



MEMORANDUM

Date: December 5, 2014

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

A handwritten signature in black ink, appearing to be "CHH", is written over the printed name "C.H. Huckelberry".

Re: **Update on Animal Care Discussions with Cities, Towns and Municipalities**

Pursuant to Board of Supervisors action on November 18, 2014, I provided a copy of the County Attorney's Legal Opinion to the managers of cities, towns and municipalities related to the County's obligations to provide animal care services to them. As you recall, the Legal Opinion indicated the County has no obligation; and the services are provided only through the consent of the cities, towns and jurisdictions through terms of intergovernmental agreements between the County and the various jurisdictions.

Deputy County Administrator Jan Leshar has been meeting with the town managers to discuss our model of providing animal care services to the region. This model has evolved from primarily euthanasia to one of adoption. We are discussing the increased cost that is incurred by utilizing this model, and we do not anticipate any change in our operating model. Hopefully, the cities and towns who receive our services will agree. If there is a disagreement regarding funding support required from a jurisdiction based on the adopted County operational model, we will bring the issue to the Animal Care Advisory Committee seeking their review and direction to the Board of Supervisors on how to proceed.

Ms. Leshar received a list of questions and information requests from the City of Tucson. Attached is a copy of their questions and County staff responses. As you can see, the interaction has been quite detailed.

CHH/anc

Attachment

c: Jan Leshar, Deputy County Administrator for Medical and Health Services
Dr. Francisco Garcia, Director, Health Department
Kristen Barney, Internal Operations Manager, Pima Animal Care Center
Chair and Members, Pima County Animal Care Advisory Committee



COUNTY ADMINISTRATOR'S OFFICE

PIMA COUNTY GOVERNMENTAL CENTER
130 W. CONGRESS, FLOOR 10, TUCSON, AZ 85701-1317
(520) 724-8661 FAX (520) 724-8171

C.H. HUCKELBERRY
County Administrator

December 5, 2014

Martha Durkin
Interim City Manager
City of Tucson
P.O. Box 27210
Tucson, AZ 85726-7210

Re: Pima Animal Care Center Additional Information Requested

Dear Ms. Durkin:

In a recent communication, the City of Tucson requested information and documentation regarding a variety of issues related to the provision of animal care services at PACC. To facilitate the discussion at our meeting on December 11, 2014, we are providing the following information to offer insight into the operations of PACC and to share our responses with all of our member jurisdictions.

We look forward to continued discussions and partnership in providing animal care services within Pima County.

Sincerely,

A handwritten signature in black ink, appearing to read "Jan Leshner", is written over a faint, larger version of the same signature.

Jan Leshner
Deputy County Administrator for Medical & Health Services

JL/cbc

Attachments

- c: Francisco Garcia, MD, MPH, Director, Health Department
Kim Janes, External Operations Manager, Pima Animal Care Center
Kristin Barney, Internal Operations Manager, Pima Animal Care Center
Sarah Davis, Special Staff Assistant, Health Department

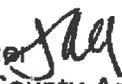


MEMORANDUM

Medical and Health Services

Date: December 5, 2014

To: Distribution List

From: Jan Leshor 
Deputy County Administrator

Re: Pima Animal Care Center Additional Information Requested

In a recent communication, the City of Tucson requested information about a variety of issues related to the provision of services at Pima Animal Care Center (PACC). To facilitate the discussion at our meeting on December 11, 2014, we are providing the following information to offer insight into the operations of PACC and to share our responses with all of our member jurisdictions.

Policy for Spay and Neuter:

Pursuant to Arizona Revised Statute §11-1022, any dog or cat released from a town, city or county pound or from an animal shelter shall be sterilized prior to the release unless the animal is currently licensed or altered at the time of impound or the owner pays a \$50 recovery fee. This statute applies to animals released from PACC, as well as to duly incorporate humane society, animal welfare society, society for the prevention of cruelty to animals or other non-profit corporate organizations devoted to the welfare, protection and humane treatment of animals.

As part of its operations PACC accepts, impounds or picks up over 25,000 animals annually. The operational challenge continues to be that the number of animals entering our facility far outpaces the number of pets placed through adoptions and rescue efforts. Our strategy to reduce intake has relied on the sterilization of owned pets as the only method of population control that has demonstrated long-term efficacy in significantly reducing the number of animals entering animal shelters.¹ This is a challenge since the average fertile cat can produce up to five litters (four to six kittens per litter) in just one year, and the average fertile dog can produce two litters (six to ten puppies per litter) in just one year.²

PACC has focused programmatically on increasing the availability of effective voluntary spay/neuter service that are widely accessible to the community as the principal modality for reducing animal overpopulation, shelter intake and euthanasia. One way in which Pima County supports increased spay and neuter activities within the community is through collaboration with Animal Welfare Alliance of Southern Arizona (AWASA). The no-cost spay/neuter initiative, which is funded by the County from its general fund, donations, and grants, has proven Pima County residents will alter

¹ American Society for the Prevention of Cruelty to Animals (ASPCA) 2009 Report, referencing Clancy & Rowan 2003; FIREPAW, 2004; Secovich, 2003

² City of Houston, City Mayor's Animal Protection Task Force, 2005 Report

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their animals when the service is affordable and accessible. This initiative targets companion animals in underserved and economically depressed areas throughout the County including within each of the jurisdictional entities. Table 1 below demonstrates the relationship between investment in this program and declining number of impounded animals at PACC.

As part of its long term spay/neuter policy, the County initiated a partnership with Best Friends Animal Society to also address the feral cat challenge through an effective Trap, Neuter and Return program targeted in nine zip codes historically demonstrating the largest number of feral cats.

Fiscal benefit to the County and jurisdictions due to spay and neuter initiatives can be estimated from FY 2013 – 2014 cost analyses. In FY 2013-2014, PACC had a live outcome for 23,976 shelter pets, costing the County \$2.8 million for care and evaluation of these pets, or \$118.41 per companion animal. By comparison, the contracted spay and neuter cost averages to \$70 per animal. The decrease in shelter volume associated with our spay/neuter policy has a cost benefit and reflects the County’s long-term investment in this strategy. Continuance of support for aggressive spay and neuter initiatives is essential to reducing the number of pets cared for by PACC and the costs associated with this service.

Table 1. Pima County Support and Number of Total Intakes at PACC

Fiscal Year	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014
County Community Spay/Neuter Support	\$220,000	\$220,000	\$220,000	\$220,000
Total Intakes at PACC	29,516	28,193	26,693	24,332

Policy on Releasing Animals to Rescue Partners:

PACC staff works aggressively with rescue partners and volunteers to meet the needs of “save-able” pets requiring veterinary or behavioral rehabilitative services. As soon as an animal is forfeited to the shelter, PACC staff triages each animal to evaluate, microchip, vaccinate and identify its medical or behavioral condition. These procedures facilitate the tracking of pets that have come into PACC custody, protect the public health, and render the animals more adoptable.

After the initial triage and evaluation, pets may be transferred to rescue groups that provide the necessary rehabilitative services at no expense to PACC. The rescue groups begin to work immediately on finding a permanent home for the animal in conjunction with providing the necessary immediate veterinary care. (Although most pets in our care and custody are made available for rescue, some animals are retained and not available for placement due to aggressive behavior and/or public health risk.)

PACC currently collaborates with over 70 animal rescue organizations to rescue thousands of pets each year. Notably, rescued animals remain at PACC an average of 12.71 days while adopted animals average length of stay was 17.37, and as such our collaboration with rescue partners has

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cost savings implications. These animal welfare organizations take on costly rehabilitative expenses, relieving PACC of incurred operational costs by reducing the time animals need to be in the shelter.

In FY 2013-2014, partner rescues, transfers of animals to other shelters/facilities, and special needs adoptions combined, accounted for 4,383 of the 13,752 live releases from PACC. Indeed overall, PACC adoptions rates have increase by 57%, and Special Needs Adoptions in particular have increase by 109% between Calendar Year (*November 1 – October 31*) 2010-2011 and Calendar Year (*November 1 – October 31*) 2013-2014. In total these efforts have allowed dramatic increases in the live release rate for PACC to 76% in FY 2013-2014, and 82% year to date. Information regarding PACC's partnerships with rescue groups is provided in Attachment A.

PACC Performance Measures and Tracking:

PACC tracks its performance through the Chameleon Animal Shelter Software (Chameleon). Chameleon is an integrated shelter software case management system for the entire facility, incorporating all levels of service, specifically, shelter operations, enforcement, veterinary care and business operations. Key performance measures that are utilized by PACC staff to ensure the highest quality of care in the most cost effective manner are as follows in Table 2.

Table 2. PACC Performance Measures and Tracking

Performance Measure	Performance Metric
Licenses	Number and source location of licenses sold
Animal Intake (Impounds)	Number and source location of pets, by breed
Animal Outcome	Number and source location of pets, by breed that are adopted, rescued, redeemed and euthanized
Euthanasia	Number of Euthanasia Complete
Enforcement	Number and source location of calls for enforcement services
Enforcement Responses	Number and source location of enforcement calls responded to
Enforcement Animal Intakes (Impound)	Number and source location of pets by breed and species, impounded as a result of an enforcement action
Length of Stay (LOS)	Average LOS by breed and species
Fees, Fines and Revenue	Number and source location of fees, fines and other revenue by type (e.g., licensing, processing, impounds, boarding fees, vaccinations, microchips and adoptions)
Donations and Grants	Number and source location of all donations and grants

PACC Adoptions and Associated Calculations:

PACC conducts on-site adoption operations seven days a week, seven hours per day, with the exception of one Sunday per month. PACC hosts an average of three to six offsite adoption events per month within the community to help increase PACC adoption rates and engage community outreach efforts.

