



**NOTICE
PUBLIC MEETING OF THE
PIMA COUNTY ANIMAL CARE ADVISORY COMMITTEE**

February 4, 2015 – 5:30 p.m.
Pima Animal Care Center
4000 N. Silverbell Road
Tucson, Arizona 85745
Admin Building
(520) 724-7729

Functions of the Committee

1. Serve in an advisory capacity to the Board, and to the Manager of the Pima Animal Care Center; and
2. Review and evaluate the operations of the Center to make recommendations in writing to the Board for the formulation of guidelines to assure that:
 - A. The Center's operations are conducted in the best interest of the public health and safety; and
 - B. The Center keeps pace with the most modern practices and procedures of animal care and welfare; and
3. Review complaints from the public concerning policies of the Center and make recommendations for resolution to the proper authority.

AGENDA

1.	Call to Order <ul style="list-style-type: none">• Roll Call• Establishment of Quorum and Pledge of Allegiance
2.	Call to the Audience
3.	Advisory Committee Animal Care Communications with Local Municipalities
4.	Next Meeting – February 19, 2015
5.	Adjournment

Copies of this agenda are available upon request at the Pima County Health Department, 3950 S. Country Club Road, by calling 243-7729 or at www.pima.gov/animalcare. The Committee may discuss and take action on any item on the agenda. At the conclusion of an open call to the public Committee members may only respond to criticism made; ask staff to review the matter raised; or ask to include the matter on a future agenda.

Should you require ADA accommodations, please contact the Pima County Health Department at 724-7729 five (5) days prior to the meeting.



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

Memorandum to Jurisdictions

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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

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

	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

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.

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



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

November 4, 2014

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

**Re: Board of Supervisors Communication Regarding Pima Animal Care Center Financing
and the Legal Opinion Regarding County Obligations**

Dear Ms. Durkin:

I will be asking the Board of Supervisors to waive Attorney/Client Privilege so the Legal Opinion of the County Attorney can be released to the public. If the Board waives the privilege on November 18, 2014, I will immediately provide you with a copy of the opinion for your information.

In addition, I understand Deputy County Administrator Jan Leshar and Pima Animal Care Center (PACC) staff will meet with you to discuss budget and finance issues as they relates to supporting the PACC facility and program in Pima County. We will be directing our information and correspondence to your attention to avoid potential lapses in communication.

Sincerely,

A handwritten signature in black ink, appearing to read "C.H. Huckelberry", is written over a large, sweeping flourish that extends to the right and then curves back down to the left, ending under the signature text.

C.H. Huckelberry
County Administrator

CHH/anc

c: Jan Leshar, Deputy County Administrator for Medical and Health Services
Dr. Francisco Garcia, Director, Health Department
Kim Janes, External Operations Manager, Pima Animal Care Center



Board of Supervisors Memorandum

November 18, 2014

County Obligation for Animal Care Services Inside Cities and Towns

Introduction

Pima County provides animal care services to incorporated cities and towns through intergovernmental agreements (IGAs). The County operates the Pima Animal Care Center (PACC) and is the management entity responsible for developing policy and procedures regarding animal care services. The extent to which they are provided and the level of service and all operational aspects of providing animal care services are decided by the County. For your information, attached is a copy of the present IGA with the City of Tucson.

Concerns Over Increased Costs

As you know, cities and towns, including the City of Tucson, have expressed concern over the increased animal care costs being incurred by the jurisdictions. These increased costs are in direct response to a changing management philosophy of how the animal care facility is operated. We have successfully transitioned from a euthanasia model to one of adoption. A few years ago, only 1 in 4 animals going into the PACC was ever adopted. Today, this number is 4 out of 5. This change in operational philosophy, generally demanded by the community at large and supported by the Animal Care Advisory Committee and all animal welfare groups, has resulted in increased costs, primarily in the following areas:

Personnel and Increased Staffing

A number of new personnel have been hired, and these positions all relate to the adoption model. An additional veterinarian has been employed, as has a development director who has dramatically increased donations to PACC; and a number of personnel were added to kennel management due to the increasing number of animals housed each day at the facility. It has grown on average from 700 a few years ago to over 900 today.

Increased Kennel Space, Including Utility Costs

As the Board knows, a temporary solution to the severe overcrowding in the existing kennels was implemented using a tent. This tent provided sufficient additional kennel capacity to facilitate the adoption model; but in implementing the tent, a total of \$445,600 of capital cost has been incurred to date. An additional \$29,400 in capital funds will be allocated to remaining and related issues such as drainage and electrical requirements. In addition, the tent has a much higher operating cost per kennel based on utilities needed to heat and cool the facility. The tent is approximately 7,200 square feet and costs approximately \$8,000 per year more for costs associated with operations and maintenance than kennel space in the existing facility. In addition, the tent costs \$38,232 annually to heat, cool and clean (water).

Spay and Neuter Program

The only long-term viable solution to pet overpopulation is an effective spay/neuter program advanced through community education and sufficient funding to carry out the program. Prior to 2008, there were few funds dedicated to spay and neuter. In 2004, the Board designated \$20,000 from the Contingency Fund for spay/neuter and did so again in 2006. In 2008, the County budgeted \$100,000; in 2009 increased it to \$200,000; and in 2010 increased it to \$220,000 per year. This year, funding was increased to \$600,000.

Recognizing the significant importance of spay/neuter programs, the County increased licensing fees from \$12 to \$15 in 2009 and dedicated the increased revenue to a spay/neuter program. This increased our spay/neuter investment from \$100,000 to \$200,000. The County, believing other jurisdictions would also see the benefit of the long-term investment in spay/neuter, asked other jurisdictions to make similar contributions. The only jurisdiction that did so was the Town of Oro Valley. Recognizing that voluntary contributions by jurisdictions would not increase spay/neuter funding, I directed that this cost be embedded as an operational cost of PACC. Hence, it would then be apportioned back to each jurisdiction in proportion to their use of animal care services.

Investing now in spay and neuter programs will, in the relative short term of 5 to 10 years, significantly reduce pet overpopulation, as well as reduce the annual operating and maintenance expenses of the animal care function operated regionally by Pima County on behalf of the County and the cities and towns within the County.

