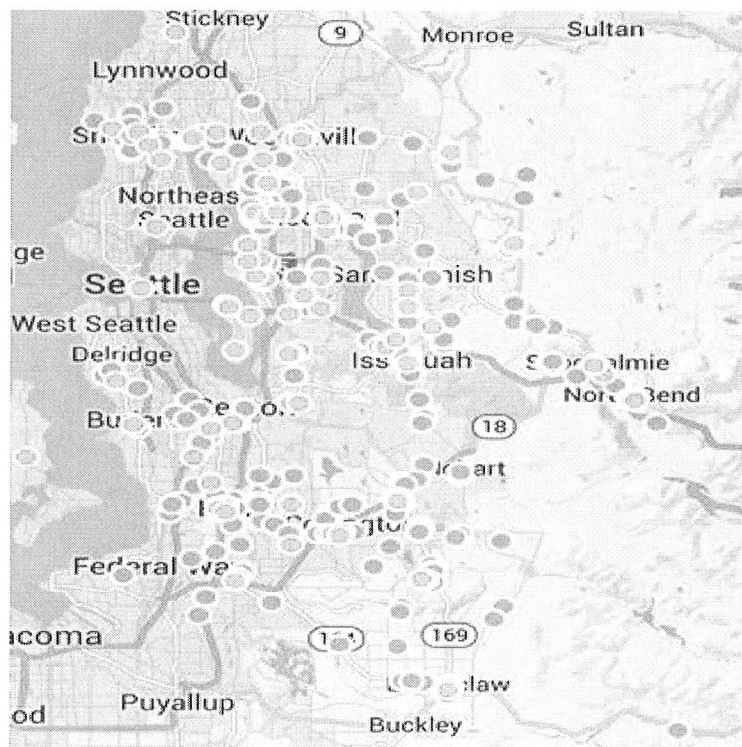
RASKC works with a variety of different groups throughout the County to facilitate access to pet licensing. With over 450 pet licensing partners spread throughout the County, residents have an array of options.

There are two different types of pet license partners, including:

Pet License Sales Partners - Sales partners accept applications, collect fees, and issue tags. These locations maintain a supply of pet license tags to provide ease of access to a pet license and the associated pet license tag. There is at least one physical location in each RASKC city, and in many cases two or more, where a customer can obtain a pet license and tag immediately and without having to wait for the mail or access the online pet licensing system. These locations include 26 city halls (RASKC cities and the City of Burien), Seattle Animal Shelter, several police precincts, secondary or “mini” city halls, all six (6) King County Community Service Centers, eight (8) vehicle licensing sub-agencies, 24 QFC stores, and at least one veterinary clinic.

Information Brochure/“Tag! You’re it” Partners - These partners dedicate space in their lobby or at their sales counter for a brochure kiosk that includes the pet license brochure/application. The brochure functions to provide information about pet licensing, is an application for a pet license, and is a self-contained mailer that can be easily mailed to RASKC for processing. Pet license partners that participate with information brochures are typically veterinary clinics, groomers, pet shops, shelters and/or animal supply stores. Brochure kiosks can also be found at various off-leash parks and popular trail heads.

Figure 11 – Map of RASKC Pet Licensing Partners



In Figure 11 (above), green dots represent locations where tags are available, orange colored dots represent locations where applications/mailers are available

4. **An analysis of efficiencies that could be or have been achieved in canvassing techniques and identification of alternative canvassing approaches that strategically enhance licensing rates in partner jurisdictions experiencing low licensing rates.**

RASKC Canvassing Program Overview

The field canvassing program has been an important business development strategy that RASKC has utilized to increase and maintain the number of dogs and cats that are identified and licensed in King County. This program dates back to 1992, when the King County Council adopted an ordinance making a number of changes and improvements to the animal control code. The legislation used a multi-pronged approach to achieving a number of goals, including public education, promotion of spaying and neutering, and increasing pet licensing through a field/phone-canvassing program. In 1999, the field/phone canvassing program was folded into an expanded campaign – called Pet Partnership – to increase pet identification in King County.