Pricing for adoptions is a balance between what the local market will bear without creating barriers for new owners. Generally, the local demand for healthy pets with an unknown history and non-certifiable breed has proven to be in the \$25 - \$30 range. This is also the range of routine monthly expenses a potential owner can experience to provide basic care for their pet. Pets with physical or behavioral needs (Special Needs Adoptions), are assessed on a case by case basis and have a minimal adoption fee to facilitate their placement. PACC regularly discounts adoption rates, ranging from free to \$30. The Pima County Code sets the adoption fee schedules (Table 3), however staff is authorized, by Pima County Code, to waive fees to promote rehoming of shelter pets.

Table 3. Cost per Adoption at PACC per Pima County Code

Shelter Pet	Adoption Fee
Adult Dogs	\$85
Puppies	\$100
Special Needs Adoptions (SNA) - Dogs	\$45
Adult Cats	\$85
Kittens	\$100
Special Needs Adoptions (SNA) - Cats	\$45

Share of Service and Allocation at PACC:

PACC service allocations are based on a utilization basis and are prioritized based on severity of animal welfare as well as public health and safety risks. Specifically, shelter, enforcement and licensing services are provided as requested by jurisdictions per existing IGAs. The community spay/neuter services are budgeted on a per-capita (total population) basis to each of the jurisdictions.

Cost of Animal Care Services in Pima County Compared to Unincorporated Areas:

Table 4. Cost Calculation for Animal Care Services

Cost Measure (Service Area)	Cost Calculation
Community Spay/Neuter	Costs allocated on a per population ratio basis to each jurisdiction
Licensing	Each jurisdiction is credited with the revenue of licenses sold to residents of that jurisdiction when compared to the total number sold
Enforcement	The jurisdiction is assigned the appropriate

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	ratio of responses made with the jurisdiction during the expense period, as compared to the total number of responses made during the same period
Shelter Services	The jurisdiction is charged for the appropriate ratio of animals that had an outcome at PACC for residents of that jurisdiction as compared to the total number of animals
Veterinary Services	As with Shelter services, the jurisdiction is charged for the appropriate ratio of animals with an outcome at PACC for residents of that jurisdiction as compared to the total number of animals
Communication and Outreach	To date, events have only been held in City of Tucson and Pima County and those costs have been proportionately allocated
Administrative Costs	The jurisdiction is charged with a ratio of all services provided to the jurisdiction as compared to total service provided.

Subsidies to Pima County General Fund and Associated Calculations for Animal Care Services:

The Pima County General Fund subsidizes PACC to the extent that fees, fines and other revenues from County residents do not cover PACC expenses. Pima County forwards each jurisdiction the fees, fines and other revenues collected from its residents.

Donations to PACC and Jurisdictional Allocation:

Most financial contributions are designated by donors for specific service areas, for example, community spay/neuter efforts, medical support for shelter pets, assistance with adoption costs and community outreach efforts. Those donations that are not designated for a specific purpose are placed in a general operations fund and allocated to meet the most pressing needs within the shelter, typically related to medical and shelter service costs. Donations are used to offset total operational expenses at PACC prior to allocating the remaining expenses to respective jurisdictions.

PACC Cost Methodology and Administrative Fees (PCHD and County Administration):

Pima County, as do all other jurisdictions, allocates a portion of its administrative costs to each department based on relevant cost drivers. For example, costs associated with processing payroll are allocated based on the number of pay checks paid for each department; costs associated with phone services and computer infrastructure are allocated based on the number of phones and computers used by a department; costs of the Human Resources Department are allocated based on the number of employees in each department; costs for the Procurement Department are allocated out based on the number of contracts processed, etc. For Fiscal Year 2014-15, the County

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allocated \$75.9 million of central costs to all of its departments, including an allocation of \$560,507 to PACC, or about 0.74%. The overhead charges represent costs necessary to operate PACC, but which are budgeted in such departments as Human Resources, Information Technology, Finance, Procurement, and Facilities Management. The total budget for PACC this fiscal year is \$8,452,217, or 0.71% of the County's total budget of \$1,188,464,252. The breakout of the charges for PACC as they relate to the entire County are shown on Attachment B.

In addition to County overhead, the Health Department allocates its internal administrative costs to its component units, including PACC as outlined in Table 4 of this document. Health Department support services included in PACC charges are allocated on a PACC staff ratio as compared to total Health Department staff and include PACC's share of support from the Director's Office and the Health Department Administrative Division.

Discussion on Potential to Parse Out PACC Services Based on Jurisdictional Demand for Service:

As part of discussions between jurisdictions and Pima County leadership about animal care services, one proposal was to develop a-la-carte service packages for individual jurisdictions based on need and utilization. This would require detailed analyses of service provision, community impact of the separation of services, and the assurance that mandated animal care services are being accomplished according to best practice and standards.

Service areas that could be considered for reassignment to the individual local jurisdictions are included in the table below.

Table 5. PACC Services Considered for Transfer to Local Jurisdictions

Service Area	Service Adjustment Proposal for non-mandated services
Animal Enforcement Services	Enforcement responses to calls for waste, noise, loose, and welfare can be moved to jurisdictional provision.
Shelter Services and Veterinary Medical Services	Sheltering cats; Codified mandated stay times for owned animals can be reduced, thus minimizing the hold time required per pet; Jurisdictions can remove their pets at the end of the mandated hold time and dispose of them at their discretion.
Licensing	Licensing can be moved to jurisdictional provision.

Another area for discussion is the cost allocation methodology for shelter and veterinary service expenses. Allocation on a per capita v. per use basis would be an area for discussion and input from the jurisdictions. Though other service changes can be discussed, consensus among the jurisdictions would be critical to achieve the kind of organizational efficiencies that could be translated into cost savings.

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It is important to note that unless animal care services were to be turned over entirely to the respective jurisdictions, some elements of our current model would need to be preserved in order to meet the current high standard of care that PACC provides. At a minimum, these must include public education and outreach, animal shelter, adoption and foster programs, treatment and rehabilitative services, and the community spay/neuter program.

Formula for Calculating Number of Dogs for Licensing Compliance:

The formula for calculating the number of dogs within the jurisdictions for licensing compliance is calculated utilizing the same methodology prescribed through national best practices by the American Veterinary Medical Association's Pet Ownership Calculator. The calculation for designating animal licensure compliance is the total licenses sold to respective jurisdiction residents divided by the total dog population estimate.

The total dog population estimate is calculated through the pet ownership calculator, which include two alternative methods for estimating the number of pets within the community. You can multiply the total number of households in your community by a factor determined by multiplying the percentage of households that own pets by the number of pets owned per household. 3

Formula 1. Estimating Number of Dogs per Community

- a. $\text{Number of dogs per household} = (\text{total population}) / (\text{Average number of people per household from the Census}) = (X \text{ households}) \text{ then}$
- b. $(X \text{ household}) * (0.365 \text{ national \%}) = (\text{Number of dog owning households})$
- c. To estimate the number of dogs in this community:
 $(X \text{ households}) * (0.584 \text{ national \%}) = \text{Estimated Number of Dogs}$

Cost Drivers for Pima Animal Care Services:

PACC seeks to meet or exceed national best practices and standards in animal care services. As such, staffing/personnel expenses are the most critical driver in every component of our operation. It should be noted that, compared to similar animal care entities, in comparable jurisdictions, staffing at PACC is significantly lower than would be expected based on total (human) population and annual (animal) intake. A detailed comparison of animal care operations in six jurisdictions is found in Attachment C.

Major core operational costs beyond staffing include motor pool expenses associated with enforcement actions and outreach, veterinary supplies and services, kennel cleaning, as well as the costs associated with the care and sheltering of animals in our custody. Other less significant costs include central administration charges associated with occupancy and facilities, County Attorney, and Finance and Risk Management.

Finally and most significantly, public demand for a high level of care and services expected by this

3 American Veterinary Medical Association Pet Ownership Calculator, retrieved from <https://www.avma.org/KB/Resources/Statistics/Pages/Market-research-statistics-US-pet-ownership.aspx>

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community has changed dramatically. Public expectations increasingly focus on "saving the savable" by providing appropriate veterinary treatment and behavioral rehabilitation, high quality adoption and foster programs, as well as aggressive preventive measures to educate and protect the health of the public and their pets. This change in attitude is perhaps best exemplified by the performance of the bond initiative in the most recent election.