Benefits of the spay/neuter program are obvious when looking at annual intake statistics. Attachment 1 shows that during the last few years, when the program funding was increased, annual intakes decreased from 29,516 in 2010 to 24,332 in 2013.

Legal Obligations of the County to Provide Animal Care Services Inside Cities, Towns and Municipalities

A question was raised by the City of Tucson regarding the County's obligations inside cities and towns, specifically regarding the public health and welfare functions of animal care. Meaning, if the County has statutory obligations inside cities and towns, some costs would be borne by the County as overall operating expenses rather than those expenses being apportioned to the City of Tucson.

To determine this responsibility, I asked the County Attorney to provide a written legal opinion; this opinion is dated September 29, 2014. In order to release this opinion to the public, I will be asking the Board of Supervisors to waive attorney/client privilege so that all parties are aware of the conclusions in this legal opinion regarding the County's obligations to provide animal care services inside cities, towns and municipalities.

Timely Notice to Municipalities, Cities and Towns of Pending Increases in Animal Care Costs

Much has been said about the County's notice of the increasing cost of animal care services due to our transition to an adoption animal care model. The County's correspondence and interaction with municipalities and jurisdictions regarding these costs is extensive and has occurred continuously. They have occurred primarily between the staffs involved in these matters, with limited information directed to Managers or Mayors and Councils. With regard to the City of Tucson, a total of 7 communications were provided to various staff regarding these cost increases. In fact, the City has, on at least two occasions, discussed the increasing cost of spay/neuter services at the Mayor and Council level.

Concerned over these rising increases, the Marana Town Manager called for a special meeting and invited other city and town managers to the meeting. Unfortunately, other than the Marana Town Manager and staff, only the Oro Valley Town Manager attended the meeting. Staff presented the cost information again and made a PowerPoint Presentation that thoroughly identified the costs and their allocation. Notice by the County of these increased costs has obviously been provided to the jurisdictions.

Recommendation

I recommend the Board of Supervisors:

1. Waive privilege regarding the County Attorney's September 29, 2014 Legal Opinion regarding the obligations of the County inside cities, towns and municipalities for the provision of animal care services.
2. Direct staff to continue to negotiate with all cities and towns to reach intergovernmental agreements that fund the increasing cost of animal care services by December 31, 2014.

Respectfully submitted,



C.H. Huckelberry
County Administrator

CHH/mjk – October 31, 2014

Attachment

c: Jan Leshar, Deputy County Administrator for Medical and Health Services
Dr. Francisco Garcia, Director, Health Department

ATTACHMENT 1

Fiscal Year	2013/14	2012/13	2011/12	2010/11	*2009/10	**2008/09	2007/08
County Community Spay/ Neuter Support	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$200,000	\$100,000
Intakes	24,332	26,593	28,193	29,516	27,641	27,243	21,446
Euthanasia Rate Percentage	24	36	45	53	51	56	61
Average Number of Pets per Day**	877	761	795	771	735	----	----
Live Releases	13,752	12,404	11,345	10,542	8,918	10,161	8,163
*County increased licensing fees by \$3 and applied increase to spay neuter support.							
**Humane Society of Southern Arizona implemented a drop-off fee, which may have contributed to a significant increase in PACC intake numbers.							
Note: The average number of pets per day was not recorded prior to mid 2008/09.							



MEMORANDUM

Date: September 23, 2014

To: Jan Leshner
Deputy County Administrator
for Medical and Health Services

From: C.H. Huckelberry
County Administrator

A handwritten signature in black ink, appearing to read "C.H. Huckelberry", is written over the printed name of the County Administrator.

Dr. Francisco Garcia, Director
Health Department

Re: Pima Animal Care Center Cost to Municipalities

As you know, based on Board of Supervisors and staff leadership, the County has invested a significant amount of new resources in the Pima Animal Care Center (PACC) to make it a more humane facility, reversing the euthanasia rate within two to three years. This is a result of the investments the Board has been willing to make. I firmly believe our investments have been well made and that our policy of non-euthanasia is the best and most humane response to this issue.

Recently, some jurisdictions have voiced concerns over their share of these increased costs. These increased costs are primarily driven by the County's decision to pursue a non-euthanasia policy for the care of animals. Our decision will remain unchanged and we will continue to incur these costs over and above what has previously been spent by the County on animal care functions.

Municipalities should be given the opportunity to choose a less costly option; therefore, please develop a euthanasia option for municipalities. Such a policy would mean that animals taken or received from a certain municipal jurisdiction would be euthanized at the earliest possible time pursuant to the existing County policy and state law regarding such. This would allow certain costs to be reduced for municipalities for the provision of animal care services. While this is not a policy I would recommend for the County, it should be an option available to municipalities. When you have the basic outline of such a policy, please ask the Animal Care Advisory Committee to review it before we ask the Board of Supervisors for direction.

Choosing a euthanasia policy would allow the municipality to avoid the spay/neuter fees embedded in our operating costs. In addition, kennel space requirements would be reduced, as would medical care expenses, thereby reducing their costs. If the municipality chooses this option, I would ask they train one or more of their staff in euthanasia practices, as I do

Ms. Jan Leshar and Dr. Francisco Garcia
Re: Pima Animal Care Center Cost to Municipalities
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not desire to place on our staff the increased emotional burden of carrying out additional euthanasia.

Finally, municipalities do have the option to operate their own independent animal care facilities. We would certainly assist any jurisdiction that would want to be responsible for its own animal care services.