In 2011 and 2012, canvassing was performed exclusively in unincorporated areas. Canvassing was not part of the base pet licensing effort and the ILA did not have a convenient option for cities to request and pay for canvassing services. The new 2013-15 ILA, included a convenient option for cities to elect licensing support, with a process to reimburse RASKC for the associated cost of those services.

Recent Efficiencies

In the past several years RASKC has refined the program both in terms of hours and function. Beginning in 2011, Canvassing hours were scheduled for weekend days (Saturday and Sunday), approximately 15 hours per week, beginning in late April and ending in October. In 2011, RASKC tested and implemented another change to the canvassing approach in the field, eliminating actual pet license sales in person, at the door. If the canvasser finds a resident home, and determines an unlicensed/expired license pet resides there, a temporary license is issued to the pet owner giving him/her until the end of the following month to purchase a license and become compliant. The change was initially implemented as a pilot, to evaluate the effectiveness and to make sure the changes did not result in a reduction of license sales attributable to the canvassing effort. The results were favorable. Avoiding financial transactions at the door, saved a considerable amount of time for the canvasser who was then able to knock on more doors and cover a greater geographic area over the same amount of time. The secondary benefit of not processing financial transactions in the field was the avoidance of cash handling, trips to the bank and/or downtown to make deposits, and the time consuming reconciliation work that accompanies financial transactions.

Canvassing door to door

If the pet owner is not home, and no personal contact is made, one of two door hangers are placed on the porch or door to acknowledge the visit and provide a targeted message. The two door hanger options include:

Door Hanger A – Sorry We Missed You! – this door hanger is left at all doors that the canvasser did not see or suspect any pets at the residence when no one is home.

Door Hanger B – 72-Hr. Courtesy Notice to License Pets – This door hanger is left at all doors when no one is home if the canvasser notices signs of a pet (i.e., observes/hears pet, sees pet toys, bowls, etc.), or if a pet license has expired at the household. This door hanger is a two-part form. The canvasser fills out an informational section at the top of the form (date, address, pets and control number). The canvasser would then post the top copy of the form on the resident's door. The second part of the form is turned in with the canvasser's weekly paper work. All addresses for these door hangers are entered into a database. The address is later checked against the licensing database to see if there was a license purchased at the address. If the pet owner or resident did not license the pet(s), they are mailed a "Notice to License" letter.

After one month of piloting the effort, staff and managers could clearly see the effectiveness on the operational side, but the question that remained was how it would impact sales. After creating an internal process to track sales associated with addresses canvassed, reports were generated to summarize the results.

For the first year of the new RASKC ILA contract (2013), nine (9) cities designated as Licensing Support cities were provided additional licensing support guarantees. Although RASKC focused canvassing efforts in unincorporated areas for the first half of the canvassing season, the second half involved reaching out to Licensing Support cities, particularly if their respective pet licensing activity was lagging for the year. Three cities authorized RASKC to canvass in their communities, including: Bellevue, Kirkland and Black Diamond. Canvassing began in September and ended at the end of October.

The table below summarizes program results from 2010 to present. The current 2013 canvassing season ended on October 31, however the program will continue to generate revenue for an addition month or two and reminder notices and late customer follow up occurs.

Table 9 - Neighborhood Canvassing

Year	Jurisdiction	Households Visited	Contacts Made	Total Cost	Temp Issued	Door Hanger "B" Issued	Licenses Sold ¹	Revenue	Return Rate - per \$1 spent	Cost per Visit	Cost per Contact	Average Visit per Hour
2013	Multiple ²	17,980	6,703	\$52,074	3,178	1,517	3,435	\$100,448	\$1.93	\$2.90	\$7.77	8.34
2012	UnKC	19,807	7,311	\$43,527	3,367	1,653	3,512	\$100,257	\$2.30	\$2.20	\$5.95	10.68
2011	UnKC	23,574	8,473	\$39,932	-	4,514	3,598	\$97,146	\$2.43	\$1.69	\$4.71	12.72
2010	Multiple ²	37,506	14,125	\$98,919	6,390	2,189	5,968	\$141,240	\$1.43	\$2.64	\$7.00	9.51

¹ "Licenses sold" includes temporary licenses converted to paid licenses and licenses sold from Door Hanger B follow up.