JL/cbc

Attachments

Distribution List:

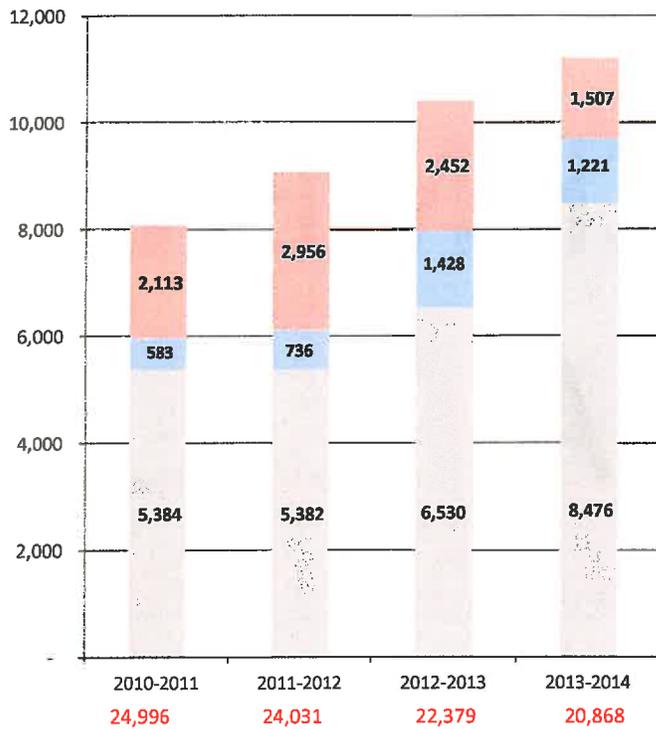
Martha Durkin, Interim City Manager, City of Tucson
Gilbert Davidson, City Manager, Town of Marana
Greg Caton, Town Manager, Town of Oro Valley
Kelly Udall, Town Manager, Town of Sahuarita
Luis Gonzales, City Manager, City of South Tucson

c: Francisco Garcia, MD, MPH, Director, Health Department
Kim Janes, External Operations Manager, Pima Animal Care Center
Kristin Barney, Internal Operations Manager, Pima Animal Care Center
Sarah Davis, Special Staff Assistant, Health Department

ATTACHMENT

A

Pima Animal Care Center Animal Intakes, Adoptions & Rescue Partnerships

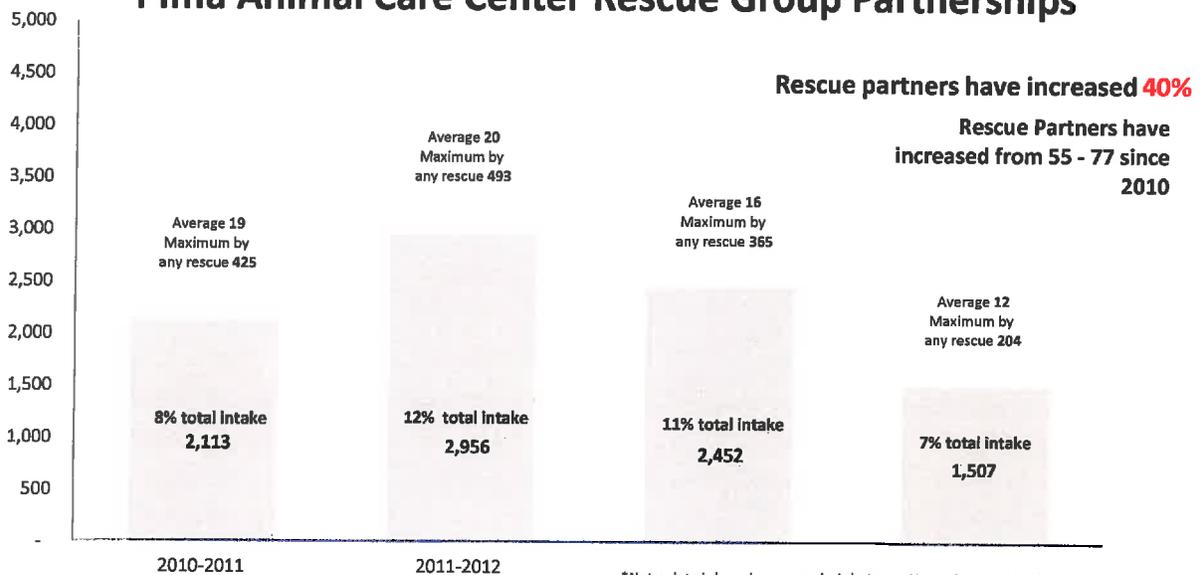


- Rescue Pulls from PACC
- PACC Special Needs Adoptions
- PACC Adoptions Total

**PACC has increased overall adoptions
by 57% and
special needs adoptions
by 109%**

*Note: data is based on an analysis between November 1, 2013 through October 31, 2014 for purposes of this graphic and special study – not Pima County Fiscal Year

Pima Animal Care Center Rescue Group Partnerships



*Note: data is based on an analysis between November 1, 2013 through October 31, 2014 for purposes of this graphic and special study – not Pima County Fiscal Year

Total Animals to Rescue Partners

ATTACHMENT

B

Pima County Overhead Allocation
 Budget Fiscal Year 2014-15

Central Service Departments	PUBLIC HEALTH - ANIMAL CARE	Total
ASSESSOR	0.00	8,966,058.00
BOARD OF SUPERVISORS	18,251.00	1,827,233.00
BUILDING USE	127,030.00	7,969,927.00
CLERK OF THE BOARD	4,810.00	1,221,348.00
COMMUNICATIONS	8,293.00	671,003.00
COUNTY ADMINISTRATOR	31,746.00	2,260,176.00
COUNTY ATTORNEY ADMINISTRATION	0.00	2,602,909.00
COUNTY ATTORNEY CIVIL DIVISION	50,506.00	2,772,742.00
FACILITIES MANAGEMENT	122,551.00	11,367,394.00
FINANCE - ADMINISTRATION	0.00	1,445,653.00
FINANCE - BUDGET	8,692.00	1,677,260.00
FINANCE - DEPT ANALYSIS	11,190.00	2,159,168.00
FINANCE - GRANTS MGMT	0.00	1,729,163.00
FINANCE - REVENUE MGMT	10,045.00	2,208,781.00
FINANCIAL CONTROL & REPORTING	12,053.00	2,067,846.00
FINANCIAL MGMT & AUDIT	8,659.00	1,594,886.00
FINANCIAL OPERATIONS	60,214.00	3,485,987.00
HUMAN RESOURCES	46,256.00	3,742,598.00
ITD ADMIN DIVISION	0.00	2,010,348.00
ITD CENTRAL SUPPORT	0.00	879,400.00
ITD CMPTNG OPS DIVISION	5,660.00	2,322,023.00
ITD ENTRPRS RLTNSHP & APLCTN SRVCS	0.00	2,591,221.00
ITD SHRD APPLCTN PLATFORM	0.00	1,832,203.00
NON DEPARTMENTAL	0.00	1,869,127.00
PROCUREMENT	27,421.00	2,423,107.00
TREASURER	7,130.00	2,234,048.00
Total Allocated	\$ 560,507.00	\$ 75,931,609.00

ATTACHMENT

C



Review of Animal Care Services in Six Cities/Counties

Prepared by: Office of the Assistant County Administrator

Staff: Sarah Davis, Special Staff Assistant

Amy Fish, Program Coordinator

Honey Pivrotto, Assistant County Administrator for Health

November 15, 2013

Review of Animal Care Services in Six Cities/Counties

Scope of the Study

Pima County leadership requested a study to analyze the operations, budget, staffing and services provided for its Pima Animal Care Center (PACC). Leadership provided a listing of cities and counties to include in the survey. Staff responsible for the survey and subsequent report worked closely with Kim Janes, the Director of Pima Animal Care Center (PACC), to refine the original draft questionnaire to assure it addressed the full scope of services PACC provides. Mr. Janes contacted each organization to alert the leadership of Pima County's commitment to this study and to request their cooperation.

Staff held an initial phone call to describe the scope of the study and answer questions about the survey. The survey was distributed to the willing participants to complete in advance of a formal interview by phone. Phone interviews ranging from one to two hours were conducted with each participant to discuss details of their responses. The study relied on verification of data by participants and utilized budgeted costs for the current year.

The original listing of suggested participants and those actively engaged in this study are in **Appendix A**. The following report details key findings from this work effort. It was clear to the County staff performing the study that subsequent, more detailed examinations of facilities and operations beyond the scope of this study could prove valuable as both strategic and operational plans are developed for PACC.

Limitations

This report was developed on the data provided by the respondents, including PACC, without independent verification of financial and statistical data sets. The financial and staffing analyses are based on budgeted not actual data as reported by animal care leadership who responded to Pima County's request for information. The focus and timeline of the study precluded review and examination with the financial personnel from each respondent of the expense categories and cost allocation plan methodology used for assigning administration and other costs. No data were provided to permit an evaluation of the variance between budget and actual data. It should be noted that this study did not examine the extent to which fees are actually charged for services rendered. Additionally, no adjustments were made for regional variations in wages, benefits or other budgeted costs.

Review of Animal Care Services in Six Cities/Counties

Reporting Structure

Table 1 highlights the fact that animal care reports outside of any other operation directly to the city or county administrative team in all jurisdictions except Pima County.

Service Comparability

Scope of Services

All respondents report providing the same categories of services: enforcement/field services, shelter/adoption services, and communication/outreach and education services. However, the scope and hours of these operations differ from Pima County. These differences are described in greater detail with a comparison to Pima County operations in the following sections of this report.

The participants represent a diverse set of operations both in terms of the geography and population as well as the nature of services provided. As a first step, density of population across the geographic area served by each respondent was calculated to identify comparable service areas.

Population Density

Data on population served and square miles covered were used to identify the sites most comparable to Pima County in terms of population density (population per square mile). The respondents with the most comparable population density to Pima County were determined to be Clark County and Maricopa County. Pima County population density for its service area is 109 persons per square mile; Clark County is 108 and Maricopa County is 217. **Table 2** provides a comparison of population density.

Key Operational Findings

Enforcement/Field Services

The terms Enforcement and Field Services are used interchangeably. The terms include responses by Animal Care Officers (ACOs) to calls requesting assistance with an array of events that may include animal bites, stray or roaming animals, nuisance events including animal waste and noise, and animal welfare issue such as neglect and abuse. Pima County responds for all of these events. Others do not.

The first service noted in which Pima County differs from others is nuisance events. Only Clark County and the San Diego County address animal waste. In the other municipalities waste calls are handled by other departments in the city or county e.g., zoning.