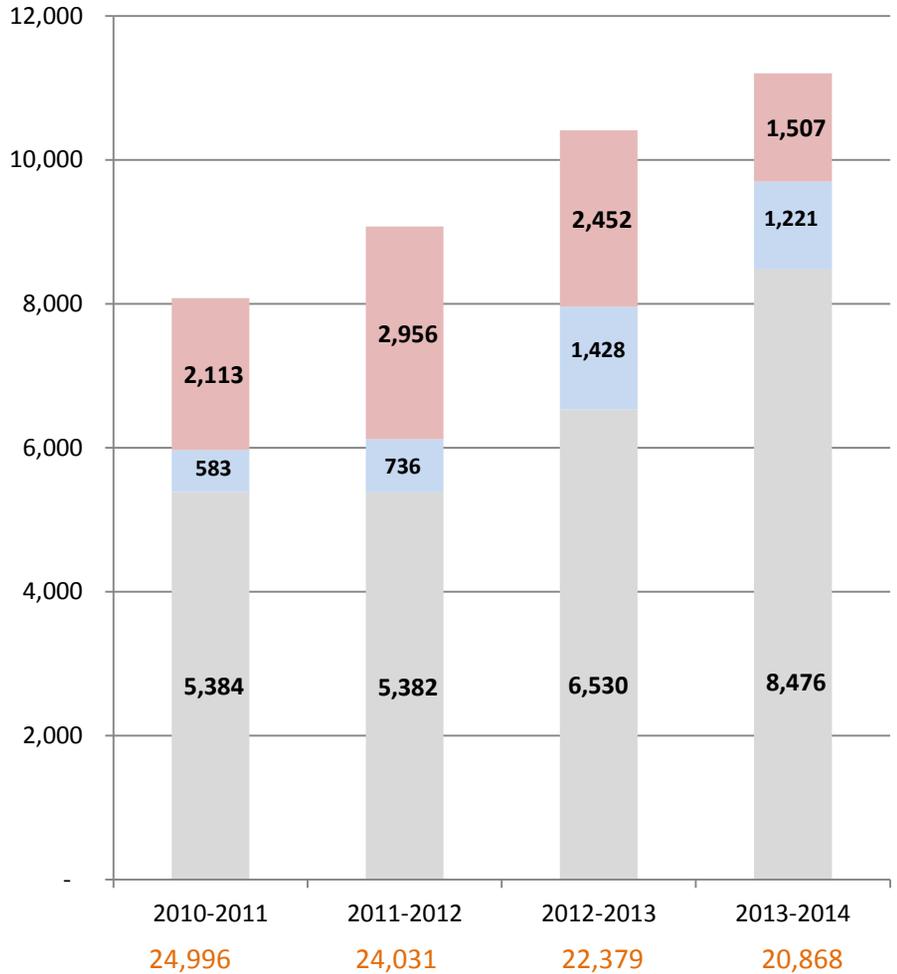
CHH/anc

c: The Honorable Chair and Members, Pima County Board of Supervisors

ATTACHMENT

A

Pima Animal Care Center Animal Intakes, Adoptions & Rescue Partnerships

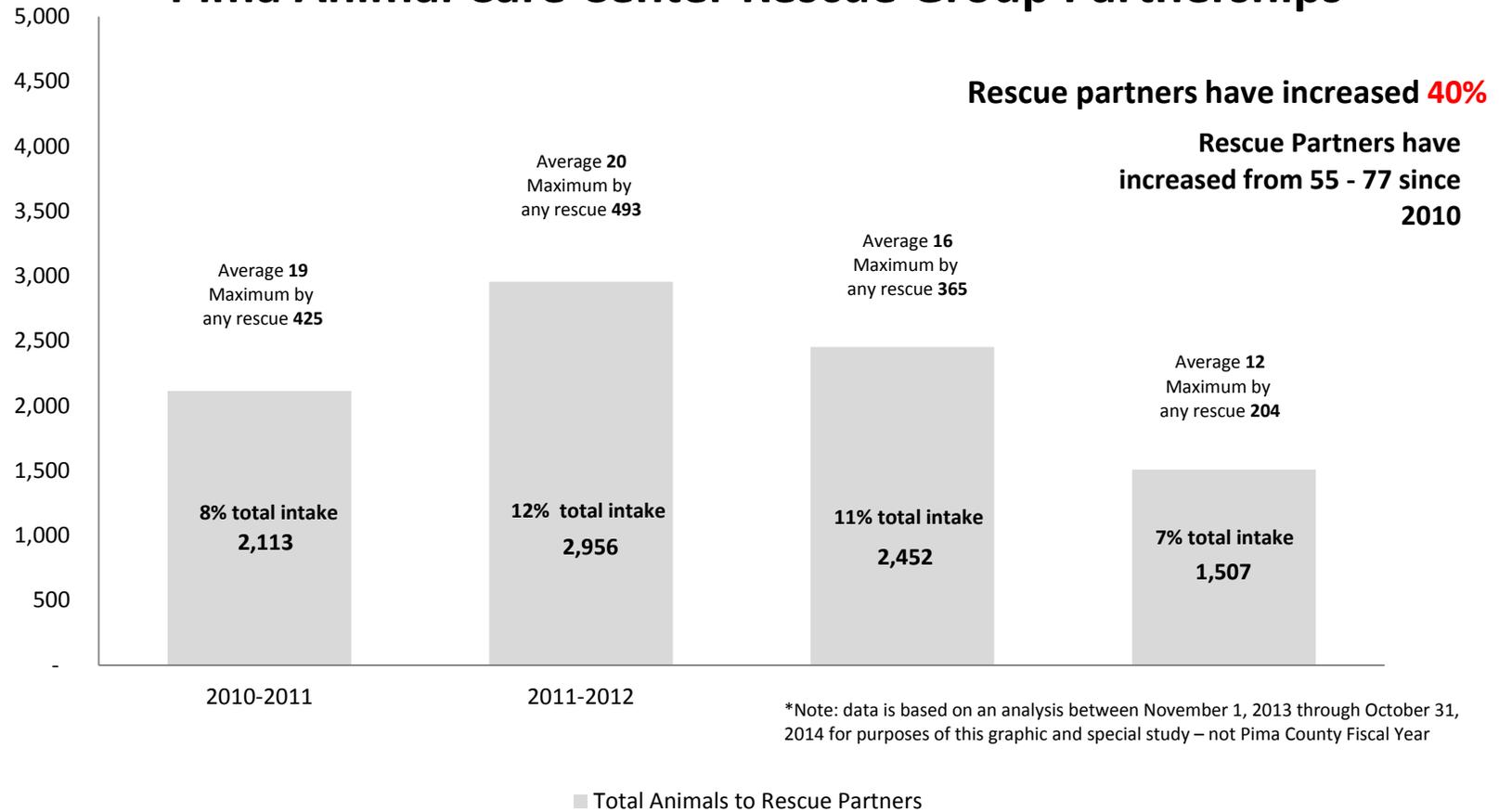


- Rescue Pulls from PACC
- PACC Special Needs Adoptions
- PACC Adoptions Total

**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



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

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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.