² In 2013, canvassing was performed in Bellevue, Kirkland, Black Diamond and unincorporated King County. In 2010, canvassing was performed in five (5) cities: Kent, Bellevue, Enumclaw, Tukwila and SeaTac, as well as unincorporated King County..

The following facts related to the 2013 canvassing program are indicative of the program in prior years and represent many of the reasons RASKC continues with the canvassing program:

- Percentage of households visited resulting in an in-person contact: 37%
- Percentage of household visits, where Door Hanger B's are placed, resulting in a Pet License sale: 47%.
- Average quantity of Pet Licenses sold per Door Hanger B related sale: 1.54 licenses per sale
- Overall yield per Door Hanger B placed: .72 (72%)
- Return Rate per \$1 spent: \$1.93

Resident Feedback

The canvassing program receives calls/e-mails each year due to its face-to-face service and two door hangers used: 72-Hr. Courtesy Notice to License Pets and Sorry We Missed You. This feedback is responded to promptly, and allows RASKC to update and make corrections to the licensing database, as well as to communicate the responsible pet ownership message.

Alternative canvassing approaches

Direct Mailing

Targeted Mailings

Targeted mailing is a tool not frequently used by RASKC, and until 2013, it has been more than a decade since targeted mailings have been used for Pet Licensing promotion. Given the availability of data, RASKC worked with a local mailing services company to identify probable pet owners in order to identify an appropriate mailing universe and create a mailing list. Mail pieces were then sent to a pilot/test area within the City of Bellevue. The pilot included 3,378 postcards at a total cost of \$1,965 to produce and mail. The pilot effort resulted in 213 licenses sold, with a gross revenue of \$5,300, and a net return of \$3,335. Based on future year licensing renewal estimates, the 5 year projected net revenue is \$11,391. A response rate of 6.3% and a return rate per dollar spent of \$2.70 was considered a success, so additional mailings were planned and completed.

Saturation Mailing

In September 2012, recognizing reduced licensing counts in two RASKC cities, RASKC piloted a saturation mailing effort directed at all residential households in two cities, SeaTac and Tukwila. Almost 14,000 households were mailed a postcard with information on the benefits of pet licensing information. The cost of this mailing was about \$3,900 for mailing list, printing and postage. At the end of 2012, the mailing was estimated to have increased licensing revenue for these two cities by \$6,485 in 2012, an estimated return of \$1.66 for each \$1 expended.

Amnesty Promotion

Establishing, coordinating and promoting an amnesty period where pet license late fees and unlicensed penalties are waived for a particular promotional period is a marketing tool that has some positive impacts, so long as the frequency of these events are few and far between.

In 2013, the RASKC program, in conjunction with several other jurisdictions not part of the RASKC program, promoted an amnesty period for the month of April. Advertising and promotional material costs totaled \$4,315. The estimated licensing revenue, based on a comparison of April 2013 and April 2012, was \$38,000. This estimated revenue is more difficult to specifically identify or attribute to a particular activity or event, since RASKC has over 450 licensing partners and there are no specific data points to rely on within the licensing data base. For this reason, the month of April (promotional period) and the same month for the prior year were used.

Appendix A

Table 1. Animal Control Districts

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

These Districts each include portions of adjoining unincorporated King County.

The research and analysis for this report was conducted by a Technical Working Group over the past 12 months, taking into consideration external reports, surveys, journal articles, and web tools, as well as internal reports, data, and the experience of program staff. Review and input was also received from members of the Joint City/County Collaboration Committee. The information contained herein, as well as the knowledge gained in the research and analysis, has been used to inform the Operational Strategic Plan, as well as to help guide operations where appropriate.