Review of Animal Care Services in Six Cities/Counties

The second service which varies from that provided by PACC and other respondents is animal welfare including neglect and abuse. In Maricopa County these calls are referred to law enforcement which includes the Sheriff's Department for unincorporated areas and city police departments in municipalities. Law enforcement responds to the call by going to the site of alleged neglect and abuse. Once they assess the situation and determine that further action is required, Maricopa County Animal Care Center transports the animal to the Humane Society which provides temporary housing.

The third service area that differs is wild animal calls. PACC responds to wild animal calls as does Austin, TX and San Diego. However, the other respondents do not provide this service. Maricopa County refers to Arizona Game and Fish. San Antonio refers to Texas Wildlife and Fish. Clark County indicates that for the most part they are now referring these calls to the Nevada Game and Fish.

A fourth area of differing policy was noted in Maricopa County which does not permit drop off of healthy animals for euthanasia. Owners are instead directed to their veterinarian's office for this service.

Population Demand for Enforcement Services

Table 3 compares the demand for enforcement services per 1,000 residents in the service areas across Pima County and respondents. Interestingly the demand for service in those areas most comparable to Pima County in terms of the population density, Clark County and Maricopa County, were quite variable. Pima County's demand for enforcement services is 32 per 1,000 residents whereas Clark County and Maricopa County are 44 and 19 respectively. With the exception of San Antonio and Clark County all other areas surveyed had a lower demand for enforcement services per 1,000 residents. Clearly, Pima County residents have a strong demand for these services. The top three service requests for enforcement across all respondents including PACC are: stray and loose animals, animal bites, and animal welfare. By far the majority of these calls are for dogs versus cats.

Enforcement Service Volume

Table 4 relates the volume of enforcement service demand to the ACO staffing levels and overall staffing level. PACC has the second highest response rate per ACO of the six areas included in the study exceeded only by the City of San Antonio. This indicates a highly productive team of ACOs. However, once total staffing, specifically Managers Supervisors Dispatch staff is included with ACO staffing and compared to service volumes, PACC ranks second lowest of the six respondents to the study. The variation in handling of dispatch services between the respondents may explain some of the variation and warrants further examination. Both the City of Austin and the City of San Antonio use a non-emergency hotline (311) to initially screen dispatch calls reducing the call burden on

Review of Animal Care Services in Six Cities/Counties

the dispatchers in the enforcement unit. The change in ranking when comparing response rates for just ACO staff versus the response rate for all enforcement staff warrants further review of the array of functions performed by Managers, Supervisors, and Dispatchers. In comparison to the other two sites with comparable population density per square mile of service, (Clark County and Maricopa County), which has direct impact on the time it takes for ACOs to respond to enforcement calls, PACC's response rate by the total enforcement team is comparable to that of Maricopa County (813 versus 953) and substantially lower than Clark County (813 versus 1573). It should be noted, however, that Clark County has a significantly higher volume of calls that are resolved without ACO onsite response. Instead Clark County resolves a substantial volume of calls through letters or phone calls rather than a staff response to the site of the call. This skews the comparison of service volumes per staff reflecting a considerably higher response rate per staff than can be achieved when responding in person to the call. It also should be noted that Maricopa County does not perform the full range of services that PACC provides which also skews a direct comparison.

Shelter Services

All study participants provide shelter services. Clark County contracts out these services to three animal shelter groups from the community and therefore was limited in the data they could provide. All respondents other than Pima County have multiple shelter sites in the community to make the shelter service as well as adoption services more accessible to the community. San Antonio is the only respondent indicating they stop intake when full or nearing capacity in their shelters.

However, as can be seen from Table 5, Pima County shows the highest utilization of shelter services per 1,000 residents of any of the survey participants. The significant pressure this level of service demand creates is further illustrated in a review of the volume of shelter services handled by the shelter staff as shown on Table 6. With each staff person handling 1,535 shelter services units, the service volume handled by PACC staff is nearly double the second highest performing shelter in Austin, Texas as well as Maricopa County and triple that of the volume expected of shelter staff in San Diego County and the City of San Antonio, Texas.

Hours of Shelter Operation

Austin, San Antonio and Pima County provide the most hours of access to shelters by the public with access not only during traditional business hours but substantial access during nights, weekends and holidays. A strategy of interest is the one utilized by San Antonio. At the beginning of each fiscal year, they examine their staffing budget to identify which four holidays have had the most traffic from the public and then focus their staffing resources, including overtime hours, accordingly. Also of note, Austin is only closed on

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Thanksgiving and Christmas operating their shelter all other days of the year. The goal of improving access to the shelters is to improve the rate of adoptions and therefore live release.

Release Rates

All participants surveyed report improvement in live release rates. Two factors were identified as contributing to improvement in live release rates: increased utilization of veterinary services and greater engagement with community partners focused on rescue and foster homes.

These initiatives evolve out of widespread acceptance of ASILOMAR Accords developed by animal welfare stakeholders including Humane Societies and animal care centers across the nation. All survey respondents have adopted the ASILOMAR Accords. These standards redefine what is considered a healthy or treatable animal. As a result increasing numbers of animals that would have previously been euthanized are now under treatment by veterinarians. The increased engagement of the rescue and foster partners has expanded the rehabilitation resources prior to the adoption of the animal.

As reported in the October 23, 2013 memo from Mr. Huckelberry to the Board of Supervisors, PACC's live release rate has increased to 72% from 49% just two years ago. In fact, there has been continual improvement as evidenced by the 64% live release rate reported by PACC for the fiscal year ending June 30, 2013. Austin, San Diego and San Antonio had the highest live release rates at 93%, 84% and 77% respectively. Since adoption of the ASILOMAR Accords, San Diego reports it has not euthanized a single healthy animal, based on their evolving definition of "healthy", in five years.

San Antonio's philosophy of the last two years emphasizing treatment and rehabilitation has resulted in a dramatic increase in their live release rate from 31% to 77%. Table 7 details the significant number of rescue and foster partners PACC and the other respondents report working with to improve their live release rate. PACC reports the lowest volume of rescue and foster partners in comparison to the other respondents. All respondents indicate they are focused on leveraging the ASILOMAR Accords to improve their live release rate and accelerating concentrated efforts at collaborative relationships with foster and rescue organizations.

Innovative Reunification or Adoption Strategies

Several respondents identified innovative strategies. When Maricopa County responds to a call regarding a loose or stray animal, they photograph the animal and load the information on the location of the animal on a website called NoLostPetsMaricopa.org which showcases a map and the location of the animals. By hovering over the animal indicator,

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the person seeking to locate their lost animal can see a picture of the animal and its location. This information is also hooked to a live Twitter feed.

Maricopa County Animal Care also has a unique partnership between Metrocenter Mall and PetSmart Charities. The Metrocenter Mall location in Phoenix permits Maricopa County to operate an adoption location, rent free, in lieu of leasing space to a privately operated pet store. Maricopa County pays a predetermined modest dollar amount for utilities and provides their staff for the adoption operation in this mall site. More recently, Maricopa County formed a similar collaboration with PetSmart Charities in Old Town Scottsdale. At this site, the County utilizes PetSmart Charities sponsored space for adoption of their animals.

San Antonio Animal Care applied for a \$1 million grant from Petco Corporation and Petco Foundation. The funds were used to build a facility housing adoption services, a spay and neuter clinic and a pavilion for education on animal care and adoption events. Petco also committed to paying \$200,000 per year over five years towards the operating costs of the services at this site. The site is named Petco. It is operated by Petco staff, must be a "no kill" facility and take in 3,000 pets from the San Antonio Animal Care operation each year. Only San Antonio Animal Care pets can be housed at this center.

While the respondents reported a shortage of staff to apply for any grant opportunities, it is clear from reviewing the National Animal Care Association (NACA) website that there are substantial grant opportunities that could be pursued. See Appendix B for NACA listing of grant opportunities.

Licensing Services

Only Pima, Maricopa and San Diego require licenses. The other three respondents do not require animal licensure. In Pima County the licensing charge is \$15 per year per altered dog. Last fiscal year, PACC reports 110,000 licenses were sold representing \$1,650,000. PACC reports a 50% compliance rate in comparison to 42% in Maricopa and 25% in San Diego. Compliance rate is calculated based on the number of licensed dogs versus the total number of dogs estimated by the American Veterinary Medicine Association.

Volunteers

All respondents use volunteers reporting anywhere from 300 to 600 active volunteers in their programs and use of volunteers primarily in shelter and general animal care or for outreach and communication activities including adoption events. Table 8 details the volunteer data. PACC shows the lowest volume of volunteer full time equivalents (FTEs) at 9; other respondents report between 13 and 22 FTEs of volunteer time annually and a variety of recognition strategies and awards focused on recruitment and retention of the

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volunteers. Full time equivalents represent conversion of hours of work effort to a standard of 2,080 hours per year.

Only PACC and Maricopa utilize state prisoners as volunteers. Pima County utilizes an average of 20 male prisoners per day supervised by a guard from Arizona Department of Correction (ADOC) to assure no public interaction.

Maricopa limits its use of prisoners to female prisoners with a one year prison term who are enrolled in a working trustee program. Currently there are three to five female prisoners in this program. The program permitting male prisoners was cancelled one year ago due to the oversight burden. The current program is operated through a contract with the ADOC and also includes a guard posted onsite to assure no interaction between the female prisoners and the public.

Clark County is the only respondent that utilizes three to five volunteers for enforcement activities including citations. This is a different model from the other respondents which focus the use of volunteers on shelter services or community outreach and collaboration.