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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.

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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

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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%
Mariocopa County, AZ	2,000,000	2,000	37,396	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/Loose, 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
Pima County, AZ	25	29,079	1,163		31,708	39	813	
City of Austin, TX	19	19,074	1,004	-14%	22,307	23	991	22%
Clark County, NV	13	10,037	772	-34%	37,741	24	1,573	93%
Maricopa County, AZ	30	21,368	712	-39%	39,956	41	953	17%
City of San Antonio, TX	39	50,637	1,298	12%	60,743	48	1,265	56%
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	15,000	8,000	3,100	26,100	\$ 1,300,745	\$ 50	26
City of Austin, TX	2	10,856	7,811	106	18,773	\$ 3,087,961	\$ 164	17
Clark County, NV	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	2	21,500	7,500	400	29,400	\$ 3,000,000	\$ 102	21
San Diego County, CA	3	13,343	8,450	2,689	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
Plima 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: 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 Resident	% Variation from Pima County
	Services Budget for Animal Care Exclusive of Administrative Costs	Administrative AND Other Costs not Reported as Direct Service 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: Projected Staffing Levels Using National Animal Care Association Shelter Staffing Formula

Respondent	Human Population or Residents in Each Service 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 x 15)	Number of Hours Needed (Number of Minutes Needed divided by 60)	Staff Needed per Day (Projected Hours divided by 3)	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	276%
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	55	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	69	59	85%
City of San Antonio, TX	1,400,000	98,000	268	1,074	16,110	268	89	50	39	79%
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

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

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

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

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/

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

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

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

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

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

Line Item	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
Pet Adoption - Dogs and Cats	\$85	Dog/ Cat	\$15	Large Dogs		Contracts. Does not Charge Fee for Adoption	\$75	Dogs	\$81	Dog	\$69	Dog
			\$20	Medium Dog			\$50	Cats	\$29	Cat	\$58	Cat
			\$15	Cat								
Pet Adoption Small Animals	\$100	Puppy / Kitten	\$26	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+
Exotic Birds	\$75						\$10	Senior Cats				
All other animals	\$10								\$10	Bird, fowl, ferrets, reptiles, guinea pigs		
									\$60	Rabbits (for sterilization)		
									50-2000	Livestock/ Specialty Animals		
Discounts	-10%	Senior Citizen Discount										

Appendix C: Table 2: Impound / Shelter Fees

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
Rabies Quarantine Fee		Included in Boarding	\$30									
First Impound	\$125	Unaltered	\$40	For Sterilized Animals					\$50	Dogs & Cats	\$26	Dog cat or other Small animal
	\$75	Altered	\$100	For Intact Animals							\$6	
Second Impound	\$200	Unaltered	\$60	For Sterilized Animals		Collected on behalf of Clark County - sending a			\$100	Dogs & Cats	\$45	Dog Found at large second time
	\$125	Altered										
Third Impound			\$80	For Sterilized Animals					\$150	Dogs & Cats	\$65	Dog Found at large third or subsequent time
Subsequent Impounds		Same Fee as Second Impound							\$200	Dogs & Cats	\$120	Intact Dog Found at large a second or subsequent time
Livestock Impound Fees									\$100	Horse / Cattle		
									\$75	Goats/Pigs		
Boarding (daily Rate)	\$15	LAU altered dogs Puppies under 3 mo Altered Cats Kittens under 3 mo Permitted altered canine-wild hybrids Permitted unaltered canine-wild hybrids							\$20	Poultry/Rabbits		
	\$35	Unlicensed altered dogs required to be licensed Unaltered Cats 3 mo or older							\$10	Per Day (Dogs / Cats)		
	\$40	Unlicensed Altered dogs requiring licensure, Non-permitted altered canine wild animal hybrids, Non-permitted unaltered canine-wild animal hybrids requiring permit, not alter							\$35	Horse / Cattle		
	\$60	Unlicensed unaltered dogs required to be licensed, non-permitted unaltered canine-wild animal hybrids, required to be permitted and altered							\$15	Goats/Pigs		
Sterilization Deposit			\$50									
Animal Identification			\$15									
Redemption of Unlicensed, Unaltered Pet recovery Fee	\$250											

Appendix C: Table 3: Veterinary / Clinic Service Fees

VETERINARY/ CLINIC SERVICES	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
Respondent Fee Schedule												
Line Item						Services Contracted Out						
Veterinary Care Fee	Detailed Fee Schedule Below											
Minor Vet Treatment	Detailed Fee Schedule Below	\$30					Sliding Fee Spay/Neuter Cat	\$10				
							Sliding Fee Spay/Neuter Dog	\$26				
Intermediate Vet Treatment	Detailed Fee Schedule Below	\$60										
Major Vet Treatment	Detailed Fee Schedule Below	\$115										
Surgery	Detailed Fee Schedule Below	\$95										
Euthanasia Fee	\$15			Not identified			Refers to Private Vet		\$25		\$10	Resides within department's service area
											\$30	Owner requested small dog or cat and impounded in the field
											\$35	Subject to rabies quarantine and brought to County Shelter
											\$45	Subject to rabies quarantine and impounded in the field
Vaccinations	\$15	Per Vaccination										
Rabies								\$34				
Eordetella											\$12	
DHLPP											\$6	
FVRCP											\$8	

Note: The director may determine fees to recover the Department's cost for any vaccinations, medications, and other medical supplies, and for any medical services provided by a private veterinary facility or laboratory. The fee for a rabies vaccination shall not exceed the current California Department of Health Services approved "Actual Cost" vaccination fee as published in the California Compendium of Rabies Control and Prevention

Per hour for the examination and/or treatment of a sheltered animal

Feline Leukemia Blood Test

Appendix C: Table 3: Veterinary and Clinic Service 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												
Rabies Observation Fees						Services Contracted Out						
1st Occurrence												
2nd Occurrence												
3rd Occurrence												
Boarding for Rabies Quarantine												
Idexx 3DX test	\$30											
Idexx Parvo test	\$30											
Idexx Giardia test	\$25											
Idexx FL/FLV test	\$30											
Fecal test	\$25											
Brief Blood Work	\$43											
Complete Blood Work	\$55											
Dental	\$58											
Skin Scrape	\$15											
Umbilical Hernia Repair	\$30											
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 Female 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										

VERTERINARY/
CLINIC SERVICES

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 Unaltered Dog License Penalty				
2+ years late	\$36											
Multi-Dog Kennel Licenses	\$400											
Less than 1 year late	\$100											
1-2 Years Late	\$200											
2+ years late	\$400											

Michael Schlueter

From: Kim Janes
Sent: Wednesday, January 14, 2015 11:54 AM
To: 'Jack Neuman'
Cc: Francisco Garcia; Sarah Davis
Subject: RE: Information Request

Good morning Jack, Francisco asked me to respond to this request. The following information is provided.

- Percentage of animals PACC handles (by dog/cat)

FY 2013-2014

city	marana	ov	pima	sah	stuc	tucson	total
animal							
cats	162	76	2774	23	93	4923	8051
dogs	343	131	6506	129	205	8220	15534
other	25	57	347	10	0	308	747
total	530	264	9627	162	298	13451	24332

FY 2014-2015 through December 31, 2014

city	marana	ov	pima	sah	stuc	tucson	total
animal							
cats	77	47	1225	10	34	1926	3319
dogs	153	78	3302	44	95	4150	7822
other	19	24	265	6	4	174	492
total	249	149	4792	60	133	6250	11633

- Live release rate

city	marana	ov	pima	sah	stuc	tucson	total
FY 2013-2014 Live Release Rate	83%	85%	77%	83%	80%	75%	76%
FY 2014-2015 Live Release Rate through December 2014	86%	80%	83%	83%	82%	82%	82%

- Cost appropriated breaking out the admin costs

city	marana	ov	pima	sah	stuc	tucson	total
FY 2014-2015 Budget Allocation Total	\$176,394	\$133,312	\$3,917,034	\$67,780	\$84,991	\$4,363,778	\$8,743,289
FY 2014-2015 Administrative Overhead Allocation	\$18,661	\$14,104	\$414,400	\$7,171	\$8,992	\$461,663	\$924,990

This Budget projection is PACC staff's estimate and is based upon Year to Date experience through November 30, 2014.

- Indication of their desire to cancel the present contract with the County for PACC's service

Though staff cannot speculate on jurisdictions' desires, the towns of Marana, Oro Valley and Sahuarita recently renewed two year agreements with the County aware of the more humane service model and its associated costs. City of South Tucson has not yet renewed its agreement and the City of Tucson's current agreement ends on June 30, 2015.

Kim



From: Francisco Garcia
Sent: Tuesday, January 13, 2015 1:44 PM
To: Kim Janes; Sarah Davis
Subject: FW: Information Request

I think all of this info at least one and two should be straight forward. Can you two help me respond to this please.

Francisco García, MD, MPH | Director
Pima County Health Department
☎: 520.243.7931 | 📠: 520.838.7527 | 📧: Francisco.Garcia@pima.gov
3950 South Country Club, Suite 100 | Tucson Arizona 85714



A Healthy Pima County
Every **one**. Every **where**. Every **day**.

From: Jack Neuman
Sent: Monday, January 12, 2015 9:10 PM
To: Francisco Garcia
Subject: Information Request

Francisco,

Thank you for the information you and Jan took the time to convey to me this afternoon. Information that I would like to know broken down by each City municipality:

- Percentage of animals PACC handles (by dog/cat)
- Live release rate
- Cost appropriated breaking out the admin costs
- Indication of their desire to cancel the present contract with the County for PACC's services

Thank you for your assistance. Please let me know if you have any questions.



A Healthy Pima County
Every one. Every where. Every day.

Date (Time):	08.27.2014	
Topic:	Pima Animal Care Center – Jurisdiction meeting highlighting Pima Animal Care Center services and promotion of inter-jurisdictional collaboration.	
Attendees:	<p>Mr. Gilbert Davidson, Town Manager, Town of Marana Ms. Jaime Sklar, Town Attorney, Town of Marana Mr. Jamsheed Mehta Deputy Town Manager, Town of Marana Chief Danny Sharp, OVPD Ms. Teri Bankhead Deputy Town Manager, Sahuarita Ms. Joyce Garland, Director, City of Tucson Budget and Internal Audit Program Mr. Robert Kulze, City of Tucson Auditor Ms. Sarah Davis, Special Staff Assistant, Pima County Health Director’s Office Mr. Kim Janes, Chief of External Affairs, Pima Animal Care Center</p>	
Apologies:	Mr. Luis Gonzales, City Manager, City of South Tucson	
Meeting Facilitator:	Kim Janes	
Minutes Prepared By:	Sarah Davis	
Next Scheduled Mtg:	December 2014	
Agenda Topics	Responsible	Discussion
1. Presentation on Pima Animal care Services and Impact	Kim Janes	<ul style="list-style-type: none"> - The meeting commenced with a presentation given by Kim Janes of Pima Animal Care Center surrounding the scope of services PACC provides to the cities and towns within Pima County. - The presentation involved analysis of services provided, costs associated with services provided, explanation of the increase in IGA amount, and impactful strategies adopted in animal care to better serve our population. - During the presentation operational changes were highlighted and ordinance proposals were discussed.
2. Discussion on future involvement of jurisdictions	Kim Janes and Group-at-large	<ul style="list-style-type: none"> - The meeting was opened to discussion with the jurisdictions and opportunity to highlight thoughts, issues, and requests was presented: - Outcomes: <ul style="list-style-type: none"> o Discussion on the recent cost increase associated with Pima Animal Care Center policy and operational changes

		<ul style="list-style-type: none"> ○ Jurisdictions requested overhead allocation formula. Allocation methodology attached. ○ Proposal to have further and more frequent discussions surrounding Pima Animal Care Center operations and financial impact on the jurisdictions. ○ Jurisdictions requested information on how jurisdictions can reduce demand and mitigated costs. ○ Proposal from Pima County Health Department Staff to help facilitate more regular communication with the Jurisdictional. <p>- Proposal / Action Taken:</p> <p>- Pima County Health Department Staff will coordinate quarterly meetings to discuss the following:</p> <ul style="list-style-type: none"> ○ Operational and Financial status and current year and future year projection ○ Gain input / feedback from jurisdictional representation on proposed Pima Animal Care Center actions and impact. ○ Promote a forum for each jurisdiction to participate and engage in positive impacts that Pima Animal Care Center can provide city, town, and county residents and pets.
3. Next Steps / Follow-up	Kim Janes	<ul style="list-style-type: none"> - Identify times, dates and discussion topics for review at quarterly oversight meetings. - Continue to facilitate education, resources and clear communication regarding the inter-governmental agreements and associated changes. - Provide timely cost projections for inclusion in budget preparation cycle. - Provide minutes of this meeting. - Continue to provide statistical detail of animal care services within Pima County.
Handouts Provided:	FY 2014 IGA Updates, Financial Reporting per Jurisdiction, Pima Animal Care Center Services presentation, Review of Animal Care Services in Six Cities / Counties Memorandum for Pima County Administration.	