Budget and Staffing Levels

Overall Budget

Table 9 details the budget for the service areas of enforcement, shelter and adoption, veterinary services and communication/outreach, administrative costs and the grand total of all costs budgeted for fiscal year 2013. Administrative/other costs range from 7% to 29% of the grand total of costs. Clark County and the City of Austin reported the lowest administrative/other costs at 7% and 10% respectively with the City of San Antonio, San Diego County and PACC reporting 23%, 24%, and 26% respectively.

PACC has the second lowest annual budgeted dollars and provides the widest array of services. On a per capita basis, PACC's budget ranks third highest at \$6.34 per resident after the City of Austin (\$7.80) and Maricopa (\$6.92). To increase the per capita expenditure for Pima County to the level of Maricopa, assuming no change in scope of service, would require an additional budget authorization to the 2013 budget level of over \$575,000. To match the per capita level reported by the City of Austin would require an additional \$1.5 million.

Staffing Concentration

Staffing is the major element of total operating cost. Between 70% and 83% of actual FTE positions are utilized in the service areas of enforcement and shelter services.

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Staffing of Enforcement Services

The approach to evaluating staffing sufficiency was to examine the volume of service per FTE. As mentioned previously in this report and shown on Table 4, PACC ranked second highest of the six respondents in terms of volume of service per ACO. However, it is second lowest in terms of service volume across all enforcement staff (ACOs plus Managers, Supervisors, and Dispatch). Clark County's service volume per FTE is 93% greater than PACC; San Antonio's volume is 56% greater and Maricopa's is 17% greater than PACC. The low level of service volume across all enforcement FTES versus the ACO's performance in Pima County raises questions about the performance and number of staff in positions of Manager, Supervisor and Dispatch.

Staffing of Shelter Services

PACC's staffing per service volume is by far the lowest of the other four respondents for which shelter staffing was available. Clark County could not be evaluated as they contract shelter services to other organizations in the community and could not report FTEs for this service. The variation between PACC and the other four respondents is significant. The level of services per FTE that PACC staff must provide ranges from 72% to 239% higher than any of the other four respondents. These data make it clear that shelter services in Pima County are not adequately staffed for current volumes.

The staffing deficiency is also evident when comparing actual shelter staff to staffing standards for services published by National Animal Care Association (NACA). NACA recommends that each shelter and animal care facility be staffed daily with the appropriate number of kennel personnel to assure appropriate care and a safe working environment. NACA has created a formula for projecting kennel staffing to insure Animal Care providers can adhere to the minimal animal care standards. This formula is based on the number of individuals living in the service area. The formula is noted on Table 10 which details the projected kennel staffing for each of the six survey participants, including PACC.

Using NACA standards all survey participants are substantially understaffed in the shelter service raising questions about the validity of the standard. PACC, however, would require the largest percentage increase of all six respondents with a projected need to hire 276% more staff or 47 staff at a cost slightly greater than \$2 million per year in wages and benefits. Table 10 displays the comparison of NACA projected staffing level at the shelter to the actual staffing levels for all six respondents.

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Fees Charged

Appendix C provides a comparison of fees charged for the various services across the six survey participants. Of note is that PACC has the most comprehensive fee schedule and offers a 10% discount for seniors on adoption services. PACC has the highest boarding day rate and the highest impound rate. Fee opportunities identified for PACC include: rabies quarantine fee, fees for third and subsequent impounds, livestock impound fee, hoarding fees for instances requiring pickup of large numbers of animals. Also of note is the fact that the \$15 owner requested euthanasia fee was established a rate far below what a community veterinarian would charge, in an effort to recognize the need for low cost options, Pima County may want to examine the feasibility of a sliding fee scale for this service. Assuming PACC is actually charging all the fees where appropriate, additional fees should generate a new revenue stream. It should be noted that this study did not examine the extent to which fees are actually charged for services rendered but this work effort is one the County Finance Department could consider undertaking to assume maximization of revenue.

Summary and Conclusions

The most startling finding from this study was that Pima County residents have the highest demand for shelter services and the lowest budgeted dollars per animal handled of all respondents reporting their budget for shelter services. The impact of this significant demand was particularly remarkable in its impact on shelter staff handling volumes that are two to three times greater than other respondents as shown on Table 6 (1,535 compared to a range of 453 to 894).

PACC reports the second lowest total annual budgeted dollars, provides the widest array of services and experiences the most extreme demand for shelter services for its resources of all six respondents. On a per capita basis, PACC's budget ranks third highest at \$6.34 per resident after the City of Austin (\$7.80) and Maricopa (\$6.92). To increase the per capita expenditure for Pima County to the level of Maricopa, assuming no change in scope of service, would require an additional budget authorization to the 2013 budget level of over \$575,000. To match the per capita level reported by the City of Austin would require an additional \$1.5 million. It is logical to conclude essentially all increases in funding should be directed to shelter services.

The survey also highlights opportunities and areas requiring further investigation or action. There are four areas detailed in which Pima County can consider eliminating or modifying its services ultimately reducing the burden on its enforcement resources and at the same time reducing the pressure on shelter services. For example, PACC could consider following Maricopa's policy of utilizing the Arizona Department of Game and Fish for wild animal calls which is comparable to the other respondents. Additionally, Pima County

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could consider utilizing the GIS tracking initiative Maricopa County has implemented along with its Twitter strategy to reduce the burden on PACC of responding to inquiries about lost animals. To further accelerate the improvement in the live release rate, Pima County could expand its efforts to partner with the community on storefront models perhaps examining more closely strategies used by the City of San Antonio and Maricopa County.

Further review of the scope of work performed by the Manager, Supervisor and Dispatch staff in Enforcement is recommended as the service level per FTE decreases to the second lowest of the six study participants in comparison to the service level per just Animal Control Officers in which Pima County ranks second highest of the participants. .

Revenue opportunities also exist. With the availability of competent grant writing staff in the Pima County Health Department, consideration can now be given to aggressive pursuit of grant opportunities beginning with the listing published by NACA and outreach to PetSmart and Petco which have engaged in innovative strategies in Maricopa and San Antonio. These funds can be leveraged to support PACC's capital and operating needs thereby reducing the burden on the County taxpayers.

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Listing of Data Tables:

Table 1: Reporting Structure among Animal Care Center Respondents

Table 2: Population Density for Service Area

Table 3: Comparison of Enforcement Service Demand per 1,000 Residents Served

Table 4: Enforcement Service Volume Response Rate per Animal Care Officer (ACO) and per Overall Staffing (ACOs + Managers, Supervisors and Dispatchers)

Table 5: Shelter Volume by Service Type and Demand for Shelter Services per 1,000 Residents Served

Table 6: Shelter and Adoption Volume by FTE

Table 7: Re-homing Strategy

Table 8: Volunteer and Prisoner Utilization

Table 9: Grand Total Budget for all Costs Including Administrative for Animal Care Operations

Table 10: Projected Staffing Levels Using the NACA Staffing Formula

Table 1: Reporting Structure Among Animal Care Center Respondents

Respondent	Reporting	Additional Notes
Pima County, AZ	Reports directly to the Director of the Health Department	N/A
City of Austin, TX	Reports directly to the City Manager of the City of Austin	Formerly part of the Health Department; Health Department still provides HR and Budget/Finance Support Services
Clark County, NV	Leadership reports to Administrative services which is the oversight support for the commissioners as well as some enforcement agencies, who reports to County manager, who reports to the Board of County Commissioners	N/A
Maricopa County, AZ	Leadership reports operations to Dr. Rodrigo Silva who performs a dual role as the Director and Assistant County Manager	N/A
City of San Antonio, TX	Leadership reports operations to the City Manager of the City of San Antonio	N/A
San Diego County, CA	Leadership reports the County Administrative Officer, who reports the Deputy Chief Administrative Officer; Contract Cities report to City Managers	N/A

Table 2: Population Density for Service Area

Respondent	Square Miles	Population	Density (Population / Square Miles Served)
Pima County, AZ	9,200	1 Million	109*
City of Austin, TX	1,022	1.1 Million	1,076
Clark County, NV	7,910	858,000	108*
Maricopa County, AZ	9,224	2 Million	217*
City of San Antonio, TX	460	1.4 Million	3,182
San Diego County, CA	4,199	3 Million	714

* Most comparable in terms of population density of areas served by Animal Care Services

Table 3: Comparison of Enforcement Service Demand per 1,000 Residents Served

Respondent	Population	Per 1000 Residents	Total Number of Responses Completed	Enforcement Service Volume Per 1000 Residents	% Variation from PACC
Pima County, AZ	1,000,000	1,000	31,708	32	
City of Austin, TX	1,100,000	1,100	22,307	20	-36%
Clark County, NV	858,000	858	37,741	44	39%
Maricopa County, AZ	2,000,000	2,000	37,398	19	-41%
City of San Antonio, TX	1,400,000	1,400	60,743	43	37%
San Diego County, CA	3,000,000	3,000	30,861	10	-68%

Table 4: Enforcement Service Volume Response Rate per Animal Care Officer (ACO) and per Overall Staffing (ACOs + Managers, Supervisors and Dispatchers)