Pima Animal Care Center

Jurisdictional Animal Services Discussion
December 11, 2014



PIMA COUNTY
HEALTH DEPARTMENT

A Healthy Pima County
Every **one**. Every **where**. Every **day**.

Agenda

- I. Welcome and Introductions
- II. Services
 - a. Contracted Service
 - b. Performance Measures and Tracking
 - c. Cost Drivers
 - d. Cost Allocations
 - e. Administrative Costs
 - f. License Compliance
 - g. Donations
- III. Community Spay Neuter Efforts
- IV. Rescue Operations
- V. Adoption Program
- VI. Additional Discussion on possible service changes
- VII. FY 14-15 and 15-16 Projections
- VIII. Questions and feedback

Contracted Service Mandates

- Enforcement
 - Loose Dog Mandated By the State
 - Rabies and Bite Control Required by State Health Department
 - Jurisdiction can adopt local loose dog codes
 - If so, must be as stringent
 - Misdemeanor Welfare, Noise, Waste Mandated by Local Jurisdictions
 - County Cannot Mandate for City or Town
- Sheltering
 - If provided, must provide humane care
- Dog Licensing-Mandated by State unless Local Jurisdiction adopts equal to or more stringent local ordinances.

Performance Indicators

Performance Measure	Performance Metric
Licenses Sold	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
Enforcement	Number, types and source location of calls for enforcement services
Enforcement Responses	Number, types and source location of enforcement calls responded to
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, redemptions and adoptions)
Donations and Grants	Number and source location of all donations and grants

Cost Drivers

Community Spay/Neuter-Market Spay Neuter Rates, species, gender

Licensing- Tag, postal, paper, printing prices

Enforcement-Vehicle maintenance and mileage, time on scene, number of impounds

Shelter Services-Number of animals, length of stay, species

Veterinary Services-alteration status, veterinary medical treatment needs, disease control barriers, stress, occupancy

Common Drivers- Staff, Communication and Outreach, Management and Administrative Costs

Cost Allocation

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 appropriate ratio of licenses sold to residents of that jurisdiction when compared to the total number sold
Enforcement	The jurisdiction is assigned the appropriate 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. PCHD overhead is charged directly to each service unit and allocated to each jurisdiction at the service unit rate

Licensing Compliance

Jurisdiction	Marana	Oro Valley	Sahuarita	South Tucson	Tucson
License Compliance	51.61%	58.23%	32.32%	13.93%	39.76%
Licenses Sold	4,601	5478	2003	177	47,329
Estimated # of Dogs	8,915	9408	6198	1271	119,038
Potential Revenue	\$156,172	\$157,487	\$110,778	\$22,691	\$2,100,123
FYE 2014 License Revenue	\$80,600	\$91,700	\$35,800	\$3,160	\$835,000

FY 14-15 YTD through October Donation Summary

Jurisdiction	DONATION	DONATION ADOP	DONATION GENERAL	DONATION OUTREACH	DONATION SPAY NEUTER	DONATION MEDICAL	DONATION SHELTER	Grand Total	Donation Ratio	Per Capita Ratio
MARANA	\$0	\$39	\$2,038	\$23	\$1,926	\$288	\$51	\$4,365	3.09%	3.88%
ORO VALLEY	\$0	\$191	\$2,698	\$25	\$3,611	\$486	\$495	\$7,506	5.80%	4.18%
PIMA	\$125	\$1,517	\$66,408	\$2,823	\$32,122	\$8,475	\$17,935	\$129,404	51.56%	35.96%
SAHUARITA		\$190	\$154	\$10	\$295	\$155	\$125	\$929	0.47%	2.69%
SOUTH TUCSON			\$49		\$72			\$121	0.12%	0.57%
TUC SON	\$0	\$408	\$21,143	\$507	\$24,276	\$2,588	\$1,979	\$50,901	38.97%	52.72%
Grand Total	\$125	\$2,345	\$92,489	\$3,388	\$62,302	\$11,992	\$20,585	\$193,226		

Community Spay Neuter Efforts

- Assist low income owners to alter pets
- Average cost @ \$70 per pet
- Altered @ 3200 pet per year over last five years
- Uses Existing Local Veterinarian Capacity
- Includes Best Friends TNR Program

FY 11-14		
Total VS Stray Impound Trends		
Jurisdiction	Total	Stray
Marana	-26.60%	-38.10%
Oro Valley	-17.20%	-38.74%
Pima County	-13.35%	-22.74%
Sahuarita	-25.49%	-33.71%
South Tucson	-24.37%	-17.67%
Tucson	-19.93%	-28.65%
Total	-17.71%	-26.61%

PACC Rescue Program

- Release Injured, Sick and Behavior Challenged Pets ASAP
- Partners with over 75 Rescue Organizations
- Accounts for over 1/3rd of live releases
- Reduces Length of stay on average of five days per rescued pets
- PACC provides alteration when possible, license and microchip upon rescue

PACC Adoption Program

- Priced to Adopt to all suitable homes
- Seven days a week
- Seven hours a day
- Six+ Offsite Adoption Events a month
- All adopted pets must be altered

Adoption Fee Table

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

Service Modification Discussion

Service Area	Possible Service Adjustments
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.

Animal Impound Trends

Fiscal Year End	11	12	13	14
Marana	688	586	599	505
Oro Valley	250	215	230	207
Pima County	10,710	10,300	9,880	9,280
Sahuarita	204	207	158	152
South Tucson	394	365	405	298
Tucson	16,415	15,514	14,549	13,143
Total	28,661	27,187	25,821	23,585

Stray Animal Impound Trends

Fiscal Year End	11	12	13	14
Marana	378	316	304	234
Oro Valley	111	91	79	68
Pima County	6,413	6,013	5,704	4,955
Sahuarita	89	76	59	59
South Tucson	232	242	276	191
Tucson	10,099	9,755	8,952	7,206
Total	17,322	16,493	15,374	12,713

FY 11-FY 14 Stray VS Total Impound Trends

Jurisdiction	Total	Stray
Marana	-26.60%	-38.10%
Oro Valley	-17.20%	-38.74%
Pima County	-13.35%	-22.74%
Sahuarita	-25.49%	-33.71%
South Tucson	-24.37%	-17.67%
Tucson	-19.93%	-28.65%
Total	-17.71%	-26.61%

FY 14-15 Enforcement Responses through Nov 30, 2014

	Marana	Oro Valley	Sahuarita	South Tucson	Tucson
Law Enforcement Assistance	13	12	4	24	822
Bites and Rabies Exposures	37	45	28	12	1377
Aggressive/Dangerous	2	7	6	3	296
Cruelty	46	4	3	14	825
Loose	63	28	33	61	2621
Waste	6		6	3	152
Noise	36	1	47	1	450
Other	3	28	19	21	682
Total	200	125	140	136	7073
Loose includes strays, leash law and trapping activities					

FY 2013-2014 Cat Enforcement Responses

Jurisdiction	number of calls re cats	number of calls resulting in impounds	number of cats impounded
MAR	27	12	12
ORO	13	5	5
PIMA	444	191	313
SAH	13	4	4
STUC	21	11	24
TUC	1394	665	944

Response By Jurisdiction 1st Quarter FY 2014-2015

Amended Enforcement Model Impact

Current Expense Model			Amended Letter Expense Model					
Jurisdiction	Responses	Jurisdiction Share	Letter Responses		Officer Responses		Jurisdiction Share	Delta
Marana	114	\$9,699.12	20	\$463.80	94	\$8,585.09	\$9,048.89	(\$650.23)
Oro Valley	73	\$6,210.84	0	\$0.00	73	\$6,667.15	\$6,667.15	\$456.31
Pima	2175	\$185,049.00	199	\$4,614.81	1976	\$180,469.64	\$185,084.45	\$35.45
Sahuarita	78	\$6,636.24	27	\$626.13	51	\$4,657.87	\$5,284.00	(\$1,352.24)
South Tucson	83	\$7,061.64	4	\$92.76	79	\$7,215.13	\$7,307.89	\$246.25
Tucson	4247	\$361,334.76	371	\$8,603.49	3876	\$353,998.14	\$362,601.63	\$1,266.87
Total	6770	\$575,992.88	621	\$14,400.99	6149	\$561,593.03		
Expense/ Response		\$85.08		\$23.19		\$91.33		

PACC Adoption Revenue Trends and Live Release Rates FYE 2011-2014

Jurisdiction	2011	2012	2013	2014
Marana	\$12,254	\$11,486	\$9,060	\$7,656
Oro Valley	\$9,801	\$7,557	\$6,041	\$6,159
Pima County	\$93,904	\$82,950	\$68,814	\$57,562
Sahuarita	\$2,698	\$2,154	\$2,775	\$2,349
South Tucson	\$1,215	\$329	\$474	\$304
Tucson	\$91,316	\$74,667	\$67,802	\$61,264
Total	\$211,187	\$179,142	\$154,965	\$135,294
Live Release Rate	47%	54%	64%	76%

Enforcement

- Emergency Welfare
- Law Enforcement Assistance
- Bites and Rabies Exposures
- Aggressive/Dangerous
- Non-Emergency Welfare
- Loose
- Waste
- Noise

Shelter Services Average Cost per Pet \$138

Average Stay per Pet 12 + days for average cost of \$11 per day

- Spay Neuter Program
- Intake
- Vaccinate
- Triage
- Shelter
- Treat
- Micro Chip
- Alter
- Adoption
- Rescue

Donation and Spay Neuter Use Ratio Compared to Per Capita

Jurisdiction	Adopt	General	Outreach	Spay Neuter	Medical	Shelter	Grand Total	Donation Ratio	S/N Use	S/N Use Ratio	Per Capita Ratio
MARANA	\$39	\$2,038	\$23	\$1,926	\$288	\$51	\$4,365	3.09%	12	1.41%	3.88%
ORO VALLEY	\$191	\$2,698	\$25	\$3,611	\$486	\$495	\$7,506	5.80%	4	0.47%	4.18%
PIMA	\$1,517	\$66,523	\$2,823	\$32,122	\$8,475	\$17,935	\$129,395	51.56%	279	32.78%	35.96%
SAHUARITA	\$190	\$154	\$10	\$295	\$155	\$125	\$929	0.47%	10	1.18%	2.69%
SOUTH TUCSON		\$49		\$72			\$121	0.12%	7	0.82%	0.57%
TUC SON	\$408	\$21,143	\$507	\$24,276	\$2,588	\$1,979	\$50,901	38.97%	539	63.34%	52.72%
Grand Total	\$2,345	\$92,604	\$3,388	\$62,302	\$11,992	\$20,585	\$193,216		851		

Spay Neuter Impact

Fiscal Year	2013-2014	2012-2013	2011-2012	2010-2011
County Community Spay-Neuter Support	\$220,000	\$220,000	\$220,000	\$220,000
Intakes	24,332	26,593	28,193	29,516
Euthanasia Rate	24%	36%	45%	53%
"Average # of Pets per Day	877	761	795	771
Live Releases	13,752	12,404	11,345	10,542

Spay Neuter Impact Stray Impounds by Fiscal Year

FYE	2011	2012	2013	2014
Marana	378	316	304	234
Oro Valley	111	91	79	68
Pima County	6413	6013	5704	4955
Sahuarita	89	76	59	59
South Tucson	232	242	276	191
Tucson	10099	9755	8952	7206
Total	17322	16493	15374	12713

PACC Future

- New, cost efficient facility
- Improved Spay Neuter Program supported by larger and more donors and grants
- Reduce Intakes
- Reduce average length of stay

End Result

All but Eliminate Unwanted Pets and
Reduce Associated Costs

Animal Services Updates

- Monthly Financial
- Monthly Advisory Committee Minutes
- Quarterly Audited Financial
- Quarterly Detailed Reports
 - Activity Locations
 - Licensing Owner's Addresses
 - Impounded Animal Locations or Owners Locations
 - Revenue Detail
- Budget Input Report
- Annual Audited Financial
- Annual Detailed Reports

Mitigation Options

- Promote Spay/Neuter to reduce impounds
- Reduce Mandated Stay times in codes
- Conduct outreach to targeted areas to mitigate
 - Loose Animals
 - Enforcement Needs
 - Noise and Waste Complaints
 - Low License Compliance

Questions?
Thank you!