Respondent	FTEs Animal Control Officers (ACOs)	Total Service Volume for ACO: (Response for Stray/Loses, Animal Welfare, Rabies, Bites, Nuisance, Wild Animals, NOT other)	Response Rate by ACO FTEs ONLY	% Variation from PACC	Total Service Volume per Enforcement Department	All Enforcement FTEs: Division Totals (ACOs, Supvs, Mgrs, and Dispatch)	Response Rate by ALL Enforcement Division FTEs	% Variation from PACC
Pine County, AZ	25	29,079	1,183		31,708	39	813	
City of Austin, TX	19	19,074	1,004	-14%	22,307	23	991	-22%
Clerk County, NV	13	10,037	772	-34%	37,741	24	1,573	93%
Maricopa County, AZ	30	21,368	712	-39%	39,056	41	853	17%
City of San Antonio, TX	39	50,637	1,298	12%	60,743	48	1,266	86%
San Diego County, CA	31	16,383	528	-55%	30,861	44	701	-14%

Table 5: Shelter Volume by Service Type and Demand for Shelter Services per 1,000 Residents Served

Respondent	# of Shelters Operated	Dog Impounds (Total from Enforcement and Civilian Drop-off)	Cat Impounds (Total from Enforcement and Civilian Drop-off)	Owner Requested Euthanasia - data include both healthy and unhealthy animals	Animals Handled in Shelter (Number Dogs/Cats Impounded + Owner Requested Euthanasia)	Budget for Shelter Services	Budget per Animal Handled	Utilization of Shelter Services per 1,000 Population Served
Pima County, AZ	1	18,000	8,000	3,100	26,100	\$ 1,300,745	\$ 50	26
	2	10,956	7,811	106	18,773	\$ 3,087,961	\$ 164	17
	3 (Contracted)	10,215	8,436	1,082	19,733	\$ 1,800,000	\$ 91	23
Maricopa County, AZ	2	34,000	4,000	Maricopa did not provide any figures for euthanasia. Maricopa's policy is that an owner wishing to euthanize a health animal must go to a private vet and pay the required fee to that vet.	38,000	NO BUDGET DETAIL AT THIS TIME	NO BUDGET DETAIL AT THIS TIME	NO BUDGET DETAIL AT THIS TIME
City of San Antonio, TX San Diego County, CA	2	21,500	7,500	400	29,400	\$ 3,000,000	\$ 102	21
	3	13,343	8,450	2,699	24,482	\$ 2,300,000	\$ 94	8

Table 6: Shelter and Adoption Volume by FTE

Respondent	Shelter FTEs (All Shelter)	Animals Handled in Shelter (Number Dogs/Cats Impounded + Owner Requested Euthanasia)	Service Volume per Shelter FTE	% Variation from PACC
Pima County, AZ	17	26,100	1,535	
City of Austin, TX	21	18,773	894	-42%
Clark County, NV	Contracts with 3 Shelters	19,733	NOT AVAILABLE	NOT AVAILABLE
Maricopa County, AZ	48	38,000	792	-48%
City of San Antonio, TX	50	29,400	588	-62%
San Diego County, CA	54	24,482	453	-70%

Table 7: Re-homing Strategy

Respondent	Rescue / Foster Partners
Pima County, AZ	50-75 Rescue and Foster Partners
City of Austin, TX	110 Rescue Partners, 622 Foster Partners
Clark County, NV	CONTRACTED SERVICE; NO DETAILS AVAILABLE
Maricopa County, AZ	97 Rescue Partners, 115 Foster Partners
City of San Antonio, TX	70 Rescue Organizations, 9-12 Rescue Partners
San Diego County, CA	200 Rescue Organizations, Fosters done through Rescue, 25 Additional Fosters

Table 8: Volunteer and Prisoner Utilization

Respondent	Volunteers Exclusive of State Prisoners	Full Time Equivalents (FTEs) = 2080 hours per year equivalents	State Prisoners
Pima County, AZ	300 active	9.0	20 males
City of Austin, TX	622 active	22.0	NOT UTILIZED
Clark County, NV	2-5 active	MINIMAL	NOT UTILIZED
Maricopa County, AZ	600	16.5	3 to 5 females
City of San Antonio, TX	500 in database, 300-350 active	13.0	NOT UTILIZED
San Diego County, CA	500+ active	Does not reduce staff costs because services are limited to walking pets and occasional outreach events	NOT UTILIZED

Table 9.

Table 9: Grand Total Budget for all Costs for Animal Care Operations

Respondent	Total Direct		Administrative AND Other Costs not Reported as Direct Service Costs	Grand Total Budget Including Administrative	Administrative and Other Costs as a % of Grand Total Costs	Population Served	Grand Total Budget Including Administrative Costs - per Recipient	% Variation from Pima County
	Services Budget for Animal Care Exclusive of Administrative Costs	Administrative Costs						
Pima County, AZ	\$ 4,670,575	\$ 1,670,626	\$ 6,341,201	26%	1,000,000	\$ 6.34		
City of Austin, TX	\$ 7,709,351	\$ 875,637	\$ 8,584,988	10%	1,100,000	\$ 7.80	23%	
Clark County, NV	\$ 3,685,316	\$ 277,731	\$ 3,963,047	7%	858,000	\$ 4.62	-27%	
MariCopa County, AZ	DETAIL NOT AVAILABLE	DETAIL NOT AVAILABLE	\$ 13,833,309	DETAIL NOT AVAILABLE	2,000,000	\$ 6.92	9%	
City of San Antonio, TX	\$ 8,715,136	\$ 2,545,673	\$ 11,260,809	23%	1,400,000	\$ 8.04	27%	
San Diego County, CA	\$ 12,023,746	\$ 3,798,651	\$ 15,822,397	24%	3,000,000	\$ 5.27	-17%	

Table 10.

Table 10: Projected Staffing Levels Using National Animal Care Association Shelter Staffing Formula

Respondent	Human Population or Residents in Each Services Area	Incoming Animal Population Per Year (Population X 0.07)	Incoming Animals Per Day (Projected Incoming Animal Population divided by 365)	Animals in Shelter Per Day (Incoming Animals per Day X 4)	Number of Minutes Needed (Animals in Shelter per Day x15)	Number of Hours Needed (Number of Minutes Needed divided by 60)	Staff Needed per Day (Projected Hours divided by 8)	Current Staffing Level for Shelter Services (FTEs)	Additional Staffing Required to Meeting NACA Proposed Level	% Variance from Current Staffing Level (FTEs)
Pima County, AZ	1,000,000	70,000	192	767	11,507	192	64	17	47	275%
City of Austin, TX	1,100,000	77,000	211	844	12,658	211	70	53	17	33%
Clark County, NV	858,000	60,060	165	658	9,873	165	85	Contracts with 3 Shelters	Contracts with 3 Shelters	Contracts with 3 Shelters
Maricopa County, AZ	2,000,000	140,000	384	1,534	23,014	384	128	88	59	85%
City of San Antonio, TX	1,400,000	98,000	268	1,074	16,110	268	89	50	38	78%
San Diego County, CA	3,000,000	210,000	575	2,301	34,521	575	192	54	138	255%

Appendix A:

**Original Listing of Counties or Cities
to Contact for Participation in the
Survey**

APPENDIX A

Original Listing of Counties or Cities to Contact for Participation in the Survey

Albuquerque, New Mexico	DID NOT CHOOSE TO PARTICIPATE
Washoe County, Nevada	DID NOT CHOOSE TO PARTICIPATE
City of San Antonio, Texas	PARTICIPATED
San Diego County, California	PARTICIPATED
City of Austin, Texas	PARTICIPATED
City of Jacksonville, Florida	DID NOT CHOOSE TO PARTICIPATE
Maricopa County, Arizona	PARTICIPATED
Salt Lake City, Utah	DID NOT CHOOSE TO PARTICIPATE
City of Las Vegas, Nevada	DID NOT CHOOSE TO PARTICIPATE
Clark County, Nevada	PARTICIPATED
City of El Paso, Texas	DID NOT CHOOSE TO PARTICIPATE

Appendix B:

**National Animal Care Association
(NACA) Identified Grant
Opportunities**

Appendix B: NACA Identified Grant Opportunities

Animal Assistance Foundation - Colorado

Applicants must be 501(c)(3) organizations located in Colorado or directly benefiting Colorado pet owners. Grants for long-term funding, endowment funds, or retirement of debt will not be considered. AAF is interested in making grants that demonstrate new approaches to animal care and the understanding of the importance of animals.

www.aaf-fd.org/

Animal Welfare Trust

The Animal Welfare Trust's grant program seeks to assist organizations whose work can help alleviate animal suffering and/or raise public consciousness toward giving animals the respect they so need and deserve. Although general organizational funding will be considered, preference will be given to well-defined projects with clear goals and objectives. Capital projects will not be considered. foundationcenter.org/grantmaker/

Arcus Foundation

The Arcus Foundation lends special emphasis to programs and organizations which recognize that members of the Gay, Lesbian, Bisexual and Transgender (GLBT) community deserve to be welcomed and celebrated. Located in Kalamazoo, Michigan, the Arcus Foundation devotes many of its philanthropic resources to improving the quality of life in Southwestern Michigan.

www.arcusfoundation.org/pages/

Arthur L. and Elaine V. Johnson Foundation

The Foundation can award grants to organizations which provide for the care, benefit, support and preservation of seeing eye dogs or other animals trained to assist the sight impaired or otherwise handicapped individuals (or that facilitate the use of such animals by sight-impaired or otherwise handicapped individuals). We do not fund the therapeutic use of animals.

www.aljfoundation.org/

Appendix B: NACA Identified Grant Opportunities

Banfield Charitable Trust

The Banfield Charitable Trust funds programs that help pets and their families stay together. Our Pet Advocacy Grants are awarded twice a year with application package deadlines on June 30 and November 30. Guidelines and application can be downloaded from our website.

www.banfieldcharitabletrust.org

Bernice Barbour Foundation

The Bernice Barbour Foundation is a private charity established by the late Bernice Wall Barbour. It is a trust to be used for preservation and care of animals, and prevention of cruelty to animals in the United States. The Foundation primarily supports programs of IRS 501(c)(3) organizations whose purpose is to benefit animals. Organizations must have completed one year of actual hands-on animal care.

www.bernicebarbour.org

Brigitte Bardot Foundation - International

The Brigitte Bardot Foundation fight against all forms of animal suffering in France and abroad. She participates in projects of reintroduction to the wild and the creation of sanctuaries and rehabilitation centers for wildlife as well as in the development of laws protecting animals and implements awareness campaigns among the general public.

www.fondationbrigittebardot.fr/

Charles A. and Anne Morrow Lindbergh Foundation

The Charles A. and Anne Morrow Lindbergh Foundation presents Lindbergh Grants to individuals whose proposed research or education projects will make important contributions toward improving the quality of life by balancing technological advancements and the preservation of our environment. Awarded in amounts up to \$10,580 each (a symbolic figure representing the cost of the "Spirit of St. Louis" in 1927).

www.lindberghfoundation.org

Appendix B: NACA Identified Grant Opportunities

DJ & T Foundation

A Non-Profit Foundation Devoted to The Support of Low Cost Spay/Neuter Clinics and Voucher Programs Throughout the 50 United States and the District of Columbia.

www.djtfoundation.org/

Donate Your Car For Animals

Your vehicle donation will make a much needed difference in the life of those that cannot speak. By donating your car you will be supporting the ongoing effort to reduce animal suffering and cruelty as well as to create meaningful social change for animals.

www.carshelpingpets.org/

Doris Duke Charitable Foundation

The mission of the Doris Duke Charitable Foundation is to improve the quality of people's lives through grants supporting the performing arts, wildlife conservation, medical research and the prevention of child maltreatment, and through preservation of the cultural and environmental legacy of Doris Duke. www.ddcf.org

Farm's Sabina Fund

The Sabina Fund provides grants of \$500–1,000 to small grassroots projects, primarily in developing countries, promoting a vegan diet and publicizing the devastating impacts of animal agriculture. The Fund honors the memory of FARM President Alex Hershaft's mother, Sabina, who passed away on February 14, 1996.

www.sabinafund.org

Appendix B: NACA Identified Grant Opportunities

FishAmerica Foundation

The FishAmerica Foundation, the American Sportfishing Association's conservation and research arm, provides funding to nonprofit organizations such as sporting clubs, civic associations, conservation groups, and state agencies in the United States and Canada for projects designed to enhance fish populations, restore fish habitat, improve water quality, and advance fisheries research, thereby increasing the opportunity for sport-fishing success.

www.fishamerica.org/grants/index

Foundation for Protection of Animals

The Mission of the Foundation for Protection of Animals is to promote responsible human interaction with animals for their protection and welfare.

www.protectionofanimals.org/

Foundation for the Protection of Animals - CO, AZ, NM

The mission of the Foundation for the Protection of Animals is to promote responsible human interaction with animals for their protection and welfare. The Foundation strongly believes that encouraging proactive, responsible pet ownership is the key to ending the suffering of homeless animals. Currently the Foundation is working to further its mission through the funding of spay/neuter programs and participation in animal rescue operations.

www.protectionofanimals.org/

Frank Stanley Beveridge Foundation - Massachusetts

The Frank Stanley Beveridge Foundation, Inc. welcomes the opportunity to consider grant proposals from the following Institutional/Program Activity Areas: Animal Related, Arts, Culture, and Humanities, Civil Rights, Social Action, Advocacy, Education, Employment/Jobs, Environmental Quality, Protection & Beautification, Food, Nutrition, Agriculture, Health – General & Rehabilitative Services.

www.beveridge.org

Appendix B: NACA Identified Grant Opportunities

Fund for Animals - National Focus

The Fund for Animals was founded in 1967 by prominent author and animal advocate Cleveland Amory, and has spearheaded some of the most historic and significant events in the history of the animal protection movement. With regional offices working around the country on hard-hitting animal advocacy campaigns, and animal care centers.

www.fundforanimals.org/

Fund for Wild Nature

The Fund for Wild Nature (Fund) provides money for campaigns to save and restore native species and wild ecosystems, including actions to defend wilderness and biological diversity. If your project is not clearly and directly connected to these priorities, please clearly explain the link.

www.fundwildnature.org

Gabriel Foundation

The Gabriel Foundation is pleased to support responsible and ethical breeders who implement the very best standards of care for the needs of the psittacine and parrot-like birds raised and housed in their aviaries. They are dedicated to the environmental and psychological nurturance and enrichment of these birds' lives, pursuing continuing education in the fields of aviculture, husbandry, behavior and veterinary care.

www.thegabrielfoundation.org

Glaser Progress Foundation

The Glaser Progress Foundation focuses on four program areas: Measuring Progress, Animal Advocacy, Independent Media, Global HIV/AIDS. The Foundation does not accept grant proposals or solicitations for the Global HIV/AIDS program area. Though frequently asked, the Foundation does not fund companion animal shelters or animal sanctuaries.

www.glaserfoundation.org

Appendix B: NACA Identified Grant Opportunities

Glaser Progress Foundation

The Glaser Progress Foundation focuses on four program areas: Measuring Progress, Animal Advocacy, Independent Media, Global HIV/AIDS. Note: The Foundation does not accept grant proposals or solicitations for the Global HIV/AIDS program area. As a general rule, the Foundation awards grants to established organizations with a national focus, strong history of success and recognized leadership within its field.

glaserfoundation.org

Grants Fundraising.com

Grants Fundraising.com's purpose is to help spread the word about grants programs initiatives and fundraising opportunities from foundations, 501c3 non-profits organizations and private sector sources by posting those initiatives on our site.

www.grantsfundraising.com

Greg Biffle Foundation

The Greg Biffle Foundation was founded in 2005 by Greg and Nicole Biffle to create awareness and serve as an advocate to improve the well-being of animals by engaging the power and passion of the motor sports industry. The Foundation offers animal welfare groups nationwide the opportunity to apply for grant funding from us on an annual basis.

www.gregbifflefoundation.com

Greygates Foundation

The Greygates Foundation was created in 2001 by J. Ronald Gibbs to provide grants to organizations that serve the needs of children, the elderly, the disabled, or the disadvantaged, and to organizations that promote animal welfare or wildlife preservation. The Foundation makes grants to organizations that are recognized as registered charities by the Canada Revenue Agency, to support projects worldwide. The grant award limit is \$3,000.

www.adminitrustllc.com/foundations/

Appendix B: NACA Identified Grant Opportunities

Gus Hawthorne Foundation for Animals

The Gus Hawthorne Foundation GHF was established to financially assist non-profit organizations with the mission of providing care for abused, abandoned, feral, at-risk domestic or exotic animals or care and release of injured or orphaned wildlife within the USA. The applicant must have their IRS 501-c-3 status prior to applying.

www.gushawthornefoundation.org

Handsel Foundation

The Handsel Foundation gives grants to organizations in California, Oregon, and Washington State working to end companion animal cruelty and neglect. Priority is given to organizations with targeted spay/neuter programs, effective adoption programs, and education programs that address animal cruelty and neglect. The foundation focuses on giving grants to organizations that do not receive wide public support.

www.handselfdn.org/

Laura J. Niles Foundation

The Laura J. Niles Foundation encourages and supports efforts that offer learning and economic growth opportunities for the motivated poor, initiatives that foster life enrichment through canine and other types of animal companionship and programs that alleviate unhealthy dependencies. The foundation has a particular interest in education, economic self-sufficiency and programs that alleviate unhealthy dependencies. www.ljniles.org

Lennon Family Foundation

The Lennon Family Foundation is a collection of donor-advised funds in operation since 2000 that can provide support to IRS-recognized 501(c)3 nonprofit organizations. In keeping with the spirit of the Lennon Family interests, there are currently four focus areas for the Foundation. They are: Conservation (habitat and species), Education (outdoor, arts, sciences), Health (medical and scientific research), and Humanitarian.

www.lennonfamilyfund.org

Appendix B: NACA Identified Grant Opportunities

Lindbergh Foundation

Grants are made in numerous areas of special interest to Charles and Anne Lindbergh, including aviation/aerospace, agriculture, arts and humanities, biomedical research and adaptive technology, conservation of natural resources, education, exploration, health and population sciences, intercultural communication, oceanography, waste disposal management, water resource management, and wildlife preservation.

www.lindberghfoundation.org

Maddie's Fund

Maddie's Fund will support animal welfare groups and veterinary medical associations that operate within the United States and are classified by the Internal Revenue Service as tax-exempt organizations.

www.maddies.org/

Miccio Foundation - Iowa

The Miccio Foundation's focus is to support organizations and individuals involved in animal welfare. Examples include, but are not limited to, private and governmental animal shelters, humane societies, rescue groups, volunteer foster organizations, local animal control agencies, and veterinarians. We will not support activities inconsistent with federal, state or local laws and ordinances, and we reserve the right to a phone interview or a request for interview.

www.miccio.org

Morris Animal Foundation

Morris Animal Foundation (MAF) answers a critical and unique need in promoting and protecting animal health and welfare and advancing veterinary medicine.

www.morrisanimalfoundation.org

Appendix B: NACA Identified Grant Opportunities

National Fish and Wildlife Foundation

The National Fish and Wildlife Foundation conserves healthy populations of fish, wildlife and plants, on land and in the sea, through creative and respectful partnerships, sustainable solutions, and better education.