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

November 18, 2014

Luis Gonzales, City Manager
City of South Tucson
1601 S. Sixth Avenue
Tucson, Arizona 85713

Re: Pima County Attorney's Legal Opinion Regarding Pima Animal Care Center Obligations

Dear Mr. Gonzales:

As indicated in my November 4, 2014 letter, the County Attorney's Opinion regarding County obligations related to animal care would be released provided the Board of Supervisors waived the Attorney/Client Privilege. Today, in public session, the Board waived the Attorney/Client Privilege.

Therefore, I am enclosing a copy of the Legal Opinion regarding the County's financial obligations to provide animal care services inside cities, towns and municipalities. As you can see, the County has no obligation. The services we provide are based on the consent of the jurisdiction through an intergovernmental agreement. The policy regarding how the County operates and conducts animal care services is under the purview of the Board of Supervisors and based on recommendations from the Animal Care Advisory Committee.

I know that you have met with Deputy County Administrator Jan Leshner to discuss these matters and how best to obtain city, town and municipal input for conducting animal care services throughout Pima County. We have adopted an appropriate modern animal care service model and will not be altering that model; however, we value your input and suggestions on how these services can be provided to your community.

I encourage you to continue to provide suggestions to Ms. Leshner. We will continue to provide these services if desired by your community, and we look forward to continuing dialog with you.

Mr. Gonzales

Re: **Pima County Attorney's Legal Opinion Regarding Pima Animal Care Center Obligations**

November 18, 2014

Page 2

Sincerely,



C.H. Huckelberry
County Administrator

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
Kim Janes, External Operations Manager, Pima Animal Care Center



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C.H. HUCKELBERRY
County Administrator

November 4, 2014

Luis Gonzales, City Manager
City of South Tucson
1601 S. Sixth Avenue
Tucson, Arizona 85713

Re: Board of Supervisors Communication Regarding Pima Animal Care Center Financing and the Legal Opinion Regarding County Obligations

Dear Mr. Gonzales:

I will be asking the Board of Supervisors to waive Attorney/Client Privilege so the Legal Opinion of the County Attorney can be released to the public. If the Board waives the privilege on November 18, 2014, I will immediately provide you with a copy of the opinion for your information.

In addition, I understand Deputy County Administrator Jan Leshar and Pima Animal Care Center (PACC) staff will meet with you to discuss budget and finance issues as they relates to supporting the PACC facility and program in Pima County. We will be directing our information and correspondence to your attention to avoid potential lapses in communication.

Sincerely,

A handwritten signature in black ink, appearing to read "C.H. Huckelberry", is written over a large, stylized flourish that extends downwards and to the right.

C.H. Huckelberry
County Administrator

CHH/anc

c: Jan Leshar, Deputy County Administrator for Medical and Health Services
Dr. Francisco Garcia, Director, Health Department
Kim Janes, External Operations Manager, Pima Animal Care Center



**ATTORNEY/CLIENT PRIVILEGED
M E M O R A N D U M**

Pima County Attorney's Office
Civil Division

32 North Stone Ave, Suite 2100
Phone 520.740.5750 Fax 520.620.6556

This is a privileged attorney-client communication and should not be disclosed to persons other than Pima County officials and employees involved in the matter that is the subject of the communication. The privilege is held by Pima County and can be waived only by an official action of the Board of Supervisors.

To: C.H. Huckelberry, County Administrator

From: Paula J. Perrera, Deputy Pima County Attorney *PP*

Date: September 29, 2014

Subject: Termination of City of Tucson Intergovernmental Agreement (IGA) for PACC services

Q: What is the correct procedure to terminate the Intergovernmental Agreement (IGA) between Pima County and the City of Tucson for the provision of animal care services?

A: Paragraph 14 of the IGA states "Either party may terminate this Agreement by giving written notice to the other party by not less than six (6) months prior to the termination date." Accordingly, if the Board of Supervisors decides to terminate the IGA they could then authorize the Chair or a designee to send written notice of termination to the City of Tucson.

Q: Which services is the County required to provide inside the City of Tucson if the IGA is terminated?

A: None. A.R.S. Ch.7 Art. 6 authorizes the County Board of Supervisors to perform many functions including the designation of a county enforcement agent who is responsible for enforcement of the provisions of Art. 6. Among the powers granted to the Board of Supervisors are the ability, but not the obligation, to establish a county pound, contract with cities and towns for enforcement of their ordinances, perform licensing and rabies control functions, as well as the impoundment of stray animals and management of biting animals and aggressive dogs. However, A.R.S. §11-1018 B provides that the provisions of Art. 6 do not apply to counties "which regulate the running at large of dogs in the unincorporated areas of the county by ordinance provided that such ordinance is equal to or more stringent than the provisions of this article." Section 6.04.030 of the Pima County Code regulates the running at large of dogs in unincorporated Pima County and is at least equal to the provisions of Art. 6. Therefore Pima

County is relieved from any of the functions or duties otherwise required by Art. 6. See Op.Atty.Gen. No. I84-078. Further, because Chapter 6.04 of the Pima County Code regarding Animal Control is only applicable to unincorporated Pima County the County doesn't possess independent authority to perform those functions in incorporated areas of the County.

PJP/blr

**cc: Christopher Straub, Chief Civil Deputy
Jan Leshner, Deputy County Administrator – Med. & Health**