www.nfwf.org

NAVS Sanctuary Fund - National Focus

The Sanctuary Fund has been created to serve animals who are in emergency situations, where immediate intervention is necessary; enabling groups to receive the money they need to act quickly and ensure safe and loving lifetime care for all the animals involved. The Sanctuary Fund is national in scope, and although NAVS's primary focus is on laboratory animals, the Fund considers emergency requests for all animals, not just those used in research.

www.navs.org/

Nevada Community Foundation

The Nevada Community Foundation has some areas of interest to which specific pools of our competitive granting dollars are allocated. Following is a guide to these areas: Capacity Building, Education, Animals, Wildlife & Conservation.

www.nevadacf.org

Nina Mason Pulliam Charitable Trust - Vermont

The Trust awards grants for program projects and capital needs, and provides application opportunities three times during the calendar year. We prefer to disperse funds as a one-year grant, but will consider projects of up to three years. Areas of funding interest: Helping people in need; Protecting animals & nature and Enriching community life.

www.nmpct.org

Appendix B: NACA Identified Grant Opportunities

Onaway Trust

The Onaway Trust was established in 1974 with the overall objective to relieve poverty and suffering. This is expressed in many areas and includes the protection of the environment, the support of children and adults with learning difficulties, the assistance of smaller charities whose aim is to safeguard sick, injured, threatened or abandoned animals and emergency relief for victims of disaster. www.onaway.org/animal.htm

Oxbow Cares Rescue Rewards Program

Oxbow can support your rescue organization with substantial product discounts and educational resources to help meet the needs of your rescue program. The Oxbow Cares Rescue Rewards Program enhances Oxbow's ability to provide genuine care for non-traditional animals and their caregivers by partnering with animal shelters and rescue organizations.

www.oxbowhay.com/link.sp?page=oxbow...

Pegasus Foundation

The Pegasus Foundation improves animal welfare through effective grant making and education in the United States, the Caribbean, Native American lands and Kenya. The Foundation focuses its support of companion animal programs on spay-neuter services and humane education in several regions, including Cape Cod, Massachusetts; Southeast Florida; Native American lands in the southwestern United States; and the islands of the Caribbean.

www.pegasusfoundation.org

Pet Care trust

The Pet Care Trust is a nonprofit, charitable, public foundation. Incorporated in 1990, its purpose is to help promote public understanding regarding the value of and right to enjoy companion animals, to enhance knowledge about companion animals through research and education, to promote professionalism among members of the companion animal community, and to provide educational materials to teachers and schools, the media and the pet industry on responsible animal care.

www.petcaretrust.org

Appendix B: NACA Identified Grant Opportunities

Petco Foundation

The Petco Foundation's mission is to support community organizations and efforts that enhance the lives of companion animals while strengthening the bond between people and pets. The foundation was established in 1999 as a result of Petco's continued hands-on involvement with animal welfare agencies across the country. The foundation has raised and distributed more than \$34 million through fund-raisers and donations. www.petco.com/Content

Petfinder.com Foundation

The Petfinder.com Foundation was created in 2003 to further assist adoption partners through problem solving, fundraising and providing relief in times of stress or disaster. Our mission is to ensure that no pet is euthanized for lack of a home.

www.petfinder.com/foundation

PetSmart Charities

Our effort, time and donations go toward one of the thousands of exciting and innovative programs we support. Currently, we're working with more than 3,400 animal welfare organizations to help pets throughout the United States and Canada. Whether it's pet overpopulation, adoption, spay/neuter, retention, emergency relief or any other unique program, you can bet we're working toward a solution.

www.petsmart.com/charities/

Planet Dog Foundation

The mission of the Planet Dog Foundation is to promote and celebrate programs in which dogs serve and support their best friends.

www.planetdogphilanthropy.org

Appendix B: NACA Identified Grant Opportunities

Planet Dog Philanthropy - National Focus

The Planet Dog Foundation (PDF) strives to support worthy organizations through a grant-making program designed to financially support 501(c)(3) not-for-profit partners across the U.S. The goal of our grant program is to fund initiatives that bring people and pets together for mutual benefit and support. Funding is allocated nationwide to promote and financially support service-oriented canine programs such as assistance dogs and therapy dogs.

www.planetdogfoundation.org/

Regina B. Frankenberg Foundation

Regina Frankenberg directed that the remainder of her estate be used to establish a foundation to support organizations and programs that promote the care, conservation, treatment, well-being and prevention of cruelty to animals.

foundationcenter.org/grantmaker/

SeaWorld & Busch Gardens Conservation Fund

The SeaWorld & Busch Gardens Conservation Fund works with hundreds of organizations, both big and small, around the world. All of these groups share a common goal - protecting animals, people and places. Aiming to achieve long-term conservation success, we support projects that are: 1. Science-based, 2. Solution-driven, 3. Community-oriented.

www.swbg-conservationfund.org/grant

Second Chance Fund - Animal Welfare

The Second Chance Fund is one way American Humane works to support member organizations in their vital work. By providing financial assistance, in select cases, to animal welfare organizations responsible for the temporary care of animals as they are prepared for adoption into permanent, loving homes, the program provides animal victims of abuse or neglect with a second chance at life.

www.americanhumane.org

Appendix B: NACA Identified Grant Opportunities

Summerlee Foundation

Grants for alleviation of fear, pain, and suffering among animals through support of shelters, wildlife sanctuaries, and animal rescue. Priority given to shelters in low-income areas.

Organizations must have 501(c)3 status.

www.summerlee.org

Toby Wells Foundation

The Toby Wells Foundation welcomes funding requests from recognized 501 (c)(3) non-profit organizations operating programs within San Diego County for initiatives that support our work in enhancing the lives of youth, people with disabilities and animals.

www.tobywells.org

Appendix C:

Fee Schedule Comparison

Appendix C: Table 1: Adoption Fees

ADOPTIDM	PIMA COUNTY, AZ		MISTON CITY, TX		CLARK COUNTY, NV		MARICOPA COUNTY, AZ		SAN ANTONIO CITY, TX		SAN DIEGO COUNTY, CA	
	Fee	Description	Fee	Description	Fee	Description	Fee	Description	Fee	Description	Fee	Description
Respondent Fee Schedule												
Line Item:												
Pet Adoption - Dogs and Cats	\$85	Dog/ Cat	\$15	Large Dogs	Contracted. Does not Charge Fee for Adoption	\$75	Dogs	\$81	Dog	\$88	Dog	
			\$20	Medium Dog		\$80	Cats	\$29	Cat	\$68	Cat	
			\$15	Cat								
Pet Adoption Small Animals	\$100	Puppy / Kitten	\$28	Small Dogs		\$100	Dogs			\$35	Puppy/Kitten	
Animal Cruelty Restitution, Animals			N/A	Based on Court's Judgment		\$50	Cats					
Special Needs Animal	\$45	Health or Behavior Compromised				\$20	Senior Dogs			\$35	cats 7+	
						\$10	Senior Cats					
Exotic Birds	\$75											
	\$10							\$10	Bird, fowl, ferrets, reptiles, guinea pigs			
All other animals								\$80	Rabbits (for sterilization)			
								\$0-\$000	Livestock/ Specialty Animals			
Discounts	-10%	Senior Citizen Discount										

Appendix C: Table 3: Veterinary and Clinic Services Fees Continued

Respondent Fee Schedule	PIMA COUNTY, AZ		AUSTIN CITY, TX		CLARK COUNTY, NV		MARICOPA COUNTY, AZ		SAN ANTONIO CITY, TX		SAN PABLO COUNTY, CA	
	Fee	Description	Fee	Description	Fee	Description	Fee	Description	Fee	Description	Fee	Description
Ring Item												
Relates Observation Fees												
1st Occurrence												
2nd Occurrence												
3rd Occurrence												
Boarding for Rabbits Quarantine												
Icdx3 3DX test	\$30											
Icdx3 Parvo test	\$30											
Icdx3 Giardia test	\$25											
Icdx3 PLVIRV test	\$30											
Fecal test	\$25											
Brief Blood Work	\$43											
Complete Blood Work	\$55											
Dental	\$38											
Skin Scrape	\$15											
Umbilical Hernia Repair	\$90											
Inguinal Hernia Repair	\$115											
Cherry Eye Repair	\$160											
Eye Enucleation	\$175											
Flea/Tick	\$15											
Ear Treatment	\$20											
Rescue Alter	\$45											
Redemption Alter	\$100											
Dangerous dog Alter	\$120											
Dangerous Dog Tattoos	\$55											
Microchip	\$13											
Pick up, 1st Animal	\$70											
Pick up, each additional animal	\$5											
Privately owned Feral Cat Alters	\$55											
Privately owned Male Cat Alters	\$30											
Privately owned Pet Dog Alters	\$75											
Bath (no grooming)	\$25	Small Dogs										
	\$42	Medium Dogs										
	\$47	Large Dogs										

Appendix C: Table 4: Permit and Licensing Fees Continued

Respondent Fee Schedule	PIMA COUNTY, AZ		AUSTIN CITY, TX		CLARK COUNTY, NV		MARICOPA COUNTY, AZ		SAN ANTONIO CITY, TX		SAN DIEGO COUNTY, CA	
	Fee	Description	Fee	Description	Fee	Description	Fee	Description	Fee	Description	Fee	Description
Line Item				Does not require licensure						Does not require licensure		
1-2 years late	\$22						\$4	Per Month Unlabeled Dog License Penalty				
2+ years late	\$35											
Multi-Dog Kennel License	\$400											
Less than 1 year late	\$100											
1-2 Years Late	\$200											
2+ years late	\$400											